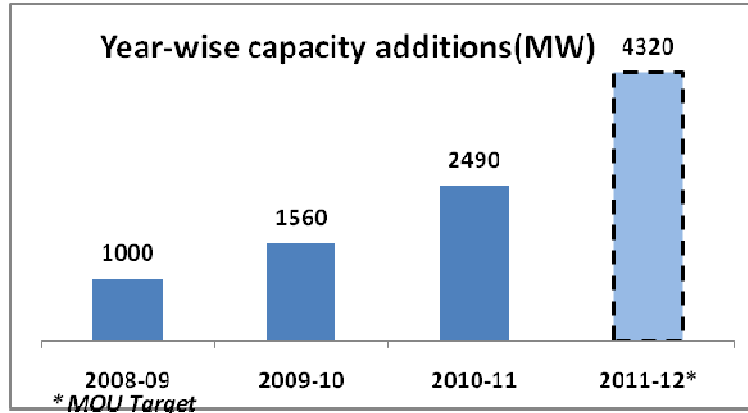


HIGHLIGHTS 2010-11

Growth in Capacity

- ✚ Installed capacity reaches 34,194 MW (including 3364 MW under JVs).
- ✚ Highest ever capacity addition of 2490 MW (including 500 MW in JV).
- ✚ 14,748 MW under construction at 15 locations.



First supercritical unit at Sipat (660 MW) synchronized.

Growth in Commercial Capacity

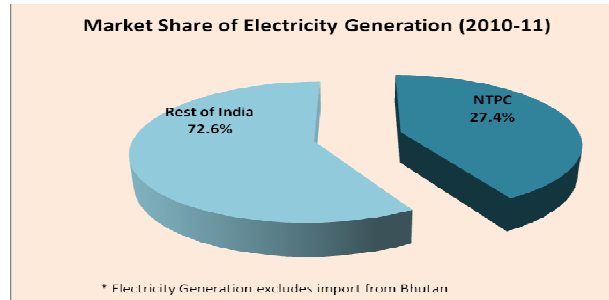
- ✚ 1600 MW declared commercial (including 610 MW under JV).
- ✚ Jhajjar Unit-1 and Dadri Unit- 6 declared commercial within CERC's stipulated timeline making them eligible for additional ROE of 0.5%.

Long Term Growth Plans

- ✚ NTPC has prepared a Corporate Plan setting a target of becoming a 1,28,000 MW by 2032 with 28% capacity from non-fossil sources.
- ✚ NTPC is working on a basket of new projects of more than 45,000 MW for implementation.
- ✚ Government of India has approved allocation of 50% power to the home states from fourteen (14) power projects of NTPC, with total capacity of 35,680 MW.

Sustaining Market Leadership

- ✚ Highest ever generation of 220.54 BUs from NTPC units as against 218.84 BUs in 2009-10.
- ✚ NTPC's share in country's generation was 27.4% in 2010-11, with 17.75% of the national capacity.



Generation target for 2011-12

- ✚ MOU target of generating 235 BUs from NTPC units in the year 2011-12.

World Class Capacity Utilization

- ✚ Seven NTPC coal stations figure among the top 10 stations in the country in terms of PLF.
- ✚ Achieved Plant Load Factor (PLF) of 88.29% during 2010-11 (National PLF 75.07%).
- ✚ Three coal stations achieved PLF of over 95%, seven other stations achieved more than 90% PLF.

Robust Financials

- ✚ 100% realization of the billing for the eighth consecutive year.
- ✚ Provisional and un-audited Net Sales of Rs 14,488 crore in Q4 2010-11 as against Rs. 12,305 crore (unaudited) in Q4 2009-10, registering an increase of 17.74%. Provisional and un-audited Gross Revenue of Rs 15,106 crore in Q4 2010-11 as against Rs. 12,981 crore (unaudited) in Q4 2009-10, registering an increase of 16.37%.
- ✚ Provisional and un-audited Profit after tax for Q4 2010-11 is Rs.2,505.42 crore as compared to Rs.2,017.66 crore (unaudited) for Q4 2009-10, an increase of 24.17%.
- ✚ Provisional and un-audited Net Sales of Rs. 53,721 crore during 2010-11 as against Rs. 46,169 crore (audited) during 2009-10, registering an increase of 16.36%. The provisional and un-audited Gross Revenue is Rs.56,331 crore during 2010-11 as against Rs.49,247 crore (audited) for the year 2009-10, an increase of 14.38%.
- ✚ Provisional and un-audited Profit after tax for the year 2010-11 is Rs.8,826.16 crore as compared to Rs.8,728.2 crore (audited) during the year 2009-10, an increase of 1.12%.
- ✚ Interim dividend @ 30% amounting to Rs.2,473.64 crore paid during the year.
- ✚ Capital Expenditure of Rs.12,817.61 crore during 2010-11, an increase of 22.46% over the last year's figure of Rs.10,467.13 crore. NTPC Group's capital

expenditure was Rs. 16,326.58 crore as against Rs.14,334.54 crore over the last year, an increase of 14%

- ✚ Approved outlay for 2011-12 for NTPC's capital schemes is Rs.26,400 crore; for NTPC Group, the outlay is Rs.30,843.72 crore.
- ✚ Contributed Rs.6,243.99 crore to exchequer on account of Corporate tax, Dividend and tax thereon and wealth tax, an increase of 92% over the previous year.

Shareholders' Wealth

- ✚ Among ten largest companies in India with a market cap of more than Rs.1,59,000 crore as on 31.03.2011.

Growing Stature

- ✚ Awarded "Maharatna" status in May 2010. Gives NTPC power to make equity investments up to Rs.5,000 crore in JVs, wholly owned subsidiaries and for Mergers and Acquisitions, against a power of Rs.1,000 crore as a "Navratna".
- ✚ No. 1 Independent Power Producer in Asia and 2nd globally in the Platts Top 250 Global Energy Company Rankings 2010.
- ✚ Ranked 341st largest company in the world as per Annual Ranking of top 2000 companies in the world by Forbes
- ✚ "Excellent" rating under Government of India MOU for the year 2009-10.

