KRYSTAL INTEGRATED SERVICES LIMITED

(FORMERLY KNOWN AS KRYSTAL INTEGRATED SERVICES PRIVATE LIMITED)



November 07, 2025

KISL/CS/SE/74/2025-26

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

Dear Sir/Madam,

<u>Subject: Investor Presentation on Un-Audited Financial Results for the quarter and half</u> year ended September 30, 2025

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, 2025.

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)

Stuti Maru Company Secretary & Compliance Officer Membership Number: A45257



KRYSTAL INTEGRATED SERVICES LIMITED





DISCLAIMER (1/2)

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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.

Q2 & H1 FY26 KEY FINANCIAL HIGHLIGHTS



Revenue

Rs. 2,834Mn

EPS

Rs. 9.42

(13.0)% YoY

EBITDA

Rs. 179Mn

5.3% YoY

EBITDA Margin

6.32%

(7) Bps

PAT

Rs. 132Mn

(12.7)% YoY

PAT Margin

4.65%

(102) Bps

Operational Highlights

- Added 92 new corporate clients in just H1 FY 2026, following 114 in FY25
- Corporate sector revenue grew 53%
 YoY in H1 FY26, contributing
 significantly to overall business growth.
- ➤ Robust order book of approx. ₹ 2,600 crore at quarter-end.



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, Catering, 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

33,828

On-site Employees

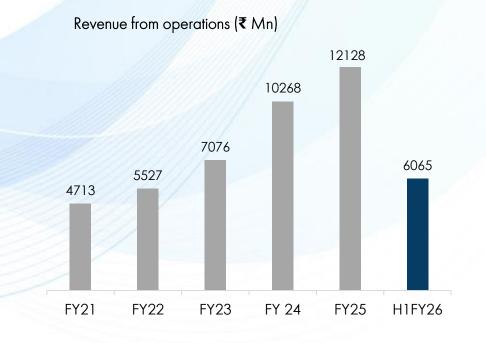
55Branches

471

Customers

3,317
Locations Serviced

Key Highlights*



26.6% Revenue CAGR (FY21-FY25)

59.3% PAT CAGR (FY21-FY25)

6.5%EBITDA Margin (H1 FY26)

16.7% ROCE (FY25)

0.20Debt/Equity (H1 FY26)

KEY STRENGTHS





Trained Workforce

Independent focus on recruitment & training to enhance workforce skills



Diversified Business

Service offerings range from Integrated Facility Management to Staffing & Payroll, Manned Guarding, Technical facility Management, Catering & 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



Experienced Management

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



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



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 3,317 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

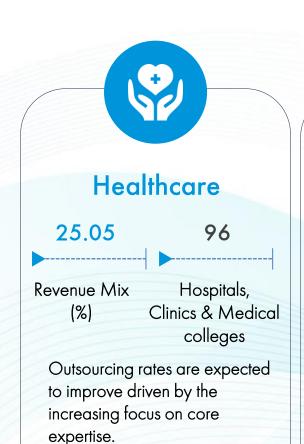
- CFO and President Finance & Accounts
- Previously associated with G4S Secure Solutions (India) Private Limited. Associated with the Company since July 4, 2019
- Associate member of Institute of Chartered Accountants of India

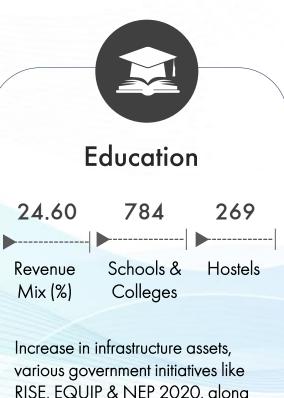


FOCUSED BUSINESS MODEL WHICH IS WELL-POSITIONED TO SERVICE DIVERSE SECTORS



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





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



- Privatization of airports to improve operational efficiency
- Metro projects in 12 cities under development



• Increasing waste generation

Policies around sustainable

management & disposal of

waste



COMPREHENSIVE PORTFOLIO OF SERVICES





Integrated Facility
Management Services

42.05 %



Staffing Solutions and Payroll Management

35.62 %



Private Security and Manned Guarding

8.98 %



Catering

11.12 %



Solid & Liquid Waste Management

2.23 %

H1 FY26 Revenue Mix

Newly Launched



Technical Facility Management



Task Master (B2C Segment)



