



# **KALEIDO** **SCOPE**

STANDING CONFERENCE OF PUBLIC ENTERPRISES

Shri Prakash Javadekar assumes charge as Hon'ble Minister Ministry of Heavy Industries & Public Enterprises



**Shri Shailesh, IAS takes over as Secretary Department of Public Enterprises**



**Chairman, PESB inaugurates SCOPE Workshop on Succession Planning**

# National Seminar on Challenges & Management of Arbitration

20<sup>th</sup> & 21<sup>st</sup> December, 2019

Venue: SCOPE Convention Centre  
Lodhi Road, New Delhi-110 003

*Inaugural Address by*

**Chief Guest**

**Shri Arjun Ram Meghwal**

Hon'ble Minister of State (HI&PE)  
Govt. of India

It has been designed for the Sr. Executives, Executives & Sr. officers of legal departments, company secretaries, project management & execution, contracts & material department and the officers of other departments associated during the arbitration cases such as technical, project managers, finance & taxation etc. to provide in depth knowledge on various facets and developments, which have accrued in the field of Arbitration and Conciliation Act, 1996 as amended by 2015 and 2019 Amendment Acts as well as to provide platform to the participants for sharing the issues & concerns on the subjects.

## Nominations

Nominations may please be forwarded/ mailed latest by 9th December, 2019  
at the below mentioned addresses:

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## **KALEIDOSCOPE** STANDING CONFERENCE OF PUBLIC ENTERPRISES

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## Chairman's Message



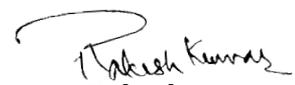
**I**n the present world of stiff competition and dynamism, transformation is the key for success. The more adaptable to change an enterprise is, the more it flourishes. Besides positive relations with all the stakeholders - external and internal, is crucial for the smooth functioning of the organization. SCOPE is, therefore, looking towards creating a sustainable business environment for Public Sector Enterprises (PSEs). It is addressing a host of issues not only concerning business performance but also environmental and social concerns paramount to the nation.

Climate change is one of the most complex issues that are affecting the world today. SCOPE has taken a lead in this important area and is organizing a programme in December 2019 to spread the awareness about the rapid deterioration of environment and urgent measures that needs to be taken to ensure environment sustainability.

The programme would help in evolving strategies and building capabilities and capacities of PSEs to address issues concerning environment deterioration.

Leadership development is vital to develop strategies and provide guidance to achieve higher benchmarks of excellence. Besides, it is pertinent to understand the way the world of work is progressing. In this regard it is significant to mention that SCOPE's Advanced Global Leadership programme acquaints the top management of PSEs with the global best practices pertaining to leadership and business as a whole. Another area which remains a top most concern in PSEs relates to succession planning. SCOPE has given due impetus to this important aspect to help potential Directors of PSEs to understand the modalities of board level selection process

We have been receiving encouraging feedback of our programmes. I urge all PSEs to take benefit of our programmes that provide stimulating discussions, expert advice and experience sharing to lead and shape better future of their organisations.

  
**Rakesh Kumar**  
Chairman, SCOPE



Mr. Atul Sobti, DG, SCOPE

## Director General's Desk

Public sector as an engine of growth has been contributing immensely towards economic and social development of the country. SCOPE as an apex institution of Public Sector Enterprises (PSEs) is committed to facilitate them in their drive to attain competitive edge and also meeting the development goals of the country.

Efforts have been made to conceptualize a wide range of programmes to equip the executives of PSEs with future skill requirements. The Executive Board of SCOPE also in its recent meeting held wide deliberation so as to make SCOPE more robust and effective body of PSEs. During discussions, among other suggestions, it emerged that SCOPE should enhance

its visibility not at national level but also at international level and should also explore to connect with prominent international organisations to further the cause of public sector.

As an initiation towards this and also recognising the fact that climate change has become one of the biggest development challenges, SCOPE has signed an MoU with GIZ, Germany a federal enterprise of the German Government, to collaborate on work related to climate change, carbon markets, sustainable development goals and climate finance. SCOPE also organized, first of its kind, informal Interaction of CEOs where a wide range of issues were discussed including opportunities and challenges in the changing environment, adopting collaborative approach, and improving processes

and systems for achieving excellence in performance. Looking at the benefits of these interactions, SCOPE will endeavour to organise similar interactions in future.

**I believe together we can make SCOPE- Inspiring, Innovative and Impactful.**

To help PSEs in effective implementation of RTI Act, an interface with the Chief Information Commissioner is being organised to seek resolution of concerns of issues and apprehensions in relation to the amended RTI ACT. We similarly conducted a workshop on succession planning for board level position recently which was inaugurated by Shri K D Tripathi, Chairman, Public Enterprises Selection Board (PESB). We received a tremendous support from our member enterprises.

I believe together we can make SCOPE- Inspiring, Innovative and Impactful.

*Atul Sobti*

**Atul Sobti**  
Director General, SCOPE

### PROGRAMMES & INITIATIVES LAUNCHED

- Signing of MoU with GIZ, Germany on Climate change
- Organized informal interaction of CEOs of PSEs
- National workshop on Succession Planning for Board Level Positions
- Delegation to USA & Europe under Advanced Global Leadership Programme

### PROGRAMMES IN OFFING

- Interactive Session on Recent Changes under the Companies Act 2013
- Interactive meeting of CEOs of PSEs with CIC
- National Seminar on Climate Change, Mitigation, SDGs – Emerging Role of PSEs
- Programme on challenges and management of arbitration

## SCOPE and GIZ, Germany join hands to work on Climate Change



DG, SCOPE, Mr. Atul Sobti and Dr. Julie Reviere, Country Director (India), GIZ with MoU documents along with Mr. SA Khan, Group GM(Corp.Affairs),SCOPE(extreme left)and Dr.Ashish Chaturvedi, Director-Climate Change, GIZ-India (extreme right).

Climate Change is shaping the future world by creating a strong impact on societies across the world. The uncomfortable preview of climate change is already being seen in the form of rising global warming, rising sea levels, extremities of storms and tsunamis etc. Given the rising awareness and collaboration of countries to mitigate climate change, it would not be understatement that climate change will shape the 21st century either through mitigation or adaptation of measures so as to counter violent climate disruptions. Government of India has also embraced climate change mitigation and sustainability by adopting

and ratifying the Paris Agreement in 2015. India, as a part of its Nationally Determined Contributions (NDCs) has pledged to reduce emissions intensity by 2030 which has activated many government bodies and institutions for developing national indicators for the SDGs. With growing environmental concerns and radical climate changes, it has become imperative for every country to be proactive in its efforts to adapt policies that would help in mitigating climate change. Understanding the looming environmental challenge that the country is likely to face, Standing Conference of Public Enterprises (SCOPE) and GIZ, Germany, a public-benefit federal enterprise, have entered into a Memorandum of Understanding (MoU) to collaborate on the challenging times ahead.

Key objectives of MoU include aligning Indian PSEs with the national mission of environment protection and enhancing their capacities in various areas and approaches related to climate change. The MoU also seeks to explore possibilities of working with other Asian countries to exchange best practices and promote the cause of greener environment. The MoU was signed between Mr. Atul Sobti, Director General, SCOPE and Dr. Julie Reviere, Country Director (India), GIZ in the presence of senior officials from SCOPE and GIZ.

## SCOPE's Image Building Initiatives



Mr. Rakesh Kumar, Chairman, SCOPE & CMD, NLCIL addressing the Workshop on Prospects of Underground Coal Gasification In India organized by CMPDI.



DG, SCOPE, Mr. Atul Sobti participating in Exclusive Executive Round Table on "EPC 4.0" - Prepare for Change organized by Centre for Excellence in Project Management & International Institute of Projects & Program Management supported by Niti Aayog and Project Team.

# SCOPE developing effective leaders in Public Sector

Standing Conference of Public Enterprises (SCOPE) organized a national workshop on 'Succession Planning for Board Level Positions' in Public Sector Enterprises (PSEs). Chairman, Public Enterprises Selection Board (PESB), Mr. K D Tripathi inaugurated the workshop in the presence of Mr. M.K. Gupta, Member, PESB and Mr. Atul Sobti, Director General, SCOPE. The workshop was organized to develop an appreciation of the Challenges and Opportunities inherent in the Board level appointments in Public Sector in a Globally Competitive & Complex Environment and enhancing understanding of the selection framework for Board Level positions. The workshop also had the presence of SCOPE's three Executive Board Members—Mr. Ashutosh Vasant, Director (POM), RailTel Corporation of India Ltd; Mr. D.S. Sudhakar Ramaiah, Director (Finance), Projects & Development India Limited and Mr. S. Sakthimani, Director (F), Cement Corporation of India Limited.

Chairman, PESB while inaugurating the program said that the board is the most important part of an organization in order to meet its goal and objectives. Mr. Gupta while addressing the workshop said that integrity and over all competency are key



Mr. K. D. Tripathi, Chairman, PESB (centre); Mr. M. K. Gupta, Member, PESB (to his left) and Mr. Atul Sobti (to his right) during the inaugural session of the workshop.

for succession planning. Talking about future readiness, Mr. Sobti said that leadership readiness is the most important aspect of it.

Post inaugural session, International advisor in corporate governance and strategy, Prof. (Dr.) Y.R.K. Reddy spoke on the Dimensions of Corporate Governance & Role of Directors and Mr. Nesar Ahmad, Former President, Institute of Company Secretaries of India presented his views on the legal and regulatory framework of the companies act.

In order to acquaint the participants with the preparation for board level positions in globally competitive environment, CMD, NTPC, Mr. Gurdeep Singh and former CEO, Petronet LNG, Dr. A. K. Balyan apprised them about various nuances of acquiring leadership skills.

Participants were also given a hands-on experience of the board level interview where Mr. Atul Chaturvedi, IAS (Retd.), former Chairman, PESB headed the interview panel which also comprised of DG, SCOPE, Mr. Atul Sobti and two observers from Aon Hewitt, Mr. Anandrup Ghose and Mr. Neelesh Gupta.

The participants were given feedback of the mock interview conducted.

Mr. V.S. Jain, former Chairman, SAIL and Mr. Saptarshi Roy, Director (HR), NTPC spoke on the role and challenges of Board Members in PSEs. Ms. Kimbuong Kipgen, Secretary, PESB presented various modalities involved in board level appointments.

The two-day workshop was attended by 109 senior executives from 39 Public Sector.

# Glimpse of SCOPE's Workshop on Succession Planning



From L to R: Mr. M. K. Gupta, Member, PESB; Mr. Gurdeep Singh, CMD, NTPC; Mr. V S Jain, former Chairman, SAIL and Mr. A. K. Balyan, former CEO, Petronet LNG.



From L to R: Mr. Saptarshi Roy, Director (HR), NTPC; Ms. Kimbuong Kipgen, Secretary, PESB; Prof. (Dr.) Y. R. K. Reddy, International Adviser in Corporate Governance and Mr. Nesar Ahmad, former President ICSI.



From L to R: Mr. Atul Chaturvedi, former Chairman, PESB; Mr. Atul Sobti, DG, SCOPE and Aon Hewitt Partners .

A participant during the mock interview session.



# SCOPE in Media

The Statesman Tue, 29 October 2019  <https://epaper.thestatesman.com>

## SCOPE, GIZ join hands to work on climate Change



An MoU was signed between SCOPE director general Atul Sobti and GIZ, a federal enterprise of the German Government, country director (India) Julie Reviere to work on climate change, carbon markets, Sustainable Development Goals and climate finance.

The objectives of MoU seeks to align public sector enterprises with the national

mission of environment protection and enhance the capacities in various areas and approaches related to climate change including identifying alternatives for single use plastic.

The MoU also seeks to explore possibilities of working with other Asian countries to exchange best practices and promote the cause of greener environment.

**hindustantimes**



Atul Sobti, Director General, Standing Conference of Public Enterprises (SCOPE) has been awarded Udyog Rattan Award by Institute of Economic Studies for his contribution in economic development of the country.

The Indian **EXPRESS** Sat, 16 Nov 2019  <https://epaper.indianexpress.com>

### अमर उजाला

## भारत और जर्मनी के बीच समझौता

नई दिल्ली। स्टैंडिंग कॉन्फ्रेंस ऑफ पब्लिक एंटरप्राइजेज (स्कोप) और जर्मन सरकार की फेडरल एंटरप्राइजेज (जीआईजेड) के बीच क्लाइमेट चेंज, कार्बन मार्केट्स, सतत विकास के लक्ष्य और क्लाइमेट फाइनेंस के क्षेत्र में काम करने का समझौता हुआ है। इस समझौते पर स्कोप की ओर से डायरेक्टर जीआईजेड की ओर से कंट्री डायरेक्टर हस्ताक्षर किए। इस समझौते का उद्देश्य लक्ष्य को पाने के लिए पब्लिक सेक्टर उनकी क्षमताओं का विकास करना है। प्लास्टिक का विकल्प तलाशने



## WORKSHOP-SCOPE

SCOPE organised a national workshop on 'Succession Planning for Board Level Positions' in PSEs. Chairman, PESB, KD Tripathi, inaugurated the workshop in the presence of MK Gupta, Member, PESB and Atul Sobti, Director General, SCOPE.

