

**Date: September 21, 2022**

National Stock Exchange of India Limited  
Exchange Plaza  
C-1, Block G, Bandra Kurla Complex,  
Bandra (E), Mumbai-400051

BSE Limited  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai-400001

Company Symbol: SIS

Company Code: 540673

Dear Sir/Madam,

**Sub: Presentation made to the Institutional Investors**

**Ref: Regulation 30 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

With reference to the captioned subject and in continuation to our letter dated September 20, 2022, please find enclosed herewith the investor presentation made to the Institutional Investors. The presentation is also available on the website at <https://sisindia.com/investors/investor-information/investor-presentation/>.

Kindly take note of the same.

Thanking you.

For **SIS Limited**

**Pushpalatha K  
Company Secretary**

Encl.: As above

**Great  
Place  
To  
Work<sup>®</sup>**

**Certified**

APRIL 2022 - APRIL 2023

INDIA

**sis**  
Group Enterprises

A Market Leader in  
Security, Cash Logistics  
& Facility Management



**Investor Presentation**

**September 2022**

## SAFE HARBOUR

*This presentation and the accompanying slides (the “Presentation”), which have been prepared by SIS Limited (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.*

*This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.*

*This presentation contains certain forward looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward looking statements become materially incorrect in future or update any forward looking statements made from time to time by or on behalf of the Company.*



A Market Leader in  
Security, Cash Logistics  
& Facility Management



**#1**

In manned guarding in  
India & Australia



**#2**

In facility  
management in India



**250K+**

Permanent  
employees



**\$1.3 Bn**

Revenue

Largest Indian Business Services Enterprise

**374 Branches**

**36 STATES/UTs**

# Our Group – Services Portfolio



**Security Solutions**



**Cash Solutions**



**Facilities Management**

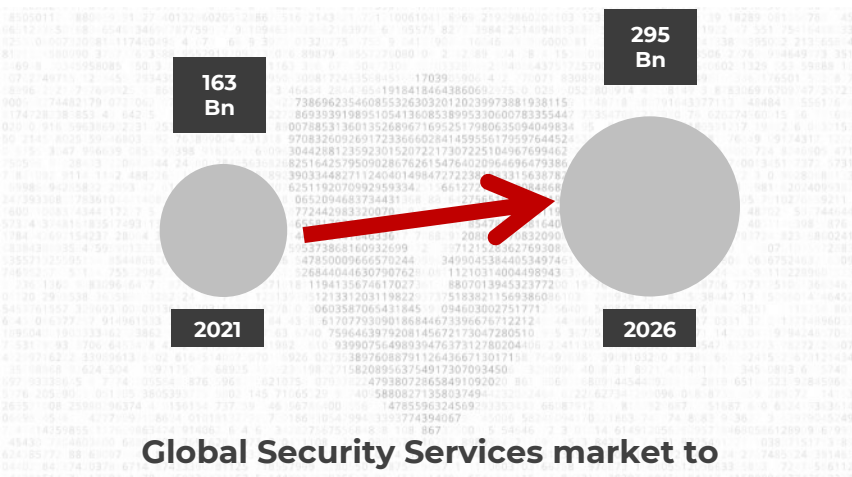


Security Solutions India



# CUSP OF A TREMENDOUS OPPORTUNITY

## Across Security Services



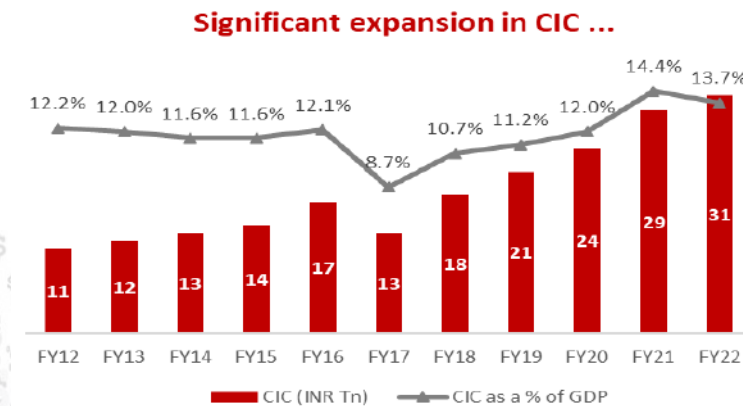
Global Security Services market to reach 295 Bn by 2026 with China and India expected to be the fastest growing markets

## ...Facility Management



5X growth in Indian real estate market by 2030 from 2021

## ...and Cash Logistics



~75% of transactions in India are in cash  
Cash in circulation continues to grow

## STRONG REVENUE GROWTH WITH CONSISTENTLY HIGH RETURN RATIOS

INR' Cr	FY17	FY18	FY19	FY20	FY21	FY22	5 Yr CAGR
<b>Revenue</b>	<b>4,387.2</b>	<b>5,833.4</b>	<b>7,093.3</b>	<b>8,485.2</b>	<b>9,127.3</b>	<b>10,059.1</b>	<b>18.1%</b>
Revenue Growth	551.0	1,446.2	1,259.9	1,391.9	642.1	931.8	
<b>Revenue Growth %</b>	<b>14.4%</b>	<b>33.0%</b>	<b>21.6%</b>	<b>19.6%</b>	<b>7.6%</b>	<b>10.2%</b>	
<b>EBITDA</b>	<b>220.4</b>	<b>312.0</b>	<b>365.2</b>	<b>520.4</b>	<b>520.8</b>	<b>498.5</b>	<b>17.7%</b>
EBITDA %	5.0%	5.3%	5.1%	6.1%	5.7%	5.0%	
<b>PAT (Reported)</b>	<b>109.7</b>	<b>163.0</b>	<b>214.7</b>	<b>225.5</b>	<b>367.2</b>	<b>325.9</b>	<b>24.3%</b>
PAT%	2.5%	2.8%	3.0%	2.7%	4.0%	3.2%	
<b>EPS</b>	<b>7.9</b>	<b>11.2</b>	<b>14.5</b>	<b>15.1</b>	<b>24.7</b>	<b>21.9</b>	<b>22.6%</b>
<b>ROCE %</b>	<b>25.5%</b>	<b>24.2%</b>	<b>18.6%</b>	<b>20.9%</b>	<b>19.0%</b>	<b>15.6%</b>	
<b>ROE %</b>	<b>21.0%</b>	<b>20.1%</b>	<b>18.8%</b>	<b>20.1%</b>	<b>22.8%</b>	<b>16.7%</b>	
<b>OCF/EBITDA%</b>	<b>45.0%</b>	<b>69.0%</b>	<b>50.0%</b>	<b>39.0%</b>	<b>123.0%</b>	<b>46.9%</b>	
Net Debt/EBITDA	1.3	0.2	1.1	1.4	0.7	1.4	
Operating CF	100.1	215.0	204.8	201.4	639.6	233.6	
Investing CF	288.6	116.4	522.4	275.9	163.5	314.4	
<b>FCF (OCF-ICF)</b>	<b>-188.5</b>	<b>98.6</b>	<b>-317.6</b>	<b>-74.5</b>	<b>476.1</b>	<b>-80.8</b>	

