Issue 14 July 2009 FOR PRIVATE CIRCULATION ONLY

## Civil Engineering Construction Contractors



PM'

e are in a new economic age with plenty of obstacles to our competitive position in the construction industry. The entry barriers to our industry are low as there is no certification body to serve as a standard of prequalification. And as the demand for construction services increases, entrepreneurs are bound to rush in to fill the gap. In view of this competition, we cannot be complacent and must continuously strive to improve our standards and processes so we continue to be the leader and the preferred contractor of choice for our clients.

Project Managers and those in charge of any responsibility must strive towards effective means of training on the job, adequate and effective supervision, bonding among the employees, and effective communication with juniors. This will ensure that productivity and satisfaction levels in the working life and with the work place are improved leading to better productivity. The leaders need to consider a complete transformation of work methods to ensure that this becomes a reality.

Mere leadership does not result in improved quality or guarantee the quality unless leaders have special abilities. Aleader should be the catalyst to develop a long term relationship between the employee and the management, and between the company and its clients which will ensure the sustainability of the growth of the company. It is the responsibility of the Leaders to ensure against operational failures. Leaders are responsible for removing all barriers to achieve the internal goals.
It is the responsibility of leaders to guide and educate the juniors working on the sites as to what is acceptable workmanship and what is not and why something that was right yesterday may be wrong today. In today's world, companies that adopt constancy of purpose, of quality, of productivity and of services and go about it with intelligence and perseverance, have the best chance to survive in the industry.
Ultimately the leaders have the responsibility to improve the system, i.e. to make it possible on a continuing basis for everybody to do a better job with greater job satisfaction. An important responsibility of the leader is to accomplish even greater consistency in the performance within the system, so that the differences between employees are continually diminished and the goals of the organisation are achieved.

## T Ramakrishnan

Executive Director



Mr A.M. Pangam has retired after
over 3 decades of meritorious service in BEB. He is the man who has maintained our P.F. Accounts so meticulously updated year after
year, right from the time it was year, right from the time it was
initiated in 1975 and we owe it to him for the regular P. F. Account Receipts received by us at the end of every financial year.
Our Executive Director, Mr T Ramakrishnan has rightly acclaimed Mr Pangam for his
honesty and peace loving nature during his service as Cashier designated for making payments at various sites.
We wish him good health and every success in future.
4
Live life to EXPRESS and not to impress;

Don't strive
to make your presence noticed
just make your
ABSENCE FELT

Formbords system

## 

Many technocrats say Portiand cement is a wonder material and in combination with certain concrete. This concrete is a versatile conglomeration which can be moulded in any form you want and it is formwork that allows us occomplishthis.

## What is Formwork System?

It is a System for scheduling and controlling the work of other trades such as steel correct perspective is that formwork plays a very vital role in getting the desired end product of good dense concrete of proper shape and quality including the surface quality.
It is unique because it gives form to all the concrete in a building i.e. walls, floors, slabs, weather shades, sunk areas and various architectural features in accordance with design. No oth
system can match the speed of construction and flexibility to handle all design conditions.
The formwork is designed to obtain the correct shape and profile without any adjustment engineered and prefabricated modules with a metal frame (Steel orAluminium) and covered on the application side with material required for giving the required surface finish (plywood, steel,etc.)
Advantages of using Formwork System
(i) Contrary to total dependence on equipments and skilled labour, formwork system be well managed with trained unskilled labour.
(ii) When constructing a R.C.C. Structure, formwork is one component that can significantly affect the duration / cost/ success of the project.
(iii) Formwork comprises of simple, standardized and systematic components which are assembly time. fit together with minimum effort. Fewer formwork components reduce assembly time.
(iv) System components are durable and can be used several times without sacrificing the quality or correctness of dimensions and surface.
(v) Self Climbing Wall Formwork System in highrise construction offers safety to workers because of wide and all-round protected working pl
and construction materials required for the next cycl.
(vi) Scaffold brackets are connected to the building at all times during the climbing process and are designed to withstand wind speeds upto $200 \mathrm{~km} / \mathrm{hr}$. Entire formwork can be moved by crane thereby reducing erection time.

