

14.1 Narmada Hydroelectric Development Corporation Ltd.

Narmada Hydroelectric Development Corporation Ltd. (NHDC) was incorporated on 01.08.2000 under the Companies Act, 1956 with the objective to plan, promote, organize and integrate an efficient development of Power through all conventional, non-conventional / renewable energy sources in India. It is a joint venture of NHPC Ltd. and Government of M.P. and is a subsidiary of NHPC Ltd. The name of the company has changed to NHDC Ltd. w.e.f 24.06.2009.

NHDC is an uncategorized CPSE in Power sector under the administrative control of Ministry of Power. 51% equity is held by its holding company namely NHPC Ltd. The balance 49% shareholding of the company is with State Govt. of Madhya Pradesh. Its Registered and Corporate Offices is at Bhopal, Madhya Pradesh.

Vision / Mission

The Vision / Mission of the Company are to achieve excellence in all aspects of Power.

Industrial / Business Operations

The company has two hydroelectric power stations namely Indira Sagar Hydroelectric Project (8X125 MW) and Omkareshwar Hydroelectric Project (8X65 MW) in operation and located at Madhya Pradesh. The performance details of the company in power generation during last 3 years are as follows:

Major products / services	Units	Production during		
		2009-10	2008-09	2007-08
Power (electricity)	MUs	3071.22	2368.45	3431.87

Strategic Issues

The company aims at development and generation of Power through all available conventional, non-conventional / renewable energy sources in India and committed for higher standard of performance, as reflected in past. Keeping this in view, the company has entered into the field of thermal power & wind power generation.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 72.74 crore in total income during 2009-10 which went up to ₹ 1013.26 crore in 2009-10 from ₹ 940.52 crore during 2008-09. The net profit of the company however reduced to ₹ 212.3 crore, a reduction of ₹ 93.86 crore over the previous year due to applicability of new tariff regulation w.e.f. 01.4.2009, taxes are now not recoverable on actual basis from beneficiary, hence charged to P&L account during the year.

The company has been consistently making payments of dividend since first year of generation in the year 2003-04.

Human Resource Management

The enterprise employed 520 regular employees (executives 297 & non-executives 223) as on 31.03.2010. The retirement age in the company is 60 years. The company is following IDA 2007 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	297	313	339
II. Non-Executives #	223	228	230
Total Employees (I+II)	520	541	569

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Narmada Hydroelectric Development Corporation Ltd.

NHDC Parisar, Shyamla Hills, Bhopal, Madhya Pradesh - 462 013

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	300000	300000	300000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	0	0	0
Others	196258	196258	196258
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	253731	237705	199820
Total (A) + (B) + (C)	449989	433963	396078
(1.2) Loan Funds			
(A) Secured Loans	248331	251107	289917
(B) Unsecured Loans	0	18587	0
Total (A) + (B)	248331	269694	289917
(1.3) Deferred Tax Liability	11301	0	0
Total (1.1) + (1.2) + (1.3)	709621	703657	685995
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	671364	669404	659225
(B) Less Depreciation	80162	49903	34535
(C) Net Block (A-B)	591202	619501	624690
(D) Capital WIP	437	635	1968
Total (C) + (D)	591639	620136	626658
(2.2) Investment	0	0	0
(2.3) Current Assets Loan & Advances			
(A) Inventories	402	442	258
(B) Sundry Debtors	39357	46900	55656
(C) Cash & Bank Balances	103067	70613	50457
(D) Other Current Assets	5459	3654	1981
(E) Loan & Advances	4713	2836	13477
Total (A)+ (B)+ (C)+ (D)+ (E)	152998	124445	121829
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	11905	10769	16249
(B) Provisions	23111	30155	46243
Total (A+B)	35016	40924	62492
(2.5) Net Current Assets (2.3-2.4)	117982	83521	59337
(2.6) DRE/PRE	0	0	0
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	709621	703657	685995
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	444589	373675	486175
(ii) Capital Employed	709184	703022	684027
(iii) Networkth	449989	433963	396078
(iv) Cost of Production	63738	48591	36946
(v) Cost of Sales	63738	48591	36946
(vi) Value added (at market price)	88960	82296	67020
(vii) 'Total Employees (Other than casuals)(Nos.)'	520	541	569
(viii) Avg. Monthly emoluments per employee (in ₹)	74006	71550	33905

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	90268	83543	68110
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	90268	83543	68110
(D) Other Income/Receipts	11058	10509	8697
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	101326	94052	76807
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	255	189	193
(C) Power & Fuel	1053	1058	897
(D) Manufacturing/ Direct/ Operating Expense	2371	1097	986
(E) Salary & wages	4618	4645	2315
(F) Other Expenses	3023	2727	3936
(G) Provisions	48	1	0
(II) Total Expenditure (A to G)	11368	9717	8327
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	89958	84335	68480
(4) Depreciation	24963	12599	10194
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	64995	71736	58286
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	0	0	0
(C) Others	27407	26275	22264
(D) Less Interest Capitalised	0	0	3839
(E) Charged To P & L Account (A+B+C-D)	27407	26275	18425
(8) Profit Before Tax & EP (PBTEP) (6-7E)	37588	45461	39861
(9) Tax Provisions	16505	5204	4699
(10) Net Profit / Loss Before EP (8-9)	21083	40257	35162
(11) Net Extra-Ord. Items	-147	9641	2201
(12) Net Profit / Loss (-) (10-11)	21230	30616	32961
(13) Dividend Declared	2123	4592	9888
(14) Dividend Tax	353	781	1680
(15) Retained Profit (12-13-14)	18754	25243	21393
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	12.73	11.88	9.96
(ii) Cost of Sales to Sales	70.61	58.16	54.24
(iii) Salary/Wages to Sales	5.12	5.56	3.40
(iv) Net Profit to net worth	4.72	7.05	8.32
(v) Debt Equity Ratio	0.55	0.62	0.73
(vi) Current Ratio	4.37	3.04	1.95
(vii) Sundry Debtors to sales	159.14	204.91	298.26
(viii) Total Inventory to Sales	1.63	1.93	1.38

14.2 NHPC Ltd.

NHPC Ltd. was incorporated on 07.11.1975 under the Companies Act, 1956. NHPC is a schedule-‘A’ listed CPSE in power sector under the administrative control of Ministry of Power with 86.36% shareholding by the Government of India and status of the company is “Miniratna”. Its Registered and Corporate offices are at Faridabad, Haryana.

Vision / Mission

The Vision of the Company is to be a world class diversified and transnational organization for sustainable development of hydropower and water resources with strong environment conscience.

The Mission of the Company is to achieve international standards of excellence in all aspects of hydropower and diversified business, to execute and operate projects in a cost effective, environment friendly and socio economically responsive manner, to foster competent, trained and multi disciplinary human capital. To continually develop state of the art technologies through innovative R and D and adopt best practices. To adopt the best practices of corporate governance and institutionalize value based management for a strong corporate identity and to maximize creation of wealth through generation of internal funds and effective management of resources.

Industrial / Business Operations

NHPC is engaged in generation of hydroelectric power with its 61 units / offices including 13 operating power stations (including subsidiary company) at Baira Siul and Chamera Power Station-I, Chamera Power Station-II, in Himachal Pradesh, Loktak in Manipur, Salal, Uri & Dulhasti in Jammu & Kashmir, Tanakpur and Dhauliganga in Uttarakhand, Rangit & Teesta-V in Sikkim and Indra Sagar & Omkrashwar in Madhya Pradesh.

The company is having two subsidiaries companies namely Narmada Hydroelectric Development Corp. Ltd. (NHDC) and Loktak Hydroelectric Development Corporation Ltd. (LDHCL) with 51% & 74 % equity respectively. The physical performance of Company for last three years are given below:

Major Products	Units	Production during (% Capacity Utilisation)		
		2009-10	2008-09	2007-08
Generation of Electricity	MU	16857.10 (84.10%)	16582.72 (93.61)	14662.69 (96.13)

Strategic Issues

- Sinigning of MOA with State Govt. of Assam for implementation of Subansiri Lower project.
- Forest Clearance in respect of Kotli Bhel IA (185 MW), IB (320 MW) & II (530 MW) HE projects in Uttarakhand from MOE&F, Govt. of India.
- To resolve issues of Gorkha Jan Mukti Morcha (GJMM) by State/Central Govt. in order to resume construction activities in Teesta Low Dam -III & Teesta Low Dam- IV Projects, which is stopped since 10.05.2010.
- Assistance from Ministry of surface transport and Highways, Govt. of India / DoNER for early restoration of bridge across Ranganadi River between Banderdewa and North Lakhimpur at NH-52.
- Accord of Forest Clearance for Tipaimukh HE Project, Manipur, to be implemented by a JVC amongst NHPC,

SJVNL & Govt. of Manipur. Presently the state of Mizoram is to submit its recommendations for the same to MoEF.

- Submission of Forest Proposal of Dibang Multipurpose Project (3000 MW) project by State Government of Arunachal Pradesh to MOEF.
- Submission of Forest Proposal of Loktak Downstream HE Project (66 MW) by State Government of Manipur to MOEF for accord of Forest Clearance.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 1630.60 crore in total income during 2009-10 which went up to ₹ 4892.09 crore in 2009-10 from ₹ 3261.49 crore during 2008-09. The net profit of the company increased to ₹ 2090.50 crore, an increase of ₹ 1015.28 crore over the previous year due to increase in power generation and turnover .

Market share of NHPC vis a vis hydel sector is approximately 13.94%. The Bonds of NHPC are listed on the wholesale debt market segment of NSE. The shares of company are listed at NSE and BSE w.e.f. 1.9.2009.

Human Resource Management

The Company employed 11712 regular employees (Executives 4733, Non Executive 6979) as on 31.03.2010. The retirement age in the Company is 60 years. It is following IDA 1997 / 2007 and CDA 2006 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	4733	4776	4903
II. Non-Executives #	6979	7252	7438
Total Employees (I+II)	11712	12028	12341

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

NHPC Ltd.

