

# Cemindia Projects Limited

Investor Presentation | August 2026



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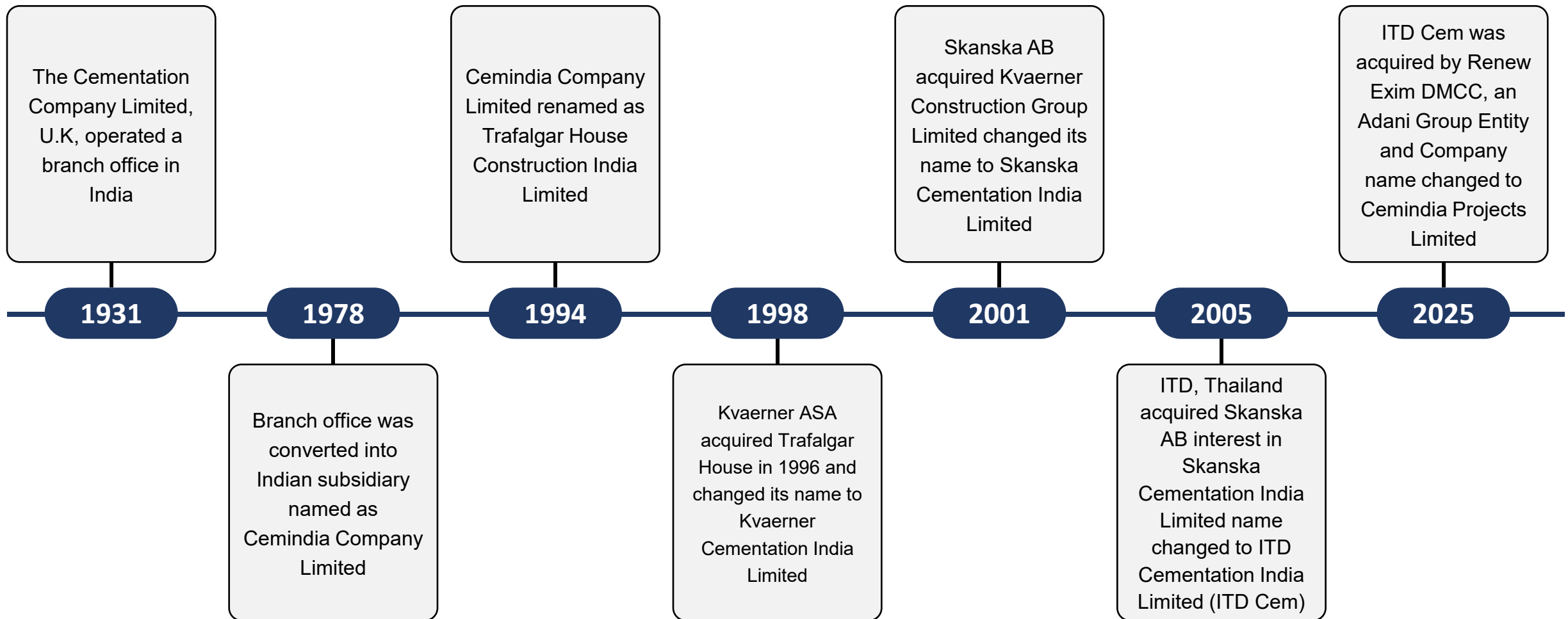
3 ESG

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# 1

## Executive Summary

## Cemindia | Journey of Transformation – From Global Expertise to Greater Scale



# Cemindia | Journey of over 9 decades of engineering excellence

## Pre 2014

### Building engineering excellence

Legacy in complex marine, highways and foundation works under global engineering majors (Cementation, Trafalgar House, Kvaerner, Skanska)

Acquired by ITD, Thailand in 2005 and renamed as ITD Cementation India Ltd.

Constructed 1<sup>st</sup> Indian Navy Ship lift facility in Karwar

## 2014 - 2025

### Expanding presence globally

Secured prestigious building contracts from IKEA, CPWD etc.

Secured company's largest road contract of ~157 kms in UP

Executing marine projects for the defence sector in Karnataka and Andhra Pradesh

Won underground metro projects in Chennai & Bengaluru

## 2025 Onwards

### Next leg of growth being unlocked

Acquired by Renew Exim DMCC, an Adani Group Entity

Highest ever Orderbook **₹31,307 Cr** (Q1'FY27)

