

Date: August 19, 2026

To,
Listing and Compliance Department
Bombay Stock Exchange Limited
P. J. Tower, Dalal Street,
Fort, Mumbai- 400 001.

Dear Sir/Madam,

Sub: Investor Presentation on Unaudited Financial Results of the Company for the quarter ended June 30, 2026.

Ref: NIS MANAGEMENT LIMITED (SCRIP CODE: 544495)

With reference to the afore-mentioned subject and Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find Investor Presentation on Unaudited Financial Results of the Company for the quarter ended June 30, 2026.

This Investor Presentation is also being uploaded on the Company's website <https://nis.co.in/Investors>

Kindly take the same on your records.

Thanking you.
Yours faithfully,

For, NIS MANAGEMENT LIMITED

DEBAJIT CHOUDHURY
MANAGING DIRECTOR
DIN: 00932489

Date: August 19, 2026
Place: Kolkata

Encl: Investor Presentation



NIS Management Limited

Investor Presentation
Q1 FY27





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These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company's ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company's market preferences and its exposure to market risks, as well as other risks.

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Mr. Debajit Choudhury

Managing Director

“We are pleased with our performance during the quarter, with healthy growth in revenue accompanied by a stronger improvement in profitability. Total Income grew by 15.68% YoY, while EBITDA and PAT increased by 36.24% and 35.00%, respectively. The improvement in margins reflects better operating efficiencies, disciplined execution and our continued focus on improving the quality of our service mix.

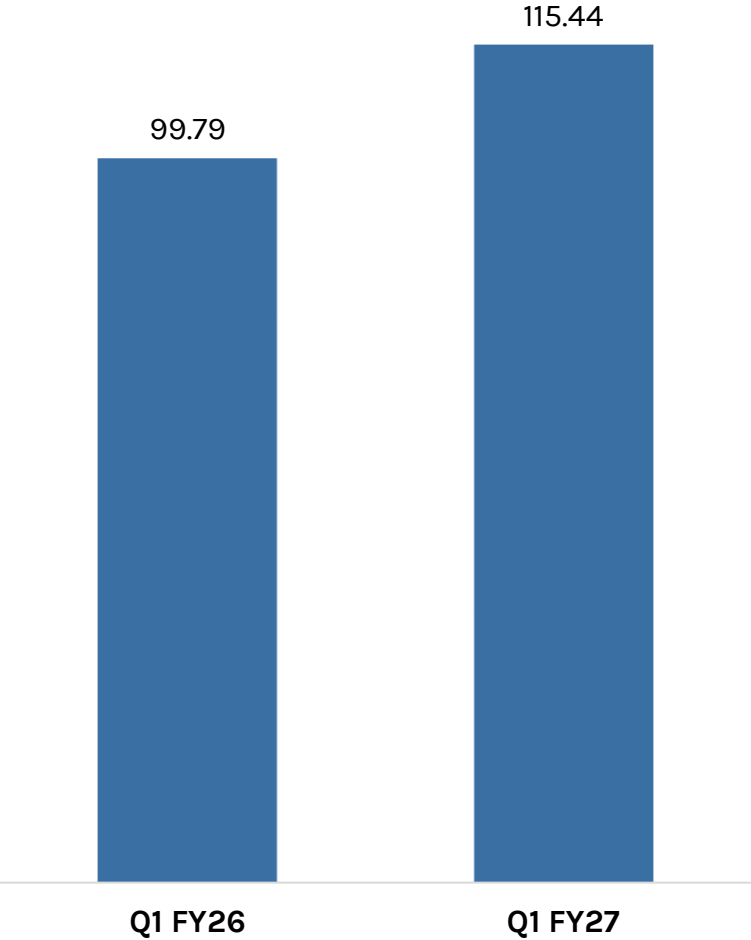
During the quarter, we further strengthened our business momentum with new orders from marquee clients. We secured facility management mandates aggregating ₹45.71 Cr from various Reliance Group entities, along with additional orders from NESCO Limited and the West Bengal PWD. These wins reinforce our execution capabilities, deepen our relationships across corporate and government segments, and provide greater visibility for future growth.

Going forward, we will remain focused on scaling our integrated facility management operations, expanding higher-value and margin-accretive services, strengthening client relationships and increasing the use of technology across service delivery. The industry environment remains supportive, driven by increasing outsourcing of non-core activities and a growing preference for organised, compliant and integrated service providers. With our established operating presence, experienced workforce and expanding client base, we remain confident of building sustainable and profitable growth over the long term.”

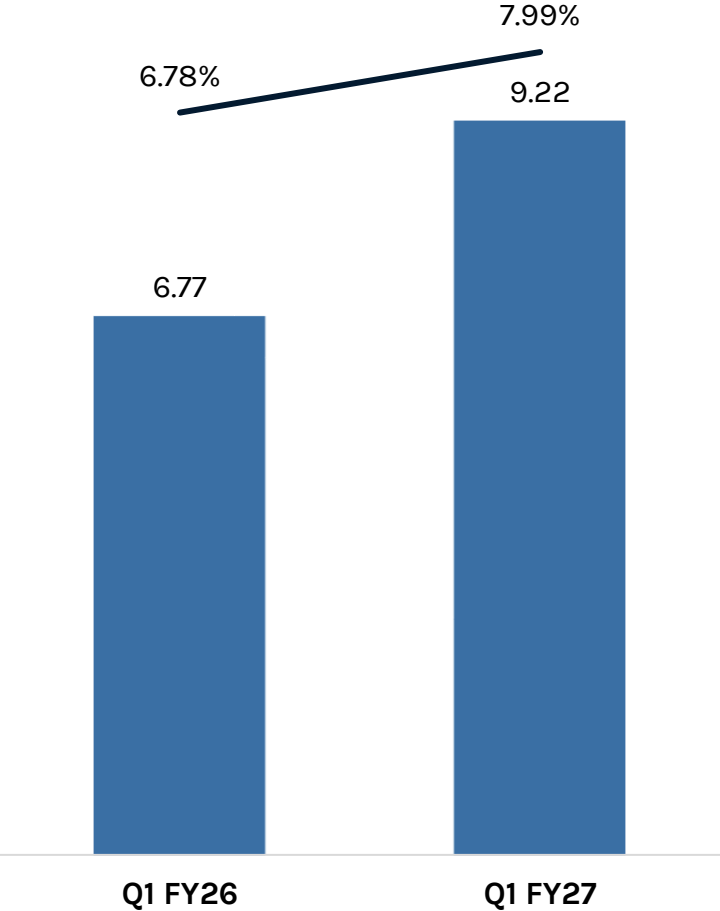


Key Financial Highlights Q1 FY27

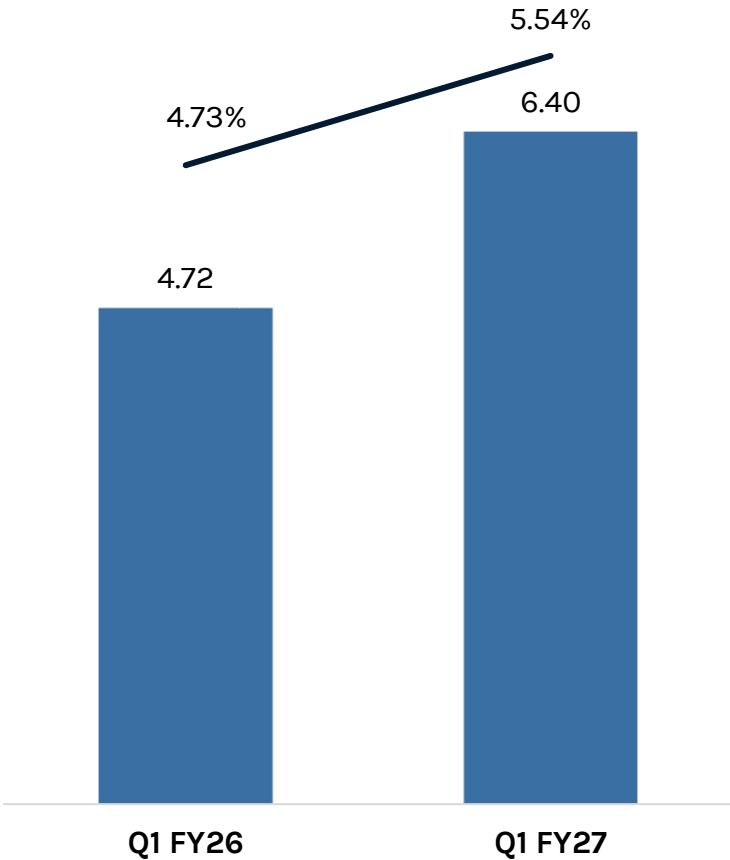
Total Income (In ₹ Cr)



