



Ref : CIL/STEX 30/Q2FY20  
Date : November 08, 2019

To

**The Secretary,  
BSE Limited  
Corporate relation Dept,  
P.J. Towers,  
Dalal Street, Fort,  
Mumbai-400 001**

**The Secretary,  
National Stock Exchange of India Limited  
Plot No. C/1, G Block,  
Bandra Kurla Complex  
Bandra (East)  
Mumbai-400 051**

**Scrip Code – /Scrip Id: 540710/CAPACITE**

**Scrip Symbol: CAPACITE**

**Subject: Investor Presentation – November, 2019**

Dear Sir/ Madam

Pursuant to Regulation 30 and other respective regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed Investor Presentation.

This is to further inform that the Investor Presentation has been uploaded on the website of the Company [www.capacite.in](http://www.capacite.in) and is also available on the websites of the Stock Exchanges for your information and also for the information of the public at large.

This is for your information and records.

Yours Sincerely  
For **CAPACIT'E INFRAPROJECTS LIMITED**

**Sai Kedar Katkar**  
Company Secretary and Compliance Officer





# Capacit'e Infraprojects Ltd.

*On a Long-term Growth Path...*

Investor Presentation  
Q2 & H1 FY20

When you think of CAPACIT'E,  
don't think 'Construction' only

Think 'Value-creation' instead...



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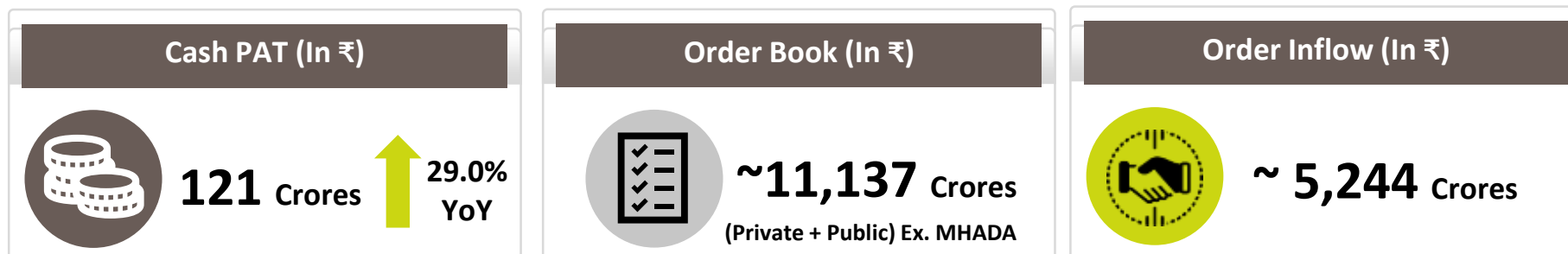
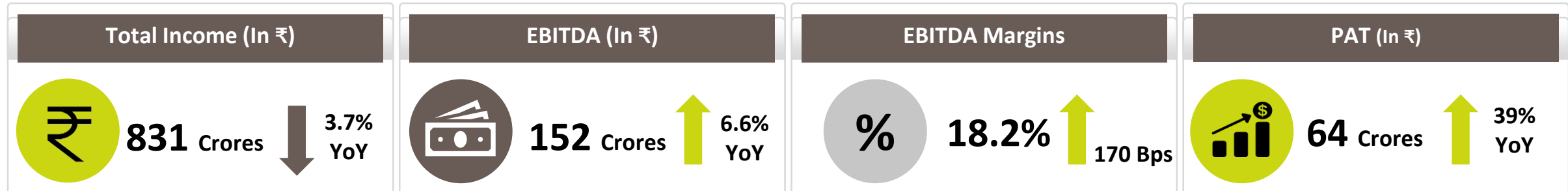
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**Q2 & H1 FY20  
Standalone Performance**

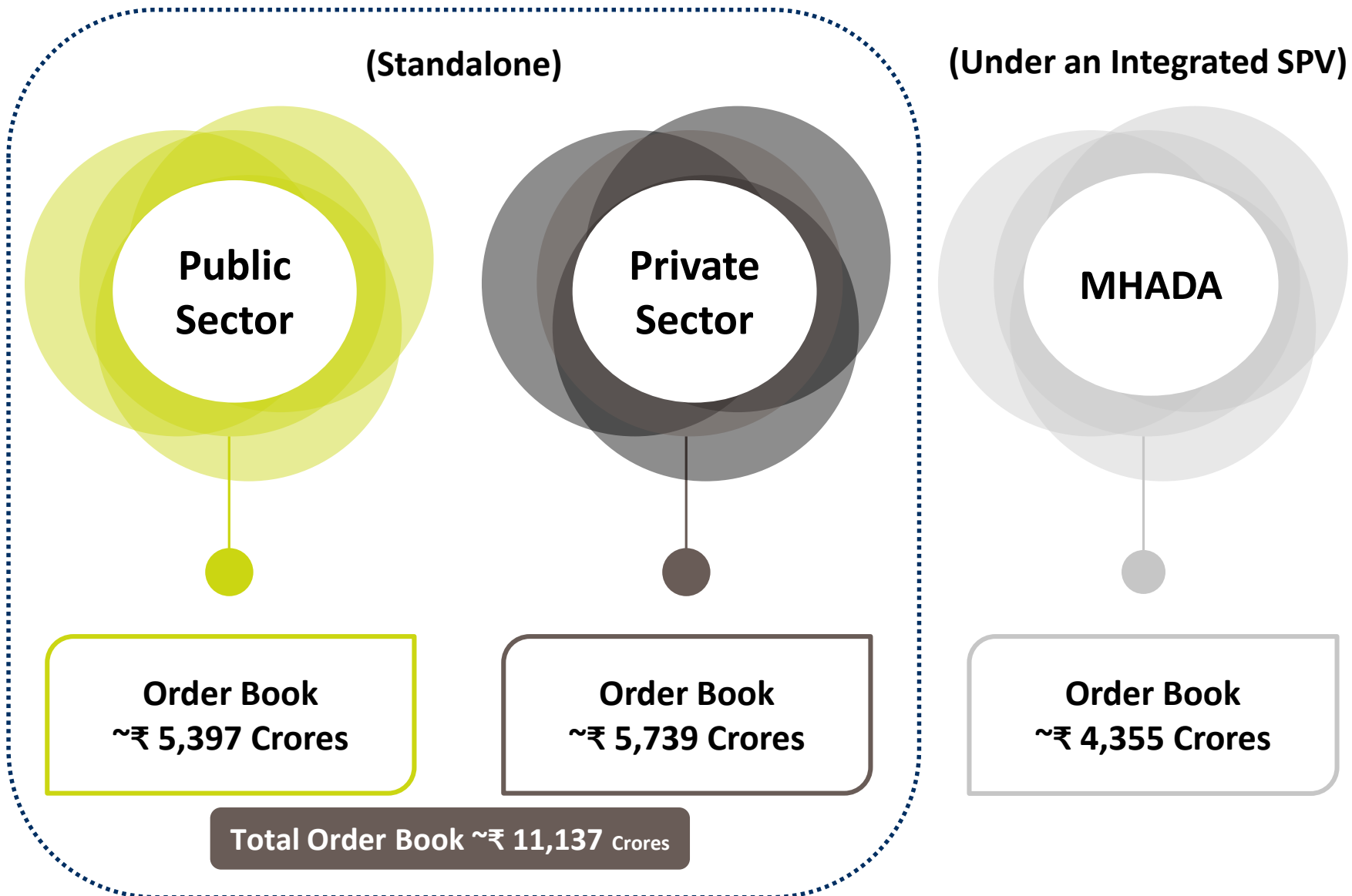
# H1 FY20 Standalone Performance Highlights



The Net Working Capital Days during H1 FY20 remains at the same level as of FY19 i.e. 68 days

The Total Collections during H1 FY20 are ~ ₹ 798 Crores

# Our Order Book Status

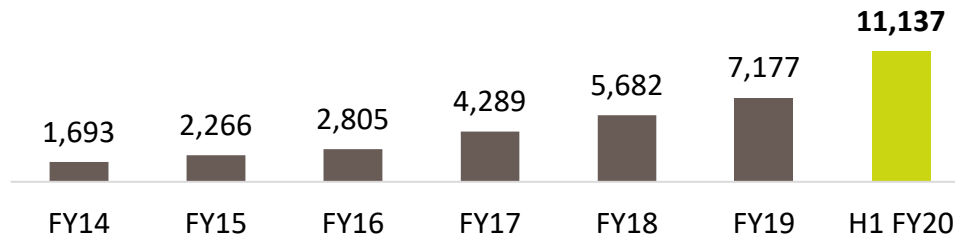


- Total Order Inflow during H1 FY20 was ₹ 5,244 Crores
- Added New marquee names to the clientele:
  - CIDCO
  - Raymond Limited
  - K Raheja Corp with GIC Singapore
  - Phoenix Market City with Canadian Pension Fund