Aim to become amongst top 3 EPC players in India

Entered Data Center and secured marine project in UAE

## New Sector/ geography addition



**Entered into airport sector**



**Secured elevated and underground metro packages**



**Secured large contracts on standalone basis in underground metro and road sector**



**Entered into Overseas Market (Sri Lanka, Bangladesh and Myanmar)**



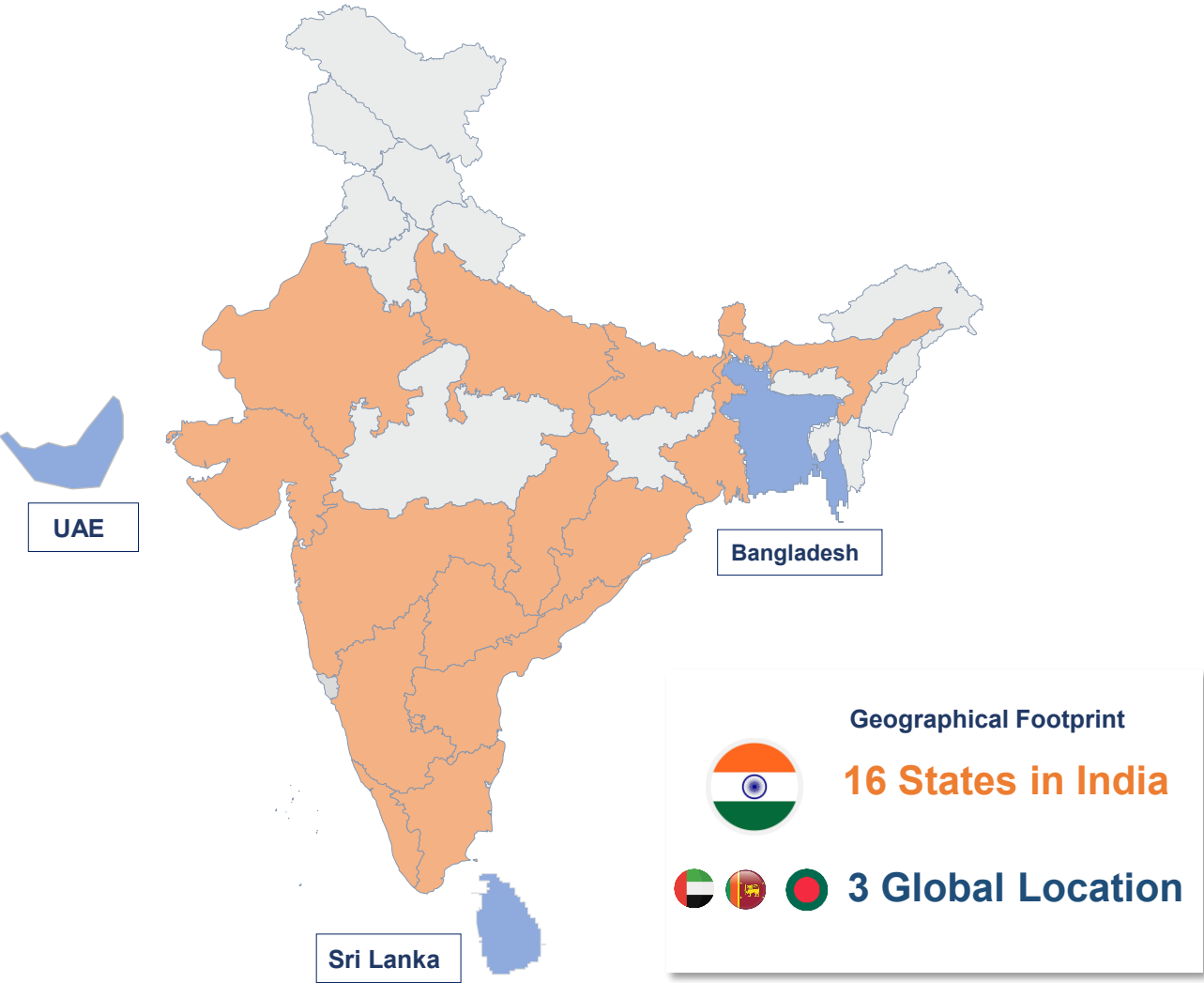
**Entered into Data Center**



**Secured marine project in UAE**

# Cemindia | India's fastest growing EPC company

## Expansive Project Footprint Across India & Emerging Global Markets



| Orderbook Details                                                         | Key Financial Metrics                      |                                            |
|---------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------|
| As on 30 June 2026                                                        | Q1 FY27                                    | FY26                                       |
| <b>₹31,307 Cr<sup>1</sup></b><br>Orderbook                                | <b>₹2,721 Cr</b><br>Revenue<br>↑ 6% YoY    | <b>₹10,061 Cr</b><br>Revenue<br>↑ 9% YoY   |
| <b>₹8,519 Cr</b><br>Orders secured in Q1 FY27                             | <b>₹285 Cr</b><br>EBITDA<br>↑ 9% YoY       | <b>₹1,199 Cr</b><br>EBITDA<br>↑ 28% YoY    |
| <b>80+</b><br>No. of Projects<br>Across 8 sectors                         | <b>₹141 Cr</b><br>PAT<br>↑ 3% YoY          | <b>₹598 Cr</b><br>PAT<br>↑ 60% YoY         |
| <b>8</b><br>Diversified Verticals                                         | <b>₹2,492 Cr</b><br>Net worth<br>↑ 26% YoY | <b>₹2,400 Cr</b><br>Net worth<br>↑ 31% YoY |
| <b>98%</b> India<br><b>2%</b> Overseas<br>Geographical Footprint          | <b>₹700 Cr</b><br>Net Debt                 | <b>₹527 Cr</b><br>Net Debt                 |
| <b>10%</b> Govt.   <b>27%</b> PSU   <b>63%</b> Private<br>Client Break-up | <b>33%</b> RoCE   <b>27%</b> RoE           | <b>34%</b> RoCE   <b>28%</b> RoE           |

**Note:** 1. As on 30 June 2026  
**UAE:** United Arab Emirates | **EBITDA:** Earnings before Interest, Tax, Depreciation and Amortization, **RoCE** – Return on Capital Employed, **RoE** – Return on Equity

# Areas of Operations | Sectors of Engineering Excellence

1

## Maritime Structures

- Jetty, Dolphins, Berths
- Ship lift, Dry Dock, Wet Basin
- Breakwater, Piled approach
- Dredging and land reclamation



Udangudi Project, Tamil Nadu

**100+** projects completed/under execution

### Ongoing Projects

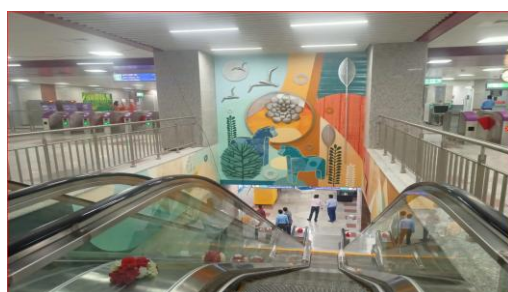


Marine Project, Bangladesh

2

## Urban Infrastructure, MRTS and Airports

- Elevated Metro
- Underground Metro
- Station Buildings
- Airport terminal building



Kolkata underground Metro, West Bengal

**~40 Kms** UG metro tunnelling and **~40 Kms** elevated metro

### Ongoing Projects



Chennai Underground Metro, Tamil Nadu

3

## Industrial Structures and Buildings

- Institutional
- Commercial
- Factories & Warehouse
- Industrial



Circuit Bench Calcutta High Court, West Bengal

**30+** Completed projects / under construction

### Ongoing Projects



INGKA NMP, Noida

4

## Highways, Bridges and Flyovers

- National Highways
- River Bridges
- Flyovers
- Pre-stressed Box Girders



Ganga Expressway, Uttar Pradesh

**>600 Kms** Highways, Bridges and Flyovers

### Completed Projects



Steel bridge over river Ganga, Uttar Pradesh

# Areas of Operations | Sectors of Engineering Excellence

|                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>5</b></p> <p><b>Foundation and Specialist Engineering</b></p> <ul style="list-style-type: none"> <li>• Diaphragm Wall</li> <li>• Ground Improvement</li> <li>• Rehabilitation work</li> <li>• Slope Stabilization</li> </ul>  | <p><b>6</b></p> <p><b>Water and Wastewater</b></p> <ul style="list-style-type: none"> <li>• Micro Tunneling</li> <li>• Sewerage and Water Treatment Plant</li> <li>• Pipeline for Drainage Project</li> </ul>  | <p><b>7</b></p> <p><b>Data Centers</b></p> <ul style="list-style-type: none"> <li>• Shell and Core</li> <li>• Mechanical, Electrical &amp; Plumbing</li> <li>• Testing and Commissioning</li> </ul>  | <p><b>8</b></p> <p><b>Hydro, Dams, Tunnels and Irrigations</b></p> <ul style="list-style-type: none"> <li>• Dam and Powerhouse</li> <li>• Tunnels and Intake structures</li> <li>• Pressure shafts</li> <li>• Irrigation Projects</li> </ul>  |
| <p><i>Brahmaputra riverfront development, Assam</i></p>                                                                                                                                                                                                                                                             | <p><i>Agartala Wastewater treatment plant, Tripura</i></p>                                                                                                                                                                                                                                       | <p><i>Data Center, Maharashtra</i></p>                                                                                                                                                                                                                                                  | <p><i>Sivok Rangpo Railway tunnels, West Bengal and Sikkim</i></p>                                                                                                                                                                                                                                                               |
| <p><b>1000+</b> Completed projects /under execution</p>                                                                                                                                                                                                                                                             | <p><b>10+</b> Completed projects /under execution</p>                                                                                                                                                                                                                                            | <p><b>4 projects</b> under execution</p>                                                                                                                                                                                                                                                | <p><b>15+</b> Dams, Barrages, NATM, DBM Tunnels</p>                                                                                                                                                                                                                                                                              |
| <p><b>Ongoing Projects</b></p>                                                                                                                                                                                                                                                                                      | <p><b>Ongoing Projects</b></p>                                                                                                                                                                                                                                                                   | <p><b>Ongoing Projects</b></p>                                                                                                                                                                                                                                                          | <p><b>Ongoing Projects</b></p>                                                                                                                                                                                                                                                                                                   |
|  <p><i>Piling work, Odisha</i></p>                                                                                                                                                                                                |  <p><i>Ahmedabad Micro Tunnelling, Gujarat</i></p>                                                                                                                                                           |  <p><i>Data Center, Maharashtra</i></p>                                                                                                                                                            |  <p><i>Chitravathi PSP, Andhra Pradesh</i></p>                                                                                                                                                                                              |

