

# Management Discussion and Analysis

## 1. INDIAN INFRASTRUCTURE INDUSTRY

India's rise in recent years is a prominent development in the world economy. India has re-emerged as one of the fastest growing economies in the world. India will be able to unleash its full potential, provided it improves its infrastructure facilities. Indian government's first priority is rising to the challenge of maintaining and managing high growth through investment in the infrastructure sector. There has been considerable progress in the last ten years in attracting private investment into the infrastructure sectors; first in telecommunications, then in ports and roads, and then in individual projects in other sectors



The provision of quality and efficient infrastructure services is essential to realise the full potential of the growth impulses surging through the economy. The demand for infrastructure investment during the Five Year Plan (2007-2011) has been estimated to be Rs. 21 Trillion. To meet this growing demand, Government of India has planned to raise the investment in infrastructure from the present 4.7% of GDP to around 7.5-8% of GDP in the XIth Five Year Plan. In general, efforts towards infrastructure development is being continued with focus on the key areas of physical and social infrastructure

## 2. OPPORTUNITIES

With the Government committed to increasing its spend on infrastructure, investment opportunities in India are today perhaps at a peak. Supported by India's natural strengths, India offers investment opportunities in excess of US\$ 850 Billion in diverse sectors over the next five years

### A. Roads

#### National Highway Development Project

About 65% of the freight traffic and 80% of the passenger traffic is carried by road. National Highways constitute only about 2% of the road network but carry about 40% of the total road traffic. The number of vehicles has been growing at a compounded annual growth rate of around 10% over the last five years. Road density is 2.75 km. per 1000 persons and 770 km. per 1000 sq km. area against the average of 6.7 km. and 840 km. respectively in developed countries

For a country of India's size, an efficient road network is necessary both for national integration as well as for socio-economic development. Of the central programmes, the Rs. 3,314 Billion National Highways Development Project (NHDP) undertaken by Government of India through National Highways Authority of India (NHAI) provides a very significant opportunity for the development of national highways including construction of bridges, flyovers and elevated structures. Spread across seven phases, the project includes the up-gradation of more than 50,000 km. of National Highways

Rs. 3,314 Billion National Highways Development Project (NHDP) provides a very significant opportunity for the construction of national highways



i. **Four-laning of the Golden Quadrilateral**

The Four-laning of the Golden Quadrilateral and NS-EW Corridors under NHDP Phase I and Phase II have been completed and a majority of the stretches are in the operations stage

ii. **Four-laning of 12,109 km. (NHDP-III)**

The Union Cabinet has approved the four-laning of 12,109 km. of high density national highways, through the Build, Operate and Transfer (BOT) mode. The programme consists of stretches of National Highways carrying a high volume of traffic, connecting state capitals with the NHDP Phases I and II network and providing connectivity to places of economic, commercial and tourist importance. Upto February 2010, 1,478 km. have been completed and 3,926 km. are under implementation

iii. **Two-laning of 20,000 km. (NHDP-IV)**

With a view to providing a balanced and equitable distribution of the improved/widened highways network throughout the country, NHDP-IV envisages upgradation of 20,000 km. into two-lane highways, at an indicative cost of Rs. 278 Billion. This will ensure that their capacity, speed and safety match the minimum benchmarks of the National Highways

iv. **Six-laning of 6,500 km. (NHDP-V)**

Under NHDP-V, the Committee on Infrastructure has approved the six-laning of the four-lane highways comprising the Golden Quadrilateral and certain other high density stretches,

through Public Private Partnership's (PPP) on BOT basis. These corridors have been four-laned under the first phase of NHDP and the programme for their six-laning is scheduled to be completed by 2012. Till February 2010, 163 km. have been completed and 1,063 km. are under implementation

v. **Development of 1,000 km. of Expressways (NHDP-VI)**

With the growing importance of certain urban centres of India, particularly those located within a few hundred kilometers of each other, expressways would be both viable and beneficial. The Committee on Infrastructure has approved 1,000 km. of expressways to be developed on a BOT basis, at an indicative cost of Rs. 166.80 Billion. These expressways would be constructed on new alignments

