

INDIA'S UNIQUE PURE PLAY
ROAD
CONCESSION COMPANY

BOARD OF DIRECTORS

Mr. Brahm Dutt	Chairman
Mr. Pradeep Singh	
Mr. Atanu Sen	
Dr. (Ms.) Tuk Tuk Ghosh Kumar	
Mr. Bajrang Kumar Choudhary	Managing Director

BOARD COMMITTEES

Audit Committee

Mr. Brahm Dutt	Chairman
Mr. Pradeep Singh	Member
Mr. Atanu Sen	Member
Mr. Bajrang Kumar Choudhary	Member
Mr. Naresh Mathur	Secretary

Nomination and Remuneration Committee

Mr. Pradeep Singh	Chairman
Mr. Brahm Dutt	Member
Dr. (Ms.) Tuk Tuk Ghosh Kumar	Member
Mr. Naresh Mathur	Secretary

Stakeholders Relationship Committee

Mr. Atanu Sen	Chairman
Mr. Pradeep Singh	Member
Dr. (Ms.) Tuk Tuk Ghosh Kumar	Member
Mr. Bajrang Kumar Choudhary	Member
Mr. Naresh Mathur	Secretary

Corporate Social Responsibility Committee

Dr. (Ms.) Tuk Tuk Ghosh Kumar	Chairperson
Mr. Atanu Sen	Member
Mr. Bajrang Kumar Choudhary	Member
Mr. Naresh Mathur	Secretary

Committee of Directors

Mr. Brahm Dutt	Chairman
Mr. Atanu Sen	Member
Mr. Bajrang Kumar Choudhary	Member
Mr. Naresh Mathur	Secretary

Chief Financial Officer

Mr. Sanjay Banka

Company Secretary

Mr. Naresh Mathur

CORPORATE INFORMATION

Corporate Identification Number (CIN)

L45203WB2006PLC112235

Registered Office

5B, North-East Block, Vishwakarma Building,
86C, Topsia Road (South), Kolkata - 700046
Tel. No.: +91 33 6602 3609; Fax No.: +91 33 6602 3243
E-mail ID: corporate@brnl.in; Website: www.brnl.in

Stock Exchanges/Listing

BSE Limited (Scrip Code - 540700)
National Stock Exchange of India Limited (Symbol - BRNL)

Depositories

National Securities Depository Limited
Central Depository Services (India) Limited

Registrar and Share Transfer Agents

Karvy Computershare Private Limited (Karvy)
Karvy Selenium Tower B, Plot 31-32, Gachibowli,
Financial District, Nanakramguda, Hyderabad - 500 032
Tel. No.: +91 40 6716 2222; Fax No.: +91 40 2342 0814
E-mail ID: einward.ris@karvy.com

Statutory Auditors

S.S. Kothari Mehta & Co, Chartered Accountants

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Forward looking statements

In this annual report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by

using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes', and words of similar substance in connection with any discussion of future performance.

We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions.

The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should

known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should kindly bear this in mind.

We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

BRNL: INDIA'S UNIQUE PURE PLAY ROAD CONCESSION COMPANY

Who we are >>

We are a professionally managed listed company and the only pure-play standalone proxy of India's road concessions sector

What we have created >>

A growth platform focusing on the aggregation and development of outstanding road concessions across India

Where we intend to go >>

We intend to reinforce our position as India's premier road concessions company through the sustainable generation of the healthy return on invested capital across our investment bouquet.

A majority of road concession companies are also engaged in road construction.

At Bharat Road Network Limited (BRNL), we focus exclusively on road concession ownership.

In the process, we have created a unique 'pure play' road concession platform.

We focus on conducting our business based on the Public-Private Partnership (PPP) model, which is expected to enhance progress, prosperity and profitability of our business.

And that, we believe, will make all the difference.

5 THINGS YOU NEED TO KNOW ABOUT OUR COMPANY



WHAT WE DO

Bharat Road Network Limited (BRNL) was incorporated in 2006 as a developer and operator for highways, roads and related projects. Over the years, the company emerged as a Build-Operate-Transfer (BOT) company with a focus on road development, implementation, operation and maintenance through the Public Private Partnership model.

