

INSIGHT

AFCONS

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Shapoorji Pallonji



PIC: PMO WEBSITE

KANPUR METRO INDIA'S FASTEST ELEVATED METRO COMMISSIONED

DETAILED REPORT **PG 4-5**

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Promise & Possibility

Dear Afconians,

Wish You a Very Happy New Year.

After all 2021 was another tough year and we are not out of the woods yet. After Delta, the Omicron variant is rewriting the timetable. Almost two years into the pandemic it is hard not to react with fatigue, and, déjà vu. But we have to summon the energy, and, like old times, pull together. It is vital that we do not let our guard down.

Let us encourage our friends and families to follow Covid appropriate behaviour, get their vaccine and booster shots. There is no limit to what we can achieve together and let's continue to fight against the common enemy - Covid-19 - in a safe and smart manner.

Despite a tough year, we had made important strides as an organisation. There were some phenomenal achievements and you have shown promise and possibility even when the goings were tough. As we continue to make necessary adjustments, I look forward to this nimbleness that is so vital in these uncertain times.

We have established our authority as leaders in Metro infrastructure, in India, with new projects and newer milestones. It is expected that the Govt will continue to spend on infrastructure development to boost the economy. That would mean more opportunities in urban infrastructure space, especially in elevated and underground Metro projects. I am confident that we are well positioned to make the most of these opportunities. After all, Afcons is the maker of the fastest-built elevated Metro system in India.

Since the situation with the pandemic is still dynamic we will have to identify newer ways to continue employee engagement activities. We must strive towards enhancing HO-project site engagements. We take employee health and well being as our topmost priority and that means HR teams will have to renew their focus to make sure we are always ahead.

Afcons is the proud winner of the Most Innovative Knowledge Enterprise (MIKE) award 2021 at Global, Asia Pacific and India levels. We have won the award for six consecutive years now for our Knowledge Management (KM) practices. Hereafter, our focus will predominantly shift on deriving more tangible benefits from our KM processes to make Afcons a Knowledge enterprise. I would like to congratulate every Afconian for this achievement and for their contribution in making us the Metro Rail Contractor of the Year (Construction Week Awards), Best Contractor in Dubai, an honour conferred by the Roads and Transport Authority (RTA) of Dubai, and for being recognised as the Top Innovative Company of the Year (Services) by the Confederation of Indian Industry (CII) besides the IEI Industry Excellence Award.



K SUBRAMANIAN

The new year has brought with it new set of challenges, but it also holds the possibility of moving back to normalcy. You have shown tremendous promise in these trying times and should continue to do so.

Whatever the new year has in store, we'll be in it together.

MAKING HEADLINES

First breakthrough in Bangalore



Afcons achieved the first breakthrough at Bangalore Metro Project, when TBM Varada gracefully made its way out at Langford Town station, on November 11, 2021. The TBM began its journey on March 17 from Vellara Shaft, cutting through 594m amidst unexpected geological conditions and Covid-19 disruptions. TBM Rudra also achieved a blind breakthrough at Dairy Circle, covering more than 600m since April 2021.

High Commissioner visit

The Greater Male Connectivity Project (GMCP) team welcomed Indian High Commissioner to Maldives, Shri Munu Mahawar, and the Minister of National Planning Housing and Infrastructure, Mr Mohamed Aslam, on November 24, 2021. The



Afcons' team was led by Mr RVR Kishore, Director - Bridges. During the visit, the dignitaries assessed the project site at the picturesque Gulhifalhu Island and encouraged Afconians to give their best during this historic journey.

Union Min visits Chenab site

Union Minister of State Chemical & Fertiliser and New & Renewable Energy Shri Bhagwanth Khuba visited the Chenab Railway Bridge Project site on October 18, 2021. He appreciated the efforts towards building this world-class megastructure and encouraged the team.

EDITORIAL

**Bhakti Prasad, C Krishnakumari,
Bivabasu Kumar, Chandrika Sen**

OFFICE ADDRESS

Afcons House, 16, Shah Industrial Estate, Veera Desai Road, Azadnagar, Andheri (W), Mumbai - 400 053, Maharashtra, India.