Performed consistently since IPO on all the key metrics we focus on: Growth, ROCE% and OCF/EBITDA

# SECURITY





# INDIA SECURITY - MULTI BRAND APPROACH TARGETING DIVERSE SOLUTIONS



#1 and fastest growing security provider

Security assessment, solution design, integration and ongoing security program management



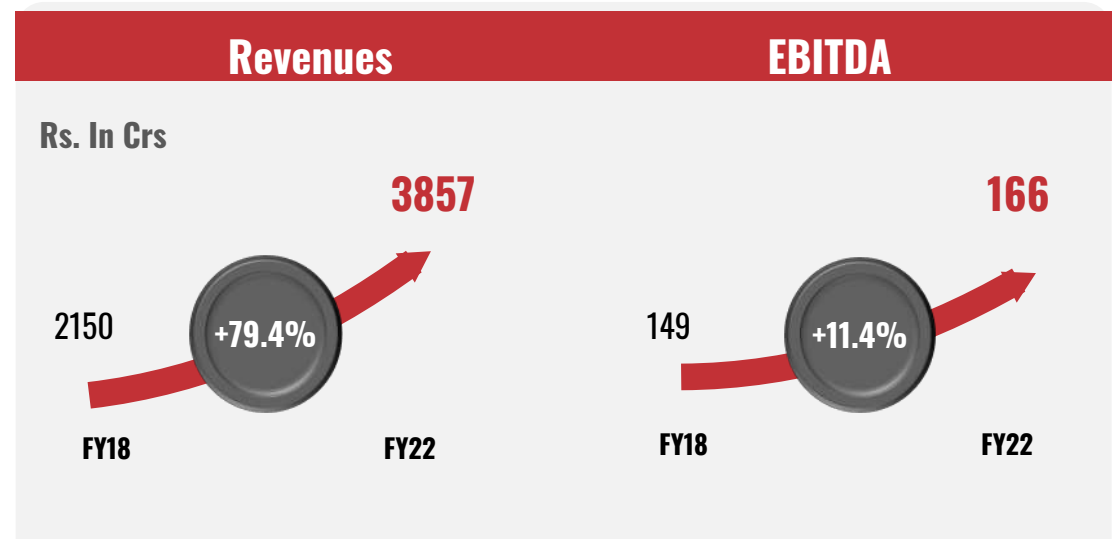
Comprehensive range of electronic security solutions

Electronic security on opex model (eSaas); Pioneering Man-Tech solution sales pan-India



India's first end-end home security system

Cost effective solution for banks and retail



Organically built over the years – first inorganic acquisitions in Q2 and Q3 of FY19

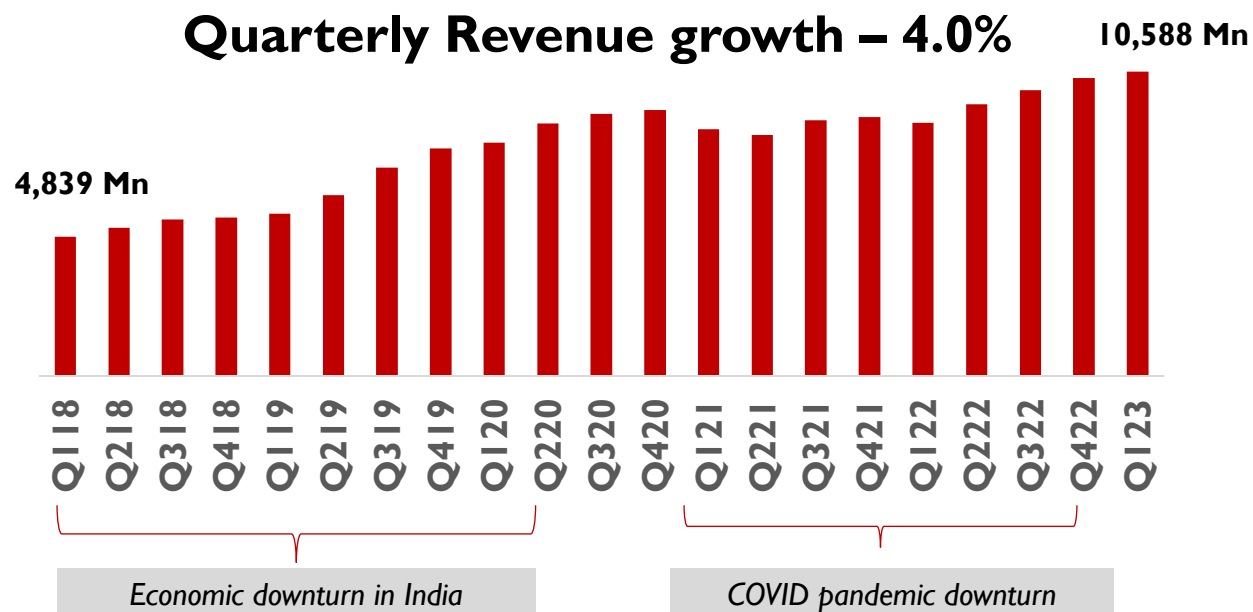
**167,011**  
Trained security personnel

**181**  
Branches

**26,147**  
Sites

**8,100+**  
Customers

## INDIA SECURITY – SCALABLE AND PREDICTABLE



Essential nature of services drive demand resilience. Thereby consistent demands through low growth period (DeMo, COVID pandemic) as well.

