









PROTECTING DELIVERING VALUE GROWTH

Security and Intelligence Services (India) Limited Annual Report 2017-18



"FY18 was a landmark year with SIS going public. This is one more milestone in our 30-year journey."

Mr. Ravindra Kishore Sinha Chairman

Find out more on PG 08-09



"SIS is poised to capture leadership position in an addressable market worth USD25 billion + and FY18 was a big step in that direction."

Mr. Rituraj Sinha

Find out more

REPORT CONTENTS

Corporate **Overview**

01-39

- 01 Protecting value since 1985
- 02 Know more about us
- 04 Business-wise service offerings
- 05 Proxy for the India consumption story
- 06 Localisation is key to our success
- 08 Committed to growth and leadership
- 10 Creating a scalable platform for innovation and growth
- 12 Growing a value-accretive business
- 14 Sustained high performance
- 16 Addressable market of USD25 billion in 2020
- 18 Business expansion drives sustainable value
- 20 Scale through standardisation culture at core, technology as enabler
- 24 Business division review
- 36 Experienced Board
- 38 Management committee
- 39 Social enterprise

Statutory Reports

40-86

- 40 Directors' Report
- 66 Business Responsibility Report
- 72 Management Discussion and Analysis
- 75 Report on Corporate Governance

Financial Statements

87-229

- 88 Standalone Financial Statements
- 151 Consolidated Financial Statements

Financial highlights in FY18

REVENUE T ₹58.334 mn

(FY17: ₹43,872 mn)

EBITDA

₹3,**120 mn**

(FY17: ₹2,203 mn)

PAT

₹1,630 mn

(FY17: ₹1,097 mn)

OPERATING TOUCH ₹2,150 mn

(FY17: ₹1,001 mn)

EPS T

₹22.8

(FY17: ₹16)

ROCE T

(FY17: 25.5%)

Group Managing Director

on **PG 10-11**



Find out more on www.sisindia.com

PROTECTING VALUE SINCE 1985

From humble beginnings over three decades ago, we are the largest business services platform of its kind in India and the only one to be listed. Today, we are proud to be an Indian multinational with an ever-expanding presence and dominance in both India and Australia.



#1

Market leadership in security services, facility management and cash logistics

VALUE TO CUSTOMERS

- Business-to-business (B2B):
 Outsourcing of non-core activities, nationwide reach (anywhere anytime) and technology-based value-added solutions for enhanced productivity.
- Business-to-government (B2G):
 Ensures increased efficiency,
 productivity and analytics.
- Business-to-consumer (B2C):
 Promises cleanliness, safety and peace of mind.

VALUE TO INVESTORS

- Proxy for Indian growth story.
- Industry-leading performance metrics.
- Sustained shareholder value creation

 both as a private company and a public company.
- Significant moat established through technology, scale and culture.







KNOW MORE ABOUT US

Largest

Business services organisation in India



Largest

Security services company in Australia



2nd

Largest and fastest growing security services company in India



4th

Largest facility management services company in India



2nd

Largest cash logistics service provider in India





Family of customers



14,000+

Sites under management



283

Branch network



170,159

Team members



30+ years

Rich experience in the business services sector



BUSINESS-WISE SERVICE OFFERINGS

Security Services

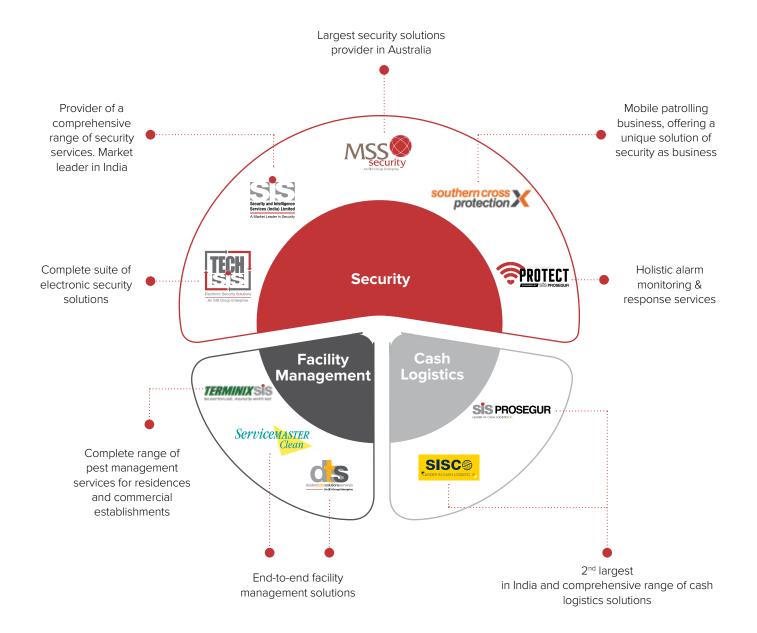
Comprehensive range of security solutions to businesses, government and consumers, spanning physical to Man-tech solutions.

Facility Management

Soft services (cleaning, janitorial and housekeeping services), hard services (HVAC, plumbing and electrical works) and pest control.

