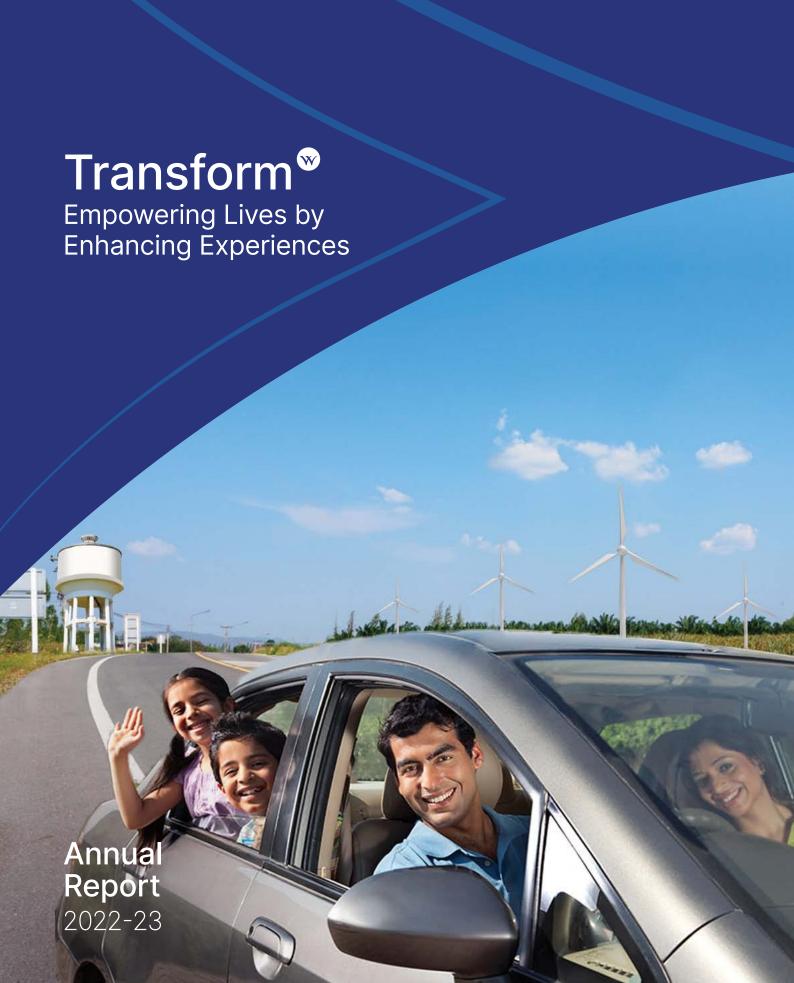
# Welspunenterprises





#### **Embrace the new**

#### **Embrace the change**

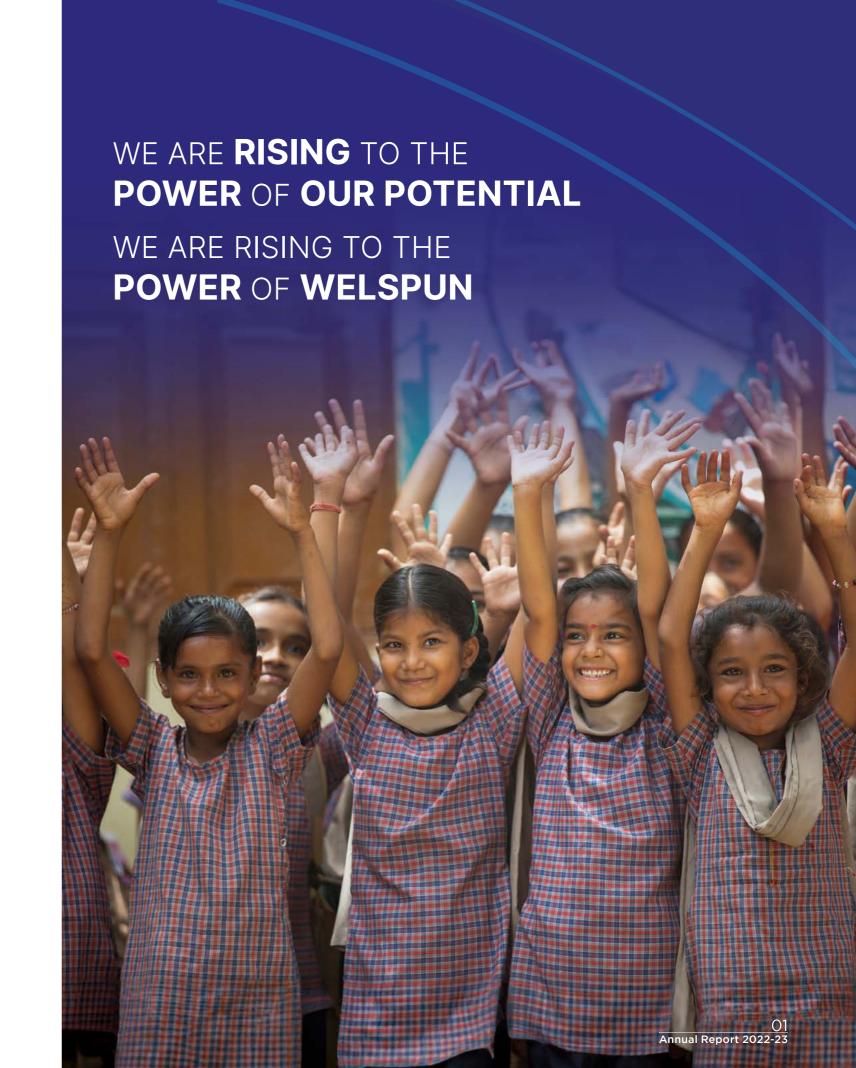
What does it really take to drive exponential growth? Growth beyond expectations is rarely a targeted outcome. It is often a byproduct of breakthrough opportunities arising from a vision created for people, businesses and the planet. A result of not just doing things right, but also, doing the right things.

Our new logo is a modern and concise depiction of our positioning for the Group and all its businesses. The letter 'W' is inspired by 2 ticks, 'Doing things right', and 'Doing the right thing' that signifies how the growth of our business is helping us realize our potential to rise to the power of our Vision... The Power of Right.

The new logo captures the essence of Welspun's growth, innovation, and adaptability in a rapidly changing business landscape, reflecting our evolution. It encapsulates our Company's core values, vision, and mission, making it easier for customers to identify and connect with us.

Tomorrows are inevitable. Challenges will keep coming. How good the future will depend on how well we plan and prepare our present, to create the next level opportunities and experiences for tomorrow.

At Welspun, we commit to Foresee the Change, Predict the Potential, Gauge the Growth, Evaluate the Value, Expand to Prepare, Innovate to Equip, and Leap to Go Beyond. So, when tomorrow comes, we are ready to conquer it.



