

RESULT UPDATE

KEY DATA

Rating	BUY
Sector relative	Neutral
Price (INR)	195
12 month price target (INR)	260
52 Week High/Low	327/170
Market cap (INR bn/USD bn)	123/1.4
Free float (%)	80.7
Avg. daily value traded (INR mn)	606.5

SHAREHOLDING PATTERN

	Sep-25	Jun-25	Mar-25
Promoter	22.11%	22.10%	22.10%
FII	12.87%	12.70%	13.79%
DII	16.65%	17.50%	15.60%
Pledge	0%	0%	0%

FINANCIALS

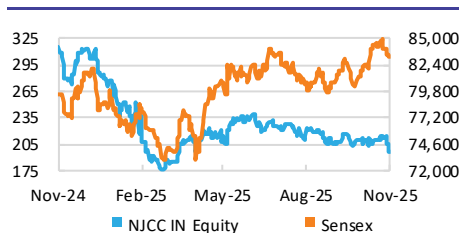
(INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Revenue	1,92,053	1,76,765	2,08,141	2,43,126
EBITDA	17,456	14,652	18,710	22,098
Adjusted profit	7,997	5,811	8,152	10,406
Diluted EPS (INR)	12.7	9.3	13.0	16.6
EPS growth (%)	16.2	(27.3)	40.3	27.7
RoAE (%)	10.7	7.6	9.9	11.6
P/E (x)	16.9	23.2	16.6	13.0
EV/EBITDA (x)	7.8	9.8	8.0	6.8
Dividend yield (%)	1.0	1.0	1.0	1.0

CHANGE IN ESTIMATES

	Revised estimates		% Revision	
Year to March	FY26E	FY27E	FY26E	FY27E
Revenue	1,76,765	2,08,141	-13%	-12%
EBITDA	14,652	18,710	-21%	-13%
Adjusted profit	5,811	8,152	-31%	-19%
Diluted EPS (INR)	9.3	13.0	-31%	-19%

PRICE PERFORMANCE



Weak quarter

NCC reported Q2FY26 top line of ~INR37.3bn (down 16% YoY). EBITDA margin decreased ~160bp YoY to 7.4% while adjusted PAT fell 37% YoY. Order intake came in at ~INR62bn in Q2FY26. Net debt inched up by ~INR4.2bn QoQ while working capital cycle deteriorated to 125 days (116 days at end-Q1FY26). The company ended the quarter with an order book of ~INR719.6bn (book-to-bill of 3.4x) and is L1 in another INR10–15bn projects.

Protracted monsoon, approval issues and a stretched payment cycle in JJM projects compel us to slash FY26E/27E/28E EPS by 31%/19%/11%. Maintain 'BUY' with a revised TP of INR260 (INR280 earlier) based on 17x Q2FY28E EPS.

Execution and margins decline YoY in Q2FY26

NCC's top line inched down 16% YoY while EBITDA margin fell ~160bp YoY/QoQ to 7.4% in Q2FY26. Execution was impacted adversely by: i) a protracted monsoon season; ii) delay in commencement of work on certain projects due to approval issues (over Q3FY25–Q1FY26, the company won ~INR343bn projects; work yet to gather pace on many of these); and iii) a stretched payment cycle in JJM projects—over the past six quarters, execution of JJM projects has been sluggish across the industry. NCC executed ~INR6bn in Q2FY26 (~INR10.8bn in H1FY26) in JJM projects and has a balance executable order book of ~INR70bn. It is yet to receive ~INR17bn in payments pertaining to the JJM projects.

Due to these issues, the company has withdrawn its guidance for the full year (it had earlier guided for 10% YoY revenue growth in FY26E with an EBITDA margin of 9%).

Order inflows remain healthy

NCC won INR62.3bn worth of orders during Q2FY26 and ended the quarter with an order book of ~INR719.6bn (book-to-bill of 3.4x). Year to date FY26 order inflows stand at ~INR174.2bn; NCC is currently L1 in another INR10–15bn projects. The company has a robust bid pipeline of ~INR2.5tn.

