

WEL/SEC/2021

October 29, 2021

To,

|  |   |
|--|---|
| <b>BSE Limited</b><br>1 <sup>st</sup> Floor, Rotunda Bldg,<br>Dalal Street, Fort,<br>Mumbai - 400 001.<br>Scrip Code: 532553 | <b>National Stock Exchange of India Limited</b><br>Exchange Plaza, C-1, Block-G,<br>Bandra Kurla Complex, Bandra (East),<br>Mumbai - 400 051.<br>NSE Symbol: WELENT |
|--|---|

Dear Sir/Madam,

**Sub.: Investor Presentation pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached Investor Presentation which is being uploaded on the website of the Company.

Kindly take note of the above.

Thanking you.

For Welspun Enterprises Limited



**Priya Pakhare**  
Company Secretary  
FCS - 7805



**Welspun Enterprises Limited**

Welspun House, Kamala City, Senapati Bapat Marg, Lower Parel (West), Mumbai 400 013, India.

T : +91 22 6613 6000 / 2490 8000 F : +91 22 2490 8020

E-mail : companysecretary\_wel@welspun.com Website : www.welspunenterprises.com

Registered Address: Welspun City, Village Versamedi, Taluka Anjar, District Kutch, Gujarat 370 110, India.

T : +91 2836 662222 F : +91 2836 279010

Corporate Identity Number: L45201GJ1994PLC023920

# An Infra Player with a Difference

WELSPUN ENTERPRISES LIMITED



# Safe Harbor

The information contained in this presentation is provided by Welspun Enterprises Limited (the "Company"). Although care has been taken to ensure that the information in this presentation is accurate, and that the opinions expressed are fair and reasonable, the information is subject to change without notice, its accuracy, fairness or completeness is not guaranteed and has not been independently verified and no express or implied warranty is made thereto. You must make your own assessment of the relevance, accuracy and adequacy of the information contained in this presentation and must make such independent investigation as you may consider necessary or appropriate for such purpose. Neither the Company nor any of its directors assume any responsibility or liability for, the accuracy or completeness of, or any errors or omissions in, any information or opinions contained herein. Neither the Company nor any of its directors, officers, employees or affiliates nor any other person accepts any liability (in negligence, or otherwise) whatsoever for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection therewith.

The statements contained in this document speak only as at the date as of which they are made, and the Company expressly disclaims any obligation or undertaking to supplement, amend or disseminate any updates or revisions to any statements contained herein to reflect any change in events, conditions or circumstances on which any such statements are based. By preparing this presentation, none of the Company, its management, and their respective advisers undertakes any obligation to provide the recipient with access to any additional information or to update this presentation or any additional information or to correct any inaccuracies in any such information which may become apparent. This document is for informational purposes and does not constitute or form part of a prospectus, a statement in lieu of a prospectus, an offering circular, offering memorandum, an advertisement, and should not be construed as an offer to sell or issue or the solicitation of an offer or an offer document to buy or acquire or sell securities of the Company or any of its subsidiaries or affiliates under the Companies Act, 2013, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009, both as amended, or any applicable law in India or as an inducement to enter into investment activity. No part of this document should be considered as a recommendation that any investor should subscribe to or purchase securities of the Company or any of its subsidiaries or affiliates and should not form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. This document is not financial, legal, tax, investment or other product advice.

This presentation contains statements of future expectations and other forward-looking statements which involve risks and uncertainties. These statements include descriptions regarding the intent, belief or current expectations of the Company or its officers with respect to the consolidated results of operations and financial condition, and future events and plans of the Company. These statements can be recognized by the use of words such as "expects," "plans," "will," "estimates," or words of similar meaning. Such forward-looking statements are not guarantees of future performance and actual results, performances or events may differ from those in the forward-looking statements as a result of various factors and assumptions. You are cautioned not to place undue reliance on these forward looking statements, which are based on the current view of the management of the Company on future events. No assurance can be given that future events will occur, or that assumptions are correct. The Company does not assume any responsibility to amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise.

Any reference herein to "the Company" shall mean Welspun Enterprises Limited, together with its consolidated subsidiaries.

# Key investment highlights



## **Welspun Group**

comes with vast experience of

- Nurturing businesses
- Executing marquee projects
- Investing & timely value unlocking

## **Sunrise Infra Sector**

~ ₹111 trillion capital expenditure in infrastructure sector during FY20-25 as per NIP report

## **Hybrid Annuity Model (HAM) Opportunity**

- Win-win model for government & developer
- Around 1/3<sup>rd</sup> of road awards happening through HAM

## **Welspun Enterprises**

- Focused as a developer with special emphasis on HAM
- Robust order book provides strong visibility
- Demonstrated operational excellence
- Financial strength

## **Asset Light Model**

- Focused on Execution excellence
- Minimal Plant & Machinery
- Low Working Capital
- Continuous asset value unlocking
- High RoCE, Low Leverage



# Welspun Group

Comes with vast experience of

- Nurturing businesses
- Executing marquee projects
- Investing & timely value unlocking

# Welspun Group overview

USD 2.7 Bn  
Group Revenue

USD 1.0 Bn  
Group Assets  
Net Fixed Assets

9  
Manufacturing  
Facilities in India, USA,  
and Saudi Arabia

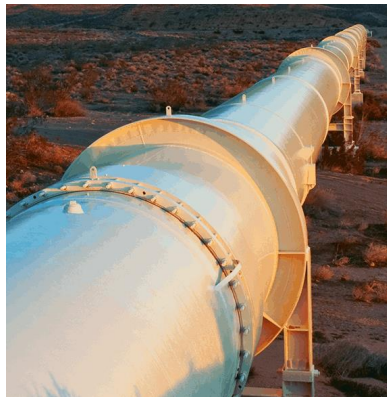
26,000+  
Workforce

 WELSPUN INDIA  
HOME TEXTILES



Global **leader** in **Home Textiles**

 WELSPUN CORP  
PIPES AND PLATES



Amongst **world's largest Line-Pipe** manufacturers

 WELSPUN ENTERPRISES  
Infrastructure & Energy



Robust portfolio of **Roads & Water** Infra projects

 WELSPUN ONE  
Logistics Parks



Integrated **Grade-A Warehousing** Solutions



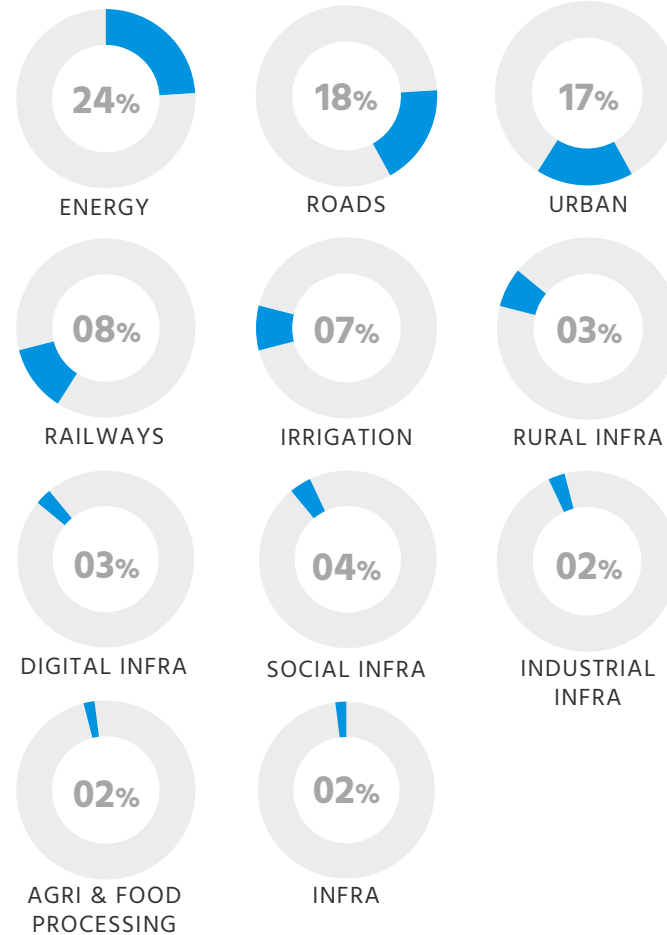
# Sunrise Infra Sector

~ ₹111 trillion capital expenditure in infrastructure sector during FY20-25 as per NIP report

|  |    |
|--|----|
| Road sector to get strong thrust from government | 07 |
| Potential under buy & turnaround strategy        | 09 |
| Water sector – key focus area for government     | 10 |

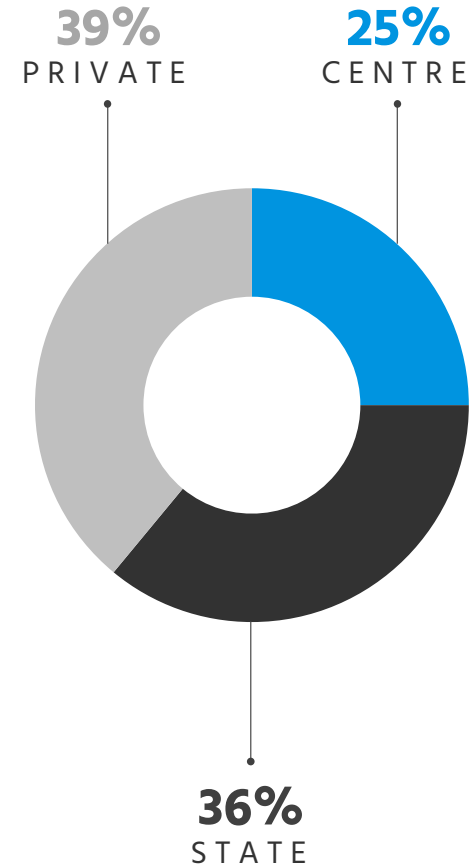
# Road sector - Strong thrust from government

## Sector wise break up of Capex of ₹111 trillion in NIP during FY20-25 (IN %)



Source: National Infrastructure Pipeline; Report of the Task Force

## Sector wise share in the NIP for Road sector (IN %)



### 18%

of projected  
infrastructure  
investment is in the  
Roads sector



## Private Sector

is expected to be  
largest contributor  
towards roads



# Road sector- Strong thrust from government

## Vision 2025 for Roads



Development of 60,000 km of NH - 2,500 km of Expressways, 9,000 km of Economic corridors, 2,000 km of coastal and port connectivity



Higher penetration of advanced technology



Significantly higher share of the private sector in NH



Last-mile connectivity - improved access to all remote areas after the completion of Bharatmala Phase-1

