

**Ref. No.: NCCL/ Presentation/Dec-2026**

Date : February 05, 2026

**National Stock Exchange of India Ltd**

Exchange Plaza, C-1, Block G  
Bandra – Kurla Complex  
Bandra (E)  
Mumbai - 400 051

**Symbol: NCC**

**BSE Limited**

Phiroze Jeejeebhoy Towers  
Dalal Street,  
Fort  
Mumbai – 400 001

**Code: 500294**

**Dear Sir(s),**

**Sub: Presentation for Analyst/ Investor Conference call on the Un-Audited Financial Results for the Quarter and Nine months ended December 31, 2025.**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and with reference to our letter dated January 28, 2026, please find enclosed presentation for the Analyst/ Investor Conference call, on the Un-Audited Financial Results for the Quarter and Nine months ended December 31, 2025 scheduled to be held on **Friday, February 06, 2026 at 11.30 AM (IST)**.

The presentation is being uploaded on the website of the Company at  
<https://www.ncclimited.com/analyst-column.html>

We request you to please take the same on record.

Thanking you,

Yours sincerely,

**For NCC Limited**

**Sisir K Mishra**  
**Company Secretary**

**Encl: as above**



Jay Prakash Narayan International  
Airport in Patna, Bihar

# Safe Harbor Statement

This presentation includes forward-looking statements relating to the business outlook, financial performance, growth strategy, and future initiatives of NCC Limited ("the Company"). These statements are based on management's current expectations and assumptions and are subject to various known and unknown risks, uncertainties, and other factors that may cause actual results to differ materially from those anticipated.

Such factors include macroeconomic and market conditions, regulatory and policy developments, execution risks including delays and cost overruns, fluctuations in input costs, talent availability, interest rate movements, geopolitical dynamics, and evolving environmental, social, and governance (ESG) priorities. The Company does not undertake any obligation to revise or update these statements considering future events or developments, except as required by applicable law.

This document is provided solely for informational purposes and does not constitute an offer, invitation, or recommendation to purchase or sell any securities. It should not be construed as investment, legal, or tax advice. Viewers are advised to conduct their own analysis and consult professional advisors before making investment decisions.

While the Company has taken reasonable care to ensure the accuracy and completeness of the information presented, no representation or warranty is made in this regard. Past performance is not indicative of future results.

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# COMPANY OVERVIEW

# NCC At a Glance

NCC isn't waiting for the future — we're building it with purpose and foresight.



## Legacy of Excellence



**47+**

*Years of Building Trust,  
Creating Landmarks and  
Inspiring Generations  
Since 1978*

## Pan-India Presence



*Reaching Every  
Corner, Delivering  
Value Nationwide*

## Order Book Resilience



**80k**

*Rs. Crore  
Powering Ahead on  
a Strong Foundation  
of Opportunity*

## Diverse Business Verticals



**7**

*Expertise Across  
Sectors, Solutions  
Without Boundaries*

## Trusted Partnerships



*Building enduring  
relationships with leading  
public and private sector  
clients through repeat  
orders and trusted  
partnerships.*

## Future-Ready Innovation & ESG Leadership



*Driving  
Sustainability,  
Embracing  
Tomorrow, Leading  
Responsibly*

# Business Verticals



## Buildings

- Hospitals & Medical colleges like AIIMS
- Airports
- Sports Complexes
- Housing Projects
- IT Parks
- Industrial & Commercial Buildings

## Transportation

- Access Controlled Highways
- Complete EPC for the Road projects
- Air Strips and Related Infrastructure
- Metros
- Tunneling
- Bridges and Flyovers

## Water & Environment

- Water supply projects
- Water treatment plants
- Water distribution networks
- Underground drainages
- Sewage treatment plants
- Lift irrigation schemes

## Electrical (T&D)

- Transmission and distribution lines and sub-stations
- Project electrification
- System Improvement Projects
- Smart Meters
- Optical Fiber and allied systems

## Mining

- Overburden Removal
- Coal Excavation & Transportation
- MDO
- Civil EPC
- Track Laying
- Signaling and Telecommunication
- Dedicated Freight Corridor
- High Speed Rail
- Rolling Stock, Signaling and allied systems

## Railways

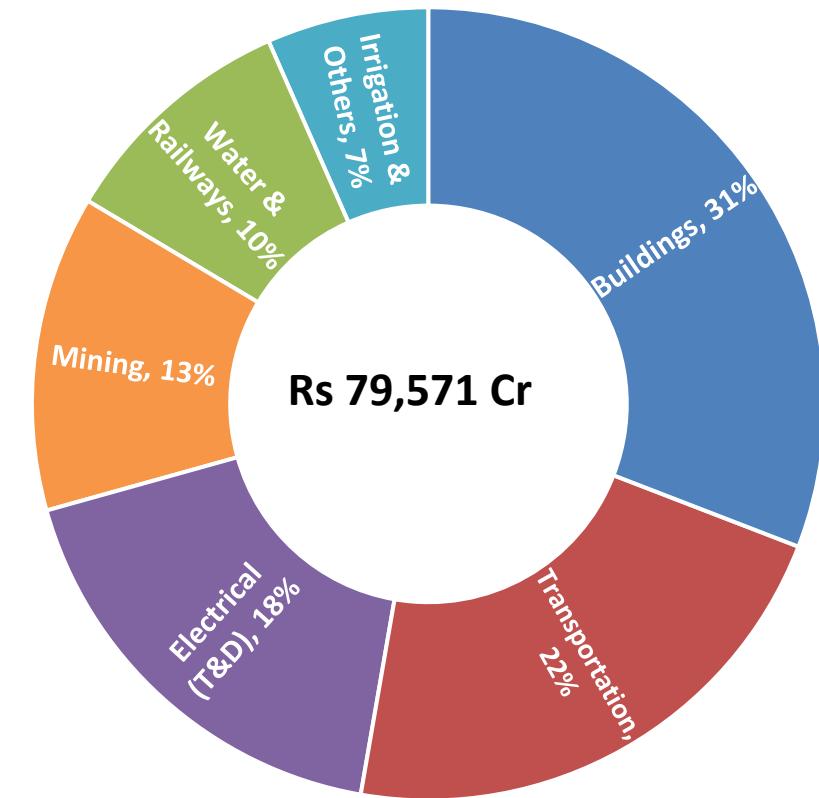
- Dams & Reservoirs
- Canals
- Tunnels
- Barrages, Spillways and Aqueducts

