



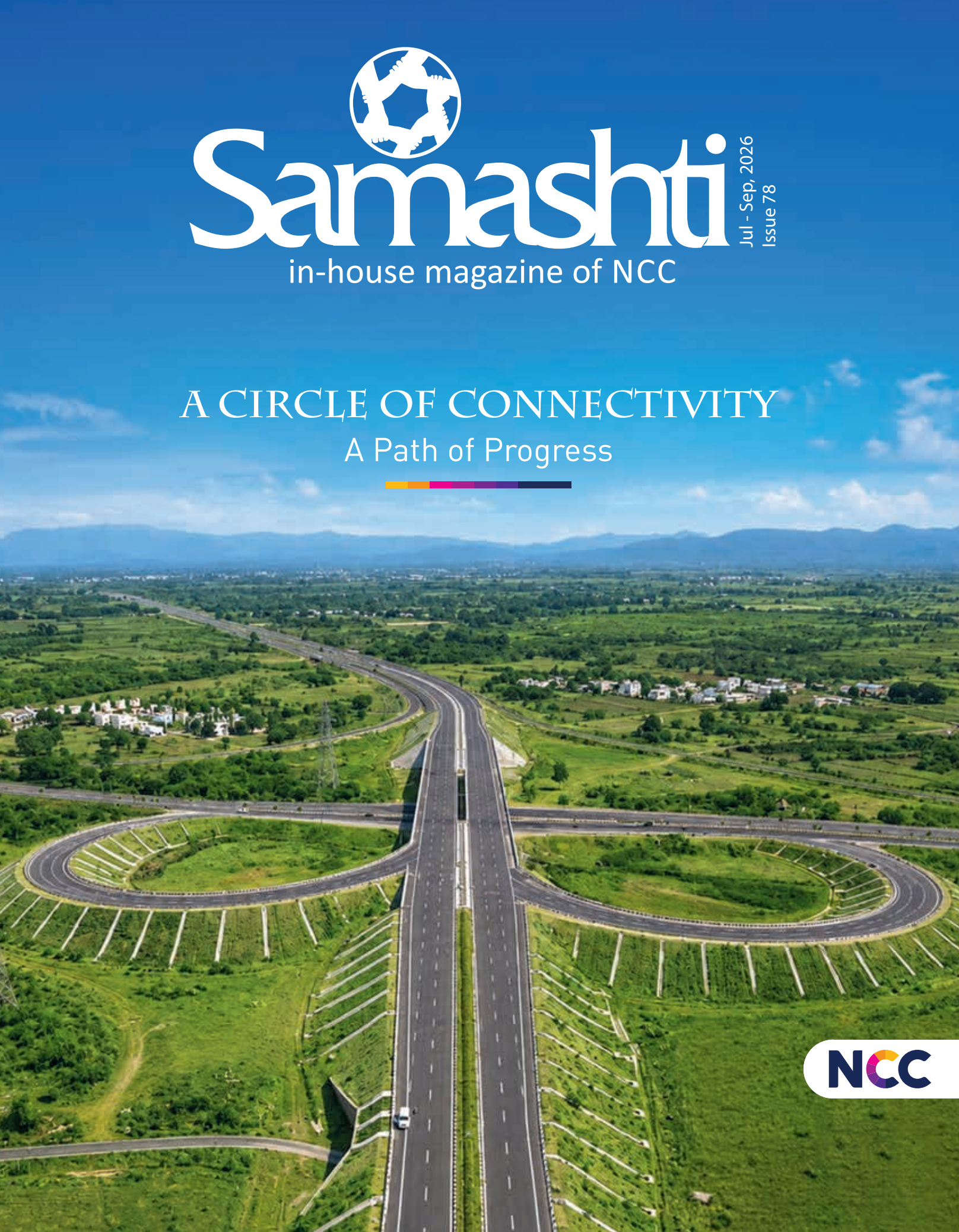
Samarashti

in-house magazine of NCC

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Issue 78

A CIRCLE OF CONNECTIVITY

A Path of Progress



NCC

CHANGE Today LEAD Tomorrow



AGK Raju
Executive Director



Dear NCCians,

Greetings to you all and welcome to the 78th Issue of Samashti.

As we look forward to the upcoming, joyous festivals of Ganesh Chaturthi, Dussehra and Diwali, I extend my warm greetings and best wishes to every member of the NCC family and your loved ones. May Lord Ganesha remove obstacles from your path, may Dussehra inspire us to triumph over challenges through courage and righteousness, and may the Festival of Lights bring happiness, prosperity, good health and renewed hope into your lives.

Samashti is our magazine, and its strength lies in the experiences and achievements shared by employees across all our projects and offices. I encourage each one of you to contribute articles, project milestones, human-interest stories and photographs that showcase the remarkable work happening across our organisation.

The stories featured in Samashti highlight our collective commitment to continuous improvement and excellence in execution. As our industry evolves and new opportunities emerge, our ability to embrace change, learn continuously and adapt with agility becomes the foundation of sustained success. Against this backdrop, this issue's message invites us to reflect on a simple yet powerful question—**Are You Willing to Change?**

Change challenges
our routines, pushes
us **beyond familiar
boundaries**, and
asks us to embrace
uncertainty

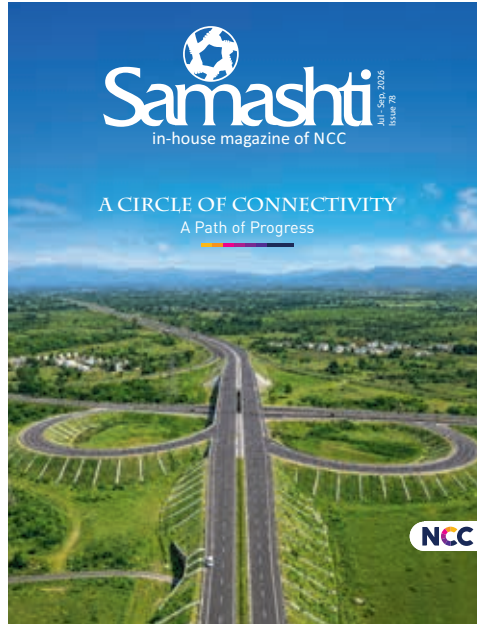
Every challenge we
overcame **made
us stronger**, more
capable, and more
confident

Change is one of the few constants in life. Yet, despite knowing this, many of us instinctively resist it because change challenges our routines, pushes us beyond familiar boundaries, and asks us to embrace uncertainty. Being willing to change does not always mean making dramatic transformations. Sometimes, it begins with small but meaningful improvements—learning a new skill, adopting a better process, embracing digital tools, communicating more effectively, or being open to fresh ideas from colleagues. These incremental changes, when embraced consistently, lead to significant improvements in performance and outcomes.

The greatest obstacle to change is often the fear of the unknown. Yet, experience teaches us that the discomfort of change is often temporary, while the benefits can be long lasting. As the saying goes, "Change is never painful. Only resistance to change is painful." Throughout our lives and careers, we have successfully adapted to countless new situations. Every challenge we overcame made us stronger, more capable and more confident. The same will hold true for the changes that lie ahead. Let us not wait for change to be forced upon us. Let us be willing to embrace it and, wherever possible, lead it—with confidence, purpose and a commitment to continuous improvement. By doing so, we not only enhance our individual potential but also contribute to NCC's sustained success.

Best Wishes,

AGK Raju



About The **Cover** Page

Featured on the cover is an image of Madurai Ring Road Project, a significant infrastructure initiative that strengthens connectivity around one of Tamil Nadu's important cultural, commercial and emerging urban centres. Designed to improve mobility, ease traffic movement and provide smoother access between key corridors, the project represents NCC's commitment to building infrastructure that responds to the evolving needs of communities and cities.

More than a road, the project creates a stronger circle of connectivity that brings destinations closer, supports economic activity and opens new pathways for growth. The cover captures this spirit of movement and transformation—a testament to how thoughtfully executed infrastructure can connect people, enable progress and help shape a more connected future for Madurai.

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CONTENTS

04 FROM THE MD'S DESK

06 COVER STORY

08 HAPPENINGS

24 STRAIGHT FROM
THE HEART

26 ONE TO ONE

30 HR DESK

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EXECUTION EXCELLENCE

MUST BE OUR SIGNATURE

Dear Colleagues,

As we welcome the festive season of Ganesh Chaturthi, Dussehra and Diwali, I extend my warm greetings and best wishes to each one of you and your families. These festivals are a time to celebrate, reflect and look ahead with renewed optimism. For NCC, they also provide an opportunity to take stock of our journey, acknowledge the trust placed in us by our stakeholders, and reaffirm our commitment to creating lasting value through every project we undertake.

Q1 FY27 RESULTS

I am pleased to share financial results delivered by NCC in Q1 FY27. We recorded the highest consolidated revenue for Q1 at ₹5,842.48 crore, registering around 12% year-on-year growth, with a net profit of ₹216.40 crore. Our order book stood at ₹81,214 crore as of June 30, 2026, supported

by fresh order inflows of ₹3,889 crore during the quarter. This performance reflects the resilience, commitment and professionalism of our teams across the country and gives us confidence as we move forward.

The past few months have also been marked by several significant milestones that demonstrate our engineering and execution capabilities. These include the inauguration of the Kusumi Rural Water Supply Project in Odisha by the Hon'ble President of India, the completion of Phase I of the Madurai Ring Road Project, the foundation stone laying ceremony for the International Cricket Stadium at Gorakhpur, and the signing of a landmark Memorandum of

Agreement in Norway to introduce Thermal Hydrolysis Process (THP) technology in India for sustainable wastewater management.



RECOGNITION THAT INSPIRES

Our commitment to quality and safety has also received national recognition. The Emaar Amaris Project received the Platinum Award at the ISDA Infracon National Awards (IINA) 2026 as well as the National Quality Innovation Award 2026 from the Institution of Engineers (India). The MMRDA Mumbai Metro Rail C-102 Project was also honoured with the Golden Hook Award 2026.

These accomplishments make us proud, but they also remind us that success today is not measured merely by awards or the size of our order book. Our customers expect timely delivery, our stakeholders expect financial discipline, and society expects infrastructure that delivers lasting value. In an increasingly competitive and complex environment, our ability to execute with predictability, efficiency and consistency will be the true differentiator.

GROWTH MUST BE PROFITABLE, AND PROFITABILITY MUST BE SUPPORTED BY EXECUTION EXCELLENCE.



WAY FORWARD FOR FY27

resource utilisation, proactive risk management, rigorous quality control and effective stakeholder engagement. It means identifying issues early, taking decisions with speed and accountability, and ensuring that commitments made to customers are delivered.

This requires all of us to work as a team. Our strength lies not only in the scale and diversity of our operations, but in the collective capabilities of our people. When functions, businesses and geographies collaborate, knowledge is shared and challenges are addressed collectively, we create the conditions for exceptional outcomes.

As we look ahead, our priorities for FY27 are clear. We must continue to strengthen our order book and drive healthy revenue growth, while maintaining a strong focus on timely completion, profitability and value creation. These are outcomes that must be achieved through disciplined business development, prudent project selection, strong execution and operational efficiency.

Our focus must therefore be on quality of order inflow as much as quantity. Every new project we pursue must be evaluated carefully for its strategic fit, execution feasibility, risk profile and potential to create sustainable value. A healthy order book is important, but its true strength lies in the quality and profitability of its projects and our ability to convert them into revenue and cash flows through timely and efficient execution.

Similarly, achieving our FY27 objectives will require greater emphasis on productivity, cost control, resource optimisation and project-level profitability. Growth must be profitable, and profitability must be supported by execution excellence.

Excellence is not achieved through isolated efforts; it is the cumulative result of numerous decisions made correctly every day across our project sites and offices. Technology

will play a critical role in this journey. Digital project monitoring, data-driven decision-making, advanced planning tools and modern construction methodologies offer significant opportunities to improve productivity, transparency and efficiency.

At the same time, we must remain rooted in the fundamentals that have always guided NCC—integrity, professionalism and customer focus. Technology can enable better execution, but it is our people, their judgement and their commitment that ultimately make execution successful.

I firmly believe that NCC possesses all the ingredients necessary for continued success—a strong legacy, a diversified portfolio, deep technical expertise, a robust order book and, above all, a dedicated workforce committed to excellence. The strength we have built has brought us to where we are today, but our future will be determined by the quality and consistency of our execution and our ability to sustain them.

As we move forward, let us be recognised not only for the scale of our operations, but also for the precision of our execution. We must build trust through timely delivery, strengthen confidence through cost discipline and create lasting value through uncompromising quality. The future will belong to organisations that combine ambition with execution capability. NCC has never lacked ambition. Now, more than ever, we must ensure that execution excellence becomes our defining characteristic.

Scale may be our strength, but execution excellence must be our signature.

WE MUST REMAIN ROOTED IN THE FUNDAMENTALS THAT HAVE ALWAYS GUIDED NCC

Best Wishes,

A RANGA RAJU

A Ranga Raju

The construction and infrastructure sector is evolving rapidly. Projects are becoming more complex, timelines are becoming shorter and cost pressures are increasing, while technology is transforming traditional approaches to planning and execution. Winning projects is important, but sustainable success ultimately depends on our ability to execute them profitably, safely and to the highest standards.

PEOPLE

Technology can enable better execution, but it is our people, their judgement and their commitment that ultimately make execution successful.

Our focus must be on quality of order inflow.



