

**Date: February 22, 2023**

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.: Investor Presentation**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith Corporate Presentation.

The same is available on the Company's website at <https://sisindia.com/investor-presentation/>

Kindly take note of the same.

Thanking you.

For **SIS Limited**

**Pushpalatha K**  
**Company Secretary**

SIS Limited

Great  
Place  
To  
Work®

Certified

APR 2022-MAR 2023  
INDIA



# SIS Ltd.

## Corporate Presentation










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.

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## Disclaimer

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# Company Overview

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# Market leader in security services, facility management & cash logistics

## SIS Group - Services Portfolio:

Security  
Services



Facilities  
Management



Cash  
Solutions

# #1

In Security Services  
in India & Australia

.....  
Among the

# Top 3

Players in New Zealand

.....  
**17,603**

Customer Base

.....  
**₹10,059 cr.**

Revenue

# #2

In Facility  
Management in India

.....  
Among the

# Top 5

Players in Singapore

.....  
**42,888**

Customer Sites

.....  
**374**

Branches in India

# #2

Cash Logistics  
Solutions Provider in  
India

.....  
**~37** years

Industry Experience

.....  
**2,50,901**

Total Employees

.....  
**36**

STATES / UTs

**Largest Indian Business Services Enterprise**

*Note: As on 31<sup>st</sup> March 2022*

# VISION 2025

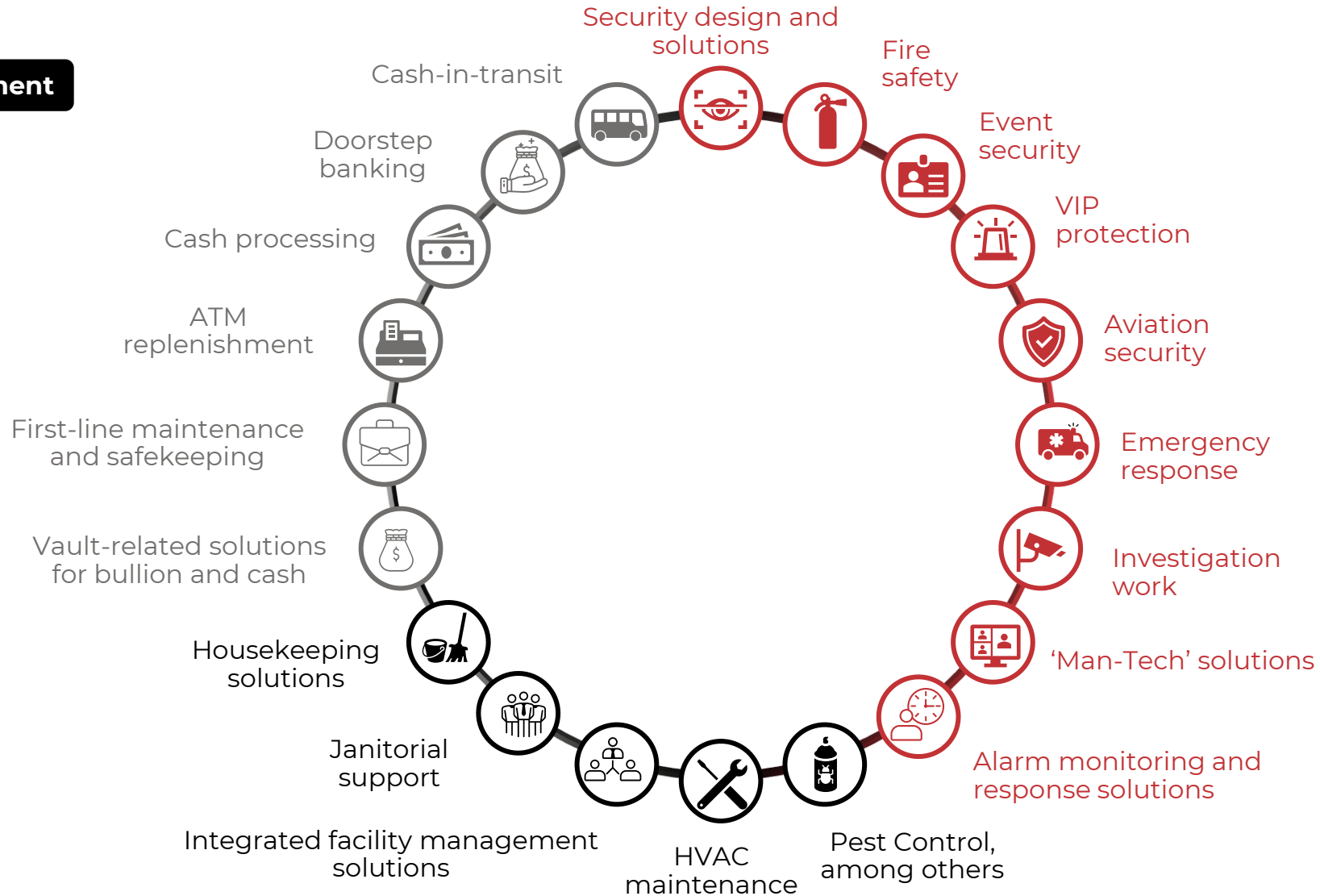
“ Our Vision 2025, which came into effect in FY21, outlines the goal of transforming our market leadership into market share dominance and transitioning from a Services Company to a Solutions Company ”

# Comprehensive offerings

Security Services

Facilities Management

Cash Solutions



# Distinct brands for specific offerings

## Facilities Management



An SIS Group Enterprise



An SIS Group Enterprise



An SIS Group Enterprise



An SIS Group Enterprise



A Market Leader in Security



An SIS Group Enterprise



An SIS Group Enterprise



An SIS Group Enterprise



YOU ENTRUST... WE ENFORCE



SECURITY • EVENTS • CONSULTANCY



An SIS Group Enterprise

## Cash Logistics



## Security Services

Diverse portfolio of brands targeting identified geographies and solutions



# Security Services leadership in Asia Pacific markets

**Australia**



**#1**  
In Security  
Services

.....

**New Zealand**



Among the  
**Top 3**  
Players

.....

**Singapore**



Among the  
**Top 5**  
Players

.....

