



**Report of the
Comptroller and Auditor General of India
on
Public Sector Undertakings
for the year ended March 2013**



Government of Odisha
Report No 1 of the year 2014

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Chapter I

1. Overview of State Public Sector Undertakings

Introduction

1.1 The State Public Sector Undertakings (PSUs) consist of State Government Companies and Statutory Corporations established to carry out activities of commercial nature while keeping in view welfare of the people. In Odisha, PSUs occupy an important place in the State economy. Working State PSUs registered a turnover of ₹ 11,294.70 crore as per their latest finalised accounts (September 2013) which was equal to 4.37 *per cent* of Gross State Domestic Product (GSDP) of ₹ 2,58,744.09 crore for 2012-13. Major activities of State PSUs are concentrated in Power and Manufacturing sectors. Working PSUs earned a profit of ₹ 890 crore in the aggregate as per their latest finalised accounts (September 2013). They had 0.21 lakh employees as on 31 March 2013.

1.2 As on 31 March 2013, there were 65 PSUs (including 62 Companies and 3 Statutory Corporations) as per details given below. None of these Companies was listed on the Stock Exchange.

| Type of PSUs | Working PSUs | Non-working PSUs | Total |
|-----------------------------------|-----------------|------------------|-----------|
| Government Companies ¹ | 34 ² | 28 | 62 |
| Statutory Corporations | 3 | - | 3 |
| Total | 37 | 28 | 65 |

Audit Mandate

1.3 Audit of Government Companies is governed by Section 619 of the Companies Act, 1956. According to Section 617, a Government Company is one in which not less than 51 *per cent* of paid up capital is held by Government (s). A Government Company includes a subsidiary of a Government Company. Further, a Company in which 51 *per cent* of the paid up capital is held in any combination by Government (s), Government Companies and Corporations controlled by Government (s) is treated as if it was a Government Company (deemed Government Company) as per Section 619 B of the Companies Act.

1.4 Accounts of State Government Companies (as defined in Section 617 of the Companies Act, 1956) are audited by Statutory Auditors, who are appointed by the Comptroller and Auditor General of India (CAG) as per provisions of Section 619 (2) of the Companies Act, 1956. These accounts are also subject to supplementary audit conducted by the CAG as per provisions of Section 619(4) of the Companies Act, 1956.

¹ Includes seven 619 B Companies of which six are working Companies

² One working 619 B Company namely Kalinga Bidyut Prasaran Nigam Private Limited was incorporated on 31 December 2012

1.5 Audit of Statutory Corporations is governed by their respective legislations. Out of three Statutory Corporations, the CAG is the sole auditor for Odisha State Road Transport Corporation. In respect of Odisha State Warehousing Corporation and Odisha State Financial Corporation, audit is conducted by Chartered Accountants and supplementary audit by the CAG.

Investment in State PSUs

1.6 As on 31 March 2013, investment (capital and long-term loans) in 65 PSUs (including 619 B Companies) was ₹ 10,471.51 crore as per details given in the table below:

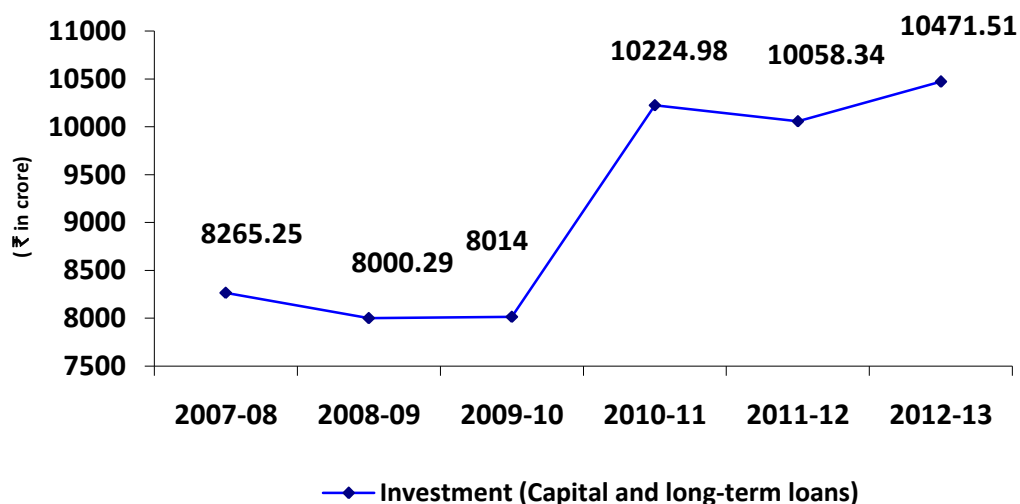
| Type of PSUs | Government Companies | | | Statutory Corporations | | | Grand Total |
|------------------|----------------------|-----------------|-----------------|------------------------|-----------------|---------------|------------------|
| | Capital | Long Term Loans | Total | Capital | Long Term Loans | Total | |
| Working PSUs | 2,109.68 | 7,519.82 | 9,629.50 | 578.39 | 146.20 | 724.59 | 10,354.09 |
| Non-working PSUs | 80.28 | 37.14 | 117.42 | -- | -- | -- | 117.42 |
| Total | 2,189.96 | 7,556.96 | 9,746.92 | 578.39 | 146.20 | 724.59 | 10,471.51 |

(₹ in crore)

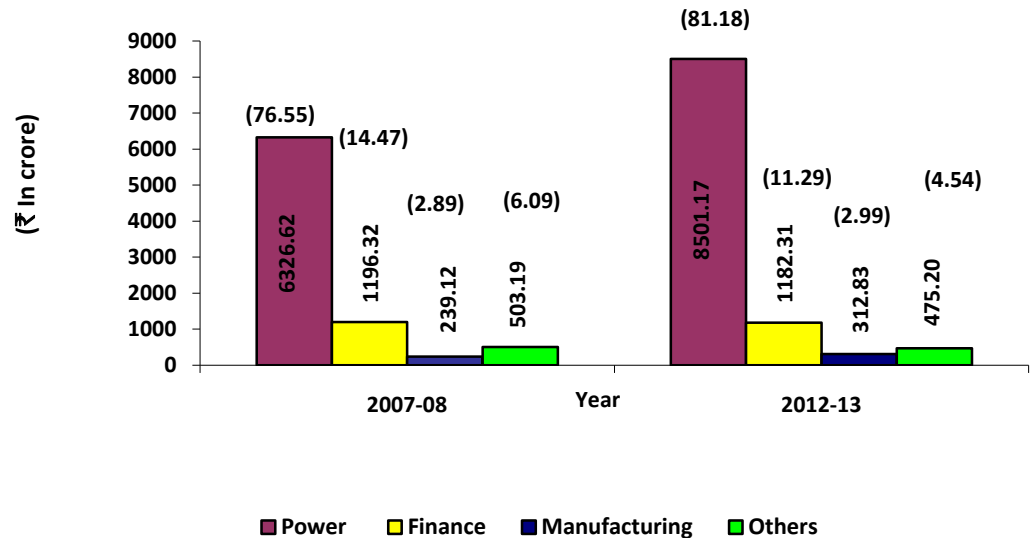
(Source: Information submitted by PSUs)

Summarised position of investment in State PSUs is detailed in **Annexure 1**.

1.7 As on 31 March 2013, of the total investment in State PSUs, 98.88 per cent was in working PSUs and the remaining 1.12 per cent in non-working PSUs. This total investment consisted of 26.44 per cent towards capital and 73.56 per cent in long-term loans. Investment had increased by 26.69 per cent from ₹ 8,265.25 crore in 2007-08 to ₹ 10,471.51 crore in 2012-13 due to increase in capital and loan in power sector as shown in the graph below:



1.8 Investment in various important sectors and percentage thereof at the end of 31 March 2008 and 31 March 2013 are indicated below in the bar chart.



(Figures in brackets show the sector percentage to total investment)

Thrust of PSU investment was mainly in power sector during six years ending 31 March 2013. Share of investment of power sector has marginally increased from 76.55 per cent in 2007-08 to 81.18 per cent in 2012-13 and in manufacturing sector from 2.89 per cent in 2007-08 to 2.99 per cent in 2012-13. Share of investment of financing sector has decreased from 14.47 per cent in 2007-08 to 11.29 per cent in 2012-13 and other sectors from 6.09 per cent in 2007-08 to 4.54 per cent in 2012-13.

Budgetary outgo, grants/subsidies, guarantees and loans

1.9 Details regarding budgetary outgo towards equity, loans, grants/subsidies, guarantees issued, loans written off, loans converted into equity and interest waived in respect of State PSUs are given in **Annexure 3**. Summarised details for three years ended 2012-13 are given below.

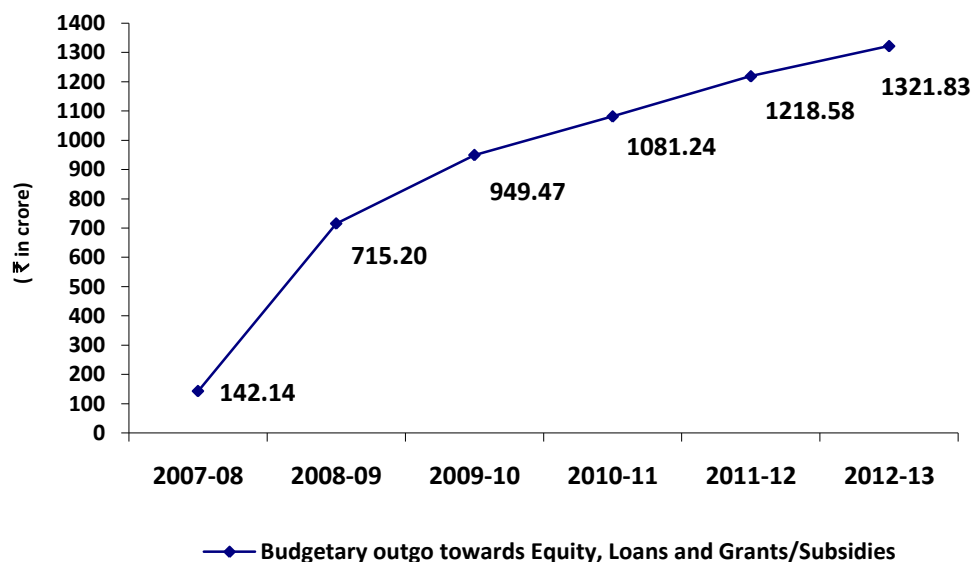
| Sl. No. | Particulars | 2010-11 | | 2011-12 | | 2012-13 | |
|---------|----------------------------------|-----------------|----------|-------------|----------|-------------|----------|
| | | No. of PSUs | Amount | No. of PSUs | Amount | No. of PSUs | Amount |
| 1. | Equity Capital outgo from budget | 4 | 73.00 | 1 | 43.00 | 3 | 61.72 |
| 2. | Loans given from budget | 2 | 48.03 | 1 | 163.23 | -- | -- |
| 3. | Grants/Subsidy received | 11 | 960.21 | 11 | 1,012.35 | 11 | 1,260.11 |
| 4. | Total outgo (1+2+3) | 16 ³ | 1,081.24 | 13 | 1,218.58 | 13 | 1,321.83 |
| 5. | Loans converted into equity | -- | - | -- | -- | -- | -- |

³ Actual number of Companies and Corporations which received equity/loans/Grants/Subsidies from the State Government.

| Sl. No. | Particulars | 2010-11 | | 2011-12 | | 2012-13 | |
|---------|-------------------------------------|-------------|----------|-------------|----------|-------------|----------|
| | | No. of PSUs | Amount | No. of PSUs | Amount | No. of PSUs | Amount |
| 6. | Loans written off | 2 | 180.65 | 2 | 1.80 | 2 | 2.28 |
| 7. | Interest/Penal interest written off | -- | -- | -- | -- | -- | -- |
| 8. | Total waiver (6+7) | 2 | 180.65 | 2 | 1.80 | 2 | 2.28 |
| 9. | Guarantees issued | 1 | 1,600.00 | 1 | 290.00 | -- | -- |
| 10. | Guarantee commitment | 5 | 2,357.53 | 4 | 2,373.41 | 2 | 2,274.15 |

(Source: Information submitted by PSUs)

1.10 Details regarding budgetary outgo towards equity, loans and grants/subsidies for the past six years are given in a graph below:



It may be noticed that year-wise budgetary outgo of the State towards equity, loans and grants/subsidy to State PSUs showed increasing trend after 2007-08 and touched the highest figure of ₹ 1,321.83 crore during 2012-13 mainly due to release of subsidy of ₹ 1,182.66 crore to Odisha State Civil Supplies Corporation Limited and equity contribution of ₹ 50 crore to Odisha Power Transmission Corporation Limited.

1.11 As per guidelines (November 2002) of Government of Odisha, State PSUs were liable to pay guarantee commission (GC) at the rate of 0.5 per cent per annum on the maximum of guarantee sanctioned irrespective of amount of loan actually availed or outstanding there against. Guarantee commitment by Government at the end of 2012-13 was ₹ 2,274.15 crore against two PSUs. During 2012-13 two⁴ PSUs paid GC of ₹ 0.46 crore to State Government, while GC of ₹ 55.37 crore was outstanding in respect of five⁵ PSUs.

⁴ Sl No.A-13 and 25 of Annexure-2

⁵ Sl No.2,12,24,25 and 27 of Annexure-2

Absence of accurate figure for investment in PSUs

1.12 Figures in respect of equity, loans and guarantees outstanding as per records of State PSUs should agree with that of the figures appearing in the Finance Accounts of the State. In case the figures do not agree, PSUs concerned and the Finance Department should reconcile the differences. The position in this regard as at 31 March 2013 is stated below:

(₹ in crore)

| Outstanding in respect of | Amount as per Finance Accounts | Amount as per records of PSUs | Difference |
|---------------------------|--------------------------------|-------------------------------|------------|
| Equity | 2,439.39 | 2,209.43 | 229.96 |
| Loans | Not Available | 3,879.06 | --- |
| Guarantees | 2,194.08 | 2,274.15 | 80.07 |

1.13 It was observed that differences occurred in respect of 30 PSUs⁶ and some of the differences were pending reconciliation since many years. Although office of the Accountant General (AG) had time to time written to the Administrative Departments of the State PSUs concerned highlighting issue of long pending differences for early reconciliation, no significant progress was, however, noticed. The Government and the PSUs may take concrete steps to reconcile the differences in a time-bound manner.

Performance of PSUs

1.14 Financial results of PSUs, financial position and working results of working Statutory Corporations are detailed in **Annexures 2, 5 and 6** respectively. A ratio of working State PSUs turnover to GSDP shows extent of PSUs activities in State economy. Table below provides details of turnover of working PSUs and GSDP for the period 2007-13.

(₹ in crore)

| Particulars | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|----------|----------|-------------|----------|-------------|-------------|
| Turnover ⁷ | 7,257.81 | 8,093.78 | 8,573.26 | 9,320.78 | 11,450.16 | 11,294.70 |
| Percentage of increase in turnover to previous year | -- | 11.52 | 5.92 | 8.72 | 22.85 | -1.36 |
| GSDP | 1,06,466 | 1,22,165 | 1,50,946.38 | 1,86,356 | 2,26,236.14 | 2,58,744.09 |
| Percentage of increase in GSDP to previous year | -- | 14.75 | 23.56 | 23.46 | 21.40 | 14.37 |
| Percentage of turnover to GSDP | 6.82 | 6.63 | 5.68 | 5.00 | 5.06 | 4.37 |

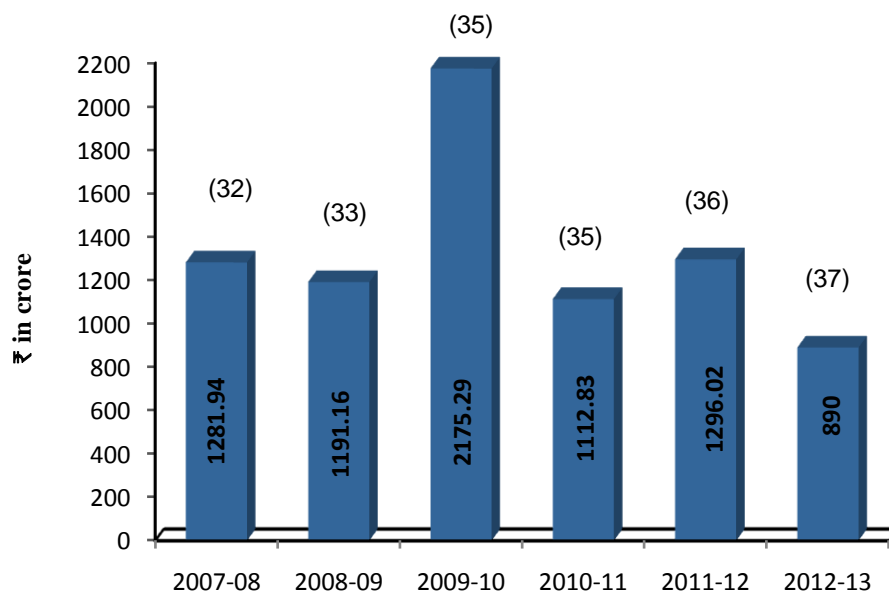
(Source: Annual Reports of PSUs and data from Government)

Turnover of PSUs did not increase in proportion to corresponding increase in GSDP except in 2011-12.

⁶ Including 8 non-working PSUs

⁷ Turnover of working State PSUs as per the latest finalised accounts as of 30 September 2013

1.15 Profit earned by working State PSUs during 2007-13 is given below.



■ Overall Net Profit earned by working PSUs as per their latest finalised accounts

(Figures in brackets show the number of working PSUs in respective years)

From above it can be seen that working PSUs earned overall profit in all the years which ranged between ₹ 890 crore (2012-13) and ₹ 2,175.29 crore (2009-10). Out of 37 working PSUs, 23 PSUs earned profit of ₹ 1,888.39 crore and seven PSUs incurred loss of ₹ 998.39 crore as per their latest finalised accounts during October 2012 to September 2013. One working PSU i.e., Odisha State Civil Supplies Corporation Limited prepared its accounts on 'no profit no loss' basis while six⁸ Companies have not yet started their operation/commercial production. Major contributors to profit were The Odisha Mining Corporation Limited (₹ 1,383.46 crore), Odisha Power Generation Corporation Limited (₹ 250.24 crore), Odisha State Beverages Corporation Limited (₹ 72.32 crore) and Odisha Hydro Power Corporation Limited (₹ 58.92 crore). Heavy losses were incurred by GRIDCO Limited (₹ 936.81 crore), Orissa Rural Housing and Development Corporation Limited (₹ 31.71 crore) and IDCOL Kalinga Iron Works Limited (₹ 27.54 crore).

1.16 Losses of PSUs are mainly attributable to deficiencies in financial management, planning, implementation of projects, running their operations and monitoring. A review of latest three years' Audit Reports of the CAG showed that working State PSUs incurred losses to the tune of ₹ 12,493.70 crore and made infructuous investment of ₹ 15.04 crore. Year-wise details from Audit Reports are stated in the following table:

⁸ Sl. Nos.A-16, 20, 23, 28, 29 and 31 of Annexure 2

(Amount: ₹ in crore)

| Particulars | 2010-11 | 2011-12 | 2012-13 | Total |
|---|----------|----------|----------|-----------|
| Net Profit | 1,112.83 | 1,296.02 | 890.00 | 3,298.85 |
| Controllable losses as per the CAG's Audit Report | 929.60 | 4,492.46 | 7,071.64 | 12,493.70 |
| Infructuous investment | -- | 2.44 | 12.60 | 15.04 |

1.17 Some other key parameters pertaining to State PSUs are given below:

(Amount: ₹ in crore)

| Particulars | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|----------|----------|----------|----------|-----------|-----------|
| Return on Capital Employed (<i>per cent</i>) | 18.59 | 15.14 | 20.21 | 9.78 | 15.80 | 13.62 |
| Debt | 5,929.23 | 5,573.22 | 5,549.32 | 7,588.39 | 7,469.11 | 7,703.16 |
| Turnover ⁹ | 7,257.81 | 8,093.78 | 8,573.26 | 9,320.78 | 11,450.16 | 11,294.70 |
| Debt/Turnover ratio | 0.82:1 | 0.69:1 | 0.65:1 | 0.81:1 | 0.65:1 | 0.68:1 |
| Interest payment | 478.85 | 402.59 | 358.19 | 361.09 | 970.85 | 976.32 |
| Accumulated profit/(loss) | (17.36) | 1,269.44 | 2,135.60 | 2,339.35 | 2,254.85 | 1,561.36 |

(Source: Information submitted by PSUs)

1.18 Above parameters showed mixed trend in financial position of the PSUs. Percentage of return on capital employed ranged between 9.78 (2010-11) and 20.21 (2009-10). Return on capital employed reduced to 13.62 *per cent* in 2012-13 as against 15.80 *per cent* in 2011-12 mainly due to decrease in profit of The Odisha Mining Corporation Limited from ₹ 1,880.59 crore to ₹ 1,383.46 crore. Debt turnover ratio increased from 0.65:1 in 2011-12 to 0.68:1 in 2012-13 due to decrease in turnover and increase in debt as compared to previous year. As against accumulated losses of ₹ 17.36 crore in 2007-08, though PSUs registered an increasing trend of accumulated profit upto 2010-11 (₹ 2,339.35 crore) indicating an improved performance, it reduced to ₹ 2,254.85 crore in 2011-12 with further reduction to ₹ 1,561.36 crore in 2012-13.

1.19 State Government formulated (December 2011) a dividend policy under which all profit making PSUs are required to pay a minimum dividend of 20 *per cent* on equity or a minimum of 20 *per cent* of post tax profit whichever is higher and in case of mining and power sector PSUs, minimum dividend should be 30 *per cent* of post tax profit. As per their latest finalised accounts, 23¹⁰ PSUs earned an aggregate post tax profit of ₹ 1,251.42 crore of which 8¹¹ PSUs declared/paid dividend of ₹ 472.84 crore.

⁹ Turnover of working PSUs as per the latest finalised accounts as of 30 September of respective years

¹⁰ Sl. No.A-1,2,3,4,5,6,7,8,11,13,14,15,17,21,22,25,26,27,30 & 33 and B-1,2 & 3 of **Annexure 2**

¹¹ Sl. No.A-3,4,13,21,22,25&26 and B-3 of **Annexure 2**

Arrears in finalisation of accounts

1.20 Annual accounts of Companies for every financial year are required to be finalised within six months from end of the relevant financial year under Sections 166, 210, 230, 619 and 619 B of the Companies Act, 1956. Similarly, in case of Statutory Corporations, their accounts are to be finalised, audited and presented to Legislature as per provisions of their respective Acts. Table below provides details of progress made by working PSUs in finalisation of accounts by September 2013.

| Sl. No. | Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---------|---|--------------|--------------|--------------|--------------|--------------|
| 1. | Number of working PSUs | 33 | 35 | 35 | 36 | 37 |
| 2. | Number of accounts finalised during the year | 34 | 46 | 39 | 30 | 35 |
| 3. | Number of accounts in arrears | 54 | 43 | 39 | 45 | 47 |
| 4. | Average arrears per PSU (3/1) | 1.64 | 1.23 | 1.11 | 1.25 | 1.27 |
| 5. | Number of working PSUs with arrears in accounts | 28 | 27 | 25 | 29 | 30 |
| 6. | Extent of arrears | 1 to 5 years | 1 to 5 years | 1 to 5 years | 1 to 4 years | 1 to 5 years |

1.21 From the table, it may be seen that though average arrears per PSU were in decreasing trend up to 2010-11, the same increased to 1.27 during 2012-13. Large number of 47 accounts relating to 30 working PSUs was in arrears as on 30 September 2013. Thus, concrete steps should be taken by the Companies for preparation of accounts as per statutory requirements with special focus on clearance of arrears in a time bound manner. Government, however, was pursued for finalisation of arrear accounts in a time bound manner.

1.22 In addition to above, there were also arrears in finalisation of accounts by non-working PSUs. Out of 28 non-working PSUs, 17¹² had gone into liquidation process. Remaining 11 non-working PSUs had arrears of accounts for 12 to 42 years.

1.23 As on September 2013 State Government has invested ₹ 1,317.61 crore (Equity: ₹ 58.00 crore and grants/subsidy: ₹ 1,259.61 crore) in 11 PSUs during the years for which accounts have not been finalised (**Annexure 4**).

1.24 Administrative Departments overseeing the activities of these entities have also to ensure that accounts are finalised and adopted by PSUs within the prescribed period. The Accountant General (AG) has brought out the position of accounts to the notice of Administrative Departments concerned every quarter. AG also highlighted (January 2013, May 2013 and August 2013) the matter to the Chief Secretary of Government of Odisha emphasising the need to expedite the clearance of backlog of accounts in a time bound manner. No

¹² Sl. No.C-1,3,4,5,6,7,9,10,12,14,15,18,19,20,24,25 and 26 of **Annexure 2**

significant progress was, however, noticed in this direction. As a result of this Audit could not assess the actual net worth of these PSUs.

1.25 It is, therefore, recommended that Government should monitor and ensure timely finalisation of accounts with special focus on arrears and comply with provisions of the Companies Act, 1956.

Winding up of non-working PSUs

1.26 There were 28 non-working PSUs (all Companies) as on 31 March 2013. Of these, 17 PSUs were under liquidation process. Number of non-working Companies at the end of each year during the past five years is given below:

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---------------------------------|---------|---------|---------|---------|---------|
| Number of non-working Companies | 33 | 33 | 30 | 28 | 28 |

Non-working PSUs are required to be closed down as their continuance is a cost to exchequer with no purpose. During 2012-13 three¹³ non-working PSUs incurred an expenditure of ₹ 0.22 crore towards establishment expenditure, salary etc. Such expenditure was financed by State Government by way of grants.

1.27 Details of closure stages in respect of non-working PSUs are given below:

| Sl. No. | Particulars | Number of Company |
|---------|--|-------------------|
| 1. | Total number of non-working PSUs | 28 |
| 2. | Of (1) above, the number under | |
| (a) | Liquidation by Court | 10 ¹⁴ |
| (b) | Voluntary winding up | 7 ¹⁵ |
| (c) | Closure i.e., closing orders/instructions issued but liquidation process not yet started | 11 |

1.28 Companies which have taken the route of winding up by Court orders are under liquidation for a period ranging from 6 to 21 years. Process of voluntary winding up under the Companies Act is faster and needs to be adopted/pursued vigorously. Government may take an early decision regarding winding up of 11 non-working PSUs and expedite the liquidation process.

¹³ Sl. No. C-1,2 and 3 of Annexure 4

¹⁴ Sl. No.C-3,5,6,7,9,18,19,20,25 and 26 of Annexure 2

¹⁵ Sl. No.C-1,4,10,12,14,15 and 24 of Annexure 2

Accounts comments and Internal Audit

1.29 Thirty one working Companies forwarded 35 audited accounts to the Accountant General during October 2012 to September 2013. The audit reports of Statutory Auditors appointed by the CAG and the supplementary audit of the CAG indicate that quality of maintenance of accounts needs to be improved. Details of aggregate money value of comments of Statutory Auditors and the CAG for last three years are given below:

(Amount: ₹ in crore)

| Sl. No. | Particulars | 2010-11 | | 2011-12 | | 2012-13 | |
|---------|----------------------------------|-----------------|----------|-----------------|--------|-----------------|----------|
| | | No. of accounts | Amount | No. of accounts | Amount | No. of accounts | Amount |
| 1. | Decrease in profit | 14 | 1,145.50 | 6 | 616.09 | 12 | 687.10 |
| 2. | Increase in loss | 3 | 65.22 | 6 | 969.20 | 4 | 46.66 |
| 3. | Non-disclosure of material facts | 12 | 192.71 | 11 | 515.03 | 15 | 4,734.18 |
| 4. | Errors of classification | 7 | 291.35 | 4 | 6.75 | 2 | 0.06 |

1.30 During 2012-13, Statutory Auditors had given qualified certificates for all 35 accounts. Compliance of the Accounting Standards (AS) by Companies remained poor as there were 44 instances of non-compliance with AS in 19 accounts during the year.

1.31 Some of the important comments are stated below:

The Odisha Mining Corporation Limited (2012-13)

- Non-provision of liability of ₹ 20.32 crore towards peripheral development and corporate social responsibility activities has resulted in understatement of Other Current Liabilities and overstatement of profit by ₹ 20.32 crore each.
- Overvaluation of stock of chrome ore (₹ 1.03 crore)/iron ore (₹ 9.64 crore) and inclusion of expenses (₹ 6.36 crore) not related to bringing chrome/iron ore stock to its present location at different mines/ Chrome Ore Beneficiation Plant resulted in overstatement of Current Assets – Inventory and profit for the year by ₹ 17.03 crore each.

Odisha Power Generation Corporation Limited (2012-13)

- Non-provision of ₹ 38.40 crore towards MAT credit and interest under section 244 A of IT Act payable to GRIDCO Limited as per the Power Purchase Agreement has resulted in understatement of Current Liabilities and overstatement of profit for the year by the same amount.

The Industrial Development Corporation of Odisha Limited (2011-12)

- Non-provision of ₹ 6.47 crore demanded by Forest Authority towards Net Present Value (₹ 6.27 crore) and wild life management plan (₹ 0.20 crore) of forest land at Behera Banjipalli mines has resulted in understatement of Other Expenses, Other Non-Current Liabilities as well as loss for the year by ₹ 6.47 crore each.

IDCOL Kalinga Iron Works Limited (2011-12)

- Non-provision of liability of ₹ 19.62 crore towards group gratuity (₹ 13.11 crore) and unutilised leave encashment (₹ 6.51 crore) as demanded by LIC of India resulted in understatement of Current Liabilities and loss for the year by ₹ 19.62 crore each.

The Industrial Promotion and Investment Corporation of Odisha Limited (2011-12)

- Non-provision of interest of ₹ 3.14 crore for the period 20 June 2008 to 31 March 2012 on outstanding State Government loan of ₹ 654.35 crore pending approval of Government for conversion to equity has resulted in understatement of finance cost, Other Current Liabilities and overstatement of profit for the year by ₹ 3.14 crore each.

1.32 Similarly, three working Statutory Corporations forwarded three accounts to the AG during October 2012 to September 2013. Of these, account of Odisha State Road Transport Corporation pertains to sole audit by the CAG and supplementary audit conducted for other two accounts. Details of aggregate money value of comments of Statutory Auditors and the CAG for the last three years are given below:

(Amount: ₹ in crore)

| Sl. No. | Particulars | 2010-11 | | 2011-12 | | 2012-13 | |
|---------|----------------------------------|-----------------|--------|-----------------|--------|-----------------|--------|
| | | No. of accounts | Amount | No. of accounts | Amount | No. of accounts | Amount |
| 1. | Decrease in profit | 2 | 4.52 | 4 | 17.99 | 3 | 16.59 |
| 2. | Non-disclosure of material facts | 1 | 113.22 | 1 | 0.35 | 3 | 42.90 |

During the year, all three accounts received were given qualified certificates.

1.33 Some of the important comments in respect of accounts of Statutory Corporations are stated below:

Odisha State Warehousing Corporation (2011-12)

Non-provision of ₹ 6.63 crore towards additional tax liabilities assessed by Income Tax authorities for financial years 2003-04 to 2008-09 has resulted in understatement of provision for tax and overstatement of accumulated profit (Reserve Fund) by the same amount.

Odisha State Road Transport Corporation (2010-11)

Non-provision of ₹ 1.34 crore towards service tax for the period June 2007 to March 2011 demanded by tax authorities has resulted in understatement of expenditure and overstatement of net surplus for the year by ₹ 1.34 crore each.

1.34 Statutory Auditors (Chartered Accountants) are required to furnish a detailed report upon various aspects including internal control/ internal audit systems in the Companies audited in accordance with the directions issued by the CAG under Section 619(3)(a) of the Companies Act, 1956 and to identify areas which needed improvement. An illustrative resume of major comments made by Statutory Auditors on possible areas for improvement in internal audit/ internal control system in respect of 17 Companies¹⁶ for the year 2011-12 and 20 Companies¹⁷ for the year 2012-13 are given below:

| Sl. No. | Nature of comments made by Statutory Auditors | Number of Companies where recommendations were made | Reference to serial number of the Companies as per Annexure 2 |
|---------|---|---|---|
| 1. | Non-fixation of minimum/ maximum limits of store and spares | 10 | A-2,3,5,7,11,13,14,19,21 and 27 |
| 2. | Absence of internal audit system commensurate with the nature and size of business of the company | 18 | A-2,3,4,5,7,9,11,12,13,16,17,18, 19,21,22,27,30 and 34 |
| 3. | Non-maintenance of cost record | 5 | A-3,4,7,11, and 27 |
| 4. | Non-maintenance of proper records showing full particulars including quantitative details, situations, identity number, date of acquisitions, depreciated value of fixed assets and their locations | 14 | A-2,3,4,5,9,11,13,14,16,18,19, 21,33 and 34 |

Recoveries at the instance of audit

1.35 During 2012-13 Audit pointed out recovery of ₹ 474.29 crore of which though Managements accepted ₹ 308.13 crore for recovery, no recovery was effected as on 30 September 2013. Out of recoveries pointed out in earlier years, ₹ 1.16 crore was recovered during 2012-13.

Status of placement of Separate Audit Reports

1.36 Following table shows status of placement of various Separate Audit Reports (SARs) issued by the CAG on accounts of Statutory Corporations in Legislature by the Government.

¹⁶ Sl. No.A-2,3,6,7,9,10,11,14,15,18,19,21,25,26,28,30 and 32 of Annexure 2

¹⁷ Sl. No.A-2,3,4,5,7,9,11,12,13,14,16,17,18,19,21,22,27,30, 33 and 34 of Annexure 2

| Sl. No. | Name of Statutory Corporation | Year up to which SARs placed in Legislature | Year for which SARs not placed in Legislature | | |
|---------|---|---|---|---------------------------------|---|
| | | | Year of SAR | Date of issue to the Government | Reasons for delay in placement in Legislature |
| 1. | Odisha State Financial Corporation | 2012-13 | -- | -- | -- |
| 2 | Odisha State Warehousing Corporation | 2010-11 | 2011- 12 | 25 June 2013 | Not furnished by Management/ Department |
| 3. | Odisha State Road Transport Corporation | 2009-10 | 2010-11 | 29 November 2012 | Not furnished by Management/ Department |

Delay in placement of SAR dilutes the financial accountability of Statutory Corporations. Government should ensure prompt placement of SARs of Odisha State Warehousing Corporation and Odisha State Road Transport Corporation in the Legislature.

Disinvestment, Privatisation and Restructuring of PSUs

1.37 Government of Odisha under Public Enterprise Restructuring Programme identified 35 PSUs for closure (13), privatisation (13) and restructuring (9) during 2005-07. It was noticed that at the end of March 2013, 2¹⁸ PSUs were closed and 3¹⁹ PSUs were privatised. Out of the balance 30²⁰ PSUs (Working: 19 and Non-working:11) action is in progress for closure of 10 PSUs, privatisation of 3 PSUs, restructuring of 9 PSUs and for the balance 8 PSUs, information was not furnished by Public Enterprises department.

Reforms in Power Sector

1.38 Under the Orissa Electricity Reform Act, 1995, Odisha Electricity Regulatory Commission (OERC) was formed in August 1996 with the objective of rationalisation of electricity tariff, for advising in matters relating to electricity generation, transmission and distribution in the State and issue of licenses. During 2012-13, OERC issued 104 orders (eight on Annual Revenue Requirements and Tariff related matters and 96 on others). OERC had submitted its accounts for 2010-11 under section 104 of the Electricity Act, 2003. Audit of the accounts of OERC had been undertaken by the CAG under section 19(3) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with Section 104(2) of the Electricity Act, 2003.

¹⁸ Orissa Timber and Engineering Works and General Engineering and Scientific Works

¹⁹ Hirakud Industrial Works Limited, IDCOL Cement Limited and IDCOL Rolling Mills Limited.

²⁰ Sl No.A- 2, 3, 4, 5, 6, 7,12, 13, 14, 17, 18, 19, 21 ,30, 32, 33 & 34; B- 1 & 2; and C- 7, 9, 13, 16, 18, 19, 20, 21, 22, 27 & 28 of **Annexure-2**

1.39 Memorandum of Understanding (MoU) was signed (June 2001) between Union Ministry of Power and State Government as a joint commitment for implementation of Reforms Programme in the power sector with identified milestones. The progress achieved so far in respect of important milestones is stated in the following table:

| Sl. No. | Particulars | Milestone | Achievement as at March 2013 |
|---------|---|---------------|---|
| 1. | Hundred <i>per cent</i> metering of all consumers | December 2005 | 94.12 <i>per cent</i> consumers metered |
| 2. | Hundred <i>per cent</i> metering of all distribution feeders | March 2009 | Metering completed upto 42.74 <i>per cent</i> |
| 3. | Transmission and distribution losses will not exceed 34 <i>per cent</i> , which have to be brought down to 20 <i>per cent</i> | 2009-10 | Transmission and Distribution losses in 2012-13 was 38.23 <i>per cent</i> |
| 4. | Hundred <i>per cent</i> electrification of all villages | March 2012 | 88.33 <i>per cent</i> villages were electrified |

(Source: Information submitted by Department of Energy)

Chapter II

2. Performance Audit relating to Government Companies

2.1 GRIDCO Limited

Activities of GRIDCO Limited including Power Purchase Agreements with Independent Power Producers

Executive Summary

GRIDCO, as a wholly owned Government Company, is engaged in the business of bulk purchase of energy from generators of Central/State Government and Independent Power Producers (IPPs)/Captive Generating Plants (CGPs) for bulk supply to DISCOMs. The Company is a deemed licensee to carry out power trading under section 14 of the Electricity Act, 2003 (EA 2003) subject to regulations of OERC. Performance Audit of the Company for the period from 2008-09 to 2012-13 was conducted to assess efficiency, economy and effectiveness of its operations with special emphasis on PPAs.

Planning

The Company neither prepared the corporate plan in terms of the MoU with DoE nor prepared the business plan as required under the Regulations of OERC.

In absence of proper planning and due to inaccurate demand projections in ARRs submitted to OERC, Company procured 5,989.20 MU of CGP power during 2008-13 beyond the approval of OERC incurring additional expenditure.

Procurement of Power

As the State designated agency, the Company signed PPAs with IPPs for generating capacity of 39,010 MW by 2016-17 against an estimated requirement of 6,362 MW in the State without any corresponding arrangement for evacuation of power. PPAs with IPPs were signed on cost plus route in violation of EA 2003 requiring bidding route. Suboptimal operationalisation of PPAs resulted in payment of higher price

to the IPPs to the extent of ₹554.80 crore.

Irregularities in procurement of power from CGPs like adoption of higher rate and unjustified determination of CGP status led to incurring extra expenditure. Non-procurement of cheapest hydro power as per merit order policy as well as for procurement of renewable power below the target resulted in incurring extra expenditure of ₹372.70 crore. Besides, Company procured power from OPGC paying higher cost due to its failure in obtaining approval of PPA from OERC.

Financial Management

Sale of power to DISCOMs is the main source of revenue for the Company. Despite escrow agreement, not collecting its dues regularly resulted in outstanding of ₹3,372.29 crore as of March 2013. Company has allowed rebate of ₹155.40 crore to DISCOMs without recovering the delayed payment surcharge of ₹706.80 crore. The Company borrowed ₹4,505.22 crore to pay the generators.

Trading of Surplus Power

While approving the ARRs OERC did not allow full cost of the Company to be recovered through tariff and instead directed the Company to meet the gap through trading of surplus power. The Company, however, could earn ₹498.18 crore only during 2008-13 as against the revenue gap of ₹5,914.43 crore in the tariff orders. Shortfall was partly attributable to delay in decision making and absence of required policy framework.

Manpower Management and Internal Control

The Company is yet to have its own organisation structure. Despite assessment of manpower and formulation of organisation structure etc., by engaging ASCI in 2008, the Company did not consider/implement recommendations till 31 December 2013.

There were deficiencies in internal control system prevailing in the Company.

PA contains five recommendations on the need to:

Prepare corporate plan as well as the business plan for achieving its long term goals/objectives and to submit the ARR with current picture of demand and supply of power; Operationalise the PPAs effectively safeguarding its financial interest; Streamline its power trading activities with adequate policy framework; Enforce escrow mechanism to recover its dues from the DISCOMs to avoid borrowings and strengthen its internal control mechanism.