EXECUTION EXCELLENCE

Execution excellence is not a slogan; it is a way of working. It begins with meticulous planning and accurate forecasting and extends to efficient

Enhancing Connectivity Around the Temple City

Madurai Ring Road Phase I Completed



Renowned as one of India's oldest cities and celebrated as the "Temple City" for the iconic Meenakshi Temple, Madurai is a vibrant cultural, commercial and tourism hub in southern Tamil Nadu. As the city's economy and traffic continue to grow, modern transport infrastructure has become essential to support its development while preserving the character of its historic core.

Addressing this need, NCC has successfully completed the Madurai Ring Road Project Phase I, a key highway infrastructure initiative executed for the National Highways Authority of India (NHAI) under the Bharatmala Pariyojana Phase I programme.

The project involved the construction of a 29.96 km four-lane divided carriageway from Vadipatti (Design Chainage 0+000) to Thamaraipatti (Design Chainage 29+960) on NH-744A in Tamil Nadu on Engineering, Procurement and Construction (EPC) basis.

Designed to improve regional connectivity and facilitate seamless movement around Madurai, the new ring road serves as an important bypass, easing congestion within the city while enabling faster and safer travel for passenger and freight traffic. The project strengthens connectivity between major national and state highways converging at Madurai, contributing to improved logistics efficiency and regional economic growth.

A notable feature of the project is the animal overpass constructed at the Veguthumalai Reserve Forest, reflecting the project's commitment to sustainable infrastructure development. The dedicated wildlife crossing helps maintain ecological continuity and allows safe movement of animals across the highway, balancing infrastructure development with environmental conservation.



29.96 km four
lane carriageway
from Vadipatti to
Thamaraipatti on
NH 744 A

The project also includes a toll plaza at Chainage 14+500 along with modern highway features designed to enhance road safety, riding comfort and operational efficiency.

Completed to high quality standards, the Madurai Ring Road Project Phase I project demonstrates NCC's expertise in delivering complex highway infrastructure within the framework of India's ambitious road development programmes. The project is expected to significantly reduce travel time, improve connectivity around Madurai, and support the long-term economic development of the region.



A notable feature
of the project is the
animal overpass
constructed at the
Veguthumalai Reserve
Forest

Orders Bagged

NCC Secures Orders Worth ₹4,075 Crore in Q1 FY 2026-27

NCC continued its strong business momentum during the first quarter of FY 2026-27 by securing new orders worth ₹4,075.13 crore (excluding GST) between April and June 2026. The diversified order inflow across the Buildings, Water, Electrical and Transportation divisions reflects the company's robust market presence, execution capabilities and continued customer confidence.



MONTH-WISE ORDER INFLOW (EXCLUDING GST)



APRIL 2026

Orders Worth
₹1,703.27 crore



BUILDINGS DIVISION
₹929.96 crore



ELECTRICAL DIVISION
₹603.41 crore



TRANSPORTATION DIVISION
₹169.90 crore



MAY 2026

Orders Worth
₹1,837.01 crore



WATER DIVISION
₹1,289.17 crore



BUILDINGS DIVISION
₹261.42 crore



ELECTRICAL DIVISION
₹286.42 crore



JUNE 2026

Orders Worth
₹534.85 crore



TRANSPORTATION DIVISION
₹534.85 crore

All the above orders were received in the normal course of business and exclude internal orders. The healthy order inflow during the quarter further strengthens NCC's order book and reflects the company's continued focus on delivering sustainable growth through diversified infrastructure development across key sectors.



₹4,075.13 crore
Total Orders Secured
in Q1 FY 2026-27



DIVERSIFIED PRESENCE
Across Buildings, Water,
Electrical & Transportation
Divisions



STRONG EXECUTION
Driven by Expertise,
Capability & Customer
Confidence



SUSTAINABLE GROWTH
Focused on Building
Resilient Infrastructure
for the Future



113 villages
covered across
14 gram
panchayats
benefitting
1,05,887 people

A Lifeline for Millions

President of India Inaugurates Water Project at Kusumi, Odisha

ACCESS to safe and potable drinking water is fundamental to a healthy and dignified life. Beyond meeting a basic human need, a dependable water supply improves public health, enhances sanitation, reduces the burden of water collection, and transforms the quality of life of entire communities. It is this vision that drives the development of modern water supply infrastructure, ensuring that every household has access to a dependable source of clean and safe drinking water.

Contributing to this national mission, NCC marked a significant milestone in its journey of nation-building with the successful execution of the Mega Integrated Rural Piped Water Supply (RPWS) Scheme for Kusumi Block in Mayurbhanj District, Odisha. Recognising the project's far-reaching impact on rural development and public welfare, it was inaugurated by the President of India,

Droupadi Murmu, on 19 June 2026 at Rairangpur, Odisha, in the august presence of Dr Hari Babu Kambhampati, Governor of Odisha, Mohan Charan Majhi, Chief Minister of Odisha,

senior Ministers, Members of Parliament, Members of the Legislative Assembly, and other distinguished dignitaries. The Kusumi Mega Drinking Water Supply Project exemplifies NCC's engineering excellence, timely execution, and commitment to sustainable development. The project stands among NCC's most distinguished achievements and reflects the Company's enduring

commitment to building resilient infrastructure that transforms lives, empowers communities, and contributes to India's inclusive growth.



President of India, Droupadi Murmu with distinguished dignitaries at the inauguration ceremony

Project Snapshot

- **Project:** Mega Integrated Rural Piped Water Supply Scheme, Kusumi Block

- **Location:** Mayurbhanj District, Odisha
- **Funding Agency:** Odisha Mineral Bearing Areas Development Corporation (OMBADC)
- **Villages Covered:** 113
- **Gram Panchayats:** 14
- **Functional Household Tap Connections (FHTCs):** 20,995
- **Population Benefitted:** 1,05,887 (Base Year 2021)



Kausalya Raju, Director, NCC and Dr PKC Bose, Chairman, Cambi India with the MoA

Historic Handshake for a Sustainable Future NCC Partners with Cambi Group (Norway)

India's rapid urbanisation places increasing demands on water, sanitation and environmental infrastructure. The need for innovative and sustainable solutions has never been greater. Embracing a forward-looking approach, NCC is integrating advanced global technologies with its execution excellence to address emerging environmental challenges while creating long-term value for communities.

A significant milestone in sustainable infrastructure and clean energy was achieved with the signing of a landmark Memorandum of Agreement (MoA) between Cambi Group, Norway, and NCC Limited, India, during the visit of Prime Minister Narendra Modi to Norway.

The agreement was signed by Kausalya Raju, Director, NCC Limited, and Dr PKC Bose, Chairman, Cambi India Ltd at the iconic Oslo City Hall, in the esteemed presence of Prime Minister Jonas Gahr Store of Norway.



Kausalya Raju of NCC greeting Dr PKC Bose, Cambi India with a handshake

This collaboration marks the introduction of Thermal Hydrolysis Process (THP) technology in India—a pioneering solution that transforms sewage sludge into

biogas. Developed by Cambi, the globally acclaimed THP technology enhances the efficiency of wastewater treatment plants while enabling the generation of renewable energy from sludge. It also supports the principles of the circular economy and promotes sustainable resource management.

By combining Cambi's world-class expertise in sludge treatment with NCC's proven capabilities in executing large-scale infrastructure and water management projects, the partnership aims to accelerate the adoption of advanced, environmentally responsible technologies across India. This initiative is expected to contribute to cleaner cities, improved wastewater management, enhanced energy recovery, and reduced carbon emissions.

This landmark collaboration reinforces NCC's commitment to delivering sustainable infrastructure solutions and reflects the shared vision of NCC and Cambi to build a cleaner, greener, and more resilient future for generations to come.



Growing a Greener Tomorrow NCC Urban Participates in Guinness Record Initiative

Sustainability is not just about building better infrastructure—it is also about nurturing a healthier environment for future generations. By supporting large-scale afforestation initiatives, organizations can make a meaningful contribution to creating greener, more sustainable urban landscapes.

In line with this commitment, NCC Urban has been honoured with an Appreciation Certificate from the Government of Karnataka for its active participation in the Bengaluru Urban Ecological Restoration Mission 2026–30, a large-scale initiative coordinated by the Bangalore Development Authority (BDA) to promote environmental sustainability

through the planting of native species saplings.

The initiative has earned global recognition by securing a Guinness World Records title for "The Most Plants Planted by a Team in 12 Hours," highlighting the collective commitment towards ecological restoration and a greener future.

This recognition reflects NCC Urban's dedication to environmental stewardship and its continued efforts to contribute meaningfully to sustainable urban development. Through such initiatives, the company reinforces its commitment to creating lasting value for communities while supporting the conservation of the natural environment.

NCC Limited Achieves 25,000+ Engine Hours with Eicher Over Burden Transport Trucks

NCC has achieved a significant operational milestone with its fleet of 20 Eicher Over Burden Transport Trucks, successfully completing more than 25,000 engine hours of operation. Recognising this achievement, VEC Commercial Vehicles Ltd. (VECV) felicitated NCC as the first company to successfully operate and complete 25,000+ engine hours with 20 Eicher Over Burden Transport Trucks. VECV presented the Milestone Achievement Award to NCC on 10 August 2026.

The milestone reflects NCC's focus on operational efficiency, equipment reliability and disciplined fleet management. The sustained performance of the vehicles is also a testament to the commitment and dedication of the project teams in ensuring safe, efficient and productive operations. This recognition by VECV reinforces NCC's commitment to excellence in equipment utilisation and project execution.

Congratulations to the entire team on this remarkable milestone!



RS Raju, Director (Projects), receiving the Milestone Achievement Award



Powering Uttar Pradesh Through RDSS

NCC Advances Reliable and Future-Ready Power Distribution Across Multiple Clusters

AS India's power sector continues its transformation under the Revamped Distribution Sector Scheme (RDSS), NCC is playing a pivotal role in modernising electricity distribution infrastructure across Uttar Pradesh. Executed for Madhyanchal Vidyut Vitaran Nigam Ltd. (MVVNL), the projects span urban and rural regions, focusing on reducing Aggregate Technical & Commercial (AT&C) losses while enhancing reliability, safety, and operational efficiency.

Across RDSS Clusters 1, 2, 4 and 5, NCC has completed a wide range of electrical infrastructure works, including feeder bifurcation and segregation, LT line replacement, reconductoring, underground and armoured cabling, installation of capacitor banks, Distribution Transformers (DTRs), Vacuum Circuit Breakers (VCBs), and control room extensions. These interventions have strengthened the distribution network, improved voltage stability, minimized technical losses and power theft, and ensured a more dependable electricity supply for thousands of consumers.

RDSS Cluster-1: Strengthening Urban Power Infrastructure in Lucknow

Under the RDSS Cluster-1 Project covering Lesa Cis-Gomti, Lesa Trans-Gomti and Lucknow, NCC completed several key modernisation works across multiple substations and feeder networks.

Major activities included LT replacement works using high-capacity Aerial Bunched (AB) cables at Subhash Park and Vipin Khand substations, improving operational

safety, reducing technical losses, and enhancing grid reliability. Reconductoring works at the ITI Aliganj Substation upgraded aging conductors with higher-capacity lines, ensuring a more stable electricity supply.

The project also included feeder bifurcation works at Madiyawa railway crossing, Purania Substation, and Vishwas Khand Substation using underground cabling and improved feeder configurations. These upgrades have balanced electrical loads, minimized feeder overloading, and strengthened the overall distribution network across the city.

RDSS Cluster-2: Modernising Rural Networks in Hardoi and Lakhimpur

The RDSS Cluster-2 Project covered Hardoi and Lakhimpur districts, with key infrastructure works completed across multiple substations to improve rural electricity distribution.

Major achievements included 11 kV feeder bifurcation works at Sandila Gramin and Gausganj substations, along with feeder segregation at Imaliyabagh and Alamnagar substations. These interventions separated agricultural and domestic loads, enabling better load management and improving supply reliability.

Modernisation of low-tension networks was carried out through LT replacement works at Setha and Karawan villages using high-capacity AB cables, significantly improving operational safety, reducing transmission losses, minimizing power theft, and enhancing distribution efficiency.

ELECTRICAL



An Icon of Modern Commerce World Trade Centre, New Delhi Crowned “Commercial Landmark of the Year 2026”



NCC's prestigious World Trade Centre, New Delhi project has been honoured with the "Commercial Landmark of the Year – New Delhi 2026" award at the ET Now Realty Conclave & Awards 2026, reaffirming its position as one of the capital city's most iconic commercial developments.

The award was presented by Raj Bhushan Choudhary, Minister of State, Ministry of Jal Shakti, during the grand awards ceremony held on 13 June 2026 at Taj Palace, New Delhi. The recognition celebrates excellence in commercial real estate and acknowledges projects that set new benchmarks in design, construction quality, sustainability, innovation and urban development.

The World Trade Centre, New Delhi, stands as a symbol of NCC's unwavering commitment to engineering excellence, quality construction and timely project execution. Designed to meet the evolving needs of modern businesses, the landmark development combines world-class infrastructure with contemporary architecture, creating a dynamic business destination that contributes significantly to Delhi's commercial landscape.

Receiving this prestigious honour is a testament to the dedication, technical expertise and collaborative efforts of the project team, whose relentless pursuit of excellence transformed a vision into a world-class commercial landmark. The achievement also reflects NCC's capability to deliver complex, high-value developments that meet the highest standards of quality, safety and sustainability.

The ET Now Realty Conclave & Awards is one of the country's most respected platforms recognising outstanding achievements in the real estate and infrastructure sectors. Winning the "Commercial Landmark of the Year – New Delhi 2026" award further strengthens NCC's reputation as a trusted leader in creating landmark infrastructure that shapes India's urban future.