# **Corporate Information**

#### **WELSPUN ENTERPRISES LIMITED**

CIN: L45201GJ1994PLC023920

Website: www.welspunenterprises.com; Email id: companysecretary\_wel@welspun.com

#### **BOARD OF DIRECTORS**

Mr. Balkrishan Goenka Chairman (Executive)

**Dr. Anoop Kumar Mittal** 

Independent Director

Dr. Aruna Sharma

Independent Director

Ms. Dipali Goenka

Non-Executive, Non-Independent Director

Mr. Mohan Tandon

Lead Independent Director

Mr. Raghav Chandra

Independent Director

Mr. Rajesh Mandawewala

Non-Executive, Non-Independent Director

Mr. Sandeep Garg

Managing Director

Independent Director

Mr. Sudhir Mital

Mr. Balkrishan Goenka

**KEY MANAGEMENT TEAM** 

Chairman (Executive)

Mr. Sandeep Garg

Managing Director

Mr. Akhil Jindal

Director, Group Finance & Strategy

Mr. Deepak Chauhan

Director, Group Legal

Mr. Yogen Lal

CEO - Water Vertical

Mr. Neeraj Gupta

COO - Road Vertical (resigned w.e.f. August 07, 2023)

Mr. Premjit Singh

CEO - Transportation Vertical (appointed w.e.f. August 07, 2023)

Mr. Rajesh Jain

Chief Human Resource Officer

Mr. Lalit Jain

Chief Financial Officer (appointed w.e.f. February 01, 2023)

Mr. Ratan Lal Kashyap

President - Supply Chain Management

Mr. Rajesh Chaabra

Head - Management Assurance & Strategy Risk

**COMPANY SECRETARY** 

Ms. Nidhi Tanna

(appointed w.e.f. January 01, 2023)

**AUDITORS** 

MGB & Co. LLP, **Chartered Accountants** 

SECURITIES REGISTRAR AND TRANSFER AGENT

Link Intime India Private Ltd. C-101, 247 Park, L.B.S. Marg,

Vikhroli (West), Mumbai - 400 083.

