

August 10, 2025

To

The Manager
Corporate Relations Department
Bombay Stock Exchange Limited
1st Floor, New Trading Ring Rotunda
Building, P J Towers Dalal Street,
Fort Mumbai – 400 001

Scrip Code No. 532481

The Manager
Listing Department
National Stock Exchange of India Ltd.
Exchange++e Plaza, 5th Floor
Plot No. C/1, G Block
Bandra-Kurla Complex, Bandra (E)
Mumbai – 400 051
Scrip Code No. NOIDA TOLL EQ

Subject: Submission of Newspaper publication of Letter to Shareholders

Dear Sirs,

Pursuant to Regulations 47 and other application provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed copy of Newspaper Advertisements pertaining to letter to Shareholders published in Time of India, Delhi on 09.08.2025.

The aforesaid Newspaper Publications are being uploaded on Company's website.

Please take the aforesaid information on records of the Exchanges.

Thanking You
For **Noida Toll Bridge Company Limited**

GAGAN Digitally signed by
GAGAN SINGHAL
SINGHAL Date: 2025.08.10
13:21:43 +05'30'

Gagan Singhal
Company Secretary & Compliance Officer

Encl: A/a

LETTER TO SHAREHOLDERS

Dear NTBCL Shareholders/Stakeholders,
The financial year 2024-25 has been an eventful and dynamic period for NTBCL, marked by significant corporate, legal and regulatory developments that have naturally led to a variety of questions and diverse interpretations amongst our stakeholders.

The Company reported a 100 per cent increase in its income and the tax litigations, in excess of Rs. 23,000 crore, have been sorted fully and stand at almost nil.
As part of our corporate and fiduciary responsibility, we believe it is important to address key issues with clarity and factual context, given

the complexity of the project and legal proceedings.
Accordingly, we have outlined responses to some of the most frequently raised queries in this communication as we see this as an opportunity to further strengthen our engagement and transparency with our

stakeholders
NTBCL welcomes continued dialogue with our shareholders, and we are open to receiving additional questions that may concern the flyway.
Within the framework of legal and regulatory boundaries, we will make every

effort to respond to them as clearly and constructively as possible - with the goal of safeguarding the long-term interests of the Company, its partners, users, creditors, shareholders and the public at large.
Regards,
Dheeraj Kumar, CEO, NTBCL

1. The Hon'ble Supreme Court has dismissed the Review Petition. What are the options for NTBCL post this verdict?

While the Review Petition has been dismissed, NTBCL retains the legal option to file further remedial petitions, including a clarificatory petition, as available under Indian law, to make its case. Importantly, the Court's earlier judgments primarily addressed public interest concerns and not inter se rights and interests between Concessionaire (NTBCL) and the Concessing Authority (NOIDA). NTBCL is well within its rights to explore fresh legal remedies through appropriate filings and/or engage with NOIDA to address these remaining concerns. NTBCL is evaluating all available legal remedies - including certain aspects like shareholder protection, sanctity of government contracts, and private investment confidence - that can be the basis of fresh, independent filings. The Board remains fully committed to acting in the best interest of all stakeholders, including over 60,000 shareholders who own approximately 70 per cent of the company.

2. Can the Hon'ble Supreme Court judgment be interpreted as the Concession Agreement has been terminated?

No. The Hon'ble Supreme Court did not terminate the Concession Agreement. In fact, while confirming the discontinuance of tolling, it has upheld the order of the Hon'ble Allahabad High Court to the extent that the Hon'ble Allahabad High Court severed Article 14 of the Concession Agreement (that deals with project return calculation formula), and allowed the rest of the Concession Agreement to stand. The Court has specifically stated that the contract can still "breathe and survive" without the invalid clause. It consciously chose not to strike down the Concession Agreement in its entirety, which means the Concession remains valid and continues to be active.

3. If tolling was stopped, doesn't that automatically end the concession period?

Not at all. Tolling is only one part of the concession that has been ended by the Courts in the public interest. However, the concession period is governed by separate clauses of the Concession Agreement. There is no direction at all from Courts to terminate the agreement.

4. If NOIDA contemplates terminating the concession, what will NTBCL do?

Noida is within its contractual right to consider termination of the concession under specific circumstances laid out in the Concession Agreement. However, such a step will trigger the termination provisions, as per the conditions under the concession. NTBCL will ensure that the process strictly adheres to the legal, procedural, and financial obligations outlined in the Concession Agreement. Termination cannot be arbitrary, and particularly inferred - it must be expressly stated, in line with the provisions of the Concession Agreement, legally justified and proportionate. We remain open to resolution and dialogue, but will vigorously safeguard our contractual rights, the interests of the Company and its over 60,000 shareholders.