These completed works have strengthened rural power infrastructure across the project area and are expected to deliver long-term improvements in service quality, network stability, and consumer satisfaction in both Hardoi and Lakhimpur districts.

RDSS Cluster-4: Building Smarter Distribution Networks Across Five Districts

Under RDSS Cluster-4, NCC executed major electrical infrastructure upgrades across Ayodhya, Ambedkar Nagar, Barabanki, Sultanpur and Amethi districts.

In Barabanki, the works included 33 kV feeder bifurcation at Pandara Substation, LT replacement at Sidhour using AB cables, feeder segregation at Sidhour and Deviganj substations, and installation of capacitor banks with control room extensions. These improvements have enhanced voltage regulation, strengthened load management, and improved operational safety.

In Ayodhya, modernisation activities included feeder bifurcation at Baba Bazar Substation, LT reconductoring under the Saidpur feeder, control room expansion at Mumtaz Nagar Substation, LT armoured cabling at Naka Durgapuri, and underground cabling in congested urban stretches near Durgapuri Bifurcation. These upgrades have improved network reliability, reduced losses, and strengthened power distribution across both urban and semi-urban areas.

RDSS Cluster-5: Enhancing Power Reliability Across Four Districts

The RDSS Cluster-5 Project covered Bahraich, Gonda, Balrampur and Shravasti districts, delivering significant improvements to both rural and urban distribution systems.

In Bahraich and Shravasti, NCC completed LT armoured cabling, installation of capacitor banks, and 11 kV and 33 kV feeder bifurcation works. These upgrades have improved voltage stability, reduced transmission losses, strengthened safety, and enabled better load balancing across the network. LT replacement using AB cables further enhanced operational efficiency while minimizing power theft.

In Gonda, the scope included feeder bifurcation, LT replacement, installation of Distribution Transformers (DTRs), capacitor banks, and erection of Vacuum Circuit Breakers (VCBs). Key works at Maskanwa, Gharighat, and Khorasha substations have strengthened network protection, improved voltage regulation, and enhanced the reliability of electricity supply across both rural and urban areas.

Powering Sustainable Growth

The successful execution of RDSS projects across these clusters reflects NCC's expertise in delivering complex power distribution infrastructure that supports India's growing energy needs. By modernising legacy systems and strengthening both rural and urban electricity networks, these projects contribute to a more resilient, efficient, and future-ready power distribution system.



UP CM Yogi Adityanath and Union Minister Hardeep Singh Puri reviewing the scale model of the project

A Sporting Landmark Takes Shape

Foundation Stone Laid for Gorakhpur International Cricket Stadium

NCC has played a significant role in creating some of India's finest cricketing venues, combining engineering excellence with world-class sporting infrastructure. From the iconic Rajiv Gandhi International Cricket Stadium, Hyderabad, to the Shaheed Veer Narayan Singh International Cricket Stadium, Raipur, and the Bharat Ratna Shri Atal Bihari Vajpayee Ekana Cricket Stadium, Lucknow.

In India, cricket is far more than a sport—it is an emotion that unites millions across regions, languages, and generations. Every match transforms streets into silent spectators' galleries, homes into mini stadiums, and victories into nationwide celebrations. Cricket is woven into the country's cultural fabric, and the stadiums that host these unforgettable moments become symbols of pride, aspiration, and sporting excellence.

Over the years, NCC has played a significant role in creating some of India's finest cricketing venues, combining engineering excellence with world-class sporting infrastructure. From the iconic Rajiv Gandhi International Cricket Stadium, Hyderabad, to the Shaheed Veer Narayan Singh International Cricket Stadium, Raipur, and the Bharat Ratna Shri Atal Bihari Vajpayee Ekana Cricket Stadium, Lucknow, NCC has delivered stadiums that have hosted international matches. Continuing this legacy, NCC is now building another landmark that will inspire future generations of cricketers.

The International Cricket Stadium at Tal Naudar, Gorakhpur, is a landmark initiative of the Government of

Uttar Pradesh aimed at strengthening the state's sports infrastructure and creating a world-class destination for cricket. The project was officially launched on 16 May 2026 by Chief Minister of Uttar Pradesh, Yogi Adityanath, and Union Minister for Petroleum and Natural Gas, Hardeep Singh Puri, during a grand groundbreaking ceremony.

The project
was officially
launched on
16 May 2026

During the groundbreaking ceremony, a detailed scale model of the entire sports complex showcased the vision and grandeur of the project. The progress achieved by the NCC team received high appreciation from the Chief Minister of Uttar Pradesh, the Department of Sports, and UP Public Works Department (UPPWD). In recognition of the team's outstanding commitment and execution, UPPWD presented a Certificate of Appreciation to NCC. The honour was received by Preetam Sheoran, Manager and Animesh Mishra, Project Manager on behalf of the entire project team.

Once completed, the International Cricket Stadium at Gorakhpur will stand as another testament to NCC's capability in delivering world-class sporting infrastructure.

Hallmarks of Execution Excellence

Emaar-Amaris Project Wins Dual National Honours



Building better, safer, together

NCC believes that world-class infrastructure is built on two unwavering foundations—safety and quality. These principles are deeply embedded in every stage of project execution, driving operational excellence, innovation, and continuous improvement. Reinforcing this commitment, the Emaar-Amaris Project, Gurugram, has earned two prestigious national recognitions, bringing laurels to NCC for its exemplary standards in Occupational Health & Safety and Quality Management.

01 / SAFETY EXCELLENCE

Platinum Recognition

IINA 2026. OHS PRACTICES

The project received the **Platinum Award** at the Infrastructure Skill Development Academy (ISDA) Infracon National Awards (IINA) 2026 for its outstanding Occupational Health and Safety (OHS) practices. Presented during a ceremony held at the India Habitat Centre, New Delhi, on 5 June 2026, the award recognised NCC's proactive approach to creating a safe and healthy work environment through robust safety systems, stringent compliance, and a strong culture of prevention.

The award was received on behalf of NCC by Vipin Pandey, General Manager & Project In-Charge, Jai Prakash Singh, AGM (HSE), and Ajay Kumar, Manager (HSE). Adding to the achievement, Vipin Pandey was also honoured with the IIN Gold Award in the Construction Project Head category for his exceptional leadership and contribution to project excellence.



02 / QUALITY INNOVATION

National Honour



NATIONAL QUALITY INNOVATION AWARD - 2026

Complementing its safety success, the Emaar-Amaris Project was also conferred the National Quality Innovation Award – 2026 at the 5th National Quality Convention Programme, organised by the Quality & Safety Forum, Institution of Engineers (India). The award recognises organisations that demonstrate excellence in quality management, innovation, and continuous process improvement.

The project was honoured with a trophy and certificate by Devendra Gill, Execution Director, Delhi Metro and Chairman, Quality & Safety Forum, Institution of Engineers (India), along with Er. Manish Kothari, All India Chairman, Institution of Engineers (India). The recognition reflects the project's successful implementation of an effective Quality Management System (QMS), ensuring consistency, efficiency, and superior execution across every phase of construction.

Two recognitions. One unwavering standard.

These prestigious recognitions reaffirm NCC's relentless pursuit of excellence, where quality and safety go hand in hand. They stand as a tribute to the dedication, professionalism, and teamwork of the Emaar-Amaris Project team, whose collective efforts continue to set new benchmarks in delivering safe, sustainable, and high-quality infrastructure.

Lifting the Standard of Safety

MMRDA Mumbai Metro Project Receives Golden Hook Award 2026



Nisha Shukla and Bhagyashree presenting the award to Amit Chaturvedi and Suresh Keshavan of NCC

Safety is not merely a compliance requirement; it is a culture that reflects an organisation's values, commitment, and responsibility towards its workforce. Reinforcing this belief, NCC has added yet another feather to its cap by winning the prestigious Golden Hook Award at the Lifting India Safety Awards 2026 for its exemplary Health, Safety and Environment (HSE) practices at the MMRDA Mumbai Metro Rail C-102 Project in Mumbai. The award was presented during a grand ceremony held at the Yashwant Rao Chavan Auditorium, Mumbai, on 22 May 2026. The honour was conferred by Nisha Shukla, Co-Founder of Inspire Safety Foundation, Mumbai, along with celebrity Chief Guest and Bollywood Actress, Bhagyashree, recognising NCC's unwavering commitment to creating a safe and healthy work environment.

Representing NCC Limited at the event, Amit Chaturvedi, Chief Manager (HSE), and H Suresh Keshavan, Manager (HSE), proudly received the award on behalf of the organisation. Their presence on the stage symbolized the collective efforts of an entire project team that has consistently placed safety at the forefront of every activity.

The recognition is a testament to the dedication, discipline, and teamwork demonstrated by the MMRDA Mumbai Metro Rail C-102 project team. Under the able guidance of the Project In-Charge and Project Coordinator, the team has successfully nurtured a strong safety culture, ensuring that every task is executed with meticulous attention to health and safety standards. Through continuous training, proactive risk management, and adherence to best practices, the project has set a benchmark for safety excellence in the construction industry. Winning the Golden Hook Award is not merely an achievement for a single project; it reflects NCC's organisation-wide commitment to HSE excellence. It underscores the company's belief that every employee has the right to return home safely each day and that safety remains integral to operational success.

The Corporate HSE Team extends its heartfelt congratulations to everyone associated with the MMRDA Mumbai Metro Rail C-102 Project for this remarkable achievement and conveys its best wishes to all project teams for continued success, safe operations, and many more accolades in the years ahead.

Congratulations to Team MMRDA Mumbai Metro Rail C-102 for raising the bar of safety excellence and bringing glory to NCC.

NCC Recognised Among Top GeM Sellers/Service Providers

NCC has added another significant achievement to its growing list of recognitions, emerging as one of the Top Three GeM Sellers/Service Providers under the Non-MSME Services category for 2025-26.

The recognition was conferred by the Government e-Marketplace (GeM), Ministry of Commerce & Industry, Government of India, in appreciation of NCC's performance on the GeM platform. The award was presented as part of the celebrations marking the 10th Foundation Day of GeM, recognising leading sellers and service providers who have made a notable contribution to the Government's digital procurement ecosystem.

The award was received by NS Prakasa Rao, JGM [Technical], Mining Division, on 10 August 2026 in New Delhi. He received the honour from Union Minister of Commerce & Industry, Piyush Goyal. The recognition reflects NCC's commitment to transparent, efficient



NS Prakasa Rao, JGM receiving the award from Union Minister Piyush Goyal

and responsive execution, while leveraging the GeM platform to serve government institutions effectively. It also underscores the organisation's ability to deliver quality services while adhering to the principles of accountability and digital procurement.

Being ranked among the top three in the Non-MSME Services category is a proud moment for NCC and a testament to the collective efforts of the teams involved. The achievement further strengthens NCC's standing as a reliable partner in the government procurement ecosystem and reinforces its commitment to excellence in service delivery and execution.

Raising the Bar on Quality, Security and Compliance

Three Key ISO Audits Conducted

At NCC, excellence is sustained not only through engineering and execution but also through robust management systems that ensure quality, security, and continual improvement. In line with this commitment, NCC conducted three key ISO audits across different business functions in June 2026 validating its adherence to internationally recognised standards.



Strengthening Information Security at Corporate Office

As part of its ongoing commitment to protecting critical information assets, NCC successfully underwent the Information Security Management System (ISMS) Surveillance Audit under ISO 27001 at the Corporate Office on 12 June 2026.

Conducted by TÜV NORD India, the audit was led by External Auditor Rajeev Kurur in coordination with the NCC ISO Team comprising Dr P Hari Babu and T Venkata Satya Prasad. The comprehensive assessment reviewed the effectiveness of the organisation's Information Security Management System, reaffirming NCC's commitment to continual improvement, regulatory compliance, and internationally accepted information security practices.

Driving Quality Excellence at RWS Amravati, Maharashtra

NCC's commitment to quality management was further reinforced through the successful completion of the Quality Management System (QMS) Surveillance Audit at the RWS Amravati Project, Maharashtra, on 10 June 2026.

The audit, conducted by Global Management Solutions Certification Pvt Ltd, was led by External Auditor Ramarao with support from the NCC ISO Team comprising T Venkata Satya Prasad and T Vardha Raidu. The exercise involved a detailed evaluation of project processes, documentation, and implementation practices to ensure continued compliance with ISO 9001 standards. By consistently maintaining these standards, the project continues to strengthen NCC's reputation for delivering quality infrastructure.

Sustaining Operational Excellence at ITJSK WSP Rajasthan

Continuing its quality journey, the Integrated Taranagar-Jhunjhunu-Sikar-Khetri (ITJSK) Water Supply Project (WSP) - Operation & Maintenance, Rajasthan, successfully completed its Quality Management System (QMS) Recertification Audit under ISO 9001:2015 on 1 June 2026.

The audit was carried out by External Auditor MLN Chary from TÜV NORD India, along with Narendra Mali, Deputy Manager (IMS/ISO), NCC. It included a comprehensive review of quality management practices, operational processes, and continual improvement initiatives. The successful recertification marks the completion of the project's second certification cycle since receiving its initial ISO 9001:2015 certification in July 2023.

Growing Greener Together

World Environment Day Celebrated Across NCC Sites

NCC project sites across the country observed World Environment Day on 5 June 2026 with a series of meaningful initiatives reaffirming the company's commitment to environmental stewardship. Employees enthusiastically participated in tree plantation drives, awareness programmes, cleanliness campaigns, and other eco-friendly activities, highlighting the importance of conserving natural resources and promoting sustainable practices. The celebrations reflected NCC's collective resolve to build a greener, healthier future for generations to come.