NHPC Office Complex, Sector-33, Faridabad 121 003, Haryana

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	1500000	1500000	1500000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	1062337	1118249	1118249
Others	167737	0	0
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	1240989	812760	739660
Total (A) + (B) + (C)	2471063	1931009	1857909
(1.2) Loan Funds			
(A) Secured Loans	1095318	821238	700349
(B) Unsecured Loans	291504	402165	295284
Total (A) + (B)	1386822	1223403	995633
(1.3) Deferred Tax Liability	13910	0	0
Total (1.1) + (1.2) + (1.3)	3871795	3154412	2853542
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	2130237	2146008	2063951
(B) Less Depreciation	490744	381627	326266
(C) Net Block (A-B)	1639493	1764381	1737685
(D) Capital WIP	1402502	1049862	739598
Total (C) + (D)	3041995	2814243	2477283
(2.2) Investment	443166	279555	304922
(2.3) Current Assets Loan & Advances			
(A) Inventories	7115	5671	73963
(B) Sundry Debtors	114021	29466	34806
(C) Cash & Bank Balances	509738	189995	184127
(D) Other Current Assets	71731	47475	30708
(E) Loan & Advances	125813	169125	84384
Total (A)+ (B)+ (C)+ (D)+ (E)	828418	441732	407988
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	212959	215025	186266
(B) Provisions	228825	166326	150419
Total (A+B)	441784	381351	336685
(2.5) Net Current Assets (2.3-2.4)	386634	60381	71303
(2.6) DRE/PRE	0	233	34
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	3871795	3154412	2853542
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	2616896	2261652	2113882
(ii) Capital Employed	2026127	1824762	1808988
(iii) Networkth	2471063	1930776	1857875
(iv) Cost of Production	248742	209453	198815
(v) Cost of Sales	248742	209453	198815
(vi) Value added (at market price)	419656	264574	221583
(vii) 'Total Employees (Other than casuals)(Nos.)'	11712	12028	12341
(viii) Avg. Monthly emoluments per employee (in ₹)	37699	34122	21391

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	421890	267185	224373
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	421890	267185	224373
(D) Other Income/Receipts	67319	58964	91177
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	489209	326149	315550
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	428	892	615
(C) Power & Fuel	1806	1719	2175
(D) Manufacturing/ Direct/ Operating Expense	28142	12612	26228
(E) Salary & wages	52984	49251	31678
(F) Other Expenses	8299	23540	31448
(G) Provisions	8050	19097	1143
(II) Total Expenditure (A to G)	99709	107111	93287
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	389500	219038	222263
(4) Depreciation	103325	51824	44374
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	286175	167214	177889
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	7473	10132	9938
(C) Others	87806	73936	74681
(D) Less Interest Capitalised	49571	33550	23465
(E) Charged To P & L Account (A+B+C-D)	45708	50518	61154
(8) Profit Before Tax & EP (PBTEP) (6-7E)	240467	116696	116735
(9) Tax Provisions	31158	10312	14256
(10) Net Profit / Loss Before EP (8-9)	209309	106384	102479
(11) Net Extra-Ord. Items	259	-1138	2070
(12) Net Profit / Loss (-) (10-11)	209050	107522	100409
(13) Dividend Declared	67654	32500	30000
(14) Dividend Tax	11236	5523	5099
(15) Retained Profit (12-13-14)	130160	69499	65310
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	20.82	14.64	12.4
(ii) Cost of Sales to Sales	58.96	78.39	88.61
(iii) Salary/Wages to Sales	12.56	18.43	14.12
(iv) Net Profit to net worth	8.46	5.57	5.4
(v) Debt Equity Ratio	0.56	0.63	0.54
(vi) Current Ratio	1.88	1.16	1.21
(vii) Sundry Debtors to sales	98.65	40.25	56.62
(viii) Total Inventory to Sales	6.16	7.75	120.32



14.3 North Eastern Electric Power Corporation Ltd.

North Eastern Electric Power Corporation Ltd. (NEEPCO) was incorporated on 2.4.1976 with the objective to plan, promote, investigate, survey, design, construct, generate, operate and maintain hydro and thermal / gas power stations and to explore and utilize the power potential of North Eastern Region.

NEEPCO is a Schedule- 'A' CPSE under the administrative control of Ministry of Power with 100% shareholding by the Government of India. Its Registered and Corporate offices are at Shillong, Meghalaya.

Vision/Mission

The Vision and Mission of the Company are to harness the vast hydro & thermal power potential to produce pollution free and inexhaustible power through planned development of power generation projects.

Industrial/ Business Operations

NEEPCO is engaged in construction of Hydro & Thermal power projects and consequent generation and sale of electricity from its 5 operating units at Umrangso (District N.C. Hills, Assam), and Bokuloni (District Dibrugarh) in Assam, Ramchandranagar (District West Tripura) in Tripura, Doyang (District Wokha) in Nagaland and Yazali (District Lower Subansiri) in Arunachal Pradesh.

The physical performances of company during the period 2007-08 to 2009-10 is mentioned below:

Main Product / Services	Units	2009-10	2008-09	2007-08
Power / Electricity	MUs	4549	5405	5475

The capacity utilization during the year 2009-10 stood at 82.16% as against 97.62% during 2008-09.

Strategic Issues

NEEPCO signed MOA with the Govt. of Mizoram on 26.03.2010 for carrying out survey & investigation and subsequent implementation of three projects, subject to techno commercial viability, namely Lungreng HEP (815 MW), Chhimtuipei HEP (635 MW) and Mat HEP (76 MW). As these projects involve trans-border issues, applications seeking clearances of the Ministry of External Affairs, Defence and Home, GOI, have been initiated.

Among other strategic issues that concern the company are dearth of professional manpower, lack of adequate infrastructure and Disparity between the Hydro Power Policy adopted by the State Govts. And the Hydro Power policy of the Central Govt.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the adjoining page.

The Company registered an increase of ₹ 142.46 crore in total income during 2009-10 which went up to ₹ 1114.35 crore in 2009-10 from ₹ 971.89 crore during 2008-09. The net profit of the company correspondingly increased to ₹ 289.38 crore, an increase of ₹ -7.59 crore over the previous year.

The Company generated 15.46% lesser electricity during 2009-10 as compared to previous year mainly due to deficit Monsoon in the region and, due to an unusual situation arising out of the reservoir water in the Kopili HEP turning acidic, thereby damaging the under water components of the generating units. Also, the calorific value of the gas supplied to its AGBP plant has also deteriorated over the years affecting generation from the plant, as the quantum of gas supplied has remained the same.

Human Resource Management

The Company employed 3042 regular employees (executive 1479 & non-executive 1563) as on 31.03.2010. The retirement age in the company is 60 years. It is following IDA 1997 & CDA 2006 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	1479	1500	1536
II. Non-Executives #	1563	1621	1661
Total Employees (I+II)	3042	3121	3197

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

North Eastern Electric Power Corporation Ltd.

Brookland Compound, Lower New Colony, Shillong, Meghalaya - 793 003

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	500000	350000	350000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	323193	319275	317893
Others	0	0	0
(B) Share App. Money	83	501	501
(C) Reserves & Surplus	118316	99568	80433
Total (A) + (B) + (C)	441592	419344	398827
(1.2) Loan Funds			
(A) Secured Loans	62173	81587	93188
(B) Unsecured Loans	1530	1837	3061
Total (A) + (B)	63703	83424	96249
(1.3) Deferred Tax Liability	0	0	0
Total (1.1) + (1.2) + (1.3)	505295	502768	495076
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	473242	469251	465215
(B) Less Depreciation	208299	185693	170244
(C) Net Block (A-B)	264943	283558	294971
(D) Capital WIP	160893	129541	100643
Total (C) + (D)	425836	413099	395614
(2.2) Investment	57294	66843	76392
(2.3) Current Assets Loan & Advances			
(A) Inventories	8493	6552	6819
(B) Sundry Debtors	13340	14987	24135
(C) Cash & Bank Balances	31640	41746	33449
(D) Other Current Assets	0	0	0
(E) Loan & Advances	34362	9776	7810
Total (A)+ (B)+ (C)+ (D)+ (E)	87835	73061	72213
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	40893	28458	25495
(B) Provisions	25687	22890	24964
Total (A+B)	66580	51348	50459
(2.5) Net Current Assets (2.3-2.4)	21255	21713	21754
(2.6) DRE/PRE	910	1113	1316
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	505295	502768	495076
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	386979	403200	414643
(ii) Capital Employed	286198	305271	316725
(iii) Networkth	440682	418231	397511
(iv) Cost of Production	77814	73543	74066
(v) Cost of Sales	77814	73543	74066
(vi) Value added (at market price)	82771	64906	66634
(vii) 'Total Employees (Other than casuals)(Nos.)'	3042	3121	3197
(viii) Avg. Monthly emoluments per employee (in ₹)	34174	29275	22232

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	102213	85783	86031
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	102213	85783	86031
(D) Other Income/Receipts	9222	11406	10237
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	111435	97189	96268
(2) Expenditure			
(A) Raw Materials Conspn.	19339	20408	19052
(B) Stores & Spares	0	0	0
(C) Power & Fuel	103	469	345
(D) Manufacturing/ Direct/ Operating Expense	9004	6797	8517
(E) Salary & wages	12475	10964	8529
(F) Other Expenses	11173	11895	6978
(G) Provisions	0	0	0
(II) Total Expenditure (A to G)	52094	50533	43421
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	59341	46656	52847
(4) Depreciation	20989	14990	14969
(5) DRE/ Prel Exp written off	1266	786	6006
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	37086	30880	31872
(7) Interest			
(A) On Central gov. Loans	328	677	1019
(B) On Foreign Loans	78	709	412
(C) Others	5943	6711	8347
(D) Less Interest Capitalised	2884	863	108
(E) Charged To P & L Account (A+B+C-D)	3465	7234	9670
(8) Profit Before Tax & EP (PBTEP) (6-7E)	33621	23646	22202
(9) Tax Provisions	4803	2991	2393
(10) Net Profit / Loss Before EP (8-9)	28818	20655	19809
(11) Net Extra-Ord. Items	-120	-9042	-6022
(12) Net Profit / Loss (-) (10-11)	28938	29697	25831
(13) Dividend Declared	8681	8910	7750
(14) Dividend Tax	1475	1514	1317
(15) Retained Profit (12-13-14)	18782	19273	16764
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	35.71	28.10	27.16
(ii) Cost of Sales to Sales	76.13	85.73	86.09
(iii) Salary/Wages to Sales	12.20	12.78	9.91
(iv) Net Profit to net worth	6.57	7.10	6.50
(v) Debt Equity Ratio	0.14	0.20	0.24
(vi) Current Ratio	1.32	1.42	1.43
(vii) Sundry Debtors to sales	47.64	63.77	102.40
(viii) Total Inventory to Sales	30.33	27.88	28.93



14.4 Neyveli Lignite Corporation Limited

Neyveli Lignite Corporation Limited (NLC) was incorporated on 14.11.1956 with the objective to carry out detailed exploration of lignite deposits in and around Neyveli region and also to assist / carry out similar exploration work in other parts of the country, with due attention to quality, economy and efficiency.

NLC is a Schedule –‘A’ Mini Ratna listed CPSE in coal & lignite sector under the administrative control of M/o Coal with 93.56% shareholding by the Government of India. Its Registered office is at Chennai and the Corporate office is at Neyveli, Tamilnadu.

Vision / Mission

The Vision is to emerge as an environment friendly and socially responsible Company and a leading Mining and Power Company striving for operational excellence in Mining and Exploration of Lignite and Power generation.

The Mission of the Company is to strive towards greater cost competitiveness and work towards continued financial strength and to continually imbibe best practice from the best Indian and International organisations engaged in Power Generation and Mining.

Industrial / Business Operations

NLC is engaged in exploration and mining of lignite and generation / sale of power through its three mines and three thermal power stations at Neyveli and in Cuddalore district of Tamilnadu. The Company has two Joint Ventures namely NLC Tamil Nadu Power Ltd. and MNH Shakti Ltd. with Tamil Nadu Electricity Board with 89% shareholding and with Mahanadi Coal Fields Ltd. with 15% shareholding respectively. The physical performance of Company during the period 2007-08 to 2009-10 is shown below:

Main Product/s	Units	2009-10	2008-09	2007-08
LIGNITE	M T	22.34	21.21	21.54
POWER	M.U	17656	15768	17457

Strategic Issues

The Company proposes to enter into a Joint venture with Uttar Pradesh Rajya Vidyut Utpadan Nigam Ltd. (UPRVUNL) for setting up a Coal based plant with a capacity of 2000 MW.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the corresponding / opposite page.

The Company registered an increase of ₹ 613.86 crore in total income during 2009-10 which went up to ₹ 4689.56 crore in 2009-10 from ₹ 4075.7 crore during 2008-09. The net profit of the company increased to ₹ 1247.46 crore, an increase of ₹ 426.37 crore over the previous year was mainly on account of higher generation and export of power along with adoption of higher tariff rates.