### Our USP

- 01 Widest geographical reach – across 28 States & 8 UTs
- 02 Largest sales force of 200+ people
- 03 Strong customer servicing resulting in high retention
- 04 Forerunner in introducing technology in each stage of the operations chain

# SIS BRINGS UNPARALLELED REACH ACROSS THE COUNTRY

374

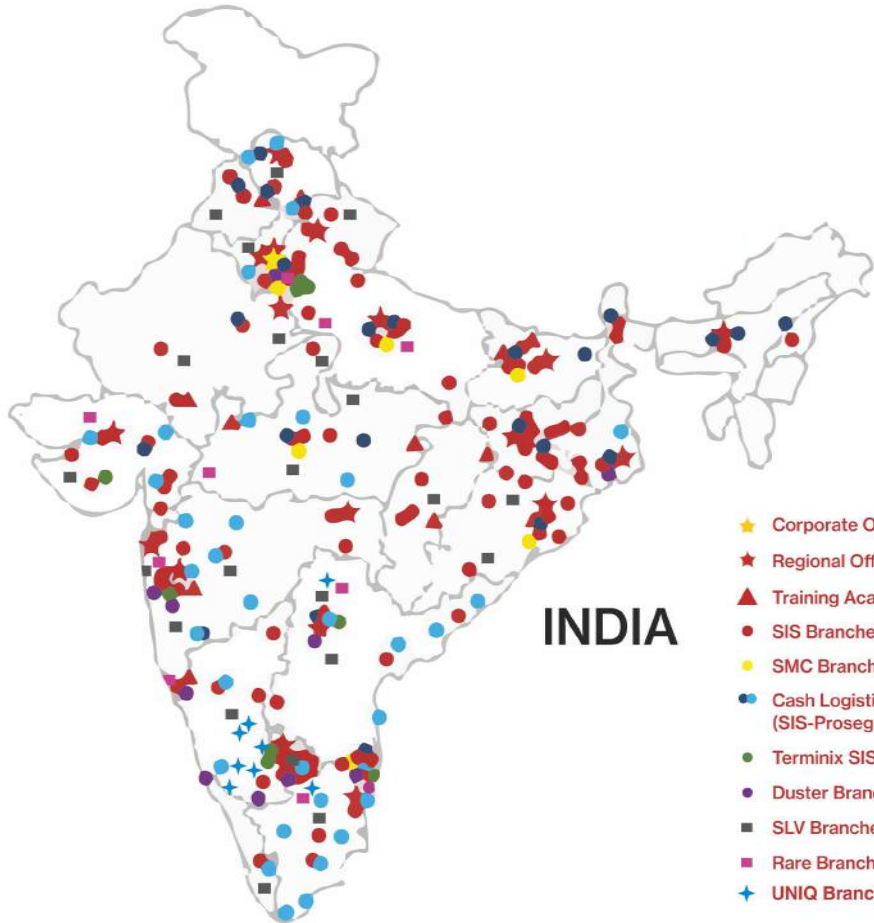
Branch Offices

20

Regional Offices

22

Training Academies



**BRANCH CREATION STRATEGY**

**Smaller/Regional Customers** Micro-Market approach: Branches are located close to the customer location leading to better sales & services

**Larger Customers** Need the ability to serve across the country with consistent systems, processes and SLAs

**BRANCH EXPANSION STRATEGY**

**None of the branches are started from scratch** Existing branches which have grown beyond certain Revenue/Man-power thresholds are split in two

- All branches are on same performance metrics & parameters
- Helps provide career path for aspiring managers

**Increasing sales per branch per month**

**Ability to serve across the country**

**Economies of Scale**

# SUPPORTED BY SUPERIOR TECHNOLOGY ENABLED PROCESSES

## Operational & Reporting Systems Tied in to the ERP System



**MySIS: Face Recognition-based App for frontline employees**  
Enables to log attendance from duty locations, apart from other benefits



**Automated Recruitment Kiosk - Product Quality and Consistency**  
Enables enforcement of min quality standards & detailed product quality metrics



**Sales Maxx- Salesforce Productivity and Margin Control**  
Tablet based sales platform  
Targeted at enhancing sales productivity; real time margin validation pre quote generation, incentive linkage



**iOPS - Service Quality Assurance and Operations Productivity**  
Mobile app based operations platform  
Workflow automation, data analytics, real time customer reporting and PMP linkage



**Seven Finger Model - ERP generated monthly balanced scorecard**  
Version of the balanced scorecard, through which we measure KPIs and review those on a monthly basis for all our branches

**Results Drivers**



**Performance Measures**

- Sustainably developing **new sales**
- Service quality and **client retention**
- Manpower retention** and input quality
- Efficient **receivables collection**

- Revenue growth
- Cost control
- Unit Level Margin and cash generation



**PMP - Customised PMP portal**  
Employee performance score, peer group ranking and transparent, quantitative pay review system  
Basis for talent development, promotions, transfers and separations