Introduction

2.1.1 GRIDCO Limited (Company) was incorporated on 20 April 1995 as a wholly owned Company of Government of Odisha (GoO) with the main objective to engage in business of purchase, transmission and bulk supply of power consequent upon enactment of The Orissa Electricity Reform Act, 1995 (OER Act). All assets and liabilities relating to transmission and distribution activities of the erstwhile Orissa State Electricity Board (OSEB) were transferred (1 April 1996) to the Company under the Reform Act. Subsequently, four²¹ Distribution Companies (DISCOMs) were incorporated (19 November 1997) as wholly owned subsidiaries of the Company. The distribution activities were transferred (26 November 1998) to four DISCOMs. The DISCOMs were subsequently privatised²² by divesting 51 per cent of shareholding in favour of private partners. Transmission activities were later transferred (1 April 2005) to another newly created State owned utility, Odisha Power Transmission Corporation Limited (OPTCL).

Role of the Company in Odisha Power Sector

2.1.2 The Company is a deemed trading licensee under Section 14 of The Electricity Act, 2003 (EA 2003). It procures power from Central/State sector power generating stations/Independent Power Producers (IPPs)/Captive Generating Plants (CGPs) by entering into Power Purchase Agreements (PPAs)/issuing Letter of Intents (LoIs) and supplies the same to DISCOMs through Bulk Power Supply Agreements (BPSAs) for onward supply to consumers by utilising transmission network of OPTCL and Power Grid Corporation of India Limited (PGCIL). After meeting demand of the State, the Company sells the surplus power, as and when available, outside the State through Indian Energy Exchange (IEX) and bilateral trading.

²¹ North Eastern Electricity Supply Company of Odisha Limited (NESCO), Western Electricity Supply Company of Odisha Limited (WESCO), Southern Electricity Supply Company of Odisha Limited (SOUTHCO) and Central Electricity Supply Company of Odisha Limited (CESCO)

²² NESCO, WESCO and SOUTHCO : 01 April 1999 and CESCO : 01 September 1999

Company projects its procurement and sale of power annually and submits the same to Odisha Electricity Regulatory Commission (OERC) through Annual Revenue Requirement (ARR) for approval. Matching of power generation with demand of DISCOMs on real time basis is done by State Load Despatch Centre (SLDC²³) by obtaining day ahead schedules from the generators and the DISCOMs. Rates for procurement and sale of power are determined by OERC in terms of section 86(b) of EA 2003. It also regulates procurement of power by Company under PPAs with generators.

Organisational set up

2.1.3 Company is under the administrative control of Department of Energy (DoE) of Government of Odisha (GoO). Management of the Company is vested with a Board of Directors (BoD) consisting of ten Directors including four independent Directors. Chairman-cum-Managing-Director (CMD) is the Chief Executive of the Company who is assisted by two Directors, one Senior General Manager, two General Managers, two Deputy General Managers and seven Assistant General Managers for day to day work of the Company.

Audit Objectives

2.1.4 Objectives of Performance Audit were to assess whether:

- The Company has planned for supply of power in line with the plan of GoO for creation of generating capacities in accordance with National Electricity Plan (NEP), policy and whether implementation thereof is monitored in an effective manner;
- PPAs entered into by Company were in line with established guidelines/rules/regulations and Memorandum of Understanding (MoU) of GoO and terms and conditions were in the interest of the Company/consumers;
- PPAs were operationalised as per their terms and conditions, obligations on the producer and purchaser to fulfill responsibilities related to environmental clearances, permits, creation of infrastructure etc.;
- Company has synchronised its activities of bulk procurement and bulk supply through timely arrangement of finances and other resources; and
- Effective monitoring system was in place and Internal Control system was commensurate with size and nature of business.

²³ A body under the control of OPTCL

Audit Criteria

2.1.5 Audit criteria adopted for assessing achievements of audit objectives were based on the following:

- ARR submitted by power utilities and OERC Tariff orders;
- Perspective plan, Annual Budgets and Annual Reports;
- PPAs/LOIs with generators, IPPs, CGPs and BPSAs with DISCOMs;
- Provisions of EA 2003 and Rules, Regulations and policies issued thereunder, NEP and National Tariff Policy (NTP);
- Orders/guidelines/regulations of the State/Central Government/Central Electricity Regulatory Commission (CERC)/OERC etc. with regard to procurement and sale of power from time to time;
- Sovan Kanungo Committee Report on Power Sector Reform; and
- Corporate Governance Manual issued by GoO.

Scope and Methodology of Audit

2.1.6. Performance Audit conducted during March to July 2013 covered overall functioning of the Company in procurement and supply of power during 2008-13. Audit examination involved scrutiny of records at Department of Energy (DoE) of GoO, different wings of the Company and SLDC. Audit methodology adopted for achieving the audit objectives with reference to audit criteria were:

- examination of minutes/agenda papers of meetings of the BoDs and guidelines/financial statements/instructions issued by GoO/Government of India/CERC/OERC from time to time;
- examination of records of the Company relating to procurement of power from power producers such as Odisha Hydro Power Corporation Limited (OHPC), Odisha Power Generation Corporation Limited (OPGC), NTPC Limited (NTPC) etc.;
- examination of records of Company relating to sale of power to DISCOMs and other agencies and recovery of dues thereagainst;
- issue of audit queries and interaction with Management; and
- Entry and Exit conference.

Audit Findings

2.1.7 Audit objectives, criteria, scope and methodology were explained to the Company during the 'Entry conference' held on 8 May 2013. Subsequently, audit findings were reported (19 September 2013) to Company and GoO and discussed in 'Exit conference' held on 7 December 2013. Both Entry and Exit Conferences were attended by Commissioner-cum-Secretary of

DoE and CMD of the Company. Government also furnished (4 December 2013) replies to audit findings. The views expressed by them/replies furnished have been considered while finalising the report. Audit findings are discussed in the following paragraphs.

Financial Position and Working Results

2.1.8 Financial position and working results of the Company for the last five years ended 2012-13 are given in **Annexure 7**. From them audit observed the following:

Financial position

Company's net worth turned negative from 2010-11 and stood at ₹ 1,163.95 crore in 2012-13 due to losses during 2009-12. Company was incurring losses due to its failure to increase its revenue. Odisha Electricity Regulatory Commission (OERC) while approving the ARR, however, advised Company to meet the gap by increasing its revenue from power trading besides sales to DISCOMs.

Audit observed that though an inter State trading licence was a prerequisite for trading of power outside the State, negative net worth of the Company rendered it ineligible for obtaining such licence. Company did not try for such licence when net worth was positive upto 2009-10. Current Assets, Loans and Advances as on 31 March 2013 included ₹ 3,372.29 crore which was lying unrealised from DISCOMs towards cost of power sold despite an escrow mechanism being available to recover such dues as discussed in **Paragraphs 2.1.36 to 2.1.39**. Due to non-realisation of dues from DISCOMs leading to its inability in meeting power procurement cost, the Company resorted to borrowings from Financial Institutions from time to time which accumulated to ₹ 2,445.56 crore as on 31 March 2013.

Government stated that since availability of power was inadequate to meet the State demand, interstate trading licence would not have contributed much. Since trading does not mean selling of surplus power and the Company accepted OERC's direction for power trading, in compliance therewith, it should have explored feasibility of boosting revenue by such trading/alternative means through procurement and sale of power beyond the State boundary.

Working results

Company incurred losses during five years 2008-13 except for 2008-09 and 2012-13. Loss of ₹ 936.81 crore in 2011-12 turned to profit of ₹ 31.79 crore in 2012-13 due to accounting of ₹ 306.37 crore in terms of notification issued (October 2013) by GoO, towards waiver of dues payable to Government (₹ 443.71 crore) as revenue for the year with adjustment against dues receivable from Government (₹ 137.34 crore).

Planning

The Company did not prepare business plan despite requirement under OERC Regulation and MoU with the GoO

2.1.9 In terms of MoU with DoE, GoO, Company is required to prepare a Corporate Plan for a period of three years envisaging its long term goals and objectives. OERC (Conduct of Business) Regulations 2004 also require submitting a Business Plan within three months of Trading Licence for such a period as OERC may direct and update it annually. Company, however, did not formulate any such plan until December 2013. Audit observed that while submitting ARR, Company furnished quantum of power to be procured on the basis of demand projection of the DISCOMs. In case of non-response from the DISCOMs, Company submitted its demand projections on the basis of actual consumption of previous years and did not ensure submission of information by DISCOMs as detailed in the following table:

(In MU)

| Year | DISCOMs projected demand | Projected demand of Company | OERC approval for procurement | Actual sales as per Accounts | Variation between projection of Company and Actual |
|---------|--------------------------|-----------------------------|-------------------------------|------------------------------|--|
| 2008-09 | Not furnished | 19,110.05 | 18,460.26 | 19,211.36 | 101.31 |
| 2009-10 | Not furnished | 19,619.11 | 19,719.38 | 19,966.10 | 346.99 |
| 2010-11 | 22,005.10 | 21,793.10 | 21,003.75 | 22,011.31 | 218.21 |
| 2011-12 | Not furnished | 23,689.08 | 23,489.18 | 21,918.98 | (-)1,770.10 |
| 2012-13 | 23,931.85 | 24,887.58 | 24,096.88 | 23,098.30 | (-)1,789.28 |

As projected requirement was not based on assessment of demand in the State, either by DISCOMs or by the Company, there was variation between projected and actual demand. Audit noticed that due to inaccurate projections Company procured 5,989.20 MU CGP power during 2008-13 beyond the approval of OERC incurring additional expenditure. Hence, Company should ensure submission of information by the DISCOMs through proper coordination with them as stipulated in the MoUs.

Government stated that Company would formulate Business Plans for effective power trading in future.

Budgetary Control

2.1.10 Company prepares its annual Budget Estimate (BE) on purchase and sale of power based on approved tariff orders. Year wise BE and the actuals during last five years (2008-13) is given in **Annexure 8**.

Budgeting was not realistic in case of revenue from power trading although it was crucial for the Company to meet the revenue gap

Audit observed that while approving ARRs for period 2008-13, OERC left definite revenue gaps with advice to meet the same through revenue from trading of power. For trading of power during 2009-12 while no target was set against 'revenue from sale of surplus power (Unscheduled Interchange/trading)' the target against 'revenue from sale of surplus power including CGPs' were between 3 and 42 *per cent* only of the actuals. Company had not taken initiatives for setting realistic targets and achievement thereof, despite it being crucial for Company to meet the revenue gap.

In Exit conference Government accepted the Audit observation.

Power Procurement

2.1.11 Company purchases power from State/Central generating units and IPPs. It also procures surplus power of CGPs and from renewable power units. Based on Company's projection through ARR, OERC decides quantum of power to be procured from generators. Deficiencies in the process of procurement of power from various sources are discussed in the following paragraphs.

Procurement of Power from Independent Power Producers

2.1.12 Under EA 2003 IPPs are encouraged for growth of electricity industry. IPPs develop power plants at their cost and supply power to buyers by signing PPAs with them. During June 2006 to January 2011 DoE signed MoUs with 29 IPPs designating the Company to purchase power from IPPs. Accordingly Company entered into (September 2006 to January 2011) PPAs with the IPPs. In addition to PPAs with 29 IPPs, the Company also signed PPAs with two other IPPs which had no MoU with the DoE. As per PPAs total installed capacity of 31 IPPs was 39,010 MW which included Odisha share of 6,621 MW (**Annexure 9**). In addition to this the Company also signed 16 PPAs with Central/State utilities with installed capacity of 26,020 MW with Odisha share of 8,519 MW in the upcoming power projects.

Audit observed that as per assessment of Company, projected demand of power for the State by 2016-17 is 6,362 MW against which the existing source of supply from the State and Central utilities is 3,828 MW. Considering PPAs signed with IPPs total availability of power to the Company for the State will be 18,968 MW. To avail such surplus power, simultaneous planning for its evacuation and utilisation is necessary. Company, however, had not planned for evacuation and utilisation of such capacity addition. Following further deficiencies were noticed in the PPAs.

Non-reservation for trading right

2.1.13 Company signed PPAs with IPPs for capacity addition of 39,010 MW with State share for 6,621 MW. Power Purchase Agreements (PPAs) signed with the IPPs did not have any stipulation for enabling Company to trade the surplus power beyond the State share. It was noticed that five IPPs had already signed agreements with other inter State power traders. Thus, absence of enabling clause in the PPAs resulted in foregoing benefit of earning potential revenue towards trading which was crucial for the Company.

Government stated that it was not appropriate to assume trading considering the present state of affairs which may not continue in future as many generators are coming up. It also added that in case of non-availability of intending buyer, the Company would have to pay fixed charges irrespective of availment of power. Even so, Company could have benefited from offers of IPPs, which were much beyond its requirement.

PPAs with ineligible IPPs

2.1.14 EA 2003 and NTP provide for determining tariff through transparent competitive bidding mechanism. NTP, however, allowed cost based tariff upto 30 September 2006 subject to fulfillment of condition of completion of financial closure by IPPs and submission of PPAs with OERC by that date. Audit noticed that to avoid competitive bidding Company executed (28 September 2006) PPAs on cost plus basis with 13 IPPs who had not completed their financial closure as per the stipulation of NTP. It further revealed that though Company sought for (December 2007) comments of the Ministry of Power (MoP) on these 13 IPPs towards exemption from competitive bidding basis, MoP in response observed that PPAs would have adverse implications on their maintainability keeping in view provision of EA 2003 and NTP. Thus Company signed PPAs on cost plus basis compromising transparency in bidding procedure.

The Company signed PPAs with ineligible IPPs on cost plus basis instead of competitive bidding basis as required under NTP

Government while accepting the audit observation stated that the PPAs were filed hurriedly to adhere to the timeline.

PPAs not in line with MoUs

2.1.15 As per MoUs with IPPs signed by DoE, the IPPs are to fulfill social obligations like employment of local people, investment in other sectors for revenue generation, promotion of ancillary and downstream industries and compensation for hydro power loss for use of water, etc. DoE also directed (September 2006) Company to sign PPAs in line with MoUs. Audit observed that Company signed PPAs without specific inclusion of the aforesaid social obligations despite instruction from DoE. Non-inclusion of these obligations with corresponding penal remedial measures against their non-performance deprived GoO from getting their social obligations/benefits and also allowed undue benefit to IPPs not paying for the cost of the commitments.

Government stated that IPPs pay for cost in shape of Electricity Duty (ED) and cess to GoO. The fact, however, remained that statutory dues like ED and cess are payable by the IPPs even otherwise. Hence, commitment towards social obligation should not have been compromised against those payments.

Fixation of entitlement of power

2.1.16 Company signed PPAs with IPPs for procurement of State share of power which was fixed at 25 *per cent* of power sent out from their plants. Consequent upon notification (August 2008) of power policy of the State, its share was reduced to 14 *per cent*. Audit observed that since plant capacity stipulated in PPAs are subject to change after placement of order for the same, entitlement of State share would be uncertain in case of low/non-generation of power by the IPPs, as discussed in **Paragraphs 2.1.20 and 2.1.21**. Thus, fixation of entitlement of power on percentage basis instead of on specific quantity would deprive the Company of sound planning for power procurement and evacuation.

Government in the Exit conference stated that the advantages of fixing a stipulated quantity would be examined in course of revision of policy.

Absence of clause against non-performance

There was no clause in the PPAs against non-performance by the IPPs

2.1.17 There was no penal clause in PPAs against non-performance by IPPs enabling Company to procure power at the cost of IPPs. Audit noticed that two IPPs, after signing PPAs with Company for power supply, backed out there from and got themselves converted to CGPs through representations to OERC since their demand for higher tariff was not acceptable to OERC. Thus, in the absence of any penal clause against their non-performance, the Company could not take any action although it lost opportunity to get 26.32 MW being 14 *per cent* of State share of power from them.

Government replied that IPPs are entitled to return on equity at the rate of 16.5 *per cent* if the project is completed in time and it gets reduced to 16 *per cent* in case of delay. This automatically takes care for non-performance. The reply does not address concern of IPPs not fulfilling their commitments under PPAs. It is not so much a case of completing the project in time rather than insufficiency in PPAs to address the infirmity.

Absence of transmission planning

2.1.18 Company can get power from IPPs only when there is a transmission system for evacuation of such power. Under EA 2003 only State Transmission Utilities (STU)/Central Transmission Utilities (CTU) can construct transmission lines. The Company neither made OPTCL, the STU a party to the PPAs nor initiated any transmission planning in coordination with OPTCL to avail power from IPPs. No transmission planning was made by OPTCL till September 2011 to evacuate power from IPPs when OERC directed them for the same. Transmission planning is, however, yet to be finalised (December 2013).

Absence of transmission planning for procurement of IPP power resulted in non-availment of 3,712.45 MU of power with consequential loss of revenue

Audit observed that in terms of PPA, one IPP was to make available power to the Company at the bus bar of the station connected to transmission line of STU. Instead of arranging for construction of required transmission line connecting the bus bar with transmission lines of OPTCL, the IPP was supplying about 250 MW instead of State share of 768 MW through the existing 220 KV transmission network. As a result the Company could not procure 3,712.45 MU out of the entitlement of 6,635.52 MU during 2012-13 from the IPP. Such non-availment of entitled power impacted revenue of the Company adversely which was already insufficient to meet its expenditure due to its failure to increase the same through power trading as suggested by OERC. Had the Company procured and sold 3,712.45 MU of power, it would have earned a revenue of ₹ 1,941.61 crore²⁴ so as to meet the revenue gap left by OERC while approving the ARR.

Government stated that it was not necessary to make OPTCL a party because the responsibility for constructing evacuation system lies with the transmission

²⁴ Calculated at the average earning of ₹ 5.23 per unit from trading during 2012-13

Company and the IPPs. The fact, however, remains that IPPs are required to co-ordinate with the STU for transmission of electricity generated by them (Section 10 of EA 2003) and STU is the authorised entity for such transmission activity (Section 12 of EA 2003). Hence the Company was to ensure required co-ordination between the IPP and the STU. In absence of that evacuation of IPP power could not be effected resulting in aforesaid loss (₹ 1,941.61 crore) of revenue to the Company.

Operationalisation of PPAs with IPPs

2.1.19 The Company signed PPAs with 31 IPPs between September 2006 and January 2011, of which only three²⁵ were operationalised until July 2013. Deficiencies in operationalisation of PPAs are discussed below:

Irregularity in declaration of Commercial Operation Date

2.1.20 In terms of PPAs with IPPs, electricity generated prior to commercial operation was to be considered as infirm power which would be made available to State at variable cost. As per CERC Regulation 2009, commercial operation date (COD) is the date declared by generator after demonstrating maximum continuous rating (MCR) or installed capacity through a successful trial run before the beneficiary.

Audit observed that in case of one IPP, MCR demonstration before officials of the Company from 29 October to 1 November 2010 was unsuccessful. Despite this, Company accepted COD as 10 November 2010 retrospectively pursuant to a decision taken in a meeting (11 March 2011) without mentioning any justification and treated drawal of power from the IPP as firm power from 10 November 2010. This resulted in payment of energy charges at higher rate of (₹ 2.75) instead of at the rate (₹ 1.75) as applicable for infirm power and thus incurred excess payment of ₹ 542.95 crore for 5,564.858 MU of power injected by the IPP from November 2010 to April 2013.

Acceptance of arbitrary date of commercial operation resulted in excess payment of ₹ 542.95 crore

Government stated that in event of non-declaration of COD, the IPP would not have generated power which would have caused loss to the Company in a power deficit situation. The fact remains that excess payment was made in violation of terms of PPA.

Non-safeguarding of financial interest

2.1.21 Company entered into (September 2006) PPA with one IPP for availing 25 per cent power of installed capacity (350 MWx4). In terms of PPA, the IPP was to construct a dedicated transmission line from the plant to grid substation of OPTCL. Power Purchase Agreement (PPA), however, did not have any penal provision for non-supply of power by the IPP. The plant was scheduled for commissioning by June 2011. Only one unit (350 MW), however, became commercially operational from 30 April 2013. Audit observed the following:

²⁵ Sterlite Energy Limited, GMR Kamalanga Energy Limited and Aarati Steel Limited

- The IPP did not construct dedicated transmission line for evacuation of power. This resulted in evacuation of power through Loop in Loop out arrangement with PGCIL line at higher cost by ₹ 0.35 per unit. In absence of specific clause in the PPA, on the basis of minutes of discussion, the IPP agreed to bear such charge.
- The Company in violation of NTP signed PPA with the IPP on cost plus basis instead of competitive bidding basis as discussed in **Paragraph 2.1.14**. It was, however, revealed that the IPP signed PPAs with two buyers²⁶ outside the State on competitive bidding basis, in compliance with legal requirement, for supply of power from the same plant at the rate of ₹ 2.49/₹ 3.69 per unit. Further, the IPP was claiming higher rate of ₹ 3.70 per unit from the Company on cost plus basis.
- As per PPAs with the two outside State buyers the IPP was liable to supply contracted power either from procurement outside at its cost or pay liquidated damage. Company, however, signed PPA with the IPP without any such penal clause. Though the IPP stopped generation unilaterally since 26 May 2013, in absence of any penalty clause in PPA, Company could not act upon against non-performance by the IPP for non-generation of power.

While accepting observations, Government stated that the Company would take reference of competitive bidding price during finalisation of tariff. The reply is silent as to why bidding process was not followed before signing the PPA.

Lack of transparency in procurement of power

2.1.22 DoE signed (February 2009) MoU with one IPP for installation of a 500 MW (2x250 MW) thermal power plant at Ghantikhal, Cuttack by August 2012. Contrary to this, Company signed (October 2009) PPA with the IPP as IPP with a stipulation that one unit of 50 MW out of the 500 MW plant would be commissioned by November 2009. Scrutiny of records revealed that the 50 MW unit synchronised to grid in March 2010 was actually conceived as one of its two CGP units. OERC declined (September 2011) to fix tariff for the unit as IPP since the Company was not able to furnish information of separation of IPP from CGP, details of COD etc. The Company, however, paid for power already procured at the rate of ₹ 2.43 to ₹ 2.75 to the IPP alongwith another IPP. For such power, OERC, however, fixed (September 2011) a higher rate of ₹ 3.02 per unit on the basis of cost of power procured from plants of NTPC in the Eastern Region (ER) from where power would have been sourced alternatively. Consequently, Company paid (March/April 2012) a differential extra amount of ₹ 11.85 crore on the basis of ₹ 3.02 per unit for the power already procured during March 2010 to June 2011. Subsequently, OERC ordered (April 2013) that power availed by the Company would be paid at CGP rate. However, the Company did not carry out rectification based on revised orders of OERC.

Lack of due diligence by the Company resulted in signing PPA with a CGP as IPP with consequential extra expenditure of ₹ 11.85 crore

²⁶ Bihar State Electricity Board in November 2011 and Dakshin Haryana Bijili Vitaran Nigam Ltd. in August 2008.

Thus, signing PPA with a CGP unit as IPP without inquiring into the status of the unit's commissioning schedule and treating the CGP as IPP, resulted in payment of power cost at higher rate with consequential extra expenditure of ₹ 11.85 crore.

In the Exit conference Government accepted the fact and assured better due diligence in future.

Procurement of Power from State Power Utilities

2.1.23 Company procures hydro power from Odisha Hydro Power Corporation Limited (OHPC) and thermal power from Odisha Power Generation Corporation Limited. Irregularities noticed in such procurement of power are discussed in following paragraphs.

Avoidable expenditure due to non-procurement of cheapest power

2.1.24 Among all sources of power procured by the Company, hydro power procured from OHPC is the least costly. It is, thus, imperative for Company to maximise procurement of hydro power. In this connection OERC observed (March 2008 and March 2010) while approving ARR for 2008-09 and 2010-11 that as per Merit Order Procurement Policy the cheapest power is considered first. In a shortage scenario any excess drawal by DISCOMs will force the Company to source from costly CGP sources. Based on availability of water and machines OHPC communicates generation schedules indicating quantum of power which can be supplied to the Company.

Audit scrutiny revealed that OHPC was reporting to the DoE, short generation of hydro power vis-à-vis generation schedule submitted to SLDC at the end of each fortnight due to short drawal by OPTCL/Company. In 16 months²⁷ during 2009-13 Company availed 5,699.118 MU power against the schedule of 6,964.944 MU. The shortfall quantity of 1,265.826 MU could have been availed by restricting procurement from costly CGP sources with whom the Company does not have any commitment. Company did not, therefore, comply with Merit Order Procurement Policy for procurement of cheapest power first. The rate of hydro power varied from ₹ 0.63 to ₹ 0.71 during the period 2008-13 against the average CGP power cost which varied from ₹ 2.85 to ₹ 3.27 per unit during that period and resulted in avoidable expenditure of ₹ 309.33 crore.

Government stated that due to poor hydrology there was drastic reduction in hydro generation for which the Company purchased costlier power from different sources. It is pertinent to mention here that as intimated by OHPC to the GoO there was loss of generation of hydro power due to lower off take by the Company.

Non-drawal of cheaper hydro power from OHPC resulted in procurement of high cost thermal power

²⁷ During five months of 2009-10, nine months of 2010-11 and two months of 2012-13

Power Procurement at higher cost

2.1.25 Company entered (13 August 1996) into a PPA with OPGC for procurement of thermal power from its Unit 1 and 2 with installed capacity of 210 MW each in supersession of earlier PPA (July 1991) with erstwhile OSEB for an installed capacity of 1,840 MW²⁸. The PPA excluded Unit 3 and 4 from its ambit for which some infrastructure was already developed. It also specified various parameters for determination of tariff. As per Orissa Electricity Reform (OER) Act, 1995 OERC was authorised to determine tariff and their prior consent was necessary for supply of electricity by any generator to any licensee. The PPA, however, did not include any such clause. As per the record notes of discussion (13 August 1996) between Company and OPGC, the PPA was to be placed before OERC/GoO, as required under the OER Act, 1995 and pending approval, bills would be raised by OPGC as per PPA. Company, however, filed (February 2002) the PPA belatedly with OERC after six years for determination of tariff. The delay in filing was attributable to its oversight and incorrect interpretation of the provisions of Law.

OPGC disputed such filing of PPA with OERC upholding the legal validity of the PPA. OPGC did not construct Unit-3 and 4 making the resolution of dispute relating to PPA a prerequisite (February 2003) for such construction. The Company went on paying tariff as per norms of the PPA even after enactment of the Electricity Act (EA), 2003 under which OERC was the only authority for determination of tariff. The GoO, to resolve the dispute, decided (June 2008) that all other tariff parameters, except plant load factor, would stand unchangeable till the validity of the PPA. It was also decided that OPGC would take expeditious steps for commissioning of Unit 3 and 4 in the greater interest of the State and would make half of the power generated from these units available to the Company. However, no PPA has been filed with OERC for determination of tariff so far (December 2013).

Audit observed that:

- Procurement of power from OPGC was made through PPA for which it did not have the prior consent of OERC. Further, payment was made at tariff based on parameters as per PPA without approval of OERC as was required under the OER Act. Hence, the PPA was inconsistent with Act which enabled OPGC to dispute role of OERC in tariff determination.

²⁸ Stage-I : 4 units x 210 MW and Stage-II : 2 units x 500 MW

Failure in obtaining approval of PPA from OERC resulted in procurement of power from OPGC at higher cost

- As per Section 61(d) of the EA, 2003, OERC was to determine the tariff with the consideration of safeguarding of consumers interest and recovery of cost of electricity in a reasonable manner. Due to failure in obtaining approval of PPA from OERC, the Company was reimbursing various expenses as per the norms of the PPA resulting in excess payment over the actual cost/CERC norm making the procurement costlier²⁹ during 2008-13.

Hence, by signing a PPA which was not in consistence with Law, Company incurred additional power procurement cost. Further, cheaper power was not available due to non-commissioning of Unit-3 and 4.

In Exit conference Government stated that the issue of filing of PPA with OERC for Unit 1 and 2 is being resolved.

Procurement of Power from Captive Generating Plants

2.1.26 Annual power procurement from various sources projected by the Company in its Annual Revenue Requirement (ARR) submitted to OERC included procurement of power from Captive Generating Plants (CGPs). CGPs are required to consume at least 51 *per cent* of their generation to maintain their CGP status as per Electricity Rules, 2005. Power from CGPs is available to the Company only when there is a surplus with CGPs after meeting their own consumption. This, being short term source, procurement is made by placing Letter of Intents (LoIs) in case of necessity. The following irregularities were noticed in procurement of CGP power.

Adoption of slab rates instead of flat rates

2.1.27 As per the LoIs issued (February 2011) by the Company to CGPs, firm power injected within 100 to 90 *per cent* of schedule, would be paid at a flat rate of ₹ 2.75 per unit. Anticipating fall in hydro generation during the water year³⁰ 2011-12 and on the request (October 2011) of the Company, DoE issued notifications (25 November 2011/23 July 2012) under section 11 of the EA, 2003 requiring the CGPs to maximise generation and injection to the grid. Validity of the notification was extended upto July 2012. Despite such authority to get maximum power from the CGPs, the Company issued (November 2011) revised LoIs stipulating higher slab rates ranging from ₹ 2.75 to ₹ 3.25 per unit to encourage the CGPs.

Thus, voluntary offer of higher slab rates in lieu of flat rates to CGPs led to extra expenditure of ₹ 26.78 crore in procurement of 1,138.33 MU from five³¹ CGPs during December 2011 to September 2012.

²⁹ Consumption of oil : ₹ 149 crore (PPA - ₹ 206 crore less Actual-₹ 57 crore), Incentive: ₹ 13 crore (PPA-₹ 32 crore less CERC-₹ 19 crore) and Return on Equity : ₹ 45 crore (PPA-₹ 360 crore less CERC - ₹ 315 crore)

³⁰ Period covered from July of current year to June of subsequent year.

³¹ Jindal Steel and Power Limited, Tata Sponge Iron Limited, VISA Steel Limited, Vedanta Aluminium Limited and Bhusan Steel Limited

Government stated that to attract CGPs the Company offered slab rates as fixed by OERC on an earlier occasion in November 2010 i.e. prior to the referred period. However, Company need not have adopted slab rates on its own.

Excess payment to CGP

2.1.28 CGPs are required to consume at least 51 *per cent* of their generation to maintain their CGP status. Loss of such status would deprive CGPs of incentives like exemption from electricity duty and higher rate of tariff for CGPs. OERC in its tariff order (November 2010) for the year 2010-11, clarified that CGPs who lost their CGP status would be paid at the weighted average price of Eastern Region, NTPC. Accordingly, Company calculated bill for one CGP unit for the year 2010-11 who lost CGP status. The CGP, however, filed petition with OERC for payment at rates applicable for CGPs with the contention that they injected more power to State grid as per demand of Company for which their own consumption was below 51 *per cent* with consequential loss of CGP status. Company submitted (September 2011) that it did not request the CGP to inject surplus power by losing CGP status. OERC, however, ordered (September 2011) that the CGP be paid at the rate for CGPs.

Company filed (December 2011) a review petition thereagainst and submitted before OERC that it had not requested any CGP to maximise their generation during 2010-11. In the mean time, the CGP submitted (October 2011) to the GoO that since they lost CGP status at the insistence of Company to inject more power to State grid, their CGP status should be restored treating such injection as deemed consumption. Thereupon, the Company instead of maintaining its earlier stand, submitted before GoO that power was received to meet a deficit situation. Consequently, GoO issued a notification (April 2012) that supply to Company would be treated as self consumption of the CGP. OERC while disposing of the review petition of Company directed (November 2012) to settle the bills of the CGP at the rate for CGPs, referring to the notification of the GoO.

Submission of facts before scrutiny/inconsistency in submission by the Company before GoO resulted in excess payment to one CGP

Audit observed that on one hand the Company submitted before OERC that it never requested the CGP for maximum injection by losing its CGP status, on the other hand it submitted before GoO that the power was received to meet a deficit situation. Submission of inconsistent stands by the Company before GoO resulted in extra expenditure of ₹ 58.23 crore besides non-collection of electricity duty of ₹ 32.96 crore.

Government stated that extra payment to the CGP was in accordance with the orders of OERC. However, Company failed to maintain its earlier defence before OERC while submitting case before GoO.

Improper calculation of power rate

2.1.29 As per order of OERC (November 2010), captive generators who lost their status as CGP during 2010-11 due to less consumption of power for

captive use were to be paid by the Company at weighted average price of NTPC (ER) power stations for power supplied to the Company. The Company was procuring power from CGPs at the rate of ₹ 2.75 per unit during 2010-11. Audit, however, noticed that six CGPs who lost their CGP status during 2010-11 were also paid at the rate of ₹ 2.75 per unit instead of weighted average rate of NTPC (ER) power i.e. ₹ 2.33 per unit applicable during 2010-11. Such payment at ₹ 2.75 per unit resulted in extra expenditure of ₹ 51.35 crore in procurement of 1,242.65 MU power. This also indicated lack of internal control in the Company.

Government stated that as per observation of Audit, a clarification to this effect would be sought from OERC based on which revision would be made, if required.

Purchase of Power from Renewable Energy Sources

2.1.30 Sources of renewable energy comprises solar energy, non-solar energy and co-generation. Bio mass and small hydro are non-solar energy sources.

Procurement of renewable energy below the target

2.1.31 Under section 61(h) and 86(1)(e) of EA 2003, State Electricity Commission shall promote co-generation and generation of electricity from renewable sources of energy and shall also specify percentage of purchase of electricity from such sources as a percentage of total consumption of the State. In case, actual purchase from renewable sources falls below specified percentage, obligated entities are required to purchase Renewable Energy Certificates (RECs) at higher cost.

Audit observed that Company could not achieve the target set for procurement of power from renewable sources during 2011-13 leading to procurement of REC worth ₹ 78.34 crore vide details furnished below:

| Renewable source | Target for procurement during 2011-13 (MU) | Actual procurement during 2011-13 (MU) | Shortfall in procurement (MU) | Amount of REC to be procured for shortfall (₹ in crore) |
|-------------------------|---|---|--------------------------------------|--|
| Solar | 52 | 12 | 40 | 43.34 |
| Non-Solar | 291 (for 2012-13 only) | 272 (for 2012-13 only) | 19 | 2.66 |
| Cogeneration | 821 (for 2012-13 only) | 588 (for 2012-13 only) | 233 | 32.34 |
| Total | 1,164 | 874 | 292 | 78.34 |

Company failed to meet the target for procurement of renewable power leading to a statutory liability of ₹ 78.34 crore

The reason for non-procurement was largely attributable to non-availability of renewable power in the State. Company neither attempted to incentivise procurement of power from renewable sources nor brought this to the notice of OERC for suitable consideration. Consequently, it incurred a statutory liability of ₹ 78.34 crore during 2011-13.

Non-availment of Generation Based Incentive

2.1.32 In order to develop Solar potential in India, Ministry of New and Renewable Energy introduced (June 2010) Generation Based Incentive (GBI) under “Roof top PV and Small Solar Power Generation Programme”. Generation Based Incentive was the differential of CERC tariff for such power and a base rate thereof at ₹ 5.50 per unit escalated at 3 *per cent* per annum. Under the scheme, Company entered into (April 2011) an MoU with Indian Renewable Energy Development Agency Ltd (IREDA) for disbursement of GBI. Though Company paid the power cost at ₹ 18.52 per unit as per the tariff of OERC, it did not lodge claim of ₹ 7.55 crore with IREDA towards GBI for the period from September 2012 to March 2013 so far (December 2013) for reason not on record. In addition, it sustained interest loss of ₹ 0.35 crore.

Government stated that after necessary deliberation on the matter, GBI claims would be sent to IREDA.

Avoidable payment for bio mass power

2.1.33 Company was procuring bio mass power from one generator from December 2011 in terms of PPA (December 2010). As per PPA, the generator was required to furnish details of usage of biomass fuel monthly in order to get preferential tariff of ₹ 4.80 per unit failing which they would be paid at average cost of NTPC generating stations. However, the generator did not furnish the same. Despite their failure, Company made payment at preferential rate instead of average cost of NTPC power (₹ 2.73 per unit) in violation of PPA. This resulted in avoidable payment of ₹ 5.68 crore on procurement of 27.419 MU power during April to August 2012.

Government stated that the Company would file a petition in OERC for clarification regarding payment of energy charges.

Sale of Power

2.1.34 Company sells power mainly to DISCOMs under bulk supply agreements. Besides it also sells available surplus power through IEX and bilateral trading. The following table indicates the year wise status of revenue requirement, realisation and gap during the five years ending March 2013.

(₹ In crore)

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|----------------------------|----------|----------|----------|----------|----------|
| Revenue Requirement | | | | | |
| Power purchase cost | 2,351.75 | 2,923.80 | 3,666.85 | 4,940.30 | 5,691.02 |
| A&G and employees cost | 5.74 | 6.83 | 8.38 | 7.04 | 8.02 |

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Interest on loan | 127.72 | 101.62 | 194.69 | 326.64 | 414.49 |
| Past power purchase dues | 0 | 89.53 | 4.89 | 8.28 | 199.93 |
| Arrear Fuel Price Adjustment | 0 | 0 | 0 | 311.56 | 107.03 |
| Others | 1.32 | 1.32 | 1.32 | 1.32 | 1.42 |
| Carry forward loss | 0 | 0 | 366.31 | 421.78 | 597.73 |
| Total | 2,486.53 | 3,123.10 | 4,242.44 | 6,016.92 | 7,019.64 |
| Revenue realisation | | | | | |
| BST Bill | 2,152.23 | 2,312.11 | 3,431.19 | 5,206.87 | 6,250.06 |
| Past dues from DISCOMs | 219.83 | 170 | 0 | 0 | 0 |
| Past dues from outside States | 16.24 | 0 | 0 | 0 | 0 |
| Other receipts | 3.3 | 3.3 | 5.1 | 64 | 69 |
| Total | 2,391.6 | 2,485.41 | 3,436.29 | 5,270.87 | 6,319.06 |
| Revenue Gap | 94.93 | 637.69 | 806.15 | 746.05 | 700.58 |
| Loan repayment liability not allowed | 315.12 | 245.16 | 366.31 | 421.78 | 1,580.66 |
| Total of revenue gap & loan repayment liability not allowed | 410.05 | 882.85 | 1,172.46 | 1,167.83 | 2,281.24 |
| Revenue realised through trading | | | | | |
| Revenue from interstate sale of surplus power | 4.11 | 5.44 | 0 | 0 | 420.18 |
| Revenue from sale of surplus power (IEX) | 19.81 | 0.78 | 32.04 | 15.82 | |
| Total | 23.92 | 6.22 | 32.04 | 15.82 | 420.18 |

(Source: Annual Tariff Orders of OERC)

As may be observed from table above that OERC while approving ARR did not allow entire expenditure and loan repayment liability ranging from ₹ 410.05 crore (2008-09) to ₹ 2,281.24 crore (2012-13) to avoid hike in consumer tariff and directed to bridge the gap by earning from trading of power, Unscheduled Interchange (UI) charges, recovery of arrears from DISCOMs and subvention from Government.

Audit observed that the Government has not given any subvention to the Company. Revenue from UI charges cannot be planned as it is recovered only when some generators inject power to the grid without schedule. Regarding recovery of arrears from DISCOMs, Company was not successful as discussed in **Paragraphs 2.1.36 to 2.1.39**. Hence the only recourse available to Company was earning from trading of power. During five years ended March 2013 Company realised only ₹ 498.18 crore against revenue gap and loan repayment liability of ₹ 5,914.43 crore through trading, leading to loss of ₹ 5,416.25 crore. However, the Company did not submit the matter for further consideration of OERC.

Government stated that though Company applied for higher amount of ARR to meet its requirement, OERC approved the same on lower side to keep tariff low. Reply, however, was silent on measures to bridge the revenue gap and reduction in loan liability.

Financial Management

2.1.35 Financial Management serves as tool for optimum utilisation of available resources and borrowings at favourable terms at appropriate time. Main source of funds of Company was realisation from sale of power which was mainly utilised to meet the cost of power procurement.

Irregularities in billing and realisation of dues

2.1.36 Company raises monthly energy bills to DISCOMs at rate approved by OERC with a stipulation for payment either through Letter of Credit (LC) or in cash. Rebate is allowed for payment within one month and Delayed Payment Surcharge (DPS) is levied on arrear dues. Year wise energy bills raised along with the rebate allowed and DPS charged *vis-a-vis* amount realised during the five years ending 2012-13 is detailed below:

(₹ in crore)

| Year | Opening Balance | Amount of bills raised | Rebate | DPS charged | Total amount to be realised | Total amount received during the year | Amount Outstanding |
|--------------|-----------------|------------------------|---------------|---------------|-----------------------------|---------------------------------------|--------------------|
| 1 | 2 | 3 | 4 | 5 | 6(2+3-4) | 7 | 8(6-7) |
| 2008-09 | 967.69 | 2,278.64 | 35.85 | 171.81 | 3,210.48 | 2,278.26 | 932.22 |
| 2009-10 | 932.22 | 2,363.80 | 37.85 | 53.34 | 3,258.17 | 2,315.45 | 942.72 |
| 2010-11 | 942.72 | 4,077.36 | 20.79 | 74.12 | 4,999.29 | 3,432.14 | 1,567.15 |
| 2011-12 | 1,567.15 | 5,304.67 | 36.48 | 156.66 | 6,835.34 | 4,313.77 | 2,521.57 |
| 2012-13 | 2,521.57 | 5,376.93 | 24.43 | 250.86 | 7,874.07 | 4,501.78 | 3,372.29 |
| Total | 6,931.35 | 19,401.39 | 155.40 | 706.80 | 26,177.35 | 16,841.40 | |

(Source: Energy bill files of the Company)

Company allowed rebate of ₹ 155.40 crore to DISCOMs despite non-recovery of DPS on outstanding dues

In all five years, DISCOMs did not pay entire amount billed. This resulted in accumulation of outstanding amounting to ₹ 3,372.29 crore as of March 2013. Though the Company allowed rebate of ₹ 155.40 crore for early payment by DISCOMs, it did not realise DPS on outstanding dues from DISCOMs amounting to ₹ 706.80 crore which resulted in extension of undue benefit to them.

