

SAFE HARBOUR

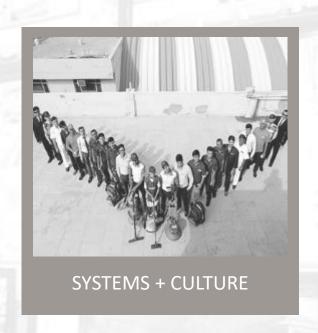
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LEADING MARKET POSITION IN DIVERSE SERVICES

Service Provided

- Comprehensive Range: From general guarding to specialized security roles
- Paramedic and allied health, mobile patrol and fire rescue services in Australia
- Electronic Security
- Alarm monitoring & response services for homes

Rankings





Fastest growing in India



Brands









SECURITY SERVICES

- Cleaning, janitorial services, disaster restoration and clean-up of damage
- Deployment of receptionists, lift operators, electricians, plumbers, etc
- Pest and termite control services



Facility Management Company in India









- Cash in transit
- Doorstep Banking
- Cash Processing
- ATM related services
- Bullion & Cash Vault related services



Cash Logistics Company in India





ORGANIC GROWTH BACKED BY ACQUISITIONS, JOINT VENTURES & PARTNERSHIPS







Business is completely organically grown







- 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







- Commenced Electronic Security Services business (2010-11)
- JV with affiliates of Prosegur Spain, a global player in alarm monitoring









- Exclusive license agreement with ServiceMaster, a commercial and residential cleaning service provider
- JV with Terminix US, a multi-national provider of termite and pest control services
- Acquired 78.72% in Dusters (Aug 2016)

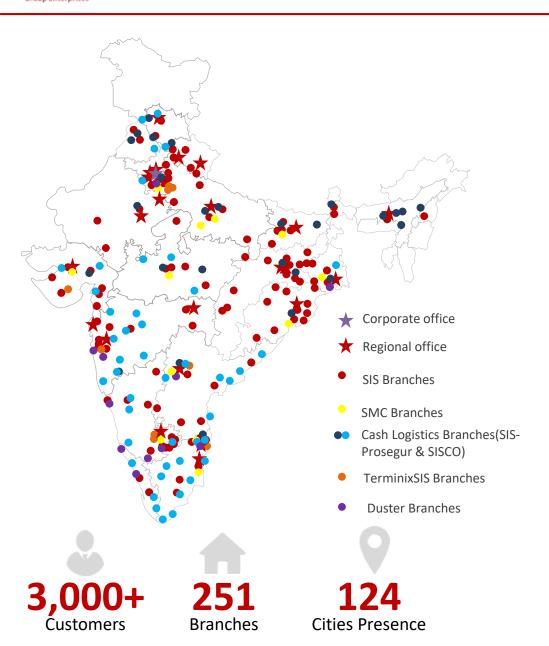






- JV with affiliates of Prosegur Spain, a global player in cash management
- Acquired the cash and valuables services division of ISS SDB (Dec 2014)
- Acquired business contracts and assets of SSMS in Dec 2017

