



**May 18, 2026**

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

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.

**Scrip Code: 544280**

**Symbol: AFCONS**

**Subject: Disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Investor Presentation.**

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR Regulations"), we hereby enclose the Investor Presentation on the Audited Financial Results of the Company for the quarter and financial year ended March 31, 2026.

We request you to take note of the above.

**Thanking you,  
Yours faithfully,  
For Afcons Infrastructure Limited**

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

Encl.: as stated above



## Afcons Infrastructure Limited

Investor Presentation – Q4 & FY26

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# Financial Snapshot

# Q4 & FY26 Result Highlights



**₹ 2,777 Cr**  
**Total Income**  
**Q4 FY26**



**₹ 12,322 Cr**  
**Total Income**  
**FY26**



**11.9%**  
**ROCE**  
**FY26**



**₹ 32,496 Cr**  
**Order Book**  
**As of Mar'26**



**₹ 170 Cr**  
**EBITDA\***  
**Q4 FY26**



**₹ 1,439 Cr**  
**EBITDA\***  
**FY26**



**4.7%**  
**ROE**  
**FY26**



**₹ 4,125 Cr**  
**Order Inflow**  
**FY26**



**₹ -89 Cr**  
**PAT**  
**Q4 FY26**



**₹ 251 Cr**  
**PAT**  
**FY26**

*(After new labour code provisions of ₹76.51 Cr)*



**0.5x**  
**Net Debt to Equity**  
**FY26**



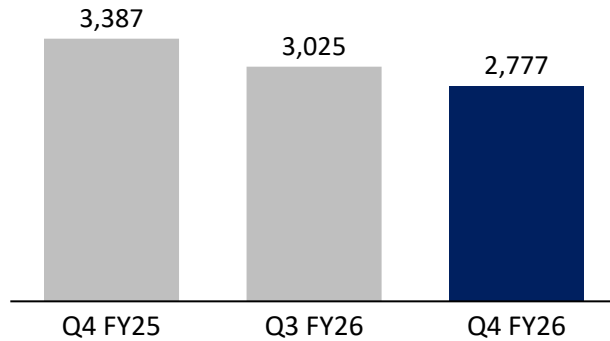
**2.6x**  
**Book to Bill**  
**FY26**

*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 for FY26 excludes one-time impact of ₹ 76.51 Cr towards new labour code.*

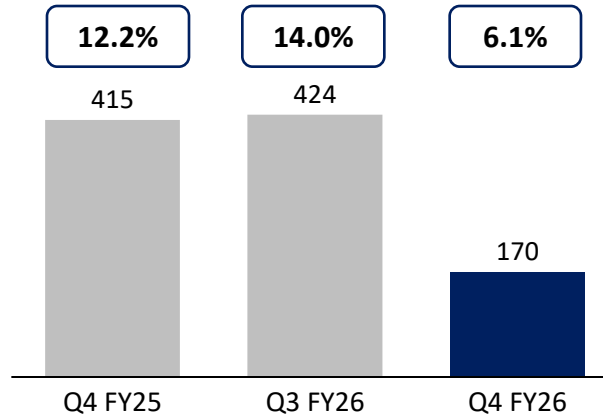
# Consolidated Financial Performance – Q4 & FY26