Government stated that rebate is allowed as incentive to DISCOMs to pay at least current dues and it is difficult to disconnect power for non-payment of bills. The reply raises extra contractual issues. The fact, however, remains that contractual stipulations are violated in billing and realisation of dues.

Securitisation of outstanding dues

2.1.37 As DISCOMs had defaulted in payment of energy dues, OERC finalised the dues of ₹ 2,862.20 crore as on 31 March 2005 for securitisation with direction for repayment in 120 equal monthly installments starting from 2006-07. Details of realisation thereagainst are as follows:

(₹ in crore)

| Particulars | Amount |
|---|----------|
| Securitisation dues as on 31 March 2005 | 2,862.20 |
| Collected/adjustment against securitised dues as on 31 March 2008 | 329.55 |
| Outstanding as on 1 April 2008 | 2,532.65 |
| Due for payment during 2008-13 | 1,431.60 |
| Actual realisation during 2008-13 | 195.52 |
| Net outstanding amount as of 31 March 2013 | 1,236.08 |

(Source: Tariff order for 2013-14)

As may be observed from table above despite OERC's direction, DISCOMs defaulted in payment of monthly installments which accumulated to ₹ 1,236.08 crore as on March 2013. Although Company was apprising OERC of the facts, it failed to effectively operate the escrow mechanism to recover the same.

Government stated that due to inadequate revenue of DISCOMs, no amount was available with them for securitised dues after adjustment of monthly Bulk Supply Tariff (BST) dues. However, Audit noticed following irregularities in operation of escrow arrangement.

Irregularities in operation of Escrow Account with DISCOMs

2.1.38 Company entered into (August 2000) Escrow arrangement with DISCOMs and Union Bank of India (UBI) to secure payment of bulk supply bills, in terms of which UBI was to open LC in favour of Company on annual basis and Company was entitled to recover its dues through LCs.

Audit scrutiny revealed that despite Escrow agreement as well as direction of OERC to that effect, no LC was opened so far (December 2013). Further, though DISCOMs failed to pay their monthly BST dues fully during 2008-13, Company allowed Escrow relaxation to them by which they could utilise their revenue for payment of their employees cost and Repair & Maintenance dues even before payment of BST dues in violation of the OERC orders for prioritising recovery of BST dues. This resulted in non-realisation of BST dues of ₹ 3,372.29 crore as of March 2013.

While accepting audit observations, the Government stated that despite repeated follow up, DISCOMs did not respond and relaxations were allowed to them as per orders of OERC. However, OERC stipulated for prioritising the recovery of BST dues. Further, while approving ARR for 2013-14, OERC observed that any such relaxation would be borne by Company and no recovery would be allowed in tariff.

Non-recovery of interest from DISCOMs

2.1.39 Consequent upon default in payment of energy bills towards NTPC power by DISCOMs during April 1999 to August 2000 and as decided by Company, DISCOMs issued (October 2000) power bonds of ₹ 400 crore in favour of Company which were reassigned (March 2001) to NTPC. The bonds

Inability of the Company to enforce the escrow mechanism to recover its dues resulted in accumulation of huge outstanding

carrying interest at 12.50 *per cent* were to be redeemed within seven years i.e., by October 2007.

Subsequently, due to default in payment of interest and redemption of the bonds by DISCOMs and consequential claim of NTPC, the Company in order to restore power supply by NTPC, settled (March 2007) bond liability at ₹ 603.50 crore including interest and approached OERC. Odisha Electricity Regulatory Commission directed (February 2012) the DISCOMs to pay ₹ 308.45 crore³² to settle the issue and further directed (March 2012) DISCOMs to pay ₹ 100 crore by April 2012 and balance by March 2013 with a stipulation for monthly payment of not less than ₹ 10 crore from May 2012 and simple interest at 8.5 *per cent per annum* on balance amount of ₹ 208.45 crore on reduced amount on monthly basis. It also stipulated that the arrangement would be treated as non-existing for any violation of these conditions.

Audit observed that three DISCOMs paid ₹ 110 crore to the Company up to May 2012 and defaulted in paying ₹ 10 crore per month from June 2012 leaving a balance amount of ₹ 198.45 crore as of July 2013 which was to be liquidated by March 2013 along with interest of ₹ 14.06 crore. Though orders of OERC became (June 2012) non-existing, the Company did not take any action so far for realisation of its dues.

Government stated that an affidavit has been filed (November 2013) before OERC to give suitable orders to DISCOMs for payment of the aforesaid dues.

Implementation of Capital Expenditure Programme

2.1.40 With a view to providing quality power at a stable voltage, strengthening the dilapidated distribution network, reducing high AT&C loss etc. the GoO notified (21 October 2010) Capital Expenditure (CAPEX) programme for the DISCOMs. Under the notification, the Company was to act as “Nodal Agency” for implementation of the programme, co-ordinate with the Department of Finance, GoO, DISCOMs and the Monitoring Committee. The Monitoring Committee was to meet as frequently as required or at least once in a month and take stock of progress of work and sort out the bottlenecks in implementing the programme. The main focus of the CAPEX programme was to control AT&C loss through system improvement with annual target of 3 *per cent* reduction of such loss during the programme implementation period of 2010-14. On that basis the investment proposal was considered feasible as each one *per cent* reduction in AT&C loss would mean additional generation of about ₹ 50 crore revenue per annum. The programme envisaged an investment proposal of ₹ 2,400 crore in power distribution sector, comprising State budgetary support of ₹ 1,200 crore being loan to Company for on-lending to DISCOMs and counterpart funding of ₹ 1,200 crore by DISCOMs.

³² ₹ 603.50 crore less ₹ 295.05 crore (₹ 110.80 crore being the interest paid directly to NTPC plus ₹ 184.25 crore towards adjustment of excess BST dues paid to the Company during 2005-09)

Audit noticed that the GoO had contributed ₹ 555.83 crore up to 2012-13 against the target for ₹ 600 crore of which ₹ 105.08 crore was spent towards procurement of materials without any execution and the remaining amount of ₹ 450.75 crore was lying idle with the Company. DISCOMs did not contribute any amount against stipulated ₹ 483.33 crore.

Achievement of Company as nodal agency for implementation of project was analysed in audit which *interalia* revealed the following.

Regarding monitoring of physical progress the Monitoring Committee did not meet monthly as required under the programme and there were instances of meetings once in three months. Scrutiny of minutes of meeting of Monitoring Committee revealed that the pace of placement of orders by the DISCOMs was very slow. The DISCOMs failed to submit their compliance report on the ring fencing and metering arrangement at various import and export points of project as stipulated by GRIDCO. It was very important to assess reduction in AT&C loss by detecting power theft. Despite the directions (September 2012) of GoO, Company did not put in place a web-based monitoring system to monitor its physical and financial progress.

Thus, ineffective implementation of CAPEX programme by Company led to tardy achievement of the envisaged benefit towards additional revenue generation of about ₹ 150 crore as of 2012-13 by reduction in AT&C loss.

Government stated that span of the programme has been revised to 2011-16 and its results will be assessed as per orders of Government.

Power Trading through Indian Energy Exchange (IEX)

2.1.41 Company was doing power trading through IEX for which it had to submit day ahead bids with necessary data collected from SLDC and to quote maximum price. Prompt decision making for quantity and rate of power was a prerequisite. Besides, an effective arrangement needs to be in place clearly indicating who can take decision for how much quantity and at what price.

Test check of records revealed that due to late arrival of monsoon, Company assessed peak (1,000 MW)/Round the Clock (RTC) shortage of power (400 MW) and proposed (2 July 2009) to procure 200 MW through IEX at a price of ₹ 2.80 to ₹ 3.00 per unit. Due to belated submission (17 September 2009) of bid at a price of ₹ 2.50 per unit (on the basis of IEX price prevailing between 03 to 08 September 2009) and clearing price exceeding the quoted price, the Company could not procure power through IEX. This resulted in procurement of CGP power at a higher cost (₹ 3.00 to ₹ 3.10 per unit) during July to September 2009 with consequential loss of revenue of ₹ 36.96 crore³³.

Government stated that procurement of power from CGPs and from IEX are not comparable, because the former is decided for a period while the latter on day ahead basis. However, to meet the shortage the Company was constrained

Power trading in IEX was done without a proper policy framework rendering it ineffective

³³ 77 days (1st July 15 September 2009) x 400MW x 24Hrs x 1000 x 0.50 (CGP Power ₹ 3-IEX Price ₹ 2.50) = ₹ 36.96 Crore.

to procure CGP power at higher cost which could have been avoided by timely decision for procurement from IEX. Government stated that a policy for power trading is under active consideration.

Bilateral Power Trading

2.1.42 The Company was engaged in short term power trading within the State boundary through inter-state power traders as a consequence of not having its own inter State trading licence. Company through tender negotiation with inter-state traders enters into agreements for sale of surplus power, if any, with agreed terms and conditions. Scrutiny of records revealed that such trading was not effective as discussed below:-

- Considering availability of hydro power from OHPC, Company proposed (4 March 2011) bilateral trading of 150 MW power during March/April 2011 and issued (7 March 2011) tender notice inviting price bid from interested buyers. The tender, however, was cancelled due to participation of only two bidders. This resulted in non-availment of 94.644 MU of hydro power for trading and Company sustained a revenue loss of ₹ 31.80 crore³⁴.

Government stated that tender was cancelled as top management decided to stop generation and wait for better opportunity to realise higher revenue in future and however, added that a policy framework would be put in place.

- Assessing surplus hydro power (395 MW) during September and October 2012, Company invited (August 2012) tender and issued (September 2012) LoI in favour of a single bidder for sale of power at ₹ 4.40 per unit only during September 2012 assuming that IEX price would be higher during October 2012 and Company would get a still better price. Company, however, without going for retendering in October 2012 charged the same price of ₹ 4.40 per unit for October 2012 when the IEX price was between ₹ 4.70 to ₹ 6.00 per unit. This resulted in sale of 132 MU in October 2012 to the earlier bidder at a minimum lower price of ₹ 0.30 (₹ 4.70-₹ 4.40) per unit and Company could not reap an additional revenue of ₹ 3.96 crore due to non-tendering for sale in October 2012 as envisaged earlier.

Government stated that sale of power on firm basis cannot be compared with sale of power on day ahead basis at the IEX. However, there was inconsistency in Company's approach since here it accepted a single bid whereas earlier (April 2011) it had cancelled the tender due to only two bidders being in the fray.

Man Power Management

2.1.43 Consequent on transfer (April 2005) of transmission activities of the Company to OPTCL along with its man power, 78 employees engaged in

³⁴ Bilateral price : 94.644 MU x 10,00,000 x {₹ 4.00 (IEX Price : ₹ 3 + ₹ 1) less cost of hydro power (₹ 0.64)} = ₹ 31.80 crore

power trading were identified and were placed (April 2007) on deputation from OPTCL as a temporary arrangement pending finalisation of organisational structure. Company had only two³⁵ employees of its own and the others are on deputation having no executive authority. Even the CMD and the Director (Finance) were on additional charge.

Company was running without formal organisation structure and delegation of power

Company engaged (April 2008) Administrative Staff College of India (ASCI), Hyderabad for assessing manpower requirement and its organisational structure along with delegation of power. Administrative Staff College of India submitted (July 2008) their draft report indicating requirement of more employees. However, no action was taken on their recommendations so far (December 2013). CMD would be functioning on the basis of various Government orders, circulars, etc. till delegation of power to different officials is finalised.

Government stated that ASCI report along with the suggestions of the Directors thereon is being presented to the Board. The reply, however, was silent on the reasons for delay in consideration of the matter.

Information Technology Issues

2.1.44 According to NEP 2005, modern Information Technology (IT) systems should be implemented by power utilities on priority basis, after considering cost and benefits in important areas like load management, correct billing and collection etc. As per MoU with DoE, Company aims at leveraging IT to increase efficiency in all spheres.

Company is yet to bring IT solutions in important areas like load management and online accessing of metering data

Audit noticed that Company does not have any IT wing to take care of its IT requirement and provide solution thereto. In absence of online accessing of metering data from all over the State, bills are prepared after physical transfer of such data to Energy Billing Center requiring more time for preparation. Though OPTCL took up (July 2006) an ERP project in an integrated manner including Company with scheduled completion by 29 March 2011, project is yet to be completed (December 2013).

Thus, Company failed to comply with relevant policy guidelines and instructions for IT users.

Government stated that IT applications at tactical and strategic level for energy commercials for Company would be taken up as part of next stage IT initiatives.

Monitoring

2.1.45 An effective monitoring mechanism is a pre-requisite for ensuring physical/financial progress as well as timely completion of projects. OERC directed (September 2011) that status of all IPPs should be reviewed by Secretary, DoE and Chief Secretary once in every month and quarterly

³⁵ Assistant Company Secretary and Director (Commercial)

respectively. It was noticed that only one such review was done (July 2012) by Secretary, DoE and none by Chief Secretary until July 2013.

Internal Control

2.1.46 Internal control system is an essential part of the management control system. An efficient and effective internal control system helps Management to achieve organisational objectives efficiently and effectively. Following deficiencies were noticed in internal control system being followed by the Company.

- Improper calculation of rate of power procured from CGPs resulted in incurring extra expenditure of ₹ 51.35 crore as discussed in **Paragraph 2.1.29**.
- The Company could not procure cheaper hydro power due to delayed decision making.
- Delegation of powers along with organisational structure has not been finalised so far.
- The Company delayed in raising claims for its entitlement towards GBI despite payment of higher cost for procurement of renewable energy as discussed in **Paragraph 2.1.32**.

Government stated that the IT system would take care of all commercial activities and ensure timely discharge of obligation.

Internal Audit

2.1.47 Company did not have its own Internal Audit (IA) wing. IA was being carried out by Chartered Accountant firm. The Auditor was required to submit the report on quarterly basis and after suitable compliance to internal audit observations it was to be placed before the audit committee for review and taking necessary action.

Audit noticed that the said reports were submitted after a lapse of one month to six months by Auditors. Matter of delayed reports was not discussed in audit committee meetings.

Government stated that action would be taken for timely conduct of internal audit.

Acknowledgement

Audit acknowledge the co-operation and assistance extended by GoO, Management and staff of the Company at various stages of conducting the Performance Audit.

Conclusion

- **Company neither prepared corporate plan in terms of the MoU with DoE nor the business plan as required under the Regulations of OERC.**
- **Company failed to execute PPAs with the IPPs through competitive bidding route in compliance with the legal framework and their operationalisation was ineffective resulting in excess expenditure of ₹ 554.80 crore. Further, there was absence of safety clause in the PPAs against non-performance of the IPPs.**
- **Company's failure in realisation of power dues from DISCOMs resulted in accumulation of dues of ₹ 3,372.29 crore necessitating Company's borrowing ₹ 4,505.22 crore as of March 2013 for payment to generators.**
- **Company allowed rebate of ₹ 155.40 crore during 2008-13 to DISCOMs despite accumulation of Delayed Payment Surcharge (₹ 706.80 crore) against arrear dues.**
- **Delay in decision for procurement and sale of power resulted in loss of revenue of ₹ 72.72 crore.**
- **Monitoring and Internal control mechanism was found to be ineffective in the Company.**

Recommendations

The Company may consider the following.

- **Prepare corporate plan as well as the business plan for achieving its long term goals/objectives and to submit the ARR with a current picture of demand and supply of power.**
- **Operationalise the PPAs effectively safeguarding its financial interest.**
- **Streamline its power trading activities with adequate policy frame work.**
- **Enforce the escrow mechanism to recover its dues from DISCOMs to avoid borrowings.**
- **Strengthen its internal control mechanism.**

2.2 The Industrial Development Corporation of Odisha Limited, IDCOL Kalinga Iron Works Limited and IDCOL Ferro Chrome and Alloys Limited

Activities of The Industrial Development Corporation of Odisha Limited and its two subsidiaries viz. IDCOL Kalinga Iron Works Limited (IKIWL) & IDCOL Ferro Chrome and Alloys Limited (IFCAL)

Executive Summary

IDCOL was incorporated as a wholly owned Government Company in March 1962 to promote industrial development of Odisha and to carry out mining, buying and selling of mineral products. Though IDCOL established 13 subsidiaries and one joint venture (JV) company during 1963-98, 10 subsidiaries and the JV Company were hived off during 1993-2010 due to heavy losses. Balance three are working, of which IKIWL is engaged in mining of iron ore and production of pig iron and spun pipe while IFCAL is engaged in production of chrome based products like HCFC. Functions of IDCOL are now limited to mining of chrome ore and overseeing activities of three subsidiaries.

Modernisation/expansion of IKIWL & IFCAL

Pig iron plant of IKIWL and ferro chrome plant of IFCAL were established in 1963 and 1969 respectively and are running with old technology. IDCOL could neither inject funds nor carry out modernisation and expansion to utilise mineral resources and make them competitive. Disinvestment proposal initiated in October 2005 is yet to materialise.

Exploration of minerals

Due to delayed action by IDCOL to obtain environmental and forest clearance, mining lease obtained for Tailangi B mines from GoO remains unoperated. This has resulted in scarcity of chrome ore for IFCAL with consequent loss of production and productivity of plant, higher consumption of raw material and fines, utilisation of

chrome concentrate in place of ore. Deficient monitoring of raising contracts and despatch plan by IDCOL, IKIWL and IFCAL resulted in loss of ₹47.09 crore. Besides, GoO imposed penalty of ₹222.63 crore for operation of Tailangi A mines without obtaining EC till April 2010.

Production and sale of finished products

Capacity utilisation at IKIWL was only 27 per cent while at IFCAL it was 82 per cent. Due to low plant availability, lower production and productivity and high cost of operation, IKIWL and IFCAL sustained loss of ₹65.75 crore and ₹68.14 crore respectively. Likewise, due to deficient sale procedure, incorrect sales decisions and inadequate monitoring, sales realisation could not be maximised and there was accumulation of inventory.

Monitoring and Internal Control

Monitoring mechanism was not adequate. Audit Committees have not met as per norms and did not review internal control system and internal audit reports. Internal audit was not conducted regularly.

Conclusion and Recommendation

IDCOL needed to expand/modernise existing plants of its subsidiaries to optimise use of mineral resources. Use of inferior quality raw material, higher cost of sales and lower sales realisation increased its loss. Sales activities of IKIWL and IFCAL were not commensurate with production activities and did not adequately address market

demand. Performance Audit contains four recommendations to improve performance of Companies which include expansion/modernisation of existing industries as per mandate; optimise utilisation of mineral resources;

reduction in cost of production of finished products; and strengthening internal control and monitoring mechanism.

Introduction

2.2.1 The Industrial Development Corporation of Odisha Limited (IDCOL) was incorporated (29 March 1962) as a wholly owned Government Company with primary objectives to promote and establish industries, promote and operate schemes for industrial development of Odisha and carry out all kinds of exploration including buying and selling of mineral products.

IDCOL established/promoted 13³⁶ subsidiaries and one³⁷ joint venture (JV) company during 1963 to 1998 out of which 10 subsidiaries and the JV Company were liquidated/disinvested during 1993-94 to 2009-10. Remaining three subsidiaries viz. IDCOL Kalinga Iron Works Limited (IKIWL), IDCOL Ferro Chrome and Alloys Limited (IFCAL) and IDCOL Software Limited (ISL) are carrying out their business.

IKIWL and IFCAL were both incorporated on 26 March 1999 as IDCOL's wholly owned subsidiaries. Primary objective of IKIWL is to produce, buy, sell, export and import iron, steel and raw materials used in iron and steel production. Main objective of IFCAL is to manufacture, buy, sell and export all kind of chrome based products.

Presently activities of IDCOL are confined to operation of a chrome ore mine and to oversee functioning of three working subsidiaries. While IKIWL is engaged in operation of its iron ore mines, production/sale of pig iron/spun pipe, IFCAL is engaged in production and sale of high carbon ferrochrome after obtaining chrome ore from IDCOL.

Organisational Set up

2.2.2 Management of IDCOL is vested in a Board of Directors (BoD) consisting of nine Directors including Chairman-cum-Managing Director (CMD). CMD being the Chief Executive of IDCOL looks after day-to-day operation. Subsidiaries are managed by their respective BoD and Managing Directors. These Companies are under the administrative control of Industries Department of Government of Odisha (GoO).

³⁶ ABS Spinning Orissa Limited, East Coast Breweries and Distilleries Limited, East Coast Salt and Chemicals Limited, Hirakud Industrial Works Limited, Hira Steel and Alloys Limited, IDCOL Cement Limited, IDCOL Ferro Chrome & Alloys Limited, IDCOL Kalinga Iron Works Limited, IDCOL Piping and Engineering Works Limited, IDCOL Rolling Mills Limited, IDCOL Software Limited, Konark Jute Limited and ORICHEM Limited

³⁷ S N Corporation Limited

Scope of Audit

2.2.3 Performance Audit conducted during March to July 2013 covers activities of IDCOL and its two subsidiaries, IKIWL and IFCAL for five years ended 31 March 2013. Audit findings are based on test check of records at head offices of these companies.

Audit Objectives

2.2.4 Performance Audit of activities of IDCOL and its two subsidiary Companies was conducted to assess whether:

- Plans for setting up and modernisation/expansion of the existing units were formulated to promote industrial units ensuring optimum utilisation of available resources with IDCOL and in line with policy of Government;
- Exploration, identification, raising and utilisation of mineral resources was planned and executed economically and efficiently adhering to rules and environmental regulations;
- Fixation of targets by IKIWL and IFCAL for production and sale of pig iron and high carbon ferrochrome was based on installed capacity, availability of raw materials and other resources, market demand for product and resources available to achieve the same in an effective manner; and
- Internal control mechanism and monitoring system were effective and commensurate with the size and operations of the Companies.

Audit criteria

2.2.5 Audit criteria adopted for assessing achievement of audit objectives were drawn from the following:

- Industrial Policy Resolution 2007 of GoO including papers relating to Cabinet decision on restructuring and disinvestment of State Public Sector Undertakings and other orders/manuals issued by GoI/GoO;
- Acts and Rules governing operation of mines and plants including guidelines and circulars of various statutory authorities;
- Annual budget and long term perspective plans of Companies;
- Companies Act, 1956, Memorandum and Article of Association of the Companies, Memorandum of Understanding (MoU) signed by Companies with GoO and Corporate Governance Manual;
- Installed capacity, production and consumption parameters set for plants as per Original Equipment Manufacturers (OEM) and plant design and industry standard; and
- Procurement policy of GoO/Companies.

Audit methodology

2.2.6 For purpose of collection of data and gathering evidence, following methodologies were adopted:

- Examination of minutes and agenda papers of meetings of the Board of Directors, budgets, targets, consumption of raw materials and other inputs and production of finished goods;
- Examination of records, reports, documents etc. related to the activities of the Companies; and
- Issue of Audit queries and interaction with the Managements.

Financial Position and Working Results

2.2.7 Financial position and working results of IDCOL, IFCAL and IKIWL for the five years ended 2012-13 are given in **Annexure 10**.

From financial position and working results audit observed the following:

- During 2008-13 IDCOL earned profit in all the years except 2011-12 when it incurred loss of ₹ 1.84 crore. Loss was due to transfer (April 2009) of iron ore mine to IKIWL and stoppage of production and sale of chrome ore on account of statutory violations and consequent restrictions imposed by GoO as discussed in **Paragraph 2.2.10**. Net Worth and Reserves and Surplus which were increasing up to 2010-11 reduced from ₹ 94.54 crore and ₹ 37.42 crore to ₹ 92.70 crore and ₹ 35.58 crore respectively in 2011-12 due to incurring loss. This again increased to ₹ 100.22 crore and ₹ 43.10 crore in 2012-13 due to earning profit. Increase in investment from ₹ 65.36 crore in 2008-09 to ₹ 140.36 crore in 2012-13 was mainly due to conversion of Loans and Advances of ₹ 75 crore extended to IKIWL to Share Capital.
- During 2008-13 IKIWL incurred losses in all years except for 2012-13. Profit for 2012-13 was mainly due to increase in turnover from sale of iron ore. Accumulated losses were ₹ 103.82 crore as of March 2013 mainly due to higher cost of production as discussed in **Paragraphs 2.2.26 to 2.2.37**. This resulted in decrease in net worth from ₹ 23.71 crore in 2008-09 to ₹ 16.28 crore in 2012-13.
- During 2008-13 IFCAL earned profit in all five years which accumulated to ₹ 34.53 crore as on 31 March 2013. This resulted in increase in its net worth from ₹ 39.48 crore in 2008-09 to ₹ 53.34 crore in 2012-13. Profit, however, fluctuated from year to year ranging from ₹ 0.62 crore to ₹ 14.96 crore. Decrease in profit during 2009-10, 2011-12 and 2012-13 was mainly due to settlement of arrear energy charges (₹ 14.28 crore) and increase in cost of production in procurement of chrome ore from market and use of concentrate in absence of availability of captive ore as discussed in **Paragraphs 2.2.12, 2.2.40 and 2.2.42**.

Management confirmed (December 2013) the facts and figures.

Audit Findings

2.2.8 Audit objectives, criteria, scope and methodology were shared with the Companies during Entry conference held in May 2013. Subsequently, audit findings were reported (October 2013) to the Companies and State Government and discussed in Exit conference held in January 2014. Entry and Exit Conferences were attended by Principal Secretary, Industries Department who is also the CMD of IDCOL and MDs of subsidiaries. Management/Government also furnished (December 2013) replies to audit findings. The views expressed by the Management/Government in Exit conference and replies furnished were considered while finalising this report. Audit findings are discussed in subsequent paragraphs.

Planning and Performance

Planning for setting up new industries and modernisation and expansion of existing units

2.2.9 Primary objective of IDCOL was to set up new industries and carry out modernisation/expansion of existing units for which it entered into MoUs annually with Administrative Department specifying activities to be undertaken in compliance with the objectives. Since its inception, IDCOL promoted 13 subsidiaries and one JV Company out of which 10 subsidiaries and one JV Company were disinvested/sold during the period 1993-94 to 2009-10. In seven subsidiaries, IDCOL could not recover its investment and sustained loss of ₹ 140.71 crore due to recovery of ₹ 206.73 crore only against investment of ₹ 347.44 crore towards Share Capital and Loans and Advances. Committee on Public Undertakings (COPU) in its fourth report of Twelfth Assembly recommended (March 2001) disinvestment of the subsidiaries quickly. Though disinvestment proposal was initiated in October 2005, disinvestment of IFCAL and IKIWL has not been carried out so far.

IDCOL appointed (August 2007) MECON at a cost of ₹ 0.57 crore, as consultant to prepare perspective plan for carrying out expansion programme of IFCAL and IKIWL. They submitted perspective plan report in March 2009 but the recommendations were not implemented as required funds could not be arranged by IDCOL due to depressed market condition. IDCOL, however, proposed to Government in June 2009 for disinvestment of IKIWL and IFCAL which was approved by the Government in September 2010. IDCOL signed a Memorandum of Understanding with SAIL in May 2012 to sell shares of both subsidiaries but process was not concluded till December 2013.

Audit observed that no new industry has been set up by IDCOL from 1998 for industrialisation of the State. Further, existing plants were not modernised/expanded to comply with mandate given by Government. Government also did not take policy decision till September 2010 whether to modernise or disinvest subsidiaries. This resulted in plants of IFCAL and IKIWL running with inadequate infrastructure resulting in low capacity

**IDCOL lost
₹ 140.71 crore
towards investment
made in subsidiaries**

utilisation, lower productivity and higher cost of production as discussed in **Paragraphs 2.2.26 to 2.2.42**. Besides, mineral resources viz. chrome ore and iron ore from captive mines were not optimally utilised.

Management stated that modernisation required huge funds which could not be provided either by Government or from internal resources. Considering this, disinvestment proposal has been finalised. In Exit conference, Government stated that recommendations of COPU are being acted upon and negotiation with SAIL for disinvestment of IKIWL and IFCAL is in process.

However, there was inordinate delay in finalising disinvestment proposal initiated in 2005 resulting in continuous loss to companies and poor health of plants.

Mining Activities

Exploration and identification of ore

2.2.10 IDCOL had been holding lease for operating Roida C mines having 192.81 ha with 109.47 lakh MT reserves of iron ore and 38,200 MT manganese ore as of April 2009 for captive use of IKIWL plant. Operation of mines, however, was transferred to IKIWL in April 2009 for their captive use on agency basis. Similarly, IDCOL was holding mining leases in respect of Tailangi A 65.683 ha and Tailangi B 155.583 ha from June 2003 for captive use of chrome ore for IFCAL at Ferrochrome Plant.

As Tailangi A mines was in non-forest area and no forest clearance (FC) was required, GoO while granting mining lease in June 2003 allowed IDCOL to operate mines with directions to obtain other statutory clearances. IDCOL executed lease deed with GoO in September 2003 and carried out mining activities without Environmental Clearance (EC). In respect of Tailangi B mines GoO while granting the lease in June 2003 directed IDCOL to obtain EC and FC from MoEF before operating mines. IDCOL was required to obtain EC for both Tailangi A and B mines as per MoEF notification of January 1994 and forest clearance for Tailangi B as per Forest (Conservation) Act 1980.

Audit observed that IDCOL did not take any initiative to submit application of EC for Tailangi A and EC/FC for Tailangi B mines. The GoO also did not review status of receipt of EC and FC from MoEF. IDCOL submitted application to MoEF only in July 2007. Application for Tailangi A mines was delayed due to misinterpretation of MoEF notification of January 1994 and no reason was assigned for delay in respect of Tailangi B mines. EC for Tailangi A and EC as well as FC for Tailangi B was obtained in April 2010 and January 2012 respectively. Mining activities of Tailangi A mines were suspended by Deputy Director of Mines (DDM) from September 2009 to April 2010 for want of EC and was operated thereafter. IDCOL, however, violated environmental regulations like discharge of water, dumping of over burden etc., for which DDM restricted mining activities from September 2010 to April 2011. For operation of Tailangi B mines negotiations are continuing

with various Government agencies to comply with deforestation, rehabilitation and resettlement policies.

Delay of four years in submission of application of EC and FC to MoEF by IDCOL

Delayed action on the part of IDCOL to obtain EC and FC resulted in non-operation of Tailangi B mines and stoppage of mining work at Tailangi A. Consequently, there was shortage of ore for IFCAL plant, procurement of high cost ore, blocking of inventory due to restriction on despatch and imposition of penalty by Government as discussed below.

Government stated that delay in submission of application for EC was due to mis-interpretation of 1994 MoEF notifications.

Loss of production

2.2.11 Plants of IFCAL utilise captive chrome ores from Tailangi mines in production of HCFC³⁸. Due to delay in obtaining statutory clearances and violation of statutory norms, production from mines could not be carried out during September 2009 to April 2010 and September 2010 to April 2011 resulting in shortage of chrome ore for IFCAL plant. Audit observed that plant remained shutdown for a period of 1,824 hours from March 2011 to November 2012 due to want of chrome ore resulting in production loss of 2,621 MT of HCFC.

Procurement of high cost ore

2.2.12 Captive chrome ore from Tailangi mines is available for IFCAL's plant at cost. Market price of chrome ore is higher than cost of production. Due to non-operation of Tailangi B mines and suspension of work of Tailangi A mines twice, IDCOL had to procure 17,373.620 MT of chrome ore from market to run plants during December 2010 to March 2013. While market price of chrome ore ranged between ₹ 9,371 to ₹ 10,578, cost price ranged between ₹ 1,042 to ₹ 4,638 during that period. As a result IFCAL incurred extra expenditure of ₹ 13.67 crore.

IFCAL incurred extra expenditure of ₹ 13.67 crore in procurement of high cost ore

Blockage of inventory

2.2.13 In addition to production of high grade chrome ore having chrome content more than 40 *per cent*, low grade chrome ore having chrome content between 20-40 *per cent* is also raised from mines. Low grade ore is stacked in mines for beneficiation into chrome concentrate. In absence of environmental clearance and statutory violations by IDCOL, mining activities were suspended by DDM during September 2009 to April 2010 and September 2010 to April 2011. As a result 1.07 lakh MT of low grade chrome ore raised at cost of ₹ 40.74 crore and stored for beneficiation could not be processed and blocked in inventory for six months. Similarly, 9,734 MT of chrome concentrate costing ₹ 6.41 crore produced for despatch was blocked at the mines for a period of 10 months.

³⁸ High Carbon Ferro Chrome

Imposition of penalty by Government for unlawful mining

IDCOL incurred liability of ₹ 222.63 crore due to operation of mines without EC

2.2.14 As per MoEF notification of 1994, IDCOL was to obtain EC for operation of Tailangi mines. However, Tailangi A mines was operated by IDCOL without obtaining EC till April 2010. During the period, 12,53,783.790 MT of chrome ore produced from mines without EC was treated as irregular by DDM who imposed penalty of ₹ 222.63 crore in September 2012. IDCOL, however, has requested GoO for waiver of penalty.

Raising, transportation and utilisation of iron ore

2.2.15 IKIWL engages contractors to raise iron ore lump which is processed to obtain Calibrated Lump Ore (CLO) of 5-18 mm/10-30 mm size. In the process, in addition to CLO, iron ore fines are generated. CLO and fines produced are stacked according to the grade obtained from analysis report of IKIWL laboratory. While entire 5-18 mm size CLO is sold in market, 10-30 mm size is used in Pig Iron Plant of IKIWL and sold in market on ex-mines basis. Besides this, unprocessed lump ore and fines are also sold in the market. Despatch from mines to plant/buyers is carried out after obtaining stack removal permission from DDM. Details of iron ore raised, transported to plant and sold in market are in **Annexure 11**. Deficiencies in monitoring of raising/transportation/utilisation of iron ore are discussed in following paragraphs.

Undue benefit to ore raising contractor

Wrong application of VDA resulted in undue benefit of ₹ 2.68 crore to contractor

2.2.16 Iron ore is mined through engagement of contractors by IDCOL for consumption at IKIWL plant and for sale in market. As contractors engaged manual labourers, contract rate is fixed with provision for reimbursement of increase in the Variable Dearness Allowance (VDA) by GoI. In terms of contract executed (September 2010) with the contractor for raising/processing of iron ore during the period October 2010 to March 2013, it was to be reimbursed increased VDA applicable on per MT basis considering 2.5 MT output per labour per day. Instead IKIWL while releasing payment for increased VDA to the contractor considered per day increase rate for each labourer without considering per day output. This resulted in extension of undue benefit of ₹ 2.68 crore deviating from contractual provision to the contractor in the mining of 5,56,498 MT of lump.

Management stated that payment was made as per contractual provision that for every increase of ₹ 1 on VDA contractor will be reimbursed ₹ 1.06 per Metric Ton (PMT) ore produced. It, however, overlooked further contractual provision of payment of VDA to labour without considering minimum daily output.

Loss due to excess generation of iron ore fines

2.2.17 Mining work includes conversion of lumpy ore to size ore of 5-18 mm/10-30 mm through deployment of crushers by contractors. In process of conversion, besides CLO, fines are also produced. CLO fetches better price than fines in market. Fines have no requirement for plants and are meant for

sale. For carrying out mining work, IDCOL issued work order to a contractor in June 2007 for a period of three years from October 2007 based on an open tender. The conditions of tender required it to produce 67 per cent CLO and 33 per cent fines out of lumps utilised.

Due to excess generation of fines over norm in iron ore processing, IDCOL sustained loss of ₹ 12.72 crore

Scrutiny of records revealed that contractor utilised 3,63,132 MT of lump ore. As per work order though it was required to produce 2,43,298 MT of CLO and 1,19,834 MT of fines, it could produce 1,91,255 MT of CLO and 1,71,877 MT of fines. The actual production of CLO was only 53 per cent against the stipulation of 67 per cent whereas fines production was 47 per cent as against 33 per cent. This resulted in short production of CLO/excess production of fines by 52,043 MT. As market price of CLO is more than fines IKIWL could not earn an additional revenue of ₹ 12.72 crore. Reasons for excess production of fines/short production of CLO were not analysed by Management. IDCOL also did not insert any penal clause in tender for recovering loss of revenue from contractor.

Management stated (December 2013) that agreement with contractor had no specific mention about generating 67 per cent CLO and 33 per cent fines as production of CLO depends on the nature and composition of lump ore produced and utilised. In the Exit conference Government assured that it would analyse reasons for deviation.

However, tender condition authorised the party to specify percentage of production of CLO and the party specified recovery of 67 per cent. Further, in subsequent work order executed by the contractor with IKIWL, production of 68 per cent CLO was achieved.

Short production of CLO

2.2.18 Mining activities of Roida ‘C’ mines include removal of overburden (OB) from surface area, dumping of OB in space provided by IDCOL, excavation of lump ore and processing of CLO from lump ore. Lump ores are processed to obtain CLO of 5-18 mm and 10-30 mm size. While 5-18 mm CLO was meant for sale, 10-30 mm size CLO is utilised in plant. IDCOL deployed contractors from time to time for raising and processing work during the period 2007-13. IDCOL executed two work orders i.e. one covering period 2007-10 and another 2010-13 with the contractor. In terms of work orders (WO) production target for 5-18 mm and 10-30 mm size CLO was fixed annually. As such during the period 2008-13, WOs envisaged production of 6,12,000 MT of 10-30 CLO by utilising 60-63 Fe grade lump ore. In event of shortfall, WO for period 2007-10 had provision for imposition of penalty at 30 per cent of contract value of shortfall quantity and WO for 2010-13 envisaged imposition of penalty ₹ 10 per MT of shortfall quantity respectively.

Short production of CLO necessitated procurement of ore at additional cost

Audit observed that despite availability of sufficient iron ore reserve, mining for production of lump ore and 10-30 mm CLO could not be carried out to produce targeted quantity. Contractor produced only 3,25,808 MT of CLO (10-30 mm) leaving a shortfall of 2,86,192 MT during 2008-13. Shortfall was mainly due to failure of IDCOL to provide space for OB dump yard. As per terms of tender, IDCOL levied and deducted penalty of ₹ 3.32 crore from

contractor. They, however, invoked arbitration clause of the work order in April 2013 and matter is under arbitration (December 2013). Short production of CLO led to procurement of high cost CLO from market for plant during 2008-13 resulting in additional expenditure to IKIWL.

Management stated that due to non-availability of required quantity of low grade (58-59 Fe) iron ore, 10-30 mm CLO could not be produced. However, for production of CLO requirement of lumpy ore is 60-63 Fe which was available in mines. IDCOL, however, could not provide space for dumping of OB from excavation of mines.

Raising, transportation and utilisation of chrome ore

2.2.19 Chrome ore raised from mines through contractors is of different grades having chrome content of 25 to 52 *per cent* and is also friable in nature. Higher grade³⁹ chrome ore is transported to ferrochrome plant of IFCAL for consumption. Low grade chrome ore is processed in two Chrome Ore Beneficiation (COB) plants at mines of IDCOL to get concentrate which is sold in international market via Paradeep Port. Ore as well as concentrate after being raised is stacked grade-wise. Analysis reports of Government laboratory are basis of determining grade. Despatch of ore/concentrate either to plant or to port is done through transport contractors after obtaining stack removal permission from DDM mines.

Table below indicates year-wise ore raised, transported to plant/port and sold in the market.

(figures in MT)

| Year | Ore raised | Ore despatched to | | | Concentrate | | |
|--------------|-----------------|-------------------|-----------------|---------------|-----------------|---------------------|---------------|
| | | IFCAL | COB Plant | Sold | Produced | Despatched to IFCAL | Sold |
| 2008-09 | 1,74,788 | 53,674 | 68,953 | 28,694 | 34,883 | 0 | 36,235 |
| 2009-10 | 66,214 | 29,080 | 51,375 | 0 | 24,592 | 0 | 22,775 |
| 2010-11 | 95,959 | 21,154 | 93,055 | 0 | 39,359 | 1,700 | 9,841 |
| 2011-12 | 55,482 | 13,437 | 9,376 | 0 | 4,121 | 31,124 | 0 |
| 2012-13 | 53,351 | 13,148 | 6,924 | 0 | 2,869 | 6,095 | 0 |
| Total | 4,45,794 | 1,30,493 | 2,29,683 | 28,694 | 1,05,824 | 38,919 | 68,851 |

Activities relating to raising of ore, production of concentrate and transportation of ore and concentrate were not monitored properly leading to shortfall in production, loss of quality and incorrect payment to contractor as discussed in following paragraphs.

