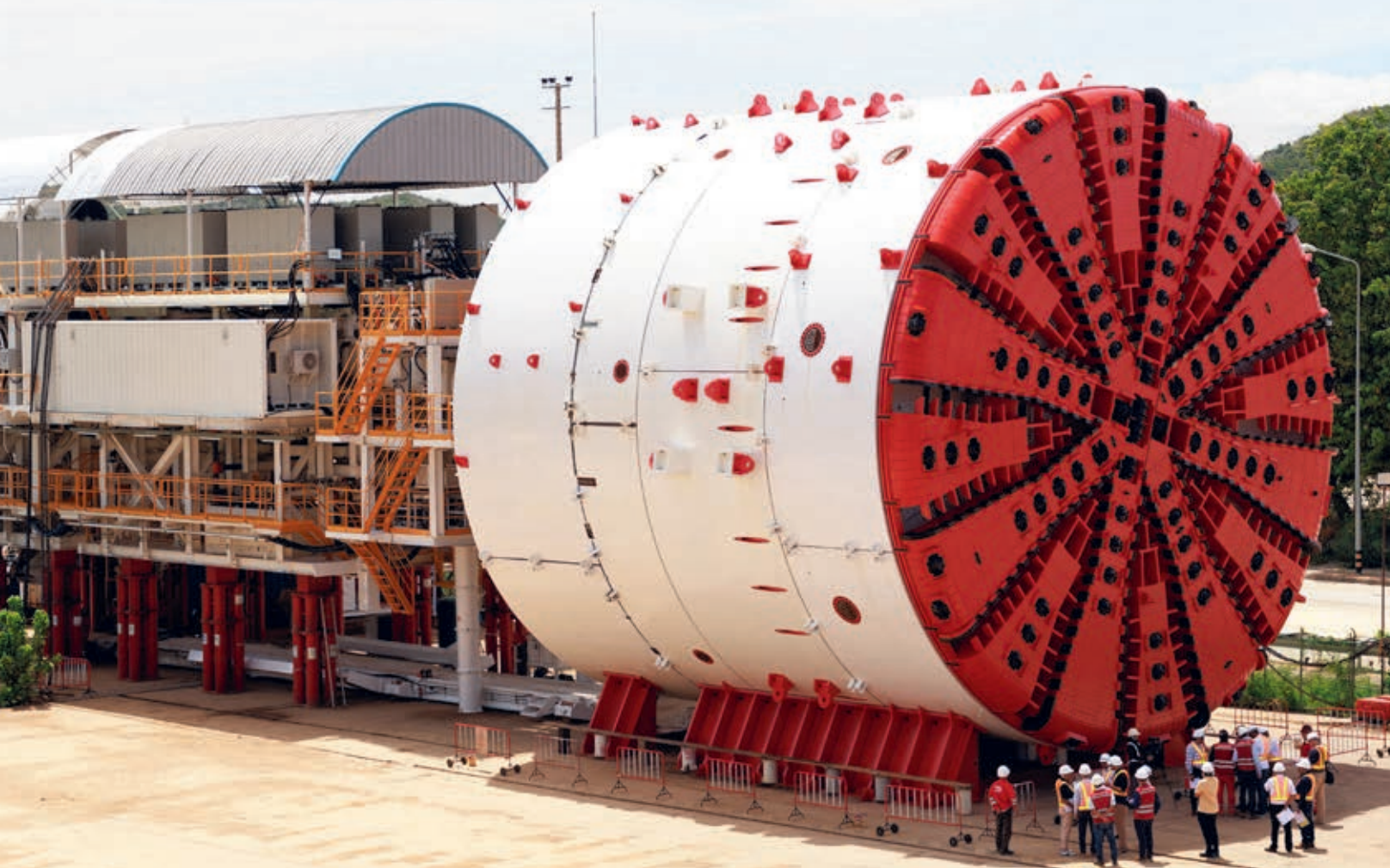




Samashti

Jan - Mar, 2026
Issue 76

in-house magazine of NCC



A Giant TBM
READY TO ROLL

NCC

Power of Action



AGK Raju
Executive Director

Dear NCCians,

As we bring you Issue 76 of Samashti, I convey my warm wishes to all members of the NCC family during this meaningful festive period. May Ugadi bring fresh beginnings and optimism, Id ul Fitr reinforce the spirit of compassion and togetherness, and Good Friday offer moments of reflection, humility and purpose. While different in spirit, these occasions together highlight the shared values that unite us—faith, resilience, and service.

Against this backdrop of reflection and renewal, Samashti continues to serve as a mirror of our collective journey—our projects, people, milestones and moments that often go unnoticed but matter deeply. I encourage you to engage with this platform not just as readers, but as contributors. Your stories from project sites, safety initiatives, community outreach, personal achievements or even simple moments of inspiration enrich this magazine and make it truly representative of the NCC spirit. We look forward to your articles, photographs, feedback and suggestions, which help us evolve Samashti into a more vibrant and inclusive forum.

In this issue, we reflect on the theme of Decisive Action—a quality that consistently shapes progress and performance.

By focusing on what truly matters, eliminating hesitation and committing fully to our responsibilities, we turn everyday efforts into meaningful progress

Decisive Action

Decisive action is often the difference between intention and impact. In a dynamic organisation like ours, progress is shaped not merely by planning, but by the willingness to act with clarity and confidence when the moment calls for it. Each decision—whether taken at a project site, in an office, or during daily interactions—creates a ripple effect. When choices are made thoughtfully and acted upon without unnecessary delay, they build momentum, strengthen accountability and move the organisation steadily forward.

Being decisive does not mean having all the answers; it means having the courage to move ahead with conviction, learn along the way and adapt when required. Time rewards those who act with purpose. By focusing on what truly matters, eliminating hesitation and committing fully to our responsibilities, we turn everyday efforts into meaningful progress. As you go through this issue, I invite you to reflect on how your daily choices shape outcomes and create lasting value. Let us move forward with clarity and conviction, making every decision count and every action matter.

Best Wishes,

A handwritten signature in black ink, appearing to read 'AGK Raju'.

AGK Raju

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ABOUT THE COVER

NCC Flags Off One of India's Largest TBMs

The cover captures a powerful moment of pride and purpose—One of India's largest Dual-Screw EPB Tunnel Boring Machines (TBM) poised for deployment. More than a ceremonial image, it symbolises a defining step in India's underground infrastructure journey, where advanced engineering meets national aspiration. As cities grow denser and land constraints intensify, tunnelling has emerged as a critical enabler of sustainable urban mobility. This visual sets the tone for a sector that is rapidly scaling up—building deeper, smarter and more precisely to unlock new corridors of connectivity beneath our cities.



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INCREASING THE PACE OF EXECUTION | TURNING CHALLENGES INTO MOMENTUM

Dear Colleagues,

As we enter the spring season—a time marked by hope and renewal—I extend my warmest greetings to you and your families on the auspicious occasions of Ugadi and Eid-ul-Fitr, and my sincere thoughts and prayers on Good Friday. Each of these sacred days reminds us of faith, reflection, compassion and new beginnings—values that resonate deeply with NCC's own journey. May this festive period bring peace, prosperity and well-being to every member of the NCC family, and inspire us to move forward with renewed energy, confidence and purpose.

A Supportive Policy Backdrop for Building the Nation

The policy environment for infrastructure continues to strongly support India's growth journey. The Union Budget 2026 has reaffirmed the Government's commitment to sustained public investment in infrastructure, with proposed capital expenditure for FY 2026–27 at ₹12.2 lakh crore, up from ₹11.2 lakh crore in the previous year. This enhanced outlay provides renewed momentum to large-

cash flow challenges affected revenue momentum, order inflows remained strong at ₹12,430 crore during the quarter, and our consolidated order book stood at ₹79,571 crore as on 31 December 2025, providing healthy visibility for future growth.

From Orders to Outcomes: The Real Work Begins on Site

An order book, however, does not create value by itself.

AN ORDER BOOK, HOWEVER, DOES NOT CREATE VALUE BY ITSELF. VALUE IS CREATED ONLY WHEN PROJECTS MOVE DECISIVELY FROM MOBILISATION TO EXECUTION, AND FROM EXECUTION TO COMPLETION.

scale nation-building initiatives that align closely with NCC's core strengths in construction, connectivity and integrated infrastructure delivery, creating a favourable backdrop for accelerating execution across our projects.

Performance Snapshot: Resilience Amid Headwinds

Against this backdrop, our performance in the third quarter of FY 2025–26 reflects both the challenges we faced on the ground and the underlying strength of our order pipeline. On a consolidated basis, NCC reported a turnover of ₹4,900.43 crore for the third quarter. EBITDA stood at ₹436.24 crore, and net profit attributable to shareholders was ₹122.46 crore. While execution and

Value is created only when projects move decisively from mobilisation to execution, and from execution to completion. Over recent quarters, some large projects experienced slower progress due to factors beyond our control, including delays in approvals, right-of-way challenges and payment-related constraints in select programmes. While these affected momentum in Q3, they do not change NCC's core strength—our ability to deliver complex, large-scale infrastructure with consistency and quality. Today, many of these projects have moved beyond initial bottlenecks. Clearances are in place, mobilisation is largely complete, equipment has reached sites, weather is congenial for execution and work fronts are opening up. This is a critical window of opportunity to convert preparedness into performance and increase the pace of execution across all sites.

Speed with Discipline: Execution as Our True Differentiator

The months ahead demand a sharper focus on speed with discipline. In infrastructure, intent alone does not build assets—execution does. The pace at which we convert orders into measurable on-ground progress determines our financial performance, our credibility with clients and our ability to reinvest in future growth, which is the need of the hour. Every project team must therefore focus on meticulous

planning, faster decision-making, sharper coordination across engineering, procurement, contracts, plant and machinery, finance

and HR, and daily discipline on site. Mobilisation must translate into momentum, activity into output and progress which is visible and measurable on the ground.

Cash Flow as an Enabler of Speed

Infrastructure execution is capital-intensive, and the pace of work is closely linked to cash flows and working capital discipline. As payment cycles normalise and receivables begin to move, we must ensure that liquidity is converted into speed on site. Faster billing, quicker certification and disciplined cash management will directly support higher execution velocity. When cash moves faster, work moves faster—and when work moves faster, confidence returns to our clients, partners, stakeholders and our own teams.

The Foundations of Sustainable Speed

Increasing the pace of execution does not mean compromising on safety or quality. At NCC, speed must always go hand in hand with safety and quality. Safe sites are efficient sites, and well-organised sites move faster. Quality-first execution prevents costly rework and schedule overruns, enabling projects to move forward with a greater momentum. Safety and quality are therefore not constraints on speed; they are enablers of sustainable, reliable speed.

Recognition that Reflects Collective Excellence

I would also like to commend all of you for the recognition NCC has received across leading industry platforms. Our recent awards—including two first prizes at the PRSI National

Awards 2025, ICI-JSW Award 2025, 23rd Greentech Workplace SFS Awards 2025, Honourz Excellence Awards 2025, SSMB Awards 2025 and PCERF Expo Award 2026—are not merely trophies on a shelf. They reflect the collective effort of NCCians who bring professionalism, discipline and pride to their work every day, and they reinforce our reputation for execution excellence, safety and sustainability.

Pride-Driven Performance at the Frontline

Our greatest strength is our people, especially those leading from the frontline. This phase calls for visible

leadership on sites, swift removal of bottlenecks, empowered teams and strong cross-functional collaboration. Let us build a culture where speed of execution is driven not by pressure alone, but by pride in performance. Across our seven verticals, every completed structure, and every delivered project, is a reminder of what NCC does best — building the nation with reliability, scale and integrity.

Leading from the Front—On the Ground

We move into the coming quarters with a strong foundation: a healthy and diversified order book, better-prepared project sites and resilient, experienced teams. By increasing the pace of execution, we will strengthen our financial performance, improve cash flows, reinforce client confidence and enhance our ability to win and deliver larger, more complex projects in the years ahead.

I once again extend my heartfelt festive greetings to all of you and your families. May this festive period bring renewed confidence, harmony and optimism. Let us move forward with urgency, unity and ownership. The nation is building at scale—and NCC must lead from the front, not by words, but by speed on the ground.

Best Wishes,

A R R A J U

A Ranga Raju

THE MONTHS AHEAD DEMAND A SHARPER FOCUS ON SPEED WITH DISCIPLINE.



EVERYTHING RISES AND FALLS ON LEADERSHIP

“Lead with integrity, act with courage, and inspire with purpose.”

Dr. A. S. Durga Prasad

Dear NCCians,

I was recently reading *The 21 Irrefutable Laws of Leadership* by John C. Maxwell and was struck by the simplicity and depth with which he captures organisational success:

- Personnel determine the potential of the organisation
- Relationships determine the morale of the organisation
- Structure determines the size of the organisation
- Vision determines the direction of the organisation
- Leadership determines the success of the organisation

When viewed in the context of NCC, these principles resonate strongly. Over the past 47 years, our sustained growth in business scale, revenues, and returns has been built on sound leadership, strong people practices, and a clear sense of direction.

As we continue to grow, we face new challenges—intensifying competition, availability of skilled talent, capability building, and the need for greater agility. This makes it timely and important for us to reflect on the fundamental leadership drivers that will take NCC to the next phase of growth, particularly as the next generation prepares to lead from the front.

People remain our greatest asset. Strong relationships sustain morale and collaboration. An aligned and flexible structure enables scale. Above all, leadership sets direction, shapes culture, and determines outcomes.

At this stage, a thoughtful evaluation of our leadership teams and development priorities is essential to building an agile, resilient, and future-ready organisation. I am confident that by strengthening leadership at all levels, we will continue to build NCC through people, relationships, and purpose.

With warm regards,
Dr. A. S. Durga Prasad

LEADERSHIP
SETS DIRECTION,
SHAPES
CULTURE, AND
DETERMINES
OUTCOMES.

Safety Park Inaugurated at 454 MLD WWTF Project, Malad



Senior officials from BMC, PMC & NCC at the safety park inauguration

Reaffirming its strong commitment to Health, Safety and Environment (HSE) excellence, NCC inaugurated a dedicated Safety Park at the 454 MLD Wastewater Treatment Facility (WWTF) Project, Malad. The initiative reflects NCC's proactive approach to nurturing a robust safety culture through awareness, visual learning and hands-on engagement.

The Safety Park was inaugurated in the presence of senior officials from BMC, PMC and NCC, underlining a shared resolve to ensure a safe, healthy and incident-free workplace.

From BMC and PMC, the event was graced by Sharad Khade, Sub Engineer (BMC); Naim Ahmed, Safety Expert (PMC); and Rajiv Goyal, Resident Engineer (PMC). From NCC, KAVLN Raju, JGM; Dorayya Naidu N V, DGM; V Mahesh, SPM; Kundan Kunal, Manager – Safety; Paresh Galankar, Manager – Safety; DVSPV Varma, R&M In-Charge; and E Palani Selvam, Project Manager, were present.

During the inauguration, Naim Ahmed, Safety Expert (PMC), explained the concept, objectives and key features of the Safety Park, highlighting its role in reinforcing safe work practices on site. Paresh Galankar and Kundan Kunal, Managers (Safety), NCC, further elaborated on the various safety installations, demonstrations and learning modules designed to sensitise workmen, supervisors and staff to potential hazards and preventive measures.

Designed as an interactive learning platform, the Safety Park showcases critical aspects such as PPE usage, hazard identification, safe work procedures, emergency response measures and best HSE practices relevant to ongoing project activities. The facility will serve as a continuous training and awareness hub for the workforce.

The programme concluded with a group photograph of officials from BMC, PMC and NCC, symbolising collective ownership and commitment towards achieving zero harm at the workplace.

Promoting Sports and Wellness at Metro Bhavan CA-60 Project



Reinforcing NCC's commitment to employee welfare and a healthy workplace culture, the Metro Bhavan CA-60 Project witnessed a thoughtful initiative aimed at promoting sports and wellness at the project site.

Murali Krishna T, Senior General Manager (SGM) – Project, and Bhuloka Raju, Deputy General Manager (DGM) – Project, extended their generous support by providing essential cricket Kit, including bats, balls, pads, wickets and other accessories for the use of staff and workmen. The initiative has been warmly received by employees and workers, offering them a valuable opportunity for recreation and physical activity beyond the demands of daily work.

The gesture underscores the leadership's belief that employee well-being plays a vital role in building a motivated, energetic, and harmonious workforce. By encouraging sports and physical fitness, the initiative helps nurture sportsmanship, teamwork, and camaraderie among all those associated with the project.

