KRYSTAL INTEGRATED SERVICES LIMITED

(FORMERLY KNOWN AS KRYSTAL INTEGRATED SERVICES PRIVATE LIMITED)

November 02, 2026 **KISL/CS/SE/74/2026-27**

The Department of Corporate Services **BSE Limited** General Manager Floor 25, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001 Scrip Code: 544149	**National Stock Exchange of India Limited** Exchange Plaza, Plot no. C/1, G Block, Bandra-Kurla Complex, Bandra (E), Mumbai - 400 051 Scrip Symbol: KRYSTAL

Dear Sir/Madam,

Subject: Investor Presentation on Un-Audited Financial Results for the quarter and half year ended September 30, 2026

Pursuant to the provisions of Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith Investor Presentation on the Un-Audited Financial Results of the Company for the quarter and half year ended September 30, 2026.

The above Presentation is also being made available on the website of the Company at https://krystal-group.com/investor-presentation/.

We request you to kindly take the same on record.

Thanking You,

For **Krystal Integrated Services Limited**
(Previously known as Krystal Integrated Services Private Limited)

Manishkumar Poonambhai Sangani

Digitally signed by Manishkumar Poonambhai Sangani
Date: 2026.11.02 18:24:19 +05'30'

Manishkumar Sangani
Company Secretary & Compliance Officer
Membership Number: A24871

Encl.: as above

KRYSTAL INTEGRATED SERVICES LIMITED



Enriching Lives, Empowering the Nation – ***One service at a Time***

Investor Presentation
Q2 & H1 FY27

DISCLAIMER (1/2)

The presentation and the accompanying slides (the "Presentation") have been prepared by Krystal Integrated Services Limited (the "Company"), solely for informational purposes and does not constitute a dr herring prospectus, red herring prospectus, prospectus, a statement in lieu of a prospectus, an offering circular, offering memorandum, an advertisement, an offer or a solicitation of any offer or an offer document to purchase or sell any securities under the Companies Act, 2013, as amended, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended, or any other applicable law in India. This Presentation should not be considered as a recommendation to subscribe for or purchase any securities of the Company and its subsidiaries and should not be used as a basis of any contract or commitment whatsoever or for any investment decision. This Presentation is strictly confidential and may not be reproduced or redistributed to any other person. By attending or viewing all or a part of this Presentation, you (a) acknowledge and agree to be bound by the limitations and restrictions described herein, (b) agree to maintain confidentiality regarding the information disclosed in this Presentation and (c) agree to maintain confidentiality of the existence and scope of this Presentation and of all conversations held during this Presentation and (d) represent that you are lawfully able to receive this Presentation under the laws of the jurisdiction in which you are located or other applicable laws. Any failure to comply with these restrictions may constitute a violation of applicable securities laws.

The securities of the Company have not been and will not be registered, listed, or otherwise qualified in any other jurisdiction except India and may not be offered or sold and Bids may not be made by persons in any jurisdiction, except in compliance with the applicable laws of such jurisdiction. The Company does not intend to make any public offering of securities in the United States.

The information contained in this Presentation should be considered in the context of the circumstances prevailing at the time and has not been and will not be, updated to reflect material developments which may occur after the date of this Presentation. You acknowledge and agree that the company and/or its affiliated companies and/or their respective employees and/or agents have no responsibility or liability (express or implied) whatsoever and howsoever arising (including, without limitation for any claim, proceedings, action, suits, losses, expenses, damages or costs) which may be brought against or suffered by any person as a result of acting in reliance upon the whole or any part of the contents of this Presentation and neither the Company, its affiliated companies nor their respective employees or agents accepts any liability for any error, omission or misstatement, negligent or otherwise, in this Presentation and any liability in respect of this Presentation or any inaccuracy therein or omission therefrom which might otherwise arise is hereby expressly disclaimed. Certain statements contained in this Presentation may be statements of the Company's beliefs, plans and expectations about the future and other forward looking statements that are based on management's current expectations or beliefs as well as a number of assumptions about the Company's operations and factors beyond the Company's control or third party sources and involve known and unknown risks and uncertainties that could cause actual results to differ materially from those contemplated by the relevant forward looking statements. Forward looking statements contained in this Presentation regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. There is no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should not place undue reliance on forward looking statements, which speak only as of the date of this Presentation.

Certain data contained in this Presentation was obtained from various external data sources. The Company and its affiliates, advisers and representatives make no representation as to the accuracy or completeness of that data and this data involves risks and uncertainties and is subject to change based on various factors.

DISCLAIMER (2/2)

Certain data contained in this Presentation was obtained from various external data sources and the report titled "Industry Report on Integrated Facility Management, Staffing & Payroll Management and Private Security/Manned Guarding Services Business in India" dated September 21, 2023 prepared and issued by Frost & Sullivan (the "F&S Report") which is subject to the following disclaimer:

"The report titled "Integrated Facility Management, Staffing and Payroll Management and Private Security/Manned Guarding Services Business in India" dated September 21, 2023 has been prepared for the proposed initial public offering of equity shares by Krystal Integrated Services Limited (the "Company").

This study has been undertaken through extensive primary and secondary research, which involves discussing the status of the industry with leading market participants and experts and compiling inputs from publicly available sources, including official publications and research reports. Estimates provided by Frost & Sullivan (India) Private Limited ("Frost & Sullivan") and its assumptions are based on varying levels of quantitative and qualitative analyses, including industry journals, company reports and information in the public domain.

Frost & Sullivan has prepared this study in an independent and objective manner, and it has taken all reasonable care to ensure its accuracy and completeness. We believe that this study presents a true and fair view of the industry within the limitations of, among others, secondary statistics and primary research and it does not purport to be exhaustive. The results that can be or are derived from these findings are based on certain assumptions and parameters/conditions. As such, a blanket, generic use of the derived results or the methodology is not encouraged.

Forecasts, estimates, predictions and other forward-looking statements contained in this Report are inherently uncertain because of changes in factors underlying their assumptions, or events or combinations of events that cannot be reasonably foreseen. Actual results and future events could differ materially from such forecasts, estimates, predictions, or such statements.

In making any decision regarding the transaction, the recipient should conduct its own investigation and analysis of all facts and information contained in the prospectus of which this Report is a part and the recipient must rely on its own examination and the terms of the transaction, as and when discussed. The recipients should not construe any of the contents in this Report as advice relating to business, financial, legal, taxation or investment matters and are advised to consult their own business, financial, legal, taxation and other advisors concerning the transaction"

The information contained in this Presentation is not to be taken as any recommendation made by the Company or any other person to enter into any agreement with regard to any investment. You will be solely responsible for your own assessment of the market and the market position of the Company, and you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.

The Company is proposing, subject to the receipt of requisite approvals, market conditions and other considerations, to make an initial public offering of its equity shares and has filed a Draft Red Herring Prospectus dated September 27, 2023 (the "DRHP") filed with the Securities and Exchange Board of India (the "SEBI") on September 28, 2023. The DRHP is available on the website of the Company, the SEBI, BSE Limited and National Stock Exchange of India Limited at www.krystal-group.com, www.sebigov.in, www.bseindia.com and www.nseindia.com, respectively and the website of the book running lead manager at www.ingaventures.com.

Investors should note that investment in equity shares involves a high degree of risk. For details, potential investors should refer to the red herring prospectus that may be filed with the Registrar of Companies, Maharashtra at Mumbai in the future, including the section titled "Risk Factors". Potential investors should not rely on the DRHP filed with the SEBI for making any investment decision.