OUR APPROACH

Our approach towards the concession business revolves around the principles of value-based growth through selective bidding and acquisition, value optimization through operational excellence and innovation; and cost efficiency through prudent financial discipline.

We aim to increase cash flows and profitability as well as increase the shareholder value through asset sweating and smart timing of asset accretion. Our aim is to create value for society, for clients, investors and employees.

OUR PROJECT PORTFOLIO

Our project portfolio consists of six BOT projects covering almost 2095 lane km out of which five projects are operational covering approximately 1695 lane km and one project is under construction, which involves the development of approximately 400 lane km.

One of our projects is a State Highway project and five projects are under the National Highway Authority of India (NHAI). Our projects are spread across Uttar Pradesh, Kerala, Haryana, Madhya Pradesh, Maharashtra and Odisha.

OUR ETHICAL PEDIGREE

BRNL is a Srei initiative and was started in 2006. Srei Infrastructure Finance Limited (Srei) is well known for supporting various infrastructure projects across India. Srei is one of the nation's largest holistic infrastructure institutions, constantly and consistently delivering innovative solutions in the infrastructure sector.

Srei has been playing a significant role in nation-building for nearly three decades, in urban and rural India. Srei's businesses include Infrastructure Project Finance, Advisory and Development, Infrastructure Equipment Finance, Alternative Investment Funds, Capital Markets and Insurance Broking.

The objective of supporting roads and highway development led to the formation of Bharat Road Network Limited.

Our vision

To be a wide-spectrum Transportation Infrastructure Company smoothening everyone's journey.

Our mission

Through practice of best technical and technological solutions, developing roads and bridges that will usher progress and prosperity for the nation through better connectivity and seamless mobility.

Our core values

► **Prosperity through Partnership:** BRNL will grow through collective partnership of all its stakeholders. The ability to bring together in-house knowledge, strength of financial engineering & solutions and trustworthy partners is our guiding principle for providing fast, reliable, convenient, quality driven and cost-effective transport infrastructure solutions.

► **Passion for Excellence:** Passion is one of the DNAs of the organization, coupled with innovation and entrepreneurship that we inherited as our founding values. The passion of employees has led to the success of the organization in a fiercely competitive market scenario. Passion for excellence provides BRNL with an undeniable drive to make a difference.

► **Professional Entrepreneurship:** BRNL's in-depth knowledge of the transport infrastructure development in India, coupled with its spirit of entrepreneurship, helps the Company overcome obstacles and complexities with professional expertise.

OUR VALUE PROPOSITION

Asset ownership

- Design, Engineering and Cost Management
- Engineering, Procurement, and Construction (EPC) Management and Quality Control focus
- Asset health management and sweating
- Management insights and guidance for value accretion
- Governance structure for a strong alignment between investment managers and asset owners

Operational excellence

- Manage tolling operation & maintenance of the project
- Achieve cost efficiency and optimization
- Ensuring project completion timeline and improve operational efficiency

Project advisory

- Project Management Consultancy (across areas such as project conceptualization, construction, commissioning, and commencement)
- Financial advisory and debt syndication services
- Balance Sheet Management, which includes Cash Flow Management and Financial Planning

Technological excellence

- Innovative technology solutions for road sector (first to roll-out pre-classification system)
- Develop customised solution depending on project requirement
- Strategic technology collaboration ensuring accurate and efficient toll collection

OUR PROJECTS PORTFOLIO

GURUVAYOOR INFRASTRUCTURE PRIVATE LIMITED (GIPL)



FOUR-LANING OF THE EXISTING TWO LANE PORTION OF THE THRISSUR-ANGAMALI SECTION OF NH-544 (OLD 47).

State	Kerala
Major cities covered	Thrissur, Chalakudi, and Angamali
Client	NHAI
Status	Operational
BRNL stake	100%*
Total length	64.94 km
Lane kms	259.76 km
Number of lanes	4
Total concession period	21.75 years
Tolling start date	4th December 2011
Balance life [#]	10.23 years
Balance debt tenure [#]	7.01 years
Total project cost [#]	₹721 crores
Annual toll collection [#]	₹134 crores

*Transfer of Balance 26.01% under process

KURUKSHETRA EXPRESSWAY PRIVATE LIMITED (KEPL)



FOUR-LANING OF THE ROHTAK-BAWAL SECTION OF NH-71 ON DBFOT TOLL BASIS.

