



**J. Kumar**

**J. Kumar Infraprojects Ltd.**

We dream... So we achieve...



February 2021



## Safe Harbor

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HIGHLIGHTS Q3 FY21

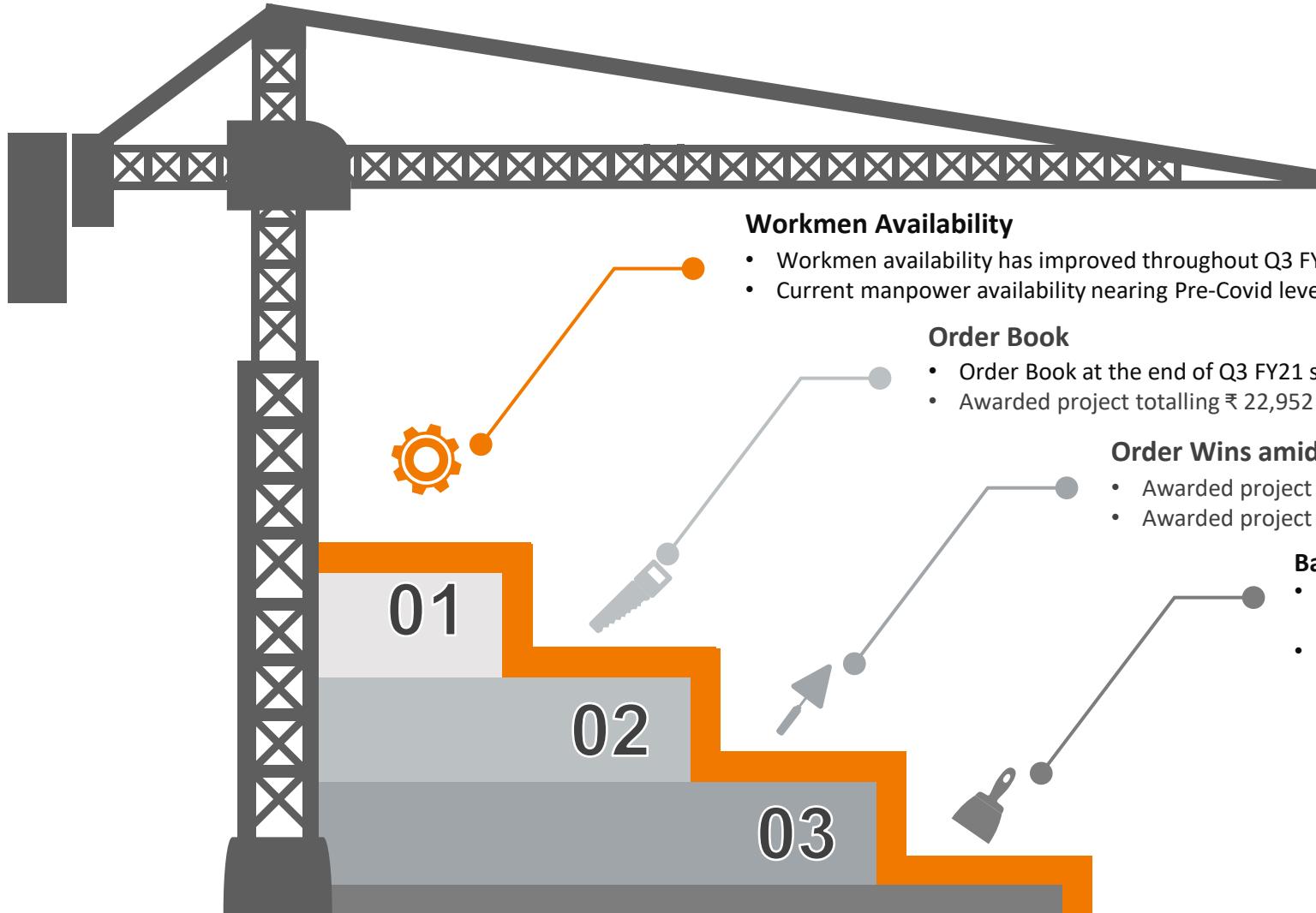


BUSINESS UPDATE & OUTLOOK



J. Kumar

# Business Update & Outlook



## Workmen Availability

- Workmen availability has improved throughout Q3 FY21
- Current manpower availability nearing Pre-Covid level

## Order Book

- Order Book at the end of Q3 FY21 stood at ₹ 1,09,167 million
- Awarded project totalling ₹ 22,952 mn during FY21 till date.

## Order Wins amid pandemic

- Awarded project by MMRDA worth ₹ 10,518 mn during Q3 FY21
- Awarded project by GMRC worth ₹ 9,415 mn during Q4 FY21

## Balance Sheet Focus

- Strong cash flow management by focusing on collection and improving working capital utilisation
- Focus on maintaining the Debt levels within broad parameters. Almost Net Debt free.



