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APR 2022-MAR 2023
INDIA



SIS Ltd.

Corporate Presentation



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Table of Contents

	Why SIS?	04
	Company Overview	06
	Business Profile	17
	Deep Technological Imprint	26
	Industry Overview	34
	Growth Strategy	37
	Financial Overview	40
	Summary	44

Why SIS?

Market leader in security services, facility management & cash logistics

SIS Group - Services Portfolio:

Security
Services



Facility
Management



Cash
Solutions

#1

In Security Services
in India & Australia

.....
Among the

Top 3

Players in New Zealand

.....
21,471

Customer Base

.....
₹11,346 cr.

Revenue

#1

In Facility
Management in India

.....
Among the

Top 5

Players in Singapore

.....
70,917

Customer Sites

.....
334

Branches in India

#2

Cash Logistics
Solutions Provider in
India

.....
~38 years

Industry Experience

.....
2,83,322

Total Employees

.....
36

STATES / UTs

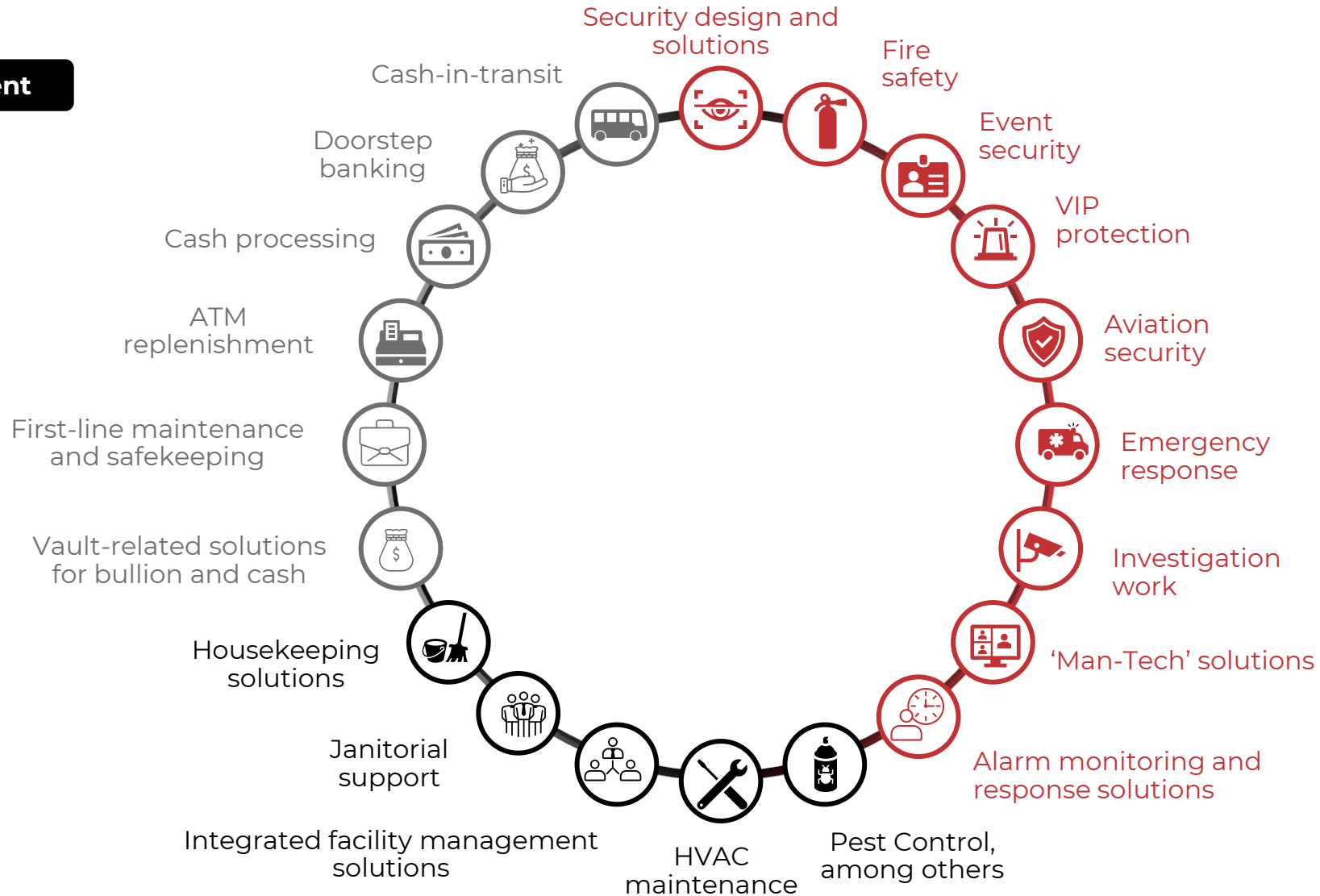
Company Overview

Comprehensive offerings

Security Services

Facility Management

Cash Solutions



Distinct brands for specific offerings

Facility 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



An SIS Group Enterprise



An SIS Group Enterprise



An SIS Group Enterprise



An SIS Group Enterprise



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

334

Branches



Covers

36

STATES / UTs



50

Regional Offices



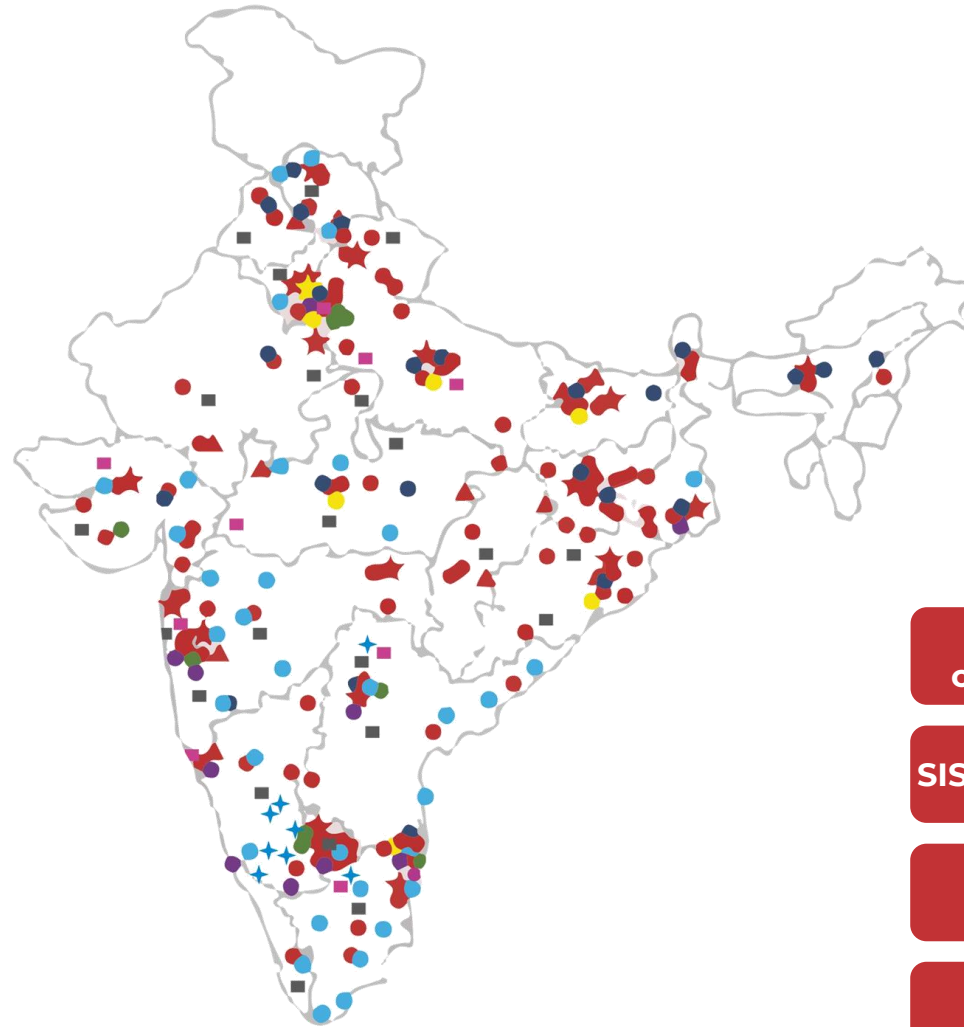
Presence across

630+

Districts

29