# Order Book Details

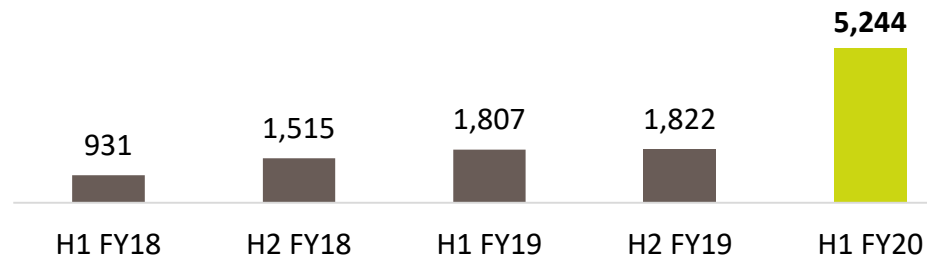
(₹ In Crs)

## Order Backlog



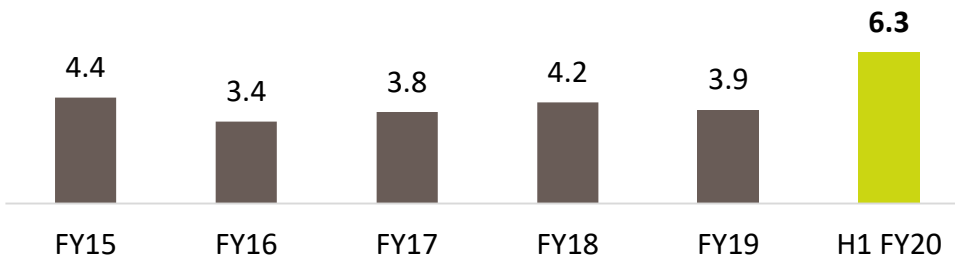
(₹ In Crs)

## Order Inflow

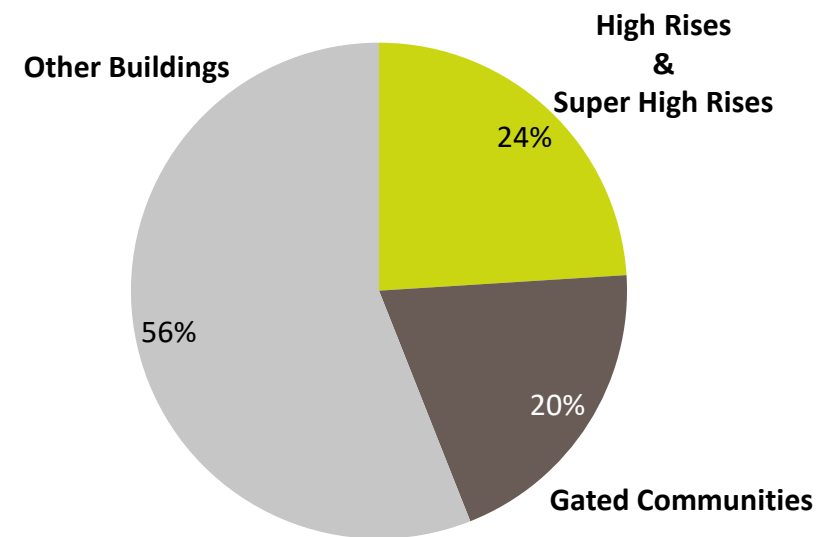


(No. of Years)

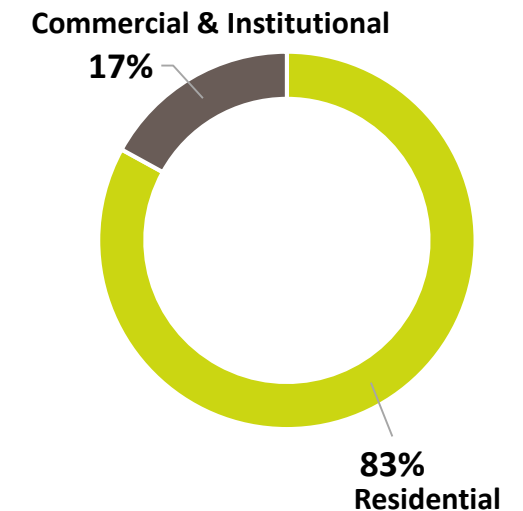
## Order Book to Sales Ratio



## Project Split



## Category wise split



## Order book analysis

- Maiden order from CIDCO worth ₹ 4,502 Crore
- Well diversified Order book between Private & Public sector
- Top 10 Client Groups constitute ~80% of the Total Order Book
- Investments by global players in our clients - GIC in Four Seasons Magus & Fosun China in Ahuja; enhancing project visibility

# Key Delivered / Virtually Completed Marquee Projects

Lodha – Splendor

Hiranandani – The Walk

T-Series – Corporate Office

Lodha – The Park

Wadhwa – W54

Auris Serenity Tower 1&2

Godrej – Central

Tata Trust – Cancer Hospital

Godrej – Summit

Nahar Mahalaxmi

Sir Ganga Ram Hospital – MLCP\*

\* Multi Level Car Park

Bharti Land – Worldmark

Sattva Group – Sattva Salarpuria Cadenza

Saifee Burhani Upliftment Trust

Ozone – Urbana Hyatt Place

Wadhwa – Platina

Brookfield – Seaview Developers Phase 1

Brookfield – Unitech developers MLCP\*

\* Multi Level Car Park

Lodha – One Altamount

Provident – Tree



# Sustainable growth in the face of challenges

## Challenges faced by the Industry

Demonetization (Q3FY17)

RERA (Q1FY18) & GST (Q2FY18)

NBFC Crisis (Q3FY19)

FY16-17

FY17-18

FY18-19

## Capacit'e Approach

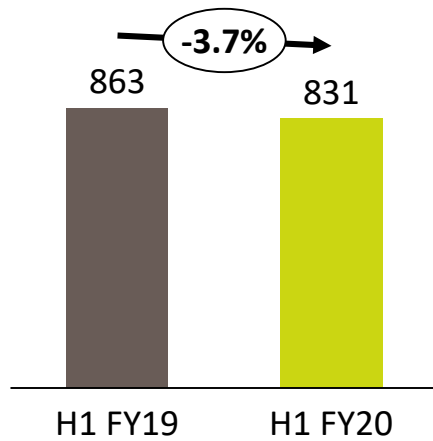
Action	Outcome
<b>Focus on Client Quality</b>	Added marquee names like Oberoi, Kalpataru, Saifee Bhurani to our clientele
<b>Strengthened Processes &amp; Control</b>	20% Top Line & Cash PAT growth in FY18 vis-à-vis FY17 Added orders worth ~ ₹ 3,350/- Crores

Action	Outcome
<b>Focus on Client Quality</b>	Added Tata Trust, MHADA, Furien Construction to our clientele
<b>Capitalize on Consolidation in the real estate sector</b>	Order Book increased from ₹ 5,682/- Crores in FY18 to ₹ 7,519/- Crores in 9MFY19 36% Total Income growth & 41% Cash PAT growth in 9MFY19 vis-à-vis 9MFY18

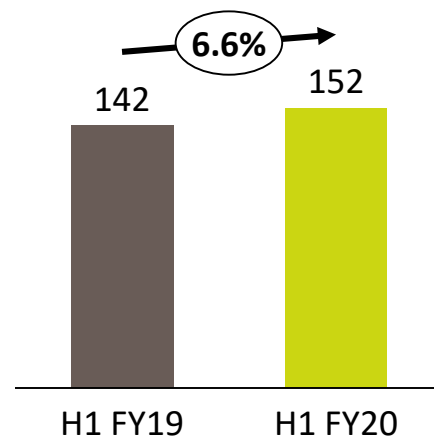
Action	Outcome
<b>Disciplined Financial Management</b>	34% Top Line growth & 23% Cash PAT growth.
<b>Lean Management structure, adaptable to change</b>	52% of FY19 PAT & 50% of order accretion reported in 2 <sup>nd</sup> half
<b>Supply Chain Management</b>	Discontinuation of projects where funding became an issue Working Capital Days kept under control

