

NCC Limited

Corporate Presentation

May 2021



DISCLAIMER



No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. Certain statements made in this presentation may not be based on historical information or facts and may be "forward looking statements" based on the currently held beliefs and assumptions of the management of NCC, which are expressed in good faith and in their opinion reasonable, including those relating to NCC's general business plans and strategy, its future financial condition and growth prospects and future developments in its industry and its competitive and regulatory environment.

Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance or achievements of NCC or industry results to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements, including future changes or developments in NCC's business, its competitive environment and political, economic, legal and social conditions. Further, past performance is not necessarily indicative of future results. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements. NCC disclaims any obligation to update these forward-looking statements to reflect future events or developments.

This presentation is for general information purposes only, without regard to any specific objectives, financial situations or informational needs of any particular person. This presentation does not constitute an offer or invitation to purchase or subscribe for any securities of NCC by any person in any jurisdiction, including India and the United States. No part of it should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities. NCC may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such change or changes. This presentation shall not be copied or disseminated in any manner.

This presentation does not constitute an offer or invitation to purchase or subscribe for any securities in any jurisdiction, including the United States. No part of its should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities. None of our securities may be offered or sold in the United States without registration under the U.S. Securities Act of 1933, as amended, except pursuant to an exemption from registration there from. This presentation is confidential and may not be copied or disseminated, in whole or in part, and in any manner

Table of Contents



		Page No.
1	Company Overview	4
2	Business Verticals	10
3	Key Investment Highlights	17
4	Company Strategy	29

COMPANY OVERVIEW

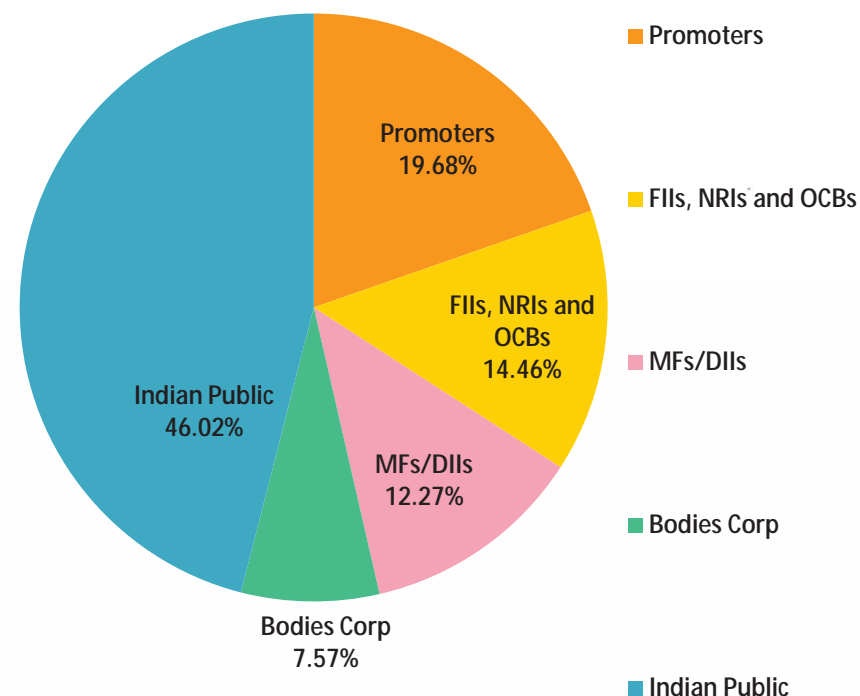
Company Snapshot (1/5)



Overview

- Second largest Listed construction company in terms of revenue in India
- Well diversified order book with presence across buildings & housing, roads, water & environment, irrigation, electrical, metals, mining and railways
- Pan India presence with offices across 13 cities in key states such as Maharashtra, Andhra Pradesh, Telangana, Karnataka, Gujarat, Uttar Pradesh, West Bengal, Tamil Nadu, etc.
- Experienced Management and skilled workforce which includes 4951 employees (including 3230 Technical), currently executing around 120 active sites at various locations (As on March, 31, 2021)
- Order Book of INR 37,911 cr as on March 31, 2021. New orders of INR 18,943 crs received in FY 21
- Market capitalization: INR 5086.12 Cr as on May 28 , 2021
- Key projects executed:
 - Agra Lucknow Expressways – Uttar Pradesh
 - ESI Hospital and Medical College, Gulbarga, Karnataka
 - Outer ring Road, Hyderabad Growth Corridor – Telangana
 - Infrastructure development, Ministry of Defence - Arunachal Pradesh
 - Water Supply Project, Rajkot - Gujarat
- Major investors having stake in the Company:
 - Rekha and Rakesh Jhunjunwala
 - Nippon Life India Trustee Ltd
 - Aditya Birla Sun life
 - IDFC Sterling Value Fund

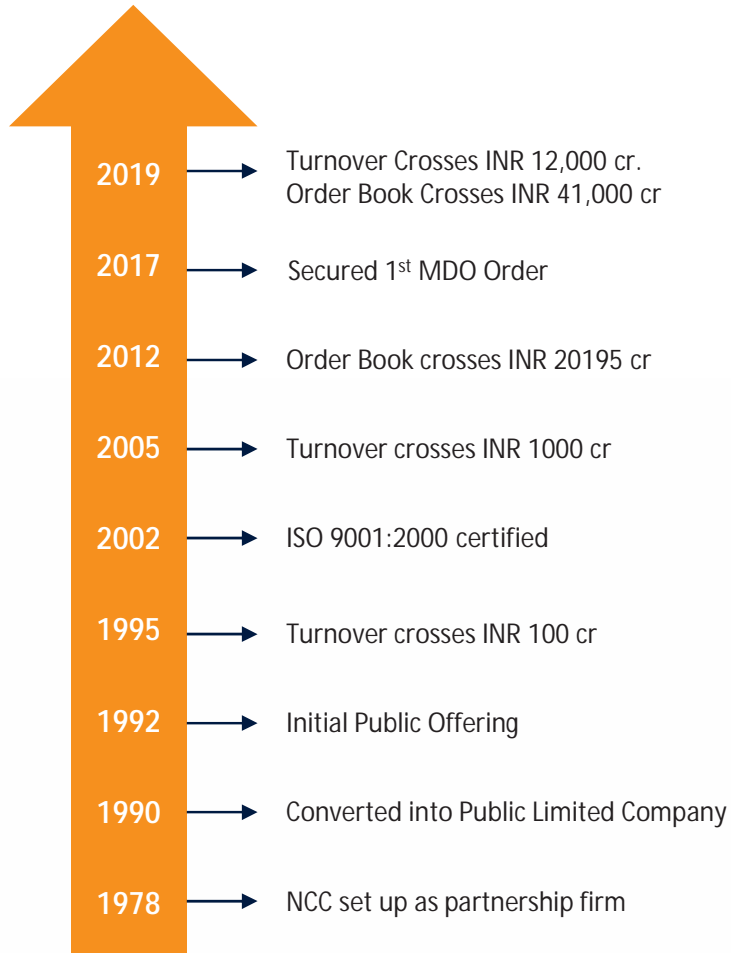
Shareholding – As on March 31, 2021



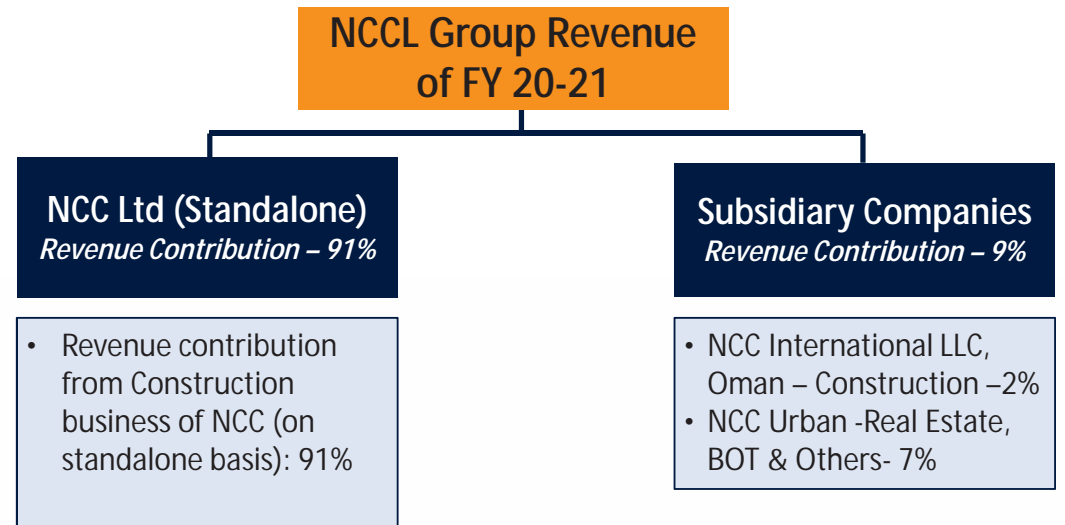
Company Snapshot (2/5)



