

**Date: June 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**

**Ref: Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

In continuation to our letter dated June 19 and 21, 2023, please find enclosed a copy of the presentation made to the institutional investors and analysts.

The above information is also 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.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

This presentation contains certain forward-looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward-looking statements become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the Company.

## Disclaimer

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# Why SIS?

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# 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

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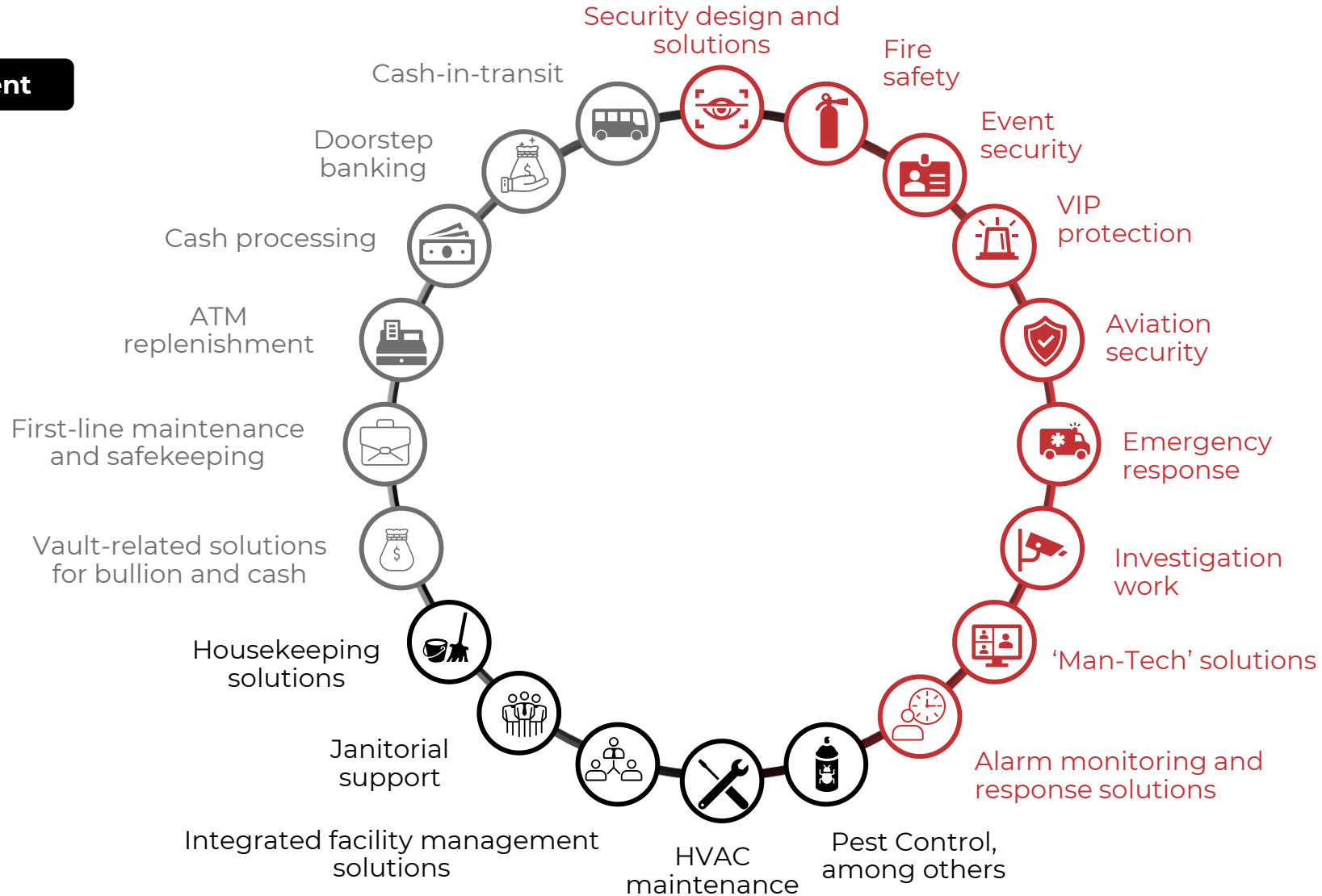
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# Comprehensive offerings

Security Services

Facility Management

Cash Solutions





# Distinct brands for specific offerings

## Facility Management



An SIS Group Enterprise



Secured from pest... Assured by world's best  
An SIS Group Enterprise



An SIS Group Enterprise



dusters total solutions services  
An SIS Group Enterprise



A Market Leader in Security



UNO DEFECTIVE & SECURITY SERVICES (INDIA) LTD  
An ISO 9001 Certified  
"Unique in every aspect"  
SINCE 1996



Electronic Security Solutions  
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

