



# Kridhan Infra Limited

(Formerly known as Readymade Steel India Ltd)

27<sup>th</sup> March, 2017

To,  
**The BSE Limited**  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai 400001.  
**Ref: Scrip Code: 533482**

To,  
**National Stock Exchange of India Ltd.**  
Exchange Plaza, C-1, Block G,  
Bandra Kurla Complex, Bandra(E),  
Mumbai 400051.  
**Ref: Symbol: KRIDHANINF**

## **Subject: Submission of Investor Presentation.**

Dear Sir,

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 we submit herewith Investor Presentation.

You are requested to kindly take the same on your record.

Thanking You,  
Yours Faithfully,

For **Kridhan Infra Limited**

  
Jyoti Gade  
Company Secretary



# Kridhan Infra Limited

INVESTOR PRESENTATION | MARCH 2017





This presentation contains forward-looking statements which may be identified by their use of words like “plans,” “expects,” “will,” “anticipates,” “believes,” “intends,” “projects,” “estimates” or other words of similar meaning. All statements that address expectations or projections about the future, including, but not limited to, statements about the strategy for growth, product development, market position, expenditures, and financial results, are forward-looking statements.

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These companies assume no responsibility to publicly amend, modify or revise any forward looking statements, on the basis of any subsequent developments, information or events, or otherwise.





1

## **Well positioned to benefit from the growing construction industry in Asean and India**

- Strong impetus on infrastructure development in India;
  - Singapore Government: continued focus on infrastructure development, annual S\$27-34bn construction contract award with a focus on promoting domestic construction companies
- 

2

## **Leader in Foundation Engineering Space**

- Singapore's 2nd largest Foundation Engineering Company
  - Prestigious L6 Certification enables them to tender for unlimited value projects for piling work
- 

3

## **Transformational Acquisition of Swee Hong Expands opportunity set 10x**

- Moves up the value chain to become a full-fledged EPC player
  - Expertise in tunneling, sewer works, bridge works, roads works, flyovers, among others
  - Achieved financial turnaround in the first quarter of acquisition and expect to fully exit debt restructuring arrangement in next 2-3 months
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4

## **Substantial Revenue Growth Targeted through a two-pronged growth strategy**

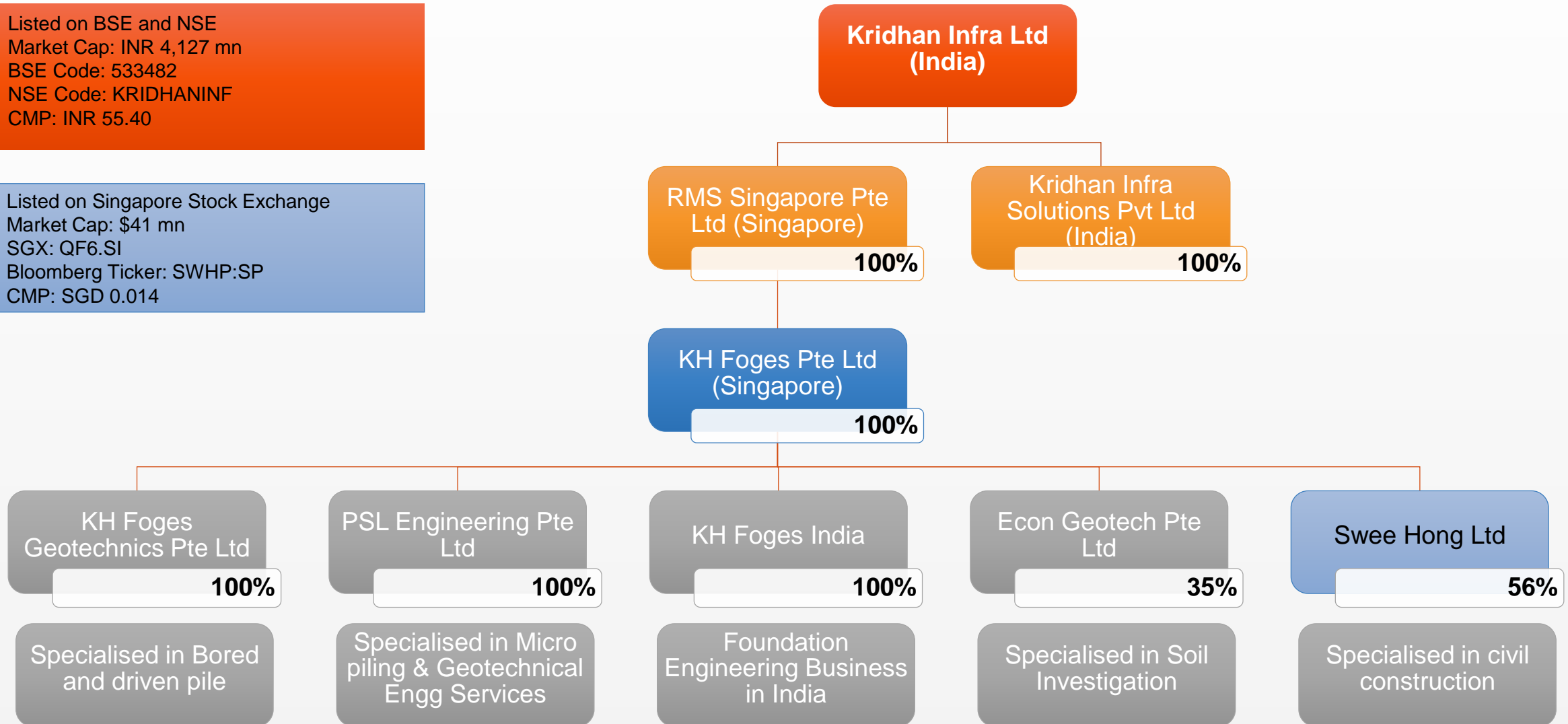
- Turning around Swee Hong in Singapore
- Pushing Singapore capabilities (IPR in Foundation Engineering and Micro-Tunneling, access to low cost capital) in India

