

# NCC LIMITED

INVESTOR PRESENTATION

May 2015



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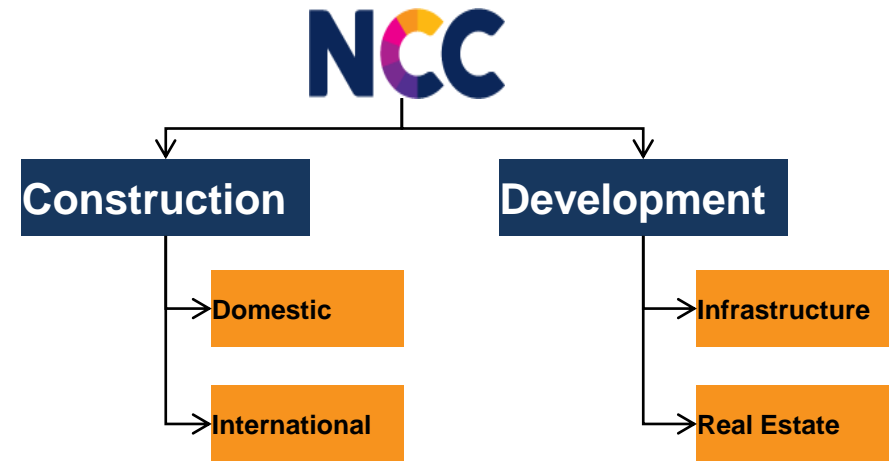
# **COMPANY OVERVIEW**

# Company Snapshot

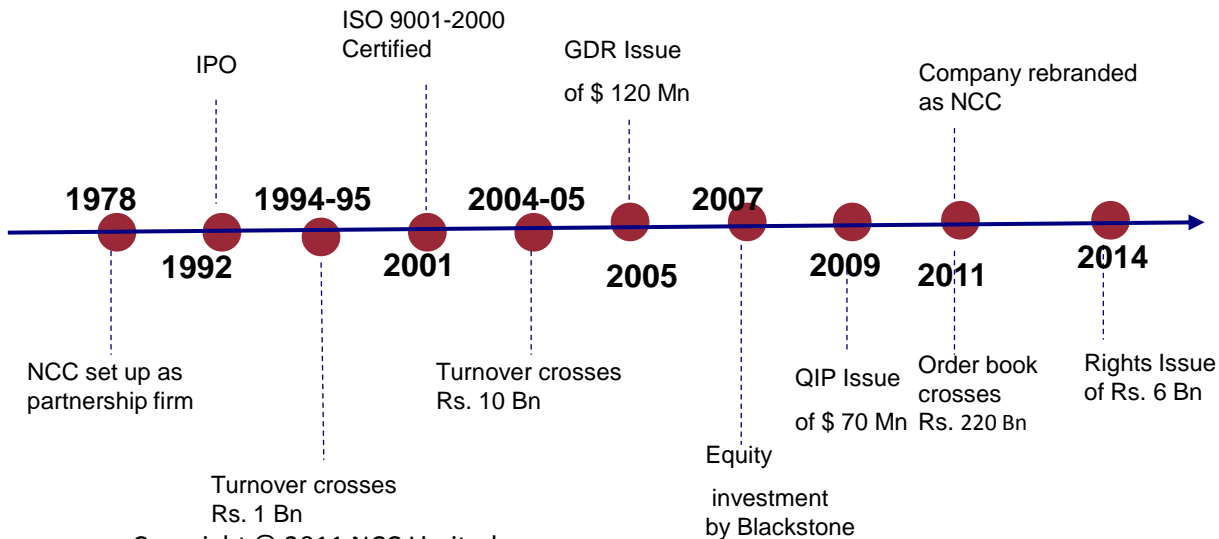


- One of the largest Indian construction companies in terms of revenues
- Presence across buildings & housing, transportation, water & environment, irrigation, electrical, metals, mining, power and railways
- Well diversified operations having a foothold in every segment of construction sector
- Market capitalization: US\$ 834.56 Mn as of May 14, 2015  
(Source: Reuters)

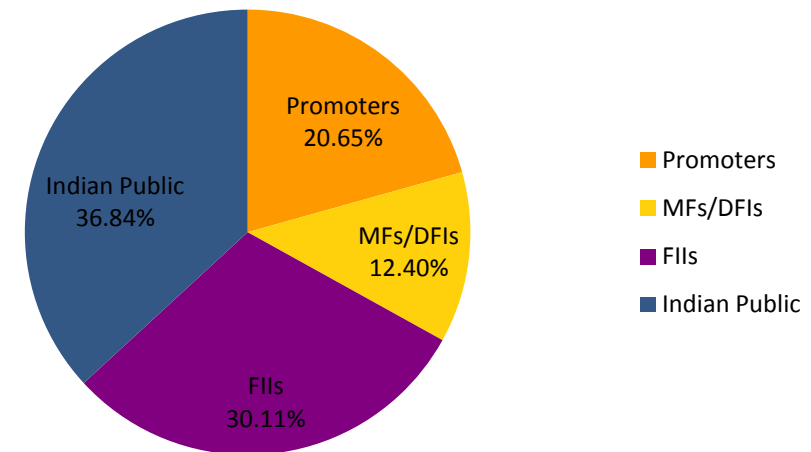
## Business Structure



## Key Milestones



## Shareholding Pattern (as on 31.03.2015)



# Experienced and Professional Management



## Experienced Management and Skilled workforce

- 4,545 employees including 3,000 engineers
- Focus on skills improvement through training

