Broadening Perspectives. Unlocking New Potential.



Investor Presentation
Q2FY27

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Quarterly Highlights

Key Updates for Q2FY27

➢ Pronounced an Arbitration Award for EPC Project

- Pronounced an arbitration award for Rs. 244 crores published in favour of the Company in connection with an EPC project - Upgradation of Sonauli to Gorakhpur section of NH 29E, executed for UP PWD.

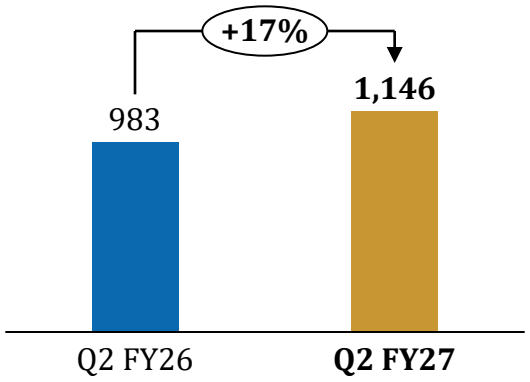
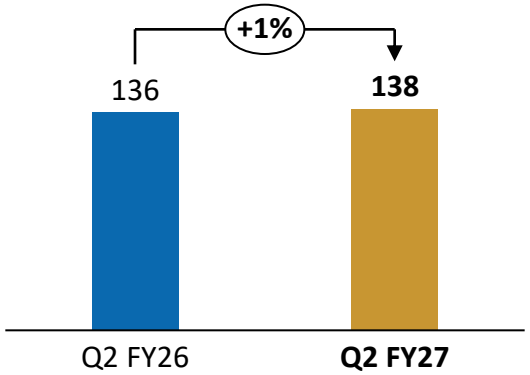
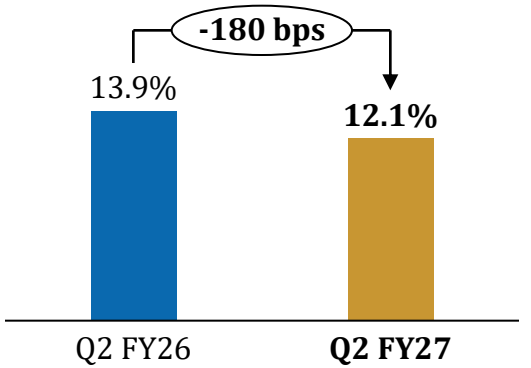
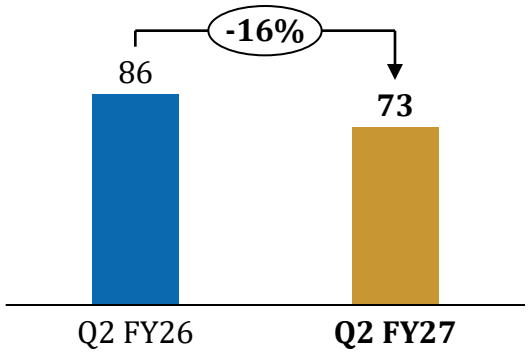
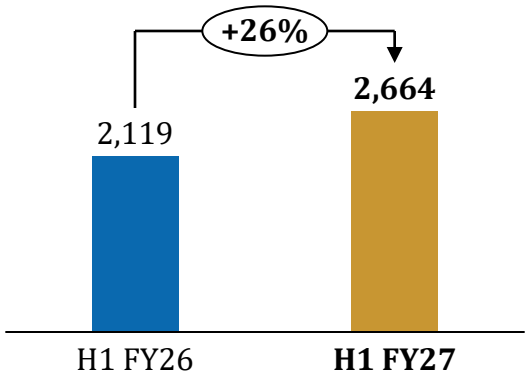
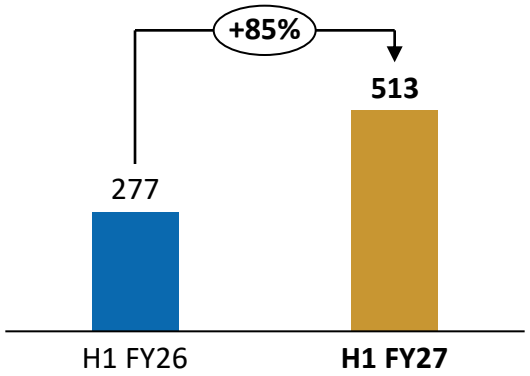
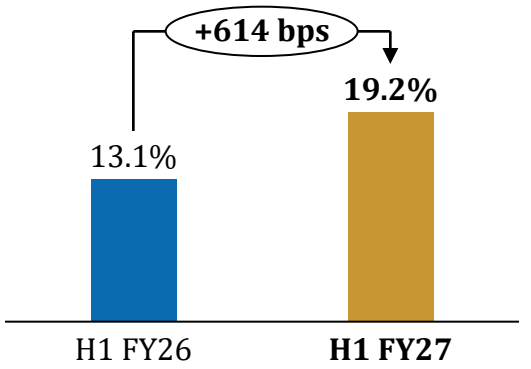
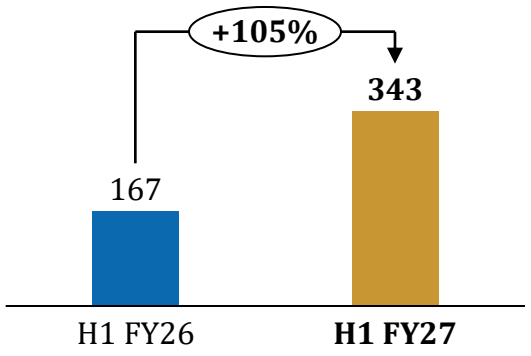
➢ Stay Order by the Hon'ble High Court of Delhi

- On September 11, 2026, NHAI extended the three-year debarment imposed on the concessionaire, Awadh Expressway Private Limited, to PNC Infratech, restricting the Company from participating in NHAI and MoRTH projects during the debarment period.
- Subsequently, on October 12, 2026, the Hon’ble Delhi High Court granted a stay on the effect of the debarment orders issued by the Authority against both the Company and the concessionaire.

➢ Incorporation of Subsidiary Company in Republic of Kazakhstan

- The Company has incorporated a subsidiary company in the name ‘**PNC lnfratech (Kazakhstan) LLP**' in the Republic of Kazakhstan with the primary objective of providing infrastructure services in the country, particularly in the Roads and Highways sector.

Quarterly Highlights

	Total Revenue (Rs. Crs)	EBITDA (Rs. Crs)	EBITDA Margin %	Profit After Tax (Rs. Crs)
Quarter				
Half Year				

Profitability Statement – Q2 FY27

Particulars (Rs. Crs)	Standalone			Consolidated		
	Q2FY27	Q2FY26	YoY	Q2FY27	Q2FY26	YoY
REVENUE	**1,146**	**983**	**17%**	**1,322**	**1,128**	**17%**
EBITDA	**138**	**136**	**1%**	**279**	**253**	**10%**
EBITDA margin	**12.1%**	**13.9%**		**21.1%**	**22.4%**	
Other Income	20	19		53	32	
Depreciation	35	21		40	26	
Finance Cost	25	22		134	129	
Profit Before Tax before Exceptional Item	**99**	**112**	**-12%**	**158**	**130**	**22%**
Exceptional Item	0	5		0	163	
Profit Before Tax after Exceptional Item	**99**	**118**	**-16%**	**158**	**292**	**-46%**
Total Tax Expenses	26	32		43	77	
Current Tax	24	26		35	42	
Taxation in respect of earlier years	-	-		-	1	
Deferred Tax	2	6		8	34	
Profit After Tax	**73**	**86**	**-16%**	**115**	**216**	**-47%**
PAT Margin	**6.3%**	**8.8%**		**8.7%**	**19.1%**	
Total Other Comprehensive Income, net of tax	2	1		2	1	
Total Comprehensive income	**74**	**87**	**-15%**	**117**	**217**	**-46%**