2

## Investment Highlights

# India | Colossal Growth Opportunity

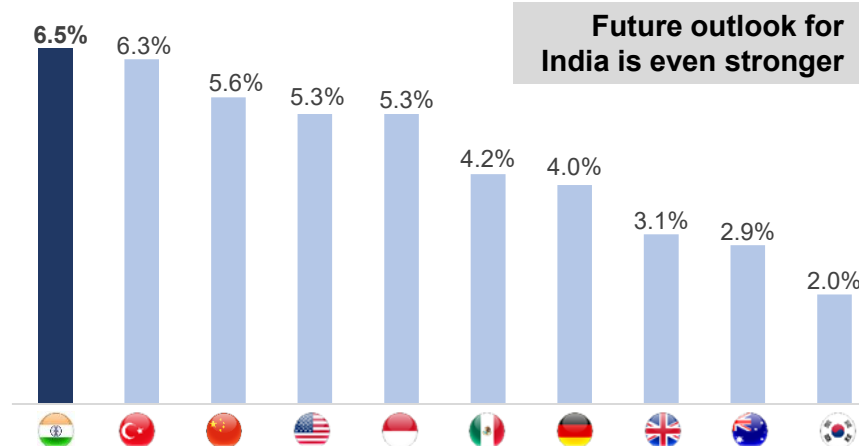
## Key Highlights:

- India's real GDP grew at **7.7%** in FY26
- India's target to be a **developed economy by 2047: ~\$35 Tn GDP** with 10-11% nominal growth rate
- With **rapid urbanization** and **rising consumption**, **Indian Infrastructure** is at the cusp of **multi-decade super cycle**.

## Fastest growing large economy

### Fastest Growing Large Economy

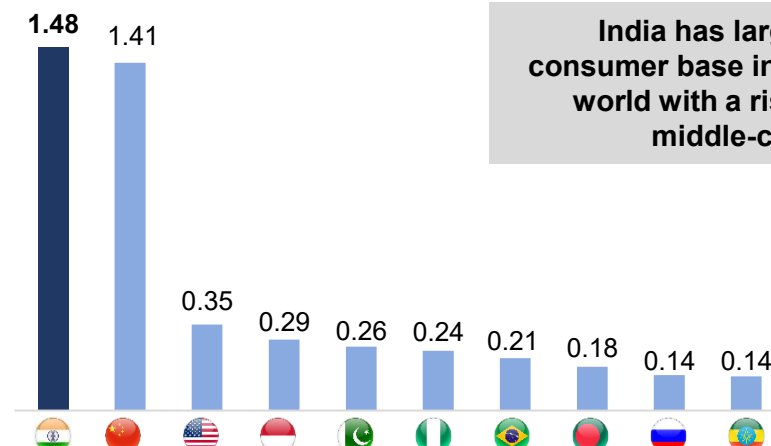
G20 Real GDP CAGRs, 2015 to 2025 (%)



## With a large consumer base....

### Large Consumer Base

Top 10 Countries by Population (in Billion), 2026



## Key Growth Drivers



Growing Middle Class



Rising Urbanization



Manufacturing Push  
'Make in India'

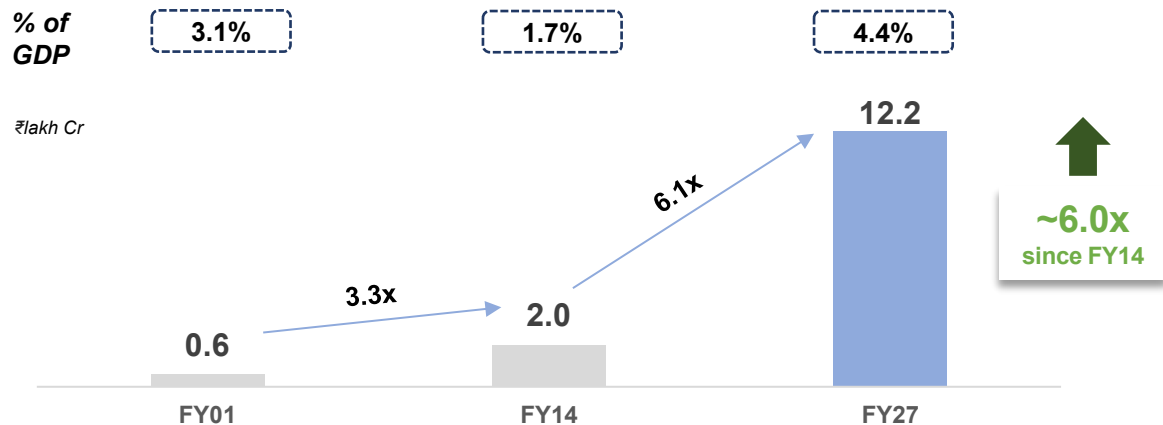


Digital Public  
Infrastructure

# Infrastructure | The Oxygen for India's Growth Story

## India is investing more in Infrastructure than ever before

### Capex Allocation under Union Budget



## Major Policy Push

### PM Gati Shakti

57 ministries unified for ₹100 L Cr infra push by 2025. Evaluated 239 infra. projects worth ₹13.59 L Cr.

