



**Mr. A. A. V. Ranga Raju**  
Managing Director

## **1. Can you please give an overview of your professional background leading up to and including your current role?**

As the Managing Director of NCC Limited, I bring over four decades of experience to my role, following in the footsteps of my esteemed father, Dr. AVS Raju, who is the Founder & Chairman Emeritus of NCC Limited. Over the years, I've witnessed the evolution of NCC Limited first hand, guiding the company to remarkable achievements in the construction and infrastructure sectors.

Under my leadership, NCC Limited has significantly expanded its project portfolio, across various divisions such as buildings, transportation, water & environment, irrigation, mining, electrical (T&D), and railways. My strategic vision has been instrumental in integrating advanced construction technologies and sustainable practices throughout our operations, ensuring that we not only meet but exceed industry standards.

I take great pride in overseeing high-profile projects, where quality, timely delivery, and adherence to budget are non-negotiable. These principles have solidified NCC Limited's standing as a trusted name in the construction industry, reinforcing our commitment to excellence and customer satisfaction.

## **2. What have been some of the significant highlights of NCC Limited history?**

NCC Limited, formerly known as Nagarjuna Construction Company Limited and earlier as Nagarjuna

Construction Corporation, has a rich history marked by significant achievements and milestones:

1. 1978–The company was founded by Dr. AVS Raju as a partnership company, laying the ground work for its future growth in the infrastructure sector.

2. 1990s–The company diversified its operations, expanding into various sectors including transportation, water & environment, power, and buildings.

3. 1992–NCC Limited went public, listing its shares on the Indian stock exchanges, which bolstered its financial strength and market presence.

4. 2000s–The company executed several high-profile projects, including large-scale infrastructure developments in roads, bridges, and urban infrastructure.

5. 2003– Completed 25 years of operation

6. 2005–NCC Limited began its international operations, securing projects in the Middle East, contributing to its global footprint.

7. 2005–2010 NCC Limited received numerous industry awards for excellence in construction, safety, and project management.

8. 2010–Dr AVS Raju, Founder & Chairman Emeritus of NCC Limited, receives Padma Shri Award for his contributions to business and industry

9. 2011–The turn over crosses Rs 5,000 crore. The company rebranded from Nagarjuna Construction Company Limited to NCC Limited, reflecting its broader scope and vision.

10. 2014–Rights Issue of Rs 6 billion

launched

11. 2018–NCC Limited achieved a record order book of Rs 32,500 crore, showcasing its robust project pipeline and strong market position.

12. 2020s–The company intensified its focus on sustainable construction practices and the adoption of advanced technologies to enhance efficiency and reduce environmental impact.

13. 2024–As of March 31, 2024, NCC Limited has recorded a consolidated turnover of Rs 20,970.91 crore and has an order book of Rs 57,536 crore.

## **3. What are some of NCC Limited's key values and beliefs? How important is customer's satisfaction?**

NCC Limited's core values—Openness and Trust, Integrity and Reliability, Teamwork and Collaboration, Commitment, and Creativity—are integral to its identity and operations. These values guide the company's actions and decisions, fostering a positive work environment and building strong, trust-based relationships with all stakeholders. Customer satisfaction is of paramount importance to NCC Limited, as it believes that maintaining high standards of quality and service is crucial for its continued success and its positive impact on the industry and society. By upholding these principles, NCC Limited ensures that it not only meets but exceeds customer expectations, thereby strengthening its reputation and ensuring long-term success.

#### **4. What do you think sets your business apart from its competitors?**

NCC Limited sets itself apart through its unique family-like culture, blending the wisdom of experienced professionals with the fresh insights of newer employees. This fosters collaboration and innovation, creating a supportive work environment. Beyond being a construction company, NCC Limited drives national progress with diverse projects in key infra segments, reflecting our commitment to quality and innovation. Guided by the principles of our founder and chairman emeritus, Dr. AVS Raju, emphasizing integrity, excellence, and social responsibility, we integrate these values into daily practices. Our work ethics, inspired by Dr. Raju's Panch Mantras, ensure a consistent, principled approach to business, reinforcing our reputation as a reliable and ethical organization.

#### **5. How have you found the Construction and Engineering industry in India?**

The construction and engineering industry in India is both challenging and rewarding. The industry is characterized by rapid growth and significant opportunities driven by urbanization, infrastructure development, and government initiatives. However, it also faces challenges such as regulatory complexities, project financing issues, land acquisition issues, litigation and the need for skilled labour.

At NCC Limited, we have leveraged these opportunities by strengthening risk management frameworks,

embracing innovation, adopting advanced technologies, and adhering to sustainable practices. Our unique blend of experienced professionals and fresh talent has enabled us to deliver complex projects efficiently. Despite the challenges, the industry's dynamic nature keeps us motivated to continuously adapt and excel, ensuring we contribute significantly to India's progress and development.

