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How to complete Marketing Project within shortest period (max. within 3 years 10 months) from time of decision to proceed with project

1. Glossary & Notes:

- a. Project = Marketing Project (MP)
- b. MP Start Date = Date of decision to proceed with MP. If land title comes after this date, it will be date we get land title + 15 days.
- c. MP End Date = Date of PDL for 50% of the units for the last building in the MP (including OC, Parking, relevant KCAs and other infra)
- d. MP Duration = MP End Date – MP Start Date
- e. MPD1 = Earliest date stated in any customer agreement for Possession

2. Timelines: In case of all MPs, MP duration target to be as below:

Height of building from lowest level (including basement) to terrace slab	Max. period between MP Start Date upto DD completion + issuance of below ground VFCs + site availability (A)	Max. period from receipt of below ground VFC + site availability upto MP End Date (B)	MP Duration
<=90 m	7 months	30 months	37 months
90 – 120 m	10 months	36 months	46 months
120 – 150 m	11 months	40 months	51 months
150 - 200 m (Exceptional cases only, to be generally avoided and in no case should 200 m be exceeded)	12 months	42 months	54 months

These durations shall be used for the purposes of determining the agreement possession date (note: agreement has further grace period of 18 months). If agreement possession date is longer than these, approval of MD is to be taken.

- a. In case of Very Large MPs, MP duration target shall be + 3 months from the aforesaid timelines.
- b. In case of large masterplan with multiple (marketing) MPs, decision to go ahead with masterplan will be deemed to be decision to go ahead with first marketing MP. Decision on subsequent marketing MPs, shall be made separately and timelines shall apply accordingly. In such cases, the extent of the MP shall be defined by RCEO's office.

3. Design (common across different cells in Design)

- a. Timely launches– Design-BD SPOC to ensure that information flow between BD and Design is strong at the start and Design gets sufficient time to meet launch goals as per 'Activities to be carried out in first 30 days from site possession' policy.

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b. Focus on design standardization:

- i. Max. 2 standards for every element of design and clarity on which project segment these apply for.
- ii. Streamline plan options (unit optimization and core optimization for 'length constrained' and 'width constrained' design) for units upto 2000 sft RNA. Incorporate into 'residential unit sizing guidelines' and other relevant guidelines for office and retail.
- iii. One L2 in Architecture to take lead (for 12 months, with no day-to-day project responsibility) to lead 'Innovation' – this role will include external study & benchmarking (within India and abroad), engaging with vendors for ideation on how we can get better value (*better quality and same or higher costs OR same / similar quality at power costs*), review of standards/policies, and use of technology to improve design efficiency.

c. More 'on site' presence of Design in first 12-18 months from start of construction for complex (eg. height > 120 m, luxury development, other critieria to be defined) MPs. To achieve this, Market Design Heads span to be reduced, significant augmentation of Architecture and ID talent with 5 (min. one project delivered end or end) -10 years of experience in design firms, ID Head to be brought in + ID leads to be increased, landscape lead to be introduced, administrative head to be identified for MEP.

- d. For high intensity launches viz. new location / neighbourhood + no basements, consider having 2 leads under the Market Design Head, one focussing on the marketing / sales requirements of launch, and the other focussed on meeting the design requirements till shuttering is available on site.
- e. For timely start to design process, SPOC to be assigned for gathering and assimilating the key information
- f. Use Design Contingency for 'expediting' design when project is being delayed or when changes occur.
- g. Note that every change has 'time' and 'cost' implications – even if such changes are necessary or needed, ensure additional internal and external resources are put to expedite work when changes occur – normal pace will delay project. Further, it is critical for various Design Cells to not just optimize for their respective technical needs but to look at overall project trade-offs and impact:

- i. Have more design bandwidth to think about each project and ensure that drawings are delivered '*first time right*' (max. R1) and in timely manner such that construction is not negatively impacted by Design availability / quality. Any issuance beyond R1 should be reported to HoD-Design by concerned Design Lead, along with reason for such change.
- ii. 100% coordinated drawings should be issued for entire RCC (including above terrace works such as OHT, Staircase Mumpty etc.) by the time 50%

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of planned duration of RCC has elapsed (calculated as planned duration between excavation initiation and terrace slab casting).