# KEY FINANCIAL HIGHLIGHTS

Q3 FY21

9M FY21

01



Total Income

₹ 8,162 million

₹ 15,789 million

02



EBITDA

₹ 1,155 million  
14.1%

₹ 2,070 million  
13.1%

03



PAT

₹ 449 million  
5.5%

₹ 312 million  
2.0%

4



Cash PAT

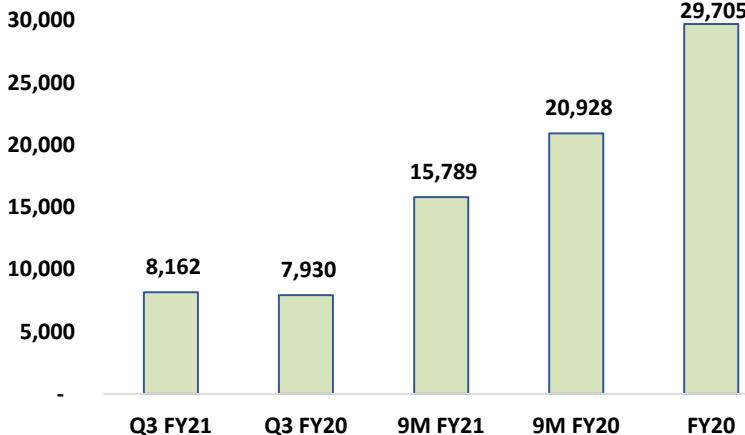
₹ 810 million  
9.9%

₹ 1,377 million  
8.7%

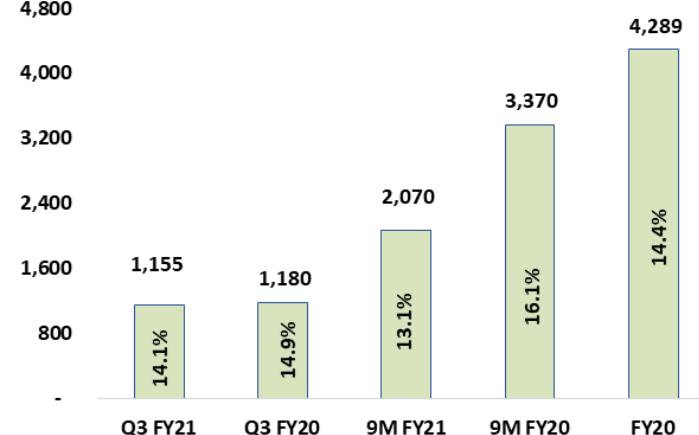


# PERFORMANCE HIGHLIGHTS Q3 & 9M FY21

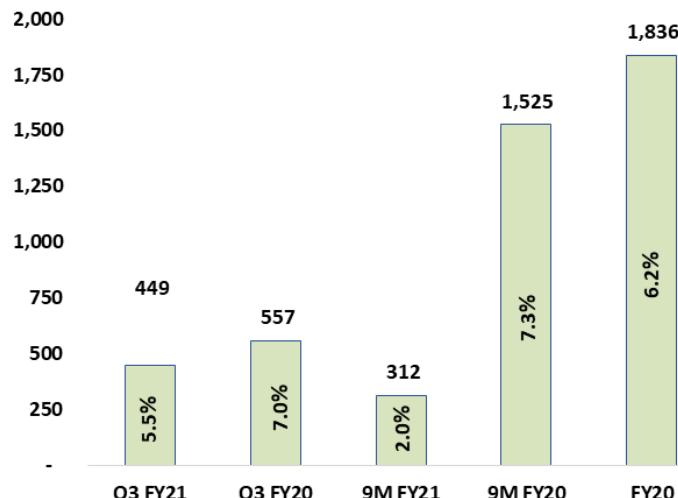
## Revenue from Operations ₹ Mn



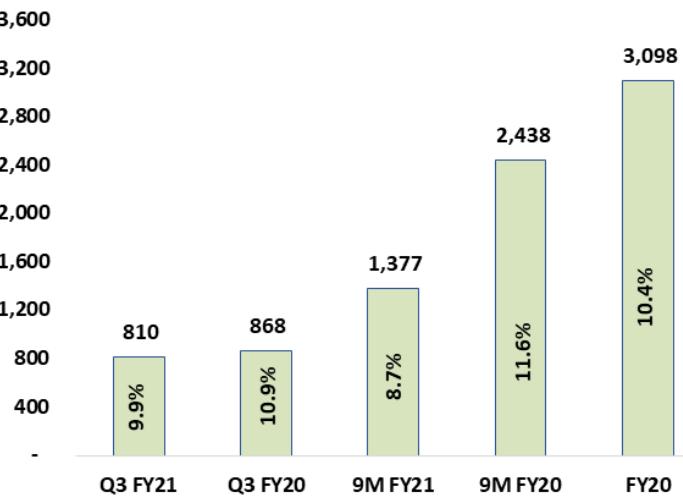
## EBIDTA ₹ Mn



## PAT ₹ Mn



## Cash PAT ₹ Mn



# FINANCIAL Q3 FY21 & 9M FY21

Particulars (₹ In Mn)	Q3 FY21	Q3 FY20	Y-O-Y	Q2 FY20	9M FY21	9M FY20	Y-O-Y	FY20
<b>Revenue from Operations</b>	<b>8,162</b>	<b>7,930</b>	3%	<b>6,320</b>	<b>15,789</b>	<b>20,928</b>	-25%	<b>29,705</b>
Cost of Material Consumed	5,125	4,854		3,567	9,554	12,468		18,169
Employee Expenses	658	841		690	1,514	2,164		2,987
Other Expenses	1,224	1,056		987	2,651	2,926		4,260
<b>EBIDTA</b>	<b>1,155</b>	<b>1,180</b>	-2%	<b>1,076</b>	<b>2,070</b>	<b>3,370</b>	-39%	<b>4,289</b>
<b>EBIDTA Margin</b>	<b>14.1%</b>	<b>14.9%</b>		<b>17.0%</b>	<b>13.1%</b>	<b>16.1%</b>		<b>14.4%</b>
Other Income	69	89		58	188	203		283
Depreciation	361	311		312	1,065	913		1,263
<b>EBIT</b>	<b>862</b>	<b>957</b>	-10%	<b>822</b>	<b>1,193</b>	<b>2,660</b>	-55%	<b>3,310</b>
<b>EBIT Margin</b>	<b>10.6%</b>	<b>12.1%</b>		<b>13.0%</b>	<b>7.6%</b>	<b>12.7%</b>		<b>11.1%</b>
Finance Cost	245	218		251	752	730		977
<b>Profit before Tax</b>	<b>617</b>	<b>740</b>	-17%	<b>571</b>	<b>441</b>	<b>1,930</b>		<b>2,333</b>
<b>PBT Margin</b>	<b>7.6%</b>	<b>9.3%</b>		<b>9.0%</b>	<b>2.8%</b>	<b>9.2%</b>		<b>7.9%</b>
Tax	168	183		12	129	404		497
<b>PAT</b>	<b>449</b>	<b>557</b>	-19%	<b>559</b>	<b>312</b>	<b>1,525</b>	-80%	<b>1,836</b>
<b>PAT Margin %</b>	<b>5.5%</b>	<b>7.0%</b>		<b>8.8%</b>	<b>2.0%</b>	<b>7.3%</b>		<b>6.2%</b>
<b>Cash PAT</b>	<b>810</b>	<b>868</b>	-7%	<b>871</b>	<b>1,377</b>	<b>2,438</b>	-44%	<b>3,098</b>
<b>Cash PAT Margin %</b>	<b>9.9%</b>	<b>10.9%</b>		<b>13.8%</b>	<b>8.7%</b>	<b>11.6%</b>		<b>10.4%</b>

# BALANCE SHEET AS AT SEPTEMBER 30, 2020

Particulars (₹ in Mn)	As at Sep 2020	As at Mar 2020
<b>ASSETS</b>		
<b>Non-Current Assets</b>		
Property, plant and equipment	7,978	8,545
Capital work-in-progress	980	987
Financial Assets		
Investments	9	12
Other Financial Assets	2,526	3,003
Other Non Current Assets	638	484
<b>Sub-total - Non-Current Assets</b>	<b>12,132</b>	<b>13,031</b>
<b>Current Assets</b>		
Inventories	2,885	3,126
Financial Assets		
Trade Receivables	5,446	6,448
Cash and Cash Equivalents	521	591
Bank balances other than Cash and Cash equivalents	4,459	4,359
Loans	104	105
Other Financial Assets	539	660
Other Current Assets	8,018	8,475
<b>Sub-total - Current Assets</b>	<b>21,973</b>	<b>23,764</b>
<b>TOTAL - ASSETS</b>	<b>34,104</b>	<b>36,795</b>

Particulars (₹ in Mn)	As at Sep 2020	As at Mar 2020
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Equity Share Capital	378	378
Other Equity	17,713	17,931
<b>Sub-total - Shareholders' funds</b>	<b>18,091</b>	<b>18,310</b>
<b>LIABILITIES</b>		
<b>Non-Current Liabilities</b>		
Financial Liabilities		
Borrowings	779	978
Lease Liability	150	192
Provisions	-	9
Deferred Tax Liabilities (Net)	223	274
<b>Sub-total - Non-Current Liabilities</b>	<b>1,152</b>	<b>1,452</b>
<b>Current Liabilities</b>		
Financial Liabilities		
Borrowings	4,222	4,787
Trade Payables	2,957	4,604
Lease Liabilities	125	146
Other Financial Liabilities	3,180	3,655
Other Current Liabilities	4,377	3,841
<b>Sub-total - Current Liabilities</b>	<b>14,861</b>	<b>17,033</b>
<b>TOTAL - EQUITY AND LIABILITIES</b>	<b>34,104</b>	<b>36,795</b>

# CORPORATE OVERVIEW

**1**

## INCORPORATION

Incorporated in the year 1999 under the visionary leadership of Mr. Jagdishkumar M. Gupta, to undertake specialized construction work on EPC basis, while maintaining asset lite business model.