# SIS brings unparalleled reach pan India

**374**

Branches



Covers

**36**

STATES / UTs



**20**

Regional Offices



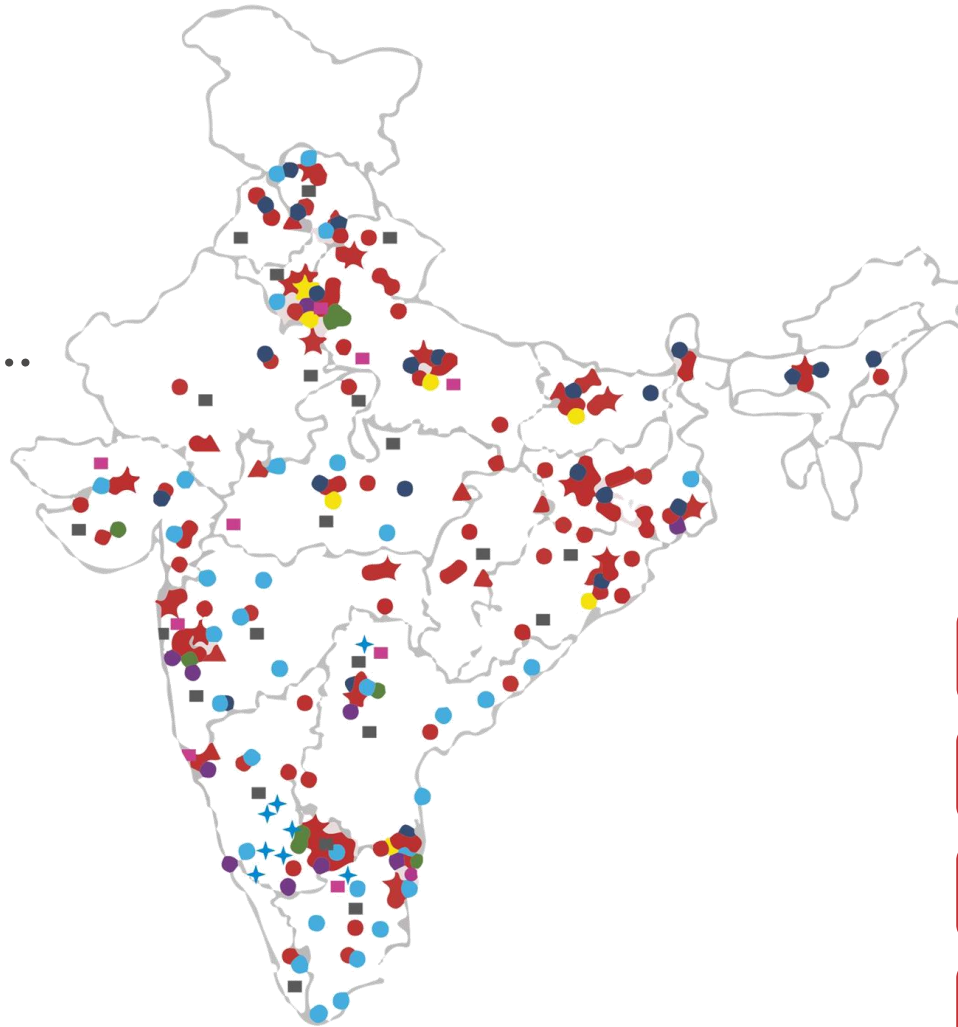
Presence across

**630+**

Districts

**22**

Training Academies



- ★ Corporate Office
- ★ Regional Offices
- ▲ Training Academies
- SIS Branches
- SMC Branches
- Cash Logistics Branches (SIS-Prosegur & SISCO)
- Terminix SIS Branches
- Duster Branches
- SLV Branches
- Rare Branches
- ★ UNIQ Branches

SIS follows a proven branch creation and expansion strategy

SIS sells more per branch per month

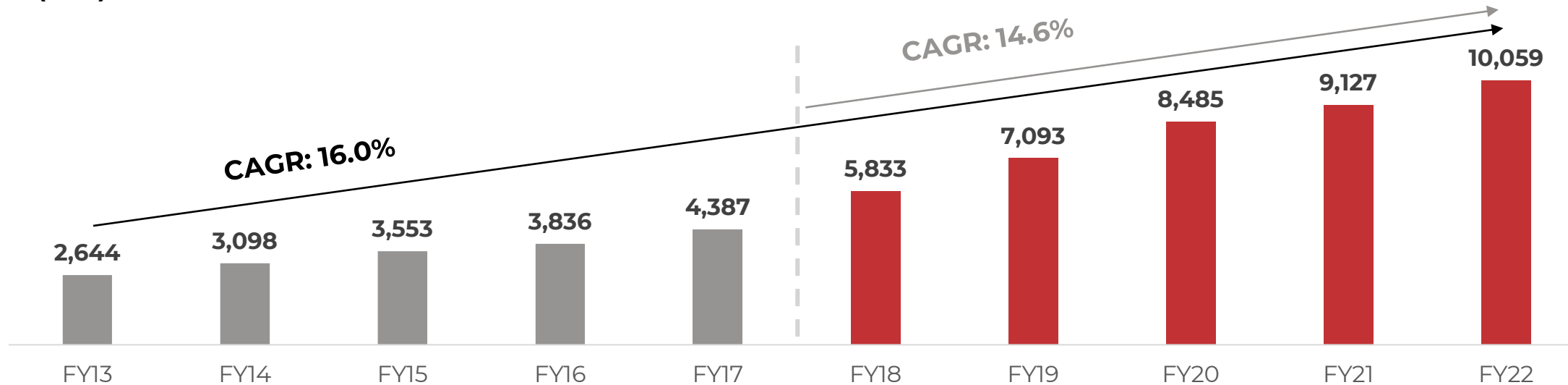
SIS can serve pan India

SIS offers economies of scale

Consistently increasing penetration

# Track record of consistent growth

(₹ cr.)



**Strong organic growth further augmented by acquisitions, partnerships & JVs to strengthen our positioning and offerings**

**FY13 Acquisition:**

- SDB CISCO Cash Logistics Business

**FY16 Acquisitions:**

- SSMS Cash Logistics Business
- DTSS Facility Management Business

**FY17 Acquisitions:**

- 51% of Southern Cross Protection Mobile Patrols Business in Australia

**FY19 Acquisitions:**

- 51% in SLV Security Services in India
- 80% in Rare Hospitality and Services in India
- 51% in Uniq Security Solutions in India
- 60% in Henderson Security in Singapore
- 51% in Platform 4 Group in New Zealand

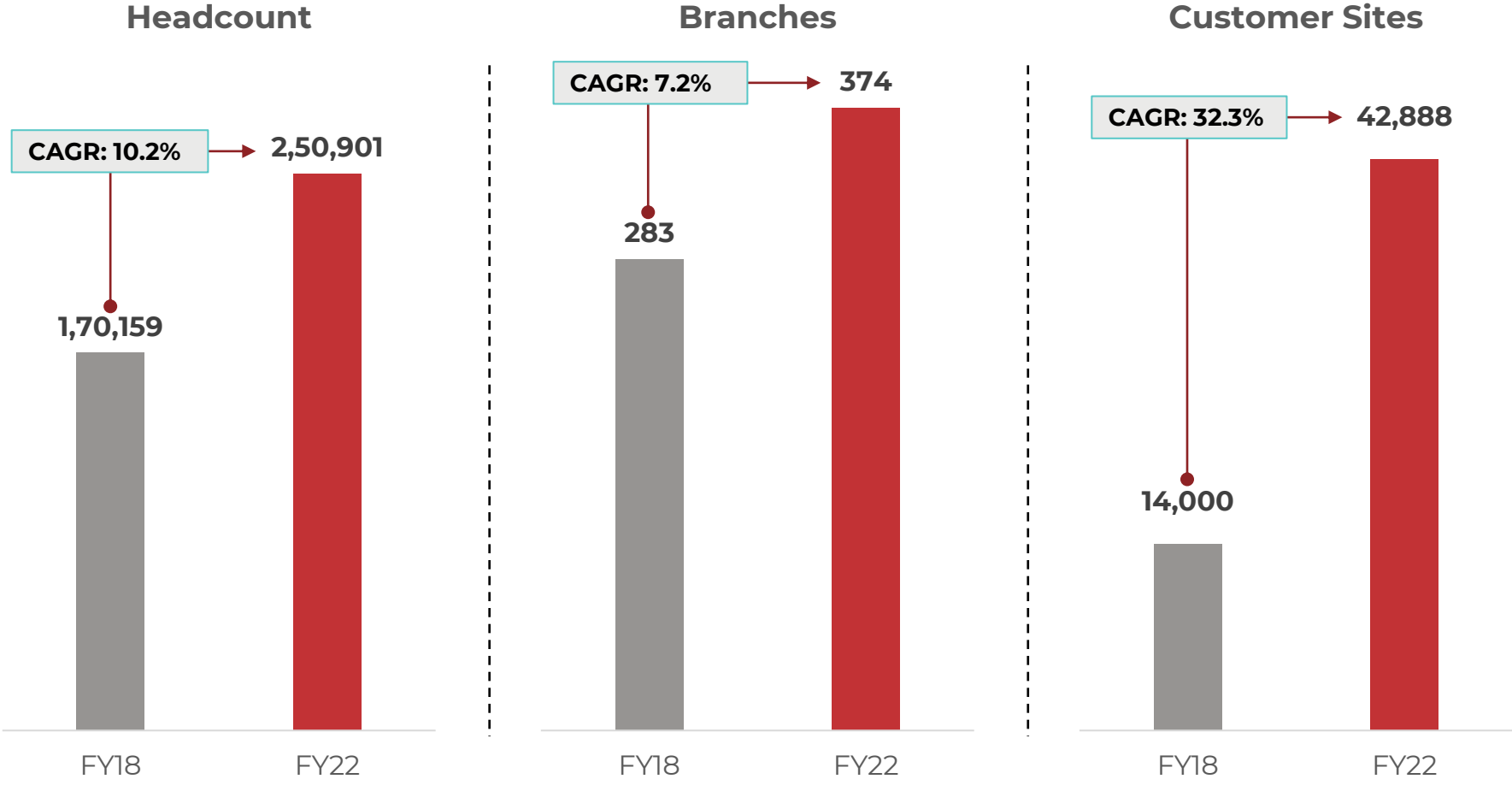
**FY21 Acquisitions:**

- Additional shareholding of SLV Security Services
- Uniform Business Division of SIS Group Enterprises
- Remaining 49% in SX Protective Holdings
- Remaining 17% in Rare Hospitality and Services
- Remaining 49% in ADIS Enterprises by DTSS

