



Financing Infrastructure for Viksit Bharat

Newsletter

Oct to Dec 2025, Volume 64



CHAIRMAN'S MESSAGE



As we come to the close of the last quarter of the calendar year 2025, it is a moment to pause, reflect, and take pride in the collective journey of HUDCO through a year marked by purpose, resilience, and steady progress. The year has been shaped by our unwavering commitment to nation-building through infrastructure finance, aligned closely with national development priorities.

From a financial perspective, 2025 stands out as a year of strong and consistent performance. Our loan book expanded

to ₹1,44,554 crore, registering a robust year-on-year growth of 30.15%, reflecting sustained demand for HUDCO's financing solutions and our deepening engagement with development partners. Revenue from operations increased to ₹6,156.34 crore, a growth of 30.82% year-on-year, underscoring the strength of our core operations. During the year, loan sanctions reached ₹92,985 crore, marking a growth of 21.59%, while we achieved our highest-ever first-half profit after tax of ₹1,340 crore, growing by 7.52%. These achievements are a testament to disciplined financial management, prudent risk practices, and operational efficiency.

The year was also significant in terms of institutional strengthening. The dedication and professionalism of our employees, supported by digital initiatives, process improvements, and strong governance practices, enhanced operational efficiency, strengthened the balance sheet, and improved our brand image.

As we look ahead to 2026, we do so with optimism and clarity of purpose. Our focus will remain on financing projects that aid in realization of the dream for Viksit Bharat 2047. I extend my sincere appreciation to the entire HUDCO family and look forward to carrying this momentum with confidence and integrity in the year ahead.

A handwritten signature in blue ink, which appears to read "Sanjay Kulshrestha". The signature is fluid and cursive, with a blue horizontal line underneath it.

Sanjay Kulshrestha
Chairman & Managing Director

CMD meets Telangana CM



CMD met Sri Revanth Reddy, Hon'ble Chief Minister, Govt. of Telangana on 1st December, 2025 and briefed him on HUDCO's support for various developmental endeavors of the state. He emphasized particularly on sanction of loans worth more than Rs 10,600 crores in the last six months for various flagship schemes of the state. While exploring potential areas of collaboration for the state's developmental initiatives, he also shared a detailed overview of HUDCO's recent initiatives like UiWIN & Credit Enhancement Scheme for smaller ULBs, Urban Mobility Fund and Urban Challenge Fund etc.

CMD later met Chief Secretary, Govt. of Telangana

and discussed HUDCO's assistance to various flagship programmes of the state. He also offered to swap high cost borrowings with extension of competitive terms of finance in line with state Govt's vision of reduction of high cost borrowings. He highlighted that HUDCO has extended a loan of Rs 2,700 crores to regional ring road which is being closely monitored by Chief Secretary to expedite land acquisition process for disbursal of HUDCO loan amount. Chief Secretary emphasized that the issues taken up with Hon'ble Chief Minister will be resolved and assured all required support. He also emphasized HUDCO's support for Indiramma Housing Programme under PMAY 2.0.

Dehradun Regional Office



On 09.10.2025, Shri Sanjay Kulshrestha, CMD and Shri M. Nagaraj, DCP met Shri Anand Bardhan, Chief Secretary, Govt. of Uttarakhand and had detailed discussion on HUDCO's operation in Uttarakhand in infrastructure sector. HUDCO's readiness to lend loan at competitive interest rates for various developmental works including satellite township

projects was shared with the CS. It was also highlighted that HUDCO would play major role in implementation of Govt. of India's Urban Challenge Fund initiative. With the objective of strengthening Urban Local Bodies (ULBs), HUDCO offered assistance in formulating bankable projects with suitable financing option.

Maritime Week 2025



HUDCO signed six Memoranda of Understanding (MoUs) with major port authorities during Maritime Week 2025 in Mumbai. These MoUs were aimed at financing port infrastructure projects across India. The total value of these projects is ₹1.1 lakh crore, wherein the funding is aimed over the next ten years. This landmark initiative is in alignment with the vision of the Hon'ble Prime Minister to promote port-led development and harness the potential

of India's coastline and waterways. MoUs were executed with Syama Prasad Mookerjee Port (Kolkata), Visakhapatnam Port Authority, Paradip Port Authority (Odisha), Jawaharlal Nehru Port Authority (Mumbai), Mumbai Port Authority and Sagarmala Finance Corporation Limited, marking a major milestone in HUDCO's efforts to expand its financing portfolio into maritime and coastal infrastructure.