## Major Investors

- Blackstone
- Rakesh Jhunjunwala

## Client Recognition

- Focus on timely execution has been rewarded by clients in the form of early completion bonuses
  - Kalina-Vakola flyover, Mumbai
  - National Academy of Construction, Hyderabad
  - Times of India Print City, Navi Mumbai

## Corporate Governance

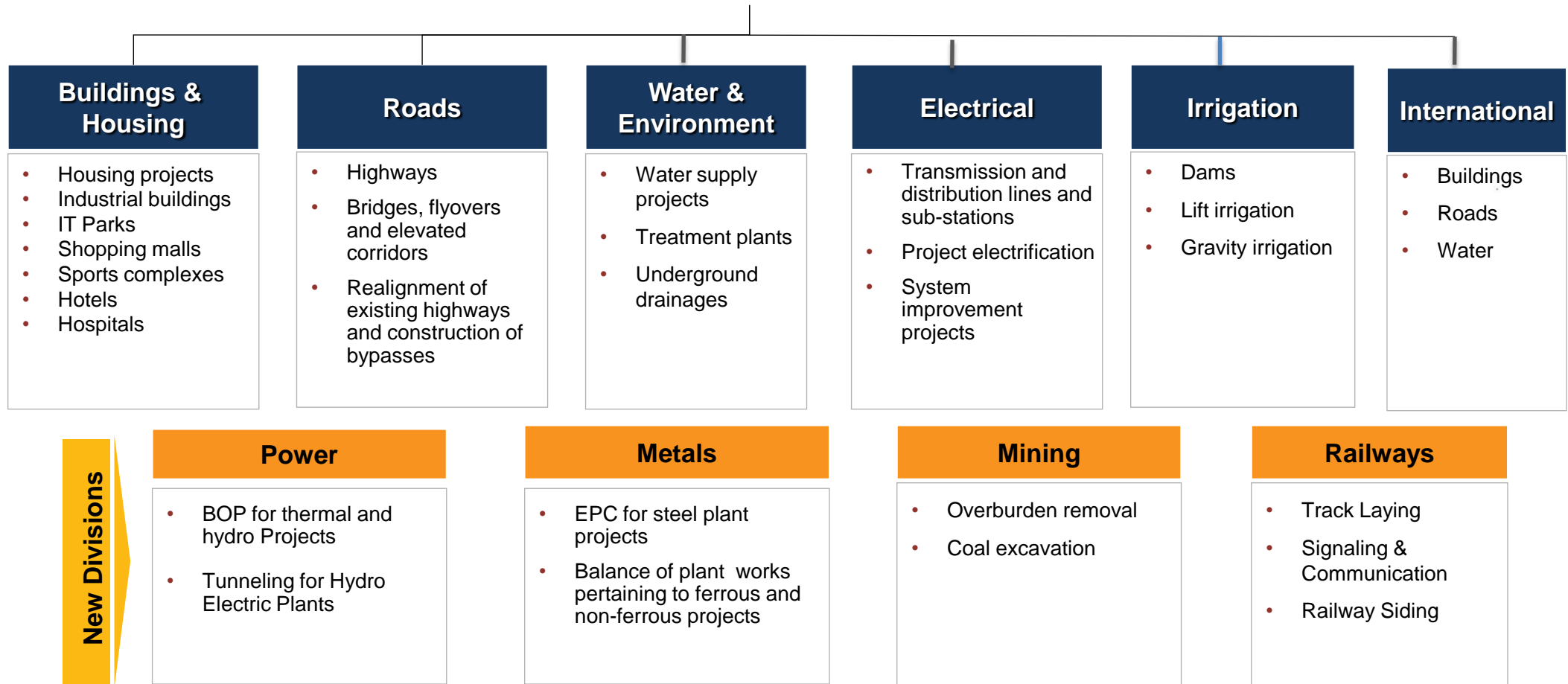
- Board comprises of 14 directors, including 5 independent directors and 3 nominee directors
- Nomination & Remuneration Committee/Audit Committee/Shareholder's Grievance Committee/Corporate Social Responsibility Committee headed by independent directors

## Select Awards and Accolades

						
<ul style="list-style-type: none"> <li>■ 2006: "Fastest Growing Construction Company in India"</li> <li>■ 2007: "2nd largest construction company in India"</li> </ul>	<ul style="list-style-type: none"> <li>■ Forbes Asia, 2005: The only Indian construction company to be One of the 200 "Best Under a Billion" listed companies in Asia Pacific</li> </ul>	<ul style="list-style-type: none"> <li>■ 2004: "Excellent Aesthetics Matching with Environment" for transportation project at Latur, Maharashtra</li> </ul>	<ul style="list-style-type: none"> <li>■ Outstanding Concrete Structure of Year for Main Athletic Stadium, Gachibowli, Hyderabad (2003) and for Shilpakalavedika, Hyderabad (2002)</li> </ul>	<ul style="list-style-type: none"> <li>■ 1999: Safety Certificate for maintaining highest standards of safety while constructing factory at Damanjodi, Orissa</li> </ul>	<ul style="list-style-type: none"> <li>■ 2010: Company's Annual Report and Accounts for the year 2008-09 has been awarded Certificate of Merit the "Best Presented Accounts and Corporate Governance Disclosures Awards 2009" by the South Asian Federation of Accountants(SAFA)</li> </ul>	<ul style="list-style-type: none"> <li>■ 2010: Company's Annual Report and Accounts for the year ended 31st March, 2009 have been <b>"adjudged as the 2nd best"</b> under the category Infrastructure &amp; Construction Sector by <b>ICAI Awards</b> for Excellence in <b>Financial Reporting"</b></li> </ul>