Capitalized terms and abbreviations used in this Presentation but not defined herein shall have the meaning given to such terms and abbreviations in the DRHP.

MANAGEMENT COMMENT



Speaking on the Company's performance, **Mr. Sanjay Dighe,** CEO & Whole-time Director, said:

"Krystal delivered a strong Q2 FY27 performance, with revenue growth of 46% year-on-year, accompanied by healthy growth in EBITDA and PAT. Our first-half performance reflects the strength of our diversified business model, growing presence across government and corporate segments, and disciplined execution of our Krystal 2.0 strategy, focused on quality-led, profitable growth.

Our corporate business continues to gain momentum through deeper client relationships, increased wallet share and geographic expansion. We remain selective in bidding, prioritising project quality and profitability over scale.

The acquisition of Citelum India marks our entry into city lighting and urban infrastructure, with a revenue ambition of ₹300–350 crore annually over the next 3–4 years, supported by planned investments of approximately ₹100 crore. Recent wins across sewage treatment, transportation, railways, metro infrastructure and industrial staffing further strengthen our diversified portfolio.

Looking ahead, our priorities remain clear – disciplined growth, execution excellence, margin improvement and building a more resilient business that delivers sustainable, long-term stakeholder value."

Q2 FY27 KEY FINANCIAL HIGHLIGHTS

Revenue **Rs. 4,144.67 Mn** 46.25 % YoY	EPS **Rs. 13.39** 42.13 % YoY
EBITDA **Rs. 248.64 Mn** 38.82 % YoY	EBITDA Margin **6.00%** (32) bps
PAT **Rs. 186.73 Mn** 41.66 % YoY	PAT Margin **4.51%** (14) bps



H1 FY27 KEY FINANCIAL HIGHLIGHTS

Revenue
Rs. 7,751.78 Mn
27.82% YoY

EPS
Rs. 25.85
21.99% YoY

EBITDA
Rs. 476.62 Mn
21.39% YoY

EBITDA Margin
6.15%
(32) bps

PAT
Rs.360.35 Mn
22.09% YoY

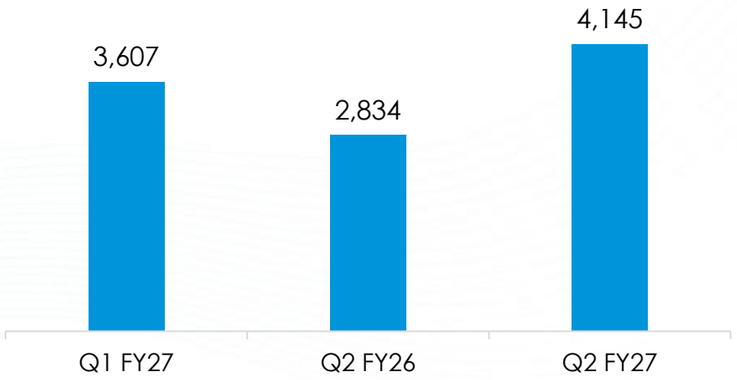
PAT Margin
4.65%
(22) bps

Robust order book of approx. **₹3,100+** crores as on 30th September 2026

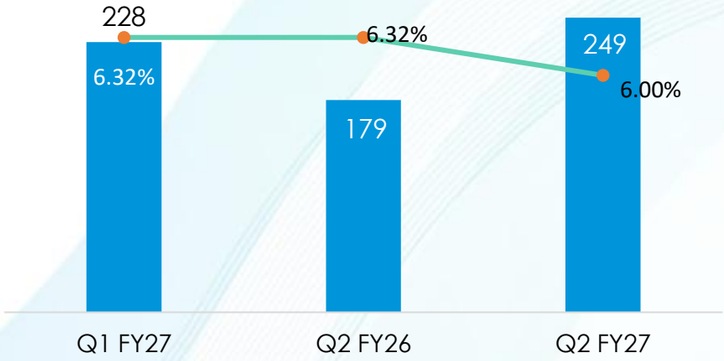


QUARTERLY FINANCIAL PERFORMANCE

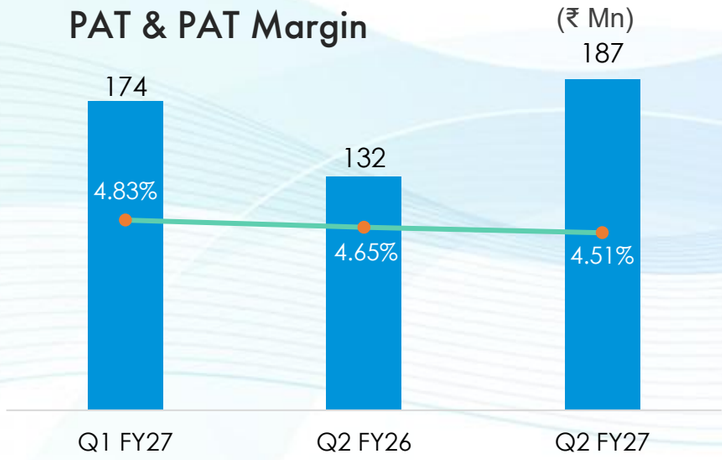
Revenue from Operations (₹ Mn)



EBITDA & EBITDA Margin (₹ Mn)



PAT & PAT Margin (₹ Mn)

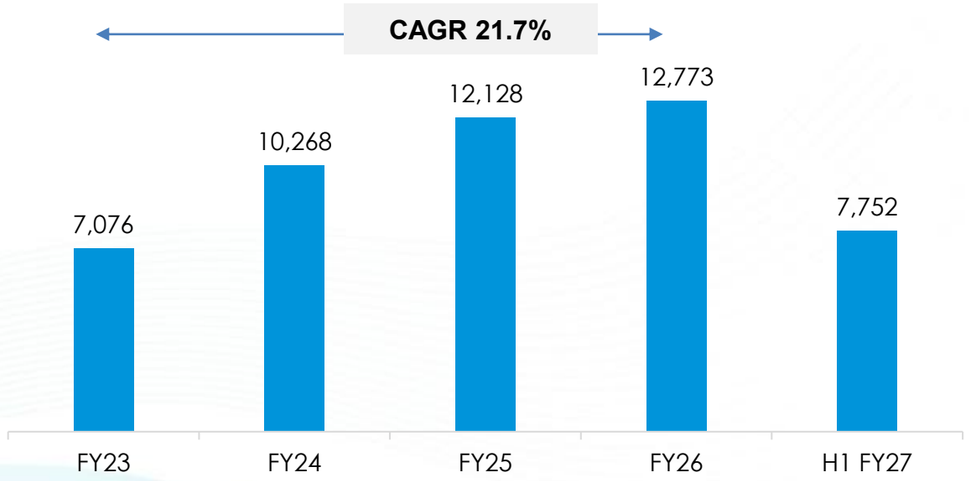


EPS (Rs)