## Some key measures required to attract more private investment:



Focus on project preparation and availability of required land



Better contract enforceability and robust dispute resolution mechanism



Acquiring 90% of contiguous land along with project clearances



Increased use of financing options such as InvITs and TOT

**₹ 20.3 trillion Capital expenditure to be incurred over FY20 to FY25**

*Source: National Infrastructure Pipeline; Report of the Task Force*

# Potential under buy & turnaround strategy

Several projects awarded to various infra players with weaker balance sheet are not financially closed / execution is stuck

...WEL with its strong banking relationship, robust balance sheet and operational excellence sees this as an opportunity to be a Turnaround Specialist

## Welspun Enterprises' Turnaround Record – 4 projects till date

- 1) Gagalheri-Saharanpur-Yamunanagar (GSY)
- 2) Chutmalpur-Ganeshpur & Roorkee-Chutmalpur-Gagalheri (CGRG)

### Concessionaire

Concessionaire not in a position to achieve financial closure



Along with Welspun Enterprises

Financially closed **within 2 months**

- 3) Chikhali-Tarsod (Package-IIA)

### Concessionaire

Concessionaire not in a position to achieve financial closure



Along with Welspun Enterprises

Financially closed **within 1 month**

- 4) Mukarba Chowk – Panipat Toll Roads Limited

### Concessionaire

Concessionaire not able to continue execution due to financial distress



Along with Welspun Enterprises

Project nearing completion

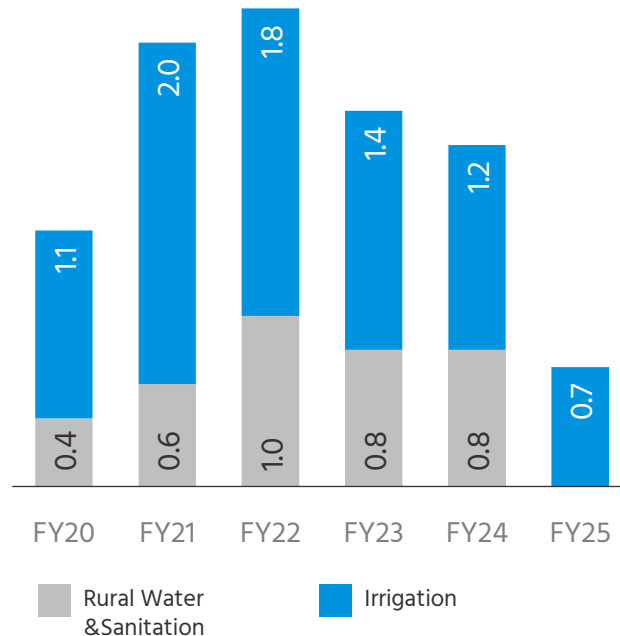
# Water sector- key focus area for government

## Government's Mission: 'Har Ghar Nal Se Jal'

With India's water crisis nearing a tipping point, the government announced the Jal Jeevan Mission to provide potable water to every rural household by 2024.

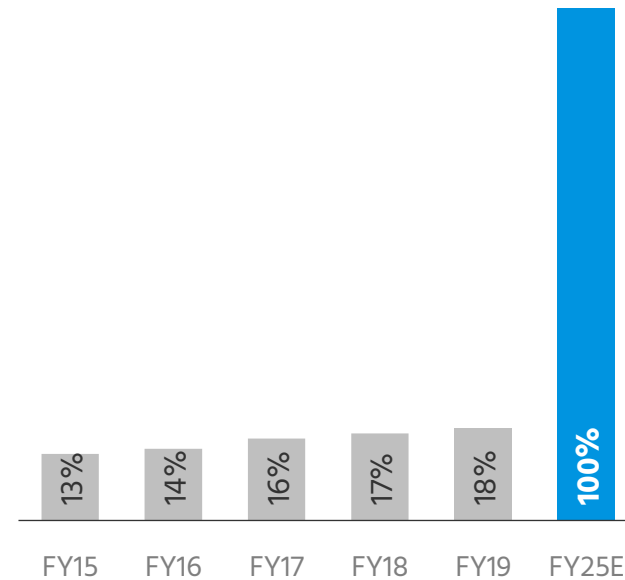
### ₹12.6 trillion capital expenditure to be spent in building Water Infrastructure

(₹ TRILLION)



### Households with piped-water supply in rural areas

(IN %)



### Urban Water & Sanitation - Additional

₹ 3.3 trillion

Will be spent in building Water Infrastructure



Vision 2025  
for Water Infrastructure



~100%

Of urban and rural households connected to piped-water supply



Interlinking

Of rivers to increase area under irrigation, domestic & industrial water supply



# Hybrid Annuity Model (HAM) Opportunity

- Win-win model for government & developer
- Around 1/3<sup>rd</sup> of road awards happening through HAM

NHAI Hybrid Annuity Model (HAM)  
introduced in 2016

# NHAI Hybrid Annuity Model (HAM) introduced in 2016...

....to overcome BOT issues including



....thus, now NHAI awarding more projects under HAM and pure EPC.

## HAM advantageous to both Developer & Authority

|               |   |   |  |   |
|---------------|---|---|--|---|
| FOR DEVELOPER | NHAI as a partner providing <b>40% funding</b>                        | <b>12-15%</b> of project cost<br>Minimal Equity requirement | At least <b>80% land</b> provided by the authority on appointed date. COD given based on land provided | <b>All Clearances</b> provided by the authority before appointed date                     |
|               | <b>No Toll Collection Risk</b><br>No traffic risk                     | <b>O&amp;M covered</b> by separate payments from authority  | During construction, <b>Better Credit Rating than BOT</b> on account of lower risk                     | Once constructed, <b>AAA (SO) Credit Rating</b> as semi-annual assured payments from NHAI |
| FOR AUTHORITY | <b>Public Private Partnership</b> to build world class infrastructure | <b>Lesser Cash Outflow</b> as compared to EPC model         | <b>Revenue Generation</b> from toll collection which funds the annuity                                 | <b>Quality Assured</b> due to maintenance obligation of 15 years by concessionaire        |

For details refer appendix



# Welspun Enterprises

- Robust order book provides strong visibility
- Diversification into Water segment derisks business model
- Demonstrated operational excellence
- Financial strength

|  |    |
|--|----|
| Robust road portfolio                              | 14 |
| Strong platform set for future growth              | 15 |
| ₹25 bn worth orders pouring into EPC water segment | 16 |
| Operating leverage to improve margins              | 17 |
| With undivided focus on shareholder value creation | 18 |
| Through an experienced board and management        | 19 |

# Robust road portfolio:

₹ 145+ billion,  
~800 km with....

## Financial Strength

Robust order book provides strong visibility

**₹ 78 Bn#**

Among very

**Few Infra Developers**

With credit rating:  
Long term AA-  
Short term A1+

**Strong Banking Relationship**

Ensures early financial closure at optimal rates

## Operational Excellence

Experience of operating

**500+ km**

Toll projects

Completed India's First 14 lane Expressway in

**Record Time**

of 19 months (vs. 30 months)

**Superior Execution**

All projects running on / ahead of schedule

**High value creation with special focus on Road & Water Projects**

# excluding GST

# Strong platform set for future growth

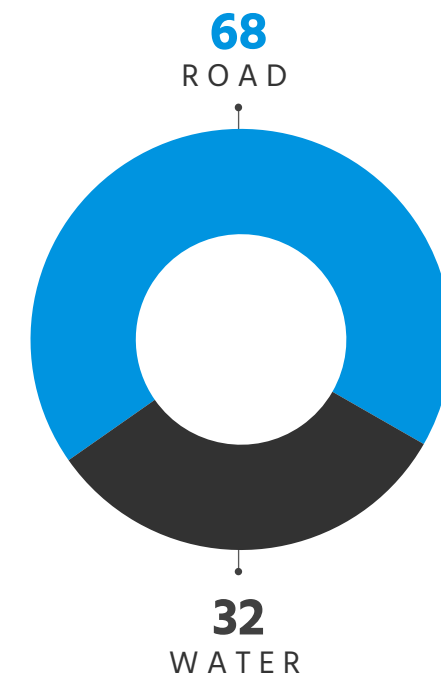
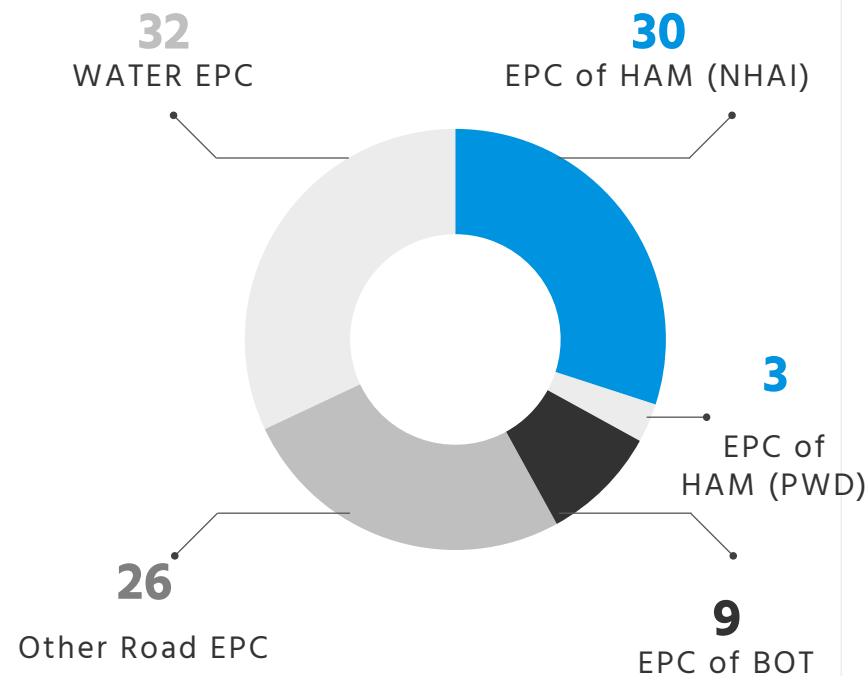
Continuously building Road and water portfolio through bid / buy strategy for profitable growth



Current order book at ~₹78 billion (excluding GST)

As on September 2021

(IN %)





# ₹25 Bn worth order under execution in EPC water segment



Lead Partner in Joint Venture with Kaveri Infraprojects Limited, Hyderabad 70 : 30

Empanelled by the UP State Water and Sanitation Mission, Namami Gange and Rural Water Supply Department (SWSM)

Execution of EPC Projects of 2,544 villages for the Project of Survey, Design, Preparation of DPR, Construction, Commissioning and Operation and Maintenance for 10 years of Rural Water Supply