Debt levels increase QoQ

Gross debt increased to ~INR21.1bn in Q2FY26 (INR18.5bn at end-Q1FY26) while net debt rose ~INR4.2bn QoQ to ~INR14.5bn. NCC ended the quarter with net debt to equity of 0.19x (0.13x at end-Q1FY26). The working capital cycle deteriorated to 125 days in Q2FY26 (116 days at end-Q1FY26). NCC did not receive any amount from the Vizag deal in H1FY26, but expects ~INR1.2bn in payments during H2FY26E and the balance ~INR2.7bn over the next two years.

Financials

Year to March	Q2FY26	Q2FY25	% Change	Q1FY26	% Change
Net Revenue	37,264	44,450	(16.2)	43,782	(14.9)
EBITDA	2,775	4,012	(30.8)	3,949	(29.7)
Adjusted Profit	1,010	1,606	(37.1)	1,901	(46.9)
Diluted EPS (INR)	1.6	2.6	(37.1)	3.0	(46.9)

Financial Statements

Income Statement (INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Total operating income	1,92,053	1,76,765	2,08,141	2,43,126
Gross profit	28,484	26,570	32,535	38,004
Employee costs	7,587	8,220	9,471	11,063
Other expenses	3,441	3,697	4,353	4,842
EBITDA	17,456	14,652	18,710	22,098
Depreciation	2,129	2,328	2,727	2,961
Less: Interest expense	6,527	6,373	7,119	7,469
Add: Other income	1,870	1,817	2,034	2,244
Profit before tax	10,284	7,769	10,898	13,912
Prov for tax	2,673	1,958	2,746	3,506
Less: Other adj	0	0	0	0
Reported profit	7,611	5,811	8,152	10,406
Less: Excp.item (net)	386	0	0	0
Adjusted profit	7,997	5,811	8,152	10,406
Diluted shares o/s	628	628	628	628
Adjusted diluted EPS	12.7	9.3	13.0	16.6
DPS (INR)	2.2	2.2	2.2	2.2
Tax rate (%)	26.0	25.2	25.2	25.2

Important Ratios (%)

Year to March	FY25A	FY26E	FY27E	FY28E
Book-to-bill ratio (x)	3.3	3.6	3.2	3.0
Orderbook (INR bn)	715.5	739.3	759.5	832.0
Gross margin (%)	14.8	15.0	15.6	15.6
EBITDA margin (%)	9.1	8.3	9.0	9.1
Net profit margin (%)	4.2	3.3	3.9	4.3
Revenue growth (% YoY)	4.9	(8.0)	17.7	16.8
EBITDA growth (% YoY)	5.9	(16.1)	27.7	18.1
Adj. profit growth (%)	16.2	(27.3)	40.3	27.7

Assumptions (%)

Year to March	FY25A	FY26E	FY27E	FY28E
GDP (YoY %)	6.0	6.2	7.0	7.0
Repo rate (%)	6.0	5.0	5.0	5.0
USD/INR (average)	84.0	82.0	81.0	81.0
Interest cost (%)	3.4	3.6	3.4	3.1
Employee cost (%)	4.0	4.7	4.6	4.6
Other exp. (%)	1.8	2.1	2.1	2.0
Other inc. (%)	1.0	1.0	1.0	0.9
Dep. (% gr. block)	6.9	5.7	6.0	5.9
Effect. tax rate (%)	26.0	25.2	25.2	25.2

Valuation Metrics

Year to March	FY25A	FY26E	FY27E	FY28E
Diluted P/E (x)	16.9	23.2	16.6	13.0
Price/BV (x)	1.8	1.7	1.6	1.4
EV/EBITDA (x)	7.8	9.8	8.0	6.8
Dividend yield (%)	1.0	1.0	1.0	1.0

Source: Company and Nuvama estimates

Balance Sheet (INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Share capital	1,256	1,256	1,256	1,256
Reserves	73,112	77,542	84,313	93,337
Shareholders funds	74,368	78,798	85,568	94,593
Minority interest	0	0	0	0
Borrowings	14,840	17,840	22,840	23,840
Trade payables	76,432	71,846	86,215	97,423
Other liabs & prov	31,904	30,083	34,206	38,236
Total liabilities	1,98,340	1,99,382	2,29,665	2,54,947
Net block	13,939	22,111	23,885	25,424
Intangible assets	211	241	271	300
Capital WIP	1,448	1,448	1,448	1,448
Total fixed assets	15,598	23,800	25,603	27,172
Non current inv	10,652	12,902	14,402	15,902
Cash/cash equivalent	13,376	8,431	8,243	8,585
Sundry debtors	30,977	31,012	36,278	39,657
Loans & advances	4,678	5,278	5,878	6,478
Other assets	1,15,732	1,10,632	1,31,934	1,49,826
Total assets	1,98,340	1,99,382	2,29,665	2,54,947