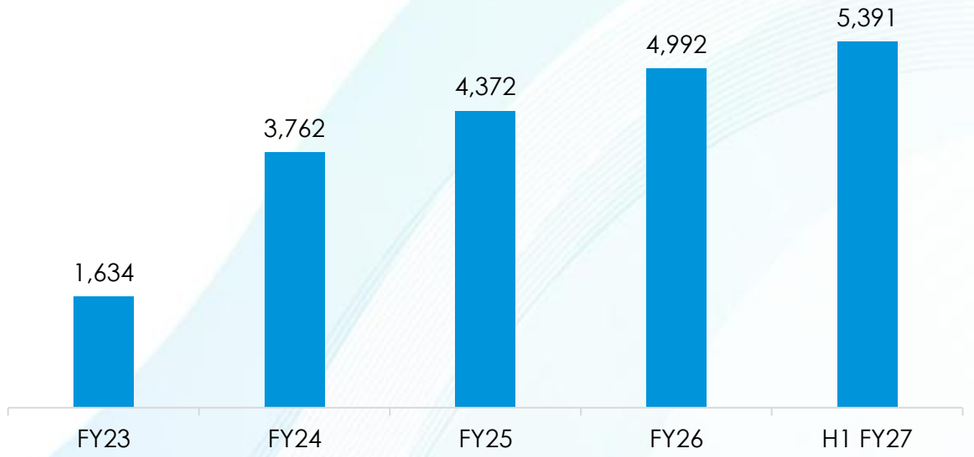


HISTORICAL FINANCIAL PERFORMANCE

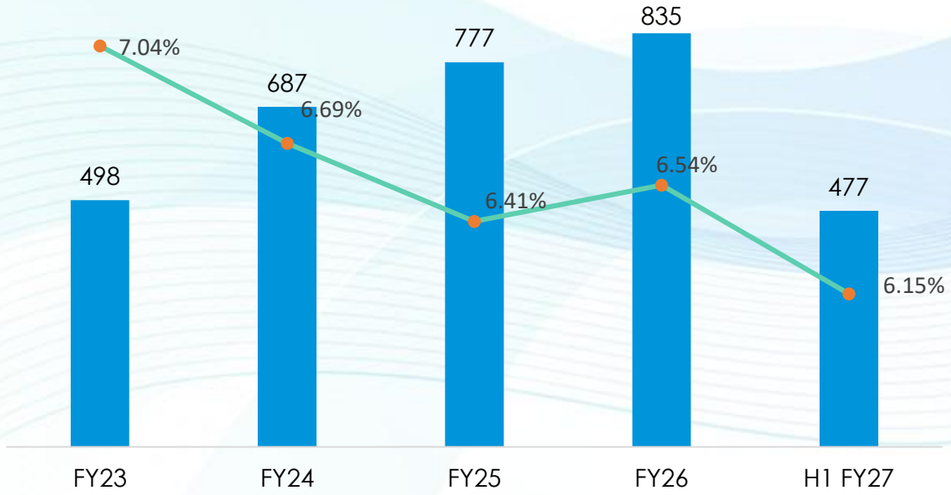
Revenue from Operations (₹ Mn)



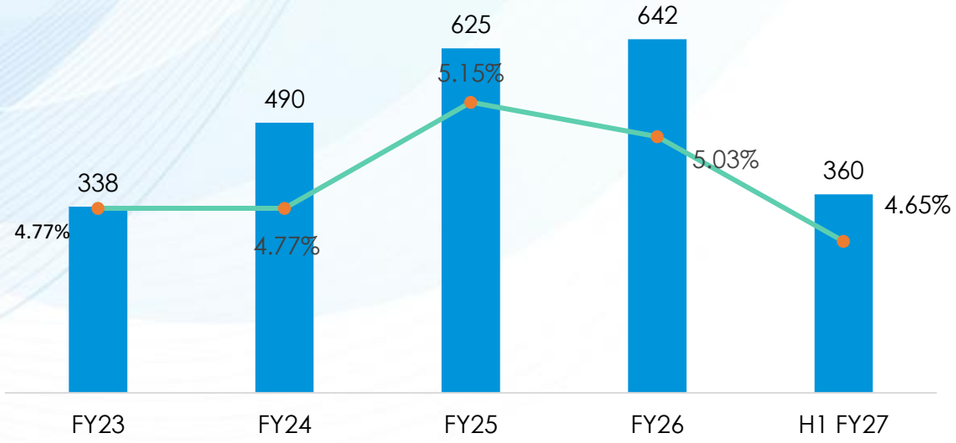
Net Worth (₹ Mn)



EBITDA & EBITDA Margin (₹ Mn)



PAT & PAT Margin (₹ Mn)



QUARTERLY CONSOLIDATED STATEMENT OF PROFIT & LOSS

(₹ Mn)

Particulars	Q2 FY27	Q2 FY26	YoY	Q1 FY27
Income from operations	**4,144.67**	**2,834.00**	**46.25%**	**3,607.10**
Total Raw Material Expenses	613.40	482.91		493.84
Employee Cost	3,144.32	2,049.14		2,765.12
Other Expenses	138.31	122.84		120.17
Total Expenditure	**3,896.03**	**2,654.90**		**3,379.13**
EBITDA	**248.64**	**179.11**	**38.82%**	**227.97**
EBITDA Margin %	***6.00%***	***6.32%***	***(32) bps***	***6.32%***
Depreciation	32.79	31.13		30.00
Other Income	53.41	45.01		52.90
Interest	55.80	35.03		44.01
Profit Before Tax	**213.46**	**157.96**		**206.87**
Tax	26.73	26.15		33.25
Profit After Tax*	**186.73**	**131.81**	**41.66%**	**173.62**
PAT Margin	***4.51%***	***4.65%***	***(15) bps***	***4.81%***
Basic EPS	13.39	9.42	**42.13%**	12.46

** Excluding profit from discontinued operations*

HALF YEARLY CONSOLIDATED STATEMENT OF PROFIT & LOSS

(₹ Mn)

Particulars	H1 FY27	H1 FY26	YoY
Income from operations	**7,751.78**	**6,064.81**	**27.82%**
Total Raw Material Expenses	1,107.24	885.56	
Employee Cost	5,909.44	4,513.31	
Other Expenses	258.48	273.31	
Total Expenditure	**7,275.16**	**5,672.18**	
EBITDA	**476.62**	**392.64**	**21.39%**
EBITDA Margin %	***6.15%***	***6.47%***	***(32) bps***
Depreciation	62.79	59.53	
Other Income	106.31	85.31	
Interest	99.81	68.66	
Profit Before Tax	**420.34**	**349.75**	
Tax	59.98	54.61	
Profit After Tax*	**360.35**	**295.14**	**22.09%**
PAT Margin	***4.65%***	***4.87%***	***(22) bps***
Basic EPS	25.85	21.19	21.99%

** Excluding profit from discontinued operations*

CONSOLIDATED BALANCE SHEET

(₹ Mn)

Particulars	As on Sept 30, 2026	As on Sept 30, 2025	As on Mar 31, 2026
Equity Capital	**139.72**	**139.72**	**139.72**
Other Equity	**5,251.17**	**4,497.04**	**4,851.82**
Borrowings (Current + Non-Current)	1,446.42	932.00	1,109.87
Lease Liabilities (Current + Non-Current)	84.81	83.83	87.51
Provisions (Current + Non-Current)	286.15	178.65	235.09
Trade Payable	560.25	559.91	600.52
Other Financial Liabilities (Current)	1,172.36	1,143.08	937.51
Other Current Liabilities	660.85	309.63	454.33
Total Equity & Liabilities	**9,601.72**	**7,843.86**	**8,416.38**
Fixed Assets (incl. PPE, CWIP, RoU Assets & Intangible Assets)	1,043.72	1,086.52	1,052.51
Investments (Non-Current)	75.75	80.81	81.38
Deferred Tax Assets (net) (Non-Current)	67.85	56.96	59.43
Income Tax Assets (net) (Current + Non-Current)	155.33	174.48	69.20
Other Non-current Assets	305.00	292.53	292.53
Inventory	21.24	16.00	19.66
Trade Receivable	4,978.91	4,004.39	4,123.82
Cash & Cash Equivalents (incl. Other Bank Balances)	808.04	352.04	594.04
Loans (Current)	1,337.65	1,234.63	1,464.47
Other Financial Assets (Current + Non-Current)	410.05	350.28	404.91
Other Current Assets	398.18	195.21	254.43
Total Assets	**9,601.72**	**7,843.86**	**8,416.38**

KRYSTAL 2.0 — STRATEGIC SHIFT TO VALUE-LED GROWTH

Strengthens foundations for sustainable & profitable growth with diversified expansion across India



Strategic Pivot

- Increasing focus on high-quality, margin-accretive corporate clients



Business Mix Rebalancing

- Prioritizing margin-led growth by selectively bidding for large government opportunities while increasing contribution from corporate and private sector engagements.