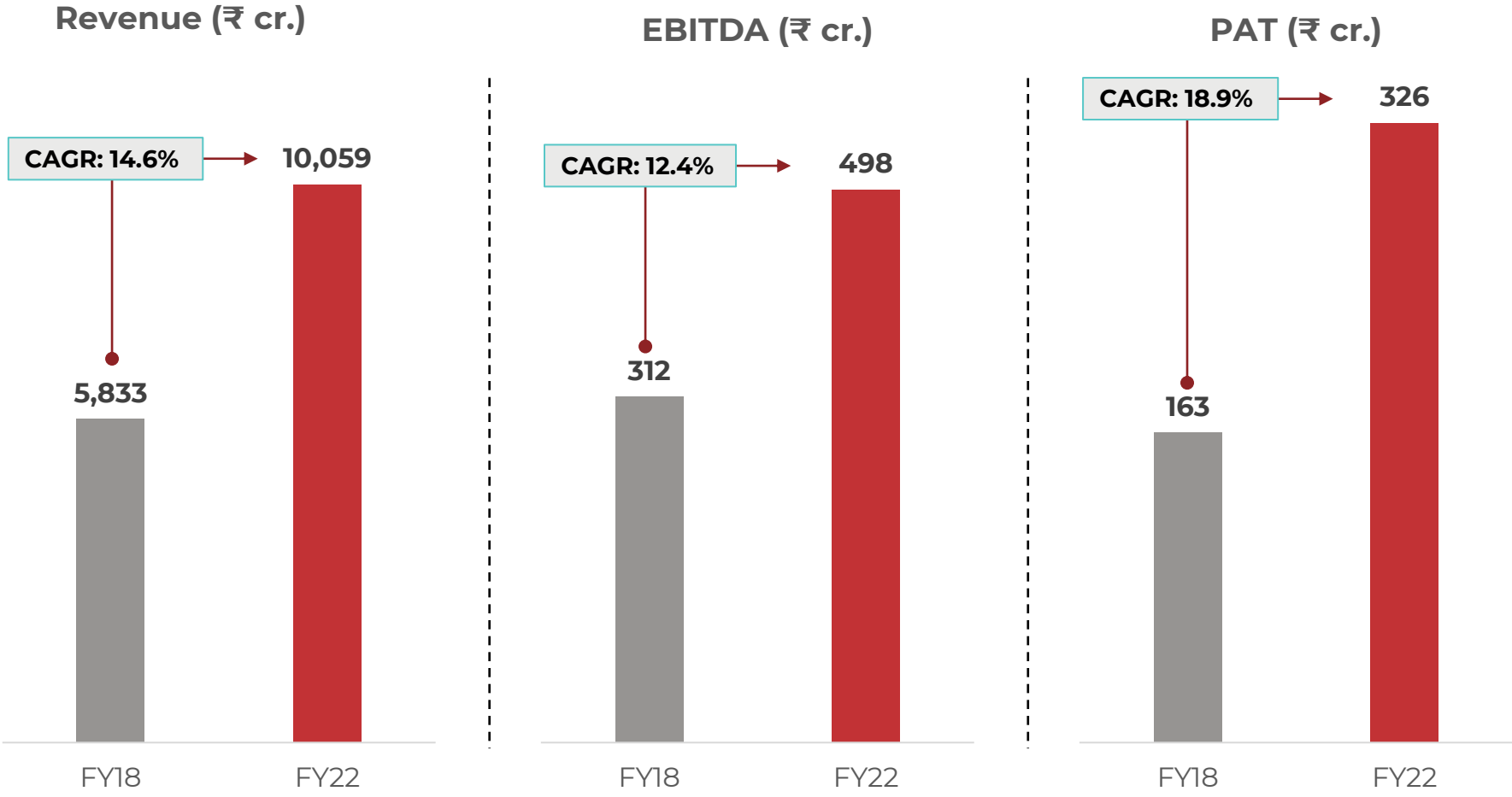
**FY22 Acquisitions:**

- Remaining 49% in Uniq Security Solutions
- Remaining 40% in SIS Henderson Holdings
- Remaining 49% in Platform 4 Group, by SIS Australia Group

# Consistent growth - Operational



# Consistent growth – Financial





# Rich history

- First 5-year Vision plan rolled out
- Undertook first overseas acquisition
- Commenced facility management and cash logistics business
- DE Shaw, one of the world's largest hedge funds, invests in SIS
- Launched electronic security business
- Consolidated leadership position in Security and FM, through organic and inorganic growth across Asia Pacific region
- Successful IPO

Until  
2005

- Penetration in Indian market
- Developed tech platforms for business management
- Mastered industry specific residential training programs

2006-  
2010

- Initiated Cash JV Commenced
- Commenced Pest Control business
- CX partners investment

2011-  
2015

2016-  
2020

2021  
onwards

- 2,50,000 employees vaccinated on priority
- Crossed ₹10,000 cr. annual revenue mark
- Ranked #4 amongst the 'Best Companies to Work For in India', by Great Place To Work (GPTW)

# Leadership Team



**Rituraj Kishore Sinha**

Group Managing Director



**Arvind Prasad**

Director – Finance,  
SIS India



**Dhiraj Singh**

CEO,  
SIS India



**Devesh Desai**

CFO,  
SIS Group



**Brajesh Kumar**

CFO,  
SIS India



**Tapash Chaudhuri**

CEO, Security  
Solutions



**RS Murali Krishna**

President, SIS  
International



**Bharat Bakhshi**

President - M&A, IR  
and Ventures



**Geoff Alcock**

Managing Director,  
MSS



**Shamsher Puri**

Director, Facility  
Management

**Seasoned professionals with diverse global management experience**

# Board of Directors



**Ravindra Kishore Sinha**

Chairman and Director



**Upendra Kumar Sinha**

Independent Director



**Rituraj Kishore Sinha**

Group Managing Director



**Rita Kishore Sinha**

Non-executive Director



**Uday Singh**

Independent Director



**Trimalai Cunnavakaum Anandanpillai Ranganathan**

Independent Director



**Rajan Verma**

Independent Director



**Rivoli Sinha**

Non-executive Director



**Sunil Srivastav**

Independent Director



**Arvind Kumar Prasad**

Director - Finance

**5**

Independent directors on board

**36 months**

Average tenure of independent directors

**4**

Committees headed by independent directors

# Business Profile

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# Security Solutions India: Scalable & predictable

**#1**  
Largest security  
solutions provider in  
India

**1,67,011**  
Employees

**26,147**  
Customer sites

**8,111**  
Customers

**94%**  
Customer retention

**181**  
Branches

## Solutions Offered



Security  
guards/officers



Armed guards



Command and  
control center



Access control/  
Entry automation



AI-enabled closed  
circuit television  
monitoring



Alarm  
monitoring and  
response

## Our USP



Presence across 630+ districts



Tech-led solutions across the value  
chain



Skilled workforce supported by a  
large sales force



Strong market position



High customer retention

**SIS brings unparalleled reach across the country**

**Note:** As on 31<sup>st</sup> March 2022



**8,260**

Employees

**20%**

Market share in  
Australia

**7,472**

Customers

**42%**

Customers associated  
for 5+ years

## Solutions Offered



Security guards /  
Officers



Armed guards



Fireworker



Rowing and  
mobile patrols



Alarm  
monitoring



Access control /  
Entry automation



Fire  
suppression



Maritime  
security



Aviation  
security



AI-enabled closed  
circuit television  
monitoring



Intrusion  
detection



Fire detection



Perimeter  
protection



Command and  
control center



Paramedic and  
allied health

## Our USP



Qualified professionals



Long-standing relationships



Experienced management



Established credibility & reputation

# Dominant presence in key FM markets and segments

**66,712**  
Employees

**8,596**  
Customer sites

**1,930**  
Customers

**109**  
Branches

## Specialized solutions

### Hard Solutions



Mechanical and electrical maintenance



Plumbing solutions



Asset management strategies



Preventive maintenance solutions



Short-term repairs



Heating, ventilation and air-conditioning

### Soft Solutions



Cleaning and housekeeping



Pest control



Office support

## Our USP



Integrated value chain:  
Smarter combinations



Widespread Presence



Output-based Model



Technology-led Solutions



Multi-industry Experience

# Cash logistics solutions

**8,918**  
Employees

**2,387**  
Cash vans

**60**  
Vaults

**#2**  
Cash logistics company  
in India

## Solutions Offered



## Our USP



# Deep Technological Imprint

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# Leveraging technology to improve productivity and efficiency of operations

