

Date: 14<sup>th</sup> February 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 Un-audited Financial Results of the Company for the quarter and Nine months ended December 31, 2025.**

**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 Standalone & Consolidated Financial Results of the Company for the quarter and Nine months ended December 31, 2025.

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**

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**DEBAJIT CHOUDHURY**  
**MANAGING DIRECTOR**  
**DIN: 00932489**

**Date: February 14, 2026**

**Place: Kolkata**

Encl: Investor Presentation



# NIS Management Limited

Investor Presentation  
Q3 & 9M FY26





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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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# 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



**₹405+ Cr FY25** revenue base underpinned by annuity-led contracts, providing predictable and recurring cash flows



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



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



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



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



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



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



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





Established integrated security and facility management services provider founded in 1985

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

Workforce of ~18,000+ 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



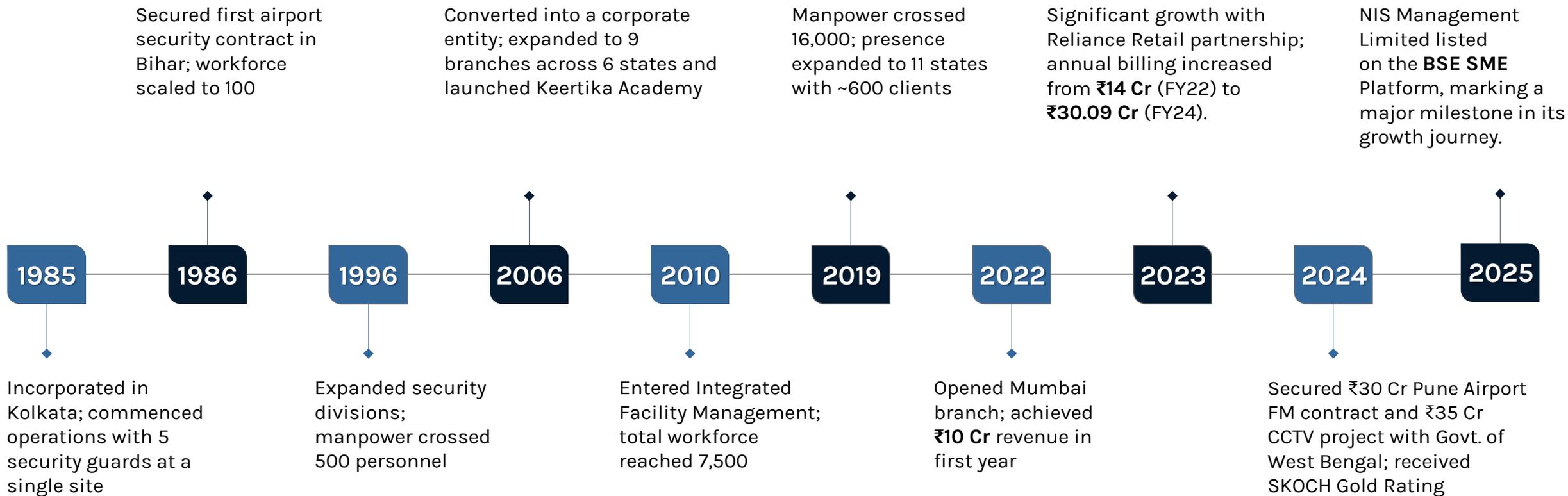
# Key Facts & Figures

<p><b>4</b> Decades Of Expertise</p>	<p><b>4</b> Core Services</p>	<p><b>14</b> Branches</p>	<p><b>~18,000+</b> Employees</p>
<p><b>5</b> Group Entities</p>	<p><b>4+</b> Industrial Training Institute</p>	<p><b>600+</b> Clients</p>	<p><b>4.5-5 Years</b> Average Client Relationship Tenure</p>
	<p><b>1,500+</b> Client sites</p>	<p><b>20+</b> Years of Experience in CCTV Installation for large Government Projects</p>	

## FY25

<p><b>₹ 405.33 Cr</b> Total Income</p>	<p><b>7.37%</b> EBITDA Margin</p>	<p><b>4.61%</b> PAT Margin</p>	<p><b>₹ 12.38</b> EPS</p>	<p><b>₹ 100.59</b> Book Value</p>
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**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





## Security Services

Stable, large-scale base with predictable cash flows

Revenue Contribution In FY25 ₹ 167 Cr (41%)



## Housekeeping & Payroll

Enhances wallet share and client stickiness

Revenue Contribution In FY25 ₹ 146 Cr (36%)



## Integrated Facility Management

Higher margins through bundled services and mechanisation

Revenue Contribution In FY25 ₹ 82 Cr (20%)



## Electronic Security & CCTV Rentals

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

Other services like Course Fees & Service receipts contributed revenue of ₹ 8 Cr (2%) In FY25



## Security Services

- Core annuity-led manned guarding services across corporates, BFSI, retail, airports, healthcare, industrial, residential, and government clients.
- **17,000+ 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