Partner of Choice for MNCs & Indian conglomerates

- Positioned as a reliable integrated services partner for MNCs entering India and Indian conglomerates
- Leveraging compliance, scale and execution capabilities



Manufacturing Sector-Led Opportunity Expansion

- Deeper penetration into manufacturing & industrial sectors.
- Benefiting from rising infrastructure investments



Operational Strengthening

- Transition towards skilled & semi-skilled workforce
- Ongoing internal capability building & process standardization

KEY BUSINESS STRATEGIES



1. Margin-Led Growth

- Pivot from volume-driven growth to margin-accretive corporate business
- Deepening presence in high-growth sectors: Manufacturing (Pharma, Auto, Defence), Global Capability Centers, Data Centres, Logistics and so on

2. Integrated Services Model

- Delivering bundled offerings: FMS + Security + Waste Management + O&M + Renewable
- Driving cross-sell across existing client base
- Transitioning from single-service vendor to a strategic integrated partner

3. Expanding New-Age & High-Value Verticals

- Waste Management: Scaling from ~400 TPD to 800–1,000 TPD
- Renewable / Solar / EPC: Leveraging existing client base
- O&M (Power/Substations): Expanding into higher voltage infrastructure

4. Strengthening Execution Through Skilled Workforce & Technology

- Building skilled & semi-skilled workforce pipeline
- Enhancing delivery through technology platforms
- Focus on quality, compliance and retention

WAY AHEAD

Strategic Focus Areas

Accelerating Corporate-Led Growth Engine

Expanding Geographic Footprint with Execution Depth

Deepening Sectoral Focus in High-Growth Industries

Cross sell services & Increasing Wallet Share

Scaling Adjacencies into Meaningful Growth Verticals

COMPANY OVERVIEW



KRYSTAL AT A GLANCE

One-Stop Solution provider with expertise in healthcare, education, public administration, airports, railways & metro infrastructure and waste management

Comprehensive range of service offerings covering Integrated Facility Management, Staffing & Payroll Management, Private Security & Manned Guarding, Food & Beverages, Technical Facility mgmt and Waste Mgmt

Key service provider to government sector as well as corporates and amongst the select companies in India to qualify for and service large, multi-location government projects

100% contract renewal / extension rates for relevant non-government customers over last 5 years

Strong track record of high employee satisfaction and retention rates

Key Highlights*

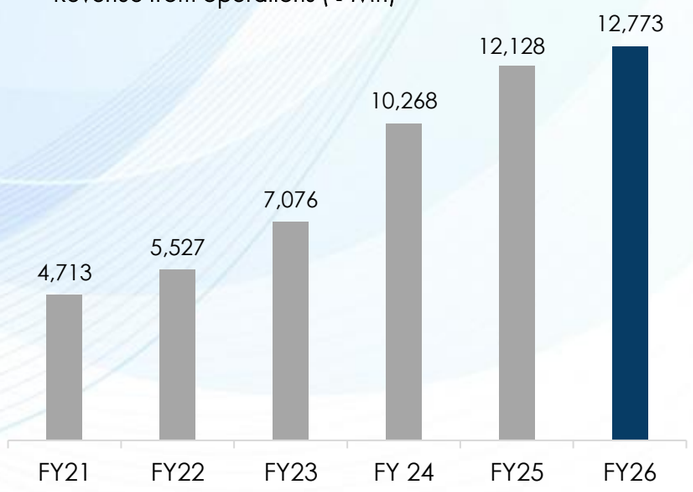
49,971 On-site Employees

547 Customers

33 Branches

4,766 Locations Serviced

Revenue from operations (₹ Mn)



23.3% Revenue CAGR (FY22-FY26)

32.5% PAT CAGR (FY22-FY26)

6.54% EBITDA Margin (FY26)

17.63% ROCE (FY26)

0.2x Debt/Equity (FY26)

* As of Sep 30, 2026

KEY STRENGTHS



Experienced Management

Led by well-qualified, dynamic and experienced management team. Team of skilled workforce



Diversified Business

Service offerings range from Integrated Facility Management to Staffing & Payroll, Manned Guarding, Technical facility Management, F&B & Waste management



Long term relations with clients

Foster trust, loyalty and mutual growth with recurring business. Ability to offer customized solutions to fit the needs of the customers and delivery of quality services across sectors



Qualified for Govt. Projects

Track record of executing large contracts and among select companies in India to qualify for and service large, multi-location government projects



Serving various sectors

Like Healthcare, Education, Public Administration, Airports, Railways & Metro Infrastructure, Retail & Waste Management – Pre-Qualification in Water Treatment projects



Trained Workforce

Independent focus on recruitment & training to enhance workforce skills



Employee retention rate

High employee satisfaction leading to the industry best retention rate



Nation-wide Footprint

With offices across 20 States & 3 UT's, managing 4,766 customer locations

EXPERIENCED & DYNAMIC LEADERSHIP



Sanjay Suryakant Dighe

CEO & Whole-time Director

- Previously associated with Birla Sun Life Insurance Company Limited. Associated with the Company as a Director since December 8, 2010. Involved in the core business management activities and focuses on the long-term growth and strategy planning
- Degree in mechanical engineering from Abhinava Abhiyantriki Mahavidyalaya, Pune



Barun Dey

– CFO and President – Finance & Accounts

- Previously associated with G4S Secure Solutions (India) Private Limited. Associated with the Company since July 4, 2019
- Associate member of Institute of Chartered Accountants of India

EXPERIENCED & DYNAMIC LEADERSHIP



Mr. RAHUL KAMBLE
President – Operations



Mr. DHANANJAY DAVE
President – Business Development



Mr. P M SREERAM
Sr. Vice President- Operation



Mr. VIRAL SHETH
Vice President – Finance & Accounts



COL. TUSHAR JOSHI
Vice President – Training & Quality



Mr. CHANDRASHEKHAR KOKATE
Vice President - Finance & Commercial



Ms. MRUNALINI SALIAN
General Manager – Human Resources



Mr. MANISHKUMAR SANGANI
Company Secretary & Compliance Officer



BUSINESS OVERVIEW

COMPREHENSIVE PORTFOLIO OF SERVICES



Integrated Facility Management Services

46.16 %



Staffing Solutions and Payroll Management

29.85 %



Private Security and Manned Guarding

8.49 %



Food & Beverages

9.02 %



Waste Management*

6.48 %

H1 FY27 Revenue Mix

Diversified Services

Solar EPC

Technical Facility Management

Task Master (B2C Segment)

*Includes TMC, VVCMC & CETP

INTEGRATED FACILITY MANAGEMENT SERVICES

Company offers bundled solution of services customized as per needs, thus acting as a one-stop integrated solution provider