Profitability Statement – H1 FY27

Particulars (Rs. Crs)	Standalone			Consolidated		
	H1 FY27	H1 FY26	YoY	H1 FY27	H1 FY26	YoY
REVENUE	**2,664**	**2,119**	**26%**	**3,011**	**2,550**	**18%**
EBITDA	**513**	**277**	**85%**	**802**	**620**	**29%**
EBITDA margin	**19.2%**	**13.1%**		**26.6%**	**24.3%**	
Other Income	63	29		124	62	
Depreciation	68	40		80	57	
Finance Cost	45	43		257	316	
Profit Before Tax before Exceptional Item	**463**	**223**	**108%**	**589**	**310**	**90%**
Exceptional Item	0	5		0	485	
Profit Before Tax after Exceptional Item	**463**	**228**	**103%**	**589**	**794**	**-26%**
Total Tax Expenses	120	61		142	147	
Current Tax	116	55		137	125	
Taxation in respect of earlier years	-	0		-	1	
Deferred Tax	3	6		5	21	
Profit After Tax	**343**	**167**	**106%**	**447**	**647**	**-31%**
PAT Margin	**12.9%**	**7.9%**		**14.8%**	**25.4%**	
Total Other Comprehensive Income, net of tax	4	2		3	2	
Total Comprehensive income	**347**	**169**	**106%**	**450**	**649**	**-31%**

Standalone Balance Sheet

ASSETS (Rs. Crores)	Sep-26	Mar-26
(1) NON-CURRENT ASSETS		
(a) Property, plant & equipment	670	609
(b) Right to Use Assets	14	16
(c) Capital work-in-progress	37	4
(d) Intangible Assets	2	2
(e) Financial assets		
(i) Investments	2,323	2,229
(ii) Other Financial Assets	163	189
(f) Deferred Tax Asset	14	18
(g) Other Non - current assets	476	473
Sub Total (A)	**3,698**	**3,541**
(2) CURRENT ASSETS		
(a) Inventories	981	761
(b) Financial Assets		
(i) Investments	757	627
(ii) Trade receivables	1,515	1,660
(iii) Cash and cash equivalents	495	441
(iv) Bank Balances other than (ii) above	156	169
(v) Loans	45	35
(iv) Other Financial Assets	129	90
(c) Other current assets	1,036	952
Sub Total (B)	**5,114**	**4,736**
Non-current assets held for sale		-
Total Assets (A+B)	**8,812**	**8,277**

EQUITY AND LIABILITIES (Rs. Crores)	Sep-26	Mar-26
EQUITY		
(a) Equity Share capital	51	51
(b) Other equity	6,091	5,760
Equity Attributable to Owners (C)	**6,142**	**5,811**
LIABILITIES		
(1) Non-Current Liabilities		
(a) Financial Liabilities		
(i) Borrowings	335	204
(ii) Lease Liabilities	13	15
(iii) Other Financial Liabilities	341	318
(b) Provisions	4	10
(c) Other Non-Current Liabilities	46	104
Sub Total (D)	**739**	**650**
(2) Current Liabilities		
(a) Financial liabilities		
(i) Borrowings	977	537
(ii) Lease Liabilities	4	4
(iii) Trade Payables	527	785
(iv) Other Financial Liabilities	267	321
(b) Other current liabilities	130	168
(c) Provisions	25	1
Sub Total (E)	**1,931**	**1,816**
Total Equity & Liabilities (C+D+E)	**8,812**	**8,277**

Consolidated Balance Sheet

ASSETS (Rs. Crores)	Sep-26	Mar-26
(1) NON-CURRENT ASSETS		
(a) Property, plant & equipment	672	611
(b) Right to Use Assets	14	16
(c) Capital work-in-progress	37	4
(d) Intangible Assets	52	64
(e) Financial assets		
(i) Investments	1	1
(ii) Trade Receivables	5,702	5,346
(iii) Other Financial Assets	165	192
(f) Deferred Tax Asset	-	5
(g) Other Non - current assets	1,389	1,334
Sub Total (A)	**8,031**	**7,574**
(2) CURRENT ASSETS		
(a) Inventories	981	761
(b) Financial Assets		
(i) Investments	1,115	787
(ii) Trade receivables	1,430	1,509
(iii) Cash and cash equivalents	559	871
(iv) Bank Balances other than (ii) above	1,419	1,367
(v) Other Financial Assets	151	82
(c) Other current assets	1,077	987
Sub Total (B)	**6,732**	**6,365**
Total Assets (A+B)	**14,763**	**13,939**

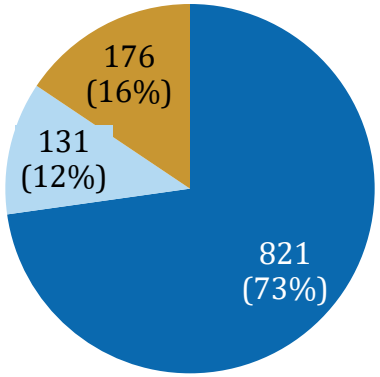
EQUITY AND LIABILITIES (Rs. Crores)	Sep-26	Mar-26
EQUITY		
(a) Equity Share capital	51	51
(b) Other equity	7,197	6,762
Equity Attributable to Owners (C)	**7,248**	**6,813**
LIABILITIES		
(1) Non-Current Liabilities		
(a) Financial Liabilities		
(i) Borrowings	4,885	4,734
(ii) Lease Liabilities	13	15
(iii) Other Financial Liabilities	341	317
(b) Deferred Tax Liability	1	-
(c) Provisions	192	198
(d) Other Non-Current Liabilities	45	91
Sub Total (D)	**5,478**	**5,355**
(2) Current Liabilities		
(a) Financial liabilities		
(i) Borrowings	1,027	417
(ii) Lease Liabilities	4	4
(iii) Trade Payables	532	790
(iv) Other Financial Liabilities	278	345
(b) Other current liabilities	148	195
(c) Provisions	48	20
Sub Total (E)	**2,037**	**1,770**
Total Equity & Liabilities (C+D+E)	**14,763**	**13,939**

Cash Flow Statement

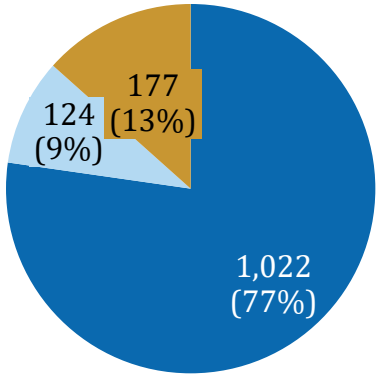
Rs. Crores	Standalone		Consolidated	
	Half Year ended 30-Sep-26	Half Year ended 30-Sep-25	Half Year ended 30-Sep-26	Half Year ended 30-Sep-26
Profit before tax	463	223	589	310
Adjustments	63	70	222	312
Operating Cash flow Before Working Capital Changes	525	292	811	621
Change in operating assets and liabilities	-537	-642	-1,051	3,693
Cash generated from operations	-11	-349	-240	4,315
Income taxes paid	-116	-55	-137	-126
Net cash inflow from operating activities (A)	**-128**	**-404**	**-378**	**4,189**
Net cash inflow/(outflow) from investing activities (B)	**-326**	**-295**	**-420**	**-341**
Net cash outflow from financing activities (C)	**508**	**335**	**486**	**-4,629**
Net increase/(decrease) in cash and cash equivalents (A+B+C)	**54**	**-364**	**-312**	**-781**
Cash and cash equivalents at the beginning of the year	**441**	**546**	**871**	**1,141**
Cash and cash equivalents at the end of the year	**495**	**182**	**559**	**360**

Segmental Revenue Breakup

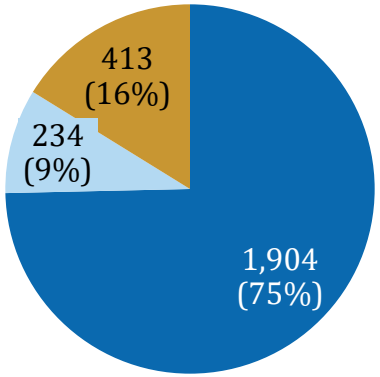
Q2FY26 (Rs. Crs)



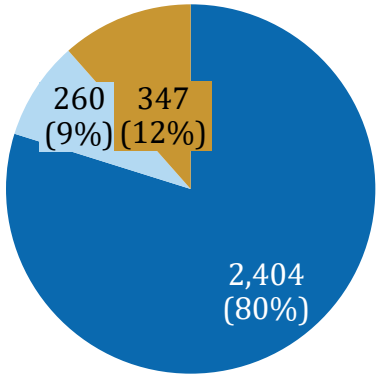
Q2FY27 (Rs. Crs)