# वीर अर्जुन

11 वीर अर्जुन, नई दिल्ली, 12 नवम्बर

## सार्वजनिक क्षेत्र के उद्यमों में बोर्ड स्तर के पदों के उत्तराधिकार योजना पर राष्ट्रीय कार्यशाला आयी

वीर अर्जुन संवाददाता नई दिल्ली। नैटिडिप काकाजि ऑफ पब्लिक एंटरप्राइजेस (स्कोप) ने आज का सार्वजनिक क्षेत्र के उद्यमों में बोर्ड स्तर के पदों के उत्तराधिकार योजना पर राष्ट्रीय कार्यशाला का आयोजन किया। पब्लिक एंटरप्राइजेस सेलेक्शन बोर्ड (पीएसबी) के चेयरमैन के डी त्रिपाठी ने सीईओ के रूप में उद्घाटन कार्यक्रम के द्वारा उत्तराधिकार योजना का उद्घाटन किया। कार्यशाला का उद्घाटन करते हुए श्री त्रिपाठी ने कहा कि बोर्ड अपने लक्ष्यों और उद्देश्यों को पूरा करने के लिए किसी भी संगठन का महत्वपूर्ण पटक है। श्री गुप्ता ने

The Statesman Tue, 12 November 2019 <https://epaper.thestatesman.com/in/section>

## SCOPE ORGANISES NATIONAL WORKSHOP



The Statesman Tue, 05 November 2019 <https://epaper.thestatesman.com/in/section>

## SCOPE GETS UDYOG RATTAN AWARD



Standing Conference of Public Enterprises (SCOPE) director general Atul Sobti awarded the Udyog Rattan award by Institute of Economic Studies for his contribution in the field of economic development of the country.

SCOPE (SCOPE) organised a national workshop on 'Succession Planning for Board Level Positions' (PSEs). Public Enterprises Selection Board (PESB) member M.K. Gupta inaugurated the workshop in the presence of M.K. Gupta, Member, PESB and Atul Sobti, Director General, SCOPE.

The Tribune Tue, 05 November 2019 <https://epaper.tribuneindia.com/in/section>

## SCOPE Director General bags Udyog Rattan Award



Atul Sobti, Director General, Standing Conference of Public Enterprises (SCOPE), has been awarded the Udyog Rattan Award by the Institute of Economic Studies for his immense contribution in the field of economic development of the country. Prior to joining SCOPE, Sobti was the CMD of BHEL.

Free Press Tue, 12 November 2019 [epaper.freepressjournal.in/c/46001](https://epaper.freepressjournal.in/c/46001)

## SCOPE developing effective leaders in Public Sector



Standing Conference of Public Enterprises (SCOPE) organized a national workshop on 'Succession Planning for Board Level Positions' in Public Sector Enterprises (PSEs). Chairman, Public Enterprises Selection Board (PESB), K D Tripathi inaugurated the workshop in the presence of M.K. Gupta, Member, PESB and Atul Sobti, Director General, SCOPE. The workshop was organized to develop an appreciation of the Challenges and Opportunities inherent in the Board level appointments in Public Sector in a Globally Competitive & Complex Environment and enhancing understanding of the selection framework for Board Level positions. Chairman, PESB while inaugurating the program said that the board is the most important part of an organization in order to meet its goal and objectives. Gupta while addressing the workshop said that integrity and over all competency are key for succession planning. Talking about future readiness, Sobti said that leadership readiness is the most important aspect of it.

# Interface with Stakeholders



DG, SCOPE, Mr. Atul Sobti met Mr. Shailesh, IAS, Secretary, Department of Public Enterprises.



Mr. Vijay Kumar Saraswat, Member, Niti Aayog, India's most gifted scientist and an accomplished researcher being welcomed at SCOPE Convention Centre by DG, SCOPE.

## Programs by SCOPE in Offing

Programs Scheduled	Date & Venue	Contact Person
Recent Changes under Companies Act 2013	3 <sup>rd</sup> December, 2019 SCOPE Convention Centre, Lodhi Road, New Delhi	Saqib Mehdi (9868260296) Shashi Bala Mathur (011- 24362604/ 24360661) mehdisaqib@yahoo.co.in /mathur.shashi56@gmail.com
Interactive Meeting of Chief Executives & Directors with Chief Information Commissioner	4 <sup>th</sup> December, 2019 SCOPE Convention Centre, Lodhi Road, New Delhi	S A Khan : (9899402245) SCOPE: (011- 24362604) hrscope.khan@gmail.com
National Seminar on Climate Change Mitigation & Adaptation, Sustainable Development Goals (SDGs)- Emerging Role of Public Sector Enterprises	17 <sup>th</sup> -18 <sup>th</sup> December, 2019 SCOPE Convention Centre, Lodhi Road, New Delhi	A.U. Ghatak (9868218376 ) Samridhi Jain (9810907778) anunaydas599@gmail.com / hrscope.khan@gmail.com
Seminar on Challenges & Management of Arbitration	20 <sup>th</sup> -21 <sup>st</sup> December, 2019 SCOPE Convention Centre, Lodhi Road, New Delhi	Radhika (9210540326) O. P. Khorwal (9650990241) hrscope.khan@gmail.com
International HR Summit	February, 2020 SCOPE Convention Centre, Lodhi Road, New Delhi	
<b>To know about upcoming Events of SCOPE, follow this section</b>		



**National Seminar on**

**Climate Change Mitigation & Adaptation,  
Sustainable Development Goals (SDGs)-**

# **Emerging Role of Public Sector Enterprises**

**17<sup>th</sup> - 18<sup>th</sup> December, 2019**

**Venue:**

SCOPE Convention Centre, SCOPE Complex  
7 Institutional Area, Lodhi Road  
New Delhi - 110003

Nominations may be mailed at the earliest but not later than Friday, 13<sup>th</sup> December 2019 on  
[anunaydas599@gmail.com](mailto:anunaydas599@gmail.com) or [hrrscope.khan@gmail.com](mailto:hrrscope.khan@gmail.com)

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# Variability of Variable Pay



**Neelesh Gupta**  
Senior Consultant



**Ancy Varghese**  
Consultant



**Rishika Tandon**  
Consultant

**If you pick the right people and give them the opportunity to spread their wings and put Variable Compensation as a carrier behind it, you almost don't have to manage them**

Rewarding desired behavior and discouraging inhibiting behaviors to superior performance is not an unfamiliar territory for organizations. When the reward is linked to pay, it sets off an alarm that the pay is a function of performance and that it is contingent on superior/desired levels of performance on a regular basis. We can trace the inception of incentives or the custom of paying for desired performance to the theories of conditioning while we can comfortably acknowledge its existence since humans learned to communicate with each other since the Neanderthals.

While the objective of a pay for performance plan changes remarkably from delivering competitive business results and ROI to attracting and retaining the talent, as we move from organizations in developed economies to the ones in emerging economies, the risks also shifts from risking employee engagement & employee retention to losing focus on the

The fundamental shift that we saw in the evolution of Variable Pay in India was its transcendence from being mere Pay Component (almost guaranteed) to the biggest differentiating factor to reward meritocracy

cost and returns of such a plan.

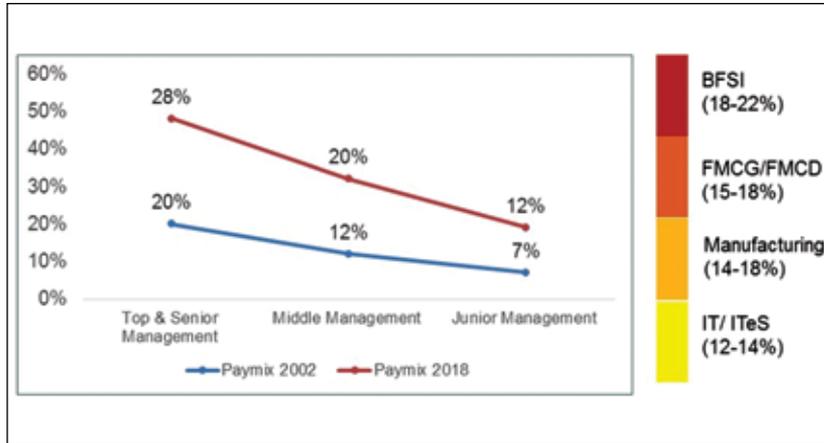
India Inc has seen the emergence of pay for performance in the early 2000s post the dot com bubble. This is when the IT boom set the stage for many companies to enter the growth bandwagon soon to hit a roadblock with the 2008 crisis. This is when the market sentiment overall saw a shift from being paternalistic and accommodating to de-risking themselves from the external risks. It didn't take long for the Indian market to evolve the performance linked pay into what we know today as short-term and long-term

incentives. And it has never been as aggressive as it stands today. The fundamental shift that we saw in the evolution of Variable Pay in India was its transcendence from being mere Pay Component (almost guaranteed) to the biggest differentiating factor to reward meritocracy

Aon's Annual Salary Increase study that dates to 1996 clearly brings out the macro shift in the way performance linked pay tool has been leveraged. Organizations have shown no delay post revival from the 2008 crisis in putting it in loud and clear terms that performance is hygiene and so is the pay linked to it, contingent upon meeting the hygiene. India Inc has never been so unanimous in its effort to shift the philosophy of pay as guaranteed to being conditional.

Do your job and demand your compensation – but in that order

**Graph 1:** Source: Aon's Salary Increase Survey



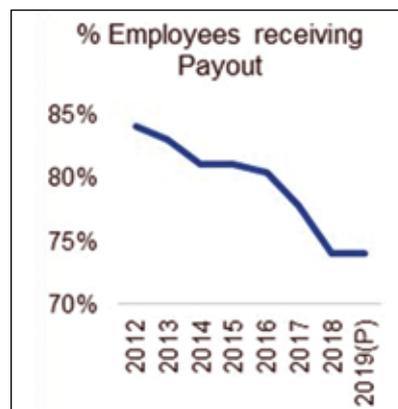
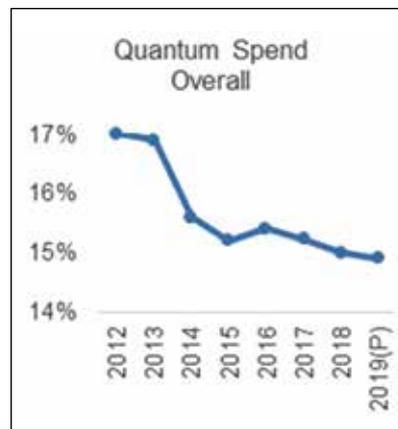
Fundamentally, the institutionalization of “Do your job and demand your compensation – but in that order”.

Performance linked pay as a proportion of the total salary has only seen an increasing trend since 2002 with the pace increasing post 2008 (ref: Graph 1)

Post 2008, organizations have shown no qualms in denying incentives if the threshold performance expectations are not met by their employees. The carrot and stick game has moved from being an entitlement to a reward for superior performance.

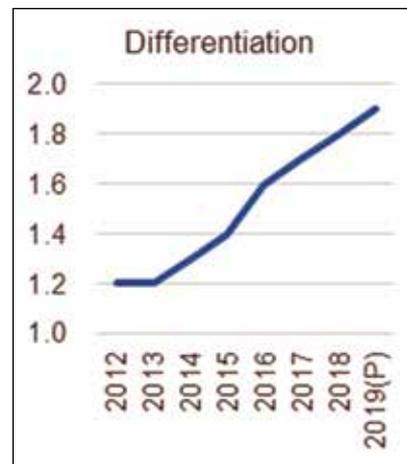
While salary increase budgets move towards single digit % and compensation structures get evolved, variable pay continues to hold impact and stands strong as a rewards lever for performance. What is noteworthy is the gradual upward shift of Pay at Risk as we saw budgets being tighter and meritocracy taking prominence – the birth of the winner takes all approach in Pay Management. Conversely, a deviation from the socialistic approach towards Pay Management.

To manage this new phenomenon – which is more an ask from



**Figure 2:** Source: Aon's Salary Increase Survey

employees (the most impactful ones) than management, organizations overall spending on Variable Pay and the employees finally being eligible for payout both decreased. This trend is exhibited in Figure 2. While this

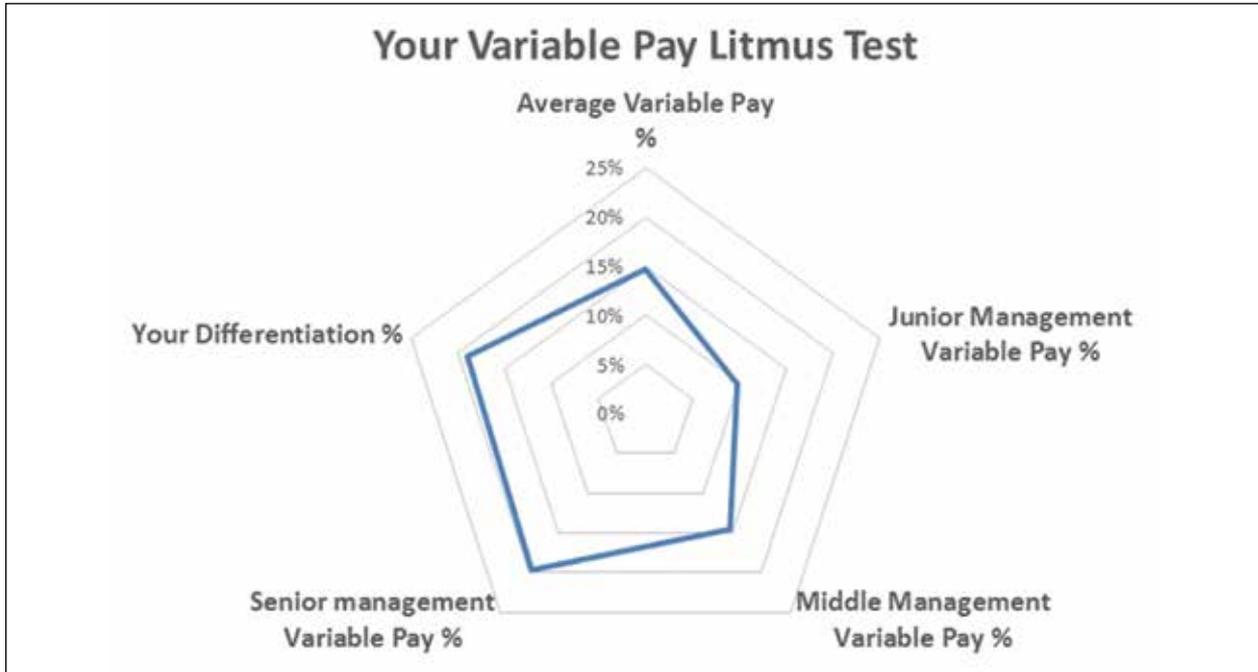


**Figure 3:** Source: Aon's Salary Increase Survey

form of organization maturity may appear counter-intuitive, the next illustration gives provides an insight into the different paradigm

Remuneration is akin to a zero-sum game and there is only so much revenue which can go around. The name of the game is Differentiation.

