

MEMORANDUM OF UNDERSTANDING

2014 - 15

BETWEEN



GOVERNMENT OF INDIA
MINISTRY OF STEEL

&



KIOCL LIMITED

(A Government of India Enterprise)

MEMORANDUM OF UNDERSTANDING

KIOCL Ltd. and Ministry of Steel (MOS) agreed to enter into Memorandum of Understanding (MOU) for the year 2014-15.

The MOU contains the following parts:

- PART I : Vision, Mission & Objectives of KIOCL**
- PART II : Exercise of enhanced Autonomy and delegation of Financial Powers**
- PART III : Performance Evaluation Parameters and Targets**
- PART IV : Facilitation/Assistance from the Government**
- PART V : Action Plan for Implementation and Monitoring of the MOU**

PART - I

VISION, MISSION & OBJECTIVES OF KIOCL

Vision

Be a leader in the Pelletisation industry in India and establish a global credence.

Mission

- Lasting relations with Customers and Vendors to ensure smooth supply chain based on trust and mutual benefits.
- Business with Ethics & Integrity
- Be a contributory enterprise to societal building and environment sustenance.
- Continuous learning
- Adaptability to Technology and Changing Global Scenario.

Objectives

- Growth through expansion and diversification.
- Explore new markets and segments.
- Be competitive through cost reduction by change in processes.
- Open new vistas of business by creating diversified Business Units.

PART II

EXERCISE OF ENHANCED AUTONOMY AND DELEGATION OF FINANCIAL POWERS

All powers available to MOU signing Miniratna Companies will continue to be available with KIOCL Limited.

PART III

The past Five years' actual performance data in respect of KIOCL is indicated in Appendix-I. The performance evaluation parameters and the targets set for the year 2014-15 are indicated below:

No	Evaluation Criteria	Unit	Weight (in %)	MoU Target			Documentary evidence and source/origin of documents		
				Excellent (1)	V. Good (2)	Good (3)		Fair (4)	Poor (5)
1	Static/Financial Parameters								
	<u>Mandatory Parameters (sr no (i)-(iii))</u>								
(i)	<u>Growth/Size/Activity</u>								
a)	Sales Turnover, excluding interest and other income (Operating Turnover) (sales Turnover shall not include excise duty, custom duty, VAT or any other duty, tax etc.)	Rs. Crores	10	1946	1730	1557	1471	1384	Annual Report
b)	Gross Operating Margin rate	%	12	3.57	2.79	2.00	1.45	0.86	Annual Report
(ii)	<u>Profitability</u>								
a)	PAT/Net worth	%	6	3.19	2.54	2.03	1.72	1.43	Annual Report
b)	EBITDA/Net Block	%	6	56.25	48.04	41.47	37.70	34.07	Annual Report
(iii)	<u>Costs and Output Efficiency</u>								
a)	PAT per Employee	Rs. Lakhs	10	7.27	5.77	4.57	3.89	3.22	Annual Report
(v)	<u>Optional Parameters (iv & v)</u>								
	<u>Efficiency of Asset use</u>								
a)	Average No. of days of Inventory (Inventory Turnover Ratio)	Average No. of days	6	60	65	75	80	85	Self certification
	Sub-total 1		50						
2	Dynamic/non-financial Parameters								
(i)	<u>Corporate Social Responsibility & Sustainability</u>								
			3	Details as per Annexure-I					
(ii)	<u>Research & Development</u>								
			2	Details as per Annexure-II					