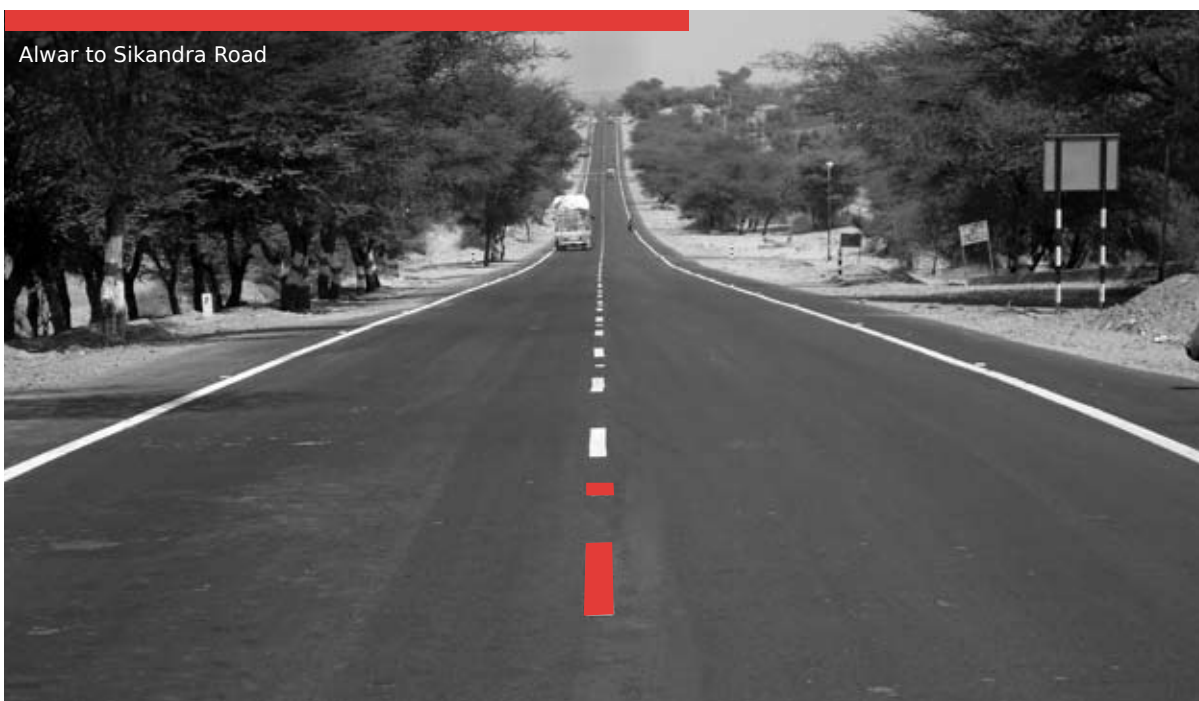
vi. **Other Highway Projects (NHDP-VII)**

The development of ring roads, by-passes, grade separators and service roads is considered necessary for full utilisation of highway capacity as well as for enhanced safety and efficiency. For this, a programme for development of such features at an indicative cost of Rs. 166.80 Billion has been approved

**Mega Highway Projects**

The Government is considering taking up Mega Projects which would entail an investment of over a Billion Dollars per project. Initially, the Government has identified 9 such projects, 3 of which traverse through the states of Gujarat, two each through Madhya Pradesh, Rajasthan and Maharashtra and one each through Andhra Pradesh and Punjab

Alwar to Sikandra Road





Belgaum Maharashtra Border Road

The list of the mega highway projects is given below :

State	Name of Project	Length (km.)
Andhra Pradesh	6 laning of Ichapuram-Rajahmundry - NH-5	436
Rajasthan & Gujarat	6 laning of Kishangarh-Ahmedabad NH-79A, 79, 76 & 8	557
Maharashtra	4 laning of Dhule-Amravati NH-6	485
Madhya Pradesh	4 laning of Gwalior-Dewas Section of NH-3	450
Punjab & Rajasthan	2-lane with paved shoulder of Amristsar-Pali NH-15, 89 & 65	700
Madhya Pradesh	4 laning of Lakhnadon-Reva Section of NH-7	400
Maharashtra	4 laning of Indapur-Goa Maharashtra Border NH-17	390
Gujarat	4 laning of Ahmedabad-Samakhiali & Bamanbore -Gondal NH-8A & B	425
Gujarat	6 / 4 / 2 LPS of Bhavnagar-Dwarka Section of NH-8E	445