STOCK EXCHANGES WHERE THE COMPANY'S SECURITIES ARE LISTED

**BSE Limited** 

Phiroze Jeejeebhoy Towers, Dalal Street,

Mumbai - 400 001

National Stock Exchange of India Limited, Exchange Plaza, C-1, Block G, Bandra-Kurla Complex, Bandra (E), Mumbai - 400 051

**REGISTERED OFFICE** 

"Welspun City", Village Versamedi.

Taluka Anjar, District Kutch,

Gujarat - 370 110

Tel: +91-2836 662222

Fax: +91-2836 279010

**CORPORATE OFFICE** 

Welspun House, Kamala Mills Compound,

Senapati Bapat Marg, Lower Parel, Mumbai - 400 013

Tel: +91-22-6613 6000

Fax: +91-22-2490 8020

**AUDIT COMMITTEE** 

Mr. Mohan Tandon

Chairman (Independent Director)

Dr. Aruna Sharma

Member (Independent Director)

Mr. Raghay Chandra

Member (Independent Director)

**NOMINATION AND REMUNERATION COMMITTEE** 

Mr. Mohan Tandon

Chairman (Independent Director)

**Dr. Anoop Kumar Mittal** 

Member (Independent Director)

Mr. Raghav Chandra

Member (Independent Director)

**SHARE TRANSFER AND INVESTOR GRIEVANCE** AND STAKEHOLDERS' **RELATIONSHIP COMMITTEE** 

Dr. Aruna Sharma

Chairperson (Independent Director)

Mr. Mohan Tandon

Member (Independent Director)

Mr. Raghav Chandra

Member (Independent Director)

**ENVIRONMENTAL, SOCIAL AND GOVERNANCE & CORPORATE SOCIAL RESPONSIBILITY COMMITTEE** 

Dr. Aruna Sharma

Chairperson (Independent

Director)

Ms. Dipali Goenka

Member (Non-Independent Director)

Mr. Mohan Tandon

Member (Independent Director)

Mr. Sandeep Garg

Member (Managing Director)

**RISK MANAGEMENT AND** PROJECT MONITORING **COMMITTEE** 

Mr. Raghav Chandra

Chairman (Independent Director)

Dr. Anoop Kumar Mittal

Member (Independent Director)

Mr. Sandeep Garg

Member (Managing Director)

Axis Bank Limited

Bandhan Bank Limited

Canara Bank

Central Bank of India

IDBI Bank

IDFC First Bank Limited

Indian Bank

IndusInd Bank Limited

Karnataka Bank Limited

Punjab National Bank

State Bank of India

Union Bank of India Yes Bank Limited

♠ Delhi-Meerut Expressway

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#### **Forward-Looking Statement**

This document contains statements about expected future events and financial and operating results of Welspun Enterprises Limited, which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There might be a risk that the assumptions, predictions and other forward-looking statements will not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements as a number of factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the management's discussion and analysis of the Welspun Enterprises Limited Annual Report FY 2023.



To get this report online and for any other information, log on to: www.welspunenterprises.com

#### A SNAPSHOT OF FY 2023

₹ **2,901.6** crore

Total consolidated revenue

₹ 10,100 Crore\*

Order book as on March 31, 2023

3,93,127

Lives impacted through CSR by Welspun Enterprises

\* Including ₹ 1,796 Crore for O&M and asset replacement in MCGM STP project

# **TRANSFORM®**

### **EMPOWERING LIVES BY ENHANCING EXPERIENCES**

At Welspun Enterprises Limited (WEL), we prioritize empowering people's lives by aiding them with quality infrastructure. Being a water and road infrastructure company, we strive to be the backbone of the country, and lay the foundation blocks of a country with future-ready infrastructure. We are set on a journey which is beyond bricks and mortar, and is focused on enhancing experiences of people.