# **CONSTRUCTION BUSINESS**

# Operating Divisions



**Diversified operations across 10 divisions help mitigate business risks.**

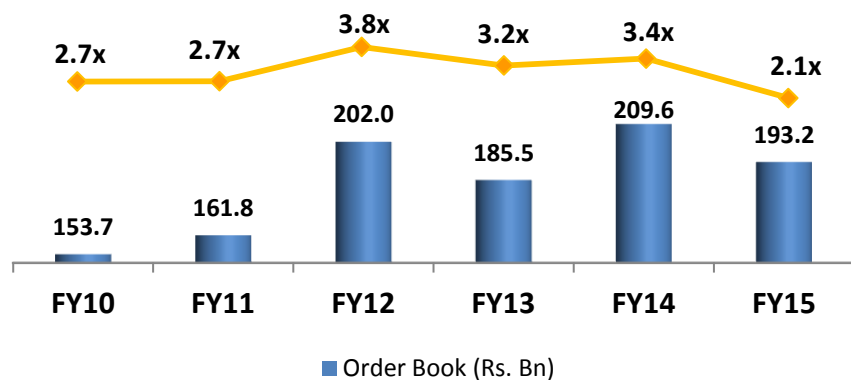


# Size & Scale



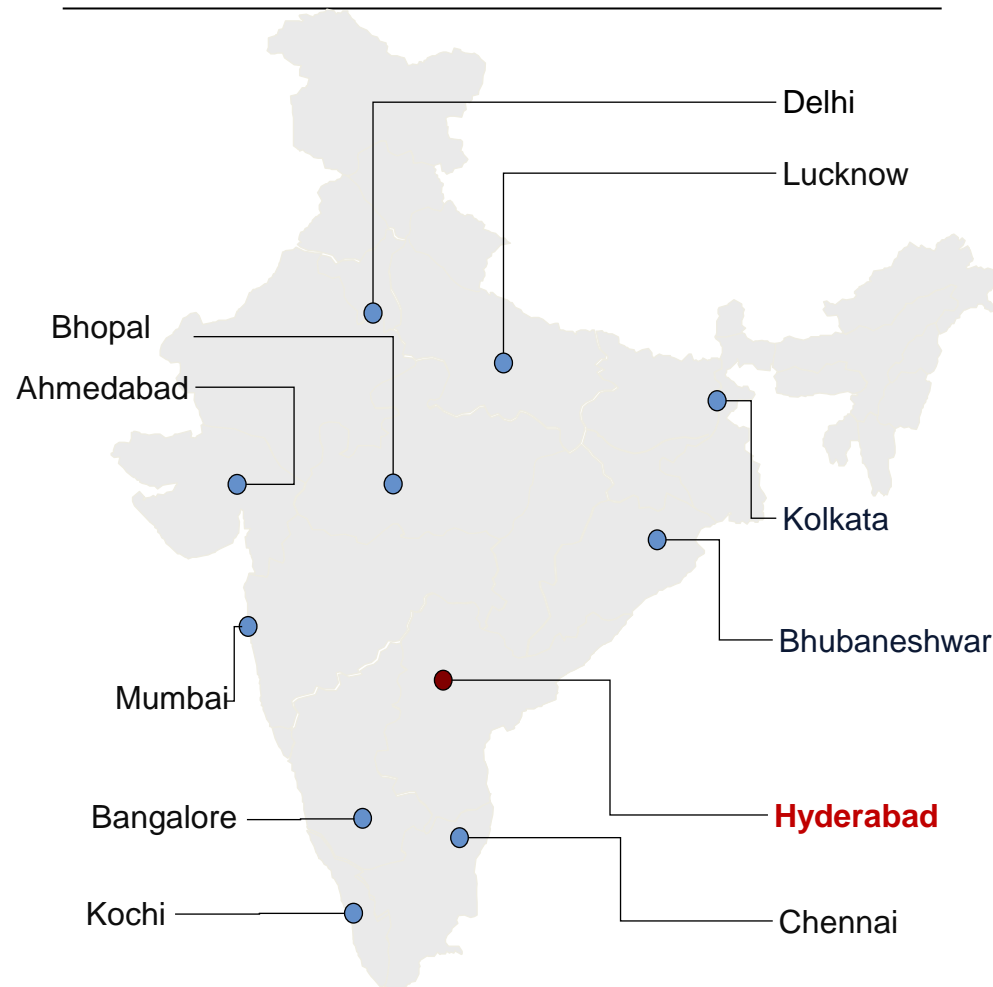
- Among the top 5 construction companies in India in terms of revenues
- Our size and scale help us pre-qualify for larger projects
- Number of offices across India enables active participation in project bids
- Backed by strong execution teams, currently executing around 200 projects at various locations
- Demonstrated ability to bid for and win large projects
  - UP Expressways Development Authority : Rs. 16,748 Mn.
  - Purvanchal Vidyut Vitaran Nigam Ltd : Rs. 3,399 Mn.
  - JICA Assisted Agra Water Supply : Rs. 3,354 Mn.
  - Ekana Sports City Pvt Ltd : Rs. 2,500 Mn.
  - Construction of Batinah Expressway Road Project: Rs. 22,876 Mn.

