C&C CONSTRUCTIONS LIMITED
Partners in Nation Building

CORPORATE OVERVIEW
November-December 2009
PRESENTATION STRUCTURE

OVERVIEW

PEOPLE

FINANCIALS

PROJECTS

INDUSTRY OPPORTUNITIES

STRENGTHS

STRATEGY

C&C 2013
• We are an Engineering-Procurement Construction (EPC) company with a primary focus on road/highways. Other business areas include civil buildings, railways, transmission towers and water & sanitation.

• Started by a group of five professionals having a cumulative experience of 128 years and they continue in operational roles till date.

• Track record of on-time completion even in difficult areas like Afghanistan and Bihar.
OVERVIEW

- 45% CAGR of Revenue (in four years) with more than 18% EBIDTA Margin. Current OB Rs 3,110 cr 4x TTM revenues

- Raised Rs 124 crs through IPO in Feb’07 plus Rs 33 crs via pre-placement

- Entered the Project Development business (on BOT basis) with 44 Km toll road and a bus terminus-cum-commercial complex

<table>
<thead>
<tr>
<th>KEY FIGURES</th>
<th>(Rs. in Cr.)</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>750</td>
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<tr>
<td>EBIDTA</td>
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<tr>
<td>Net Worth</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Net Debt</td>
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</tr>
<tr>
<td>Gross Block</td>
<td>410</td>
</tr>
<tr>
<td>Net Block</td>
<td>326</td>
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</table>
Clients include:
- NHAI
- RITES
- JP Associates
- Railways
- State level urban development authorities and PWDs
- Afghanistan & Bihar projects (sponsored by ADB/World Bank/USAID)

Share holding distribution (30-sep-2009)

- Promoter: 70%
- Financial Institutions: 10%
- FIIs: 3%
- Bodies Corporate: 5%
- Individuals: 12%
Consistent Growth in Portfolio, Reach, Pre-qualification Capacity & Delivery Capabilities

First National Highway Project - Durgapur

First JV Executed with BSCPL

First Overseas Road Project - Afghanistan

Awarded 3 Large Contracts in Bihar

First Urban Transport Project - Delhi

First BOT Project on National Highway

First Railway Freight Corridor Project

Entry into BOT Comm. Buildings

2000 2001 2003 2005 2006 2007 2008 2009
VISION & MISSION

VISION
To deliver innovative solutions, explore new areas and become the nation’s foremost infrastructure builder.

MISSION
To achieve our objectives in a fair manner, extending courtesy towards clients, employees, vendors and investors.
PROMOTERS

GURJEET SINGH JOHAR  
Chairman
• Chartered Accountant with more than 35 years of professional experience.
• Responsibilities include strategic planning and conceptualization of new project initiatives including BOT. Also oversees the finance and human resource functions.
• Industry Associations:
  • Vice-Chairman - Project Export Promotion Council of India.
  • Working Committee Member - Construction Federation of India.
  • Core Group Member - Confederation of Indian Industries (Roads and Highways)

CHARANBIR SINGH SETHI  
Managing Director
• Commerce graduate, with more than 30 years of experience in the Infrastructure Management sector.
• Responsibilities include supervision of construction projects.
• Specializes in projects in difficult/rough terrains.
RAJBIR SINGH

Director

- Economics graduate with over 12 years of experience in the infrastructure sector.
- Responsibilities include quarrying initiatives and logistics.
- Served in the Indian Army for 9 years.

SANJAY GUPTA

Director

- Civil Engineer with more than 28 years experience in the infrastructure sector.
- Responsibilities include implementation of the Afghanistan projects, BOT projects and the Buildings vertical.
- Member of Builder Association, Delhi.

AMRIT PAL SINGH CHADHA

Director

- Post Graduate in Commerce with over 23 years of experience in the infrastructure sector.
- Responsibilities include execution of projects in Bihar.
- Also, Executive Committee Member of National Highways Builders Federation.
RAJENDRA MOHAN AGGARWAL

*Director*

- Civil Engineer with more than 40 years experience in infrastructure sector.
- Responsibilities include tendering and technical support.
- Has worked with various large public and private sector organizations in infrastructure development roles, including a project with the Government of Libya.