Chandigarh Regional Office



A meeting convened by the Principal Secretary (Finance), Government of Himachal Pradesh, was held to discuss financial assistance for land acquisition for the Kangra Airport Project. In this context, CMD, HUDCO, along with DCP, HUDCO and the Chandigarh regional office team, visited Shimla on 13-14 October 2025 and interacted with senior State Government officials. During the meetings, HUDCO's role as a key partner in infrastructure development was highlighted, specially in housing,

water supply, sewerage, roads, urban renewal and social infrastructure, contributing to inclusive growth and sustainable development in the state. The team also outlined HUDCO's future vision and reaffirmed its commitment to support Himachal Pradesh through financial assistance, technical expertise and capacity-building support for urban infrastructure, tourism-related projects and airport expansion initiatives.

Ahmedabad Regional Office

Shri Vipul Zinzuwadia, Regional Chief and Shri Atikur Rahaman, AGM (P), Ahmedabad regional office, met Shri Manoj Kumar Das, Chief Secretary, Government of Gujarat on 17th December 2025 at New Sachivalaya, Gandhinagar. The meeting was held to further strengthen HUDCO's association with the state government after Shri Manoj Kumar Das, IAS (1990 batch), assumed charge as Chief Secretary, Government of Gujarat.



Kolkata Regional Office



Shri Debesh Chakraborty, Regional Chief and Shri Jayanta Bhattacharya, AGM (IT) visited Gangtok for follow up action and business generation in alignment with HUDCO's Urban Invest Window (UiWIN). The officials were briefed about HUDCO's and its operations in general and particularly in the State of Sikkim including CSR initiatives that were undertaken there.

RC apprised the key points under UiWIN towards development of bankable projects alongwith tailor made solution, long term financial assistance and support for counter-part funding. HUDCO's support towards state development under urban mobility, land acquisition and bridge loan were also briefed to the officials.

Bhubaneswar Regional Office



For business development, Shri Ram Prasad Naik, Regional Chief, along with Shri Sanjib Kumar Panda, DGM (Law), and Shri Dayanidhi Pattanaik, AGM (Admn.), Bhubaneswar RO, visited state government departments and agencies in Odisha. Several meetings were held with government officials like

Dr. Krushna Chandra Mohapatra, Hon'ble Minister, Housing & Urban Development and Shri Chanchal Rana, IAS, Vice-Chairman, Bhubaneswar Development Authority, to anticipate HUDCO's role in the future development of Odisha.

गुवाहाटी क्षेत्रीय कार्यालय



हडको, गुवाहाटी क्षेत्रीय कार्यालय की हिंदी गृह पत्रिका “पूर्वांचल” के अंक-11 को नराकास (उपक्रम) की 66वीं बैठक के अवसर पर उत्कृष्ट हिंदी कार्य के लिए द्वितीय पुरस्कार से सम्मानित किया गया। यह उपलब्धि कार्यालय के हिंदी साहित्यिक प्रयासों और रचनात्मक कार्यों की सराहना का प्रतीक है।



लखनऊ क्षेत्रीय कार्यालय का राजभाषायी निरीक्षण



दिनांक 17 नवंबर, 2025 को आवासन और शहरी कार्य मंत्रालय तथा हडको मुख्यालय द्वारा लखनऊ क्षेत्रीय कार्यालय का राजभाषायी निरीक्षण किया गया। निरीक्षण हेतु आवासन और शहरी कार्य मंत्रालय, भारत सरकार से श्रीमती संतोष सिल्पोकर, निदेशक (राजभाषा) एवं हडको मुख्यालय से डॉ. रेखा चंदोला, राजभाषा अधिकारी लखनऊ क्षेत्रीय कार्यालय में उपस्थित रहीं।

