



हुड्को
hudco

A NAVRATNA CPSE

Financing Infrastructure for
Viksit Bharat

Investors Presentation &

Performance Highlights Q3FY26



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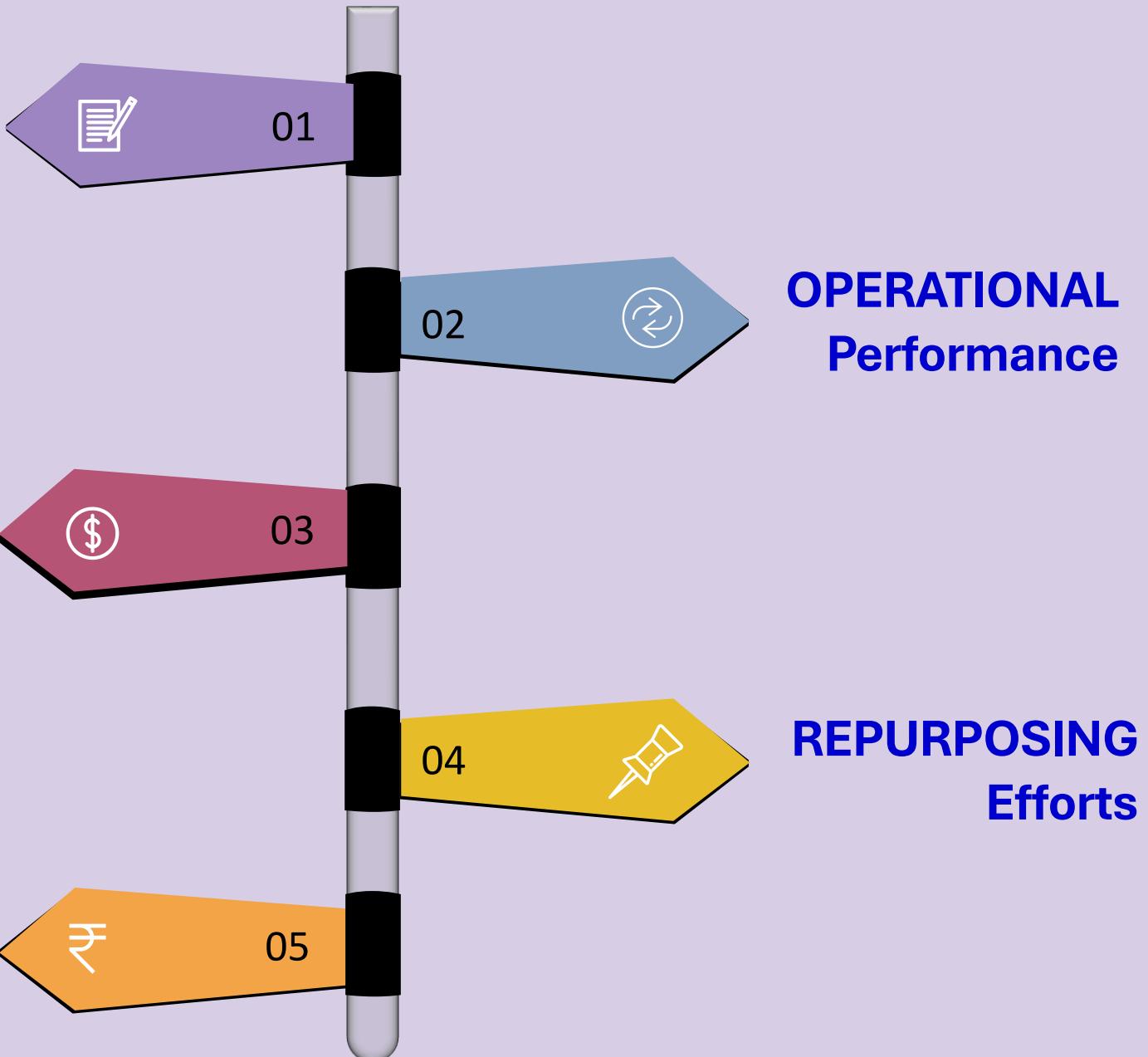


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A UNIQUE
Institution

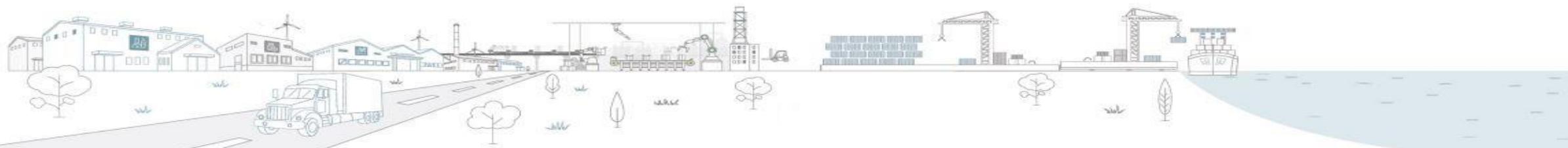
FINANCIAL
performance

SECTOR
Outlook &
Opportunities



HUDCO - A UNIQUE INSTITUTION

- More than 5 decade of expertise as techno-financial institution.
- A Public Financial Institution providing Financing, Consultancy and Capacity Building support – entire landscape of Housing and Infrastructure projects.
- Multi sectoral focus with strong relationship with State Govts. & its agencies.
- Strategic Partner in supplementing efforts of Govt. of India – PMAY 2.0, Smart City, AMRUT, Swachh Bharat, Jal Jeevan Mission, etc.
- Listed company with 75% ownership of Govt. of India.
- A Navratna CPSE registered as NBFC-IFC with Reserve Bank of India.
- Consistently profit-making company with the motto of “Profitability with Social Justice”



MAJOR MILESTONES : HFC TO IFC

INCEPTION & PIONEERING

- 1970: Incorporated as Development Institution
- To address India's housing shortage

ELEVATED MANDATE- GOVT. RECOGNITION

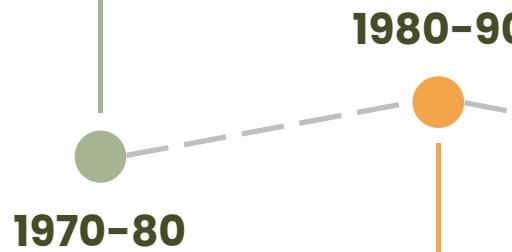
- Key role in 2MHP
- PM's award for top 10 PSUs

ENHANCED MARKET STANDING

- Credit Rating : "AAA"
- Public Iss.: Tax Free Bonds
- IPO

REPURPOSING OF HUDCO

- Launch of Urban Invest Window (UiWIN)



2000-10

2010-20

Post 2020

2025

DIVERSIFICATION

- 1985: HSMI
- 1989: Urban Infra window

MINIRATNA ACCREDITATION

- Auth. Capital- ₹2,500 Cr
- 2002: Schedule-A
- 2004: Miniratna-I

BREAKTHROUGH & WEALTH CREATION

- Navratna & NBFC IFC
- Exponential Growth
- Massive return to SHs
- 54 EC Bonds & ZCBs

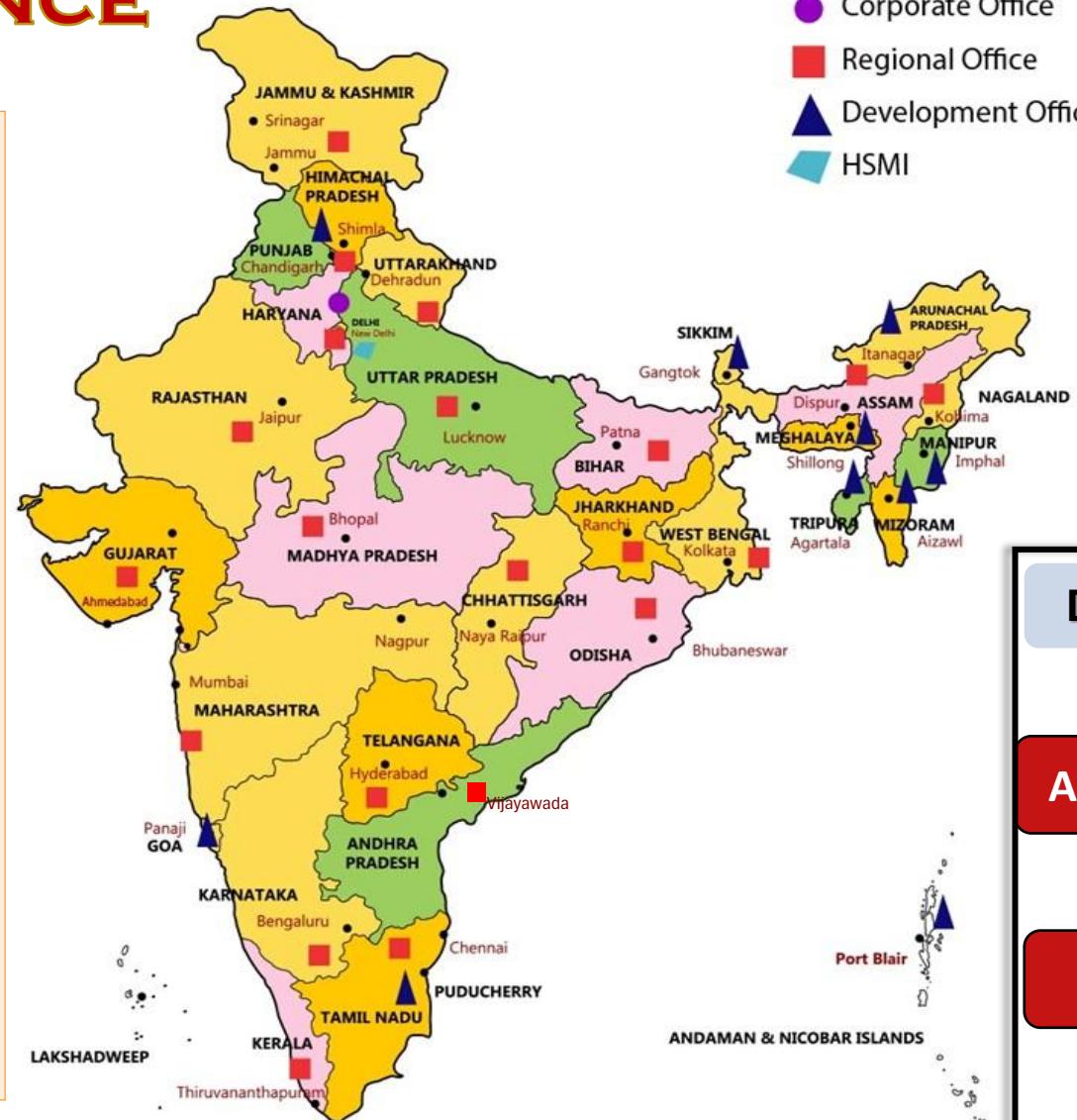
"Excellent" MoU rating for the second consecutive year (FY24 and FY25)