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

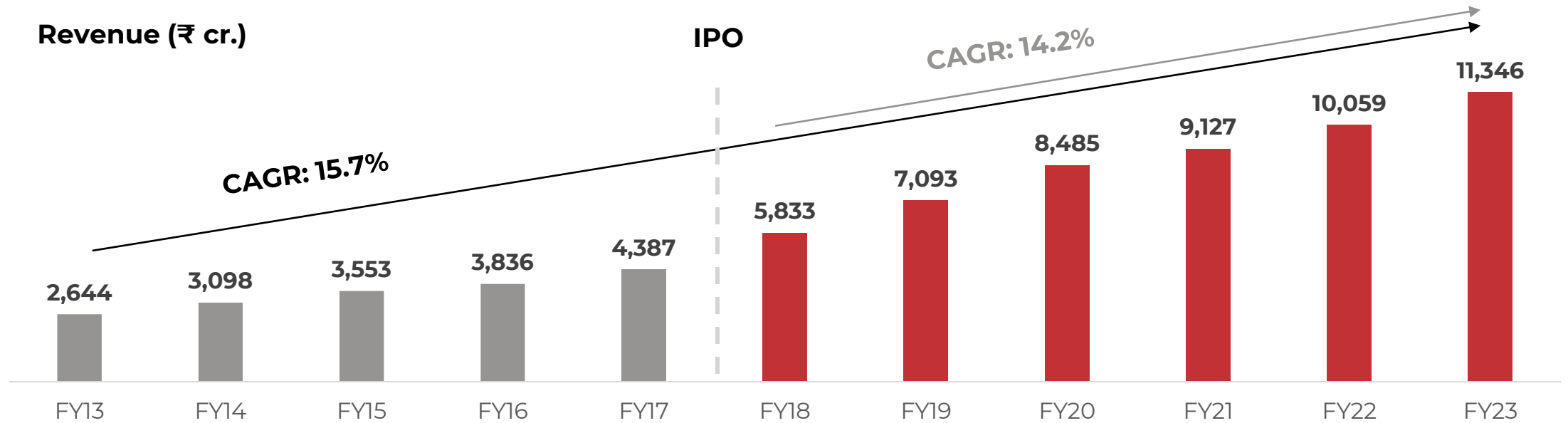
SIS sells more per branch per month

SIS can serve pan India

SIS offers economies of scale

Consistently increasing penetration

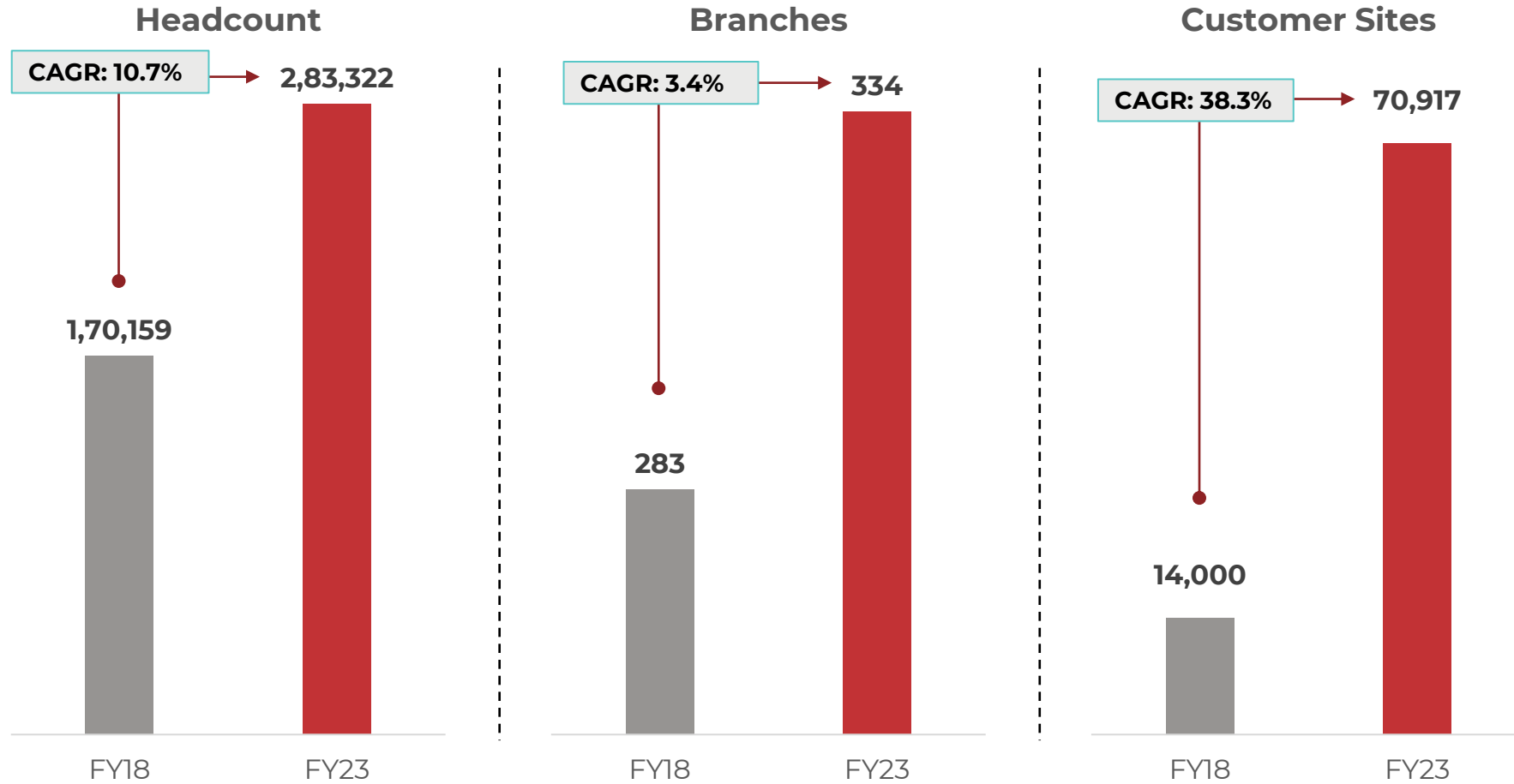
Track record of consistent growth



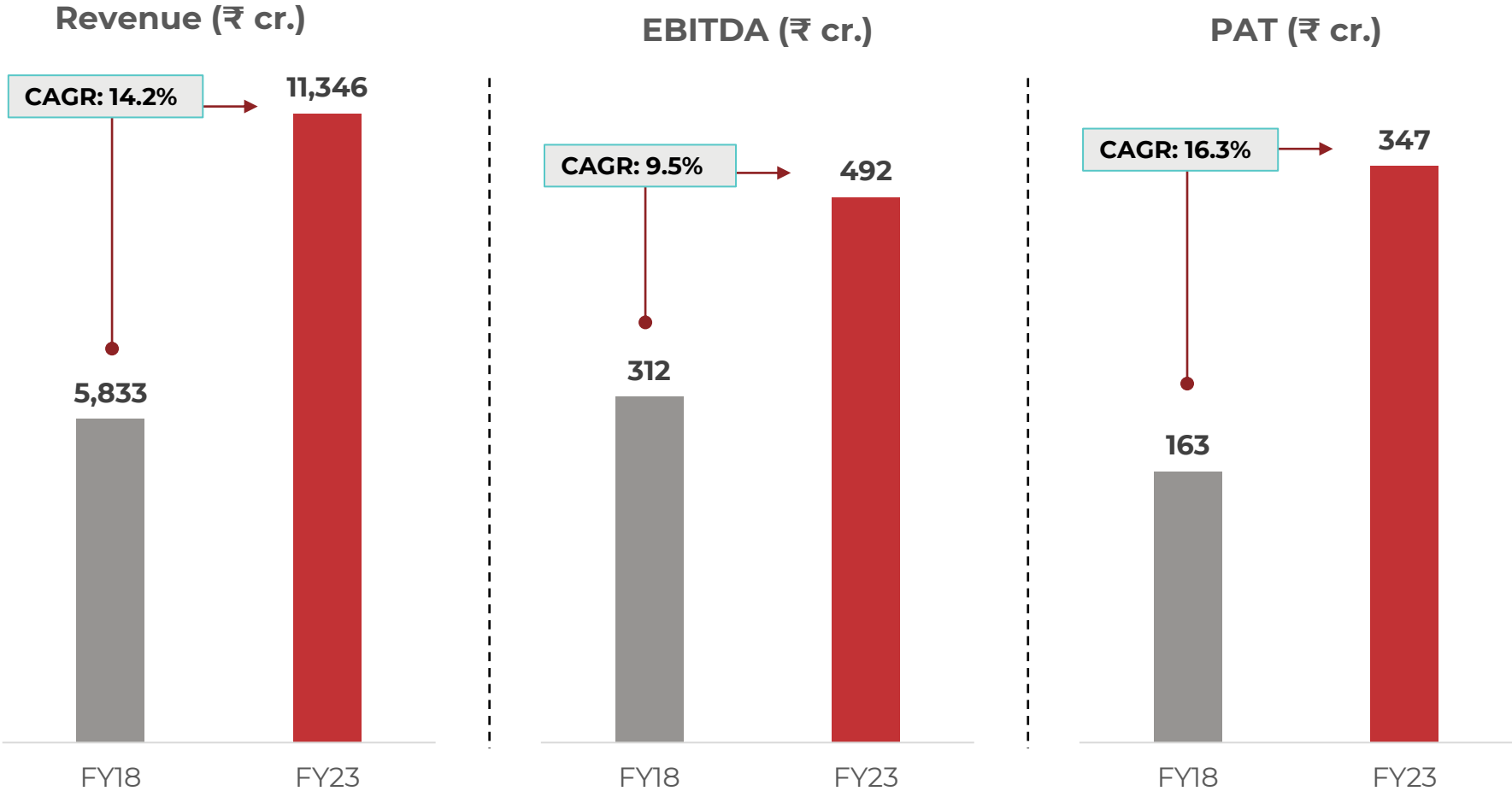
<p>FY13 Acquisition:</p> <ul style="list-style-type: none"> SDB CISCO Cash Logistics Business 	<p>FY16 Acquisitions:</p> <ul style="list-style-type: none"> SSMS Cash Logistics Business DTSS Facility Management Business 	<p>FY17 Acquisitions:</p> <ul style="list-style-type: none"> 51% of Southern Cross Protection Mobile Patrols Business in Australia 	<p>FY19 Acquisitions:</p> <ul style="list-style-type: none"> 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 	<p>FY21 Acquisitions:</p> <ul style="list-style-type: none"> 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 	<p>FY22 Acquisitions:</p> <ul style="list-style-type: none"> Remaining 49% in Uniq Security Solutions Remaining 40% in SIS Henderson Holdings Remaining 49% in Platform 4 Group, by SIS Australia Group 	<p>FY23 Acquisitions:</p> <ul style="list-style-type: none"> 85% shareholding in SDS, a Perth based company providing Critical Risk Management, Rescue & Medical Services and Training services across Australia Terminix SIS became a 100% subsidiary of the Group
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Strong organic growth further augmented by acquisitions, partnerships & JVs to strengthen our positioning and offerings