An analysis of Per Person earning during the same period as Figure 2 indicates that there is an exponential increase in the differentiation between high performers to average performers and there is also an exponential increase in



Lastly, what works for an organization is completely dependent on the internal context/fabric of the organization and the strategic direction in which it is heading. The pay-mix of an organization can be determined by where the organization lies on the spectrum given below on multiple dimensions.

the per person earning for employees. This is a clear indication by organizations that they value and want the high-performer, high-potential critical talent to be a part of the organization and take leadership roles in the times to come.

Where do we get with both these analyses?

- Overall budgets are decreasing – Cost Consciousness
- Number of eligible employees Receiving Payout is decreasing–Higher Performance Standards
- Per Employee Earning is Increasing – Disproportionately Rewarding Performance
- Differentiation is Increasing – Winner Takes All Approach

Organizational life cycle is an

important factor to determine how performance linked pay should be leveraged to achieve the organizational objectives. For each organizational life stage beginning from start-up to decline, the relative impact of pay for performance tool varies and so does the way it is administered. Pay for performance can be used as a retention anchor in a start-up and as a performance driving anchor in a growth stage. With

We have witnessed a strong upward movement in enhancing the efficiency of the Variable Pay Plans that an organization has. What remains to be answered is the effectiveness of these plans

the changing objective of the plan, the parameters that constitute the plan also undergo changes. These parameters when synced with the objective of the plan make the plan successful leading to the organization achieving its objectives in the shorter run.

We have witnessed a strong upward movement in enhancing the efficiency of the Variable Pay Plans that an organization has. What remains to be answered is the effectiveness of these plans. Some questions that you can ask in your organization are:

- Is there a significant differentiation between the payout of average contributor vs your top talent?
- Do your employees see a direct correlation between performance and rewards?

Dimension	High Pay mix(~20%)	15%-20%	12%-15%	Low Pay Mix(~10%)
Competitive Advantage/positioning of Product	Product/service Differentiation			Volumes- No Competitive advantage
Product Cycle/Selling cycle	Short			Long
Sales force Dominance	High			Low
Business Strategy	Acquire			Strengthen
Talent availability	High			Low
Management Control	Loose			High
Performance Measure	Objective			Subjective
Locus of Control	Internal			External
Process v/s Product driven	Product			Process
Impact on Company Measures	Direct			Indirect

- Did introduction of Variable Pay plan result into any changes in parameters such as Revenue, EBIDTA, Engagement, Attrition?

To be able to answer the above question, it is essential that the following parameters have been checked for how aggressive or conservative an organization is:

- Your Average Variable Pay
- Junior Management Variable Pay
- Middle Management Variable Pay
- Senior Management Variable Pay
- Differentiation

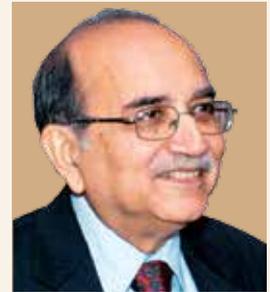
Below chart shows the data collected by Aon over the year for industries and the approximate variable pay percentages for the following factors. By self-populating the chart on the above factors, companies can check where their organization stands in terms of their pay-mix comparing the Aon findings as a reference to the trends in the industry (represented by the blue line in the graph below). If an organization lies beyond the curve or inside,

- Is it by design?
- Is it a strategically driven choice? or
- Is it time to correct the course and set a new one?

In summary, India has seen a change in the Variability of the Variable Pay Quantum in the past decades. In its nascent stage, Variable Pay was an adoption of a western concept do derisk an organization coupled with socialistic culture resulting into very little variability in its outcome. With rising salaries, focus on employee productivity and requirement to retain key talent, the variability in Variable Pay has significantly increased and organizations are not shying away from giving “No Payout” for a segment of identified employees to “Disproportionately High Payout” for another segment. This trend is here to stay and only move up. ■

The authors are Consultants with Aon's Performance, Rewards and Organization practice and have developed this PoV through multiple interactions with Family Owned Businesses and Multi-Nationals operating in the country.

# Suggested Approaches for Enterprises Handling Economic Downturn



Dr. Rajen Mehrotra\*

**E**conomic downturn is part of a business cycle and an external creation that adversely impacts demand for products and services. In an economic downturn the rate of growth falls and hence the demand for products and services compared to the past falls, which then affects the earnings of an enterprise and leads to a lower utilization of existing capacity. Many enterprises in India had an experience of handling a similar downturn in 2008, because of the subprime mortgage market issue in the United States of America (USA) which developed into a full-blown international banking crisis. In India, we also had an economic downturn in 2013-14, but the current economic downturn in 2019 probably reflects a demand side problem, as inflation is low.

In India, presently (i.e. 2019) most enterprises are witnessing a decline in demand for their products and services, which is adversely impacting them. Every industry is gasping for breath as consumer demand has slumped and increasing consumer demand takes time. Enterprises

will have to boldly steer through this passing phase and ensure that they survive the economic downturn, as it is part of a cyclic phenomenon, though some claim that it is not only a cyclic problem but also a structural problem and cannot be solved in short time and will take quite some time for being solved. Enterprises through their trade association/chambers of commerce in a collective voice approach both the Central and State Government for fiscal reliefs for their relevant sector if possible, so that the fall in demand for their products and services is reduced, as far as possible. The Government listens to the requests made by the trade association/chambers of commerce on behalf of their members, and at times does give some fiscal relief to some sectors and not to all, unless it is a reduction in corporate income tax rate. The sector receiving relief will obviously have a lesser impact on the economic downturn compared to others. The Government also has a limitation on conceding to the requests of the trade association / chambers of commerce for

various sectors, because it has to balance the country budget and ensure that the fiscal deficit is within the specified limits.

Presently most enterprises in India are feeling the heat of the economic downturn. The slackness in the aggregate demand results in lower output for an enterprise thus lowering the cashflow for that enterprise. The dwindling cash flow triggers a domino effect, thus leading to turbulence. Enterprises operating in an economy are of various sizes and in different sectors and hence the impact differs. There are enterprises that can absorb this turbulence, and there are enterprises that are not able to withstand this turbulence and hence their existence is likely to be threatened. Hence, an economic downturn affecting an enterprise must be battled with a definitive strategy that is unique and suitable to that enterprise.

## Strategy for Handling Downturn

There are enterprises that know how to take benefit of a downturn

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in an economy, especially e-commerce companies like Amazon, Flipkart, Zomato, Swiggy and others, who in a downturn work on a strategy to attract customers with higher discounts than what others can afford to offer. These are enterprises that are scaling their supply chain considerably, both in first and last mile delivery, largely in unpenetrated parts of India to register an annual 35% gross merchandise volume (GMV) growth. Wherever customers buy a product on physical look and feel, in that case the e-commerce companies have a limitation on dealing with those products and normally do not deal with such products. These e-commerce enterprises in a downturn are working on a numerator improvement approach. In quite many cases these enterprises are part of large Multi National Company (MNC) with deep pockets and can afford to even incur losses in the initial period if required, to establish the brand, reduce competition and improve their market share.

Most enterprises in a downturn of an economy work on an approach to reduce the denominator i.e. expenses, as they are not in a position to improve the numerator i.e. income. Hence, the approach to a large extent is at reevaluating the expenses incurred on each of the resource and work on a strategy of cost reduction. In every enterprise over a period of time, certain fat builds up, hence cost reduction as a strategy is immediately thought of and adopted. I recollect at the time of the Indo-Pak War in 1965, the then Prime Minister Mr. Lal Bahadur Shastri coined a slogan "Jai Jawan- Jai Kisan" and during that period gave a clarion call



to the citizens of India to voluntarily skip dinner every Monday. I recollect that most families accepted this call. I experienced it as my parents strictly followed this clarion call and we as a family skipped the Monday dinner every week during that period. This meant skipping one meal out of fourteen meals in a week, which also meant 7% reduction in food consumption and food expenses by the family plus improved health of the family members. Similarly, every enterprise can easily undertake a 7 to 8 % reduction in its overall cost by a budgetary control exercise which would partially help the enterprise in tackling the economic downturn impacting it.

Some of the strategies that enterprises can adopt in a downturn are listed below. However, for running a tight and agile enterprise, all these are required to be done, some regularly as part of operating systems/discipline, and some probably periodically as a sort of spring cleaning. The strategies listed below are based on my own experiences as well as experiences of some of my professional colleagues in other

organizations, as narrated to me by them. This however is not an exhaustive check list: --

- Ask all employees for suggestions on cost reduction, compile these suggestions, share the suggestions with the employees and involve them in the exercise by sharing the results when achieved. This leads to employee engagement and helps the process and facilitates in achieving cost reduction.
- Try to convert the fixed costs to variable cost as far as possible.
- Undertake an analysis of the fixed and variable cost for each product and service. Based on data compiled look at scope and options for reduction in both fixed and variable cost with an effort at trying to retain the existing gross margin and if possible, try to improve it, though it is tough.
- Reevaluate and restructure the fixed assets. Work on alternatives to realize utilization of the fixed asset, so that the asset can earn additional revenue, though this is tough in a downturn as demand has fallen.
- Undertake product wise gross



margin analysis and work on a strategy to improve it as far as possible. If any product is resulting in a negative gross margin, in that case, reevaluate continuing that product and ensure that it has a positive gross margin, as it will cover part overheads. All efforts need to be made to ensure that each product operates above the break-even point, as far as possible.

- Ensure improvement in liquidity by keeping total vigilance on cash flow and avoid getting into a working capital problem and leading into a debt trap.
- Renegotiate price, credit terms and deliveries, with domestic as well as international suppliers, subcontractors and distributors.
- Also identifying alternate reliable suppliers, subcontractors and distributors, if required so as to reduce costs, wherever possible, without effecting quality and delivery.
- With dedicated suppliers, assist them in achieving Zero Defect programme, so as to become more efficient and competitive.
- Postpone / freeze capital

expenditure and other expenses wherever feasible.

- Stringent control on raw material, work-in-process and finished goods inventory ensuring that it is optimized for the business. No excess inventory.
- Curtailing operational and postponing developmental expenses which would not adversely affect product/service income presently and in the next two years.
- Use Total Productive Maintenance (TPM) methodology of cost loss tree which is very helpful to focus on cost reduction strategy. This method connects cost elements to 16 major losses {i.e. (i) breakdown, (ii) setup & adjustment, (iii) cutting blade replacement, (iv) start up, (v) minor stoppages & idling, (vi) speed reduction, (vii) defect & rework, (viii) management loss, (ix) motion loss, (x) line organization loss, (xi) distribution loss, (xii) measurement & adjustment loss, (xiv) yield loss, (xv) energy loss and, (xvi) die, jig & tool loss}, clearly gives which loss we need to focus and improve.
- Efforts at improving

productivity, quality, waste reduction and safety in operating each of the resources. Use inter-department teams for the same.

- Re-evaluating existing price and credit terms of the products and services in the present environment depending upon the demand.
- Improved continuous internal communication with employees to achieve increased employee engagement coupled with new suggestions to overcome the downturn.
- Undertake bench marking studies to assess scope for improvements and cost reduction.
- Ensure a healthy industrial relations climate with the entire workforce including the contract workforce.
- Entire organisation right from the top management to strictly follow visible austerity measures, which has a good impact on the workers and indirectly helps to reduce various fixed and variable expenses.
- Also, the entire organisation should follow cost cutting measures viz, savings in fuel, electricity, water, if need be declaring no production days and let employees stay at home on certain days, if the demand for the product has drastically fallen leading to idle manufacturing capacity.
- Organize initiatives where key workmen should accompany marketing personnel and visit customers and communicate to them the various initiatives undertaken to improve quality, services, product features and how the company products are better than those of the competitors

- Reevaluate enterprise policy on leave accumulation which finally results in leave encashment. Restrict number of days leave encashment.
- Rationalization of perquisites and fringe benefits of executives if required.
- Many enterprises spend considerable amount of money on travel by executives. During a slowdown, travel needs to be reduced to bare minimum and only undertaken if essential. Meetings may be held through electronic mode, which helps in saving travel time, expenses on air tickets as well as expenses on hotel stay where feasible and also economical.
- Reduction in the flexible component of salary i.e. performance pay and if need be lower rates of increments if required, at the same time ensuring that it does not affect morale, as the enterprise needs to retain talent.
- Renegotiate annual bonus with the trade unions if possible.
- Since the demand for product is low, using this opportunity for training and reskilling of employees to acquire new age skills. Avoid sending personnel for training abroad.
- By and large freeze on recruitment, except for functions where internal adjustment is not feasible.
- Ensuring all opportunities on improving sales of products and services.
- Rationalizing the flexible workforce wherever possible, at the same time ensuring that it does not create industrial relations problems

**Most enterprises in a downturn of an economy work on an approach to reduce the denominator i.e. expenses, as they are not in a position to improve the numerator i.e. income. Hence, the approach to a large extent is at reevaluating the expenses incurred on each of the resource and work on a strategy of cost reduction. In every enterprise over a period of time, certain fat builds up, hence cost reduction as a strategy is immediately thought of and adopted. I recollect at the time of the Indo - Pak War in 1965, the then Prime Minister Mr. Lal Bahadur Shastri coined a slogan "Jai Jawan- Jai Kisan"**

- Need to keep the morale of the employees high, as sharp and talented youngsters are likely to look for employment options with other enterprises, as they get tapped by head hunters also at such times.

