



A Market Leader in
Security, Cash Logistics
& Facility Management

INVESTOR PRESENTATION

April, 2018

SAFE HARBOUR

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A MARKET LEADER IN SECURITY, CASH LOGISTICS AND FACILITY MANAGEMENT SERVICES

LEADING MARKET POSITION IN DIVERSE SERVICES		
#2 Security Services Co. in India	#4 Facility Management Co. in India	#2 Cash Logistics Co. in India
#1 Fastest growing in India		
#1 Security Services Co. in Aus		

WITH SIGNIFICANT SIZE OF OPERATIONS	
45,671* (Rs. mn) REVENUES	Security Services India 15,875
	Security Services Australia 23,945
	Facility Mgt. 3,950
	Cash Logistics 1,651
~170,000 EMPLOYEES¹	Security Services India 110,928
	Security Services Australia 6,929
	Facility Mgt. 41,833
	Cash logistics 9,434

IN LARGE INDUSTRIES (RS BN)		
	MARKET SIZE (RS. BN FY15)	GROWTH (FY15-20E)
Security services India	390	20%
Security services Australia	122	5.4%
Facility Management	100	20%
Cash Logistics	29	18%

> 1.5 X
Industry Growth

AND OUTPACING INDUSTRY GROWTH	
	REVENUE GROWTH (FY13-17)
Security services India	30%
Security services Australia ⁽²⁾	8% (AUD)
Facility Management	84%
Cash Logistics	23%

5 year average ROCE of > 25%

*FY17 based on Indian GAAP, includes cash logistics. Cash logistics is no longer included in revenues or EBITDA under Ind-As accounting

30+ YEARS OF OPERATING HISTORY SUPPLEMENTED BY ACQUISITIONS, JOINT VENTURES AND PARTNERSHIPS

SECURITY SERVICES - INDIA



- Started in 1985
- Business is completely organically grown

SECURITY SERVICES - AUSTRALIA



- Acquired manned guarding business of Chubb Security in Australia (Aug 2008) for AUD 45 Mn
- Increased stake in Southern Cross Protection(SXP) from 10% to 51% in July 2017

ELECTRONIC SECURITY



- Commenced Electronic Security Services business (2010-11)
- JV with affiliates of Prosegur

FACILITY MANAGEMENT



- Exclusive license agreement with ServiceMaster,
- JV with Terminix US
- Acquired 78.72% in Dusters (Aug 2016)

CASH LOGISTICS







- JV with Prosegur Spain, a global player in cash management (May 2011)
- Acquired the cash and valuables services division of ISS SDB (Dec 2014)
- Acquired business contracts and assets of SSMS in (Dec 2017)

30+ year history

Demonstrated its ability to build businesses, grow organically, pursue and integrate acquisitions



\$25 bn MARKET OPPORTUNITY BY 2020*

	India	Australia	Facility Management	Cash Logistics
Market Growth	 20.9% CAGR	 5.4% CAGR	 19.5% CAGR	 17.8% CAGR
Market Size	\$ 17.9 bn	\$ 2.5 Bn	\$ 3.9 Bn	\$ 1.0 Bn
	Security India <ul style="list-style-type: none"> Lead industry with Man-Tech solutions approach Extensive use of tech for productivity, service quality assurance and scale improvement 	Security Australia <ul style="list-style-type: none"> Extensive use of tech for differentiated cost effective solutions Leverage security Patrols combined offering 	Facility Management <ul style="list-style-type: none"> IFM program specialization for key segments – hospitals, pharma, FMCG Scale MEP/ Hard FM services pan India Tap B2G, Railways 	Cash Logistics <ul style="list-style-type: none"> ATM Portfolio review for route optimization Focus on new services beyond ATMs



