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BUSINESS MODEL



BUSINESS VERTICALS



SYSTEMS + CULTURE



FUTURE AGENDA

## Service Provided

## Rankings

## Brands



### SECURITY SERVICES

- 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

- #2 Security Services Company in India
- #1 Fastest growing in India
- #1 Security Services Co. in Australia



### FACILITY MANAGEMENT SERVICES

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

- #4 Facility Management Company in India



### CASH LOGISTICS

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

- #2 Cash Logistics Company in India



**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 Spain, a global player in alarm monitoring

**FACILITY  
MANAGEMENT**



- 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)

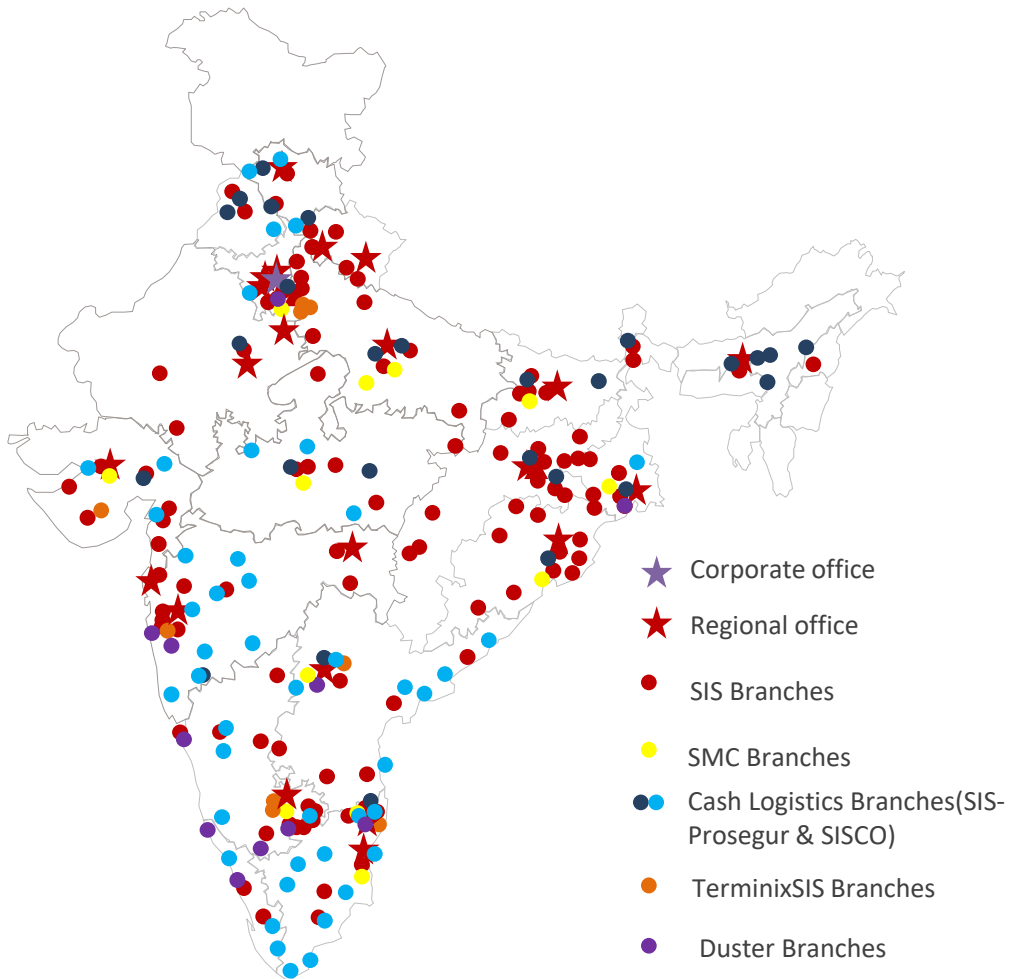
**CASH LOGISTICS**



- 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

**30+ year history**

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



**3,000+** Customers  
**251** Branches  
**124** 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

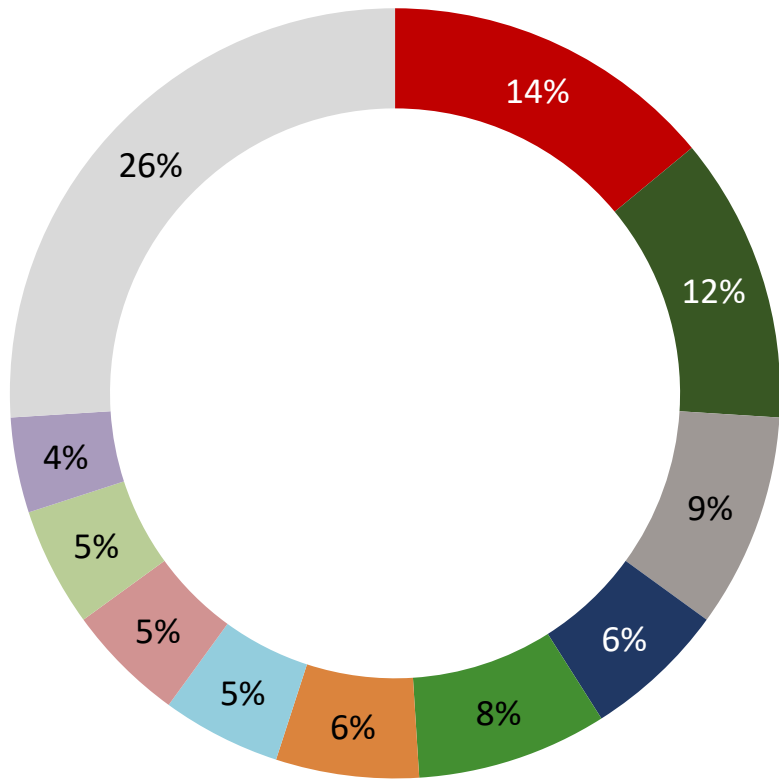
- All branches are on same performance metrics & parameters
- Helps provide career path for aspiring managers

**Sell more per branch per month** | **Ability to serve across the country** | **Economies of Scale**

“ Supports Quick scale up of New businesses through sharing of Branches ”

## DIVERSIFIED END USER SEGMENTS

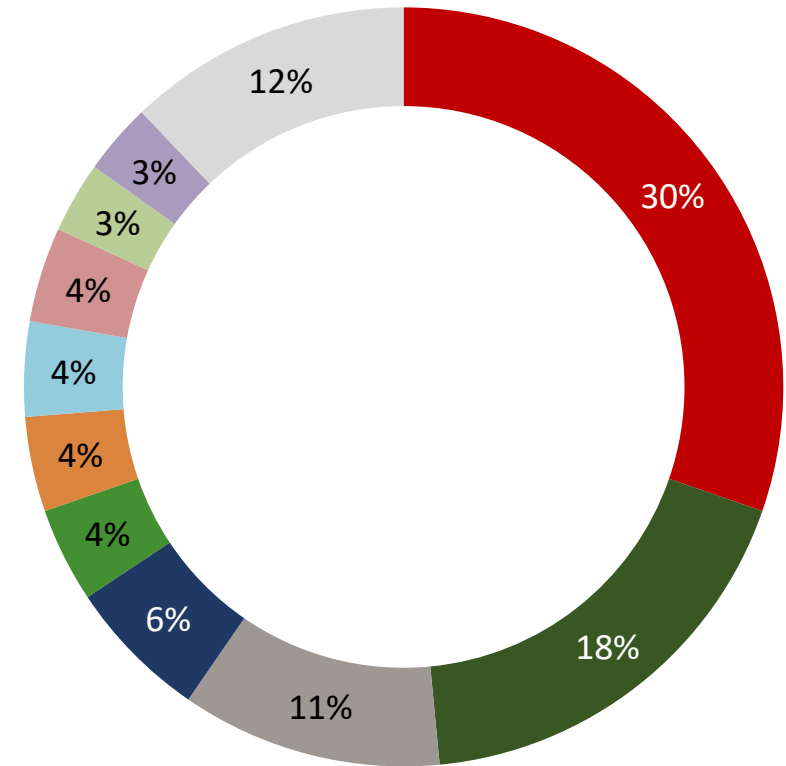
- BFSI
- Government
- Healthcare
- IT/ITES Telecom
- Hospitality & RE
- FMCG
- Automobile
- Utilities
- Others
- Steel, Heavy Industries
- Education



**India Security Services**

*No sector contributes >15% to the Revenues*

- IT/ITES
- Government
- Education
- Healthcare
- Hotels & Restaurants
- Railways
- Manufacturing
- Retail
- Others
- BFSI
- Commercial / Offices



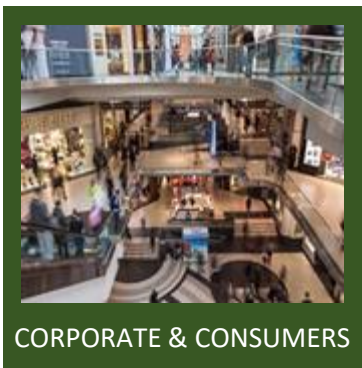
**Facility Management Services**



- Transportation
- Aviation
- Ports & Logistics
- Real Estate & Townships
- Educational Institutions
- Healthcare