H1 FY26 (Rs. Crs)



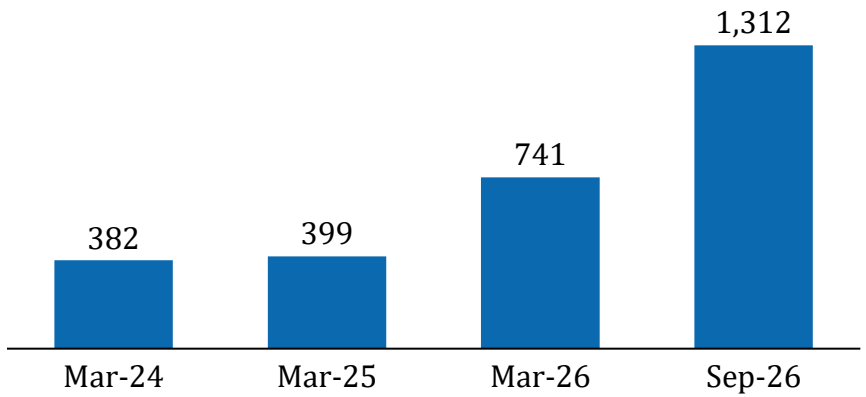
Q2FY27 (Rs. Crs)



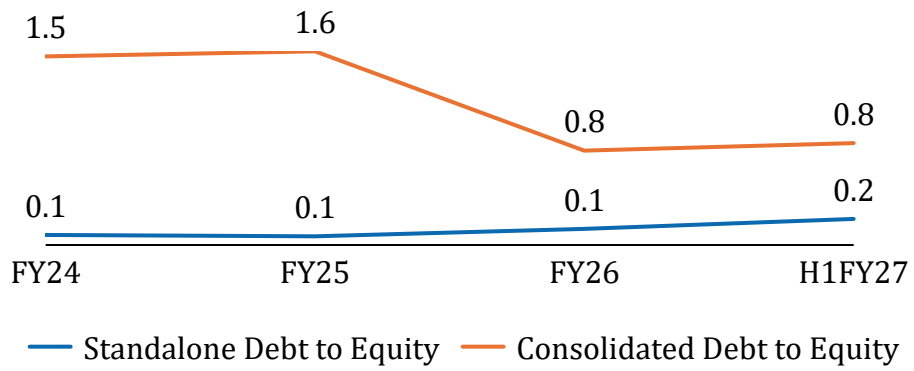
Roads Water Toll/Annuity

Debt Position

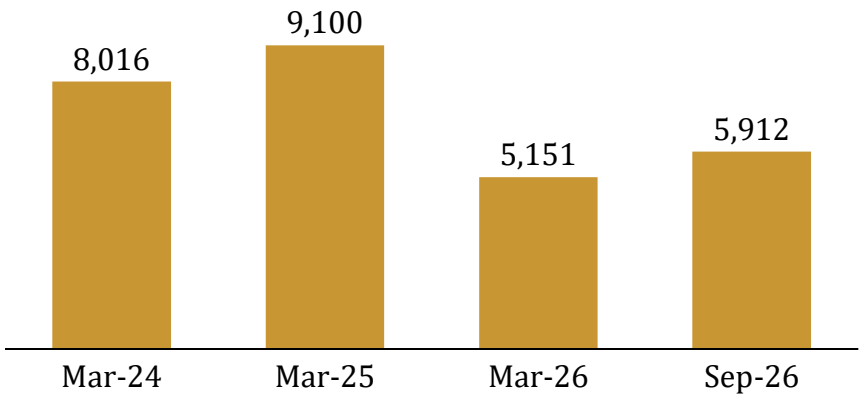
Standalone Debt Position (Rs. Crs)



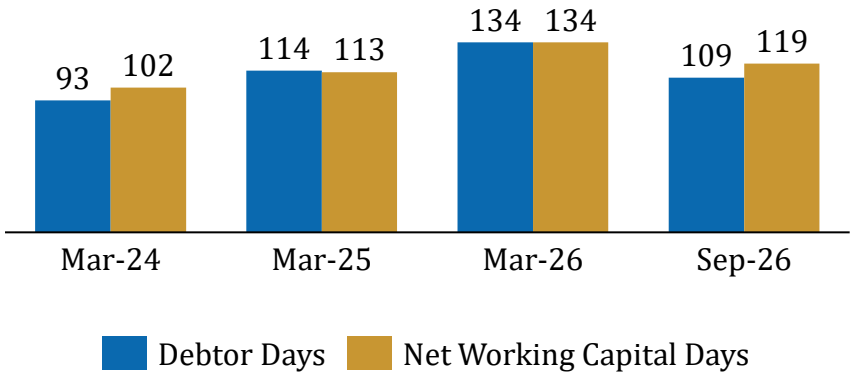
Gross Debt to Equity (x)



Consolidated Debt Position (Rs. Crs)



Standalone – Working Capital Days





Orderbook Details

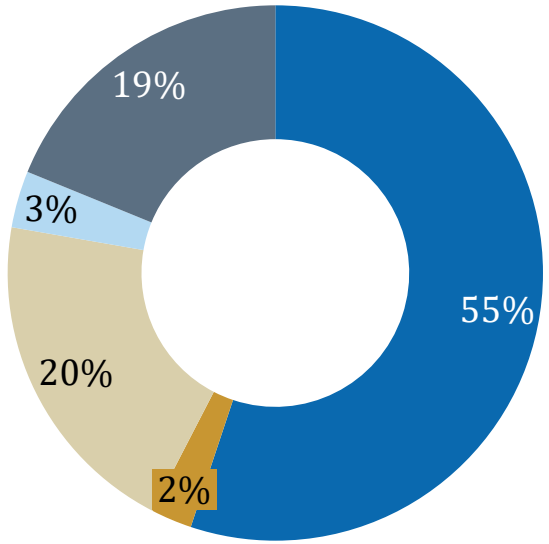
Orderbook Summary

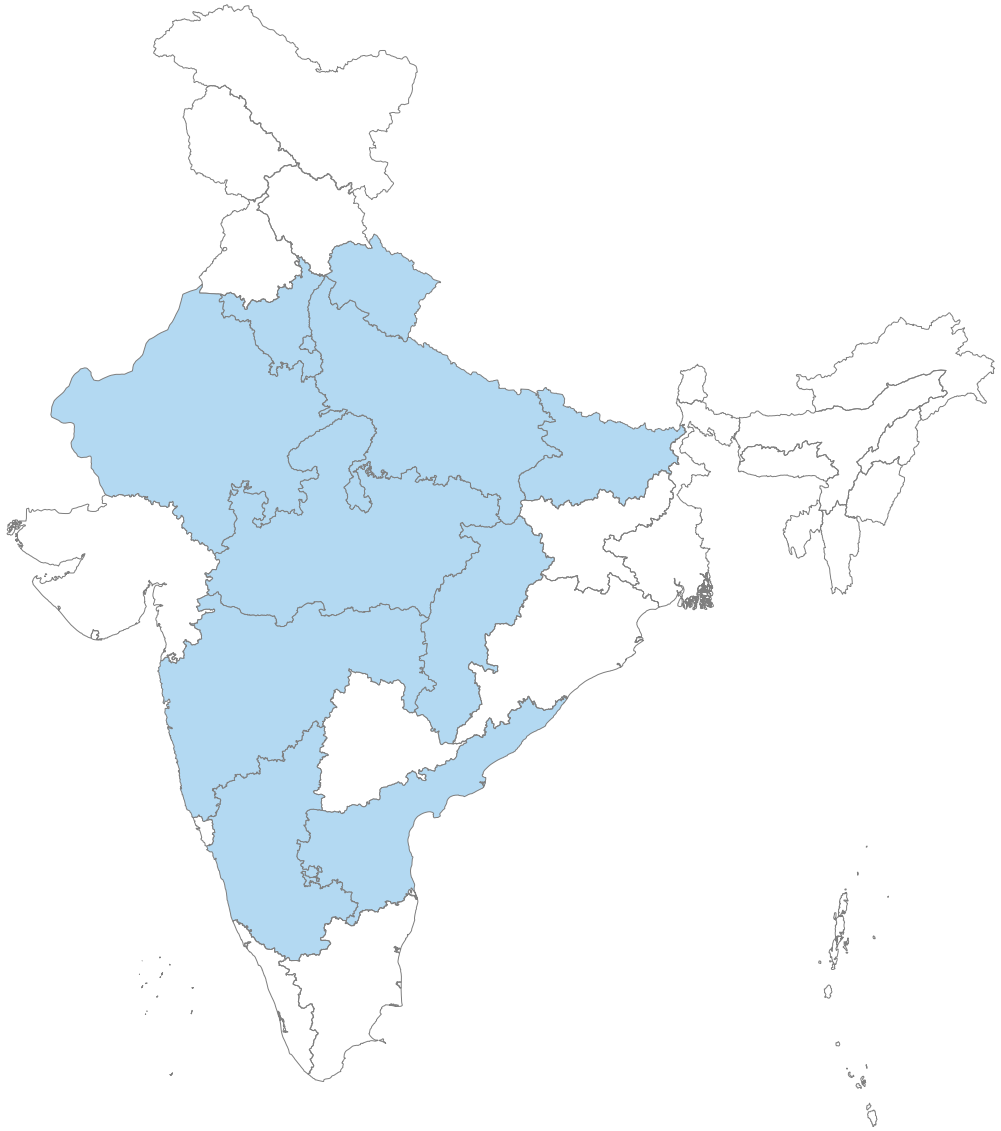
Sectors	No. of Projects	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Roads - EPC	7	4,847
Roads - HAM	8	3,350
Mining	1	2,800
Water – JJM	7	2,204
Canal	1	791
Airport	2	510
Railways	1	369
Total	**27**	**14,871**