#1 Security
Facility Management
Cash Logistics

*Frost and Sullivan, July 2017; Freedonia, July 2017

STRONG CLIENT BASE - EXCITING OPPORTUNITIES ACROSS B2B, B2G AND B2C



INFRASTRUCTURE


Transportation


Aviation


Ports & Logistics


Real Estate & Townships


Educational Institutions


Healthcare



INDUSTRIES


Steel & Heavy Industries


Food & Beverages


Automobiles

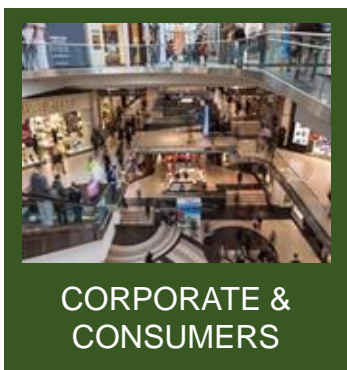

Construction


Engineering


Chemical & Industrial Gases


Paper


Cement



CORPORATE & CONSUMERS


Banking


Media


Information Technology


Insurance


Households


Major Sporting Events


Heritage Monuments

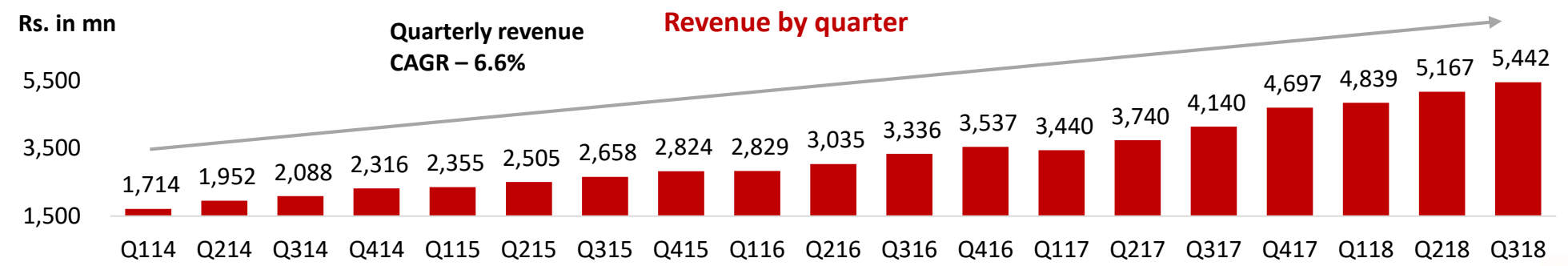
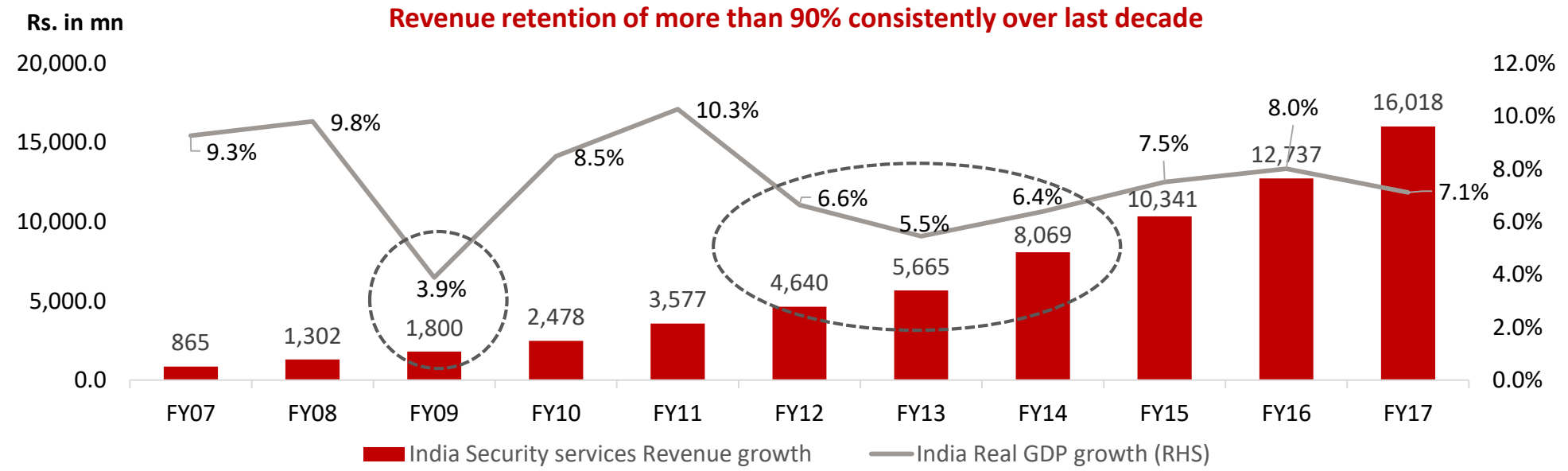

