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| T-PM10004 | MEETING AGENDA AND MINUTES |

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| Meeting Title | INDIA SMC | | |
| Meeting Date | 2 March 2020 | Start Time | 02:30  a.m.  p.m. |
| Venue | Gurugram Office | Finish Time | 04:30  a.m.  p.m. |
| Minutes By | YB | Checked By | SF |

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| RECORD OF DISCUSSION | | |
| Item | Item Details | |
| 1.0 | WELCOME, INTRODUCTION OF ATTENDEES, APOLOGIES & MEETING AGENDA | |
| ATTENDANCE | Janardhan Sundaram(JS) -In Chair  Andrew Mckune (AM)  Younis Bhat (YB)  Subhash Nautiyal (SN)  Rakesh Kamboj (RK) | Salim Fahim (SF)  Patil M (PM)  Shiny Stephen (SS) |
| APOLOGIES | Srinivasarao SUNKERLA (SR) |  |
| 2.0 | MEETING AGENDA | |
| * BD update (top opportunities) – PM * KPI achievement – RK * Cash collection – RK * Ageing lockups – RK * Staff morale – SN * Employee engagement – SN * Legal update – Pushpendra (if applicable) * New initiatives – General * Any other business (AOB) | | |
| 3.0 | DISCUSSION AT THE MEETING | |
| **Business Development (PM)**  PM discussed the new and updated BD tracker, and opportunities in all the key sectors. Special Focus was on Highway Opportunities and strategize till we land 3 DPR Projects. AM stressed on the Client connect and advised to focus on specific bids and improve the client connect. In the Rail Sector we must target and strategize next upcoming GC’s such as Mumbai as well. We must weekly track the urban Bids.  **Financials (RK)**  The KPI achievement as of Jan 20 is 64.7% for India, 92.8% for SMEC and (18%) for JCI. This month we are looking at similar/lower numbers. In the month of Jan we have taken 420K of Provisions (200k in infra and 220K in JCI). JS suggested that while LR and JCI will try to catch-up with the budget by year end, SMEC must target the stretched budget. AM explained that while SMEC is targeting the Stretched budget, however as per current scenario it seems difficult, but we will try our best.    **Human Resources (SN)**  Key position mobilization for Chennai Desal were discussed especially the position of TL, Sn clarified that CV’s of two candidates has been shared. Interview of one has been held. However, there is no final decision on the same. SN is waiting for an update from SR.  Other initiatives such as HOLI celebrations in all the offices and Photography competition is underway.  **Project Boards**  SMC team reviewed that project boards aren’t happening as per schedule and BMS requirements.  JS mandated that Project Boards to be planned in March and April. | | |
| 4.0 | NEXT MEETING | |
| The next meeting is to be held on **Tuesday, 31 March 2020** in Gurgaon/Bangalore at 02:30PM | | |
| 5.0 | CLOSE MEETING | |
| Meeting closed at04:38pm**.** | | |

ACTION LIST

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| NAME OF PERSON(S) | DETAILS OF ACTION | DUE DATE |
| PM | Consolidated List of Highway bids after discussing with Technical Heads needs to be finalized and shared | 5 March 2020 |
| PM | A weekly BD tracker to be shared which must include a list of submitted bids and bids going in the month. For those opportunities apart from OM, one SMC personnel to be kept as a key account Manager who will initiate the client connect and meetings.  We must develop a proactive strategy for New Work | 10 March 2020 |
| PM | At end of every month or the at the beginning of next, a list of all submitted bids to be shared with the SMC members for visibility of the bids (both EOIs and Proposals) under evaluation | Starting from 05 March 2020 |
| PM  YB/PM | All No-Go opportunities to be shared with Jana.  Further check with Neeta; the reason of NO-GO for a 2-Lane LC no 274 Highway DPR Bid | 4 March 2020 |
| SF/ YB/ Mohit | Treat NHAI as separate client and initiate the process of engagement with NHAI, understand who is who, and start meeting the client. | ASAP |
| AM | Strategize and keep a track of Assam Power Bids |  |
| PM | We must target 700m - 800m AUD(Value) of Bids this year and which must be supplemented by Market Visibility and Client Connect. | 31st December 2020 |
| AM/SR/SF | WIH exercise for next 8months for all the three Businesses to be updated |  |
| AM/SR/JS | The billing for PMC Projects to be enhanced, Big ticket projects to be prioritized for cash collection. We must achieve our Cash collection forecast for Q1. March cash collection to be exceptional. | 31st March 2020 |
| Gaurav/YB | For KFW project, we will write to KFW officially if asked to take-out Rado’s position. | 31st March 2020 |
| Manmohan/RK | All BG’s on the project to be discussed & negotiated with the client to reduce the BG Value. |  |
| SN | All strategic positions such as Tunnel Expat, Highway lead to be filled including Environmental and Social Experts | 31st March 2020 |
| SN | CV’s of Environmental and Social Experts to be shared with Jana | 10th March 2020 |
| RK | Rakesh to update on BG of BMRCL | 05th March 2020 |
| YB | Prepare the Project Board Plan for India Projects. JS mandated YB and SF to run the Project Boards. | ASAP |