<table>
<thead>
<tr>
<th>SR.NO</th>
<th>NAME OF INDUSTRIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>WIPRO TECHNOLOGIES LIMITED.</td>
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<td>2.2</td>
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<td>2.2.1 HISTORY</td>
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<td>2.2.4 FINANCIAL HIGHLIGHT OF CIPLA</td>
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<td>2.3</td>
<td>TATA CONSULANCY SERVICES LIMITED</td>
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<td>2.3.1 HISTORY</td>
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<td>2.3.3 INNOVATION AND R &amp; D</td>
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<td>2.3.4 FINANCIAL HIGHLIGHT OF TCS</td>
</tr>
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<td>2.4</td>
<td>RELIANCE INDUSTRIES LIMITED</td>
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<td>2.4.1 OVERVIEW OF RIL</td>
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<td>2.4.2 BOARD OF DIRECTORS</td>
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<td>2.4.3 PRODUCTS &amp; BRANDS</td>
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<td>2.4.4 MILESTONE OF RIL</td>
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<td></td>
<td>2.4.5 FINANCIAL HIGHLIGHT OF RIL</td>
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<td>2.5</td>
<td>TATA MOTORS LIMITED</td>
</tr>
<tr>
<td></td>
<td>2.5.1 HISTORY</td>
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<td></td>
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<td>2.5.3 BOARD OF DIRECTORS</td>
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<td>2.5.4 FINANCIAL HIGHLIGHT OF TATA MOTORS</td>
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<td>2.6</td>
<td>BHARAT HEAVY ELECTRICAL LTD.</td>
</tr>
<tr>
<td></td>
<td>2.6.1 OVERVIEW</td>
</tr>
<tr>
<td></td>
<td>2.6.2 PRODUCT PROFILE</td>
</tr>
</tbody>
</table>
## 2.6. MAIN MANUFACTURING UNITS

2.6.3. MAIN MANUFACTURING UNITS

2.6.4. BOARD OF DIRECTORS

2.6.5. FINANCIAL HIGHLIGHT OF BHEL

## 2.7. INDIAN OIL CORPORATION LTD.

2.7.1. OVERVIEW

2.7.2. HISTORY

2.7.3. BOARD OF DIRECTORS

2.7.4. FINANCIAL HIGHLIGHT OF IOC

## 2.8. INFOSYS LTD.

2.8.1. HISTORY

2.8.2. BOARD OF DIRECTORS

2.8.3. SOCIAL ACTIVITIES

2.8.4. FINANCIAL HIGHLIGHT OF INFOSYS

## 2.9. STEEL AUTHORITY OF INDIA LTD.

2.9.1. OVERVIEW

2.9.2. HISTORY

2.9.3. BOARD OF DIRECTORS

2.9.4. MAJOR UNITS

2.9.5. OWNERSHIP & MANAGEMENT

2.9.6. FINANCIAL HIGHLIGHT OF SAIL

## 2.10. OIL AND NATURAL GAS CORPORATION LTD.

2.10.1. OVERVIEW

2.10.2. HISTORY

2.10.3. PRODUCTS

2.10.4. BOARD OF DIRECTORS

2.10.5. FINANCIAL HIGHLIGHT OF ONGC
2.1 **Wipro Technologies Ltd.**

### 2.1.1 History

Wipro (an acronym of "Western India Products") started as a vegetable oil trading company in 1947 from an old mill at Amalner, Maharashtra, India founded by Azim Premji's father.

When his father died in 1966 Azim, a graduate in Electrical Engineering from Stanford University, took on the leadership of the company at the age of 21. He repositioned it and transformed Wipro (Western India Vegetable Products Ltd) into a consumer goods company that produced hydrogenated cooking oils/fat company, laundry soap, wax and tin containers and later set up Wipro Fluid Power to manufacture hydraulic and pneumatic cylinders in 1975. At that time, it was valued at $2 million.

In 1977, when IBM was asked to leave India, Wipro entered the information technology sector. In 1979, Wipro began developing its own computers and in 1981, started selling the finished product. This was the first in a string of products that would make Wipro one of India's first computer makers. Technologies Wipro hired managers who were computer savvy, and strong on business experience.

In 1980 Wipro moved into software development and started developing customized software packages for their hardware customers. This expanded their IT business and subsequently developed the first Indian 8086 chip. Since 1992 Wipro began to grow its roots off shore in United States and by 2000 Wipro Ltd were listed on the New York Stock Exchange. The company's revenue grew by 450% from 2002 to 2007.
2.1.2 **MAJOR DIVISIONS**

- **IT Services:**
  
  Wipro provides complete range of IT Services to the organization. The range of services extends from Enterprise Application Services (CRM, ERP, e-Procurement and SCM) to e-Business solutions. Wipro's enterprise solutions serve a host of industries such as Energy and Utilities, Finance, Telecom, and Media and Entertainment.

- **Product Engineering Solutions:**
  
  Wipro is the largest independent provider of R&D services in the world. Using "Extended Engineering" model for leveraging R&D investment and accessing new knowledge and experience across the globe, people and technical infrastructure, Wipro enables firms to introduce new products rapidly.

- **Technology Infrastructure Service:**
  
  Wipro's Technology Infrastructure Services (TIS) is the largest Indian IT infrastructure service provider in terms of revenue, people and customers with more than 200 customers in US, Europe, Japan and over 650 customers in India.

- **Business Process Outsourcing:**
  
  Wipro provides business process outsourcing services in areas Finance & Accounting, Procurement, HR Services, Loyalty Services and Knowledge Services. In 2002, Wipro acquiring Spectra mind and became one of the largest BPO service players.

- **Consulting Services:**
  
2.1.3 **BOARD OF DIRECTORS:**

- **Azim premji**  (Chairman)
- **N.Vaghul**  (Independent, Non-Executive Directors)
- **Girish.S.Pananjpe** (Executive Director & Joint CEO, IT Business)
- **Bill Owens**  (Independent Non-Executive Director)
- **Suresh Vaswani**  (Executive Director & Joint CEO, IT Business)
- **P.M.Sinha**  (Independent Non-Executive Director)
- **Dr.Ashok Ganguly**  (Independent Non-Executive Director)
- **B.C.Prabhakar**  (Independent Non-Executive Director)
- **Dr.Henning Kagermann**  (Independent Non-Executive Director)
- **Suresh C.Senapary**  (Executive Director & CFO)
- **Dr.Jagdish N.Seth**  (Independent Non-Executive Director)

2.1.4 **AWARDS & RECOGNITION**

Wipro is one of the most recognized and respected companies worldwide and has been awarded as such for the various milestones and innovations achieved.

- Wipro BPO was the winner for the Best Project Achievement in "Customer Experience" at the Global Six Sigma & Business Improvement Award 2009. We won the award for our Six Sigma Project for the Order to Cash delivery for a leading telecom customer.
- Wipro figured in the joint second position in the list of Top 5 Green Electronics Brand as per the latest edition of the Greenpeace Guide to Greener Electronics, because of our strong focus on e-waste management and climate control.
- Wipro’s website was awarded the WebAward "For Outstanding Achievement in Web Development" by Web Marketing Association Winner of 2009 Asian MAKE awards- recognized for transforming enterprise knowledge into shareholder value, knowledge sharing and enterprise-wide collaboration
- Winner of 2009 Asian MAKE awards- recognized for transforming enterprise knowledge into shareholder value, knowledge sharing and enterprise-wide collaboration.
2.1.5 Financial Highlight of Wipro

The following detail shows financial efficiency of the unit.

Table 2.1

<table>
<thead>
<tr>
<th>YEARS</th>
<th>SALES/ INCOME</th>
<th>PBDIT</th>
<th>PBIT</th>
<th>NET PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>10680.46</td>
<td>2690.98</td>
<td>2687.48</td>
<td>2038.73</td>
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<tr>
<td>2006-07</td>
<td>15133.00</td>
<td>3709.10</td>
<td>3696.70</td>
<td>2912.00</td>
</tr>
<tr>
<td>2007-08</td>
<td>20145.00</td>
<td>4411.80</td>
<td>4242.80</td>
<td>3252.00</td>
</tr>
<tr>
<td>2008-09</td>
<td>25805.00</td>
<td>5446.00</td>
<td>5206.00</td>
<td>3873.60</td>
</tr>
<tr>
<td>2009-10</td>
<td>27297.20</td>
<td>6387.00</td>
<td>6263.80</td>
<td>4593.20</td>
</tr>
</tbody>
</table>

(Source: Published Annual Report 2005-06 to 2009-10 of Wipro)

CHART: 2.1

Sales Turnover of Wipro Ltd.

(Source: Annual Report 2005-06 to 2009-10 of Wipro)
Above table-2.1 shows financial summary of the years 2005-06 to 2009-10. It clearly gives information that company is growing fast. Sales Turnover was the lowest level at ₹1,0264.09 Crores in 2005-06. It was ₹1,3758.50 Crores in 2006-07. It increased at ₹1,7658.10 Crores in 2007-08. It further increased at ₹2,1612.80 Crores in 2008-09. Finally it reached the highest level at ₹2,7297.20 Crores in 2009-10. So on it marginally increased trend in remaining years.

CHART:-2.2

FINANCIAL CONDITION OF WIPRO

(Source: Annual Report 2005-06 to 2009-10 of Wipro)

As the Before Depreciation, Interest and Tax in above Table-2.1 shows that it continuous increasing trend during the study period. It was starting up to ₹2,690.98 Crores in 2005-06. It was ₹3,709.10 Crores in 2006-07. It increased ₹4,411.80 Crores in 2007-08. It further increased ₹5,446.00 Crores in 2008-09. Finally it reached the highest level at ₹6,387.00 Crores in 2009-10.

According to Table-2.1 the Profit Before Interest and Tax of wipro shows that it continuous increasing trend in remaining years. It was the lowest level at ₹2,687.48 Crores in 2005-06. It was the highest level at ₹6,263.80 Crores in 2009-10.
It is evident from the Table-2.1 shows **Net Profit** that it continuous increasing trend during the years 2005-06 to 2009-10. It ranged between ₹. 2038.73 Crores in 2005-06 to ₹.4593.20 Crores in 2009-10.
2.2 CIPLA LIMITED

2.2.1 HISTORY OF CIPLA

Khwaja Abdul Hamied, the founder of Cipla, was born on October 31, 1898. The fire of nationalism was kindled in him when he was 15 as he witnessed a wanton act of colonial highhandedness. The fire was to blaze within him right through his life. In college, he found Chemistry fascinating. He set sail for Europe in 1924 and got admission in Berlin University as a research student of "The Technology of Barium Compounds". He earned his doctorate three years later.

In October 1927, during the long voyage from Europe to India, he drew up great plans for the future. He wrote: "No modern industry could have been possible without the help of such centres of research work where men are engaged in compelling nature to yield her secrets to the ruthless search of an investigating chemist." His plan found many supporters but no financiers. However, Dr Hamied was determined to being "a small wheel, no matter how small, than be a cog in a big wheel."

