

#### August 14, 2024

| National Stock Exchange of India Limited | BSE Limited                |
|------------------------------------------|----------------------------|
| The Listing Department                   | Dept of Corporate Services |
| Exchange Plaza, 5th Floor                | Phiroze Jeejeebhoy Towers  |
| Plot C 1 – G Block                       | Dalal Street, Fort         |
| Bandra-Kurla Complex, Bandra (E)         | Mumbai 400 001             |
| Mumbai 400 051                           | Scrip Code : 543419        |
| Scrip Code: SHRIRAMPPS                   |                            |

Dear Sir/Madam,

#### **Sub: Investor Presentation**

Further to our intimation on August 10, 2024 and pursuant to Regulation 30 read with Schedule III Part a Para a of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the presentation to be made to the Analyst / Investors on the Audited Financial Statements for the quarter and financial year ended June 30, 2024.

We request you to take the above information on record.

Thanking you.

Regards

For Shriram Properties Limited

K. Ramaswamy Company Secretary & Compliance Officer ACS 28580

## **Shriram Properties Limited**







**Investor Presentation** 

Q1FY25 Results



August 14, 2024



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## Celebrating 25 Years of Excellence: A Snapshot of Shriram's Journey



Completed Portfolio: 44 Projects, 24.4 msf development; 18,000+ handed over units

Spotless credit profile enabling easy credit access from Lenders

Successful partnerships with Global Marquee Investors

Remarkable transformation in scale, size and profitability in recent years

Professionally Managed; Driven by Excellence

Built on values, reliability & relentless drive to grow ahead

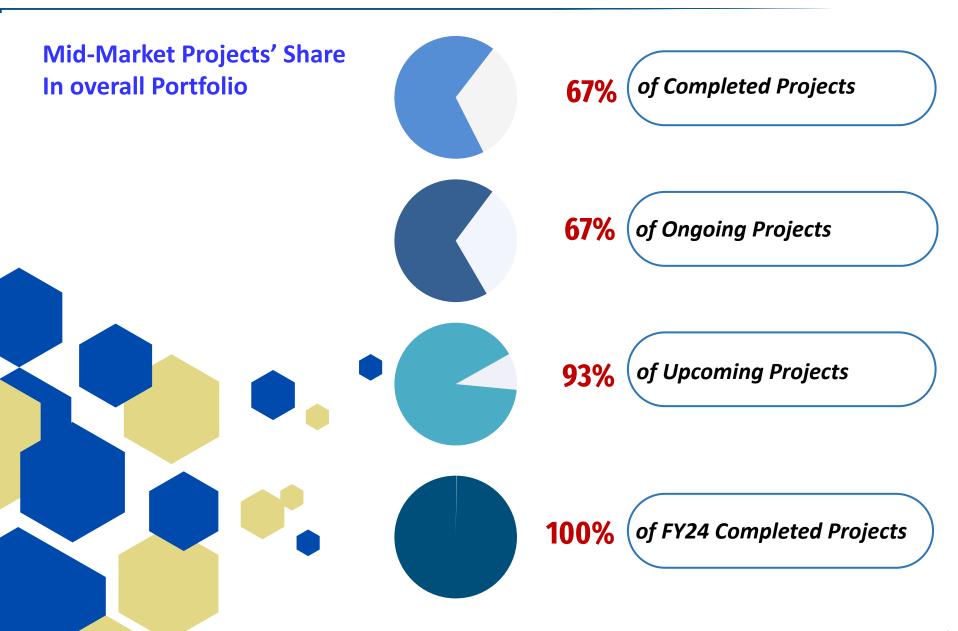
One Shriram Family; with 28,000+ members\*

**New Growth Trajectory Ahead** 



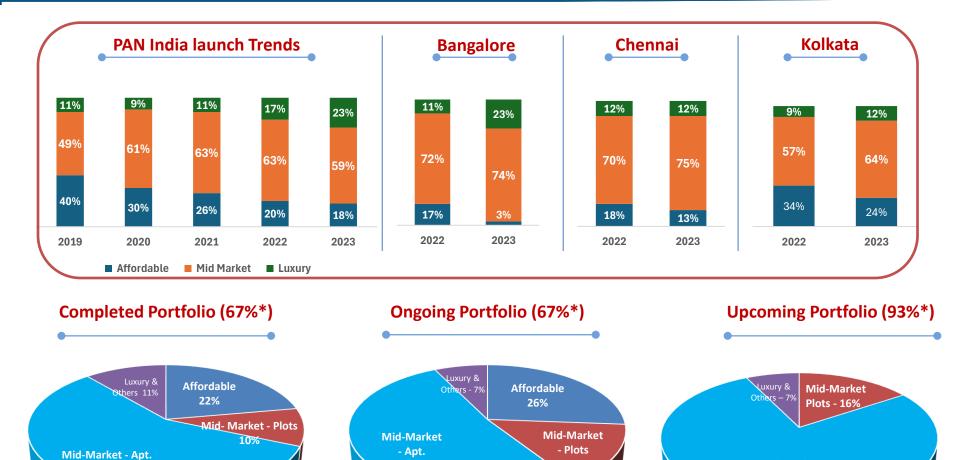
## SPL: Emergence as Credible Mid Market Player in the Region





## Mid Market Housing: Stable & Long-term growth prospects





SPL's portfolio aligns well with current industry trends, ensuring stable performance

52%

Mid-Market - Apt.