Loss of Production

2.2.20 Low grade chrome ore contains 20-40 *per cent* chromium. Such ore is processed through washing either manually or mechanically through deployment of contractors. For mechanical processing, IFCAL has two COB plants installed at mines. Low grade ore after beneficiation deliver concentrate which contain higher chromium in range of 48-54 *per cent*. In process of beneficiation there occurs tailing loss of chromium which is controllable through better monitoring by contractor. IDCOL had not devised any norm for

³⁹ More than 40 *per cent* chrome content

tailing loss while awarding work for beneficiation to contractor from August 2008 to May 2012. Work awarded to contractors from June 2012, however, stipulated tailing loss of 15 *per cent* maximum without any provision for imposition of penalty on contractor for tailing loss beyond 15 *per cent*.

Audit observed that during 2008-13, 2,29,683 MT of low grade chrome ore with chromium content of 75,016 MT was utilised for production of concentrate. Concentrate produced was 1,05,824 MT carrying only 54,498 MT of chromium. Chromium loss was thus 20,518 MT (27.35*per cent*). Considering the normative loss of 15 *per cent*, loss beyond the norm was 9,265 MT valuing ₹ 3.66 crore⁴⁰. Management had not analysed reasons for such loss nor was there any penal provision in the contract to recover the loss.

In Exit conference, Government stated (January 2014) that corrective action has since been taken to limit tailing loss within 15 *per cent*. The fact, however, remained that IDCOL did not take any action to arrest loss during the period 2008-13.

Export sale of chrome concentrate

2.2.21 Chrome concentrate with a chromium content of 48-54 *per cent* produced from COB plants as well as by manual washing at mines are despatched to Paradeep port through contractors for export. For carrying out despatch, IDCOL obtained stock removal permission from Government. Despatched concentrate is assigned with a grade as per analysis report of Government laboratory. Concentrate received at Paradeep Port are kept in stockyard of IDCOL and exported thereafter. At time of export, grade analysis is carried out at port by a reputed analyst. Grade determined by the analyst forms basis of billing.

Audit observed that during 2008-11, IDCOL exported 70,600 MT chrome concentrate transporting it to Paradeep Port through transport contractors. Quality analysis reports of Government Laboratory and that of reputed analysts' showed adverse grade variation ranging from 1.48 to 2.68 *per cent* in 59,800 MT out of 70,600 MT exported. As sale price of chrome concentrate depends on chromium content in concentrate, loss of grade resulted in under-realisation of revenue of ₹ 3.20 crore. IDCOL, however, neither analysed reasons responsible for grade variation during process of transport and handling of concentrate nor put a condition in transport contract fixing responsibility on the transport contractors to recover loss.

In Exit conference Government assured that it would take steps to minimise such loss in future.

Loss due to export

2.2.22 IDCOL has been exporting chrome concentrate in international market through MMTC. It has also been selling chrome concentrate in domestic market from mines. Audit observed that during July/August 2010 when

No responsibility was fixed on transport contractors for loss due to grade variation

⁴⁰ Calculated at export realisation price during the period 2008-11

domestic price of concentrate was ₹ 12,009 per MT, IDCOL without exploring domestic market despatched 4,265 MT to Paradeep port when the export realisation was only ₹ 9,820 per MT. Despatched concentrate was exported in December 2010 with under-realisation of ₹ 0.93 crore compared to domestic price.

Management's reply that 4,265 MT was exported to meet export commitment with MMTC does not reconcile with the fact that despatch of concentrate was carried out in July/August 2010 while export commitment was made in October 2010.

Disposal of low-grade chrome ore deviating from mining plan

2.2.23 As per mining plan, IDCOL had to process low grade chrome ore for beneficiation and value addition to obtain concentrate. Concentrate is meant for sale in international market. IDCOL also stipulated (November 2007) that in event of direct sale of low grade ore in domestic market, selling price of low grade chrome ore would be decided on the basis of export price of chrome concentrate. As such while deciding to sell chrome ore in domestic market, sale price would be compared with export realisation from concentrate produced from such ore.

Loss of ₹ 23.90 crore due to sale of chrome ore instead of processing to concentrate

Audit noticed that IDCOL sold 28,694 MT of low grade chrome ore in domestic market during April to October 2008 without linking sale price of chrome ore to prevalent export price of concentrate. As related export price of concentrate was more, IDCOL could not earn additional revenue of ₹ 23.90 crore.

While accepting audit observation Government assured that it would look into the matter.

Sale of Iron ore/CLO

2.2.24 Iron ore in form of lump, CLO and fines produced in the mines are sold by IDCOL through monthly/quarterly open tenders. The tenders specified quantity of ore to be sold. During five years ending 2012-13, IDCOL, through its contractors, produced 16,64,258 MT⁴¹ (including opening stock of 28,164 MT) of lump/CLO/fines but could sell only 13,99,402 MT leaving a stock of 2,64,856 MT. Percentage of sale/consumption to available stock ranged from 24 to 85 *per cent* leading to blocking of revenue. Deficiencies noticed in disposal of stock are discussed in following paragraph.

Sale of ore at lower rate

2.2.25 Tenders were invited periodically for sale of ores. As per terms and conditions of tender, buyer has to deposit 100 *per cent* sale value within four days. If successful bidder failed to deposit the sale value within four days from date of issue of sale order, Management could terminate contract without any notice and forfeit security deposit/Earnest Money. After receipt of sale value, IKIWL need to apply for permission from DDM for stock removal from

⁴¹ Lump:8,51,007.63 MT, CLO:5,02,480.68MT and fines : 2,82,605.64 MT

mines. However, no time schedule has been prescribed in tender for applying and obtaining permission from DDM.

Audit observed that during July 2010 to April 2012 while applying for stock removal permission by IKIWL for sale of 6,450 MT of iron ore, in four occasions there was delay of 63 to 279 days. Reasons of delay by IKIWL were not on record. Due to delayed submission of application by IKIWL, lifting permission from DDM was delayed resulting in sale of 6,450 MT of iron ore below the prevailing market price with consequential under-realisation of revenue of ₹ 0.34 crore.

Government stated that steps were being taken to minimise delay in future.

Production and Sale of Finished Products

Production of pig iron

2.2.26 IKIWL produces pig iron through four blast furnaces of the plant having annual installed capacity of 2.20 lakh MT. Production process through blast furnaces (BFs) involves use of iron ore of 10-30 mm size as raw material and coke as fuel. In addition to coke used as fuel, hot air (850-900 c) is blown through narrow combustion type stoves into BFs. In the process, the ore is converted to hot metal. Hot metal is transported to pig casting machine (PCM) for production of pig iron and some hot metal is also taken to the spun pipe plant, where cast iron (CI) spun pipe is manufactured. Electricity generated from captive power plant is fed to auxiliaries. Deficiencies observed in production of pig iron are discussed in **Paragraphs 2.2.27 to 2.2.37**.

Non-utilisation of available machine hours

2.2.27 Audit observed that annual production of pig iron during 2008-13 was below the installed capacity/budgeted production. Shortfall in production was attributed by IKIWL to lower utilisation of available machine hours of the plants. Despite 1,75,296⁴² available hours during 2008-13, furnace utilisation was 58,275 hours (33.24 per cent). Out of 1,17,021 idle hours, 97,330 hours (83.17 per cent) was planned shutdown to avoid negative contribution during operation. Besides this, plants remained shutdown for 16,054 hours (13.72 per cent) for want of raw materials and 3,637 hours (3.11 per cent) was forced shutdown due to various maintenance problems.

Management stated that low plant utilisation was due to ageing of the Pig Casting Machine and reduction in its pouring capacity to handle production of three furnaces. It was, however, noticed that no action was taken so far to replace the PCM.

Under utilisation of plant during positive contribution

2.2.28 During 2008-13 IKIWL ran its plant for 58,275 hours in 53 months and there was no operation in seven months during April 2011 to October

Plant utilisation of IKIWL was only 58,275 hours as against available 1,75,296 machine hours

⁴² 1,826 days x 24 hours x 4 furnaces

2011. Month wise production performance revealed that there was negative contribution in 39 months and positive contribution in 14 months⁴³. Net loss of contribution⁴⁴ during 2008-13 worked out to ₹ 97.27 crore. Negative contribution could have been mitigated through better cost controls as observed under succeeding paragraphs.

Under utilisation of plant when there was positive contribution led to loss of revenue

Audit further observed that despite availability of plant and required inputs for production, plant utilisation was only 37 per cent in 14 months when there was positive contribution. Had the plants been utilised to normative budgeted level in months when there was positive contribution, IKIWL could have earned contribution of ₹ 7.96 crore for additional production of 72,086 MT of Pig Iron.

In Exit conference, Government stated that plant was run despite negative contribution keeping in mind better potential return from disinvestment. Reply was silent on non-operation of plants at normative\budgeted level in 14 months when there was positive contribution.

Unfruitful Joint Venture on coke oven plant

2.2.29 A Coke Oven Plant (COP) is operated through a Joint Venture (JV) agreement (September 1993) to produce High Ash Metallurgical (HAM) coke for IKIWL for which coal is supplied by IKIWL. IKIWL was to pay conversion charges of ₹ 1,250 per MT of gross weight of the converted coke with moisture tolerance of 8 per cent. Work order placed with JV partner did not envisage any penalty clause for underperformance. The observation on coke produced and supplied by JV partner is discussed in following Paragraphs 2.2.30 to 2.2.33.

Short production of coke

Short production of 7,350 MT of coke valued at ₹ 8.62 crore not recovered from JV partner

2.2.30 As per terms of work order, IKIWL has been supplying coal to JV partner for production of coke. Conversion ratio of coal to coke is 1.338 on dry MT basis i.e. without consideration of moisture and 21 per cent normative Volatile Material (VM) in the coal. As such, conversion ratio will vary depending on VM in the coal. During 2008-13 JV partner utilised 1,31,081 MT coal with an average VM and moisture content of 20 and 6 per cent respectively and produced 98,717 MT of coke with moisture content of 14 per cent. On Dry Metric Ton (DMT) basis production comes to 84,447 DMT. Considering VM per cent in coal, the coke output should have been 91,797 DMT and shortfall was thus 7,350 DMT. Value of shortfall comes to ₹ 8.62 crore at average cost price of JV partner HAM coke. Reasons for such shortfall in production of coke by JV partner was not analysed and no claim was lodged in absence of penalty clause in agreement.

Management stated that shortfall was mainly due to one per cent handling loss in coal during charging into coke oven plant and one per cent handling loss

⁴³ April, July, August & November 2008, October 2009, January & February 2010 and September 2012 to March 2013.

⁴⁴ Negative contribution during 39 months was ₹ 109,17,07,420 and positive contribution during 14 months was ₹ 11,89,63,655

during handling and loading of coke produced. Audit, however, observed that conversion ratio was fixed taking into consideration handling loss for coal and coke.

Excess ash in coke

2.2.31 Volatile material and ash content in coal is main determinant for production of coke. Quality of coke is determined by ash and VM content in input coal i.e. higher quantity of ash and VM in coal will generate more ash in coke and less fixed carbon. Average volatile material and ash content of coal utilised was 20.38 per cent and 20.62 per cent during the period 2008-13. Considering ash and VM in input coal the coke received should have contained average ash of 25.90 per cent as per the work order. Coke received, however, contained 27.14 per cent average ash. As main ingredient of coke is fixed carbon which is required for fuel, more ash content reduces fixed carbon content in coke. Since fixed carbon is the determinant for pricing of coke, receipt of low fixed carbon content resulted in loss of ₹ 2.64 crore. Reasons for variation of ash in coke has not been analysed by Management.

Management stated (December 2013) that IKIWL provided coal as per availability from different collieries due to which coke produced at COP deviated from required specification.

However, audit considered actual percentage of ash and VM in coal utilised for production of coke.

Excess moisture in coke

2.2.32 As per work order placed with JV partner, they had to supply coke with moisture tolerance of 8 per cent maximum. Coal supplied for conversion to coke also contained less than 8 per cent moisture. Audit observed that during the period 2008-13, JV partner supplied 84,290 MT coke which contained average moisture of 14.31 per cent. Higher moisture content resulted in decrease in net received quantity of coke. Accordingly, excess moisture beyond 8 per cent worked out to 6,202 MT of coke which was short supplied. The value of short supplied quantity of coke comes to ₹ 7.72 crore. No action was taken by IKIWL to recover the amount from the party.

**Loss of ₹ 7.72 crore
due to excess moisture
in coke supplied by
JV partner**

Management stated that input coal quantity and output coke quantity was made on the basis of estimation only as there was no provision for weighment of the same and was not analysed at the time of feeding.

However, the fact remains that IKIWL have not acted as per terms of work order.

Non-procurement of economical/suitable coke

2.2.33 Blast furnaces of IKIWL require low ash coke for better production and productivity. IKIWL, however, utilised more high ash coke produced by JV partner. Low ash coke is purchased from private producers and also from Nilachal Ispat Nigam Limited (NINL) a central PSU situated in the adjacent

district. Low ash coke of NINL was suitable for plant due to higher fixed carbon (85 per cent)/lower moisture (1 per cent)/fines (within 5 per cent) and was economical compared to JV partner's coke as it contained more fines, ash and moisture. IKIWL instead of procuring coke from NINL procured 68,670 MT of high ash coke from JV partner incurring extra expenditure of ₹ 12.89 crore during 2008-10.

Management stated that 100 per cent charging of NINL coke would generate more scrap and would add more cost to pig iron and the two were not comparable.

NINL coke, however, is considered more suitable for smooth operation of furnaces by inhouse technical officers in 2008-09. Further it was observed that during 2012-13, 96 per cent of total coke consumption of the plant was NINL make and scrap generation was lowest during that period

Excess Consumption of iron ore

2.2.34 As per plant design, requirement of iron ore for blast furnaces (BF) was of 10-30 mm size with 60-63 Fe content and moisture content of maximum two per cent. As per annual budget norm, specific consumption of iron ore was within a range of 1.504 to 1.516 MT for production of one MT hot metal. During 2008-13 utilisation of iron ore is as follows:

| Year | Iron ore consumed | Hot metal produced | Norm as per budget | (in MT) | |
|--------------|-------------------|--------------------|--------------------|-------------------------|--------------------|
| | | | | Consumption as per norm | Excess consumption |
| 2008-09 | 1,55,123 | 91,277 | 1.516 | 1,38,376 | 16,747 |
| 2009-10 | 1,53,846 | 89,216 | 1.516 | 1,35,251 | 18,595 |
| 2010-11 | 1,00,130 | 57,543 | 1.516 | 87,235 | 12,895 |
| 2011-12 | 25,668 | 15,714 | 1.504 | 23,634 | 2,034 |
| 2012-13 | 69,261 | 41,089 | 1.504 | 61,798 | 7,463 |
| Total | 5,04,028 | 2,94,839 | | 4,46,294 | 57,734 |

It will be seen from above that there was excess consumption of 57,734 MT of iron ore above norm. Audit observed that excess consumption was due to frequent shutdown of furnaces, use of HAM coke in place of LAM coke and receipt and generation of fines during the process of handling of iron ore. However, Company has not analysed factors contributing to excess consumption of iron ore to take remedial action though it incurred additional expenditure of ₹ 19.10 crore.

Excess consumption of iron ore by IKIWL cost ₹ 19.10 crore

Further, though iron ore fines generated in the processes were to be disposed off in the market, they were not stacked properly but were stored for long period at open space resulting in quality degradation. It was noticed that 97,033 MT of fines valued at ₹ 1.99 crore was utilised for earth filling (78,087 MT) and 18,946 MT were written off from the books of accounts without assigning any reasons.

Management stated that considering allowable fines of 7 per cent, the specific consumption was 1.550 MT and there was only 11,738 MT excess consumption.

However, technical specification of the plant specified use of fines upto 5 per cent. Generation of fines beyond five per cent was not analysed by Management to take remedial action.

Avoidable expenditure on electricity

2.2.35 IKIWL has a captive power plant (CPP) with four units of 4 MW each. Gas generated from blast furnace (BF) is used as fuel in CPP for generation of electricity. Carbon monoxide (CO) in the BF gas is fuel for generation of electricity. Audit observed that during the period 2008-13 CO level in gas generated was in range of 24 to 27 per cent. Even considering the least CO level of 24 per cent and production of 634.87 million Normal Cubic Meter of BF gas, captive power plant could have generated 105 MU of electricity. As against this actual generation of electricity was 83 MU. Loss of generation was due to inefficiency of boilers and turbines of power plant. Besides this there was also leakage of gas and steam during the process of transfer to boiler. Short production of electricity of 22 MU was procured from electricity company incurring additional expenditure of ₹ 8.06 crore.

Under utilisation of CPP resulted in procurement of high cost power

IKIWL neither analysed reasons for higher consumption of BF gas nor took remedial action to arrest loss of gas and steam due to leakages leading to shortfall in generation of electricity. Further, efficiency of the boiler to generate steam by using BF gas was also not assessed.

Management stated that due to financial stringency, revamping of boilers and replacement of turbines could not be made so as to get better efficiency.

Excess generation of pig iron scrap

2.2.36 Production of pig iron involves conversion of hot metal to cold metal. In the process some scrap is generated and some invisible loss of quantity also occurs. During 2008-13 generation of scrap in pig iron production was 7.92 per cent and invisible loss⁴⁵ was 2.28 per cent of hot metal produced as against budgeted norm of 4.5 per cent and 1.5 per cent respectively. Reasons for invisible loss in process were not analysed by Management. Excess generation of scrap was mainly attributed to lack of synchronisation of production process with process of conversion. No action was so far been taken to replace the Pig Casting Machine and mechanising the loading system. Scrap being off grade quality fetches lower price over normal grade pig iron. In production of 2,94,839 MT of hot metal 10,082.431 MT of scrap was produced beyond norm and 2,285.229 MT was invisible loss beyond norm resulting in loss of ₹ 12.94 crore to IKIWL.

Excess generation of scrap by IKIWL over the norm valued at ₹ 12.94 crore

Management, while accepting the audit observation, stated that due to single furnace operation, frequent shutdown and restart of furnaces generation of scrap was more and replacement of Pig Casting Machine and mechanisation of loading system could not be taken up due to continuous loss.

⁴⁵ The term used by the Management to refer the differential in quantity of hot metal and cold metal (both GPI and UGPI).

Generation of lower grade pig iron

2.2.37 Blast Furnaces (BFs) of IKIWL are designed to produce foundry grade pig iron. Normal production of pig iron by IKIWL is of LM-II grade having silicon content of 2 to 2.75 *per cent*. During 2008-13, IKIWL produced 32,250 MT of LM-III grade and 4,482 MT of LM-IV grade of pig iron having silicon content of less than two *per cent* which are inferior to LM-II grade. As sale price of LM-III/IV grade pig iron is less than that of LM-II grade, IKIWL lost ₹ 1.39 crore. Reasons for deviation in production were not analysed by IKIWL to identify factors responsible for generation of low grade pig iron and to take corrective action.

Management while accepting audit observation stated that grade variation in output was due to variance in input of raw materials received from more than one source and frequent shutdown and restart of furnaces. They further stated that correction in furnaces could not be done timely due to proximate/chemical analysis report being made available after at least three to four hours.

The fact remains that no corrective action was so far taken to arrest generation of lower grade pig iron.

Production of HCFC

2.2.38 IFCAL produces High Carbon Ferro Chrome (HCFC) through its two electric arc furnaces. Furnace I & II are having electrical rating of 9 MVA and 6.5 MVA with installed capacity of 14,000 MT and 6,000 MT *per annum* respectively. Chrome ore/chrome briquette is basic raw material with coke used as reductant and electricity as fuel. Production process involved handling of raw material i.e., screening, sizing by raw material handling system, charging, melting, tapping including casting of hot metal by furnaces and separation of HCFC from slag, processing of finished product including cleaning, sizing and storing by finished product handling system. Deficiencies noticed in utilisation of available plant and machinery, handling and consumption of raw materials/fuel, handling of finished product during 2008-13 are discussed in **Paragraphs 2.2.39 to 2.2.43**.

Poor utilisation of plant and machinery

2.2.39 During 2008-13 against installed capacity of 20,000 MT, production ranged between 15,458 MT and 17,702 MT. Details of production and utilisation of machine hours are given in **Annexure 12**. In this connection audit noticed that as against budgeted shutdown of 2,045 hours and 5,826 hours for furnaces-I and II, actual shutdown was for 5,537 hours and 11,023 hours respectively during 2008-13 resulting in short utilisation of 8,689 hours. Main reasons attributed by Management for shortfall in production were idling of plant and machineries due to depressed market condition. Audit observed that plant remained shutdown for electrical and mechanical shutdown (5,099 hours), relining of furnaces (1,512 hours), maintenance shutdown (2,607 hours), want of raw materials (1,824 hours), water leakage (982 hours), power failure (3,609 hours) etc.

Under utilisation of plant resulted in loss of production of 8,973 MT and contribution of ₹ 21.81 crore

IFCAL has been earning positive contribution all months during 2008-13. As such it was imperative for them to run plant and machinery to available budget hours. Non-utilisation of available plant and machinery resulted in short production of 8,973 MT of HCFC and consequential loss of contribution of ₹ 21.81 crore.

Management stated that excess shutdown period was due to depleting market condition of HCFC, delay in relining period of Furnace II, higher breakdown maintenance period for ageing of furnaces and shortage of raw materials.

Production and productivity of the plant revealed that resources were not utilised optimally resulting in decrease in contribution and increase in cost of production. Factors contributing to increase in cost of production are analysed in subsequent paragraphs.

Consumption of chrome ore/briquettes

2.2.40 IFCAL produces HCFC by charging its furnaces with chrome ore lump and fines in form of briquettes. As per furnaces requirements, lump ore of 15-50 mm size were to be charged and in absence of lump ore maximum consumption of briquettes was to be ensured. Captive chrome ore mine of IDCOL supplies friable chrome ore and COBP provides chrome concentrate which are fines in nature. IFCAL has a briquetting plant which is operated through a contractor.

Audit observed that existing briquetting plant was being operated manually. Chrome concentrate/friable chrome ore utilised for production of briquettes contained higher moisture. As such briquettes produced had low comprehensive strength and tended to crumble in furnaces. This resulted in consumption of lower quality of briquettes and more fines in furnace which consequently resulted in consumption of more electricity and less recovery of chromium in finished product (HCFC). Audit further observed that there was short recovery of chromium of 4,559 MT in finished product resulting in foregoing of additional revenue of ₹ 28.99 crore during 2008-13. IDCOL has so far not installed an automated briquette plant to provide better input of briquettes to furnaces.

Management while accepting audit observation stated that action has been initiated to replace old transformer and efforts would be made to modernise briquette plant.

Excess consumption of coke

2.2.41 Coke is used as reductant to reduce moisture and oxygen in chrome ore in production of HCFC. About 0.50 MT of LAM coke having moisture and fines content of maximum of five *per cent* each and ash content of 12 *per cent* is required for production of 1 MT of HCFC. Audit observed that during the years 2008-13, rate of coke consumption for production of HCFC varied between 0.51 MT to 0.67 MT. In the production of 82,229 MT of HCFC there was excess consumption of 6,026 MT coke valued at ₹ 12.36 crore. Excess

Excess consumption of coke cost IFCAL ₹ 12.36 crore

consumption of coke above norm was mainly due to higher moisture/fines/ash content upto 13 *per cent* in coke.

In Exit conference Government stated that steps had been taken to reduce consumption of coke.

Higher consumption of electricity

2.2.42 Electricity is used as fuel for production of HCFC and constituted 30 to 34 *per cent* of total cost of production. IFCAL has been procuring electricity from the Northern Electricity Supply Company Limited (NESCO) for consumption in plant. As per IFCAL's budgeted norm, 3,800 units of power is required for production of one MT of HCFC. The actual consumption, however, varied from 3,515 units to 4,671 units per MT of HCFC production. This resulted in excess consumption of 89,18,823 units of electricity valued at ₹ 3.55 crore in production of 82,229 MT of HCFC. Main reasons attributable for higher consumption of electricity were use of more fines in place of ore and briquettes, higher percentage of moisture in fines and briquettes and operation of plant at low load due to ageing effect.

Management stated that budgeted consumption is based on recovery of 60 *per cent* chromium in finished product and loss towards excess consumption was compensated through realisation of higher percentage of chromium in finished product.

However, it was noticed that budgetary norm for chromium recovery in finished product was in the range of 60-65 *per cent* and actual recovery was within this range.

Excess generation of HCFC scraps

2.2.43 Out of total production of 82,229 MT of HCFC, 11,759 MT (14.30 *per cent*) was un-graded product in form of off size lump, slag mix metal, granules, chips and powder which were generated during process of separation and stacking of finished product by contractors. IFCAL has not fixed any norm for generation of scrap nor has identified reasons for higher generation of scrap. Further it had not obtained Industry norm or norm of any other producers to compare their own generation of scrap. Thus, generation of ungraded products which fetch less revenue than graded products resulted in loss of ₹ 1.43 crore⁴⁶ during 2008-13.

Management stated that production of chips, powder, granules are inherent in process of manufacturing of HCFC. However, IFCAL has not exercised control to arrest generation of off grade products.

Performance of Spun Pipe Division in IKIWL

2.2.44 The Spun Pipe Division (SPD) of IKIWL was commissioned in March 1982 with installed capacity of 31,200 tonnes of Cast Iron (CI) pipes per year

⁴⁶ Considering normal loss of six *per cent* as in pig iron production in absence of any norm fixed by IFCAL

for meeting requirements of pipe for water supply, sewerage lines etc. Major consumers of spun pipes are Government bodies. SPD has three induction furnaces having 3.5 MT capacities each and one holding furnace with capacity of 18 MT.

Audit noticed that during 2008-13 SPD produced 33,108 MT and sold 32,881 MT of spun pipes. It incurred loss in all years ranging from ₹ 3,996 to ₹ 18,908 per MT due to increased cost of production. Increase in cost of production was mainly due to increase in cost of raw materials, fuel and power cost and fixed cost like salary and wages. Factors contributing to the loss of SPD are discussed in the following paragraph.

Excess consumption of inputs

2.2.45 In production of 33,108 MT CI pipes during 2008-13 there was a loss of ₹ 3.53 crore as actual consumption of inputs viz. Furnace Oil (FO) and electricity exceeded the norm as detailed below:

| Input | Unit | Consumption norm per MT | Actual consumption per MT | Excess consumption 2008-13 | Loss (₹ in crore) |
|--------------|-------|-------------------------|---------------------------|----------------------------|-------------------|
| F.O | Litre | 52.97 | 65.79 | 4,44,654 | 1.52 |
| Electricity | KWH | 450.00 | 564.42 | 38,61,491 | 2.01 |
| Total | | | | | 3.53 |

Reason for excess consumption of furnace oil was not analysed by Management. Reasons attributed to higher consumption of electricity were frequent power failure, high phosphorous content in hot metal. However, above conditions were there during the year 2007-08 also where average power consumption was 432 KWH per MT, which was still lower than the norm. Moreover, the fact of continuous operation of spinning machine was recommended in electricity consumption analysis meeting for the period 2007-08. This is yet to be followed.

Management stated that due to production of more low dia pipes as per orders of buyers consumption of FO and electricity had increased. In Exit conference Government stated that IKIWL would fix a norm for consumption of inputs for production of low dia pipes.

Disposal of finished products

2.2.46 Pig Iron as well as HCFC are sold in open market on ex-plant/ex-stockyard basis through inviting monthly/quarterly tenders. In case of pig iron, a rake load quantity of 2,500-2,700 MT is put to tender. For HCFC tender quantities varied from 500-5,000 MT and parties are asked to quote a minimum quantity of 50-200 MT for different grades. The H1 bidders are offered quoted quantity and other bidders offered balance quantity at H1 rate on allotment basis.

Deficiencies in disposal and management of finished product are discussed in **Paragraphs 2.2.47 to 2.2.51.**

Accumulation of stock

2.2.47 Audit scrutiny revealed that average monthly stock holding of pig iron at IKIWL ranged between 7,903 MT to 22,461 MT against average monthly production of 1,187 MT to 6,855 MT. Similarly, average monthly stock holding of HCFC at IFCAL ranged between 3,174 MT to 6,916 MT against monthly average production of 1,288 to 1,475 MT. Despite availability of market, IKIWL and IFCAL were not able to liquidate finished products due to less realisation of sale proceeds over cost of production. This resulted in blockage of funds.

Management accepted the fact of non-disposal of finished product in time due to market condition.

Absence of security clause in the tender

2.2.48 IFCAL obtained a nominal security deposit of ₹ 1 lakh/₹ 3 lakh from H1 bidders and no security was obtained from the parties opting for purchase on allotment basis. Release order (RO) for lifting of material is issued for the amount deposited by parties. As per ROs parties are to lift materials within 15 days. Tenders did not envisage imposition of penalty for delay in lifting or not making full financial arrangement for allotted quantities. Audit observed the following deficiencies:

- On a test check of sales transaction during 2008-13, audit noticed that out of 7,947.50 MT allotted to 16 buyers, 2,959 MT were not lifted within prescribed period of 15 days. There was delay of 16 to 150 days in lifting by buyers. Due to this IFCAL sustained loss of ₹ 1.89 crore as materials were lifted by buyers at pre revised price.

Management stated that once full material value is received, the material is deemed to be sold. The fact however, remained that till materials are lifted by parties sale is not complete and materials are stored at the risk and cost of IFCAL. The reply, however, did not address issue of delay in lifting by buyers.

- During 2008-13 IFCAL allotted 53,196 MT of HCFC to 120 buyers out of which 29 buyers did not make financial arrangement to lift 2,513 MT which were disposed off in subsequent tenders at a lower price resulting in loss of ₹ 1.65 crore. In absence of any enabling clause in tender IFCAL could not recoup the loss.

Management stated that besides forfeiture of EMD any further stringent condition would disassociate buyers from participating in tender. However, in instant cases, no EMD was available for forfeiture as sale was made on allotment basis and hence buyers could not be penalised.

Non-exploration of export option

Failure to carry out export of 18,545.728 MT HCFC resulted in foregoing revenue of ₹ 9.49 crore in domestic sale

2.2.49 HCFC has demand both in domestic as well as international market. Government of India encouraged export of HCFC through offering export incentives. IDCOL, however, carried out sale in domestic market without exploring export market. During 2008-13 IDCOL had sold 82,871 MT HCFC to domestic buyers on ex-plant basis. Audit observed that 13 buyers who procured 18,545.728 MT of HCFC from IFCAL exported same at a higher price and earned additional revenue of ₹ 9.49 crore including export incentives of ₹ 3.42 crore. IFCAL, however, did not explore export option for optimisation of sale and revenue.

In Exit conference Government stated that Company would explore possibility of exporting through MMTC.

Loss due to generation of scrap at yard

2.2.50 In ex-plant sale IKIWL carried out handling operation viz., receipt of pig iron from plant, stacking, un-loading at sales yard. Scrutiny of records revealed that in handling of 2,05,589 MT of pig iron during 2008-12, 7,352 MT of scrap was generated in above process which cost IKIWL ₹ 5.33 crore. Reasons for this were not identified and no action was taken to arrest such generation of scrap.

While accepting the audit observation, Management stated that scrap generation may be reduced by modernising Pig Casting Machine (PCM).

Non-realisation of loading cost from the buyers

2.2.51 IKIWL was carrying out ex-plant/ex-stockyard⁴⁷ sale of pig iron through open tender. In terms of tender the buyers are responsible for receiving and transporting materials from factory/stockyard premises of IKIWL. As such loading cost of pig iron into rakes/trucks should be borne by buyers. Audit observed that during 2008-13 Graded Pig Iron (GPI) of 2,28,510 MT was sold at loading cost of ₹ 1.50 crore which was not recovered from buyers.

Management stated that cost of loading would be additional burden on buyers and they may like to reduce price to the extent of loading charges.

However, IKIWL had not acted as per tender terms.

Financial Management

2.2.52 Cases where Companies had not exercised due financial prudence are as follows.

⁴⁷ Ex-plant/ex-stockyard means that the seller's only responsibility is to make the goods available at his premises. In particular he is not responsible for loading the goods on the vehicle provided by the buyer.

Non-availment of rebate

2.2.53 IFCAL has been availing power as EHT consumer with contract demand (CD) of 10,700 KVA from North Eastern Electricity Supply Company of Odisha Limited (NESCO), for plant and colony consumption as per agreement entered in June 2001. Tariff structure for power consumption is determined by Odisha Electricity Regulatory Commission (OERC). Tariff structure for 2011-12 included "Take or Pay" (ToP) tariff for EHT consumers having CD more than 110 KVA and were given option for payment of energy charges as per actual drawal or at 75 per cent load factor of CD whichever is higher. For consumption at 75 per cent load factor of CD, consumers would be entitled for five per cent special concession on total bills. ToP tariff was revised (November 2011) to 70 per cent load factor of CD and special rebate of 20 per cent on bill value. For availing above benefit IFCAL was required to execute a separate agreement with NESCO.

IFCAL did not avail rebate of ₹ 5.24 crore in payment of electricity charge

Scrutiny of records revealed that in spite of load factor in consumption being more than 70 per cent in past years IFCAL did not initiate any action to enter into agreement with NESCO to avail ToP tariff and thereby had to forego cash incentive of ₹ 5.24 crore.

Management stated that no communication was received from NESCO during 2011-12 for signing of agreement under the scheme and no industry under NESCO has availed such special rebate during 2011-12. However, IFCAL could have been proactive to execute agreement with NESCO as per OERC order. In Exit conference, Government stated that vigorous action to seek rebate from NESCO would be taken again by IFCAL.

Avoidable payment of electricity charges

2.2.54 IDCOL availed 445 KVA Contract Demand power for consumption at mines through an agreement (October 2006) with Central Electricity Supply Utilities (CESU). As per contractual terms, monthly demand charges shall be at ₹ 200 per KVA of recorded maximum demand or 80 per cent of Contract Demand whichever is higher. Thus, IDCOL had to draw 80 per cent of Contract Demand power and maintain Power Factor at 90/92 per cent by installation of Capacitor Banks in order to reduce its power cost.

Scrutiny of records revealed that in spite of low Contract Demand and lower Power Factor during 2008-13, IDCOL delayed action upto May 2012 and May 2013 after four to five years to reduce Contract Demand and installation of capacitor banks respectively. This resulted in avoidable payment of ₹ 24.92 lakh towards demand charges and power factor penalty.

While confirming the fact Management stated that further steps were being taken to minimise lighting loads as well as to operate pump motors to overcome low power factor problem.

Avoidable expenditure

2.2.55 Molasses is used as an input in production of briquettes which is a raw material for production of HCFC. IFCAL procured molasses from different parties through open tender. Based on tender of March 2008 IFCAL placed (April 2008) purchase order on a supplier for supply of 1,680 MT of molasses at the rate of ₹ 9,759.38 PMT. The supplier was to supply 140 MT per month against the purchase order valid for one year. IFCAL had option of extending the purchase order for two months at same terms and condition. During contractual period of one year, the party supplied 1,057.75 MT leaving a shortfall of 622.25 MT, out of which IFCAL could have purchased 274.83 MT keeping in view the storage capacity. IFCAL, instead of extending the contract period for another two months purchased shortfall quantity subsequently through another tender where price was ₹ 16,831.56 PMT and thereby incurred avoidable expenditure of ₹ 19.44 lakh.

While accepting the observation in Exit conference Government stated that contractor could have been asked to supply molasses as per agreement and necessary steps would be taken to prevent such lapses in future.

Monitoring by Top Management

2.2.56 GoO issued a Corporate Governance Manual effective from November 2009 with a view to streamlining management practices in State Public Sector Undertakings. Audit noticed following deficiencies in implementing provisions of this manual.

Non-induction of independent Directors to the Board

2.2.57 Requirement of the manual that at least one Independent Director in the BoD of IDCOL be the Director of subsidiary companies and minutes of BoD meetings of subsidiaries had to be placed at Board meetings of IDCOL, was not followed.

Government stated that after being pointed out in audit minutes of subsidiaries are being placed before the Board of IDCOL.

Internal Control

2.2.58 Internal Control is a management tool to ensure that organisational objectives are achieved effectively and efficiently. Corporate Governance Manual envisages various Internal Control mechanisms to be followed by PSUs. Audit observed following deficiencies in internal control system.

Absence of manual

2.2.59 IFCAL and IKIWL had not prepared manuals and guidelines in respect of activities like purchase, production, storage, sales and accounting.

Non-disposal of obsolete stores

2.2.60 There was no system of identification of obsolete stores through physical verification. As a result there was no declaration, adjustment/disposal of unused/obsolete/un-serviceable and non-moving items of stores and spares. Audit observed that there were non-moving stores of ₹ 2.33 crore at IFCAL as on 31 March 2012 which were not identified for disposal.

Management stated (December 2013) that obsolete stores and spares of CPP (₹ 1.50 crore) were since identified and identification of balance non-moving spares was in progress.

Absence of records for by-products

2.2.61 IKIWL/IFCAL had not devised any system of maintaining stock of slag generated at plant. Considering the norm of 1:1.1 as production of HCFC and slag, 90,451 MT of slag valuing ₹ 0.66 crore (market price of ₹ 73 per MT) produced during 2008-13 was remaining undisposed.

Management stated that 47,000 MT of slag was sold during 2008-09 and balance quantity of slag would be disposed of after separation of metal touch.

However, slag sold during 2008-13 was generated prior to 2008-09 and slag generated during 2008-13 was yet to be sold.

Absence of codified procedure

2.2.62 IKIWL has so far not devised codified procedure for production reporting and despatch of materials. Physical verification carried out by IKIWL certified book stock as physical stock. In the absence of reconciliation of pig iron produced, handled, despatched with closing stock IKIWL could not identify the shortage of 5,490.601 MT valuing ₹ 15.63 crore till October 2012 when physical verification was conducted. Out of the above, shortage of 5,290.626 MT was written off in the account for 2012-13. Since shortage was neither accounted for annually nor reported to excise authorities, they disallowed (October 2013) remission of excise duty on the shortage and IKIWL was liable to pay excise duty of ₹ 1.74 crore.

Management accepted the observation.

Un-reconciled production data

2.2.63 As per sales records maintained at IKIWL, actual lifting was 8.28 lakh MT of lump iron ore, 1.28 lakh MT of CLO (5-18), 1.13 lakh MT of CLO (10-30) and 1.01 lakh MT of fines during 2008-13 excluding despatch to IKIWL plant whereas as per returns submitted to DDM lifting was 8.37 lakh MT lump, 1.37 lakh MT of CLO (5-18), 1.05 lakh MT of CLO (10-30) and 0.95 lakh MT of fines. The discrepancy remained unreconciled.

Reasons for shortage of 5,490.601 MT pig iron valued at ₹ 15.63 crore could not be identified in absence of codified procedure

Un-reconciled molten metal

2.2.64 There was no reconciliation of quantity of molten metal despatched from pig iron division of IKIWL to its spun pipe division as a result 1,055.582 MT valuing ₹ 3.05 crore remained un-reconciled.

Internal Audit

2.2.65 Internal audit of IDCOL and its two subsidiary companies were conducted in house by an officer without any supporting staff, posted at corporate office of IDCOL. Scope of internal audit is not defined. Audit coverage as decided by the team included only a specified area of operation at a point of time. As such internal audit of subsidiary companies did not include the entire functions covering production, purchase, sale and mining activities. Further, internal audits were not conducted regularly.

Audit Committee

2.2.66 Audit Committee has an important mandate for safeguarding integrity of business processes of the Company through oversight of Internal Control and Financial Reporting process.

Following deficiencies were noticed in the functioning of Audit Committees of IDCOL and its Subsidiaries as provisions of Companies Act and Corporate Governance Manual were not followed.

- The Audit Committees of IDCOL and IKIWL had not followed the mandatory sittings of three times annually. Against 15 mandatory sittings during 2008-13, Audit Committees of IDCOL and IKIWL had 12 and 11 sittings respectively.
- There were no written Terms of Reference defining responsibility of the Audit Committees. Audit Committees had neither deliberated on Internal Control functioning nor evaluated the work of Internal Audit. They had no discussion with the Statutory Auditors.

Acknowledgement

Audit acknowledge co-operation and assistance extended by Management and staff of Companies at various stages of conducting Performance Audit and Entry conference and Exit conference.

Conclusion

- **IDCOL could not enhance/modernise the existing capacity of IKIWL and IFCAL to optimise the use of mineral resources at its disposal.**
- **Due to improper monitoring of raising, transportation and utilisation of iron ore and chrome ore IKIWL and IFCAL**

sustained loss of ₹ 47.09 crore.