We believe that infrastructure is not merely a means of transportation but a conduit for human interaction. We understand that every road we pave is an opportunity to bridge distances, thereby, bringing people closer and creating communities that thrive. By enabling smoother travel, efficient trade, and enhanced access to resources, we empower lives of people across the country, and enhance their lives on a day-to-day basis. On

the other hand, every water and wastewater infrastructure project we complete, helps us ensure clean water outreach across the most rural locales of the country. In doing so, we further enhance the day-to-day lives of the people.

In this ever-changing world, we are in a continuous state of transformation, which empowers lives by enhancing experiences.



### **Company Overview**

# **Building India's Backbone**

An infrastructure developer with a difference, Welspun Enterprises Limited (WEL) is at the forefront of empowering India with essential road and water assets and creating value for a wide spectrum of stakeholders.



We are proud to be one of India's fastest growing infrastructure development companies, with a 53% Revenue CAGR for FY 2017-23, and a sharp focus on high value-added project management across businesses. WEL also has investments in the upstream oil and gas sector through a JV with the Adani Group, called Adani Welspun Exploration Limited (AWEL).

Over the years, we have demonstrated a high level of operational excellence in our projects, aided by robust engineering & design, supply chain, project management, and execution capabilities.

Our unwavering commitment to

deliver complex projects on or ahead of schedule, supported by a strong, customer-oriented approach, quest for best-in-class quality, and 'safety-first' attitude is the hallmark of our success.

With a robust order book of over ₹ 10,000 Crore, in addition to a healthy balance sheet, differentiated asset-light model, prudent risk management systems and a firm focus on ESG, we are well placed to drive sustained profitability, as we continue with our endeavour of developing nation-building infrastructure to empower our citizens with better connectivity and an improved way of life.

Our asset-light business model enables us to bid on projects with higher engineering complexities and lower competition, and plan resources on the project accordingly.



### Lineage

Welspun World is one of India's leading global conglomerates, with a dominant presence in home and advanced textiles, infrastructure, warehousing, steel, retail, line pipes and flooring solutions across the globe.

Leveraging its rich experience of more than three-and-a-half decades, the Group is among the largest global exporters, with 'Make in India' imbibed in the core of its DNA. With a footprint in over 50 countries, a strong talent pool of over 26,000 employees and more than 100,000 shareholders, the Group generates revenues of USD 2.3 billion annually.

Focussed growth strategies, a penchant for technological & operational excellence and responsible ESG practices makes the Welspun World a partner of choice in some of the most challenging projects for marquee players globally, to create a smarter and a more sustainable world.



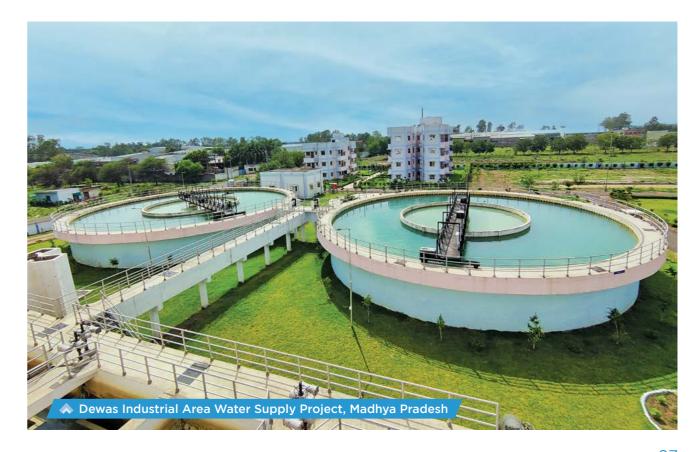
#### Vision

Delight our customers through innovation and technology, achieve inclusive and sustainable growth to remain eminent in all our businesses



#### **Business model**

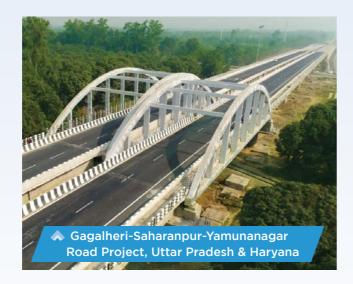
At WEL, our asset-light business model is centred on partnerships with capable partners for construction, coupled with our superior project management capabilities. This not only gives us the flexibility to operate across multiple geographies, but also ensures minimal investment in plant and equipment, thereby reducing the working capital, and ensuring a de-risked business with lower leverage and a strong credit rating. Our asset-light business model enables us to bid on projects with higher engineering complexities and lower competition, and plan resources on the project accordingly.



