

# RISING to THE CHALLENGE



Annual Report

2015



# Contents

Theme Note .....	01
At a Glance .....	02
Corporate Information .....	04
Pan India Presence .....	05
Our Financial Performance .....	06
Our Operational Assets .....	08
Our BOT Assets Under Construction .....	09
Key Business Verticals.....	12
Chairman's Message .....	14

## OUR CORE STRENGTHS

Financial Re-engineering to Improve Liquidity & Fulfill Commitments to Stakeholders .....	16
Order Book Diversification to Strengthen Growth Trajectory Further.....	18
Completion of BOT projects to deliver Strong Cash Flows .....	20
Our Integrated EPC Model leads to Healthy Operating Margins and Return Ratios .....	22
Riding on the Infrastructure Wave .....	24

Management Discussion & Analysis.....	27
Directors' Report.....	35
Corporate Governance Report.....	60

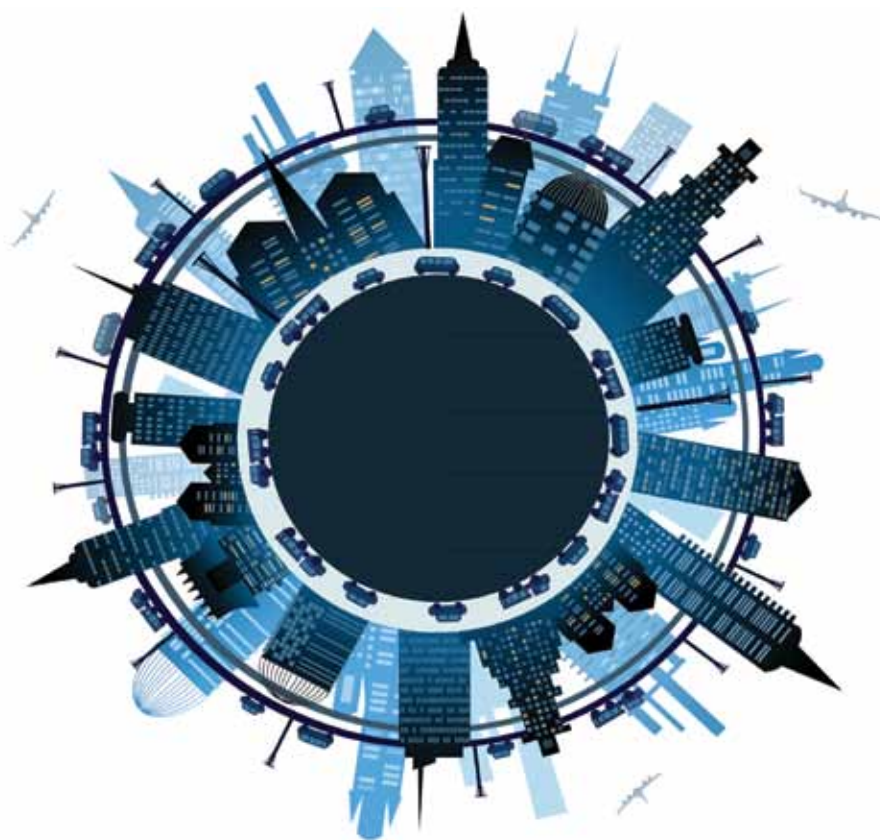
## FINANCIAL STATEMENTS

### Standalone

Independent Auditors' Report.....	69
Balance Sheet .....	72
Statement of Profit and Loss .....	73
Cash Flow Statement.....	74
Summary of Significant Accounting Notes .....	76

### Consolidated

Independent Auditors' Report.....	103
Balance Sheet .....	110
Statement of Profit and Loss .....	111
Cash Flow Statement.....	112
Summary of Significant Accounting Notes .....	114
Summary of Financial Information of Subsidiary Companies .....	138



# RISING to THE CHALLENGE

For the past decade, we have never stopped transforming and that has allowed us to stay ahead in the business. As with all infrastructure players in recent years, we too have had our fair share of angst. But our strategy to adapt continuously prepared us to counter current challenges and come out stronger. With a successful rescheduling of our debts to match our cash flows positively, and a successful QIP, our balance sheet improved and our operations continued smoothly. Investors continued to find us a compelling story and have been highly supportive to us in these trying times.