### Bharatmala

Highway of 34,800 Km & investment of ₹6.92 L Cr by 2027-28

### Sagarmala

839 projects planned, investment of ₹5.79 L Cr by FY35

### NIP

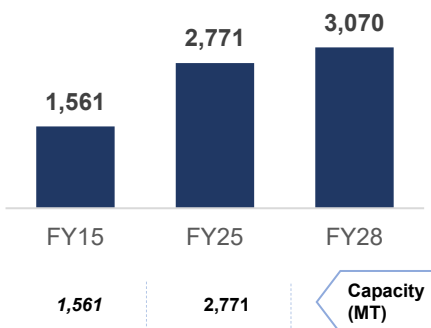
~14,563 projects with a cumulative investment pipeline of ~₹213 lakh Cr as of March 2026

### Amrut 2.0

Target of new 2.68 Cr water tap connection, outlay of ₹2.77 L Cr by 2025-26

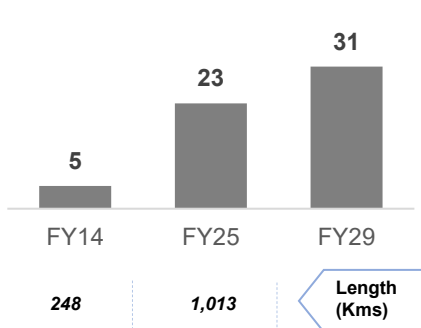
## Maritime Structure

### Cargo Handling Capacity (MTPA)



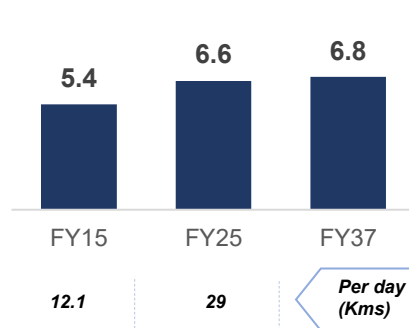
## Metros

### No. of Cities



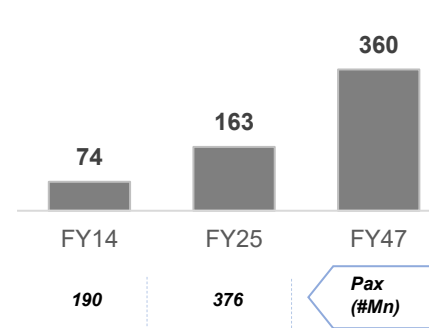
## Roadways/Highways

### Length (Mn Kms)



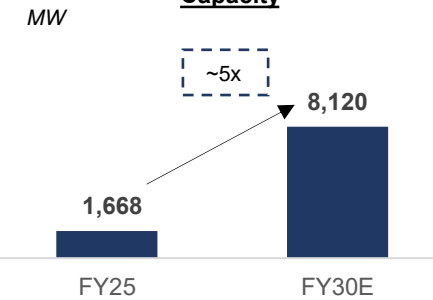
## Airports

### No. of Airports

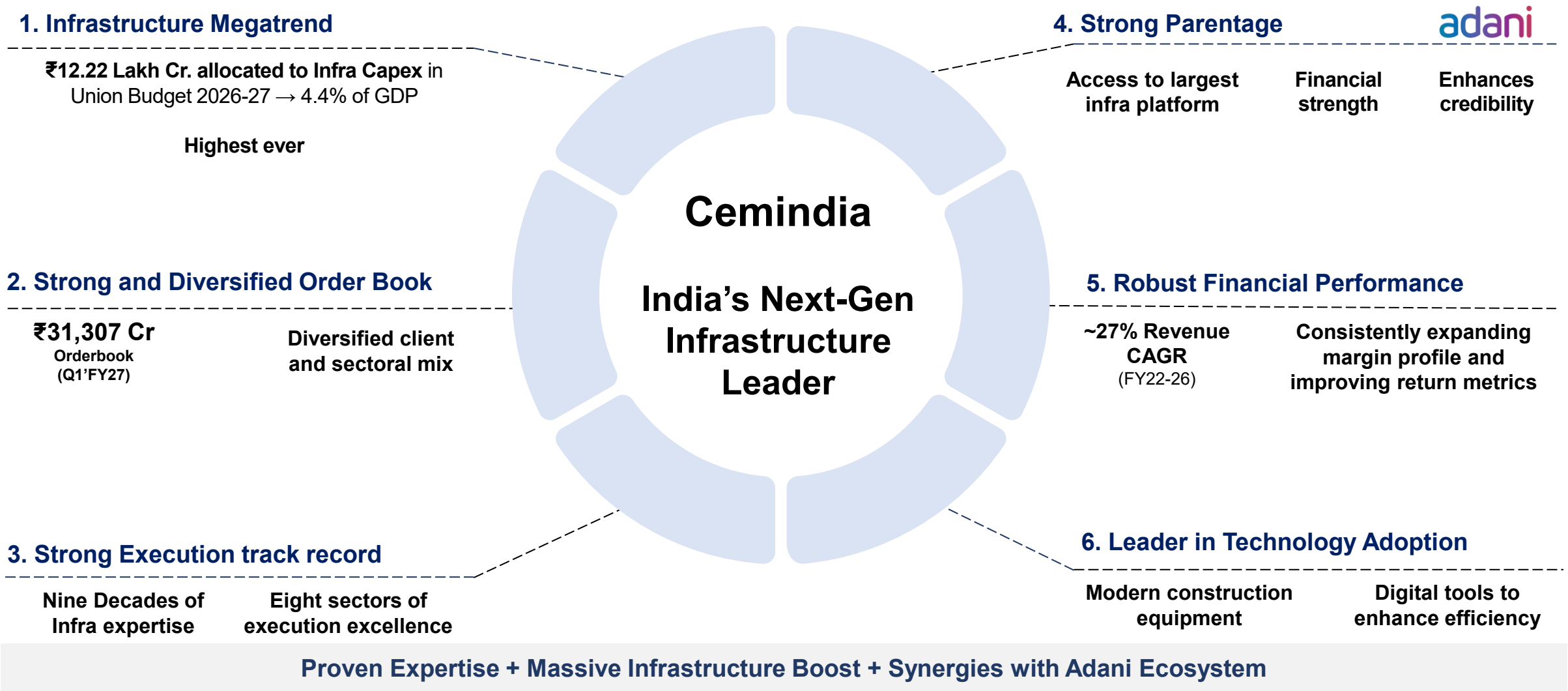


## Data Centers

### India's Data colocation Centre Capacity



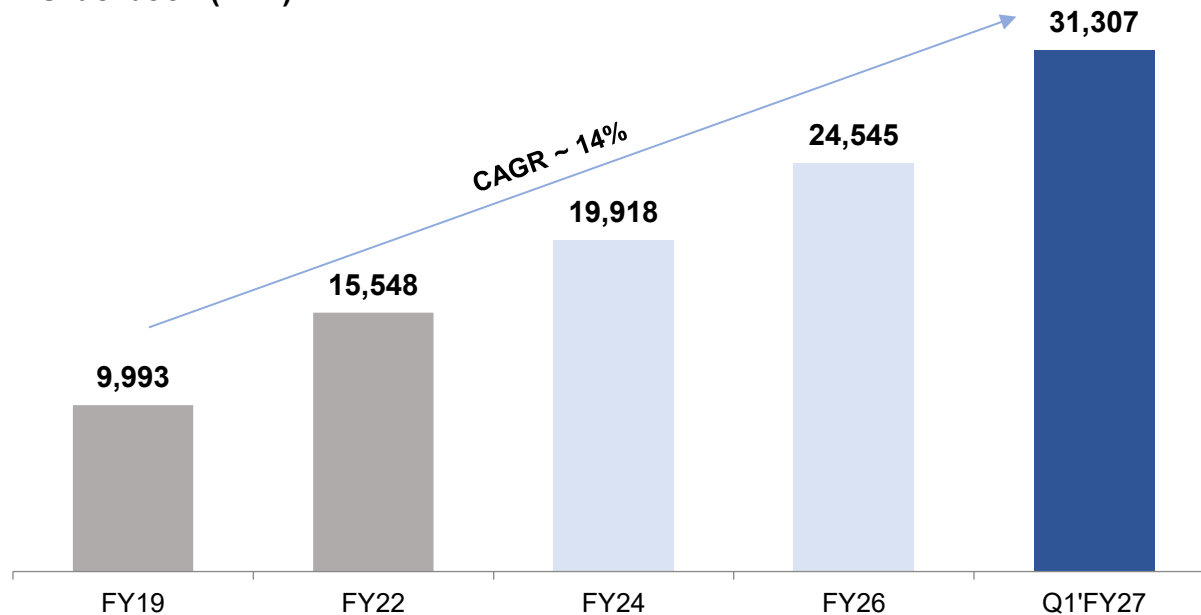
Decades of Execution Strength & Strategic Infrastructure Tailwinds position Cemindia as India's Major Infrastructure Player



## Record Order Book | Strong Order Inflows in FY26 and Q1FY27

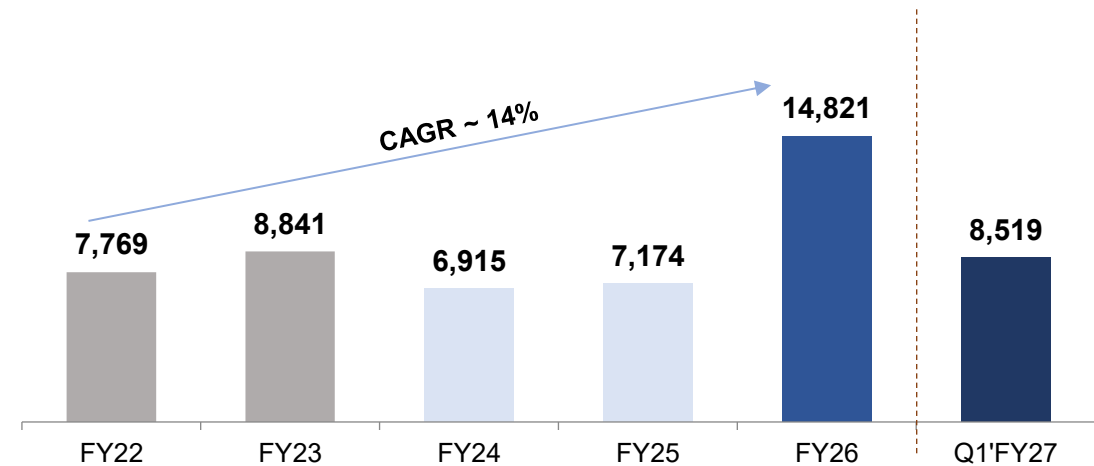
Consistently growing orderbook – 2x in last 4 years,  
14% CAGR over 7 years

Orderbook (₹ Cr)



2.1x order inflow in FY26 as compared to last year,  
18% CAGR over 4 years

Order Inflows (₹ Cr)



# Record Order Book | ₹31,307 Cr, Eight sectors, ~80 Ongoing projects



**Maritime Structures**  
₹7,258 Cr | 23%



**Urban Infra, MRTS & Airports**  
₹6,494 Cr | 21%



**Industrial Structures & Buildings**  
₹5,314 Cr | 17%



**Data Centers**  
₹4,154 Cr | 13%



**Water & Wastewater**  
₹3,414 Cr | 11%



**Highways, Bridges & Flyovers**  
₹2,617 Cr | 8%



**Foundation and Specialist Engineering**  
₹1,296 Cr | 4%



**Hydro Dams, Tunnels and Irrigation**  
₹760 Cr | 3%

## Cemindia - Diversified Heavy Civil Engineering & Construction Company with Integrated Growth Engines

### Core Capabilities across segments

- Engineering design
- Project controls
- Safety systems
- Mobilization discipline
- Cost to complete governance

### Diversified & Growing Order book

- Top sector < 25% of orderbook
- Private sector > 60%, cash-flow visibility
- Top 5 states ~65% of orderbook
- High growth sector exposure – Data Centers, Urban Infra, Metro, Airports, Water & Wastewater

### Capability building for sustained growth

- Building capabilities for complex engineering capabilities for emerging sectors – Data Center
