

Date: September 6, 2022

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

NSE Symbol: SIS

BSE Code: 540673

Dear Sir/Madam,

Sub: Presentation made to the Institutional Investors

Ref: Regulation 30 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

With reference to the captioned subject and in continuation to our letter dated September 5, 2022, please find enclosed herewith the investor presentation made to the Institutional Investors. The presentation is also available on the website at <https://sisindia.com/investors/investor-information/investor-presentation/>

This is for your information and record.

Thanking you.

For **SIS Limited**

**Pushpalatha K
Company Secretary**

Encl: As above

**Great
Place
To
Work®**

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APRIL 2022 - APRIL 2023

INDIA

sis
Group Enterprises

A Market Leader in
Security, Cash Logistics
& Facility Management



Investor Presentation

September 2022

SAFE HARBOUR

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A MARKET LEADER IN SECURITY SERVICES, FACILITY MANAGEMENT AND CASH LOGISTICS

No. 1

No. 1

No. 2

No. 2



Group flagship –No. 1 Security solutions company in India

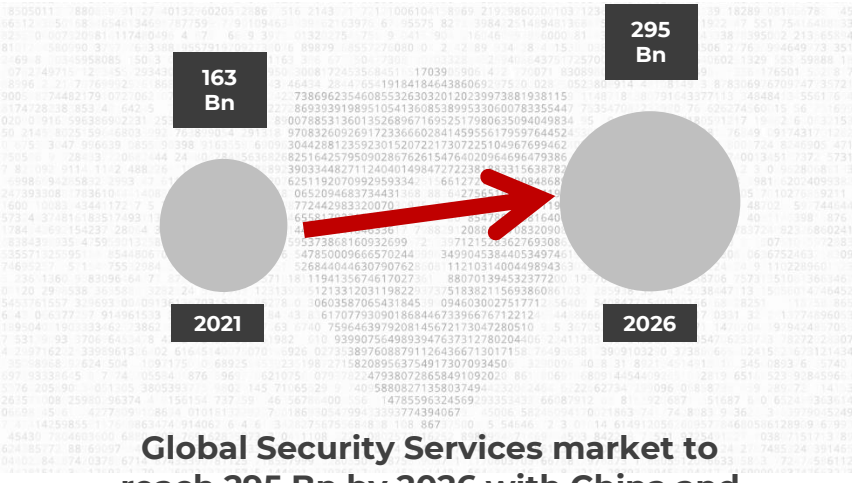
Leader in Australia for over a decade

Grew from a fledging player in 2014 to the No.2 in 5 years

Joint venture with global leader Prosegur

CUSP OF A TREMENDOUS OPPORTUNITY

Across Security Services



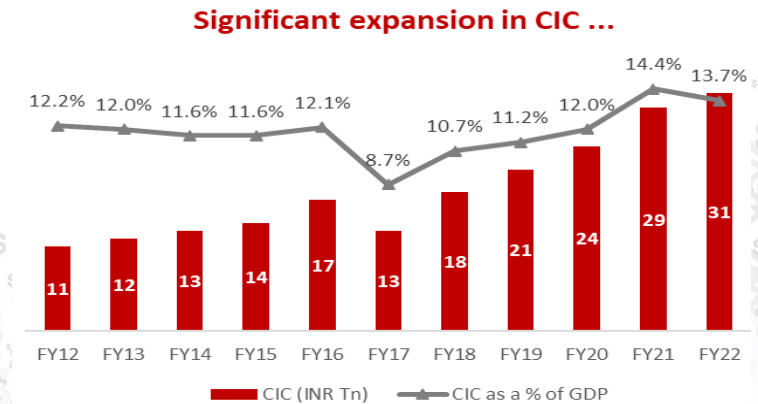
Global Security Services market to reach 295 Bn by 2026 with China and India expected to be the fastest growing markets