77%

57%



Operational Highlights – Q1FY25

## **KPI Summary: Q1FY25**



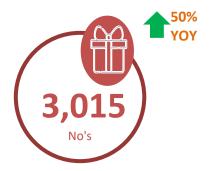
**Collection Sales Value Handovers Sales Volume** -18% 10% YOY YOY Q1 FY25 376 321 535 msf<sup>1</sup> Crores No's Crores







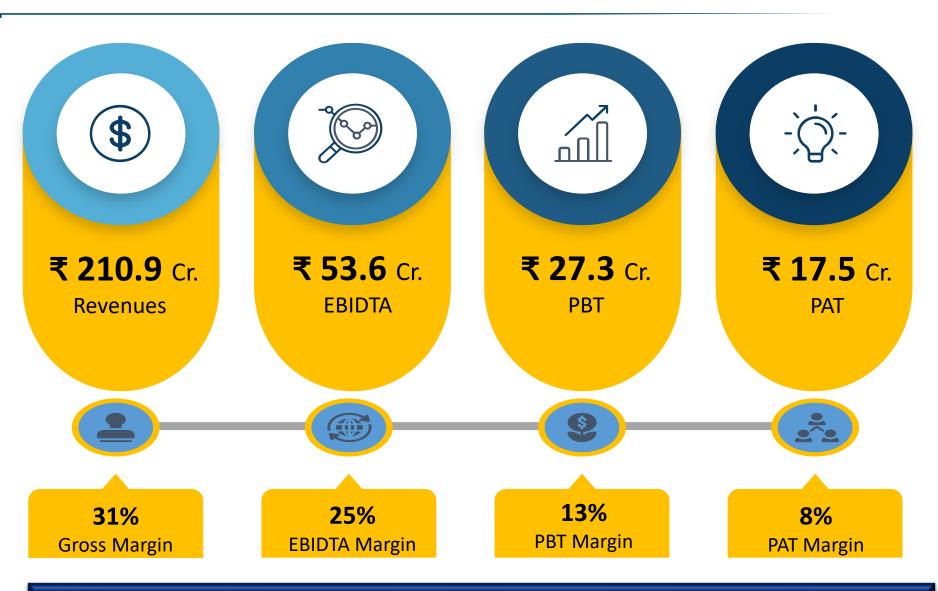




- Muted Q1 Sales but fundamentals remains intact. Confident of delivering FY25 targets
- Q1 traditionally weak quarter, but markets moderated further amidst election impact, water scarcity at Bangalore and unseasonal rains in Chennai and deferred launches due to macro issues
- Market conditions remain positive and customer decision making regaining momentum in coming quarters

## **Financials Snapshot: Q1FY25**





Satisfactory Q1 performance, but set to gain momentum in coming quarters with multiple projects reaching completion & handover during the remainder of the year

## **Key Highlights: Q1FY25**



#### **Operational Performance**

- Muted sales; driven by sustenance activity.
  - No new launches; sustenance sales from ongoing projects.
  - Deferred approvals, wait-n-watch strategy of customers ahead of poll results impacted overall momentum.
  - Water scarcity at Bangalore and unseasonal heavy rains in Chennai impacted sales momentum, across the sector.
  - Pune launch deferred to Q2/Q3 MoEF/PMC approval delays
- Sales volume down 9% YoY; Sales Value down 18% YoY.
- Collections at Rs. 321 Crs., up 10% YoY.

#### **Project Execution**

- Handover of 530+ units in projects that received OC in FY24; To gain momentum with scheduled completion of projects in coming quarters.
- Election led labour migration impacted construction activities for a part of Q1, but normalcy restored.
- Construction gained momentum with commencement of work at new projects.
- FY25 Target completion on track, to handover 3300+ units.

#### **Financial Performance**

- Total Revenues up 34% YoY.
- Revenue from Operations grew 14% YoY.
- Other operating revenues reflect positive impact of ASK Early Exit from Shriram Pristine Estates.
- Marginal growth in EBITDA, PBT and PAT.
- Positive cash from operations Rs. 30 Crs. In Q1.
- Overall finance costs down 19% YoY.
- Cost of debt stable at 11.7%.
- Debt-equity ratio remains amongst lowest in the sector.

#### **Business Development & Project Pipeline**

- 2 new projects concluded One JDA & One Own
  - North Bangalore and Near Electronic City
  - Aggregate saleable area of 0.78msf
  - Gross Development Value (GDV) of Rs. 500-600 crs
- "Pune" market entry deferred to Q2/Q3, due to pending local clearances. MoEF clearances progressed.
- Strong project pipeline to support growth momentum.
- Several Projects at advanced stage of deal closure, to enrich portfolio in upcoming quarters.