Tel No: +91-22-67191000

Fax: +91-22-2673 0047/ 2673 0026

Website: www.afcons.com

CIN No: U45200MH1976PLC019335

AWARDS

MIKE
Award
2020



Construction
Week Award
for Atal Tunnel



NEW PROJECTS

Jetty project in Kochi

Metro job in Ahmedabad

Water project in Zimbabwe

2 Packages of
Delhi-Meerut
RRTS Project

MILESTONES



ENR GLOBAL RANKINGS

7th
In Marine

13th
In Bridges

APR - JUN

NEW PROJECTS

Kosi Bridge
project

Metro project
in Kolkata

Road project in
Maldives

PANDEMIC RESPONSE

Donation of Oxygen
storage tank

Vaccination drive for
employees, families
and stakeholders

Free Covid-19 jobs
for locals

MILESTONES

Chenab Railway Bridge steel arch ready



 Tanzania Pipeline Project
commissioned

AWARDS

CIDC Vishwakarma Awards for
Atal Tunnel, MG Setu

NSCI Safety Award for Chenab
Railway Bridge

World CSR Day Awards for
Annaram Barrage, Tanzania
Water Pipeline Project

IPRCC Award for Best Crisis
Management Campaign in
Corporate Communications

TOTAL RECALL 2021

Top highlights of the year gone by

MILESTONES



Lusaka City Decongestion
Project, Zambia, completed
6 months ahead of schedule

First contractor to complete PQC for
58.41kms in Samruddhi Mahamarg
Project at Wardha

Railway record in Bangladesh

NEW PROJECTS

Greater Male Connectivity Project:
Largest-ever infra job in Maldives

Second Metro job in Bangalore

Water pipeline project in Rwanda

JUL - SEP

AWARDS

Maharashtra Best
Employer Brand Award

British Safety Council
Award for Pandoh-Takoli
Bypass Project

PMA Award for Atal Tunnel

PRCI Awards for Corporate
Communication achievements



OCT - DEC

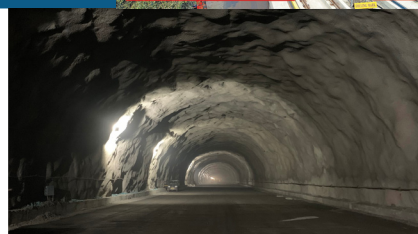
MILESTONES

Inauguration of India's
fastest elevated Metro
in Kanpur

9 Stations
9.6km
Viaduct



India's widest and
Maharashtra's longest
road tunnels completed
in record time of 2 years
at Samruddhi Mahamarg
Package-14



AWARDS

Construction World Award for 3rd Fastest
Growing Construction Company

Construction Week Award for Metro Rail
Contractor of the Year

Best Contractor in Dubai from Roads and
Transport Authority (RTA), Dubai

MIKE Award 2021 at Global,
Asia & India levels

Top Innovative Company 2021
at CII Industrial Innovation Award

IEI Industry Excellence Award



It earned the fame of constructing India's fastest elevated Metro; It was named the Metro Rail Contractor of the Year. Afcons has evolved into becoming the country's most reliable and innovative Metro contractor, writes Bivabasu Kumar

THE METRO IDENTITY

**KANPUR
METRO
500
U-GIRDERS
ERECTED IN A
RECORD TIME OF
312
DAYS**

INDIA'S FASTEST ELEVATED METRO

**100 I-GIRDERS
ERECTED IN JUST
186 DAYS**

The story of how Afcons' Metro Rail Business Unit (BU), internally called the Urban Infrastructure BU, having footprint in eight Indian cities, evolved so quickly is a story of many things - but chiefly, says R Anantakumar, an expert strategist and Director of the Urban Infra BU, it is "a story of business continuity and investment in human capital".

The statistics speak for themselves. Last year, Afcons became the first contractor in the country to receive an early completion bonus for elevated Metro in Nagpur; At Kanpur, it completed 9.6 km of elevated viaduct, including 9 stations, in less than two years despite Covid-19 pandemic; At Bangalore, 3 TBMs, including 2 slurry TBMs, were successfully commissioned for the first time in the organisation; The Urban Infra BU alone successfully managed 15 projects across elevated and underground Metro and bridges; The BU entered a new segment of Regional Rapid Transit System (RTTS); It made an international entry with the Greater Male Connectivity Project, in Maldives — the biggest value project of Afcons; The BU's order book almost doubled last year with consistent profitability over the past five years; A record manpower mobilisation could be enabled with strong HR support.