## Conclusion

Downturn in an economy is a reality, and it is mostly cyclic and at times it is both cyclic and structural. By now most enterprises know that this episode is cyclic, hence measures to reduce cost must be at peak when the economy is up.

From the strategies listed above, every enterprise will have to prioritize and see what suits them the best and on which they can act fast on implementation and reap benefits of their actions.

There are also enterprises, which are selling a branded product, and have a manufacturing strategy, wherein manufacturing of all the products have been subcontracted to third parties. In such a case, it is these third parties that heavily suffer in such a down turn of the economy, as they are small and medium enterprises and they do not have the resilience to bear the downturn and hence have a major cash crunch problem.

In India presently enterprises large, medium or small will have to face the downturn of 2019 and deal with it boldly. We all remember a proverb which is attributed to Joseph P. Kennedy (1888-1969), the father of USA President John F. Kennedy and popularized by Billy Ocean's song 'When the Going Gets Tough, the Tough Get Going'. The saying is found in varying forms and also applies to enterprises facing downturn in an economy. So, all the employees of each enterprise facing problems because of a downturn in the economy need to become tough, and this experience helps the enterprise to grow and sustain in the future. ■

# New Compliances Introduced By MCA with Regard to Independent Directors



**Rajeev Kalra**  
Company Secretary  
BHEL

## MCA Notifications Dated 22.10.2019 Reg. Compliances Relating To Independent Directors

### Background

Ministry of Corporate Affairs (MCA) has issued 4 notifications on 22.10.2019 requiring Independent Directors (IDs) to get themselves registered in a central database and to qualify an online proficiency test.

The 4 MCA notifications are as under:

- Databank Notification relating to Indian Institute of Corporate Affairs (IICA)
- Companies (Accounts) Amendments Rules, 2019
- Companies (Creation & Maintenance of Databank of IDs) Rules, 2019
- Companies (Appointment & Qualification of Directors) Fifth Amendment Rules, 2019

### Applicability

Date of commencement of the Notifications:- w.e.f. 01.12.2019. Applicable on every individual who:

- has been appointed as an ID in a company on the date of commencement of the rules
- intends to get appointed as an ID in a company after commencement of the rules

### Compliances to be done by the IDs

- ID/ proposed ID to apply online to IICA for inclusion of name in the data bank for a period of 1 year/ 5 years/ life-time

Note: (a) IICA, Manesar, Haryana has been notified as the Institute for the creation and maintenance of data bank of IDs u/s 150 (1) of the Companies Act, 2013. (b) IICA to fix a reasonable fee to be charged for application by ID/ proposed ID.

- After inclusion, such ID/ proposed ID shall pass an online proficiency self-assessment test conducted by IICA within a period of 1 year from date of inclusion of name in the data bank, failing which their name shall stand removed from the databank of the Institute
- In case applied for 1 year/ 5

years then renewal application for a further period of 1 year/ 5 years/ life-time must be filed within requisite period else name shall be removed from the databank

- ID to submit a declaration of compliance of above Points (i) & (iii) alongwith his certificate of independence (u/s 149 (7) of Companies Act)

### Compliances to be done by Company

Board's Report to contain a statement regarding opinion of the Board with regard to integrity, expertise and experience (including the proficiency) of the IDs appointed during the year.

Note: "Proficiency" means the proficiency of the ID as ascertained from the online proficiency self-assessment test conducted by IICA

### Databank Details

- It shall be an online databank which shall be placed on IICA website
- Databank shall contain details in respect of each person included who is eligible & willing



### Time period within which compliance has to be done

Application for inclusion of name in databank	If individual is ID on 01.12.2019	Within 3 months of 01.12.2019 i.e. by 29.02.2020
	If individual intend to become ID after 01.12.2019	Before becoming ID
Renewal application	within a period of 30 days from the date of expiry of the earlier period	
Passing the online proficiency self-assessment test	within a period of 1 year from date of inclusion of name in the data bank	

to be appointed as independent Director -

- ❖ List of limited liability partnerships in which he/she is or was a designated partner
- ❖ List of Companies in which he/she is or was Director
- The data bank shall also have the details of each person's DIN, PAN, Name, Address, Occupation, Qualifications, Experience, Details of LLPs & Companies with dates & duration

**Note:** (a) Individual may restrict his personal information to be disclosed in the databank

(b) individual shall make changes in particulars within 30 days

of such change through web based framework which will be made available for this purpose.

- Information available in data bank shall be provided only to companies required to appoint ID, on payment of reasonable fees

#### Miscellaneous Provisions w.r.t. functioning of IICA

- IICA shall prepare a basic study material, online lessons, including audiovisuals for easy reference of individuals taking the online test and also provide option to take advanced tests & prepare the

necessary advanced study material in this respect

- IICA shall daily share with the Central Government the names of individuals included in the databank and those whose applications were rejected & those who were removed from the databank alongwith grounds for the same.
- Central government to nominate a panel of < 10 members to approve the course outline & study material prepared by IICA -
  - ❖ Secretary, MCA or his nominee
  - ❖ DG & CEO of the institute or his nominee
  - ❖ One Member nominated by Dept. of Economic Affairs
  - ❖ One Member nominated by Dept. of Public Enterprises
  - ❖ One Member nominated by SEBI
  - ❖ At least one representative from Stock Exchange nominated by Central Government. ■

# SAIL Archers Aiming At International Targets



## Beginning of a mission

About a decade ago, when SAIL laid the foundation of 'Eklavya Archery Academy' (EAA) at its Kiriburu Iron Ore Mines, it was a mission for spotting talents from rural and tribal areas and developing them into national and international level archers. It was SAIL's initiatives to promote and nurture ace archers from rural and tribal areas who will be representing both in national and international competitions. It was a humongous task as Kiriburu is situated in a region of heavy rain falls (around 200 centimetres in a year) and is surrounded by about 700 hills. Due to difficult terrain and climatic conditions, it was a daunting task to create infrastructure to develop international level archery facilities in this region. Braving all odds, a suitable place was located and the archery academy was started in 2008. It started

with 8 boys and 8 girls of 12 to 14 years of age with a steely determination to nurture their talents. In the initial phase, it started with Indian Round facilities and later it was expanded to Modern Recurve facilities. The academy, being run under SAIL's Corporate Social Responsibility scheme, is a unique initiative towards the development of backward and

tribal areas. It is not only promoting and nurturing the traditional talents of archery but also has made a strong mark in the national and international levels of archery. At present, 13 boys and 13 girls are being imparted training in this academy.

## Going International

Soon the academy made a name

Cadet	Competition	Medal
Reeta Savainya	South Asian Archery Championship - 2018, Dhaka, Bangladesh	Gold Medal
Indrachand Swamy	First Asia Cup World Ranking Archery Tournament -2016, Bangkok	Gold Medal
Indrachand Swamy	Second Asia Cup World Ranking Archery Tournament-2016, Chinese Taipei	Bronze Medal
Sumita Kumari	Second Asian Grand Prix - 2011 Bangladesh	Gold Medal
Hardup Tiriya	Youth World Archery Championship 2011, Poland	Representation of India



on its own and carved out a place of pride in the field. Many of the archers of the academy proved their mettle and got international awards and recognitions. They included Reeta Savyanya, Nomula Lavanya, Indranchand Swamy, Snehal Divakar, Archana Sharma, Hardup Tiriya, G. Singh, Sumita Kumari. Here is a glimpse of their achievements:

### Achievements Galore

The cadets of Eklavya Archery Academy have also won several prizes in National and State

level competitions. In 2019, the academy's cadets have won 4 gold medals and one bronze medal in the 13th Jharkhand State Archery Championship. In several national championships in 2017, the archers of the academy have won 1 gold, 1 silver and 2 bronze medals. In its nearly a decade long journey, the archers of the academy have won a total of 40 gold, 32 silver and 42 bronze medals in various national level archery competitions. This is a stupendous achievement! In this academy, the selected cadets

are provided four years regular residential training in archery along with education in central school and monthly honorarium. There are special arrangements for evening classes for them. The state-of-the-art facilities have been created to impart latest skills to these archers. The academy has a gymnasium with modern equipment, specialized grounds for practice and hostel with all facilities.

### State-of-the-art equipment and training facilities

Eklavya Archery Academy imparts training to the cadets under the able coaching and mentorship of Shri Rajendra Guia and Smt. Kalpana Guia. It also provides them the opportunity to observe video recording of archers from around the world so that they can prepare themselves for the international competitions. The SAIL archers have already made a mark at national level and are aiming at international targets.



**New and Improved Convention Centre at SCOPE Complex and SCOPE Minar**

**Conference Facilities at SCOPE Convention Centre Lodhi Road, New Delhi**

The centrally air-conditioned SCOPE Convention Centre at SCOPE Complex, Lodhi Road, New Delhi provides excellent conference facilities to PSEs, Govt. Departments, Autonomous Bodies, Institutions/NGOs etc. The Auditorium and other Conference Halls are equipped with projector and screen facilities, sound & light control room with recording & P.A. facility, etc. Details of the capacity of the Auditorium and other Halls, which are available on nominal tariff are given below:

**Auditorium**



The Auditorium having capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with projector, screen and mikes on dais and podium on stage.

**Mirza Ghalib Chamber**



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2 Nos. projector & screen and mikes on table, dais and podium.

**Tagore Chamber**



The chamber having capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2Nos. projector & screen and mikes on dais, tables & podium.

**Bhabha Chamber (Board Room)**



The chamber having capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with projector, screen and mikes on dais, tables & podium.

**Fazal Chamber**



The chamber having capacity of 25 persons (15 Nos. Chairs on round table and 10 Nos. Chairs on sides) capacity with board room type sitting arrangement equipped with projector, screen and mikes.

## Business Centre



The Business Centre having capacity of 7 persons equipped with multi point Video Conferencing System (1+3), at three locations at a time for National & International both.

## Annexe II



The Annexe-II has capacity of 15 Persons and is equipped with projector and screen.

## Banquet Hall



The banquet hall having capacity of 500 Persons for the purpose of lunch & dinner. Sitting arrangement could be done for 40 persons.

## Tansen Chamber at UB



The Tansen Chamber has capacity of 30 persons and also has stage & podium equipped with projector and screen.

## Annexe I



The Annexe-I has capacity of 20 Persons and is equipped with projector and screen.

## Amir Khusro Chamber at UB



The Amir Khusro Chamber has capacity of 35 persons with facility of stage & podium equipped with projector and screen.

For Booking & Tariff details please contact

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## Conference Facilities at SCOPE Minar Convention Centre, Laxmi Nagar, New Delhi

SCOPE Minar, an architecturally conceived in the form of two high rise curvilinear tower blocks sitting on a four storey circular Podium Block, is strategically located in Laxmi Nagar District Centre, Delhi -110092 and housing around 40 PSEs of repute. It is one of the iconic buildings of East Delhi. It has a huge foyer which gives an ambience look inside the building. There is a green environment all around the SCOPE Minar building with large size planters. The building also has state-of-the-art Convention Centre comprising of five conference halls i.e.

### Auditorium



The auditorium has capacity of 350 delegates. Various seminars, training programmes, presentations, get together etc. can be conducted in auditorium which is equipped with projector and screen. It provides ambient and peaceful environment for the programmes.

### VIP Lounge



VIP Lounge has sitting capacity of 30 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

### Board Room



Board room having "U" shaped table, has a sitting capacity of 50 delegates with modern facilities - projector, screen, sound system, table mic etc.

### SCOPE Academy of Public Sector Enterprises



SCOPE Academy of Public Sector Enterprises (APSE) conducts induction level programmes for PSEs' executives. It has three training halls equipped with projector, screen, sound system etc. one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

### Meeting Hall



Meeting hall having "U" shaped table, has a sitting capacity of 62 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc. and is equipped with projector and screen.

**There is a wide space for vehicle parking that cater for a capacity of 550 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, makes it special to deliver an all-round conducive meeting environment .**



## SCOPE Forum of Conciliation and Arbitration (SFCA)

SCOPE had set up an Arbitration Cell known as SCOPE Forum of Conciliation and Arbitration (SFCA) mainly to settle disputes between PSUs and its associates. SFCA has framed its own rules prescribing consolidated fee structure and expenses with the assurance that arbitration proceedings shall be completed in the shortest possible time and shall be more economical in comparison to other institutions. A panel of expert Conciliators and Arbitrators has also been drawn which consists of retired Judges of Supreme Court, High Court, retired Secretaries, Joint Secretaries of Govt. of India,

Chief Executives, Directors and senior officials of Govt. of India and PSEs, besides Advocates and C.As and other professionals.