# H1 FY20 Financial highlights

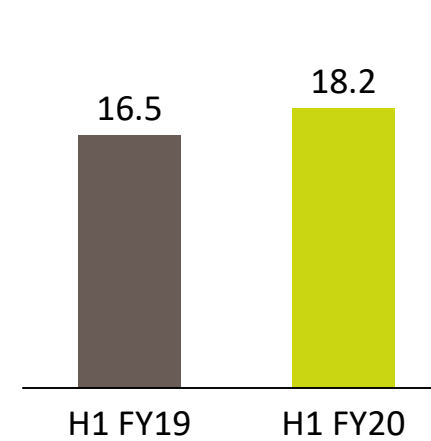
**Total Income (₹ in Cr.)**



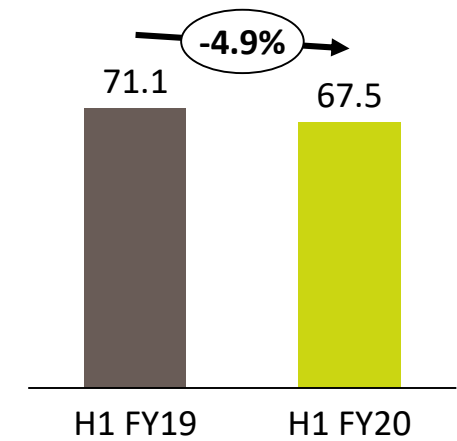
**EBITDA (₹ in Cr.)**



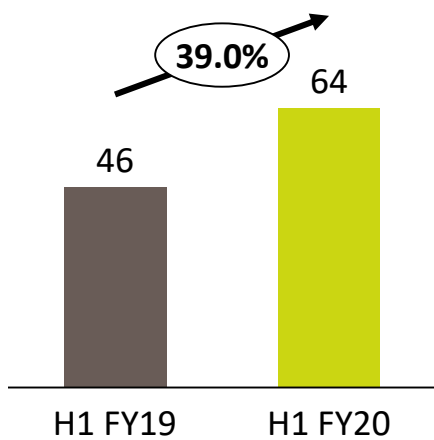
**EBITDA Margin (%)**



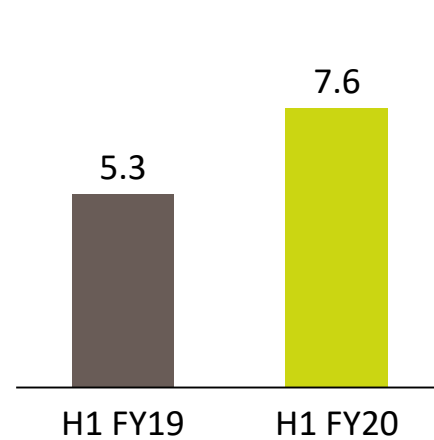
**PBT (₹ in Cr.)**



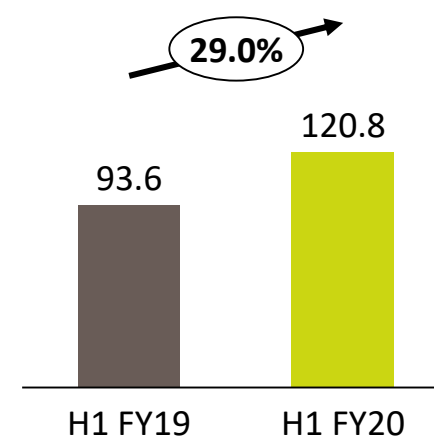
**PAT (₹ in Cr.)**



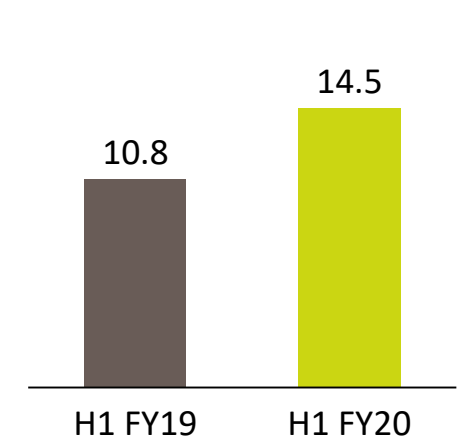
**PAT Margin (%)**



**Cash PAT (₹ in Cr.)**



**Cash PAT Margin (%)**



# Q2 & H1 FY20 Standalone Profit & Loss

Particulars (₹ In Crs)	Q2 FY20	Q2 FY19	Y-o-Y	H1 FY20	H1 FY19	Y-o-Y
<b>Revenue from Operations</b>	<b>405.3</b>	<b>443.1</b>	<b>-8.5%</b>	<b>816.5</b>	<b>840.6</b>	<b>-2.9%</b>
Other Income	8.1	11.6		14.9	22.7	
<b>Total Income</b>	<b>413.5</b>	<b>454.8</b>	<b>-9.1%</b>	<b>831.4</b>	<b>863.3</b>	<b>-3.7%</b>
Cost of Material Consumed (Incl. Construction Expenses)	284.3	324.5		572.5	615.3	
Employee Expenses	35.4	36.4		70.3	70.5	
Other Expenses	18.5	17.7		36.9	35.1	
<b>EBITDA</b>	<b>75.2</b>	<b>76.2</b>	<b>-1.3%</b>	<b>151.7</b>	<b>142.4</b>	<b>6.6%</b>
<b>EBITDA Margin (%)</b>	<b>18.2%</b>	<b>16.8%</b>		<b>18.2%</b>	<b>16.5%</b>	
Depreciation	29.4	25.9		54.2	44.5	
Finance Cost	15.0	14.3		29.9	26.8	
<b>Profit before Tax</b>	<b>30.9</b>	<b>35.9</b>	<b>-14.1%</b>	<b>67.5</b>	<b>71.1</b>	<b>-4.9%</b>
<b>Profit before Tax Margin (%)</b>	<b>7.5%</b>	<b>7.9%</b>		<b>8.1%</b>	<b>8.2%</b>	
Tax ^	-8.9	12.9		3.9	25.3	
<b>Profit After Tax</b>	<b>39.8</b>	<b>23.0</b>	<b>72.8%</b>	<b>63.6</b>	<b>45.7</b>	<b>39.0%</b>
<b>PAT Margin (%)</b>	<b>9.6%</b>	<b>5.1%</b>		<b>7.6%</b>	<b>5.3%</b>	
Other comprehensive income	0.1	0.1		0.1	0.3	
<b>Total comprehensive income (TCI)</b>	<b>39.8</b>	<b>23.1</b>	<b>72.1%</b>	<b>63.7</b>	<b>46.1</b>	<b>38.3%</b>
<b>Cash PAT*</b>	<b>70.5</b>	<b>49.5</b>	<b>42.4%</b>	<b>120.8</b>	<b>93.6</b>	<b>29.0%</b>
<b>Cash PAT Margin</b>	<b>17.1%</b>	<b>10.9%</b>		<b>14.5%</b>	<b>10.8%</b>	
<b>Diluted EPS</b>	<b>5.86</b>	<b>3.39</b>		<b>9.37</b>	<b>3.39</b>	

\*Cash PAT = TCI + Depreciation + Deferred Tax

^ Tax expense for the quarter and six months ended Sep 30, 2019 reflect changes made vide Taxation Laws Amendments Ordinance 2019 as applicable to the Company

# H1 FY20 Cash Flow Statement

<b>Cash Flow Statement for six months ended (Rs in Cr)</b>	<b>H1 FY20</b>	<b>H1 FY19</b>
<b>PBT</b>	<b>67.5</b>	<b>71.1</b>
Adjustments	81.3	58.9
<b>Operating profit before working capital changes</b>	<b>148.9</b>	<b>130.0</b>
Changes in working capital	(43.3)	(94.4)
<b>Cash generated from operations</b>	<b>105.5</b>	<b>35.6</b>
Direct taxes paid (net of refund)	(16.8)	(15.7)
<b>Net Cash from Operating Activities</b>	<b>88.7</b>	<b>19.9</b>
<b>Net Cash from Investing Activities</b>	<b>(116.1)</b>	<b>4.3</b>
<b>Net Cash from Financing Activities</b>	<b>5.5</b>	<b>(7.2)</b>
<b>Net Change in cash and cash equivalents</b>	<b>(21.9)</b>	<b>17.1</b>
Opening Cash Balance	29.6	12.9
<b>Closing Cash Balance</b>	<b>7.7</b>	<b>30.0</b>

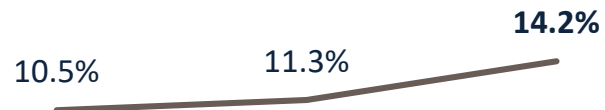
# Strong Standalone Balance Sheet with low leverage