Consistent growth - Operational



Consistent growth – Financial

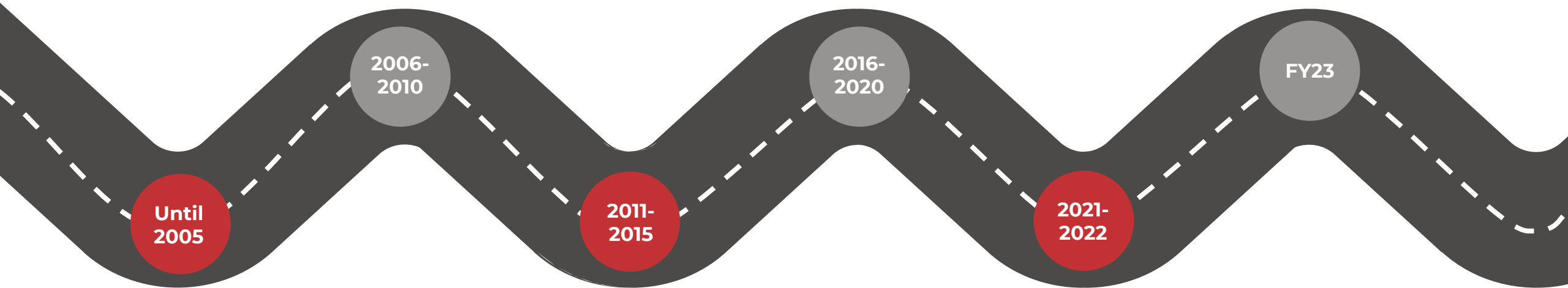


Rich history

- 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

- Acquisition of 85% shareholding in SDS, a Perth based company providing Critical Risk Management, Rescue & Medical Services and Training services across Australia
- Terminix SIS became a 100% subsidiary of the Group
- Completed the second buy-back of equity shares worth ₹80 cr. at a price of ₹550 per share



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

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

- Buy-back of equity shares worth ₹100 cr., at a price of ₹550 per share
- 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

48 months

Average tenure of independent directors

4

Committees headed by independent directors

Business Profile

Security Solutions India: Scalable & predictable

#1
Largest security
solutions provider in
India

1,81,381
Employees

33,128
Customer sites

9,355
Customers

94%
Customer retention

182
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

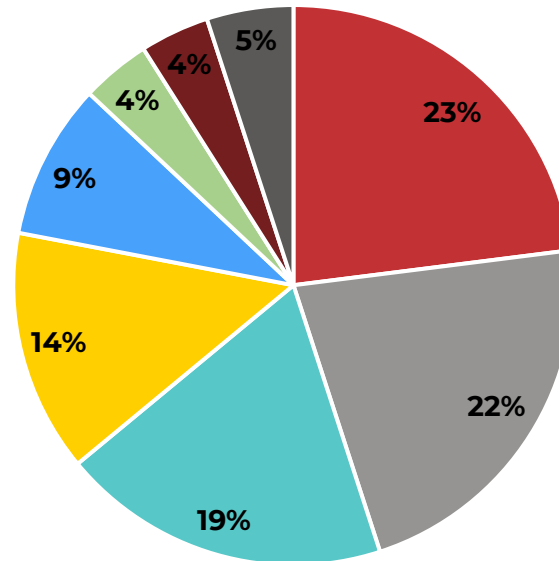


High customer retention

SIS brings unparalleled reach across the country

Security Solutions India: Customer Segments

FY23 Revenue Split (%)



- Steel / Metals, Power, Mining, Oil & Gas, PSUs
- IT / BPO, BFSI, Telecom, Education
- Auto, Manufacturing, Logistics, Transportation
- Construction, Cement, Infrastructure, Fertilizer
- Healthcare & Pharma
- FMCG, Food & Beverage, Paper
- Hospitality & Retail
- Others

Steel / Metals, Power, Mining, Oil & Gas, PSUs



Auto, Manufacturing, Logistics, Transportation



IT / BPO, BFSI, Telecom, Education



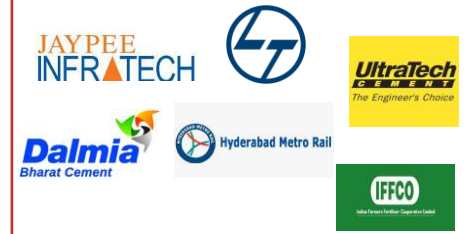
Hospitality & Retail



Others



Construction, Cement, Infrastructure, Fertilizer



Healthcare & Pharma



FMCG, F&B, Paper



Security Solutions International

20%
Market share in
Australia

9,116
Employees

9,837
Customers

94%
Customer Retention

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

Security Solutions International: Customer Segments

Government & Defense



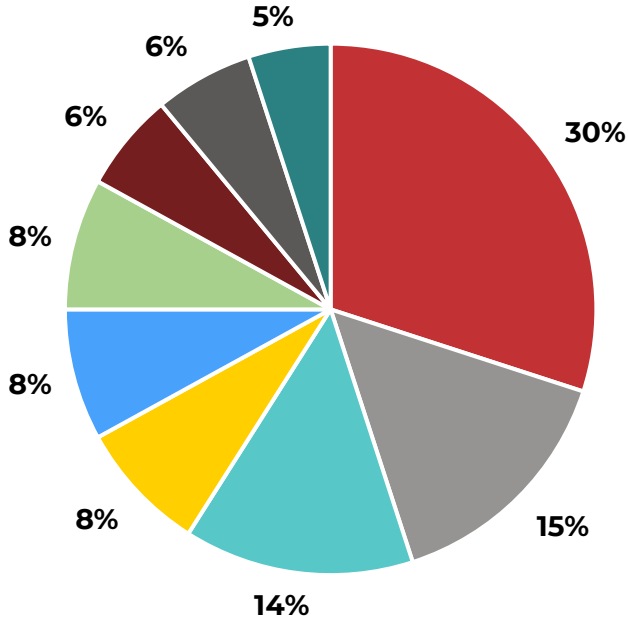
Commerce/Industrial



Retail/ Entertainment/Events



FY23 Revenue Split (%)



- Government & Defense
- Commerce/Industrial
- Retail/ Entertainment/Events
- Healthcare
- Education
- Others
- Energy & Resources
- Aviation
- BFSI/IT