DEEPAK DASGUPTA

*Independent Director*

- Former Chairman of National Highways Authority of India, and a Member of Task Force on interlinking rivers.
- Also has worked as Advisor to Asian Development Bank (ADB)

ANAND BORDIA

*Independent Director*

- 40 years experience in policy formulations, program implementation and organizational development
- Previously worked as Collector of Customs, First Secretary, Indian Trade High Commission London and Member (Finance) NHAI.
- Also worked with World Customs Organization and UNDCP
RAMESH CHANDRA REKHI
*Independent Director*
- 43 years experience in aviation, engineering and construction
- Previously also has worked as Chief Engineer – International Airports Authority of India; Director - Airports Delhi, Chief Engineer – New Delhi Municipal Council; Head (Aviations division) - EMA Unihorn.
- Currently working as Senior Consultant with Delhi International Airport Limited.

LT. GEN. HARBANS SINGH KANWAR
*Independent Director*
- Served the Indian Army and recipient of the Param Vishisht Seva Medal, Ati Vishisht Seva Medal and Vishisht Sewa Medal for exemplary services.
- Holds Masters degree in defense studies.
BOARD MEMBERS

KANWAL MONGA  
*Independent Director*

- Instrumental in introducing fibre optic cables and CNG in Delhi.
- Promoted Virgo Group providing technology transfer assistance services in telecom.

TARLOCHAN SINGH  
*Independent Director*

- Member of Rajya Sabha.
- Ex-Chairman Minorities Commission.
- Member of various Parliamentary Committees.
PROMOTER / CHAIRMAN

PROMOTER / MANAGING DIRECTOR

- Functions
  - Finance
  - Legal
  - HR
  - New Initiative
  - BOT

- Verticals
  - Purchase
  - Tendering
  - Administration

- Non JV Road Project
  - Water
  - Railway

PROMOTER DIRECTOR

- Functions
- Verticals
- Verticals

PROMOTER DIRECTOR

- Verticals

PROMOTER DIRECTOR

- Verticals

PROMOTER DIRECTOR

- Verticals

Verticals

- Afghanistan
- Buildings
- Crusher Sites
- JV Roads

Functions

- Finance
- Legal
- HR

Verticals

- New Initiative
- BOT

Non JV Road Project

- Water
- Railway

Bihar Road

HP Project

- Trasmission
- Crusher Sites
- JV Roads
Year End Order Book (2005 to 2009)

- 2005: 109
- 2006: 618
- 2007: 1,051
- 2008: 1,747
- 2009: 3,259

CAGR 134%

Revenues (during 2005-2009)

- 2005: 172
- 2006: 212
- 2007: 330
- 2008: 533
- 2009: 750

CAGR 45%

Profit Figures (during 2005-2009)

- 2005: 29
- 2006: 31
- 2007: 33
- 2008: 41
- 2009: 41

EBIDTA

- 2005: 20%
- 2006: 5%
- 2007: 8%
- 2008: 10%
- 2009: 12%

PAT

- 2005: 60
- 2006: 45
- 2007: 60
- 2008: 72
- 2009: 93

EBIDTA Margin

- 2005: 26%
- 2006: 28%
- 2007: 28%
- 2008: 22%
- 2009: 17%

PAT Margin

- 2005: 5%
- 2006: 10%
- 2007: 17%
- 2008: 20%
- 2009: 8%
• Over 200 crs added to Gross Block in past two years to support tripling of Order Book.

• Sharp increase in FY’09 working capital cycles owing to
  • Launch of new projects and increase in WIP
  • Additional advances to JVs in excess of our share

• Both incremental capex and WC cycles to ease going forward as new project wins gain delivery/billing momentum.

• Changing portfolio mix will also reduce requirement of capex and WC.

• Consequently incremental debt and interest burden to reduce and PAT margin to improve.