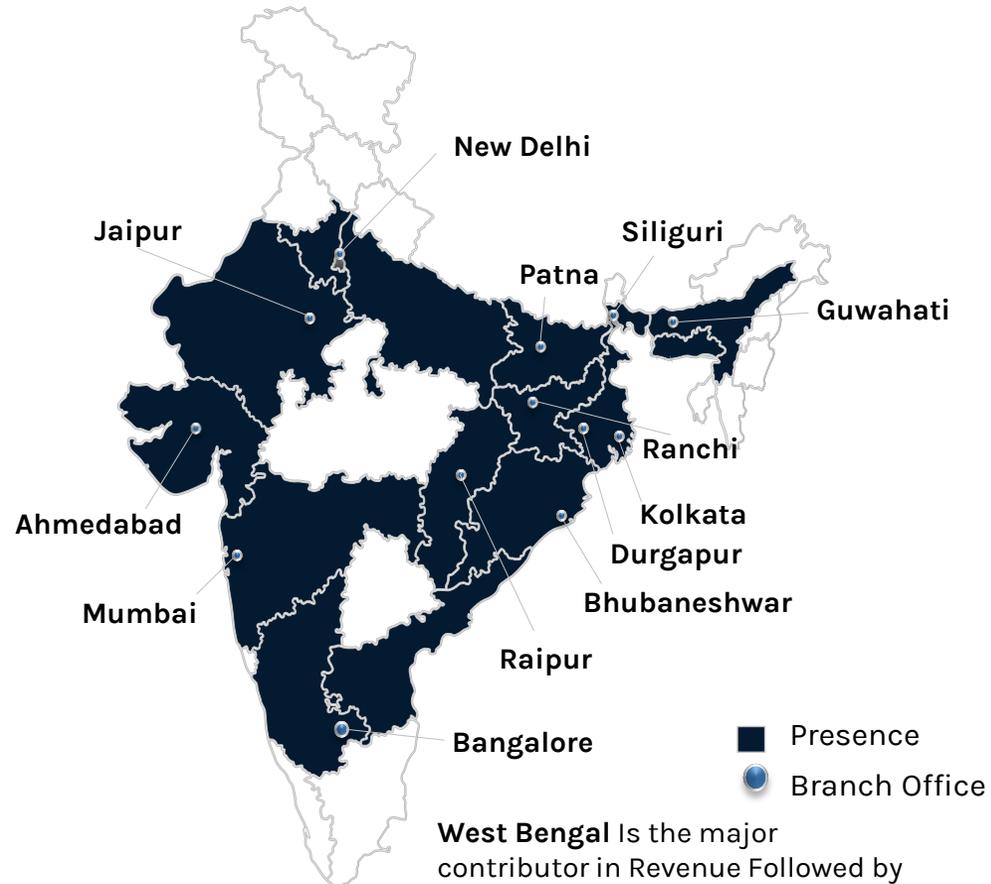
Government & PSUs



Healthcare



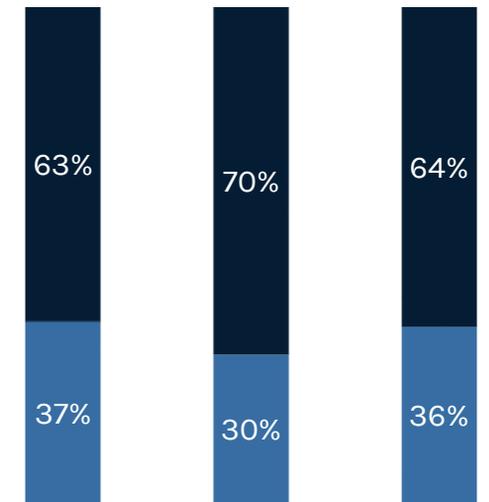
Residential & Education



West Bengal Is the major contributor in Revenue Followed by Maharashtra, Odisha and Bihar.

## Customers wise revenue Bifurcation

₹ 341 Cr      ₹ 378 Cr      ₹ 402 Cr



■ 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

## Healthcare

- Manipal Hospitals
- Fortis Hospital Limited
- Westbank Hospitals
- B.M. Birla Heart Research Centre
- Torrent Pharmaceuticals Limited
- ILS Hospitals

## Hotels & Clubs

- The Indian Hotel Company (Taj Benjal)
- JW Marriott
- Hyatte Regency
- ITC Hotel
- The Oberoi Grand Kolkata
- Raddison Blue
- Shangri-La Hotels & Resorts

## Public Sector Units & Govt.

- Airport Authority Of India
- National Bank & Rural Development
- Oil & Natural Gas Corporation
- Coal India Limited
- NBCC (India) Limited

## Shopping Mall, Retail & Entertainment

- Reliance Retail
- Acropolice
- Aditya Birla Fashion & Retail
- INOX Leisure Limited
- Aquatica Banquet & Water Parks
- Spencers Retail Limited
- South City Mall

## Bank & Insurance

- Kotak Securities
- IndusInd Bank
- HDFC Bank
- Kotak Mahindra Life Insurance
- India Ratings & Research