- Ahead of many of its peers
- Consistent operational & financial excellence

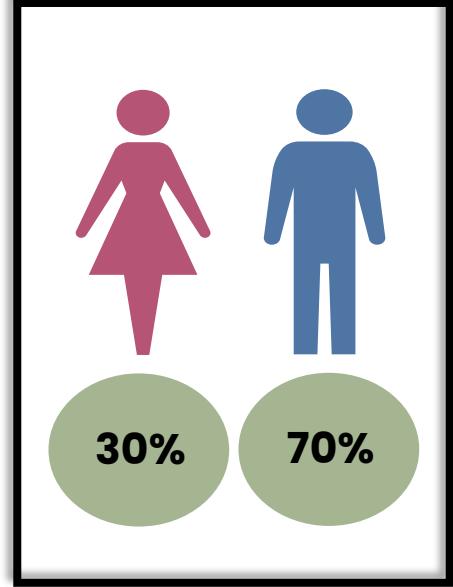


PAN-INDIA PRESENCE

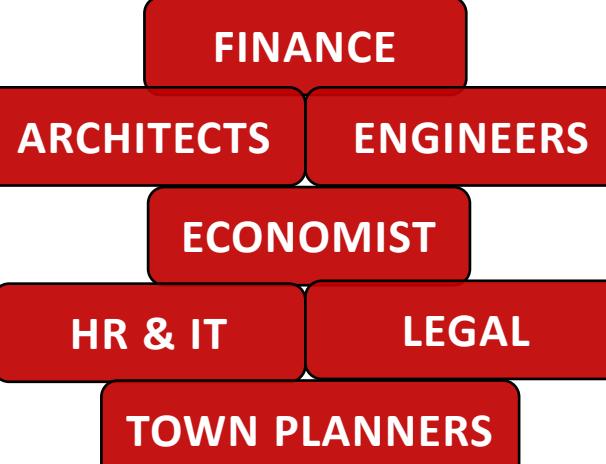
- Corporate / Registered Office : New Delhi
- Multisectoral focus through 20 Regional Offices and 11 Development Offices
- Training & Research arm - Human Settlement Management Institute (HSMI) at New Delhi
- Employee strength (as on Dec, 2025)- 581



- Corporate Office
- Regional Office
- ▲ Development Office
- △ HSMI



Diverse pool of Professionals



KEY STRENGTHS

- Pan-India Presence
- Strong Relationships with States

Strong Asset Quality

- Lowest NPA
- High Prov. Coverage Ratio

Highest Credit Ratings:

- Domestic-AAA
- International-Sovereign



Key Role in Govt. of India Programs/ Missions

- Strong Financial Ratios
- Consistent Profitability

One Stop Solution:

- Financing
- Consultancy
- Capacity Building

360° PARTNERSHIP FOR SUSTAINABLE ASSET CREATION

FINANCING

- Affordable Housing
- Infrastructure:
 - Social Infra- Hospital, Govt. Bldg, Water Supply;
 - Commercial Infra - Roads, Highways, Urban Mobility, Ports, Energy
- Land Acquisition

GOI SCHEMES

Counterpart Funding

- PMAY- Urban and Rural
- Smart City
- AMRUT
- Swachh Bharat Mission
- Jal Jeevan Mission



CONSULTANCY

- Architectural
- Urban & Regional Planning
- Appraisal & Monitoring
- Asset Monetization
- Environmental Studies

CAPACITY BUILDING

- Training of professionals / In-house employees
- Domestic & International Training Programmes
- Supports Research in urban sector.

ESG AT HUDCO – BUILDING A SUSTAINABLE TOMORROW



<ul style="list-style-type: none"> Sustainable lending* : <ul style="list-style-type: none"> ₹ 19,931 Cr - RE & Net ZERO ₹ 23,664 Cr - Sanitation, Sewerage etc. Low environmental impact of operation Transition to Paperless Office fleet : Gradual EV transition 	<ul style="list-style-type: none"> Impactful CSR - ₹ 52.72 Cr (FY25) EWS & Aff. Housing* - ₹ 11,051 Cr Workplace Safety & Grievance Redressal Substantial procurement - MSMEs 44 CTUs adopted:Swachhta Hi Sewa Inclusivity for PwDs 	<ul style="list-style-type: none"> Independent & Healthy Board Board Diversity (Women): 12.5% Experienced Leadership 66.44% Employee Training Coverage Stakeholder engagement Transparent and IT driven operations
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ESG
Rating



SUSTAINALYTICS

18.2
(Low Risk)

Crisil
ESG Ratings
& Analytics

58
(Adequate)

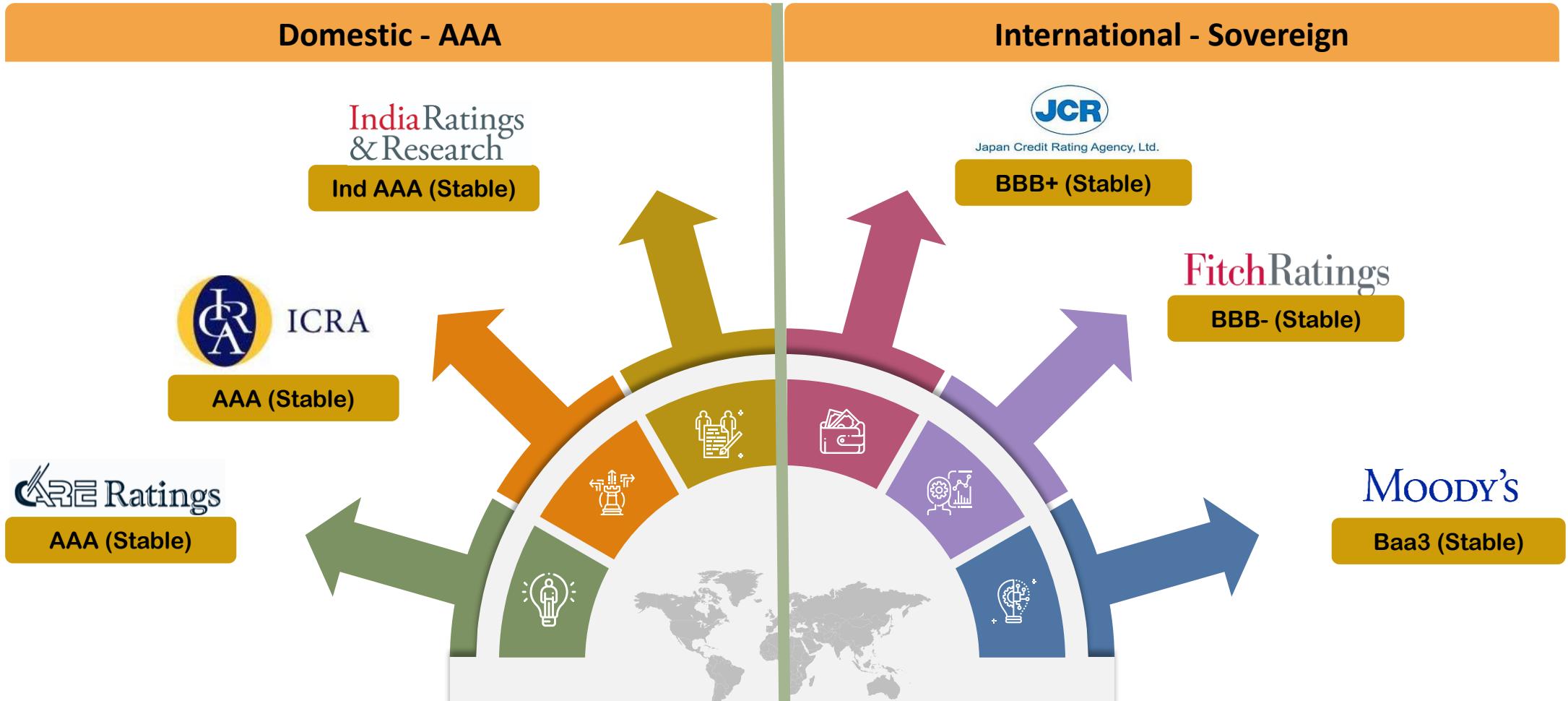
NSE
Sustainability
Ratings & Analytics

50
(Stable)