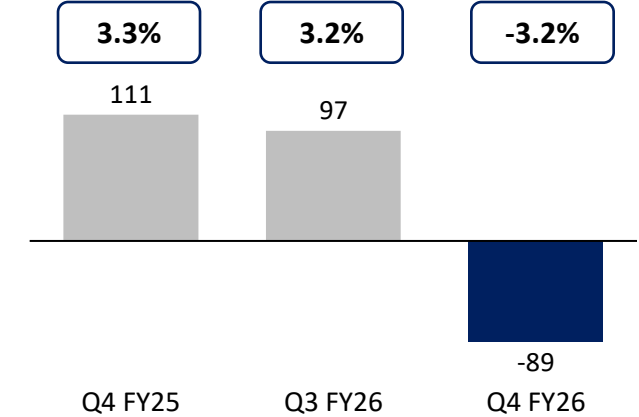
**Total Income (₹ Cr)**



**EBITDA\* (₹ Cr) & EBITDA Margin\* (%)**

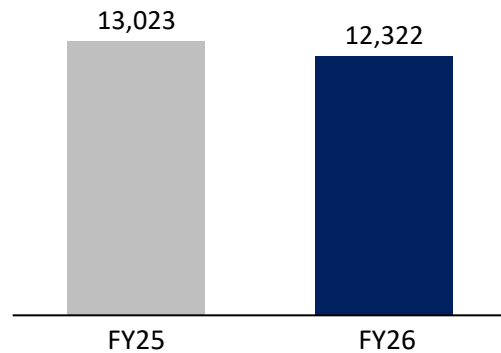


**PAT\*\* (₹ Cr) & PAT Margin\*\* (%)**

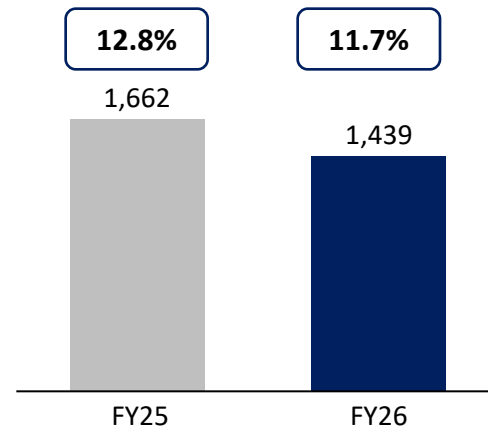


\*\* After new labour code provisions of ₹76.51 Cr in Q3 FY26

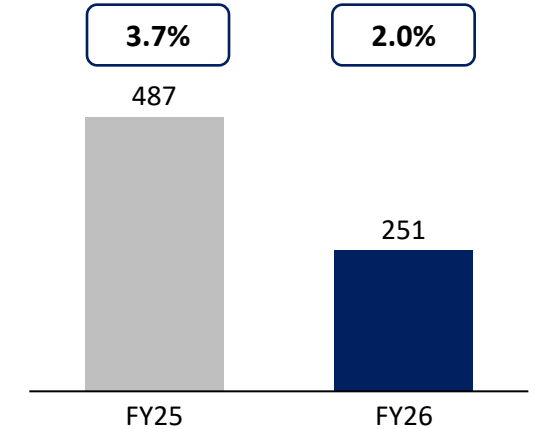
**Total Income (₹ Cr)**



**EBITDA\* (₹ Cr) & EBITDA Margin\* (%)**



**PAT\*\* (₹ Cr) & PAT Margin\*\* (%)**



\*\* After new labour code provisions of ₹76.51 Cr in 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 Q3FY26 & FY26 towards new labour code. \*\*PAT and PAT Margins for Q3FY26 & FY26 is after providing for the new labour code related provisions



# Company Overview

## 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<sup>1</sup>**

### 8<sup>th</sup> Largest

**International marine and**  
**port facilities contractor**  
(Highest ranking Indian  
company in Top 25)

### 12<sup>th</sup> Rank

**Global bridges sector**  
(Only Indian company in  
Top 25)

### 48<sup>th</sup> Rank

**Global transportation sector**  
(Only Indian company in  
Top 50)

### 15<sup>th</sup> Rank

**Aqueducts sector**  
(Only Indian company in  
Top 25)

### 40<sup>th</sup> Rank

**Water Supply**



**5,100+**

Lane km of roads



**235**

Marine works



**195+**

Bridges, Flyovers, Viaducts



**150+ km**

Elevated & Underground  
Metro



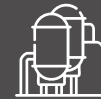
**65+ km**

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



**1959**

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

**1963**

Entered **Marine Construction**

**1976**

Established as a company: Asia Foundations and Constructions Private Limited

**1979**

Entered **Bridge Construction**

**1996**

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

**1997**

Became a full-fledged Public Limited Company

**2007**

Achieved total income of **INR 10bn**

**2009**

Won the first offshore oil and gas business project

**2010**

Entered **Underground Metro Tunnelling 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

**1974**

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

**1987**

Won the first project in Africa (Ethiopia)

**1988**

Entered **Road Construction**

**2000**



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

**2005**

Entered **Hydro and Rail Tunnel 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**