Key Milestones

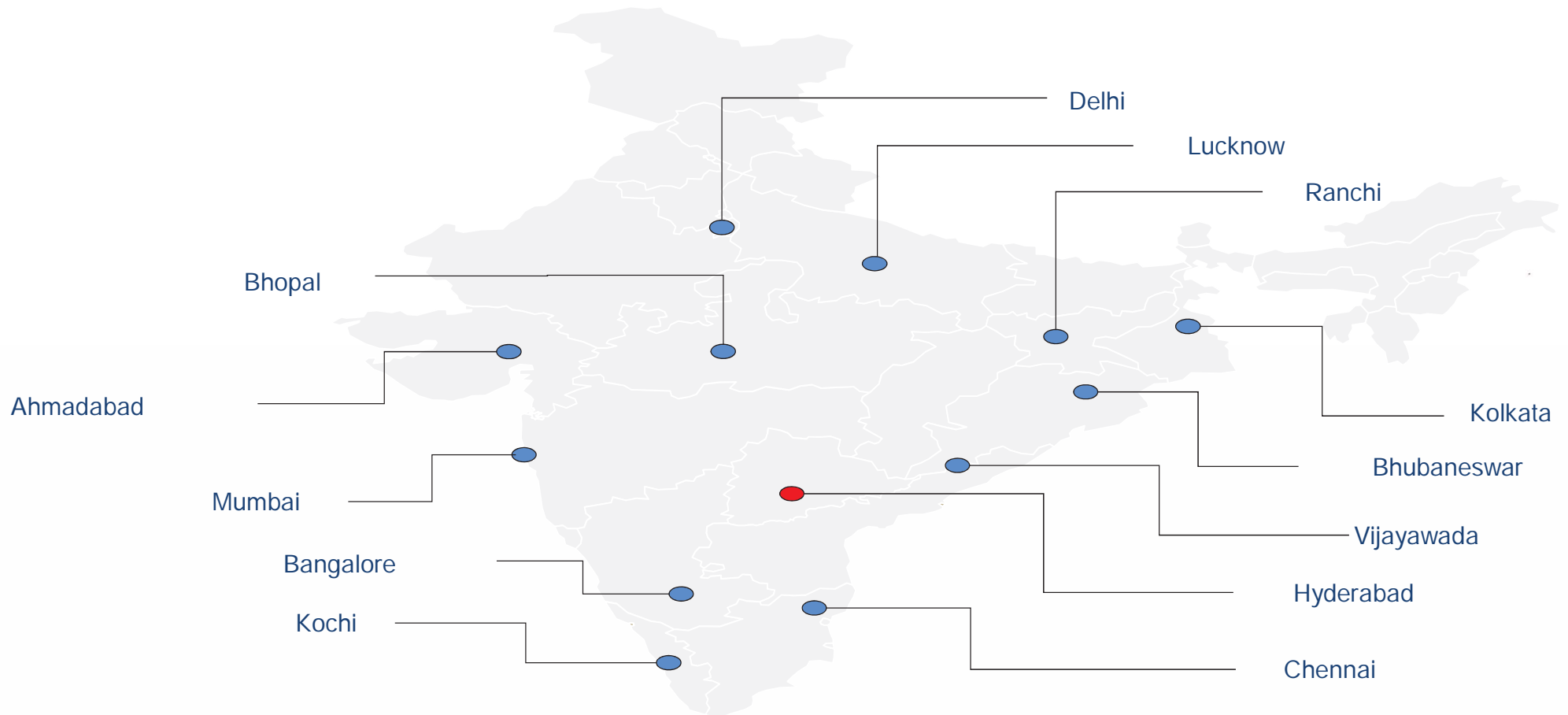


Group Business Structure



Company Snapshot (3/5)

Pan India Presence



Regional offices controlled by Directors and / or senior management facilitate efficient and timely decision making

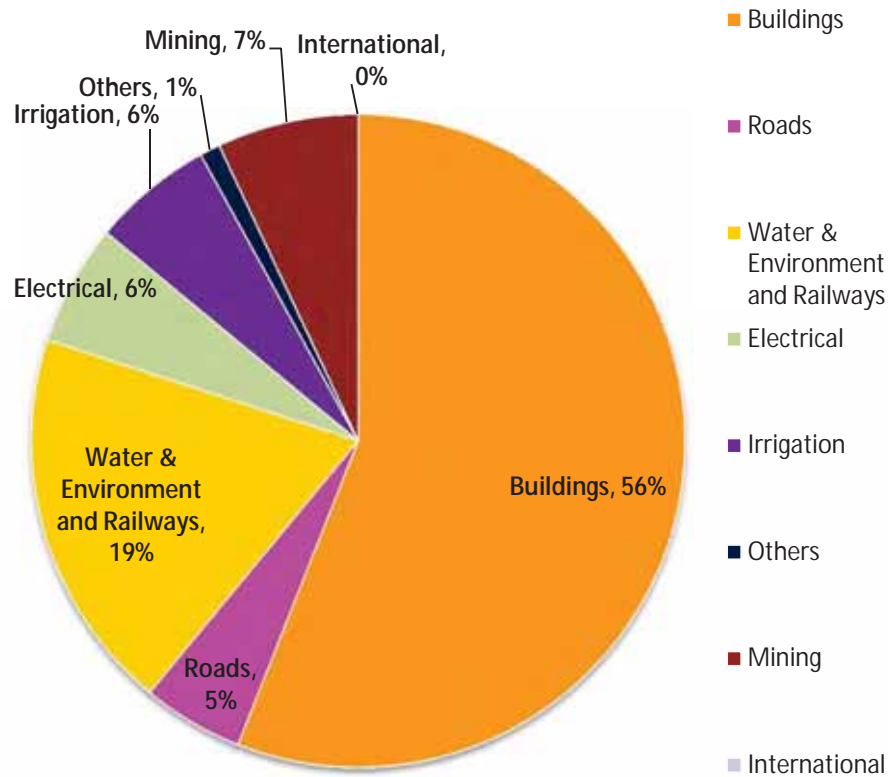
Company Snapshot (4/5)

Diversified Order Book



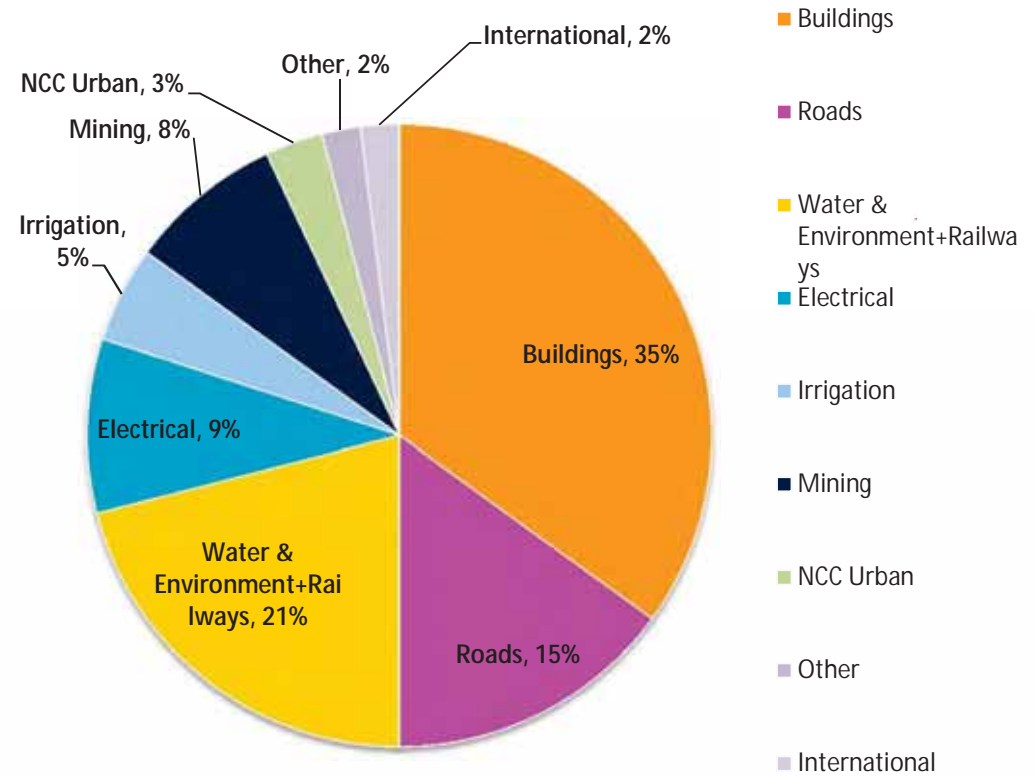
Total Order Book: Rs. 37,911 Cr

(as on March 31, 2021)