Retail & Entertainment


Hospitality

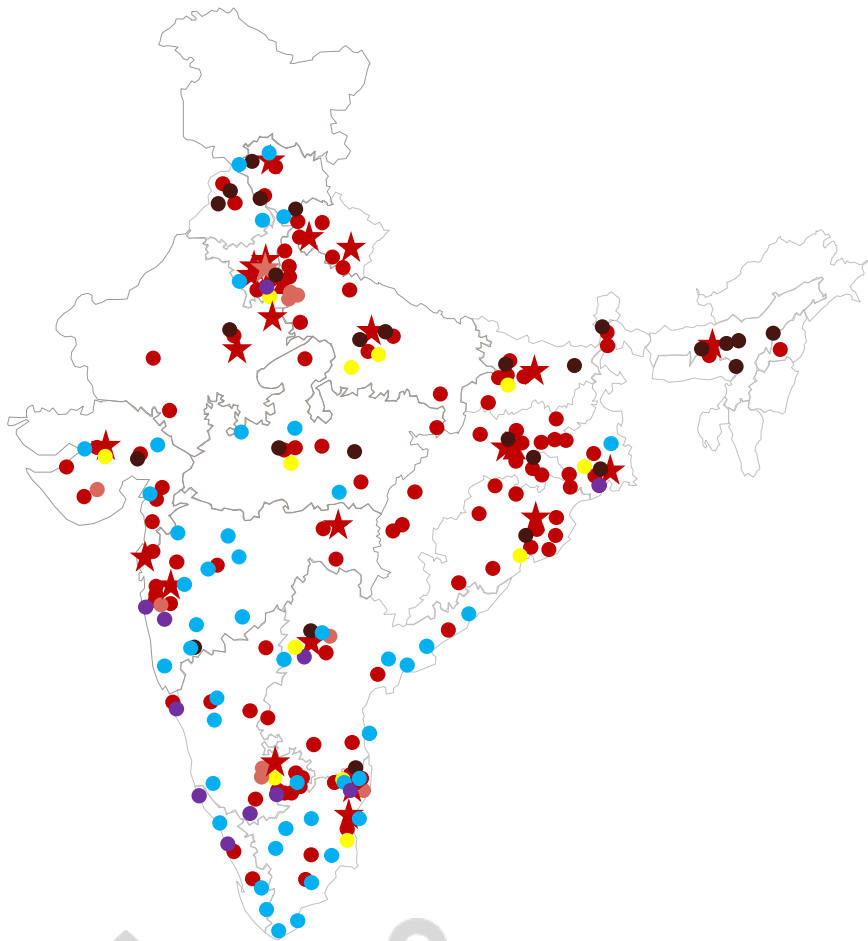


RECESSION RESISTANT NATURE INCREASES REVENUE VISIBILITY

Strong Revenue growth of >30% despite Economic slowdown during FY09 & FY12-14



WIDEST GEO COVERAGE AMONGST ALL BUSINESS SERVICE PROVIDERS



253
Branches

125
Cities Presence

BRANCH CREATION STRATEGY

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

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

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

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

Sell more per branch per month	Ability to serve across the country	Economies of Scale
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“ Supports Quick scale up of New businesses through sharing of Branches ”

SUPERIOR TECHNOLOGY ENABLED PROCESSES

Operational & Reporting Systems Tied in to the ERP System



ARK

Automated Recruitment Kiosk - Product Quality and Consistency

Enables enforcement of minimum quality standards and 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

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



Performance Measures

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

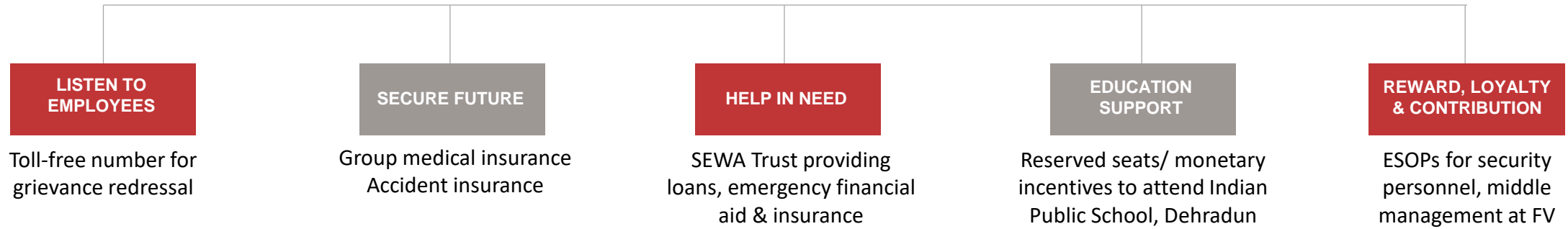
PMP

PMP - Customised PMP portal

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

COUPLED WITH STRONG EMPLOYEE CULTURE NURTURED OVER DECADES

Employee Welfare & Incentivization

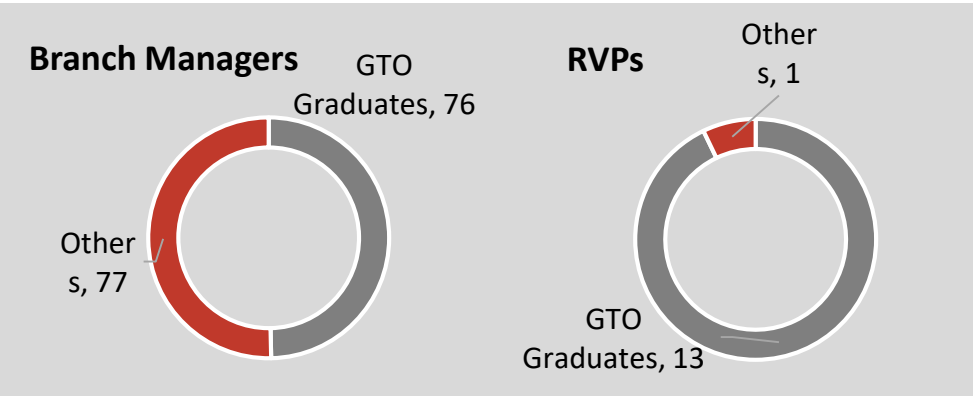


GRADUATE TRAINEE OFFICER PROGRAMME (GTO)