...Facility Management



5X growth in Indian real estate market by 2030 from 2021

...and Cash Logistics



**~75% of transactions in India are in cash
Cash in circulation continues to grow**

STRONG REVENUE GROWTH WITH CONSISTENTLY HIGH RETURN RATIOS

INR' Cr	FY17	FY18	FY19	FY20	FY21	FY22	5 Yr CAGR
Revenue	4,387.2	5,833.4	7,093.3	8,485.2	9,127.3	10,059.1	18.1%
Revenue Growth	551.0	1,446.2	1,259.9	1,391.9	642.1	931.8	
Revenue Growth %	14.4%	33.0%	21.6%	19.6%	7.6%	10.2%	
EBITDA	220.4	312.0	365.2	520.4	520.8	498.5	17.7%
EBITDA %	5.0%	5.3%	5.1%	6.1%	5.7%	5.0%	
PAT (Reported)	109.7	163.0	214.7	225.5	367.2	325.9	24.3%
PAT%	2.5%	2.8%	3.0%	2.7%	4.0%	3.2%	
EPS	7.9	11.2	14.5	15.1	24.7	21.9	22.6%
ROCE %	25.5%	24.2%	18.6%	20.9%	19.0%	15.6%	
ROE %	21.0%	20.1%	18.8%	20.1%	22.8%	16.7%	
OCF/EBITDA%	45.0%	69.0%	50.0%	39.0%	123.0%	46.9%	
Net Debt/EBITDA	1.3	0.2	1.1	1.4	0.7	1.4	
Operating CF	100.1	215.0	204.8	201.4	639.6	233.6	
Investing CF	288.6	116.4	522.4	275.9	163.5	314.4	
FCF (OCF-ICF)	-188.5	98.6	-317.6	-74.5	476.1	-80.8	

Performed consistently since IPO on all the key metrics we focus on: Growth, ROCE% and OCF/EBITDA



Security Services

INDIA SECURITY - MULTI BRAND APPROACH TARGETING DIVERSE SOLUTIONS



#1 and fastest growing security provider

Security assessment, solution design, integration and ongoing security program management



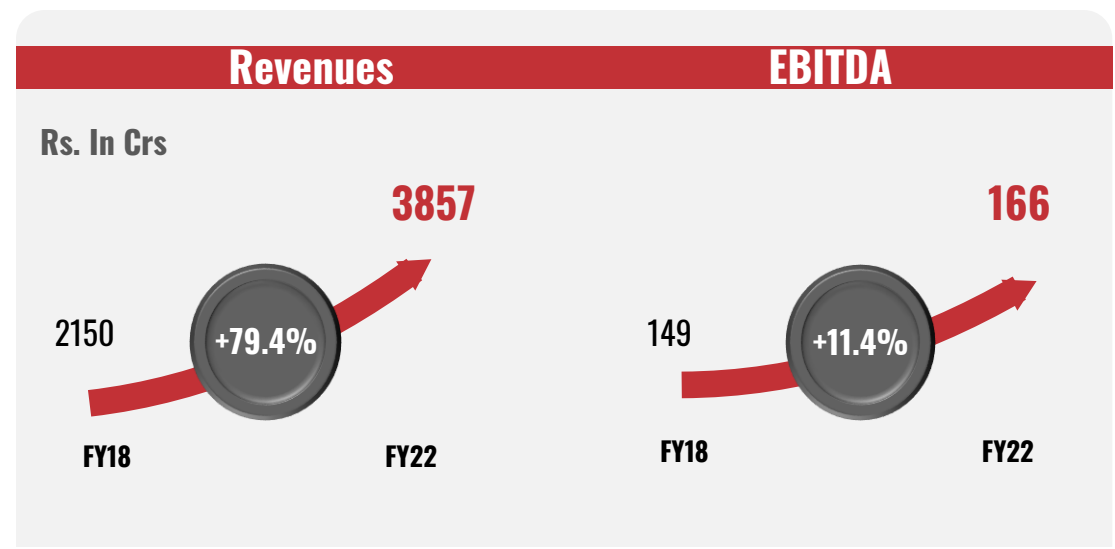
Comprehensive range of electronic security solutions

Electronic security on opex model (eSaas); Pioneering Man-Tech solution sales pan-India



India's first end-end home security system

Cost effective solution for banks and retail



Organically built over the years – first inorganic acquisitions in Q2 and Q3 of FY19

