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INDIA'S TOP

PSUs

2023

Gearing for Amrit Kaal

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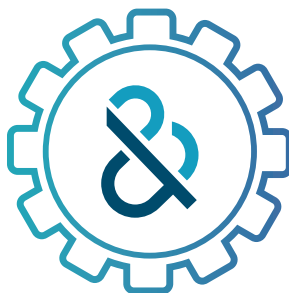
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MESSAGE FROM MD'S DESK  
GEARING FOR AMRIT KAAL

## EXPERT'S VIEW

POWERING INDIA'S AMRIT KAAL:  
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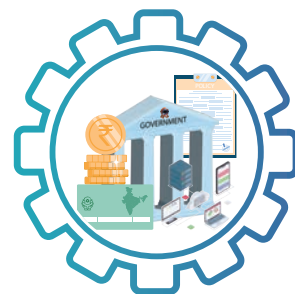
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# Dun & Bradstreet Knowledge Platforms and Learning Solutions

Dun & Bradstreet India has been tracking the Indian economy for more than two decades. Through our knowledge platforms and publications, we place the success stories of Indian Companies on a global platform. Our platforms are designed to help you position your brand in front of potential customers, investors, suppliers, government bodies, regulators and other stakeholders. We also provide a suite of professional training, educational courses and innovative knowledge forums & conferences.

**SOLUTIONS**

- Awards & Publications
- Research & Content
- Conferences - Online & On-ground
- Training and Certification





## GEARING FOR AMRIT KAAL

Dun & Bradstreet India is pleased to present the 15th edition of its publication, India's Top PSUs. The publication provides aggregate insights on India's leading Public Sector Undertakings (PSEs) (including banks and insurance companies) and includes listing of 230 such Central Public Sector Enterprises (CPSEs). The publication also provides listing of the 100 leading state PSUs in India

Since the country's independence, PSEs have made significant contributions to shaping economic and social developments. As India gears up for the next phase of growth, defined as **"Amrit Kaal"**, it is imperative for PSEs and government ministries and departments to chart out their growth strategy. Amrit Kaal as envisaged by the government, is a **'technology-driven' and 'knowledge-based economy'**, built on strong public finances and a robust financial sector.

The 'Amrit Kaal' vision is guided by seven pillars: inclusive development, reaching the last mile, infrastructure & investment, unleashing the potential, green growth, youth power, and the financial sector.

### [Inclusive Development]

- Through **"Sabka Saath Sabka Vikas"**, the government has facilitated inclusive development across the entire strata of our society through various programmes and the universalization of targeted benefits. These benefits include rural development focussed on agriculture, women, and child development. The government's planned budget for inclusive development has increased from INR 4.2 lakh crore in FY21 to INR 4.3 lakh crore in FY24.
- Although there has been unprecedented speed and scale of inclusion over the last five years, more needs to be done to ensure that employment, sanitation, housing, education, skill development, and infrastructural benefits are made available to all sections of society.
- The successful attainment of overall economic goals necessitates the participation of the masses through **Jan Bhagidari**, which underpins the importance of benefits reaching the bottom of the pyramid of our society through last-mile delivery.

### [Reaching the Last Mile]

- The government has been focusing on a new mantra of taking its services to the doorstep, especially in rural and tribal areas for them to avail basic amenities. The SVANidhi scheme, which is a micro credit scheme that has linked street vendors to formal banking, has benefited over 50 lakh street vendors. Likewise, the Jal Jeevan Mission has provided tap water connections to thousands of households across the country. Households with tap water increased to 13.1 crore as of Sep'23, an increase of ~68% over 2019 levels. Similar schemes have been launched for housing, education, healthcare, and other sectors that benefit the bottom of the pyramid.

- To better achieve the objective of reaching the last mile, the government has formed ministries such as 'Ayush, Animal Husbandry' and 'Dairy', 'Skill Development', 'Jal Shakti', and 'Co-operation'. Across all these ministries, the planned budget spend for FY24 is almost 2.5 times the FY21 spend.
- All these initiatives and schemes are helping the government reach far and wide and make inroads into previously inaccessible regions.

### [Infrastructure & Investment]

- Big-ticket spending on infrastructure sectors like railways, roads, and highways has a strong multiplier impact on the economy through various channels such as employment generation, improved competitiveness, attracting FDI, etc. In the last decade, the government has taken commendable initiatives like the National Infrastructure Pipeline and the PM Gati Shakti plan to boost infrastructural growth.
- In FY24, the government plans to spend INR 2.7 lakh crore on roads, transport, and highways, an increase of ~2.7 times as compared to FY21. Overall, the total budgetary expenditure planned for the infrastructure sector is estimated at INR 12 lakh crore in FY24, an increase of 63% compared to FY21 expenditures.
- As the nation embarks on the Amrit Kaal, the government should focus on increased expenditure and facilitate private sector participation in infrastructure projects, especially in the hinterlands. This can be achieved by building a conducive environment that provides tax incentives, fewer bureaucratic hurdles, and easy regulation. Alongside, efforts should be made to build human capital with the requisite skills and education. This will help unleash the full potential of the workforce.

### [Unleashing the potential]

- Digitization initiatives across ministries and PSU are driving efficiencies, improving citizen engagement, and enhancing service delivery while reducing costs. PSUs are gaining significant value across segments such as online transactions, government subsidy transfers, and procurement through digital transformation initiatives.
- A case in point is the Open Network for Digital Commerce, (ONDC), which is helping MSMEs discover the true potential of open protocols for an efficient and inclusive e-commerce landscape. Dun & Bradstreet is a proud partner of ONDC, helping network participants and sellers improve visibility, access global markets, and thereby identify growth opportunities.
- Another initiative is by NITI Aayog, furthering the country's digitalisation goals through the National Data & Analytics Platform. It allows you to search, merge, visualize, and download datasets easily.
- Through the power of digital technology, PSUs have been able to tide over the constraints of budgetary resources and competition intensity so as to ensure improved customer satisfaction, retention, and sustainability of business operations.

### [Green Growth]

- With sustainability emerging as one of the key focus segments globally, India has set its net-zero carbon emission targets by 2070 through the 'Panchamrit' for climate action plan. The government has been taking proactive initiatives to facilitate a smooth transition towards sustainable green growth. Schemes such as FAME (Faster Adoption and Manufacturing of (Hybrid and Electric Vehicles), the National Green Hydrogen Mission and GOBARdhan are steps in this direction.
- India is well placed to lead the world when it comes to sustainable growth; however, we need to ensure that there is no dearth of funds to build low-carbon technologies to ensure a smooth transition towards sustainable practices.
- There is also a need to train and empower young talent with new-age skills to keep abreast of the changing times.

### [Youth Power]

- The National Education Policy is focused on upskilling and empowering the youth for job creation at scale and promoting entrepreneurship. To synergize these efforts, the government has initiated a Ministry of Skill Development and Entrepreneurship in 2014. Since then, a host of measures have been launched in this direction, including the National Skill Development Mission, the new Skill Development and Entrepreneurship Policy, the PM Kaushal Vikas Yojana etc.
- Going forward, the industry needs more public-private participation to bridge the industry-academia gap and improve the quality of training for better employability. Also, continuous financial support from the government and private sector is necessary for this initiative.

### [Financial sector]

- Finance sector reforms and new-age technology have improved financial inclusion and ensured better and faster service delivery, ease of access to credit, and participation in financial markets.
- In the MSME sector, the credit guarantee scheme has been facilitating easy access to credit at lower interest rates. It has also been beneficial in improving the creditworthiness of enterprises while encouraging and promoting entrepreneurship and innovation.
- Although many schemes have been introduced by the government for improved credit access, inadequate funding remains a key bottleneck for many aspiring entrepreneurs.
- A lack of credit history is often cited as a major reason for loan rejection. It can be addressed by setting up a PPP venture like the Credit Risk Database in Japan, which encourages MSME participation by anonymizing participants' financial, and non-financial details and bank account transactions to assess MSME credit.
- This can also help minimise the premium on MSME lending rates compared to large companies. As per estimates by Dun & Bradstreet, the premium can go as high as 4.7%.
- Lending to MSMEs can be promoted by improving the loan recovery process in the event of default. The government introduced Pre-Packaged Insolvency Resolution Process (PRIIP) in 2021. However, it has yet to take-off successfully. To address loan recovery in defaults by MSMEs, India can learn from countries such as Croatia, Latvia and Slovenia, which have overhauled their insolvency processes by introducing enhanced features like debt-to-equity swaps, equity injections, and other debt-structuring mechanisms.
- Addressing these challenges will go a long way in supporting MSMEs and building their confidence.

In a nutshell, the seven pillars, or Saptrishi, are essentially the blueprint for launching India in the days and decades to come as an economic powerhouse of the world.

I hope you will enjoy reading 'India's Top PSUs 2023' and look forward to receiving your valuable feedback and suggestions.



**Avinash Gupta**  
Managing Director & CEO - India  
Dun & Bradstreet





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^Individual Death Claims Paid Ratio as per Audited Financials for FY 2022-2023

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**EXPERT'S VIEW**





**Anuj Kapur**

Vice President & Head of India Region  
Iron Mountain



companies rely on to protect, access, manage - and more and more to enhance the value of - billions of valued assets, including highly sensitive data, fine art and intellectual property. It is our DNA rooted in trust and service that continues to fuel everything we do.

**How would you describe the journey of your company since its inception? What are some of the key milestones of the company in recent years?**

Fearing the Cold War could result in similar information destruction as World War II, Herman Knaust opened the first "vaults" inside a depleted mine he purchased in New York on August 24, 1951 - what he called his Iron Mountain. Beginning with no more than 30 customers from a handful of industries, Iron Mountain Atomic Storage Corporation formed and stored microfilms of bank ledgers, duplicate signature cards and the balances of 200,000 depositors. Soon, many companies recognized the need to protect their important records, so our leadership in physical storage began.

Fast forward 70 years, we serve more than 250,000 customers ranging from 95% of the Fortune 1000 to SMBs in 66 countries around the world. Today, Iron Mountain is the trusted partner

**Please elaborate on some of the key products / services offered by your company?**

We've developed new technology-enabled products and solutions to address our customer's biggest pain points, including workplace transformation, data and IT security, business process efficiency and accessibility, and sustainable products and solutions to support your social impact goals. These tailored solutions fall into 5 key areas:

- **Records Storage** to safe custody of physical records
- Digitization of physical documents
- **Intelligent Document Processing / Content Service Platform** with auto classification that allows you to access and apply governance rules to your information from anywhere, in a truly digital and secure way
- **End of Life Secure IT Asset Disposition** to handle IT assets through their lifecycle in a secure and environmentally friendly manner

**Data Center Colocation services**

**What are some of the innovative initiatives taken by your company in recent years? How have those initiatives helped your organization?**

Looking at the last 10 years of Iron Mountain globally, we took early steps in aligning with our customer requirements

- To continue serving companies' growing need for electronic information storage, Iron Mountain established its Data Centers division in 2013.
- Demonstrating its commitment to sustainability, Iron Mountain introduced Secure IT Asset Disposition Services in 2015.
- For enhanced data protection, Iron Mountain introduced its multi-tiered storage offering, Iron Cloud for Enterprise Data Management, in 2017. It also achieved 100% renewable energy use in its data centers this year.
- In 2020, six years ahead of schedule, Iron Mountain cut its greenhouse emissions by 52%.
- Through its Cyark-powered Living Legacy Program (est. 2014) Iron Mountain was able to digitally preserve the following by 2020:
  - Three historic properties to celebrate the 100th

anniversary of women's right to vote from its first dedicated event, the Seneca Falls Convention.

- New York's historic Stonewall Inn to highlight its vital importance to LGBTQ rights.
- Germany's Brandenburg Gate to commemorate the 25th anniversary of German Reunification.
- In 2021, Iron Mountain signed the Amazon Climate Pledge, setting the goal to be carbon neutral by 2040.

### How do you think Indian PSUs can benefit from partnering with data management and service providers? What are the vast areas of improvement in which PSUs can generate new revenue streams or enhance their efficiency through data?

Faced with growing volumes of data in a variety of formats – both physical and digital – public & government sector organizations now have to make sure they can access that information at any time, from anywhere, all while ensuring security and privacy.

Physical to Digital transformation will provide better access to information and significantly improve citizen services, but will require the public sector to consider the entire information lifecycle to be successful. All information has a lifecycle: it's created, used, stored and accessed, and lastly, either destroyed or moved to an archive. Whether you represent an Indian citizen or Department

of Defense agency; state or local government; higher education or K-12 institution, you need to maintain a strong information management lifecycle approach. Iron Mountain is here to help.

Massive amounts of documents are created and used in the public sector or government services. Government agencies can save money by using the Information lifecycle.

- Quick, enhanced productivity and improved decision making
- Eliminating frauds & removing waste
- Reduced security threats
- Increased ROI and Improved mission outcomes
- Workforce effectiveness

### What are some of the key factors that differentiates your company from its peers?

For more than 70 years, Iron Mountain has made it our mission to understand the unique challenges and requirements of the public sector. We have developed proven solutions to help manage the entire information lifecycle, from the creation of a record to its disposition. Our full suite of records and information management solutions improve asset management, reduce physical footprints, decrease costs, and streamline operations, while greatly enhancing citizen services, and mitigating security and privacy risks.

### What is your company's growth strategy for the next 3-5 years?

- Shifting from product to solution sale through new global enterprise-wide commercial platform
- Migrating execution from businesses to new global enterprise-wide operational platform
- Businesses benefitting from shared services and best practices
- Iron Mountain is targeting ~\$7.3B in annual revenue for 2026, representing a ~10% compounded annual growth rate, in its "Project Matterhorn" plan unveiled at its investor event.
- Iron Mountain also aims for ~\$2.5B in adjusted EBITDA, or ~10% CAGR, and adjusted FFO of ~\$1.5B for 2026, or ~8% CAGR.





**V Viswanand**

Deputy Managing Director  
Max Life Insurance



**As India gears for “Amrit Kaal”, how is Max Life supporting the government’s vision for sustainable and inclusive development?**

Max Life has introduced a long-term, transformational ESG strategy that carves out our sustainable goals and beliefs, positioning us as one of India’s leading life insurance companies. From tackling environmental issues and ensuring gender inclusivity and diversity in the workforce to adopting industry-best corporate governance processes, our ESG initiatives are centered on relevant issues that tie back to our goal of building a secured future for all. We are also incorporating ESG compliance into our investment strategy and have also introduced an ESG-focused fund exclusively investing in businesses which are environmentally, socially, and governmentally ethical.

We take pride in the fact that more than 45 percent of our sales agents are women, representing the

highest proportion in the private life insurance sector. We have set a goal to raise our current gender diversity ratio from 25 percent to 30 percent by FY25, and will be actively working towards bridging that gap.

**How has Max Life integrated technology & innovation into its operations in the past five years?**

We have focused the last five years into expanding our distribution channels, strengthening our e-commerce platform, integrating AI into everyday business, building tech innovation hubs, and advancing and upgrading our existing digital offerings to deliver a unique customer experience.

Max Life has taken the lead in developing several groundbreaking solutions utilizing cutting-edge digital and AI/ML technologies, and leveraged technology and digital interventions across the value chain. These innovations are largely the result of the combined efforts of our in-house digital engineering and AI Works teams, reflecting our commitment to technological advancement. Additionally, in the pursuit of becoming a trusted insurance provider, the company has made significant investments in the development of multiple advanced underwriting and fraud management systems.

**What is Max Life’s growth strategy?**

Max Life has consistently established a strong market presence since inception. Currently, we are in the business expansion and technology modernizing mode. We are opening 100 offices in 100 cities this year, taking our nationwide footprint to 240 cities. We are also planning to recruit about 50,000 agents to our frontline sales force.

We are a customer-obsessed company, and firmly believe technology to be a strong enabler in our journey to deliver a superior customer experience. In its digital excellence journey, Max Life has increased its cloud footprint from 18% to 55% that has helped modernize its application portfolio making it more robust and scalable and will continue that momentum.

At our core sits product innovation and we have been driving first-in-industry propositions, whether through term insurance for homemakers or through our recently launched health-cum-savings product, the Secure Earnings & Wellness Advantage (SEWA) plan. We will continue to focus heavily on product innovations to increase our market share as we grow further.



**Vivek Kumar Dewangan**

Chairman & Managing Director  
REC Limited



targeting to increase our loan book for renewable portfolio to INR 3 lakh crore from current INR 30,000 crore, that is a 10 fold increase in our renewable energy portfolio.

### What are the key initiatives taken by REC in promoting green financing for the Indian power sector?

REC's Loan book in RE space has grown from INR 7,506 Cr i.e. 3% of REC loan book of 2.39 Lakh crore in FY 2017-18 to INR 29,073 Cr i.e. 7% of REC loan book of 4.35 Lakh crore in 2022-23. REC has targeted to increase RE Portfolio by ten folds to INR 3 lakh Cr by FY 2030. REC is looking forward to financing of the entire RE power value chain. REC RE financial assistance includes Projects viz. Wind, Solar, Hybrid, Round the Clock (RTC), E-Bus, Pumped Storage Projects (PSP), Solar Cell and Module manufacturing, Waste to Energy Projects, Projects under KUSUM Scheme etc. Furthermore, we are actively pursuing financing of Green Hydrogen and Ammonia, Ethanol production and open to new and upcoming Technology based initiatives in Green space. These technologies hold immense potential in terms of energy storage, decarbonization, and reducing reliance on traditional fossil fuels. REC recognizes their importance and is committed to supporting these Projects in the near future. Aggressive efforts

in this direction would reduce the cost as well as demand for fossil fuel to create a sustainable and thriving planet for future generations.

### How has REC contributed to fulfilling the Govt's target of rural electrification and universal household electrification goals?

REC has been instrumental in fulfilling the Government of India's target of electrifying un-electrified villages and universal household electrification as a nodal agency for the Deen Dayal Upadhyaya Gram Jyoti Yojana and the Pradhan Mantri Sahaj Bijli Har Ghar Yojana -SAUBHGYA Scheme, as a result, the country has achieved the target of providing access of electricity to all households. As the power sector enters a phase of modernization, technological advancement and consumer-centric focus, we are honored to be associated with INR 3 lakh crore reforms-based and results-linked Revamped Distribution Sector Scheme (RDSS) of the Government, a significant step in this transformative journey under which provisions for balance Household electrification have been made. REC is also providing counterpart funding to various schemes of Government of India being implemented for transformation of Indian Power Sector.

### How is REC Limited leveraging its expertise and resources to support the Government of India's vision for Amrit Kaal?

The first budget in Amrit Kaal is guided by seven priorities 'Saptarishi'. REC is already on its way to support the two guiding priorities including Green Growth and Infrastructure Investment. As Global energy transition is taking place and India has made a pledge to achieve total installed electricity capacity of 500 GW from non-fossil fuel sources by 2030, from current 177 GW. In the next seven years, additional 323 GW of non-fossil fuel based electricity capacity shall be required. We also require pump storage, hydro projects, battery energy storage projects, commercial viable hydrogen fuel. This has been estimated that all this ecosystem shall require a total investment of INR 15,00,000 crore to INR 20,00,000 crore in the next seven years. So, we are targeting about 20 percent of business in the energy transition related initiatives in India. We are



**Sanjay Varma**

Managing Director  
Mangalore Refinery and  
Petrochemical Limited



**What are the sustainability initiatives taken by the company over the last few years? What has been the impact of these initiatives?**

MRPL has consistently remained focused on reducing its carbon footprint. MRPL's Grid Power Import Augmentation Project aims to significantly increase the import of Green Power from the grid, resulting in a noteworthy (15%) reduction in CO2 emissions. In line with the Government of India's ambitious plans, MRPL is taking firm steps to promote green energy by setting up 2G-Ethanol, Bio-ATF and Green Hydrogen projects.

MRPL has made noteworthy progress in reducing its Freshwater footprint. Notably, the Refinery complex recycles, an impressive, 70% of its treated effluent. MRPL's sourcing of Sewage water from Mangaluru city to the tune of 4 MGD for industrial water usage has been a highly commended initiative towards sustainability. Its 6.6 MGD Desalination plant (expanding to 8.8 MGD), has reduced dependency on natural resources to a remarkable extent while bolstering plant availability.

