February 10, 2026

To
The Compliance Manager
BSE Limited
Corporate Relationship Dept.,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai 400001.

Scrip Code: 544280

To
The Manager, Listing Department
National Stock Exchange of India Ltd
Exchange Plaza, Plot No. C/1, G Block,
Bandra-Kurla Complex,
Bandra (East), Mumbai 400 051.

Symbol: AFCONS

Subject: Investor Presentation on the Unaudited Financial Results for the Quarter and Nine months ended December 31, 2025.

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Investor Presentation on the Unaudited Financial Results (Standalone and Consolidated) for the quarter and nine months ended December 31, 2025.

Thanking you,

Yours faithfully,

For Afcons Infrastructure Limited

GAURANG MAHESHCHANDRA PAREKH

Digitally signed by GAURANG MAHESHCHANDRA PAREKH
Date: 2026.02.10 18:45:58 +05'30'

Gaurang Parekh
Company Secretary and Compliance Officer
Membership No.: F8764

Shapoorji Pallonji
Built to last...since 1865

AFCONS

Afcons Infrastructure Limited

Investor Presentation – Q3 & 9M FY26

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Financial Snapshot

Hankede Bridge, Addu City, Maldives

Q3 & 9M FY26 Result Highlights

AFCONS

₹ 3,025 Cr
Total Income
Q3 FY26

₹ 9,545 Cr
Total Income
9M FY26

13.2%
ROCE[1]
9M FY26

₹ 31,543 Cr
Order Book
As of Dec '25

₹ 424 Cr
EBITDA*
Q3 FY26

₹ 1,269 Cr
EBITDA*
9M FY26

8.5%
ROE[1]
9M FY26

₹ 2,640 Cr
Order Inflow
9M FY26

₹ 97 Cr
PAT
Q3 FY26
(After new labour code provisions of ₹76.51 Cr)

₹ 339 Cr
PAT
9M FY26
(After new labour code provisions of ₹76.51 Cr)

0.5x
Net Debt to Equity
9M FY26

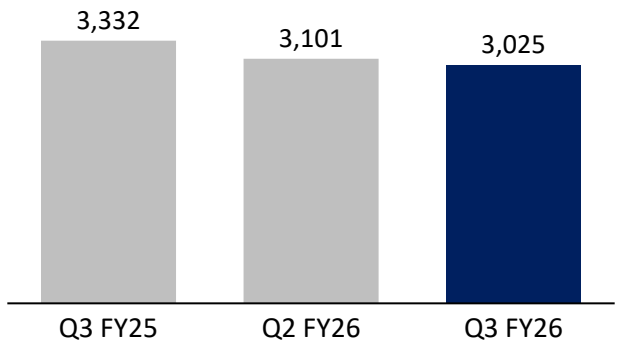
2.5x
Book to Bill[1]
9M FY26

*Note: *Components of finance cost like Bank charges and commission is added to other expenses & deducted from finance cost, thereby adjusting the calculation of EBITDA & EBITDA Margins, EBITDA excludes one-time impact of ₹ 76.51 Cr in Q3 & 9M FY26 towards new labour code. 1 = Annualized*

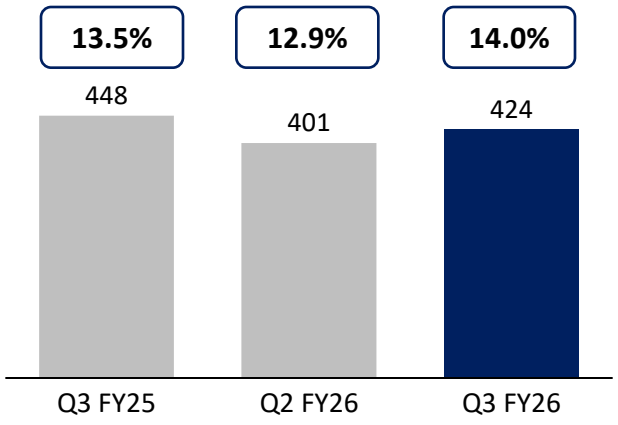
Consolidated Financial Performance – Q3 & 9M FY26

AFCONS

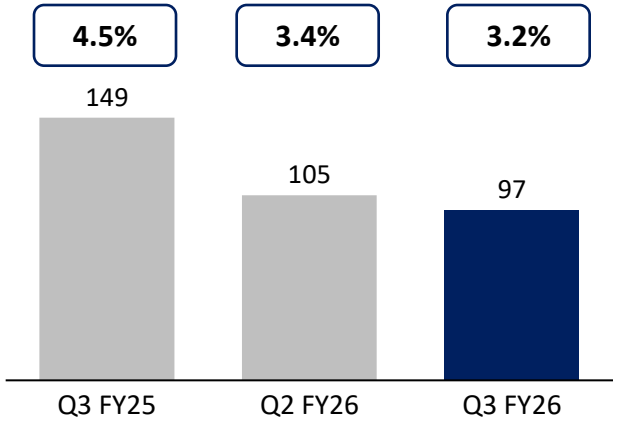
Total Income (₹ Cr)



EBITDA* (₹ Cr) & EBITDA Margin* (%)

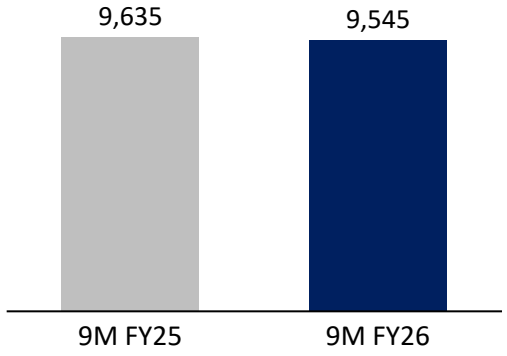


PAT** (₹ Cr) & PAT Margin** (%)