#### **HIGHWAY PORTFOLIO MONETIZATION -ACTIS DEAL**

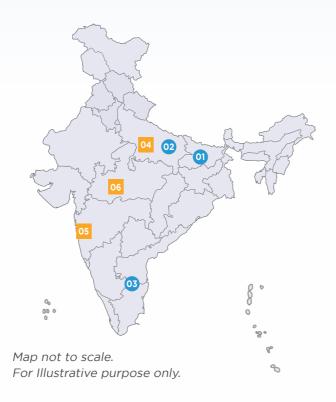
In a landmark agreement inked in 2022, we monetized six of our completed road assets for over ₹ 9,000 Crore through a deal with marquee global investor Actis, in line with the goal of generating sustainable value-accretive growth for our stakeholders.

Please refer to Page 19 for more details.



#### **CURRENT PROJECT PORTFOLIO**

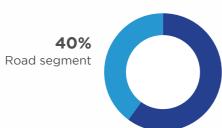
Project Name		Contract Type	Client
Roa	ads		
01	Aunta-Simaria	НАМ	NHAI
02	Varanasi Aurangabad NH2	EPC	SIVAPTL
03	Sattanathapuram- Nagapattinam	НАМ	NHAI
Water			
04	UP State Water and Sanitation Mission	EPC	SWSM
05	Dharavi Wastewater Treatment Facility	EPC	ВМС
06	Dewas Water Supply	ВОТ	MPSIDC



#### STRONG REVENUE GROWTH VISIBILITY

₹ 10,100 crore

Order book as on March 31, 2023



60% Water and wastewater management segment



#### **NUMBERS THAT DEFINE WEL**

1,100+

**EPC** projects

1,109+ km Road execution

experience

HAM projects **BOT** project

**A1+** 

Short-term credit rating

Long-term credit rating



**Employees** 

Gold Award for Excellence in Project Management for Delhi-Meerut Expressway (Pkg 1) project, MoRTH

'Outstanding Contribution in Urban Infrastructure (Water Project)' award for Dewas Industrial Area Water Supply Project, EPC World

Occupational Safety & Health award for Aunta-Simaria Road Project, National Safety Council of India

'Unique Highway Project of the Year' award for Chikhli-Tarsod Highway Project, ASSOCHAM



Chairman Commendation award, CIDC Vishwakarma Awards

Certificate of Appreciation for UP Jal Jeevan Mission Project, Uttar Pradesh SWSM

Fastest Growing **Construction Company** award, Construction Times Safety award for Excellence in HSE, India **HSE Summit** 

NHAI recognizes all completed projects in e-Coffee Table Book -'75 Milestones of Highway Development'

### Chairman's Message



My Dear Stakeholders,

At the outset, it gives me immense pride to inform you that Welspun Enterprises Limited (WEL) has doubled its revenue in FY23, recording its highest-ever revenue since inception. This significant milestone is a testament to the robust strategy, superior execution, unwavering resilience, and agility of the Company. Even in the face of numerous challenges, the WEL team has demonstrated exceptional determination and perseverance.

In line with our asset-light model, this fiscal year saw the divestment of six highway projects to Actis, aggregating to an asset value of over ₹ 9,000 Crore. We have received ~90% of the consideration, while the balance will be realized in 2024, subject to NHAI's approval. This transaction has demonstrated WEL's ability to bid, build and exit world-class infrastructure assets and deliver value-accretive growth for its stakeholders.

Reflecting our continued commitment towards maximizing

shareholder value, I am pleased to share that WEL has paid ₹ 7.50 per share interim dividend during the year, and has returned ₹ 235 Crore through buyback, in addition to being on track to return ₹ 1 per share as final dividend. It is heartening to note that over the past five years, your Company has returned more than ₹ 700 Crore, ensuring that investors benefit from their trust in the Company.