Bulk Tendering

- ✚ Award for 9 units of 660 MW bulk tendering under finalization
- ✚ Bids invited for 9 units of 800 MW.

Coal Availability and Mining

- ✚ Coal Linkages received for 9 new projects with a total capacity of 10,920 MW.
- ✚ Agreement signed with STC for import of 12 MMT of coal.
- ✚ Coal stock of NTPC stations is 5.35 MMT in March' 11 [13.5 days' stock].
- ✚ Mine Developer and Operator appointed for Pakri Barwadih Coal Mining Block (311.7 Million MT over 27 years).

Focus on Renewables

- ✚ NTPC Vidyut Vyapar Nigam (NVTN), designated as a nodal agency for phase-I of Jawahar Lal Nehru National Solar Mission, has signed Power Purchase Agreements for 704 MW.

- ✚ 105 MW of solar projects under development by NTPC.
- ✚ 175 MW of wind power capacities under development by NTPC.

Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY)

- ✚ NTPC Electric Supply Company Ltd (NESCL) completed electrification of 4315 villages and provided 12.52 lakhs BPL connections.

Leveraging Expertise

- ✚ During 2010-11, Consultancy Wing secured orders valued total Rs. 153.72 crore
- ✚ Consultancy wing working on a capacity of more than 21,000 MW apart from 7690 MW of NTPC JV projects.

Global Footprints

- ✚ **Bangladesh (1320 MW Project in JV):** Feasibility Report for the site at Khulna has been prepared by NTPC and sent to Bangladesh Power Development Board.
- ✚ **Sri Lanka (500 MW Project in JV):** Joint Venture Agreement (JVA), Power Purchase Agreement and Board of Investment (BOI) agreement has been finalized. JVA will be signed after clearance from Sri Lankan authorities.
- ✚ **Bhutan (620 MW Project):** NTPC is preparing the Detailed Project Report for Amochhu HEP in Bhutan (620 MW).

Accolades

- ✚ Most Respected Company in the Power Sector 2011 by Businessworld.
- ✚ PSU Excellence Award 2010 in the Best Financial Performance Category by Indian Chamber of Commerce and Department of Public Enterprises.
- ✚ Award for “Best HR Strategy in line with Business” and award for “Talent Management” at the Asia Best Employer Brand Ceremony held at Singapore in 2010.
- ✚ Ranked seventh in top 10 Great Places to Work for the year 2010 by Great Places to Work Institute’s India chapter in collaboration with Economic Times.
- ✚ CII-ITC Sustainability Award - 2010 constituted by CII-ITC Centre of Excellence for Sustainable Development awarded to Talcher Thermal Power Station.
- ✚ Shri Mishri Lal Choudhary, Senior Technician with NTPC –Anta received prestigious Prime Minister’s Shram Vir Award.

PERFORMANCE 2010-11

CAPACITY GROWTH

✚ Additions during the year- 2490 MW :

Project	Capacity (MW)
NTPC Owned	
Dadri, Unit # 6	490
Korba, Unit # 7	500
Farakka, Unit # 6	500
Simhadri, Unit-3	500
Under JVs	
Jhajjar, Unit # 1	500
Total	2490

✚ 1600 MW declared commercial

Project	Capacity (MW)	Commercial Operation Date
Dadri, Unit # 6	490	31.07.2010
Kanti, Unit # 2	110	15.10.2010
Jhajjar, Unit # 1	500	05.03.2011
Korba, Unit # 7	500	21.03.2011
Total	1600	

MOU Target of 4320 MW for 2011-12

Project	Capacity (MW)
Sipat, Stage- I	1320 (2x660MW)
Jhajjar	1000 (2x500 MW)
Vallur	1000 (2x500MW)
Simhadri Stage- II	500
Mouda Stage- I	500*
Total	4320

*Best efforts basis

Total Capacity Under Construction: 14,748 MW

Project	Capacity (MW)
Sipat-I (Coal), Chhattisgarh	1980
Indira Gandhi STPP - JV With HPGCL & IPGCL (Coal), Haryana	1000
Simhadri-II (Coal), Andhra Pradesh	500
Vallur (Phase -I & Phase –II) (Coal) - JV With TNEB, Tamil Nadu	1500
Mouda-I (Coal), Maharashtra	1000
Rihand-III (Coal), Uttar Pradesh	1000
Vindhyachal-IV (Coal), Madhya Pradesh	1000
Bongaigaon (Coal), Assam	750
Barh –I (Coal), Bihar	1980
Barh-II (Coal), Bihar	1320

Nabinagar-JV With Railways (Coal), Bihar	1000
Muzaffarpur-II (Coal), JV With BSEB, Bihar	390
Koldam (Hydro), Himachal Pradesh	800
Tapovan Vishnugad (Hydro), Uttaranchal	520
Singrauli CW Discharge (Small hydro), Uttar Pradesh	8
Total	14,748 MW

✚ Projects for which bids invited: 16,192 MW

- Nine 660 MW units under bulk tendering (award under finalisation):

Projects	Capacity(MW)
Solapur (2x660)	1320
Meja (2x660)	1320
Mouda-II (2x660)	1320
Nabinagar (3x660)	1980
Total	5940

- Nine 800 MW units under bulk tendering

Projects	Capacity (MW)
Lara (2X800)	1600
Darlipalli (2X800)	1600
Kudgi (3X800)	2400
Gajmara (2X800)	1600
Total	7200

- Other thermal projects:

Projects	Capacity (MW)
Tanda (2X660)	1320
Unchahar (1X500)	500
Vindhyachal-V (1X500)	500
Total	2320

- Hydro projects:

Projects	Capacity (MW)
Lata Tapovan (3X57)	171
Ramman – III (3X40)	120
Rupsiyabagar	261
Khasiyabara (3X87)	
Total	552

- Renewable projects:

Projects	Capacity (MW)
Wind- Modurgudda, Karnataka	36
Wind- Chakala, Maharashtra	39
Wind-Guledagudda- Karnataka	100
Solar-Dadri	5
Total	180

✚ Further, projects for which FR approved: 17,680 MW

ENVIRONMENT CLEARANCE

- ✚ Environment clearance of MOEF obtained for all 660MW Bulk tendered projects viz. Solapur(2x660MW), Mouda-II(2x660MW), Meja JV(2x 660MW, Nabinagar JV(3x660MW).