- **Installed capacities of IKIWL and IFCAL were not utilised optimally due to infrastructural bottlenecks and improper monitoring resulting in higher cost of production, lower production and productivity resulting in loss of ₹ 133.89 crore.**
- **The operation of existing coke oven plant by JV partner was not economical and IKIWL failed to monitor receipt of proper quantity and quality of coke resulting in loss of ₹ 31.87 crore.**
- **Internal control and monitoring were deficient.**

Recommendations

In the light of the audit findings, audit recommends the following.

- **IDCOL needs to carryout modernisation and expansion of existing industries as per mandate;**
- **IDCOL needs to utilise existing mines and mineral resources optimally and exercise due prudence in raising, transportation, and utilisation of minerals to maximise revenue;**
- **Subsidiaries need to reduce cost of production of finished product through improvement in infrastructure and better cost control measures;**
- **Subsidiaries need to strengthen internal control and monitoring mechanism for better managerial control.**

Chapter III

3. Compliance Audit Observations

Important audit findings emerging from test check of transactions made by the State Government Companies are included in this Chapter.

Odisha State Beverages Corporation Limited

3.1 Depot Management

Introduction

3.1.1 Odisha State Beverages Corporation Limited (Company) was incorporated (November 2000) as a wholly owned Government company to control wholesale distribution of foreign liquor and Country Spirit (CS). Government of Odisha (GoO) conferred (February/May 2001) on the Company the exclusive right and privilege of importing, exporting and carrying out the wholesale trade and distribution of foreign liquor⁴⁸ and CS. Company is under the administrative control of Excise Department of GoO. The Head Office (HO) of the Company is located at Bhubaneswar and there are seven depots⁴⁹ for storing and selling foreign liquor and CS.

Scope of Audit

3.1.2 Activities of wholesale trading and distribution of all kinds of liquor in the State of Odisha were entrusted to the Company as per requirement of section 20 A of the Bihar and Odisha Excise Act, 1915 (BOE Act) to provide transparency in distribution and supply system and to garner revenue to State Exchequer. As no other person is entitled to any privilege or licence for importing, exporting and supplying liquor in wholesale or distributing the same for whole or any part of the State, audit of Depot Management of the Company was conducted to assess whether depots of the Company were managed in an effective and efficient manner.

Audit was conducted during April to July 2013 and covered activities of Company in management of its depots during the period 2010-13. Audit findings were based on test check of records maintained at HO, four⁵⁰ out of seven depots selected on the basis of their turnover and Superintendent of Excise (SE), Khurda. Audit findings were discussed (29 October 2013) in Exit conference with Excise Department and Managing Director (MD) of the Company. Replies received (October 2013) from the Management have been appropriately incorporated in the report.

⁴⁸ India Made Foreign Liquor (IMFL)/Foreign Made Foreign Liquor (FMFL)/Beer

⁴⁹ Angul, Balasore, Berhampur, Cuttack, Khurda, Rayagada and Sambalpur

⁵⁰ Angul, Berhampur, Cuttack and Khurda

Audit Findings

Establishment of depots

3.1.3 Company had six depots in the State for storage/sale of foreign liquor and CS upto May 2009 when GoO sanctioned establishment of three additional depots at Angul, Bolangir and Keonjhar. Company opened two depots at Angul (April 2011) and Keonjhar (August 2012). Keonjhar depot, however, was closed on the day of opening due to law and order situation. Subsequently, through the Annual Excise Policy (AEP) 2012-13, GoO instructed the Company to open at least 12 more depots.

Despite increase in sale of liquor additional depots/storage space were not created

Audit scrutiny revealed that though sale of liquor increased from 5.62 lakh cases during 2000-01 to 188.02 lakh cases during 2012-13, Company established only one new depot at Angul during this period. Due to inadequate depots and lack of storage space in the existing depots, suppliers' vehicles were detained upto 60 days at the depots for unloading their consignments.

Management while accepting audit observations stated that decision had already been taken at Government level to open additional depots and also to increase the storage area in the existing depots.

Procurement of liquor

3.1.4 Liquor Sourcing Policy, 2009-10 (LSP) of the Company prescribes procedures for procurement of liquor. As per Clause 9 of the LSP, suppliers are required to enter into an agreement with the Company for supply of liquor. Quantity to be procured from time to time depends upon demand for the product. It is the duty and responsibility of supplier to market its brands.

Irregularities in procurement of liquor are discussed in the following paragraphs.

Failure in monitoring supplies of liquor against permits

3.1.5 As per Clause 4.1 and 4.2 of LSP, liquor is to be supplied to depots of Company only under valid import permits issued by Superintendent of Excise (SE), Khurda⁵¹. Before permit is delivered to the Company, suppliers have to advance money equivalent to Import Fee (IF)/Excise Duty (ED). The Company then remits the same to SE, Khurda and obtains required permits. Finally permits are handed over to suppliers for supply of liquor within stipulated time. Supplies, on arrival at the depots, are entered in the Gate Entry Register (GER) recording permit number, time of entry, vehicle number, etc. Thereafter, depot in charge verifies currency date of permits along with other required documents and allows vehicles to be unloaded whereupon Goods Receipt Note (GRN) is prepared manually as well as through a computerised system.

⁵¹ The Superintendent of Excise (SE), Khurda is the sole authority to issue permits in the State

Failure in monitoring supplies of liquor against the permits resulted in loss of revenue to Company as well as the Government

Scrutiny of GRN database of the Company vis-à-vis the permit issue register of SE, Khurda revealed that 2,289 permits for supply of 16.98 lakh cases of liquor were not recorded in GRN database of the Company during 2010-13 which resulted in loss of ₹ 48.03 crore towards Company's margin (₹ 9.19 crore), Value Added Tax (₹ 36.65 crore) and tax collected at source (₹ 2.19 crore). Test check of GERs of two depots⁵² for the months of May and December 2012 with reference to GRN database revealed that out of 933 permits entered in the GERs, 19 permits were not recorded in GRN database which were part of the 2,289 permits. This indicated that there was no system of cross-checking of permits issued by SE, Khurda with reference to GER of the depots and the corresponding GRN entries in database.

While accepting audit observations, Management in Exit conference stated that there was no system to reconcile supply of liquor against permits issued. It also added that maintenance of records manually for reconciliation had been started and steps were taken for implementation of a new software in consultation with NIC as there were several deficiencies in the existing software. Regarding loss pointed out by audit, Management stated that an inquiry would be initiated to find out the lapses and fix responsibility.

Non-collection of differential Import Fee/Excise Duty

3.1.6 As per section 17 of BOE Act, 1915, no intoxicant shall be removed from any distillery, brewery, warehouse or other place of storage unless duty is levied and paid. Thus, suppliers, in order to supply their liquor stocks, were required to pay IF/ED in advance as per rates prescribed in AEPs of respective years. If suppliers failed to supply liquor within permit validity period, they had to apply for revalidation/cancellation of permits maximum within six months of expiry of permits as per Clause 24 (xii) of LSP. However, in case of increase in IF/ED in subsequent financial years when supplies are made under revalidated permits, suppliers have to pay the differential IF/ED.

Differential IF/ED of ₹ 3.15 crore was not collected against revalidated permits

Audit scrutiny revealed that Company did not follow any method of collecting the differential IF/ED from suppliers for supply of liquor against revalidated permits. Analysis of GRN database for 2012-13 revealed that stock entries were made for receipt of 2,00,135 cases of IMFL and 5,05,950 cases of Beer against 1,169 permits which were issued during 2011-12 and subsequently revalidated during 2012-13. As rate of IF/ED was increased in AEP 2012-13, Company was liable to collect differential IF/ED from suppliers against these permits. However, the differential IF/ED of ₹ 3.15 crore in respect of the 1,169 revalidated permits was not collected from the suppliers and deposited with Government.

Management while accepting audit observations stated that suitable control mechanism would be evolved to collect and deposit differential ED/IF into Government Account.

⁵² Cuttack and Khurda

Irregular supply of Excise Adhesive Labels

3.1.7 As per provisions of Rule 115- B of Board's Excise Rule (BER), 1965 Excise Adhesive Label (EAL) on each bottle/can of IMFL/Beer and on each pouch/container of CS was to be affixed. The Rule stipulates that Excise Commissioner shall post an officer of the rank of Inspector of Excise (Inspector) in HO of the Company for receipt and distribution of EALs in case of IMFL and Beer imported from outside the State. Company, in each case of import permit, shall present the permit to Inspector with a requisition for issue of required number of EALs to ensure that no bottle/can is received without affixure of EAL and taken to depots of the Company. The Inspector will maintain detailed accounts of EALs received/issued/used and damaged. EAL account shall be maintained in such a manner that it shall allow tracking of individual EALs from the manufacturer's point to retailer's point.

Audit scrutiny revealed that during 2010-13, SE, Khurda issued 1,546.40 lakh EALs to suppliers for which no requisition was presented by the Company on the plea that Inspector was not present at HO of the Company. However, Company imported 1,495.11 lakh foreign liquor bottles from suppliers during the above period. Thus, the Company failed to ensure that no bottle/can was received from outside the State without affixure of EAL and taken to its depots. Further, non-reconciliation of number of EALs issued and number of bottles imported resulted in excess issue of 112.78 lakh EALs to 20 suppliers and less issue of 61.49 lakh EALs to 10 suppliers. Excess issue of EALs issued to suppliers involved risk of misutilisation of EALs for circulation of illicit liquor. Less issue of EALs indicates sale of liquor without affixure of EAL which led to loss of Government revenue in shape of EAL fee amounting to ₹ 21.52 lakh⁵³.

EALs were issued in deviation of Provisions of BER, 1965

Management stated that EALs are directly supplied by office of SE, Khurda to suppliers and Company is not in a position to provide information in this regard. While accepting the fact in Exit conference, Management, stated that the provisions of BER, 1965 would be complied with.

Storage of liquor

3.1.8 Clause 11 (A) and (K) of LSP stipulates that the supplier shall ensure that Beer supplied against permits has been delivered within three weeks of its manufacture and Beer more than six months old from the date of manufacture shall be destroyed at the liberty of the Company after obtaining permission from EC. Non-adherence to provisions of LSP regarding receipt of Beer stocks are discussed in the following paragraphs.

Receipt of Beer stocks after prescribed time limit

3.1.9 Scrutiny of records of four test checked depots revealed that 47 consignments⁵⁴ involving 46,950 cases of Beer were received during

⁵³ 61,49,083 X ₹ 0.35 = ₹ 21,52,179

⁵⁴ Angul, Berhampur & Cuttack : 40 consignments (2012-13) and Khurda : 7 consignments (2010-12)

2010-13 at depots with a delay of one to 19 weeks beyond prescribed limit of three weeks from date of their manufacture. It was also noticed that dates of manufacture were not entered in the GRN database to watch expiry period of the stock.

Management while accepting audit observation stated that Company is in process of modifying the LSP and there is a proposal to amend time frame for supply of Beer from the date of manufacture.

Liability of the Company to pay fines on sedimented Beer

3.1.10 As per Rule 39-A (7) (b) of BER, 1965, if any stock of foreign liquor becomes unfit for human consumption owing to long storage or for other factors, licensee shall be squarely responsible and shall be liable to pay fine equal to five times the duty payable to Government on the stock so spoiled. Further, clause 10(E) of the LSP stipulates that if any stock is not sold within 120 days from the date of receipt at depot, Company shall be at liberty to take such steps as deemed proper. Clause 11(K) of LSP stipulates that Beer which is more than six months old from date of manufacture shall be destroyed at the liberty of the Company after obtaining permission from the EC, Odisha.

Scrutiny of records revealed that during 2010-13, Company destroyed 62,030.94 cases of Beer in its depots which were stored beyond six months and were unfit for human consumption due to sedimentation. Thus, Company failed to comply with provisions of LSP to identify stocks as non/slow moving and to return stocks which were not sold within the stipulated time. This resulted in accumulation of Beer stocks beyond six months which were destroyed later and thereby made the Company liable for payment of fine amounting to ₹ 6.35 crore.

Non-compliance of the provisions of LSP made the Company liable for payment of penalty of ₹ 6.35 crore on destruction of Beer

Management stated that though EC had given direction for destruction of sedimented Beer, there was no mention regarding any fine/penalty. Fact remains that Company as well as EC had not acted as per the provisions of BER, 1965.

Reprocessing of Beer

3.1.11 Clause 11(K) of LSP stipulates that Beer which is more than six months old from the date of manufacture shall be destroyed at liberty of the Company after obtaining permission from EC, Odisha.

Scrutiny of records revealed that Company obtained (October 2012) permission from EC for reprocessing of 7,064 cases of Beer supplied by a firm which were more than six months old from their dates of manufacture. Against the above quantity it supplied 6,671 cases of reprocessed Beer. Thus, reprocessing of 6,671 cases of Beer instead of destruction in terms of LSP, was irregular.

Issue of permission for reprocessing of Beer was irregular

Management in Exit conference stated that it has acted with permission of EC. It was also stated that steps would be taken to stop such practice. However, the Government suggested to MD of the Company for recovery of fine from the supplier.

Non-fixation of norms for transit breakage and godown wastage

3.1.12 As per Rule 79 of the BER, 1965, prescribed wastage in respect of CS received in depots of Company is fixed at 0.50 *per cent* on the quantity stored therein. Company shall be responsible for excess wastage for any negligence on part of any officer working on its behalf but the Rule is silent about wastage of IMFL and Beer stored in warehouse. Further, Clause 5.2 and 11(M) of LSP, stipulates that suppliers would be responsible for all loss in transit as well as at depots on account of shortages and breakages of goods supplied.

Company did not fix any norm for transit shortages/breakages

Analysis of GRN database for all depots revealed that during 2010-13, Company received 457.02 lakh cases of IMFL/Beer against despatched quantity of 458.61 lakh cases. Short receipt of 1.59 lakh cases against 1,390 consignments was due to shortages (0.18 lakh cases) and transit breakages (1.41 lakh cases) which ranged from one to 89 *per cent*. Besides, 5,907.59 cases of IMFL and 28,072.97 cases of Beer were shown as godown breakage at different depots.

Audit scrutiny revealed that though quantity of shortage/breakage in respect of supply of CS remained within prescribed limit, percentage of shortage/breakage of IMFL/Beer ranged upto 89 *per cent*. Reasons for shortages were not recorded in database for analysis and fixation of responsibility.

Thus, due to non-fixation of any norm, there was no control over shortage/breakage quantity of IMFL/Beer.

In the Exit conference, Management agreed to take action for fixing a norm for such breakages/shortages.

Sale of liquor without unloading at Depots

Company sold liquor violating the prescribed rules of the LSP

3.1.13 Clause 29 of LSP stipulates that after unloading of stock at depots GRNs are to be prepared for reflecting the stock for sale. Physical verification (24 May 2013) of stock of five items⁵⁵ of liquor at Berhampur depot by Branch Manager (BM) of depot and OIC, Excise Department in presence of Audit revealed that as against book balance of 3,549.91 cases of liquor, actual physical stock at depot was only 333 cases leaving shortage of 3,216.91 cases (90.62 *per cent*).

⁵⁵ AC Neat whisky (750), AC Neat whisky (375), AC Neat whisky (180), Carlsberg Elephant Supreme Strong SP Beer and Kingfisher strong Beer (New) (650)

BM, Berhampur while accepting the fact stated (May 2013) that in order to facilitate sales due to heavy demand, dummy GRNs were made at time of arrival of consignments and stocks were directly transferred from suppliers' vehicles to retailers' vehicles without unloading the same in depots. After the sale is effected, actual GRNs are prepared at a later date by modifying the dummy GRNs. Audit observed that such practice is a system lapse as it violates the provisions of Clause 29 of the LSP. Further, this practice would lead to selling of fresh stocks whereas the existing stocks remain unsold.

In the Exit conference, Management stated that the implications of the same are serious and such practice would be discouraged in future.

Sale of liquor and realisation of sale proceeds

Acceptance of cheques/defective instruments in violation of extant Rules

3.1.14 Clause 29 of LSP stipulates that retailers who have valid licences are entitled to purchase stock as per availability of brands in the depots, after submitting requisite amount in shape of DD in the name of the Company. After deposit of DD at depot level, an invoice is raised in name of the retail licensee, reflecting amount deposited and details of goods sold against the DD. At the end of the day, depot Management prepares a statement of receipt of sale proceeds which are sent to HO through e-mail. The sale proceeds collected are sent to HO which is deposited in three different banks⁵⁶.

Audit scrutiny revealed as under:

- During 2010-13, the depots received ₹ 6,921.54 crore as sale proceeds from the retailers which included cheques in violation of Clause 29 of the LSP.
- Receipt of sale proceeds was neither verified at depot level nor at HO to check validity of instruments. As a result, cheques were dishonoured by Banks due to different reasons. Though a register/file was maintained at HO to record cheques which were returned from Banks, date of final realisation was not recorded.
- Analysis of softcopy of Bank Statements of IDBI Bank revealed that cheques valuing ₹ 12.44 crore deposited with IDBI Bank during 2010-13 were dishonoured due to various reasons from one to nine times. Even though Company presented these cheques to Bank from time to time it could not realise (May 2013) ₹ 1.02 crore against 45 instruments.
- Similarly, 110 instruments amounting to ₹ 2.63 crore were dishonoured by SBI during 2012-13 and returned to the Company. Realisation there against could not be verified in audit in absence of details regarding subsequent presentation of these instruments in the bank.

Acceptance of sale proceeds in shape of cheques in place of DDs resulted in loss

⁵⁶ Union Bank of India (UBI), State Bank of India (SBI) and IDBI Bank

Thus, receipt of cheques in violation of LSP at depots and non-monitoring of the instruments dishonoured by the Banks resulted in non-realisation of ₹ 1.02 crore as per test check conducted by audit.

Management in the Exit conference, while accepting audit observations, stated that the matter was viewed very seriously and steps were taken to stop such practice after being pointed out by audit.

Delayed deposit of DDs with banks led to loss of interest

3.1.15 Sale proceeds received in the form of DDs from retailers are sent to HO by depots through private courier service and deposited into bank accounts. Test check of data on deposit of sale proceeds during January to June 2012 revealed that 15,634 DDs amounting to ₹ 199.19 crore were deposited in bank accounts with delays ranging from 05 to 19 days excluding date of sale and deposit. Delay in depositing DDs resulted in loss of interest amounting to ₹ 0.25 crore⁵⁷.

Management while accepting the fact stated that delay occurred due to collection of instruments through courier service and further stated that action would be taken to introduce e-payment system in future to avoid such delay.

Irregularities in supply of liquor to CSD Canteen

3.1.16 As per instructions (November 2001) of EC, Odisha, foreign liquor stock at Berhampur depot was to be issued to retail licensees of Ganjam, Phulbani, Gajapati and Boudh districts. As per Clause 29 of LSP, those retailers who have valid excise licences for the year are entitled to purchase stock after depositing requisite amount. Supplies to Defence Canteens involving concessional ED is effected on the basis of pass issued by SE of the concerned district.

Audit scrutiny of district-wise liquor lifting statement at Berhampur depot, revealed that 3,996.00 London Proof Litre of IMFL was issued during 2010-11 to CSD canteen, Badmal in Bolangir district which was not covered under Berhampur depot. The stock, however, was not received by the canteen. Preliminary inquiry (June 2010) by EC also indicated irregularity in supply. Audit observed that there was no system to identify the valid licensees while issuing liquor from depots and obtaining written requisitions from the retailers except verbal indents at the time of lifting.

Management stated that investigation is being conducted and on completion report would be submitted to audit.

⁵⁷ Calculated at minimum rate of interest of 7 per cent per annum earned on flexi deposit account.

Deployment of staff in the Depots

3.1.17 GoO in Excise Department sanctioned (July 2002) 9 Branch Managers, 18 Assistant Managers and 18 Attendants for nine depots. Considering increase in business, the Company from time to time proposed (August 2010 to October 2012) manpower requirement of depots. The latest proposal (October 2012) included one BM, three AMs, two Data Entry Operators, three Depot/Office Assistants, three Depot/Office Attendants, seven Civil Guards and six Arm Guards for each depot.

Scrutiny of actual men-in-position of three⁵⁸ out of four test checked depots revealed that 48 officials posted were either on deputation or through outsourcing and were 36 *per cent* below the proposal (75). Further, the SE/Deputy SE being entrusted with additional charge of BM at the three depots, no control was exercised towards quarterly/annual physical verification of stock at depots.

Management stated that HR restructuring taken up by Public Enterprises Department, GoO and Business Plan of the Company would be implemented.

Internal Control

3.1.18 Internal control is a management tool which helps Management to draw reasonable assurance that its objectives are being achieved in an efficient and effective manner. Following deficiencies were noticed in the internal control system being followed by the Company.

The Company had no system to cross verify number of permits issued during a particular year with corresponding stock entry to ensure that liquor stock supplied by the manufacturers/suppliers actually reached the depots. Further there existed no system to cross verify entries in GER with GRN database.

Depot authorities did not record batch number and date of manufacture of Beer stocks in GRN database and received Beer stocks after prescribed time limits fixed in LSP indicating week internal control in force.

No system of obtaining written requisitions from retailers was in vogue except verbal indents of retailers for specific brands at time of lifting. Thus, in absence of advance requisitions the Company was not in a position to assess actual demand for specific brands and to streamline procurement.

During 2012-13 stock entries were made in the GRN database for supply of 14,806 cases of liquor against 33 permits which were not tallying with permit numbers issued by SE, Khurda. As proper validation/input controls were not inbuilt in the GRN database to avoid manipulation of data/incorrect entries, Company failed to ensure correctness of these stock entries.

In Exit conference Management accepted the lapses in its internal control mechanism.

⁵⁸ Angul, Berhampur and Cuttack

Conclusion

Company being the exclusive right holder for wholesale distribution of liquor had not established adequate number of depots, nor increased storage space. There were gaps in manner in which entire supply/distribution of IMFL, Beer and Country Spirit were made. Weak internal control system resulted in violation of provisions of LSP and other statutes by depot authorities which led to loss of revenue to the Company/Government besides restricting the Company in carrying out its mandate effectively.

Recommendations

The Company may consider the following recommendations:

- **taking adequate steps to establish required number of depots;**
- **ensuring that entire supplies of liquor be made through the depots;**
- **proper mechanism be developed for timely receipt and disposal of Beer stock at the depots;**
- **sale proceeds must be accepted through DDs as per relevant provisions;**
- **Internal control system be strengthened.**

3.2 *Undue benefit to retailers*

Inappropriate determination of Maximum Retail Price of IMFL and Beer led to undue benefit to retailers by ₹ 75.01 crore.

Company is engaged in wholesale trade of beverages like India Made Foreign Liquor (IMFL) and Beer in the State. It enters into agreements with registered manufacturers/suppliers for procurement of beverages and sells it to licensed retailers. As per Excise Policy of Government of Odisha (GoO), the Price Fixation Committee constituted (April 2003) by GoO consisting of five members including a representative of the Company, decides landing cost of beverages. Company determines price to the retailers based on issue price⁵⁹ plus value added tax (VAT) and Tax Collected at Source (TCS) at the rate of 1 *per cent* thereon. The retailers' margin, fixed in terms of the Annual Excise Policy, is added to the price to retailers to determine Maximum Retail Price (MRP) at which liquor is sold to consumers.

Audit observed that during 2010-13, Company sold 4.53 lakh cases of Beer and IMFL and collected ₹ 62.51 crore as TCS from retailers at the time of sale and deposited it with Income Tax authorities. Retailers obtained certificates towards TCS from the Company to avail credit against assessment of their income tax liability and also recovered the same from consumers through

⁵⁹ Landing cost plus Excise Duty plus Company's margin

MRP. TCS being a direct tax under provisions of Income Tax Act, 1961 should have been collected separately from retailers instead of being a part of MRP. Due to inclusion of TCS in determination of MRP, burden of income tax of retailers was passed on to consumers. Further, inclusion of TCS component in issue price, inflated retailers' margin by ₹ 12.50 crore⁶⁰, which was also a burden to consumers.

Thus, consideration of TCS as a cost component for retailers and allowing retailers' margin on TCS component in determination of MRP for IMFL/Beer on sales effected during 2010-13 resulted in extension of undue benefit to retailers by ₹ 75.01 crore at the cost of the consumers.

Management/Government while accepting (September 2013) the fact stated that the MRP has been revised (September 2013) excluding the TCS amount. Reply, however, is silent regarding recovery of undue benefit already extended to retailers.

The Odisha Mining Corporation Limited

3.3 Unwarranted excess production of iron ore

Excess production of iron ore in violation of statutory provisions resulted in accumulation of stock of 80.35 lakh MT with consequential blocking of fund, shortages of physical stock, payment of additional royalty, extension of unintended benefit to contractor and liability for payment of penalty.

Company produces iron ore from its mines mainly by engaging ore raising contractors by stipulating annual production targets with a condition for reduction in target. Annual production target was to be limited to minimum of the limits stipulated in approved mining plans, environmental clearance and consent to operate issued under various Rules/Acts⁶¹.

Company executed (August 2005/June 2006) agreements with a contractor for raising of iron ore at its Kurmitar Iron Ore Mines (KIOM) and Gandhamardan Block B Iron Ore Mines (GIOM). Agreements were extended from time to time upto July 2010 and June 2011 by enhancing the annual targets of production from 4.20 lakh to 28 lakh MT and from 5 lakh to 25 lakh MT for KIOM and GIOM respectively on the grounds of good performance of the contractor and steady sale of iron ore. Agreements for GIOM included that for excavation of sub-grade ore over and above 25,000 cum for every 5 lakh MT of ore production, the contractor would be paid ₹ 60 per cum. During 2008-13, as against production of 201.82 lakh MT, Company could sell 164.66 lakh MT leaving a stock of 80.35 lakh MT including opening stock of 43.19 lakh MT.

⁶⁰ At an average of 20 per cent of ₹ 62.51 crore being TCS component included in issue price

⁶¹ Mineral Conservation and Development Rules, 1988, Environment (Protection) Act, 1986 and Consent to Operate issued by Odisha State Pollution Control Board

Audit observed the following:

- Non-reduction in production targets led to accumulation of stock to 80.35 lakh MT of which a minimum quantity of 72.37 lakh MT raised at a cost of ₹ 88.99 crore was retained for a period upto 32 months resulting in loss of interest of ₹ 15.67 crore as of March 2013.
- Due to excess production of 107.63 lakh MT during 2000-10 beyond the statutory limits, Government of Odisha (GoO) claimed (October/December 2012) penalty of ₹ 2,833.24 crore. Company's protest (February 2013) against the penal claim, has not been resolved yet (December 2013).
- Despite contractual stipulation for levy of penalty for short production of ore including sub-grade ore, additional payment of ₹ 60 per cum for excavation of extra sub-grade ore of 18.76 lakh cum during 2008-13 and accumulation thereof at GIOM led to extension of an unintended benefit of ₹ 11.25 crore to the contractor.
- There were shortages of 1.01 lakh MT of iron ore/fines valued at ₹ 45.44 crore beyond the approved norm of one *per cent* during 2008-13 except for the years 2011-13 and 2009-13 for KIOM and GIOM respectively where physical verification of iron ore fines was not done due to huge stock holding which were not in a measurable shape.
- Due to excess production, Company could not stack the materials in stacks of 1,000 MT as per the statutory provisions. It requested the Director of Mines (DoM), GoO to dispense with such provisions. DoM accepting the request directed (August 2012) to pay royalty at the highest prescribed rate. Accordingly, Company incurred additional expenditure of ₹ 4.27 crore on sale of 3.45 lakh MT of iron ore during September to November 2012, which could not be collected from the buyers.
- Due to stacking of 50.21 lakh MT of iron ore/fines produced at GIOM in the restricted forest area, forest authorities suspended (December 2011) sale thereof. Subsequently, on direction (May 2012) of the GoO, Company sold (November 2012 to March 2013) 4.02 lakh MT of materials at ₹ 61.09 crore and deposited it in a separate bank account in a nationalised bank opened in the name of Director of Mines leaving a balance of 46.19 lakh MT.

Thus, excess production of iron ore in violation of statutory provisions resulted in accumulation of stock of 80.35 lakh MT with consequential blocking of funds (₹ 150.08 crore), shortage of physical stock (₹ 45.44 crore), payment of additional royalty (₹ 4.27 crore), extension of unintended benefit to contractor (₹ 11.25 crore) and penal claim (₹ 2,833.24 crore) by Government of Odisha.

Management stated (July 2013) that accumulation of stock was mainly due to inadequate market demand and absence of infrastructural facilities to synchronise production with sales. It also stated that shortage of stock would be regularised. As regards payment of higher royalty it stated that payment was unavoidable and was in business interest of the Company. It also added that stacking of iron ore/fines in restricted forest area was due to acute shortage of space at GIOM.

Company had in fact neither limited its production adhering to statutory provisions nor synchronised production with sales which resulted in accumulation of stock leading to blocking of funds/shortage of physical stock/imposition of penalty.

The matter was reported to Government (July 2013); their reply had not been received (January 2014).

3.4 *Infructuous expenditure*

Inadequate follow-up in exploring coal mine identified as source of fuel for upcoming thermal project not only led to losing the source of fuel but also resulted in financial loss of ₹ 12.60 crore

Ministry of Coal (MOC) allotted (July 2007) Mandakini-B coal block in Odisha, with estimated coal reserves of 1,200 million MTs to the Company and three⁶² Public Sector Undertakings (PSUs) of other States. The allotment with equal share to each of the PSUs required that allottees should jointly or through a separate company formed for this purpose, apply for Prospecting Licence (PL) and also jointly furnish Bank Guarantee (BG) equivalent to ₹ 97.50 crore within three months of allotment. Milestones⁶³ for development of the block were also prescribed with a condition that in case of slippage in adherence to the milestones, the allotment would be cancelled and 50 *per cent* of the BG would be invoked.

Review in audit of progress achieved in exploration of coal block revealed that from date of allotment, joint efforts taken by PSUs were insufficient and the project became a non-starter as none of the critical milestones was adhered to. Even though formation of a separate company jointly by all four allottees was the first step for applying for PL, the Joint Venture (JV) Company namely the Mandakini-B Coal Corporation Limited (MBCCL) was formed only in February 2009 *i.e.*, after a delay of more than 15 months. Further slippages in achieving other milestones like purchase of geological report, filing application for mining, submission of mining plan, request for forest clearance, land acquisition *etc.*, involving delays ranging from eight to 32 months resulted in MOC issuing three show cause notices (October 2009,

⁶² Assam Mineral Development Corporation Limited, Meghalaya Mineral Development Corporation Limited and Tamil Nadu Electricity Board

⁶³ Milestones *inter alia* included (i) purchase of Geological report by October 2009, (ii) obtaining approval for mining plan by June 2010, (iii) obtaining forest clearance by April 2011 and (iv) obtaining Mining Lease by October 2011.

October 2010 and May 2012) to the allottees and finally cancelling the allotment itself in December 2012. Fifty *per cent* of the BG equivalent to ₹ 48.75 crore was duly invoked (December 2012) as per the conditions of allotment.

Subsequently, Board of Directors of MBCCL decided (February 2013) for taking up the matter with respective State Governments for its dissolution. As the BG was equally shared by four allottee PSUs, Company lost its share of ₹ 12.19 crore alongwith a loss of ₹ 0.41 crore being the share of loss towards pre-operative expenses incurred (₹ 1.65 crore upto 31 March 2012).

Thus, inadequate follow-up by the allottee PSUs including the Company in developing and exploring the coal mine which was identified as a source of fuel for upcoming thermal project (Odisha Thermal Power Corporation Limited) not only resulted in losing the source of fuel but also in financial loss of ₹ 12.60 crore to Company.

Management while accepting the fact stated (August 2013) that the main reasons for delay in development of the coal block was difficulty in co-ordination among PSUs of four different States for policy decisions.

Fact, however, remained that Company failed to pursue the matter with GoO to get necessary clearance though it was entrusted with the task of obtaining clearances through an MOU signed (March 2008) between the JV partners.

Matter was reported (July 2013) to Government; their reply had not been received (January 2014).

3.5 Non-availment of CENVAT credit

Failure in availment of CENVAT credit led to loss of ₹ 3.44 crore

Company produces chrome concentrate at its Chrome Ore Beneficiation Plant (COBP) by utilising chrome ore raised and transported from its South Kaliapani (Quarry D and F) and Sukrangi mines by raising and transport contractors. Consequent upon imposition (June 2007) of Service Tax (ST) on mining activities, Company reimburses Service Tax (ST) on raising and transportation cost of chrome ore to contractors. As per Central Value Added Tax Credit Rules 2004 (CCR), COBP of the Company is entitled to avail benefit of input credit in respect of ST paid on input services like raising and transportation charges of chrome ore transported to COBP. Benefit of Central Value Added Tax (CENVAT) credit would be available subject to COBP or the mines availing a separate registration as Input Service Distributor⁶⁴ (ISD) from the Central Excise Authority as required under Sub-section (2) of section 69 of the Finance Act, 1994. Further, in terms of Rule 9(1) of CCR, COBP could

⁶⁴ Under Rule-2(m) of CCR, 2004 it is an office or establishment of a manufacturer of excisable goods or provider of taxable service which receives tax paid invoices/bills of input services procured (on which CENVAT credit can be taken) and distributes such credits to its units providing taxable services or manufacturing of excisable goods.

have availed CENVAT credit against the invoice/bill/challan issued by mines to it containing their ISD registration numbers.

Audit observed that although mines of the Company were reimbursing ST component to raising contractors since June 2007, they applied (June 2012) and got registered as ISD during August 2012 only. They had also not issued invoice/bill/challan along with required particulars as per CCR. This resulted in non-availment of benefit of input credit of service tax to the extent of ₹ 3.44 crore towards ST paid on raising cost of 3.99 lakh MT of chrome ore supplied to COBP during June 2007 to March 2012. Further, though CCR provides for adjustment/refund of service tax paid prior to ISD registration, due to delayed registration as ISD coupled with non-issue of invoice/bill/challan, Company could not avail benefit of CENVAT credit.

Management while accepting the fact stated (July 2013) that due to shortage of manpower to maintain required records and to follow prescribed procedure, CENVAT credit could not be availed by obtaining registration for ISD. It also stated that steps are being taken for claiming CENVAT credit for the period from June 2007 to July 2012 by assigning the work to a professional agency.

Considering benefit of CENVAT credit, Management should have taken appropriate steps in time to safeguard its financial interest.

Matter was reported to Government (June 2013); their reply had not been received (January 2014).

Odisha Hydro Power Corporation Limited

3.6 Loss of revenue

Lack of proper planning for repair and maintenance of generating units led to prolonged shut down of units with consequential loss of revenue of ₹ 18.19 crore towards capacity charges

Hirakud Hydro Electric Project (HHEP) of the Company has seven units with total installed capacity of 275.5 MW of which Unit II, having installed capacity of 49.5 MW was under shut down from 1 May 2011 due to profused water leakage. Company engaged (May 2011) a contractor to rectify problem within 52 days. Unit on synchronisation (13 August 2011) after an outage of 104 days went on further shut down (20 November 2011) due to water leakage. Company awarded (17 April 2012) rectification work belatedly to the Original Equipment Manufacturer (OEM) and the unit was synchronised (10 August 2012) to grid after an outage of 264 days.

Similarly, four out of eight units of Balimela Hydro Electric Project (BHEP) of the Company went out of order from 27 July 2011 (Units III, IV and V) and 27 August 2011 (Unit I) due to problems in their thrust bearings. Company engaged (18 August 2011) a contractor to resolve problems of Units III, IV and V with a stipulation to complete the work within 127 days and took up repair work of Unit- I by itself. These units were synchronised to grid between

November 2011 and August 2012 after being on outage for periods ranging from 76 to 380 days.

As per Central Electricity Regulatory Commission (CERC) (Terms and Conditions of Tariff) Regulation 2009, annual fixed cost of a power station shall be recovered through capacity charges (CC) and energy charges on 50:50 basis and CC would be recovered on availability of units for generation irrespective of actual units generated. Further, Clause 54 of OERC order (November 2010) stipulates that while computing the plant availability, capacity of generating units under capital maintenance requiring a maintenance period of more than 45 days may be deducted from the installed capacity of the power station after approval of OERC.

Audit observed that though Company was aware that maintenance work would take more than 45 days it had not sought approval from OERC for reduction of installed capacity of generating units which were under outage for a period ranging from 76 to 380 days. This resulted in avoidable loss of capacity charges of ₹ 18.19 crore (HHEP-₹ 4.82 crore and BHEP-₹ 13.37 crore). Further, non-maintenance of required spares to meet unforeseen incidents despite it being allowed by OERC, led to delay in synchronisation of the units.

Thus, absence of proper planning for repair and maintenance of units coupled with non-maintenance of required spares led to prolonged shut down of units with consequential loss of revenue of ₹ 18.19 crore towards capacity charges.

Government stated (June 2013) that forced outage of a machine could not be planned and approval thereof could not be taken beforehand from OERC. It also stated that spares are procured as and when required considering the slow moving items and involvement of cost.

However, Company could have moved OERC considering nature of the problem and period involved. Further, since tariff fixed by OERC included cost of spares for maintenance of units, Company should have kept the required spares in stock.

3.7 Improper release of funds

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| Improper release of funds for peripheral development in contravention to its objectives and extant policies |
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Corporate Social Responsibility (CSR) is a Company's commitment to operate in an economically, socially and environmentally sustainable manner while recognising interest of its stakeholders. As a part of CSR, Company was extending funds, with approval of its Board of Directors (BoD), for Peripheral Development (PD) of its units/power stations.

Company formulated (February 2006) principles for sanction of funds for PD which included:

- one *per cent* of profit of preceding year shall be earmarked as ceiling for PD and if Company incurs loss in a year, no fund will be sanctioned in succeeding year;
- funds sanctioned shall be utilised in adjoining areas within eight KMs radius from power stations/units; and
- proposals of PD referred to and recommended by District Administration (DA) only would be eligible for funding.

Government of Odisha in Revenue and Disaster Management Department also issued (July 2011) a comprehensive guideline, which *inter alia* envisaged that PD funds would be utilised in specified area and for projects as approved by Rehabilitation and Periphery Development Advisory Committee (RPDAC) with an objective to improve physical quality of life of residents of peripheral area to bring about perceptible and visible improvement in periphery area.

During 2006-13, Company sanctioned ₹ 8.07 crore and released ₹ 6.97 crore towards PD works at its eight power stations/units which included civic amenities like water supply, electrification, communication, grants to schools/colleges, cultural programmes etc.,

Audit observed the following:

- Company in violation of its principles released ₹ 5.27 crore over and above the norm of one *per cent* of profit of preceding year which includes ₹ 2.05 crore released in 2006-07 when Company suffered loss during 2005-06. Further, recommendations of DA/RPDAC, if any, prior to funding were not on record.
- In absence of any periodicity for utilisation of PD funds, out of ₹ 6.97 crore released, Utilisation Certificates (UCs) were received for ₹ 1.37 crore only and UCs for balance amount of ₹ 5.60 crore are pending for 1 year to 7 years with DAs.
- Although PD fund was to be utilised in adjoining areas within eight KMs radius of the power stations, distance factor was not appraised to BoD nor had the BoD considered the same while according sanctions. In absence of these details, ₹ 1.46 crore (as identified by audit) was released for seven⁶⁵ PD works in violation of above parameter.

Management while accepting the fact stated (July 2013) that DAs were regularly approached for submission of UCs, failing which no further fund would be released to any future projects.

Matter was reported (August 2013) to Government; their reply had not been received (January 2014).

⁶⁵ Electrification work (5 Nos) : ₹ 1.14 crore, Upkeep of Monuments of Jagannath Temple : ₹ 0.10 crore and Procurement of Alguni dike ghat in Manchagam GP : ₹ 0.22 crore

3.8 Short realisation of revenue

Short realisation of ₹ 3.56 crore towards cost of power and interest on defaulted payment

Company supplied power to Madhya Pradesh State Electricity Board (MPSEB) from its Hirakud Hydro Electric Project (HHEP), in terms of the modalities decided (December 2004) in a meeting chaired by the Chief Secretary to Government of Odisha. As per the minutes of the meeting Company was supplying power upto 5 MW to MPSEB from February 2005 at cost of generation as per the audited accounts of HHEP. Consequent upon formation of Chhattisgarh State, power supply was made to Chhattisgarh State Electricity Board (presently Chhattisgarh Power Distribution Corporation Limited) (CSPDCL) instead of MPSEB from 06 September 2006 by virtue of the order (August 2006) of Ministry of Power (MoP), Government of India. As per the orders of MoP, CSPDCL was allocated with liabilities and contractual obligations related to HHEP. In terms of minutes of the meeting, Company was to recover cost of power calculated at audited cost of generation of respective years through irrevocable revolving Letter of Credit (LC) for one month's dues. In case of direct payment, CSPDCL was to pay within 30 days along with interest at the rate of 15 per cent per annum and for default in payment, power supply was to be stopped and not to be resumed till entire outstanding amount along with interest for the period of default was paid.