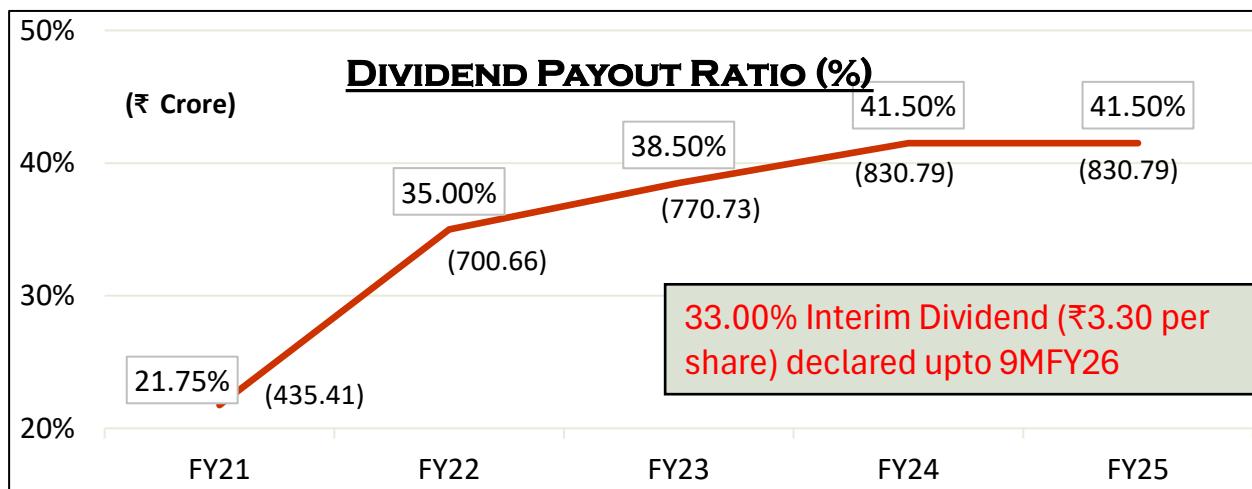
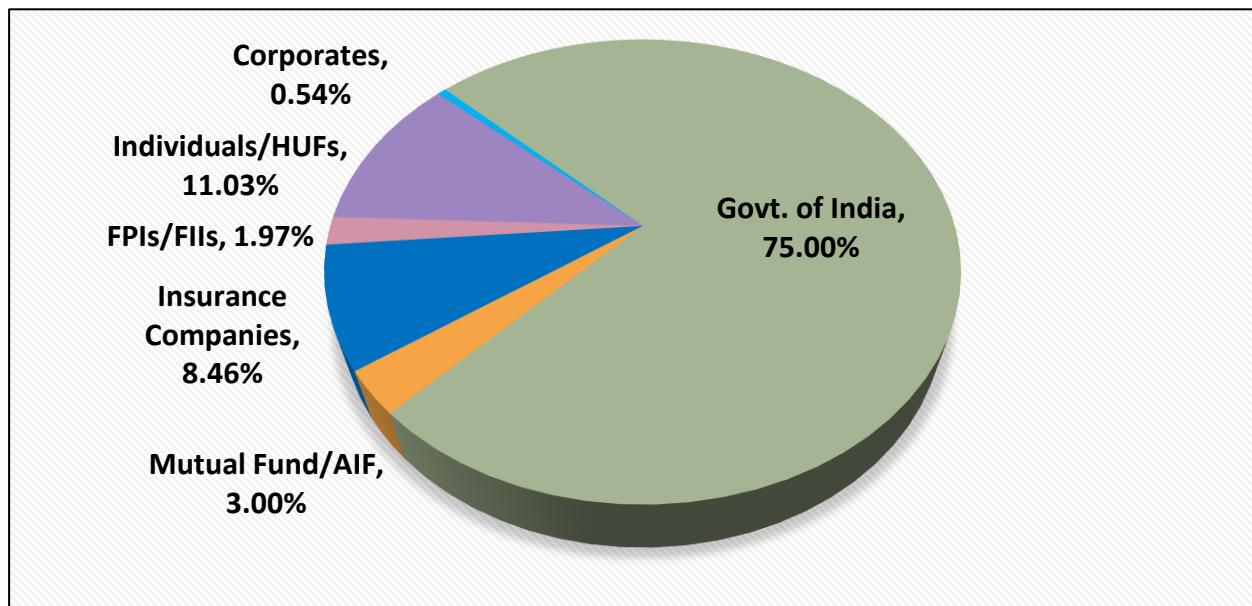
ESG Report
2024-25

HIGHEST CREDIT RATINGS (INCL. CAPITAL GAIN TAX EXEMPTION BONDS)



- Stronger Lending Capacity
- Trusted by Borrowers
- Global Financial Credibility
- Low-Risk Profile

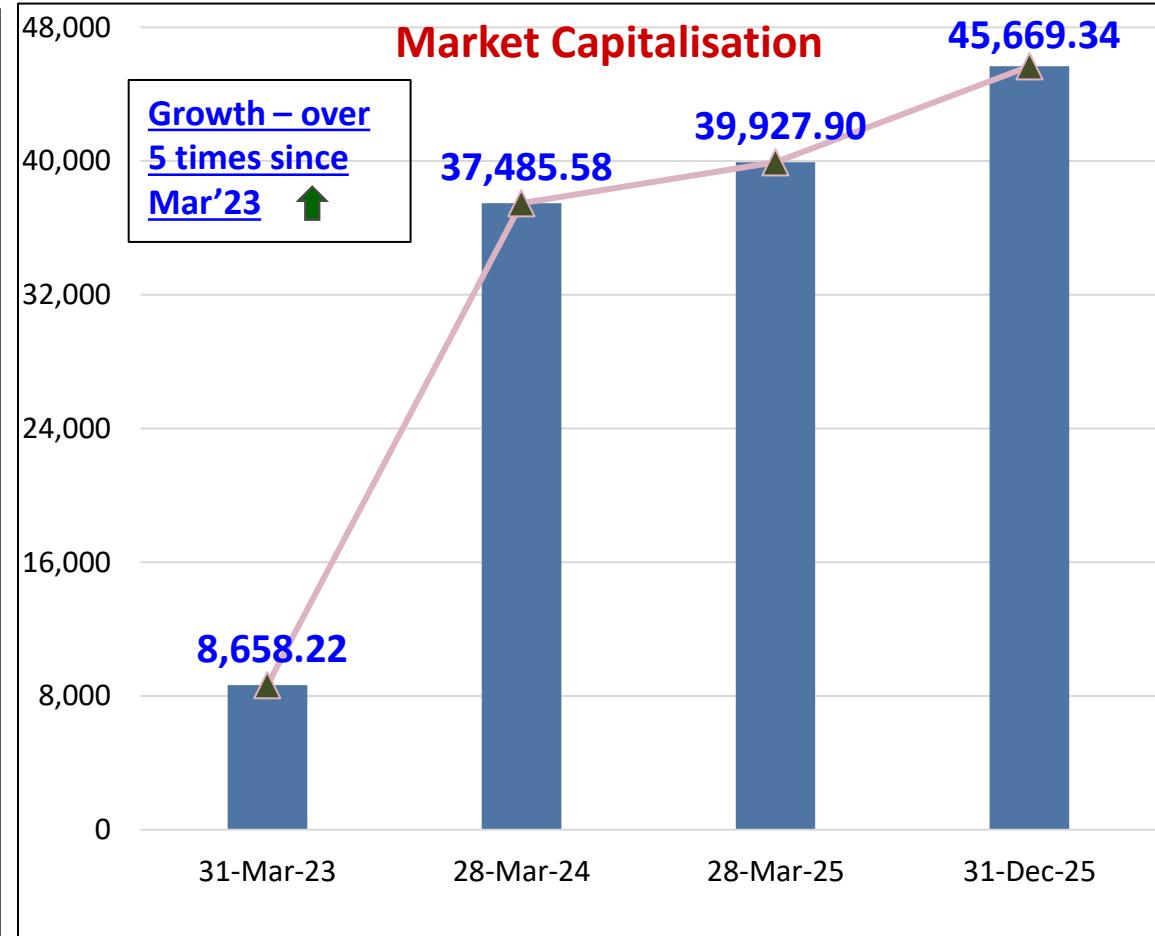
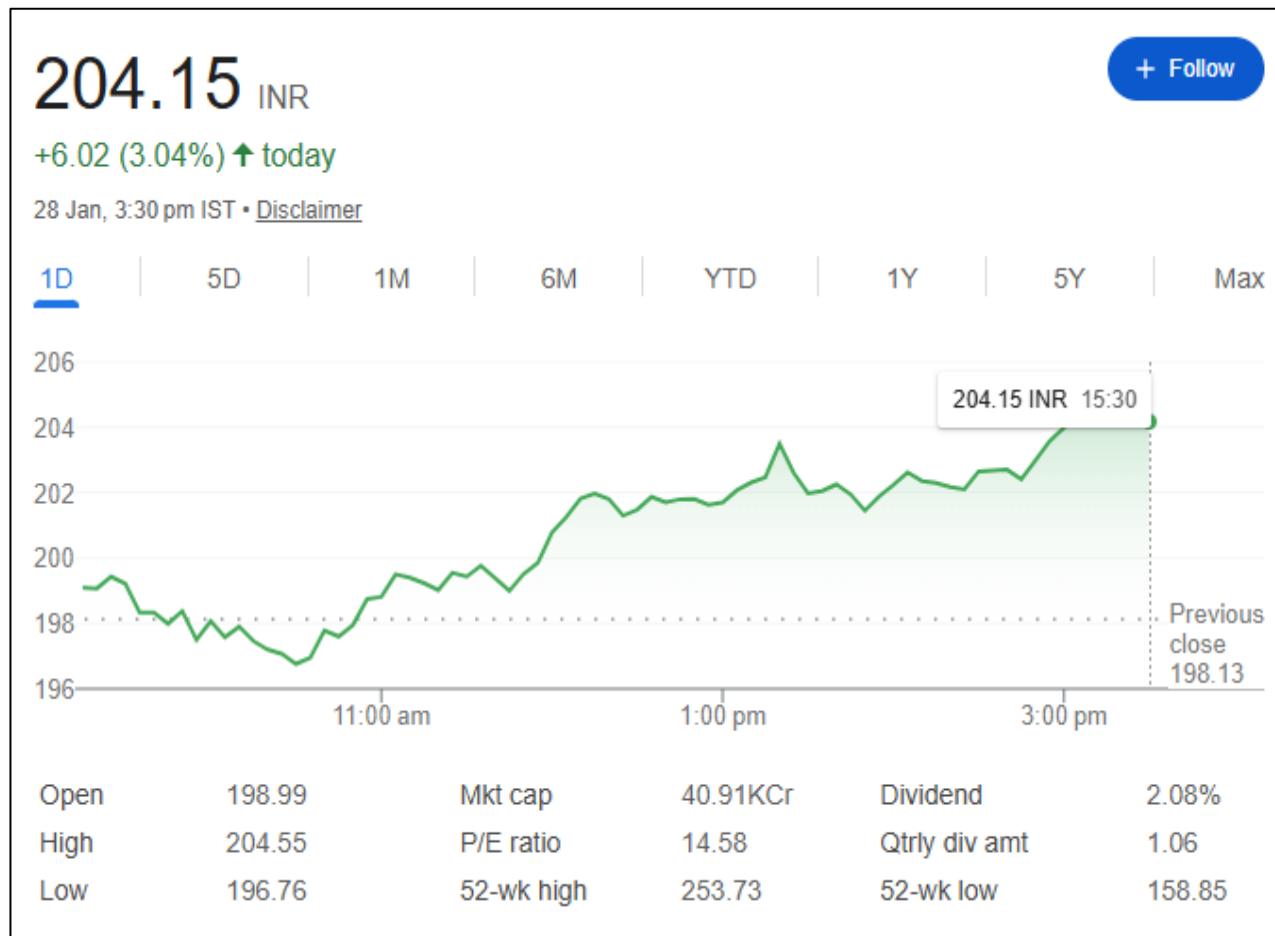
SHAREHOLDERS PROSPECT AS ON 31-DEC-2025



