

KRYSTAL INTEGRATED SERVICES LIMITED
(FORMERLY KNOWN AS KRYSTAL INTEGRATED SERVICES PRIVATE LIMITED)



May 07, 2026

KISL/CS/SE/13/2026-27

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 Audited Financial Results for the quarter and financial year ended March 31, 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 Audited Financial Results of the Company for the quarter and financial year ended March 31, 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 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

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 draft red 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.

FY26 KEY FINANCIAL HIGHLIGHTS



Revenue
Rs. 12,772.8Mn
5.32% YoY

EPS
Rs. 45.94
2.99% YoY

EBITDA
Rs. 835.3Mn
7.49% YoY

EBITDA Margin
6.54%
13 bps

PAT
Rs. 643.5Mn
2.94% YoY

PAT Margin
5.04%
(11 bps)

Robust order book of approx. **₹1,220** crores as on 31st March 2026



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

- Prioritising 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

KRYSTAL'S STRATEGIC ENTRY INTO SMART LIGHTING & URBAN INFRASTRUCTURE



Transaction Overview

100% Equity Acquisition via Share Purchase Agreement from current shareholders, including Citelum S.A.S., France

Target Company	Citelum India Private Limited
Ownership	100% Equity Stake
Post-Completion Status	Wholly Owned Subsidiary

Target Company Profile

Citelum India is the Indian subsidiary of the French multinational Citelum (part of EDF Group), a pioneer and leading specialist in public and private lighting infrastructure management in India.

Smart Lighting

Urban Services

Energy Solutions

Traffic & Mobility

Strategic Rationale

Scale adjacencies and grow value-added higher-margin business segments

Expand into new service lines within City Infrastructure, Smart Lighting & Energy Efficiency, aligned with India's Smart Cities Mission

Strong team with technical expertise and operational experience to drive synergies

Smart City Solutions

- Smart Lighting: Advanced LED systems with IoT connectivity, remote management via MUSE® platform
- O&M of City Infrastructure: Operations & maintenance of street lighting, traffic signals and urban assets
- Energy Efficiency: Smart metering, energy management and reduction of municipal energy bills
- Traffic & Surveillance: Traffic light management, speed cameras, video protection & alert systems
- Communication: WiFi/LiFi networks, variable message boards, air quality & noise sensors

Value Creation & Outlook

First Acquisition

Confident of seamless integration enabling us to build this vertical into a much larger and profitable business

Rapid and Profitable Growth Potential

Extensive Technical Expertise

Integration Confidence



With the team's extensive technical expertise and proven track record in Ahmedabad, Noida and Chennai, we are well-positioned for rapid & increasingly profitable growth in the smart lighting and urban infrastructure space.

CORPORATE SEGMENT SCALING AT PACE

Corporate Engine Driving Growth Transformation



177+

New Customers Onboarded



255+

New Sites Added Across Segments



300+ Cr.

Combined New Business Value



Strategic Client Wins

- Secured marquee mandates from Fortis Hospital, Indira IVF, Maersk Shipping and Livspace
- Strengthening position as a pan-India integrated services partner



Geographic & Sectoral Expansion

- **Entry into East India: Kolkata office** + Bhubaneswar, Angul and Guwahati
- Deepening presence across Healthcare, Education, Logistics, Manufacturing & corporate sectors



RFP Pipeline Scaling

- RFP participation scaled 5x (5-6 in FY25 → 30-31 in FY26)
- Enhances visibility and revenue diversification



New-Age Growth Verticals

- Logistics: Pan-India cargo security for Maersk Shipping including Industrial Relations management
- Quick Commerce: Warehouse management across multi locations
- R&D Centers: Managing payroll and staffing

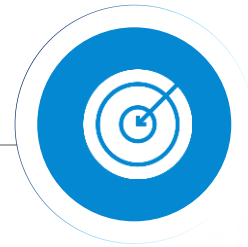
COMPANY OVERVIEW



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 management and Waste Management



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

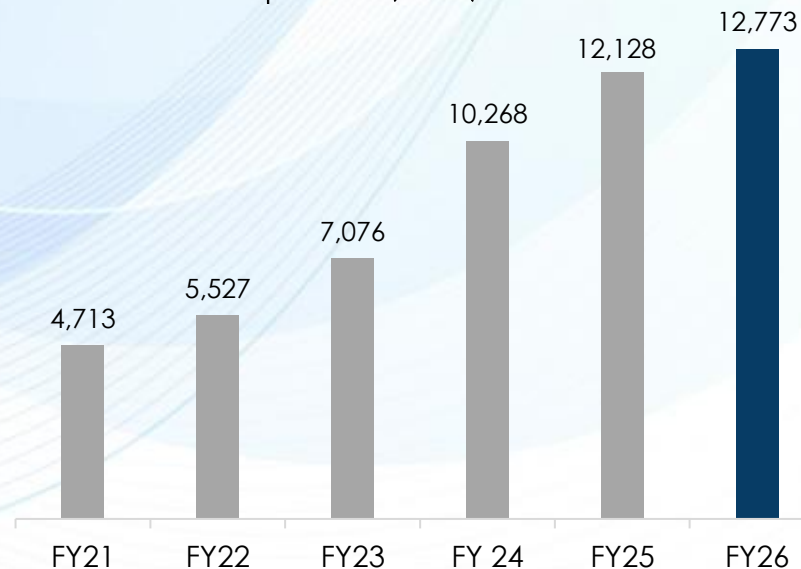


Strong track record of high employee satisfaction and retention rates

41,676 On-site Employees	572 Customers
31 Branches	4,068 Locations Serviced

Key Highlights*

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)

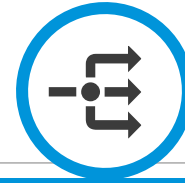
* As of March 31, 2026

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



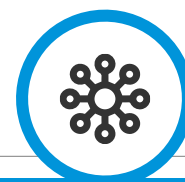
Long term relations with clients

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 & 4 UT's, managing 4,068 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

41.49 %



Staffing Solutions and Payroll Management

33.03 %



Private Security and Manned Guarding

9.07 %



Food & Beverages

12.53 %

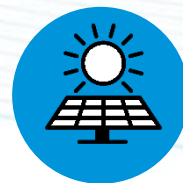


Waste Management*

3.88 %

FY26 Revenue Mix

Diversified Services



Solar EPC



Technical Facility Management



Task Master (B2C Segment)