Facial recognition-based attendance mobile app



Automated Recruitment Kiosk



Tablet-based sales CRM tool



Service Quality Assurance & Operations Productivity Platform



Digital Training Platform



Quality & Compliance Overview Dashboard



Undertaken significant steps towards accelerating the adoption of technology

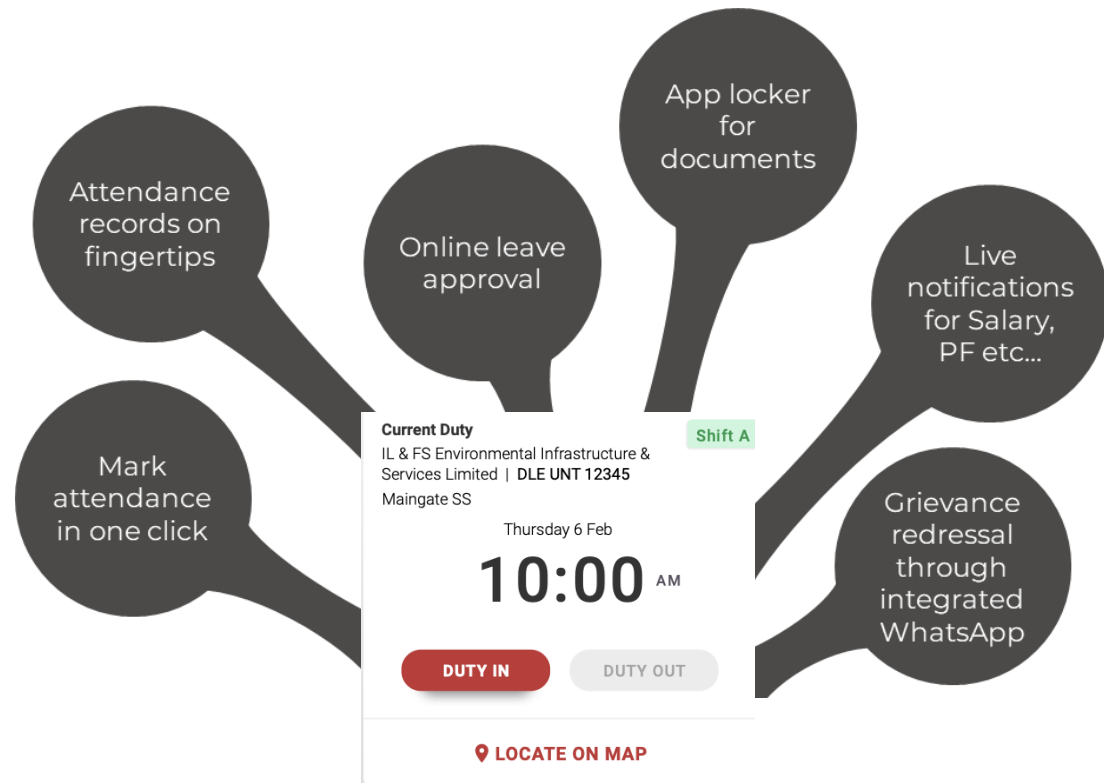
Consistently investing in best-in-class systems





## MySIS: 1<sup>st</sup> in Industry, frontline employee's Mobile App for logging facial recognition-based attendance from their duty locations & accessing several other benefits digitally

MySIS generates attendance reports of Units, immediately as the shift ends. This facilitates submission of digitally signed invoices for faster payroll processing. Also enhances customer experience, accelerates the collection process and reduces working capital requirements

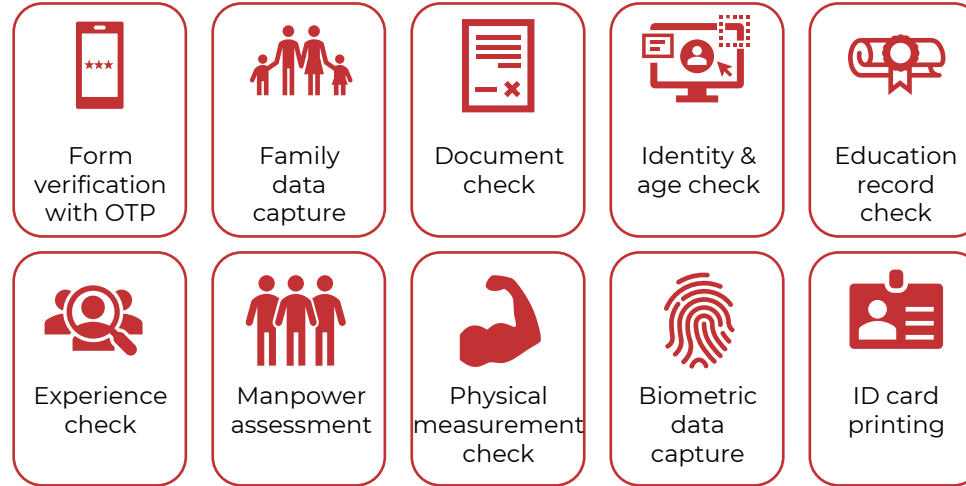




## ARK (Automated Recruitment Kiosk): 1<sup>st</sup> in industry recruitment quality control system

Kiosk-based recruitment processes enable the enforcement of min quality standards & detailed product quality metrics

### Steps in Quality Recruitment:



### Manpower recruitment across branches & training centres everyday





## A Smart Tablet - Based Sales Management Platform: Enhances salesforce productivity & margin control

SalesMaxx, is a CRM tool, targeted at lead management through real-time margin validation, pre-quote generation, and incentive payout linkage.

It also provides instant access to high-quality presentations, and messaging tools among other features

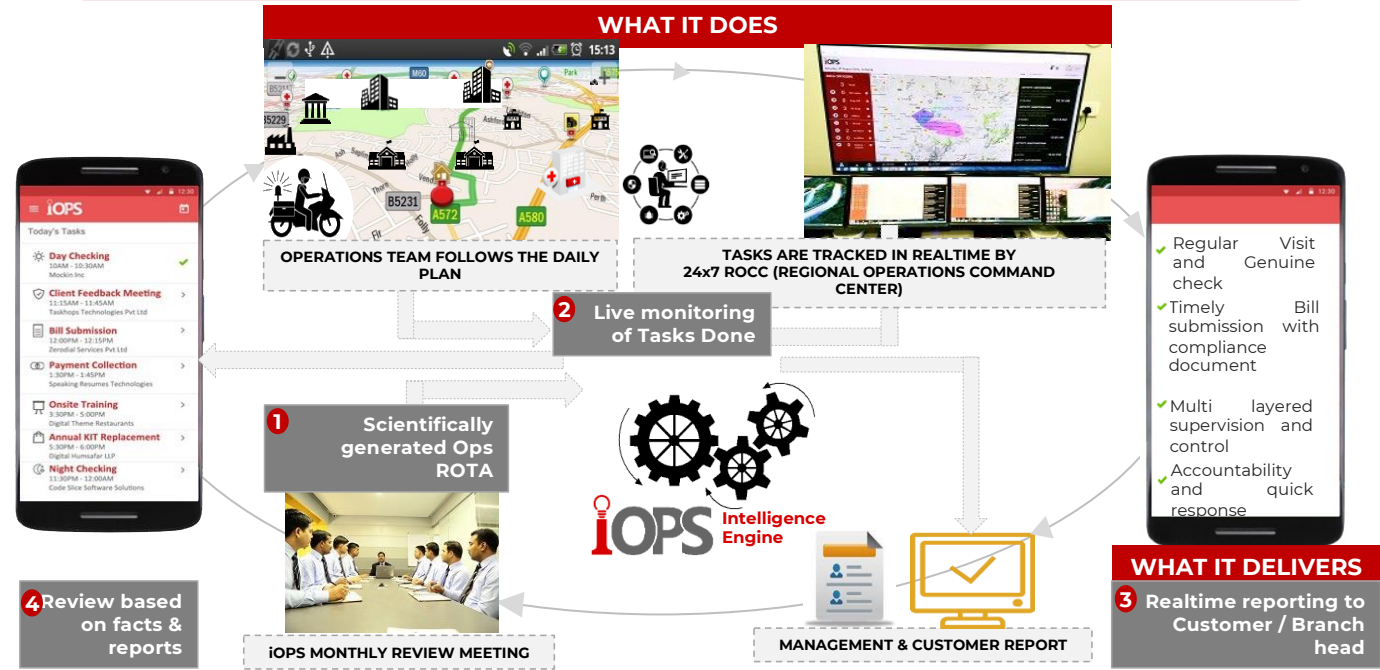




**iOOPS: 1<sup>st</sup> in industry, mobile-app based operation platform**

Facilitates service quality assurance for our 42,888+ customer sites and operations productivity for 550+ area officers