The Forum has its own infrastructure with a spacious Arbitration Hall having sitting capacity of 15 persons with all the modern facilities such as projector for live projection of record of proceedings on a large screen with free service of mineral water, tea/coffee and biscuits. High tea and lunch can also be arranged by the Forum on request in advance at the cost of the parties by authorised caterer of SCOPE.

### For Booking & Tariff details for Convention Center, SCOPE Minar, Laxmi Nagar please contact

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वृक्ष हैं हमारे भूषण, दूर करें प्रदूषण  
पर्यावरण का रखें ध्यान, जीवन का हो कल्याण



## वेस्टर्न कोलफील्ड्स लिमिटेड

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## GAIL's Jamshedpur City Gas Distribution project inaugurated

Work commences on 125 km Purulia – Jamshedpur spur pipeline of Pradhan Mantri Urja Ganga

Under the Pradhan Mantri Urja Ganga in Jharkhand, the Chief Minister of Jharkhand, Mr. Raghubar Das, Union Minister for Tribal Affairs, Mr. Arjun Munda and Union Minister for Petroleum & Natural Gas and Ministry of Steel, Mr. Dharmendra Pradhan inaugurated the supply of domestic Piped Natural Gas (PNG) and inaugurated Compressed Natural Gas (CNG) station in Jamshedpur, in the presence of several dignitaries.

During the event, work for laying a 125 KM long spur pipeline from Purulia to Jamshedpur was also commenced. This will feed CGD networks of East Singhbhum, West Singhbhum and Seraikela-Kharsawan geographical areas. Several rolling-steel, wire and pipe along with automobile industries would be benefited by the availability of cheaper and continuous fuel.

The projects are being implemented by GAIL (India) Limited which is constructing the prestigious Jagdishpur – Haldia Bokaro-Dhamra and Barauni – Guwahati Natural Gas Pipeline (JHBDPL), popularly known as the Pradhan Mantri Urja Ganga and also the City Gas Distribution (CGD) projects in Ranchi and Jamshedpur.



Chief Minister of Jharkhand, Mr. Raghubar Das, Union Minister for Tribal Affairs, Mr. Arjun Munda and Union Minister for Petroleum & Natural Gas and Steel, Mr. Dharmendra Pradhan inaugurating the supply of domestic Piped Natural Gas (PNG) and Compressed Natural Gas (CNG) station in Jamshedpur.

Initially, natural gas will reach Jamshedpur in special containers called “cascades”, which will be transported by road from Patna, Bihar. Later, Natural Gas will be supplied through the Purulia-Jamshedpur (spur-line) from the JHBDPL. Total Area of Jamshedpur City Gas Distribution (CGD) project is around 3562 Square KM.

In coming years, 22 CNG stations will be commissioned in Jharkhand (Ranchi & Jamshedpur) including 11 in Jamshedpur by GAIL to supply CNG to over 1.25 Lakhs vehicles and Piped

Natural Gas (PNG) supply to 2.43 lakh households.

The overall capital expenditure for the Ranchi and Jamshedpur CGD projects will be Rs. 1,500 crores of which Rs. 450 crores will be spent in the next three to five years. Out of these Rs. 450 crores, approx. Rs. 221 crores will be in Jamshedpur.

The JHBDPL will provide a major boost to industries in eastern India and will supply Natural Gas for the revival of fertilizer plants in Gorakhpur (Uttar Pradesh), Barauni (Bihar), Sindri (Jharkhand) and Talcher (Odisha).



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# Additional Secretary, Central Vigilance Commission visits NLCIL

**N**LC India Limited, as part of Vigilance Awareness Week 2019 organized various programs in line with guidelines of Central Vigilance Commission (CVC), Govt. of India. As part of this Mr. P. Daniel, Addl. Secretary, Central Vigilance Commission visited NLCIL to give a special lecture on this year's CVC's theme "Integrity –A way of Life" to its employees. Mr. Shaji John, Director (Power) gave the presidential address and Mr. T Venkatasubramanian, CVO, NLCIL also addressed the gathering. Earlier, Mr. P. Daniel participated in the mass tree plantation at premises of Post office Block -16 and visited Sneha Opportunity School for special



Mr. P. Daniel, Addl. Secretary, Central Vigilance Commission during his talk at NLCIL in the presence of senior officials of NLCIL.

children Mine- I & TPS- I Exp., Anand Illam, (Home for Elders) and opened the integrity shop at Jawahar Matric School and addressed the school children. He also viewed a puppet show created on the concept of Integrity

and distributed prizes to winners of VAW competitions. He also opened an "Integrity Chariot" which facilitates public to take the Integrity Pledge in Digital format at the Learning & Development Centre.

## PERSONALIA



**Mr. Arvind Singh, IAS**  
takes over as Chairman,  
AAI.



**Mr. G. Kamala Vardhana Rao, IAS**  
takes over as CMD, ITDC.



**Cmde P R Hari, IN (Retd.)**  
assumes charge as  
Director (Personnel),  
GRSE.



**Mr. A. K. Saxena**  
assumes charge as  
Director (Operations),  
RINL-VSP.



**Mr. Amit Sen**  
assumes charge as  
Director (Finance), SAIL.



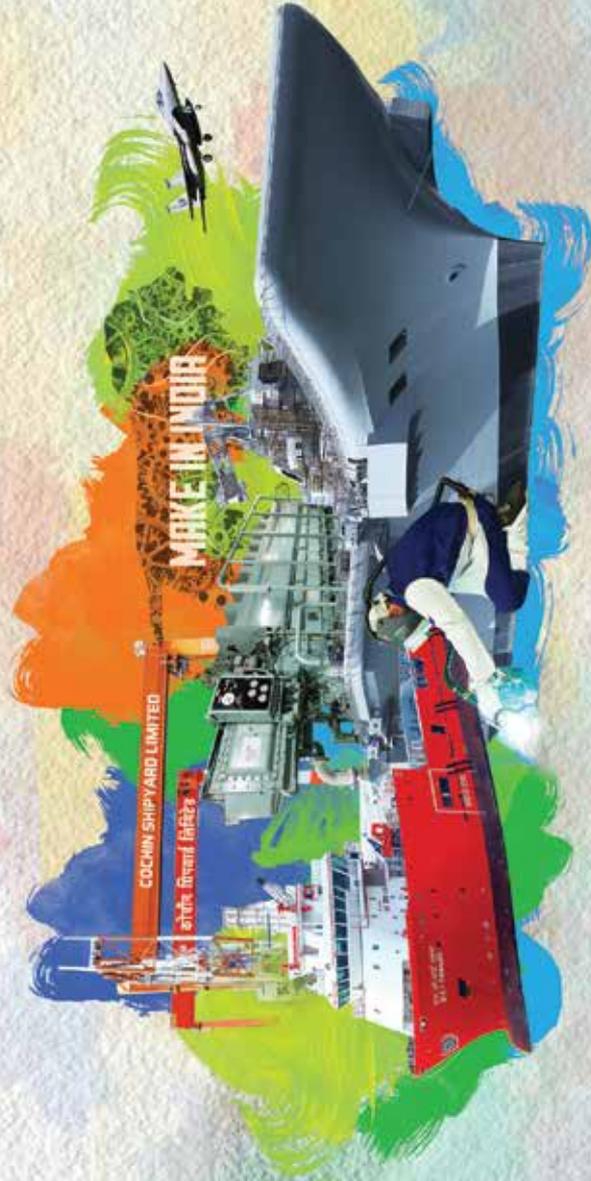
**Ms. Pomila Jaspal**  
takes charge as Director  
(Finance), MRPL.



**Mr. Ravinder Kumar**  
assumes charge as  
Director (Project), EPIL

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## HEC's Director (Marketing & Production) gets a **PhD Degree**



**Mr. Rana Subhasis Chakravarty**  
Director (Marketing & Production), HEC.

**H**eavy Engineering Corporation's (HEC) Director (Marketing and Production), Mr. Rana Subhasis Chakravarty has been awarded Doctor of Philosophy (Ph D) Degree by Jharkhand Rai University (JRU).

In a notification, the university said that HEC's Director (Marketing & Production) has completed Doctoral programme in the faculty of Commerce and Management and passed the examination. The title of his thesis was 'Challenges and Opportunities of Corporate Social Responsibility in Public Sector: a case study of MECON Limited, Ranchi.' Mr. Chakravarty was recently awarded 'Eminent Engineer Award' by the Institution of Engineers, Jharkhand. Prior to joining as HEC's Director (M&P), he was serving at MECON Limited. Mr. Chakravarty is a graduate in Mechanical Engineering and MBA (Marketing) from Birla Institute of Technology Mesra (BIT Mesra). He is also an executive board member of SCOPE.

## Nalco Pays highest Dividend of **115% for FY 2018-19**



Union Minister of Mines, Coal & Parliamentary Affairs, Mr. Pralhad Joshi receiving the dividend Cheque from Dr. T. K. Chand, CMD, NALCO.

**N**ational Aluminium Company Limited (NALCO) handed over two Cheques, totaling Rs. 557.80 crore, consisting of interim dividend of Rs.436.54 crore and final

dividend amounting Rs.121.26 crore to Govt. of India, Ministry of Mines. The Cheques were presented to Mr. Prahallad Joshi, Union Minister of Mines, Coal & Parliamentary Affairs, Govt.

of India, by Dr. Tapan Kumar Chand, CMD, NALCO, in New Delhi, in the presence of Mr. Anil Mukim, IAS, Secretary, Mines, Govt. of India, Dr. K. Rajeswara Rao, IAS, Additional Secretary, Ministry of Mines, Mr. Anil Kumar Nayak, Joint Secretary, Ministry of Mines, Mr. Sanjib Roy, Director (P&T) NALCO and other senior officials of the Ministry and the company.

NALCO had declared a total dividend amount of Rs.1072.73 crore (excluding Dividend Distribution Tax), i.e., 115% of the Paid up Capital for the financial year 2018-19. This includes the Govt. of India's share of Rs. 557.80 crore. Since inception, NALCO has paid a total of Rs.8539.61 crore as dividend, including Rs.6585.57 crore as share of Govt. of India.



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# PSEs Observe **Vigilance Awareness Week**

## **Ms. P.C Thenmohzhi, IPS inaugurates the Vigilance Awareness Week -2019 at NLCIL**

The Vigilance Awareness Week celebrations 2019 at NLCIL was inaugurated by Ms. P. C. Thenmohzhi, IPS DIG of Police, Kancheepuram range, I/c Villupuram Range, in the presence of Mr. Rakesh Kumar CMD, NLCIL and Functional Directors, Mr. R. Vikraman, Mr. N.N.M Rao , Mr. Prabhakar Chowki, Mr. Shaji John and Mr. T. Venkatasubramanian, IRSME, CVO, NLCIL at Learning and Development Centre, Neyveli.



(L-R) Mr. T. Venkatasubramanian, CVO, NLCIL, Mr. N. N. M. Rao, Mr. R. Vikraman, Directors of NLCIL, Ms. P.C. Thenmohzhi, DIG of Police, Mr. Rakesh Kumar, CMD, NLCIL, Mr. Prabhakar Chowki, Mr. Shaji John, Directors of NLCIL.

To mark the occasion Ms. Thenmohzhi, CMD & Functional Directors and CVO, NLCIL released pamphlets containing the message of CVO, a Wooden Pen Stand, Table Photo Frame Stand and Adhesive Stickers containing messages on integrity. They also inaugurated the Integrity wall at Main Bazar, Neyveli Township, and took integrity pledge by signing on the wall. The employees and general public are taking integrity pledge by signing on this wall.

## **NHPC organizes 'Vigilance Awareness Week 2019'**

NHPC Limited organized the Vigilance Awareness Week 2019 at Corporate Office, Faridabad and its various power stations/projects/regional offices and field units. On this occasion, Mr. Balraj Joshi, CMD,



Mr. Balraj Joshi, CMD, NHPC and other senior officials releasing the Vigilance Journal.

NHPC administered the oath of "Integrity Pledge" to the employees at Corporate Office, Faridabad. Mr. Ratish Kumar, Director (Projects), Mr. N.K. Jain, Director (Personnel), Mr. Janardan Choudhary, Director (Technical) and Dr. Sunita Singh, CVO, NHPC were also present on the occasion along with other senior NHPC officers and employees.

## **NCL observes Inaugural Ceremony of Vigilance Awareness Week**

Northern Coalfields Limited observed Vigilance Awareness Week (VAW2019) at Central Excavation Training Institute (CETI) located in company headquarters. Director (Technical/Operations), NCL, Mr. Gunadhar Pandey was the Chief Guest at the inauguration while Director (Finance/Personnel), NCL, Mr. Nag Nath Thakur was present as guest of honour. On this occasion the former CMD of NCL, Mr. Amal Das was also present as guest of honour. General Managers/HOD's and Departmental Heads of NCL along with large number of employees attended



Vigilance Awareness Week at NCL.

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the programme. General Manager (P/Vigilance), Mr. Priyaranjan Kumar welcomed the guests in the function and Chief Manager (MM/Vigilance), Mr. Kailash Joshi presented vote of thanks.

Prior to this, CMD, NCL, Mr. P. K. Sinha administered Integrity Pledge to NCL family at Headquarters. Vigilance awareness week was also inaugurated in all the coal areas and units of NCL.

