# Samashti

in-house magazine of NCC

Apr - Jun, 2026
Issue 77

## EKTA MALL UNVEILED IN GUWAHATI

BY PRIME MINISTER NARENDRA MODI

NCC

# Embracing Unity Unlocking Potential

AGK Raju
Executive Director

Dear NCCians,

**Greetings to you all and welcome to the 77th Issue of Samashti.**

The cover of this issue highlights the inauguration of PM Ekta Mall in Guwahati, a remarkable initiative that reflects India's cultural richness and collective spirit. Showcasing traditional crafts and heritage from across the nation, the mall stands as a meaningful tribute to unity in diversity. As we move through the coming months, marked by several important moments, it is an appropriate time to pause and reflect on the shared values that continue to guide us. Such moments offer a gentle reminder of the importance of relationships, gratitude, and continuity within our organization, helping us realign our focus and move ahead with renewed clarity and purpose. In this spirit of reflection and gratitude, I would like to thank all employees who continue to contribute to Samashti through articles, achievements, photographs, and valuable feedback. Your enthusiastic participation gives the magazine its unique character and makes it a true reflection of the NCC family. I encourage more of you to share your experiences, ideas, and stories so that we can continue building this platform together.

In this issue, let us turn our attention to an important thought—unlocking the unique potential within each one of us.

**Together, let us continue to strive, support, and succeed—each in our own way, yet united in purpose.**

**Remember: your unique potential is your greatest strength—when you own it and act on it, extraordinary results follow.**

**Whatever you choose to do today, do it well—because excellence is not defined by comparison, but by the commitment we bring to our work**

## Unlocking the Unique Potential Within

Every employee brings a distinct blend of skills, experiences, and perspectives that enrich our organization in meaningful ways. The true strength of our team lies in recognizing and nurturing this individuality. Whatever you choose to do today, do it well—because excellence is not defined by comparison, but by the commitment we bring to our work. Each role, each contribution, when performed with sincerity and dedication, adds lasting value and shapes our shared success. Greatness is not a one-size-fits-all pursuit. What is meaningful to one may not necessarily be impressive to another, and that is the beauty of individuality. Fulfil your potential by focusing on what truly matters to you and giving it your very best. As an organization, we remain committed to creating an environment that encourages growth, respects diverse aspirations, and empowers every individual to achieve in their own unique way. Together, let us continue to strive, support, and succeed—each in our own way, yet united in purpose.

Remember: your unique potential is your greatest strength—when you own it and act on it, extraordinary results follow.

Best Wishes,

AGK Raju

# About The Cover Page

The cover of this issue features the unveiling of the iconic PM Ekta Mall in Guwahati, a landmark initiative envisioned to celebrate India's rich cultural diversity and the spirit of national integration. Developed as a vibrant platform to showcase the unique handicrafts, handlooms, and traditional products from every corner of the country, the mall stands as a symbol of unity through heritage. Its thoughtfully designed spaces reflect the vision of promoting "Ek Bharat Shreshtha Bharat" by bringing together the artistic and cultural expressions of different states under one roof.

NCC takes immense pride in contributing to this prestigious project, which represents not only architectural excellence but also a deeper commitment to nation-building through cultural connectivity. The successful execution of the project in the scenic landscape of Assam demonstrates NCC's capability in delivering infrastructure of national importance with quality, precision, and dedication. The unveiling of PM Ekta Mall marks another significant milestone in NCC's journey of creating enduring landmarks that inspire communities and strengthen the cultural fabric of the nation.

*This is for internal circulation only. The views expressed in the magazine are not necessarily that of the management. Edited by Editorial Team and printed & published by the Corporate Communications department for and on behalf of NCC Limited.*

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# A YEAR OF RESILIENCE AND RECALIBRATION

A Ranga Raju
Managing Director

*Dear Colleagues,*

THE financial year 2025–26 has been one of resilience and recalibration, for India's infrastructure and construction sector. While the industry witnessed a moderation from the high-growth trajectory of previous years, the fundamentals remained strong, supported by sustained investment, healthy order books, and a clear policy focus on infrastructure-led growth.

> FOR NCC, THE PATH FORWARD IS CLEAR. WE WILL CONTINUE TO FOCUS ON QUALITY GROWTH, BACKED BY STRONG EXECUTION, DISCIPLINED BIDDING, AND ROBUST FINANCIAL MANAGEMENT.

## SECTOR PERFORMANCE AND GROWTH DRIVERS

During the year, the sector continued to expand at a steady pace, with construction gross value added growth remaining robust despite temporary slowdowns caused by extended monsoons and reduced state-level capital expenditure in the early part of the year. Encouragingly, project award activity regained traction in the latter half, reflecting a broadening of opportunities beyond traditional road infrastructure. The sector today stands on the strength of a comfortable order book position.

## GLOBAL HEADWINDS AND COST PRESSURES

At the same time, the year highlighted the increasing influence of global developments on domestic infrastructure economics. Geopolitical tensions, particularly in the Middle East, have triggered volatility in energy markets, disrupted supply chains, and led to rising input costs across fuel, steel, cement, and logistics. These cascading effects have translated into greater execution uncertainties, underlining how closely global events are now intertwined with on-ground realities in India's construction sector.

## INDUSTRY CHALLENGES AND EXECUTION DISCIPLINE

Alongside these external pressures, persistent industry challenges remained. Heightened competition, especially in EPC projects, led to aggressive bidding and margin compression. Working capital management became more demanding amid tighter liquidity conditions and evolving financing norms. Rising labour costs and supply-side constraints further added to execution complexities. Together, these factors reinforced the need for disciplined bidding, prudent financial management, and operational agility across the industry.

**Against this backdrop, NCC has delivered a steady performance in FY 2025–26.**

**FINANCIAL RESULTS**

| Q4 FY 2025–26 | FY 2025–26 |
|---|---|
| Consolidated Net Profit | Consolidated Net Profit |
| ₹206.02 CRORES | ₹675.32 CRORES |
| Revenue | Revenue |
| ₹6,250.98 CRORES | ₹20,944.40 CRORES |

**ORDER BOOK AS ON 31 MARCH 2026**

**₹83,004 CRORES**

Reinforcing strong revenue visibility and execution pipeline for the coming years.

## OPERATIONAL STRENGTH AND BUSINESS DIVERSIFICATION

Our diversified presence across key infrastructure segments—buildings, transportation, water, electrical, Irrigation, railways, and mining—has enabled us to navigate sectoral fluctuations effectively. NCC has maintained a strong and well-balanced order book, ensuring sustained revenue visibility while remaining selective and disciplined in our bidding approach. Importantly, we have continued to strengthen our capabilities in emerging and high-growth segments, while also enhancing procurement strategies, vendor partnerships, and supply chain resilience to navigate volatility more effectively.

## GOVERNANCE TRANSITION

On the governance front, we place on record our deep gratitude to Dr AS Durga Prasad for his invaluable leadership and guidance as Chairman of the Board. Under his leadership, the company has benefited from his vast experience, strategic insight, and steadfast commitment to excellence. We also extend our sincere appreciation for his distinguished service to the organisation.

Dr AS Durga Prasad

Rajender Mohan Malla

We are pleased to welcome Mr Rajender Mohan Malla as the new Chairman of the Board. We look forward to his leadership and guidance as NCC continues its journey of growth, transformation, and value creation.

## OUTLOOK FOR FY 2026–27 AND BEYOND

As we look ahead to FY 2026–27 and beyond, the outlook for the sector remains positive, albeit with near-term uncertainties. For NCC, the path forward is clear. We will continue to focus on quality growth, backed by strong execution, disciplined bidding, and robust financial management. Leveraging digital tools, strengthening project monitoring, and driving productivity improvements will remain key priorities. We will also deepen our presence in resilient and high-potential segments while aligning our strategies with the nation's long-term infrastructure vision.

India's infrastructure journey is entering a transformative phase—one that demands not just scale, but speed, quality, and sustainability in execution. At NCC, we are committed to being a trusted partner in this journey, creating enduring assets that contribute to national development while delivering consistent value to all our stakeholders.

As we move forward, let us remain focused, agile, and committed to excellence—because the future of infrastructure is not just about building projects, but about building resilience, adaptability, and possibilities.

Best Wishes,

A Ranga Raju

# A New Symbol of Unity
# PM Ekta Mall Unveiled in Guwahati

In a significant step towards promoting national integration and celebrating India's rich cultural diversity, PM Ekta Mall (Unity Mall) at Betkuchi, Guwahati, Assam—constructed by NCC—was inaugurated by the Prime Minister Narendra Modi, on 13 March 2026. The ceremony took place in the esteemed presence of the Chief Minister of Assam, Himanta Biswa Sarma, during the Prime Minister's visit to the state.

Conceptualised by the Government of India under the visionary theme of "Ek Bharat Shreshtha Bharat", the PM Ekta Mall initiative aims to create a vibrant platform that brings together the diverse traditions, crafts, and unique products of India's states and union territories under one roof. The project is aligned with the Government's "Vocal for Local" campaign and supports the "One District One Product (ODOP)" initiative, thereby promoting indigenous industries and strengthening local economies.

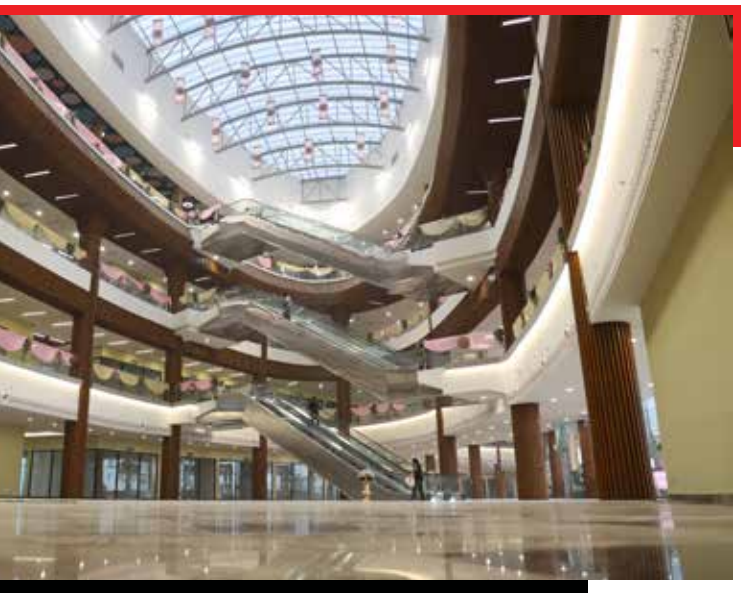
Finance Minister Nirmala Sitharaman announced in the Budget of 2023-24 that "States will be encouraged to set up a "Unity Mall" in their state capitals, or most prominent tourism centres, or financial capitals for promotion and sale of their own ODOPS, GI products and other handicraft products, and for providing space for such products of all other States."

The PM Ekta Mall, the first of its kind in India under this scheme, has been thoughtfully designed as a dynamic commercial and cultural hub. It provides a dedicated space for artisans, weavers, self-help groups, and local entrepreneurs from across the country to showcase and market their products, helping preserve traditional craftsmanship while enhancing livelihood opportunities.

## The project includes:

### The Façades :

Concept of Façade is developed around two key themes: Assam's ecological and cultural identity, and the unity of India. One part draws inspiration from Assam's green landscape, especially Kaziranga National Park, using perforated panels and flowing curves inspired by tea leaves and natural terrain. The second part represents national integration through multiple engraved panels carrying the names of Indian states, symbolizing unity in diversity. A prominent bell-shaped Xorai element, rooted in Assam's heritage, is integrated into the design as a tribute to local tradition and as a symbol of respect, gratitude, and national harmony.



### Highlights

- 35 shops representing districts of Assam, showcasing district-specific products.
- 36 shops representing States and Union Territories across India, symbolising unity in diversity.
- 34 retail outlets offering a range of commercial services.
- 14 anchor stores to enhance the mall's commercial vibrancy.
- Food courts with 35 stalls, featuring authentic Assamese and Northeastern cuisine alongside multi-cuisine options.
- Children's play area and crèche facilities, ensuring a family-friendly environment.

The choice of Guwahati as the location holds strategic importance, as it serves as the gateway to Northeast India and a major hub for commerce, culture, and connectivity. The project also highlights the rich cultural heritage of Assam, renowned for its handloom and handicrafts such as Muga, Eri, and Pat silk, along with bamboo, cane, and tea products.

From an engineering perspective, the project showcases NCC's commitment to innovation and excellence. The mall has been developed using composite structural steel construction, combining structural steel with reinforced concrete to achieve enhanced strength, durability, and efficiency. This modern approach ensures faster execution, improved seismic performance, and reduced structural weight, making it well-suited for large public infrastructure. The successful execution of this prestigious project reflects NCC Limited's expertise in delivering high-quality infrastructure that supports national initiatives and contributes to economic growth.

# Organisational Insiders

## The Hidden Strength of Infrastructure Companies

*By Dr AS Durga Prasad*

In large infrastructure organizations like NCC success is often attributed to capital, technology, and execution capabilities. However, one of the most underappreciated assets lies within—organisational insiders. These are individuals who possess deep institutional knowledge, understand ground realities, and influence outcomes beyond formal authority.

### Who are Organisational Insiders?

Organisational insiders are not necessarily senior leaders such as Coordinators at NCC. They may be:

- Long-tenured project managers
- Site engineers with local expertise
- Procurement professionals with vendor insights
- Finance personnel who understand cost leakages

What distinguishes them is their contextual intelligence—they know how things actually work, not just how they are designed to work.

### Why Insiders Matter in Infrastructure?

Infrastructure businesses operate in complex ecosystems involving:

- Regulatory approvals
- Land acquisition challenges
- Contractor dependencies
- Commodity price volatility

### In such environments, insiders:

- Anticipate risks early
- Navigate informal networks
- Prevent costly delays
- Enable faster decision-making

Their role becomes critical in bridging the gap between strategy and execution.

### Case Illustration 1: Preventing Project Delays

In a highway development project, a mid-level site engineer flagged potential resistance from local communities due to access road disruptions. While the issue was not visible in formal reports, his early intervention enabled:

- Engagement with local stakeholders
- Minor design adjustments
- Avoidance of a 3-month delay

**Insight: Insider awareness of local sentiment can be as important as technical planning.**

### Case Illustration 2: Cost Optimization in Procurement

A procurement manager with years of vendor experience identified abnormal price escalation in cement supplies during a peak construction phase. Instead of accepting market rates, he:

- Leveraged long-standing supplier relationships
- Negotiated staggered pricing
- Suggested alternate sourcing strategies

This resulted in significant cost savings without compromising timelines.