Such welfare-driven efforts contribute significantly to enhancing morale and fostering positive engagement at the workplace. The continued guidance and encouragement of the project leadership remain a source of inspiration, strengthening the collective spirit of the Metro Bhavan CA-60 Project team.

Jal Arpan

STRENGTHENING COMMUNITY WATER SECURITY IN UTTAR PRADESH

Jal Arpan refers to a model under the Jal Jeevan Mission where a village's drinking-water system is formally handed over to the local community (Gram Panchayat/Village Water Committee) after completion. The community then takes responsibility for operation, maintenance, and quality monitoring—so water supply remains reliable and sustainable.

NCC marked significant milestones in rural water supply infrastructure with the successful organisation of Jal Arpan programmes at three key project locations in Uttar Pradesh—Jangal Tinkonia No-3 Water Works Scheme, Gorakhpur, SWSM – Rural Lucknow Site and Etaura, Block Dadrol, Shahjahanpur. These events symbolised the formal handover and operationalisation of vital water supply schemes, reaffirming NCC's commitment to sustainable development and community well-being.

Notably, the Jal Arpan celebration at Gorakhpur, held on 26 December 2025, was the first of its kind in Uttar Pradesh and the second across India.



Taking the Jal Arpan Pledge – Gorakhpur

Jal Arpan at Gorakhpur

Organised at the Jangal Tinkonia No-3 Water Works Scheme, the Jal Arpan function marked the formal transfer of the completed water supply scheme to the Village Panchayat, symbolising community ownership and long-term sustainability. The event celebrated not merely the completion of infrastructure but the beginning of assured access to safe and reliable drinking water for rural households.

The programme was graced by the presence of Ravi Kishan Shukla, Hon'ble Member of Parliament, Gorakhpur; Bipin Singh, Hon'ble MLA, Gorakhpur Rural; and Mahendra Pal Singh, Hon'ble MLA, Pipraich Assembly. Senior officials from state and mission-level institutions, including Kamal Kishore Soan, Assistant Secretary and Mission Director; Yogendra Kumar Singh, Director, NJJM; Dr Raj Shekhar, Managing Director, UPJNR; and Prabhas Kumar, Executive Director, SWSM UP, further added to the significance of the occasion.

Jal Arpan at Rural Lucknow

The Jal Arpan programme at the SWSM – Rural Lucknow Site, implemented under the Kura Scheme at Mohanlalganj Block, further reinforced the Government of Uttar Pradesh's focus on strengthening rural drinking water infrastructure.

The event was held in the august presence of Swatantra Dev Singh, Hon'ble Minister for Jal Shakti, Government of Uttar Pradesh. The programme was also graced by Anurag Srivastava, Additional Chief Secretary (ACS); Dr Raj Shekhar, Managing Director; Prabhas Kumar, Executive Director; and Arvind Tripathi,



Executive Engineer, underscoring the importance of the initiative and the collaborative efforts driving its execution. Senior NCC officials M Satish Kumar, Senior General Manager (Tech), and M Harikrishna, Project Manager, welcomed the dignitaries and briefed them on project progress and technical features, highlighting NCC's focus on quality, efficiency, and timely delivery.



Jal Arpan at Shahjahanpur

On 25 January 2026, NCC organised the Jal Arpan programme under the Jal Jeevan Mission at Etaura, Block Dadrol, Shahjahanpur, Uttar Pradesh, marking another important milestone in strengthening rural drinking water infrastructure in the region.

The programme was graced by the Chief Guest, Arvind Kumar Singh, Hon'ble Member of the Legislative Assembly (MLA), Dadrol Constituency, Shahjahanpur. Several distinguished guests and officials were also present, including Sunny Singh, Executive Engineer (Jal Nigam, Shahjahanpur); Lakshyadeep Tyagi, DPM (BLG); Krishnamraju M, JGM; and Krishna PVSS, AGM of NCC among others.

Members of the Gram Panchayat, NCC teams, and local villagers participated enthusiastically, reflecting strong community involvement and ownership of the initiative. The dignitaries commended the collective efforts of all stakeholders and extended their heartfelt congratulations on the successful organisation of the Jal Arpan programme.

A Collective Commitment to Sustainable Development

All three Jal Arpan programmes stood as proud moments for all stakeholders involved, showcasing effective collaboration between government bodies, local administration, and NCC Limited. The events reaffirmed a shared commitment to ensuring clean drinking water, enhancing quality of life in rural areas, and empowering communities through sustainable infrastructure.

Navi Mumbai Airport Project Wins ICI-JSW Award 2025



Naresh Bollapragada & DVSS Ranga Raju
Receiving the Honour



The ICI-JSW Award is among the most prestigious recognitions in India's concrete and construction ecosystem, celebrating excellence, innovation, and sustainability in the use of concrete. Instituted by the Indian Concrete Institute (ICI) in collaboration with JSW Cement, the award honours organisations that demonstrate responsible construction practices while pushing the boundaries of engineering performance and environmental stewardship.

In recognition of this very ethos, NCC received the ICI-JSW Award 2025 for "Sustainability in Concrete Construction" for its exemplary work on the Navi Mumbai International Airport Project. The award was presented during the Quinquennial Conference 'ACECON', organised by the Indian Concrete Institute.

The honour was bestowed by the esteemed Indian Concrete Institute Jury and received on behalf of NCC by Naresh Bollapragada, Project Manager (Mechanical) and DVSS Ranga Raju, Senior Project Manager (QA/QC) at a ceremonial event held at Hotel Taj Deccan, Banjara Hills, Hyderabad, on 9 December 2025.

This achievement marks a significant milestone for NCC and stands as a testament to the dedication, discipline, and collaborative spirit of the entire site team. The success of the project reflects the strong leadership and guidance of Project In-Charge, Chandra Sekhara Reddy Kalluru, and Project Coordinator, PNVS Murthy, whose focused approach and commitment to excellence played a pivotal role in delivering sustainable and high-quality outcomes. The recognition underscores NCC's unwavering commitment to excellence in project execution and sustainable construction practices. It is a proud moment for the NCC family and a reaffirmation of the company's resolve to create lasting value and make a positive impact on society through landmark infrastructure projects.

NCC Limited extends its sincere appreciation to all teams and departments involved in achieving this honour and looks forward to many more such accolades that celebrate collective effort, innovation, and excellence.

NCC clinches SSMB Awards

A Testament to Steel, Skill and Spirit



Thamizh Selvan, AGM (Tech) receiving the award for JPNI Airport Project



Thamizh Selvan, AGM (Tech) receiving the award for AIIMS Awantipora Project

As the industry continues to play a pivotal role in nation-building and infrastructure growth, the Steel Structures & Metal Buildings (SSMB) Awards stand as a platform to acknowledge those who are shaping the future of steel construction in India. The SSMB Awards celebrate outstanding achievements in design, engineering, and construction using steel, offering the industry a respected platform to showcase landmark projects, benchmark best practices, and gain recognition from leading experts.

Excellence in steel construction took centre stage at the Steel Structures & Metal Buildings (SSMB) Awards 2025, where NCC emerged with two prestigious honours, reinforcing its reputation for engineering strength, innovation, and execution excellence.

The third edition of the awards was held from 27 to 28 November 2025, at the Jio World Convention Centre, Mumbai, where it witnessed intense competition across diverse categories—from airports and hospitals to bridges, industrial buildings, and special structures. Amid stiff competition from some of the biggest names in the industry, NCC stood out by qualifying and winning awards for two major projects, each demonstrating the company's depth in steel construction and project execution.

JPNI Airport Project: Engineering Excellence Takes Flight

In the "Airports greater than 5 MPPA" category, NCC's JPNI Airport Project earned the 2nd Runner-Up Award. The project was presented through a comprehensive and technically detailed presentation, highlighting the complex steel designs, precision-driven execution, and the challenges encountered during construction. The clarity of design intent, structural efficiency, and seamless coordination across disciplines earned high appreciation and marks from the jury.

AIIMS Awantipora Project: Strength in Adversity

NCC also secured the 1st Runner-Up Award in the "Hospitals (Steel Structure Based)" category for the AIIMS Awantipora Project. Executed in demanding climatic conditions, the project posed unique logistical and construction challenges. The presentation to the judges showcased how NCC successfully navigated these constraints—adapting designs, managing execution complexities, and maintaining quality and timelines in a sensitive healthcare infrastructure project. The jury commended the team's ability to translate robust steel engineering into a functional, resilient medical facility.

These achievements were driven by the technical leadership of Janaki Ramudu T, VP (Tech), along with the dedicated efforts of Thamizh Selvan P, AGM (Tech), and the entire HEED Team. Their expertise in steel engineering, meticulous planning, and strong coordination was central to the success of both award-winning projects, reinforcing NCC's reputation for technical excellence and execution strength.

Recognition Built on Expertise and Teamwork

Both awards were the result of rigorous evaluation, where projects were assessed on design innovation, execution methodology, challenges faced, and overall impact. NCC's detailed project presentations, backed by on-ground experience and technical depth, clearly resonated with the judges.

Winning two SSMB Awards 2025 is more than a moment of pride—it is a strong endorsement of NCC's capabilities in steel structures, its commitment to quality, and the dedication of its teams who continue to deliver complex projects under varied conditions.

As NCC continues to shape critical infrastructure across sectors, these recognitions reaffirm its position as a trusted leader in building India's future—with steel at its core and excellence as its foundation.

NCC Secures GOLD at Greentech Workplace SFS Awards 2025



Amit Chaturvedi, CM (HSE) & H Suresh, Manager (HSE) receiving the award

The Greentech Workplace SFS Awards 2025 honour organisations that go beyond compliance to create workplaces where safety, fire readiness, and welfare are deeply embedded in everyday culture. By recognising innovation, leadership, and best practices, the awards spotlight champions who are shaping safer, smarter, and more sustainable workspaces for the future.

Reinforcing its steadfast commitment to creating safe and healthy workplaces, NCC bagged the GOLD Award at the 23rd Greentech Workplace SFS Awards 2025 for exemplary Health, Safety and Environment (HSE) practices at the MMRDA Mumbai Metro Rail C-102 Project in Mumbai. The award was presented at a ceremony held in Jaipur on 16 December 2025 by

the distinguished Chief Guests, Kamleshwar Sharan, Chairman and CEO, Greentech Foundation, and Dr RK Elangovan, Former Director General, DGFAI, Mumbai. Amit Chaturvedi, Chief Manager (HSE) and H Suresh Keshavan, Manager (HSE) received the honour on behalf of NCC. A moment of pride for the entire organisation, the award further strengthens NCC's resolve to uphold the highest standards of Health, Safety and Environment (HSE) in every project it undertakes.

Setting the Benchmark in Urban Safety

NCC Bags HSE Excellence Metro Award

As India stands at the crossroads of rapid industrial growth and deepening sustainability commitments, the role of Health, Safety, and Environment (HSE) has never been more critical.

The India HSE Summit & Awards 2025 is a landmark platform that brings together visionaries, policymakers, industry leaders, and changemakers from across sectors—energy, infrastructure, manufacturing, logistics, healthcare, and beyond—to exchange actionable insights and advance pioneering solutions that strengthen health, safety, and environmental excellence across India.

At this prestigious forum, NCC has been honoured with the

HSE Excellence Metro Award, in recognition of its outstanding Health, Safety and Environment (HSE) practices at the MMRDA CA-07 metro project in Mumbai. The prestigious award was presented by the esteemed Chief Guest, Dhruv Kapila at a ceremony held at Hotel Radisson Blu, New Delhi, on 5 December 2025.

This achievement marks a significant milestone for NCC and stands as a testament to the unwavering dedication, discipline and collaborative efforts of the project site team. The recognition reflects the strong safety culture fostered at the site under the effective guidance of the Project In-Charge and Project Coordinator, with HSE principles embedded into every aspect of execution.



Jai Prakash Singh, AGM (HSE) receiving the award

The award is a proud moment for the entire NCC family and reinforces the company's steadfast commitment to achieving excellence in Health, Safety and Environment across all its operations.



Dr Prabhakar Varma receiving the award for Samashti



M Peddi Raju receiving the award for CSR

Double Honours for NCC at PRSI National Event

The PRSI National Awards stand as one of India's most respected benchmarks for excellence in public relations and strategic communications. Celebrating innovation, impact and professional integrity, the awards recognise organisations and teams that demonstrate the power of communication in shaping reputation, building trust and driving meaningful engagement.

NCC earned national acclaim by winning two prestigious First Prizes at the 47th All India Public Relations Conference, organised by the Public Relations Society of India (PRSI) at Hotel Emerald, Dehradun, from 13 to 15 December 2025.

The awards were received by Dr Prabhakar Varma, General Manager – Corporate Communications, and M Peddi Raju, Consultant – CSR, on behalf of NCC. The honours were presented by Bansi Dhar Tiwari, Secretary to the Chief Minister of Uttarakhand, in the presence of eminent dignitaries,

including PLK Murthy, Secretary General; Dr Ajit Pathak, National President, PRSI; Michael Maslov, Deputy Chairman and former Chairman of Akos, Russia; and Anu Mazumdar, National Vice President (Eastern Region), Assam.

NCC Limited secured top honours in the following categories:

- Best In-house Journal (English) – First Prize
- Best CSR for Childcare – First Prize

These accolades underscore NCC's strong commitment to impactful corporate social responsibility initiatives and excellence in strategic internal communication. The recognition reflects the collective efforts of teams across the organisation in driving meaningful engagement, responsible practices, and high-quality communication. This achievement adds another proud chapter to NCC Limited's growing list of national honours and reinforces its resolve to continue setting benchmarks in corporate communication and social responsibility.

IMS Internal Auditors' Training at BharatNet Project, Bhopal

IMS Internal Auditors' Training Programme covering ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health & Safety Management System) was successfully conducted on 20 January 2026 at the BharatNet Project Office Conference Hall, Bhopal, Madhya Pradesh.

The training was led by K Vijayakrishna, Reliance Management System Consultant, along with the ISO Team. The session focused on strengthening participants' understanding of integrated



management systems, audit methodologies, documentation requirements, risk-based thinking, and continual improvement practices in line with international standards.

The training reaffirmed the organisation's commitment to robust management systems.

NCC strikes Double Gold at Honourz Excellence Awards 2025



The Honourz Excellence Awards 2025 celebrate organisations that place people at the heart of progress through exemplary Occupational Health and Safety (OHS) practices. The awards spotlight projects which are creating safer, healthier, and more inclusive workplaces. NCC won two Gold Awards at the Honourz Excellence Awards 2025 in recognition of its outstanding Occupational Health and Safety (OHS) practices at two of its marquee projects — Emaar Amaris Project, Gurugram, and the India International Horticulture Project (IIHM), Ganaur, Haryana. The prestigious awards were presented by the Chief Guest, Lt. General (Retd) AB Shivane, at a grand ceremony held at Hotel Radisson Blu, Dwarka, New Delhi, on 23rd December 2025. The awards were received on behalf of NCC by Vipin Kumar Pandey, General Manager; Jai Prakash Singh, AGM (HSE); and Ajay Kumar, Safety Manager. This significant achievement underscores the strong safety culture fostered at project sites through the dedicated efforts of site teams, under the able guidance of the Project In-Charge and Project Coordinator. It reflects NCC's disciplined approach, teamwork, and unwavering focus on creating safe and healthy work environments.

NCC Conferred Best Infrastructure Developer Award by Engineers Club, Kerala

NCC Limited has been honoured with the “Best Infrastructure Developer” Award by Engineers Club Kerala, a distinguished consortium of engineering professionals celebrating 25 years of achievements.

The award was presented by S. Somanath, former Chairman of Indian Space Research Organisation (ISRO) and currently serving as Honorary Advisor to the Government of Andhra Pradesh for its ambitious space technology, aerospace, and defence manufacturing hub — a role that carries a cabinet rank. His presence added immense prestige and significance to the occasion.

The award was received on behalf of NCC by Madhu SG, Vice President, NCC Urban, and Ajay Kumar KV, Senior Project Manager, NCC Urban, who represented the team's unwavering dedication and commitment to delivering quality infrastructure that shapes communities and drives progress.

Over the decades, the company has consistently delivered landmark projects across residential, commercial, industrial, and urban infrastructure sectors — contributing meaningfully to India's growth story.

Being acknowledged by a respected body of engineering professionals reinforces NCC's leadership position in the infrastructure domain and reflects the trust placed in the company's technical capabilities, execution strength, and quality standards.