The detailed studies for these corridors have commenced and it is expected that these projects would be launched for bidding by mid 2010

#### Operation and Maintenance Projects

NHAI has now started awarding various National Highway stretches on Operate Maintenance and Tolling contracts. More National Highway stretches completed under Phase I and II are likely to come up for bidding for Improvements and Maintenance in the year 2010-11

#### State Level Initiatives

Various State Governments including Gujarat, Maharashtra, Karnataka and Andhra Pradesh have continued implementing State Highways on PPP frame work

- Government of Gujarat has recently declared development of 5,500 km. of State Highways out of which 2,700 km. will be widened to 10 meters on PPP format whereas 1,000 km. will be developed on BOT basis under the viability gap funding scheme

- Karnataka Road Development Corporation Limited has come up with pre-qualification for development of around 293 km. of State Roads, Bangalore Metropolitan Region Development Authority along with Public Works Department, Bangalore has invited Application for Qualification for development of Satellite Town Ring Road and other Ring Roads for Bangalore Metropolitan Region
- Maharashtra State Road Development Corporation has issued Tender Notice for various State Highways, Road Over Bridges (RoBs) and Flyovers to be implemented on BOT basis

#### B. Railways

The Indian Railway is the biggest state-owned public utility contributing about 1 % of India's

Gross National Product (GNP). The Indian Rail Network is currently the fourth largest in the world after the US, China and Russia and it is the largest passenger carrier in the world

Traditionally, railway projects which are capital intensive are mostly funded by budgetary support from the Government. In recent years, Indian railways have initiated several measures to attract private investment. The opening of container operations to private players in 2006 was a revolutionary PPP initiative. Further, Indian Railways has identified certain areas for possible execution through PPP such as development of world class stations, setting up freight terminals, setting up of perishable cargo units for rolling stock and establishing multimodal logistics parks alongside the Dedicated Freight Corridor (DFC)

#### C. Ports and Shipping

After a hiatus in the Port Sector during 2007 and 2008, the Shipping Ministry has awarded 13 PPP projects during 2009-10 with an investment of Rs. 26.5 Billion. For the year 2010-11, Government has identified 8 port development projects for award under the PPP mode at an investment of Rs. 12.96 Billion from the private sector

#### D. Civil Aviation

Prior to 2004-05, the development of airports and airspace in India was neglected. As the demand for air travel increases at a gallop, it is being increasingly realised that under investment in airports was a huge strategic mistake since airport development requires a minimum planning horizon of 5-10 years. Though the idea of privatisation of airports was mooted in 1996 with Cochin airport on a PPP basis, the earliest impetus came in 2005 with the announcement of US\$ 9 Billion airport upgradation and modernisation program by the Union Government. It comprised the modernisation of the existing Delhi and Mumbai airports on PPP basis, establishment of new airports for Bangalore and Hyderabad and upgradation of Chennai and Kolkata airports

Airports Authority of India (AAI) has also decided to develop and modernise 35 non-metro airports in the country. The Committee on Infrastructure has approved the report of the task force for the development of the 35 non-metro airports. Development of airports in India's North Eastern Region (NER) will be taken up by AAI on a priority basis

### 3. THREATS

Threats are described as anything that would contribute to the interruption of infrastructure development in the country. Threats can be either in the form of major policy changes by the Government, implementation of stringent qualification criteria and insurgency threats in a specific region. These have been described below:

#### Policy Changes

Policies for development of infrastructure projects are now prepared keeping in view longer gestation period and are being given equal importance by all the ruling Governments as development of the road sector is an example and which is given top most priority at all levels in Government. However, there are chances of major policy changes by the Government either National or at State level which can affect the development of a particular segment of infrastructure. Looking at the current scenario and demand for infrastructure development in the country, the chances of any major policy change which can adversely affect infrastructure business in the country are negligible

