

## **Executive Summary**



- MEP Infrastructure Developers Ltd (MEP), is one of the leading players for OMT and Toll Collection projects in India.
- Founded in 2002 by current promoters Mr Dattatray Mhaiskar and Jayant Mhaiskar, MEP commenced operations with toll collection at five entry points to Mumbai for 6 years.
- MEP further added a portfolio of Toll collection projects over Short and Long term, together with OMT projects, and has recently forayed into road development / construction by participating in Hybrid Annuity Model road projects.



### **Company Overview**



#### **Business Mix**



#### **Tolling Projects**

- 5 Long Term (LT) and 10 Short Term (ST) Tolling projects under management pan India
- 27 Toll Plazas across 8 states

#### **Operate Maintain** Transfer (OMT)

- Managing 4 OMT projects across India
- Covering 2,334 lane kms and 13 toll plazas

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

- Recently awarded 6 HAM projects in Maharashtra (4) and Gujarat (2)
- Worth INR 38,369.9 mn covering 1,060 lane kms

#### **Build Operate Transfer** (BOT)

- 1 Long term BOT project with Toll Revenues under management
- Covering bridge, Ring Road and 5 toll plazas

- One of the largest OMT contracts at the five Mumbai Entry Points for a period of 16 years until 2026
- Toll collection projects such as HRBC- Vidyasagar Setu in Kolkata and Kini- Tasawade in Maharashtra
- Six HAM projects (4 in Maharashtra and 2 in Gujarat) covering 1,060 lane kms



#### **Financials**



- Total Revenue grown from INR 12,149 Mn in FY14 to INR 20,068 in FY16;
- Net Profit grown from INR (1,292) Mn in FY14 to INR 263 Mn in FY16;
- Cash Profit grown from INR (256) Mn in FY14 to INR 1,816 Mn in FY16;



## **COMPANY OVERVIEW**



### Company Profile



#### **Leading and Diversified Player**

- Since commencing operations in 2002 from a pure toll collection business model, MEP has evolved into a diversified Infrastructure company having operations in OMT and Toll collections and its recent foray into construction with the win of six major Hybrid Annuity Model (HAM) projects.
- MEP has a successful track record of over 13 years of operational excellence pan India having operated in 12 states in India.
- The company has executed more than 110 projects over the years and has completed 96 projects including 183 toll plazas and 1,096 lanes.
- MEP is backed by a strong promoter and professional management team.
- MEP's recent foray into road development / construction by participating in Hybrid Annuity Model road projects is through its Joint Venture with Sanjose India Infrastructure & Construction Pvt. Ltd. who are a reputed multinational infrastructure development company.
- MEP has a workforce strength at -
  - ~ 3,201 employees in Tolling and maintenance activities.
  - ~ 1,114 contract workforce at various toll plazas.

#### **Strong Relationship With Statutory And Government Authorities**







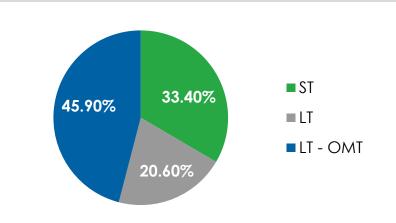




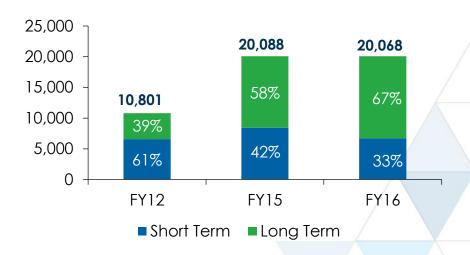


MUMBAI – JNPT PORT ROAD COMPANY LIMITED

#### Revenue Mix - FY16



#### Increasing focus on LT projects (INR Mn)



# Key Milestones

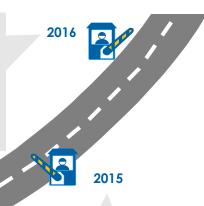


- Awarded the Mumbai Entry Points Projects on OMT basis for 16 years with an upfront payment of INR 21,000 mn
- Awarded 5 years long term project in Rajasthan by RIDCOR and started toll collections through NHAI across multiple states in India

- Crossed INR 10,000 mn of revenue in a single financial year (FY 12) for the first time
- Launched Electronic Toll Collection at the Rajiv Gandhi Sea Link
- Awarded two long term toll collection projects and Hyderabad-Bangalore OMT project

- MEPIDL (in JV with Sanjose India) forayed into road development with Hybrid Annuity model projects
- Won 6 HAM projects in Maharashtra in March-June 2016, covering 1,060 lanekms worth INR 38369.9 mn

2013-14



Started collection of toll at the five entry points to Mumbai for 6 years from December 2002



2009

2010

Started collection of toll at the Rajiv Gandhi Sea Link toll plaza from July 2009 until February 2014 Acquired BTPL BOT project in Maharashtra for INR 10.1 mn

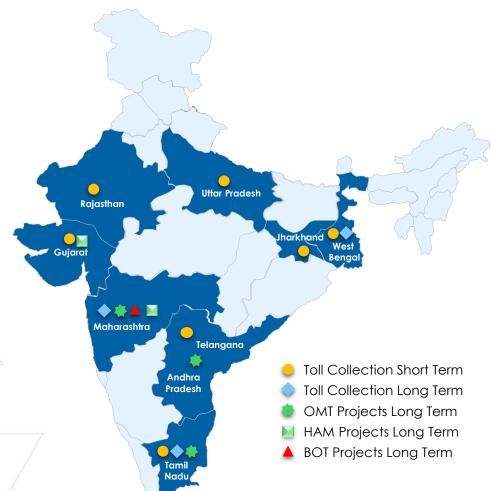
- Awarded a 3-year OMT contract by MSRDC for Rajiv Gandhi Sea Link in Mumbai
- Awarded multiple OMT projects and tolling collection projects in Tamil Nadu, Andhra Pradesh and Maharashtra

- Listed on BSE and NSE on 6<sup>th</sup> May, 2015 with an IPO of INR 3,240 mn
- Awarded various toll collection and toll maintenance projects through consortium