5. What if the authority seeks HANDOVER of the project after the Hon'ble Supreme Court order?

There is no provision in the Concession Agreement for handover of the project midway. The concession can either be terminated under defined circumstances or allowed to run its full contractual term. The Hon'ble Allahabad High Court, and subsequently the Hon'ble Supreme Court, dealt solely with the tolling aspect, not the concession's continuation or termination. NTBCL continues to retain valid contractual rights and responsibilities until the end of the concession period and will firmly oppose any unilateral attempt to take possession of the project asset. We remain committed to constructive engagement, but will firmly protect the legal, financial, and operational integrity of the project.

6. How do you justify the Court's observation that NTBCL has recovered its project cost and made substantial profit wrt the DND Flyway?

The expression substantial profit oversimplifies a deeply regulated infrastructure model. NTBCL's revenues were governed by a transparent, pre-approved concession agreement that capped returns, linked them to investments made, and subjected the project to oversight by multiple government and financial bodies.

No windfall profits were made, rather windfall profits cannot be made given the joint oversight over the approval process for any toll increase and the Company's lack of ability to ensure a certain traffic volume that would ensure profitability or a particular financial outcome.

This is borne out by the fact that the Company registered accumulated losses and witnessed erosion of its net worth during the period 2000-2009 on account of actual sub-par traffic volumes compared to projections. Despite such abysmal financials, and the long gestation pain - the Company neither abandoned nor sought any Government grant, but continued to maintain and operate the project asset that was built engaging the best in class construction/EPC contractors (a consortium of Japanese Conglomerates), without any Government grant.

It is equally pertinent to note that as on October 15, 2018 the Company had an outstanding secured loan of Rs. 48 crore, and unsecured loan of Rs. 19 crore. This would belie any public assertion that the Company had recouped the project cost, or for that matter, booked substantial profits. Incidentally, had it not been for the interest moratorium granted by Hon'ble NCLAT as part of the IL&FS Resolution Framework, the Company's outstanding debt of Rs. 67 Crores (as of October 15, 2018) would have ballooned to around Rs. 141 Crores (as of June 30, 2025).

7. How do you address the perception that dividends were paid despite the company not recovering its return?

It's important to distinguish between one-year accounting profit and the company's long-term financial health to the extent pegged in terms of project returns.

Investors are entitled to returns when they commit capital to infrastructure projects. If you calculate the investment returns of NTBCL, investments made around year 2000 (without counting the construction period), the annualised return - despite dividends - has been in low single digit which is significantly below market benchmarks. It may also be kept in mind that no dividend was paid from 2000-2010 and from 2016 till date. Additionally, the Company's net worth had considerably eroded during 2000-2009, primarily due to non-materialisation of projected traffic flow and only started making marginal profit from 2010-11.

In aggregate the dividend of Rs. 205 crore, was distributed between 2010-11 till 2015-16 over the invested capital of Rs. 186 crore that was invested in 2000 - that translates, considering time value of investment of Rs. 186 crore made in 2000, into the investors being effectively saddled with substantial losses.

Notably, the entire risk of the project was underwritten by the Company from 2000 till 2010 and then jointly with its shareholders from 2010 onward for a nominal low single digit return which does not translate into anywhere near the recovery of project returns contemplated under the Concession Agreement.

The share price has declined sharply post the Court verdicts, affecting long-term investor wealth. Dividend decisions at the relevant time were made in accordance with applicable company law, financial prudence and available distributable reserves - not merely based on the reported profit of any single financial year. These dividends were declared after fulfilling all statutory obligations and board approvals, and were drawn from accumulated surpluses.

8. But didn't the Court say NTBCL had made substantial profits by 2016?

We respect the Court's observation. However, the fact remains that a loan of Rs. 43 crore outstanding as of June 30, 2025 and non-accrued interest of Rs. 74 crore, in no way indicates that substantial profit has been made. In fact the interest moratorium and non-servicing of the debt, has given a lifeline to the Company to stay afloat since 2018.

Basis assertions, the Court(s) have noted that NTBCL had recovered its initial investment and made substantial profits but that is not the same as having recovered the "Total Cost of Project", which would include operation and maintenance costs as well, and we are not at all talking of returns as contemplated under the Concession. The defined recovery/return can only be determined using the formula outlined in Article 14, which the Court itself has now severed by terminating the major source of revenue, i.e., tolling, without allowing exploring the other sources of revenue contemplated under the Concession.

9. The Court relied on the CAG audit in its judgment. Why does NTBCL feel shortchanged?

NTBCL respects the authority of the Courts and the institution of CAG. The CAG Report, submitted to the Hon'ble Supreme Court in 2017, points to un-recovered project cost and unmet recovery of return.

The CAG mandate was to look into the independent auditor's report and ascertain, if the Company has made project returns in accordance with the terms of the Concession Agreement. It incidentally was a well-defined and limited mandate.