In 1935, Khwaja Abdul Hamied set up The Chemical, Industrial & Pharmaceutical Laboratories, which came to be popularly known as Cipla. He gave the company all his patent and proprietary formulas for several drugs and medicines, without charging any royalty. On August 17, 1935, Cipla was registered as a public limited company with an authorized capital of Rs 6 lakhs.

2.2.2 BOARD OF DIRECTORS:

- Dr. K.A. Hamied (1898-1972) Founder
- Dr. Y.K. Hamied Chairman & Managing Director
- Mr. M.K. Hamied Joint Managing Director
- Mr. S. Radhakrishnan Whole-time Director

Non-Executive Directors

- Mr. V.C. Kotwal
- Dr. H.R. Manchanda
- Mr. M.R. Raghavan
- Mr. Ramesh Shroff
- Mr. Pankaj Patel
2.2.3 **COMPANY PRODUCTS & INNOVATION**

**Cipla**, originally founded by Khwaja Abdul Hamied as The Chemical, Industrial & Pharmaceutical Laboratories is a prominent Indian pharmaceutical company, best-known outside its home country for manufacturing low-cost anti-AIDS drugs for HIV-positive patients in developing countries. **Cipla** makes drugs to treat cardiovascular disease, arthritis, diabetes, weight control, depression and many other health conditions, and its products are distributed in more than 180 countries worldwide. Among the hundreds of generic medications it produces for international distribution are atorvastatin, amlodipine, fluoxetine, venlafaxine hydrochloride and metformin.

**Technology services**

Cipla offers services like consulting, commissioning, engineering, project appraisal, quality control, know-how transfer, support, and plant supply.

Cipla has been approved by regulatory bodies such as:

- World Health Organization
- Food and Drug Administration (FDA), USA
- Therapeutic Goods Administration (TGA), Australia
- Pharmaceutical Inspection Convention (PIC), Germany
- National Institute of Pharmacy (NIP), Hungary
- The Medicines and Healthcare products Regulatory Agency (MHRA) is the UK government agency.

**Antiflu and Virenza**

In December 2008, Cipla won a court case in India allowing it to manufacture a cheaper generic version of oseltamivir, marketed by Hoffmann-La Roche (Roche) under the trade name **Tamiflu**, under the Cipla trade name Antiflu. In May 2009, Cipla won approval from the World Health Organization certifying that its drug Antiflu was as effective as Tamiflu, and Antiflu is included in the World Health Organization list of prequalified medicinal products.
Oseltamivir is indicated for use in the treatment of influenza A (H1N1) infection commonly known as **swine flu**.

Cipla also produces a generic version of zanamivir, marketed by Glaxo under the trade name **Relenza**, under the Cipla trade name **Virenza**.

**Other drugs**

Cipla has a product range comprising antibiotics, anti-bacterials, anti-asthmatics, anthelmintics, anti-ulcerants, oncology, corticosteroids, nutritional supplements and cardiovascular drugs. The company has at least nine different prescription drugs registered with the US Foundation Dental Association. Cipla is into anti-bacterial and anti-asthmatic segments and is the first player in Asia to launch non-CFC metered dose inhaler.

2.2.3 **MILESTONES OF CIPLA**

**1999’ Launches** transparent Rota haler, the world's first such dry powder inhaler device now patented by Cipla in India and abroad. The palliative cancer care centre set up by the Cipla Foundation, begins offering free services at Warje, near Pune.

**2000’** Cipla became the first company, outside the USA and Europe to launch CFC-free inhalers – ten years before the deadline to phase out use of CFC in medicinal products.

**2002’** Four state-of-the-art manufacturing facilities set up in Goa in a record time of less than twelve months.


**2007’ Set-up** state-of-the-art facility for manufacture of formulations at Sikkim.

**2010**

Set up state-of-the-art facility for manufacture of formulations at Indore.
2.2.4 **Financial Highlight Of Cipla Ltd.**

The following Table-2.2 reveals financial data of the five corresponding years

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES</th>
<th>PBDIT</th>
<th>PBT</th>
<th>PAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>3103.62</td>
<td>801.44</td>
<td>709.85</td>
<td>607.64</td>
</tr>
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<td>2006-07</td>
<td>3656.92</td>
<td>821.93</td>
<td>807.98</td>
<td>668.03</td>
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<td>2007-08</td>
<td>4293.95</td>
<td>852.17</td>
<td>838.36</td>
<td>701.43</td>
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<tr>
<td>2008-09</td>
<td>5295.33</td>
<td>1244.84</td>
<td>901.31</td>
<td>776.81</td>
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<tr>
<td>2009-10</td>
<td>5713.02</td>
<td>1421.11</td>
<td>1324.99</td>
<td>1081.59</td>
</tr>
</tbody>
</table>

(Source: Annual Report 2005-06 To 2009-10 Of Cipla Ltd.)
Above table-2.2 shows financial summary of the years 2005-06 to 2009-10. It clearly gives information that company is growing fast. Sales Turnover was the lowest level at ₹ 3103.62 Crores in 2005-06. It was ₹ 3103.62 Crores in 2005-06. It increased at ₹ 3656.92 Crores in 2006-07. It further increased at ₹ 4293.95 Crores in 2007-08. Finally it reached the highest level at ₹ 5295.33 Crores in 2008-09. So on it marginally increased trend in remaining years.
According to Table- 2.2 shows **Profit before Depreciation Interest and Tax** of Cipla continuous increasing trend during the study period. It was ₹.801.44 Crores in 2005-06. It increased to ₹ 821.93 Crores in 2006-07. It further increased to ₹ .852.17 Crores in 2007-08. It was ₹ .1244.84 Crores in 2008-09. Finally it reached the highest level at ₹.1421.11 Crores in year 2009-10.

Above Table-2.2 shows **Profit Before Tax** of Cipla continuous increasing trend during the study period. It was ₹.708.85 Crores in 2005-06. It increased to ₹ .807.08 Crores in 2006-07. It further increased to ₹.852.17 Crores in 2007-08. It was ₹ .1244.84 Crores in 2008-09. And finally it reached the highest level at ₹.1421.11 Crores in 2009-10.

Above Table-2.2 shows **Net Profit** of Cipla continuous increasing trend during the study period. It was ₹.607.64 Crores in 2005-06. It increased to ₹ .668.03 Crores in 2006-07. It further increased to ₹.701.43 Crores in 2007-08. It was ₹ .776.81 Crores in 2008-09. And finally it reached the highest level at ₹. 1081.59 Crores in 2009-10.
2.3 Tata Consultancy Services Limited

2.3.1 History

Tata Consultancy Services was established in the year 1968 and is a pioneer in the Indian IT industry. Despite unfavorable government regulations like the License Raj the company succeeded in establishing the Indian IT Industry.

It began as the "Tata Computer Centre", a division of the Tata Group whose main business was to provide computer services to other group companies. F C Kohli was the first general manager. JRD Tata was the first chairman, followed by Nani Palkhivala. One of TCS' first assignments was to provide punch card services to a sister concern, Tata Steel (then TISCO). It later bagged the country's first software project, the Inter-Branch Reconciliation System (IBRS) for the Central Bank of India. It also provided bureau services to Unit Trust of India, thus becoming one of the first companies to offer BPO services.

In the early 1970s, Tata Consultancy Services started exporting its services. TCS's first international order came from Burroughs, one of the first business computer manufacturers. TCS was assigned to write code for the Burroughs machines for several US-based clients. This experience also helped TCS bag its first onsite project - the Institutional Group & Information Company (IGIC), a data centre for ten banks, which catered to two million customers in the US, assigned TCS the task of maintaining and upgrading its computer systems.

In 1981, TCS set up India's first software research and development center, the Tata Research Development and Design Center (TRDDC) [7]. The first client-dedicated offshore development center was set up for Compaq (then Tandem) in 1985.
In 1989, TCS delivered an electronic depository and trading system called SECOM for SIS Sega Inter Settle, Switzerland. It was by far the most complex project undertaken by an Indian IT company. TCS followed this up with System X for the Canadian Depository System and also automated the Johannesburg Stock Exchange (JSE). TCS associated with a Swiss partner, TKS Tekno soft, which it later acquired.

In the early 1990s, the Indian IT outsourcing industry grew tremendously due to the Y2K bug and the launch of a unified European currency, Euro. TCS pioneered the factory model for Y2K conversion and developed software tools which automated the conversion process and enabled third-party developers and clients to make use of it. In 1999, TCS saw outsourcing opportunity in E-Commerce and related solutions and set up its E-Business division with ten people. By 2004, E-Business was contributing half a billion dollars (US) to TCS. On 9 August 2004, TCS became a publicly listed company, much later than its rivals, Infosys, Wipro and Mahindra Satyam.

2.3.2 **BOARD OF DIRECTORS:**

- Ratan N. Tata (Chairman)
- S. ramadori (Vice Chairman)
- Mehta (Director)
- N. Chadrasekaran (CEO & M.D)
- S. Mahalingan (CFO & Executive Director)
- P. A. Vandrevala (Executive Director & Head, Global Corporate Affairs)
- C. M. Christensen (Director)
- R. Sommer (Director)
- Laura Cha (Director)
- I Hussain (Director)
- V Keikar (Director)
- Thyagarajan (Director)

2.3.3 **OFFICES AND DEVELOPMENT CENTERS**

Tata Consultancy Services campus at Lucknow, India
Indian branches

TCS has development centres and/or regional offices in the following Indian cities: Ahmedabad, Bangalore, Bhubaneswar, Chennai, Coimbatore, Delhi, Gandhinagar, Goa, Gurgaon, Guwahati, Hyderabad, Jamshedpur, Kochi, Kolkata, Lucknow, Mumbai, Patna, Pune, Thiruvananthapuram and Vadodara.

Global units

Africa: South Africa, Morocco

Asia (outside India): Bahrain, China, Hong Kong, Indonesia, Israel, Japan, Malaysia, Saudi Arabia, Singapore, South Korea, Taiwan, Thailand, UAE

Australia: Australia

Europe:

Belgium, Denmark, Finland, France, Germany, Hungary, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom

North America: Canada, Mexico, USA

South America: Argentina, Brazil, Chile, Colombia, Ecuador, Uruguay

2.3.4. INNOVATION AND R&D

➢ TATA RESEARCH DEVELOPMENT AND DESIGN CENTER

TCS established the first software research center in India, the Tata Research Development and Design Center, in Pune, India in 1981. TRDDC undertakes research in Software Engineering, Process Engineering and Systems Research.

Researchers at TRDDC also developed Master Craft (now called TCS Code Generator Framework) artificial intelligence software that can automatically create code from a simple computer language, and rewrite the code based on the user’s needs. Research at TRDDC has also resulted in the development of Sujal, a low-cost
water purifier that can be manufactured using locally available resources. TCS deployed thousands of these filters in the Indian Ocean Tsunami disaster of 2004 as part of its relief activities.

➢ INNOVATION

In 2007, TCS launched its Co-Innovation Network, a network of TCS Innovation Labs, startup alliances, University Research Departments, and venture capitalists. In addition to TRDDC, TCS has 19 Innovation Labs based in three countries.