#### **6. How important is culture to the business? How do you instil this in your employees?**

Culture is the cornerstone of success in the workplace. Cultivating a robust culture is not just a priority but a strategic imperative, as it ultimately defines the company's identity and sets it apart in the competitive landscape.

At NCC Limited, fostering a family-like culture is integral to our ethos, as emphasized by our Founder & Chairman Emeritus, Dr. AVS Raju. We cultivate this culture through open communication, mutual respect, and unwavering support for each team member's professional and personal growth. Inspired by Dr. AVS Raju, who led by example, we ensure that every employee feels valued and heard, which in turn nurtures a sense of belonging and loyalty. Initiatives such as team-building activities, transparent decision-making processes, and recognition programs for long service employees are pivotal in reinforcing our family-like atmosphere, making NCC Limited not just a workplace but a second home.

#### **7. What is an important achievement of the Company?**

We have grown at a cumulative

annual growth rate (CAGR) of more than 30% in the last 3 years. We aspire to continue to grow at a healthy pace in the medium to long term.

#### **8. What are the plans for the future in terms of expansion and growth?**

For FY 25, we are planning an order inflow target of Rs 20,000 to 22,000 crore, revenue growth of 15% and EBIDTA margin of around 9.5% to 10%.

#### **9. What strategies does NCC Limited have in place to improve your supply chain and build long term relationships with key partners?**

We are a company that believes in strong stakeholder management, and we put lot of focus on maintaining mutually beneficial long-term partnerships with our suppliers and contractors.

#### **10. What are some of the landmark projects you have executed in the recent past?**

NCC Limited has constructed several landmark projects across India such as AIIMS hospitals and Government Medical Colleges, Airports, Metro Rail Infrastructure, Auditoriums, Universities and IITs, etc. in the recent past. A few of these include:

##### **Hospitals**

- 1) AIIMS Bathinda (2019)
- 2) AIIMS Bilaspur (2021)
- 3) AIIMS Guwahati (2023)
- 4) Vizianagaram Medical College (2023)
- 5) Tinsukia Medical College (2024)
- 6) GMC Purnea (2024)

##### **Educational Institutions**

- 1) Sikkim University (2021)
- 2) Nalanda University (2023)
- 3) IIT Ropar (2023)
- 4) IIT Patna (2024)
- 5) IIT Delhi (2024)
- 6) Biswa Bangla Biswa

bidyalay (2024)

**Airport**

- 1) Maharaja Bir Bikram Airport, Agartala (2022)
- 2) T3 Lucknow International Airport (2024)

**Auditoriums**

- 1) SICPAC, Shillong (2022)
- 2) Dr Babu Jag Jivan Ram Auditorium, Bangalore (2023)

**Metro Projects**

- 1) Chennai Metro
- 2) Nagpur Metro
- 3) Pune Metro
- 4) Mumbai Metro

**Other Landmark Projects**

- 1) National War Memorial Delhi (2019)
- 2) NIPER Guwahati (2023)
- 3) Shakti Bhawan Bhubaneswar (2024)

**11. What are some of the new initiatives undertaken by NCC Limited?**

We have recently established Centre of Excellence (CoE), to optimize process and achieve greater efficiency and effectiveness in a gamut of activities right from survey and helping the bidding process to design, engineering, execution,

and project completion. A harmonious fusion of design and functionality, the CoE is the heart of the organization with technical expertise that shapes our projects and propels us towards excellence.

To leapfrog into the next wave of growth, we have initiated a lot of digital transformation efforts to improve our business processes. As part of these efforts, in the next few years we plan to deploy an innovative Engineering & Construction ERP software at all our sites and offices for increasing productivity, enhancing cross-functional collaboration, and delivering improved visibility across the business.

We have streamlined processes at our Central Work Shop (CWS), for overseeing strategic deployment of assets for nationwide projects. Employing cutting-edge technologies such as advanced telematics for real-time monitoring, sophisticated data analytics for optimizing asset utilization and extending their lifespan, as well as fostering

a robust safety culture, it ensures resource optimisation and offers cost-effective solutions that significantly contribute to project execution and asset longevity.

We prioritise Environmental, Social and Governance (ESG) principles, recognising their integral role in sustaining a responsible and ethical business. We are committed to embracing ESG values, and we stand firm in our mission to create lasting positive impacts on both our community and the broader global landscape.

**12. Any thing else you would like to add or expand upon?**

We consider the infrastructure growth story in India to be a long-term story that is expected to play out in the next 4-5 decades. So, the opportunities are immense. As we speak, there is a substantial deficit in the seven infrastructure divisions in which we operate. We are among the top few companies, which has a varied and diversified presence in the entire gamut of Infrastructure development segments.