**WHAT IS MRPL'S GROWTH STRATEGY OVER THE NEXT 3-5 YEARS?**

MRPL's prime focus is on **Retail Expansion** to reduce export reliance and to develop product swing capabilities. MRPL has laid out an ambitious plan to achieve 1 Million Metric Ton (MMT) sales through its proprietary HiQ brand retail outlets within the next 3 to 5 years.

Secondly, In pursuit of **Innovation** MRPL is making substantial investments in enhancing product swing capabilities for sustained refinery performance even during demand slumps in specific products. MRPL is also focused on improving Reliability by utilizing in-house developed AI/ML solutions and commercialising its patented technologies.

Thirdly, MRPL is preparing for the **Energy Transition** by expanding into petrochemicals, Specialty chemicals, and active pharmaceutical ingredients. The company has set a target to elevate its Petchem index from 10 to 15 within the next three to five years.

Lastly, MRPL is focusing on **Cost Leadership** by optimizing raw material procurement, reducing operating and finance costs, and improving product margins.

**As India gears for "Amrit Kaal", how does MRPL support the government vision of an empowered and inclusive economy?**

MRPL's proposed entry into Petro/Specialty chemicals is expected to be a significant boost for India's Atmanirbhar Bharat vision. MRPL's support to Start-Up ventures through its partner IIM-K encourages budding entrepreneurs. Thanks to its focus on innovation, MRPL in recent times has bagged five noteworthy patents - two of the applied patents: for making Iso Butyl Benzene and turning plastic waste into plastic" are expected to reduce export dependency. Through committed efforts towards import substitution and a circular economy for plastics, MRPL strives to do its bit for a sustainable world. Every strategic move of MRPL endeavours to align itself with Bharat's larger goal of a self-sufficient and inclusive economy during Amrit Kaal.



**Amitava Mukherjee**

Chairman-cum-MD (Addl. Charge)  
NMDC Limited



are committed to contributing to India's target of 300 million tonnes Steel capacity by 2030, we have placed Responsible Mining at the heart of our actions.

**What initiatives NMDC have taken towards promoting sustainable mining and environmental protection over the last few years? What has been the impact of these initiatives?**

Taking the baton of Responsible Mining, NMDC is passionately building up its ESG and sustainability practices. Committed to hosting a healthy forest and ecology, we have built a sturdy afforestation and biodiversity programme, planted over 3.0 million trees in and around our projects across India, and are creating a long-term carbon-sink. We are aiming at carbon neutrality in line with the country's commitment at the UN Global Compact. Over the decade, NMDC has decreased its total per-tonne GHG emission intensity by 24%.

Within our core business, NMDC is building a 15 MTPA Slurry Pipeline for eco-friendly transportation of iron ore and has established a Beneficiation and Pellet Plant towards our goal of Zero-Waste Mining. NMDC's mining complexes have been receiving 5 Star Rating from the Indian Bureau of Mines,

Government of India for its state-of-the-art, scientific and sustainable mining practices.

**What is NMDC's growth strategy over the next 3-5 years?**

NMDC has made a steely resolve to achieve in the next five years as much as we have achieved in our history of six decades by doubling our production from 40 to 80 million tonnes. Our growth strategy will ensure the realization of ambitious projects in our pipeline. Building smart mines will be the crucial next step as we harness the potential of our digital revolution towards greater efficiency, productivity and safety. We are targeting a production of 47 - 49 million tonnes of iron ore in FY24 and through expansion of our existing mines and acquisition of new green/brown field projects, we aim to build a production capacity of 67 MTPA by FY25.

NMDC will be mining coal, exploring critical minerals of strategic interest, diversifying towards pellet and beneficiation, and also strengthening its foothold in foreign territories in the near future.

**How does NMDC see itself contributing to India's Amrit Kaal vision?**

NMDC is playing a pivotal role in fostering self-sufficiency in the iron and steel sector. By ensuring the supply of high-quality iron ore, we have been a key enabler in the country's industrial progress. As India's largest iron ore producer, our partnership with the steel industry has been a cornerstone in the nation's development journey. Our contribution to the *Amrit Kaal* goes beyond numbers, we are contributing in strength and spirit to the vision of an *Atmanirbhar Bharat*.

As India enters its *Amrit Kaal*, we recognize the need to reimagine NMDC. The world is evolving, and so are the demands and expectations from mining companies. Our goal is to emerge as a global environment-friendly mining company, one that not only meets the needs of the present but also safeguards the needs of future generations. Therefore, while we





**ENTRUST**

# Fortune 500 utility sets up high availability public key infrastructure in a geographically distributed environment

How Entrust expertise and high assurance hardware security modules (HSMs) helped one of the nation's largest utilities provide strong security while simultaneously enabling new customer services.

## THE GOAL: PREPARING FOR THE FUTURE

The IT team at one of the nation's largest utility companies set an ambitious goal for themselves and their security infrastructure.

As technology in the energy sector was evolving, they were determined to remain on the leading edge. They needed to ensure they could provide continuous service to their customers while simultaneously preparing their infrastructure for new and demanding technology like smart metering and smart grid. They wanted to meet and exceed the high security requirements that their auditors and Homeland Security had established. And they wanted to enable new services, like allowing employees and customers to use tablets and smart phones to access the network.

« We knew we needed a certified hardware solution. We had to ensure that all of our private keys were afforded the strongest protection available – we had read too many stories about private key theft compromising entire PKIs. Our most important priority is delivering services to the public and we had to ensure we could provide the highest assurance available. »

– Fortune 500 utility's lead security analyst

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To meet these goals, the utility's security team planned to migrate to an updated version of public key infrastructure (PKI) software and core server platforms. Their existing PKI, now almost a decade old, had worked well for authenticating internal servers and laptops. But they would need a new solution if they were going to issue certificates for these mobile devices and accommodate other new technologies while ensuring the highest levels of security.

A new PKI would enable new services like code signing and time stamping to ensure the integrity and appropriate governance of their internal software development processes, as well as "bring your own device" (BYOD), where certificate enrollment would allow mobile devices and tablets to access the network in a controlled and secure manner.

#### **THE CHALLENGE: COMPLEX AND DISTRIBUTED ENVIRONMENT**

The real challenge of this deployment would be in working with the utility's unique environment. To achieve the high availability, redundancy and disaster recovery functionality they needed, the team would have to deploy the PKI in conjunction with a complex server clustering infrastructure that resided on multiple sites. If they were successful, the utility's infrastructure would be able to easily meet the demands of the next decade. But little information was available about configuring a PKI in this demanding environment – a few experts suggested it was possible, but it was clearly a daunting task.

Given their security requirements, the team knew the solution would have to include hardware security modules

(HSMs). "We knew we needed a certified hardware solution," reports the utility's lead security analyst. "We had to ensure that all of our private keys were afforded the strongest protection available – we had read too many stories about private key theft compromising

entire PKIs. Our most important priority is delivering services to the public and we had to ensure we could provide the highest assurance available."

#### **THE SOLUTION: ENTRUST NSHIELD HSMS AND EXPERT ADVICE**

To deploy this innovative solution, the company chose a suite of Entrust solutions that included nShield® Connect and nShield Edge HSMs and nShield Time Stamping Option Pack. With a legacy of experience with Entrust products and recognition of their superior combination of strong security with operational ease, the security team knew their Entrust solutions would provide the configurability and flexibility needed to work in this demanding environment.

The team also relied upon the expertise of consultants in the Entrust professional services team to help structure the deployment. "The Entrust team was amazing," says the lead security analyst. "Remember, this had never been done before. There were whitepapers out there saying it could be done, but some of the more advanced and complex technology hadn't been proven in an actual deployment. Entrust provided the enterprise HSMs, taught us how to configure and use them correctly in our specific environment, and helped us put all the pieces together with training. Their consultants were extremely knowledgeable and experienced in PKI technology and their dedication to ensure a successful project was second to none."

The results? "Our Entrust solution has had a phenomenal impact on operations. Our infrastructure can now support a host of other projects that were pending. And our PKI is doing what it was created to do: not just issuing server certificates, but truly enabling many different kinds of services. We rely on PKI for so many things. And the more you depend on it, the more you need security that is hardware-based."

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# Broadcast Engineering Consultants India Limited

## Broadcast Engineering Consultants India Limited (BECIL),

a Mini Ratna Central Public Sector Enterprise (CPSE) was incorporated on 24th March, 1995 under the Companies Act, 2013 (erstwhile the Companies Act, 1956) by Government of India with 100% equity share capital of BECIL held by President of India through Secretary and Joint Secretary of Ministry of Information & Broadcasting. BECIL is ISO 9001:2015, ISO 27001:2013, ISO/IEC 20000-1:2018 certified company.

BECIL has its Head Office in New Delhi, Corporate Office in Noida and Regional Office in Bangalore and Kolkata. BECIL is exploring geographical expansion in many states due to diversification in business portfolios.

BECIL specializes in providing project consultancy services and turnkey solutions encompassing the entire gamut of radio and television broadcast engineering, establishment of transmission facilities i.e content production facilities, terrestrial, like satellite and cable broadcasting in India and abroad, Strategic Projects such as Information Communication Technology, Electronic Surveillance (namely CCTV, Access Control, Intrusion,

Fire Safety, Hydrants, etc.), Electronic Media contents including films, Sentinel Analytics, Counter Drones/UAV etc. The activities include, but are not limited to Supply, Installation, Testing & Commissioning, Consultancy Services, Technical Audit, Media Analysis, R&D, projects pertaining to Digital India, City Surveillance, Safe City, Smart City, Make in India, Made in India, Manufacturing, Audio Video & Data Analysis, Cyber Security, Engineering, Procurement & Construction, Project Management Services, Operation and Maintenance, Manpower Placement, AMC and providing total turnkey project solutions for critical information infrastructure.

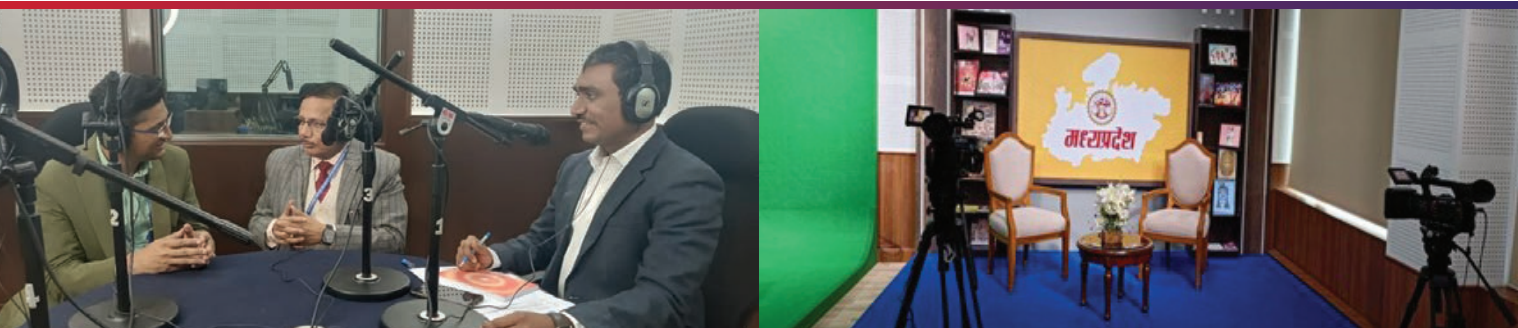
BECIL has carried out various prestigious projects like a Community Radio Station at Banas Dairy, Banaskantha, Gujarat, on a turnkey basis which was inaugurated by our Honorable Prime Minister Shri Narendra Modi, and launch of Broadcast Seva portal by the Hon'ble Minister of Information and Broadcasting. BECIL has provided services for capturing Biometric impressions and face photos of voters at polling booths for real-time verification at Panchayat Elections in Bihar Conducted by the State Election

Commission, Bihar. BECIL also provides various services like Digital Signal Processing System, FM Phase-III Broadcasting, Revamping and Upgradation of Broadcast Seva Portal, installation of CAMC and operation of audio-Visual and CCTV Systems etc.

**BECIL has achieved the milestone of surpassing ₹ 1,000 Crore turnover in Financial Year 2022-23, which is its highest turnover since incorporation.**

BECIL has also started capturing international markets and marking its presence globally. It has executed projects like Supply, Installation, Commissioning, and On-site warranty support of Information Technology Hardware & Software, to set up India -Syria Next Generation Centre of Excellence in Information Technology, Installation of a Shortwave Radio Transmitter in Kabul, establishment of two TV Studios for Bangladesh TV in Dhaka etc.

BECIL is now venturing into new business areas with the aim to enhance its scope of business activities in the coming years, like Cyber and Aerospace Security and Digital Forensics. BECIL is also undertaking turnkey projects in drones and counter drones.



Community Radio Station at King George's Medical University, Lucknow

Camera Studio at Hon'ble Chief Minister's House at Bhopal, Madhya Pradesh





**PSU 2023  
AWARD WINNERS**



# PSU 2023 AWARD WINNERS

Central PSU Awards 2023		
Sr No	Award Category	Winners
1	Coal	Mahanadi Coalfields Limited
2	Contract & Construction and Tech. Consultancy Services	Rail Vikas Nigam Limited
3	Crude Oil	Oil and Natural Gas Corporation Limited
4	Fertilizers	Rashtriya Chemicals and Fertilizers Limited
5	Financial Services	REC Limited
6	Heavy & Medium Engineering - Defence	Hindustan Aeronautics Limited
7	Heavy & Medium Engineering - Electronics & Machinery	Bharat Heavy Electricals Limited
8	Mining & Minerals	NMDC Limited
9	Non-ferrous Metals	National Aluminium Company Limited
10	Petroleum (Refining & Marketing)	Indian Oil Corporation Limited
11	Power Generation - Conventional	Nuclear Power Corporation of India Limited
12	Power Generation - Renewables	NHPC Limited
13	Power Transmission	Power Grid Corporation of India Limited
14	Steel	Steel Authority of India Limited
15	Telecommunication & Information Technology	Railtel Corporation of India Limited
16	Transport & Logistics Services - Rail	Container Corporation of India Limited
17	Banks (Asset size >4 Lac crores)	State Bank of India
18	Banks (Asset size <4 Lac crores)	Central Bank of India
19	General Insurance	The New India Assurance Company Limited
20	Best Maharatna	Oil and Natural Gas Corporation Limited
21	Best Navratna	NMDC Limited
22	Best Miniratna	Mangalore Refinery and Petrochemicals Limited
State PSU Awards 2023		
23	Mining & Minerals	Odisha Mining Corporation Limited
24	Crude Oil	Gujarat State Petroleum Corporation Limited
25	Power Distribution	Maharashtra State Electricity Distribution Company Limited
26	Power Generation	Telangana State Power Generation Corporation Limited



# PSU 2023 AWARD WINNERS

Felicitation of Ministries / Departments		
	Initiative / Schemes / Mission	Ministry / Department
27	Ayushman Bharat Pradhan Mantri Jan Arogya Yojana	Ministry of Health & Family Welfare
28	Jal Jeevan Mission	Ministry of Jalshakti
29	Fast-tracking highway construction with sustainability and innovation	National Highways Authority of India
30	Open Network for Digital Commerce (ONDC)	Department for Promotion of Industry & Internal Trade
31	National Data & Analytics Platform (NDAP)	NITI Aayog
32	Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles (FAME)	Ministry of Heavy Industries
33	National Skill Development Corporation (NSDC) India set-up	Ministry of Skill Development and Entrepreneurship
34	Revamping of credit guarantee scheme for micro and small enterprises	Ministry of Finance



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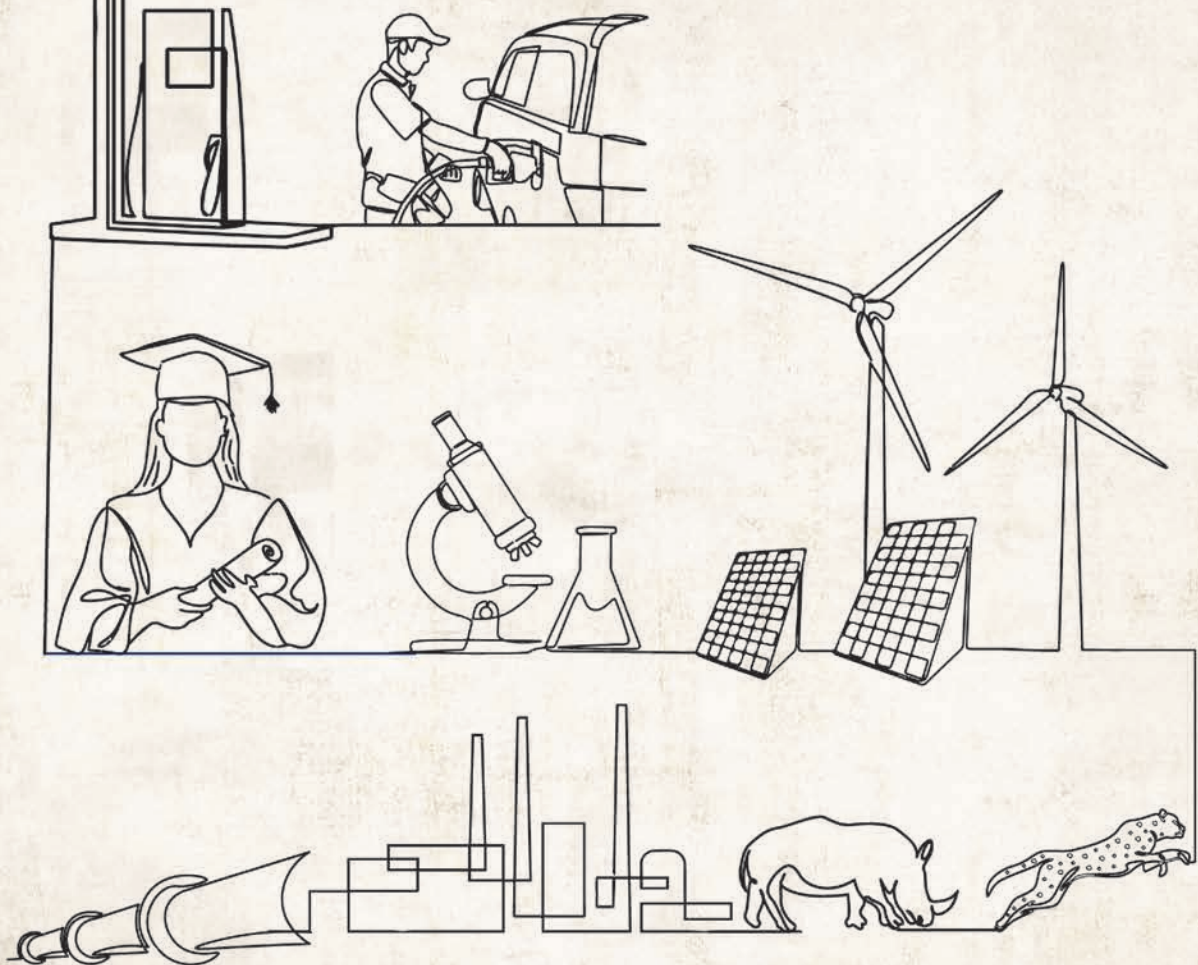
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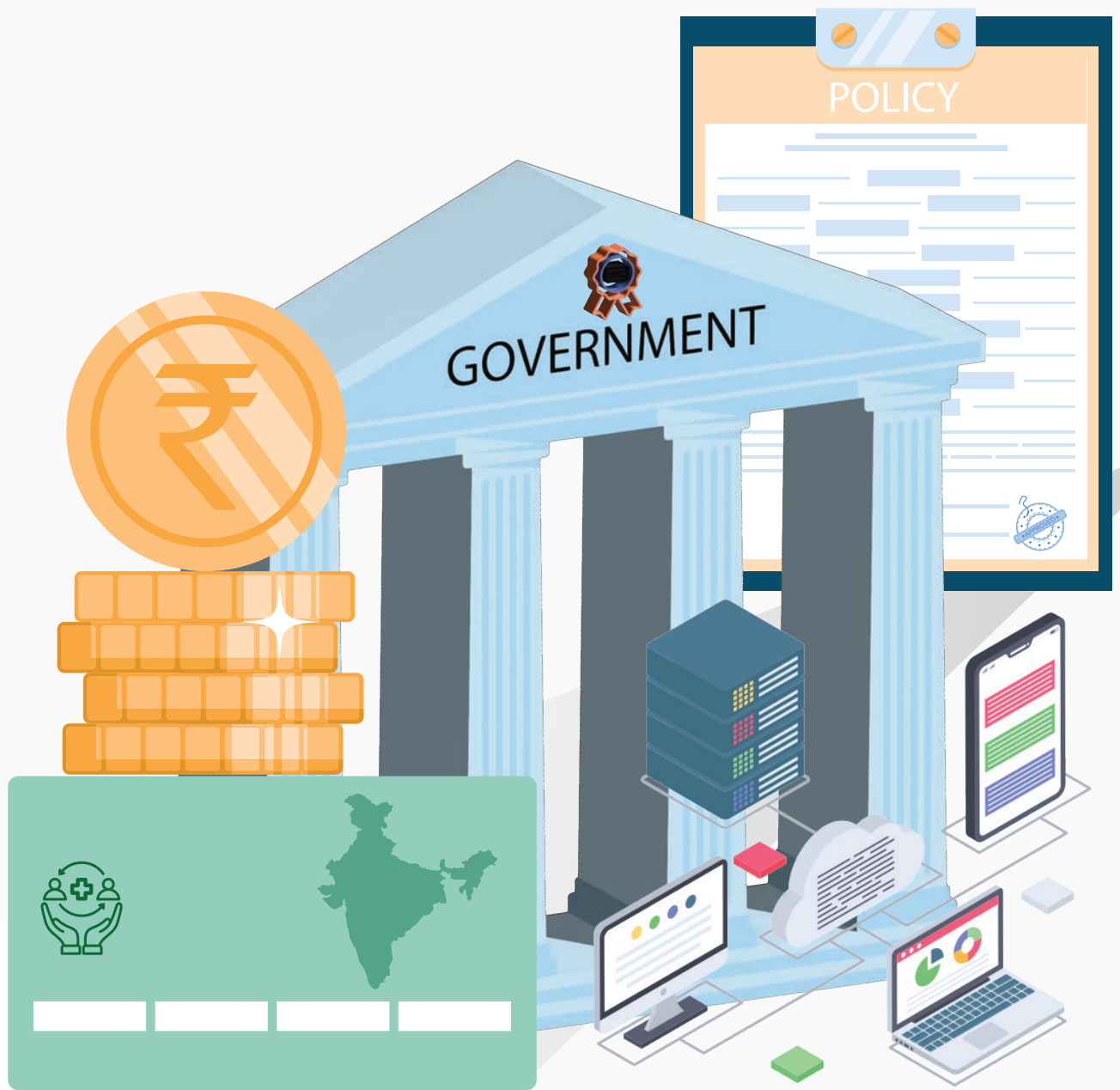
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# SUCCESS STORIES SELECT GOVERNMENT INITIATIVES / SCHEMES