NEW BUSINESS INITIATIVES

- ✚ **JV with Nuclear Power Corporation of India (NPCIL):** JV Company between NPCIL (equity-51%) and NTPC (equity-49%), named “Anushakti Vidhyut Nigam Ltd” has been incorporated on 27.01.2011 to set up Nuclear Power Project(s).
- ✚ **JV with ADB for Renewable:** JVA has been signed (24.11.2010) amongst NTPC, ADB and Kyuden International Corporation (a wholly owned subsidiary of Kyushu Electric Power Company Inc.), for Establishment of Power Generation capacity of about 500 MW through Renewable Energy Sources. The Joint Venture Company is under incorporation.
- ✚ **CIL-NTPC Urja Pvt. Ltd.:**“CIL NTPC Urja Pvt. Limited”, 50:50 joint venture company between NTPC and CIL incorporated on 27.04.2010 for Development, Operation & Maintenance of Brahmini and Chichro Patsimal Coal Blocks & Integrated Power Project(s).

OPERATIONAL PERFORMANCE

- ✚ Seven NTPC coal stations figure among the top 10 stations in the country in terms of PLF:

Station	Capacity	Rank	PLF (%)
Dahanu	500	1	101.0
OP Jindal, Raigarh	1000	2	98.0
Singrauli	2000	3	96.5
Sipat	1000	4	96.5
Torangallu (JINDAL)	860	5	96.2
Simhadri	1000	6	96.1
Vindhyachal	3260	7	94.6
Talcher Th.	460	8	94.2
Unchahar	1050	9	93.3
Rihand	2000	10	93.1

- ✚ Generation from NTPC units increased by around 1% to 220.54 BUs from 218.84 BUs in 2009-10.
- ✚ Average PLF of NTPC coal stations was 88.29%. Singrauli Power Station achieved the highest PLF of 96.54%

- ✚ First stage of Singrauli Super Thermal Power Station (5X200 MW) achieved best ever PLF of 101.11%.
- ✚ Out of fifteen coal stations, three stations have achieved PLF of more than 95% and seven other stations achieved PLF of more than 90%.
- ✚ Average PLF of gas stations was 71.77%.
- ✚ Coal Stations of NTPC achieved an Availability of 91.6% against 91.4% achieved in 2009-10.

Sustaining Market Leadership:

Total electricity available in the country	811.104 BUs
Electricity import from Bhutan	5.61 BUs
Total Electricity Generation in the Country	805.494 BUs
Total Generation from NTPC	220.54 BUs
NTPC's share in total electricity generation in the country	27.40%

FUEL SUPPLY SCENARIO

	Receipt	
	2010-11	2009-10
Coal		
Coal – Domestic	126.64 MMT	129.9 MMT
Coal - Imported	10.56 MMT (Eq. domestic coal: 17 MMT)	6.3 MMT (Eq. domestic coal: 10.14 MMT)
Total	137.2 MMT (Eq. domestic coal: 143.64 MMT)	136.2 MMT (Eq. domestic coal: 140.04 MMT)
Gas		
Gas – APM+PMT	9.00 MMSCMD	9.08 MMSCMD
Gas – Long Term/ Fallback/ Spot RLNG	2.86 MMSCMD	4.45 MMSCMD
Gas - KG D6	1.91 MMSCMD	0.35 MMSCMD
Total	13.77 MMSCMD	13.88 MMSCMD

Coal

- ✚ Coal Linkages received for 9 new projects with a total capacity of 10,920 MW.
- ✚ Agreement signed with STC for import of 12 MMT of coal.
- ✚ Bids being invited for direct import of 4 MMT of coal.
- ✚ Coal stock of NTPC stations is 5.35 MMT in March' 11 [13.5 days' stock].

Coal Mine Development

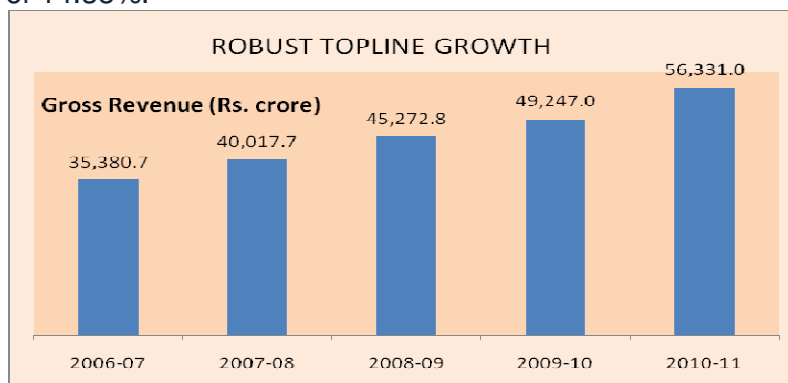
- ✚ Mine Developer cum Operator appointed at Pakri Barwadih.