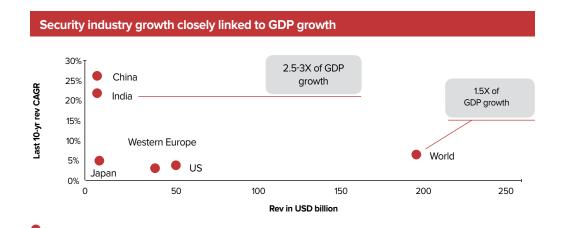
Cash Logistics

ATM cash replenishment, cash in transit, Doorstep Banking (DSB), cash vaulting and processing and bullion



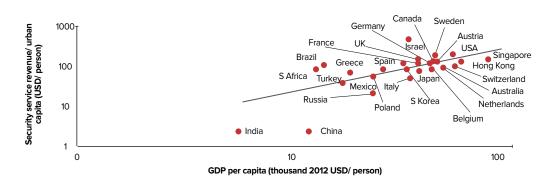
PROXY FOR THE INDIA CONSUMPTION STORY

SIS caters to clients across B2B, B2G and B2C and the diversity of its client base ensures that SIS is a proxy for the Indian economic growth.



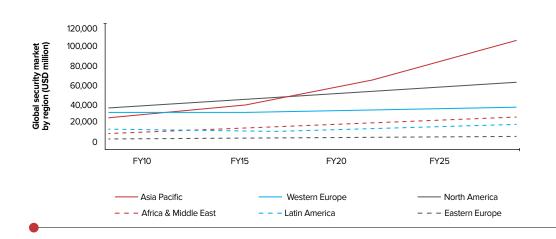
Security service markets typically growing at 1-1.5x of GDP in developed and at 2x-3x of GDP in developing markets

Significant headroom for India to reach global security spends



Low per capita spend on security services in India gives significant headroom for sustainable future growth

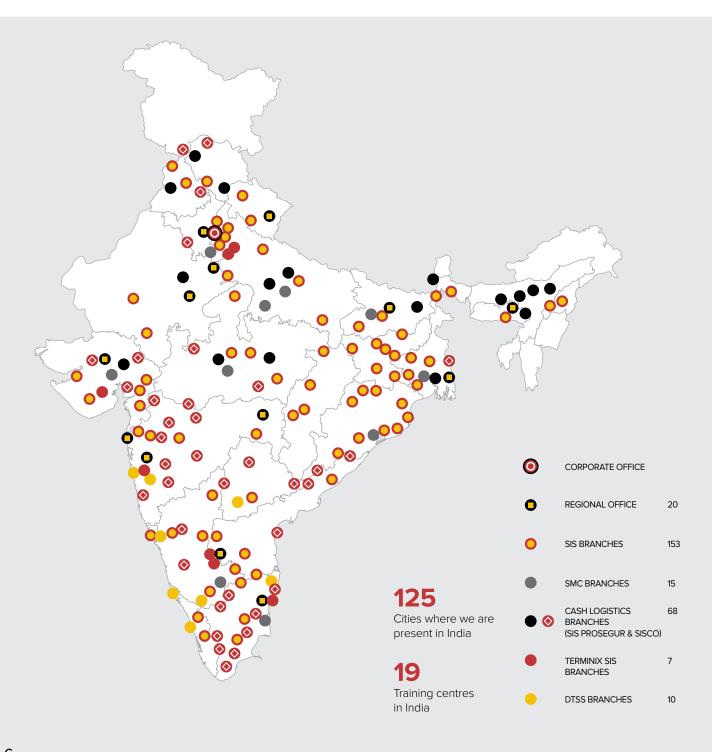
Asia-Pacific (APAC) security market to be the biggest in the world by 2025



India is poised to emerge as one of the leading security services market in the Asia Pacific region

LOCALISATION IS KEY TO OUR SUCCESS

Our growing outreach has led to enhanced focus on quality excellence, customisation and service delivery. We have steadily strengthened our value proposition for customers, many of whom prefer a single vendor to service their operations across multiple locations.



Extensive reach

- We enjoy widespread reach across 125 cities (covering 630 districts) in India and 20 cities (all states) in Australia, giving us a nation-wide presence and reducing our dependence on any one region.
- Our customer proximity drives greater focus on and attention to our customers as well as higher quality and customised service delivery.
- Our multi-locational presence enables us to offer services to customers who prefer a single service provider for their operations at multiple locations.
- Knowledge sharing across our branches and business segments enable sales lead generation and development of location-specific know-how for particular geographic areas.

Micro-market approach

- Better customer mining
- Serve customers across the country
- Drive economies of scale



HEAD OFFICE

SXP LOCATIONS

O LOCAL OFFICE

where we state/territory esent across HEAD OFFICE

Cities where we are present across Australia

Chairman's Message

COMMITTED TO GROWTH AND LEADERSHIP



Mr. Ravindra Kishore Sinha, Founder and Chairman

Dear Friends,

India now soars higher in the global landscape, as the sixth largest economy with a USD2.6 trillion GDP. The country's growth is driven by structural reforms, substantial investments in infrastructure and growing foreign direct investments.

The economic and institutional reforms of the Government of India were endorsed by Moody's investor services, as it raised the nation's sovereign rating for the first time in 14 years. The country's 'ease of doing business' has also seen elevation on the ratings of the World Bank.

FY18 also saw the rollout of the Goods and Services Tax (GST), the landmark indirect tax reform since Independence. GST is expected to positively contribute to economic

activity and fiscal sustainability by reducing the cost of compliance with multiple state tax systems; and expanding the tax base by bringing more informal activity into the formal sector.

Against the backdrop of such exciting times, I am happy to share that we went public with a successful Internal Public Offering (IPO) (the issue was subscribed over 7 times and raised ₹3,622.50 million). In India, we are the first company in the business services space to go public. The IPO has enabled us to recapitalise our balance sheet and prepare us for the next phase of organic and inorganic growth. I thank all my colleagues, investors, customers and our people, as each has had a role to play in taking SIS to where we are now.