**MINISTRY: MINISTRY OF HEALTH & FAMILY WELFARE**

**SCHEME: AYUSHMAN BHARAT - PRADHAN MANTRI JAN AROGYA YOJANA**

**OVERVIEW OF THE SCHEME**

- Ayushman Bharat, a flagship scheme of Government of India, was launched as recommended by the National Health Policy 2017, to achieve the vision of Universal Health Coverage (UHC).
- This initiative has been designed to meet Sustainable Development Goals (SDGs) and its underlining commitment, which is to "leave no one behind."
- This scheme aims to undertake path breaking interventions to holistically address the healthcare system (covering prevention, promotion, and ambulatory care) at the primary, secondary and tertiary level. Ayushman Bharat adopts a continuum of care approach, comprising of two inter-related components, which are:
  - Health and Wellness Centres (HWCs)
  - Pradhan Mantri Jan Arogya Yojana (PM-JAY)

**HEALTH AND WELLNESS CENTRES (HWCs)**

- In February 2018, the Government of India announced the creation of 1,50,000 Health and Wellness Centres (HWCs) by transforming the existing sub centres and Primary Health Centres.

- These centres are to deliver Comprehensive Primary Health Care (CPHC) bringing healthcare closer to the homes of people.
- They cover both, maternal and child health services and non-communicable diseases, including free essential drugs and diagnostic services.

**PRADHAN MANTRI JAN AROGYA YOJANA (PM-JAY)**

- Launched in 2018, Ayushman Bharat PM-JAY is the largest health assurance scheme in the world which aims at providing a health cover of INR 5 lakhs per family per year for secondary and tertiary care hospitalization to over 12 crores poor and vulnerable families (approximately 55 crore beneficiaries) that form the bottom 40% of the Indian population.
- Fully funded by the government and cost of implementation is shared between the central and state governments.

**BENEFITS OF THE SCHEME**

- Benefit cover under various Government-funded health insurance schemes in India have always been structured on an upper ceiling limit ranging from an annual cover of INR 30,000 to INR 3,00,000 per family across

various States which created a fragmented system.

- PM-JAY provides cashless cover of up to INR 5,00,000 to each eligible family per annum for listed secondary and tertiary care conditions.
- The cover under the scheme includes all expenses incurred such as medical examination, treatment and consultation, Pre-hospitalization, Medicine and medical consumables, Diagnostic and laboratory investigations, medical implantation services, amongst others.
- PM-JAY has been designed in such a way that there is no cap on family size or age of members.

**MAJOR ACHIEVEMENTS OF SCHEME**

- Till September 2023, the scheme has covered more than 15.5 crore families (about 50 crore beneficiaries) with a health cover of INR 5 lakh per family per year for secondary and tertiary care hospitalization.
- Eleven states/UTs have pushed for 100% coverage of their respective population.
- The scheme has reduced the Out-of-Pocket Expenditure (OOPE) of the beneficiaries by 60% and increased their access to tertiary care by 65%.



**MINISTRY: MINISTRY OF JALSHAKTI****INITIATIVE: JAL JEEVAN MISSION****OVERVIEW OF THE INITIATIVE**

- Jal Jeevan Mission was announced in 2019 with the aim to provide all rural households with adequate quantity (55 liters per person per day) and quality of water on regular and long-term basis to every household of rural communities.
- The Jal Jeevan Mission - 'Har Ghar Jal' is being implemented by Government of India in partnership with States/UTs to make provision of tap water supply to every rural household of the country, by 2024, much earlier than 2030, the SDG 6.1 global timeline.

**NEED FOR THE INITIATIVE**

- According to Composite Water Management Index (CWMI) 2018, 84% of rural households in India lacked access to piped water, while 75% of rural families did not have drinking water available on their premises.
- The need to provide all rural households with adequate quantity water of prescribed quality in adequate pressure, on regular and long-term basis.
- Effective implementation of the "Har Ghar Jal Mission" was needed to resolve the challenges of India's Rural Water Connectivity.

**KEY OBJECTIVES OF THE INITIATIVE**

- To provide Functional Tap Connection (FHTC) to every rural household and prioritize provision of FHTCs in quality affected areas, villages in drought prone and desert areas, Sansad Adarsh Gram Yojana (SAGY) villages, etc.
- To provide functional tap connection to Schools, Anganwadi centres, Gram Panchayat buildings, Health centres, Wellness centres and Community buildings
- To assist in ensuring sustainability of water supply system, i.e., water source, water supply infrastructure, and funds for regular O&M
- To empower and develop human resource in the sector such that the demands of construction, plumbing, electrical, water quality management, water treatment, catchment protection, O&M, etc. are taken care of in short and long term.

**MAJOR ACHIEVEMENTS OF INITIATIVE**

- Jal Jeevan Mission achieved a significant milestone by providing safe and clean drinking water to over 13.2 crore rural households in the country through tap connections (as on end of September 2023).

- Since 2019, around 9.9 crore households have gained exclusive access to piped water.
- Gujarat, Himachal Pradesh, Telangana, Goa, Andaman & Nicobar Islands, Puducherry, Dadra & Nagar Haveli and Diu & Daman, Haryana, Punjab are the certified states (i.e., 100% households with tap water supply)
- While households in states such as Uttarakhand, Ladakh, Sikkim, Arunachal Pradesh, Mizoram, Bihar have reported above 80%
- 1,89,720 villages have been designated as 'Har Ghar Jal'. Out of the reported 'Har Ghar Jal' villages, about 40% or 76,296 villages have been officially 'certified'.
- As on end of September 2023, more than 68.6% rural households have tap water connections as compared to 16.8% reported as on Aug 2019.
- As on end of September 2023, tap water supply has been provided in 9.1 lakh (89.1%) schools and 9.5 lakh (85.1%) anganwadi centres.

## DEPARTMENT: NATIONAL HIGHWAYS AUTHORITY OF INDIA

### INITIATIVE: FAST-TRACKING HIGHWAY CONSTRUCTION WITH SUSTAINABILITY AND INNOVATION

#### OVERVIEW OF THE INITIATIVE

- National Highways Authority of India (NHAI) was constituted under the administrative control of the Ministry of Road Transport and Highways (MoRTH).
- NHAI has been set up as a Central Authority to develop, maintain and manage the national highways entrusted to it by the Government of India.

#### KEY STATISTICS:

	FY21	FY22	FY23
Project award (kms)	6,003	6,306	4,818
NH completion (kms)	4,882	4,325	4,175
Investments (INR trillion)		70	161

Source: India Budget

#### NEED FOR THE INITIATIVE

To develop, maintain and manage the National Highways of India.

#### KEY OBJECTIVES OF THE INITIATIVE

- To plan, develop, construct, operate and maintain national highways and expressways in India.
- To regulate and control the use of national highways and expressways for traffic and safety purposes.

#### MAJOR ACHIEVEMENTS OF INITIATIVE

- The total length of the national highways in India has increased by 59% in the last nine years, from 91,287 kms in 2013-14 to 145,240 kms in 2022-23.
- With more than 50,000 kms of highways built in the last 9 nine years, India has the second largest road network in the world after the USA.
- The pace of National Highways (NH) construction has increased consistently between 2014-15 and 2021-22 due to the systematic push through corridor-based National Highway development approach. In 2014-15, the pace of NH construction was about 12 kms/day which increased to about 29 kms/day in 2021-22.
- Under PM Gati Shakti National Masterplan, the govt has been connecting the remaining economic nodes with NHs. It will bring logistics cost down from 13-14% to 5% of GDP. Over the next 10-15 years, India is expected to be one of the top three economic powers globally, supported by the huge investments done in infrastructure, especially in roads sector.
- NHAI's sustainability initiatives have been recognized by various organizations. For example, in 2022, NHAI was awarded the "Green Highway Award" by the Indian Green Building Council (IGBC) for its work on the Delhi-Meerut Expressway.
- NHAI has planted over 2.74 crore saplings till FY22 along National Highways across India. This has helped to improve air quality, reduce noise pollution, and create a more aesthetically pleasing environment.
- In order to ensure sustainable environmental growth, more than 100 Wildlife Crossings were created in last three years across 20 States as a measure for wildlife protection and conservation to reduce man-animal conflict.

**MINISTRY: MINISTRY OF COMMERCE AND INDUSTRY****INITIATIVE: OPEN NETWORK FOR DIGITAL COMMERCE****OVERVIEW OF THE INITIATIVE**

- Open Network for Digital Commerce (ONDC) is an innovative initiative introduced by the Government of India to revolutionize the digital commerce ecosystem in the country.
- It was incorporated on 31st December 2022 with initial investment from Quality Council of India and Protean eGov Technologies Ltd.
- ONDC functions on the basis of an open network where it will not be a single platform but rather in the form of a gateway where buyers and sellers across different platforms will be able to connect.

**NEED FOR THE INITIATIVE**

- ONDC initiative is a necessity for India's e-commerce sector to grow and thrive. The current market is dominated by a few large players, which has led to concerns about unfair competition and data privacy. ONDC aims to address these issues by creating an open and inclusive digital commerce ecosystem where all participants have equal opportunities.

**KEY OBJECTIVE OF INITIATIVE**

- The objective of the ONDC is to create an open and inclusive

digital commerce ecosystem where all participants have equal opportunities.

- ONDC aims to achieve democratizing of e-commerce and making it more inclusive. ONDC will give small businesses and local sellers a fair chance to compete in the e-commerce market. It will also make it easier for consumers to discover and purchase products and services from local businesses.
- Promoting innovation and competition: ONDC's open-source model will encourage new players to enter the e-commerce market and develop innovative products and services. This will lead to increased competition and better outcomes for consumers.
- Protecting consumer privacy and data security: ONDC will give consumers more control over their data and will ensure that their data is protected from misuse.

**MAJOR ACHIEVEMENTS OF INITIATIVE (TILL SEP'23)**

- 1.79 Lac seller/service providers have been positively impacted.
- Positive impact on 400+ alpha cities live, and 7 beta cities live.
- Onboarding over 36,000 sellers and 45+ network

participants across 8+ categories, including grocery, food, and mobility.

- Processing over 13,000+ retail orders and 36,000+ mobility rides per day, with peak transactions reaching 25,000 retail orders on a day.
- The gross merchandise value (GMV) of ONDC has crossed INR 10,000 crores as of September 2023. This is a significant achievement for a platform that is still in its early stages of development.
- Partnering with leading e-commerce players, such as Flipkart, Paytm, and Myntra, to make their products and services available on ONDC.
- ONDC has launched a number of initiatives to support small businesses, such as the ONDC Startup Program and the ONDC Seller Education Program. These initiatives are helping small businesses to learn about ONDC and to integrate their platforms and apps with ONDC.

### GOVERNMENT INSTITUTION: NITI AAYOG

### INITIATIVE: NATIONAL DATA & ANALYTICS PLATFORM (NDAP)

#### OVERVIEW OF THE INITIATIVE

- Launched in May 2022, the National Data and Analytics Platform (NDAP) is NITI Aayog's flagship initiative to improve access of information about government data.
- NDAP is a user-friendly web platform that aggregates and hosts datasets from across India's vast statistical infrastructure.
- NDAP seeks to democratize data delivery by making government datasets readily accessible, implementing rigorous data sharing standards, enabling interoperability across the Indian data landscape, and providing a seamless user interface and user-friendly tools.

#### NEED OF THE INITIATIVE

- **Data silos:** Government data is often stored in silos across different ministries and departments, making it difficult to access and use.
- **Lack of standardization:** Government data is often presented in different formats, making it difficult to compare and analyze data from different sources.
- **Inaccessibility:** Government data is often not easily accessible to the public, especially to researchers, innovators, and entrepreneurs.

NDAP addresses these challenges by aggregating data from multiple sources, standardizes data formats and making data accessible to the public through a user-friendly web portal.

#### KEY OBJECTIVES OF INITIATIVE

- Make data more accessible by hosting data in clean, machine-readable formats, ensuring datasets are interoperable, and providing detailed documentation on the contents of each dataset.

#### MAJOR ACHIEVEMENTS OF INITIATIVE

- As of September 2023, NDAP hosts 1,720 datasets from across 17 sectors and 49 Ministries.
- It serves foundational datasets from central and state government entities in machine-readable formats, with user-friendly interface and powerful analytics.
- The platform uses cutting-edge methods to link diverse datasets from across the government and enables the use of several types of data at once.
- NDAP's target users include policymakers, civil servants, university students and researchers, journalists, innovators, and civil society groups.

- With NDAP, the decision-maker can access the data from all three sources seamlessly linked into a single dataset, saving time and effort. NDAP can leverage data to strengthen good governance by making it easier to access and analyze public data.
- NDAP solves these issues by providing a user-friendly platform that presents standardized datasets from central and state government entities and provides tools for analytics and visualization.
- NDAP was developed in the spirit of cooperative federalism, ensuring that all states are equal partners in the journey of becoming champions of data-driven policymaking.
- NDAP has the potential to be an open data platform that can play a vital role in facilitating data-driven governance in India.



**MINISTRY: MINISTRY OF HEAVY INDUSTRIES****INITIATIVE: FASTER ADOPTION AND MANUFACTURING OF (HYBRID &) ELECTRIC VEHICLES IN INDIA (FAME INDIA) SCHEME PHASE-II****FAME I****SCHEME DETAILS**

- Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles in India (FAME-India) Scheme was launched under National Mission on Electric Mobility in 2011/ National Electric Mobility Mission Plan 2020, unveiled in 2013.
- The scheme aimed to encourage progressive induction of reliable, affordable, and efficient electric and hybrid vehicles (xEV). The first phase of the scheme was initially approved for a period of 2 years, commencing from 1st April 2015. However, was extended up to 31st March 2019.
- The scheme is under the framework of demand incentive disbursement mechanism and is implemented and monitored by National Automotive Board under Ministry of Heavy Industries (MHI).

**SCHEME IMPACT**

- 30 Original Equipment Manufacturer (OEM) and 137 models of all categories of vehicles were registered under this scheme.
- A total incentive amount disbursed was INR 359 crores for 2.8 lakhs vehicles.

- Total fuel savings from electrification are estimated to be around 50 million litres, with around 52,700 litres saved every day. The daily CO<sub>2</sub> reduction in liters is about 1.3 Lakh Kg, while the overall CO<sub>2</sub> reduction is approximately 129 million Kg.

**FAME II****SCHEME DETAILS**

- FAME India Scheme Phase-II was implemented by the Ministry of Heavy Industries for a period of five years commencing from 1st April 2019 with a total budgetary support of INR 10,000 crore.
- This phase mainly focuses on supporting electrification of public & shared transportation and aims to support through demand incentives for 7,090 eBuses, 5 lakh e-3 wheelers, 55,000 e-4 wheeler passenger cars and 10 lakh e-2 wheelers.
- Creation of charging infrastructure is also supported under the scheme.

**SCHEME IMPACT**

- Incentives are provided to buyers of electric vehicles in the form of an upfront reduction in the purchase price of electric vehicles.
- The scheme has so far subsidized the purchase of more of than 1 million EVs

with demand incentives worth INR 4,777 crore as on end of September 2023.

- The Ministry of Heavy Industries has sanctioned 2,877 electric vehicle charging stations in 68 cities across 25 States/UTs and 1,576 charging stations across 9 expressways & 16 highways under FAME II.

**FAME III****SCHEME DETAILS**

- India plans up to INR 50,000 crore outlay to subsidise more EVs under FAME-III scheme.
- FAME subsidy is expected to support to electric trucks, bicycles, and quadricycles, in addition to electric two-wheelers, three-wheelers, cars and buses. A substantial allocation could be made to support electric buses and charging infrastructure.
- Localisation emphasis is expected to continue in the FAME III scheme as well. The sector may witness a deployment of additional SOPs/procedures by the government for validating the respective domestic procurement disclosures.
- FAME III could further widen the ambit of eligible vehicle categories to include commercial load vehicles and all major B2C category of vehicles under the overall scheme.

## MINISTRY: MINISTRY FOR EDUCATION AND SKILL DEVELOPMENT & ENTREPRENEURSHIP

### INITIATIVE: NATIONAL SKILL DEVELOPMENT CORPORATION (NSDC) INDIA SET-UP

#### OVERVIEW OF THE INITIATIVE

- The National Skill Development Corporation (NSDC) is an initiative under the Ministry for Education and Skill Development & Entrepreneurship in India. It was established to promote skill development in the country to address the growing demand for a skilled workforce and to enhance employment opportunities.
- NSDC is a public-private partnership that plays a pivotal role in fulfilling India's increasing demand for a skilled workforce across various sectors and narrowing the existing skill gaps. NSDC works closely with various industries, training providers, and other stakeholders to facilitate skill development and vocational training programs.

#### NEED FOR THE INITIATIVE:

The need to unlock human capital to trigger a productivity dividend

and bring aspirational employment and entrepreneurship pathways to all.

- **Employability:** The need for skilled workers has been increasing across various sectors, and there is a significant gap between the skills possessed by the workforce and the skills required by employers.
- **Youth Employment:** To address the issue of youth unemployment by providing them with the necessary skills to secure gainful employment.
- **Economic Growth:** Skill development is vital for the economic growth of the country. A skilled workforce is essential to fuel various industries and sectors, leading to overall economic development.
- **Global Competitiveness:** To make India's workforce globally competitive, especially in the context of a rapidly changing and globalized economy.

#### KEY OBJECTIVES OF THE INITIATIVE:

- **Promote Skill Development:** To promote skill development among the Indian workforce by facilitating training programs, certification, and employment opportunities.
- **Increase Employability:** Enhance the employability of the youth by equipping them with relevant skills and making them job ready.
- **Establish Industry Linkages:** Forge partnerships with industries to align skill development programs with industry needs.
- **Quality Assurance:** Ensure the quality of training and certification programs.
- **Scale-Up Skill Initiatives:** Scale up skill development initiatives across various sectors to cater to a broader audience.
- **Sustainability:** Develop a self-sustaining ecosystem for skill development by leveraging public and private investments.