## Order Book Remains Robust



■ Order Book (Rs. Bn)    ◆ Book-to-bill

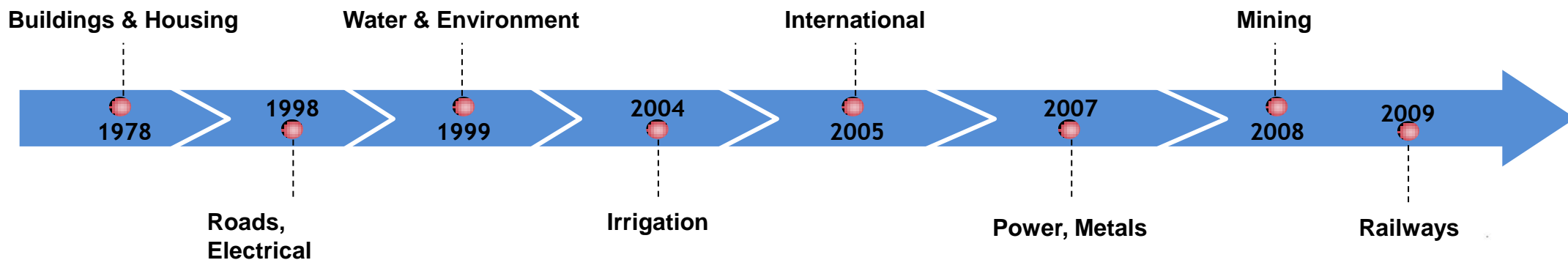
## Network of our Offices



### Overseas Offices

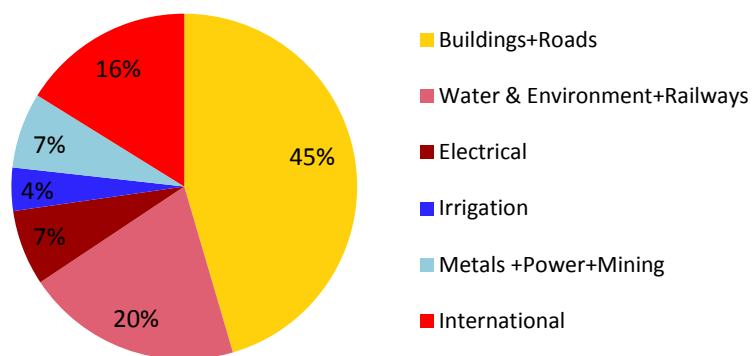
Dubai    Muscat    Doha

# Diversified Order Book



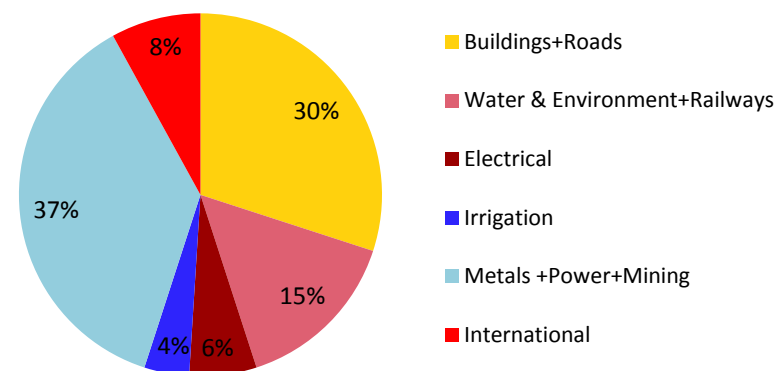
**Total Order Book: Rs. 193,230 Mn**

*(As on March 31, 2015)*



**Total Turnover: Rs. 90,140 Mn**

*(As on March 31, 2015)*



# Segment Wise Order book



Segment-Wise Order Book as on 31.03.2015									
Rs. in Billion									
Particulars	Buildings & Roads	Water & Environment+ Railways	Electrical	Irrigation	Metals	Power	Mining	International	TOTAL
Orders on Hand as on 01.04.2014	77.43	51.53	11.14	11.59	2.04	38.21	3.59	14.03	209.56
	37%	25%	5%	6%	1%	18%	2%	7%	100%
Add: New Orders Received	35.50	1.81	8.22	0.51	0.60	5.08	-1.56	23.65	73.81
	48%	2%	11%	1%	1%	7%	-2%	32%	100%
Less: Value of Works Executed	26.74	13.83	5.17	3.48	1.86	30.92	0.80	7.33	90.14
	30%	15%	6%	4%	2%	34%	1%	8%	100%
Balance as on 30.09.2014	86.19	39.51	14.19	8.62	0.78	12.37	1.23	30.34	193.23
	45%	20%	7%	4%	0%	6%	1%	16%	100%