## Irrigation

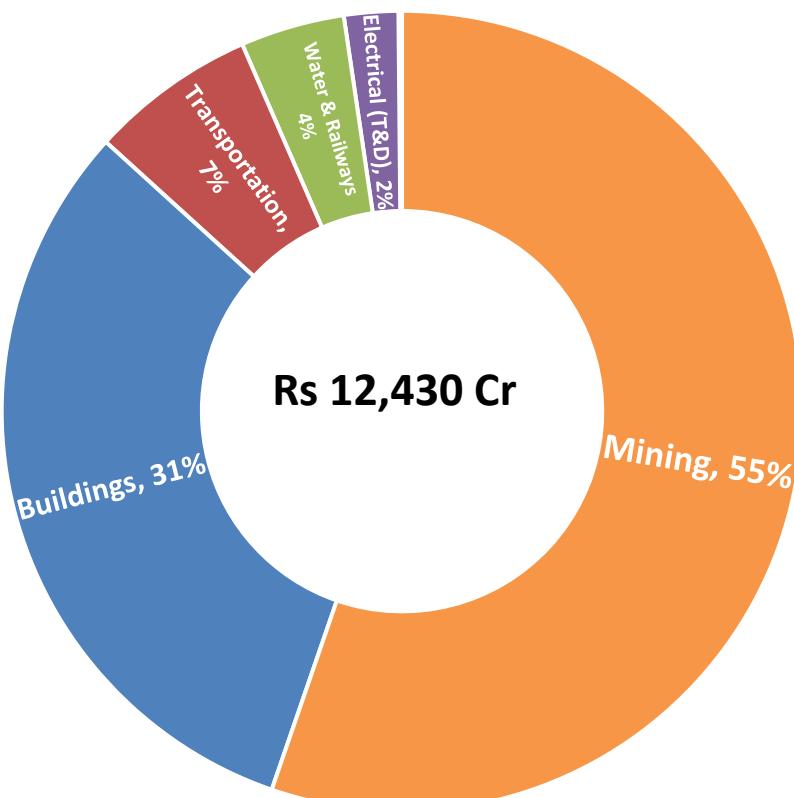
# FINANCIALS

# Division wise Order Book Composition – Q3FY26

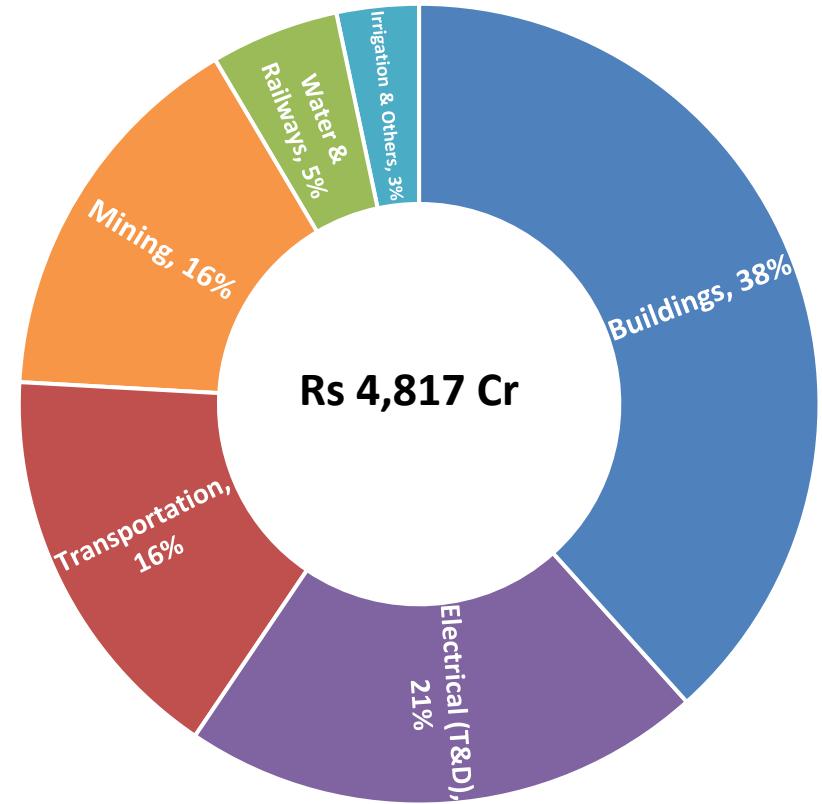
## Order Book



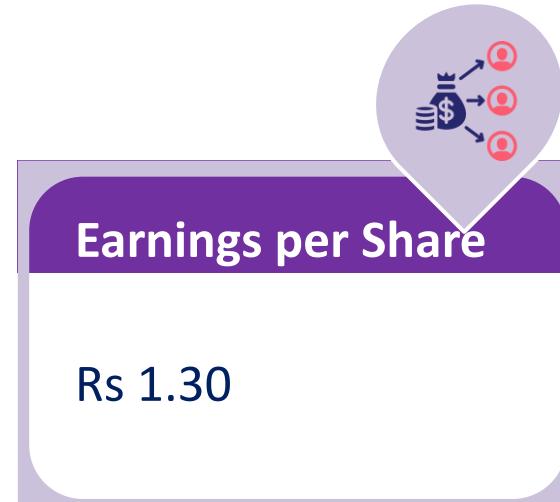
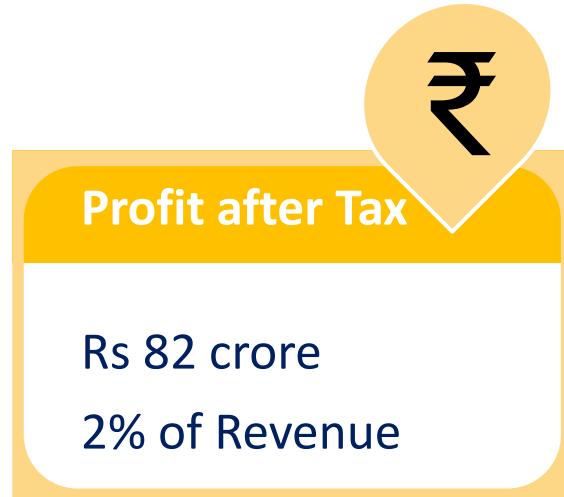
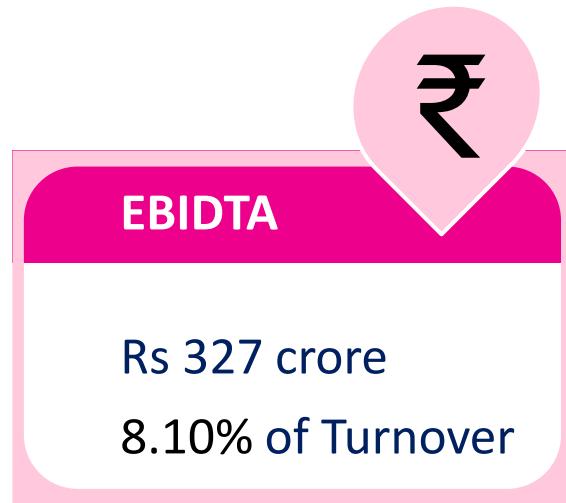
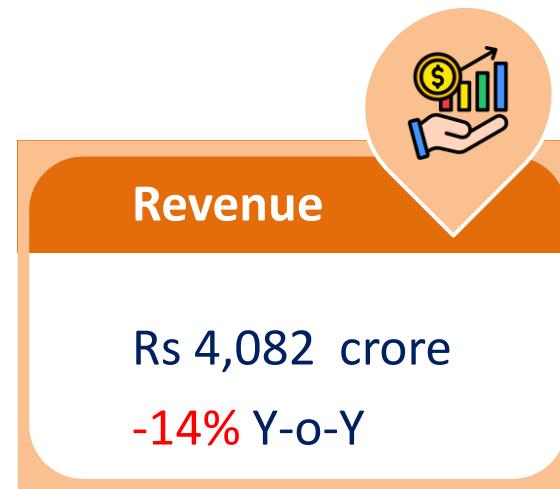
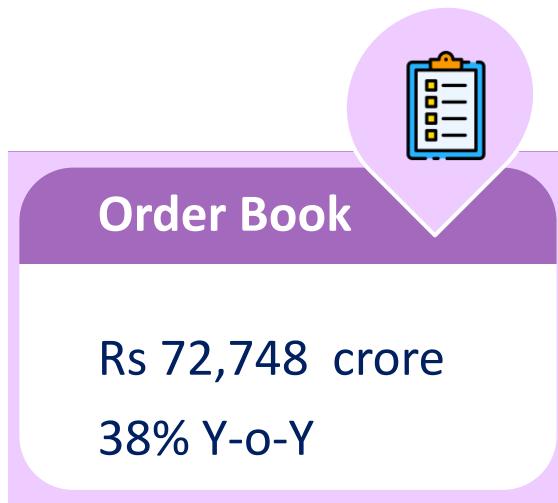
## Order Inflow