No	Evaluation Criteria	Unit	Weight (in %)	MoU Target					Documentary evidence and source/ origin of documents
				Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	
(iii)	<u>Initiatives for growth</u>								
a)	Production - Pellets	in Million Tons	6	2.25	2.00	1.80	1.70	1.60	Annual Report
b)	Formulation of Corporate plan - 2022 & establishment for implementation & monitoring system of Corporate plan	Date of completion	5	30.11.14	31.12.14	31.01.15	28.02.15	31.03.15	Corporate plan
c)	Overall reduction in cost of production over previous year	%age	3	5	4	3	2	1	Self certification
(iv)	<u>Project Management & implementation</u>								
a)	Undertaking exploration of PL area jointly with APMDC in Ananthapur District, AP	Date	7	30.11.14	31.12.14	31.01.15	28.02.15	31.03.15	Exploration Report
b)	CAPEX (Targets in financial terms to be achieved in financial year)	Rs. in Crores	3	50	40	30	20	10	Self certification
(v)	<u>Productivity and Internal Processes</u>								
a)	Increase in filtration rate (TPH) at Filter plant (compared to rate achieved during 2013-14)	Ton/hour	4	7%	6%	5%	4%	3%	Annual Report
b)	Engagement of Independent Market Research agency to evaluate our domestic & International market share as also for suggesting strategy for improving market share for Pellets	Date	4	30.11.14	31.12.14	31.01.15	28.02.15	31.03.15	Study report

No	Evaluation Criteria	Unit	Weight (in %)	MoU Target					Documentary evidence and source/origin of documents
				Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	
(vii)	<u>Human Resource Management</u>		8	Details at Annexure-III					
3	<u>Sector Specific Parameter / Enterprise specific parameter</u>								
a)	Procurement of iron ore fines other than NMDC LTA	% of total procurement of IOF	2	20	15	10	7.5	5	Purchase Order placed
b)	Specific consumption of Furnace oil	KL/ per ton	0.5	15	15.5	16	16.5	17	Self certification
c)	Energy consumption per ton of Pellets inclusive of grinding, filteration and pelletisation	kwh	0.5	61	61.5	62	62.5	63	Annual Report
d)	Usage of Anthracite coal as an alternative to coke fines in Pellet making for reducing the cost of production	%	2	50	40	30	20	10	Purchase order & production report
	Sub-total: (2+3)		50						
	Total (1+2+3)		100						
<p>Note: In case the actual production varies by 2% & above over the base target of 1.800 Million ton, the production target will be automatically changed and accordingly the financial parameters will also undergo change.</p>									

Assumptions:

- 1) It is assumed that the raw material for production of Pellets will be procured from outside sources.
- 2) M/s NMDC will ear-mark and supply major quantity of Iron Ore Fines required for the Pellet Plant.
- 3) The Railways will allot the required number of rakes for movement of raw material for the Pellet plant.
- 4) Adequate quantity of water is available for the entire operations at Mangalore.
- 5) Net Worth as on 1-4-2015 estimated and used for calculations under different columns of performance matrix is (in ₹ crores) – **Excellent ₹ 2171.68, Very Good – ₹ 2160.73, Good – ₹ 2151.98**, Fair ₹ 2146.95 and Poor ₹ 2142.11.
- 6) Absolute value of Net Block under different columns of performance matrix as on 1.4.2015 is – ₹ 260.03 crores has been estimated and used for calculation.
- 7) Absolute Value of Gross Profit under different columns of performance Matrix is - (in ₹ crores) – **Excellent – ₹ 103.69, Very Good – ₹ 82.34, Good – ₹ 65.25**, Fair – ₹ 55.45 & Poor - ₹ 46.01
- 8) Absolute Value of Net Profit (after tax and before Dividend) under different columns of performance Matrix is - (in ₹ crores) - **Excellent – ₹ 69.25, Very Good – ₹ 54.99, Good – ₹ 43.58**, Fair – ₹ 37.03 & Poor - ₹ 30.73
- 9) The price of Pellets is assumed, on an average, @ US \$ 155 per tonne at an exchange rate of US \$ 1 = ₹ 60.00 for export and ₹ 8000/- for sale in Domestic market.