PAN INDIA PRESENCE – INCREASING PENETRATION



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

Sell more per branch per month

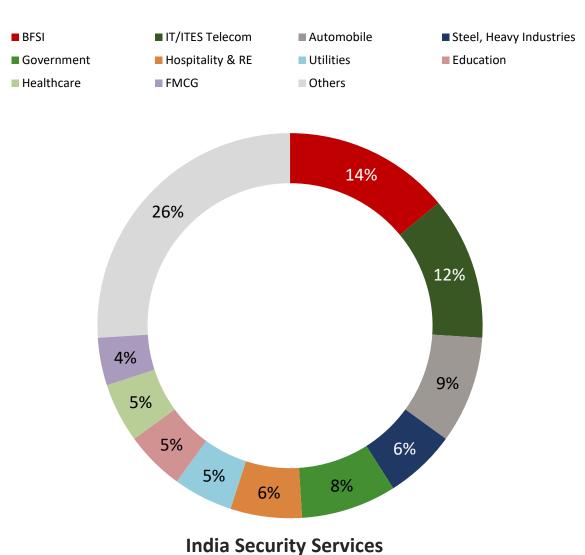
Ability to serve across the country

Economies of Scale

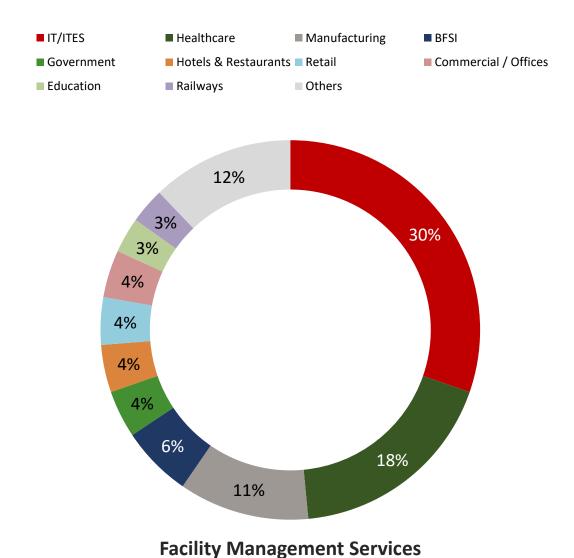


Supports Quick scale up of New businesses through sharing of Branches

DIVERSIFIED END USER SEGMENTS



No sector contributes >15% to the Revenues



OPPORTUNITIES ACROSS B2B, B2G AND B2C





Transportation



Aviation



Ports & Logistics













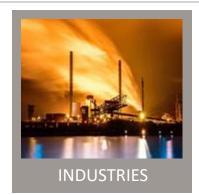














Real Estate &

Townships

Steel & Heavy Industries



Educational

Institutions





Healthcare

Automobiles



Construction













Engineering































Banking



Industrial Gases

Technology















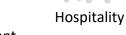


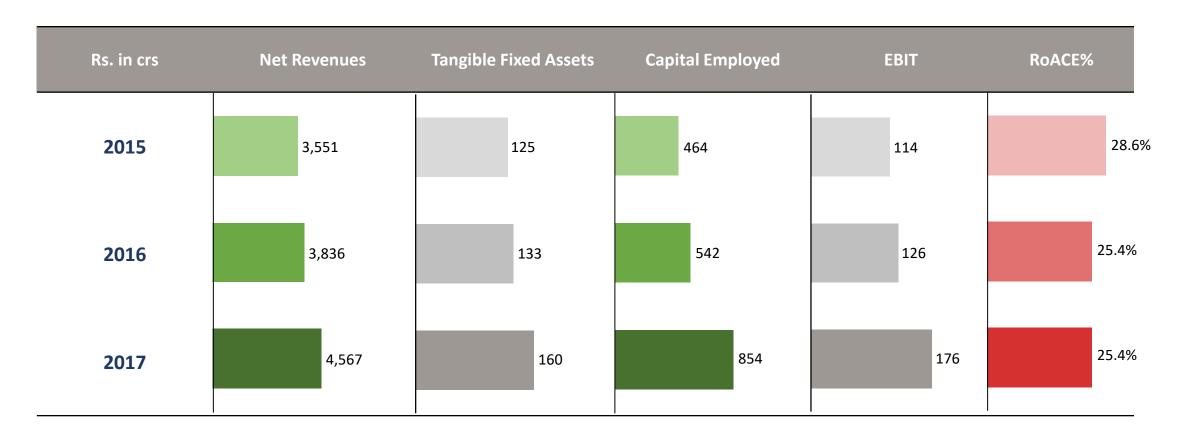












Asset Light
Business Model

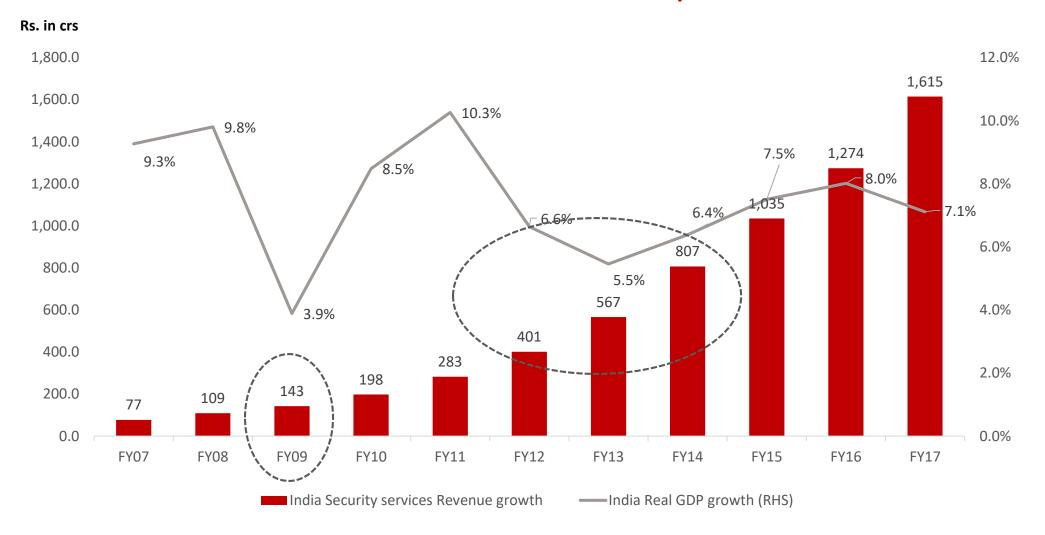
With Return on Capital Employed consistently over 25%

RoACE = EBIT/ Average Capital Employed

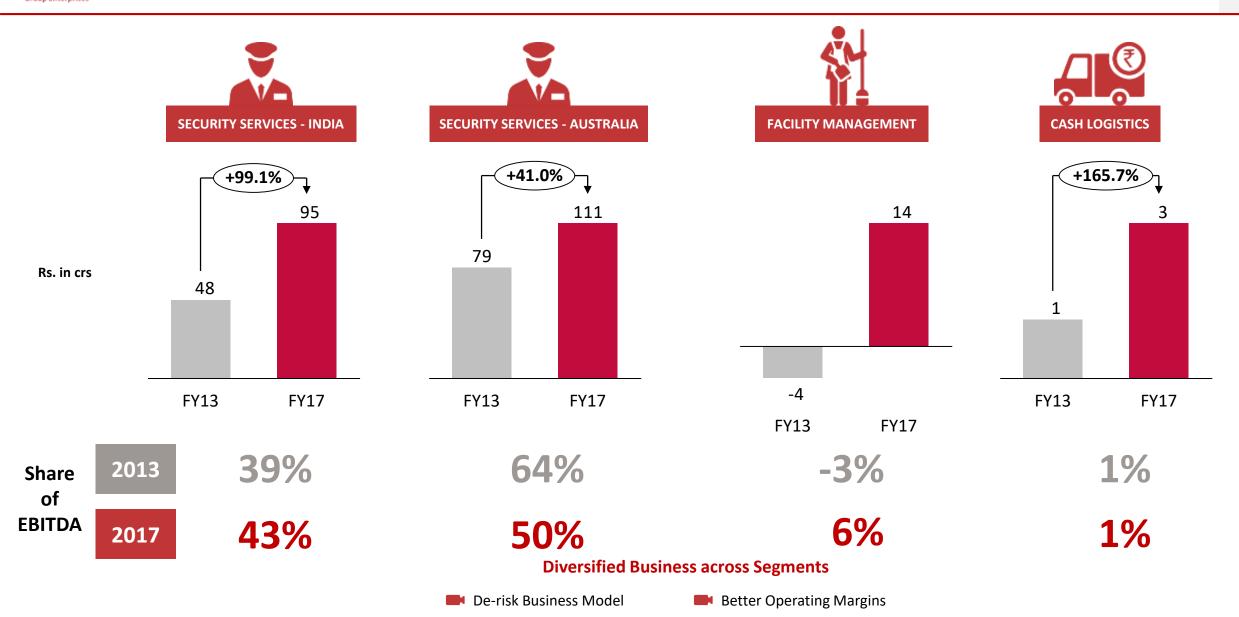
^{*} The above consolidated financial information is based on the restated financials prepared under Indian GAAP and as outlined in the Red Herring Prospectus filed with SEBI dated 4th August, 2017



