



Shapoorji Pallonji  
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# AFCONS

REFOCUS ON OPERATIONAL EXCELLENCE | SUSTAINABLE GROWTH | HIGHEST SAFETY STANDARDS

FOR BETTERMENT OF COMMUNITIES | INCLUSIVE GROWTH | KNOWLEDGE ENTERPRISE

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# VISION 2027

FOR BETTERMENT OF COMMUNITIES | SUSTAINABLE GROWTH | HIGHEST SAFETY STANDARDS

# Time to refocus on Operational Excellence

Dear Afconians,

A very Happy New Year to all of you.

Now, we are in 2023. The past year was one of mixed emotions. We experienced a significant loss with the passing of our dear Pallonji Mistry and dear Cyrus Mistry, which left an irreparable void in Afcons and SP Group. Although this loss is deeply felt, we also have reason to celebrate the successful completion of many complex projects. The impact these projects had on the nation was evident by the public excitement and positive reception.

The start of the new year is an opportunity to reflect on the past and set new goals for improvement. It's a time to evaluate the progress made in the previous year and identify areas for growth and development in the new year. It is also a chance to make resolutions and commit to making positive changes in personal and professional lives.

As the world is returning to a more stable state, the company is refocusing on areas that have historically given it a competitive advantage. I have observed that due to various disruptions over the past two years, the emphasis on important areas such as innovation and operational excellence has decreased. However, now that the disruptions have subsided, the company is putting renewed focus on these areas in order to maintain its competitive edge. We will be refocusing on innovation and operational excellence with renewed vigour like before. This will help us to maintain the competitive edge and continue to grow and succeed in the industry.

Several new employee-engagement initiatives have been planned and are in the pipeline for implementation.



**K SUBRAMANIAN**

As we move forward, more and more challenges, stress and difficulties will come our way. But despite the difficulties, we must find ways to keep ourselves happy, our families happy, and the people around us happy. If we can learn that art, no challenge is too big.

I wish you all success and happiness.

Take care of yourself and your near and dear ones.

## PM Modi inaugurates Nagpur Metro & Samruddhi Mahamarg



Honourable Prime Minister of India Shri Narendra Modi inaugurated remaining lines of Nagpur Metro Phase-1, and Maharashtra Samruddhi Mahamarg Phase-1 on December 11, 2022, in Nagpur. Reach-2 of Nagpur Metro, constructed by Afcons, was inaugurated on this occasion. It includes Asia's longest double-decker viaduct, and, India's first four-level transportation corridor. Phase-1 of Samruddhi Mahamarg includes Package-2 which was completed by Afcons ahead of all contractors, and ahead of schedule.



## Ghana President inaugurates Afiensa Bridge

The 900m Afiensa road over bridge (RoB) in the 97.7km-long Tema-Mpakadan railway project was inaugurated by the Honourable President of Ghana,

Nana Addo Dankwa Akufo-Addo, on December 6, 2022. The President also inspected ongoing construction works, including the 300m railway bridge over the Volta Lake. Expressing happiness over the progress of the project work, he urged Afcons to complete the works on time.

## Maharashtra CM reviews Missing Link Project

Honourable Chief Minister of Maharashtra Shri Eknath Shinde visited Package-II of the Mumbai-Pune Expressway Missing Link Project on November 2022. He expressed his satisfaction over the project progress.

## Five Times MIKE = Afcons

Afcons has been declared as the Global MIKE Award Winner 2022 by the Global MIKE team. This is the fifth consecutive year that Afcons has won this award, starting from its inaugural year in 2018. Previously, Afcons has also won the Most Admired Knowledge Enterprise (MAKE) Award, predecessor to MIKE award, in 2016 & 2017 at India, Asia, and Global levels.

## EDITORIAL

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# Total Recall 2022

Jan-Mar



Jul-Sept



The year gone by was bittersweet for various reasons. Here is a quick highlight of select milestones and events in the past 12 months.