- TCS Innovation Lab, Convergence: Content management and delivery, convergence engines, networks such as 3G, WiMax, WiMesh, IP Testing for Quality of Service, IMS, OSS/BSS systems, and others.
- TCS Innovation Lab, Delhi: Software Architectures, Software as a Service, natural language processing, text, data and process analytics, multimedia applications and graphics.
- TCS Innovation Lab, Embedded Systems: Medical electronics, WiMAX, and WLAN technologies.
- TCS Innovation Lab, Mumbai: Speech and natural language processing, wireless systems and wireless applications.
- TCS Innovation Lab, Chennai: Infrastructure innovation, green computing, Web 2.0 and next-generation user interfaces.
- TCS Innovation Lab, Peterborough, England: New-wave communications for the enterprises, utility computing and RFID (chips, tags, labels, readers and middleware).
- TCS Innovation Lab: Performance Engineering, Mumbai: Performance management, high performance technology components, and others.
- TCS Innovation Lab, Cincinnati, United States: Engineering IT solutions.
Some of the assets created by TCS Innovation Labs are DBProdem, Jensor, Wanem, Scrutinet.

In 2008, the TCS Innovation Lab-developed product, mKrishi, won the Wall Street Journal Technology Innovation Award in the Wireless category. mKrishi is a service that would enable India's farmers to receive useful data on an inexpensive mobile device.

TCS' Co-Innovation Network partners include Collabnet, Cassatt, MetricStream, academic institutions such as Stanford, MIT, various IITs, and venture capitalists like Sequoia and Kleiner Perkins

2.3.5 Financial Highlight of TCS

The following Table details showed financial condition of TCS.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INCOME</th>
<th>PBDIT</th>
<th>PBDT</th>
<th>NET PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>11236.00</td>
<td>3336.20</td>
<td>3331.73</td>
<td>2716.90</td>
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<tr>
<td>2006-07</td>
<td>14942.10</td>
<td>4517.50</td>
<td>4514.09</td>
<td>3757.30</td>
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<td>2007-08</td>
<td>18536.60</td>
<td>5466.10</td>
<td>5462.64</td>
<td>4508.80</td>
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<td>2008-09</td>
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<tr>
<td>2009-10</td>
<td>23044.84</td>
<td>6849.27</td>
<td>6839.73</td>
<td>5618.50</td>
</tr>
</tbody>
</table>

(Source: Annual Report 2005-06 to 2009-10 of TCS)
Above table -2.3 shows financial summary of the years 2005-06 to 2009-10. It clearly gives information that company is growing fast.

Total Sale Turnover of TCS continuous increasing trend during the study period. It was ₹.11236.00 Crores in 2005-06. It increased at ₹. 14942.10 Crores in 2006-07. It further increased at ₹.18536.60 Crores in 2007-08. It was ₹.22404.00 Crores in 2008-09. And finally it reached the highest level at ₹. 23044.84 Crores in 2009-10.
CHART: 2.6

Financial Condition of TCS

(Source: Annual Report 2005-06 to 2009-10 of TCS)

Above Table – 2.3 Profit Before Depreciation, Interest & Tax of TCS represents its continuous increasing trend during the study period. It ranged between ₹.3337.20 Crores in 2005-06 to ₹.6849.27 Crores in 2009-10.

According to Table-2.3 describes Profit Before Depreciation & Tax shows continuous increasing trend during the study period. It was lowest level ₹.3331.73 Crores in 2005-06. It was highest level at ₹.6839.73 Crores in 2009-10.

Above Table- 2.3 represents Net Profit of TCS continuous increasing during study period. It was the lowest level at ₹.2719.90 Crores in 2005-06. It was ₹.3757.30Crores in 2006-07. It further increased ₹.4508.80 Crores in 2007-08. Finally it reached the highest level at ₹.5618.50 Crores
2.4 RELIANCE INDUSTRIES LIMITED

2.4.1. OVERVIEW OF RIL

Reliance Industries Limited is India's largest private sector conglomerate, it one of India's private sector Fortune Global 500 companies, being ranked at 206th position (2008). It was founded by the Indian industrialist Dhirubhai Ambani in 1966. Ambani has been a pioneer in introducing financial instruments like fully convertible debentures to the Indian stock markets. Ambani was one of the first entrepreneurs to draw retail investors to the stock markets. Critics allege that the rise of Reliance Industries to the top slot in terms of market capitalization is largely due to Dhirubhai's ability to manipulate the levers of a controlled economy to his advantage. Though the company's oil-related operations form the core of its business, it has diversified its operations in recent years. After severe differences between the founder's two sons, Mukesh Ambani, Anil Ambani the group was divided between them in 2006. In September 2008, Reliance Industries was the only Indian firm featured in the Forbes's list of "world's 100 most respected companies".

2.4.2. PRODUCTS & BRANDS

The Company expanded into textiles in 1975. Since its initial public offering in 1977, the Company has expanded rapidly and integrated backwards into other industry sectors, most notably the production of petrochemicals and the refining of crude oil.

The Company's operations can be classified into four segments namely:

- Petroleum Refining and Marketing business
- Petrochemicals business
- Oil and Gas Exploration & Production business
- Others
The Company has the largest refining capacity at any single location.

The Company is:

- Largest producer of Polyester Fibre and Yarn
- 4th largest producer of Polypropylene (PP) and Paraxylene (PX)
- 6th Largest producer of Purified Terephthalic Acid (PTA)
- 7th largest producer of Mono Ethylene Glycol (MEG)

**2.4.3 BOARD OF DIRECTORS:-**

- **Chairman & Managing Director**
  - Mukesh D. Ambani
- **Executive Directors**
  - Nikhil R. Meswani
  - Hital R. Meswani
  - Hardev Singh Kohli
  - P.M.S. Prasad
  - R Ravimohan
  - Pawan Kumar Kapil
- **Non Executive Directors**
  - Ramniklal H. Ambani
  - Mansingh L. Bhakta
  - Yogendra P. Trivedi
  - Dr. Dharam Vir Kapur
  - Mahesh P. Modi
  - S. Venkitaramanan
  - Prof. Ashok Misra
  - Prof. Dipak C. Jain
  - Dr. Raghunath A. Mashelkar

**2.4.3 AWARDS & RECOGNITION**

- **Growth through Recognition**

Reliance has merited a series of awards and recognitions for excellence for businesses and operations.
Leadership

In 2009, Shri Mukesh D. Ambani, Chairman and Managing Director of RIL, was ranked the 5th best performing CEO in the world by the Harvard Business Review in its ranking of the top 50 global CEOs of all publicly traded companies that have made it into the Standard & Poor’s Global 1200 or BRIC 40 lists since 1997 and also companies from Brazil, Russia, India, and China.

Shri Mukesh D. Ambani was awarded the Dean’s Medal by University of Pennsylvania’s Eduardo Glandt, dean of the School of Engineering and Applied Science in 2010.

The recognition was for his leadership in the application of engineering and technology.

Shri Mukesh D. Ambani was awarded the Indian Merchant’s Chamber (IMC) ‘Juran Quality Medal for 2009’, in 2010.

Shri Hardev Singh Kohli received the ‘Gem of India Award’ for his contributions to usher in excellence in the Indian industry at the All India Achievers’ Conference (AIAC) in 2009.

Corporate Ranking & Ratings:

RIL continues to be featured, for the fifth consecutive year, in the Fortune Global 500 list of the “World’s Largest Corporations”; ranking for 2009 is as follows:

- Ranked 264th in terms of sales
- Ranked 117th in terms of profits
- RIL is ranked 75th in 2009, in the FT Global 500 (up from previous year’s 80th rank).
- RIL has been ranked as the 5th sustainable value creator globally by the Boston Consulting Group (BCG) in their report on the Top 25 sustainable value creators that have been most successful at attaining superior value creation over a longer period of time.
- RIL, ranked at the 11th position, was the only Indian company in the 25 A T Kearney Global Champions for 2009.
- RIL is ranked as 15th most innovative company in the world in 2009, climbing 4 positions from 2008, in a survey conducted by Business Week and the BCG. This survey of around 3,000 global CEOs is done to rate the world’s top 50 most innovative companies.
- The Allahabad Manufacturing Division bagged the Golden Jubilee Award from the Eastern UP Chamber of Commerce and Industry for extraordinary accomplishments in 2009.
- The Exploration and Production (E&P) division won the ‘Best Project of the Year 2009’ award for KGD6 Block Deepwater (D1/D3) Gas Fields Development Project Kakinada, East coast of India from the Project Management Institute, India in 2009.

**Health, Safety and Environment**
- The Allahabad Manufacturing Division received the BSC-5 star certification for safety and occupational health from the British Safety Council in 2009.
- The E&P division received the Oil Industry Safety Award from the Ministry of Petroleum & Natural Gas for ‘Best Overall Safety Performance amongst Offshore Drilling Rigs’ (private and joint venture) in 2009.
- The Dahej Manufacturing Division received the ‘10th Annual Greentech Environment Excellence Award 2009’ in the Petrochemicals sector from the Greentech Foundation in 2009.
- The Dahej Manufacturing Division won the ‘Greentech Safety Award 2009–Gold’ in the Petrochemicals sector from the Greentech Foundation in 2009.
- The Dahej Manufacturing Division received Runners up Award in the Gujarat State Safety Award – 2007 (Petroleum Gas Generation & Distribution, Petrochemicals) category. It was also selected for the lowest Disabling Injury Index (DII) in 2009.
- The Hazira Manufacturing Division has won the ‘Golden Peacock Award for Occupational Health & Safety’ in 2009.
- The Hazira Manufacturing Division won the annual FICCI Award in the category of environmental sustainability of businesses in 2009.
- The Jamnagar Manufacturing Division (DTA Refinery) received the ‘International Safety Award- 2008’ from the British Safety Council in 2009.
- The Jamnagar Manufacturing Division received the ‘Golden Peacock Environment Management Award 2009’ in the Petrochemicals sector in 2009.

The Naroda Manufacturing Division received a certificate of appreciation in consideration of safety performance for the year 2008 from the Gujarat Safety Council and the Director of Industrial Safety and Health in 2009.

The Patalganga Manufacturing Division was bestowed with the Dahanukar trophy for the ‘Best Occupational Health Services in an Industry’ by the Indian Association of Occupational Health (IAOH) in 2009.

The Tapti Offshore Platform received the ‘Best Safety Performance Award for an Offshore Platform’ at the annual Oil Industry Safety Awards in 2009.

Training and Development

The Dahej Manufacturing Division received the ‘American Society for Training & Development (ASTD) BEST Award-2008’ in 2009.

The Hazira Manufacturing Division bagged the ASTD ‘Excellence in Practice Award’ for Trucker Safety Training and ASTD ‘Excellence in Practice’ Citation for Total Quality Management (TQM) and Six Sigma training case studies in 2009.

The Nagothane Manufacturing Division has been conferred with the ASTD ‘Excellence in Practice’ Citation in 2009.

Quality

The Allahabad Manufacturing Division’s three Quality Circle (QC) projects received ‘excellent’, ‘distinguished’ and ‘meritorious’ category certifications from the National Centre for Quality Control’s (NCQC) Kanpur Chapter; while the fourth QC project was awarded ‘distinguished’ category certification by NCQC’s Bangalore chapter in 2009.