Free Cash Flow (INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Reported profit	7,611	5,811	8,152	10,406
Add: Depreciation	2,129	2,328	2,727	2,961
Interest (net of tax)	4,831	4,767	5,325	5,587
Others	(5,654)	(4,767)	(5,325)	(5,587)
Less: Changes in WC	7,206	1,923	8,655	6,614
Operating cash flow	1,710	6,217	2,223	6,754
Less: Capex	2,881	10,530	4,530	4,530
Free cash flow	(1,170)	(4,313)	(2,307)	2,224

Key Ratios

Year to March	FY25A	FY26E	FY27E	FY28E
RoE (%)	10.7	7.6	9.9	11.6
RoCE (%)	20.5	15.2	17.6	18.9
Inventory days	32	36	36	36
Receivable days	56	64	59	57
Payable days	154	180	164	163
Working cap (% sales)	29.2	30.0	29.5	28.2
Gross debt/equity (x)	0.2	0.2	0.3	0.3
Net debt/equity (x)	0	0.1	0.2	0.2
Interest coverage (x)	2.3	1.9	2.2	2.6

Valuation Drivers

Year to March	FY25A	FY26E	FY27E	FY28E
EPS growth (%)	16.2	(27.3)	40.3	27.7
RoE (%)	10.7	7.6	9.9	11.6
EBITDA growth (%)	5.9	(16.1)	27.7	18.1
Payout ratio (%)	18.1	23.8	16.9	13.3

Exhibit 1: Financial snapshot

Standalone (INR mn)	Q2FY26	Q2FY25	% YoY	Q1FY26	% QoQ	FY25	FY26E	FY27E	FY28E
Revenue	37,264	44,450	(16.2)	43,782	(14.9)	1,92,053	1,76,765	2,08,141	2,43,126
Direct cost	31,601	37,715	(16.2)	37,020	(14.6)	1,63,569	1,50,195	1,75,606	2,05,122
Staff cost	2,011	1,889	6.5	1,951	3.1	7,587	8,220	9,471	11,063
Other expenses	877	835	5.1	863	1.7	3,441	3,697	4,353	4,842
Total expenditure	34,489	40,438	(14.7)	39,833	(13.4)	1,74,597	1,62,113	1,89,431	2,21,028
EBITDA	2,775	4,012	(30.8)	3,949	(29.7)	17,456	14,652	18,710	22,098
Depreciation	555	539	3.0	542	2.4	2,129	2,328	2,727	2,961
EBIT	2,220	3,473	(36.1)	3,408	(34.8)	15,327	12,324	15,983	19,137
Less: Interest Expense	1,525	1,645	(7.3)	1,514	0.8	6,527	6,373	7,119	7,469
Add: Other income	475	351	35.6	514	(7.6)	1,870	1,817	2,034	2,244
Add: Prior period items	-	-	NA	-	NA	-	-	-	-
Add: Exceptional Items	0	0	NA	0	NA	(386)	-	-	-
Profit Before Tax	1,170	2,178	(46.3)	2,408	(51.4)	10,284	7,769	10,898	13,912
Less: Provision for Tax	161	573	(72.0)	507	(68.3)	2,673	1,958	2,746	3,506
Reported profit	1,010	1,606	(37.1)	1,901	(46.9)	7,611	5,811	8,152	10,406
Adjusted profit	1,010	1,606	(37.1)	1,901	(46.9)	7,997	5,811	8,152	10,406
Equity capital	1,256	1,256	0.0	1,256	0.0	1,256	1,256	1,256	1,256
No. of Diluted shares outstanding (mn)	628	628	0.0	628	0.0	628	628	628	628
Adjusted Diluted EPS	1.6	2.6	(37.1)	3.0	(46.9)	12.7	9.3	13.0	16.6
as % of net revenues	YoY bps			QoQ bps					
Direct cost	84.8	84.8	-4.49	84.6	24.90	85.2	85.0	84.4	84.4
Other operating expenses	2.4	1.9	47.67	2.0	38.43	1.8	2.1	2.1	2.0
EBITDA	7.4	9.0	-157.81	9.0	-157.28	9.1	8.3	9.0	9.1
Adjusted profit	2.7	3.6	-90.24	4.3	-163.24	4.2	3.3	3.9	4.3
Tax rate	13.7	26.3	-1,257.28	21.1	-733.18	26.0	25.2	25.2	25.2