# Group Structure

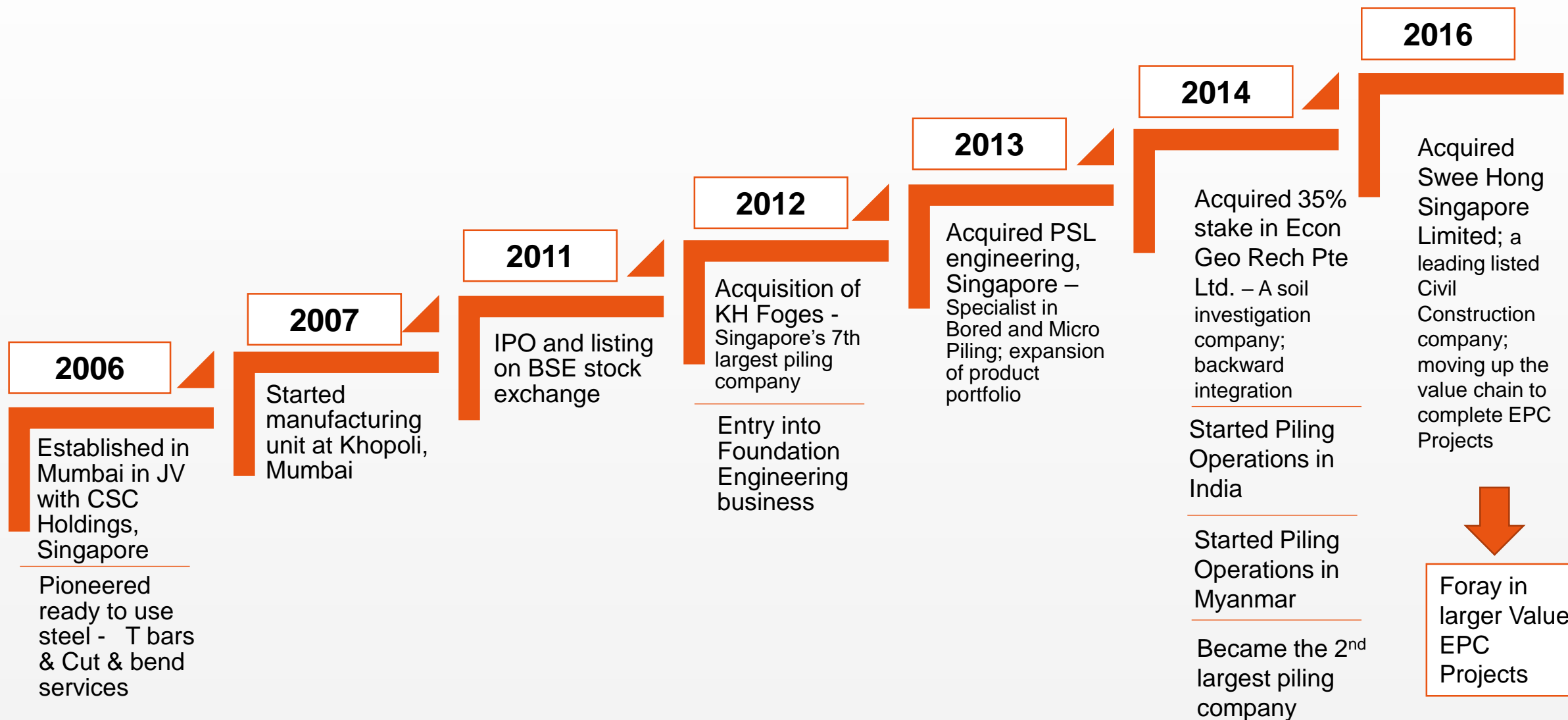


Listed on BSE and NSE  
Market Cap: INR 4,127 mn  
BSE Code: 533482  
NSE Code: KRIDHANINF  
CMP: INR 55.40

Listed on Singapore Stock Exchange  
Market Cap: \$41 mn  
SGX: QF6.SI  
Bloomberg Ticker: SWHP:SP  
CMP: SGD 0.014



# Grown Fast through Well -Timed Acquisitions



# 1 Superior Growth Prospects - Singapore



## Singapore's 2<sup>nd</sup> largest foundation engineering company/Major EPC Company (Swee Hong Limited)



### Singapore's economy growing at a steady pace

*According to the IMF, Singapore's GDP is expected to expand on an average by 3% over the next three years, in line with global growth.*



### Construction: An important constituent of Singapore's economy

The Building and Construction Authority (BCA) projects the total construction demand or the value of construction contracts to be awarded this year to be between **\$27 billion** and **\$34 billion**, with about **65%** driven by public sector demand - the highest proportion of construction demand from the public sector since 2002

**2017**

**\$S27-34 billion worth of construction contracts to be awarded**



Civil Engineering

**\$S10.7-12.9b**

Both public and private sector demand to increase, supported by major infrastructure projects



Residential

**\$S6.6-8.1b**

Increase in public housing demand due to ramp-up in Home Improvement Programme to offset slowdown in private residential demand



Industrial