Coal Block Acquisition Abroad

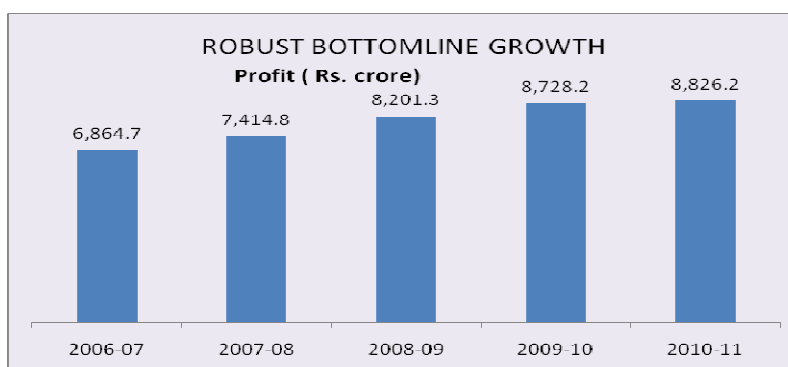
- ✚ Proposals received by NTPC for acquisition of coal mines abroad from Investment bankers as well as mine owners from countries like Indonesia, South Africa, Mozambique and Australia are under review.
- ✚ International Coal Ventures Private Limited (ICVL), a Joint Venture Company amongst SAIL, CIL, RINL, NMDC and NTPC is pursuing coal opportunities in Australia, Mozambique, USA, South Africa and Indonesia.

FINANCIAL PERFORMANCE

- ✚ Provisional and un-audited Net Sales of Rs 14,488 crore in Q4 2010-11 as against Rs. 12,305 crore (unaudited) in Q4 2009-10, registering an increase of 17.74%. Provisional and un-audited Gross Revenue of Rs 15,106 crore in Q4 2010-11 as against Rs. 12,981 crore (unaudited) in Q4 2009-10, registering an increase of 16.37%.
- ✚ Provisional and un-audited Profit after tax for Q4 2010-11 is Rs.2,505.42 crore as compared to Rs.2,017.66 crore (unaudited) for Q4 2009-10, an increase of 24.17%.
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- ✚ Provisional and un-audited Profit after tax for the year 2010-11 is Rs.8,826.16 crore as compared to Rs.8,728.2 crore (audited) during the year 2009-10, an increase of 1.12%.



- ✚ Approved outlay for 2011-12 for NTPC's capital schemes is Rs. 26,400 crore; for NTPC Group, the outlay is Rs.30,843.72 crore.
- ✚ Capital Expenditure of Rs.12,817.61 crore during 2010-11, an increase of 22.46% over the last year's figure of Rs.10,467.13 crore. NTPC Group's capital expenditure was Rs. 16,326.58 crore as against Rs.14,334.54 crore over the last year, an increase of 14%
- ✚ FII's holding increased to 3.53% as on 31.03.2011 from 2.55% on 31.03.2010. NTPC's scrip closed at Rs. 193.10 at the end of the financial year at National Stock Exchange.
- ✚ Declared an interim dividend of Rs. 3/- per equity share having face value of Rs. 10/- being 30% of paid-up capital translating into a dividend payout of Rs.2,473.64 crore.
- ✚ Contributed Rs.6,243.99 crore to exchequer on account of corporate tax (Rs. 3,074.40 crore), dividend (Rs. 2,647.60 crore), dividend distribution tax (Rs. 518.07 crore) and wealth tax (Rs. 3.92 crore).
- ✚ New loans aggregating to Rs.3,479 crore tied up with domestic Banks and other Financial institutions during 2010-11 including Rs.2,000 crore from HUDCO and Rs.1,000 crore from HDFC Bank. Cumulative loans of Rs.52,787.35 crore tied up so far.
- ✚ A bilateral loan facility of USD 300 million tied up with the Bank of Tokyo-Mitsubishi UFJ, Ltd, Singapore.
- ✚ Five series of Bonds on Private Placement basis issued to eligible Institutions aggregating Rs.720 crore:
- ✚ Out of the five Series of Bonds issued during the year, four Series of Bonds aggregating to Rs. 420 crore have been issued to Army Group Insurance Fund (AGIF) under the Funding Line extended by AGIF for Rs.1,200 crore.
- ✚ Outstanding amount of Bonds as on 31.03.2011 is Rs.9,570 crore as against total amount of Rs.14,755.35 crore raised so far.

Public Deposits

- ✚ Interest rates of Public Deposit Schemes were revised upwards with effect from 24.09.2010. The present interest rates are 6.50%, 6.75% and 7.00% for 1 year, 2 years and 3 years schemes respectively. As on 31.03.2011, there are 244 deposit holders with outstanding deposit amount aggregating to Rs.13.26 crore.

COMMERCIAL PERFORMANCE

- ✚ 100% realization of billing for the eighth consecutive year.
- ✚ All beneficiaries are maintaining LCs corresponding to 105% of their average monthly billing.
- ✚ Government of India has approved allocation of 50% power to the home states from fourteen (14) power projects of NTPC, with total capacity of 35,680 MW.
- ✚ Jhajjar Unit-1 and Dadri Unit- 6 declared commercial within CERC's stipulated timeline making them eligible for additional ROE of 0.5%.
- ✚ CERC has issued tariff orders allowing additional capitalization of about Rs.612 crore for the period 2004-09 during 2010-11.
- ✚ An amount of Rs 1,699.32 crore was received towards redemption of State Government Bonds and long term advance of Delhi. An interest of Rs 896.38 crore was also received as per the one time settlement scheme.

- ✚ Under Customer Relationship Management Programme, 68 customer support workshops conducted and training facilities extended to 156 officials of state utilities free of cost.

CONTRACTS MANAGEMENT

- ✚ Bids invited for bulk ordering of 9 units of 800 MW.
- ✚ Corporate Contracts amounting to total value of more than Rs. 2,400 crore were awarded which included 57 contracts for NTPC and 14 contracts on behalf of JV Companies.
- ✚ Letter of Intent issued for Turbine Generator package for 660 MW Bulk tendering projects at Solapur, Mouda-II and Meja.
- ✚ Award for 'Mine Developer and Operator Package' for Development and Operation of Pakri Barwadih Coal Mining Block.
- ✚ 19 contracts have also been awarded for supply of RLNG on delivery basis for NTPC's gas projects.

