**Date:** November 24, 2026

To,

**BSE Limited**
20th Floor, P.J. Towers,
Dalal Street,
Mumbai - 400001.
BSE Scrip Code:544880

**National Stock Exchange of India Limited**
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400 051
NSE Scrip Symbol: HORIZONIND

**Sub: Presentation for Investor Conference**
**Ref.: Our intimation dated November 19, 2026**

With reference to the abovementioned matter and pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith, the presentation to be made to the Investors/Analysts in 2026 Blackstone Connect to be held today i.e. on November 24, 2026.

The same is also available on the website of the Company at www.hiparks.com.

You are requested to take the above on your record.

Thank you.

For **Horizon Industrial Parks Limited**
*(formerly known as Horizon Industrial Parks Private Limited)*

SHRADDHA PODDAR
Digitally signed by SHRADDHA PODDAR
Date: 2026.11.24 12:25:44 +05'30'

**Shraddha Poddar**
**Company Secretary & Compliance Officer**
**Membership No.: A23666**

Encl.: as above.



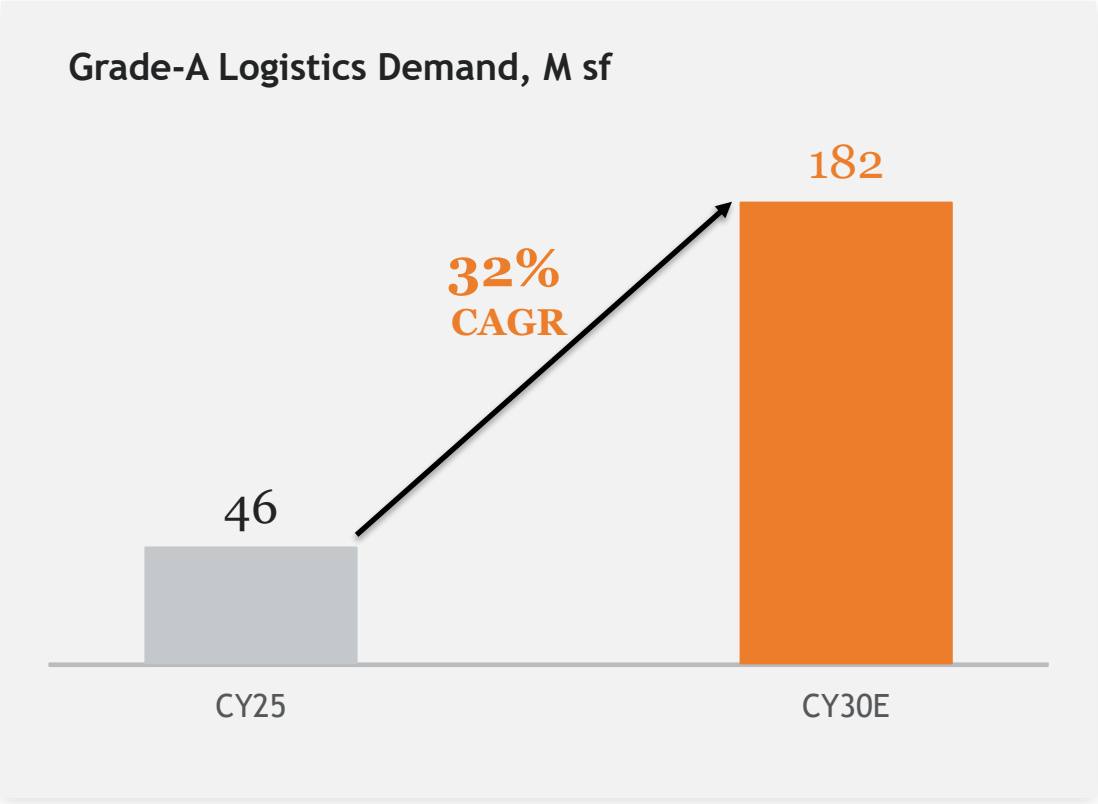
HORIZON
INDUSTRIAL PARKS

# Enabling Modern Businesses

Blackstone Connect | 24 November 2026

Fulfillment Centers | Industrial | In-City | Adjacencies

# Three Megatrends Driving Demand




### Formalization & Flight-to-Quality

**+25%**

Growth in Grade-A stock vs ~5% for Grade-B (CY25-30E CAGR)

### Consumption Boom

**10%**

India's private consumption growth (FY21-26)

### Industrial Tailwinds

**~12–18%**

India's manufacturing GVA growth (FY26-30E)