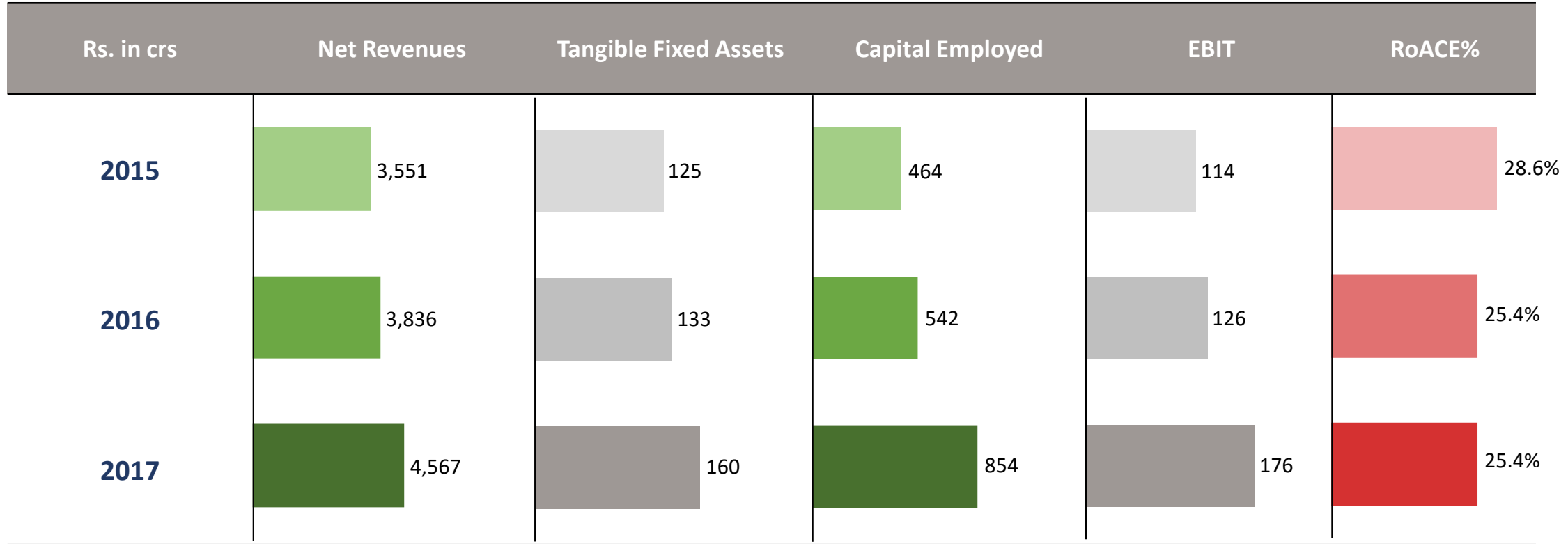
- Steel & Heavy Industries
- Food & Beverages
- Automobiles
- Construction
- Engineering
- Chemical & Industrial Gases
- Paper
- Cement



- Banking
- Media
- Information Technology
- Insurance
- Households
- Major Sporting Events
- Heritage Monuments
- Retail & Entertainment
- Hospitality







**Asset Light  
Business Model**

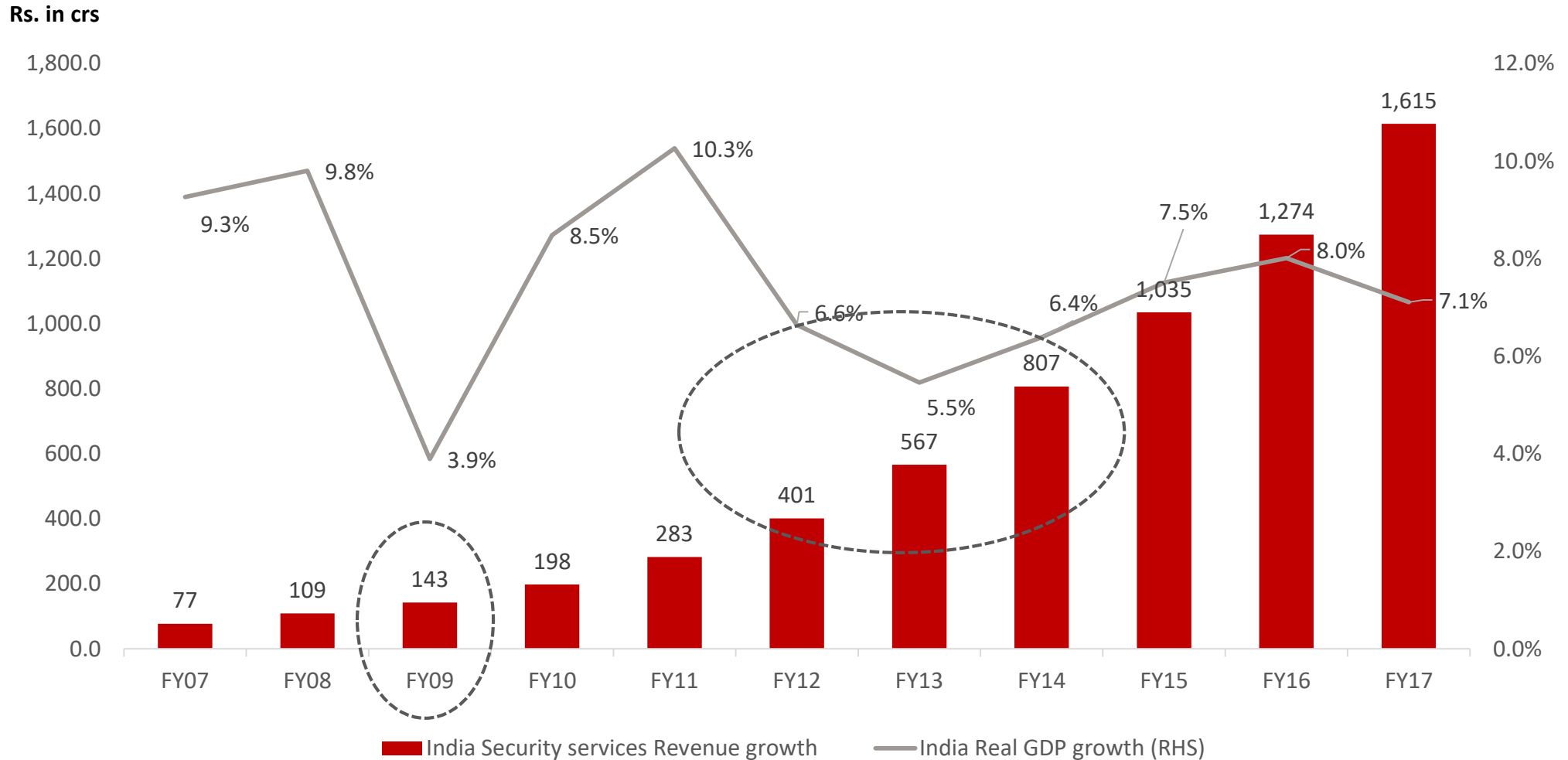
**With Return on Capital Employed  
consistently over 25%**

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 4<sup>th</sup> August, 2017*

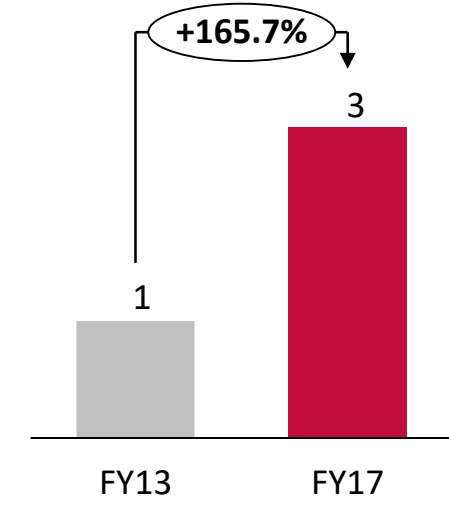
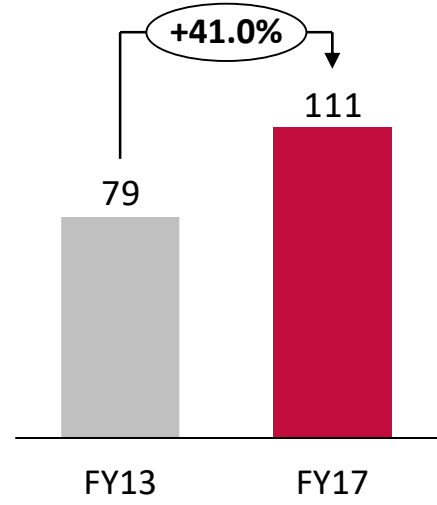
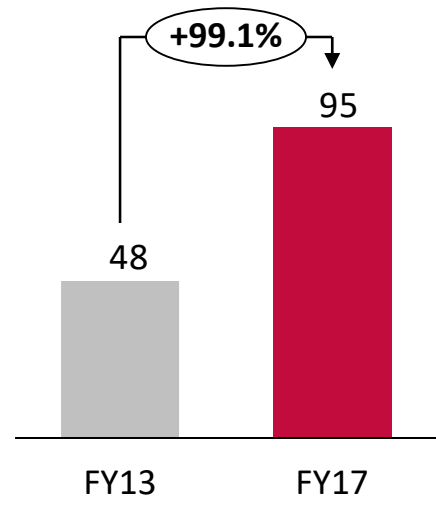
**Strong Revenue growth of >30% despite Economic slowdown during FY09 & FY12-14**

**Revenue retention of more than 90% consistently over last decade**





Rs. in crs



Share of EBITDA	2013	39%	64%	-3%	1%
	2017	43%	50%	6%	1%

**Diversified Business across Segments**

■ De-risk Business Model      ■ Better Operating Margins

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BUSINESS MODEL



BUSINESS VERTICALS



SYSTEMS + CULTURE



FUTURE AGENDA



**Security  
Services**

## SECURITY SERVICE - INDIA



**11,500+**

Locations  
(Pan India)

**102K+**

Trained Guards

**24x7**

Backup  
Monitoring

**3000+**

Customers

## SECURITY SERVICES IN AUSTRALIA



**5,700+**

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



**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



**105,034**

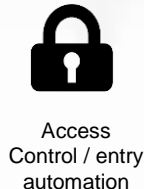
Employees In India

**6,639**

Employees in Australia



## SERVICE OFFERINGS



All figures are as on 30th September 2017

## 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

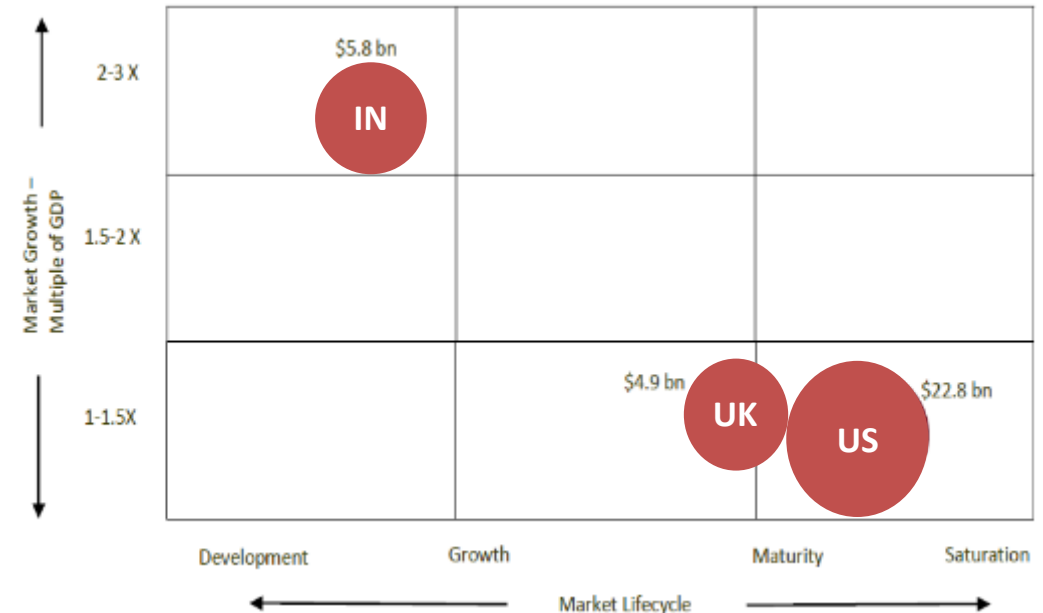
- 1 Minimum wages inflation
- 2 PSARA Act 2005, organized procurement, shift towards organized players
- 3 Increased urbanisation and asset creation
- 4 Threat / perceived threat from anti-social elements and terrorist outfits
- 5 Demand for Man-Tech solutions on ESAS model
- 6 Growing B2B and B2C services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