Human Resource Management

The Company employed 18356 regular employees (Executives 4207, Non Executive 14149) as on 31.03.2010. The retirement age in the Company is 60 years. It is following IDA 2007 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	4207	4153	4132
II. Non-Executives #	14149	14535	14808
Total Employees (I+II)	18356	18688	18940

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Neyveli Lignite Corporation Limited

Neyveli House', 135 Periyar E.V.R Road, Kilpauk, Chennai 600010

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	200000	200000	200000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	156964	156964	156964
Others	10807	10807	10807
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	864696	779152	736257
Total (A) + (B) + (C)	1032467	946923	904028
(1.2) Loan Funds			
(A) Secured Loans	323750	310000	187485
(B) Unsecured Loans	83986	95770	91583
Total (A) + (B)	407736	405770	279068
(1.3) Deferred Tax Liability	57043	67144	60589
Total (1.1) + (1.2) + (1.3)	1497246	1419837	1243685
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	1193244	1089337	968047
(B) Less Depreciation	669364	639041	593680
(C) Net Block (A-B)	523880	450296	374367
(D) Capital WIP	390848	412208	378576
Total (C) + (D)	914728	862504	752943
(2.2) Investment	104552	81226	82622
(2.3) Current Assets Loan & Advances			
(A) Inventories	50296	53585	44805
(B) Sundry Debtors	161162	78144	21883
(C) Cash & Bank Balances	482363	545220	474956
(D) Other Current Assets	16456	18947	15967
(E) Loan & Advances	58101	59722	30764
Total (A)+ (B)+ (C)+ (D)+ (E)	768378	755618	588375
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	238991	205890	146596
(B) Provisions	61328	79266	36808
Total (A+B)	300319	285156	183404
(2.5) Net Current Assets (2.3-2.4)	468059	470462	404971
(2.6) DRE/PRE	9907	5645	3149
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	1497246	1419837	1243685
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	575507	573541	444354
(ii) Capital Employed	991939	920758	779338
(iii) Networkth	1022560	941278	900879
(iv) Cost of Production	308787	302198	216915
(v) Cost of Sales	311807	296617	221412
(vi) Value added (at market price)	357367	295952	250472
(vii) 'Total Employees (Other than casuals)(Nos.)'	18356	18688	18940
(viii) Avg. Monthly emoluments per employee (in ₹)	77020	56152	37405

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	412103	335491	298165
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	412103	335491	298165
(D) Other Income/Receipts	59873	66498	65642
(E) Accretion/Depletion in Stocks	-3020	5581	-4497
(I) Total Income (C+D+E)	468956	407570	359310
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	46550	37594	37620
(C) Power & Fuel	5166	7526	5576
(D) Manufacturing/ Direct/ Operating Expense	21982	26455	21432
(E) Salary & wages	169653	125925	85015
(F) Other Expenses	35244	60957	20900
(G) Provisions	1445	476	43
(II) Total Expenditure (A to G)	280040	258933	170586
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	188916	148637	188724
(4) Depreciation	25389	42450	45449
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	163527	106187	143275
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	1311	2541	2478
(C) Others	27495	20638	6294
(D) Less Interest Capitalised	25448	22364	7892
(E) Charged To P & L Account (A+B+C-D)	3358	815	880
(8) Profit Before Tax & EP (PBTEP) (6-7E)	160169	105372	142395
(9) Tax Provisions	35740	22492	31972
(10) Net Profit / Loss Before EP (8-9)	124429	82880	110423
(11) Net Extra-Ord. Items	-317	771	266
(12) Net Profit / Loss (-) (10-11)	124746	82109	110157
(13) Dividend Declared	33554	33554	33554
(14) Dividend Tax	5637	5703	5702
(15) Retained Profit (12-13-14)	85555	42852	70901
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	41.55	36.44	38.26
(ii) Cost of Sales to Sales	75.66	88.41	74.26
(iii) Salary/Wages to Sales	41.17	37.53	28.51
(iv) Net Profit to net worth	12.20	8.72	12.23
(v) Debt Equity Ratio	0.39	0.43	0.31
(vi) Current Ratio	2.56	2.65	3.21
(vii) Sundry Debtors to sales	142.74	85.02	26.79
(viii) Total Inventory to Sales	44.55	58.30	54.85

14.5 NTPC Ltd.

NTPC Ltd. was incorporated on 7.11.1975 as National Thermal Power Corporation Ltd. (NTPC) with the objective to augment the existing supply of power supplied primarily by State Electricity Boards and to provide power and power related products (and services) at competitive prices.

It is a schedule-'A' Maharatna listed CPSE under the administrative control of M/o Power with 84.50% shareholding by the Government of India. Its Registered and Corporate offices are at New Delhi.

Vision / Mission

The vision of the company is to be the world's largest and best power producer, powering india's growth.

The mission of the company is to develop and provide reliable power, related products and services at competitive prices, integrating multiple energy sources with innovative and eco-friendly technologies and contribute to society.

Industrial / Business Operations

NTPC's primary business is power generation through coal based and gas based sources. The company has its presence across the country with 19 coal based and 8 gas based power stations, including 4 coal based and 1 gas based stations of its joint ventures. Over the time, its portfolio became diversified with ventures into hydro power, coal mining, power trading, power distribution, oil & gas exploration, etc. and therefore, the company rechristened itself as 'NTPC Limited' in 2005. NTPC is now venturing into nuclear, wind and solar power; equipment manufacturing, and providing services for R&M of power stations. On the global front, NTPC is exploring opportunities for acquisition of stake in coal mines and setting up of power plants abroad, besides offering international consultancy services. The physical performance of Company during the period 2007-08 to 2009-10 is shown below:

Main Product	Unit	2009-10	2008-09	2007-08
Generation of electricity	MU	218840	206939	200863

It has 5 subsidiaries namely NTPC Vidyut Vyapar Nigam Limited, NTPC Electric Supply Company Limited, NTPC Hydro Limited, Kanti Bijlee Utpadan Nigam Limited and Bhartiya Rail Bijlee Company Limited. Three of these subsidiaries are wholly owned and NTPC has controlling stake of 74% and 51% respectively in 2 others. The Company also has 17 joint ventures (JVs), with a shareholding of 50% in 10 JVs and less than 50% in 7 others.

Strategic Issues

NTPC has been ranked as the number one independent power producer in Asia and the 10th largest power generator in the world. It is the largest power generating company in the country with total revenue of over ₹49,000 crores during 2009-10 and market capitalisation of approximately ₹1,70,600 crores as on 15.9.2010. The company targets to have an installed power generating capacity of 1,28,000 MW by the year 2032. Thus, NTPC plays a key role in the economic growth of the country by providing reliable power and related products and services at competitive prices; integrating multiple energy sources with innovative and eco-friendly technologies, and contributing to society in other very meaningful, substantial ways.

Availability of adequate fuel for operating the plants at

very high plant load factor and at an affordable price is a major challenge for which the Company is adopting a strategy of backward integration and progressively diversifying its fuel mix to increase the share of non-fossil fuel.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹3973.89 crore in total income during 2009-10 which went up to ₹49246.65 crore in 2009-10 from ₹45272.76 crore during 2008-09. The net profit of the company increased to ₹8728.20 crore, an increase of ₹526.90 crore over the previous year due to higher generation and better efficiency in coal and gas based stations.

Tariff for sale of power from NTPC's stations is regulated and determined by Central Electricity Regulatory Commission (CERC). Turnover of the Company depends on the tariff as well as total generation of electricity.

Human Resource Management

The Company employed 24718 regular employees (Executives 13208, Non Executive 11510) as on 31.03.2010. The retirement age in the Company is 60 years. It is following IDA 2007 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	13208	12712	12649
II. Non-Executives #	11510	11743	11890
Total Employees (I+II)	24718	24455	24539

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Research and Development

As a strategic initiative to support the technology needs of existing power plants and to adapt to emerging technologies, NTPC set up its R&D wing way back 1980-81. The focus areas of NETRA are: Climate change & Waste Management; New & Renewable Energy, Efficiency Improvement & Cost reduction and production and Providing High-end Scientific Support to Utilities, NETRA complex is the first ECBC (Energy Conservation Building Code) compliant building in NTPC. NETRA has filed 14 patents such as ash based utensil cleaning power, ash based product for construction, ANN based system for condition monitoring of transformers, robotic systems, integrated biodiesel plant, method & apparatus for efficient heat integration, PSA based CO2 capture technology, etc.

NTPC Ltd.

NTPC Bhawan, SCOPE Complex 7, Institutional Area, Lodhi Road New Delhi-110003

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	1000000	1000000	1000000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	696736	737963	737963
Others	127810	86583	86583
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	5580280	5166850	4439315
Total (A) + (B) + (C)	6404826	5991396	5263861
(1.2) Loan Funds			
(A) Secured Loans	907992	896956	731475
(B) Unsecured Loans	2871710	2559819	1987585
Total (A) + (B)	3779702	3456775	2719060
(1.3) Deferred Tax Liability	0	0	25552
Total (1.1) + (1.2) + (1.3)	10184528	9448171	8008473
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	6685007	6235305	5336795
(B) Less Depreciation	3208878	2941532	2727428
(C) Net Block (A-B)	3476129	3293773	2609367
(D) Capital WIP	3210431	2640490	2247838
Total (C) + (D)	6686560	5934263	4857205
(2.2) Investment	1486035	1403903	1531013
(2.3) Current Assets Loan & Advances			
(A) Inventories	334771	324342	267569
(B) Sundry Debtors	665146	358418	298270
(C) Cash & Bank Balances	1445948	1627163	1493319
(D) Other Current Assets	84404	97919	92182
(E) Loan & Advances	545980	679137	399247
Total (A)+ (B)+ (C)+ (D)+ (E)	3076249	3086979	2550587
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	768758	743907	554825
(B) Provisions	307058	324953	238161
Total (A+B)	1075816	1068860	792986
(2.5) Net Current Assets (2.3-2.4)	2000433	2018119	1757601
(2.6) DRE/PRE	0	0	-137346
(2.7) Deferred Tax Asset	11500	91886	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	10184528	9448171	8008473
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	4604248	4281315	3543606
(ii) Capital Employed	5476562	5311892	4366968
(iii) Networkth	6404826	5991396	5401207
(iv) Cost of Production	3843902	3580497	2948824
(v) Cost of Sales	3843902	3580497	2948824
(vi) Value added (at market price)	1631504	1496466	1497228
(vii) 'Total Employees (Other than casuals)(Nos.)'	24718	24455	24539
(viii) Avg. Monthly emoluments per employee (in ₹)	81329	83934	64387

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	4656848	4214539	3705013
(B) Excise Duty	24589	22166	0
(C) Net Sales (A-B)	4632259	4192373	3705013
(D) Other Income/Receipts	292406	334903	296755
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	4924665	4527276	4001768
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	69394	3100	2680
(C) Power & Fuel	2955950	2714973	2205105
(D) Manufacturing/ Direct/ Operating Expense	53466	107629	118325
(E) Salary & wages	241236	246313	189599
(F) Other Expenses	5840	47242	52581
(G) Provisions	1090	2461	707
(II) Total Expenditure (A to G)	3326976	3121718	2568997
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	1597689	1405558	1432771
(4) Depreciation	265006	236448	213850
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	1332683	1169110	1218921
(7) Interest			
(A) On Central gov. Loans	0	47	107
(B) On Foreign Loans	18970	67269	19339
(C) Others	232950	155015	146531
(D) Less Interest Capitalised	0	0	0
(E) Charged To P & L Account (A+B+C-D)	251920	222331	165977
(8) Profit Before Tax & EP (PBTEP) (6-7E)	1080763	946779	1052944
(9) Tax Provisions	215726	115817	284012
(10) Net Profit / Loss Before EP (8-9)	865037	830962	768932
(11) Net Extra-Ord. Items	-7783	10832	27451
(12) Net Profit / Loss (-) (10-11)	872820	820130	741481
(13) Dividend Declared	313327	296836	288591
(14) Dividend Tax	52762	50171	49046
(15) Retained Profit (12-13-14)	506731	473123	403844
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	84.58	78.92	84.84
(ii) Cost of Sales to Sales	82.98	85.41	79.59
(iii) Salary/Wages to Sales	5.21	5.88	5.12
(iv) Net Profit to net worth	13.63	13.69	13.73
(v) Debt Equity Ratio	0.59	0.58	0.52
(vi) Current Ratio	2.86	2.89	3.22
(vii) Sundry Debtors to sales	52.41	31.20	29.38
(viii) Total Inventory to Sales	26.38	28.24	26.36

14.6 Nuclear Power Corporation of India Ltd.

Nuclear Power Corporation of India Ltd. (NPCIL) is a Power Sector company under the administrative control of Department of Atomic Energy (DAE) and is responsible for design, construction, commissioning and operation of Nuclear Power Plants. NPCIL was incorporated on 17.9.1987 under the Companies Act, 1956 and under the provision of Atomic Energy Act, 1962 with an objective to develop nuclear power technology and to produce nuclear power as a safe, environmentally benign and an economically viable source of electrical energy to meet the growing electricity needs of the country. Its Registered and Corporate offices are at Mumbai, Maharashtra.

