

SIS Ltd.

Continues to show signs of recovery

SIS Ltd. reported a revenue growth of ~9% and an operating profit growth of 4% on a YoY basis. During the quarter, the Security Services – India segment grew by ~8% to ~Rs. 14 Bn, with a decrease of 61 bps in the EBITDA margin on a YoY basis, resulting in a margin of 5.5%. The Security Solutions – International segment grew by a ~11% to ~Rs. 14 Bn, with a 10 bps reduction in the EBITDA margin to 3.8% in Q3 FY25 on a YoY basis. The Facility Management segment's revenue grew by ~10% to ~Rs. 6 Bn, with a 23 bps improvement in the EBITDA margin on a YoY basis to 4.6%.

Updates on Cash Logistics business

The IPO process is on track, with the DRHP nearing finalization. The proceeds from the IPO would either be used to benefit shareholders or to reduce debt. The SIS Prosegur board welcomed four new independent directors, collectively bringing over eight decades of expertise in financial services, banking, fundraising, advisory, and entrepreneurship. In Q3 FY25, the revenue share from the ATM business declined from 20% to 16% on a YoY basis, reflecting a strategic shift towards non-ATM business.

No change in margin aspirations

Target margin expectations are as follows: a) Security India: 6%+, b) Security International: 4.5%+, and c) Facility Management: 6%+. To achieve these targets, management plans to increase employees per branch to 1.3x and reduce SG&A expenses. Additionally, to further improve PAT margins, the Company aims to lower its debt and reduce financing costs.

Broader view on global security business

The global security industry is valued at \$200+ Bn, with 60% being manpower-centric. The market is dominated by 10 major players, including SIS Ltd., seven of which do not operate in the APAC region. This provides SIS Ltd. with a strategic advantage, as it is the largest player in APAC—a region expected to grow rapidly and potentially become the second-largest globally in the future.

View & Valuation

The management continues to maintain profitability in Security – India and increase it in FM – India. However, the Company is lacking delivery on topline growth. Considering all the above, we revise our estimates and maintain a BUY rating on SIS with a 18x PE on FY26E EPS, suggesting a target price of Rs. 414 and an upside of ~25%.

30th January 2025

BUY

CMP Rs. 332

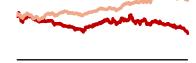
TARGET Rs. 414 (+25%) Company Data

Bloomberg Code	SECIS IN
MCAP (Rs. Mn)	58,231
O/S Shares (Mn)	144
52w High/Low	539 / 302
Face Value (in Rs.)	5
Liquidity (3M) (Rs. Mn)	17

Shareholding Pattern %

	Dec-24	Sep-24	Jun-24
Promoters	71.09	71.85	71.69
FIIs	13.17	13.56	16.61
DIIs	5.25	5.25	3.04
Non- Institutional	9.49	9.34	8.67

SIS vs Nifty



Jan, 22	Jan, 23	Jan, 24	Jan, 25
	SIS	NIFTY	

Source: Keynote Capitals Ltd.

Key Financial Data

ROCE (%)

(Rs Bn)	FY24	FY25E	FY26E
(113 511)			
Revenue	123	131	140
EBITDA	5	6	6
Net Profit	2	3	3
Total Assets	58	51	64

ROE (%) 8% 11%

Source: Company, Keynote Capitals Ltd.

12%

13%

12% 12%

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Q3 FY25 Result Update

Result Highlights (Rs. Mn)