Top 10 Shareholders

Name	Shareholding %
Govt. of India	75.00
LIC of India	7.39
HSBC Small Cap Fund	0.81
ICICI Prudential Life Insurance Co. Ltd.	0.73
Aditya Birla Sun Life Trustee Private Limited	0.42
Vanguard Total International Stock Index Fund	0.37
Vanguard Emerging Markets Stock Index Fund	0.34
Government Pension Fund Global	0.27
Bank of India Small Cap Fund	0.23
MKT Capital LP	0.20

RISING MARKET CAPITALISATION & INVESTOR CONFIDENCE



- Amongst top 200 Companies by Market Cap
- HUDCO shares also traded in derivatives market

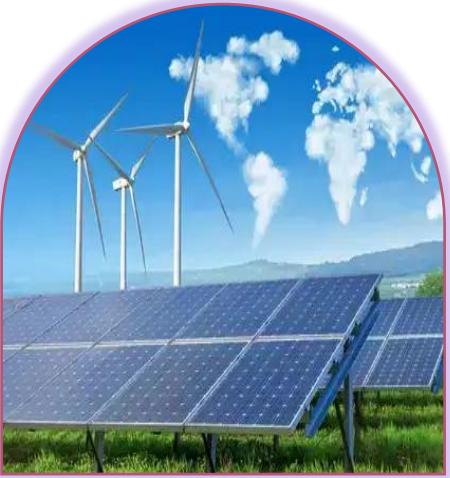
Earning Per Share
₹ 13.67 (Annualized)

Book Value Per Share ₹ 93.64

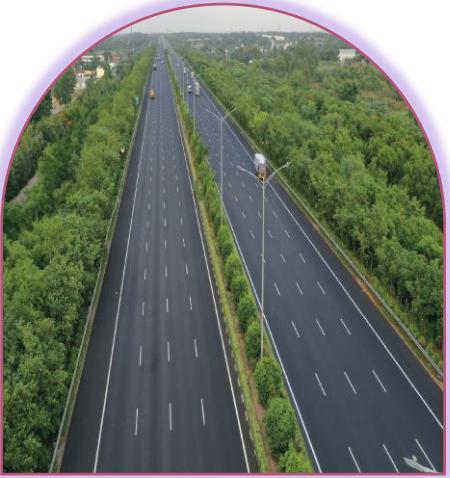
OPERATIONAL PERFORMANCE



Growth Trajectory



Loan Portfolio



Category wise
Sanctions

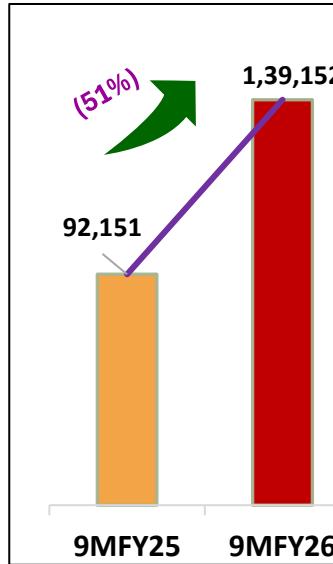
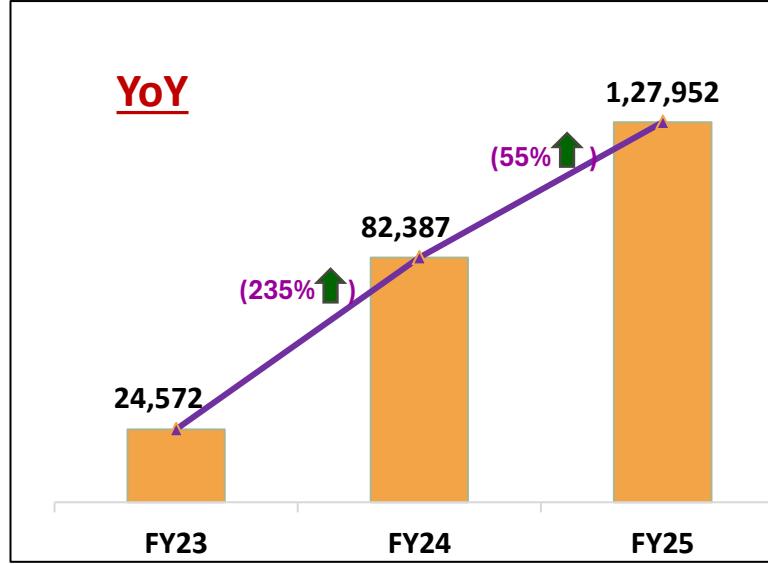


Category wise
Disbursements

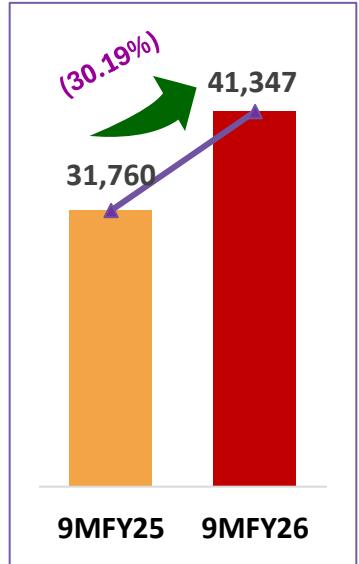
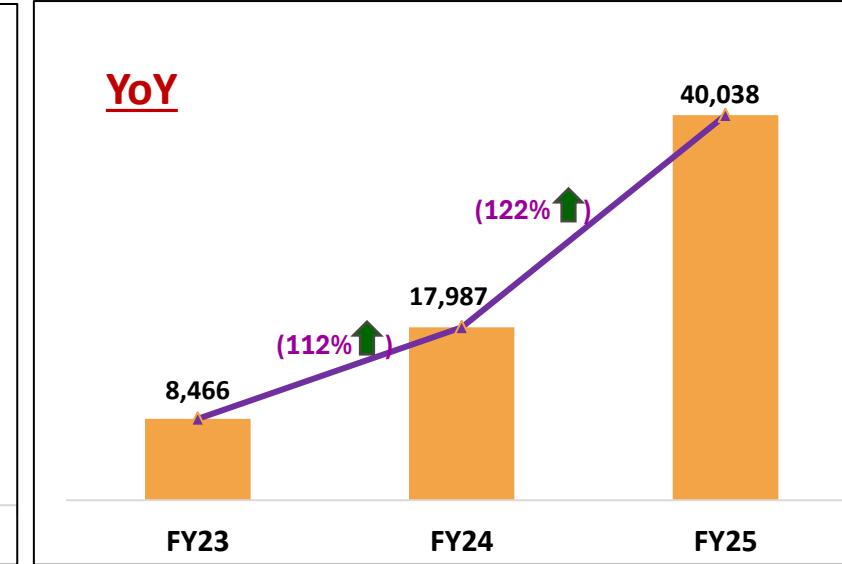


UNMATCHED GROWTH TRAJECTORY

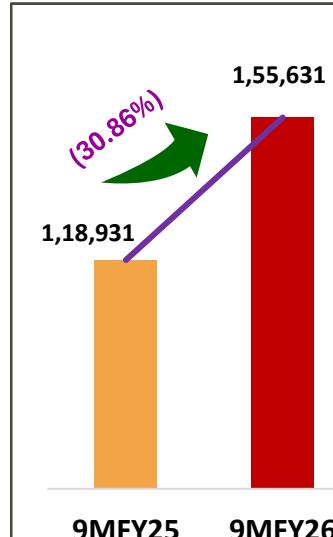
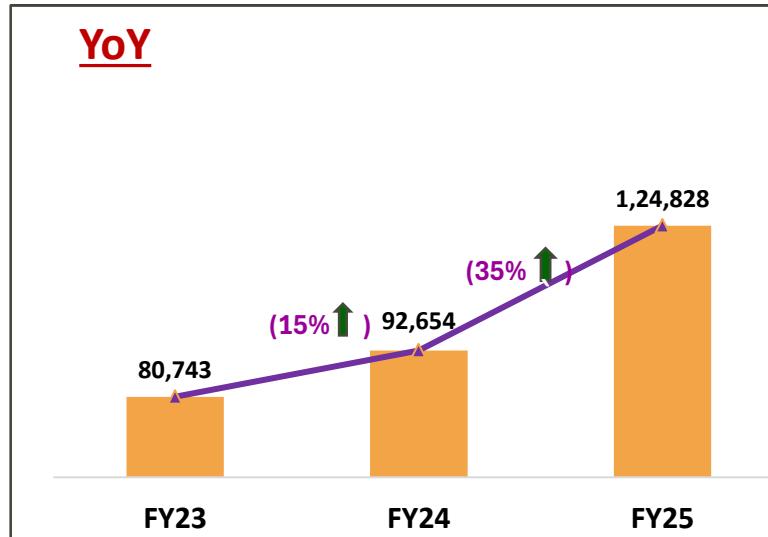
LOAN SANCTIONS (₹ in Crores)



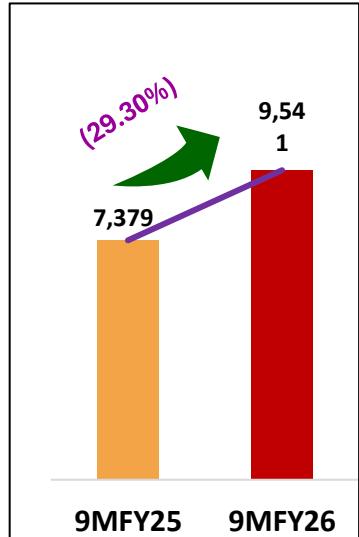
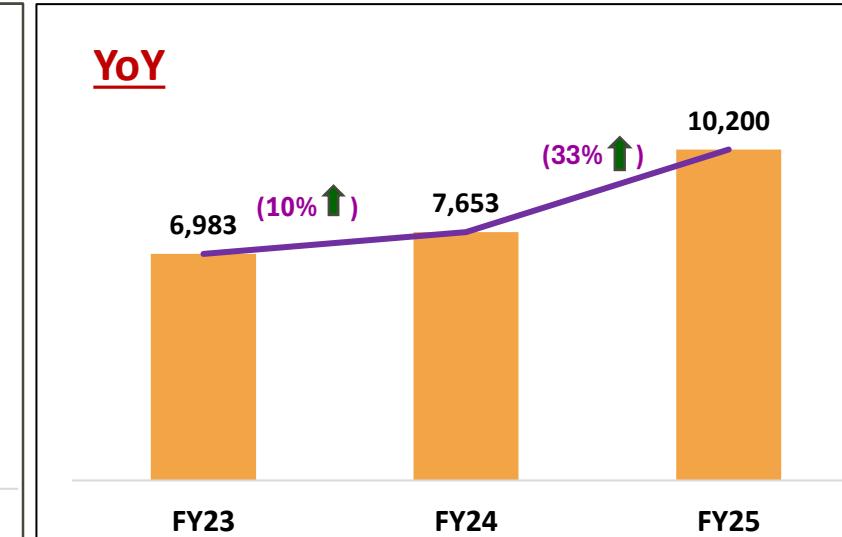
LOAN DISBURSEMENT (₹ in Crores)



