



Read inside

RESPONDING WITH FOCUS

01-40

- 02 At a Glance
- 04 Presence
- 06 Combating COVID-19
- 08 Key Performance Indicators
- 10 Insights from the Chairman
- 12 Q&A with the Managing Director
- 14 Vision 2025
- 16 Technology and Innovation
- 18 Security Solutions India
- 24 International Security Solutions
- 28 Facility Management Solutions
- 32 Cash Logistics Solutions
- 34 Team SIS
- 36 ESG Framework and Progress
- 38 Board of Directors
- 40 Leadership Team
- 41 Corporate Information

STATUTORY REPORTS

42-91

- 42 Directors' Report
- 64 Report on Corporate Governance
- 82 Business Responsibility Report
- 88 Management Discussion and Analysis

FINANCIAL STATEMENTS

92-240

92 Standalone Financial Statements

159 Consolidated Financial Statements

FY21 KEY HIGHLIGHTS

₹ 91,273 Mn

Revenue | 7.6%^

₹ 5,208 Mn

EBITDA | 0.1%^

₹ 3,672 Mn

Profit after tax | 62.9%^

22.80%

RoNW* | 70 bps^

*based on growth over pro-forma PAT of FY20 ^ Growth in FY21 over FY20



Check our website to get to know us better

Essential solutions for safety and security







Today, the world is all about 'essentials' and we are proud to be recognised as a trusted leader in this space though our security, facility management, and cash logistics services.

Security and safety are more important than ever, and we are vested with the responsibility of ensuring seamless services even when the times are tough. And how are we doing this?

By addressing varied client needs using our three decades of experience and proficiency across sectors

By growing our market share

By deepening customer relationships through our integrated solutions portfolio

By deepening our insights about our existing and potential markets

We are working tenaciously to ensure that 'the guards are up' and are passionate to provide 24/7 safety for all our clients. Having said this, we will not rest until we achieve this goal.

At a glance

Providing Essential Services with Focus

SIS Group is one of the leaders in security, facility management and cash logistics services in Asia-Pacific. With an unremitting spirit of innovation coupled with a dynamic and multifaceted portfolio of services we strive to offer people enduring value. We expanded our footprint across 29 Indian states, including the remotest corners, and established a widespread network in Australia. We are also gradually growing our prominence in New Zealand and Singapore.



Our deep market insights enable us to leverage growth opportunities in the key markets we operate in concurrently helping our brands to emerge as trusted players.

Over the last 30 years, we have steadily increased our offerings and reach to cater to the varied and dynamic demands of the markets we serve. Our integrated solutions portfolio is helping us engage across multiple levels with our customers and drive high customer retention.

US\$ 1.2 Billion+

In revenue (among global top 10)

2,28,028

Employees (among global top 5)

OUR VALUES







TRUST

PEOPLE FOCUS

SERVICE SPIRIT

SNAPSHOT OF BUSINESS SEGMENTS

SECURITY SOLUTIONS

Leading security solutions provider in Asia-Pacific (APAC) – India, Australia, Singapore and New Zealand – with diverse solutions across the security spectrum, including 'Man-Tech' solutions, which combine electronic security with trained workforce

Read more on page XX

87.6%

Contribution to revenue in FY21

India







Largest security solutions provider in India, offering the widest reach and most comprehensive range of services





Complete suite of electronic security solutions

Alarm monitoring and response solutions



Read more on page 22

Australia





Largest security solutions provider across all market segments in Australia Largest mobile patrol company in Australia

Singapore



One of Singapore's leading security companies

New Zealand



Leading security solutions provider in New Zealand



Read more on page 24

FACILITY MANAGEMENT

Offers housekeeping services, janitorial support, integrated facility management, HVAC maintenance and pest control

Read more on page XX

12.4%

Contribution to revenue in FY21











CASH LOGISTICS

Provides secured cash in transit, including transportation of bank notes and other valuables, doorstep banking and cash processing, ATM replenishment, first-line maintenance and safekeeping, and vault-related services for bullion and cash





Read more on page 32

Presence

Expanding Prominence Across Core Geographies

ASIA-PACIFIC (APAC)