## Manufacturing & Industries

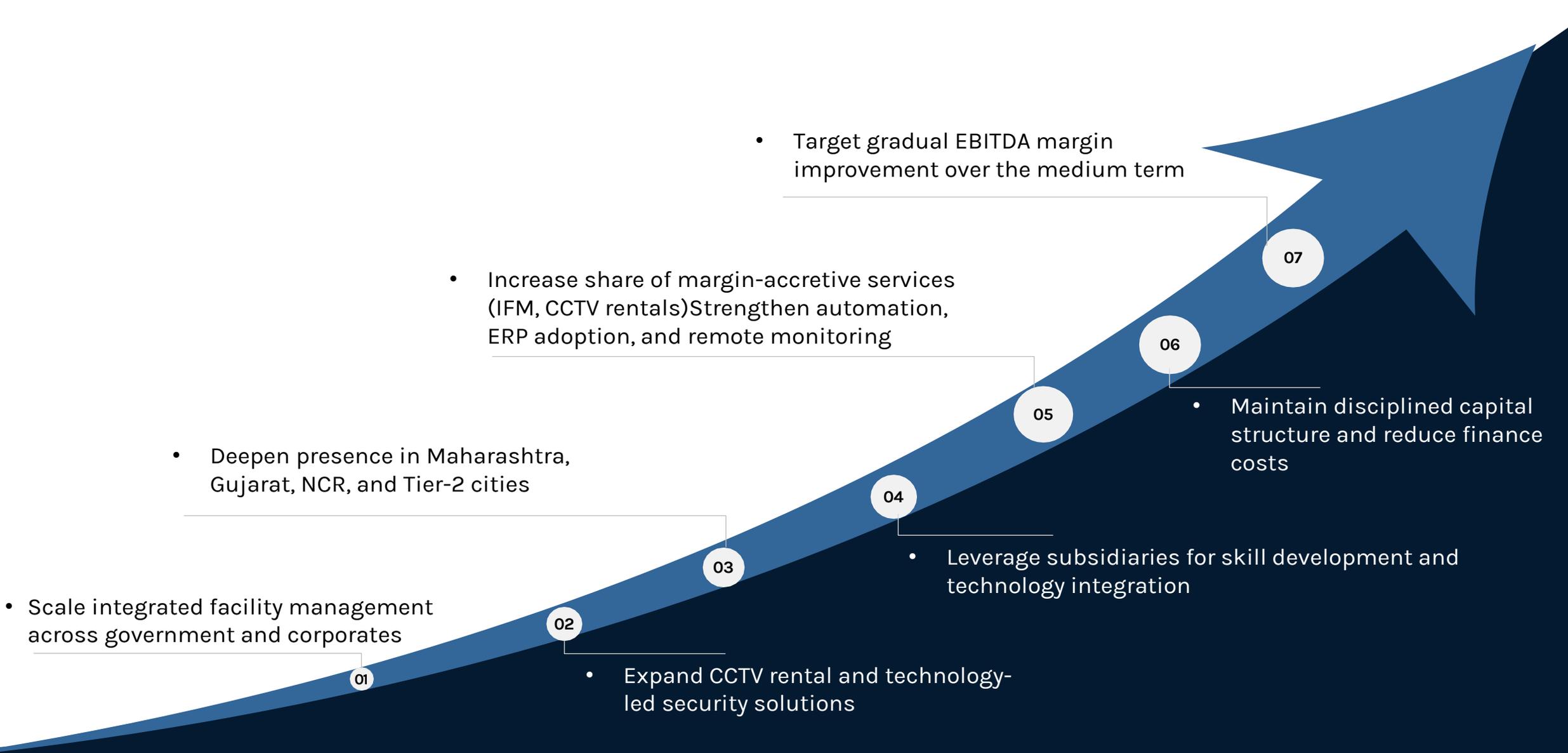
- Haldiram Bhujiawala Limited
- Electrosteel Limited
- Jindal India Limited
- Apar Industries Limited
- Torrent Power Limited
- United Breweries Limited
- Vedanta Limited
- Shapoorji Pallonji & Co. Limited

And Many More...



- **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

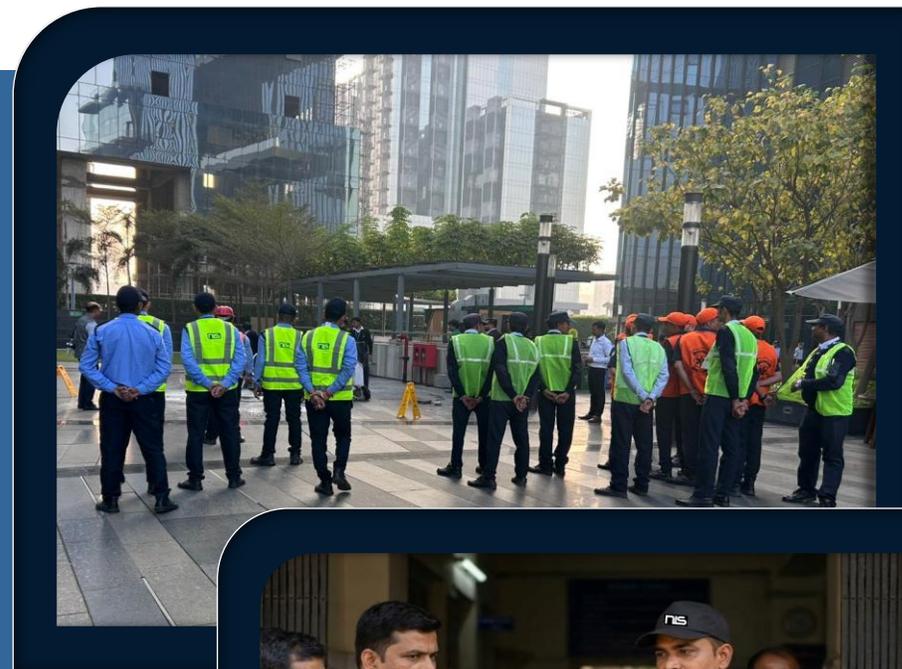
- **Comprehensive / Integrated Facility Management (IFM)** is the largest and fastest-adopted segment, offering bundled services under a single vendor.
- **Commercial buildings** dominate demand, while **healthcare facilities** are the fastest-growing vertical due to compliance and hygiene requirements.
- **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



## Mr. Debajit Choudhury

Managing Director

We are pleased to report a steady performance for Q3 and 9M FY26. During Q3 FY26, we achieved consolidated total income of ₹ 103.77 Cr with PAT of ₹ 2.83 Cr, while for 9M FY26, total income stood at ₹ 318.66 Cr and PAT at ₹ 13.05 Cr. The performance reflects consistent demand across our core security and integrated facility management services, supported by strong execution across multiple states and client segments.