**3**

## CAPABILITIES

Timely completion, ability to undertake complex project and delivering quality to the satisfaction of the client is what we take pride in. Within 2 decades of our existence, we have developed a niche in the field of Urban Infrastructure. We are today amongst few construction companies qualified to undertake large Metro Projects.

**5**

## FINANCIAL DISCIPLINE

Rated "IND A+/Stable" for Fund based limit and "IND A1" for non-fund based limit. A improving net debt equity ratio of ~0.08 as on December 31, 2020, reinforces our commitment towards financial discipline.

**7**

## EQUIPMENT BANK

Our Company owns a large fleet of construction equipment and machinery including 7 Tunnel Boring Machines, 44 hydraulic piling rigs and 2 Straddle Carriers. A technology focussed company, we continuously invest in cutting edge technologies to enhance our service offerings.

**2**

## TRACK RECORD

We have a track record of efficaciously completing 85+ projects, demonstrating our operation efficiency and capability to undertake complex projects.

**4**

## OUR PRESENCE

With established presence in major states namely Maharashtra, Delhi, Gujarat, Rajasthan and Uttar Pradesh, we are on continuous lookout for opportunity to expand in other part of the country. It's our endeavor to be a Company with a PAN India presence

**6**

## PERFORMANCE

FY20 has been memorable one and has positively emerged as a year of many 'firsts'. We ended the FY 20 on a bright note, as we created the milestone of ₹ 2,970 Crores in revenue, ₹ 184 Crores in PAT and ₹ 11,644 Crores in order book

**"Responsible bidding, better planning and efficient resource deployment....  
the way we do business "**

# CORPORATE OVERVIEW



**Order Book**  
Order Book of ~₹ -  
1,09,167 mn as on  
Dec 31, 2020

**01**

**02**

**Projects**  
~35 Projects under  
various stages of  
execution

**03**

**Revenue**  
CAGR of 23% for the  
period FY 2017-2020

**04**

**Debt Equity (Net)**

Improving Net Debt Equity  
Ratio from 0.10 x as at  
March 31, 2020 to 0.08x as  
at Dec 31, 2020 despite  
pandemic

**05**

**PAT**  
CAGR of 20% for the  
period FY2017-2020



# WORK WE DO

## Metro

- Metros Elevated
- Metros Underground
- Metro Station & Depot



## Flyovers, Bridges & Roads

- Flyovers, Bridges & Roads
- Pedestrian Subways
- Airport Runways



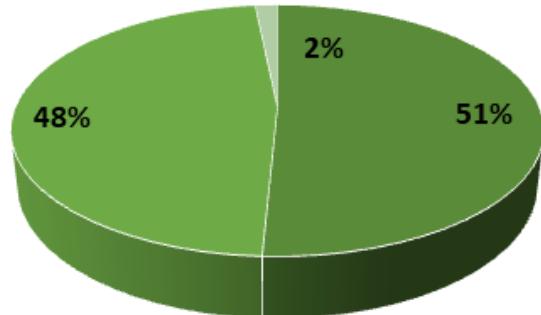
## Civil & Others

- Hospital/Medical College
- Railway Terminus & Station
- Commercial Building
- Sports Complex
- Other Civil Constructions



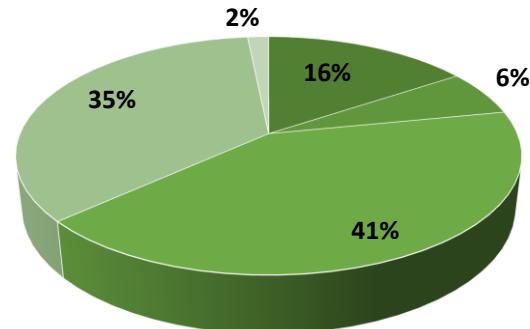
# ORDER BOOK BREAKUP AS ON DECEMBER 31, 2020

Segment Wise Break-up (%)



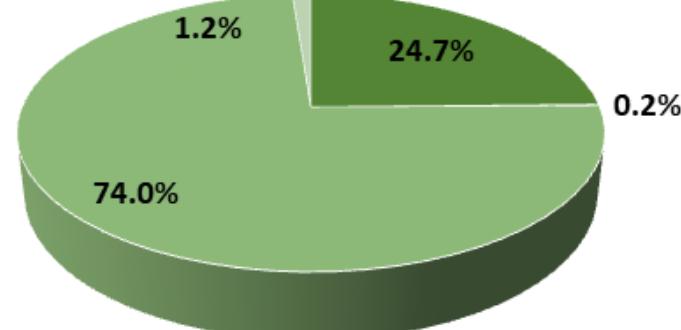
■ Metro ■ Flyover, Bridges & Roads ■ Civil & Other

Sub-segment wise Break-up (%)



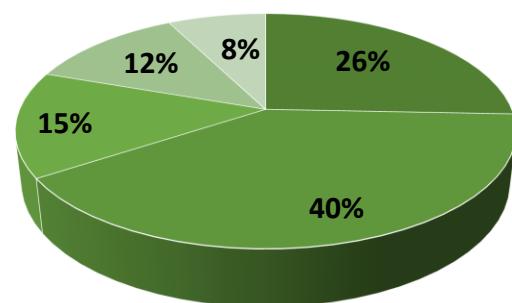
■ Metro - Underground ■ Roads  
■ Flyovers ■ Metro - Elevated  
■ Civil & others

Geographical Break-up (%)



■ Delhi ■ Gujarat ■ Maharashtra ■ Uttar Pradesh

Client wise Break-up (%)



■ NHAI  
■ MMRDA  
■ MMRC  
■ DMRC  
■ (Others - MAHA METRO; CIDCO etc)

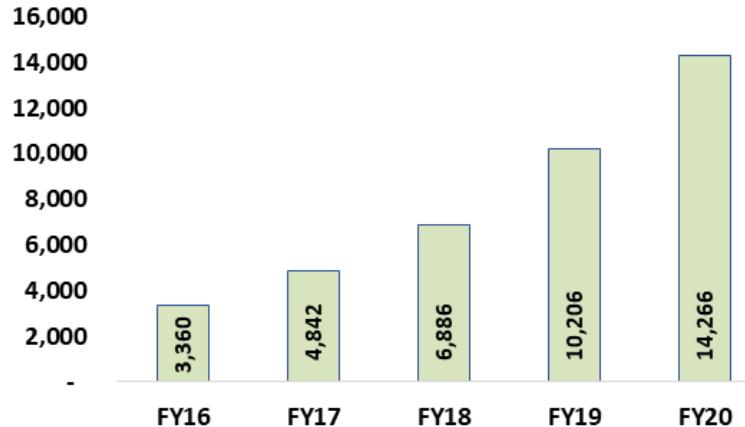
# ORDER BOOK POSITION AS ON DECEMBER 31, 2020