- iii. 100% coordinated drawings for all packages (including infra plant related to the livability of that wing) to be issued by the time 50% of the planned construction duration has elapsed (calculated as planned duration between excavation initiation and MP end date).
- h. **Change Management:** Outermost time limit for MPD1 is 6 months after the earliest date stated in any customer agreement for that wing:

Any change in design intent (including due to VE or FSI increase or any other such factor) after issuance of below ground VFC will be deemed to be a change. Every such change which has time impact (due to design or procurement or construction impact or any combination of these) > 15 days will need to be approved by the Design Head of the market + the RCOO of the market. Change time impact < 15 days can be approved by the Design Lead of the project with intimation to PD/CH incharge of the MP. Under no circumstances shall the cumulative impact of such changes exceed 150 days for any wing – PM/CH incharge of the MP (directly or through a designated planner) will maintain track of changes and their agreed impact on time and cost.

4. Architecture

- a. Keep building height (measured from lowest level ((this includes basement levels – see d. below) to terrace slab) as low as practical – 120 m is our preferred max height and in select cases, we can go upto 150 m. Heights between 150 – 200 m shall require MD's approval and above 200 m are generally to be avoided and where unavoidable, require intimation to Board.
- b. In buildings with height > 100 m., minimize structural elements on external façade to minimize slab cycle time. Cladding can be done using post drill cladding brackets or pre-fixing brackets. (Facade cost norms to be considered)
- c. Slab cycle can be faster if the floor plate is restricted to less than 6,000 sq.ft (single concrete pour)
- d. Avoid any basement or services below the building footprint and 3 m periphery thereto – each basement level will take time equivalent to 3 floors above ground. If basements are necessary, minimize excavation depth by following '*Podium and Basements Design Guidelines*'.
- e. Minimize non-typical slabs – either in form or in height. These cause two negative effects wrt project duration:
 - time lost for formwork remake/resetting; and
 - loss of momentum which comes with repetitive cycles.

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Ideally, max. of 3 variations of FTF heights in a building:

- i. Ground floor – maybe higher due to lobby height requirements
- ii. Parking levels
- iii. All levels above typical levels
- iv. In select cases, special height floors maybe needed due to regulatory reasons eg. Fire check floor – in such cases consider how to continue with regular height floors wrt structural frame and doing these elements later i.e. off critical path. To be studied in Structural & formwork design on case by case basis
- f. Complex shapes of RCC elements should be avoided where not adding significant value (e.g. Chajjas at Park, façade elements etc.)
- g. Do not take significant planning risks wrt building's structural completion being done without any stops once it starts i.e. be conservative wrt height permissible and timing of FSI availability.
- h. Locate KCAs and focus on design to ensure that they can be built as per desired timeframes (reference 'policy'):
 - i. Entrance lobby for one building of one type (and any other non-typical buildings) – 1 year (+3 months per basement level if entrance lobby has basements under it) from date of pre-launch of that MP
 - 1. Points to consider:
 - a. Location of meter room and electrical shaft to be such that cabling route has no/minimal impact on ceiling completion
 - b. Flooring pattern to be independent of elevator door center
 - c. Possibility of segregating labour movement to avoid access through entrance lobby
 - ii. Entrance gate (or equivalent) of project/neighbourhood – Within 18 months from date of pre-launch of first MP served by that entrance gate.
 - iii. Clubhouse & related greens – as per KCA timelines policy (generally 2 years from date of 1st pre-launch in MP)
 - iv. Any other important KCAs – as per KCA timelines policy (generally 2 years from date of 1st pre-launch in MP)
 - v. Instead of waiting for DCUs to be complete, use high quality 3D renders to approve/attach critical finishing materials such as flooring, toilet finishes, facade etc. Standardization: 95%+ finishing elements for non-KCAs (i.e. unit, typical lobby, BoH areas etc.) to be standardized (i.e. clarity on manufacturer (max. 2), size, colour and any other specification) for each segment in office and residential, such that project architect has to make virtually no decision wrt selection of these. This policy will also provide clarity on:

