

SELECTED FINANCIAL INFORMATION

	Rs. in Million				
	2007-08	2006-07	2005-06	2004-05	2003-04
A) Operating Income					
Earned from					
Sale of Energy	369462	325344	266564	232415	190571
Consultancy & Other Income	30651	28422	26806	24110	61816
Total	400113	353766	293370	256525	252387
Paid & Provided for					
Fuel	220202	198181	163947	137235	122150
Employees Remuneration & Benefits	18960	11632	9684	8823	8835
Generation, Administration & other expenses	16284	15567	12721	12062	9813
Provision (Net)	7	73	334	(6160)	(3813)
Prior Period/Extra Ordinary Items	2745	(109)	2488	(102)	183
Profit before depreciation, Interest & Finance Charges and Tax	141915	128422	104196	104667	115219
Depreciation	21385	20754	20477	19584	20232
Profit before Interest & Finance Charges and Tax	120530	107668	83719	85083	94987
Interest & Finance Cost	17981	18594	17632	16955	33697
Profit before tax	102549	89074	66087	68128	61290
Tax (Net)	28401	20427	7885	10058	8682
Profit after tax	74148	68647	58202	58070	52608
Dividend	28859	26385	23087	19790	10823
Dividend tax	4905	3896	3238	2680	1387
Retained Profit	40384	38366	31877	35600	40398
B) What is Owned					
Gross Fixed Assets	533680	507273	460396	431062	400281
Less : Depreciation	272743	250792	229501	207914	187736
Net block	260937	256481	230895	223148	212545
Capital Work-in-progress, Construction Stores & Advances	224783	168392	136340	99285	74953
Investments	152672	160943	192891	207977	173380
Current Assets, Loans & Advances	255488	221827	157245	129073	135468
Total Net Assets	893880	807643	717371	659483	596346
C) What is Owed					
Long Term Loans	271776	244516	201195	166719	149415
Working Capital Loans	130	328	778	4159	5113
Current Liabilities & Provisions	79299	70263	61402	67467	80941
Total Liabilities	351205	315107	263375	238345	235469
D) Others					
Deferred Revenue - Advance against depreciaion	13734	6567	4408	3374	1591
Deferred Foreign Currency Fluctuation Liability	2554	-	-	-	-
Development surcharge fund	-	-	-	-	3784
Derferred Tax Liability (Net)	1	1	1	1	1
Total	16289	6568	4409	3375	5376
E) Net Worth					
Share Capital	82455	82455	82455	82455	78125
Reserves & Surplus	443931	403513	367132	335308	277376
Net Worth	526386	485968	449587	417763	355501
F) Capital Employed	588868	564331	523572	500540	458267
G) Value Added	127538	111012	97206	88167	66341
G) No. of Shares	8245464400	8245464400	8245464400	8245464400	7812549400
I) No. of Employees *	23674	23602	21870	21420	20971
J) Ratios					
Return on Capital Employed (%)	14.07	13.89	12.46	12.77	12.93
Return on Net Worth (%)	16.10	15.57	14.16	14.33	14.94
Book Value per Share (Rs.)	63.84	58.94	54.53	50.67	45.50
Current Ratio	3.22	3.16	2.56	1.91	1.67
Debt to Equity	0.52	0.50	0.45	0.41	0.43
Value Added/Employee (Rs. Million)	5.39	4.70	4.44	4.12	3.18

* Excluding JVs, Subsidiaries

DIRECTORS' PROFILE



Shri R.S. Sharma (58 years), Chairman & Managing Director, NTPC Limited, since May 01, 2008, has rich and varied experience spanning over thirty seven years in the Indian power industry out of which he has spent 30 years in power projects and stations. A graduate in Mechanical Engineering, Shri Sharma began his career in 1971 as Engineer in Madhya Pradesh Electricity Board where he laid the foundations of his exceptional expertise in the area of Operation & Maintenance of power stations.

He joined NTPC in 1980 and worked in equipment erection and plant maintenance areas prior to becoming head of various projects. He also headed the Southern Region of the Company. Later he served as Executive Director (Corporate Planning) and Executive Director (Commercial) and looked after key areas of Strategic Planning and Commercial Functions respectively.

Shri Sharma became Director (Commercial) in October, 2004 and took numerous initiatives to ensure robust commercial success of NTPC. He led NVVN, the trading arm of NTPC, to achieve a substantial share in the power trading market. As Director (Commercial), he also led the team of New Business Development in setting up various joint ventures, carrying out the due process for a power exchange and the Company's diversification into equipment manufacturing. He guided the efforts for acquisition of coal mines abroad and led the team in preparing the road-map for nuclear power. Besides his wide-ranging contribution to the power industry and the Company, Shri Sharma has demonstrated high commitment to corporate governance, corporate social responsibility and value based leadership.

Shri R.S. Sharma was holding 2304 equity shares in the company as on March 31, 2008.