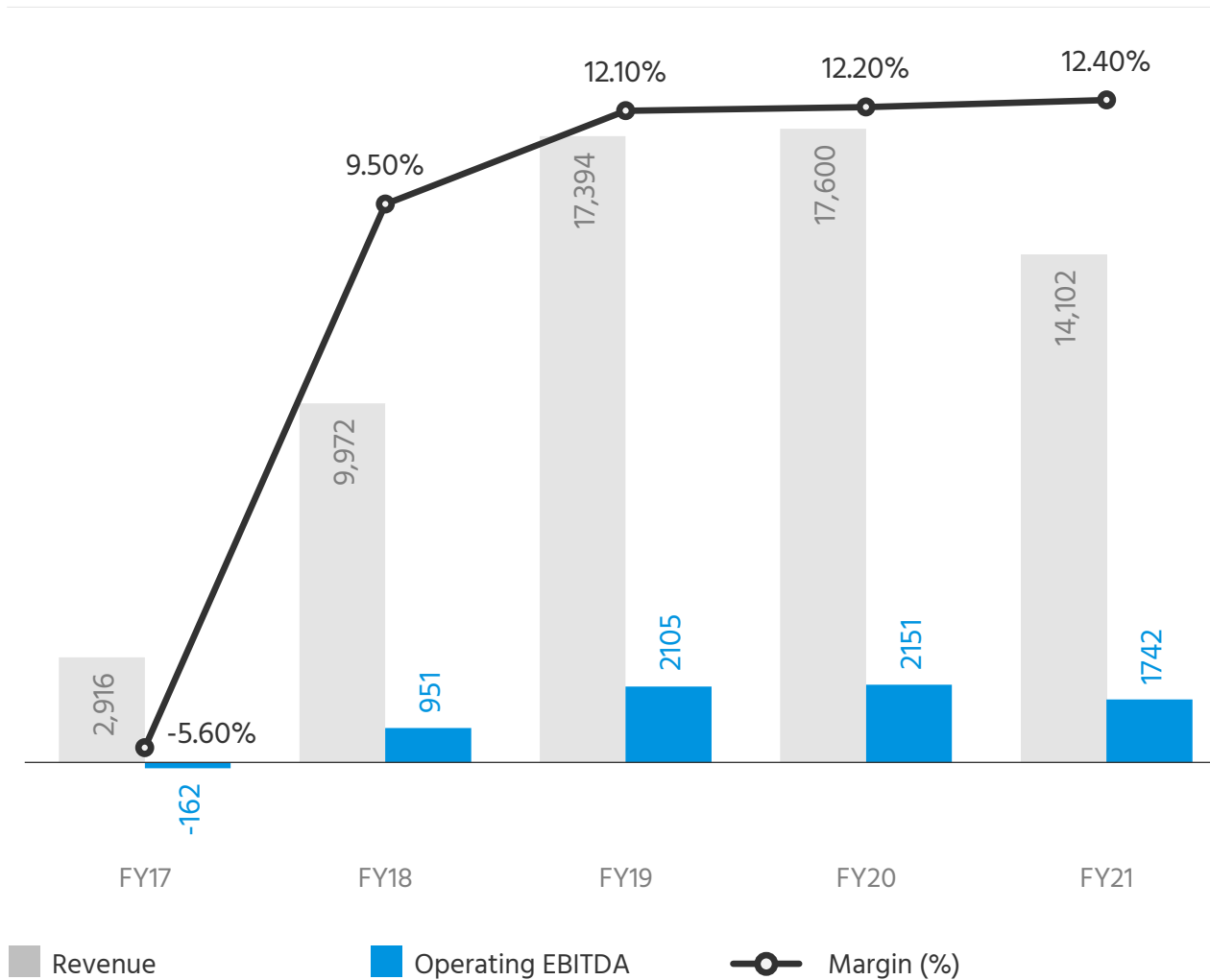
Estimated aggregate contract value: ₹25 bn. The final value will be determined on completion of preparation of Detailed Project Report (DPR) by the JV and its approval by the SWSM

Preparation of DPR and Construction of the Project is to be progressively completed in 21 to 28 months and thereafter Operated and Maintained for a period of 10 years

Execution of EPC Projects across Jaunpur and Sant Ravidas Nagar in Varanasi, Ambedkar Nagar and Amethi in Ayodhya & Bulandshahr in Meerut

# Operating leverage to improve margins

Revenues and Operating EBITDA (₹ Mn)



Operating EBITDA is after adjustment for notional interest under IndAS & noncash ESOP exp.

**08**

FY21 revenue contributed by 8 Road projects

**48%**

5 years Revenue CAGR

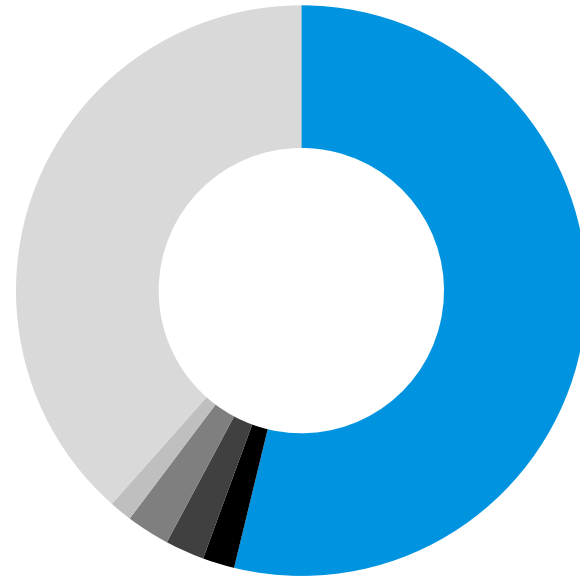
**Operations impacted**

FY 21 operations were impacted by COVID-19

**With undivided focus on shareholder value creation**

## Shareholding Pattern

(as on 30<sup>th</sup> September 2021)



**53.8%**  
PROMOTER

**1.8%**  
MANAGEMENT

**2.2%**  
FII's

**2.5%**  
BANKS &  
INSURANCE CoS

**1.3%**  
MUTUAL FUNDS/AIF

**38.4%**  
PUBLIC

## Market Statistics

As on Sep 30, 2021

INR

Price per share  
(Face value ₹ 10 per share)

103.0

No of Shares outstanding  
(Mn) – (Q4FY21)

148.9

Market Capitalization  
(Mn)

15,410

## Creating Shareholder value

### Stated Dividend Distribution Policy

- Endeavor to achieve distribution of an amount of profit subject to maximum of 25% of PAT
  - Applicable FY18 onwards
- FY21 dividend at ₹1.5 per share

# Through an experienced Board and Management

## Board of Directors

### B. K. Goenka

CHAIRMAN

- Amongst India's most dynamic businessmen; Past President ASSOCHAM (2019)
- Recipient of Asian Business Leadership (ABLF) Award, 2019

### Rajesh Mandawewala

GROUP MD

- Qualified Chartered Accountant; Played an instrumental role in establishing Welspun's Textile & Pipe business
- Authorization of investment decisions for Welspun

### Sandeep Garg

MANAGING  
DIRECTOR & CEO

- Harvard Graduate with 30+ years of experience in diverse roles in infrastructure and oil & gas sector
- Prior experience with ONGC, Punj Lloyd, IL&FS

### Dipali Goenka

NON-EXECUTIVE  
DIRECTOR

- Graduate in Psychology & completed Management Program from Harvard
- Has been instrumental in transforming Welspun India into a global leader in home textiles

### Mohan Tandon

INDEPENDENT  
DIRECTOR

- Ex MD of GIC of India, and Chairman & MD of National Insurance Co. Ltd.
- Expert in Org. Restructuring; Productivity-oriented Incentive Schemes

### Dr. Aruna Sharma

INDEPENDENT  
DIRECTOR

- Retired IAS officer (1982 batch, Madhya Pradesh cadre) with 38+ years of experience and PhD (Dev. Economics)
- Expertise in IT, Big Data & Cyber Security, Steel, Rural Development.

### Raghav Chandra

INDEPENDENT  
DIRECTOR

- Retd. IAS officer (1982 batch) with more than 3 decades of experience
- Held key positions with Center / State Govt. at various levels; Expert in Infrastructure Development & Public Private Partnership

### Anoop Kumar Mittal

INDEPENDENT  
DIRECTOR

- Ex. Chairman cum Managing Director of NBCC (I) Limited
- His areas of specialisation includes civil engineering, consultancy, real estate development, Merger and Acquisitions & Project Management

# Through an experienced Board and Management (Contd.)

## Management Team

**Sandeep Garg**  
MANAGING  
DIRECTOR & CEO

- Harvard Graduate with 30+ years of experience in diverse roles in infrastructure and oil & gas sector
- Prior experience with ONGC, Punj Lloyd, IL&FS

**Sanjay K Sultania**  
CHIEF FINANCIAL  
OFFICER

- A Chartered Accountant from ICAI
- 26+ years of experience in Corporate & Project Finance, Capital Structuring, Accounts, Mergers & Acquisitions, Financial & Business Strategy, Budgeting, ERP implementation, etc.

**Ajay Hans**  
CHIEF EXECUTIVE  
OFFICER (ROADS  
& WATER)

- Graduate in Engineering and MBA in Marketing
- 27+ years of experience in EPC Projects on various National and International projects for diversified sectors

**Yogen Lal**  
HEAD- WATER  
BUSINESS

- Civil engineer with 26+ years experience in water segment

**Asim Chakraborty**  
CHIEF OPERATING  
OFFICER- COO  
(SPL. PROJECTS)

- 32 years experience in Designing, Engineering and Construction of Infrastructure projects

**Neeraj Gupta**  
CHIEF OPERATING  
OFFICER (ROADS)

- 24 years of experience in Infrastructure operations including National Highways (In OSE), Township Projects
- Has completed more than Rs. 200 billion worth projects in his entire

**Brajesh Sohrot**  
HEAD- SUPPLY  
CHAIN  
MANAGEMENT

- Mechanical engineer with 30+ years experience in supply chain management

**Akhil Jindal**  
GROUP CFO &  
HEAD - STRATEGY

- 22+ years of experience in corporate finance, M&A, strategy and fund raising
- Significantly contributed to Welspun Group in the last 12 years with its global expansion plans