However, we understand that while implementing the mandate - especially to determine the unrecovered project cost and returns - instead of using actual costs, expenses and income - certain assumed or adjusted figures were used and the shortfall in returns or recovery was then calculated based on these figures.

Even by this method of ascertainment/calculation (which is not necessarily empirical or clinical), it has been concluded (though of a much smaller scale) that the Company is yet to recoup its project cost.

To base the final verdict solely on one aspect - the CAG Report, including basing it on the hypothetical worst case scenario of the Concession being in perpetuity - without factoring in actual investment risk, actual costs/expenses, actual income, contractual commitments, long-term maintenance obligations, and in particular revenue safeguards through contractually agreed other sources, which were never granted -

has resulted in a skewed assessment that undermines the confidence of investors in long-gestation infrastructure projects.

10. Is the land surrounding the DND Flyway part of the project? Can it be taken over or repurposed?

Yes, the land adjoining the flyway is legally and contractually part of the project asset. It includes buffer zones, access roads, emergency spaces and infrastructure corridors. It was also earmarked for redevelopment in case of revenue shortfall. So it's not surplus - it's integral to the project's financial and operational viability. No take-over or reallocation of this land, without addressing the concession terms, is possible and any such attempt would be legally untenable and damaging to investors and their confidence in Indian infrastructure story.

11. Do the advertising rights on the DND Flyway fall under the Noida advertising framework?

The Noida Advertising Policy is applicable to roads owned, operated and maintained by Noida and also to advertising visible from such roads. DND Flyway is a privately developed and maintained road, with Noida participating as a minority shareholder in the Company as well as the Concessing Authority. NOIDA has no role in operating or maintaining, much less substantively owning, the flyway. NTBCL continues to comply with all structural safety norms and the revenue generated from advertising, after sharing with Noida, supports maintenance of the flyway.

12. Has NOIDA historically accepted the contract terms?

Yes. As a co-author of the Concession Agreement - formulated and executed after extensive deliberations with NOIDA and feedback from multiple authorities - Noida cannot be regarded to have not accepted and affirmed the Agreement, at the time of its execution, in 2016 or for that matter at this stage. Its continued engagement and lack of any formal repudiation reinforces this acceptance.

Interestingly, NOIDA's representatives were appointed as Nominee on the Board of NTBCL and such representatives had participated in Board proceedings till about 2010 and continued to participate as special invitee till 2014.

As Directors on the Company's Board such representatives have signed Balance Sheets over several years in the past.

Additionally, prior to the Hon'ble Allahabad High Court order, Noida of its own accord never approached any judicial forum against the terms of the Concession Agreement.

In fact the appointment of Independent Auditors, Independent Engineers were done jointly by NTBCL and Noida. The Fare Revision Committee comprised of representatives of Noida and any decision to increase toll had to be taken, and was taken, with the participation and approval from Noida representatives.

13. What about the sanctity of contracts - especially those entered into with the government?

This is one of the most serious issues at stake. If a legally executed, policy-backed, government-approved contract can be altered midway, it introduces uncertainty into all public-private partnerships. While public good is paramount, it must not come at the cost of undermining the legal sanctity of commercial agreements. Doing so could severely impair India's credibility in the infrastructure investment space.

14. How do you retain public trust after the toll removal?

By continuing to do the right thing. Despite the toll collection being stopped, we did not walk away from our responsibility. The DND Flyway continues to be best-in-class in terms of ride quality, cleanliness, safety and management. This commitment to excellence is how we maintain public trust.

15. Why is NTBCL spending money on maintenance when toll has been removed?

NTBCL is the owner and concessionaire of the DND Flyway and we believe in responsible stewardship. During 2023, NTBCL already spent Rs. 6 crore towards rehabilitation of the DND Flyway. In addition, Rs. 5 crore has been further earmarked for ongoing rehabilitation and future upkeep. These expenses are in addition to the day-to-day cost of maintenance incurred in routine course of operation and are being spent despite there being financial crunch and no toll revenue. We have continued to maintain the road to world-class standards as part of our commitment to public safety, civic responsibility and asset integrity.

16. What would you say to reassure NTBCL shareholders?

NTBCL has over 60,000 public shareholders, holding about 70% equity. The company has always operated within the legal and policy frameworks of the country. We are exploring all avenues to safeguard shareholder value, ensure that investment confidence is restored, and uphold the integrity of the infrastructure financing ecosystem in India.

17. Isn't it unfair to shareholders that they invested in a government-approved project, only to be told later that the government was not authorised to enter into it?

That is a core concern. NTBCL followed every legal and policy process. All approvals - financial, administrative, environmental and legal - were in place when the concession was awarded. The later judicial view that the government lacked the authority retroactively alters the basis on which investors participated. This raises important questions about the predictability and enforceability of government-backed contracts, which we believe must be addressed for the health of India's investment climate.