Audit observed that during 2006-13 Company sold 107.51 MU of power to CSPDCL. CSPDCL settled the bills of 2006-08 at the annual cost of generation of respective years. However, from 2008-09 CSPDCL settled the bills at the cost of generation of 2007-08 instead of at cost of generation of respective years on the plea that the claim amount was higher than the tariff fixed by OERC. The contention of CSPDCL was not accepted by Company on the ground that tariff fixation by OERC had no relation with the audited cost of generation of power of HHEP at which CSPDCL was liable to make the payments. Further as per section 86 of the Electricity Act, 2003, determination of tariff by OERC is applicable within the State. As such against the billed amount of ₹ 8.02 crore during 2008-13, CSPDCL settled ₹ 5.66 crore leaving a shortfall of ₹ 2.36 crore. Besides, outstanding dues of ₹ 50.38 lakh as of March 2008 was settled during April 2010. Company neither entered into Power Purchase Agreement with CSPDCL to safeguard its financial interest nor claimed interest of ₹ 1.20 crore towards default in timely payment for 2006-08 and for short payment during 2008-13.

Thus, failure of Company either to enter into PPA with CSPDCL or to enforce the terms and conditions of minutes of the meeting resulted in short realisation of ₹ 3.56 crore towards cost of power and interest on defaulted payment.

Government, while accepting the fact, stated (May 2013) that they are hopeful to sort out the issue through mutual discussion and in the event of no response from CSPDCL, matter would be taken up with Chattisgarh Government.

The Industrial Development Corporation of Odisha Limited

3.9 Unintended benefit to the bidder

Failure to include a safety clause in bid document led to consequential avoidable liability of ₹ 15.40 crore towards consent fee apart from unintended benefit to preferred bidder

Company on the advice (April 2008) of Government of Odisha (GoO) to develop a five star hotel through Public Private Partnership (PPP) on Build, Operate and Transfer (BOT) basis on its unutilised lease hold land, sought permission of GoO for sub-leasing the land in favour of the selected developer and invited (22 July 2008) open bid. Out of nine bidders, H1 bidder (Consortium) deposited (November 2008) a sum of ₹ 18.07 crore towards land premium. The consortium thereafter formed a new company. Subsequently, Company intimated (December 2008) GoO to pay consent fee as applicable towards transfer of leasehold land.

GoO in General Administration (GA) Department while according (October 2009) permission for transfer of land, directed the Company to deposit ₹ 1.50 crore towards consent fee and to submit draft tripartite agreement within 60 days from the date of receipt of letter through Industries Department. Company, however, submitted (January 2010) the draft agreement without depositing consent fee on the ground that same would be deposited after signing the said agreement.

Consequent upon revision of rate of consent fee, GA Department raised (December 2010) a revised demand of ₹ 10 crore. Company in turn demanded (January 2011) the same from the H1 bidder who refused (January/February 2011) to pay on the ground that they would be a sub-lessee only. Considering that non-payment of consent fee would create further complications, Company requested (October 2011) GA Department for approval of the tripartite agreement for execution on payment of consent fee of ₹ 1.50 crore. Pending re-examination of the issue of payment of revised consent fee and on direction (April 2012) of the Chief Secretary Company deposited (April 2012) ₹ 5 crore with GA Department. The same was, however, refunded (February 2013) to Company with a direction to deposit a revised consent fee of ₹ 15.40 crore within a period of 60 days and to amend the agreement. Company, however, requested (February/April 2013) the Chief Secretary and GA Department to exempt it from payment of revised consent fee and to extend time for payment up to 30 June 2013.

Audit observed that Company invited (22 July 2008) open bid without obtaining permission from GA Department to sub-lease the land. Further, despite being aware of the need for payment of consent fee, non-inclusion of liability clause in bid document for payment of consent fee by the preferred bidder led to extra burden on Company apart from extension of unintended benefit to bidder. This resulted in Company being burdened with an avoidable liability of ₹ 15.40 crore as the same was not accepted by the bidder.

Thus, failure to include a safety clause in bid document led to consequential avoidable liability of ₹ 15.40 crore towards consent fee apart from unintended benefit to preferred bidder.

Management stated (September 2013) that consent fee was not leviable as it was a case of sub-lease and inclusion of such a clause in tender condition would have reduced the bid value.

However, Management had gone (July 2008) for bid invitation without awaiting the permission of GoO for sub-leasing the land. Also it had to demand (January 2011) revised consent fee of ₹ 10 crore from H1 Bidder.

Matter was reported (August 2013) to Government; their reply had not been received (January 2014).

Odisha State Seeds Corporation Limited

3.10 Extra financial burden on procurement of paddy seeds

Injudicious decision of Company for revision of procurement price of certified paddy seeds led to extra financial burden of ₹ 3.20 crore

Company procures breeder paddy seeds from different agencies for producing foundation seeds⁶⁶ through registered seed growers/MoU firms⁶⁷ which in turn are processed into certified seeds⁶⁸ and are sold to the farmers for raising crops on large scale.

Company fixes procurement price of certified seeds on the basis of recommendation of its Pricing Committee considering the Minimum Support Price (MSP) fixed by Central Government or prevailing market price, whichever is higher adding thereto cost incurred towards certification. The proposed price structure is sent to the Director of Agriculture and Food Production (DAFP), who in turn sends its recommendation to Government in Agriculture Department for approval of cost structure and fixation of sale price through State Seeds Pricing Committee (SSPC).

For Khariff 2010 (April to September 2010) produce, Pricing Committee of the Company recommended (02 September 2010) procurement price for early and medium/long categories of certified paddy seeds at ₹ 1,500 and ₹ 1,400 per quintal respectively to be procured from registered growers and at ₹ 1,630 and ₹ 1,530 to be procured from MOU firms. Price for MoU firms was based on grower's price with additional cost components borne by them. The recommended price of the Company was submitted to SSPC through DAFP for fixation of selling price. The SSPC while reviewing the proposed price structure recommended (7 September 2010) to reduce the price of early

⁶⁶ Seeds having genetically 99 per cent purity

⁶⁷ Private seed growers executing Memorandum of Understanding

⁶⁸ Seeds certified by Odisha State Certification Agency

and medium/long variety paddy to be procured from growers to ₹ 1,420 and ₹ 1,320 per quintal on the ground that proposed prices were on higher side. Accordingly, Company reduced (September 2010) grower's price and based on reduced grower's price, MoU firms' price was also reduced (October 2010) to ₹ 1,570 and ₹ 1,470 per quintal.

Subsequently, on the request (April 2011) of Orissa Seed Growers Farmers Union, Company enhanced (April 2011) the prices for both the growers and MoU firms by ₹ 80 per quintal each. Company procured four lakh quintals of early and medium/long variety of certified seeds from registered growers (2.64 lakh quintals) and MoU firms (1.36 lakh quintals) out of Khariff 2010 produce which were sold in subsequent two seasons⁶⁹.

Audit observed that since procurement price of Khariff 2010 produce was already fixed and accordingly State Government had fixed sale price, revision of procurement price upwards by ₹ 80 per quintal without obtaining Government approval was unwarranted. This resulted in extra financial burden of ₹ 3.20 crore to the Company on procurement of four lakh quintals of certified paddy seeds.

Management stated (July 2013) that Company had not incurred any loss and there was no excess financial burden. However, since the procurement price was revised upwards without obtaining approval of Government it reduced the gain of the Company by absorbing the additional financial burden.

Matter was reported (May 2013) to the Government; their reply had not been received (January 2014).

General

3.11 Follow-up action on Audit Reports

Explanatory Notes outstanding

3.11.1 Audit Reports of the Comptroller and Auditor General of India represent culmination of the process of scrutiny starting with initial inspection of accounts and records maintained in various offices and departments of Government. It is, therefore, necessary that they elicit appropriate and timely response from the Executive. Finance Department, Government of Odisha issued instructions (December 1993) to all Administrative Departments to submit explanatory notes indicating corrective/remedial action taken or proposed to be taken on paragraphs and performance audits included in Audit Reports within three months of their presentation to the Odisha Legislative Assembly (OLA), without waiting for any notice or call from the Committee on Public Undertakings (COPU).

⁶⁹ Rabi 2010-11 and Khariff 2011.

Though Audit Reports (Commercial/PSUs) for the years 1999-2000 to 2011-12 were presented to the OLA during August 2001 to March 2013, 13 out of 18 Departments featuring in those Reports did not submit explanatory notes on 55 out of 234 paragraphs/performance audits as on 30 September 2013. Department-wise analysis is given in **Annexure 13**. Public Sector Undertakings under Industries, Energy, Steel and Mines and Public Enterprises Department were largely responsible for non-submission of explanatory notes.

Compliance to Reports of Committee on Public Undertakings outstanding

3.11.2 As per Rule 213-B (1) of Rules of Procedures and Conduct of Business in the OLA, the Departments are required to submit Action Taken Notes (ATNs) on the recommendations made by COPU in its Reports within six months from their presentation to OLA. The time limit was reduced (April 2005) by OLA to four months.

ATNs to 45 recommendations for seven Departments pertaining to nine Reports of COPU presented to OLA between August 2001 and September 2012 had not been received as on 30 September 2013 as detailed vide **Annexure 14**.

Response to Inspection Reports, Draft Paragraphs and Performance Audits

3.11.3 Audit observations, not settled on the spot during audit, are communicated to the heads of PSUs and the administrative departments concerned of State Government through Inspection Reports (IRs). As per Regulation 197 of Regulations on Audit and Accounts, 2007, the heads of PSUs are required to furnish replies to IRs through respective heads of departments within a period of four weeks. IRs issued up to March 2013 pertaining to 35 PSUs disclosed that 1,706 paragraphs relating to 408 IRs remained outstanding at the end of 30 September 2013. Even initial replies were not received in respect of 106 IRs containing 577 paragraphs. Department-wise break-up of IRs and paragraphs outstanding at the end of 30 September 2013 is given in **Annexure 15**.

3.11.4 Similarly, as per Regulation 207 of Regulation on Audit and Accounts, 2007, draft paragraphs and draft performance audit reports on the working of PSUs are forwarded to the Principal Secretary/Secretary of the administrative department concerned demi-officially seeking confirmation of facts and figures and their comments thereon within a period of six weeks. Out of 17 draft paragraphs and two draft performance audit reports forwarded to various departments between April and October 2013, replies to ten draft paragraphs were awaited (December 2013) as detailed in **Annexure 16**.

It is recommended that the Government investigate reasons for failing to send replies to Inspection Reports/draft paragraphs and ATNs on recommendations of COPU as per the prescribed time schedule and initiate action to recover loss/outstanding advances/overpayments in a time-bound manner.

Bhubaneswar

The

(Sunil S. Dadhe)
Principal Accountant General
(Economic and Revenue Sector Audit), Odisha

Countersigned

New Delhi

The

(Shashi Kant Sharma)
Comptroller and Auditor General of India

ANNEXURE

Annexure 1

Statement showing particulars of up to date paid-up capital, loans outstanding and manpower as on 31 March 2013 in respect of Government Companies and Statutory Corporations

(Referred to in paragraph 1.6)

(Figures in column 5 (a) to 6 (d) are ₹ in crore)

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital [§] | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|--|---|--|---------------------------------|------------------------------|--------------------|-------------|--------------|--|--------------------|-------------|--------------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| A. Working Government Companies | | | | | | | | | | | | | |
| AGRICULTURE AND ALLIED | | | | | | | | | | | | | |
| 1 | The Agricultural Promotion and Investment Corporation of Orissa Limited | Agriculture | March 1996 | 1.10 | -- | -- | 1.10 | -- | -- | -- | -- | -- | 36 |
| 2 | The Odisha Agro Industries Corporation Limited | Agriculture | December 1961 | 6.09 | 1.05 | 0.01 | 7.15 | 15.36 | -- | 0.70 | 16.06 | 2.25:1 (2.25:1) | 227 |
| 3 | Odisha State Cashew Development Corporation Limited | Agriculture | April 1979 | 1.55 | -- | -- | 1.55 | -- | -- | -- | -- | -- | 465 |
| 4 | Odisha Forest Development Corporation Limited | Forest and Environment | September 1962 | 5.00 | - | -- | 5.00 | -- | -- | -- | -- | -- | 2540 |
| 5 | Odisha Lift Irrigation Corporation Limited | Water Resources | October 1973 | 74.73 | -- | -- | 74.73 | 0.65 | -- | -- | 0.65 | 0.01:1 (---) | 1294 |
| 6 | Odisha State Seeds Corporation Limited | Agriculture | February 1978 | 2.11 | -- | 0.51 | 2.62 | -- | -- | -- | -- | -- | 137 |
| 7 | Odisha Pisciculture Development Corporation Limited | Fisheries and Animal Resources Development | May 1998 | 2.21 | -- | -- | 2.21 | 2.91 | -- | 0.22 | 3.13 | 1.42:1 (1.41:1) | 201 |
| | Sector wise total | | | 92.79 | 1.05 | 0.52 | 94.36 | 18.92 | -- | 0.92 | 19.84 | 0.21:1 (0.21:1) | 4900 |
| FINANCING | | | | | | | | | | | | | |
| 8 | The Industrial Promotion and Investment Corporation of Odisha Limited | Industries | April 1973 | 83.14 | -- | -- | 83.14 | -- | -- | -- | -- | -- | 97 |
| 9 | The Odisha Film Development Corporation Limited | Industries | April 1976 | 5.40 | -- | -- | 5.40 | -- | -- | -- | -- | -- | 21 |

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital ^s | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|-----------------------|--|------------------------------------|---------------------------------|------------------------------|--------------------|-----------|---------------|--|--------------------|-------------|---------------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| 10 | Orissa Rural Housing and Development Corporation Limited | Housing and Urban Development | August 1994 | 48.16 | -- | -- | 48.16 | 485.63 | -- | -- | 485.63 | 10.08:1 (10.13:1) | 33 |
| 11 | The Odisha Small Industries Corporation Limited | Micro, Small and Medium Enterprise | April 1972 | 29.01 | -- | -- | 29.01 | -- | -- | 0.01 | 0.01 | 0.00:1 (0.00:1) | 208 |
| | Sector wise total | | | 165.71 | -- | -- | 165.71 | 485.63 | -- | 0.01 | 485.64 | 2.93:1 (2.75:1) | 359 |
| INFRASTRUCTURE | | | | | | | | | | | | | |
| 12 | The Industrial Development Corporation of Odisha Limited | Industries | March 1962 | 57.12 | -- | -- | 57.12 | 32.86 | -- | -- | 32.86 | 0.58:1 (0.58:1) | 89 |
| 13 | Odisha Construction Corporation Limited | Water Resources | May 1962 | 17.50 | -- | -- | 17.50 | -- | -- | -- | -- | -- (--) | 534 |
| 14 | Orissa Bridge and Construction Corporation Limited | Works | January 1983 | 9.31 | -- | -- | 9.31 | -- | -- | -- | -- | -- (--) | 245 |
| 15 | The Odisha State Police Housing and Welfare Corporation Limited | Home | May 1980 | 5.63 | -- | -- | 5.63 | -- | -- | -- | -- | -- (--) | 324 |
| | Sector wise total | | | 89.56 | -- | -- | 89.56 | 32.86 | -- | -- | 32.86 | 0.37:1 (0.37:1) | 1192 |
| MANUFACTURING | | | | | | | | | | | | | |
| 16 | Baitarni West Coal Company Limited (619-B) | Energy | April 2008 | -- | -- | 30.00 | 30.00 | -- | -- | -- | -- | -- (--) | 11 |
| 17 | IDCOL Ferro Chrome and Alloys Limited (Subsidiary of Sl. No. A-12) | Industries | March 1999 | -- | -- | 18.81 | 18.81 | -- | -- | -- | -- | -- (--) | 288 |
| 18 | IDCOL Kalinga Iron Works Limited (Subsidiary of Sl. No. A-12) | Industries | March 1999 | -- | -- | 120.10 | 120.10 | -- | -- | -- | -- | -- (--) | 721 |
| 19 | Konark Jute Limited (Subsidiary of Sl. No. A-12) | Industries | January 1975 | -- | -- | 5.94 | 5.94 | 0.44 | -- | 0.84 | 1.28 | 0.22:1 (0.22:1) | - |
| 20 | The Mandakini – B Coal Corporation Limited (619-B) | | February 2009 | -- | -- | 8.31 | 8.31 | -- | -- | -- | -- | -- (--) | 6 |
| 21 | The Odisha Mining Corporation Limited | Steel and Mines | May 1956 | 31.45 | -- | -- | 31.45 | -- | -- | -- | -- | -- (--) | 3692 |
| 22 | Odisha State Beverages Corporation Limited | Excise | November 2000 | 1.00 | -- | -- | 1.00 | -- | -- | -- | -- | -- (--) | 188 |

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital ^s | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|----------------|--|------------------------------------|---------------------------------|------------------------------|--------------------|---------------|----------------|--|--------------------|----------------|---------------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| 23 | Nuagaon Coal Company Limited (619-B) | -- | May 2011 | -- | -- | 0.06 | 0.06 | -- | -- | -- | -- | -- | -- |
| | Sector wise total | | | 32.45 | -- | 183.22 | 215.67 | 0.44 | -- | 0.84 | 1.28 | 0.01:1 (0.01:1) | 4906 |
| POWER | | | | | | | | | | | | | |
| 24 | GRIDCO Limited | Energy | April 1995 | 432.98 | -- | -- | 432.98 | 1144.33 | -- | 3258.14 | 4402.47 | 10.17:1 (9.41:1) | 52 |
| 25 | Odisha Hydro Power Corporation Limited | Energy | April 1995 | 320.8 | -- | -- | 320.80 | 1743.40 | -- | 49.06 | 1792.46 | 5.59:1 (5.71:1) | 2541 |
| 26 | Odisha Power Generation Corporation Limited | Energy | November 1984 | 250.01 | -- | 240.21 | 490.22 | -- | -- | -- | -- | -- | 580 |
| 27 | Odisha Power Transmission Corporation Limited | Energy | March 2004 | 253.07 | -- | -- | 253.07 | 417.00 | -- | 368.27 | 785.27 | 3.10:1 (4.04:1) | 3194 |
| 28 | Odisha Thermal Power Corporation Limited (619-B) | Energy | January 2007 | -- | -- | 23.89 | 23.89 | -- | -- | -- | -- | -- | 6 |
| 29 | Kalinga Bidyut Prasaran Nigam (p) Limited (619-B) | Energy | December 2012 | -- | -- | 0.01 | 0.01 | -- | -- | -- | -- | -- | -- |
| | Sector wise total | | | 1256.86 | -- | 264.11 | 1520.97 | 3304.73 | -- | 3675.47 | 6980.2 | 4.59:1 (4.60:1) | 6373 |
| SERVICE | | | | | | | | | | | | | |
| 30 | IDCOL Software Limited (Subsidiary of Sl. No.A- 12) | Industries | November 1998 | -- | -- | 1.00 | 1.00 | -- | -- | -- | -- | -- | 5 |
| 31 | Lanjigarah Project Area Development Foundation (619-B) | | October 2009 | 0.03 | -- | 0.02 | 0.05 | -- | -- | -- | -- | -- | 0 |
| 32 | Odisha State Civil Supplies Corporation Limited | Food Supplies and Consumer Welfare | September 1980 | 11.03 | -- | -- | 11.03 | -- | -- | -- | -- | -- | 1415 |
| 33 | Odisha Tourism Development Corporation Limited | Tourism | September 1979 | 9.62 | -- | -- | 9.62 | -- | -- | -- | -- | -- | 641 |
| | Sector wise total | | | 20.68 | | 1.02 | 21.7 | | | | | | 2061 |

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital ^s | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|---|---|------------------------------------|---------------------------------|------------------------------|--------------------|---------------|----------------|--|--------------------|----------------|----------------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| MISCELLANEOUS | | | | | | | | | | | | | |
| 34 | Kalinga Studios Limited (Subsidiary of Sl. No.A-9) | Industries | July 1980 | -- | -- | 1.71 | 1.71 | -- | -- | -- | -- | -- | 1 |
| | Sector wise total | | | -- | -- | 1.71 | 1.71 | -- | -- | -- | -- | -- | 1 |
| Total A (All sector wise working Government companies) | | | | 1658.05 | 1.05 | 450.58 | 2109.68 | 3842.58 | -- | 3677.24 | 7519.82 | 3.56:1 (3.74:1) | 19792 |
| B. Working Statutory Corporations | | | | | | | | | | | | | |
| FINANCING | | | | | | | | | | | | | |
| 1 | Odisha State Financial Corporation | Micro, Small and Medium Enterprise | March 1956 | 342.73 | 72.46 | 0.16 | 415.35 | -- | -- | 115.61 | 115.61 | 0.28:1 (0.30:1) | 242 |
| | Sector wise total | | | 342.73 | 72.46 | 0.16 | 415.35 | | | 115.61 | 115.61 | 0.28:1 (0.30:1) | 242 |
| SERVICE | | | | | | | | | | | | | |
| 2 | Odisha State Road Transport Corporation | Commerce and Transport | May 1974 | 143.51 | 15.92 | 0.01 | 159.44 | 8.98 | -- | 1.30 | 10.28 | 0.06:1 (0.16:1) | 782 |
| | Sector wise total | | | 143.51 | 15.92 | 0.01 | 159.44 | 8.98 | | 1.30 | 10.28 | 0.06:1 (0.16:1) | 782 |
| MISCELLANEOUS | | | | | | | | | | | | | |
| 3 | Odisha State Warehousing Corporation | Co-operation | March 1958 | 1.80 | -- | 1.80 | 3.60 | -- | -- | 20.31 | 20.31 | 5.64:1 (6.52:1) | 346 |
| | Sector wise total | | | 1.80 | | 1.80 | 3.60 | | | 20.31 | 20.31 | 5.64:1 (6.52:1) | 346 |
| Total B (All sector wise working Statutory Corporations) | | | | 488.04 | 88.38 | 1.97 | 578.39 | 8.98 | -- | 137.22 | 146.20 | 0.25:1 (0.30:1) | 1370 |
| Grand Total (A + B) | | | | 2146.09 | 89.43 | 452.55 | 2688.07 | 3851.56 | -- | 3814.46 | 7666.02 | 2.85:1 (2.96:1) | 21162 |
| C. Non-working Government companies | | | | | | | | | | | | | |
| AGRICULTURE AND ALLIED | | | | | | | | | | | | | |
| 1 | Eastern Aquatic Products Limited (under voluntary liquidation since 22 February 1978) | Micro, Small and Medium Enterprise | May 1959 | 0.01 | -- | -- | 0.01 | -- | -- | -- | -- | -- | NA |
| 2 | Orissa Fisheries Development Corporation Limited | Fisheries and Animal | August 1962 | 0.35 | -- | -- | 0.35 | -- | -- | -- | -- | -- | NA |

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital ^s | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|----------------------|---|------------------------------------|---------------------------------|------------------------------|--------------------|-----------|-------------|--|--------------------|-----------|-----------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| | | Resources Development | | | | | | | | | | | |
| | Sector wise total | | | 0.36 | -- | -- | 0.36 | -- | -- | -- | -- | -- | NA |
| MANUFACTURING | | | | | | | | | | | | | |
| 3 | ABS Spinning Orissa Limited (Subsidiary of Sl. No.A-12). (Under liquidation) | Industries | April 1990 | -- | -- | 3.00 | 3.00 | -- | -- | 1.40 | 1.40 | 0.47:1 (0.47:1) | NA |
| 4 | Gajapati Steel Industries Limited (Company closed since 1969-70, under voluntary liquidation since 01 March 1974) | Micro, Small and Medium Enterprise | February 1959 | 0.04 | -- | -- | 0.04 | -- | -- | -- | -- | -- | NA |
| 5 | Hira Steel and Alloys Limited (Subsidiary of Sl. No.A-12). (Under liquidation.) | Industries | August 1974 | -- | -- | 0.12 | 0.12 | -- | -- | -- | -- | -- | NA |
| 6 | IPITRON Times Limited (Subsidiary of Sl.No.C-19. (Under liquidation since 1998) | Information and Technology | December 1981 | -- | -- | 0.81 | 0.81 | 1.68 | -- | -- | 1.68 | 2.07:1 (2.07:1) | NA |
| 7 | Kanti Sharma Refractories Limited (Subsidiary of Sl. No.A 11 (Closed since 5 December 1998) | Micro, Small and Medium Enterprise | January 1994 | -- | -- | 0.75 | 0.75 | -- | -- | -- | -- | -- | NA |
| 8 | Konark Detergent and Soaps Limited (Subsidiary of Sl.No.A-11 | Micro, Small and Medium Enterprise | August 1978 | -- | -- | 0.09 | 0.09 | -- | -- | -- | -- | -- | NA |
| 9 | Konark Television Limited (Defunct since 1999-2000) | Information and Technology | June 1982 | 6.07 | -- | -- | 6.07 | 2.01 | -- | -- | 2.01 | 0.33:1 (0.33:1) | NA |
| 10 | Manufacture Electro Limited (Under process of liquidation; assets are disposed of) | Micro, Small and Medium Enterprise | September 1959 | 0.01 | -- | -- | 0.01 | -- | -- | -- | -- | -- | NA |
| 11 | Mayurbhanj Textiles Limited | Textile and Handloom | 1943 | 0.04 | -- | -- | 0.04 | -- | -- | -- | -- | -- | NA |
| 12 | Modern Malleable Casting Company Limited (Closed since 1968. Under voluntary liquidation since 09 March 1976) | Micro, Small and Medium Enterprise | September 1960 | 0.04 | -- | -- | 0.04 | -- | -- | -- | -- | -- | NA |

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital ^s | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|--------------------------|---|------------------------------------|---------------------------------|------------------------------|--------------------|-------------|--------------|--|--------------------|-------------|--------------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| 13 | New Mayurbhanj Textiles Limited | Textile and Handloom | 1988 | 0.17 | -- | -- | 0.17 | -- | -- | -- | -- | -- | NA |
| 14 | Orissa Boat Builders Limited (under liquidation) | Micro, Small and Medium Enterprise | March 1958 | 0.04 | -- | 0.01 | 0.05 | -- | -- | -- | -- | -- | NA |
| 15 | Orissa Electrical Manufacturing Company Limited (Company closed since 1968. Under voluntary liquidation since 30 August 1976) | Micro, Small and Medium Enterprise | March 1958 | 0.04 | -- | 0.01 | 0.05 | -- | -- | -- | -- | -- | NA |
| 16 | Orissa Instruments Company Limited | Micro, Small and Medium Enterprise | March 1961 | 0.97 | -- | -- | 0.97 | -- | -- | -- | -- | -- | NA |
| 17 | Orissa Leather Industries Limited (Subsidiary of Sl.No.C-21) | Micro, Small and Medium Enterprise | July 1986 | -- | -- | 0.65 | 0.65 | 1.77 | -- | -- | 1.77 | 2.72:1 (2.72:1) | NA |
| 18 | Orissa Textile Mills Limited (Under liquidation since 2001) | Textile and Handloom | January 1946 | 21.04 | -- | 3.66 | 24.7 | 14.68 | -- | -- | 14.68 | 0.59:1 (0.59:1) | NA |
| 19 | Orissa State Electronics Development Corporation Limited (closed since 31 January 2006) | Information and Technology | September 1981 | 20.04 | -- | -- | 20.04 | -- | -- | 0.19 | 0.19 | 0.01:1 (0.01:1) | NA |
| 20 | Orissa State Handloom Development Corporation Limited (under liquidation) | Textile and Handloom | February 1977 | 3.63 | -- | 0.55 | 4.18 | 1.58 | -- | -- | 1.58 | 0.38:1 (0.38:1) | NA |
| 21 | Orissa State Leather Corporation Limited (closed since 18 June 1998) | Micro, Small and Medium Enterprise | April 1976 | 3.97 | -- | 0.28 | 4.25 | 0.37 | -- | -- | 0.37 | 0.09:1 (0.09:1) | NA |
| 22 | Orissa State Textile Corporation Limited | Textile and Handloom | September 1981 | 4.53 | -- | -- | 4.53 | 1.62 | -- | -- | 1.62 | 0.36:1 (0.36:1) | NA |
| 23 | Orissa Tools and Engineering Company Limited (619-B) | Micro, Small and Medium Enterprise | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | NA |
| 24 | Premier Bolts and Nuts Limited (Under liquidation; assets have been disposed of) | Micro, Small and Medium Enterprise | August 1959 | 0.01 | -- | 0.01 | 0.02 | -- | -- | -- | -- | -- | NA |
| Sector wise total | | | | 60.64 | -- | 9.94 | 70.58 | 23.71 | -- | 1.59 | 25.30 | 0.36:1 | NA |

| Sl. No. | Sector and Name of the Company | Name of the Department | Month and year of incorporation | Paid-up Capital [§] | | | | Loans* outstanding at the close of 2012-13 | | | | Debt equity ratio for 2012-13 (Previous year) | Man power (No. of employees) |
|----------------|--|----------------------------|---------------------------------|------------------------------|--------------------|---------------|----------------|--|--------------------|----------------|----------------|---|------------------------------|
| | | | | State Government | Central Government | Others | Total | State Government | Central Government | Others | Total | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 (a) | 6 (b) | 6 (c) | 6 (d) | 7 | 8 |
| | | | | | | | | | | | | (0.36:1) | |
| SERVICE | | | | | | | | | | | | | |
| 25 | ELCOSMOS Electronics Limited (Subsidiary of Sl. No. C-19) | Information and Technology | January 1987 | -- | -- | 1.58 | 1.58 | 2.00 | -- | -- | 2.00 | 1.27:1 (1.27:1) | NA |
| 26 | ELCO Communication and Systems Limited (Subsidiary of Sl.No.C-19 Under liquidation since 1998) | Information and Technology | March 1989 | -- | -- | 0.64 | 0.64 | 0.72 | -- | -- | 0.72 | 1.13:1 (1.13:1) | NA |
| 27 | ELMARC Limited (Subsidiary of Sl. No. C-19) | Information and Technology | January 1990 | -- | -- | 1.02 | 1.02 | 0.57 | -- | -- | 0.57 | 0.56:1 (0.56:1) | NA |
| 28 | Orissa State Commercial Transport Corporation Limited | Commerce and Transport | January 1964 | 2.34 | -- | 3.76 | 6.1 | 0.50 | -- | 8.05 | 8.55 | 1.40:1 (1.40:1) | NA |
| | Sector wise total | | | 2.34 | -- | 7.00 | 9.34 | 3.79 | -- | 8.05 | 11.84 | 1.27:1 (1.27:1) | NA |
| | Total C (All sector wise non-working Government companies) | | | 63.34 | -- | 16.94 | 80.28 | 27.50 | -- | 9.64 | 37.14 | 0.46:1 (0.46:1) | NA |
| | Grand Total (A + B + C) | | | 2209.43 | 89.43 | 469.49 | 2768.35 | 3879.06 | -- | 3824.10 | 7703.16 | 2.78:1 (2.88:1) | 21162 |

Above includes section 619-B companies at Sl. No. A- 16, 20, 23, 28, 29 & 31 and C-23

[§] Paid-up capital includes share application money.

* Loans outstanding at the close of 2012-13 represent long-term loans only.

NA- Not available.

Annexure 2

Summarised financial results of Government Companies and Statutory Corporations for the latest year for which accounts were finalised (Referred to in paragraphs 1.14 and 1.34)

(Figures in column 5 (a) to (11) are ₹ in crore)

| Sl. No. | Sector and Name of the Company | Period of Accounts | Year in which finalised | Net Profit (+)/ Loss (-) | | | | Turnover | Impact of Accounts Comments [#] | Paid up Capital | Accumulated Profit (+)/ Loss (-) | Capital employed [@] | Return on capital employed ^{\$} | Percentage of return on capital employed |
|--|---|--------------------|-------------------------|---|--------------|--------------|------------------|---------------|--|-----------------|----------------------------------|-------------------------------|--|--|
| | | | | Net Profit/ Loss before Interest and Depreciation | Interest | Depreciation | Net Profit/ Loss | | | | | | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| A. Working Government Companies | | | | | | | | | | | | | | |
| AGRICULTURE AND ALLIED | | | | | | | | | | | | | | |
| 1 | The Agricultural Promotion and Investment Corporation of Orissa Limited | 2010-11 | 2012-13 | 0.24 | | 0.03 | 0.21 | 0.66 | 0 | 1.1 | 0.14 | 1.35 | 0.21 | 15.56 |
| 2 | The Odisha Agro Industries Corporation Limited | 2011-12 | 2013-14 | 12.68 | 1.58 | 0.12 | 10.98 | 405.03 | -4.06 | 7.15 | -35.1 | -28.42 | 12.56 | |
| 3 | Odisha State Cashew Development Corporation Limited | 2011-12 | 2012-13 | 1.51 | 0 | 0.4 | 1.11 | 10.53 | 0 | 1.55 | 15.61 | 25.94 | 1.11 | 4.28 |
| 4 | Odisha Forest Development Corporation Limited | 2011-12 | 2012-13 | 11.08 | 1.03 | 0.48 | 9.57 | 103.24 | -0.40 | 1.28 | -149.56 | -144.95 | 10.6 | |
| | | 2012-13 | 2013-14 | 10.33 | 1.44 | 0.44 | 8.45 | 107.69 | | 5 | -145.05 | -108.53 | 9.89 | |
| 5 | Odisha Lift Irrigation Corporation Limited | 2010-11 | 2013-14 | 5.46 | | 5.21 | 0.25 | 33.01 | -6.35 | 74.73 | -1.73 | 146.21 | 0.25 | 0.17 |
| 6 | Odisha State Seeds Corporation Limited | 2010-11 | 2011-12 | 9.12 | 2.35 | 0.41 | 6.36 | 148.48 | 4.70 | 2.62 | 21.28 | 75.78 | 8.71 | 11.49 |
| 7 | Orissa Pisciculture Development Corporation Limited | 2009-10 | 2012-13 | 0.57 | 0 | 0.83 | -0.26 | 63.05 | 0.01 | 2.21 | -4.62 | 6.1 | -0.26 | |
| | | 2010-11 | 2013-14 | 1.72 | | 0.73 | 0.99 | 76.8 | | 2.21 | -3.63 | 7.34 | 0.99 | 13.49 |
| Sector wise total | | | | 41.06 | 5.37 | 7.34 | 28.35 | 782.2 | -5.71 | 94.36 | -148.48 | 119.67 | 33.72 | 28.18 |
| FINANCING | | | | | | | | | | | | | | |
| 8 | The Industrial Promotion and Investment Corporation of Odisha Limited | 2011-12 | 2012-13 | 2.62 | 0.00 | 0.06 | 2.56 | 4.24 | -3.95 | 83.14 | -14.34 | 190.35 | 2.56 | 1.34 |
| 9 | The Odisha Film Development Corporation Limited | 2011-12 | 2012-13 | -0.15 | 0.00 | 0.04 | -0.19 | 0.39 | 0.00 | 5.40 | 0.61 | 10.08 | -0.19 | |
| 10 | Orissa Rural Housing and Development Corporation Limited | 2007-08 | 2012-13 | 10.94 | 42.53 | 0.12 | -31.71 | 15.70 | -340.92 | 48.16 | -103.12 | 550.87 | 10.82 | 1.96 |
| 11 | The Odisha Small Industries Corporation Limited | 2010-11 | 2013-14 | 9.09 | 1.00 | 0.16 | 7.93 | 423.58 | -8.06 | 40.80 | -3.87 | 39.97 | 8.93 | 22.34 |
| Sector wise total | | | | 22.50 | 43.53 | 0.38 | -21.41 | 443.91 | -352.93 | 177.50 | -120.72 | 791.27 | 22.12 | 2.80 |

| Sl. No. | Sector and Name of the Company | Period of Accounts | Year in which finalised | Net Profit (+)/ Loss (-) | | | | Turnover | Impact of Accounts Comments [#] | Paid up Capital | Accumulated Profit (+)/ Loss (-) | Capital employed [@] | Return on capital employed ^{\$} | Percentage of return on capital employed |
|--------------------------|---|--------------------|-------------------------|---|--------------|--------------|------------------|----------------|--|-----------------|----------------------------------|-------------------------------|--|--|
| | | | | Net Profit/ Loss before Interest and Depreciation | Interest | Depreciation | Net Profit/ Loss | | | | | | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| INFRASTRUCTURE | | | | | | | | | | | | | | |
| 12 | The Industrial Development Corporation of Odisha Limited | 2011-12 | 2012-13 | 3.13 | 2.71 | 0.43 | -0.01 | 7.08 | -3.73 | 57.12 | 35.58 | -6.89 | 2.7 | |
| 13 | Odisha Construction Corporation Limited | 2010-11 | 2012-13 | 3.96 | 0.11 | 1.41 | 2.44 | 152.03 | -49.54 | 17.5 | 7.9 | 317.7 | 2.55 | 0.80 |
| 14 | Orissa Bridge and Construction Corporation Limited | 2010-11 | 2013-14 | 3.5 | 0 | 0.07 | 3.43 | 17.99 | -0.25 | 9.31 | -4.76 | 4.55 | 3.43 | 75.38 |
| 15 | The Odisha State Police Housing and Welfare Corporation Limited | 2011-12 | 2012-13 | 10.55 | 0 | 0.22 | 10.33 | 195.64 | 0.77 | 5.63 | 40.41 | 48.51 | 10.33 | 21.29 |
| Sector wise total | | | | 21.14 | 2.82 | 2.13 | 16.19 | 372.74 | -52.75 | 89.56 | 79.13 | 363.87 | 19.01 | 5.22 |
| MANUFACTURING | | | | | | | | | | | | | | |
| 16 | Baitarani West Coal Company Limited | 2011-12 | 2012-13 | 0.05 | 0 | 0.05 | | 0 | 0 | 30 | 0 | 30 | 0 | 0.00 |
| 17 | IDCOL Ferro Chrome & Alloys Limited (subsidiary of Sl.No.A-12) | 2011-12 | 2012-13 | 4.99 | 0.51 | 1.07 | 3.41 | 96.02 | 0 | 18.81 | 34.41 | 77.57 | 3.92 | 5.05 |
| 18 | IDCOL Kalinga Iron Works Limited | 2011-12 | 2012-13 | -21.06 | 1.31 | 5.17 | -27.54 | 97.64 | -39.00 | 120.1 | -115.57 | 20.9 | -26.23 | |
| 19 | Konark Jute Limited | 2010-11 | 2012-13 | -1.74 | 0.15 | 0.04 | -1.93 | 3.11 | 0 | 5.94 | -27.24 | -5.86 | -1.78 | |
| | | 2011-12 | 2013-14 | -1.72 | 0.15 | 0.04 | -1.91 | 3.26 | -0.25 | 5.94 | -29.14 | -11.54 | -1.76 | |
| 20 | The Mandakini – B Coal Corporation Limited | 2011-12 | 2012-13 | 0.02 | 0 | 0.02 | 0 | 0 | 0 | 8.31 | 0 | 6.63 | 0 | |
| 21 | The Odisha Mining Corporation Limited | 2012-13 | 2013-14 | 1408.58 | 12.98 | 12.14 | 1383.46 | 1658.15 | -351.04 | 31.45 | 3291.29 | 4563.37 | 1396.44 | 30.60 |
| 22 | Odisha State Beverage Corporation Limited | 2010-11 | 2013-14 | 72.4 | 0 | 0.08 | 72.32 | 106.11 | | 1 | 95.52 | 101.28 | 72.32 | 71.41 |
| 23 | Nuagaon Coal Company Limited | | | | | | | | | | | | | |
| Sector wise total | | | | 1463.26 | 14.95 | 18.57 | 1429.74 | 1961.18 | -390.29 | 215.61 | 3276.51 | 4788.21 | 1444.69 | 30.17 |
| POWER | | | | | | | | | | | | | | |
| 24 | GRIDCO Limited | 2011-12 | 2012-13 | -247.55 | 689.14 | 0.12 | -936.81 | 5316.88 | | 432.98 | -1772.45 | -2256.69 | -247.67 | |
| 25 | Odisha Hydro Power Corporation Limited | 2012-13 | 2013-14 | 190.06 | 7.04 | 124.1 | 58.92 | 353.12 | -48.03 | 320.8 | 562.62 | 2461.71 | 65.96 | 2.68 |
| 26 | Odisha Power Generation Corporation Limited | 2012-13 | 2013-14 | 265.5 | 0 | 15.26 | 250.24 | 539.44 | -76.05 | 490.22 | 656.97 | 1335.22 | 250.24 | 18.74 |