## Security services:

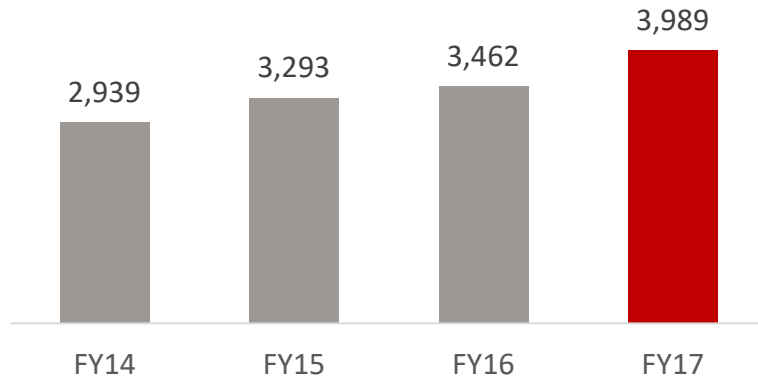
### Security services market:

- 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

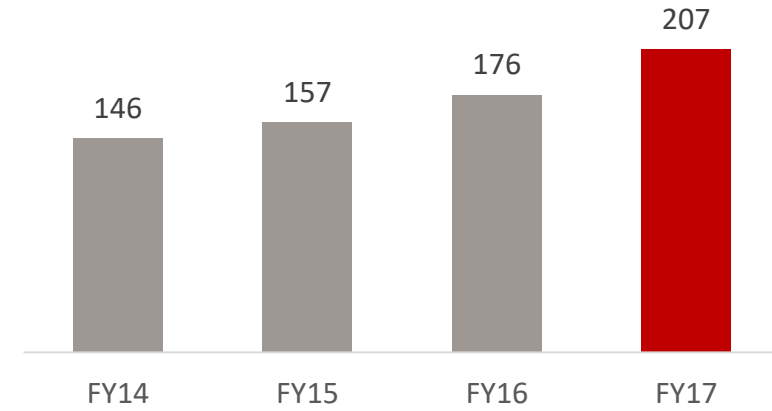
## Lifecycle and Growth of Security Services Markets



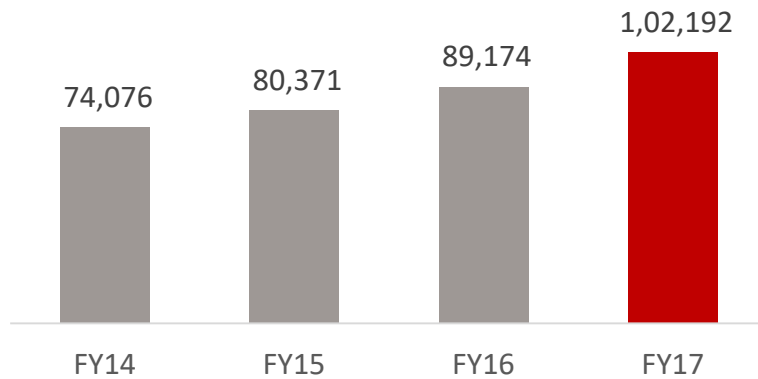
Revenue (Rs. In Crs.)



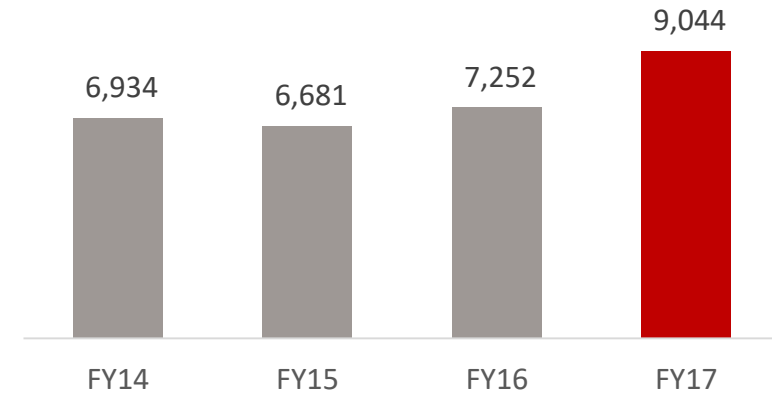
EBITDA (Rs. In Crs.)



# Employees



# Customer Premises







# 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
- Facility operation and maintenance services
- Pest Control & Termite solutions

## Industries Covered – Facility Management

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

## Geographical Reach – Facility Management

**2,685**  
Customers sites

**45**  
Branches

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

## Geographical Reach - Pest Control

**14**  
Branches

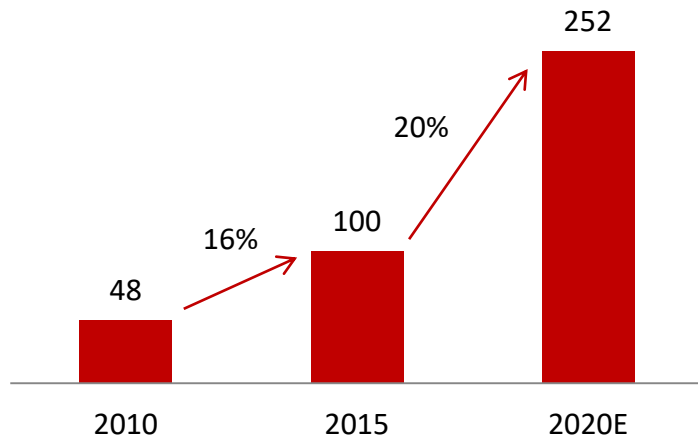
Presence across major cities such as Delhi, Mumbai, Chennai, Hyderabad and Bengaluru



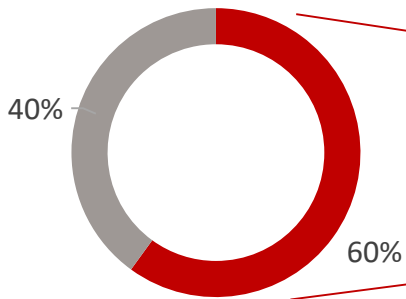
3<sup>rd</sup> largest Facility Management company in India  
Represents a solid offering that offers unmatched pan-India coverage

As on 30th September 2017

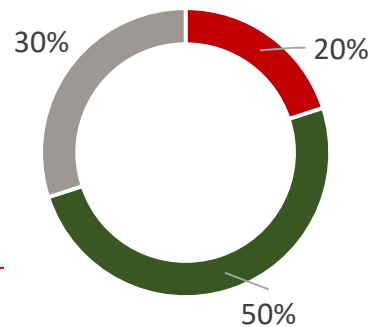
## Facilities management market in India (Rs. Bn)



Break-down of facilities management market (FY15)



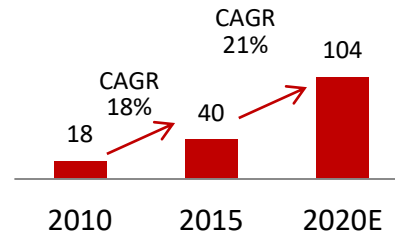
Break-down of soft services market (FY15)



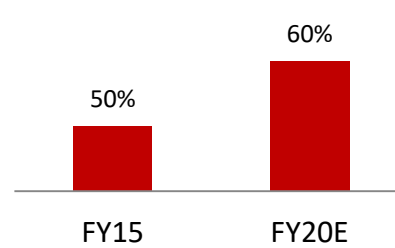
● Hard Services ● Soft Services ● Pest Control ● Cleaning ● Others

## Hard Services

Market Size (Rs Bn)

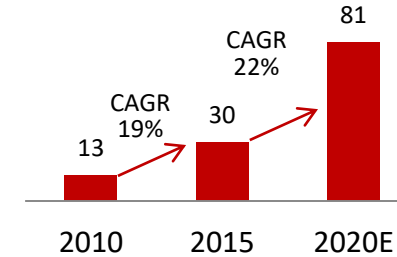


Organized Market Share

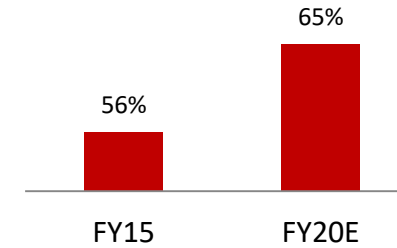


## Cleaning Services

Market Size (Rs Bn)

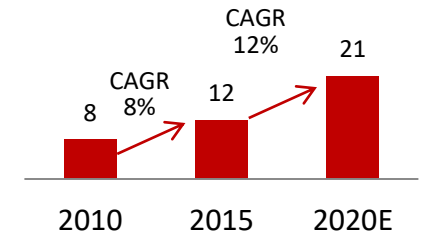


Organized Market Share

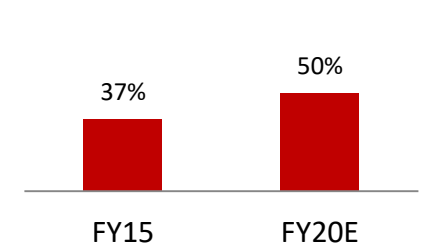


## Pest Services

Market Size (Rs Bn)