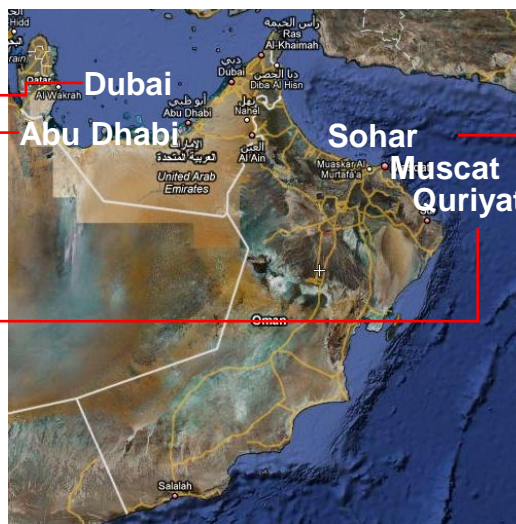
# International Presence



- NCC has presence in Oman and UAE through subsidiaries
  - NCCL International LLC in Muscat
  - Nagarjuna Contracting Co. LLC in Dubai
- Key focus areas internationally are also built around expertise gained in the domestic market
  - Transportation( Roads & Bridges)
  - Water & Sanitation
  - Buildings
- NCC is opportunistically trying to build its international presence in Saudi Arabia, GCC and some other North African Nations
- International projects are typically higher ROCE projects
- NCC International LLC achieved a construction turnover of Rs. 5970 mn in FY15
- Nagarjuna Contracting Co. LLC achieved a construction turnover of Rs. 1220 mn in FY15

## Highlights of Our International Business

Contracts won so far	Rs. 104,912 Mn
FY15 Revenues	Rs. 7,330 Mn 8 % of total revenues
Outstanding order book (As on March 31, 2015)	Rs. 30,340 Mn 16% of total order book



DEWA water pipeline, Dubai: Rs. 7,054 Mn (completed)

588 villas at Al Ain, Abu Dhabi: Rs. 6,828 Mn (completed)

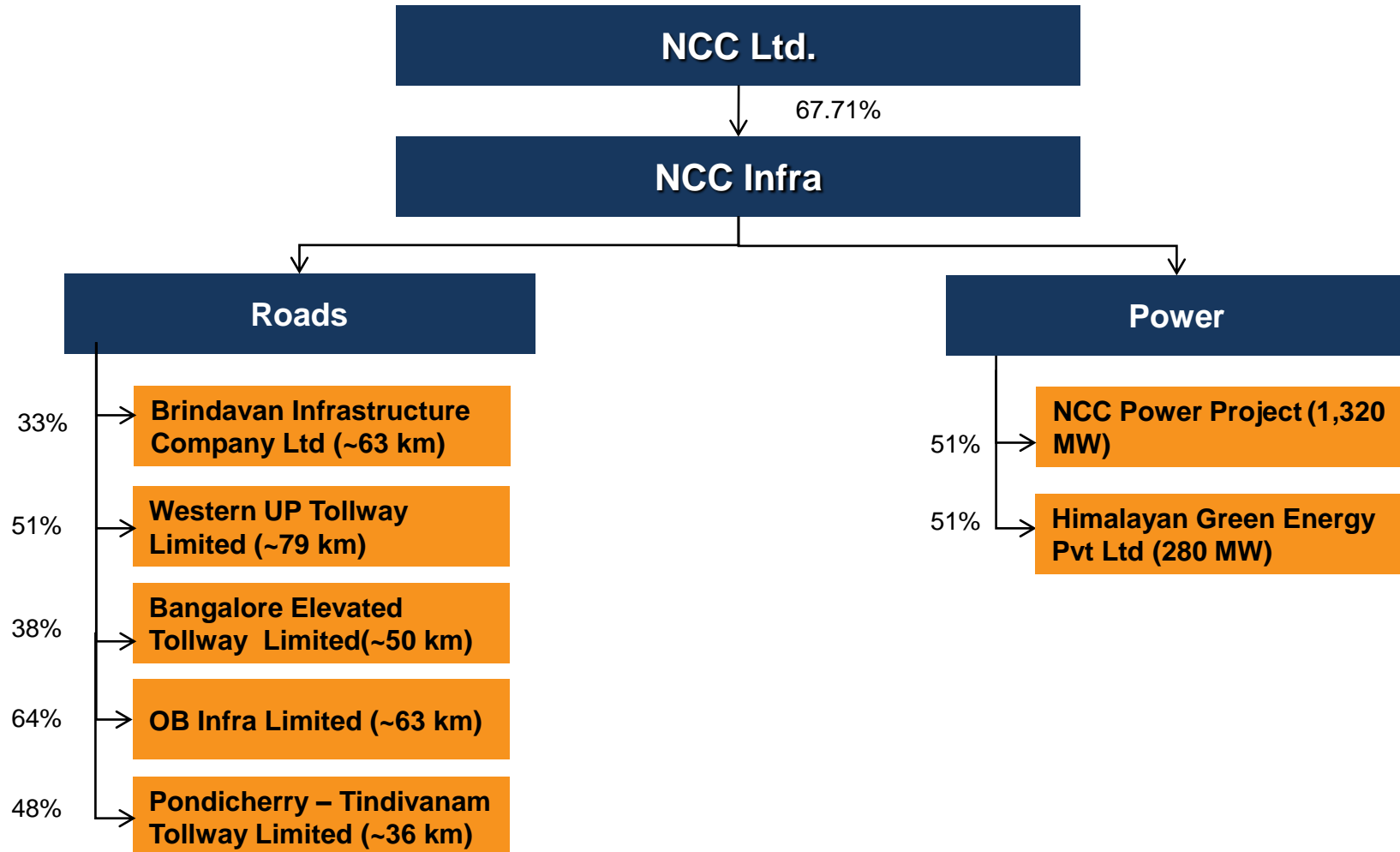
718 villas at Quriyat City: Rs. 8,944 Mn