18. Are the claims that NTBCL was an inexperienced SPV, incorporated to raise public capital for implementation of Flyway project, accurate?

NTBCL was incorporated as a public-private partnership vehicle to implement the DND Flyway project - a pioneering urban infrastructure initiative of its time. The formation of separate SPV for undertaking such projects was a required norm and continues to be a standard practice in the infrastructure sector implemented under PPP framework. The experience of promoter, and not the SPV, is relevant in such cases.

19. Can NTBCL explore a structured exit option for public shareholders as part of resolution efforts?

While the Companies Act and applicable laws allow for structured and calibrated exits for public shareholders (like buy-backs), NTBCL - and its promoter IL&FS - are not in a position to offer such exits due to their ongoing resolution status and the significant decline in the Company's revenue.

20. What do you think has been NTBCL's role in developing Noida after linking it to New Delhi?

NTBCL has played a foundational role in catalysing Noida's economic and social development. By constructing the DND Flyway, we provided a seamless, high-speed link between Delhi and Noida, which dramatically reduced travel time and enabled the growth of residential, commercial, and IT hubs in Noida. The Flyway became a lifeline for lakhs of daily commuters and helped integrate Noida into the larger NCR ecosystem. It spurred infrastructure, real estate and business development - transforming Noida into a vibrant urban centre. Our project was not just a road - it was a catalyst for regional transformation.

21. Is free infrastructure good for the public in the long run?

Free infrastructure may sound ideal, but the fact is there can be no free infrastructure, as either user/beneficiary or tax payers in general have to pay for it. And, if it is neither backed by taxpayers money nor recovered through user charges, such infrastructure projects cannot sustain itself. In cases like DND - built with private capital and not with government budgetary support - making it free without any alternate and credible revenue stream, it shall lead to unsustainable public service and declining asset quality. Such precedents could discourage future private investment in infrastructure, which India badly needs. It shall eventually hurt long-term public interest.

WORLD-CLASS RIDE, NO TOLL. LEGALLY CHALLENGED, YET UNCOMPROMISED.

↑
TOP
LINE

DND FLYWAY: INDIA'S ENGINEERING MARVEL
STANDING TALL AMIDST TRIALS

↓
TAX
DEMAND

STATEMENT OF STANDALONE AND CONSOLIDATED UNAUDITED FINANCIAL RESULTS FOR THE QUARTER AND THREE MONTHS ENDED JUNE 30, 2025

(Rs. in Lakhs)

Sl. No.	Particulars	Standalone				Consolidated			
		Quarter Ended		Year Ended		Quarter Ended		Year Ended	
		30.06.2025	31.03.2025	30.06.2024	31.03.2025	30.06.2025	31.03.2025	30.06.2024	31.03.2025
		Unaudited	Audited	Unaudited	Audited	Unaudited	Audited	Unaudited	Audited
(1)	(2)	(3)	(4)	(5)	(6)	(8)	(9)	(10)	(11)
I	Total Income from Operations	1,108.01	1,093.76	1,066.08	4,260.16	1,108.54	1,093.96	1,066.27	4,261.11
II	Profit/(Loss) for the period before taxation	416.65	409.50	(538.51)	(24,429.29)	413.89	404.75	(531.05)	(24,422.18)
III	Net Profit/(Loss) from Continuing operations	416.65	409.50	(538.51)	(24,429.29)	413.91	405.73	(531.10)	(24,418.58)
IV	Total Other Comprehensive Income for the period	0.50	(0.94)	(0.42)	1.99	0.23	(0.11)	(0.47)	0.91
V	Total Comprehensive Income for the period	417.15	408.56	(538.93)	(24,427.30)	414.14	405.62	(531.57)	(24,417.67)
VI	Paid-up equity share capital (Face Value Rs. 10)	18,619.50	18,619.50	18,619.50	18,619.50	18,619.50	18,619.50	18,619.50	18,619.50
VII	Reserve (excluding Revaluation Reserve as shown in the Balance Sheet of previous year)	N/A	N/A	N/A	(22,606.18)	N/A	N/A	N/A	(22,598.81)
VIII	Earning Per Share (Rs.)								
	Basic	0.22	0.22	(0.29)	(13.12)	0.22	0.22	(0.29)	(13.11)
	Diluted	0.22	0.22	(0.29)	(13.12)	0.22	0.22	(0.29)	(13.11)

Note:

The above is an extract of the detailed statement of quarter/three months ended June 30, 2025 financial results filed with stock exchanges under Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full quarter/three months ended June 30, 2025 financial results are available on the website of stock exchanges i.e., www.bseindia.com, www.nseindia.com and also on the Company's website www.ntbc.com.