(vii) Table Forms are very suitable for highrise buildings having open
facades. High capacity tie rods facades. High capacity tie rods
and props minimize chances of and props minin
formwork failure

Conclusion:
The cost effectiveness has to be evaluated in terms of indirect in construction, superior quality, onger life, reduced maintenance osts and less supervision and man
rormwork systems lead to greater savings on site overheads which construction period if the onstruction is carried out in a conventional manner.

My Journey with BEB

WiTH B B 2 WRIT As one travels from South Mumbai towards the suburbs, one would find many prestigious buildings all along the route, many of them constructed by BEB. As I go down memory lane,

As the saying goes the earth is round. I worked for BEB initially from 1972 to 1978 and then rejoined in
February 2007 . During my first tenure the company moved from Botawalla building to Wankhede February 2007. During my first tenure the company moved from Botawalla building to Wankhede
Stadium. In the interim period between 1978 to 2007 , I never felt that I was away from BEB as I was somehow or the other coming in contact with Mr B.E. Billimoria on some of the prestigious projects in Mumbai which I had the good fortune of handling.
The first contact after 1978 came in the year 1984 when BEB was awarded the contract for construction of IDBI tower by MVIRDC where I was working as GM Projects. This was a complex
project where BEB was involved in the construction of one of the two commercial towers, having $\mathrm{G}+$ Stilt +24 floors known as Centre 2 (IDBI Tower). The other tower known as Centre 1 (Commerc Centre) was being constructed by M/s Shapoorii Pallonii.

Centre 2 had the whole structure resting on eight peripheral columns with central core consisting of shear walls and lift walls. In those days, pumped
done by site mixed concrete and lifted up by crane

Mr. B.E. Billimoria used to personally visit the site practically every morning to monitor the progress which resulted in completion of the work as per schedule and that too without any major accidents Tis is cot implemented as rigidly as is being done now in the construction industry

I can never forget the note with a carpentary contractor at the Bhandup Water Treatment Plant
complex in 1978 in which Mr L.L.K. Kapadia had given details for cutting laminate for pressing on door shutters to achieve minimum wastage of laminate. This speaks volumes about the core values and the management skills employed by BEB.
Thereafter in 2001, I happened to interact with BEB on the Hyatt Regency site near the International airport where I was working as GM \& Project Coordinator on behalf of the PMC M/s CES. This was on of the toughest projects as far as client/contractor relationship was concern
completed the work under the able guidance of the dynamic Mr Digant Kapadia.
Between 2004 to 2006, I again got associated with BEB as their inhouse PMC for services works for the construction of the Research Centre for M/s Altana Pharmaceuticals at Andheri (E).
Construction technology has undergone major changes in the recent years. RMC and pumped concrete have replaced the site mixed concrete which was a laborious process requiring vast area on site for storage of materials. Conventional shuttering has given way to specialized shuttering systems ike Mascon, Meva, Sten etc. In fact BEB is the first construction company to introduce Masco Shuttering at the Nagri Nivara Project at Goregaon. Since then BEB is using this type of specialized
shuttering on many projects for speedy work with excellentresults.

Having progressed from Wankhede Stadium to the Corporate Office at Worli, the company has shown phenomenal growth in the last few years and have spread operations across the country with prop
establishments in all major cities of India.


Presenty am handing Lhe residential project complex for M/s Manindra
Lifespaces Developers Limited at Bhandup (photo on left) under the able Lifespaces Developers Limited at Bhandup (photo on left) under the able Mr Digant Kapadia are always available for any technical guidance.
Mr B.E. Billimoria always fought for his rightful dues and would not buckle the dues. One of his other key qualities was that he never restricted to one area of work and was comfortable with multitasking. Current generation has imbibed these qualities, which is helping the company in further growt Every organization achieves success because of certain core values and
key strengths. Whether there is boom or recession in the construction industry, BEB will always have enough jobs in hand which is due to their reputation in maintaining proper quality and ensuring timely completion

Let us all work with our fullest capability and sincerity to achieve the goals set by the Company.


The creation and use of one or more programs is important to the successful implementation of EMS


प्रद्वण
रोको
और
जिसंल $及$ हम
आपबज अचल पविर्ये के लिए



The Environment has arrived!! It is no longer just the air we breathe or the world we live in, it has become a requirement for businesse in an even more critical global economy. EMS can assist a organisation to meet its increasingly heavy burden of responsibility for the future condition of our world environment.