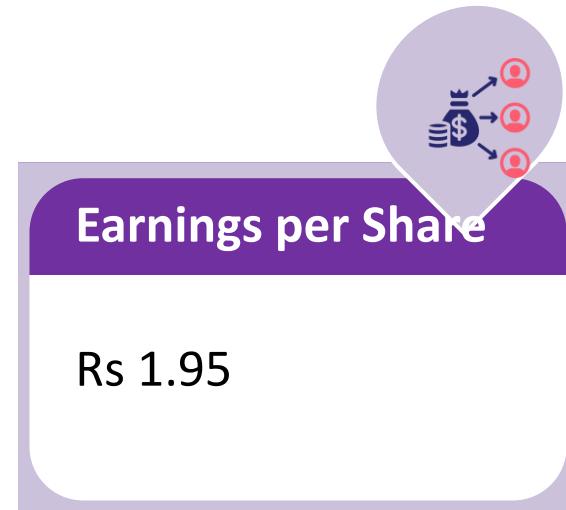
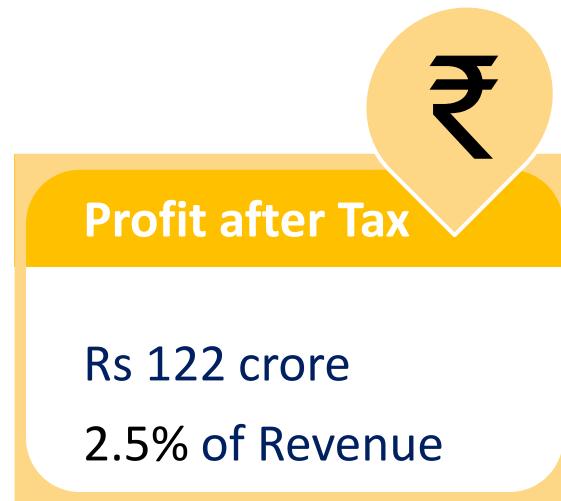
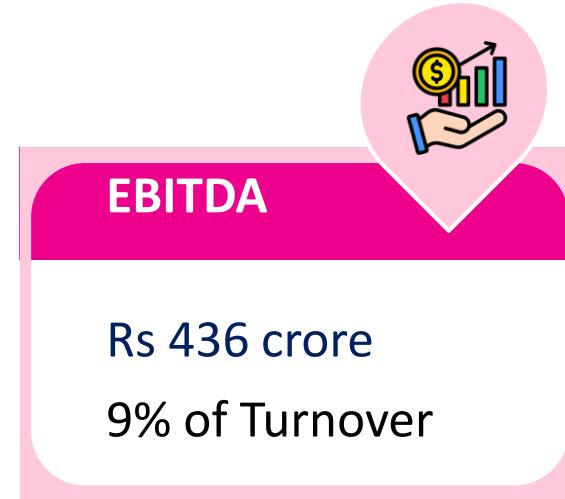
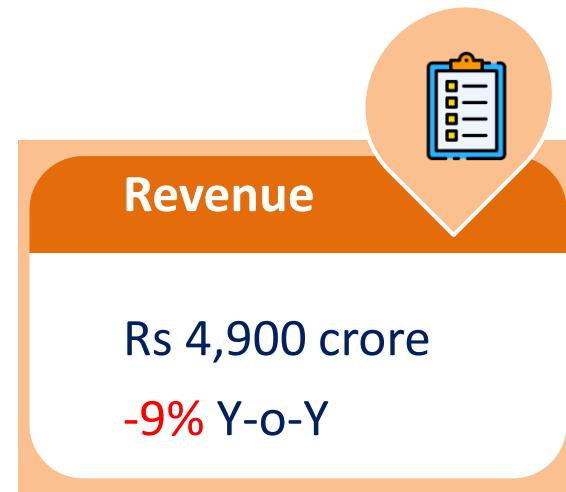
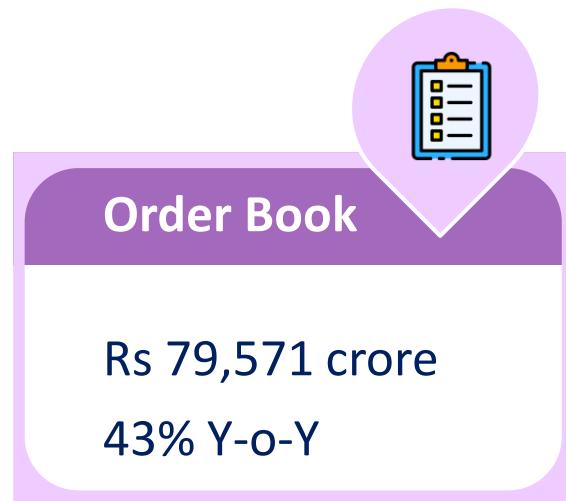
## Order Execution