Our diversified service portfolio, large trained workforce, and long-standing client relationships continue to provide revenue stability and operational leverage. We are also seeing encouraging traction in technology-enabled security and higher-value facility management services, which is supporting margin improvement.

Going forward, we remain focused on strengthening our integrated service offerings, improving operating efficiencies, and expanding into higher-margin segments while maintaining service quality and disciplined growth.



In ₹ Cr

Particulars	Q3 FY26	9M FY26
Operating Income	102.80	316.81
Other Income	0.97	1.85
<b>Total Income</b>	<b>103.77</b>	<b>318.66</b>
Raw Material Expenses	1.37	5.04
Employee Benefit Expenses	92.23	281.64
Other expenses	4.48	9.56
Total Expenditure	98.08	296.24
<b>EBITDA</b>	<b>5.69</b>	<b>22.42</b>
EBITDA (%)	<b>5.48%</b>	<b>7.04%</b>
Finance Costs	1.90	6.64
Depreciation	0.64	1.82
<b>PBT</b>	<b>3.15</b>	<b>13.96</b>
Tax	0.32	0.90
<b>Net Profit</b>	<b>2.83</b>	<b>13.06</b>
Minority Interest	0.00	0.01
<b>Reported Net Profit</b>	<b>2.83</b>	<b>13.05</b>
NPM (%)	<b>2.73%</b>	<b>4.10%</b>
EPS (Diluted)	1.43	7.59