## New Projects

- Airport Infrastructure project in Gabon
- New job at Chhara port

## New Projects

- Metro project in Delhi
- Water project in Berin
- Water project in Varanasi
- Marine project in Dahej
- Tunnel project in Himachal Pradesh



## Awards

- Construction Contractor of the Year Award
- Concrete Construction Award for Kanpur Metro
- Fulcrum Award for Best Use of Content
- World Safety Organisation Award for Bangalore UG Metro
- Twin Awards for Ahmedabad UG Metro
- Environment Excellence Award for Ahmedabad Elevated Metro
- Afcons among Best Places to Work



## Awards

- Global HR Excellence Award
- Twin Awards for Kanpur Metro
- Excellent Citizen Employer Award in Ivory Coast
- CII Award for Srinivasa Setu



## Milestone

- Country's 1st 4-level transportation corridor completed
- Atal Tunnel in World Book of Records
- Golden Joint of Bridge-43 in USBRL
- Groundbreaking of water project in Zimbabwe
- Groundbreaking of Addu City Road Project in Maldives
- Breakthrough of India's longest railway tunnel



## Milestone

- Golden Joint of Chenab Railway bridge deck
- Inauguration of Ahmedabad Metro Phase-1
- Honorary Doctorate for EVC
- Nagpur Metro in Asia Book of Records



## Milestone

- Mahatma Gandhi Setu in Bihar commissioned
- Kuwait Road project handed over
- Honorary award for EVC



## Milestone

- Inauguration of Smaruddhi PK-2 and Nagpur Metro by PM
- Srinivasa Setu Phase-II inaugurated
- First breakthrough in RRTS project
- Contract signed for Basania Dam project

## Awards

- Award for India's deepest Metro ventilation shaft
- EPC World Award for Kanpur Metro
- Afcons shines in StratComm Awards
- Environment Award for Ahmedabad Elevated Metro
- CII Safety Award for KRCL Bridges



## Awards

- International Project of the Year Award for Kuwait Road project
- Award for excellence in Metro projects
- Six PRCI Awards for Afcons
- Chanakya Award for Excellence in Corporate Reputation
- Afcons named Most Global Valuable Company
- Safety Awards for Butiburi Workshop
- Safety Award for KRCL Bridges
- Twin Awards for Ahmedabad Metro
- Disruption of the Year Award for Ahmedabad Metro



## New Projects

- Road project in Bangladesh
- Road project in Gabon
- Water projects in Tanzania
- Second metro job in Delhi



April-June



## New Projects

- New dam project in Madhya Pradesh



**STRATEGY  
CONCLAVE 2022**

# VISION 2027

## SUSTAINABLE PROFITABLE GROWTH

**With successful conclusion of previous strategic plans Afcons charts roadmap for the next five years**

**T**he Afcons Strategy Conclave, a long-standing annual event that brings together top executives and leadership to develop the company's strategic plan, made a return in November last year after a gap of three years. The crucial strategy-planning exercise, which has become an annual calendar over the past decade, was held in Mumbai and was attended by Shapoorji Pallonji (SP) Group Chairman Mr Shapoor Mistry, SP E&C CEO, SP Group senior executives and the Afcons' leadership team led by Executive Vice Chairman Mr K Subramanian and Managing Director Mr S Paramasivan. In the two-day event, the company's strategic plan for the next five years, VISION 2027, was presented followed by threadbare analysis and exhaustive discussions.

### **Mission Accomplished**

The past financial year (FY21-22) marked the end of the four-year



**HITESH SINGH**

period of Afcons' previous strategic goals formulated in 2018. Looking back, the organisation fared well and achieved most of its targets identified under the then Strategic Goals 2022. One area where we fell short was achieving our targeted profitability.

Otherwise, the journey over the past four years was largely in line with the plan and we completed several significant milestones. We have taken significant strides towards a core goal of our strategy to become a Knowledge Enterprise. Our turnover grew by 14% CAGR during this period in spite of Covid impact, and we expanded our footprints by entering in nine new countries across Africa and South Asia.

### **The Way Forward**

As the previous strategic plans reached their successful conclusion, we began the important task of mapping out a roadmap for the coming years. So, in a sense, 2022 was a crucial year for us as we set out to chart the growth map for



# Aim for top 10 companies in safety globally

Dear Afconians,

Happy New Year!