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- i. Which elements will vary from project to project in the same segment eg. flooring, fitted kitchen finish.
- ii. Frequency of review <bi-annually (every 2 years in Dec), applicable for projects where finishing starts 3+ months after date of review>
- iii. Approval for exceptions to standardized item (HoD Design)
- vi. In tenanted/NA(Non-Agricultural Land) projects, wherein site survey / stringent boundary definition is not available or finalized, the design must proceed assuming a buffer zone of (1.5m) from available boundaries, till finalization of the site survey/stringent boundary.
- vii. At concept design stage, significant attention to be paid to plan of KCAs, service areas, parking, column sizing etc. so that these are frozen before 1st approval. If any changes, they should be above plinth and covered in 2nd approval so that plinth checking is not affected.

5. Structure

- a. In buildings with height > 100 m.:
 - i. Opt for flat slab structure/ minimizing beams
 - ii. Evaluate time and cost efficiency , construction logistics and availability of bathroom pods
 - iii. Evaluate time and cost efficiency wrt use of composite / steel structural elements
- b. Evaluate time efficiency and availability of pre-cast staircase.
- c. Evaluate time and cost efficiency and availability of pre-cast structural members in building where quality is suitable eg. Parking buildings, buildings to be handed over to government, repetitive office buildings.
- d. Avoid structural transfers (or even significant changes in column sizing) as far as possible. When column sizing is changed to optimize FSI, ensure that the changes are practical from a formwork perspective and happen no more than once every 50 mtrs.
- e. Avoid multiple grades of concrete in structural and non-structural RC members on a given floor (core and external columns may be an exception).
- f. Structure of all buildings > 30 m to be built with formwork+façade combination such that no external plaster is required (max. external plaster can be ground for non-typical ground floor).
- g. In buildings > 30 m, all external walls must be RCC with minimum 150mm thickness. Avoid perimeter beams as far as possible.
- h. Use of cantilever beams should be minimal.
- i. Design pile foundation with shallow depth of excavation rather than raft on hard strata with deep foundations (time v/s cost).

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- j. Use of 8mm bars should be avoided in slab since quantity chairs required for supporting mesh increases. Preferable to use 10mm/12mm bars (cost neutral).
- k. For building with jump form, pullout boxes (e.g. Connectrix) or 16mm couplers must be considered in core-wall for slab dowels. Alternatively, primary steel can be used for pull out bars (cost to be evaluated). (need to review steel procurement policy for buildings >150m)

6. Construction

- a. Construction AOP aligned to customer goals – to be set basis 1. hereinabove and accordingly, milestone (collection and non-collection, together “CNC”) milestones and period-wise possession goals (in terms of no. of units) to be determined. Construction spend budget to be linked to this.
- b. Working with better value contractors – we need to ensure that we are working with contractors who ‘care about what they build’ across all price points and all trades. Procurement practices and budgets to be aligned with this, along with clearer definition of who these ‘strategic partners’ are which offer ‘good value’ (cost v. quality).
- c. At any new location, atleast 20% of the associates in each cell of CM and Sales shall be existing Lodha associates who have spent min. 24 months with Lodha prior to moving to this new location. Atleast 50% of such existing Lodha associates should ideally be level 3 and above. The objective is to ensure that Lodha processes and culture are carried forward to each site, especially in the early days of a new location. This shall be the responsibility of the concerned RCEO and will be monitored by the HR lead for that location. Formal report on compliance with this shall be submitted to HoD-HR and concerned RCEO at ~6 months from the date of launch of sales at that location.
- d. Ensure that required equipment is available well in time, is reliable (high uptime), operated by trained personnel and maintained well. This will avoid loss of time due to equipment unavailability/delay.
- e. Excavations must be completed with a view to complete the foundation works before onset of monsoon.
- f. In case of > 2 basements, consider top down construction.
- g. For Conventional buildings:
 - i. schedule should be such to ensure external plaster and painting work completion well before onset of monsoon.
 - ii. Premix Mortar for external plaster should be used (~40% higher cost for external plaster and 30% higher for internal plaster, but eliminates requirement of fine sand)
- h. Evaluate use of premix mortar for internal plaster as well (especially when sand supply is limited)