But "statistics don't always tell the whole story," feels Anantakumar. According to him what hides behind numbers are "hours of commitment, hard work, sacrifice, setbacks, turnarounds, engineering excellence and above all dedication". "Even though the numbers are stacked favourably, it can change very quickly. We are always gauging the effectiveness of each process, identifying crisis scenarios and carefully planning the future. Any unsound evaluation can prove costly in these uncertain times," he reckons.



Sticking to the basics

A key factor that has helped the Urban Infrastructure Business Unit to grow over the years is focusing on the organisation's core competency i.e. construction business in EPC and item rate contract, and staying away from PPP, or Annuity basis projects.

"It is a normal tendency of contractors to approach project bidding by offering the lowest

possible cost. But since the bidding process is becoming increasingly complex, it's important to know how to win construction bid contracts and improve bid-hit ratio while staying profitable," the BU head adds.

"We believe that bidding low isn't the same thing as bidding competitively, and by increasing bidding volume without changing approach only leads to waste of time and money. Therefore, we focus on winning more construction projects with limited competition," says Anantakumar.

Fastest Metro Project

The inauguration of Kanpur Metro's Priority Corridor by Prime Minister Narendra Modi was a showstopper event last year. If you're wondering how nine elevated stations, including 9.6 km corridor, could be built in less than two years despite the pandemic, the answers are not hard to find.

"One of the most experienced teams of Afcons was involved in execution of Kanpur Metro. We were able to mobilise all resources despite the pandemic, and our client, UPMRC, was highly proactive. Sub-contracting of piling and girder erection works reduced our time-related expenses. Above all, our commitment to employee well-being and safety was a winning mantra," reflects Sanjay Singh, Project Manager of Kanpur Metro.

The Priority Corridor is Phase-1 of the 23.8-km Orange Line from IIT Kanpur to Naubasta. The entire corridor has 22 stations, 14 elevated and 8 underground, traversing prominent educational institutions, landmark buildings, office hubs and railway and bus stations. The city will also have a Blue Line between Agriculture University and Barra-8, which will connect with the Orange Line at Rawatpur Station. The Priority Corridor comprises nine stations starting from IIT-Kanpur till Motijheel.

Challenges & Innovation

"Since this project was always a race against time the team had to be highly motivated. We made sure even the smallest activities were completed before time. Otherwise, given the time we lost due to pandemic, achieving what we did would not have been possible. Constructing nine kilometres of viaduct and nine stations on an alignment sandwiched between busy road and live railway tracks is no mean feat," says the Project Manager.

There were multiple ground-breaking innovations in the project like twin pier caps and double T-Girders. Five hundred U-Girders were erected in a record time of 312 days; 100 I-Girders were erected in 186 days; Out of 9.6km, 7km of viaduct was completed in just 312

days; 5km of viaduct was connected in one stretch. Finally, the project clocked 10 million safe man hours despite the horror of the pandemic.

"There were plenty of organisational highlights last year. But what was, perhaps, most adventurous was the on-time delivery of Kanpur Metro. It is India's fastest commissioned elevated Metro project. As Afconians we are proud of this achievement. The entire project team, including support systems at HO, have done an incredible job to achieve this national milestone," says Anantakumar.



R ANANTAKUMAR

Will continue focus on internationalisation

Dear Afconians,

Wish you a Very Happy, Healthy & Prosperous New Year.

It is unfortunate that we have once again come under the shadow of a new Covid-19 variant at the turn of the new year. Cases of infection are rising worldwide from Omicron. But what vaccination has done is that it has reduced the chances of severe Covid illness and hospitalisation. It gives us huge satisfaction that our decision to launch a major vaccination drive last year, has helped in containing the impact of Covid infection on Afconians globally, their families, and various other stakeholders. We're committed to fight Covid-19 till the end so that we are able to build a better future together.