**\$S4.0-5.4b**

Private sector demand to moderate due to uncertain economic outlook but supported by an increase in public industrial projects



Institutional & Others

**\$S3.9-5.2b**

Total demand to moderate, with the bulk of demand coming from the public sector



Commercial

**\$S1.9-2.5b**

Remain subdued but supported by upcoming asset enhancement projects and construction of mixed developments

# 1 Infrastructure Boom In India



The Government of India has made a record allocation US\$ 33.07 billion for several infrastructure projects in Union Budget 2016-17



The engineering-procurement-construction (EPC) mode is staging a comeback after complete absence in FY12-13



USD 376 bn investments for infrastructure sector projected over the next 3 years

USD 650 Billion investments in urban infrastructure estimated over next 20 years.

100 Smart Cities and 500 AMRUT Cities will invite investment of 2 Trillion Rupees in the next five years.

INR 62,009 Crore. would be invested under Swachh Bharat Mission (SBM) in urban areas.





## Singapore's 2<sup>nd</sup> largest foundation engineering company

- Provides timely, quality and high value added services to the Infrastructure, Building and Construction Industry
- Leaders in Geotechnical and Foundation engineering: Bored Piling and Deep Piling



## Strong Project execution track record

- The company has completed over 250 projects in Singapore and has completed one project each in Myanmar and India.