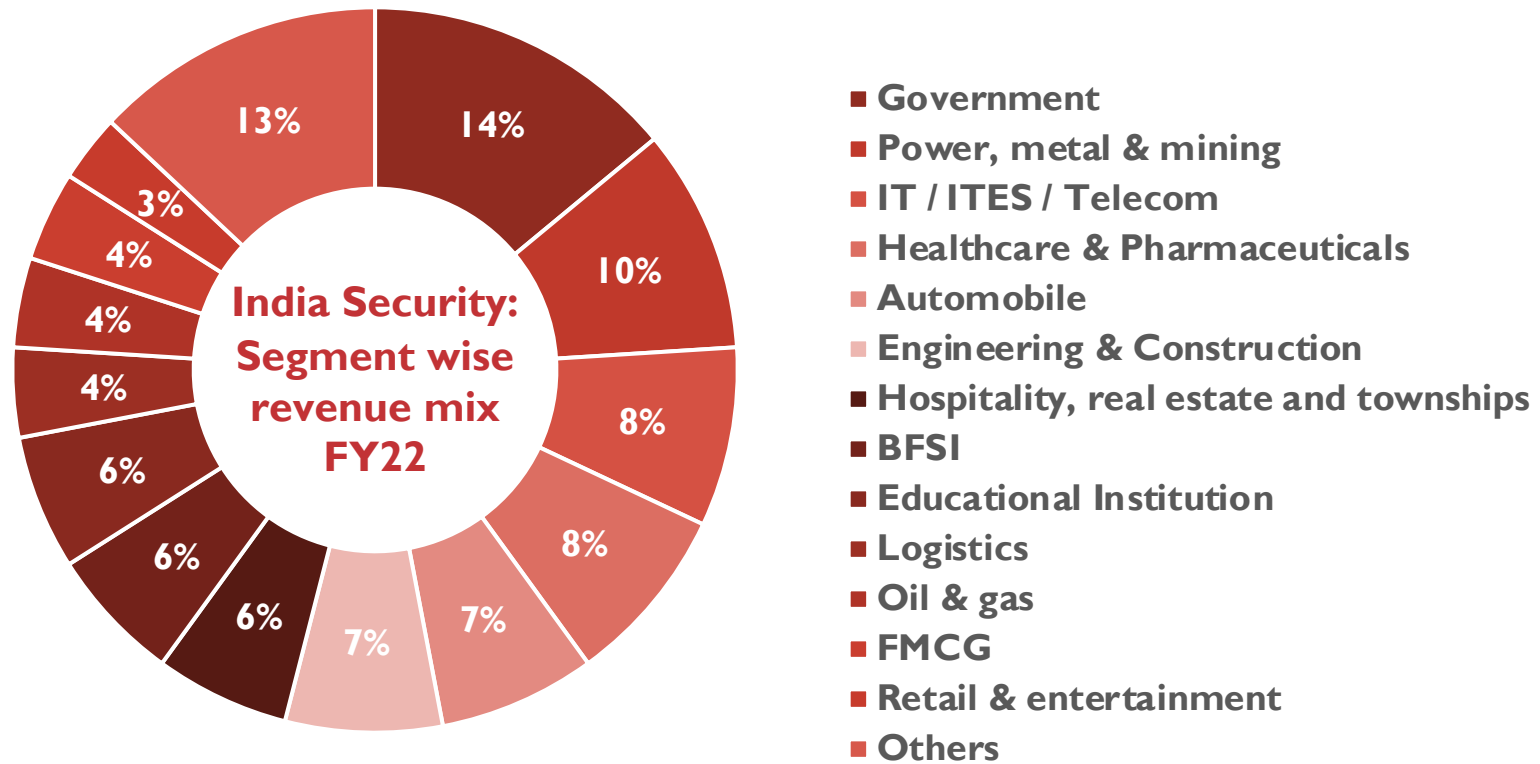


**Mobile training platform**  
Provides regular on-job training to fresh recruits



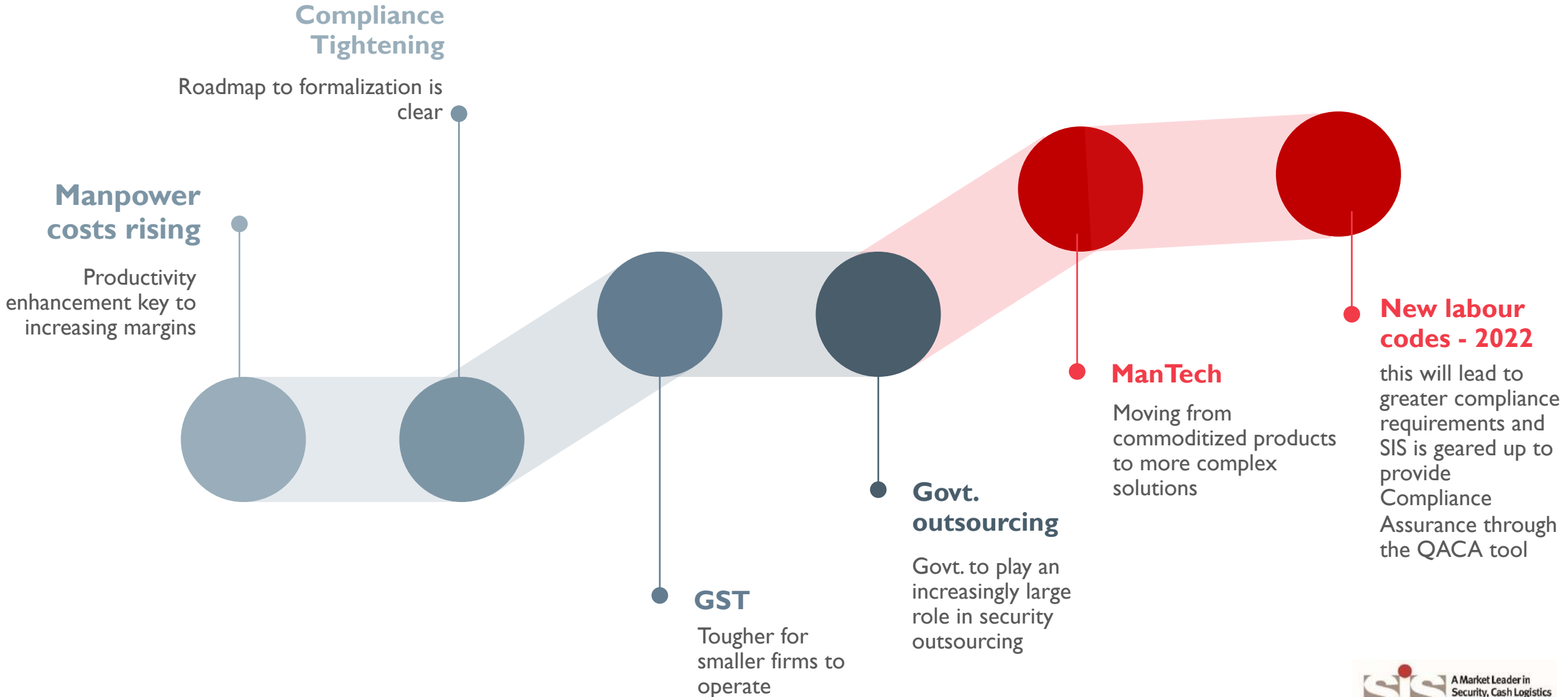
**Quality Assurance & Compliance Assurance portal**  
Provides customers a dashboard to quickly access compliance, operations, training, billing & collection details