**334**

Branches



Covers

**36**

STATES / UTs



**50**

Regional Offices



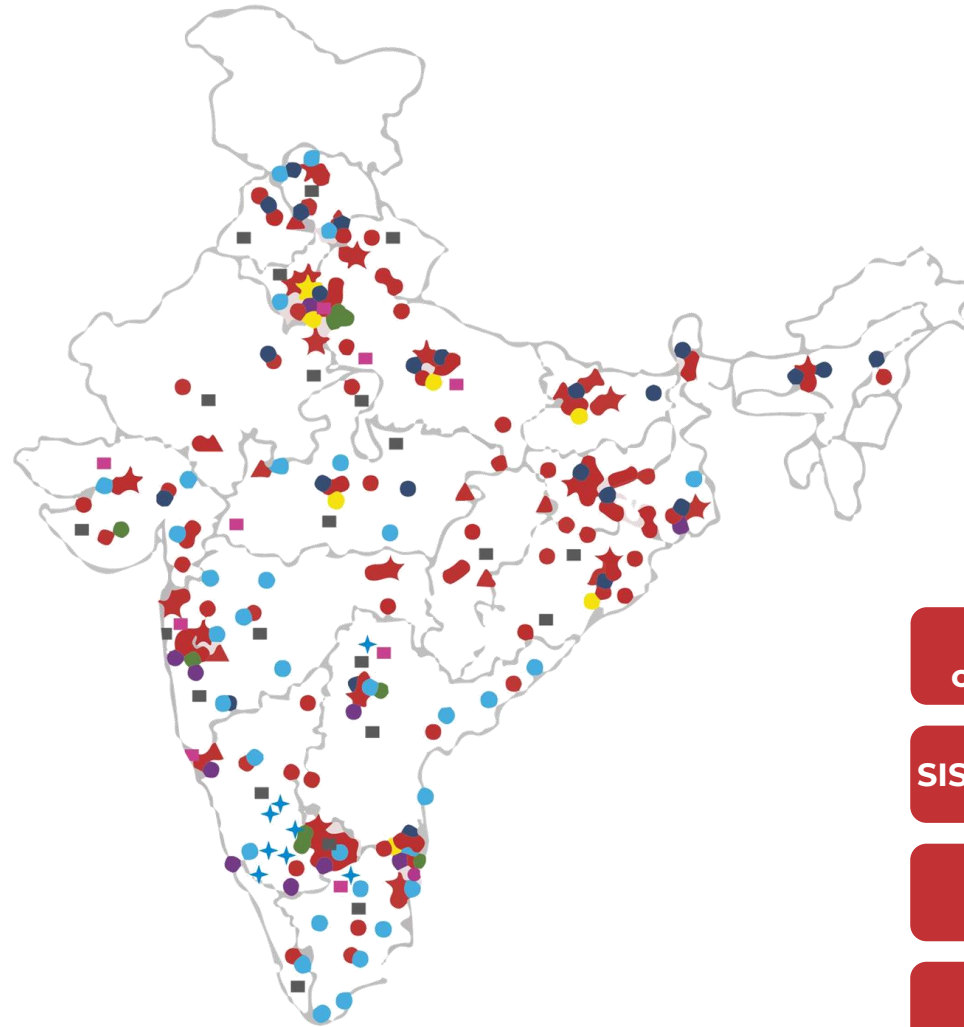
Presence across

**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

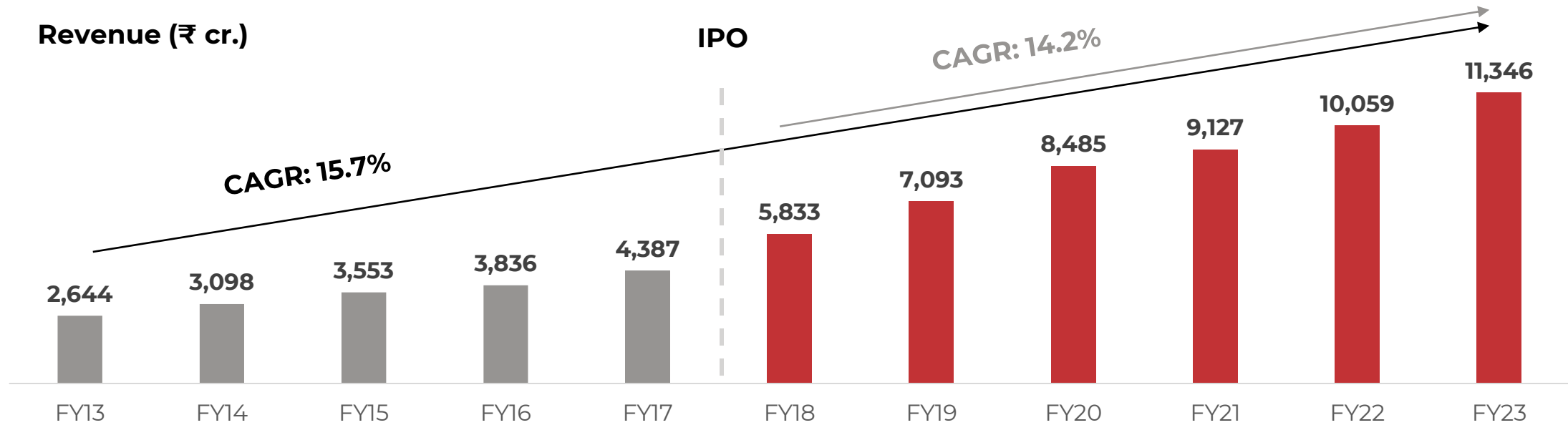
SIS sells more per branch per month

SIS can serve pan India

SIS offers economies of scale

Consistently increasing penetration

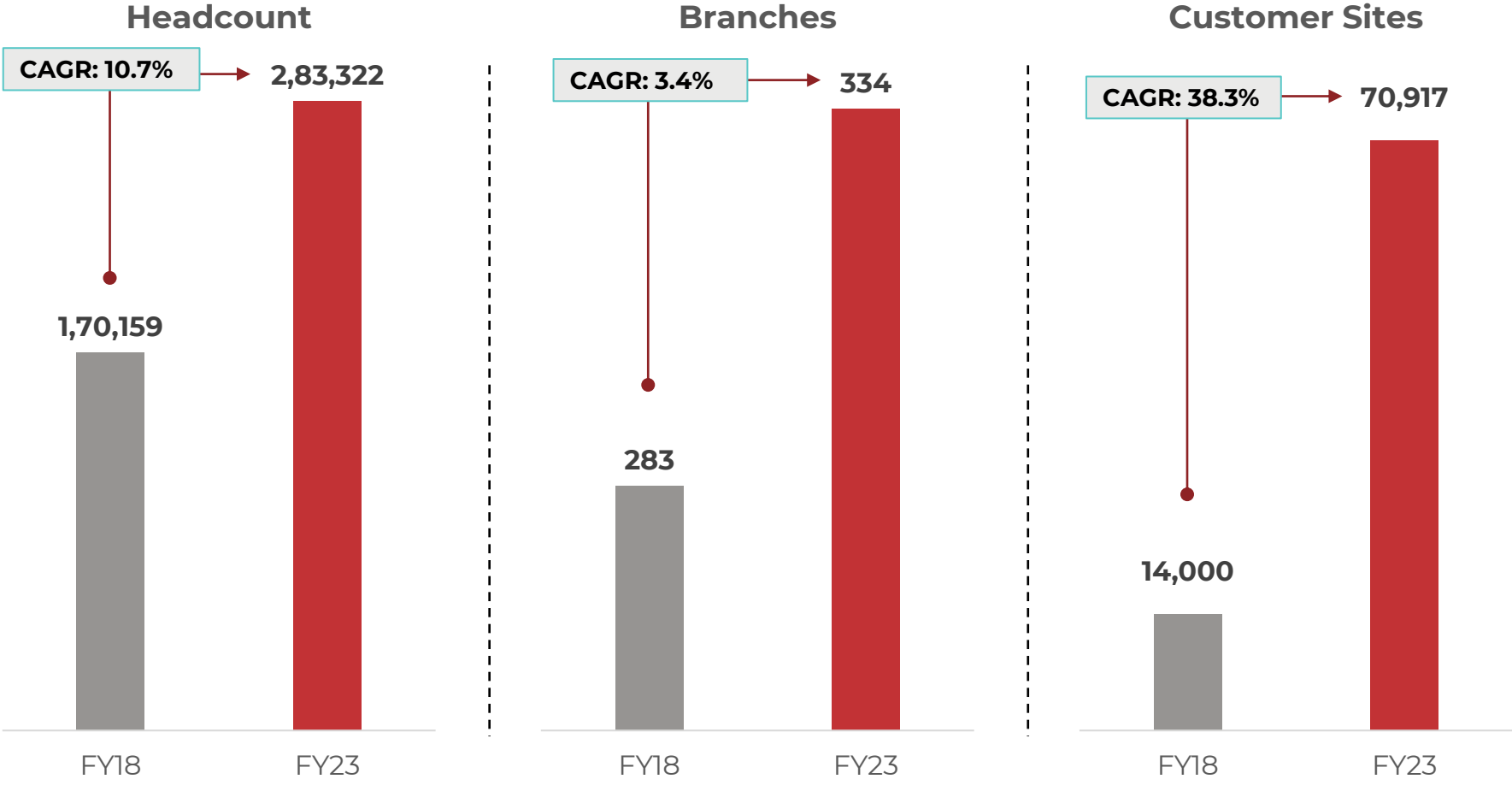
# Track record of consistent growth



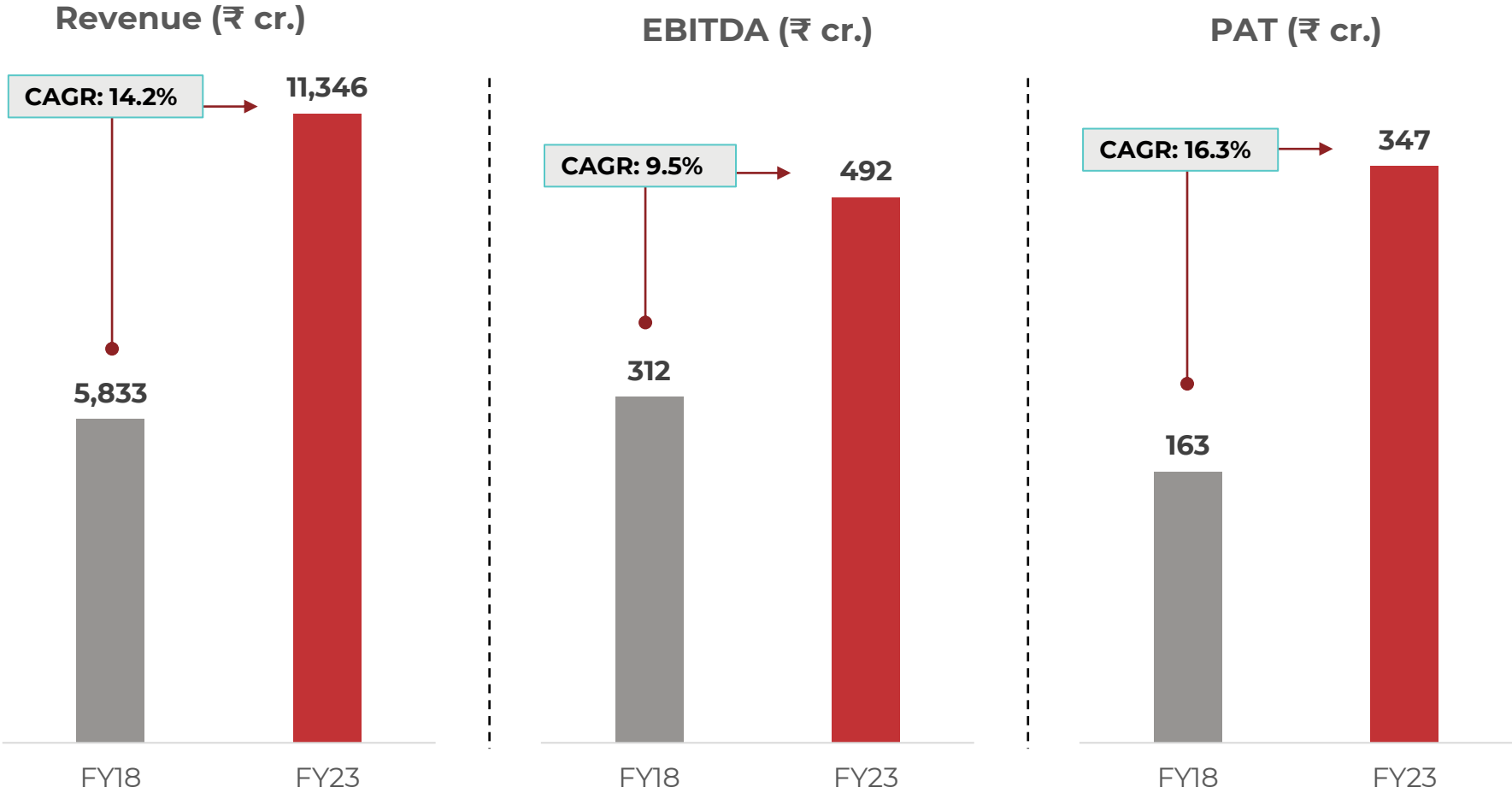
<p><b>FY13 Acquisition:</b></p> <ul style="list-style-type: none"> <li>SDB CISCO Cash Logistics Business</li> </ul>	<p><b>FY16 Acquisitions:</b></p> <ul style="list-style-type: none"> <li>SSMS Cash Logistics Business</li> <li>DTSS Facility Management Business</li> </ul>	<p><b>FY17 Acquisitions:</b></p> <ul style="list-style-type: none"> <li>51% of Southern Cross Protection Mobile Patrols Business in Australia</li> </ul>	<p><b>FY19 Acquisitions:</b></p> <ul style="list-style-type: none"> <li>51% in SLV Security Services in India</li> <li>80% in Rare Hospitality and Services in India</li> <li>51% in Uniq Security Solutions in India</li> <li>60% in Henderson Security in Singapore</li> <li>51% in Platform 4 Group in New Zealand</li> </ul>	<p><b>FY21 Acquisitions:</b></p> <ul style="list-style-type: none"> <li>Additional shareholding of SLV Security Services</li> <li>Uniform