Krystal is among

THE LARGEST MULTI SERVICES COMPANY

Soft services
- Housekeeping
- Sanitation
- Pantry services

Hard services
- Pest control
- Façade cleaning
- Technical Facility Management

Specialized services
- Production support
- Warehouse management
- Airport management
- Railway / Metro management

247 Customers

2,348 Locations Serviced

Top-Tier Clientele

TATA PROJECTS Simplify.Create | D'Mart | NIH National Cancer Institute | zomato | Premier Energies | CEAT | Jupiter Hospital Patient First | P. D. HINDUJA HOSPITAL & MEDICAL RESEARCH CENTRE KHAR

Event Management

- Sanitation and Housekeeping Services for 550th Birth Anniversary Celebrations of Shri Guru Nanak Dev Ji
- Samsung C&T India Pvt Ltd (Isha Ambani Wedding Event)
- Mumbai Cricket Association (Wankhede Stadium Event for IPL)
- Narendra Modi Stadium (IPL Event)

OTHER SERVICES



STAFFING SOLUTIONS & PAYROLL MANAGEMENT

Services comprise of recruitment, payroll and human resource services.
Provides skilled, semi-skilled and unskilled manpower as per customer's requirements

Key customers - HDFC Bank, Federal Mogul, MP Electricity Board, D-Mart, Asian Paints, Zepto

212 Customers

1,916 Locations Serviced



PRIVATE SECURITY & MANNED GUARDING

Services consist of providing security solutions including manned guarding, access control, surveillance, quick-response services and patrols

Key customers – D-Mart, Knight Frank, Mumbai Cricket Association

145 Customers

613 Locations Serviced



Food & Beverages

Offers full range of food and beverage services, including breakfast, lunch and dinner for corporates & Government; through subsidiary, Krystal Gourmet, which operates a central kitchen in Mumbai

Key customers– Bombay Gymkhana Ltd, Bain & Company India Pvt Ltd, Terna Speciality Hospital & Research Centre

64 Customers

220 Locations Serviced

FOCUSED BUSINESS MODEL WHICH IS WELL-POSITIONED TO SERVICE DIVERSE SECTORS

Expertise in catering to the healthcare, education, airport, railways and metro infrastructure sectors

Manufacturing, Retail & Others

33.29	2,000+
Revenue Mix (%)	Sites

Rising number of manufacturing sites, retail outlets & avenues requiring such services

Education

21.04	1,033	777
Revenue Mix (%)	Schools & Colleges	Hostels

Increase in infrastructure assets, various government initiatives like RISE, EQUIP & NEP 2020, along with sophistication of assets is expected to drive demand for Facility Management services

Healthcare

30.54	405
Revenue Mix (%)	Hospitals, Clinics & Medical colleges

- Outsourcing rates are expected to improve driven by the increasing focus on core expertise
- Managed end-to-end operations for 22,000+ beds

City Infrastructure

8.65	8, 41 & 198
Revenue Mix (%)	Passenger Airports, Metro Stations & Bus Depots

- Operates across airports handling ~90-100 million passengers annually
- New upcoming airports in tier 2 and tier 3 regions
- Privatization of airports to improve operational efficiency
- Metro projects in 12 cities under development

Waste Management*

6.48	5
Revenue Mix (%)	Municipal Bodies

- Urbanization & Population Growth
- Increasing waste generation
- Policies around sustainable management & disposal of waste

*Includes TMC, VVCMC & CETP

WIDE GEOGRAPHIC PRESENCE



33
Branches*

5
Warehouses*

* As of 30th Sep 2026

KEY CLIENTELE

Longstanding relationships with customers across diverse sectors leading to repeat business

- Healthcare
- City Infrastructure
- Waste Management
- Education
- Manufacturing, Retail & Others

HINDUJA HOSPITAL

Maha Mumbai Metro Operation Corporation

ठाणे महानगर पालिका, ठाणे

बृहन्मुंबई महानगरपालिका Brihanmumbai Municipal Corporation

FEDERAL MOGUL

NIH NATIONAL CANCER INSTITUTE

adani | Chhatrapati Shivaji Maharaj INTERNATIONAL AIRPORT MUMBAI

वसई-विरार शहर महानगरपालिका

Government of National Capital Territory of Delhi
राष्ट्रीय राजधानी क्षेत्र दिल्ली सरकार

PHOENIX PALLADIUM

547 Customers

40 % of top 10 customers associated for over 10 years

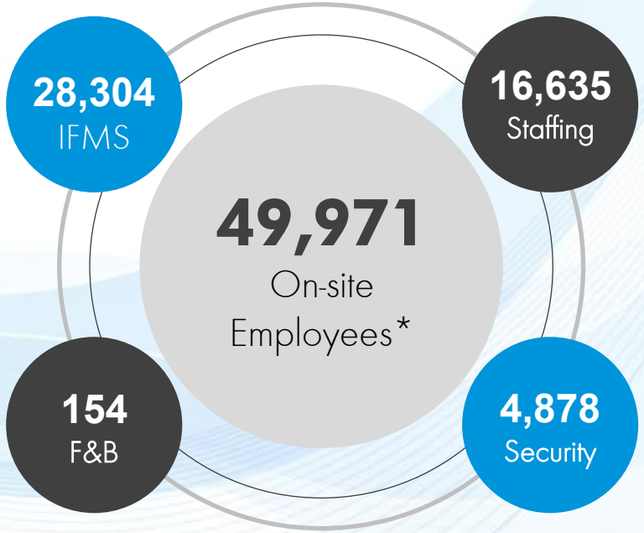
ROBUST WORKFORCE, COUPLED WITH STRONG RECRUITMENT AND TRAINING CAPABILITIES

Recruitment

- Leverage various channels like print media, digital advertisements and job fairs

Employee Training Initiatives

- **Colonel (Retd.) Tushar Joshi** heads training & development functions
- Specific training programs including in-house & on-site training, based on customer needs & requirements
- Focus on upskilling workforce through technical training



Employee Welfare Initiatives

- Provides fixed deposits to employees through a **registered credit cooperative society**
- Identification of high performing employees based on merit and quality of service
- Policy to provide recognitions through letters of appreciation to employees based on their performance