EBITDA (In ₹ Cr) — EBITDA Margin



PAT (In ₹ Cr) — PAT Margin





Q1 FY27 Consolidated Profit & Loss Statement



In ₹ Cr

Particulars	Q1 FY27	Q1 FY26	Y-o-Y
Operating Income	114.49	99.38	
Other Income	0.95	0.41	
Total Income	115.44	99.79	15.68%
Raw Material Expenses	97.78	86.20	
Employee Benefit Expenses	5.57	4.41	
Other expenses	2.88	2.42	
Total Expenditure	106.22	93.03	
EBITDA	9.22	6.77	36.24%
Finance Costs	2.03	1.81	
Depreciation	0.59	0.59	
PBT	6.60	4.37	51.17%
Exceptional Items	0.00	0.00	
Tax	0.20	-0.35	
Net Profit	6.40	4.72	35.59%
Minority Interest	0.00	0.00	
Reported Net Profit	6.40	4.72	35.49%

* PAT is Adjusted for one-time exceptional Item



₹48.03 Cr Total Q1 FY27 Order Wins

Reliance Group Awards Contracts of ₹ 45.71 Cr for Facility & Electrical Services

- Client: Reliance Projects & Property Management Services Limited
- Work Orders: 5
- Scope: Housekeeping, Pantry Boy, MEP Electrical and ancillary services
- Order Value: ₹30.77 Cr (inclusive of all taxes)
- Contract Tenure: **Till 31 March 2027**

- Client: Reliance Group
- Entities Covered: 7 Reliance Group entities,
- Scope: Housekeeping Services, MEPC Electrical Services and other Ancillary Services
- Order Value: ₹14.94 Cr (inclusive of all taxes)
- Contract Tenure: **Till 31 March 2027**



2 Orders from Nesco Limited

Total Order Value: ₹1.94 Cr (inclusive of applicable taxes)

Order 1

Client: Nesco Limited

- Scope: Deployment of Facility Supervisors & Attendants at Nesco Complex
- Order Value: ₹1.48 Cr

Order 2

- Scope: Facility attendants at Nesco Complex
- Order Value: ₹ 46.88 Lakhs

Contract Tenure: **Till 31 March 2027**



Order from West Bengal PWD

- Client: Public Works Department (PWD), Government of West Bengal
- Scope: Housekeeping personnel at the New Secretariat Building, Kolkata
- Order Value: ₹ 36.71 Lakhs
- Contract Tenure: **365 days from the date of commencement of work.**





Why NIS Management Limited



Established, scalable platform with **~40 years** of operating history and a pan-India presence in integrated security and facility management services



Diversified client mix across resilient end-markets including government, BFSI, airports, retail, healthcare, hospitality, and industrial sectors, limiting cyclicality and concentration risk



₹433+ Cr FY26 revenue base underpinned by annuity-led contracts, providing predictable and recurring cash flows



Operating leverage embedded in the model, supported by scale, lean organizational structure, and process standardization



Structural margin expansion opportunity driven by an increasing share of Integrated Facility Management and CCTV rental businesses, which carry superior margins versus traditional manpower services



Balance-sheet discipline and improving capital efficiency, aided by an asset-light structure and focus on margin-accretive growth



High revenue visibility and client stickiness, supported by long-term contracts and an average **4.5-5-year** client relationship tenure



Experienced promoter-led management team with a demonstrated track record of execution, scaling operations, and navigating regulatory environments



Scalable, technology-enabled operating model managing **1,500+** client sites, leveraging ERP, digital attendance, and remote monitoring to drive control and efficiency





NIS Management Limited At A Glance



Established integrated security and facility management services provider founded in 1985

Multi-service platform covering security, IFM, housekeeping, electronic security, payroll & investigation

Workforce of ~19,100+ deployed 1,500+ client sites

Strong presence in government, airports, retail, BFSI, healthcare, industrial & hospitality sectors

Listed on BSE SME in September 2025, enhancing transparency and governance





Key Facts & Figures



4
Decades Of
Expertise



4
Core
Services



14
Branches



~19,100+
Employees



5
Group Entities



4+
Industrial
Training
Institute



600+
Clients



4.5-5 Years
Average Client
Relationship Tenure



1,500+
Client sites



20+
Years of Experience in CCTV
Installation for large
Government Projects

FY26



₹ 436.70 Cr
Total
Income



7.68%
EBITDA
Margin



4.38%
Adjusted PAT
Margin*



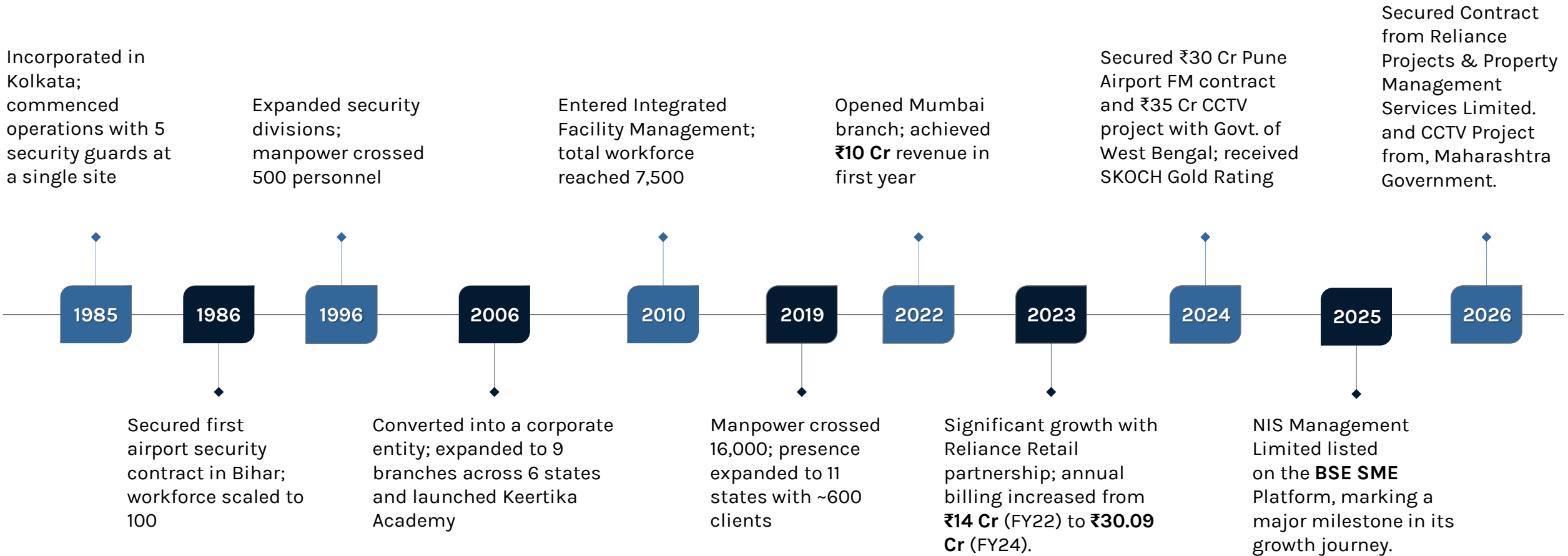
₹ 99.13
Book Value

* PAT is Adjusted for one-time exceptional Item





Journey Of NIS Management Limited





Mr. Debajit Choudhury
Chairperson & Managing Director

Industry veteran with deep expertise in security, facility management, and electronic surveillance. Advisor to multiple firms and faculty member at a government-recognized Security Guard Training Academy. Co-authored national security training curriculum under the Ministry of Home Affairs.