## NBCC observes Vigilance Awareness Week 2019

NBCC observed 'Vigilance Awareness Week 2019'



Mr. P K Gupta, CMD, NBCC accompanied by Mr. Ajay Kumar Rana, CVO, NBCC and Ms. B K Sokhey Director (Finance), NBCC releasing the vigilance bulletin.

on the theme "Integrity - A way of Life". During the week-long event, Mr. P K Gupta, CMD, NBCC accompanied by Mr. Ajay Kumar Rana, CVO, NBCC and Ms. B K Sokhey Director (Finance), NBCC released annual Vigilance Bulletin of NBCC titled 'पारदर्शीता' along with thought-provoking Posters curated by Vigilance Department. The objective was to spread awareness among employees and provide them valuable insights on effective vigilant administration. Corporate Vigilance Division also organised many other engagement activities on the occasion in all NBCC offices across the country, which included administering Vigilance and Integrity Pledge, Interactive Sessions on vigilance, Motivational lecture sessions, Essay and Quiz competitions among others.

## 'Integrity – A Way of Life': NALCO's focus on Vigilance Awareness Week 2019

National Aluminium Company (NALCO) joined the Nation in observing Vigilance Awareness Week in its sites and offices. This year, the week was



Dr. Tapan Kumar Chand, CMD, NALCO administering the pledge.

celebrated with the theme 'Integrity – A Way of Life.'

Dr. Tapan Kumar Chand, CMD, NALCO, Mr. Pradip Kumar Mishra, Director (Commercial) and Mr. Somanath Hansdah, Chief Vigilance Officer (CVO), NALCO administered the pledge among the employees in Odia, Hindi and English, in the presence of Mr. Sridhar Patra, Director (Fin.), Mr. Sanjib Kumar Roy, Director (P&T) and other senior officers.

## VAW-2019 begins at MCL

Setting in motion an Integrity Tableau for



Mr. B. N. Shukla, CMD, MCL administering the pledge.

public awareness on corruption-free society marked the beginning of Vigilance Awareness Week 2019 at Mahanadi Coalfields Limited (MCL), a subsidiary of Coal India Limited having operations in Odisha. Mr. B. N. Shukla, Chairman-cum-Managing Director, unfurled the Vigilance Flag at the corporate office and administered "integrity pledge for citizens" to the employees at headquarters. Mr. K. R. Vasudevan, Director (Finance/Personnel (I/c)) along with other senior officers and staff were present at the inaugural ceremony.

A series of events on this year's VAW theme were



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organised for employees and school children. The inaugural ceremony was conducted by Mr. Sudhakar Sahay, Deputy General Manager (Vigilance). Similar programmes were organised in the coal-fields of the company spread over in Jharsuguda, Sundergarh and Angul districts.

## Vigilance Awareness Week-2019 observed at HAL

Mr. R Madhavan, CMD, HAL inaugurated the Vigilance Awareness Week-2019 at HAL Corporate Office in the presence of Mr. B Selva Kumar, CVO. The week long campaign consisted of various activities such as vighthon, elocution, essay competition, sensitization programmes etc.

The bi-annual magazine 'Margadarshan' brought



HAL Vigilance Department's Bi-Annual Magazine being released by senior officials.

out by HAL's Vigilance Department was released on this occasion. Mr. V.M. Chamola, Director (HR), Mr. C.B Ananthkrishnan, Director (Finance), Mr. M.S Velpari, Director (Operations), senior executives of the company and others were present.

## Vigilance Awareness Week observed by ESIC

Employees' State Insurance Corporation (ESIC) observed 'Vigilance Awareness Week' in all its establishments including Headquarters Office. The theme of this year was: "Integrity- A way of life". At the Headquarters office, Mr. Raj Kumar, Director General, ESIC administered the Integrity Pledge to ESIC staff and officers. Quiz competition focussing on the vigilance related matters was organised in which many officials actively participated. A lecture series was organised in which Ms. Garima Bhagat, Chief Vigilance Officer, ESIC delivered a



Mr. Raj Kumar, DG, ESIC administering the pledge.

lecture on the topic "Integrity a way of Life" and Mr. Shailendra Singh, Chief Technical Examiner, Central Vigilance Commission delivered a lecture on "Procurement issues".

Recent initiative taken by ESIC has also been featured in the compilation of best practices on "Preventive Vigilance Initiatives" released by CVC during the Vigilance Awareness Week.

## Vigilance Awareness Week-2019 in Cochin Port Trust

Vigilance Awareness Week was observed by Cochin Port Trust. The theme chosen by the Central Vigilance Commission for this year's Vigilance Awareness Week is "Integrity-A way of life".

Dr. M Beena, IAS, Chairperson inaugurated the function by lighting the lamp and administered Integrity Pledge to the employees of the Port. Introductory address was made by Ms. Uma Venkatesan, Chief Vigilance Officer. Competitions of essay writing, poster designing, elocution were



Introductory address being made by Ms. S. Uma Venkatesam IRS, CVO, CPT.

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held for Cochin Port employees and students of nearby schools and colleges.

A talk on the theme subject by Mr. P Mohanadas, Former Judge and Judicial Member of Kerala Human Rights Commission, was also held on the occasion.

## Vigilance Awareness Week observed in BHEL

Dr. Nalin Shinghal, Chairman & Managing Director,



Dr. Nalin Shinghal, CMD, BHEL administering the integrity pledge.

BHEL, administered the Integrity Pledge to employees on the inaugural day of the Vigilance Awareness Week at the Company's Corporate Office. The messages of dignitaries were also read out on the occasion. Functional Directors, CVO and other senior officers of the company were also present at the event.

## AAI observes Vigilance Awareness Week 2019

Airports Authority of India observed Vigilance Awareness Week 2019 with theme "Integrity – A Way of Life" across all its airports and establishments. An event was organized at AAI's Corporate Headquarters, (Rajiv Gandhi Bhawan) which was inaugurated by Mr. Anuj Aggarwal, the then Chairman, AAI in the presence of Mr. I.N. Murthy, Member (Operations), Mr. A K Pathak, Member (Planning), Mr. Vineet Gulati, Member (ANS), Mr. J. K. Goel, ED (HR) & Mr. Suresh N. Borkar, GM (Vig). The Integrity Pledge was administered by the



Mr. Anuj Aggarwal, the then Chairman, AAI administering the Integrity Pledge to officers and employees in the presence of all Board Members.

Chairman to Officers and Employees of AAI on this occasion.

## Vigilance Awareness Week Commences at NMDC



Mr. Sumit Deb, Director (Personnel) in presence of Chief Guest, Mr. APVN Sarma, IAS (Retd.), Advisor to Governor and Mr. VVS Sreenivas, CVO, NMDC during the Vigilance Awareness Week.

Vigilance Awareness Week 2019 was inaugurated at NMDC Corporate Office with administering of Pledge to Employees by Mr. Sumit Deb, Director (Personnel) in presence of Chief Guest, Mr. APVN Sarma, IAS (Retd.), Advisor to Governor. Mr. VVS Sreenivas, Chief Vigilance Officer explained the relevance of theme "Integrity - A Way of Life" and role of employees in improving organizational integrity. Mr. S Surender, ED (Engg. & Projects) and other senior officials participated in the event held at NMDC Corporate Head Office in Hyderabad.



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Mahanadi Coalfields Limited (MCL), a Government of India Enterprise under Ministry of Coal, operates 15 open cast and 5 underground coal mines in Angul, Jharsuguda and Sundergarh districts of Odisha. The company contributes to 25 percent of total production by Coal India. Ever since its inception, MCL has been a front-runner in introducing innovative ideas and technology to minimise the impact of coal mining on environment. Extending Swachhta Abhiyan to waste management level with new technology and best practices, the company has achieved huge advancements in cutting down and safe disposal of solid waste in its mines. Committed to inclusive growth, MCL is the top spender under CSR in Odisha.



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### Mahanadi Coalfields Limited

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# Secretary, Defence Production visits GSL

**M**r. Subhash Chandra, IAS, Secretary, Defence Production visited GSL recently as part of activities related to the Launching of 3rd Coast Guard Offshore Patrol Vessel.

During the visit, the Secretary inaugurated the commencement of production of Fast Interceptor Boats (FIB) at the New GRP Complex. Construction of the FIBs is primarily targeted towards export markets in the African and South East Asian Countries which have demand for these boats for patrol and surveillance operations.

A License Agreement was exchanged between Cmde BB Nagpal, NM, CMD, GSL and Mr. V V Parlikar, DS & Director, R&D (Engineers), Pune for ToT in Composite Technology in



Cmde BB Nagpal, NM, CMD, GSL and Mr. V V Parlikar, DS & Director, R&D (Engineers), Pune with the MoU documents in the presence of Mr. Subhash Chandra, Secretary, Defence Production.

the presence of the Secretary. Technology transfer in the field of Resin Film Infusion Technology (RFIT) and Vacuum Assisted Resin Transfer Molding (VARTM) which will enable GSL to participate in manufacture of Composite

products for varied applications for Defence Forces. During the visit, the Secretary (DP) also inaugurated the Steel Cutting of the LPG Cylinder Carrier Vessel at the Newly constructed Steel Preparation Shop in GSL.

## BEL pays Rs. 231.69 Cr Final Dividend to Govt of India



Mr. M.V. Gowtama, CMD, BEL, presenting final dividend cheque to the Defence Minister, Mr. Rajnath Singh.

**B**harat Electronics Ltd (BEL) has paid a total dividend of 340% on its paid up capital to the Government of India for Financial Year 2018-19. Mr. M V Gowtama, Chairman & Managing Director, BEL, presented the 170% final dividend cheque for Rupees Two Hundred & Thirty-one Crores Sixty-nine Lakh Twenty Thousand Eight Hundred Forty-two and Ten

Paise only payable on the shares held by the President of India, to the Defence Minister, Mr. Rajnath Singh, at New Delhi. Mr. Barun Mitra, IAS, ASDP, and Mr. Koshy Alexander, Director (Finance), BEL, were present. The Interim Dividend of 170% (on face value of Re. 1 per equity share) was paid to the Government of India in February and March, 2019.



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# Maharatna Status Conferred on **POWERGRID**



Employees of POWERGRID after the Maharatna status was conferred on the company.

**P**ower Grid Corporation of India Limited (POWERGRID) has been conferred with the coveted Maharatna Status by the Government of India. This was announced by the Union Minister of State (I/C for Power, New & Renewable Energy) Mr. R.K. Singh at the 30th Raising Day Celebrations of the Company in New Delhi.

The Maharatna status provides enhanced powers to the Board of POWERGRID to facilitate expansion of operations, both in domestic as well as global markets.

POWERGRID, the third largest CPSE in India is also the third largest transmission company globally. It has been recognised as 'Fastest Growing Electric Utility in Asia Pacific' successively for the last six years, since 2014.

As on 30<sup>th</sup> September, 2019, its transmission network included more than 160,930 ckm of transmission lines, 248 Sub-stations

with transformation capacity of more than 383,270 MVA on a consolidated basis. With the use of state-of-the-art maintenance techniques, automation and digitization, POWERGRID has consistently maintained an average transmission system availability of more than 99.5%. The Company is currently executing several transmission projects for grid integration of Renewable Energy projects forming part of Govt. of India's plans of establishing 175GW of RE generation capacity by 2022.

**POWERGRID Q2 Net Profit rises 9% to Rs. 2571.10 Crore; Total Income grows by 6% to Rs. 9260.46 Crore on Consolidated Basis**

Power Grid Corporation of India Limited (POWERGRID) has posted a net profit of Rs. 2571.10 Crore for the second quarter of FY 2019-20 (Jul-Sep, 2019), an

increase of 9% against Rs.2348.25 Crore reported during the corresponding quarter ended September 30, 2018. Total Income (Turnover) for second quarter (Jul-Sep, 2019) rose to Rs.9260.46 Crore, up by 6% from Rs. 8718.20 Crore in the corresponding quarter ended September 30, 2018.

Total Income for first half of financial year 2019-20 rose to Rs.18622.18 Crore, an increase of 9% over Rs. 17094.68 Crore reported during the corresponding half year ended September 30, 2018. On a standalone basis, POWERGRID had registered a net profit of Rs.4955.03 Crore on a total Income (turnover) of Rs. 18411.55 Crore during the half year ended September 30, 2019.

POWERGRID's physical assets as on September 30, 2019 include more than 160,937 ckm Transmission Lines, 244 Sub-Stations with transformation capacity of more than 383,273 MVA.



# NORTHERN COALFIELDS LIMITED

(Miniratna Company)  
(A Coal India Company)

**COAL  
Keeps  
The  
Lights  
On...**



- ❖ Producing 15% of National Coal Production
- ❖ Contributing 10% in total electricity generation of the Nation
- ❖ **101.5** Million Tonne Coal Production in FY 2018-19



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# NRDC becomes an **ISO-9001-2015 Certified Organisation**

**U**nited Registrar of Systems (URS), UK accredited by NABCB awarded the ISO 9001-2015 to NRDC to Acquire, Promote and Transfer of technologies. The certificate was handed over by representative of URS-United Registrar Systems, Ms. Sandhaya Rikhari to Dr. H Purushotham, Chairman & Managing Director, NRDC and to Mr. D.C. Joshi, Chief (Business Development) and senior officials of NRDC.



Dr. H Purushotham, CMD, NRDC receiving the certificate.

## NMDC celebrates **150<sup>th</sup> Birth Anniversary of Mahatma Gandhi**



150<sup>th</sup> Birth Anniversary of Mahatma Gandhi being celebrated at NMDC.

**N**MDC Limited celebrated 150<sup>th</sup> Birth Anniversary of Father of Nation - Mahatma Gandhi at its head-quarters in Hyderabad and also in all its major projects across the country spreading the message of Gandhian values – Ahimsa, Non-violence and truth along with Swachh Bharat Abhiyan.