Particulars	Q3 FY25	Q3 FY24	Change % (Y-o-Y)	Q2 FY25	Change % (Q-o-Q)	9M FY25	9M FY24	Change % (Y-o-Y)	FY24
Revenue	33,625	30,734	9%	32,688	3%	97,612	91,238	7%	1,22,614
Employee benefit expense*	28,071	25,684	9%	27,614	2%	82,183	76,061	8%	1,01,944
Gross Profit	5,554	5,051	10%	5,074	9%	15,429	15,177	2%	20,671
Gross Profit %	17%	16%	9 bps	16%	100 bps	16%	17%	-83 bps	17%
Operating expenses	3,987	3,537	13%	3,627	10%	11,040	10,828	2%	14,825
EBITDA	1,568	1,514	4%	1,447	8%	4,389	4,349	1%	5,846
EBITDA %	5%	5%	-26 bps	4%	24 bps	4%	5%	-27 bps	5%
Depreciation	407	416	-2%	420	-3%	1,254	1,178	7%	1,663
EBIT	1,161	1,098	6%	1,027	13%	3,135	3,172	-1%	4,182
Finance Cost	405	404	0%	404	0%	1,230	1,079	14%	1,481
Other Income	321	54	492%	76	325%	514	267	93%	427
PBT	1,077	748	44%	699	54%	2,419	2,360	3%	3,128
Share of Associates	67	69	-3%	61	10%	196	187	5%	248
Tax	122	447	-73%	72	70%	264	529	-50%	819
PAT	1,021	369	177%	687	49%	2,351	2,018	17%	1,901
EPS	7.0	2.5	-	4.7	-	16.2	13.7	-	13.0

^{*} Includes COGS, which was 1% of the revenue in Q3 FY25.

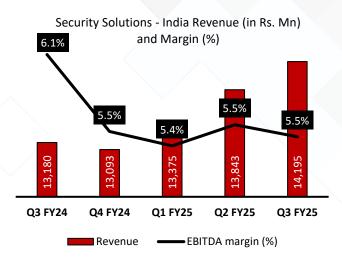
Segment Highlights (Rs. Mn)

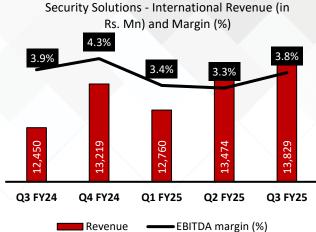
Particulars	Q3 FY25	Q3 FY24	Change % (Y-o-Y)	Q2 FY25	Change % (Q-o-Q)	9M FY25	9M FY24	Change % (Y-o-Y)	FY24
Revenue									
Security Solutions - India	14,195	13,180	8%	13,843	3%	41,413	38,491	8%	51,585
Security Solutions - International	13,829	12,450	11%	13,474	3%	40,063	37,472	7%	50,690
Facility Management	5,763	5,250	10%	5,534	4%	16,600	15,720	6%	20,921
Operating Profit									
Security Solutions - India	774	800	-3%	767	1%	2,261	2,199	3%	2,918
Security Solutions - International	530	490	8%	444	19%	1,407	1,490	-6%	2,062
Facility Management	266	230	15%	238	11%	726	661	10%	865
Operating Profit Margin %									
Security Solutions - India	5.5%	6.1%	-62 bps	5.5%	-9 bps	5.5%	5.7%	-25 bps	5.7%
Security Solutions - International	3.8%	3.9%	-10 bps	3.3%	54 bps	3.5%	4.0%	-46 bps	4.1%
Facility Management	4.6%	4.4%	23 bps	4.3%	30 bps	4.4%	4.2%	17 bps	4.1%

Source: Company, Keynote Capitals Ltd.



Quarterly Business Progression





Facility Management - India Revenue (in Rs. Mn) and Margin (%)

4.4%

4.2%

4.3%

4.3%

4.2%

5.56

4.2%

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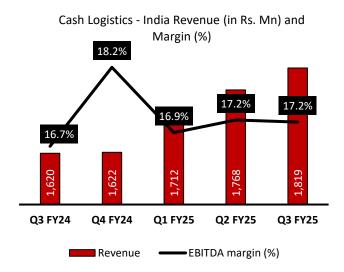
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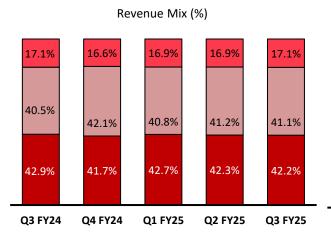
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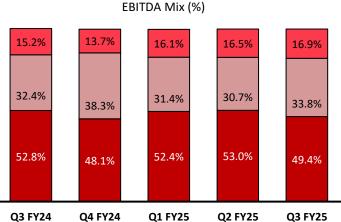
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- Facility Management
- Security Solutions International
- Security Solutions India