*Includes TMC, WCMC & 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



1,415

Locations Served

Top-Tier Clientele

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



235

Customers



2,097

Locations Served



PRIVATE SECURITY & MANNED GUARDING

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

Key customers - Air India SATS, D-Mart, Knight Frank, Mumbai Cricket Association



171

Customers



689

Locations Served



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



73

Customers



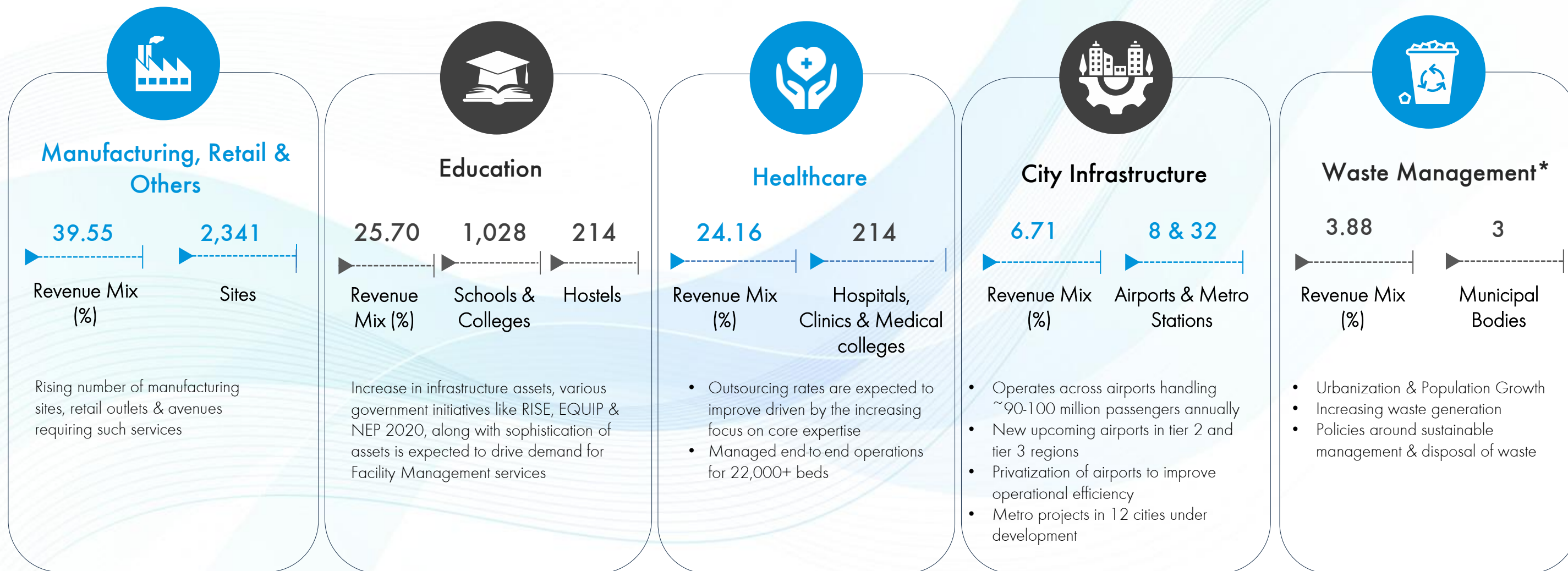
229

Locations Served

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



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



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

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

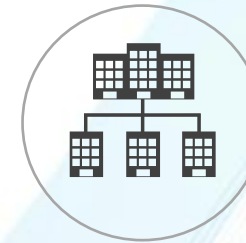
- Outsourcing rates are expected to improve driven by the increasing focus on core expertise
- Managed end-to-end operations for 22,000+ beds

- 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

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

*Includes TMC, WCMC & CETP

WIDE GEOGRAPHIC PRESENCE



31
Branches*



2
Warehouses*



1
Training Academy*

* As of 31st March 2026

KEY CLIENTELE



Longstanding relationships with customers across diverse sectors leading to repeat business



Healthcare



City Infrastructure



Waste Management



Education



Manufacturing, Retail & Others



572 Customers



40 % of top 10 customers associated for over 10 years

ROBUST WORKFORCE, COUPLED WITH STRONG RECRUITMENT AND TRAINING CAPABILITIES



Employee Training Initiatives

- Established Krystal Integrated Training Academy (KITA) to train security guards, house keepers & facility attendants
- 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



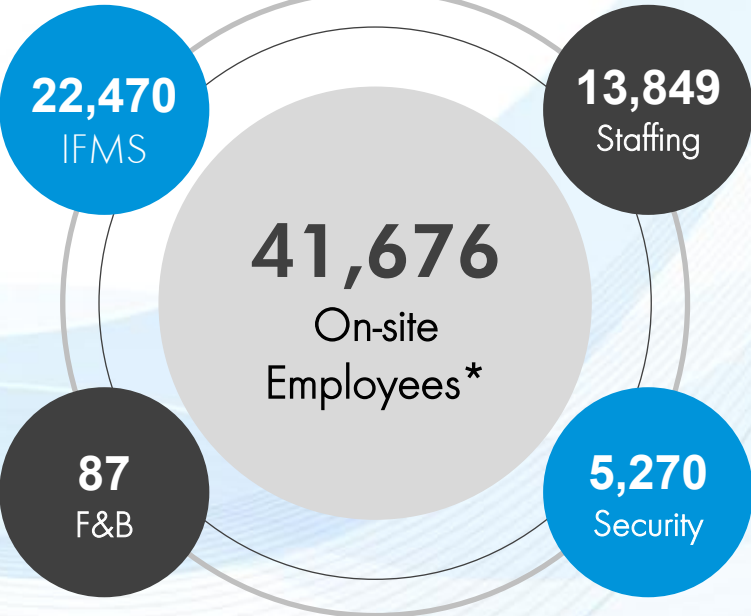
Recruitment

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



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

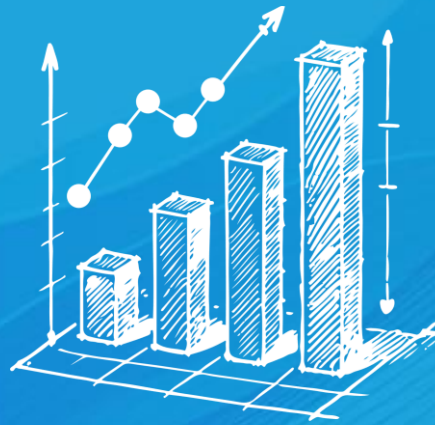


Strong track record of high employee satisfaction & improving retention rates



* As on Mar 31, 2026

FINANCIAL PERFORMANCE



MANAGEMENT COMMENT



"FY26 reflects steady progress in our transition towards a more resilient, margin-accretive business model. The corporate segment continues to be our key growth driver. We have added 177+ new corporate clients during the year, and the combined multi-year new business value from these additions stands at over INR300 crores. We expanded our footprint significantly, adding 255+ new sites across the country, strengthening our national accounts portfolio.

At the core of this evolution is our 'Krystal 2.0' strategy—a disciplined rebalancing of our business mix, focused on quality-led growth. We are strengthening our position as a partner of choice for multinational corporations and leading Indian conglomerates, driven by deeper client relationships, a wider service portfolio, and experienced leadership across verticals.

We are expanding our presence in manufacturing-led sectors such as pharmaceuticals, automotive and defence, while scaling higher-margin adjacencies including EPC, power and lighting, water and wastewater, solid waste management, solar and technical O&M. We have also secured our first solar order from DMER, marking our entry into this emerging segment.

Operationally, we are enhancing execution through a calibrated shift towards a more skilled workforce and continued capability building—enabling greater cross-selling and increased wallet share.

While this recalibration shapes our near-term trajectory, it strengthens the foundation for sustainable, high-quality growth. With a robust pipeline and a sharper focus on value-accretive engagements, we remain confident of delivering consistent growth and improved return profiles going forward."