Water pipeline, Sohar City: Rs. 773 Mn

- Batinah Expressway Road Project: Rs. 22,876 Mn
- Al Batinah Coastal Road : Rs. 18,065 Mn
- Al Amerat Quriyat Road (70 km): Rs. 6,781 Mn (completed)
- Wadi Adai Amerat Road (7.5 km): Rs. 6,495 Mn (completed)

# **DEVELOPMENT BUSINESS**

# Current BOT Portfolio



# Execution on Track



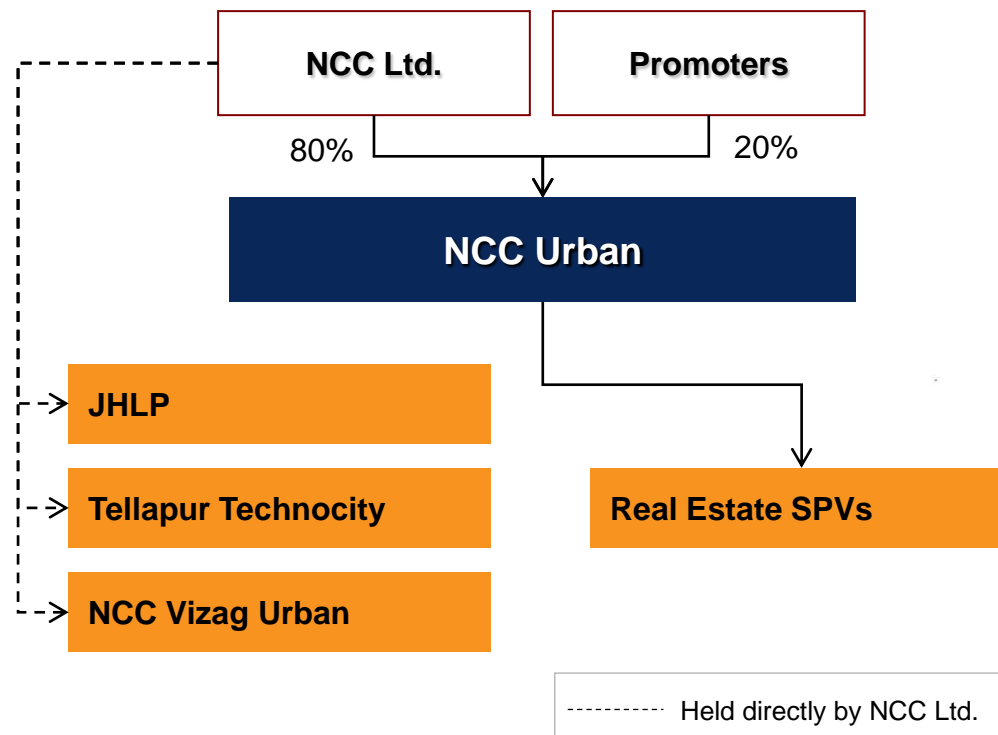
Projects	Revenue Model	Partners	Project Cost (Rs. Mn)	Investment by NCC <sup>(2)</sup> (Rs. Mn)	COD	Current Status <sup>(2)</sup>
<b>Roads</b>						
Bangalore Elev. Tollway	Toll	IL&FS E&C, Soma	9,921	1,597	April 2010	Toll collection has improved to Rs. 30 lacs per day
OB Infra	Annuity	KMC	5,896	940	June 2009	COD achieved w.e.f 30.06.2009 Annuities being received regularly
Western UP Tollway	Toll	IL&FS E&C, Gayatri	7,545	1,111	April 2011	Revenue generation started from April 2011. Toll collection of Rs. 27 Lacs per day
Pondicherry – Tindivanam	Toll	IL&FS E&C, Terra	3,621	737	Dec 2011	Toll collection is Rs. 3.0 Lacs per day
<b>TOTAL ( Roads)</b>			<b>26,983</b>	<b>4,385</b>		
NCC Power Project	PPA / Merchant	Gayatri	70,470	4,720	June 2016*	Work at Project Site progressing as per schedule - 76% Completed
<b>TOTAL (Power)</b>			<b>70,470</b>	<b>4,720</b>		
<b>GRAND TOTAL</b>			<b>97,453</b>	<b>9,105</b>		

(1) Indicative (2) As on March 31, 2015. Includes loan also (\*) Expected COD

# Real Estate Projects



- Real estate development spearheaded by NCC Urban Infrastructure Ltd
- 17 projects planned in the Group
  - 8 projects are ongoing currently
- Presence across 6 cities in India and Dubai
- Acreage ~ 245 acres
- No fresh investments from parent company in real estate
- NCC Harmony, Dubai
  - Construction of twin towers for 1.5 Mn sft of mixed development at Dubai Biotech & Research Park
  - Estimated project cost ~ AED 1,063Mn
- NCC Urban
  - Turnover for FY15 - Rs. 2,437.30 Mn
  - Net Profit for FY15 - Rs. 46.20 Mn