As NCC continues to build future-ready infrastructure across the nation, such accolades inspire the team to raise the bar higher and pursue excellence with even greater determination.

Congratulations to the entire NCC team on this remarkable achievement!



Gold and Silver Awards for HSE Excellence at PCERF Expo 2026

NCC achieved a significant milestone in Occupational Health and Safety excellence by winning the Gold Trophy for the Adani Data Centres PNQ 26 & 27 project and the Silver Trophy for the 454 MLD Waste Water Treatment Facility, Malad at the 20th edition of the Pune Construction Engineering & Research Foundation (PCERF) Expo.

The awards were presented during the expo held at the Pune International Exhibition and Convention Centre from 8 to 11 January 2026. The honours were conferred by the Chief Guests, Rear Admiral Ashish Kulkarni and Milind Dhawan, Chief Engineer, Kumar Beharay Properties. Receiving the awards on behalf of NCC were Gowtham Varma, Senior Project



NCC team with Gold & Silver Awards at the presentation ceremony

Manager, Paresh Galankar, Manager (HSE), Arun Naidu, Manager (HSE), Veera Chaitanya, Manager (HSE), along with members of the respective site teams.

These recognitions underscore the strong safety culture nurtured across NCC project sites through disciplined execution, proactive risk management, and continuous workforce engagement.



Preparedness in Action Mock Drill Conducted at Corporate Office

An emergency evacuation surprise mock drill was successfully conducted at NCC Corporate Office on 19 December 2025 to assess the preparedness of employees and the effectiveness of the emergency response systems.

At 15:54 hrs IST, the drill was initiated with the activation of the fire alarm, immediately setting the evacuation process in motion. All 1,232 members present in the building responded promptly and started evacuating from their respective location's through the designated Staircases and were guided by the Emergency Response Team (ERT) to the designated Safe Assembly Point at Ground Floor in an orderly and disciplined manner.

The entire building was evacuated within 15 minutes, demonstrating strong coordination and awareness across floors. Floor Coordinators conducted a headcount at the assembly point to ensure all employees, vendors & visitors were safely accounted for. Adding realism to the exercise, an injured-person scenario was enacted, and an ambulance reached NCC House and transported the casualty to a nearby hospital in just 4 minutes and 30 seconds, reflecting an excellent emergency response time.

The mock drill was conducted under the leadership and guidance of Admin, Security & BMS teams. It reaffirmed NCC's commitment to safety and continuous improvement. The insights gained will help strengthen emergency preparedness, ensuring that all employees remain safe and well-informed in the event of any real-life emergency.

Caring for Vision Free Eye Camp at Antarvedipalem

As part of NCC's ongoing commitment to community welfare and inclusive development, a Free Eye Check-up Camp was successfully organised at NCC Housing Colony, Alluri Narayana Raju Puram, Antarvedipalem, Ambedkar Konaseema District, Andhra Pradesh, on 4 January 2026.

The camp was conducted with the guidance of ASN Raju, Wholetime Director and Chairman – CSR Committee, reflecting NCC's strong emphasis on healthcare outreach in its neighbourhood communities. To ensure maximum participation, wide publicity was carried out for nearly a week, both within the colony and in the surrounding village. Informative leaflets were distributed to spread awareness about the camp.

The programme was supported by renowned eye specialists Dr P Krishna Chaitanya and Dr P Surya Soumit, owners of IEDEAL Vision Super Speciality Hospital, Bhimavaram, who arrived at the colony's Skill Development Centre along with their medical team and necessary diagnostic equipment.

The response from the community was overwhelming. A total of 252 beneficiaries, including senior citizens, women, and children, underwent comprehensive eye examinations. Eye drops and tablets were provided free of cost to those in need. During the screening, around 60 patients were identified as

requiring cataract surgery. The doctors have kindly agreed to perform the surgeries and provide spectacles at a reasonable cost at their hospital. In keeping with NCC's commitment to social responsibility, the organisation has assured financial support by bearing 50 per cent of the treatment cost for all patients undergoing the operation. The eye camp not only helped detect vision problems at an early stage but also brought hope and clarity—both literally and figuratively—to many lives. It stands as another meaningful step by NCC in strengthening community health and well-being through compassionate and proactive CSR initiatives.



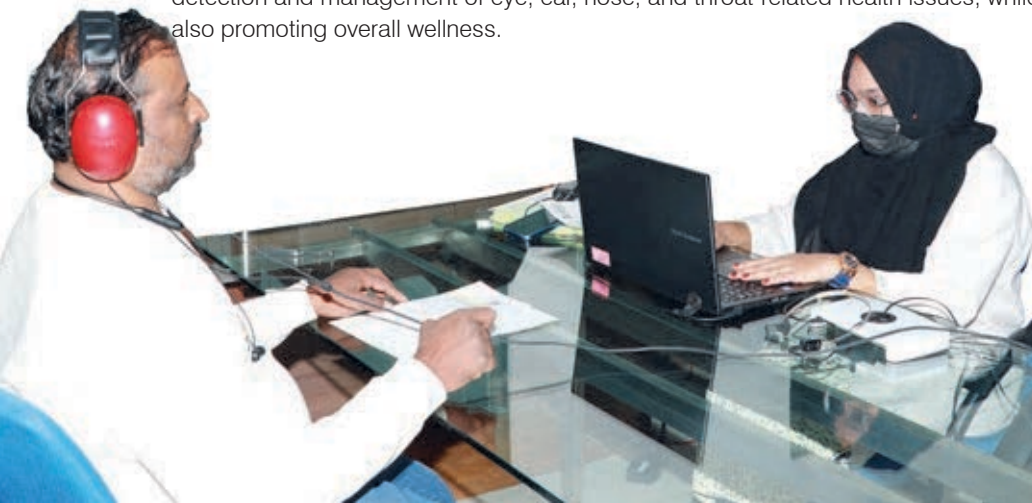
Prioritising Health Free Eye & ENT Camp at Corporate Office

In a strong step towards promoting employee health and preventive care, NCC successfully organised a Free Eye & ENT Camp for its employees at the Training Hall, NCC House, on 22 November 2025. The camp witnessed an enthusiastic response, with 178 NCCians attending and benefiting from the comprehensive medical services offered.

The camp was conducted by New Era Diagnostics, in consultation with Shankara Eye Hospital and MAA ENT Hospital, bringing together experienced specialists and modern diagnostic facilities under one roof. The initiative aimed to support early detection and management of eye, ear, nose, and throat-related health issues, while also promoting overall wellness.

Employees were provided a range of free health check-ups, including Random Blood Sugar, Blood Pressure, Height and Weight, Body Mass Index (BMI), Eye Examination, and ENT Consultation.

The camp catered to employees across all age groups and was particularly appreciated for its convenience, accessibility, and focus on preventive healthcare. Many employees welcomed the opportunity to consult specialists and receive timely guidance without having to step out of the workplace. This initiative reflects NCC's continued commitment to the well-being of its people, recognising that a healthy workforce is the foundation of a strong and productive organisation.



National Road Safety Week Observed



ADCL N-12, Amaravati



AMISP Bihar

As part of NCC Limited's commitment to safety and responsible conduct, National Road Safety Week was observed across multiple project sites from 12 to 18 January 2026 with active participation from employees and workforce.



Green Field Township (UPAVP), Ayodhya



IDC Betkuchi

The initiative aimed to reinforce the importance of safe driving practices, pedestrian safety, and compliance with traffic rules—especially for personnel commuting to project locations and those involved in site logistics and material movement.



Mundra Green PVC



Nagpur Indora Flyover

Across sites, awareness sessions were conducted focusing on helmet and seatbelt usage, speed discipline, mobile phone avoidance while driving, and the importance of following designated site traffic routes. The observance of National Road Safety Week across sites reflects NCC's ongoing efforts to build a safer environment for employees, associates, and the communities around its project locations.



SWSM UP- Firozabad PKG-1 UP



Unity Mall, Betkuchi

Across NCC Sites



APL Raigarh



AMISP Nashik & Jalgaon PKG - 08



Emaar Amaris Project, Gurugram



JBPC Puri



Ken Betwa, MP



Metro Bhavan, Mumbai



Navi Mumbai International Airport Site



SCB Medical College, Cuttack



SWSM Raebareli (UP)



UP-Patwadh WSS



WBPWSP Purulia Project



WWTF Malad

Safety at the Core of NCC's Operations

Over 72 million Safe Man-Hours achieved across multiple projects

Safety is not just a priority at NCC—it is a core value embedded in every project, process and person on site. Driven by robust safety systems, continuous training, vigilant monitoring, and strong leadership from Project In-Charges, Safety In-Charges, Project Coordinators and the Corporate HSE Team, NCC's safety culture is strengthened by the everyday commitment of every engineer, supervisor and workman. This collective resolve has enabled NCC to achieve a remarkable milestone of over 72 million Safe Man-Hours with Zero Lost Time Injury (LTI) across multiple project sites nationwide since their inception, reaffirming the organisation's belief that Zero Harm is fundamental to protecting lives, enhancing productivity and delivering sustainable infrastructure.



SWSM Lucknow Rural Project – 26 million Safe Man-Hours

Leading this achievement is the SWSM Lucknow Rural Project, which has recorded an impressive 26 million Safe Man-Hours without a single LTI. In recognition of this outstanding safety performance, UP Jal Nigam awarded a Certificate of Appreciation, presented by Arvind Kumar Tripathi, Executive Engineer, acknowledging the project team's consistent adherence to high safety standards and disciplined execution.



SWSM Raebareli Project – 20 million Safe Man-Hours

Adding to this milestone journey, the SWSM Raebareli Project successfully achieved 20 million Safe Man-Hours with Zero LTI. The achievement was recognised by UP Jal Nigam, with S Rahman, Executive Engineer, presenting a Certificate of Appreciation to Ashok Kumar Srivastav, QS-In-Charge, who received it on behalf of the entire NCC project team. The recognition stands as a strong endorsement of the project's proactive risk management practices and robust safety systems.

WSS Sonbhadra Project - 6 million Safe Man-Hours

Further strengthening NCC's safety record, the WSS Sonbhadra Project at Patwadh Group of Villages completed 6 million Safe Man-Hours with Zero LTI. Arun Singh, Executive Engineer, UP Jal Nigam, Sonbhadra, presented a Certificate of Appreciation to Rajesh Kumar Sinha, DGM (Project In-Charge), G Kolanjiyappan, Deputy Project Manager (QS-In-Charge), and Jaspal Salvi, Assistant Engineer (Safety-In-Charge), recognising the project's exemplary HSE practices and disciplined on-site implementation.



Mundra Green PVC Project – 5 million Safe Man-Hours

Adding to NCC's growing list of safety milestones, the Mundra Petrochem Limited Green PVC Project achieved an outstanding 5 million Safe Man-Hours with Zero LTI. In recognition of this achievement, Sabyasachi Sengupta, Site Head – HSE, and KS Lakshminarayana, Site Head – Construction, Adani Petrochemicals presented a Certificate of Appreciation to the NCC project team, applauding their unwavering commitment to safety, compliance, and safe execution practices.





SWSM Hardoi Rural – 5 million Safe Man-Hours

Reinforcing NCC's consistent HSE performance, the SWSM Hardoi Rural Project successfully achieved 5 million Safe Man-Hours with Zero LTI. In recognition of this commendable milestone, Navneet Singh, Executive Engineer, Jal Nigam Rural, presented a Certificate of Appreciation to Rajinder Kumar, Joint General Manager (Tech), and Naushad, Safety In-Charge. The achievement reflects the project team's disciplined execution, strong safety leadership, and unwavering commitment to maintaining the highest standards of workplace safety.



Metro Bhavan Project (CA-60) - 4 million Safe Man-Hours

In the urban infrastructure segment, the Metro Bhavan Project (CA-60) achieved 4 million Safe Man-Hours with Zero LTI, earning formal recognition from MMRDA. The Achievement Certificate was presented by Chetan Vasudev Bendale, Superintending Engineer, Rishi Matre, QC-Safety Lead, and PP Pandey, Team Leader, Epicons Ralys, and received by senior representatives including T Murali Krishna, SGM (Tech), I Bhuloka Raju, Project In-Charge (Tech), Prabind Kumar Singh, DGM (MEP), Ravi Prakash Tiwari, Deputy Manager – Safety, Ganesh M Waghmare, Senior Admin, along with the dedicated NCC project team.

Silchar Medical College & Hospital Project - 3 million Safe Man-Hours

In the healthcare infrastructure space, the Silchar Medical College & Hospital Project at Silchar, Assam reached 3 million Safe Man-Hours with Zero LTI. The milestone was recognised by Ujjwal Bhattacharjee, Executive Engineer, PWD (Building Division), who presented a Certificate of Appreciation to Priyanka Acharya, Deputy Project Manager, and Upendra Kushwaha, Officer (Safety), acknowledging the team's strong safety culture and collaborative efforts.



SWSM Firozabad PKG-1 Project - 2.5 million Safe Man-Hours

Completing this impressive safety journey, the SWSM Firozabad PKG-1 Project achieved 2.5 million Safe Man-Hours with Zero LTI. Devendra Kumar Singh, Executive Engineer, UP Jal Nigam, Firozabad, presented the Certificate of Appreciation to Vijay M. Lokhande, DGM (Project In-Charge), Padmanuj Mandhane, DGM, and Yedlapati Karthik, Deputy Project Manager (QS-In-Charge), recognising the project's consistent focus on HSE excellence.



RDSS-Ahilyanagar (T-14) Project – 1 million Safe Man-Hours

Further underscoring NCC's steadfast commitment to HSE excellence, the RDSS Ahilyanagar (T-14) Project successfully achieved 1 million Safe Man-Hours with Zero LTI. In recognition of this important safety milestone, Devendra Sayanker, Superintending Engineer (Infra), MSEDCL, Nashik Zone, Maharashtra, presented a Certificate of Appreciation to Vallu Sambasiva Rao, Project In-Charge. The achievement reflects the project team's strong safety discipline, proactive risk management, and consistent adherence to NCC's robust HSE practices.



A Shared Commitment to Safety Culture

Collectively, these milestones reaffirm NCC Limited's belief that a strong safety culture is fundamental to protecting lives, enhancing productivity, and delivering sustainable infrastructure. The NCC Corporate HSE Team extends its best wishes to all project sites for continued success and many more safety accolades in the future.

SITE VISIT



SWSM – Rural Lucknow

Ashok Kumar Meena, IAS, Secretary, Department of Drinking Water and Sanitation, Ministry of Jal Shakti, accompanied by the MD, ED, Chief Engineer, and Executive Engineer visited the SWSM – Rural Lucknow project site, GP- Chand Saray, Block – Gosaiganj, as part of a review of the scheme’s progress. The delegation was warmly received by M Harikrishna, Project Manager.

WWTF Project Malad



ASN Raju, Wholetime Director and Harsha Varma, Director (Projects) visited WWTF Project Malad on 16 December 2025



Xylem team (Supplier) visited at our WWTF Project Malad on 04 February 2026



RDSS-Bhojpur Seals a Thrilling Win on Republic Day

In an exciting cricket match held on 26 January 2026 between SBPDCL and RDSS-Bhojpur (NCC Limited – Electrical), RDSS-Bhojpur chased down 194 in 18.5 overs to register a well-earned victory.

WWTF Malad Site Hosts Lively Inter-Departmental Cricket Tournament

An internal cricket tournament was successfully organised at the WWTF Malad site on 31st December 2025, bringing together employees from across departments including Civil, QS, Mechanical, Survey and Safety. After an enthusiastic series of matches, the Civil Team emerged as the champions, securing First Place in the tournament.



₹ 12,430 Crore ORDERS BAGGED

from October to December 2025



NCC Limited continued its strong business momentum during the third quarter of FY 2025-26, securing significant orders across core sectors including Mining, Buildings, Transportation, Water, and Healthcare Infrastructure. During the period from October to December 2025, the Company received orders aggregating ₹12,430 crore (excluding GST), reaffirming its execution capabilities and diversified portfolio.

October 2025:

Landmark Mining Order Drives Growth

In October 2025, the Company secured orders totaling ₹7,538.94 crore (excl. GST). This included a major mining order valued at ₹6,828.94 crore from Central Coalfields Limited, one of the largest orders received by the Company in recent years.