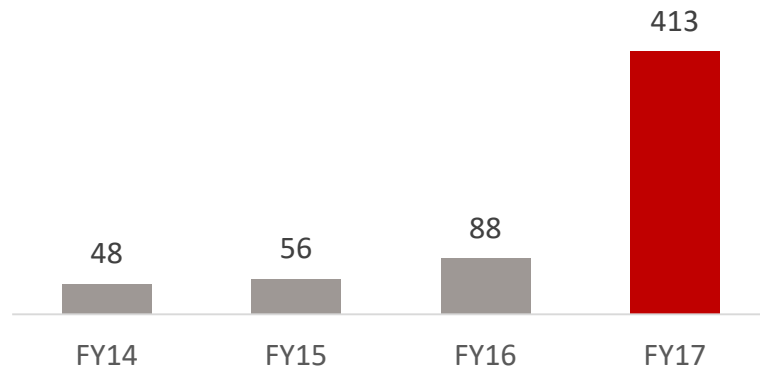
Organized Market Share



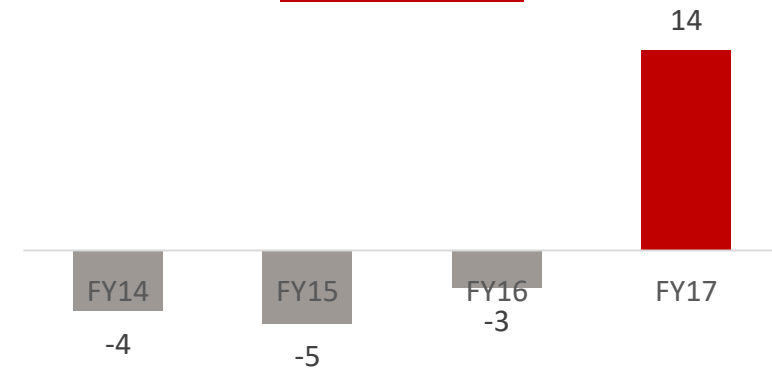
## Key Drivers

- 1 Increasing awareness of outsourcing of non-core activities
- 2 Increasing penetration of emerging sectors
- 3 B2G and B2C opportunity
- 4 Shift to organized players offering higher quality offerings

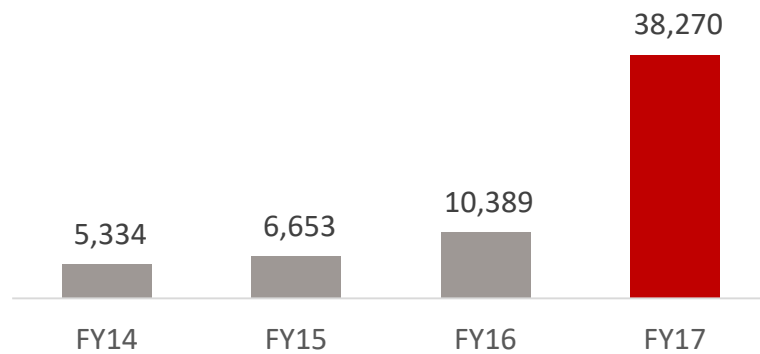
Revenue (Rs. In Crs.)



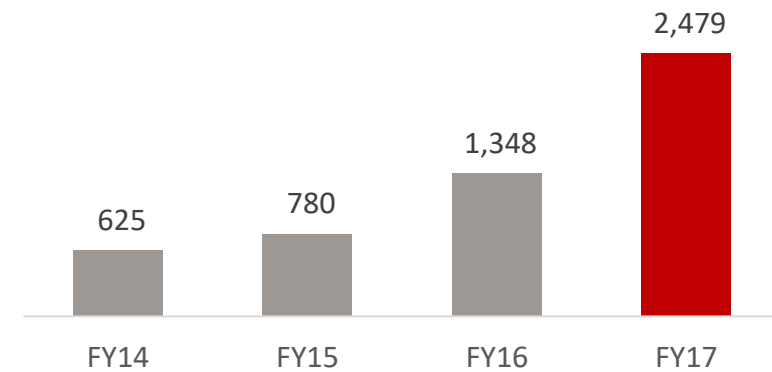
EBITDA (Rs. In Crs.)



# Employees



# Customer Premises



\* The above segment financial information is based on the restated financials prepared under Indian GAAP and as outlined in the Red Herring Prospectus filed with SEBI dated 4<sup>th</sup> August, 2017



# Cash Logistics



## 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

**2,467**  
Cash Vans &  
Two Wheelers

**80**  
Branches  
across India

### Presence in Major cities like

- Delhi
- Chennai
- Mumbai
- Hyderabad
- Kolkata

### Serves Industries like

- BFSI
- Retailers
- Restaurants
- Jewellers to metro stations
- Toll collection plazas

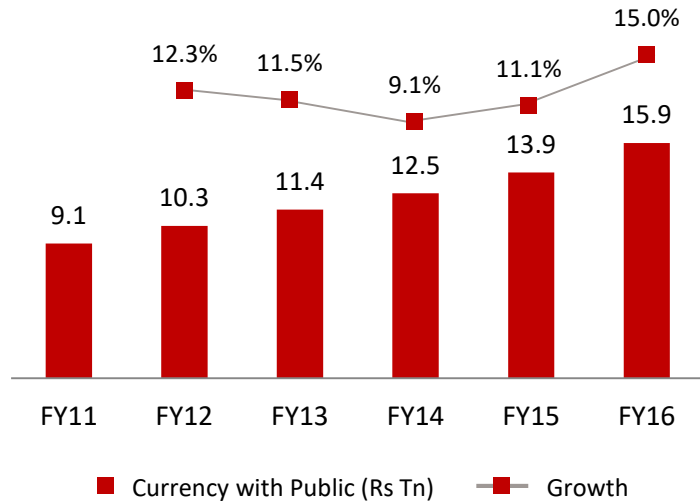
### Offerings

- Safe keeping & Vault related services
- ATM related services
- Cash in transit
- Doorstep Banking
- Cash Pick Up & Delivery
- On-Site and Off-Site Cashiers

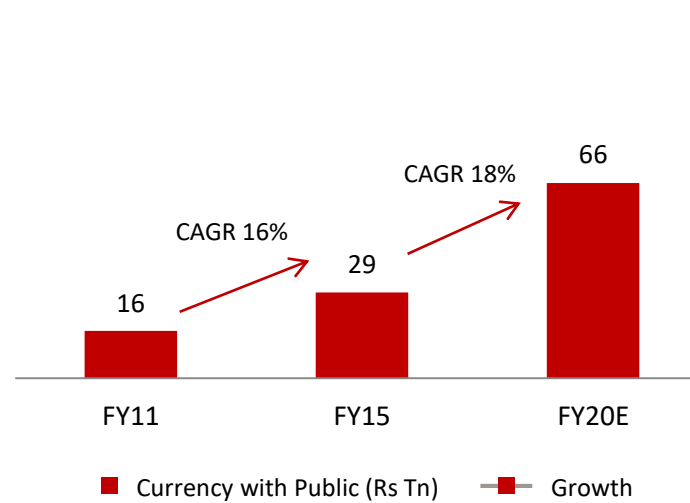
As on 30th September 2017

## Currency Management services in India

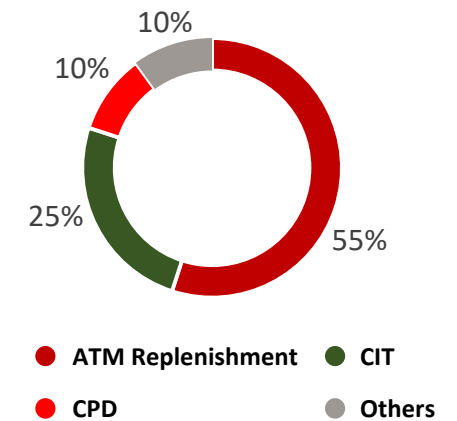
Currency with Public in India



Cash Logistics industry in India (Rs. Bn)



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



### Key Growth Drivers

**1**

Increase in  
ATMs / ATM  
Transactions

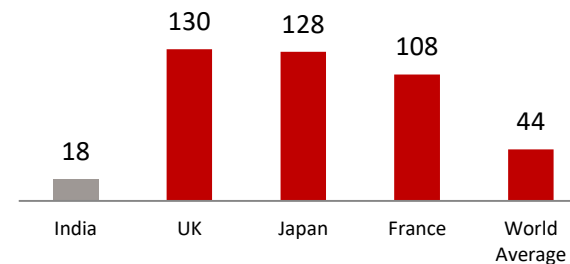
**2**

India continues to be  
cash intensive

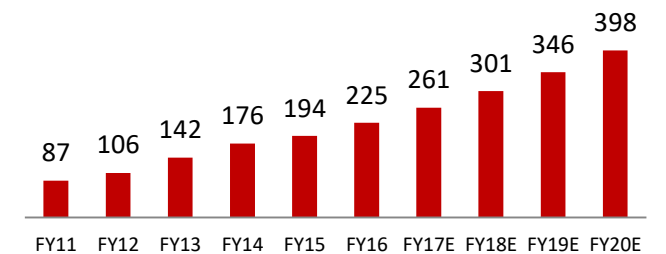
**3**

Increasing  
organised  
retail

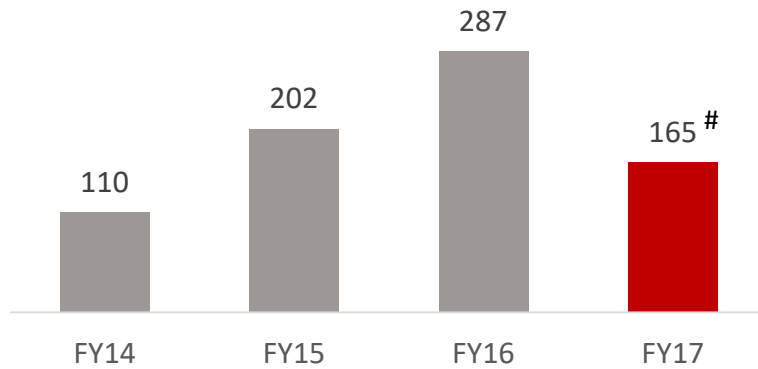
ATM Density (Number of ATMs / Lakh) (2014)



Number of ATMs in India ('000s)

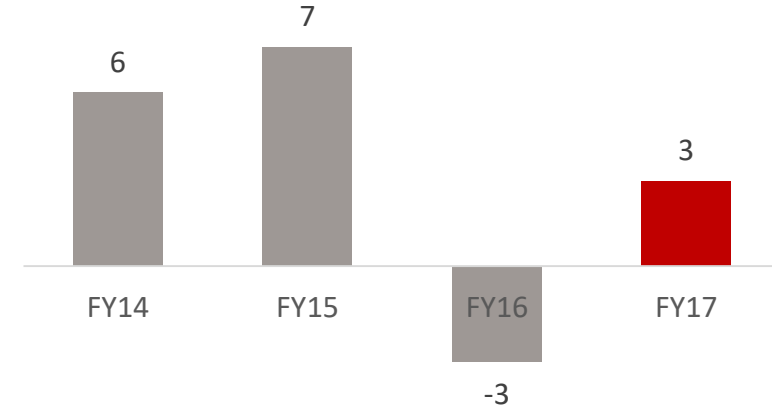


Revenue (Rs. In Crs.)