**Devendra Patil**  
HEAD – GROUP  
SECRETARIAL

- 30+ years experience in secretarial and legal

**Deepak Chauhan**  
HEAD – GROUP  
LEGAL

- 20 years experience in legal, majorly in infrastructure and transportation

## Management Team : Group Support

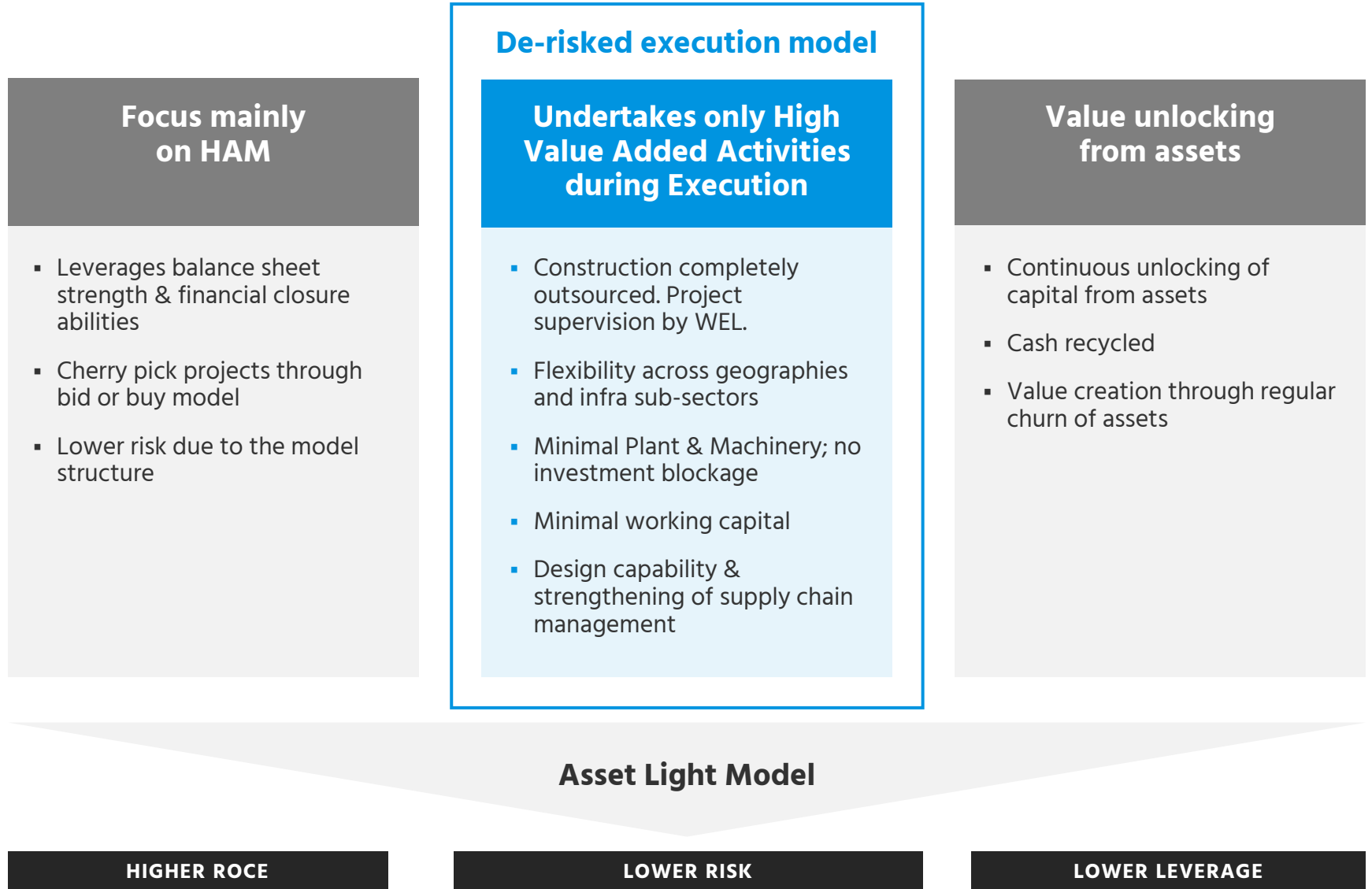


# Asset Light Model

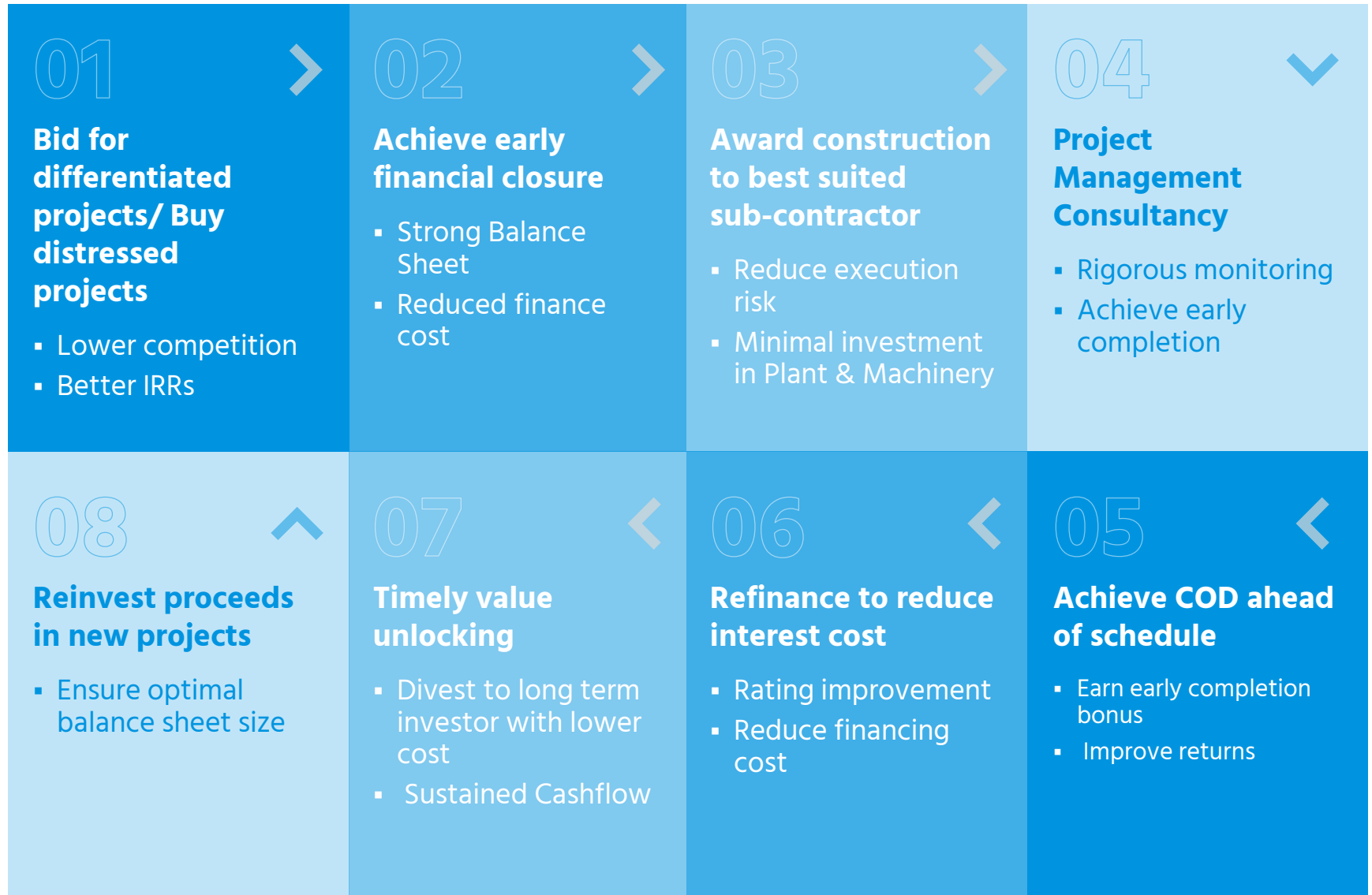
- Focused on Execution Excellence
- Minimal Plant & Machinery
- Low Working Capital
- Continuous asset value unlocking
- High RoCE, Low Leverage

|  |    |
|--|----|
| One of its kind asset light model                              | 22 |
| Creating value through a profound strategy                     | 23 |
| Delhi Meerut E-way<br>validating our differentiated strategy   | 24 |
| Appreciation by Prime Minister of India,<br>Shri Narendra Modi | 25 |
| Letter of appreciation by honorable<br>parliamentarian         | 26 |
| Appreciation by Shri Nitin Gadkari, Union<br>Minister          | 27 |
| Building much more than an expressway                          | 28 |
| Welspun enterprises CSR initiatives                            | 29 |

# One of its kind asset light model



# Creating value through a profound strategy





# Delhi Meerut E-way: Validating our differentiated strategy

Project Under the  
Aegis of Prime  
Minister of India  
Shri Narendra Modi  
and NHAI

Laying of foundation stone



Inauguration of completed project



India's FIRST 14-Lane  
Expressway

India's FIRST Green  
Expressway

India's FIRST COMPLETED HAM  
project – 332 Days ahead of  
schedule

India's FIRST HAM project to  
be awarded AAA (SO) credit  
rating

India's FIRST HAM project to  
receive annuity

India's FIRST HAM project to  
be re-financed post  
completion

# Letter of appreciation by Prime Minister of India Shri Narendra Modi



Prime Minister of India

New Delhi  
23 May, 2018

**Shri B. K. Goenka Ji,**

I am delighted to know of your valuable contribution to the completion of Package I of Delhi-Meerut Expressway, which as you know got completed much before the target date.

We, as a nation, are standing at the cusp of a wave of development that is driven by a young nation with great aspirations. The infrastructure we are building will create new pathways for India's all-inclusive development and open new vistas of opportunity for our people.

It was our former Prime Minister Shri Atal Bihari Vajpayee's vision to connect each and every village and city with all-weather roads. He envisioned India's future built on a firm foundation of enhanced connectivity for people and businesses.

Today, from highways to I-ways, we are ensuring that our nation is ahead of the curve in infrastructural development.

The Delhi-Meerut expressway has showcased India's engineering capabilities that are well integrated with our goal of sustainable development. Also appreciable is the way in which the expressway has been converted into a green belt with initiatives such as drip water irrigation, solar plant and landscape development.

It is a matter of immense joy to see pride in people's eyes when they experience seamless commute through these modern day marvels. The new expressway is one such marvel that will ease the lives of citizens by saving them time and money as well as ensuring that local economy flourishes.

It is my firm belief that the highways built today will become runways for dreams of tomorrow to take flight. I, once again, congratulate everyone associated with this project for achieving a remarkable feat and delivering not just an expressway, but a roadway to progress and prosperity.

I wish you success in all your future endeavours.