Name of the Project	Sub Segment	Client Name	Order Backlog (₹ mn)	Name of the Project	Sub Segment	Client Name	Order Backlog (₹ mn)
MUMBAI METRO LINE-09-07A (CA48)	Metro - Elevated	MMRDA	18,750	AIROLI CREEK BRIDGE	Flyover	MMRDA	2,358
MUMBAI METRO LINE-6 BC03	Metro - Elevated	DMRC	6,920	SCLR FLYOVER	Flyover	MMRDA	1,400
MUMBAI METRO LINE-6 BC01	Metro - Elevated	DMRC	3,626	CHHEDA NAGAR FLYOVER	Flyover	MMRDA	1,218
MUMBAI METRO LINE-4A CA54	Metro - Elevated	MMRDA	2,904	TELLI GALLI GRADE SEPARATOR	Flyover	MCGM	870
MUMBAI METRO LINE-2 AC02 (JKIL)	Metro - Elevated	MAHA METRO	1,335	KALWA CREEK BRIDGE	Flyover	TMC	612
PUNE METRO ELEVATED P1C-05	Metro - Elevated	DMRC	1,400	MOTAGAON CREEK BRIDGE	Flyover	MMRDA	613
MUMBAI METRO LINE-2 AC01 (JKIL)	Metro - Elevated	DMRC	631	JOGESHWARI (SOUTH) ROB	Flyover	MCGM	379
MML-7 CA-91	Metro - Elevated	MMRDA	1,841	Others	Flyover	Others	321
Others	Metro - Elevated	Others	874			<b>Sub Total (C)</b>	<b>45,228</b>
<b>Sub Total (A)</b>			<b>38,282</b>				
				CIDCO COASTAL ROAD CA02	Road	CIDCO	4,090
				JNPT PACKAGE-1, 2, 3	Road	NHAI	1,050
MUMBAI METRO LINE-3 PKG05	Metro-Underground	MMRC	9,614	Others	Road	Others	1,637
MUMBAI METRO LINE-3 PKG06	Metro-Underground	MMRC	6,281			<b>Sub Total (D)</b>	<b>6,777</b>
MAHA METRO UG-01 PUNE	Metro-Underground	MAHA METRO	1,233				
<b>Sub Total (B)</b>			<b>17,127</b>	SGPGI MEDICAL SCIENCES-LUCKNOW	Civil	UPRNNL	748
				RML ACADEMY-LUCKNOW	Civil	UPRNNL	576
DWARKA EXPRESSWAY-PKG-02	Flyover	NHAI	13,567	Others	Others	Others	429
DWARKA EXPRESSWAY-PKG-01	Flyover	NHAI	13,372			<b>Sub Total (E)</b>	<b>1,753</b>
SEWRI WORLI ELEVATED CONNECTOR	Flyover	MMRDA	10,519				
<b>TOTAL (A+B+C+D+E)</b>							<b>1,09,167</b>

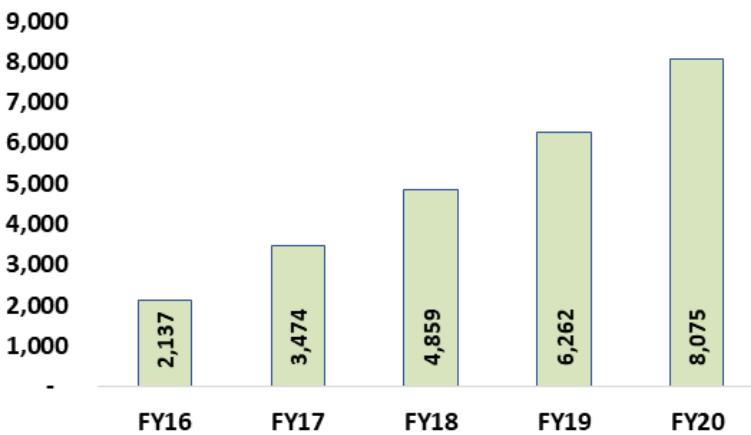
## REVENUE – KEY CONTRIBUTORS



**METRO - UNDERGROUND (₹ mn)**

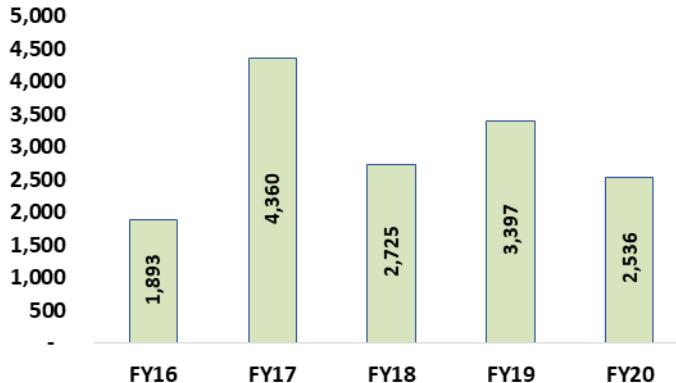


**METRO - ELEVATED (₹ mn)**

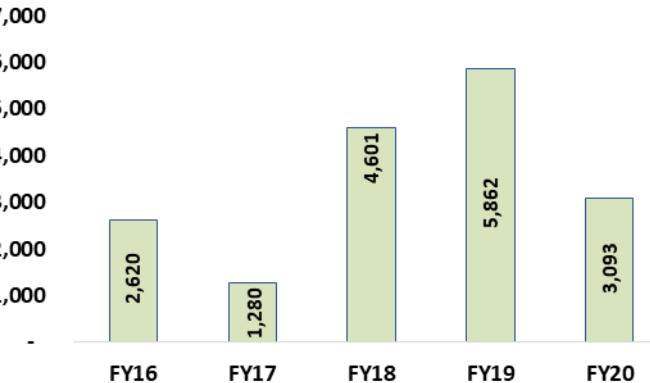


# REVENUE – KEY CONTRIBUTORS

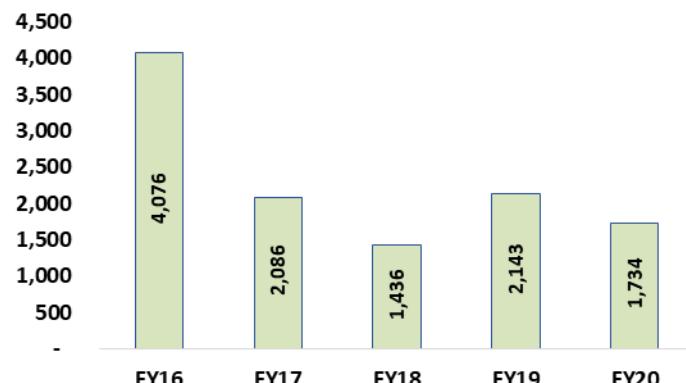
**FLYOVER & BRIDGES (₹ mn)**



**ROADS (₹ mn)**



**CIVIL & OTHERS (₹ mn)**



# OUR MARQUEE CLIENTS

## METRO & RAILWAYS



दिल्ली मेट्रो रेल कॉर्पोरेशन लिमिटेड  
DELHI METRO RAIL CORPORATION LTD.