Just when we thought that we were nearing the end of the pandemic, Omicron left us with new set of challenges. Offices have once again shifted to WFH routine, there can be fresh delays in supply chain, and various other cascading effects. But let's not get too ahead, too early.

Afconians have been there and done that — successfully — over the past year. Despite the challenges, we have bagged projects worth ₹12,000cr and entered two new countries in Africa — all in 2021-22. In fact, we expect to bag further orders in the year resulting in highest ever order booking in a year for Afcons. Our pending order book of ₹34,000cr provides revenue visibility for, at least, three years. We have bagged Maldives' largest infrastructure project and have created a separate water business segment to capitalise on the upcoming water supply projects in India and overseas.

We will continue to focus on internationalisation with all our business units targeting projects overseas. Recent ENR 2021 rankings highlight that Afcons is amongst the largest International Infrastructure Companies in the world in certain segments. Afcons is ranked 6th in Marine & Port Facilities and 21st in Bridges. We are the only Indian company in Top 25 International Contractors in both sectors. Afcons is also the highest-ranking Indian contractor in Top 50 International Contractors in Transportation sector.



S PARAMASIVAN

We must keep showing up for one another and remain committed to honouring key shared goals like focusing on cash flow management and imbibing a strong cost consciousness culture. Only then can we sustain and survive this lengthy war against the pandemic.

2021 was memorable despite various hurdles on the way.

Be positive and let's make the best of 2022.

NEWS

Andhra CM felicitates Tirupati PM



Honourable Chief Minister of Andhra Pradesh Shri YS Jagan Mohan Reddy, on December 3, 2021, felicitated Mr S Rengasamy, Afcons' Project Manager, Srinivasa Setu Project, for his swift action to save lives of 15,000 villagers from an impending disaster near Rayalacheruvu Dam. Mr Reddy appreciated Afcons for quickly repairing a leakage in the reservoir worsened by torrential rain. He took note of the proactiveness with which the entire operation was executed.

Thumbs up to road safety



The Bangladesh Highway Police has appreciated Afcons for setting a precedent towards improving road safety standards in the country. Apart from implementing HSE procedures and adopting safe work practices, the team frequently conducts awareness initiatives for drivers, operators and road users while constructing the Ashuganj to Sarail Four-Lane Highway.



High praise for Lusaka project

Indian High Commissioner in Zambia Mr NJ Gangte has issued a letter of appreciation to Afcons for completing the Lusaka City Decongestion Project before time with utmost satisfaction of the Government of Zambia. He also appreciated the company's contributions to the community through various initiatives, and its support to fight against Covid-19 pandemic.

Tirumala road restored for pilgrims



The Srinivasa Setu Project team made yet another remarkable achievement at Tirupati when they restored the heavily-battered Ghat Road in just 30 days. Heavy rains in Tirumala, in December, caused landslides at multiple locations leading to severe damage of the Ghat Road. Afcons was requested by the management of Tirumala Tirupati Devasthanams (TTD) to quickly take up repair works so that devotees could access the road before the famous Vaikunta Ekadashi Festival. Afcons took up restoration works and carried out slope stabilisation, rock bolting, shotcrete and concrete works. At one location, a massive rock was lodged precariously from the landslide. The rock was removed and the road was restored swiftly. Such restoration works normally take three months to complete.

COMMUNITY DEVELOPMENT

Merry X'Mas in Liberia



Afconians at Afcons-Arcelor Mittal Civil Works Project celebrated Christmas with a rice donation initiative, in Yekepa, Liberia. The children and staff of Mother Betty Jonah Orphanage received 100 kg rice as part of this drive. Rice bags were also distributed among locals by Arcelor Mittal's Project Construction Manager, Mr Schmider Gerhardt, and, Afcons' Project Manager, Mr Ganesan Kalliappan at Yekepa camp.



Diwali Sharingwali

Diwali Sharingwali, the annual festive donation drive at Afcons HO, resumed in 2021 after a one-year hiatus owing to the Covid-19 pandemic. This year saw Afconians open their hearts and donate clothes, shoes, toys, stationary and gadgets. The donated items have been sent to an NGO for distribution in the community.

NEW PROJECTS

Back in Liberia

Arcelor Mittal Liberia Ltd has awarded Afcons the civil works for Concentrator Plant at Tokadeh, Liberia.