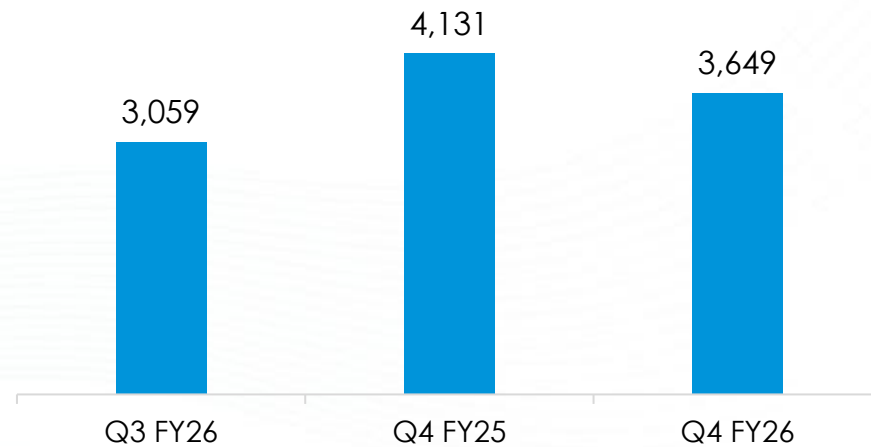
Speaking on the Company's performance,
Mr. Sanjay Dighe, CEO &
Whole-time Director, said:



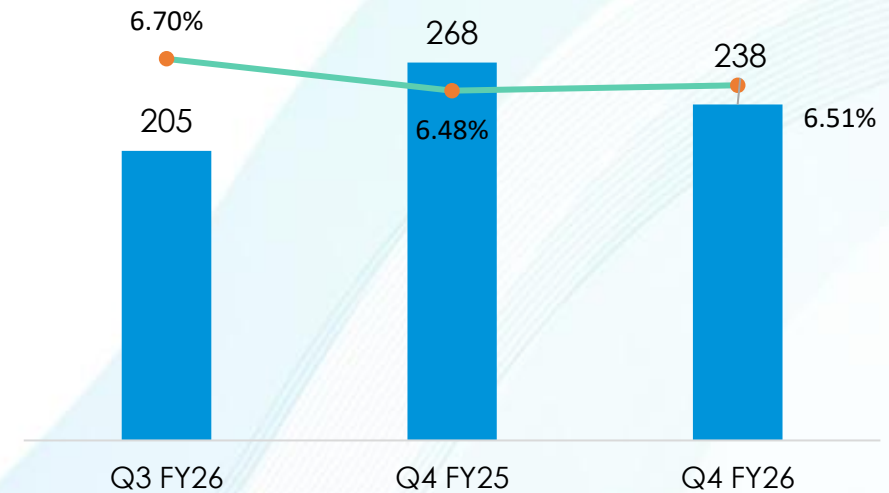
QUARTERLY FINANCIAL PERFORMANCE



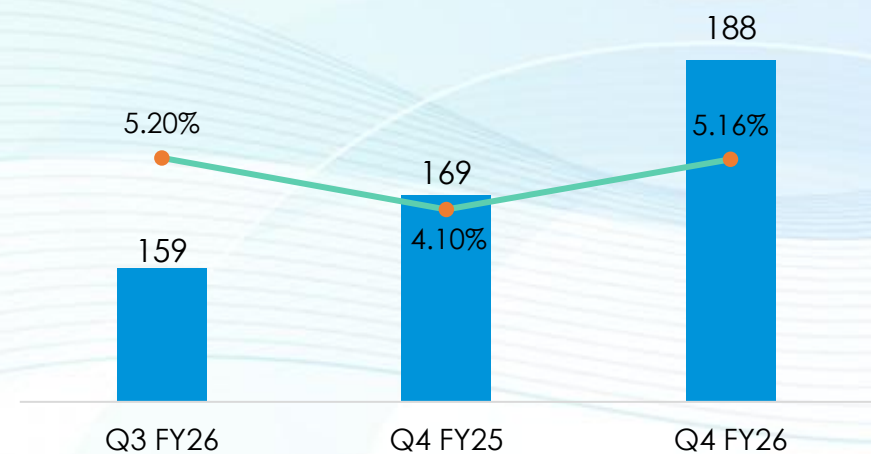
Revenue from Operations (₹ Mn)



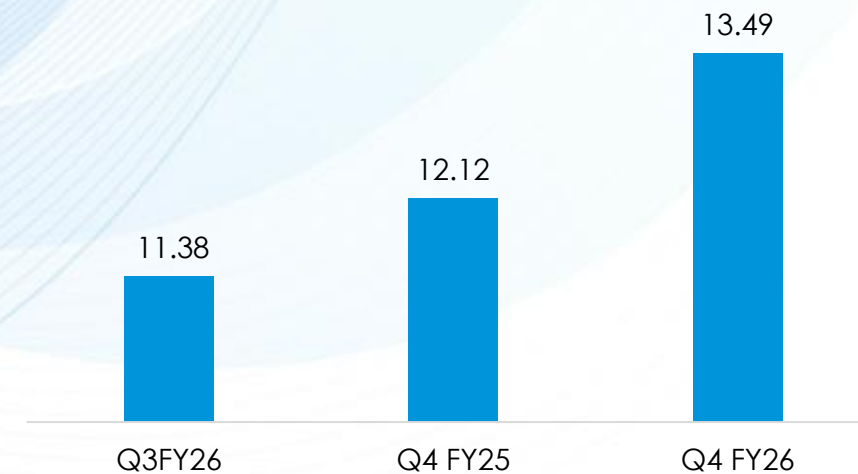
EBITDA & EBITDA Margin (₹ Mn)



PAT & PAT Margin (₹ Mn)



EPS (Rs)