You all must be aware that in May 2009 ISO 14001:2004 Certificication which is providing to our Company by Bureau Veritas and advice on a wide range of environmental issues.
It would have been a tough task to get the EMS Certification within such a short time but thanks to Mr Ramakrishnan for his efforts and guidance and to all the GMs, Co-ordinators a various Sites, the HODs of the Corporate Office and last but no
the least Mr Prasad Kode, Mr Jitu Sherke, Mr Vilas Nikam, Mr Rohan Tipnis and Mr Bapat, our Environmental Team without whom we would not have been successfu

## What is ISO 14001?

There are a number of standards available around which we can modecificar EMS. The ISO 14001 is the internationally recognised specification for an environmental system within the organisation. It
requires that an Environmental Policy exists within the organisation fully supported by the senior management of the company. This
policy should say how the company complies with environmental
Benefits of ISO 14001 Certification
There are many benefits of gaining ISO 14001 certification
Competitive advantage over companies with ISO 14001 when tendering.
Shows your company's commitment towards environmental
Improves company's management of environmental risk. Shares principles with ISO 9001

EMS
EMS has two core elements (1) Environmental Aspects and (2) Environmental Impact. Knowledge of environmental aspects and its impact is necessary in order to have a thorough awareness of the world we live in. Environmental aspects can be defined as "an
element of an organisation's activities, products or services that can interact with the environment". Environmental Impact can be defined as "any change to the environment whether adverse or beneficial (wholly or partially) resulting from an organisation's nvironmental aspects.

## Environmental Policy

Clause 4.2 of the Environmental Policy requires that the Organisation defines an environmental policy which must include he organisation's commitments to the environment:
To continual improvement and the prevention of pollution
To comply with regulatory and legal requirements
To communicate the imporance of the Environmental Policy to all employees and other interested parties.
Clause 4.3 deals with planning, under which the organisation shall establish, implement and maintain the procedure to identify dentifying environmental aspects, the approach selected could, for example, consider
a) Emission to air

Release to land
Re
Use of raw materi
Use of energy
F) Energy emitted, e.g. heat, radiation, vibration,
g Waste and by-prod,
h) Physte and ty-products hape, colour and appearance

Since an organisation might have many environmental aspects and determine those that it considers significant. There is no single method to determine significant environmental aspects, however, the method used should provide consistent results and include the
related to environmental matters, legal issues and the concerns of internal and external interested parties.

## Objectives, Targets \& Programs

Environmental objective is defined as an overall environmental goal, consistent with the environmental policy that an organisation sets itself to achieve.
Environmental target is defined as a detailed performance environmental objectives which need to be set and met in order to achieve those objectives.
Environmental Programs Creation of a structured program for ensuring that responsibilities are assigned, resources allocated, timeframes are identified to attain the organisation's objectives an

## Legal and other requirements

The Organisation needs to identify the legal requirements that are applicable to its environmental aspects. This section presents a lis
of current environmental legislation, which relate to the assessmen of potential environmental impacts for the proposed development Preparation of this procedure for identification of Legal and other soquil air, noise and solid waste, which need to be monitored and record maintained in the projectworking area
For example,

1) The Water (Prevention \& Control of Pollution) Rules 1975, Cess act 1977 and Amendment 2003 is applicable for waste water (effluents) from camp, consumption of water for camp \& construction activities
2) The Air (Prevention \& Control of Pollution) Rules 1986 and having source of emissions.
3) Noise Pollution (Regulation \& Control) Rules 2000 is applicable for noise generation from plants, equipments \& vehicles.
4) Municipal Solid Waste Management and Handling Rules 2000 (amended 2008) applicable for waste material at construction

Similarly there are various other laws and acts which are applicable for construction industries, but adoption of such laws vary from site to site or project to project as per the character and requiremen

## Evaluation of Compliance

Evaluation of compliance is an output of the work done to implemen the EMS. It gives a brief concept about what was planned, what is
achieved so far and what will be the future steps for continual improvement for EMS application. Consistent with its commitment to compliance, the organisation shall establish, implement and maintain the procedures for periodically evaluating compliance with
applicable legal requirement The organisation shall keep records the result for periodic evaluation.