Ms. Rina Choudhury
Whole-time director

With over two decades at NIS, she has played a key role in expanding facility management operations and strengthening client relationships. Holds a Master's degree from the University of Calcutta.



Ms. Nilima Neogi
Director

Brings ~18 years of experience in customer relations and sales, with prior roles in hospitality, jewellery retail, and banking. Plays a key role in operational and administrative functions at NIS.



Mr. Kamlesh Mukherjee
Director

Over 21 years of experience in corporate planning and finance. Formerly associated with PwC, Tata Group, and LN Mittal Group, with strong exposure to turnaround and strategic projects across industries.



Mr. Tapas Kumar Nag
Independent Director

Former CMD of Northern Coalfields Ltd. and senior expert in coal, mining, and power sectors. Member of key safety and policy committees under the Ministry of Coal and Ministry of Power.



Mr. Ajay Kasana
Independent Director

Experienced logistics and multimodal transport professional. Member of AMTOI and Delhi Customs Brokers Association, contributing governance and compliance insights to the Board.



Mr. Kanad Mukherjee
Chief Financial Officer

Chartered Accountant with more than 10 years of experience worked in PricewaterhouseCoopers (PWC), Mumbai for more than 6 years, Joined as Chief Financial Officer of NIS Group from May 2024 onwards.



NIS Management Limited

Subsidiaries

LLP

NIS Facility Management
Services Private Limited

Keertika Academy
Private Limited

NIS Ace Management
Private Limited

Achilles Resolute
Private Limited

Keertika Education
& Associates LLP

Electronic security and surveillance solutions including CCTV, system integration, and technology-led security services

NSDC-partnered vocational training platform with 11 centres; trained ~1.25 lakh candidates across government skill schemes

Multi-service support arm providing security, facility management, cleaning, electronics, and equipment trading services

Technology and cybersecurity arm focused on software systems, digital security, and uninterrupted group operations

Operates four Government ITIs in West Bengal under PPP model, offering 13 NSQF-aligned trades; among top-ranked ITIs in India



Scalable, Annuity-Based Business Model



Annuity-led, manpower-driven services model supported by **3–5 year contracts** across government and private clients



Monthly recurring billing across **1,500+ operational sites**, ensuring high revenue visibility and stability



Margin expansion levers through Integrated Facility Management and CCTV rental businesses, with CCTV rentals delivering **~20–25% EBITDA margins**



Technology-enabled operations with ERP, mobile attendance, QR-based monitoring, deployed across **700+** electronic attendance sites and **600+** remotely monitored sites





How NIS Creates Value



Security Services

Stable, large-scale base with predictable cash flows

Revenue Contribution In
FY25 - FY26 ₹ 199.49 Cr
(46.03%)



Housekeeping & Payroll

Enhances wallet share and client stickiness

Revenue Contribution In
FY25 - FY26 ₹ 171.01 Cr
(39.46%)



Integrated Facility Management

Higher margins through bundled services and mechanisation

Revenue Contribution In FY25 - FY26 ₹ 56.91 Cr (13.13%)



Electronic Security & CCTV Rentals

Asset-backed, multi-year annuity revenue with superior margins

Other services like Course Fees & Service receipts contributed revenue of ₹ 5.99 Cr (1.38%) In FY25 - FY26



Security Services

- Core annuity-led manned guarding services across corporates, BFSI, retail, airports, healthcare, industrial, residential, and government clients.
- **19,100+ personnel** deployed across **1,500+ sites**, enabling large-scale and reliable service delivery.
- Event and special security services including crowd control, access management, VIP protection, and metal detection.
- Rapid mobilization capability for short-duration and high-intensity assignments.
- Supports cross-selling and deepening of client relationships.



Housekeeping & Payroll

- Comprehensive housekeeping services across commercial, industrial, healthcare, retail, hospitality, and residential facilities.
- Integrated with IFM contracts, enabling bundled delivery and higher client retention.
- Delivered through trained manpower, standardized SOPs, and increasing automation for efficiency and quality.
- End-to-end payroll and workforce management covering attendance, salary processing, and statutory compliance.
- Enabled through ERP and digital tools, ensuring accuracy, compliance, and scalability across multi-site operations.



Electronic Security & CCTV Rentals

- High-margin, technology-led vertical offering **CCTV surveillance, access control, and command & control systems**.
- Operates through **SITC** and **rental** models, with rentals generating **multi-year recurring revenue**.
- Delivers **~20-25% EBITDA margins**, significantly higher than manpower-led services.
- Focused on **government contracts, rental-led deployments, and AI-enabled surveillance solutions**.



Provides end-to-end Management Of Facilities Through a Single Integrated Service Framework, Combining Multiple Facility Functions Under One Contract.



Electrical and mechanical maintenance



Plumbing



Carpentry



AMC management



Office Administration



landscaping



Utility Management

Acts as a **key growth and margin driver** for the company, supported by bundled services, mechanization, and automation.

Strong presence in **government and infrastructure projects**, with increasing focus on private sector corporate facilities.

Enables **long-term contracts** with higher wallet share per client and improved client retention.

Supported by technology-enabled workflows, trained manpower, and standardized SOPs ensuring service quality and compliance.