Rwanda Debut

Afcons in a JV with Vijeta Projects & Infrastructures Limited will develop water pipeline and electro-mechanical works for Rwanda Agriculture and Animal Resources Development Board (RAB). This marks Afcons' entry in yet another African country.

Jamnagar Job

The Jamnagar Manufacturing Division of Reliance Industries Ltd has awarded Afcons the job to design, procure and construct a Vehicular Underpass between Reliance Greens (township) and Reliance Complex over SH-25.

Festive Colours



Afconians were back in office for Dussehra 2021. Artistically-gifted employees adorned the Head Office with colourful rangolis and festive decoration. The annual cultural event was held online for the second year in a row with talented Afconians entertaining the viewers with songs, dance and recitation performances.

Joy to the World...



As curtains drew on 2021, Afcons HO was bathed in colours marking the Christmas spirit

NEW JOINEES

RVR Kishore: Mr Kishore joins Afcons as Director (Operations) at Head Office

Kshitiz R Bhasker: Mr Bhasker joins as Corporate Head Business Development at Head Office

Ranjan Kumar Mishra: Mr Mishra joins as General Manager (Projects) at Mumbai-Pune Missing Link Project

Ramana Reddy Boyalla: Mr Boyalla joins as Deputy General Manager in Hydro water sector

Subhash Pujari: Mr Pujari joins as Deputy General Manager (Projects) in Hydro & Underground Business Unit

Kripa Shanker Singh: Mr Singh joins as Jt. General Manager (Projects) in Hydro & Underground Business Unit

Om Prakash Chetiwal: Mr Chetiwal joins as Deputy General Manager at Dhaka-Tongi Bangladesh Rail Project

HR CORNER

HSE Trainings

Behaviour Based Safety trainings (virtual) were conducted for Ghana & Butibori offices in October and November 2021. HSE Lesson Learnt sessions were conducted for Bangladesh Road project, Mumbai Metro project, Chhara LNG Terminal project, Kochi Jetty project site, Chhara LNG jetty & T-49B Tunnel project sites.

POSH Awareness

An awareness session on POSH (Prevention of Sexual Harassment at Workplace) was conducted at Afcons HO on November 19, 2021.

Joy of getting drinking water

Tanzanian people are overjoyed and full of gratitude for their Government and the Government of India (represented by Afcons) for the ongoing execution and commissioning of Kiosks as part of the Chalinzi Water Supply Project. Many regions that have only lately begun to benefit from the facility have had to wait for generations for a direct supply of drinkable water. At present, Afcons is delivering completed water kiosks to the client.



Awards

ONE OF INDIA'S FASTEST GROWING COMPANIES



Afcons has been named the Third-Fastest Growing Construction Company (Large Category) at the Construction World Awards 2021. The company has consistently featured among India's top three players annually for nearly a decade now.

Knowledge, Innovation, Excellence

Afcons has been honoured with three awards in 2021 that are an approval of the company's acumen for leveraging learnings and thinking out-of-the-box as it consistently delivers landmark projects globally.

MIKE Award

Afcons has been awarded the Most Innovative Knowledge Enterprise (MIKE) Award 2021 at the Global, Asia and India levels. This is the sixth consecutive year that Afcons is bestowed with this honour.



CII Industrial Innovation Award

Afcons has been recognised as the Top Innovative Company of the Year (Services) by the Confederation of Indian Industry (CII).



IEI Industry Excellence Award

Afcons has been awarded with the IEI Industry Excellence Award. It recognises industry leaders for their innovation and excellence in engineering operations.



Metro Rail Contractor of the Year

Afcons has been named the Metro Rail Contractor of the Year at the Construction Week Awards 2021 for Kanpur and Nagpur Metro projects. These are among India's fastest-completed and greenest Metro Rail projects.

Best Contractor in Dubai

Afcons Construction Mideast L.L.C has won the Best Contractor of the Year 2020 award from the Roads and Transport Authority (RTA), Dubai. The company has recently completed the unique and prestigious Entrances to the Jewel of the Creek Development project in the Middle Eastern country.



ALERTS

Scan the code to visit Afcons' YouTube channel and stay tuned with the latest videos

