



## ARSS INFRASTRUCTURE PROJECTS LTD.

Date: 09-12-2025

<b>Bombay Stock Exchange Limited,</b> Phiroze Jeejeebhoy Towers 1st Floor, Rotunda Building, Dalal Street, Mumbai- 400001  <b><u>BSE Scrip Code - 533163</u></b>	<b>National Stock Exchange of India Limited,</b> Exchange Plaza, Plot No-C1, G Block Bandra Kurla Complex, Bandra (E), Mumbai-400051  <b><u>NSE Symbol: ARSSINFRA</u></b>
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**Subject: Presentation to be made at the Extra-Ordinary General Meeting (EGM) of ARSS Infrastructure Projects Limited**

Dear Sir/Madam,

Please find enclosed herewith the presentation to be made to the Investors at the EGM of ARSS Infrastructure Projects Limited Scheduled to be held today i.e. 09.12.2025 at 12:30 p.m. (IST) over video conferencing/other audio-visual means.

This presentation is being submitted in compliance with Regulations 30 read with Schedule III of the SEBI (Listing Obligations and Discloser Requirements) Regulations, 2015, as amended.

This is for your information and records.

**Thanking You,**

Yours faithfully,  
For ARSS Infrastructure Projects Limited

PRAKASH CHHAJER  
Digitally signed by  
PRAKASH CHHAJER  
Date: 2025.12.09  
12:23:12 +05'30'

**(Prakash Chhajer)**  
**Company Secretary &**  
**Compliance Officer**  
**FCS-8473**





# ARSS Infrastructure Projects Ltd

A new road of transformation

December 2025



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Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance or achievements of the Company or industry results to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward- looking statements, including future changes or developments in the Company's business, its competitive environment and political, economic, legal and social conditions. Further, past performance is not necessarily indicative of future results. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.

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# Indian Infrastructure story



# Potential for Growth

India's infrastructure sector market size is estimated to grow from USD 223.59 billion in 2025 to USD 353.11 billion by 2030, at a CAGR of 9.57%. Over the past four years, the government has significantly prioritized infrastructure, recognizing its central role in driving economic growth. Fiscal allocations reflect this commitment.

**Roads and bridges:** For the year 2025-26, an allocation of INR 1,16,292 crore was allocated for roads and bridges, a 5% increase over the revised estimates for 2024-25. This expenditure covered key initiatives: National Highway development, expressway projects, expansion of lane capacity across projects, and the enhancement of road connectivity in regions affected by left-wing extremism. As part of the long term vision, 1,000 Road Over Bridges (RoBs) and Road Under Bridges (RuBs) will be constructed in the coming years to further boost safety and connectivity across the network.

**Railways:** For FY 2025–26, a capital expenditure of INR 2,65,200 crore has been allocated to the Ministry of Railways. Of this, INR 2,52,200 crore, about 95%—will be provided through central government budgetary support. The budget places a strong emphasis on infrastructure development, station and train modernization, improved connectivity and enhanced passenger safety and comfort.

A significant INR 1,16,514 crore has been allocated specifically for safety related initiatives, which include track renewals, signalling upgrades, telecom enhancements and the development of new railway points and crossings.