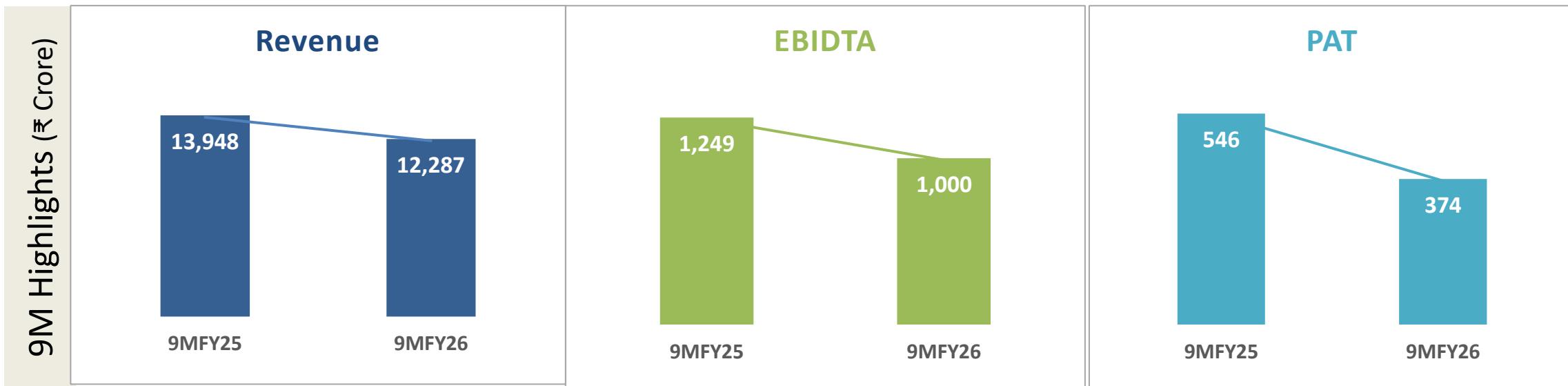
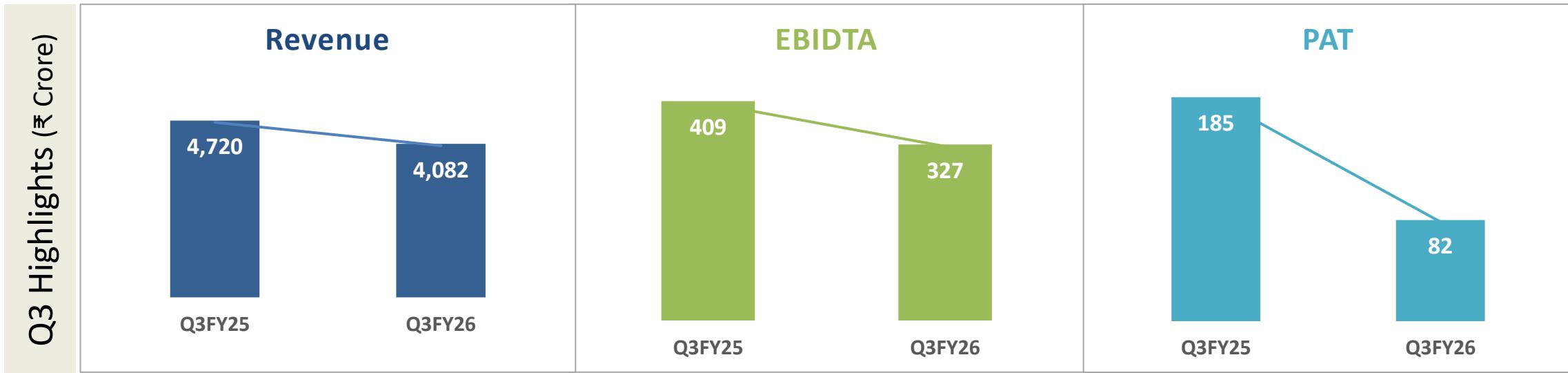
## Key Financial Nos: Q3FY26 (Standalone)



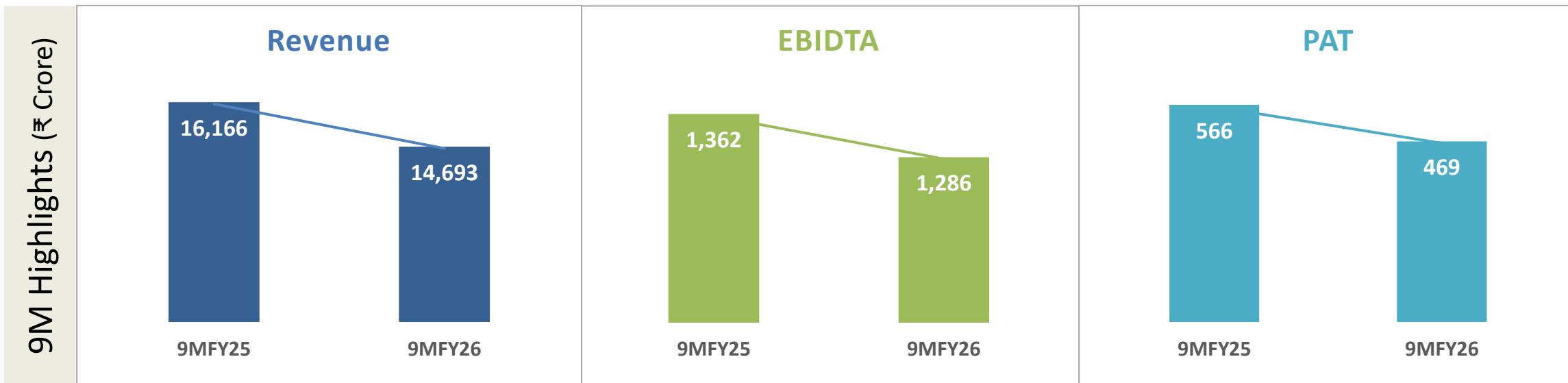
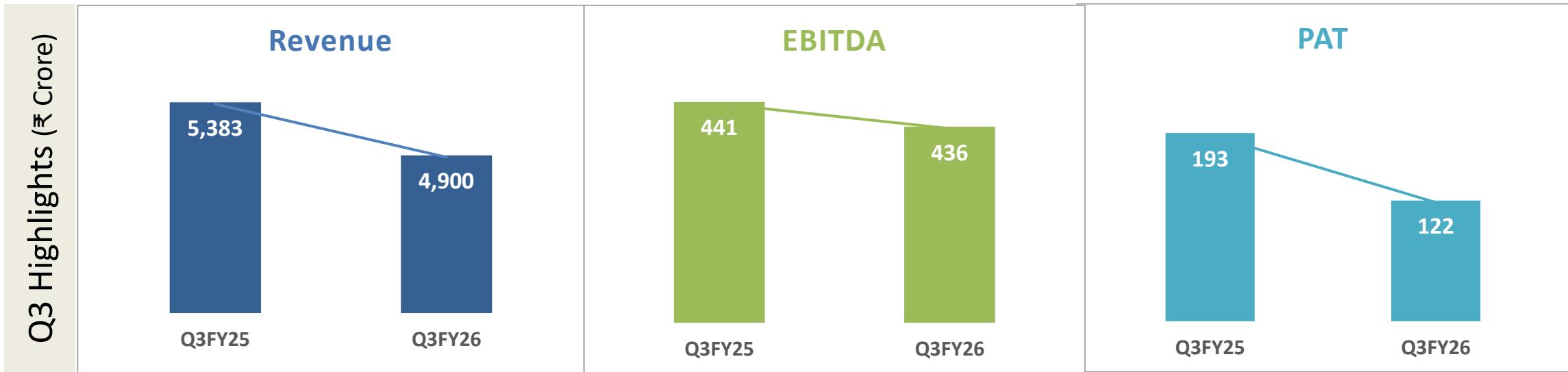
## Key Financial Nos: Q3FY26 (Consolidated)



# Financials: Q3 & 9M (Standalone)



# Financials: Q3 & 9M (Consolidated)



## Financials: SPV Pachhwara Coal Mining

Long-Term Mine Developer & Operator (MDO Asset)

### Asset Profile

 **Activity** Mine Developer & Operator (MDO)

 **Operational Since** 12 Dec 2018

 **Project Life** 30 Years

### Project Economics

 **Project Cost:** ₹ 50,000 Crore (Current Price)

 **Initial Cost:** ₹ 30,000 Crore

### Financial Performance (Q3 FY26)

**Revenue:** ₹ 698 Crore

**PBT:** ₹ 28 Crore

### Ownership & Client

 **NCC Stake**  
51%

 **Client** WBPDC Ltd

 **Location** Pachhwara  
North, Jharkhand

 **Rated Capacity**  
15 MTPA (achieved)



*A long-duration, operational MDO asset with stable output and strong visibility.*

# Financials: Subsidiary Companies - NCC Urban

## Business Profile

 <b>Activity</b>	Real Estate Development
 <b>Operating Since</b>	December 2005
 <b>Presence</b>	Bengaluru   Hyderabad   Chennai   Ranchi   Mumbai
 <b>NCC Stake</b>	80%