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<tr>
<th>BALANCE SHEET</th>
<th>FY’07</th>
<th>FY’08</th>
<th>FY’09</th>
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<td>Cash</td>
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<td>Net Worth</td>
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<td>349</td>
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<td>Gross Block</td>
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<td>282</td>
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<td>AROE</td>
<td>17.6%</td>
<td>14.1%</td>
<td>12.5%</td>
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<tr>
<td>AROCE</td>
<td>19.4%</td>
<td>15.7%</td>
<td>16.6%</td>
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<tr>
<td>Debt/Equity</td>
<td>0.5 x</td>
<td>0.9 x</td>
<td>1.7 x</td>
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<tr>
<td>Working Capital Days</td>
<td>149</td>
<td>178</td>
<td>250</td>
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*Figures in Rs. Cr.*
REVENUE AND ORDER BOOK SPLIT - BY GEOGRAPHY

### Revenue for FY’09

- Bihar: 44%
- Punjab: 29%
- Haryana: 13%
- Afganistan: 7%
- Others: 7%

### Order Book

- Bihar: 34%
- Punjab: 14%
- Haryana: 15%
- Afganistan: 14%
- Others: 23%
Revenue for FY'09

- Independent: 44%
- Jv: 56%

Order Book

- Independent: 59%
- Jv: 41%
Q1 FY10 - RESULTS HIGHLIGHTS

- Revenue growth in line with budget, expect to close FY10 with 55-60% growth

- Marginal decline in EBIDTA margin from 19% to 18.3% YoY. Full Year margins to be maintained around FY09 levels

- Gross Block increased by Rs 20crs in Q1 and debt increased by Rs 33 crs. Another Rs 60-80 crs expected to be added to Gross Block during FY10

- Average interest cost is expected to reduce from 14% in FY09 to 13% in FY10

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<tr>
<th>QTR. ENDED</th>
<th>30-SEP-08</th>
<th>30-SEP-09</th>
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<td>Figures in Rs. Cr.</td>
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<td>Revenues</td>
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<td>EBIDTA</td>
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<td>18</td>
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<td>PBT</td>
<td>6</td>
<td>8</td>
<td>26.2%</td>
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<td>PAT</td>
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<td>5</td>
<td>9.9%</td>
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<tr>
<td>EPS (Rs.)</td>
<td>2.7</td>
<td>3.0</td>
<td>9.9%</td>
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Q1 FY10 - RESULTS HIGHLIGHTS

- New Orders Scenario
  - New orders of Rs 98 crs won in water/ seweage
  - L1 in transmission project worth Rs 105 crs
  - Pre-Qualifications submitted for roads projects worth Rs 22,000 crs to be awarded over the next 6 months
  - Will bid for DFCC (Railways) projects worth Rs 9,000 crs expected to be awarded in the next 6-9 months

Revenue for Q1 FY’10

- Roads: 90%
- Buildings: 9%
- Water: 1%
<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>CUSTOMER</th>
<th>JV/DIRECT</th>
<th>CONTRACT VALUE (Rs. in Cr.)</th>
<th>CONTRACT VALUE (C&amp;C SHARE)</th>
<th>DATE OF COMPLETION</th>
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<tbody>
<tr>
<td>Upgradation of Tarn taran - Chabbal - Attari Road</td>
<td>Public Work Department, Punjab</td>
<td>Direct</td>
<td>45</td>
<td>45</td>
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<tr>
<td>Build, Design and Rehabilitation of Taliqan to Kishem Road, Afghanistan</td>
<td>Ministry of Public Works, Afghanistan</td>
<td>JV</td>
<td>90</td>
<td>45</td>
<td>Apr, 2008</td>
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<tr>
<td>Kandahar To Herat highway Improvement project, Afghanistan (Km 456 to 557)</td>
<td>Louis Berger Group, Inc</td>
<td>JV</td>
<td>241</td>
<td>121</td>
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<tr>
<td>Design, Build and Rehabilitation of Lashkar Gah Ring Road, Afghanistan</td>
<td>UNOPS</td>
<td>JV</td>
<td>59</td>
<td>30</td>
<td>Jul, 2006</td>
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<tr>
<td>Design &amp; Build Contract for Rehabilitation of Kandahar-Spin Boldak highway, Afghanistan (Funded by ADB)</td>
<td>Ministry of Public Works, Afghanistan</td>
<td>JV</td>
<td>107</td>
<td>53</td>
<td>Nov, 2005</td>
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## KEY PROJECTS COMPLETED