Total Turnover: Rs. 7,949 Cr

(as on March 31, 2021)



Company Snapshot (5/5)

Division Wise Execution & Order book As on 31.03.2021



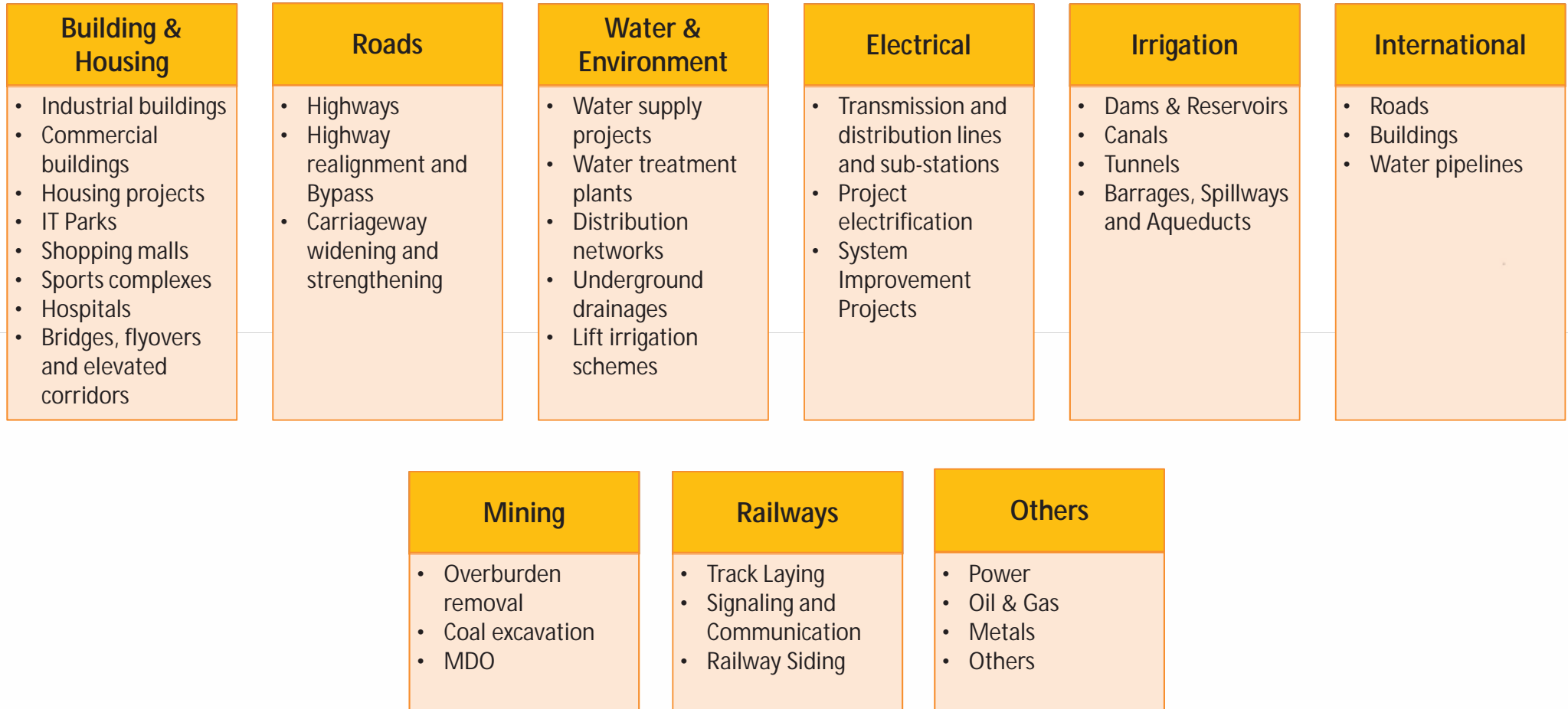
Segment Wise Execution and Order Book as on 31.03.2021

(` in crores)

Particulars	Buildings	Roads	W & E & Railways	Electrical	Irrigation	Others	Mining	International	TOTAL
Orders on Hand as on 01.04.2020	13241	2644	4660	1711	2054	254	1912	95	26572
	50%	10%	18%	6%	8%	1%	7%	0%	100%
Add: New Orders Received	10693	523	4098	1477	774	7	1333	37	18943
	56%	3%	22%	8%	4%	0%	7%	0%	100%
Less: Value of Works Executed	2776	1213	1681	751	387	11	654	132	7605
	37%	16%	22%	10%	5%	0%	9%	2%	100%
Net Balance as on 31.03.2021	21157	1954	7078	2438	2442	251	2592	0	37911
	56%	5%	19%	6%	6%	1%	7%	0%	100%

BUSINESS VERTICALS

Operating Divisions

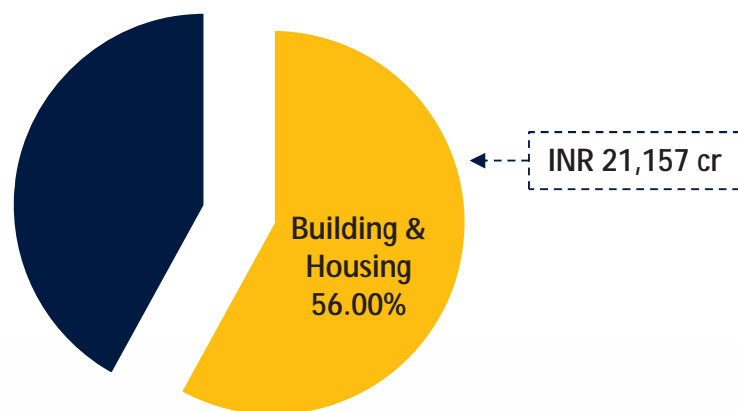


Diversified operations across various divisions help mitigate business risks

Building & Housing



Order Book (As on March 31, 2021)



Key Clientele

Client Name
Uttar Pradesh Housing & Development Board
Airport Authority of India
All India Institute of Medical Science (AIIMS)
NBCC Limited
Seabird
Lucknow Development Authority
Mumbai Metropolitan Region Development Authority (MMRDA)

Details of Major Projects Completed

Project Name	Location	Project Value (INR cr)
APTIDCO	2 Locations	1789
NBCC KIDWAI NAGAR	New Delhi	698
NAGPUR METRO	Nagpur	562
SAMAJWADI AWAS YOJANA	Lucknow	377

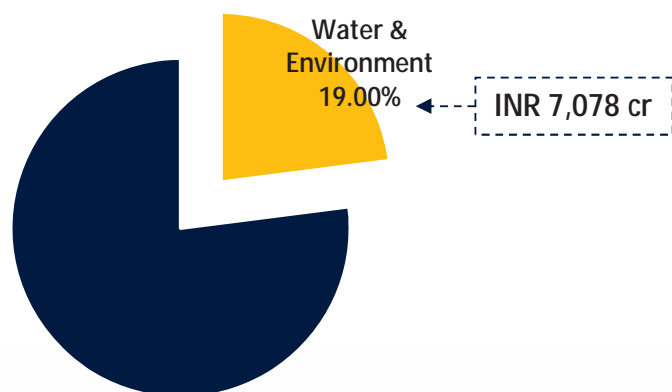
Details of Major Projects Under Execution

Project Name	Location	Project Value (INR cr)
AIIMS	4 Locations	3717
The Project Seabird, New Delhi (SEABIRD PHASE IIA ,KARWAR) (2 Projects)	Karnataka	2442
Airport Authority of India	3 Locations	1693
MMRDA Mumbai Metro	Mumbai	857

Water & Environment



Order Book (As on March 31, 2021)



Details of Major Projects Completed

Project Name	Location	Project Value (INR cr)
SAUNIYOJANA L-3 P-1 & P-2	2 Locations	1247
Water Supply Projects - BILWARA – 1 & 2	Rajasthan	535
Water Supply Projects -BUNGHI-RAJGARH	Rajasthan	140

Key Clientele

Client Name
Gujarat Water Supply and Sewerage Board
Government of UP
Government of Jharkhand
Govt of Telangana
Public Health Engineering Department, Rajasthan
Public Works Departments, Government of West Bengal