## Diversified Project Portfolio With Pan-India Presence



### **Current Portfolio Across Eight States In India**



### **Current Project Mix**

Location	ОМТ	Long Term Toll	Short Term Toll	НАМ	ВОТ	Total
Maharashtra	2	3		4	1	10
Tamil Nadu	1	1	1	_	-	3
Rajasthan	_	-	3*	_	_	3
Gujarat	-	_	1	2	-	3
Uttar Pradesh	-	-	3	_	-	3
West Bengal	-	1	1	_	-	2
Andhra Pradesh	1	_	-	_	-	1
Jharkhand			1	-		1
Total	4	5	10	6*	1	26#

Company's ability to manage multiple projects across different locations provides a significant advantage to efficiently manage its growth and expansion

- MEPIDL Sanjose India JV has recently won 6 HAM projects in Maharashtra & Gujarat. The projects are currently in process of achieving financial closure
- # This comprises of 20 operational projects and 6 recently won HAM projects, within our project portfolio

## Corporate Structure



#### **MEP Infrastructure Developers Limited**

### **OMT Projects**

MIPL - MEP Infrastructure Private Limited (99.99%) (Mumbai Entry Points Project)

MEP RGSL - MEP RGSL Toll Bridge Private Limited (100%) (Rajiv Gandhi Sea Link Project)

MEP HB - MEP Hyderabad Bangalore Toll Road Private Limited (100%) (Hyderabad–Bangalore Project)

RTRPL - Raima Toll Road Private Limited (100%) (Madurai-Kanyakumari Project)

# Long Term Toll Collection Projects

MEP Solapur - MEP IRDP Solapur Toll Road Private Limited (100%) (IRDP Solapur Project)

**RTBPL -** Rideema Toll Bridge Private Limited (100%) (Vidyasagar Setu Project)

RTIPL - Raima Toll & Infrastructure Private Limited (100%) (Kini Tasawade Project)

#### **HAM Projects**

#### Arawali Kante

MEPIDL – San Jose India JV MEPIDL's stake – 74%

#### Nagpur Package I

MEPIDL – San Jose India JV MEPIDL's stake – 74%

#### Nagpur Package II

MEPIDL – San Jose India JV MEPIDL's stake – 74%

#### **Kante Wakad**

MEPIDL – San Jose India JV MEPIDL's stake – 74%

#### Talaja Mahuva

MEPIDL – San Jose India JV MEPIDL's stake – 60%

#### Mahuva-Kgavadar

MEPIDL – San Jose India JV MEPIDL's stake – 60%

#### **BOT Projects**

RTPL - Rideema Toll Private Limited (100%)

BTPL - Baramati
Tollways Private
Limited (99.99%)
(BOT Project)
(Baramati Project)

#### Other Subsidiaries / Associate

**MEP HS** - MEP Highway Solutions Private Limited (100%)

**# KVM -** KVM Technology Solutions Private Limited (33%) (Toll Management systems, Plaza Surveillance, Weight enforcement system for Public Funded Projects)

MTPL - MEP Tormato Private Limited (100%)

**MICPL -** MEP Infra Constructions Private Limited (100%)

**MEP Infraprojects -** MEP Infraprojects Private Limited (100%)

**MEP Nagzari** - MEP Nagzari Toll Road Private Limited (100%)

**MEP RBPL –** MEP Roads & Bridges Private Limited (100%)

MTIPL - MEP Toll & Infrastructure Private Limited (100%)

MTRPL - Mhaiskar Toll Road Private Limited (100%)

# Experienced Promoters and Board Of Directors



		Name & Designation	Experience
		<b>Dattatray P. Mhaiskar</b> Chairman, Non Independent and Non Executive Director	<ul> <li>Founding Director and Promoter of the Company</li> <li>Holds a Diploma in Civil Engineering from Sir Cursow Wadia Institute of Electrical Technology, Pune</li> <li>49+ years of experience in Construction and Infrastructure industry</li> </ul>
	9	<b>Jayant D. Mhaiskar</b> Vice Chairman & Managing Director	<ul> <li>Founding Director and Promoter of the Company</li> <li>19 years of experience in the Tolling and Infrastructure industry</li> </ul>
		<b>Anuya J. Mhaiskar</b> Non Independent and Non Executive Director	<ul> <li>Bachelor's degree in Arts with major in Philosophy from Ramnarain Ruia College, University of Mumbai</li> <li>17 years of experience in the field of Administration</li> </ul>
		Murzash Manekshana Executive Director	<ul> <li>Qualified Chartered Accountant with a Bachelor's degree in Commerce from University of Mumbai</li> <li>23 years of work experience in areas of finance &amp; risk management, fund raising, investment banking, strategic planning and business development</li> </ul>
$\wedge$	96	Deepak Chitnis Independent Director	<ul> <li>Bachelor's degree in Science and Master's degree in Law from Mumbai University</li> <li>32 years of experience in the field of Law</li> </ul>
		Khimji Pandav Independent Director	<ul> <li>Fellow Chartered Accountant with a Bachelor's degree in Commerce from University of Mumbai</li> <li>Held key posts in the field of Finance and Accounts and also was a Financial Advisor to CIDCO and MSRDC</li> </ul>
		Vijay Agarwal Independent Director	<ul> <li>Fellow Chartered Accountant with a Bachelor's degree in Commerce from Jodhpur University</li> <li>33 years of experience in cross-border acquisitions and transactions, advising in foreign service collaboration arrangements, providing statutory, management and tax audit services and providing tax advisory services</li> </ul>
		Preeti Trivedi Independent Director	<ul> <li>Fellow Chartered Accountant with a Bachelor's degree in Commerce from University of Mumbai</li> <li>32 years of experience in management consulting, corporate finance, corporate restructuring, mergers and amalgamation and advisory services</li> </ul>