निरीक्षण कार्यक्रम का आरम्भ क्षेत्रीय प्रमुख एवं नोडल अधिकारी द्वारा निरीक्षण टीम के स्वागत से हुआ। इसके उपरांत निरीक्षण की औपचारिक कार्यवाही प्रारंभ की गई। निरीक्षण से पूर्व मंत्रालय द्वारा राजभाषायी निरीक्षण से संबंधित विस्तृत प्रश्नावली क्षेत्रीय कार्यालय को प्रेषित की गई थी। अध्यक्ष महोदय की अनुमति से हिंदी नोडल अधिकारी द्वारा पूर्णतः भरी हुई प्रश्नावली निरीक्षण अधिकारी श्रीमती संतोष सिल्पोकर के समक्ष प्रस्तुत की गई। साथ ही, मुख्यालय द्वारा निर्धारित प्रारूप के अनुसार संकलित राजभाषा से संबंधित समस्त आवश्यक जानकारी भी डॉ. रेखा चंदोला के समक्ष प्रस्तुत की गई।



विश्व पर्यावास दिवस 2025



विश्व पर्यावास दिवस के उपलक्ष्य में हड्को पिछले तीन दशकों से सुविधाओं से वंचित बच्चों के लिए निरंतर चित्रकला प्रतियोगिता का आयोजन करता आ रहा है। यह पहल न केवल बच्चों की रचनात्मक प्रतिभा को मंच प्रदान करती है, बल्कि उन्हें शहरी जीवन, आवास और पर्यावरण से जुड़े विषयों पर अपने विचार अभिव्यक्त करने के लिए भी प्रेरित करती है। आवासन और शहरी कार्य मंत्रालय (एमओएचयूए) तथा इस कार्यक्रम में सहभागी विभिन्न गैर-सरकारी संगठनों द्वारा इस पहल को अत्यधिक सराहा गया है। इसके माध्यम से वंचित समुदायों के बच्चों को एक आदर्श, समावेशी और सतत शहरी पर्यावास की अपनी कल्पना को रचनात्मक रूप में प्रस्तुत करने का अवसर मिलता है।

विज्ञान भवन में आयोजित आधिकारिक विश्व पर्यावास दिवस समारोह के अवसर पर माननीय राज्य मंत्री श्री तोखन साहू, आवासन और शहरी कार्य मंत्रालय ने इस वर्ष की प्रतियोगिता में पुरस्कृत चित्रों की प्रदर्शनी का विधिवत उद्घाटन किया। इस अवसर पर श्री श्रीनिवास कटिकिथला, सचिव, आवासन और शहरी कार्य मंत्रालय, श्री कुलदीप नारायण, संयुक्त सचिव, आवासन और शहरी कार्य मंत्रालय, श्री शोम्बी शार्प, भारत में संयुक्त राष्ट्र के रेजिडेंट कोऑर्डिनेटर कार्यालय में कार्यकारी अधिकारी

तथा श्री संजय कुलश्रेष्ठ, अध्यक्ष एवं प्रबंध निदेशक, हड्को भी उपस्थित रहे। माननीय मंत्री महोदय ने विश्व पर्यावास दिवस के अवसर पर समावेशी शहरों और समुदायों के निर्माण के उद्देश्य से हड्को के तीन दशक पुराने इस कार्यक्रम की सरहाना भी की।

20 सितंबर को हड्को भवन, इंडिया हैबिटेट सेंटर, लोधी रोड, नई दिल्ली में आयोजित वर्ष 2025 की प्रतियोगिता में विभिन्न गैर-सरकारी संगठनों के माध्यम से कुल 176 बच्चों ने उत्साहपूर्वक भाग लिया। प्रतिभागियों को जूनियर (8-11 वर्ष) और सीनियर (12-14 वर्ष) दो आयु वर्गों में विभाजित किया गया। इस वर्ष प्रतियोगिता का विषय संयुक्त राष्ट्र द्वारा विश्व पर्यावास दिवस 2025 के लिए निर्धारित “शहरी चुनौतियों का समाधान” था। इसका उद्देश्य बच्चों को शहरी जीवन की चुनौतियों पर विचार करने तथा एक रचनात्मक, समावेशी और सतत शहरी भविष्य के लिए नवीन विचार प्रस्तुत करने हेतु प्रोत्साहित करना था। हड्को इस प्रकार की पहलों के माध्यम से समावेशी शहरी विकास को बढ़ावा देने और बेहतर शहरी भविष्य के निर्माण के लिए अपनी प्रतिबद्धता को निरंतर सुदृढ़ करता रहा है।