Strong Revenue growth of >30% despite Economic slowdown during FY09 & FY12-14 Revenue retention of more than 90% consistently over last decade



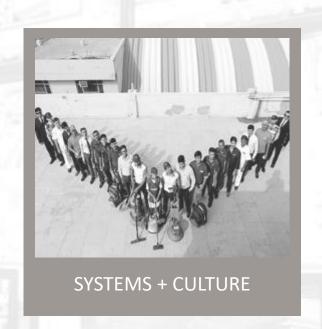
LEADING TO DE-RISKED INCOME PROFILE



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SECURITY SERVICES & ELECTRONIC SECURITY BUSINESS

SECURITY SERVICE -INDIA



12,097 Locations (Pan India)

108K+

Trained Guards

24x7 Backup

Monitoring

3000+ Customers

SECURITY SERVICES **IN AUSTRALIA**



6,656+ **Trained Guards**

> 249 Clients

Pan Australia Presence

ELECTRONIC SECURITY SERVICES



Strategic Alliances with reputed OEM's

End to End Security System Management

24x7 Fully trained System Support

Man-Tech Solutions from One Service provides

ALARM, MONITORING, **RESPONSE**



southern cross protection

15 Min

Response Time

24x7

Monitoring

Day & Night

Patrolling & Emergency Response

#2

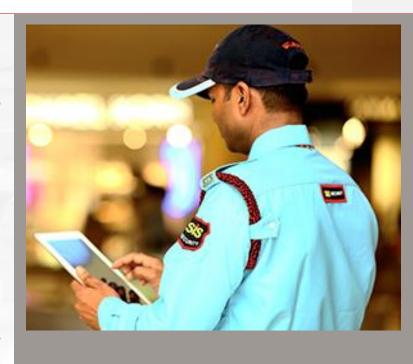
Security Services in India

#1

Fastest growing in India

#1

Security Services in Australia



1,10,928 **Employees In India**

Employees in Australia



SERVICE OFFERINGS





Guards

Firemen

Fire suppression



Security

All figures are as on 31st December 2017



Security





protection



Centre



& allied

health





Roving and Mobile

Patrols



Access

Control / entry

automation

CCTV







Detection

INDUSTRY GROWTH, MARKET SHARE & GROWTH DRIVERS

Growth Prospects in Securities services:

In large industries (Rs. Bn, FY15)

Security services	Market Size (Rs. Bn FY15)	CAGR (FY15 – 20E)
India	390	20%
Australia	122	5.4%



SIS has grown

> 1.5 X

Industry Growth

Growth Drivers:

Security services

- 1 Minimum wages inflation
- PSARA Act 2005, organized procurement, shift towards organized players
- Increased urbanisation and asset creation
- Threat / perceived threat from anti-social elements and terrorist outfits
- Demand for Man-Tech solutions on ESAS model
- Growing B2B and B2C services home security, alarms

Security services:

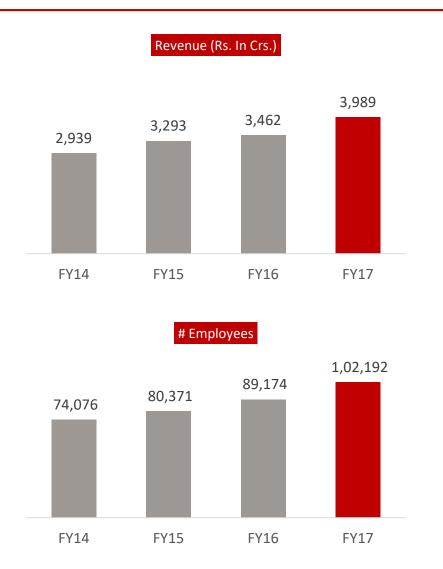
Security services market:

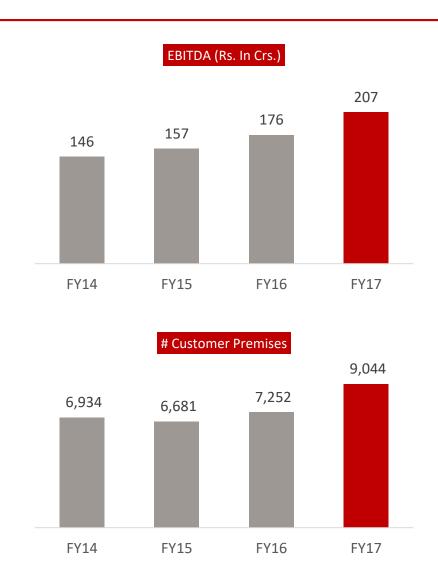
- India Expected to grow from Rs. 390 Bn in FY15 to Rs. 970 Bn in FY20E, at a CAGR of 20%
- Australia Expected to grow from US \$1,895 Bn in FY15 to US \$ 2,465 Bn in FY20E, at a CAGR 5.4%
- Security service markets typically growing at 1-1.5x of GDP in developed and at 2x-3x of GDP in developing markets

Lifecycle and Growth of Security Services Markets



Source: Frost & Sullivan Report, July 2017





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FACILITY MANAGEMENT SERVICES