Yours Sincerely,

(Narendra Modi)

# Letter of appreciation by Honorable Parliamentarian

**RAKSHA NIKHIL KHADSE**  
Member of Parliament  
Lok Sabha, Raver (Maharashtra)



सत्यमेव जयते

- Member :**
- Standing Committee on Information Technology
  - Standing Committee on Welfare of O. B. C.
  - Standing Committee on Empowerment of Women
  - Consultative Committee on M/o Culture and M/o Tourism
  - Board of Governors  
National Institute of Fashion Technology

No. : LS17-RV-MP/2021/DEL/L-157

Delhi:  
N-603, "Narmada" New MS Flats  
Dr. Bishamber Dass Marg,  
New Delhi-110 001  
TeleFax : 011-23719733  
E-mail : rakshataikhadse@gmail.com

Residence :  
At Post Kohali,  
Muktainagar-425 306  
District Jalgaon (MS)  
TeleFax : 02583-235050

Date: 30-06-2021

## Letter of Appreciation

I would like to appreciate that **M/s. Welspun Enterprises Limited** has completed Four laning work for the road stretch from **Chikhall-Tarsod of National Highway No. 53** in Jalgaon District of Maharashtra State. Welspun Enterprises Limited has carried out quality work comprising right from the Earth work, GSB, WMM and Bituminous work. The finished road looks are well developed and constructed as per the standard provisions. Welspun Enterprises Limited has given high importance to plantation in median as well as roadside. It is appreciable to see such great effort in beautifying and making the highway greener by turfing the median in Bhusawal bypass flyovers. The construction of underpasses and Railway bridges in Bhusawal City have good quality of concrete finish and the approach roads have also been developed with easily readable road signages & streetlight for night driving, clearly marked with lanes. The Varangaon bypass section is also remarkably done with 500m long flyover which has greatly decongested traffic in Varangaon City. The toll plaza has been constructed in a staggered manner and all latest technologies & facilities have been provided. Adequate safety provisions have been implemented using Metal beam crash barrier in median and curvatures. During execution as well traffic was diverted in a very safe manner. This section will boost the socio-economic development of Chikhall-Tarsod section greatly. A new upgraded look has been given to highway and fast & safe travel is ensured. I highly appreciate how the work has been carried in the stretch by Welspun Enterprises Limited and convey my best wishes to them for their future projects.

Place : **Muktainagar**

Date : **30<sup>th</sup> June 2021**



**Raksha Nikhil Khadse**

# Appreciation by Shri Nitin Gadkari, Union Minister



# Building much more than an expressway



Vertical garden developed along the entire bridge

**40,000+ Trees**

transplanted and retained existing trees



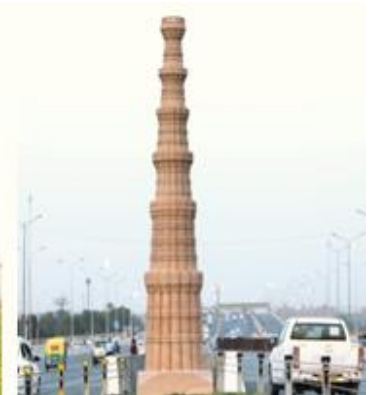
**3,230 Solar Panels**

Electrification through solar power of 1,050 kWp



**Beautification Initiatives**

Wall art & replicas of famous monuments



# CSR initiatives

Our social mission is enshrined within the 3Es i.e. Education, Empowerment and Environment & Health

## EDUCATION



### Project Gyankunj

To enhance the teaching & learning process for teachers & students with the use of technology

#### CURRENT REACH

**03**

Districts

**116**

Schools

**961**

Teachers Trained

**55,750**

Students

## ENVIRONMENT



### Project Model Village

To create a sustainable rural community that generates and maintains the resources to improve its level of well-being and happiness without depleting economic, social and environmental values.

#### CURRENT REACH

**05**

Villages

**19,600**

People

## EMPOWERMENT



### Welspun Super Sports Women

To identify and support female athletes in achieving their sporting endeavors through scholarships

#### CURRENT REACH

**14**

Sports Women



# Financials

|                                     |    |
|-------------------------------------|----|
| Income Statement - Standalone       | 31 |
| Balance Sheet Snapshot - Standalone | 32 |
| Key highlights                      | 33 |
| Way forward                         | 34 |

# Income statement - standalone

| Particulars (₹ Crore)          | Q2 FY22      | Q2 FY21      | YoY %          | Q1 FY22      | QoQ %          | H1FY22       | H1FY21       | YoY%           |
|--------------------------------|--------------|--------------|----------------|--------------|----------------|--------------|--------------|----------------|
| <b>Revenue from Operations</b> | <b>280.0</b> | <b>324.2</b> | <b>(13.6%)</b> | <b>344.2</b> | <b>(18.6%)</b> | <b>624.2</b> | <b>498.3</b> | <b>25.3%</b>   |
| Other Income                   | 8.4          | 10.1         | (16.1%)        | 9.4          | (10.4%)        | 17.9         | 19.7         | (9.2%)         |
| <b>Total Income</b>            | <b>288.4</b> | <b>334.3</b> | <b>(13.7%)</b> | <b>353.6</b> | <b>(18.4%)</b> | <b>642.1</b> | <b>518.0</b> | <b>24.0%</b>   |
| <b>EBITDA</b>                  | <b>33.8</b>  | <b>46.5</b>  | <b>(27.4%)</b> | <b>41.4</b>  | <b>(18.4%)</b> | <b>75.2</b>  | <b>74.0</b>  | <b>1.5%</b>    |
| EBITDA margin                  | 11.7%        | 13.9%        | (221 bps)      | 11.7%        | -              | 11.7%        | 14.3%        | (259 bps)      |
| PBT                            | 17.5         | 32.0         | (45.3%)        | 25.2         | (30.7%)        | 42.7         | 48.0         | (11.1%)        |
| <b>PAT</b>                     | <b>14.2</b>  | <b>24.7</b>  | <b>(42.4%)</b> | <b>20.0</b>  | <b>(28.8%)</b> | <b>34.2</b>  | <b>37.7</b>  | <b>(9.3%)</b>  |
| PAT margin                     | 4.9%         | 7.4%         | (245 bps)      | 5.7%         | (72 bps)       | 5.3%         | 7.3%         | (196 bps)      |
| <b>Cash PAT</b>                | <b>18.3</b>  | <b>35.2</b>  | <b>(48.1%)</b> | <b>23.5</b>  | <b>(22.3%)</b> | <b>41.8</b>  | <b>52.7</b>  | <b>(20.6%)</b> |

Note: Cash PAT = PBDT (before exceptional) – Current tax + Non-cash ESOP expenses



# Balance sheet snapshot - standalone

| Balance Sheet Snapshot (₹ crore)                                       | 30th Sept 2021 | 30th June 2021 |
|--|----------------|----------------|
| <b>Net worth</b>   | <b>1,834</b>   | <b>1,840</b>   |
| Gross Debt   | 500            | 566            |
| - Long Term Debt   | 485            | 476            |
| - Short Term Debt  | 15             | 90             |
| <b>Cash &amp; Cash Equivalents<sup>#</sup></b>                         | <b>343</b>     | <b>95</b>      |
| Net Debt / (Cash)  | 157            | 471            |
| Other Long-Term Liabilities  | 37             | 31             |
| Mobilisation advance payable <sup>^</sup>                              | 407            | 80             |
| Total Net Fixed Assets (incl. CWIP)                                    | 58             | 53             |
| Net Current Assets (Excl. Cash & Cash Equivalents) (adj.) <sup>@</sup> | 214            | 304            |
| Other Long-Term Investments and assets (adj.) <sup>@</sup>             | 2,163          | 2,064          |

<sup>#</sup> includes FD classified under "Other non-current financial assets"

<sup>^</sup> Disclosed as part of Contract liabilities in the Balance Sheet

<sup>@</sup> Temporary funding of Rs 454 crores has been made in lieu of drawing debt at the subsidiary/JV level in order to minimise the interest cost. This temporary funding has not been included in the cash balance of Rs 343 crores. The same is reflected in Other Long-Term Investments and assets.

# Key Highlights



Well Positioned to Benefit from India's Economic Growth & Development



Unique Position with Strong Financials to tap Infra Opportunities



Strong Order book providing visibility for next couple of years



Asset light business model in Infra with regular project value-enhancement post COD



Demonstrated Operational Excellence with earlier-than-scheduled completion



Focus on Sustainable and Inclusive Growth



Strong Corporate Governance - Experienced Board with 50% Independent Directors



Transparency through Timely Disclosures with Stated Dividend Distribution Policy



Management with Proven Track Record

# Way forward



Continue approach of prudent bid/buy strategy to strengthen Road and Water portfolio



Selectively evaluating EPC, BOT (Toll) projects and secondary acquisition opportunities



Apart from NHAI, WEL is also evaluating road HAM projects of State and Municipal agencies



Divest/securitise completed projects in order to unlock value and capital



Water segment to be the key growth driver and focus area



Explore and develop existing oil & gas blocks

# Thank You

**For further details please contact**

CORPORATE OFFICE

**WELSPUN ENTERPRISES LIMITED**

Welspun House, 5<sup>th</sup> Floor,  
Kamala Mills Compound,  
Senapati Bapat Marg, Lower Parel,  
Mumbai - 400 013, India.



**WELSPUN ENTERPRISES**  
Infrastructure & Energy



OCTOBER 2021



# APPENDIX

|   |    |
|---|----|
| Welspun Enterprises infrastructure portfolio                    | 37 |
| 1. HAM: Delhi-Meerut expressway package 1                       | 38 |
| 2. HAM: Gagalheri- Saharanpur- Yamunanagar                      | 39 |
| 3. HAM: Chutmalpur - Ganeshpur & Roorkee-Chutmalpur - Gagalheri | 40 |
| 4. HAM: Aunta - Simaria (Ganga Bridge with Approach Roads)      | 41 |
| 5. HAM: Chikhali-tarsod   | 42 |
| 6. HAM: Package no. AM 2  | 43 |
| 7. HAM: Sattanathapuram - Nagapattinam                          | 44 |
| 8. BOT: Mukarba Chowk – Panipat                                 | 45 |
| 9. EPC: Varanasi Aurangabad NH2 Project                         | 46 |
| 10. EPC: UP State Water and Sanitation Mission                  | 47 |
| Other BOT projects summary                                      | 48 |
| Investment in oil & gas blocks: potential value accretion       | 49 |

# Infrastructure Portfolio

Robust portfolio of 11 infrastructure projects in roads and water

| Project Name                          | Type  | Contract Type | Authority / Client | Status                                      |
|---------------------------------------|-------|---------------|--------------------|---|
| Delhi-Meerut Expressway (Pkg 1)       | Road  | HAM           | NHAI               | Completed; 6 <sup>th</sup> Annuity Received |
| Gagalheri-Saharanpur-Yamunanagar      | Road  | HAM           | NHAI               | 1 <sup>st</sup> annuity received            |
| Chutmalpur-Ganeshpur                  | Road  | HAM           | NHAI               | 2 <sup>nd</sup> annuity received            |
| Aunta-Simaria                         | Road  | HAM           | NHAI               | Under Execution                             |
| Chikhali-Tarsod                       | Road  | HAM           | NHAI               | PCOD achieved on 25 <sup>th</sup> Aug 2021  |
| Package No. AM 2                      | Road  | HAM           | MH PWD             | PCOD request submitted                      |
| Sattanathapuram-Nagapattinam          | Road  | HAM           | NHAI               | Under Execution                             |
| Mukarba Chowk – Panipat               | Road  | BOT (Toll)    | NHAI               | PCOD request submitted                      |
| Varanasi Aurangabad NH2 Project       | Road  | EPC           | SIVAPTL            | Commencement date 30 <sup>th</sup> Sep 2021 |
| Dewas Water                           | Water | BOT           | MPSIDC             | Operational                                 |
| UP State Water and Sanitation Mission | Water | EPC           | SWSM               | Under Execution                             |