PART IV

FACILITATION/ASSISTANCE FROM THE GOVERNMENT

To assist the Company in regard to:

- (a) obtaining major quantity & quality of Iron Ore Fines from M/s. NMDC Ltd. for Pellet Plant operation;
- (b) allotment of required number of rakes by Railways for movement of raw material for the Pellet plant;
- (c) obtaining permission to draw water from Lakya Dam and pump through existing arrangement to Mangalore;
- (d) Resolving boundary dispute at Karnataka Government level for getting the Forest clearance from Central Ministries for Chikkanayakanahalli Iron Ore Mines;
- (e) obtaining Mining Lease /Prospecting Licence for Iron Ore deposits in Karnataka and other States;
- (f) to take timely action for filling up Non-official Directors on the Board of KIOCL as and when required.

by taking up the matter with the appropriate Ministries/ Departments of the Government of India/Karnataka, wherever necessary.

PART V

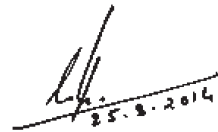
ACTION PLAN FOR IMPLEMENTATION AND MONITORING OF THE MOU

ACTION PLAN FOR IMPLEMENTATION OF THE MOU

1. The Company has drawn-up monthly production plan for Pellets. Every effort will be made to adhere to this plan.
2. The Company has also prepared a shipment plan in consultation with the offshore/domestic buyers for despatch of Pellets. Efforts will be made to ensure production of required quality and quantity to meet the despatch plan. The Company will be in touch with buyers regularly to ensure timely nomination of ships.
3. Every effort will be made for conservation of energy to adhere to the Targets.
4. The Company is making lot of efforts in the area of maintaining pollution free environment and preservation of ecology. These efforts will be intensified.
5. The Company has drawn up short & long term action plans for its future operations. Actual implementation of these plans will largely depend on extraneous factors and assistance from the State Government and the Administrative Ministry. Notwithstanding this, the Company will put in vigorous efforts to make these plans a reality.
6. Due to non availability of Captive Mines with KIOCL since 01-01-2006, the Pellet Plant at Mangalore is now being run from Iron Ore sourced from NMDC and from other sources. In order to achieve the production target of the Pellet Plant, it is necessary to procure Ore from outside source. The Company is planning to procure Iron Ore Fines from M/s NMDC and from other sources for Pellet Plant operation. This has to materialise in order to achieve the targeted production of 2.25 million tonnes of Pellets at 'Excellent' level.

MONITORING OF THE MOU

1. The Performance Evaluation against MOU parameters shall be carried out every month and monitored by the functional Directors and CMD.
2. The Performance evaluation shall be submitted to the Board on quarterly basis during the Board meetings for information.
3. The Joint review by KIOCL and Ministry of Steel shall be carried out at the end of each quarter in the Quarterly Performance Review Meetings.



25.3.2014

(G Mohan Kumar)

Secretary to the Govt. of India
Ministry of Steel



(Malay Chatterjee)

Chairman-cum-Managing Director
KIOCL Limited

New Delhi, dated: 25th March, 2014

ANNEXURE – I

CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABLE DEVELOPMENT

Sl. No.	Name of the project	Unit	Weightage	Excellent	Very Good	Good	Fair	Poor
1(i)	The degree of involvement of the number of employees and the top management in internalizing the CSR and Sustainability agenda within the organization	No. of Employees	0.50	100	90	80	70	60
2	Projects undertaken for CSR & SD (Appendix attached)		2	Yes				No
3	The effectiveness of the two-tier organizational structure in the process of planning, implementing and monitoring the CSR activities.							
	(a) Existence of 2 – Tier committee		0.25	Yes				No
	(b) Meetings held by the Board level committee	No. of meeting	0.25	4	3	2	1	0
	Total weightage		3					