I hope 2023 brings more peace, brings countries together and instils more tolerance within humanity. I hope that is not asking for too much in the backdrop of the Russia-Ukraine war and the escalatory actions from both sides. The war has already taken a toll on our economies, upended supply chains, created severe shortage of agricultural products and continues to increase economic risks around the world. Almost one third of our turnover comes from overseas markets, and, unless the global conditions stabilise we might come across more hurdles.

The last quarter of the financial year can be a critical period for companies as performance during this time can have a significant impact on the full year results. It's important to focus on delivering maximum possible turnover and securing valuable contracts to end the financial year on a high note. This can be achieved by setting clear goals, aligning resources and efforts towards achieving those goals, and closely monitoring progress to ensure that targets are met. I am sure with collaborative efforts, we will ensure that the company finishes the financial year strong and sets the stage for continued success in the future.

We recently concluded our annual Strategy Conclave and set our vision for the next five years. Six major targets were identified. We are aiming for Rs 25,000 cr turnover by 2027, and, most importantly, we should be within the top 10 companies in terms of safety practices globally. It will require strong commitment from every employee because even a small act of negligence can have a significant negative impact on the organisation.

It is heartening to see that many projects have achieved millions of safe man hours. We will continue to reward good safety practices, but, at the same time, there will be consequences for those who fail to follow safety protocols.



**S PARAMASIVAN**

While we have largely adapted ourselves to the new normal, few underbellies remain unattended. As we aim for and move towards a sustainable and profitable growth, more collaborative efforts will be needed to achieve our targeted goals.

I wish you good health and happiness and may you have a wonderful 2023.

the next five years. After extensive discussions and careful consideration involving management, business unit heads, senior executives, and the strategy team, Afcons' strategic roadmap was finalised. This roadmap, called VISION 2027, was unveiled at the Strategy Conclave of 2022, outlining the company's plans for growth from 2023 to 2027.

For this journey we have placed a strong emphasis on sustainable and profitable growth. Overall, this plan aims to drive growth through profitability and ensure that Afcons remains a successful and sustainable company in the coming years. The company's VISION 2027 plan outlines several key goals, including:

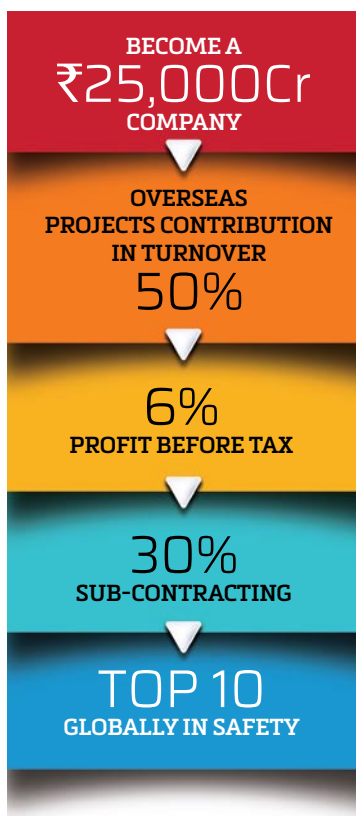
**As we embark on this new journey, the company is committed to providing its employees with numerous opportunities for growth and development.**

these objectives, managing increased international operations, securing record levels of business each year, exceeding client expectations, and implementing innovative and cost-effective strategies to boost profitability. We are equally aware that these challenges will also bring with them significant opportunities for growth and success for each one of us.

As we embark on this new journey, the company is committed to providing its employees with numerous opportunities for growth and development. To this end, the company has put in place several strategies designed to accelerate training and development initiatives across the organisation. These initiatives will offer employees a wide range of avenues for reskilling and upskilling themselves, helping them to stay current and competitive in their respective fields. Afcons is also making significant efforts towards capacity and organisation building, in order to ensure that it has the resources and structure in place to support its growth and success in the coming years.

With collaborative efforts, sincere dedication, and full involvement, we are confident that Afcons will be able to achieve the goals set out in its VISION 2027 plan.