## Servicing Marquee Clients

- Prestigious L6 Certification enabling them to tender for unlimited value projects





## Expand Opportunity Set 10x; Moving up the value chain to be a full Service EPC Player

### About Swee Hong Limited

- A leading Civil engineering company based in Singapore
- Strong technical expertise in
  - Tunneling
  - Parks and Services
  - Infrastructure Construction Services
- Completed multiple marquee projects in Singapore
- Experienced management team
- Listed on Singapore Stock Exchange (SGX: QF6.SI)

### Rationale for Acquisition

- Significantly enhance skill set in Construction Engineering Space
- Expands opportunity size multifold
  - Moving the company from a piling contractor to a full service EPC player
- Portfolio diversification
- Decent size order book of \$91 million despite having no new orders in last 3 years due to financial difficulties
- Financial turnaround should significantly drive new order inflows starting in the next 1-2 quarters as net worth crosses relevant thresholds

### Marquee Projects Undertaken



Gardens by the bay

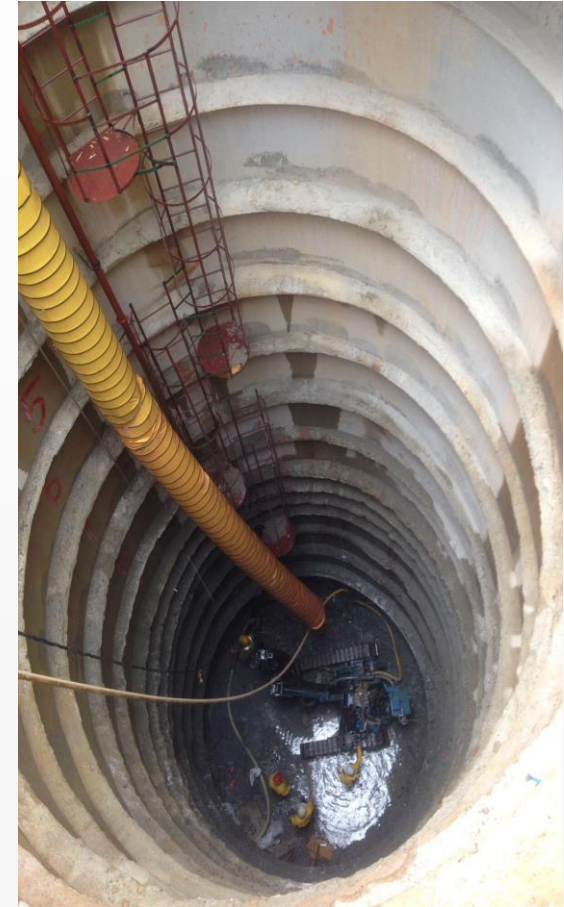


Marine East Garden

**SWEE HONG**  
FIRST WORLD CITY BUILDERS



# Swee Hong Ltd. Current Site Pictures





### Substantial Revenue Growth Expected in next 2-3 years

#### Swee Hong Turnaround

- Swee Hong was founded in 1962 and is Singapore's leading public listed EPC company
- Over the years, the company had grown from strength to strength to cover the entire spectrum of EPC services with expertise in tunneling, sewer works, bridge works, roads works, flyovers, among others
- The company had encountered financial difficulties in the last 3 years and had negative net worth till KIL acquisition
  - KIL acquired the company in August 2016 and has undertaken operational and financial restructuring
  - The company has since then undertaken numerous steps to restore financial stability and has reported positive net worth for the last 2 quarters
  - Order inflow will now see significant pick-up as the net worth crosses threshold limits

#### Pushing Singapore Capabilities in India

- Company is targeting an aggressive push in India to capitalise on India's infrastructure boom. The India foray will be driven by:
- Expertise in high end and complex foundation engineering work and micro-tunneling
  - *Present in the entire spectrum of EPC services with expertise in piling, sewer works, bridge works, roads works, flyovers, parks and landscaping*
- Access to low cost capital
  - Finance cost of 3.5%-4% compared to 12% -14% in India