Client Ecosystem & Sector Presence



Serving
600+ Clients



14 State
Presence



Proven Capability to
Manage **1,500+**
Operational Sites



14 Branch
Offices



Average
Relationship Tenure
of **4.5-5 Years**

Sectors Served



Retail &
Shopping Malls



Banking &
Financial Services



Airports &
Aviation



Hospitality



Industrial &
Manufacturing



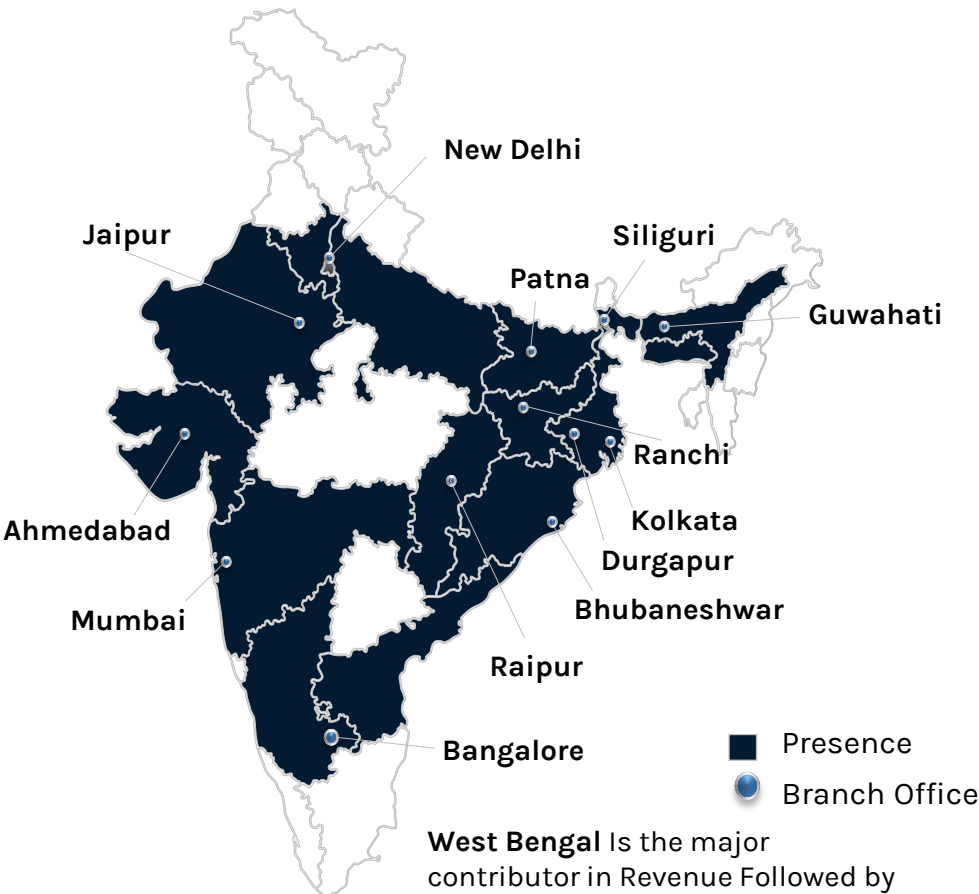
Government &
PSUs



Healthcare

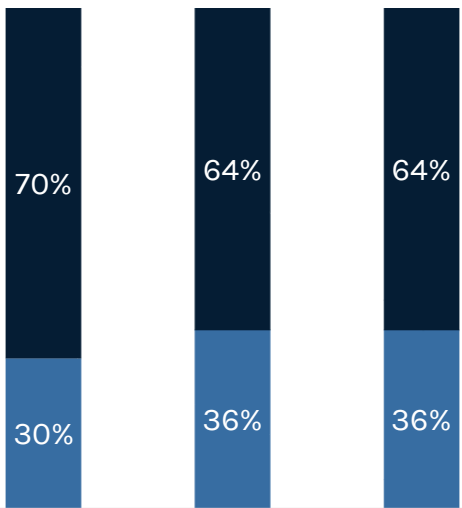


Residential
& Education



Customers wise revenue Bifurcation

₹ 378 Cr ₹ 402 Cr ₹ 433 Cr



FY24 FY25 FY26

■ Other Customers ■ Top 10 customers



Marquee Clients Across The sectors

IT, Corporates & Reputed business

Tech Mahindra

Emami Limited

Larsen And
Toubro Limited

Lexus Motors

Mindtree Limited

Vodafone & Idea
Limited

ITC Limited

Hotels & Clubs

The Indian Hotel
Company (Taj Benjal)

JW Marriott

Hyatte Regency

ITC Hotel

The Oberoi Grand
Kolkata

Raddison Blue

Shangri-La
Hotels & Resorts

Shopping Mall, Retail & Entertainment

Reliance Retail

Acropolis

Aditya Birla
Fashion & Retail

INOX Leisure
Limited

Aquatica Banquet
& Water Parks

Spencers Retail
Limited

South City Mall

Manufacturing & Industries

Haldiram Bhujiawala Limited

Electrosteel Limited

Jindal India Limited

Apar Industries Limited

Torrent Power Limited

United Breweries Limited

Vedanta Limited

Shapoorji Pallonji & Co. Limited

Healthcare

Manipal Hospitals

Fortis Hospital Limited

Westbank Hospitals

B.M. Birla Heart
Research Centre

Torrent Pharmaceuticals
Limited

ILS Hospitals

Public Sector Units & Govt.

Airport Authority Of
India

National Bank & Rural
Development

Oil & Natural Gas
Corporation

Coal India Limited

NBCC (India) Limited

Bank & Insurance

Kotak Securities

IndusInd Bank

HDFC Bank

Kotak Mahindra Life
Insurance

India Ratings &
Research

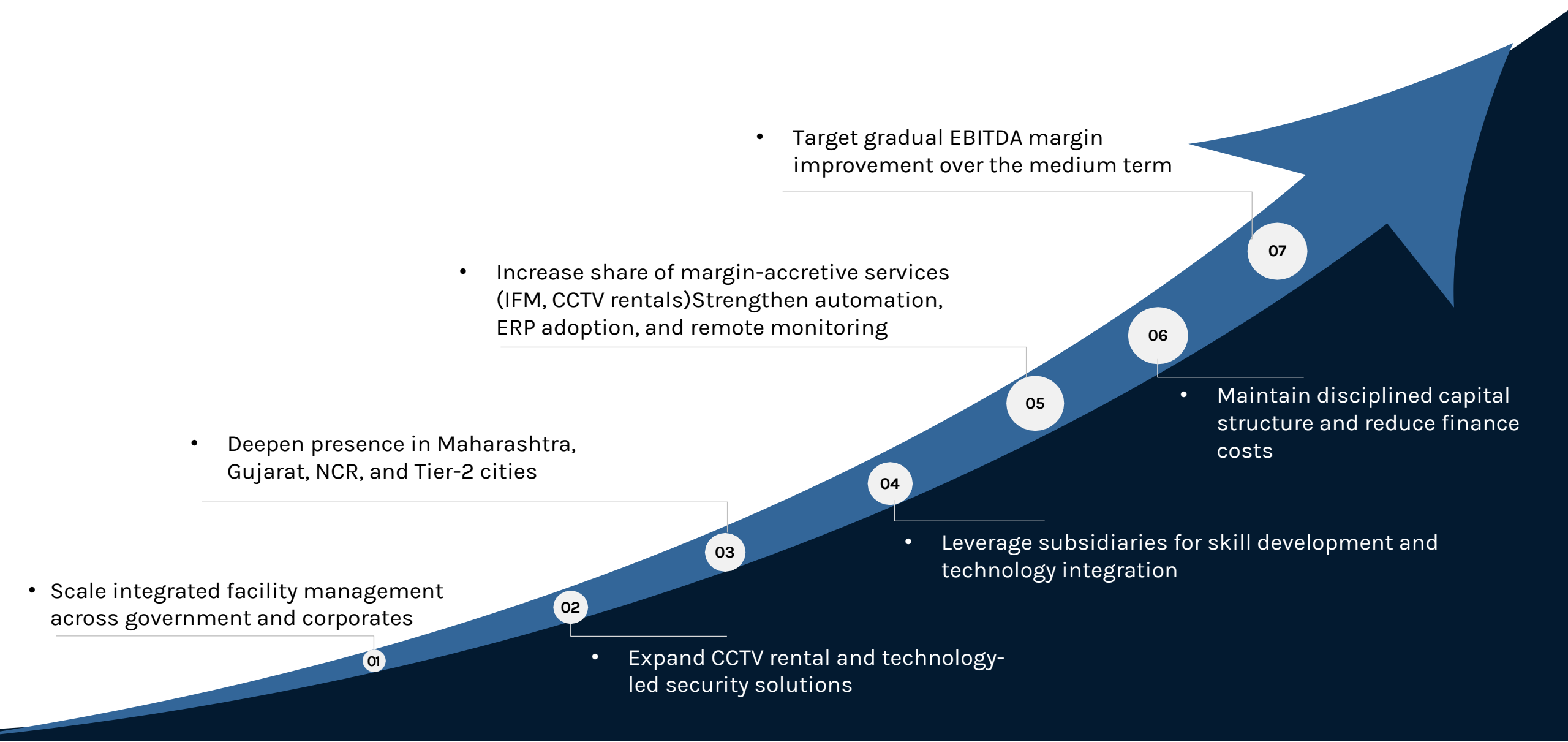
And Many More...