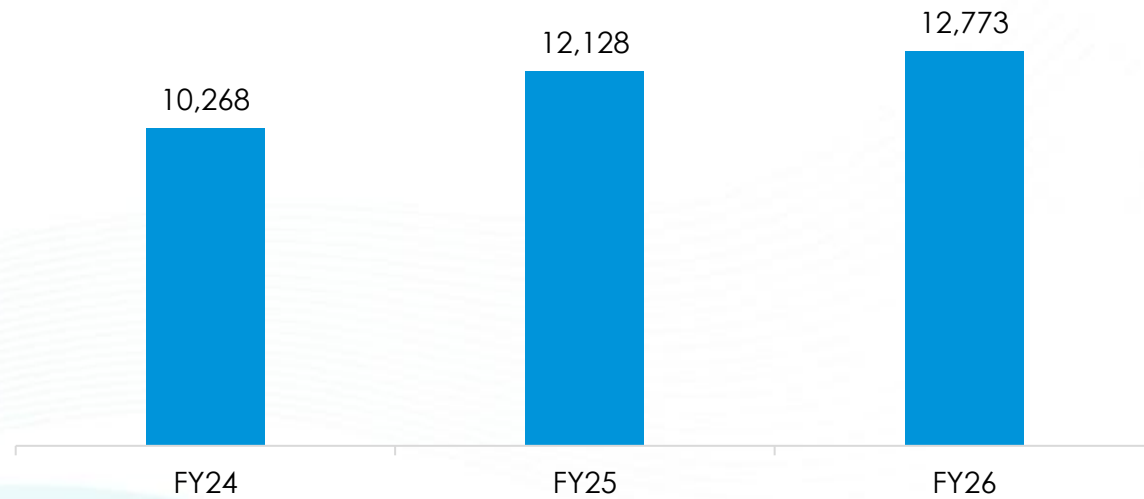


HISTORICAL FINANCIAL PERFORMANCE

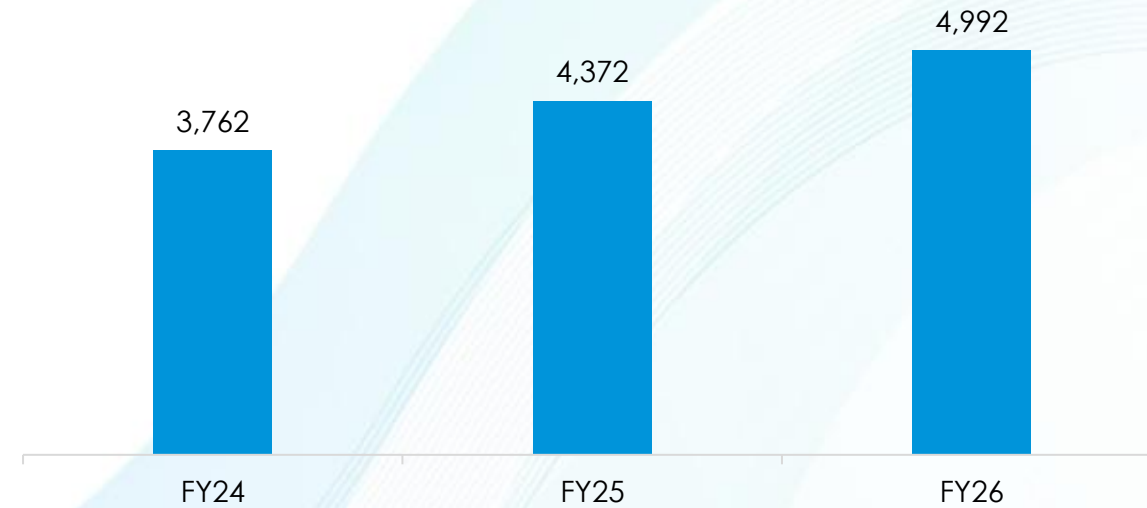


Revenue from Operations (₹ Mn)

CAGR 21.9%

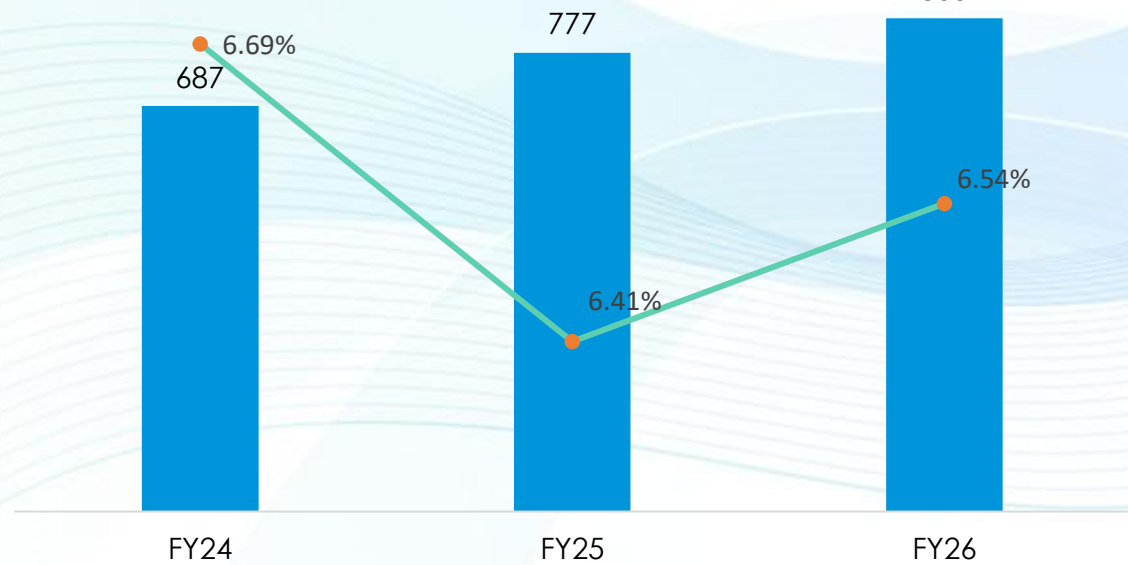


Net Worth (₹ Mn)