For and on behalf of the Board of Directors

Dheeraj Kumar
CEO & Executive Director
DIN No. 07046151

Amit Agrawal
Chief Financial Officer

Place: Noida
Date: August 5, 2025

WWW.NTBCL.COM/FAQS





YOGI: DUSSHERI MANGOES WILL BE BRANDED KAKORI IN REMEMBRANCE OF TRAIN ROBBERY AGAINST BRITISH



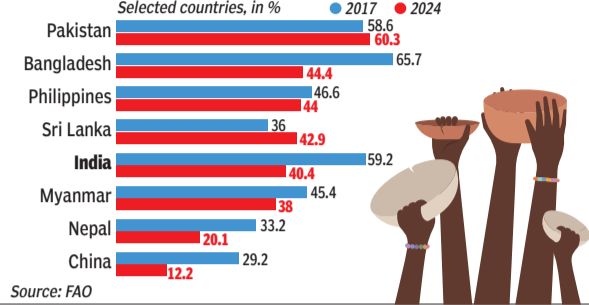
SHINDE MOCKS UDDHAV FOR LAST-ROW SEAT AT RAHUL'S DINNER: 'CONG SHOWED HIM HIS PLACE'

STATISTICS A slice of life in numbers

Who Can Afford To Eat Healthy? Not 40% Indians

A healthy diet (one comprising various locally available foods that meet energy and nutrient requirements) remains out of reach for millions in South Asia. In India, the situation has improved but even today, four out of every 10 people can't afford it. The share of such people has increased in Pakistan

Share of population unable to afford a healthy diet



BTech colleges lure students with fake placement records

Nirupa.Vatyan
@timesofindia.com

Hyderabad: Several engineering graduates from "at least a dozen" private BTech colleges in Hyderabad have accused their institutes of tying up with small firms to issue fake offer letters with the aim of luring new batches by falsely depicting high placements amid a general slowdown in recruitments.

Balaji, an electrical engineering grad, said a company hired him and hundreds of other students in the placement drive but later deleted its online footprint and phone numbers

Several students claim the colleges have turned them into "advertisement material" to showcase on placement boards even when they know these jobs are bogus. Placement officers at some of these colleges admit to this practice to protect their "reputation". "In the last two years, the job market has been dull. So, to help colleges show placements and attract fresh enrolments, we have been drafting fake offer letters in one of the recruiters' names or paying a firm that's willing to give job offers to students," said a placement officer. Authorities promised action. "The state is contemplating a regulatory mechanism to ensure colleges do not indulge in such practices. Affected students can approach us and we will initiate action against the erring management," said V Balakista Reddy, chairman of Telangana State Council of Higher Education.

Vadra got 3.5-acre Gurgaon land as bribe, ED tells court

Chargesheet Could Also Spell Trouble For Spouse Priyanka

Pradeep.Thakur
@timesofindia.com

New Delhi: In its chargesheet filed against Robert Vadra on July 17, Enforcement Directorate has claimed that he received a 3.5-acre plot of land in Gurgaon as a bribe, contrary to his claim that he paid Rs 7.5 crore for it. The land, located in Sector 83, was later sold by Vadra to DLF for Rs 58 crore. "Onkareshwar Properties Pvt Ltd gave this land as bribe to Skylight Hospitality Pvt Ltd without any payment so that Robert Vadra, director of SLHPL, could help OPPL in getting housing license in the same village from the then minister of town and country planning, Bhupinder Singh Hooda, by his personal influence because Vadra is son-in-law of the (then) Congress president Sonia Gandhi and Bhupinder Singh Hooda was also CM of Congress govt," ED has alleged in its prosecution complaint — the agency's term for a chargesheet in a money laundering case.



The chargesheet mentions three properties spread across 39.7 acres allegedly owned by Vadra but not declared in Priyanka's poll affidavit

"Therefore, Vadra had personal influence on Bhupinder Hooda," ED stated. A special PMLA court has issued notice to Vadra for Aug 28 to take cognisance of the complaint and, if it concurs with the findings, initiate the framing of charges. TOI sought comments from Vadra's lawyer but did not receive any response. The chargesheet may also impact Vadra's spouse, Priyanka Gandhi, who was elected to Lok Sabha from Wayanad in Nov. The prosecution complaint has mentioned attachment of at least three high-value properties — totalling 39.7 acres in Amipur village in Faridabad — allegedly owned by Vadra but not disclosed in her poll affidavit. The alleged non-disclosure has been challenged before the Kerala HC, which has issued a notice to her. Under the Representation of the People Act, 1951, false or non-disclosure in affidavits is treated as a corrupt practice, punishable with disqualification and even imprisonment. On July 16, ED said it had attached properties worth over Rs 37 crore allegedly linked to Vadra. The next day, it filed the chargesheet in the Gurgaon land deal case. Vadra and 10 others, including OPPL promoter-directors Satyanand Yajee and Kewal Singh Virk, have been accused of laundering "proceeds of crime" worth Rs 58 crore. ED has examined and recorded statements of at least 20 witnesses, including Haryana govt officials and OPPL promoters, who initially claimed Vadra paid Rs 7.5 crore. ED has called this statement false. ED asked Gurgaon police to investigate Vadra's claimed payment. A deputy commissioner of police found that Skylight Hospitality Pvt Ltd purchased 3.53 acres from OPPL via sale deed No. 4928 on Feb 12, 2008. Payment was shown as made via cheque no. 607251. "The said cheque has never been encashed and the buyer company paid the consideration after six months through another cheque," the DCP said. "Thus, the buyer company made a false statement of consideration while executing the sale deed."