BFSI/IT



Aviation



Healthcare



Education



Others



Energy & Resources



Dominant presence in key Facility Management segments

#1
FM company in India

82,308
Employees

9,018
Customer sites

2,119
Customers

74
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

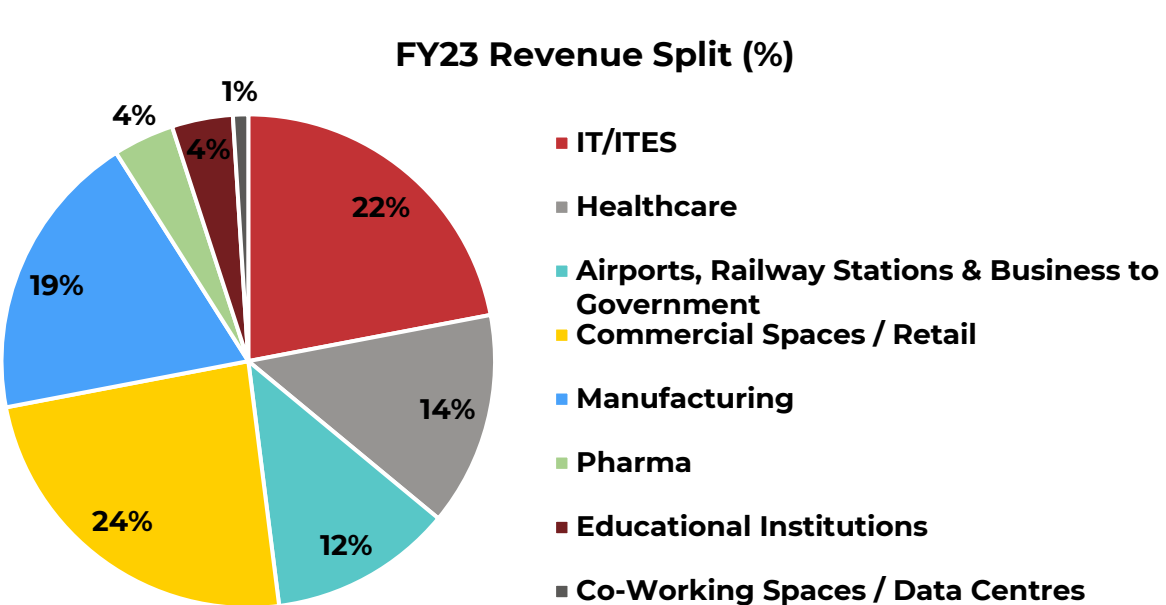
Note: As on 31st March 2023

Facility Management: Customer Segments

IT/ITES

Healthcare

Airports, Railway Stations & Business to Government



Commercial Spaces / Retail

Manufacturing

Co-Working Spaces / Data Centres

Educational Institutions

Pharma

Cash Logistics Solutions

#2
Cash logistics company
in India

10,517
Employees

3,111
Cash vans

47
Vaults

Solutions Offered


Safe keeping and
vault-related
solutions


ATM-related
solutions


Cash-in-transit


Doorstep
banking


Cash pick-up and
delivery


On-site and Off-
site cashiers


Bullion
transportation

Our USP



Technology and Governance



Widespread Presence



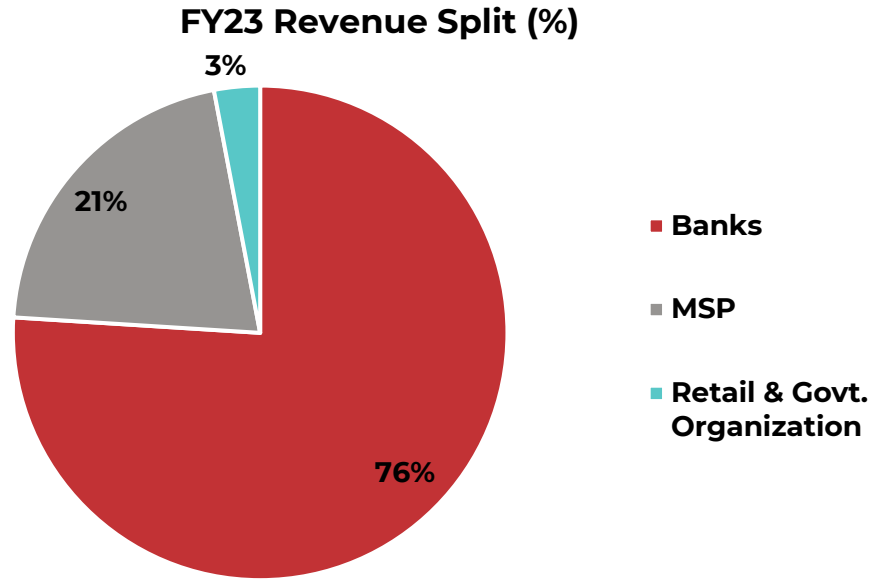
Diversified Offerings



Long-lasting Relationships

Cash Logistics Solutions: Customer Segments

Banks



Retail & Govt. Organization

MSP

Deep Technological Imprint

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

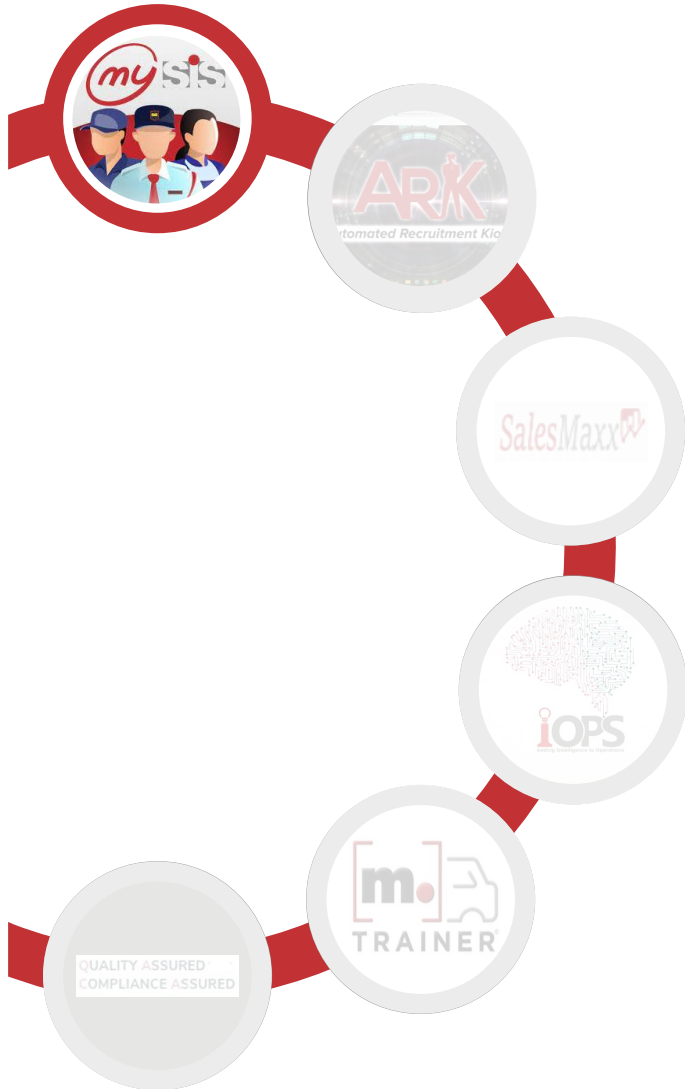


Quality & Compliance Overview Dashboard



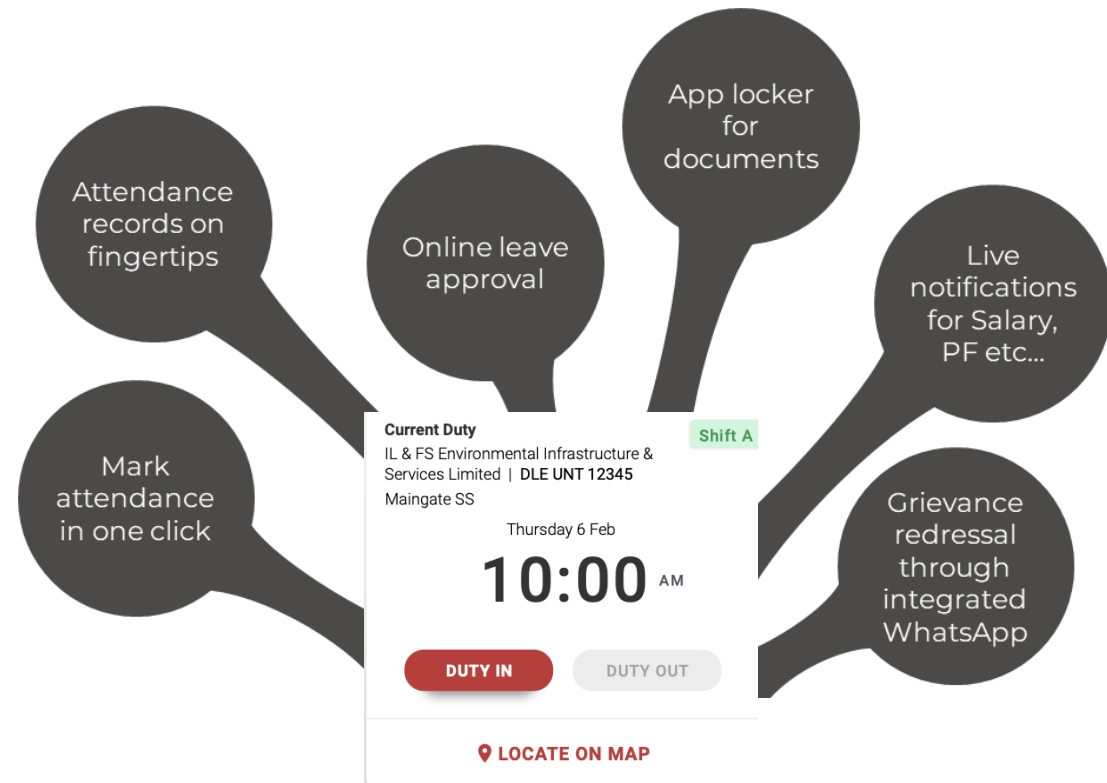
Undertaken significant steps towards accelerating the adoption of technology