Year On Year  
Revenue Growth

**6.65%**

Fixed Asset  
Turnover

**18.47 Times**

Interest  
Coverage

**3.14 Times**

Return on  
Equity

**12.26%**

Year on Year  
Profit Growth

**1.57%**

Return on capital  
Employed

**11.69%**

Debt to  
Equity

**0.55 Times**

Book Value

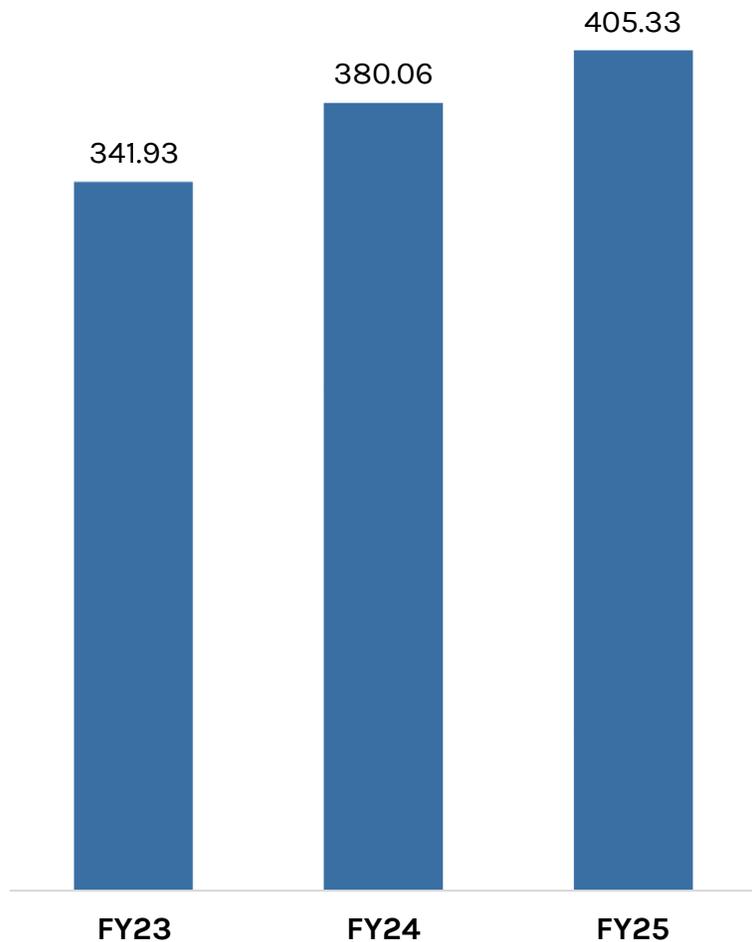
**₹ 100.59**

## Financial Takeaways

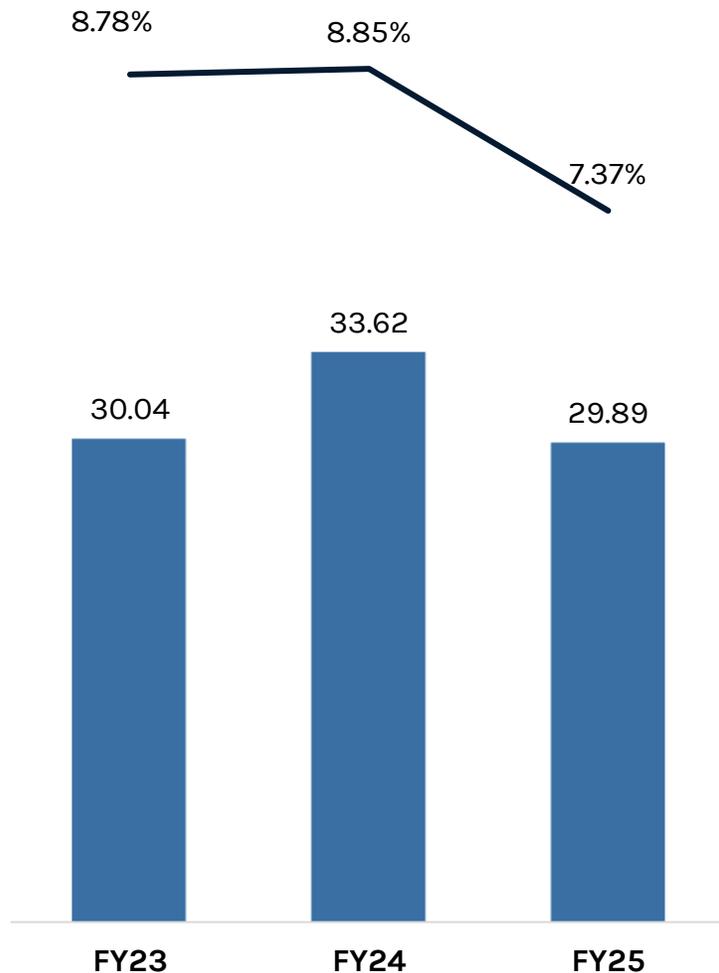
- Revenue growth supported by scale-up and long-term contracts
- Margins moderated due to wage inflation and business mix transition
- Balance sheet strengthening with gradual reduction in long-term borrowings
- Asset-light model with strong fixed-asset turnover
- Focus on improving profitability through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



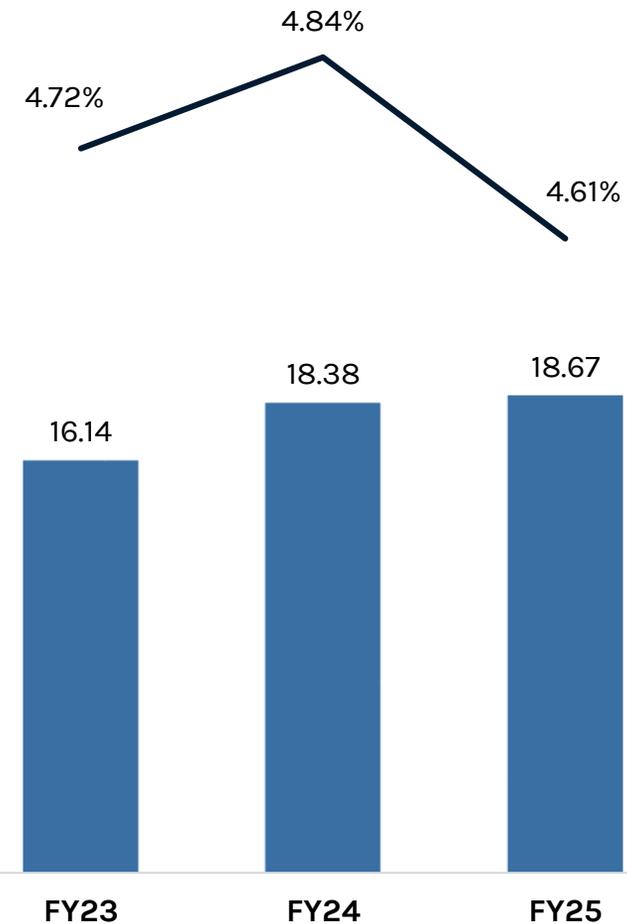
### Total Income (In ₹ Cr)



### EBITDA (In ₹ Cr) — EBITDA Margin



### PAT (In ₹ Cr) — PAT Margin



Particulars	FY23	FY24	FY25
Revenues	340.64	377.99	402.17
Other Income	1.29	2.07	3.15
<b>Total Income</b>	<b>341.93</b>	<b>380.06</b>	<b>405.33</b>
Raw Material Expenses	15.53	8.67	5.50
Employee Costs	281.11	326.56	356.15
Other Expenses	15.25	11.21	13.78
Total Expenditure	311.90	346.44	375.44
<b>EBITDA</b>	<b>30.04</b>	<b>33.62</b>	<b>29.89</b>
EBITDA Margin	8.78%	8.85%	7.37%
Finance Costs	8.40	9.83	8.78
Depreciation	1.84	1.54	2.30
<b>Profit Before Tax</b>	<b>19.80</b>	<b>22.25</b>	<b>18.80</b>
Tax	3.66	3.86	0.12
Minority Interest	0.00	0.01	0.01
<b>Profit After Tax (PAT)</b>	<b>16.14</b>	<b>18.38</b>	<b>18.67</b>
<b>PAT Margin</b>	<b>4.72%</b>	<b>4.84%</b>	<b>4.61%</b>
<b>Cashflow Statement</b>			
Cash Flow from Operating Activities	11.03	12.02	14.88
Cash Flow from Investing Activities	-2.88	1.31	-5.84
Cash Flow from Financing Activities	-7.54	-5.22	-15.68