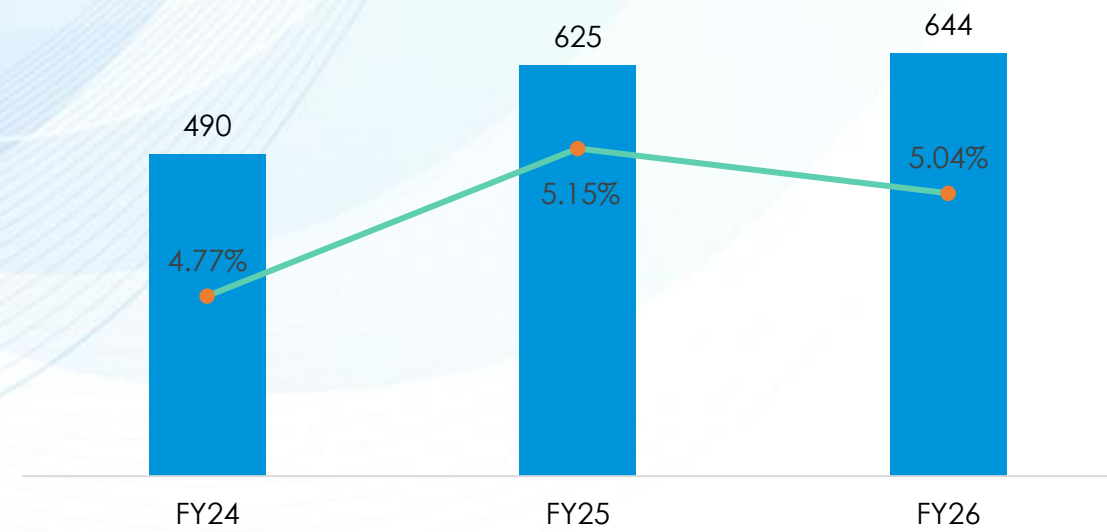


EBITDA & EBITDA Margin

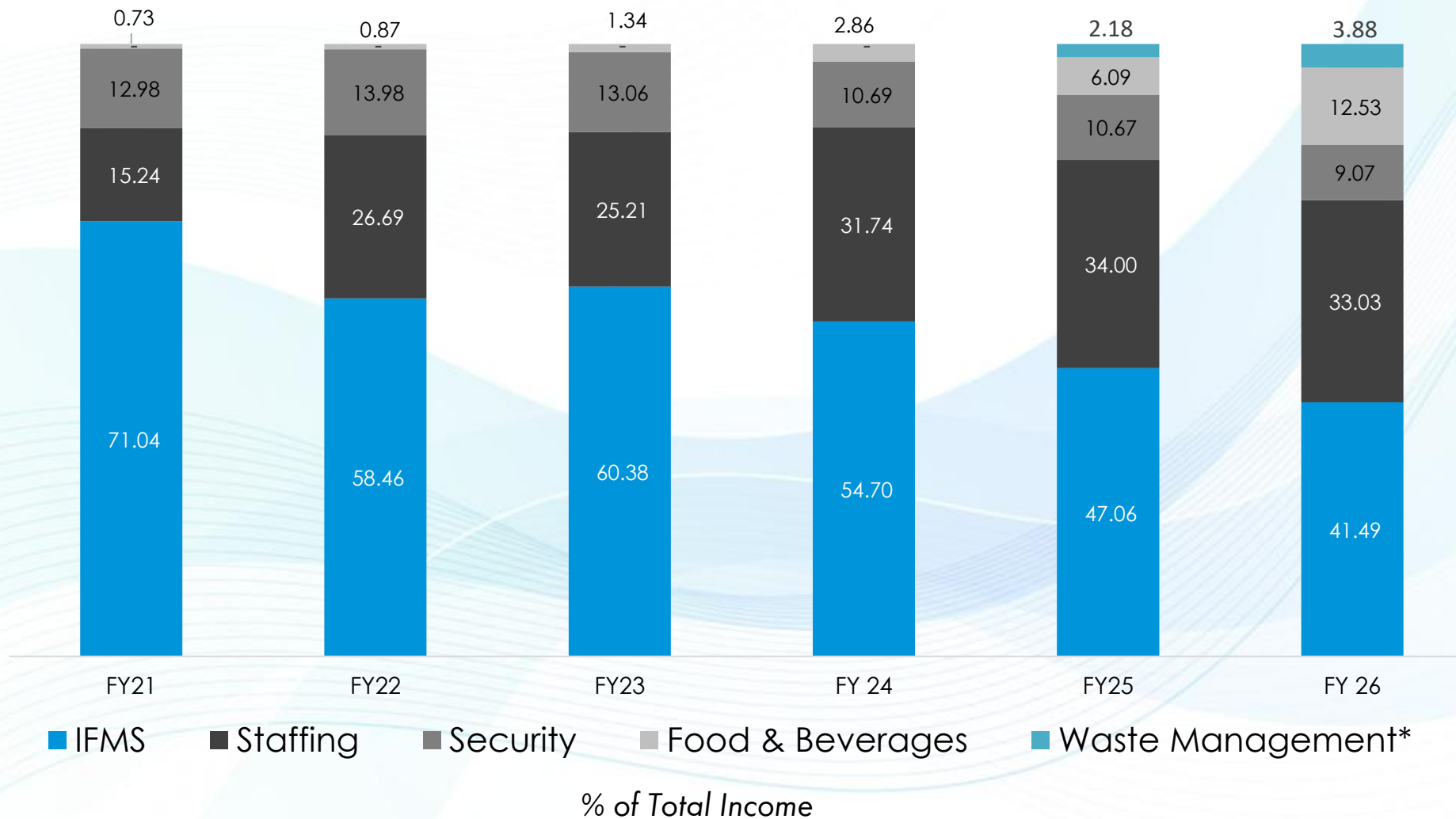
(₹ Mn)



PAT & PAT Margin (₹ Mn)