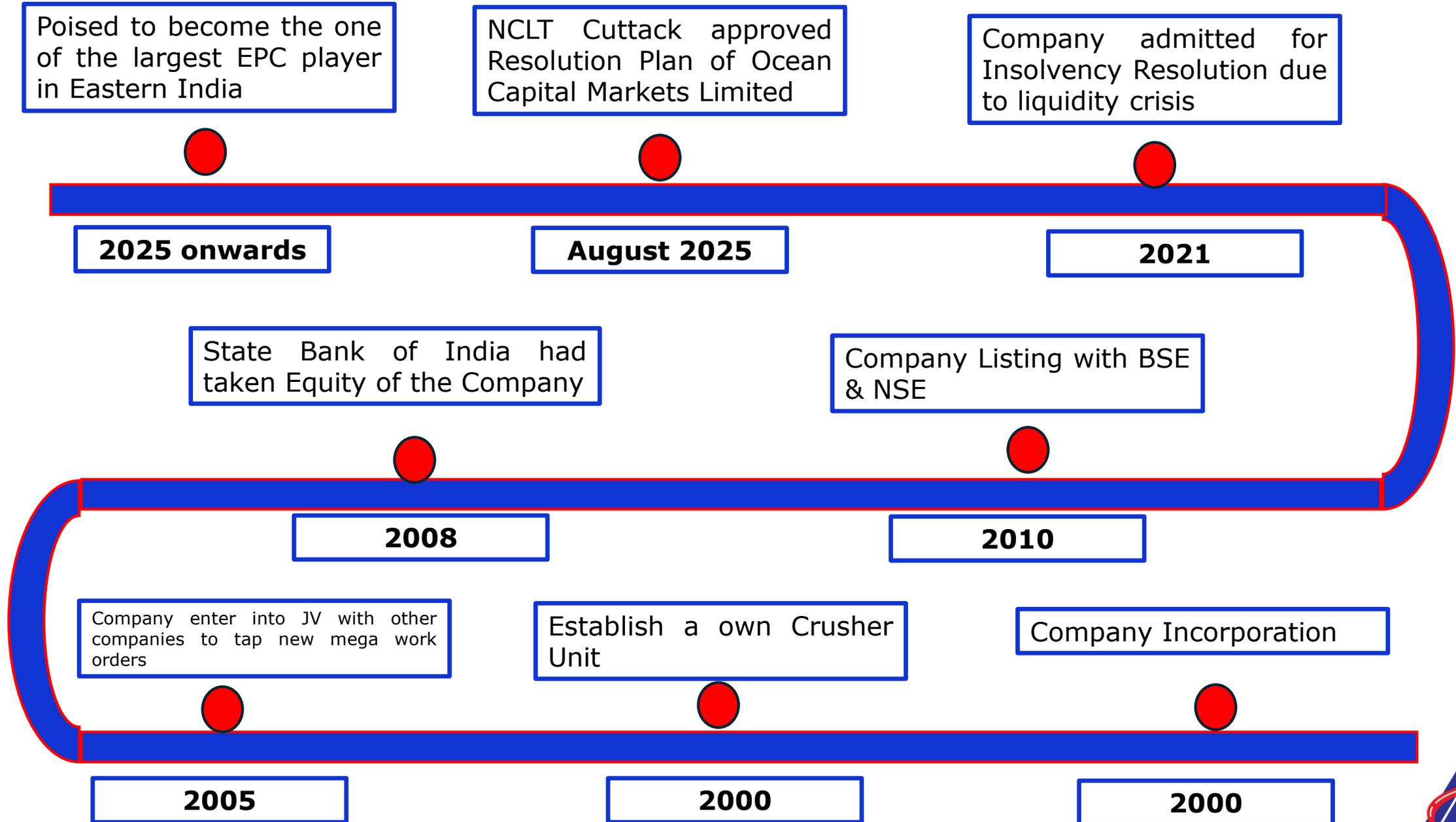
# Potential for Growth

**Company has significant growth potential way forward due to ;**

- Experience of more than 25 years.
- Successful execution of various projects.
- Diversified business activity in the Infrastructure activity catering to Railways, Roads, Bridges, irrigation Infrastructure.
- Long Term relation with clients.
- Qualified and experience manpower
- The company believes in decentralization with proper delegation of power for smooth and efficient execution of works.



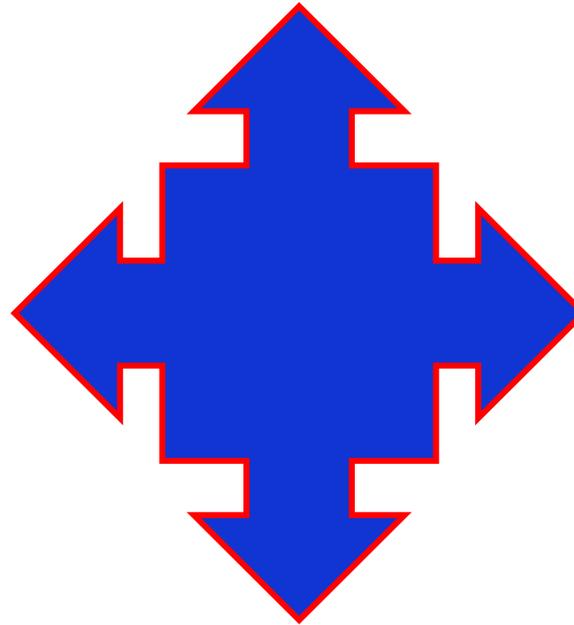
# ARSS Story thus far....