- Facility Management
- Security Solutions International
- Security Solutions India



Q3 FY25 Conference Call Takeaways

General highlights

- The increase in OI is primarily attributed to unrealized currency translation gains of Rs. 64 Mn related to the Rupee Denominated Bonds (RDBs) issued by the parent Company to its Australian subsidiary. OI also includes interest income, including Rs. 125 Mn from tax refunds.
- The short-term debt of Rs. 13+ Bn on the Company's books is to ensure timely payment of employee salaries, even in cases where client payments are delayed. The Company should not be compared to staffing businesses, which rely on client payments to fund employee salaries.
- The expected Operating Cash Flow to EBITDA conversion ratio is projected to be 60-65%. The current conversion rate of over 100% in the security business is not sustainable in the long term.

Security Services - India

- This segment experienced ~8% YoY growth, driven by new wins amounting to ~Rs. 300 Mn in monthly revenue during the quarter, with significant contributions from the Mining, IT, Government, BFSI, and Manufacturing.
- During the quarter, V-Protect did 1,000 new installations and are on a runrate to deliver Rs. 1-1.2Bn Topline with an EBITDA margin of 15-20%

Cash Logisitcs

- The IPO process is on track with the DRHP nearing finalization. The proceeds from IPO would either be used to benefit shareholders or to reduce debt.
- In Q3 FY25, revenue from the ATM business as a percentage of total sales declined from 20% to 16% on a YoY basis. The ATM business contracted by 7.4% on a YoY basis, reflecting the Company's strategic shift toward non-ATM operations. Revenue growth is driven by innovative solutions such as cash-in-transit, cash process outsourcing, bullion services, and value cargo.
- The SIS Prosegur board welcomed four new independent directors, collectively bringing over eight decades of expertise in financial services, banking, fundraising, advisory, and entrepreneurship.
- The flat growth in PAT can be attributed to a change in the Company's tax obligations. Earlier the Company used to pay little or no tax due benefit of historical losses; however, tax payments are now required.

Security Services - International

- The EBITDA margin improved to 3.8% from 3.3% on a QoQ basis, supported by new client acquisitions and high-margin seasonal business. Q3 is typically a stronger quarter due to an increased number of events.
- In Q3 FY25, the business recorded a YoY growth of 9.2% in constant currency terms. This growth was largely driven by new wins across the Airport, Defence, Residential, and Retail sectors.





Management Guidance

- Since the COVID-19 pandemic, the growth in Minimum Wage Rates (MWR) has slowed to low single digits, compared to the high single-digit growth observed earlier. Any government-mandated changes to MWR could directly enhance the Company's growth rate. Management also commented that contracts with clients include a clause allowing for a complete pass-through of MWR increases.
- The management emphasized that the audit committee oversees any potential goodwill write-offs. However, there is currently no need for such write-offs.
- Target margin expectations are as follows: a) Security India: 6%+, b) Security International: 4.5%+, and c) Facility Management: 6%+. To achieve these targets, management plans to increase employees per branch to 1.3x and reduce SG&A expenses. Additionally, to further improve PAT margins, the Company aims to lower its debt and reduce financing costs.
- For the cash logistics business, management has provided long-term guidance of achieving an EBITDA margin of 17-18% and a PAT margin of ~8%.
- Management stated that evolving technology does not pose a threat to the Company, as it positions itself as a solutions provider combining technology and services, rather than merely acting as a service provider.
- The global security industry is valued at \$200+ Bn, with 60% being manpower-centric. The market is dominated by 10 major players, including SIS Ltd., seven of which do not operate in the APAC region. This provides SIS Ltd. with a strategic advantage, as it is the largest player in APAC—a region expected to grow rapidly and potentially become the second-largest globally in the future.
- Regarding acquisitions, the Company focuses on the IRR rather than valuation multiples. Acquisitions are pursued only if they are strategically beneficial, with an expected IRR exceeding 21%, and no less than 15% on the downside.