*India's consumption and manufacturing driving demand for Grade-A logistics*

# India's #1 Industrial & Logistics Infrastructure Platform

## Pan-India Presence




**61 M sf**
Total Network across 46 Assets

**~32 M sf**
Operational Network

**94%**
Occupancy on Stabilized Portfolio(1)

**7 M sf**
In-city network
17 assets, 7 metros

**~2,300**
Land bank, acres

**240+**
Team size

*Fastest-growing logistics platform: 6x network growth in 6 years*

HORIZON INDUSTRIAL PARKS

# Holistic End-to-End Solutions



## 01

### Fulfillment Centers

Bulk storage solutions linking manufacturers with retailers and consumers



## 02

### Industrial Facilities

Built-to-suit and plug-and-play facilities for assembly, light engineering, and manufacturing



## 03

### In-City Centers

Multi-use facilities around dense residential clusters enabling proximity to consumers

## 04

### Adjacencies

- Turnkey Solutions
- Energy Solutions
- Staff Accommodation
- Cold & Liquid Storage
- On-site Hotels

# 130 Customers, Increasingly Industrial

**130**

Unique customers

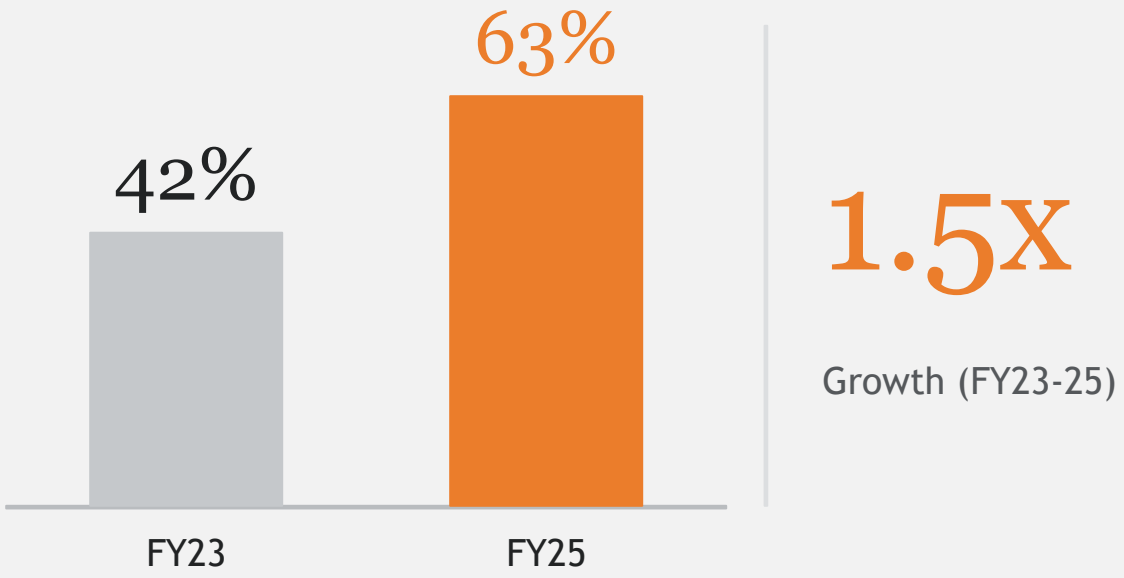
**~53%**

Fortune 500, basis area leased

**40%+**

Repeat business, basis area leased

**Industrial Customers' Share of Area Contracted[1]**



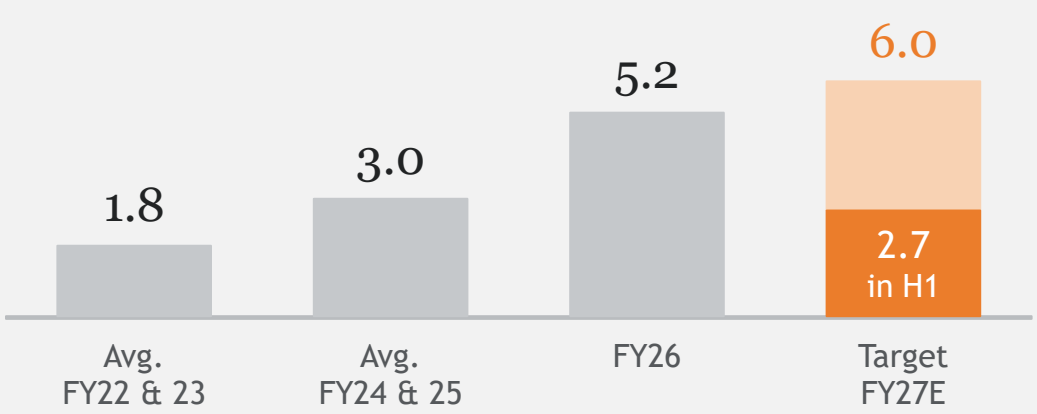

**1.5x**

Growth (FY23-25)