Leadership supply chain, initiated in 1989. 35th batch of training underway
Management cadre that allows SIS way of doing things to perpetuate
Enables scalability

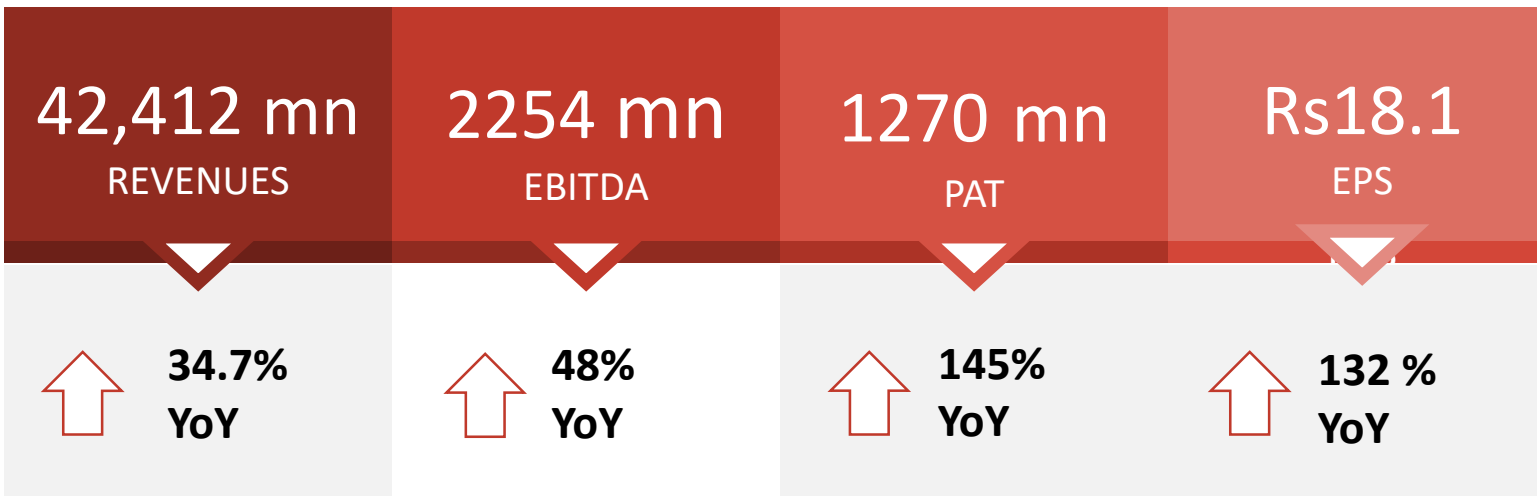


AVERAGE YEARS OF EXPERIENCE OF KMPs – OVER 20 YEARS WITH SIS



RESULTS HIGHLIGHTS – 9M & Q3 FY18

9M FY18



Q3 FY18



↑ 35%*
Strong revenue growth despite GST headwinds

Revenues



↑ 41%*
Operating leverage in India security and Facility Mgt. due to scale benefits

