

A dynamic background featuring a high-speed water splash on the left side, with water droplets and ripples. On the right side, there are two overlapping circular graphics: a teal circle with a dark, textured rock-like shape inside, and a light grey circle containing the company logo.

# **INVESTOR PRESENTATION**

**June 2024**



**SPML INFRA LIMITED**

This document contains statements about expected future events and financial and operating results of SPML Infra Limited, which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the assumptions, predictions and other forward-looking statements will not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements as a number of factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the management's discussion and analysis of the SPML Infra Limited.



# Company Overview



India's Leading Integrated Water Management Company with  
**Key focus on Water Infrastructure Development**



**4+ decades of experience**  
coupled with a **national presence**



Successfully completed **650+ turnkey projects** across India



Expertise in facilitating Turnkey end to end **Water & Wastewater Management Solutions**



An ISO – **9001:2015;14001:2015; 45001-2018** certified company



Drinking Water to  
**50 Million+ people**



Among the **World's Top 50 Private Water Companies** – Global Water Intelligence, London



Focused on margin accretive  
**Water Segment**



**Order Book at**  
**~Rs.1,300 Crore**

### Marquee Clients



Delhi Jal Board



National Mission for Clean Ganga



Jal Jeevan Mission-UP Government

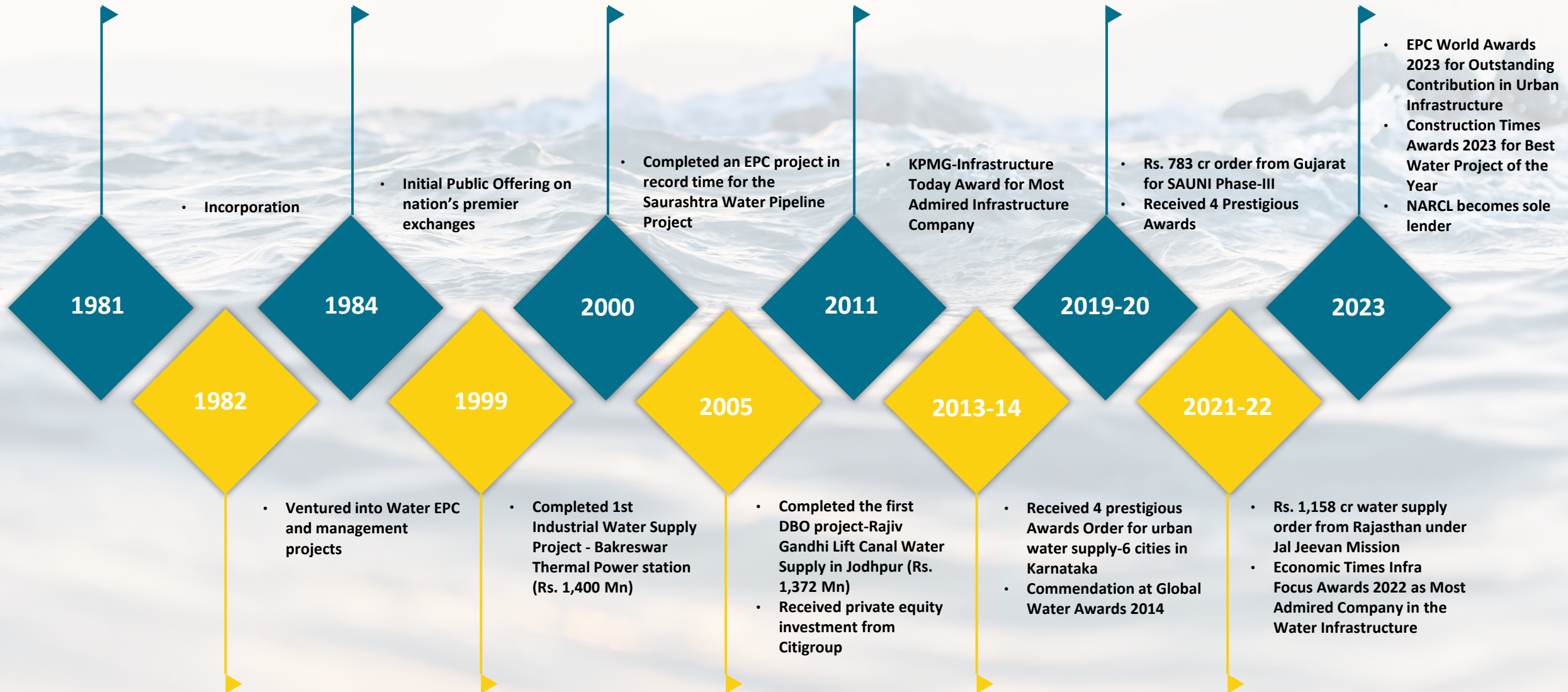


PHED-Rajasthan Government



Bangalore Water Supply and  
Sewerage Board





# Recognitions for Exemplary Project Executions

EPC World Awards 2023 for Outstanding Contribution in Urban Infrastructure (Water Project)

Construction Times Awards 2023 for Best Water Project of the Year  
Most Impactful Water Management Leader 2023 to SPML Infra Vice Chairman