* Includes Projects worth Rs. 1,393 Crs where appointed date is awaited

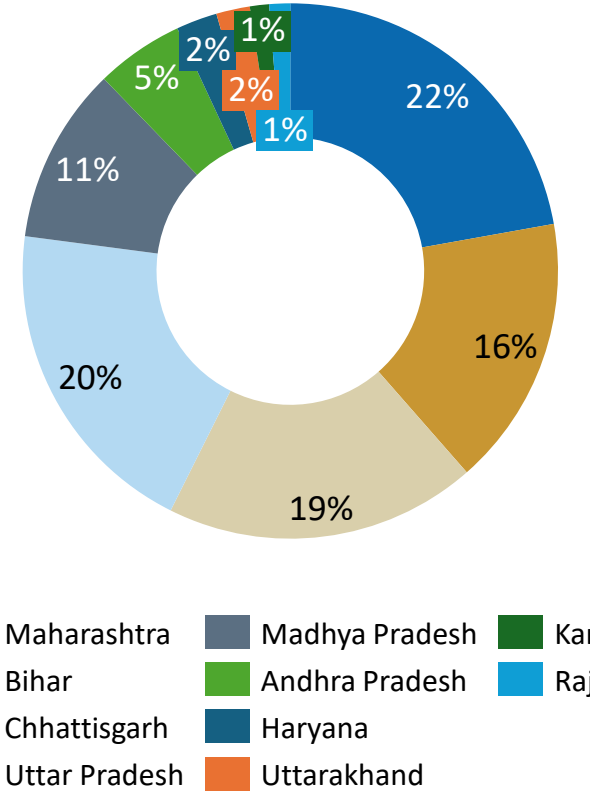
Orderbook Mix

By Sector





By Geography



Disclaimer: This map is a generalized illustration only for the ease of the reader's understanding of the locations and is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position.

Orderbook Details

Road EPC

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Pune Ring Road Project	MSRDC	Maharashtra	2,272	25%	1,705
Jalna To Nanded Road	MSRDC	Maharashtra	2,368	33%	1,594
Elevated Flyover - Gwalior City	PWD, Govt. of MP	MP	698	29%	495
Hathouri-Atrar-Bavangama-Aurai Road	BSRDC	Bihar	420	7%	390
Major Bridge Over Ganga River In Kanpur	U.P. State Bridge Corporation Ltd.	UP	280	0%	280
Flyover in Bharatpur City	PWD, Govt. of Rajasthan	Rajasthan	240	21%	189
Construction of 4 Lane Flyover and 2 Loop 2 Ramp in Lucknow	Lucknow Development Authority	UP	194	0%	194
Orderbook – Road EPC					**4,847**

Orderbook Details

Road - HAM

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Bhopal Bypass*	NHAI	MP	1,091	0%	1,091
Varanasi Kolkata Pkg-6	NHAI	Bihar	1,162	33%	779
Varanasi Kolkata Pkg-3	NHAI	Bihar	1,028	31%	712
Varanasi Kolkata Pkg-2	NHAI	Bihar	816	32%	552
Akkalkot To Kn/Ts Border (Akkalkot Pkg-II (Badadal-Maradgi S))	NHAI	Karnataka	1,368	87%	172
Sonauli-Gorakhpur	NHAI	UP	1,283	97%	33
Prayagraj-Kaushambi	NHAI	UP	733	99%	6
Kanpur-Lucknow Pkg-1	NHAI	UP	1,278	100%	5
Orderbook - HAM					**3,350**

* - Appointed Date is awaited

Orderbook Details

Mining

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
OB Removal and Coal Extraction by Surface Miner and Loading and Transportation of Extracted Coal to different destinations	South Eastern Coalfields Ltd.	Chhattisgarh	2,957	5%	2,800
Orderbook - Mining					**2,800**

Water – JJM

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Projects under Jal Jeevan Mission	Namami Gange & Rural Water Supply Department, Govt. of UP	UP	6,800	68%	2,204
Orderbook - Water					**2,204**

Orderbook Details

Canal

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Canal Project -Ap Kurnool	DWRO Water Resources Department, Govt. of AP	AP	1,148	38%	791
Orderbook – Canal					**791**

Airports

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Varanasi Airport	AAI	UP	297	30%	208
Pantnagar Airport *	AAI	Uttarakhand	302	0%	302
Orderbook – Airports					**510**

Railways

Project Name	Authority	State	Contract Value incl. Escalation, if any (Rs. Crs)	% Completion	Balance Orderbook as on 30th Sep. '26 (Rs. Crs)
Haryana Rail Project	HRIDC	Haryana	771	52%	369
Orderbook – Railways					**369**

* - Appointed Date is awaited

Orderbook Highlights

Included In Orderbook, awaiting Appointed Date

Western Bhopal Bypass, Madhya Pradesh

4 Laning on Hybrid Annuity Mode | Financial Closure documents signed and submitted to MPRDC well before the deadline | AD Awaited

Rs. 1,091 Crs

EPC Cost

AAI, Pantnagar Airport, Uttarkhand

Air and Land Side Works| EPC Basis | Letter of Intent received | AD Awaited

Rs. 302 Crs

EPC Cost

Not included in Orderbook, awaiting Financial Closure

NH-927: Barabanki to Mustafabad, UP

4 Lane Highway | HAM Mode | CA Signed

Rs. 1,728 Crs

Bid Project Cost

NH-927: Mustafabad to Biswariya, UP

4 Lane Highway | HAM Mode | CA Signed

Rs. 1,755 Crs

Bid Project Cost

AD = Appointed Date, CA = Concession Agreement

Portfolio of Development Projects on PPP Mode

Equity Requirement

Projects	Total Equity Requirement (Rs. Crs)	Equity Invested Upto 30th Sep. '26 (Rs. Crs)	Balance to Invested (Rs. Crs)	Balance to Invested in H2 FY27 (Rs. Crs)	Balance to Invested in FY28 (Rs. Crs)
12 HAM Projects	1,623	1,212	411	201	210
Total	**1,623**	**1,212**	**411**	**201**	**210**

Toll/Annuity Projects

Project	% Stake	Authority	State / Stretch	Type	JV Partners	Kms / Lanes	TPC (Rs. Crs)	Invested Equity (Rs. Crs)	PNC Share of Invested Amount (Rs. Crs)	Grant (Rs. Crs)	Total Debt (Rs. Crs)	Debt as on 30th Sep. '26 (Rs. Crs)
Gwalior Bhind **	100%	MPRDC	MP / NH-92	Toll	-	107.68 / 2	340.3	78.3	78.3	27.0	235.0	-
Rae Bareli Jaunpur	100%	NHAI	UP / NH-231	Annuity	-	166.40 / 2	837.4	139.6	139.6	0.0	697.8	145
Narela Industrial Area	100%	DSIIDC	Delhi / NA	Annuity	-	33 / -	175.0	35.0	35.0	0.0	140.0	-
							1,353	**253**	**253**	**27**	**1,073**	**145**