Business Division of SIS Group Enterprises</li> <li>Remaining 49% in SX Protective Holdings</li> <li>Remaining 17% in Rare Hospitality and Services</li> <li>Remaining 49% in ADIS Enterprises by DTSS</li> </ul>	<p><b>FY22 Acquisitions:</b></p> <ul style="list-style-type: none"> <li>Remaining 49% in Uniq Security Solutions</li> <li>Remaining 40% in SIS Henderson Holdings</li> <li>Remaining 49% in Platform 4 Group, by SIS Australia Group</li> </ul>	<p><b>FY23 Acquisitions:</b></p> <ul style="list-style-type: none"> <li>85% shareholding in SDS, a Perth based company providing Critical Risk Management, Rescue &amp; Medical Services and Training services across Australia</li> <li>Terminix SIS became a 100% subsidiary of the Group</li> </ul>
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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

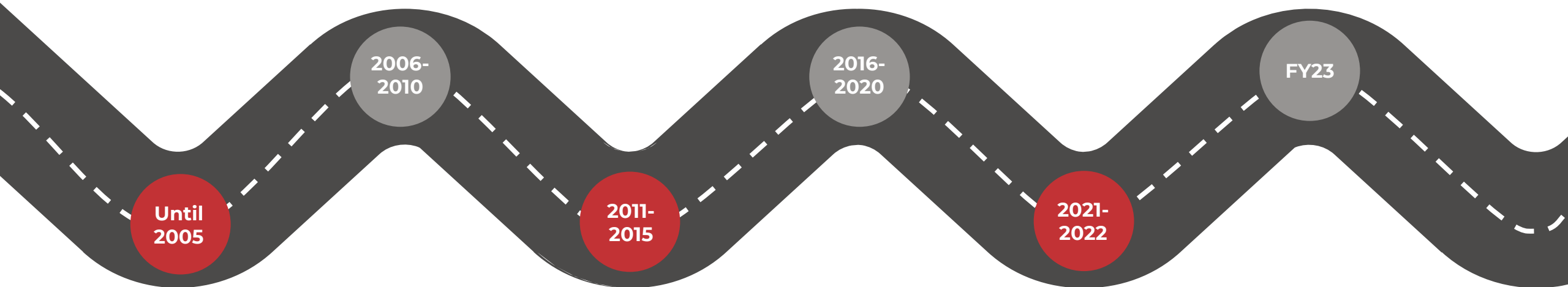


# Rich history

- 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

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# 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

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



## Auto, Manufacturing, Logistics, Transportation



## IT / BPO, BFSI, Telecom, Education



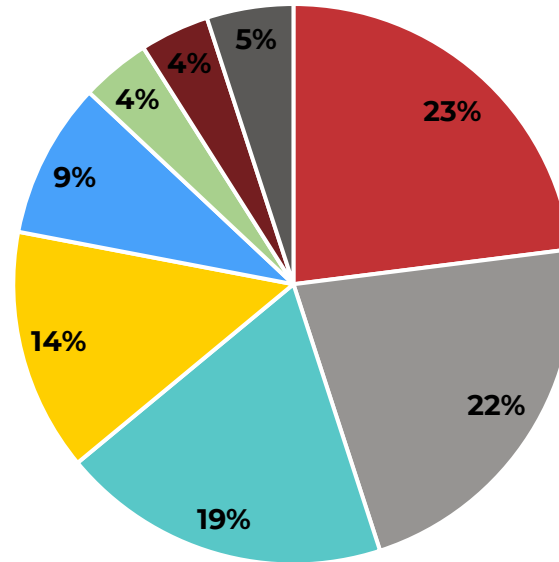
## Hospitality & Retail



## Others

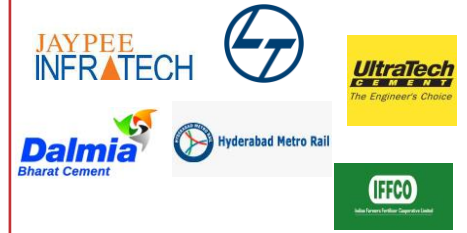


FY23 Revenue Split (%)