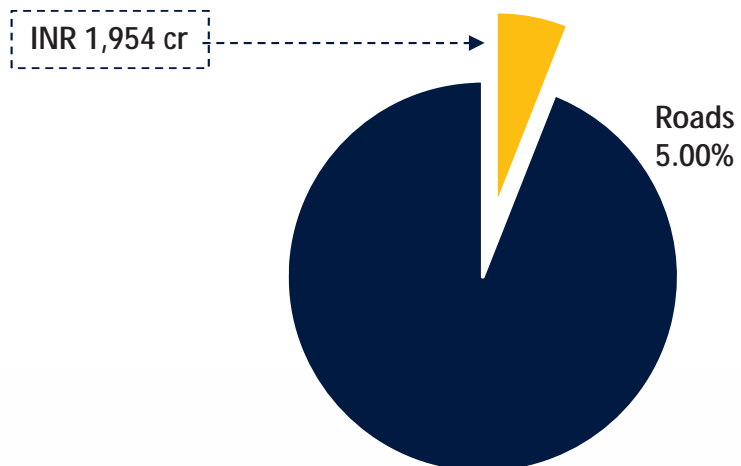
Details of Major Projects Under Execution

Project Name	Location	Project Value (INR cr)
State water & Sanitation Mission, Govt of UP	10 District of UP	8226
TDWSP-RR	Ranga Reddy District	1517
Namami Gange & Rural Water Supply	Mirzapur & Jhansi	1084
TDWSP-WARANGAL	Warangal	721
SAUNI PKG-6 PH-II L-4	Amreli	681

Roads



Order Book (As on March 31, 2021)



Key Clientele

Client Name
National Highways Authority of India
UP Expressways Industrial Development Authority
Capital City Development and Management Corporation, Vijayawada
MSRDC Limited

Details of Major Projects Completed

Project Name	Location	Project Value (INR cr)
Agra Lucknow Expressways	Uttar Pradesh	1560
Outer ring Road Project - package II & III	Hyderabad	761

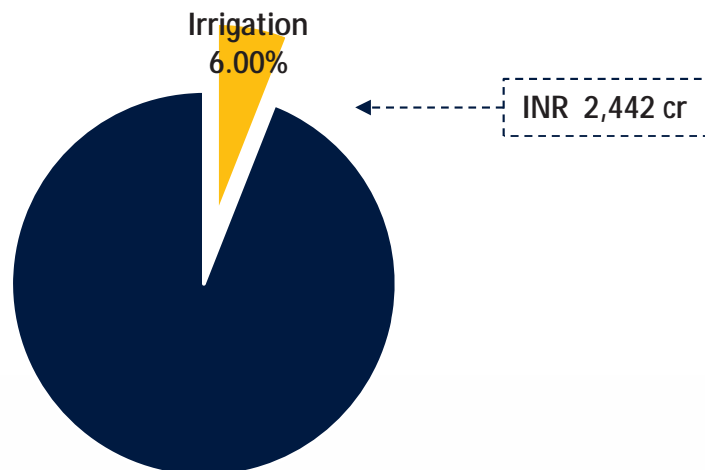
Details of Major Projects Under Execution

Project Name	Location	Project Value (INR cr)
Nagpur Mumbai express way	Maharashtra	2850
Jabalpur Flyover	Jabalpur City	686
Madurai Ring Road	Tamilnadu	440
Double Deck Flyover – Chandni Chowk - Chhapra Town	Maharashtra	331
White topping of Roads - Bengaluru	Karnataka	267

Irrigation



Order Book (As on March 31, 2021)



Key Clientele

Client Name
Sardar Sarovar Narmada Nigam Limited
Water Resources Department, Govt. of Bihar
Water Resources Department, Govt. of Chattisgarh
Govt. of Andhra Pradesh, Water resources department

Details of Major Projects Completed

Project Name	Location	Project Value (INR cr)
Gandak Canal Project	Bihar	543
Sardar Sarovar Narmada Nigam Ltd.	Gujarat	454
Water Resources Dept. Birpur	Bihar	153

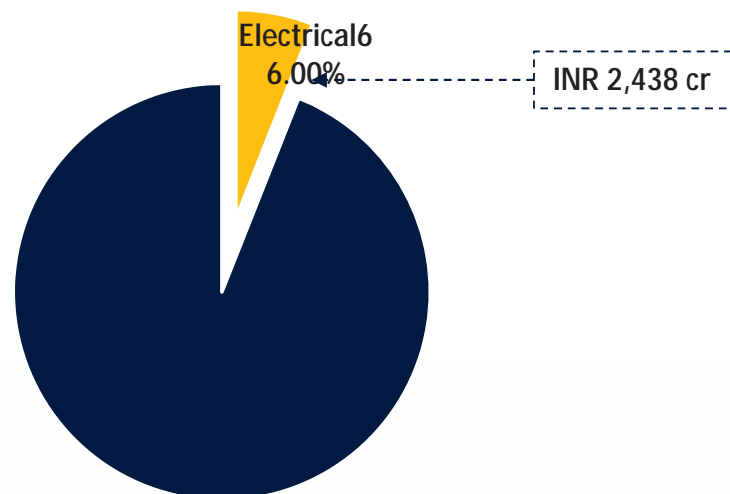
Details of Major Projects Under Execution

Project Name	Location	Project Value (INR cr)
Lift Irrigation Project (PRLIS)	Telangana	1008
Rajolibanda Diversion scheme	Andhra Pradesh	884
Formation of Reservoir project – Baswapur	Telangana	592
Moderanisation of Midpennar South Canal _ Pakage 43 & Pakage 44	Andhra Pradesh	441

Electrical



Order Book (As on March 31, 2021)



Key Clientele

Client Name
Purvanchal vidyut Vitran Nigam Limited
Dakshinanchal Vidyut Vitran Nigam Limited
Madhyanchal Vidyut Vitran Nigam Limited
West Bengal State Electricity Distribution Co Ltd
Jharkhand Bijili Vitran Nigam Limited
Power Grid Corpn.of India Ltd

Details of Major Projects Completed

Project Name	Location	Project Value (INR cr)
TG&D Corpn Ltd, Chennai-Erode	Tamilnadu	254
PVNL- RGGY - Phase II Allahabad	Uttar Pradesh	165
Power Grid Corpn.of India Ltd. TW- 01 & TW-02	Andhra Pradesh	131
MSEDCL – Nashik	Maharashtra	74

Details of Major Projects Under Execution

Project Name	Location	Project Value (INR cr)
PVVNL- Saubhagya- Meerut	Uttar Pradesh	309
Jharkhand Bijili Vitran Nigam Limited, Ranchi	Jharkhand	538
BESCOM, KENGERI, Indiranagar, Jayanagar	Bangalore	610

KEY INVESTMENT HIGHLIGHTS

Key Investment Highlights



1

Strong Execution Track Record

- More than Four decades of experience in completing numerous construction projects across roads, buildings, bridges, irrigation & mining etc. with timely execution

2

Diversified Order Book across Industry Segments and Geography

- Robust and regionally diversified order book diversified across 27 states in India with strong counterparties
- Order book of INR 37,911 cr (as on March 31, 2021) and order book to sales ratio of 5x provides strong cash flow visibility for next 5 years

3

Robust Financials with Strong Credit Rating

- Company has had stable financial performance in terms of margins and return metrics along with low leverage
- India Ratings - "A" with positive outlook

4

Professional Board with Strong Corporate Governance

- Board comprising of 5 Executive, 1 Non-executive non-independent and 4 Independent directors
- Strong Corporate Governance due to institutional ownership and presence of independent directors in board & various committees

5

Favorable Industry Dynamics

- Various initiatives such as Bharat Mala, Sagar Mala, Pradhan Mantri Awas Yojna, Namami Gange Programme, Freight Corridors, Industrial Corridors, Smart Cities, etc. to provide additional impetus to Construction industry

Strong Track Record



Details of Major Projects Completed

Project Name	Location	Project Cost (INR crs)	Year of completion
TDWSP – Ranga Reddy	Telangana	1516	2019-20
Agra Lucknow Expressways	Uttar Pradesh	1560	2017-18
ESIC Hospital & Medical College	Karnataka	1073	2014-15
IISCO Steel plant Blast furnace	West Bengal	784	2014-15

Details of Major Projects Under Execution

Project Name	Location	Project Cost (INR cr)
Nagpur Mumbai express way	Maharashtra	2850
The Project Seabird, New Delhi (SEABIRD PHASE IIA ,KARWAR)	Karnataka	1127
NBCC INDIA LIMITED , NEW DELHI (ITC - NAUROJI NAGAR)	New Delhi	1560
Pune Metro Package-1 & 2	Maharashtra	1096
NBCC India Limited, New Delhi (AIIMS BILASPUR)		1063