**Insight: Insider relationships and market memory can mitigate pricing risks.**

### Case Illustration 3: Risk Identification in Power Projects

In a captive power setup, an operations insider recognized inefficiencies in fuel sourcing contracts. His observations led to:

- Renegotiation of fuel linkage agreements
- Improved plant load efficiency
- Reduction in energy costs

**Insight: Operational insiders often detect inefficiencies invisible at the corporate level.**

### LEVERAGING INSIDER ADVANTAGE

To fully benefit from organisational insiders, companies must:

- Encourage upward communication without hierarchy barriers
- Institutionalize feedback loops from site to boardroom
- Recognize and reward practical insights
- Integrate insider inputs into risk management frameworks

### THE STRATEGIC PERSPECTIVE

For infrastructure companies, organisational insiders are not just operational assets—they are strategic enablers.

In an industry where margins are tight and risks are high, leveraging insider knowledge can create a sustainable competitive advantage.

### CONCLUSION

While capital and capability build infrastructure, it is people with deep organisational insight who ensure that projects are delivered efficiently and sustainably.

**Recognizing and empowering these insiders can transform execution quality and strengthen long-term performance.**

## Building Healthcare for Tomorrow

*Maharashtra CM Devendra Fadnavis performing the Bhoomi Pooja of Sion Hospital Project*

# Phase 2 redevelopment of Lokmanya Tilak Municipal General Hospital, Sion

In a significant step towards strengthening Mumbai's public healthcare infrastructure, Maharashtra Chief Minister, Devendra Fadnavis laid the foundation stone during the 'bhoomi pooja ceremony' on 27 March 2026 for Phase 2 redevelopment of Lokmanya Tilak Municipal General Hospital — a landmark project being executed by NCC.

Undertaken in collaboration with the Brihanmumbai Municipal Corporation (BMC), the project reflects a shared commitment to delivering free, high-quality, and modern healthcare to the citizens of Mumbai.

With an estimated project cost of ₹1,617 crore, the redevelopment will transform the hospital into a next-generation medical facility. The capacity will be expanded from 1,900 to 3,113 beds, addressing the city's growing healthcare needs. The project is slated for completion by 2030.

The scope of work includes the construction of a 15-storey main hospital building with a capacity of 2,200 beds, a 13-storey dedicated cancer care facility with 200 beds, and a 14-storey emergency services block accommodating 600 beds.

> **The upgraded hospital will feature more than 62 OTs and a 14-storey OPD building capable of handling up to 16,000 patients.**

The upgraded hospital will feature more than 62 state-of-the-art operation theatres and a 14-storey Outpatient Department (OPD) building capable of handling up to 16,000 patients.

Advanced diagnostic infrastructure—including MRI, CT scan, and PET scan facilities—along with a pneumatic tube system for rapid sample transport, will further enhance operational efficiency.

For NCC, this project stands as another testament to its expertise in delivering large-scale, complex healthcare infrastructure. With projects like these, NCC continues to contribute meaningfully to nation-building—creating infrastructure that not only serves today's needs but also defines the future of public healthcare.

## A New Chapter Unfolds Over the Gomti

*UP CM Yogi Adityanath and Union Minister of Defence Rajnath Singh gracing the inauguration of LDA Flyover*

# LDA Flyover–Daliganj inaugurated

Lucknow witnessed a moment of pride and progress on 13 March 2026, as a key stretch of the LDA Flyover–Daliganj Project—from Rotary-1 to Rotary-2—was formally inaugurated, marking a significant milestone in the city's evolving urban landscape.

The inauguration ceremony was graced by the Chief Minister of Uttar Pradesh, Yogi Adityanath, and the Minister of Defence, Government of India, Rajnath Singh, whose presence underscored the importance of this infrastructure achievement for both the state and the nation.

> **The completed works include 343 piles, 70 pile caps, 67 piers, 3 abutment walls, and 62 pier caps—each element contributing to the structural integrity of the flyover.**

This project, titled Construction of 2-Lane ROB-Cum-Flyover from Pakka Pul to Daliganj and Bridge Across River Gomti in Lucknow, is a vital urban intervention aimed at easing congestion and enhancing connectivity across one of the city's busiest corridors. With a total length of 2.076 km including approaches, it stands as a testament to engineering excellence and meticulous execution.

The inaugurated stretch—from Rotary-1 to Rotary-2—spaning 839 meters is completed and operational. This segment is expected to significantly streamline traffic movement, offering commuters a smoother and faster passage through the area.

Behind this achievement lies a story of precision, scale, and dedication. The completed works include 343 piles, 70 pile caps, 67 piers, 3 abutment walls, and 62 pier caps—each element contributing to the structural integrity of the flyover. The superstructure comprises 238 girders, including PSC, RCC, and composite girders, all successfully fabricated and erected.

As the dignitaries flagged off the newly completed stretch, the occasion symbolized more than just the opening of a flyover—it marked the realization of a vision to transform urban mobility in Lucknow. With the Rotary-1 to Rotary-2 stretch now open to the public, the LDA Flyover–Daliganj Project promises to redefine connectivity and bring lasting benefits to the city's residents.

## Four Cheers for Communication Excellence!

*T Vijay Kumar, GM receiving the PRSI Hyderabad Chapter Award on behalf of NCC*

# NCC Shines at PRSI Hyderabad Chapter Awards 2026

Public Relations Society of India (PRSI) Hyderabad Chapter is one of the most active and respected chapters of PRSI, bringing together professionals from public relations, corporate communications, media, academia, and government sectors. The PRSI Hyderabad Chapter awards serve as a benchmark of excellence, honouring organisations that set new standards in effective communication and contribute meaningfully to the growth of the profession.

NCC has once again demonstrated its strength in storytelling, communications, and stakeholder connect by securing four awards at the 4th TGPR Conference & National PR Day, organised by the Public Relations Society of India (PRSI), Hyderabad Chapter. The event was held on 19 April 2026 at Hotel The Plaza, Begumpet, Hyderabad, bringing together leading communication professionals and industry experts.

## A Winning Streak Across Categories

NCC's commitment to impactful communication was recognised across multiple categories:

Diary – **First Prize**
Corporate Film – **First Prize**
Samashti (In-house Magazine) – **Second Prize**
Annual Report – **Second Prize**

These accolades reflect the organisation's ability to blend creativity with clarity, delivering communication that resonates both within and beyond the company.

## Celebrated in Esteemed Company

The awards were given in the presence of distinguished dignitaries, including: Professor K Nageswar, Political Analyst & Former MLC, Ch Priyanka, IAS, Special Commissioner, I&PR Dept., Government of Telangana; K Sreenivas Reddy, Chairman, Telangana Media Academy, Dr K V Ramana Chary, IAS, Former Media Advisor to Government of Telangana and Dr Kambhampati Yadagiri, Chairman, PRSI Hyderabad Chapter.

## A Testament to Communication Excellence

These recognitions are more than just awards—they are a testament to NCC's unwavering focus on excellence in corporate communications and stakeholder engagement. From compelling narratives in Samashti to impactful visual storytelling through corporate film and annual report design, NCC continues to set benchmarks in the field. As we celebrate this achievement, it also inspires us to keep raising the bar—crafting stories that inform, influence, and inspire.

# Healthcare Takes a Leap
# Silchar Medical College & Hospital Completed

In the lush Barak Valley of Assam, where heavy rains, floods, and geographic challenges often test the resilience of communities, healthcare infrastructure plays a vital role in saving lives. Recognizing the growing need for advanced emergency medical facilities in the region, the construction of a 500-bedded Emergency Hospital at Silchar Medical College & Hospital emerged as a landmark project—one that would strengthen healthcare access for thousands of people across southern Assam and neighbouring states.

Entrusted with this significant responsibility, NCC undertook the construction of the modern emergency hospital within the existing campus of Silchar Medical College & Hospital in Silchar. Spread across five blocks rising up to Ground plus four floors, the structure covers a ground footprint of 6,182 square metres and a total built-up area of 34,341 square metres.

> **Spread across five blocks, the structure covers a ground footprint of 6,182 square metres and a total built-up area of 34,341 square metres.**

## Building a Modern Emergency Care Facility

Constructing a hospital of this magnitude demanded meticulous engineering and planning. The project began with a strong structural foundation using BCIS piles of 400 mm diameter with a depth of 11 metres, ensuring the stability and durability of the building.

The civil works included extensive concrete structures and AAC block masonry, chosen for its strength, insulation properties, and efficiency. The interiors were designed to meet the stringent requirements of modern healthcare environments. Safety and functionality were key considerations throughout the project. The hospital features fire-rated doors, wooden doors for general spaces, and aluminium doors and windows for durability and ease of maintenance.

One of the striking architectural elements of the facility is the external perforated façade, which not only adds to the visual appeal but also helps in ventilation and thermal performance—important in the humid climate of Assam. Stainless steel railings and landscaped horticulture works around the campus provide both safety and a welcoming environment for patients and visitors.

## Advanced Engineering Systems for Healthcare

Beyond the visible structure lies a sophisticated network of engineering systems essential for hospital operations.

The MEP (Mechanical, Electrical, and Plumbing) works included comprehensive plumbing and water supply systems, ensuring uninterrupted water availability across the facility. A robust firefighting system was installed to safeguard the building and its occupants.

The electrical infrastructure includes a dedicated electrical

substation, supported by DG sets for uninterrupted power supply—an essential requirement for critical medical equipment. Modern HVAC systems maintain controlled temperature and air quality across operation theatres and patient care areas.

To support efficient hospital movement, three bed lifts were installed, enabling the swift transfer of patients between floors during emergencies.

Specialized medical infrastructure forms the backbone of the facility. The hospital is equipped with a Medical Gas Pipeline System that supplies oxygen and other gases directly to patient beds and operation theatres. Dedicated operation theatre facilities, along with essential support systems such as STP (Sewage Treatment Plant), ETP (Effluent Treatment Plant), and Underground Water Tanks, ensure that the hospital operates sustainably and efficiently.

## Strengthening Healthcare for the Region

The completion of the 500-bedded Emergency Hospital at Silchar Medical College & Hospital represents far more than a construction achievement. It stands as a critical healthcare lifeline for the region, enhancing the ability of medical professionals to respond swiftly to emergencies and provide quality care to patients.

For NCC, the project reflects its commitment to building infrastructure that directly impacts lives. By delivering a modern emergency healthcare facility in Silchar, the company has contributed to strengthening the medical backbone of Assam and ensuring that advanced treatment is accessible to communities in the region.

# Reaching New Heights
# Commissioning of 71m Boom Placer at WWTF Malad

Construction equipment plays a crucial role in delivering excellence across ongoing and future projects, and this commitment to innovation is clearly reflected in the latest developments at site. The WWTF Malad Project has marked a significant milestone with the successful commissioning of the SANY 71-meter Truck-Mounted Concrete Boom Placer, reinforcing NCC's commitment to adopting advanced construction technologies.

This state-of-the-art equipment—one of the largest concrete boom placers in India and South Asia—has been inducted under the visionary guidance of ASN Raju, Wholetime Director, marking a major leap in enhancing execution capabilities for complex and large-scale projects.

## About the Machine

- Make: SANY Heavy Industry Co., Ltd.
- Model: SYM5552THB710SA
- Type: Truck-mounted Concrete Boom Placer
- Maximum Vertical Reach: 71 meters
- Boom Configuration: 6-section RZ folding
- Maximum Output: ~180 $m^3$/hr

The machine was inspected as a fully assembled unit at the manufacturer's facility in China through a live Teams session and was received at site without any deviations. It was subsequently tested and successfully commissioned at the WWTF–Malad Project.

## Strong Performance at First Operation

Demonstrating its exceptional capability, the boom placer successfully executed a major concrete pour of 404 cubic meters (out of 800 cubic meters) within 8.5 hours during its very first operation.

## Key Significance

- Establishes a first-of-its-kind capability with one of the largest boom pumps in India & South Asia
- Enables direct concrete placement at extreme heights and wider spans
- High output capacity allows large-volume pours in a single continuous operation
- Reduces construction cycle time, accelerating project delivery
- Eliminates intermediate pipelines, minimizing manual handling and labour dependency
- Requires fewer resources for setup, shifting, and monitoring
- Ensures high efficiency, reliability, and operational safety
- Ideal for high-rise buildings, metros, industrial projects, and large concrete structures

## A Step Forward in Capability Building

The successful commissioning of this 71-meter boom placer represents a major advancement in NCC's equipment strength.

# Jal Arpan: Strengthening Community Ownership Across Uttar Pradesh

*Jal Arpan at Nayagaon Mubarakpur, Hardoi*

*Jal Arpan at Lakhimpur Kheri*

The Jal Arpan programmes reflect a shared commitment to delivering reliable drinking water infrastructure while fostering a sense of ownership and responsibility among communities. These programmes, held at Hardoi, Lakhimpur Kheri and Kushinagar under the SWSM projects, marked significant milestones in advancing community-led water management and ensuring sustainable access to safe drinking water.

At SWSM–Hardoi, the programme was organised under the guidance of Somaraju Ch, Sr. Vice President (Tech), where completed drinking water schemes were formally handed over to two Gram Panchayats. This transition symbolised the shift towards community ownership, enabling local bodies to manage and sustain the infrastructure effectively.

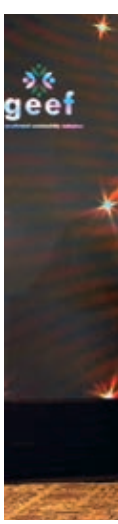
The event was graced by Prabhas Kumar, MLA, along with the Superintending Engineer, Executive Engineer, officials from Jal Nigam, Block Pradhan, Gram Pradhans, TPI representatives, and NCC officials and staff. A key highlight was the collective oath taken by all dignitaries, officials, and villagers to conserve water and use it responsibly, reinforcing the importance of safeguarding this vital resource.

Extending this initiative, a Jal Arpan programme was also conducted at Motipur Gram Panchayat, Lakhimpur Block, under the SWSM Uttar Pradesh – Lakhimpur Kheri project on 08 March 2026. The event marked the formal handover of the drinking water scheme to the local community. It was attended by project stakeholders, including officials from Jal Nigam, TPI, and DPMU, along with NCC representatives. The programme was graced by Yogesh Verma, MLA, as the Chief Guest.