We have always been an ardent believer in the great Infrastructure and EPC story of India. Through the recent vexing times, we were highly focused on completing our existing projects and making them operational. We aim to complete a majority of our BOT portfolio by March 2016 and complete it in entirety December 2017. These will enhance our cash generating operational projects, further enhancing our liquidity and earnings.

We aim to continuously pursue financial engineering to attain stable cash flows, healthy margins and assured sources of revenue. Going forward, our goal is to monetise our BOT assets to swell our profitability and reserves that can allow us to tap more exciting opportunities. This pragmatic approach gives us the confidence that when market conditions rebound, our solid foundation will see us advantageously into the future.

# AT A GLANCE

We are an integrated infrastructure player with a presence across multiple EPC segments and a current portfolio of 11 BOT projects. We have diverse execution capabilities through an EPC presence in 6 segments – Roads, Bridges, Buildings, Railways, Power and Water Infrastructure.

We are fully integrated in terms of raw material availability through the ownership of quarries, crusher plants, ready-mix concrete and wet mix plants. We also have a diversified presence in 13 states across India and cater to a variety of clientele across the Government and the private sector.

# 06

EPC Segments

# 13

Indian states we are present in

# 11

Total BOT Projects

# 04

Operational BOT Projects

# 07

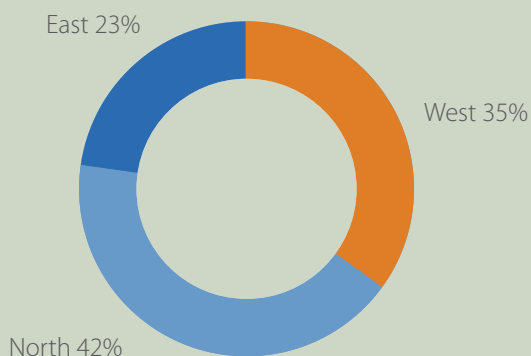
Under Construction  
BOT Projects

# ₹ 50,324

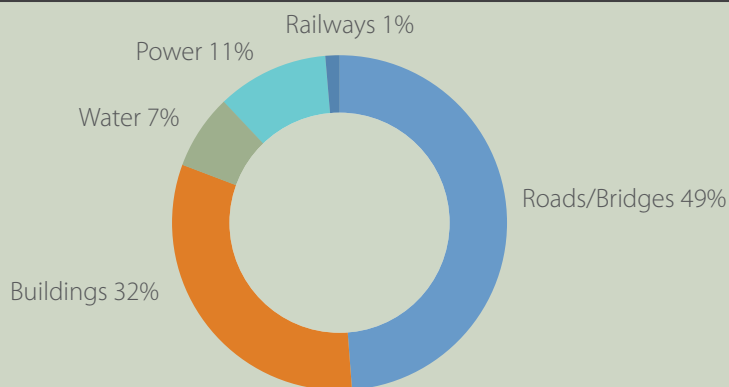
Million

Current Order Book  
(as of March 31, 2015)

## Order Book (Geography wise)



## Segmental Break-up



# BUSINESS VERTICALS

Roads /  
Bridges

Buildings

Water

Power

Railways

TOTAL

Current Order Book As of March 31, 2015  
(₹ In Million)