Exclusive license agreement with ServiceMaster since March 2008





Entered into JV with Terminix US in 2011

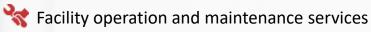




Acquired 78.72% of Dusters in August 2016

Services offered

Cleaning and repair related



Pest Control & Termite solutions

Industries Covered – Facility Management

Industrial and manufacturing



Retail and Commercial space

Hospital

Hotel and

Educational

41,833 Employees



Geographical Reach – Facility Management

2,825Customers sites

59Branches

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

3rd largest Facility Management company in India Represents a solid offering that offers unmatched pan-India coverage

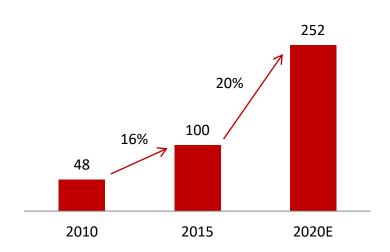
Geographical Reach - Pest Control

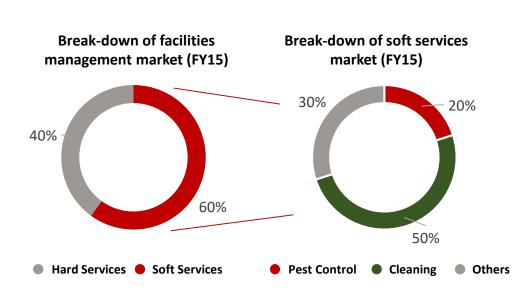
13 Branches Presence across major cities such as Delhi, Mumbai, Chennai, Hyderabad and Bengaluru

As on 31st December 2017

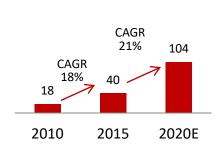
BUSINESS DRIVERS

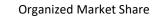
Facilities management market in India (Rs. Bn)





Hard Services Market Size (Rs Bn)



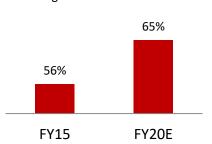




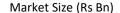
Cleaning Services

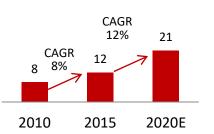


Organized Market Share

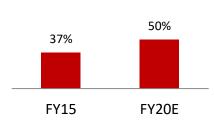


Pest Services





Organized Market Share



Key Drivers

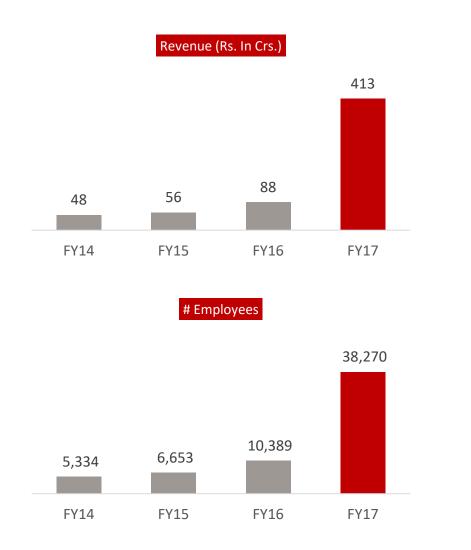
Increasing awareness of outsourcing of non-core activities

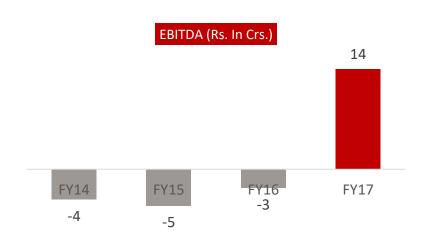
Increasing penetration of emerging sectors

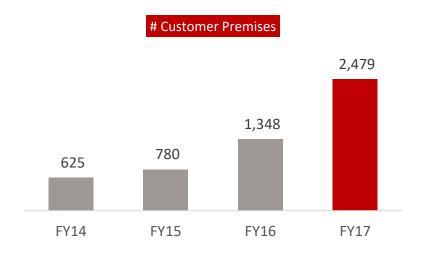
B2G and B2C opportunity

Shift to organized players offering higher quality offerings

FINANCIALS - FACILITY MANAGEMENT SERVICES







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CASH LOGISTICS BUSINESS – 2ND LARGEST IN INDIA

EMERGENCE OF THE CASH LOGISTICS BUSINESS



Entered into JV with affiliates of Prosegur Spain





Acquired the cash and valuables services division of ISS SDB in India





Acquisition of specified business contracts, vendor contracts, licensed properties, employees and related assets from Scientific Security



REACH & INFRASTRUCTURE

59 Vaults or Strong Rooms 2,394
Cash Vans &
Two Wheelers

80 Branches across India

Presence in Major cities like



Delhi

Chennai

Mumbai

Hyderabad

Yolkata

Serves Industries like



Retailers
Restaurants

Jewellers to metro stations

Toll collection plazas

Offerings







Doorstep Banking

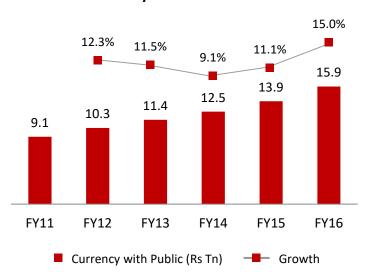
Cash Pick Up & Delivery

On-Site and Off-Site Cashiers

As on 31st December 2017

BUSINESS DRIVERS

Currency with Public in India

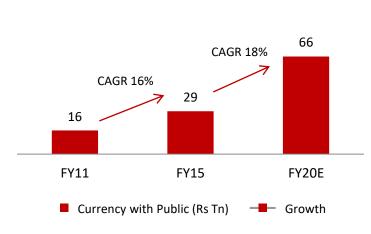


Key Growth Drivers

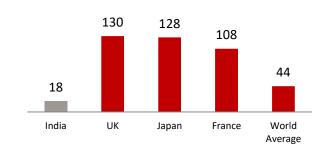


Currency Management services in India

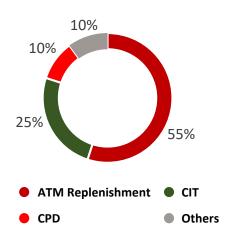
Cash Logistics industry in India (Rs. Bn)