The project involves hiring of Heavy Earth Moving Machinery (HEMM) for overburden removal, coal extraction, transportation, wagon loading, and allied activities at the Amrapali Open Cast Project, Chandragupta Area, with an execution period of seven years. In addition, the Company received orders aggregating ₹710 crore, of which ₹590.90 crore pertains to the Buildings Division and ₹119.10 crore to the Transportation Division.

December 2025:

Continued Momentum Across Core Divisions

In December 2025, the Company received four orders aggregating ₹1,237.24 crore (excl. GST). Of this, ₹704.67 crore relates to the Buildings Division, while ₹532.57 crore pertains to the Transportation Division, reflecting sustained order inflows across key business verticals.

November 2025:

Strengthening Presence in Healthcare Infrastructure

During November 2025, NCC Limited received orders totaling ₹2,593.43 crore (excl. GST). This included a major order worth ₹2,062.71 crore from the Public Works (Health & Education) Department, Assam, for the Expansion and Modernization of Gauhati Medical College & Hospital.

The project includes demolition, planning, design, engineering, construction over 42 months, and comprehensive operation & maintenance for five years, reinforcing NCC's strong credentials in healthcare infrastructure development. Additionally, three other orders amounting to ₹530.72 crore were secured during the month, with contributions from the Buildings Division (₹321.18 crore), Water Division (₹129.77 crore), and Transportation Division (₹79.77 crore).

A GIANT MILESTONE BENEATH THE CITY

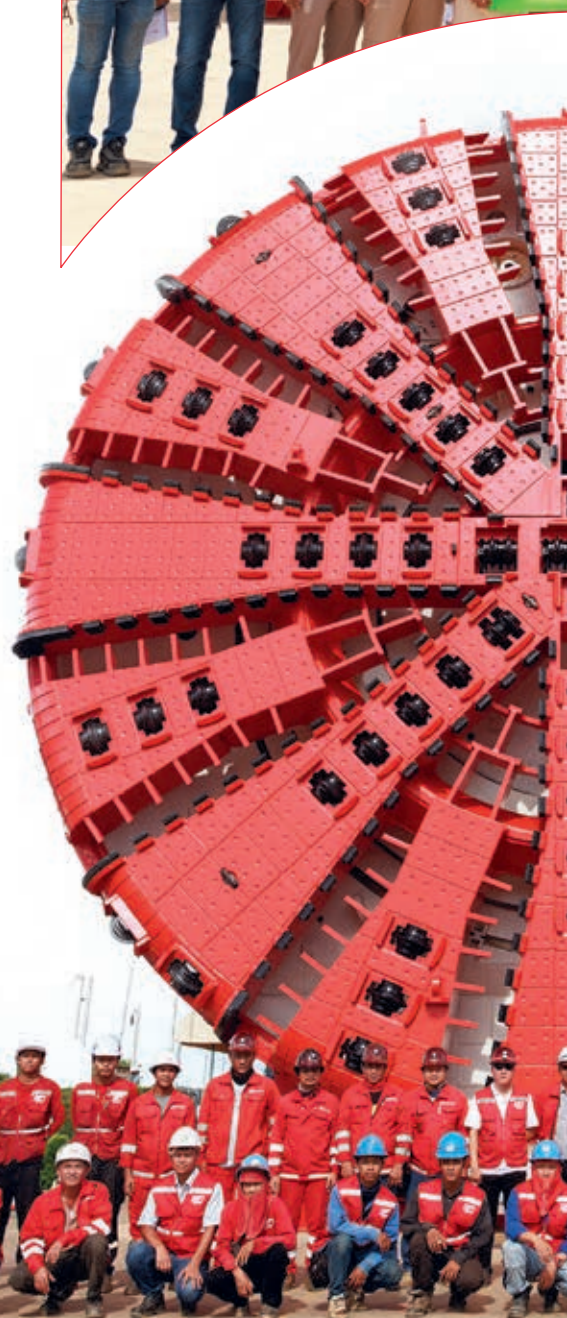
One of India's Largest TBMs Cleared for Deployment at Mumbai's GMLR Tunnel Project



India's rapid urbanisation has made tunnelling a critical enabler of modern mobility and utilities. A sectoral analysis based on completed projects during June 2024 to May 2025 tracked by India Infrastructure research shows that over 100 km of tunnels across multiple sectors were delivered, with hydropower and road tunnels leading, followed by metro, railway, and water tunnels. Over the past year (from June 2024 to May 2025), more than 100 km of over 60 tunnels were completed in around 26 projects across sectors. This demonstrates the diversity of applications and the growing scale of implementation. From Himalayan highways to deep urban corridors, India is increasingly building underground to overcome land constraints, environmental sensitivities, and congestion—signalling a decisive shift towards advanced, precision-driven and sustainable construction.

It is within this broader national push towards next-generation tunnelling that Mumbai's infrastructure journey reaches a historic milestone, as NCC successfully completes the Factory Acceptance Test (FAT) and delivers one of India's largest Dual-Screw EPB Tunnel Boring Machines (TBM) to the prestigious Goregaon–Mulund Link Road (GMLR) Tunnel Project.

This achievement marks NCC's growing leadership in complex and technology-driven underground infrastructure, accomplished under the visionary guidance of ASN Raju, Wholetime Director and Harsha Varma, Director (Projects). Their strategic direction continues to steer NCC into highly specialized domains that demand scale, precision, and innovation. Officials representing NCC at the Factory Acceptance Test (FAT) witnessed first-hand the preparation, testing, and meticulous logistics planning involved in delivering this monumental machine to site. The team expressed their deep gratitude to the leadership for the opportunity to be part of this landmark milestone involving a TBM of unprecedented scale.





FAT: A Mandatory and Momentous Achievement

In line with contractual and technical requirements, FAT—a critical prerequisite prior to shipment—was successfully conducted on 6 August 2025 at the Terratec Yard, Naval Base, Thailand. The successful completion of the FAT marked a proud moment for NCC, validating the quality, performance, and operational readiness of this engineering giant before its onward journey to India

FAT Scope: Ensuring Quality, Precision & Performance

The FAT involved rigorous inspection and testing to ensure full compliance with contractual specifications and performance expectations. The scope included:

- Mechanical systems: main drive, cutterhead, erector, conveyors
- Electrical and control systems: PLC, SCADA
- Hydraulic circuits
- Segment handling mechanisms
- Dimensional accuracy checks
- Functional no-load tests (segment sliding, erector operations)
- Auto-shutdown sensor systems for screw conveyors
- Primary and secondary screw operations
- Probe drill location and operational readiness

The methodology comprised visual inspections, operational testing, pressure and leakage tests, and comprehensive documentation review.

Transforming East–West Connectivity in Mumbai

The ₹6,335-crore GMLR Project, spanning 6.62 km, is a critical urban mobility initiative aimed at drastically reducing travel time between Goregaon (Western Suburbs) and Mulund (Eastern Suburbs). The project's defining feature is the construction of 5.3 km long twin tunnels beneath the Sanjay Gandhi National Park (SGNP)—one of the most challenging tunnelling environments in the country. Each tunnel, with an external diameter of 14.42 metres, will be drilled using a state-of-the-art Dual Screw EPB TBM, making it one of India's largest TBM-driven road tunnels. Tunnelling operations are planned to commence from the Goregaon end.



ASN Raju

Wholetime Director
On Tunnelling as a
Strategic Capability

Tunnelling is no longer just an engineering solution—it is a strategic capability that defines how future-ready our infrastructure truly is. As India builds deeper and smarter to overcome land constraints, environmental sensitivities, and urban congestion, NCC is consciously investing in advanced tunnelling technologies, global partnerships, and in-house expertise. The successful Factory Acceptance Test and deployment of one of India’s largest Dual-Screw EPB TBMs for the GMLR Project reflects our commitment to precision-driven, safe, and sustainable underground construction.

The Dual-Screw EPB TBM, manufactured in Japan, has been specifically engineered to address Mumbai’s predominantly basaltic hard-rock conditions, with overburden depths ranging from approximately 25 metres to 160 metres. Initial consignments of the TBM arrived at site in March 2025, followed by confirmation in December 2025 of the final shipment of the second TBM. The lowering of TBM components into the launching shaft is scheduled to commence from March 2026, with full-scale tunnelling operations targeted to begin from June 2026. The lowering process will involve the installation of four gantries, after which the TBM will be assembled within the shaft itself. This complex and highly controlled assembly operation is expected to take a minimum of three months.

To enable the deployment of the TBM, NCC is constructing a massive launching shaft at Film City, Goregaon, beneath the existing roadway, with traffic being suitably diverted to facilitate uninterrupted execution. The shaft measures 200 metres in length, 50 metres in width and 30 metres in depth, with excavation currently completed to a depth of 23 metres across the entire plan area. On average, 1,400 to 1,550 cubic metres of soil and rock are being excavated each day, supported by the deployment of approximately 120 vehicles. The works are progressing at a brisk pace, reflecting meticulous planning, efficient resource mobilisation, and stringent safety practices adopted by the project team.

PROJECT AT A GLANCE

Client	: Municipal Corporation of Greater Mumbai (MCGM)
Project Management Consultant	: TYPASA Spain
Total Project Length	: 6.62 km
TBM Twin Tunnels	: 5.3 Kms
Ramps & Cut and Cover	: 1.32 Kms
Ground Condition	: Predominantly Basalt (Hard Rock)
Overburden	: 25 m to 160 m (approx.)
Cross Passages	: At 300 m centre-to-centre spacing
Portal Road Levels	: MSL 51 (Goregaon) and MSL 33 (Mulund)
Road Configuration	: 3-lane PQC road with footpath and utility trough
Operation & Maintenance	: 10 years



As the TBM prepares to begin its silent journey beneath Mumbai, the GMLR Tunnel Project stands as a testament to NCC’s engineering leadership—reshaping urban mobility and redefining the future of underground infrastructure in India.



Harsha Varma

Director (Projects) – On TBM
Deployment & Execution at GMLR

Deploying one of India’s largest Dual-Screw EPB TBMs beneath one of the country’s most complex urban and ecological corridors is a defining moment for Indian tunnelling. The GMLR tunnels demand exceptional planning, specialised equipment, and flawless execution—right from the Factory Acceptance Test to logistics, shaft preparation, assembly, and launch. Our teams are meticulously orchestrating every step to ensure safety, precision, and speed of execution in challenging basaltic geology and high overburden conditions.

Building a Culture of Safety Excellence

-Aluguri Srikanth, VP (HSE), CoE

Implementing robust safety practices in the construction sector continues to be one of the most challenging tasks when compared to other industries. Construction environments are inherently dynamic, involving a wide spectrum of personnel from unskilled workforce to highly experienced technical staff and specialists. This diversity, combined with constantly changing site conditions, weather conditions demands a strong and adaptive safety management approach.

At NCC, we have consistently strengthened our safety management systems and improved implementation standards across project sites. Many of our projects have secured prestigious client recognitions and awards, demonstrating our commitment to excellence. However, safety is not merely an achievement it is an ongoing responsibility.

Integrating Safety into Construction Methodology

It is imperative that safety is embedded into the core of our construction methodology. Leadership involvement, adequate budgeting, planning and continuous improvement are essential for creating a reliable and proactive safety culture. We are proud to note that many of our project sites have set benchmarks in this regard, including, but not limited to:

Adani Data Centres Pune, APL Raigarh, Mundra Solar and Green PVC, IDC Betkuch, Firozabad Water Supply Project, Kenbetwa, RDSS Garhwa, RWSM Ranchi, Chennai Trader Centre, Navi Mumbai Airport, EMAAR Amaris Gurgaon etc.

These projects have demonstrated how safety, when prioritized, becomes a powerful driver of operational excellence.

Responsibility Beyond Compliance

Every one should recognize that ensuring safety at our project sites and in all ongoing operations and maintenance is not just a procedural requirement. It is a moral, social, and legal responsibility. The quality of our work is reflected not only in technical output but also in how safely we deliver it.

Innovation and Continually Improvement

Several project teams have gone beyond standard practices by adopting innovative technologies and unique management strategies, such as:

- Safe work platforms for lift shaft operations - IDC Betkuch
- Safety Gurukul (Safety Park) training initiative - APL Raigarh
- Scaffolding work platform board clamps - Green PVC, Mundra
- Helmet-mounted electrical induction testers - RDSS Ranchi and Guntur
- Barrel-carrying pallets, Vehicle Roll over protection devices - PNQ 04 & PNQ 06

Additionally, teams have improved environmental sustainability through measures such as installing water meters, ensuring proper disposal of hazardous and construction waste to authorized vendors and environmental monitoring by filing timely environmental annual returns. Establishment of HSE infrastructure like HSE Induction Hall, vertigo test setup, safety park, occupational health centre, rest rooms along with organizing periodical health camps.

Governance and Accountability

HSE performance is reviewed at the highest levels of the organization, including board meetings. We maintain compliance with BRSR reporting requirements and various statutory audits. The Corporate HSE team conducts periodic internal audits, inspections, and training across all division sites to continually improve the HSE culture. Regional Safety Co-ordinators has also been appointed at Mumbai and Delhi Regions to strengthen the HSE Management System and ensure proactive safety management at sites. These mechanisms reinforce the seriousness with which we approach health, safety and environmental stewardship.

Moving Forward Together

Let us collectively reinforce and implement the HSE Management Systems at all project locations not only when driven by clients or statutory authorities, but as an internal commitment to excellence. When every team member takes ownership of safety, the results are consistently positive, leading to safe, high-quality project delivery.

Safety is not a task; it is a culture. And together, we at NCC are building that culture project by project, day by day.

From Huts to Homes: A Century-Long Promise Fulfilled

It was a day of pride, reflection, and hope when President Droupadi Murmu felicitated Dr AVS Raju, Founder and Chairman Emeritus of NCC Limited, during the 125th Birth Anniversary celebrations of Alluri Sitarama Raju in Hyderabad on 4 July 2023. Amid the grandeur of the event, Dr. Raju's thoughts were with the tribal descendants of Gam Gantam Dora, the brave right-hand man of Alluri Sitarama Raju, who had fought valiantly for India's independence.

For generations, these families had lived in fragile thatched huts in Lanka Veedhi village, ASR District, Andhra Pradesh. Their homes barely shielded them from the monsoon rains, scorching sun, or biting winter winds. Despite the heroic legacy of their ancestor, life for them was a daily struggle—without clean water, electricity, or proper sanitation.

Moved by their plight, Dr. Raju made a promise to transform their lives. Today, that promise stands fulfilled. The struggle and neglect of centuries have given way to dignity, security, and hope.

A Landmark Transformation

On 17 February 2025, NCC Limited constructed and donated 11 residential flats to the tribal families of Lanka Veedhi. Each family—Gam Sanyasamma, Gam Babu Rao, Gam Ram Babu, Gam Raju Babu, Gam Seetamma, Pindi Dara Malleswari, Gam Seeta Ramayya, Gam Siva Kumar, Gam (Desagiri) Mallayamma, Gam Yerrayamma, and Gam Neelakanta Rao—received a 700 sq. ft., 2-bedroom home with a hall, kitchen, and attached bathrooms, fully equipped with electricity, sanitation, and modern amenities.

Built at a cost of ₹2.5 crore, these residential apartments are the first permanent housing in the Tribal Agency Area, and for the villagers, they are more than shelter—they are a symbol of recognition, justice, and hope. Elders see them

as a tribute to Gam Gantam Dora's dream of a self-reliant tribal society, while children now have the space and environment to dream, study, and aspire for a better future.

Bridging History with Sustainable Development

This initiative goes beyond housing; it is a step towards inclusive development, aligned with United Nations Sustainable Development Goals (SDGs):

- No Poverty (SDG 1): Permanent housing improves living standards.
- Good Health & Well-being (SDG 3): Safe, hygienic homes reduce health risks.
- Sustainable Communities (SDG 11): Resilient, inclusive housing empowers communities.
- Partnerships for the Goals (SDG 17): Collaboration with State Government departments

By embedding SDG principles, NCC ensures that Gam Gantam Dora's tribal descendent families of Lanka Veedhi are no longer left behind in India's journey of progress.

Empowering Aspirational Districts

This project also contributes to the Aspirational Districts





Programme (ADP), a flagship initiative of the Government of India launched in 2018. ADP focuses on health, education, agriculture, financial inclusion, skill development, and infrastructure in underdeveloped districts, many of which are home to tribal, SC, and ST communities. The newly formed Alluri Sitarama Raju District, carved out of an Aspirational District, now directly benefits from this CSR-driven housing project. By providing permanent homes, NCC has not only uplifted underprivileged families but also reinforced the district's social and economic development goals.