Financial Highlights: Q1FY25

## Financial Highlights: Q1FY25



- 11<sup>th</sup> Consecutive quarters of positive earnings since initial turnaround post IPO in Dec'21.
- Modest growth in Revenues, EBITDA, PBT and Net Earnings.
  - Coming on the back of record ~1,400 handovers in Q4FY24, incremental handovers remained modest.
  - No new project OC's in Q1; Focus on handover of units in recently completed projects.
  - With scheduled line-up of project deliveries in upcoming quarters, Revenue recognition to witness greater momentum during the remainder of FY25.
- In a Strategic move, provided early exit to ASK from Shriram Pristine Estates, our maiden investment under the Co-Investment Platform.
- Finance cost continue to decline, in line with strategy.
  - Interest costs continue to decline; non-cash interest charges (linked to GoWB Royalty issue) too dropped.
  - Net Debt marginally higher, but debt-equity remains low at 0.37x.
  - Supported by project and monetization cashflows, Gross & Net Debt to come down significantly in FY25.

## Financial Highlights: Profit & Loss | Q1 FY25



| Particulars (INR Crores)                | Q1FY25 | Q1FY24 | YoY  | FY24   |
|-----------------------------------------|--------|--------|------|--------|
| Revenue from operations                 | 154.0  | 135.0  | 14%  | 864.6  |
| Other Operating Revenues                | 53.1   | 17.6   |      | 103.0  |
| Total Operating Revenues                | 207.1  | 152.6  |      | 967.6  |
| Other Income                            | 3.8    | 4.6    |      | 19.8   |
| Total Revenues                          | 210.9  | 157.2  | 34%  | 987.4  |
| Cost of revenue                         | 106.0  | 60.7   | 75%  | 573.5  |
| Employee benefit expense                | 23.0   | 18.8   |      | 86.1   |
| Other expenses                          | 28.3   | 24.3   |      | 105.0  |
| Total Expenses                          | 157.3  | 103.8  |      | 764.6  |
| EBITDA                                  | 53.6   | 53.3   | 1%   | 222.8  |
| Finance Costs                           | 26.7   | 32.9   | -19% | 117.8  |
| - Interest expense & other finance cost | 22.8   | 27.8   |      | 84.5   |
| - Unwinding Impact (non-cash charge)    | 3.9    | 5.1    |      | 21.4   |
| - Interest expense (one time)           | -      | -      |      | 11.9   |
| Depreciation                            | 2.7    | 2.1    |      | 9.1    |
| Profit before share of JV Income/(Loss) | 24.2   | 18.3   | 32%  | 95.9   |
| Add: Share of profit/(loss) of JVs      | 3.1    | 6.1    |      | (19.6) |
| Profit Before Tax                       | 27.3   | 24.4   | 12%  | 76.3   |
| Tax expense                             | 9.8    | 7.7    |      | 0.9    |
| Net Profit                              | 17.5   | 16.6   | 5%   | 75.4   |

## Financial Highlights: Consolidated Cash Flows | Q1FY25

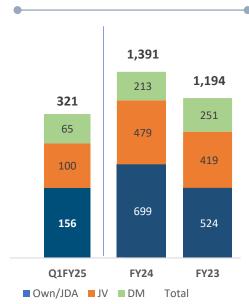
(Excl. DM & JV cashflows)



| Amount in Rs. Crores                                  | Q1FY25     | FY24       | FY23       |
|-------------------------------------------------------|------------|------------|------------|
| Collections                                           | 156        | 699        | 524        |
| DM Income                                             | 7          | 123        | 57         |
| Other Inflows                                         | 0          | 1          | 1          |
| Operating Inflow                                      | 163        | 823        | 582        |
| Construction                                          | (76)       | (361)      | (296)      |
| Marketing & Admin Overheads                           | (42)       | (180)      | (149)      |
| Other Operating outflows                              | (15)       | (55)       | (22)       |
| Operating Outflow                                     | (133)      | (596)      | (467)      |
| Cash Flow from Operations                             | 30         | 227        | 115        |
| Loan Drawls                                           | 28         | 283        | 441        |
| Loan Repayment                                        | (55)       | (252)      | (367)      |
| Net flow from Borrowings                              | (27)       | 31         | 74         |
| Interest expense, net                                 | (15)       | (67)       | (64)       |
| Other financing cashflows                             | (6)        | (35)       | (9)        |
| Cash Flow from Financing                              | (48)       | (71)       | 1          |
| FCF Before New Project Inv.                           | (18)       | 156        | 116        |
| Less: New Project Inv.*                               | (44)       | (86)       | (136)      |
| Net Free Cash flow                                    | (62)       | 70         | (20)       |
| Opening Cash & Cash Equiv. Closing Cash & Cash Equiv. | 190<br>128 | 120<br>190 | 141<br>120 |

## **Collection Trends (Rs. In Crs)**

SPL Own & JDA / JVs / DM



- ✓ Healthy cashflow from operations continue during Q1FY25.
- ✓ Net financing outflows on account of scheduled repayment of loans
- ✓ New Project Investment of Rs.44 Crs in Q1FY25 and over Rs.220 Crs in last 2 years to strengthen development pipeline.