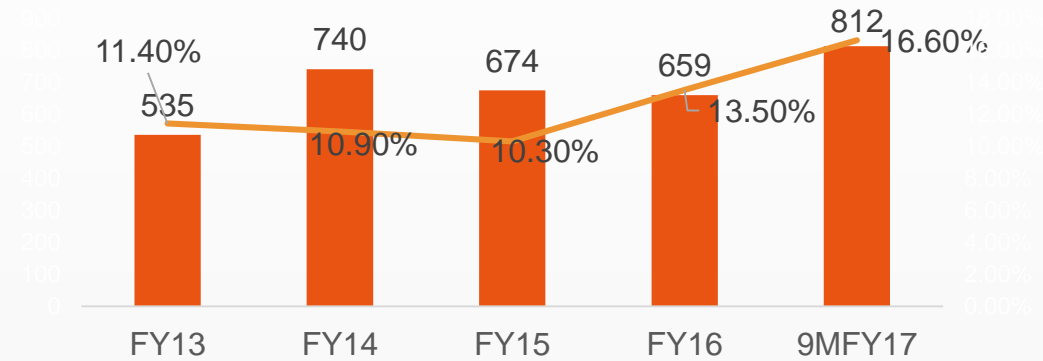




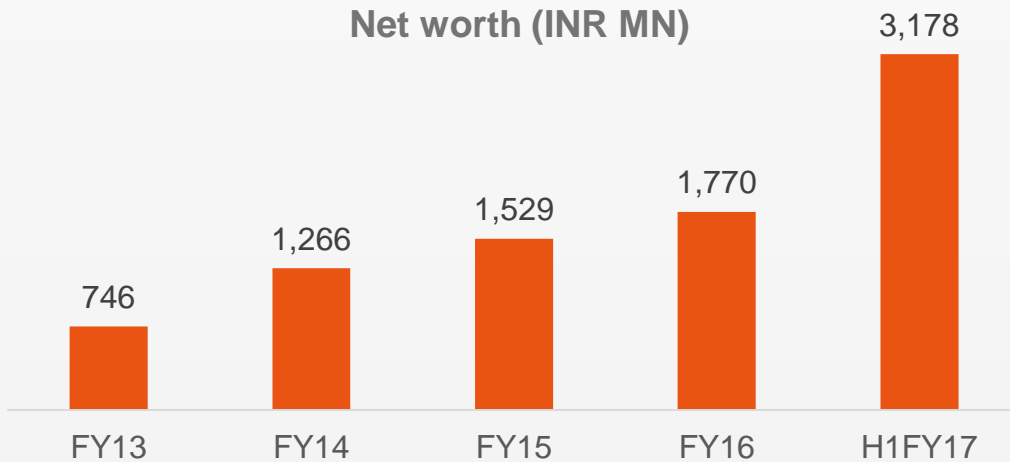
Total Revenue (INR Mn)



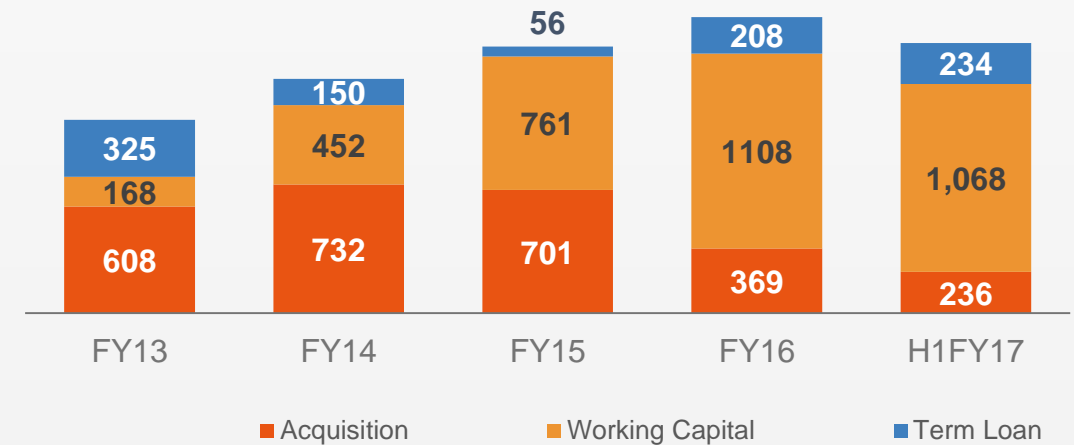
EBITDA (INR Mn) and EBITDA %



Net worth (INR MN)