- Complex Engg. equipment Procurement - TBM
- Building capabilities into adjacent sectors - Marine >> Foundation >> Metro >> Data Center

## Case study | Marquee Projects Executed



### Offshore and Island Breakwater

→ Udangudi Marine Project, Tamil Nadu



8

km

Offshore Project  
Location



18

meters

Water Depth



9.1

km

Offshore Pipe  
Conveyor



3,000

TPH

Pipe Conveyor  
Capacity

2 x 3,000 TPH conveyors

#### Engineering Port Infra in Open-Sea Conditions

- Delivered and executed offshore and island breakwater under high-swell offshore conditions.
- Constructed a 9.1 km offshore pipe conveyor with a 600 mm diameter.
- Installed two 3,000 TPH ship unloaders.
- Integrated marine, conveyor and coal-handling infrastructure within a single complex project.



Received appreciation from customer for achieving 16 million safe man-hours



### Maharashtra's Longest Balanced Cantilever

→ Nagpur Elevated Metro, Maharashtra



3

Metro Packages



231

m

Railway-Crossing  
Bridge



11

million

Safe Man-Hours



PSC

Box Girder

Segmental  
Construction

#### Execution Across Live Rail Lines

- Delivered three elevated-metro packages across a complex urban alignment
- Executed the balanced-cantilever structure over the Nagpur main railway-line tracks.
- Used precast, prestressed single-cell box girders to support controlled and efficient viaduct construction.
- Combined technically complex construction with strong safety performance, earning formal client recognition



Nagpur Elevated Metro | Three-Package Execution

# Strong record of Execution Assurance | Engineering, Equipment & Employees

Best in class Plant & Equipment fleet – Integral part of Execution Assurance & Prequalification for large scale projects



**Tunnel Boring Machine**  
(8 Units\*)

\*4 TBM ordered recently



**Micro Tunnel Boring Machine**  
(5 Units)



**Trench Cutter**  
(3 Units)



**Hydraulic Piling Rig**  
(46 Units)



**Cranes**  
(279 Units)



**Jackup Barge**  
(4 Units)



**Reverse Circulation Drilling Rig (RCD)**  
(5 Units)



**Twin Boom Jumbo Drill**  
(8 Units)

**Experienced Team**

**25 Yrs+**

*Avg experience of Mgt fulfilling Prequalification criteria*

**Internationally recognized safety systems**

ISO 9001:2015 – QMS  
ISO 14001:2015 – EMS  
ISO 45001:2018 – OH&S

**Specialized engineering expertise**

- In house engineering and design capability
- Proven capabilities in complex technologies