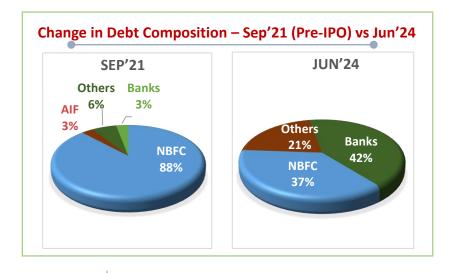
<sup>\*</sup> Includes cash outflows for acquisition of Shriram Serenity & Land near Yelahanka during FY25, Shriram 122 West ("JV") under ASK platform and Park 63 during FY24 & Suvilas Realties, SPL's share of investment in Shriram Pristine Estates ("JV") during FY23.

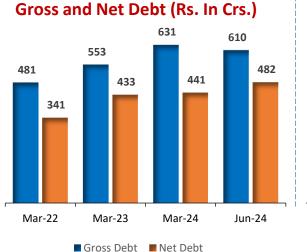
## **Debt Profile: Well Managed Leverage Ratios & Cost of Debt**

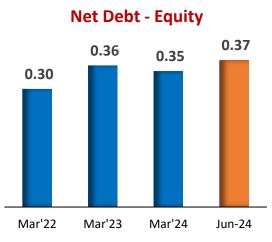


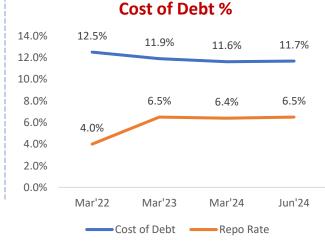
#### **Debt Profile & Cost of Debt Trends - Consolidated**

| Particulars (Rs. in Crs.)        | Mar'22 | Mar'23 | Mar'24 | June'24 |
|----------------------------------|--------|--------|--------|---------|
| Gross External Debt <sup>1</sup> | 481    | 553    | 631    | 610     |
| C & CE                           | 140    | 120    | 190    | 128     |
| Net Debt                         | 341    | 433    | 441    | 482     |
| Total Equity                     | 1,131  | 1,200  | 1,277  | 1,294   |
| Net debt/Equity                  | 0.30   | 0.36   | 0.35   | 0.37    |

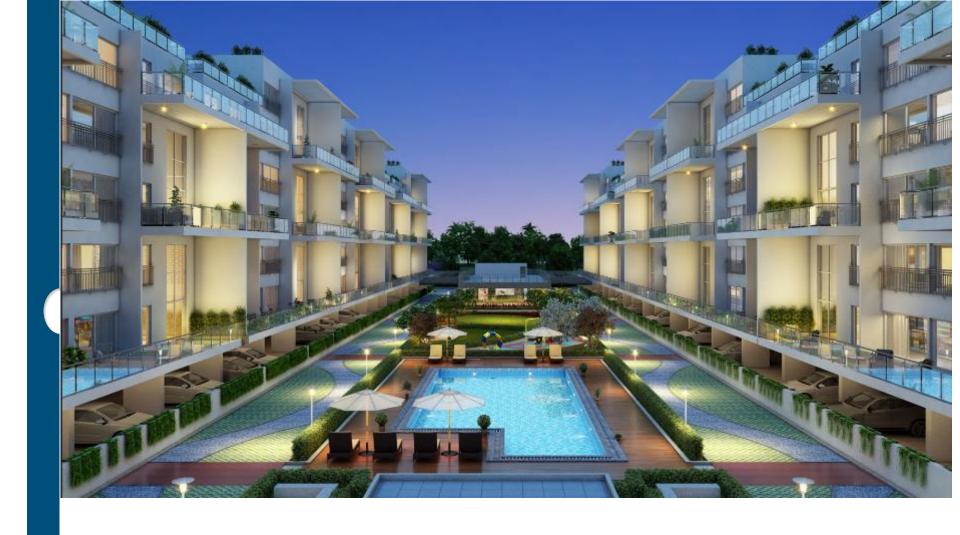








Final exit of Mitsubishi in Aug'24 & Project completion led cashflows to drive Gross Debt lower in FY25

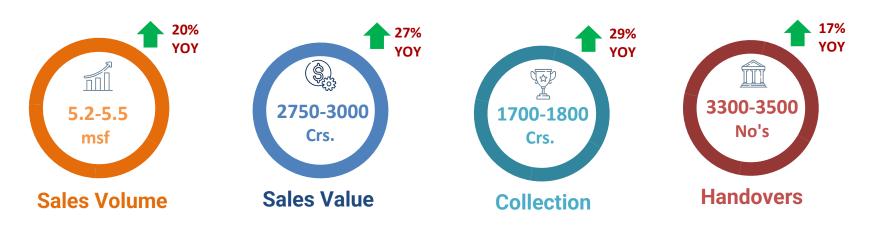


Outlook: FY25 & Beyond

## FY25 Outlook: Strategy & Guidance



#### **FY25 KPI Targets**



YoY Growth % comparison on the higher end of the estimated numbers

## **FY25 Context**

#### **Favorable Market conditions**

Residential Real Estate on upcycle; Mid-market remains a strong performer; Markets conducive for large players