STRATEGIC INITIATIVES

For Faster Project Execution

- ✚ Empowering Regions/ Sites and restructuring of Regions
- ✚ Revision of Delegation of Power
- ✚ New Project formulation methods
- ✚ Vendor enlistment
- ✚ Diversifying vendor base

Technology Roadmap up to 2032

- ✚ NTPC has drawn a long term technology roadmap up to 2032 which involves development, adoption and promotion of safe, efficient and clean technologies for entire value chain of power generation business.
- ✚ Some of the target technologies are:
 - Setting up of Coal Fired Units with Ultra Supercritical Parameters targeting efficiency comparable to the best available technology in the world.
 - Establishment of Indian Coal Based Gasifier & Gas cleaning System for IGCC, development of 100MW IGCC power block and subsequent scaling up to higher capacities.
 - No sub-critical technology power plant shall be ordered from 12th Plan onwards.

DEALING WITH CLIMATE CHANGE

- ✚ By 2032, NTPC targets to have 28% of its installed capacity from non-fossil sources.
- ✚ Implementing high efficiency super critical technologies.

Focus on non-fossil sources of energy

- ✚ Currently implementing 1320 MW hydro capacity
 - Koldam - 800 MW
 - Tapovan Vishnugad - 520 MW

- ✚ NTPC Vidyut Vyapar Nigam (NVVN), designated as a nodal agency for phase-I of Jawahar Lal Nehru National Solar Mission, has signed Power Purchase Agreements for 704 MW.
- ✚ 105 MW of solar projects under development.
 - 5 MW Solar PV project at NTPC Dadri project is under award stage.
 - Bids being invited shortly for 5 MW solar projects at Port Blair, Andaman and Nicobar islands.
 - Bids being invited for 15MW solar energy project in Anta.
 - Detailed Project Report under preparation for a combined capacity of 75 MW solar projects at Singrauli, Ramagundam, Unchahar, Korba and Faridabad.
 - To promote solar power, Gol has allocated 105 MW of comparatively cheaper power from the Government's unallocated quota in the upcoming coal based power projects for bundling with solar power.
- ✚ 175 MW of wind power capacities under development
 - Wind energy projects at Chakla, Maharashtra (39 MW) and Modurgudda , Karnataka (36 MW) are under award stage. PPA signed with Karnataka and Maharashtra.
 - Bids invited for 100 MW wind energy projects at Guledagudda, Karnataka.

Development of Advance Ultra Super Critical technology

- ✚ Under National Mission on Clean Coal (Carbon) Technologies, NTPC, BHEL and Indira Gandhi Centre for Advanced Research (IGCAR) have entered into MOU for indigenous development of advance ultra super critical technology which will have enhanced efficiency in the range of 45-47% and about 15-17% less CO₂ emission as compared to conventional 500 MW sub-critical thermal power plants.

Reduction in GHG emissions

- ✚ Since inception of Centre for Power Efficiency & Environmental Protection (GenPEEP), more than 30 MMT of CO₂ has been avoided in NTPC.

Energy Conservation

- ✚ In the year 2010-11, NTPC carried out 96 energy audits in different power plants, which resulted in savings amounting to approx Rs.31 crore.

Creation of Green Wealth

- ✚ The company has been undertaking massive afforestation in and around its projects. Till date more than 19 million trees have been planted.
- ✚ The afforestation has not only contributed to the aesthetics but also helps in carbon sequestration by serving as a 'sink' for the pollutants released from the stations and thereby protecting the quality of ecology and environment in and around the projects.

GLOBAL FOOTPRINTS

Bangladesh- 1320 MW coal based Project in Khulna

- ✚ NTPC Board has approved the Joint Venture Agreement (JVA) with Bangladesh Power Development Board (BPDB) and it is likely to be signed soon.
- ✚ Feasibility Report for the site at Khulna has been prepared by NTPC and sent to BPDB.

Sri Lanka (2x250 MW Coal based Power Project in Trincomalee, Sri Lanka)

- ✚ Joint Venture Agreement (JVA), Power Purchase Agreement (PPA) and Board of Investment (BOI) Agreement have been finalized. JVA will be signed after getting clearance from Sri Lankan authorities.
- ✚ Ceylon Electricity Board (CEB) has already acquired land at Sampur.

Bhutan (620 MW Hydro Project):

- ✚ On behalf of Government of India, NTPC is involved in preparation of Detailed Project Report for Amochhu HEP in Bhutan.
- ✚ Site specific surveys and investigations are under process and the Detailed Project Report is in advanced stage of finalization.

CONSULTANCY SERVICES

- ✚ Consultancy wing is working on a capacity of more than 21,000 MW apart from 7690 MW of NTPC JV projects.
- ✚ Provisional Gross Income of Rs.166 crore (9.71% increase from last year) and provisional net profit of Rs.56 crore.
- ✚ Orders secured for Rs.153.72 crore, including 14 overseas orders.
- ✚ Received two orders valued at Rs. 1.06 crore each to provide consultancy Services to BPDB for preparation of Feasibility report for 1000 -1320 MW (2X500 MW - 2X660 MW) capacity imported coal based Power Plants in Khulna & Chittagong, Bangladesh.

NTPC ENERGY TECHNOLOGY RESEARCH ALLIANCE (NETRA)

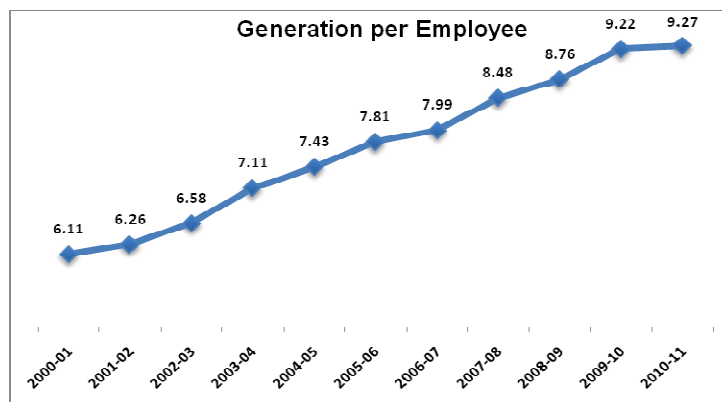
- ✚ Robotic mechanism for Boiler inspection developed, patent filed.
- ✚ Solar heating ventilation and air conditioning plant being set up.
- ✚ 100 TR air conditioning plant based on waste heat recovery from flue gas being established.
- ✚ Artificial Neural Network (ANN) based advisory systems developed and deployed for enhancing power plant efficiency and optimizing water chemistry.
- ✚ International patent filed on CO₂ absorption based on pressure swing adsorption technology, using Zeolite developed for the project.
- ✚ MOU signed with KfW, Germany for undertaking research studies on Solar and setting up solar research station at NETRA.
- ✚ Setting up of solar thermal R&D test platform for demonstration and validation of solar thermal power generation technologies.