Mr. N. Bajjendra Kumar, IAS,



CMD, NMDC, the Chief Guest inaugurated the programme at

Head Quarter, Hyderabad where Mr. P.K. Satpathy, Director (Production); Mr. Amitava Mukherjee, Director (Finance); Mr. Alok Kumar Mehta, Director (Commercial); Mr. Sumit Deb, Director (Personnel); Sr. Officials and employees were present. While addressing the gathering Mr. Bajjendra Kumar appealed all the employees that everyone should discourage the use of "Single Use Plastic". To discourage use of plastic material, bottles made of copper and jute bags were distributed to the employees on this occasion. After garlanding and paying floral tributes to Mahatma Gandhi, a pledge on "Swachh Bharat Abhiyan" was taken by all the employees. Later, areas surrounding premises of NMDC Head Office Building Khanij Bhawan at Masab Tank, Hyderabad were cleaned by the employees.



ऑयल इंडिया लिमिटेड

(भारत सरकार का उद्यम)

**Oil India Limited**

(A Government of India Enterprise)

A Navratna Company

# FULFILLING NEW INDIA'S ENERGY ASPIRATIONS

Oil India Limited (OIL) is India's leading Navratna Oil & Gas Company with strong Pan-India presence and share of over 9% of the country's crude oil and natural gas production.

OIL's mission is to be "The fastest growing energy company with global presence providing value to stakeholders."

#### OIL has been Conquering Newer Horizons with:

- Overseas E&P assets and business in Libya, Gabon, Nigeria, Israel, Venezuela, USA, Mozambique, Bangladesh & Russia.
- Foray into Renewable Energy - Total installed capacity of 188 MW (comprising Wind and Solar Energy Projects)
- International Credit Ratings - Moody's "Baa2" (Stable) (higher than sovereign rating) and Fitch Rating "BBB-" (Stable) (equivalent to sovereign rating).



Corporate Office: Oil House, Plot Number 19, Sector 16A, Noida, District Gautam Budh Nagar, Uttar Pradesh 201301, India

Tel: 0120-2419000, 2419200. Website: [www.oil-india.com](http://www.oil-india.com) • CIN: L11101AS1959GOI001148  PROilIndiaLimited  OilIndiaLimited



# Awards & Accolades to PSEs

## REIL gets "IEI Centenary Industry Excellence Award"



Dr. A. K. Jain, MD, REIL receiving the award from Union Minister of Road Transport and Highways and MSME, Mr. Nitin Gadkari.

The Rajasthan Electronics and Instruments Limited (REIL), Jaipur was awarded the "IEI Centenary Industry Excellence Award 2019" for demonstrating business excellence. The award was presented by Union Minister of Road Transport and Highways and MSME, Mr. Nitin Gadkari to Dr. A. K. Jain, Managing Director, REIL in the presence of other dignitaries.

## POWERGRID conferred with Corporate Award for Excellence in CSR



CMD, POWERGRID, Mr. K. Sreekant receiving the award from the President of India, Mr. Ram Nath Kovind in the presence of Ms. Nirmala Sitharaman, Union Minister of Finance & Corporate Affairs and Guest of Honor, Mr. Anurag Singh Thakur, Union Minister of State for Finance & Corporate Affairs.

POWERGRID bagged the National CSR Award which was conferred by the President of India, Mr. Ram Nath Kovind in the category- Corporate Award for Excellence in CSR, Companies having eligible CSR Spend equal and above 100 crores, at Vigyan Bhawan recently. The award was presented in the presence of Ms. Nirmala Sitharaman, Union Minister of Finance & Corporate Affairs and Guest of Honor, Mr. Anurag Singh Thakur, Union Minister of State for Finance & Corporate Affairs. The award was received by CMD, Mr. K. Sreekant along with Director (Personnel) Mr. Ravi P. Singh on behalf of POWERGRID.

## PFC bags National CSR Award



Mr. Rajeev Sharma, CMD, PFC and other senior officials receiving the award from Ms. Nirmala Sitharaman, Minister of Finance & Corporate Affairs.

Ms. Nirmala Sitharaman, Minister of Finance & Corporate Affairs gave away the 'National CSR Award' in the category of 'Environment, Sustainable Development & Solar Energy' to Mr. Rajeev Sharma, CMD, PFC, Mr. NB Gupta, Director (Finance) & Mr. P K Singh, Director (Commercial) at Vigyan Bhawan, New Delhi. Mr. Anurag Singh Thakur, Minister of State for Finance & Corporate Affairs was present on the occasion. Mr. Ram Nath Kovind, the President of India was the Chief Guest of the event.

## NALCO honoured at National CSR Awards for Excellence in CSR

National Aluminium Company Ltd. (NALCO) has been recognized with 'Honourable Mention'



Mr. Basant Kumar Thakur, Director (HR), NALCO receiving the Award from the Minister of State for Finance and Corporate Affairs, Mr. Anurag Singh Thakur.

for Excellence in the field of Corporate Social Responsibility (CSR) for its flagship CSR project 'NALCO Ki Ladli' at the National CSR Awards ceremony held at Vigyan Bhawan in New Delhi.

The President of India, Mr. Ram Nath Kovind, Union Minister of Finance and Corporate Affairs, Ms. Nirmala Sitharaman and the Minister of State for Finance and Corporate Affairs, Mr. Anurag Singh Thakur graced the occasion.

Mr. Basant Kumar Thakur, Director (HR), NALCO received the Award from the Minister of State for Finance and Corporate Affairs, Mr. Anurag Singh Thakur. Dr. Tapan Kumar Chand, CMD, NALCO congratulated the team.

## National CSR Award conferred to MCL



Mr. K R Vasudevan, Director (Finance/Personnel) and Mr. B Sairam, General Manager (CSR) receiving the CSR award from Ms. Nirmala Sitharaman, Minister of Finance & Corporate Affairs.

Mahanadi Coalfields Limited (MCL) received the National CSR Award for its contribution in the national priority areas of development, including health, safe drinking water and sanitation in Odisha.

The National CSR Awards 2018, instituted by the Ministry of Corporate Affairs, Government of India, were presented to winners at a ceremony in the presence of Mr. Ramnath Kovind, the President of India, in Vigyan Bhawan, New Delhi.

Ms. Nirmala Sitharaman, Minister of Finance & Corporate Affairs, presented the award to Mr. K R Vasudevan, Director (Finance/Personnel) and Mr. B Sairam, General Manager (CSR).

## GRSE bags 16<sup>th</sup> National Award for Excellence in Cost Management



Mr. S.S Dogra, Director (Finance) along with Mr. Somnath Sarkar, DGM (Finance), GRSE receiving the award.

Garden Reach Shipbuilders and Engineers Ltd. (GRSE) received the second positive award at 16<sup>th</sup> National Award for "Excellence in Cost Management" in the category of Medium Public Sector Manufacturing Companies. Mr. S. S. Dogra, Director (Finance) along with Mr. Somnath Sarkar, DGM (Finance) received the award on behalf of GRSE.

Mr. Anurag Singh Thakur, Minister of State for Finance and Corporate Affairs graced the occasion as Chief Guest. Mr. Subhash Chandra Garg, IAS, Secretary to Government of India was the Guest of Honour at the event.



# HPCL conferred Maharatna Status

## Growth of 30% in Net Profit of Q2 2019-20 as compared to Q1 2019-20

**H**industan Petroleum Corporation Ltd (HPCL) has been conferred with the status of 'Maharatna' in October 2019 by the Government of India. This will provide greater operational and financial autonomy to the Corporation.

Hindustan Petroleum Corporation Limited has recorded Profit After Tax of Rs.1863 crore during April-September, 2019 vis a vis PAT of Rs. 2811 crore during the corresponding six months' period of previous financial year 2018-19. Profits for the current period are stable in spite of inventory losses, reduced cracks on MS & LPG. Gross sales revenue for the corporation stood at Rs. 140694 crore during April-September, 2019 as compared to Rs. 145988 Crore for corresponding period of the previous year.

During April-September 2019, the domestic sales of petroleum products have increased to 18.77 million tonnes with a growth of 1.5% over the first half of previous year. The sales of Motor Spirit (Petrol) increased by 7.4%, LPG by 5.4% and that of Bitumen by 11.5% over the corresponding period of previous financial year. The combined GRM for the



period April-September 2019 is US\$ 1.87 per barrel as compared to US\$ 5.93 per barrel in the corresponding previous period mainly due to volatile crude prices leading to inventory losses during April-September 2019 and lower cracks of products mainly MS & LPG. HPCL has registered gross sales of Rs 66165 crore during July-September, 2019 as compared to Rs. 73,065 crore for the period July-September, 2018. Quarterly Profit after Tax (PAT) for the period July-September, 2019 is Rs 1052 crore against Rs 1,092 crore achieved during the corresponding period of previous financial year.

During the quarter, 87 new LPG distributorships were commissioned taking the total LPG distributorships to 5,979 as of

September 2019. Pradhan Mantri Ujjwala Yojana (PMUY) aimed to enhance the clean cooking fuel penetration in the country achieved the 8 Crore mark, seven months ahead of schedule in September 2019. From inception of scheme to September 2019, HPCL has provided over 2.16 crore new LPG connections under PMUY.

HPCL's major ongoing pipeline projects namely Mundra Delhi Pipeline (MDPL) capacity expansion, Palanpur – Vadodara product pipeline including green-field terminal at Vadodara and Vijayawada - Dharmapuri product pipeline are progressing well. To further enhance the pipeline network and capacities, project of extending the existing LPG pipeline from Hassan in Karnataka to Cherlapalli in Telangana (649 Km long pipeline) has been initiated.

HPCL is conferred with National Corporate Social Responsibility (CSR award), recently instituted by the Government of India for its work on "Contribution to the National Priority Areas - Education to girl child" and Honorable mention for its work on "National Priority Area - Support to Differently Abled".

HINDUSTAN PETROLEUM CORPORATION LIMITED

(A GOVERNMENT OF INDIA ENTERPRISE)

INDIAN REFINERY

## NLCIL inks MoU with MECL



Mr. Prabhakar Chowki, Director (Mines), NLCIL & Dr. Ranjit Rath, CMD, MECL exchanging MoU in the presence of Mr. Rakesh Kumar, CMD and Functional Directors.

To improve the achievement of the promotional exploration as per the annual target approved by Ministry of Coal (MoC) in lignite areas, NLCIL has proposed to take up regional/ detailed exploration through outsourcing mode and

submitted proposals to MoC for carrying out regional exploration and detailed exploration in Pandiyur lignite block and R. S. Mangalam lignite block in Ramnad district, Tamilnadu respectively. The same was approved by MoC and included in the annual programme of lignite exploration (2019-2020). The exploration in the above blocks is being taken up by MECL under MoU with NLCIL. As per the project proposal submitted to MoC, a total quantum of 48000 m of drilling for Pandiyur and 345000 m for R. S. Mangalam blocks (Sub-Block A, B, C, D) were planned. MoC has approved initially 5000m for Pandiyur and 30000 m in R.S.Mangalm Block-A in the 2019-20 annual programme. The

exploration activity is expected to enhance the Lignite reserves substantially. To this effect, NLC India Limited (NLCIL) inked an MoU with Mineral Exploration Corporation Limited (MECL) for carrying out regional exploration and detailed exploration through outsourcing mode in Pandiyur Lignite Block and R. S. Mangalam Block in Ramnad District, Tamilnadu and exchanged between Mr. Prabhakar Chowki, Director (Mines) & Dr. Ranjit Rath, CMD, MECL in the presence of Mr. Rakesh Kumar CMD and Functional Directors Mr. R. Vikraman, Director (HR), Mr. N.N.M. Rao, Director (P&P), Mr. Shaji John, Director (Power) and Mr. T. Venkatasubramanian CVO of NLCIL.

## GSL launches 3<sup>rd</sup> Coast Guard Offshore Patrol Vessel 'Sajag'

The 3<sup>rd</sup> Vessel of the indigenous Project for 05 Offshore Patrol Vessels for Indian Coast Guard was launched recently at Goa Shipyard Limited by Mrs. Vijaya Shripad Naik, wife of Raksha Rajya Mantri, Mr. Shripad Yesso Naik. Mrs. Naik performed the launching rituals and named the vessel as 'Sajag'. The Vessel was launched at GSL in the presence of Mr. Subhash Chandra, IAS, Secretary (Defence Production), DG K Natarajan, PTM, TM, Director General, Coast Guard, RAdm Philipose G Pynumootil, NM, Flag Officer Goa Area, Commodore BB Nagpal, NM (Retd), CMD, GSL and various other senior dignitaries. The ongoing shipbuilding project for 05 Offshore Patrol Vessels is one of the biggest orders being executed by GSL for the Indian Coast Guard. This indigenous Project was

launched by the Hon'ble Prime Minister on 13<sup>th</sup> November 2016. It is creditable for the shipyard to complete the 100% hull construction and bring the vessel to the advanced stage of outfitting for delivery in October 2020. Entirely designed in-house by the professionals of GSL, these OPVs will form a formidable part of the Coast Guard Fleet and will be used for protection of Exclusive Economic Zone of territorial waters. Recognizing the efforts and achievements of Goa Shipyard, Raksha Rajya Mantri, Mr. Shripad Yesso Naik congratulated the personnel of Goa Shipyard and Coast

Guard for the launching of the Vessel. Speaking on the occasion DGCG Mr. K Natarajan also praised GSL for its professionalism in persistent delivery of quality ships, within the contractual delivery timelines. On this occasion, Cmde BB Nagpal, CMD GSL said "In line with the Shipyard's tradition of delivering on time, we are confident to deliver the 3<sup>rd</sup> Vessel, launched, as per the contractual schedule. Our endeavour has been to maximise the indigenous content on these ships and I am happy to state that 70% indigenisation has been achieved for these ships."