Transplant recipient ties rakhi on bro of girl who gave her a hand

Yagnesh Mehta & Sandeep Rai



A NEW TRADITION: Anamta Ahmad & Shivam Mistry

Surat/Meerut: Fourteen-year-old Shivam Mistry's eyes welled up as Anamta Ahmad, 16, who'd travelled from Mumbai to Valsad in Gujarat, extended her arm to tie him rakhi. It was the hand of his sister, Riya. A hand he had kissed and caressed many times before, until Riya died from a brain haemorrhage last year. Anamta, whose right hand had to be amputated three years ago after a high-tension wire that was dangling on the roof of her relative's house in Aligarh (UP) singed her, had then received Riya's hand when the Valsad family decided to donate their daughter's organs. Apart from her right arm, Riya's kidneys, liver, lungs, corneas, and left hand were also donated, transforming eight lives.

On Friday, at Valsad's scenic Tithal Beach Road, the two families brought together by loss celebrated a Raksha Bandhan unlike any other. The "world's youngest recipient of a shoulder-level hand transplant", according to doctors who had treated her, Anamta had gone through a complicated surgery after Riya was declared brain-dead last Sept. Emotions ran high in the Mistry household as they embraced Anamta, tears rolling down their faces. "When I met Anamta and held her hand, it felt as if my Riya had come back to life," said Riya's mother, Trishna, her voice heavy with grief. "The pain I carried suddenly turned into deep affection for this girl who travelled a long way to tie a rakhi on my son's wrist. Anamta is now my daughter too and Riya will always live on within her. We are still overcoming our loss, but it felt good seeing Anamta is happy and living a good life."

Shivam chipped in: "Her (Anamta's) hands were the same as Riya's, even the texture. I suddenly thought I saw Riya. This time Anamta came from Mumbai to meet me, I will go to see her next year. This tradition will continue for the rest of my life." "I have never met Riya but she made my life complete. I feel so connected to her," said Anamta.

NATURE'S FURY RESULTS IN FREAK ACCIDENTS

Uprooted by rain, massive tree falls on bus, kills 5 in UP

Lucknow: Five people, including two assistant development officers (ADOs) and a school teacher, died when a massive tree fell on a UP roadways bus near Rajabazar area of Barabanki district Friday morning following heavy rain, reports Pathrikrit Chakraborty. The bus, on the way to Haidargarh from the district headquarters, had 60 passengers onboard. Officials said it took nearly one-and-a-half hours of intensive efforts to remove the heavy branches, retrieve the victims, and rescue one injured woman. Rama Devi, trapped between seats, could be heard pleading: "This is a matter of life and death. Instead of making videos, help us remove the branches so we can get out". UP CM Yogi Adityanath has announced Rs 5 lakh compensation to each victim's family. The state transport department has provided an immediate relief of Rs 50,000 per family, and an additional Rs 7 lakh to be given from the Passenger Security Fund.

6 dead as boulders slam car, drive it into gorge in HP

Kullu: Four of a family were among six people killed when boulders slammed into a car and sent it hurtling down a 500m gorge in Himachal Pradesh's Chamba district on Thursday. The dead include a couple and their children. Police identified the victims as Rajesh Kumar, 40, a govt school teacher, wife Hanso Devi, 35, their children Aarti, 17, and Dipak, 15, and friends Rakesh Kumar, 44, and Hem Pal, 37. They were returning from Banikhet near Dalhousie when the accident occurred around 9.30pm in Churah subdivision. According to Churah MLA Hans Raj, who visited the spot, several boulders hit the vehicle. Locals were first on the scene after alerting police and emergency services. A police officer said the rescue operation was very challenging as the spot was inaccessible. Crushed under boulders and having fallen from such a height, all victims died on the spot. Their bodies were retrieved and sent to a govt hospital in Tissa, around 7km away, for postmortem. TNN