Further strengthening the outreach, similar Jal Arpan programmes were successfully organised in Kushinagar district at Barwa Kalan and Dhanauji Abadkari villages under the SWSM–Kushinagar project, which were graced by Vijay Dubey, Member of Parliament, and Viveka Nand Pandey, MLA, respectively. Senior officials, including the Chief Engineer (Jal Nigam – Rural), Executive Engineer, Vice President GVK Raju, and Project In-Charge Mahendra Peyyala, were present at both locations. Members of the Gram Panchayats, TPI representatives, NCC teams, and a large number of villagers actively participated in the programmes.

By combining infrastructure development with awareness and participation, NCC continues to contribute meaningfully to the vision of sustainable water security for all.

*Jal Arpan at Dhanauji Abadkari, Kushinagar*



**Gold Standard in Safety**

# NCC Wins GEEF Global Safety Award 2026

NCC has added yet another feather to its cap with the Metro Bhavan CA-60 Project being honoured with the prestigious GEEF Global Safety Award 2026 – Gold Category in the Infrastructure & Construction sector.

This esteemed recognition underscores NCC's strong commitment to maintaining the highest standards of Health, Safety, and Environmental (HSE) excellence across its projects. The award highlights the robust safety systems, proactive risk management practices, and a deeply ingrained safety culture that define operations at the Metro Bhavan site.

The award was presented by Bhupinder Singh Bhalla, Former Secretary, MNRE, Government of India; Dr Bibek Bandyopadhyay, Former Director, Solar Energy Centre and Former Adviser, MNRE; and Punit Singh Nagi, Director – Project, GEEF. Their presence added significance to the recognition, emphasising the importance of safety excellence in the infrastructure sector.

The honour was received on behalf of NCC by I Bhuloka Raju, DGM, and Gnanavel Saravanan, Safety Officer, representing the Metro Bhavan CA-60 Project team.

The achievement reflects the collective efforts of the project team, whose dedication and vigilance have ensured a safe and secure working environment. As NCC celebrates this accomplishment, it reaffirms its commitment to striving towards zero harm and creating safer workplaces across all its projects, setting new benchmarks in safety excellence within the infrastructure and construction industry.

*NCC Team receiving the GEEF Global Safety Award*

Deep Kamal Vats, DGM receiving the Griha certificate from Kamal Kishore, Manager, Griha Council

**Building Green, Building Better**

# GRIHA 3 Star Rating for Dr RML Hospital project, Delhi

NCC continues to reinforce its commitment to sustainable development with yet another proud achievement. The project "Construction of Hostel Block for Resident Doctors at PGIMER, Dr. RML Hospital, New Delhi" has been awarded the prestigious GRIHA 3-Star Rating, recognising its adherence to environmentally responsible construction practices and energy-efficient design.

The project is a landmark development comprising three basement levels and a Ground + 20-floor tower, complemented by comprehensive external development and well-planned horticulture works. Designed to provide comfortable and modern residential facilities for healthcare professionals, the structure reflects a fine balance between functionality, sustainability, and aesthetics.

Achieving the GRIHA 3-Star Rating underscores NCC's focus on incorporating green building principles such as resource optimisation, energy efficiency, and environmentally conscious construction methodologies. It also highlights the organisation's ongoing efforts to contribute meaningfully to India's sustainable infrastructure landscape.

This accomplishment stands as a testament to the dedication and technical excellence of Deep Kamal Vats, DGM (Tech) and his team. Their meticulous planning, innovative approach, and unwavering commitment to quality have been instrumental in delivering a project that meets high standards of sustainability and performance.

NCC takes immense pride in this milestone, which not only enhances its portfolio of green buildings but also aligns with its vision of "Defining Tomorrow with Purpose"—creating infrastructure that is future-ready, responsible, and resilient.

## Powering Safety Excellence

# NCC Earns Top Honours at Adani Raigarh

NCC's unwavering commitment to safety has once again earned distinguished recognition at the Adani Power Limited (APL), Raigarh Project (Phase 2), where the company was honoured with an Award and Safety Appreciation Certificate for FY 2025–26.

The recognition, presented by Ajit Rai, Site Head, APL, Raigarh, acknowledged NCC's consistent efforts in upholding high safety standards and driving a culture of vigilance across all operations at APL Raigarh site. More than an achievement, this honour reflects the collective dedication of teams on the ground who champion safe practices every day.

This accolade reflects NCC's steadfast commitment to prioritising safety as a core value, ensuring the well-being of its workforce while delivering projects with excellence. The company's proactive approach, adherence to best practices, and continuous efforts to enhance safety protocols at the APL project site further reinforces NCC's reputation as a responsible and safety-conscious organisation, dedicated to operational excellence and sustainable project execution.

## Excellence in Action at Mundra

# Setting Safety Benchmarks at Project Site

Demonstrating that excellence lies in the details, NCC was honoured with the Best Housekeeping Maintaining Company Award during the 55th National Safety Week celebrations organised by Adani for the Green PVC Project at Mundra Petrochem Limited. This achievement reflects the team's unwavering focus on maintaining superior standards of cleanliness, order, and safety across the project site.

*NCC Team receiving the Award*

The recognition is a testament to the good work of site team including Lohit Chandra Borah, DGM & Project Head, and the dedicated efforts of Ganpati Nath Tiwari, Deputy Manager – HSE & Safety In-Charge. Their commitment and guidance have been instrumental in fostering a disciplined and safety-conscious work environment.

The award, presented by senior dignitaries of Adani, underscores NCC's consistent pursuit of operational excellence. The Award Certificate and Winner Trophy were presented by Project Head KS Laxminarayan, Project Safety Head Sabyasachi Sengupta, Construction Manager (Calcium Carbide Unit) AV Mani, Deputy Construction Manager (Calcium Carbide Unit) Paritosh Joshi, and Construction Manager (Acetylene Unit) Manas Sarkar.

More than an accolade, this honour reinforces NCC's belief that strong housekeeping practices are integral to safety, efficiency, and quality execution—setting benchmarks for responsible and sustainable project delivery.

## Inauguration of RWS Patna Yard

Marking a significant step forward in strengthening its regional operations, NCC proudly inaugurated its new RWS Patna Yard at Motipur, Bihar. The new facility reflects the company's continued commitment to expanding its infrastructure footprint and enhancing project execution capabilities in the region.

The inauguration ceremony was led by H. Dwivedi, DGM (Technical) and Dvijendra Kumar Rai, DGM (P&E), who formally opened the yard amidst a spirit of optimism and progress. The occasion brought together team members and project staff, symbolizing a collective stride towards operational excellence.

## Felicitation

Chaganti Koteswara Rao, Indian orator and spiritual scholar, was felicitated on behalf of NCC at a function organized by Federation of Telugu association of Maharashtra on 15 March 2026.

## Blood Donation

NCC's SWSM UP- Firozabad site organised a Blood Donation Camp with enthusiastic participation from employees and staff. The initiative reflected NCC's commitment to community welfare and the spirit of giving, helping support local healthcare needs through voluntary blood donation.

# Safety First, Always

## Marking the 55th National Safety Day/Week

At NCC, safety is not just a priority but a fundamental value that guides every aspect of our work—and this commitment came alive during the National Safety Day/Week celebrations. The celebration was observed across NCC project sites with great enthusiasm, reinforcing our unwavering commitment to a safe and secure workplace. A range of activities—from safety pledges and awareness drives to mock drills and interactive sessions—brought employees and workmen together to revisit, reflect, and reaffirm safety as a core value.

*ADCL N12 Project*

*ADCL N15 Project*

*GMCH Guwahati*

*IDC Betkuchi*

*JJHA Indrapuri*

*LTMGH Sion*

*Nagpur Indora Flyover*

*Ranchi Water Supply Project*

*RWSS Khordha*

*SCB MCH Project Cuttack*

*SWSMUP Shahjahanpur*

*SWSMUP Firozabad*

*WBPWSP Purulia*

*SWSMUP Lakhimpur Kheri*

*WSS Agra*

*WWTF Malad*

# NCC Leads the Way in Fire Safety Awareness

Fire Safety Week serves as a crucial reminder of the importance of preparedness, prevention, and prompt response to fire-related hazards. Observed across NCC sites, the initiative aims to instil a strong sense of responsibility and awareness among workers and staff, emphasizing that even a small act of caution can save lives and property.

Across various project sites, a range of activities were organized, including fire mock drills, hands-on training sessions on the use of fire extinguishers, and safety demonstrations. Awareness talks and toolbox sessions further reinforced best practices, ensuring that workers are well-equipped to respond effectively in emergency situations.

*Nagpur Indora Flyover*

*SWSM Raebareli*

*WBPWSP Purulia*

*WSS Agra*

# Milestones in Safety Excellence

Safety remains at the core of NCC's project execution philosophy. Across diverse geographies and project environments, our teams continue to set benchmarks in Health, Safety & Environment (HSE), achieving remarkable milestones in safe man-hours without incidents.

### SWSM Lakhimpur Kheri Achieves 31 Million Safe Man-Hours

The SWSM project at Lakhimpur Kheri, Uttar Pradesh, recorded an outstanding 31 million safe man-hours without any incident. This milestone was formally recognized with a certificate issued by the Executive Engineer, UP Jal Nigam (Rural), and presented to Mohd Jamal, DPM, along with Akash Kumar Dubey, Assistant Engineer (Safety). The achievement highlights the team's unwavering commitment to maintaining stringent safety standards on site.

### SWSM Kushinagar Reaches 30 Million Safe Man-Hours

The SWSM Kushinagar Project marked a significant milestone by completing 30 million safe man-hours without a single accident or injury. In recognition, a certificate was presented to Mahendra Peyyala, Project Incharge, by Atif Hussain Khan, Executive Engineer (Jal Nigam), and Ravindra Kumar Gokhale, DTL, Medhaj Power & Infra Consultants. This accomplishment reflects the strong teamwork and consistent adherence to safety protocols by the entire project team.

### Malad WWTF Project Clocks 10 Million Safe Man-Hours

The 454 MLD Wastewater Treatment Facility (WWTF) Project at Malad achieved 10 million safe man-hours without any major incident, reinforcing its strong safety culture. The milestone was recognized with senior officials from BMC and STUP presenting an appreciation certificate. The recognition was received by KAVLN Raju, Project In-charge, along with the HSE team, underscoring the collective effort in upholding the highest safety standards.

### IDC Betkuchi Records 6 Million Safe Man-Hours

The Integrated Directorate Complex (IDC) project at Betkuchi, Assam, achieved 6 million safe man-hours with zero Lost Time Injury. The accomplishment was acknowledged with a certificate issued by the PWD, Civil Division, and received by Manoj Kumar Choudhary, Deputy General Manager (Project In-Charge). This milestone stands as a testament to effective leadership, coordinated teamwork, and a proactive approach to safety management.

**These milestones reflect NCC's steadfast commitment to ensuring that safety is never compromised. As these projects demonstrate, every safe man-hour is a step toward building not just infrastructure, but a culture of trust, responsibility, and excellence.**

# Women's Day at RO Bengaluru
# A Day to Honour, Inspire and Celebrate

The Regional Office, Bengaluru, marked International Women's Day with a vibrant and heartfelt celebration, thoughtfully organised by the Management. The event brought together women employees from across departments, creating a warm and engaging atmosphere filled with appreciation and camaraderie. The celebration featured a series of activities that encouraged participation and interaction, adding energy and enthusiasm to the occasion. A special highlight of the event was the felicitation of women employees, recognising their contributions, dedication, and role in driving excellence across the organisation.

# NCC Corporate Office Celebrates
# Women's Day with Spirit and Grace

The NCC Corporate Office came alive with colour, cheer, and camaraderie as Women's Day was celebrated on 13 March 2026, bringing together women employees from across departments in a vibrant show of unity. Smoothly anchored by Lavanya and Josephine Maria Gladys, the event kept the audience engaged throughout.

*Kausalya Raju, Director NCC and Bharathi Alluri, Director NCC Urban, lighting the lamp*

The celebration began with thoughtful greetings for employees at their desks. The ceremonial lighting of the lamp by Director NCC, Kausalya Bhupati Raju and Director, NCC Urban, Bharathi Alluri, along with fellow employees, marked an auspicious start. A soulful invocation by Pranidhi and a graceful dance performance by Sindhuja set a festive tone. A group photograph captured moments of togetherness, followed by lively dance performances by employees that filled the venue with applause. Adding to the festive spirit, Anusha Alluri extended Women's Day wishes, while a spirited Housie/Tambola session conducted by Aparna and Harika brought laughter and excitement. A key highlight was the screening of Women at NCC – Stories of Connection (Seniors), featuring memorable experiences of senior colleagues. New employees also shared their perspectives, while Chandana's presentation on Indian women making a global impact added an inspiring dimension to the celebration. The programme concluded with a heartfelt vote of thanks by Vasantha Lakshmi, acknowledging the support of the Management and the HR, Admin, and IT teams. A special lunch arranged by the Corporate Admin team added warmth to the occasion.

# IMS Training

## Learning Takes Flight

Integrated Management System (IMS) programmes play a vital role in aligning quality, environmental responsibility, and workplace safety with everyday operations. They equip teams with the knowledge and discipline needed to ensure compliance, consistency, and continual improvement across project sites. This commitment to strengthening systems on the ground was reflected in focused initiatives across key project locations.

**IMS Awareness Program at GAD Towers, Amaravati**

At Amaravati in Andhra Pradesh, an IMS (ISO 9001, ISO 14001 & ISO 45001) Awareness & Implementation Program was conducted on 12–13 March 2026 at the GAD Towers Conference Hall. The sessions, led by T Venkata Satya Prasad, GM - ISO, P Muralikrishna, AGM (IMS/ISO), and T Varadha Raidu, Asst. Manager (IMS/ISO), focused on building practical understanding of integrated systems.

**IMS Training at Lucknow Airport Project**

At the Lucknow International Airport Terminal 03 Project, an IMS Awareness Training Session was held on 25 March 2026 at the project conference hall. Led by P Muralikrishna, AGM (IMS/ISO), and Narendra Mali, Dy Manager (IMS/ISO), the session translated ISO principles into practical, on-ground application.

With active participation from project teams, the sessions not only reinforced adherence to quality, environmental, and occupational health and safety standards, but also brought these principles to life through practical insights and discussions. Its interactive format encouraged open dialogue and deeper engagement, making the learning experience both relevant and impactful while seamlessly integrating these practices into everyday project execution. Together, these initiatives highlight NCC's commitment to embedding robust systems and standards across projects. By fostering awareness and accountability, IMS programmes ensure that excellence is consistently achieved and sustained.