Financial Statement Analysis

Income Statement					
Y/E Mar, Rs. Mn	FY23	FY24	FY25E	FY26E	FY27E
Net Sales	1,13,458	1,22,614	1,30,631	1,39,592	1,49,199
Growth %	13%	8%	7%	7%	7%
Raw Material Expenses	1,069	1,448	1,568	1,675	1,790
Employee Expenses	92,012	1,00,495	1,08,162	1,15,442	1,23,238
Other Expenses	15,461	15,491	15,023	16,053	17,158
EBITDA	4,915	5,835	5,878	6,421	7,012
Growth %	-1%	19%	1%	9%	9%
Margin%	4.3%	4.8%	4.5%	4.6%	4.7%
Depreciation	1,347	1,663	1,693	1,706	1,793
EBIT	3,568	4,172	4,186	4,715	5,220
Growth %	-7%	17%	0%	13%	11%
Margin%	3%	3%	3%	3%	3%
Interest Paid	1,149	1,482	1,500	1,400	1,400
Other Income &					
exceptional	327	-220	570	400	400
PBT	2,747	2,470	3,256	3,715	4,220
Tax	-616	819	586	669	760
PAT	3,363	1,652	2,670	3,046	3,460
Others (Minorities,				•	•
Associates)	102	249	254	267	299
Net Profit	3,465	1,900	2,924	3,314	3,759
Growth %	6%	-45%	54%	13%	13%
Shares (Mn)	145.7	144.1	144.1	144.1	144.1
EPS	23.78	13.19	20.29	22.99	26.09

Balance Sheet
Y/E Mar, Rs. M
Cash, Cash equ

Y/E Mar, Rs. Mn	FY23	FY24	FY25E	FY26E	FY27E
Cash, Cash equivalents &					
Bank	7,509	7,404	9,579	11,618	13,967
Current Investments	103	56	56	56	56
Debtors	16,777	18,858	19,595	20,939	22,380
Inventory	314	309	392	419	448
Short Term Loans &					
Advances	7,284	8,211	8,211	8,211	8,211
Other Current Assets	873	1,000	1,000	1,000	1,000
Total Current Assets	32,860	35,838	38,832	42,242	46,061
Net Block & CWIP	16,465	16,073	15,686	15,376	15,075
Long Term Investments	880	1,108	1,363	1,630	1,929
Other Non-current					
Assets	4,446	4,691	4,691	4,691	4,691
Total Assets	54,652	57,710	60,571	63,938	67,755
Creditors	639	847	784	838	895
Provision	4,278	4,290	4,290	4,290	4,290
Short Term Borrowings	6,654	7,037	7,037	7,037	7,037
Other Current Liabilities	11,354	17,886	17,886	17,886	17,886
Total Current Liabilities	22,925	30,060	29,997	30,051	30,108
Long Term Debt	8,032	2,301	2,301	2,301	2,301
Deferred Tax Liabilities	-3,476	-2,918	-2,918	-2,918	-2,918
Other Long Term					
Liabilities	3,839	4,132	4,132	4,132	4,132
Total Non Current					
Liabilities	8,394	3,515	3,515	3,515	3,515
Paid-up Capital	729	721	721	721	721
Reserves & Surplus	22,604	23,415	26,339	29,652	33,412
Shareholders' Equity	23,333	24,135	27,059	30,373	34,132
Non Controlling Interest	0	0	0	0	0
Total Fquity & Liabilities	54 652	57 710	60 571	63 938	67 755