#### **EXECUTION EXCELLENCE**

Your Company has continued its firm focus on accelerated

execution through the year across several projects such as the Varanasi-Aurangabad NH-2 project and the Aunta-Simaria road project, which includes one of the widest extradosed bridge on the River Ganga. It is encouraging to note that four of WEL's road projects achieved Provisional Commercial Operation Date (PCOD) and/or Commercial Operation Date (COD), and are generating healthy revenues.

In the promising water segment, WEL has made swift progress in the execution of the Jal Jeevan Mission project in Uttar Pradesh, which is part of the Government's 'Har Ghar Nal Se Jal' scheme. I would like to mention that for the prestigious Dharavi Wastewater Treatment Facility (WwTF) project, we have received the land and requisite clearances to proceed, and the project is now under execution. On completion, the Dharavi WwTF will be India's first multi-tier wastewater treatment facility, with state-of-the-art technology and low footprint.

We are advancing well with exploration and development of India's oil and gas resources through our Joint Venture Company, Adani Welspun Exploration Ltd. Post the discovery of gas in one of the blocks, your Company is undertaking operations for appraisal and early monetization of the acreage. I am confident that going forward, this business will be able to generate sustainable value for our stakeholders and further contribute towards promoting cleaner fuels for a better tomorrow.

Welspun World has always been committed to a greener world, and all our actions have been towards envisioning a sustainable future. Besides adhering to highest EHS standards, WEL has acquired Welspun New Energy Limited to explore opportunities in the renewable energy and green hydrogen space. We expect that the global focus on these sectors, along with the immense vision of the Government of India, would translate into a huge business opportunity for us.

WEL continues to be recognized by distinguished authorities and organizations for its dedicated focus on project management, execution and HSE. It gives me immense pleasure to share that the Delhi-Meerut Expressway (Pkg 1) project, which was delivered by WEL 11 months ahead of schedule. was conferred with a Gold Award for Excellence in Project Management by the Ministry of Road Transport and Highways. In addition, your Company's Chikhli-Tarsod Highway Project was awarded with the 'Unique Project of the Year' accolade by ASSOCHAM, for connecting people from rural and urban landscapes, and empowering them with an improved way of life.

Additionally, WEL's commitment to responsible and sustainable business practices remained unwavering across offices and project sites. We continued to actively engage in various community development projects, educational programmes and environmental conservation initiatives with an objective to balance the needs of the present with those of the future.

As we embark on the new fiscal year, it gives me huge confidence that we begin with a healthy order book of over ₹ 10,000 Crore. This strong order book is a testament to the confidence our clients have placed in our capabilities and the trust they have in our ability to deliver high-quality projects, in addition to providing WEL with a solid foundation for future growth.

#### OUTLOOK

Our business strategy continues to remain centred on building a diversified portfolio that not only drives revenues but also margins, on the back of an asset-light business model. Additionally, our focus is to ensure that the diversification in the portfolio de-risks our business and reduces dependency on any one specific vertical, enabling long-term growth sustenance.

WEL has a robust zero-debt balance sheet, steady cash flows, and strong tailwinds from the Government's continued impetus on the infrastructure sector. I believe that we are positioned at a sweet spot to make the most of these opportunities and enhance our order book with value-accretive orders.

I am confident that with our strong foundation, experienced leadership and dedicated workforce, we will continue to adapt to changing market dynamics, identify new growth opportunities and deliver exceptional value to our stakeholders.

#### **ACKNOWLEDGMENT**

I extend my heartfelt gratitude to the members of our Board, our shareholders, business partners, WEL team and all stakeholders for their unwavering support and trust in our growth journey. I look forward to your continued engagement and partnership in the years to come.

#### **B K Goenka**

Executive Chairman

### Lead Independent Director's Message



Dear Stakeholders,

I am honoured to serve as Lead Independent Director. My endeavour, inter alia, has been to strive to ensure that Independent Directors get fortified in their belief that their views are always taken seriously by the management.

I could do this to an extent through coordinating and interacting with the Senior Management Team on a regular basis. More to the point, we have a Chairman who listens with an open mind, and responds to contra views with a positive intent. Thus, we, the Independent Directors have been blessed with a Board environment of constructive critical inputs and positive outcomes in our deliberations. This approach also prevails in our numerous Board Committee meetings. We meet as often, as deemed necessary, and for sufficient time.