## DERISKED WITH DIVERSITY IN END USER SEGMENTS



Sector agnostic services. Largest customer segment accounts for only ~14% of our revenues

# TRENDS IN INDIA SECURITY



# INTERNATIONAL SECURITY – CONTINUING MARKET DOMINANCE



# 1 security company in Australia, among only 2 national players

Security assessment, solution design, integration and ongoing security program mgt.



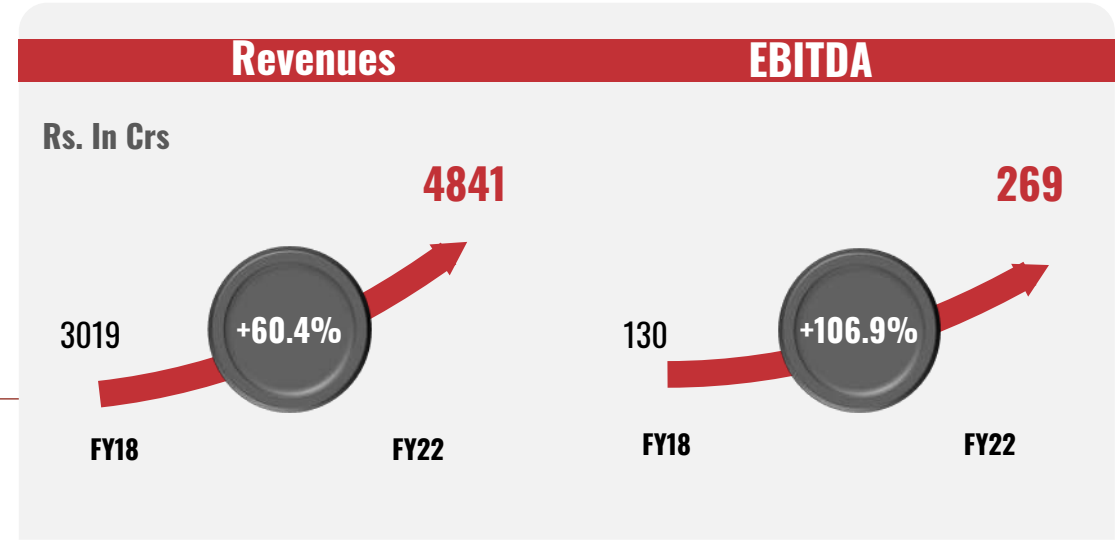
Largest mobile patrol business in Australia

Asset protection, loss prevention, electronic surveillance and monitoring services