Debt (INR Mn)



# Income Statement



INR Mn (except as stated)	FY15	FY16	9MFY17
Revenue	6,517	4,887	5,058
<i>Total Expenditure</i>	<i>5,844</i>	<i>4,228</i>	<i>4,246</i>
EBITDA	674	659	812
EBITDA Margin (%)	10.30%	13.50%	16.60%
<i>Interest</i>	<i>116</i>	<i>119</i>	<i>107</i>
<i>Depreciation</i>	<i>278</i>	<i>327</i>	<i>256</i>
<i>Other Income</i>	<i>87</i>	<i>69</i>	<i>29</i>
PBT	366	282	478*
<i>Tax</i>	<i>44</i>	<i>58</i>	<i>37</i>
PAT	322	225	441
PAT Margin (%)	4.90%	4.60%	8.72%
Minority Interest	32	23	111
Attributable PAT	291	202	330

\* Excludes exceptional item of INR 1,025 mn

# Balance Sheet



INR Mn (except as stated)	FY16	FY15	H1FY17
Share Capital	148	136	148
Reserves and Surplus	1,622	1,394	3,023
Minority Interest	156	145	257
Non Current Liabilities	855	1,083	1,264
<i>Long Term Borrowings</i>	<i>577</i>	<i>757</i>	<i>748</i>
<i>Defer Tax Liabilities</i>	<i>109</i>	<i>116</i>	<i>1,18</i>
<i>Other Long Term Borrowings</i>	<i>169</i>	<i>211</i>	<i>398</i>
Current Liabilities	2,609	2,620	4,327
<i>Short Term Liabilities</i>	<i>1,108</i>	<i>762</i>	<i>1,299</i>
<i>Trade Payables</i>	<i>836</i>	<i>1,019</i>	<i>1,737</i>
<i>Other Current Liabilities</i>	<i>666</i>	<i>840</i>	<i>1,223</i>
<b>Total Equity and Liabilities</b>	<b>5,390</b>	<b>5,417</b>	<b>9,026</b>

INR Mn (except as stated)	FY16	FY15	H1FY17
Non Current Assets	2,659	2,851	4,753
<i>Fixed Assets</i>	<i>1,848</i>	<i>1,930</i>	<i>2,599</i>
<i>Goodwill on Consolidation</i>	<i>223</i>	<i>225</i>	<i>1,523</i>
<i>Non Current Investment</i>	<i>53</i>	<i>52</i>	<i>58</i>
<i>Other Non Current Assets</i>	<i>536</i>	<i>64</i>	<i>570</i>
Current Assets	2,731	2,566	4,273
<i>Inventories</i>	<i>187</i>	<i>268</i>	<i>232</i>
<i>Trade Receivables</i>	<i>770</i>	<i>742</i>	<i>1,575</i>
<i>Cash and Cash Equivalents</i>	<i>243</i>	<i>200</i>	<i>302</i>
<i>Short Term Loans and Advances</i>	<i>308</i>	<i>171</i>	<i>630</i>
<i>Other Current Assets</i>	<i>1,223</i>	<i>1,185</i>	<i>1,535</i>
<b>Total Assets</b>	<b>5,390</b>	<b>5,417</b>	<b>9,026</b>