ASH UTILISATION

- ✚ During the year 2010-11, about 26.028 MMT of ash has been utilized for various productive purposes which is 55.14% of the total ash generation against MOU target of 55%.
- ✚ Major beneficiary of fly ash utilization has been Cement and Concrete Industry which has utilized 9.879 MMT fly ash.
- ✚ Mega Fly Ash Brick Manufacturing Plants with capacity "One Lac Bricks per day" have also been commissioned at Sipat and Dadri.
- ✚ 1.18 MMT of ash from Talcher-Thermal has been utilized for filling of abandoned South Balanda coal mine of MCL in Odisha during 2010-11.
- ✚ Ash is also being exported from NTPC stations in Simhadri and Unchahar.

HUMAN RESOURCE MANAGEMENT

- ✚ Total employee strength is 25,144 as on 31.03.2011, as against 24,955 on 31.03.2010 (including employees in JVs & Subsidiaries).
- ✚ Man-MW ratio improved to 0.77 from 0.80 in the previous year.
- ✚ During 2010-11, 938 fresh professionals joined including 379 through campus recruitment from IITs/NITs; to recruit about 1200 fresh professionals during 2011-12.



UPDATES ON JVs and SUBSIDIARIES

NTPC Vidyut Vyapar Nigam Ltd.

- ✚ Transacted a business of 6933 MUs of power in 2010-11 as against 5549 MUs in 2009-10.
- ✚ Sold 23 Lakhs MT of Fly Ash and 600 MT of Cenosphere.
- ✚ Under JNNSM, NVVN has signed Power Purchase Agreements for 704 MW.
 - Projects under Migration Scheme (Solar PV – 54 MW, Solar Thermal – 30 MW)
 - PSA signed with Rajasthan & Punjab Discoms in Sept.'10/ Oct.'10.
 - PPA signed with 16 Solar Power Developers on 15th October 2010
 - New Projects (Solar PV – 150 MW, Solar Thermal – 470 MW)
 - PPA with thirty six selected Solar Power Developers signed by 10th January 2011.
 - PSA signed with Discoms of Andhra Pradesh, Karnataka, West Bengal, Rajasthan, Odisha, Punjab and Uttar Pradesh by 7th February 2011.

NTPC Electric Supply Company Limited.

- ✚ Under Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY), NESCL is carrying out the implementation in 29 districts in 5 states (Madhya Pradesh, Chhattisgarh, Odisha, Jharkhand and West Bengal). 4315 Un-electrified/De-electrified (UE/DE) villages were made ready and 12.52 Lakh Below Poverty Line (BPL) Rural house hold connections were provided during the financial year 2010-11. The cumulative achievement till 2010-11 is 14408 UE/DE villages and 23.07 Lakh BPL connections.
- ✚ Kinesco Power and Utilities Private Limited (a JV between NESCL and KINFRA) has completed one year of operations. The energy sales were 46.17 MUs with T&D loss of 1% and reliability index of 99.93.

- ✚ Government of Kerala has confirmed their willingness to allocate land on lease basis for setting up of 40 MW wind power project by Kinesco.

Kanti Bijlee Utpadan Nigam Ltd.

- ✚ Unit # 2 of 110 MW declared commercial in October 2010.

NTPC-BHEL Power Projects Pvt. Ltd.

- ✚ NBPPL has entered into a technology collaboration agreement with Dearborn Mid West Conveyor Company, USA for Coal Handling Plant (CHP).
- ✚ Discussions are going on with United Conveyor Company, USA for technology tie-up for Ash Handling Plant (AHP).
- ✚ NBPPL received LOI from BHEL for BOP and Civil Works of NEEPCO 100 MW Gas Power Plant.

Ratnagiri Gas & Power Pvt. Ltd.

- ✚ Record generation of 11877 MUs achieved during the year.

CORPORATE SOCIAL RESPONSIBILITY

✚ Promoting Employability:

- Adopted 18 ITIs and taking up start of 8 new ITIs at various locations to bridge the skill gap in the power sector; created 1209 extra seats in ITIs. 3919 persons trained at these ITIs during 2010-11.
- Solapur Power Training Institute (SPTI) being established in collaboration with NPTI for imparting specialized training in power sector.
- ✚ Financial assistance to Ramakrishna Mission for conducting various activities under the banner “Awakening India” heralding the 150th Birth Anniversary celebration of Swami Vivekananda
- ✚ Financial contribution for construction of houses in Leh which were destroyed by cloudburst in August 2010.
- ✚ NTPC Foundation has set up Information and Communication Technology Centre (ICT) at University of Delhi, Lucknow, Ajmer, Thiruvananthapuram and Mysore where more than 950 differently abled students have already benefited.
- ✚ Installation of 14 High Mast Lights in and around villages of NTPC Kahalgaon and 2 High Mast Lights in Behrampore villages of NTPC Farakka.
- ✚ Financial assistance for construction of one floor each for girls from rural areas studying in colleges in Guntur district of AP
- ✚ **Preserving Heritage:** NTPC has signed MOU with Archaeological Survey of India (ASI) and National Culture Fund (NCF) to provide financial support for conservation of 3 identified sites.
 - Group of monuments at Mandu (MP),
 - Group of temples Jageshwar (Uttarakhand) and
 - Archaeological Site Lalitgiri/ Dhauli (Odisha).