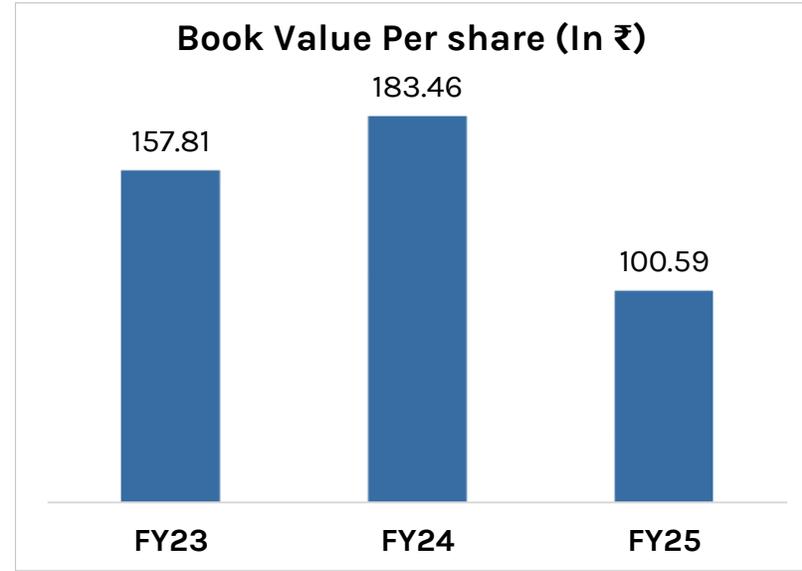
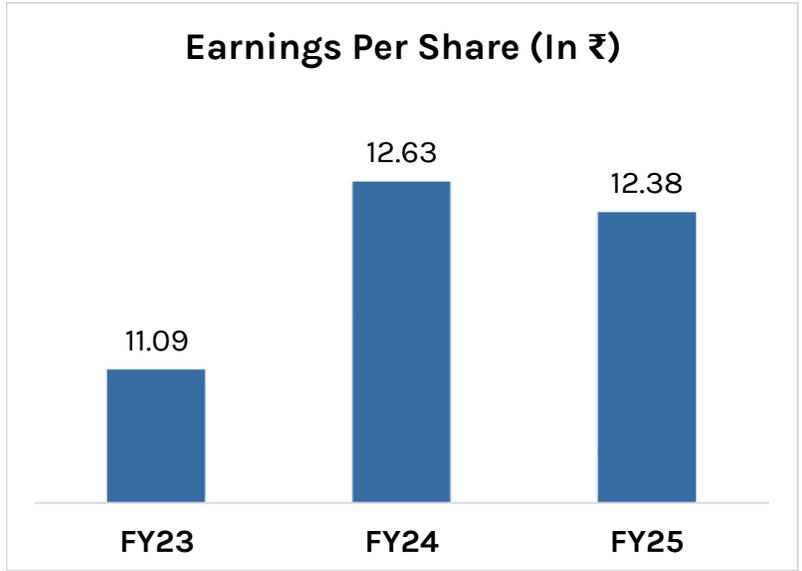
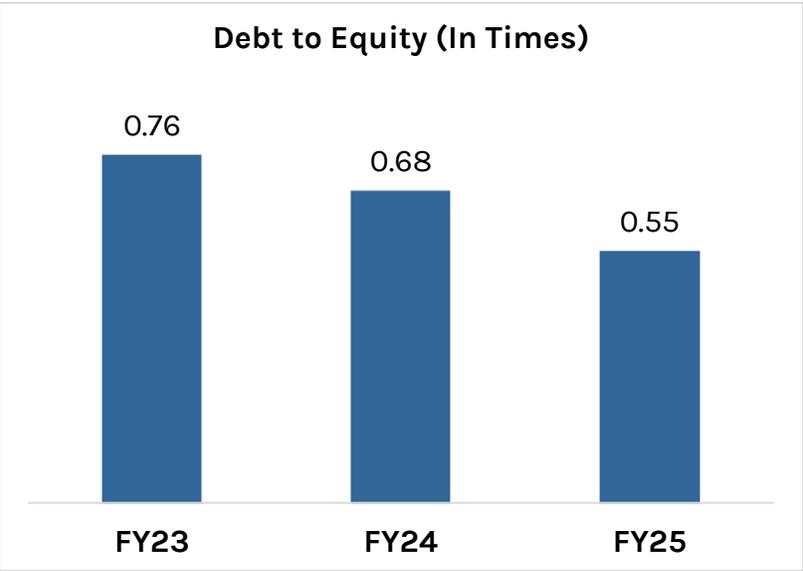
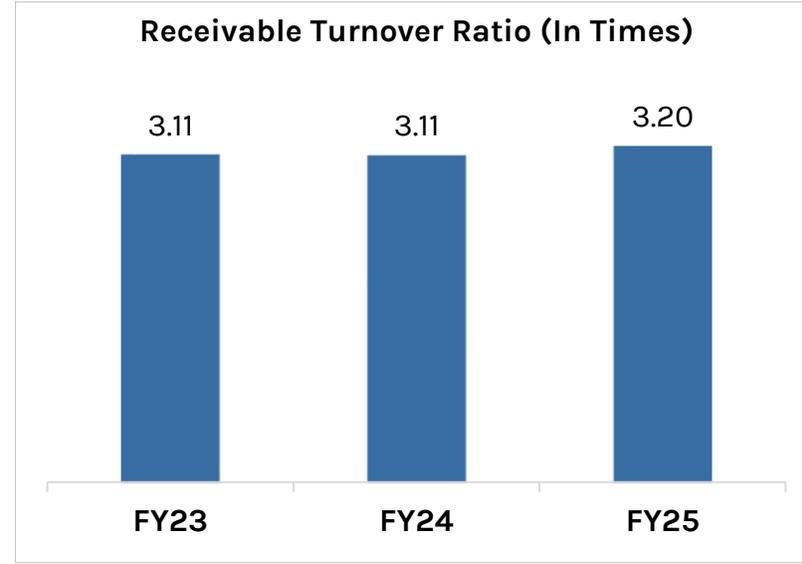
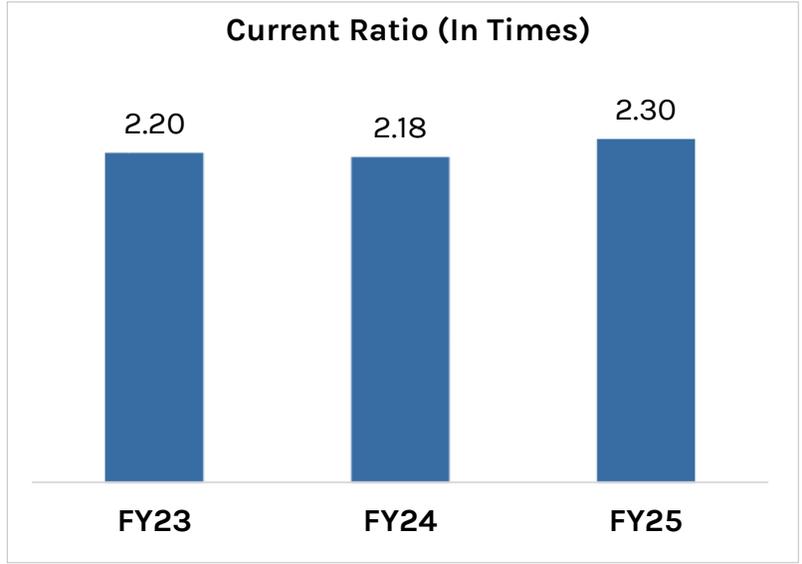
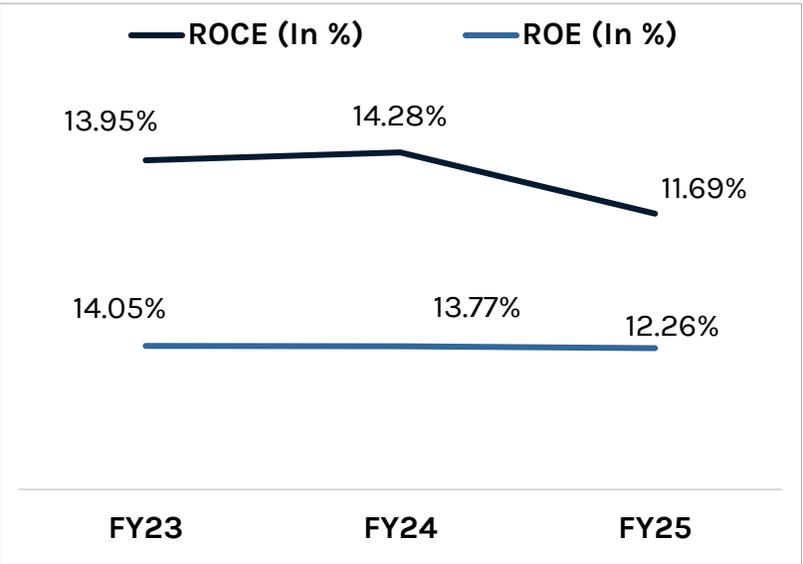
# Consolidated Balance Sheet