Waste Water Management

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 SOFT SERVICES COMPANY

Soft services

- Housekeeping
- Sanitation
- Pantry services

Hard services

- Pest control
- Façade cleaning

Specialized services

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





1,403

Locations Serviced

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 customer includes HDFC Bank, Federal Mogul, MP Electricity Board, D-Mart, Asian Paints







PRIVATE SECURITY & MANNED GUARDING

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

Top clients - Air India SATS, D-Mart, Knight Frank, Mumbai Cricket Association





389 Locations Serviced



CATERING

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

Top clients - Bombay Gymkhana Ltd, Bain & Company India Pvt Ltd, Terna Speciality Hospital & Research Centre





203 Locations Serviced

DIVERSIFYING INTO NEW AVENUES



Water Treatment

- Since 2019, Company has been executing turnkey projects
- In FY25, core team of 20+ skilled members is formed
- Team's expertise covers solid & liquid waste management encompassing bio-mining of legacy waste, Common Effluent Treatment Plants (CETP) and Zero Liquid Discharge (ZLD) technologies
- Secured multi-year contract from Tindivanam Pharma Park Association (TPPA) in Chennai for effluent treatment at its Central Effluent Treatment Plant for ZLD
- This vertical fosters higher-margin, technology-driven growth
- Krystal is planning to expand into similar manufacturing clusters across the country
- The company strongly focuses on sustainable waste management and environmental responsibility



Target size of Projects

5-20

MLD

Rs. 10-50

Crores





Technical Facility Management

Services consist of providing Level one maintenance. We will be responsible for the functioning of the facility.

- MEP services
- HVAC & AHU Maintenance

Key customers - Kohinoor, Tenneco and Nesco IT Park



Task Master (100% subsidiary)

This is a first step into B2C segment. Krystal shall provide deep cleaning services for the residential sector, among others.









WIDE GEOGRAPHIC PRESENCE







33
Branches*



Warehouses*



Training Academy*

KEY CLIENTELE



Longstanding relationship with customers across diverse sectors with recurring business



Healthcare

Key Customers

PD Hinduja Hospital, National Cancer
Institute



Education

Key Customers
Education Department, BMC



City Infrastructure

Key Customers

Maha Mumbai Metro Operation

Corporation Limited



Waste Management

Key Customers
Thane Municipal Corporation





ROBUST WORKFORCE, COUPLED WITH STRONG RECRUITMENT AND TRAINING CAPABILITIES





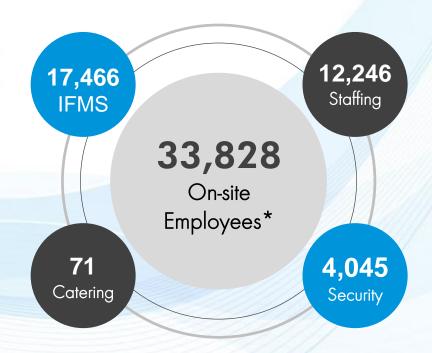


• Leverage various channels like print media, digital advertisements and job fairs

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







Strong track record of high employee satisfaction & improving retention rates



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



MANAGEMENT COMMENT







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

Q2 FY26 delivered steady performance, with revenue growing 6% YoY and EBITDA margin maintained at 6.32%. The temporary moderation in the government segment stemmed primarily from procedural delays in tender finalization for large, multi-location projects. These delays are timing-related, not demand-linked, and the underlying opportunity pipeline remains intact.

We continued to exercise strong commercial discipline and consciously avoided bidding for projects that did not meet our margin or scale benchmarks. This is a deliberate strategic choice to protect profitability and ensure quality of earnings, rather than pursuing volume for its own sake.

Our Corporate Business continues to be a key growth engine. Revenues grew by 53% in H1 FY26, supported by sustained traction in new customer additions. In H1 alone, we onboarded 92 corporate clients, following 114 in FY25, with engagements that are recurring, margin-accretive, and strategically aligned. Our national presence has also strengthened, expanding to 33 branches from 26 last year.