The Barabanki Manufacturing Division’s two QC projects received ‘excellent’ and ‘distinguished’ category certifications from the Quality Circle National Award in 2009.

The Hazira Manufacturing Division won the global award for ‘Best TQM Success Story’ at the International Forum of AOTS in 2009.

The Hazira Manufacturing Division won the Qualtech 2009 Excellence Award for its Business Transformation in 2009.

The Hazira Manufacturing Division received the ‘PM SHRAM AWARD’ in recognition of its Kaizen case studies in 2009.
At both the ‘National and Regional Quality Control Circle Events’, The Hazira Manufacturing Division’s Quality Circles have won recognition, in 2009, for showcasing its total employee involvement initiatives in shop floor improvement case studies.

**Energy Conservation / Efficiency**

- The Dahej Manufacturing Division received the India Chemical Council Award for ‘Excellence in Energy Conservation & Management 2008-09’ in 2009.
- The Dahej Manufacturing Division was certified as an ‘Excellent Water Efficient Unit’ under the National Award for Excellence in Water Management-2009 by the Confederation of Indian Industries (CII) in 2009.
- The Dahej Manufacturing Division received the ‘Excellence in Energy Conservation & Management Award – 2008’ from the Indian Chemical Council (ICC) in 2009.
- The Hazira Manufacturing Division won the ‘Excellence in Energy Management 2009’ Award at the CII National Energy Summit in 2009 for the 9th time out of the 10 editions till date and for the 6th consecutive time, thus qualifying for the ‘ENCON Champion of the Year’.
- The Jamnagar Manufacturing Division received the Oil & Gas Conservation Fortnight (OGCF) Award - 2009 from the Centre for High Technology, Ministry of Petroleum & Natural Gas, and Government of India (GOI) in 2009.
- The Jamnagar Manufacturing Division received the ‘Jawaharlal Nehru Centenary Award for Energy Performance of Refineries’ for the year 2008-09 from the Centre for High Technology, Ministry of Petroleum & Natural Gas, GOI in 2009.
- The Jamnagar Manufacturing Division received the ‗National Award for Excellence in Energy Management-2009’ from CII in 2009.

**Technology, Patents, R&D and Innovation**

- The Jamnagar Manufacturing Division received the ‘National Award for the Most Innovative Project in Energy Conservation -2009’ from CII in 2009.
- The RTG at Hazira Manufacturing Division received the ‘Arch of Excellence for Innovation’ and the ‘Rashtriya Ratan Award’ in 2009.
The RTG at Vadodra Manufacturing Division received the ‘Bhageerat Award’ in 2009.

Corporate Social Responsibility

- Gold Medal from the Indian Red Cross Society in recognition of the ‘Protsaham Scheme’—for educational support to poor meritorious students in 2009.
- Certificate of appreciation from the District Collector, East Godavari district in 2009 for CSR initiatives in this region.
- The Hazira Manufacturing Division won the ‘Arch of Excellence for CSR Outreach Programmes’ at the AIAC Business Excellence Awards in 2009.

2.4. FINANCIAL HIGHLIGHT OF RIL

The following table shows financial history of Reliance Industries Ltd.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES (In ₹ Cr.)</th>
<th>PBDIT (In ₹ Cr.)</th>
<th>PBIT (In ₹ Cr.)</th>
<th>NET PROFIT (In ₹ Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>89124.46</td>
<td>15005.70</td>
<td>11581.00</td>
<td>9069.34</td>
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<tr>
<td>2006-07</td>
<td>118353.71</td>
<td>20642.80</td>
<td>15710.00</td>
<td>11943.40</td>
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<tr>
<td>2007-08</td>
<td>139269.46</td>
<td>29028.18</td>
<td>24088.00</td>
<td>19458.29</td>
</tr>
<tr>
<td>2008-09</td>
<td>146328.07</td>
<td>25416.42</td>
<td>20179.00</td>
<td>15309.00</td>
</tr>
<tr>
<td>2009-10</td>
<td>200400.00</td>
<td>33041.00</td>
<td>22544.00</td>
<td>16236.00</td>
</tr>
</tbody>
</table>

(Source: Published Annual Report 2005-06 to 2009-10 of Reliance Industries Ltd)
Above table-2.4 shows financial history of RIL year 2005-06 to 2009-10.

**Total Turnover of RIL** continuous increasing trend during the study period. It was lowest level ₹.89124.46 Crores in 2005-06. It increased to ₹.118353.71 Crores in 2006-07. It further increased to ₹.139269.46 Crores in 2007-08. It further increased ₹.146328.07 Crores in 2008-09. And finally it reached the highest level at ₹.200400.00 Crores in 2009-10.
Above Table-2.4 shows Profit Before Depreciation, Interest, & Tax of RIL continuous increasing trend in years of 2005-06 to 2008-09 except in year 2008-09 during the study period. It ranged between ₹15005.70 Crores in 2005-06 to ₹33041.00 Crores in 2009-10.

Above Table-2.4 shows Profit Before Interest, & Tax of RIL continuous increasing trend in years of 2005-06 to 2008-09 except in year 2008-09 during the study period. It ranged between ₹115151.00 Crores in 2005-06 to ₹22544 Crores in 2009-10.

It is evident from the Table-2.4 shows Net Profit of RIL increasing trend during the years of 2004-05 to 2007-08. After it came down in 2008-09. It was the lowest level at ₹9069.34 Crores in 2005-06. It increased to the highest level at ₹19458.29 Crores in 2007-08. It came down at ₹15309.32 in 2008-09. Finally it reached at ₹16236.00.
2.5. **Tata Motors Limited**

2.5.1. **History of Tata Motors**

A Tata Motors launch its first truck in collaboration with Mercedes-Benz. Tata Motors is a part of the Tata Group manages its share-holding through Tata Sons. The company was established in 1945 as a locomotive manufacturing unit and later expanded its operations to commercial vehicle sector in 1954 after forming a joint venture with Daimler-Benz AG of Germany. Despite the success of its commercial vehicles, Tata realized his company had to diversify and he began to look at other products. Based on consumer demand, he decided that building a small car would be the most practical new venture. So in 1998 it launched Tata Indica, India's first fully indigenous passenger car. Designed to be inexpensive and simple to build and maintain, the Indica became an instant hit in the Indian market. It was also exported to Europe namely the UK and Italy. Since then it has never looked back. In 2004 it acquired Tata Daewoo Commercial Vehicle and in late 2005 it acquired 21% AragoneseHispano Carrocera giving it controlling rights of the company. It has formed a Joint Venture with Marcopolo of Brazil and introduced low-floor buses in the Indian Market. Recently it had acquired British Jaguar Land Rover (JLR) business, which also includes Daimler and Lanchester brand names.

**Established in 1945**, Tata Motors’ presence indeed cuts across the length and breadth of India. Over 4 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat power trains. The company is establishing a new plant at Sanand (Gujarat). The company’s dealership, sales, services and spare parts network comprises over 3500 touch points; Tata Motors also distributes and markets Fiat branded cars in India.
2.5.2 **BOARD OF DIRECTORS**

Ratan N Tata (Chairman)
Ravi Kant (Vice-Chairman)
N A Soonawala
J J Irani
R Gopalakrishnan
N N Wadia
S M Palia
R A Mashelkar
S Bhargava
N Munjee
V K Jairath
P M Telang (Managing Director - India Operations)

2.5.3 **IMPORTANT DEVELOPMENTS**

- **Tata Nano**

  In January 2008, Tata Motors launched Tata Nano, the least expensive production car in the world at about Rs. 1,00,000. The supermini car was unveiled during the Auto Expo 2008 exhibition in Pragati Maidan, New Delhi.

  Tata has faced controversy over developing the Nano as some environmentalists are concerned that the launch of such a low-priced car could lead to mass motorization in India with adverse effects on pollution and global warming. Tata has set up a factory in Sanand, Gujarat and the first Nanos are to roll out summer 2009.

- **Tata Ace**

  Tata Ace was India's first mini truck. Tata Ace, India's first indigenously developed sub-one ton mini-truck, was launched in May 2005. The mini-truck was a huge success in India with auto-analysts claiming that Ace had changed the dynamics of the light commercial vehicle (LCV) market in the country by creating a new market segment termed the small commercial vehicle (SCV) segment.
2.5.3. **PRODUCTS**

- **Passenger cars and utility vehicles**
  
  Tata Prima concept car, Tata Nano Europa, Tata Starbus Low Floor 1610Tata Marcopolo buses in the Delhi BRT, Tata Aria, Tata Sierra, Tata Estate, Tata Sumo, Tata Sumo Grande, Tata Safari, Tata Indica, Tata Vista, Tata Indigo, Tata Manza, Tata Indigo Marina, Tata Winger, Tata Magic, Tata Nano, Tata Xenon XT, Tata Aria, Tata Venture, Tata Iris

- **Concept vehicles**
  

- **Commercial vehicles**
  
  Tata Ace, Tata Ace Zip, Tata Super Ace, Tata TL/Telcoline/207 DI Pickup Truck, Tata 407 Ex and Ex2, Tata 709 Ex, Tata 809 Ex and Ex2, Tata 909 Ex and Ex2, Tata 1109 (Intermediate truck), Tata 1512 (Medium bus chassis)

  Tata 1612/1616 (Heavy bus chassis), Tata 1618 (Semi Low Floor bus chassis), Tata 1623 (Rear Engined Low Floor bus chassis), Tata 1518C (Medium truck), Tata 1613/1615 (Medium truck), Tata 2515/2516 (Medium truck), Tata Starbus (Branded Buses for city, inter city, school bus and standard passenger transportation), Tata Divo (Hispano Divo; Fully built luxury coach), Tata CityRide (12 – 20 seater buses for intra-city use), Tata 3015 (Heavy truck), Tata 3118 (Heavy truck) (8×2), Tata 3516 (Heavy truck), Tata 4018 (Heavy truck), Tata 4923 (Ultra-Heavy truck) (6×4)

  Tata Novus (Heavy truck designed by Tata Daewoo), Tata Prima (The World Truck designed by Tata Motors and Tata Daewoo), Tata Prima LX (Stripped down version of Tata Prima), Tata Ultra (ICV Segment).

- **Military vehicles**
  
  Tata LSV (Light Specialist Vehicle), Tata Mine Protected Vehicle (4×4)
Tata 2 Stretcher Ambulance, Tata 407 Troop Carrier, available in hard top, soft top, 4×4, and 4×2 versions, Tata LPTA 713 TC (4×4), Tata LPT 709 E

Tata SD 1015 TC (4×4), Tata LPTA 1615 TC (4×4), Tata LPTA 1621 TC (6×6), Tata LPTA 1615 TC (4×2)

- Tata Winger Passenger Mini Bus
- Tata Landrover 1515 F

2.5.3. **Financial Highlight of Tata Motors**

The following table shows financial history of TATA Motors Ltd.