AIIMS Bibinagar



APCRDA LPS Zone 12



BPTP Downtown Project Gurugram



GMCH Guwahati



IDC Betkuchi



JJHA Indrapuri



LTMG SION Hospital



MRWSS Ranchi



RWS Patna Yard



SSH Jorhat



SSH Tejpur



SWSM Raebareli



WBPWSP Purulia



WWTF Malad

Safety First

Building a Stronger Culture of Workplace Safety



Maliwada Substation



RWS Mumbai

At NCC, safety is more than a statutory obligation—it is a core value embedded in every project and workplace. Through continuous awareness programmes, training initiatives, and stakeholder engagement, the Company is strengthening a proactive safety culture that empowers employees, promotes best practices, and ensures safe execution across its operations. Two recent initiatives at Maliwada Substation, Aurangabad and RWS Mumbai reaffirm this unwavering commitment to creating safer workplaces.

Safety Awareness Takes Centre Stage at Maliwada Substation

A Safety Week Awareness Programme was successfully conducted at the 33/11 kV Maliwada Substation under the RDSS–Aurangabad (T-17) Project, reinforcing NCC's commitment to fostering a strong safety culture.

The programme was attended by Satish Ingale, Electrical Inspector, Government of Maharashtra, representatives from the Maharashtra State Electricity Distribution Company Limited (MSEDCL), the local Sarpanch, and the NCC project team. Their participation reflected the collective commitment of all stakeholders to maintaining the highest standards of safety at project sites.

The awareness session focused on enhancing knowledge of electrical safety, promoting safe work practices, preventing workplace accidents, and strengthening the overall safety culture among engineers, supervisors, and the workforce.

Strengthening Workplace Safety at RWS Mumbai

Continuing its focus on safety awareness, NCC organised a Safety Awareness Training Programme on 22 May 2026 at the RWS Mumbai office to reinforce safe work practices and encourage a proactive approach towards workplace safety.

The programme was organised by PVSSN Raju, Senior Project Manager – Mechanical. The training sessions were conducted by Nagaraj Hiraganahalli Prabhakara, Joint General Manager – Mechanical (CWS), and Imran Mohammad, Manager – Safety (CWS), who shared practical insights on workplace safety, hazard identification, risk mitigation, and the importance of adhering to established safety protocols.

The programme enhanced employees' awareness of safety practices while reaffirming NCC's commitment to providing a safe, healthy, and secure working environment across all its operations.

Together, these initiatives reflect NCC's steadfast commitment to embedding safety into every aspect of its operations, ensuring that every project is delivered with the highest standards of care, responsibility, and operational excellence.



ICS Gorakhpur



SSH Diphu



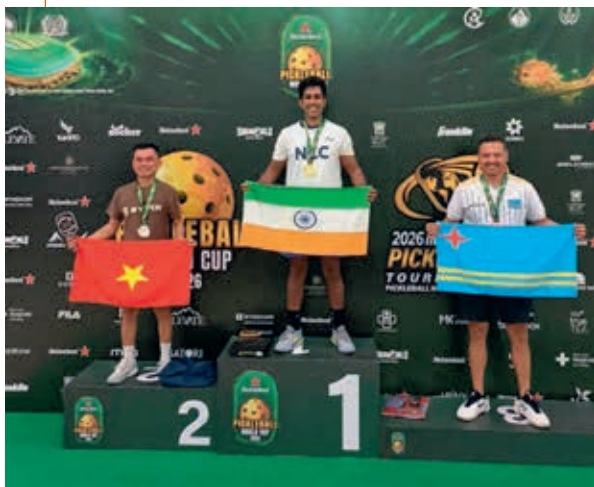
WBDWSIP Haroa and Bhargar II



RDSS Ranchi

Sponsorship

Vivek Strikes Gold at the Pickleball World Cup



NCC sponsored athlete Vivek Reddy Priyadarshini has brought laurels to India by winning the Gold Medal in the 40+ Men's Singles 4.5-5.0 category at the 2026 Pickleball World Cup held in Vietnam from 30 August to 6 September 2026. Competing against seasoned players from across the world, Vivek delivered a confident and consistent performance throughout the tournament to emerge as a champion in his category. India finished first, followed by Vietnam in second place and Aruba in third place.

Vivek's medal-winning campaign also includes a bronze medal in men's doubles category. His ability to perform under pressure and maintain his focus against strong international competition enabled him to finish at the top and claim the coveted gold and bronze medals.

NCC is proud to have supported Vivek in his international sporting journey. The sponsorship reflects NCC's commitment to encouraging sporting talent and providing deserving athletes with opportunities to compete at the highest level.

Embracing Next-Generation Surveying Solutions



The NCC Survey Team participated in a Survey Roadshow Training programme organised by Topcon Sokkia Technology Pvt Ltd on 22 May 2026 at the JW Marriott Hotel, Mumbai. The training brought together experts from the Japanese and Indian teams of Topcon, who shared the latest advancements in surveying technologies,

equipment, and best practices. The programme provided valuable learning opportunities and hands-on insights, making it a rewarding experience for the NCC survey professionals and further enhancing their technical capabilities.

SITE VISIT



Asian Development Bank (ADB) delegation during their site visit to Bhangan - II project on 29 June 2026



JICA team's site visit to the WBPWSP Purulia project location on 08 June 2026

Playing Together, Winning Together

Mumbai Region Cricket Tournament Fosters Team Spirit



THE Metro Bhavan site came alive with the spirit of sportsmanship as it hosted the Metro Bhavan Cricket Tournament under the guidance of I Bhuloka Raju, Deputy General Manager. The tournament brought together three enthusiastic teams—Metro Bhavan Project Team (CA-60), LTMG Sion Hospital Team, and Metro CA-102 Team—for an exciting day of friendly competition.

The matches were played with great enthusiasm, showcasing teamwork, determination, and healthy competition. After a series of closely contested encounters, the Metro Bhavan Project Team (CA-60) emerged as the

tournament champions, while the LTMG Sion Hospital Team secured the runners-up position and the Metro CA-102 Team finished as the second runners-up.

A special word of appreciation goes to Uma Shanker and Gangadhar from the LTMG Site, and J Srinivasa Rao and Bharat Setti from the CA-102 Project for their wholehearted support and active involvement in making the tournament a success.

More than just a sporting event, the tournament reinforced the values of teamwork, mutual respect, and collaboration, reflecting the strong bonds that unite NCC teams both on and off the project site.



Former Board Chairman, NCC Hemanth Nerurkar visited WWTF Malad, on 04 June 2026



Union Health Minister, JP Nadda, visited AIIMS Binagar project site on 09 July 2026



Municipal Commissioner, Ashwini Bhide visited WWTF Project Malad on 18 July 2026

INTERNATIONAL YOGA DAY 2026



CELEBRATING WELLNESS, STRENGTH AND BALANCE

International Yoga Day was celebrated across NCC sites on **21 June 2026**, with employees and project teams coming together to embrace the benefits of yoga for physical fitness, mental well-being and a balanced lifestyle.

The celebrations included yoga and wellness sessions featuring various asanas and breathing exercises, encouraging employees to make yoga a part of their daily routine.

The initiative reflected NCC's commitment to the holistic well-being of its people and promoting a healthier, more energetic and harmonious workplace.



ADCL 43 & 44



Metro Bhavan Mumbai



WBPWSP Purulia



UP Patwadh WSS



N 12 Labour Camp Amaravati



Improves
Flexibility



Reduces
Stress



Boosts
Energy



Enhances
Focus



Promotes Overall
Well-being

Stronger People. Stronger Projects. Stronger NCC.





By Dr AS Durga Prasad

COMPETENCE BUILDS PERFORMANCE CAPACITY BUILDS LEADERSHIP

DURING my five decades in industry, I have had the opportunity to work in organisations of different sizes, cultures, and stages of growth. Looking back, one lesson stands out very clearly. Success in management depends on competence, but success in leadership depends on capacity.



Early in my career, competence meant acquiring knowledge, understanding systems, maintaining discipline, and delivering results. I learnt inventory management, costing, manufacturing processes, financial controls, project execution, and the importance of timely decisions. Every assignment added another skill and every challenge strengthened my confidence. Competence gave me the ability to manage people, improve processes, and contribute to organisational performance.



As my responsibilities grew, I discovered that experience alone was not enough. There were situations where no manual could provide the answer. A project faced unexpected delays, markets became uncertain, employees were anxious, and external events disrupted carefully prepared plans. In those moments, leadership was not about demonstrating authority or having immediate answers. It was about remaining calm, listening carefully, understanding different perspectives, and taking balanced decisions despite incomplete information.



That is when I realized the importance of leadership capacity. Capacity is developed not merely by learning new skills but by being willing to question long-held assumptions. It requires the humility to unlearn practices that have outlived their usefulness and the courage to embrace new ways of thinking. Leaders who continue to rely only on yesterday's successes often struggle in tomorrow's realities.



In today's business environment, marked by digital transformation, geopolitical uncertainties, sustainability expectations, and rapidly changing stakeholder demands, organisations need leaders who combine competence with capacity. Technical expertise remains essential, but equally important are strategic thinking, emotional maturity, ethical judgment, adaptability, collaboration, and resilience.



Way Forward

The leaders of the future must become lifelong learners. More importantly, they must become lifelong unlearners and relearners. Leadership development should therefore move beyond technical training and include exposure to diverse experiences, mentoring, cross-functional responsibilities, and reflective learning. Boards and senior management should encourage a culture where questioning, innovation, and continuous improvement are valued as much as operational excellence. Competence enables an organisation to perform efficiently. Capacity enables it to endure uncertainty, adapt to change, and seize new opportunities. Sustainable success will belong to organisations whose leaders possess both. My experience has taught me that while competence earns respect, it is leadership capacity that earns trust. In times of certainty, people appreciate competent managers. In times of uncertainty, they look for leaders with the capacity to inspire confidence and guide the organisation forward.

Boards and senior management should encourage a culture where questioning, innovation, and continuous improvement are valued as much as operational excellence.

STRAIGHT FROM THE HEART



Babu Perumal
Manager (Stores),
RWS-Chennai

Best advice I ever got

Devotion to Duty, Defence of Dignity
and Dedication to Discipline

My role model

My father and my brother, whose
values of integrity, hard work, and
perseverance continue to inspire
and guide me

How I stay fit

Regular games of badminton keep
me active, energised, and healthy

A value I live by

Embracing lifelong learning and
striving to learn something new
every day

One skill I want to master

Infoc and other emerging
technologies that enhance efficiency
and productivity

My proudest moment at NCC

The moment our Whole-time
Director, ASN Raju garu gave me
my first job at NCC—a milestone
that marked the beginning of my
professional journey

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

Explore new ideas, learn new skills,
and broaden my horizons

If I could meet any famous person, it would be...

Prime Minister Narendra Modi,
for his leadership, vision, and
dedication to the nation's
development



Ram Prakash Thakur
Manager (Survey),
APCRDA Projects, Amaravati

Best advice I ever got

Safety and honesty should
always come before speed

My role model

My Eldest Brother

How I stay fit

Balanced diet, staying active,
and walking regularly

A value I live by

Respect for people and
commitment to excellence

One skill I want to master

Using AI in my regular survey
activities for the best results

My proudest moment at NCC

Working under senior
executives, which expanded my
knowledge and enriched my
professional experience

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

Devote it to learning AI and
enhancing my AutoCAD skills

If I could meet any famous person, it would be...

MS Dhoni, if the opportunity is
available



**Surya Subramanya Varma
Rudraraju**
Manager (Stores),
TSTRANSCO - Yellaipally Project

Best advice I ever got

Stay Consistent and honest in
Personal and Professional Life

My role model

MS Dhoni for his sincere service to
the nation through Indian cricket

How I stay fit

By walking regularly, exercising, and
drinking enough water throughout
the day

A value I live by

Integrity in thought and action

One skill I want to master

Strategic decision making and
effective Implementation

My proudest moment at NCC

Completing 20 years of dedicated
service with an organisation that has
shaped my professional journey

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

Spend time with my family and
friends

If I could meet any famous person, it would be...

MS Dhoni because of his good
leadership qualities



B Nataraj

Corporate Secretarial

Best advice I ever got

Always maintain a positive attitude towards new ideas

My role model

My parents are my first and best role models

How I stay fit

I stay healthy through positive thinking and regular exercise

A value I live by

Honesty

One skill I want to master

Identifying opportunities in times of crisis

My proudest moment at NCC

Receiving prize on stage from Chairman Emeritus, Dr AVS Raju garu, at NCC Fiesta 2007

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

Use it for serving and caring for cows

If I could meet any famous person, it would be

Viswanathan Anand, a five-time World Chess Champion



P Kumara Raja

Manager (Stores),
Water Division, HO

Best advice I ever got

Stay humble, keep learning, and let your work speak for itself

My role model

Netaji Subhas Chandra Bose, because his leadership, discipline, and patriotism

How I stay fit

By exercising regularly, eating a balanced diet, maintaining discipline in my daily routine, and keeping a positive mindset

A value I live by

Discipline. It helps me stay focused, responsible, and committed to my duties

One skill I want to master

Continuous learning, so I can keep improving throughout my career

My proudest moment at NCC

Contributing to 339 MLD STP Amberpet Project in 2005 made me feel proud and increased my confidence

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

Spend it with my family

If I could meet any famous person, it would be...