Shri Chandan Roy (58 yrs), Director (Operations) is a graduate in Mechanical Engineering. A power engineer of repute with rich and varied experience of more than 37 years in the areas of project planning, conceptualisation, design, engineering and Operation & Maintenance of more than 29000 MW. Shri Roy has held various responsible positions in India and abroad. Prior to joining the Board of NTPC Limited in January 2004, he has held various important positions including the Executive Director of a Regional Head Quarter, Executive Director (Engineering) etc. He has also been the Chairman of Ratnagiri Gas and Power Private Limited (Part time), a joint venture company of NTPC Ltd and Gas Authority of India Limited (GAIL) for two (2) years and the chief architect of revival of the abandoned project. Prior to joining NTPC in 1977, he worked in Babcock & Wilcox, London. In recognition of his expertise in the area of power plant design, commissioning and generation he has been awarded "Eminent Engineer Award" by Institution of Engineers (India) in the year 2006.



Shri Chandan Roy was holding 14516 equity shares in the company as on March 31, 2008.



Shri R.K. Jain (59 yrs), Director (Technical) since May 5, 2005, has vast experience of over 35 years of Power Project Planning, Conceptualisation, Design/Engineering and Contract & Materials. He also served as Executive Director (National Capital Region), Executive Director (Corporate Contract & Materials), and as General Manager (Consultancy & Joint Ventures). Prior to joining NTPC in 1977, he worked with Central Electricity Authority. As Director (Technical), he is responsible for Engineering Division, induction of new technologies like Supercritical etc., development of Energy Technology Centre for research in Energy related areas, non-conventional energy resources, implementation of Distributed Generation Schemes and development and implementation of IT initiatives in NTPC

including ERP. He is also responsible for NTPC's globalization initiatives in the areas of setting up power plants abroad, O&M Contracts & offer Engineering Services for international clients.

Shri R.K. Jain was holding 369 equity shares in the company as on March 31, 2008.



Shri A.K. Singhal (54 yrs), Director (Finance) since August 2005, a Chartered Accountant, comes with rich experience of 29 years of Corporate Finance Management. He is also a member of All India Management Association (AIMA) and Institute of Internal Auditors (IIA). Prior to joining NTPC in 2001, he was the Executive Director (Finance) in National Fertilizers Limited (NFL) as head of Finance & Accounts department. He held various managerial positions in Krishak Bharati Cooperative Limited (KRIBHCO) and Engineering Projects of India Limited (EPIL). As Finance Director on the Board of NTPC, he is responsible for formulating financial strategies and plans to enable the company in achieving its Vision. He gives directions with respect to the entire gamut of Financial Management of the organization including timely financial resource mobilization at minimum possible cost from Domestic & Global

sources including equity issues, optimum utilization of funds, formulation of company's annual financial budget and undertaking budgetary controls. He is also responsible for designing internal control systems commensurate with the size of the organization and for ensuring compliance of such systems. Being responsible for compliances of Company Law and other statutory requirements, he also gives direction to the Corporate Governance framework of the company. After company became listed he has been acting as one of the vital links between the shareholders of the company and the rest of the Board.

Shri A.K. Singhal was holding 10329 equity shares in the company as on March 31, 2008.

Shri R.C. Shrivastav (58 yrs.), Director (Human Resources) is a Graduate in Electrical Engineering. He has a rich and diverse experience in the power sector. He started his career in power plant operation in captive power plant of Steel Authority of India Limited. He joined NTPC in 1981 and worked in various capacities in the areas of construction, commissioning and operation & maintenance of power stations as well as corporate operation services. He headed a number of power stations of NTPC and was elevated to the post of Executive Director (Southern Region) in 2002. He later handled the responsibility as Chief Executive Officer of NTPC Electric Supply Company Limited, a wholly owned subsidiary Company of NTPC engaged in electricity distribution before appointment as Director (HR) of NTPC in May 2006. As Director (HR) Shri Shrivastav is overall in-charge of Human Resource function for the entire organization. He is also responsible for Power Management Institute of NTPC and other corporate functions such as Industrial Safety, Resettlement & Rehabilitation, Corporate Communication and Corporate Social Responsibility.



Shri R.C. Shrivastav was holding 2304 equity shares in the company as on March 31, 2008.



Shri K.B. Dubey (59 yrs), Director (Projects) is a graduate in Mechanical Engineering. Shri Dubey started his professional career with Bharat Heavy Electricals Ltd and subsequently joined NTPC in 1981. He has worked in NTPC in different capacities and in variegated areas. He has headed various Projects, Region and Corporate Groups in NTPC such as Faridabad Gas Power Project, Koldam Hydro Power Project, Hydro Region and Corporate Monitoring Group and has earned laurels in both Professional and Administrative capacities. He took over as Director (Projects) of NTPC on 12.01.2007. Shri Dubey is a member of the Panel of Arbitrators of the Singapore International Arbitration Centre. He is also an Arbitrator of the Scope forum of Conciliation and Arbitration. He is Member in the governing body of National Institute of Rock Mechanics and also member in governing body of Construction Industry Development Council (CIDC).

Shri K.B. Dubey was holding 3180 equity shares in the Company as on March 31, 2008.