## QMS Audit conducted at Rajasthan Water Works Project

The QMS Recertificate Audit (ISO-9001) was conducted successfully at 6 Rajasthan Water Works Projects (Bhilwara Pkg-1, Bhilwara Pkg-2, Bhilwara Pkg-3, Bassi, Bungi, and Ratnagarh) from 27 January 2026 to 5 February 2026 by external auditor of TUV NORD with active support from our ISO team.

# Driving Digital Discipline

## NCC Completes ISO Auditor Training

In a significant step towards strengthening its digital and process excellence, NCC's Technology Service Division marked the successful completion of Internal Auditor Training on 2 April 2026. The programme, conducted by CSAT Management Solutions LLP on 20 and 21 February 2026, focused on Information Security Management System (ISO/IEC 27001:2022) and Information Technology Service Management System (ISO/IEC 20000-1:2018).

The certificates of completion were formally presented by Balram Sunder Sharma, Director (Technology Service – Electrical), in the presence of Haribabu Pasupuleti, Head – ISO, and Venkata Satya Prasad, GM – ISO.

This accomplishment highlights NCC's continued focus on building robust internal capabilities and enhancing expertise in globally recognised standards, reinforcing its commitment to secure, efficient, and high-quality technology-driven operations.

**Leadership Interaction**

# Energising the Electrical Division for the Year Ahead

The HO Training Hall was filled with a sense of purpose as AVN Raju, Wholetime Director, and Manoj Penmetcha, Director (Projects) addressed the staff of the Electrical Division. They appreciated the dedication and hard work put in by the entire team in delivering projects efficiently and maintaining high standards of performance.

Both leaders acknowledged the collective effort that drives the division's success and encouraged the team to continue building on this momentum. They also shared their experiences, expressing confidence that with the same commitment and teamwork, the Electrical Division would achieve even greater milestones in the coming years.

*Manoj Penmetcha, Director (Projects) addressing the gathering*

*Wholetime Director, AVN Raju motivating employees*

## Champions on the Field

# Demonstrating Teamwork Beyond Work

Physical well-being and team spirit are integral to a productive and motivated workforce. Encouraging sports not only promotes health but also fosters teamwork, resilience, and a winning mindset—values that resonate strongly across NCC's project sites.

Reflecting this spirit, vibrant cricket tournaments held in Bengaluru and Karwar, Karnataka brought teams together in a celebration of energy, unity, and sportsmanship.

### Bengaluru Takes the Pitch

The NCC Cricket League 2026 for the Bengaluru region was held on 7 and 8 March 2026, drawing enthusiastic participation and spirited competition. Teams showcased remarkable coordination and determination through closely contested matches. BMRCL Pkg 3 emerged as the winners, while BMRCL Pkg 1 secured the runners-up position. The tournament concluded with a lively prize distribution ceremony, celebrating the champions and the strong sporting spirit displayed by all participants.

### Seabird Team Triumphs at Karwar

At Karwar, a cricket tournament organised by AECOM on 1 March 2026 brought together teams from various project sites in the region for a day of camaraderie and competition. The NCC team from Project Seabird, DB-02 site, delivered a consistent and focused performance, advancing to the finals. In a nail-biting match, they demonstrated exceptional skill and composure to outplay the opponents and clinch victory.

These cricket matches highlight how sports continue to energise teams and strengthen bonds beyond the workplace. By promoting fitness and unity, such initiatives contribute to building a more engaged and resilient workforce.

## Site Visit

ASN Raju, Wholetime Director and Board Chairman Dr A S Durga Prasad visited AIIMS, Awantipora project on 18 and 19 April 2026.

ASN Raju, Wholetime Director, visited APCRDA - High Court Structure Works, Amaravati on 21 February 2026 to inspect the mega concrete pour.

# Orders Bagged

## NCC Secures Orders Worth

### ₹ 5,252 Crore in Q4 (Jan–Mar 2026)

NCC has commenced the calendar year 2026 on a robust note, securing a substantial inflow of new orders across key business segments during the January–March quarter. The Company bagged orders aggregating to ₹ 5,252.48 Crore (Excl. GST) during this period, reflecting sustained client confidence and a healthy project pipeline.

**JANUARY 2026**

ORDERS SECURED
**₹2,456.89 CRORE**

- WATER DIVISION ₹1,922.26 CRORE
- TRANSPORTATION DIVISION ₹290.02 CRORE
- ELECTRICAL DIVISION ₹244.61 CRORE

*Strong performance led by the Water Division, reinforcing NCC's leadership in water infrastructure.*

**FEBRUARY 2026**

ORDERS SECURED
**₹326.06 CRORE**

- WATER DIVISION ₹326.06 CRORE

*Entire order inflow from the Water Division, continuing the segment's steady growth momentum*

**MARCH 2026**

ORDERS SECURED
**₹2,469.53 CRORE**

- WATER DIVISION ₹1,291.90 CRORE
- BUILDINGS DIVISION ₹793.48 CRORE
- TRANSPORTATION DIVISION ₹384.15 CRORE

*Diversified growth across segments with contribution from Buildings and Transportation*

## Sustained Growth Momentum

The order inflows during the quarter reflect NCC's strategic focus on core infrastructure sectors and its ability to secure projects across diverse domains. Notably, all the orders bagged during this period are from external clients and do not include any internal orders, reaffirming the Company's strong market position and competitive edge.

With a solid start to the year, NCC Limited continues to build on its growth momentum, backed by execution excellence and a diversified order book.

- WATER INFRASTRUCTURE LEADERSHIP
- STRONG PRESENCE IN TRANSPORTATION
- RENEWED MOMENTUM IN BUILDINGS
- EXPERTISE IN ELECTRICAL INFRASTRUCTURE
- TRUSTED BY CLIENTS. DRIVEN BY EXCELLENCE. FOCUSED ON GROWTH.

# A GRACEFUL FAREWELL TO A DISTINGUISHED LEADER

## NCC BIDS ADIEU TO DR AS DURGA PRASAD, CHAIRMAN OF THE BOARD

In a warm and dignified gathering marked by admiration, gratitude, and heartfelt tributes, NCC bid farewell to Dr AS Durga Prasad on his retirement as Chairman of the Board. The farewell and felicitation ceremony, attended by the Board of Directors and senior leadership of NCC, celebrated not only his remarkable tenure with the Company but also the values, wisdom, and integrity he brought to the organisation over the years.

The occasion reflected the immense respect and affection Dr Durga Prasad earned throughout his association with NCC. The atmosphere was one of both celebration and emotion as colleagues, directors, and senior executives came together to honour a leader whose guidance and presence have left an enduring impact on the Company.

The event commenced with a warm welcome by N Sudhakara Moorthy, Executive Vice President (HR), who served as the Master of Ceremonies for the evening. In his introductory remarks, he traced Dr Durga Prasad's distinguished professional journey and his invaluable contributions to NCC. He spoke about the depth of experience, balanced leadership, and solutions based approach that Dr Durga Prasad consistently brought to Board deliberations and strategic discussions.

**Message from A Ranga Raju, Managing Director**

"Dr Durga Prasad Garu's presence on the Board has always brought confidence and balance to every discussion. His experience, discipline, and commitment to doing what is right have earned him immense respect across the organisation. Beyond his professional excellence, he has always been approachable and warm in his interactions. On behalf of everyone at NCC, I extend my heartfelt gratitude and best wishes to him."

**Message from ASN Raju, Wholetime Director**

"Dr AS Durga Prasad Garu has been a source of wisdom, stability, and guidance for the entire NCC family. His calm approach, ethical clarity, and deep understanding of governance have greatly strengthened the Board and the organisation. It has been a privilege to work closely with him over the years. While he may be retiring from his formal position, his association with NCC and the values he stood for will continue to inspire us for years to come. We are deeply grateful for his contributions and wish him good health, happiness, and fulfilment in the years ahead."

*ASN Raju, Wholetime Director, adorning Dr AS Durga Prasad with a shawl*

As a mark of appreciation and respect, A Ranga Raju, Managing Director, presented Dr Durga Prasad with a bouquet, conveying the Company's gratitude for his years of service and guidance. Dr Durga Prasad was also felicitated with a shawl by ASN Raju, Wholetime Director. This was followed by a special presentation of a commemorative gift by AGK Raju, Executive Director, and AVN Raju, Wholetime Director, on behalf of the NCC family.

One of the most touching aspects of the evening was the sharing of memories and experiences by fellow Board members, Independent Directors and senior colleagues. Ramesh Kailasam, Uma Shankar, Sumit Banerjee, AVN Raju, and RS Raju, each reflected on their association with Dr Durga Prasad and spoke warmly about his professionalism, intellect, humility, and unwavering commitment to ethical governance.

They recalled how his thoughtful insights and balanced perspectives enriched Board discussions and inspired confidence during crucial decision-making processes. His ability to approach every issue with calmness, fairness, and foresight was highlighted repeatedly during the evening. Several speakers also fondly mentioned his remarkable memory, attention to detail, emphasis on organisational culture, and his genuine concern for people — qualities that made him deeply respected across all levels of the organisation. While speaking about Dr Durga Prasad, AVN Raju, Wholetime Director, was overwhelmed with emotion and hugged as a heartfelt gesture of deep respect, gratitude, and affection, symbolising the strong personal and professional bond they shared over the years.

The felicitation ceremony became even more memorable as the entire Board of Directors joined together to honour Dr. Durga Prasad in the presence of NCC's senior leadership team. The collective gesture symbolised the admiration and appreciation he commanded among colleagues and peers alike.

Addressing the gathering, Dr Durga Prasad delivered an emotional yet inspiring speech that resonated deeply with everyone present. Reflecting on his journey with NCC, he shared that while he may be "retiring legally," his association with NCC would continue in spirit and sentiment. His Words reflected the deep bond he shares with the organisation and the affection he holds for the people of NCC.

He reminisced about the circumstances that led him to join NCC and spoke with great reverence about Dr AVS Raju, Founder & Chairman Emeritus of NCC, whose vision and values had inspired him to become part of the Company's journey. Dr Durga Prasad expressed his profound respect for the Founder Chairman and acknowledged the strong ethical foundation upon which NCC has been built.

Dr Durga Prasad also briefly touched upon NCC's digital transformation journey. A keen enthusiast of digitisation and systems-driven governance, he strongly supported the implementation of ERP and ERM systems across the

*AVN Raju, Wholetime Director, and AGK Raju, Executive Director, presenting the commemorative gift.*

Company and was instrumental in giving the go-ahead for the Infor platform initiative, which was strongly backed by the next gen directors. What stood out was his personal involvement and commitment — despite it being beyond his formal mandate, he regularly participated in weekly consultant review meetings, offering valuable insights and encouragement to ensure the successful progress of the initiative.

In a message that left a lasting impression on the audience, he emphasised the importance of "conscience" and "passion" as two essential qualities for achieving success in one's professional life. He encouraged employees and young leaders to remain guided by integrity and to pursue their work with dedication and sincerity. His reflections carried the wisdom of experience and the authenticity of a leader who has always believed in values-driven leadership.

**Message from AGK Raju, Executive Director**

"Working with Dr Durga Prasad Garu has been a truly enriching experience. His sharp insight, exceptional memory, and thoughtful perspectives have always added great value to the Board's deliberations. He carried himself with grace, dignity, and simplicity, qualities that made him admired by everyone who interacted with him. We will deeply miss his presence and guidance and wish him all the very best for a happy, healthy, and meaningful journey ahead."

The Next Gen Directors, too, gained immensely from Dr Durga Prasad's vast experience, wisdom, and practical approach to leadership, just as Dr Durga Prasad himself had learned valuable lessons from former Board Chairman Mr Hemant Nerurkar — particularly on the importance of resolving issues

**Message from AVN Raju, Wholetime Director**

"Dr. A.S. Durga Prasad Garu has been closely associated with NCC for the last ten years, first as an Independent Director and later as Board Chairman. During his tenure, he added considerable value to the Board's deliberations through his experience, insight, and thoughtful perspective. His emphasis on integrity, transparency, and good governance strengthened the organisation's systems and processes. He contributed significantly to many important initiatives, helping the company navigate opportunities and challenges with clarity and balance. It was a pleasure working alongside him and benefiting from his knowledge and guidance.""

through open discussions and constructive debate, instead of recording them in writing. This balanced and mature approach to governance left a lasting impression on the younger leadership team.

In his address, Dr Durga Prasad spoke with humility and warmth, thanking the Board, leadership team, and employees for their support, affection, and cooperation during his tenure. His speech was met with heartfelt applause and admiration from the audience.

The evening concluded with a vote of thanks delivered by Neerad Sharma, who expressed gratitude to all dignitaries, Board members, senior leaders, and employees for making the occasion memorable. He particularly acknowledged Dr Durga Prasad's immense contribution to NCC and wished him continued happiness, good health, and fulfilment in the years ahead.

As NCC bids farewell to Dr AS Durga Prasad in his role as Chairman of the Board, the legacy he leaves behind will continue to inspire the organisation. His wisdom, ethical leadership, and unwavering commitment to excellence will remain deeply embedded in the ethos of NCC.

While his tenure as Chairman may have formally concluded, his association with NCC — as he himself beautifully expressed — will undoubtedly continue in spirit.

As the Company enters a new chapter, Rajender Mohan Malla has taken over as the new Chairman of the Board. With his rich experience and leadership, NCC looks forward to building further on the experience of Dr Durga Prasad and continuing its journey of growth and excellence.

# STRAIGHT FROM THE HEART

**Srivani Mutyala**
Manager (Corporate Admin), HO

**Best advice I ever got**
Master discipline, embrace hard work, and success will follow.

**My role model**
My parents, whose values, sacrifices, and unwavering support have shaped who I am today.

**How I stay fit**
By maintaining a healthy lifestyle, staying positive, and preferring homemade food.

**A value I live by**
Honesty —it guides my actions, builds trust, and keeps me true to myself.

**One skill I want to master**
Being consistently sincere and committed in my work.

**My proudest moment at NCC**
Being part of NCC and contributing my bit to its journey makes me proud.

**If I had one extra hour in a day, I would...**
Spend it with my family and focus on personal priorities.

**If I could meet any famous person, it would be...**
No one in particular; I value the meaningful relationships I already have in my life.