- 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

## 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



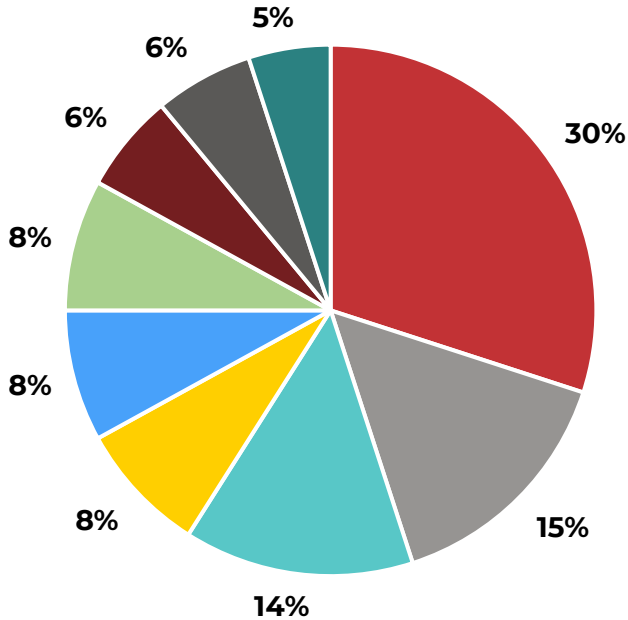
## Commerce/Industrial



## 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

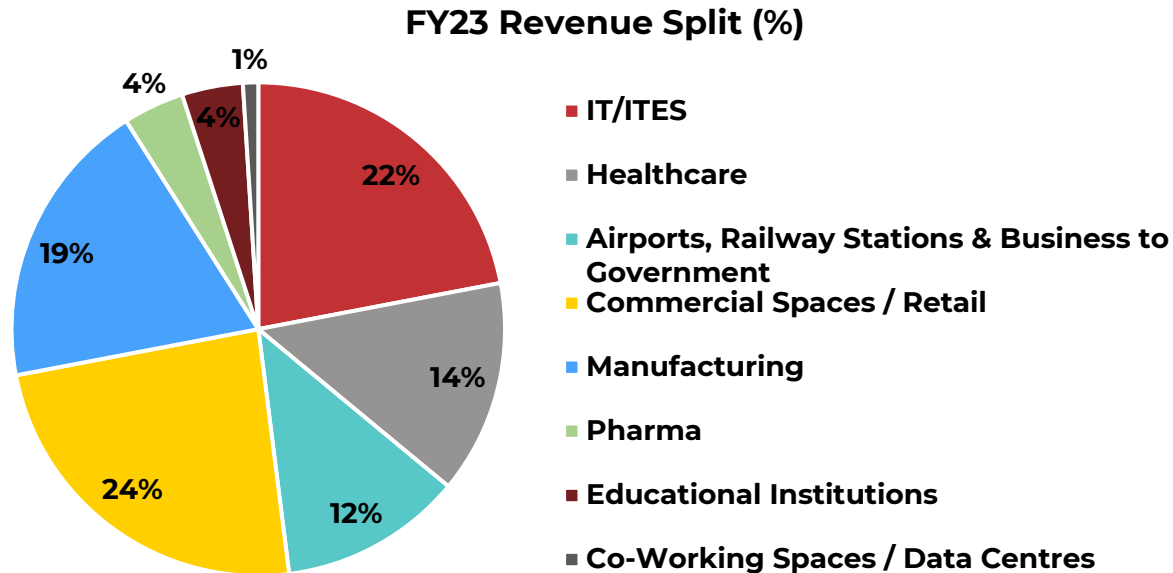
Note: As on 31st March 2023

# 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



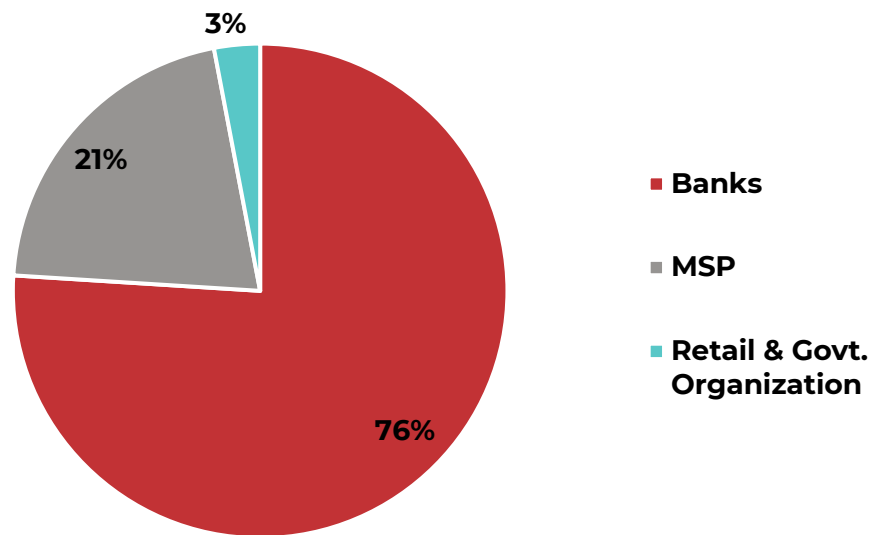
Long-lasting Relationships

# Cash Logistics Solutions: Customer Segments

## Banks



## FY23 Revenue Split (%)



## Retail & Govt. Organization



## MSP



# 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

**Current Duty** Shift A  
IL & FS Environmental Infrastructure & Services Limited | DLE UNT 12345  
Maingate SS

Thursday 6 Feb  
**10:00** AM

**DUTY IN** **DUTY OUT**

**LOCATE ON MAP**

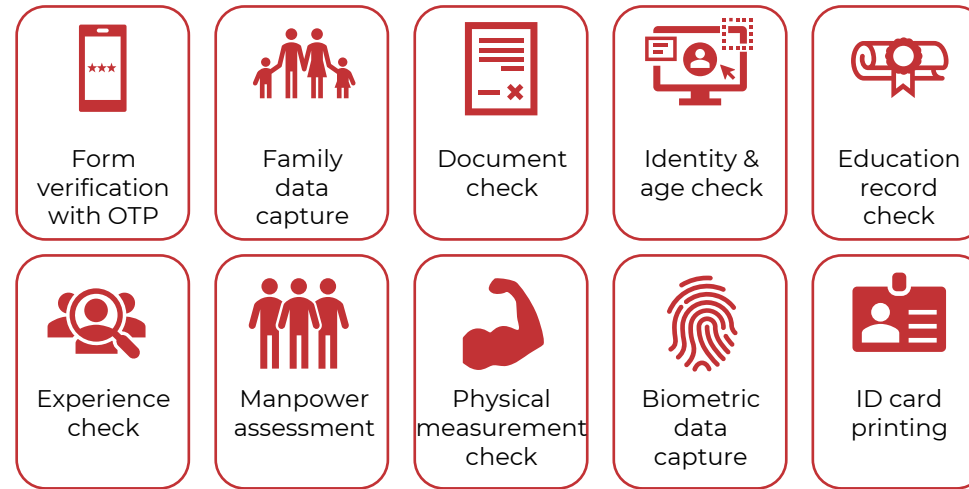
- Attendance records on fingertips
- Online leave approval
- App locker for documents
- Live notifications for Salary, PF etc...
- Grievance redressal through integrated WhatsApp
- Mark attendance in one click