Vigilance Awareness Week 2025



New Delhi



Kolkata



Jaipur



Hyderabad



Ranchi



Bhopal



Jammu

HUDCO observed Vigilance Awareness Week across its offices in India with active participation from officers and employees. A series of activities, awareness programmes and competitions were organised to reinforce the theme, "Vigilance: Our Shared Responsibility." These initiatives aimed at sensitising employees about the importance of ethical conduct, transparency and accountability in

official functioning. As part of the observance, officers administered the Vigilance Pledge, reaffirming their commitment to uphold the highest standards of honesty and integrity in their professional responsibilities. The celebrations reflected HUDCO's continued emphasis on strengthening a culture of probity, good governance and collective responsibility within the organisation.

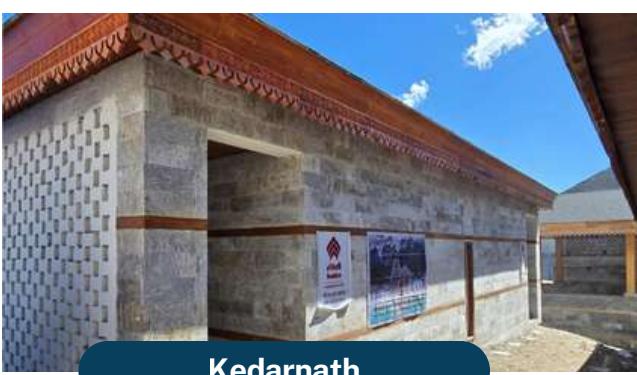
CSR Initiatives



New Delhi



Bilaspur



Kedarnath

HUDCO's commitment to inclusive community development continued during the quarter by implementing a range of CSR initiatives across various states in India. The initiatives addressed key social sectors such as public health & nutrition, sanitation and education. Through these focused interventions, HUDCO aimed to improve living conditions, support vulnerable sections of society and contribute to sustainable social development, reinforcing its responsibility as a socially responsive public sector institution.

GRIHA Summit 2025



HUDCO received the GRIHA rating certificate for its HAL consultancy project and was honoured with the Valuable Contributor Award at the 17th GRIHA Summit 2025. This recognition highlights HUDCO's sustained commitment to promoting sustainable development and advancing green, climate-resilient building practices across the country.



5th PSU Transformation Awards 2025



HUDCO achieved significant recognition at the 5th PSU Transformation Awards 2025 by winning multiple honours for its outstanding performance and leadership. The Company received the Silver Award in the category of Fastest Growing PSU for its transformation in affordable housing and infrastructure finance, driven by innovative financing and sustainable development initiatives. HUDCO was also conferred the award for Growth Transformation through Outstanding Leadership, recognising visionary leadership that has guided the organisation towards rapid growth, institutional excellence, and long-term national impact.

राष्ट्रीय एकता दिवस

हड्डों के अधिकारियों ने 31 अक्टूबर 2025 को कर्तव्य पथ, इंडिया गेट पर आयोजित राष्ट्रीय एकता दिवस के कार्यक्रम में सक्रिय रूप से सहभागिता की। यह आयोजन आवास एवं शहरी कार्य मंत्रालय तथा विद्युत मंत्रालय द्वारा संयुक्त रूप से किया गया। कार्यक्रम की गरिमा माननीय विद्युत एवं आवास एवं शहरी कार्य मंत्री श्री मनोहर लाल खट्टर तथा माननीय राज्य मंत्री, आवास एवं शहरी कार्य मंत्रालय, श्री तोखन साहू की उपस्थिति से और बढ़ गई। इस अवसर पर हड्डों के अधिकारियों ने राष्ट्रीय एकता दिवस की शपथ ली तथा लौह पुरुष सरदार वल्लभभाई पटेल द्वारा परिकल्पित राष्ट्रीय एकता, अखंडता और एक सशक्त भारत के आदर्शों के प्रति अपनी प्रतिबद्धता को दोहराया।



Urban Invest Window (UiWIN)



Urban Invest Window (UiWIN), a new initiative under the Ministry of Housing & Urban Affairs, was launched by HUDCO on 8th November 2025 at National Urban Conclave 2025. The initiative sought to address the growing challenges faced by Urban



Local Bodies (ULBs) in India amid rapid urbanisation. With over 60 crore people projected to reside in cities by 2036, the initiative aims to facilitate enhanced infrastructure investments. UiWIN promotes improved access to financing, including public-private partnerships and competitive funding from multilateral agencies such as the World Bank and ADB.