Among Top 5 players in Singapore

Garners 10% revenues from electronic security



Among Top 3 players in New Zealand

Security solutions, alarm monitoring, mobile patrols and event-related solutions

**8,200+**  
Trained security personnel

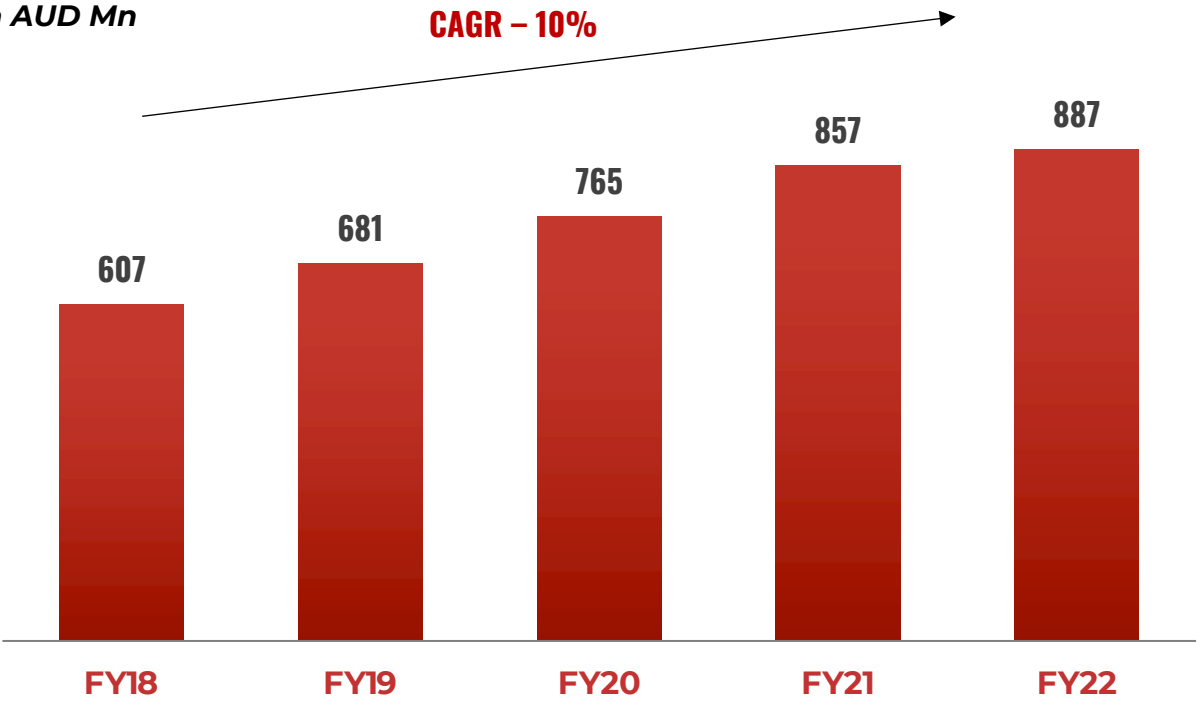
**18%**  
Market share in Australia

**8,145**  
Customer Sites

**7,400+**  
Customers

# SECURITY INTERNATIONAL – STRENGTHENING LEADERSHIP POSITION

Revenues  
in AUD Mn



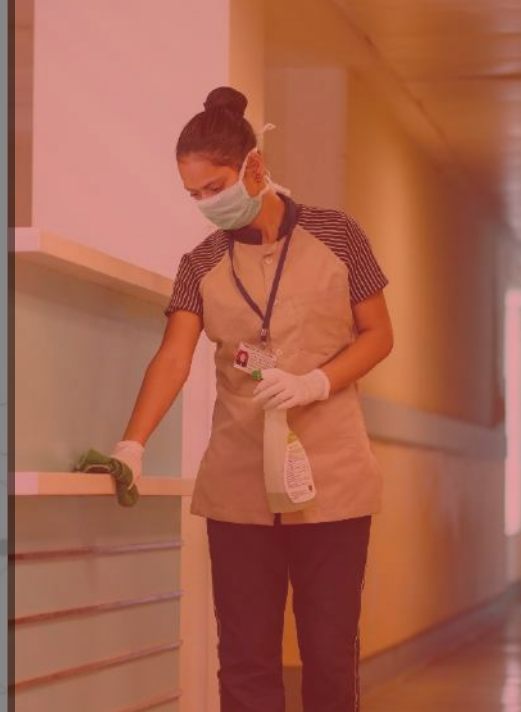
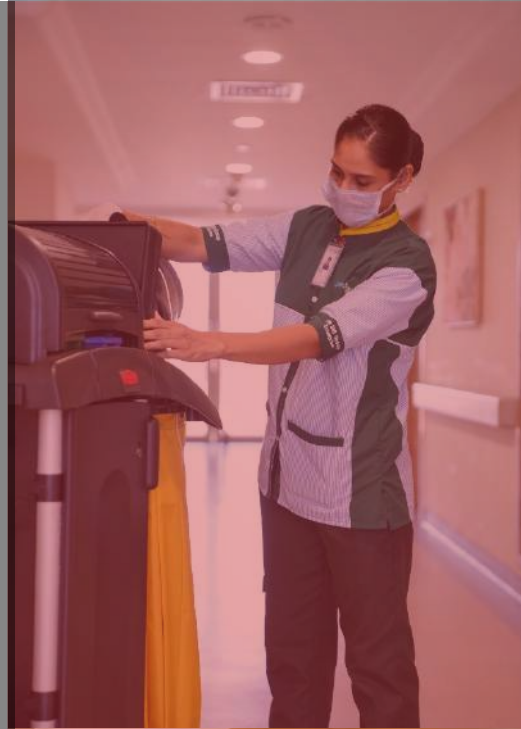
*Stable international markets acts as bulwark for SIS group business*

## Our USP

- 01 Customer retention
- 02 Technology-led solution offerings
- 03 Well-trained teams
- 04 Qualified leadership
- 05 Reputation for the work

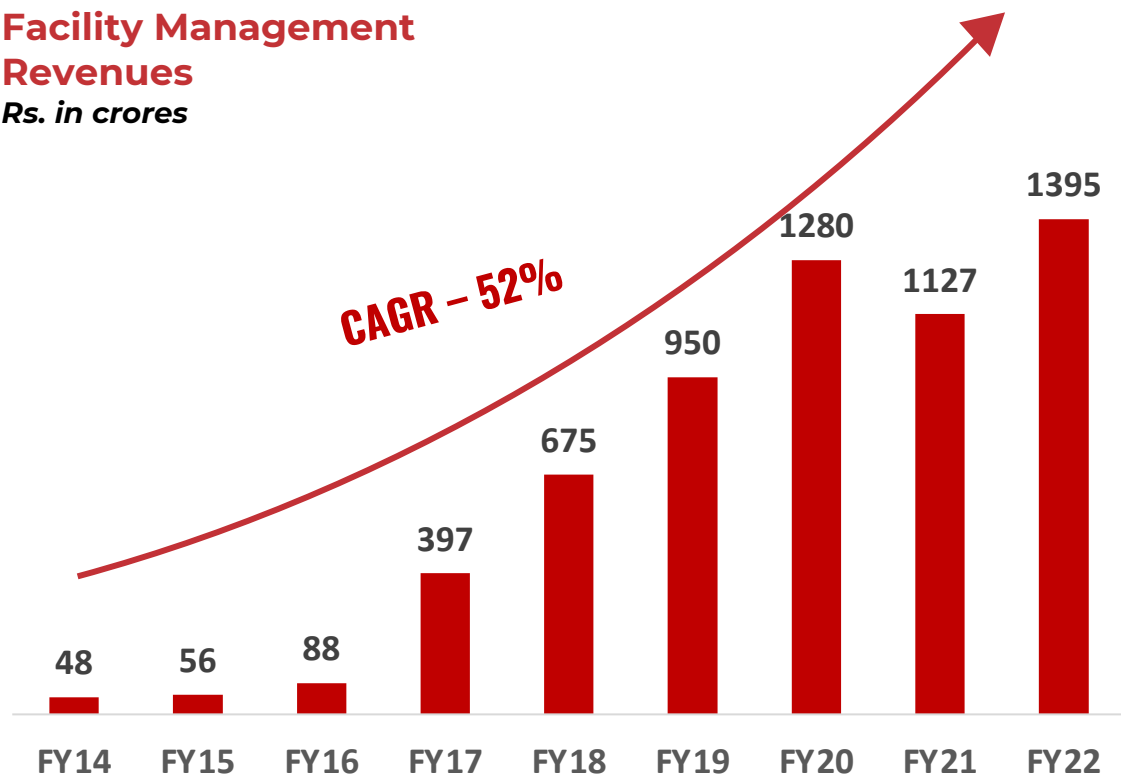


# FACILITY MANAGEMENT



## FACILITY MANAGEMENT – No.2 AND FASTEST GROWING IN INDIA

**Facility Management Revenues**  
Rs. in crores



*FM segment became a strong second engine of growth over the past 9 years – now contributing around 15% of the revenues*