Vision/Mission

The Vision / Mission of the Company is “To develop nuclear power technology and to produce nuclear power as a safe, environmentally benign and economically viable source of electrical energy to meet the increasing electricity needs of the country.

Industrial/ Business Operations

NPCIL is engaged in design, construction, commissioning and operation of nuclear power plants. NPCIL generates electricity using nuclear energy through nineteen Nuclear Power Reactors with installed capacity of 4560 MW. These reactors are located at 6 sites namely Tarapur-Thane (Maharashtra), Rawatbhata-Kota (Rajasthan), Kalpakkam-Chennai (Tamilnadu), Narora-Bulandshahar (U.P.), Anumala - Surat (Gujarat) and Karwar - Uttara Kannada (Karnataka). In addition to nuclear power, NPCIL is also generating electricity from wind mill of installed capacity 10 MW at Kudankulam site.

Currently, NPCIL is constructing three nuclear power reactors, with an aggregate installed capacity of 2220 MW, Kudankulam Nuclear Power Project Units-1&2 (2x1000MW) and Kaiga Project Unit-4 (220MW). These reactors are under advanced stage of construction and likely to be in operation progressively by the year 2011. In addition, four indigenously designed pressurized heavy water reactors of 700 MW unit size, two reactors at each site -Kakarapar in Gujarat and Rawatbhata in Rajasthan, have been launched for construction in 2010. These reactors are slated for commercial operation progressively by the year 2016. On progressive completion of these ongoing and newly launched reactors, the installed nuclear power capacity will reach 6780 MW by the year 2011 and 9580 MW by the year 2016.

The Government has also accorded “In-principle” approval for five new green field sites – two inland sites at Fatehabad district in Haryana and Mandala district in Madhya Pradesh for setting up indigenously designed 700 MW PHWRs and three coastal sites at Bhavnagar district in Gujarat, Srikakulam district in Andhra Pradesh and Haripur in East Midnapur district in West Bengal for setting up Light Water Reactors (LWRs) of 1000MW or larger unit sizes. NPCIL has taken up pre-project activities at these new sites. In addition, the approval of Government is also granted for the expansion at the earlier approved sites - Kudankulam in Tamilnadu for 6X1000 MW and Jaitapur in Maharashtra for 6x1650MW. The works at these sites for setting up LWRs based on international cooperation have also been taken up.

The capacity utilisation during the year 2009-10 was 61% as against 50% during 2008-09. The company generated about 2.6% of the total electricity production in the country. The physical performance of Company during the period 2007-08 to 2009-10 is shown below:

Main Product	Units	2009-10	2008-09	2007-08
Electricity	MUs	18831	14927	16956

Strategic Issues

Vision 2020 of Department of Atomic Energy envisages a nuclear power capacity of about 20,000 MW or more by the year 2020 by setting up of indigenously designed 700 MW PHWRs and 1000 MW or larger size LWRs based on international cooperation. The company is pursuing the mandate of expanding the nuclear power base in the country in accordance with the plans and schemes of the Government of India.

The future strategy of nuclear power sector is being oriented towards optimising the capital cost of projects construction and recurring cost during operation.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The company registered an increase of 18% in total income. The Company registered an increase of ₹ 677.86 crore in total income during 2009-10 which went up to ₹ 4479.35 crore in 2009-10 from ₹ 3801.49 crore during 2008-09. The net profit of the company however decrease to ₹ 416.42 crore from ₹441.28 crore, a decrease of ₹ 24.86 crore over the previous year.

The overall company performance was affected because of operation of units at restricted / low power levels to match input fuel supply. The profit for the year 2009-10 was lower than the previous year 2008-10 due to reimbursement to SEBs because of retrospective revision of TAPS-3&4 and RAPS-2,3&4 tariffs from Sep-2005 and Dec-2008 respectively.

Human Resource Management

The company employed 11864 regular employees (executives 5413 & non-executives 6451) as on 31.3.2010. It is following CDA 2006 pattern of remuneration. The retirement age in the company is 60 years at below board level. A total of 287 employees retired and 411 new employees joined the Company during the year. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	5413	5276	5241
II. Non-Executives #	6451	6535	6701
Total Employees (I+II)	11864	11811	11942

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Research and Development

R&D requirements are met through in-house efforts as well as with other organizations including DAE units and academic institutions in the country. Thrust areas for R&D are Nuclear Systems and Electronic Systems.

Nuclear Power Corporation of India Ltd.

16th floor, Centre -I, WTC.Cuffe parade, Mumbai Maharashtra - 400 005

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	1500000	1500000	1500000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	1014533	1014533	1014533
Others	0	0	0
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	1284063	1249878	1204095
Total (A) + (B) + (C)	2298596	2264411	2218628
(1.2) Loan Funds			
(A) Secured Loans	918720	656300	668700
(B) Unsecured Loans	627470	745622	539584
Total (A) + (B)	1546190	1401922	1208284
(1.3) Deferred Tax Liability	0	0	0
Total (1.1) + (1.2) + (1.3)	3844786	3666333	3426912
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	1923058	1675855	1659501
(B) Less Depreciation	680363	604027	537361
(C) Net Block (A-B)	1242695	1071828	1122140
(D) Capital WIP	1611244	1735961	1384609
Total (C) + (D)	2853939	2807789	2506749
(2.2) Investment	241278	291611	245116
(2.3) Current Assets Loan & Advances			
(A) Inventories	38877	37814	36108
(B) Sundry Debtors	50349	50656	42940
(C) Cash & Bank Balances	744913	515513	620405
(D) Other Current Assets	81507	40102	45846
(E) Loan & Advances	58845	46681	24139
Total (A)+ (B)+ (C)+ (D)+ (E)	974491	690766	769438
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	180950	93506	76452
(B) Provisions	43972	30327	17939
Total (A+B)	224922	123833	94391
(2.5) Net Current Assets (2.3-2.4)	749569	566933	675047
(2.6) DRE/PRE	0	0	0
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	3844786	3666333	3426912
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	2560723	2416455	2222817
(ii) Capital Employed	1992264	1638761	1797187
(iii) Networkth	2298596	2264411	2218628
(iv) Cost of Production	379117	340457	306325
(v) Cost of Sales	379117	340457	306325
(vi) Value added (at market price)	229964	185229	215737
(vii) 'Total Employees (Other than casuals)(Nos.)'	11864	11811	11942
(viii) Avg. Monthly emoluments per employee (in ₹)	46487	45338	24234

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	380682	301056	333383
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	380682	301056	333383
(D) Other Income/Receipts	67253	79093	93253
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	447935	380149	426636
(2) Expenditure			
(A) Raw Materials Conspn.	141767	105503	108212
(B) Stores & Spares	2993	3314	3909
(C) Power & Fuel	5958	7010	5525
(D) Manufacturing/ Direct/ Operating Expense	39506	18568	19861
(E) Salary & wages	66183	64259	34729
(F) Other Expenses	6166	22254	14997
(G) Provisions	333	61	170
(II) Total Expenditure (A to G)	262906	220969	187403
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	185029	159180	239233
(4) Depreciation	72108	70609	73379
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	112921	88571	165854
(7) Interest			
(A) On Central gov. Loans	21645	0	0
(B) On Foreign Loans	0	26310	17555
(C) Others	48578	53506	48695
(D) Less Interest Capitalised	26120	30937	20707
(E) Charged To P & L Account (A+B+C-D)	44103	48879	45543
(8) Profit Before Tax & EP (PBTEP) (6-7E)	68818	39692	120311
(9) Tax Provisions	5764	3949	12652
(10) Net Profit / Loss Before EP (8-9)	63054	35743	107659
(11) Net Extra-Ord. Items	21412	-8385	-190
(12) Net Profit / Loss (-) (10-11)	41642	44128	107849
(13) Dividend Declared	15000	13239	32355
(14) Dividend Tax	2549	13239	5499
(15) Retained Profit (12-13-14)	24093	17650	69995
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	19.11	18.37	18.55
(ii) Cost of Sales to Sales	99.59	113.09	91.88
(iii) Salary/Wages to Sales	17.39	21.34	10.42
(iv) Net Profit to net worth	1.81	1.95	4.86
(v) Debt Equity Ratio	0.67	0.62	0.54
(vi) Current Ratio	4.33	5.58	8.15
(vii) Sundry Debtors to sales	48.27	61.42	47.01
(viii) Total Inventory to Sales	37.28	45.85	39.53

14.7 REC Power Distribution Corporation Ltd.

REC Power Distribution Company Limited (RECPDCL) was incorporated on 12.07.2007 with the objective to promote, develop, construct, own and maintain 66 KV and below voltage class Electrification / Distribution Electric supply lines / distribution system, manage Decentralized Distributed Generation (DDG) & associated distribution system and to take up consultancy / execution of works in the above areas for other agencies / Govt. bodies in India and abroad.

RECPDCL is an uncategorized CPSE in Generation sector under the administrative control of M/o Power with 100% shareholding by REC Ltd. Its Registered and Corporate offices are at Delhi.

Industrial / Business Operations

During the year ending 31st March, 2010 third party inspection of about 15000 villages and 990 nos. of feeders were completed and secured orders for third party inspection for 24755 villages in 30 districts of 4 States namely Maharashtra, West Bengal, Karnataka and Manipur. The company has established its material inspection wing to inspect the material under Rajiv Gandhi Grameen Vidyutikaram Yojana (RGGVY).

Strategic Issues

For sustainable growth, the company has taken up initiatives like MOU with client for awarding / outsourcing of the works, Quality execution of work in a time bound manner where the company has decided outsourcing of field / data collection work to some reputed agencies, and to concentrate on analytical reporting to the client and Diversification of business line for taking of projects jointly / together in 'IT in Power Sector'.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 4.75 crore in total income during 2009-10 which went up to ₹ 10.02 crore in 2009-10 from ₹ 5.27 crore during 2008-09. The net profit of the company reduced to ₹ 1.04 crore a reduction of ₹ 0.38 crore over the previous year profit of ₹ 1.42 crore due to increase in expenses on salary and wages.

Human Resource Management

The Company employed 10 regular executives' employees as on 31.03.2010. The retirement age in the company is 60 years. It is following IDA 2007 and CDA 2006 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	10	8	1
II. Non-Executives #	0	0	0
Total Employees (I+II)	10	8	1

REC Power Distribution Corporation Ltd.