# Key Management Team



Name & Designation	Experience
Uttam Pawar	Bachelor's degree in Commerce from Shivaji University, Kolhapur with over 25 years of experience in tolling business
Chief Tolling Officer	Previously associated with Ideal Road Builders Private Limited
Sameer Apte	Bachelor's degree in Commerce from University of Mumbai with 16 years of experience in tolling operations
Chief Operating Officer (Corporate)	<ul> <li>Previously associated with Ideal Toll &amp; Infrastructure Private Limited and Ideal Road Builders Private Limited</li> </ul>
	<ul> <li>Chartered Accountant, Company Secretary, and a fellow member of the ICAI and holds Diploma in Information Systems Audit (DISA) from ICAI.</li> </ul>
M. Sankaranarayanan	<ul> <li>Over 18 years of experience in the field of finance, accounting, audit and taxation</li> </ul>
Chief Financial Officer	<ul> <li>Previously associated with SKS Ispat and Power Limited, Hotel Leelaventure Limited and was a partner of M. Srinivasan &amp; Associates, Chartered Accountants, Chennai</li> </ul>
Shridhar Phadke	Qualified Company Secretary with over 16 years of work experience
Company Secretary &	<ul> <li>Master's degree in Commerce from University of Pune</li> </ul>
Compliance Officer	<ul> <li>Previously associated with J. H. Ranade &amp; Associates and Kshitij Investment Advisory Company Limited and Ideal Energy Projects Limited</li> </ul>
<b>Dinesh Padalkar</b> Assistant Vice President, Toll Audit	<ul> <li>Bachelor's degree in Commerce from University of Mumbai with over 16 years of experience in audit</li> <li>Previously associated with IRB Infrastructure Developers Limited, Yash Jewels and JAN Transport</li> </ul>
<b>Amit Mokashi</b> Deputy Chief Technical officer	<ul> <li>Bachelor's Degree in Engineering (Construction) from Mumbai University; Masters in Finance Management (MFM) from Mumbai University and Post Graduate Diploma in Construction Management from National Institute of Construction management &amp; research (NICMARC).</li> <li>18 years of experience in Construction Industry.</li> <li>Previously associated with Gammon Infrastructure Projects Limited, Shapoorji pallonji &amp; Co Ltd, Gammon India Ltd.</li> </ul>
<b>Raja Mukherjee</b> Deputy Chief Technical Officer	<ul> <li>Bachelor's Degree in Civil Engineering from Osmania University, Hyderabad; Masters in Business Administration (MBA) from IIBM, Delhi with Construction Management &amp; Six Sigma.</li> <li>Professional Programmes - Airline System in MIT – USA; Finance, O &amp; M Planning in BOT Projects in Publimaks – Bangkok; Highway Design &amp; Execution in Design Urban International Training at Singapore &amp; for different Surface designs at IIT Kharagpur.</li> <li>Around 23 years of experience in Construction Industry.</li> <li>Previously associated with Gammon Infrastructure Projects Limited, Reliance Infrastructure Limited, Hindustan Construction Company</li> </ul>
<b>Mohan Khandkar</b> President – Human Resources	<ul> <li>Limited, L &amp; T Ramboll / L &amp; T - E CC, Stup Consultants &amp; Span Consultants</li> <li>47 years of work experience, with over 5 years of experience in human resource development</li> <li>Previously associated with Ideal Road Builders Private Limited as General Manager (Tolls), Heubach Colours &amp; Khatau Group.</li> </ul>



### **BUSINESS OVERVIEW**



# Understanding The Business Model



-	D t. II	D		Assemble 11	Risks be	orne by Conces	sionaire
Types	<b>Description</b>	Revenue Stream	Concession Period	Award Criteria	Development	Financing	Traffic
Tolling	Private party collects toll during the concession period and pays the estimated toll to the authority	Toll	~ 1 year (Short-term) ~ 1-5 years (Long-term)	Highest revenue sharing bid	×	✓	✓
ОМТ	Private party collects toll and undertakes O&M (also develops project facility)	Toll	~9 years	Highest % of toll revenues or highest premium per year	×	✓	✓
BOT (Toll)	Private party builds roads, undertakes O&M and collects toll	Toll	~20-25 years	Highest revenue sharing bid	✓	✓	✓
BOT (Annuity)	Private party builds roads, undertakes O&M and collects annuity	Annuity payment	~20-25 years	Lowest annuity	$\checkmark$	✓	×
Hybrid (Annuity)	Private party builds roads, undertakes O&M and collects annuity, Construction Support 40% from Authority	Annuity payment + interest, O&M payment	15 years post construction	Lowest bid project cost and O&M cost	✓	Concession- aire (60%) Authority (40%)	×
EPC	Private party builds roads (money spent by government)	Contract amount	Not required	Lowest tariff requested	✓	×	×
TOT (Proposed)	Private party pays the estimated toll upfront to the authority, undertakes O&M and collects the toll during concession period	Toll	Long term (typically more than 25 years as observed globally)	Model is under consideration by NHAI	×	✓	Model is under consideration by NHAI

Source: Assessment of Operate-Maintain-Transfer (OMT) and Toll Collection Market for Road Projects in India" dated April 2016 by CRISIL Limited



# Short Term (ST) Toll Collection Projects



Short Term Toll projects do not require any initial capex and bear no maintenance responsibility. The concessionaire are not required to provide any upfront payments to the authorities, rather only a performance security (funded / non-funded) needs to be provided and payments are made in fixed instalments through the life of the contract to the authorities.

Sr. No	Toll Plaza	State	Client	Term	Payment to Authority
1	Surajbari	Gujarat	NHAI	October 12, 2015 to October 12, 2016	INR 740.7 mn to be paid in Weekly Instalment of INR 14.20 mn
2	Athur	Tamil Nadu	NHAI	March 26,2016 to March 25,2017	INR 723.6 mn to be paid in weekly instalments of INR 13.87 mn
3	Paduna	Rajasthan	NHAI	May 17,2016 to May 16,2017	INR 1,280 mn to be paid in weekly instalments of INR 24.56 mn
4	Semri	Uttar Pradesh	NHAI	October 28, 2015 to October 27, 2016	INR 400.5 mn to be paid in weekly instalments of INR 7.66 mn
5	Dasna	Uttar Pradesh	NHAI	November 27, 2015 to November 26,2016	INR 280.8 mn to be paid in weekly instalments of INR 5.37 mn
6	Surjapur	West Bengal	NHAI	November 27, 2015 to November 26,2016	INR 420.3 mn to be paid in weekly instalments of INR 8.04 mn
7	Brijghat	Uttar Pradesh	NHAI	January 4, 2016 to January 3, 2017	INR 518.4 mn to be paid in weekly instalments of INR 9.91mn
8	Pundag	Jharkhand	NHAI	March 29, 2016 to March 29, 2017	INR 566.1mn to be paid in weekly instalments of INR 10.85mn
9	Lalsot Kota	Rajasthan	NHAI	April 1, 2016 to March 31, 2017	INR 303.3mn to be paid in weekly instalments of INR 5.8mn
10	Alwar Sikandra	Rajasthan	NHAI	April 1, 2016 to March 31, 2017	INR 190.8mn to be paid in weekly instalments of INR 3.7mn

# Long Term (LT) Toll Collection Projects



Long Term Toll projects do not require any initial capex and have no maintenance responsibility. The concessionaire is not required to provide Upfront payment to Authority under NHAI, although upfront payments to authorities are required for certain State LT projects. The concessionaire may be required to make payments in fixed instalments through the life of the contract based on the terms of the specific project.