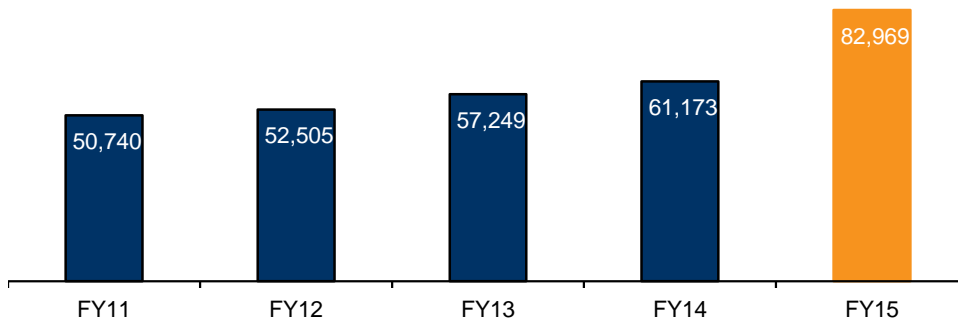


# FINANCIALS

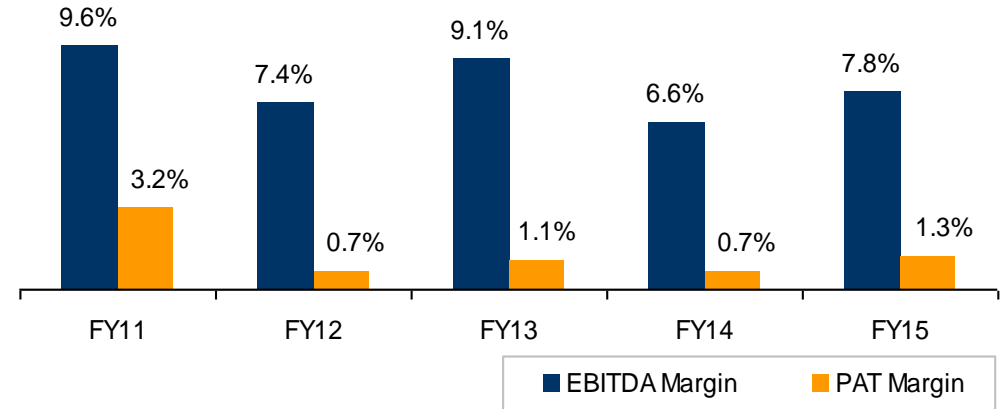
# Standalone Financials



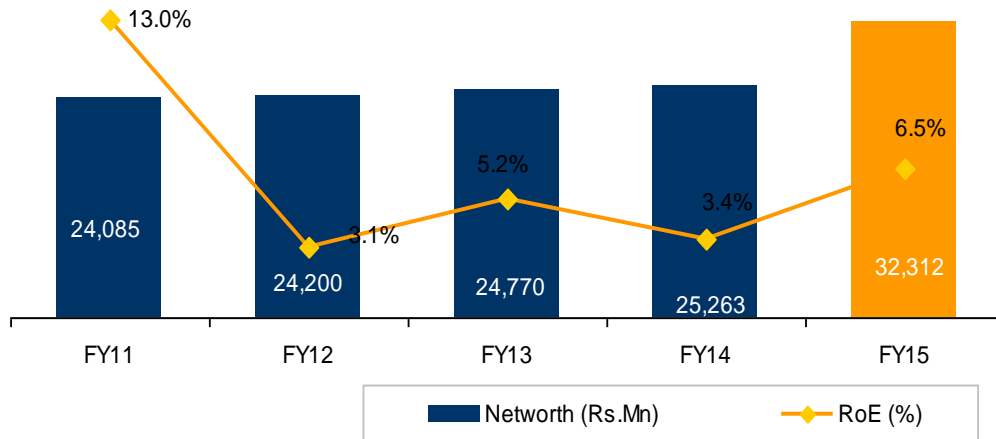
### Revenues (Rs. Mn)