Core-4, SCOPE Complex, 7, Lodhi Road, New Delhi-110003

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	2000	2000	2000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	0	0	0
Others	5	5	5
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	412	314	178
Total (A) + (B) + (C)	417	319	183
(1.2) Loan Funds			
(A) Secured Loans	0	0	0
(B) Unsecured Loans	0	0	0
Total (A) + (B)	0	0	0
(1.3) Deferred Tax Liability	1	0	0
Total (1.1) + (1.2) + (1.3)	418	319	183
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	30	10	0
(B) Less Depreciation	3	1	0
(C) Net Block (A-B)	27	9	0
(D) Capital WIP	0	0	0
Total (C) + (D)	27	9	0
(2.2) Investment	0	0	0
(2.3) Current Assets Loan & Advances			
(A) Inventories	0	0	0
(B) Sundry Debtors	693	111	0
(C) Cash & Bank Balances	386	222	243
(D) Other Current Assets	6	2	2
(E) Loan & Advances	268	155	98
Total (A)+ (B)+ (C)+ (D)+ (E)	1353	490	343
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	903	94	80
(B) Provisions	59	86	92
Total (A+B)	962	180	172
(2.5) Net Current Assets (2.3-2.4)	391	310	171
(2.6) DRE/PRE	0	0	12
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	418	319	183
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	5	5	5
(ii) Capital Employed	418	319	171
(iii) Networkth	417	319	171
(iv) Cost of Production	844	304	89
(v) Cost of Sales	844	304	89
(vi) Value added (at market price)	975	503	355
(vii) 'Total Employees (Other than casuals)(Nos.)'	10	8	1
(viii) Avg. Monthly emoluments per employee (in ₹)	412500	72917	366667

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	975	503	355
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	975	503	355
(D) Other Income/Receipts	27	24	4
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	1002	527	359
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	0	0	0
(C) Power & Fuel	0	0	0
(D) Manufacturing/ Direct/ Operating Expense	133	44	29
(E) Salary & wages	495	70	44
(F) Other Expenses	214	177	13
(G) Provisions	0	0	0
(II) Total Expenditure (A to G)	842	291	86
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	160	236	273
(4) Depreciation	2	1	0
(5) DRE/ Prel Exp written off	0	12	3
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	158	223	270
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	0	0	0
(C) Others	0	0	0
(D) Less Interest Capitalised	0	0	0
(E) Charged To P & L Account (A+B+C-D)	0	0	0
(8) Profit Before Tax & EP (PBTEP) (6-7E)	158	223	270
(9) Tax Provisions	54	81	92
(10) Net Profit / Loss Before EP (8-9)	104	142	178
(11) Net Extra-Ord. Items	0	0	0
(12) Net Profit / Loss (-) (10-11)	104	142	178
(13) Dividend Declared	5	5	0
(14) Dividend Tax	1	1	0
(15) Retained Profit (12-13-14)	98	136	178
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	233.25	157.68	207.60
(ii) Cost of Sales to Sales	86.56	60.44	25.07
(iii) Salary/Wages to Sales	50.77	13.92	12.39
(iv) Net Profit to net worth	24.94	44.51	104.09
(v) Debt Equity Ratio	0	0	0
(vi) Current Ratio	1.41	2.72	1.99
(vii) Sundry Debtors to sales	259.43	80.55	0
(viii) Total Inventory to Sales	0	0	0

14.8 Satluj Jal Vidyut Nigam Ltd.

Satluj Jal Vidyut Nigam Ltd. (SJVNL) was incorporated on 24.5.1988 under the Companies Act, 1956 as a Joint Venture of the Government of India and the Government of Himachal Pradesh with an objective to develop Hydro – electric power projects in Satluj Basin (Himachal Pradesh) and at any other place optimally and economically.

SJVNL is a Mini Ratna Schedule – ‘A’ CPSE in power Generation sector under the administrative control of Ministry of Power with 75% shareholding by the Govt. of India (during the year 2010-11 Government of India plans to disinvest 10.03% of its equity share in the company). Its Registered Corporate office is at New Shimla, Himachal Pradesh.

Vision/Mission

The Vision of the Company is to make hydro power a major source of energy. The Mission of the Company is to plan, investigate, organise, execute, operate and maintain hydropower projects in the Satluj River Basin in Himachal Pradesh and at other places.

Industrial / Business Operations

SJVNL is engaged in generation of Hydro power and rendering technical consultancy services in an integrated manner from concept to commissioning of Hydro Electric Projects and tunnels for Railway projects for Public and Private sector organizations at both National and International level.

Nathpa Jhakri Hydro Electric Project (1500 MW) was the first largest underground Hydro Electric power project undertaken for execution. All the six units of the project were commissioned successfully. Presently the corporation is in the process of execution of 412 MW Rampur HE Project, likely to be commissioned in 2013. The physical performance of Company for last three years are given below:

Major Products	Units	Production during (% Capacity Utilisation)		
		2009-10	2008-09	2007-08
Hydro Power (Electricity)	MU	7018.81 (106.15)**	6608.69 (95.08)*	6448.977 (92.79)*

* Based on design energy 6950 MU ** Based on Design energy 6612 MU

Strategic Issues

The company has evolved from a single unit entity, to multi-unit entity with projects located in the state of Himachal Pradesh, Uttarakhand and Manipur in India and one project in Nepal and two projects in Bhutan. The strategic issue is to transform the company to cope up with the major challenges it is encountering and to excel.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered a reduction of ₹ 247.52 crore in total income during 2009-10 which went down to ₹1908.73 crore in 2009-10 from ₹ 2156.25 crore during 2008-09. The net profit of the company also reduced to ₹ 972.74 crore, a reduction of ₹ 42.58 crore over the previous year due to reduction in turnover and other income.

Human Resource Management

The enterprise employed 1787 regular employees (Executive 779 and non-executives 1008) as on 31.03.2010 as against 1744 employees as on 31.03.2009. The retirement age in the Company is 60 years. It is following IDA 1997 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	779	685	652
II. Non-Executives #	1008	1059	1076
Total Employees (I+II)	1787	1744	1728

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Research and Development

In order to reduce the silt erosion to underwater parts of the turbine several research projects in joint venture with various research organizations have been conducted. Also an in-house HVOF (High Velocity Oxy Fuel) robotic arm facility has been established to hard coat the underwater parts.

DPRs for Luhri HE Project (775 MW) and Devsari HE Project (252 MW) were submitted for Techno Economic Clearances/approvals. Techno Economic Clearance (TEC) for Naitwar Mori HEP (60 MW) has already been obtained and Land Acquisition for the project is in the process. Also investigation and DPR preparation works are in progress for Dhaulasidh HEP (40 MW) in Himachal, Jakhol Sankri HEP (45 MW) in Uttarakhand for subsequent execution in India. The projects which are taken up, for investigation and subsequent execution are Arun –III (402 MW) in Nepal and for Investigation and Preparation of DPR for Kholangchu HEP (486 Mw), Wangchu HEP (900 MW) in Bhutan in the international arena.

The SJVNL started commercial generation in the year 2003 – 04 and since then it has been improving its capacity utilization. During the year 2008-09 SJVN has achieved record generation of 6609MUs with capacity utilization of 96.08%. New Initiatives during the year include MOU for 775 MW Luhri HE Project and 40 MW Dhaulasidh HE Project which were signed with Govt. of Himachal Pradesh. Also, Kholangchu HEP (486 MW), Wangchu HEP (900MW) in Bhutan were taken up for Survey and Investigation and preparation of DPR. The company has been bestowed with ISO 9000–2001 for Management System Certification by Det Norske Veritas. It has also acquired ISO-9000- 14000 certification for Nathpa Jhakri Hydro Power Station for environmental management. The Company has obtained ISO 9001–2000 certificate for quality management system for the construction of Tunnel & Power House works of Rampur HE Project (412 MW) which is under execution, ISO 14001-2004 for Environment Management System and ISO 18001- 2007 for Occupational Health and Safety Management System of Rampur HEP.

Full fledged quality control department of the company carryout quality checks in construction by all standard testing machines of cement, aggregate, reinforcement, structural steel and concrete.

Satluj Jal Vidyut Nigam Ltd.

Himfed Building, New Shimla, Shimla, Himachal Pradesh - 171 009

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	700000	450000	450000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	308161	308161	308161
Others	102720	102720	102720
(B) Share App. Money	1670	0	0
(C) Reserves & Surplus	337760	193853	129759
Total (A) + (B) + (C)	750311	604734	540640
(1.2) Loan Funds			
(A) Secured Loans	105397	130751	171093
(B) Unsecured Loans	62791	83493	30915
Total (A) + (B)	168188	214244	202008
(1.3) Deferred Tax Liability	0	84935	70480
Total (1.1) + (1.2) + (1.3)	918499	903913	813128
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	865490	862455	845184
(B) Less Depreciation	172052	130511	112438
(C) Net Block (A-B)	693438	731944	732746
(D) Capital WIP	99471	72584	32319
Total (C) + (D)	792909	804528	765065
(2.2) Investment	0	0	0
(2.3) Current Assets Loan & Advances			
(A) Inventories	5867	5585	5363
(B) Sundry Debtors	18929	36318	11609
(C) Cash & Bank Balances	154239	127144	69360
(D) Other Current Assets	5354	8257	3286
(E) Loan & Advances	64643	46246	66626
Total (A)+ (B)+ (C)+ (D)+ (E)	249032	223550	156244
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	42748	49823	61026
(B) Provisions	82661	74342	47155
Total (A+B)	125409	124165	108181
(2.5) Net Current Assets (2.3-2.4)	123623	99385	48063
(2.6) DRE/PRE	0	0	0
(2.7) Deferred Tax Asset	1967	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	918499	903913	813128
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	577377	595514	609082
(ii) Capital Employed	817061	831329	780809
(iii) Networkth	750311	604734	540640
(iv) Cost of Production	78302	87233	65457
(v) Cost of Sales	78302	87233	65457
(vi) Value added (at market price)	174261	186424	148815
(vii) 'Total Employees (Other than casuals)(Nos.)'	1787	1744	1728
(viii) Avg. Monthly emoluments per employee (in ₹)	34746	35058	21523

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	176974	188660	150426
(B) Excise Duty	0	0	6456
(C) Net Sales (A-B)	176974	188660	143970
(D) Other Income/Receipts	13899	26965	64944
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	190873	215625	208914
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	1884	1513	1109
(C) Power & Fuel	829	723	502
(D) Manufacturing/ Direct/ Operating Expense	4189	2390	1440
(E) Salary & wages	7451	7337	4463
(F) Other Expenses	7420	20532	5457
(G) Provisions	-129	823	6397
(II) Total Expenditure (A to G)	21644	33318	19368
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	169229	182307	189546
(4) Depreciation	43328	23325	25981
(5) DRE/ Prel Exp written off	0	0	305
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	125901	158982	163260
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	833	1441	3227
(C) Others	12497	29149	16576
(D) Less Interest Capitalised	0	0	0
(E) Charged To P & L Account (A+B+C-D)	13330	30590	19803
(8) Profit Before Tax & EP (PBTEP) (6-7E)	112571	128392	143457
(9) Tax Provisions	4473	27058	11972
(10) Net Profit / Loss Before EP (8-9)	108098	101334	131485
(11) Net Extra-Ord. Items	10824	-198	55034
(12) Net Profit / Loss (-) (10-11)	97274	101532	76451
(13) Dividend Declared	32820	32000	24400
(14) Dividend Tax	5482	5438	4146
(15) Retained Profit (12-13-14)	58972	64094	47905
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	21.66	22.69	18.44
(ii) Cost of Sales to Sales	44.24	46.24	45.47
(iii) Salary/Wages to Sales	4.21	3.89	3.10
(iv) Net Profit to net worth	12.96	16.79	14.14
(v) Debt Equity Ratio	0.22	0.35	0.37
(vi) Current Ratio	1.99	1.80	1.44
(vii) Sundry Debtors to sales	39.04	70.26	29.43
(viii) Total Inventory to Sales	12.10	10.81	13.60



14.9 Tehri Hydro Development Corporation Ltd.

Tehri Hydro Development Corporation Ltd. (THDC) was incorporated on 12.07.1988 with the objective to plan, promote, organize, execute, operate and maintain Hydro Power Projects in Bhagirathi- Bhilangna Valley in Uttar Pradesh, as a joint venture of Government of India and Government of Uttar Pradesh, both sharing the cost of power component (20% of Stage-I cost) of the project in the ratio of 75:25 respectively. The irrigation component is to be funded entirely by the Government of Uttar Pradesh.