24,609.30

16,010.10

3,589.20

5,451.50

664.10

50,324.20

Contribution to Total Order Book

48.9%

31.81%

7.13%

10.83%

1.32%

100%

# CORPORATE INFORMATION

## BOARD OF DIRECTORS

**Mr. B. H. Sharma**

Executive Chairman

**Mr. Vikram Sharma**

Managing Director

**Mr. Vikas Sharma**

Whole Time Director & Chief Financial Officer

**Mr. V. P. Singh**

Independent Director

**Mr. Vinod Agarwala**

Independent Director

**Mr. Pramod Kasat**

Independent Director

**Mr. Dakshendra Agarwal**

Independent Director

**Mr. S.K. Mishra**

Independent Director

**Mrs. Nilima Mansukhani**

Independent Director

## COMPANY SECRETARY

**Mr. Vijay Joshi**

## STATUTORY AUDITORS

**Walker Chandiok & Co LLP**

Chartered Accountants

**Shah & Kathariya**

Chartered Accountants

## BANKERS & INSTITUTIONS

**State Bank of India**

**State Bank of Patiala**

**Union Bank of India**

**Punjab National Bank**

**Bank of India**

**Central Bank of India**

**Canara Bank**

**Syndicate Bank**

**ICICI Bank Ltd.**

**Axis Bank Ltd.**

**The Saraswat Co-operative Bank Ltd.**

**SREI Infrastructure Finance Ltd.**

## REGISTERED OFFICE

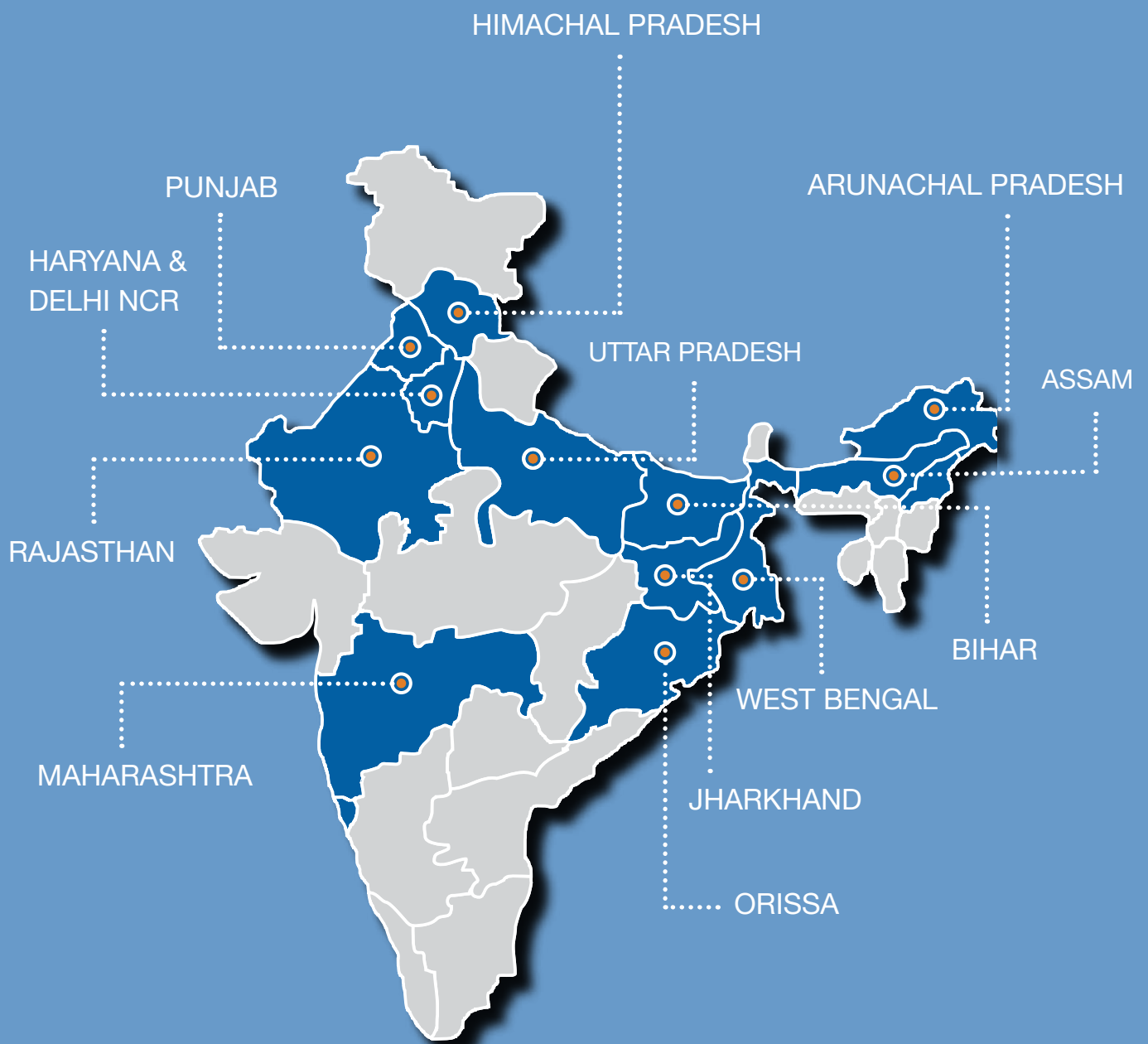
Supreme House,  
Plot No. 94/C Pratap Gad,  
Opp. I.I.T Main Gate, Powai,  
Mumbai – 400 076  
Tel: +91 22 6128 9700  
Fax: +91 22 6128 9711  
CIN No.: L74999MH1983PLC029752