167,011
Trained security personnel

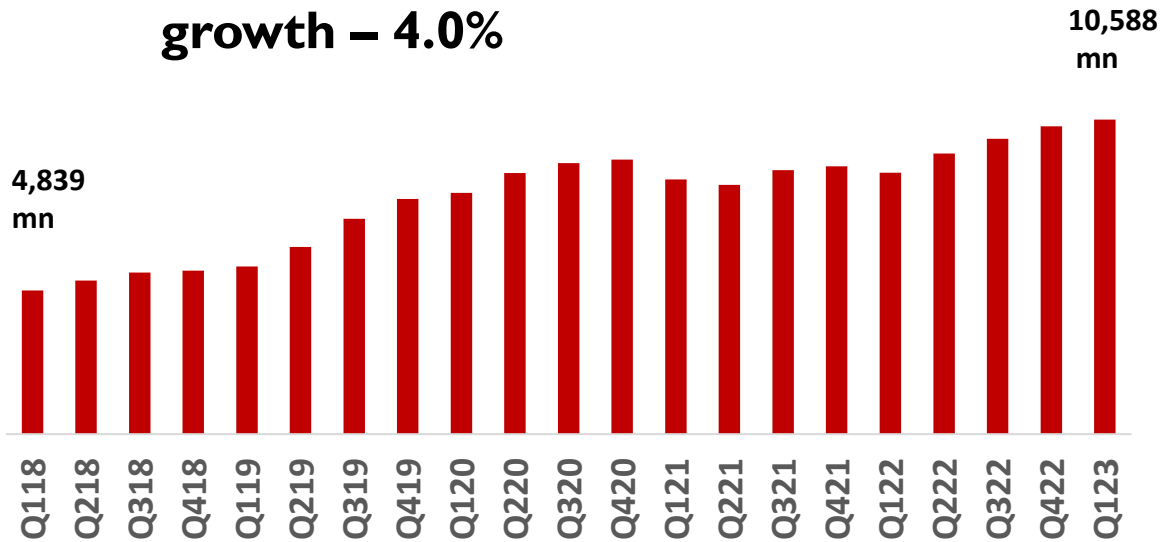
181
Branches

26,147
Sites

8,100+
Customers

INDIA SECURITY – SCALABLE AND PREDICTABLE

Quarterly Revenue growth – 4.0%



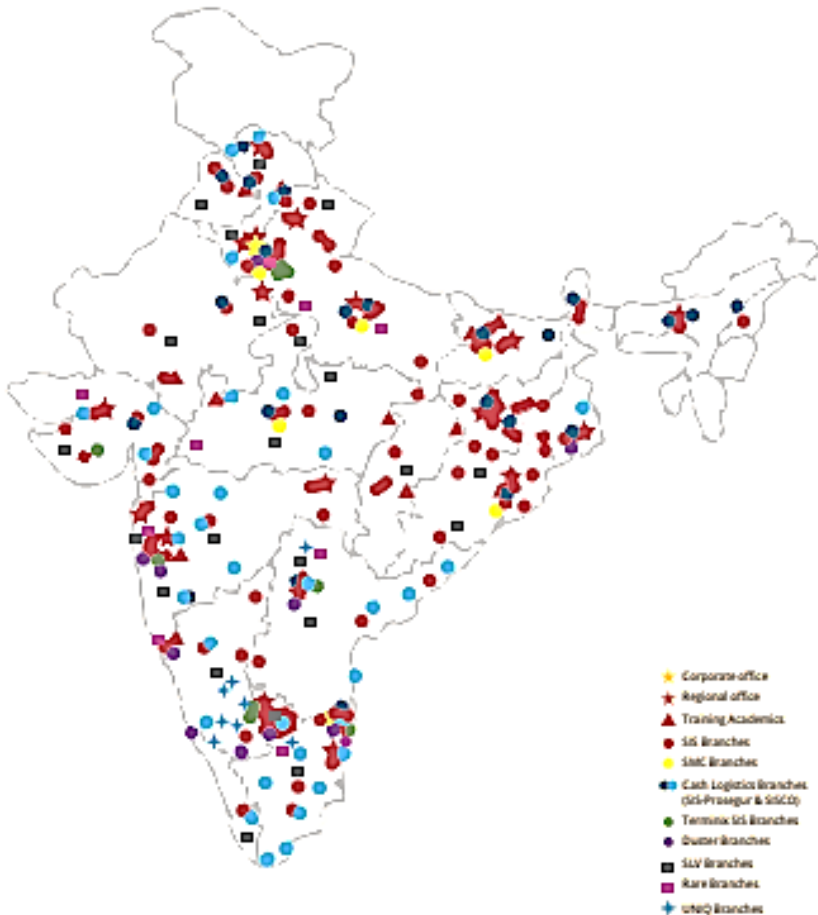
Rapidly scaled the business to become the largest security company in India

Our USP

- 01 **Widest geographical reach – across 630 districts in India**
- 02 **Largest sales force of 200+ people**
- 03 **Strong customer servicing resulting in high retention**
- 04 **Forerunner in introducing technology in each stage of the operations chain**

SIS BRINGS UNPARALLELED REACH ACROSS THE COUNTRY

Presence in India



BRANCH CREATION STRATEGY

Smaller/Regional Customers Micro-Market approach: Branches are located close to the customer location leading to better sales & services

Larger Customers Need the ability to serve across the country with consistent systems, processes and SLAs

BRANCH EXPANSION STRATEGY

None of the branches are started from scratch Existing branches which have grown beyond certain Revenue/Man-power thresholds are split in two