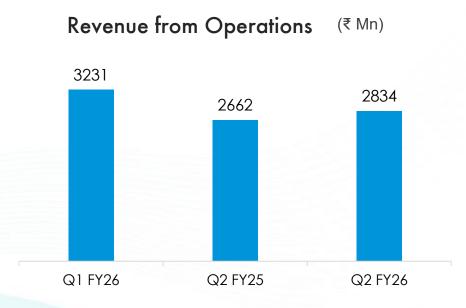
In Emerging Businesses — Water, Waste, and O&M — we are advancing capability development and pipeline building. These verticals are progressing on track and are poised to become meaningful contributors to revenue and profitability over the medium term.

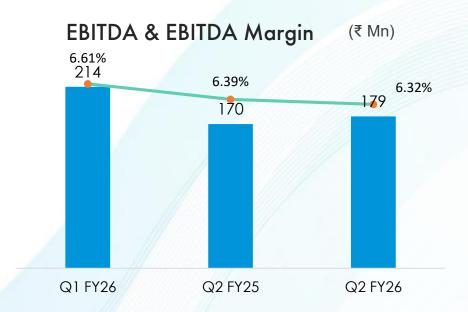
Overall, our business fundamentals remain robust. The demand environment is healthy, core growth momentum is strong, and our operating footprint continues to expand. We expect the deferred government tenders to move into execution in H2 FY26, which, coupled with the ongoing scaling of our corporate business, positions us for a stronger performance in the coming quarters