#### **Strong Operating Platform**

Strong launch pipeline; Demonstrated execution & handover capabilities

#### **Successful Pune Entry**

Aim to set strong footprints to grow in Pune

## **Q2 Launch Readiness**



|                 | Bangalore                                                                                                              |   | Chennai                                                                                         |   | Kolkata                                                                                   |   | Pune*                                                                                                                                                                |
|-----------------|------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project         | Shriram Serenity                                                                                                       | 9 | Shriram Swargam                                                                                 |   | Shriram Symphony                                                                          |   | Shriram Saptam*                                                                                                                                                      |
| Launch<br>Area  | 0.37 msf                                                                                                               | 9 | 0.60 msf                                                                                        | ( | 0.32 msf                                                                                  | 9 | 0.69 msf                                                                                                                                                             |
| Ownership       | JDA                                                                                                                    | 9 | JDA                                                                                             | ( | Own                                                                                       | ( | JDA/DM                                                                                                                                                               |
| Approval Status | Plan Approval Received<br>RERA underway                                                                                | • | RERA Received                                                                                   | ( | RERA Received                                                                             |   | MoEF Progressed,<br>PMC Approval<br>pending                                                                                                                          |
| Current         | <ol> <li>Teaser campaigns launched</li> <li>Channel partners meet scheduled</li> <li>EOI's to begin shortly</li> </ol> | Ш | . Teaser campaigns to be launched soon . Channel partners meet planned . EOI's to begin shortly |   | 1. Channel Partner meets concluded 2. EOI Process commenced 3. Launch activities underway |   | <ol> <li>Channel Partner activation for new city entry underway</li> <li>Teaser campaigns to be launched soon</li> <li>EOI's to follow post Teaser launch</li> </ol> |

<sup>\* -</sup> Subject to final MoEF/PMC approval, else early Q3FY25

## **Launch Preparation ahead of Q2 Launches**



## **Shriram Serenity – Bangalore JBP Event**

















## **Shriram Swargam**



## **Shriram Symphony – Kolkata Launch Campaigns**



































## **Shriram Saptam**



## **Pricing Trends: Strong undercurrent; Positive Outlook for FY25**

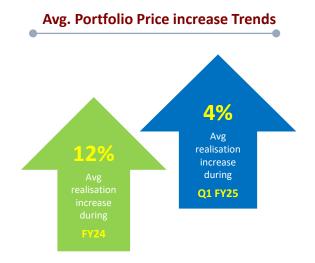


#### Price Increase by Project - Top Projects only

| Project Name                   | Development type | FY'24 | Q1 FY'25 | Increase in FY25 |
|--------------------------------|------------------|-------|----------|------------------|
| Shriram WYT FIELD              | Apartment        | 6,143 | 6,880    | 12%              |
| Shriram WYT FIELD - II         | Apartment        | 5,956 | 6,623    | 11%              |
| Park 63 - 2A                   | Apartment        | 7,112 | 7,503    | <i>5%</i>        |
| Park 63 - 2B                   | Apartment        | 7,193 | 7,483    | 4%               |
| Shriram 107 Southeast -Phase 1 | Apartment        | 5,437 | 5,912    | 9%               |
| Shriram 107 Southeast -Phase 2 | Apartment        | 5,267 | 5,401    | <b>3</b> %       |
| Shriram 107 Southeast -Phase 3 | Apartment        | 5,065 | 5,383    | 6%               |
| Sunshine One                   | Apartment        | 4,321 | 4,336    | 0%               |
| Sunshine Two                   | Apartment        | 4,286 | 4,504    | 5%               |
| Shriram Chirping Ridge         | Plots            | 2,425 | 2,615    | 8%               |
| Shriram Pristine Estates       | Plots            | 4,272 | 4,101    | -4%              |



- ✓ Healthy growth in realization of Mid Market portfolio, increase from Rs.6000 to Rs.6800/sft levels.
- ✓ Reflects success of consistent efforts to rise on the price curve through portfolio enhancements.
- ✓ Industry-wide price improvement seen across all core markets.
- ✓ Positive outlook for pricing over the next 12-18 months.