**COVID - an inflection for FM, with far greater emphasis on hygiene**

### Our USP

- 01 Pan India Coverage
- 02 Technology-led solution offerings
- 03 Ability to Invest
- 04 Specialist teams
- 05 Multiple Brands

# DIVERSE BRANDS TARGETING IDENTIFIED GEOGRAPHIES AND SOLUTIONS



*Integrated FM solutions including soft services, MEP and industrial production support*

*Focus on South and West markets*



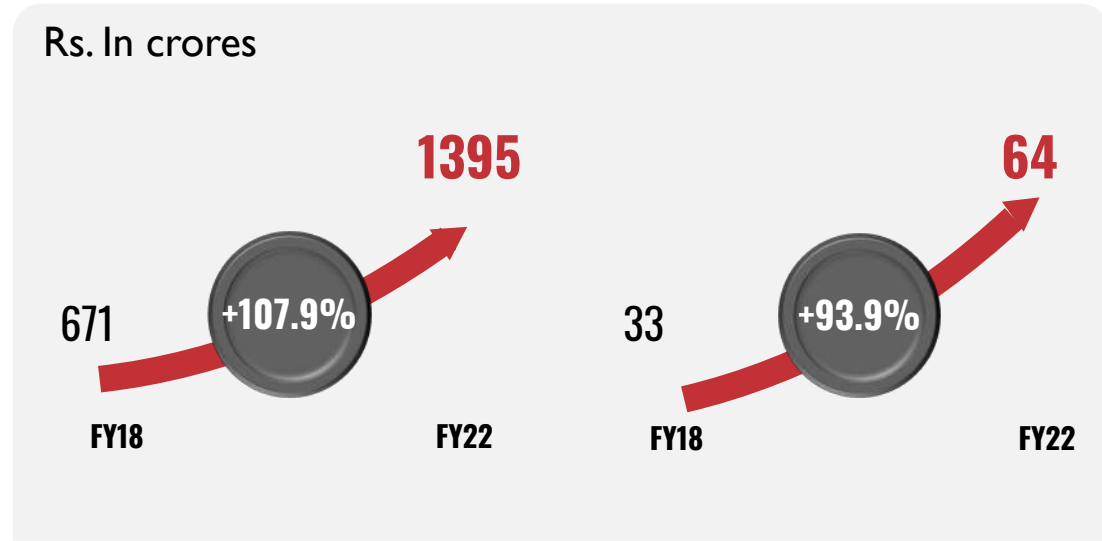
*Integrated FM solutions – specialist in B2G segment*

*Focus on North and East markets*



*Well-regarded facility management company based in Mumbai*

*Strong focus on hospitals – >60% of revenues*



*Pest Control Business*

*Terminix SIS is a 100% subsidiary of the SIS Group*

**66,712**

Trained housekeeping staff

**109**

Branches

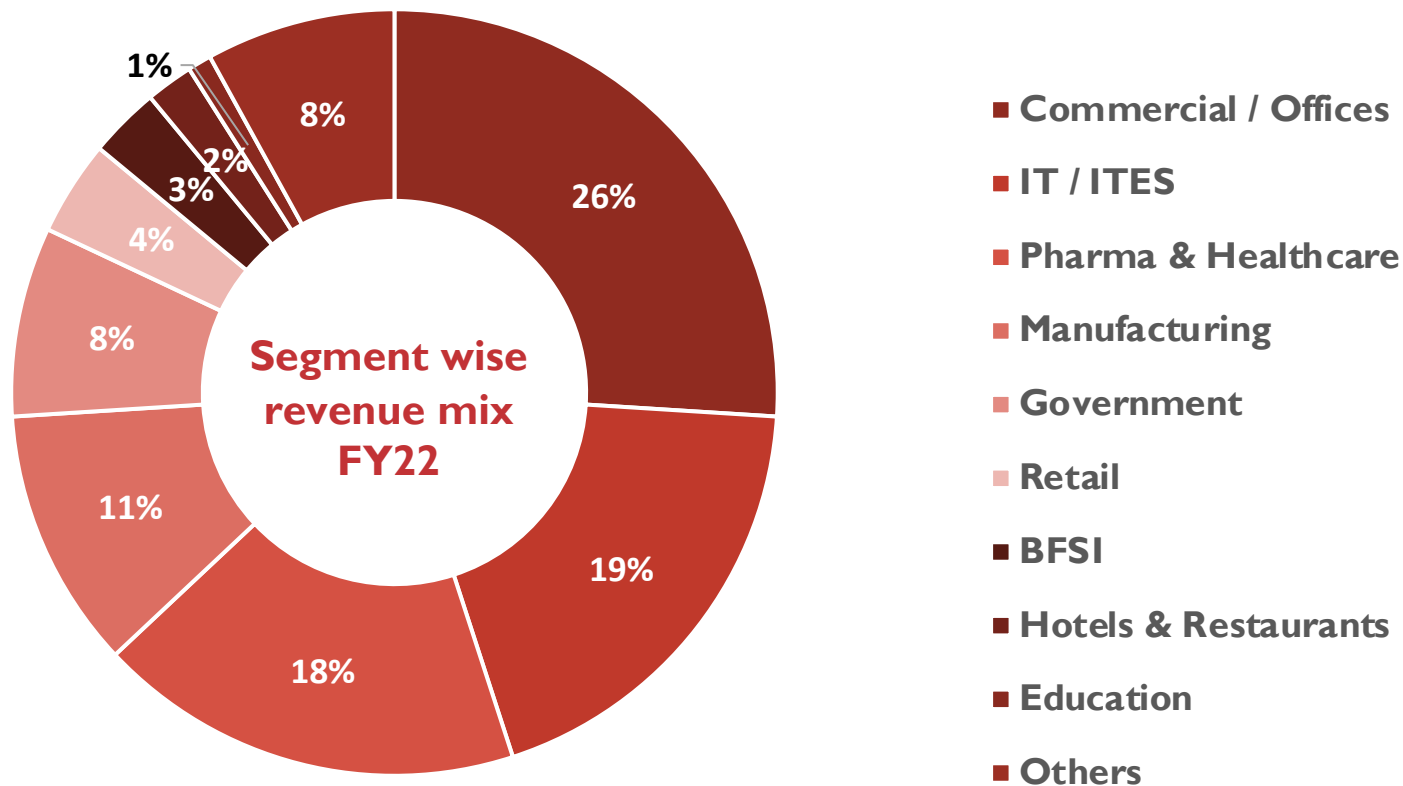
**8,596**

Sites

**1,930**

Customers

## DOMINANT PRESENCE IN KEY FM SEGMENTS



Sector agnostic services. Largest customer segment accounts for only ~26% of our revenues