Consistently investing in best-in-class systems



MySIS: 1st 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

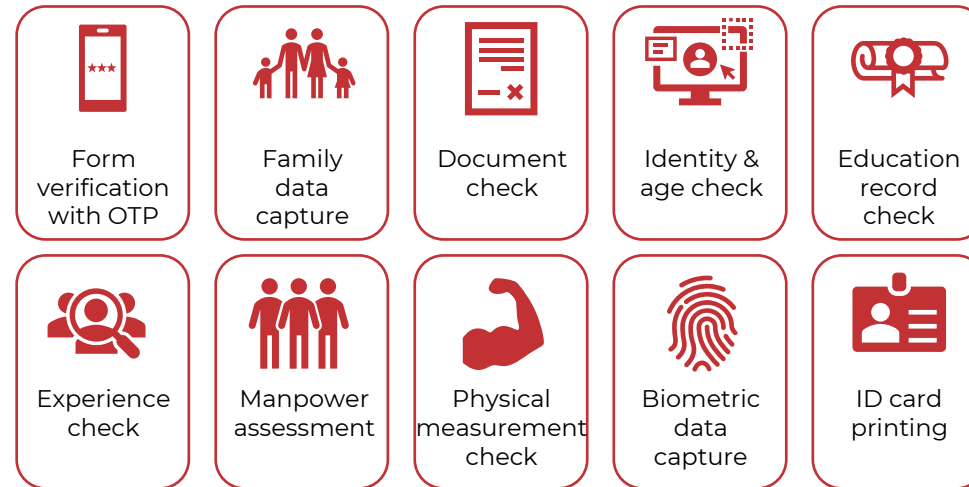




ARK (Automated Recruitment Kiosk): 1st in industry recruitment quality control system

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

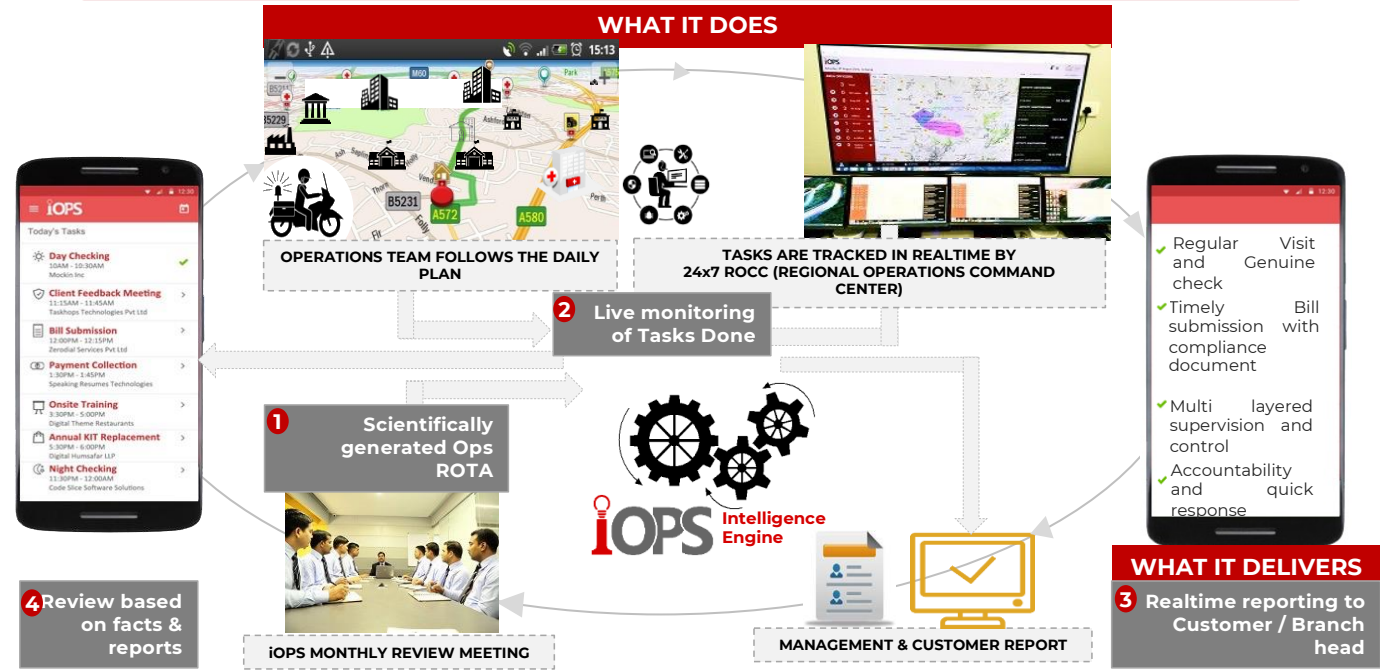
- 
Manage leads
- 
Record meeting notes
- 
Prepare quotations
- 
Identity & age check
- 
Manage claims & reimbursements
- 
Organize appointments
- 
Create sales presentations
- 
Manage margins
- 
Manage attendance & leave



iOOPS: 1st in industry, mobile-app based operation platform

Facilitates service quality assurance for our 70,917 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: 1st 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

This Month

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

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)

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): 00:00 to 23:59. Legend: DAY CHECK, NIGHT CHECK, OPERATION VISITS, CLIENT MEET, REWARDS.

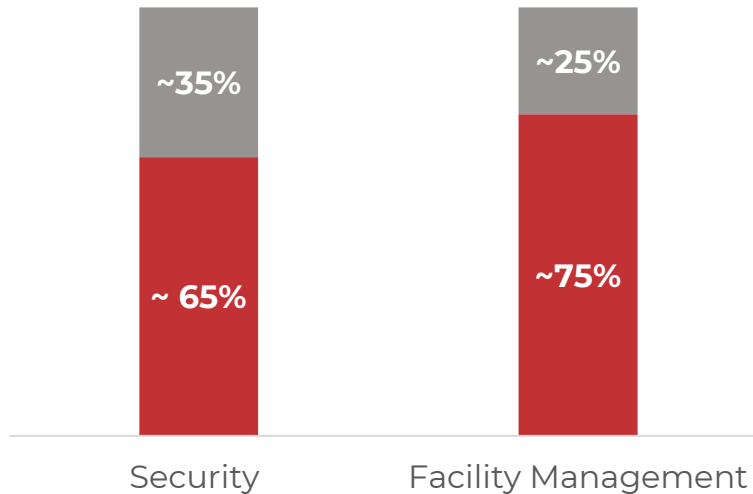
Activity Feed: 5 items showing photos of staff and dates (16 Sep 2021).

For any queries contact **Priyanka K** Service Executive. Email | Escalate Issue >

