Rahul Arora
AVP and Head Leasing
Max Estates Limited

Max Estates has built a strong track record of occupancy across its commercial portfolio. What, in your view, has been the fundamental success mantra?

Max Estates focuses on bringing real well-being to real estate. We have well-being at the core of our operating philosophy for our WorkWell offerings (Commercial Real Estate Portfolio). At Max Estates, we understand that occupiers increasingly look for quality, credibility, experience, and long-term value from their real estate partners.

At Max Estates, we have deliberately stayed away from competing through discounts or compromising on specifications. Our focus is on creating high-quality assets and consistently delivering on engineering excellence, sustainability, wellness, technology, and the overall occupier experience. Our 5-Star GRESB rating is one reflection of this commitment. Our three delivered WorkWell experiences, Max Towers – Noida, Max House – Delhi and Max Square Two – Noida, are 100% leased out, which is a measure of trust.

As the role of the office evolves from a place of productivity to a destination for collaboration, where do you see the next challenge for commercial real estate players?

At Max Estates, we place as much emphasis on our existing occupiers as we do on acquiring new ones. This means staying close to our clients through regular in-person interactions, understanding their evolving needs, and using CRM, technology, and on-ground operations. Our values of Sevabhav, Credibility and Excellence underpin this approach. Last year, we achieved zero downtime in re-leasing of churned spaces across our portfolio.

GCC expansion is creating demand for flexibility and scalability infrastructure. What do you think of their demand five years from now?

GCCs need scale, flexibility, technology-readiness, operational reliability, and a credible ownership profile. Our buildings incorporate large floor plates, efficient column grids, and round the clock work timings, giving occupiers the flexibility required for different operating models.

With CloudAngle, we collaborated with their team on a lease which resonated with their growth trajectory; this enables them to expand their footprint significantly over time, almost five times from where their initial discussion started.

NCR is attracting a growing share of global occupiers and GCCs. Where does Max Estates see its role in that evolution?

Office leasing in India touched a record 45.5 million sq. ft. during January-June 2026, marking the highest-ever leasing for any first half, according to the latest Real Estate Analysis-July 2026 report by Equirus Securities. GCCs accounted for 43 per cent of the total office absorption. With these numbers, we see a structural opportunity for NCR to become an even more important destination.

We have received sizeable pre–lease commitments for our upcoming offerings, Max Square Two (Tower A and Tower B) – Noida and Max District (Tower 1 and Tower 2) – Gurugram, and we also have Max One and Nexus Tower as upcoming spaces in Noida.

We believe Max Estates is well positioned to become a natural partner for the next generation of businesses choosing NCR. ■