APPENDIX

CSR & SD PROJECTS FOR MoU 2014-15

Name of the project	Starting Date	Annual Target planned for the year Criteria Value	Amount Allocated with Year-wise Break up (Rs. in lakhs)	Name of Agency for Baseline survey/ need assessment	Name of the Agency for implementation of the activity/ project	Name of the agency selected for monitoring activity/ project	The involvement of the CPSE in any or all these activities to be specified	Date of completion of the activities / projects planned for that year	Name of agency engaged for evaluation of the completed project/ activity during the year	Report of the evaluating agency	Social Impact assessment report, if any, in cases of activities/ projects completed during the year
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
Assistance for pure drinking Water facilities to Anganawadi centers in Ananthapur District, AP	Apr. 2014	Rs. 65 lakhs	2014-15 65 lakhs	KIOCL in association with Collector & District Magistrate, Ananthapur Dist.	Collector & District Magistrate, Ananthapur Dist.	KIOCL Ltd. & Collector & District Magistrate, Ananthapur	-	March 2015	State Govt. AP	Third party analysis report	-
Development of Tree Park for the conservation of rare and endangered plant species of Western Ghats at Pilikula, Mangalore	Apr. 2014	(No. of Sapling) Excellent: 2500 V. Good : 2250 Good : 2000 Fair : 1750 Poor : 1500	2014-15: 16.67 lakhs 2015-16: 19.66 lakhs	Pilikula Nisarga Dhama Committee	Pilikula Nisarga Dhama Committee,	KIOCL & Pilikula Nisarga Dhama Committee	-	March 2016	Pilikula Nisarga Dhama Committee,	Third party analysis report	-
Peripheral development in the surrounding areas where the neighbouring people are grossly affected.	2014-15	Rs. 48 lakhs	Rs. 48 lakhs	-	KIOCL	-	-	2014-15	-	Third party analysis report	-

ANNEXURE-II

Table -1 Mandatory Parameter - Total R&D Expenditure as a percentage of PAT

	Unit	Weightage	Performance Target				Documentary evidence and source / origin of documents	
			Excellent	V.Good	Good	Fair		
			Poor					
a)	R & D expenses as a % of PAT	0.50	1	2	3	4	5	Annual Report
			1.00	0.75	0.50	0.25	0	

Table-2 Project Chosen by CPSE

Sl. No.	Project Chosen	Performance Indicator	Wt(%)	Target Value					
				Excellent	V.Good	Good	Fair	Poor	
2.1	Indegenization of Control system of Roller press at Pellet Plant for improving the blain number of Pellet feed material	Date	0.50	1	2	3	4	5	Implementation report
2.2	Study of recovery of heat from flue gases of indurating machine for preheating of furnace oil	Date	0.50	30.11.14	31.12.14	31.01.15	28.02.15	31.03.15	Project report
2.3	Feasibility study of secondary grinding of IOF for improving the through put of grinding system	Date	0.50	30.11.14	31.12.14	31.01.15	28.02.15	31.03.15	Project report