Raj woman sets self on fire, MIL tries to save her. Both of them die

Udaipur: A woman died by suicide following a domestic dispute in Udaipur, and her mother-in-law, who tried to save her, lost her life as well, officials said Friday. The incident occurred Thursday night in Jindoli village when Mangi Game-tai (35) was arguing with her husband Gopilal. In a fit of anger, she allegedly poured a flammable substance on herself and set herself ablaze. Her mother-in-law, Peta Bai (65), rushed to save her but was also engulfed in the flames. Both died on the spot. The bodies were handed over to family after a post-mortem. An inquiry has been initiated on a report lodged by the victim's father-in-law, police said. PTI

A freight train 4.5-km long, with 354 wagons & 7 engines

New Delhi: Indian Railways created a record by operating a 4.5-km-long freight train, "Rudrastra", on Thursday. The train, comprising 354 wagons, six rakes, and seven engines, completed a 200-km experimental run from Ganjkhawa station in Chandauli (UP) to Garhwa Road in Palamu (Jharkhand). Railway minister Ashwini Vaishnaw announced the achievement on X and shared a video of the freight train. Officials said Rudrastra is part of railways' ongoing efforts to enhance the efficiency and capacity of the network. Such experiments demonstrate how in case of need, railways can operate really long trains to carry more cargo in a single trip, they added. In a post on X, the East Central Railway, which operated the train, said that seven engines were used in the operation. The train started on the dedicated freight corridor and then shifted to regular tracks. Running a single long train in place of several shorter ones saves time, decongests rail lines and speeds up deliveries. TNN

CORPORATE BUZZ

www.toi.in/psu

Uzbekistan delegation calls on CMD, WAPCOS

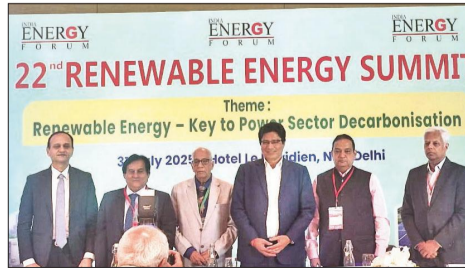
A delegation from Uzbekistan, led by Sadillaev Shokhruhal Sharofovich, director of JSC 'Bukhoro Suv Taminioti', called on R. K. Agrawal, CMD, WAPCOS. The company is currently providing consultancy services in Bukhara region for 'Detailed design and estimate documentation for sewerage system construction works' under the Bukhara Region Water Supply and Sewerage Project funded by AIIB. The discussions were focused on the



ongoing project implementation progress and possibilities of future collaboration. Sharofovich expressed his appreciation for the current progress of work being carried out by WAPCOS. The meeting reaffirmed the mutual commitment to strengthening Indo-Uzbek cooperation in the water and sanitation sector.

IREDA CMD leads panel at renewable energy summit

Pradip Kumar Das, Chairman and Managing Director of Indian Renewable Energy Development Agency (IREDA), led a panel discussion on the theme 'Accelerating RE Deployment - Challenges and Solutions' at the 22nd Renewable Energy Summit, organised by the India Energy Forum at Hotel Le Meridien, New Delhi.



Moderating the session, Das was joined by eminent panelists, including Sarit Maheshwari, CEO of NTPC Renewable Energy Ltd; Vivek Srivastava, CEO of WTG Division, Suzlon Energy; and Ashish Khanna, CEO of Adani Green Energy Ltd.

The panel addressed four key challenges to RE deployment: boosting domestic manufacturing through PLI and ALMM, streamlining land acquisition via single-window clearances, accelerating grid expansion with proactive planning and mobilising Rs 30-32 lakh crore investments through innovative financing to meet India's 2030 renewable energy targets. Das underscored IREDA's commitment to facilitating this transformation through innovative financing solutions and sector-specific strategies, reinforcing its role as India's leading renewable energy financier.

Induction programme held at NPPTI

Induction inauguration programme of the 19th batch of MBA Power Management was successfully organised at Sector-33, Corporate Office, National Power Training Institute (NPPTI), Ministry of Power, Government of India. This programme was named Urja Aarambh. On this occasion, IAS Nand Kumaram, Chairman and CEO of National e-Governance Division (NeGD) and MD and CEO of Digital India Corporation; and Abhishek Ranjan, CEO of BSES, were present



as the chief guests. It was presided over by NPPTI Director General Dr. Tripta Thakur. At the same time, MBA Director Dr. N.K. Srivastava also administered the oath to all the students of MBA Power Management 19th batch. The aim of the induction programme was to make the students feel comfortable in the institute's environment and prepare them for their academic journey. This programme was organised with the participation of NPPTI officials, teachers and students.

Delhi Transco kick-starts Swachhata Drive

In its initiatives to keep its offices and other establishments clean and garbage-free, Delhi Transco is conducting month-long Swachhata Drive from August 1 to 31, 2025.