# HAL Observes Rashtriya Ekta Divas at its Facilities Spread Across the Nation

**H**AL joined the rest of the nation in observing Rashtriya Ekta Divas (National Unity Day) and commemorate 144th birth anniversary of Sardar Vallabhbhai Patel by organising series of events at its various offices and facilities spread across the country.

The day long events included pledge taking ceremony by employees, Run for Unity, quiz competitions in schools, blood donation camps etc. and posters carrying the message of national integrity and unity were prominently displayed at HAL offices in various languages across the country. A blood donation camp was held at the Company's Medical and Health Unit



Rashtriya Ekta Divas being celebrated at HAL.

(Bengaluru) in which around 75 people donated blood. Mr. R. Madhavan, CMD said HAL reaffirms its commitment towards

nation building. HAL will continue to make concerted efforts in supporting the Indian defence forces, he added.

## GSL spreads the **Message of Unity in Vasco**

**O**n the occasion of Rashtriya Ekta Diwas, Goa Shipyard Limited conducted various activities in a festive and patriotic atmosphere. The activities commenced with a Run for Unity (5 kms) which started from SAG Sports Complex, Chicalim to Shantinagar, Vasco. Participants included school students, CISF personnel and GSL Employees, making it hugely successful. Run for Unity was organised country wide on the occasion of the 144th Birth Anniversary of Sardar Vallabhai Patel and is

aimed to encourage and foster unity, brotherhood and patriotic mood across the nation, thereby paying homage by a grateful nation to the "Lauh Purush" Sardar Patel, who is credited with uniting India, post Independence. The Unity Pledge was administered by CMDE B B NAGPAL, CMD, GSL, who also flagged off the 'Run for Unity' and joined the Run with the other participants. Further, a blood donation camp was also organised in the GSL premises in collaboration with GMC Blood Bank on this occasion.



Essay competitions on the topic "Rashtriya Ekta" (national unity) were also held on this occasion for GSL Employees, CISF Personnel & Family Members.

# GAIL Registers Profit After Tax of Rs. 1,064 crore during Q2 of FY 19-20

**G**AIL (India) Limited registered a Profit after Tax (PAT) of Rs. 1,064 crore in Q2 FY20 as against Rs. 1,288 crore in the Q1 FY20. Profit Before Tax (PBT) remains at Rs. 1,535 crore in Q2 FY20 as against Rs 1,981 crore in Q1 FY20.

The improved physical performance in the current quarter helped company in maintaining its Gross Turnover at Rs. 18,010 crore as against Rs.18,276 crore in Q1 FY20. The physical performance has improved in Petrochem, LPG transmission, LHC and Gas transmission segments by 59%, 21%, 11% and 3% respectively as compared to

Q1 of FY20. The market prices of Petrochemicals and LHC declined by 8% and 25% respectively coupled with lower gas prices in international market which adversely impacted the profits of the company in the Q2 as compared to Q1 FY20.

On half yearly basis, GAIL's Gross turnover remains at Rs. 36,286 crore in HI 2019-20 as against Rs. 36,358 crore in FY 2018-19. PAT is Rs. 2,352 crore in current half year as against Rs.3,222 crore in H1 2018-19. On consolidated basis, Gross Sales stood at Rs 36,662 crore in H1 FY20 as against Rs 36,708 crore in H1 FY19. PAT was Rs 2,671 crore

in H1 FY20 as against Rs 3,232 crore in H1 FY19. Dr. Ashutosh Karnatak, Chairman & Managing Director, GAIL stated that company's physical performance in Q2 FY20 has been better due to operational efficiency as against Q1 FY20.

The petrochemical plant is running at more than 100% capacity. Further, volume of gas transmission is also showing upward trend in a direction to create gas based economy in the country. However, lower prices of Petrochemicals and Liquid Hydrocarbon (LHC), which are determined by international prices, have impacted the profit adversely.

## Financial Results of NLCIL

**T**he total income of the company during the quarter and half year ended 30.09.2019 was Rs. 2217.85 crore and Rs.4121.88 crore respectively as against Rs. 1881.07 crore and Rs. 3722.18 crore in the corresponding period of the previous year, registering a growth of 17.90% and 10.74% respectively in both the periods. Profit after tax for the quarter and half year ended 30.09.2019 was Rs.336.78 crore and Rs.659.82 crore respectively as against Rs. 327.72 crore and Rs. 647.35 crore in the corresponding period of the previous year, registering a growth of 2.76% and 1.93% respectively in both the periods. Power generation

during the quarter and half year ended 30.09.2019 was 5273.03 MU and 10332.13 MU respectively as against 4772.62 MU and 9656.61 MU in the corresponding period of the previous year, registering a growth of 10.48% and 7% respectively in both the periods. Commissioning of 358 MW of solar power plant has resulted in an increase of solar power generation during the quarter and half year ended 30.09.2019 to 325.59 MU and 590.30 MU respectively as against 121.43 MU and 202.52 MU in the corresponding period of the previous year. Power export during the quarter and half year ended 30.09.2019 was 4512.63 MU and 8818.11 MU respectively as

against 4004.95 MU and 8116.86 MU in the corresponding period of the previous year, registering a growth of 12.68% and 8.64% respectively in both the periods.

The EBIDTA for the quarter ended 30.09.2019 was Rs. 908.73 crore as against Rs. 719.01 crore, registering a growth of 26.39%. The EBIDTA for half year ended 30.09.2019 was Rs. 1663.21 crore as against Rs. 1451.83 crore, registering a growth of 14.56%. Average Plant Load Factor (PLF) of Thermal Plant achieved during the quarter and half year ended 30.09.2019 was 69.31% and 69.41% respectively as against 64.02% and 65.69% in the corresponding period of the previous year.



# THDCIL Successfully Organizes Uttarakhand State Level Painting Competition

## on Energy Conservation at Rishikesh

**T**HDC India Ltd. (THDCIL) organized Uttarakhand State Level Painting Competition on Energy Conservation under National Campaign on Energy Conservation - 2019 of Ministry of Power, Govt. of India at Rishikesh. For this State Level Competition, Students were divided in two categories for this Competition. In category-A 50 students of Class 4, 5 & 6 and in category-B 50 students of Class 7, 8 & 9 participated in this competition.

Mr. Prem Chand Agarwal, Speaker, Vidhan Sabha, Uttarakhand was the chief guest of the ceremony and gave the prizes to the winners. Mr. Muhar Mani, ED (MPS/O&MS) THDCIL honored the Speaker by presenting the Shawl & Memento on his arrival. While addressing



Mr. Prem Chand Agarwal, Speaker, Vidhan Sabha, Uttarakhand with senior officials of THDCIL and winners of State Level Painting competition organized by THDCIL.

the gathering, Mr. Agarwal appreciated the students for portal of their creative ideas through painting and advised them to work hard to achieve their respective goals. The winners in each category were rewarded with Rs. 50,000/- as First Prize, Rs. 30,000/- as Second Prize & Rs.

20,000/- as Third Prize & 10 consolation prize of Rs. 7,500/- each respectively. Mr. A.K. Porwal, GM (Commercial) & Dr. A.N. Tripathy, DGM (P-Policy/CC), THDCIL and Mr. N.K. Prasad, AGM(P&A)/Nodal Officer as well as other senior officers were also present on this occasion.

## Oil India declares its Q2 and H1 Results for FY 2019-20

**O**il India Board in its 507th Board Meeting approved the Q2 and H1 FY 2019-20 results. Crude Oil production during H1 FY 2019-20 is 1.63 MMT as against 1.70 MMT during H1 FY 2018-19. Natural gas production during H1 FY 2019-20 increased to 1459 MMSCM from 1430 MMSCM during H1 FY 2018-19. Due to fall in international crude oil prices, average Crude

Oil price realisation is lower by 12.29% to USD 63.81/BBL in H1 FY 2019-20 as compared to USD 72.75/BBL during H1 FY 2018-19. Average Crude Oil price realisation during Q2 FY 2019-20 was USD 61.30/BBL which was lower by 16.51% as compared to USD 73.42/BBL during Q1 FY 2018-19. Natural gas price realisation during H1 FY 2019-20 improved to USD 3.69/MMBTU as compared to

USD 3.06/MMBTU in H1 FY 2018-19. EBITDA for H1 FY 2019-20 was lower by 9.43% at Rs 2,986.67 crore as compared to EBITDA of Rs 3,297.62 crore in H1 FY 2018-19. Profit After Tax (PAT) for H1 FY 2019-20 was at Rs 1,252.03 crore as compared to PAT of Rs 1,565.23 crore in H1 FY 2018-19. PAT for Q2 FY 2019-20 was Rs. 627.23 crore as compared to PAT of Rs. 862.01 crore for Q2 FY 18-19.

# PSEs CSR Activities

## MDL Diwali Haat

As a CSR initiative of Mazagon Dock Shipbuilders Ltd, a Diwali Haat (Diwali Market) was organised for self-help groups, run by physically challenged, under-privileged and those with special needs to display their products. Called Diwali Diwali, this two-day market, showcased Diyas, sweets, bags, toys, bed sheets, utensils and all other Diwali favourites for the public. There were even stalls to get a massage by blind masseurs, gift toys meant for tribal kids and desk for registering organ donation.



Mr. Mahesh Chandra, Chief Vigilance Officer, MDL visiting various stalls after inauguration of Diwali Haat along with other senior officials of MDL.

The Diwali Haat was inaugurated by Mr Mahesh Chandra, Chief Vigilance Officer, MDL. A total of 14 NGOs/Trust/Society supported by MDL participated in this Diwali Haat and exhibited their products. The wide range of products showcased included quilts; home décor items; folders, bags, door mats made of jute; women accessories, designer bags, greeting cards, soaps, books and Diwali savouries.

The Diwali Haat had received thousands of foot-fall. MDL personnel, residents of MDL Colony and Mazagon Area thronged in numbers to make the noble cause a great success. Diwali Haat spanned for two days and concluded on 23 Oct 2019.

## NALCO Mahila Samiti distributes Mosquito Nets in Blind School

The members of NALCO Mahila Samiti, led by its President Ms. Preeti Roy Chand, recently distributed mosquito nets to all the inmates of Bhima Bhoi



NALCO Mahila Samiti with the children of the Blind School.

School for the Blind in Bhubaneswar to ensure the health and safety of the children.

## NHPC organizes Free Medical Camp

NHPC in association with Rural PHC, Dhauj, Haryana, Max Hospital, B.K. Hospital, Faridabad and Centre for Sight, Faridabad organized a free medical camp at Dhauj, Haryana under its CSR-SD scheme. Dr. Kamla Fartyal, Chief General Manager (Medical Services), NHPC, Dr. Rakesh Ranjan and Dr. Sushma Trivedi from NHPC were present on the occasion.



Medical Camp organized by NHPC.

The camp was highly successful and more than 925 persons from the nearby areas availed the free medical consultation. During the camp free medical consultation was given on heart disease, gynecology, pediatrics, eye, orthopedics etc. and blood sugar, hemoglobin, etc. tests were conducted and necessary medicines were also provided as per the requirement. 168 patients also underwent eye examination, out of whom 118 patients were provided spectacles free of cost.

## MSTC Stimulating e-Governance through Innovative e-Commerce solutions



### **DEEP** (Discovery of Efficient Electricity Price)

e-bidding & reverse auction portal developed for power procurement by DISCOMS on Short/Medium/Long Term on behalf of Ministry of Power

### **SHAKTI** (Scheme for Harnessing and Allocating Royalty)

MSTC provided a tailor made software solution for execution of the scheme online for allocation of coal linkage for regulated sector

### **UDAN(Ude Desh Ka Aam Nagarik)**

Regional Connectivity Scheme-Developed portal for Ministry of Civil Aviation



### **Coal Linkage e-auctions**

e-bidding platform developed for allocation of coal linkages for non-regulated sectors by CIL/SCCL

### **e-RaKAM**

Developed an e-platform for farmers to sell agricultural produce on pan India basis. The portal is a joint initiative by MSTC and Central Warehousing Corporation arm CRWC

### **Agri-Products for NE**

MSTC in collaboration with NERAMAC & CRWC has developed a portal for sale of different Agri-produces like Ginger, Pine apple , broom stick etc

### **MSTC METAL MANDI 'M3'**

Developed 'M3' portal, which is a virtual marketplace for B2B & B2C transactions for sale and purchase of iron, steel and Non Ferrous products especially

### **Allocation of Mineral Blocks:**

Two-stage e-Auction System (Technical Bid with IPO-Initial Price Offer first, then Forward e-Auction) developed for Mining Lease & Composite License on behalf of Ministry of Mines (MOM)

### **Other Milestones....**



Red Sandal Wood auction through e-auctions for AP/Telangana forest Department



Timber auctions for Kerala forest Department



Developed Portal for Export of Petroleum Product for ISG



ITD PVR Quality Human Hair for Export

देश को विकास दर को है बढ़ाना, अस्तित्व को जड़ से हल्ला मिटाना

# RINL-Vizag Steel... Strengthening the New India

आपके सपनों को साकार करने की एकमात्र कड़ी - आर आई एन एल के उत्पाद

**15** YEARS OF CELEBRATING THE MAHATMA

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