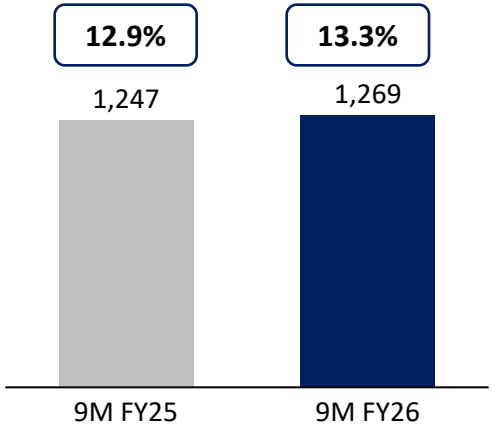


*** After new labour code provisions of ₹76.51 Cr in Q3 FY26*

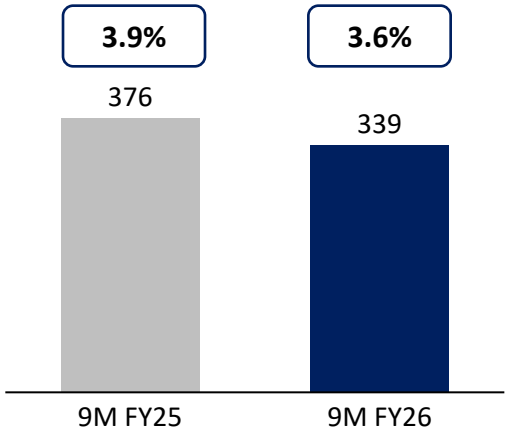
Total Income (₹ Cr)



EBITDA* (₹ Cr) & EBITDA Margin* (%)



PAT** (₹ Cr) & PAT Margin** (%)



*** After new labour code provisions of ₹76.51 Cr in 9M FY26*

*Note: *Components of finance cost like Bank charges and commission is added to other expenses & deducted from finance cost, thereby adjusting the calculation of EBITDA & EBITDA Margins; EBITDA excludes one-time impact of ₹ 76.51 Cr in Q3 & 9M FY26 towards new labour code. PAT and PAT Margins for Q3 & 9M FY26 is after providing for the new labour code related provisions*

Company Overview

Nouakchott Container Terminal, Mauritania

Corporate Snapshot

AFCONS

Flagship Infrastructure Engineering and Construction Company of the Shapoorji Pallonji Group

Leading Global EPC company with an Established Track Record in executing large, complex and high-value projects

Extreme Engineering Capabilities

Standardized processes with efficient resource allocation

Maintains a **strategic equipment base**

Index Inclusion

Included in **MSCI India & Domestic Small Cap Index**

Crisil Rating Upgrade

AA-/Stable (Long Term)
A1+ (Short Term)

Top 3 Indian Cos
ENR Top International Contractors Rankings[1]

8th Largest
International marine and port facilities contractor
(Highest ranking Indian company in Top 25)

12th Rank
Global bridges sector
(Only Indian company in Top 25)

48th Rank
Global transportation sector
(Only Indian company in Top 50)

15th Rank
Aqueducts sector
(Only Indian company in Top 25)

40th Rank
Water Supply

5,100+
Lane km of roads

235
Marine works

195+
Bridges, Flyovers, Viaducts

150+ km
Elevated & Underground Metro

65+ km
Underground Tunnel by NATM

47
General Civil Engineering & Industrial Structure

8
LNG Tanks

6
Irrigation, Water Supply and Hydro works

60+
Overseas projects

Note: 1. As per 2025 ENR (Engineering News-Record, US) Top International Contractors rankings. Companies are ranked according to construction revenue generated outside of each company's home country

Our Journey So Far

AFCONS

1959
Founded as a partnership between Rodio Foundation Engineering Limited, Switzerland and Hazarat & Company, India as a civil construction firm

1963
Entered **Marine Construction**

1974
Expanded into overseas markets through the construction of the Jetty and Intake Structure for the Desalination Plant at Muscat (Oman)

1976
Established as a company: Asia Foundations and Constructions Private Limited

1979
Entered **Bridge Construction**

1987
Won the first project in Africa (Ethiopia)

1988
Entered **Road Construction**

1996
Renamed as "Afcons Infrastructure Limited" to reflect a major thrust in infrastructure related projects

1997
Became a full-fledged Public Limited Company

2000
Shapoorji Pallonji

- Acquired by Sterling Investment Corporation Limited, a Shapoorji Pallonji Group Company
- Entered **Elevated Metro Segment**

2005
Entered **Hydro and Rail Tunnel Segment**

2007
Achieved total income of **INR 10bn**

2009
Won the first offshore oil and gas business project

2010
Entered **Underground Metro Tunnelling Segment**

2016
- Entered **Turnkey Railway** segment
- Entered **Irrigation** segment

2017
Entered the **International Water Supply** segment

2020
- Entered the Regional Rapid Rail Transit System (RRTS) segment
- Crossed total income of **INR 100bn**

