

“DND Flyway at 25: World-Class Infrastructure Bridging Cities, Serving Generations, Leaving an Enduring Legacy”

Constructed 25 years ago as part of a pioneering infrastructure initiative, the **DND Flyway** has played a defining role in expanding mobility and economic opportunity between Delhi and Noida.

Over the past two and a half decades, the corridor has witnessed the transformation of both cities—supporting trade, enabling daily mobility for millions, and strengthening connectivity across two of modern India’s dynamic urban centers.

As the Flyway marks its 25th anniversary, Mr. **Dheeraj Kumar, Executive Director and CEO, Noida Toll Bridge Company Ltd. (NTBCL)** - the concessionaire that has developed and maintained the DND Flyway since 2001 – shares his views about its historical significance and the organization’s commitment to preserving and enhancing this vital urban artery for generations to come.

Interview:

Q1. The DND Flyway has completed 25 years in February 2026. What does this milestone represent for NTBCL and for India’s infrastructure journey?

A: Completing 25 years is not merely an anniversary - it is a validation of an idea that connectivity and development goes hand in hand. When the DND Flyway was opened in February 2001, it redefined urban connectivity by offering a world-class, access-controlled corridor linking Delhi and Noida across the river Yamuna. Over two and a half decades, it has seamlessly served lacs of commuters daily and demonstrated that Indian infrastructure can match global standards in engineering, safety, and service delivery.

Q2. How critical has the DND Flyway been in shaping Noida’s development and its integration with the NCR?

A: The Flyway has been instrumental to Noida’s transformation. By providing seamless, predictable connectivity to Delhi, it catalyzed residential, commercial, and institutional growth. More importantly, it integrated Noida firmly into the NCR’s economic and urban ecosystem, making it a natural extension of Delhi rather than a peripheral city.

Q3. Today, where does the DND Flyway fit into India’s future connectivity and expressway network?

A: The Flyway has evolved from a city connector into a strategic node within India’s expanding expressway framework. With large national corridors such as the Delhi–Mumbai Expressway and NCR ring connectivity coming into play, the DND Flyway serves as an important urban gateway feeding into long-distance mobility networks, enhancing both regional and national connectivity.

Q4. From an engineering perspective, what makes the DND Flyway an enduring infrastructure asset even after 25 years?

A: The Flyway is an engineering landmark - an eight-lane corridor with complex river crossings, long-span bridges, and high-capacity approaches. Built across the Yamuna with strong environmental oversight, its

design, structural resilience, and geometry have allowed it to withstand time, traffic growth, and urban pressures while continuing to deliver a smooth and safe ride.

Q5. The Flyway remains the preferred choice for daily commuters. How has NTBCL sustained this trust over decades?

A: Commuter trust is built through consistency. NTBCL has focused relentlessly on safety, carriageway quality, signage, lighting, and upkeep. The Flyway delivers predictability - of travel time and ride quality - and that reliability has made it the instinctive choice for commuters year after year.

Q6. NTBCL has faced significant contractual, existential and legal challenges, particularly impacting its revenue. How has the Company navigated this phase?

A: The Revenue of the Company has been adversely impacted by contractual interpretations and consequential judicial developments, especially relating to revenue generation. Company has evolved thru the situation by means of diversifying its source of revenue. At NTBCL we believe that legal matters be pursued through due process, but public service and infrastructure integrity will not be compromised. Despite financial constraints the maintenance and safety standards have never been compromised considering the wider public interest.

Q8. NTBCL functions in the context of the broader IL&FS Group resolution and a new Board. How has this overhang affected the company?

A: The changes at the IL&FS Group level, including the appointment of a new Board, have strengthened governance, accountability, and transparency across group entities. For NTBCL, day-to-day operations have remained stable and uninterrupted. In fact, the emphasis on asset preservation and public interest has reinforced our resolve to continue delivering high-quality infrastructure services.

Q9. Did the IL&FS resolution process create any uncertainty or disruption for commuters using the DND Flyway?

A: From a commuter's standpoint, there has been no disruption at all. The Flyway has operated smoothly, safely, and reliably throughout. Maintenance schedules, safety audits, and service quality have remained consistent, underscoring that critical infrastructure must remain insulated from corporate restructuring processes. Also, the Moratorium extended to IL&FS Group companies has helped certainty and continuity of operations on DND while Interim Distribution has help address overall debt resolution for the company.

Q10. What happens after the concession period - does the legacy of the DND Flyway end there?

A: Infrastructure legacies do not end with concessions. The Flyway will continue to serve the public, whether through an extended concession, a new concessionaire, or another ownership structure, as determined by contractual agreements and judicial directions. What endures is the institutional knowledge, engineering discipline, and operational standards embedded in this asset.

Q11. How does the DND Flyway showcase India's infrastructure capabilities on a global stage?

A: The DND Flyway exemplifies India's ability to conceive, build, and sustain complex infrastructure over decades. Conceived at a time when such projects were rare, infra project financing models were evolving and being executed under challenging conditions, it reflects India's growing maturity in infrastructure development and management.

Q12: In many ways, did the DND Flyway help establish infrastructure as an investable, long-term asset class in India?

A: Yes, the Flyway demonstrated that well-structured infrastructure projects could attract long-term capital and deliver stable public utility over decades.

The DND Flyway was pioneering on multiple fronts. It was among India's earliest access-controlled urban expressways delivered through a public-private partnership. It attracted global institutional funding at a time when Indian road infrastructure was still evolving as an asset class.

Importantly, NTBCL became one of the first infrastructure implementation Company in the country to be publicly listed, enabling retail and institutional investors to participate directly in an operating infrastructure asset. These were significant milestones that helped shape India's PPP and infrastructure financing ecosystem.

All this helped reinforce the idea that infrastructure is not merely construction, but a long-term service governed by contracts, performance standards, and public accountability.

However, the overall well-intended, well-rounded and well-conceived robust integrated Flyway PPP agreement, that governs the construction and operations of DND Flyway, has also faced challenges on issues of interpretation of public interest on one hand and commercial interest on the other and opened several policy concerns that may need to be balanced in such future projects.

Q13. As Management, what is your message as the DND Flyway enters its next chapter?

A: The message is one of assurance, uninterrupted service and pride. The DND Flyway will continue to stand tall - serving commuters, supporting regional growth, and upholding engineering excellence. Frameworks may evolve, but NTBCL's commitment to safety, quality, and public service remains unwavering. This Flyway is not just a road; it is a legacy, and we are determined to endure this legacy and preserve this Asset to serve future generations as India strides towards a developed nation.