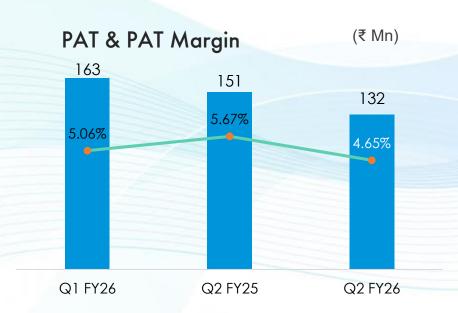


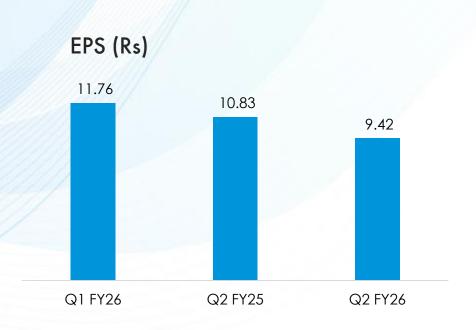
QUARTERLY FINANCIAL PERFORMANCE





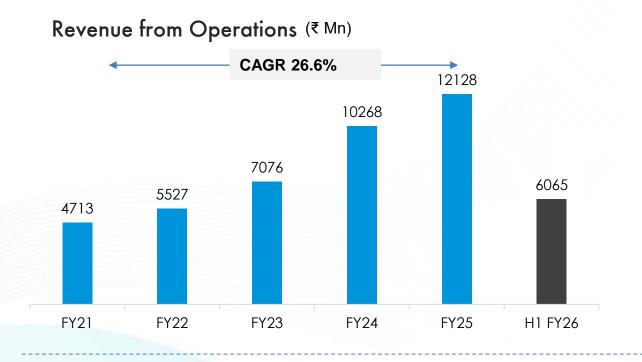


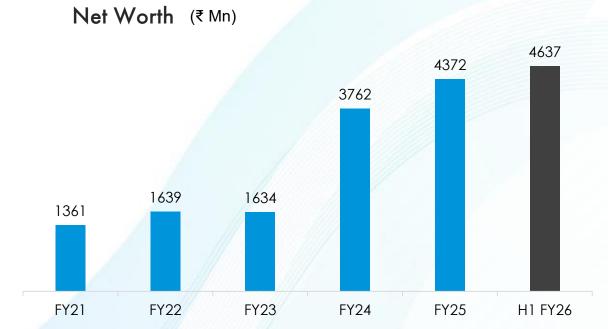


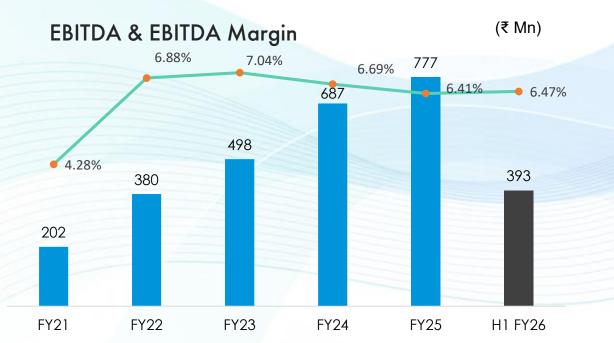


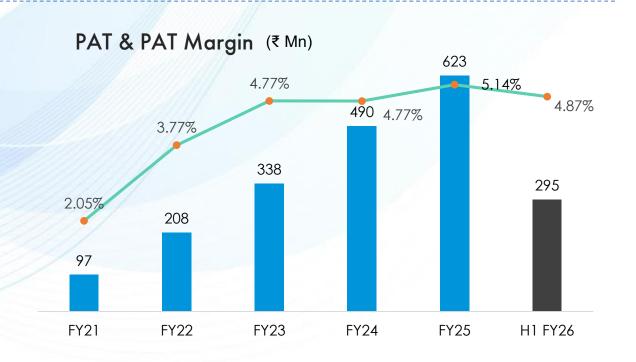
HISTORICAL FINANCIAL PERFORMANCE





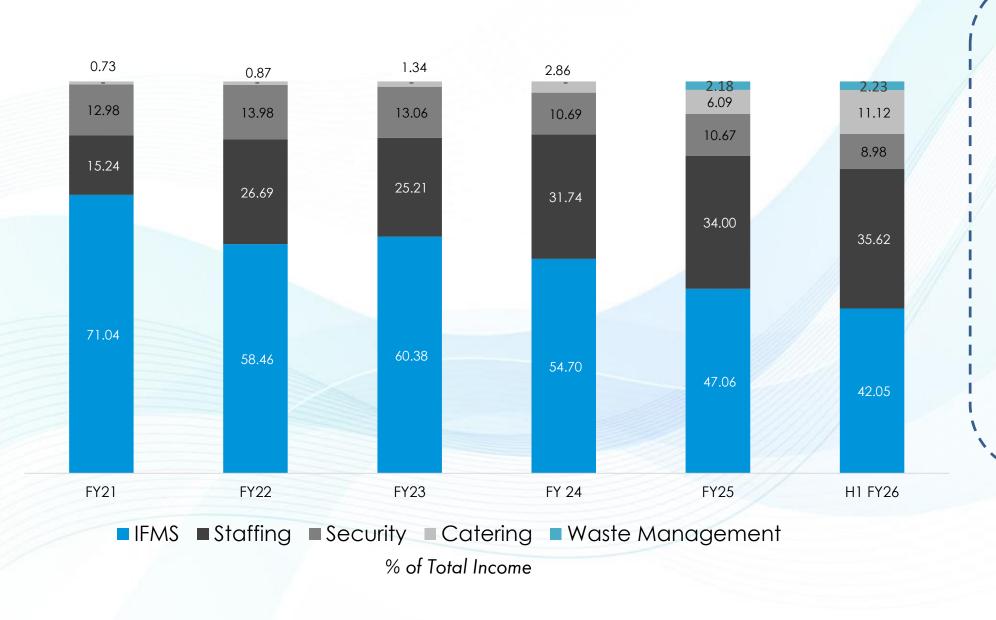






MOVING TOWARDS SUSTAINABLE GROWTH WITH DIVERSIFICATION





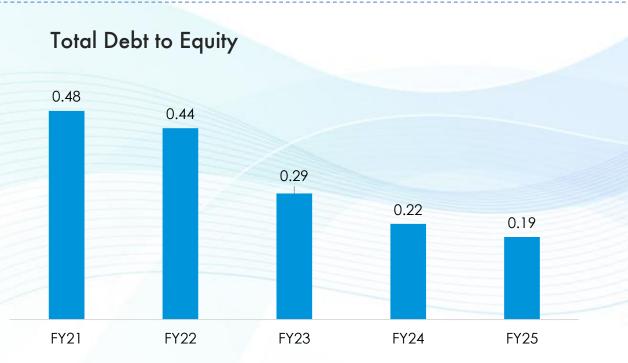
Over the years, we have successfully worked towards building diversified and sustainable revenue streams. During this year, we have further strengthened our portfolio by adding two new segments: Waste Management and Technical Facility Management