**I Sita Rama Chandra Raju**
Manager- Stores, APCRDA, Vijayawada

**Best advice I ever got**
Stay consistent and honest in your work, and success will follow naturally.

**My role model**
My father, whose values, discipline, and integrity continue to guide me every day.

**How I stay fit**
I stay fit by maintaining a disciplined routine of regular walking and a balanced lifestyle.

**A value I live by**
Integrity in thought, word, and action.

**One skill I want to master**
Strategic decision-making with a long-term perspective.

**My proudest moment at NCC**
Being part of successful projects where teamwork, safety, and quality came together seamlessly.

**If I had one extra hour in a day, I would...**
Spend it with my family to unwind and stay emotionally balanced.

**If I could meet any famous person, it would be...**
Dr. A.P.J. Abdul Kalam, for his humility, wisdom, and inspirational leadership.

**Ajit Singh**
Manager (IS), RO Lucknow

**Best advice I ever got**
Focus on your work, the results will come automatically. Always be positive, smile in every situation and keep learning.

**My role model**
First my Parents - their selfless service and patience always inspire me. And every person who learns from his failures and moves forward.

**How I stay fit**
By regular walking, light excercise and good sleep.

**A value I live by**
Always adopt a positive attitude and find solutions in every problem.

**One skill I want to master**
Learning and applying new technology (like AI) to my work.

**My proudest moment at NCC**
Worked in a challenging Joint venture project (L&T-NCC JV), in which my role was to do quarterly and yearly closing of account in L&T accounting package on behalf of NCC.

**If I had one extra hour in a day, I would...**
Spend it with my parents and family.

**If I could meet any famous person, it would be...**
Khan Sir - His life teaches that if your intentions are good, then no obstacle can stop you.

**Jampana Naga Raju**
Manager (Digitization & IT), HO

**Best advice I ever got**
Discipline repeated with consistency leads to great achievements.

**My role model**
My parents are my role models. Their sacrifices are my motivation.

**How I stay fit**
By regular exercise, balanced diet, and proper sleep.

**A value I live by**
Hard work and consistency always win.

**One skill I want to master**
The art of turning failures into learning opportunities.

**My proudest moment at NCC**
NCC gave me the opportunity to handle several challenging assignments, and completing each one successfully remains a proud moment for me.

**If I had one extra hour in a day, I would...**
Do something that makes me truly happy.

**If I could meet any famous person, it would be...**
Virat Kohli, who proves that hard work and passion can change lives.

**Buddaraju Venkateswara Raju**
Manager (Stores), Water Div.
Stockyard, Hyderabad

**Best advice I ever got**
Approach situations with politeness but stand your ground with firmness.

**My role model**
My teachers and my NCC in-charges. Their discipline, guidance, and dedication have shaped my values and motivated me to always give my best.

**How I stay fit**
By exercising regularly and maintaining a healthy, balanced diet. These habits help me stay active, focused, and energized.

**A value I live by**
I strongly believe in a commitment to safety and quality. Doing things carefully and correctly ensures the best outcomes while minimizing risks.

**One skill I want to master**
Leadership—the ability to guide, support, and inspire others while making responsible decisions and upholding discipline.

**My proudest moment at NCC**
Being part of the prestigious 339 MLD STP Amberpet project. Contributing to its successful completion was a learning experience.

**If I had one extra hour in a day, I would...**
Spend it doing gardening work and with my family, as it brings me peace and strengthens my bond with them.

**If I could meet any famous person, it would be...**
Swami Vivekananda, whose wisdom, values, and inspiring thoughts have greatly influenced my outlook on life.

**V J Thomas**
Manager (P&M), ADCL
Pkg 43 & 44, Amaravati

**Best advice I ever got**
Achieve your goals with patience and perseverance. I realised that patience, perseverance and staying calm in critical moments, always lead to good results.

**My role model**
Mahatma Gandhi due to his Simplicity and Humility.

**How I stay fit**
Through walking and gym workouts, and practice early morning meditation to keep myself mentally fit.

**A Value I live by**
Never let ego guide you—it can destroy your career and relationships. Work hard with honesty, and success will follow.

**One skill I want to master**
Advanced digital metering technology for plant and machinery.

**My proudest movement in NCC**
When I completed 25 years in NCC. It was the proudest, happiest, and my most unforgettable moment.

**If I had one extra hour in a day. I would...**
Use it by reading books and learning advanced machinery technology.

**If I could meet any famous person it would be...**
Mother Teresa, for her compassionate and selfless nature.

Leading with Experience

# Delivering with Precision

For C Balasubrahmanian, the journey with NCC is a story of perseverance, continuous learning, and steadfast values. Starting as a Junior Engineer in 1994, he has grown alongside the organisation, contributing to a wide spectrum of landmark projects while evolving into a respected leader. In this candid One-2-One conversation, he reflects on his professional transformation, the mentors and moments that shaped his path, and the principles that have guided him through three decades in a dynamic construction landscape.

**C Balasubrahmanian**
JGM (Projects), Bengaluru

**How do you see your professional development in NCC?**

I began my journey with NCC (at RO, Chennai) in February 1994 as a Junior Engineer, bringing with me four years of prior experience in building construction. My first assignment involved infrastructure development for Aqua Farm Projects in Gudur (AP).

The initial phase of my career was challenging, as I transitioned from working as an individual contractor to becoming part of a structured private limited organisation. With the guidance of my mentor as Project Manager, Sri Narasimhan, I was able to adapt successfully and deliver my first project with confidence.

Over the years, my professional journey has been marked by continuous learning and the successful execution of several prestigious projects. I consistently enhanced my knowledge of construction systems and modern techniques, which enabled me to deliver quality projects within stipulated timelines.

In addition, I have had the opportunity to mentor and guide many engineers, contributing to improved efficiency and quality in project execution.

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

**What has been the driving force behind your achievements?**

The unwavering support of my wife has been a significant factor in my professional journey. During periods when my work required me to be away from home, she took full responsibility for managing the family and raising our children, enabling me to focus on delivering complex projects.

I am also deeply grateful for the mentorship and guidance of our Wholetime Director, Sri JV Ranga Raju, whose leadership has played a crucial role in shaping my career.

At the core of my achievements are strong ethical values, a commitment to hard work, and a continuous desire to learn and improve. These principles have helped me remain consistent and resilient throughout my career in a dynamic and evolving industry.

**What has been your most unforgettable moment at NCC?**

One of the most unforgettable moments in my journey with NCC Limited was my first major project—the NGV project

at Koramangala. Successfully delivering it on schedule, despite multiple challenges, was a defining milestone in my early career. It significantly strengthened my confidence and laid a strong foundation for my professional growth.

Another equally significant experience was my role as an engineer in the development of the Nagarjuna Group of Institutions (NGI) campuses. Contributing to a project that supports education and positively impacts future generations gave me a deep sense of pride and fulfillment.

These experiences remain memorable not only for their successful execution but also for the responsibility, learning, and long-term value they represent in my professional journey.

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

My journey with NCC has been enriched with diverse experiences across a wide range of projects. After successfully completing my first major NGV project at Koramangala, I had the opportunity to work on various challenging projects, including flyovers, educational institutions, hospitals, commercial buildings, residential projects, and road infrastructure.

Each project brought unique challenges and learning opportunities, which helped me strengthen my technical and managerial capabilities.

**How do you lead your team? What values would you suggest for navigating the current work dynamics, which are highly volatile and unpredictable?**

Over my 32 years of experience, I have learned that effective leadership is built on clarity, consistency, and credibility. I lead my team by setting clear objectives, aligning them with organisational goals, and empowering individuals to take ownership of their responsibilities. I follow a participative leadership approach, encouraging open communication, diverse perspectives, and informed decision-making.

In today's highly volatile and unpredictable environment, I focus on maintaining stability within the team. I prioritise transparent communication, timely decision-making, and proactive risk management, while ensuring flexibility to adapt to changing conditions.

The key values I emphasise are adaptability, accountability, integrity, collaboration, and resilience. Additionally, empathy and trust are essential, as they help build a motivated and committed team capable of navigating challenges effectively. My goal is to create a team that is both performance-driven and future-ready.

**Please share a few details about your family**

My wife, Rajalakshmi has been the backbone of our family. As a homemaker, she has played a crucial role in managing the household and raising our children, allowing me to focus on my professional responsibilities.

Our son, Suraj Krishnan, is currently pursuing MTech in Computer Science Engineering at the University of Visvesvaraya College of Engineering (UVCE). Our daughter, Sowparnika, is pursuing her Bachelor of Dental Science (BDS) at Krishnadevaraya College of Dental Sciences & Hospital.

Their dedication and progress bring us great pride and satisfaction.

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

My hobbies include reading books, traveling, listening to music, and spending quality time with my family.

I prefer to utilise my leisure time to relax, stay mentally refreshed, and maintain a healthy work-life balance by engaging in activities with my family.

WELCOME TO

# NCC Family

January to March 2026

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

## Sunit Kumar Dey

Senior Vice President - Materials
Corporate Office, Hyderabad

Sunit Kumar Dey joined NCC as Senior Vice President - Materials at our Corporate Office, Hyderabad and is reporting to K Rajarama Rao, Senior Vice President – Materials. He is a gold medalist in B Tech (Mining Engineering) from the Indian Institute of Technology (BHU), Varanasi; holds a Post Graduate Diploma in Management from the Symbiosis Centre for Management & Human Resource Development; and has completed a Senior Management Program at the Indian Institute of Management, Ahmedabad. Prior to joining our team, he held various roles at several organisations, including BirlaNu Ltd (formerly Hyderabad Industries Ltd), Nuvoco Vistas Corp Ltd, Lafarge India Pvt Ltd, Lafarge North America and Tata Steel Ltd. With over 22 years of experience, he specializes in Total Cost Ownership, Supplier relationship management, Category & Market Intelligence, Cross functional collaboration, Data driven decision making and Innovation.

## Udaya Bhaskar Kanuparthy

Chief General Manager (Taxation)
Corporate Office, Hyderabad

Udaya Bhaskar Kanuparthy joined NCC as Chief General Manager (Taxation) at our Corporate Office, Hyderabad and is reporting to Sanjay Pusarla, CFO. He holds a Bachelor of Commerce degree from Nagarjuna University in Andhra Pradesh. Prior to joining our team, he spent most of his career at Larsen & Toubro Ltd, advancing from Graduate Trainee to Senior Deputy General Manager. He also worked at Rajdhani Hotels Pvt Ltd for over two years. With 31 years of experience, he has extensive expertise in handling indirect taxes across India, including Customs Duty, Excise Duty, Service Tax, DGFT claims, CST, Sales Tax/VAT, Entry Tax/Octroi, and GST.

## T Venkata Satya Prasad

General Manager (IMS/ISO)
Corporate Office, Hyderabad

T Venkata Satya Prasad joined NCC as General Manager (IMS/ISO) at our Corporate Office in Hyderabad and is reporting to Hari Babu, Head (IMS/ISO). He holds a Post Graduate Diploma in Industrial Safety from Anna University, Coimbatore. He also has an MBA from Indira Gandhi National Open University and an MSc from Andhra University. Additionally, he is a certified Six Sigma Black Belt and holds IRCA certifications as Lead Auditor for ISO 9001 and Internal Auditor for ISO 14001, 27001, and 45001. Before joining our team, Satya Prasad held various roles in respected organisations, including William Hare (India) Pvt Ltd, Rain Calcining Ltd, Asian Paints, and Vera Laboratories Ltd. With over 30 years of experience, he specializes in designing and implementing enterprise-wide governance, particularly in IMS and ISO standards, as well as process optimization.

## Prasanta Kumar Mallick

General Manager (Tech)
Coal Gasification Projects at HO, Hyderabad

Prasanta Kumar Mallick joined NCC as General Manager (Tech) in our Coal Gasification Projects at Head Office, Hyderabad and is reporting to Vishnu Varma, Director (Projects), Water & Environment Division. He holds a degree in Chemical Engineering from JRN Rajasthan Vidyapeeth (Deemed) University, an MBA (Operations) from IGNOU, and Master of Science from Dr BAM University, Aurangabad. Before joining our team, he held various roles in organisations including Reliance Corporate IT Park Ltd, Jindal Steel & Power Ltd, Indorama PET (Nigeria) Ltd, Dhunseri Petrochem & Tea Ltd and Indo Rama Synthetics (I) Ltd. He has over 28 years of experience in erection, Pre-commissioning, Commissioning, Plant Operation, Process Optimization of Chemical, Petrochemical, Oil & Gas Projects.

## Bikram Kumar Das Mohapatra

Joint General Manager - Plant & Machinery
Amrapali Project, Mining Division

Bikram Kumar Das Mohapatra joined NCC as the Joint General Manager - Plant & Machinery for our Amrapali Project in the Mining Division and is reporting to Mudunuri Uday Raju, Senior General Manager (Mining). He holds a Diploma in Automobile Engineering from SMIT, Berhampur, a B Tech in Mechanical Engineering from Janardan Rai Nagar Rajasthan Vidyapeeth University in Udaipur, and an M.B.A. in Operations Management and Production Management from SIMTS in Delhi. Before joining our team, he held various positions in notable organisations, including African Industries Group Ltd, Heidelberg Cement India Ltd, Bhubaneswari Coal Mining Ltd, Tractors India Pvt Ltd, Jindal Steel & Power Ltd, and Tata Motors Ltd. He has over 22 years of experience in managing operations and maintenance of industrial equipment and heavy commercial vehicles.

# Adaptability

## The Key to Employee Growth in a Changing Workplace

*By N Sudhakara Moorthy, Executive Vice President, HR*

In today's fast-evolving workplace, new technologies, shifting market demands, and evolving organizational priorities are redefining how we work. In such an environment, adaptability has emerged as a crucial trait for employee growth and long-term success.

Adaptability is the ability to remain flexible, open to change, and responsive to new situations. Employees who adapt well are better equipped to handle uncertainty, learn new skills, and contribute meaningfully to their teams and the organization. Employees who stay calm under pressure, think creatively, and focus on solutions rather than problems bring immense value to the organization. Their ability to pivot quickly helps maintain productivity even during uncertainty.

From an organizational perspective, adaptable employees contribute to a culture of agility and innovation. They are more open to new ideas, support change initiatives, and help teams navigate transitions smoothly. This collective adaptability drives progress and strengthens the organization's competitive edge.