## REGISTERED AND TRANSFER AGENTS

Bigshare Services Pvt. Ltd.  
E-2, Ansa Industrial Estate,  
Saki Vihar Road, Sakinaka,  
Andheri (E), Mumbai – 400 076.  
Tel: +91 22 4043 0200  
Fax: +91 22 2847 5207



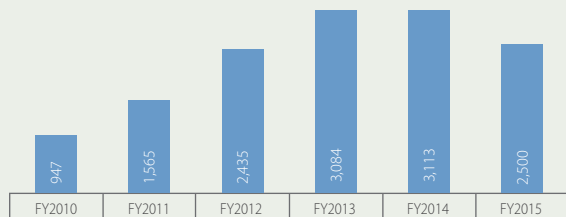
# PAN INDIA PRESENCE



# OUR FINANCIAL PERFORMANCE

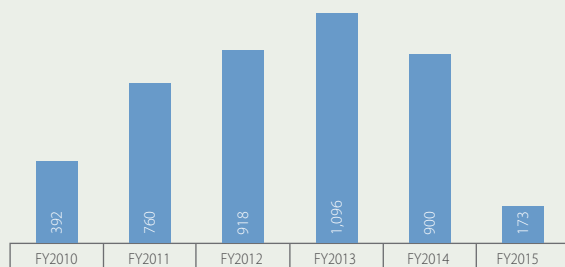
## EBITDA (Excluding other income)

(₹ in Million)



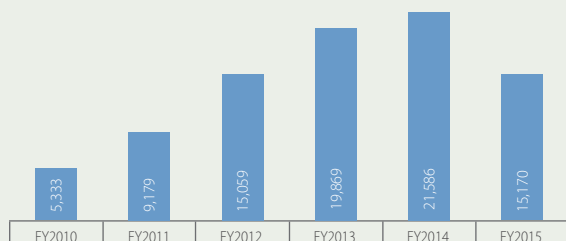
## PAT

(₹ in Million)



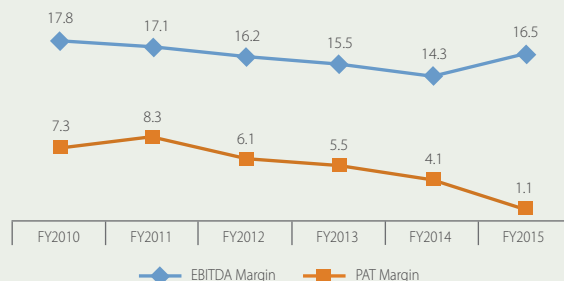
## Income

(₹ in Million)



## Margin Analysis

(%)



We maintained our EBITDA margins on a sustainable basis. Our margins expanded to 16.5% during the year, compared to 14.3% in FY2014. During the year, we recovered claims of ₹ 210.5 Million. However, our Profit After Tax declined by 80.8% from ₹ 900.3 Million in FY2014 to ₹ 172.50 Million in FY2015, mainly due to higher finance and interest cost.

Our cash flow position improved significantly as we gained a 2-year moratorium post-restructuring on principal and interest repayment. During FY2015, we allotted 2.0 million equity shares on conversion of warrants issued to promoter entities. Another 3.6 Million shares were issued at ₹ 277.39 a share to Qualified Institutional Buyers.





# OUR OPERATIONAL BOT ASSETS



MANOR WADA BHIWANDI,  
Maharashtra



KOPARGAON AHMEDNAGAR  
TOLLWAYS PVT. LTD.,  
Maharashtra



PATIALA NABHA  
MALERKOTLA, Punjab

₹5,540 Million  
Project Cost

49%  
Supreme Stake

₹4,132 Million  
Sanctioned Debt

70.9 Kms  
Road Length

₹2,340 Million  
Project Cost

51%  
Supreme Stake

₹1,490 Million  
Sanctioned Debt

55 Kms  
Road Length

₹930 Million  
Project Cost

100%  
Supreme Stake

₹650 Million  
Sanctioned Debt

55.7 Kms  
Road Length