**Resulting in High probability of order wins**

- Access to a wider pool of high-value EPC opportunities
- Reduced competition in technically complex projects
- Higher conversion of bids into order wins
- Strong multi-year revenue visibility supported by a diversified order book

## Cemindia | Contract Bidding and Execution Discipline

| Matter                                          | Key Strategy                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project Bidding Criteria</b>                 | <ul style="list-style-type: none"> <li>• Rigorous technical, commercial and financial evaluation before bid submission</li> <li>• Focus on projects with appropriate risk-adjusted returns, client credibility and funding visibility</li> </ul>                                                                   |
| <b>Contract and Commercial Risk Management</b>  | <ul style="list-style-type: none"> <li>• Detailed review of contractual terms, scope, escalation provisions, payment milestones and dispute resolution mechanisms</li> <li>• Active management of variation orders and claims to protect project economics</li> </ul>                                              |
| <b>Execution &amp; Operational Excellence</b>   | <ul style="list-style-type: none"> <li>• Robust project planning, engineering and procurement processes</li> <li>• Continuous monitoring of project progress, cost, productivity and periodic reviews</li> <li>• Deployment of specialised equipment and experienced project teams for complex projects</li> </ul> |
| <b>Financial and Working Capital Discipline</b> | <ul style="list-style-type: none"> <li>• Close monitoring of billing, certification, collections, receivables and contract assets</li> <li>• Strong treasury management and banking relationships to support execution and liquidity</li> </ul>                                                                    |

**Delivering Profitable Growth Through Disciplined Bidding, Robust Project Controls and Strong Cash Management**

## Cemindia | Key Risks and Mitigation

| Key Risk                                     | Mitigation Strategy                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supply Chain & Procurement                   | <ul style="list-style-type: none"> <li>• Pre-qualified vendor and subcontractor network</li> <li>• Strategic procurement planning to mitigate supply disruptions</li> <li>• Appropriate cost escalation provision in contract for commodities and inflation</li> </ul>                                                               |
| Manpower Cost and Availability               | <ul style="list-style-type: none"> <li>• Diversified subcontractor base</li> <li>• Continuous training and development for skilled, semi-skilled and unskilled workforce</li> <li>• Increased mechanization and technology adoption</li> </ul>                                                                                       |
| Health, Safety, Quality & Environment (HSQE) | <ul style="list-style-type: none"> <li>• Comprehensive safety and quality management systems with ISO certifications</li> <li>• Regular audits, training programmes and compliance with international management standards to minimize operational risks</li> </ul>                                                                  |
| Governance & Enterprise Risk Oversight       | <ul style="list-style-type: none"> <li>• Board-level oversight supported by the Audit Committee and senior management</li> <li>• Periodic assessment of strategic, operational, financial, legal, compliance and ESG risks</li> <li>• Internal audit and compliance framework to strengthen governance and accountability</li> </ul> |

**Integrated Risk Mitigation Framework Supports Consistent Project Delivery**

## Strong Parentage | Operational efficiency & sustainable growth driven by group synergies



### Operational Synergies and Execution Efficiency

- **Lower borrowing cost** driven by access to group's financial strength
- **Strengthened pricing power** with greater scale
- **Beneficiary of group supply chain** and logistics operations



### Market Access and Pipeline Visibility

- **Access to Adani Group's extensive infrastructure** project pipeline
  - Ports*      *Airports*      *Data Centers*
  - Renewables*      *Roads*      *High- speed rail*
- Cemindia's **proven execution capabilities with Adani's scale** strengthens position for larger complex projects
- **Improves bidding competitiveness** in both domestic and international tenders – facilitating further increasing overseas penetration



### Innovation and Sustainability focus

- **Access to global engineering know- how**
- **Focus on green construction solutions**
- **Improved productivity and safety standards** driven by tech- enabled monitoring and control systems

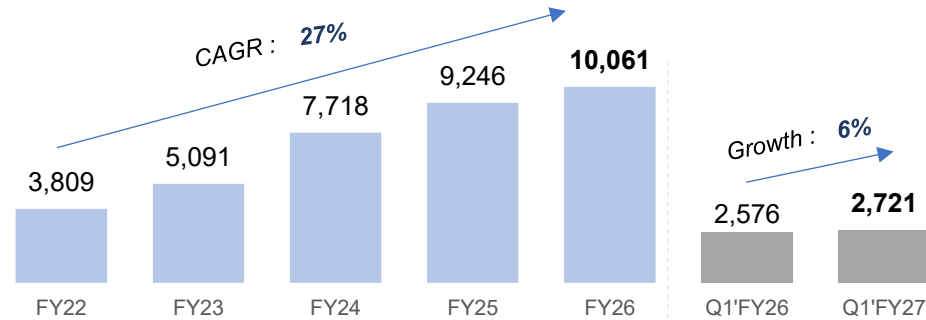


### Governance and Parentage

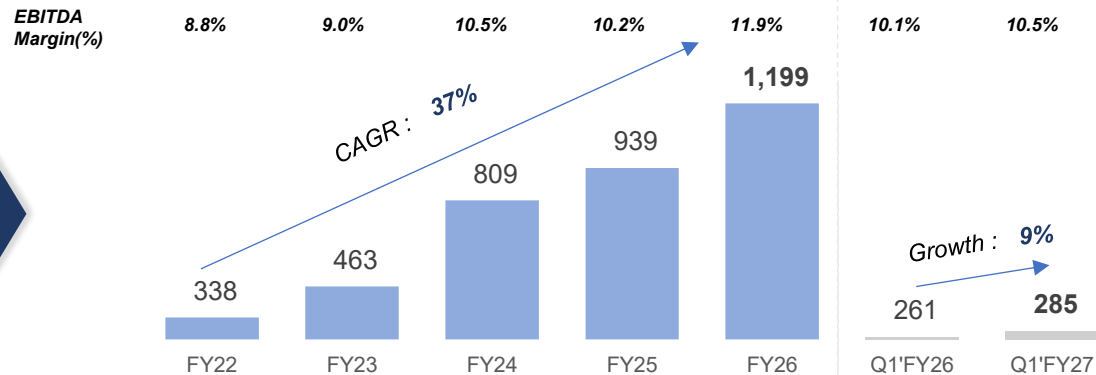
- **Enhanced credibility and strengthened global investor confidence**
- **Improved stakeholder perception** supporting future growth
- **Cost benefits** (lower borrowing cost and margin expansion) will further **drive shareholder value creation**