## FLYOVER & BRIDGES



## CIVIL AND OTHERS



UPRNNL



# EQUIPMENT BANK



**TBM Machine**



**Piling Machine**



**Casting Yard**



**Dumper / Tipper**



**RMC Plant**



**Segment Rolling**

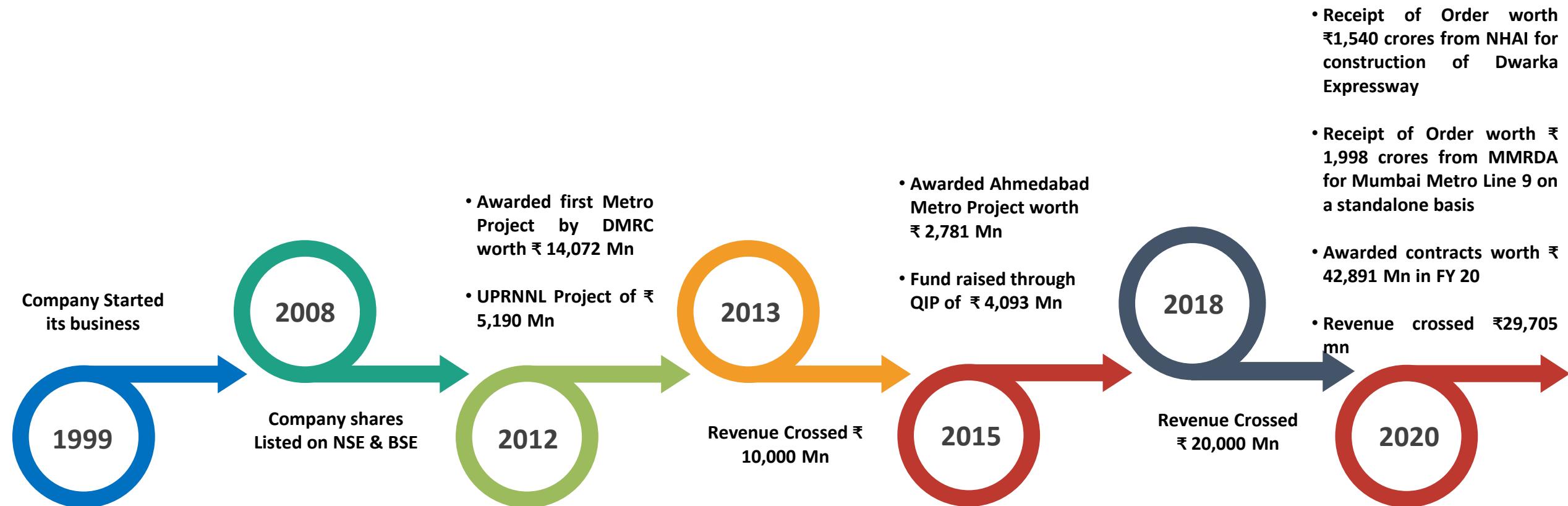


**Launching Gurdar**



**Bitumen Plant**

# OUR JOURNEY SO FAR



# SOME OF OUR COMPLETED PROJECTS



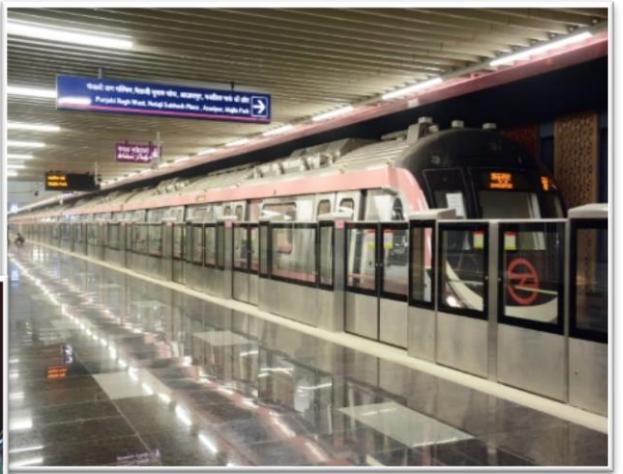
ESIC Alwar



KSB Underpass, Pune



Sky Walk – Mumbai Project



Delhi Underground Metro



# SOME OF OUR COMPLETED PROJECTS....1

**Delhi Elevated Metro**



**Amar Mahal Flyover**



**Meenatai Thakre Flyover**



**BKC- Chunabhatti Flyover**



# KEY ONGOING PROJECTS – MUMBAI METRO



# KEY ONGOING PROJECTS



JNPT



Thane Belapur



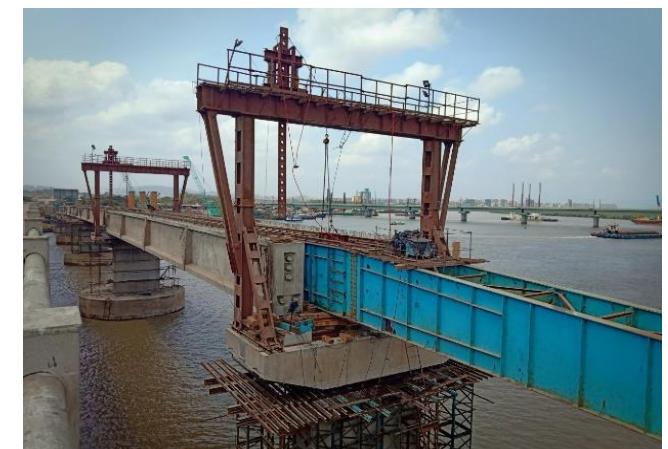
Ahmedabad Metro



Kalwa Bridge Thane

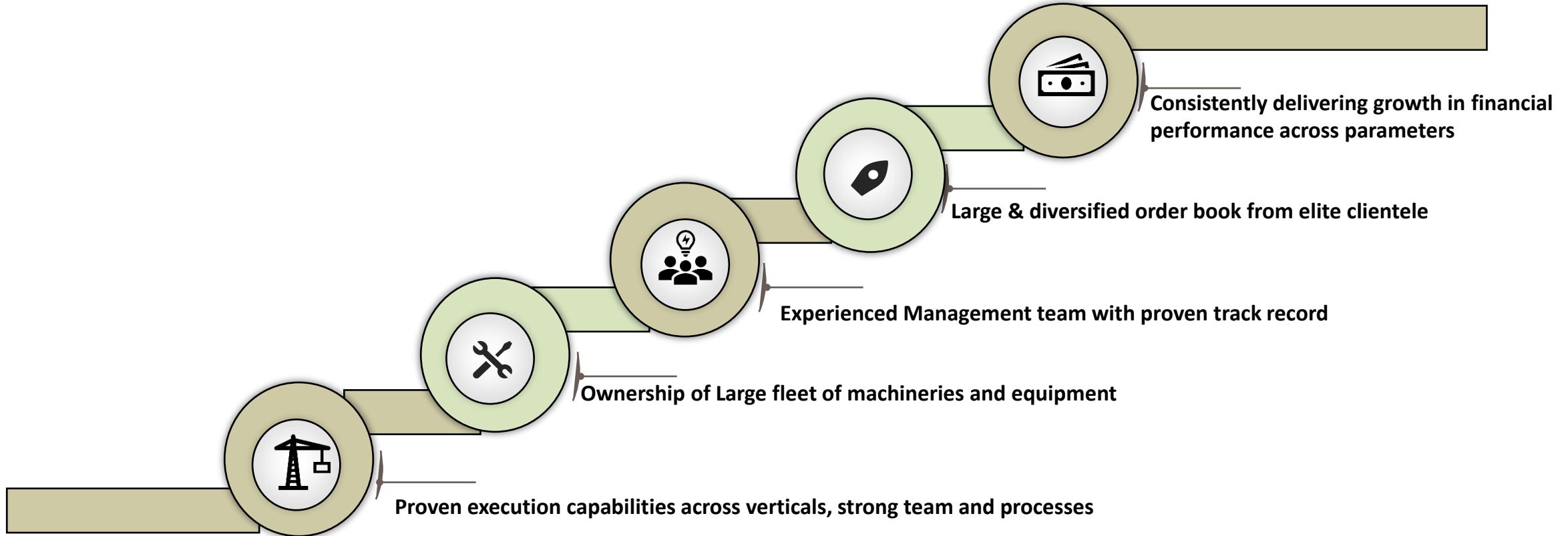


SCLR



JNPT

# KEY STRENGTH



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

# EXECUTIVE DIRECTORS



**Mr. Jagdishkumar Gupta –  
Promoter & Executive  
Chairman**

Mr. Jagdishkumar Gupta, the architect of JKIL, is a first generation entrepreneur and has led the company in undertaking projects of varied complexities and scale. It is his vision, passion, zeal and indefatigable energy which has been instrumental in shaping the company's growth path. He has over 50 years of experience in Infrastructure sector in India.



**Mr. Kamal Gupta – Managing  
Director**

- Graduated with Bachelors in Civil Engineering.
- Associated with JKIL since inception. Has an experience of more than 23 years in construction field.
- Plays a vital role in execution of projects within the stipulated time frame
- He looks after the civil construction works, metro railways, etc



**Mr. Nalin Gupta – Managing  
Director**

- A commerce graduate and Member of Indian Institution of Bridge Engineer.
- Associated with JKIL since inception. Has an experience of more than 23 years in construction field.
- Instrumental in setting and developing the piling business.
- He looks after construction of subway, elevated metro, underground metro, flyovers, rail over bridges etc.

# INDEPENDENT DIRECTORS



**Dr. R. Srinivasan**

- Holds a Doctorate in Banking and Finance
- Served as CMD of Bank of India and Allahabad Bank.
- Serving on board of several companies focused on software, pharmaceuticals, gems & jewellery, tea, paint in addition to mutual fund industry.



**Mr. Padmanabh P. Vora**

- Chartered Accountant with over 32 years experience in finance, banking and management.
- Served as the Chairman-cum-Managing Director of the Industrial Development Bank of India from which he retired in 2003.



**Mr. Padam Prakash Jain**

- M. Com and Diploma in Management from FMS, Delhi. Besides, he is an Associate of Indian Institute of Bankers and Chartered Institute of Bankers, London.
- He has been a senior commercial banker /Investment banker with more than 39 years.



**Ms. Archana S. Yadav**

- Chartered Accountant with over 15 years of experience.
- A PGDBM holder, she has also Cleared Forensic Audit & Fraud Detection Course by ICAI
- She has been Appointed as GST Faculty by ICAI for knowledge sharing.

# OUR CORE TEAM

## Arvind Gupta

### Chief Financial Officer

- A Chartered Accountant and has over 17 years of experience in Accounting, Taxation and Auditing.
- He has been associated with our Company since April, 2010.