Shri Rajesh Verma (44 years), is a graduate in Electrical Engineering from IIT, Delhi and an Indian Administrative Service Officer from Orissa State cadre. He has held various posts in both the State Governments of Orissa and Rajasthan. Prior to his joining as Joint Secretary & Financial Adviser, Ministry of Power, Government of India with effect from 02.07.2007, he has held the post of Director (Hydro), Ministry of Power. He is on the Board of the Company as a part-time Director nominated by the Government of India with effect from July 23, 2007.



Shri Rajesh Verma was holding NIL equity shares in the Company as on March 31, 2008.



Shri V.P. Joy (45 years) is a graduate in Electronics & Communication Engineering, MBA from Birmingham, UK and an Indian Administrative Service Officer from Kerala State cadre. He has held various posts in the State Government of Kerala. Prior to his joining as Joint Secretary (Thermal), Ministry of Power, Government of India, he has held the post of Director in Ministry of Petroleum & Natural Gas, Government of India and has wide experience in the Petroleum Energy Sector in the areas of supply, pricing, corporate affairs and refineries. He is on the Board of the Company as a part-time Director nominated by the Government of India with effect from 30 August 2007.

Shri V.P. Joy was holding NIL equity shares in the Company as on March 31, 2008.

Dr. R.K. Pachauri (68 yrs) is the Chairman of the Nobel Peace Prize-winning Intergovernmental Panel on Climate Change (IPCC), the scientific intergovernmental body that provides decision-makers and the public with an objective source of information about climate change. He is also Director General of TERI (The Energy and Resources Institute), an independent research organisation providing knowledge on energy, environment, forestry, biotechnology and the conservation of natural resources. Dr Pachauri is a prominent researcher on environmental subjects, recognised internationally for his efforts to build up and disseminate greater knowledge about man-made climate change and to lay the foundations for the measures that are needed to counteract such change. He is active in several international forums dealing with the subject of climate change and its policy dimensions. He was recently awarded the second-highest civilian award in India, the 'Padma Vibhushan' and received the 'Officier De La Légion D'Honneur' from the Government of France in 2006. He has been on the Board of the Company with effect from January 30, 2006 as a non-official part-time Director.



Dr. R.K. Pachauri was holding 1850 equity shares in the company as on March 31, 2008.



Prof. Ashok Misra (61 yrs) is a Bachelor of Technology in Chemical Engineering from Indian Institute of Technology, Kanpur, a Master of Science in Chemical Engineering from Tufts University, USA, and Ph.D. in Polymer Science & Engineering from University of Massachusetts, USA. Prof. Ashok Misra also successfully completed his EDP from Kellogg School of Management, Northwestern University, USA. Currently he is the Director of Indian Institute of Technology, Mumbai. He authored one book on Polymers, published large number of papers in international journals and has been awarded six patents. He is the recipient of a number of prestigious awards. He is a member of several scientific associations and societies and currently, President, National Academy of Sciences, India (NASI).

He is also on the Board of Reliance Industries Ltd. and Rashtriya Chemicals & Fertilizes Ltd. He is a member of the International Academy Advisory Panel of Ministry of Education, Singapore. He has been on the Board of the Company with effect from January 30, 2006 as a non-official part-time director.

Prof. Ashok Misra was holding 369 equity shares in the company as on March 31, 2008.

Shri Gian Prakash Gupta (67 yrs), Post Graduate in Commerce, was the Chairman and Managing Director of IDBI & Chairman of UTI. He has 40 years of experience in various financial institutions and held Directorships in various organizations like LIC, GIC, EXIM Bank, NALCO, Aditya Birla Nuvo Limited, BHEL, Idea Cellular Limited in the past. He is presently on the Board of various companies namely Hindustan Aeronautics Ltd., PTC India Ltd., Power Finance Corporation Ltd. He has been on the Board of the Company with effect from January 30, 2006 as a non-official part-time director.



Shri Gian Prakash Gupta was holding 3714 equity shares in the company as on March 31, 2008.

Shri Mirza Ishtiaq Beg (69 yrs) is former Chairman of Central Electricity Authority & Ex-Officio Secretary to the Government of India. He obtained Master degree in Economics and Bachelor of Science in Electrical Engineering. Shri M.I. Beg was with Central Electricity Authority for 34 years and represented Government on the Board of various PSUs. He is currently handling arbitration cases of various Companies. He has been pioneer in activities relating to power projects like pricing, evolving models through new studies, etc. He has been on the Board of the Company with effect from January 30, 2006 as a non-official part-time director.

Shri Mirza Ishtiaq Beg was holding 214 equity shares in the company as on March 31, 2008.



Chief Vigilance Officer



Shri G.S. Sarna (53 years), is an Indian Revenue Service Officer. Prior to the present deputation as the Chief Vigilance Officer, NTPC Limited, he was Commissioner of Central Excise. In the Customs he has held similar senior appointments at the International Airport and the Air Cargo at Delhi besides having been also on deputation in the Commerce Ministry.