**Table:-2.5**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Sales (In ₹. Cr.)</th>
<th>PBDIT (In ₹. Cr.)</th>
<th>PBDT (In ₹. Cr.)</th>
<th>Net Profit (In ₹. Cr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>27136.13</td>
<td>3274.44</td>
<td>2971.50</td>
<td>1706.45</td>
</tr>
<tr>
<td>2006-07</td>
<td>36705.44</td>
<td>4247.19</td>
<td>3774.92</td>
<td>2204.79</td>
</tr>
<tr>
<td>2007-08</td>
<td>40089.31</td>
<td>4669.61</td>
<td>3869.26</td>
<td>2234.75</td>
</tr>
<tr>
<td>2008-09</td>
<td>74761.84</td>
<td>2450.44</td>
<td>378.42</td>
<td>-2465.00</td>
</tr>
<tr>
<td>2009-10</td>
<td>94835.38</td>
<td>10371.16</td>
<td>7454.96</td>
<td>2516.89</td>
</tr>
</tbody>
</table>

(Source: Published Annual Report 2005-06 to 2009-10 of Tata Motors Ltd.)

Above table shows financial history of TATA Motors Ltd. year 2005-06 to 2009-10.
Above Table 2.5 shows the **Total Turnover** of Tata Motors continuesouly increasing trend during the years of 2004-05 to 2009-10 during the period of study. It was the lowest level at ₹27136.13 Crores in 2005-06. It increased at ₹36705.44 Crores in 2006-07. It was at ₹40089.31 Crores in 2007-08. It further increased at ₹74761.84 Crores in 2008-09. Finally it reached the highest level at ₹28538 Crores in 2009-10.
Above Table 2.5 represents that Profit Before Depreciation, Interest and Tax of Tata Motors increasing trend during the years of 2005-06 to 2007-08. After it came down in 2008-09. It was at ₹ 3274.44 Crores in 2005-06. It increased at ₹ .4247.19 Crores in 2006-07. It was increased at ₹.4669.61 Crores in 2007-08. It came down the lowest level at ₹. 2450.44 Crores in 2008-09. It further increased the highest level at ₹.10371.16 Crores in 2009-10.

Above Table 2.5 shows the Profit Before Depreciation and Tax of Tata Motors increasing trend during the years of 2005-06 to 2007-08. After it came down in 2008-09. It was the lowest level at ₹.378.42 Crores in 2008-09. It increased at ₹ .2971.50 Crores in 2005-06. It was at ₹. 3774.92 Crores in 2006-07. It further increased at ₹ .3869.26 Crores in 2007-08. Finally it reached the highest at ₹. 7457.96 Crores in 2009-10.

Above Table 2.5 represents that Net Profit of Tata Motors increasing trend during the years of 2005-06 to 2007-08. After it came down in 2008-09. It was at ₹.
1706.45 Crores in 2005-06. It increased at ₹.2204.79 Crores in 2006-07. It was increased at ₹.2234.75 Crores in 2007-08. It came down the lowest level at ₹.-2465.00 Crores in 2008-09. It further increased the highest level at ₹. 2516.89 Crores in 2009-10.
2.6 Bharat Heavy Electricals Limited

2.6.1 Overview

Bharat Heavy Electricals Limited (BHEL) is one of the oldest and largest state-owned engineering and manufacturing enterprise in India in the energy-related and infrastructure sector which includes Power, Railways, Transmission and Distribution, Oil and Gas sectors and many more. It is the 12th largest power equipment manufacturer in the world. In the year 2011, it ranked ninth most innovative company in the world by US business magazine Forbes. BHEL is the only Indian Engineering company on the list, which contain online retail firm Amazon at the second position with Apple and Google at fifth and seventh positions, respectively. It is also placed at 4th place in Forbes Asia's Fabulous 50 List of 2010. BHEL was established more than 50 years ago, ushering in the indigenous Heavy Electrical Equipment industry in India. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. 74% of the total power generated in India is produced by equipment manufactured by BHEL.

Established more than 40 years ago, BHEL is the largest engineering and manufacturing enterprise of India in the energy & infrastructure related sectors. BHEL is amongst world’s rarest few who have the capability to manufacture entire range of power plant equipment. Since its inception, BHEL is maintaining a consistent track record of growth, performance and profitability. The company has grown in stature over the years with continued inflow of orders, manufacturing prowess, continued thrust on technology leading to a strong presence in domestic and international markets as a major supplier of power plant equipments besides establishing substantial inroads in select segment of products in Industrial sector and Railways. The company has realized the capability to deliver 15,000 MW p.a. power equipment capacity and the further expansion program is underway to reach 20,000 MW p.a by 2012. BHEL caters to core sectors of the Indian Economy viz., Power Generation and
About Industry

Chapter 2

Transmission, Industry, Transportation, Renewable Energy, Defence, etc. The wide network of BHEL’s 15 manufacturing divisions, 2 repair units, 4 power sector regions, 8 service centres, 15 regional offices, 2 subsidiaries and a large number of Project Sites spread all over India and abroad enables the company to provide most suitable products, systems and services efficiently and at competitive prices. The company has entered into a number of strategic joint ventures in supercritical coal fired power plants to leverage equipment sales besides living up to the commitment for green energy initiatives. BHEL, where Quality Systems as per ISO-9000 have taken deep roots, has now made significant achievements in Business Excellence by securing recognition certificates from CII for four out of five units that participated in the CII-EXIM Business Excellence Award scheme in 2010-11. Continuing its tradition of bagging prestigious national international awards, the company has been honored with several awards which included ‘EEPC Star Performer Award’ in the Product Group of Project Exports for 20th consecutive year; SCOPE Award for ‘Excellence and Outstanding Contribution to the Public Sector Management’; ‘Dainik Bhaskar India Pride Award:2010’ in Heavy Industries Category; ‘ICWAI National Awards for Excellence in Cost Management’ for 2009 among public and private sector companies for the fifth successive year; ‘India Power Award for Equipment Manufacturing and for electrifying Lakshadweep Islands with Solar Power’ from Council of Power Utilities; Six Prime Minister’s Shram Awards including one ‘Shram Bhushan’ and three ‘Vishwakarma Rashtriya Puraskars’; ‘IEI Industry Excellence Award 2010’ for Overall Business Excellence and Industry Practices from the Institution of Engineers (India); ‘NDTV Profit Business Leadership Award 2010’.

It is one of India's nine largest Public Sector Undertakings or PSUs, known as the Navratnas or 'the nine jewels'

2.6.2. Products Profile

Indian Railways WCAM 3 Manufactured By BHEL

- Boiler (steam generator)- under collaboration with Combustion Engineering USA
- Gas generator
- Hydro generator
Steam turbine - under collaboration with Siemens Germany
Gas turbine - under collaboration with GE, USA
Hydro turbine
Transportation equipments
Traction machines
Transformer
Switchgear
Oil field equipments (OFE) - under collaboration with National Oilwell Varco.
Boiler drum
Water wall panel
Wind mill
Valves
Electrostatic precipitators

2.6.3. Main Manufacturing Units:-

- BHEL Bhopal (Madhya Pradesh)
- BHEL Ranipur, Haridwar (Uttarakhand)
- BHEL Ramachandrapuram, Hyderabad (Andhra Pradesh)
- Transformer Plant, BHEL Jhansi (Uttar Pradesh)
- High Pressure Boiler Plant and Seamless Steel Tube Plant, Trichy (Tamil Nadu)
- Boiler Auxiliaries Plant, Ranipet, Vellore (Tamil Nadu)
- Electronics Division and Electro Porcelain Division, Bangalore (Karnataka)
- Jagdishpur (Uttar Pradesh)
- Rudrapur (Uttarakhand)
- Industrial Valves Plant, Goindwal (Punjab)
- Bharat Heavy Plates and Vessels Limited (Vizag)
- Entrance to BHEL Ranipur, Haridwar plant.

Besides these manufacturing units there are four power sectors (PSNR-Noida, PSWR-Nagpur, PSER-Kolkata & PSSR-Chennai) which undertake EPC contract from various customers and are responsible for erection and commissioning of various BHEL and bought out equipment. Power sector HQ is located in Noida (New...
Delhi). The Research and Development arm of BHEL is situated in Hyderabad and two repair shops are at HERP (Heavy Equipment Repair Plant), Varanasi and EMRP (Electric machines repair plant) Mumbai.

2.6.4 **Board of Directors**

- **B. Prasada Rao** - Chairman & Managing Director
- **Anil Sachdev** - Human Resource
- **Atul Saraya** - Power Business
- **O.P. Bhutani** – Corporate Engg. & Product
- **R.K. Srivastava** - Regional Operations
- **D.K. Mody** - Heavy Electrical Equipment Plant
- **P.R. Shriram** - Power Sector - Southern Region
- **A. Aurangabadkar** - Power Sector - Western Region
- **G. Ganapathiraman** - Electronics Division
- **V. Pandhi** - Transportation Business
- **M.K. Dube** - Heavy Electrical plant
- **A.V. Krishnan** - High Pressure Boiler Plant
- **Prabhat Kumar** - Transformer Plant
- **A. Chandrababu** - Boiler Auxiliaries Plant
- **G.S. Bindra** - Project Engineering Management
- **Ranjan Sahi** - Corporate Manufacturing
- **Dr. H.S. Jain** - Corporate Research & Development
- **S. Gopalakrishnan** - Power Sector Marketing - Thermal & Gas
- **U.K. Das** - Spares and Services Business
- **R.K. Wanchoo** - Project Engineering & Systems
- **M. Rajiv Kumar** - Power Sector - Eastern Region
- **P.K. Uppal** - International Operations
- **R. Krishnan** - Heavy Power Equipment Plant
- **P.K. Agarwal** - Power Sector Marketing - Nuclear & Hydro
- **Jitender Kumar** - Power Sector - Northern Region
- **D. Ashok** - Ceramic Business
- **Subodh Gupta** - Captive Power Plant Business
- **Jainender Kumar** - Power Sector - Project Management
The following Table-2.6 reveals financial data of the five corresponding years

Table-2.6. (In Cr. ₹.)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES</th>
<th>OPRATING PROFIT</th>
<th>PBDIT</th>
<th>NET PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>14525</td>
<td>12589</td>
<td>2869</td>
<td>1679</td>
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<tr>
<td>2006-07</td>
<td>18739</td>
<td>15692</td>
<td>4052</td>
<td>2415</td>
</tr>
<tr>
<td>2007-08</td>
<td>21401</td>
<td>18911</td>
<td>4762</td>
<td>2859</td>
</tr>
<tr>
<td>2008-09</td>
<td>28033</td>
<td>25468</td>
<td>5214</td>
<td>3138</td>
</tr>
<tr>
<td>2009-10</td>
<td>34154</td>
<td>29507</td>
<td>7082</td>
<td>4311</td>
</tr>
</tbody>
</table>

(Source: Annual Report 2005-06 to 2009-10 of BHEL)
Above table-2.6 shows financial history of BHEL year 2005-06 to 2009-10.

**Total Turnover** of BHEL continuous increasing trend during the study period. It was lowest level ₹14425 Crores in 2005-06. It increased to ₹18739 Crores in 2006-07. It further increased to ₹21401 Crores in 2007-08. It further increased ₹28033 Crores in 2008-09. And finally it reached the highest level at ₹34154 Crores in 2009-10.
CHART: -2.12

Financial Highlight of Bharat Heavy Electricals Limited (BHEL)

Operating Profit of BHEL continuous increasing trend during the study period. It was lowest level ₹.12589 Crores in 2005-06. It increased to ₹.15692 Crores in 2006-07. It further increased to ₹.18911 Crores in 2007-08. It further increased ₹.25468 Crores in 2008-09. And finally it reached the highest level at ₹.29507 Crores in 2009-10.