## 5th June 2009 World Environment Day Our Planet needs you

 Celebration at Antilia - siteshridhar Ghasti, Sr. Engineer-Antilia


The World Environment Day was celebrated at Antilia on $5^{\text {th }}$ June 2009 between 1:30 and 2:15 pm The event was presided by our VP-Projects, Mr C.V. Patel. A large gathering of staff and workers were united to pledge :

To maintain an eco friendly environment by preventing To maintain an eco friendly environment by preventing
pollution of air, water, and earth atthe worksites.
To use non-polluting consumables in the construction process.
To aim for continual improvements in the environmental systems.
To observe the statutory compliances
To observe the statutory compliance
environmental and sustainability issues.
To create a series
to a
spreading information and advice on campaigns by spreading
friendly lifestyles.

Mr Patel highlighted resources, initiatives and methods that promote "Save Environment Lifestyles" such as improved energy friendly consumption. He added that pollution should not be compromised at any level.
Mr D.J. Pandya our AGM Project appealed that all of us must unite o combat climate change and be environmental friendly for lifetime to protect people and the planet.
I as the Engineer in-charge of the project commended the staff for the pollution free environment maintained at site and urged them to
continue to show real leadership for environmental practices in the day to day activities and that he was there to guide them. I took the opportunity to appreciate the efforts by Mr Praveen and Mr Mahadev to creae awars. Our Saty Ofcer, Mr Para
Our Safety Officer, Mr Pankaj briefly explained the ill-effects of pollution in air, water and earth on human beings. Thereafter the Environment Day Celebration

## TENDR DOCUNENS


D. R. Nayak, Dy. G. M. - Tech.\& Mktg.

Our business comes entirely by submitting competitive tenders to the clients. Studying the tender documents carefully, preparing the 'quote' and complying with all the stipulations of
documents is the primary task of the Tender Department.
Since the construction industry is among the oldest segments of the economy, one would think that tender documents must have been
highly evolved. But in reality, many tender documents are full of discrepancies. But in reality, many tender documents are fuil or iiscrepanc
be desired.
and whether they have arranged for the finance required for the project so that the contractor's bills are not held up for want of funds. ge clients never disclose whether they have gone in arbitration contractors have dragged them to arbitration. The intending nderer is kept in the dark about various statutory permissions that re required for the project.

The client will hide from the contractor any unpaid tax due to any
 discrepancy, the most stringent of the provision shall apply. A more contradictory and mutually Many tender documents do not have page numbers and an index. Some do provide an index but there are no page numbers rendering but the index does not have column showing page numbers agains items in the index. In some tenders each section is separately numbered and different suffixes / prefixes are used for page numbers. Thus finding any particular clause or item in the tend

INFORMATION OVERLOAD
Each tender demands copious information from the tenderer like his financial position, net worth, credit facilities with banks, bid capacity sources of finance, funding arrangements if the project is awarded to him; names, qualifications and experience of managerial and
technical personnel, list of equipments and machinery, litigation history - what have you

By contrast the clients never disclose any details about themselves.
They never tell the intending bidder about their financial condition
hus a tenderer is forced to "bare all" with hardly a loan left, but the clients clothe themselves in a der
The technical specifications often contain ream upon ream on routine and common items like concrete, plaster, etc. but on specialized items, often
there are no specifications and if at all they are there are no specifications and
included they are cursory at best.

The list of approved brands and makes generally contain brands and makes of common place items but the specialized items are often missing. Often,

ONE SUBMITTAL TOO MANY
The demand for various submittals mentioned in the tender documents is often overlapping. In one of the clauses, a method statement is asked from the contractor and in another clause in a
different part of the tender, the contractor is ordered to submit different part of the tender, the contractor is ordered to submit a execution plan.
One Clause will make it mandatory for tenderer to submit a site organization chart and another clause asks for an explanatory note
on the site organization chart! A well designed organization chart is self-explanatory. What exactly is an explanatory note supposed to explain? I have not been able to solve this riddle.
A tenderer has to describe how a project will be monitored and controlled as stipulated in one of the clauses. And yet, the tender
will also ask the tenderer as to how the communications between HO and site are managed. The list of such instances is endless.