506
Back office staff*

Strong track record of high employee satisfaction & improving retention rates

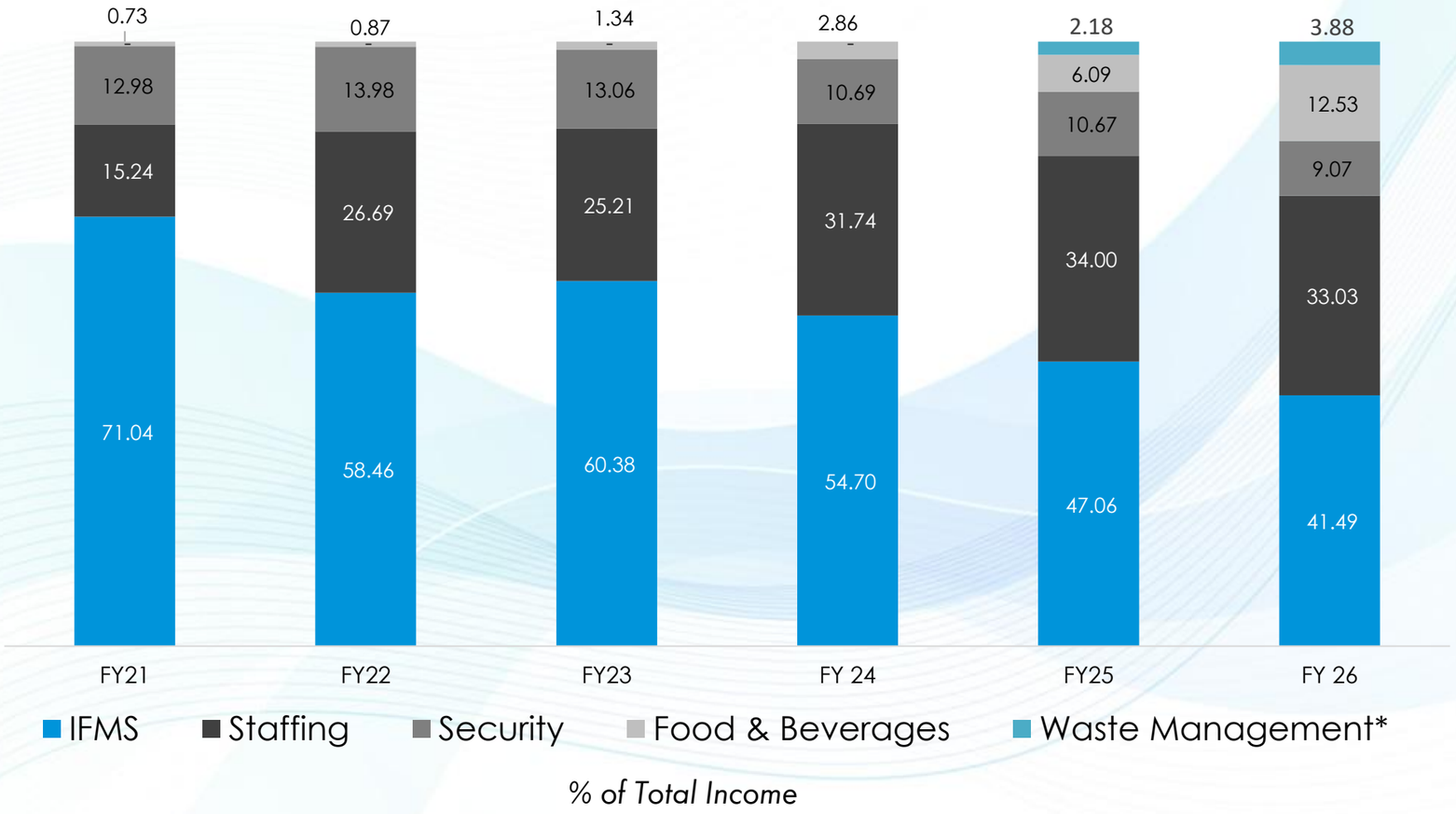
1:99
Core to Associate Ratio

* As on Sep 30, 2026

FINANCIAL PERFORMANCE



MOVING TOWARDS SUSTAINABLE GROWTH WITH DIVERSIFICATION



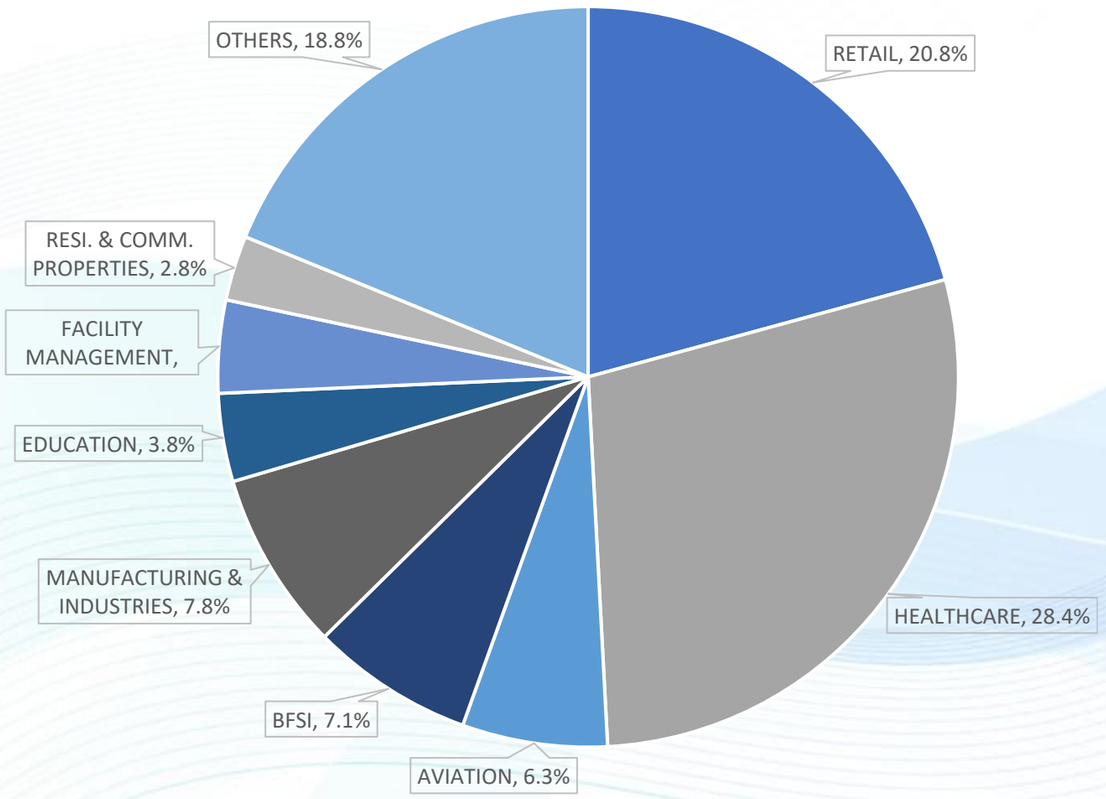
Over the years, we have successfully worked towards building diversified and sustainable revenue streams. During this year, we have further strengthened our portfolio by adding two new segments: Waste Management and Technical Facility Management