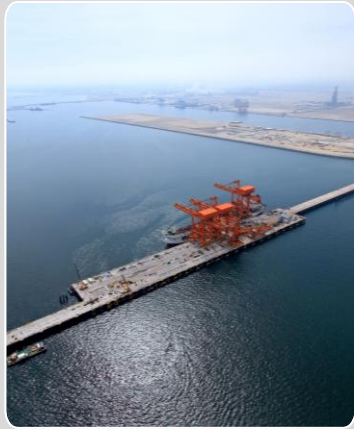
Entered the Domestic Water Supply Segment

# 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

15%

9%

51%

23%

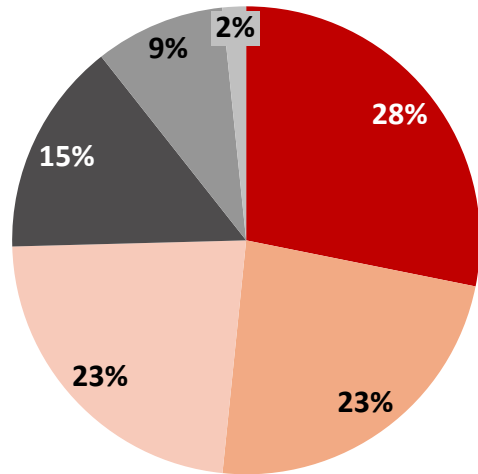
2%

Order Book<sup>1</sup>  
% (Mar'26)

Note: 1. Order Book split for INR 32,496 Cr as of Mar'26

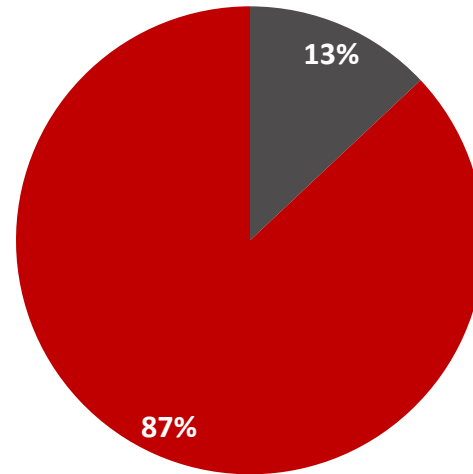
Order Book (Mar'26): ₹ 32,496 Cr

## By Segment



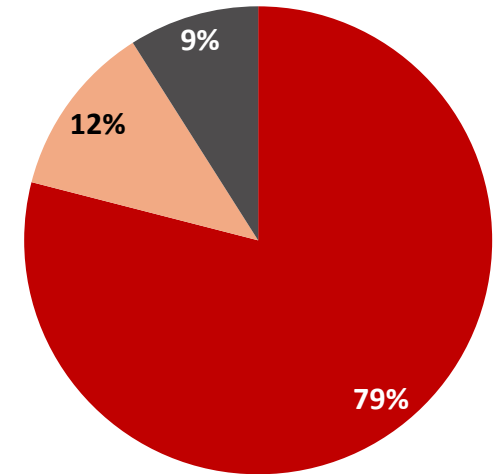
- Urban Infra - Underground & Elevated Metro
- Urban Infra - Bridges & Elevated Corridor
- Hydro & Underground
- Marine & Industrial
- Surface Transport
- Oil & Gas

## By Geography



- Overseas
- Domestic

## By Client Type



- Government
- Multilateral
- Private Sector

*One of India's Largest International Infrastructure Companies*

## Middle East

Bahrain	Iraq	Jordan	Kuwait
Oman	Qatar	Yemen	UAE

## Africa

Benin <sup>1</sup>	Ethiopia	Gabon	Ghana
Guinea	Ivory Coast <sup>1</sup>	Liberia <sup>1</sup>	Madagascar
Mauritania	Mauritius <sup>1</sup>	Mozambique <sup>1</sup>	Rwanda <sup>1</sup>
Tanzania <sup>1</sup>	Uganda <sup>1</sup>	Zambia	Zimbabwe

## Asia

India <sup>1</sup>	Bangladesh <sup>1</sup>	Bhutan	Indonesia
Kazakhstan	Maldives <sup>1</sup>	Sri Lanka	