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

Increasing sales per branch per month	Ability to serve across the country	Economies of Scale
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SUPPORTED BY SUPERIOR TECHNOLOGY ENABLED PROCESSES

Operational & Reporting Systems Tied in to the ERP System



RECRUITMENT



TRAINING & DEVELOPMENT



OPERATIONS



PERFORMANCE MEASUREMENT

ARK **Automated Recruitment Kiosk - Product Quality and Consistency**
Enables enforcement of minimum quality standards and detailed product quality metrics

SalesMaxx **SalesMaxx- Salesforce Productivity and Margin Control**
Tablet based sales platform
Targeted at enhancing sales productivity; real time margin validation pre quote generation, incentive linkage

iOPS **iOPS - Service Quality Assurance and Operations Productivity**
Mobile app based operations platform
Workflow automation, data analytics, real time customer reporting and PMP linkage

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

Results Drivers	+	Performance Measures
Sustainably developing new sales		Revenue growth
Service quality and client retention		Cost control
Manpower retention and input quality		Unit Level Margin and cash generation
Efficient receivables collection		

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

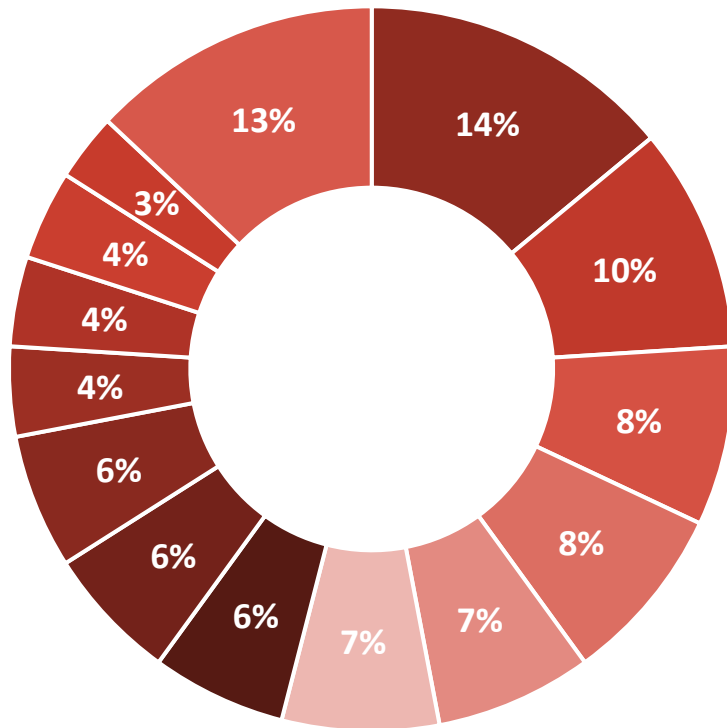


Mobile training platform
Provides regular on-job training to fresh recruits

QACA
Quality Assurance & Compliance Assurance portal
Provides customers a dashboard to quickly access compliance, operations, training, billing & collection details