2021
Won **Greater Male Connectivity Project**, the **largest infra project** in **Maldives**

2022
Entered the Domestic Water Supply Segment

2023
Won C2 Tunnel Package for **Mumbai Ahmedabad High Speed Rail** (MAHSR) - India's first 7 km long undersea tunnel

2024
Listed on NSE and BSE

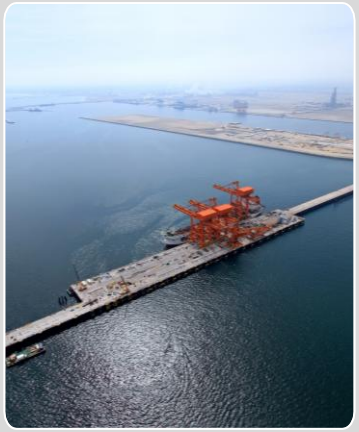
2025
- Achieved the highest ever pending order book of **~INR 369bn**
- Inauguration of **Chenab Bridge**, the world's highest single-arch railway bridge at Jammu Kashmir, India

1959 - 1966 | 1967 - 1974 | 1975 - 1982 | 1983- 1990 | 1991 - 1998 | 1999 - 2006 | 2007 - 2014 | 2015 - 2022 | 2023 - 2025

Portfolio Spread across Major Infrastructure Segments…

Afcons provides Engineering, Procurement and Construction (EPC) services across major infrastructure segments

Business Segments



Marine & Industrial

- Ports & Harbours Jetties, Dry Docks, Wet Basins, Breakwaters, Outfall & Intake structure, LNG Tanks
- Material Handling Systems

Surface Transport

- Highways & Roads
- Interchanges
- Mining-related infra
- Railways

Urban Infrastructure

- Elevated & Underground Metro Works
- Bridges & Flyovers
- Elevated Corridors

Hydro & Underground

- Dams & Barrages
- Tunnels (including large road tunnels) & Underground Works
- Water & Irrigation

Oil & Gas

- Offshore Oil & Gas
- Onshore Oil & Gas

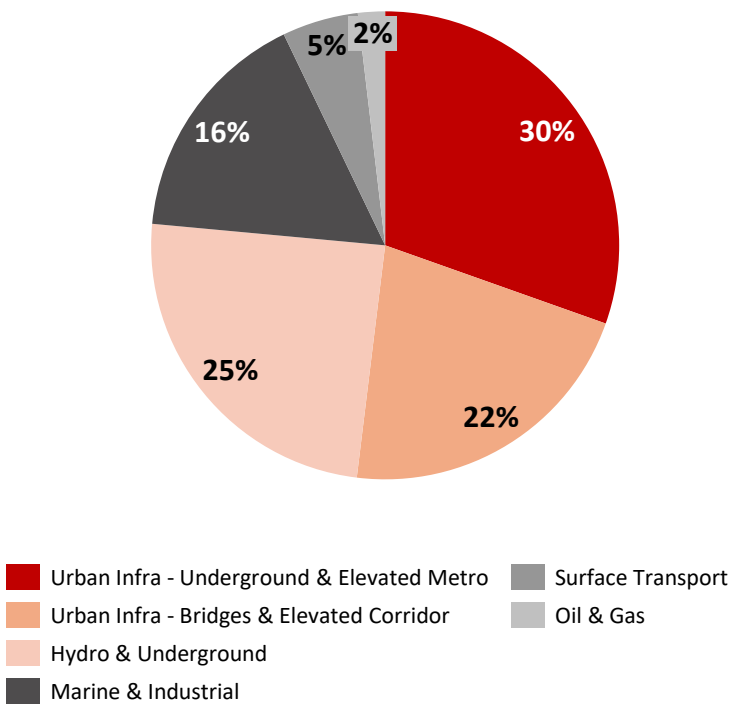
Order Book[1] % (Dec'25)					
	16%	5%	52%	25%	2%

Note: 1. Order Book split for INR 31,543 Cr as of Dec'25

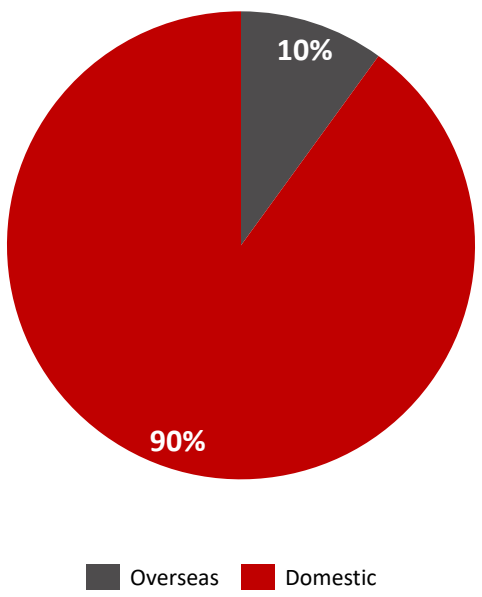
… with Diverse & High-Quality Order Book