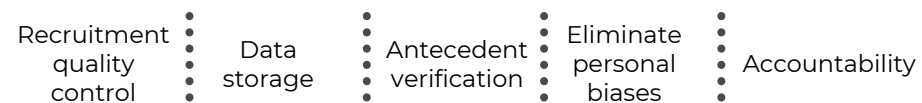
## ARK (Automated Recruitment Kiosk): 1<sup>st</sup> in industry recruitment quality control system

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

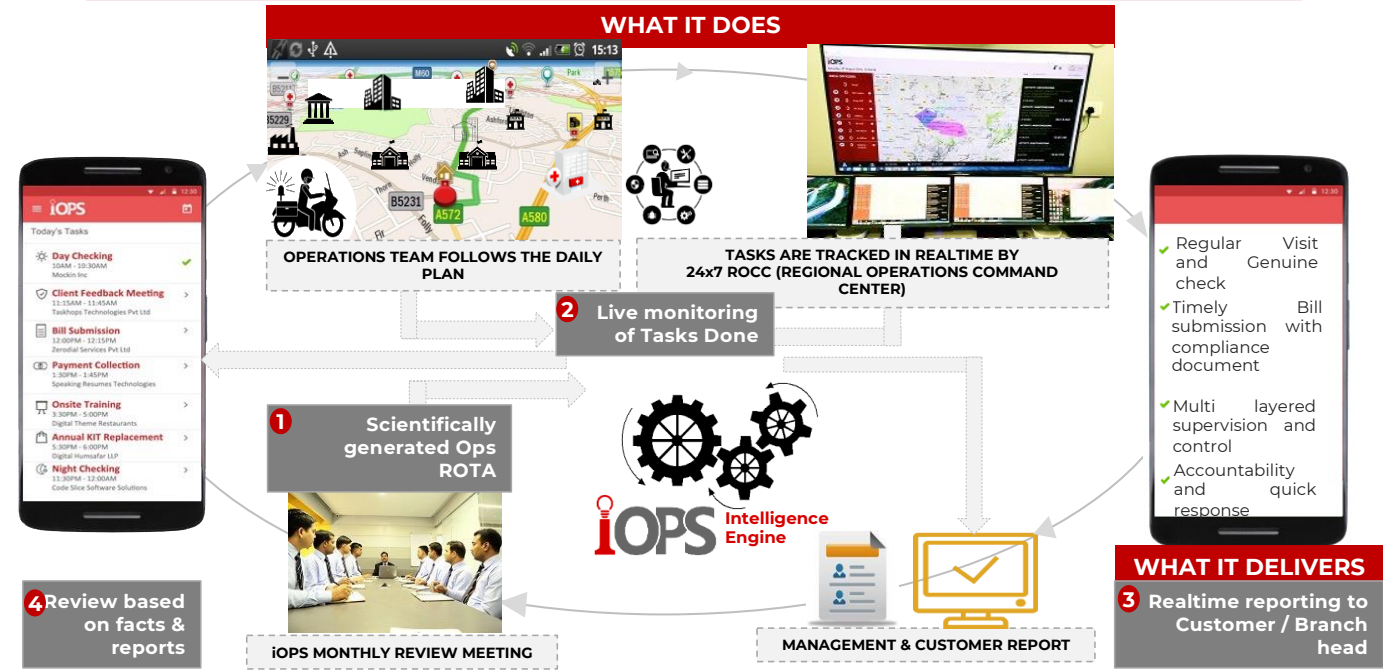
- Manage leads
- Record meeting notes
- Prepare quotations
- Identity & age check
- Manage claims & reimbursements
- Organize appointments
- Create sales presentations
- Manage margins
- Manage attendance & leave



**iOOPS: 1<sup>st</sup> 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



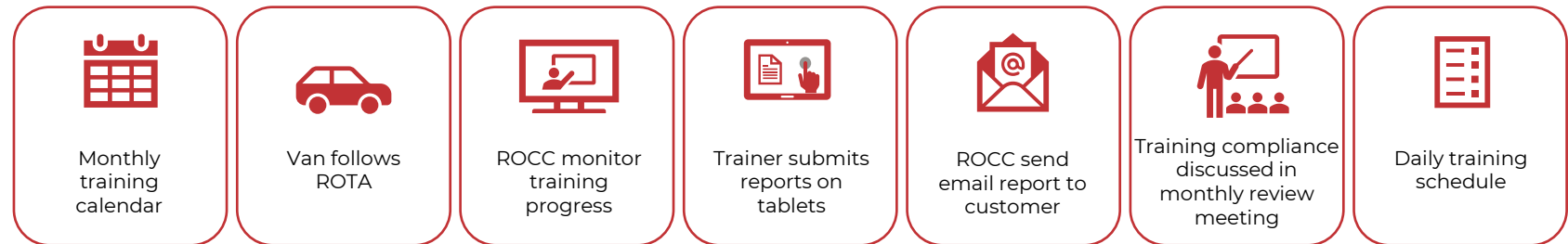
- Task & SLA Tracking
- Higher Productivity
- Proactive approach to customer service through world class technology