## FY25 Launch Calendar: 8-9 Launches To Fuel Sales Growth



| Project details**    | Region    | Project<br>type | Dev.<br>Model | Launch<br>Quarter | Project<br>Area | FY25 Sales | Status change from March |
|----------------------|-----------|-----------------|---------------|-------------------|-----------------|------------|--------------------------|
| Shriram Saptam       | Pune      | Apartments      | DM/JDA        | Q2/Q3             | 0.69            | 0.42       | -                        |
| Shriram Serenity     | Bangalore | Apartments      | JDA           | Q2                | 0.37            | 0.19       |                          |
| Shriram Swargam      | Chennai   | Apartment       | DM            | Q2                | 1.00^           | 0.20       | 1                        |
| Shriram Sympony      | Kolkata   | Apartment       | Own           | Q2                | 0.86            | 0.47       | 1                        |
| Kolkata upcoming*    | Kolkata   | Mixed           | Own           | Q3                | 0.77*           | 0.30*      | $\Leftrightarrow$        |
| Near Electronic City | Bangalore | Apartments      | Own           | Q3                | 0.40            | 0.26       | $\Leftrightarrow$        |
| Doddaballapura Plots | Bangalore | Plots           | JDA           | Q3                | 0.68            | 0.29       | $\Leftrightarrow$        |
| One City 1B #        | Chennai   | Plots           | Own           | Q3                | 0.20            | 0.10       | $\Leftrightarrow$        |
| Gateway C Zone       | Chennai   | Apartments      | Own           | Q4                | 0.85            | 0.14       | $\Leftrightarrow$        |
| Chandapura Phase 1   | Bangalore | Apartments      | Own           | Q4                | 1.00            | 0.30       | $\Leftrightarrow$        |
| Yelahanka (Plots)    | Bangalore | Plots           | Own           | Q4                | 0.20            | 0.11       | $\Leftrightarrow$        |
| Total                |           |                 |               |                   | 7.02            | 2.78       |                          |

6 msf new supply is key to sustaining sales growth momentum in FY25

Priority focus area for the management

## **FY25 Project delivery: Targeting to Deliver ahead of RERA Timelines**



| Project Name           | Total Area | Туре   | No. of units | RERA date   | %<br>Completed | Estimated<br>Completion |
|------------------------|------------|--------|--------------|-------------|----------------|-------------------------|
| Westwoods              | 4,97,790   | Plots  | 316          | 26-Feb-2026 | 95%            | Q2                      |
| Southern Crest Tower D | 75,735     | Apt.   | 51           | 21-Oct-2025 | 97%            | Q2                      |
| 107 South East Phase I | 4,53,342   | Apt.   | 634          | 19-Jul-2025 | 75%            | Q2                      |
| Chirping Grove Phase I | 2,50,421   | Villas | 108          | 19-Oct-2025 | 72%            | Q2                      |
| Pristine Estates       | 11,14,332  | Plots  | 513          | 15-May-2025 | 95%            | Q2                      |
| Park 63 2A             | 4,01,755   | Apt.   | 254          | 22-Jan-2025 | 84%            | Q3                      |
| Park 63 2B             | 5,34,111   | Apt.   | 316          | 31-Jan-2027 | 84%            | Q4                      |
| Chirping Ridge         | 4,66,423   | Plots  | 325          | 11-Oct-2027 | 80%            | Q3                      |
| Mystique               | 1,99,176   | Apt.   | 152          | 30-Apr-2025 | 60%            | Q4                      |
|                        | 39,93,085  |        | 2,669        |             |                |                         |

- ✓ Targeting to complete 8 Projects, with ~4 msf area, reflecting the ramp up in execution capability of SPL over the last 3-4 years
- ✓ 2,600+ units handover potential in projects to be completed in FY25, recently completed projects handovers to drive the handover momentum.









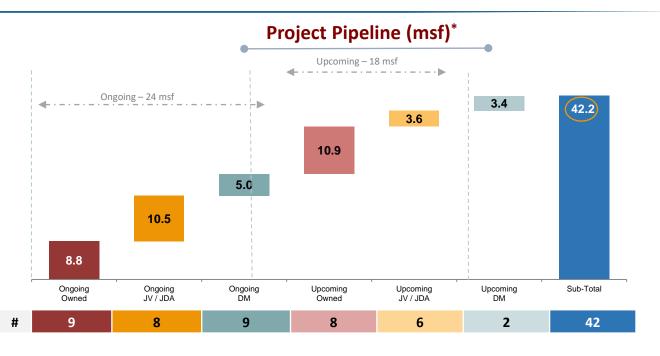


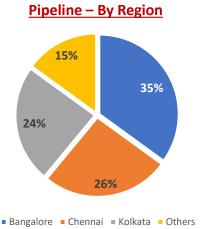


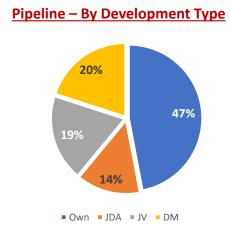


## **Project Pipeline update**







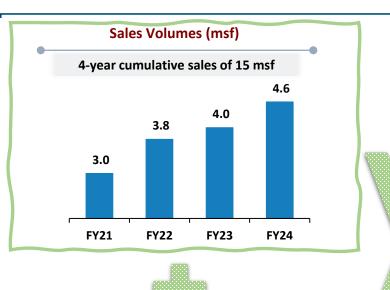


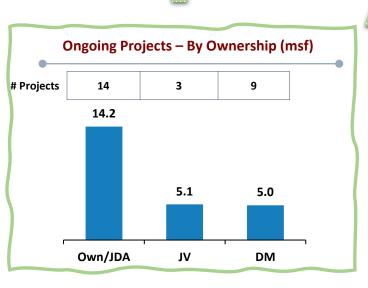
- ✓ Overall pipeline remains impressive;
- √ 42 projects with 42.2 msf potential
- ✓ 24 msf ongoing and 18 msf upcoming projects.
- ✓ Several new opportunities at an advanced stage of evaluation. Strong accretion likely in FY25