Particulars	IRDP Solapur	Vidyasagar Setu	Kini Tasawade	Rajiv Gandhi Salai <sup>(1)</sup>	Kalyan Shilphata <sup>(1)</sup>
Description	Located in Solapur district	18 lane toll plaza at Vidyasagar Setu, links Howrah to Kolkata	Located on Satara – Kolhapur section of NH- 4	Previously known as the IT corridor	Connecting Mumbai Pune Highway (NH-4) at Shilphata & Mumbai - Nashik Highway (NH-3) at Bhiwandi
SPV	MEP Solapur	RTBPL	RTIPL	NA	NA
Authority	MSRDC	HRBC	MSRDC	ITEL	MSRDC
Stake	100.00%	100.00%	100.00%	NA <sup>(1)</sup>	NA <sup>(1)</sup>
State	Maharashtra	West Bengal	Maharashtra	Tamil Nadu	Maharashtra
Concession Commencement	January 2, 2013	September 1, 2013	May 29, 2014*	March 8, 2014	September 27, 2013
Tenure	156 weeks	5 years	104 weeks	3 years	156 weeks
No. of Toll plazas	Four	One	Two	Five	Two
Amount paid to Authority	INR 208 mn, to be paid in three equal annual instalments	INR 2,610 mn to be paid in five equal annual instalments consisting of upfront payment of INR 522 mn and payment of remaining amount in four equal instalments in advance	INR 2,270.70 mn, to be paid in upfront monthly instalments	INR 14.62 mn for the first year with escalation of 5% per annum during each subsequent year for a period of two years	INR 633.60 mn, to be paid in upfront monthly instalments

## Operate-Maintain-Toll(OMT) Projects



OMT projects do not require any initial capex but have a maintenance responsibility. The concessionaire is not required to provide Upfront payment to Authority(NHAI). Payment to Authority is an operational expense and needs to be paid from toll cash flows on a monthly instalment basis. Performance securities (non-funded) need to be provided.

Particulars	Madurai – Kanyakumari	Hyderabad - Bangalore	Rajiv Gandhi Sea link	Mumbai Entry Points		
Description	Four lane carriage way located on NH-7, which is a major highway running through U.P, M.P, Maharashtra, Andhra Pradesh, Karnataka & Tamil Nadu	Four lane carriage way located on NH-7, passes through industrial districts such as Kurnool and Anantapur in Andhra Pradesh	Links Bandra in the Western Suburbs of Mumbai with Worli in South Mumbai	Five entry points located on  Sion–Panvel Highway,  Western Express Highway  Eastern Express Highway,  LBS Marg and  Airoli Bridge corridor in Mumbai		
SPV	RTRPL	МЕР НВ	MEP RGSL	MIPL		
Authority	NHAI	NHAI	MSRDC	MSRDC		
Company's stake	100.00%	100.00%	100.00%	99.99%		
State	Tamil Nadu	Andhra Pradesh	Maharashtra	Maharashtra		
Concession Commencement	September 22, 2013	May 16, 2013	February 6, 2014	November 20, 2010		
Tenure	9 years	9 years	156 weeks	16 years		
No. of Toll plazas	Four	Three	One	Five		
Amount Paid to Authority	INR 1,108.7 mn for the first year of the concession period with 10% escalation every year to be paid in 12 equal monthly instalments	INR 1,059.3 mn for the first year of the concession period with 10% escalation every year to be paid in 12 equal monthly instalments	INR 690 mn for first year of concession period along with an additional one time payment of INR 5 mn. The annual payment is subject to 10% escalation for second year & 20% for third year, to be paid in 12 equal monthly instalments	Upfront Payment of INR 21,000 mn		

U.P – Uttar Pradesh

## Hybrid Annuity Model (HAM)



- HAM projects require initial capex wherein 60% of project cost is financed by the developer and is to be recovered as bi-annual payments from the
  authorities over 15 years. Out of total project cost, the balance 40% is invested by the government during the construction period in equal instalments
  linked to milestones. The developer also gets biannual O&M payments over 15 years against the initial investment of 60% made by him.
- The Toll collection responsibility on the stretches developed under HAM lies with the authority. The Authority pays the developer annuity payments over 15 years along with interest thereon as 30 bi-annual annuity payments. The developer will also receive bi-annual O&M payments. All project payments are inflation indexed.