Celebrating Dignity and New Beginnings

The inauguration was a celebration of hope and resilience, graced by the District Collector as Chief Guest, and senior NCC leaders. Traditional rituals marked the occasion, linking the rich heritage of the tribal community with the promise of a brighter future. For the villagers, these flats mean more than walls and roofs. They mean security for children, pride for families, and recognition for a heroic ancestor whose sacrifices had long gone unacknowledged.

Voices of Gratitude

Gam Sanyasamma:

"Life in the forest was filled with hardships, but today, thanks to NCC, we have beautiful homes to call our own. Words cannot express our gratitude—we will always remain indebted to Alluri Raju Garu for this life-changing support."

Pindi Dara Malleswari:

"We once lived without basic necessities like clean water. But now, thanks to NCC, we have a home that is safe, clean, and comfortable. It's something we never imagined, even in our dreams."

Gam Seeta Ramayya:

"We walked long distances just to fetch water. But today, thanks to NCC, we live in a home with all amenities, free of cost. Our lives have truly changed."

Gam Siva Kumar:

"Life was full of hardships, but now we live in comfort and dignity, without spending a single rupee. We are forever grateful."

Gam Yerrayamma:

"Our ancestors endured scarcity and struggle, but today, we finally have clean water, electricity, and a proper home. Everything is good."

A Legacy Built in Brick, Compassion, and Promise

The Tribal Flats at Lanka Veedhi stand as a living testament to what purposeful leadership and compassionate action can achieve. By honouring the sacrifices of the past and responding to the needs of the present, NCC Limited has transformed a century-old promise into a foundation for the future. These homes are not merely structures of concrete and steel; they are symbols of dignity restored, histories acknowledged, and dreams renewed. As generations step into safer homes and brighter possibilities, this initiative reaffirms NCC's enduring belief that true nation-building begins with uplifting those who have waited the longest to be seen, heard, and supported.

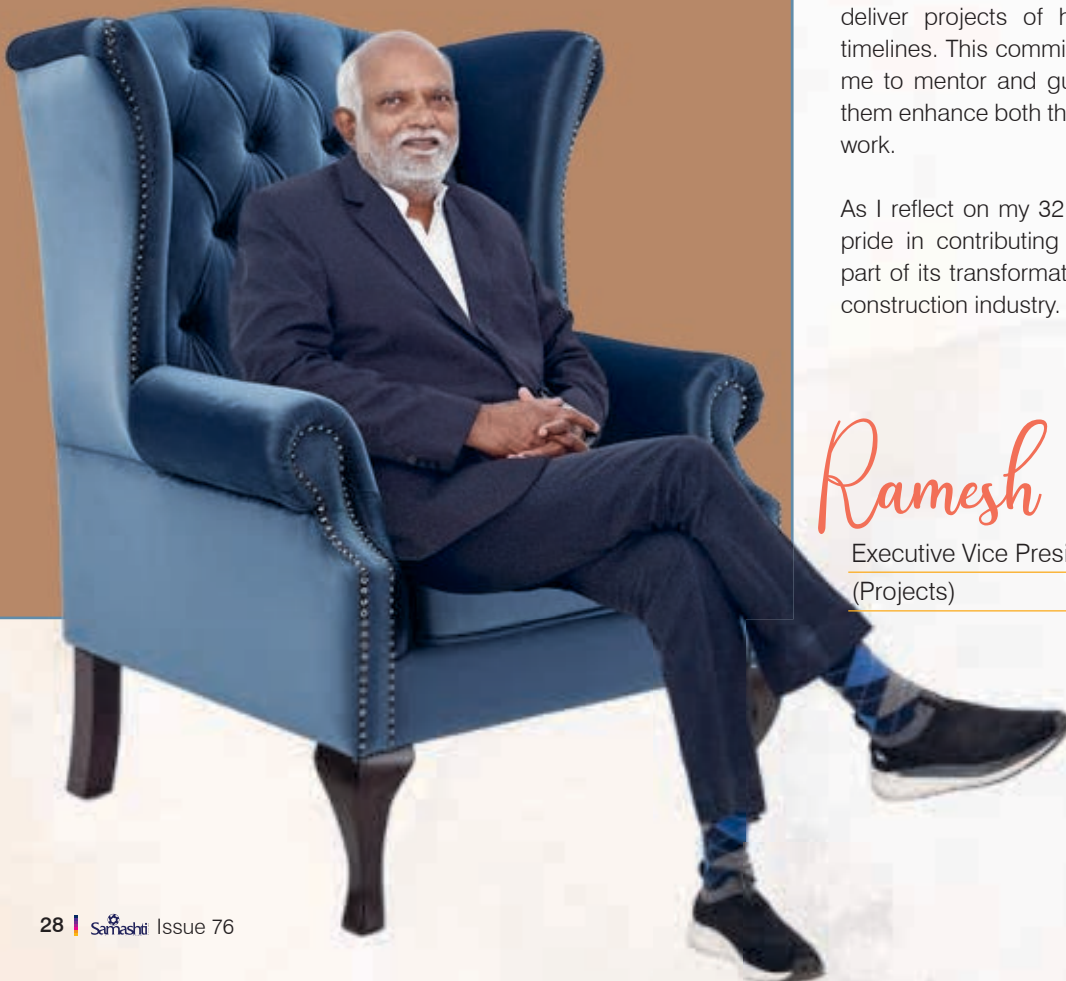


BUILDING WITH PURPOSE

LIVING WITH VALUES

*An Exclusive One-2-One with R Ramesh Babu,
Executive Vice President (Projects)*

In this edition of One-to-One, we feature R Ramesh Babu, Executive Vice President (Projects), whose 32-year journey with NCC is a powerful blend of professional excellence, personal sacrifice, and people-first leadership. Joining NCC in 1994 after a decade in the cement industry, he grew alongside the organisation through some of its most defining phases—delivering complex, first-of-their-kind projects while continuously upgrading his own skills and nurturing young engineers around him.



How do you see your professional development in NCC?

I began my journey with NCC in January 1994 as a Project Manager, bringing with me twelve years of experience from the cement industry. The early days were challenging as I transitioned from the perspective of a client to that of a contractor, which I successfully navigated under the guidance of Sri V Radha Krishna while executing my first project. Once I adapted to the new environment, my career evolved into a deeply rewarding experience marked by the successful execution of numerous prestigious projects.

Throughout these years, continuous learning became a defining aspect of my professional growth. Advancing my understanding of construction systems and modern techniques enabled me to deliver projects of high quality within stipulated timelines. This commitment to learning also allowed me to mentor and guide many engineers, helping them enhance both the quality and efficiency of their work.

As I reflect on my 32 year journey, I take immense pride in contributing to NCC's growth and being part of its transformation into a leading force in the construction industry.

Ramesh Babu

Executive Vice President
(Projects)

What has been the driving force behind your achievements?

The strong support of my wife has been instrumental throughout my career. While my work often required long periods away from home, she single-handedly oversaw our children's upbringing, allowing me to focus fully on delivering complex projects.

I am equally grateful for the exceptional mentorship of our Director, Sri ASN Raju, whose guidance has shaped every stage of my professional journey at NCC.

At the core of my achievements lie strong ethical values, a commitment to hard work, and a continuous drive to learn—principles that have sustained me across decades in the dynamic, ever-evolving construction industry.

What has been your most unforgettable moment at NCC?

My first flyover assignment—the Kalina-Vakola Flyover Project—became a career milestone when our team completed it ahead of schedule, securing the organisation's first client bonus and leaving an unforgettable mark on my professional journey.

Completing the prestigious Lucknow Expressway Project ahead of schedule—while upholding the highest standards of quality—stands out as a defining achievement in my career, earning the company its highest-ever client bonus.

Could you share a few experiences and fond memories from your journey with NCC?

Working on the construction of seven Advanced Landing Grounds (ALGs) for the Indian Air Force across Arunachal Pradesh remains one of the most memorable

chapters of my career. These projects, executed in remote high-altitude and border locations, tested our endurance, technical skills, and teamwork in every possible way.

Another landmark experience was contributing to the construction of the Second Vehicle Assembly Building at SHAR, Sriharikota—one of the tallest and most complex structures ever built by NCC. Being part of such nationally significant projects has been both professionally fulfilling and personally enriching.

I was privileged to gain exposure to a range of specialised and first-of-their-kind projects, including the Golden Quadrilateral NH Road Project at Visakhapatnam, an elevated highway with segmental construction in Bangalore, a 2×660 MW Thermal Power Project, and the Six-Lane Rigid Expressway (Samruddhi Project) in Maharashtra.

These assignments were pioneering initiatives for both NCC and me, significantly enriching my professional experience.

Please share a few details about your family.

I am grateful for the unwavering support of my wife, Rama Devi, who has been the backbone of our family. As a homemaker, she single-handedly raised our children during the many years I spent away on project sites. Her strength and dedication have been instrumental in allowing me to focus on my professional responsibilities.

Our elder daughter, Vandita Jwala, is a software engineer and currently works as a Manager at CVS Pharmacy. She is married to Srinivas, who is also a software engineer. We are blessed with three wonderful grandchildren—Sri Sastha Karthikeya (12th Grade), Anirvin Sai (8th Grade), and our granddaughter Aadhya Anandamayi (4th Grade). The family is well-settled in Dallas, Texas, and continues to make us proud with their achievements.

A deeply emotional chapter in our lives is the loss of our younger daughter, who tragically passed away in an accident in 2007 while pursuing her medical studies in China. Her memory remains forever cherished in our hearts and a NGO has been formed to support poor old people in and around our native Place Tangutur, Prakasam District, Andhra Pradesh.



In this new feature, we bring you candid glimpses into the thoughts and values of NCC's Managers.

M Hari Babu
 Manager (Stores),
 AP Palnadu WSP



Best advice I ever got

“Discipline, consistency, and commitment are the fundamental principles for achieving success.”

My role model

Dr. A.P.J. Abdul Kalam for his exemplary perseverance, professional dedication, integrity, & vision.

How I Stay Fit

I follow an active daily routine with strict adherence to disciplined lifestyle practices.

A value I live by

Integrity — demonstrated through honesty, accountability and transparency.

One skill I want to master

Leadership, with focused emphasis on strategic decision-making, effective communication, and efficient team coordination.

My Proudest Moment at NCC

My active participation in the successful execution and completion of the Prestigious Krishna Drinking Water Supply Project.

If I had one extra hour in a day, I would...

Dedicate it to continuous professional development.

Best advice I ever got

“Be positive and keep smiling. Focus on what you can control and let go of what you can't.”

My role model

My mother — the grace, strength, and dignity with which she carries herself truly inspire me.

How I stay fit

By keeping myself healthy and happy through regular yoga and simple exercises.

A value I live by

Always doing the right thing at the right time.

One skill I want to master

Becoming a better human being.

My proudest moment at NCC

Witnessing the company's growth from where my journey began to where I stand today.

If I had one extra hour in a day, I would...

Use it in a way that brings me personal satisfaction while also benefiting others.



M Rekha Reddy
 Manager,
 Water Division, HO

Babu Reddy Byri,
 Manager (Stores),
 MSKVY-RDSS Konkan Project



Best advice I ever got

“There are no shortcuts to success—Hard work always pays off.”

My role model

V Venkatapati Raju, Senior Manager (Stores). He guided me in every aspect of my work and shaped my professional approach.

How I stay fit

By going for a daily morning walk, doing light exercises, and following a simple, healthy diet.

A value I live by

Honesty and working with integrity at all times.

One skill I want to master

Computer skills, to continuously improve my efficiency at work.

My proudest moment at NCC

Attending the function at Ashoka Hall in Delhi where our Chairman Emeritus received the Padma Shri Award—it was truly a moment of pride.

If I had one extra hour in a day, I would...

Spend it with my family—my wife and daughter.

Best advice I ever got

"Always complete the work given by boss sincerely and share the results openly." This taught me responsibility and teamwork.

My role model

PNVS Murthy, Sr Vice President, is my role model. His leadership and dedication inspire me every day.

How I stay fit

I stay fit by working hard and keeping myself active throughout the day.

A value I live by

I believe in building strong relationships based on trust and respect.

One skill I want to master

I want to learn LN Infor software to improve my skills and work efficiency.

My proudest moment at NCC

In 1995, while working as an Assistant at the NGV Site, Koramangala, my boss sent me to meet our Chairman Sir and present a flower bouquet. It was a very proud moment for me.

If I had one extra hour in a day, I would...

Use it to rest and get some extra sleep.



Harinath Raju Chidambharam
Manager (Stores),
APCRDA - MLA Quarters

Prabhat Kumar
Manager (Projects),
IIT New Delhi



Best advice I ever got

"Plan the work in advance—and then execute it step by step, with care and precision."

My role model

My parents are my greatest role models. They taught me resilience, discipline, and the true value of hard work.

How I stay fit

My work keeps me physically active, and staying disciplined with my daily routine helps me stay fit and focused.

A value I live by

Sincerity in work. I believe that anything worth doing is worth doing well.

One skill I want to master

I want to master patience and balance—especially while managing professional responsibilities and personal life.

My proudest moment at NCC

Completing 25 years with NCC remains one of my proudest milestones, a journey filled with learning and growth.

If I had one extra hour in a day, I would...

Invest it in my health—spending time on exercise and personal well-being.

Best advice I ever got

"Believe in yourself and keep going. Never underestimate yourself."

My role model

There are 2 role models for me: Krishna Reddy garu and Vasu garu because of their dedication towards the work.

How I stay fit

Being always positive keeps me mentally and physically strong.

A value I live by

Approaching my work with gratitude and faith in the entity I serve.

One skill I want to master

Approaching my work with confidence and clarity and working with assurance and command over my tasks.

My proudest moment at NCC

When I have completed 25 years milestone in one of the most reputed organisations like NCC.

If I had one extra hour in a day, I would...

Like to build relationship with employees to have great bonding at my workplace.



N Srinivasa Raju
Manager (RM),
APTIDCO

WELCOME TO

NCC Family

October to December 2025

A warm welcome and lots of good wishes to new joinees (JGM and above) on becoming part of our growing team. Congratulations! On behalf of team NCC, we welcome you aboard and wish you a fruitful career. Your contributions and inputs will go a long way in keeping the flag of NCC flying high.

Tanmoy Chatterji

Sr Vice President (Tech), RO Delhi

Tanmoy Chatterji joined NCC as Sr Vice President (Tech) at RO – Delhi and is reporting to Alluri Sanjith Raju, Director (Projects). He holds a Civil Engineering degree from the Institution of Engineers (India), and a Post Graduate Diploma in Management for Working Executives from the Indian Institute of Management, Lucknow. He is also a Chartered Engineer with Fellowships from the Institution of Structural Engineers, Institution of Geotechnical Engineers, Institution of Valuers and Institution of Engineers (India). Prior to joining our team, he worked with several organisations, including Godrej Properties Ltd, Larsen & Toubro Ltd, APCO Infrastructures Ltd, Tata Projects Ltd, and Simplex Infrastructure Ltd, among others. He has over 34 years of experience in leading construction projects from tendering to delivery and is skilled in project management, negotiation, operational excellence, and contract and claim management within the real estate and infrastructure sectors.



Bikram Keshori Nayak

Vice President (HR), Corporate Office

Bikram Keshori Nayak joined NCC as Vice President – HR at our Corporate Office in Hyderabad and is reporting to AGK Raju, Executive Director. He holds a Bachelor's degree in Science from Stewart Science College, Cuttack, a Master's degree in Personnel Management and Industrial Relations from Utkal University, a Bachelor of Laws from Utkal University, and an Executive Diploma in Human Resource Management from Xavier School of Management (XLRI Jamshedpur). Prior to joining us, he worked with Vedanta Ltd, Empert Consultants, and Larsen & Toubro Ltd. He has over 28 years of experience in HR transformation, leadership hiring, performance management systems, talent management, and industrial relations across various industries, including infrastructure, information technology, manufacturing, edutech, and refining.



Muthiah Sivaraman

Sr General Manager (Insurance), Corporate Office

Muthiah Sivaraman joined NCC as Sr General Manager (Insurance) at our Corporate Office in Hyderabad and is reporting to R Subba Raju, Director (projects). He holds a Bachelor of Commerce degree from Manonmaniam Sundaranar University and an MBA in Finance from Madurai Kamaraja University. Additionally, he has completed the Fellowship from the Insurance Institute of India, obtained a Specialized Diploma in Fire Insurance (SDFI), and he is a Certified Insurance Anti-Fraud Professional from the Insurance Institute of India & NATG. Before becoming part of our team, he held various positions at several organisations, including JSW Steel Ltd, BGR Energy Systems Ltd, Reliance Infrastructure, Jindal Stainless Ltd, and Sterlite Industries Ltd. Sivaraman brings over 28 years of experience in insurance and risk management.