## M-Trainer: 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



## 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 (2)    View Reports (8)

**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**

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

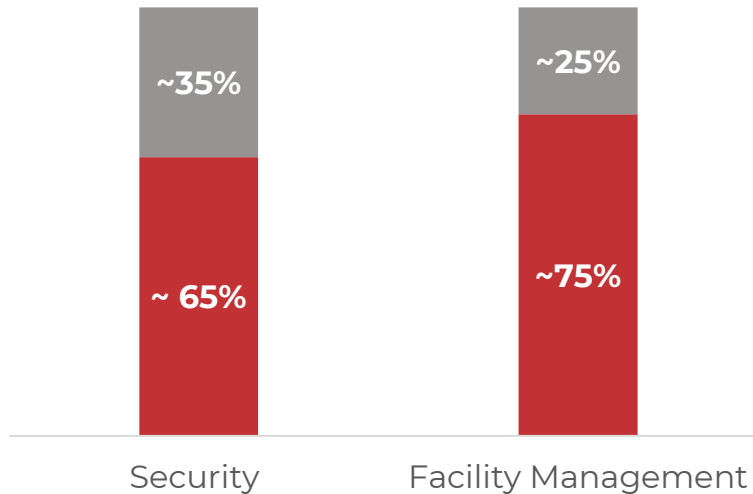
# Industry Overview

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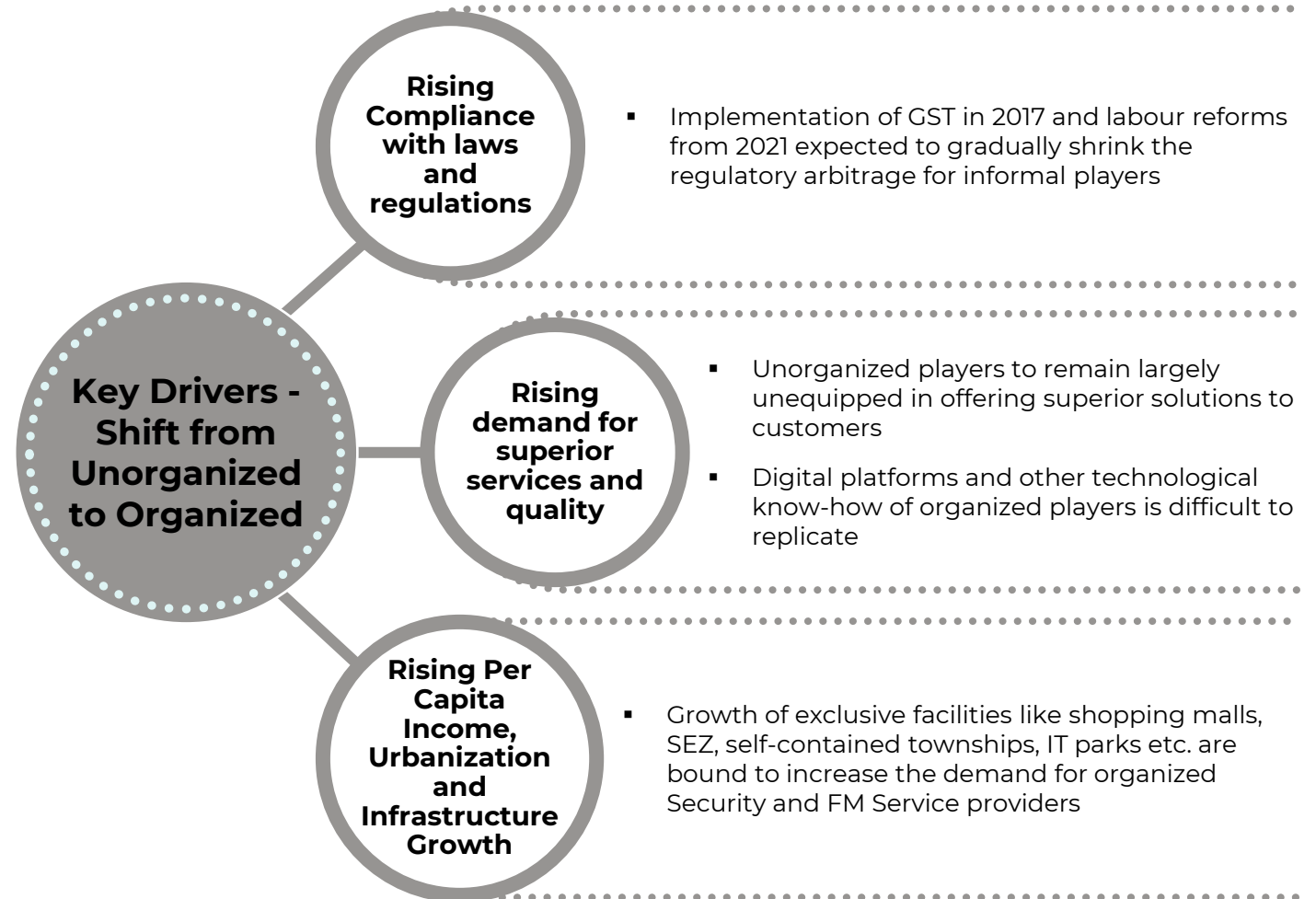
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# Industry transitioning towards organized players

■ Unorganized Market ■ Organized Market



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

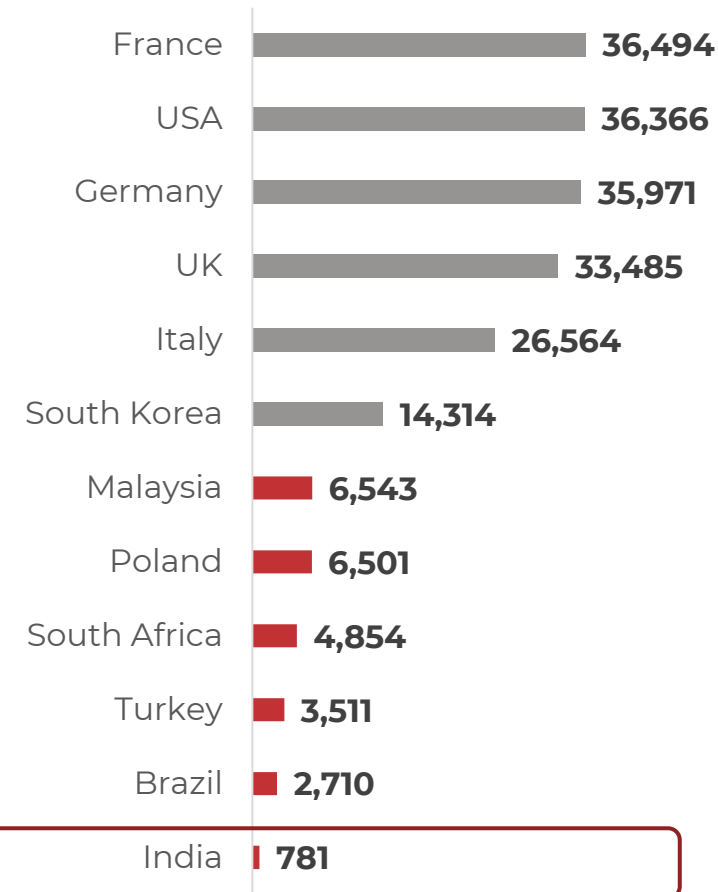


# Well poised to take advantage of industry trends

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

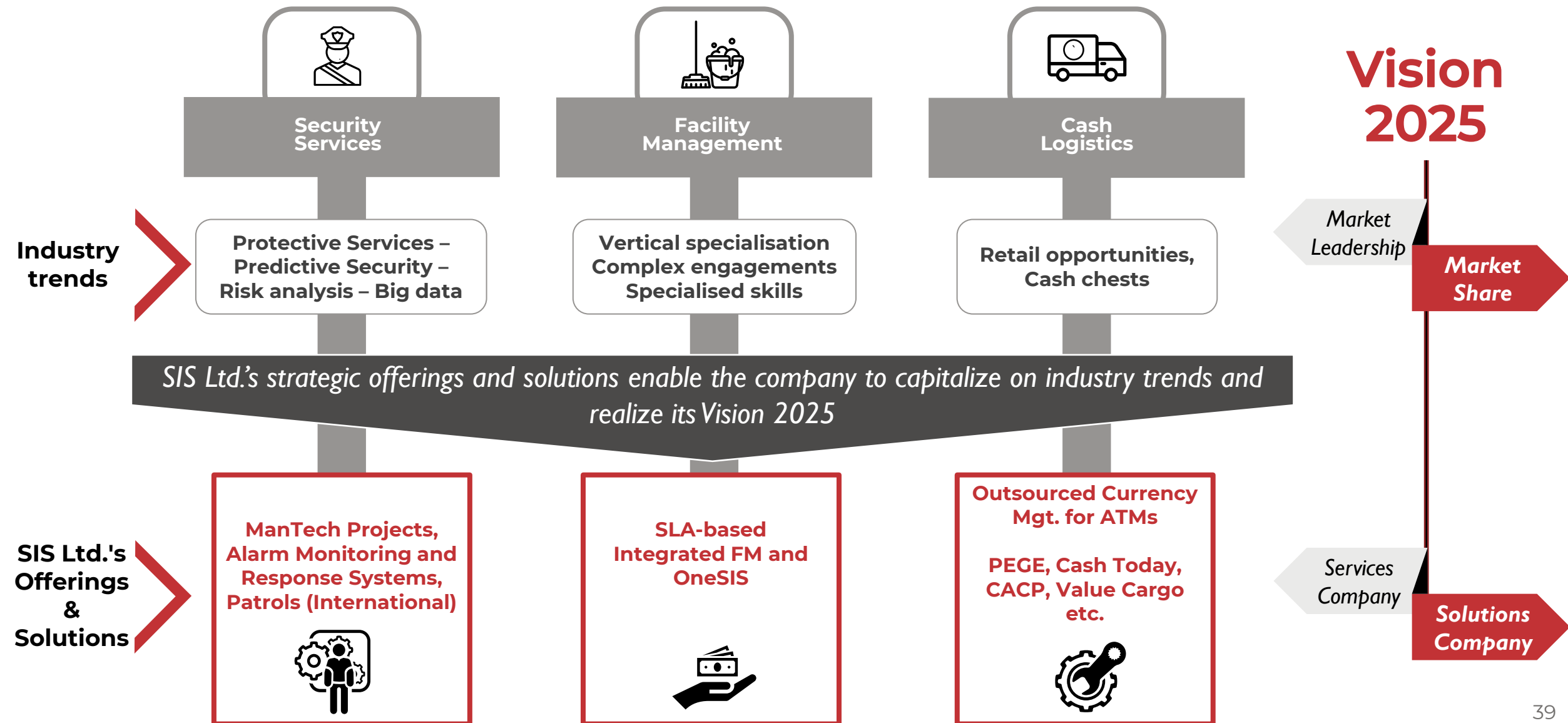
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# VISION 2025