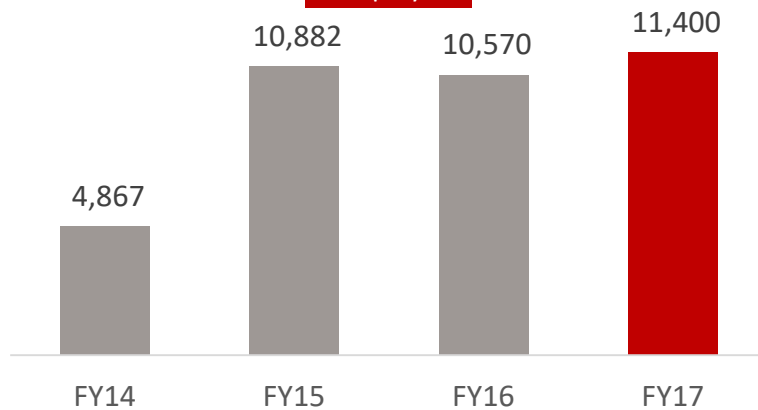


# Converted from Subsidiary to JV

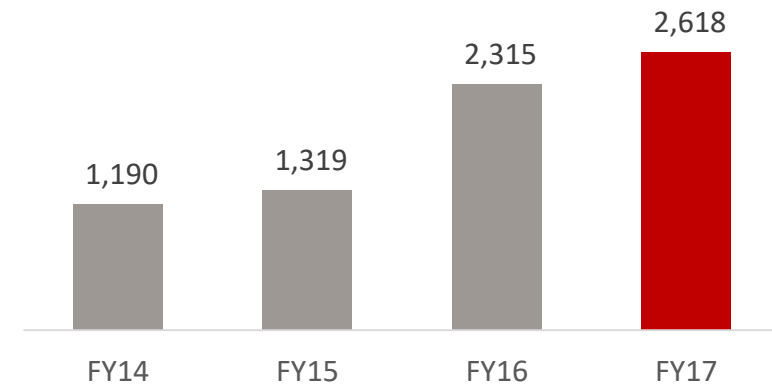
EBITDA (Rs. In Crs.)



# Employees



# Cash Vans







BUSINESS MODEL



BUSINESS VERTICALS

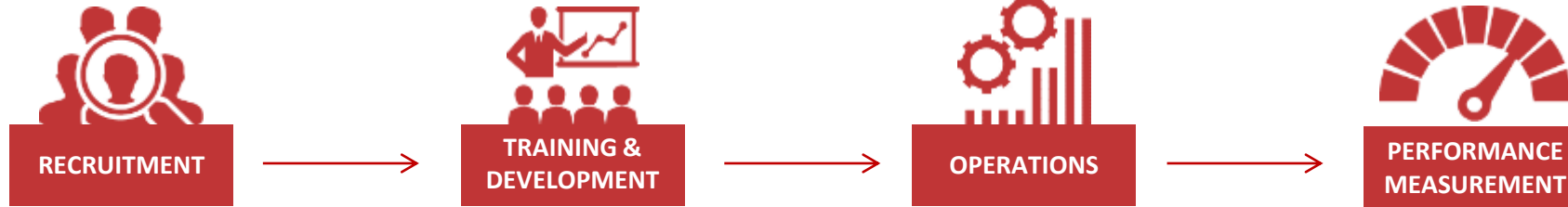


SYSTEMS + CULTURE



FUTURE AGENDA

## 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 ”

## 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



### 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

### 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

**Employee Welfare & Incentivization**



~162,000 employees  
(As on 30<sup>th</sup> September 2017)

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



- 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

### Graduate Trainee Officer Programme (GTO)

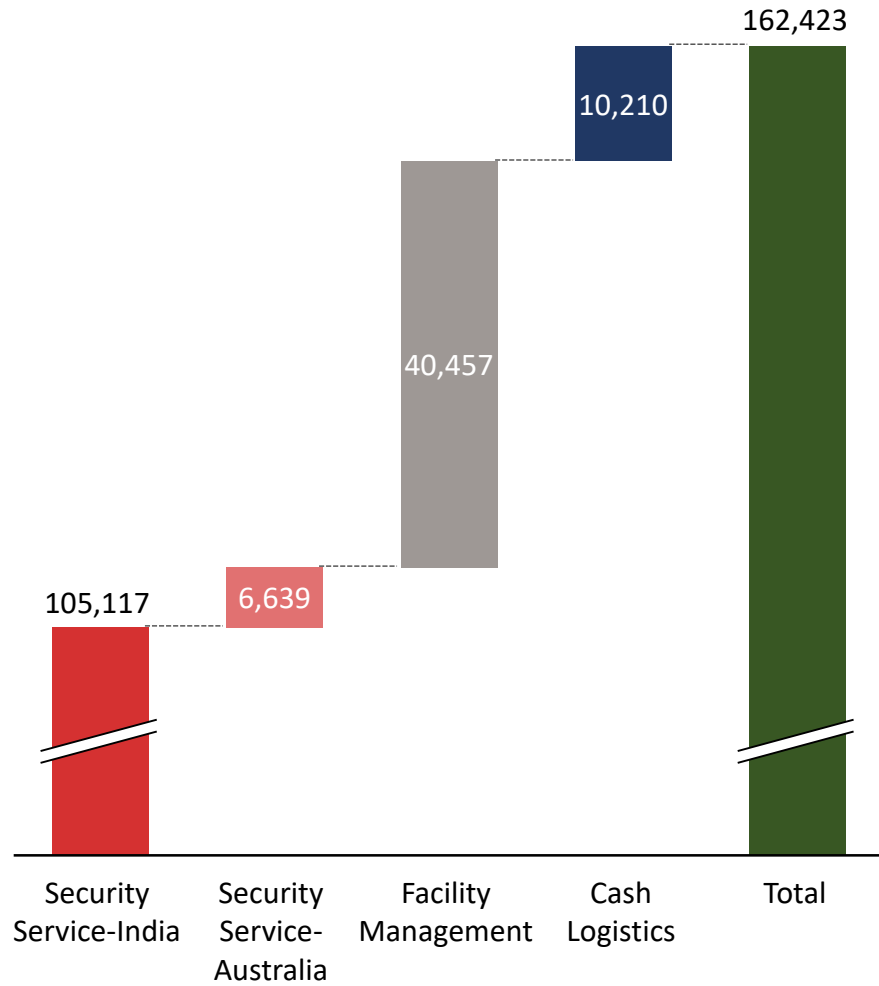
- Leadership supply chain, initiated in 1989. 35th batch of training underway (2017)
- Management cadre that allows SIS way of doing things to perpetuate
- Enables Scalability
- 13 out of 14 RVPs come from GTO Cadre
- ~47% of the 140 security services branches headed by GTO graduates
- Of top 360 personnel 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

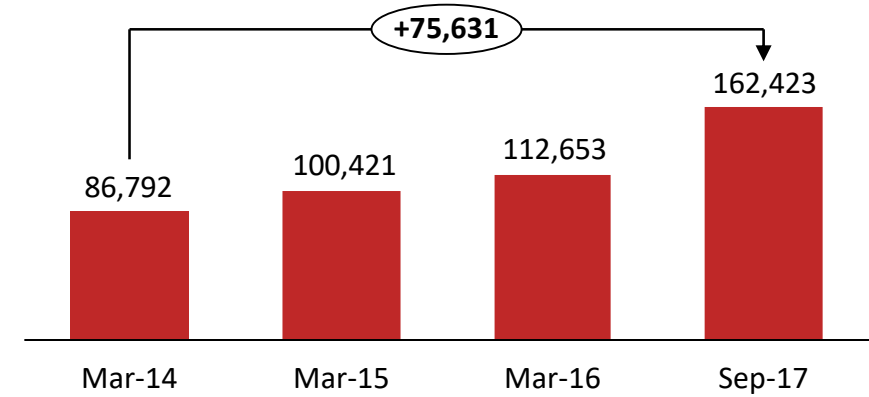
- No formal guard/janitor/cash custodian training in India
- Better control over both service quality and service supply chain
- Given the economic and demographic inequality across India, local recruitment in high numbers is not possible in most cases



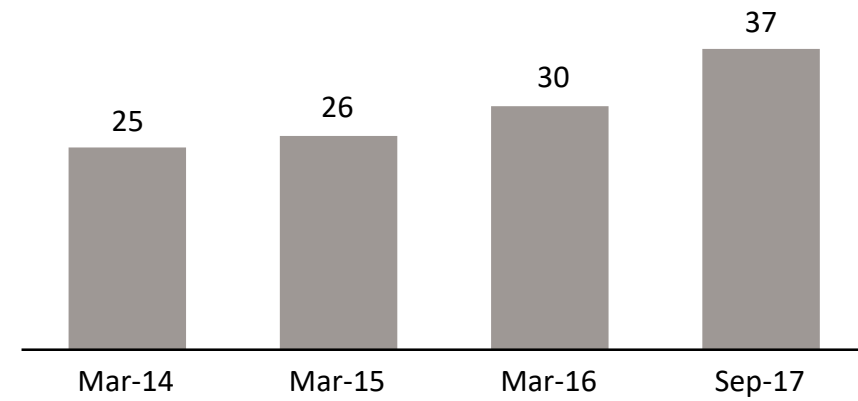
**Businesswise – Break-up of Employees**



**Total Employee Additions**



**Billing to Non-Billing Employee Ratio**





BUSINESS MODEL



BUSINESS VERTICALS



SYSTEMS + CULTURE



FUTURE AGENDA



**Market Growth**

**20.9%**  
CAGR

**5.4%**  
CAGR

**19.5%**  
CAGR

**17.8%**  
CAGR



**Market Size**

**Rs. 1.16**  
lakh cr

**\$ 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



**#1** Security  
Facility Management  
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

1

- 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

2

- 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

3

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

### Turnaround Facts

#### Eg: MSS Acquisition

4

- 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 Ceremony of SIS**

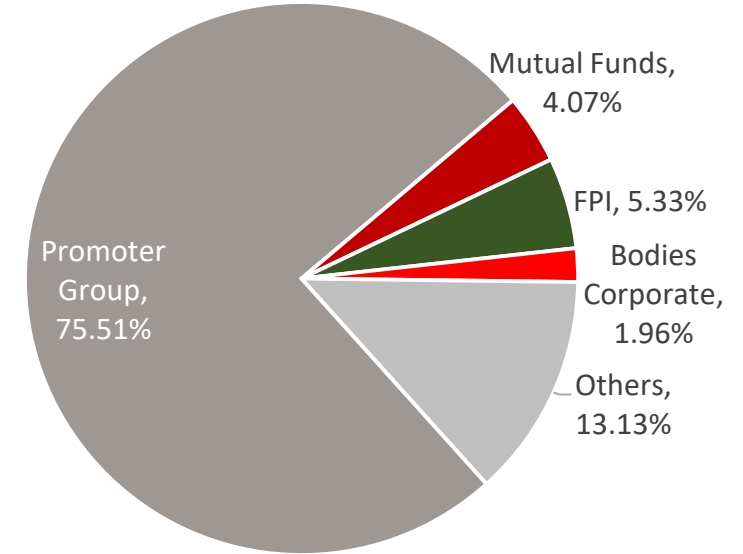
Successful listing on stock exchanges and IPO of **Rs. 780 Crores**