Order Book (Dec'25): ₹ 31,543 Cr

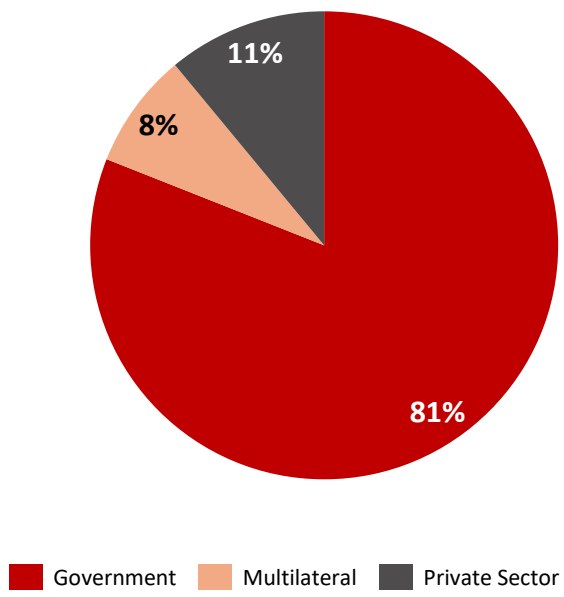
By Segment



By Geography



By Client Type

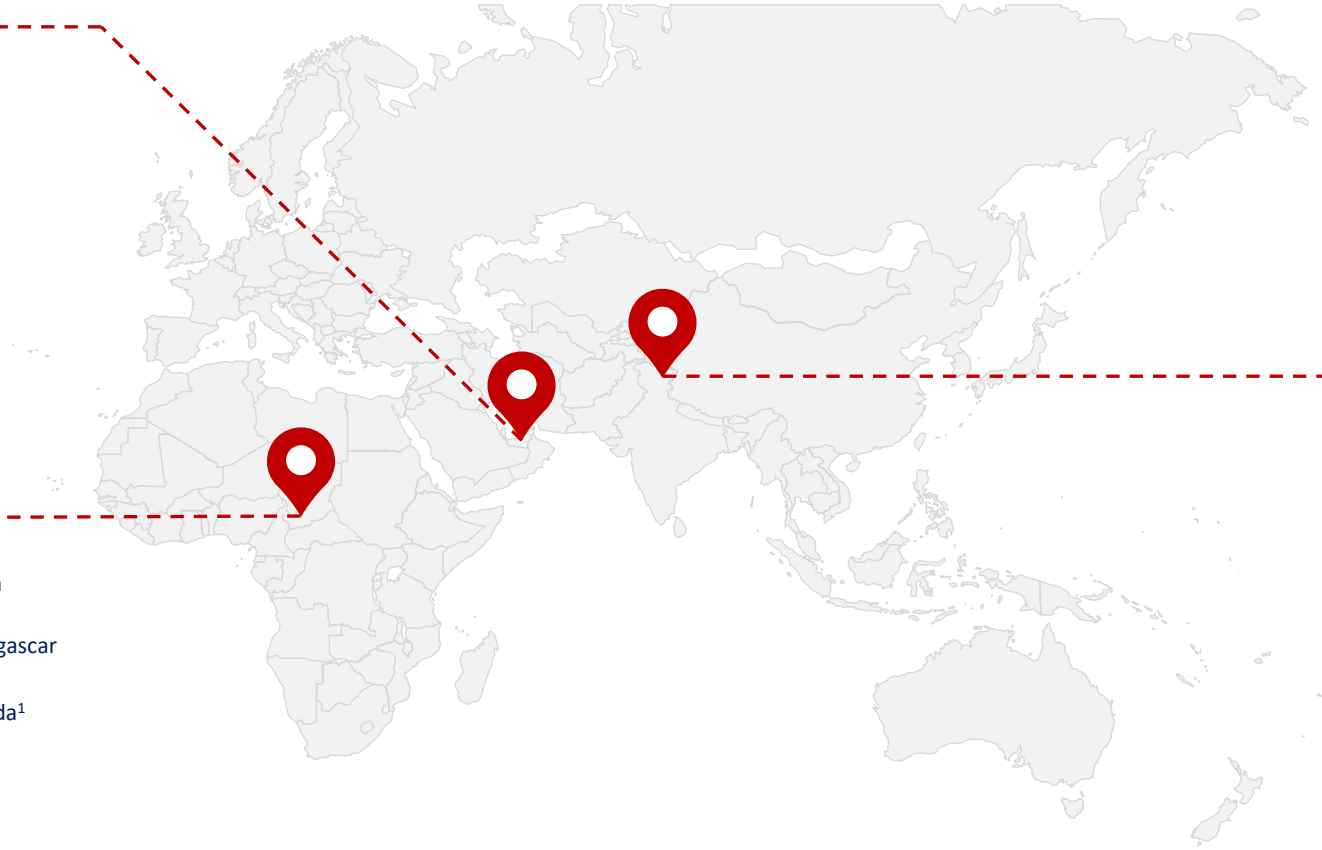


Strategic Presence in Key Markets

One of India's Largest International Infrastructure Companies

Middle East

Bahrain	Iraq	Jordan	Kuwait
Oman	Qatar	Yemen	UAE



Asia

India[1]	Bangladesh[1]	Bhutan	Indonesia
Kazakhstan	Maldives[1]	Sri Lanka	

Africa

Benin[1]	Ethiopia	Gabon	Ghana
Guinea	Ivory Coast[1]	Liberia[1]	Madagascar
Mauritania	Mauritius[1]	Mozambique[1]	Rwanda[1]
Tanzania[1]	Zambia	Zimbabwe	

Afcons has presence / delivered projects in 30 countries across South Asia, Africa, Middle East and CIS

Note: CIS – Commonwealth of Independent States. 1. Ongoing Projects

Pioneering Extreme Engineering & Construction Projects

AFCONS

First of Its Kind Infrastructure Projects – World

Chenab Bridge
World's tallest single-arch railway bridge

Atal Tunnel
World's longest highway tunnel 3,000m above sea level

Sohar Jetty
One of World's deepest ports in Oman

Annaram Barrage
Part of World's largest multi-stage lift irrigation project

New Owendo International Port, Gabon
Fastest completion of port project in West Africa

Lusaka City Decongestion Project, Zambia
First city decongestion project in Africa

Ghana Rail
Ghana's largest railway project and the longest railway bridge in the country

First Bridge in Africa with raker pile foundations

First of Its Kind Infrastructure Projects – India

Kolkata Metro
India's 1st underwater tunnel; Howrah metro station is India's deepest metro station

