

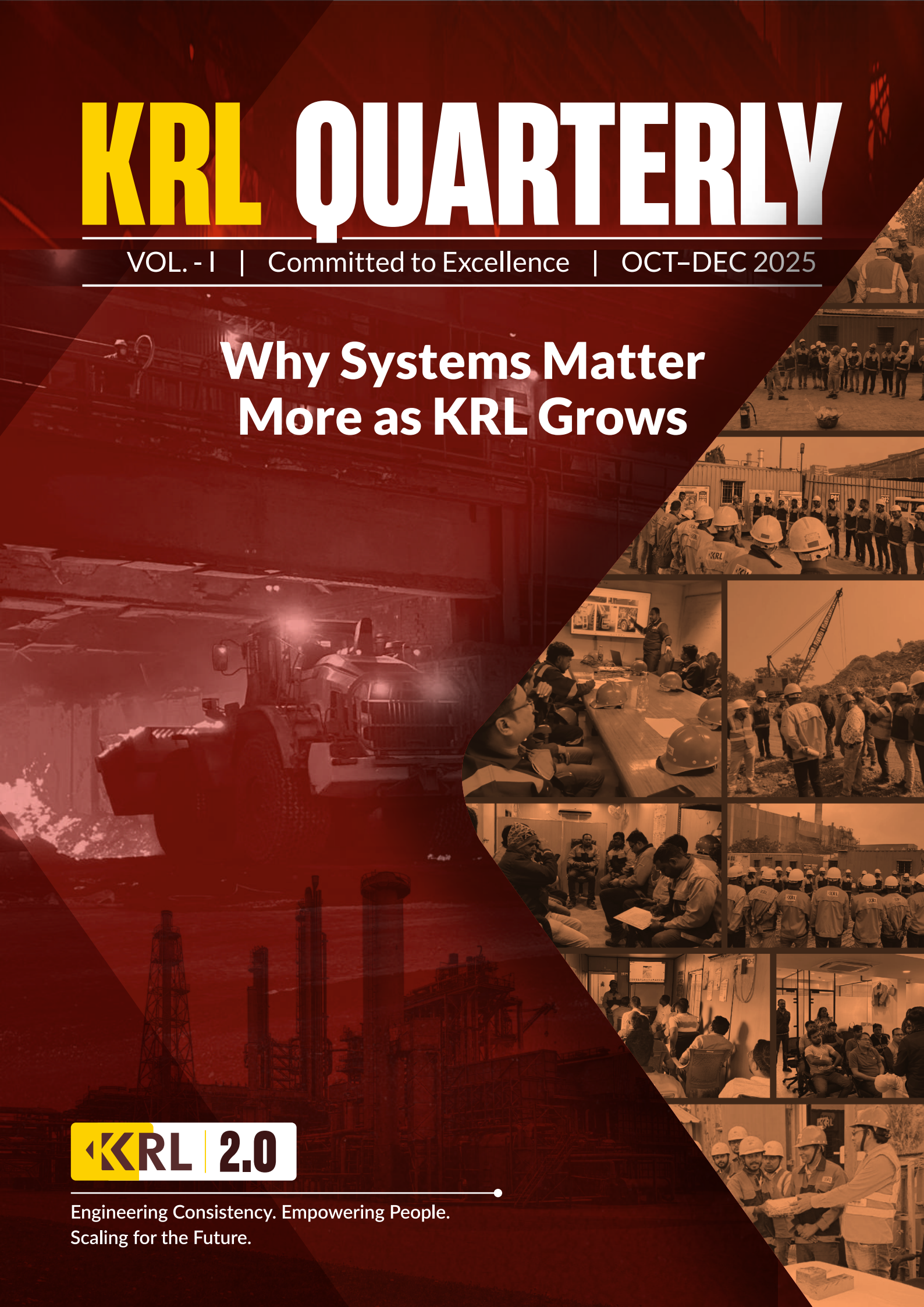
KRL QUARTERLY

VOL. - I | Committed to Excellence | OCT-DEC 2025

Why Systems Matter More as KRL Grows



Engineering Consistency. Empowering People.
Scaling for the Future.





“KRL 2.0 represents the next phase in our journey—where we continue to build on our legacy while scaling systems that empower our talent.”

Piyush Lakhotia,
Managing Director, KRL

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QUARTER'S HIGHLIGHTS

Key milestones, achievements, and moments that defined the quarter across KRL.

PEOPLE OF KRL

Stories of the people behind the progress—celebrating commitment, culture, and contribution.

KRL | 2.0

Ownership. Collaboration. Built to Scale.

KRL 2.0 marks a pivotal shift in our DNA. We are evolving from a culture of individual effort to one of **system-led, accountable leadership**. This phase is anchored in two non-negotiable pillars:

- **OWNERSHIP:** Moving beyond "completing tasks" to taking responsibility for outcomes. It means following the system, making sound decisions, and standing by them.
- **COLLABORATION:** Breaking silos. Working with respect, clarity, and shared accountability across every site and department.

As we grow, **commitment to consistency is our currency**. Through clearer roles and refined processes, KRL 2.0 ensures we don't just grow bigger but we grow better.

“True scale is achieved when ownership meets collaboration. We are no longer just working hard; we are working smart, together.”

Manish Lakhotia
CEO & Director



The Blueprint for KRL 2.0: Why Revision 16 is Our Competitive Edge

Systems Over Silence: Engineering the KRL of Tomorrow

As KRL transitions into its 2.0 era, the complexity of our operations—spanning massive sites like VESL and new contracts at JSW—demands more than just hard work. It demands a "Single Point of Truth." This is the purpose of **Handbook Revision 16**, a strategic overhaul proposed at the 2nd Apex Committee Meeting to transform how we work, lead, and grow.