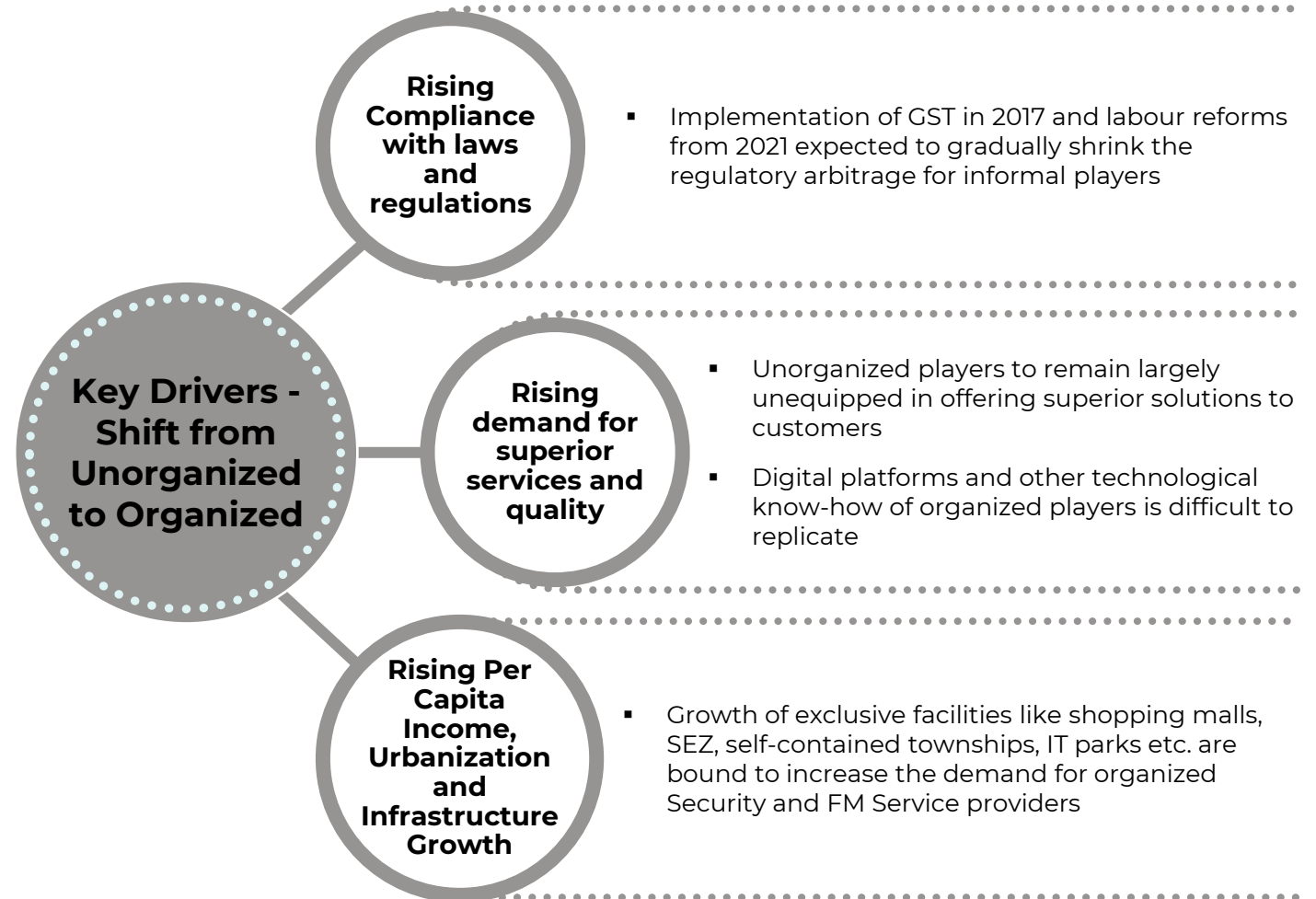
Industry Overview

Industry transitioning towards organized players

■ Unorganized Market ■ Organized Market

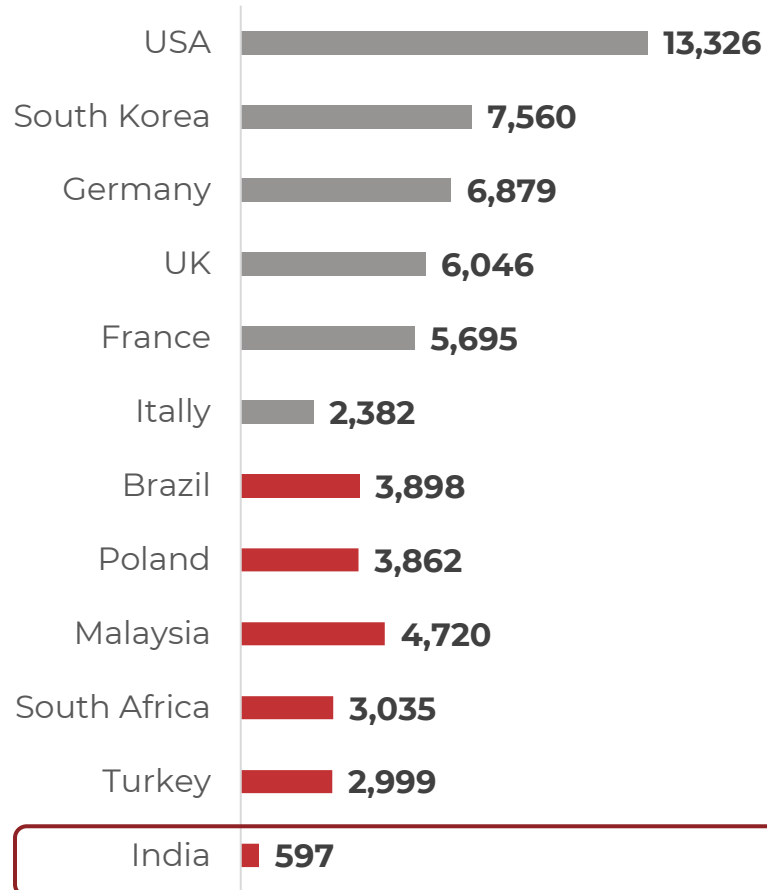


Over the foreseeable future, the organized market share is expected to significantly grow