Ability to Win Large Projects

Demonstrated ability to bid for and win large projects

- State water & Sanitation Mission, Govt of UP, Lucknow (2 Projects) : INR 5854 Cr
- Nagpur Mumbai express way, Maharashtra : INR 2850 cr
- The Project Seabird, New Delhi (SEABIRD PHASE IIA ,KARWAR) (2 Projects) : INR 2442 Cr
- Outer ring Road Projects in Amaravathi Capital city, AP: INR 2046 cr (two packages)
- Building Project by NBCC, Nauroji Nagar, New Delhi: INR 1559 cr

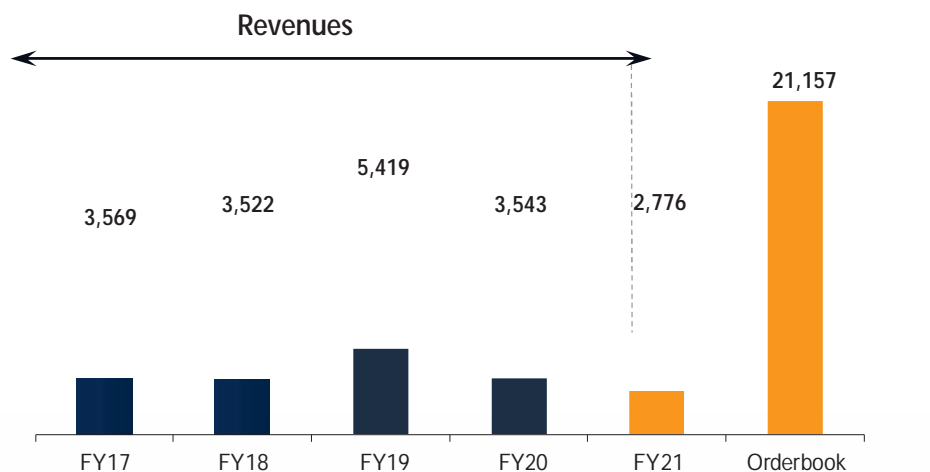
K

Client Name		
Indian Railway	Power Grid	Indian Oil
Coal India	CIDCO	Airport Authority of India
National Aluminum Company	Steel Authority of India	Hyderabad Growth Corridor
National Highways Authority of India	Bharat Heavy Electricals	Maharashtra Airport Development
NTPC	NBCC	Indian Army

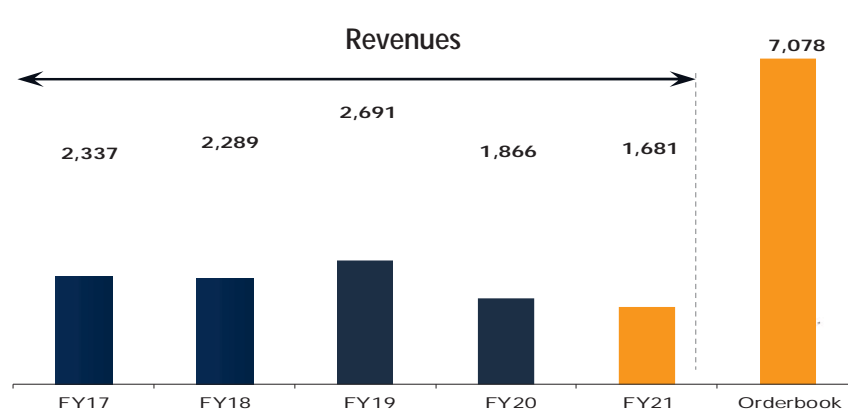
Divisional Performance as on March 31, 2021



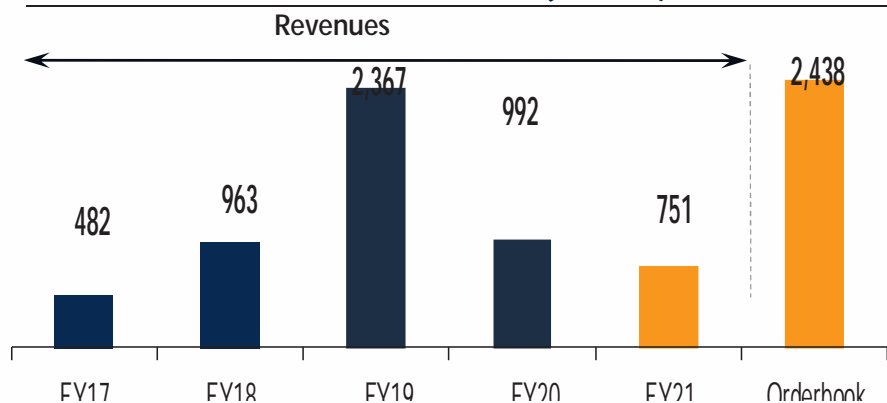
Buildings & Housing (Rs. Cr)



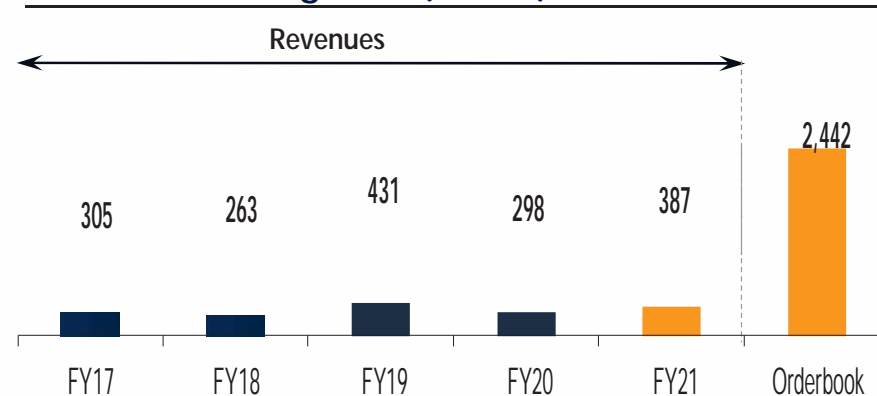
Water & Environment + Railways (Rs. Cr)



Electrical (Rs. Cr)



Irrigation (Rs. Cr)

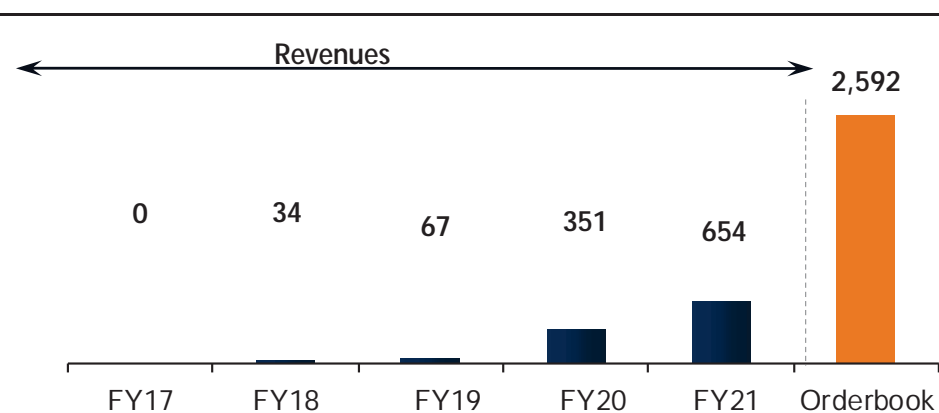


(1) Order book as on March 31, 2021

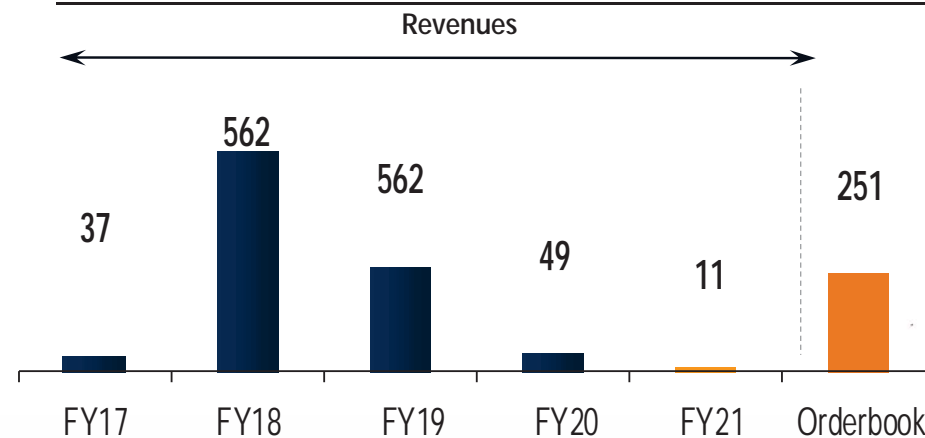
Divisional Performance as on March 31, 2021