#### Selection Criteria

In certain cases the project awarding authorities keep stiff qualification criteria which may disallow small or mid size developers having inadequate financial or technical scores to bid for the project. The Company has sufficient scores both in terms of financial or technical aspects to be able to qualify for all categories of projects being implemented or which are in the pipe line

#### Force Majeure Threats

There are certain regions in the country which may carry the risk of the project having to be abandoned due to force majeure events like natural perils, war, terrorism etc. However, all the Concession Agreements signed provide proper risk cover in such circumstances with no adverse financial impact on the Company as it is backed by Government guarantee and covered through insurance

#### Change in Law

In case the Government makes changes in law which could have an impact on infrastructure projects, the Concession Agreement provides for the Concessionaire to be insulated from any adverse impact arising from such change in law

### 4. SECTOR WISE PERFORMANCE

The Company has diversified its business to include Roads, Urban Transport, Railways and Airports. The Company also has a healthy BOT asset portfolio, which is well poised to reap the

The proven track record of the Company in implementing road projects and its highly experienced manpower are the key elements on which we expect to better our performance in the years to come

benefits of growth in the economy. During the last decade, the Company has developed various road projects across the country and also developed excellent engineering, designing, planning and project monitoring skills during this period. The Company is recognised for quality consciousness and for its unstinted commitment to deliver the project within budgeted cost and time. The proven track record of the Company in implementing road projects and its highly experienced manpower are the key elements on which we expect to better our performance in the years to come

#### a. Roads

The last financial year has been a particularly good year for the Company in the roads sector. The Company was awarded 6 projects, achieved financial closure for 4 projects aggregating to Rs. 56.78 Billion and commenced commercial operations on one road project. The details of aforesaid projects are as follows:

- (i) The Company successfully commenced commercial operations on 75 km. (328 lane km.) road stretch from Kotakatta to Kurnool on NH-7 from Km 135.469 (end of proposed Kotakatta bypass) to Km 211.00 (Kurnool) implemented through Andhra Pradesh Expressway Limited (APEL) in the State of Andhra Pradesh on September 30, 2009. This is an annuity project awarded by NHAI
- (ii) The 8 lane 13 km. (173 lane km.) from Km 95.00 to Km 108.00 of Hyderabad Outer Ring Road Project in the State of Andhra Pradesh and the two lane, 116 km. (248 lane km.) Gomti-Beawer Section of NH-8 from Km 58.245 to Km 177.050 in the State of Rajasthan is expected to be completed by September 2010. The Hyderabad project is an Annuity Project awarded by Hyderabad Urban Development Authority whereas the Gomti Beawer project is a Toll project awarded by the Department of Road Transport and Highways, Government of India
- (iii) The Company has been collecting Toll on 2 BOT Toll Projects in the State of Gujarat

developed through its subsidiary, Gujarat Road and Infrastructure Company Limited. The total revenue collection on these road projects for the year ended March 31, 2010 was higher by 13% at Rs. 747.40 Million as against Rs. 659.70 Million during the previous financial year

- (iv) The Company successfully commissioned the last of the stretches comprised in the 1053 Km. (2106 lane km.) of road stretches in Rajasthan through Road Infrastructure Development Company of Rajasthan Limited (RIDCOR). RIDCOR is a 50:50 joint venture between Government of Rajasthan and IL&FS and the Company has 50% economic interest in RIDCOR. RIDCOR has been awarded 6 additional stretches of roads comprising 263 km. (700 lane km.) at an estimated cost of Rs. 7500 Million. The toll collection on stretches commissioned in the previous year has improved from 60% of forecasted revenue in the previous year to 70% of the forecasted revenue in FY 2010 and is expected to improve in FY 2011
- (v) The Company was awarded the following projects by NHAI for which Financial Closure has been achieved during the year:
  - 4-Laning of 101.30 km. (571 lane km.) road stretch between Pune and Sholapur from Km 144.40 to Km 249.00 on NH-9 in the State of Maharashtra on BOT (Toll) basis. The approximate cost of the Project is Rs. 14,000 Million
  - 4-Laning of 71.16 km. (319 lane km.) road stretch between Ranchi and Hazaribagh on NH-33 from km 40.50 to Km 114.00 in the State of Jharkhand on BOT (Annuity) basis. The approximate cost of the Project is Rs. 8,700 Million