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

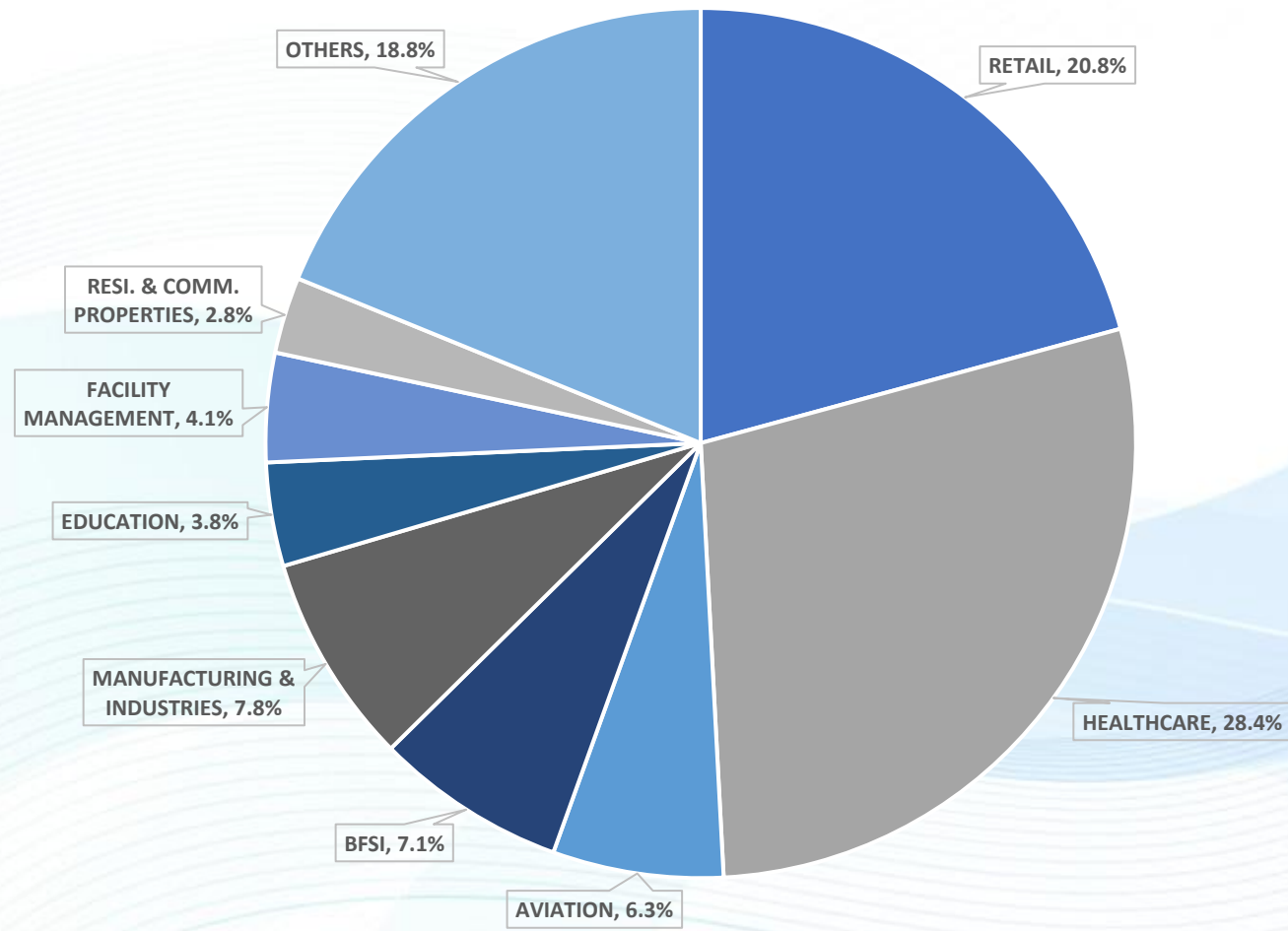
*Includes TMC, WCMC & CETP

SECTORAL BREAKUP