Core Strengths Powering Growth

- **Strong Regional Presence & Manpower Network:** Deep-rooted presence across key states enabling efficient manpower sourcing and seamless deployment across **1,500+ sites**.
- **Highly Efficient Operating Structure:** Lean management with an industry-leading **129:1 core-to-associate ratio**, ensuring strong cost efficiency and scalable operations.
- **Technology-Enabled Operations:** Digital tools including mobile-based attendance, QR-code monitoring, remote site supervision, and ERP integration enhance transparency, compliance, and billing accuracy.
- **NSDC-Certified Training Ecosystem:** Through Keertika Academy, NIS provides structured training and skill development—supporting a steady pipeline of compliant, job-ready manpower.
- **Long-Standing Client Relationships:** Strong retention with average client tenure of **4.5–5 years**, backed by reliable service delivery and multi-sector capabilities.
- **Diversified Service Portfolio:** Balanced revenue mix across Security, Housekeeping, IFM, CCTV projects and training services, reducing dependency on any single segment.
- **Proven Capability in Large Projects:** Successful execution of high-value government and private contracts such as Pune Airport FM and West Bengal CCTV projects reflects strong credibility and scale.
- **Robust Compliance & Quality Framework:** Multiple ISO certifications across quality, safety, environment, workforce planning, and information security strengthen governance and client confidence.







Market Size & Growth

- The **Indian security services market is estimated at ₹1,574 billion in 2024**, positioning India among the fastest-growing global security markets.
- Growth is driven by rising urbanization, and heightened demand for asset and individual protection.

Key Growth Drivers

- **Insufficient police-to-population ratio**, creating a structural need for private security services across infrastructure, commercial and residential assets.
- Rapid expansion of **airports, logistics parks, retail centres, industrial units and smart cities**, increasing demand for guarding and surveillance services.
- Growth in **e-commerce and distribution centres**, driving demand for tech-enabled and integrated security solutions.



Accelerated adoption of **AI, biometrics, drones, video surveillance, and access control systems**

The **technology-based security solutions market in India is expected to exceed USD 7 billion by 2029**, outpacing traditional guarding services

Increasing shift toward **SaaS-based and subscription-led security solutions** due to scalability and lower upfront costs

India's Facility Management Services market was valued at USD 139.5 billion in 2022 and is projected to reach USD 258.2 billion by 2030, growing at a CAGR of ~8% (2023–2030)

Market Structure & Segmentation

- **Comprehensive / Integrated Facility Management (IFM)** is the largest and fastest-adopted segment, offering bundled services under a single vendor.
- **Commercial buildings** dominate demand, while **healthcare facilities** are the fastest-growing vertical due to compliance and hygiene requirements.
- **Security services remain the most widely used FM service**, followed by housekeeping and janitorial services.

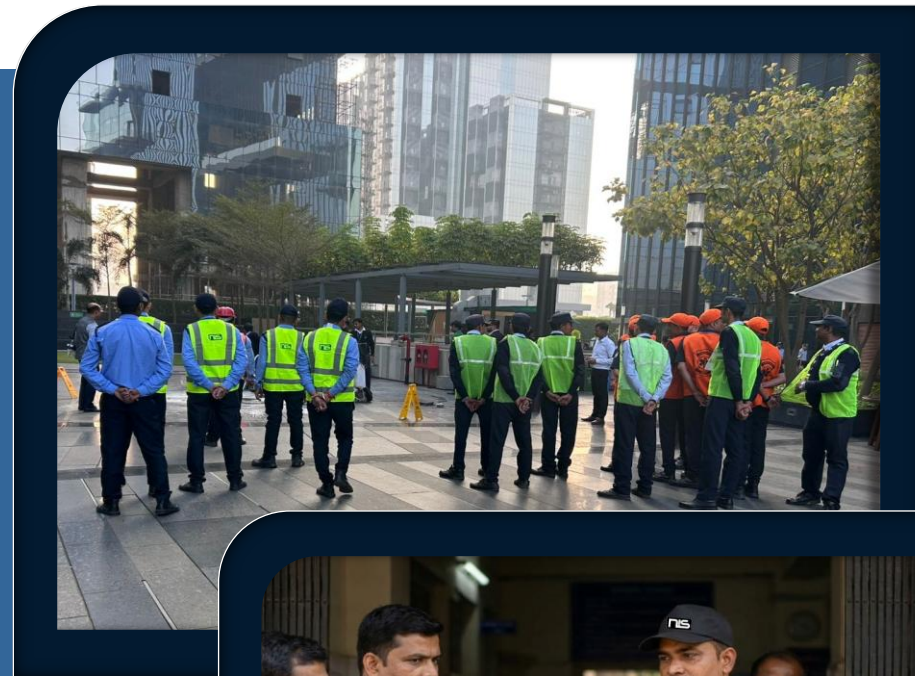
Key Growth Drivers

- Rising **outsourcing of non-core operations** by corporates to improve efficiency and reduce costs.
- Increasing **urbanization, infrastructure development, and smart city initiatives** driving long-term FM demand.
- Growing emphasis on **single-vendor contracts**, simplifying coordination and accountability.

IoT in facility management is the fastest-growing segment, enabling real-time monitoring, automation, and predictive maintenance

Rising demand for **green building initiatives, energy efficiency, and environmental compliance**

Source: Mordor Intelligence, Credence Research





New Labour Code Framework

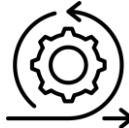
29 labour laws consolidated into 4 unified codes

Covers wages, social security, industrial relations and workplace safety

Standardized wage definition with higher emphasis on statutory benefits

Increased focus on digital compliance, payroll transparency and formal workforce documentation

Stronger regulatory framework for manpower-intensive service industries



Accounting Transition Impact

Revised wage definitions increased employee benefit obligations

Incremental liability assessed through actuarial valuation under AS 15

Upfront recognition required due to transition-related statutory obligation

Impact is one-time, non-cash and accounting-led in nature. Exceptional provision of ₹27.82 Cr recognized during FY26

Adjusted FY26 PAT stood at ₹19.12 Cr, reflecting continued core business profitability



Formalization-Led Growth Opportunity

New Labour Codes increase compliance intensity across wage, benefit and workforce documentation

Smaller and informal operators may face pressure due to higher statutory discipline and system requirements

This can accelerate industry formalization and shift business towards organized FM players

Large clients are likely to prefer audit-ready, technology-enabled and compliant service partners

Greater workforce formalization can improve employee retention, service consistency and on-ground productivity over time



Year On Year
Revenue Growth

7.76%

Fixed Asset
Turnover

20.12 Times

Interest
Coverage

3.30 Times

Payable
Turnover

26.42 Times

Year on Year Adjusted
PAT Growth*

2.29%

Return on capital
Employed

11.10%

Debt to
Equity

0.42 Times

Book Value

₹ 99.13

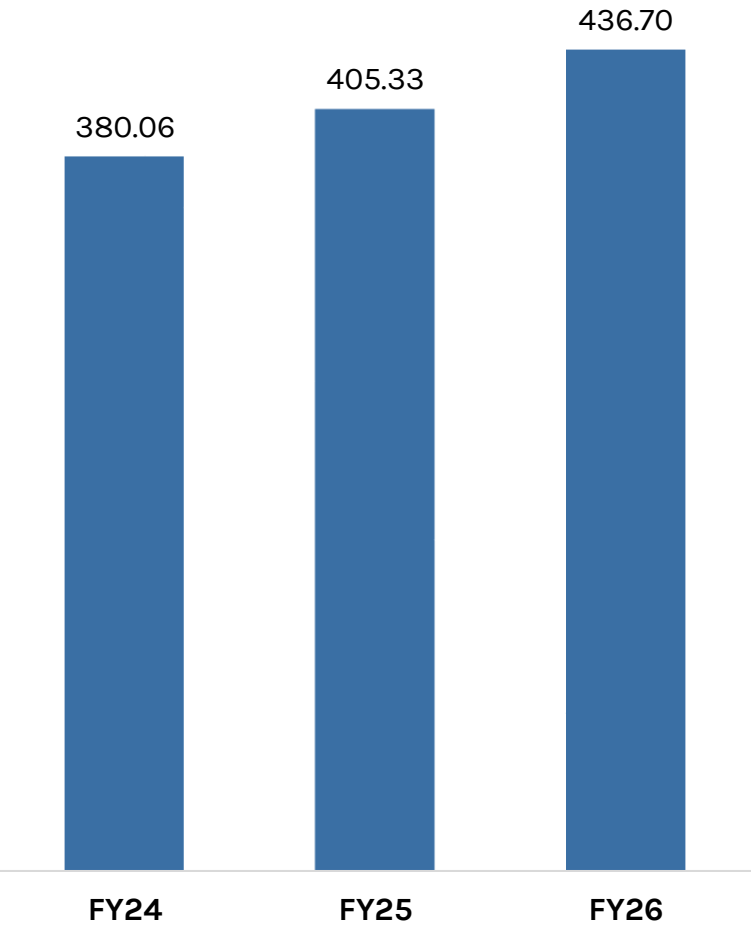
Financial Takeaways

- Revenue growth supported by scale-up and long-term contracts
- Margins moderated due to wage inflation and business mix transition
- Balance sheet strengthening with gradual reduction in long-term borrowings
- Asset-light model with strong fixed-asset turnover
- Focus on improving profitability through mix optimisation and finance cost reduction