## Poornima Reddy

### Company Secretary & Compliance Officer

- She is a Company Secretary, LLB and P.G. Diploma in Financial Management having more than 17 years of experience.
- She has been associated with our Company since July, 2007

## Mayank Kumar Jain

### Head Transportation-Project

- Hold B Tech & M Tech degree in Civil Engineering.
- He has 33 year's of experience
- He has been associated with the Company since January, 2019.
- He is responsible for Metro Line 2, 4, 6 and 9

## Rajan Sharma

### Regional Head , Delhi Metro

- He holds MBA degree and also Project Management Professional
- He has 26 years of techno commercial experience
- He has been associated with the group since 2010.

## Ravinder Kulkarni

### Vice President-Projects, IT, HR and Administration

- Holds a Diploma in civil engineering
- Over 42 years of experience. He has been associated with various government & private institutions including Maharashtra Irrigation department.
- He has been associated with the Company since 2011.

## S.M. Thorat

### Vice President (Projects)

- Holds bachelor's degree in civil engineering
- Over five decades of experience in planning and execution of various bridges, roads, flyovers and multi storied buildings and administration.
- He has been associated with the group since 1995 and responsible for project monitoring

## R. B. Singh

### General Manager (Projects)

- He holds a bachelor's degree in civil engineering and also has a masters in construction, and has over 25 years of experience in project planning & management etc.
- He has been associated with our Company since 2011.

## Dharmendra Singh

### QAQC Head

- He hold degree in B. Sc. and B E (Civil Engineering) First Class Honors
- He has 27 years of experience in Infrastructure construction projects & building construction projects. International work experience of 15 years in Singapore.

# OUR CORE TEAM...1

**Dhiman Majumdar**  
**Project Head**

**(Dwarka Express Way Pkg-01 Project)**

- He is a Bachelor in Engineering in Civil and has over 28 Years of experience in Civil Project Planning & cost control, Tendering, etc
- He is associated with our company since 2012.

**Iftekhar Ahmed**  
**Senior General Manager**  
**(JNPT Projects)**

- He has degree in B.E. (Civil) and has total experience of 15 years.
- He has Expertise in Planning, Execution or Contract Management with in Construction of Flyovers / Bridges, Construction of Roads etc.

**P K Prabhakaran**  
**DGM Tender**

- He holds a diploma in civil engineering .
- He is retired Deputy Executive Engineer of PWD, Maharashtra. He has extensive of 37 years experience in planning and execution various
- He has been associated with us since 2004.
- He is responsible for identifying and quoting for new projects

**Somesh Pandey**  
**General Manager**

- He holds post graduate degree in Civil engineering
- He has 31 years of experience.
- He has been associated with the group since 2017.

**Urin Wanbanterng**  
**Manager Tunnel**

- He hold Bachelor Degree in Faculty of Civil Engineering.
- Has 17 years underground Construction Experience.
- He is currently working at package 5 as Manager Tunnel.

**Dinesh Kumar Misra**  
**(Sr. General Manager)**

- He is B.Tech (Civil) and also hold Civil Engineering degree and has over 30 years of experience.
- Prior to joining our Company, he was associated with L&T for 20 years.
- He is is associated with our company since 2017.