Mission Karmayogi



Supporting the Government of India's Rashtriya Karmayogi mission, HUDCO organized Karmayogi training programs to develop Karmayogi values among its officers. The programs, organized in multiple phases, aimed to build professionalism, responsibility, ethical behavior, and a systematic approach. This GoI mission aimed to enable officers to provide effective public services and actively support nation building through ongoing learning and a disciplined, committed work culture across public organizations nationwide. It also emphasized on citizen centricity, digital competence, accountability, transparency, and continuous improvement.

INFOCUS Exhibition



HUDCO's first photography competition, INFOCUS, emerged as a vibrant celebration of creativity and passion attracting enthusiastic participation from employees across the organization. The competition provided a platform for the employees to showcase their photography talent and unique perspectives through powerful visual storytelling. Each photograph captured a distinct moment, emotion, or idea, reflecting artistic expression and thoughtful observation.

The impressive range of submissions was exhibited at Sammelan Kaksh, drawing keen interest from the jury as well as employees. A special highlight of the competition was the selection of twelve vibrant photographs, which were later used in the design of

HUDCO's Calendar for 2026. The wholehearted participation made INFOCUS truly memorable and a remarkable success.



Loan Agreement with KfW



HUDCO signed a €200 million loan agreement with KfW, Germany, as part of its strategy to mobilise funds from international development banks. The agreement aimed to support India's transition towards green energy solutions and climate-resilient infrastructure. The partnership will promote

energy-efficient urban infrastructure, improve resource efficiency, and contribute to significant reductions in carbon emissions, thereby strengthening India's green growth agenda and supporting its long-term climate commitments.

Chairperson - Standing Committee visited Corporate Office



Shri Magunta Sreenivasulu Reddy, Hon'ble Member of Parliament and Chairperson, Standing Committee on Housing and Urban Affairs, visited HUDCO's Corporate Office and held discussions with CMD along with the senior management team. During the interaction, he appreciated HUDCO's pivotal role in advancing urban infrastructure development across the country. He also acknowledged HUDCO's significant contribution towards promoting sustainable, inclusive growth and supporting the vision of a Viksit Bharat through focused development initiatives and institutional support.

Health Awareness Camps

HUDCO organized a series of health camps aimed at promoting employee well-being and fostering a healthy workplace culture. These initiatives included eye check-up camps, interactive sessions on women's health, awareness programmes on rising

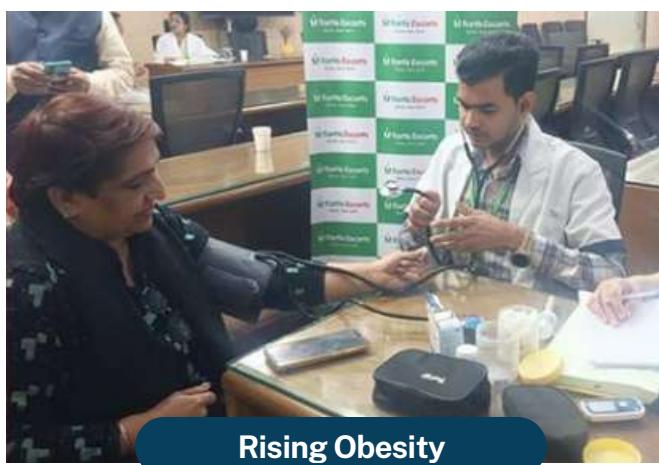
obesity, and discussions on managing sleep debt and lifestyle-related issues. The camps focused on preventive healthcare, early detection, and adoption of healthy habits among HUDCO employees.