The "Why": From Person-Dependency to System-Led Success

In the past, rapid growth often led to "silos"—where different sites might handle processes differently. Revision 16 eliminates this ambiguity. The goal is to move from a person-dependent model to a **system-led culture**. By standardizing 50+ core formats across HR, HSE, Purchase, Maintenance and Finance, we ensure that whether you are at the Attagarh branch or a new project site, the "KRL Way" remains consistent, professional, and transparent.

Spotlight: **The Committee of Heads (CoH)**

Revision 16 formally introduces the **Committee of Heads**—an inclusive leadership body designed to bridge site reality with corporate strategy. By involving departmental heads in the planning and review of yearly goals, we ensure every voice is heard and every system is practical.



MR. GHANSHYAM
SINGH
CHAIRMAN



MR. MALAY
BOXI
VICE CHAIRMAN



MS. SONALI
LAKHOTIA
SECRETARY



MR. GOVIND
CHANDRA SAHOO
TREASURER

The inaugural Committee of Heads: Driving collective accountability for KRL 2.0.

SYSTEM UPGRADES (Handbook Rev. 16)

<p>INSTANT FLOW: Asset Controllers authorized to approve CAPEX PRs < ₹20K.</p>	<p>PLANNING LOGIC: PRs now bifurcated into Regular vs. Long-Term.</p>	<p>LIABILITY SHIELD: Mandatory Vendor Employee Undertakings (KRL/HR/VEU/01) for long-term service orders.</p>	<p>DATA INTEGRITY: 12+ updated HR/Ops formats for better information collection.</p>	<p>CASH AGILITY: New Cash Imprest Fund Policy for faster petty cash handling.</p>
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QUARTER'S MILESTONES.

<p>01</p> <p>VESL Success: Highest KRL production recorded in November.</p>	<p>02</p> <p>TSM Success: Highest KRL production recorded in December.</p>
<p>03</p> <p>New Ventures: Successfully locked a new assignment at JSW Steel (BPSL), Jharsuguda: Metal recovery from 1.5 MTPA of EAF slag & non-metallic slag processing. To support this high-volume responsibility, KRL is setting up a 300 TPH Metal Recovery & Slag Processing Plant.</p>	<p>04</p> <p>TSA project development Attagarh Project Status Update: Civil works are largely completed or progressing across the Surge Hopper, Jig Building, Spiral Building and all BCs, while mechanical erection is active at the Surge Hopper, Jig Building and BC-6, with works pending at the primary and secondary crushers, transfer house, receiving hopper and remaining Bcs.</p>

KRL IN NUMBERS

Hours worked this quarter

426,471

Total New Hires joined

35

Near Miss Reporting

44

LTI

0

Fleet Capacity

126



POLICY SPOTLIGHT

Skill Upgradation (KRL/HR/RC/01) "We are investing in retention. The updated Skill Upgradation Policy provides a formal pathway for every employee to increase their capability and grow into KRL 2.0".



HOW LEADERSHIP SHOWS UP ON SITE

How Leadership Decisions Shape Safe Working Every Day.

In your view, what distinguishes leadership at the K-JBPSL Jharsuguda site when it comes to accountability and ownership for safety?

We foster a strong learning culture at our site. Instead of assigning blame when issues arise, we focus on identifying root causes and providing the necessary support to turn failures into valuable lessons. This approach simplifies the process of improving safety while ensuring everyone takes ownership of the results.



Featured as best-performing Branch of the 2nd quarter.

How do you and fellow site managers at the K-JBPSL branch ensure safety protocols are followed without slowing down productivity?

We utilize the following strategies to maintain safety without hampering productivity:

- **Safety Training:** Regular Toolbox Talks (TBT) and work-specific inductions build worker competence, which reduces time lost to mistakes, rework, or accidents.
- **Job Site Planning:** We use Job-specific Risk Assessment plans to identify hazards before work begins, allowing for smooth and uninterrupted workflows.



Featured as best-performing Department of the 2nd quarter.

What systems or practices have helped the Asset & Inventory function quietly become a backbone of KRL's site performance?

1. CAPEX items: From generation to CAPEX PR to the end, until the material is received and confirmed.
2. Equipment list for easy tracking with all details.

CONTROL WITHOUT CHAOS

How Asset & Inventory Keeps KRL Moving

Can you share an example where proactive inventory management prevented downtime or risk on site?

Currently, there is no specific example; however, the inventory management team always coordinates with the maintenance and operations team for all sites to develop future proactive plans.

QUARTER'S HIGHLIGHTS

- 1 December safety Campaign launch at K-TSM
- 2 Reward & Recognition at K-VESL to Mr. Sanjay Mahato (PC Operator) for Best Safety Performer.
- 3 Family Get together at K-JBPSL, 14th November
- 4 Defensive Training Drive was conducted at K-NINL on 15.12.25
- 5 Life Saving skills training at KHO
- 6 Successful Health Camp organisation at K-TSK



WELCOMING OUR NEW MEMBER:

“It's a privilege to join KRL. I look forward to working closely with teams to deliver reliable technology solutions that support business excellence.”

Mr. Biswajit Pal

Head- Technology Officer- ERP Transformation



ISO-certified company
45001:2015, 14001:2015, 9001: 2015



Material Recovery Association of India
Leading body within circular economy



Rated BBB-/ Stable by CRISIL
Globally accepted rating agency and standards



Confederation of Indian Industry



(Indian Chamber Of Commerce)

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