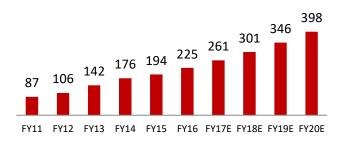
ATM Density (Number of ATMs / Lakh) (2014)



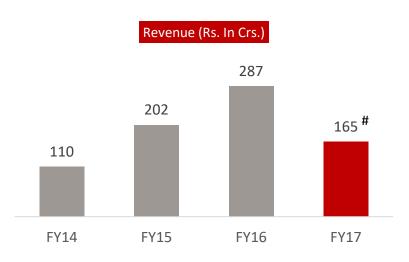
Break-up of Cash Logistics industry in India (FY15)



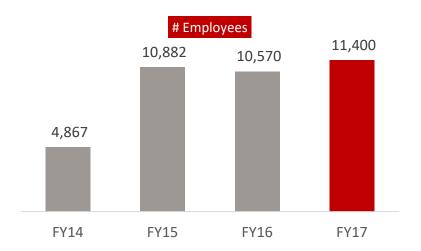
Number of ATMs in India ('000s)

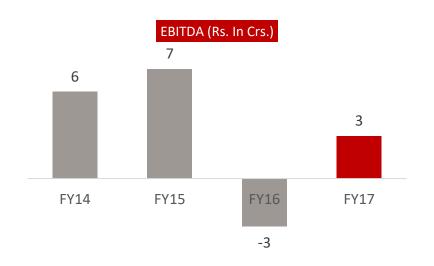


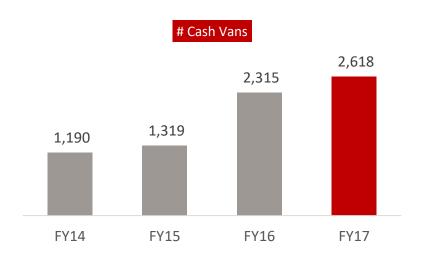




Converted from Subsidiary to JV

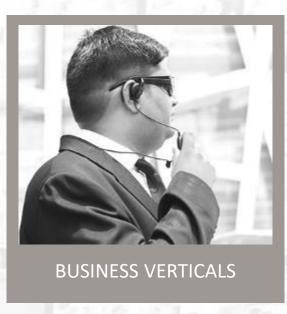


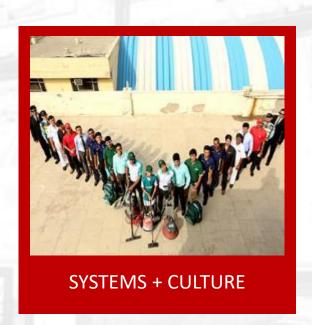




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SUPERIOR TECHNOLOGY ENABLED PROCESSES

Strong Technological linkages from...











- Technology initiatives are intended to increase productivity and operating efficiencies
- Investing in Technological upgrades to achieve our strategic objectives and to remain competitive
- Deployments of technology initiatives on a cost effective and timely basis with constant introduction of new and enhanced solutions
 - Strong & Unique Systems that we operate in, provide us to have Scalable business and also boost our operating leverage over time

LEADS TO ACCELERATING SCALE AND OPERATING LEVERAGE

Operational & Reporting Systems Tied in to the ERP System



Seven -Finger Model

4

Results Drivers

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

3

Performance Measures

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



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



PMP - Customised PMP portal

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



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

SUPERIOR EMPLOYEE CULTURE NURTURED OVER DECADES

Employee Welfare & Incentivization

LISTEN TO EMPLOYEES

Toll-free number for grievance redressal

SECURE FUTURE

Group medical insurance
Accident insurance

HELP IN NEED

SEWA Trust providing loans, emergency financial aid & insurance

EDUCATION SUPPORT

Reserved seats/ monetary incentives to attend Indian Public School, Dehradun

REWARD, LOYALTY & CONTRIBUTION

ESOPs for security personnel, middle management at FV



1,69,163 employees (As on 31st December 2017)

- SIS remains largely not unionized
- Average Years of Experience of KMPs is over 20 years





EXTENSIVE TRAINING INFRASTRUCTURE SPREAD ACROSS INDIA

- Largest trained manpower supply chain in India with integrated capabilities in sourcing, training and deploying a large manpower base
- 18 training institutes in India, comprising state-of-the-art infrastructure providing upto-date courses that make it possible to train more than 25,000 guards a year securing our personnel pipeline and ensuring prompt deployment
- Reinventing our training with mTrainer-proprietary customer site training application

Graduate Trainee Officer Programme (GTO)

- Leadership supply chain, initiated in 1989. 35th batch of training underway (2017)
- Management cadre that allows SIS way of doing things to perpetuate
- Enables Scalability
- 13 out of 14 RVPs come from GTO Cadre
- ~47% of the 140 security services branches headed by GTO graduates
- Of top 360 personnel in SIS, average experience with SIS is 8 years and over 100 of these employees are with SIS for over 10 years