#### KEY STATISTICS:

Phase	Target (in Lakh)	Candidates Trained/ Oriented (in Lakh)
PMKVY 1.0 (Phase I i.e. 2015-16)	24	19.86
PMKVY 2.0 (Phase I i.e. 2016-20)	100	109.98
PMKVY 3.0 (Phase I i.e. 2020-22)	8	4.45
<b>Total</b>	<b>132</b>	<b>134.39</b>

Source: National Skill Development Corporation (NSDC)

**MINISTRY: MINISTRY OF FINANCE****SCHEME: REVAMPING OF CREDIT GUARANTEE SCHEME FOR MICRO AND SMALL ENTERPRISES****OVERVIEW OF THE SCHEME**

- The Credit Guarantee Fund Scheme for Micro and Small Enterprises (CGTMSE) was launched by the Government of India to make collateral-free credit to the micro and small enterprise sector.
- The revamped credit guarantee scheme for MSMEs, proposed in the FY22 Budget has been effective from 1st April 2023 through infusion of INR 9,000 crore in the corpus.
- This would enable additional collateral-free guaranteed credit of INR 2 lakh crore. The cost of credit will be reduced by about 1%.

**NEED FOR THE SCHEME**

To continue the financial sector reforms and innovative use of technology which have led to financial inclusion at scale, better and faster service delivery, ease of access to credit and participation in financial markets.

**SIGNIFICANCE OF THE INITIATIVE**

- CGTMSE has issued guidelines regarding reduction of annual guarantee fee for loans upto INR 1 crore from a peak rate of 2% per annum to as low as 0.37% per annum. This will reduce the overall cost of credit to the Micro & Small Enterprises to a great extent.

- The limit on ceiling for guarantees has been enhanced from INR 2 crore to INR 5 crore.
- INR 2 lakh crore additional collateral-free credit to MSMEs
- Relief proposed for MSMEs under Vivad Se Vishwas I AND II Schemes
- Relief To MSMEs, start-ups and professionals through ease of doing business.
- The MSME sector is a major contributor to the Indian economy, accounting for over 30% of GDP and over 45% of employment. The revamping of the CGTMSE scheme is expected to boost the growth of the MSME sector by making it easier for MSEs to access credit and expand their businesses. This will lead to the creation of new jobs and boost economic growth.

**MAJOR ACHIEVEMENTS OF SCHEME**

The revamped CGTMSE scheme has been in operation for less than a year, but it has already achieved some significant milestones. For example:

- The scheme has approved guarantees worth over INR 1 lakh crore, covering over 10 lakh loans.
- The scheme has benefited a wide range of MSEs, including units in the manufacturing, services, and trading sectors.

- The scheme has had a positive impact on the growth of women-owned and SC/ST-owned MSEs.

The revamped scheme has also been credited with helping to reduce the cost of borrowing for MSEs. For example, a study by the National Institute of Bank Management (NIBM) found that the average cost of borrowing for MSEs under the revamped scheme was 7.5%, compared to 10.5% for MSEs that did not avail of the scheme.

The revamped CGTMSE scheme is still in its early stages of implementation, but it has the potential to play a major role in promoting the growth and development of the MSE sector in India. The scheme is expected to help MSEs to access more credit, reduce their cost of borrowing, and expand their businesses. This will lead to the creation of new jobs and boost economic growth.



**Shrikant Madhav Vaidya**

Chairman

Indian Oil Corporation Limited



Dun & Bradstreet D-U-N-S® No

65-004-9216

#### Management Details

##### Chairman

Shrikant Madhav Vaidya

##### Directors

V Satish Kumar

Sukla Mistry

N. Senthil Kumar

Sujoy Choudhury

Anuj Jain

Sunil Kumar

Dilip Gogoi Lalung

Dr. Ashutosh Pant

Dr. Dattatreya Rao Sirpurker

Prasenjit Biswas

Sudipta Kumar Ray

Krishnan Sadagopan

Dr. Ram Naresh Singh

#### Address

Indian Oil Bhavan  
G-9, Ali Yavar Jung Marg  
Bandra (E)  
Mumbai - 400051  
Maharashtra

**Website:** [www.iocl.com](http://www.iocl.com)

## ABOUT THE COMPANY

IndianOil is India's flagship Maharatna national oil company with business interests straddling the entire hydrocarbon value chain - from refining, pipeline transportation & marketing to exploration & production of crude oil & gas, petrochemicals, gas marketing, alternative energy

sources and globalisation of downstream operations. It also has global aspirations, fulfilled to an extent by the formation of subsidiaries in Sri Lanka, Mauritius, the UAE, Sweden, USA and the Netherlands. It is pursuing diverse business interests with the setting up 15+ JVs with reputed business partners from India and abroad to explore global opportunities.

India's highest ranked Energy PSU in Fortune-500 list of 2023 (Rank 94), IndianOil recorded Revenue from Operations of INR 9,34,953 Crores and a net profit of INR 8,242 Crores for the FY23.

## BUSINESS OPERATIONS

As a Brand with one of the largest customer interfaces in India, IndianOil reaches precious petroleum fuels to every nook and corner of the country through its network of over 60,000+ customer touch-points, surmounting the challenges of tough terrain, climate and accessibility. The marketing network is bolstered by 70.05 MMTPA of Refining Capacity and more than 17,000 KM of cross-country pipelines. IndianOil is also one of the leading Petrochemical players in India with a petrochemical production capacity of nearly 3200 KTA.

Moreover, IndianOil's R&D Centre at Faridabad, one of Asia's finest in downstream petroleum R&D,

offers a competitive advantage to the Corporation through world-class technology and process solutions and innovative products. IndianOil R&D has also been instrumental in pioneering path-breaking research to leverage the potential of Hydrogen and other cleaner fuels for the sustainable progress of the nation. Undertaking research in all facets of hydrogen, including production, storage and applications like fuel cells, the Corporation is also going to set up Green Hydrogen Plant at IndianOil refinery in Panipat. IndianOil is also forging crucial partnerships to strengthen the Green Hydrogen ecosystem in the country.

## A SOCIALLY RESPONSIBLE CORPORATE

One of India's most socially responsive brands, IndianOil, has successfully combined its corporate social responsibility agenda with its business offerings. The Corporation has been partnering with communities in which it operates by supporting numerous initiatives connected with health, family welfare, education, environment protection, potable water, sanitation, empowerment of women and other marginalised groups. It had spent nearly INR 1,800 Crore on CSR endeavours during the last four years across healthcare, education, sanitation, skill development, women empowerment and environmental sustainability.



## More than 6 decades of Responsible Mining and Sustainability

- > One of the best performing Public Sector Enterprises of India
- > The single largest producer of iron ore in the country
- > Sole producer of Diamonds in India
- > All Projects are accredited with IMS Standards comprising of ISO 9001 2015, ISO 14001 2015, ISO 45001 2018, and SA 8000 2014
- > Internal Safety Audits conducted routinely for ensuring Safety in Mines and Plants
- > Bringing socio-economic transformation through innovative and impactful CSR initiatives in the less developed regions of the country

**NMDC re-dedicates itself with a fresh zeal and renewed enthusiasm, energy and strategy to achieve greater heights in delivering value for all its stakeholders.**

The Earth is our Workplace.  
**We Preserve and  
Protect it.**  
(Going Green since 1958)

### NMDC Limited

(A Government of India Enterprise)

Khanij Bhavan, 10-3-311/A, Castle Hills,  
Masab Tank, Hyderabad -500 028, Telangana, India  
CIN : L13100TG1958GOI001674

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**Responsible Mining**





## STEP UP To enhance your Green Footprint

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A journey of a thousand miles begins with a single step.  
Step up in helping shape a clean and green future.



**NTPC Limited**  
(A Govt. of India Enterprise)  
**Leading the Power Sector**

#BeatPlasticPollution

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**K Sreekant**

Chairman & Managing Director

Power Grid Corporation of India Limited

#### Management Details

##### **Chairman & Managing Director**

K Sreekant

##### **Directors**

Abhay Choudhary

R K Tyagi

G Ravisankar

Yatindra Dwivedi

Dilip Nigam

Saibaba Darbamulla

Chetan Bansilal Kankariya

Onkarappa K N

#### Address

Saudamini, Plot No.2, Sector 29,  
Near IFFCO Chowk, Gurugram -  
122001, Haryana

**Website:** [www.powergrid.in](http://www.powergrid.in)



excellence in various fields of the power system. It has been providing consultancy services to domestic and international clients for over three decades. It has more than 175 domestic clients and a global footprint in 23 countries.

**TRANSMISSION:** Engaged in construction of Inter-state, Intra-state, Inter-regional links Transmission Systems, Renewable Energy Integration, Grid strengthening schemes, High-Capacity Transmission Corridors and Strengthening International links with neighboring countries.

**CONSULTANCY:** Provides solutions in the Transmission, Distribution, and Telecom sectors which include System Studies, Design, Engineering, Load Dispatch, OPGW on intra-state Transmission network, intra-state transmission networks, Smart Grid Projects, Energy Efficiency & Energy Audit and Capacity building assignments.

**OTHER BUSINESSES:** Offers Smart Grid/Smart Metering Solutions, Battery Energy Storage Systems (BESS), Solar Power Generation, Rooftop Solar Systems, Energy Audit & Energy Efficiency, and Integration of Solar Power Projects, dedicated Transmission Systems for Railways and other bulk consumers.

Dun & Bradstreet D-U-N-S® No

65-014-6749

**DIGITAL INITIATIVES:** POWERGRID strengths are exemplified in the constant innovation and technological up-gradation in building, operation and maintenance of its complex and sophisticated systems. With the implementation of Digital Interventions such as PG-DARPAN, Digital Substation, 3D Modelling of sub-station, PALMS, Drone Patrolling etc. , the company has taken a huge leap forward towards digitalisation that has enabled running of its processes efficiently.

**KEY STATISTICS:** (As on 30/09/2023) # include TBCB elements; exclude PG InvIT

**TRANSMISSION:** 176,180 ckm Transmission Lines  
275 Sub-Stations  
99.85 % System Availability  
512,601 MVA Transformation Capacity

**CONSULTANCY:** 150+ Domestic Clients  
23+ Countries  
25+ Global clients

**TELECOM:** ≈ 82,294 km of Telecom Network Owns & Operates  
458 Locations  
780 Points of Interconnections  
256 Cities - Intra City Network Across India  
> 99.99% Backbone Telecom Network Availability

**ABOUT THE COMPANY:** Power Grid Corporation of India Limited (POWERGRID) is a Schedule 'A', 'Maharatna' Public Sector Enterprise of the Government of India, incorporated in 1989. It is a listed entity operating under the aegis of the Ministry of Power and is engaged in the bulk transmission of power through its Extra High Voltage Alternating Current (EHV AC) and High Voltage Direct Current (HVDC) transmission network. POWERGRID has unmatched techno-managerial



# D&B ESG Intelligence

D&B ESG Intelligence delivers data and analytics built from the Dun & Bradstreet Data Cloud and established sustainability standards to help companies quantify and assess the impact of their business partners' sustainability rankings to their companies' performance. This true and trusted source of ESG data enables compliance and procurement teams to generate insights that help strengthen their ESG goals and policies, and streamline ESG assessment processes.



## PLATFORMS

- D&B Risk Analytics ESG Module



## SOLUTIONS

- ESG Self-Assessment
- ESG Report
- ESG Registered Solutions





# OVERVIEW OF PSUs IN INDIA

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# OVERVIEW OF PSUs IN INDIA

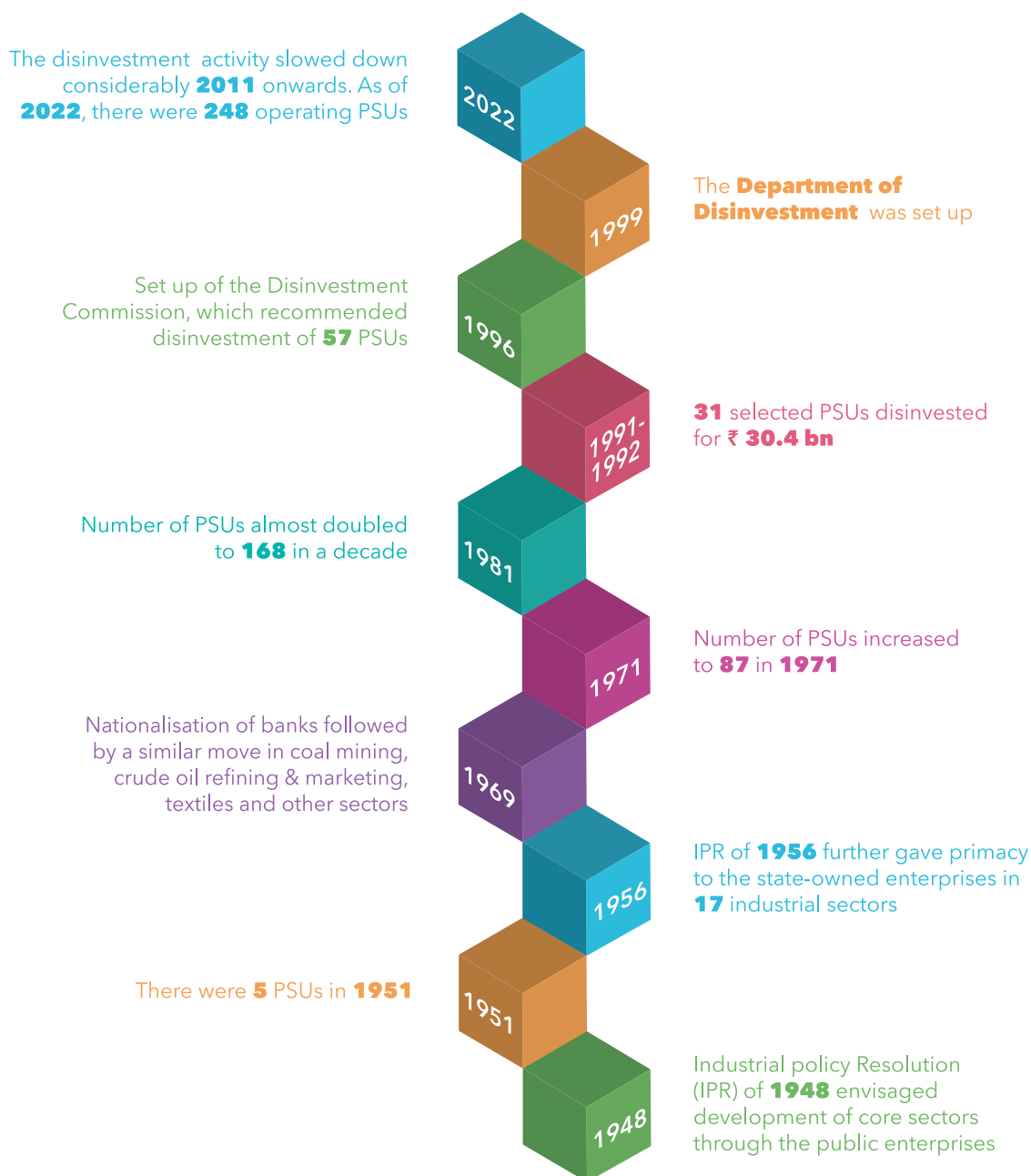


India commemorated its 75 glorious years of independence and the rich culture through 'Azadi Ka Amrit Mahotsav' initiative. The concept of 'Amrit Kaal' or a vision for new developed India by 2047 was laid out for empowered and inclusive economy. 'Amrit Kaal' includes technology-driven and knowledge-based economy with strong public finances, and a robust financial sector. To achieve this transformational objective, all the segments of the economy need to work in a concerted manner.

Indian Public Sector Undertakings (PSUs), being backbone of the Indian economy would have to play a critical role as India gears towards 'Amrit Kaal'. The PSUs that were originally envisaged to augment industrial output, boost investments, and provide employment, have now evolved as the engines of growth. They have contributed immensely in terms of social upliftment, inclusive growth, and self-sufficiency because of their ability to look beyond short-term commercial interest and

profits. In the coming years, Indian PSUs are again expected to take a centre stage to accomplish the government's vision of Amrit Kaal.

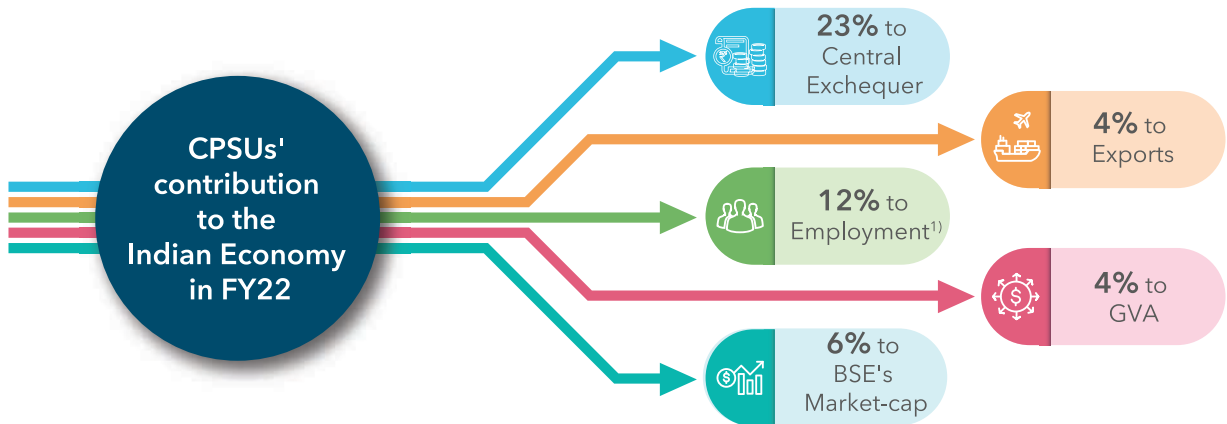
## Journey of CPSUs in last 75 years



## CPSUS CONTRIBUTION FOR GROWTH OF THE INDIAN ECONOMY

In India, CPSUs play a critical role in nation building by providing strong foundation for industrial and infrastructure development which provides multiplier impact to the economic growth. CPSUs have created employment opportunities, increased exports, and decreased imports. They have also immensely contributed towards steady and sustained growth of the Indian economy through contribution to GDP, investments, exports, and central exchequer. The CPSU's contribution to the Indian economy in terms of key economic indicators are stated ahead.

## CPSUs' contribution to the Indian Economy in FY22



1) Employment data pertains to organised sector - EPFO

Source: RBI, CGA, Department of Public Enterprises, EPFO, BSE and D&B research

### CPSUs': FY22 SNAPSHOT

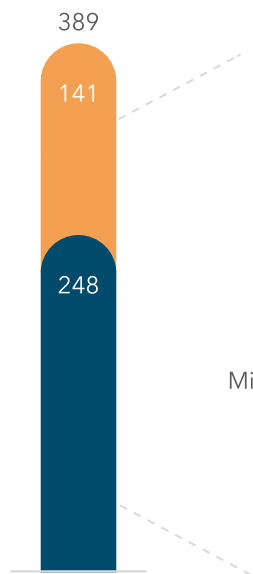
CPSUs have been operating in the diverse sectors of the economy and play a critical role

in stimulating economic growth and development of the Indian economy. In this view it is necessary to assess their progress in terms of

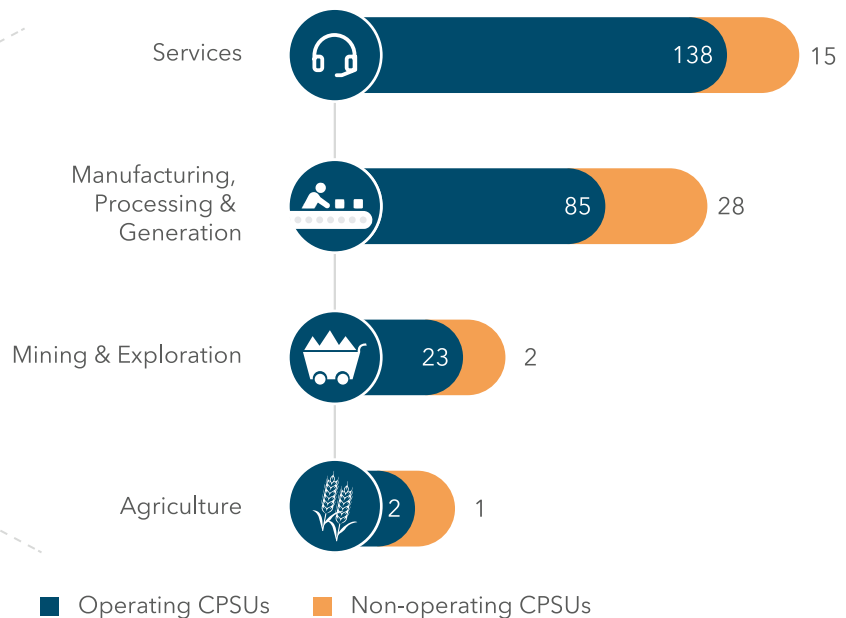
various performance indicators as well. The section below provides an overview of CPSUs' performance in FY22.