Profit before Depreciation, Interest and Tax of BHEL continuous increasing trend during the study period. It was lowest level ₹.2869 Crores in 2005-06. It increased to ₹.4052 Crores in 2006-07. It further increased to ₹.4762 Crores in 2007-08. It further increased ₹.5214 Crores in 2008-09. And finally it reached the highest level at ₹.7082 Crores in 2009-10.

Net Profit (Profit after Tax) of BHEL continuous increasing trend during the study period. It was lowest level ₹.1679 Crores in 2005-06. It increased to ₹.2415 Crores in 2006-07. It further increased to ₹.2859 Crores in 2007-08. It further increased ₹.3138 Crores in 2008-09. And finally it reached the highest level at ₹.4311 Crores in 2009-10.
2.7.1 Overview

Indian Oil Corporation Limited or Indian Oil is an Indian state-owned oil and gas corporation with its headquarters in New Delhi, India. The company is the world's 98th largest public corporation, according to the Fortune Global 500 list, and the largest public corporation in India when ranked by revenue. Indian Oil and its subsidiaries account for a 47% share in the petroleum products market, 34% share in refining capacity and 67% downstream sector pipelines capacity in India. The Indian Oil Group of Companies owns and operates 10 of India's 21 refineries with a combined refining capacity of 65.7 million metric tons per year. The President of India owns 78.92% (1.9162 billion shares) in the company. In FY 2011 IOCL sold 64.1 million tons of petroleum products and reported a PBT of ₹90.96 billion, and the Government of India earned an excise duty of ₹257.899 billion and tax of ₹16,500 million. It is one of the five Maharatna status companies of India, apart from Coal India Limited, NTPC Limited, Oil and Natural Gas Corporation and Steel Authority of India Limited.

Indian Oil operates the largest and the widest network of fuel stations in the country, numbering about 19,463 (15,946 regular ROs & 3,517 Kissan Sewa Kendra). It has also started Auto LPG Dispensing Stations (ALDS). It supplies Indene cooking gas to over 62.4 million households through a network of 5,456 Indian distributors. In addition, Indian Oil’s Research and Development Center (R&D) at Faridabad supports, develops and provides the necessary technology solutions to the operating divisions of the corporation and its customers within the country and abroad.
2.7.2 History

Indian Oil began operation in 1959 as Indian Oil Company Ltd. The Indian Oil Corporation was formed in 1964, with the merger of Indian Refineries Ltd.

❖ Products

Indian Oil's product range covers petrol, diesel, LPG, auto LPG, aviation turbine fuel, lubricants, naphtha, bitumen, paraffin, kerosene etc. Xtra Premium petrol, Xtra Mile diesel, Servo lubricants, Indane LPG cooking gas, Autogas LPG,

Indian Oil Aviation are some of its prominent brands. Recently Indian Oil has also introduced a new business line of supplying LNG (liquefied natural gas) by cryogenic transportation. This is called "LNG at Doorstep".

2.7.3 Board of Directors

❖ Brij Mohan Bansal Chairman,
Director (Planning & Business Development)
❖ Sarthak Behuria Chairman up to 28.02.2010

❖ Serangulam Varadarajan Narasimhan
Director (Finance)
❖ Vishan Chandra Agrawal
Director (Human Resources)
❖ Gyan Chand Daga Director (Marketing)
❖ Basavaraj Ningappa Bankapur
Director (Refineries)
❖ Anand Kumar Director (Research & Development)
❖ Kiran Kumar Jha Director (Pipelines)
❖ Pranab Kumar Chakraborti
Director (Pipelines)
❖ Pradeep Kumar Sinha Government Director
❖ Sudhir Bhargava Government Director
2.7.4. Financial Highlight Of Indian Oil Corporation

The following Table-2.7 reveals financial data of the five corresponding years

Table-2.7 (In Cr. ₹.)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES</th>
<th>OPERATING PROFIT</th>
<th>PBDIT</th>
<th>NET PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>183172</td>
<td>9931</td>
<td>7728</td>
<td>4913</td>
</tr>
<tr>
<td>2006-07</td>
<td>220779</td>
<td>14622</td>
<td>11990</td>
<td>7499</td>
</tr>
<tr>
<td>2007-08</td>
<td>247457</td>
<td>14334</td>
<td>11626</td>
<td>6963</td>
</tr>
<tr>
<td>2008-09</td>
<td>285396</td>
<td>11319</td>
<td>8281</td>
<td>2950</td>
</tr>
<tr>
<td>2009-10</td>
<td>271074</td>
<td>18872</td>
<td>14632</td>
<td>10221</td>
</tr>
</tbody>
</table>

(Source: Annual Report 2005-06 to 2009-10 of Indian Oil Corporation Ltd.)
CHART: -2.13

Sales Turnover of Indian Oil Corporation

Above table-2.7 shows financial history of BHEL year 2005-06 to 2009-10.

Total Turnover of Indian Oil Corporation continuous increasing trend during the study period except in year 2009-10. It was lowest level ₹. 1,83,172 Crores in 2005-06. It increased to ₹.2,20,779 Crores in 2006-07. It further increased to ₹.2,47,457 Crores in 2007-08. It reached the highest level at ₹.2,85,396 Crores in 2008-09. And finally it decreased ₹.2,71,074 Crores in 2009-10.
Operating Profit of Indian Oil Corporation fluctuating trend during the study period in year 2005-06 to 2009-10. It was lowest level ₹ 9931 Crores in 2005-06. It increased to ₹ 14662 Crores in 2006-07. It decreased to ₹ 14334 Crores in 2007-08. It decreased ₹ 11319 Crores in 2008-09. And finally it reached the highest level at ₹ 18872 Crores in 2009-10.

Profit before Depreciation, Interest and Tax of Indian Oil Corporation fluctuating trend during the study period in year 2005-06 to 2009-10. It was lowest level ₹ 7728 Crores in 2005-06. It increased to ₹ 11990 Crores in 2006-07. It decreased to ₹ 11626 Crores in 2007-08. It decreased ₹ 8281 Crores in 2008-09. And finally it reached the highest level at ₹ 14632 Crores in 2009-10.

Net Profit (Profit after Tax) of Indian Oil Corporation fluctuating trend during the study period in year 2005-06 to 2009-10. It was lowest level ₹ 2950 Crores in 2008-09. It was ₹ 4913 Crores in 2005-06. It increased to ₹ 7499 Crores in 2006-07. It decreased ₹ 9663 Crores in 2007-08. And finally it reached the highest level at ₹ 10221 Crores in 2009-10.
Infosys Limited

2.8.1 History

Infosys was founded in 1981 by N. R. Narayana Murthy and 6 other engineers, Nandan Nilekani, N. S. Raghavan, S. Gopalakrishnan, S. D. Shibulal, K Dinesh and Ashok Arora after they resigned from Patni Computer Systems. Today, Infosys is a global leader in the "next generation" of IT and consulting with revenues of billion.

Infosys delivers IT-enabled business solutions to enable Global 2000 companies to build their enterprises of tomorrow. Infosys also provides a complete range of services by leveraging our domain and business expertise and strategic alliances with leading technology providers.

Infosys ranked among the most innovative companies in a Forbes survey, leading technology companies in a report by The Boston Consulting Group and top ten green companies in Newsweek's Green Rankings.

Infosys was voted India's most admired company in The Wall Street Journal Asia 200 every year since 2000. Our corporate governance practices were recognized by The Asset Platinum award and the IR Global Rankings.

Infosys was also ranked as the 15th most trusted brand in India by The Brand Trust Report.

Infosys Limited delivers IT-enabled business solutions to enable Global 2000 companies to build their enterprises of tomorrow. Headquartered in Bangalore, India, Infosys has a global footprint with sales offices in 29 countries and development centers in India, US, China, Australia, UK, Canada, Japan and many other countries. Infosys has over 149,994 employees of 89 nationalities.
2.8.2 The Board of Directors

- N. R. Narayana Murthy
  Chairman and Chief Mentor
- S. Gopalakrishnan
  Chief Executive Officer and Managing Director
- S. D. Shibulal
  Chief Operating Officer and Director
- Prof. Marti G. Subrahanyam
  Lead Independent Director
- Deepak M. Satwalekar
  Independent Director
- Dr. Omkar Goswami
  Independent Director
- Rama Bijapurkar(1)
  Independent Director
- Claude Smadja
  Independent Director
- Sridar A. Iyengar
  Independent Director
- David L. Boyles
  Independent Director
- Prof. Jeffrey S. Lehman
  Independent Director
- K. V. Kamath
  Independent Director
- K. Dinesh
  Director and Head – Communication Design Group, Information Systems and Quality & Productivity
- T. V. Mohandas Pai
  Director and Head – Administration, Education & Research, Finacle, Human Resources Development and Infosys Leadership Institute
2.8.3. Social Activities:-

- **Infosys Foundation**

  In 1996, Infosys established the Infosys Foundation, operating in the areas of health care, social rehabilitation and rural uplift, education, arts and culture. Since then, this foundation has spread its activities from its headquarters in Karnataka to the Indian states of Tamil Nadu, Andhra Pradesh, Maharashtra, Kerala, Orissa and Punjab in a phased manner. A dedicated team at the Foundation identifies programs in the areas of Healthcare, Education, Culture, Destitute Care and Rural Development.

- **Academic Entente**

  Infosys' Global Academic Relations team forges Academic Entente (AcE) with best-in-class global academic and partner institutions. It explores co-creation opportunities between Infosys and academia through case studies, student trips and speaking engagements. They also collaborate on technology, emerging economies, globalization, and research. Some initiatives include research collaborations, publications, conferences and speaking sessions, campus visits and campus hiring.

- **The Infosys Science Foundation**

  The Infosys Science Foundation, a not-for-profit trust, was set up in February 2009 by the management of Infosys. The Foundation instituted the Infosys Prize, an annual award, to honor outstanding achievements of researchers and scientists across five categories: Social Sciences, Physical Sciences, Engineering and Computer Sciences, Mathematical Sciences and Life Sciences, each carrying a prize of rupees 50 Lakh. The award intends to celebrate success in scientific research and stand as a marker of excellence in these fields. A jury, comprising eminent leaders in each of these fields, evaluates the achievements of the nominees against the standards of international research, placing the winners on par with the finest researchers in the world.
Charity

In October 2009, the northern districts of Karnataka were severely affected by floods after torrential rainfall. It claimed hundreds of lives and rendered millions of villagers homeless.

The employees of Infosys joined hands to rebuild villages and undertake a mass housing project. Infosys, together with the Board of Directors and the Infosys Foundation, contributed US$ 6.8 million towards relief, rehabilitation and reconstruction.

Infosys Labs

Infosys developed a corporate Research and Development wing called Infosys Labs. Consisting of a dedicated research and innovation facility, Infosys Labs builds on the successes of the award-winning Software Engineering and Technology Labs (SETLabs), and envisages a broader mandate. The 600-member technology and domain-focused team focuses on driving innovation across trends identified by the company to transform the businesses of clients globally.