All Projects are Operational

** Extension of the Concession Period by 2 years 9 months 18 days (2.8 years) i.e., up to 25th March 2028

HAM Projects

Project	% Stake	Authority	State / Stretch	Kms / Lanes	Status	TPC (Rs. Crs)	Invested Equity (Rs. Crs)	Total Debt (Rs. Crs)	Debt as on 30th Sep'26 (Rs. Crs)
Gaju Village- Devinagar (Pkg-1C)	100%	NHAI	UP/ NH-530B	33.0 / 4	COD	819	85	386	357
Kanpur-Lucknow (Pkg II)	100%	NHAI	UP / NH-31/25	45.2 / 6	COD	1,662	171	777	757
Singraur Uphar - Baranpur Kadipur Ichauli (Package-III)	100%	MORTH	UP / NH-731A	25.5 / 4	COD	929	97	444	440
Hardoi	100%	NHAI	UP / NH-731	54.4 / 4	PCOD	948	97	443	403
Mathura - Gaju Village (Pkg- 1B)	100%	NHAI	UP/ NH-530B	32.9 / 4	PCOD	994	104	472	458
Kanpur-Lucknow (Pkg I)	100%	NHAI	UP / NH-27	17.5 / 6	PCOD	1,618	171	780	772
Sonauli- Gorakhpur	100%	NHAI	UP / NH-29E	79.5 / 4	UC	1,611	166	757	685
Akkalkot Pkg-II (Badadal-Maradgi S)	100%	NHAI	MH & KN / NH-150C	71.0 / 6	UC	1,733	152	812	693
Greenfield Varanasi - Ranchi - Kolkata Highway (Pkg-2)	100%	NHAI	Bihar / Greenfield	27.0 / 6	UC	1,030	46	500	112
Greenfield Varanasi - Ranchi - Kolkata Highway (Pkg-3)	100%	NHAI	Bihar / Greenfield	36.0 / 6	UC	1,297	56	632	110
Greenfield Varanasi - Ranchi - Kolkata Highway (Pkg-6)	100%	NHAI	Bihar / Greenfield	35.2 / 6	UC	1,466	66	715	128
4 laning of Western Bhopal Bypass	100%	MPRDC	MP / NH-46 / SH-28	40.9 / 4	FC#	1,380	2	677	-
						15,487	**1,213**	**7,395**	**4,915**

FC # - Financial Closure document submitted to MPRDC

COD = Commercial Operation Date, PCOD = Provisional Commercial Operation Date, UC = Under Construction, FC = Financial Closure

Landmark Projects



Prayagraj-Kaushambi Project



Hardoi Project



Mathura Gaju Village Project



Canal Project – AP Kurnool



Pune Ring Road Project



Haryana Rail Project



Company Overview

PNC Infratech – At a Glance

25+ Years of Experience, Innovation and Excellence

Promoter-Led Vision Backed by a Professional Management Team

Geographical Footprint

Executed projects across 16 states with dominance across North India

Proven Execution Capabilities

Executed over 100 major infrastructure projects across segments

Operational Excellence

- In-house expertise in planning, design, and engineering
- Large fleet of sophisticated equipment and professionally qualified & experienced employee base
- Consistently invest in advance technologies, modern construction methods and comprehensive training programmes

Diversified Across Segments

- Roads & Highways
- Watter Supply & Irrigation
- Dedicated Freight Corridor / Railways
- Flyover & Bridges
- Industrial Area Development
- Airport Runways
- Power Transmission
- Coal Mining
- Elevated Roads

Strong Orderbook

- Rs. 14,871 Crs Order Book
- 27 Ongoing Projects

Journey

1999

- Incorporated as PNC Construction Company Private Limited

2001 - 2007

- Executed its 1st independent highway project with NHAI, the four-laning of the Agra-Gwalior section of NH3 in UP
- Received ISO 9001:2000 certification
- Executed 1st international airport runway project for the Airports Authority of India at Kolkata
- Crossed Rs. 150 crores in revenue
- Awarded BOT Road project by MPRDC

2008 - 2014

- Diversified into Power Transmission EPC with project from Uttar Pradesh Power Transmission Corporation Limited
- Strengthened Core EPC and BOT Capabilities, winning and executing several landmark road projects
- Expanded Operational Milestones, crossing ₹5 billion in revenue, obtaining ISO 9001:2008 certification
- Attracted Strategic Institutional Investment, receiving Rs. 150 crores in equity funding from NYLIM Jacob Ballas, reinforcing the Company's capital base for future growth.

2015 - 2019

- Got listing on the Stock Exchanges
- Completed 6 major highway projects,
- Expanded EPC Order Book, securing 8 major EPC road projects
- Secured 7 HAM projects with an aggregate bid project cost of over Rs. 9,500 crores

2020 - 2021

- Achieved PCOD for a HAM Project
- Secured 4 new highway projects under HAM from the NHAI , with project cost of Rs. 6,596 crores
- Secured 2 new highway projects on EPC mode from the NHAI for an contract value of Rs. 1,548 crores
- Secured 1 HAM and 2 EPC Projects
- Commenced construction of the Water Supply Project

2022

- Secured 3 EPC rural water supply projects for 2,337 villages in UP
- Received LOA from NHAI for 7 projects on HAM amounting to Rs. 8,446 crores
- Achieved provisional completion and COD for 4 HAM projects; received provisional and final completion certificates for 3 EPC projects
- Entered Asia Book of Records for bituminous mix laid and longest length constructed in 100 hours at Delhi Vadodara (Package-29)

2023

- Signed Concession Agreements for 7 new HAM projects with a total bid cost of Rs. 8,446 crores
- Secured a railway project from Haryana Orbital Rail Corporation worth Rs. 771 crores
- Secured 3 HAM highway projects with a total bid cost of Rs. 4,083 crores
- Received PCOD For a HAM Project

2024

- Received PCOD for 3 HAM Projects
- Received Completion Certificate for 2 EPC projects
- Secured 1 EPC and 1 HAM project worth over Rs. 1,800 crores
- Executed Master Securities Purchase Agreement for divestment of equity in 11 HAM and 1 toll road asset for Rs. 9,006 crores