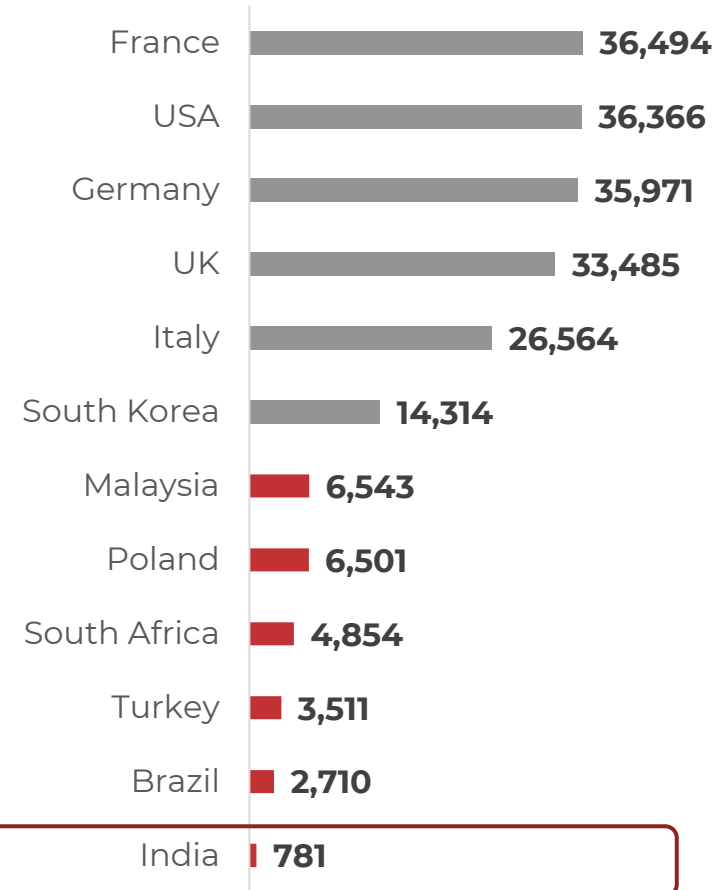


Well poised to take advantage of industry trends

Per capita security spends is among the lowest



Per capita FM spends is among the lowest



● Developed Countries
● Developing Countries

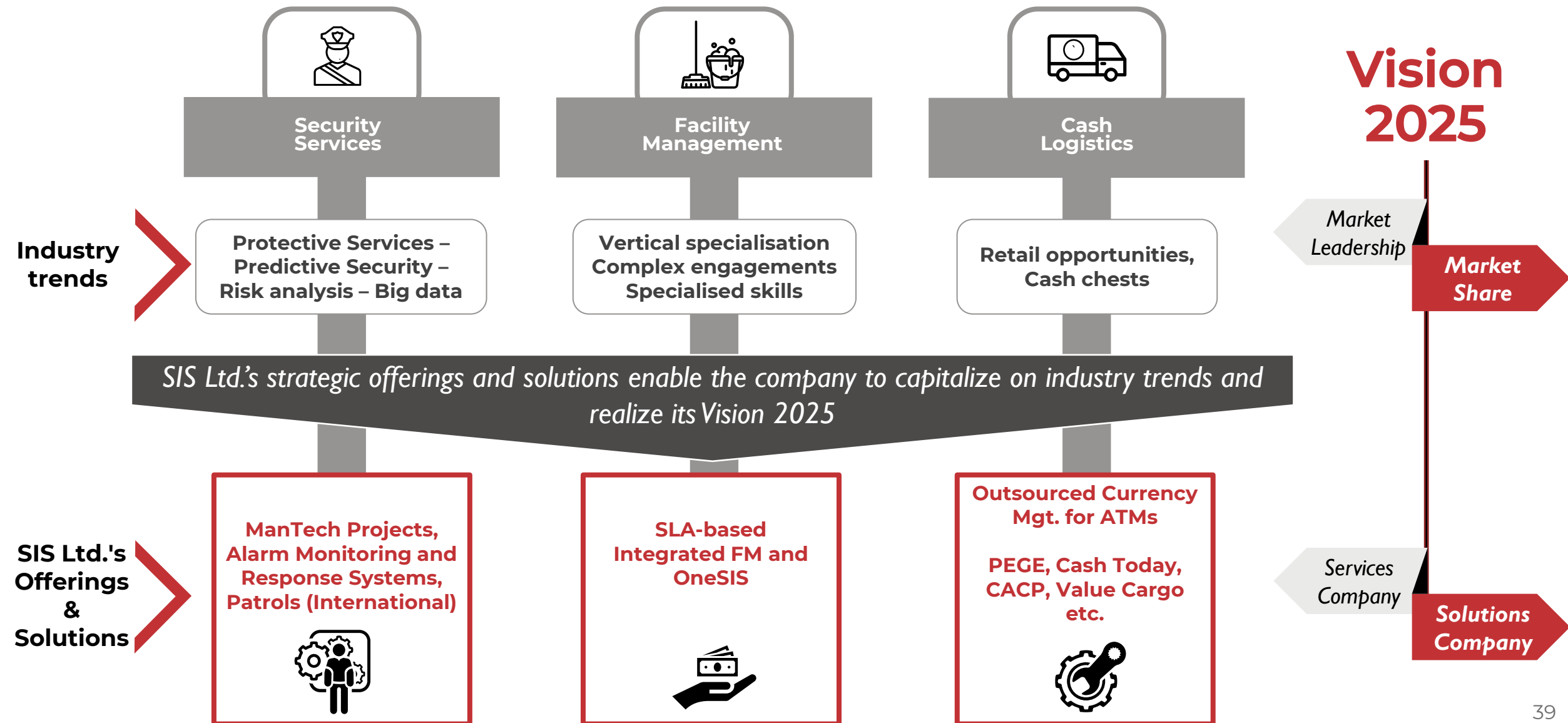
Penetration for India Security and Facility Management business only expected to grow

Growth Strategy

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 ”

Transitioning from services to problem solving

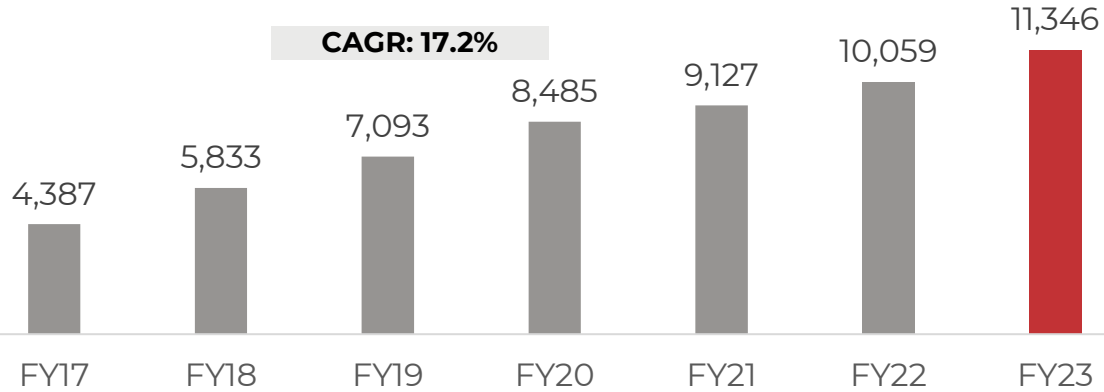


Financial Overview

Compounding story playing out with predictable growth

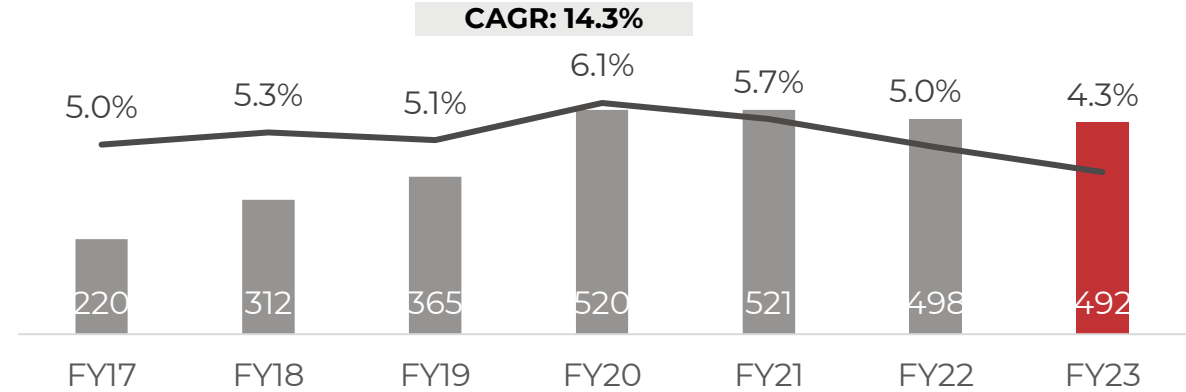
Revenue (₹ cr.)

CAGR: 17.2%



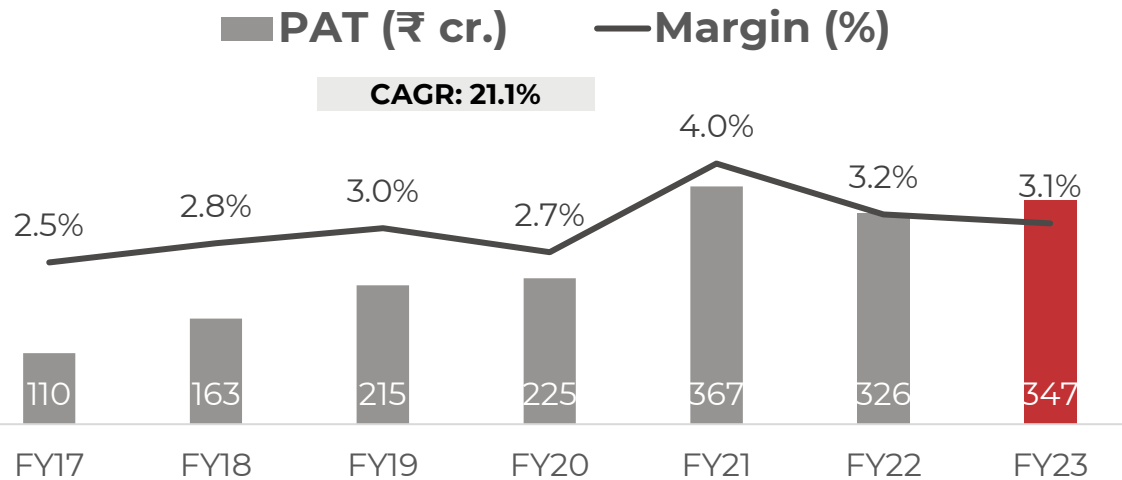
EBITDA (₹ cr.) — Margin (%)

CAGR: 14.3%



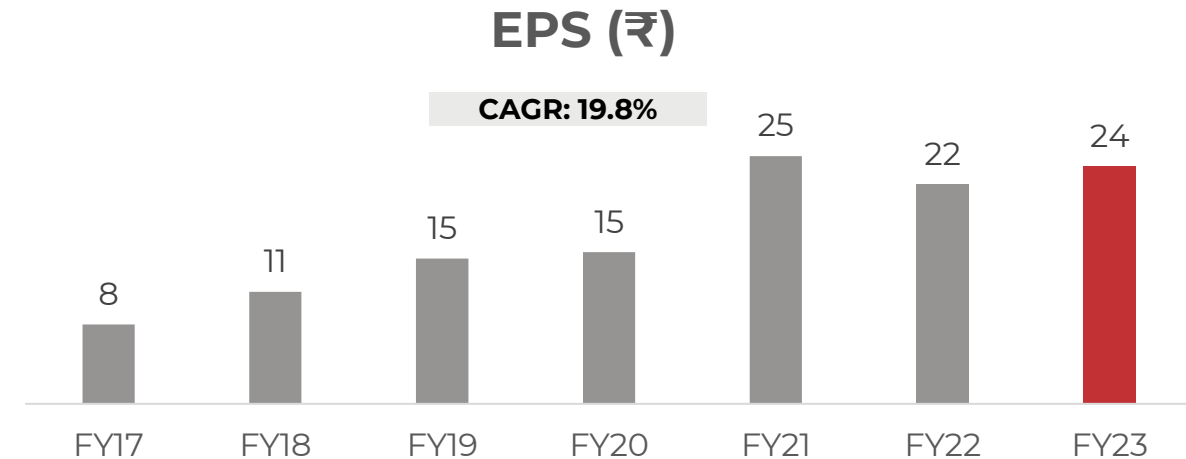
PAT (₹ cr.) — Margin (%)