| Sl. No. | Sector and Name of the Company | Period of Accounts | Year in which finalised | Net Profit (+)/ Loss (-) | | | | Turnover | Impact of Accounts Comments [#] | Paid up Capital | Accumulated Profit (+)/ Loss (-) | Capital employed [@] | Return on capital employed ^{\$} | Percentage of return on capital employed |
|---|---|--------------------|-------------------------|---|---------------|---------------|------------------|-----------------|--|-----------------|----------------------------------|-------------------------------|--|--|
| | | | | Net Profit/ Loss before Interest and Depreciation | Interest | Depreciation | Net Profit/ Loss | | | | | | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 27 | Odisha Power Transmission Corporation Limited | 2011-12 | 2012-13 | 202.73 | 49.41 | 125.68 | 27.64 | 570.54 | -123.22 | 203.07 | -181.97 | 2069.1 | 77.05 | 3.72 |
| 28 | Odisha Thermal Power Corporation Limited | 2012-13 | 2013-14 | 0 | 0 | 0 | 0 | 0 | 0 | 23.89 | 0 | 16.55 | 0 | 0.00 |
| 29 | Kalinga Bidyut Prasaran Nigam Private Limited | 2012-13 | 2013-14 | 0 | 0 | 0 | 0 | 0 | -0.05 | 0.01 | 0 | 0.01 | 0 | 0.00 |
| Sector wise total | | | | 410.74 | 745.59 | 265.16 | -600.01 | 6779.98 | -247.35 | 1470.97 | -734.83 | 3625.9 | 145.58 | 4.02 |
| SERVICES | | | | | | | | | | | | | | |
| 30 | IDCOL Software Limited (Subsidiary of Sl. No.A- 12) | 2011-12 | 2012-13 | 0.47 | 0 | 0.02 | 0.45 | 7.2 | 0.01 | 1 | 0.08 | 0.95 | 0.45 | 47.37 |
| 31 | Lanjigarah Project Area Development Foundation | 2011-12 | 2012-13 | 0 | 0 | 0 | 0 | 0 | 0 | 0.05 | 0 | 44.36 | 0 | 0.00 |
| 32 | Odisha State Civil Supplies Corporation Limited | 2009-10 | 2012-13 | 157.03 | 156.43 | 0.6 | 0 | 810.64 | | 11.03 | 0 | 3313.27 | 156.43 | 4.72 |
| 33 | Odisha Tourism Development Corporation Limited | 2011-12 | 2012-13 | 4.63 | 0.01 | 0.85 | 3.77 | 20.95 | 5.61 | 9.62 | 2.61 | 12.54 | 3.78 | 30.14 |
| Sector wise total | | | | 162.13 | 156.44 | 1.47 | 4.22 | 838.79 | 5.62 | 21.7 | 2.69 | 3371.12 | 160.66 | 4.77 |
| MISCELLANEOUS | | | | | | | | | | | | | | |
| 34 | Kalinga Studios Limited (Subsidiary of Sl. No.A-9) | 2009-10 | 2012-13 | -0.02 | 0.03 | 0.02 | -0.07 | 0.07 | 0 | 1.75 | -2.95 | 0.22 | -0.1 | |
| | | 2010-11 | 2012-13 | -0.04 | 0.16 | 0.02 | -0.22 | 0.08 | 0 | 1.75 | -3.16 | 0.04 | -0.06 | |
| Sector wise total | | | | -0.04 | 0.16 | 0.02 | -0.22 | 0.08 | 0 | 1.75 | -3.16 | 0.04 | -0.06 | 0.00 |
| Total A (All sector wise working Government companies) | | | | 2120.79 | 968.86 | 295.07 | 856.86 | 11178.88 | -1043.41 | 2071.45 | 2351.14 | 13060.08 | 1825.72 | 13.98 |
| B. Working Statutory corporations | | | | | | | | | | | | | | |
| FINANCE | | | | | | | | | | | | | | |
| 1 | Odisha State Financial Corporation | 2012-13 | 2013-14 | 0.91 | 0 | 0.31 | 0.6 | 10.28 | -7.33 | 415.35 | -399.91 | 560.04 | 0.60 | 0.11 |
| Sector wise total | | | | 0.91 | 0.00 | 0.31 | 0.60 | 10.28 | -7.33 | 415.35 | -399.91 | 560.04 | 0.60 | 0.11 |
| SERVICES | | | | | | | | | | | | | | |
| 2 | Odisha State Road Transport Corporation | 2010-11 | 2012-13 | 17.3 | 1.11 | 4.98 | 11.21 | 56.71 | -5.03 | 151.44 | -205.11 | -26.4 | 12.32 | |
| Sector wise total | | | | 17.3 | 1.11 | 4.98 | 11.21 | 56.71 | -5.03 | 151.44 | -205.11 | -26.4 | 12.32 | |
| MISCELLANEOUS | | | | | | | | | | | | | | |
| 3 | Odisha State Warehousing corporation | 2011-12 | 2013-14 | 22.94 | 0 | 1.61 | 21.33 | 48.83 | -2.91 | 3.6 | 0.02 | 71.45 | 21.33 | 29.85 |
| Sector wise total | | | | 22.94 | 0 | 1.61 | 21.33 | 48.83 | -2.91 | 3.6 | 0.02 | 71.45 | 21.33 | 29.85 |
| Total B (All sector wise working | | | | 41.15 | 1.11 | 6.9 | 33.14 | 115.82 | -15.27 | 570.39 | -605 | 605.09 | 34.25 | 5.66 |

| Sl. No. | Sector and Name of the Company | Period of Accounts | Year in which finalised | Net Profit (+)/ Loss (-) | | | | Turnover | Impact of Accounts Comments [#] | Paid up Capital | Accumulated Profit (+)/ Loss (-) | Capital employed [@] | Return on capital employed ^{\$} | Percentage of return on capital employed |
|--|---|--------------------|-------------------------|---|---------------|---------------|------------------|-----------------|--|-----------------|----------------------------------|-------------------------------|--|--|
| | | | | Net Profit/ Loss before Interest and Depreciation | Interest | Depreciation | Net Profit/ Loss | | | | | | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Statutory corporations) | | | | | | | | | | | | | | |
| Grand Total (A + B) | | | | 2161.94 | 969.97 | 301.97 | 890.00 | 11294.70 | -1058.68 | 2641.84 | 1746.14 | 13665.17 | 1859.97 | 13.61 |
| C. Non-working Government companies | | | | | | | | | | | | | | |
| AGRICULTURE AND ALLIED | | | | | | | | | | | | | | |
| 1 | Eastern Aquatic Products Limited (under voluntary liquidation since 22 February 1978) | 1972-73 | 1975-76 | | | | | | | 0.01 | | | | |
| 2 | Orissa Fisheries Development Corporation Limited | 1982-83 | 1983-84 | -0.03 | 0.01 | | -0.04 | | | 0.35 | | 0.2 | -0.03 | |
| Sector wise total | | | | -0.03 | 0.01 | 0 | -0.04 | 0 | 0 | 0.36 | 0 | 0.2 | -0.03 | 0 |
| MANUFACTURING | | | | | | | | | | | | | | |
| 3 | ABS Spinning Orissa Limited (Subsidiary of Sl. No.A-12). (Under liquidation) | 2006-07 | 2010-11 | 12.57 | 0.24 | 0.09 | 12.24 | | | 3 | -48.89 | -7.69 | 12.48 | |
| 4 | Gajapati Steel Industries Limited (Company closed since 1969-70, under voluntary liquidation since 01 March 1974) | 1968-69 | 1974-75 | 0 | | | | | | 0.04 | | 0.02 | 0 | |
| 5 | Hira Steel and Alloys Limited (Subsidiary of Sl. No.A-12). (Under liquidation.) | 1975-76 | 1976-77 | 0 | | | | | | 0.12 | | 0.27 | 0 | |
| 6 | IPITRON Times Limited (Subsidiary of Sl.No.C-19). (Under liquidation since 1998) | 1997-98 | 2005-06 | -0.92 | | | -0.92 | | | 0.81 | -9.47 | -2.07 | -0.92 | |
| 7 | Kanti Sharma Refractories Limited (Subsidiary of Sl. No.A 11). (Closed since 5 December 1998) | 1996-97 | 2008-09 | -0.5 | 0.28 | 0.03 | -0.81 | | | 0.75 | -1.26 | 1.92 | -0.53 | |
| 8 | Konark Detergent and Soaps Limited (Subsidiary of Sl.No.A-11) | 1981-82 | 1996-97 | 0 | | | | | | 0.06 | | 0.05 | 0 | |
| 9 | Konark Television Limited | 1991-92 | 1998-99 | 0.46 | 1.31 | 0.1 | -0.95 | 14.05 | | 1.2 | -6.04 | 6 | 0.36 | 6 |

| Sl. No. | Sector and Name of the Company | Period of Accounts | Year in which finalised | Net Profit (+)/ Loss (-) | | | | Turnover | Impact of Accounts Comments [#] | Paid up Capital | Accumulated Profit (+)/ Loss (-) | Capital employed [@] | Return on capital employed ^{\$} | Percentage of return on capital employed |
|---------|---|--------------------|-------------------------|---|----------|--------------|------------------|----------|--|-----------------|----------------------------------|-------------------------------|--|--|
| | | | | Net Profit/ Loss before Interest and Depreciation | Interest | Depreciation | Net Profit/ Loss | | | | | | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| | (Defunct since 1999-2000) | | | | | | | | | | | | | |
| 10 | Manufacture Electro Limited (Under process of liquidation; assets are disposed of) | 1965-66 | 1982-83 | 0 | | | | | | 0.01 | | 0 | 0 | |
| 11 | Mayurbhanj Textiles Limited | 1970-71 | 1976-77 | 0 | | | | | | 0.04 | 0 | 0 | 0 | |
| 12 | Modern Malleable Casting Company Limited (Closed since 1968. Under voluntary liquidation since 09 March 1976) | 1972-73 | 1975-76 | 0 | | | | | | 0.04 | 0 | 0.03 | 0 | |
| 13 | New Mayurbhanj Textiles Limited | 1981-82 | 2003-04 | 0.03 | | | 0.03 | | | 0.02 | 0.03 | 0.05 | 0.03 | 60 |
| 14 | Orissa Boat Builders Limited (under liquidation) | 1970-71 | 1997-98 | 0 | | | | | | 0.05 | 0 | 0.01 | 0 | |
| 15 | Orissa Electrical Manufacturing Company Limited | 1966-67 | 1973-74 | 0 | | | | | | 0.05 | 0 | 0.05 | 0 | |
| 16 | Orissa Instruments Company Limited | 1987-88 | 2000-01 | -0.04 | 0.02 | | -0.06 | 0 | 0 | 0.09 | 0 | 0.36 | -0.04 | |
| 17 | Orissa Leather Industries Limited (Subsidiary of Sl.No.C-21) | 1991-92 | 1995-96 | 0 | | | | | 0 | 0.65 | 0 | 1.92 | 0 | |
| 18 | Orissa Textile Mills Limited (Under liquidation since 2001) | 1997-98 | 1998-99 | -7.66 | 2.58 | | -10.24 | | | 24.7 | -53.41 | 5.17 | -7.66 | |
| 19 | Orissa State Electronics Development Corporation Limited | 2004-05 | 2008-09 | -0.24 | | 0.02 | -0.26 | | - | 20.04 | -2.8 | 0 | -0.26 | |
| 20 | Orissa State Handloom Development Corporation Limited (under liquidation) | 2003-04 | 2011-12 | -0.35 | 0.23 | 0.01 | -0.59 | 0.03 | 0 | 3.53 | -20.77 | -5.6 | -0.36 | |
| 21 | Orissa State Leather Corporation Limited (closed since 18 June 1998) | 1988-89 | 2004-05 | -0.17 | 0.06 | | -0.23 | | | 1.85 | -2.46 | 1.71 | -0.17 | |
| 22 | Orissa State Textile Corporation Limited | 1993-94 | 2003-04 | -1.73 | 1.3 | 0.07 | -3.1 | 3.52 | | 2.62 | -15.95 | -5.45 | -1.8 | |
| 23 | Orissa Tools and | 1982-83 | | 0 | | | | | | 0.44 | -0.43 | 0 | 0 | |

| Sl. No. | Sector and Name of the Company | Period of Accounts | Year in which finalised | Net Profit (+)/ Loss (-) | | | | Turnover | Impact of Accounts Comments [#] | Paid up Capital | Accumulated Profit (+)/ Loss (-) | Capital employed [@] | Return on capital employed [§] | Percentage of return on capital employed |
|--|--|--------------------|-------------------------|---|---------------|---------------|------------------|-----------------|--|-----------------|----------------------------------|-------------------------------|---|--|
| | | | | Net Profit/ Loss before Interest and Depreciation | Interest | Depreciation | Net Profit/ Loss | | | | | | | |
| 1 | 2 | 3 | 4 | 5 (a) | 5 (b) | 5 (c) | 5 (d) | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| | Engineering Company Limited (619-B) | | | | | | | | | | | | | |
| 24 | Premier Bolts and Nuts Limited (Under liquidation; assets have been disposed of) | 1966 | 1973-74 | 0 | | | | | | 0.02 | 0 | 0 | 0 | |
| Sector wise total | | | | 1.45 | 6.02 | 0.32 | -4.89 | 17.6 | 0 | 60.13 | -161.45 | -3.25 | 1.13 | |
| SERVICES | | | | | | | | | | | | | | |
| 25 | ELCOSMOS Electronics Limited (Subsidiary of Sl. No. C-19) | 1997-98 | 2005-06 | -0.24 | | 0.26 | -0.5 | | | 1.58 | -6.87 | 1.76 | -0.5 | |
| 26 | ELCO Communication and Systems Limited (Subsidiary of Sl.No.C-19 Under liquidation since 1998) | 1997-98 | 2005-06 | 0 | | | | | | 0.64 | | -1.46 | 0 | |
| 27 | ELMARC Limited (Subsidiary of Sl. No. C-19) | 2000-01 | 2006-07 | -0.05 | | 0.02 | -0.07 | 0.77 | | 1.02 | -2.25 | -0.56 | -0.07 | |
| 28 | Orissa State Commercial Transport Corporation Limited | 1997-98 | 2008-09 | -0.73 | 0.32 | 0.02 | -1.07 | 0.39 | | 2.34 | -14.21 | -4.1 | -0.75 | |
| Sector wise total | | | | -1.02 | 0.32 | 0.3 | -1.64 | 1.16 | 0 | 5.58 | -23.33 | -4.36 | -1.32 | |
| Total C (All sector wise non-working Government Co. | | | | 0.4 | 6.35 | 0.62 | -6.57 | 18.76 | 0 | 66.07 | -184.78 | -7.41 | -0.22 | -- |
| Grand Total (A + B + C) | | | | 2162.34 | 976.32 | 302.59 | 883.43 | 11313.46 | -1058.68 | 2707.91 | 1561.36 | 13657.76 | 1859.75 | 13.62 |

[#] Impact of accounts comments include the net impact of comments of Statutory Auditors and the CAG and is denoted by (+) increase in profit/ decrease in losses, (-) decrease in profit/ increase in losses.

[@] Capital employed represents net fixed assets (including capital works-in-progress) plus working capital except in case of finance companies/ corporations where the capital employed is worked out as a mean of aggregate of the opening and closing balances of paid up capital, free reserves, bonds, deposits and borrowings (including refinance).

[§] Return on capital employed has been worked out by adding profit and interest charged to profit and loss account.

Annexure 3

Statement showing grants and subsidy received/receivable, guarantees received, waiver of dues, loans written off and loans converted into equity during the year and guarantee commitment at the end of March 2013

(Referred to in paragraph 1.9)

(Figures in column 3 (a) to 6 (d) are ₹ in crore)

| Sl. No. | Sector and Name of the Company | Equity / Loans received out of budget during the year | | Grants and Subsidy received during the year | | | | Guarantees received during the year and commitment at the end of the year@ | | Waiver of dues during the year | | | |
|-------------------------------|---|---|------------|---|------------------|--------------|--------------|--|------------|--------------------------------|------------------------------|----------------------------------|-------------|
| | | Equity | Loans | Central Government | State Government | Others | Total | Received | Commitment | Loans repayment/written off | Loans converted in to equity | Interest / Penal interest waived | Total |
| (1) | (2) | 3(a) | 3(b) | 4(a) | 4(b) | 4(c) | 4(d) | 5(a) | 5(b) | 6(a) | 6(b) | 6(c) | 6(d) |
| A. | Working Government Companies | | | | | | | | | | | | |
| AGRICULTURE AND ALLIED | | | | | | | | | | | | | |
| 1 | The Agricultural Promotion and Investment Corporation of Orissa Limited | -- | -- | -- | 0.55# | -- | 0.55# | -- | -- | -- | -- | -- | -- |
| 2 | Odisha State Cashew Development Corporation Limited | -- | -- | -- | 1.47# | -- | 1.47# | -- | -- | -- | -- | -- | -- |
| 3 | Odisha Lift Irrigation Corporation Limited | -- | -- | -- | 37.00 | -- | 37.00 | -- | -- | 0.08 | -- | -- | 0.08 |
| 4 | Odisha State Seeds Corporation Limited. | -- | -- | 21.17 | 35.61 | -- | 56.78 | -- | -- | -- | -- | -- | -- |
| 5 | Odisha forest development corporation limited | 3.72 | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | Sector wise total | 3.72 | --- | 21.17 | 72.61 | 2.02# | 93.78 | 2.02# | --- | 0.08 | --- | --- | 0.08 |
| FINANCING | | | | | | | | | | | | | |
| 6 | The Industrial Promotion and Investment Corporation of Odisha Limited | -- | -- | -- | 0.50# | -- | 0.50# | -- | -- | -- | -- | -- | -- |
| 7 | Orissa Rural Housing and Development Corporation Limited | -- | -- | -- | -- | -- | -- | -- | -- | 2.20 | -- | -- | 2.20 |
| | Sector wise total | --- | --- | --- | 0.50# | --- | 0.50# | --- | --- | 2.20 | --- | --- | 2.20 |

| Sl. No. | Sector and Name of the Company | Equity / Loans received out of budget during the year | | Grants and Subsidy received during the year | | | | Guarantees received during the year and commitment at the end of the year@ | | Waiver of dues during the year | | | |
|---|---|---|-------|---|------------------|-------------|----------------|--|----------------|--------------------------------|------------------------------|----------------------------------|-------------|
| | | Equity | Loans | Central Government | State Government | Others | Total | Received | Commitment | Loans repayment/written off | Loans converted in to equity | Interest / Penal interest waived | Total |
| (1) | (2) | 3(a) | 3(b) | 4(a) | 4(b) | 4(c) | 4(d) | 5(a) | 5(b) | 6(a) | 6(b) | 6(c) | 6(d) |
| POWER | | | | | | | | | | | | | |
| 8 | GRIDCO Limited | -- | -- | -- | -- | -- | -- | -- | 2226.15 | -- | -- | -- | -- |
| 9 | Odisha Power Transmission Corporation Limited | 50.00 | -- | -- | -- | -- | -- | -- | 48.00 | -- | -- | -- | -- |
| | Sector wise total | 50.00 | | | | | | | 2274.15 | -- | -- | -- | -- |
| SERVICE | | | | | | | | | | | | | |
| 10 | Odisha State Civil Supplies Corporation Limited | -- | -- | 3030.36 | 1182.66 | -- | 4213.02 | -- | -- | -- | -- | -- | -- |
| | Sector wise total | -- | -- | 3030.36 | 1182.66 | | 4213.02 | -- | -- | -- | -- | -- | -- |
| Total A (All sector wise working Government companies) | | 53.72 | | 3051.53 | 1255.27 | | 4306.8 | | 2274.15 | 2.28 | -- | -- | 2.28 |
| B. Working Statutory Corporations | | | | | | | | | | | | | |
| FINANCING | | | | | | | | | | | | | |
| 1 | Odisha State Financial Corporation | | | -- | 0.48 | 0.20 | 0.68 | -- | -- | -- | -- | -- | -- |
| | Sector wise total | | | | 0.48 | 0.20 | 0.68 | -- | -- | -- | -- | -- | -- |
| SERVICE | | | | | | | | | | | | | |
| 2 | Odisha State Road Transport Corporation | 8.00 | -- | -- | 1.60 | -- | 1.60 | -- | -- | -- | -- | -- | -- |
| | Sector wise total | 8.00 | | | 1.60 | | 1.60 | -- | -- | -- | -- | -- | -- |
| | Sector wise total | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Total B (All sector wise working Statutory Corporations) | | 8.00 | -- | -- | 2.08 | 0.20 | 2.28 | -- | -- | -- | -- | -- | -- |
| Grand Total (A+B) | | 61.72 | | 3051.53 | 1257.35 | 0.20 | 4309.08 | | 2274.15 | 2.28 | -- | -- | 2.28 |

| Sl. No. | Sector and Name of the Company | Equity / Loans received out of budget during the year | | Grants and Subsidy received during the year | | | | Guarantees received during the year and commitment at the end of the year@ | | Waiver of dues during the year | | | |
|---|--|---|-------|---|---|-------------|---|--|----------------|--------------------------------|------------------------------|----------------------------------|-------------|
| | | Equity | Loans | Central Government | State Government | Others | Total | Received | Commitment | Loans repayment/written off | Loans converted in to equity | Interest / Penal interest waived | Total |
| (1) | (2) | 3(a) | 3(b) | 4(a) | 4(b) | 4(c) | 4(d) | 5(a) | 5(b) | 6(a) | 6(b) | 6(c) | 6(d) |
| C. Non-working Government companies | | | | | | | | | | | | | |
| MANUFACTURING | | | | | | | | | | | | | |
| 1 | Orissa State Handloom Development Corporation Limited | -- | -- | -- | 0.07 [#] | -- | | -- | -- | -- | -- | -- | -- |
| 2 | Orissa State Textile Corporation Limited | -- | -- | -- | 0.08 [#] | -- | --- | ---- | -- | -- | -- | -- | -- |
| 3 | Orissa State Electronics Development Corporation Limited | --- | --- | ---- | 0.07 [#] | --- | --- | --- | ---- | ---- | ---- | --- | --- |
| Sector wise total | | | | | 0.22[#] | | | | | | -- | -- | -- |
| Total C (All sector wise Non-working Government companies) | | | | | | | | | | | -- | -- | -- |
| Total (A + B+C) | | 61.72 | | 3051.53 | 1257.35 2.76[#] | 0.20 | 4309.08 2.54[#] | | 2274.15 | 2.28 | -- | -- | 2.28 |

@ Figures indicate total guarantees outstanding at the end of the year.

Grants received during 2012-13 and in case of non-working companies this was towards establishment expenditure, salary, etc.

Annexure 4

**Statement showing investment made by State Government in PSUs, whose accounts are in arrears
(Referred to in paragraph 1.23)**

(Amount: ₹ in crore)

| Sl. No. | Name of PSU | Year upto which Accounts finalised | Arrear of accounts in term of years | Paid up capital as per latest finalised accounts (₹ in crore) | Arrear years in which investment received | Investment made by State Government during the years for which accounts are in arrear | | | |
|----------------|---|------------------------------------|-------------------------------------|---|---|---|----------------|-----------------------------|----------------|
| | | | | | | Equity | Loans | Grants/ Subsidy | Others |
| A. | Working Companies | | | | | | | | |
| 1 | Odisha State Civil Supplies Corporation Limited | 2009-10 | 3 years | 11.03 | 2010-11 2011-12 2012-13 | -- -- -- | -- -- -- | 924.45 971.15 1182.66 | -- -- -- |
| 2 | Odisha State Seeds Corporation Limited | 2010-11 | 2 years | 2.62 | 2011-12 2012-13 | -- -- | -- -- | 6.64 35.61 | -- -- |
| 3 | Odisha State Cashew Development Corporation Limited | 2011-12 | 1 Year | 1.55 | 2012-13 | -- | -- | 1.47 | -- |
| 4 | Odisha Lift Irrigation Corporation Limited | 2010-11 | 2 years | 74.73 | 2011-12 2012-13 | -- -- | -- -- | 30.00 37.00 | -- -- |
| 5 | The Agricultural Promotion and Investment Corporation of Orissa Limited | 2010-11 | 2 years | 1.10 | 2011-12 2012-13 | -- -- | -- -- | 0.50 0.55 | -- -- |
| 6 | Odisha Power Transmission Corporation Limited | 2011-12 | 1 year | 203.07 | 2012-13 | 50.00 | -- | -- | -- |
| 7 | The Industrial Promotion and Investment Corporation of Odisha Limited | 2011-12 | 1 year | 83.14 | 2012-13 | - | - | 0.50 | -- |
| Total A | | | | 377.31 | | 50.00 | | 1257.79 | -- |

| Sl. No. | Name of PSU | Year upto which Accounts finalised | Arrear of accounts in term of years | Paid up capital as per latest finalised accounts (₹ in crore) | Arrear years in which investment received | Investment made by State Government during the years for which accounts are in arrear | | | |
|----------------------------|--|------------------------------------|-------------------------------------|---|--|---|----------------------------------|--|----------------------------------|
| | | | | | | Equity | Loans | Grants/ Subsidy | Others |
| B. | Working Statutory Corporation | | | | | | | | |
| 1 | Odisha State Road Transport Corporation | 2010-11 | 2 years | 151.44 | 2011-12 2012-13 | -- 8.00 | -- -- | 1.60 1.60 | -- -- |
| Total B | | | | 151.44 | | 8.00 | -- | 1.60 | -- |
| Total A+B | | | | 528.75 | | 58.00 | | 1259.39 | -- |
| C. | Non-working Government companies | | | | | | | | |
| 1 | Orissa State Handloom Development Corporation Limited | 2003-04 | 9 years | 3.53 | 2011-12 2012-13 | -- -- | -- -- | 0.05 0.07 | -- -- |
| 2 | Orissa State Textiles Corporation Limited | 1993-94 | 18 years | 2.62 | 2007-08 2008-09 2009-10 2010-11 2011-12 2012-13 | -- -- -- -- -- -- | -- -- -- -- -- -- | 0.05 0.05 0.06 0.05 0.05 0.08 | -- -- -- -- -- -- |
| 3 | Odisha State Electronics Development Corporation Limited | 2004-05 | 8 years | 20.03 | 2012-13 | -- | -- | 0.07 | -- |
| Total C | | | | 26.18 | | -- | -- | 0.22 | -- |
| Grand Total (A+B+C) | | | | 554.93 | | 58.00 | | 1259.61 | -- |

Annexure 5

Statement showing financial position of Statutory Corporations

(Referred to in paragraph 1.14)

(Amount: ₹ in crore)

| 1. Odisha State Financial Corporation | | | |
|---|-----------------|-----------------|-----------------|
| Particulars | 2010-11 | 2011-12 | 2012-13 |
| A. Liabilities | | | |
| Paid-up capital | 413.48 | 415.35 | 415.35 |
| Reserve fund and other reserves and surplus | 23.91 | 24.02 | 24.14 |
| Borrowings: | | -- | -- |
| (i) Bonds and debentures | -- | -- | -- |
| (ii) Fixed Deposits | -- | -- | -- |
| (iii) Industrial Development Bank of India and Small Industries Development Bank of India | 136.85 | 125.61 | 115.61 |
| (iv) Reserve Bank of India | -- | | - |
| (v) Loans from State Government | -- | | - |
| (vi) Loans in lieu of share capital: | | | - |
| (a) State Government | -- | | - |
| (b) Industrial Development Bank of India | -- | | - |
| (vii) Others (subvention from State Government) | -- | | - |
| (viii) Other liabilities and provisions | 305.11 | 294.14 | 286.37 |
| Total (A) | 879.35 | 859.12 | 841.47 |
| B. Assets | | | |
| Cash and Bank balance | 23.64 | 25.47 | 23.98 |
| Investments | -- | | |
| Loans and Advances | 326.15 | 301.71 | 287.53 |
| Net fixed assets | 22.00 | 22.56 | 22.27 |
| Other assets | 106.81 | 108.99 | 107.78 |
| Miscellaneous expenditure (Loss) | 400.75 | 400.39 | 399.91 |
| Total (B) | 879.35 | 859.12 | 841.47 |
| C. Capital employed* | 573.09 | 569.61 | 560.04 |
| 2. Odisha State Road Transport Corporation | | | |
| Particulars | 2008-09 | 2009-10 | 2010-11 |
| A. Liability | | | |
| Capital (including loan capital and equity capital) | 151.44 | 151.44 | 151.44 |
| Borrowings from Government | 23.55 | 23.55 | 23.55 |
| Borrowings from Others | 1.30 | 1.30 | 1.30 |
| Funds [®] | 8.53 | 8.47 | 2.42 |
| Trade dues and other current liabilities (including provisions) | 110.50 | 109.35 | 128.31 |
| Total (A) | 295.32 | 294.11 | 307.02 |
| B. Assets | | | |
| Gross Block | 55.99 | 57.50 | 66.30 |
| Less : Depreciation | 25.79 | 29.30 | 30.18 |
| Net fixed assets | 30.20 | 28.20 | 36.12 |
| Investment | -- | | |
| Particulars | 2008-09 | 2009-10 | 2010-11 |
| Current assets, loans and advances | 42.67 | 49.59 | 65.79 |
| Accumulated losses | 222.45 | 216.32 | 205.11 |
| Total (B) | 295.32 | 294.11 | 307.02 |
| C. Capital employed[#] | (-)37.64 | (-)31.56 | (-)26.40 |

| 3. Odisha State Warehousing Corporation | | | |
|---|----------------|----------------|----------------|
| Particulars | 2009-10 | 2010-11 | 2011-12 |
| A. Liability | | | |
| Paid-up capital | 3.60 | 3.60 | 3.60 |
| Reserves and surplus | 48.67 | 54.28 | 67.85 |
| Borrowings | 5.05 | -- | -- |
| Trade dues and other current liabilities (including provisions) | 31.86 | 43.47 | 73.15 |
| Total (A) | 89.18 | 101.35 | 144.60 |
| B. Assets | | | |
| Gross Block | 40.21 | 35.82 | 49.98 |
| Less : Depreciation | 12.34 | 13.37 | 14.98 |
| Net fixed assets | 27.87 | 22.45 | 35.00 |
| Capital works-in-progress | 0.02 | 0.02 | 10.73 |
| Current assets, loans and advances | 61.29 | 78.88 | 98.87 |
| Total (B) | 89.18 | 101.35 | 144.60 |
| C. Capital employed | 57.32 | 57.88 | 71.45 |

* Capital employed represents the mean of the aggregate of opening and closing balances of paid-up capital, free reserves, loans in lieu of capital, seed money, debentures (other than those which have been funded specially and backed by investment outside), bonds, deposits and borrowings (including refinance).

@ Excluding depreciation funds.

Capital employed represents net fixed assets (including capital works-in-progress) plus working capital

Annexure 6
Statement showing working results of Statutory Corporations
(Referred to in paragraph 1.14)

| 1. Odisha State Financial Corporation | | (Amount : ₹ in crore) | | |
|---|--------------|-----------------------|--------------|--|
| Particulars | 2010-11 | 2011-12 | 2012-13 | |
| 1. Income | | | | |
| (a) Interest on Loans | 15.40 | 13.42 | 10.28 | |
| (b) Other Income | 10.07 | 12.61 | 9.54 | |
| Total – 1 | 25.47 | 26.03 | 19.82 | |
| 2. Expenses | | | | |
| (a) Interest on long-term and short-term loans | 9.65 | 8.67 | - | |
| (b) Provision for non-performing assets | -- | - | 4.48 | |
| (c) Other expenses | 14.69 | 15.88 | 14.65 | |
| Total – 2 | 24.34 | 24.55 | 19.13 | |
| 3. Profit before tax (1-2) | 1.13 | 1.48 | 0.69 | |
| 4. Prior period adjustment (Income) | 0.53 | 0.96 | 0.09 | |
| 5. Provision for tax | -- | - | - | |
| 6. Profit/ Loss (-) after tax | 0.60 | 0.52 | 0.60 | |
| 7. Other appropriations | 0.12 | 0.11 | 0.12 | |
| 8. Amount available for dividend | 0.48 | 0.41 | 0.48 | |
| 9. Dividend | -- | - | - | |
| 10. Total return on Capital employed* | 10.26 | 9.19 | 0.60 | |
| 11. Percentage of return on Capital employed | 1.79 | 1.61 | 0.11 | |
| 2. Odisha State Road Transport Corporation | | | | |
| Particulars | 2008-09 | 2009-10 | 2010-11 | |
| Operating | | | | |
| a) Revenue | 51.02 | 54.39 | 56.71 | |
| b) Expenditure | 48.03 | 51.58 | 58.05 | |
| c) Surplus / Deficit (-) | 2.99 | 2.81 | (-) 1.34 | |
| Non-operating | | | | |
| a) Revenue | 5.23 | 6.26 | 8.32 | |
| b) Expenditure | 1.66 | 1.62 | 1.68 | |
| c) Surplus / Deficit (-) | 3.57 | 4.64 | 6.64 | |
| Total | | | | |
| a) Revenue | 56.25 | 60.65 | 65.03 | |
| b) Expenditure | 49.69 | 53.20 | 59.73 | |
| c) Surplus / Deficit (-) | 6.56 | 7.45 | 5.30 | |

* Total return on capital employed represents net surplus/deficit plus total interest charged to profit and loss account (less interest capitalised)

| Particulars | 2008-09 | 2009-10 | 2010-11 |
|---|--------------|--------------|--------------|
| d) Prior period adjustment (Income) | -0.99 | 4.71 | 5.91 |
| e) Surplus / Deficit after Prior period adjustment | 5.57 | 12.16 | 11.21 |
| Interest on capital and loans | 1.11 | 1.11 | 1.11 |
| Total return on Capital employed* | 6.68 | 13.27 | 12.32 |
| Percentage of return on Capital employed | -- | -- | -- |
| 3. Odisha State Warehousing Corporation (Amount: ₹ in crore) | | | |
| Particulars | 2009-10 | 2010-11 | 2011-12 |
| 1. Income | | | |
| (a) Warehousing Charges | 36.71 | 37.15 | 48.84 |
| (b) Other income | 1.46 | 1.40 | 0.90 |
| Total - 1 | 38.17 | 38.55 | 49.74 |
| 2. Expenses | | | |
| (a) Establishment charges | 6.94 | 13.22 | 10.82 |
| (b) Other expenses | 18.92 | 16.38 | 17.89 |
| Total - 2 | 25.86 | 29.60 | 28.71 |
| 3. Profit / Loss (-) before tax | 12.31 | 8.95 | 21.03 |
| 4. Prior period adjustment Income / (Expenditure) | (1.88) | (0.14) | 0.30 |
| 5. Provision for tax | 4.18 | 1.77 | 7.04 |
| 6. Profit / Loss (-) after tax | 6.25 | 7.04 | 14.29 |
| 7. Other appropriations | 5.90 | 5.60- | 13.58 |
| 8. Amount available for dividend | | | |
| 9. Dividend for the year | | | |
| 10. Interest on capital and loans | | | |
| 11. Total return on Capital employed* | 10.43 | 8.81 | 21.33 |
| 12. Percentage of return on Capital employed | 18.19 | 15.22 | 29.85 |

* Total return on capital employed represents net profit (including prior period adjustment) before tax plus total interest charged to profit and loss account (less interest capitalised).

Annexure 7

**Statement showing Financial Position and Working Results of GRIDCO Limited
(Referred to in paragraph 2.1.8)**

*Financial Position**(₹ in crore)*

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|----------------|----------------|-------------------|--------------------|--------------------|
| Liabilities | | | | | |
| Paid up capital | 432.98 | 432.98 | 432.98 | 432.98 | 576.71 |
| Loan Funds | 2025.43 | 3123.75 | 4530.18 | 4908.80 | 4505.22 |
| Trade and other liabilities | 1086.91 | 1623.67 | 1492.49 | 2334.99 | 3241.00 |
| Total | 3545.32 | 5180.40 | 6455.65 | 7676.77 | 8322.93 |
| Assets | | | | | |
| Gross Block | 0.59 | 0.62 | 0.64 | 1.36 | 1.40 |
| Less: Depreciation | 0.05 | 0.13 | 0.21 | 0.33 | 0.52 |
| Net Fixed Assets | 0.54 | 0.49 | 0.43 | 1.03 | 0.88 |
| Investments | 512.52 | 510.22 | 510.22 | 331.44 | 292.22 |
| Current Assets, Loans and Advances | 2930.89 | 4421.91 | 5109.36 | 5571.85 | 6289.17 |
| Misc. expenditure not written off including profit and loss account | 101.37 | 247.78 | 835.64 | 1772.45 | 1740.66 |
| Total | 3545.32 | 5180.40 | 6455.65 | 7676.77 | 8322.93 |
| Capital Employed | 2458.41 | 3556.73 | 4963.16 | 5341.78 | 5081.93 |
| Net Worth | 331.61 | 185.20 | (-) 402.66 | (-) 1339.47 | (-) 1163.95 |

*Working results**(₹ in crore)*

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------------------|-----------------|-----------------|-----------------|----------------|
| Income | | | | | |
| Revenue from sale of power | 2766.83 | 2763.24 | 4208.34 | 5246.87 | 6424.17 |
| Regulatory asset | - | 1414.31 | - | - | - |
| Other income | 59.12 | 71.00 | 55.68 | 89.92 | 342.10 |
| Total | 2825.95 | 4248.55 | 4264.02 | 5336.79 | 6766.27 |
| Expenditure | | | | | |
| Purchase of power | 2929.76 | 4000.88 | 4371.54 | 5033.71 | 5436.30 |
| Wheeling charges | 97.38 | 126.44 | 151.17 | 179.28 | 263.58 |
| Administrative and other expenses | 6.26 | 6.19 | 6.53 | 181.52 | 334.09 |
| Total | 3033.40 | 4133.51 | 4529.24 | 5394.51 | 6033.97 |
| Profit/(Loss) before interest & finance charges | (207.45) | 115.04 | (265.22) | (57.72) | 732.30 |
| Less: Interest and finance charges | (203.72) | (264.78) | (365.74) | (739.21) | (584.12) |
| Net prior period income/(expenditure) | 509.33 [§] | 3.21 | 43.10 | (139.88) | (106.25) |
| Profit/(loss) before tax | 98.16 | (146.53) | (587.86) | (936.81) | 41.93 |
| Tax paid | (0.03) | - | - | - | 10.14 |
| Net Profit/Loss for the year | 98.13 | (146.53) | (587.86) | (936.81) | 31.79 |

[§] Provision written back ₹ 615.03 crore which was created towards power trading in terms of the order of ATE and overruled by the Hon'ble Supreme Court.