**Afcons has presence / delivered projects in 31 countries across South Asia, Africa, Middle East and CIS**

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

## 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

## Key Ongoing Projects – India



### GCPL

EPC of 2<sup>nd</sup> 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



**HRRL Crude Oil Terminal, Mundra**

Successfully commissioned the HRRL Crude Oil Terminal project at Mundra, part of one of India's largest integrated refinery and petrochemical complexes, marking a huge milestone for the Oil & Gas segment



**Bangalore Silk Board**

Inaugurated the most difficult stretch which consisted of double-decker metro flyover at Silk Board junction, providing relief to lakhs of commuters



**Kanpur Metro Station**

Successfully completed 2.7 km trial run for Kanpur Underground Metro Project. The trail run started from Kanpur Central Station and finished at Cut & Cover section



**Delhi – Meerut Rapid Transit System**

Inaugurated Delhi-Meerut Namo Bharat Corridor, executing package 6 & 8 covering both elevated as well as underground stretches respectively



**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 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 ICFMAI 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 Arbitrator 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. Rukshana 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.



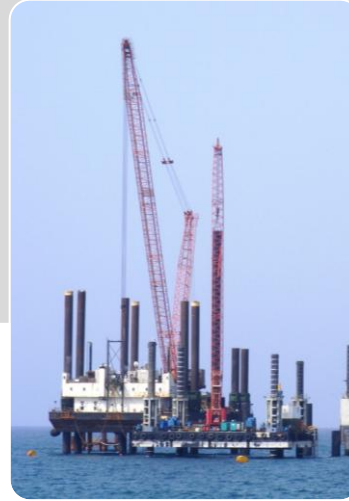
**Strategic Equipment Base**



**13 Marine Barges  
(200 – 1,200 tonne)**



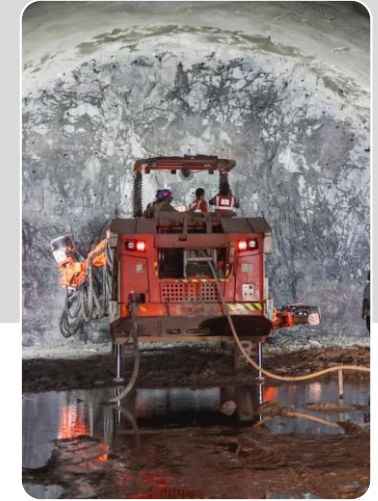
**20 Tunnel Boring  
Machines (TBMs)**



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



**142 Cranes**



**24 Jumbo drills**

## Strategic Equipment Base

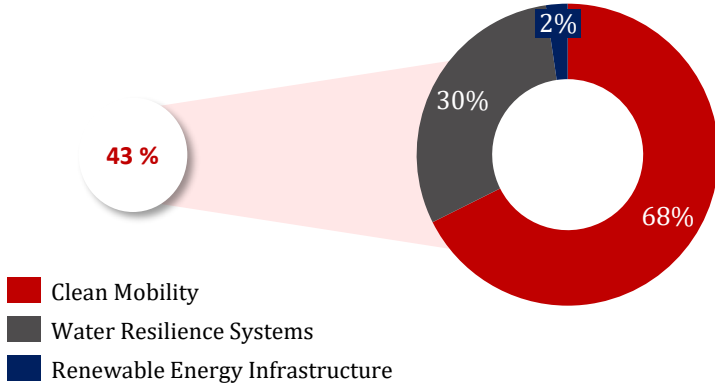
- Indigenous strategic equipment fleet
- Worth ₹ 42,825.5 mn<sup>1</sup>
- Across diversified segments

- 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



# Sustainability Metrics

In FY 2025-26, 43% 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

~14% Reduction\*

Water Intensity / ₹ Turnover

24% Reduction\*

Energy Intensity / ₹ Turnover

23% Reduction\*

Emissions Intensity / ₹ Turnover

~23% Reduction\* Waste Intensity / ₹ Turnover



₹ **4.14** Cr

Total CSR Expenditure



**35,520**

No of Beneficiaries Impacted



**23,466**

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 FY2025-26 except \* which indicates a comparison between FY2024-25 and FY2023-24 (as FY2025-26 numbers are pending assurance)