Netaji Subhas Chandra Bose for his courage, and unwavering dedication to the nation



K Durga Bhavani

Manager, Insurance Dept

Best advice I ever got

Stay consistent in your efforts and honest in your actions. Help people around you grow, and you will grow alongside them

My role model

My parents, whose values, hard work, integrity, and resilience continue to inspire and guide me every day

How I stay fit

I maintain a healthy lifestyle by walking for at least 30 minutes every day and limiting processed foods to keep my energy levels high and my overall health in balance

A value I live by

Honesty and empathy

One skill I want to master

Decision-making with greater confidence and promptness

My proudest moment at NCC

Joining NCC as a Trainee and completing 18 years of dedicated service with a deep sense of satisfaction and pride

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

Spend it with my kids, creating memories and cherishing every moment together

If I could meet any famous person, it would be...

MS Dhoni, for his excellence, calm leadership, and humility

Guided by Discipline

Growing Through Learning

From his early days at the Yelahanka KHB and SHAR projects, Ravi AG, Chief Manager (IS), Regional Office, Bengaluru, has witnessed the Company's remarkable journey of growth and transformation firsthand. Instrumental in supporting NCC's digital initiatives at Bengaluru, his career reflects commitment, discipline, and continuous learning. In this edition of One-2-One, he shares the experiences that shaped his professional journey, memorable milestones, advice for young professionals, and the values that keep him grounded.

How do you see your professional development in NCC? What has been the driving force behind your achievements?

I joined the company on 01.04.1994 at the Yelahanka KHB Project. After completing my initial training, I was transferred to the SHAR Project, Sriharikota. This assignment proved to be a turning point in my career, as it instilled in me the values of punctuality, sincerity, effective planning, and the importance of completing work within the scheduled timelines. The dedicated support and excellent coordination of our EDP team played a vital role in helping us achieve our targets efficiently. This experience significantly contributed to my professional growth and helped shape my work ethic.

What has been your most unforgettable moment at NCC?

When I joined the company, our annual turnover was around ₹40 Crores. Within the following year, it crossed ₹100 Crores, which was a significant milestone for the organisation. At that time, I was working at the SHAR site, and I vividly remember the sense of pride and celebration shared by everyone on achieving this remarkable growth.

Another proud and memorable moment in my career was receiving the 30 Years of Service Memento from our Whole-time Director Sri JV Ranga Raju sir. Being recognised for three decades of dedicated service was a truly special honour and remains one of the happiest and most cherished moments of my professional journey.



Ravi

Chief Manager (IS), RO-Bengaluru

If you could give one piece of advice to young professionals joining NCC today, what would it be?

Be committed to continuous learning and always approach your work with sincerity, discipline, and a sense of responsibility. The construction industry offers immense opportunities for growth, but success comes to those who are willing to work hard, learn from experienced colleagues, adapt to challenges, and uphold the highest standards of quality and safety. Focus on building your knowledge, earning trust through your actions, and contributing positively to the organisation. If you do this consistently, professional growth and success will naturally follow.

After more than three decades with NCC, what values or principles have remained constant for you, and what would you like your colleagues and the younger generation to remember about your journey?

Looking back on my journey of more than three decades with NCC, I believe that certain values have guided me consistently—discipline, sincerity, commitment, hard work, teamwork, and respect for everyone. I have always believed in carrying out every responsibility with dedication and integrity, while continuously learning from each experience. I would like my colleagues and the younger generation to remember that success is built through consistent effort, teamwork, and a commitment to doing the right thing. Above all, I hope my journey inspires them to remain grounded, keep learning, and give their best in every role they undertake.

What are your hobbies and how do you use your leisure time?

I enjoy spending quality time with my family, whether it's traveling together, watching movies, or taking part in recreational activities. Whenever I have some free time, I also enjoy engaging in agricultural activities with my brother. These moments help me unwind, recharge, and maintain a healthy work-life balance while staying connected to my family and roots.

Please share a few details about your family.

My wife, Jyothilakshmi, is a homemaker who manages our household responsibilities with remarkable dedication and efficiency. She has been a constant source of support throughout my professional journey, contributing significantly to my growth and success.

We are blessed with a son Chiranjeevi who has completed his MBA and is currently working as a Team Leader in a multinational company. He recently married Deeksha S, who is employed as an Assistant Professor at a reputed college.

We live in a joint family and strongly believe in the values of education, discipline, mutual respect, and unwavering support for one another. These principles form the foundation of our family life and guide us in both our personal and professional endeavours.



WELCOME TO NCC Family

April to June 2026

A warm welcome and lots of good wishes to new joiners (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.

Katti Pavan Kumar

General Manager (F&A)
Electrical Division, HO

Katti Pavan Kumar joined NCC as General Manager (Finance & Accounts), Electrical Division, Head Office and is reporting to Ravindranath Ratho, Executive Vice President. A qualified Chartered Accountant, he is an All-India Rank holder in CA. He holds a Bachelor of Commerce (BCom) degree from Gulbarga University. Prior to joining our team, he held various positions at several organisations, including KTG Group, Earthstone Group, and Bramhani Industries Ltd. He has over 19 years of rich experience in the Finance & Accounts function, including expertise in project report preparation and fundraising.



Chilka Satyanarayana

Sr General Manager (Rolling Stock & Systems)
MMRDA-Line 6 Rolling Stock (CA-232), Mumbai

Chilka Satyanarayana joined NCC as Senior General Manager – Rolling Stock & Systems for our MMRDA-Line 6 Rolling Stock (CA-232) project in Mumbai and is reporting to Manas Ranjan Panda, Vice President (Tech). He holds a Bachelor of Engineering (Mechanical) degree from the University of Allahabad and a Diploma in Automobile Engineering from SGM Government Polytechnic in Vanasthalipuram, Hyderabad. Prior to joining our team, he held various positions at multiple organisations, including Hatch Associates India Pvt Ltd, Aevitas Pharmagro Tech Pvt Ltd, Infotech Enterprises Ltd, Ventra Locomotives Ltd, and Ovis Equipment Pvt Ltd. He has over 30 years of experience in leading the design, procurement, and commissioning of metro and mainline systems.

5 WAYS TO BECOME MORE PATIENT

Patience is a virtue – but you can get better at it with these strategies

 Carolyn Todd



Stuck in traffic when you're already 15 minutes late. Waiting in line for lunch when you have only minutes to spare. Fuming while customer service puts you on interminable hold.

Many of us have experienced these and felt helplessly irritated when it occurred.

It's hard to be patient when you're facing stress, anger or anxiety, said Sarah Schnitker, a professor of psychology and neuroscience at Baylor University, US. "Once you get into that stress cycle, it can be hard to realise, 'Oh, I do have tools I can use,'" she said.

01



BREATH WORK

- A good first step is to take slow, deep breaths. It sounds too basic to work, but it does, Research shows this simple practice activates your nervous system's relaxation response. For best results, breathe in deeply, hold, exhale and hold again.
- Breathing can also help you plan for specific scenarios where you often lose patience Schnitker added. For example: If your child is taking too long over a particular task, take three deep breaths before responding.

02



ZOOM OUT

- Emillana Simon Thomas, science director of the Greater Good Science Centre at the University of California, Berkeley, US, suggests 'zooming out'. When you're angry, ask yourself if you will still remain upset about this after a month.
- You can also zoom out spatially she added. Visualising the airport from someone else's perspective may prompt you to give more grace to other passengers or security personnel at the airport as you wait.

03



REFRAME THE NARRATIVE

- Another idea is to see the positive in a seemingly frustrating scenario. "You're shifting the perspective from 'How come I'm in this situation?' to 'How fortunate am I to be here?'," Simon Thomas said.
- One quick way to do this: Swap 'I have to' with 'I get to'. So, instead of your kids' bedtime routine being something to endure, see it as an opportunity to spend time with them.

04



BE IN THE PRESENT

- If impatience comes from trying to rush to the next thing, its antidote is to settle into the present. "Be in the moment and really absorb it," Holmes said.
- A great way to do this is through mindfulness meditation. Just a few minutes of daily practice can make it easier to tap into it the next time you feel impatience bubbling up.

05



SOCIAL INTERACTIONS

- Research shows that even brief social interactions with strangers can boost your mood. So, if you're feeling impatient because of a late train, strike up a conversation with someone who's also waiting for it.
- Connecting with somebody who shares the inconvenience will not only feel nice, the time will also pass much quicker. If you can't strike up a physical conversation, call a friend or send a voice note.

(Source: An article by Carolyn Todd, originally published in The Washington Post and carried by The Economic Times (17 June 2026).)

EFFECTIVE COMMUNICATION

THE FOUNDATION OF WORKPLACE SUCCESS

By Sudhakara Moorthy, EVP-HR

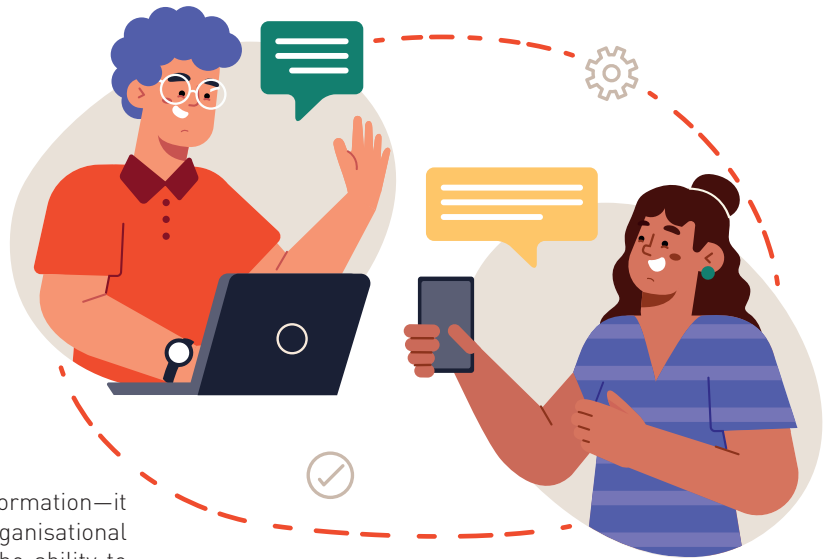
Communication is much more than exchanging information—it is the cornerstone of collaboration, trust, and organisational success. In today's dynamic work environment, the ability to communicate effectively plays a vital role in building strong relationships, improving productivity, and fostering a positive workplace culture.

At its core, effective communication involves clearly conveying ideas, thoughts, and expectations in a manner that is easily understood by others. Whether it is sharing project updates, discussing challenges, providing feedback, or presenting new ideas, clarity and transparency minimise misunderstandings, and helps ensure that everyone is aligned towards common goals.

Equally important is the art of active listening. Communication is a two-way process, and listening attentively is as valuable as

speaking effectively. Active listening involves giving full attention to the speaker, understanding their perspective, asking relevant questions, and responding thoughtfully. When employees feel heard and valued, it strengthens mutual respect and encourages open dialogue across teams.

Meaningful discussions with colleagues and leadership are another key aspect of effective communication. Open conversations create opportunities to exchange ideas, address concerns, solve problems collaboratively, and drive innovation. Employees who engage constructively with their peers and leaders contribute to a culture of transparency, inclusivity, and continuous improvement.



Practical Tips for Effective Communication

While communication is a skill that develops over time, a few simple practices can make a significant difference:

Be clear and concise: Organise your thoughts before speaking or writing. Focus on key points and avoid unnecessary complexity.

Listen to understand, not just to respond: Give your full attention to the speaker and avoid interrupting. Ask questions to clarify when needed.

Choose the right medium: A quick conversation may be more effective than a long email, while important decisions should be documented appropriately.

Pay attention to non-verbal cues: Body language, eye contact, facial expressions, and tone of voice often communicate as much as words.

Seek and provide constructive feedback: Regular feedback helps improve understanding, performance, and professional growth.

Practice empathy: Consider the perspective of others and communicate with respect and sensitivity, especially during difficult conversations.

Confirm understanding: Summarise key points or action items to ensure everyone is on the same page.

Continue learning: Observe effective communicators, participate actively in meetings, and seek opportunities to improve your communication skills.

In an increasingly connected workplace, communication extends beyond face-to-face interactions. Emails, virtual meetings, instant messaging, and collaborative platforms have become essential tools for sharing information. Regardless of the medium, professionalism, clarity, and empathy remain critical to ensuring messages are conveyed effectively. Remember, effective communication is not merely about speaking well—it is about creating understanding, building connections, and working together to achieve shared success.

Building Sustainably with Agrocrete Blocks

As the construction industry embraces sustainable and resource-efficient practices, innovative building materials are becoming essential to reducing environmental impact. Among these emerging solutions are Agrocrete blocks—an eco-friendly alternative that transforms agricultural residues and industrial by-products into durable, high-performance building materials.



AGROCRETE BLOCKS

Agrocrete blocks are an innovative, eco-friendly building material manufactured primarily from agricultural crop residues (such as rice straw, sugarcane bagasse, wheat straw, and corn stalks – 10-15%) combined with industrial by-products (Fly ash + reclaimed soil + C&D waste (60–70%) and Binder (made with slags) (10–20%).