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- i. Godown/Stores to be avoided in entrance lobby area.
- j. In case of system formwork, use should be started as early as possible i.e. from ground floor onwards and if feasible, in basements. To facilitate this, adequate coordination is needed upfront to ensure that detailed design is available to order system formwork in timely manner.
- k. If there are number of parking floors (or similar) , it may help to construct alternate parking floor slabs to reach habitable levels in short time. Left out slabs can be cast subsequently without impacting time lines.
- l. All MEP related areas such as typical toilets, toilet shafts, common area shafts, lift shafts to be handed over as per the agreed schedule (preferable in the bates of 5 floors) to ensure continuous work front availability for vendors.

7. Façade

- a. Ensure early closure of design, procurement and testing for elements which are required to make the building water tight. Other façade elements may take lower priority.

8. MEP

- a. Ensure that OC related works are awarded early and are completed well in advance of target completion date – this includes elevators, firefighting works and STP. (Including all MEP Contractors which are pre-requisite for Finishing works)

9. Economic Evaluation

- a. For any MP, stop-start decision can only be made at 3 points:
 - i. When decision to start project is made i.e. design process commences.
 - ii. When decision to start construction or sales (whichever is earlier) is made.
 - iii. When wing reaches 7th habitable floor when decision can be made (on wing wise basis) as to whether to only complete core and shell (Structure, façade: water-tight envelope and external paint but no cladding) or to proceed ahead as per original plan.

Discipline will need to be maintained to not stop/slow MP at any other time eg. design cost upto construction start is <1% of project cost and hence, design once started should not be stopped till DD completion.
- b. For any KCA, stop-start decision can only be made at 2 points:
 - i. When decision to start MP is made i.e. design process commences <normally this is a dependent decision based on when MP is started and linked targets dates for KCAs>
 - ii. When decision to start construction is to be made – this decision should be linked to target completion with 20% construction period buffer.

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10. Timeline Owner:

- a. Concerned PD/CH shall be responsible for delivery of these timeline targets by coordinating across all operations departments (including liaison), with excessive focus on ensuring that there is significant slack – 6+ months – by the time RCC is completed. This can only be achieved by rigorous time management and problem solving from Day 0 to date of start of construction + 6 months <this is where we currently lose 12+ months>.
- b. KPIs of PD/CH:
 - i. Meeting Project Duration target
 - ii. Ensuring KCAs are completed as per policy linked to construction start
 - iii. Quality standards are achieved, particularly in relation to 0 leakage and first time right for Finishes.
- c. The PD/CH's role is not a reporting role, it is a '*take the bull by the horns*' problem solving role, which required great attention to detail, good relationship building skills and relentless focus on timeliness of outcomes.

11. Single metric across all operational teams

- a. This shall be MP duration (see Glossary & Notes above) – total and elapsed till date.
- b. All operational teams (including liaison) shall be incentivized for this and the metric shall be used as single metric of measurement of project success/failure across the operational org (just as sales nos. acts as single metric on S&M side).
- c. In order to avoid loss of time prior to start of construction, a detailed list of key activities is enclosed herewith as *Annexure A*. Concerned teams should take note of the same and ensure that the said timelines are met.