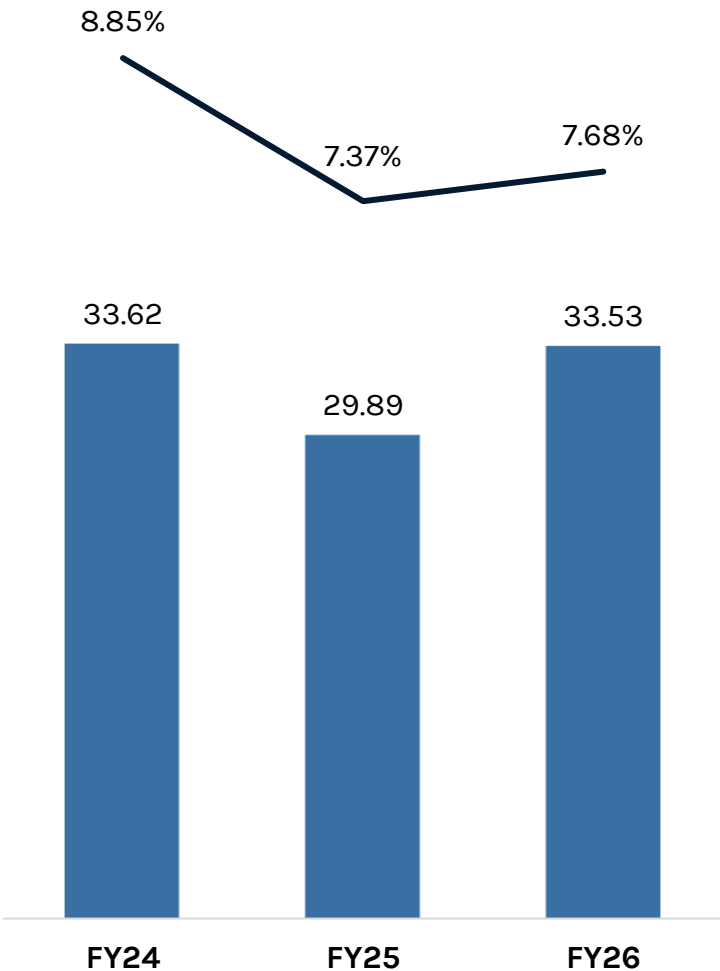


Key Financial Highlights

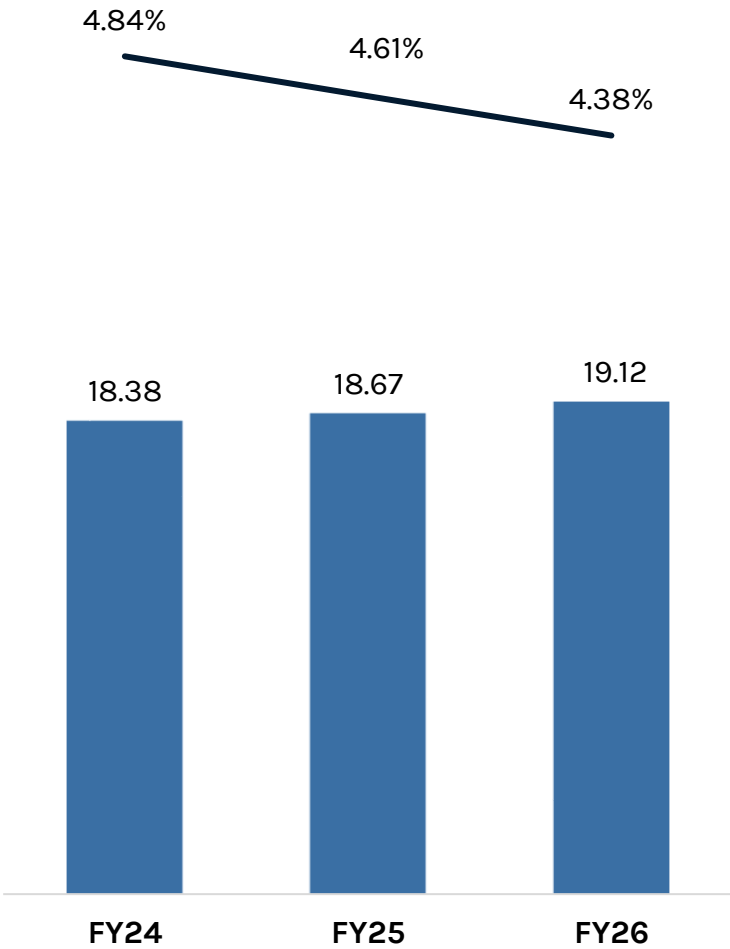
Total Income (In ₹ Cr)



EBITDA (In ₹ Cr) — EBITDA Margin



Adjusted PAT (In ₹ Cr) — Adjusted PAT Margin



* PAT is Adjusted for one-time exceptional Item



Consolidated Profit & Loss Statement & Cashflow Statement



In ₹ Cr

Particulars	FY24	FY25	FY26
Revenues	377.99	402.17	433.40
Other Income	2.07	3.15	3.30
Total Income	380.06	405.33	436.70
Raw Material Expenses	8.67	5.50	369.89
Employee Costs	326.56	356.15	19.70
Other Expenses	11.21	13.78	13.58
Total Expenditure	346.44	375.44	403.16
EBITDA	33.62	29.89	33.53
Finance Costs	9.83	8.78	9.39
Depreciation	1.54	2.30	2.52
Profit Before Tax	22.25	18.80	21.62
Exceptional Item	0.00	0.00	27.82
Tax	3.86	0.12	-4.35
Minority Interest	0.01	0.01	0.01
PAT	18.38	18.67	-1.85
Adjusted PAT*	-	18.69	19.12
Cashflow Statement	FY24	FY25	FY26
Cash Flow from Operating Activities	12.02	14.89	10.33
Cash Flow from Investing Activities	1.31	-5.85	-4.38
Cash Flow from Financing Activities	-5.22	-15.68	36.31