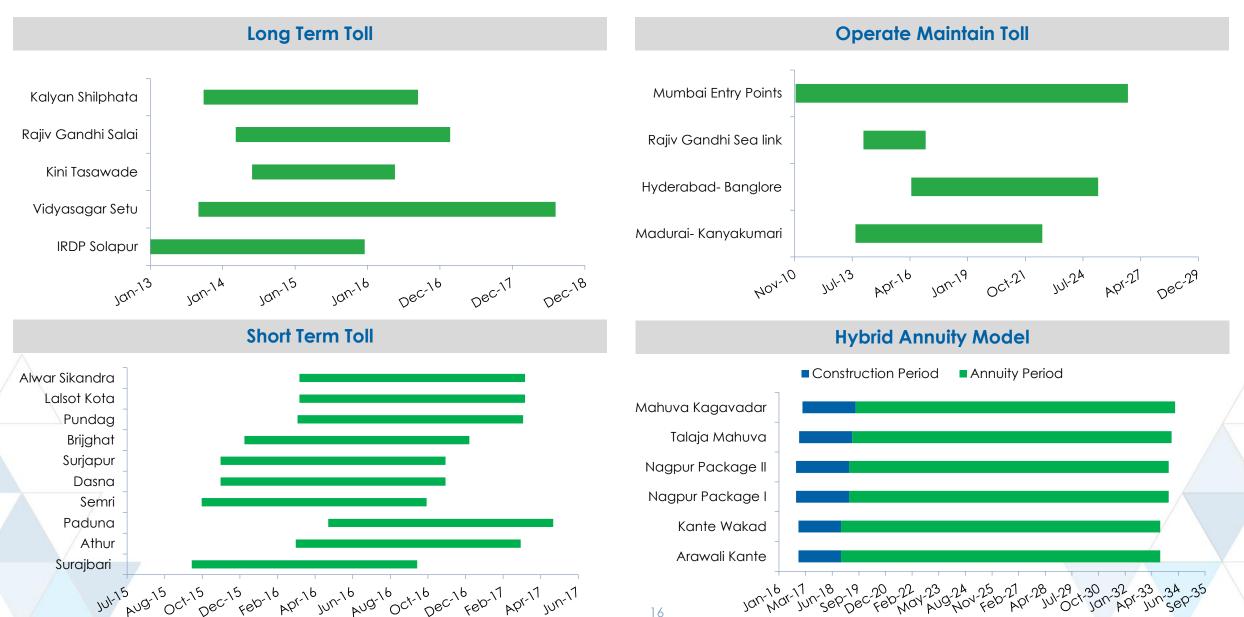
Project Asset	Arawali Kante	Kante Wakad	Nagpur Package I	Nagpur Package II	Talaja Mahuva	Mahuva Kagavadar
Scope of Project	Four-lane of NH66 (km 241.3 – 281.3) under NHDP Phase-IV	Four- lane of NH66 (km 281- 332) under NHDP Phase IV	Four-lane standalone Ring Road / Bypass (km 0.5- 34.0) for Nagpur city package	Four-lane standalone Ring Road / Bypass (km 34.5- 62.035) for Nagpur city package	Four-lane of Talaja Mahuva section of NH 8E (km 53.5 - 100.1) & design chainage (km 54.9- 100.45)	Four lane of Mahuva to Kagavadar of NH 8E(km 100.1-139.92) under NHDP Phase IV
Lane kms	156.9	203.6	134.0	112.1	181.8	160.1
Authority	MoRTH	MoRTH	NHAI	NHAI	NHAI	NHAI
State	Maharashtra	Maharashtra	Maharashtra	Maharashtra	Gujarat	Gujarat
Bidder	MEPIDL – Sanjose India JV	MEPIDL-San Jose India JV	MEPIDL – Sanjose India JV	MEPIDL – Sanjose India JV	MEPIDL – Sanjose India JV	MEPIDL – Sanjose India JV
MEPIDL's Stake	74%	74%	74%	74%	60%	60%
Bid Project Cost (BPC)	INR 5,929.8 million	INR 8,262.8 million	INR 5,310.0 million	INR 6,390.0 million	INR 6,430.0 million	INR 6,045.0 million
Project NPV	INR 5,565.6 million	INR 8,055.9 million	INR 4,938.9 million	INR 5,878.2 million	INR 6,242.4 million	INR 5,869.0 million
Construction Period	2 Years	2 Years	2.5 Years	2.5 Years	2.5 years	2.5 years
Concession Period	15 Years	15 Years	15 Years	15 Years	15 years	15 years

<sup>\*</sup> MEPIDL – Sanjose India JV recently won projects in Hybrid Annuity mode. The projects are currently in process of achieving financial closure Sanjose India: Sanjose India

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# Our Project Timelines







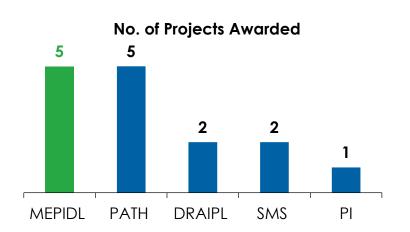
**COMPETITIVE ADVANTAGE** 

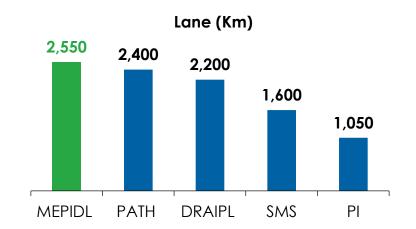


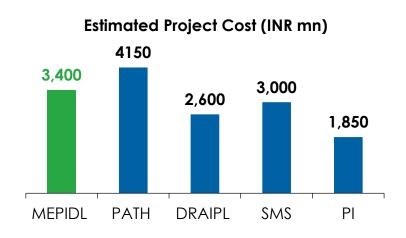
### Leadership Position In OMT And Toll Collection In India



### **Leading Player In The OMT**







PATH - Prakash Asphalting & Toll Highways (India) Limited; DRAIPL - Dinesh Chandra Agarwal Infracon Private Limited; SMS - SMS Infrastructure; PI - Patel Infrastructure

### **Leading Player In Toll Collection Over FY12-FY15**

During FY12 to FY15, financial bids were opened / awarded for 324 NHAI toll projects, out of which MEPIDL bid for 59% of the projects.

		MEPIDL	Konark	Skylark	Eagle Infra	Sangam India	Sahakar Global	Shiva Corporation	SMS Infra	
Total P	rojects (Bids / Executed)	59%	20%	21%	40%	3%	29%	7%	3%	
H1 / To	otal Bids	45%	41%	25%	34%	45%	45%	25%	33%	/

## Integrated Structure with in-house capabilities



#### **Tendering**

- In-house business development team prepares tendering documents for all the bids.
- Company's ability to tender appropriately depends significantly on the assessment of the future traffic patterns and the amount of toll to be collected.

# Traffic Survey and Revenue Forecasting

- The in-house traffic study and revenue forecasting capacity and expertise strengthens the Company's ability to evaluate new projects and tender effectively for toll collection and OMT contracts.
- Forecasting is enhanced through using various traffic estimation techniques, maintaining a historical data bank and refreshing the data periodically.
- The final revenue model created is discussed and finalized by the senior management for bidding purpose.
- Dual responsibility of conducting pre-bidding traffic surveys as well as monitoring loss in revenue on account of non-paying vehicles for ongoing projects.