State	Haryana
Major cities covered	Rohtak, Jhajjar, Rewari, & Bawal
Client	NHAI
Status	Operational
BRNL stake	49%
Total length	83.155 km
Lane kms	332.62 km
Number of lanes	4
Total concession period	28 years
Tolling start date	24th August 2013
Balance life [#]	21.11 years
Balance debt tenure [#]	7.76 years
Total project cost [#]	₹1038 crores
Annual toll collection [#]	₹94 crores

SHREE JAGANNATH EXPRESSWAYS PRIVATE LIMITED (SJEPL)



SIX LANING OF CHANDIKHOLE-JAGATPUR-BHUBANESWAR SECTION OF NH-16 (OLD 5) ON DBFOT TOLL BASIS.

State	Odisha
Major cities covered	Bhubaneswar, Cuttack
Client	NHAI
Status	Operational
BRNL stake	40%
Total length	67 km
Lane kms	402 km
Number of lanes	6
Total concession period	26 years
Tolling start date	14th December 2011
Balance life [#]	19.71 years
Balance debt tenure [#]	15.76 years
Total project cost [#]	₹1871 crores
Annual toll collection [#]	₹150 crores

As on 31st March, 2018

GHAZIABAD ALIGARH EXPRESSWAY PRIVATE LIMITED (GAEPL)



FOUR-LANING OF THE GHAZIABAD-ALIGARH SECTION OF NH-91 ON BOT TOLL BASIS.

State	Uttar Pradesh
Major cities covered	Ghaziabad, Bulundsahar and Aligarh
Client	NHAI
Status	Operational
BRNL stake	39%
Total length	126.3
Lane kms	505.2 km
Number of lanes	4
Total concession period	24 years
Tolling start date	23rd June 2015
Balance life*	16.90 years
Balance debt tenure*	4.92 years
Total project cost*	₹1929 crores
Annual toll collection*	₹193 crores

MAHAKALESHWAR TOLLWAYS PRIVATE LIMITED (MTPL)



FOUR-LANING OF THE INDORE-UJJAIN ON STATE HIGHWAY 27 ON BOT TOLL BASIS IN THE STATE OF MADHYA PRADESH.

State	Madhya Pradesh
Major cities covered	Ujjain, Indore, Pitampur
Client	MPRDC
Status	Operational
BRNL stake	48%
Total length	48.894 km
Lane kms	195.56 km
Number of lanes	4
Total concession period	25 years
Tolling start date	19th November 2010
Balance life*	16.15 years
Balance debt tenure*	12.26 years
Total project cost*	₹330 crores
Annual toll collection*	₹26 crores

SOLAPUR TOLLWAYS PRIVATE LIMITED (STPL)



FOUR-LANING THE SOLAPUR-MAHARASHTRA/KARNATAKA BORDER SECTION OF NH-9 (OLD 65) ON DBFOT TOLL BASIS.

State	Maharashtra
Major cities covered	Solapur, Osmanabad
Client	NHAI
Status	Under Construction
BRNL stake	99.02%
Total length	100.06 km
Lane kms	400.24 km
Number of lanes	4
Total concession period	25 years
Total project cost*	₹883 crores

* As per financing agreement

As on 31st March, 2018

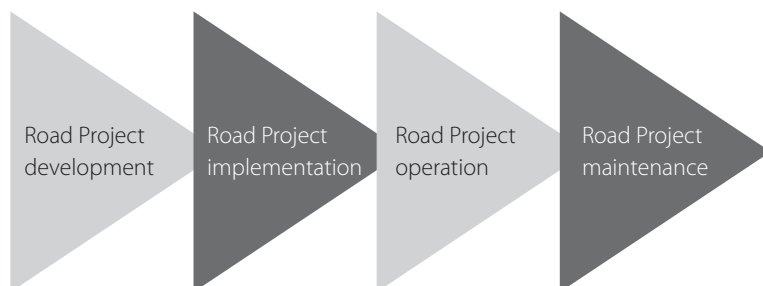
INDIA IS ARGUABLY THE MOST ATTRACTIVE ROAD BUILDING DESTINATION IN THE WORLD.