12. Team Spirit and Communication:

- a. All those responsible for the outcomes should remember that 'team spirit' and 'appreciation for what is done well' needs to be communicated as much as or even more than 'criticism for what is going wrong'. This is critical across departments/functions and special emphasis on this has to be placed by HoDs, RCEOs, PD/PMH and the Program manager.

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Annexure A

Key Activities to be undertaken prior to start of Construction for new MP:

No.	Action	Responsibility^	Duration in days from MP Start Date for MP on new land (<=)	Duration in days from MP Start Date for MP on existing development (<=)
1.	Signing of first BD document (generally, Term Sheet)	BD	-60	Generally NA
2.	Initial briefing by BD to Design & Marketing within 7 days of signing of Term Sheet, along with sharing of Initial Info as per Policy # 165 Information for New Land from BD to Design	BD	-53	Generally NA
3.	Design-BD SPOC to begin compilation of necessary information and initiate on-ground action	Design-BD SPOC	-53	Generally NA
4.	BD to share First Set of information (Set 01) on project to Design &/or Marketing as per Annexure A of Policy # 165 (<i>Information for New Land from BD to Design</i>)	BD, Design-BD SPOC	-15	Generally NA
5.	Day 0: Date of decision to proceed with MP. (If land title comes after this date, it will be date we get land title + 15 days). This is the date when signed off Project Brief is received from Marketing + Sales with approval from RCEO & MD. Day 0 to be announced by Design Lead to RCOO, Central Planning, DCO, CPT Teams	SLO & Design	0 day	0 day
6.	BD to share Last Set of information (Set 02) on project to Design &/or Marketing as per Annexure A of Policy # 165 (<i>Information for New Land from BD to Design</i>)	BD, Design-BD SPOC	0	Generally NA
7.	Appointment of and providing brief to 5 key consultants (architecture, landscape, structure, MEP, ID (if applicable))	Design & CPT	15\$	15 (if applicable)
8.	Start of design for SOSF & / or Sales Gallery (with tentative space earmarked for SF)	Interior Design	45*	Generally, NA
9.	Finalize strategy of how to obtain key Round 1 approvals (plan approval, environmental clearance and RERA registration) in time for construction and sales start	RCEO and Liaison	45	30

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10.	Plot handover to the CM Team for starting initial site works	BD	45	30
11.	Initiate site barricading	CM	75	Generally, NA
12.	Creation of Plant in SAP by DCO	DCO	75	60
13.	Finalization of site layout and floor plans (Concept Design Closure - Architectural) #	Design	90	75
14.	Submission of Environmental Clearance following early discussion between Design & Liaison	Design & Liaison	100	NA (unless any major change)
15.	Detailed timeline sign off covering all Ops functions (including liaison). Sign Off shall include DDS by Design, Timelines by Planning Team and will cover all 'for sale' buildings, 'for handover/not for sale buildings', KCAs and Infra related to the MP)	RCEO & RCOO	105	90
16.	Start of work on SOSF (if applicable) & / or Sales Gallery	CM & Design	105	Generally, NA
17.	Submission of all requirements for Stage 1 approval to liaison	Design	135	120
18.	Submission of drawings for Stage 1 approval by liaison to authorities	Liaison	155	140
19.	Closure of Concept for all Packages or Trades	Design	180	150
20.	Conduct Round 1 marketing briefing: <ul style="list-style-type: none"> • Design presentation to marketing & sales wrt project positioning and USP's • Handover of tentative hero shot(s) • Tentative amenities and facilities 	Design	185	170
21.	Initiate Pre-Launch Preparation	Sales	185	170
22.	Complete Site barricading	CM	200	170
23.	Finalize branding, ASD closure with MD / RCEO and give Round I briefing to Sales. Reconfirm pre-launch dates	Marketing	200	195
24.	Initiate demolition as per site condition (if applicable)	CM	200	170
25.	Marketing package finalization: Deliver on all required marketing tools (except model): <ul style="list-style-type: none"> - Detailed Design briefing to Marketing - CGIs - Rendered Floor Plans - Detailed Amenity List - Finalized Hero Shot(s) 	Design	245	230
26.	Approval of Construction Budget for Phase 1 of project (post VE review) with sign off from RCEO.	Design & DCO	245	230