THDC is a Schedule 'B' Miniratna CPSE under the administrative control of M/o Power with 71.98% shareholding by the Government of India. Its Registered and Corporate offices are at Tehri Garhwal and Dehradun respectively in Uttarakhand.

Vision / Mission

The vision of the company is to be a major global player in power sector, providing quality, affordable and sustainable power with commitment to environment, ecology and social values. Create work ethos of growth through professionalism and achievement of excellence.

The mission of the company is to plan, promote, develop hydro as well as other energy resources from concept to commissioning and operate power stations to meet the growing energy demand, ensuring environment and ecological balance, contributing to national prosperity. To accept corporate social responsibility (CSR), including Rehabilitation and Resettlement of Project Affected Persons (PAP) with human face. To meet the challenges of dynamically transforming business environment and setting global benchmarks. To build sustainable and value based relationship with stakeholders for mutual benefit and growth. To achieve performance excellence by inspiring a dedicated workforce in an environment of organizational learning and mutual trust.

Industrial / Business Operations

THDC is involved in hydro power generation and implementation of power projects. The company is involved in promoting and organizing an integrated and efficient development of Hydro resources of Bhagirathi River and its tributaries at Tehri and complementary and down stream development of power generation and other purposes, construction of transmission lines, manufacturing and trading of power etc.

Company is engaged in Power Generation from its 4 operating units. The company is also implementing projects with total installed capacity of 1844 MW comprising 1,000 MW Tehri PSP, 444 MW Vishnugad Pipalkoti and 400MW Koteshwar HEP. Government of India has recently accorded approval for execution of 444 MW Vishnugad Pipalkoti HEP located on the Alaknanda River in district Chamoli, Uttarakhand. The physical performance of Company for last three years are given below:

Main Product/s	Units	2009-10	2008-09	2007-08
Energy	MU	2116.79	3164.23	2663.58

Strategic Issues

To engage in the business of purchasing, selling, importing, exporting, trading or otherwise dealing in power and ancillary activities to operate, maintain and manage all

forms of power plants and stations including transmission lines, both in India and abroad.

To promote and organize Research & Development and to carry out consultancy services in the field of power generation, power supply, trading, conservation of electricity and other related activities of the Company.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 354.47 crore in total income during 2009-10 which went up to ₹ 1423.9 crore in 2009-10 from ₹ 1069.43 crore during 2008-09. The net profit of the company increased to ₹ 479.95 crore, an increase of ₹ 154.75 crore over the previous year due to increase in turnover.

Human Resource Management

The Company employed 2260 regular employees (Executives 954, Non Executive 1306 as on 31.03.2010). The retirement age in the Company is 60 years. It is following IDA 1997 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	954	940	930
II. Non-Executives #	1306	1350	1407
Total Employees (I+II)	2260	2290	2337

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Tehri Hydro Development Corporation Ltd.

Bhagirathi Bhawan (Top Terrace), Bhagirathipuram, Tehri - Garhwal, Uttaranchal - 249 001

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	400000	400000	400000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	237370	237370	231574
Others	92388	92388	92388
(B) Share App. Money	0	0	6074
(C) Reserves & Surplus	215298	211226	172101
Total (A) + (B) + (C)	545056	540984	502137
(1.2) Loan Funds			
(A) Secured Loans	452602	423000	426562
(B) Unsecured Loans	8173	11423	10984
Total (A) + (B)	460775	434423	437546
(1.3) Deferred Tax Liability	20828	0	0
Total (1.1) + (1.2) + (1.3)	1026659	975407	939683
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	852278	844586	814786
(B) Less Depreciation	97708	54973	34459
(C) Net Block (A-B)	754570	789613	780327
(D) Capital WIP	230717	169095	119759
Total (C) + (D)	985287	958708	900086
(2.2) Investment	0	0	0
(2.3) Current Assets Loan & Advances			
(A) Inventories	1702	1517	0
(B) Sundry Debtors	75766	37442	46528
(C) Cash & Bank Balances	2309	5881	10525
(D) Other Current Assets	162	192	234
(E) Loan & Advances	13000	12543	18527
Total (A)+ (B)+ (C)+ (D)+ (E)	92939	57575	75814
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	14803	16557	23516
(B) Provisions	36799	24367	12763
Total (A+B)	51602	40924	36279
(2.5) Net Current Assets (2.3-2.4)	41337	16651	39535
(2.6) DRE/PRE	35	48	62
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	1026659	975407	939683
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	775157	329758	767582
(ii) Capital Employed	795907	806264	819862
(iii) Networkth	545021	540936	502075
(iv) Cost of Production	93200	69964	72546
(v) Cost of Sales	93200	69964	72546
(vi) Value added (at market price)	140695	106500	109423
(vii) 'Total Employees (Other than casuals)(Nos.)'	2260	2290	2337
(viii) Avg. Monthly emoluments per employee (in ₹)	29204	32878	26016

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	141670	106500	109471
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	141670	106500	109471
(D) Other Income/Receipts	720	443	425
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	142390	106943	109896
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	0	0	0
(C) Power & Fuel	975	0	48
(D) Manufacturing/ Direct/ Operating Expense	4122	6587	555
(E) Salary & wages	7920	9035	7296
(F) Other Expenses	3540	0	10170
(G) Provisions	221	7	3
(II) Total Expenditure (A to G)	16778	15629	18072
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	125612	91314	91824
(4) Depreciation	34583	16146	16085
(5) DRE/ Prel Exp written off	10	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	91019	75168	75739
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	302	0	0
(C) Others	42976	38189	41163
(D) Less Interest Capitalised	1449	0	2774
(E) Charged To P & L Account (A+B+C-D)	41829	38189	38389
(8) Profit Before Tax & EP (PBTEP) (6-7E)	49190	36979	37350
(9) Tax Provisions	1071	4205	4488
(10) Net Profit / Loss Before EP (8-9)	48119	32774	32862
(11) Net Extra-Ord. Items	124	254	504
(12) Net Profit / Loss (-) (10-11)	47995	32520	32358
(13) Dividend Declared	14500	9800	9750
(14) Dividend Tax	2464	1665	1657
(15) Retained Profit (12-13-14)	31031	21055	20951
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	17.8	13.21	13.35
(ii) Cost of Sales to Sales	65.79	65.69	66.27
(iii) Salary/Wages to Sales	5.59	8.48	6.66
(iv) Net Profit to net worth	8.81	6.01	6.44
(v) Debt Equity Ratio	0.85	0.80	0.87
(vi) Current Ratio	1.80	1.41	2.09
(vii) Sundry Debtors to sales	195.20	128.32	155.13
(viii) Total Inventory to Sales	4.39	5.20	0

15.1 NTPC Electric Supply Company Ltd.

NTPC Electric Supply Company Ltd. (NESCL) was incorporated on 21.08.2002 with the objective to acquire, establish & operate electricity distribution network in various circles / cities across India with the mission to create a role model in the electricity distribution business by setting new benchmarks. The company was also mandated to take up consultancy and other assignments in the area of Electric Distribution Management System.

NESCL, a wholly owned subsidiary of NTPC Limited, is an uncategorized CPSE in Transmission sector under the administrative control of the M/o Power. Its Registered and Corporate offices are at New Delhi.

Vision / Mission

The Vision of the Company is to deliver quality power to the nation by creating models of excellence and benchmarks in electricity distribution thereby achieving customer delight.

The Mission of the Company is to create a role model in the electricity distribution business by setting new benchmarks.

Industrial / Business Operations

The Company is involved in distribution of electric energy & coordination with other companies to act as Consultant / Advisor in the areas related to power distribution. It is also providing Consultancy services in the area of Turnkey execution, Project monitoring, Quality Assurance & Inspection and Third Party Quality inspection.

In the distribution sector, the company has formed of a JV company KINESCO Power & Utility Pvt. Ltd. with Kerala Industrial Infrastructure Development Corporation (KINFRA) to take up retail distribution of power in various Industrial Parks developed by KINFRA in Kerala and other SEZs and industrial areas.

Strategic Issues

Under Rajeev Gandhi Grameen Vidyutikaran Yojana (RGGVY), company has been entrusted the work of rural electrification of 38527 UE/DE/PE villages providing connections to 27 lakh BPL households in 29 districts of 5 states of Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa and West Bengal.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 1.48 crore in total income during 2009-10 which went up to ₹ 79.96 crore in 2009-10 from ₹ 78.48 crore during 2008-09. The net profit of the company increased to ₹ 26.59 crore, an increase of ₹ 8.11 crore over the previous year.

Human Resource Management

The Company employed 175 regular employees (Executives 174, Non Executive one) as on 31.03.2010. All the employees are on the secondment basis from the parent company, NTPC Ltd. and are on the payroll of NTPC Ltd. (Holding company).

NTPC Electric Supply Company Ltd.

NTPC Bhawan, Core - 7, SCOPE Complex 7, Institutional Area, Lodhi Road, New Delhi - 110 003

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	1000	1000	1000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	0	0	0
Others	8	8	8
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	4930	2739	1183
Total (A) + (B) + (C)	4938	2747	1191
(1.2) Loan Funds			
(A) Secured Loans	0	0	0
(B) Unsecured Loans	0	0	0
Total (A) + (B)	0	0	0
(1.3) Deferred Tax Liability	7	3	2
Total (1.1) + (1.2) + (1.3)	4945	2750	1193
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	188	135	87
(B) Less Depreciation	72	42	24
(C) Net Block (A-B)	116	93	63
(D) Capital WIP	0	0	0
Total (C) + (D)	116	93	63
(2.2) Investment	32	5	0
(2.3) Current Assets Loan & Advances			
(A) Inventories	0	0	0
(B) Sundry Debtors	2064	1721	811
(C) Cash & Bank Balances	110370	60442	19461
(D) Other Current Assets	1184	426	10
(E) Loan & Advances	1305	1208	1935
Total (A)+ (B)+ (C)+ (D)+ (E)	114923	63797	22217
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	109620	60667	20722
(B) Provisions	506	478	365
Total (A+B)	110126	61145	21087
(2.5) Net Current Assets (2.3-2.4)	4797	2652	1130
(2.6) DRE/PRE	0	0	0
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	4945	2750	1193
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	8	8	8
(ii) Capital Employed	4913	2745	1193
(iii) Networkth	4938	2747	1191
(iv) Cost of Production	4029	4996	2264
(v) Cost of Sales	4029	4996	2264
(vi) Value added (at market price)	7571	7173	3107
(vii) 'Total Employees (Other than casuals)(Nos.)'	0	0	0
(viii) Avg. Monthly emoluments per employee (in ₹)	0	0	0

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	7576	7173	3110
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	7576	7173	3110
(D) Other Income/Receipts	420	675	1079
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	7996	7848	4189
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	0	0	0
(C) Power & Fuel	5	0	3
(D) Manufacturing/ Direct/ Operating Expense	730	0	31
(E) Salary & wages	0	2327	1826
(F) Other Expenses	3264	2648	387
(G) Provisions	1	0	0
(II) Total Expenditure (A to G)	4000	4975	2247
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	3996	2873	1942
(4) Depreciation	29	21	17
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	3967	2852	1925
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	0	0	0
(C) Others	0	0	0
(D) Less Interest Capitalised	0	0	0
(E) Charged To P & L Account (A+B+C-D)	0	0	0
(8) Profit Before Tax & EP (PBTEP) (6-7E)	3967	2852	1925
(9) Tax Provisions	1380	1004	658
(10) Net Profit / Loss Before EP (8-9)	2587	1848	1267
(11) Net Extra-Ord. Items	-72	0	0
(12) Net Profit / Loss (-) (10-11)	2659	1848	1267
(13) Dividend Declared	0	250	175
(14) Dividend Tax	0	42	30
(15) Retained Profit (12-13-14)	2659	1556	1062
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	154.2	261.31	260.69
(ii) Cost of Sales to Sales	53.18	69.65	72.8
(iii) Salary/Wages to Sales	0	32.44	58.71
(iv) Net Profit to net worth	53.85	67.27	106.38
(v) Debt Equity Ratio	0	0	0
(vi) Current Ratio	1.04	1.04	1.05
(vii) Sundry Debtors to sales	99.44	87.57	95.18
(viii) Total Inventory to Sales	0	0	0

15.2 Power Grid Corporation of India Ltd.

Power Grid Corporation of India Ltd. (POWERGRID) was incorporated on 23.10.1989 with the objective to address the need for creating a National Power Grid and to address the inadequacies in power transmission system by taking over the transmission assets and manpower from the power sector undertakings such as, NTPC, NHPC, NEEPCO, NLC, NPC, THDC and CEA. The current objective of the company is to undertake all functions of planning and coordination relating to Inter-State transmission system.