EBITDA

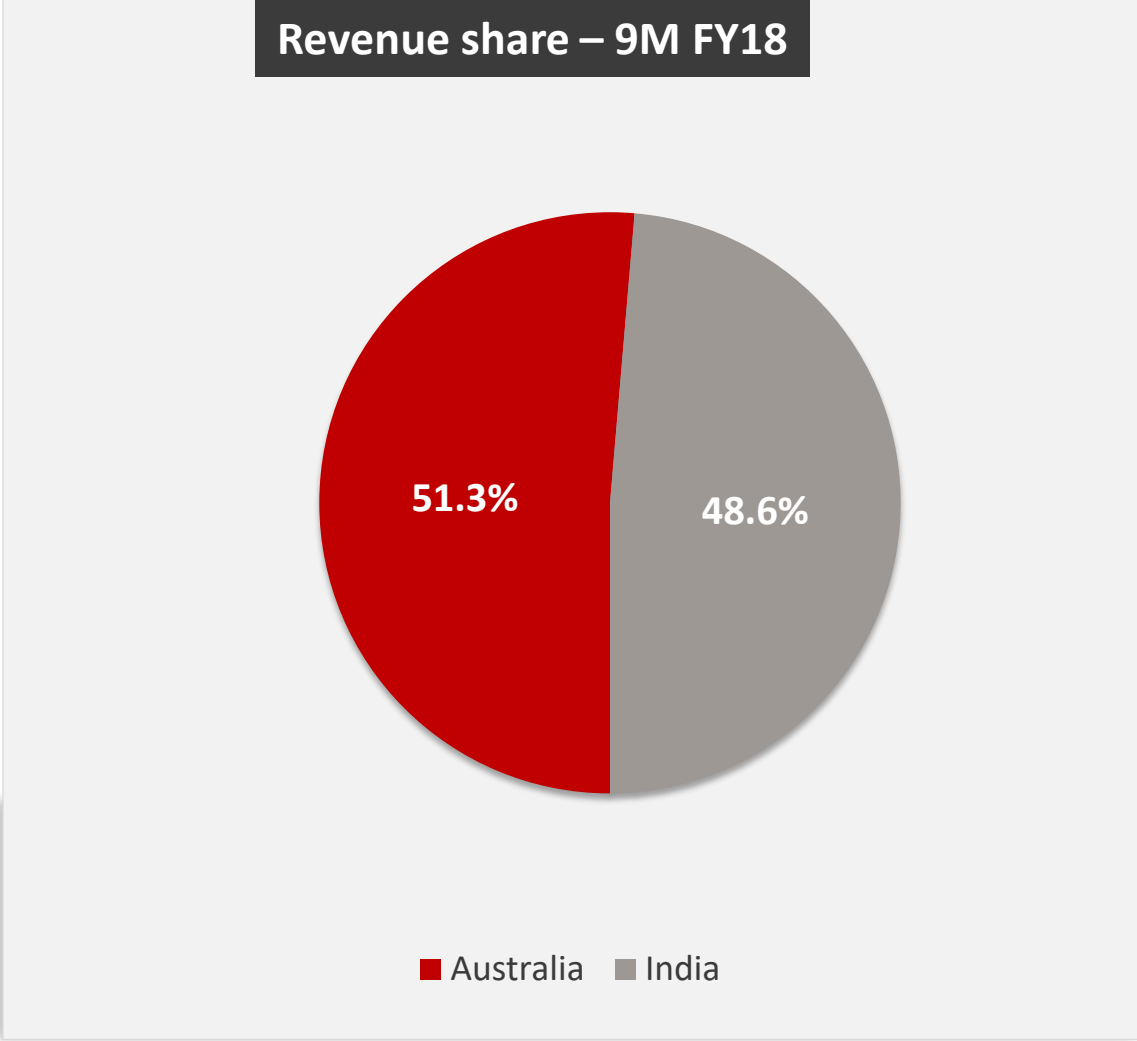
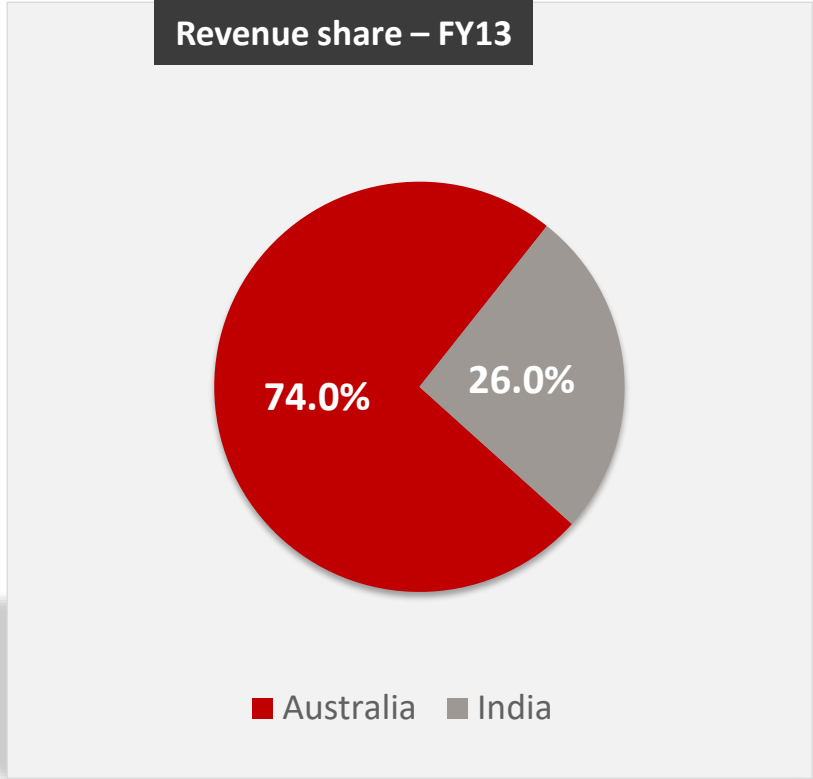