Enables workflow automation, data analytics, real-time customer reporting and performance management process (PMP) linkage



**Task & SLA Tracking**      **Higher Productivity**      **Proactive approach to customer service through world class technology**



**M-Trainer: 1<sup>st</sup> in industry digital training platform**

Enables continuous on-job training and ensures that inductions happen in a standardized process  
 Gives the company an opportunity to reskill and upskill people to take on bigger roles in future  
 Company has digitized all its content and pushing online training over time

-   
 Monthly training calendar
-   
 Van follows ROTA
-   
 ROCC monitor training progress
-   
 Trainer submits reports on tablets
-   
 ROCC send email report to customer
-   
 Training compliance discussed in monthly review meeting
-   
 Daily training schedule

**SIS trains almost its entire staff via M-Trainer**

- TRAINING ON WHEELS (VAN)**  
At Units | AV Based | Instructor Guided
- TRAINING ON TAB**  
At Units | AV Based | Instructor Guided
- TRAINING ON MOBILE**  
Anywhere  
AV & Chatbot Based  
Self Learning  
Use of Gamification





## Quality Assurance & Compliance Assurance Portal

Provides customers with a dashboard for an overview of quality and compliance parameters

Customers can access reports on: Compliance, operations, training, billing & collection status of the contract

**QUALITY ASSURED COMPLIANCE ASSURED**

**airtel**

Site: 12 Sites

STATES: 3 SITES: 12

**Good afternoon!**  
We have renewed the PSARA license. [View License Document](#)  
Do contact me, if you have any queries.

**Priyanka K**  
CRM Executive

2 Open Issues    2 Customer Meetings    View MOM    View Reports

**Manpower**    **Operations**    **Training**    **Compliance**

**Day Checks >** 22 / 30    **Night Checks >** 1 / 1    **Operation Visits >** 12    **Client Meetings >** 12 / 14

**Rewards & Recognitions >** 4

**Activities This Month** (SEP 2021)

**Activity Feed**

For any queries contact **Priyanka K** Service Executive

Email    Escalate Issue >

**CONTRACT >**  
Applicable Contracts: 1  
Contract Period: Start Date: 01-05-2021, End Date: 30-04-2024  
PO Status: 2 Valid, 2 Expiring Soon, 2 Expired  
Effective Rate: 01-05-2021 (Review Due on 30-04-2022)  
Effective Wage Rate: 01-05-2021 (Up to Date)

**BILLING >**  
Invoices: Outstanding (3.2 CR), Current Invoice (1.4 CR), Under DSO (0.4 CR), > DSO (90 days) (1.4 CR)  
Bill Submission: 06-09-2021 (Delayed by 1 day)  
Bill Compliance Docs Submitted: 17/17  
Wage Payment: 07-09-2021 (100% Manpower Paid)

# Industry Overview

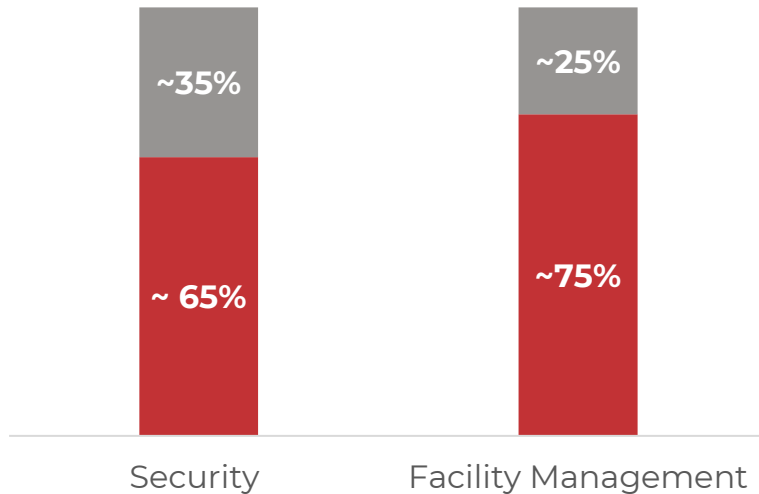
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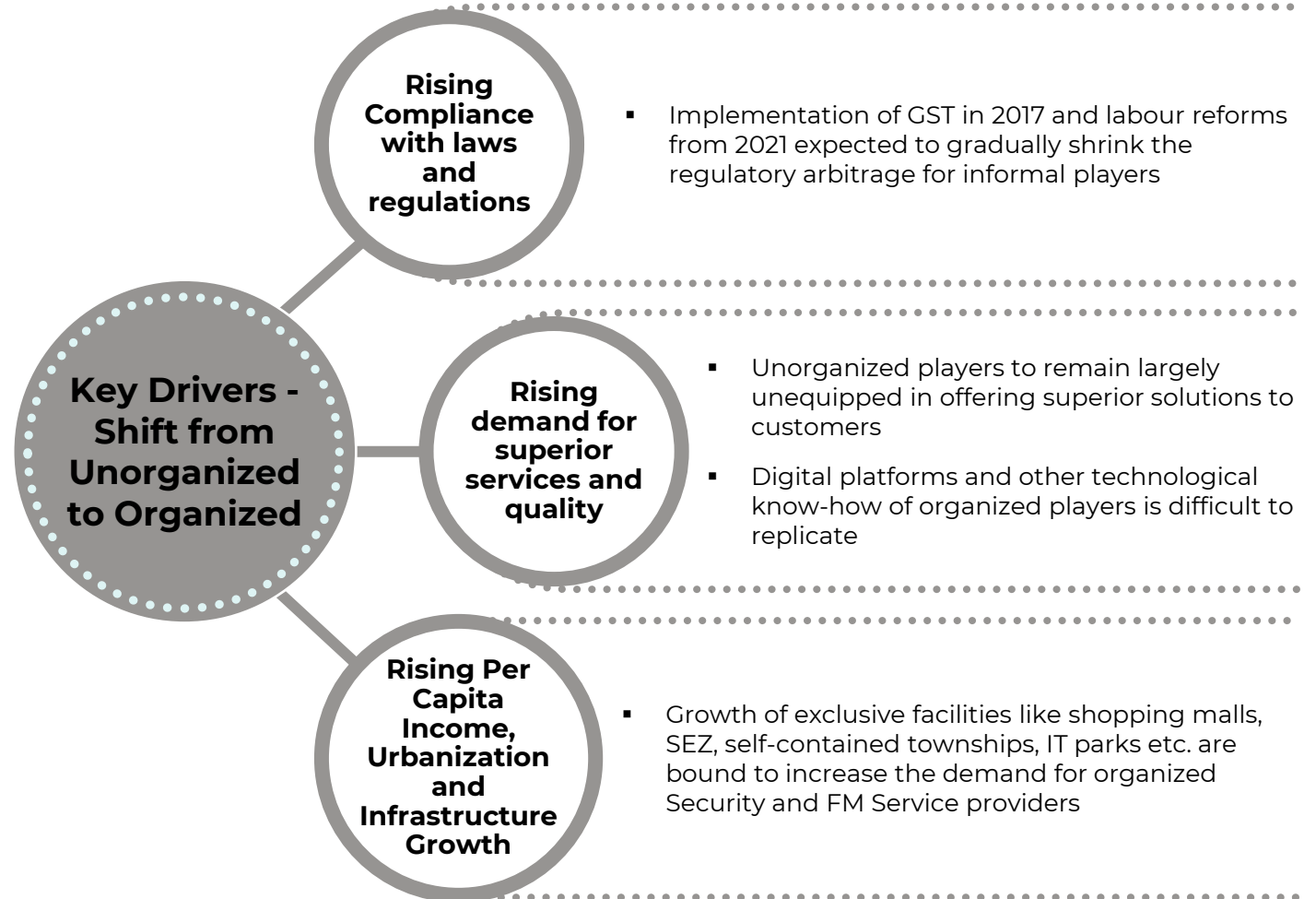