“ 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

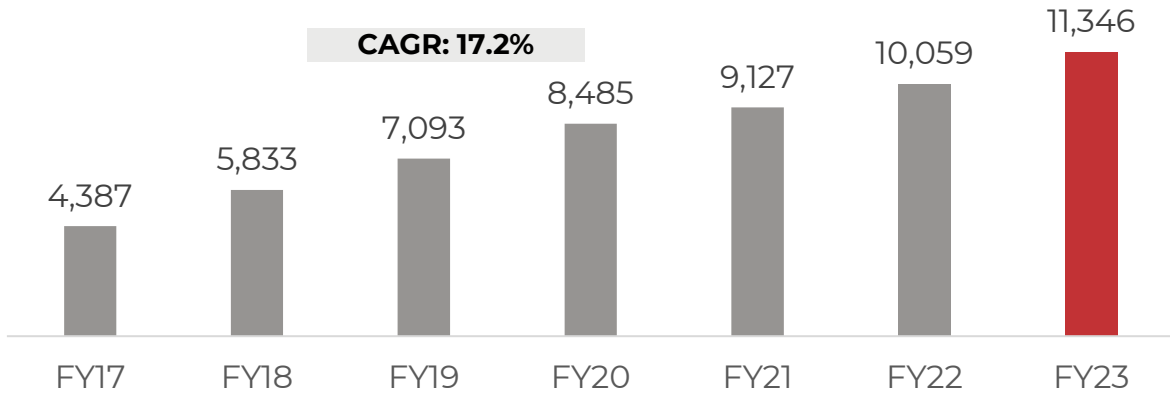
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# Compounding story playing out with predictable growth

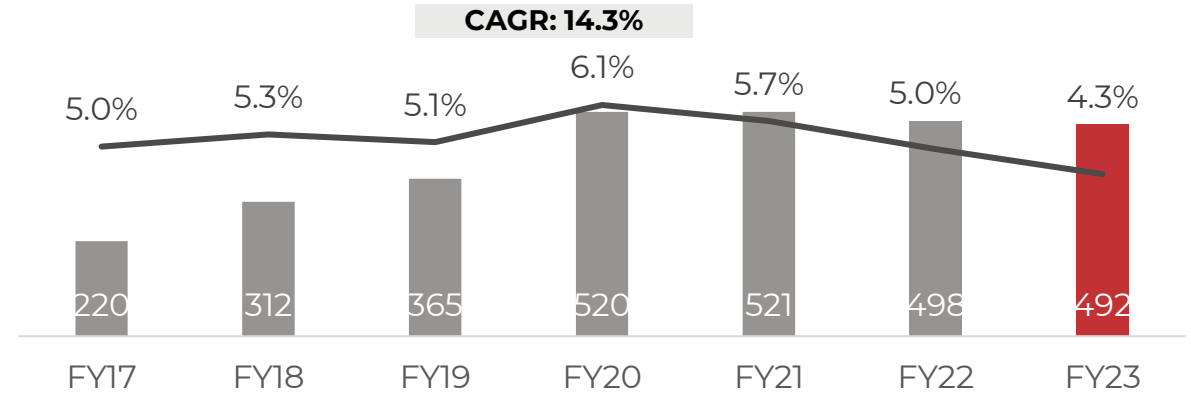
## Revenue (₹ cr.)

CAGR: 17.2%



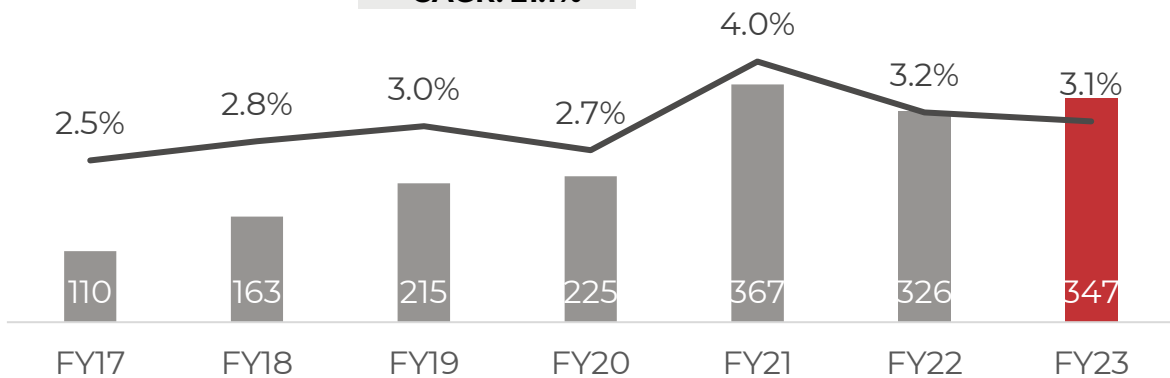
## EBITDA (₹ cr.) — Margin (%)

CAGR: 14.3%



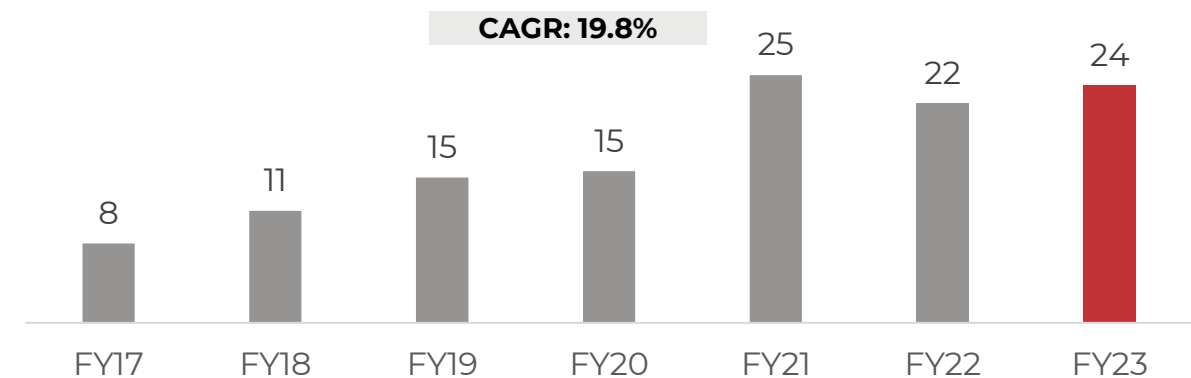
## PAT (₹ cr.) — Margin (%)