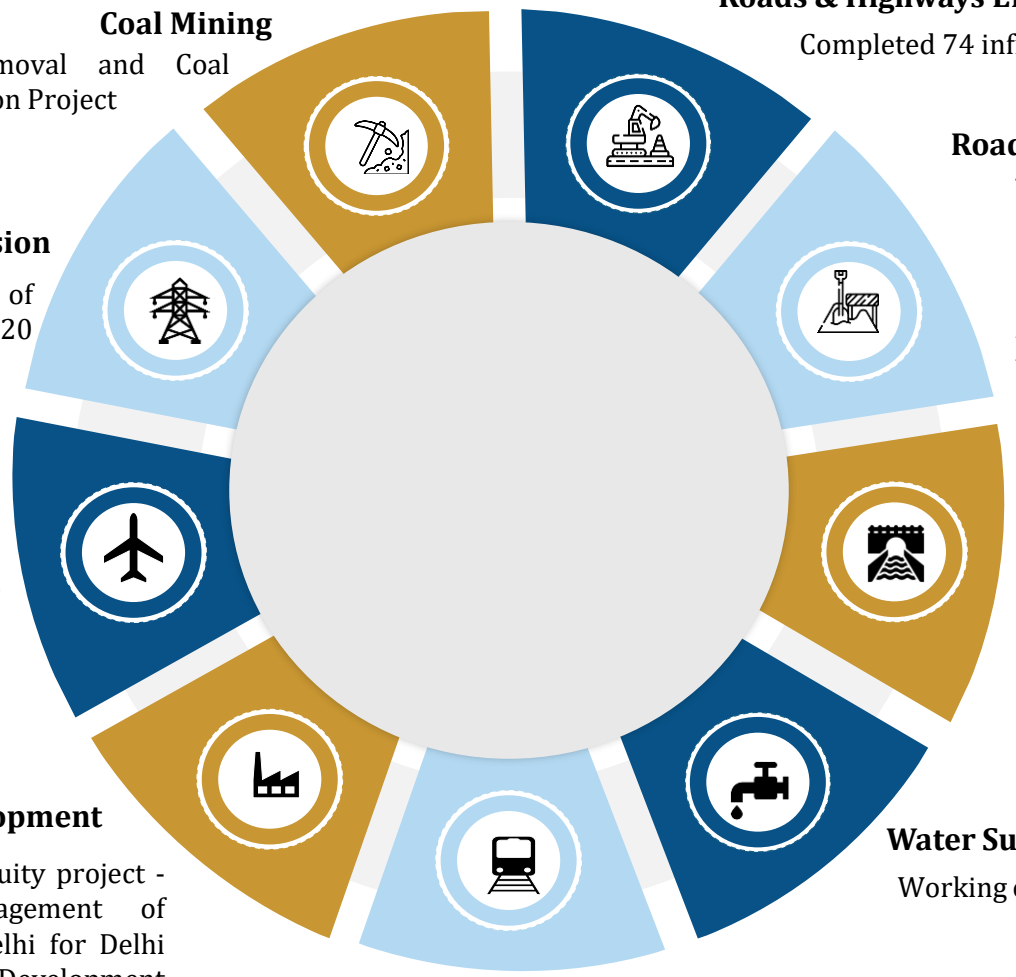
2025

- Received Rs. 516 crores in terms of the Settlement Agreement executed between NHAI and 2 subsidiary Company
- Received Rs. 56 crores early completion bonus for an MSRDC project
- Awarded 2 EPC Road Projects of MSRDC
- Received PCOD for 2 HAM Projects

2026

- Completed stake sale of 12 Road Assets to Vertis Infrastructure Trust
- Diversified into new segments: Mining and Solar-BESS Project

Business Overview



Coal Mining

OB Removal and Coal Extraction Project

Roads & Highways EPC

Completed 74 infrastructure road projects on EPC basis

Power Transmission

Set up power transmission lines of approximately 350 km of 132/220 kilovolt lines on a turn-key basis

Roads & Highways BOT / OMT/ HAM

The Company has completed 74 Projects and has 3 operating BOT projects, comprising both toll & annuity assets; and a total of 14 HAM projects comprising – 6 Operational projects, 5 projects Under Construction, for 2 projects Concession Agreement is signed and Financial Closure document submitted to MPRDC for 1 project

Airport Runways

Executed 23 airport runway projects across India & received 'Super Special' class certification from Military Engineering Services

Canals

Upgradation and modernization of canal systems on an EPC basis

Industrial Area Development

Completed first of its kind BOT annuity project - area redevelopment and management of Industrial Estate of Narela, New Delhi for Delhi State Industrial & Infrastructure Development Corporation (DSIIDC)

Water Supply

Working on EPC projects in Water Supply sector Projects

Dedicated Freight Corridor / Railways

Design, procurement & construction of track and track related works on Mughalsarai - Sonnagar section of Dedicated Eastern Freight Corridor on EPC basis – under execution

Corporate Structure

PNC Infra Holdings Limited ("PNCIHL")
(PNC Infratech owning 100% Stake)

MP Highways Private Limited ("MPHPL")	100%
PNC Delhi Industrial Infra Private Limited ("PNCDIPL")	100%
PNC Kanpur Highways Limited ("PNCKHL")	100%
PNC Kanpur Ayodhya Tollways Private Limited ("PNCKATPL")	100%
PNC Raebareli Highways Private Limited ("PNCRHPL")	100%
Sonauli Gorakhpur Highways Private Limited ("SGHPL")	100%
Akkalkot Highways Private Limited ("AHPL")	100%
Hardoi Highways Private Limited ("HHPL")	100%
Kanpur Lucknow Expressway Private Limited ("KLEPL")	100%
Awadh Expressway Private Limited ("AEPL")	100%
Yamuna Highways Private Limited ("YHPL")	100%
Prayagraj Kaushambi Highway Package 3 Private Limited ("PKHP3PL")	100%
Varanasi Kolkata Highway Package 6 Private Limited ("VKHP6PL")	100%
Varanasi Kolkata Highway Package 3 Private Limited ("VKHP3PL")	100%
Varanasi Kolkata Highway Package 2 Private Limited ("VKHP2PL")	100%
Western Bhopal Bypass Private Limited ("WBBPL")	100%
Barabanki Mustafabad Highway Private Limited ("BMHPL")	100%
Mustafabad Biswariya Highway Private Limited ("MBHPL")	100%

PNC Renewable Energy Private Limited ("PNCREPL")
(PNC Infratech owning 100% Stake)

PNC RE1 Private Limited ("PNCRE1PL")	100%

PNC Infratech (Kazakhstan) LLP
(PNC Infratech owning 100% Stake)

Joint Ventures

PNC-SPSCPL (Koilwar to Bhojpur)	55%
PNC-SPSCPL (Bhojpur to Buxar)	70%
PNC-SPML (Haraulipur Group of Villages Water Supply Scheme)	95%
PNC Aakshya Joint Venture Private Limited ("PNCAJVPL")	90%
PW Infratech Private Limited ("PWIPL")	74%

Board of Directors



Mr. Pradeep Kumar Jain : *Chairman & Managing Director*

With over 47 years of experience, Mr. Pradeep is a veteran in infrastructure construction, operations, and management. He provides strategic leadership in administration, stakeholder relationships, and corporate governance, guiding the Company's long-term growth.



Mr. Chakresh Kumar Jain: Managing Director

Mr. Chakresh brings over 35 years of experience in the infrastructure sector. He has played a key role in the construction of highways, airports, and rail overbridges, and oversees finance, procurement, taxation, and project administration, ensuring strong financial discipline and operational efficiency



Mr. Yogesh Jain: Managing Director

Mr. Yogesh brings over 30 years of experience in project planning, execution, and supervision across diverse sectors and geographies. He leads business development, contracting, and construction management, driving successful project delivery and supporting the Company's growth and reputation.



Mr. Anil Kumar Rao: Whole-time Director

With over 41 years of experience, Mr. Rao has extensive expertise in the implementation and management of infrastructure projects across sectors and geographies. He oversees planning, engineering, execution, contract administration, and arbitration, ensuring the timely and successful delivery of projects.



Mr. Talluri Raghupati Rao: Whole-time Director

Mr. Rao has over 40 years of experience in planning and managing infrastructure projects across roads, airports, water, and urban infrastructure. He oversees business development, project monitoring, contract administration, arbitration, and divestment activities.

Board of Directors



Mr. Krishan Kumar Jalan (IAS): *Independent Director*

Mr. Jalan, a former Secretary to the Government of India, brings over 35 years of experience in the Indian Administrative Service (IAS). His expertise in governance and administration strengthens the Company's decision-making and corporate governance practices.



Mr. Gauri Shankar: Independent Director

Former Managing Director and CEO of Punjab National Bank, Mr. Shankar brings over 40 years of experience in banking and finance, providing valuable guidance on the Company's financial strategy and risk management.



Mr. Rohit Kumar Singh: Independent Director

With over 36 years of experience in Policy Design, Project Finance, Regulatory Systems, Digital Transformation and Large-scale Institutional Reforms, Mr. Rohit Kumar Singh, is a 1989 batch IAS officer. He has shaped India's national highways financing architecture, led technology-driven consumer protection reform, and now advises global institutions and enterprises on infrastructure, supply chains and responsible AI.



Mr. Naresh Kumar Jain: Independent Director

Mr. Naresh Kumar Jain, a Fellow Member of Institute of Company Secretaries of India (ICSI) and a law graduate, has extensive experience in legal management, secretarial compliance, listing regulations, and corporate governance. He has also served as Secretary and CEO of ICSI.



Ms. Seema Singh: Independent Director

Ms. Seema Singh brings over 33 years of banking experience across management, finance, operations, and human resources. She played a key role in setting up India Post Payments Bank and Bharatiya Mahila Bank, and currently leads HR and Talent Acquisition at EURO Exim Bank.

Clientele

भा रा रा प्रा NHAI

AIRPORTS AUTHORITY OF INDIA
भारतीय विमानपत्तन प्राधिकरण

RITES
THE INFRASTRUCTURE PEOPLE

U.P. STATE BRIDGE CORPORATION Ltd.