## Operational Scale

 <b>Completed Area:</b>	<b>11.7 million sq. ft.</b>
 <b>Under Construction:</b>	<b>2.78 million sq. ft.</b> across 5 projects
 <b>Upcoming Pipeline:</b>	<b>3.58 million sq. ft.</b> across 6 projects
 <b>Recent Launch:</b>	<b>NCC Urban Retreat,</b> Hennur Road, Bangalore

### Financial KPI Q3 FY26 (₹ Cr)

Revenue	41.22
PAT	7.85
Net Worth	447.16



# Financials: Significant Updates for Q3 & 9M FY26

- **Strong Order Intake Maintained:**  
Order inflows during Q3 and 9M FY26 remained strong at ₹ 12,430 Cr & ₹ 22,311 Cr, reflecting sustained success in converting opportunities into executable projects.
- **High Order Coverage Provides Execution Headroom:**  
The order book as of Dec-25 stood at ₹ 79,571 Cr, providing ample execution headroom and flexibility in sequencing project activity.
- **Cash Flow Temporarily Influenced by Milestone Closures:**  
Cash generation during the period was affected by the timing of milestone approvals and payment cycles, leading to temporary working-capital absorption.
- **Management Emphasis Shifted to Conversion Efficiency:**  
Performance during Q3 and 9M FY26 continued to prioritize working-capital management, cash flows, and execution quality over near-term revenue acceleration.
- **Underlying Execution Momentum Remains Intact:**  
Project execution continues across sites, with financial performance expected to realign with operational progress as conversion cycles normalize.

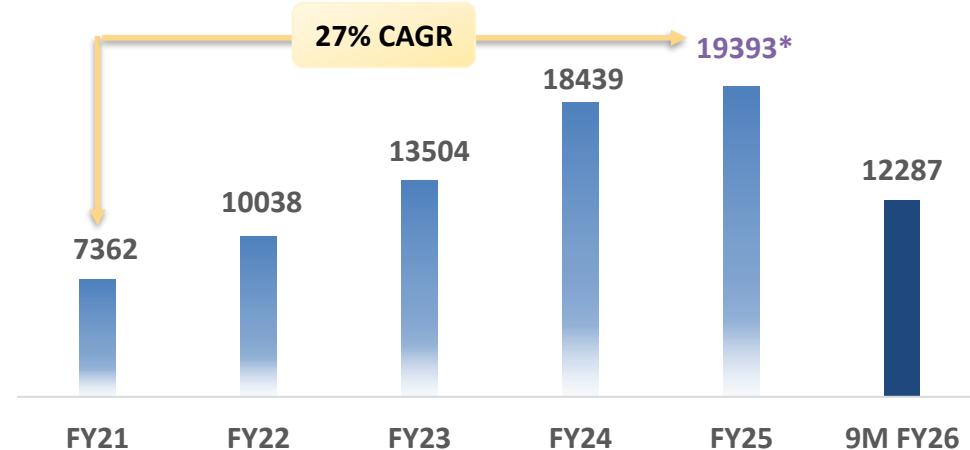
# PERFORMANCE

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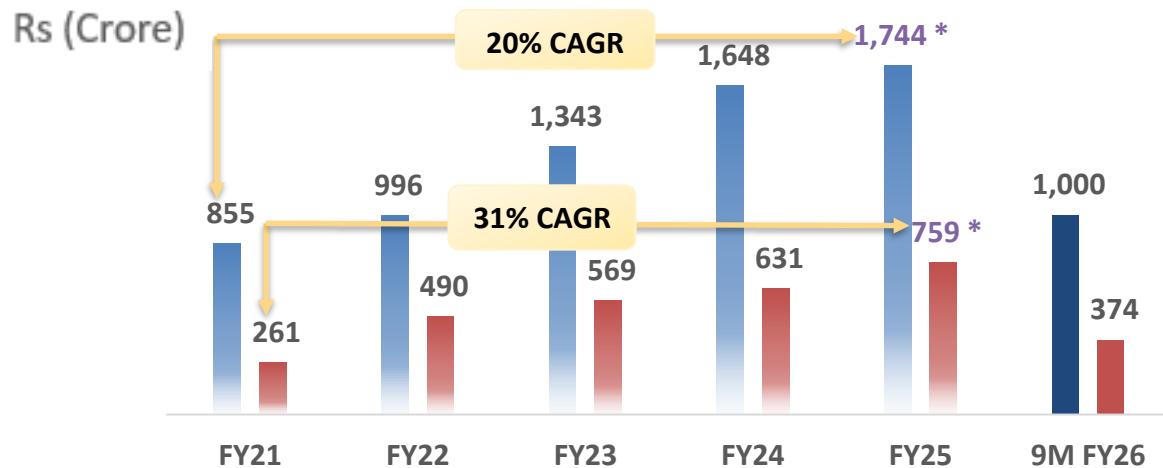
# TREND