ASSETS (₹ In Crs)	Sept-19	Mar-19
<b>NON-CURRENT ASSETS</b>	<b>898</b>	<b>726</b>
<b>Property, plant &amp; equipment:</b>		
Core Assets	391	369
Site Establishment	177	143
Other Fixed Assets	38	27
Capital work-in-progress	7	4
Intangible assets	1	2
Investments	16	12
Trade receivables	59	66
Loans	0	0
Other Financial Assets	38	28
Current tax assets (Net)	21	13
Other Non - current assets	69	62
<b>CURRENT ASSETS</b>	<b>1,279</b>	<b>1,324</b>
Inventories	88	91
Investments	0	0
Trade receivables	403	529
Cash & Cash Equivalents	8	30
Bank balances other than cash & cash equivalent	146	163
Loans	27	29
Other Financial Assets	504	391
Other Current assets	103	91
<b>TOTAL ASSETS</b>	<b>2,097</b>	<b>2,050</b>

EQUITY AND LIABILITIES (₹ In Crs)	Sept-19	Mar-19
<b>EQUITY</b>	<b>899</b>	<b>843</b>
Equity Share capital	68	68
Other equity	831	775
<b>NON-CURRENT LIABILITIES</b>	<b>255</b>	<b>235</b>
Borrowings	56	58
Lease Liability	11	0
Other financial liabilities	47	42
Provisions	2	1
Deferred tax liabilities (Net)	45	57
Other Non-Current Liabilities	94	76
<b>CURRENT LIABILITIES</b>	<b>943</b>	<b>972</b>
Borrowings	189	178
Trade Payables	523	533
Other Financial Liabilities	55	61
Provisions	13	22
Current Tax Liabilities (net)	20	12
Other current liabilities	144	166
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>2,097</b>	<b>2,050</b>

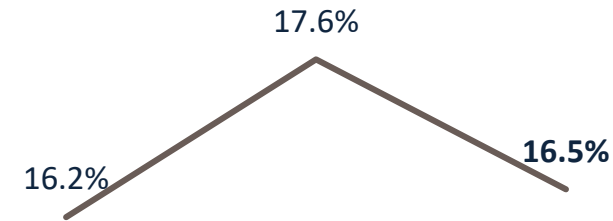
# Key Financial Indicators

## ROE



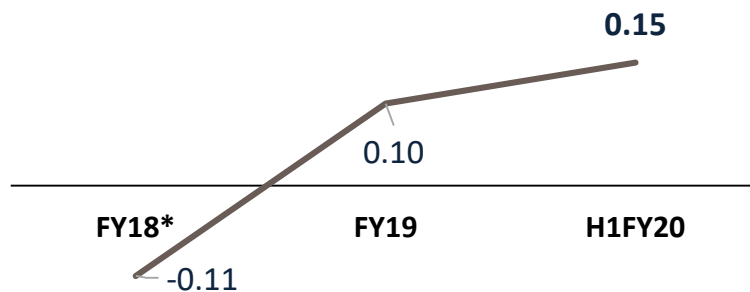
**FY18\***      **FY19**      **H1FY20**  
ROE = PAT ÷ Net Worth

## ROCE



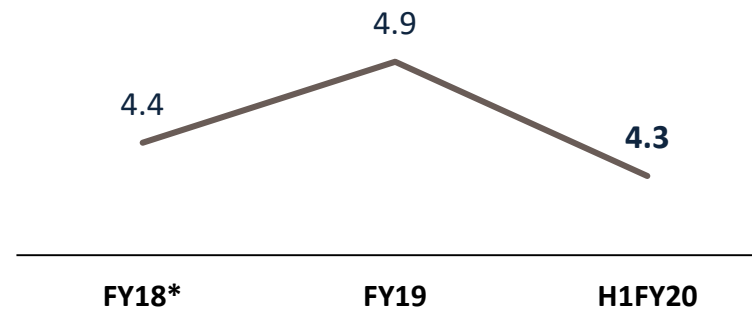
**FY18\***      **FY19**      **H1FY20**  
ROCE = EBIT ÷ (Net Worth + Long Term Borrowings + Short Term Borrowings)

## Net Debt : Equity (x)



Net Debt : Equity = Net Debt ÷ Net Worth

## Net Core Fixed Asset T/O (x)



Core Fixed Asset T/O = Gross Core Assets ÷ Total Turnover

H1FY20 ratios are on annualized basis

Standalone Figures

\*Company came out with IPO of ₹400 Crores during FY18

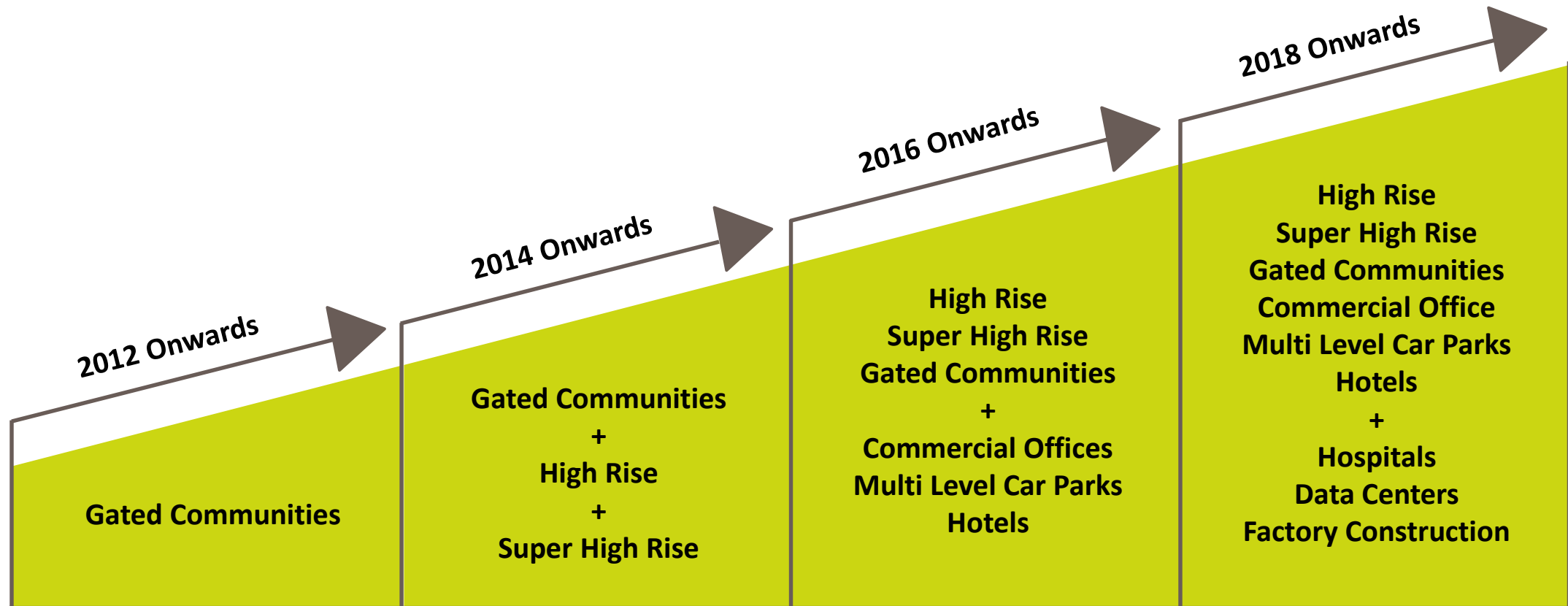


**Version 1.0**

# **Private Sector Service Portfolio**

... developing our service portfolio by capturing the complexities

**CAPACIT'E is unlike a commoditized construction company...  
We do our business DIFFERENTLY**





# ... & built a sustainable model

1

## **Factory & Buildings (F&B)**

Focus on High & Super High Rise buildings with high degree of complexity in Construction  
 "We are a Solution Driven Company"

2

## **Continuous Approach**

Continuously rebrain, rebuild, to become flexible & adaptable ensuring Sustainability  
 "Modern Technology, Complex Projects is Routine Business"

3

## **Maximization**

Maximize existing Assets & human resources thereby achieving operating leverage & improve margin profile

4

## **Risk Mitigation**

**Understand, manage & mitigate risk:** Clear systems and processes in place for Receivables management thus protecting & growing Business

5

## **Large Opportunity**

Increasing opportunity in F&B with Government, Private Corporates, Quasi Government Agencies, Real Estate Developers

6

## **Leveraging Ecosystem**

Maximize existing Assets & human resources thereby achieving operating leverage & improve margin profile

## Sustainable Model

**Timely Orderbook Execution**

+

**Technology Focus**

+

**Large Opportunity**

=

**SUSTAINABLE PROFITABILITY**



# **Version 2.0**

**'BEST OF BOTH WORLDS'**

**Hybrid Service Portfolio**

**=**

**Private + Public**

**On A Long-term Growth Path...**

# Hybrid Service Portfolio = Private + Public

Enhances the multi fold construction opportunity in the world's fastest growing economy, for a young company as Capacit'e

Creating the Best of both Worlds – Government, Quasi Government and Branded Real Estate Developers

Focus on better working capital cycle & cash flows to continue

**Hybrid Service Portfolio is  
1+1 = 11  
Captures 'Best of Both Worlds'**

Will Continue to work with Highly Liquid and Cash Rich Organizations in-order to safeguard our cashflows

Foray in Government Sector allows to De-risk the Business Model and create a Hedge in sector marked by extensive unpredictability

Benefit from the Large Central Schemes of the Government aimed towards Better Hospitals, Public Housing, Airports, amongst others

Hybrid Service Portfolio comprising of an elite clientele from Private & Public sector, provides revenue & cash flow visibility  
On A LONG TERM GROWTH PATH ...