# HAM

## Delhi-Meerut expressway package 1

### SCOPE

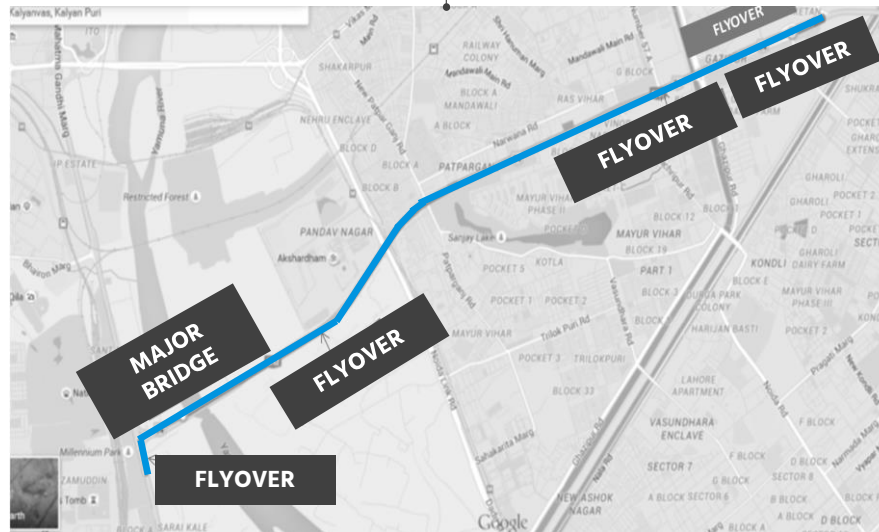
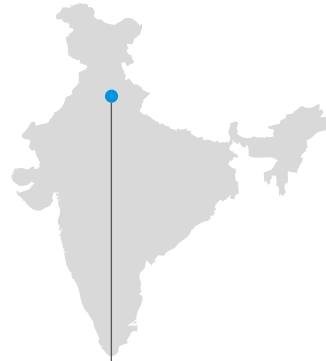
14 Lane expressway: Six-laning of Delhi – Meerut Expressway & four-laning either side from 0th km to existing km 8.4 of NH-24 in Delhi

### STATUS

Record completion within 19 months. Received Six annuities within the stipulated time and early completion bonus of ₹ 271 Mn from NHAI

Outstanding loan re-financed at lower rate with top-up loan

Project was covered by HISTORY Channel program as 'Engineering marvel of India'



### Project details

|                               |                            |
|-------------------------------|----------------------------|
| Project Length (Kms)          | 8.716 Km                   |
| Award Date                    | Jan 2016                   |
| Financial Closure             | Achieved                   |
| Appointed Date                | 28 <sup>th</sup> Nov 2016  |
| Scheduled Construction Period | 30 months                  |
| COD Date                      | 28 <sup>th</sup> June 2018 |
| Concession Period after COD   | 15 Years                   |

### Project cost & financing (₹ Mn)

|                          |       |
|--------------------------|-------|
| Completion Cost          | 8,960 |
| <b>Means of Finance</b>  |       |
| NHAI                     | 3,549 |
| Debt                     | 3,760 |
| Sponsor's Commitment     | 1,055 |
| O&M Payment (First Year) | 39.5  |

\* Completion Cost includes Escalation

# HAM

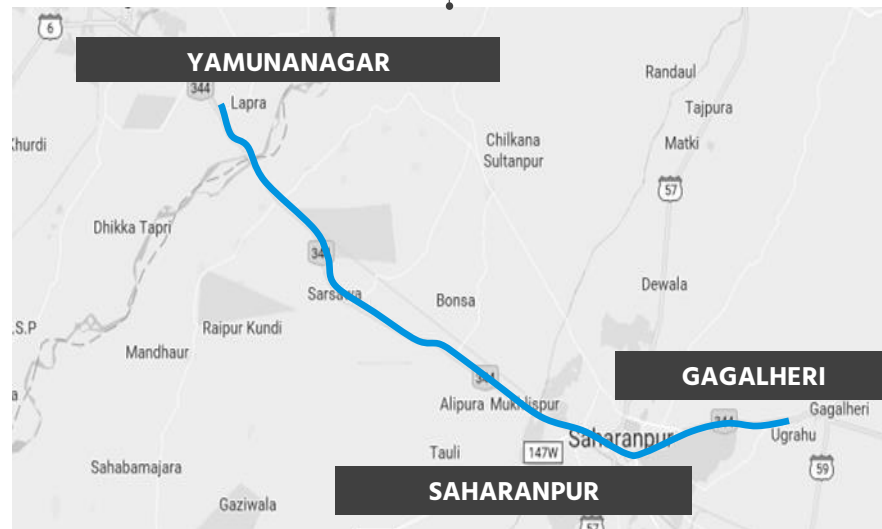
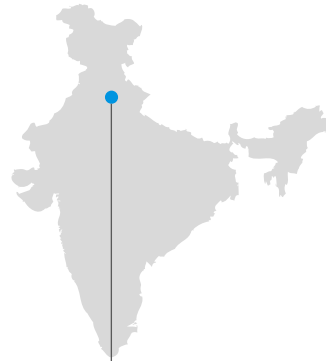
## Gagalheri-Saharanpur-Yamunanagar

### SCOPE

4-Laning of Gagalheri-Saharanpur-Yamunanagar section of NH-73 in UP / Haryana

### STATUS

NHAI declared the Appointed Date for the Project as 26<sup>th</sup> January 2018; Received PCOD on 31<sup>st</sup> October 2020



### Project details

|                             |                           |
|-----------------------------|---------------------------|
| Project Length (Kms)        | 51.5 Km                   |
| Acquisition Date            | Jan 2018                  |
| Financial Closure           | Achieved                  |
| Appointed Date              | 26 <sup>th</sup> Jan 2018 |
| PCOD                        | 31 <sup>st</sup> Oct 2020 |
| Concession Period after COD | 15 Years                  |

### Project cost & financing (₹ Mn)

|                          |        |
|--------------------------|--------|
| Completion Cost          | 13,884 |
| <b>Means of Finance</b>  |        |
| NHAI                     | 5,537  |
| Debt                     | 6,368  |
| Sponsor's Commitment     | 1,820  |
| O&M Payment (First Year) | 100    |

\* Completion Cost includes Escalation



# HAM

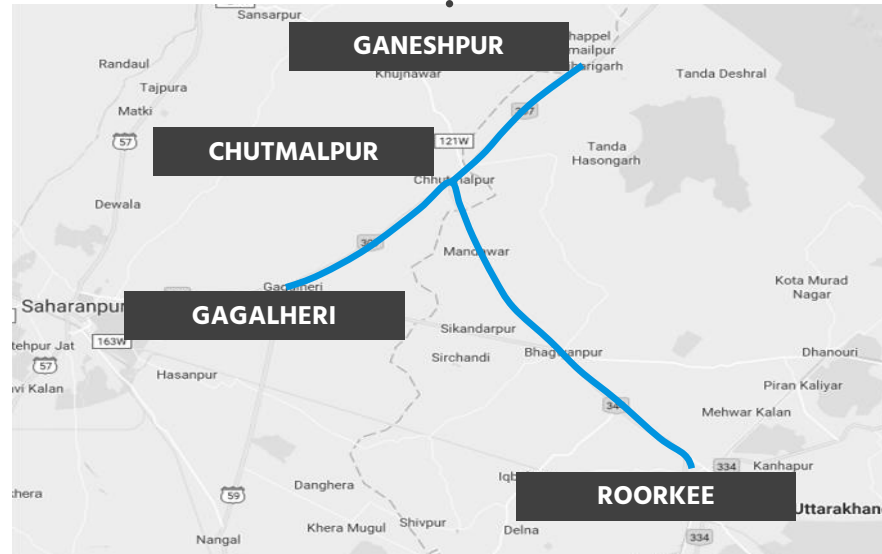
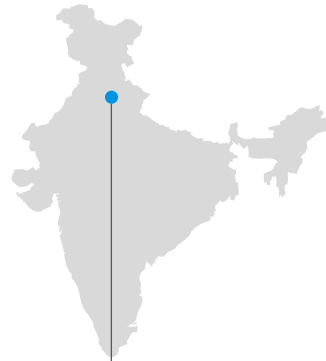
## Chutmalpur-Ganeshpur & Roorkee-Chutmalpur-Gagalheri

### SCOPE

4-Laning of Chutmalpur-Ganeshpur section of NH-72A & Roorkee-Chutmalpur-Gagalheri section of NH-73 in UP & Uttarakhand

### STATUS

NHAI declared the Appointed Date as 28<sup>th</sup> February 2018; Received PCOD on 5<sup>th</sup> August 2020



### Project details

|                             |                           |
|-----------------------------|---------------------------|
| Project Length (Kms)        | 53.3 Km                   |
| Acquisition Date            | Jan 2018                  |
| Financial Closure           | Achieved                  |
| Appointed Date              | 28 <sup>th</sup> Feb 2018 |
| PCOD                        | 05 <sup>th</sup> Aug 2020 |
| Concession Period after COD | 15 Years                  |

### Project cost & financing (₹ Mn)

|                          |        |
|--------------------------|--------|
| Completion Cost          | 11,085 |
| <b>Means of Finance</b>  |        |
| NHAI                     | 4,430  |
| Debt                     | 4,956  |
| Sponsor's Commitment     | 1,460  |
| O&M Payment (First Year) | 100    |