*Includes TMC, VVCMC & CETP

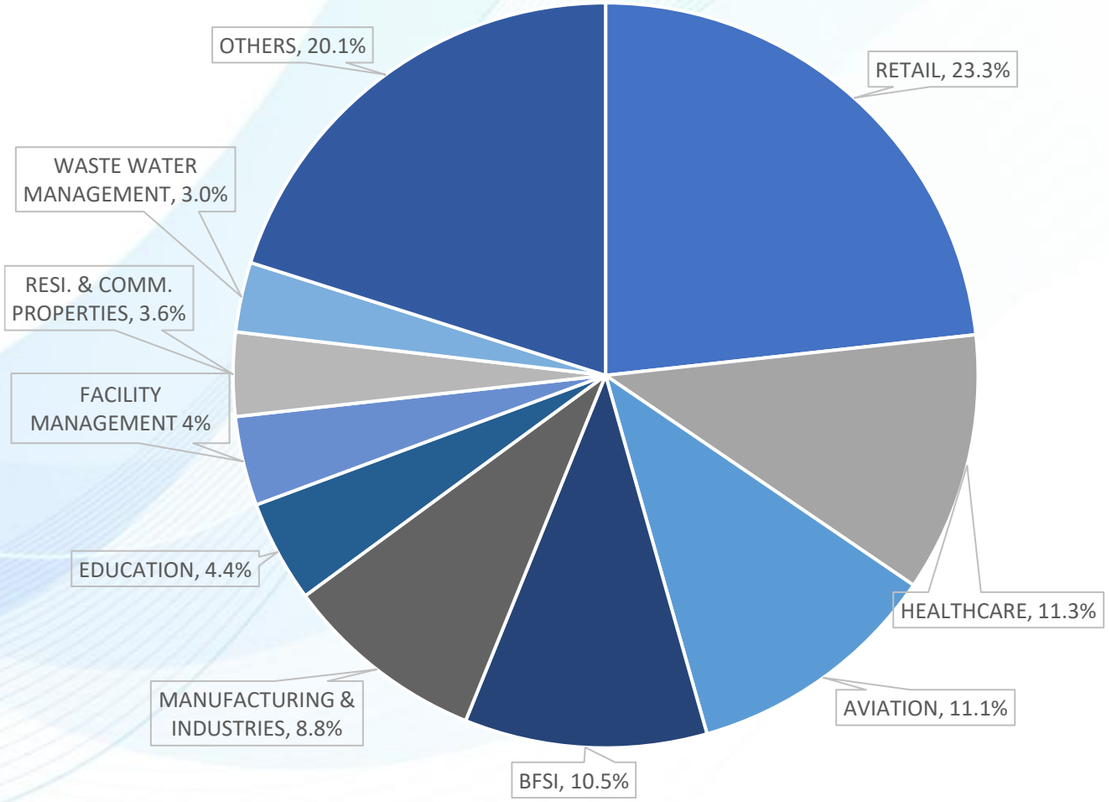
SECTORAL BREAKUP

Diversified into multiple sectors

FY25

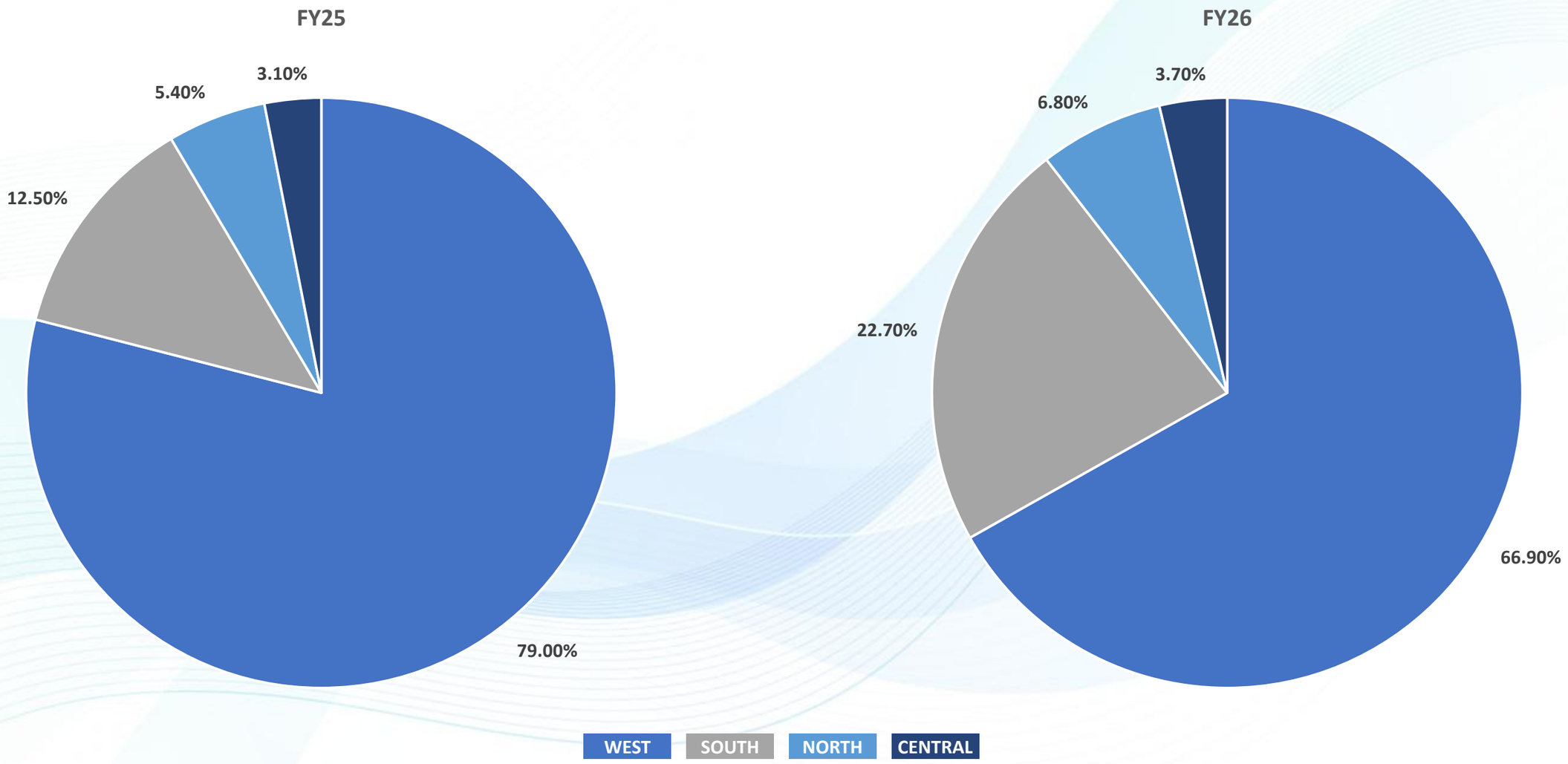


FY26

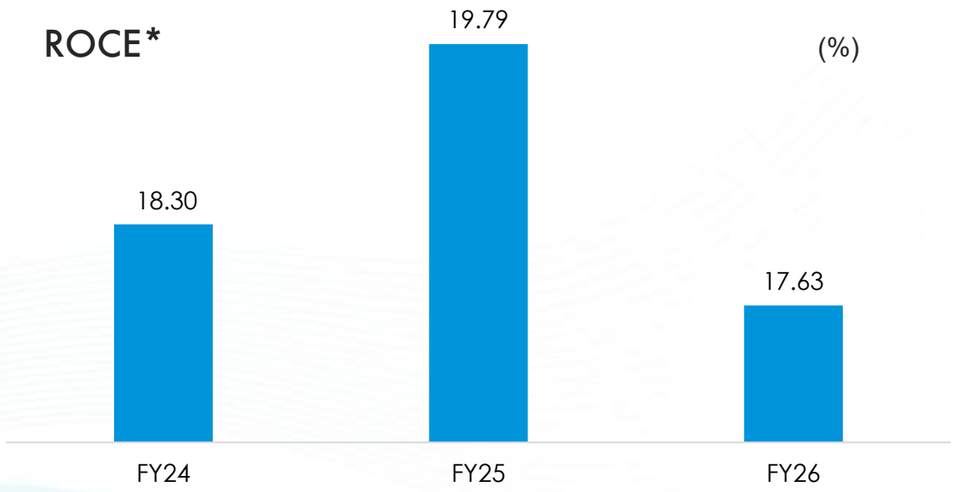


GEOGRAPHIC PRESENCE

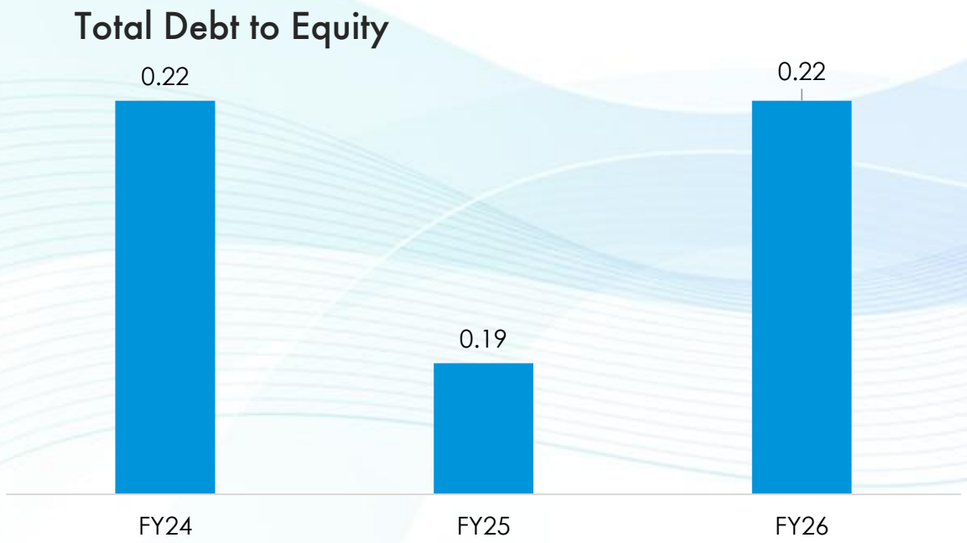
Diversified into multiple Geographies

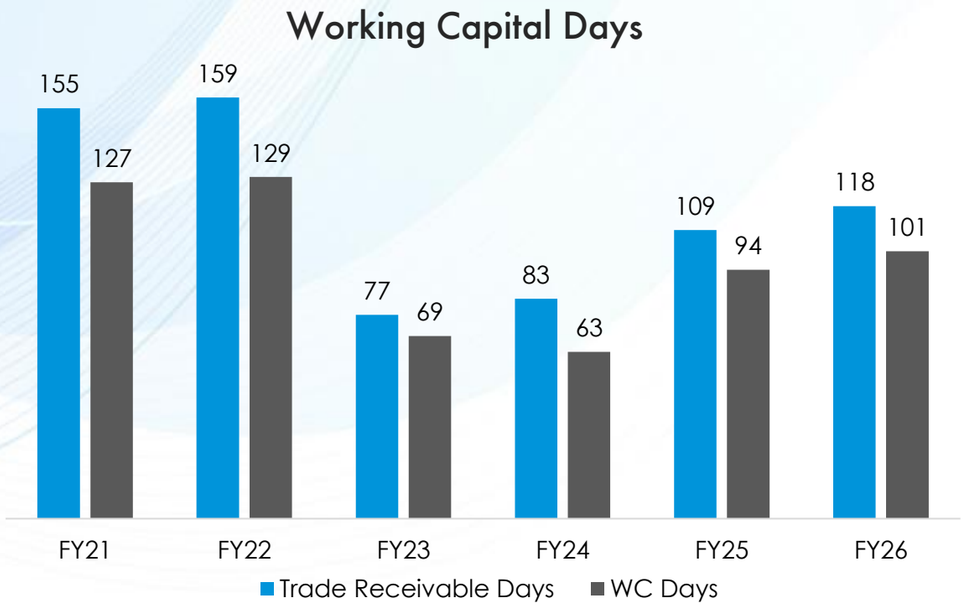


KEY FINANCIAL RATIOS









*ROCE = EBIT / (Shareholders Funds + Long-Term Borrowing - Non-Current Investments)

ANNUAL CONSOLIDATED STATEMENT OF PROFIT & LOSS

(₹ Mn)

Particulars	FY22	FY23	FY24	FY25	FY26
Revenue from operations	**5,526.76**	**7,076.36**	**10,268.49**	**12,127.84**	**12,772.75**
Other Income	21.81	33.29	80.01	164.92	192.67
Cost of material and store and spare consumed	242.26	323.04	1,623.14	1,357.40	2,068.67
Employee benefit expense	4,713.28	5,919.04	7,678.80	9,512.91	9362.50
Finance costs	87.78	94.92	119.84	100.38	160.47
Depreciation and amortisation expense	42.95	46.57	71.45	86.35	118.27
Other expenses	191.24	335.93	279.74	480.41	506.25
Restated profit before tax from continuing operations	**271.06**	**390.16**	**575.52**	**755.32**	**749.26**
Tax (Current Tax + Deferred Tax)	62.71	52.45	85.25	132.00	107.35
Restated profit for the year from continuing operations after taxes	**208.35**	**337.71**	**490.27**	**623.32**	**641.91**
Restated profit from discontinued operations (after taxes)	53.16	46.42	-	-	-
Restated profit for the year after tax and before share of profit from joint venture	261.51	384.13	490.27	623.32	641.91
Share of profit of joint venture	1.23	0.31	0.42	1.84	1.60
Restated profit for the year	**262.74**	**384.44**	**494.43**	**625.15**	**643.51**
Basic EPS (in ₹)	22.69	33.33	42.30	44.61	45.94

CONSOLIDATED BALANCE SHEET

(₹ Mn)

Particulars	Mar'22	Mar'23	Mar'24	Mar'25	Mar'26
Equity Capital	**57.62**	**57.62**	**139.72**	**139.72**	**139.72**