# Hybrid Service Portfolio – A New Dimension (1/2)

## Version 1.0

Focusing on Large Private Real Estate Developers

### Top Clients - Inception to FY17

The Godrej Group

The Saifee Burhani Trust

The Wadhwa Group

Brookfield

Four Seasons

Rustomjee

Lodha Developers

The Sattva Group

Transcon Developers

The Prestige Group

The Century Group

Ahuja Construction

## Average ticket Size of orders:

FY14-17 - ₹ 100 to 375 Cr

FY18-H1FY19 - ₹ 480 to 1,000 Cr

Incubated the Strategy of Building a Government Orderbook led by vast opportunities under the Vision of Government of India

2017-2018

- ✓ Focus on Cash Contracts
- ✓ Projects with Low Investment in Capex
- ✓ Projects with Complex delivery timelines
- ✓ Technology element in Projects; Potential Entry Barrier with limited Competition

## Version 2.0

Capture Large Opportunity in Organized F&B Segment including Government Orders

### Top Clients in 2019-20 - Government

CIDCO

DRDO Project (BSNL)

MCGM- Health Infrastructure Cell

MHADA

### Top Clients in 2019-20 - Private

The Oberoi Group

The Piramal Group

Raymond Limited

Phoenix Market City (Canadian Pension Fund)

Furien Engineering Construction

Brookfield

GIC Singapore

The Kalpataru Group

The Wadhwa Group

The Purvankara Group

Blackstone

Fosun China (Ahuja Construction)

Systems and Processes along with Specialized Team in place to execute Large Government Orders

# Hybrid Service Portfolio – A New Dimension (2/2)

- International Private Equity players/ Pensions Funds have tied up with leading developers to enhance their presence in India
- To name a few:
  - GIC with Magus Four Seasons/ Brigade
  - Blackstone with Embassy/ K Raheja
  - Canadian Pension Fund with Piramal/ Phoenix Market City
  - Fosun China with Ahuja
- Thus most of our clients are backed by strong international institutions

**Private equity inflows in realty rise 10% on thriving commercial segment**

*Private equity firms have invested over \$4.2 billion into the Indian realty market, up 10% from a year ago.*

**Indian real estate attracts Rs 39,182 cr PE investments in first 3 quarters of 2019**

**Commercial real estate continues to attract private equity investments**

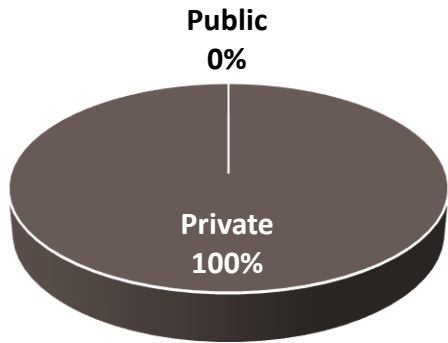
**Blackstone crosses \$12 billion investment milestone in India**

Source: Economic Times, Livemint

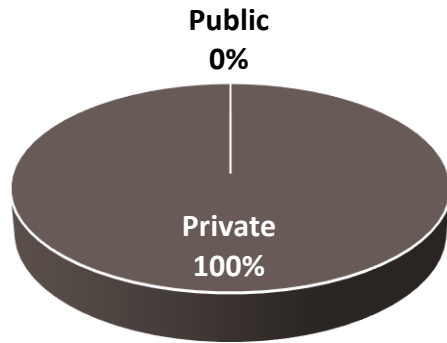
# Hybrid Service Portfolio – Builds Diversity

Sector wise Split

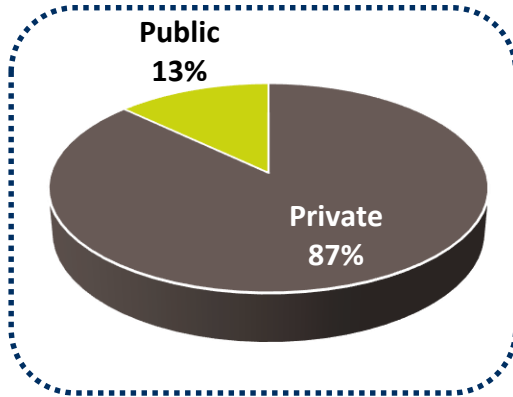
**FY17**



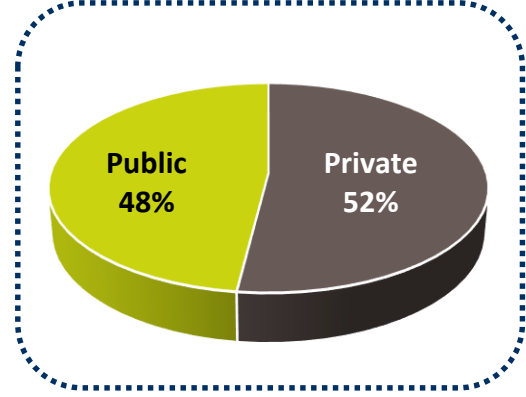
**FY18**



**FY19\***



**H1FY20\***



Orderbook Size

Private Order Book  
₹ 4,289 Crores



Private Order Book  
₹ 5,682 Crores



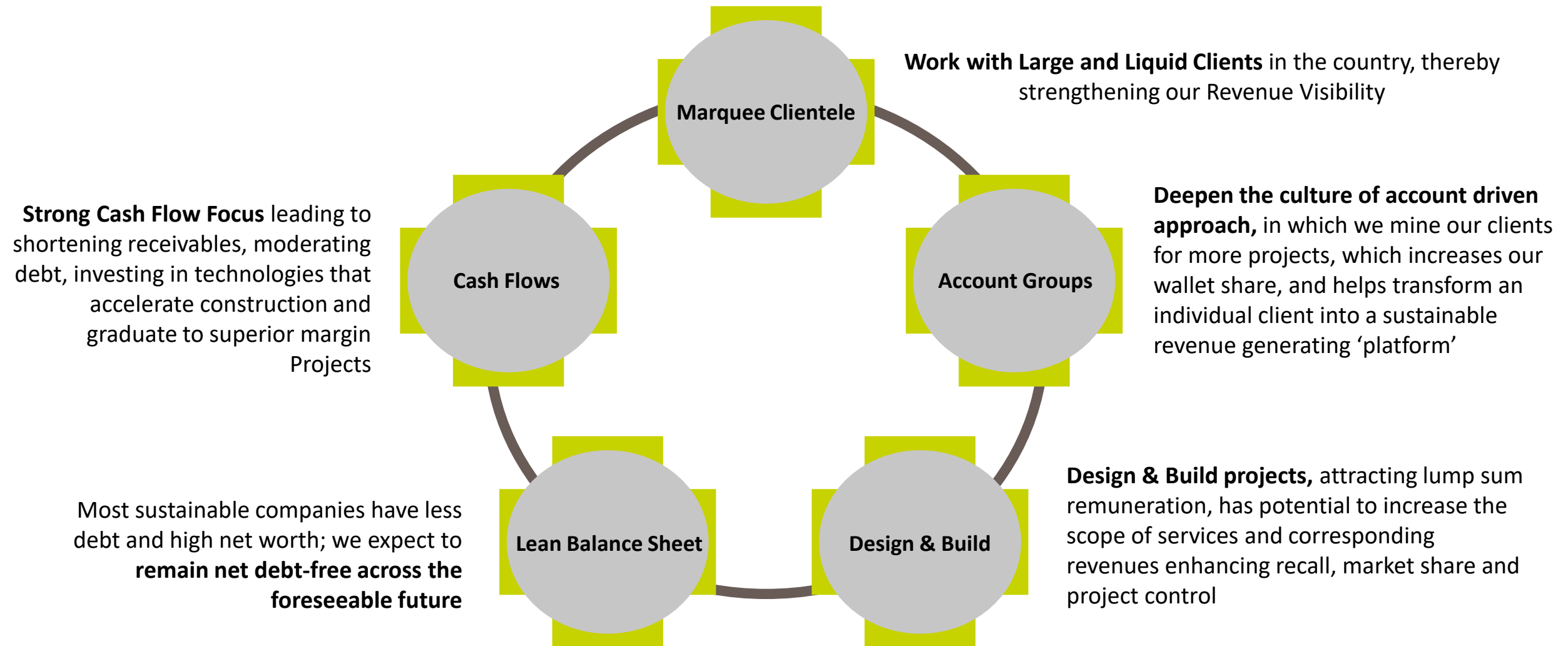
Private Order Book  
₹ 6,262 Crores  
+  
Public Order Book  
₹ 915 Crores  
+  
MHADA Order Book  
₹ 4,357 Crores