The past one year in particular has been an eventful one, impacting on Company's growth and prospects for diversification significantly. The Independent Directors have as a group and individually, played their part in strategy choices made in the best interests

of the Company, backed by management's action plans.

Despite significant global challenges like inflation, hardening interest rates, supply chain challenges and geopolitical tensions, last year's journey for your Company was full of exciting and value-creating activities.

Your Board met nine times during the year to discuss value propositions such as strategic divestment of operational highway portfolio, liquidation of one of the wholly-owned subsidiaries for more effective consolidation, continuing with the process of acquisitions, share buyback, and special dividend distribution, among other significant engagements.

## KEY BOARD PRIORITIES OF THE YEAR

- Strategic Divestment of Operational Highway Portfolio to Actis for an aggregate asset value of over ₹ 9,000 Crore
- Special dividend of ₹ 7.50/per equity share to the
  Shareholders for an aggregate
  amount of ₹ 112.48 Crore, and
  Buyback of 1,17,50,000 equity
  shares of ₹ 10 each at the
  buyback price of ₹ 200/per equity share for an
  aggregate amount of ₹ 235
  Crore plus tax

- Voluntary liquidation of Welspun Natural Resources Private Limited, wholly-owned subsidiary company
- Diversification initiatives Acquisition of Welspun New Energy Limited (WNEL) to explore green energy solutions
- Increased focus and oversight of Environmental, Social and Governance (ESG) matters
- Oversight on risk management and strengthening resilience

The Board continued to vigorously drive ESG and internal controls, regularly monitoring and enhancing their effectiveness. Stakeholders may peruse your Company's first Business Responsibility and Sustainability Report (BRSR) for a better appreciation of the Company's roadmap and progress on our initiatives on ESG.

The Board of Directors has further strengthened its reporting systems and functioning of internal controls; high risk matters are continuously raised and discussed dispassionately at the Board level.

I am happy to say that the Independent Directors worked closely with the leadership team to ensure that the Board effectively oversaw the Company's strategy and operations. Significant business and organizational initiatives, capital allocation, business development opportunities, enterprise risk management and corporate culture issues, etc. were regularly discussed.

As a Lead Independent
Director of your Company, I
can assure you that your Board
is committed to delivering the
highest standards of governance,
transparency, ethics, integrity,
and reliability through our robust
governance framework.

On behalf of the Board of Directors, I thank you for your continued trust and confidence in the Company and the Board. We consider your investment in the Company as vital elements in the Company's growth and future prospects. We would continue to work zealously to represent the best interests of all stakeholders.

Sincerely,

#### **Mohan Tandon**

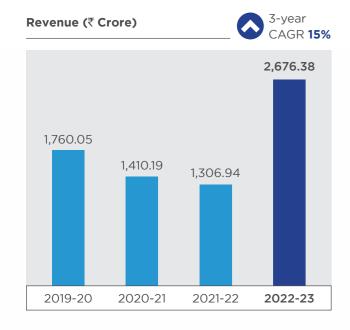
Lead Independent Director

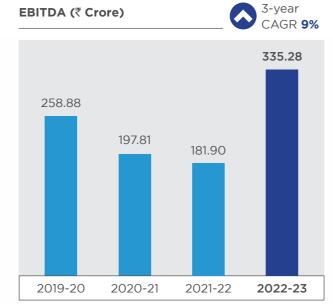
## **Key Performance Indicators**

# **Scaling New Horizons**

A culmination of our strategic priorities, inherent strengths and decisive measures is reflected in our strong growth this year, despite sectoral and economic challenges.