The good news is that Adaptability can be developed with conscious effort. Here are some practical ways employees can build this essential skill:

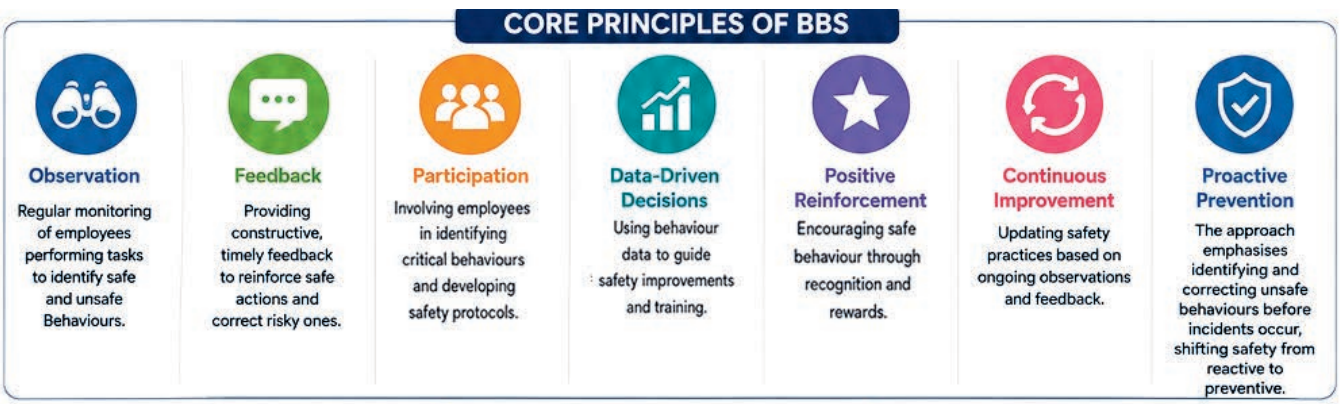
At its core, adaptability is about mindset—the willingness to evolve, learn, and grow with changing times. Employees who cultivate this trait position themselves not just to cope with change, but to thrive in it.

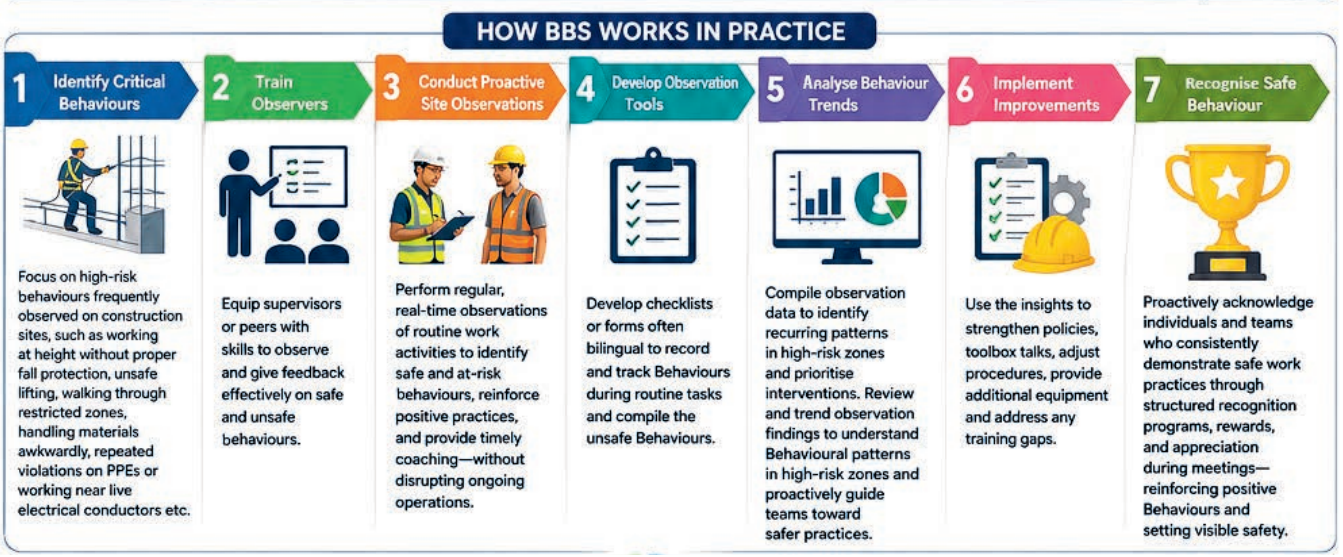
# Behaviour-Based Safety

## The Key to Building a Strong Safety Culture

*By Srikanth Aluguri, Vice President, HSE*

Behaviour-Based Safety (BBS) is essential for strengthening HSE management systems, especially in construction industry where conditions change rapidly. While classified as an administrative control, BBS goes beyond procedures by focusing on the human element behaviours, attitudes and decisions that influence how safely work is performed. By applying BBS principles, we connect safety systems with real actions on site, enabling all levels of the team to identify at-risk behaviours, encourage safe practices and build accountability through positive observation and feedback. Training and motivating our workforce to embrace BBS not only prevents incidents but also fosters a proactive safety culture where everyone takes ownership, helping us achieve a safe, healthy and productive working environment.




### Benefits of BBS

- Builds a culture of safety and accountability.
- Reduces workplace accidents and injuries.
- Enhances employee engagement and morale.
- Improves compliance with safety regulations.
- Provides measurable data for safety performance.
- Promotes stronger Leadership and Communication.

**Let us work together to build a safe and healthy workplace.**

LAUGH IT OFF

# How to Maintain RELATIONSHIPS When Everyone Is Busy

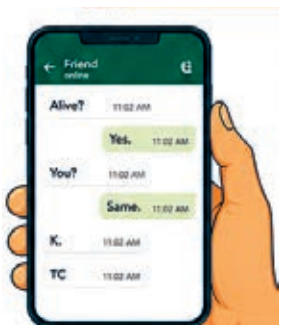
In India, maintaining relationships feels like trying to attend a wedding buffet after the gulab jamuns and ras malais are over—possible, but slightly heartbreaking. Once upon a time, friendships thrived on endless chai breaks and unplanned visits. Today, everyone is either "in a meeting," "with family," or promising to "call back" (a promise that quietly fades into history). Between work deadlines, family duties, and social obligations, time has become the rarest commodity.

## Meet-Ups: A Mission Approved by ISRO Only

Planning to meet a friend today requires: 3 Google calendars, 2 astrologers and 1 family approval committee. You start with "Let's meet this weekend." After 23 attempts, you finally meet. For exactly 47 minutes. Why 47? Because at 48 minutes, someone suddenly remembers they have a "call," "family thing," or "existential crisis."

And during those 47 minutes, including 12 minutes spent deciding where to sit, both of you check your phones every 6 seconds, nod seriously at messages that say "Ok" and laugh at reels instead of each other.

And yet, that one meeting feels like emotional recharge, therapy, and a mini vacation—all packed into one overpriced Tea with Cookies.




## The Rise of Micro-Connections

Because Who Has Time for Full Sentences?

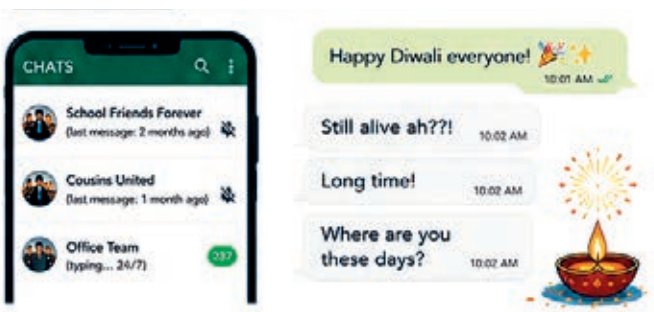
Conversations today look like this:

"Alive?" "Yes." "You?" "Same." "K." "TC"

This is not laziness. This is efficiency. This is not evolution. This is emotional time-saving. Shakespeare wrote entire plays. We are out here writing minimalist words of survival. If someone sends a full paragraph, don't panic—it's either: a forwarded message, a crisis or a marriage proposal.

## WhatsApp Groups: The Digital Joint Family

You have: "School Friends Forever" (no one has spoken for a long time), "Cousins United" (active only during weddings and property discussions) & "Office Team" (active 24/7, unfortunately). The beauty is—you don't need to participate. Just exist. Then one fine day, like a dramatic Bollywood comeback, you enter with: "Happy Diwali everyone!" Suddenly: "Still alive ah???"! Long time!" "Where are you these days?" Boom. Relationship revived. The Group, which was muted for 1 year, has now been renewed like an annual Life Insurance policy.




## Conclusion: It's Not Time, It's Intent (and WiFi)

**In today's India, relationships don't need hours. They need:** one message, one call, one remembered birthday and, of course, a stable WiFi connection. Because at the end of the day, between work pressure, family chaos, and life running faster than a Mumbai local… these little efforts say, "I haven't forgotten you… just moved you to the 'important but not urgent folder."

And if everything else fails, there is always the timeless Indian solution: a cheerful forwarded "Good Morning" message filled with flowers, sunshine, and spiritual quotes. It may not solve life's problems—but it has been successfully maintaining relationships longer than most New Year resolutions.

DID YOU KNOW?

# The Story Behind Your Favourite Slice

Pizza, one of the world's most loved foods, has a history as rich and layered as its toppings. Its origins can be traced back to Naples, where in the late 18th century, simple flatbreads topped with tomatoes and herbs became a popular, affordable meal for the working class.

One of the earliest and most iconic versions—the Margherita pizza—is believed to have been created on June 11, 1889, by Naples pizza maker Raffaele Esposito in honour of Queen Margherita of Savoy. With toppings of tomato, mozzarella, and basil, it reflected the colours of the Italian flag—an elegant example of food symbolising culture and identity.

Over time, pizza travelled across continents, evolving with local tastes and cultures. In India, modern pizza made its formal entry in 1996 with the arrival of Domino's Pizza, soon followed by other international brands such as Pizza Hut and Papa John's. Since then, it has grown into a popular choice for celebrations, office gatherings, and family occasions.

Interestingly, India is not just a consumer of pizza—it is also connected to the very origins of some of its key ingredients. Take basil, for instance. Today, it is a defining element of Italian cuisine and a familiar topping on pizzas worldwide. However, basil has been revered in India for thousands of years and was widely used here long before it gained popularity in Europe.

Similarly, mozzarella cheese, now synonymous with pizza, has roots linked to India. It is traditionally made from the milk of the Water Buffalo, the animal that is believed to have originated in the Indian subcontinent before being introduced to Europe. These connections highlight how India has quietly contributed to the global culinary story of pizza—through agriculture, ingredients, and tradition.

## Here's some fun pizza facts

**Pizza wasn't always round!**
The earliest pizzas were square or rectangular, made as simple flatbreads and sold as affordable street food in Naples.

**Pizza has reached space**
In 2001, a pizza was delivered to the International Space Station and enjoyed by astronaut Yuri Usachov.

**There's a maths concept called the "Pizza Theorem"**
It describes how certain slices of a circle have equal areas—proof that pizza even inspires mathematics!

**The world's largest pizza is massive**
The biggest pizza ever made (2023, Los Angeles) measured over 1,200 square metres.

**NASA can 3D print pizza**
Scientists have explored technology to print edible pizzas for astronauts—food innovation at its finest!

**There's a pizza museum**
The Museum of Pizza in Philadelphia houses one of the largest collections of pizza memorabilia.

From its humble beginnings in Italy to its deep-rooted ingredient connections with India, pizza is more than just a dish—it is a story of cultures coming together. A simple slice, with a truly global—and partly Indian—story.

And here's a thought to leave you with—pizza comes in a square box, is round in shape, and is cut into triangles. Life is much the same: it may not always fit into neat definitions, but it still comes together beautifully in the end.

# Honouring
## 35 Years of Service

Marking an inspiring milestone, four of our distinguished colleagues celebrate 35 years of dedicated service with NCC—GGN Prasad, Officer (Admin), HO, known for his steadfast support to administrative excellence; G Ramakrishna Raju, Sr GM (QS), HO, recognised for his expertise and consistency in quantity surveying; SB Naidu, DGM (Projects), HO, valued for his committed project execution and delivery; and PM Sudhakar James, SGM (Digitalization & IT), HO, appreciated for driving digital transformation and IT initiatives across the organisation. Their remarkable journey stands as a testament to dedication, integrity, and enduring commitment to excellence.

**GGN Prasad**, Officer (Admin), HO, being felicitated by Founder & Chairman Emeritus, Dr AVS Raju

**G Ramakrishna Raju,** Sr GM (QS), HO, being felicitated by ASN Raju, Wholetime Director & Harsha Varma, Director (Projects)

**SB Naidu**, DGM (Projects), HO, being felicitated by ASN Raju, Wholetime Director & Harsha Varma, Director (Projects)

**PM Sudhakar James**, SGM (Digitalization & IT), HO, being felicitated by AGK Raju, ED & Manoj Penmetcha, Director (Projects)

**C Padmanabhan**, GM (Tech), DMCH Darbhanga being felicitated by GRK Reddy, SVP (Tech)

**M Sriram**, VP (Taxation), HO, being felicitated by AGK Raju, ED & Sanjay Pusarla, CFO

**K Nagabhushanam**, Chief Manager (Accounts), Water Division, being felicitated by Vishnu Varma, Director (Projects)

**VT Venkatesa Brabu**, Dy GM (Contracts), Water Division, being felicitated by Vishnu Varma, Director (Projects)

**M Kanagarathinam**, DGM (Project), Ujjain Water Supply Project, being felicitated by Santosh Kumar Tiwari, CGM (Tech)

**Y Krishna Murthy**, Sr Assistant, HO, being felicitated by G Krupaker, Sr GM (Admin)

**Buddaraju Venkateswara Raju**, Manager (Stores), Water Division (South) Stockyard, being felicitated by K Ramasubramanian, GM (Tech)

**Pramod Prasad Gupta**, Dy Manager (IS), LTMG Sion Hospital, Mumbai, being felicitated by D Uma Sankar, AGM

**P Tataiah**, Sr Engineer (Electrical), AMISP-Latur, Nanded & Aurangabad Project, being felicitated by Vikash Mohan Pandey, Sr Project Manager (Electrical)

**P Srinivasa Raju**, Officer (RM), BMP Flyover Project, being felicitated by JV Ranga Raju, Wholetime Director

**N Srinivasa Reddy**, Dy Manager (Stores), RWS Vijayawada, being felicitated by ASN Raju, Wholetime Director and Surya Sri Krishna Raju, Director (Projects)

**M Srikanth,** Chief Manager (Contracts), Electrical Division, being felicitated by AVN Raju, Wholetime Director & Manoj Penmetcha, Director (Projects)

**M Subramanyam,** Manager (Accounts), Electrical Division, being felicitated by Ravindranath Ratho, EVP (BD)

**Babulal K Prajapati,** Sr Manager (Contracts), RO Ahmedabad, being felicitated by SK Afzal, Sr VP (Tech)

**G Sureshbabu**, Manager (Accounts), TWAD Coimbatore WSS Project, being felicitated by Vijaykumar Choudhari, Sr VP (Tech)

**PA Narayana Rao**, Manager (QA/QC), Seabird Phase IIA, Karwar, being facilitated by P Narasimhan, VP (Accounts)

**Chitra Sekhar**, Manager (Accounts), BMRCL Phase 2B, being felicitated by N Venkata Rao, Sr GM

**P Srinivasa Rao**, Dy Manager (Mtrls), Metro Bhavan Mumbai, being felicitated by T Murali Krishna, Sr GM (Projects)

**K Ramaraju**, Asst Manager (Stores), Seabird Phase 2A, Karwar, being felicitated by KTRSS Vasu, GM

**Akram Laiq**, Sr Project Manager, UP Firozabad Pkg 1, being felicitated by Vijay Lokhande M, DGM (Tech)

**M Srinivas**, Dy Manager, Elec-SWSM-Raebareli, being felicitated by Anil Maddala, Project In charge

**Surakasula Ramana**, AM (Stores), KPTCL Kadandale Project, being felicitated by Dayakar Jogu, Sr Manager

**VBRK Prabhanjan**, Dy Manager (Accounts), RDSS - Vijayawada, being felicitated by N Mahesh, PM (Electrical)

**Shaik Kalesha**, Dy Manager (IS), GWMC Amrut Project, Warangal, being felicitated by R Krishna Chaitanya, Sr Project Manager.