AGRICULTURAL
CROP RESIDUES
(10–15%)



INDUSTRIAL BY-PRODUCTS
(Fly ash + reclaimed soil +
C&D waste)
(60–70%)



BINDER
(made with slags)
(10–20%)



KEY FEATURES



Eco-friendly: Manufactured using agricultural waste, reducing crop burning and landfill waste



Carbon-negative: Stores more carbon than is emitted during manufacturing



Lightweight: Lower dead load compared to conventional concrete blocks



Good thermal insulation: Helps maintain indoor temperatures and can reduce cooling energy requirements



Fire resistant: Suitable for buildings requiring improved fire performance



Sound insulation: Better acoustic performance than conventional masonry



Durable: Resistant to termites, rot, and moisture-related deterioration



APPLICATIONS

Agrocrete blocks can be used for:



Residential buildings



Commercial buildings



Institutional buildings



Boundary walls



Industrial buildings



Low-rise load-bearing structures (depending on the product grade and structural design)



BENEFITS FOR CONSTRUCTION PROJECTS



Faster construction due to larger block size



Reduced structural load, which may lower foundation and reinforcement requirements



Lower plaster and mortar consumption because of dimensional accuracy



Improved energy efficiency through better insulation



Supports green building certifications such as IGBC, GRIHA and LEED



“

As the building industry continues to seek innovative ways to reduce its environmental footprint, Agrocrete blocks demonstrate how sustainable materials can deliver both performance and environmental benefits.

”



Contributed by: Health, Safety and Environment Department

The Great Indian Wedding Photographer



THERE was a time when wedding photographers quietly stood in a corner, clicked a few pictures, and disappeared after the ceremony. Those days are gone. Today's Indian wedding photographer is no longer a photographer. He is a film director, event manager, choreographer, motivational speaker, traffic controller, wildlife photographer, and occasionally, a family counsellor.

THE COMMANDER ARRIVES

The wedding begins with the photographer arriving before the bride and groom. He surveys the venue like a military commander preparing for battle.

"Remove that chair."

"Move that flower."

"Uncle, please shift two inches to the left."

Nobody knows why, but everyone obeys.

THE CEREMONY OR THE SHOOT?

Soon, the bride and groom discover a shocking truth: the wedding is no longer about getting married. It is about getting photographed while pretending to get married.

THE PHOTOGRAPHER HAS A VISION

The couple must look natural. To achieve this, they are instructed to perform a series of completely unnatural activities.

"Sir, look at madam."

"Madam, don't look at sir."

"Now both look at the ceiling."

"Smile."

"Not that much."

"A little less."

"Perfect."

The poor couple spends three hours smiling at invisible objects while wondering if the marriage ceremony itself is still on schedule. Then comes the pre-wedding shoot.

THE PRE-WEDDING DRAMA

Two perfectly sensible adults are suddenly asked to run through fields, ride bicycles they cannot balance, stare romantically into the distance, and laugh uncontrollably at absolutely nothing. The result? A cinematic masterpiece that makes them look as though they have spent their entire lives dancing in mustard fields.

Indian relatives, meanwhile, face their own challenges. Every wedding photographer has a special relationship with uncles.

"Uncle, please move."

"Uncle, you're blocking the frame."

"Uncle, just one minute."

That one minute usually lasts three hours.

Aunts are treated more gently.

"Aunt, beautiful smile!"

Immediately, seventeen aunties appear from nowhere and demand individual portraits.

Children are another story. Photographers spend half the wedding chasing them like documentary filmmakers tracking rare animals in the wild.



THE GREAT GROUP PHOTO

The real masterpiece, however, is the group photo session. Two hundred guests must fit into one frame. The photographer climbs onto a ladder and begins issuing commands.

"Taller people at the back."

"Shorter people in front."

"Sir, remove your sunglasses."

"Madam, please open your eyes."

Just when everything is perfect, one person looks away. The process begins again. And then comes the final miracle.



THEN COMES THE FINAL MIRACLE



Months later—or sometimes even years later, by which time the couple may already have welcomed a child, or perhaps even twins—the family finally receives the wedding album. The venue looks like a royal palace. The lighting resembles a Bollywood movie. The groom looks six inches taller. The bride looks like a movie star. Even that uncle who spent the entire wedding eating jalebis appears sophisticated and distinguished. Everyone is delighted.

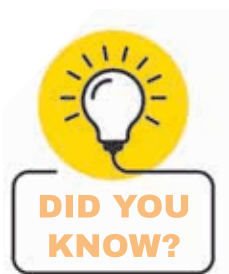


Nobody remembers the photographer's name. Until the next wedding. Then the family gathers around and asks the most important question of all:

**"Who was that photographer?
The one who made us all look
so good?"**

And thus begins another chapter in the extraordinary adventures of the Great Indian Wedding Photographer—the only person who works harder than the bride, groom, and both sets of parents combined.





Idli

THE BREAKFAST

That Travelled Through a Thousand Years

Soft, fluffy, white, and deceptively simple, the idli is one of India's greatest culinary inventions. Every morning, millions of people enjoy this steamed delight without realizing that they are eating a food with a history stretching back more than a thousand years.

One of the most surprising facts about the idli is that the earliest version did not contain rice at all. The first known reference to an idli-like dish appears in the Kannada text Vaddaradhane written in 920 CE. Known as iddalige, it was made from black gram (urad dal) soaked in buttermilk, ground into a paste, and shaped into spiced balls.

The idli was so important that it even received royal recognition. In 1130 CE, King Someshvara III included a recipe called iddarika in his encyclopedic work Manasollasa. Few foods can boast of being documented in a king's official handbook nearly 900 years ago!

The story becomes even more intriguing when we cross the seas. According to food historian KT Acharya, the origin of Idli can be traced back to the culinary traditions from Indonesia. Between the 9th and 12th centuries, many Hindu kings ruled Indonesia. When they visited India, they brought their royal chefs along. It is believed that the Indonesian dish Kedlis was introduced this way and later evolved into the Indian idli.

Another theory credits Arab traders who settled along India's western coast. Seeking simple and permissible food options, they may have prepared steamed rice cakes to be eaten with coconut chutney that gradually evolved into the idli we know today. While historians continue to debate these origins, everyone agrees that the idli's journey has been remarkably adventurous.

Nutritionists often rank the idli among the healthiest breakfasts in the world. It is steamed rather than fried, low in fat, rich in carbohydrates and protein, and gentle on the digestive system. Hospitals serve it, athletes rely on it, and grandparents swear by it.

Despite centuries of evolution, countless variations, and a journey that may have crossed oceans and kingdoms, the idli remains what it has always been—a simple, comforting food that brings people together. Not bad for a breakfast item that has been making mornings better for over a thousand years



A World of Idlis

India boasts dozens of fascinating idli varieties. Have you tried these?

Thatte idli – Karnataka's giant plate-sized, extra-soft idli.

Kanchipuram idli – Flavoured with pepper, cumin, ginger, and cashews.

Ramasseri idli – Kerala's rare, delicate idli made traditionally in earthen pots.

Rava idli – Born out of a severe rice shortage during World War II, it was invented by Bengaluru's iconic Mavalli Tiffin Room (MTR) when they cleverly replaced rice with semolina (sooji/rava)

Poha idli – Extra soft thanks to beaten rice.

Ragi idli – Rich in iron and fibre.

Oats idli – A modern health-conscious version.

Mini idli (Button idli) – Tiny bite-sized idlis often served swimming in sambar.

Ghee Podi idli (Guntur Karam idli) – Tossed in aromatic spice powder and ghee.

Idli Fun Facts:

Space-Ready Food: Scientists at India's Defence Food Research Laboratory developed special vacuum-packed "space idlis" for astronauts.

World Idli Day: Every year, March 30 is celebrated as World Idli Day by food lovers across the globe.

Global Traveller: From Singapore and Sydney to London and Los Angeles, idli has become an international ambassador of Indian cuisine.

And here's a delightful piece of food trivia: the soft and fragrant Mallige idli became so popular in parts of South India that many people affectionately began calling it "Khushboo idli", after South India actress Khushboo.



Honouring 35 Years of Service

A Nagaraju, Senior Engineer (Electrical), APCRDA LPS Zone-12, was honoured by NCC for completing 35 years of dedicated service with the organisation. The felicitation acknowledged his commitment, professional excellence, and valuable contribution to the organisation over the years. His remarkable milestone stands as a testament to the values of loyalty, perseverance, and excellence that continue to strengthen NCC's legacy.

A Nagaraju, Sr Engineer (Elec), APCRDA LPS Zone 12, being felicitated by Surya Sri Krishna Raju, Director (Projects)



A Ramesh, Driver, HO, being felicitated by AGK Raju, ED



S Kondala Rao, Foreman (Electrical), Adani Power Project, Raigarh, being felicitated by Surya Sri Krishna Raju, Director (Projects)



J Srinu, Jr Foreman (Mech), MMRDA Mumbai Metro C 102, being felicitated by ASN Raju, Whole-time Director & Harsha Varma, Director (Projects)



SA Rama Raju, Sr Manager (Stores), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech), NCC Urban



Ramadas Mahale, Sr Foreman, Tiptur RDWSP Project, being felicitated by K Arun Kumar, VP (Tech)



S Nageswara Rao, Foreman (Mech), RWS Maharashtra, being felicitated by V Sanjay Varma, Head AMD



M Prabhakara Rao, Jr Foreman, (Electrical), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM



Arun Bhandekar, Jr Foreman (Elec), TMC Flyover Thane, being felicitated by Rajesh Katte, SPM (Contracts)



D Mallikarjuna Rao, Asst General Manager (IS), HO, being felicitated by K Srinivasa Rao, Sr VP



DV Tata Rao, CGM (Contracts), Water Division, being felicitated by Vishnu Varma, Director (Projects)

B Prasad, Sr Mechanic, Deva Stock Yard 2, being felicitated by JV Ranga Raju, Whole-time Director

And There's More...



Rabindra Kumar Palei, Manager (IS), GMCH – Guwahati, being felicitated by ASN Raju, Whole-time Director and Harsha Varma, Director (Projects)



Subhabrata Sil, GM (Materials), Guwahati Branch Office, being felicitated by ASN Raju, Whole-time Director and Harsha Varma, Director (Projects)



B Venu Gopal, Project Manager, KRDL Bridges Gulbarga, being felicitated by JV Ranga Raju, Whole-time Director



NV Subramanyam Raju, K RIDE C4B Bengaluru, being felicitated by JV Ranga Raju, Whole-time Director

ASH Ravindra Varma, AGM (Materials), HO, being felicitated by Kausalya Raju, Director



Niranjan Kumar B, JGM (C&C), HO, being felicitated by Raghu Alluri, Director (Operations) and Harsha Varma, Director (Projects)



G Koteswara Rao, Sr Project Manager, APCRDA MLA/MLC Quarters, being felicitated by Surya Sri Krishna Raju, Director (Projects)

D Narayana Rao, Sr Manager (Corp Comm), HO, being felicitated by AGK Raju, ED & Srinivas Veluri, Head Corporate Communications



M Srinivas, Operator (P&E), APCRDA Happy Nest, being felicitated by Surya Sri Krishna Raju, Director (Projects) & Ravindra Raju, Director (CoE)



V Rama Raju, Sr Manager (Materials), APCRDA LPS Zone 12, being felicitated by Surya Sri Krishna Raju, Director (Projects)



D Subba Reddy, Sr Project Manager (Contracts), Water Division, being felicitated by Vishnu Varma, Director (Projects)



S Ganesh, Dy Project Manager (QS), Water Division, being felicitated by Vishnu Varma, Director (Projects)



M Ramu, Manager (IS), Water Division, being felicitated by Vishnu Varma, Director (Projects)



P Gangadhar, Sr Project Manager, LTMG Sion Hospital Project Mumbai, being felicitated by Harsha Varma, Director (Projects)



Ch Syam Srinivas, AGM (Insurance), HO, being felicitated by RS Raju, Director (Projects)



Naveen N, Sr Manager (HR), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



PRC Varma, Sr Manager (Accounts), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



Savitha M, Manager (HR), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



SR Arun Kumar, DGM (Projects), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



Abid Ali Attar, DGM (Projects), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



G Raji Reddy, AGM (Projects), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



D Ravi Varma, Project Manager, NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



Gaddam Devender, Officer (HR), HO, being felicitated by N Sudhakara Moorthy, EVP (HR)



N Satyanarayana, Manager (Accounts), RO Chennai (W&E), being felicitated by Vijay Kumar Choudhari, Sr VP (Tech)



AVS Kameshwar Rao, Sr Manager (C&C), HO, being felicitated by N Venu Babu, VP



K Srinivasa Rao, Asst Manager (Stores), APCRDA (N-5) Project, Amaravati, being felicitated by RVS Siva Prasad, CGM (Tech)



C Mohan, DGM (Mech), RWSS -Bolangir Odisha, being felicitated by Kannan P, CGM (Tech)



Pradip Kumar Swain, Project Manager, Adani Airport Lucknow, being felicitated by M Satish Kumar, Sr GM (Tech)



Sagar Kumar Patnaik, Sr Project Manager, JJHA Project, Indrapuri, being felicitated by Sudhir Srivastava, Sr GM



Ravi Shankar, Dy Manager (IS), WTC-Nauroji Nagar Project, being felicitated by Kota Rajasekhar, Sr GM (F&A)



K Prasad Rao, Officer (Stores), Adani Power Project, Raigarh, being felicitated by P Ramakrishnaiah, GM (Tech)



N Murali, Dy Manager (Accounts), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM



Mushauddin Gazi, Sr Foreman (Projects), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM



Giridhar Rama Naik, Officer (QA/QC), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM



S Firturam, Jr Foreman (QC), MMRDA Mumbai Metro C 102, being felicitated by J Srinivasa Rao, GM (Tech)



Amit Kumar Saxena, Manager (Stores), LTMG Sion Hospital Project Mumbai, being felicitated by J Srinivasa Rao, GM (Tech)



Rahiman Shaik, SPM, Adani Power BTG Works, Raigarh, being felicitated by P Rama Krishnaiah, GM (Tech)



Bonda Ramu, Assistant Engineer (Mech), RWS Vijayawada, being felicitated by M Madhusudhana Rao, DGM (P&E)



Bikash Kumar Nayak, Dy Manager, IDC Betkuchi, being felicitated by Project In-Charge Manoj Kumar Choudhary, DGM (Tech)



Ranvijay Kumar Singh, Dy Manager (Stores), UP Firozabad Pkg 1, being felicitated by Vijay Lokhande M, DGM (Tech)



KG Rajesh Kumar, Dy Project Manager (Electrical), DUSIB Jahangirpuri Project, being felicitated by UMK Varma, DGM (Project Coordination)



Ajeet Kumar Singh, Manager (Civil), NBCC-Sarojini Nagar Project, being felicitated by Rakesh Kumar Singh, DGM



KVSS Varma, Sr Assistant (Stores), RWS Vijayawada, being felicitated by AVRSS Raju, DGM (Stores)



K Srinivas, Sr Engineer, BMRCL Phase 2B, Pkg 2, being felicitated by H Sudhakar, DGM Projects



T Srinu, Project Manager, AMRUT Vizag WSS, being felicitated by Someshwar Suresh Saripella, AGM (Projects)



Navin Kumar Sharma, Sr Project Manager, NGHC-Khelgaon, Ranchi, being felicitated by Binay Kumar, Manager (Accounts)



B Srinivasa Rao, Dy Project Manager, Punganur Branch Canal, being felicitated by Ch Soma Raju, Sr VP

And There's More...