# Appendix



# Well-Diversified and De-Risked Business Model



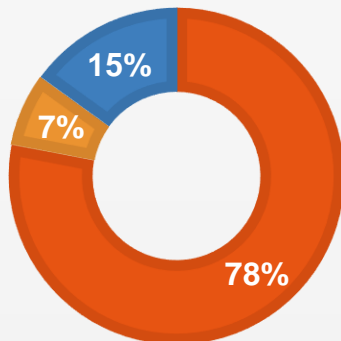
## Key Business Segments

FY16

Foundation Engineering

Readymade Steel

Revenue break-up by Business Segment



■ FE - Singapore ■ FE- India ■ Steel Solutions

FY18e

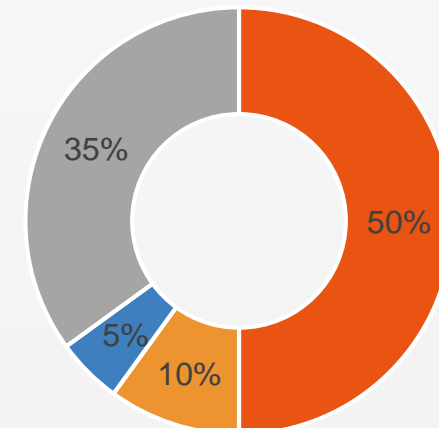
Civil Construction

Foundation Engineering

Micro Tunneling

Readymade Steel

Expected Segmental Revenue FY18



■ Piling ■ RMS ■ Micro-Tunneling ■ EPC

# Key Management Personnel



**Mr. Anil Dhanpatlal Agrawal**  
Executive Director



Mr..Agrawal is the Managing Director of Kridhan Infra Limited (KIL), a listed company in India. Mr. Agrawal has over 15 years of experience in the steel and infrastructure industry. He pioneered the concept of 'ready to use' steel in India. He was a founding member of KIL in 2006 and holds an MBA from Mumbai University, India

**Mr. Subodh Sharma**  
Group CEO



Mr. Sharma is a Commerce Bachelor from the Sydenham College of Commerce and Economics, and is also a Chartered Accountant. He has also done the Project Management Professional Course. Mr. Subodh Sharma has more than 17 years of experience in the field of infrastructure and related services. His experience covers strategic, operational, and business development aspects of an organization.

**Mr. Foo Hee Kang**



Mr. Hee Kang has more than 36 years of work piling and Civil Engineering work. He has multiple achievements to his credit in this field. He holds a BE (Civil) from University of Singapore and is also a Senior Member of Institute of Engineer, Singapore. He was awarded the Outstanding Geotechnical Entrepreneur Award in Year 2012

**Mr. Lee Ying Gee**  
Director



Mr. Lee Ying Gee studied in Singapore and has vast knowledge in the construction and engineering industry. He has been in the Industry since 1995 and started his career as building construction safety supervisor. He has also served for Rotary Piling Pte Ltd as General Manager.

**Mr. Varadhan Moorthy**  
GM



Mr. Moorthy has more than 30 years of work experience in the field of Construction & Project Management in diversified projects encompassing construction of Trenchless Technology using Micro Tunnel Boring Machines of various diameter and types, IT building facility, infrastructure projects such as roads, bridges and flyovers, airports passenger terminal buildings and runways. Mr Moorthy is a Graduate in Civil Engineering from the prestigious College of Engineering and Associate Member and Chartered Engineer from Institute of Engineers.

# Leading to Unique Positioning by building Scale and Size



Our Unique Scale and Size enable us to strategically position ourselves for next phase of growth



## Human Capital

Diverse and richly experienced skill set with over **700 employees**, enables us to provide value added engineering services to clients



## Scale

Have completed over **200 projects in Singapore** along-with premium projects in other SE Asian countries making us uniquely positioned in the entire value chain of foundation engineering.