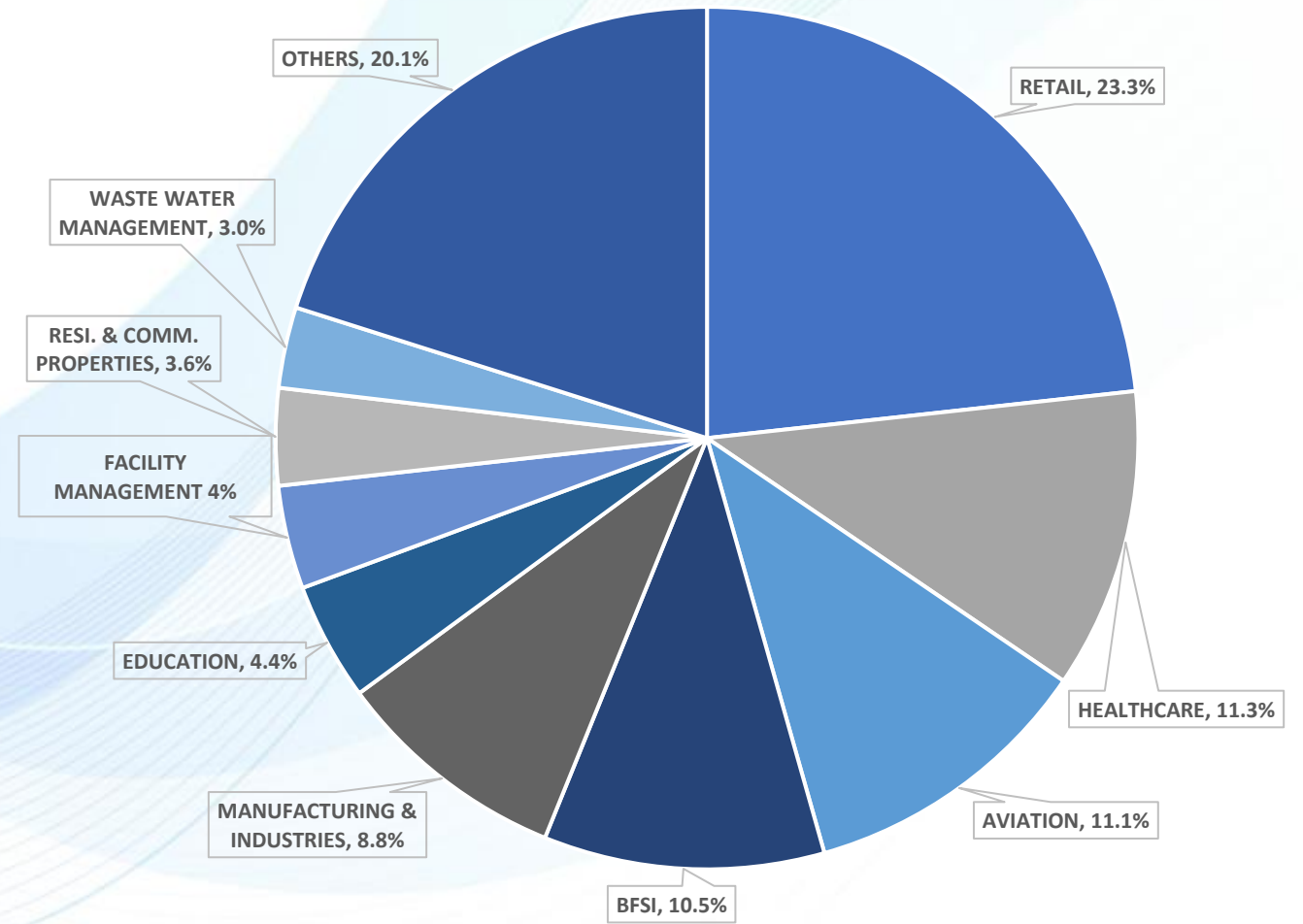
Diversified into multiple sectors



FY25

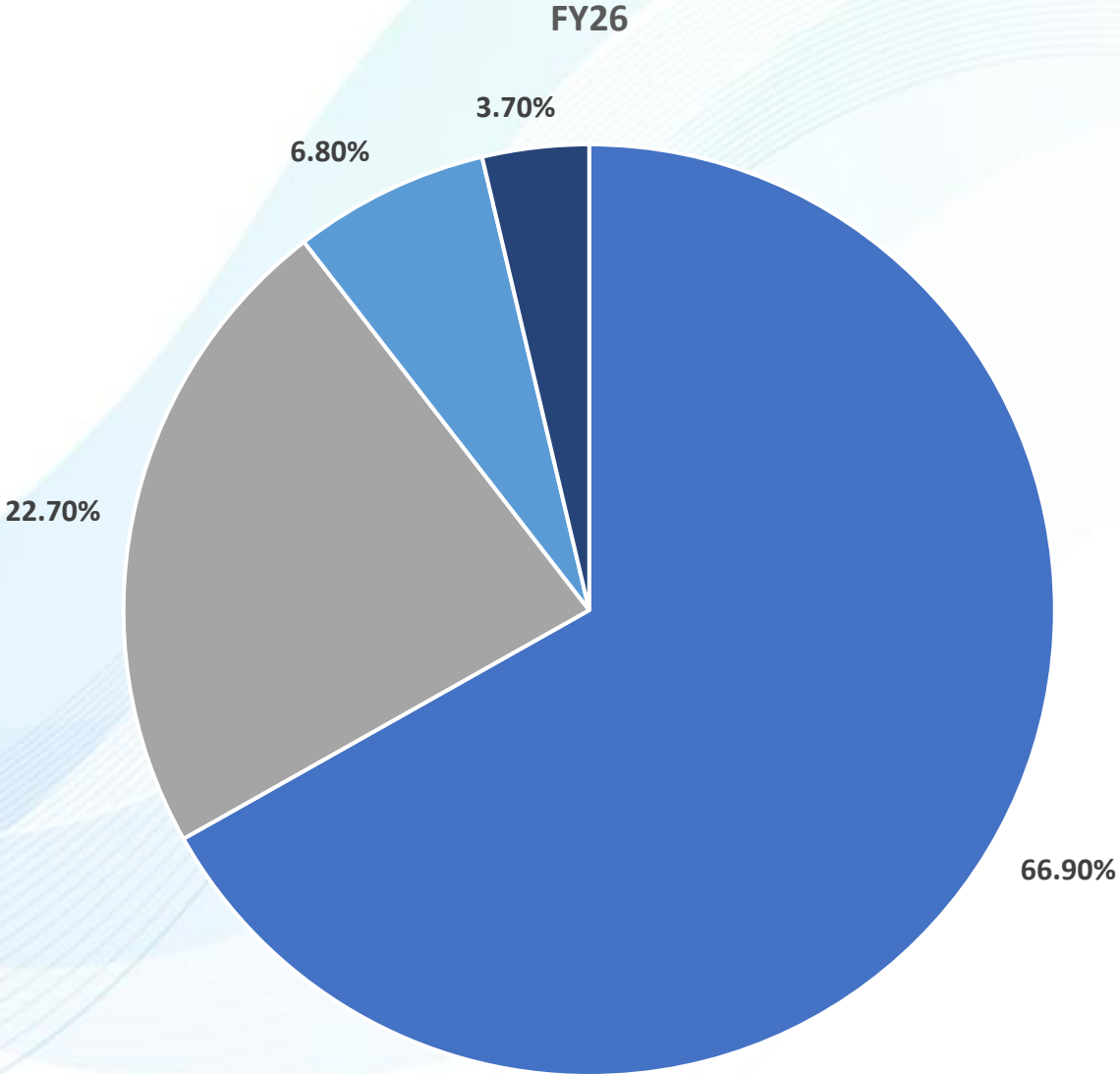
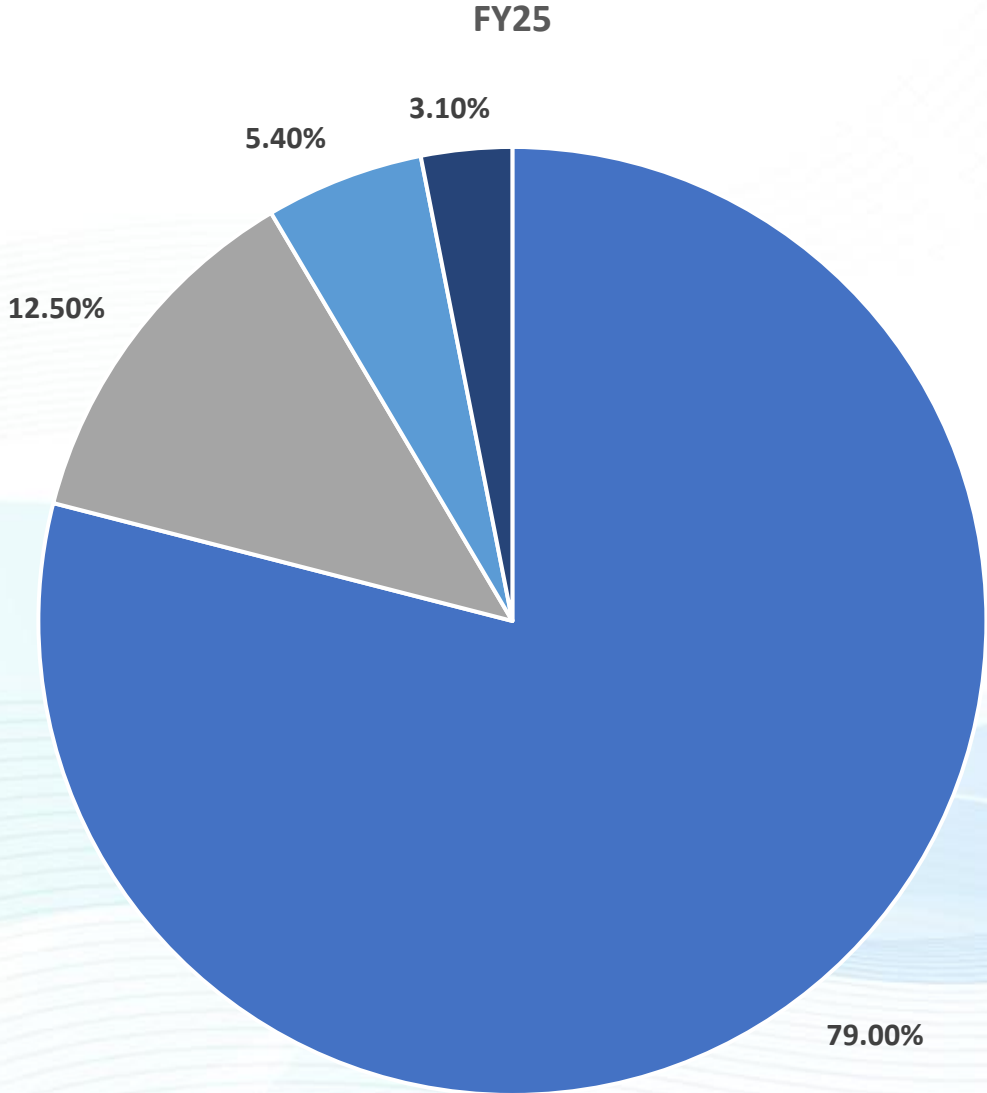