The Company has diversified its business to include Roads, Urban Transport, Railways and Airports

- 4-Laning of 121 km. (522 lane km.) road stretch between Moradabad and Bareilly from Km 148.00 to Km 262.00 on NH-24 in the State of Uttar Pradesh on BOT (Toll) basis. The approximate cost of the Project is Rs. 20,000 Million

- (vi) The consortium of bidders of which the Company is a 35% stakeholder was awarded a project by the Public Works Department, Government of Maharashtra for 4-Laning of an existing road between Chandrapur and Warora for an approximate length of 61 km. (275 lane km.) at an estimated cost of Rs. 6,700 Million



Vadodara-Halol Toll Plaza

- (vii) Concession Agreements were signed for 3 Road stretches consisting of 98 km. (466 lane km.) under the Jharkhand Accelerated Road Development Programme at an estimated cost of Rs. 14,080 Million. The projects are being developed through a Special Purpose Vehicle, a subsidiary of the Company namely, Jharkhand Road Projects Implementation Company Limited. The Company has achieved financial closure for the said road projects

- (viii) The Company has emerged as the lowest Bidder for the following Projects:

- a) Narketpally -Addanki -Medarametla stretch of 213 km. (888 lane km.) between Km. 0.00 to Km. 212.00 of State Highway No. 2 in the State of Andhra Pradesh in 50:50 Joint Venture with Ramky Infrastructure Limited. The approximate cost of the Project is Rs. 16,700 Million
- b) Jorabat -Shillong stretch of 62 km. (262 lane km.) between Km 0.00 to Km 61.80 on NH-40 on BoT (Annuity)

basis in 50:50 Joint Venture with Ramky Infrastructure Limited. The approximate cost of the Project is Rs. 8,100 Million

- c) Chenani to Nashri a 11.12 km. (38.28 lane km.) road stretch which includes a 9 km. tunnel between Km 89.00 to Km 130.00 (New Alignment) on NH-1A in the State of Jammu and Kashmir on BOT (Annuity) basis. The approximate cost of the project is Rs. 37,400 Million

The Company has subsequently been issued the Letter of Award by NHAI for the aforesaid projects

- (ix) The Company has submitted unsolicited proposals for 5 Railway Over Bridges (RoBs) with an estimated cost of Rs. 1,850 Million under the Memorandum of Understanding signed with the Government of Gujarat during the Vibrant Gujarat Summit 2009 for development of 38 RoBs across the State of Gujarat. These are in an advanced stage of negotiation
- (x) The Company has qualified for 26 projects aggregating to around 3,200 km. with an approximate cost of Rs. 152 Billion. The Company has also submitted Pre-Qualification Proposals for 49 projects totalling 6,700 km. with an approximate cost of Rs. 310 Billion

#### b. Urban Transport

- (i) The Company's subsidiary, Vansh Nimay Infraprojects Limited (VNIL) has a Concession from the Nagpur Municipal Corporation for operation of Bus Services in the city of Nagpur, Maharashtra for a period of 10 years. VNIL owns, operates and maintains 228 Buses. The Nagpur Municipal Corporation has signed a supplementary concession agreement with VNIL to operate and maintain additional 300 buses on a 10 year concession
- (ii) The Company's subsidiary Rapid MetroRail Gurgaon Limited signed a Concession Agreement with Haryana Urban Development Authority (HUDA) for a 4.9 km. elevated metro rail loop line connecting Sikanderpur station of Delhi Metro to the Central Business District of Gurgaon through DLF Cyber City at an estimated cost of Rs. 11,000 Million

**c. International Projects**

- (i) Infrastructure Leasing & Financial Services Ltd (IL&FS), the Parent Company has entered into a Memorandum of Understanding with the Airports Authority of India (AAI) pursuant to which IL&FS has agreed to cooperate to identify, develop, implement, operate and maintain airports and associated projects outside India, and the Company intends to leverage IL&FS's arrangement with AAI for identifying, securing and developing airport projects outside India
- (ii) The Company is in discussion with Middle East Coal Pte Limited, Singapore, for financing, developing and implementing coal evacuation infrastructure facilities in Muara Wahau, Indonesia
- (iii) The Company has been declared as a preferred bidder for the 300 km. (1212 lane km.) road stretch between Almaty - Khorgos in Kazakhstan in Joint Venture with three Italian road development companies namely, Impregilo S.p.A., Todini S.p.A. and Salini Costruttori S.p.A., in which the Company will hold equity stake of 37%. The approximate cost of the Project is Rs. 96,600 Million (US\$ 2.1 Billion) and is currently under negotiation with the Government of Kazakhstan