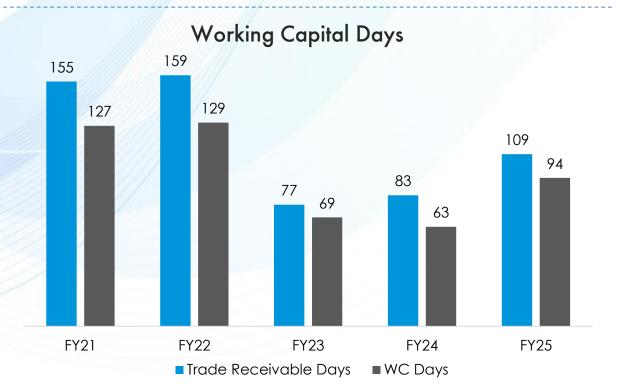
KEY FINANCIAL RATIOS











QUARTERLY CONSOLIDATED STATEMENT OF PROFIT & LOSS



(₹ Mn)

Particulars	Q2 FY26	Q2 FY25	YoY	Q1 FY26	QoQ
Income from operations	2,834.00	2,661.57	6.5%	3,230.81	(12.3)%
Total Raw Material Expenses	482.91	184.56		402.64	
Employee Cost	2,049.14	2,227.83		2,464.18	
Other Expenses	122.84	79.05		150.46	
Total Expenditure	2,654.89	2,491.45	6.6%	3,017.28	(12.0)%
EBITDA	170.12	170.12	5.3%	213.53	(16.1)%
EBITDA Margin %	6.32%	6.39%	(7) Bps	6.61%	(29) Bps
Depreciation	31.13	21.20		28.41	
Other Income	45.01	36.56		40.30	
Interest	35.03	22.43		33.63	
Profit Before Tax	157.96	163.05	(3.1)%	191.79	(17.6)%
Tax	26.15	12.04		28.46	
Profit After Tax*	131.81	151.00	(12.7)%	163.33	(19.3)%
PAT Margin	4.65%	5.67%	(102) Bps	5.06%	(41) Bps
Basic EPS	9.42	10.83		11.76	

^{*} Excluding profit from discontinued operations

HALF YEARLY CONSOLIDATED STATEMENT OF PROFIT & LOSS



(₹ Mn)

Particulars	H1 FY26	H1 FY25	YoY
Income from operations	6,064.81	5,233.09	15.9%
Total Raw Material Expenses	885.56	393.72	
Employee Cost	4,513.31	4,318.51	
Other Expenses	273.307	188.21	
Total Expenditure	5,672.18	4,900.44	15.7%
EBITDA	392.64	332.65	18.0%
EBITDA Margin %	6.47%	6.36%	11 Bps
Depreciation	59.54	39.43	
Other Income	85.31	85.04	
Interest	68.66	50.44	
Profit Before Tax	349.75	327.82	6.7%
Tax	54.61	24.77	
Profit After Tax*	295.14	303.05	(2.6)%
PAT Margin	4.87%	5.79%	(92) Bps
Basic EPS	21.19	21.69	