Chennai Metro
One of India's largest underground metro station

JNPT, Mumbai
India's largest container port; Constructed 1 suspended deck wharf and 5 approach trestles

Nagpur Metro
India's 1st 4-layer transportation system at Gaddigodam Railway Crossing

MG Setu
1st time in India – replaced existing concrete superstructure with new steel superstructure

Kanpur Metro
Constructed in record time of less than 2 years despite the Covid-19 pandemic

Package 14, Igatpuri
India's widest and Maharashtra's longest road tunnel at Nagpur Mumbai Expressway

Jammu Udhampur
Fastest hill-road project completion in NHAI's history

Heera Redevelopment Process Platform
1st Indian EPC contractor to install an offshore process platform using floatover technology

Pioneering Extreme Engineering & Construction Projects

Key Ongoing Projects – India

GCPL
EPC of 2nd liquid cargo berth at Dahej, Gujarat

C2 HSR
21 kms Tunnel project with India's first undersea rail tunnel (7km) for Mumbai Ahmedabad High Speed Rail Corridor

Mumbai Pune Expressway Project – Missing Link
Construction of Missing Link and upgradation of existing road to 8 lane

Bilaspur Tunnel
Construction of multiple tunnels, bridges and formation works for Bhanupali-Bilaspur-Beri New Railway line in Bilaspur, Himachal Pradesh

Delhi Metro Phase IV
Construction of tunnels totaling 11.3km, 6 underground stations, 10 cross passages, 160m of ramp work and other miscellaneous work

Rural Water Supply, Uttar Pradesh
Implementation of various rural water supply projects with connections to 5.41 lakh houses in six tehsils of Jaunpur, UP

Kosi River Bridge
Construction of new 4 lane bridge across river Kosi including rehabilitation and upgradation of existing national highway in Bihar

Delhi – Meerut Rapid Transit System
Underground – Pkg 8: Construction of 7.1km tunnels and 3 UG stations
Elevated – Pkg 6: Construction of 10.57km elevated viaduct and 2 elevated stations

Bengaluru Metro Rail Project
Construction of 9.86km elevated viaduct, 6 elevated metro stations and 5 flyovers totaling 2.84km

Key Ongoing Projects – Overseas

Greater Male Connectivity – Maldives
Biggest Infrastructure Project in Maldives

Liberia Projects (Arcelor Mittal)
Multiple projects: Civil, Structural, Piping & Mechanical works in Liberia

Tanzania Water Supply Project Package 6
Construction, testing and commissioning of water supply schemes at Kayanga, Chato and Geita towns

Leadership & Governance

Mr. Shapoorji Pallonji Mistry
Chairman – Emeritus*

- On the board of Shapoorji Pallonji & Company Private Limited, Sterling Investment Corporation Private Limited.
- 37+ years of experience across construction, real estate, infrastructure, water, oil & gas and renewable energy sector.

Mr. Subramanian Krishnamurthy
Executive Chairman

- Expertise in Project Planning, Execution, Overall Project Management, Contract Management and Corporate Planning.
- Serves on the boards and academic councils of NICMAR, IIM Mumbai and ITM Hyderabad.
- 42+ years of experience in Construction and Engineering sector.

Mr. Srinivasan Paramasivan
Managing Director

- Alumnus of the University of Madurai, Certified Associate of the Indian Institute of Bankers, Fellow Member of ICMAI and ICSI. Co-Chairperson of FICCI's Infrastructure Committee.
- Chairman of the Project Export Promotion Council.
- 40+ years of experience in finance, secretarial and legal.

Mr. Giridhar Rajagopalan
Deputy Managing Director

- Heads the Design, Methods, Quality, Safety, ISO, Technical Training and Knowledge Management departments.
- Member of the Board of Institute of Lean Construction Excellence (ILCE).
- 46+ years of experience in methods and technology sector.

Mr. Umesh Narain Khanna
Non-Executive Director

- Prior experience - CEO, Director on Board Bharat Forge-NTPC Energy Systems Limited, a JV between NTPC Ltd. and Bharat Forge Ltd.
- 42+ years of experience.

Mr. Pallon Mistry
Non-Executive Director

- Promoter member of the SP Group of companies.
- Director on the Board of several SP Group companies.
- Board member of Imperial College India Foundation.
- Master's degree in Strategic Marketing from Imperial College, UK.

Mr. Firoz Cyrus Mistry
Non-Executive Director

- Promoter member of the SP Group of companies.
- On the Board of S C Finance and Investments Pvt Ltd and Cyrus Investments Private Limited.
- Designated partner in CPM Nexgen Ventures LLP and Mistry Ventures LLP.
- Bachelor of Liberal Arts from Yale University, USA.

Mr. Anurag Kumar Sachan
Independent Director

- Fellow of the Indian Institution of Technical Arbitrators and a member of the Chartered Institute of Logistics & Transport – India.
- Strong track record of 37 yrs in Project & Contract Management, Bidding, Arbitration, Freight Operation Maintenance & Human Resource Development.

Mr. Sitaram Janardan Kunte
Independent Director

- Governor of National Institute of Securities Markets (NISM), created by SEBI.
- Member of Academic Council, IIM Mumbai.
- Empaneled as Abrbitrator by Hon. Bombay High Court and National Hydro Power Corporation.
- Retd. IAS officer previously associated with the Government of Maharashtra.
- 36+ years of experience.