# Industry transitioning towards Organized Players

■ Unorganized Market ■ Organized Market

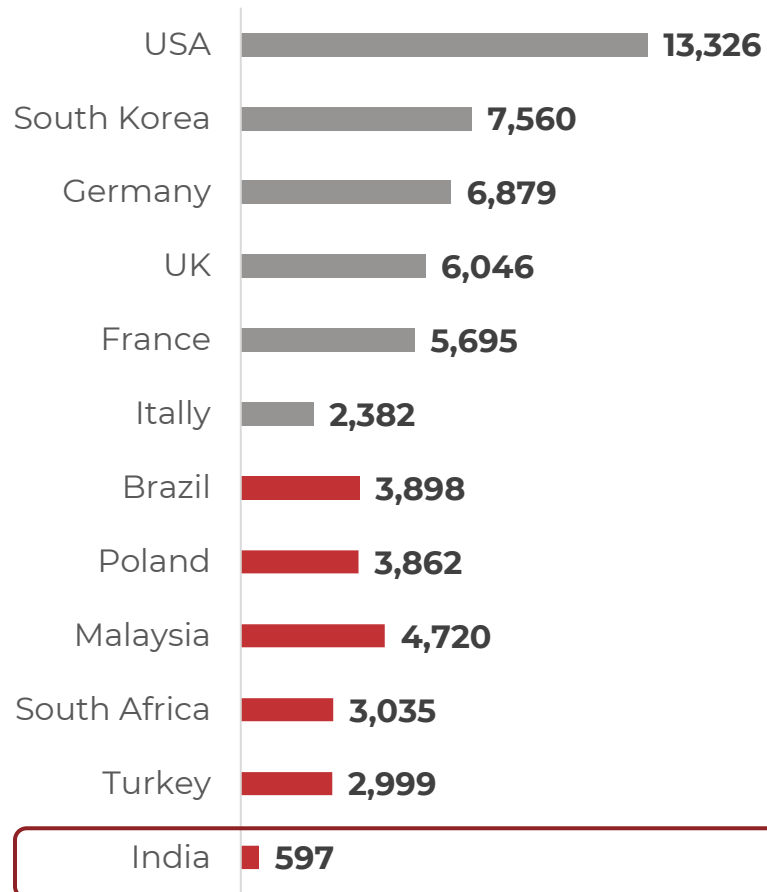


**Over the foreseeable future, the organized market share is expected to significantly grow**

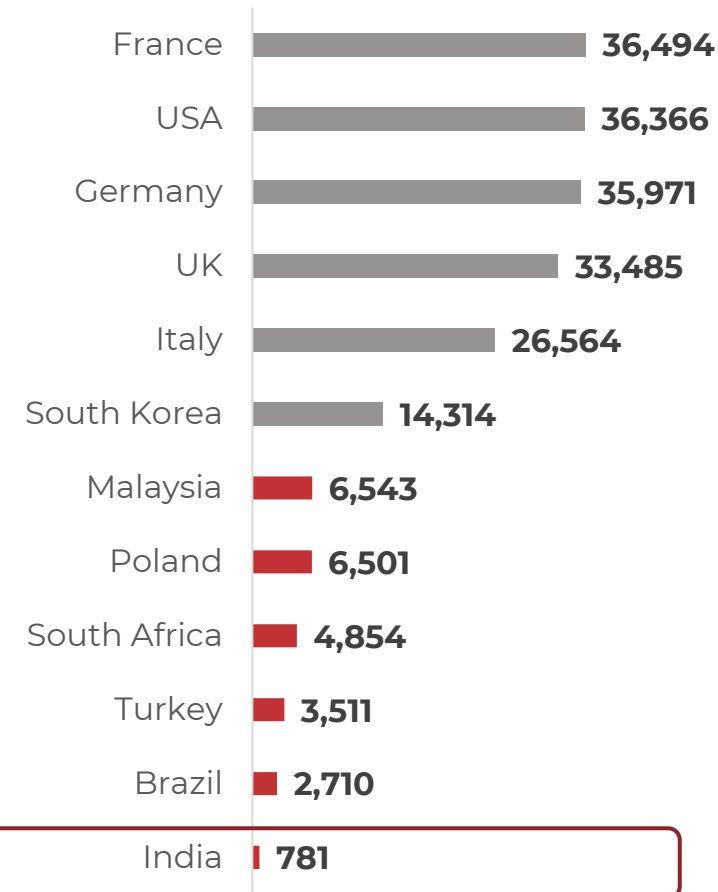


# Well poised to take advantage of Industry Trends

Per capita security spends is among the lowest



Per capita FM spends is among the lowest



● Developed Countries  
● Developing Countries

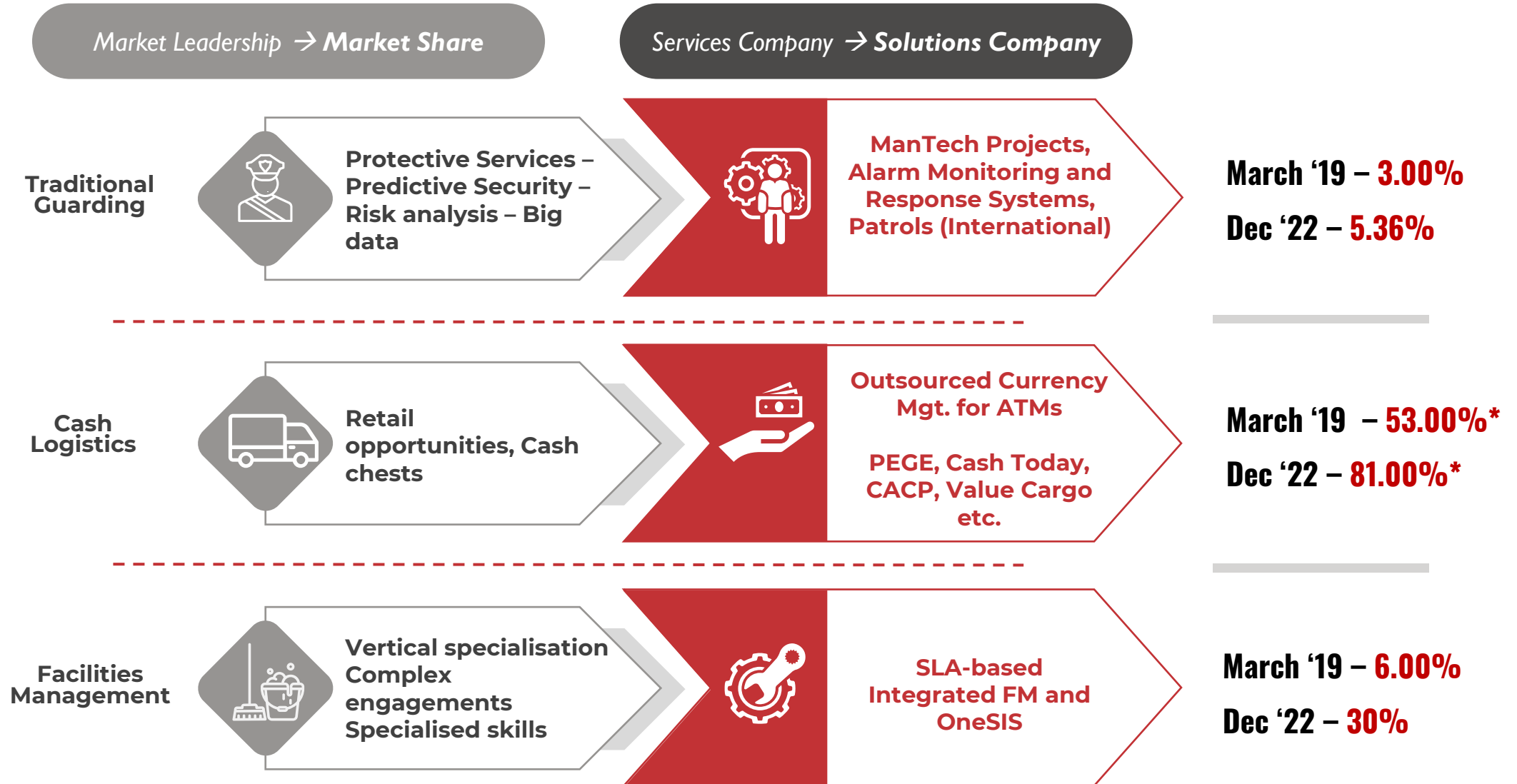
**Penetration for India Security and Facility Management business only expected to grow**