Private Order Book  
₹ 5,739 Crores  
+  
Public Order Book  
₹ 5,397 Crores  
+  
MHADA Order Book  
₹ 4,355 Crores

\* Ex of MHADA

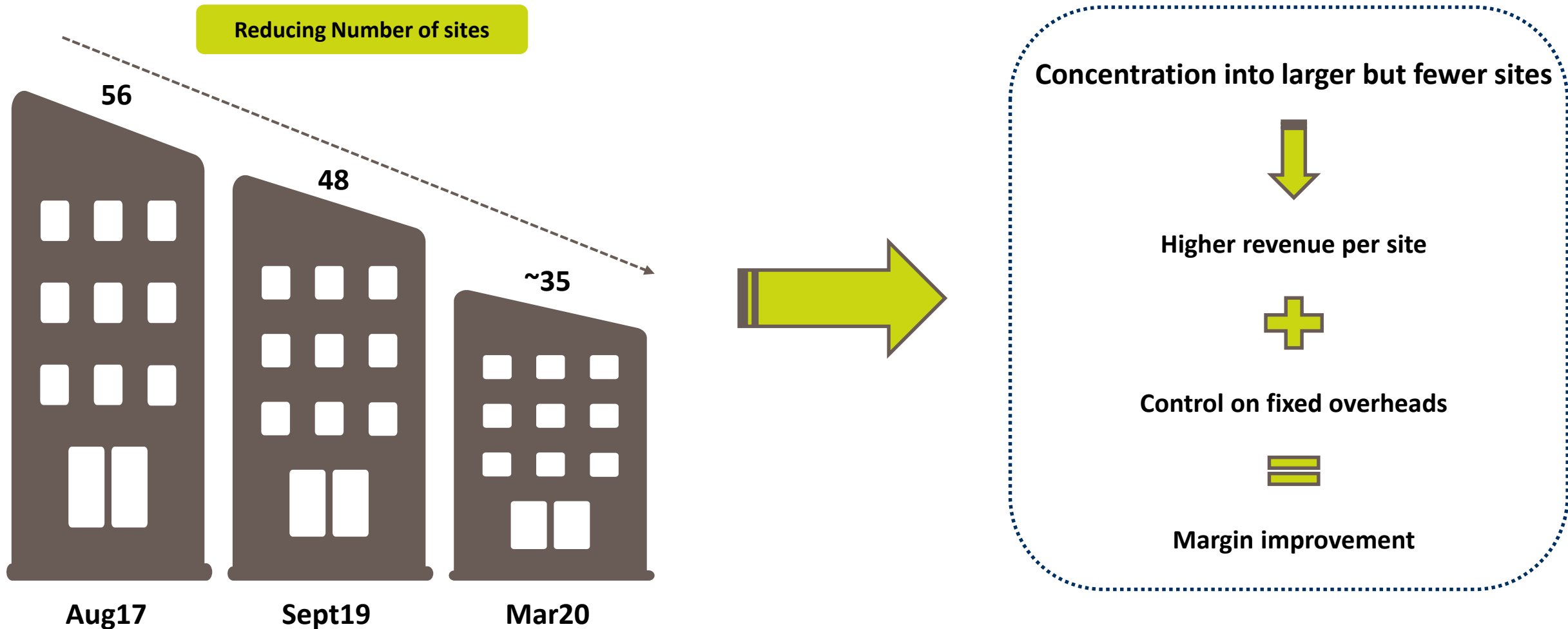
# Strategic Priorities



Our vision is to emerge among three leading construction companies in the geographies of our presence, evoking the recall of *'THINK CONSTRUCTION, THINK CAPACIT'E'*

# Standing at a point of INFLECTION = CAPACIT'E VERSION 2.0 (1/2)

## CAPACIT'E at a point of INFLECTION





# Standing at a point of INFLECTION = CAPACIT'E VERSION 2.0 (2/2)

Provides visibility of robust financial performance, with sustainable positive operating cash flows and stable margin profile making CAPACIT'E an eminent company in the construction EPC space





# **Version 2.0**

**'BEST OF BOTH WORLDS'**

**Focused Execution**

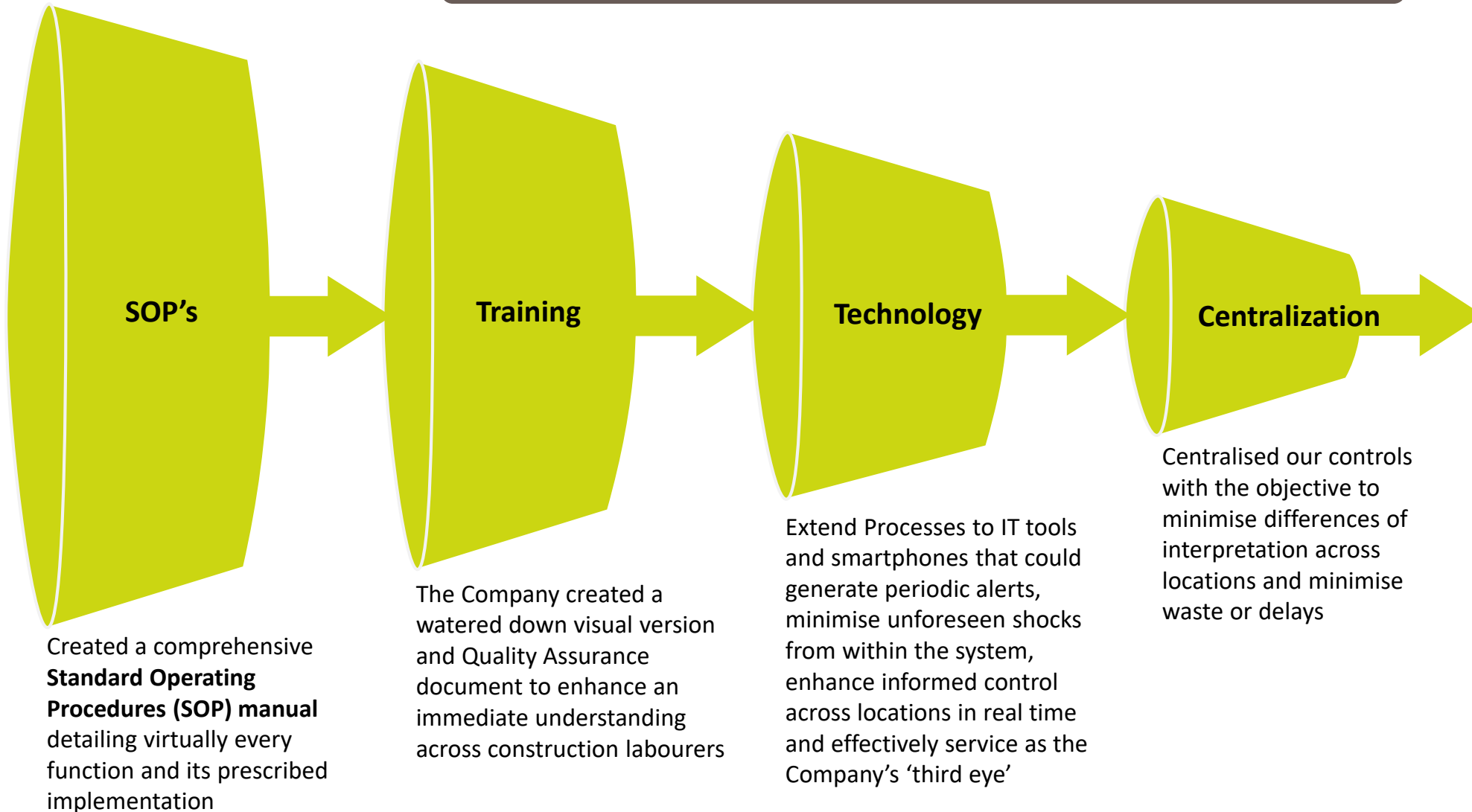
**+**

**Superior Technology**

**On A Long-term Growth Path...**

# New Way of Execution... To Timely deliver Orders

Disruptions create Opportunities to Strengthen Business Model



Quick decision making  
+  
Maintenance of highest Quality standards  
+  
Timely Execution