# Civil Construction and Maintenance

- In-house experts with significant experience for supporting and managing all EPC and maintenance related activities.
- In-house equipment and resources availability for implementing routine and major maintenance works.

#### **Financial Closure**

• The finance and operations team coordinates activities relating to achieving financial closure by obtaining fund and non-fund based loan facilities from banks / financial institutions.

#### **Tolling Operations**

- As of 31<sup>st</sup> July 2016, ~ 3,201 employees in tolling and maintenance activities.
- ~ 1,114 contract workforce at various toll plazas.

Integrated structure facilitates efficient bidding process and completion of projects on a profitable basis

## Use Of Advanced Technology For Toll Collection



### Use of Advanced Technology for Toll Collection leads to improved Operational Efficiency And Transparency

#### **ETC System:**

- Electronic Toll Collection (ETC) systems are based on prepaid mode of toll collection either through smart cards or RFID technology based tags.
- ETC systems reduce cash management resulting in revenue enhancement as well as improved transparency in toll collection.
- ETC systems also help in reducing the clearing time for vehicles at the toll stations thereby improving operational efficiency.
  - RFID based ETC system is currently installed at RGSL toll plaza in Mumbai, the Vidyasagar Setu Project, and Mumbai Entry Points Project.
  - Smart card based ETC system is currently installed at the Mumbai Entry Points Project, Chennai Bypass Project, Hyderabad-Bangalore Project, Madurai-Kanyakumari Project, RGSL Project, the Dankuni toll plaza in West Bengal and the Kalyan-Shilphata Project.
- ETC TAG LANE 1
- Semi-automated or fully-automated toll collection systems collect and store traffic and payment data, thereby reducing the manual intervention.
- A semi-automated system consists of revenue collection software desktop, barrier gate, smart cards and monitoring cameras.
- Additionally, a fully-automated system also consists of vehicle counting classifier, vehicle audit system, communication channels and traffic control equipment.
- More than 71,000 ETC tag users as of June 30, 2016. Further, ETC tag users can recharge online through our tie-up with Citrus.

#### Weigh-in-motion Technology:

• Use of weigh-in-motion technology for projects where weight based toll collection is mandated. These weight based tolling systems are integrated with the fully automatic toll collection system for enhanced revenue controls.

Centralized control room at Mumbai which Monitors with 865 cameras at Multiple Locations, 24 X 7, 365 days with experienced team.

### Strategic Relationships



### Collaboration with Sanjose India



- SANJOSE is a diversified global company present in over twenty countries around Europe, America, Asia and Africa. Its main business lines are: Construction, Energy and Environment, Concessions and Services and GSJ Solutions (Consulting Services and Project Management). The company has completed marquee projects such as Louvre Abu Dhabi and Kathmandu International Airport.
- Its arm in India, Sanjose India Infrastructure & Construction Pvt. Ltd., was responsible for the construction of the metro stations of the Metro Line 1 from Mumbai to Navi Mumbai in India.

### **KVM Technology Solutions Private Limited**

• In 2015, MEP invested in game changing technology which has revolutionized toll collection activities in India. The company has also begun providing this technology to the NHAI through Indian Highway Management Company Ltd. We are currently providing the service to over 50 toll plazas out of the 100 public funded projects in India. We expect this project to generate over INR 150 crore in revenues over the next 5 years.

### Marquee Projects by Sanjose









## **INDUSTRY OVERVIEW**



### Indian Road Sector On Revival Path



The total length of the National highways is expected to cross ~200,000 km in next 5 years.

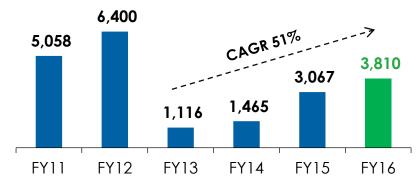
- a) This expansion will include ~ 25,000 km under Bharat Mala Project and declaration of ~75,000 km of State highways as National highways.
- b) NHAI along with MoRTH plans to award ~ 12,000 km of road projects in FY17.
- Significant opportunity exists in the State highway segment. States like Bihar, Gujarat, Madhya Pradesh, Maharashtra, Karnataka, Rajasthan, Uttar Pradesh and West Bengal have planned several projects both on EPC and PPP basis.
- The Government has set a medium-term target to achieve 2.0% of the GDP from Transport and Port sector.

The total investment in roads during FY17 is expected to be INR 970 billion which will be funded through the below sources.

- Budgetary Support: The Government increased the financial support to NHAI to INR 426.9 billion for 2015-16 as against INR 171.9 billion in 2014-15. The Government has allocated INR 550 billion under the Union Budget 2016-17 for road sector.
- Market borrowings by NHAI: In 2015, bonds worth INR 39 billion were issues by NHAI. Further, an issue worth INR 10-100 billion was floated for subscription in December 2015. This issue was subscribed by over two times with INR 210 billion being raised. In the Union Budget 2015-16, NHAI has been allowed to issue tax-free bonds amounting to INR 240 billion and capital gains bonds of INR 40 billion, respectively.
- **Multilateral funding:** The World Bank and ADB's total commitment to state roads currently stands at \$4.5 billion involving 14 projects and \$3.5 billion involving 15 projects respectively. As on date, multilateral organisations have been involved in financing 76 national highway projects with total award cost of INR 182 billion.
- Partial funding to road sector through increase in cess on petrol and diesel from INR 2 per litre (INR 250 billion annually) to INR 6 per litre (INR 850 billion annually).

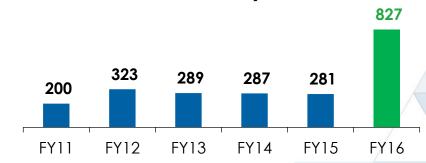
### Significant Pickup In New Projects

# Highway Projects Awarded by NHAI (km)



### Significant Increase in Spending on Projects

# Central Plan Outlay to MoRTH (In INR billion)



NHAI - National Highways Authority of India, PPP - Public Private Partnership, EPC - Engineering, Procurement, Construction, MoRTH - Ministry of Road Transport & Highways

Source: India Infrastructure Research 2016

### Outlook On OMT, TOLL, HAM & TOT Models



#### **OMT**

- According to CRISIL estimates, the total stretch under OMT model for NHAI and key states (combined) is expected to double from ~ 5,600 km in 2014 -15 to ~ 11,600 km by 2018-19.
- The total number of OMT projects is expected to increase from ~49-50 in 2014-15 to 95-105 in 2018-19.
- The market opportunity is slated to increase 2X from ~ INR. 26 bn in 2014-15 to INR. 51 bn in 2018-19.