In ₹ Cr

Equities & Liabilities	FY23	FY24	FY25
Equity	7.28	7.28	15.14
Reserves And Surplus	107.57	126.24	137.14
Minority Interest	-0.30	-0.29	-0.28
<b>Total Equity</b>	<b>114.85</b>	<b>133.52</b>	<b>152.28</b>
<b>Non-Current Liabilities</b>			
Long Term Borrowings	23.50	14.81	7.78
Deferred Tax Liabilities	0.07	0.10	0.10
<b>Total Non-Current Liabilities</b>	<b>23.57</b>	<b>14.91</b>	<b>7.88</b>
<b>Current Liabilities</b>			
Short Term Borrowings	63.72	76.29	76.00
Trade Payables	3.47	2.80	4.73
Short Term Provisions	5.53	5.98	6.86
Other Current Liabilities	14.89	14.22	7.64
<b>Total Current Liabilities</b>	<b>87.60</b>	<b>99.31</b>	<b>95.23</b>
<b>Total Equity &amp; Liabilities</b>	<b>225.72</b>	<b>247.44</b>	<b>255.11</b>

Assets	FY23	FY24	FY25
<b>Non-Current Assets</b>			
Fixed assets	18.68	17.43	21.77
Non-Current Investments	0.00	0.00	1.17
Goodwill on Consolidation of Subsidiaries	2.33	2.33	2.33
Deferred Tax Assets (Net)	0.47	0.50	0.53
Other Non Current Assets	11.12	11.07	10.63
<b>Total Non-Current Assets</b>	<b>32.60</b>	<b>31.33</b>	<b>36.44</b>
<b>Current Assets</b>			
Inventories	0.88	0.76	1.74
Trade Receivables	109.36	121.63	125.88
Cash & Bank Balance	23.40	31.51	24.87
Short-term loans and advances	50.23	51.44	48.06
Other Current Assets	9.06	10.77	18.14
Current Investments	0.20	0.00	0.00
<b>Total Current Assets</b>	<b>193.12</b>	<b>216.11</b>	<b>218.68</b>
<b>Total Assets</b>	<b>225.72</b>	<b>247.44</b>	<b>255.11</b>