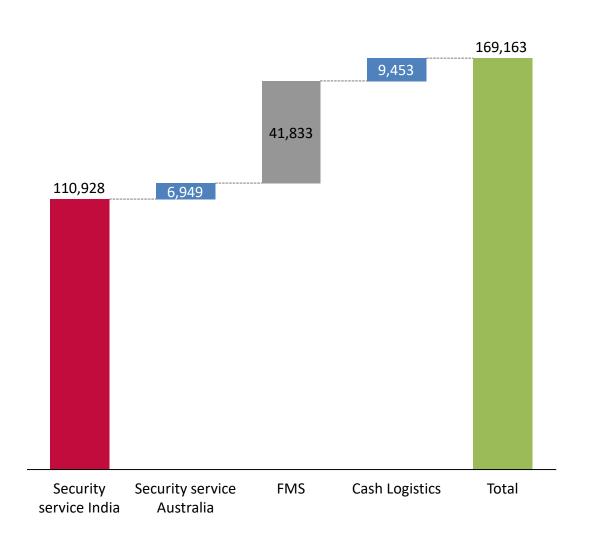
Benefits of Integrated Supply Chain

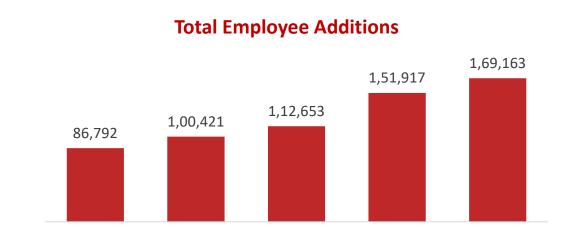
- No formal guard/janitor/cash custodian training in India
- Better control over both service quality and service supply chain
- Given the economic and demographic inequality across India, local recruitment in high numbers is not possible in most cases



PRODUCTIVITY AND OPERATING LEVERAGE ON BACK OF SYSTEMS + CULTURE









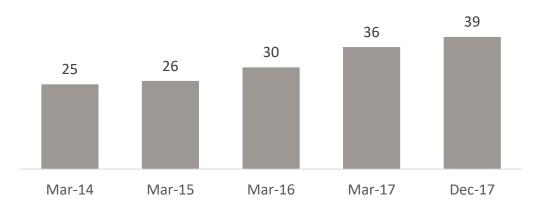
Mar-16

Mar-17

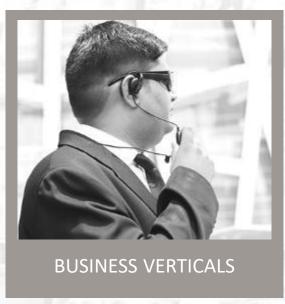
Dec-17

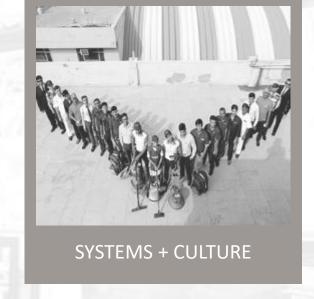
Mar-14

Mar-15











\$25 bn MARKET OPPORTUNITY BY 2020*



20.9%



Market Growth

5.4%

CAGR



19.5%

CAGR



17.8%

CAGR



Rs. 1.16 lakh cr

CAGR

\$ 2.46 Bn

Rs. 27,200 cr

Rs. 6,500 cr

Security India

- Lead industry with Man-Tech solutions approach
- Extensive use of tech for productivity, service quality assurance and scale improvement

Security **Australia**

- Extensive use of tech for differentiated cost effective solutions
- Leverage security Patrols combined offering

Facility Management

- IFM program specialization for key segments – hospitals, pharma, **FMCG**
- Scale MEP/ Hard FM services pan India
- Tap B2G, Railways

Cash Logistics

- ATM Portfolio review for route optimization
- Focus on new services beyond **ATMs**



Cash Logistics



Change in Business Mix

- High Margin India Business is growing at a faster pace
- Increased contribution of Revenue from Facility Management
- Australia share of Revenues to come down over time

Leverage Pan-India Footprint

- Branch expansion to be measured
- Leverage significant scale and a Pan India Footprint
- Sweat investment made in Systems and Processes to help measure performance on same parameters

Increased use of Automation & Technology

- To improve Productivity & Customer Satisfaction
- Improvement in Billing to Non Billing Employees ratio





Rich Experience in Inorganic Growth

Inorganic Growth by way of

- 5 Acquisitions
 - 4 JV's / Partnership
 - 2 PE Rounds with significant returns for Investors

Filtering Criteria for Inorganic Growth

Filter Criteria to Target New Segments

- Large and fast growing market segments
- Manpower intensive and largely asset light
- Ability to leverage the existing branch network and customer relationships

Benefits of Inorganic Growth

Inorganic Growth provides us with

- Brand Recognition
- Technical know-how
 - Split the risk and
 - Create exit option

Turnaround Facts

Eg: MSS Acquisition

- Acquired in 2008, with revenues of A\$288 mn
- At a total consideration of A\$45 mn
- In the first year, EBIT margin improved from 1.4% to 4.1% within 12 months of acquisition
- Cash-on-Cash payback for the business within a span of
 2.5 years with improvement in working capital cycle



LISTING: CASH CURRENCY FOR GROWTH



Successful listing on stock exchanges and IPO of

Rs. 780 Crores

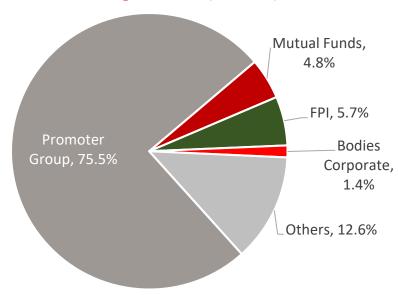
Issue subscribed by ~7 times

Provided exits to 2 private equity investors with multifold returns



DE Shaw & Co

Shareholding Pattern (Dec'17)



Investors with ~2% Holding



THOMAS BERGLUND

- ~ 2 decades of experience in the security services industry
- Over a decade as CEO at Securitas AB a multinational security services company



HAKAN WINBERG

- ~ 2 decades of experience in the security services industry
- Over a decade as CFO at Securitas AB a multinational security services company
- Currently holds ~2%



Revised Credit Rating



Credit rating enhanced by ICRA by two notches from **A-** to **A+**Reduced cost of borrowing
Ability to tap newer sources of funding

Resource Mobilisation

Rs1000 cr

Acquisition corpus funding being tied up at attractive terms
Average cost likely to be under 7.5%

Australia India **Discussions ongoing AUD 120 Mn** for NCD/ NBFC/ Senior revolving secured line of upto acquisition line Rs400 cr < 6.5% all in cost To be serviced from Aus P&L