Source: Company, Nuvama Research

Conference call highlights

1. FY26 guidance

- Revenue and margins: Management withdrew their guidance due to a protracted rainy season and payment issues in JJM projects.
- Capex: INR10.5bn (~INR7.5bn earlier)

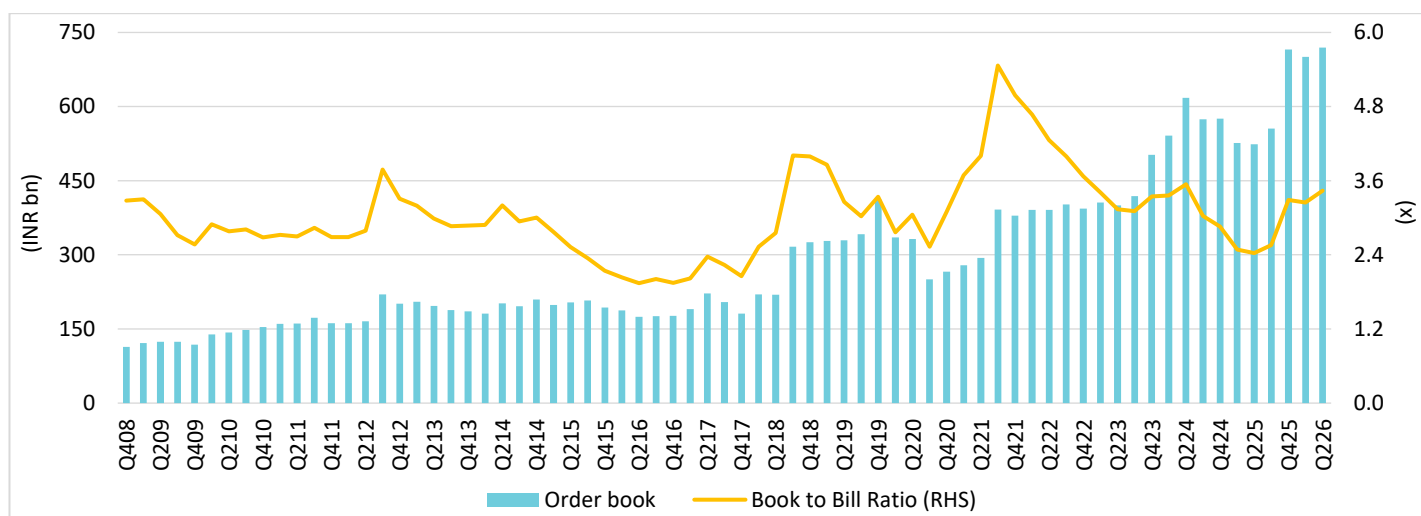
2. Order book: Order inflows during the quarter were INR62.2bn. NCC ended the quarter with an order book of ~INR719.6bn (book-to-bill of 3.4x).

YTD order inflows stand at ~INR174.2bn. It includes a major order worth ~INR68.3bn received in Oct-25 from Central Coalfields for extraction and transportation of coal.

NCC is also L1 in projects worth INR10–15bn.

The company has a bid pipeline of ~INR2.5tn across the building, transportation, water and electrical T&D segments.