## Resources

**Superior technological skill set** and large equipment base provides a key entry barrier

## A Niche Construction Engineering Player in ASEAN



## Foundation Engineering & Geotechnical Works

Bored Cast-in-place Concrete Piles

Contiguous Bored and Secant Pile Walls

Driven Piles

Soldier Piles / King Posts

Micro Piles and Geotechnical Works

## EPC Services

Roadworks

Bridge Work and Flyovers

Micro Tunneling

Sewer Work

Landscaping

## Steel Products & Services

Stirrups

Prefabricated Steel Cages

Steel Couplers

Reinforced Bars – Cut & Bend







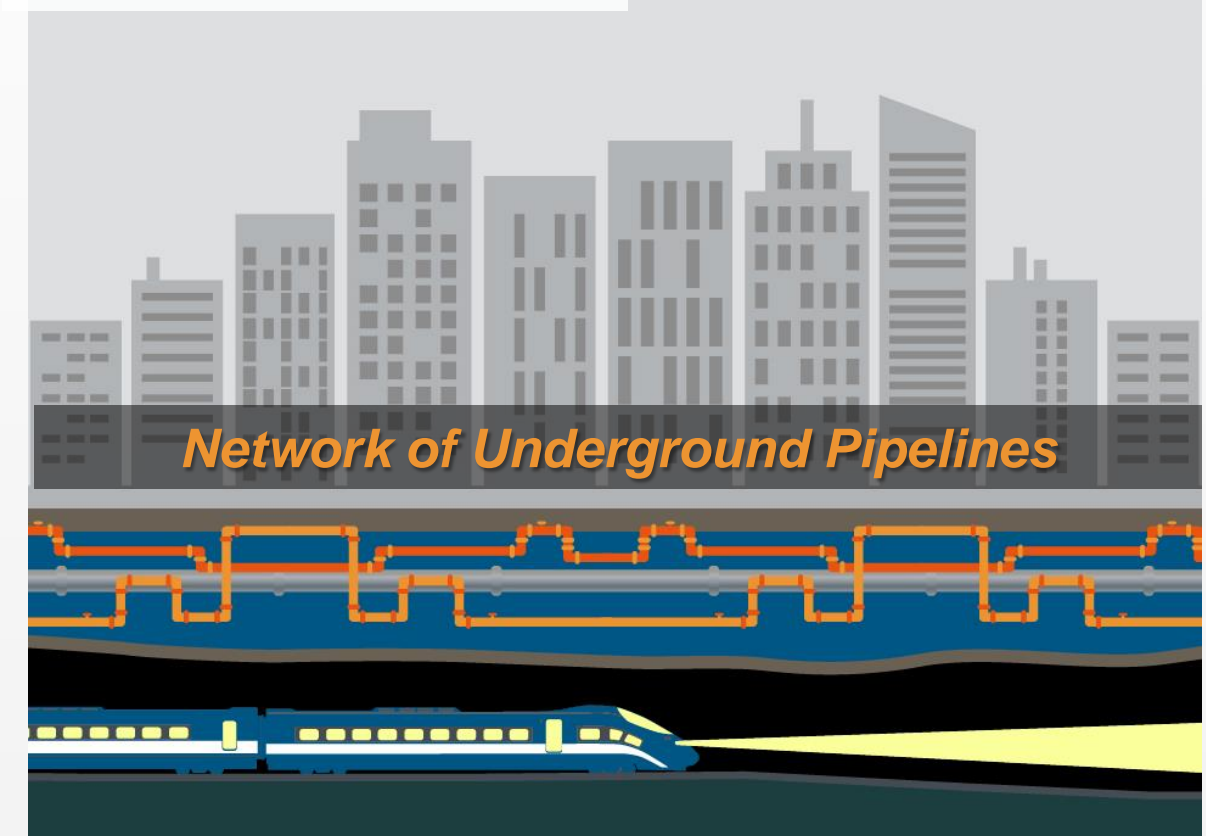
1. Acquisition of Swee Hong provides the technical skill set and resources for large scale tunneling projects

1. Tunneling - A key Requirement for Smart Cities
2. Increasing urbanization will require efficient and integrated use of Underground
  - Reliable and safe transport of people and goods
  - Dependable utilities - water distribution and sewerage systems
  - Efficient use of public spaces

## Tunneling Requires Superior Skill Set

- Lowest possible impact on existing infrastructure
- No hazard to traffic networks, communities and workers
- Solutions constructed should be innovative, integrated and sustainable
- Easy to repair and maintain

## Tunneling Solutions for Smart Cities





## Highly Technical area of specialization

### Knowledge

#### Strong Technical Knowledge of:

- Soil Mechanics
- Rock Mechanics
- Geology and Structural Engineering

#### Understanding of Various Types of Foundation

- Shallow foundation
- Deep foundation
- Monopile

#### Assessment and calculation of load bearing capacity

### VALUE ADDED ENGINEERING



### Resources

- Superior technology for deeper and more efficient digging
- Specialized equipment for different types of foundation activities
- Large resource base to carry multiple hi-end projects simultaneously
- Best resources to avoid productivity loss and timely project execution

### SPECIALIZED PRODUCTS

Unparalleled comprehensive strength to meet diverse client needs



*Thank You*



## Contact Detail

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