Ms. Rukhshana Jina Mistry
Independent Director

- Practicing Chartered Accountant.
- 34+ years of experience

Mr. Atul Sobti
Independent Director

- Prior experience - Chairman & MD of Bharat Heavy Electricals Limited.
- Experience in the areas of Corporate Governance, Marketing & BD, Project Management, Engineering & R&D among others.
- 45+ years of experience.

Mr. Cherag Sarosh Balsara
Independent Director

- Practicing as a Counsel specializing in civil litigation in Bombay High Court, Supreme Court and the National Company Law Tribunal.
- 32+ years of experience in handling large number of commercial and corporate disputes, commercial arbitration matters, and numerous redevelopment projects in Mumbai.

Mr. Santosh Balachandran Nayar
Independent Director

- Held several senior leadership positions, including Deputy Managing
- Director & Group Executive (Corporate Banking) at the State Bank of India, Managing Director & CEO at IFCI Limited and Chairman & Managing Director at India Infrastructure Finance Company Limited.
- 40+ years of experience in project finance, banking, and insurance.

*Note: * Not a Board position*

Strategic Equipment Base

Strategic Equipment Base across Diversified Segments

14 Marine Barges
(200 – 1,200 tonne)

17 Tunnel Boring Machines (TBMs)
+3 Pending Delivery

8 Large-capacity Jack ups **(200–750 tonne)**

145 Cranes

24 Jumbo drills

Strategic Equipment Base

- Indigenous strategic equipment fleet
- Worth ₹ 42,848 mn[1]
- Across diversified segments

- Inventory of customized tunnel boring machines – one of the largest amongst peers in India
- Two workshops in Delhi and Nagpur for maintenance and innovation
- Technological edge in executing challenging projects

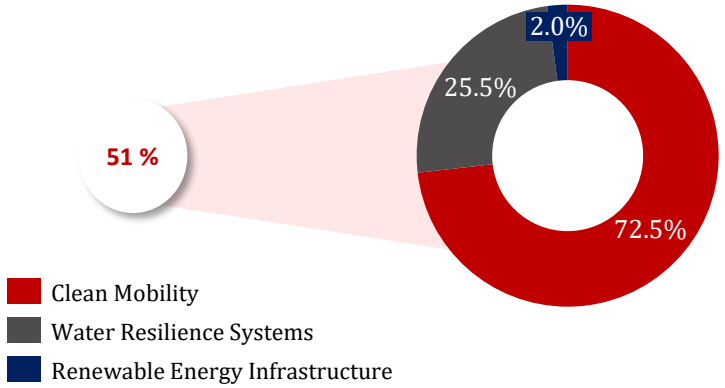
Note: 1. As of Dec'25

Sustainability Metrics

Hindu Hrudaysamrat Balasaheb Thackeray Maharashtra Samruddhi Mahamarg, PKG-2

Extreme Engineering Building a Sustainable Tomorrow

In FY 2024–25, 51% of revenue was attributable to green revenue



Greenbelt Development Work
Treated water used for tree plantation, landscaping, etc.

Reduced water usage
Specialized chemical admixtures to lower water requirement for concrete production

Dust Suppression
Across construction sites, to maintain an environment-friendly operation

19.5%
Water Recycled for Reuse

24% Reduction*
Energy Intensity / ₹ Turnover

~14% Reduction*
Water Intensity / ₹ Turnover

23% Reduction*
Emissions Intensity / ₹ Turnover

~23% Reduction* Waste Intensity / ₹ Turnover

₹ 2.84 Cr
Total CSR Expenditure

14,637
No of Beneficiaries Impacted

16,877
Sessions on Health, Safety and Environment

100%
Performance and Career Development Reviews of Employee Training

Livelihood enhancement

- Farmer Livelihood and Skilling
- Improving Water Access through water harvesting

Eradicating hunger, poverty and malnutrition

- Charitable and Welfare activities

Healthcare

- Construction and support to Ayurvedic treatment facilities and Research Centre

Education

- Skill development initiatives for underprivileged children
- School infrastructure upgrade and education-related equipment

Note: Figures represented for FY2024-25 except * which indicates a comparison between FY2024-25 and FY2023-24

Financial Performance

Bangalore Elevated Metro

Q3 & 9M FY26 Consolidated Income Statement

Particulars (₹ Cr)	Q3 FY26	Q3 FY25	Y-o-Y	Q2 FY26	Q-o-Q	9M FY26	9M FY25	Y-o-Y
Revenue from Operations	2,976	3,211		2,988		9,335	9,325	
Other Income	50	121		113		211	310	
Total Income	**3,025**	**3,332**	**-9.2%**	**3,101**	**-2.4%**	**9,545**	**9,635**	**-0.9%**
Cost of Material Consumed	670	724		915		2,265	2,400	
Cost of Construction	1,290	1,438		1,045		3,873	3,952	
Employee Expenses	347	352		349		1,073	1,052	
Other Expenses	296	369		391		1,065	985	
EBITDA*	**424**	**448**	**-5.5%**	**401**	**5.6%**	**1,269**	**1,247**	**1.8%**
EBITDA Margin* (%)	**14.0%**	**13.5%**		**12.9%**		**13.3%**	**12.9%**	
Depreciation	93	117		122		354	367	
EBIT	**330**	**331**	**-0.4%**	**279**	**18.4%**	**915**	**880**	**3.9%**
EBIT Margin (%)	**10.9%**	**9.9%**		**9.0%**		**9.6%**	**9.1%**	
Finance Cost*	131	131		130		383	354	
Exceptional Items#	77	0		0		77	0	
Profit Before Tax	**123**	**200**	**-38.4%**	**149**	**-17.6%**	**456**	**526**	**-13.4%**
Profit Before Tax (%)	**4.1%**	**6.0%**		**4.8%**		**4.8%**	**5.5%**	
Tax	26	51		44		116	150	
Profit After Tax	**97**	**149**	**-35.0%**	**105**	**-7.9%**	**339**	**376**	**-9.7%**
PAT Margin (%)	**3.2%**	**4.5%**		**3.4%**		**3.6%**	**3.9%**	
EPS (As per Profit after Tax)	2.63	4.05		2.85		9.23	10.22	