↑ 113%*
Reduction in interest costs post IPO and increased operating profits led to a steep increase in PAT

PAT

*YoY growth

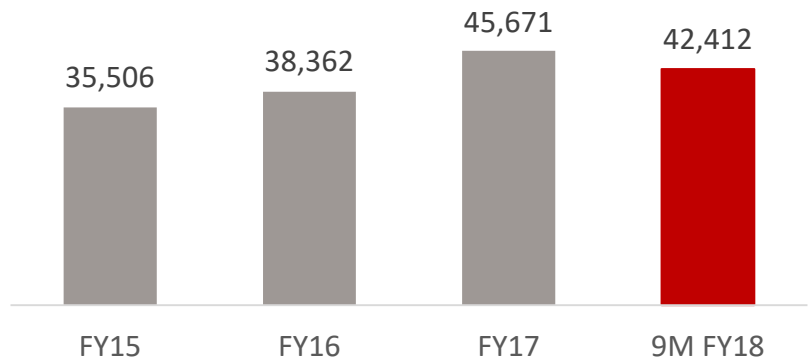
GROWING INDIA BUSINESS



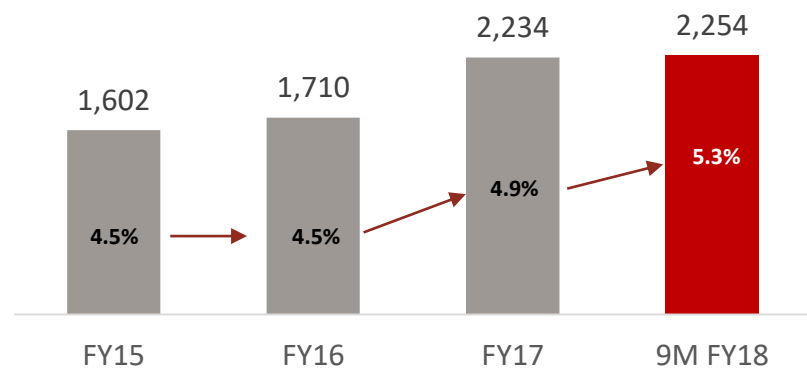
Indian business now accounts for ~49% of group Revenue and 60% of the EBITDA

STRONG REVENUE GROWTH WITH CONSISTENTLY HIGH RETURN RATIOS

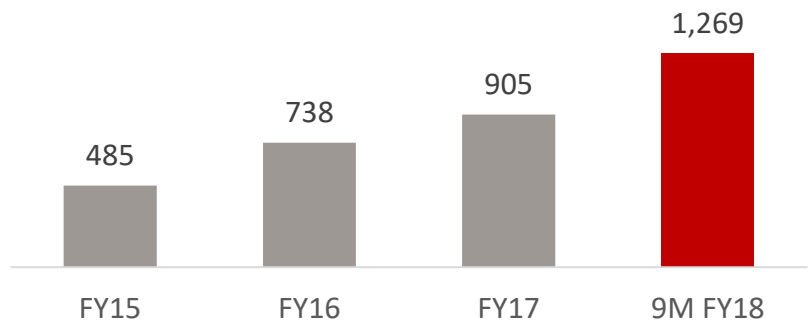
REVENUE (Rs. in mn.)



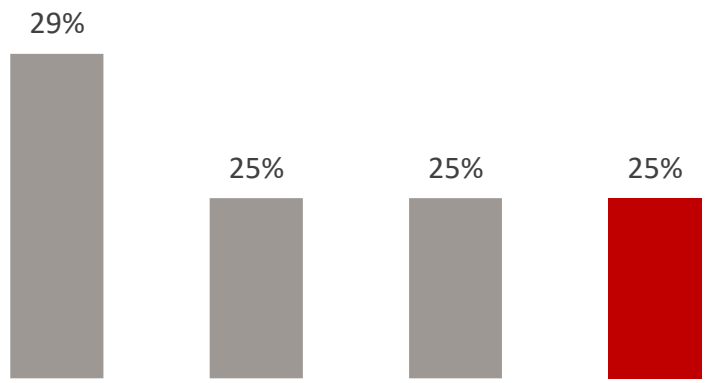
EBITDA (Rs. in mn.) & EBITDA Margins (%)



PAT (Rs. in mn.)