2.8.4 Financial Highlight of Infosys Limited

The following Table-2.8 reveals financial data of the five corresponding years

Table-2.8 (In Cr. ₹.)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES/INCOME</th>
<th>OPRATING/GROSS PROFIT</th>
<th>PBDIT</th>
<th>NET PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>9028</td>
<td>4141</td>
<td>2989</td>
<td>2421</td>
</tr>
<tr>
<td>2006-07</td>
<td>13149</td>
<td>5871</td>
<td>4225</td>
<td>3777</td>
</tr>
<tr>
<td>2007-08</td>
<td>15648</td>
<td>6772</td>
<td>4963</td>
<td>4470</td>
</tr>
<tr>
<td>2008-09</td>
<td>20264</td>
<td>9119</td>
<td>6909</td>
<td>5819</td>
</tr>
<tr>
<td>2009-10</td>
<td>21140</td>
<td>9581</td>
<td>7360</td>
<td>5755</td>
</tr>
</tbody>
</table>

(Source: Published Annual Report 2005-06 to 2009-10 of Infosys Limited)
Above table-2.8 shows financial history of Infosys Limited year 2005-06 to 2009-10.

**Total Turnover** of Infosys Limited continuous increasing trend during the study period. It was lowest level ₹9028 Crores in 2005-06. It increased to ₹13149 Crores in 2006-07. It further increased to ₹15648 Crores in 2007-08. It further increased ₹20264 Crores in 2008-09. And finally it reached the highest level at ₹21140 Crores in 2009-10.
Operating Profit of Infosys Limited continuous increasing trend during the study period. It was lowest level ₹.4141 Crores in 2005-06. It increased to ₹.5871 Crores in 2006-07. It further increased to ₹.6772 Crores in 2007-08. It further increased ₹.9119 Crores in 2008-09. And finally it reached the highest level at ₹.9581 Crores in 2009-10.

Profit before Depreciation, Interest and Tax of Infosys Limited continuous increasing trend during the study period. It was lowest level ₹.2989 Crores in 2005-06. It increased to ₹.4225 Crores in 2006-07. It further increased to ₹.4963 Crores in 2007-08. It further increased ₹.6909 Crores in 2008-09. And finally it reached the highest level at ₹.7360 Crores in 2009-10.

Net Profit of Infosys Limited continuous increasing trend during the study period except in year 2009-10. It was lowest level ₹.2421 Crores in 2005-06. It increased to ₹.3777 Crores in 2006-07. It further increased to ₹.4470 Crores in 2007-08. It reached the highest level at ₹.5819 Crores in 2008-09. And finally it decreased ₹.5755 Crores in 2009-10.
Steel Authority of India Limited

2.9.1 Overview:-

Steel Authority of India Limited (SAIL) is one of the largest state-owned steel makers in India and one of the top steel makers in World. With a turnover of ₹48,681 crore, the company is among the top five highest profit earning corporate of the country. It is a public sector undertaking which trades publicly in the market is largely owned by Government of India and acts like an operating company. Incorporated on January 24, 1973, SAIL has more than 1 lakh employees. The company's current chairman is C.S Verma. With an annual production of 13.5 million (ten lakhs) metric tons, SAIL is the 14th largest steel producer in the world.

Major plants owned by SAIL are located at Bhilai, Bokaro, Durgapur, Rourkela, Burnpur (near Asansol) and Salem. SAIL is investing Rs 21000 crore in West Bengal, to set up a wagon factory. SAIL is a public sector company, owned and operated by the Government of India. According to a recent survey, SAIL is one of India's fastest growing Units. Besides, it has R&D centre for Iron & Steel (RDCIS), Centre for Engineering and Technology (CET), Management Training Institute (MTI) and SAIL Safety Organization (SSO) located at Ranchi capital of Jharkhand.

2.9.2 History

1959-1973

SAIL traces its origin to the Hindustan Steel Limited (HSL) which was set up on January 19, 1954. HSL was initially designed to manage only one plant that was coming up at Rourkela.
For Bhilai and Durgapur Steel Plants, the preliminary work was done by the Iron and Steel Ministry. From April 1957, the supervision and control of these two steel plants were also transferred to Hindustan Steel. The registered office was originally in New Delhi. It moved to Calcutta in July 1956, and ultimately to Ranchi in December 1959.

A new steel company, Bokaro Steel Limited (Bokaro Steel Plant), was incorporated in January 1964 to construct and operate the steel plant at Bokaro. The 1 MT phases of Bhilai and Rourkela Steel Plants were completed by the end of December 1961. The 1 MT phase of Durgapur Steel Plant was completed in January 1962 after commissioning of the Wheel and Axle plant. The crude steel production of HSL went up from 1.58 MT (1959–60) to 1.6 MT. The second phase of Bhilai Steel Plant was completed in September 1967 after commissioning of the Wire Rod Mill. The last unit of the 1.8 MT phase of Rourkela - the Tandem Mill - was commissioned in February 1968, and the 1.6 MT stage of Durgapur Steel Plant was completed in August 1969 after commissioning of the Furnace in SMS. Thus, with the completion of the 2.5 MT stage at Bhilai, 1.8 MT at Rourkela and 1.6 MT at Durgapur, the total crude steel production capacity of HSL was raised to 3.7 MT in 1968–69 and subsequently to 4MT in 1972-73.

**1973-present**

The Ministry of Steel and Mines drafted a policy statement to evolve a new model for managing industry. The policy statement was presented to the Parliament on December 2, 1972. On this basis the concept of creating a holding company to manage inputs and outputs under one umbrella was mooted. This led to the formation of Steel Authority of India Ltd. The company, incorporated on January 24, 1973 with an authorized capital of Rs. 2000 crore, was made responsible for managing five integrated steel plants at Bhilai, Bokaro, Durgapur, Rourkela and Burnpur, the Alloy Steel Plant and the Salem Steel Plant. In 1978 SAIL was restructured as an operating company.

**2.9.3 The Board of Directors**

<table>
<thead>
<tr>
<th>C. S. Verma</th>
<th>Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. B. Singh</td>
<td>Director (Personnel)</td>
</tr>
</tbody>
</table>
2.9.4 **Major Units**

**SAIL Integrated Steel Plants**

1. Rourkela Steel Plant (RSP) in Orissa set up with German collaboration (The first integrated steel plant in the Public Sector in India, 1959)
2. Bhilai Steel Plant (BSP) in Chhattisgarh set up with Soviet collaboration (1959)
3. Durgapur Steel Plant (DSP) at Durgapur, West Bengal set up with British collaboration (1965)
4. Bokaro Steel Plant (BSL) in Jharkhand (1965) set up with Soviet collaboration (The Plant is hailed as the country’s first Swadeshi steel plant, built with maximum indigenous content in terms of equipment, material and know-how)
5. IISCO Steel Plant (ISP) at Burnpur, West Bengal

Special Steel Plants

1. Steel Authority of India Limited (SAIL), Kanpur, Uttar Pradesh
2. Alloy Steels Plants (ASP), Durgapur, West Bengal
3. Salem Steel Plant (SSP), Tamil Nadu
4. Visvesvaraya Iron and Steel Limited (VISL), at Bhadravathi, Karnataka

Subsidiaries

1. Maharashtra Elektro-smelt Limited (MEL) in Maharashtra.

Central Units

1. Centre for Engineering and Technology
2. Research and development centre for iron and steel
3. Management Training Institute
4. SAIL safety organization
5. Raw materials division
6. Central Marketing Organization
7. SAIL consultancy organization

2.9.5 Ownership and Management

The Government of India owns about 86% of SAIL’s equity and retains voting control of the Company. However, SAIL, by virtue of its Maharatna status, enjoys significant operational and financial autonomy.

2.9.6 Awards & Achievements

- Quality Summit New York Gold Trophy 2007 (International Award for Excellence & Business Prestige) and Award of Excellence Maintenance for Sumitomo Heavy Industry & TSUBKIMOTO-KOGIO, Japan won by Alloy Steel Plant, Durgapur.
- SAIL was featured in the 2008 list of Forbes Global 2000 companies at position 647.
Golden Peacock Award for Combating Climate Change – 2008 for BSP, Occupational Health and Safety – 2008 for BSL
National Safety Award to Bhilai Steel Plant announced by the Ministry of Labour & Employment, Government of India – 2008
Durgapur Steel Plant won the 2nd Prize in the Association of Business Communicators of India Awards - 2008.
Ispat Bhasha Bharati, the Rajbhasha Journal of SAIL has been awarded with the first prize under the All India House Journal Award Scheme - 2008-09
Salem Steel Plant received the prestigious Greentech Gold Award in Metal and Mining Sector - 2008-09.
Golden Peacock Award for Corporate Social Responsibility won by Bhilai Steel Plant (BSP) for the third year in a row - 2009.
Rourkela Steel Plant bagged the prestigious Srishti Good Green Governance (G-Cube) Award - 2009.
Greentech HR Excellence Award bagged by Durgapur Steel Plant – 2009
The steel township of Rourkela Steel Plant (RSP) has been ranked 14th in sanitation and cleanliness by Union Urban Development Ministry - 2009-10
Greentech Safety Gold Award was bagged by Bhilai Steel Plant – 2010
The HR Excellence Award by the Greentech Foundation won by Bhilai Steel Plant – 2010
SSP has won the prestigious Greentech Silver Award in Training Category of Greentech HR Excellence Awards - 2010.
Award for financial and operational strength by Indian Institute of Industrial Engineering (IIIE)- 2009-10
2.9.7 **Financial Highlight of Steel Authority of India Ltd.**

The following Table-2.9 reveals financial data of the five corresponding years

**Table-2.9 (In Cr. ₹.)**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES/INCOME</th>
<th>PBDIT</th>
<th>PBT</th>
<th>NET PROFIT/PAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
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<td>5706</td>
<td>4013</td>
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<td>39189</td>
<td>10966</td>
<td>9423</td>
<td>6202</td>
</tr>
<tr>
<td>2007-08</td>
<td>45555</td>
<td>12955</td>
<td>11469</td>
<td>7537</td>
</tr>
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<td>2008-09</td>
<td>48738</td>
<td>10946</td>
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<tr>
<td>2009-10</td>
<td>43935</td>
<td>11871</td>
<td>10132</td>
<td>6754</td>
</tr>
</tbody>
</table>

(Source: Annual Report 2005-06 to 2009-10 of Steel Authority of India Limited)
Above table-2.9 shows financial history of BHEL year 2005-06 to 2009-10.

**Total Turnover of Steel Authority of India Limited (SAIL)** continuous increasing trend during the study period except in year 2009-10. It was lowest level ₹ 32280 Crores in 2005-06. It increased to ₹ 39189 Crores in 2006-07. It further increased to ₹ 45555 Crores in 2007-08. It reached the highest level at ₹ 48738 Crores in 2008-09. And finally it decreased ₹ 43935 Crores in 2009-10.
Operating Profit of Steel Authority of India Limited (SAIL) fluctuating trend during the study period in year 2005-06 to 2009-10. It was lowest level ₹ 7381 Crores in 2005-06. It increased to ₹ 10966 Crores in 2006-07. It increased to ₹ 12955 Crores in 2007-08. It decreased ₹ 10946 Crores in 2008-09. And finally it reached level at ₹ 11871 Crores in 2009-10.