# Robust Financial Performance | Consolidated Profit & Loss

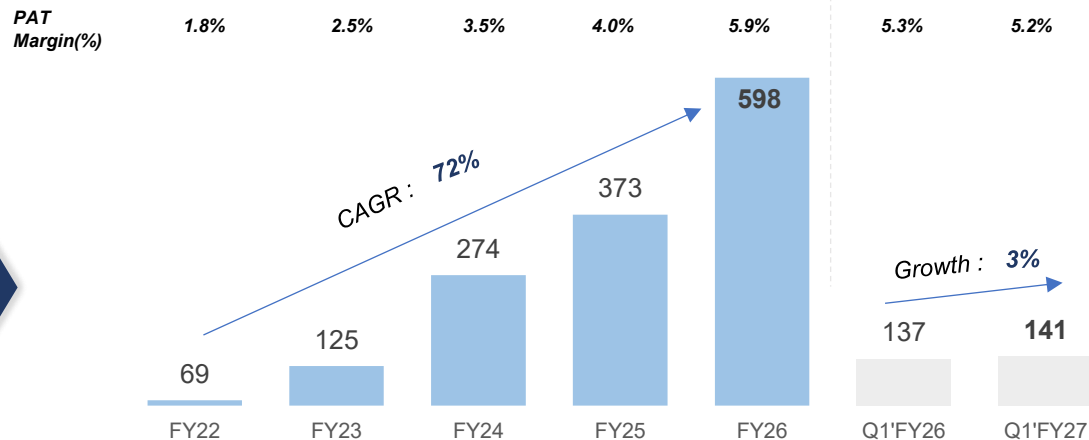
## Revenue (₹ Cr)



## EBITDA (₹ Cr)

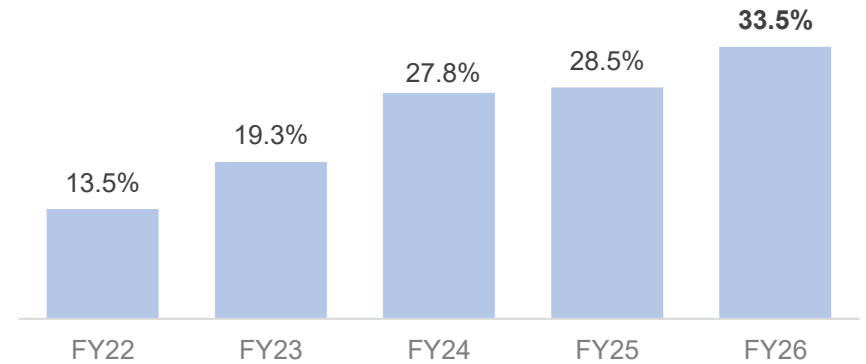


## PAT (₹ Cr)

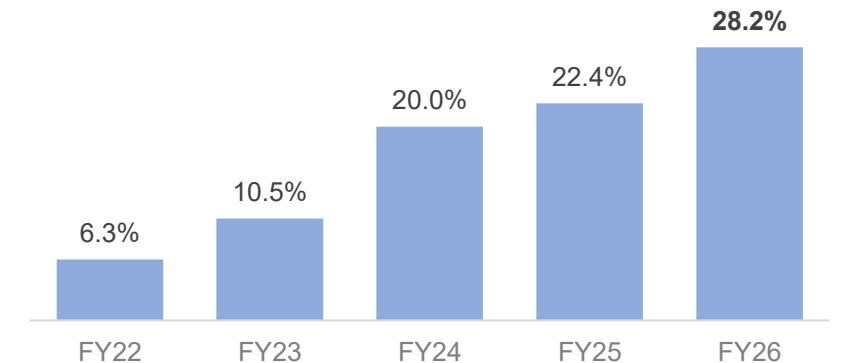


## Improving Return Metrics

### Return on Capital Employed (%)



### Return on Equity (%)



## Credit Rating | Improving Credit Profile with efficiency in operations

Rating Track  
Record

7

years

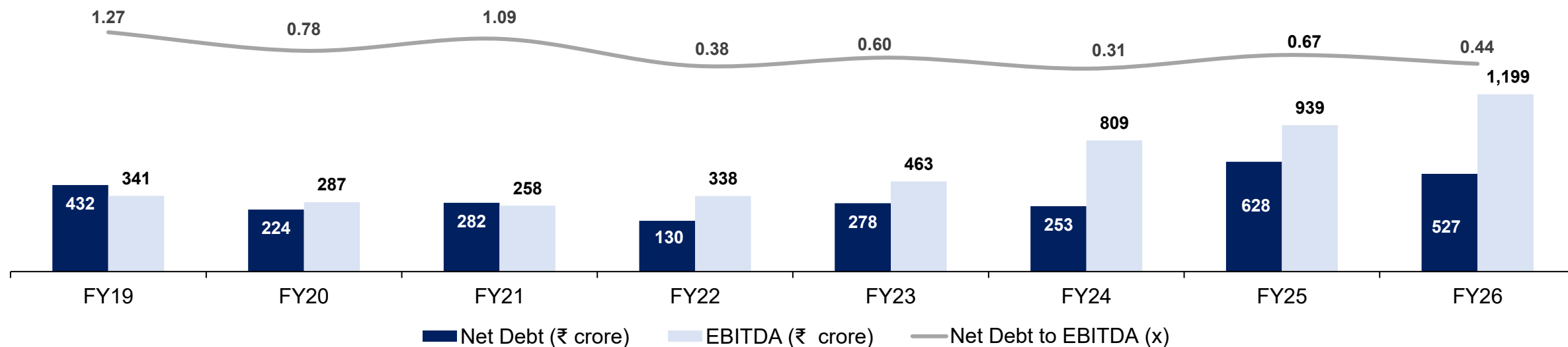
### Rating upgraded to A+ by CARE and ICRA

| Rating Agency                                                                                                        | March 2019 | March 2025 | March 2026  |
|----------------------------------------------------------------------------------------------------------------------|------------|------------|-------------|
|  CareEdge<br>RATINGS                | A (Stable) | A (RWP*)   | A+ (Stable) |
|  ICRA<br>AN AFFILIATE<br>OF MOODY'S | A (Stable) | A (Stable) | A+ (Stable) |

### Key Rating Upgrade highlights

- Significant ramp-up in scale of operations  
Revenue CAGR ~30% in 7 years
- Strong diversified orderbook provides medium term revenue visibility
- Favorable change in ownership to aid in growth synergies and strong financial flexibility
- Demonstrated track record in project execution

### Net Debt to EBITDA



# Cemindia | Strategic Roadmap Ahead – 6 core focus areas

## Pursue Large and Complex Infrastructure Projects

- Selectively **bid for large-value** projects aligned with the Company's framework.
- Expand into high-margin sectors like **Data Centers, High-Speed Rail, and Large-Diameter Tunnelling** with lower competitive intensity.

## Accelerate Technology Adoption

- Leverage digital technologies, BIM, automation, & data-driven project management to improve execution efficiency.
- **Strengthen execution** capabilities through a reliable ecosystem of specialised **subcontractors & strategic partners**

## Leverage Adani Group Synergies

- Unlock operational efficiencies through collaboration across the **Adani Group ecosystem**.
- Access a wider pipeline of opportunities across **ports, airports, energy, industrial Infra, logistics, and international markets**.