Exhibit 2: Revenue visibility remains healthy in Q2FY26

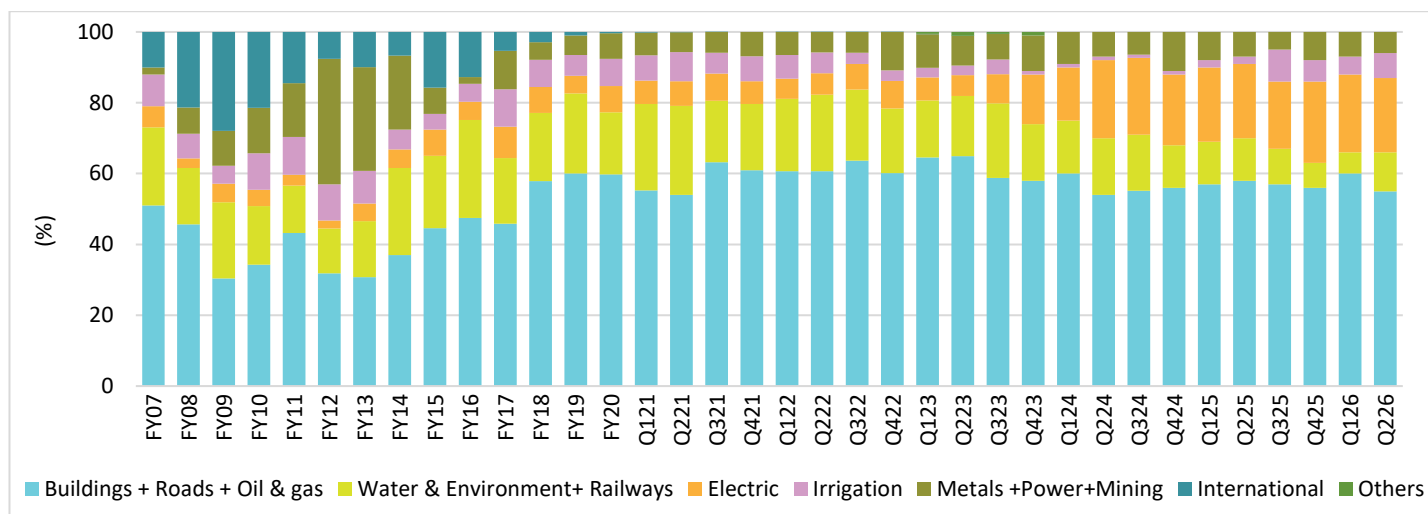


Source: Company, Nuvama Research

Given its segmental diversification, NCC would, in our view, sustain its strong run in order inflows (refer to [NCC - Firing on all cylinders](#)).

- Q2FY26 order book breakdown:** Buildings (31%), transport (24%), water and railways (11%), electric (21%), irrigation (7%) and mining (6%).