INDIA



Security solutions company

ns

Largest facility

company

management services

Largest cash logistics services provider

AUSTRALIA



Security solutions company

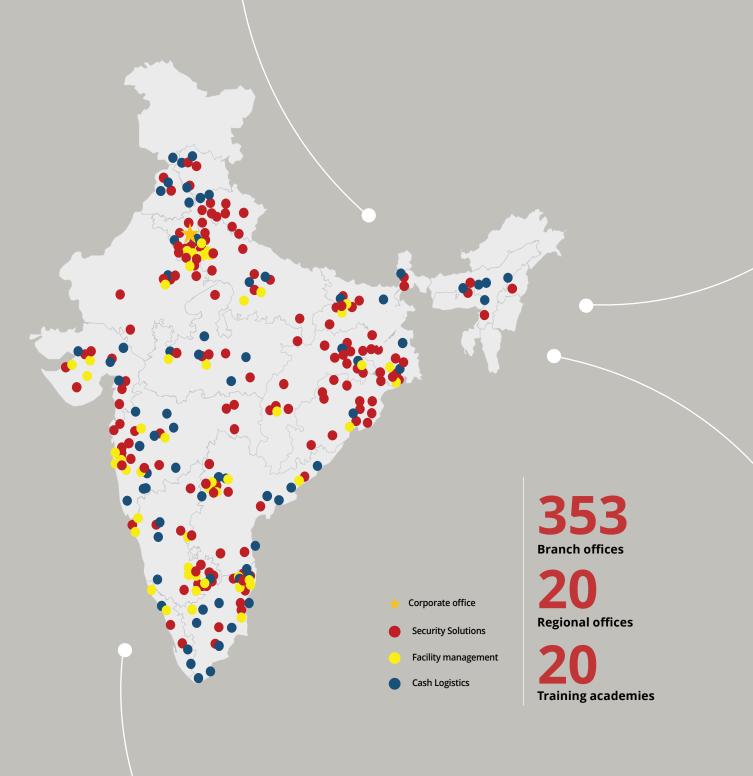
SINGAPORE



NEW ZEALAND



PRESENCE IN INDIA



Combating COVID-19

Stepping up in the Fight Against the Pandemic

The COVID-19 pandemic has been the most cataclysmic event to endure, taking an unimaginable toll on everyone across the world— both at a personal and professional level. Our business, too, faced several challenges, but we responded promptly and with agility to sail through this storm.

Our priority was to keep operations running during this demanding phase. We faced several logistical challenges and regulatory interventions and had to coordinate with multiple stakeholders. However, using our learnings from experiences across geographies, we were able to develop a cohesive emergency plan – we pulled together a cross-functional team that worked on strategic and operational plans to minimise disruption in operations.

We expected the exercise to be 2-3-months long, but it took longer as many states/cities continued to impose restrictions for an extended period of time. When the second wave of the pandemic hit us in March-April 2021, we were well prepared, and handled the crisis seamlessly.

The SIS Group was able to garner outstanding customer goodwill by supporting businesses throughout the crisis year, often going beyond our brief and contract terms. During this phase, we recorded higher customer retentions and lower employee attrition than usual.



FIRST 30-DAY ACTION PLAN – STEPS UNDERTAKEN FOR BUSINESS CONTINUITY

March 6, 2020

Initiated Business
 Continuity Plan (BCP)
 actions to support
 customers and employees,
 COVID strategy team and
 awareness advisories

March 24, 2020

- India announces countrywide lockdown
- Group-wide calls on plan of action: Discussion on communication, payroll, client engagement, supplies, passes, regulatory letters, etc.

March 25, 2020

- Discussed COVID strategy with all business unit (BU) leaders
- Financial empowerment to branch heads and regional heads for PPE kits and supplies
- Daily operations report, rostering and COVID MIS

April 20, 2020

 Launched 'COVID Circle of Safety' customer outreach programme

April 15, 2020

 Initiated retraining of frontline employees for post-COVID operations

March 31, 2020

 Detailed instructions on invoicing and wage processing

March 26, 2020

- Advance salary, ration and accommodation paid to frontline staff
- Extensive customer support operations

100-DAY COVID RESPONSE PLAN (APRIL 2020 TO JULY 2020)

01

Operations normalisation

- Full strength at customer sites and SIS Group offices through robust planning and customer outreach
- Ensured EHS through awareness, precautions and preventive equipment

02

Sales and business development recovery

- Repositioned service offerings for a post-COVID era
- Focus on cross-selling and increasing share of wallet with existing customers

03

Digital transformation

- Fast tracked IT infrastructure investments
- Leapfrogged from a specialist service provider to tech-enabled customised solutions

04

Financial preservation

- Revenue protection through cross-sell and increased share of wallet
- Margin protection with overhead control on all non-employee selling, general and administrative expense (SG&A) and minimising CAPEX
- Managing working capital through proactive invoice generation and focused collection targets

SURVIVAL TO REVIVAL PLAN – WITH A FOCUS ON REVENUE RECOVERY (JULY 2020 TO SEPTEMBER 2020)



- 1. EHS with the implementation of COVID Phase II measures
- 2. Recovery planning across branches to drive faster recovery
- 3. Sales engine revival with defined targets

- Sharp focus on collections and bad debt management
- Customer retention, margin protection and growth, along with focus on increasing wallet share and cross-selling

PREPARING AHEAD FOR MARKET SHARE PUSH (OCTOBER 2020 ONWARDS)

- Focusing on prudent guidance on go-to and no go-to segments to avoid bad debt risk sectors
- 4. Driving digital lead generation

- 2. Accelerating solution-based sales as a culture
- 5. Developing leadership in seven key segments
- 3. Promoting OneSIS to cross-sales
- 6. Enhancing sales productivity

Key performance indicators

Performing with Resilience

y-o-y growth / FY21 figures