## Expand Domestic Leadership and International Presence

- **Strengthen market position** by capitalising on opportunities across existing infra verticals.
- Diversify revenue base by entering **new geographies** & strengthening relationships with **global clients**.

## Drive Operational Excellence

- Enhance project execution through **design optimisation, value engineering and continuous technical innovation**.
- Improve **productivity** and **execution efficiency** across the project lifecycle

## Develop Future-Ready Talent

- **Build leadership** through succession planning and upskill employees in digital & engineering practices.
- Foster a **high-performance culture** focused on **collaboration, innovation & operational excellence**.

3

**ESG**

## Strong ESG Initiatives and Achievements

| ESG Initiatives Taken                                                               | Achievements                                                      | ESG Initiatives Taken                                                      | Achievements                                                                                                              |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Use of Renewable Energy (Solar Panels – Topcon)                                     | Annual reduction of <b>39.12 tonnes CO<sub>2</sub>e emissions</b> | Installed Organic Waste Composter (OWC) for processing biodegradable waste | <b>15,583 kg</b> of manure was generated resulting in reduction of <b>26.90 tonnes</b> CO <sub>2</sub> e emission reduced |
| Use of leftover concrete                                                            | Reduction of <b>73.92 tonnes of CO<sub>2</sub>e emissions.</b>    | Waste management practices to recycle and reuse materials effectively      | <b>10,119</b> tons recycled via authorized vendors and <b>3,644</b> tonnes reused in operations                           |
| Reuse of steel (Old Steel structures to minimize dependence on virgin raw material) | Reduction of <b>3,348 tonnes of CO<sub>2</sub>e emissions</b>     | Wastewater Management (Sedimentation Rank, RO, STP)                        | <b>56,414 kL</b> Water reused                                                                                             |

### Environment, Health and Safety (EHS) Performance for 2025-26

| Key Parameters | Safe Million Manhours worked | EHS Awareness and Training Session Conducted | EHS & IMS Audit | LTIFR | Injury Incident Rate (IR) |
|----------------|------------------------------|----------------------------------------------|-----------------|-------|---------------------------|
| Output         | 128 million                  | 1,776                                        | 323             | 0.09  | 0.35                      |

# Cemindia | Board of Directors

|                                   | 100% IDs | Chaired by IDs | Chaired by NID |                                                                     |
|-----------------------------------|----------|----------------|----------------|---------------------------------------------------------------------|
| <b>Statutory Committees</b>       |          |                |                | <b>50%</b><br>Comprised of only Independent Directors               |
| - Audit                           |          | ✓              |                |                                                                     |
| - Nomination & Remuneration       |          | ✓              |                |                                                                     |
| - Stakeholder Relationship        |          | ✓              |                |                                                                     |
| - Corporate Social Responsibility |          | ✓              |                |                                                                     |
| - Risk Management                 |          |                | ✓              | <b>80%</b> of Statutory Committees Chaired by Independent Directors |
| <b>Non-statutory Committees</b>   |          |                |                |                                                                     |
| - IT & Data Security              |          |                | ✓              | <b>3</b><br>Additional Business specific committees                 |
| - Corporate Responsibility        |          | ✓              |                |                                                                     |
| - Legal, Regulatory & Tax         |          | ✓              |                |                                                                     |

## Pathway to strengthen Corporate Governance

- **Tenure of IDs** – upto 3 years for max. 2 terms
- **Management Ownership** – MD and member of executive committees to have share ownership
- **Related Party Transactions** – Independent 3<sup>rd</sup> party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

## Board of Directors

### Independent Directors



**Manoj Kumar Kohli**



**46+ Yrs of Experience**

- Skill & Expertise
- Business Transformation
  - Planning & Execution
  - Governance



**Sangeeta Bhatia**



**36+ Yrs of Experience**

- Skill & Expertise
- Resource Mobilization
  - Fund Raising
  - Governance



**Abizer Diwanji**



**30+ Yrs of Experience**

- Skill & Expertise
- Audit
  - Investment Banking
  - Restructuring and Mergers & Acquisition

### Non-Independent Directors



**Malay Mahadevia**

Chairman

Skill & Expertise

- Entrepreneurial Vision
- Business Leadership



**Jayanta Basu**

Managing Director

**40+ Yrs of Experience**

- Skill & Expertise
- Industry veteran
  - Strategic Leadership
  - Planning & Execution
  - Transition and Development



**KS Rao**



Non Executive, NID

**30+ Yrs of Experience**

- Skill & Expertise
- Strategic Growth
  - Planning & Execution

**ID:** Independent Director | **NID:** Non-Independent Director | **IT:** Information Technology | **Yrs:** years | **ESG:** Environmental, Social and Governance | **MD:** Managing Director

Chairman of Audit committee | 
 Chairman of Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Responsibility Committee | 
 Chairperson of Corporate Social Responsibility committee and Legal, Regulatory and Tax committee | 
 Chairman of Risk Management Committee and Information Technology & Data Security Committee

# Cemindia | Domain Experienced Senior Management Team



**Manish Kumar**

Chief Technical Officer

**39+ Yrs of Experience**

Skill & Expertise

- ESG & Sustainability
- Deep Foundation & Ground Improvement (GI) expert
- Technology advancements



**Sunder L. Chanchlani**

Chief Commercial Officer

**39+ Yrs of Experience**

Skill & Expertise

- Budgeting
- Planning & Monitoring
- Cost Monitoring & control



**Nitesh Sharma**

Chief Financial Officer

**25+ Yrs of Experience**

Skill & Expertise

- Project Financing
- Financial Planning
- Taxation and Policy Advocacy
- Working Capital Management



**KR Senthilnathan**

Head – Business Development

**28+ Yrs of Experience**

Skill & Expertise

- Market expansion
- Customer Acquisition
- Contract Negotiation
- Market Analysis

## Manpower Strength\*

**Permanent Employees**

**3,315**

\* As on 30 June 2026



**Arbind Kumar Rai**

**35+ Yrs of Experience**

Sector Expertise

- Underground Metro
- Hydel Projects
- Tunnel
- Micro Tunnel



**Shivanagouda N. Patil**

**37+ Yrs of Experience**

Sector Expertise

- Elevated Metro
- Roads, bridges and dams
- Structures, Precast
- WTP and Irrigation



**Kaushik Nandi**

**32+ Yrs of Experience**

Sector Expertise

- Maritime Projects
- Mega Projects



**Schon Sarkar**

**36+ Yrs of Experience**

Sector Expertise

- Airports
- Industrial structures and buildings



**Sudarshan Salunkhe**

**28+ Yrs of Experience**

Sector Expertise

- Piling
- Diaphragm wall
- Specialized Foundations



**Navneet Kabra**

**22+ Yrs of Experience**

Sector Expertise

- Data Center Operations
- Supply Chain Management



**Soumitra Ghosh**

**29+ Yrs of Experience**

Sector Expertise

- Maritime Projects
- Bridges

\*WTP – Waste treatment plants

# Thank You