Exhibit 3: Building segment biggest contributor to order book

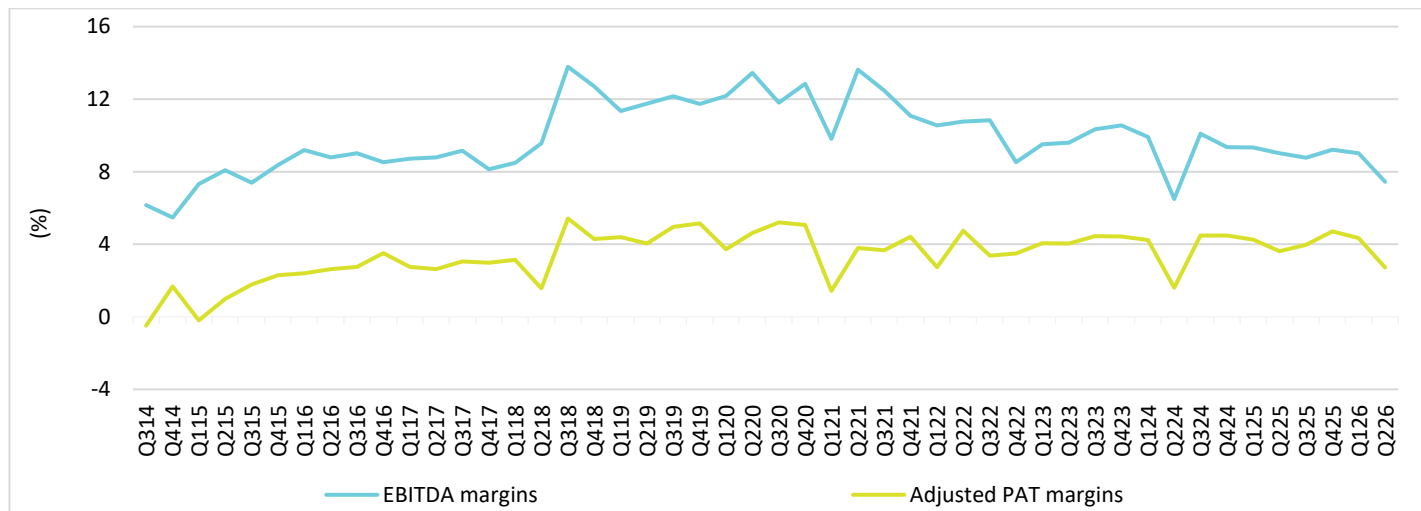


Source: Company, Nuvama Research

- EBITDA margin falls in Q1FY26:** EBITDA margins during the quarter decreased ~160bp YoY/QoQ to 7.4% due to operating de-leverage.

Adjusted PAT margins were down ~90bp YoY/160bp QoQ to 2.7%.

Exhibit 4: EBITDA margin declines YoY in Q2FY26

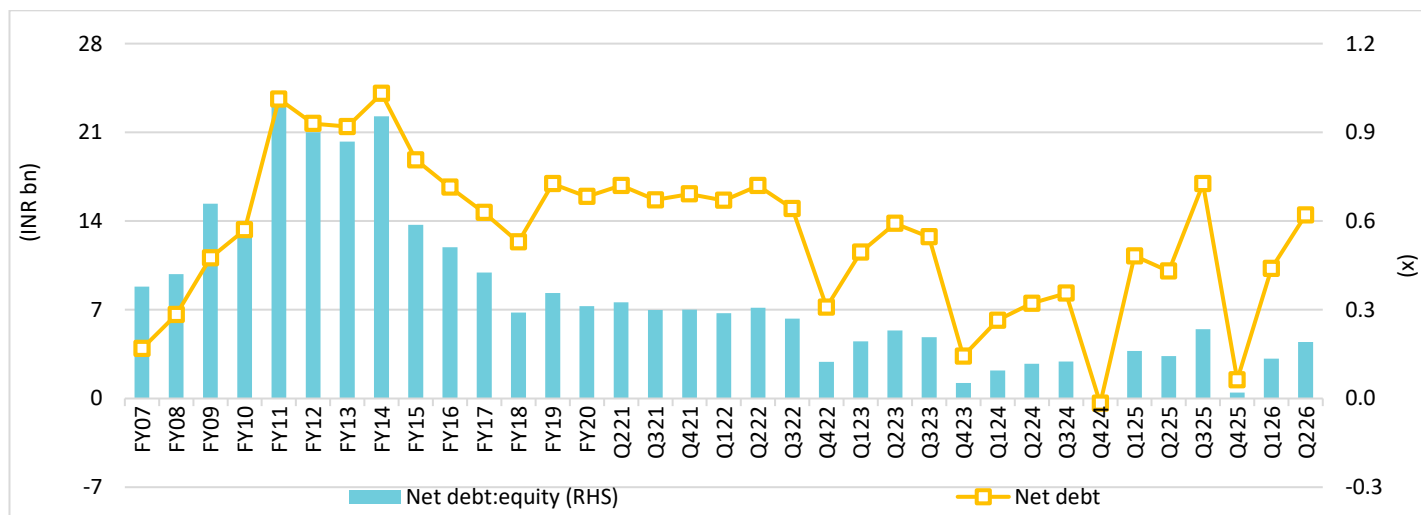


Source: Company, Nuvama Research

- Debt:** Gross debt continued to inch higher and stood at ~INR21.1bn at end-Q2FY26 (INR18.5bn at end-Q1FY26).

NCC ended the quarter with net debt of ~INR14.5bn (INR10.3bn in Q1FY26); consequently, net debt to equity increased to 0.19 (0.13x at end-Q1FY26).