## Historic milestione achjeved at 'Lodha Bellissimo'

"We have recently completed, for the first time, casting a 100m long slab in 7 days at a height of $\mathbf{1 7 0 m}$. A dedicated team effort together with the use of MIVAN Shuttering has resulted in a unique achievement which has given a tremendous boost to all of us at 'Lodha Bellissimo'."

## BOQ- A BATTLEFIELD OF THE AMBIGUITIES

But the real dangers lurk in the bill of quantities. For simple and routine items, very lengthy descriptions are given while cursory
descriptions are often given for specialized and/or expensive items. When one approaches the client and his consultants for additiona information, one is admonished for making such queries and is advised to quote on the basis of experience by making suitable
assumptions. If one were to literally follow this dictum, the number of pages of assumptions will exceed the number of pages of the bil of quantities
One recent example will illustrate the dangers that await a tenderer A major tender had an item of structural glazing which is quite expensive. The quantity of the item was very large. But the description of the item did not mention glass. I called up the
designers for clarification. I was told nonghalantly that this had designers for clarification. I was told nonchalantly that this had no
been decided and a call will be taken on this issue in due course been decided and a call will be taken on this issue in due course
We were advised to make suitable assumptions based on our experience. Now the glass comes in different thicknesses, tints, coatings, etc. How does one quote? The engineer who does the rate analysis in a contractor's tender department should posses
extra sensory perception in order to make
suitable assumptions".

## THE LAST STRAW

As if all this is not enough, an addendum arrives when the date of submission is close at hand. Otten, this addendum spells out majo
changes in the BoQ. New items are added, some old ones are deleted and there are major changes in the description of items and specifications throwing the tender process off-balance.
The Tender Department has to maneuver this complex minefield and manage to submit the completed tender before the appointed time on the date of submission while maintaining individual an collective composure and equanimity

$\qquad$ The satisfactory execution of a construction activity is mainly
dependanton proper supervision and quality contro.

What is supervision? To selflessly follow and ensure that the righ Who is the supervisor? Each one of us is a supervisor because w need to eventually produce the best product possible. However for the sake of maintaining continuity in tracking the follow up of the righ
procedure, we delegate the responsibility down the line.
In our earlier deliberations we have explained the 4 M 's (men, material,
machinery and money) as the basic machinery and money) as the basic requirements for proper execution
of any activity. Safety first has also been emphasized time and again The need to ensure environment friendly approach to construction practices is also well known
It is therefore right time to re-establish a uniform working procedure in the construction management of a project by
following the updated SEQQT formula. The way to take on any project at any stage is to start with strategic planning and fix the project at any stage is to start with strategic planning and
norms for the safety and environmental requirements first.
The QQT, quality, quantity and time relationship will now mainly depen
on the quality to be established and maintained through proper on the quality to be established and maintained through proper unrelenting and rigid SUPERVISION [super and proactive approach to procedures while the process is on which is going to differentiate procedures while the process is on
good supervisor from the ordinary].
To constantly improve the awareness for sustained and proper supervision, to develop trained supervisors, to enable the organization
to be able to compete in the future, is the requirement of the day

Having said that we generally loose track of this most important aspect of assuring the required quality and timely completion satisfactorily,
even after having planned the activities well that is even after having planned the activities well that is We may have
projects including India's first tallest cluster of towers in Mumbai and projects incluaing india's first taliest cluster of towers in Mumbai and
elsewhere. Wemayalsobeworkingonprojectsinvolvingunconventiona elsewhere.Wemayalsobeworking on projectsinvolvingunconvention
designs like compositestructures aswell asheavy structural steel works loaded on special architecturally designed columns with grooved and
loatternedformfinishesetc. Weneedtoensure thatheword supervision patternedformfinishesetc. Weneedtoensure thatheword supervision
of construction needs to begivenmore serious attention as this is the of construction needstobe givenmore serious attention as this is th
only link that needs to be tightened in order to stay ahead of the ony
competition in the industry. No complacency allowed to set in the system.
This needs a proactive target oriented development at all levels and a
very specific agenda that is constantly audited and special awards and very specific agenda that is constantly audited and special awards and incentives provided for the best supervisor who understands that the
hallmark of the company is the product it delivers and that is what is visible in the long run.
WHAT needs to be brought under the scanner is the "SPECIAL AWARENESS" amongst all the construction team members in any
project. This is also a yardstick when a competitor makes a comparison project. This is also a yardstick when a competitor makes a comp
of our project with those of others and uses this for or against us.
We all should remember the well known saying "quality is alway