RoACE (%)



* The above consolidated financial information is based on the restated financials prepared under Indian GAAP and as outlined in the Red Herring Prospectus filed with SEBI dated 4th August, 2017)

LOOKING AHEAD

 Growth	 Productivity & Margins	 Return Ratios	 Technology	 M&A
<p>Strong revenue pipeline across business lines for Q4 and Q1 FY19</p> <p>Scalability and predictability reinforced</p>	<p>Operating leverage in India Security</p> <p>India FM rapidly expanding margins</p> <p>SXP deal synergy extraction in AUS</p>	<p>Continued strength in ROCE and RONW testament to financial discipline</p>	<p>FY19 focus on business process re-engineering & reaping full benefits from iOPS and SalesMaxx rollouts</p>	<p>Strong deal pipeline</p> <p>Acquisition funding of \$ 150 mn being lined up at <7.5% average cost</p>



Annexures

FINANCIAL STATEMENTS

Rs. In mn

Income Statement

Particulars	Q3 FY18	Q3 FY17	Y-o-Y	9M FY18	9M FY17	Y-o-Y
Revenue from operations	15,377	11,376	35.2%	42,412	31,491	34.7%
EBITDA	843	599	40.7%	2,254	1,523	48.0%
Share of net profit /(loss) of Associates	15	4	297.4%	-61	-71	-13.3%
Depreciation and amortisation expense	125	113	10.8%	377	256	47.1%
Other Income	37	33	13.2%	316	80	296.7%
Finance costs	200	241	-16.7%	648	523	23.8%
Profit before Tax	570	283	101.8%	1,484	753	97.1%
Tax expense	105	64	63.4%	214	235	-8.8%
Profit after taxes	465	218	113.1%	1,270	518	145.1%
Profit after tax %	3.0%	1.9%		3.0%	1.6%	
EPS	6.45	3.27	97.2%	18.11	7.80	132.2%
Diluted EPS	6.34	3.21	97.5%	17.79	7.74	129.8%

Balance Sheet

Particulars	31 Dec 2017	31 Mar 2017
Non current assets	10,873	7,330
Current assets	12,982	8,647
Total assets	23,855	15,976
Non current liabilities	3,727	1,713
Current liabilities	7,324	5,852
Total liabilities	11,051	7,565
Net assets	12,804	8,411
Net debt	2,206	2,565
Equity	10,598	5,846
Capital employed	12,804	8,411

132% increase in EPS from Rs7.8 in 9MFY17 to Rs18.1 in 9MFY18

SECURITY SERVICES & ELECTRONIC SECURITY BUSINESS



#2 and fastest growing security provider
Wide reach across 630 districts

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

1,10,928
Employees



Comprehensive range of electronic security solutions

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

3000+
Customers



India's first end-end home security system

Cost effective solution for banks and retail

153
Branches



1 security company in Australia, among only 2 national players

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

6,929
Employees



Largest mobile patrol business in Australia

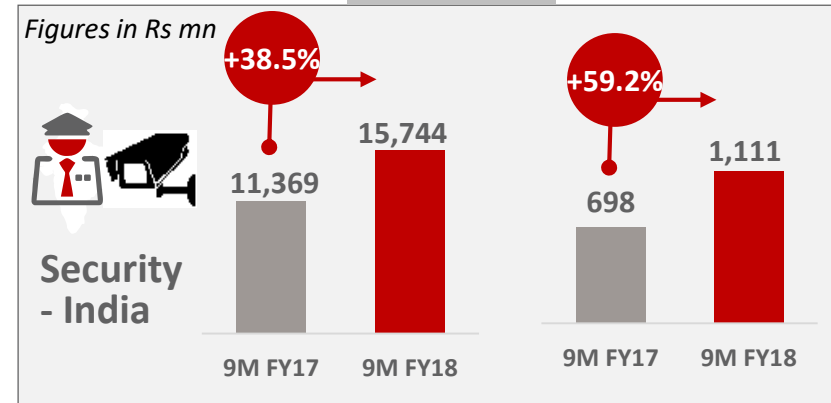
Asset protection, loss prevention, electronic surveillance and monitoring services