<table>
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<tr>
<th>PROJECT NAME</th>
<th>CUSTOMER</th>
<th>JV/DIRECT</th>
<th>CONTRACT VALUE (Rs. In Cr.)</th>
<th>CONTRACT VALUE (C&amp;C SHARE)</th>
<th>DATE OF COMPLETION</th>
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<tr>
<td>Construction of Kandahar - Trin Kot Road Project, Afghanistan</td>
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<td>JV</td>
<td>98</td>
<td>49</td>
<td>Oct, 2005</td>
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<tr>
<td>Design &amp; Build Contract for Rehabilitation of 85 Km. stretch from km 262 to km 347 of Kabul-Kandahar highway, Afghanistan</td>
<td>Louis Berger Group, Inc</td>
<td>JV</td>
<td>207</td>
<td>103</td>
<td>Jun, 2005</td>
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<tr>
<td>Four Lanning of Km 146 to Km 156, Guwahati Bypass, NH-37</td>
<td>NHAI</td>
<td>JV</td>
<td>61</td>
<td>30</td>
<td>June, 2004</td>
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<tr>
<td>Resurfacing of existing runway, Taxi track and Extension &amp; Construction of runway, Taxi tract &amp; Apron, Amritsar</td>
<td>Airport Authority of India</td>
<td>JV</td>
<td>21</td>
<td>11</td>
<td>Nov, 2003</td>
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<td>Extension of runway by 5000 ft, Port Blair Airport</td>
<td>Airport Authority of India</td>
<td>JV</td>
<td>41</td>
<td>20</td>
<td>Jan, 2002</td>
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## ORDER BOOK

### ORDER BOOK (AS ON 30\textsuperscript{TH} SEPTEMBER 2009)

<table>
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<tr>
<th>PROJECTS</th>
<th>CLIENT</th>
<th>VERTICAL</th>
<th>AREA</th>
<th>FIXED / VARIABLE PRICE</th>
<th>JV / DIRECT</th>
<th>TOTAL CONTRACT VALUE</th>
<th>CONTRACT VALUE (C&amp;C SHARE)</th>
<th>BALANCE CONTRACT VALUE (Rs. in Cr.)</th>
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<tbody>
<tr>
<td>DFCC</td>
<td>DFCCIL</td>
<td>Railway</td>
<td>Bihar</td>
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<td>GARDEZ TO KHOST</td>
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<td>KURALI-KIRATPUR</td>
<td>NHAI</td>
<td>Roads</td>
<td>Punjab</td>
<td>Fixed</td>
<td>JV</td>
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<td>MOHALI COMPLEX</td>
<td>Govt. of Punjab</td>
<td>Building</td>
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<td>Variable</td>
<td>Direct</td>
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<td>BR-6</td>
<td>NHAI</td>
<td>Roads</td>
<td>Bihar</td>
<td>Variable</td>
<td>JV</td>
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<td>192</td>
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C & C CONSTRUCTIONS LTD.
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<th>PROJECTS</th>
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<th>JV / DIRECT</th>
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<th>CONTRACT VALUE - C&amp;C SHARE</th>
<th>BALANCE CONTRACT VALUE (Rs. in Cr.)</th>
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<td>CONTRACT VALUE (C&amp;C SHARE)</td>
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<td>Variable</td>
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<td>PATIALA, ZONE-II</td>
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<td>Water</td>
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<td>Variable</td>
<td>JV</td>
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<td>TOTAL OF DIRECT ORDERS</td>
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<td>1</td>
<td>Construction of Rigid Pavement and Granular for Package C-1 &amp; C-2 for Yamuna</td>
<td>375.00</td>
<td>Jai Prakash Associates</td>
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<td>2</td>
<td>Development of Inter State Bus Terminus &amp; Commercial Complex at Mohali</td>
<td>390.00</td>
<td>Punjab Infrastructure Development Board</td>
<td>Mar- 09</td>
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<td>3</td>
<td>Construction of M/L Khas, Muniraka market, Gandhi nagar and Model town-II</td>
<td>119.25</td>
<td>Municipal Corporation of Delhi</td>
<td>Mar- 09</td>
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<td>4</td>
<td>Improvement/Upgradation of Jahanabad-Ghosi-Islampur-Rajigir-Giriyak-Parwatipur</td>
<td>159.57</td>
<td>Road Constructions Department, Govt. of Bihar</td>
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<td>Road (SH-57) Length 85.00KM (Package-4)</td>
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<td>225.42</td>
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<td>Deoria-Sahebganj-Lalachhapra-Road (SH-74) Length 85.00KM (Package-6)</td>
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## KEY ORDERS WON IN FY’09 AND FY’10: BSC-C&C (JOINT VENTURE)