# Performance Trend (Standalone)

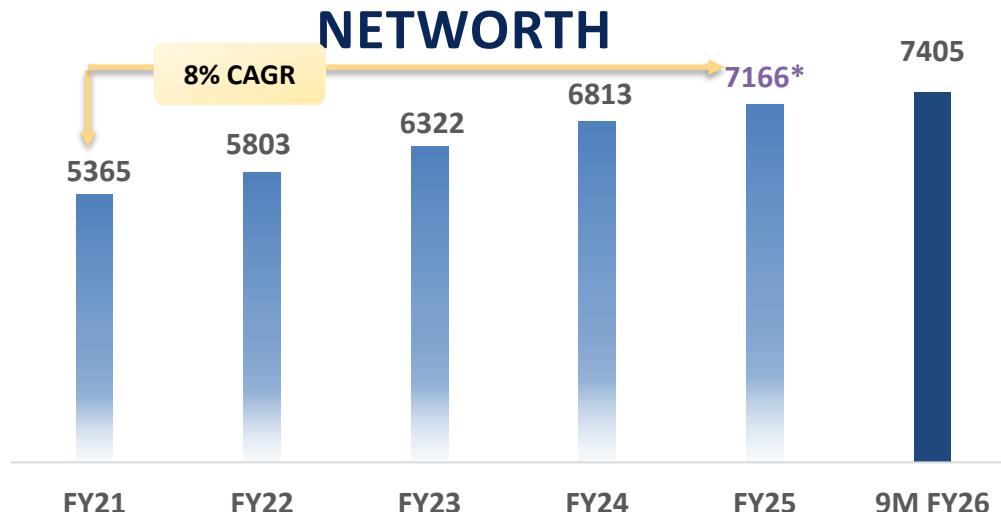
## TURNOVER



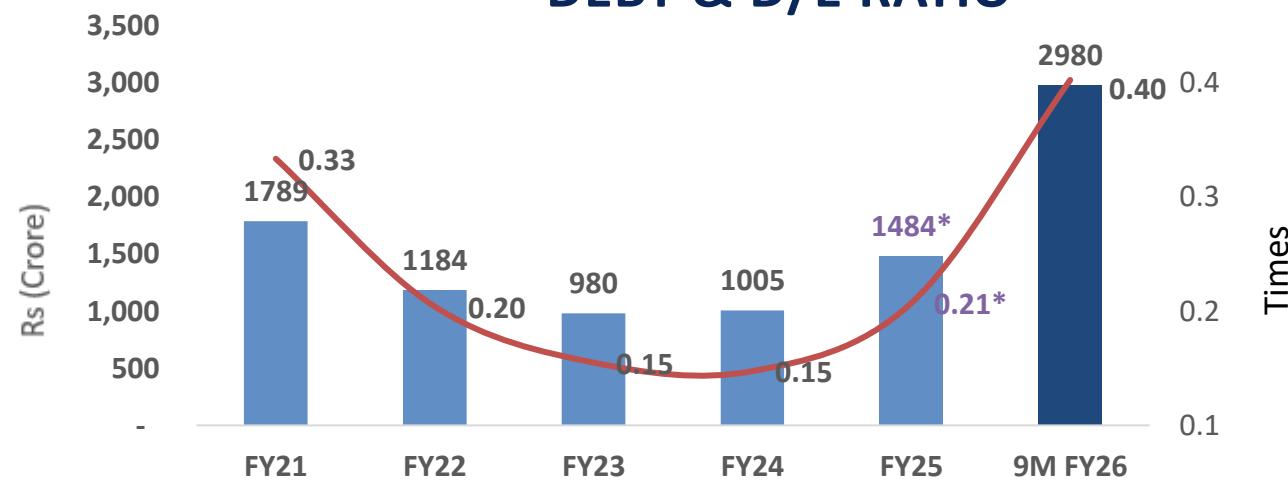
## EBIDTA & PAT



## NETWORTH



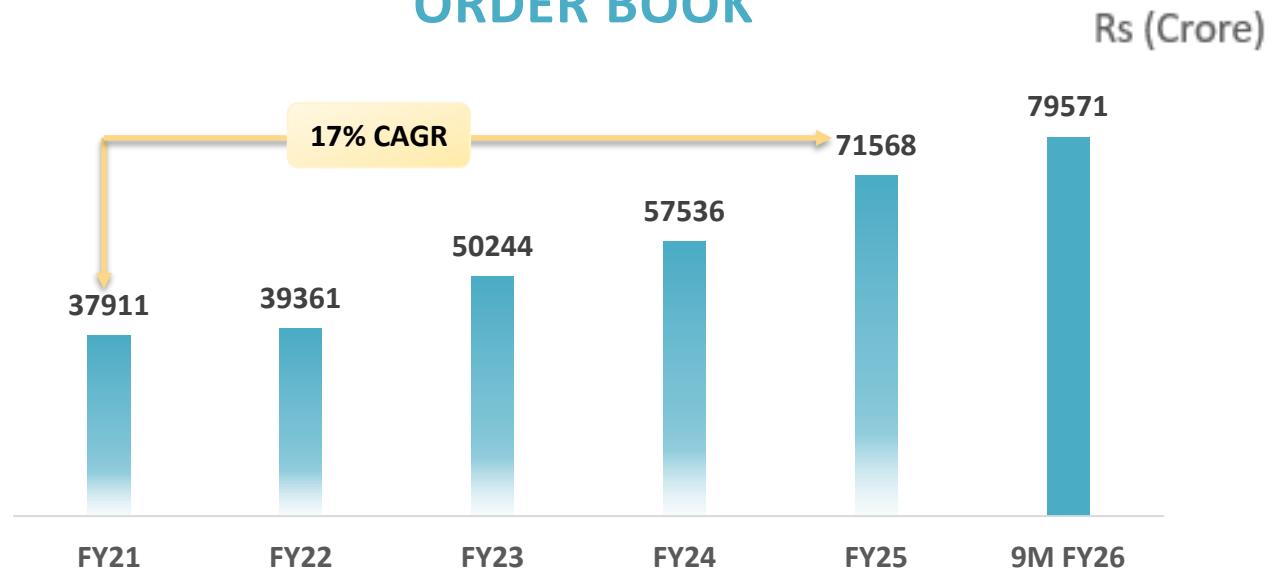
## DEBT & D/E RATIO



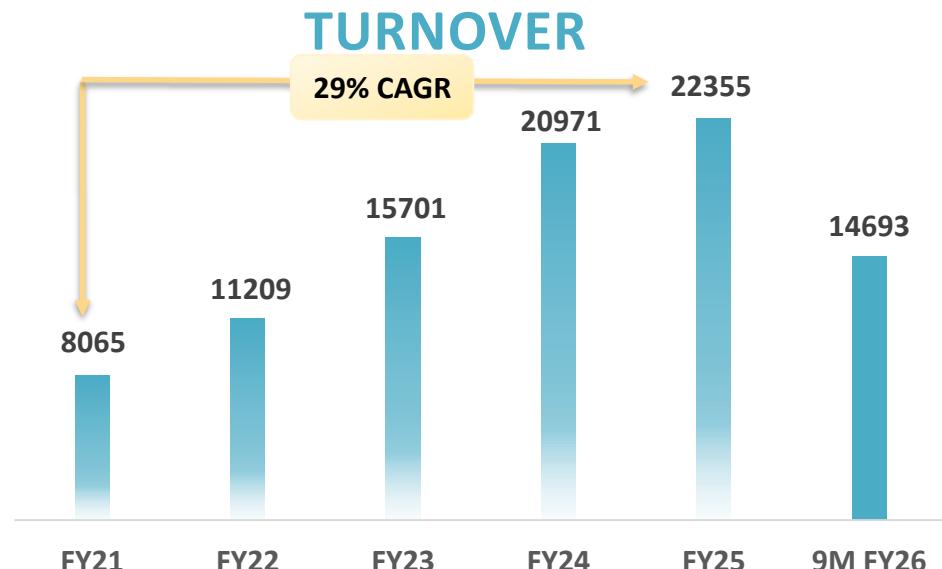
\* Restated after merger of NCCIHL with NCC Ltd