*From Amazon and DHL to Komatsu and Vestas: nearly every sector*

# Development & Leasing both Accelerating

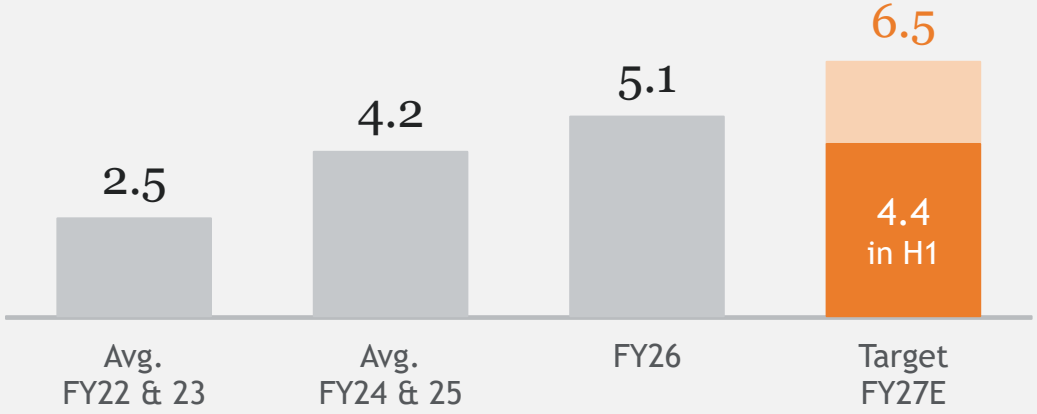
**Development, M sf**




**45%**
Of FY27E target achieved in H1

**10**
Buildings developed in H1 FY27

**Leasing, M sf**




**68%**
Of FY27E target achieved in H1

**Rs 125 Cr**
Contracted revenue added, H1 FY27(1)

*On track to develop 6 M sf and lease 6.5 M sf in FY27E*

# Where We Started: Ageing Godowns on Prime City-center Land




**Before**
Ageing godowns on prime city-center land

Game Changing Partnership
India’s largest in-city platform

What we inherited
Pre-construction

Sep'25
Commenced redevelopment

Oct'26
Rapid execution

Launching soon
1st multi-storey asset launch in Q4’FY27

# How We Scaled this Business: Game Changing Partnership

CWC → **Land**

HORIZON INDUSTRIAL PARKS → **Development & Operations**

**13**
In-city sites across 6 metros

**45-year**
Partnership with CWC

**~85-87%**
Revenue attributable to Horizon

**Before**
Ageing godowns on prime city-center land

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India's largest in-city platform