POWERGRID is a Schedule-‘A’ listed Navratna CPSE in Transmission sector under the administrative control of the M/o Power with 86.36% shareholding by the Government of India. Its Registered office is at New Delhi and Corporate office at Gurgaon, Haryana.

Vision / Mission

The Vision and Mission of the Company is establishment and operation of Regional and National Power Grids for facilitating transfer of electric power within and across the regions with Reliability, Security and Economy on sound commercial principles.

Industrial / Business Operations

POWERGRID being the Central Transmission Utility of the country has been entrusted with the task to undertake transmission of electric power through its Inter-State Transmission System by way of construction, operation and maintenance of Extra High Voltage AC and High Voltage DC Transmission lines, Sub-stations, Load dispatch Centers and Communication facilities. The Company operates through its five Regional Load Despatch Centres and National Load Despatch Centre at New Delhi along with 9 Regional Headquarters.

The Company has two wholly own subsidiaries namely M/s Byrnihat Transmission Company Ltd. and Power System Operation Corporation Ltd. along with nine operating Joint Ventures (JV) with a share holding ranging between 23.47 to 50%. The performance of company during the period 2007-08 to 2009-10 is mentioned below:

Main Services	Unit	2009-10	2008-09	2007-08
Transmission Line	Circuit Kms	75290	71449	66807
Transformation Capacity	MVA	83400	79522	73122

Strategic Issues

Keeping in view the need for transfer of huge amount of power across the country and severe Right of Way (RoW) constraints, POWERGRID is establishing a 1200kV testing station at one of its sub-stations Bina. Further, POWERGRID is also implementing + 800kV HVDC link which will provide higher power transfer capacity at lower MW/RoW requirement.

To achieve additional leverage and to increase shareholder’s value, POWERGRID has diversified into Telecommunication and Consultancy. POWERGRID is executing various consultancy assignments in the areas of Planning, Engineering, Load Despatch & Communication, Telecommunication, Contracting Financial and Project

Management at National & International level. POWERGRID diversified into Telecom business to capitalize upon its existing RoW and the inherent Communication infrastructure associated with its country wide transmission network.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 1364.86 crore in total income during 2009-10 which went up to ₹ 7503.58 crore in 2009-10 from ₹ 6138.72 crore during 2008-09. The net profit of the company increased to ₹ 2040.94 crore, an increase of ₹ 350.33 crore over the previous year due to commissioning of new projects and increase in efficiency like increase in availability of transmission system from 99.55% (2008-09) to 99.77% (2009-10), due to reduction in outage rate from 2.56 to 2.07 etc.

Human Resource Management

The Company employed 9162 regular employees (Executives 6292, Non Executive 2870) as on 31.03.2010. The retirement age in the Company is 60 years. It is following IDA 2007 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	6292	5531	5036
II. Non-Executives #	2870	2683	2609
Total Employees (I+II)	9162	8214	7645

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Research and Development

R&D consists of Development of Ultra High Voltage Establishment of 1200kV National Test Station at Bina through unique collaborative efforts with Indigenous Manufacturers and CPRI.

POWERGRID is also implementing Aurangabad Wardha 1200kV transmission line, initially it will be used as 400kV double ckt line in horizontal configuration. POWERGRID has designed the transmission line tower completely inhouse.

POWERGRID is in the process of installing Lightning Mapping systems on trial basis in North Eastern Region. The lightning data collected will be helpful in identifying the reasons for the trippings and failures of insulators.

Power Grid Corporation of India Ltd.

B-9, Qutab Institutional Area Katwaria Sarai, New Delhi 110 016

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	1000000	1000000	1000000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	363491	363491	363491
Others	57393	57393	57393
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	1193188	1064010	954533
Total (A) + (B) + (C)	1614072	1484894	1375417
(1.2) Loan Funds			
(A) Secured Loans	3134578	2528825	1755213
(B) Unsecured Loans	307101	317718	471135
Total (A) + (B)	3441679	2846543	2226348
(1.3) Deferred Tax Liability	291714	269813	219085
Total (1.1) + (1.2) + (1.3)	5347465	4601250	3820850
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	4320228	4031933	3541714
(B) Less Depreciation	1114102	919089	806194
(C) Net Block (A-B)	3206126	3112844	2735520
(D) Capital WIP	2042218	1328600	875809
Total (C) + (D)	5248344	4441444	3611329
(2.2) Investment	145322	159283	173622
(2.3) Current Assets Loan & Advances			
(A) Inventories	34490	29757	24822
(B) Sundry Debtors	221486	137356	110050
(C) Cash & Bank Balances	327764	242888	186559
(D) Other Current Assets	48752	144628	39517
(E) Loan & Advances	330240	276663	176730
Total (A)+ (B)+ (C)+ (D)+ (E)	962732	831292	537678
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	763460	612337	367239
(B) Provisions	245829	218982	135259
Total (A+B)	1009289	831319	502498
(2.5) Net Current Assets (2.3-2.4)	-46557	-27	35180
(2.6) DRE/PRE	356	550	719
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	5347465	4601250	3820850
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	3737563	3192427	2572232
(ii) Capital Employed	3159569	3112817	2770700
(iii) Networkth	1613716	1484344	1374698
(iv) Cost of Production	478099	383979	316894
(v) Cost of Sales	478099	383979	316894
(vi) Value added (at market price)	706643	563945	456692
(vii) 'Total Employees (Other than casuals)(Nos.)'	9162	8214	7645
(viii) Avg. Monthly emoluments per employee (in ₹)	66097	65323	56579

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	712745	568999	461482
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	712745	568999	461482
(D) Other Income/Receipts	37613	44873	46671
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	750358	613872	508153
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	3	2	3
(C) Power & Fuel	6099	5052	4787
(D) Manufacturing/ Direct/ Operating Expense	25796	21382	15008
(E) Salary & wages	72670	64388	51906
(F) Other Expenses	40451	36472	14344
(G) Provisions	2215	4623	383
(II) Total Expenditure (A to G)	147234	131919	86431
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	603124	481953	421722
(4) Depreciation	197969	109397	95965
(5) DRE/ Prel Exp written off	178	183	543
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	404977	372373	325214
(7) Interest			
(A) On Central gov. Loans	0	0	346
(B) On Foreign Loans	18953	32409	44869
(C) Others	174393	148825	135735
(D) Less Interest Capitalised	60628	38754	46995
(E) Charged To P & L Account (A+B+C-D)	132718	142480	133955
(8) Profit Before Tax & EP (PBTEP) (6-7E)	272259	229893	191259
(9) Tax Provisions	58538	53796	28206
(10) Net Profit / Loss Before EP (8-9)	213721	176097	163053
(11) Net Extra-Ord. Items	9627	7036	18206
(12) Net Profit / Loss (-) (10-11)	204094	169061	144847
(13) Dividend Declared	63134	50508	50508
(14) Dividend Tax	10567	8584	8584
(15) Retained Profit (12-13-14)	130393	109969	85755
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	22.56	18.28	16.66
(ii) Cost of Sales to Sales	67.08	67.48	68.67
(iii) Salary/Wages to Sales	10.20	11.32	11.25
(iv) Net Profit to net worth	12.65	11.39	10.54
(v) Debt Equity Ratio	2.13	1.92	1.62
(vi) Current Ratio	0.95	1	1.07
(vii) Sundry Debtors to sales	113.42	88.11	87.04
(viii) Total Inventory to Sales	17.66	19.09	19.63

15.3 Rural Electrification Corporation Ltd.

Rural Electrification Corporation Limited (REC) was incorporated on 25.7.1969 under the Companies Act, 1956 with the main objective of financing rural electrification schemes in the country. REC is a Schedule-'A' / listed Navratna CPSE in Financial Services sector under the administrative control of Ministry of Power with 66.80% shareholding by the Government of India. During the year the share holding of Government of India come down to 66.80% from 81.82% as the company has went for a Further Public Offering (FPO) in February, 2010 to increase its lending capacity and also to increase its Net Worth. The Registered and Corporate Office of the company is at New Delhi.

Vision / Mission

To facilitate availability of electricity for accelerated growth and for enrichment of quality of life of rural and urban population.

To act as a competitive, client-friendly and development oriented organization for financing and promoting projects covering power generation, power conservation, power transmission and power distribution network in the country.

Industrial / Business Operations

REC is engaged in providing services in the field of Financing projects / schemes of power generation, transmission, distribution, rural electrification, systems improvement, renovation and modernization of power plants in both public and private sectors through 17 project offices, one sub-office and one training center. The company has two subsidiaries namely REC Transmission Company Ltd. and REC Distribution Company Ltd. along with one JV company namely Energy Efficiency Services Ltd. with NTPC, Power Grid Corporation and PFC Ltd. as equal partners.

REC finances different categories of schemes such as Generation /Transmission and Distribution Projects, R&M Projects, Systems Improvement/Intensive Electrification Schemes for Dalit Bastis / Village / Hamlet Electrification, Short Terms Loans etc. It is endeavoring for implementation of Rajiv Gandhi Grameen Vidyutikaran Yojana, a Government of India Scheme for rural electricity infrastructure and household electrification. The performance details of major services of the company during last 3 years are as follows:

Major Products / Services	Unit	Value of Services provided		
		2009-10	2008-09	2007-08
Mobilization of resources	Rs. Crore	24028	14894.89	8377
Loan sanctioned (excluding subsidy under RGGVY)	Rs. Crore	45357	40746	46770
Disbursement (including subsidy under RGGVY)	Rs. Crore	27127	22278	16304
Recoveries	Rs. Crore	12496	9797	9042

Strategic Issues

The Company aims to facilitate availability of electricity for accelerated growth and for enrichment of quality of life of rural and urban population by acting as a competitive, client-friendly and development oriented organisation for financing and promoting projects covering power generation, power

conservation, power transmission and power distribution network in the country.

The Company also proposes to enlarge the mandate, subject to approval of its shareholders, by financing and providing assistance for those activities having a forward and / or backward linkage with power projects, (including but not limited to), such as development of coal and other mining activities for use as fuel in power projects, development of other fuel supply arrangements for the power sector, and to meet other enabling infrastructure facilities that may be required for the speedy and effective development of power sector.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the period 2007-08 to 2009-10 can be seen on the opposite page.