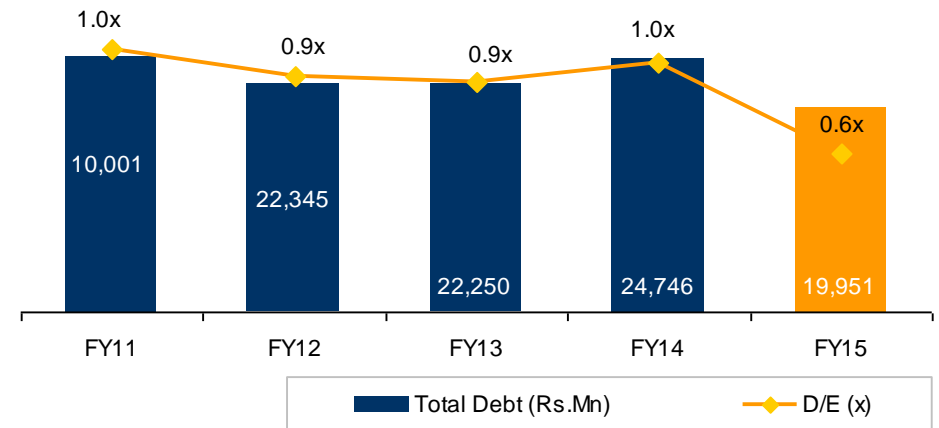
### Margins



### Return on Equity <sup>(1)</sup>



### Leverage Position

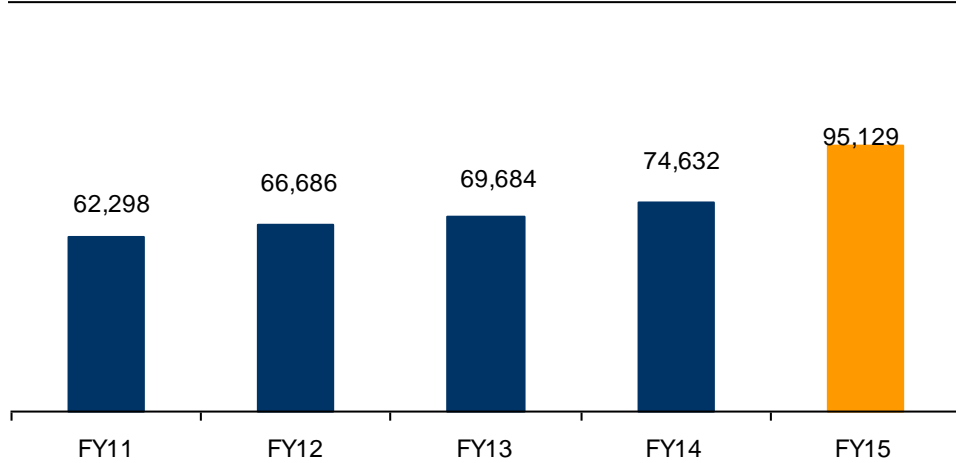


(1) ROE = PAT / Average Equity (Net worth less investments)  
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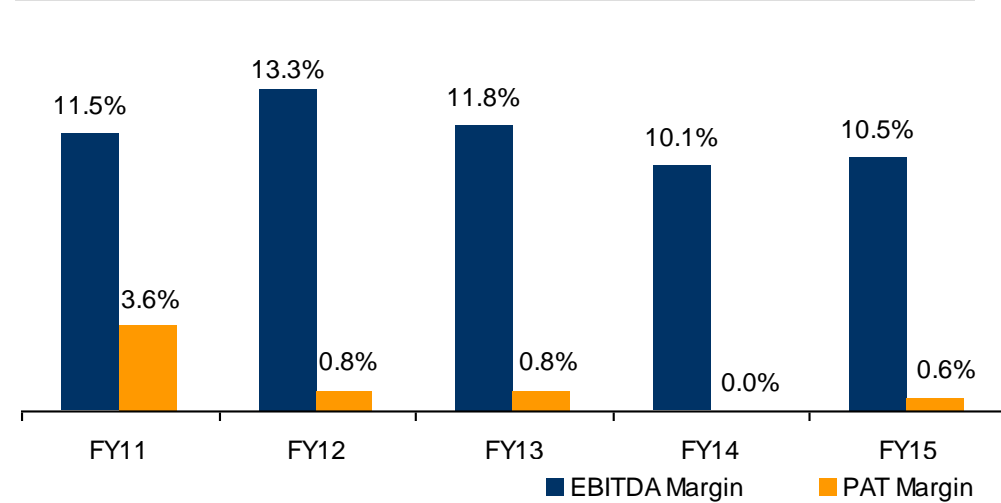
# Consolidated Financials



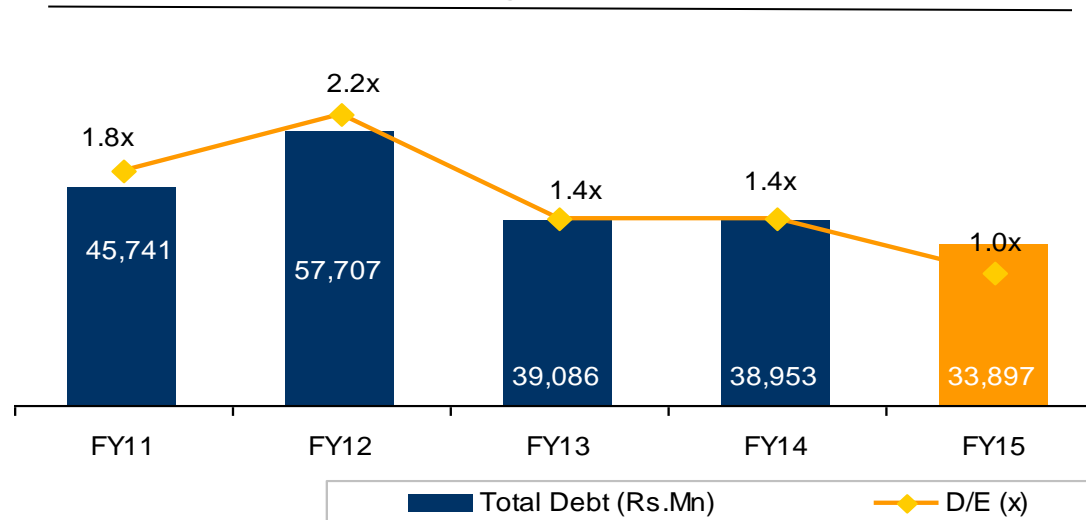
### Consolidated Revenues (Rs. Mn)



### Margins



### Leverage Position



# KEY HIGHLIGHTS

# NCC : Major Player in an Attractive Industry

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- 1** Size and scale of operations; diversified order book of Rs. 193.23 Bn
- 2** Track record of timely, effective and quality project execution
- 3** Seeking to strengthen foothold in international business
- 4** Experienced and Professional team
- 5** Strong financials

Thank you