# TRENDS IN FACILITY MANAGEMENT



**Segment/Vertical Specialisation**



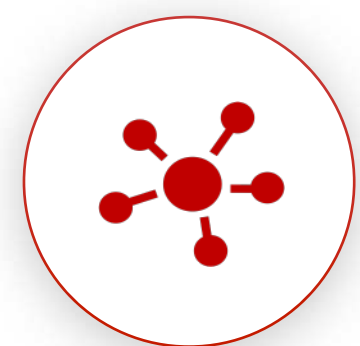
**Market growth at 18-20%**



**Stringent compliance/audit**



**Larger contract sizes**



**Integrated Services / "Smarter Combination"**



**sis**  
Group Enterprises

A Market Leader in  
Security, Cash Logistics  
& Facility Management

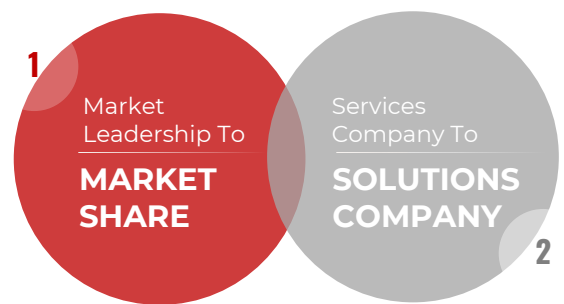
**sis**  
Group Enterprises

A Market Leader in  
Security, Cash Logistics  
& Facility Management

# STRATEGIC OUTLOOK AND FINANCIAL RESULTS

# LOOKING AHEAD Vision 2025

## Key Goals



## M&A

## Businesses

- Security India**
- Increased focus on solution sales
  - Alarm monitoring to be increasingly significant
  - Compliance assurance, tech usage to be differentiators

- Security International**
- Emphasis on selling Solutions to customers
  - Grow Strategic Medical & Rescue practice
  - Develop expertise in Aviation security

- Facility Management**
- One SIS (IFM) and MEP to be vital cogs
  - Increased outcome based solutions and tech based TFM

**M&A to complement organic growth and aim to add around Rs1250 cr of revenues**

Initial priority to be on India – international in later years

## Functions

- HR**
- Preparing for 5x scale in India by FY25
  - Next Gen 100 leaders' identification across group.
  - Top 500 incentivisation through ESOPs

- IT**
- IT team and IT platforms transformation for 3x scale –3x speed.
  - Drive process automations all back office functions
  - Compliance Assurance as USP

- Finance**
- Focus on building cash corpus
  - Deployment of new ERP platforms group-wide
  - Back office productivity through rapid deployment of SSC (Shared Service Center)

M&A to supplement geographic presence and Tech solutions

Present M&A model expected to continue

# TRANSITIONING FROM SERVICES TO PROBLEM SOLVING

Market Leadership → **Market Share**

Services Company → **Solutions Company**



March '19 – **3%**

March '22 – **5%**

March '19 – **47% ATM**

March '22 – **24% ATM**

March '19 – **6%**

March '22 – **20%**



## FY22 – PROFIT AND LOSS STATEMENT

Financial Statements (INR Crores)	FY22	FY21	Y-o-Y
<b>Revenue from operations</b>	<b>10,059.1</b>	<b>9,127.3</b>	<b>10.2%</b>
<b>EBITDA</b>	<b>498.5</b>	<b>520.8</b>	<b>-4.3%</b>
<i>EBITDA %</i>	<i>5.0%</i>	<i>5.7%</i>	
Depreciation	99.4	98.6	0.9%
Finance costs	98.4	107.1	-8.1%
Other income & share of profit/(loss) in associates	29.6	160.1	-81.5%
<b>Profit before Tax (Incl. Grants)</b>	<b>330.3</b>	<b>475.2</b>	<b>-30.5%</b>
Business combination related accounting Charges	(13.6)	(7.4)	
<b>Profit before Tax (Reported)</b>	<b>343.9</b>	<b>482.6</b>	<b>-28.7%</b>
<i>Profit before Tax %</i>	<i>3.4%</i>	<i>5.3%</i>	
Tax expense	17.9	115.4	
<b>Profit after taxes (Reported)</b>	<b>325.9</b>	<b>367.2</b>	<b>-11.2%</b>
<i>PAT (Reported) %</i>	<i>3.2%</i>	<i>4.0%</i>	
<b>Profit after taxes (Operating)</b>	<b>288.6</b>	<b>193.5</b>	<b>49.1%</b>
<i>PAT (Operating) %</i>	<i>2.9%</i>	<i>2.1%</i>	
<b>EPS</b>	<b>22.1</b>	<b>24.8</b>	

Revenue grown by 10.2% y-o-y in FY22 despite the uncertain times

Gain of Rs 25.7 Crs included under Business combination related charges in FY22, due to write down of the liability created for the acquisition of the balance 49% shares of P4G and similar gain of 42.4 Crs for the balance 49% shares of SXP in FY21

Received grants income of Rs. 13.4 Crs in International business during FY22 (Rs. 88.6 Crs in FY21)



**BETTER & BIGGER**



**A Market Leader in  
Security, Cash Logistics  
& Facility Management**

**Mr. Dhiraj Singh  
CEO  
SIS Ltd**

**Mr. Bharat Bakhshi  
President (M&A, IR &  
Ventures), SIS Ltd**

**Website : [www.sisindia.com](http://www.sisindia.com)**