YoY



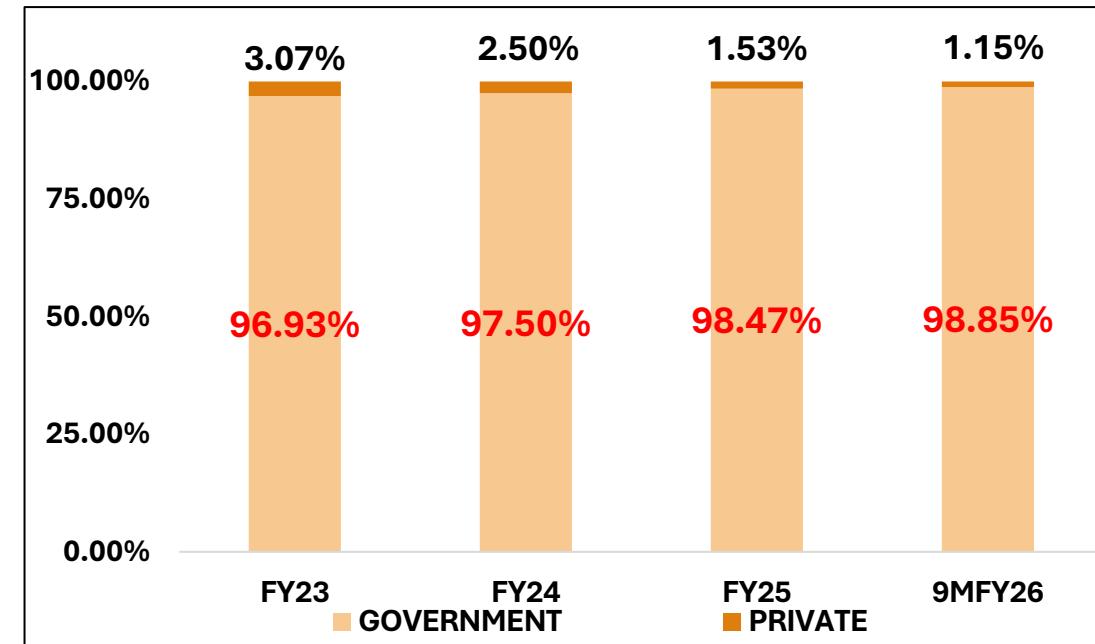
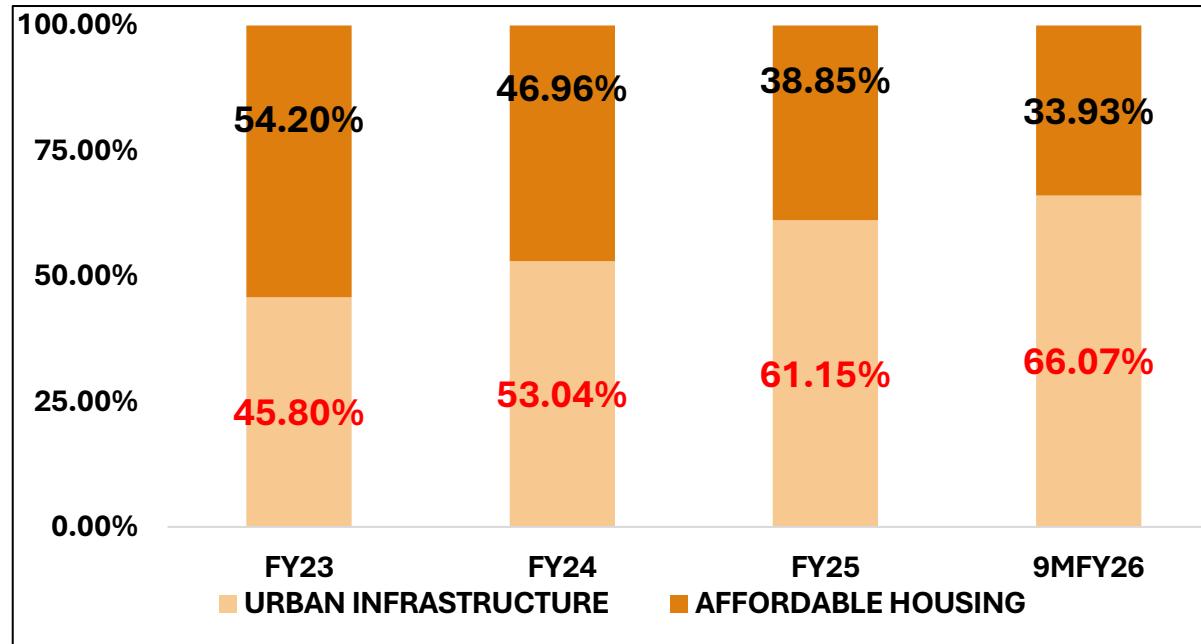
YoY



LOAN OUTSTANDING (₹ in Crores)

INTEREST INCOME (₹ in Crores)

LOAN PORTFOLIO



Particulars (₹ in Crores)	FY23	FY24	FY25	9M	
				FY26	FY25
Urban Infrastructure	36,982	49,143	76,333	1,02,827	71,153
Affordable Housing	43,761	43,511	48,495	52,804	47,778
Total	80,743	92,654	1,24,828	1,55,631	1,18,931
Government	78,267	90,342	1,22,920	1,53,835	1,16,914
Private	2,476	2,312	1,908	1,796	2,017

FINANCIAL PERFORMANCE AT A GLANCE

BORROWING PROFILE

ASSET QUALITY

KEY FINANCIAL HIGHLIGHTS



SUPERIOR LIABILITY MANAGEMENT – ADDING TO MARGINS

(₹ in Crore)

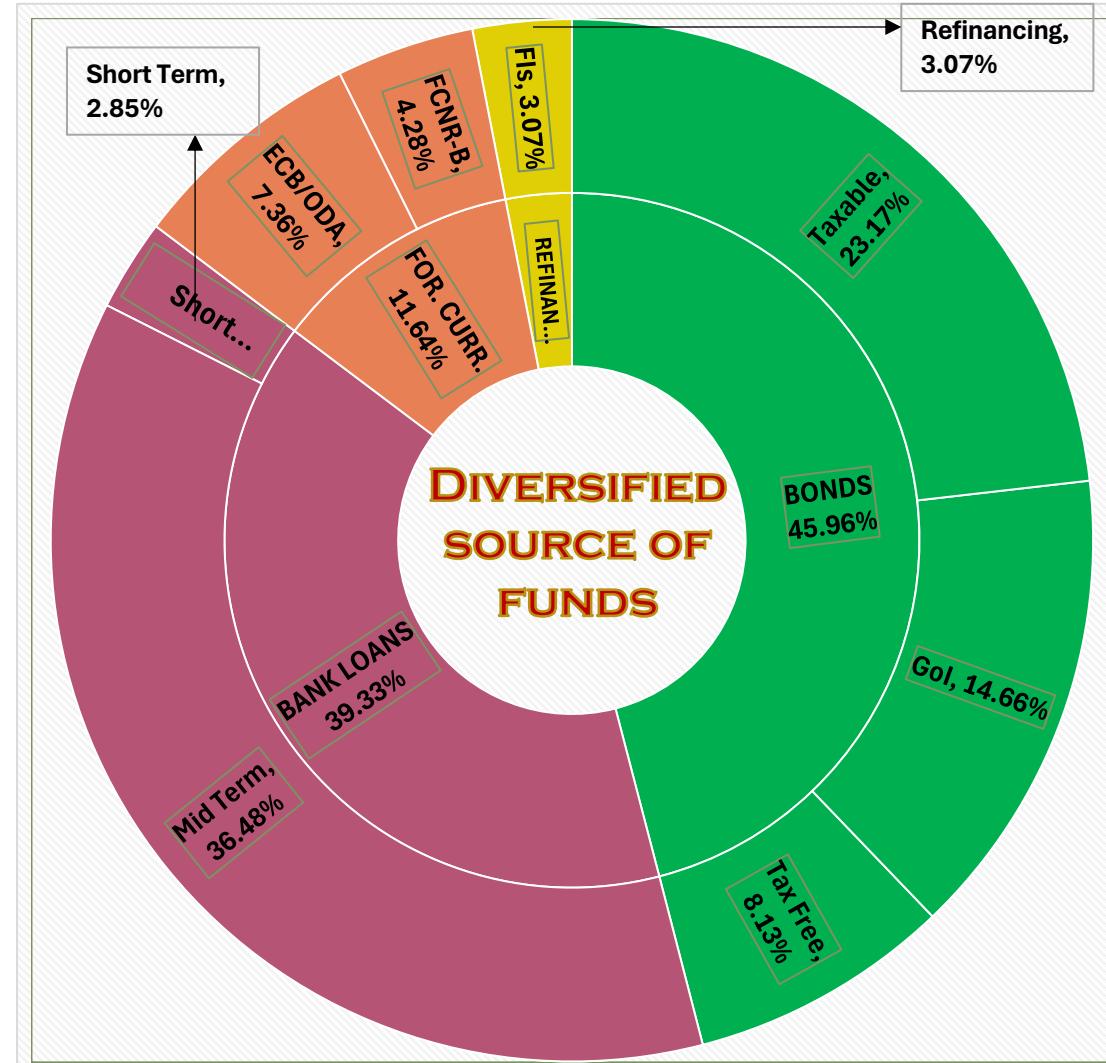
Category	9M				12M			
	FY26	Average Cost	FY25	Average Cost	FY25	Average Cost	FY24	Average Cost
Taxable Bonds	10,331.39	6.80%	7,016.00	7.27%	14,768.50	7.28%	1,500.00	7.48%
Bank / FI Loans								
- Short Term	3,888.76	5.77%	7,897.20	7.14%	4,555.68	7.21%	6,654.56	7.32%
- Medium Term	36,665.87	6.30%	9,938.00	7.61%	10,067.00	7.47%	9,002.50	7.55%
- FCNR(B)	-	-	9,720.97	5.96%	15,563.34	6.06%	3,990.18	5.96%
Foreign Currency	2,974.20	5.98%	4,471.37	5.51%	6,178.87	5.70%	827.85	5.29%
Total	53,860.22	6.34%	39,043.54	6.80%	51,133.39	6.75%	21,975.13	7.10%

Raised ₹ 53,860.22 Crore in 9M of FY26 as compared to ₹ 39,043.54 Crore in the corresponding 9M of FY25.