Brahm Dutt, *Chairman*

WHAT MAKES THE SECTOR ATTRACTIVE IS THE LARGEST PIPELINE OF ROAD BUILDING PROJECTS ANNOUNCED BY THE GOVERNMENT, A SECTORAL SHAKEOUT IN THE LAST FEW YEARS THAT HAS MODERATED AGGRESSIVE BIDDING FOR CONTRACTS, AN IMPROVEMENT IN OVERALL MARGINS FACILITATING REINVESTMENT IN CAPABILITIES AS WELL AS THE GOVERNMENT'S FOCUS IN REMOVING PROJECT IMPLEMENTATION OBSTACLES.

OUR FOCUS



The biggest catalyst in the transformation of the country's road building sector has been the role of the Indian government. Between 2014-15 and 2018-19, the overall budgetary allocation to the highways sector increased from ₹32,000 crores to ₹71,000 crores. The highlight of this sectoral development has been the announcement of the ₹692,000 crores Bharatmala project which is the largest infrastructure project happening in the country, scheduled for completion in 2022. This has opened up a plethora of opportunities for the road concession companies possessing relatively under-borrowed balance sheets, a knowledgeable employee pool and access to cutting-edge technologies.

At Bharat Road Network Limited, we expect to leverage on the encouraging performance of the company and capitalize on this unprecedented growth opportunity in ways possible.

Last year has been momentous for our company as we reached out to the public market in September to support infrastructure creation under the Public Private Partnership (PPP) model. We are immensely thankful to the investors who reposed their faith in our business model as asset aggregators in BOT platform which has been quite different from the conventional infrastructure development companies.

Following the successful listing of equity shares in the stock exchanges, BRNL continued its focus on improving operational efficiency through enhancing services automation and adopting a prudent project delivery mechanism to expedite execution of the existing under construction asset.

These steps resulted in a healthy growth of the Average Daily Revenue (ADR) across all the operational projects which increased by 22% to ₹163 lakhs in Financial Year 2017-18 from ₹133 lakhs in Financial Year 2016-17. The toll revenue is expected to improve further and stabilize with

increased economic activities across the high growth industrial corridors along the project stretch. Furthermore, in the coming year, we are expecting a further spurt in the toll revenues as our Solapur project is nearing completion. This would essentially mean that all our existing assets would be generating cash flows.

Riding high on the demonstrative capabilities across our areas of operations, we are now aiming for the next wave of growth by adopting more focused business growth strategy.

One, the company will seek to buy out assets from financially-stressed companies engaged in building roads across attractive circuits of the country. The Company possesses a strong Balance Sheet as well as a listed status which should enhance its visibility and help in accessing not just the required funding to address these opportunities but also at a cost that would strengthen business viability.

Two, we intend to enrich our knowledge and experience pool through constant strengthening of competencies related to road concessions, tolling and related support functions. We intend to develop and monetize on our project management capability dedicated services to a number of road builders for their projects under implementation. Besides, we are committed to liaise deeper on behalf of our SPVs with NHAI, generating enhanced effectiveness out of the centralized Group activity.

At BRNL, our vision is to constantly strengthen the quality of our portfolio through expansion, consolidation and value accretion.

With relentless focus on expanding our presence across the transportation infrastructure sector in the foreseeable future, we expect to retain our position as India's premier pure-play road concession company.

Brahm Dutt
Chairman

LAST YEAR HAS BEEN MOMENTOUS FOR OUR COMPANY AS WE REACHED OUT TO THE PUBLIC MARKET IN SEPTEMBER TO SUPPORT INFRASTRUCTURE CREATION UNDER THE PUBLIC PRIVATE PARTNERSHIP (PPP) MODEL.

**"WE EXPECT TO GENERATE
HEALTHY TOLL REVENUES
FROM INCREASED TRAFFIC
ACROSS OUR ROAD
CONCESSIONS TRANSLATING
INTO HANDSOME
STAKEHOLDER RETURNS"**



Bajrang Kumar Choudhary, Managing Director

THIS IS THE FIRST ANNUAL REPORT OF BHARAT ROAD
NETWORK LIMITED FOLLOWING THE COMPANY'S INITIAL
PUBLIC OFFER OF EQUITY SHARES IN SEPTEMBER 2017