Annexure 8

Statement showing the Budget Estimate (BE) vis-à-vis Actual for 2008-09 to 2012-13

(Referred to in paragraph 2.1.10)

| Particulars | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | | |
|--|----------------|----------------|------------|----------------|----------------|---------------|----------------|----------------|------------|----------------|----------------|------------|----------------|----------------|--|--|
| | BE | Actual | Deviat-ion | BE | Actual | Deviat-ion | BE | Actual | Deviat-ion | BE | Actual | Deviat-ion | BE | Actual | | |
| Revenue from sale of power | 2152.23 | 2471.66 | 319.43 | 2312.11 | 2368.12 | 56.01 | 3431.19 | 3889.67 | 458.48 | 5206.88 | 4900.38 | -306.5 | 6407.67 | 6560.42 | | |
| Revenue through Exchange | | | | | | | | | | | 15.82 | 15.82 | | | | |
| Revenue from sale of surplus power (UI/Trading) | 533.68 | 248.34 | -285.34 | 0 | 85.78 | 85.78 | 0 | 314.79 | 314.79 | 0 | 177.76 | 177.76 | | | | |
| Revenue from sale of surplus power including CGP | 3.8 | 50.43 | 46.63 | 3.3 | 129.96 | 126.66 | 5.1 | 88.54 | 83.44 | 64 | 152.9 | 88.9 | | | | |
| Withdrawal of trading provision | 0 | 615.03 | 615.03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Other Income | 65 | 58.03 | -6.97 | 47.91 | 58.02 | 10.11 | 5.1 | 74.28 | 69.18 | 0 | 19.91 | 19.91 | | | | |
| Rebate and Misc Revenue | | | | | | | | | | | 70.01 | 70.01 | | | | |
| Less revenue amortized towards revenue gap | | | | | | | | -99.92 | -99.92 | -174.7 | -174.7 | 0 | -325.75 | -325.75 | | |
| Total income | 2754.71 | 3443.49 | 688.78 | 2363.32 | 2641.88 | 278.56 | 3441.39 | 4267.36 | 825.97 | 5096.18 | 5162.08 | 65.9 | 6081.9 | 6234.67 | | |
| Cost of power | 2552.6 | 2846.8 | 294.2 | 2930.09 | 4188.25 | 1258.16 | 3666.86 | 4587.84 | 920.98 | 4940.3 | 5213 | 272.7 | 5691.02 | 5377.89 | | |
| Employee Cost | 3.27 | 2.09 | -1.18 | 6.3 | 3.92 | -2.38 | 5.07 | 3.33 | -1.74 | 4.21 | 3.91 | -0.3 | 8.02 | 10.07 | | |
| Administrative & General Expenses | 3.63 | 7.54 | 3.91 | 7.04 | 2.54 | -4.5 | 4.96 | 3.23 | -1.73 | 4.15 | 702.3 | 698.15 | | | | |
| Other expenses | | | | | | | | | | | 39.83 | 39.83 | 48.45 | 29.7 | | |
| Total Expenditure | 2559.5 | 2856.43 | 296.93 | 2943.43 | 4194.71 | 1251.28 | 3676.89 | 4594.4 | 917.51 | 4948.66 | 5959.04 | 1010.38 | 5747.49 | 5417.66 | | |

Annexures

| Particulars | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | |
|--|----------------|---------------|----------------|----------------|------------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|----------------|----------------|---------------|
| | BE | Actual | Deviat- ion | BE | Actual | Deviat- ion | BE | Actual | Deviat- ion | BE | Actual | Deviat- ion | BE | Actual |
| Profit/(Loss) before interest and depreciation | 195.21 | 587.06 | 391.85 | -580.11 | -1552.8 | -972.72 | -235.5 | -327.04 | -91.54 | 147.52 | -796.96 | -944.48 | 334.43 | 817.01 |
| Interest on borrowings | 170.26 | 168.45 | -1.81 | 170.26 | 220.68 | 50.42 | 337.48 | 336.46 | -1.02 | 326.64 | | -326.64 | 568.74 | 533 |
| Financial charges | 46.82 | 35.27 | -11.55 | 46.82 | 36.91 | -9.91 | 68.62 | 29.53 | -39.09 | | | 0 | | |
| Prior period expenditure | 0 | 89.83 | 89.83 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | |
| Depreciation | 0.04 | 0.05 | 0.01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | |
| Exceptional and extraordinary items | | | | | | | | | | | -139.88 | -139.88 | 0 | |
| Profit/(Loss) | (22.41) | 293.46 | 315.87 | 797.19 | (1810.42) | -2607.61 | (641.6) | (693.03) | -51.43 | (179.12) | -936.84 | -757.72 | -234.31 | 284.01 |

Annexure 9

Statement showing execution of PPAs with IPPs

(Referred to in paragraph 2.1.12)

| Sl. No | Name of the IPP | Date of the MOU | Location of the Project | Installed Capacity in MW | Odisha share in MW | Date of Signing PPA | Schedule date(s) of commissioning |
|--------|---|-------------------|---|--------------------------|--------------------|---------------------|-----------------------------------|
| | | | | (as per PPA) | (as per PPA) | | |
| 1 | Sterlite Energy Limited, Tutucorin, Tamilnadu | 26 September 2006 | Brundamal, Jharsuguda | 4X600=2400 | 600 | 28 September 2006 | #1: August, 10 |
| | | | | | | 20 August 2009 | #2: Nov 11 |
| | | | | | | | #3: April 11 |
| | | | | | | | #4: July 11 |
| 2 | GMR Kamalnga Energy Limited, Bangalore | 09 June 2006 | Kamalanga, Dhenkanala | 4X350 | 350 | 28 September 2006 | #1: Feb 12 |
| | | | | | | 04 January 2011 | #2: March 12 |
| | | | | | | | #3: May 12 |
| 3 | Bhusan Energy(P) Limited, Raipur | 26 September 2006 | Ghantigadia, Nuahat, Angul | 4X500=2000 | 500 | 28 September 2006 | #1: Dec 14 |
| | | | | | | | #2: March 15 |
| | | | | | | | #3: June 15 |
| | | | | | | | #4: Sept 15 |
| 4 | Monnet Power Company Limited | 26 September 2006 | Mallibrahmani & Nisha, Angul | 2X525=1050 | 262.5 | 28 September 2006 | #1: July 12 |
| | | | | | | | #2: Oct 12 |
| 5 | KVK Nilachal Power Pvt. Limited, Hyderabad | 26 September 2006 | Kandarei, Athagarh, Cuttack | 3X350=1050 | 262.5 | 28 September 2006 | #1: August 12 |
| | | | | | | | #2: Nov 12 |
| | | | | | | | #3: Feb 13 |
| 6 | CESC Limited, Kolkata | 26 September 2006 | Neulapoi, Dhenkanal | 2X660=1320 | 250 | 28 September 2006 | #1: March 14 |
| | | | | | | 15 September 2006 | #2: Sept 14 |
| | | | | | | 31 December 2012 | |
| 7 | Jindal India Thermal Power Limited, New Delhi | 26 September 2006 | Derang, Talcher, Angul | 3X600=1800 | 252 | 28 September 2006 | #1: Dec 12 |
| | | | | | | 04 January 2011 | #2: March 13 |
| 8 | TATA Power Company Limited, Mumbai | 26 September 2006 | Naraj Marthapur, Cuttack | 2x500=1000 | 250 | 28 September 2006 | #1: Oct 13 |
| | | | | | | | #2: Jan 14 |
| 9 | Lanco Babandh Power Pvt. Limited, Hyderabad | 26 September 2006 | Khuntini, Dhenkanal | 2X660=1320 | 330 | 28 September 2006 | #1: Dec 13 |
| | | | | | | 04 January 2011 | #2: March 14 |
| 10 | Nabbarhat Power Pvt Limited, Hyderabad | 09 June 2006 | Merhamundali & Khadagaprasad, Dhenkanal | 3X350=1050 | 262.5 | 28 September 2006 | #1: March 12 |
| | | | | | | | #2: July 12 |
| | | | 2X600=1200 | 300 | #3: Dec 12 | | |
| | | | | | #1: April 16 | | |
| 11 | VISA Power Limited, Kolkata | 26 September 2006 | Brahmanabasta, Athagarh, Cuttack | 2X660 | 250 | 28 September 2006 | #1: April 17 |
| | | | | 1320 | | 14 September 2009 | #2: Oct 17 |
| | | | | | | 04 January 2011 | |
| 12 | Mahanadhi Aban Power Company Limited, Chennai | 09 June 2006 | Talcher, Angul | 2X660 | 257.5 | 28 September 2006 | #1: April 17 |
| | | | | 1320 | | 10 September 2009 | #2: Oct 17 |
| | | | | | | 04 January 2011 | |
| 13 | Arati Steels Limited, Ludhiana | 07 February 2009 | Ghantikhal, Cuttack | Phase-I 350 | 42 | 24 October 2009 | #1: Sept 13 |
| | | | | Phase-II 100 | 12 | | #2: April 14 |
| 14 | Astranga Power Company Limited, Bhubaneswar | 07 February 2009 | Astranga, Puri | Phase-I 2X660 1320 | 158.4 | 04 January 2011 | #1: April 15 |
| | | | | Phase-II 2X660 1320 | 158.4 | | #2: Oct 15 |

Annexures

| | | | | | | | |
|--------------|---|------------------|---|--|-------------|--------------------------------------|---|
| 15 | Chambal Infrastructure, Ventures Limited, New Delhi | 07 February 2009 | Siaria, Dhenkanal | 2X660 1320 | 158.4 | 05 January 2011 | #1: April 16 #2: Oct 16 |
| 16 | Ind-Barath Energy(Utkal) Limited,Hyderabad | 07 February 2009 | Sahajbahal, Jharsuguda | 2x350+660 1360 | 163.2 | 14 September 2009 04 January 2011 | #1: Nov 11 #2: March 12 |
| 17 | Jindal Power Limited, Hissar, Harayana | 07 February 2009 | Badkerjang, Angul | 2X660 1320 | 158.4 | Yet to execute | #1: April 14 #2: Oct 14 |
| 18 | Kalinga Energy & Power Limited, Bhubaneswar | 07 February 2009 | Sodomal, Kuchinda, Jharsuguda | 2x500 1000 | 120 | Yet to execute | #1: April 14 #2: Oct 14 |
| 19 | Sahara India Power Corporation Limited,Pune | 07 February 2009 | Titilgarh, Bolangir | 2X660 1320 | 158.4 | 14 September 2009 | #1: April 15 #2: Oct 15 |
| 20 | Visaka Thermal Power Pvt Limited, Bhubaneswar | 07 February 2009 | Rairakhole, Sambalpur | Phase-I 525 Phase-II 525 | 63 63 | 15 September 2009 | #1: April 16 #2: April 17 #1: April 18 |
| 21 | BGR Energy Systems Limited, Nellore, Andhra Pradesh | 09 April 2010 | Bhapur, Nayagarh | 2X660 1320 | 158.4 | 04 January 2011 | #2: Oct 18 |
| 22 | J.R.Power Gen Pvt Limited,Chennai | 09 April 2010 | Baija, Dhaurapall Kishore Nagar, Angul | 3x660 1980 | 237.6 | 05 January 2011 | #1: April 18 #2: Oct 18 #3: March 19 |
| 23 | Adhunik Power& Natural Resources Limited Kolkata | 09 April 2010 | Biramaharajpur, Sonepur | 2X660 1320 | 158.4 | 05 January 2011 | #1: April 18 #2: Oct 18 |
| 24 | Maa Durga Thermal Power Company Limited, Cuttack | 09 April 2010 | Tangi, Cuttack | Phase-I 2X30=60 Phase-I 2X30=60 | 7.2 7.2 | 30 December 2010 | #1: June 11 #2: Sep 11 #3: Dec 11 #4: March 12 |
| 25 | Vijaya Ferro& Power Pvt Limited, Raipur | 09 April 2010 | Turla, Khamar, Kesinga, Kalahandi | 4x30 120 | 14.4 | 04 January 2011 | NA |
| 26 | JSL Limited, Hissar, Harayana | 06 May 2010 | Luni Dhenkanal (applied for change of location) | 2X660 1320 | 158.4 | 30 December 2010 | #1: April 18 #2: Oct 18 |
| 27 | NSL Orissa Power& Infratech Pvt Limited, Hyderabad | 03 January 2011 | Boinda, Angul | 2X660 1320 | 158.4 | 04 January 2011 | NA |
| 28 | SPI Port Pvt Limited,Chennai | 03 January 2011 | Alailo, Kendrapara | 2X660 1320 | 158.4 | 04 January 2011 | NA |
| 29 | KU Projects PvtLimited,New Delhi | 03 January 2011 | Pittamohul, Sonepur | 2X660 1320 | 158.4 | 30 December 2010 | NA |
| 30 | Ramkrushna Prasad Power Pvt. Limited | NA | Kaliapalli Berhampur, Ganjam | 2X60 120 | 14.4 | Not Available | |
| 31 | Shyam DRI Power Limited, Hyderabad | NA | Rengali, Sambalpur | 2X30 60 | 7.2 | Not Available | #1: Nov 10 #2: Jan 11 |
| Total | | | | | 6621 | | |

Annexure 10**Statement showing Financial Position and Working Results****(Referred to in paragraph 2.2.7)****Financial position of the Industrial Development Corporation of Odisha Limited****(Amount : ₹ in Lakh)**

| Particulars | Years | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| Liabilities | | | | | |
| Paid up Capital | 5711.79 | 5711.79 | 5711.79 | 5711.79 | 5711.79 |
| Reserves and Surplus | 1838.25 | 3357.05 | 3741.87 | 3557.83 | 4309.90 |
| Borrowings | 7065.97 | 7365.40 | 7700.39 | 7468.35 | 8028.70 |
| Trade dues & other liabilities | 12692.04 | 10015.77 | 13368.00 | 13111.23 | 14885.55 |
| Total | 27308.05 | 26450.01 | 30522.05 | 29849.21 | 32935.94 |
| Assets | | | | | |
| Gross Block | 1280.51 | 1289.85 | 1369.59 | 1371.03 | 1373.68 |
| Less: Depreciation | 374.70 | 416.35 | 459.78 | 500.03 | 543.07 |
| Net Fixed Assets | 905.81 | 873.50 | 909.81 | 871.00 | 830.61 |
| Capital Work-in-Progress | 7.88 | 54.06 | 2.97 | 14.31 | 15.37 |
| Investments | 6536.08 | 9036.08 | 11536.08 | 14036.08 | 14036.06 |
| Current Assets and Loans & Advances | 18749.08 | 16225.29 | 16823.53 | 14256.19 | 17352.25 |
| Deferred Tax Assets | 573.26 | 240.88 | 231.88 | 48.53 | 73.99 |
| Miscellaneous Expenditure | 535.94 | 20.20 | 1017.78 | 623.09 | 627.66 |
| Total | 27308.05 | 26450.01 | 30522.05 | 29849.20 | 32935.94 |
| Capital Employed^c | 6970.73 | 7173.08 | 4368.31 | 2030.27 | 3312.68 |
| Net Worth^y | 7550.04 | 9068.84 | 9453.66 | 9269.62 | 10021.69 |

Financial position of IDCOL Kalinga Iron Works Limited**(Amount : ₹ in Lakh)**

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Liabilities | | | | | |
| Paid up capital | 4510 | 7010 | 9510 | 12010 | 12010 |
| Reserves & Surplus | | | | | |
| Borrowings | 8318.45 | 7850.42 | 7873.71 | 4535.01 | 4699.88 |
| Trade dues & other liabilities | 12064.08 | 10575.12 | 9061.67 | 13111.00 | 10046.79 |
| Total | 24892.53 | 25435.54 | 26445.38 | 29656.01 | 26756.67 |
| Assets | | | | | |
| Gross block | 11050.24 | 11508.89 | 11617.26 | 11630.75 | 11708.73 |
| Less: Depreciation | 3373.85 | 3903.13 | 4523.50 | 5039.74 | 5559.28 |
| Net fixed assets | 7676.39 | 7605.76 | 7093.76 | 6591.01 | 6149.45 |
| Capital Work in Progress | 214.06 | 172.21 | 210.50 | 380.75 | 341.29 |
| Investments | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 |
| Current assets, loans & advances | 14862.81 | 11169.47 | 10079.34 | 11126.9 | 9884.06 |
| Misc. expenditures including accumulated losses | 2139.24 | 6488.07 | 9061.75 | 11557.32 | 10381.84 |
| Total | 24892.53 | 25435.54 | 26445.38 | 29656.01 | 26756.67 |
| Capital Employed^c | 10689.18 | 8372.32 | 8321.93 | 4987.66 | 6328.01 |
| Net worth^y | 2370.76 | 521.93 | 448.25 | 452.68 | 1628.16 |

Financial position of IDCOL Ferro Chrome & Alloys Limited

(Amount : ₹ in Lakh)

| Particulars | | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| Liabilities | | | | | |
| Paid up Capital | 1881.36 | 1881.36 | 1881.36 | 1881.36 | 1881.36 |
| Reserves and Surplus | 2066.50 | 2218.42 | 3197.49 | 3440.52 | 3452.97 |
| Borrowings | 673.22 | 246.90 | 279.38 | -160.10 | 551.87 |
| Trade dues & other liabilities | 5710.18 | 7941.47 | 8821.78 | 6660.81 | 5425.44 |
| Total | 10331.26 | 12288.15 | 14180.02 | 11822.59 | 11311.64 |
| Assets | | | | | |
| Gross Block | 2459.77 | 2476.52 | 2585.05 | 2895.81 | 2936.43 |
| Less: Depreciation | 623.30 | 717.73 | 814.35 | 921.24 | 1035.41 |
| Net Fixed Assets | 1836.47 | 1758.79 | 1770.70 | 1974.57 | 1901.02 |
| Capital Work-in-Progress | 0 | 58.65 | 0.75 | 0 | 0 |
| Investments | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 |
| Current Assets and Loans & Advances | 8494.76 | 10470.68 | 12408.54 | 9847.99 | 9410.59 |
| Total | 10331.26 | 12288.15 | 14180.02 | 11822.59 | 11311.64 |
| Capital Employed § | 4621.05 | 4346.65 | 5358.21 | 5161.75 | 5886.17 |
| Net Worth ¶ | 3947.86 | 4099.78 | 5078.85 | 5321.88 | 5334.33 |

Working Results of the Industrial Development Corporation of Odisha Limited

(Amount : ₹ in Lakh)

| Particulars | | | | | |
|--|-----------------|----------------|----------------|-----------------|----------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| Income | | | | | |
| Sales | 18163.57 | 2421.39 | 1519.01 | 0 | 0 |
| Income from Mines | 99.23 | 494.68 | 470.41 | 629.73 | 1738.92 |
| Accretion/Decretion in stock | 26.08 | 301.48 | 1034.08 | 0 | 767.01 |
| Other Income | 263.66 | 2043.46 | 175.88 | 223.89 | 798.23 |
| Total | 18552.54 | 5261.01 | 3199.38 | 853.62 | 3304.16 |
| Expenditure | | | | | |
| Mining Expenditure | 6742.62 | 2513.83 | 1897.54 | 222.73 | 971.09 |
| Administration., Selling and General Expenses | 1186.34 | 897.08 | 763.53 | 1054.78 | 731.27 |
| Provisions | 5003.67 | 6.06 | 0 | 0 | 0 |
| Interest | 362.38 | 185.01 | 193.44 | 271.45 | 196.60 |
| Depreciation | 39.64 | 41.77 | 43.43 | 43.44 | 43.04 |
| Total | 13334.65 | 3643.75 | 2897.94 | 1592.40 | 1942.00 |
| Profit/(Loss) before the exceptional items | 5217.89 | 1617.26 | 301.44 | (738.78) | 1362.16 |
| Add: Exceptional items (Liabilities/Provisions written back) | 0 | 233.92 | 92.38 | 738.09 | 540.00 |
| Profit/(loss) before tax | 5217.89 | 1851.18 | 393.82 | (0.69) | 822.16 |
| Deferred tax liability | 39.46 | (332.38) | (9.00) | (183.35) | 25.46 |
| Profit/(Loss) after tax | 5257.35 | 1518.80 | 384.82 | (184.04) | 847.62 |

Working Results of IDCOL Kalinga Iron Works Limited

(Amount : ₹ in lakh)

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|-----------------|-----------------|-----------------|------------------|------------------|
| Income | | | | | |
| Sales | 22884.69 | 20421.94 | 20727.57 | 9763.53 | 26549.89 |
| Other Income | 5429.12 | 210.98 | 396.82 | 147.91 | 199.75 |
| Accretion/ Decretion of finished products & Work In Progress | -900.15 | 1848.15 | -1879.16 | 1587.61 | -477.02 |
| Excise duty on increase/ decrease of finished goods | -- | -- | -- | 5.32 | -96.59 |
| Total | 27413.66 | 22481.07 | 19245.23 | 11504.37 | 26176.03 |
| Expenditure | | | | | |
| Consumption of Raw Material | 1093.85 | 2310.31 | 2793.21 | 916.66 | 2363.59 |
| Stores & Spares | 156.83 | 133.58 | 43.63 | 51.69 | 87.93 |
| Power & Fuel | 19664.68 | 16913.64 | 11276.11 | 4302.06 | 9603.38 |
| Other Manufacturing Expenses | 3996.67 | 4530.19 | 4935.24 | 6472.11 | 12083.86 |
| Administrative, Selling & General Expenses | 1980.34 | 1895.31 | 1999.51 | 1868.18 | |
| Interest | 680.80 | 129.61 | 280.11 | 130.87 | 342.07 |
| Depreciation | 489.40 | 529.45 | 620.37 | 516.88 | 519.72 |
| Total | 28062.57 | 26442.09 | 21948.18 | 14253.15 | 25000.55 |
| Profit/ Loss before tax | -648.91 | -3961.03 | -2702.95 | -2754.10 | 1175.48 |
| Less: Tax | 1.43 | | | | |
| Profit/ Loss after tax | -650.34 | -3961.03 | -2702.95 | -2754.10 | 1175.48 |
| Balance B/F | -1488.90 | -2139.24 | -6100.27 | -8803.22 | -11557.32 |
| Accumulated Loss | -2139.24 | -6100.27 | -8803.22 | -11557.32 | -10381.84 |

Working results of IDCOL Ferrochrome and Alloys Limited

(Amount : ₹ in lakh)

| Particulars | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|-----------------|----------------|-----------------|-----------------|-----------------|
| | Income | | | | |
| Sales | 9119.15 | 9259.66 | 11512.46 | 9601.95 | 12040.01 |
| Other Income | 41.98 | 45.37 | 89.12 | 128.56 | 86.71 |
| Accretion/Decretion in stock | 1838.05 | -58.37 | -906.03 | 1032.39 | -1350.58 |
| Excise duty on inc/dec on finished goods | -127.64 | -40.50 | 73.02 | -97.83 | 113.97 |
| Total | 10871.54 | 9206.16 | 10768.57 | 10665.07 | 10890.11 |
| Expenditure | | | | | |
| Consumption of Raw Materials | 3131.18 | 2760.19 | 3563.22 | 4305.67 | 4796.02 |
| Store and Spares | 82.64 | 124.09 | 130.05 | 75.03 | 115.62 |
| Power and Fuels | 3037.18 | 3768.07 | 2843.95 | 3347.70 | 3491.10 |
| Other Manufacturing Expenses | 1823.03 | 1226.30 | 1553.55 | 1372.02 | 1384.37 |
| Admn. Selling and General Expenses | 1215.30 | 877.51 | 1059.62 | 1065.76 | 926.23 |
| Interest | 40.52 | 63.17 | 25.44 | 50.75 | 0 |
| Depreciation | 94.42 | 94.43 | 96.61 | 106.90 | 114.36 |
| Total | 9424.27 | 8913.76 | 9272.44 | 10323.83 | 10827.70 |
| Profit/(loss) before tax | 1447.27 | 292.40 | 1496.13 | 341.24 | 62.41 |
| Less: Tax | 555.97 | 140.48 | 517.06 | 98.21 | 49.97 |
| Profit/(Loss) after tax | 891.30 | 151.92 | 979.07 | 243.03 | 12.44 |
| Balance Brought Forward | 1175.20 | 2066.50 | 2218.42 | 3197.49 | 3440.52 |
| Accumulated Profit/Loss | 2066.50 | 2218.42 | 3197.49 | 3440.52 | 3452.96 |

€ Capital Employed represents Net Fixed Assets plus Capital Work in Progress and Net Current Assets (Current Assets Loans and Advances minus Trade dues and other liabilities)

¥ Net Worth represents Paid up Capital plus Reserves and Surplus minus Accumulated losses.

Annexure 11

Statement showing details of production, sales and closing stock of lump, CLO and fines during 2008-13

(Referred to in paragraph 2.2.15)

(In MT)

| Year | Opening stock | | | | Production | | | |
|---------|---------------|----------|-----------|-----------|------------|----------|-----------|-----------|
| | Lump | CLO 5-18 | CLO 10-30 | Fines | Lump | CLO 5-18 | CLO 10-30 | Fines |
| 2008-09 | 26334.13 | 0.00 | 1830.65 | 0.00 | 271000.00 | 9360.00 | 110500.00 | 48540.00 |
| 2009-10 | 15226.62 | 502.16 | 5044.50 | 48540.00 | 194500.00 | 10575.68 | 111040.00 | 106941.32 |
| 2010-11 | 15950.23 | 136.16 | 22093.25 | 155481.32 | 110106.64 | 36173.68 | 30964.00 | 35892.32 |
| 2011-12 | 55877.91 | 13828.97 | 10194.10 | 187756.71 | 147164.05 | 51816.00 | 40222.00 | 43312.00 |
| 2012-13 | 139646.09 | 37191.62 | 26921.55 | 215105.00 | 128236.94 | 68748.00 | 33082.00 | 47920.00 |

| Year | Sales/consumption | | | | Closing stock | | | |
|---------|-------------------|----------|-----------|----------|---------------|----------|-----------|-----------|
| | Lump | CLO 5-18 | CLO 10-30 | Fines | Lump | CLO 5-18 | CLO 10-30 | Fines |
| 2008-09 | 282107.51 | 8857.84 | 107286.15 | 0.00 | 15226.62 | 502.16 | 5044.50 | 48540.00 |
| 2009-10 | 193776.39 | 10941.68 | 93991.24 | 0.00 | 15950.23 | 136.16 | 22093.25 | 155481.32 |
| 2010-11 | 70178.96 | 22480.87 | 42863.15 | 3616.93 | 55877.91 | 13828.97 | 10194.10 | 187756.71 |
| 2011-12 | 63395.87 | 28453.35 | 23494.55 | 15963.71 | 139646.09 | 37191.62 | 26921.55 | 215105.00 |
| 2012-13 | 233993.99 | 66261.66 | 57095.19 | 74643.06 | 33889.04 | 39677.96 | 2908.36 | 188381.94 |

Annexure 12

**Statement showing utilisation of furnaces by IFCAL during 2008-13
(Referred to in paragraph 2.2.39)**

| Sl. No. | Particulars | | 2008-09 | | 2009-10 | | 2010-11 | | 2011-12 | | 2012-13 | | G. Total | | G Total |
|---------|------------------------------------|----------|-------------------|---------------------|-------------------|--------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|----------|--------|---------------------|
| | | | Fur-I | Fur-II | Fur-I | Fur-II | Fur-I | Fur-II | Fur-I | Fur-II | Fur-I | Fur-II | Fur I | Fur II | |
| 1 | Production in MT | Budgeted | 12888 | 6593 | 13110 | 6060 | 13572 | 4465 | 13072 | 6536 | 10290 | 6192 | 62932 | 29846 | 92778 |
| | | Actual | 12989 | 4103 | 13307 | 4395 | 11248 | 4210 | 10021 | 6032 | 10217 | 5707 | 57782 | 24447 | 82229 |
| 2 | Available Hours (AH) | Budgeted | 8760 | 8760 | 8760 | 8760 | 8760 | 8760 | 8808 | 8808 | 8760 | 8760 | 43848 | 43848 | 87696 |
| | | Actual | 8760 | 8760 | 8760 | 8760 | 8760 | 8760 | 8808 | 8808 | 8760 | 8760 | 43848 | 43848 | 87696 |
| 3 | Working Hours (WH) | Budgeted | 8179 | 8118 | 8280 | 7272 | 8352 | 5640 | 8520 | 8520 | 8472 | 8472 | 41803 | 38022 | 79825 |
| | | Actual | 8017 | 5296 | 8173 | 5876 | 7287 | 5552 | 7347 | 8106 | 7487 | 7994 | 38311 | 32824 | 71135 |
| 4 | Loss of working hours | | 162 | 2822 | 107 | 1396 | 1065 | 88 | 1173 | 414 | 986 | 478 | 3493 | 5198 | 8690 |
| 5 | Stoppage Hours (SH) | Budgeted | 581 | 642 | 480 | 1488 | 408 | 3120 | 288 | 288 | 288 | 288 | 2045 | 5826 | 7871 |
| | | Actual | 743 | 3464 | 587 | 2884 | 1473 | 3208 | 1461 | 702 | 1273 | 765 | 5537 | 11023 | 16560 |
| 6 | Percentage of WH to AH | Budgeted | 93 | 93 | 95 | 83 | 95 | 64 | 97 | 97 | 97 | 97 | | | |
| | | Actual | 92 | 60 | 93 | 67 | 83 | 63 | 83 | 92 | 85 | 91 | | | |
| 7 | Percentage of SH to AH | Budgeted | 7 | 7 | 5 | 17 | 5 | 36 | 3 | 3 | 3 | 3 | | | |
| | | Actual | 8 | 40 | 7 | 33 | 17 | 37 | 17 | 8 | 15 | 9 | | | |
| 8 | Rate of Production per Hour | Budgeted | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | | | |
| | | Actual | 2 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | | | |
| 9 | Loss of production (MT) | (4 x 8) | 262.440 | 2187.050 | 174.196 | 1044.208 | 1644.360 | 66.704 | 1599.972 | 308.016 | 1345.208 | 340.971 | | | 8973.124 |
| 10 | Contribution per MT(in ₹) | | 32688.00 | 46067.00 | 23317.00 | 27453.00 | 20883.00 | 16652.00 | 12474.00 | 13311.00 | 9868.00 | 9561.00 | | | |
| 11 | Loss of contribution (in ₹) | (9 x 10) | 8578638.72 | 100750832.35 | 4061728.13 | 28666642.22 | 34339169.88 | 1110755.01 | 19958050.73 | 4100000.98 | 13274507.61 | 3260020.86 | | | 218100346.49 |

Annexure 13

Statement showing Paragraphs/Reviews/Performance Audits for which Explanatory Notes were not received as on 30 September 2013

(Referred to in paragraph 3.11.1)

| Sl. No. | Name of the Department | 1999-2000 | 2001-02 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | Total |
|--------------|------------------------------------|-----------|----------|------------|----------|------------|-------------------------|---------------------------|----------|-------------------|----------|----------------|-----------|
| 1. | Agriculture | | | | | | 2.4 | | | 3.13 [©] | | 3.17 | 2.5 |
| 2. | Commerce and Transport | 3A | | | | | | | 3 | 3.15 | | | 3 |
| 3. | Energy | | | | | | 2.3 & 3.12 [€] | 2.5, 3.9 to 3.13 & 3.14 | 2 | | | 2.1, 3.8 to 13 | 17 |
| 4. | Excise | | | | | | | 2.4 | | | | 3.14 | 2 |
| 5. | Food Supplies and Consumer Welfare | | | | | | | 3.16 | | | | | 1 |
| 6. | Home | | | | | | | | | 3.13 [©] | 2.2 | | 1.5 |
| 7. | Industries | | 4.3.1 | | | | | 2.2, 2.3, 3.7, 3.8 & 3.17 | 4.14 | | | 2.15, 3.16 | 9 |
| 8. | Micro, Small and Medium Enterprise | | | | 3.9 | | | | | | 3.14 | | 2 |
| 9. | Public Enterprises | | | 3.22, 3.23 | 3.14 | 2.4 & 3.17 | 3.21 | | | | | | 6 |
| 10. | Steel and Mines | | | | | | | | | | | 3.1 to 3.7 | 7 |
| 11. | Tourism | | | | | | 2.2 | | | | | | 1 |
| 12. | Water Resources | | | | | | | | | | | 2.2 | 1 |
| 13. | Works | | | | | | 2.1 | | | | | 3.18 | 2 |
| Total | | 1 | 1 | 2 | 2 | 2 | 5.5 | 14 | 3 | 2 | 2 | 20 | 55 |

[©] Combined para relating to The Agricultural Promotion and Investment Corporation of Orissa Limited and The Odisha State Police Housing and Welfare Corporation Limited

[€] Part para relating to Odisha Power Transmission Corporation Limited

Annexure 14

**ATNs outstanding from Government on Recommendations of COPU
as of 30 September 2013**

(Referred to in paragraph 3.11.2)

| Sl. No. | COPU Report No./ Assembly No. | Year of COPU Report | Date of placement in Odisha Legislative Assembly | Name of the Department | Name of PSUs | No of Recommendations of COPU awaiting ATNs |
|--------------|---|---------------------|--|--|---|---|
| 1 | 7 th Report/ 12 th Assembly | 2001-02 | 09.08.2001 | Industries | Orissa State Leather Corporation Limited | 8 |
| 2 | 10 th Report/ 13 th Assembly | 2007-08 | 13.07.2007 | Excise | Odisha State Beverages Corporation Limited | 1 |
| 3 | 13 th Report/ 13 th Assembly | 2007-08 | 28.08.2008 | Fisheries & Animal Resources Development | Orissa Maritime and Chilka Area Development Corporation Limited | 2 |
| 4 | 15 th Report/ 13 th Assembly | 2007-08 | 28.08.2008 | Micro, Small and Medium Enterprise | The Odisha Small Industries Corporation Limited | 1 |
| | | | | | | 1 |
| | | | | | | 2 |
| | | | | | | 2 |
| | | | | | | 3 |
| 14 | | | | | | |
| 5 | 17 th Report/ 13 th Assembly | 2007-08 | 28.08.2008 | Public Enterprises | PSUs (Non-working/ transferred/privatized companies) | 3 |
| 6 | 18 th Report/ 13 th Assembly | 2007-08 | 28.08.2008 | Micro, Small and Medium Enterprise | The Odisha Small Industries Corporation Limited | 1 |
| 7 | 1 st Report/ 14 th Assembly | 2011-12 | 26.08.2011 | Energy | Odisha Power Generation Corporation Limited | 2 |
| 8 | 2 nd Report/ 14 th Assembly | 2011-12 | 26.08.2011 | Industries | IDCOL Ferro Chrome and Alloys Limited | 2 |
| 9 | 3 rd Report/ 14 th Assembly | 2012-13 | 07.09.2012 | Steel & Mines | The Odisha Mining Corporation Limited | 3 |
| TOTAL | | 9 | | | | 45 |

Annexure 15
Statement showing department-wise outstanding Inspection Reports
as on 30 September 2013

(Referred to in paragraph 3.11.3)

| Sl. No. | Name of the Department | No. of PSUs | No. of outstanding IRs | No. of outstanding Paragraphs | 1 st reply not received | | Year from which Paragraphs outstanding |
|---------|--|-------------|------------------------|-------------------------------|------------------------------------|----------------------|--|
| | | | | | Number of IRs | Number of paragraphs | |
| 1 | Agriculture | 4 | 18 | 116 | 1 | 19 | 2004-05, 2008-09 to 2012-13 |
| 2 | Commerce and Transport | 1 | 29 | 191 | 10 | 41 | 2004-06, 2006-07 to 2012-13 |
| 3 | Co-operation | 1 | 6 | 27 | 1 | 6 | 2007-08, 2009-10 to 2012-13 |
| 4 | Energy | 6 | 155 | 508 | 46 | 178 | 2004-05 to 2012-13 |
| 5 | Excise | 1 | 3 | 40 | 1 | 22 | 2010-11 to 2012-13 |
| 6 | Fisheries and Animal Resources Development | 1 | 5 | 34 | 1 | 13 | 2008-09 to 2010-11, 2012-13 |
| 7 | Food Supplies and Consumer Welfare | 1 | 66 | 215 | 13 | 56 | 2004-05 to 2009-10, 2011-12 to 2012-13 |
| 8 | Forest and Environment | 1 | 6 | 38 | 6 | 38 | 2007-08 to 2009-10, 2011-12 to 2012-13 |
| 9 | Home | 1 | 3 | 10 | 0 | 0 | 2005-06, 2009-10, 2011-12 |
| 10 | Housing and Urban Development | 1 | 8 | 54 | 3 | 28 | 2005-06 to 2012-13 |
| 11 | Industries | 8 | 40 | 156 | 16 | 90 | 2005-06 to 2012-13 |
| 12 | Micro, Small and Medium Enterprise | 2 | 14 | 48 | 2 | 24 | 2005-06 to 2012-13 |
| 13 | Steel and Mines | 3 | 33 | 154 | 5 | 49 | 2008-09 to 2012-13 |
| 14 | Tourism | 1 | 4 | 23 | 0 | 0 | 2008-09, 2010-11 to 2012-13 |
| 15 | Water Resources | 2 | 10 | 61 | 1 | 13 | 2006-07 to 2012-13 |
| 16 | Works | 1 | 8 | 31 | 0 | 0 | 2004-05, 2005-06, 2007-08 to 2012-13 |
| | TOTAL | 35 | 408 | 1706 | 106 | 577 | |

Annexure 16

**Statement showing department-wise Draft Paragraphs reply to which are awaited
as on 31 December 2013**

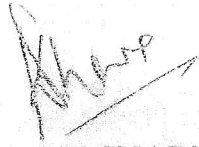
(Referred to in paragraph 3.11.4)

| Sl. No. | Name of the Department | No. of draft paragraphs | Period of issue |
|----------------|------------------------------------|--------------------------------|------------------------|
| 1. | Agriculture | 2 | May and July 2013 |
| 2. | Co-operation | 1 | July 2013 |
| 3. | Excise | 1 | September 2013 |
| 4. | Industries | 1 | July and October 2013 |
| 5. | Micro, Small and Medium Enterprise | 1 | May 2013 |
| 6. | Steel & Mines | 4 | June and July 2013 |
| | Total | 10 | |

Glossary of Abbreviations

| Sl. No. | Abbreviation | Description |
|---------|--------------|--|
| 1. | AEPs | Annual Excise Policies |
| 2. | ARR | Annual Revenue Requirement |
| 3. | AT&C | Aggregate Technical and Commercial |
| 4. | ATNs | Action Taken Notes |
| 5. | BER | Board's Excise Rule |
| 6. | BF | Blast Furnace |
| 7. | BG | Bank Guarantee |
| 8. | BHEP | Balimela Hydro Electric Project |
| 9. | BoD | Board of Directors |
| 10. | BOT | Build, Operate and Transfer |
| 11. | CAG | Comptroller and Auditor General of India |
| 12. | CAPEX | Capital Expenditure |
| 13. | CCR | Central Value Added Tax Credit Rules, 2004 |
| 14. | CENVAT | Central Value Added Tax |
| 15. | CERC | Central Electricity Regulatory Commission |
| 16. | CESCO | Central Electricity Supply Company of Odisha Limited |
| 17. | CESU | Central Electricity Supplies Utilities |
| 18. | CGPs | Captive Generating Plants |
| 19. | CLO | Calibrated Lump Ore |
| 20. | CMD | Chairman-cum-Managing Director |
| 21. | CO | Carbon Monoxide |
| 22. | COBP | Chrome Ore Beneficiation Plant |
| 23. | COPU | Committee on Public Undertakings |
| 24. | CPP | Captive Power Plant |
| 25. | CS | Country Spirit |
| 26. | CSPDCL | Chhattisgarh Power Distribution Corporation Limited |
| 27. | CSR | Corporate Social Responsibility |
| 28. | CTU | Central Transmission Utilities |
| 29. | DDM | Deputy Director of Mines |
| 30. | DISCOMs | Distribution Companies |
| 31. | DoE | Department of Energy |
| 32. | DPS | Delayed Payment Surcharge |
| 33. | EA 2003 | Electricity Act, 2003 |
| 34. | EAL | Excise Adhesive Label |
| 35. | EC | Excise Commissioner |
| 36. | ED | Excise Duty |
| 37. | FC | Fixed Carbon |
| 38. | FO | Furnace Oil |
| 39. | GA | General Administration |
| 40. | GBI | Generation Based Incentive |
| 41. | GSDP | Gross State Domestic Product |
| 42. | GER | Gate Entry Register |
| 43. | GoO | Government of Odisha |
| 44. | HCFC | High Carbon Ferro Chrome |
| 45. | HHEP | Hirakud Hydro Electric Project |
| 46. | IAW | Internal Audit Wing |
| 47. | IEX | Indian Energy Exchange |
| 48. | IF | Import Fee |

| Sl. No. | Abbreviation | Description |
|---------|--------------|---|
| 49. | IFCAL | IDCOL Ferro Chrome and Alloys Limited |
| 50. | IKIWL | IDCOL Kalinga Iron Works Limited |
| 51. | IMFL | India Made Foreign Liquor |
| 52. | IPPs | Independent Power Producers |
| 53. | ISD | Input Service Distributor |
| 54. | ISL | IDCOL Software Limited |
| 55. | IT | Information Technology |
| 56. | JV | Joint Venture |
| 57. | KCC | Kalinga Commercial Corporation |
| 58. | LC | Letter of Credit |
| 59. | LoIs | Letter of Intents |
| 60. | LSP | Liquor Sourcing Policy, 2009-10 |
| 61. | LTA | Long Term Access |
| 62. | MD | Managing Director |
| 63. | MoU | Memorandum of Understanding |
| 64. | MPSEB | Madhya Pradesh State Electricity Board |
| 65. | MU | Million Units |
| 66. | NEP | National Electricity Plan |
| 67. | NESCO | North Eastern Electricity Supply Company of Odisha Limited |
| 68. | NTP | National Tariff Policy |
| 69. | NTPC | NTPC Limited |
| 70. | OERC | Odisha Electricity Regulatory Commission |
| 71. | OHPC | Odisha Hydro Power Corporation Limited |
| 72. | PA | Performance Audit |
| 73. | PCM | Pig Casting Machine |
| 74. | PD | Peripheral Development |
| 75. | PGCIL | Power Grid Corporation of India Limited |
| 76. | PL | Prospecting Licence |
| 77. | PPA | Power Purchase Agreement |
| 78. | RECs | Renewable Energy Certificates |
| 79. | RPDAC | Rehabilitation and Periphery Development Advisory Committee |
| 80. | RTC | Round the Clock |
| 81. | SE | Superintendent of Excise |
| 82. | SLDC | State Load Despatch Centre |
| 83. | SOUTHCO | Southern Electricity Supply Company of Odisha Limited |
| 84. | SPD | Spun Pipe Division |
| 85. | SSPC | State Seeds Pricing Committee |
| 86. | ST | Service Tax |
| 87. | STU | State Transmission Utilities |
| 88. | TCS | Tax Collected at Source |
| 89. | VDA | Variable Dearness Allowance |
| 90. | VM | Volatile Material |
| 91. | WESCO | Western Electricity Supply Company of Odisha Limited |



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