*Note: *Components of finance cost like Bank charges and commission is added to other expenses & deducted from finance cost, thereby adjusting the calculation of EBITDA & EBITDA Margins.*
 # Exceptional items refers to the one-time impact of labour code of ₹76.51 Cr on Q3 and 9M FY26

Consolidated Income Statement

Particulars (₹ Cr)	FY24	FY25
Revenue from Operations	13,268	12,548
Other Income	379	474
Total Income	**13,647**	**13,023**
Cost of Material Consumed	4,012	3,290
Cost of Construction	5,294	5,246
Employee Expenses	1,383	1,435
Other Expenses	1,374	1,390
EBITDA*	**1,583**	**1,662**
EBITDA Margin* (%)	**11.6%**	**12.8%**
Depreciation	494	491
EBIT	**1,089**	**1,171**
EBIT Margin (%)	**8.0%**	**9.0%**
Finance Cost*	416	461
Profit Before Tax	**673**	**710**
Profit Before Tax (%)	**4.9%**	**5.5%**
Tax	223	223
Profit After Tax	**450**	**487**
PAT Margin (%)	**3.3%**	**3.7%**
EPS (As per Profit after Tax)	13.20	13.24

*Note: *Components of finance cost like bank charges and commission is added to other expenses & deducted from finance cost, thereby adjusting the calculation of EBITDA & EBITDA Margins*

Consolidated Balance Sheet

Particulars (₹ Cr)	FY24	FY25	H1 FY26
Equity and Liabilities			
Equity Share Capital	341	368	368
Other Equity	3,255	4,893	5,021
Non-controlling Interest	2	2	1
Total Equity	**3,598**	**5,263**	**5,390**
Contract Liabilities	4,449	4,774	4,230
Borrowings	2,455	2,235	3,473
Trade Payables	4,756	3,975	3,994
Lease Liabilities	68	107	93
Other Financial Liabilities	398	321	368
Current Tax and Deferred Tax liabilities	188	127	109
Provisions	236	172	155
Other Liabilities	86	145	122
Total Liabilities	**12,636**	**11,856**	**12,544**
Total Equity and Liabilities	**16,234**	**17,119**	**17,934**

Particulars (₹ Cr)	FY24	FY25	H1 FY26
Assets			
Tangible Assets (incl. CWIP and ROU)	2,826	2,770	2,638
Intangible Assets	1	1	1
Investments	1	1	1
Trade Receivables	3,620	3,459	3,637
Contract Asset	5,225	7,096	7,795
Loans & Advances	62	57	58
Inventories	1,627	1,010	1,016
Cash & Bank Balance	666	770	759
Other Financial Assets	919	650	500
Non-current Tax Assets	54	12	87
Other Assets	1,233	1,293	1,442
Total Assets	**16,234**	**17,119**	**17,934**

Consolidated Cash Flow Statement

Particulars (₹ Cr)	FY24	FY25	H1 FY26
Cash Flow from Operating Activities			
Profit before Tax	673	710	333
Adjustment for Non-Operating Items	961	921	620
Operating Profit before Working Capital Changes	**1,634**	**1,631**	**953**
Changes in Working Capital	-676	-1,523	-1,441
Cash Generated from Operations	**958**	**108**	**-488**
Less: Direct Taxes paid	-251	-240	-181
Net Cash from Operating Activities	**707**	**-132**	**-669**
Cash Flow from Investing Activities	-859	-132	-184
Cash Flow from Financing Activities	246	290	784
Net increase/ (decrease) in Cash & Cash equivalent	**94**	**26**	**-69**
Add: Cash and cash equivalents as at the beginning of the year / period	319	413	440
Effects of exchange rate changes on cash and cash equivalents	0	1	4
Cash and cash equivalents as at the end of the year / period	**413**	**440**	**375**

Annexures

Jammu Udhampur Highway

Strong Commitment to Knowledge Management and Innovation Practices

AFCONS

Focus on transforming into a knowledge enterprise with continuous learning across levels

Industry leading knowledge management practice …

Only Indian infra company to win the MIKE award eight times in a row

Launched the **Afcons Talent Management** Academy in 2022

Only infrastructure company to have a **Chief Knowledge Officer**

MAKE (Most Admired Knowledge Enterprise) – Global, Asia and India 2016 & 2017

MIKE (Most Innovative Knowledge Enterprise) – Global and India 2018 to 2025

Knowledge Enterprise

- Implemented an **operational excellence model**
- Allows different projects to **learn from each other**
- Fosters a **culture of continuous learning**
- **Enhance knowledge and capabilities** of engineers

… with focus on continuous enterprise-wide learning

Learn Before → **Learn During** → **Learn After**

Project Life Cycle

Project Start
- Kick-of workshop
- Activity-based classroom
- E-Learning
- External trainings

Project Execution
- Activity lessons learned
- Lean construction
- Classroom @Site
- Process videos
- Project videos
- Expert podcast
- Case studies

Project Completion
- Project Documents
- Project lessons learned
- Project completion report

Knowledge Consumption

Knowledge Creation

Total Man hours of training *(includes certain mandatory courses)*	**FY25: 359,775 man hours**
Total Man-days of training per employee	**FY25: 10.0 days**