The Economic Times Infra Focus Awards 2022 as Most Admired Company in Water Infrastructure

Indian Achievers Award 2022 for Business Leadership to SPML Infra Chairman



Skoch Awards 2020 – Order of Merit Certificate for Kanpur Sewerage System

ASSOCHAM Energy Excellence Awards 2019 for Rural Electrification

CIA World Construction & Infra Award 2019 as Best Company in Water Management - EPIC Media

Smart Water & Waste World Award 2019 for Decentralized Sewerage System in Mira Bhayander, Maharashtra

ASSOCHAM Water Management Excellence Awards 2019 as Best Water Management Practices

The Economic Times Most Promising Business Leaders of Asia 2018 Award to SPML Infra Chairman, Mr. Subhash Sethi

Award for Outstanding Contribution in Completion of SAUBHAGYA Scheme in Bihar - By Hon'ble Chief Minister of Bihar

Zee Business Dare to Dream Awards 2018 for Company of the year – Infrastructure

Certificate of Appreciation for Outstanding Performance in SAUBHAGYA Scheme in Patna District, Bihar

ET Now-Water Leadership Awards 2018 for Excellence in Water & Wastewater Management – World CSR Day

50 Most Impactful Leaders in Water & Water Management Awards 2018 to SPML Infra Chairman – World CSR Day

India's Most Ethical Companies Award 2017 – World CSR Congress

Aqua Foundation Excellence Award 2017 for Valuable Contribution in Infrastructure Development in India



Construction Times Award 2017 for Best Executed Technology used for Water Management Project

CIA World Builders & Infra Awards 2017 for Best Water Management Company of the year – EPIC Media Group

Frost & Sullivan India Awards 2016 as India Water & Waste Water Management Competitive Strategy Innovation & Leadership

Construction Times Awards 2016 for Best Executed Wastewater Project of the Year

Fortune India Next 500 Awards 2016 as 'One of the Giants of Tomorrow' – Fortune Magazine

CBIP Award 2016 for Optimum and Efficient Utilization of Water Resources - CBIP



**Subhash Sethi** *Chairman*

He leads the company towards growth with his visionary approach and business acumen. He led the company to foray into energy business with several EPC and BOOT projects in renewable power generation, power transmission, distribution and supply management, coal mining etc.



**Sushil Sethi Jain** *Vice Chairman*

He is responsible for the growth of water and environment business enabling the Group to foray into several BOOT projects in the water, wastewater and sewer rehabilitation.



**Manoj Digga** *Executive Director Commercial & CFO*

He has more than 32 years of experience in Finance, Accounts, Taxation and Corporate Finance Transactions on Equity, Acquisitions. He is a Chartered Accountant, Company Secretary & Cost Accountant



**P.S. Rana** *Independent Director*

He is the former Chairman of Housing and Urban Development Corporation (HUDCO) & Patron, Institute of Urban Transport and Member Advisory Council of IIT, Delhi. A B. Tech (Civil) from IIT, Delhi and Ph.D. in Transport Engineering and Management from University of Newcastle, UK)



**Pavitra Joshi Singh** *Independent Director*

She is working as a Director – Human Resource at PepsiCo India and Head of Talent Acquisition - Asia, Middle East and North Africa and is recognized as one of corporate India's Fastest Rising Women Leaders. She has completed MBA (Human Resource) from Pune University



**T.S. Shivashankar** *Independent Director*

He is a Financial Service professional with 30+ years experience. He is a Managing Director, Rohatyn Group and was earlier with Citibank leading Private Equity, Capital Markets, Corporate Finance and Treasury. He has completed B.Tech from IIT Madras and MBA from IIM Lucknow



**Arundhuti Dhar** *Independent Director*

She has experience in HR, Banking, Finance, Trade, EPC, Infrastructure and Property Management. She has held key positions in American Express Bank, HDFC Bank and IL&FS Property Management Ltd. She is a St. Xavier's College alumnus





**Abhinandan Sethi** *Chief Operating Officer*  
Spearheading Company's initiatives in corporate decisions, financial planning & policies, business development, project execution & management across all verticals and communicating with the Board of Directors. He has a B.Sc. from Boston University and eMBA from London School of Business.



**Malay Kanti Chakraborti** *Exec VP*  
He has more than 32 years of years of experience in the field of management and procurement with Batliboi, Andrew Yule, VTS and has hands on experience in project management. He has a B. Tech (Mechanical) degree.



**Sumit Bhattacharya** *CHRO*

He has more than 25 years of experience in human resources, talent management, total rewards, learning and OD, HR process automation etc. He has an MBA in HR, Diploma in talent management from XLRI, and Diploma in Communication Strategy from Toronto University.



**O. Vishveswaraiah** *VP – Projects*

He has more than 35 years of diverse experience in structural engineering and execution – currently leading the KUIDFC and BWSSB Projects. He has M.E. (Civil Engineering) degree.



**Partha Roy** *VP – Legal & Contracts*

He has 20 years of multi-sector experience in management advisory and effective supervision of legal affairs encompassing legal operations, devising strategy, risk mitigation and litigation management. He has a degree of Legum Baccalaureus (Bachelor of Legislative Law).