LUCKNOW DEVELOPMENT AUTHORITY

GOVERNMENT OF ANDHRA PRADESH
सत्यमेव जयते

MPRDC

GOVERNMENT OF UTTAR PRADESH

MILITARY ENGINEER SERVICES
Providing infrastructure to the armed forces since 1851

HSRDC

जुड़ता अवसरों का रेल संपर्क
CONNECTIVITY FOR IMMENSE OPPORTUNITIES

upeida
UP Expressway Industrial Development Authority

SECL
South Eastern Coalfields Limited

एनएचपीसी
NHPC

MSRDC

SUGAM PATH
Public Works Department
Government of Rajasthan

डेडीकेटेड फ्रेट कोरीडोर

BSRDC

Uttar Pradesh
Power Corporation Limited

उत्तर प्रदेश राज्य राजमार्ग प्राधिकरण
Uttar Pradesh State Highways Authority

DSIIDC
Delhi State Industrial and Infrastructure Development Corporation Ltd.

State Water & Sanitation Mission
NAMAMI GANGE AND RURAL WATER SUPPLY DEPARTMENT
Government of Uttar Pradesh

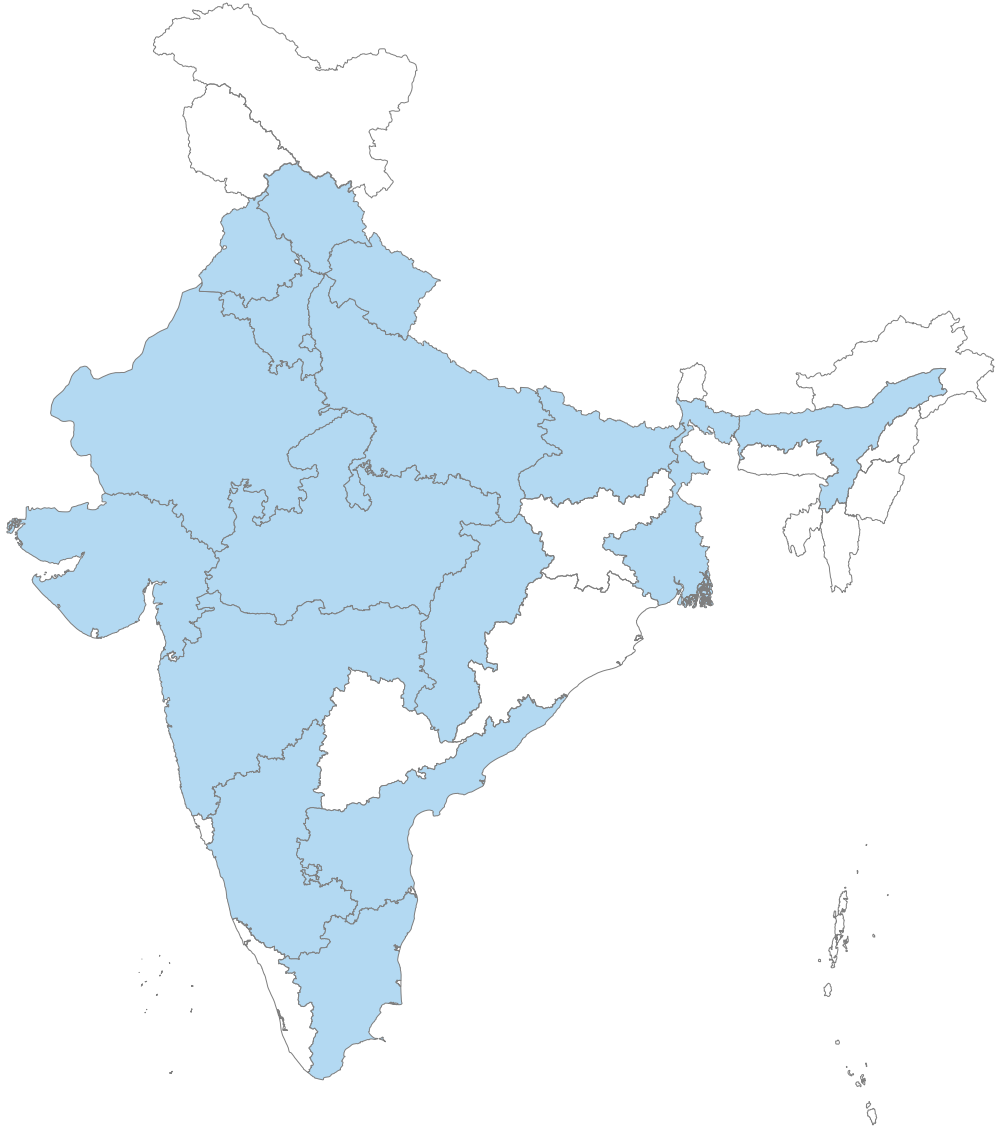
Geographical Presence

16 States
Execution and Operational Presence

100+
Major Infrastructure Projects Delivered

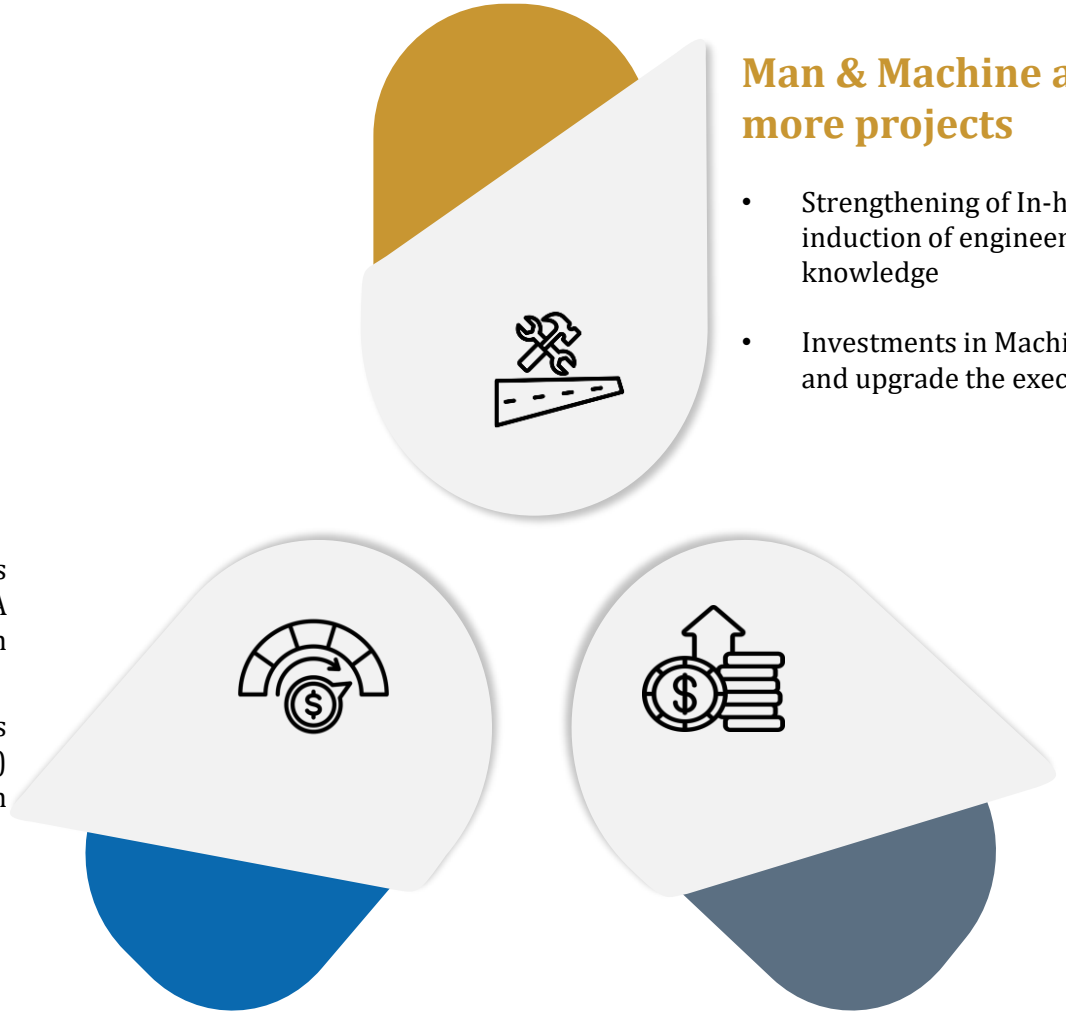
3
Operational BOT Projects Comprising Toll and Annuity Assets

14
HAM Projects across Nation in Different States under Operation / Implementation



Disclaimer: This map is a generalized illustration only for the ease of the reader's understanding of the locations and is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position.