# Performance Trend: (Consolidated)

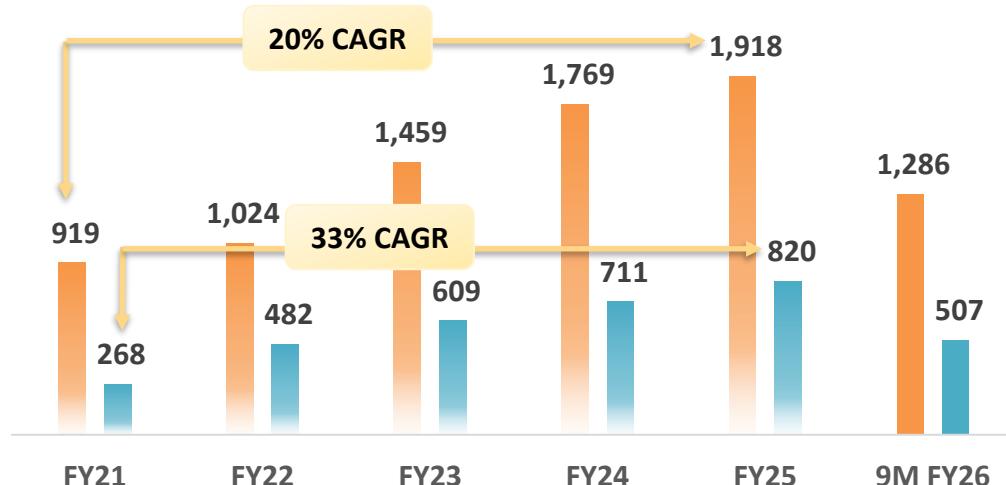
## ORDER BOOK



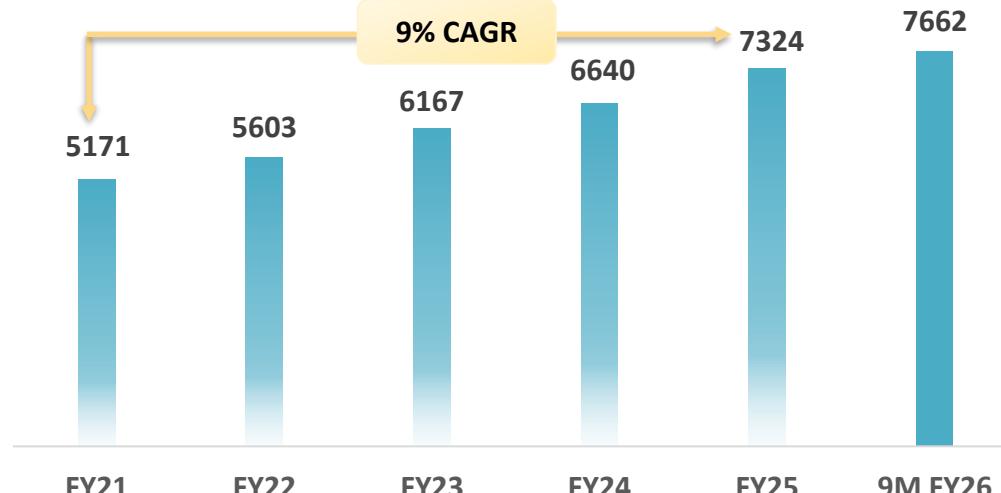
## TURNOVER



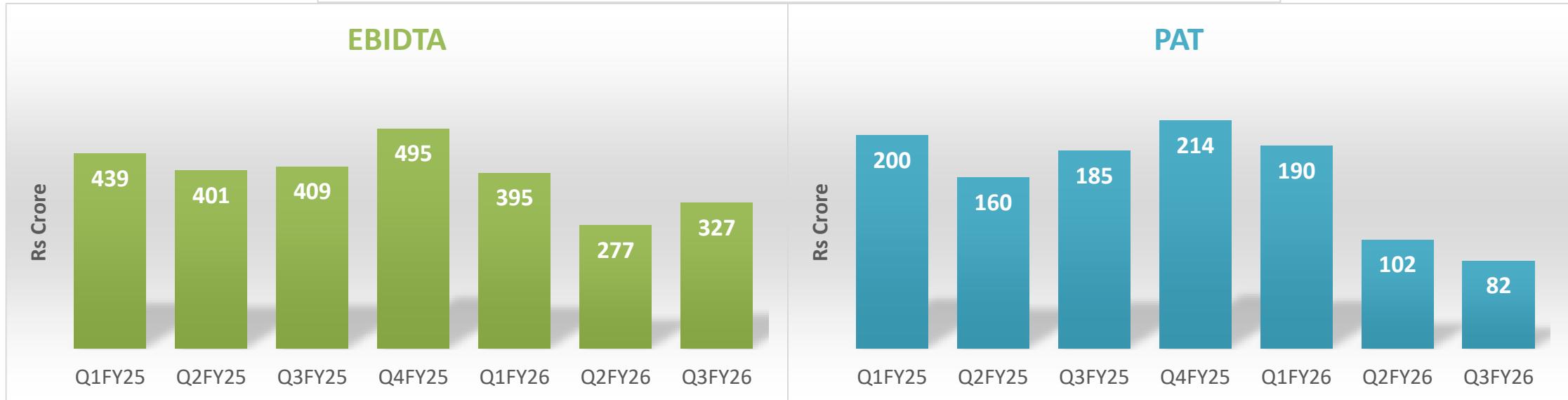
## EBIDTA & PAT



## NETWORTH

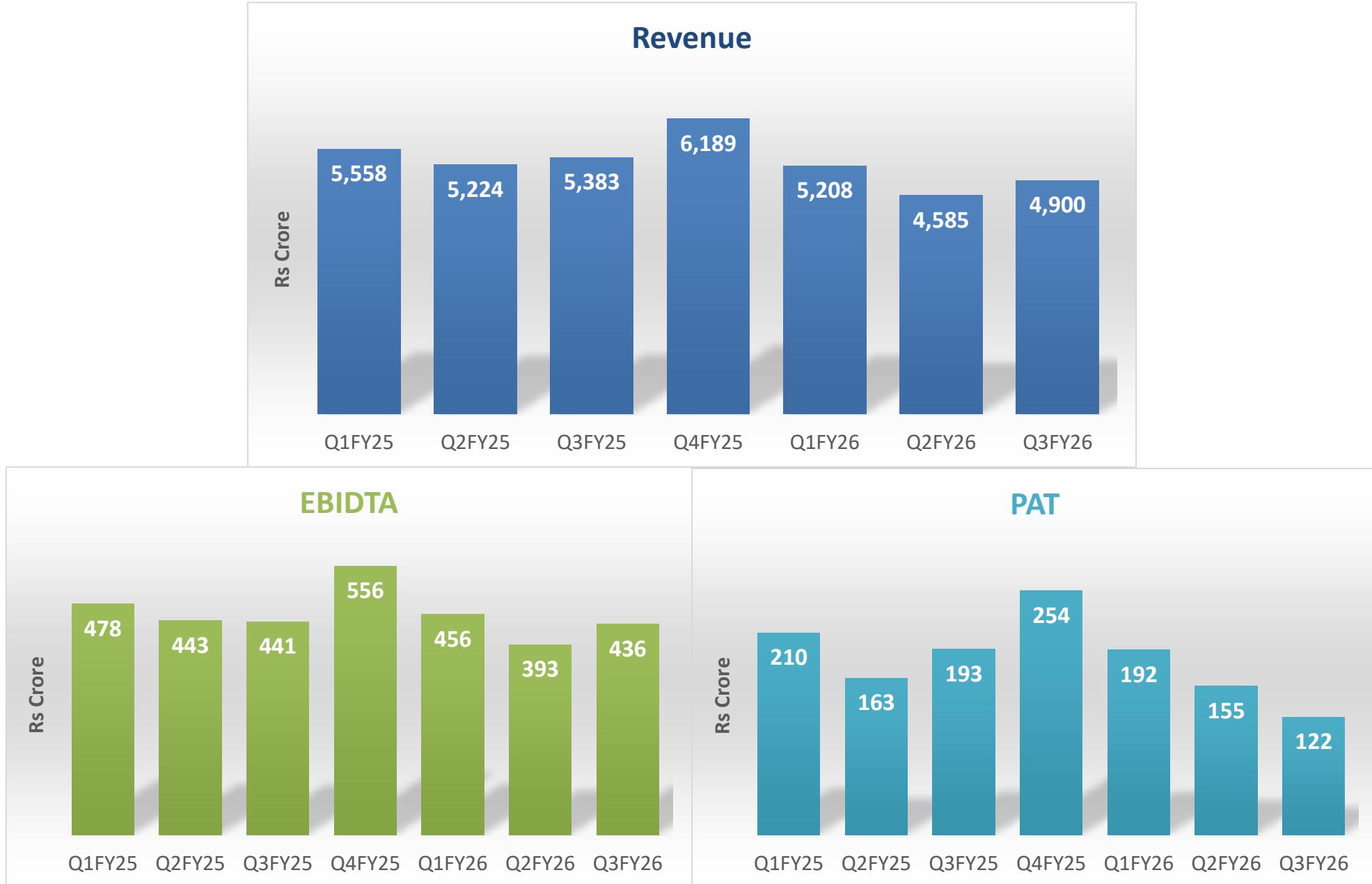


# Financials: Operating Performance - Standalone (Quarter wise)



Restated after merger of NCCIHL with NCC Ltd

# Financials: Operating Performance - Consolidated (Quarter wise)





# People & Community

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## Engagement

# CSR Initiatives – Health, Education & Community Development

## Healthcare & Maternal Support

- Operational support to *Dhaatri Mothers' Milk Banks* at Niloufer Hospital, Hyderabad and BRDMC Hospital, Gorakhpur
- Lactation Support Unit at Bhimavaram
- *Aaryajanani Program* promoting stress-free pregnancies for expectant mothers
- Free Medical Camp at APCRDA, Vijayawada



## Education & Inclusion

- *AAS Vidyalaya Education Café* – online education for dropouts, partially schooled and unschooled students



## Rural & Community Development

- Construction of housing and rural development facilities for economically weaker sections at Antarvedipalem, Andhra Pradesh



## CSR Approach

Focused on healthcare access, maternal care, education, and community development; emphasis on sustained operational support and partnerships with credible institutions. Impact assessment to be strengthened progressively.

# Employee Engagement & Social Participation

## Employee Participation Initiatives

- Active employee involvement in health, education, and community development programs across project locations
- Voluntary participation in medical camps, awareness drives, and institutional support initiatives
- Employee-led engagement with local communities, reinforcing trust and social connect

## Culture of Responsibility

- Encouraging a sense of ownership beyond core operations
- Participation aligned with NCC's values of inclusion, empathy, and long-term community partnership
- Focus on creating meaningful engagement opportunities rather than one-time activities

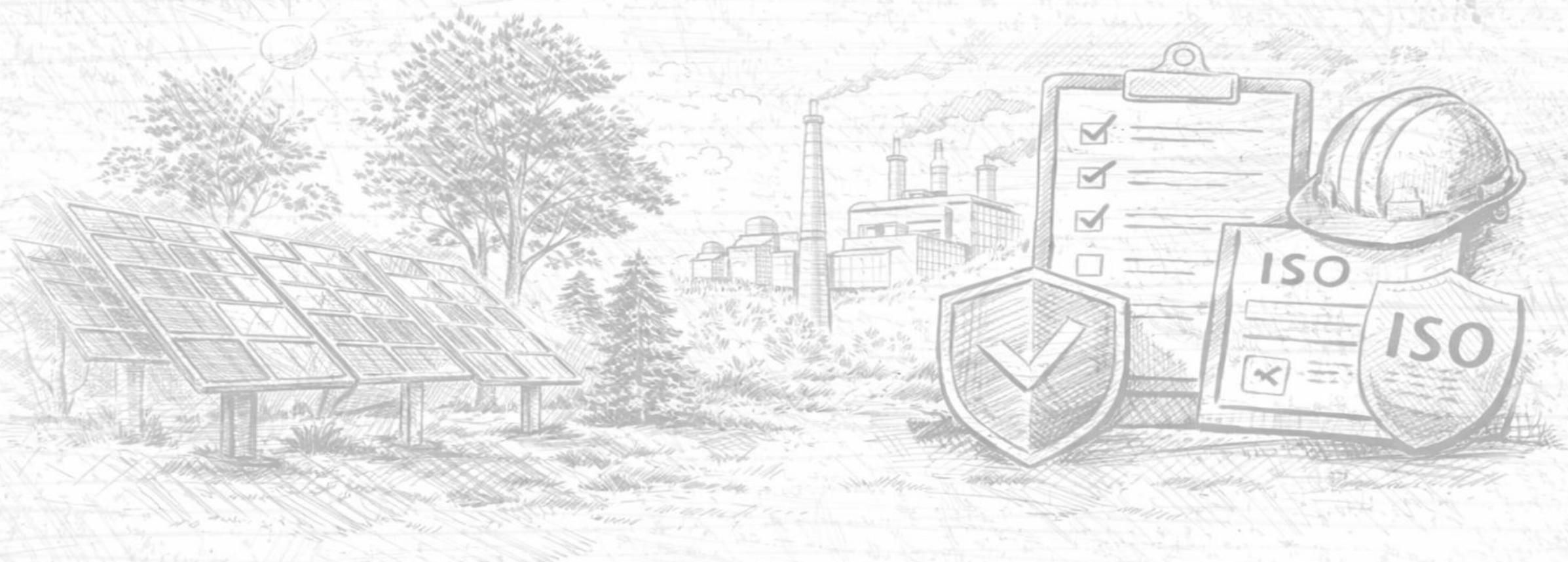
## Key Engagement Themes

- Volunteering & social participation
- Community interaction at project locations
- Collaboration with NGOs and public institutions