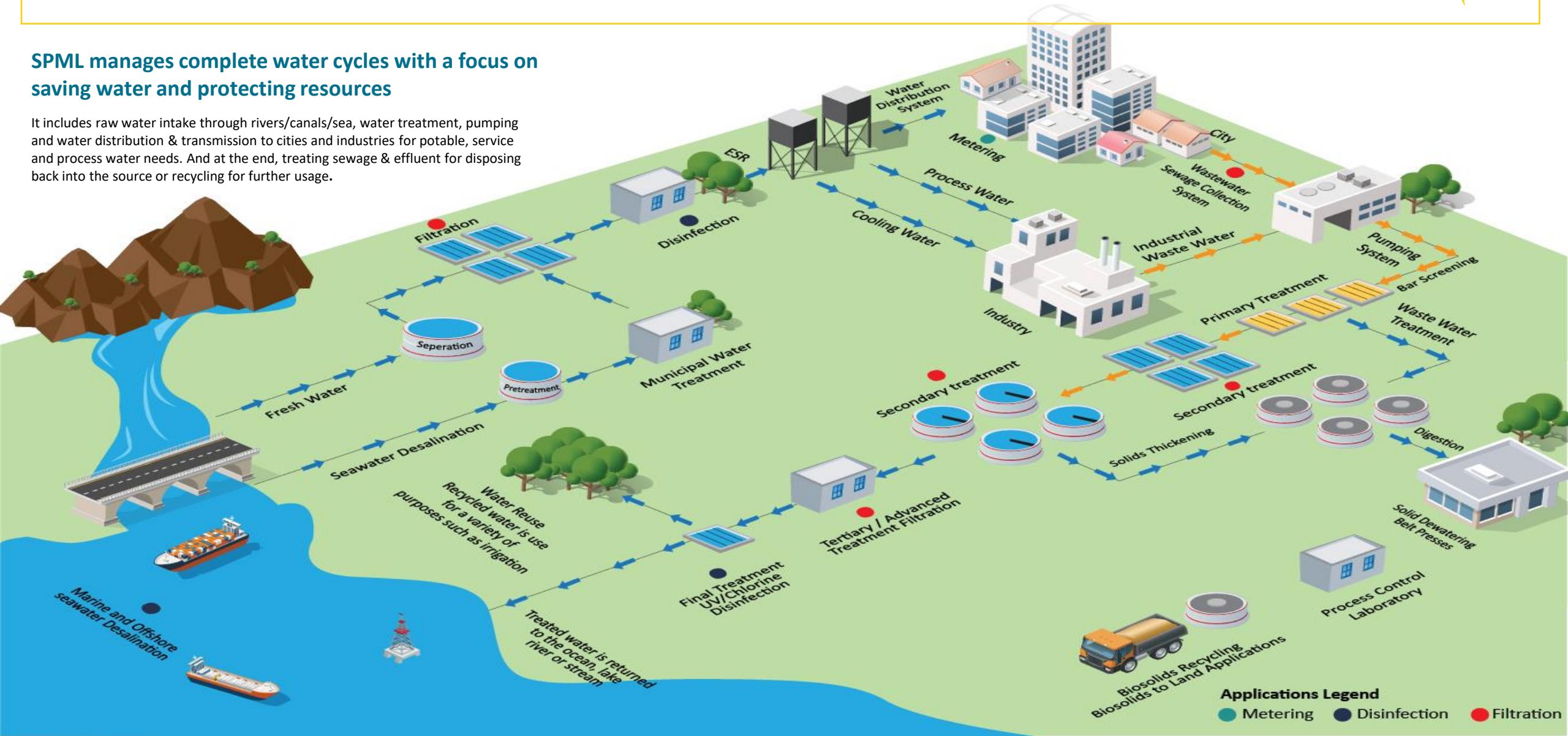
# Business Overview



# Robust Business Model

## SPML manages complete water cycles with a focus on saving water and protecting resources

It includes raw water intake through rivers/canals/sea, water treatment, pumping and water distribution & transmission to cities and industries for potable, service and process water needs. And at the end, treating sewage & effluent for disposing back into the source or recycling for further usage.





# Business Segments

New business expected to drive exponential profitability growth

Existing Order Book



New Business



Joint Venture



With the increase in the new business volumes the margins will improve substantially

Focus remains on margin accretive 'River to Reservoir' segment



River to Reservoir



Reservoir to Tap



Home to River

# Securing India's Water Future through our business solutions

Superior Execution Track Record  
in Water EPC Sector *(Till Date)*



## Water Supply and Distribution

~Rs. 1,150 cr, Isarda Dam, Rajasthan  
Drinking Water Supply and Management projects

**10 years in O&M**  
Water supply projects

**More than 300 km, 1500> mm diameter Pipeline project**

**City distribution management experience of up to 1 Mn population**

**All civil works related to water supply projects- treatment plant, overhead reservoir, underground reservoir, intake etc**

## Water & Wastewater Treatment & Management

**Up-to 35 MLD**  
Common Effluent Treatment Plant

**Up-to 240 MLD**  
Sewage Treatment Plant

**Water treatment plant projects of up to 200 MLD capacity (expected to go up to 500 MLD in the future)**

**Trenchless sewer rehabilitation projects of 25 km and up to INR 200 crores contract value**

**Sewerage network projects of length 200 km**





# Key Focus Areas

## Build a Robust Order book

*Bid for fewer but larger projects with high margin fully funded and easy to execute*