DERISKED WITH DIVERSITY IN END USER SEGMENTS

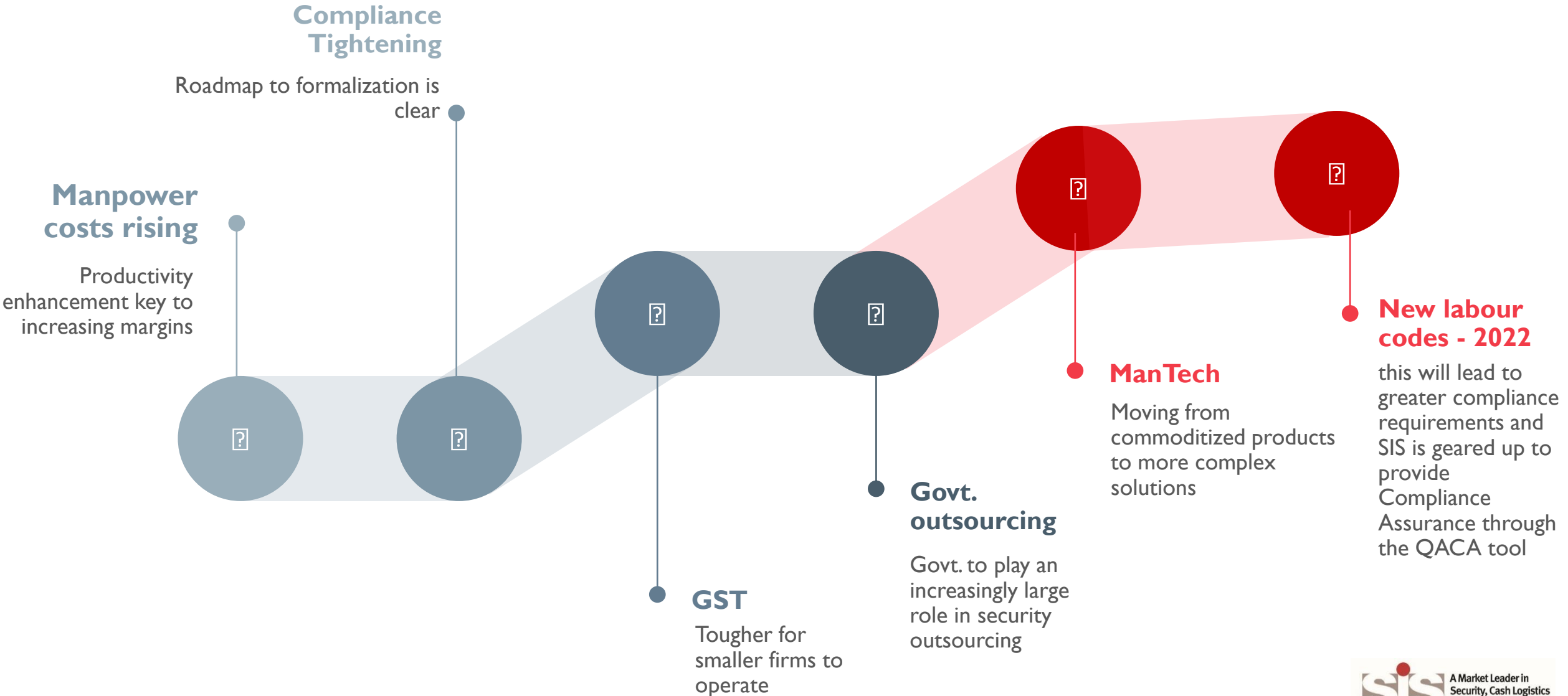
India Security:
Segment wise
revenue mix FY22



- Government
- Power, metal & mining
- IT / ITES / Telecom
- Healthcare & Pharmaceuticals
- Automobile
- Engineering & Construction
- Hospitality, real estate and townships
- BFSI
- Educational Institution
- Logistics
- Oil & gas
- FMCG
- Retail & entertainment
- Others

Not much dependence on a single segment - largest customer segment accounts for only 14% of our revenues

TRENDS IN INDIA SECURITY



INTERNATIONAL SECURITY – CONTINUING MARKET DOMINANCE



1 security company in Australia, among only 2 national players

Security assessment, solution design, integration and ongoing security program mgt.



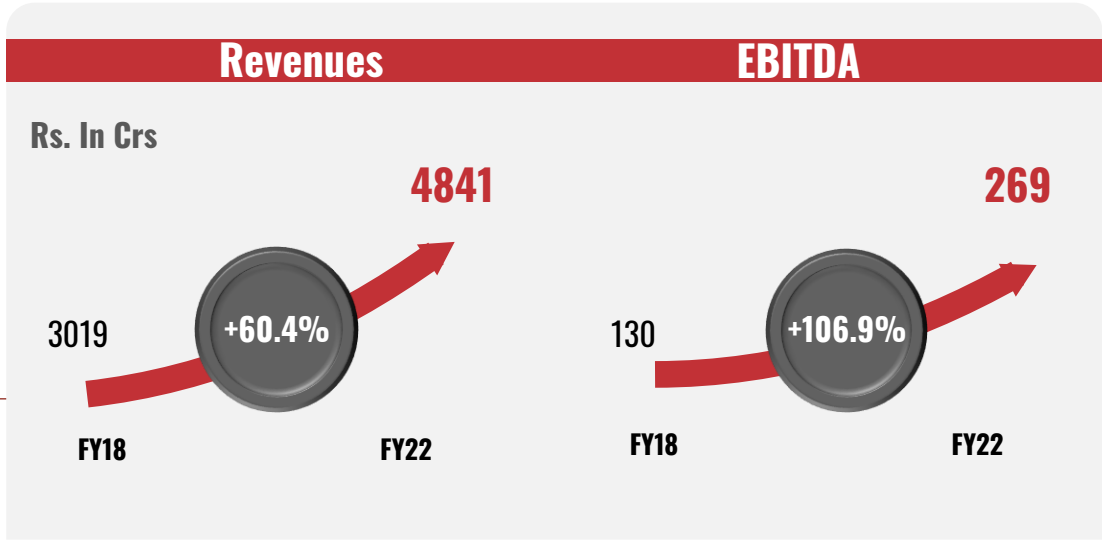
Largest mobile patrol business in Australia