Mumbai,Pune,Nagpur,Bangalore,Coimbatore,Hyderabad,Chennai,NewDelhi,Noida,Raipur project ypatate
S. N. Bhat, V. P. - Operations

## RESIDENTIAL

'Mahindra Splendour' at Bhandup, Mumbai - 5 towers with 2 level parking and stilt. 2 towers having 32 floors each and 3 towers having 21,23 and 25 floors each
'Crescent Court' at Greater Noida, Uttar Pradesh - 3 towers with double basement, ground +22 floors and 2 towers with double basement, ground +6 floors
'Antilia' a private residence at Altamount Road, Mumbai with double basement, Stilt + 27 floors
'Ashok Towers' at Parel, Mumbai - 3 towers with ground +30 floors and 1 tower with ground +51 floors and 3 levels of podium
'Planet Godrej' at Byculla, Mumbai - 5 towers with part podium, $48+3$ floors
'Lodha Grandeur' at Parel, Mumbai basement, ground +27 floors
'Regency Park Tower' at Thane - stilt +23 floors
'Lodha Bellissimo' at Lower Parel, Mumbai - 3 level podium and stilt + 50 floors

Concorde Manhattan' at Doddathoguru village, Bangalore - 5 towers with double basement, ground +14 floors
'Aparna Sarovar' at Kancha Gachibowli village, Hyderabad - 5 towers with double basement, ground +19 floors

## CORPORATE

'Ashford' at Lower Parel, Mumbai - with double basement, ground +14 floors
‘Godrej Eternia' at Shivajinagar, Pune - stilt +10 floors
'Brigade Gateway' at Malleshwaram, Bangalore - double basement, Ground +28 floors

## "GOVERNMENT OFFICIALS VISIT TIDEL PARK -SITE

## AT COIMBATORE"

Visit of the District Collector Mr P. Umanath along with the State Rural Industries \& Animal Husbandry Minister, Mr Pongalur N. Palanisami and senior officials to the site of the Rs. 370 Crore Tidel Park Complex on $20^{\text {tm }}$ June 2009. Our Executive Director Mr T. Ramakrishnan is seen third in the centre from right.

The IT Building is $\mathrm{G}+4$ structures with 3 basements with a floor to floor height of 3650 mm . The total height of the building is 20.5 mm above ground level. Total built-up area is 17 lakhs sq.ft. including the 3 basements and utility buildings, of which 9 lakhs sq.ft. would be reserved for IT and related activities and 1 lakh sq.ft. for other activities like food court etc.


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Civil Engineering Construction Contractors

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Commercial complex at Gachibowli, Hyderabad -Block 1 with stilt +5 floors and Block 2 with basement, ground +5 floors
'Information Technology Park' at Vilankurichi, Coimbatore - basement, Ground +4 floors

## UTility

'Maternity Home - stilt + 7 floors \& Row Apartment' - stilt, podium +4 floors at Edenwoods, Thane
'Hospital and Medical College' at Chennai with ground +3 floors and ground +4 floors respectively
'Cancer Hospital and Research Centre'
at Raipur with numerous low rise
structures housing various departments \& facilities
'Warehouse ' at Chennai - godown with roof having tubular truss
'Amanora' Mall at Hadapsar, Pune - 2 blocks with basement, ground +3 floors
'Brigade Gateway' at Malleshwaram, Bangalore, multilevel car parking
'UPAL' Mall at Lucknow, Uttar Pradesh With 3 basements, ground

CIPLA' Research and Development Centre at Vikhroli, Mumbai
'Table Tennis stadium' at Yamuna Sports Complex, New Delhi
'Badminton \& Squash stadium' at Siri Fort Sports Complex, New Delhi
'MMRDA' Foot-over bridges at Jogeshwari Vikhroli Link Road, Mumbai

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