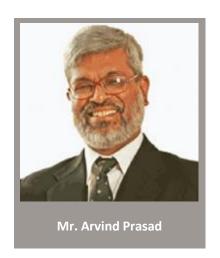
Inorganic push in FY19 with strong M&A pipeline and Funding access



MANAGEMENT COMMITTEE







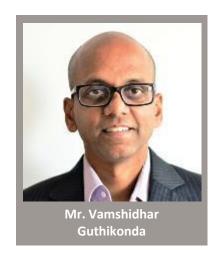




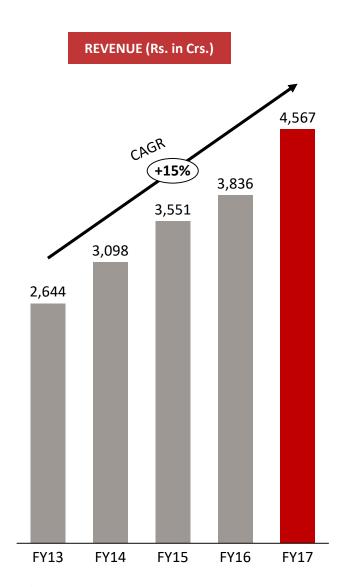


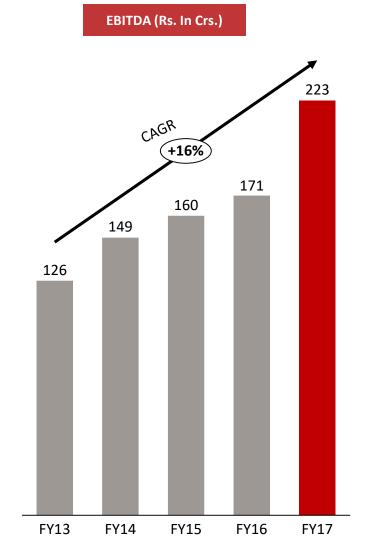


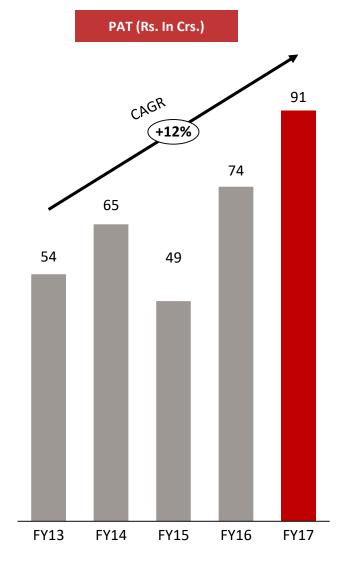






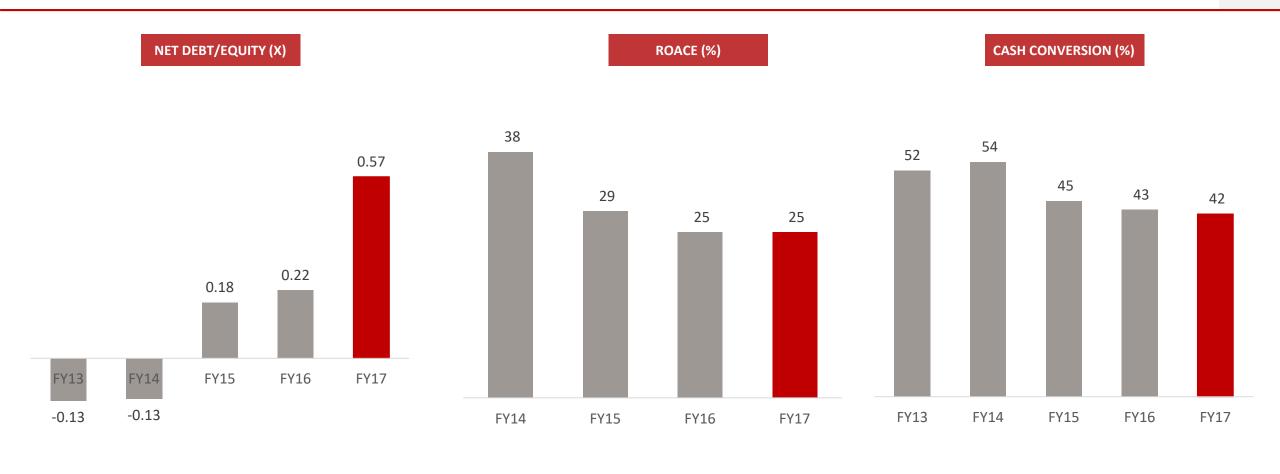






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RETURN RATIOS



Strong Balance Sheet to support future growth

 $\longrightarrow\hspace{-2em}\rightarrow$

Disciplined Capital Allocation with focus on better returns on Capital employed

^{*} 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

A Market Leader in Security, Cash Logistics 8-Facility Management ANNUAL PROFIT & LOSS STATEMENT

Particulars (Rs. In crores)	FY17	FY16	Y-o-Y
Revenue from operations	4,567	3,837	19%
Direct Expenses	16	11	
Employee Expenses	3,788	3,116	
Other expenses	540	539	
EBITDA	223	171	31%
EBITDA (%)	4.9%	4.4%	
Depreciation and amortisation expense	46	43	
EBIT	177	128	39%
EBIT (%)	3.9%	3.3%	
Finance costs	75	48	
Other Income	10	14	
Profit before Tax	112	94	
Tax expense	22	30	
PAT before minority interest	90	64	41%
Conversion to JV from Subsidiary	0	9	
Share of Net profit from Associate	2	2	
Minority interest in profit/(loss) for the year	-1	-2	
Profit for the year attributable to majority shareholder	91	76	21%
Profit after Tax & minority Interest (%)	2.0%	2.0%	

^{*} The above consolidated financials are on the basis of the restated financials prepared under Indian GAAP and as outlined in the Red Herring Prospectus filed with SEBI dated 4th August, 2017