- Building awareness and social sensitivity among employees



*Employee engagement initiatives complement NCC's CSR efforts by embedding social responsibility into the organization's culture and day-to-day operations.*

# ESG & Sustainability Snapshot



## E

### Environmental Stewardship

- Increased use of Portland Pozzolana Cement (PPC) and slag cement across projects, supporting reduced clinker intensity.
- Solar power installations commissioned at select locations, contributing to on-site renewable energy usage.
- Ongoing focus on energy efficiency and reduced dependence on conventional power sources



## S

### Social Capital & Workforce Development

- Structured training programs implemented across projects to enhance safety, technical skills, and supervisory capabilities.
- Regular safety awareness, tool-box talks, and compliance trainings conducted at site and corporate levels.
- Continued focus on workforce well-being, capability building, and strengthening execution readiness across operations.



## G

### Governance & Systems

- ISO 9001 – Quality Management Systems.
- ISO 14001 – Environmental Management Systems.
- ISO 45001 – Occupational Health & Safety.
- ISO 27001 – Information Security Management Systems.
- Certifications applicable across corporate offices, project sites, and fabrication facilities



### ESG Integration Approach

Disclosure depth and measurement frameworks will be progressively strengthened in line with evolving regulatory and reporting standards.



## Awards & Accolades

## Select Awards & Accolades ➤ Projects

**GOLD Award at the 23rd Greentech Workplace SFS Awards 2025 for MMRDA Mumbai Metro Rail C-102 Project – 16 December 2025**



**HSE Excellence Metro Award for MMRDA CA-07 metro project in Mumbai - 5 December 2025.**



## Select Awards & Accolades ➤ Projects

**ICI-JSW Award 2025 for “Sustainability in Concrete Construction” for Navi Mumbai International Airport Project - 9 December 2025**



**SSMB Awards 2025 for — Patna Airport Project, and AIIMS Awantipora Project – 28 November 2025**



## Select Awards & Accolades ➤ Projects

Gold Awards at the Honourz Excellence Awards 2025 for — Emaar Amaris Project, and IIHM Project



# Awards & Accolades

## PRSI Awards 15 December 2025



# Thank you

Investor Relations:  
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