# ARSS .... A new beginning

**Strong Promoters with deep understanding and Financial resources**

**Renewed Balance Sheet with Net worth of ~Rs 1100 Crs and strong eligibility for business**



**Credible Board of Directors with adequate risk management**

**Strong market dynamics with push for infrastructure in the state of Odisha**

# Transformation....from chaos to order



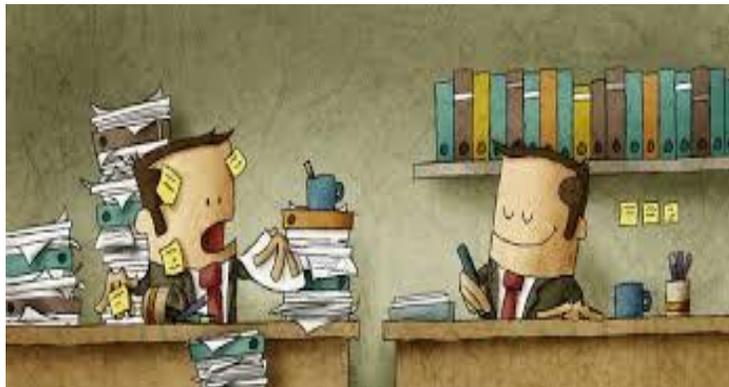
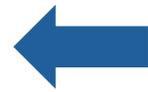
**Streamlining Projects**



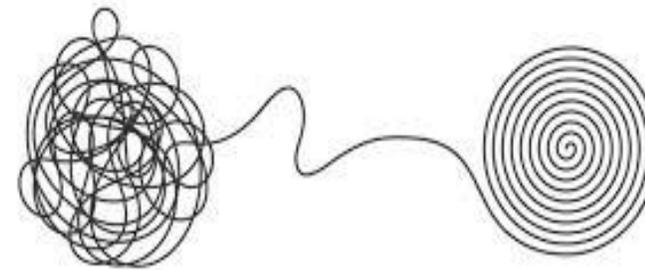
**Re-organising Management**



**Ideas to order**



**Simplified Business**



**Simpler Innovation**



# Projects at a glance

ARSS WORK ORDER			(Rs . In Lakhs)		
S. N.	NAME OF WORK	AGT VALUE	WORK DONE Upto 31.10.2025	BALANCE	% OF WORK DONE
1	Composite works(Civil & Electrical) involving Earthwork, Blanketing, P.Way work, Minor& Major Bridge work,ROBs/LHS, Retaining wall, Shifting of Utilities, Station buildings, Quarters, Drain, Roaddiversion, Supply and spreading of ballast, supply of P.Way materials, Linking of track and otherP.way work and other ancillary associated Civil Engineering works and Supply, Installation,Testing and commissioning in connection to electrification with 2X25 KV OHE system andElectrical General work and Removal/Modification of various electrical infringements 11 KV/33KV H.T. & L.T. overhead lines coming under proposed alignment between Pradhankhanta(DFCC/IR CH:261.200/260.200) to Gomoh (DFCC/IR CH: 28.470/300.15) Approx. 39.00 KMRoute, KM including New Pradhankhunta yard and Excluding 1.4 KM (DFCC/IR CH:271.090/270.090 to DFCC/IR Ch: 272.490/271.490) in connection with construction of 3rd & 4thDouble line track in Dhanbad Division of East Central Railway under Dy/CE/Con/Dhanbad.	19,735.93	-	19,735.93	0%
2	Earthwork in cutting and filling, blanketing,construction of minor bridges, major bridges, RUB, ROB,retaining wall, level crossing, side drain, catch water drain,P.way work and other ancillary works from IR Ch. 205.000 kmt to 260.2 Km between Kalipahari (inc.) to Pradhankhuta (exc.) inconnection with construction of multi tracking Railway BG line. ASONSOL/DHANBAD DIV: (RVNL-SCPL JV): RS.837,67,19,698.44	19,222.68	-	19,222.68	0%
3	PACKAGE-III: Construction of Major Bridges & Road Under Bridges for Electrified New BG Railway Line (Pkg-3) Between <b>Khategaon (Inci)-Budni Stations</b> (Chainage 110.000 To 198.000 Km) in Bhopal Division of West Central Railway in Madhya Pradesh State, India. SHIVAM OF RS. 175,18,76,042/-	11,649.97	-	11,649.97	0%
4	Package-5B- Construction of Major bridges and ROBs/RUBs in connection with 3rd line of track between Gotlam (Incl.) (KM 461.252) - Vizianagaram (Inc) (KM 818.65 on HWH - VSKP Main Line) and in connection with Construction of New Single Line BG track in connection with Bye Pass Line between Gotlam (Excl) (KM 461.252) - Nellimarla Junction cabin (KM 812/6-8 on HWH - VSKP Main Line) in connection with Titlagarh - Vizianagaram 3rd Line Project in Waltair Division of East Coast Railway, Andhra Pradesh state, India. (ARSS ROYAL JV)	8,984.74	6,520.02	2,464.72	73%
5	Excavation, Cement Concrete lining of Baitarani Left Bank Canal(BLBC) from 0.00km to RD 13.50km including construction of structures and Service Road.(Balance work): ARSS PKG I: Agt: Rs 7625.00+GST	8,540.00	7,418.48	1,121.52	87%
6	Other Projects (16 Nos.)	55,474.61	12,701.73	42,772.88	23%
		1,23,607.93	26,640.23	96,967.70	