Asset protection, loss prevention, electronic surveillance and monitoring services



Among Top 5 players in Singapore

Garners 10% revenues from electronic security



Among Top 3 players in New Zealand

Security solutions, alarm monitoring, mobile patrols and event-related solutions

8,200+
Trained security personnel

18%
Market share in Australia

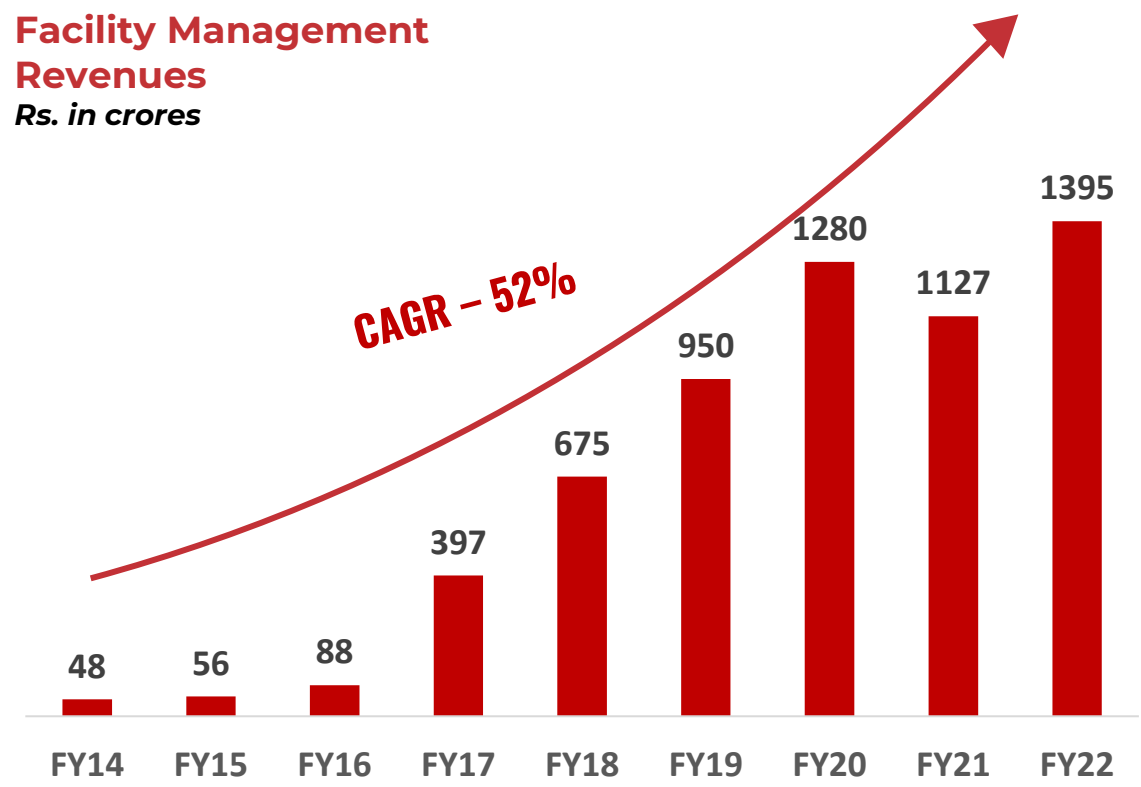
8,145
Customer Sites

7,400+
Customers



Facility Management

FACILITY MANAGEMENT – No.2 AND FASTEST GROWING IN INDIA



From a small base in 2016, we have built India's No. 2 Facility Management company

- 01 Pan India Coverage
- 02 Single Window Services
- 03 Ability to Invest
- 04 Specialist teams
- 05 Multiple Brands

DIVERSE BRANDS TARGETING IDENTIFIED GEOGRAPHIES AND SOLUTIONS



Integrated FM solutions including soft services, MEP and industrial production support