<table>
<thead>
<tr>
<th>SL. NO</th>
<th>NAME OF WORK</th>
<th>CONTRACT VALUE (Rs. in Cr.)</th>
<th>NAME OF CLIENT</th>
<th>MONTH OF AWARD</th>
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<tbody>
<tr>
<td>1</td>
<td>Dedicated freight corridor from New Karwadiya to New Ganj Khawaja in Bihar</td>
<td>781.06</td>
<td>Dedicated Freight Corridor Corp. of India Limited</td>
<td>Dec- 08</td>
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<td>2</td>
<td>Construction of Afghan Parliament Building and Chancery Building at Kabul</td>
<td>635.00</td>
<td>CPWD</td>
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<td>3</td>
<td>Improvement/Upgradation of Kursela-pothia-Falkameergunj-Sarsi Road (SH-77) Length 105.00KM (Package-9)</td>
<td>277.93</td>
<td>Road Constructions Department, Govt. of Bihar</td>
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<td>4</td>
<td>Improvement/Upgradation of Araria-Ranigunj-Jadia-Trivenigunj Road (SH-76) Length 121.00KM (Package-8)</td>
<td>299.76</td>
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<td><strong>Total</strong></td>
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<td><strong>1,993.75</strong></td>
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### KEY ORDERS WON IN FY’09 AND FY’10: C&C-SE (JOINT VENTURE)

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<th>SL. NO</th>
<th>NAME OF WORK</th>
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<th>NAME OF CLIENT</th>
<th>MONTH OF AWARD</th>
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<tr>
<td>1</td>
<td>Extension and Augmentation of Sewerage Systems for Patiala town</td>
<td>26.90</td>
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<td>Providing Sewerage system at Ludhiana</td>
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<td><strong>Total</strong></td>
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<td><strong>GRAND TOTAL</strong></td>
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<td><strong>C&amp;C SHARE OF NEW ORDERS</strong></td>
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<td>SHARE OF ORDER BOOK</td>
<td>(Rs. in Cr.)</td>
<td>(%)</td>
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<tr>
<td>-----------------------------</td>
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<tr>
<td>Independent Contract</td>
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<td>Share from “JV”</td>
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<table>
<thead>
<tr>
<th>VERTICAL WISE ORDER BOOK</th>
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<tr>
<td>Road &amp; Highways</td>
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<td>Buildings</td>
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<td>Railway</td>
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<td>Water &amp; Sewerage</td>
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<table>
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<tr>
<th>CLIENT WISE BREAK-UP OF ORDER BOOK</th>
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<tr>
<td>PWD Bihar</td>
<td>614</td>
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<tr>
<td>Jaiprakash Associates Ltd.</td>
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<tr>
<td>DFCC</td>
<td>391</td>
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<td>CPWD, Gov. of India</td>
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<td>PWD Himachal Pradesh</td>
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<td>National Highway Authority of India Ltd</td>
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<td>MCD, Delhi</td>
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<td>LBG- B &amp; V “JV”</td>
<td>128</td>
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<td>PWD Punjab</td>
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<td>Ramky Infrastructure Ltd</td>
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<td>PWS &amp; SB</td>
<td>22</td>
<td>1</td>
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<tr>
<td>Mudit Cement Ltd</td>
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<tr>
<td>Rites Limited</td>
<td>1</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>3,110</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
KURALI – KIRATPUR HIGHWAY
• 4-laning of 44 km of NH-21 from Kurali to Kiratpur
• 20 years concession period ending 31st March 2028
• Total investment on the project is expected at Rs 410 crs with Rs 104 crs equity
• 49:51 JV with BCSPL Infrastructure Limited - C&C has invested Rs 41 crs equity till date
• 60% of construction has been completed. Toll road expected to start by June 2010