MOU Targets for HRM for MOU 2014-15

Annexure-III

S. No.	HRM - Performance Indicators	Measurement Unit	"weight age"	Excellent	"Very Good"	Good	Average	Poor	Source	Evidence
1	Assessment center for gradation of employees for succession planning									
	Award of work for appointment of outside expert consultant	Yes / No	0.5	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	"Internal/ External"	Offer Letter
	"50% of DGMS, GMs, EDs by - 2014-15 & balance in - 2015-16 "	%	0.5	50%	40%	30%	20%	< 20%	External	Assessment Report
	"50% of Middle level (below DGM and above Managers) by 2014-15 and balance 50% in 2015-16"	%	0.5	50%	40%	30%	20%	< 20%	External	Assessment Report
2	Training of employees:									
	CEO's, Directors, ED's/GM on leadership, corporate governance and strategy & risk management - 50% to be trained in --2014-15.	%	0.5	50%	40%	30%	20%	< 20%	"Internal/ External"	"Intimation letter/Attendance"
	Senior Managers, Middle Managers & lower management as per functional requirement - 50% in --2014-15 and balance in -2015-16.	%	0.5	50%	40%	30%	20%	< 20%	"Internal/ External"	"Intimation letter/Attendance"
	Workers - skill development - 25% in 2014-15 and 25% in - 2015-16.	%	0.5	25%	20%	15%	10%	< 10%	"Internal/ External"	"Intimation letter/Attendance"
3	Motivation to employees-									
	Award of work for appointment of outside expert consultant for survey of motivation and ways to enhance motivation of the employees	Date /Month	0.5	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	"Internal/ External"	Offer Letter
	Draft report	Date /Month	0.5	15.01.15	31.01.15	15.02.15	28.02.15	15.03.15	"Internal/ External"	Survey Report
4	Development of Service Charter for welfare of employees									
	Constitution of High Level Committee comprising of CMD, D (F), GM (HR) and one representative from Recognised union to review the welfare measures of employees	Date/ month	0.25	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Internal	Office Order
	Meetings held by the High level committee	No. of meeting	0.25	5	4	3	2	1	Internal	Copy of Minutes
5	Image Building									
	Award of work for appointment of outside expert consultant to identify ways to improve image	Date /Month	0.5	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	"Internal/ External"	Offer Letter
	Draft report	Date /Month	0.5	15.01.15	31.01.15	15.02.15	28.02.15	15.03.15	"Internal/ External"	Report
6	MOU between Functional Directors with ED's / GM's under them.	Month	0.5	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Internal	MOU Report
	Appointment of outside expert consultant on Talent management studies/ Change Management .									
7	Award of work for appointment of outside expert consultant on Talent management studies/ change management	Date /Month	0.5	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	"Internal/ External"	Offer Letter
	Draft report	Date /Month	0.5	15.01.15	31.01.15	15.02.15	28.02.15	15.03.15	"Internal/ External"	Report
8	HR Audit by outside expert									
	Head office	Date /Month		Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	"External"	Report
	Regional Office	Date /Month	0.5	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	"External"	Report
	Sub regional offices	Date /Month		Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	"External"	Report
9	Cost reduction measures									
	Reduction of Administrative expenditure (Base 2013-14)	%	0.5	5	4	3	2	1	Internal	Self certification

Self declaration/certification by CPSE

It is hereby certified that the targets and actual achievements in respect of financial parameters have been worked out as per MoU Guidelines by adopting the norms and definitions laid down in MoU Guidelines for the year 2014-15. In case, any deviation is found at the time of appraisal of performance, DPE is free to evaluate as per audited accounts and as per MoU Guidelines. CPSE has no right of claim in this regard.


Authorised Signatory

**Self –declaration for compliance of Directives of
Government & Regulations**

It is hereby certified that the CPSE has complied all the directives of Government and requirements of Regulators. In case, any deviation is found at the time of appraisal of performance, DPE is free to evaluate as per Guidelines, directives issued by the Government/Regulators. CPSE has no right of claim in this regard.