Robust Contracts Management System

Sizable percentage of contract value collected as **advance payment** when contract is executed

Collect payments at different stages of the project upon completion of various milestones

Escalation clauses in contracts to pass cost overruns to clients

Actively engage in **resolving claims with clients through** a collaborative and constructive approach

Robust contracts management system to handle disputes

Built a **strong network** of external experts, advocates and firms

Strong Risk Management Architecture

AFCONS

Demonstrated ability to assess and manage risks across the project lifecycle

Key Considerations

Pre-tendering

- Country Risk
- Client Risk
- Project Risk
- JV Risk

Teams Involved: Business Development Executives, Tendering Team, Strategy Team

Tendering

- Scope of Work
- Construction Method
- Estimates of Construction Material
- Equipment Requirement
- Designs Prepared by Client / Alternative Designs
- Contractual Aspects

Teams Involved: Tendering Team, Business Unit Head, Design Department, Core Methods and Engineering Group, Supply Chain Management Team, Executive Chairman and MD

Execution

- Unknown Site Condition
- Known Operational Risk
- Unknown Construction Method
- Design Risk
- Challenges in Site Access and Logistics
- Subcontractor

Reviews: Periodic project reviews and risk monitoring at the project site

Risk Management: Led by Chief Risk Officer

Monitoring and Reporting

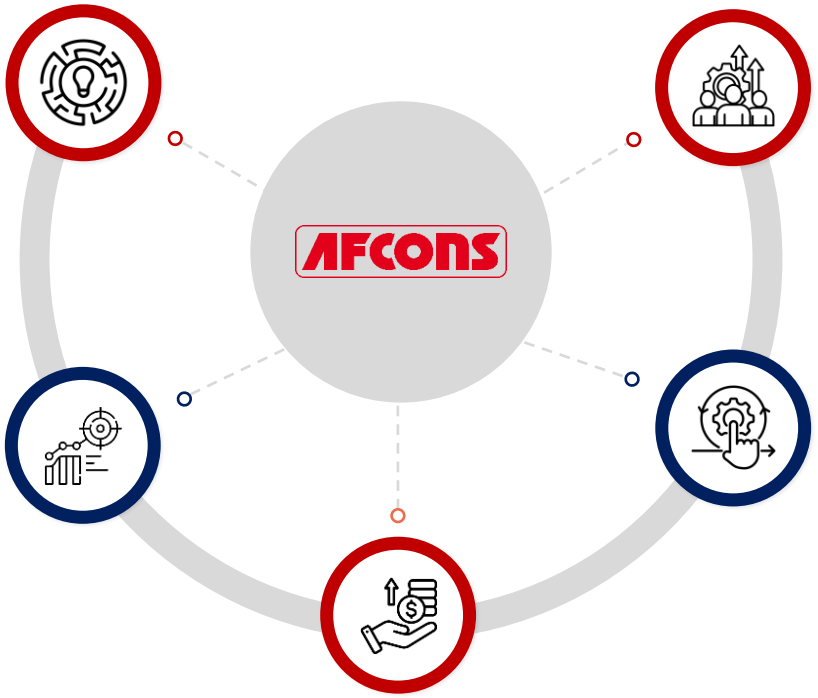
- Construction schedule of the project updated monthly
- Daily / Weekly / Monthly and Quarterly reviews conducted
- Site team and head office teams monitor the budget on a monthly and quarterly basis for any cost overruns
- Annual budget for the applicable project prepared by the site team for each financial year along with head office MIS team
- At the completion, the project team sends the project completion report to the head office

Key Strategies to Drive Growth

Afcons aims to grow business in a sustainable profitable manner by maintaining an order book that matches its execution capacity, rationalizing costs, improving execution efficiencies, and consistently developing capabilities and capacity for project delivery

Selectively Pursue Large Value and Complex Projects

Grow a Highly Skilled and Motivated Workforce and Strengthening Equipment Base



Maximize Opportunities in Existing Markets and Expanding Footprint in Overseas Market

Optimize Project Execution and Management

Focus On Cost Management

Key Awards and Accreditations

Most Admired Emerging Company in the Transport Sector' at the ET Now Infra Focus Summit and Awards 2025

'Third-fastest Growing Construction Company' in the Ultra Large Category at the Construction World Global Awards 2025

'**Infrastructure Company** of the Year' award at the 15th Construction Week India Awards 2025

India Green Awards - The Green Commercial Project Award of the Year in 2025 for Delhi Metro

Award for the **Top-Rated Construction Company in the 'Mid-Sized Companies'** category by the Ambition Box Employee Choice Awards (ABECA) 2025

Winner of **British Safety Council's International Safety Award** across multiple projects

'Certificate of Recognition' as one of India's 500 most valuable companies (2024) by Burgundy Hurun

CII Industrial Innovation Award - Won the **Top Innovative Company (across all sectors and categories) as well as in the Service Category (Large) for Incredible Engineering** (2025)

IEI Industry Excellence Award (2024)

Award for **'Outstanding Contribution in Roads and Highways (Very Large Projects)'** for the Maharashtra Samruddhi Mahamarg Package 2 Project at the 10th EPC World Awards

'MERIT' award for CIDCO Project, Maharashtra by National Safety Council of India (2024)

'Infrastructure Project of the Year' award for the East-West Metro, Kolkata & **'Multi-Modal Integrated Infrastructure Project of the Year'** award for the Nagpur Metro Reach-2 at ASSOCHAM Infra Awards (2024)

THANK YOU

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Meeting Request Link