# Financial Performance

# Q4 & FY26 Consolidated Income Statement



Particulars (₹ Cr)	Q4 FY26	Q4 FY25	Y-o-Y	Q3 FY26	Q-o-Q	FY26	FY25	Y-o-Y
Revenue from Operations	2,614	3,223		2,976		11,948	12,548	
Other Income	163	164		50		374	474	
<b>Total Income</b>	<b>2,777</b>	<b>3,387</b>	<b>-18.0%</b>	<b>3,025</b>	<b>-8.2%</b>	<b>12,322</b>	<b>13,023</b>	<b>-5.4%</b>
Cost of Material Consumed	580	890		670		2,845	3,290	
Cost of Construction	1,173	1,295		1,290		5,046	5,246	
Employee Expenses	379	383		347		1,452	1,435	
Other Expenses	475	405		296		1,540	1,390	
<b>EBITDA*</b>	<b>170</b>	<b>415</b>	<b>-59.1%</b>	<b>424</b>	<b>-60.0%</b>	<b>1,439</b>	<b>1,662</b>	<b>-13.4%</b>
<b>EBITDA Margin* (%)</b>	<b>6.1%</b>	<b>12.2%</b>		<b>14.0%</b>		<b>11.7%</b>	<b>12.8%</b>	
Depreciation	100	124		93		454	491	
<b>EBIT</b>	<b>70</b>	<b>291</b>	<b>-75.9%</b>	<b>330</b>	<b>-78.81%</b>	<b>985</b>	<b>1,171</b>	<b>-15.9%</b>
<b>EBIT Margin (%)</b>	<b>2.5%</b>	<b>8.6%</b>		<b>10.9%</b>		<b>8.0%</b>	<b>9.0%</b>	
Finance Cost*	139	106		131		522	461	
Exceptional Items/Share from Associates <sup>#</sup>	0	0		77		77	0	
<b>Profit before Tax</b>	<b>-69</b>	<b>184</b>	<b>-137.4%</b>	<b>123</b>	<b>-156.0%</b>	<b>387</b>	<b>710</b>	<b>-45.5%</b>
<b>Profit before Tax(%)</b>	<b>-2.5%</b>	<b>5.4%</b>		<b>4.1%</b>		<b>3.1%</b>	<b>5.5%</b>	
Tax	20	73		26		136	223	
<b>Profit After Tax</b>	<b>-89</b>	<b>111</b>	<b>-179.8%</b>	<b>97</b>	<b>-191.47%</b>	<b>251</b>	<b>487</b>	<b>-48.5%</b>
<b>PAT Margin (%)</b>	<b>-3.2%</b>	<b>3.3%</b>		<b>3.2%</b>		<b>2.0%</b>	<b>3.7%</b>	
EPS (As per Profit after Tax)	-2.41	3.01		2.63		6.82	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.

# Exceptional items refers to the one-time impact of labour code of ₹76.51 Cr on Q3FY26 and FY26

# Consolidated Balance Sheet



Particulars (₹ Cr)	FY25	FY26
<b>Equity and Liabilities</b>		
Equity Share Capital	368	368
Other Equity	4,893	5,082
Non-controlling Interest	2	1
<b>Total Equity</b>	<b>5,263</b>	<b>5,451</b>
Contract Liabilities	4,774	4,094
Borrowings	2,235	3,538
Trade Payables	3,975	4,471
Lease Liabilities	107	89
Other Financial Liabilities	321	1,057
Current Tax and Deferred Tax liabilities	127	81
Provisions	172	220
Other Liabilities	145	130
<b>Total Liabilities</b>	<b>11,856</b>	<b>13,680</b>
<b>Total Equity and Liabilities</b>	<b>17,119</b>	<b>19,131</b>

Particulars (₹ Cr)	FY25	FY26
<b>Assets</b>		
Tangible Assets (incl. CWIP and ROU)	2,770	3,399
Intangible Assets	1	1
Investments	1	1
Trade Receivables	3,459	4,038
Contract Asset	7,096	7,731
Loans & Advances	57	68
Inventories	1,010	1,017
Cash & Bank Balance	770	886
Other Financial Assets	650	639
Non-current Tax Assets	12	62
Other Assets	1,293	1,289
<b>Total Assets</b>	<b>17,119</b>	<b>19,131</b>