**5. RISKS AND CONCERNS**

The Indian infrastructure industry has tremendous scope for the future. The management is positive about the Company's long-term outlook. The Company's capability to assess and manage business risks is crucial in achieving targets. In the current economic environment, the Company perceives the following risks and concerns:

**a. Market Competition**

Business prospects also bring competition. The Company is operating in a highly competitive market. With improved processes and systems, the Company endeavours to differentiate and ensure strong growth and profitability

**b. Economy**

Inefficient fiscal control may threaten margins and profitability, especially during an industry downturn. The Company employs strict internal and budgetary controls adequately supported with an effective Management Information System (MIS) to keep costs under control

**c. Delay in clearances/ approvals by Government for the project**

There could be delay in obtaining clearances/ approvals by the Government like in case of handing over of unencumbered land for the project, which may adversely affect the



Road under construction-Jharkhand

project. The Company extends necessary assistance to the Concessing Authorities to facilitate the clearances. Although the concession agreement provides for timelines to complete the Conditions Precedent prescribed therein, it also has provisions to extend such timelines

- d. **Retention of experienced manpower**  
The Company lays considerable emphasis on training and leadership development. A good retention scheme is in place to protect the Company against any talent flight. A good succession planning process is at the root of the Company's people practices
- e. **Price Inflation Risk**  
Fluctuating raw material prices have been witnessed over the past couple of years. The Company has a centralised cost estimation department for standard methods to be adopted to factor likely increase in prices while preparing project estimates
- f. **Slowdown in Government Spending**  
Given the projections made in the XI<sup>th</sup> Five Year Plan, the total spend on infrastructure is estimated at Rs. 21 Trillion of which the Government spend is estimated at around Rs. 13 Trillion, reduction in Government spend is not foreseen in the near future on infrastructure

A good succession planning process is at the root of the Company's people practices

- g. **Force Majeure**  
There is adequate insurance cover for the project to take care of any unforeseen events. The Concession Agreement provides extension of the Project commencement period / completion period / operations period to offset the losses incurred by the Concessionaire due to force majeure events. The Concession Agreement provides for proper risk cover in such circumstances with no adverse financial impact on the Company

## 6. OUTLOOK

The Government of India has accorded the highest priority to Infrastructure after Agriculture which itself suggests that there is likely to be a continuous flow of new projects in all sectors and hence the Company's outlook for the coming

The Company aims to procure mandates for the mega highway projects considered to be landmarks in the Indian roads sector

years is positive. The Company already has a large portfolio of projects under various stages of implementation

The Company believes that its financial position would improve with the number of projects in the pipeline and the Company aims to procure mandates for the mega highway projects which are considered to be landmarks in the Indian Roads Sector both in terms of project size and in physical and financial terms. The Company has also been declared as the preferred bidder in an International project and is hopeful of additional International mandates on a select basis

The Company is also taking various steps such as bidding for Airports, Urban Transport, and Metro Rail development projects. The Company is also closely monitoring investments made in the BOT projects and has continuously reviewed and strengthened its systems and procedures and obtained ISO 9001:2000 Certification and has also applied for ISO 9001:2008 Certification

Backed by the number of projects in the order book; robust pipeline arising from the priority accorded to infrastructure development; coupled with a strong, efficient and loyal workforce; and continuing support from bankers, the Management is confident that the Company will be able to achieve its targets in the coming years

## 7. INTERNAL CONTROL SYSTEMS AND ITS ADEQUACY

As an intrinsic part of the overall Governance process, the Company has in place a well established Internal Audit and Risk Management framework which covers all aspects of financial and operational controls. The internal audit is carried out by a firm of Chartered Accountants who report directly to the Audit Committee of the Board of Directors. The Corporate Audit function plays a key role in providing to both the operating management and the Audit Committee of the Board an objective view and reassurance of the overall control systems and effectiveness of the risk management processes across the Company. The Corporate Audit also assesses opportunities for improvement in business processes, systems and controls and provides recommendations designed to add value to operations