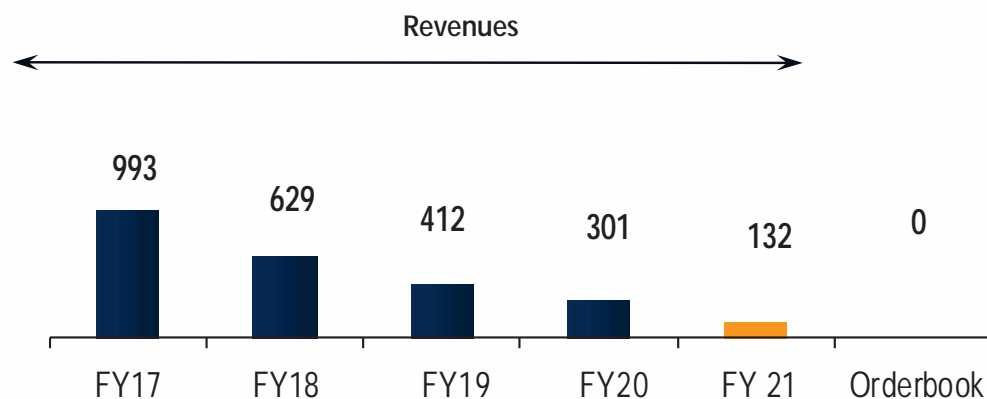
Mining (Rs. Cr)



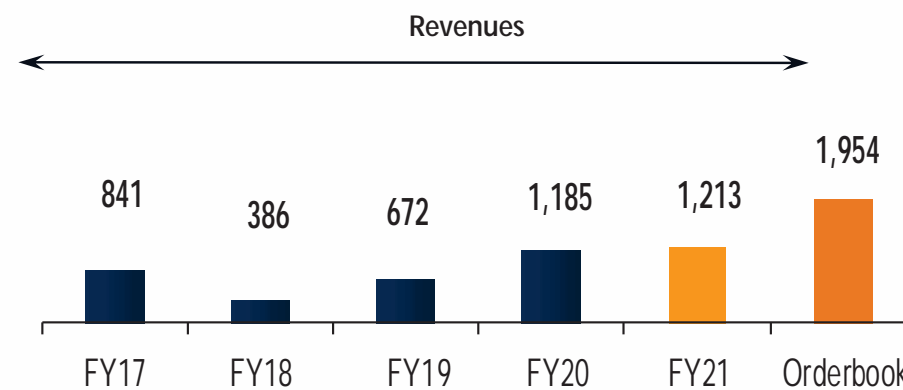
Others (Rs. Cr)



International (Rs. Cr)



Roads (Rs. Cr)

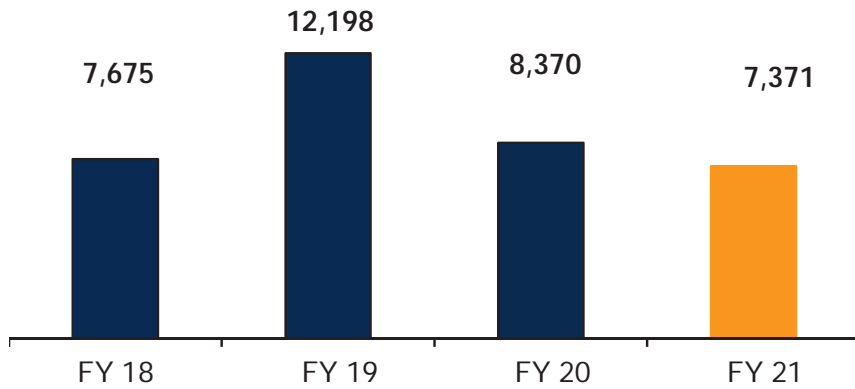


(2) Order book as on March 31, 2021

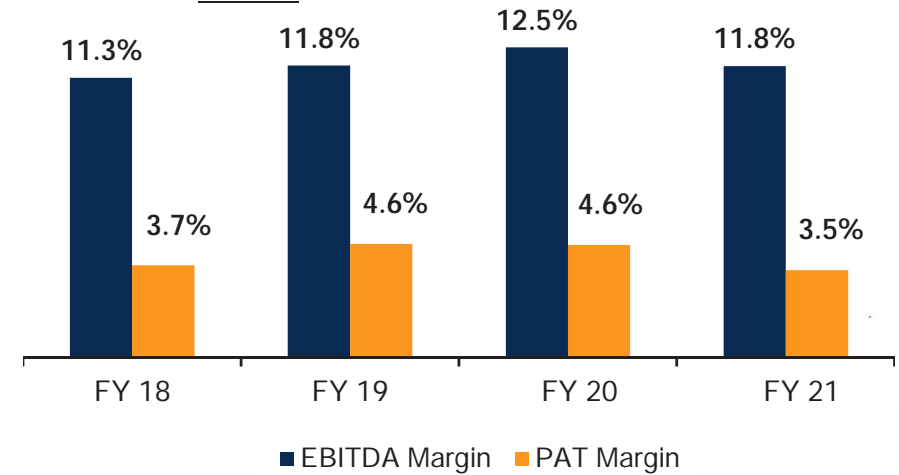
Robust Financials with Strong Credit Rating (1/3)- Standalone Financials



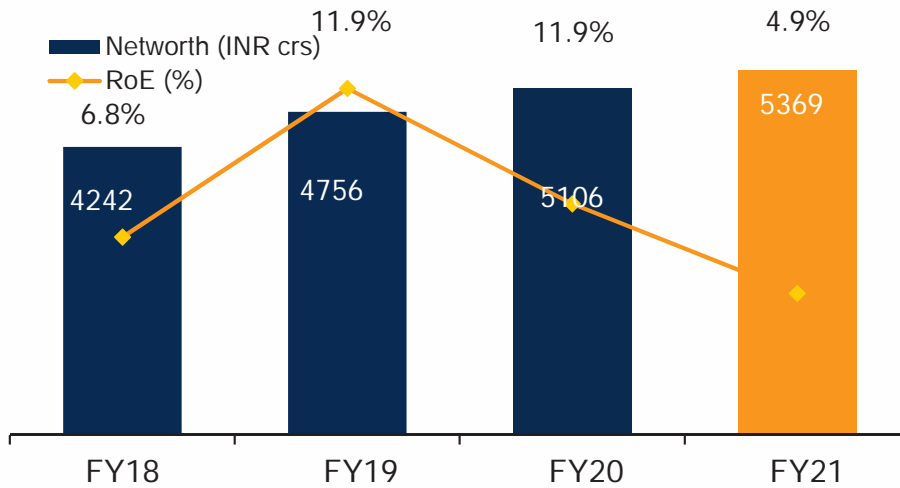
Revenue (INR Cr)



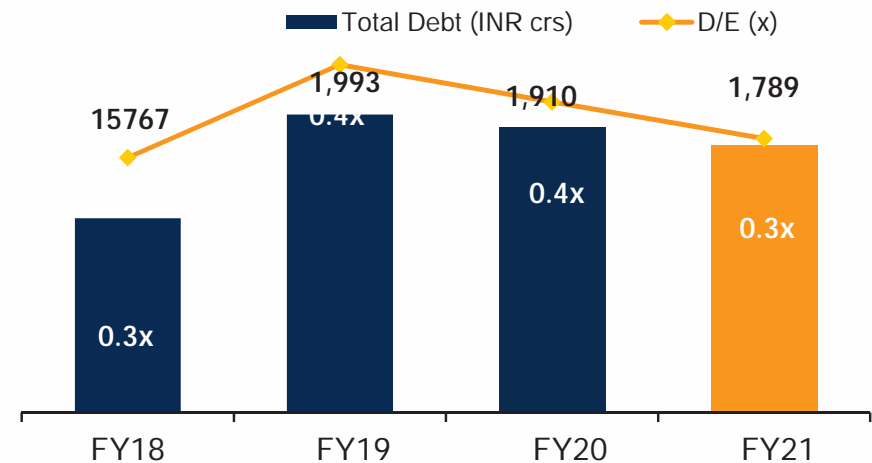
Margins



Return on Equity



Leverage



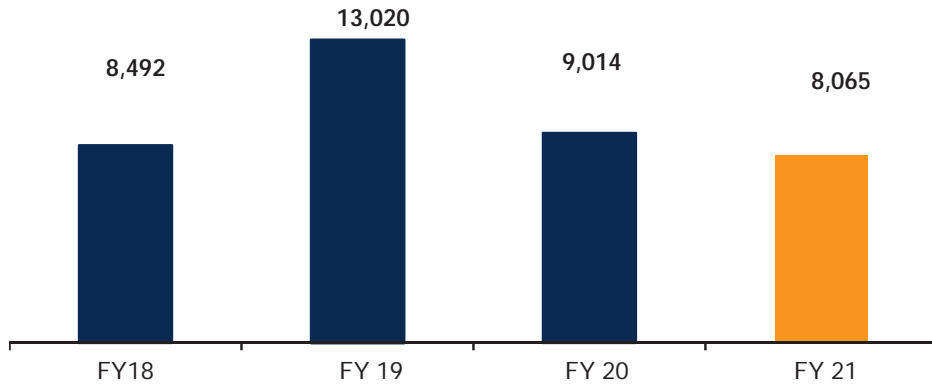
Note:

1. All figures are derived from standalone financials
2. EBITDA Margin: EBITDA / Operating Revenue; PAT Margin = PAT / Total Revenue;
3. RoE = PAT / Net Worth

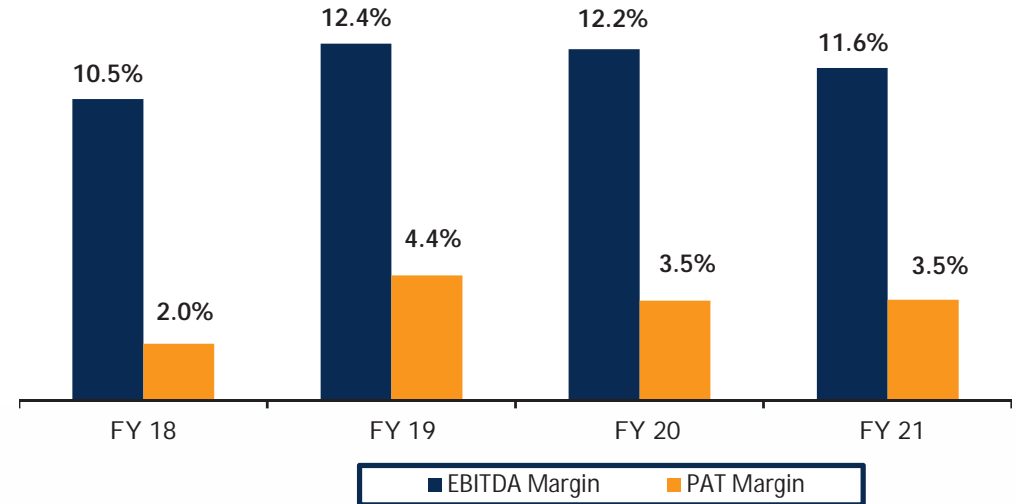
Robust Financials with Strong Credit Rating (2/3)- Consolidated Financials



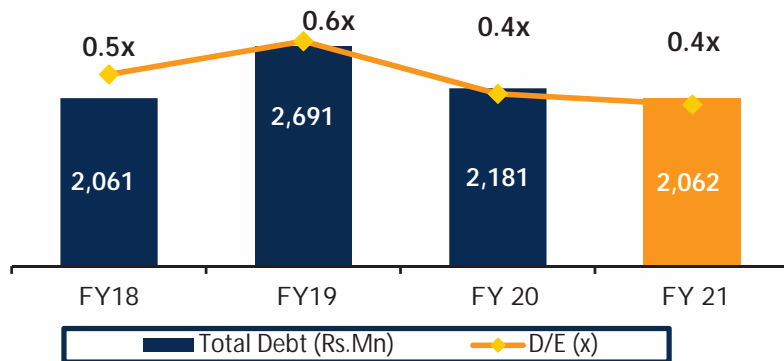
Consolidated Revenues (Rs. Cr)



Margins



Leverage Position



Note:

1. All figures are derived from consolidated financials
2. EBITDA Margin: EBITDA / Operating Revenue;
3. PAT Margin = PAT / Total Revenue;
4. RoE = PAT / Net Worth

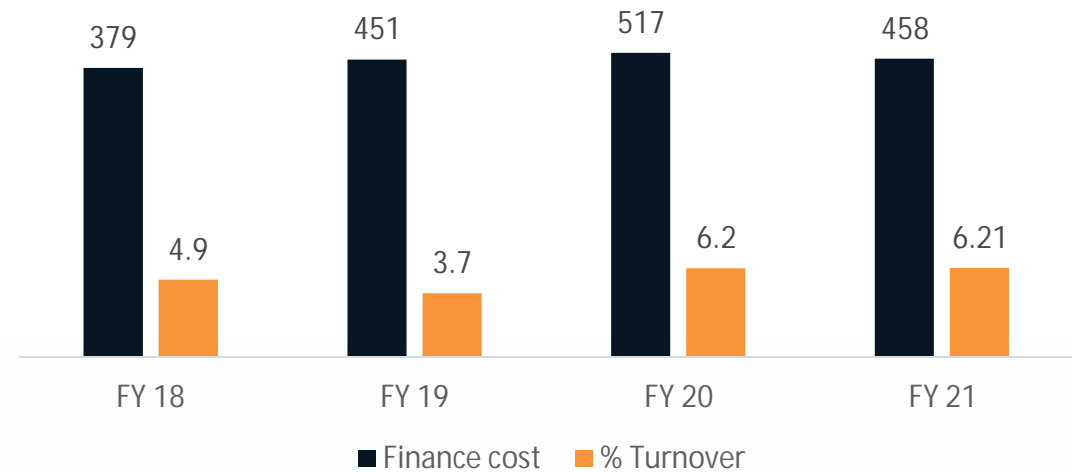
Finance Cost Comprises of:

- Interest on Working Capital Loans & Cash Credit
- Interest on Term Loans
- Interest on Mobilization Advances
- Commission on Bank Guarantees and Letter of Credits
- Other Financial Charges

Working Capital Assistance from Banks (As on March 31, 2020)

Sl. No.	Particulars	Limit (INR Cr)
1.	Cash Credit & WCDL	2088
2.	Bank Guarantees	8824
3.	Letter of Credit	1000
	TOTAL	11912

Finance Cost (INR Cr) (Actual / % of Turnover)



Rating of the Company:

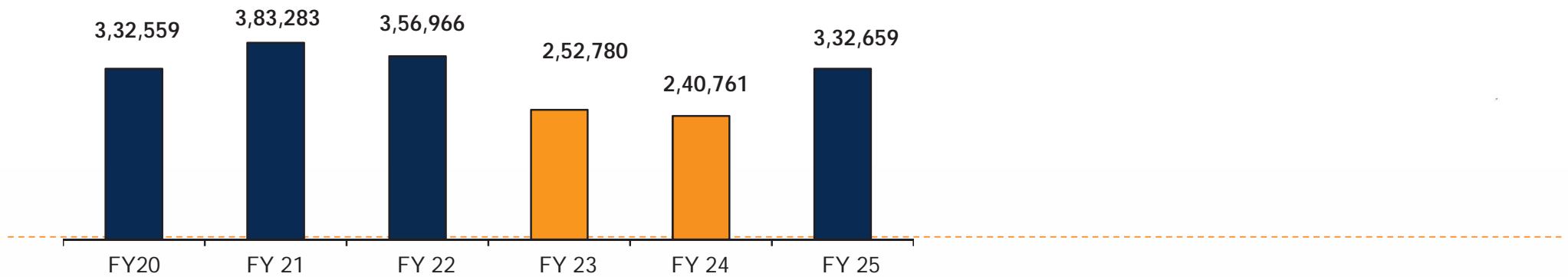
- External rating of the company is "A" with positive outlook by Ferdic Ratings

Favorable Industry Dynamics (1/3)