Vipin Kumar Saini

Joint General Manager (P&M), Gurugram



Vipin Kumar Saini joined NCC as Joint General Manager - Plant & Machinery at the Commerce Park Project in Gurugram and is reporting to Alluri Sanjith Raju, Director (Projects). He holds a Bachelor of Engineering (Mechanical) from the University of Pune. Before joining our team, he held various positions at several organisations, including S S Engineering and Services, Shapoorji Pallonji & Co. Pvt Ltd, DLF Projects Ltd, IL&FS Engineering and Construction Co Ltd, and Montecarlo Ltd. Vipin Kumar has over 28 years of experience in Plant & Machinery operations and maintenance in Roads, Highways, Buildings, and Metro Projects.

Sanjaya Kumar Malik

Joint General Manager (Tenders), RO Lucknow

Sanjaya Kumar Malik joined NCC as Joint General Manager (Tenders) at RO – Lucknow and is reporting to Uddaraju Sunil, Director (Projects). He holds a B Tech in Civil Engineering from the Government College of Engineering & Technology, Odisha University of Agriculture Technology in Bhubaneswar. He also has a Diploma in Civil Engineering from UCP Engineering School in Behampur, a PG Diploma in Alternative Dispute Resolution from NALSAR in Hyderabad, and an MBA in Finance from IGNOU. He is a qualified professional chartered Quantity Surveyor (MRICS). Before joining our team, he held various positions at several organisations, including Ramky Infrastructure Ltd, Tata Projects Ltd, IVRCL Ltd, SGS India Pvt Ltd, Continental Engineering Corporation, Feedback HSS Integrated Consultants Ltd, and Bumihway India Pvt Ltd. Sanjaya Kumar brings over 23 years of experience in Tendering, Cost Estimation, Budget Preparation, Cost Management and more for Highrise Residential buildings, Commercial buildings, Nuclear Power plants, Thermal power plants, Hospital & Institutional buildings, Roads & Bridges and major infrastructure projects.



Marking 35 remarkable years with NCC, we proudly celebrate the unwavering commitment and inspiring journeys of two long-serving colleagues—N Durga Rani, GM (Administration), HO, and Akula Ramesh, Sr Manager (Stores), APMSIDC–High Court Structure Works. From their humble beginnings to leadership roles, their careers reflect perseverance, integrity, and growth with the organisation. Durga Rani, who joined as a Front Office Assistant, has risen to GM (Admin) & Executive Secretary to the MD, independently managing the MD’s Office and cherishing

Akula Ramesh, Sr Manager (Stores), APMSIDC-High Court Structure Works, being felicitated By Surya Sri Krishna Raju, Director (Projects)



N Durga Rani, General Manager (Administration), HO, being felicitated by A Ranga Raju, MD, and ASN Raju & AVN Raju, Wholetime Directors

the care, concern, and team spirit that define NCC—from the junior-most employee to the MD.

Akula Ramesh began as a Site Supervisor overseeing material arrangements and later strengthened operations in the Stores function through effective procurement and control of material wastage. His journey, inspired by the guidance of ASN Raju, Wholetime Director, and Founder Chairman Dr AVS Raju, stands as a testament to dedication and pride in being part of a growing organisation.



P Sai Krishna, AGM (Accounts), being felicitated by AGK Raju, ED, RS Raju, Director (Projects) & Sanjay Pusarla, CFO



N Bangar Raju, Sr EVP (Materials), being felicitated by AGK Raju, ED, ASN Raju, Wholetime Director & Kausalya Raju, Associate Director



D Satyanarayana, Officer (Admin), HO being felicitated by AGK Raju, ED



R S L Narasimha Raju, Chief Manager, WWTF Project Malad, being felicitated by ASN Raju, Wholetime Director and Harsha Varma, Director (Projects)



Ch VR Murthy, Sr Assistant (Admin), Electrical Division, being felicitated by AVN Raju, Wholetime Director



VSNVKMV Prasad, Sr Project Manager, Unity Mall Guwahati, being felicitated by Manoj Kumar Choudhary, DGM (Tech)



Pramod Kumar, DM (Admin), NBCC-Karkardooma Project, New Delhi, being felicitated by N R Alluri, MD, NCC Urban



G Mahesh, Asst Manager (Admin), HO being felicitated by ASN Raju, Wholetime Director



B Srinivas, Sr Asst (Admin), HO, being felicitated by N Sudhakara Moorthy, EVP (HR)



Akula Veereswara Rao, Sr Manager (Accounts), RO Bangalore, being felicitated by Ravi M, Head (PMG)



M Hari Babu, Manager (Stores), AP Palnadu, being felicitated by K Raghuramaiah, CGM (Tech)



CH Srinivasa Rao, Sr Manager (IS), LDA-Flyover-Daliganj, being felicitated by Chandra Mauli Chaudhary, JGM (Tech)



Chavitipalli Gurunadha Rao, Dy Manager (Stores), AIIMS Awantipora, being felicitated by G Venkata Ramaiah, GM (Tech)



V J Thomas, Manager (Mech), ADCL, being felicitated by K Raghu Ramaiah, CGM (Tech)

And There's More...

- B Prasad**, Sr Mechanic, Deve Stockyard -2
- G Elumalai**, Sr Asst (Admin), CTC – Exhibition & Conv Hall
- K Madhan Sridhar**, Jr Foreman, CWS Sankarpalli

In Loving Memory



N Bangar Raju
16-05-1958 to 15-02-2026

With profound grief, we regret the sudden demise of our beloved **N Bangar Raju** on 15th February 2026 [Senior Executive Vice President-Materials in Head Office]

N Bangar Raju was heading our Materials Department and is known for his dedication, commitment and invaluable contribution to the Organisation. His work played a significant role in the successful performance and growth of the Materials Department over 30 years.

He is survived by his wife, N Jayasheela daughters N Monika and N Sonali.

We deeply miss the benevolent soul, N Bangar Raju, who is loved by one and all.

May his soul rest in eternal peace. Om Shanti.



BNVG Krishna, Chief Manager (Accounts), RO Mumbai, being felicitated by ASN Raju, Wholetime Director & Harsha Varma, Director (Projects)



V Srinivasulu, Sr Manager (Accounts), HO, being felicitated by Sanjay Pusarla, CFO



MV Krishnam Raju, Manager (Stores), Ken Betwa Project, being felicitated by Ch Soma Raju, Sr VP (Tech)



V Sri Hari, Manager (IS), HO, being felicitated by Katragadda Srinivasa Rao, Sr VP (IT)



P Srinivas Rao, Dy Manager (System Admin), HO being felicitated by Katragadda Srinivasa Rao, Sr VP (IT)



K Chandra Sekhar Rao, SPM, Ranchi WSS Project, being felicitated by SK Afzal, Sr VP (Tech)



Sanjay Kumar Singh, DM (Accounts), Ranchi WSS Project, being felicitated by SK Afzal, Sr VP (Tech)



Ramanand Sah Munna, Foreman (Civil), ITC-Nauroji Nagar Project, being felicitated by Rakesh Kumar Choudhary, VP



KV Varaprasad, Manager (Accounts), APCRDA Happy Nest, being felicitated by MSANB Srinivas, VP (Tech)



Rajeev Kumar, Dy PM (Survey), Navi Mumbai Airport, being felicitated by Kalluru Chandra Sekhar Reddy, CGM



GVSN Durga Prakash, Sr Manager (Accounts), AP Palnadu WSP, being felicitated by K Raghuramaiah, CGM (Tech)



S Srinivasa Raju, Sr Manager (Accounts), SWSMUP-Mainpuri, being felicitated by Neeraj Kumar, CGM (Tech)



J Ravi Kumar, DGM (QS), SWSMUP-Mainpuri, being felicitated by Neeraj Kumar, CGM (Tech)



Ashok Jain, Manager (Accounts) ITC-Nauroji Nagar Project, being felicitated by Kota Rajasekhar, SGM (F&A)



M Venkateswarlu, Asst Manager (Stores), NBCC-Sarojini Nagar Project, being felicitated by Kota Rajasekhar, Sr GM (F&A)



K Mohan Reddy, Dy Manager, R&M, SWSMUP-Lucknow Rural, being felicitated by M Satish Kumar, Sr GM (Tech)



B Srinivasu, Sr Project Manager, AP Palnadu WSP, being felicitated by ES Lakhmi Narayana, GM (Tech)



Manoj Kumar Pati, DPM, Electrical Division, being felicitated by Randhir Kumar Jha, GM-Projects



GYNV Rama Krishna, Dy Manager, (IS), SWSM-Hardoi, being felicitated by Rajinder Kumar, JGM (Tech)



Deepak Mathur, AM (Stores), UP-Patwadh WSS Project, being felicitated by Rajesh Kumar Sinha, DGM & Project In-charge



P Lakshmana Rao, Project Manager, RWSS-Odisha-Koraput Project, being felicitated by Sanjoy Biswas, AGM

And There's More...

- S Balathandayutha Pani**, Project Manager, RWS Odisha-Talcher
- K Narayanan**, Sr Engineer (Structures), HMDA Budwel
- Ramesh Pathak**, Foreman, Adani Airport Lucknow
- NV Subramanyam Raju**, Officer (RM), BMRCL Phase 2B
- K Mohd Rafi**, Dy Project Manager (Elec), BESCO SCADA & RMU
- Prakash Viithal Sahare**, Dy Manager (Admin), Nagpur Indora Flyover
- G Suresh Babu**, Manager (Accounts), TWAD-Coimbatore
- U Visweswara Raju**, Dy Manager (Materials), Adani Airport Lucknow
- Ajaya Kumar Shrivastava**, AGM (Accounts), RO Lucknow
- Krishna Chandra Pandey**, Foreman (Projects), Navi Mumbai Airport
- Akram Laiq**, Sr Project Manager, UP Firozabad



U Jayachandra, Sr Vice President (Materials), HO, being felicitated by AVN Raju, Wholtime Director & Manoj Penmetcha, Director (Projects)



K Ramasubramanian, GM (Tech) W&E Division, HO, being felicitated by Vishnu Varma, Director (Projects)



D Hemalatha, Dy Manager (Admin), HO, being felicitated by Ravindra Bhupathi Raju, Director (CoE)



P Venkata Srihari Varma, Manager (Indirect Taxation), HO, being felicitated by Sanjay Pusarla, CFO



J Naresh Kumar, Driver, HO, being felicitated by G Srirama Krishna, EVP Accounts



M Nagesh, Manager (Materials), Electrical Division, being felicitated by U Jayachandra, Sr VP (Materials)



Dantuluri A Rama Raju, Manager-Materials, RO Bangalore, being felicitated by Ravi M, Head (PMG)



Binod Kumar Baral, Dy Manager (Admin), MRTS Patna, being felicitated by GRK Reddy, Sr VP



A Chandrakanth, Sr Engineer, WSS Agra Package -1, being felicitated by Vijay Kumar Choudhari, Sr VP (Tech)



Srikar Narayanam, Sr Manager (Accounts), Project Seabird, DB-02, Karwar, being felicitated by Narasimhan, VP (Accounts)



Y Chandra Sekhar, Manager (Finance), HO, being felicitated by N Vivekananda VP (Finance)



Hemanta Kumar Tripathy, Sr Manager (Accounts), SWSM Sitapur, being felicitated by Project coordinator Nadimpalli Radha Krishna Satyanarayana Padmanabha, VP (Tech)



Subramanyam Sibbala, Sr Manager (Accounts), ITC - Nauroji Nagar, New Delhi, being felicitated by M S Srinivas, CGM (Accounts)



R Girish Kumar, DPM (Mech), ADCL Package 44, being felicitated by K Raghu Ramaiah, CGM (Tech)



Rinkoo Yadav, Officer (Stores), SWSMLKO-Rural Lucknow, being felicitated by M Satish Kumar, Sr GM (Tech)



Raj Kumar Mourya, Jr Foreman (Projects), MMRDA C 102, being felicitated by J Srinivasa Rao, GM (Tech)



Om Prakash Vishwakarma, AM (Safety), TMC Flyover, Thane, being felicitated by J Srinivasa Rao, GM (Tech)



Jadhav Vishvas Kisan, Dy Manager (Mech), MMRDA Mumbai Metro C-102 Project, being felicitated by J Srinivasa Rao, GM (Tech)



N Bhaskar Dora, Jr Foreman, AWS Durgapur, being felicitated by KVSH Krishnam Raju, GM (P&M)



Animesh Datta, Foreman, WWTF Project Malad, being felicitated by KAVLN Raju, JGM (Tech)



Sudhakar Mohapatra, Sr Engineer (Electrical), SCB Medical College, Cuttack Project, being felicitated by SSRM Naidu, JGM (Tech)



Dinabandhu Rana, Foreman, WWTF Project Malad, being felicitated by KAVLN Raju, JGM (Tech)



Sahadeb Biswal, Deputy Project Manager (QS), SCB Medical College & Hospital, Cuttack, being felicitated by SSRM Naidu, JGM (Tech)



Ajay Kumar Singh, Officer (Stores), Mandalgarh-315 Villages, being felicitated by Sreekrishna D Tatta, DGM (E&M)



Siddharth Agarwal, DM (Accounts), RO Jaipur, being felicitated by Sreekrishna D Tatta, DGM (E&M)



Anish Mehta, DPM (Mech), Rajasthan O&M Sites, being felicitated by Sreekrishna D Tatta, DGM (E&M)



Buddaji Guttikonda, Officer (Stores), BSL-4 Gwalior site, being felicitated by G Minister, Project Manager (Civil)

And There's More...

Kiran G Naik, Asst Manager (IS), K RIDE
Turaga Veera Krishna, Jr Engineer (Mech), APCRDA Happy Nest
Adapa Appala Swamy, Officer (Stores), RWS Maharashtra
Annamneedi Ganaji, Asst Engineer (QS/QC), Adani Power BTG Works, Raigarh
Bikash Kumar Pradhan, Sr Engineer (Mech), IJHM Sonapat
Adwait Kumar Das, Sr Manager (Accounts), RDSS Ranchi
Yedida Ganga Raju, Sr Asst (Stores), RWS Maharashtra

K Purnachandra Rao, Chief Manager (Accounts), Navi Mumbai Airport
Ganesh Chandra Apato, Asst Engineer (MEP), Adani Airport Lucknow
Mitu Mahapatra, Officer (Stores), Stockyard RO Bhubaneswar
A Krishna Reddy, Project Manager, UP Firozabad
B Rajasekhar, Sr GM, RO Patna
Promod Kumar Singh, Sr Foreman (Mech), ADCL Package 6
Jugal Kishore Mahapatra, Asst Manager (Stores), Mundra Green PVC Project



Mahendra Peyyala, Sr Manager (Electrical), HO, being felicitated by Manoj Penmetcha, Director (Projects)



V Rama Murthy, Sr GM (Legal), HO, being felicitated by AGK Raju, ED



Y Sita Devi, Sr Manager (Accounts), HO, being felicitated by RS Raju, Director (Projects) & Sanjay Pusarla, CFO



P Venkata Suryanarayana Raju, JGM (Accounts), HO, being felicitated by Harsha Varma, Director (Projects) & G Sri Rama Krishna, EVP



K Dilip Kumar, Manager (HR), HO, being felicitated by N Sudhakara Moorthy, EVP (HR)



Avinash Kumar Chaubey, Asst Manager (Stores), MPJNM Tamas MVS, being felicitated by Sreerama Babu, EVP (Tech)



RVV Ramesh Kumar, Sr Project Manager, MPJNM Tamas MVS, being felicitated by Sreerama Babu, EVP (Tech)



M Sreenivas Mudiraj, Dy Manager (Accounts), MPJNM-Tamas MVS, being felicitated by Sreerama Babu, EVP (Tech)



Anil Kumar Rojria, PM, Dehri on Sone Site, Bihar, being felicitated by SK Afzal, Sr VP (Tech)



Akhil A Rajan, Sr Engineer, Dehri on Sone Site, Bihar, being felicitated by SK Afzal, Sr VP (Tech)



Dangeti Pavankumar, DPM (P&M), Ranchi WSS Project, being felicitated by SK Afzal, Sr VP (Tech)



V Ramesh, SE (Elec), Ranchi WSS Project, being felicitated by SK Afzal, Sr VP (Tech)



Adabala Venkateswara Rao, Manager (Accounts), GWMC Amrut-Warangal, being felicitated by SSVV Gopal Raju, JGM (Tech)



Bishnu Charan Patra, Jr Foreman, MMRDA Mumbai Metro C-102, being felicitated by J Srinivasa Rao, GM (Tech)



Matsa Srinivasa Rao, DPM, MMRDA Mumbai Metro C-102, being felicitated by J Srinivasa Rao, GM (Tech)



Mallela Phaneendra Babu, Dy Project Manager (QS), RVNL Angul-Sukinda, being felicitated by K Raghu Ramaiah, CGM (Tech)



Arvindra Kumar, Dy Project Manager, UP Firozabad, being felicitated by Vijay Lokhande M, DGM (Tech)



Gowtham Kumar Chalamalasetty, DPM (Planning), W&E-HO, being felicitated by TV Parameswara Rao, Project Co-Ordinator



Sanju Kumar, Jr Engineer, RDSS–BHOJPUR project, being felicitated by Project coordinator, Sadasivuni Ravishankar



M Chinna Peera Reddy, Dy Project Manager, MWSS Bidar, being felicitated by R Purna Chandra Rao, Sr Project Manager



Sushil Kumar, AE, WSS Agra Package -1, being felicitated by R Ramesh, JGM (Tech)



Rayudu Ramakrishna, SPM, RDSS–BHOJPUR project, being felicitated by Randhir Kumar, DPM



Bora Ramana, Officer (Stores), RDSS–Ahmednagar, being felicitated by M Amarnath, Chief Manager-Electrical

And There's More...