Bala Krishna Pradhan, Dy Manager (RM), Mundra Green PVC Project
V Gowri Sankara Rao, Dy Manager (Stores), Electrical Division
Pawan Kumar Singh, Sr Foreman (Civil), Navi Mumbai Airport
R Prabhakara Rao, Sr Operator (Mech), Adani Data Centre Pune
Sarat Kumar Puan, Dy Project Manager (Survey), SCB Medical College & Hospital
Tarkeshwar Singh, Manager (IS), Adani Airport Lucknow
V Krishnam Raju, Officer (RM), Madurai Ring Road
BS Prasada Raju, Project Manager, Adani Airport Lucknow

V Elangovan, AGM, RWSS Balasore
Deepak Kumar, Project Manager (Planning), RDSS Lucknow
D Srinivasa Rao, Dy Project Manager, Thotapally Irrigation Project
B Subrahmanyam, Project Manager, ADCL Pkg 12
B Chandri Naidu, Dy Project Manager, CWS Shankarpalli
Vishwanatha Shivanna Bali, Sr Project Manager, RWSS Balasore
G Suresh Kumar, Sr Engineer, CC Road C 322



NS Manikanta Chebrolu, Sr Manager (Accounts), Electrical Division, being felicitated by Manoj Penmetcha, Director (Projects)



Sanjay Varma Vatsavai, Sr GM (P&E), CWS Shankarpalli, being felicitated by ASN Raju, Whole-time Director and Harsha Varma, Director (Projects)



Alluri Rajasekhar, Manager (Mktg), NCC Urban, being felicitated by JS Raju, Director, & SG Madhu, VP (Tech)



Thumula Maheswarappa, JGM (Projects), GMCH - Guwahati, being felicitated by ASN Raju, Whole-time Director and Harsha Varma, Director (Projects)



Nilesh Makhija, GM (Materials), RO-Lucknow, being felicitated by Sunil Uddaraju, Director (Projects)



Sijendra Prasad, Sr Field Assistant, Metro Bhavan Mumbai, being felicitated by Harsha Varma, Director (Projects)



P Bharath Reddy, Dy Manager (IS), RDSS-Ahmednagar Project (T-14), being felicitated by Ravindranath Ratho, EVP



T Lakshminarayana Raju, Dy Manager (Stores), MPJNM Tamas MVS Project, being felicitated by Sreerama Babu, EVP (Tech)



K Phani Kumar, Manager (Legal), HO, being felicitated by D Narendra Reddy, Sr VP (Legal)



Pawan Kumar Jampana, Manager (Materials), HO, being felicitated by K Rajarama Rao, Sr VP



Engala Suresh, DM (IS), Electrical Division, being felicitated by Jaya Chandra, Sr VP



Rabindra Nath Biswal, Jr Foreman (Projects), APCRDA-LPS-Zone 12 Project, Amaravati, being felicitated by RVS Siva Prasad, CGM (Tech)



Saktipada Patra, Asst Manager (Admin), APCRDA LPS Zone 12, being felicitated by G Harinadha Raju, Sr GM (Tech)



Akula Jagadeesh Babu, Officer (IS), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM



Robin Kumar Gupta, Sr Foreman, NBCC-Karkardooma Project, being felicitated by V Vinod Kumar, Sr GM



Bijai Kumar Jha, Sr Engineer, WWTF Project Malad, being felicitated by KAVLN Raju, JGM (Tech)



Brij Kishor Gurgar, Dy Project Manager, UP Firozabad Pkg 1, being felicitated by Vijay Lokhande M, DGM (Tech)



E Ramesh, Foreman, Puntala Block, RWSS Bolangir, being felicitated by C Mohan, DGM



Dasari Tatabbayi, Officer (Stores), WBPWSP Purulia Project, being felicitated by K Annadorai, DGM (Tech)



Siva Kiran Kumar Thota, Dy Manager (IS), UIDF Narsipatnam WSIS, being felicitated by TNV Subba Rao, AGM (Tech)



Law Kumar Pandey, Dy Manager (Stores), SWSM Kushinagar Project, being felicitated by Mahendra Peyyala, Project In-Charge



Bhooshan Bhoyar, SE (QS), RDSS Garhwa Project, being felicitated by Naveen Truman, Project Manager (Elec)



Balla VV Satyanarayana, Officer (Stores), RDSS Ranchi, being felicitated by Madan Mohan Mohanty, Sr Project Manager

And There's More...

Subrata Sharma, Asst Manager (Accounts), RWSS Bolangir Puintala Block

K Ganga Maheswara Reddy, Officer (Stores), APTIDCO

Shyam Pravesh Singh, Sr Engineer (P&E), BJP Office Bhopal

Bhim Kumar Singh, Project Manager (Elec), MRTS Patna

Kona Janakiramulu Reddy, Dy Manager (Safety), MRTS Patna

Mohd Mumtaz, Sr Engineer, SCB Medical College & Hospital

Sri Ambrish Kumavat, Sr Project Manager, Bhopal Project

Sanjay Kumar Singh, Asst Manager (Stores), Samajwadi Awas Yojana, UPHB

Munna Kumar Shah, Sr Engineer (Projects), Adani Data Centre, Pune

Akhilesh Kumar Pathak, Asst Manager (Stores), Mundra Green PVC Project

Somenath Deb, Dy Project Manager (Elec), MSRDC ITMS Samruddhi

H Varaprasad Balla, Jr Foreman (Mech), W&E Division, South Stock Yard

Ravi Shankar Kumar Mishra, Asst Manager (Safety), Mundra Green PVC Project



Uday Kumar Varma KR, Manager (Materials), RO Lucknow, being felicitated by Sunil Uddaraju, Director (Projects)



Santosh Urlam, DPM (P&E), GMLR site Mumbai, being felicitated by ASN Raju, Whole-time Director & Harsha Varma, Director (Projects)



M Ugandhar, Officer (Admin), RO Bengaluru, being felicitated by JV Ranga Raju, Whole-time Director



P Siva Kumar, Sr Engineer, MMRDA Mumbai Metro C 102, being felicitated by Harsha Varma, Director (Projects)



Vaddamani Sheshadri Sarma, GM (HR), HO, being felicitated by N Sudhakara Moorthy, EVP (HR)



Sagi Rajini Durga, Asst Manager (Accounts), HO, being felicitated by G Srirama Krishna, EVP



Boddu Sandeep, Sr Engineer, Irrigation Division HO, being felicitated by Ch Soma Raju. Sr VP



Tendulkar J, AE, WSS Agra Package 1, being felicitated by Vijay Kumar Choudhari, Sr VP



Veera Babu G, Officer (Stores), WSS Agra Package 1, being felicitated by Vijay Kumar Choudhari, Sr VP



Andallu Korada, Sr Manager (Digitalization & IT), HO, being felicitated by K Srinivasa Rao, Sr VP



Maddipati Vengaiah, GM (C&C), HO, being felicitated by N Venu Babu, VP (C&C)



VVLN Pallam Raju, AGM (Tenders), Buildings Division, HO, being felicitated by G Vasudeva Rao, VP (Tenders)



Kashish Kumar Agarwal, Sr Engineer (MEP), Lucknow Airport project, being felicitated by M Satish Kumar, Sr GM (Projects)



Rayavarapu Eswar Kumar, Sr Engineer, AP Palnadu WSP, being felicitated by ES Lakhmi Narayana, GM (Tech)



Penumetcha Varmaraju, Asst Manager (Materials), Water Division, being felicitated by SV Satyanarayana Raju, GM (Materials)



M Prashanth Reddy, Asst Engineer (Projects), MPJNM Tamas MVS Project, being felicitated by M Jayashankar, GM (Tech)



S Gangadhar, Dy Manager (Survey), Tiptur RDWSP Project, being felicitated by D Mallikarjuna, JGM (Projects)



Birendra Kumar, JE (QA/QC), SWSMUP Shahahanpur Central, being felicitated by M Krishnam Raju, JGM



PN Murali Krishnam Raju, Jr Engineer, Puntala Block, RWSS Bolangir, being felicitated by C Mohan, DGM



Baburao Landa, Sr Engineer (Civil), GMC Paderu, being felicitated by G Madhubabu, DGM (Tech)



Subhankar Naskar, Dy Project Manager, Adani Mundra Solar Project, being felicitated by Kamalesh Talukdar, DGM (Tech)



Pandilla R Krishna Reddy, Asst Manager (Stores), TDWSP Warangal Project, being felicitated by R Krishna Chaitanya, Sr Project Manager



Hulthi Gadilingappa, Asst Manager (Accounts), RDSS-Ahmednagar Project, being felicitated by Vallu Sambasiva Rao, Project In-Charge



Ratnala Dasaradha Dayal Sankar, Jr Engineer, Adani Power BTG Project, Raigarh, being felicitated by Shaik Rahiman, Sr Project Manager



VRK Raju Nagaraju, Asst Manager (Stores), RDSS - Vijayawada, being felicitated by N Mahesh, Project Manager (Electrical)



B Ramulu, Asst Manager (Survey), RWSS Athamallik, Odisha, being felicitated by Susanta Das, Project Manager



Smruti Ranjan Barik, AE (Electrical), DRDO BSL-4 Gwalior, being felicitated by G Minister, Project Manager



Deepak Senapati, AE (Mech), RWS-Bhubaneswar Stock Yard, being felicitated by Ch Bhagwan Raju, DPM



Korada Ganesh Kumar, Asst Manager (Stores), RDSS Aurangabad (T-11), being felicitated by Jitendra Pratap Singh, PM (Elec)

And There's More...

KM Aneesur Rahaman, Asst Engineer (O&M), Eluru STP
A Venkata Satya Hanuman, Asst Manager (Accounts), Bharatnet Phase III
Kartika Chandra Sankhua, Officer (Stores), RWSS Balasore
Sai Kumar Samudrala, Project Manager, AIIMS Bibinagar
Shaik Kareem Hussain, Foreman (Projects), Madurai Ring Road

Uggarala Chakravarthi, Asst Engineer (Mech), UP Patwadh WSS
Ashwani Kumar, Officer (Stores), SWSMUP Lakhimpur Kheri
N Shivarama Krishna Raju, Jr Foreman, APCRDA Happy Nest
Shashi Kant Singh, Sr Field Asst, DIPHU Super Speciality Hospital
Abhay Kumar Yadav, Asst Engineer, Adani Airport Lucknow
Rajul Asrani, Asst Engineer, Adani Airport Lucknow
Jalli Jagan Mohan Rao, Dy Project Manager, Mundra Green PVC Project



Art by **Sai Vineela Pati**, Jr Engineer, COE department, HO



Art by **Chinmayee Behera**, d/o Raghunath Behera, Project Manager (MEP), IDC Betkuchi, Guwahati



Art by **Anjali**, d/o Chandana Suram, DGM (Internal Audit), HO



Art by **Aditri Mallick**, I class, d/o Subhayu Mallick, Senior Engineer (Civil), AIIB Jalgaon



Art by **Subhiksha**, VII class, d/o B Madhusudhan Rao, System Administrator, Water & Env Division, HO



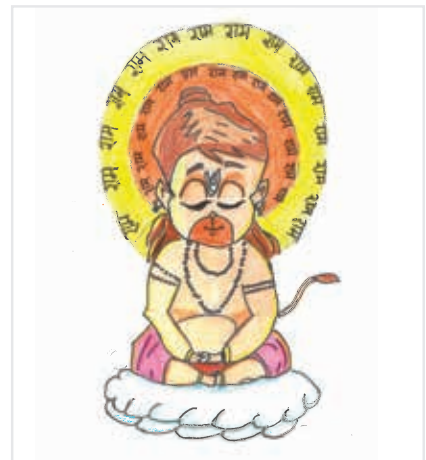
Art by **Jyotirmayee Behera**, d/o Raghunath Behera, Project Manager (MEP), IDC Betkuchi, Guwahati



Art by **Mushkan Mehra**, d/o T Mehra, Sr Project Manager, AMISP Nashik & Jalgaon - PKG- 08



Art by **K Keerthi Sri**, d/o K Nagabhushanam, Chief Manager (Accounts), W&E, HO



Art by **BH Maruthi**, VI class, s/o BHNHV Prasad, Manager (Admin), Irrigation Division

Congratulations!