#### **Toll Projects:**

• Tolling market is expected to increase 1.5 times from ~ 15,190 km in 2014-15 to ~ 22,200 km by 2018-19 primarily driven by: Number of projects bid out by NHAI and State Highway Authorities on tolling basis are expected to increase from 102-104 and 146 projects respectively in 2014-15 to 128-132 and 230-240 projects respectively in 2018-19.

#### **HAM Projects:**

- Going forward, over 80% of the road projects are proposed to be awarded under EPC and Hybrid Annuity Model (HAM) routes.
- For FY17, MoRTH and NHAI have lined up 40% of total road projects to be awarded on HAM requiring an investment of ~ INR 600 billion.
- 25 projects worth INR 201.8 billion, have been awarded till date entailing a length of ~ 4,245 lane kms

#### **ToT Projects:**

- New Toll-Operate-Transfer (TOT) Model To Be Introduced For Efficient Monetization Of Existing Toll Roads
- Around 75 operational projects have been identified; Projected TOT market of INR 80,000 crore to emerge

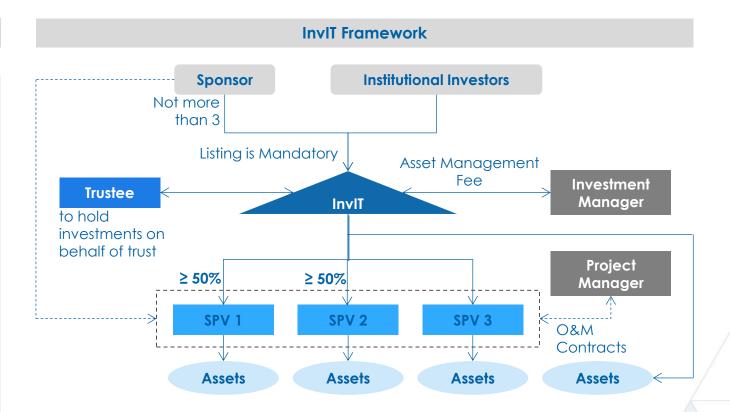
Source: Assessment of Operate-Maintain-Transfer (OMT) and Toll Collection Market for Road Projects in India" dated April 2016 by CRISIL Limited

### Infrastructure Investment Trust (InvIT)



#### **Key Highlights**

- The Sponsor is required to hold a minimum of 25% stake in the InvIT. SEBI has proposed to relax the minimum Sponsor holding to 10%.
- Sponsor is required to have net worth of at least INR 1 bn and minimum experience of at least 5 years with at least two completed projects.
- The overall borrowings of the InvIT net of cash and cash equivalents shall never exceed 49% of the value of the InvIT assets.
- Revenue generating projects for a period of more than a year are eligible for forming an InvIT.
- 90% of distributable cash flow of InvIT / SPVs needs to be distributed in form of dividends to unit holders.
- The Union Budget 2016-17 has proposed to exempt the SPVs from the levy of dividend distribution tax.



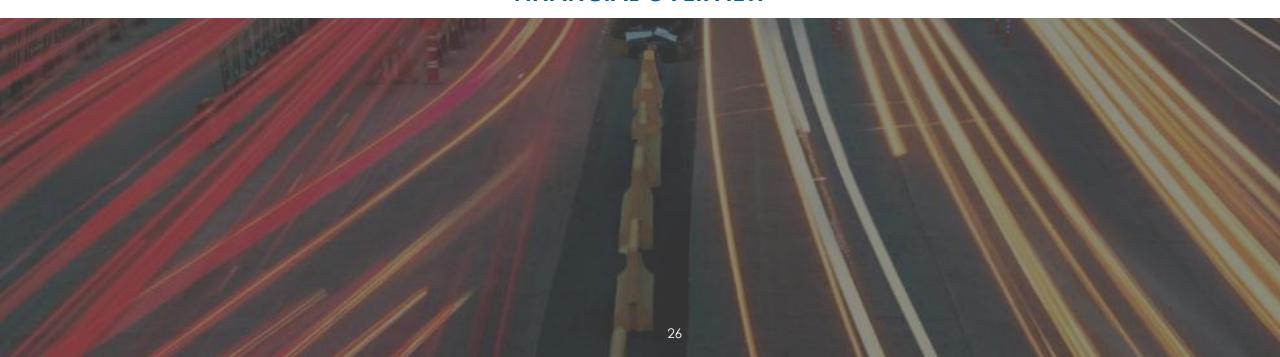
#### **Advantages**

- Enables financing / refinancing of infrastructure projects
- Un-locks tied up capital of developers
- Lowers domestic financial institutions' loan exposure
- Helps attract foreign capital

Source: E&Y Report on InvITs



**FINANCIAL OVERVIEW** 



# Consolidated P&L Statement



#### In INR Mn

					111 11417 /4/11
Particulars	FY12	FY13	FY14	FY15	FY16
Revenue from Operations	10,801	12,800	11,979	20,088	20,068
Other Income	565	220	433	325	407
Operating and Maintaining Expenses	6,679	8,332	8,015	14,570	13,333
Employee Expenses	413	525	499	761	775
Other Expenses	219	294	360	321	411
EBITDA	4,055	3,869	3,538	4,761	5,955
EBITDA Margin (%)	37.5%	30.2%	29.5%	23.7%	29.7%
Depreciation	947	990	1,303	1,799	1,706
Finance Costs	3,766	3,765	3,797	4,036	3,832
РВТ	-658	-886	-1,562	-1,075	417
Taxes	-127	45	-236	79	154
PAT before Minority Interest	-531	-931	-1,326	-1,153	263
Minority Interest	54	0	-9	0	0
Pre-acquisition profit/loss adjustment	0	0	43	0	0
PAT	-477	-931	-1,292	-1,153	263
PAT Margin (%)	-4.4%	-7.3%	-10.8%	-5.7%	1.3%