# Consolidated Cash Flow Statement



Particulars (₹ Cr)	FY25	FY26
<b>Cash Flow from Operating Activities</b>		
Profit before Tax	710	463
Adjustment for Non-Operating Items	921	1,239
<b>Operating Profit before Working Capital Changes</b>	<b>1,631</b>	<b>1,702</b>
Changes in Working Capital	-1,523	-1,592
<b>Cash Generated from Operations</b>	<b>108</b>	<b>110</b>
Less: Direct Taxes paid	-240	-237
<b>Net Cash from Operating Activities</b>	<b>-132</b>	<b>-127</b>
Cash Flow from Investing Activities	-132	-402
Cash Flow from Financing Activities	290	473
<b>Net increase/ (decrease) in Cash &amp; Cash equivalent</b>	<b>26</b>	<b>-56</b>
Add: Cash and cash equivalents as at the beginning of the year / period	413	440
Effects of exchange rate changes on cash and cash equivalents	1	2
<b>Cash and cash equivalents as at the end of the year / period</b>	<b>440</b>	<b>386</b>



Annexures

# Strong Commitment to Knowledge Management and Innovation Practices



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

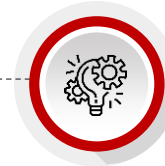
## ... with focus on continuous enterprise-wide learning