Issue subscribed by **~7 times**

Provided exits to 2 private equity investors with multifold returns



**Shareholding Pattern (Sept'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%



# Key Management Personnel



**MR. RK SINHA**

**Chairman**

- Over 30 years of experience in the Company. At present, he is a Member of Parliament (Rajya Sabha) from Bihar
- He has also served as an advisor to the Ministry of HRD, Government of India



**MR. UDAY SINGH**

**Whole time Director & Group CEO**

- Holds a bachelor's degree in science (electrical engineering) and a post graduate diploma in Business Management
- Over 38 years of experience in management. In the past, he held various positions with Metallurgical & Engineering Consultants (India) Limited, Jindal Vijaynagar Steel Ltd and with Praxair Carbon Dioxide Private Limited



**MS. RITA KISHORE SINHA**

**Director**

- Associated with the Company since March 31, 1995 and holds a bachelor's degree in Arts and Law
- Around 30 years of experience in the legal field and is presently enrolled with the Supreme Court Bar Association



**MR. ARVIND PRASAD**

**Whole Time Director and CFO**

- Associated with our Company since July 5, 1985.
- He holds a bachelor's degree in commerce from the University of Calcutta and an intermediate degree from the Institute of Chartered Accountants of India (ICAI)



**MR. RITURAJ SINHA**

**Group Managing Director**

- Associated with the Company since July 2002 as the Vice President (International Business Development) and was thereafter designated as the Chief Operating Officer
- He holds a bachelor's degree in arts from the University of Leeds and has over 14 years of experience in the Company



**MR. AK MATTOO**

**Independent Director**

- Holds a bachelor's degree in engineering from the University of Gauhati with over 30 years of experience in the engineering industry
- In the past, he held various positions with Tata Iron and Steel Company Limited as General Manager and Bharat Heavy Electricals Limited as Executive Engineer



**DR. AJOY KUMAR**

**Independent Director**

- Over 28 years of experience and is currently associated with JSS Medical Research India Private Limited as Chief Executive Officer and Country Head
- Formerly been a member of the Indian Police Services and was also elected as a Member of the Parliament (Lok Sabha) from the Jamshedpur constituency



**MS. DEVDAS APTE**

**Independent Director**

- Holds a bachelor's degree in arts from Nagpur University
- He was also elected as a Member of Parliament (Rajya Sabha) from Jharkhand constituency



**MR. AP VERMA**

**Independent Director**

- Holds a master's degree in arts (political science) from Patna University with over 35 years of experience in banking field
- In the past worked with SBI Capital Markets Limited as Managing Director and CEO and GE Mid Corporate Group as the Deputy Managing Director



**MR. JAYANTA BASU**

**Nominee Director**

- Holds a post graduate diploma in management from the IIM, Ahmedabad and a bachelor's degree in arts (economics) from the University of Delhi with over 27 years of experience in the fields of investing, investment banking and corporate banking
- He is currently Designated Partner at CX Advisors LLP



**MR. TCA RANGANATHAN**

**Independent Director**

- Over 38 years of experience in banking field
- In the past, held various positions with Export Import Bank of India as the Chairman, with State Bank of Bikaner and Jaipur as the Managing Director and with SBI as the General Manager of Gujarat operations



**MR. ARUN KUMAR BATRA**

**Independent Director**

- Holds a bachelor's degree in arts (economics), Delhi University and is a fellow of the Institute of Chartered Accountants of India
- Over 37 years of experience and has in the past worked with Nestle India Limited, Eternit Everest Limited and Group4 Securicor India



Mr. Rituraj Kishore Sinha



Mr. Uday Singh



Mr. Arvind Prasad



Mr. Devesh Desai



Mr. Dhiraj Singh



Mr. Mike McKinnon



Mr. Brajesh Kumar



Mr. Tapash Chaudhuri



Mr. Vamshidhar  
Guthikonda

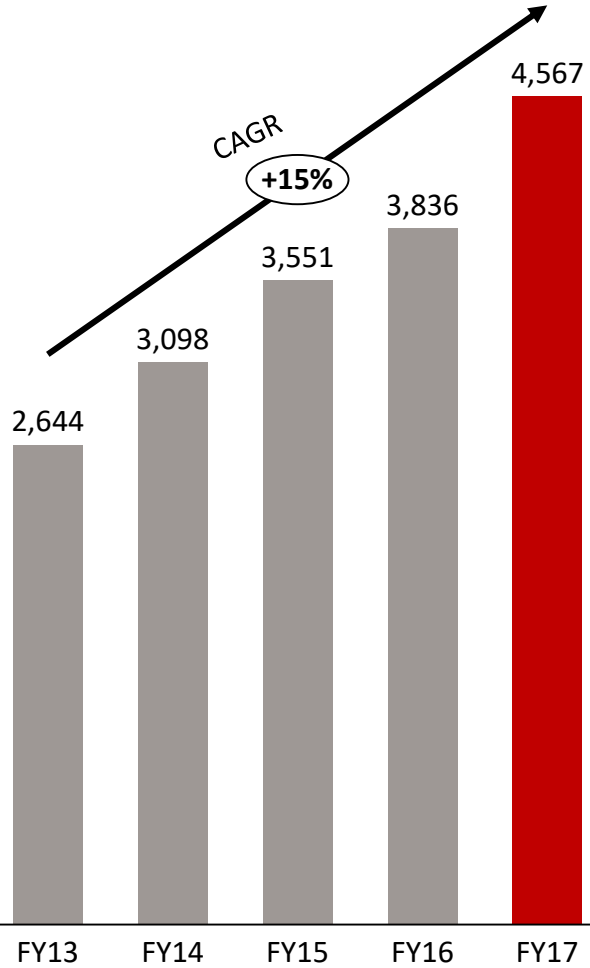


# Financial Performance

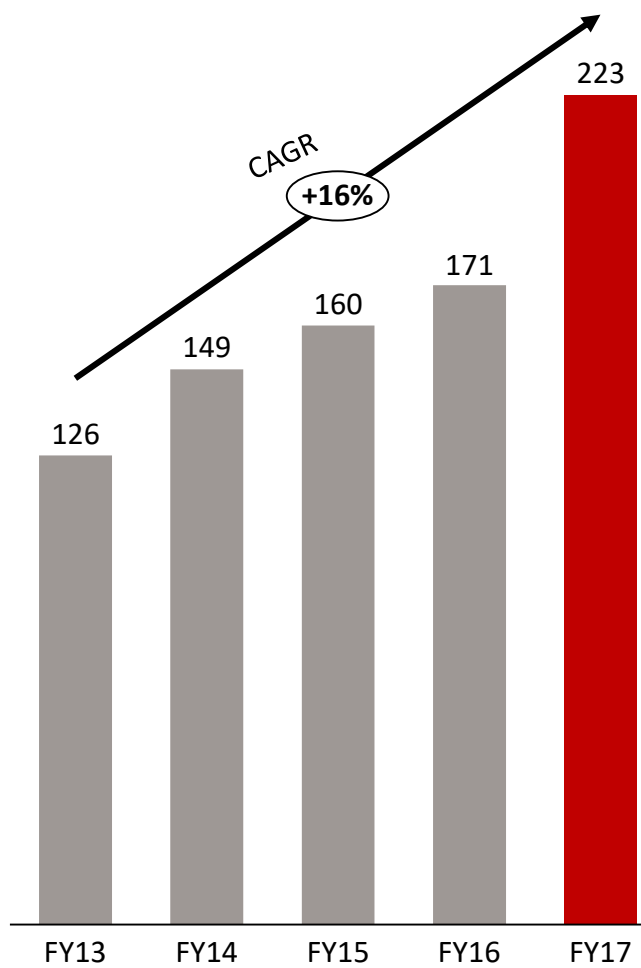




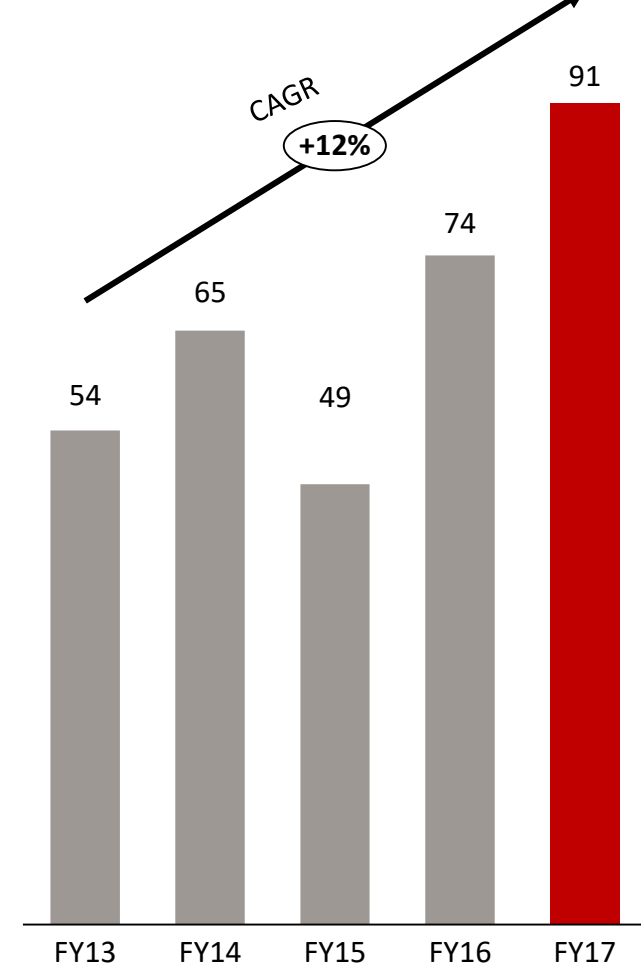
REVENUE (Rs. in Crs.)