Focus on South and West markets



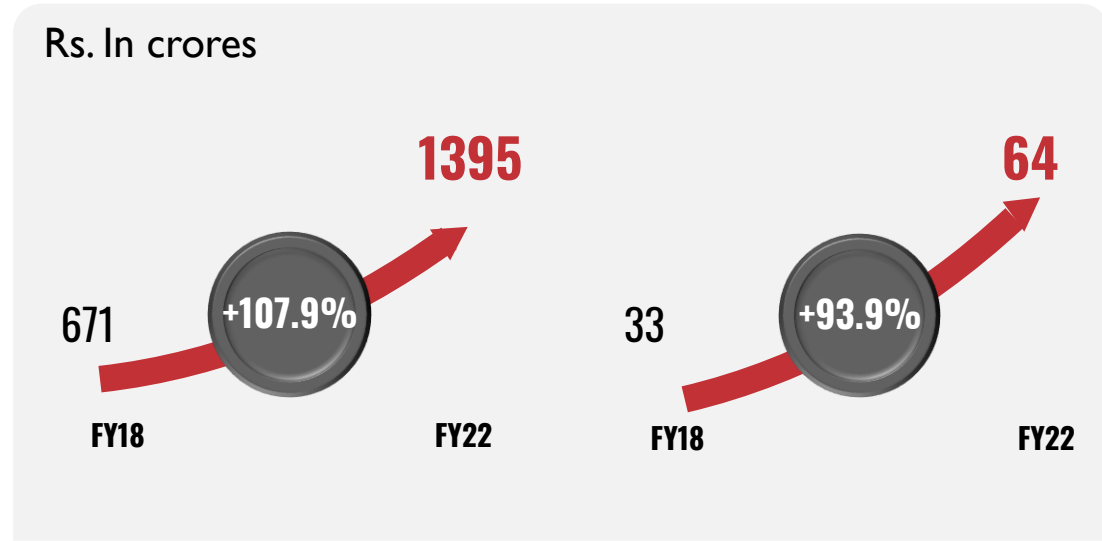
Integrated FM solutions – specialist in B2G segment