Exhibit 5: Net debt increased QoQ in Q2FY26

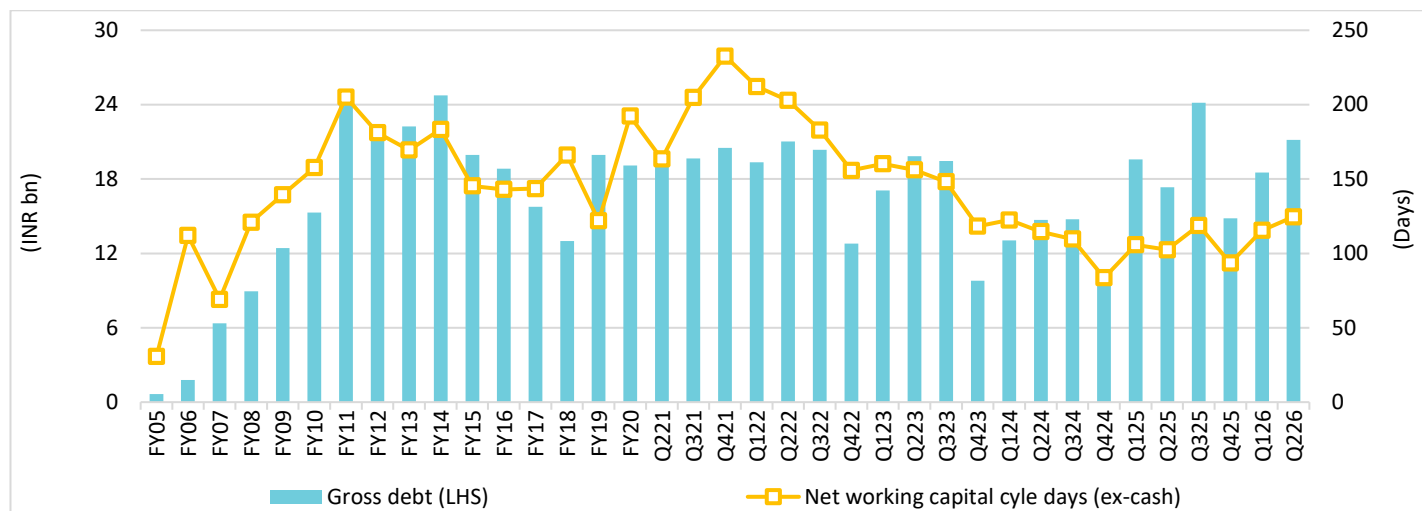


Source: Company, Nuvama Research

Management expects debt to fall in H2FY26E.

6. **Working capital cycle:** The working capital cycle deteriorated to 125 days (116 days at end-Q1FY26).

Exhibit 6: Working capital cycle increases sequentially in Q2FY26



Source: Company, Nuvama Research

7. **NCC Urban Vizag deal:** During Q4FY22, the company had sold its entire stake in its subsidiary NCC Vizag Urban Infrastructure. The equity invested by NCC in this subsidiary was INR500mn. The company has already received the entire equity amount. Of the loan amount, the company received INR150mn in FY25 while INR1.2bn is likely to be received in H2FY26E. The balance ~INR2.7bn would be received within the next 2 years.
8. **Smart meter projects:** NCC currently has two smart meter projects under execution in Maharashtra and Bihar.

NCC has a total equity commitment of ~INR4.9bn in these projects of which it has already invested ~INR2.1bn to date.
9. **Investment in subsidiaries/JVs** at end-Q2FY26 was INR11.9bn (INR10.5bn in Q1FY26).
10. **Capex:** The company incurred capex of ~INR0.8bn in Q2FY26 and ~INR1.7bn in H1FY26.

Company Description

NCC is one of the largest construction players in India and undertakes civil construction in transportation, water & irrigation, buildings, power, transmission and distribution. The company has ventured into railways and metals segments as well. It also has exposure to the real estate development space and owns land bank in various cities in South India.

Investment Theme

NCC is a well-diversified player in the construction space. That it has built up capabilities across infrastructure verticals implies a slowdown in one vertical would not affect its overall growth a great deal. Moreover, NCC has a sizeable land bank spread across cities in South India. Even though the company has put on hold its development plans due to a soft real estate market, these land holdings are expected to result in significant value accretion as and when the real estate market improves.

Key Risks

The company's venture into the asset ownership space has resulted in upfront investments with returns being back-ended. Though the company has pruned its real estate plans considerably, it still has exposure to subsidiaries through investments and loans given out to them.