Authorised Signatory

SI No	Particulars	Unit	TRENDS OF CPSE'S PERFORMANCE ON FINANCIAL PARAMETERS FOR THE LAST FIVE YEARS												APPENDIX-I			
			2009-10		2010-11		2011-12		2012-13		2013-14		2014-15			PROJECTED Good	PROJECTED Fair	PROJECTED Poor
			MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	PROJECTED Excellent	PROJECTED Very Good	PROJECTED Good			
1	2	3	4	5	6	7	8	9										
	Capacity Utilisation																	
	Pellets	% age	76	36	86	49	71	36	49	49	64	57	51	49	46			
	Pig Iron	% age		29														
	Production (in Qty)																	
	Pellets	Mill tonnes	2.650	1.273	3.000	1.710	2.500	1.265	1.700	1.700	2.250	2.000	1.800	1.700	1.600			
	Pig Iron	Mill tonnes	0.170	0.062	-	-	-	-	-	-	-	-	-	-	-			
	Production (in Cr)																	
	Pellets	Rs. crore	1,575.50	736.52	2,643.98	1,506.48	2,319.08	1,174.08	1,450.98	1,538.92	2,130.29	1,609.56	1,704.24	1,609.56	1,514.88			
	Pig Iron	Rs. crore	372.60	148.51	125.12	-	-	-	-	-	-	-	-	-	-			
	Profit & Loss Items																	
	Sales Turnover	Rs. crore	1,860.61	920.48	2,597.44	1,389.29	2,187.50	976.29	1,275	1,363	1,946	1,730	1,557	1,471	1,384			
	Interest and other income	Rs. crore	187.00	103.38	70.00	171.33	97.00	205.18	138.00	158.62	155	155	155	155	155			
	Gross operating Margin Rate	% age	-18.80%	(173.06)	7.93%	6.66%	7.77%	1.35%	0.39%	0.25%	3.57%	2.79%	2.00%	1.45%	0.86%			
	Gross operating Margin	Rs. crore	195.69	(134.64)	108.46	162.92	162.30	75.56	72.55	79.57	69.58	48.22	31.14	21.34	11.90			
	Earnings before Interest, Taxes, Depreciation and amortization (EBITDA)	Rs. crore									146.27	124.92	107.83	98.03	88.59			
	Depreciation & DRE	Rs. crore	47.90	49.49	33.61	36.15	34.20	43.22	34.31	42.79	42.58	42.58	42.58	42.58	42.58			
	Earnings before Interest and Taxes (EBIT)	Rs. crore	147.79	(184.13)	74.85	126.77	128.10	32.34	38.25	36.78	103.69	82.34	65.25	55.45	46.01			
	Interest Expenses	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Prior period Expenses	Rs. crore	-	(0.24)	-	11.38	-	-	-	-	-	-	-	-	-			
	Extra ordinary items	Rs. crore	-	11.06	-	-	-	-	-	10.59	-	-	-	-	-			
	Any other expenses	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Profit before Tax	Rs. crore	147.79	(194.95)	74.85	115.39	128.10	32.34	38.25	47.37	103.69	82.34	65.25	55.45	46.01			
	Tax	Rs. crore	50.23	(17.68)	24.86	21.09	42.55	1.29	12.70	15.74	34.44	27.35	21.67	18.42	15.28			
	Profit after Tax	Rs. crore	97.56	(177.27)	49.99	94.30	85.55	31.05	25.54	31.64	69.25	54.99	43.58	37.03	30.73			
	Dividend paid	Rs. crore	-	-	11.54	22.20	19.95	7.42	5.94	7.35	16.10	12.78	10.13	8.61	7.14			
	Profit transferred to statutory reserves	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Any other item	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Profit transferred to Balance sheet	Rs. crore	97.56	(177.27)	38.44	72.10	65.60	23.63	19.61	24.28	53.15	42.21	33.45	28.42	23.58			
	Balance Sheet items																	
	Gross block	Rs. crore	1,560.14	1,503.12	1,598.12	1,625.03	1,671.93	1,641.17	1,291.79	1,219.36	1,229.36	1,229.36	1,229.36	1,229.36	1,229.36			
	Less: Depreciation	Rs. crore	1,202.49	1,180.88	1,241.66	1,266.55	1,299.14	1,308.28	910.84	926.76	969.33	969.33	969.33	969.33	969.33			
	Net block	Rs. crore	357.65	322.24	356.46	358.48	372.79	332.89	380.95	292.60	260.03	260.03	260.03	260.03	260.03			