MOHALI COMPLEX (BUS TERMINUS)
• Development of Inter State Bus Terminus (ISBT) along with commercial complex at Mohali
• Concession period for:
  - ISBT-20 years
  - Commercial/Hospitality complex - 90 years
• Total built-up area of around 16.03 lacs square feet
• Total Investment of Rs 530 crs.
INDUSTRY OPPORTUNITIES

ROADS & HIGHWAYS investments pegged at US $65 billion or 15% of 11th Plan Infrastructure spending:

• Expansion of highways network (only 6% of network but carry 88% of traffic)

• Improving road quality (only 50% roads paved, only 12% highways Four-lane, 56% Two-lane)

• Development programs include NHDP (highways), SARDP-NE (North East), PMGSY (rural)

• BOT key component of development, private sector to contribute 34% of planned investment

• Post election announcement to add 7000 km p.a over next 2 years

• Maintenance of existing roads highways is also a significant opportunity
• RAILWAYS has drawn up an ambitious dedicated freight corridor project under DFCC involving direct investment worth US$ 8.3 billion. There will be significant additional investments in feeder roads and upgradations.

• Investment in CORE INFRASTRUCTURE and economic growth to spur investments in Commercial/Civil buildings led by townships, hospitals, hotels, corporate offices and education sector. This segment is expected to grow at 13.9% CAGR during 2007-13.

• Improving TRANSMISSION INFRASTRUCTURE is a key to both power sector growth and reforms. Powergrid’s 11th plan target includes additional 40,000 kms of transmission lines and 50 sub-stations at an investment of US$ 11 billion. State Electricity Boards plan to spend another US$ 3 billion on improving transmission infrastructure.

• India’s Millennium Development Goal requires reduction of people without safe WATER and basic SANITATION by 50% by 2015 Development programs led by JNNRUM (urban) and NRWSP (rural). Investment of around US$ 30 billion expected in 11th Plan.
KEY STRENGTHS

Strengths

Professional Promoters

Track Record

Organizational Processes

Investment in Resources

Focused Strategy
PROFESSIONAL PROMOTERS

- First generation entrepreneurs with extensive experience in infrastructure projects prior to founding C&C.
- Well defined roles/responsibilities in each vertical/geography and key function led by a promoter.
- Hands-on management style with focus on fast decision making and action. Respective promoters spend significant time at project locations under their charge.
- Significant management bandwidth capable of managing current high growth trajectory.
- Organizational structure and management style ensures business continuity.
- Attracted fellow professionals with solid credentials as independent directors.
- Put in place a road-map for developing strong Tier II management for supporting next level of growth.
TRACK RECORD

TIMELY DELIVERY
• No instance of delay penalties

MANAGING CHALLENGING LOGISTICS
• Afghanistan required equipment mobilization in difficult terrain, international procurement and stable manpower.
• Similar challenges in Bihar given topography and repeated natural calamities.

SUCCESSFUL DIVERSIFICATION
• Entry into Railways, Water Sewerage, Transmission, Private Sector Roads and BOT projects.
• More than 50% of current Order Book outside Bihar/Afghanistan.

PREFERRED CONTRACTOR/PARTNER WITH REPEAT BUSINESS
• Among top 5 road contractors in Afghanistan. Repeat orders from international contractors like Louis Berger.
• Appreciated by Government of Bihar for timely delivery.
• Repeat orders from JP even in areas where C&C currently has no qualifications.
• Mutually rewarding long term JV with BSCPL Infrastructure. Have partnered Isolux of Spain for a number of bids in Transmission and Roads sectors and Sukhmani Engineers for Water/Sewerage projects.
INVESTMENT IN RESOURCES

EQUIPMENTS
• Added over Rs 200 crs to Gross Block in past two years.
• Ownership of equipment key driver for execution record in difficult terrains.
• Ownership of equipments provides superior economics: cost of equipment equal to 3 yrs lease rental Vs. multifold economic life.
• Deployed equipment base in Afghanistan and Bihar to create entry barriers and sustain competitive advantage.