## Efficient mgmt. of Debtor Days

*Focus on Cash Rich States*



## Robust selection of sub-contractors

*Basis their local presence, financial prowess and work execution ability*



## Risk Averse

*Applying Escrow Mechanism to reduce strain on working capital*



## Improving Profitability

*Bid for high growth and better margin projects*



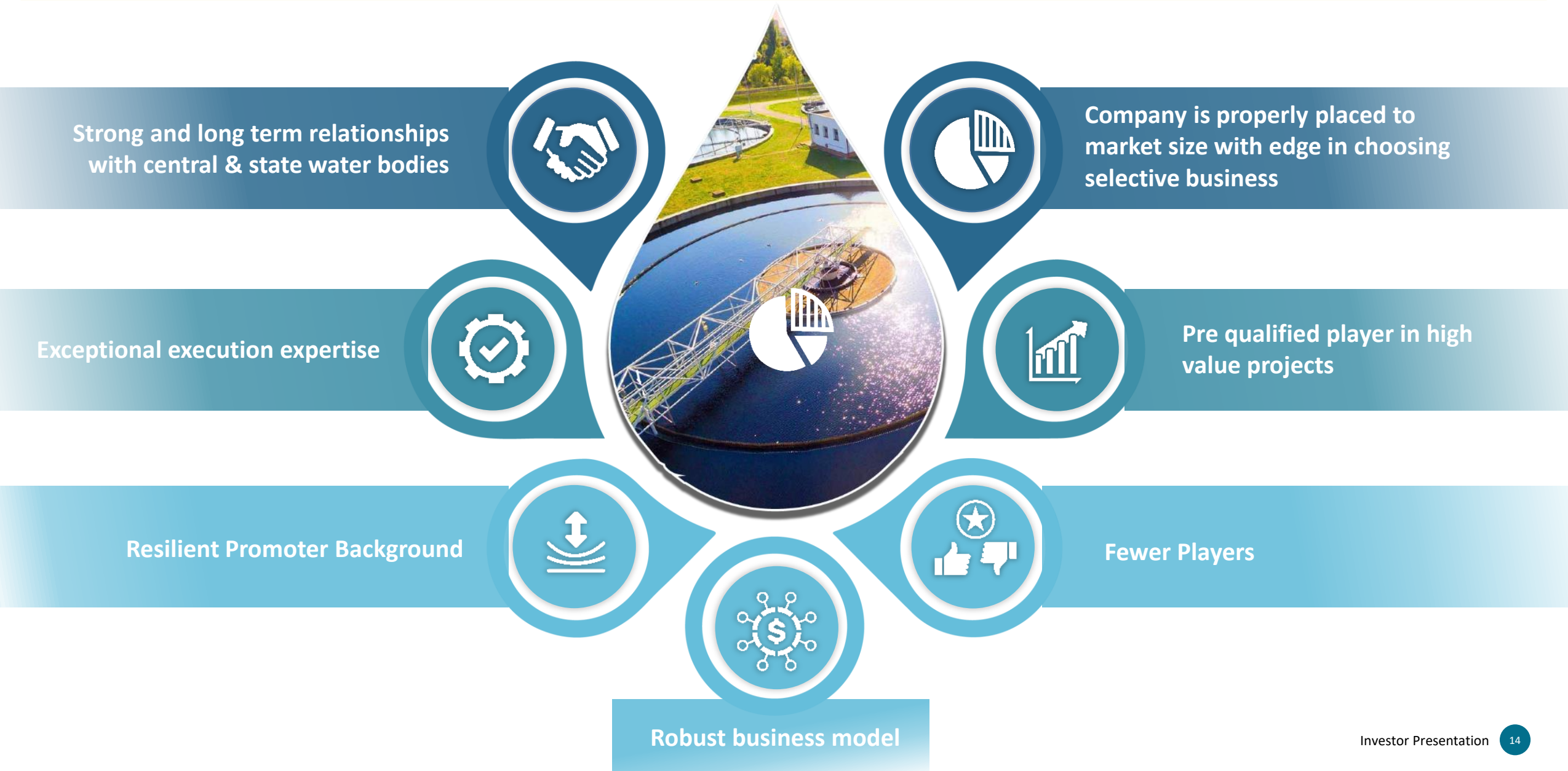
## Favourable Commercial Terms

*Reviewing detailed project reports (DPR) to minimize disputes over scope of work*



## Cost Optimization

*Execution of projects on sub-contract basis to eliminate bank guarantee, no execution delays, avoid penalties  
Technology driven process' for improving efficiency and reducing costs*





# Water Sector Outlook



# India

has a great opportunity to increase water supply infrastructure to meet growing demand