TRENDS OF CPSE'S PERFORMANCE ON FINANCIAL PARAMETERS FOR THE LAST FIVE YEARS

SI No	Particulars	Unit	2009-10		2010-11		2011-12		2012-13		2013-14		2014-15					
			MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	MOU Targets - Good	Actuals	"RE" 2013-14	PROJECTED- Excellent	PROJECTED- Very Good	PROJECTED- Good	PROJECTED- Fair	PROJECTED- Poor
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Share Capital	Rs. crore	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51	634.51
	Reserve & surplus	Rs. crore	1,597.19	1,306.23	1,254.01	1,364.00	1,371.67	1,436.11	1,491.70	1,459.73	1,626.40	1,484.01	1,537.17	1,526.22	1,517.47	1,512.44	1,507.60	
	Less: Capital Reserve	Rs. crore	0.09	0.09	-	0.09	0.09	-	-	0.09	-	-	-	-	-	-	-	
	Less: Deferred Revenue Expenditure/ pre acquisition loss	Rs. crore	-	12.83	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Less: Profit & Loss A/c (Loss figure)	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Net worth	Rs. crore	2,231.61	1,927.82	1,888.52	1,998.42	2,006.09	2,070.62	2,126.22	2,094.15	2,260.91	2,118.52	2,171.68	2,160.73	2,151.98	2,146.95	2,142.11	
	Investments	Rs. crore	300.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Total Current Assets	Rs. crore	1,717.59	1,805.08	1,697.33	1,936.60	2,108.13	1,965.02	1,853.15	2,019.85	2,022.09	2,030.24	2,062.31	2,048.36	2,034.41	2,020.46	2,006.51	
	Total Current Liabilities & provision	Rs. crore	333.31	233.54	114.81	328.40	488.54	293.23	241.41	155.06	226.40	153.32	152.80	151.80	151.30	151.00	150.80	
	Net current assets	Rs. crore	1,384.28	1,571.54	1,583.12	1,608.20	1,619.59	1,671.79	1,611.74	1,864.79	1,795.69	1,876.92	1,909.51	1,896.56	1,883.11	1,869.46	1,855.71	
	Capital employed (Net block+Net CA)	Rs. crore	1,741.93	1,893.78	1,875.10	1,922.98	1,976.05	2,030.27	1,984.53	2,197.68	2,176.64	2,169.52	2,169.54	2,156.59	2,143.14	2,129.49	2,115.74	
	Total Debt(Loan funds)	Rs. crore	-	-	-	-	-	-	100.00	-	-	-	-	-	-	-	-	
	Total Assets(net block+net CA+Loan funds)	Rs. crore	1,741.93	1,893.78	1,875.10	1,922.98	1,976.05	2,030.27	2,084.53	2,197.68	2,176.64	2,169.52	2,169.54	2,156.59	2,143.14	2,129.49	2,115.74	
	No of employees of CPSE	No's	1642	1362	1500	1347	1400	1319	1379	1251	1213	961	953	953	953	953	953	
	RATIO																	
	PAT/Net worth	% age	4.37	(9.20)	1.10	3.82	2.49	4.55	4.02	1.48	1.13	1.49	3.19	2.54	2.03	1.72	1.43	
	EBITDA/Net block	% age	54.72	(41.78)	22.73	51.66	30.43	45.45	43.54	22.70	19.05	27.19	56.25	48.04	41.47	37.70	34.07	
	EBIT/Average capital employed	% age																
	PAT per employee	Rs. lacs	5.94	(13.02)	1.39	5.66	3.57	7.15	6.20	2.48	2.11	3.29	7.27	5.77	4.57	3.89	3.22	
	Current Ratio	% age	5.15	7.73	14.79	5.90	4.32	6.70	7.68	13.03	8.93	13.24	13.50	13.49	13.45	13.38	13.31	
	Debt Service coverage ratio		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Operating Cash flow	Rs. crore																
	Average No. days of inventory	No of days																
	Inventory turnover ratio	% age																
	Average collection period of Trade receivables	No of days																
	Debtors Turnover ratio	% age																
	Loans sanctioned	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Disbursements	Rs. crore	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	NPA/Loan Assets	% age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Average cost of funds	% age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