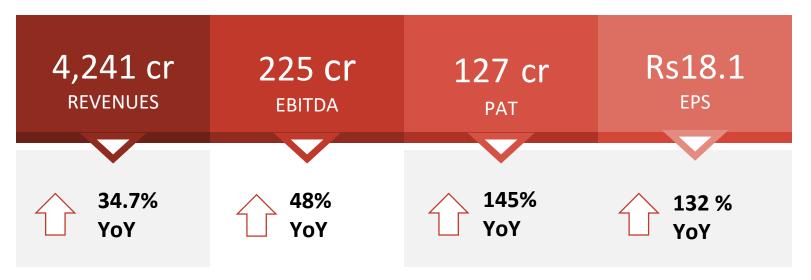
ANNUAL BALANCE SHEET STATEMENT

Particulars (Rs. In crores)	March 31, 2017	March 31, 2016
Shareholders' funds	543	449
Share capital	69	6
Reserves and surplus	474	443
Minority Interest	15	3
Non - current liabilities	482	246
Long-term borrowings	406	179
Long-term provisions	76	67
Current liabilities	1,008	762
Short-term borrowings	280	221
Trade Payables	47	33
Short term provisions	223	201
Other current liabilities	460	307
Total	2,048	1,460

Particulars (Rs. In crores)	March 31, 2017	March 31, 2016
Non current assets	550	383
Fixed assets		
Tangible assets	160	1,325
Intangible assets	278	1,756
Others	4	0
Non-current investments	20	12
Deferred tax assets (net)	63	47
Long-term loans and advances	25	16
Current assets	1,499	1,077
Inventories	4	1
Trade receivables	462	288
Cash and bank balances	451	349
Short-term loans and advances	67	52
Other current assets	515	386
Total	2,048	1,460

^{*} The above consolidated financials are on the basis of the restated financials prepared under Indian GAAP and as outlined in the Red Herring Prospectus filed with SEBI dated 4th August, 2017





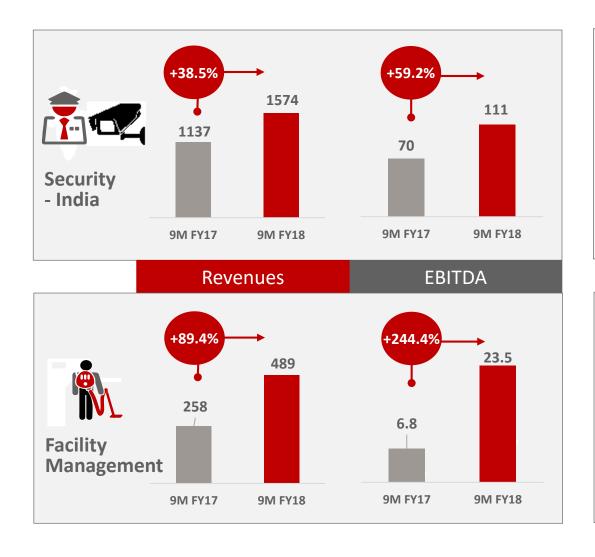


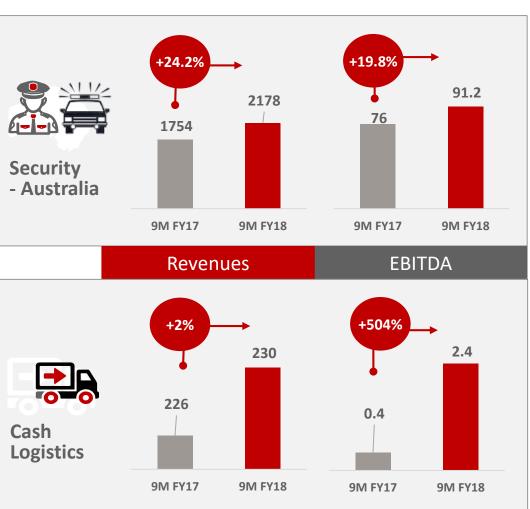




Market leader across three attractive business services segments - Security, Cash Logistics and Facility Management







Rs in cr

Strong organic growth across all service segments with 0.5% EBITDA margin improvement



Rs. In crs

Income Statement

Particulars	Q3 FY18	Q3 FY17	Y-o-Y 9	9M FY18 9	M FY17	Y-o-Y
Revenue from operations	1,537.7	1,137.6	<i>35.2%</i>	4,241.2	3,149.1	34.7%
EBITDA	84.3	59.9	40.7%	225.4	152.3	48.0%
Share of net profit /(loss) of Associates	1.5	0.4	297.4%	-6.1	-7.1	-13.3%
Depreciation and amortisation expense	12.5	11.3	10.8%	37.7	25.6	47.1%
Other Income	3.7	3.3	13.2%	31.6	8.0	296.7%
Finance costs	20.0	24.1	-16.7%	64.8	52.3	23.8%
Profit before Tax	57.0	28.3	101.8%	148.4	75.3	97.1%
Tax expense	10.5	6.4	63.4%	21.4	23.5	-8.8%
Profit after taxes	46.5	21.8	113.1%	127.0	51.8	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	1,087.3	674.2
Current assets	1,298.2	923.5
Total assets	2,385.5	1,597.7
Non current liabilities	372.7	171.3
Current liabilities	732.4	585.2
Total liabilities	1,105.1	756.6
Net assets	1,280.4	841.1
Net debt	220.6	256.6
Equity	1,059.8	584.6
Capital employed	1,280.4	841.1

CONTACT US



CIN: L75230BR1985PLC002083

Mr. Vamshidhar Guthikonda, President, M&A & IR

Email: vamshidhar@sisindia.com

www.sisindia.com



CIN: U74140MH2010PTC204285

Mr. Pankaj Chhaochharia / Mr. Pratik R. Shah

Email: pankaj.c@sgapl.net / pratik.shah@sgapl.net

+91 79770 90417/ +91 97692 60769

www.sgapl.net