Ajay Kumar, Sr Engineer (Elec), RDSS Ayodhya

Sarakanam Murali Krishna, Asst Manager (Materials), Water Division

Ajay Singh, Asst Manager (RM), IIHM Sonapat

Rami Reddy Ramesh Reddy, Asst Engineer, Adani Data Centre, Pune

Vatsavai Gopala Varma Raju, Supervisor (Mech), RWS Maharashtra

S Umashankar, JGM (P&E), Malad Waste Water Treatment

Tulasee Prasad Bandi, Asst Manager (Accounts), BJP Office Bhopal

B Ramesh Konda Rao, Project Manager (QA/QC), MRWSS Ranchi West

Venkat K, Asst Manager (Stores), RWSS Odisha- Talcher

Manoj Kumar, Dy Project Manager, Nagpur Indora Flyover

Virendra Pratap Singh, Sr Foreman, Nagpur Indora Flyover

BUSINESS ACUMEN GROWING BEYOND ROLES, WITH THE BUSINESS

Sudhakara Moorthy, Executive Vice President - HR

At NCC, every role—on-site or at office—contributes to the larger purpose of building assets that power progress. While technical skills help us perform our jobs well, it is business acumen that helps us grow beyond our roles and evolve as professionals. Business acumen is about understanding how our work fits into the bigger picture—how projects are planned, how decisions are made, how organisational goals are set, and how each action impacts safety, time, cost, quality, and stakeholders.

What Does Business Acumen Mean for Us?
Business acumen is the ability to:

- See the larger business context beyond individual tasks
- Understand organisational goals, processes, interdependencies, and outcomes
- Appreciate financial implications such as cost, revenue, and value
- Make informed decisions that balance safety, efficiency, quality, cost, and long-term sustainability

Why Business Acumen Matters?
Employees who develop business acumen:

- Work with greater clarity and purpose
- Align their efforts with business priorities
- Embed safety-first thinking in everyday decisions
- Collaborate better across functions and projects
- Anticipate challenges and respond proactively
- Earn trust and confidence as dependable team members

How Can We Build Business Acumen?

Understand the Business We Are Part Of: Take time to understand NCC's core sectors, project lifecycle, strategic priorities, and stakeholder expectations. Reading internal updates, project stories, and leadership messages in Samashti is a great starting point.

Look Beyond Your Immediate Role: Every task connects to a larger workflow. Understanding how your work affects safety outcomes, schedules, costs, quality standards, and other teams helps reduce bottlenecks, prevent incidents, improve coordination, and strengthen overall operational efficiency.

Focus on Value Creation: Ask yourself: How does this activity contribute to safe execution, project success, or the organisation's goals? Shifting from task completion to value creation builds a stronger business mindset.

Be Safety, Cost and Time Conscious: Understanding how safety practices, resources, budgets, and timelines are linked enables better day-to-day decisions. Preventing accidents, minimising wastage, avoiding rework, and improving productivity directly protect people, margins, and project performance.

Stay Curious and Keep Learning: Awareness of industry trends, new technologies, safety practices, and evolving construction methods keeps us financially, operationally, and ethically strong in a competitive environment.

Think Like an Owner: Taking responsibility, prioritising safety, identifying risks early, and suggesting practical improvements reflects a strong understanding of both financial and operational realities.

When we understand the business better, we work safer, contribute better—and grow together.





How writing *builds your resilience*

Putting words on a paper can rewire the brain and help calm the body

Ordinary and universal, the act of writing allows you to name your pain and create distance from it. Writing can shift your mental state from overwhelmed despair to grounded clarity – a shift that reflects resilience.

Resilience, as defined by the American Psychological Association, is an ongoing process of personal growth through life's challenges. Psychology, the media and the wellness industry shape public perceptions of resilience. Social scientists study it and wellness brands sell it.

Many people turn to the written word to work through emotions and find a sense of belonging. Their habits suggests that writing fosters resilience and insights from psychology and neuroscience can explain how.

Writing cure

In the 1980s, American Social Psychologist James Pennebaker developed a therapeutic technique called expressive writing to help patients process trauma and psychological challenges. With this technique, continuously journaling about something painful helps create mental distance from the experience and eases its cognitive load.

Translating emotions and thoughts into words on paper is a complex mental task. It involves retrieving memories and planning what to do with them, engaging the brain areas associated with memory and decision making.

Taking action

The emotions elicited by writing are not just abstract; they reflect complex activity in the nervous system.

Brain imaging studies show that putting feelings into words helps regulate emotions. Labelling emotions – whether through expletives, emojis, or carefully chosen words – has multiple benefits. It calms the amygdala, a cluster of neurons that trigger the fear responses: Fight, flight, freeze or fawn. It also engages the prefrontal cortex, a part of the brain that supports goal-setting and problem-solving.

Even mundane writing tasks, like making a to-do list, stimulate parts of the brain involved in reasoning and decision making.

Making meaning

Choosing to write is also choosing to create meaning. Studies suggest that having a sense of agency is both a prerequisite for, and an outcome of, writing.

Researchers have long documented how writing is a cognitive activity – one that people use to communicate, yes, but also to understand the human experience. As many in the field of writing studies recognise, writing is a form of thinking – a practice that people never stop learning.

Ways to start

These research-backed tips can help you develop a writing practice.

- Write by hand whenever possible. It slows your thinking, allowing you to process information, form connections and find meaning
- Write daily. Start small and make it regular. Even jotting brief notes about your day can help you ease rumination.
- Write a letter you never send. Address them to the person or situation that's troubling you. Even writing a letter to yourself can provide a safe space.

(We acknowledge The Economic Times for originally publishing the article "How Writing Builds Your Resilience.")

Close Your Eyes Let Music Tell the Story

By Pranidhi Kanchanapally

There's a beautiful scene in the movie Aa where Nithiin (Anand) tells Samantha (Anasuya): "If you want to smell something, close your nose and listen. If you want to see something, close your eyes and listen to the music." Now, if you said that to your science teacher, they'd probably tell you to go sit in the back of the class. But in the world of movies? It's the ultimate truth. Close your eyes and play the climax of Kantara. You don't need a 4K screen to see the forest or the divine fire. That "scream" you hear? It's not just a person, it's a Didgeridoo (an Australian tribal pipe) mixed with a Kazoo to create a sound so primal it feels like it's coming from your own ancestors. That is the magic of the Background Music (BGM), it is the silent storyteller that does the heavy lifting while the actors get all the Instagram followers.

Your Brain is a High Maintenance Multiplex

Our brains are essentially emotional chemical factories, and the music director is the CEO. When a hero walks in slow motion a soaring violin (think Baahubali or RRR), your brain floods your system with Dopamine. It's the "I can conquer the world" hormone. You feel like a topper even if you just failed your mock test.

But when you hear a low, vibrating Tanpura drone or the sinister, metallic scrape of a Ghatam in a thriller like Ratsasan, your Amygdala (the brain's panic room) hits the emergency button. It releases Cortisol, the stress hormone. Even at a modest 30 decibels, the volume of a whisper, a single dissonant note can make your skin crawl. Crank it up to 90 decibels with the war cries of Mridangam and Thavil in Ponniyin Selvan, and you get an Adrenaline rush so hard you'll feel like charging into a war with a plastic sword.

The Navarasa Playlist: Ancient Hacks for Modern Hearts

In India, we've been "hacking" human emotions for centuries using the Navarasas. A music director is basically a spiritual DJ mixing these nine flavors. Here's how they trigger your enzymes:

Shringara (Love): The Bansuri (Flute) or Santoor. It triggers Oxytocin, the "cuddle hormone." Think Roja or the soft echoes in Jab We Met.

Raudra (Anger): The thunderous Chenda drums or the Koragara Dolu. It puts you in "fight mode" instantly.

Bhayanaka (Fear): Distorted Veena plucking or screeching violins. The BGM of Tumbbad is basically a horror movie for your central nervous system.

Veera (Heroism): Nadaswaram or Trumpets. The Sivaji: The Boss theme starts playing in your head the moment you feel slightly confident.

From Bottles to AI: The Composer's Journey

The journey of the Indian music director is a wild one. Back in the day, the legend R.D. Burman would blow into a half empty beer bottle to get a specific "whoosh" for Sholay. Today's stars like Anirudh or Ajaneesh Loknath are sound archaeologists.

The director's narration is the secret sauce. A director doesn't just say, "Give me a sad tune, bro." He tells the composer, "The hero is winning the war, but he just lost his soul. The victory should taste like ash." The composer then translates that "taste of ash" into a lonely, haunting Sarangi solo.

And then there's AI. It's the new intern. It can generate 100 variations of a dholak loop in seconds. It's a great tool for the boring stuff, but can it feel the heartbreak of Tum Se Hi? Not yet. AI has the notes, but it doesn't have the dard (pain).

Surround Sound is Your Personal 360-Degree Time Machine

When you watch these movies on a fancy surround sound system, you aren't just watching a story; you're being swallowed by it. That "Divine Roar" in Kantara doesn't just come from the TV; it stalks you from the rear speakers. The soundscape becomes a 360-degree emotional hug.

So next time you're in the theater, don't just use your eyes. Remember what Nithiin said. Lean in. Listen to the silence between the beats. That's where the real story lives. The BGM is the ghost in the machine, whispering secrets directly to your spine. And honestly? Your spine is a much better listener than your eyes anyway.

LAUGH IT OFF

Splash. Smile. Celebrate. The Joyful Chaos Called Holi!



There are festivals, and then there is Holi—the one glorious day when personal space, dress codes, and common sense take a collective holiday. It is the annual reminder that no matter how senior, serious, or work-loving you are, someone, somewhere, is plotting to turn you into a walking abstract painting.

Holi begins long before the colours appear. It starts with strategic planning. White clothes are chosen with the optimism of someone who believes stains can be negotiated with detergent. Sunglasses are worn indoors, not for style, but as protective gear. Phones are wrapped in layers of plastic that would make a packaging engineer proud. And yet, deep down, everyone knows: resistance is colourful, but fight is futile.

The first splash usually comes from the most unexpected source. The quiet neighbour. The polite colleague. The little girl who says “just a little sindoor on your forehead, please” and then proceeds to redecorate your face with the enthusiasm of a professional artist on a tight deadline. Protests like “I have a meeting” or “I just washed my hair” are met with cheerful laughter and a second, more committed attempt.

At the community gathering, somewhere in the background, someone asks, “Have you tried the Bhaang yet?” and life begins to feel unusually relaxed about everything. Meanwhile, a friend who has had one extra glass is laughing at absolutely nothing and declaring everyone their best friend. As the celebrations pick up, reality becomes optional. That song everyone has heard a thousand times suddenly feels brand new and deeply meaningful. Dancing improves dramatically—at least in the dancer’s own opinion.

Holi also temporarily suspends the rules of age. Children suddenly become licensed colour distributors. Elders transform into mischievous masterminds. People who normally worry about calorie counts and deadlines are now philosophising about life, colours, and why gujiya taste exceptionally profound

today. The fitness enthusiast who avoids sugar all year is spotted enjoying festive treats with zero guilt and maximum joy. Even the most serious person in the group will, at some point, smile helplessly while being chased with a bucket that promises “only water” and delivers surprise.

Then there is the music—played at a volume that suggests the speakers are trying to communicate with neighbouring districts. Everyone dances. Some with rhythm. Some with confidence. Most with neither. The beauty of Holi dancing is that no one judges, because everyone is equally distracted by not slipping, not dropping their snack, and not being targeted next. By afternoon, the transformation is complete. Faces are unrecognisable. Clothes tell stories of colour battles bravely fought and badly lost. The mirror reflects someone you vaguely know, but cannot fully identify. And yet, there is happiness—unfiltered, unedited, and wonderfully messy.

Holi teaches important life lessons. Trust no one wearing white. Never underestimate a smiling child with something hidden behind their back. And always keep an extra set of clothes ready, because optimism is good, but preparation is better.

As the day winds down, colours fade, water dries, and tired laughter fills the air. What remains is a sense of lightness. For one day, titles disappear, worries take a back seat, and everyone is equal—equally colourful, equally tired, and equally happy.

Perhaps that is the real magic of Holi: the festival that reminds us not to take ourselves too seriously, to laugh loudly, forgive easily, and accept that sometimes, life will throw colour at you—whether you are ready or not. The colours may wash away, but the sweet memory stays—at least until the next “accidental” splash.



DID YOU KNOW?

THE AMAZING STORY OF CURD

Curd, or dahi, is so much a part of our daily lives that we rarely pause to think about where it came from. But behind that humble bowl on your table lies a story of chance, science, culture, and surprising benefits.

How was curd made the first time?

The birth of curd was not planned in a laboratory—it happened by accident thousands of years ago. Nomadic herdsmen used to carry fresh milk in bags made from animal stomachs or goatskin. As they travelled under the hot sun, two powerful forces went to work: natural heat and enzymes called rennet, which were present in the animal skin. At the same time, friendly bacteria called lactobacillus—found on animal skin and in the environment—entered the milk.

These bacteria began converting milk sugar (lactose) into lactic acid. This gentle acidification caused the milk to thicken and coagulate, turning liquid milk into a tangy, semi-solid food. What could have been spoiled milk instead became a nutritious, longer-lasting product—curd. This natural fermentation was humanity's first step into the world of preserved foods.

A food fit for gods

In Indian culture, curd holds a special, almost sacred place. It is part of Panchamrit—a holy mixture offered to deities during worship—and is considered auspicious and pure. Even today, curd is used in religious rituals and traditional ceremonies as a symbol of prosperity, health, and well-being.

A Natural Probiotic Powerhouse

Curd is the world's original probiotic food. It improves digestion, strengthens

immunity, and helps the body absorb nutrients like calcium, vitamin B12, and magnesium. A healthy gut also supports better mood and mental well-being.

Cooling and Comforting

Curd naturally cools the body, which is why it is so popular in hot weather and paired with spicy foods as raita, buttermilk, and curd rice. Its calcium content also helps reduce cortisol, the stress hormone, making it a natural comfort food.

Curd for Skin, Hair, and More

Curd is widely used as a natural beauty treatment. It moisturizes skin, reduces tanning and acne, controls dandruff, and adds shine to hair. In cooking, curd is used to marinate foods because it tenderizes meat and vegetables.

Curd vs. Yoghurt – what's the difference?

Though the words are often used interchangeably, there is a subtle distinction.

Curd (dahi) is traditionally made at home using a bit of the previous day's curd or natural acids.

Yoghurt is produced commercially using specific bacterial strains — *Lactobacillus bulgaricus* & *Streptococcus thermophilus* — under controlled conditions.

So the next time you enjoy a spoonful of curd, remember: you're tasting a food that was discovered by chance, revered by tradition, and backed by science—a true wonder in a bowl.