Source: Company, Keynote Capitals Ltd. estimates

Cash Flow					
Y/E Mar, Rs. Mn	FY23	FY24	FY25E	FY26E	FY27E
Pre-tax profit	2,747	2,470	3,256	3,715	4,220
Adjustments	2,406	3,411	2,623	2,706	2,793
Change in Working Capital	-2,608	-1,749	-882	-1,317	-1,412
Total Tax Paid	-938	-437	-586	-669	-760
Cash flow from operating					
Activities	1,607	3,695	4,410	4,435	4,841
Net Capital Expenditure	-1,187	-1,559	-1,306	-1,396	-1,492
Change in investments	-577	161	0	0	0
Other investing activities	285	354	570	400	400
Cash flow from investing					
activities	-1,480	-1,044	-736	-996	-1,092
Equity raised / (repaid)	-997	-1121	0	0	0
Debt raised / (repaid)	191	-381	0	0	0
Dividend (incl. tax)	0	0	0	0	0
Other financing activities	-1,480	-1,900	-1,500	-1,400	-1,400
Cash flow from financing					
activities	-2,285	-3,402	-1,500	-1,400	-1,400
Net Change in cash	-2,158	-751	2,174	2,039	2,349

Valuation Ration	۷a	luation	Ratios
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	FY23	FY24	FY25E	FY26E	FY27E
Per Share Data					
EPS	24	13	20	23	26
Growth %	7%	-45%	54%	13%	13%
Book Value Per Share	160	167	188	211	237
Return Ratios					
Return on Assets (%)	7%	3%	5%	5%	6%
Return on Equity (%)	16%	8%	11%	12%	12%
Return on Capital Employed					
(%)	8%	12%	13%	12%	12%
Turnover Ratios					
Asset Turnover (x)	2.2	2.2	2.2	2.2	2.3
Sales / Gross Block (x)	4.7	4.8	4.8	4.9	5.0
Working Capital / Sales (x)	7%	6%	6%	8%	9%
Receivable Days	49	53	54	53	53
Inventory Days	112	79	82	88	88
Payable Days	2	2	2	2	2
Working Capital Days	159	129	133	139	139
Liquidity Ratios					
Current Ratio (x)	1.4	1.2	1.3	1.4	1.5
Interest Coverage Ratio (x)	3.4	3.1	3.2	3.7	4.0
Total Debt to Equity	0.6	0.4	0.3	0.3	0.3
Net Debt to Equity	0.3	0.1	0.0	-0.1	-0.1
Valuation					
PE (x)	13.5	33.2	16.4	14.4	12.7
Earnings Yield (%)	7%	3%	6%	7%	8%
Price to Sales (x)	0.4	0.5	0.4	0.4	0.4
Price to Book (x)	2.0	2.6	2.2	1.9	1.7
EV/EBITDA (x)	11.1	12.1	10.9	10.0	9.1
EV/Sales (x)	0.5	0.6	0.5	0.5	0.4





KEYNOTE Rating History

Date	Rating	Market Price at Recommendation	Upside/Downside
21st September 2023	BUY	432	+94%
1 st November 2023	BUY	432	+84%
1 st February 2024	BUY	489	+52%
6 th May 2024	BUY	441	+52%
29 th July 2024	BUY	420	+39%
31st October 2024	BUY	400	+21%
30 th January 2025	BUY	332	+25%



Rating Methodology

Rating	Criteria
BUY	Expected positive return of > 10% over 1-year horizon
NEUTRAL	Expected positive return of > 0% to < 10% over 1-year horizon
REDUCE	Expected return of < 0% to -10% over 1-year horizon
SELL	Expected to fall by >10% over 1-year horizon
NOT RATED (NR)/UNDER REVIEW (UR)/COVERAGE SUSPENDED (CS)	Not covered by Keynote Capitals Ltd/Rating & Fair value under Review/Keynote Capitals Ltd has suspended coverage

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