The Company registered an increase of ₹ 1776.32 crore in total income during 2009-10 which went up to ₹ 6707.6 crore in 2009-10 from ₹ 4931.28 crore during 2008-09. The net profit of the company correspondingly increased to ₹ 2327.18 crore, an increase of ₹ 1055.1 crore over the previous year due to increase in business and higher human productivity. The recovery rate during the year 2009-10 was 99.53%.

Human Resource Management

The enterprise employed 673 regular employees (executives 370 & non-executives 303) as on 31.3.2010. The retirement age in the company is 60 years. It is following IDA 2007 and CDA 2006 pattern of remuneration. Details of employment in last 3 years are given below:

(Nos.)

Particulars	2009-10	2008-09	2007-08
I. Executives	370	351	364
II. Non-Executives #	303	330	335
Total Employees (I+II)	673	681	699

Detail break-up of Non-Executive employees is at Statement no. 25 of volume-I of PE Survey.

Rural Electrification Corporation Ltd.

Core-4, SCOPE Complex 7, Lodhi Road, New Delhi - 110 003

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	120000	120000	120000
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	65961	70254	70254
Others	32785	15612	15612
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	1009287	533142	533142
Total (A) + (B) + (C)	1108033	619008	619008
(1.2) Loan Funds			
(A) Secured Loans	4624474	3761365	3761365
(B) Unsecured Loans	970349	732230	732230
Total (A) + (B)	5594823	4493595	4493595
(1.3) Deferred Tax Liability	0	95669	95669
Total (1.1) + (1.2) + (1.3)	6702856	5208272	5208272
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	8338	7111	7111
(B) Less Depreciation	1628	1448	1448
(C) Net Block (A-B)	6710	5663	5663
(D) Capital WIP	2281	2427	2427
Total (C) + (D)	8991	8090	8090
(2.2) Investment	90986	5238832	5238832
(2.3) Current Assets Loan & Advances			
(A) Inventories	0	0	0
(B) Sundry Debtors	0	0	0
(C) Cash & Bank Balances	139031	188604	188604
(D) Other Current Assets	57929	45839	45839
(E) Loan & Advances	6656671	114278	114278
Total (A)+ (B)+ (C)+ (D)+ (E)	6853631	348721	348721
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	196134	243671	243671
(B) Provisions	55355	143700	143700
Total (A+B)	251489	387371	387371
(2.5) Net Current Assets (2.3-2.4)	6602142	-38650	-38650
(2.6) DRE/PRE	0	0	0
(2.7) Deferred Tax Asset	737	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	6702856	5208272	5208272
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	5385457	4319961	3401344
(ii) Capital Employed	6608852	-32987	-397
(iii) Networkth	1108033	619008	536771
(iv) Cost of Production	405831	301156	222467
(v) Cost of Sales	405831	301156	222467
(vi) Value added (at market price)	654911	475662	337774
(vii) 'Total Employees (Other than casuals)(Nos.)'	673	681	699
(viii) Avg. Monthly emoluments per employee (in ₹)	144998	106730	110038

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	654976	475717	337822
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	654976	475717	337822
(D) Other Income/Receipts	15784	17411	15944
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	670760	493128	353766
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	0	0	0
(C) Power & Fuel	65	55	48
(D) Manufacturing/ Direct/ Operating Expense	2084	1932	332
(E) Salary & wages	11710	8722	9230
(F) Other Expenses	3056	2186	3464
(G) Provisions	22	342	3999
(II) Total Expenditure (A to G)	16937	13237	17073
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	653823	479891	336693
(4) Depreciation	216	136	138
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	653607	479755	336555
(7) Interest			
(A) On Central gov. Loans	421	656	835
(B) On Foreign Loans	10957	0	5858
(C) Others	377300	287127	198563
(D) Less Interest Capitalised	0	0	0
(E) Charged To P & L Account (A+B+C-D)	388678	287783	205256
(8) Profit Before Tax & EP (PBTEP) (6-7E)	264929	191972	131299
(9) Tax Provisions	64777	64803	45228
(10) Net Profit / Loss Before EP (8-9)	200152	127169	86071
(11) Net Extra-Ord. Items	-32566	-39	57
(12) Net Profit / Loss (-) (10-11)	232718	127208	86014
(13) Dividend Declared	60321	38640	25760
(14) Dividend Tax	10117	6567	4378
(15) Retained Profit (12-13-14)	162280	82001	55876
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	9.91	-1442.13	-85093.7
(ii) Cost of Sales to Sales	61.96	63.31	65.85
(iii) Salary/Wages to Sales	1.79	1.83	2.73
(iv) Net Profit to net worth	21	20.55	16.02
(v) Debt Equity Ratio	5.05	7.26	6.39
(vi) Current Ratio	27.25	0.9	0.97
(vii) Sundry Debtors to sales	0	0	0
(viii) Total Inventory to Sales	0	0	0

15.4 REC Transmission Projects Company Ltd.

REC Transmission Projects Company Limited (REC TPCL) was incorporated in January 2007 (as Wholly owned subsidiary of REC Limited) with the objective to promote, organize or carry on the business of consultancy services and / or project implementation in any field of activity relating to transmission and distribution of electricity in India or abroad.

REC TPCL is an uncategorized CPSE in Transmission sector under the administrative control of Ministry of Power. Its Registered and Corporate offices are at Delhi. Company is a 100 % subsidiary of REC LTD

Industrial / Business Operations

REC TPCL, in its capacity as Bid Process Coordinator, assists the Developers to develop transmission projects by taking on functions such as preliminary survey, preparation of field reports, submission of proposal for land acquisition and other statutory clearances.

Strategic Issues

The Government of India initiated a scheme in 2006-07, that involved inviting private sector investment in major transmission projects. The scheme entailed private developers eventually becoming transmission service providers on "Build, Own and Operate" basis.

Out of the 14 projects identified under this scheme, a subsidiary company of REC was set up as Bid Process Coordinator for two of the projects i.e. North Karanpura Transmission System and Talcher Augmentation Transmission System. REC set up a separate subsidiary company by name "REC Transmission projects Company Limited" for this purpose. These Transmission Projects were the first inter-state Transmission Projects, put on tariff based bidding, based on guidelines issued by Ministry of Power for implementation of transmission projects. These SPVs will be merged with the Transmission Service Provider (TSP) of the Transmission System after the developer is granted a license by the CERC

The Company has also been allotted a third transmission project namely Transmission System associated with Krishnapattnam UMPP- Synchronous interconnection between SR and WR by Ministry of Power to be developed through tariff based competitive bidding. The bidding process for this Transmission Projects is underway and expected to be completed soon.

In the near future, more inter-State and intra State transmission projects may get implemented through Tariff Based Bidding and it is expected that REC TPCL will play a major role as Bid Process Coordinator in respect of these projects.

Performance Highlights

The operational performance of the company along with performance indicators and selected financial ratios during the year 2009-10 can be seen on the opposite page.

The Company registered an income of ₹30.01 crore and a profit of ₹19.80 crore during its first year of operation i.e. 2009-10.

Human Resource Management

No permanent employees have been appointed in the company, the employees of the holding company namely REC Ltd., have been given additional duty to carry out day to day work of the company.

Balance Sheet	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
Authorised Capital	5	5	5
(1) Sources of Fund			
(1.1) Shareholders Funds			
(A) Paid-Up Capital			
Central Govt	0	0	0
Others	5	5	5
(B) Share App. Money	0	0	0
(C) Reserves & Surplus	1980	0	0
Total (A) + (B) + (C)	1985	5	5
(1.2) Loan Funds			
(A) Secured Loans	0	0	0
(B) Unsecured Loans	0	0	31
Total (A) + (B)	0	0	31
(1.3) Deferred Tax Liability	0	0	0
Total (1.1) + (1.2) + (1.3)	1985	5	36
(2) Application of Funds			
(2.1) Fixed Assets			
(A) Gross Block	0	0	0
(B) Less Depreciation	0	0	0
(C) Net Block (A-B)	0	0	0
(D) Capital WIP	0	0	0
Total (C) + (D)	0	0	0
(2.2) Investment	448	10	10
(2.3) Current Assets Loan & Advances			
(A) Inventories	0	0	0
(B) Sundry Debtors	3774	0	0
(C) Cash & Bank Balances	6	1	10
(D) Other Current Assets	0	0	0
(E) Loan & Advances	1020	212	15
Total (A)+ (B)+ (C)+ (D)+ (E)	4800	213	25
(2.4) Current Liabilities & Provisions			
(A) Current Liabilities	2214	219	0
(B) Provisions	1050	0	0
Total (A+B)	3264	219	0
(2.5) Net Current Assets (2.3-2.4)	1536	-6	25
(2.6) DRE/PRE	1	1	1
(2.7) Deferred Tax Asset	0	0	0
(2.8) Profit & Loss Account(Dr)	0	0	0
Total (2.1+2.2+2.5+2.6+2.7+2.8)	1985	5	36
Important Indicators	2009-10	2008-09	2007-08
(i) Investment (Equity + Long term loan)	5	5	5
(ii) Capital Employed	1536	-6	25
(iii) Networkth	1984	4	4
(iv) Cost of Production	1	0	0
(v) Cost of Sales	1	0	0
(vi) Value added (at market price)	3000	0	0
(vii) 'Total Employees (Other than casuals)(Nos.)'	0	0	0
(viii) Avg. Monthly emoluments per employee (in ₹)	0	0	0

Profit & Loss Account	(₹ in lakhs)		
Particulars	2009-10	2008-09	2007-08
(1) Income			
(A) Sales/Operating Income	3000	0	0
(B) Excise Duty	0	0	0
(C) Net Sales (A-B)	3000	0	0
(D) Other Income/Receipts	1	0	0
(E) Accretion/Depletion in Stocks	0	0	0
(I) Total Income (C+D+E)	3001	0	0
(2) Expenditure			
(A) Raw Materials Conspn.	0	0	0
(B) Stores & Spares	0	0	0
(C) Power & Fuel	0	0	0
(D) Manufacturing/ Direct/ Operating Expense	0	0	0
(E) Salary & wages	0	0	0
(F) Other Expenses	1	0	0
(G) Provisions	0	0	0
(II) Total Expenditure (A to G)	1	0	0
(3) Profit Before 'Dep.,' Int., Taxes & EP (PBDITEP) (I-II)	3000	0	0
(4) Depreciation	0	0	0
(5) DRE/ Prel Exp written off	0	0	0
(6) Profit Before Int., Taxes & EP (PBITEP) (3-4-5)	3000	0	0
(7) Interest			
(A) On Central gov. Loans	0	0	0
(B) On Foreign Loans	0	0	0
(C) Others	0	0	0
(D) Less Interest Capitalised	0	0	0
(E) Charged To P & L Account (A+B+C-D)	0	0	0
(8) Profit Before Tax & EP (PBTEP) (6-7E)	3000	0	0
(9) Tax Provisions	1020	0	0
(10) Net Profit / Loss Before EP (8-9)	1980	0	0
(11) Net Extra-Ord. Items	0	0	0
(12) Net Profit / Loss (-) (10-11)	1980	0	0
(13) Dividend Declared	0	0	0
(14) Dividend Tax	0	0	0
(15) Retained Profit (12-13-14)	1980	0	0
Financial Ratios	2009-10	2008-09	2007-08
(i) Sales to Capital Employed	195.31	0	0
(ii) Cost of Sales to Sales	0.03	0	0
(iii) Salary/Wages to Sales	0	0	0
(iv) Net Profit to net worth	99.8	0	0
(v) Debt Equity Ratio	0	0	6.20
(vi) Current Ratio	1.47	0.97	0
(vii) Sundry Debtors to sales	459.17	0	0
(viii) Total Inventory to Sales	0	0	0