BORROWING PROFILE

(₹ in Crore)

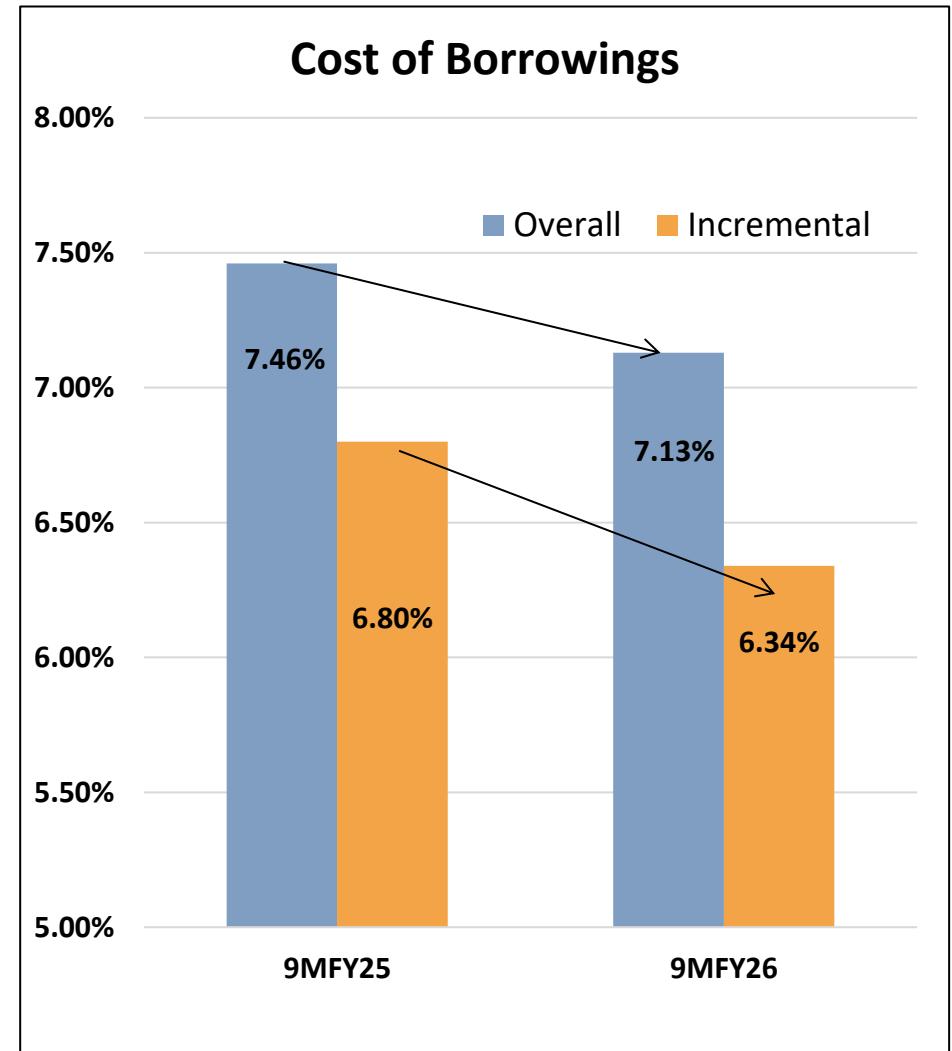
Particulars	9M-FY26	9M-FY25	FY25	FY24
A. Govt fully Serviced Bonds	20,000.00	20,000	20,000.00	20,000.00
B. Others				
Tax Free Bonds	11,083.88	12,372.38	12,372.38	12,372.38
Taxable Bonds*	31,609.89	16,826.00	23,578.50	9,810.00
Bank Loans				
- Short Term	3,888.69	7,897.20	4,555.68	6,654.56
- Mid Term	49,770.61	22,725.81	23,854.78	19,756.55
Foreign Currency Loans				
- FCNR(B)	5,842.37	12,212.83	15,563.34	3,990.18
- ECB/ODA	10,034.59	5,361.49	7,063.59	894.03
Refinance Assistance from NHB/ other FI	4,185.37	3,411.37	292.33	554.52
Sub-Total (B)	1,16,415.40	80,807.08	87,280.60	54,032.22
Grand Total (A+B)	1,36,415.40	1,00,807.08	1,07,280.60	74,032.22



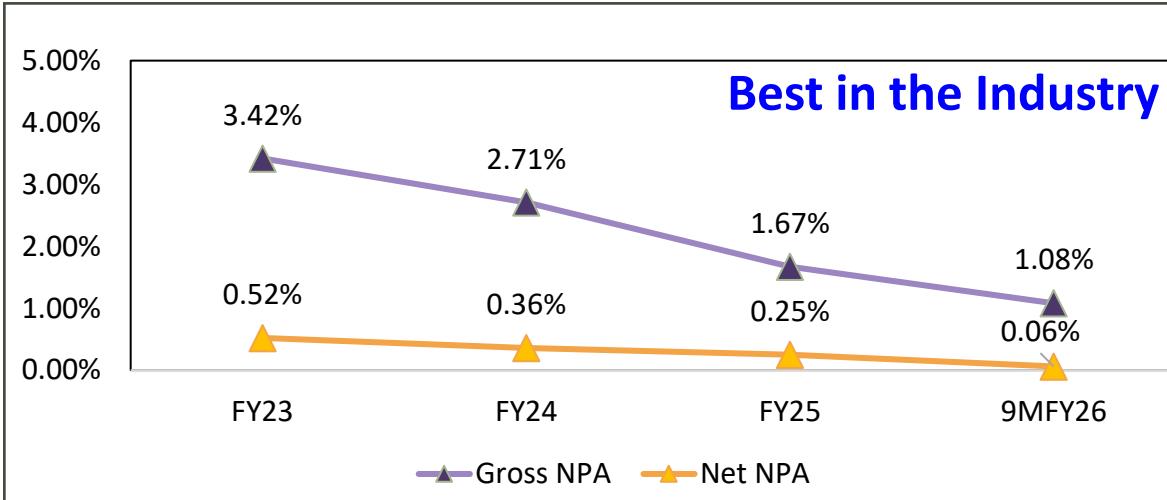
*Incls. Capital Gain Bonds launched on 7-May-2025

EFFORTS FOR COST OPTIMIZATION

- **Judicious mix of borrowings** through various sources, both Domestic and International, based on ALM profile.
- Strategic **increase in domestic borrowings** to capitalize on the prevailing low-interest rate regime.
- **Strengthening International footprints**
 - **Fresh** ₹ borrowings of 70 Billion (₹ 4,000 Crore) for tenor of 5 years.
 - Exploring **various other geographies**, including possibility of raising USD / EURO / YEN loans/bonds.
 - Setting up of **GMTN program** for sourcing funds from international capital market thru maiden bond offering
- **Multilateral funding** partnerships for infra development – finalized loan with KfW & in discussions with AIIB, World Bank.
- Strengthening **internal control mechanism** to address currency risk with hedge/protection at appropriate levels
- **Raising funds through 54EC Capital Gain Bonds**

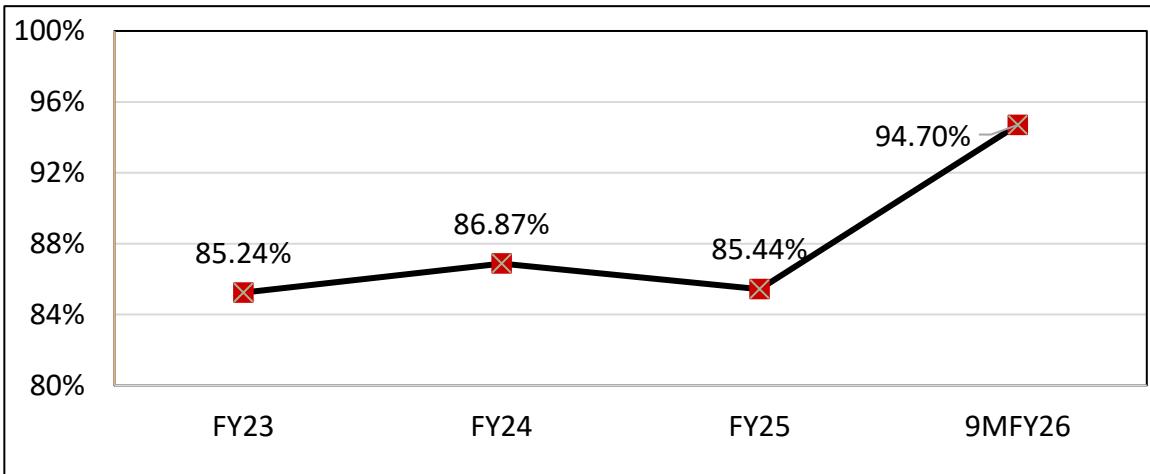


PRISTINE ASSET QUALITY – A COMPETITIVE EDGE



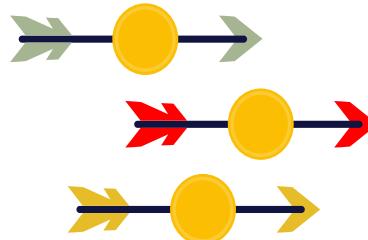
ADEQUATE PROVISION COVERAGE RATIO (%)¹

1. PROVISION COVERAGE RATIO REFLECTS THE RATIO OF PROVISION CREATED AGAINST NPA LOANS



- Robust appraisal and monitoring mechanism
- Periodic review of policies and procedures - in line with best market practices
- Loans to Govt. & its agencies: 98.85% of the loan book consists of loan to Govt. and its agencies
- Govt. Guaranteed loans: majority of the loans are backed by State Government Guarantee.