# Growth Strategy

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# Transitioning from services to problem solving



\*Non-ATM

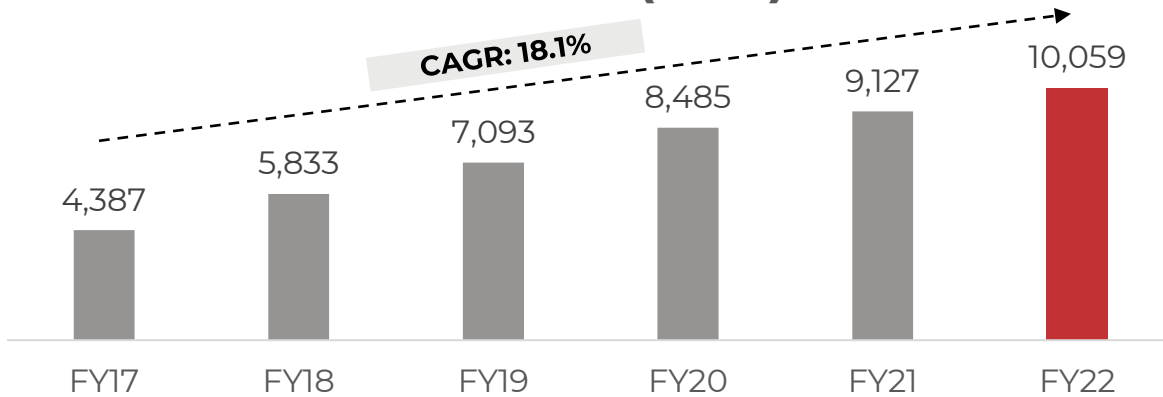
# Financial Overview

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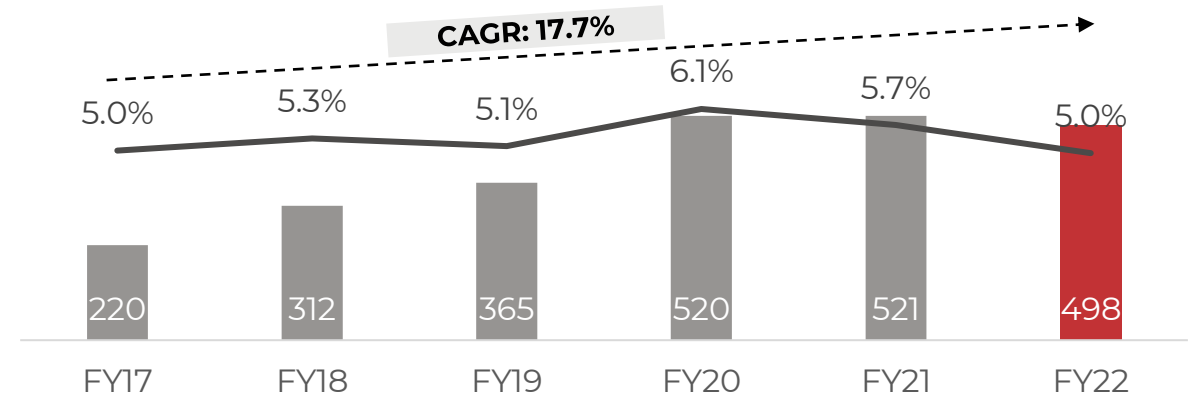
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# Compounding story playing out with predictable growth

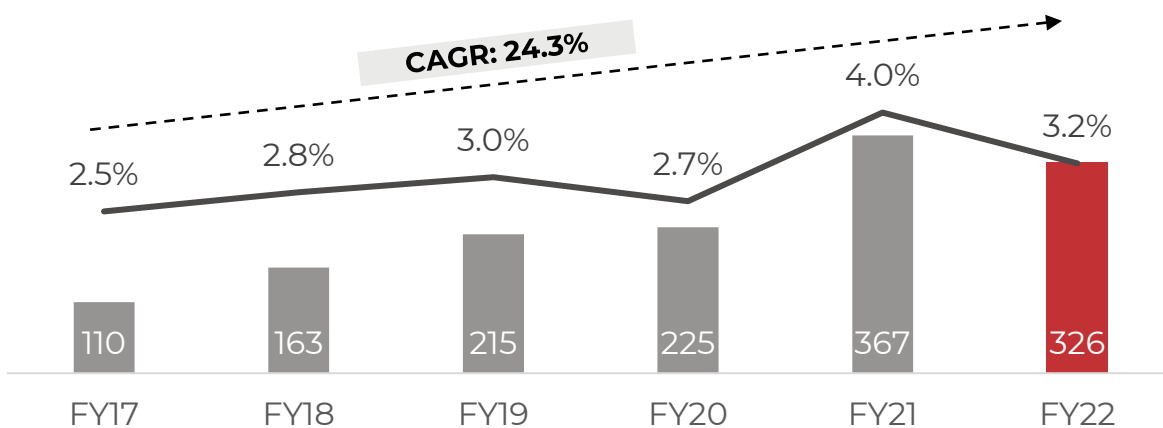
### Revenue (₹ cr.)



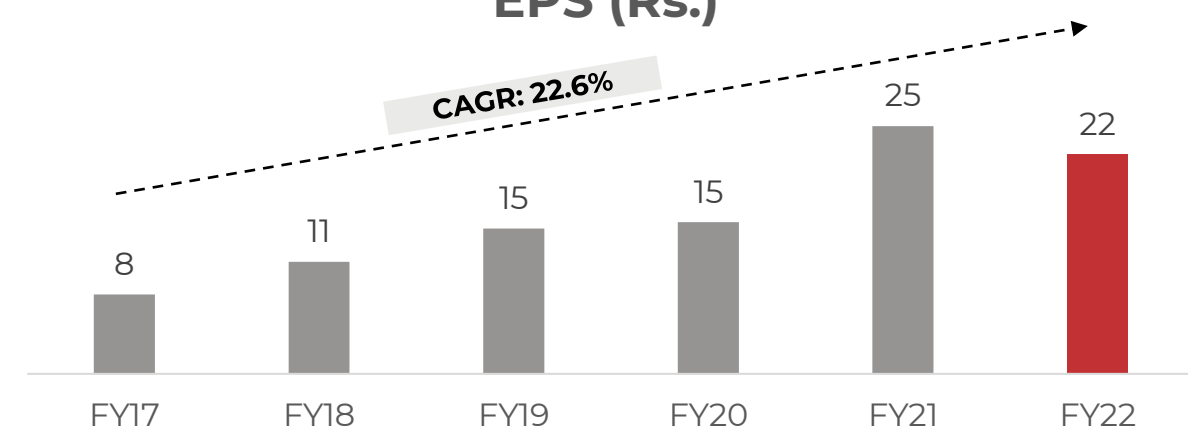
### EBITDA (Rs. Crore) — Margin (%)



### PAT (Rs. Crore) — Margin (%)



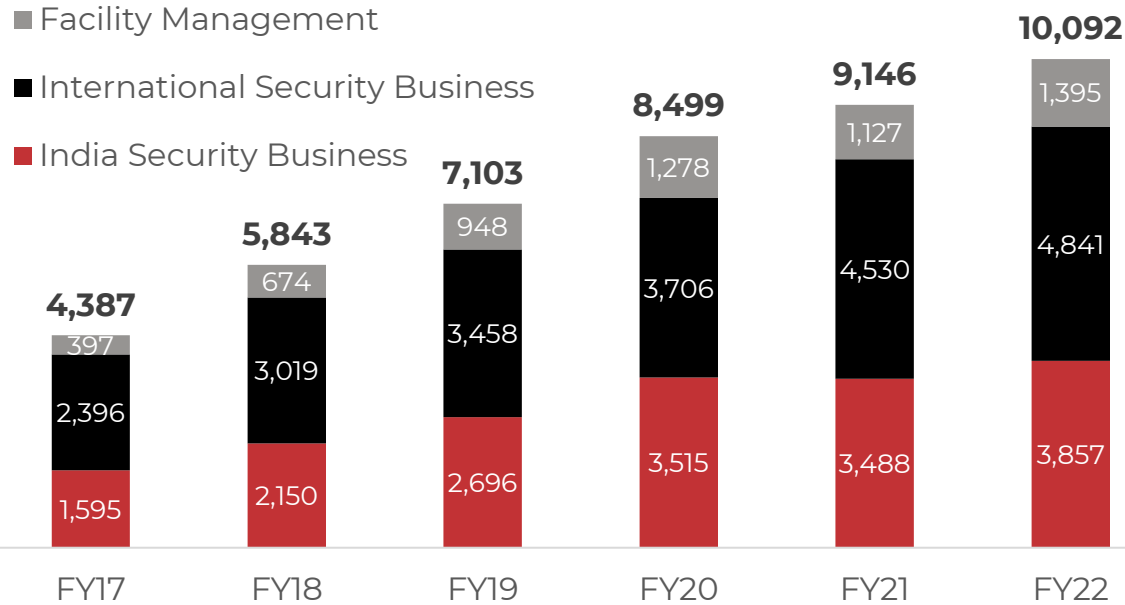
### EPS (Rs.)