**Pravin A Torvi,** Sr Manager - Taxation, RO Ahmedabad, being felicitated by SK Afzal, Sr VP (Tech)

**YDVNV Prasad**, Sr Manager (Accounts), RO Bengaluru, being felicitated by B Sankararaman, Sr Vice President (Tech)

**Eswara Rao G**, Asst Manager (Purchase), NCC Urban, being felicitated by NR Alluri, Managing Director, NCC Urban

**Ramakrishna Ruttula**, Manager (Accounts), HO, being felicitated by Harsha Varma, Director (Projects)

**IVSS Rajeshwar Rao**, Deputy Manager (Accounts), HO, being felicitated by Sanjay Pusarla, CFO

**R Ramesh**, JGM (Tech), WSS Agra Package -1, being felicitated by Vijay Kumar Choudhari, Sr VP (Tech)

**Firdosh Mansuri**, Deputy Project Manager (Projects), ADCL PKG 44 project, being felicitated by K Raghu Ramaiah, CGM (Tech)

**Indukuri Naresh**, Manager (Stores), NMIAL Site, being felicitated by K Chandra Sekhar Reddy, CGM

**Gyan Chand Deval**, Dy Manager (Accounts), NBCC-Sarojini Nagar Project, New Delhi, being felicitated by Kota Rajasekhar, Sr GM (F&A)

**Sanjay Kumar**, Officer (R&M), Metro Bhavan Mumbai, being felicitated by T Murali Krishna, Sr GM (Projects)

**Srikanta Raut**, Jr Foreman, Nalanda University site, being felicitated by Rajasekhar Bellapu, Sr GM (Tech)

**Shambhu Nath Mishra**, Project Manager (Mech), Lucknow Airport project, being felicitated by M Satish Kumar, Sr GM (Tech)

**K Srinivas Rao**, Sr Project Manager, JJHA Project, Indrapuri, being felicitated by Sudhir Srivastava, Sr GM

**Pulaparthi Rama Krishna**, Dy Manager (Stores), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM

**Saini Gangadhara Rao**, Sr Engineer (Projects), Seabird Phase IIA, Karwar, being felicitated by KTRSS Vasu, GM

**Ranjan Kumar**, Sr Engineer, MMRDA Mumbai Metro C-102 Project, being felicitated by J Srinivasa Rao, GM (Tech)

**Farid Alam**, Sr Engineer (MEP), AIIMS – Awantipora, being felicitated by G Venkata Ramaiah, GM (Tech)

**Kartik Chandra Sahu**, Jr Engineer (P&E), AIIMS – Awantipora, being felicitated by G Venkata Ramaiah, GM (Tech)

**Mohd Ezaz**, AM (Safety), WWTF Project Malad, being felicitated by KAVLN Raju, JGM (Tech)

**C Sreejith**, Officer (Safety), SWSMUP-Shahjahanpur-O&M, being felicitated by Krishnamraju M, JGM

**Prasant Kumar Panda**, Asst Manager (Stores), BDA-Bhubaneshwar Project, being felicitated by SSRM Naidu, JGM (Tech)

**Satyendra Kumar Dubey**, Sr Engineer (P&E), SCB Medical College & Hospital, being felicitated by SSRM Naidu, JGM (Tech)

**Ansarul Hoda**, Dy Project Manager (Civil), NBCC-Sarojini Nagar Project, New Delhi, being felicitated by Rakesh Kumar Singh, DGM

**Bondapalli Mohanarao**, Dy Project Manager, Adani Mundra Solar Project, Gujarat, being felicitated by Kamalesh Talukdar, DGM (Tech)

**Lalit Kumar Ray**, Jr Foreman, IDC Betkuchi, being felicitated by Project In charge Manoj Kumar Choudhary, DGM-(Tech)

**Chennamsetty Madhusudan**, Officer (Stores), Jabalpur flyover project, being felicitated by Anand P Raut, AE (QS)

**Akhilesh Kumar**, Foreman (Projects), SWSMLKO-Rural, being felicitated by VV Subba Raju, Sr Project Manager

**Sanjay Sitole**, Jr Foreman (Projects), Gujarat O&M Sites, being felicitated by SK Afzal, Sr VP (Tech)

**Peerla Ramanaiah**, JGM (Tenders), HO being felicitated by Raghu Alluri, Director (Operations)

**Meragani Laxminarayana**, Asst Manager (Admin), WSS Agra Package -1, being felicitated by Vijay Kumar Choudhari, Sr VP (Tech)

**Kaniska Sengupta**, AM (Stores), Sasaram-Dehri WSS Project, being facilitated by SK Afzal, Sr VP (Tech)

**Brijesh Yadav**, AE, Sasaram-Dehri WSS Project, being felicitated by SK Afzal, Sr VP (Tech)

**Akash Kumar Singh**, Sasaram-Dehri WSS Project, being felicitated by SK Afzal, Sr VP (Tech)

**Akula Ravi Kumar**, Project Manager, W&E, HO, being felicitated by G Trinadha Raju, VP (Tech)

**Haribabu Utchula**, Asst Manager (Stores), AIIB-Nellore WSS Project, being felicitated by Vijaykumar Choudhari, Sr VP (Tech)

**Paramkusam Rajshekar**, Manager (Designs), HO, being felicitated by Surya Srinivas Nistala, Sr VP

**Bijay Prasad**, Chief Manager (Electro Mechanical), Water Division, being felicitated by G Trinadha Raju, VP

**Rajnish Kumar Tiwari**, Jr Engineer (Safety), being felicitated by Project coordinator NRKS Padmanabha, VP (Tech)

**Gudipati Srinivasa Rao**, Sr Engineer, W&E, HO, being felicitated by DV Tata Rao, CGM (Contracts)

**Ganta Srirama Chandra Murthy**, Asst Manager (Accounts), Madurai Ring Road Project, being felicitated by G Harinadha Raju, Sr GM

**Gujjula Pavan Kumar**, AE (QS), AP Palnadu WSP, being felicitated by Project In-charge, ES Lakhmi Narayana, GM (Tech)

**Penmatsa SS Vijaya Varma**, Sr Engineer (QS), MPJNM TAMAS MVS Project, being felicitated by M Jayashankar, GM (Tech)

**Lachhi Gopi Krishna** , Asst Engineer, AP Palnadu, being felicitated by ES Lakshmi Narayana, GM (Tech)

**Kanugunta Rahim**, Officer (IS), MPJNM Tamas MVS Project, being felicitated by M Jayashankar, GM (Tech)

**Eswarudu Siripurapu**, Asst Manager (Stores), MPJNM Tamas MVS Project, being felicitated by M Jayashankar, GM (Tech)

**Bharatesh Sattigeri**, Manager (Safety), BMRCL Phase2B, being felicitated by Prasanna Das, JGM (Tech)

**Dushyant Ojha**, Sr Manager (Materials), NBCC-Sarojini Nagar Project, being felicitated by Rakesh Kumar Singh, DGM

**Himanshu Kumar Nayak**, Asst Manager (Stores), UP Firozabad Pkg-1, being felicitated by Vijay Lokhande M, DGM (Tech)

**V Venkanna**, Sr Mechanic, HMDA-Budwel project, being felicitated by Baggam Rajasekhar, DGM (Tech)

**Geddam Shiva**, Sr Engineer (QS), GVMC ADB 24x7 WSP, being felicitated by J Ranga Rao, AGM

**Sukant Kumar Sahoo**, Sr Mechanic (O&M), TDWSP – Rangareddy, being felicitated by TV Parameswara Rao, PC

**Jagdish Babu E**, Asst Manager, MVWSS Bidar, being felicitated by R Purna Chandra Rao, Sr Project Manager

**Parasira Krishna Kumar**, Asst Manager, MVWSS Bidar, being felicitated by R Purna Chandra Rao, Sr Project Manager

**Bontha Srinivas**, Asst Engineer, SWSM UP Lakhimpur Kheri site, being felicitated by Mohd Jamal, Dy Project Manager

**Sujeet Kumar**, Assistant (IS), MCGM CC Road, being felicitated by NVD Naidu, DGM (Tech)

# And More

## 35 Years

**UMK Varma**, DGM (Project Co-Ord), NBCC Sarojini Nagar Project

## 30 Years

**T Nageswara Rao**, Officer (Admin), HO

## 25 Years

**Varanasi Gopinath**, Sr Project Manager, APCRDA High Court Structural Works

## 20 years

**O Anjaneyulu**, DM (Stores), JJHA Indrapuri
**Prashant Kumar Srivastava**, Chief Manager (Admin), SWSM Hardoi
**PVR Murthy**, Dy Project Manager (Casting Yard), Adani Data Centre Pune
**V Rama Raju**, Sr Manager (Materials), APCRDA LPS Zone 12

## 15 Years

**Ketkar Makrand Dilip**, Project Manager (Mech), Mundra Green PVC Project
**Sunil Kumar**, Dy Project Manager, UP Patwadh WSS
**Vivek Ananda Roy**, Asst Manager (Survey), BJP Office Bhopal
**Om Pal Singh**, Project Manager (Mech), Double Deck Flyover Chhapra
**Mutyala Sudhakara Reddy**, Dy Manager (IS), Nagpur Indora Flyover
**TS Vara Prasad Thota**, Asst Manager (Accounts), APMSIDC GMC Vizianagaram
**Gummuluru Venkata Srinivas**, Manager (Accounts), Nagpur Indora Flyover
**Rabindra Kumar Sahu**, DM (Stores), RWSS Balasore
**Ashok Kumar Singh**, Sr Asst (Stores), MRTS Patna
**Penmetsa Nds Prasadaraju**, Asst Manager (Stores), RDSS Vijayawada
**Digvijay Kumar**, Sr Engineer (Projects), SWSMUP Bareilly
**Abdul Khalique Khan**, Sr Engineer (Elec), Adani Airport Lucknow
**Abhay Kumar**, Foreman (Projects), MRTS Patna
**Ashish Kumar**, Foreman (Projects), APCRDA Secretariat GAD Tower

## 10 Years

**KD Naga Venkata Prasad**, Sr Engineer (Projects), Eluru STP
**Parasira Krishna Kumar**, Asst Manager (Stores), MVWSS Bidar
**Gopisetty Suresh**, Asst Engineer (Projects), Adani Data Centre Pune
**Kanuganti Rafi**, Asst Engineer (Fabrication), RWS Maharashtra
**V Chandran**, Sr Foreman (Formwork), MPJNM Tamas MVS
**Ajai Kumar Singh**, Sr Engineer (Elec), SWSM Raebareli
**U Ramesh Babu**, Dy Project Manager, MVWSS Bidar
**Gaurav Kumar**, Asst Engineer (Pipeline), RWSS Odisha Talcher O&M
**PB Narayana Raju**, Foreman (Mech), CWS Shankarpally
**Kongura Mahesh**, Officer (Stores), BMRCL Ph 2B
**Rohit Gupta**, Jr Engineer (Elec), IIT Patna
**Ranjan Kumar**, Sr Field Asst, Adani Data Centre Pune
**Varmaraju M**, Asst Manager (Stores), MPJNM Tamas MVS
**Bheemala Naveen**, Dy Project Manager (O&M) AIIB Nellore
**Brijesh Kumar Singh**, Sr Asst (Stores), LDA Flyover Daliganj
**Iruku Someswara Rao**, Sr Asst (Stores), APTIDCO Kakinada
**Chandrasekhar J**, Project Manager, K Ride

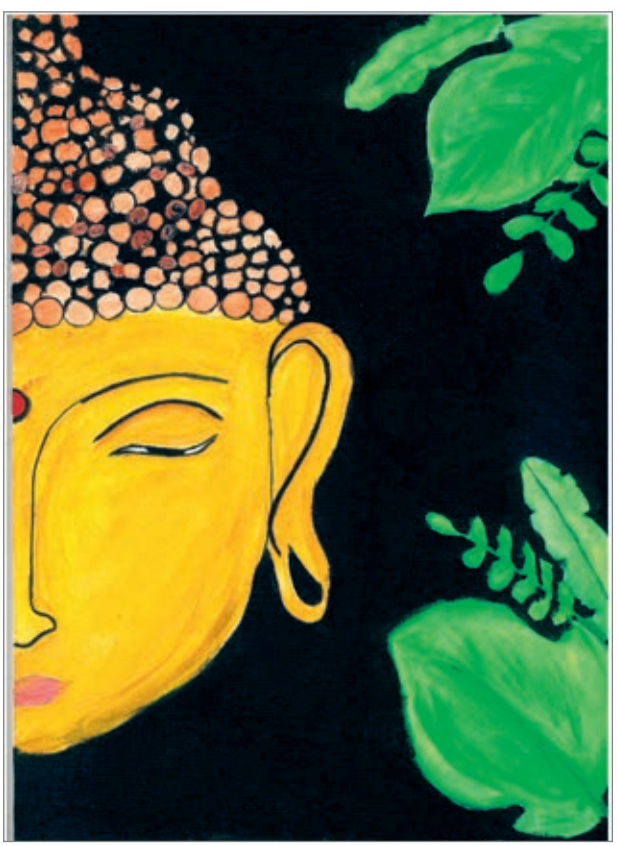
**Patel Maheshbhai Bhikhubhai**, Sr Engineer (Mech), Gujarat O&M Sites, being felicitated by SK Afzal, Sr VP (Tech)

**U Raghupathi Raju**, Dy Project Manager (Projects), HMWSSB ORR Pkg-1, being felicitated by Parameswara Rao TV, P&M

Art by **Ch Nagapadmini**, d/o Ch V Satyanarayana, Chief Manager (Accounts), CCL-Amrapali OCP, Jharkhand

Art by **Sanidhya Mishra**, s/o Gaurav Mishra, Dy Manager (IS), SCB Medical College & Hospital, Cuttack

Art by **Hanish**, s/o B Madhusudhan Rao, System Administrator, EDP Department, Water Division, HO



Art By **M Akshaya**, d/o Leela, Deputy Manager (Admin), HO

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

**Sanidhya Mishra**, s/o Gaurav Mishra, Dy Manager (IS), SCB Medical College & Hospital, Cuttack, receiving a prize in the Safety Day drawing competition at the SCB MCH Project.