AWARDS & ACCOLADES

- ✚ Most Respected Company in the Power Sector 2011 by Businessworld.
- ✚ Ranked No. 1 Independent Power Producer in Asia and 2nd in the world in the Platts Top 250 Global Energy Company list for 2010.
- ✚ Ranked 341st in Annual Ranking of top 2000 companies in the world by Forbes.

- ✚ PSU Excellence Award 2010 in the Best Financial Performance Category by Indian Chamber of Commerce and Department of Public Enterprises.
- ✚ Award for “Best HR Strategy in line with Business” and award for “Talent Management” at the Asia Best Employer Brand Ceremony held at Singapore in 2010.
- ✚ SCOPE Meritorious Award for Best Practices in Human Resource Management for 2008-09.
- ✚ HR Excellence Award for PSU Sector for Innovative HR Practices at the Star TV Talent Leadership and HR Awards.
- ✚ Ranked seventh in top 10 Great Places to Work for the year 2010 by Great Places to Work Institute’s India chapter in collaboration with Economic Times. Also ranked 1st among large organization with over 10,000 employees, 1st in the Public Sector Enterprises segment and 1st in the Manufacturing and Production Industry Segment. NTPC has continuously been part of the Best Workplaces List for last six years.
- ✚ SCOPE Excellence Award to Shri Arup Roy Choudhury, CMD, NTPC for his outstanding contribution to the public sector management.
- ✚ Shri A.K. Singhal, Director (Finance) NTPC has been selected for CFO 100 Roll of Honour in recognition of his exceptional contribution to Corporate Finance.
- ✚ National Capital Thermal Power Project, Dadri awarded the Golden Peacock Environment Management Award for the year 2010.
- ✚ Shri Mishri Lal Choudhary, Senior Technician with NTPC –Anta received prestigious Prime Minister’s Shram Vir Award by the Ministry of Labour & Employment.
- ✚ Twelve employees at NTPC’s Ramagundam Station have received Vishwakarma Rashtriya Puraskar-2008 by Ministry of Labour & Employment.
- ✚ CII-ITC Sustainability Award - 2010 constituted by CII-ITC Centre of Excellence for Sustainable Development awarded to Talcher Thermal Power Station.
- ✚ CII-Exim Bank Excellence Award has conferred Commendation for Anta and Korba stations for “**Strong Commitment to Excel**” and Commendation for “**Significant Achievement**” for Dadri Station.

Subsidiaries

	Particulars	NTPC Electric Supply Co. Limited	NTPC Vidyut Vyapar Nigam Limited	NTPC Limited	Hydro	Kanti Bijlee Utpadan Nigam Limited	Bhartiya Rail Bijlee Company Limited
1	Extent of NTPC holding	100%	100%	100%		64.57%	74%
2	Provisional and unaudited financial results for FY-2010-11	Total Income: Rs. 68.91 crore PAT: Rs 7.97 crore.	Total Gross Margin: Rs. 28.30 crore PAT: Rs 25.70 crore.			Total Income: Rs. 37.30 crore PAT: Rs (-)18.43 crore.	
3	Performance for the year 2010-11	Under RGGVY 12.36 lakhs BPL rural households have been electrified.	NVVN has transacted a business of 6933 MUs of power in 2010-11 Sold 23 Lakhs MT of Fly Ash through tendering and 600 MT of Cenosphere through e-auction. Under JNNSM, NVVN has signed Power Purchase Agreements for 704 MW	LATA – TAPOVAN HEP (171 MW capacity) and RAMMAM Stage-III HEP (120 MW capacity) - Hydro Mechanical Works and EM Packages under tendering process in both the projects		Stage-1: Unit # 2 of 110 MW declared commercial in October 2010.	PPA signed on 16.12.2010. Loan agreement with REC signed on 23.03.2011.

Note: Subsidiary Pipavav Power Development Company Limited has been wound up during 2010-11

JOINT VENTURES UNDER COMMERCIAL OPERATION

	Name of the JV Company	Promoter's Equity Holding as on 31.3.2011		Area(s) of Operation	Performance during 2010-11
1	Utility Powertech Limited (UPL)	NTPC	50%	To take up assignments of construction, erection and supervision in power sector and other sectors in India and abroad.	<ul style="list-style-type: none"> Provisional un-audited Total Income Rs. 304.4 crore Provisional un-audited PAT Rs 5.29 crore
		Reliance Infrastructure Ltd.	50%		
2	NTPC-SAIL Power Company Pvt. Ltd.	NTPC	50%	To own and operate a capacity of 814 MW mostly as captive power plants for SAIL's steel manufacturing facilities located at Durgapur, Rourkela and Bhilai.	<ul style="list-style-type: none"> Provisional un-audited Total Income Rs.2000 crore Provisional un-audited PAT Rs 260 crore
		SAIL	50%		
3	NTPC-Alstom Power Services Private Limited	NTPC	50%	To take up Renovation & Modernization assignments of power plants both in India and abroad.	<ul style="list-style-type: none"> Provisional un-audited Total Income Rs. 28.4 crore Provisional un-audited PAT Rs. 0.98 crore
		Alstom Power Generation AG	50%		
4	Ratnagiri Gas & Power Pvt. Limited	NTPC	30.17%	Operating gas based Dabhol Power Project.	<ul style="list-style-type: none"> Provisional Unaudited Total Income : Rs. 4484 crore Provisional Unaudited PAT: Rs. 526 crore.
		GAIL	30.17%		
		MSEBs	17.89%		
		IFIs	21.77%		
5	Transformers & Electricals Kerla Ltd. (TELK)	NTPC	44.6%	For designing and manufacturing Extra High Voltage Electrical equipments in India and manufacturing high capacity transformers	<ul style="list-style-type: none"> Provisional Unaudited Total Income : Rs.192 crore Provisional Unaudited PAT: Rs. 16 crore TELK declared dividend @ 20 % for the year 2009-10 after a gap of 30 years. Production of 5168 MVA during 2010-11 against 5081 MVA in 2009-10.
		Government of Kerla	55.3%		
		Others	0.1%		
6	Aravali Power Company Private Ltd.	NTPC	50%	To set up coal based power Project of 1500 MW (3x500 MW), in Jhajjar District of Haryana. NTPC would also operate and maintain the station on Management Contract basis for at least 25 years.	<ul style="list-style-type: none"> Unit-I of 500 MW declared commercial on 05.03.2011 Provisional Unaudited Total Income : Rs. 54.16 crore Provisional Unaudited PAT: (-) Rs.44.39 crore.
		Indraprastha Power Generation Co. Ltd.	25%		
		Haryana Power Generation Corp. Ltd.	25%		