This drive was started by Shurbir Singh, CMD - Delhi Transco Limited. During the drive, the employees were administered Swachhata Pledge by the CMD, and a cleanliness drive was conducted on the adjoining roads. Speaking on the occasion, Singh motivated the employees not only to keep their offices and homes clean but also do shramdan for two hours in slums and unauthorised colonies every Saturday. Ravi Dadhich - Director (HR), Birendra Prasad - Director (Operations) and other senior officers also participated in the drive and encouraged the employees to help in making Transco premises free from waste and garbage.

ICG inks pact with IRMRI

Indian Coast Guard and Indian Rubber Materials Research Institute, an autonomous institute under DPIIT, Ministry of Commerce & Industry, signed a memorandum of understanding (MoU) on August 5, 2025, at Coast Guard HQs, New Delhi, for collaboration with an aim to promote indigenisation of specialised marine rubber and composite products. The MoU was signed by IG Sudhir Sahni, TM, DDC (Material & Maintenance), Indian Coast Guard; and Dr. K Rajkumar;



Director, IRMRI, in the presence of Joint Secretary, DPIIT, Sanjiv. IRMRI will work closely with ICG for exploring feasibility to develop rubber material spares that are imported. Moreover, the existing IRMRI facilities will be utilised for material analysis/testing of rubber components/products that are manufactured by Indian industries for ICG as a certifying agency. ICG shall provide IRMRI

with problem statements for indigenisation of rubber products, while IRMRI will develop Indian vendors, including start-up/ MSMEs, incubated by ARISE.

NBCC celebrates patriotic spirit ahead of I-Day

As part of the upcoming 79th Independence Day celebrations, NBCC (India) Limited organised a vibrant and engaging day of competitions at its Convention Centre, East Kidwai Nagar, New Delhi. The events, held under the aegis of UMANG - the cultural events organising body of NBCC - witnessed enthusiastic participation from employees across various divisions. The day-long programme featured a series of patriotic-themed competitions, including painting with



slogan, solo singing, extempore and a quiz competition, reflecting the creative spirit and national pride of the NBCC workforce. Graced by the presence of K.P. Mahadevaswamy, Chairman & Managing Director; Saleem Ahmad, Director (Projects); Suman Kumar, Director (Commercial); Anjeev Kumar Jain, Director (Finance), and senior officers of NBCC, the event brought together employees in a celebration of India's independence and the sacrifices made by our martyrs. All participants were felicitated with certificates and prizes in recognition of their spirited involvement.

PNB offers unified demat and trading account

Punjab National Bank (PNB) now offers digital integrated demat and trading account opening functionality. This enables customers to open both demat and trading accounts simultaneously through the PNB One mobile application without requiring additional KYC documentation. The digital facility represents a significant milestone in PNB's digital transformation journey. Through strategic partnership with the trading channel partners, PNB has created a

unified platform that eliminates traditional barriers in demat and trading account opening. Binay Kumar Gupta, CGM, PNB, said, "Our integrated demat account and trading account opening facility in collaboration with bank's trading partners, Aditya Birla Money Ltd. and SMC Global Securities Ltd. aims to empower investors to achieve their financial goals."

To open an account, customer can navigate to the 'Popular' section of the bank's mobile banking app, PNB One, and click on 'Demat & Trading'. The service is also available on the internet banking platform.

ICMAI elects new President and VP

CMA TCA Srinivasa Prasad has been elected unanimously as the President, and CMA Neeraj D. Joshi has been elected as the Vice President of ICMAI for the council year 2025-26 in the meeting of the council of the institute held on July 22, 2025, at New Delhi. TCA Srinivasa Prasad is a fellow member of ICMAI. He has more than 40 years of experience in the areas of finance, cost, management, ERP, IT, HR, IED, O&M, MM, and CSR. He was the council member of ICMAI for the term 2011-15 and has been re-elected for the 2023-27 term. Neeraj D. Joshi is a seasoned professional with over two decades of experience in cost and management accounting. A fellow member of ICMAI, he has served as council member of ICMAI for the term 2019-23 and has been re-elected for the term 2023-27.

Appointment

SP Kumar appointed Director (Marketing & Corporate Planning) at CWC: Samuel Praveen Kumar has taken charge as the new Director (Marketing & Corporate Planning) at Central Warehousing Corporation (CWC). With over 27 years of diverse experience in warehousing, logistics, and supply chain management, Kumar brings deep sectoral expertise to his new role. Prior to this, he served as Joint Secretary (Extension, Investment and Price Support) in the Ministry of Agriculture and Farmers Welfare from December 2021 to June 2025. During his tenure, he was instrumental in formulating key policies and spearheading digital initiatives to enhance agricultural extension services. He led the revamp of the integrated PM-AASHA scheme, encompassing PSS, PDPS, and MIS components.