

THE STORY OF HOW WE ARE BUILDING ONE OF INDIA'S MOST SUSTAINABLE REAL ESTATE DEVELOPING COMPANIES

Disclaimer Certain statements in this communication may be 'forward looking statements' within the meaning of applicable laws and regulations. These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. Important developments that could affect the Company's operations include changes in the industry structure, significant changes in political and economic environment in India and overseas, tax laws, import duties, litigation and labour relations. Kolte-Patil Developers Limited (KPDL) will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.

### **Contents**

- **08** A different way of doing business
- **10** 8 things you need to know about Kolte-Patil Developers Limited
- 12 This is how we performed in 2018-19
- **14** How Kolte-Patil has enhanced value across the years
- 16 Chairman's overview
- 22 CEO's review
- **26** Our target: Double our sales in just three years
- **28** Our objective: accelerate growth through technology and standardization
- **30** Our aim: Grow our business through financial partnerships
- **32** Our robust long-term strategy: Maximize township revenues

- **33** Kolte-Patil is poised for multi-year asset-light growth
- **34** Going against the conventional sales strategy
- **35** A review of the Company's sales and marketing achievements, 2018-19
- 37 The culture of Kolte-Patil what makes the Company a consistent outperformer
- **38** Why Kolte-Patil is optimistic of a story called India
- **40** Management discussion and analysis
- **49** Directors Report
- **75** Report on Corporate Governance
- 88 Standalone Financials
- **141** Consolidated Financials

### Bigger. Better. Faster.

### 'Slowdown?'

When we first heard this word, we could have responded like everyone else.

We could have issued an order to our troops: 'Let the storm blow over.'

On the contrary, we passed the word around: 'Don't believe everything you hear.'

And that made all the difference.

Enabling us to emerge bigger, better and faster.

# When people said 'Slowdown', we knew that it would not just be necessary to perform.

It would now be necessary to outperform instead.



At Kolte-Patil, 'outperform' meant that our land aggregation team responded with 'The slowdown is the best news we have heard in a long time as available land parcels are likely to be cheaper.'



At Kolte-Patil, 'outperform' meant that our sales people said, 'Super! A slowdown means we can now provide our customers the option to pay cash down and buy an apartment – no gestation.'



At Kolte-Patil, 'outperform' meant that our construction teams said, 'Excellent! A slowdown provides us with an opportunity to deliver on time and reinforce our brand.'



At Kolte-Patil, 'outperform' meant that our collection team said, 'Good! Since our customers are not likely to spend their savings elsewhere, they are likely to pay their apartment instalments faster.'



At Kolte-Patil, 'outperform' meant that our finance team said, 'The slowdown will make it possible for us to leverage our superior credit rating and negotiate a lower cost of debt.'



At Kolte-Patil, 'outperform' meant that our investor relations team said, 'Splendid. The slowdown means that now we will be able to position the Company as the preferred proxy of India's real estate sector.'

Come to think of it, the real estate market has been in an extended slowdown for more than five years...



Further strengthened our credit rating from A+/Stable to A+/Positive



Increased pre-sales volume (in %)



Increased collections (in %)



Increased spends on project execution (in %)

## That brings us to a fundamental question: When it is bad news for our sector, why is it good news for us?

### The answer: Dream different.

## At Kolte-Patil, 'Dream different' means we don't trust fashionable financial jargon or the flavour of the day.

We trust our knowledge acquired over the years instead.

### A different way of doing business



Most people asked, 'Aren't you focused on becoming the biggest real estate player in India?'

We said we would rather be the best instead.



A number of people asked, 'What are you doing to grow your topline?' We said we would rather build our cash flows instead.



A number of people asked, 'When are you going to become a truly pan-India brand?'

We said we were happy being the largest in Pune and a growing player in Mumbai and Bengaluru.



A number of people asked, 'Why don't you integrate backwards to land ownership?'

We said we would prefer to focus on efficient construction instead.