Learn Before

Learn During

Learn After

Project Life Cycle



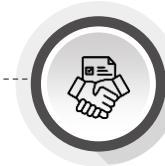
### Project Start

- 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

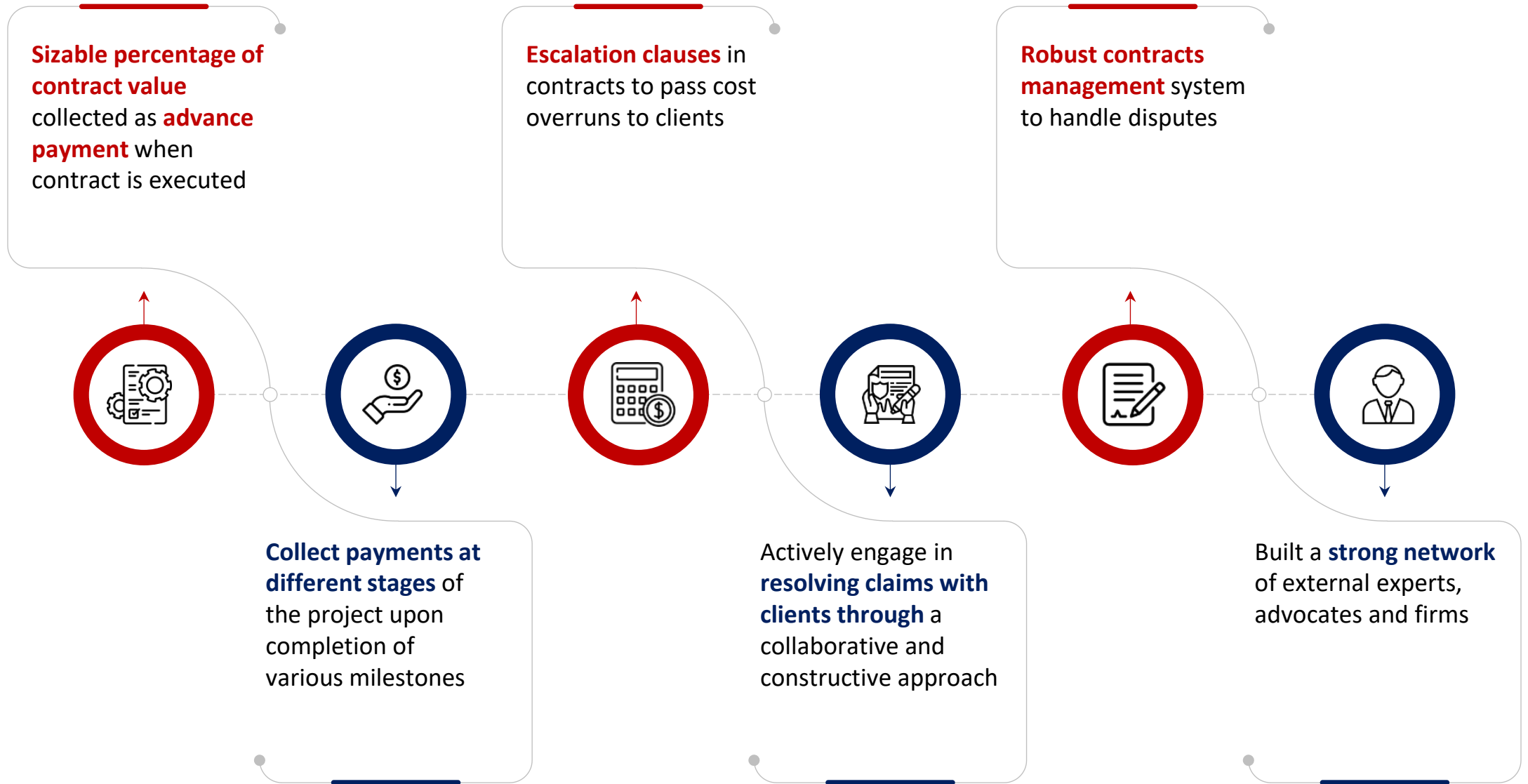
Knowledge Creation

Total Man hours of training (includes certain mandatory courses)

FY26: **2,79,552 man hours**

Total Man-days of training per employee

FY26: **9.1 days**



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

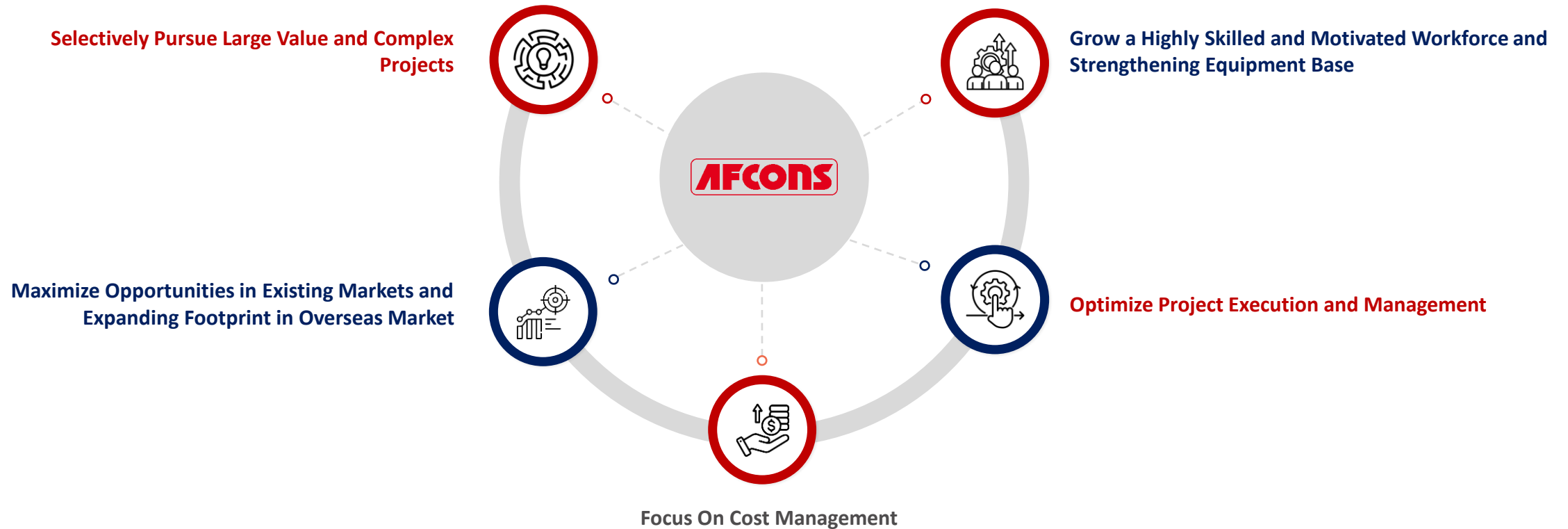
**Reviews:** Periodic project reviews and risk monitoring at the project site

## 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

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



# 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



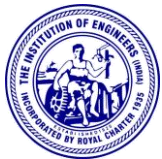
Winner of **British Safety Council's International Safety Award** across multiple projects



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)



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



**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



**NATIONAL SAFETY COUNCIL OF INDIA**



**'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**

**COMPANY :**



Afcons Infrastructure Limited  
CIN: L45200MH1976PLC019335

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Meeting Request [Link](#)