### Number of CPSUs and sectorwise break-up FY22

#### Number of CPSUs in FY22



#### Sectorwise Number of CPSUs in FY22



For total number of CPSUs, non-operating CPSUs include CPSUs under closure & CPSUs under construction

For sector-wise number of CPSUs, non-operating CPSUs includes only CPSUs under closure

Source: Public Enterprises Survey 2021-22



- While total number of CPSUs has remained same at 389 as compared to the previous year, the number of operating CPSUs have reduced to 248 in FY22 from 255 in FY21. This is because of substantial increase in the number of CPSUs under closure which increased from 26 in FY21 to 46 in FY22. This is the highest increase in the CPSUs under closure in last five years.
- CPSUs under construction have also declined to 95 in FY22 from 108 in FY21, indicating abandonment of some new projects. This is the first time since FY18 that there is a decline in the number of CPSUs under construction.
- Out of operating CPSUs, 56% of CPSUs were from services

sector, while 34% are from manufacturing sector.

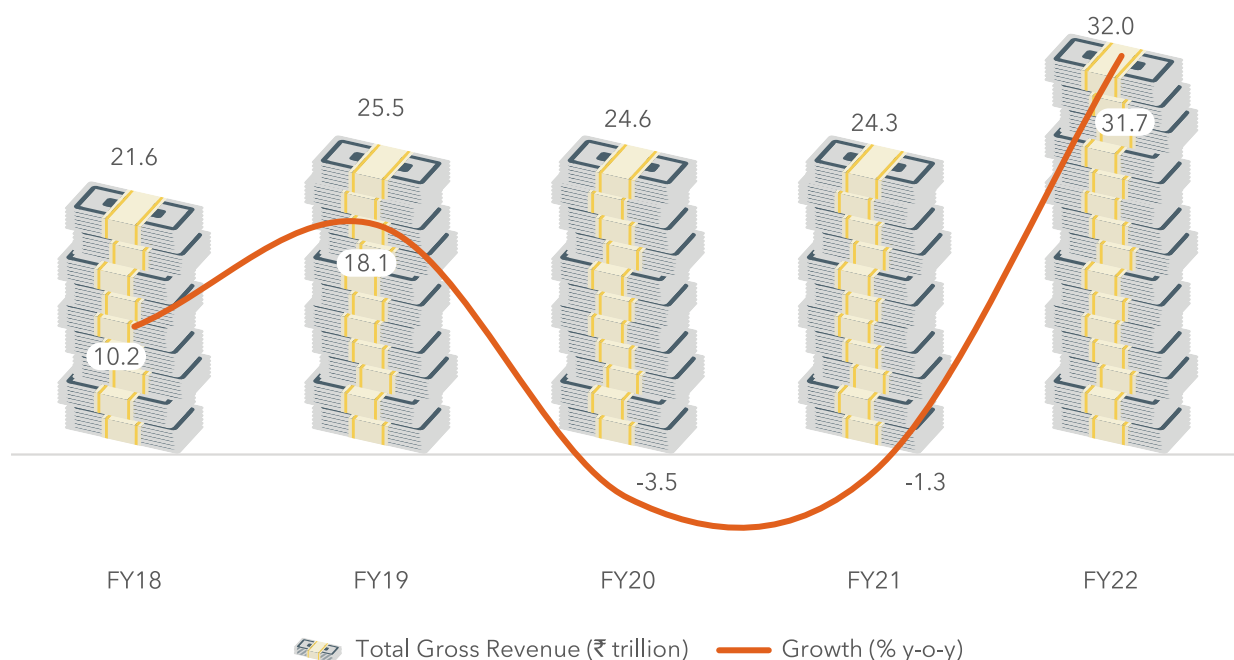
- In Services sector, top 3 segments in terms of number of operating CPSUs were Contract, Construction & Tech. Consultancy (48 CPSUs), Financial Services (24 CPSUs) and Transport & Logistics (22 CPSUs).
- In Manufacturing, Processing & Generation sector, top 3 segments in terms of number of operating CPSUs were Heavy & Medium Engineering (30 CPSUs), Power Generation (13 CPSUs), and Chemicals & Pharmaceuticals (10 CPSUs).

- Chemicals & pharma and heavy & medium engineering segments have witnessed substantial closure of CPSUs (9 CPSUs and 10 CPSUs respectively) in FY22.

### CPSUs: FINANCIAL PERFORMANCE IN FY22

The economic impact of second wave of pandemic was relatively muted for first half of FY22. With business activity gradually getting back to normalcy, Indian economy witnessed a strong momentum in second half of FY22. At this backdrop, Dun and Bradstreet India has analysed some of the key financial indicators of CPSUs to provide holistic view of their FY22 performance.

### Gross revenue: Strong revival with record high revenues for FY22



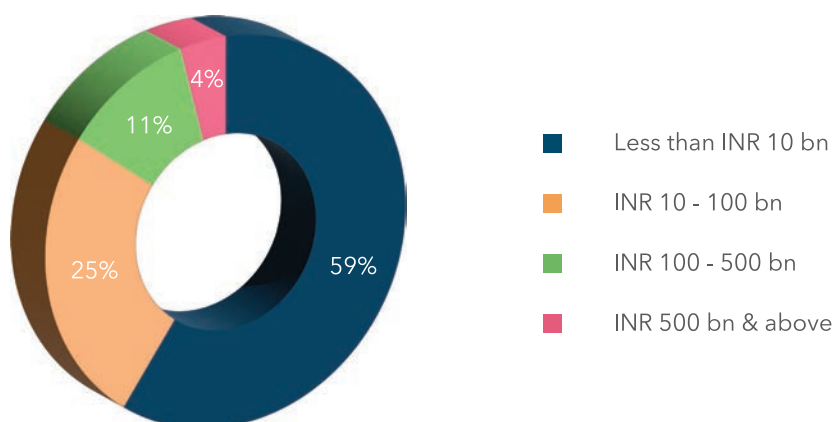
Figures in parentheses are y-o-y percentage growth

Source: Public Enterprises Survey 2021-22, D&B research

## [ OVERVIEW OF PSUs IN INDIA ]

- Aggregate gross revenue of CPSUs reported significance growth of 31.7% and reached record levels of INR 32 trillion for FY22. The sharp increase can be attributed to more than 40% growth recorded for mining & exploration and manufacturing, processing, and generation CPSUs.
- Gross revenue of manufacturing, processing, and generation sector CPSUs which accounts for approx. 70% of total gross revenue of CPSUs, increased by 40.6% in FY22.
  - o Within manufacturing, processing, and generation; petroleum (refinery & marketing)
- CPSUs performed well with top line increase of 42.8% due to elevated prices of crude oil during FY22.
  - o Also, revenue from steel CPSUs increased by 50.6% in FY22 due to strong volume and value driven growth.
- Gross revenue of mining & exploration sector CPSUs which accounts for approx. 10% of total gross revenue of all CPSUs, witnessed robust growth of 42% in FY22.
  - o Within mining & exploration sector, all three cognate groups i.e. coal, crude oil & other minerals & metals CPSUs reported strong growth due to higher realization and improved demand.
- The revenue growth of services sector CPSUs moderated to 5.2% in FY22 due to a 11.2% decline in revenue for trading and marketing CPSUs, which accounts for 42% of sub-sector weightage for the services cognate group.
- Gross revenue of agriculture sector CPSUs continued to post a decline in FY22 as well. Gross revenue of agro-based CPSUs declined by 21% in FY22 as against 17.8% in FY21.
- The gross revenue of CPSUs grew at a 10.4% CAGR between FY18 & FY22.

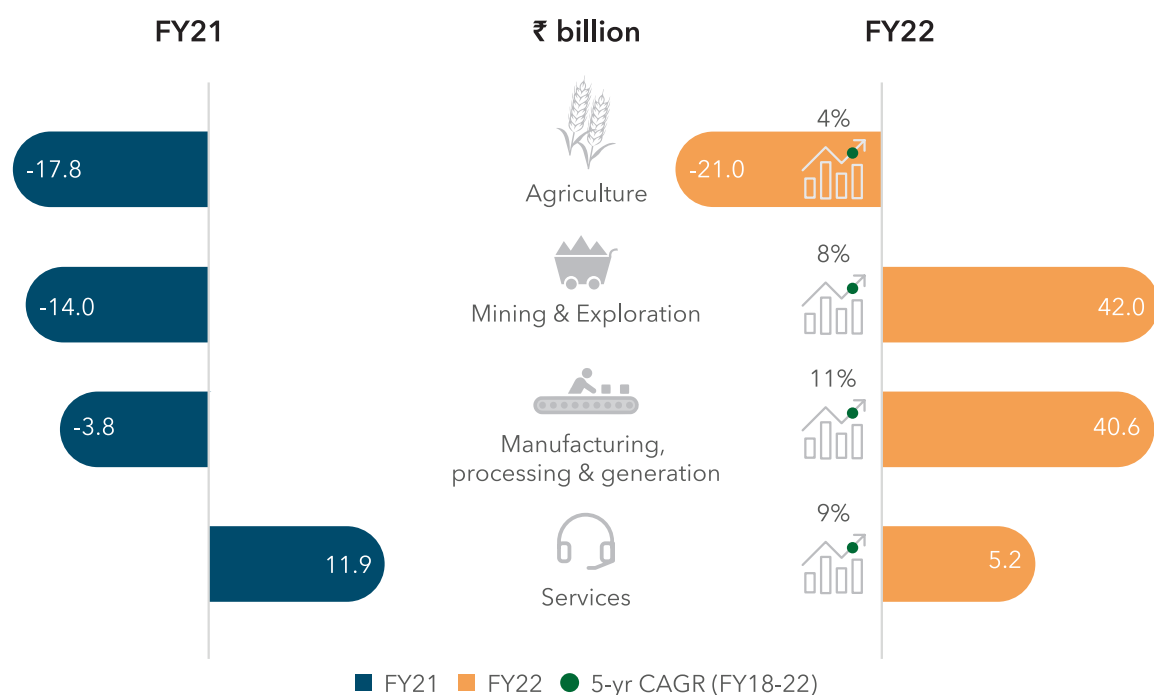
### Distribution of CPSUs based on revenue: 85% of CPSUs have revenue up to INR 100 bn.



Source: Public Enterprises Survey 2021-22

- The distribution of CPSUs in terms of revenue reveals that almost 85% of CPSUs have revenue up to INR 100 bn in FY22.
- Only 11 CPSUs (4%) have revenue of INR 500 bn & above. Of these, 7 CPSUs have revenue of INR 1 trillion and above.

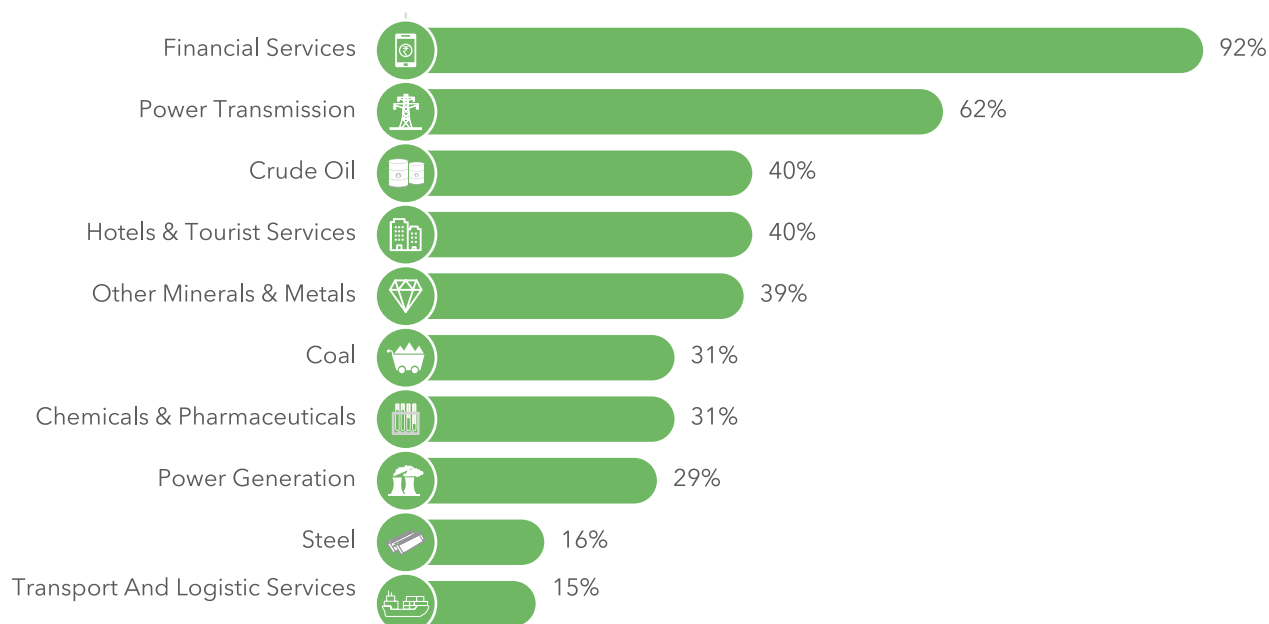
## Sector wise revenue growth: Mining and Manufacturing sector witnessed strong growth for FY22



Source: Public Enterprises Survey 2021-22

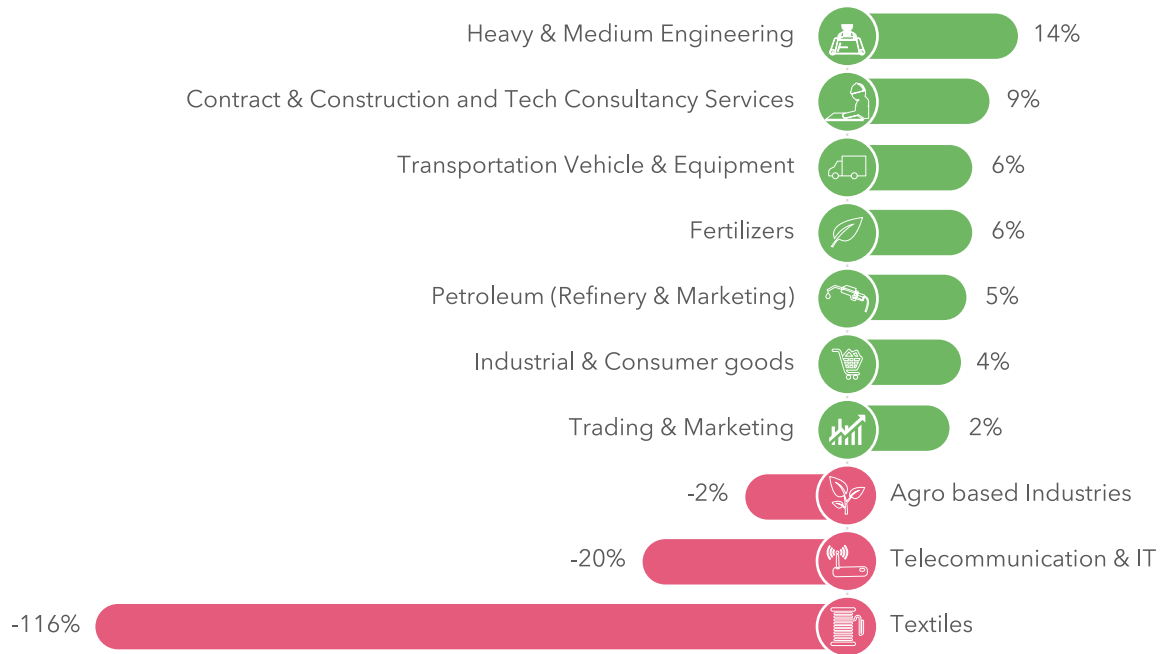
- Mining & exploration and Manufacturing, processing & generation sector witnessed more than 40% growth in revenue for FY22
- Mining & exploration, Manufacturing, processing & generation and services sector had a revenue growth between 8 to 11 percent between FY18 to FY22

## Operating margins of leading CPSUs cognate group in FY22



Source: Public Enterprises Survey 2021-22

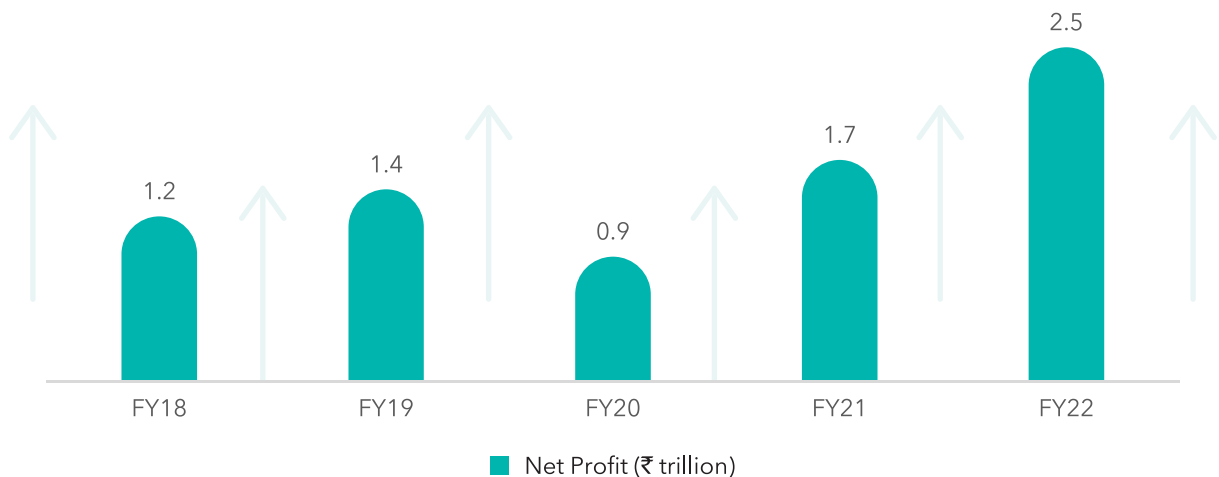
## Operating margins of lagging CPSUs cognate group in FY22



Source: Public Enterprises Survey 2021-22

- 17 out of 20 sub-sectors cognate groups have positive margins in FY22, out of which 11 sub-sectors reported double digit operating margins in FY22. Only 3 sectors had negative operating margins for FY22.
- The operating margins for the cognate groups ranged between -116% for textiles to 92% for financial services in FY22.