Although we believe the thrust on infrastructure spending by the government would continue, given that public sector finances are getting stretched, any cut in spending could affect order intake and growth assumptions. Even though NCC is a well-diversified player and is insulated in terms of order intake risks to any particular vertical, the overall decrease in spending could have a bearing on its growth prospects.

Additional Data

Management

Chairman	Durga Prasad
MD & CEO	A V RANGA RAJU
CFO	Sanjay Pusarla
Director	Uma Shankar
Auditor	S.R. Batliboi & Associates LLP

Holdings – Top 10*

	% Holding		% Holding
Rekha Jhunjhunwala	12.48	Kotak MF	0.56
ICICI Pru	5.67	Franklin	0.49
Quant MF	4.73	Invesco	0.47
Unifi Blend	1.20	HDFC MF	0.43
Norges	0.69	Quadrant	0.23

*Latest public data

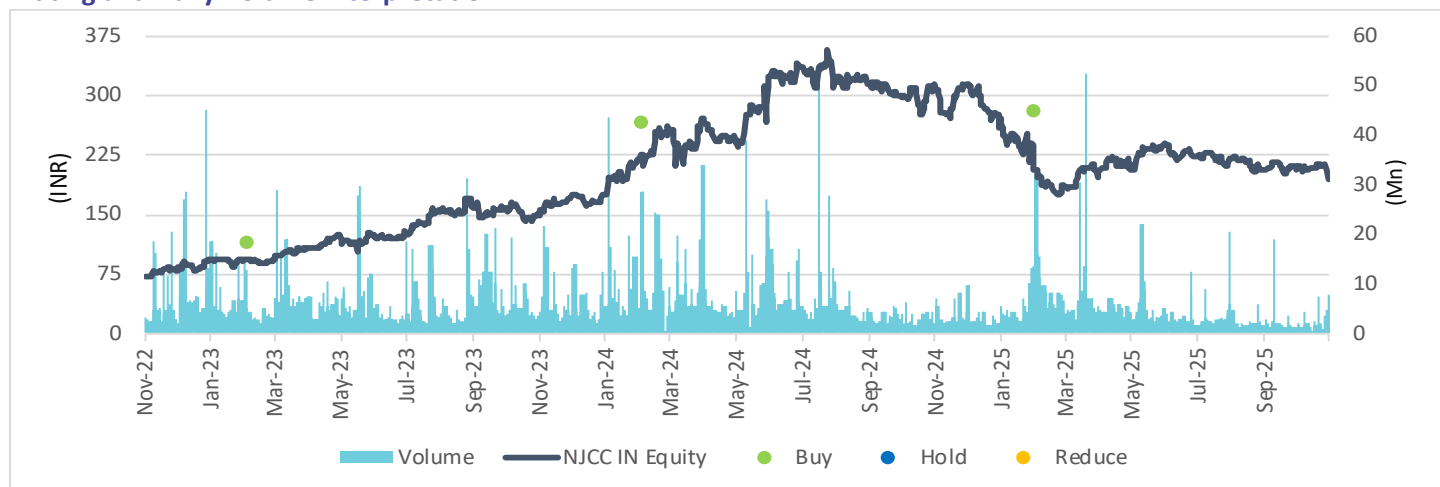
Recent Company Research

Date	Title	Price	Reco
06-Aug-25	Soft quarter; <i>Result Update</i>	213	Buy
16-May-25	Mixed bag; <i>Result Update</i>	228	Buy
06-Feb-25	Weak performance; <i>Result Update</i>	238	Buy

Recent Sector Research

Date	Name of Co./Sector	Title
05-Nov-25	Adani Ports & SEZ	Strong quarter; return profile improves; <i>Result Update</i>
03-Nov-25	Infrastructure	Oct-25: Road activity falls YoY; <i>Sector Update</i>
16-Oct-25	JSWINFRA	Iron ore drags steady quarter; <i>Result Update</i>

Rating and Daily Volume Interpretation



Source: Bloomberg, Nuvama research

Rating Rationale & Distribution: Nuvama Research

Rating	Expected absolute returns over 12 months	Rating Distribution
Buy	15%	205
Hold	<15% and >-5%	68
Reduce	<-5%	37

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