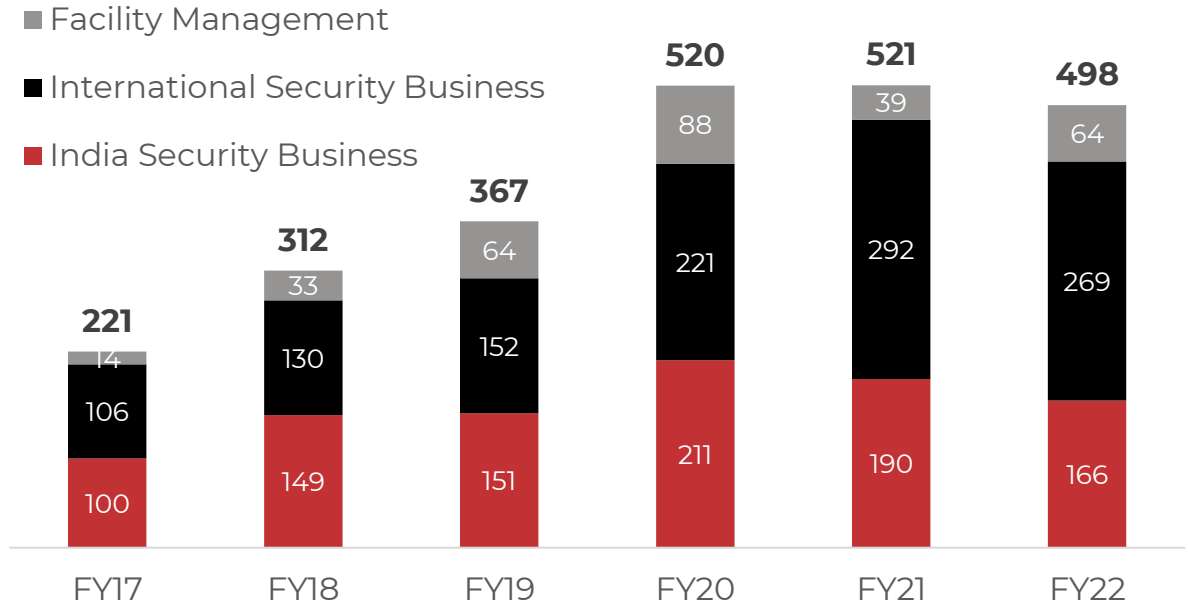
Performed consistently since IPO on key metrics

# Consistent growth across segments

## Revenue (₹ cr.)



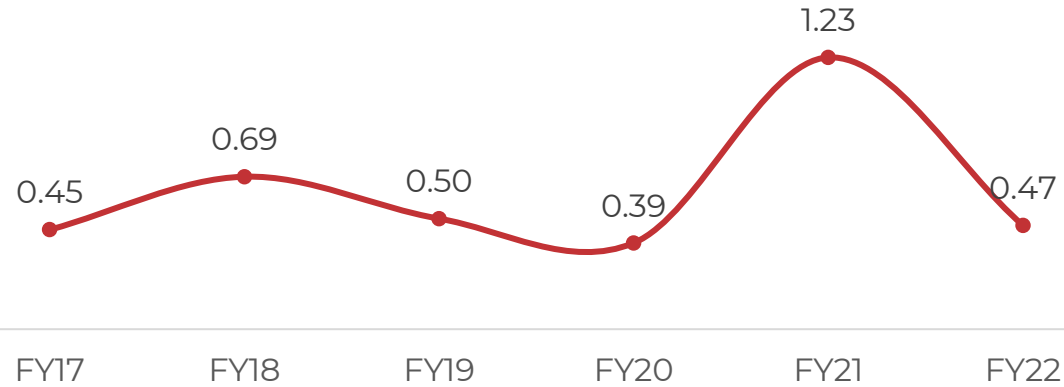
## EBITDA (₹ cr.)



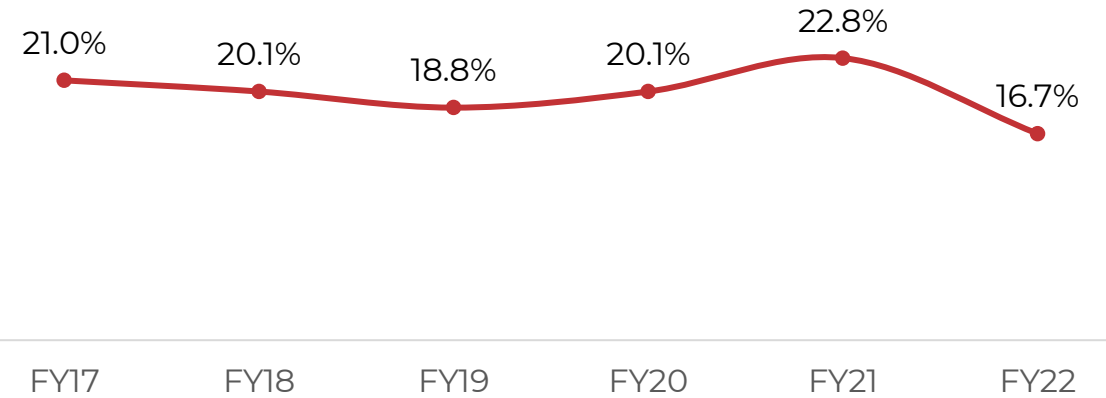
- India business (Security & Facility management) contributes ~52% of revenue in FY22 with a CAGR of 21% from FY17-FY22
- Stable EBITDA performance, barring COVID impact as seen in FY22
- A pick-up in economic activity post COVID combined with an increase in corporate travel for customer interactions, training & development etc., which were almost non-existent in FY21, impacted FY22 EBITDA slightly

# Financial Ratios

### OCF / EBITDA (X)



### ROE (%)



- We generated a total OCF of ₹1,600 cr.+ and maintained our ROE at an average of 19%+
- Total money returned to shareholders in the form of dividends and buybacks amounted to over ₹180 cr. despite the pandemic



# Summary

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# Summary



**Specialized business model with high compliance costs for organized players**



**Diversified business portfolio with a wide range of offerings and growth opportunities**



**Optimal geographical distribution and a well entrenched network - Positioned well in attractive growth markets**



**Strong focus on innovation and technology**



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



**Consistently transitioning towards high-value solutions**



**Strong focus on financial and capital allocation prudence**



**Economic and fundamental trends are favorable for growth of SIS's offerings**



**Strong Management - Professionally managed workforce where each business is operated by leadership with domain knowledge**

# Contact Us

## About Us:

SIS Group is US \$1.3 Billion, listed (NSE:SIS), Indian MNC and market leader in the essential services segment. It is amongst the top 5 private employers in India with 2,50,000 full-time staff and was recognized as #4 amongst the 'Best Companies to Work For in India' for 2022.

**Corporate Office:** A-28 & 29, Okhla Industrial Area, Phase-1, New Delhi - 110020

**Mr. Bharat Bakhshi**  
**(President - M&A, IR and Ventures)**

**SIS Ltd.**

**Email:** [investorrelations@sisindia.com](mailto:investorrelations@sisindia.com)

.....

**Mayank Vaswani / Devrishi Singh**

**CDR India**

**Tel:** +91 98209 40953 / + 91 98205 30918

**Email:** [mayank@cdr-india.com](mailto:mayank@cdr-india.com)  
[devrishi@cdr-india.com](mailto:devrishi@cdr-india.com)

# Thank You

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