\* Completion Cost includes Escalation

# HAM

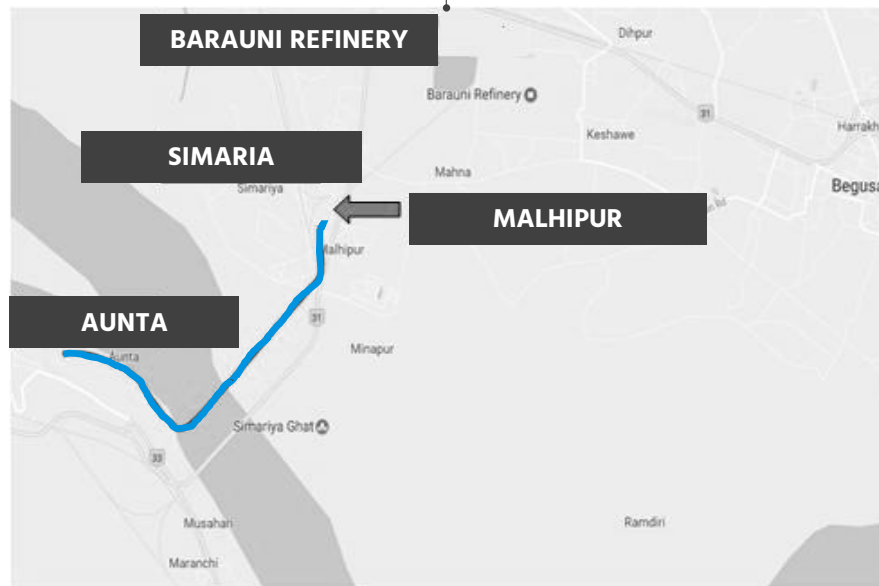
## Aunta-Simaria (Ganga Bridge with Approach Roads)

### SCOPE

Six- Laning from Aunta-Simaria (Ganga Bridge with Approach Roads) Section from km 197.9 to km 206.1 of NH-31 in Bihar. **Includes widest extradosed bridge on Ganga river**

### STATUS

NHAI declared the Appointed Date as 30<sup>th</sup> August 2018;  
The project is under execution



### Project details

|                               |                           |
|-------------------------------|---------------------------|
| Project Length (Kms)          | 08.15 Km                  |
| Acquisition Date              | Aug 2018                  |
| Financial Closure             | Achieved                  |
| Appointed Date                | 30 <sup>th</sup> Aug 2018 |
| Scheduled Construction Period | 42 Months                 |
| Concession Period after COD   | 15 Years                  |

### Project cost & financing (₹ Mn)

|                          |        |
|--------------------------|--------|
| Bid Project Cost         | 14,477 |
| <b>Means of Finance</b>  |        |
| NHAI                     | 5,726  |
| Debt                     | 5,665  |
| Sponsor's Commitment     | 1,416  |
| O&M Payment (First Year) | 99     |

\* Bid Project Cost includes Escalation

# HAM

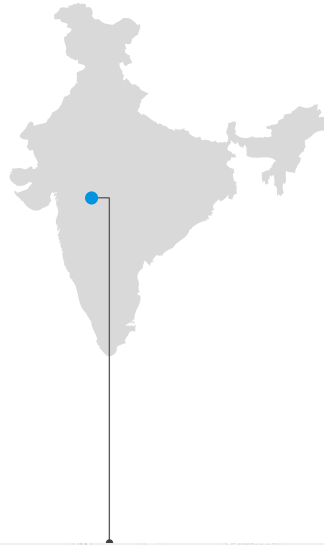
## Chikhali-Tarsod

### SCOPE

4-laning of Chikhali – Tarsod (Package-IIA) section of NH-6 from km 360.0 to km 422.7 in Maharashtra

### STATUS

NHAI declared the Appointed Date as 16<sup>th</sup> January 2019;  
PCOD achieved on 25<sup>th</sup> Aug 2021



### Project details

|                             |                           |
|-----------------------------|---------------------------|
| Project Length (Kms)        | 62.7 Km                   |
| Acquisition Date            | Jan 2018                  |
| Financial Closure           | Achieved                  |
| Appointed Date              | 16 <sup>th</sup> Jan 2019 |
| PCOD                        | 25 <sup>th</sup> Aug 2021 |
| Concession Period after COD | 15 Years                  |

### Project cost & financing (₹ Mn)

|                                     |        |
|-------------------------------------|--------|
| Bid Project Cost                    | 12,442 |
| <b>Means of Finance</b>             |        |
| NHAI                                | 5,027  |
| Debt                                | 5,266  |
| Sponsor's Commitment                | 1,317  |
| <b>O&amp;M Payment (First Year)</b> |        |
|                                     | 40.1   |

\* Bid Project Cost includes Escalation

# HAM

## Package no. AM 2

### SCOPE

Upgradation of Roads in Maharashtra State or Two Laning Road/ Two Laning Road with paved shoulder under MRIP Package on Hybrid Annuity Mode (HAM) Package No. AM 2.

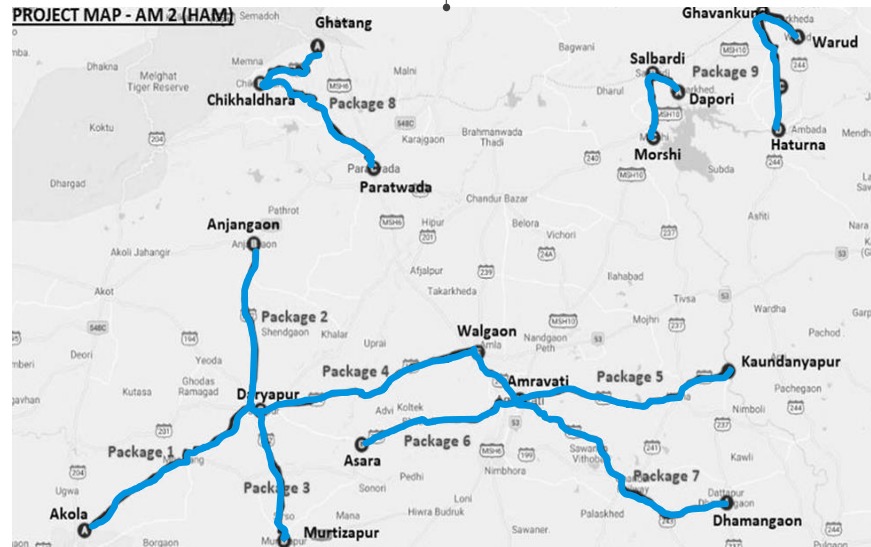
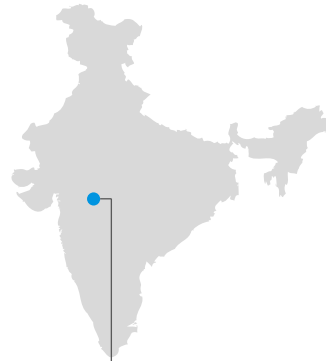
### KEY FEATURES

Concessionaire to receive 60% of the Bid Project Cost (BPC) during the construction period (vs. 40% in NHAI projects); balance 40% of BPC and O&M paid in a period of 10 years (vs. 15 years in NHAI projects)

### STATUS

Authority declared the Appointed Date as 28<sup>th</sup> May 2019;

PCOD request for the project has been submitted



### Project details

|                               |                           |
|-------------------------------|---------------------------|
| Project Length (Kms)          | 352.15 Km                 |
| Award Date                    | Nov 2018                  |
| Financial Closure             | Achieved                  |
| Appointed Date                | 28 <sup>th</sup> May 2019 |
| Scheduled Construction Period | 24 Months                 |
| Concession Period after COD   | 10 Years                  |

### Project cost & financing (₹ Mn)

|                          |        |
|--------------------------|--------|
| Bid Project Cost         | 16,200 |
| <b>Means of Finance</b>  |        |
| PWD                      | 9,840  |
| Debt                     | 3,563  |
| Sponsor's Commitment     | 1,720  |
| O&M Payment (First Year) | 315    |

\* Bid Project Cost includes Escalation

# BOT

## Sattanathapuram - Nagapattinam

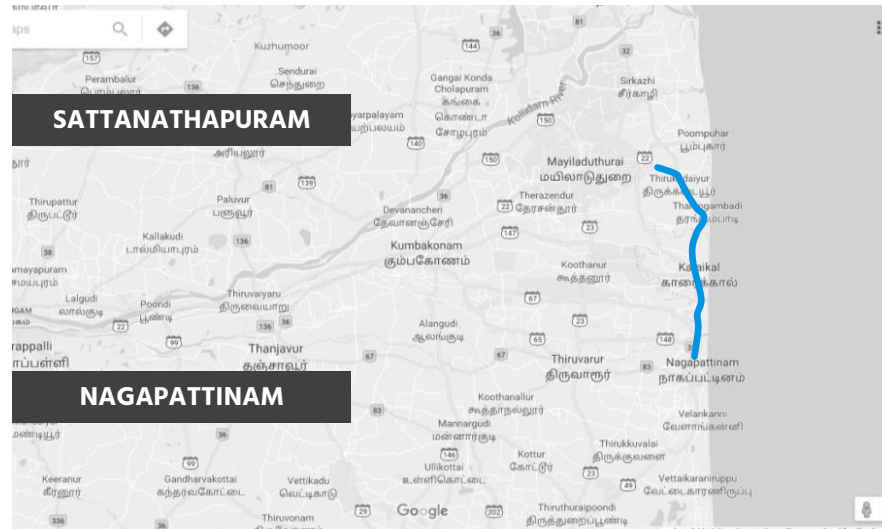
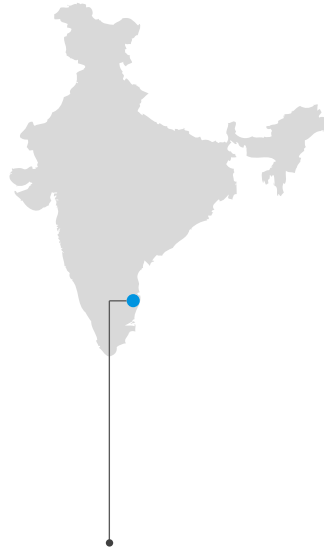
### SCOPE

4 laning of Sattanathapuram to Nagapattinam (Design Ch Km 123.8 to Km 179.6) section of NH-45A (New NH -332) in Tamil Nadu

### STATUS

Received Appointed Date on 5<sup>th</sup> October 2020 with 4 lane road & 4 lane structures as against 4 lane road & 6 lane structures specified in the Concession Agreement.

The project is under execution.