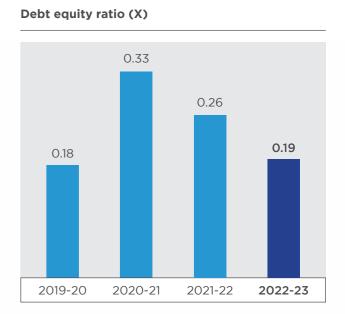
#### **PROFIT AND LOSS METRICS**

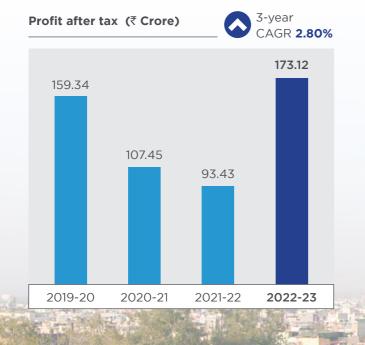




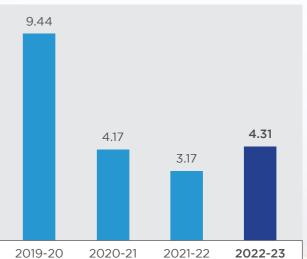
#### **BALANCE SHEET METRICS**







# Interest coverage ratio (X)



# Business Segment Review - Water Infrastructure

# Flowing Towards Progress

The strong focus of the Government on ensuring the availability of clean water across the country has helped us in making strong inroads in the water infrastructure business.



#### **OPERATING ENVIRONMENT**

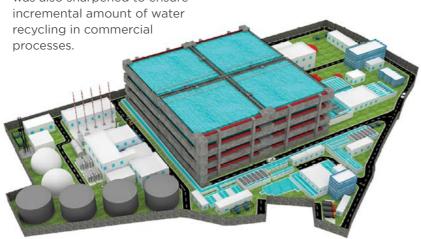
- Availability of piped water: In order to ensure the availability of tap water, an allocation of ₹ 600 billion was made in 2022-23.
- Government impetus

To counter the water crisis in India, the Government announced the 'Jal Jeevan Mission' to provide potable water to every rural household by 2024.In the Union Budget 2023-24, the Government allocated ₹ 70,000 Crore towards the Jal Jeevan Mission. More than 1.55 million villages in India, which forms ~25% of the total number of villages in the country have reported 'Har Ghar Jal'.

 The Budgetary allocation to the Jal Shakti Ministry in Union Budget 2023-24 was

- pegged at ₹ 97,278 Crore compared to ₹ 74,029 Crore in 2022-23.
- Further, the focus on waste water treatment and management in the country was also sharpened to ensure incremental amount of water recycling in commercial

The Union Budget allocated
 ₹ 77,223 Crore to the Drinking
 Water and Sanitation
 Department, and ₹ 20,055
 Crore to the Water Resources,
 River Development, and Ganga
 Rejuvenation Department.



A 418 MLD Dharavi Wastewater Treatment Facility, for BMC, Mumbai

## **KEY HIGHLIGHTS FOR** 2022-23

- Secured our largest order for the construction of a 418 MLD Wastewater Treatment Facility (WwTF), amounting to ₹ 4,884 Crore (inclusive of taxes).
- Made significant progress in the execution of the rural water supply project in Uttar Pradesh for the Government of India's Jal Jeevan Mission.
- Deployed advanced technologies such as 5D BIM at Dharavi WwTF for better project and cost control.
- Enhanced implementation of digital technologies to monitor project progress remotely, automate billing processes, and manage inventory through RFID solutions, among others.



₹ **6,019** crore

Order book of water business as on March 31, 2023

₹ **567** Crore

Revenue generated from water infrastructure business in 2022-23

#### **PROJECTS UNDER EXECUTION:**

Sr. No.	Project Name	Value	Description
1	Rural Water Supply schemes for State Water and Sanitation Mission, Uttar Pradesh	₹ 2,900 Crore	<ul> <li>Part of the Government's 'Har Ghar Nal Se Jal' scheme under Jal Jeevan Mission, the project involves development of end-to-end infrastructure for supply of clean, drinking water to over 2,500 villages in UP</li> <li>Constructing over 1,000 tube wells, solar-powered pump houses, package chlorination plants and elevated service reservoirs, laying 15,000+ km of pipelines and installing six lakh house service connections for ~40 lakh beneficiaries</li> </ul>
2	418 MLD Wastewater Treatment Facility, including a 209 MLD Tertiary Treatment Plant for BMC, at Dharavi, Mumbai	₹ 4,884 Crore	<ul> <li>Completed design, engineering and planning works and have commenced resource mobilization for construction</li> <li>Deploying state-of-the-art space saving technology for maximum operational efficiency and output</li> <li>Will be India's first multi-storeyed waste water treatment plant; will fulfil the growing need of recycling and reusing wastewater and contribute towards a cleaner and greener Mumbai</li> </ul>