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27.	Basic Approvals received – Obtain Round 1 approval including EC (sufficient such that construction can start)	Liaison	245	230
28.	Initiate RERA Application	MIS	250	235
29.	Deliver model (layout/building)	Design	265	250
30.	RERA registration (RERA no. received)	MIS	265	250
31.	Handover of SOSF (if applicable). Have Sales office and show flat ready for external use (after de-snagging etc.)	CM	265	Generally, NA
32.	Have pre-launch content ready, including: <ul style="list-style-type: none">- Brochure- Website- Pre-launch campaign- Site branding completed- Conduct Sales training	Marketing	275	255
33.	Finalize app form and agreement and handover to CE	Marketing (and Legal)	275	255
34.	CP Meet + start of teaser campaign	Marketing	275**	255**
35.	Pre-launch starts – open for bookings	Sales	275**	255**
36.	Closure of DD (particular MP) Complete Design Development (all packages) with VE thereto and handover budget to Site Commercial team	Design	290	260
37.	Requisition for appointment of Excavation & Civil Contractor	DCO	290	260
38.	Issuance of complete excavation package along with shoring works (for relevant buildings).	Design	335^^	305^^
39.	Initiate Excavation (Day 0 for Start of Construction Works)	CM	335^^	305^^
40.	Issuance of Formwork Drawings to Central Formwork Team	Design	335	305
41.	Issue VFC package for Civil works up to ground (for relevant buildings)	Design	350	320
42.	Appointment of Civil Contractor	CPT	350	320
43.	Shell drawings coordination closure & Issuance of approved shell drawings for preparation of formwork drawings	Design	365	335
44.	1st significant pour of concrete (Foundation)	CM	380	350
45.	Issuance of First Floor (Non-typical Floor) & Typical Floor VFC to Project Team	Design	425	395
46.	Aluminium Formwork manufacturing + transport (Arrival of First Set of Formwork at site)	CFY	435	405
47.	Complete set of Aluminium Formwork delivered at site	CFY	455	425

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48.	Site to complete substructure and ready at plinth***	CM	455^^^	425^^^
49.	Obtain all approvals##	Liaison	455	425
50.	1 st Concrete Pour of Habitable Floor	CM	500^^^	470^^^

- a. All timelines above refer to completion of the said action, unless otherwise noted. Start will need to be done sufficiently in advance in order to achieve the said goals.
- b. To be monitored by CM (RCOO's Office)
- c. ^When department/cell name is stated, responsibility lies with the senior most associate from the said department/cell who is directly handling the MP. If no one is appointed to directly handle the MP, the HoC/HoD will be deemed to be responsible.
- d. \$Add +30 days, if new international consultants are to be appointed.
- e. *Add +60 days to timelines if SOSF requires new structure to be constructed.
- f. #Post Concept Closure, any major change must be avoided to the extent possible.
- g. ## Maximum of 2 Approvals can be taken for any MP – see ‘Design – Liaison Coordination Timelines & Process’.
- h. ** Can be adjusted based on sales calendar
- i. ***Timelines beyond this to be finalized as per DDS including Design Development completion and issuance of various packages of working drawings.
- j. ^^Basis site requirement & conditions, Design & CM to co-ordinate and commence excavation, prior, preferably at the time of launch. Add +75 days for shoring, +30 days for single basement with 10 days increment for further basement(s)
- k. ^^^Timelines considered are for buildings without basement/podiums. Add +30 days for every basement / podium
- l. Add +30 days to timelines for Design milestones if building height is > 120 m.
- m. Add +30 days to timelines for all Design milestones if land under design is > 50 acres