CAGR: 21.1%



## EPS (₹)

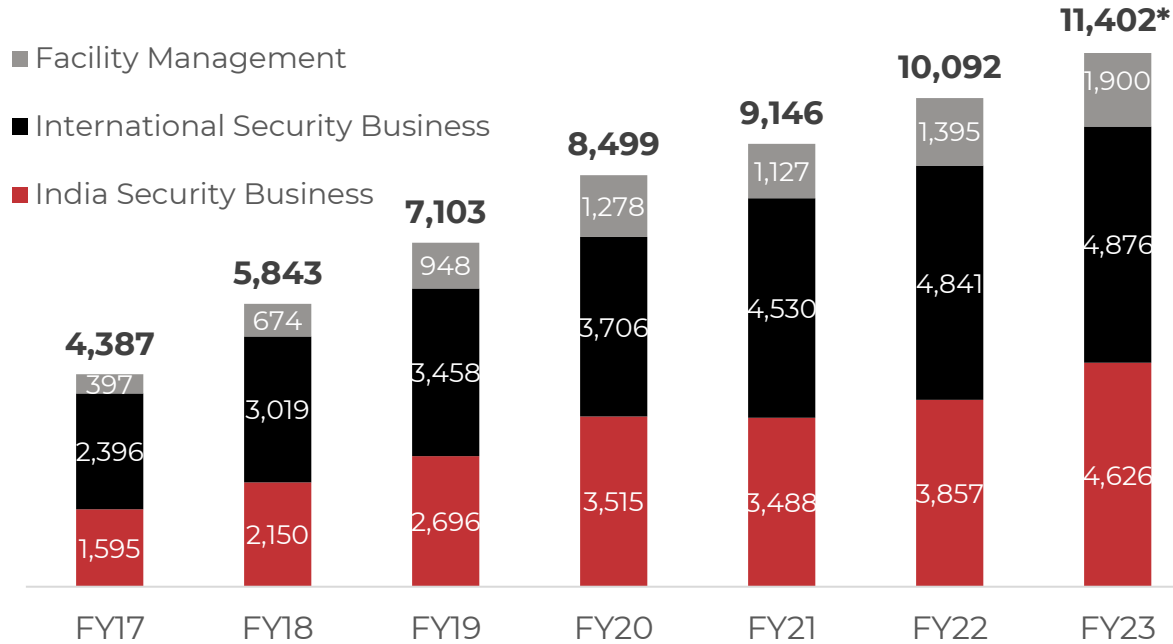
CAGR: 19.8%



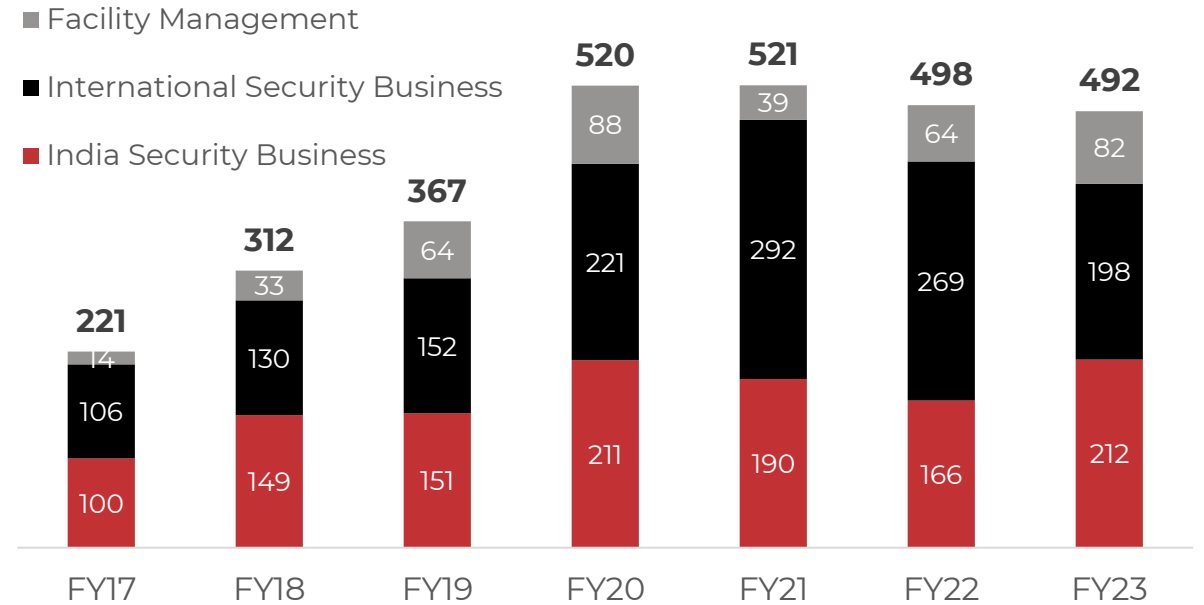
Performed consistently since IPO on key metrics

# Consistent growth across segments

## Revenue (₹ cr.)



## EBITDA (₹ cr.)



\* Including inter-segment revenue

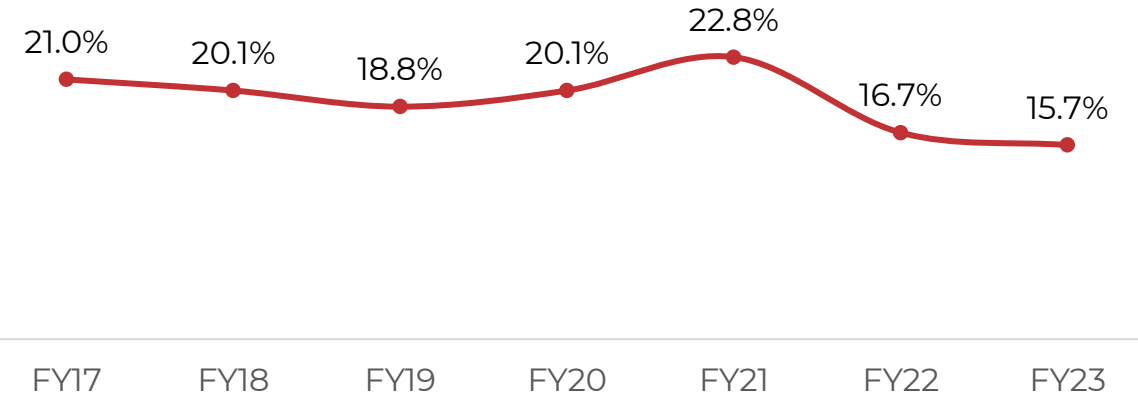
- **India business (Security & Facility management) contributes ~57% of revenue in FY23 with a CAGR of ~17% from FY17-FY23**
- **Stable EBITDA performance, barring COVID impact as seen in FY22 & FY23**
- **A pick-up in economic activity post COVID combined with an increase in corporate travel for customer 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

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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 \$1.4 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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# Thank You

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