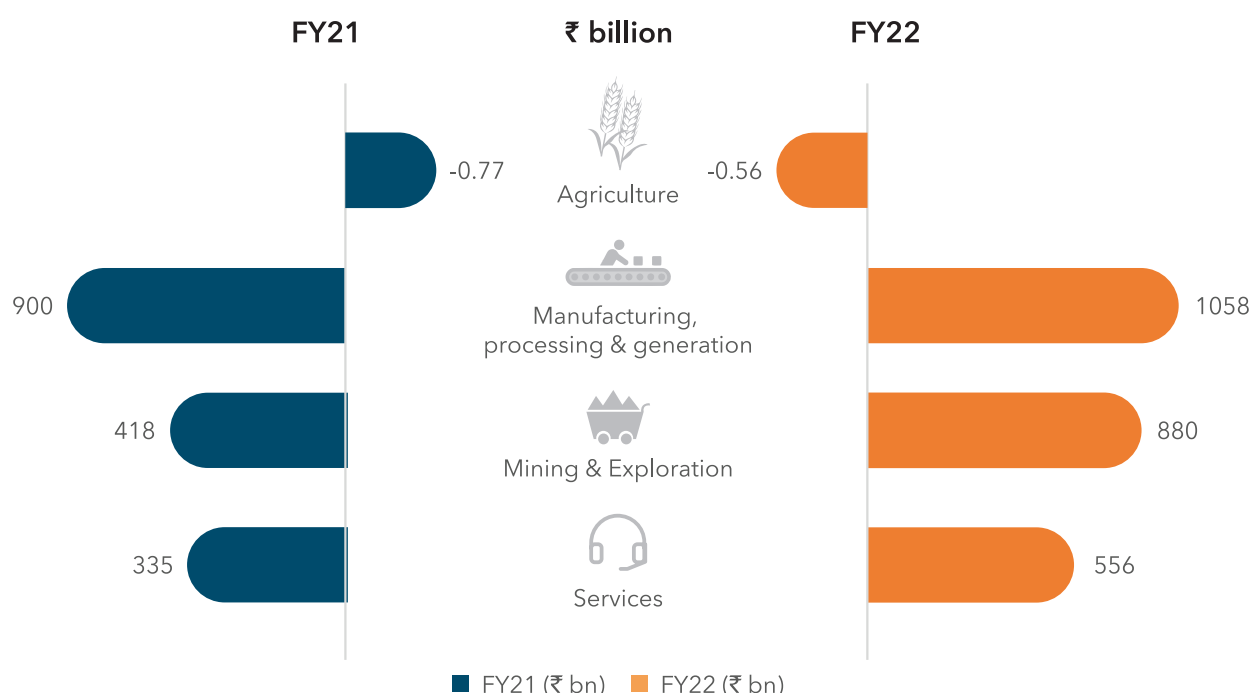
## Net profits: Highest profits between FY18 to FY22 period



Source: Public Enterprises Survey 2021-22, D&B Research



## Mining and Services sector CPSUs witness robust growth in net profits for FY22

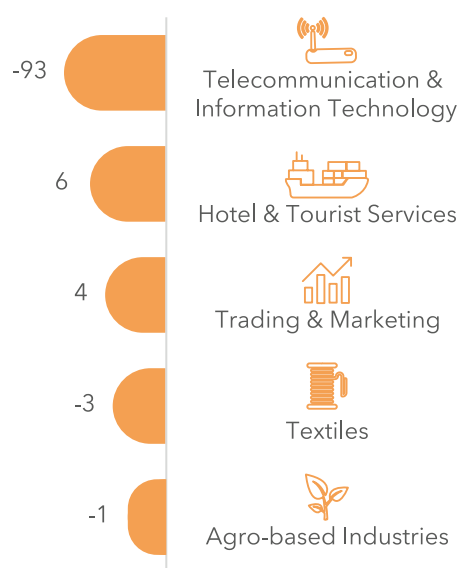


Source: Public Enterprises Survey 2021-22, D&B Research

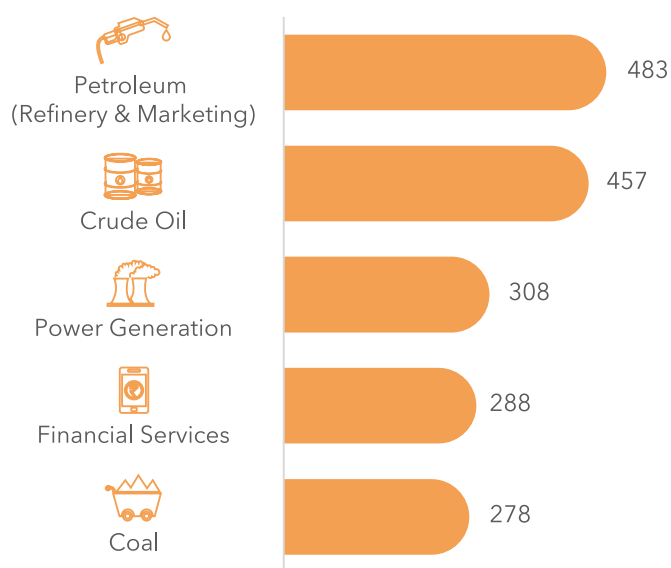
- Overall net profits of CPSUs increased by almost 51% to INR 2.5 trillion in FY22.
- Amongst sectors, mining & exploration, and services sector CPSUs reported substantial rise in net profits. Net profits of mining & exploration CPSUs grew by almost 110% to INR 880 bn in FY22, while net profits of services sector CPSUs increased by 66% to INR 556 bn in FY22.
  - Within mining & exploration sector, crude oil CPSUs reported a robust increase of 249% in net profits in FY22, largely due to high crude oil prices. Net profits of coal and other minerals & metals also reported healthy growth of 40% and 64% respectively in FY22.
  - Within manufacturing, processing & generation sector net profits of steel industry increased by 334% to reach INR 131 bn in FY22 driven by improved demand and realization. Similarly, net profits of heavy & medium engineering industry increased by 138% in FY22 to reach INR 101 bn in FY22. The substantial growth in net profits of these CPSUs is indicative of steady revival in the domestic & global economic activity post the pandemic. Within manufacturing sector, only textile CPSUs reported net loss of INR 3 bn in FY22.
  - Within services, net profits of transport and logistics services grew by 230% in FY22 to reach INR 138 bn due to economic revival and strong demand for industrial goods.
  - Agro-based CPSUs registered net loss of INR 0.6 bn in FY22

## Top 5 sectors with maximum profits and loss for FY22

### Bottom 5 Sectors by Net Profits (₹ bn)

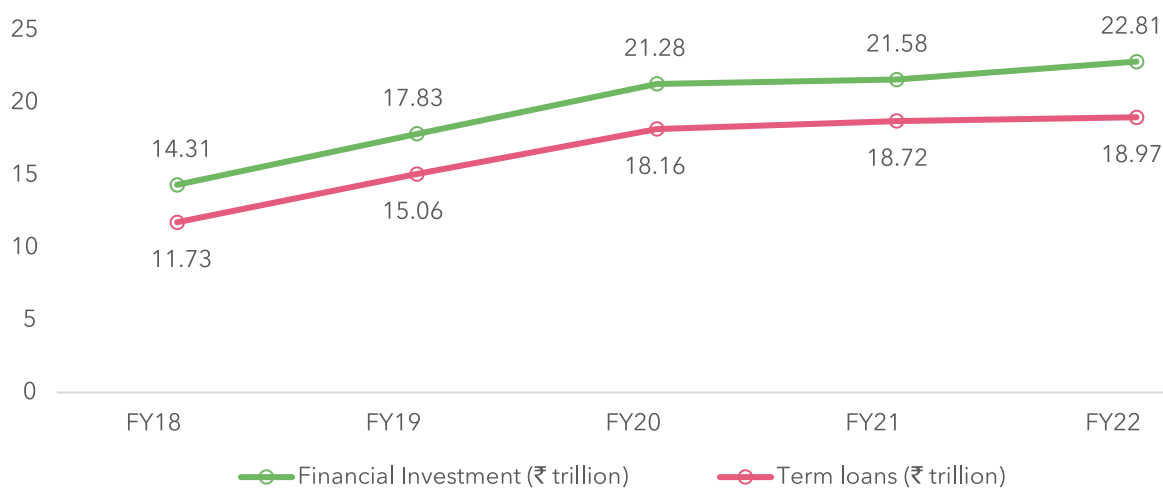


### Top 5 Sectors by Net Profits (₹ bn)



Source: Public Enterprises Survey 2021-22, D&B Research

## Financial investments: Approx. 68% accounted by services sector in FY22



Source: Public Enterprises Survey 2021-22, D&B Research

- Between FY18 and FY22, the aggregate financial investment of CPSUs increased by INR 8.5 trillion, a CAGR of 12.4%.
- During FY22, financial investments of CPSUs grew by

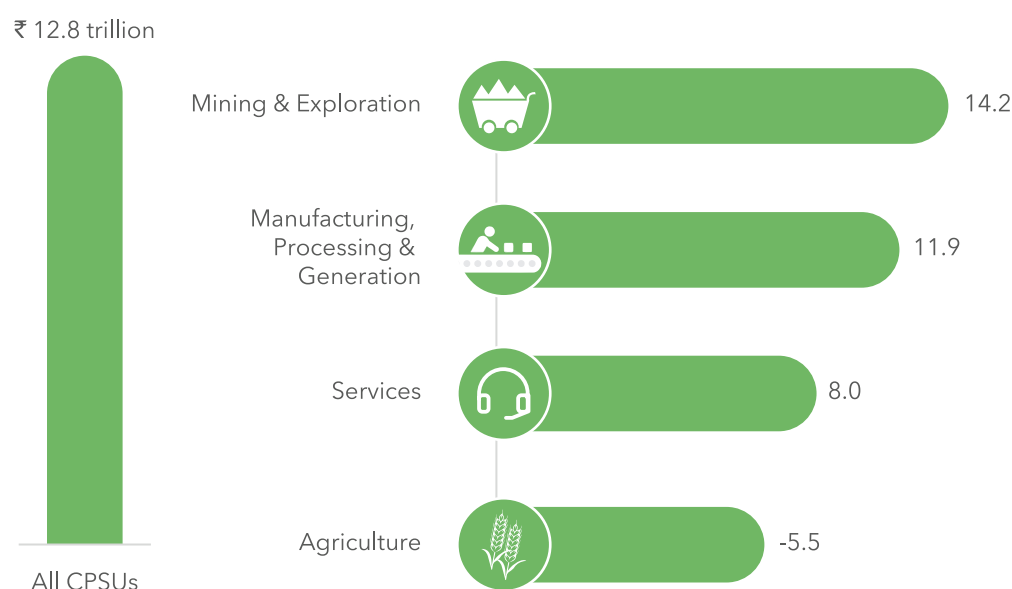
5.7% to reach INR 22.8 trillion led by services sector.

- Services sector CPSUs accounted for almost 70% share in total financial investments of CPSUs,

followed by manufacturing, processing & generation CPSUs with 25% share and mining & exploration CPSUs with 5% share

- o Within mining & exploration sector, crude oil CPSUs accounted for almost 77% of the sector's aggregate financial investments.
- o CPSUs from power generation and petroleum (refinery & marketing) sectors accounted for almost 63% and 26% share in manufacturing, processing & generation sector's aggregate financial investments for FY22.
- Further, the capex data reveals that CPSUs have consistently achieved over 90% of their capex target between FY19 to FY22.

### Net Worth: Except agriculture, CPSUs from other sectors witness increase in FY22



Source: Public Enterprises Survey 2020-22

- Net worth of all CPSUs increased by 12.8% to INR 15.6 trillion in FY22.
- Mining & exploration sector: Net worth of CPSUs from coal, crude oil and other minerals & metals segment increased by 19%, 13% and 16% respectively in FY22.
- Manufacturing, processing & generation sector: In this segment, chemical & pharmaceuticals, heavy & medium engineering, and fertilizers are the top three cognate groups of CPSUs that have shown substantial rise in net worth by 66%, 29% and 24%, respectively in FY22. On the other hand, textile sector CPSUs have shown a decline in net worth by 19% due to poor financial performance.
- Services sector: All cognate groups except telecommunication & information technology have shown increase in net worth for FY22.

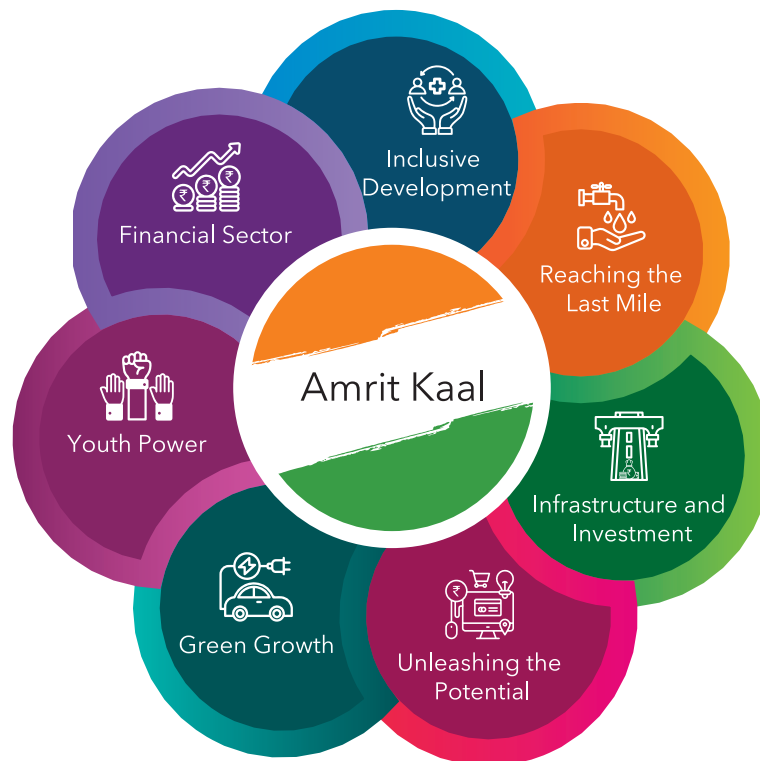
### INDIAN CPSUS GEARING FOR AMRIT KAAL

Since their inception, Indian CPSUs have made significant contribution to the overall development of Indian economy to achieve sustainable economic growth and implement various socio-economic goals like augmenting infrastructure, creating manufacturing base,

generating employment as well as reducing regional imbalance.

However, with changing economic order and geo-political conditions, CPSUs now need to re-imagine their role as nation gears for 'Amrit Kaal'. Amrit Kaal includes technology-driven and knowledge-based economy with strong public finances, and a robust financial

sector. The vision of Amrit Kaal stands on seven pillars of inclusive development, reaching the last mile, infrastructure & investment, unleashing the potential, green growth, youth power and financial sector. The role of CPSUs will be very crucial in as country heads towards vision of achieving visions of Amrit Kaal



### INCLUSIVE DEVELOPMENT



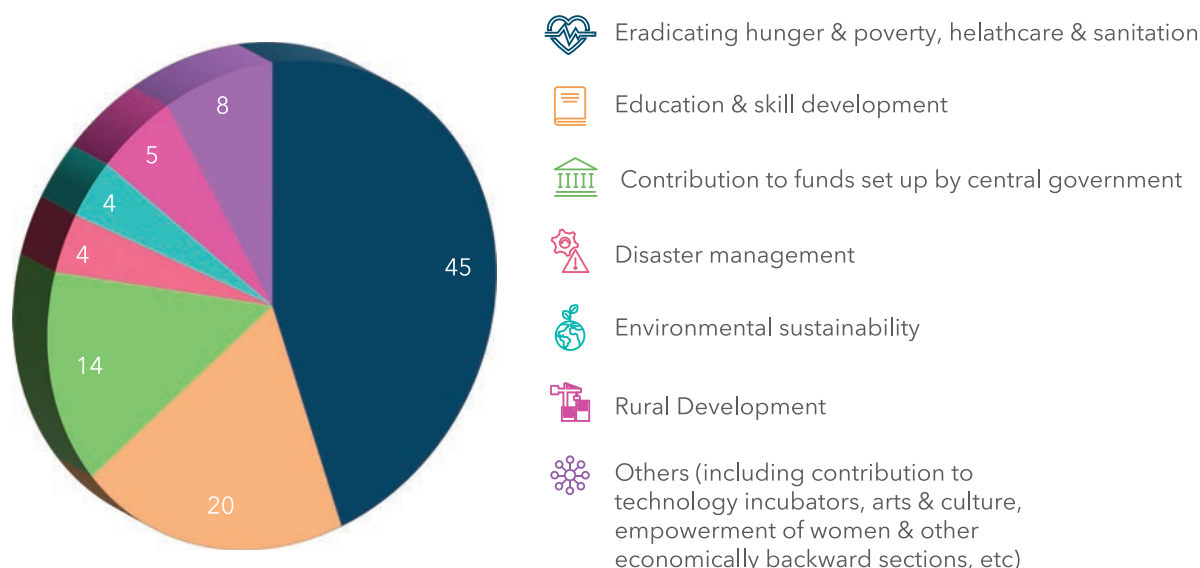
Even before the mandatory CSR spending get introduced, CPSUs have been implementing various social schemes / initiatives for inclusive growth. They have

been implementing targeted interventions in the areas of health & sanitation, education, empowerment of women & weaker sections of the society, and poverty alleviation to create a lasting impact on the lives of the people. A total of 160 CPSUs undertook CSR activity in FY22, incurring expenditure of INR 46 bn, an increase 2.6%

as compared to the previous year. The activity-wise break-up reveals that almost 45% of total CSR was spent on interventions related to eradicating hunger and poverty, healthcare & sanitation. Besides this, education & skill development remained other priority areas for CSR spends.



## Activity-wise CSR expenditure of CPSUs (% share w.r.t. total) in FY22



Source: Public Enterprises Survey 2020-22

## REACHING THE LAST MILE



Since their inception, CPSUs have followed the approach of reaching the last mile through various initiatives. The public procurement policy for MSMEs which has been implemented since FY13 aims to promote MSMEs segment by procuring a minimum 25% of total annual purchases of products and services from MSMEs. The total public procurement from MSMEs grew by 28.4% to reach INR 535.9 bn in FY22. Besides public procurement from MSMEs, the use of Government e-Market (GeM) for procurement of common-use goods & services has helped in

exemplifying CPSUs commitment towards reaching last-mile sellers. In FY22, 18% of CPSUs total procurement has been made from GeM.

Similarly financial sector CPSUs have taken various measures like ease in KYC process, Jan Dhan Yojana, and opening branches in the rural area to address last mile challenge and promote financial inclusion. The financial inclusion index for March 2023 has improved to 60.1 vis-à-vis 56.4 for March 2022. Yet, there is scope for improvement as the percentage of population that borrows money from financial institution remains abysmally low. It is expected that the recent initiatives like the use of digital technology, offering tailored products for specific

needs and specific income group may help in the last mile reach of financial services in India.

## INFRASTRUCTURE AND INVESTMENT



Infrastructure and investment play a key role in the economic growth through their multiplier effect, making it a strong pillar of Amrit Kaal. Big-ticket spends on infrastructure across railways, roads and highways have a strong multiplier impact on the economy through various channels such as employment generation, improved competitiveness of manufacturing and services sector, attracting FDI and improved standard of living.

In the last decade the Government has taken laudable initiatives like National Infrastructure Pipeline (NIP), National Monetisation Pipeline (NMP), PM Gati Shakti plan and National logistics policy to boost infrastructural growth. Overall, the planned budget spends on infrastructure sector by government is estimated at INR 12.1 lakh crores for FY24, an increase of 57% as compared to FY21.

Since inception, CPSUs have remained at the forefront in fostering infrastructure and investment. CPSUs that have set up manufacturing facilities in hinterlands, developed townships and infrastructure like roads, hospitals, educational institutions, etc in these areas, in turn spurring overall infrastructure development. Moreover, it has given rise to various ancillaries in the peripheral area, uplifting the economy. CPSUs also contribute in terms of capacity building by bridging the knowledge and capacity gap with local vendors and empowering them to meet future requirements of CPSUs.

### UNLEASHING THE POTENTIAL



One of the key goals of the Amrit Kaal is facilitating ample opportunities for citizens of India. This will require providing strong impetus to growth and employment generation. In this regard, CPSUs with their role in

achieving self-sufficiency in the production of various goods & services, ensuring low & stable prices, promoting balanced regional growth, and generating employment opportunities can help in setting Indian economy on high growth path. CPSUs through their forward and backward linkages in the domestic market can have multiplier effect in terms of income, investment, and demand. Further, mandatory procurement through domestic MSMEs can help in creating and developing local capacities, in turn unleashing the growth potential.

Apart from creating domestic demand, CPSUs also play a vital role in strengthening supply chain and reducing regional imbalance by setting up manufacturing facilities in backward or remote areas. Further, since their inception, CPSUs have created strong manufacturing base in strategic areas like oil refinery, minerals & metals, chemicals, and heavy engineering. This has set foundation for Indian manufacturing sector, which will help Indian industries take advantage of "China Plus One" strategy by multinational corporations, which seek to reduce their dependence on China by shifting their supply chain to other locations.

Alike agro-based, mining & manufacturing CPSUs, service sector CPSUs have emerged as the catalyst of economic growth. Amongst them, CPSUs from financial services sector have taken a lead role in meeting the diverse

financing requirements thereby boosting capex.