### Project details

|                               |                          |
|-------------------------------|--------------------------|
| Project Length (Kms)          | 55.755 Km                |
| Award Date                    | July 2018                |
| Financial Closure             | Achieved                 |
| Appointed Date                | 5 <sup>th</sup> Oct 2020 |
| Scheduled Construction Period | 24 months                |
| Concession Period after COD   | 15 Years                 |

### Project cost & financing (₹ Mn)

|                          |        |
|--------------------------|--------|
| Bid Project Cost         | 23,287 |
| <b>Means of Finance</b>  |        |
| NHAI                     | 9,264  |
| Debt                     | 9,447  |
| Sponsor's Commitment     | 2,400  |
| O&M Payment (First Year) | 50     |

\* Bid Project Cost includes Escalation

# BOT

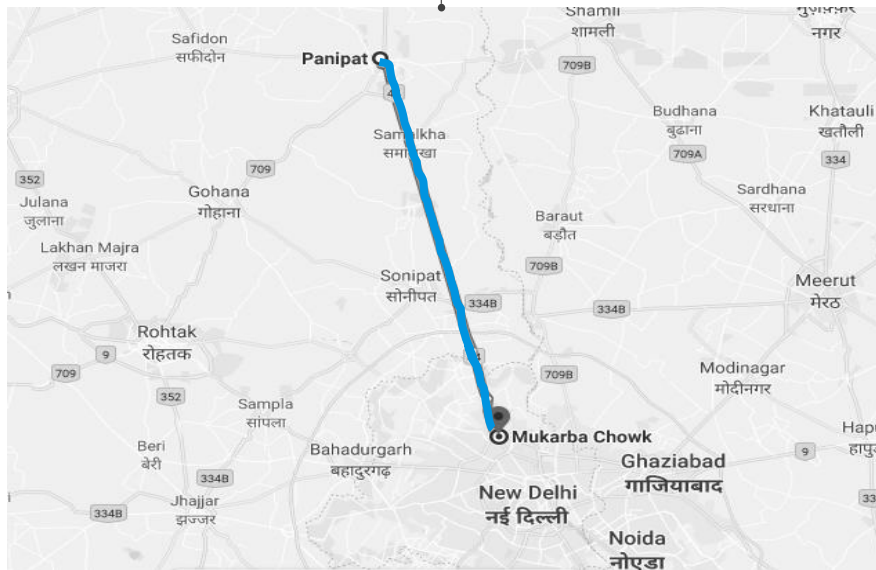
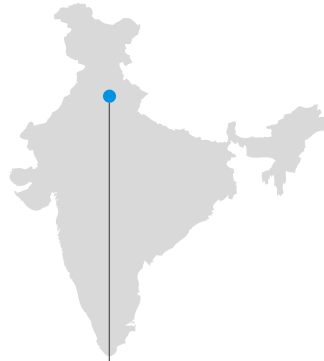
## Mukarba Chowk – Panipat

### SCOPE

6 to 8 laning from Mukarba Chowk at Km 15.5 and extends to Panipat at Km 86 in the State of Haryana. Project Stretch lies in the Panipat & Sonipat district of Haryana and Delhi

### STATUS

PCOD request submitted.



### Project details

|  |                             |
|--|-----------------------------|
| Project Length (Kms)                       | 71.1 Km                     |
| Acquisition Date (Harmonious substitution) | 8 <sup>th</sup> June 2020   |
| Financial Closure                          | Achieved                    |
| Scheduled Construction Period              | 15 months from substitution |
| Commencement of Tolling                    | Q3FY22E                     |
| Concession End Date                        | Oct 2033*                   |

\* Extension of up to 3.5 years possible depending on actual traffic on Target Date of April 1, 2025

### Project cost & financing (₹ Mn)

|                         |        |
|-------------------------|--------|
| Bid Project Cost        | 21,220 |
| <b>Means of Finance</b> |        |
| NHAI                    | 1,890  |
| Debt                    | 12,560 |
| Sponsor's Commitment    | 4,770  |
| Equity                  | 2,000  |

# EPC

## Varanasi Aurangabad NH2 Project

### SCOPE

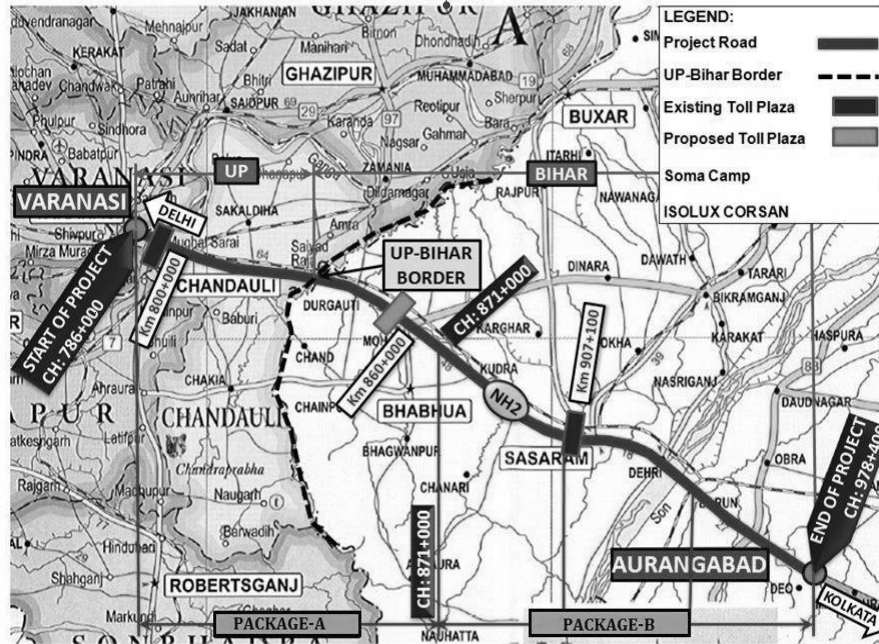
Six laning of Varanasi – Aurangabad section of NH-2 from km 786.00 to km 978.00 (length 192.400 km) in the state of Uttar Pradesh & Bihar

### STATUS

Final Agreement has been signed on 27<sup>th</sup> Aug 2021;

Project commencement date 30<sup>th</sup> Sep 2021

The Project is under execution



### Project details

|                      |                           |
|----------------------|---------------------------|
| Project Length (Kms) | 136*                      |
| Construction Period  | 24 Months                 |
| Commencement Date    | 30 <sup>th</sup> Sep 2021 |

\* Current scope-136 Km ;additional scope of 44 km is under discussion

### Major Structures

| No. | Item          | #    | Scope  |
|-----|---------------|------|--------|
| 1   | Major Bridge  | Nos. | 12     |
| 2   | ROB           | Nos. | 2      |
| 3   | RE Wall       | Sqm  | 81,751 |
| 4   | Minor Bridge  | nos. | 25     |
| 5   | Pipe culverts | nos. | 92     |
| 6   | Box culverts  | Nos. | 32     |
| 7   | LVUP          | Nos. | 66     |
| 8   | VUP           | Nos. | 19     |
| 9   | IOCL Crossing | Nos. | NA     |
| 10  | FLYOVER       | Nos. | 01     |

# EPC

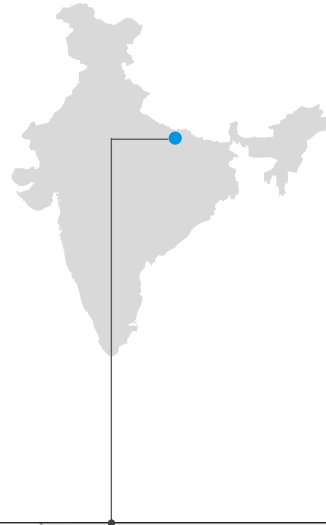
## UP State Water and Sanitation Mission

### SCOPE

Rural Water Supply project under Jal Jeevan Mission by State Water Sanitation Mission UP, scope includes Survey, Design, Preparation of DPR, Construction, Commissioning and O&M for 10 years of various Rural Water Supply Projects in the State of Uttar Pradesh

### STATUS

LOA received in Month of January 2021 for 1 Division and February 2021 for 2 Divisions covering 2,544 Villages. Currently DPR preparation is in progress.



### Project details

|                               |                          |
|-------------------------------|--------------------------|
| Project Scope                 | Water Supply to Villages |
| LOA Date                      | 13-Jan-21                |
| Contract Execution Date       | 17-Mar-21                |
| Scheduled Construction Period | 21 Months                |
| Commercial Operational Date   | 29-Oct-23                |
| Est aggregate contract value  | ₹ 25,000 Mn              |

| S No.                       | Revenue Division | District           | No of Villages |
|-----------------------------|------------------|--------------------|----------------|
| 1                           | Varanasi         | Jaunpur            | 747            |
| 2                           | Varanasi         | Sant Ravidas Nagar | 877            |
| 3                           | Ayodhya          | Ambedkar Nagar     | 241            |
| 4                           | Ayodhya          | Amethi             | 240            |
| 5                           | Meerut           | Bulandshahr        | 439            |
| <b>Total No of Villages</b> |                  |                    | <b>2,544</b>   |



# Other BOT projects summary

Experience & expertise of successfully operating water project and 500+ kms of roads

| Sector       | Project Name       | Location | External Debt on books (March-21) | COD     | Concession End |
|--------------|--------------------|----------|-----------------------------------|---------|----------------|
| Highways     | Himmatnagar Bypass | Gujarat  | -                                 | Apr-06  | Aug-20         |
| Water Supply | Dewas Water*       | MP       | 473                               | Apr-19* | Jun-37         |
| <b>Total</b> |                    |          | <b>473</b>                        |         |                |

## \*Dewas Water – Modified Project

- Modified project involves the supply of treated water of up to 23 MLD to industrial customers in Dewas
- \*PCOD received w.e.f 30<sup>th</sup> April 2019
- FY21 revenue stands at ₹103 mn with EBITDA of ₹53 mn

## Dewas Bhopal Road Project

- In FY19, 13% residual stake in Dewas Bhopal road project was sold for ₹577 million
- With this, WEL has completely exited the project at a total consideration of ₹1,841 million as against its fund infusion of ₹854 million implying a multiple of 2.15x

# Investment in Oil & Gas blocks: Potential value accretion

Adani Welspun  
Exploration Ltd  
(AWEL), a 65:35 JV  
between Adani Group  
& WEL, is the key  
investment vehicle

| Block Name       | Location        | AWEL Stake | WEL Effective Stake | Status  |
|------------------|-----------------|------------|---------------------|---|
| MB-OSN-2005/2    | Mumbai Offshore | 100%       | 35%                 | AWEL drilled a well and had hydrocarbon discovery- potential GIIP 514 BCF (billion cubic feet) of gas . Further data evaluation studies have been completed. Resource and reserve estimation/certification is in progress |
| GK-OSN-2009/1    | Kutch Offshore  | 25%        | 8.75%               | FDP (Field Development Program) is under preparation by ONGC, the operator. Based on which the commercial viability will be decided.  |
| CB-ONN-2005/4    | Cambay Basin    | - *        | 35%                 | Ministry has turned down the request letter of the 35% consortium for allowing them to carry out operations in the Block. Other remedies are being explored.  |
| B9 Cluster (DSF) | Mumbai Offshore | 100%       | 35%                 | A well has been drilled and data evaluation studies are in progress following which, resource and reserve estimation/certification will be taken up.  |

**Revenue from first block expected in FY24-25**