EBITDA (Rs. In Crs.)

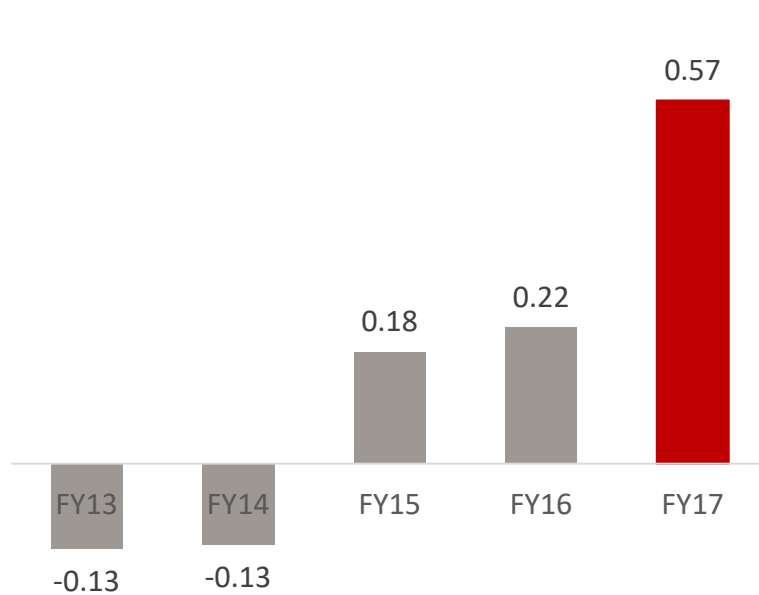


PAT (Rs. In Crs.)

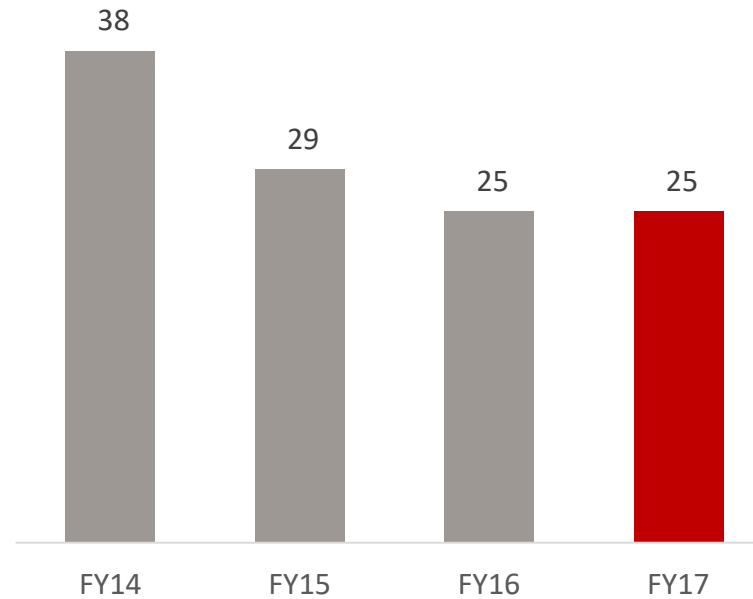


\* The above consolidated financial information is based on the restated financials prepared under Indian GAAP and as outlined in the Red Herring Prospectus filed with SEBI dated 4<sup>th</sup> August, 2017

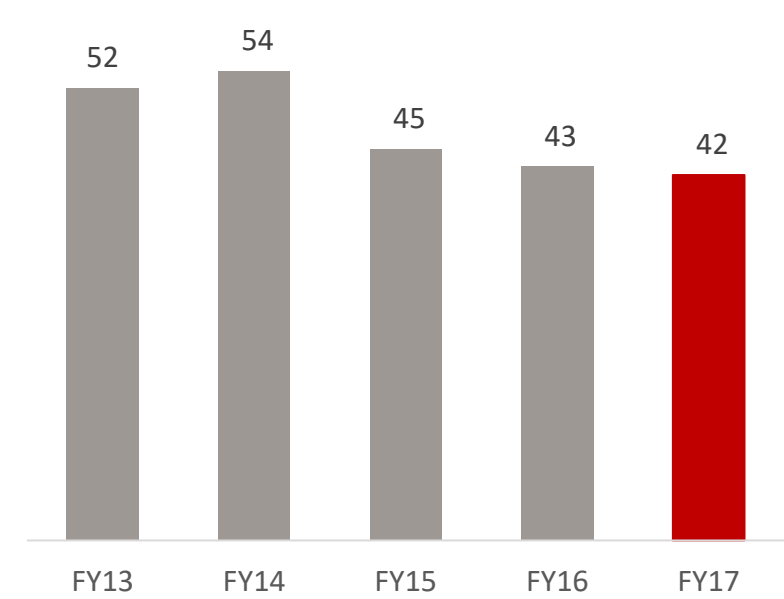
### NET DEBT/EQUITY (X)



### ROACE (%)



### CASH CONVERSION (%)



**Strong Balance Sheet to support future growth**



**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 4<sup>th</sup> August, 2017*

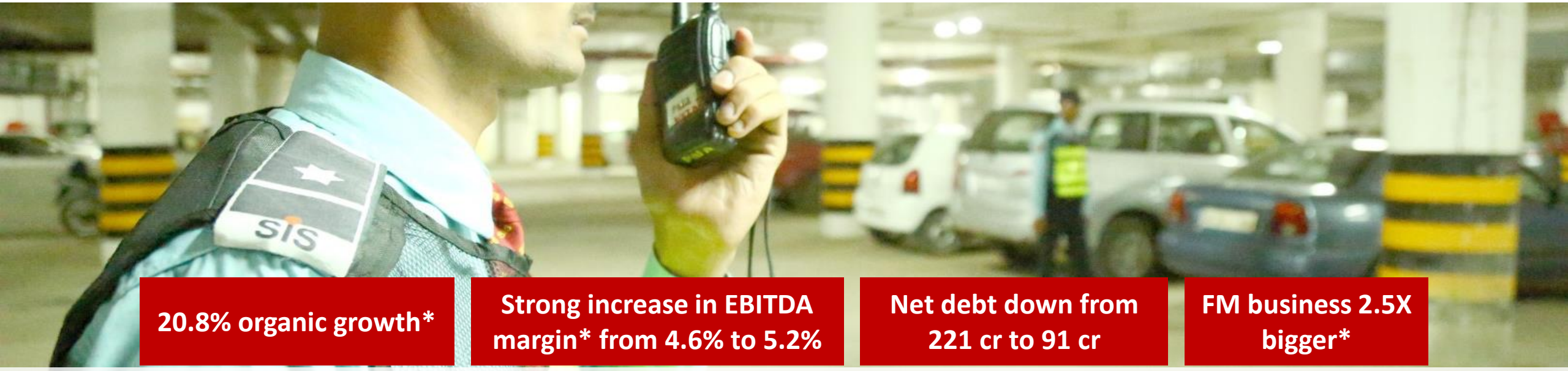
Particulars (Rs. In crores)	FY17	FY16	Y-o-Y
<b>Revenue from operations</b>	<b>4,567</b>	<b>3,837</b>	<b>19%</b>
Direct Expenses	16	11	
Employee Expenses	3,788	3,116	
Other expenses	540	539	
<b>EBITDA</b>	<b>223</b>	<b>171</b>	<b>31%</b>
<b>EBITDA (%)</b>	<b>4.9%</b>	<b>4.4%</b>	
Depreciation and amortisation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

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

Particulars (Rs. In crores)	March 31, 2017	March 31, 2016
<b>Non current assets</b>	<b>550</b>	<b>383</b>
<b>Fixed assets</b>		
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
<b>Current assets</b>	<b>1,499</b>	<b>1,077</b>
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
<b>Total</b>	<b>2,048</b>	<b>1,460</b>

\* 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 4<sup>th</sup> August, 2017

Revenues	EBITDA	PAT	ROCE	EPS
2,703 cr	141 cr	81 cr	28.3%	Rs 11.6
<b>↑ 34.4%</b> YoY	<b>↑ 52.7%</b> YoY	<b>↑ 170.7%</b> YoY	<b>↑ 136 bps</b> YoY	<b>↑ 159 %</b> YoY



**20.8% organic growth\***

**Strong increase in EBITDA margin\* from 4.6% to 5.2%**

**Net debt down from 221 cr to 91 cr**

**FM business 2.5X bigger\***

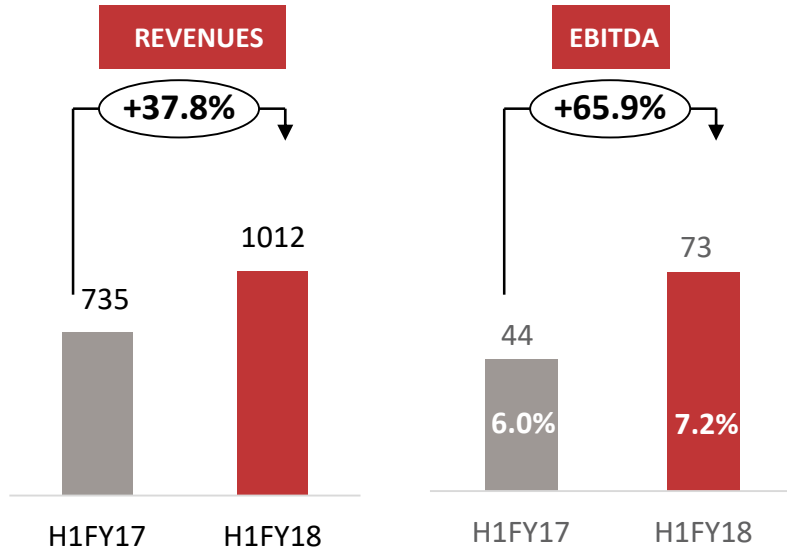
**Market leader across three attractive business services segments - Security, Facility Management and Cash Logistics**

*\*YoY growth  
The above consolidated financial information are on the basis of Ind-AS*