* PAT is Adjusted for one-time exceptional Item



Consolidated Balance Sheet



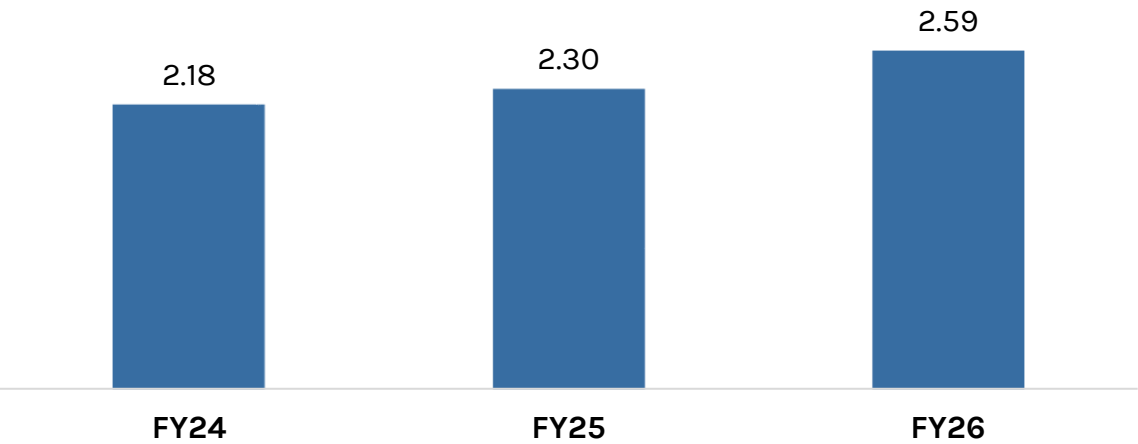
In ₹ Cr

Equities & Liabilities	FY24	FY25	FY26
Equity	7.28	15.14	19.80
Reserves And Surplus	126.24	137.14	176.47
Minority Interest	-0.29	-0.28	-0.27
Total Equity	133.23	152.00	196.00
Non-Current Liabilities			
Long Term Borrowings	14.81	7.78	1.12
Long Term Provisions	0.10	0.10	23.29
Total Non-Current Liabilities	14.91	7.88	24.41
Current Liabilities			
Short Term Borrowings	76.29	76.00	81.95
Trade Payables	2.80	4.73	4.85
Short Term Provisions	5.98	6.86	12.04
Other Current Liabilities	14.22	7.64	9.99
Total Current Liabilities	99.31	95.23	108.84
Total Equity & Liabilities	247.44	255.11	329.25

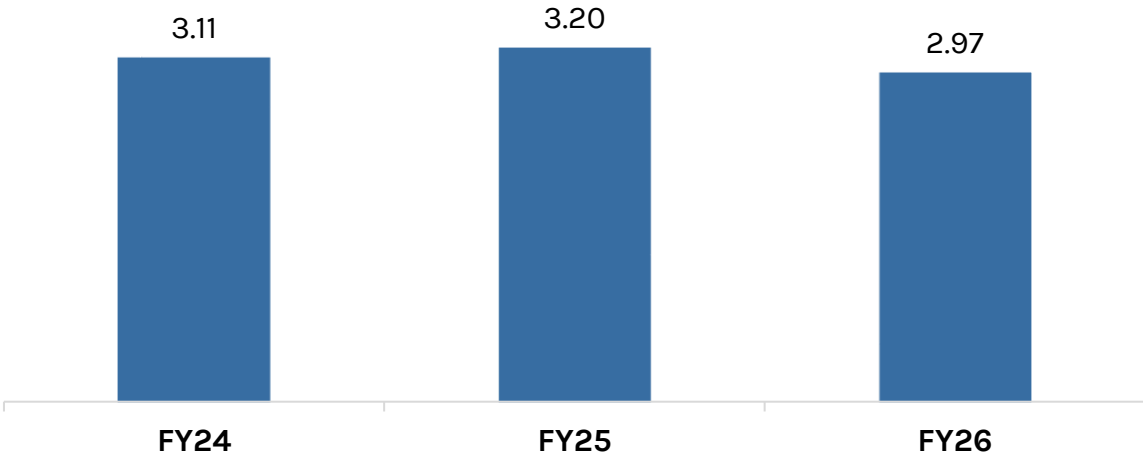
Assets	FY24	FY25	FY26
Non-Current Assets			
Fixed assets	17.43	21.77	21.55
Non-Current Investments	0.00	1.17	0.20
Goodwill on Consolidation of Subsidiaries	2.33	2.33	2.33
Deferred Tax Assets (Net)	0.50	0.53	7.37
Other Non Current Assets	11.07	10.63	16.23
Total Non-Current Assets	31.33	36.44	47.68
Current Assets			
Inventories	0.76	1.74	2.15
Trade Receivables	121.63	125.88	145.83
Cash & Bank Balance	31.51	24.87	67.13
Short-term loans and advances	51.44	48.06	43.80
Other Current Assets	10.77	18.14	22.66
Current Investments	0.00	0.00	0.00
Total Current Assets	216.11	218.68	281.57
Total Assets	247.44	255.11	329.25



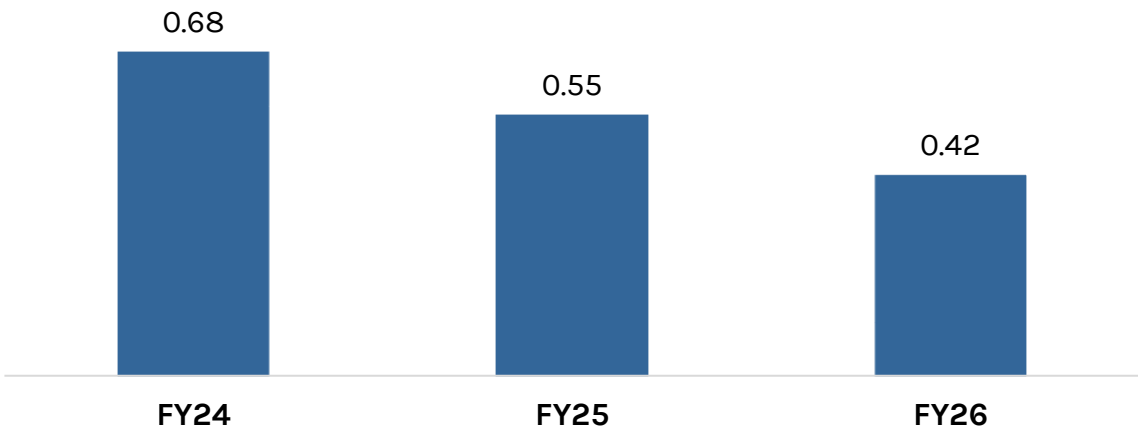
Current Ratio (In Times)



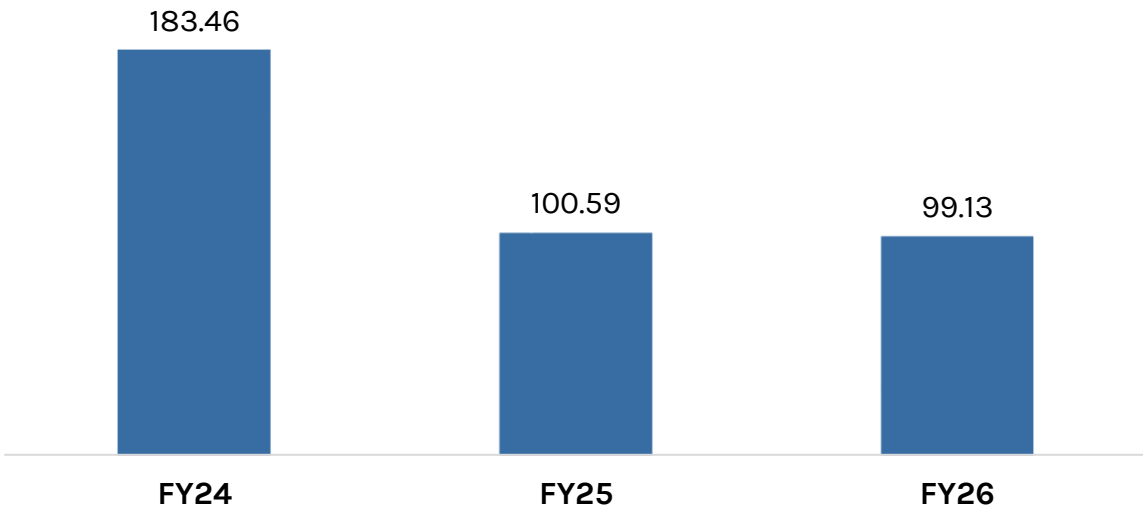
Receivable Turnover Ratio (In Times)



Debt to Equity (In Times)