Steady..
Focused..
almost there



CREDIT IMPAIRED ASSETS – RESOLUTION/ RECOVERY STATUS

Gross NPA ₹ 1,676.49 Crore, Net NPA ₹ 88.77 Crore, Provision coverage 94.70%

Consortium Projects

- ₹1,095.35 Crore
- 07 No. of Accounts
- Provision made – 100%

Consortium Under NCLT Resolution

- ₹1,060.37 Crore
- 04 No. of Accounts
- Provision made – 100%

Outside NCLT (Consortium Projects)

- ₹34.98 Crore
- 03 No. of Accounts
- Provision made – 100%

Non-Consortium Projects

NCLT

- ₹29.78 Crore
- 02 No. of Accounts
- Provision made – 100%

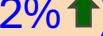
Suit Filed Cases/ DRT

- ₹403.88 Crore
- Top 10: ₹ 280.12 Crore (69.36%)
- Provision made – 100%

- 7 Long pending NPA A/c resolved during 9MFY26 - ₹378.73 Cr and 9 NPA A/cs technically written off- ₹13.25 Cr.
- Recovery of ₹378.83 Cr has been made from NPA A/cs incl. recovery of ₹343.25 Cr from 4 Govt. Agencies.

KEY FINANCIAL HIGHLIGHTS (9M FY26 Vs 9M FY25)

Net Profit

₹ 2,053.06 Cr.
Vs.
₹ 1,981.40 Cr.
(3.62% 

Sanctions

₹ 1,39,151.92 Cr.
Vs
₹ 92,151 Cr.
(51.00% 

Disbursements

Highest Ever 9
Month
Disbursement of
₹41,347 Cr.

CRAR

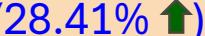
38.28%

*Well capitalized for
future growth*

Loan Book

Highest Ever Loan
Book of ₹1,55,631
Cr.(1,18,931)
(30.86% 

Operational Income

₹ 9,587.54 Cr.
Vs
₹ 7,466.30 Cr.
(28.41% 

Asset Quality

GNPA: 1.08%
NNPA: 0.06%

*One of the Best in the
Industry*

Provision Coverage Ratio

94.70%

Strong Risk Protection

**HIGHEST EVER
9M**

Sanctions



Disbursements



PAT



Revenue



STANDALONE STATEMENT OF PROFIT & LOSS

(₹ in Crore)

Particulars	Q3		9M		12 MONTHS	
	FY26 (Reviewed)	FY25 (Reviewed)	FY26 (Reviewed)	FY25 (Reviewed)	FY25 (Audited)	FY24 (Audited)
Income:						
- Revenue from Operations	3,431.20	2,760.23	9,587.54	7,466.30	10,311.30	7,784.29
- Other Income	74.37	9.91	114.52	27.17	37.09	163.81
Total Income (1)	3,505.57	2,770.14	9,702.06	7,493.47	10,348.39	7,948.10
Expenses:						
- Finance Cost	2,394.57	1,762.83	6,519.88	4,888.68	6,750.11	4,963.94
- Other Cost	400.22	92.49	779.40	257.07	372.11	348.81
- Impairment of Financial Instruments	(77.71)	(16.84)	(197.65)	(268.68)	(410.50)	(208.09)
Total Expenses (2)	2,717.08	1,838.48	7,101.63	4,877.07	6,711.72	5,104.66
PROFIT BEFORE TAX {3= (1-2)}	788.49	931.66	2,600.43	2,616.40	3,636.67	2,843.44
Tax Expense (4)	75.49	196.63	547.37	635.00	927.52	726.70
NET PROFIT AFTER TAX {5 = (3-4)}	713.00	735.03	2,053.06	1,981.40	2709.15	2,116.74

KEY INDICATORS

Particulars	9MFY26		9MFY25		FY2025	
	Incl. EBR	Excl. EBR	Incl. EBR	Excl. EBR	Incl. EBR	Excl. EBR
Loan Portfolio (₹ Crore)	1,55,631	1,35,631	1,18,931	98,931	1,24,828	1,04,828
Yield on Loan (%)	9.10%	9.14%	9.43%	9.56%	9.50%	9.65%
Cost of Funds (%)	7.13%	6.87%	7.46%	7.16%	7.44%	7.15%
Interest Spread (%)	1.97%	2.27%	1.97%	2.41%	2.06%	2.49%
Net Interest Margin (%)	2.88%	3.30%	3.19%	3.85%	3.22%	3.86%

Particulars	9MFY26	9MFY25	FY2025
Interest Coverage Ratio (times)	1.40	1.54	1.54
Debt Equity Ratio (times)	7.28	5.17	5.72
Return on Assets (%) (Annualized)	1.90	2.45	2.44
Return on Equity (%) (Annualized)	14.60%	14.71	15.08
Net Worth (₹ Crore)	18,744.90	17,965.59	17,969.78
Average Net Worth (₹ Crore)	18,357.34	17,289.95	17,292.04
Book Value in ₹ per Share of ₹ 10	93.64	89.74	89.76
Earning per Share (EPS-Annualized) in ₹	13.67	9.90	13.53

1. Yield on loan is calculated by dividing interest income (including interest received on settlement of NPA cases) on loan assets by average loan assets.
2. Cost of funds is calculated by dividing finance cost by average total borrowings.
3. Interest spread is difference between yield on loan and cost of funds.
4. Net interest margin is calculated by net interest income on interest earning assets by average interest earning assets
5. Interest coverage ratio is calculated by dividing Earnings before interest and tax by finance cost.
6. Debt equity ratio is calculated by dividing Total Debt/Net Worth (Total Debt represents Principal Outstanding).
7. Return on equity is calculated by dividing the profit after tax for the period by shareholders' fund at the end of the period, expressed as a percentage.
8. Return on average assets (after tax) is calculated by dividing the PAT for the period by average total assets.

RE PURPOSING EFFORTS

1. LAUNCH OF URBAN INVEST WINDOW

- **One-stop End-to-End Support** Platform for ULBs in **Developing Bankable Infrastructure Projects**
- Transformative initiative - aiming to **double urban investments** in **next 5 years**
- **Repurpose** its pan India network of **20 Regional Offices**, to act as **State Urban Invest Window(s)**
- Working closely with the **State Government and the ULBs**
- Identification of projects for technical & financial structuring, from capital mobilization to project implementation
- Build a **pipeline of bankable, investment-ready** urban projects
- Feasibility studies & assistance in securing finance - **Multilateral Agencies (World Bank, KfW, ADB), FIs, Municipal Bonds, FDIs, etc.**



2. CREDIT ENHANCEMENT INITIATIVE: AMRUT 2.0

- Promote financial self-reliance among smaller ULBs (population <1 lakh)
- **HUDCO- Notified by MoHUA as Credit Guarantee Fund Manager** for a ₹300 Cr corpus
- Provide handholding support to States/ULBs in identifying & implementing bankable projects

3. LAUNCH OF PPP PROJECT FINANCE DIVISION

- **Objective:** support private sector in creation of Bankable Infrastructure Projects
- Initiated process to commence lending against **PPP projects**.
- Supplementing NIP 2.0 - targeting ₹17 trillion in investments.
- Board approved Guidelines for funding in the following sectors:



Real Estate



Roads



Sea Port



Airport



Energy

4. URBAN MOBILITY

- **Pool of funds (USD 1 Bn)** to finance projects of Urban Mobility including Metro across the Country.
- **Pool - mix of foreign and domestic sources**, including Banks.
- **Objective**: to leverage HUDCO's intrinsic strengths and offer **loans at market competitive rates**.

5. BRIDGE LOAN

- **Objective** - To ensure timely availability of matching contribution of State in GoI schemes/programmes

6. TECHNICAL ASSISTANCE SCHEME

- Grant for Project Formulation, Capacity Building and Institutional Development, Impact Assessment, R&D etc.