Focus on North and East markets



Well-regarded facility management company based in Mumbai

Strong focus on hospitals – >60% of revenues



Pest Control Business

Terminix SIS is a 100% subsidiary of the SIS Group

66,712
Trained housekeeping staff

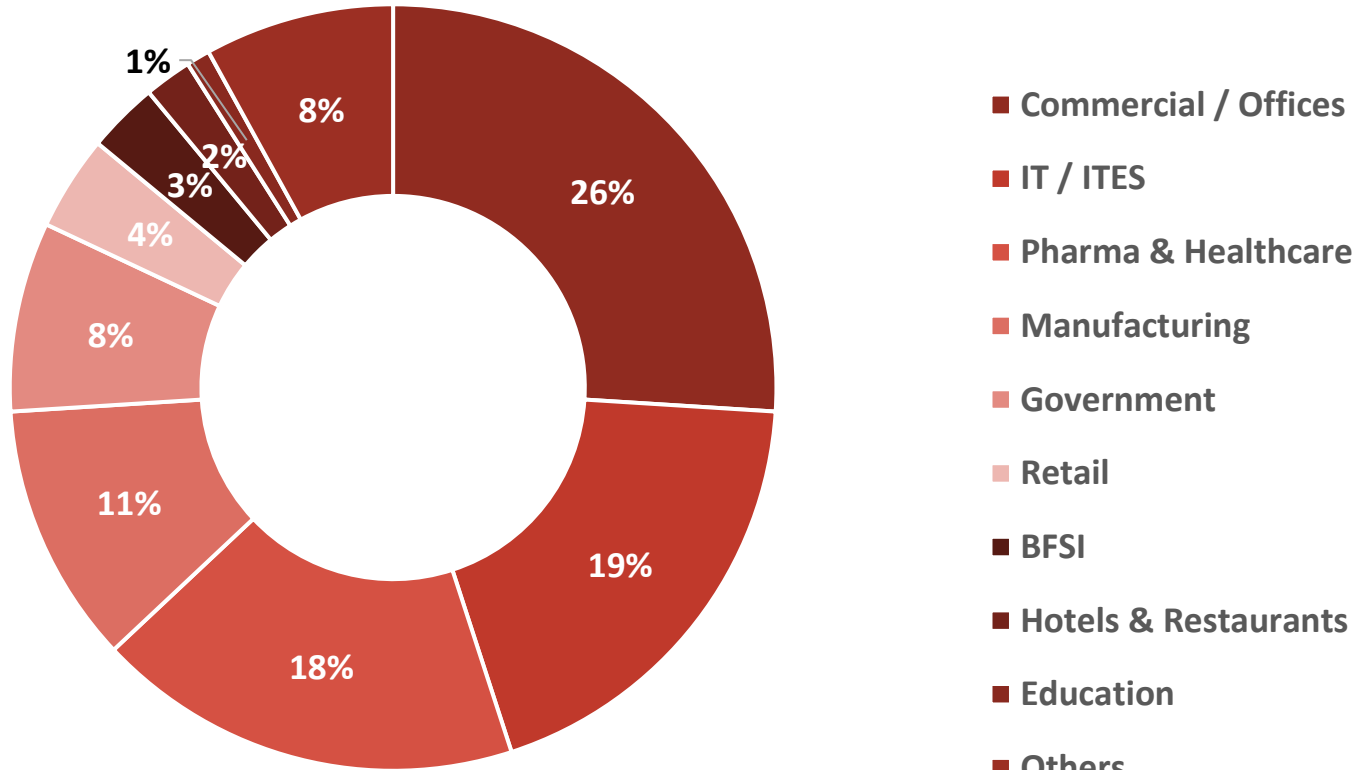
109
Branches

8,596
Sites

1,930
Customers

DOMINANT PRESENCE IN KEY FM MARKETS AND SEGMENTS

Segment wise revenue mix FY22



Not much dependence on a single segment - largest customer segment accounts for only ~26% of our revenues

TRENDS IN FACILITY MANAGEMENT



Verticalization/
Specialization



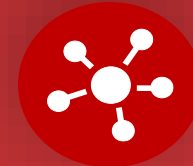
Market growth at 18-20%



Stringent compliance/
audit



Larger contract sizes



Integrated Services /
“Smarter Combination”





STRATEGIC OUTLOOK AND FINANCIAL RESULTS

LOOKING AHEAD Vision 2025

Key Goals

*Market Leadership
To
Market Share*

*Services Company
to
Solutions Company*

M&A

Businesses

Security India

- Increased focus on solution sales
- Alarm monitoring to be increasingly significant
- Compliance assurance, tech usage to be differentiators

Security International

- Emphasis on selling Solutions to customers
- Grow Strategic Medical & Rescue practice
- Develop expertise in Aviation security

Facility Management

- One SIS (IFM) and MEP to be vital cogs
- Increased outcome based solutions and tech based TFM

M&A to complement organic growth and aim to add around Rs 1250 cr of revenues

Initial priority to be on India – international in later years

Functions

HR

- Preparing for 5x scale in India by FY25
- Next Gen 100 leaders' identification across group.
- Top 500 incentivisation through ESOPs

IT

- IT team and IT platforms transformation for 3x scale –3x speed.
- Drive process automations all back office functions
- Compliance Assurance as USP

Finance

- Focus on building cash corpus
- Deployment of new ERP platforms group-wide
- Back office productivity through rapid deployment of SSC (Shared Service Center)

M&A to supplement geographic presence and Tech solutions

Present M&A model expected to continue

TRANSITIONING FROM SERVICES TO PROBLEM SOLVING

Market Leadership → **Market Share**

Services Company → **Solutions Company**



March '19 – **3%**
March '22 – **5%**

March '19 – **47% ATM**
March '22 – **24% ATM**

March '19 – **6%**
March '22 – **20%**

FY22 – PROFIT AND LOSS STATEMENT

Financial Statements (INR Crores)	FY22	FY21	Y-o-Y
Revenue from operations	10,059.1	9,127.3	10.2%
EBITDA	498.5	520.8	-4.3%
<i>EBITDA %</i>	<i>5.0%</i>	<i>5.7%</i>	
Depreciation	99.4	98.6	0.9%
Finance costs	98.4	107.1	-8.1%
Other income & share of profit/(loss) in associates	29.6	160.1	-81.5%
Profit before Tax (Incl. Grants)	330.3	475.2	-30.5%
Business combination related accounting Charges	(13.6)	(7.4)	
Profit before Tax (Reported)	343.9	482.6	-28.7%
<i>Profit before Tax %</i>	<i>3.4%</i>	<i>5.3%</i>	
Tax expense	17.9	115.4	
Profit after taxes (Reported)	325.9	367.2	-11.2%
<i>PAT (Reported) %</i>	<i>3.2%</i>	<i>4.0%</i>	
Profit after taxes (Operating)	288.6	193.5	49.1%
<i>PAT (Operating) %</i>	<i>2.9%</i>	<i>2.1%</i>	
EPS	22.1	24.8	

Revenue grown by 10.2% y-o-y in FY22 despite the uncertain times

Gain of Rs 25.7 Crs included under Business combination related charges in FY22, due to write down of the liability created for the acquisition of the balance 49% shares of P4G and similar gain of 42.4 Crs for the balance 49% shares of SXP in FY21

Received grants income of Rs. 13.4 Crs in International business during FY22 (Rs. 88.6 Crs in FY21)

Vision 2025



Mr. Devesh Desai
Group CFO, SIS Ltd
Website : www.sisindia.com