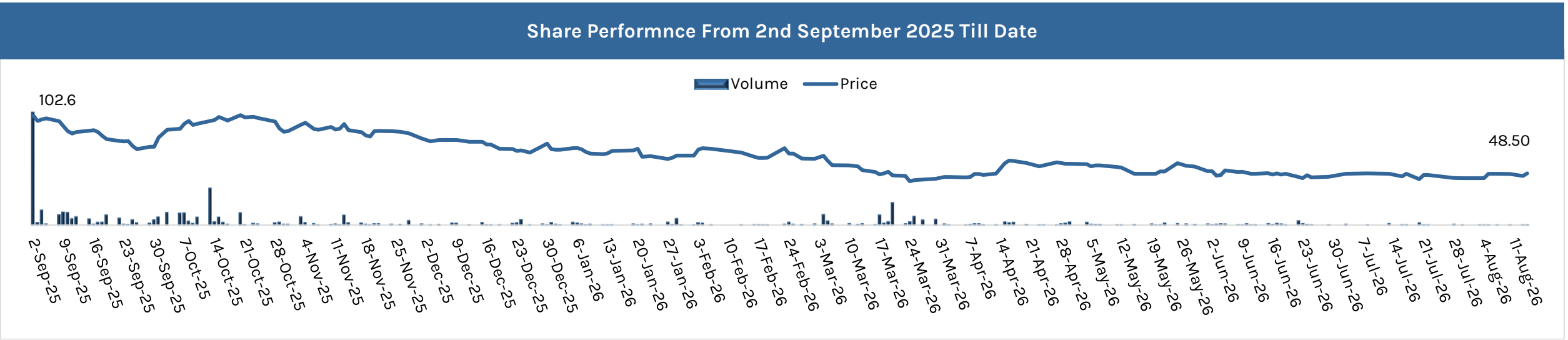
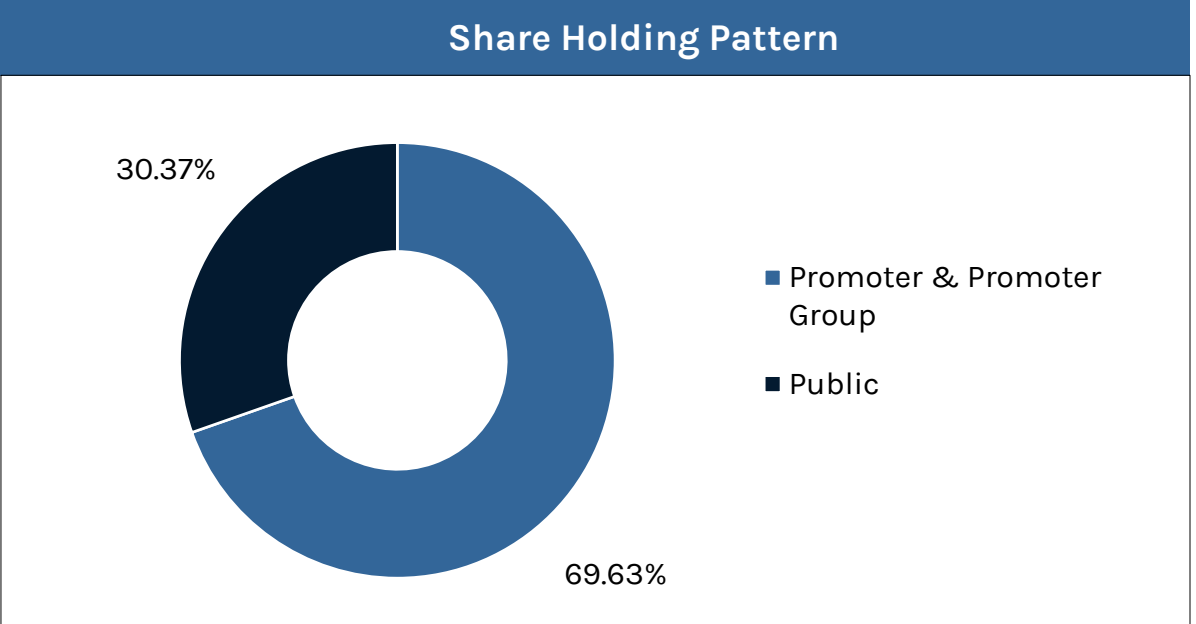
Book Value Per share (In ₹)



As On 14-08-2026

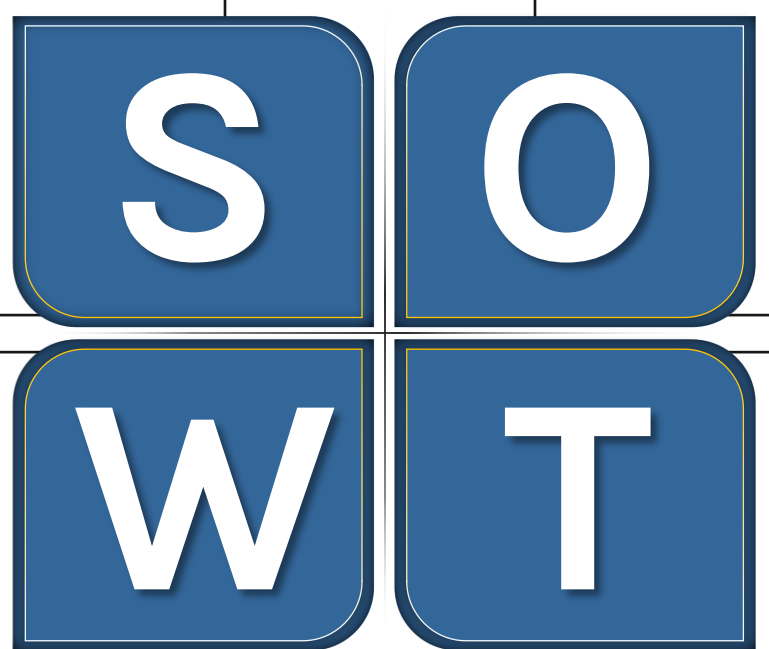
BSE (544495 INE0M3X01010)	
Share Price (₹)	48.50
Market Capitalization (₹ Cr)	96.03
No. of Shares Outstanding	1,98,00,094
Face Value (₹)	10.00
52-week High-Low (₹)	108.00 - 36.20

As On 31-03-2026



Strengths

- Strong regional leadership with deep manpower sourcing networks
- Lean operating structure with superior 129:1 core-to-associate ratio
- Technology-enabled operations (ERP, mobile attendance, QR monitoring)
- High client retention with **4.5–5 years** average relationship
- Diversified service portfolio: Security, IFM, Housekeeping, CCTV, Training
- NSDC-certified training ecosystem ensuring a skilled workforce pipeline
- Multiple ISO certifications reinforcing quality, safety, and compliance
- Proven execution in large government and private sector projects



The diagram consists of four blue squares arranged in a 2x2 grid. The top-left square contains the letter 'S', the top-right contains 'O', the bottom-left contains 'W', and the bottom-right contains 'T'. Each square is connected by a thin white line to its respective text box. The 'S' box is on the left, 'O' on the right, 'W' on the left, and 'T' on the right.

S

O

W

T

Opportunities

- Rising demand for integrated facility management and mechanized services
- High-margin growth potential in CCTV rentals and AI-enabled surveillance
- Expansion into high-growth regions like Maharashtra, Gujarat & NCR
- Increasing outsourcing of non-core services by corporates and institutions
- Growth in retail, healthcare, logistics, and airport infrastructure
- Ability to scale ITI ecosystem for high-margin education /training revenue

Weaknesses

- Low-margin nature of traditional security and housekeeping businesses
- Working capital-intensive operations with longer receivable cycles
- On-ground technology adoption challenges among field staff
- Training segment dependent on government scheme allocations
- Exposure to wage inflation impacting cost structures

Threats

- Intense competition from unorganized players leading to price pressure
- Industry consolidation favoring large national players
- Regulatory changes in labor laws affecting cost structures
- Tender-based government contracts with renewal and payment uncertainties
- Rapidly evolving client expectations requiring ongoing tech investments



Thank You



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