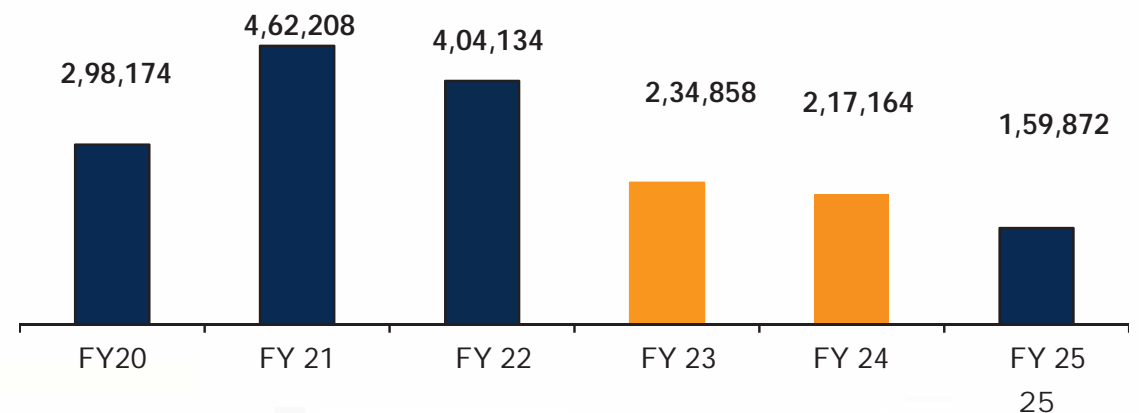
(Rs. Cr) **NCC**

Investment Planned Under NIP

Roads



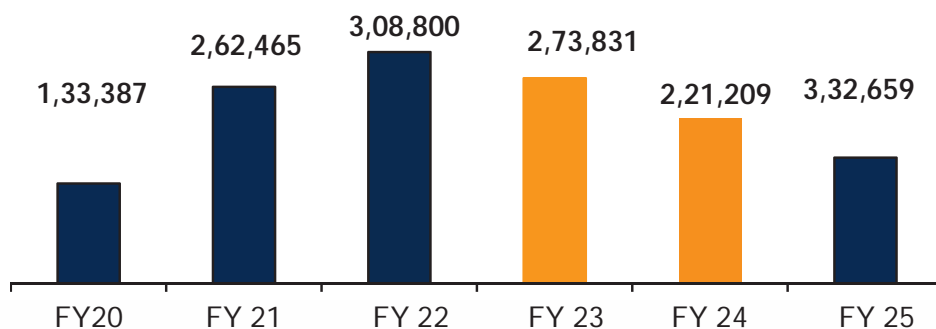
Urban Infrastructure



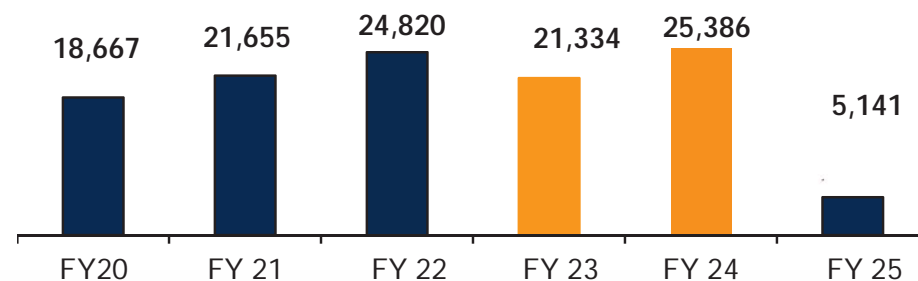
Favorable Industry Dynamics (2/3)

Investment Planned Under NIP

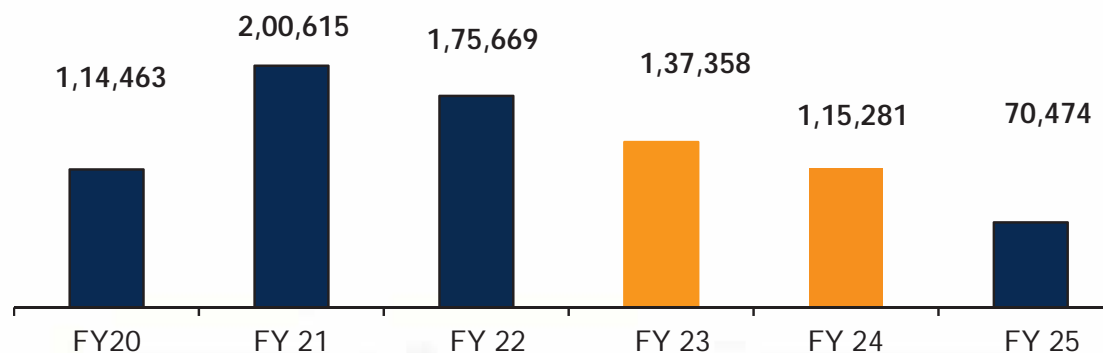
Railways



Airports



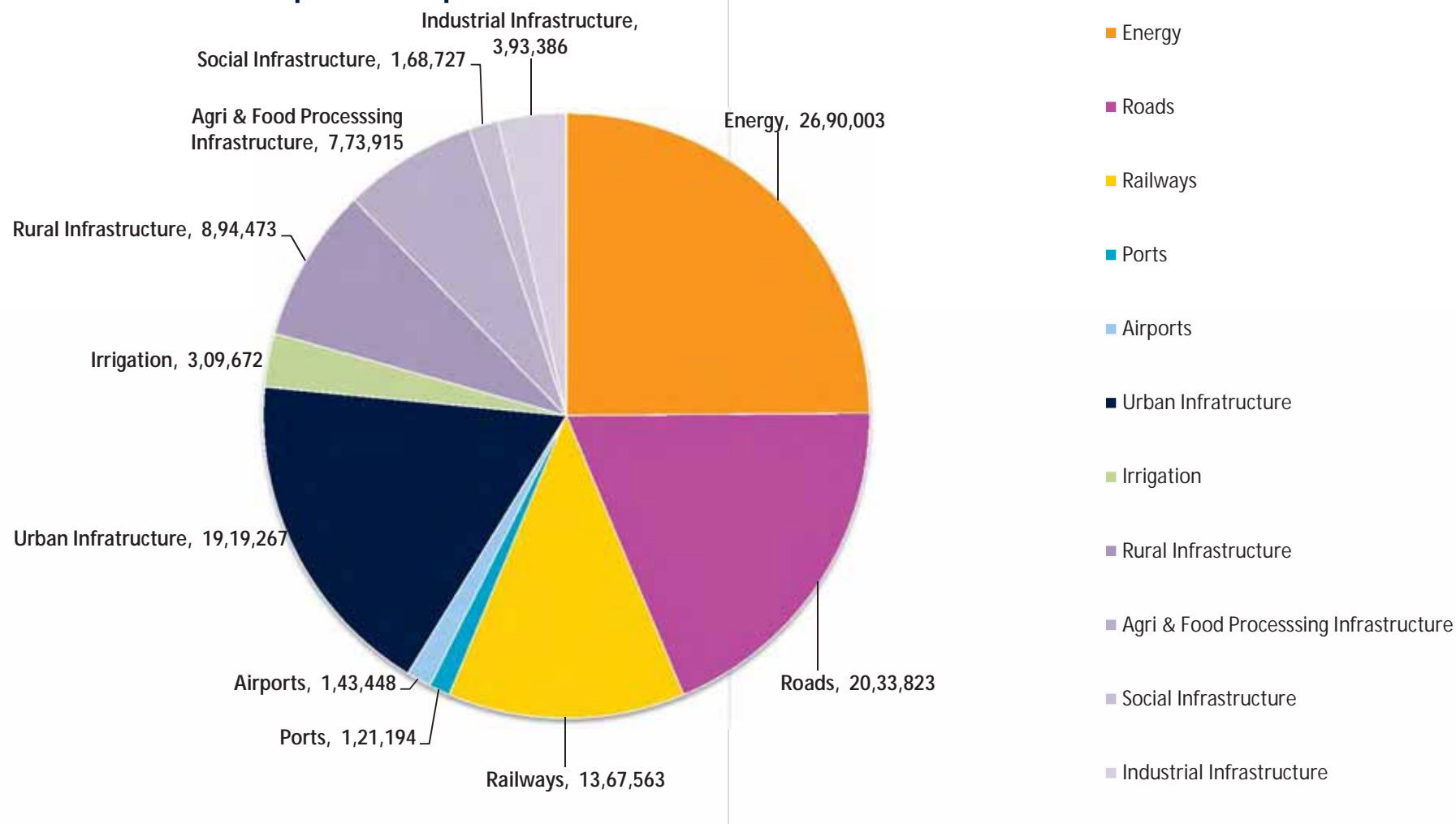
Irrigation



Favorable Industry Dynamics (3/3)

(Rs. Cr) **NCC**

Sector-Wise Capital Expenditure in Infrastructure



COMPANY STRATEGY

Company Strategy



Asset Light Business Model

- Focus on core competency of the Company i.e. Construction Business (EPC and Item rate contracts) with asset light strategy
- Monetize BOT and Real Estate Assets exposure on a case to case basis
- Limited exposure to selective HAM projects in Roads

Focus on India

- With impetus of Government on development of Infrastructure and housing for all in India, focus on bidding for construction projects in India
- Exit from middle east construction business

Improving Operational Efficiency and Return Metrics

- Continuing efforts in improving operational efficiency and reduction of costs
- Focus on superior management and better control of projects by strengthening MIS and Review System
- Sustained efforts on improving EBITDA and Net Profit Margins
- Reduction of Debt and Interest Costs

Thank you