Moreover, the 'Digital First' approach embraced by the CPSUs will help them transform their business and get future ready. CPSUs have been using tech-driven solutions to improve processes in several areas including operations & maintenance, marketing, finance, project management and monitoring, amongst others. Their enhanced focus on technology and innovation has helped them in re-inventing service delivery to the citizens, enhancing business model and bring speed and agility to their processes. This can enable them to optimise their costs and remain competitive which in turn would lead to the path of sustainable growth. Further, the use of digital technologies helps to overcome some emerging challenges like environmental pollution, scarcity of natural resources and thereby creating sustainability awareness.

### GREEN GROWTH



At the UN Climate Change Conference (COP26), Indian government has declared the national climate target of achieving net zero by 2070. While meeting national climate target, India cannot afford to hurt its economic growth. In this backdrop, green growth which implies attaining economic growth and development in environmentally sustainable manner, has gained

lot of significance. The key aspects of green growth are low carbon emissions, sustainable consumption & production, resource efficiency and sustainable development.

CPSUs with their presence in carbon-intensive sectors like coal, petroleum, and power face greater environment-related responsibilities. Thus, their actions related to environment and sustainability becomes critical when it comes to achieving green growth. In the recent years, Indian CPSUs have shown substantial progress on accomplishing green growth by focusing on renewable energy like solar, wind, and thereby reducing carbon emissions. Efforts have also been made to set up green hydrogen plant to promote transition to alternate clean energy sources. This clearly demonstrates CPSUs transition towards environmental sustainability and green growth.

However, this area still requires lot of intervention. In FY22, CPSUs spent INR 1.75 bn on environmental sustainability as part of their CSR initiatives, which accounts for mere 4% of their total CSR expenditure. Indian CPSUs need clear strategy for assessing climate risk and should look at their environment related actions as an opportunity to improve their performance.

## YOUTH POWER



Over 50% of India's population is below the age of 25 years and more than 65% below the age of 35 years. Thus, India being a young country, youth power will be a driving force of the country's development in Amrit Kaal. However, skilling of youth is required to fully use their potential. The Union Budget for 2023-24 has launched Pradhan Mantri Kaushal Vikas Yojana 4.0 to skill lakhs of youth within the next three years. The participation of CPSUs in skill and vocational training is instrumental in the success of this scheme. Various CPSUs have partnered with National Skill Development Corporation (NSDC) to channelize their funds in a regulated and systemized manner for skill training. They have been offering a variety of courses while ensuring quality delivery of training. CPSUs commitment for skill development can be seen from their expenditure on education & skilling under CSR. They have spent almost 20% of their CSR expenditure in FY2021-22 on education and skill-development.

## FINANCIAL SECTOR



Indian financial sector CPSUs have played a critical role in financial inclusion as well as fostering economic growth by way of

mobilizing savings and facilitating credit. The financial sector CPSUs are mainly dominated by Public Sector Banks. Public Sector Banks (PSBs) have significant share in the consolidated balance sheet of scheduled commercial banks (SCBs) in India. They accounted for almost 62% of total outstanding deposits and 58% of total loans & advances extended by SCBs as of end-March 2022. PSBs have always remained in the forefront on deploying credit to the priority sectors like agriculture, micro enterprises, and weaker sections of the society. These are the sectors which are often neglected by private financial institutions due to high credit risk. In FY22, PSBs's priority sector lending increased by 9.7% y-o-y to INR 26.5 trillion. The priority sector lending by PSBs accounted for almost 57% of total priority sector lending by all SCBs in FY22. Over the years, PSBs have played a vital role in implementing various government schemes including, PM MUDRA Yojana, Jan Dhan Yojana, thereby fulfilling their social objectives.

Besides serving the mandate of lending to the priority sector, PSBs have provided significant support to the government by investing in government securities. PSBs accounted for almost 62% of total investment in government securities by all SCBs as of end-March 2022. They have also been paying a steady stream of dividends year on year and with government being the major shareholder in PSBs, it is also the biggest beneficiary of these dividends.

### THE WAY FORWARD

Indian CPSUs have contributed immensely to the overall growth story of India since independence. However, they will now have to reinvent themselves to accomplish the government's vision of technology-driven and knowledge-based economy. This is an opportune time for them to come at the forefront and support in uplifting the growth of the Indian economy.

While CPSUs have shown great resilience during the economic turbulence and geo-political tensions, they will have to focus on accelerating the adoption of new digital technologies and innovation to become future ready. In this regard it is noteworthy to see that CPSUs have geared up fast and have been embracing emerging technologies like AI, ML, blockchain and robotic process automation. This will help them improve productivity and prepare themselves to ascend to new heights in the coming years.

Another area that they need to focus is - ESG. Given their size and scale, progress of CPSUs on ESG front will be critical for India to move ahead on its climate goals. While most of the CPSUs generally score better than their private counterparts on social aspects, they slightly lag on environmental front. Thus, they will have to improve their performance on environmental metrics like greenhouse gas emissions, and waste management. However, CPSUs are gradually catching

up and are adopting net-zero pathways.

While CPSUs have always focused on capex and inclusive growth, course correction to fix environmental issues will not only help them stay relevant but rather emerge more significant as the nation gear up to Amrit Kaal. Indian CPSUs with their strong base have immense potential to power India's goal to transform into a developed nation by 2047. In order to achieve this ambitious target, CPSUs will need to propel their growth to a next level.



# Finance Solutions

Predictive data insights and AI-driven platforms that empower finance teams to better manage risk and improve operational efficiency



## PLATFORMS

- Global Financials
- D&B Direct for Finance
- D&B Credit



## SOLUTIONS

- Credibility Reports
- Project Appraisal Services
- Trade Exchange Program

# Sales & Marketing Solutions

Empowering sales, marketing, and operations teams to improve the impact of go-to-market strategies with better data, analytics, and solutions built on our data foundation



## PLATFORMS

- D&B Hoovers
- D&B Optimizer
- D&B iAccess
- D&B DataVision



## SOLUTIONS

- Master Data
- Analytics



# LISTING OF LEADING CPSU's AND SPSU's

# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
1	65-004-9216	Indian Oil Corporation Limited	732,784	24,184	114,214
2	65-005-6716	Life Insurance Corporation of India	721,304	4,043	10,409
3	65-007-8793	Bharat Petroleum Corporation Limited	435,819	8,789	49,523
4	65-005-4943	Hindustan Petroleum Corporation Limited	376,866	6,383	38,740
5	65-005-6914	State Bank of India	316,021	31,676	246,749
6	91-655-6546	Food Corporation of India	236,554	0	8,021
7	65-007-9049	NTPC Limited	120,042	16,111	127,964
8	65-006-5345	Oil and Natural Gas Corporation Limited	116,861	40,306	223,041
9	65-004-7533	Steel Authority of India Limited	104,515	12,015	51,916
10	65-007-1269	GAIL (India) Limited	93,693	10,364	55,587
11	65-005-6740	Punjab National Bank	87,199	3,457	88,438
12	65-017-8924	Mangalore Refinery and Petrochemicals Limited	86,166	2,955	7,192
13	65-005-6757	Canara Bank	85,907	5,678	57,646
14	65-005-6930	Bank of Baroda	81,365	7,272	75,441
15	65-008-2340	Union Bank of India	80,469	5,232	65,816
16	65-005-1287	Chennai Petroleum Corporation Limited	60,498	1,342	2,790
17	91-684-9594	Bharat Oman Refineries Limited	55,898	892	4,436
18	65-073-3371	General Insurance Corporation of India	49,378	2,006	24,440
19	65-005-6880	Bank of India	45,955	3,405	46,219
20	65-025-3912	Indian Bank	45,772	3,945	37,101
21	65-014-6749	Power Grid Corporation of India Limited	42,336	17,094	75,606
22	86-220-5911	REC Limited	39,230	10,046	51,225
23	65-028-1769	Power Finance Corporation Limited	38,591	10,022	59,499
24	86-213-1364	The New India Assurance Company Limited	35,739	164	18,232
25	65-044-9213	HLL Lifecare Limited	35,698	408	769
26	65-008-1573	Rashtriya Ispat Nigam Limited	28,647	913	3,175
27	65-005-8951	NMDC Limited	26,600	9,398	34,844
28	86-221-3654	Central Bank of India	25,770	1,045	23,812
29	65-043-8559	Hindustan Aeronautics Limited	25,607	5,087	19,264
30	65-068-4640	Numaligarh Refinery Limited	23,667	3,562	8,388
31	91-535-4372	The Cotton Corporation of India Limited	23,615	13	363
32	86-220-0987	Mahanadi Coalfields Limited	22,996	8,481	8,213
33	65-006-7234	Indian Overseas Bank	21,633	1,710	19,409
34	65-005-0719	Bharat Heavy Electricals Limited	21,579	410	26,971
35	65-068-8435	South Eastern Coalfields Limited	21,191	1,545	5,685



# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
36	91-850-5087	Indian Railway Finance Corporation Limited	20,302	6,090	40,996
37	65-006-4863	Rail Vikas Nigam Limited	20,191	1,087	5,631
38	86-453-1289	Northern Coalfields Limited	19,542	4,857	7,959
39	91-845-9293	Bharat Sanchar Nigam Limited	19,053	(6,982)	44,696
40	65-068-4855	ONGC Videsh Limited	18,608	1,494	40,932
41	65-009-5433	UCO Bank	18,082	930	20,246
42	65-011-7526	United India Insurance Company Limited	17,237	(2,136)	2,095
43	65-004-9570	Oil India Limited	16,428	3,887	26,979
44	65-009-2695	Nuclear Power Corporation of India Limited	16,418	6,395	49,690
45	65-004-8218	National Fertilizers Limited	15,891	108	2,282
46	65-028-0423	Bank of Maharashtra	15,672	1,152	12,308
47	65-004-9042	Bharat Electronics Limited	15,547	2,349	11,984
48	65-028-1488	National Insurance Company Limited	14,996	(1,675)	2,751
49	65-005-8779	National Aluminium Company Limited	14,478	2,952	12,555
50	65-005-8860	Western Coalfields Limited	14,073	942	1,491
51	65-010-8491	The Oriental Insurance Company Limited	14,053	(3,115)	542
52	91-584-0482	Central Coalfields Limited	13,820	1,697	8,637
53	65-007-9536	Rashtriya Chemicals and Fertilizers Limited	12,949	704	3,820
54	65-005-7052	Coal India Limited	12,068	11,202	16,358
55	65-005-8795	Eastern Coalfields Limited	10,969	(1,061)	1,814
56	65-005-2186	NLC India Limited	10,662	1,237	13,807
57	65-005-8803	Bharat Coking Coal Limited	10,580	112	3,274
58	86-225-7412	NHPC Limited	9,380	3,538	33,486
59	86-218-7127	Small Industries Development Bank of India	9,139	1,958	24,583
60	65-006-7721	MMTC Limited	8,448	(242)	196
61	65-007-8355	Export-Import Bank of India	8,363	2,150	19,228
62	91-535-6179	Punjab & Sind Bank	8,055	1,039	13,091
63	65-028-0696	Container Corporation of India Limited	7,858	1,062	10,777
64	65-004-8122	Agriculture Insurance Company of India Limited	7,826	738	5,372
65	87-373-5553	Solar Energy Corporation of India Limited	7,310	240	1,060
66	65-017-7595	Ircon International Limited	7,181	544	4,621
67	65-005-8845	Housing and Urban Development Corporation Limited	6,998	1,717	14,468
68	91-655-4206	GAIL Gas Limited	6,863	283	2,431
69	65-019-6835	Airports Authority of India	6,841	9	12,246
70	65-007-8140	Mazagon Dock Shipbuilders Limited	6,167	586	3,321

# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
71	65-007-7241	N B C C (India) Limited	5,734	183	1,817
72	65-006-7580	The Shipping Corporation of India Limited	5,099	795	8,700
73	65-007-8470	The Fertilisers and Chemicals Travancore Limited	4,542	353	189
74	65-012-5305	BEML Limited	4,344	135	2,307
75	67-593-2337	Security Printing & Minting Corporation of India Limited	4,268	689	5,192
76	85-800-2332	India Infrastructure Finance Company Limited	4,212	514	11,737
77	65-026-2756	NTPC Vidyut Vyapar Nigam Limited	3,990	150	563
78	65-050-8245	National Bank for Agriculture and Rural Development	3,676	508	61,019
79	65-051-4230	Nabinagar Power Generating Company Limited	3,521	437	5,382
80	67-738-7624	Brahmaputra Cracker and Polymer Limited	3,473	691	3,281
81	65-005-8977	Cochin Shipyard Limited	3,456	587	4,359
82	65-013-4646	Konkan Railway Corporation Limited	3,307	(135)	1,432
83	65-005-8936	North Eastern Electric Power Corporation Limited	3,302	212	6,559
84	65-005-6807	Bridge & Roof Co. (India) Limited	3,215	21	396
85	65-007-8512	KIOCL Limited	3,081	313	2,125
86	65-004-6956	Engineers India Limited	3,007	344	1,953
87	65-007-0055	Bharat Dynamics Limited	2,929	500	3,031
88	56-524-3585	MUNITIONS INDIA Limited	2,919	15	4,984
89	65-064-7332	Indian Renewable Energy Development Agency Limited	2,874	634	5,089
90	65-007-3364	The National Small Industries Corporation Limited	2,691	108	1,174
91	91-853-5399	ITES Limited	2,661	497	2,399
92	65-067-9319	SJVN Limited	2,626	978	13,129
93	56-524-0197	Armoured Vehicles Nigam Limited	2,625	54	499
94	65-011-7781	Uranium Corporation of India Limited	2,615	577	3,945
95	65-052-6150	Bhartiya Rail Bijlee Company Limited	2,608	329	2,922
96	65-034-0263	NLC TamilNadu Power Limited	2,354	211	2,625
97	65-007-7605	Madras Fertilizers Limited	2,334	162	(505)
98	65-005-8944	Central Warehousing Corporation	2,232	451	2,829
99	65-033-3321	THDC India Limited	2,227	895	10,322
100	65-010-1470	ITI Limited	2,115	121	2,514
101	65-008-8917	Balmer Lawrie & Co. Limited	2,105	123	1,320
102	67-611-8931	Dedicated Freight Corridor Corporation of India Limited	2,028	(16)	14,342
103	86-245-6386	Ratnagiri Gas & Power Pvt. Limited	2,013	(201)	(279)
104	86-242-3225	ECGC Limited	1,983	875	7,841
105	91-845-3817	Indian Railway Catering and Tourism Corporation Limited	1,952	664	1,884

# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
106	65-005-0156	Garden Reach Shipbuilders & Engineers Limited	1,918	190	1,258
107	65-008-6051	Hindustan Copper Limited	1,872	374	1,911
108	86-153-2769	Newspace India Limited	1,732	343	1,442
109	65-005-8787	Mahanagar Telephone Nigam Limited	1,697	(2,603)	(18,656)
110	65-064-4289	Electronics Corporation of India Limited	1,637	221	1,256
111	86-379-2667	Kanti Bijlee Utpadan Nigam Limited	1,612	132	1,866
112	91-860-7115	RailTel Corporation of India Limited	1,598	208	1,516
113	65-009-3982	Telecommunications Consultants India Limited	1,596	30	739
114	91-844-8056	IREL (India) Limited	1,536	556	1,547
115	65-060-3231	MOIL Limited	1,516	377	2,142
116	87-179-7799	Bharat Broadband Network Limited	1,515	(2)	85
117	91-849-6506	National Informatics Centre Services Incorporated	1,478	46	742
118	86-239-5626	National Projects Construction Corporation Limited	1,470	35	241
119	86-223-5079	WAPCOS Limited	1,406	41	619
120	91-500-0194	HSCC (India) Limited	1,362	25	144
121	65-009-4840	Central Mine Planning & Design Institute Limited	1,238	282	1,015
122	56-523-9968	Advanced Weapons And Equipment India Limited	1,170	5	2,306
123	86-218-2656	NHDC Limited	1,085	513	5,645
124	86-139-8435	Bharat Gas Resources Limited	1,060	150	1,800
125	65-010-7642	National Seeds Corporation Limited	916	10	668
126	65-005-8332	Mishra Dhatu Nigam Limited	891	176	1,190
127	87-689-0359	Konkan LNG Limited	885	385	439
128	65-005-8449	Goa Shipyard Limited	865	101	1,149
129	91-524-1678	National Handloom Development Corporation Limited	834	(2)	77
130	65-007-6896	IFCI Limited	784	(1,991)	445
131	65-005-3127	Braithwaite & Co. Limited	769	42	151
132	91-842-9908	Broadcast Engineering Consultants India Limited	754	11	21
133	65-007-7753	Engineering Projects (India) Limited	750	(65)	83
134	65-007-8504	MSTC Limited	750	200	465
135	65-075-9660	HLL Biotech Limited	740	547	636
136	65-005-0255	Hindustan Shipyard Limited	735	51	(547)
137	86-218-9982	Alliance Air Aviation Limited	724	(448)	(3,099)
138	86-217-6331	MECON Limited	641	14	383
139	86-025-2435	Biotechnology Industry Research Assistance Council	634	9	130
140	56-524-4580	Troop Comforts Limited	584	20	4,603

# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
141	65-005-8969	Hindustan Steelworks Construction Limited	557	28	347
142	87-682-9770	POWERGRID Southern Interconnector Transmission System Limited	493	(38)	640
143	86-037-9757	AAI Cargo Logistics and Allied Services Company Limited	491	105	388
144	65-046-5990	Karnataka Antibiotics & Pharmaceuticals Limited	479	25	239
145	65-006-8893	Andrew Yule & Company Limited	471	(1)	187
146	91-534-0814	Hindustan Organic Chemicals Limited	465	(23)	(902)
147	65-038-4316	Cement Corporation of India Limited	456	40	31
148	87-689-8074	Power Grid Medinipur Jeerat Transmission Limited	449	192	692
149	67-753-4160	EdCIL (India) Limited	436	50	212
150	65-009-8213	Ferro Scrap Nigam Limited	415	40	212
151	65-065-3512	Pawan Hans Limited	412	(18)	971
152	86-138-7398	Ircon Vadodara Kim Expressway Limited	400	60	240
153	87-374-0218	POWERGRID Warora Transmission Limited	382	68	430
154	86-024-2583	Grid Controller of India Limited	361	44	505
155	65-005-0420	HIL (India) Limited	360	2	123
156	91-584-0453	Artificial Limbs Manufacturing Corporation of India	349	64	599
157	87-379-2412	National Highways & Infrastructure Development Corporation Limited	348	113	410
158	87-373-9162	POWERGRID Parli Transmission Limited	343	72	348
159	85-836-4269	Brahmaputra Valley Fertilizer Corporation Limited	328	(98)	(349)
160	87-375-2202	HLL Infra Tech Services Limited	303	18	31
161	86-217-2418	India Tourism Development Corporation Limited	300	7	320
162	87-374-0219	POWERGRID Jabalpur Transmission Limited	300	65	252
163	65-093-2804	Vizag Transmission Limited	300	135	322
164	65-005-0370	Heavy Engineering Corporation Limited	283	(256)	(844)
165	87-188-9632	Indian Medicines Pharmaceutical Corporation Limited	264	34	118
166	65-005-8670	Central Electronics Limited	256	24	122
167	65-010-6578	Mineral Exploration & Consultancy Limited	238	20	679
168	65-022-2854	Antrix Corporation Limited	232	25	1,514
169	85-857-0219	HPCL Biofuels Limited	223	(67)	207
170	87-362-9416	SAIL Refractory Company Limited	208	20	164
171	86-024-1910	Ircon Infrastructure & Services Limited	178	5	165
172	86-024-2686	REC Power Development and Consultancy Limited	177	53	329
173	65-068-0689	Rajasthan Electronics & Instruments Limited	167	(8)	75
174	91-852-2744	HMT Machine Tools Limited	161	(146)	(1,685)



# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
175	91-534-0855	Hindustan Antibiotics Limited	152	(16)	(623)
176	65-043-2730	Bharat Petroresources Limited	152	(23)	3,392
177	87-683-8266	Ircon Shivpuri Guna Tollway Limited	144	(12)	62
178	86-048-1102	Power Grid Mithilanchal Transmission Limited	144	38	255
179	87-177-8079	Central Registry of Securitisation Asset Reconstruction and Security Interest of India	144	66	936
180	86-219-2684	The Braithwaite Burn and Jessop Construction Company Limited	142	3	211
181	67-611-7899	Powergrid Himachal Transmission Limited	136	51	422
182	86-335-4509	Central Railside Warehouse Company Limited	129	32	168
183	86-221-6025	National Textile Corporation Limited	128	(306)	896
184	87-414-3924	NBCC Services Limited	122	4	33
185	86-024-2584	POWERGRID NM Transmission Limited	119	8	264
186	87-393-7972	Chandigarh International Airport Limited	116	36	1,030
187	65-007-9114	Projects & Development India Limited	106	(2)	155
188	87-227-4123	REMC Limited	95	45	216
189	86-024-2554	PFC Consulting Limited	91	38	111
190	86-223-9444	Orissa Mineral Development Company Limited	89	(14)	4
191	91-583-6068	National Minorities Development and Finance Corporation	88	68	3,039
192	67-588-3062	The Bisra Stone Lime Company Limited	86	8	(141)
193	65-043-9037	HMT Limited	82	38	444
194	86-048-0777	Power Grid Varanasi Transmission Limited	80	20	195
195	91-665-0229	Bharat Immunologicals and Biologicals Corporation Limited	79	(9)	(6)
196	91-533-9709	India Trade Promotion Organisation	79	(53)	1,982
197	85-917-5479	National Scheduled Castes Finance and Development Corporation	73	49	2,185
198	65-004-8531	Instrumentation Limited	73	22	(490)
199	86-221-5998	National Film Development Corporation Limited	73	(7)	22
200	65-017-3727	Bengal Chemicals & Pharmaceuticals Limited	72	7	154
201	87-373-5744	POWERGRID Kala Amb Transmission Limited	72	22	7
202	91-538-9738	Goa Antibiotics & Pharmaceuticals Limited	71	(7)	(11)
203	92-118-3054	Balmer Lawrie Investments Limited	69	67	160
204	91-859-9031	The Jute Corporation of India Limited	66	(14)	134
205	86-219-2437	BEL Optronic Devices Limited	60	5	244
206	87-379-2413	Ircon PB Tollway Limited	56	(25)	169
207	87-414-3922	RailTel Enterprises Limited	55	1	21

# Central PSUs 2023

Sr No	DUNS No	Company Name	Total Income (INR Cr)	Net Profit (INR Cr)	Net Worth (INR Cr)
208	91-516-7381	National Backward Classes Finance and Development Corporation	55	31	2,069
209	86-265-4394	FCI Aravali Gypsum & Minerals India Limited	55	12	251
210	85-429-0898	Central Transmission Utility of India Limited	54	40	40
211	86-153-5027	Power Grid Khetri Transmission Limited	53	6	204
212	91-598-0205	Mumbai Railway Vikas Corporation Limited	52	8	235
213	86-142-6642	Powergrid Jawaharpur Firozabad Transmission Limited	52	17	102
214	86-386-8828	Certification Engineers International Limited	50	8	79
215	85-955-3860	Apollo Design Apparel Parks Limited	50	(0)	119
216	65-082-7863	Concor Air Limited	50	(10)	24
217	65-063-8141	Hindustan Prefab Limited	49	(12)	9
218	86-153-9528	Power Grid Ajmer Phagi Transmission Limited	48	1	116
219	86-024-1669	Goldmohur Design & Apparel Parks Limited	47	(1)	112
220	65-017-9104	Sambhar Salts Limited	47	11	(31)
221	86-123-2308	Ircon Davanagere Haveri Highway Limited	46	6	197
222	65-051-4727	National Scheduled Tribes Finance & Development Corporation	42	24	1,128
223	87-372-0828	BEL-THALES Systems Limited	41	5	63
224	87-377-6102	Chhattisgarh East Railway Limited	38	62	861
225	86-152-8563	Power Grid Fatehgarh Transmission Limited	37	2	143
226	65-007-9833	Richardson & Cruddas (1972) Limited	33	19	247
227	65-018-7552	NEPA Limited	31	(60)	11
228	87-374-0077	Powergrid Unchahar Transmission Limited	31	17	25
229	65-017-9146	Hindustan Salts Limited	30	2	55
230	65-010-0621	Hotel Corporation of India Limited	28	(94)	(623)

## Maharatna CPSEs

1. Bharat Heavy Electricals Limited
2. Bharat Petroleum Corporation Limited
3. Coal India Limited
4. GAIL (India) Limited
5. Hindustan Petroleum Corporation Limited
6. Indian Oil Corporation Limited
7. NTPC Limited
8. Oil and Natural Gas Corporation Limited
9. Power Finance Corporation Limited
10. Power Grid Corporation of India Limited
11. Steel Authority of India Limited
12. REC Limited
13. Oil India Limited

Note: As on Sept 2023, Source: Department of Public Enterprises

## Navratna CPSEs

### Navratna CPSEs

1. Bharat Electronics Limited
2. Container Corporation of India Limited
3. Engineers India Limited
4. Hindustan Aeronautics Limited
5. Mahanagar Telephone Nigam Limited
6. National Aluminium Company Limited
7. N B C C (India) Limited
8. Neyveli Lignite Corporation Limited
9. NMDC Limited
10. Rashtriya Ispat Nigam Limited
11. The Shipping Corporation of India Limited
12. Rail Vikas Nigam Limited
13. ONGC Videsh Limited
14. Rashtriya Chemicals and Fertilizers Limited
15. Ircon International Limited
16. RITES Limited

Note: As on Sept 2023, Source: Department of Public Enterprises

## Miniratna I CPSEs

1. Airports Authority of India
2. Antrix Corporation Limited
3. Balmer Lawrie & Co. Limited
4. Bharat Coking Coal Limited
5. Bharat Dynamics Limited
6. BEML Limited
7. Bharat Sanchar Nigam Limited
8. Braithwaite & Co. Limited
9. Bridge & Roof Co. (India) Limited
10. Central Warehousing Corporation
11. Central Coalfields Limited
12. Central Mine Planning & Design Institute Limited
13. Chennai Petroleum Corporation Limited
14. Cochin Shipyard Limited
15. The Cotton Corporation of India Limited
16. EdCIL (India) Limited
17. Garden Reach Shipbuilders & Engineers Limited
18. Goa Shipyard Limited
19. Hindustan Copper Limited
20. Hindustan Steelworks Construction Limited
21. HLL Lifecare Limited
22. Hindustan Paper Corporation Limited
23. Housing and Urban Development Corporation Limited
24. HSCC (India) Limited
25. India Tourism Development Corporation Limited
26. IREL (India) Limited
27. Indian Railway Catering and Tourism Corporation Limited
28. Indian Railway Finance Corporation Limited
29. Indian Renewable Energy Development Agency Limited
30. India Trade Promotion Organisation
31. KIOCL Limited
32. Mazagon Dock Shipbuilders Limited
33. Mahanadi Coalfields Limited
34. MOIL Limited
35. Mangalore Refinery and Petrochemicals Limited
36. Mineral Exploration & Consultancy Limited

Note: As on Sept 2023, Source: Department of Public Enterprises



## Miniratna I CPSEs

37. Mishra Dhatu Nigam Limited
38. MMTC Limited
39. MSTC Limited
40. National Fertilizers Limited
41. National Projects Construction Corporation Limited
42. The National Small Industries Corporation Limited
43. National Seeds Corporation Limited
44. NHPC Limited
45. Northern Coalfields Limited
46. North Eastern Electric Power Corporation Limited
47. Numaligarh Refinery Limited
48. Pawan Hans Limited
49. Projects & Development India Limited
50. RailTel Corporation of India Limited
51. SJVN Limited
52. Security Printing & Minting Corporation of India Limited
53. South Eastern Coalfields Limited
54. Telecommunications Consultants India Limited
55. THDC India Limited
56. Western Coalfields Limited
57. WAPCOS Limited

Note: As on Sept 2023, Source: Department of Public Enterprises

## Miniratna II CPSEs

### Navratna CPSEs

1. Artificial Limbs Manufacturing Corporation of India	7. HMT (International) Limited
2. Bharat Pumps & Compressors Limited	8. Indian Medicines Pharmaceutical Corporation Limited
3. Broadcast Engineering Consultants India Limited	9. MECON Limited
4. Engineering Projects (India) Limited	10. National Film Development Corporation Limited
5. FCI Aravali Gypsum & Minerals India Limited	11. Rajasthan Electronics & Instruments Limited
6. Ferro Scrap Nigam Limited	

Note: As on Sept 2023, Source: Department of Public Enterprises

# State PSUs 2023

Sr No	Company Name	State
1	Ajmer Vidyut Vitran Nigam Limited	Rajasthan
2	Andhra Pradesh Central Power Distribution Corporation Limited	Andhra Pradesh
3	Andhra Pradesh Power Generation Corporation Limited	Andhra Pradesh
4	Assam Electricity Grid Corporation Limited	Assam
5	Assam Gas Company Limited	Assam
6	Assam Power Distribution Company Limited	Assam
7	Bangalore Electricity Supply Company Limited	Karnataka
8	Chamundeshwari Electricity Supply Corporation Limited	Karnataka
9	Dakshin Gujarat Viji Company Limited	Gujarat
10	Dakshin Haryana Bijli Vitran Nigam Limited	Haryana
11	Dakshinanchal Vidyut Vitran Nigam Limited	Uttar Pradesh
12	Delhi Transco Limited	Delhi
13	The Durgapur Projects Limited	West Bengal
14	Eastern Power Distribution Company of Andhra Pradesh Limited	Andhra Pradesh
15	GRIDCO Limited	Odisha
16	GSPC Pipavav Power Company Limited	Gujarat
17	Gujarat Energy Transmission Corporation Limited	Gujarat
18	Gujarat Gas Limited	Gujarat
19	Gujarat Mineral Development Corporation Limited	Gujarat
20	Gujarat State Electricity Corporation Limited	Gujarat
21	Gujarat State Energy Generation Limited	Gujarat
22	Gujarat State Petroleum Corporation Limited	Gujarat
23	Gujarat State Petronet Limited	Gujarat
24	Gujarat Urja Vikas Nigam Limited	Gujarat
25	Gujarat Water Infrastructure Limited	Gujarat
26	Gulbarga Electricity Supply Company Limited	Karnataka
27	Haryana Power Generation Corporation Limited	Haryana
28	Haryana Vidyut Prasaran Nigam Limited	Haryana
29	Himachal Pradesh State Electricity Board Limited	Himachal Pradesh
30	Hubli Electricity Supply Company Limited	Karnataka
31	The Hutti Gold Mines Company Limited	Karnataka
32	Jaipur Vidyut Vitran Nigam Limited	Rajasthan
33	Jhajjar Power Limited	Delhi
34	Jharkhand Bijli Vitran Nigam Limited	Jharkhand
35	Jodhpur Vidyut Vitran Nigam Limited	Rajasthan

# State PSUs 2023

Sr No	Company Name	State
36	Karnataka Food and Civil Supplies Corporation Limited	Karnataka
37	Karnataka Power Corporation Limited	Karnataka
38	Karnataka Power Transmission Corporation Limited	Karnataka
39	Karnataka Soaps and Detergents Limited	Karnataka
40	Karnataka State Beverages Corporation Limited	Karnataka
41	Karnataka State Electronic Development Corporation Limited	Karnataka
42	Karnataka State Seeds Corporation Limited	Karnataka
43	The Kerala Minerals and Metals Limited	Kerala
44	Kirti Agrovet Limited	Maharashtra
45	M.P. Power Management Company Limited	Madhya Pradesh
46	Madhya Gujarat Vij Company Limited	Gujarat
47	Madhya Pradesh Paschim Kshetra Vidyut Vitaran Company Limited	Madhya Pradesh
48	Madhya Pradesh Poorv Kshetra Vidyut Vitaran Company Limited	Madhya Pradesh
49	Madhya Pradesh Power Generating Company Limited	Madhya Pradesh
50	Madhya Pradesh Power Transmission Company Limited	Madhya Pradesh
51	Maharashtra Metro Rail Corporation Limited	Maharashtra
52	Maharashtra State Electricity Distribution Company Limited	Maharashtra
53	Maharashtra State Electricity Transmission Company Limited	Maharashtra
54	Maharashtra State Power Generation Company Limited	Maharashtra
55	Mangalore Electricity Supply Company Limited	Karnataka
56	Metropolitan Transport Corporation (Chennai) Limited	Tamil Nadu
57	Mumbai Pune Expressway Limited	Maharashtra
58	Mysore Sales International Limited	Karnataka
59	Northern Power Distribution Company of Telangana Limited	Telangana
60	Odisha Hydro Power Corporation Limited	Odisha
61	Odisha Mining Corporation Limited	Odisha
62	Odisha Power Generation Corporation Limited	Odisha
63	Odisha Power Transmission Corporation Limited	Odisha
64	The Odisha State Police Housing and Welfare Corporation Limited	Odisha
65	Paschim Gujarat Vij Company Limited	Gujarat
66	Pashchimanchal Vidyut Vitran Nigam Limited	Uttar Pradesh
67	Prayagraj Power Generation Company Limited	Uttar Pradesh
68	Punjab State Power Corporation Limited	Punjab
69	Punjab State Transmission Corporation Limited	Punjab
70	Rajasthan Rajya Vidyut Prasaran Nigam Limited	Rajasthan

# State PSUs 2023

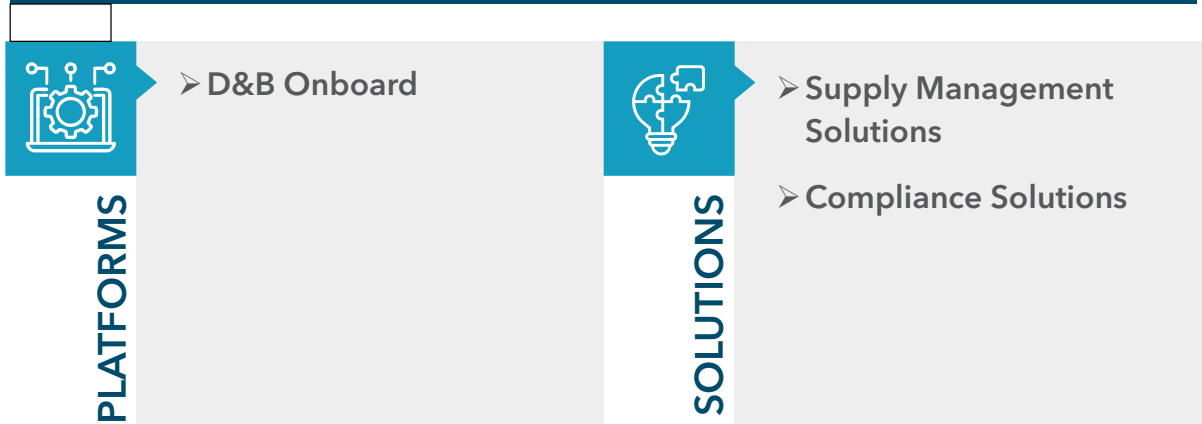
Sr No	Company Name	State
71	Rajasthan Rajya Vidyut Utpadan Nigam Limited	Rajasthan
72	Rajasthan State Beverages Corporation Limited	Rajasthan
73	Rajasthan State Industrial Development and Investment Corporation Limited	Rajasthan
74	Rajasthan State Seeds Corporation Limited	Rajasthan
75	Sardar Sarovar Narmada Nigam Limited	Gujarat
76	Sikkim Urja Limited	Sikkim
77	The Singareni Collieries Company Limited	Telangana
78	Southern Power Distribution Company of Andhra Pradesh Limited	Andhra Pradesh
79	Southern Power Distribution Company of Telangana Limited	Telangana
80	State Express Transport Corporation Tamil Nadu Limited	Tamil Nadu
81	Tamil Nadu State Transport Corporation (Madurai) Limited	Tamil Nadu
82	Tamil Nadu State Transport Corporation Coimbatore Limited	Tamil Nadu
83	Tamilnadu Cements Corporation Limited	Tamil Nadu
84	Tamilnadu Fisheries Development Corporation Limited	Tamil Nadu
85	Tamilnadu Generation and Distribution Corporation Limited	Tamil Nadu
86	Tamilnadu Industrial Development Corporation Limited	Tamil Nadu
87	Tamilnadu Power Finance and Infrastructure Development Corporation Limited	Tamil Nadu
88	Tamilnadu State Marketing Corporation Limited	Tamil Nadu
89	Tamilnadu State Transport Corporation (Kumbakonam) Limited	Tamil Nadu
90	Tamilnadu Transport Development Finance Corporation Limited	Tamil Nadu
91	Telangana State Power Generation Corporation Limited	Telangana
92	Transmission Corporation of Telangana Limited	Telangana
93	The Travancore Cochin Chemicals Limited	Kerala
94	U. P. Power Corporation Limited	Uttar Pradesh
95	UJVN Limited	Uttarakhand
96	Uttar Gujarat Vij Company Limited	Gujarat
97	Uttar Haryana Bijli Vitran Nigam Limited	Haryana
98	Uttarakhand Power Corporation Limited	Uttarakhand
99	West Bengal State Electricity Distribution Company Limited	West Bengal
100	West Bengal State Electricity Transmission Company Limited	West Bengal





# Third-Party Risk & Compliance Solutions

Activate data and analytic insights to improve supplier and vendor performance, lower costs, and avoid the consequences of disruption



# METHODOLOGY

The fifteenth edition of 'India's Top PSUs' publication lists 330 public sector undertakings (PSUs). The publication comprises 230 central public sector enterprises (CPSEs) which are a part of the Department of Public Enterprises (DPE) list (operational enterprises as on March 2022); public sector scheduled commercial banks (SCBs) as defined by the Reserve Bank of India (RBI) on March 2022, excluding regional rural banks (RRBs); public sector insurance companies as defined by the Insurance Regulatory and Development Authority of India (IRDAI) and other public sector NBFCs/financial institutions formed by the Act of Indian Parliament. The status of CPSEs (Maharatna, Navratna and Miniratna) is as enumerated by the DPE as of March 2022.

This edition of the publication also recognizes the contribution of State PSUs. Accordingly, we have identified India's leading 100 State PSUs based on their financial parameters for past 3 years. These companies have been separately listed as 'Leading 100 State PSUs in India' in the publication. The standalone financial information of State PSUs has been sourced from credible sources such as Ministry of Corporate Affairs, company websites, Comptroller and Auditor General of India, websites of State Governments, other regulatory websites, etc. Companies where the financial statements for FY22 were unavailable at the time of compiling the list were excluded from the list.

The initial selection of the Central PSUs was based on compilations from various sources such as the DPE, RBI, IRDAI, BSE, Dun & Bradstreet's database and data from various ministries. This publication features PSUs with a standalone total income equal to or above INR 250 million during FY22 as a selection

criterion. Information contained in this publication has been procured from authentic and credible sources available in the public domain such as company annual reports/documents, websites, DPE and the registrar of companies. Further, we also reached out to the universe of PSUs for collation of information. Companies that did not respond with critical data and/or whose information is not available in the public domain were not considered as their information could not be verified and authenticated.

For the respective company information in this publication, all the financial information is based on standalone financial information available in the public domain such as from annual reports or financial statements (audited or provisional) or as disclosed by DPE in its Public Enterprise Survey 2021-22.

The various financial computations are as per Dun & Bradstreet methodology and have been explained explicitly in the 'Definitions' section. Each company featured in the publication has been allotted a unique identification number (D-U-N-S<sup>®</sup> - Data Universal Numbering System). This will help the readers locate and obtain full-fledged information reports on these companies from the Dun & Bradstreet database.

The editorial team is confident that 'India's Top PSUs 2023' will prove to be a source of valuable information. Further, we would be pleased to receive your invaluable feedback and suggestions.

# DEFINITIONS

## DEFINITIONS

**Branded Content:** The information and views published under Branded Content have been curated by organization featured in the article. The facts and opinions expressed here do not reflect the views of Dun & Bradstreet

**Expert's View:** The facts, views and opinions expressed in the interviews are those of the contributors and the organization they represent. Dun & Bradstreet has not verified the veracity of the statements made therein

## CALCULATIONS

Sr No	Particulars	Formulae / Explanation
1	Total Income	Refers to the total revenue including other income as reported in the Public Enterprise Survey 2021-22/RBI/company's stand- alone financial statements
2	Net Profit	Refers to the profit after tax (from continuing operations) as reported in the Public Enterprise Survey 2021-22/RBI/company's standalone financial statements
3	Net Worth	Refers to sum of equity share capital and reserves & surplus in the Public Enterprise Survey 2021-22/RBI/company's standalone financial statements

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