CAGR: 21.1%



EPS (₹)

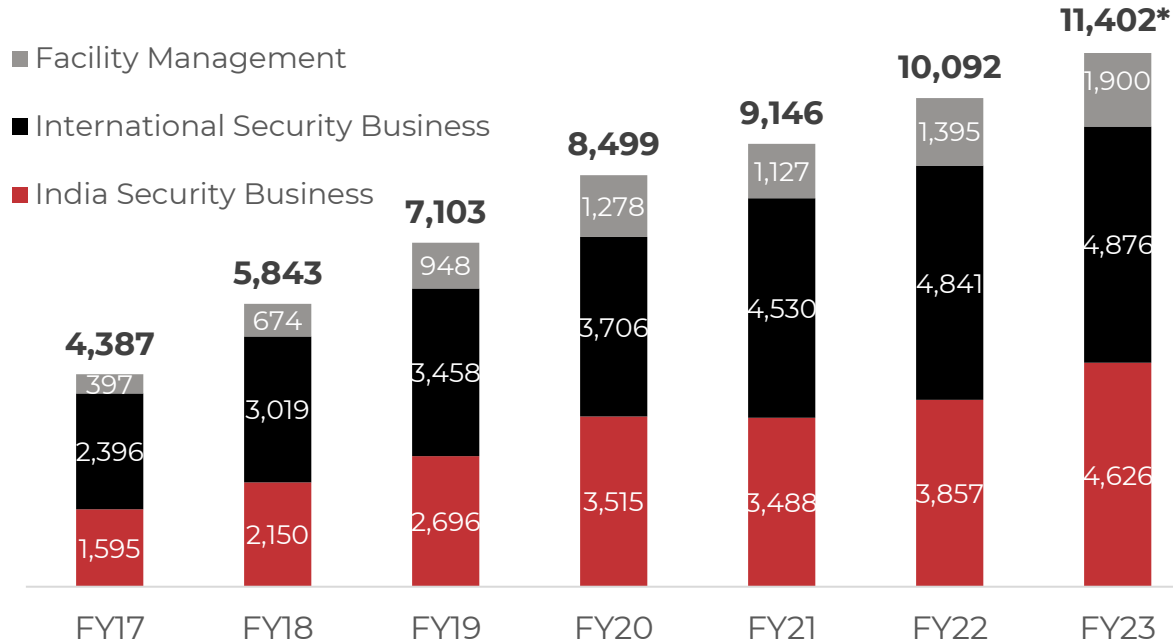
CAGR: 19.8%



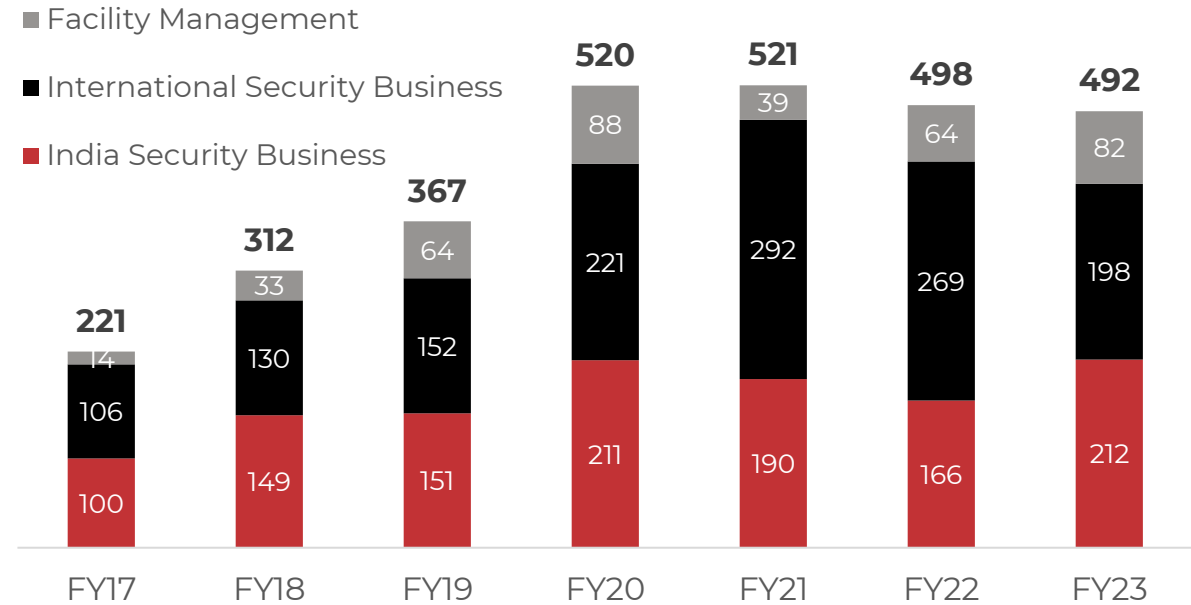
Performed consistently since IPO on key metrics

Consistent growth across segments

Revenue (₹ cr.)



EBITDA (₹ cr.)

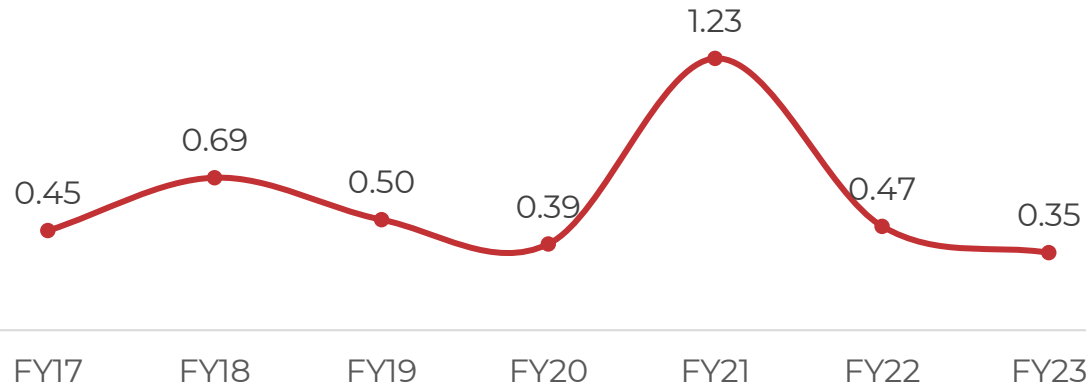


* Including inter-segment revenue

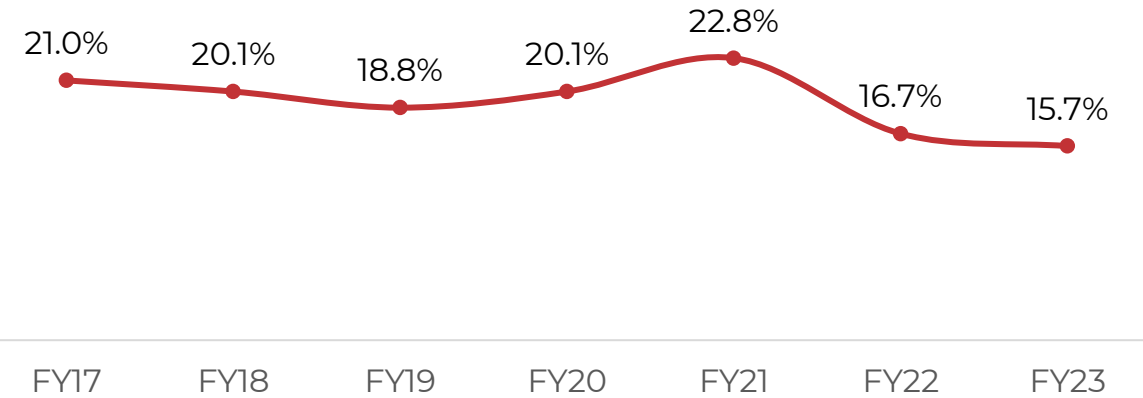
- **India business (Security & Facility management) contributes ~57% of revenue in FY23 with a CAGR of ~17% from FY17-FY23**
- **Stable EBITDA performance, barring COVID impact as seen in FY22 & FY23**
- **A pick-up in economic activity post COVID combined with an increase in corporate travel for customer interactions, training & development etc., which were almost non-existent in FY21, impacted FY22 & FY23 EBITDA slightly**

Financial ratios

OCF / EBITDA (X)



ROE (%)



- We generated a total OCF of ~₹171 cr. and maintained our ROE at an average of 19%+
- Total money returned to shareholders in the form of dividends and buybacks amounted to ₹80 cr. in FY23

Summary

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 \$1.4 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 2,83,300+ full-time staff and was recognized as #4 amongst the 'Best Companies to Work For in India' for 2022.

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

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devrishi@cdr-india.com

Thank You