# STRATEGIC PRIORITIES

At JKIL, we are attractively placed to carve out larger projects. We would bid for and undertake large projects which meets internal profitability benchmark, **thereby strengthening our Revenue Visibility**

Most sustainable companies have less debt and high net worth; we expect to **remain low net debt across the foreseeable future**

We have made sustained investment in cutting-edge technologies and equipment over years. **Higher asset churn will help reduce our future capex investments, leads to better absorption of fixed cost thereby enhancing the returns**



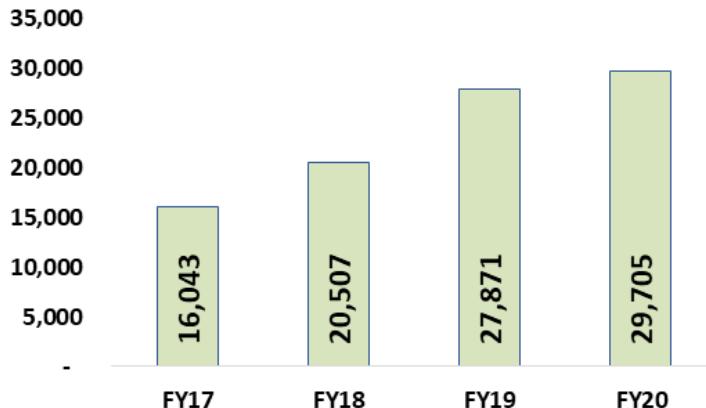
Increase in scope of existing projects help us in better absorption of our administration cost thereby enhancing our profitability

Though we have amassed large qualifications, we are open for entering into any strategic alliance which enhances our pre-qualification strengths, wherever required

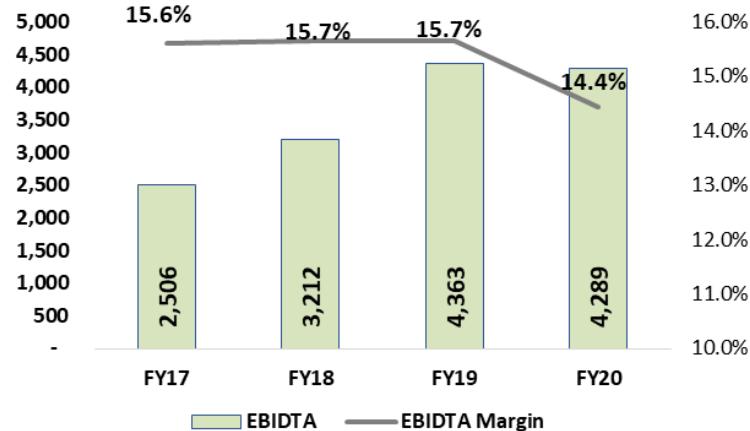
To be able to ahead of the curve vis-à-vis competition, we have imbibed a culture of operational discipline. We believe that we need to constantly validate the same and improvise to enhance returns