Execution Capabilities



Man & Machine added to execute more projects

- Strengthening of In-house execution team with induction of engineers with strong technical knowledge
- Investments in Machinery over the years to augment and upgrade the execution capabilities

Strong Credit Rating

- Long term bank facilities "CARE AA+ RNW (Double A plus) (Placed on Rating Watch with Negative lmplications)"
- Short term bank facilities "CARE A1+ RWN (A One plus) (Placed on Rating Watch with Negative lmplications)"

Working Capital Limits

- Fund Based Limits of Rs. 1,000 Crs which will enable us to execute projects without financial constraints
- Non-Fund Based Limits of Rs. 5,000 Cr will enable to Bid for higher no. of projects which are larger in size

Strong Credit Rating

Upgraded

- Prayagraj Kaushambi Highway Package 3 Pvt. Ltd.
  - ✓ CARE AA-; Positive (Double AA minus; Outlook: Positive) on long term bank facilities
- Harthras Highways Pvt. Ltd.
  - ✓ Long term bank facilities at CARE AA+; Stable (Double A plus; Outlook: Stable)
- Hardoi Highways Pvt. Ltd.
  - ✓ Long term bank facilities at CARE AA+; Stable (Double A plus; Outlook: Stable)
- Awadh Expressway Pvt. Ltd.
  - ✓ CARE A+; RWD (Single A plus ; Placed on Rating Watch with Developing Implication) on long term bank facilities
- Yamuna Highways Pvt. Ltd.
  - ✓ CARE AA+; Stable (Double AA Plus; Outlook: Stable) on long term bank facilities
- Kanpur Lucknow Expressway Pvt. Ltd.
  - ✓ CARE AA-; Positive(Double A Minus; Outlook: Positive) on long term bank facilities

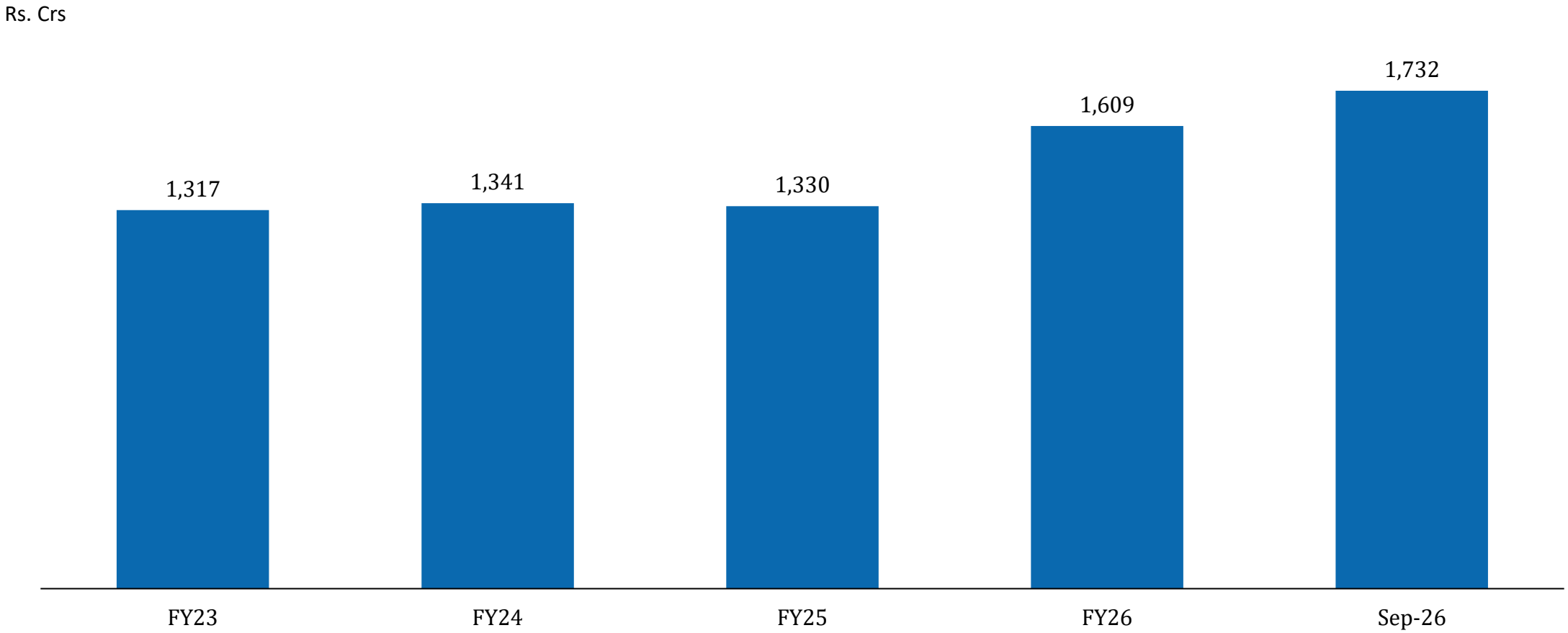
Reaffirmed

- PNC Infratech Ltd.
  - ✓ Long term bank facilities at CARE AA+; RNW (Continues to be on Rating Watch with Negative Implications)
  - ✓ Reaffirmed Short term bank facilities at CARE A1+ (A One plus)
- PNC Raebareli Highways Pvt. Ltd.
  - ✓ Long term bank facilities (Senior debt) at CARE AA+; Stable (Double A plus; Outlook: Stable)
  - ✓ Long term bank facilities (Sub debt) at CARE AA+; Stable (Double A plus; Outlook: Stable)
- Sonauli Gorakhpur Highways Pvt. Ltd.
  - ✓ Long term bank facilities at CARE A; Stable (Single A; Outlook: Stable)
- Akkalkot Highways Pvt. Ltd.
  - ✓ CARE A; Stable (Single A; Outlook: Stable) on long term bank facilities

Assigned

- Varanasi Kolkata Highway Package 6 Private Limited
  - ✓ Long term bank facilities at CARE A; Stable (Single A; Outlook: Stable)
- Varanasi Kolkata Highway Package 3 Private Limited
  - ✓ Long term bank facilities at CARE A; Stable (Single A; Outlook: Stable)
- Varanasi Kolkata Highway Package 3 Private Limited
  - ✓ Long term bank facilities at CARE A; Stable (Single A; Outlook: Stable)

Enhanced to Augment and upgrade the execution



Present Capex will enable us to achieve a Turnover of Rs. 8,000-10,000 Crs

Integrated Business Model

In-house Design & Engineering

- Controls the entire process from conceptualization to commissioning of a given project which helps in providing customized solutions as per clients' specific requirements

In-house Construction

- Ensuring timely completion of projects, reducing reliance on third parties and lowering costs.

Equipment Bank

- Ownership of a fleet of modern equipment enables quick mobilization besides ensuring continuous availability of critical equipment
- Reduces costs and facilitates timely completion of projects through enhanced control

Own Quarries / Raw Material Sourcing

- Own / Leasing of Quarries helps in securing of raw material and project completion within scheduled time & budget

Quality Control

ISO

- The Company is ISO 9001:2008-certified, awarded 'SS' (Super Special) class from the Military Engineering Services as well as appreciation from NHAI and the Military Engineer Services, Ministry of Defence

Growth Strategies



Diversification

- Leveraging Strong Project Execution track record to diversify into new functional areas of infrastructure development
- Expand presence in water supply and irrigation sectors
- Diversify into railways and metro rail projects, renewable energy, storage systems, industrial area development, Coalfields and other related infrastructure sectors



Strong Relationship

- Improve performance and competitiveness of existing business through investments in technology, equipment and skilled manpower
- Investments in modern equipment will ensure cost effective execution



Focused Approach

- Maintaining Strategic Alliances with companies whose Resources, Skills & Strategies for synergy
- Enters in project-specific JVs or sub-contracting relationships



Competitiveness

- Continue to focus on our Core EPC Strength & Regional Expertise
- Increase presence in BOT, OMT & HAM projects by leveraging our technical and financial credentials developed through our focus on core EPC projects

PNC Infratech Limited

THANK YOU

Company: PNC Infratech Ltd
CIN: L45201DL1999PLC195937

Mr. Pankaj Agarwal - Vice President (F&A)

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Investor Relations: Strategic Growth Advisors (SGA)
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