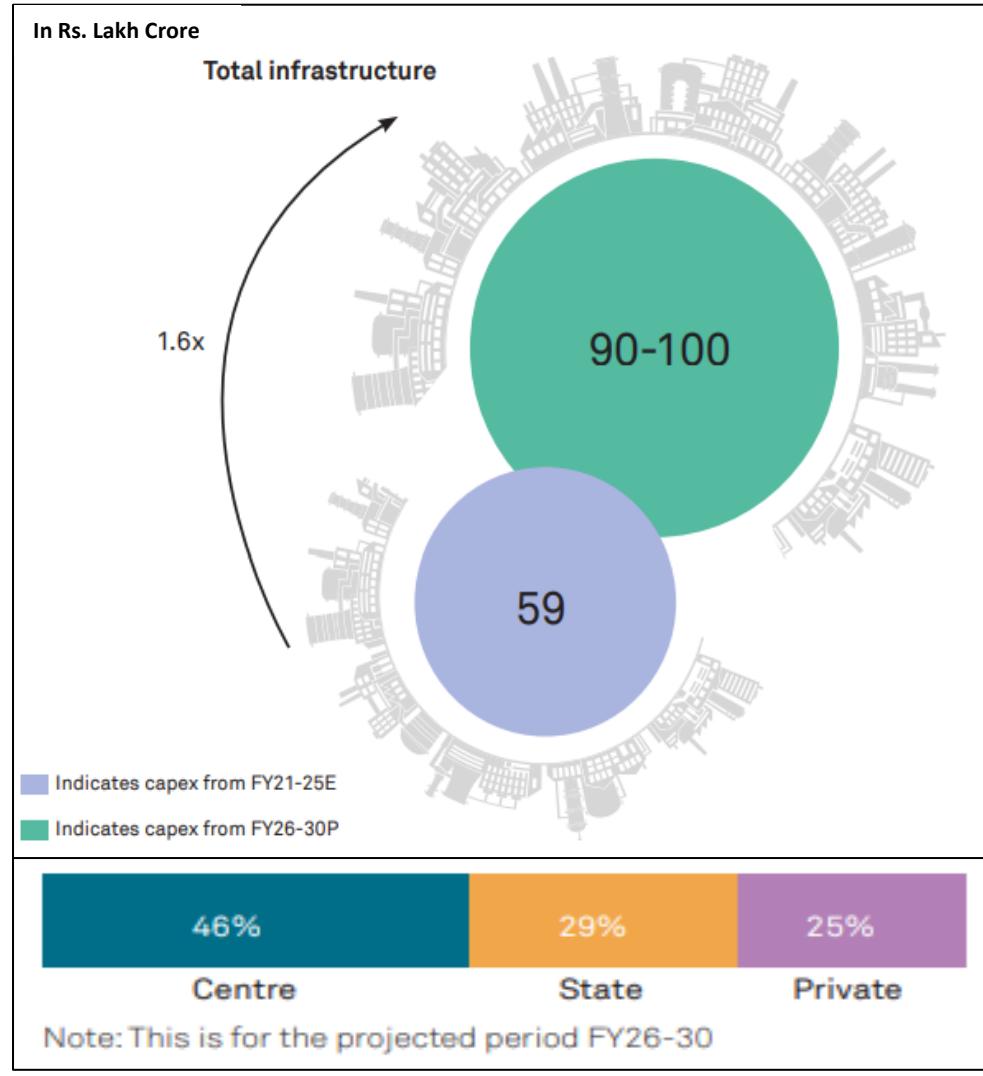
SECTOR OUTLOOK & OPPORTUNITIES

**\$ 10 TRILLION ECONOMY
@ 2030**

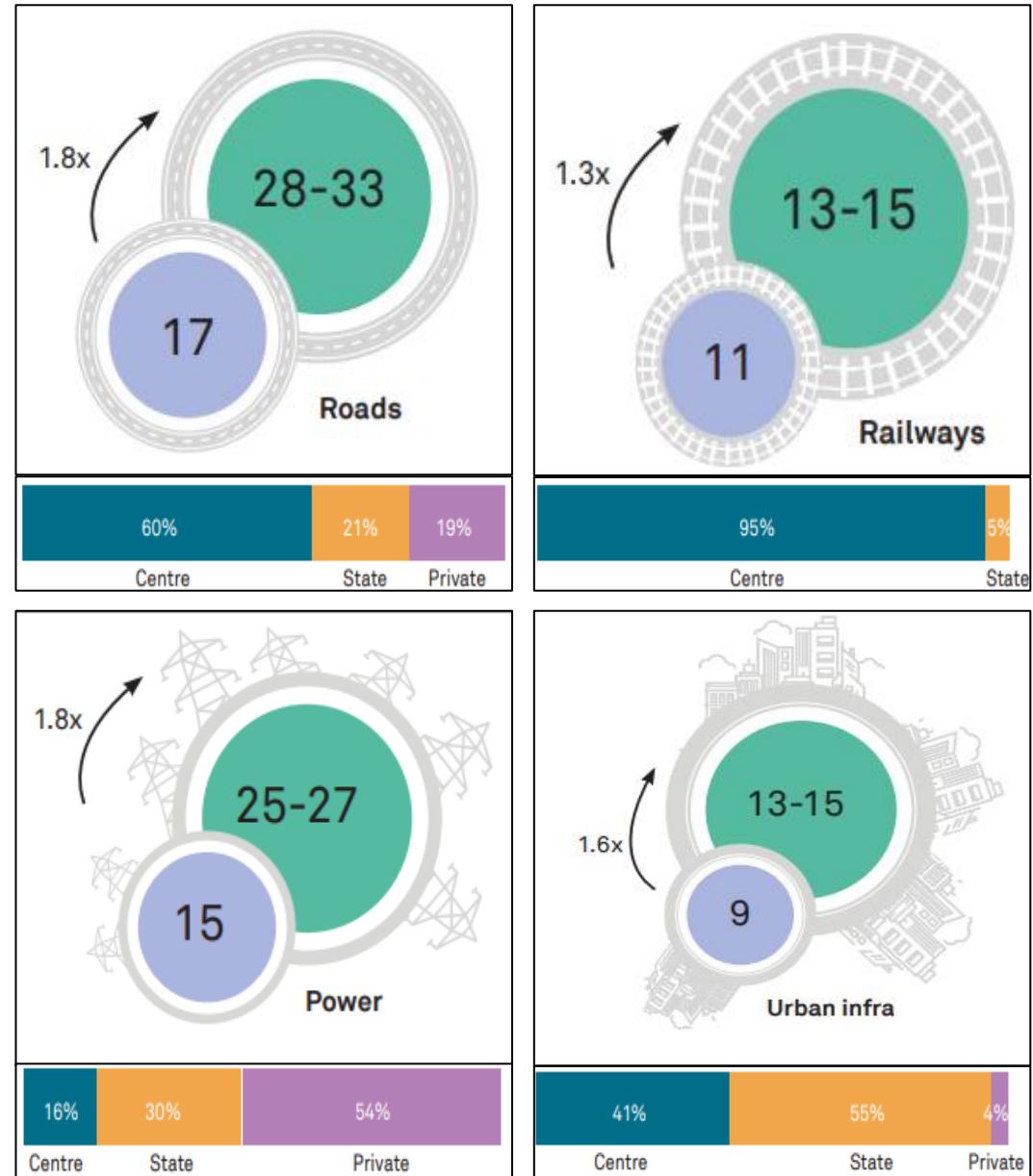
&

**VIKSIT BHARAT @ 2047
(DEVELOPED INDIA @ 2047)**

INFRASTRUCTURE SPENDING SET TO SURGE 1.6 TIMES OVER NEXT FIVE YEARS

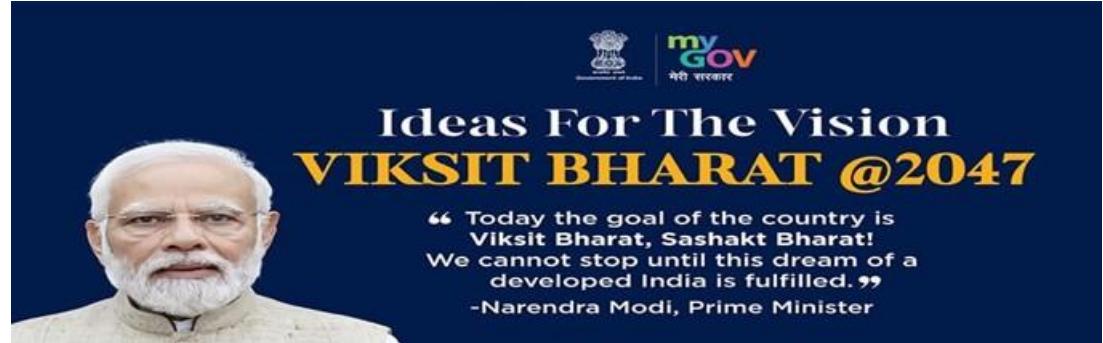


Source: CRISIL Intelligence Report 2025



HUDCO'S EMERGING ROLE — DRIVERS FOR GROWTH

The Government's vision for marching towards \$10 trillion economy by 2030 and Viksit Bharat by 2047 is poised to **generate huge demand of funding for infra** development with initiatives like:



**Land Acquisition,
Integrated Township &
Industrial Corridors**

**Mobility – Metro,
Expressways etc.**

**PMAY 2.0 incl.
Housing for industrial
workers**

**Smart Cities, AMRUT,
JJM, SBM 2.0**

**Health Infrastructure,
Green Infrastructure &
Energy Transition**

**Port Financing
(Seaport & Airport)**

- HUDCO to play a vital role in achieving the vision of Gol thru lending for entire landscape of infra projects
- Initiated lending against Private Sector projects.

“VIKSIT PRADESH” FOR VIKSIT BHARAT



MoU with MMRDA for financial assistance of ₹1.5 Lakh Crore



MoU with MP Govt. for financial assistance of ₹1 Lakh Crore



₹ 1 Lakh Crores MoU with Rajasthan for Housing & Infrastructure projects



₹ 1 Lakh Crore MoUs to Boost India's Port Infrastructure Development



₹ 1 Lakh Crore MoU signed with Govt. of Chhattisgarh

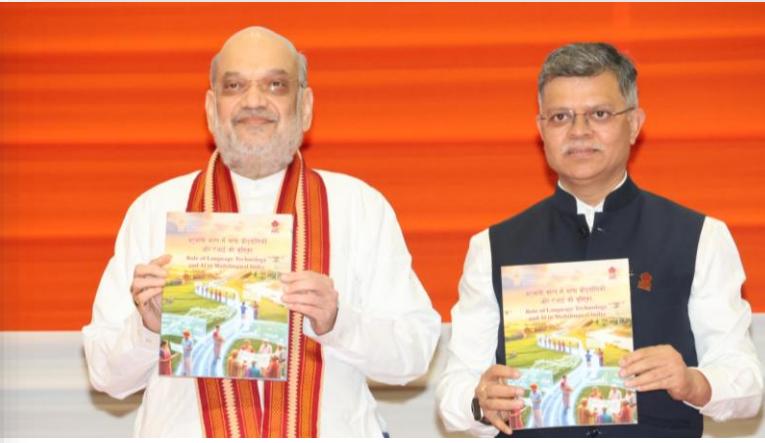


MoU with NMRDA for financial assistance of ₹11,300 Crore

BUILDING THE BACKBONE OF A VIKSIT BHARAT



3rd tranche of ECB to secure optimum cost resources



Launch of Hindi Book jointly published by Home Ministry and HUDCO



Launch of HUDCO 54EC Capital Gain Tax Exemption Bonds



MoU signing with NBCC to jointly develop HUDCO's Properties



Launch of Private Sector Funding in Real Estate during NAREDCO event



MoU with NIUA for effective urban infrastructure development

MOTIVATIONAL HONORS

17th BML Munjal Award for Business Excellence

ETNOW Infra Focus Awards 2024: Infrastructure Sector (Housing)

Governance Now 11th PSU Awards: PSU & CSR Leadership

WCDM Award 2024: 'Good Practices in Rescue and Rehabilitation'

Prithvi Award 2024: sustainable development and CSR initiatives

PSE Excellence Award 2025 for Enterprise Application

GRIHA Award for Consultancy Project

Asset Triple A Awards: Best sustainability loan (ESG) in South Asia

राजभाषा कीर्ति पुरस्कार 2024-25

5th PSU Transformation Award – Fastest Growing PSU



Thank You



Financing Infrastructure for Viksit Bharat

Head Office:

**HUDCO Bhawan, Core-7-A,
India Habitat Centre, Lodhi Road, New Delhi - 110 003**