**S Puneeth Kumar,** s/o S Koteswara Rao, AE (Elec), GVMC-ADB Project Vizag, winning second prize at NSTL Science competition on science day 2026.

## Skating Competition 2nd prize

**B Vineela**, d/o B Anil Kumar, SE (QS), GVMC-ADB Project Vizag, won Second prize at Skating competition in the 1st AP state Bandy Federation Cup 2026.

## Samashti Issue 76 Winners!

**Sundara Pandian Palaniyandi**, Chief Manager (Admin), WSS Agra Project, receiving the book as a prize from Vijay Kumar Choudhari, Sr VP

**N Padmakar**, DGM (Tech), MMA Project, Amaravati, receiving the book as a prize from Surya Sri Krishna Raju, Director (Projects)

**Vadapalli Nanditha**, Sr Assistant (HR), receiving the book as a prize from N Sudhakara Moorthy, EVP, HR

# SAMASHTI QUIZ

## Answer and Win!

We invite you to participate in our Samashti **Quiz for Issue 77!** Answer the five questions below and send your responses to samashti@nccltd.in. Lucky winner will be drawn from the correct entries to receive a prize.

## Questions

1. At which project site was the concrete boom placer recently commissioned?
2. Which project has been awarded a 3-star rating?
3. What distinguishes organisational insiders?
4. Employees can develop adaptability through several practical approaches. Can you mention any three?
5. There are seven core principles of BBS. Can you identify at least three of them?

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

# Birthdays

January to March 2026

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

**Manali Makrand Kortikar**, d/o Makrand Kortikar, Manager (Admin), RDSS, T-14 Project, celebrated her birthday on 8 January 2026

**Vanshika Valli,** d/o Akula Jagadeesh Babu, Officer (EDP), Seabird DB02 Site, celebrated her birthday on 07 February 2026

**Anvika Padhi,** d/o Arabinda Padhi, AE (Civil), MSKVY 2.0 RDSS Konkan Region,celebrated her birthday on 12 March 2026

**Advith Krishna**, s/o Kakileti Manikanta, Asst Engineer - QS, RDSS Krishna & Guntur Project, celebrated his birthday

**Kittu Pandey**, d/o Praphull Kumar Pandey, Sr Engineer (Civil), SWSM Project Kushinagar, celebrated her birthday on 22 January 2026

**Suraj Kumar**, s/o Rajeev Kumar, Deputy Project Manager, Navi Mumbai International Airport Project, celebrated his birthday on 9 February 2026

**Yashverdhan Jaguri** s/o Praveen Jaguri, Dy Manager (IS), UP Firozabad Pkg-1, celebrated his birthday on 14 March 2026

**Eshani Singh**, d/o of Vikram Singh, Asst Manager (Admin), SWSM-Kushinagar Projects, celebrated her birthday on 3 January 2026

# Weddings

January to March 2026

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

**Pranay Sethy**, Jr Engineer, SWSM Mahadev Project, married Sworna Rekha on 22 February 2026

**Manas Kumar Sahoo**, Asst Engineer, RDSS Ranchi, married Suchitra on 01 February 2026

**Ashok Kumar Verma**, Jr Engineer, SWSM Bareilly UP, married Rinki Verma on 19 February 2026

**Dr CVH Bindu**, d/o CTV Chandra Sekhar, Sr Manager (Stores), SWSM – Hardoi, married Dr Vamsi Krishna Raju

**Kumar Vineet Singh**, Jr Engineer, WSS Agra Package -1, married Beauty Singh on 20 February 2026

**Nihit Kumar**, Jr Engineer, RDSS Ranchi, married Nishu Kumari on 12 February 2026

**Amit Agnihotri**, JE (Civil), MSKVY 2.0 RDSS Konkan Region, Nashik, married Saumya Dubey on 7 March 2026

**Donkala Bhavani Sankar**, Stores Assistant, ADCL N 15 project, married Yamini on 11 March 2026

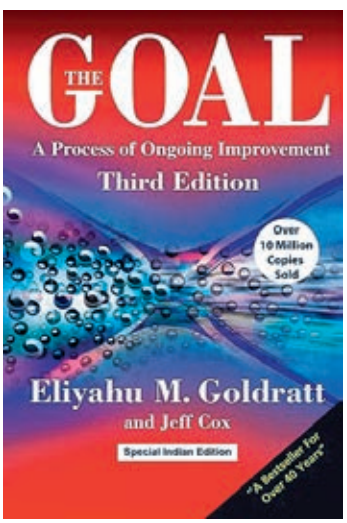
**Krishna Kumar**, Jr Engineer (QS), SWSM Gorakhpur (North) – JJM, married Anjani Maddheshiya on 13 March 2026

# THE GOAL

## by Eliyahu M Goldratt

THE Goal by Eliyahu M Goldratt stands out as one of the most influential management books I have read, primarily because it presents a powerful operational philosophy through a simple yet engaging narrative. Unlike traditional business literature that relies heavily on theory, Goldratt uses storytelling to make complex concepts both accessible and practical.

The book follows the journey of Alex Rogo, a plant manager tasked with turning around an underperforming manufacturing facility within a tight deadline. What makes the narrative compelling is not just the business challenge, but the way it mirrors real-world managerial dilemmas—conflicting priorities, pressure for short-term results, and the struggle to align teams. Through Alex's interactions with his mentor, Jonah, the reader is gradually introduced to the Theory of Constraints (TOC), which forms the backbone of the book.




One of the most striking insights for me was the redefinition of the fundamental goal of a business: to make money now and in the future. While this may appear simplistic, the book effectively demonstrates how most organisations lose sight of this objective by focusing excessively on local efficiencies, cost control, or traditional performance metrics. Goldratt challenges these conventions by introducing three critical measures—throughput, inventory, and operating expense—which together provide a far more meaningful view of organisational performance.

The concept of constraints or bottlenecks is central to the book's thesis. The idea that the performance of any system is governed by its weakest link is both intuitive and transformative. What resonated strongly with me is the disciplined approach suggested to manage these constraints through the five focusing steps: identify, exploit, subordinate, elevate, and repeat. This structured thinking provides a practical roadmap for continuous improvement and decision-making.

Another important takeaway is the shift from maximising resource utilisation to optimising overall system flow. The book convincingly argues that keeping all resources busy does not necessarily improve outcomes; in fact, it can lead to inefficiencies such as excess inventory and longer lead times. This insight is particularly relevant in today's complex organisational environments, where inter-dependencies and variability often distort performance.

From a leadership perspective, The Goal reinforces the importance of systems thinking. It encourages managers to move beyond siloed decision-making and focus on what truly drives organisational success. The emphasis on questioning established practices and aligning all activities with the overarching goal is a lesson that extends well beyond manufacturing into areas such as services, project management, and enterprise risk management.

In conclusion, The Goal is more than just a book on operations management—it is a mindset shift. It challenges deeply held assumptions and provides a clear, actionable framework for improving organisational performance. In my view, it is essential reading for anyone in a leadership or managerial role who seeks to drive meaningful and sustained results.

Overall, the enduring message is this: optimising isolated parts of a system is far less important than optimising the system as a whole.

*Book Review by Dr A S Durga Prasad, Chairman of the Board*

*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. *Jewel Bug clicked at Perapuram village on Redmi Note 9 pro by* ***Anand Maricherla****, Jr Engineer (QS), RO-Vijayawada*
2. *Panoramic view of the Himalayan ranges captured on iPhone 17 by* ***Ankit Kamboj****, Asst Manager (GIS), Bharat Net Project, Dehradun*
3. *Mysore palace, Mysore shot on OnePlus Nord 2T by* ***Arvind****, GET (QS), Project Seabird, Karwar*
4. *Legislative Assembly Jharkhand clicked on Z6 by* ***Ashish Kumar Ray****, DPM (Elec), RDSS Chapra*
5. *Reflection on water clicked on Motorola Edge 50 Pro at Hyderabad by* ***Bholanath Mahanty****, Manager (P&E), Water Division*
6. *View from Nahargarh Fort, Jaipur clicked on Nikon D3500 by* ***Ayan Dutta****, Asst Engineer (QS), Mundra Solar Project*

# LETTERS to the EDITOR

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

Dear Editor,

I joined NCC and received my first issue of Samashti (Issue 76, January - March 2026) recently. I appreciate the effort put into showcasing organisational updates, achievements, events, and recognitions. At the same time, I feel there is an opportunity to further enrich the publication by introducing a dedicated Technical Corner.

As an engineer, I strongly believe that the execution of mega and specialised projects often involves practical challenges that extend beyond planning, design, and standard engineering scope. These on-ground experiences, though critical, often remain undocumented and eventually lost when individuals move on due to retirement or career changes.

The Technical Corner section could serve as a platform for project teams to share real-world challenges faced during execution, along with the solutions and lessons learned. Such a knowledge-sharing initiative would not only preserve valuable experiential insights but also serve as a practical learning resource for teams across ongoing and future projects. Capturing these experiences—whether during different project phases or at completion—would help the organisation build a repository of technical wisdom and avoid repetition of similar challenges. In my view, this addition would greatly benefit project personnel and strengthen NCC's culture of continuous learning and knowledge retention.

**Narendra Mali**
Deputy Manager (ISO/IMS), HO

Dear Editor,

Samashti has been a long-standing and cherished part of NCC, bringing together employees and their families over the years. It beautifully captures the company's journey while also celebrating personal moments and creative contributions.

The magazine reflects a strong sense of belonging and unity within the organisation. It continues to be a meaningful platform that connects everyone beyond work.

**Sathwika Manthena**
Sr Assistant (Corporate HR), HO

Dear Editor,

Samashti, the in-house magazine of NCC, is a wonderful initiative that beautifully reflects the unity, discipline, and creativity of NCCians. It serves as an excellent platform to showcase talents, share experiences, and document significant activities. The magazine truly fosters a strong sense of identity and pride within the unit. Thank you for your dedication and hard work in compiling such valuable content. Heartfelt congratulations to the entire Samashti team on its successful journey!

**S Rupa Devi**
Manager (Materials), HO

Dear Editor,

I always look forward to each and every quarterly issue of our in-house magazine - Samashti. It is dynamic, insightful, and filled with valuable content that reflects our organisation's culture and achievements. The detailed coverage of projects and key milestones keeps us well-informed and connected.

I especially like the Family Corner section, where the talents of employees' children are beautifully showcased—it adds a warm and personal touch to the magazine.

My sincere appreciation to the Samashti team for their creativity and consistent efforts in bringing out such an engaging publication.

**Raghunath Behera**
Project Manager (MEP), IDC Betkuchi

# THEY SAID *It*

"Uttar Pradesh is now moving rapidly towards becoming a one-trillion-dollar economy. With new opportunities in investment, industry and employment, the state's image has transformed, and it has become a major destination for investors. We are moving forward with the campaign for a self-reliant India. We are building the most modern infrastructure sector. The Ganga Expressway is another strong step in this direction."

Prime Minister Narendra Modi while inaugurating the 594-km-long Ganga Expressway — built at a cost of around ₹36,230 crore — in Hardoi's Mallawan area.

"To strengthen the confidence of private developers regarding risks during infrastructure development and construction phase, I propose to set up an Infrastructure Risk Guarantee Fund to provide prudently calibrated partial credit guarantees to lenders,"

The announcement made by Finance Minister Nirmala Sitharaman during her Budget 2026–27 presentation in the Lok Sabha.

"The war in West Asia has led to an increase of 40% in the international prices of bitumen and as India imports 54% of the key road construction input, use of alternates can help. India's annual bitumen requirement is 110 lakh tonnes annually of which 60 lakh tonnes is imported but with 30% bio bitumen from agriculture waste, 16% rubber powder from used tyres and 7% waste plastic we would not need imports,"

Union Minister Nitin Gadkari speaking at All India Management Association's leadership Conclave, calling for a rapid shift to "Bio-Bitumen" and recycled materials as international bitumen prices skyrocket to ₹76,000 per tonne due to the West Asia conflict.

"Prime Minister Modi's vision is Viksit Bharat 2047, our goal is Swarnandhra 2047. The triumphant journey of this resolve must begin right here at AU... We speak of a hundred-year history today, but in the coming hundred years, AU will create a new history. It will establish itself as a premier brand."

Chief Minister of Andhra Pradesh, N Chandrababu Naidu during the centenary celebrations of Andhra University at AU Engineering College Grounds in Visakhapatnam.

## The Lotus Building, Wujin, China

ENGINEERING

MARVELS

The Lotus Building in Wujin, China is a striking example of biomimicry in modern architecture, designed to resemble three blooming lotus flowers rising elegantly from an artificial lake. Engineered by the Australian firm Studio 505, the structure uses a steel space-frame system clad in petal-like panels that create both aesthetic beauty and structural efficiency, while its geothermal heating and cooling system—drawing energy from the lake beneath—demonstrates sustainable innovation. Housing parts of the city's planning and exhibition centre, the building not only symbolizes purity and growth (as the lotus does in Asian culture) but also showcases how advanced engineering, environmental consciousness, and artistic design can seamlessly merge into a functional civic landmark.