Art by **Akshara Verma**, class VIII, d/o Ajay Kumar, HSE Manager, EMAAR AMARIS Project



Art by **Sravan Kumar Mane**, JE (QS), Seabird Phase IIA, Karwar site



Art by **Manaswini Dash**, daughter of Shri Keshaba Chandra Dash, Officer (Admin), WWTF Malad



Art by **Kashish**, d/o Sanjeev Kumar Singh, Project Manager, Lucknow International Airport project



Art by **Chevuri Sourish Sri Ram**, s/o VN Suresh Kumar Chevuri, Chief Manager (Accounts), UP Firozabad



Art by **Syon**, class IV, s/o Sanjeev Kumar Singh, Project Manager, Lucknow International Airport project



Art by **Bhavya Nayak**, d/o Bikram K Nayak, Vice President – HR, HO

Art by **Om Sai Krishna Pradhan**, Class V, s/o Bapuji Kumar Pradhan, Asst Manager (RM), SCB MCH Project, Cuttack





S Puneeth Kumar, s/o S Koteswara Rao. AE (Elec), GVMC-ADB Project Vizag, winning 2nd prize in science competition (Kaushal)

Sanidhya Mishra s/o Gaurav Mishra, Dy Manager (IS), SCB Medical College Hospital, secured the Class 3 Topper Medal at APB International School, Cuttack. He also participated in the SOF English Olympiad.

Maanvik Gupta, s/o Gaurav Gupta, Quality and Operations Head, NCC Uttarakhand, won 2nd prize in his 1st attempt in District roller sports championship held during the 6th UP State roller sports championship 2025

A Proud Family Moment



Meenakshi Roy, secured an impressive 17th rank in the Bihar Public Service Commission (BPSC) Examination, 2025 batch. Daughter of Narendra Roy, General Manager – Contracts, RO Kolkata, and sister of Praveen Mukesh, Deputy Project Manager, Mundra, Meenakshi's success is a moment of immense pride for the entire family.

Following her stellar performance, she has been appointed to the SDM cadre (DEO) and posted at Bhagalpur, Bihar. Her journey reflects unwavering dedication, discipline and academic excellence, serving as a source of inspiration to many.



Rising Cricket Star

Priyanshi Maharana (14), d/o Santosh Kumar Maharana, Deputy Manager (Safety), KPTCL Kadakola 400/220 kV Project, has been selected for the Odisha State Women's U-15 Cricket Team for the BCCI Women's Under-15 One Day Tournament held at Nagpur, Maharashtra, from 2 - 10 January 2026.

A Young Achiever Shines Bright



Manaswini Dash, (d/o Keshaba Chandra Dash, Officer (Admin), WWTF Malad), a student of Class IV at Venkateswara School, Pattamundai, Kendrapara, Odisha, showcased exceptional talent by securing first position in all the events she participated in. Her achievements include the

Fancy Dress Competition and Singing Competition held on 14 November 2025, the Dance Competition on 15 October 2025, and a Project Seminar in English on 24 December 2025. Manaswini's all-round performance reflects her dedication, confidence, and multifaceted abilities at a young age.

Birthdays

October to December 2025

Samashti wishes all tiny tots a very happy birthday! May you have many many more birthdays, little cutie pies!



Vivansh Mehta, s/o Manish Anand, Officer (Admin), SWSM, Mahadev Project, Mirzapur, celebrated his birthday on 6 November 2025

Sayan, s/o Soumen Pan, Asst Manager (Stores), Adani Data Centre Project, celebrated his birthday on 25 December 2025

Surbhi Kumari, d/o Rajeev Kumar, Deputy Project Manager, Navi Mumbai Int'l Airport, celebrated her birthday on 27 October 2025

Rudraksh Shrivastava, s/o Anurag Shrivastava, Asst Admin, SWSMUP Shahjahanpur, celebrated his birthday on 07 October 2025



Riya Rajesh, d/o Rajesh Kumar R, Sr Engineer (Formwork), CWS, celebrated her birthday on 22 November 2025

Aditri Mallick, d/o Subhayu Mallick, Senior Engineer (Civil), AIBB-Jalgaon, celebrated her birthday on 3 December 2025

Swapna Rani Sahoo, d/o Sisir Kumar Sahoo, Asst Manager (Stores), SWSMUP-Lucknow celebrated her birthday on 21 December 2025

Laasya Priya, d/o Paritala Vijaya Sekhar, Dy Manager (Accounts), VJNL Chitradurga Drip P3, Karnataka, celebrated her birthday on 7 November 2025



Rishan Samanta, s/o Indrajit Samanta, Sr Engineer (QS & Planning), SWSM Gorakhpur, celebrated his birthday on 17 December 2025

Debanjali Mitra d/o Samrat Snehasish Mitra, AE (Mech), SWSM-Gorakhpur (North), celebrated her birthday on 3 December 2025

J Bhuvika, d/o JRanga Rao, AGM, GVMC- ADB 24x7 WSP Vizag, celebrated her birthday on 22 October 2025



Weddings

October to December 2025

Congratulations! Samashti wishes all young couples a long and happy married life.

1. **Simran Singh**, d/o Rajesh Singh, DM (Stores), WSS Agra Package -1, married Vatsal Singh Raghuwanshi on 24 November 2025

2. **Abhinav Singh**, Sr Engineer (QS), MPJNM Tamas Mvs Project, married Swati Singh on 30 November 2025

3. **Agnes Maria**, d/o Simon Peter, AGM (Mech), AMD-HO, married Abhishek Kenneth on 10 November 2025

4. **Pratyush Das**, AE (Civil), RDSS Konkan Region Project T-03, Nashik, married Puja Sarkar on 30 November 2025



Samashti Issue 75 Winners!



D Lalithamba, Talent Acquisition, Corporate HR, receiving the book as a prize from N Sudhakara Moorthy, EVP (HR) & Seshadri Sarma, GM (HR)



Mididoddi Dilip Kumar, JE (C&C), HO, receiving the book as a prize from Nalla Venu Babu, Vice President (C&C)



Sukhvinder Bais, Asst Manager (Billing), Bharatnet Bhopal, receiving the book as a prize from Pranav Trivedi, GM (Projects), Anuranjan Kumar Choudhary, GM (Projects) & Rahul Mishra, AGM (HR)

SAMASHTI QUIZ

Answer and Win!

We invite you to participate in our Samashti **Quiz for Issue 76!** Answer the five questions below and send your responses to samashti@nccltd.in. Lucky winner will be drawn from the correct entries to receive a prize.

Questions

1. To which Director (Projects) did NCC bid farewell?
2. Which project achieved an impressive milestone of 26 million safe man-hours without any LTI?
3. Which project received an award for Sustainability in Concrete Construction?
4. Which project marked the first "Jal Arpan" of its kind in Uttar Pradesh and the second across India?
5. At which project site was a Safety Park inaugurated recently?

Good luck to all participants and may the best reader win!

A FOND FAREWELL TO A STALWART LEADER



NCC bid a warm and respectful farewell to V Radhakrishna, Director (Projects) on 31 January 2026, in recognition of his exemplary service and enduring contributions to the organisation. He was felicitated in the august presence of the Managing Director A Ranga Raju, Executive Director AGK Raju, Wholetime Director AVN Raju, Director (Projects) Vishnu Varma, along with other senior officials and staff of the Water Division. The occasion reflected the deep appreciation and regard he has earned over the years for his inspiring leadership, professional integrity and steadfast commitment

to strengthening NCC's project delivery and organisational values.

With 40 years of dedicated service to NCC, V Radhakrishna has played a pivotal role in strengthening the organisation's Water Division since its inception. Established in 1998 with a vision to tap the growing market potential in the water sector, the Division steadily evolved under his dynamic leadership, laying a strong foundation for NCC's growing presence in water infrastructure development.



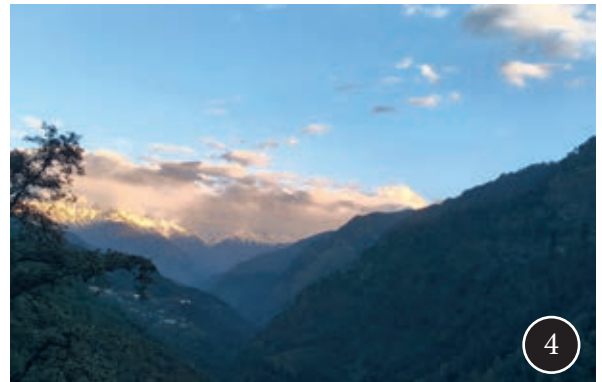
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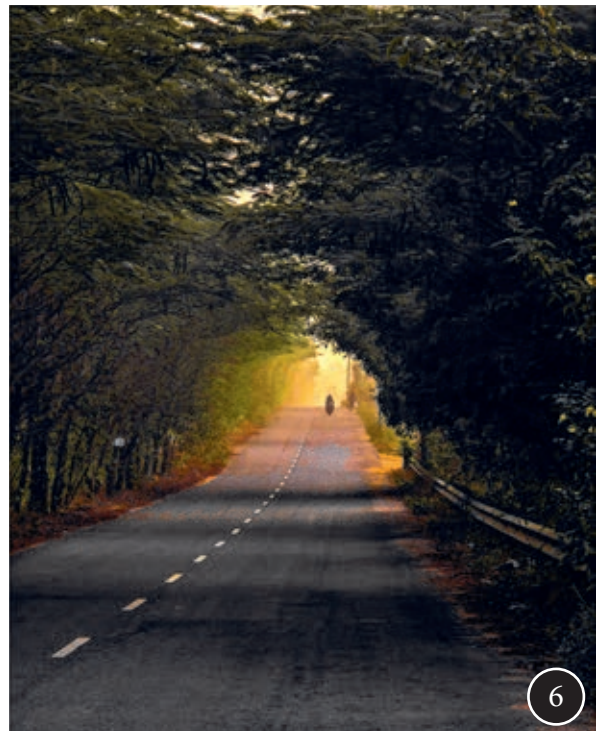
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Calling all employees! Share your best clicks with us for the Click click section of Samashti. Whether it's a breathtaking landscape or a candid moment, share your photos to samashti@nccltd.in

1. Nehru Zoological Park, Hyderabad clicked on IQOO neo 7 by **Satyanarayana Raju Indukuri**, GET (QS), RO Amaravati
2. Live Aarti at Sangam-Devprayag Uttarakhand clicked on Samsung S23 by **Harpal Singh**, Sr Manager (HR), Bharat Net Project, Dehradun
3. A close up shot of Honeybee clicked on IQOO neo 7 by **Aashish Kumawat**, Sr Assistant - IT & Digitalization, Kushinagar
4. First light on mountains enroute Kedarnath, Uttarakhand clicked on CMF phone 2 Pro by **D Bhanu Uday**, AM-Materials, HO
5. Ladakh Monastery clicked on Nikon D7100 by **MS Srinivas**, CGM (Accounts), HO
6. A Colourful Dawn at Bibinagar, Hyderabad, clicked on Samsung S24 Ultra by **Sudeep Kumar Das**, Asst Engineer-QS, Bibinagar



LETTERS TO THE EDITOR

Dear Editor,

It gives me immense joy to congratulate each member of the editorial team for bringing out the spectacular 75th Edition of our magazine. Having had a little exposure to the advertising and media business for over 40 years, I can proudly say that our magazine truly stands top-notch in its class. From the very first edition to this milestone 75th, I have witnessed its remarkable journey—each edition shaping better than the last, setting new benchmarks of excellence. On behalf of the entire Team NCC, I extend heartfelt congratulations to the management, our respected Editor-in-Chief Shri AGK Raju, and his dedicated team for consistently bringing out the best in us. Thank you for motivating and inspiring us with every edition.

MVSS Varma | Chief General Manager, HO

Dear Editor,

I would like to express my heartfelt congratulations on the successful completion of 75 editions of our Samashti magazine. The Long Service section, which features seniors who have dedicated many years to NCC, continues to inspire all of us. Samashti covers a wide range of topics that are useful for everyone, including children, which is truly commendable. I hope this excellent work continues in the coming issues as well. The articles are informative and very useful to all readers. I take this opportunity to appreciate and congratulate the Corporate Communication Team for their dedicated efforts.

K Durga Bhavani | Manager - Insurance Dept, HO

This section invites your suggestions and comments about the issue and/or about any article or news item published in Samashti. The most meaningful letters gets highlighted in this page.

Dear Editor,

Our quarterly magazine Samashti is very nice. Not only I, but everyone in the NCC family gets a chance to learn many things from it. People of all ages in the NCC family—from the youngest to the oldest—feel inspired to do something for society.

The magazine also shows the kind of projects we are building for the future and how they help take society from one stage of development to the next. Whether it is a wedding or a birthday celebration of an NCC employee, it reflects the strong bond we share as one family. Every time I read an edition, I look forward with curiosity to what new and interesting content the next edition will bring.

Soumen Pal | AM (Stores), Adani Data Centre Project, Pune

Dear Editor,

On behalf of the NCC Family, I would like to extend my heartfelt appreciation for the remarkable journey of Samashti as it reaches its 75th edition. This publication has consistently reflected the spirit of NCC Limited—celebrating achievements, honouring dedication, and strengthening the bond within our extended family. By weaving together leadership messages, milestones, CSR initiatives, safety recognitions, and personal stories, you have created a platform that inspires pride and belonging across the organization.

The inclusion of long service awards, employee recognitions, and even the accomplishments of our children adds a personal touch that makes Samashti truly unique. It reminds us that NCC is not only a workplace but a family that values every contribution. Congratulations on the 75th issue milestone and thank you for your dedication in making Samashti a beacon of positivity and connection. We look forward to many more editions that will continue to capture the essence of NCC's journey.

Gurushankar Reddy P | Sr Manager (HR), RO Bengaluru



Your voice matters. It is your voice that keeps us on our toes and helps us improve. Don't let others' opinion drown your voice. Samashti is your magazine. Express yourselves freely and mail us your letters



Mail your letters at:
samashti@nccLtd.in

THEY SAID IT



“Most of the people affected by what we talk about here will never come to this conference. That’s the central tension of this forum: Davos is an elite gathering trying to shape a world that belongs to everyone. We’re here for something bigger than ourselves and the organisations we represent. We believe economic progress should be shared. We believe prosperity should reach further than it has. And we believe institutions like WEF still matter in making that happen.”

BlackRock CEO Larry Fink during his opening remarks at the World Economic Forum 2026 in Davos



“Now, the time has come when we should be having a World Economic Forum in India, a kind of Autumn Davos in India. This is a new idea which has come, which basically shows the recognition of our country, of our economy...”

Union Minister Ashwini Vaishnaw speaking on the sidelines of the World Economic Forum (WEF)

“Yama’s message in the Katha Upanishad is timeless: every moment asks us to choose between Śreya, the enduring good, and Preya, the fleeting comfort. The mature mind chooses Śreya; the immature mind settles for Preya.”

Chief Economic Adviser V Anantha Nageswaran invoking a verse from the Katha Upanishad in the preface to the Economic Survey 2026 to underline the importance of long-term policy choices over short-term expediency.



“AI is not a single technology but a “a five-layer cake,” spanning energy, chips and computing infrastructure, cloud data centers, AI models and, ultimately, the application layer. From energy and power generation to chip manufacturing, data center construction and cloud operations, the AI buildout is already creating demand for skilled labor. The largest economic benefit will come from the application layer, where AI is transforming industries such as healthcare, manufacturing and financial services.”

NVIDIA founder and CEO Jensen Huang while speaking at a packed mainstage session at the annual meeting of the World Economic Forum in Davos



A tall, blue, curved skyscraper with a glass and steel facade, leaning to the left. The building is set against a clear blue sky. In the foreground, there are some palm trees and a lower building. The overall scene is a modern architectural marvel.

ENGINEERING

MARVELS

CAPITAL GATE, ABU DHABI

Capital Gate, Abu Dhabi is an extraordinary structural marvel and architectural icon — a 160 m-tall, 35-storey skyscraper engineered to lean a dramatic 18° westward, over four times the tilt of the Leaning Tower of Pisa, earning it the Guinness World Record for the world's furthest leaning man-made tower. Its daring inclination was made possible through groundbreaking techniques including a pre-cambered core

of concrete and steel designed to counteract gravity, a dense foundation of nearly 500 deep piles, and an innovative diagrid exo-skeleton that stabilises the structure while allowing open, pillar-free interiors. Beyond its engineering prowess, the tower's sculptural glass and steel façade and sweeping “splash” feature not only define its striking aesthetic but also improve energy performance, making Capital Gate a celebrated symbol of design ingenuity and technical excellence.