# Strong Shareholders

## Shareholding Pattern Post Implementation of Plan.

Promoter and Promoter Groups	No. of Shares	% held
Ocean Capital Market Limited	30,00,000	3.33
Alternative Investment Fund	2,33,81,502	25.95
Pending Allotment	5,01,18,498	55.61
<b>A. Promoters</b>	<b>7,65,00,000</b>	<b>84.89</b>
<b>Financial Creditors</b>		-
CFM Asset Reconstruction	11,70,012	1.30
Invent Assets Securitisation And reconstruction	3,29,988	0.37
General Public	1,21,18,498	13.45
<b>B. Public</b>	<b>1,36,18,498</b>	<b>15.11</b>
<b>Total</b>	<b>9,01,18,498</b>	<b>100.00</b>

# Management – a blend of experience and resources

**Risk Management**

**Stakeholders'  
Interest**

**Credibility**

**Transparency**

**Governance**



**Diverse yet Inclusive**

**Accountability**

**Independence**

# Chairman – Mr Dipti Ranjan Patnaik



- A well-known, distinguished industrialist and one of the most respected names in the mining and steel industry of India, with a strong operational base in Odisha.
- A pioneering entrepreneur with diversified interests spanning mining, steel, iron ore trading, power generation, media, hospitality, and education.
- He is on the board of directors/partners in more than 20 Companies/LLPs. Leadership in Industry Mr. Patnaik has been at the forefront of the iron ore mining and value addition ecosystem in India. Through his enterprises, he has partnered with several leading domestic and international companies, contributing significantly to sustainable mining practices and environmental conservation.
- He is recognized as an authority in the mining sector and has served thrice as a Member of the Advisory Committee of Income Tax, Government of India. For his exemplary contributions to business and nation-building, he was honoured with the prestigious “Rastriya Samman Award”.
- Mr. Patnaik has been deeply involved in community service, education, and social welfare initiatives. Mr. Patnaik’s entrepreneurial journey is guided by high moral values, ethical business practices, and an unwavering vision to build enterprises that balance profitability with social responsibility.



# Other board members



## Mr Gopal Krishna Dash – Managing Director

Mr. Gopal Krishna Dash is an experienced officer in the Banking Sector with experience of more than **35 years**. He retired as Deputy General Manager in 2018. Among other Banking Experience and expertise in Institutional Credit, Corporate Credit and turnaround of sick companies.

## Mr. T. K. Padmanaban – Independent Director

Mr. T. K. Padmanaban is a Group "A" Officer in the Indian Railway Service of Engineers (IRSE) with extensive knowledge and experience for about **41 years** in Railway Construction for New Line, Doubling & Third Lines, Planning and Development.

## Mrs. Payal Agarwal – Independent Director

Mrs. Payal Agarwal is a Chartered Accountant with more than **20 years** of post-qualification experience in auditing, financial management, and corporate governance.

## Mr. Manoranjan Panigrahy – Independent Director

He joined Indian Revenue Service (IRC) in the year 1989 as Asst. Commissioner of Income Tax and served the department more than **35 years** before retiring as Principal Chief Commissioner of Income Tax (West Bengal, Bihar & Jharkhand and Odisha) in the year May 2024.

# Focus area going forward



## **Railway Projects**

Going forward, our key focus will be on identifying, securing, and successfully executing Railway Projects with high standards of quality, safety, and technical excellence.



## **HAM Projects**

Going forward, our primary focus will be on identifying, securing, and efficiently delivering Hybrid Annuity Mode (HAM) Projects with strong financial discipline, technical excellence, and long-term performance commitment.