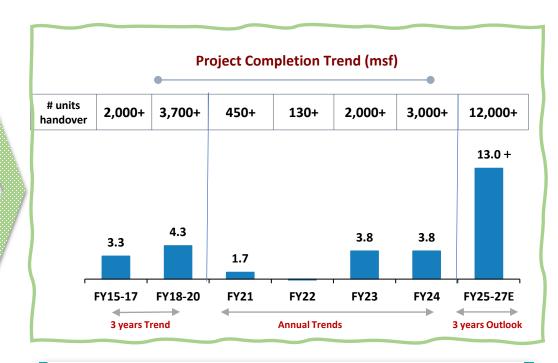
SPL pipeline addition to be superior in FY25 with deal closure in multiple projects reaching closure

## 3-year Outlook: Greater Visibility on Earnings









- ✓ ~70% of Ongoing Projects in the Own/JDA Category approx. 13 msf area. Target completion should drive strong income recognition over 3 years.
- √ ~18% of Ongoing Projects under the JV route, and on completion, should support stronger P&L impact.
- ✓ Nearly 80% revenues over 3 years to come from volumes sold already.
- ✓ Potential New Sales of 15-18 msf over next 3 years should provide further boost overall earnings outlook.



## **Investment Summary**



#### 8. Access to Capital

- Strategic relationships with domestic and international financial investors
- > Early recipient of FDI in the sector

#### 7. Low Leverage

➤ Well capitalized, with leverage levels of 0.37x¹

#### 6. RERA Beneficiary

- Well-positioned to reap benefits of RERA led industry consolidation
- Built deep project pipeline
- Proven ability to manage partnerships

#### 5. Scalability

- > Asset light, highly scalable business model
- > DM being core part of strategy
- > Strong organizational build up in recent years



#### 1. Corporate Governance

Shriram Group DNA and marquee investor presence for a decade contribute to strong governance and transparency practices

#### 2. Trust and Brand

'Shriram' brand benefits from strong trust and recall among target customers

#### 3. Track Record

- Robust execution track record
- Delivered 44 projects

#### 4. Strong Growth Outlook

- Visible growth pipeline with continued focus on mid-market & affordable segment
- Demonstrated ability to ramp-up
- Core strategy unchanged Focus on midmarket and affordable housing in South India

Well-positioned to navigate key challenges of the real estate industry

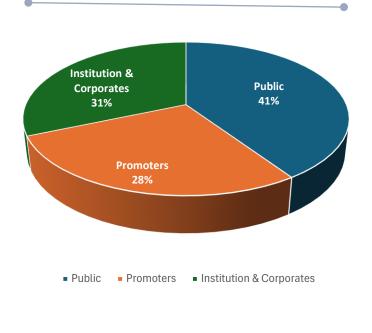
## **Shareholding Pattern as at 30 June 2024**



| Category                  | No.of Holders | %    |
|---------------------------|---------------|------|
| Promoters                 | 3             | 28%  |
| Institutions & Corporates | 640           | 31%  |
| Public                    | 83,346        | 41%  |
| Total                     | 83,989        | 100% |

## **Promoter Shareholding Composition**

| Promoter Name                                | %     |
|----------------------------------------------|-------|
| Shriram Properties Holdings Pvt Ltd (SPHPL)* | 27.8% |
| SGEWT                                        | 0.1%  |
| M Murali                                     | 0.1%  |
| Total                                        | 28.0% |



Shareholding Pattern as at 30 June 2024

<sup>\*</sup> out of 28% held by Promoters, Mr. M. Murali held 7.42% directly & indirectly through holding shareholding in SPHPL

# Annexure-1 Residential Real Estate Sector Overview

## Residential Real Estate Sector: Robustness Continues



#### **Growth momentum strong despite geopolitical tensions \***

- Sales remained steady with 1.2 lac units in Q2'CY24 Down 1% YoY
- Supply muted in Q2CY'24 with 1.0 lac units Down 10% YoY
- Inventory overhang steady at 12 months, with 4.82 lacs Inventory at the end of Q2'CY24.
- Healthy Pricing increase trends witnessed across all markets YoY.
- Mid-market and premium outperformed affordable segment.
- Resurgent demand & steady price driving the growth.

#### **KEY EMERGING TRENDS – Largely remain intact**

- Pro-Growth Budget announced by Central Govt to Boost Housing sector in coming quarter.
- India's Ongoing mega Infrastructure projects are expected to support real estate growth.
- Housing affordability still favorable despite rate hike impact
- Large branded players continue to dominate supply
- · Mid & Mid premium products to remain primary drivers
- Positive outlook for pricing, supported by strong market demand and consolidation impact
- Consumer sentiments are high with timely project completions by Branded Players