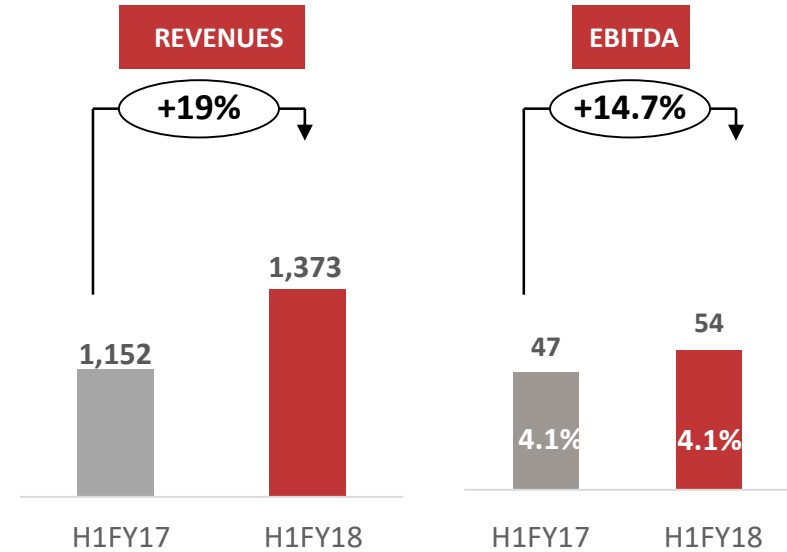
**Strong organic growth across all segments with margin improvement**



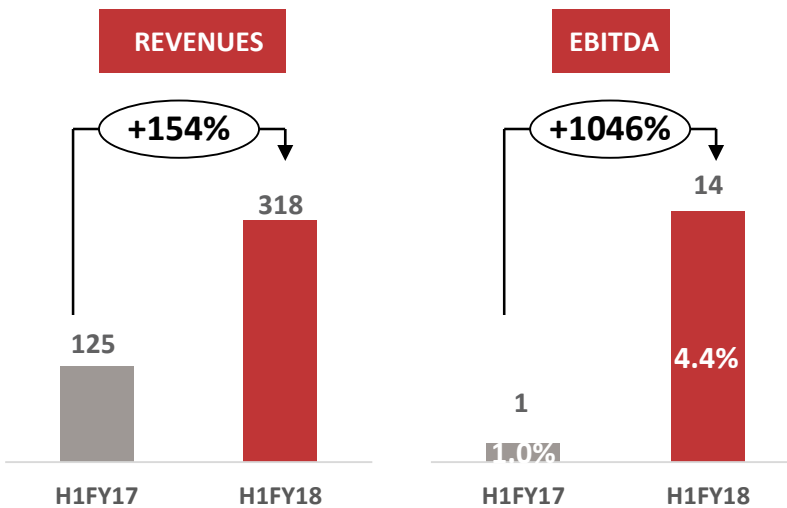
**SECURITY - INDIA**



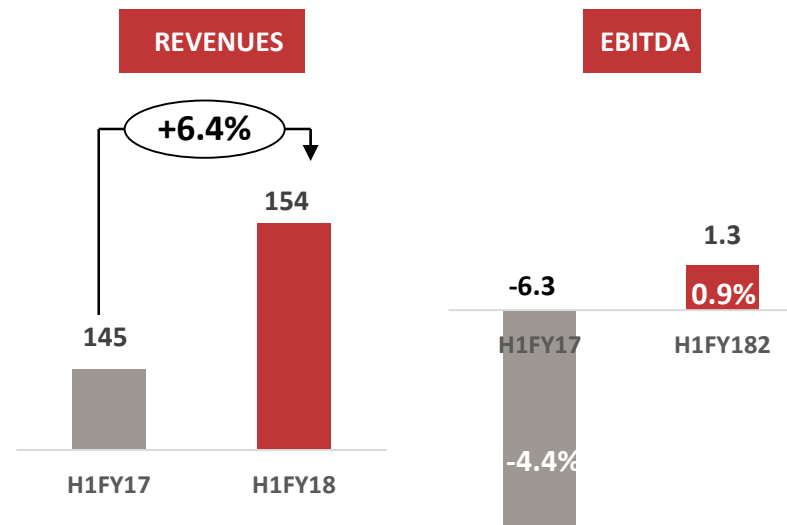
**SECURITY - AUSTRALIA**



**FACILITY MANAGEMENT**



**CASH LOGISTICS**



*Rs. in crs*  
The above financial information are on the basis of Ind-AS

## 159% increase in EPS; Balance Sheet recapitalised for growth

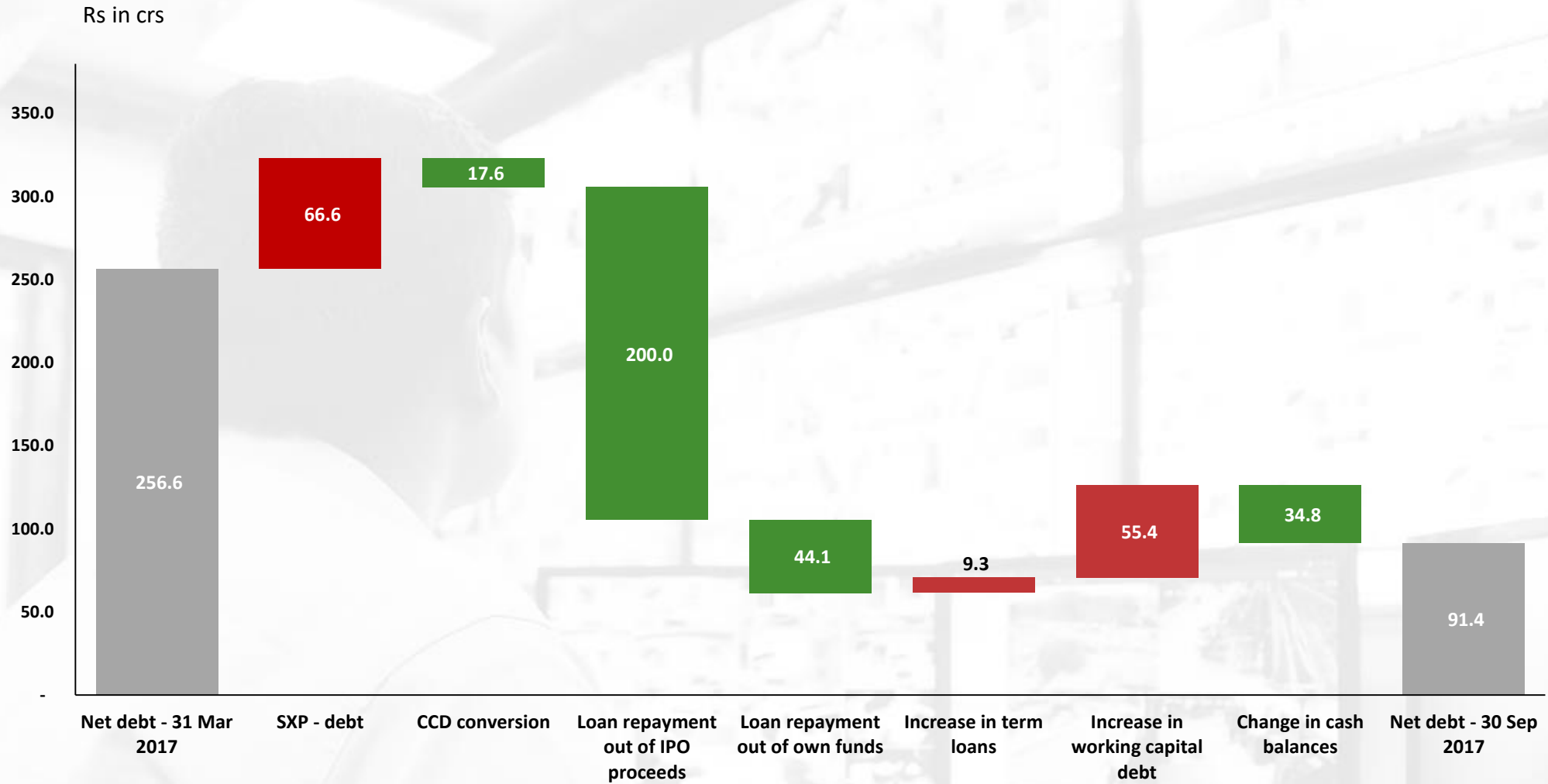
### Income Statement

Particulars	Q2FY18	Q2FY17	Y-o-Y	H1FY18	H1FY17	Y-o-Y
<b>Revenue from operations</b>	<b>1,460.0</b>	<b>1,076.1</b>	<b>35.7%</b>	<b>2,703.5</b>	<b>2,011.6</b>	<b>34.4%</b>
<b>EBITDA</b>	<b>74.1</b>	<b>49.0</b>	<b>51.3%</b>	<b>141.1</b>	<b>92.4</b>	<b>52.7%</b>
Share of net profit /(loss) of Associates	(2.5)	(4.7)	46.3%	(7.6)	(7.5)	-2.4%
Depreciation and amortisation expense	14.1	7.2	96.0%	25.2	14.4	75.7%
Other Income	24.5	2.1	1080.5%	27.9	4.7	496.9%
Finance costs	22.0	17.5	25.8%	44.8	28.3	58.4%
<b>Profit before Tax</b>	<b>59.9</b>	<b>21.7</b>	<b>176.6%</b>	<b>91.4</b>	<b>47.0</b>	<b>94.3%</b>
Tax expense	1.0	7.6	-86.4%	10.7	17.2	-37.7%
<b>Profit after taxes</b>	<b>58.9</b>	<b>14.1</b>	<b>318.4%</b>	<b>80.6</b>	<b>29.8</b>	<b>170.7%</b>
<b>Profit after tax %</b>	<b>4.0%</b>	<b>1.3%</b>		<b>3.0%</b>	<b>1.5%</b>	
<b>EPS</b>	<b>8.51</b>	<b>2.15</b>	<b>295.9%</b>	<b>11.64</b>	<b>4.49</b>	<b>159.2%</b>
<b>Diluted EPS</b>	<b>8.37</b>	<b>2.15</b>	<b>289.4%</b>	<b>11.45</b>	<b>4.49</b>	<b>155.0%</b>

### Balance Sheet

Particulars	30 Sep 2017	31 Mar 2017
Non current assets	1,060.7	674.2
Current assets	1,235.1	923.5
<b>Total assets</b>	<b>2,295.8</b>	<b>1,597.7</b>
Non current liabilities	395.7	171.3
Current liabilities	795.2	585.2
<b>Total liabilities</b>	<b>1,190.8</b>	<b>756.6</b>
<b>Net assets</b>	<b>1,105.0</b>	<b>841.1</b>
Net debt	91.3	256.6
Equity	1,013.7	584.6
<b>Capital employed</b>	<b>1,105.0</b>	<b>841.1</b>

# NET DEBT MOVEMENT





## CONTACT US



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

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

**SGA** Strategic Growth Advisors

CIN: U74140MH2010PTC204285

**Mr. Pankaj Chhaochharia / Mr. Pratik R. Shah**  
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