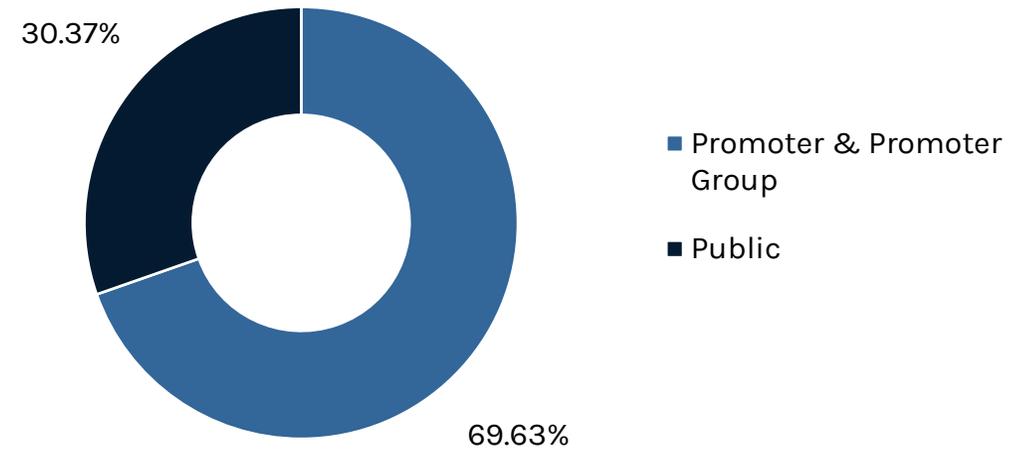
As On 13-02-2026

As On 30-09-2025

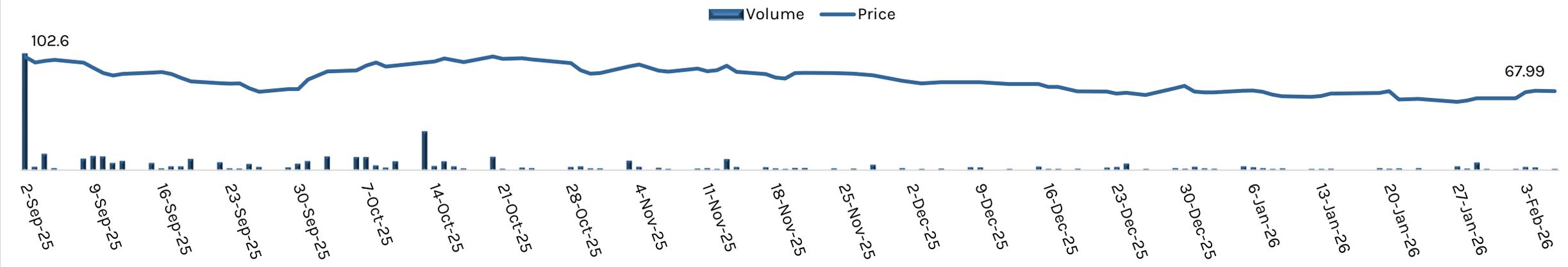
## BSE (544495 | INE0M3X01010)

Share Price (₹)	67.99
Market Capitalization (₹ Cr)	134.62
No. of Shares Outstanding	1,98,00,094
Face Value (₹)	10.00
52-week High-Low (₹)	108.00 - 61.73

## Share Holding Pattern



## Share Performance From 2nd September 2025 Till Date

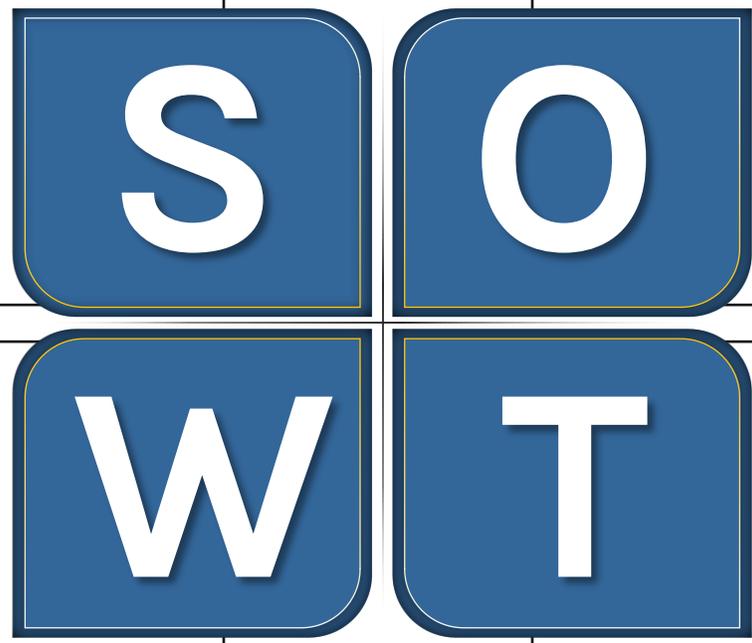


### Strengths

- 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

### 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



## NIS Management Limited

01st Floor, F1-1A (W) 489, Madurdaha  
Kalikapur, , Kolkata, West Bengal - 700 107.

Phone: 98362 05111

Website: [www.nis.co.in](http://www.nis.co.in)

Email: [info@nis.co.in](mailto:info@nis.co.in)



## Kirin Advisors Private Limited

713-B, Lodha Supremus II, Wagle Estate,  
Thane West - 400 604.

Phone: 022 4100 2455

Website: [www.kirinadvisors.com](http://www.kirinadvisors.com)

Email: [info@kirinadvisors.com](mailto:info@kirinadvisors.com)