# Consolidated Balance Sheet

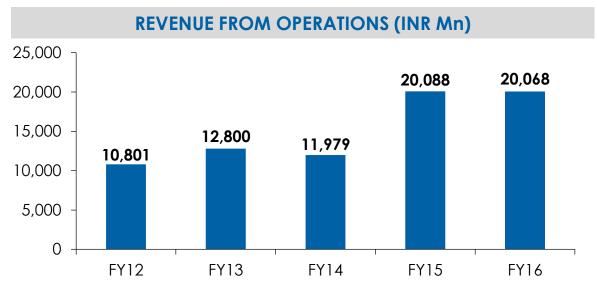


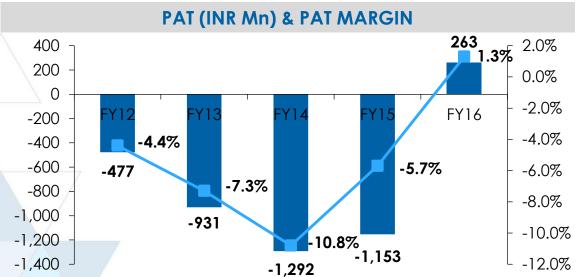
In INR Mn

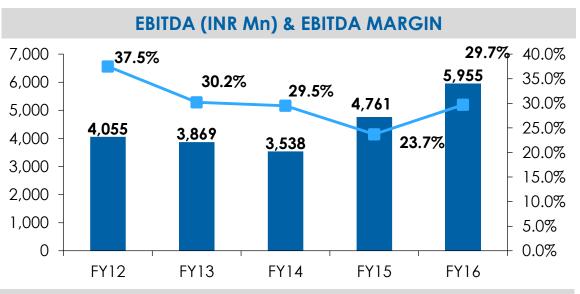
											In INR Mn
Particulars in INR Mn	FY12	FY13	FY14	FY15	FY16	Particulars in INR Mn	FY12	FY13	FY14	FY15	FY16
Equities & Liabilities						Assets					
Shareholder's Funds						Non-Current Assets					
Share Capital	1,000	1,000	1,000	1,115	1,626	Fixed Assets	22,074	21,513	23,695	21,722	20,360
Reserves & Surplus	-379	-1,308	-1,878	-3,379	-613	Non-Current Investments	0	30	6	216	217
Total Shareholder's Funds	621	-308	-878	-2,264	1,012	Deferred Tax Assets (net)	287	350	756	942	1,070
Share Application Money	453	453	-	-		Long-term Loans & Advances	2,660	7,027	7,519	8,934	8,983
Minority Interest	0	0	-	9	-	Other Non-Current Assets	753	263	219	387	412
Non-Current Liabilities											
Long-term Borrowings	29,864	29,128	28,663	29,568	26,570						
Other Long-term Liabilities	-	2	1,566	1,044	522	Current Assets					
Long-term Provisions	9	12	15	23	31	Current Investments	28	0	0	106	_
Current Liabilities						Trade Receivables	45	384	287	258	1.7
Short-term Borrowings	449	388	1,387	2,072	2,506	Cash & Bank Balance	824	1,539	1,623	1,348	1,499
Trade Payables	241	222	1,464	2,663	3,344	Short-term Loans & Advances	6,519	1,579	915	1,812	3.280
Other Current Liabilities	1,675	2,842	3,115	3,247	2,855	Other Current Assets	124	57	322	630	1,046
Short-term Provisions	2	3	3	5	26					1	
Total Equity & Liabilities	33,314	32,742	35,343	36,356	36,867	Total Assets	33,314	32,742	35,343	36,356	36,867

### FY16 Results Highlights

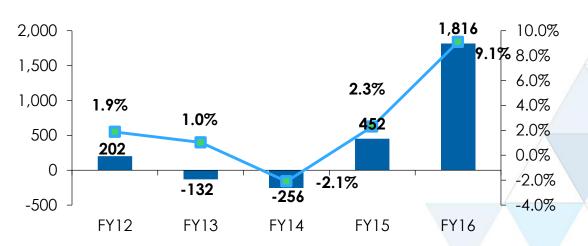








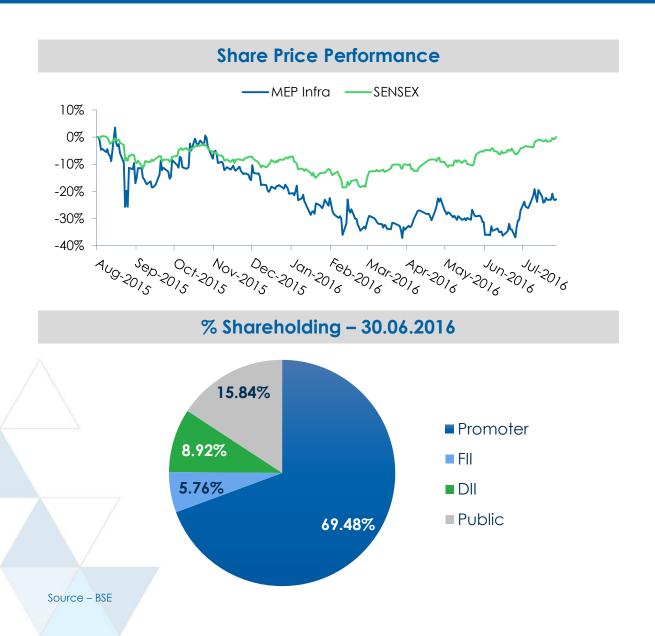
### CASH PROFIT (INR Mn) & CASH PROFIT MARGIN



# Shareholding Structure



As on 31.07.2016



Market Data	As on 31.07.2016 (BSE)
Market Capitalization (INR Mn)	7,258
No. of shares outstanding (Mn)	162.6
Face Value (INR)	10.0
52 week High-Low (INR)	60.4 - 34.2
1 Year Daily Average Trading Volume ('000)	782.3
1 Year Daily Average Trading Turnover (INR Mn)	38.4
Source – BSE	
Key Institutional Investors – 30.06.2016	% Holding
HDFC Trustee Company Ltd	8.86%
EM Resurgent Fund	4.60%

Source - BSE

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