249+
Customers

No. 1
in Aviation

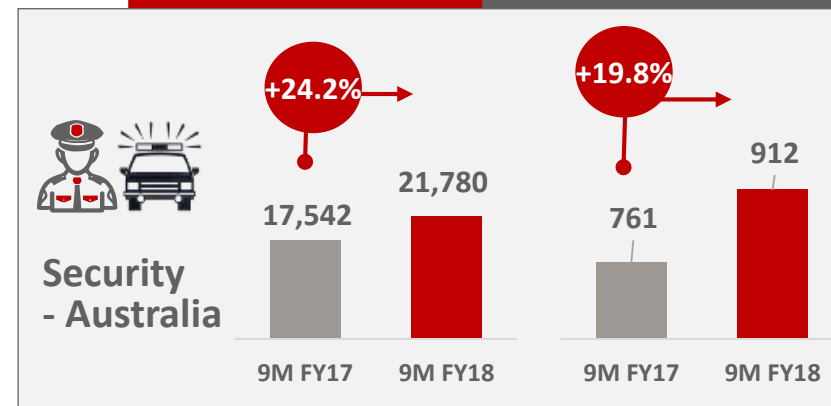
9M FY18

Figures in Rs mn



Revenues

EBITDA



As on 31st December 2017



FACILITY MANAGEMENT SERVICES



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

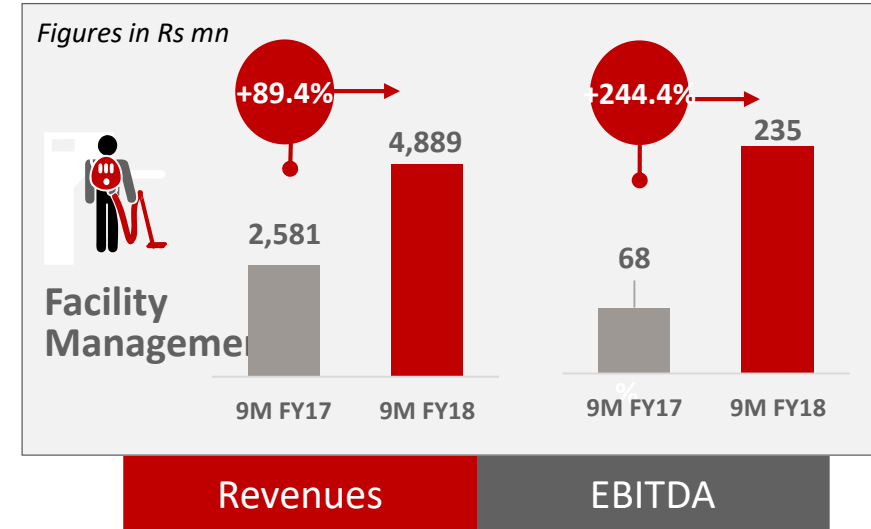


JV with global market leader Terminix, USA.

Pest control, fumigation and termite control

Industries Covered – Facility Management

- Industrial and manufacturing
- Hospital
- IT/ITeS
- Hotel
- Retail and Commercial space
- Educational



41,833
Employees

2,825
Customers sites

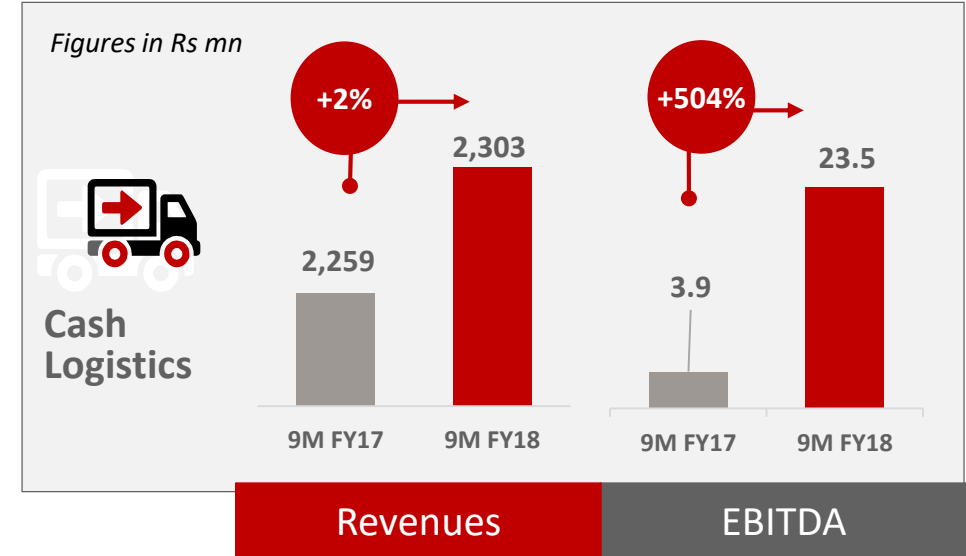
59
Branches

Presence across major cities such as Mumbai, Bengaluru, Chennai, Delhi and Kolkata

CASH LOGISTICS BUSINESS



- JV with a global leader in cash management - Prosegur, Spain
- Offers ATM replenishment, CIT and Door Step Banking (DSB) and cash processing solutions for banks and retail
- SIS –Prosegur (North and East focused), SISCO – South and West focused) – Maximising synergy through infra sharing and mixed routes



REACH & INFRASTRUCTURE

59
Vaults or Strong Rooms

2,394
Cash Vans & Two Wheelers

80
Branches across India



VISION 2020
— BIGGER & BETTER —



Security Services

Cash Logistics

Facility Management



A Market Leader in
Security, Cash Logistics
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