FY26



GEOGRAPHIC PRESENCE

Diversified into multiple Geographies

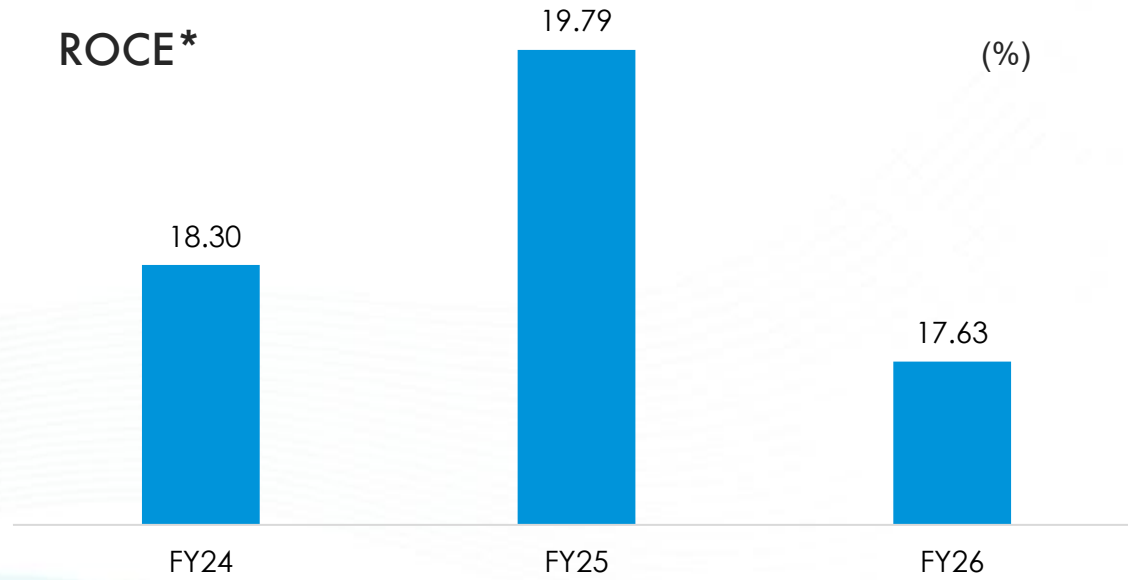


WEST SOUTH NORTH CENTRAL

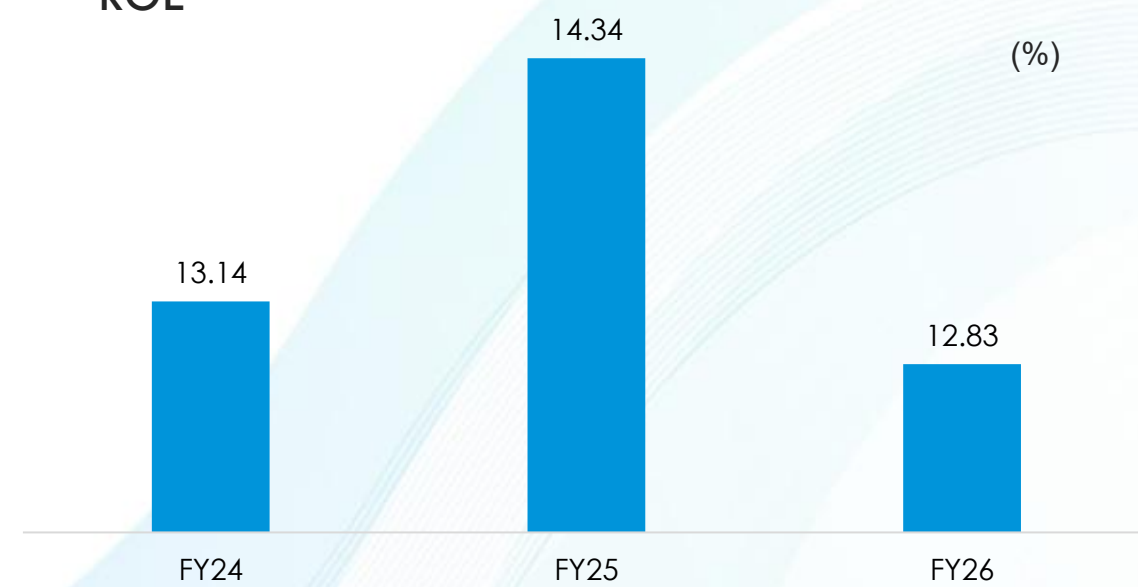
KEY FINANCIAL RATIOS



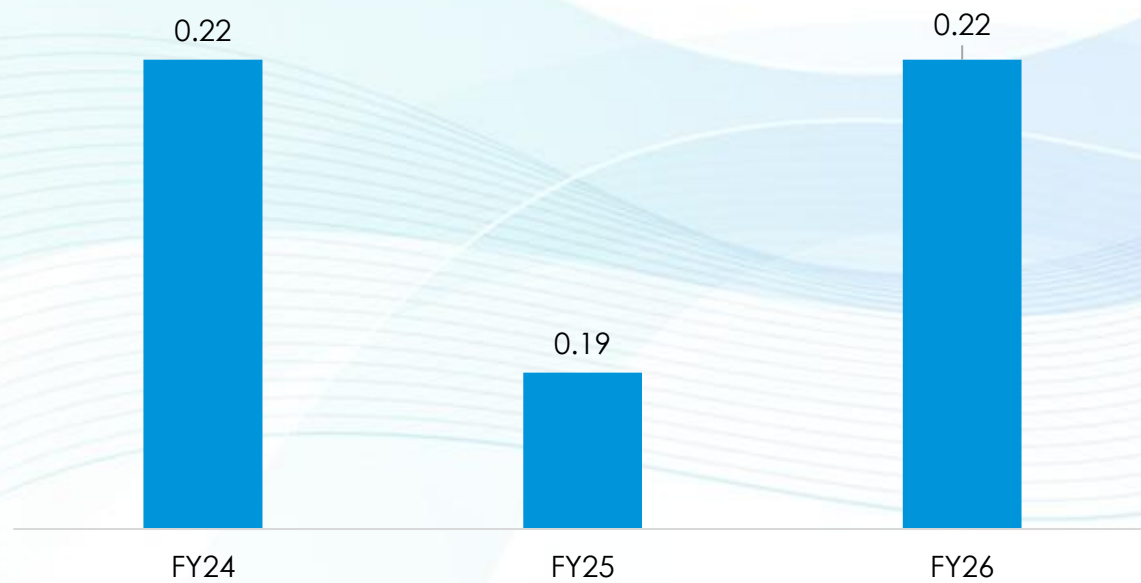
ROCE* (%)



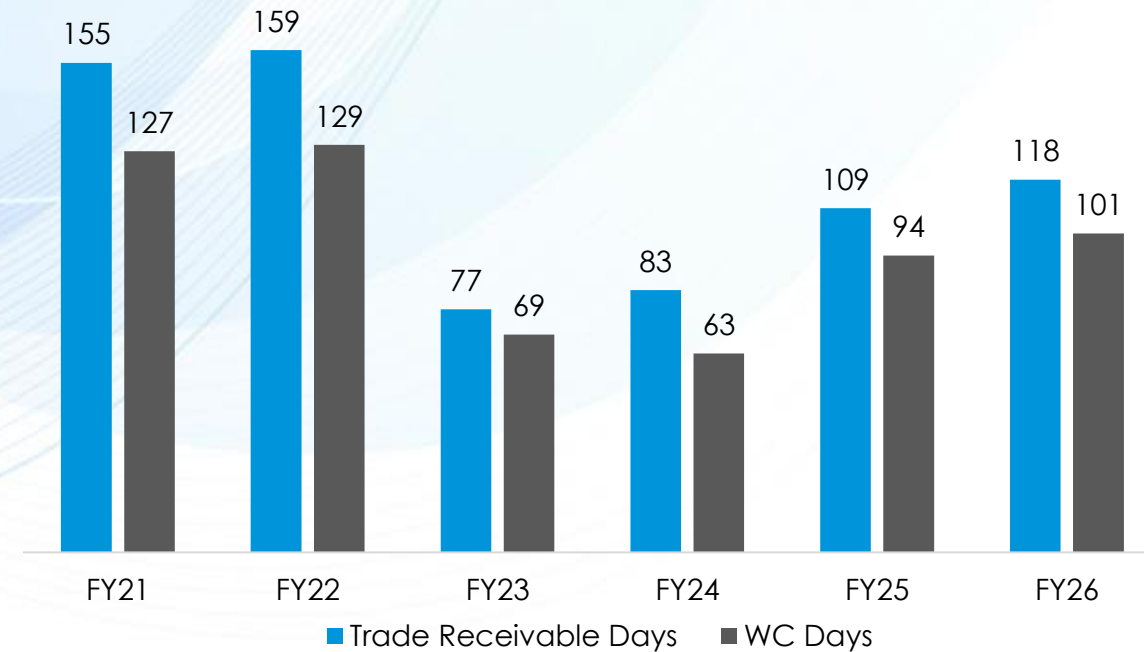
ROE (%)



Total Debt to Equity



Working Capital Days



■ Trade Receivable Days ■ WC Days

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

QUARTERLY CONSOLIDATED STATEMENT OF PROFIT & LOSS

(₹ Mn)



Particulars	Q4 FY26	Q4 FY25	YoY	Q3 FY26	QoQ
Income from operations	3,649.38	4,131.02	(11.66)%	3,058.56	19.31%
Total Raw Material Expenses	712.49	697.97		470.62	
Employee Cost	2,575.44	2,914.44		2,273.74	
Other Expenses	123.69	251.09		109.25	
Total Expenditure	3,411.62	3,863.50		2,853.62	
EBITDA	237.75	267.52	(11.13)%	204.95	16.01%
EBITDA Margin %	6.51%	6.48%	3 bps	6.70%	(19) bps
Depreciation	28.61	24.48		30.12	
Other Income	60.69	41.52		46.66	
Interest	52.49	27.84		39.32	
Profit Before Tax	217.34	256.72		182.16	
Tax	29.22	87.58		23.52	
Profit After Tax*	188.12	169.14	11.31%	159.00	18.55%
PAT Margin	5.51%	4.09%	106 bps	5.20%	(4) bps
Basic EPS	13.49	12.12	11.31%	11.38	18.55%

* Excluding profit from discontinued operations

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	FY22	FY23	FY24	FY25	FY26
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

**WAY
AHEAD**



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 (Taskmaster App, compliance systems)
- 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**

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!