^{*} Excluding profit from discontinued operations

ANNUAL CONSOLIDATED STATEMENT OF PROFIT & LOSS



Particulars	FY22	FY23	FY24	FY25
Revenue from operations	5,526.76	7,076.36	10,268.49	12,127.84
Other Income	21.81	33.29	80.01	164.92
Cost of material and store and spare consumed	242.26	323.04	1,623.14	1,357.40
Employee benefit expense	4,713.28	5,919.04	7,678.80	9,512.91
Finance costs	87.78	94.92	119.84	100.38
Depreciation and amortisation expense	42.95	46.57	71.45	86.35
Other expenses	191.24	335.93	279.74	480.41
Restated profit before tax from continuing operations	271.06	390.16	575.52	755.32
Tax (Current Tax + Deferred Tax)	62.71	52.45	85.25	132.00
Restated profit for the year from continuing operations after taxes	208.35	337.71	490.27	623.32
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
Share of profit of joint venture	1.23	0.31	0.42	1.84
Restated profit for the year	262.74	384.44	*494.43	626.93
Basic EPS (in ₹)	22.69	33.33	42.30	44.61

^{*} Includes Other Comprehensive Income

CONSOLIDATED BALANCE SHEET



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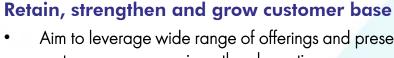
					(₹ Mn)	
Particulars	FY22	FY23	FY24	FY25	H1 FY26	
Equity Capital	57.62	57.62	139.72	139.72	139.72	
Other Equity	1,580.93	1,576.50	3622.50	4232.37	4,497.04	
Borrowings (Current + Non-Current)	725.51	479.92	832.59	839.69	932.00	
Lease Liabilities (Current + Non-Current)	14.08	25.46	44.35	70.76	83.83	
Provisions (Current + Non-Current)	115.48	131.33	131.85	158.67	178.65	
Trade Payable	514.97	158.49	562.11	514.34	559.91	
Other Financial Liabilities (Current)	597.92	555.08	813.04	1266.13	1,143.08	
Other Current Liabilities	437.34	450.28	323.92	384.99	309.63	
Total Equity & Liabilities	4,043.85	3,434.68	6,470.08	7606.67	7,843.86	
Fixed Assets (incl. PPE, CWIP, RoU Assets & Intangible Assets)	710.51	806.42	829.74	1011.95	1,086.52	
Investments (Non-Current)	18.54	28.94	30.65	91.74	80.81	
Deferred Tax Assets (net) (Non-Current)	56.00	74.50	43.68	43.34	56.96	
Income Tax Assets (net) (Current + Non-Current)	134.65	85.50	133.82	140.53	174.48	
Other Non-current Assets	80.56	-	292.53	318.64	292.53	
Inventory	58.81	6.11	6.35	10.70	16.00	
Trade Receivable	2,411.60	1,496.10	2,323.64	3633.57	4,004.39	
Cash & Cash Equivalents (incl. Other Bank Balances)	233.65	191.65	1,800.16	743.29	352.04	
Loans (Current)	18.02	251.51	726.72	1091.46	1,234.63	
Other Financial Assets (Current + Non-Current)	243.45	440.65	221.84	348.89	350.28	
Other Current Assets	78.06	53.30	60.96	172.55	195.21	
Total Assets	4,043.85	3,434.68	6,470.08	7606.67	7,843.86	



KEY BUSINESS STRATEGIES







- Aim to leverage wide range of offerings and presence to offer bundled services to customers across regions, thereby acting as a one-stop solution for customers, leading to increased wallet share
- Intend to further optimize bid selection and pricing strategies, and to meet the qualifying criteria for government contracts

Capitalize and build upon human resource strength, including recruiting & training capabilities

- Intend to focus on technology for recruitment of employees to meet the business needs
- Also intend to continue to focus on training and development needs to build employee capabilities and facilitate retention

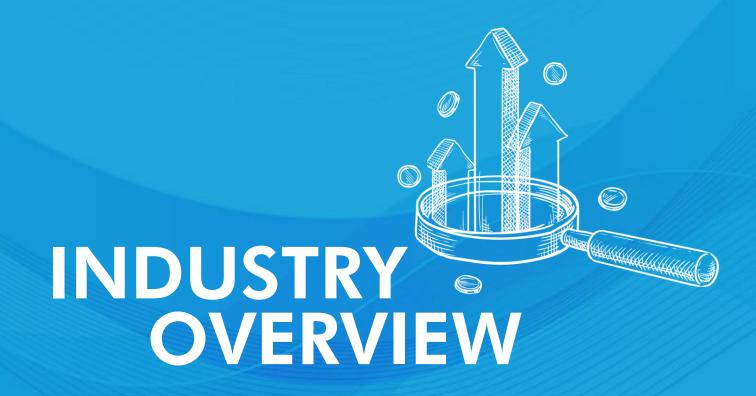
Focus on operational efficiency

Focus on improving operational efficiency to improve returns, including by increased technology integration