OTHER JOINT VENTURES

	Name of the JV Company	Promoter's Equity Holding as on 31.3.2011		Area(s) of Operation	Performance during 2010-11
1	NTPC Tamil Nadu Energy Company Ltd.	NTPC	50%	To set up a coal-based power station of 1500 MW capacity, at Vallur, using Ennore port infrastructure facilities.	<ul style="list-style-type: none"> Erection works in progress. Two units planned for commissioning in 2011-12.
		TNEB	50%		

2	Meja Urja Nigam Private Limited	NTPC	50%	To set-up a power plant of 1320 MW (2X660 MW) at Meja Tehsil in Allahabad district in the state of Uttar Pradesh.	<ul style="list-style-type: none"> Infrastructure work in progress. LOI issued for TG package. Environmental clearance received from MOEF
		UPRVUNL	50%		
3	NTPC BHEL Power Projects Pvt Ltd.	NTPC	50%	To carry out Engineering Procurement and Construction (EPC) activities in the power sector and to engage in manufacturing and supply of equipment for power plants and other infrastructure projects in India and Abroad.	<ul style="list-style-type: none"> Provisional Unaudited Total Income : Rs. 115 crore Provisional Unaudited PAT: Rs. 10 crore. Foundation stone laid for Power Equipment Manufacturing Plant at Mannavaram in Sept'2010
		Bharat Heavy Electrical Ltd	50%		
4	BF-NTPC Energy Systems Limited	NTPC	49%	To establish a facility to take up manufacturing of castings, forgings, fittings and high pressure piping required for power projects and other industries, Balance of Plant (BOP) equipment for the power sector.	<ul style="list-style-type: none"> 90.17 acres Land acquired at Solapur for setting up the factory Award of topography & geotechnical works for the site is expected shortly.
		Bharat Forge Limited	51%		
5	Nabinagar Power Generating Company Private Limited	NTPC	50%	To set-up a coal based power project having capacity of 1980 MW (3X660 MW) and operation & maintenance thereof at Nabinagar in district Aurangabad, Bihar.	<ul style="list-style-type: none"> Land acquisition activities in progress. Statutory clearances from Forest dept , Defence, AAOI, MoEF have been obtained NIT for STG package and SG package have been issued
		Bihar State Electricity Board	50%		
6	National Power Exchange Limited	NTPC Limited	16.67%	To operate a Power Exchange at National level.	<ul style="list-style-type: none"> NPEX received in-principle approval from CERC to set-up and operate a national level power exchange. During the FY 2010-11, paid-up share capital has been increased from Rs. 5 crores to Rs. 13.127 crores. Exchange likely to be operationalized in 12-15 months after getting final approval from CERC.
		NHPC Limited	16.67%		
		PFC Limited	16.66%		
		TCS Limited	19.04%		
		BSE Limited	16.66%		
		IFCI	5.72%		
		Meenakshi Energy	4.77%		
		DPSC	3.81%		
7	NTPC-SCCL Global Venture Pvt. Ltd.	NTPC	50%	To jointly undertake the development and operation & maintenance of coal Blocks and integrated coal based power projects in India and abroad.	Appointed as MDO for development of NTPC's Talaipalli Coal Mining project.
		Singareni Collieries	50%		
8	International Coal Ventures Pvt. Ltd	NTPC	14.28%	For overseas acquisition and/or operation of Coal mines or blocks for securing coking coal and thermal coal supplies	
		SAIL	28.57%		
		CIL	28.57%		
		RINL	14.28%		
		NMDC	14.28%		
9	National High Power Test	NTPC	25%	For setting up an online High Power Test Laboratory for	<ul style="list-style-type: none"> Award of project execution work to POWERGRID on deposit work basis at a
		NHPC	25%		

	Laboratory Pvt. Ltd	Powergrid	25%	short-circuit test facility in the country.	consultancy fees of 10% of the total project cost • Investment approval for setting up the laboratory has been accorded by NHPTL
		DVC	25%		
10	Energy Efficiency Services Limited	NTPC	25%	To engage in the business of carrying on and promoting business of energy efficiency and climate change, including manufacture and supply of energy efficiency services and products and providing consultancy services in relation to the same.	
		PFC	25%		
		Powergrid	25%		
		REC	25%		
11	CIL NTPC Urja Private Limited	NTPC	50%	To carry on the business of acquisition in part or full, of green field or operational Coal/ Lignite mine blocks in India and abroad and development of all kinds of Coal/ lignite mining for supply of fuels to the Company, NTPC and other buyers	• Exploration of Brahmini North to commence during first quarter of 2011-2012. • Job of exploration and preparation of Geological Report has been assigned to Central Mine Planning & Design Institute Limited.
		CIL	50%		
12	Anushakti Vidhyut Nigam Limited	NTPC	49%	Formed for the purpose of development of nuclear power projects in the country within the framework of Atomic Energy Act, 1962	• Company has decided initially to set up 2X700 MW PHWRs at Haryana site.
		NPCIL	51%		