# Tata Trust Cancer Hospital (Varanasi)



# Our Creations (1/5)

**Loadha The Park,  
Mumbai MMR**



**Oberoï The Enigma,  
Mumbai MMR**



**Nahar Exallibur,  
Mumbai MMR**



# Our Creations (2/5)

**Auris Serenity,  
Mumbai MMR**



**Neelkanth,  
Mumbai MMR**



**Paras Qartier,  
Delhi**



# Our Creations (3/5)

**Bharti Worldmark,  
NCR**



**Emmar Imperial,  
NCR**



# Our Creations (4/5)

**Godrej Summit,  
Gurgaon**



**Sir Ganga Ram Hospital – Multi Level Car Park,  
Delhi**



**Wadhwa W54,  
Mumbai, MMR**





# Our Creations (5/5)

**Four Seasons,  
Mumbai MMR**



**Sahana Sheth BEAU-MONTE,  
Mumbai MMR**



**Brookfield,  
NCR**





# **Version 2.0**

**'BEST OF BOTH WORLDS'**

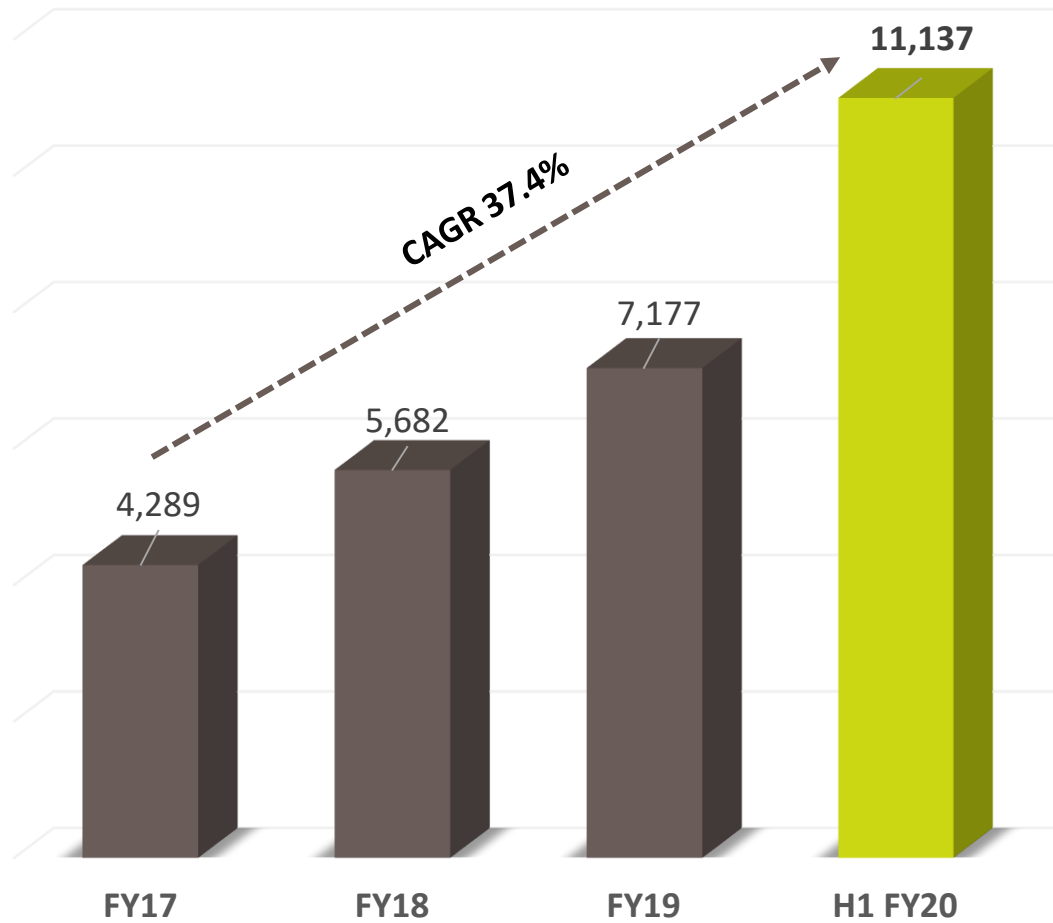
**Strong Financials to  
Achieve Growth**

**On A Long-term Growth Path...**

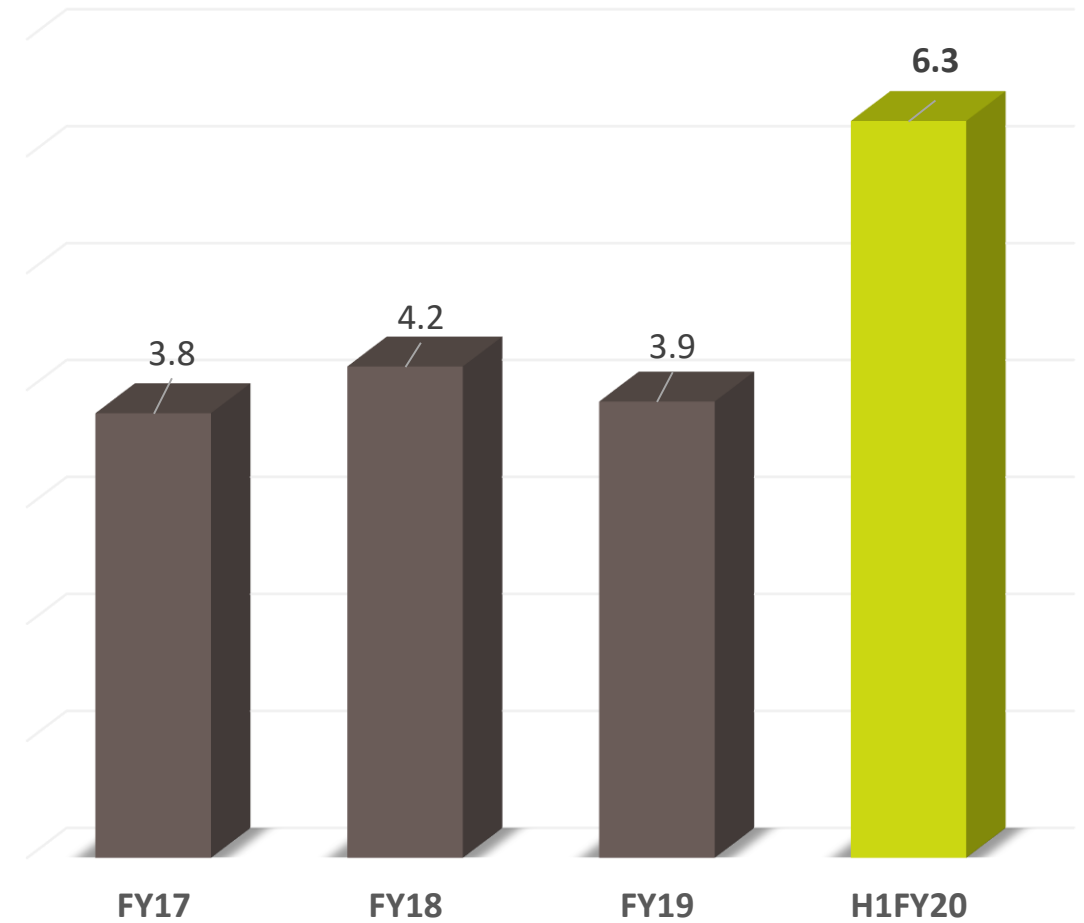
# Next Phase of Growth...Ready for Execution...

Order Book (₹ in Cr.)

Ex of MHADA

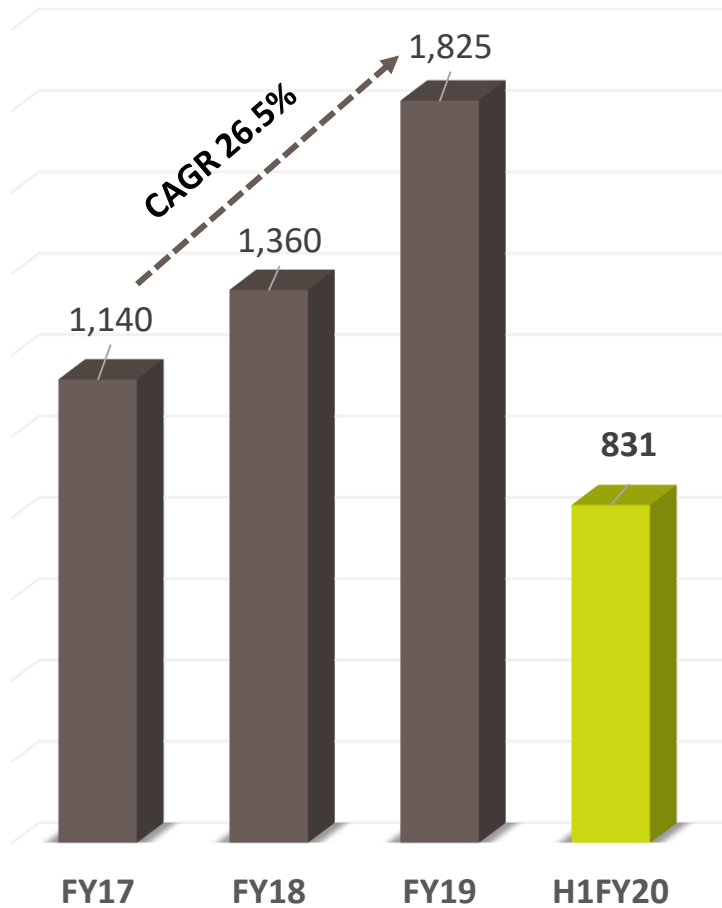


Order Book to Sales Ratio (No. of years)