**What we inherited**
Pre-construction

**Sep'25**
Commenced redevelopment

**Oct'26**
Rapid execution

**Launching soon**
1st multi-storey asset launch in Q4'FY27

# What We Inherited...



**Before**
Ageing godowns on prime city-center land

**Game Changing Partnership**
India’s largest in-city platform

**What we inherited**
Pre-construction

**Sep'25**
Commenced redevelopment

**Oct'26**
Rapid execution

**Launching soon**
1st multi-storey asset launch in Q4’FY27

# Sep'25: Commenced Redevelopment in Pimpri, Pune



**Before**
Ageing godowns on prime city-center land

**Game Changing Partnership**
India’s largest in-city platform

**What we inherited**
Pre-construction

**Sep'25**
Commenced redevelopment

**Oct'26**
Rapid execution

**Launching soon**
1st multi-storey asset launch in Q4’FY27

# Oct'26: Structure Up in 12 Months; Launch Planned in Q4’FY27



**Before**
Ageing godowns on prime city-center land

**Game Changing Partnership**
India’s largest in-city platform

**What we inherited**
Pre-construction

**Sep'25**
Commenced redevelopment

**Oct'26**
Rapid execution

**Launching soon**
1st multi-storey asset launch in Q4’FY27

HORIZON INDUSTRIAL PARKS

# 14 State-of-the-Art Assets Upcoming in Next 2-3 Years



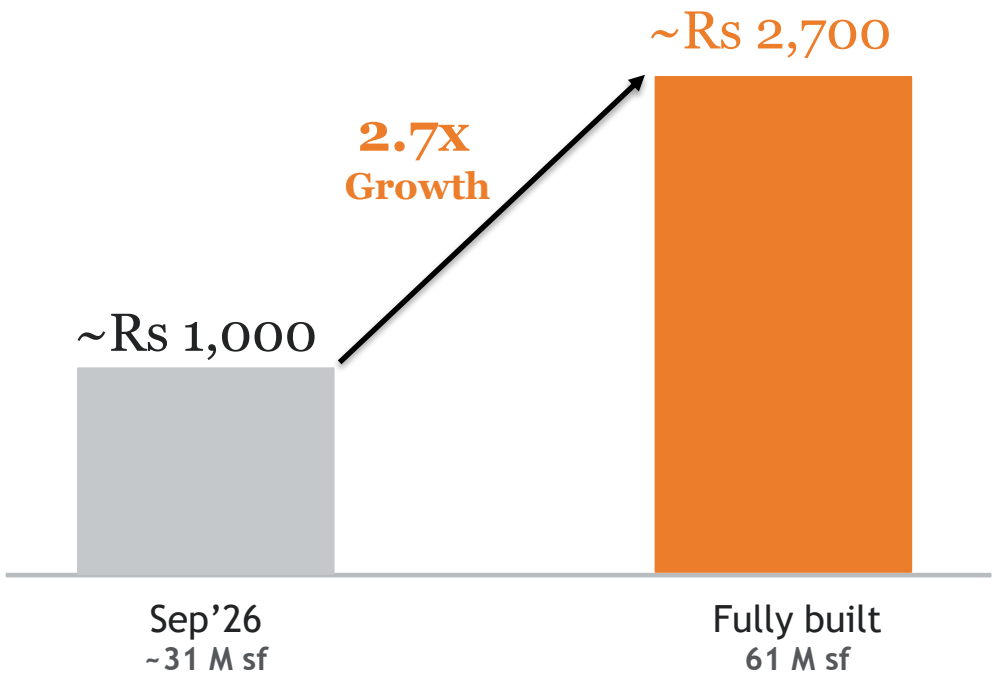
- **Before**
  Ageing godowns on prime city-center land
- **Game Changing Partnership**
  India's largest in-city platform
- **What we inherited**
  Pre-construction
- **Sep'25**
  Commenced redevelopment
- **Oct'26**
  Rapid execution
- **Launching soon**
  1st multi-storey asset launch in Q4'FY27

## Multiple use cases

- Q-Comm / Online Pharma
- E-Comm D2C
- Service Centers
- Cold Storage
- Courier Services
- Cloud Kitchen
- SME Industrial Estates
- R&D Labs

# Revenue to Grow 2.7x Once Fully Built

**Run-rate revenue at year / period end, Rs Cr**




**Margins and leverage**

**80%+**

EBITDA margins

**~3–4x**

Avg. debt to NTM EBITDA

*No incremental primary equity required to fund this embedded growth*

# Why Horizon is Positioned for Growth

| | | |
|---|---|---|
| 01 | Secured Land Bank | ~2,300-acre land bank fully owned and tied up |
| 02 | Best-in-Class Execution | Proven track record and deep relationships with 130 unique customers |
| 03 | In-City Portfolio | Limited competition, scarce supply, 2-3x the rents of large-format parks |
| 04 | Fortress Balance Sheet | Low LTV, debt headroom and organic cashflows to fund future growth |
| 05 | Long-Term Vision | 100 M sf portfolio: A first for Indian Logistics |

# Notes and Sources

**Page 2 | Three Megatrends Driving Demand**
Basis JLL report as of Jul'26. E = estimate.

**Page 3 | India's #1 Industrial & Logistics Infrastructure Platform**
Basis Company filings as of Sep'26; (1) Occupancy on the stabilized portfolio, excluding 1.3 M sf of recent completions (delivered in last 6 months).

**Page 4 | Holistic End-to-End Solutions**
Basis Company filings as of Sep'26.

**Page 5 | 130 Customers, Increasingly Industrial**
Basis Company filings as of Sep'26; (1) Industrial share: area contracted to industrial customers as % of total contracted area.

**Page 6 | Development & Leasing Both Accelerating**
Basis Company filings as of Sep'26; FY27 figures are estimates.
(1) Contracted revenue addition excludes renewals.

**Pages 7-12 | In-City Portfolio**
Basis Company filings; Page 12 image is an artist's perspective.

**Page 13 | Revenue to Grow 2.7x Once Fully Built**
Basis Company filings and estimates.

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