India faces a large gap between current supply and projected demand

**Demand**

1,498 Bn M<sup>3</sup>

**2030**

**Supply**

744 Bn M<sup>3</sup>

India water usage composition in 2030



## GROWTH TRIGGERS

Robust Industrial Growth



Disruption in Water Cycle



Unsustainable use of water resources



Rise in urban population and inadequate water supply situation



Increased requirement from irrigation and agriculture sector



Quality and Accessibility of water



# Fueling Water Sector Growth

## Flagship Programs

### Jal Jeevan Mission (Urban)

Exclusive Budget – Rs.2.87 lakh cr  
2021-2026



### Jal Jeevan Mission (Rural)

Outlay – Rs.3.6 lakh cr  
2019-2024



Har Ghar Jal  
Jal Jeevan Mission

### Amrut 2.0

Massive Allocation Rs.2.99 lakh cr  
5 Years



### Namami Gange

Flagship Wastewater Treatment Program  
Rs.20,000 cr



Considering the entire execution of the aforesaid schemes in 10 years, there is a visibility of business of approx. Rs. 1 lakh cr every year, most of which the company is qualified

The company is targeting Rs. 2000-4000 cr high margin projects in the aforesaid business annually to sustain its profitability and growth

Currently tenders worth Rs. 10,000 cr are active in the market

## To be implemented in 2-3 years



### Pradhan Mantri Krishi Sinchayee

Yojana- Har Khet ko Pani  
Rs.93,068.56 cr



### Dam Rehabilitation and Improvement Project

(DRIP) Phase 2 & 3  
Rs.10,211 cr



### Atal Bhujal Yojana

Rs.6000 cr

### National Watershed Project

Rs.2,142 cr

### National River Linking Project

Rs.4,000 cr for 2024-25

# Key Highlights







## Resolution with IDRCL

The consortium of erstwhile lenders have assigned their debt to NARCL. The NARCL through their attorney, IDRCL, have executed MRA on 17 May 2024 and subsequently withdrawn all the pending applications of erstwhile lenders at NCLT and DRT. The NARCL has demonstrated faith in the company by doing the first acquisition and resolution outside NCLT



## Liquidity Creation to drive new Business Growth

To Improve the liquidity and to increase their stake, the promoters have infused Rs. 80 cr in the company by way of preferential allotment at the price of ~Rs. 118 and the allotment has been made on 23 May, 2024.



## Impact of Restructuring

With the detailed review of the company's assets & liabilities, during the resolution process with IDRCL, the company has taken one time impact on the books of accounts along the implementation of restructuring as per IND AS



## Progress in Arbitration Award Collections

Out of the impending realization of Rs. 294 crore from VSV, we have already received Rs. 243 crore in FY24. The remaining Rs. 51 cr will be received shortly.



## Significant Financial Growth in FY24

In FY24, company achieved substantial financial improvements, a turnover of Rs. 1,318 cr, representing a ~50% YoY growth. The company's net worth increased to Rs. 509 cr from Rs. 349 cr in FY23. Current assets stood at Rs. 885 cr, including cash and bank balance of Rs. 227 cr. During FY24, the company's debt was reduced to Rs. 558 cr, considering IND AS adjustments, out of which Rs. 189 cr already repaid and a further reduction of Rs. 40 cr expected from the sale of identified properties.



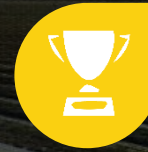
## Improved Solvency Ratios

With significant improvements in various solvency ratios, including Net Debt/Equity (now at 0.7x), Net Debt/EBITDA (now at 4.2x), and the Quick Ratio (now at 1.45x), our credentials and qualifications for participating in new tenders have substantially strengthened.

# Resolution with NARCL/IDRCL



Significant Debt reduction  
& withdrawal of all  
actions of the lenders



Repayment from  
proceeds of arbitration  
awards



No default in the  
lenders' liability



No interest outgo and  
no repayment pressure  
on cash flow

## SPML Infra Ltd.

**Rs. 1,657 cr**

Total Outstanding Debt under resolution plan

Sustainable Debt

**Rs. 967 cr**

If payment made in 10 Years under base case

**Rs. 700 cr**

If payment made in 8 Years under  
prepayment mode

Unsustainable Debt

**Rs. 602 cr**

**(converted into Zero Coupon NCDs)**  
To be extinguished entirely on repayment of  
sustainable debt without any further payment

Unsustainable Debt

**Rs. 88 Cr**

Allotment of equity value at applicable  
prevailing market price of Rs. 118 by way of  
conversion of unsustainable debt.

Interest component is included  
in the total outflow of  
repayments, hence no further  
payment of Interest

The company has already repaid  
Rs. 219 cr from the proceeds of  
VSV and making payment of Rs.  
40 cr from the sale of identified  
assets

The repayment from the cash  
flow is Rs. 16 cr in 10 years  
option or Rs. 12 cr in 8 years  
option, of which Rs. 4 cr has  
already been paid

The repayments are linked  
with realization from  
arbitration awards, claims and  
from specified assets

**Poised to strengthen balance sheet and financials**



# Liquidity creation to drive new business growth

## Challenges addressed



Delay in realization of  
Arbitration Amounts



Delay in Debtor Realization

**SPML  
Infra Ltd.**

Rs.

**30 cr**

Promoter Capital Infusion

Rs.

**15 cr**

Sale of non-core assets

Rs.

**75 cr**

balance proceeds under  
Settlement in VSV Scheme

Rs.