## KEY FINANCIAL INDICATORS

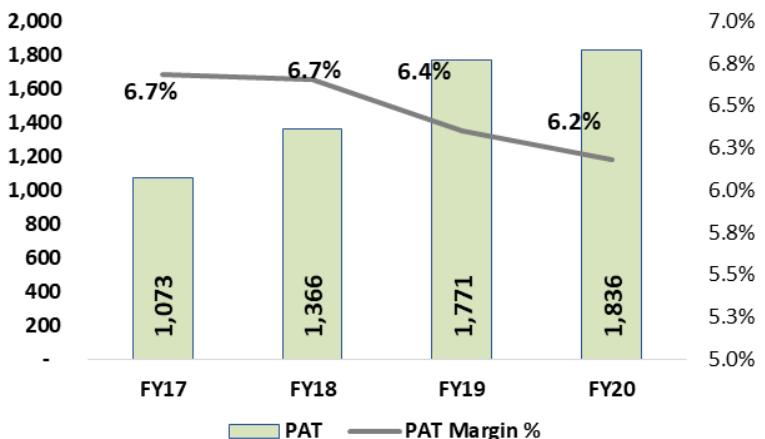
**Revenue from Operations ₹ Mn**



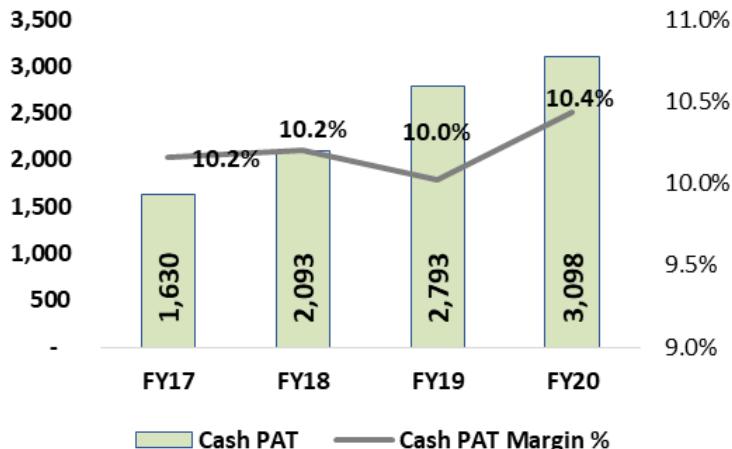
**EBIDTA ₹ Mn**



**PAT ₹ Mn**

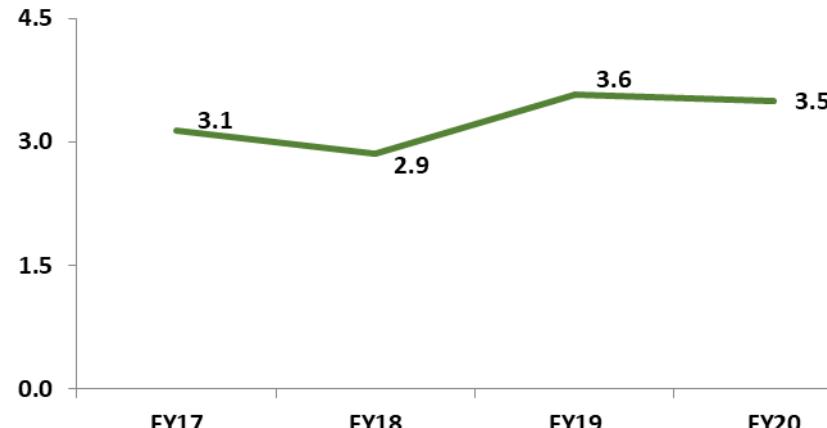


**Cash PAT ₹ Mn**

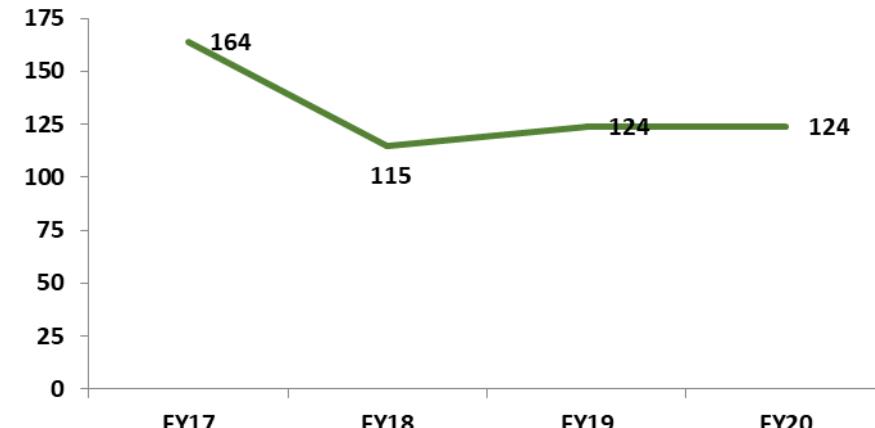


## KEY RATIOS

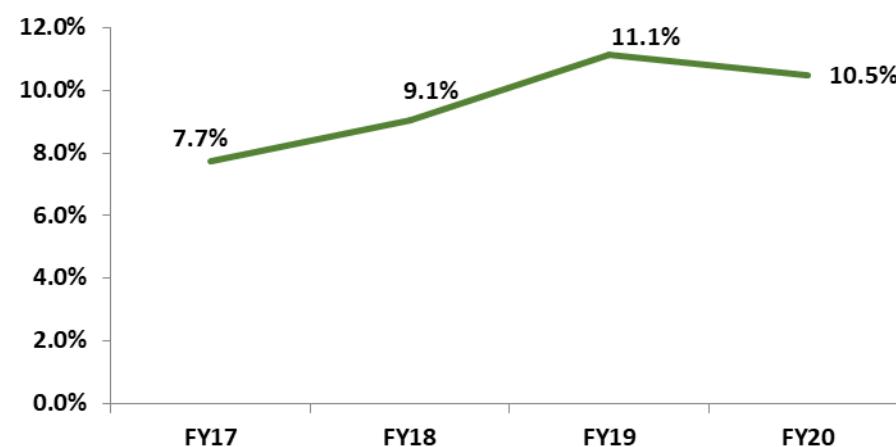
**Asset Turnover Ratio**



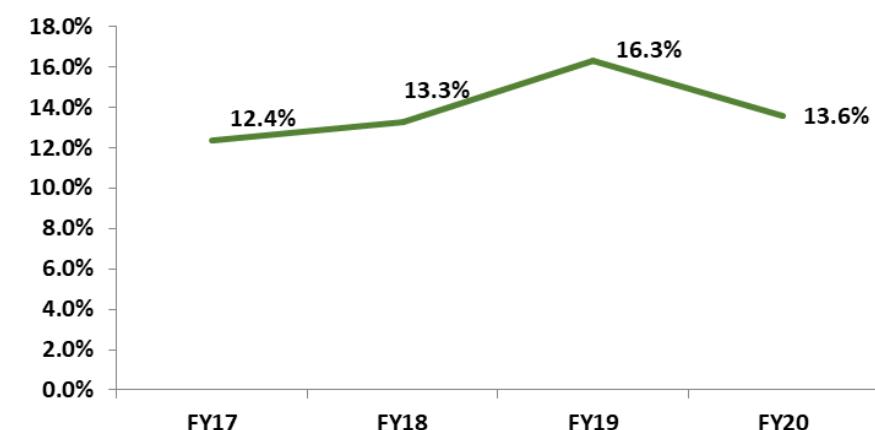
**Working Capital Days**



**ROE**



**ROCE**



# PROFIT & LOSS

Particulars (₹ In Mn)	FY17	FY18	FY19	FY20	CAGR
<b>Revenue from Operations</b>	<b>16,043</b>	<b>20,507</b>	<b>27,871</b>	<b>29,705</b>	<b>23%</b>
Cost of Material Consumed	9,659	12,087	17,203	18,169	
Employee Expenses	1,267	1,971	2,477	2,987	
Other Expenses	2,611	3,237	3,828	4,260	
<b>EBIDTA</b>	<b>2,506</b>	<b>3,212</b>	<b>4,363</b>	<b>4,289</b>	<b>20%</b>
<b>EBIDTA Margin</b>	<b>15.6%</b>	<b>15.7%</b>	<b>15.7%</b>	<b>14.4%</b>	
Other Income	311	285	281	283	
Depreciation	556	727	1,022	1,263	
<b>EBIT</b>	<b>2,260</b>	<b>2,770</b>	<b>3,622</b>	<b>3,310</b>	
<b>EBIT Margin</b>	<b>14.1%</b>	<b>13.5%</b>	<b>13.0%</b>	<b>11.1%</b>	
Finance Cost	662	703	939	977	
<b>Profit before Tax</b>	<b>1598</b>	<b>2,067</b>	<b>2,683</b>	<b>2,333</b>	
<b>PBT Margin</b>	<b>10.0%</b>	<b>10.1%</b>	<b>9.6%</b>	<b>7.9%</b>	
Tax	525	701	912	497	
<b>PAT</b>	<b>1073</b>	<b>1366</b>	<b>1,771</b>	<b>1,836</b>	<b>20%</b>
<b>PAT Margin %</b>	<b>6.7%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>6.2%</b>	
<b>Cash PAT</b>	<b>1,630</b>	<b>2,093</b>	<b>2,793</b>	<b>3,098</b>	
<b>Cash PAT Margin %</b>	<b>10.2%</b>	<b>10.2%</b>	<b>10.0%</b>	<b>10.4%</b>	

# BALANCE SHEET

Particulars (₹ in Mn)	As at Sep 2020	As at Mar 2020
<b>ASSETS</b>		
<b>Non-Current Assets</b>		
Property, plant and equipment	7,978	8,545
Capital work-in-progress	980	987
Financial Assets		
Investments	9	12
Other Financial Assets	2,526	3,003
Other Non Current Assets	638	484
<b>Sub-total - Non-Current Assets</b>	<b>12,132</b>	<b>13,031</b>
<b>Current Assets</b>		
Inventories	2,885	3,126
Financial Assets		
Trade Receivables	5,446	6,448
Cash and Cash Equivalents	521	591
Bank balances other than Cash and Cash equivalents	4,459	4,359
Loans	104	105
Other Financial Assets	539	660
Other Current Assets	8,018	8,475
<b>Sub-total - Current Assets</b>	<b>21,973</b>	<b>23,764</b>
<b>TOTAL - ASSETS</b>	<b>34,104</b>	<b>36,795</b>

Particulars (₹ in Mn)	As at Sep 2020	As at Mar 2020
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Equity Share Capital	378	378
Other Equity	17,713	17,931
<b>Sub-total - Shareholders' funds</b>	<b>18,091</b>	<b>18,310</b>
<b>LIABILITIES</b>		
<b>Non-Current Liabilities</b>		
Financial Liabilities		
Borrowings	779	978
Lease Liability	150	192
Provisions	-	9
Deferred Tax Liabilities (Net)	223	274
<b>Sub-total - Non-Current Liabilities</b>	<b>1,152</b>	<b>1,452</b>
<b>Current Liabilities</b>		
Financial Liabilities		
Borrowings	4,222	4,787
Trade Payables	2,957	4,604
Lease Liabilities	125	146
Other Financial Liabilities	3,180	3,655
Other Current Liabilities	4,377	3,841
<b>Sub-total - Current Liabilities</b>	<b>14,861</b>	<b>17,033</b>
<b>TOTAL - EQUITY AND LIABILITIES</b>	<b>34,104</b>	<b>36,795</b>

**For further information, please contact**



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