Jashvi Sharma, d/o Jitendra Sharma, Sr Engineer, SWSM Firozabad Pkg-1, has received a cluster level silver medal in Karate Competition at Kanpur, Uttar Pradesh.

Ishmeet Singh, s/o Gurpreet Singh Chani, DGM Architecture, RO Lucknow, completed Norway's Midnight half Marathon and stood 2nd among Indian participants.



Young Digital Citizen in Action



S Puneet Kumar, S/o S Koteswara Rao, AE (Electrical), GVMC-ADB Project Vizag, has emerged as the school topper in the 10th Class examinations from ZP High School, Visakhapatnam. In recognition of his remarkable achievement, the District Collector, M Abhishikth Kishore, honoured him.



P Mohith, s/o P Srinivasa Rao, Dy Manager (Accounts), Puntala Block, Balangir, Odisha, completed CA and his Convocation was held on 23 May 2026 in Vijayawada, Andhra Pradesh.

D Siddhartha Abhimanu Reddy, Class V, s/o Hari Donthireddy, DPM, Ken-Betwa Dam Project, Madhya Pradesh, actively participated in the Social Media Day event conducted at Vasavi World School on 30 June 2026. His enthusiastic involvement throughout the event reflects the curiosity and confidence of our young achievers. We congratulate Siddhartha and wish him continued success in all his future endeavours.

SAMASHTI QUIZ

Samashti Issue 77 Winners!



Leelavathi Durgamba Muthyala, Dy Manager (Travel Desk), receiving the book as a prize from Kausalya Raju, Director

Thirupathi Rao Yangandula, Asst Engineer (QS), RO Amaravati

Vinay Mannem, Asst Engineer (Planning & Monitoring), WSS Agra

Answer and Win!

We invite you to participate in our Samashti **Quiz for Issue 78!** 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

- Which NCC project features an animal overpass at Veguthumalai Reserve Forest?
- Which award was received by RS Raju, Director (Projects)?
- "Success in Management depends on _____, while Success in Leadership depends on _____." Fill in the blanks.
- Can you name any three practical tips for Effective Communication?
- The earliest known reference to an idli-like dish appears in an ancient Kannada text. Can you name the text?

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

Birthdays

April to June 2026

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



Md Asad Khan, s/o Md Azad Khan, Asst Manager (Admin), SWSMUP Mainpuri, celebrated his birthday on 15 April 2026



Polavaram Chethana Sri, d/o Polavaram Suresh Kumar, Officer (Admin), RWS Vijayawada, celebrated her birthday on 21 June 2026



Atharva Sai Manikanta, s/o Tarakeswara Rao Siripuram, Dy Manager (Accounts), Mining Division, celebrated his birthday on 21 June 2026

Bommineni Sativk Chowdary, s/o Bommineni Prasada Rao, Asst Manager (Accounts), APTIDCO Naidupeta, celebrated his birthday on 26 April 2026



Sri Ranga Nandan Goud, s/o Somagouni Siva Kumar, AE (Elec), RDSS-Aurangabad (T-11), celebrated his birthday on 19 June 2026



Saanvi Mandal, d/o Birendra Kumar, JE (QC), SWSMUP Shahjahanpur, celebrated her birthday



Areeba Fatima, d/o Md Azad Khan, Asst Manager (Admin), SWSMUP Mainpuri, celebrated her birthday on 12 April 2026



Diksha Singh, d/o Bipul Kumar Singh (Safety Officer), AIIB Jalgaon, celebrated her birthday on 13 June 2026



Samikhya, d/o T Lakshman, Dy Manager (HSE), AIIMS Bibinagar, celebrated her birthday



Rudra Pratap Singh, s/o Dhirendra Singh, AE (QS), SWSMUP Shahjahanpur, celebrated his birthday on 03 May 2026



Hema Naga Sri, d/o Samba Siva Rao Vallu, Project In-Charge, RDSS - Ahmednagar Project, celebrated her birthday on 14 June 2026



Sri Siri Varshini, d/o Dangeti Satyanarayana, HMDA - Budwel project, celebrated her birthday on 02 May 2026

Weddings

April to June 2026

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



Gandla Venkateswara Rao, Stores Asst, APCRDA Happy Nest, Amaravati, married Sravanthi on 1 April 2026



Suyog Santosh Gandhi, Asst Manager – Tenders, RO Mumbai, married Asawari on 30 April 2026



Sanjay Chauhan, Jr Engineer, RDSS T-14, Ahilyanagar, married Varsha on 19 April 2026



Samyak Swarup Pradhan, Sr Asst (Safety), WWTF Malad, married Shrabani Sahu on 21 April 2026



Hari Prasad Pullasi, Jr Engineer (QS), AIIMS Bibinagar, married Rama Tulasi on 04 May 2026



Rajneesh Yadav, Admin Asst, WWTF Malad, married Trapi Yadav on 05 May 2026



Raj Mishra, Supervisor, RDSS T-14, Ahilyanagar, Maharashtra, married Shivangi on 6 May 2026



Pooja B, Assistant (HR), RO Bangalore, married Abhishek K on 06 May 2026



Gaurav Mane, Officer – Materials, RO Mumbai, married Anushri on 20 June 2026



Yella Sai Jagadeesh Naidu, Asst Engineer, RWSS Balangir Project, Odisha, married Reddi Devi Bharathi on 21 June 2026



Niranjan Sahoo, Sr Asst (Safety), WWTF Malad, married Sukanya on 21 June 2026



Dalveer Singh Gaharwar, Sr Asst (Stores), APL -BTG Project- Raigarh, married Priya Singh Sengar on 22 June 2026

THE DAY

THE CHARIOT MOVED

This book was presented to me by my colleague N Srinivasan. Both of us were associated with Skill development for over a decade. Reading this book we could recollect our own experience of selection of candidates and the hidden rural talent. We could convert majority of them into good employees. Many of them today work at various organisations.

The Day the Chariot Moved: How India Grew at the Grassroots is an inspiring and easy-to-read book by Subroto Bagchi. Through his own experiences, the author explains how real progress in India happens when ordinary people, communities, and institutions work together. The title of the book perfectly reflects this idea—that India's growth begins at the grassroots.

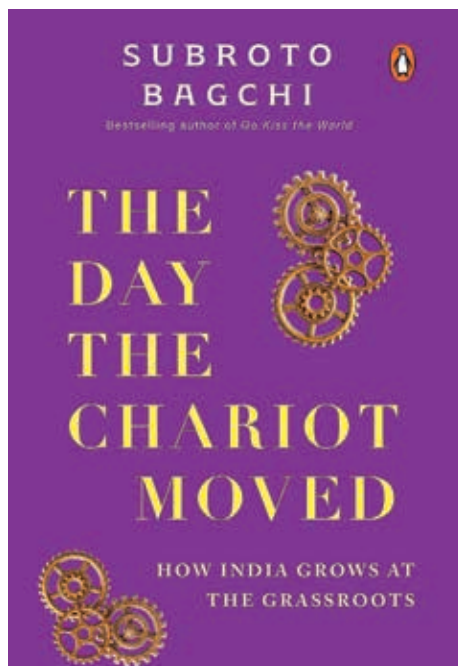
One of the key messages of the book is the importance of skill development. Bagchi explains that for India to grow and compete globally, people must continuously learn new skills and improve their capabilities. He also discusses some of the challenges our country

faces and shares practical ideas on how these can be addressed. Each chapter is based on the author's real-life experiences, making the book interesting and relatable. His work with different government departments gives readers a better understanding of how policies are implemented and how positive change can happen when people work with commitment and purpose.

The language is simple, and the stories make the lessons easy to understand. The book encourages readers to think about their own role in contributing to society and reminds us that every individual can make a difference through dedication, learning, and hard work.

Overall, The Day the Chariot Moved is a motivating book for employees at all levels. It reminds us that continuous learning, developing new skills, working with integrity, and focusing on solutions are essential for both personal growth and the nation's progress. It is a worthwhile read for anyone who wants to

understand how small efforts at the grassroots can lead to big changes for the country.



Book Review by Dr A S Durga Prasad



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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. Windmills at Dharashiv site, Maharashtra clicked on Motorola Edge by **Ashish Kumar Ray**, Dy Project Manager, ABD Latur
2. A bird's nest in Oduru village, clicked on Iqoo neo 7 by **Satyanarayana Raju Indukuri**, GET (QS), RO Amaravati
3. A cat watching with patience clicked on Samsung S24 Ultra by **Sudeep Kumar Das**, Asst Engineer-QS, AIIMS Bibinagar
4. Nature at KPTCL Kadandale shot on iPhone 16 by **Sambit Kumar Sha**, PM (Electrical), HO
5. Tulip Garden in Srinagar clicked on iPhone by **Rakesh Kumar Das**, AM (Admin), AIIMS Awantipora
6. Cloud burst on the Tso Kar Lake, Ladakh clicked on Nikon D7100 by **MS Srinivas**, CGM (Accounts), HO



LETTERS

to the

EDITOR

Dear Editor,

I sincerely appreciate the excellent work put into publishing our company's in-house magazine "Samashti". The blend of technical articles, employee stories, project highlights, and organisational updates makes it both informative and enjoyable to read.

I really enjoyed reading the latest issue of "Samashti". It is easy to read, informative, and full of useful information about NCC.

I enjoy reading every edition because it keeps us updated about the latest projects, company news, and employee achievements. The magazine makes us feel proud to be a part of NCC Limited. Congratulations to the editorial team, and best wishes for future editions.

Sanchita Sawant

Dy Manager (PR), RO Mumbai

Dear Editor,

I would like to congratulate the Editorial Team on publishing the excellent editions of Samashti. Every issue beautifully reflects the remarkable journey of NCC through its people, projects, innovations, and shared values.

As a member of the Resource Mobilisation and Administration Team in the Mumbai Region, I strongly believe that knowledge sharing and digital transformation are essential to shaping the future of our organisation. Samashti serves as an inspiring platform that connects employees across regions, recognizes their contributions, and encourages continuous learning, collaboration, and improvement.

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.

I am proud to be part of an organisation that values innovation, integrity, teamwork, and excellence. My sincere appreciation goes to the Editorial Team for consistently producing a magazine that not only showcases NCC's achievements but also strengthens the bond among all NCCians. I wish Samashti continued success in inspiring, connecting, and motivating generations of NCC employees.

K Shamshuddin

Senior Manager (RM & Admin), RO Pune

Dear Editor,

Congratulations on bringing out another well-presented edition. I would like to share a few suggestions that may help make future editions even more engaging. Wherever appropriate, the magazine could include more engaging and reader-focused content to further enhance its appeal. It may also be worthwhile to consider a mobile-friendly or digitally optimised PDF version that is easier to read on smartphones and tablets.

From a sustainability perspective, we could also explore an opt-in distribution system or place collection bins so that printed copies are provided only to employees who would like to keep a physical copy. This would help minimise overprinting and reduce paper waste.

These are only suggestions for consideration. I truly appreciate the effort that goes into producing the magazine and I look forward to reading the upcoming editions.

G Naga Mahesh

Officer (Information System), GMC Vizianagaram

Dear Editor,

I completed 6 months in NCC and truly appreciate how it keeps us informed about our achievements, future goals, and strengthens our sense of belonging to the organisation. To make the magazine even more engaging, I would like to suggest adding a dedicated Women's Corner to showcase the achievements, experiences, and perspectives of our women colleagues, inspiring and empowering others. I also suggest including a detailed New Joiners & Policy Insights section to introduce the company structure, highlight key policies, and feature brief experiences of new employees, helping them feel connected from the very beginning.

Thanks to the editorial team for the excellent work you do in bringing out Samashti every quarter.

Sachin Raghuvanshi

Assistant Manager (C&C), RO Delhi



THEY SAID *It*

“If I have any merit, it is getting on with individuals according to their ways and characteristics. In fifty years, I have dealt with a hundred top Directors, and I got on with all of them. At times, it involves suppressing yourself. It is painful but necessary...to be a leader, you have to lead human beings with affection.”

JRD Tata, a leader of leaders, on leadership

“A company should be able to use a model without giving up the knowledge that makes it unique. That is the reverse information paradox we need to confront.”

Microsoft CEO
Satya Nadella,
while speaking about 'Reverse Information Paradox' framework to address AI intellectual property risks



"Today is a historic day when we have achieved a huge technological achievement because of the country's leadership to develop hydrogen technology in the country. India is now among the nations which has entire technology to produce hydrogen-powered trains."

Union Minister of Railways
Ashwini Vaishnaw,
while celebrating the launch of India's first hydrogen-powered train in Jind, Haryana

“A cheat code in business is learning to be a problem-solver. Don't wait for someone to help. Quit asking other people 'how?' Take action. Be confident that you can solve nearly everything.”

Justin Welsh,
a prominent solopreneur known for building a multi-million dollar one-person business without employees or venture capital, in a tweet



Petronas Twin Towers, Malaysia

The Petronas Twin Towers stand as one of the world's most remarkable engineering achievements. Designed by architect César Pelli, the towers' unique floor plans are based on the Rub el Hizb, an eight-pointed Islamic star. Rising 452 metres above the skyline, the twin towers were the tallest buildings in the world in 1998. **Their most distinctive feature is the Skybridge, suspended between the towers at the 41st and 42nd floors. Unlike a rigid connection, the bridge is designed to slide in and out of the towers, allowing each structure to sway independently under wind loads or seismic vibrations, while ensuring stability, wind resistance and earthquake resilience.** Combining structural flexibility and safety, the Petronas Twin Towers is widely regarded as one of the finest examples of modern high-rise landmarks.

ENGINEERING

MARVELS