*The writer is the Head of Strategy in Afcons*



## Challenge & Opportunity

We are aware that achieving these goals will present a range of challenges. These challenges will include executing large and complex projects, building the organisation to achieve

# TUNNEL TALES

## HR CORNER

Training programmes on Contract Administration & Equipment Management for civil engineers were conducted virtually.

Various General Management Trainings such as Lean Techniques & Implementation, ISO procedures, QMS Awareness, HR for Non-HR, Prevention of Sexual Harassment (POSH) were conducted at HO, and, online for various sites.

Electrical engineers from various sites attended equipment troubleshooting and maintenance training, and SCADA training at Butibori workshop.

Junior Management Development Programme and Middle Management Development Programme were conducted at HO.

Soft Skills Trainings on Personal Effectiveness, Negotiation Skills, Leadership, Written & Oral Communication Skills, Problem Solving Analysis, Planning & Organizing skills were conducted at HO and sites.



### Breakthrough of India's longest escape tunnel

Afcons achieved the breakthrough of a 12.89km-long escape tunnel on December 15, 2022, at Khari, in Banihal district of Jammu & Kashmir. This is the longest escape tunnel in India, and it is part of Tunnel T49, which is India's longest railway tunnel.



### Two breakthroughs at RRTS project

TBM Sudarshan 8.3 and 8.1 achieved the first and second breakthroughs respectively of the Delhi-Meerut Rapid Rail Transit System (RRTS) in Package-8. The first breakthrough was achieved on October 22, 2022, at Begumpul Station completing the 764m-long underground tunnel with 6.65m dia, having 509 tunnel rings.

The second breakthrough was achieved on December 15, 2022 at Meerut Central Station. This 1812m-long tunnel is the longest stretch in Package-8. It also has a 6.65m dia, and 1208 rings. The tunnelling alignment had many residential buildings and heritage structures. But the team was able to navigate the stretch safely and carefully.

### Second breakthrough for TBM Vamika in Bangalore



TBM Vamika achieved its second breakthrough at the Lakkasandra Station at Reach-6 (Phase-2) of Bangalore Metro on December 12, 2022. The tunnelling length for this stretch was 732.2m. TBM Vamika's first breakthrough was in January 2022. Both breakthroughs were achieved ahead of schedule.

## NEWS

### Srinivasa Setu Phase-II inaugurated

The MCRT stretch of the Srinivasa Setu, in Tirupati, Andhra Pradesh, was inaugurated on October 5, 2022. Shri YV Subbareddy, Chairman, Tirumala Tirupati Devasthanam, inaugurated the flyover along with Shri Guru Moorthy, MP, and, Shri Bhumana Karunakar Reddy, MLA.

Mr S Rengasamy, Project Manager, led the Afcons team during the event. The MCRT flyover is 1km long, and merges with main carriageway (four-lane corridor). This facilitates travelling to Tirumala from Vijayawada, Chennai, and Hyderabad without any traffic issues.



### Pride & Honour

Afcons has received a Certificate of Appreciation for valuable contribution towards the prestigious Maharashtra Samruddhi Mahamarg project. The certificate has been issued by Honourable Chief Minister of Maharashtra Shri Eknath Shinde, and, Honourable Deputy Chief Minister of Maharashtra Shri Devendra Fadnis.

### Afcons at ILCC 2022



2022 held at NICMAR University, Hyderabad, from December 13-17, 2022. Afcons was adjudged the winner and runner-up of Inaugural ILCC Rolling Trophy for Academia-Industry Collaboration along with NICMAR Pune team.

A team from Afcons participated in the 5th Indian Lean Construction Conference (ILCC)

### DRDO Jetty project completed

Afcons has successfully completed and handed over the Out Fitting cum Trials Jetty at SBC, Visakhapatnam to DRDO. The project was inaugurated on December 15, 2022.



# LIFE@AFCONS

At Afcons, we are fully committed towards a sustainable and inclusive growth. Wherever possible we try to stand by local communities and contribute towards their social and economic well-being. The philosophy of 'sharing is caring' is deeply rooted in the Afcons family. Maintaining this spirit, last year's festive times were made extra special for those in need by Afconians at various places.