**50 cr**

Share warrants to Promoters

Total  
Liquidity  
**Rs. 170 cr**

**Poised to increase order book and revenue**

# Awards & Claims





Particulars	Amount (Rs.cr)
<i>(Awards – with accrued interest up to 31<sup>st</sup> March, 2024)</i>	
PSU – Remaining Awards eligible under Vivad Se Vishwas II Scheme	51.0
PGCIL	43.8
State Government	509.6
<b>Total Awards</b>	<b>604.4</b>

- *The actual receipt of Arbitration Awards will be the cumulative of Interest till the date of actual receipt against the amount reflected in the table.*
- *Out of the state Government awards, arbitration award of Rs. 181 cr from Arunachal Pradesh Govt. undertaking is at the final stages at the Hon'ble Supreme Court.*



**Total Claims already filed till date**



**Rs.4,090.5 Cr**

Particulars	Amount (Rs. Cr)
Claims filed till date-PSU	<b>332.0</b>
Claims filed till date-Non PSU	3,758.5
<b>Total Claims already filed till date</b>	<b>4,090.5</b>

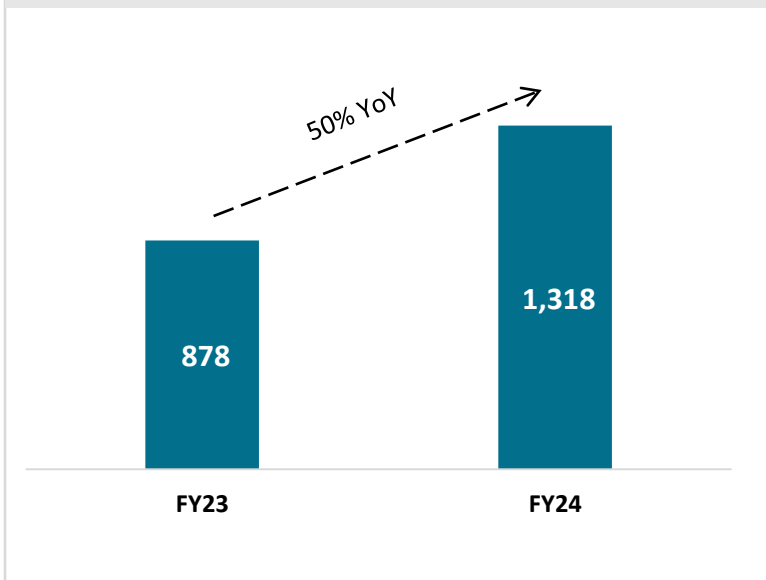
- The Aforesaid amount will further increase with additional filing of claims which are under process and the company's focus will be to realize the amount to reduce the NARCL dues.
- The Claim amount will be increased by Pendentlite Interest from the date of filing claims till the date of Award Order which will increase the claims amount substantially as stated in the above table.



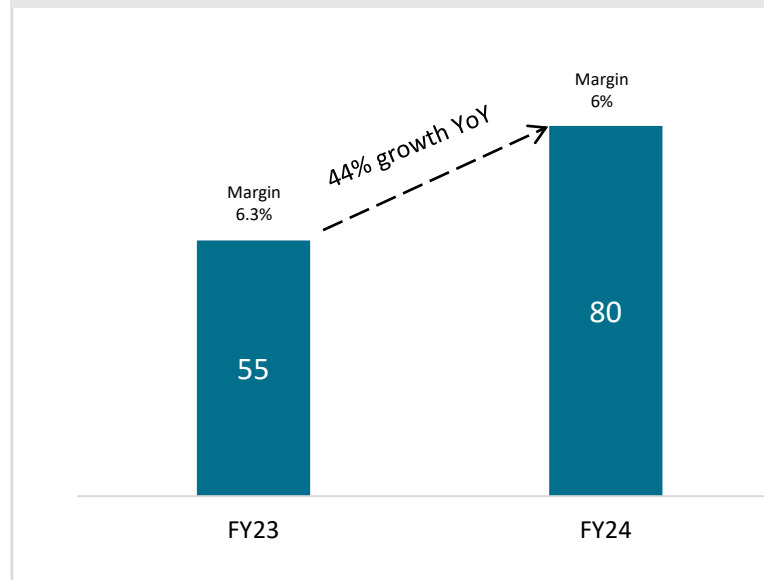
# Financial & Operational Highlights



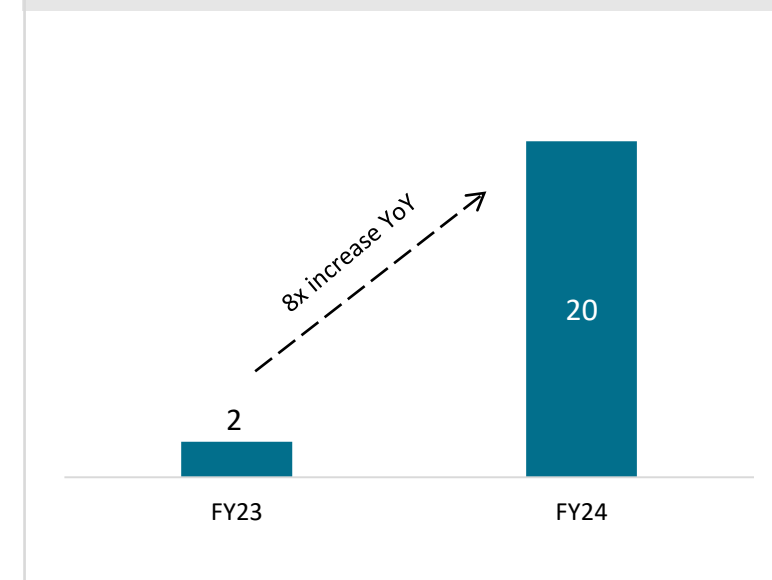
## Revenues (Rs. cr)