#### **Cities Driving the Sales**

## 

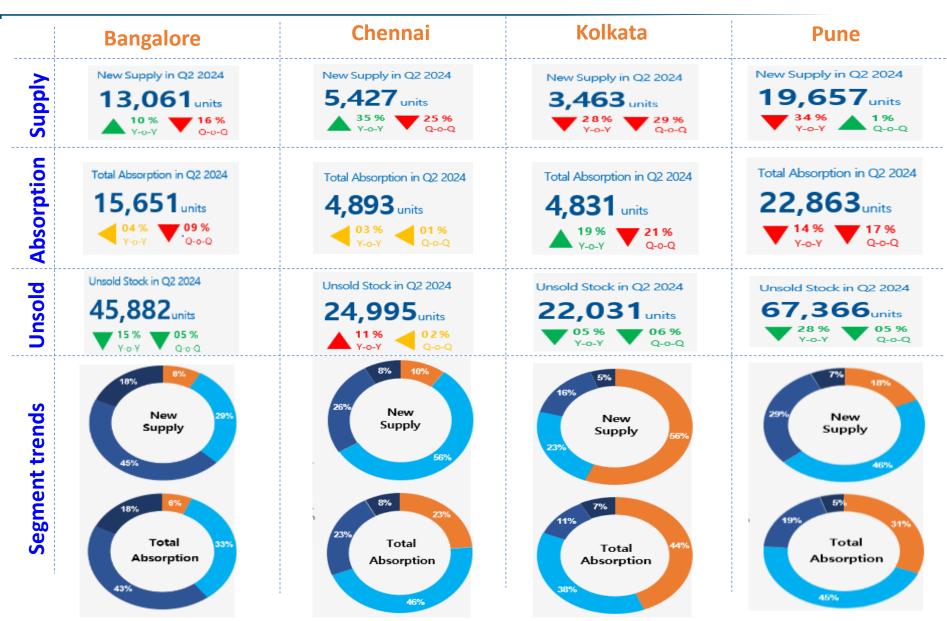
## **Trend in Q2 Launches**



\* Data Source: CBRE

## Residential Real Estate Sector: Regional Snapshot





## **Other Annexures**

## **Annexure-2: Projects Snapshot by Development Models**





#### **Own Developments**

**Execution Track Record** 

#### Completed

- √ 8 projects
- ✓ 5.3 msf.

#### **Ongoing Projects**

- ✓ 9 Projects✓ 8.8 msf.

#### **Under Pipeline**

- √ 8 Projects
- √ 10.9 msf.



#### **Joint Developments**

**Execution Track Record** 

#### Completed

- √ 24 projects
- ✓ 11.3 msf.

#### **Ongoing Projects**

- √ 5 Projects
- ✓ 5.4 msf.

#### **Under Pipeline**

- √ 5 Projects
- ✓ 2.6 msf.



#### **Joint Ventures**

**Execution Track Record** 

#### **Completed**

- √ 5 projects
- ✓ 3.3 msf.

#### **Ongoing Projects**

- √ 3 Projects
- ✓ 5.1 msf.

#### **Under Pipeline**

- ✓ 1 Project
  - √ 1 msf.



#### Development Management

**Execution Track Record** 

#### Completed

- √ 7 projects
- √ 4.5 msf.

#### **Ongoing Projects**

- √ 9 Projects
- ✓ 5.0 msf.

#### **Under Pipeline**

- ✓ 2 Projects
- ✓ 3.4 msf.

# Annexure-3: Consolidated Cash Flows - With and Without JV Cashflows



| Particulars                 | SPL Consoli | dated (CFS) | SPL Enterprise (1 | 100%) <sup>1</sup> (Excl DM) |
|-----------------------------|-------------|-------------|-------------------|------------------------------|
| Amount in Rs. Crores        | Q1FY25      | Q1FY25 FY24 |                   | FY24                         |
| Collections                 | 156         | 699         | 259               | 1232                         |
| DM Income                   | 7           | 123         | 7                 | 121                          |
| Other Inflows               | 0           | 1           | 0                 | 1                            |
| Operating Inflow            | 163         | 823         | 266               | 1354                         |
| Construction                | (76)        | (361)       | (113)             | (585)                        |
| Mktg. & Admin Overheads     | (42)        | (180)       | (50)              | (234)                        |
| Other Operating outflows    | (15)        | (55)        | (16)              | (69)                         |
| Operating Outflow           | (133)       | (596)       | (179)             | (888)                        |
| Cash flow from Operations   | 30          | 227         | 87                | 466                          |
| Loan Drawls                 | 28          | 283         | 45                | 363                          |
| Loan Repayment              | (55)        | (252)       | (109)             | (396)                        |
| Net flow from Borrowings    | (27)        | 31          | (64)              | (33)                         |
| Interest expense, net       | (15)        | (67)        | (24)              | (131)                        |
| Other financing cashflows   | (6)         | (35)        | 6                 | (46)                         |
| Cash flow from Financing    | (48)        | (71)        | (82)              | (210)                        |
| FCF before New Project Inv. | (18)        | 156         | 5                 | 256                          |
| Less: New Project Inv. *    | (44)        | (86)        | (59)              | (185)                        |
| Net Free Cash flow          | (62)        | 70          | (54)              | 71                           |
| Opening Cash & Cash Equiv.  | 190         | 120         | 254               | 183                          |
| Closing Cash & Cash Equiv.  | 128         | 190         | 200               | 254                          |

#### For further information, please contact:

#### Company:

#### **Investor Relations Advisors:**



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