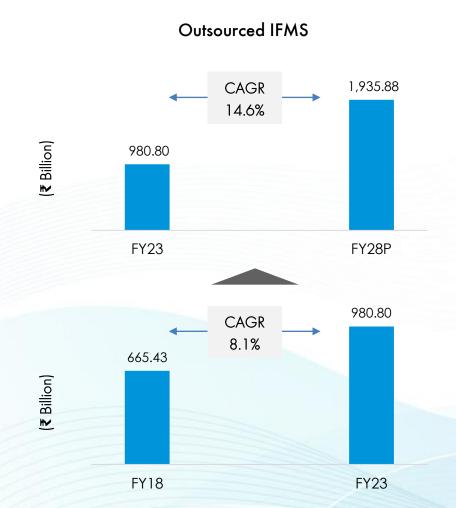
Continue to improve profits and operating margins

Intend to continue to focus on improving profitability and operating margins, including by offering more value-added services to existing and to new customers



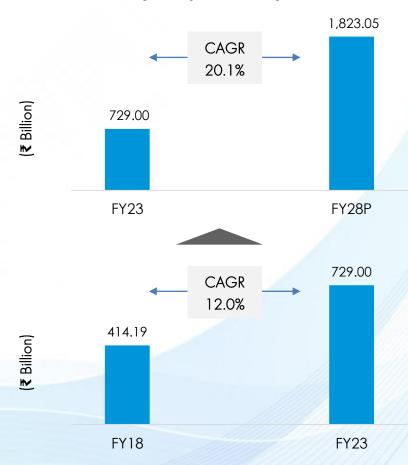
MARKET OPPORTUNITIES





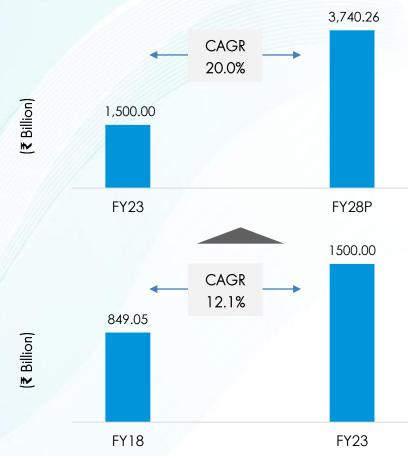
- Industrial, Public Administration, Railways & Metros,
 Commercial Offices, Retail, Airports, Healthcare & Education are the top segments anticipated to drive demand for IFMS between FY23 & FY28
- These segments accounted for 88% of the total Outsourced IFM Market in FY23

Staffing & Payroll Management



- Key growth enablers for Staffing & Payroll Management Services Market in India are the need for flexible workforce, availability of large manpower resources, growth in gig economy & regulatory compliance
- Several initiatives by Govt. such as Make-in-India & PLI schemes are expected to create job opportunities & growth potential for staffing companies in manufacturing segment





- Evolution of Manned Guarding Services through trends such as technology adoption & training resulted in improved service delivery, high confidence & willingness to outsource security related services
- Availability of manpower due to migration of workforce from rural to urban areas, & regulations such as minimum wages have spurred growth

Source: F&S Report

WAY AHEAD



Strategic Focus Areas



Grow Core Business Organically

Krystal aims to expand its core IFMS portfolio, especially with technical services

Expanding into Waste Management

Company has ventured into solid waste management and water treatment services, to tap the huge opportunity in those segments





Expanding into New Geographies

Krystal aims to expand its footprint into new states across India

Technical Facility Management

Increasing focus on operations, maintenance and other services requiring relatively higher technical skills





Increasing Order Book & Enhancing Margins

Continuous endeavour to win new orders and invest in automation to improve margins

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