## EBITDA (Rs. cr)



## PAT (Rs. cr)

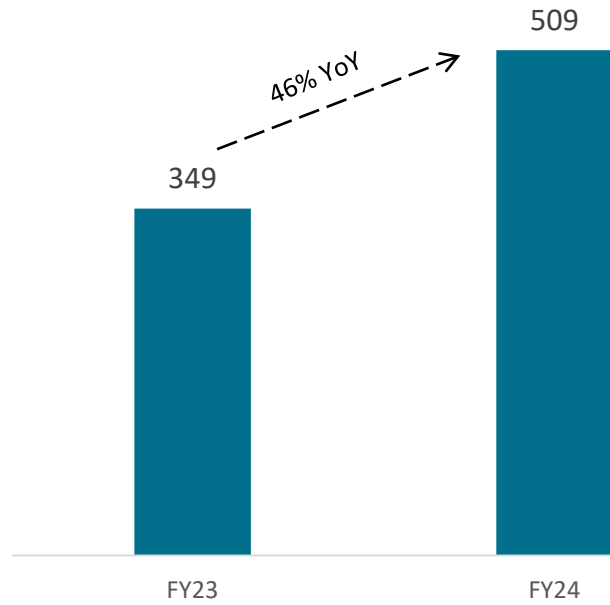


## Factors driving Profitability

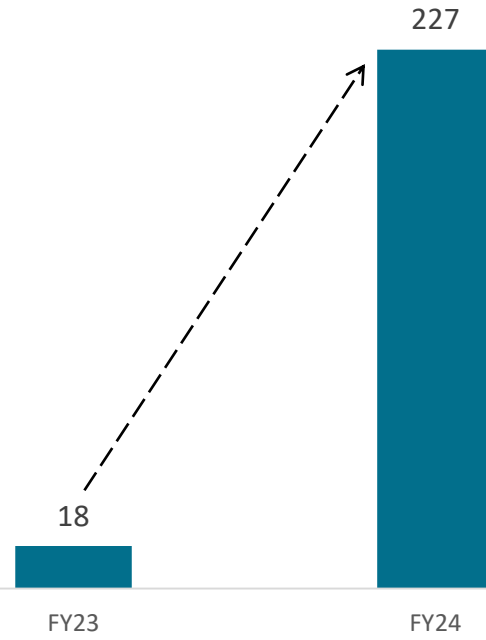
- Access to **numerous business opportunities** ensures a continuous flow of projects.
- In the future, revenue is expected to rise driven by an **expanding order book**.
- **Long-term partnerships with central and state water bodies**, which are fully funded, facilitate the acquisition of lucrative contracts, bolstering revenue.
- **A high prequalification status** allows the company to undertake superior quality projects, leading to increased revenue streams.
- In **future profitability will further improve** as there is **no interest outgo** and **no cash flow of the company is used for debt repayment**. As per the requirement of IND AS, Rs. 189 cr, gain on the discounted value of the sustainable debt, will be accounted for proportionately in the next 8 years to restate the debt at Rs. 700 cr. However, the same will be compensated with the proportionate deferred income which will be accounted every year to take the advantage of Rs. 267 cr, the differential of both the options of repayment to NARCL.