# Focus area going forward



## Road Projects

- Planning and execution strategies
- Technological trends and innovations
- Career growth or opportunities



## Bridge Projects

- Planning and Feasibility
- Design & Engineering Advances
- Construction Techniques
- Maintenance & Asset Management

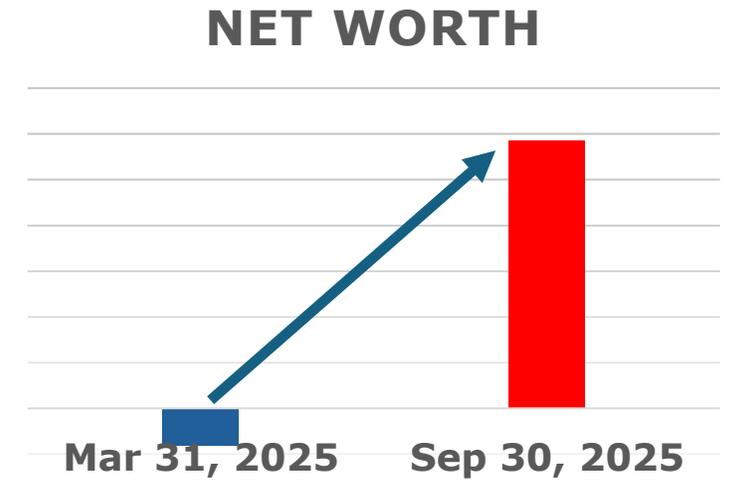
# Financial Overview



**Balance Sheet at a glance**

# Balance Sheet highlights

Particulars (Rs in Lac)	Mar 31, 2025	Sep 30, 2025
Net worth	(16,379)	1,17,144
Borrowings	1,62,788	23,302
Other Financial Liabilities	3,126	2,236
Current Liabilities	8,912	1,957
<b>Total Liabilities</b>	<b>1,58,447</b>	<b>1,44,639</b>
Fixed Assets	3,565	3,515
Financial Assets incl Awards	1,25,309	1,13,837
Current Assets	29,573	27,287
<b>Total Assets</b>	<b>1,58,447</b>	<b>1,44,639</b>
Eligibility for projects	-	11,71,440
Debt Equity Ratio	(10.13)	0.22



- Following the business restructuring, net-worth of the company has increased significantly to Rs.1,100 Crs thus increasing the company's capabilities to bid for the projects in excess of Rs.11,000 Crs
- The Company is now a debt-free entity with only Rs 250 Crs of debt from promoter entities

# Way forward

ARSS Infrastructure has a strong legacy in civil construction. The way forward focuses on operational excellence, and strategic diversification to ensure sustainable growth, improved profitability, and enhanced stakeholder confidence. This plan outlines a clear roadmap for the next 3-5 years.

## **Immediate Priority Areas (Next 0-12 Months)**

**Project Closure:** Create dedicated task forces to fast-track the completion of stalled or delayed projects, focusing on technical and contractual closure.

**Claims Settlement:** Aggressively pursue arbitration and legal claims for time/cost overruns while simultaneously negotiating out-of-court settlements for protracted cases to reduce legal overheads.

## **Medium-Term Strategic Pillars (Next 1-3 Years)**

### **Operational Excellence & Technology Adoption:**

**Project Management:** Shift to a centralized, technology-driven Project Management Office (PMO) for real-time monitoring of cost, time, and quality.

**Adopt New-Age Tech:** Integrate Building Information Modeling (BIM) for complex projects, for surveying, and deploy ERP modules for procurement and inventory management.



# Way forward

Supply Chain Optimization: Develop strategic partnerships with key suppliers and subcontractors to secure better pricing and ensure timely material availability.

## **Strategic Re-focusing of Business Portfolio:**

Selective Bidding: Bid for projects with:

Clear land acquisition and regulatory approvals.

Favorable payment terms (e.g., Hybrid Annuity Model - HAM, Engineering, Procurement, and Construction - EPC).

Strategic importance and higher margin potential.

Geographic Focus: Consolidate presence in states with a strong track record and explore opportunities in high-growth regions (e.g., North-East, coastal infrastructure).

## **Long-Term Enablers (3-5 Years Horizon)**

### **Sustainable & Green Infrastructure:**

**ESG Integration:** Embed Environmental, Social, and Governance (ESG) principles into project planning and execution. Aim for sustainable construction practices and carbon footprint reduction.

**Certifications:** Acquire relevant ISO certifications (e.g., 9001, 14001, 45001) to enhance market credibility and meet global tender requirements



# Way forward

## Key Performance Indicators (KPIs) for Measurement

Net Profit Margin (Target: >8%)

Project Execution Efficiency (Target: >95% on-time completion)

Employee Retention Rate (Target: >85%)

## Conclusion

The proposed way forward requires decisive leadership, disciplined execution, and unwavering commitment from all stakeholders. By stabilizing the financial base, optimizing operations, and strategically positioning the company in growth sectors, ARSS Infrastructure can reclaim its position as a trusted and profitable engineering and construction leader, contributing significantly to India's infrastructure story.



