

**Dear Shareholders,**

It is my privilege to welcome you all to the 35th Annual General Meeting of IL&FS Engineering and Construction Company Limited. I would also like to extend a warm welcome to my fellow Directors, the Auditors, and the Company Officials who have joined us today.

We are living in times marked by significant political upheaval and conflicts among nations, which have led to widespread economic instability. Countries that were beginning to recover from the pandemic have now been thrust into new crisis, struggling to manage the economic shockwaves. However, India has shown remarkable resilience, largely due to prudent management of these challenges and the robust contribution from domestic consumption.

As you are aware, our Company has faced considerable disruption due to the crisis at the IL&FS Group. We are currently undergoing a resolution process overseen by a Central Government-appointed Board of Directors under the guidance of NCLAT/NCLT. This situation has limited our ability to take on new projects, restricting us to executing the projects that were in progress when the crisis began. Despite these challenges, I am happy to announce that we have successfully completed or substantially completed nearly all the projects in hand. We are now focused on the successful handover of these projects and the

financial closure of the remaining ones. It is also worth noting that even in these difficult times, we have adhered to the highest standards of governance and risk management, ensuring full compliance with all applicable regulations.

For the financial year, your Company has recorded a total revenue of Rs. 258 crores, a significant increase from Rs. 177 crores in the previous year. Our current order book stands at Rs. 422 crores as at the end of the year. We continue to manage our operations with stringent cost control measures and maintain a high level of efficiency.

However, we are facing considerable uncertainty due to delays in the successful resolution of the Company, caused by various external and commercial factors. The successful bid presented to the Committee of Creditors (CoC) of IECCL remains pending for closure. Following negotiations by the CoC, the revised bid is once again subject to voting by the Creditors. We will keep you informed of any developments through timely disclosures via the Stock Exchanges.

On behalf of the entire Board of Directors and the management team, I would like to express our deep gratitude to our shareholders and all stakeholders for their unwavering trust, support, and confidence in IL&FS Engineering.

**Thank you**