The Company strives to identify opportunities that enhance organisational values while managing and mitigating risks that can adversely impact its future performance

The scope and authority of the Internal Auditor is derived from the Internal Audit Plan approved by the Audit Committee. Internal audits are conducted every quarter covering operations, accounting, secretarial and administration and with specific reference to compliances based on the audit plan which is approved by the Audit Committee at the beginning of the year. The Audit Committee meets at regular intervals when internal audit reports relating to the period in question are placed before the Audit Committee for review and discussion of the reports and the course of action

Every employee has a role to play in fostering an environment in which controls, assurance, accountability and ethical behaviour are given high importance. Risk management and internal audit systems complement each other.

The Company has grown over the last two years with a resultant change in the risk profile. Therefore, identification and management of risk is an integral part of the Company's strategy in achieving its long term goal. The Company strives to identify opportunities that enhance organisational values while managing and mitigating risks that can adversely impact its future performance

## 8. DISCUSSION ON FINANCIAL PERFORMANCE WITH RESPECT TO OPERATIONAL PERFORMANCE

During the period under review, the turnover of the Company increased by 314% to Rs. 9,415.36 Million in the financial year 2009-10 from Rs. 2,276.77 Million in the financial year 2008-09. The significant increase is on account of the number of projects awarded during the financial year as compared to projects accorded in the previous year. The increase in turnover also has had a significant impact on the results for the year

Other key operating data for the year were as under:

Earnings before Interest, Tax, Depreciation and Amortization grew from Rs. 1,323.49 Million in 2008-09 to Rs. 6,439.53 Million in 2009-10 registering an increase of 387% over the previous year

Vehicular Underpass at Peddagolkonda Rotary Interchange



Profit before tax grew from Rs. 700.23 Million in 2008-09 to Rs. 4,971.27 Million in 2009-10 registering an increase of 610% over the previous year

Profit after tax grew from Rs. 404.23 Million in 2008-09 to Rs. 3,247.29 Million in 2009-10 registering an increase of 703% over the previous year

Earnings per share on basic and diluted basis stood at Rs. 18.93 per share as at March 31, 2010 as against Rs. 2.36 per share as at March 31, 2009 translating to a price to earnings ratio of 14.71 times in 2009-10 and a price to book ratio of 3.43 times as at March 31, 2010

The increased business activity resulted in an increase in investments in a number of Special Purpose Vehicles in which projects awarded were domiciled. This resulted in an increase in the overall borrowings that were availed of to partly fund the investments in new projects

The debt equity ratio as at March 31, 2010 stood at 0.97:1 and reduced further to 0.81:1 thereafter upon prepayment of certain debts from the proceeds of the Initial Public Offer in accordance with the objects of the issue

The growth in the business also resulted in an increase in debtors at the end of the year



## 9. HUMAN RESOURCES AND INDUSTRIAL RELATIONS

As on March 31, 2010, the Company had 175 employees. At ITNL the focus of learning and development is on building the capabilities of employees so that they are fully geared to handle the current and future needs of the Company. This is also combined with its strong belief that employees play a pivotal role in the Company's transformation and gear up for future growth

The Company's recruitment practice ensures that suitable candidates with merit are recruited and provided with the right opportunities to grow within the organization. The Company's policies favour recruitment at the entry levels and gradual rise for the meritorious candidates within the organisation

During the year, training programs were held covering behavioural, functional, managerial and leadership areas. The training programs at the entry level as well as the continuous learning programs ensures that the Company has the right competency in its work force that can deliver the customer's business needs

## 10. CAUTIONARY STATEMENT

**Certain statements made in the Management Discussion and Analysis Report relating to the Company's objectives, projections, outlook, expectations, estimates and others may constitute 'forward looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections and so on whether express or implied. Several factors could make significant difference to the Company's operations. These include climatic conditions and economic conditions affecting demand and supply, government regulations and taxation, natural calamities and so on over which the Company does not have any direct control**