Profit before Depreciation, Interest and Tax of Steel Authority of India Limited (SAIL) fluctuating trend during the study period in year 2005-06 to 2009-10. It was lowest level ₹ 5706 Crores in 2005-06. It increased to ₹ 9423 Crores in 2006-07. It reached the highest level at ₹ 11469 Crores in 2007-08. It decreased ₹ 9339 Crores in 2008-09. And finally it reached level at ₹ 10131 Crores in 2009-10.

Net Profit (Profit after Tax) of Steel Authority of India Limited (SAIL) fluctuating trend during the study period in year 2005-06 to 2009-10. It was lowest level ₹ 4013 Crores in 2005-06. It increased to ₹ 6202 Crores in 2006-07. It reached the highest level at ₹ 7537 Crores in 2007-08. It decreased ₹ 6170 Crores in 2008-09. And finally it reached level at ₹ 6754 Crores in 2009-10.
2.10.1 Overview:

Oil and Natural Gas Corporation Limited (ONGC) is an Indian multinational oil and gas company headquartered in Dehradun, India. It is one of the largest Asia-based oil and gas exploration and production companies, and produces around 77% of India's crude oil (equivalent to around 30% of the country's total demand) and around 81% of its natural gas. It is one of the largest publicly traded companies by market capitalization in India.

ONGC was founded on 14 August 1956 by the Indian state, which currently holds a 74.14% equity stake. It is involved in exploring for and exploiting hydrocarbons in 26 sedimentary basins of India, and owns and operates over 11,000 kilometers of pipelines in the country. Its international subsidiary ONGC Videsh currently has projects in 15 countries.

2.10.2 History

❖ Foundation to 1961

During the pre-independence period, the Assam Oil Company in the northeastern and Attock Oil company in northwestern part of the undivided India were the only oil companies producing oil in the country, with minimal exploration input. The major part of Indian sedimentary basins was deemed to be unfit for development of oil and gas resources.

After independence, the national Government realized the importance oil and gas for rapid industrial development and its strategic role in defense. Consequently, while framing the Industrial Policy Statement of 1948, the development of petroleum industry in the country was considered to be of utmost necessity.
Until 1955, private oil companies mainly carried out exploration of hydrocarbon resources of India. In Assam, the Assam Oil Company was producing oil at Digboi (discovered in 1889) and Oil India Ltd. (a 50% joint venture between Government of India and Burmah Oil Company) was engaged in developing two newly discovered large fields Naharkatiya and Moraan in Assam. In West Bengal, the Indo-Stanvac Petroleum project (a joint venture between Government of India and Standard Vacuum Oil Company of USA) was engaged in exploration work. The vast sedimentary tract in other parts of India and adjoining offshore remained largely unexplored.

In 1955, Government of India decided to develop the oil and natural gas resources in the various regions of the country as part of the Public Sector development. With this objective, an Oil and Natural Gas Directorate was set up towards the end of 1955, as a subordinate office under the then Ministry of Natural Resources and Scientific Research. The department was constituted with a nucleus of geoscientists from the Geological survey of India.

A delegation under the leadership of Mr. K D Malviya, the-then Minister of Natural Resources, visited several European countries to study the status of oil industry in those countries and to facilitate the training of Indian professionals for exploring potential oil and gas reserves. Experts from Romania, the Soviet Union, the United States and West Germany subsequently visited India and helped the government with their expertise. Soviet experts later drew up a detailed plan for geological and geophysical surveys and drilling operations to be carried out in the 2nd Five Year Plan (1956-57 to 1960-61).

In April 1956, the Government of India adopted the Industrial Policy Resolution, which placed mineral oil industry among the schedule 'A' industries, the future development of which was to be the sole and exclusive responsibility of the state.

Soon, after the formation of the Oil and Natural Gas Directorate, it became apparent that it would not be possible for the Directorate with its limited financial and administrative powers as subordinate office of the Government, to function efficiently. So in August, 1956, the Directorate was raised to the status of a commission with enhanced powers, although it continued to be under the government.
In October 1959, the Commission was converted into a statutory body by an act of the Indian Parliament, which enhanced powers of the commission further. The main functions of the Oil and Natural Gas Commission subject to the provisions of the Act, were "to plan, promote, organize and implement programmes for development of Petroleum Resources and the production and sale of petroleum and petroleum products produced by it, and to perform such other functions as the Central Government may, from time to time, assign to it ". The act further outlined the activities and steps to be taken by ONGC in fulfilling its mandate.

1961 to 2000

An ONGC platform at Bombay High in the Arabian Sea Since its inception, ONGC has been instrumental in transforming the country's limited upstream sector into a large viable playing field, with its activities spread throughout India and significantly in overseas territories. In the inland areas, ONGC not only found new resources in Assam but also established new oil province in Cambay basin (Gujarat), while adding new petroliferous areas in the Assam-Arakan Fold Belt and East coast basins (both inland and offshore). ONGC went offshore in early 70's and discovered a giant oil field in the form of Bombay High, now known as Mumbai High. This discovery, along with subsequent discoveries of huge oil and gas fields in Western offshore changed the oil scenario of the country. Subsequently, over 5 billion tonnes of hydrocarbons, which were present in the country, were discovered. The most important contribution of ONGC, however, is its self-reliance and development of core competence in E&P activities at a globally competitive level.

A turning point in the history of India’s oil sector was in 1994. While the oil sector was on the backburner of India's political realm for some time, it was brought to the forefront by the privatization of India's leading oil E&P organization, the ONGC. Simultaneously, there were steps taken for the enhancement of production on the Bombay High oil fields as the result of a 150 billion development investment.

One of Asia's largest oil E&P companies, ONGC became a publicly held company as of February 1994, following the Indian government's decision to privatize. Eighty percent of ONGC assets were subsequently owned by the government, the other 20% were sold to the public. At this time, ONGC employed 48,000 people and had reserves and surpluses worth 104.34 billion, in addition to its
intangible assets. The corporation's net worth of 107.77 billion was the largest of any Indian company.

After its initial privatization, ONGC had authorized capital of 150 billion; it also met its need to raise 35 billion to invest in viable oil and gas projects. The Asian Development Bank (ADB) had also set a deadline for privatizing and restructuring at 30 June 1994, if loans were to be granted for development of two ONGC projects. As a consequence of the successful privatization, the loans were granted—US$267 million for development of Gandhar Field, and US$300 million for the gas flaring reduction project in the Bombay Basin. The successfully formulated and implemented privatization strategy put ONGC at par with other large multinational and domestic oil companies.

2000 to present

In 2006 a commemorative coin set was issued to mark the 50th anniversary of the founding of ONGC, making it only the second Indian company (alongside State Bank of India) to have such a coin issued in its honour.

2.10.3 Products

- Petroleum
- natural gas and
- other petrochemicals

2.10.4 The Board of Directors

- Executive Directors
  - Shri R.S.Sharma (Chairman & Managing Director)
  - Dr.A.K.Balyan (Director (Human Resources))
  - Shri A.K.Hazarika (Director (onshore))
  - Shri D.K.Pande (Director(Exploration))
  - Shri U.N.Bose (Director (T & FS))
  - Shri D.K.Sarraf (Director (Finance))
  - Shri Sudhir Vasudeva (Director (offshore))

- Non Executive Directors

(I) Part time official Director Govt. Nominees
Shri S. Sundareshan (Addl. Secretary)
Smt. L.M. Vyas (Addl. Secretary)
Shri Sudhir Bhargava (Addl. Secretary)

{II} Part time Independent Director

Dr. R.K. Panchauri
Shri V.P. Singh
Shri P.K. Chaudhary
Dr. Bakul H. Dholakia
Smt. Chandra Kochhar
Shri S. Balachadran
Shri Santosh Nautiyal
Shri Anita Das

2.10.5. Financial Highlight of Oil and Natural Gas Corporation Limited (ONGC)

The following Table-2.10 reveals financial data of the five corresponding years

Table-2.10 (In Cr. ₹)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SALES/ INCOME</th>
<th>PBDIT</th>
<th>PBIT</th>
<th>NET PROFIT/ PAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>49439.70</td>
<td>28373.10</td>
<td>19915.80</td>
<td>14430.80</td>
</tr>
<tr>
<td>2006-07</td>
<td>59057.50</td>
<td>30646.50</td>
<td>21147.10</td>
<td>15642.90</td>
</tr>
<tr>
<td>2007-08</td>
<td>61542.60</td>
<td>31479.00</td>
<td>21681.10</td>
<td>16701.60</td>
</tr>
<tr>
<td>2008-09</td>
<td>65049.40</td>
<td>31968.40</td>
<td>19883.50</td>
<td>16126.30</td>
</tr>
<tr>
<td>2009-10</td>
<td>61953.20</td>
<td>37558.80</td>
<td>22900.00</td>
<td>16767.60</td>
</tr>
</tbody>
</table>

(Source: Published Annual Report 2005-06 to 2009-10 of Oil and Natural Gas Corporation Ltd.)
Above Table 2.10 shows the **Total Turnover** of **Oil and Natural Gas Corporation Limited (ONGC)** increasing trend during the years of 2005-06 to 2008-09. After it came down in 2009-10. It was the lowest level at ₹49439.7 Crores in 2005-06. It increased at ₹59057.50 Crores in 2006-07. It was at ₹61542.6 Crores in 2007-08. It further increased at ₹65049.4 Crores in 2008-09. Finally it came down at ₹61953.2 Crores in 2009-10.

According to Table- 2.10 shows **Profit Before Depreciation, Interest and Tax of Oil and Natural Gas Corporation Limited (ONGC)** continuous increasing trend the study period. It was ₹28373.1 Crores in 2005-06. It increased to ₹30646.5 Crores in 2006-07. It further I increased to ₹31479 Crores in 2007-08. It was ₹31968.4 Crores in 2008-09.Finally it reached the highest level at ₹37558.8 Crores.
Above Table 2.10 shows the Profit Before Interest and Tax of Oil and Natural Gas Corporation Limited (ONGC) increasing trend during the years of 2005-06 to 2007-08. After it came down in 2008-09. It was the lowest level at ₹19883.50Crores in 2008-09. It increased at ₹19915.80 Crores in 2005-06. It was at ₹21147.10 Crores in 2006-07. It further increased at ₹21681.10Crores in 2007-08. It came down at ₹19883.50Crores in 2008-09. Finally it increased at ₹22900.00 Crores in 2009-10.

Above Table 2.10 represents that Net Profit of Oil and Natural Gas Corporation Limited (ONGC) increasing trend during the years of 2005-06 to 2007-08. After it came down in 2008-09. It was the lowest level at ₹14430.80 Crores in 2005-06. It increased at ₹15642.90 Crores in 2006-07. It was at ₹16701.60 Crores in 2007-08. It came down at ₹16126.30Crores in 2008-09. Finally it increased at ₹16767.60Crores in 2009-10.
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