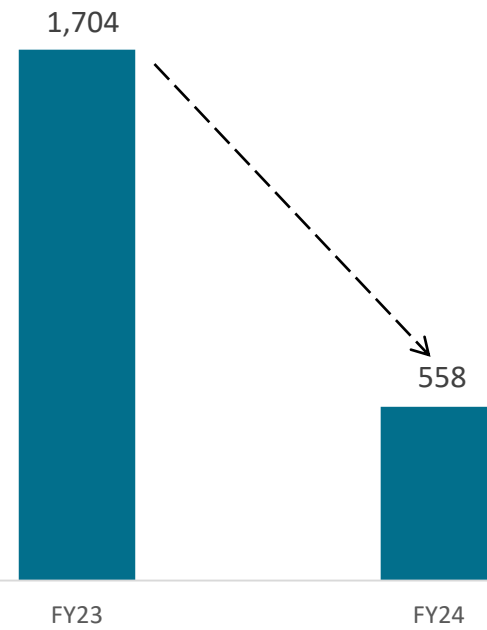
**Net Worth (Rs. cr)**



**Cash Position (Rs. cr)**

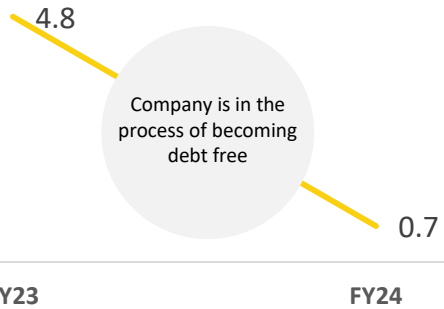


**Debt (Rs. cr)\***

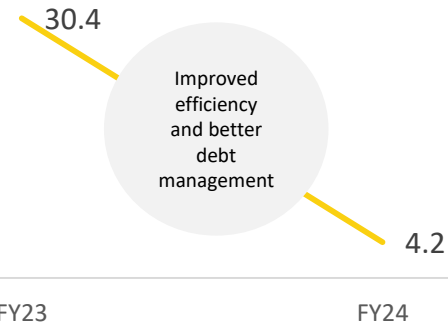


*\*Aforesaid Debt figure is after accounting for IND AS Requirements*

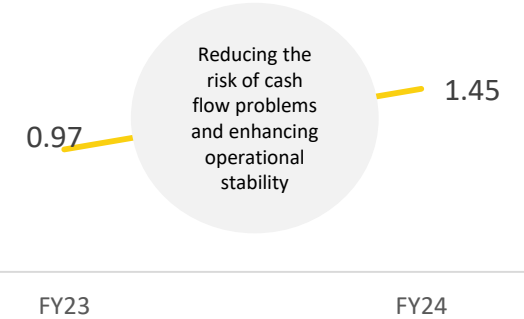
## Net Debt to Equity (x)



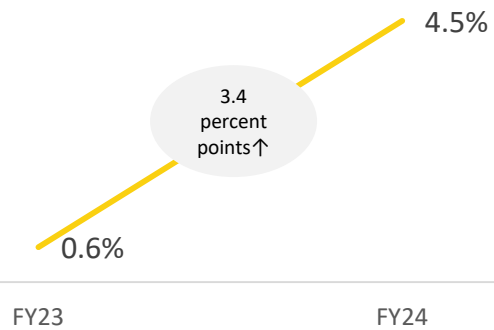
## Net Debt to EBITDA (x)



## Quick Ratio (x)

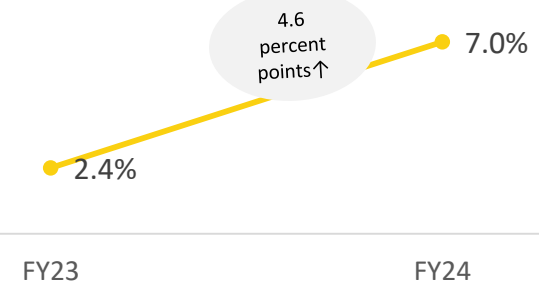


## Return on Equity (%)



Efficient management and effective use of shareholders' funds

## Return on Capital Employed (%)





Projects executed  
**In India**



**3000 MM Dia MS Pipeline, Sauni Yojana, Gujarat**



**125 MLD Water Treatment Plant, Rajasthan**



**Bisalpur Jaipur Water Supply Pipeline**



**410 MLD Pumping Station for Treated Effluent Disposal, Yamuna Vihar, New Delhi**



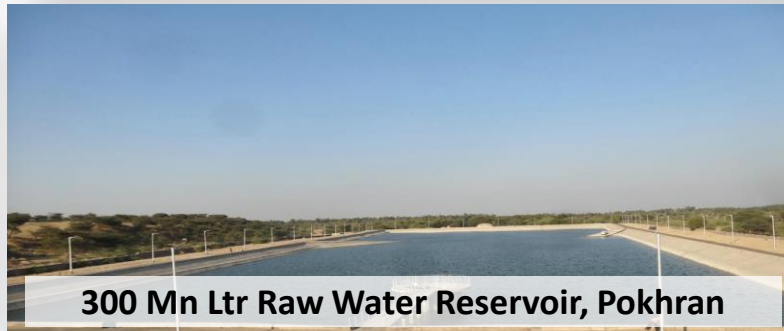
**160 MLD Water Treatment Plant, Rajasthan**



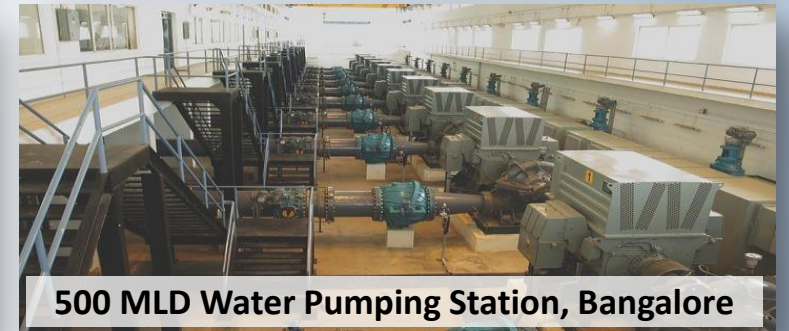
**200 MLD Surajpura Water Treatment Plant**



**240 MLD Sewage Treatment Plant, Gujarat**



**300 Mn Ltr Raw Water Reservoir, Pokhran**



**500 MLD Water Pumping Station, Bangalore**



*Thank you*

## SPML INFRA LIMITED

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