## Diwali Cheer

Afconians from HO donated clothes, footwear, stationery, and toys during Diwali to spread joy and smiles in many homes. This yearly donation drive is supported and executed by the IR & Admin team.



## Upholding the festive spirit

Afcons-Arcelor Mittal Civil Works Project team donated rice bags to mark the occasion of Christmas and New Year in Yekepa, Liberia. Rice bags were distributed among locals by Arcelor Mittal's COO (Operations), Mr Adrian Strydom, and Afcons Project Manager, Mr Ganesan Kalliappan, among others. Besides, the project team also donated 200kg of rice to Mother Betty Jonah Orphanage at Yekepa, Liberia, on the occasion of Christmas and New Year.



## Donation for school building

Afconians continue to support communities at the grassroots level in Africa with an inclusive growth approach. Recently, our Liberia team, represented by Project Manager Mr Ganagesan Kallippan, made a generous donation to the Yekepa United Methodist Church to build a school for the local children.

# AWARDS

## Best Place to Work

Afcons has won the Ambition Box Best Places to Work Award 2022. The organisation was ranked among Top 15 companies in 'Mid-sized Companies Category' based on ratings given by employees. The award was received by Mr Abhijit V Kamthe, Mr Manish Mudaliar, and Mr Prabhat Pastor from the HR Department.



## Most Global Valuable Company



Afcons won the 'Atal Shastra Markenomy - Most Global Valuable Company in Infra Construction & EPC in India' award at the 7th Atal Shastra Markenomy Awards 2022. The award was received by Mr SG Paretkar, Director, Hydro & Underground Works BU, Mr KNM Rao, Head BU - Hydro & Underground Works, and, Mr Ranjit Singh, Vice President - Projects, on behalf of Afcons.

## IEI Industry Excellence Award

Afcons received the IEI Industry Excellence Award 2022 for 'Outstanding performance with a high order of business excellence' during the 37th Indian Engineering Congress, organised by The Institution of Engineers (India). The award was presented by Dr K Ponmudy, Honourable Minister of Higher Education, Govt of Tamil Nadu, to Mr D Murugadasan, Vice President (Projects), Mr S Sivamani, General Manager (Contracts), and, Mr S Kaviyarasu, Manager (Contracts), from Afcons.



# HSE AWARDS & APPRECIATION

## Safety awards for Butiburi Workshop

Butiburi Workshop, Nagpur, has won two awards in Maharashtra Safety Awards 2021 organised by the National Safety Council - Maharashtra Chapter in November 2022.

## Safety award for Katra-Dharam Bridge project

The Katra-Dharam Bridge project has won Kalinga Safety Excellence Award (Platinum) for 2021, at the 13th National Safety Conclave.

## Twin awards for Ahmedabad Metro

The Elevated Metro project won, 'Environment Management Construction Excellence Award' and 'Excellence in Employee Competence Award' at the 8th OSH INDIA Awards.

# NEW PROJECT



## Basania Dam Project in MP

The Narmada Valley Development Authority (NVDA), Govt of Madhya Pradesh, has awarded Afcons a turnkey project of executing Basania Multipurpose Dam, including a 100MW Power House and associated works. The contract for the project was signed between the NVDA and Afcons-Hindustan JV, on November 24, 2022.

# NEW JOINEE

Mr Abhijit Vijay Joshi has joined as Deputy General Manager (Projects) and is posted as Project Manager at Kosi River Bridge project.

# Awards

## Award for excellence in Metro projects

Afcons bagged the award for Excellence in Rail & Metro Project Execution (EPC & Construction category) at the 2nd Urban Infra Business Summit & Awards 2022. Mr VS Yadav, Vice President, Operations, received the award on behalf of Afcons in a ceremony held, in Delhi, in November 2022.



## It's a Sixer!

Afcons won six awards at the 2022 Public Relations Council of India (PRCI) Excellence Awards at Kolkata. Mr Bivabasu Kumar, Head, Corporate Communications, received the Chanakya Award for Excellence in Corporate Reputation. The awards were given at the 16th Global Communication Conclave in November 2022.



### ALERTS

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