Other Equity	**1,580.93**	**1,576.50**	**3,622.50**	**4,232.37**	**4,851.82**
Borrowings (Current + Non-Current)	725.51	479.92	832.59	839.69	1,109.87
Lease Liabilities (Current + Non-Current)	14.08	25.46	44.35	70.76	87.51
Provisions (Current + Non-Current)	115.48	131.33	131.85	158.67	235.09
Trade Payable	514.97	158.49	562.11	514.34	600.52
Other Financial Liabilities (Current)	597.92	555.08	813.04	1,266.13	937.51
Other Current Liabilities	437.34	450.28	323.92	384.99	454.33
Total Equity & Liabilities	**4,043.85**	**3,434.68**	**6,470.08**	**7,606.67**	**8,416.38**
Fixed Assets (incl. PPE, CWIP, RoU Assets & Intangible Assets)	710.51	806.42	829.74	1,011.95	1,052.51
Investments (Non-Current)	18.54	28.94	30.65	91.74	81.38
Deferred Tax Assets (net) (Non-Current)	56.00	74.50	43.68	43.34	59.43
Income Tax Assets (net) (Current + Non-Current)	134.65	85.50	133.82	140.53	69.20
Other Non-current Assets	80.56	-	292.53	318.64	292.53
Inventory	58.81	6.11	6.35	10.70	19.66
Trade Receivable	2,411.60	1,496.10	2,323.64	3,633.57	4,123.82
Cash & Cash Equivalents (incl. Other Bank Balances)	233.65	191.65	1,800.16	743.29	594.04
Loans (Current)	18.02	251.51	726.72	1,091.46	1,464.47
Other Financial Assets (Current + Non-Current)	243.45	440.65	221.84	348.89	404.91
Other Current Assets	78.06	53.30	60.96	172.55	254.43
Total Assets	**4,043.85**	**3,434.68**	**6,470.08**	**7,606.67**	**8,416.38**

ABBREVIATIONS

IFMS	Integrated Facility Management Services
MEP	Mechanical, Electrical & Plumbing
PSARA license	License under The Private Securities Agencies Regulation Act, 2005
RISE	Revitalising Infrastructure and System in Education
EQUIP	Education Quality Upgradation and Inclusion Programme
NEP 2020	National Educational Policy 2020
UDAN	Ude Desh ka Aam Naagrik
Mn	Million
CAGR	Compounded Annual Growth Rate
EBITDA	Earnings before interest, taxes, depreciation & amortization expenses
PAT	Profit after Tax
EPS	Earnings Per Share



Thank You!