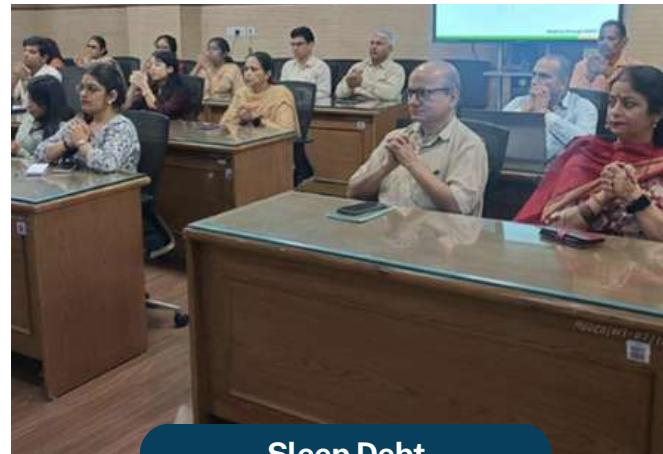
Women Health



Eye Camp



Rising Obesity



Sleep Debt

CMD at Forums

CMD, HUDCO articulated his vision for infrastructure development in India through insightful panel discussions. He highlighted the role of sustainable financing, inclusive urban development, and innovation in strengthening

infrastructure growth across nation. His interactions provided valuable perspectives on policy alignment, institutional collaboration, and HUDCO's strategic approach towards supporting nation-building and long-term economic growth.



Training on Project Finance & PPP

CMD, HUDCO, inaugurated the five-day training programme on “Project Finance and PPP” organized by HUDCO’s HSMI. Held in the presence of senior officials and faculty from NIBM Pune, the programme covered project finance structures, appraisal and feasibility. It brought together officers

from leading financial and infrastructure organizations, fostering knowledge sharing and cross-organizational collaboration. The interactive sessions encouraged practical insights, case discussions, and strengthened professional competencies.



MoUs for Capacity Building



NIUA

HUDCO entered into MoUs with eminent institutions such as NIUA, IDFC and IIM Calcutta to strengthen its capacity-building initiatives. These collaborations aimed to enhance knowledge sharing, research, training and institutional capabilities, thereby reinforcing HUDCO's role as a catalyst for sustainable infrastructure development.



IDFC



IIM Calcutta

Constitution Day 2025



HUDCO observed Constitution Day with a collective reading of the Preamble, led by Shri Sanjay Kulshrestha, CMD, along with Shri M. Nagaraj, DCP, Shri Daljeet Singh Khatri, DF and Shri Vineet Gupta, CVO. HUDCO officials participated in the solemn observance to honour the adoption of the Constitution of India and its enduring values. On the occasion, HUDCO reaffirmed its commitment to upholding the principles of justice, liberty, equality, and fraternity as enshrined in the Constitution.

Spiritual Workshop



HUDCO, in its continued commitment to the well-being of its employees, organized a spiritual workshop focused on nurturing inner strength, promoting effective stress management, and fostering clarity and peace of mind. The workshop encouraged participants to develop a balanced approach to work and life, enhancing overall mental and emotional wellness. The initiative reiterated HUDCO's dedication to creating a positive, harmonious, and invigorating workplace environment.

Retirements



SANJAY KR. GHOSH

Chowkidar (SG)

06.06.2002 - 31.12.2025



RAYA DAS THAKURIA

MTS (In-situ-1)

01.09.2004 - 30.11.2025



SHASHI BHUSHAN

MTS (In-situ-2)

30.12.1991 - 31.10.2025



SUBHASH CHAND

MTS (In-situ-2)

23.04.1985 - 30.11.2025



RAJNI BALA

DM (HR)

13.09.1990 - 31.12.2025



LILA KALITA

Manager (F)

29.07.1993 - 31.12.2025



KANTI BALLABH

Manager (F)

30.01.1990 - 31.12.2025



PREMA CHHIKARA

SM (Sectt.)

13.06.1995 - 31.10.2025



ANITA GROVER

AGM (Admn.)

17.02.1986 - 30.11.2025



FAGU CH MURMU

AGM (Sectt.)

28.01.1991 - 31.12.2025



ASHOK KUMAR GULATI

DGM (Sectt.)

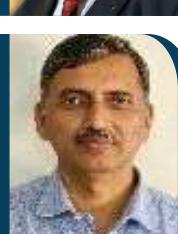
31.07.1990 - 31.12.2025



PAWAN SHARMA

JGM (Proj.)

19.07.1990 - 31.10.2025



SAKET SHRIVASTAVA

GM(Proj.)

02.11.1992 - 30.11.2025



SK SOLANKI

ED (Law)

10.04.1991 - 30.11.2025



HUDCO recognised with two prestigious awards at
5th PSU Transformation Awards 2025



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