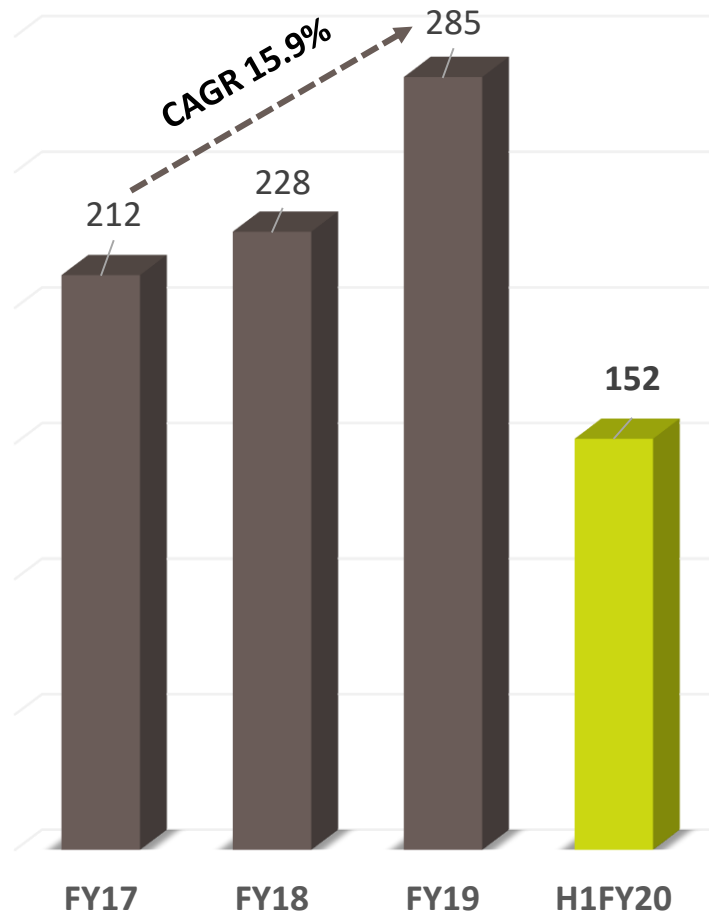


# ...and to deliver robust financial performance

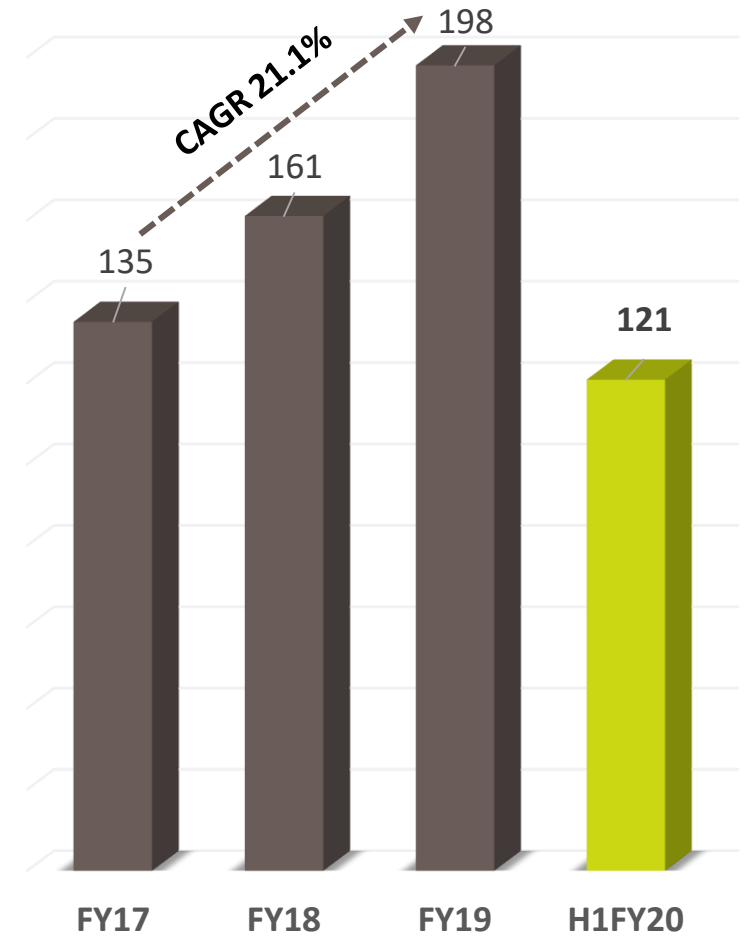
**Total Income (₹ in Cr.)**



**EBITDA (₹ in Cr.)**



**Cash PAT (₹ in Cr.)**



# Profit & Loss Statement

Particulars (₹ In Crs)	FY19	FY18	FY17
<b>Revenue from Operations</b>	<b>1,788</b>	<b>1,336</b>	<b>1,125</b>
Other Income	37	24	15
<b>Total Income</b>	<b>1825</b>	<b>1,360</b>	<b>1,140</b>
Cost of Material Consumed (Incl. Construction Expenses)	1,320	966	796
Employee Expenses	146	117	87
Other Expenses	73	49	46
<b>EBITDA</b>	<b>285</b>	<b>228</b>	<b>212</b>
<b>EBITDA Margin (%)</b>	<b>15.6%</b>	<b>16.7%</b>	<b>18.6%</b>
Depreciation	89	67	65
Finance Cost	49	40	42
<b>Profit before Tax</b>	<b>147</b>	<b>121</b>	<b>105</b>
Tax	52	42	36
<b>Profit After Tax</b>	<b>96</b>	<b>79</b>	<b>69</b>
<b>PAT Margin (%)</b>	<b>5.2%</b>	<b>5.8%</b>	<b>6.1%</b>
<b>Cash PAT</b>	<b>198</b>	<b>161</b>	<b>135</b>
<b>Cash PAT Margin (%)</b>	<b>10.9%</b>	<b>11.8%</b>	<b>11.8%</b>

# Balance Sheet

ASSETS (₹ In Crs)	Mar'19	Mar'18	Mar'17
<b>NON-CURRENT ASSETS</b>	<b>726</b>	<b>543</b>	<b>381</b>
Property, plant & equipment	539	409	324
Capital work-in-progress	4	0	7
Intangible assets	2	1	2
Investments	12	19	0
Trade receivables	66	50	16
Loans	0	2	3
Other Financial Assets	28	29	13
Current tax assets (Net)	13	0	1
Other Non - current assets	62	32	16
<b>CURRENT ASSETS</b>	<b>1,324</b>	<b>1,190</b>	<b>697</b>
Inventories	91	216	170
Investments	0	0	0
Trade receivables	529	415	358
Cash & Cash Equivalents	30	13	11
Bank balances other than cash & cash equivalent	163	311	39
Loans	29	52	30
Other Financial Assets	391	128	31
Current tax assets (Net)	-	-	3
Other Current assets	91	56	54
Assets held for sale	-	-	1
<b>TOTAL ASSETS</b>	<b>2,050</b>	<b>1,734</b>	<b>1,078</b>

EQUITY AND LIABILITIES (₹ In Crs)	Mar'19	Mar'18	Mar'17
<b>EQUITY</b>	<b>843</b>	<b>749</b>	<b>299</b>
Equity Share capital	68	68	44
Other equity	775	682	255
<b>NON-CURRENT LIABILITIES</b>	<b>235</b>	<b>192</b>	<b>203</b>
Borrowings	58	48	67
Other financial liabilities	42	29	33
Provisions	1	1	2
Deferred tax liabilities (Net)	57	40	26
Other Non-Current Liabilities	76	73	74
<b>CURRENT LIABILITIES</b>	<b>972</b>	<b>792</b>	<b>577</b>
Borrowings	178	139	97
Trade Payables	533	447	310
Other Financial Liabilities	61	77	47
Current tax liabilities (Net)	12	5	4
Provisions	22	18	2
Other current liabilities	166	107	116
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>2,050</b>	<b>1,734</b>	<b>1,078</b>

For further information, please contact



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