CAPTIVE QUARRYING
• Policy of buying/leasing quarries for Aggregates in roads projects.
• Captive quarrying ensures quality and stable supplies.

IT INFRASTRUCTURE
• Oracle ERP deployed at corporate office, all new sites to be connected via VPN.
• Project sites use advanced project management software like Primavera.
ORGANIZATION PROCESSES

STRONG FOCUS ON LOGISTICS AND PROCUREMENT
- Function directly handled by a promoter.
- Active international sourcing to optimize costs.
- Effective vendor management and terms negotiation.

STRATEGIC PROJECT SELECTION
- Strict focus on margins.
- Leveraging past experience for quick assessment of topographic challenges and improving competitive positioning in such terrains.

HIGHLY QUALIFIED MANPOWER
- 272 engineers, 207 graduates and 78 post-graduates out of 1824 total employees. An additional 5536 people including 560 engineers, 610 graduates and 182 post graduates are employed with JVs.
- Hired senior teams from much larger industry players for recent projects won from private sector roads and railways. Two senior professionals from Australia are included in the project management team.

WELL DEFINED ORGANIZATIONAL STRUCTURE
- Professional setup at HO replicated at project sites.
FOCUSED STRATEGY

POWERING BALANCED GROWTH

IMPROVING PROCESSES & EFFICIENCIES
POWERING BALANCED GROWTH

ROADS
- Leverage track record and high domain knowledge to grow new geographies and private sector business.
- Capitalize on increasing entry barriers for smaller players in larger project sizes with aggressive completion targets.
- Selectively target projects in difficult terrains like North East and J&K.
- Enter new international markets like Kazakhstan, Saudi Arabia, Sri Lanka, Indonesia.
- Selectively target BOT projects with superior IRR or exclusive construction contract against minority stake.

BUILDINGS
- Focus on civil/commercial buildings like hospitals, hotels, educational institutes, bus terminus, parking lots, metro projects funded by government/semi-government bodies.

WATER
- Focus on water treatment and distribution and sewerage/sanitation EPC.

RAILWAYS
- Early mover advantage in DFCC projects to be sustained.
- Move into track laying and signaling besides ground work.

TRANSMISSION
- Focus on erection/installation of towers for power and telecom sectors.
- Working with Isolux of Spain on a number of potential projects.
IMPROVING PROCESS & EFFICIENCIES

WORKING CAPITAL MANAGEMENT

• DEBTORS
  • Systemic delays in government/aided road projects.
  • Increasing share of private business to reduce debtor days in roads.
  • Transmissions, Buildings and Water offer better payment terms and their increasing share to further improve overall cycle.
  • Internal bill preparation and presentation processes being improved.

• INVENTORIES
  • Deliberate policy of maintaining higher site level stocks to ensure timely deliveries in difficult terrains.
  • Increasing share of normal terrain projects to lower inventory need.
  • Larger revenue and procurement size to drive better delivery terms from vendors.

• LOANS & ADVANCES
  • Excess contribution to JVs key contributor to spike in loans and advances, being brought down.

SYSTEMS AND PROCESSES

• Improving project bidding and execution processes to manage expected high growth.
• Fast roll-out of ERP to project sites for better inventory and financial management and control.
• Have engaged Big 4 Consulting firms to advise on BOT and partner search.
• Rs 5000 cr plus revenue size
• Balanced portfolio in high growth verticals
• Expanded international footprint
• Sustained above industry average EBIDTA margins
• Solid Tier II management layer
• Robust organizational structure and systems to support next level of growth

Top notch infrastructure development company respected for timely delivery, highly qualified manpower, domain knowledge, focused approach and fair business practices
Thank You