

हलनुदसुतलन कुऑडर ललडलटेड ँव सुलन डनुडरलड के डधुड सुडडुडतल डुडलडन

वरुष 2012-2013

सडडुडतल डुडलडन कुल सुनुकनल-

डुडलड-1 डलशुन ँर उदुडुशुड

डुडलड-2 डदुडल हुडु सुवलडतुतल डर अडुडलस ँव वलतुतुड शकुवलरुडु कुल डुरतुडलडुडन

डुडलड-3 डुरदरुशन डुडलुडलकुन डुरलकल ँव लकुशुड

डुडलड-4 डुरतलडदुधतलँ/ सरकलर से डुरलडुत सडलडतल

डुडलड-5 सुडडुडतल डुडलडन के कलरुडलनुवडन ँव अनुशुरवण के ललँ कलरुड डुडनल

भाग-1 मिशन और उद्देश्य

1. मिशन

एक अग्रणी धातु खनन कंपनी बनने का प्रयास करना और तांबे के अयस्क और अन्य भूवैज्ञानिक रूप से संबद्ध खनिजों की स्थायी खोज, विकास और खनन द्वारा कुल शेयरधारक लाभ को अधिकतम करना।

2. उद्देश्य

- मौजूदा संसाधनों और परिसंपत्तियों के इष्टतम और कुशल उपयोग के माध्यम से व्यवसाय में सतत विकास प्राप्त करना।
- मौजूदा खदानों के विस्तार, बंद खदानों को फिर से खोलने और ग्रीनफील्ड परियोजनाओं के माध्यम से खनन क्षमता का तीव्र विस्तार करना।
- खनन क्षमता का विस्तार करने के लिए मौजूदा खदानों और नए खनन पट्टों का विस्तृत अन्वेषण।
- प्रदर्शन सुधार पर ध्यान केंद्रित करके कंपनी के मूल्य में वृद्धि करना।
- प्रतिस्पर्धात्मक लाभ के लिए अयस्कों के अन्वेषण, खनन और लाभकारीकरण में अत्याधुनिक तकनीक को आत्मसात करना।
- उत्पादकता और ऊर्जा में निरंतर सुधार के लिए प्रयास करना ताकि अंतर्राष्ट्रीय स्तर पर सर्वश्रेष्ठ के बराबर आ सकें।
- अनुसंधान और विकास के माध्यम से नवाचार जारी रखना।

भाग-2

बढ़ी हुई स्वायत्तता पर अभ्यास एवं वित्तीय शक्तियों का प्रत्यायोजन

एचसीएल को 'मिनीरत्न, श्रेणी 1' का दर्जा दिए जाने के फलस्वरूप, एचसीएल के बोर्ड को 'मिनीरत्न, श्रेणी 1' पीएसयू पर लागू योजना के अनुसार बढ़ी हुई शक्ति प्रदान की गई है।

भाग-3

प्रदर्शन मूल्यांकन प्राचल एवं लक्ष्य

**औद्योगिक सीपीएसई के लिए समझौता ज्ञापन मूल्यांकन प्रारूप
विनिर्माण और खनन सीपीएसई**

विवरण परिशिष्ट 3 पर है।

भाग-4

प्रतिबद्धताएँ/ सरकार से प्राप्त सहायता

1. मलांजखंड और राखा खनन परियोजना के लिए शीघ्र पर्यावरण और वन मंजूरी प्राप्त करने में मंत्रालय की सहायता करना।
2. एचसीएल के लिए उन क्षेत्रों (मध्य प्रदेश, राजस्थान और हरियाणा में राज्य सरकार द्वारा अभी तक अधिसूचित नहीं हैं) को आरक्षित करना (जिनके लिए आवेदन एमओएम, नई दिल्ली को प्रस्तुत किए गए हैं)।

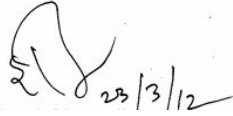
3. नए खनन पट्टे जारी करने और मौजूदा पट्टों के नवीनीकरण के लिए सहायता।

भाग-5

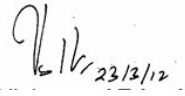
समझौता ज्ञापन के कार्यान्वयन एवं अनुश्रवण के लिए कार्य योजना

एचसीएल विभिन्न निष्पादन क्षेत्रों पर तिमाही रिपोर्ट नियमित रूप से प्रस्तुत करने का दायित्व लेता है। कंपनी के निदेशक मंडल/समिति हर तिमाही में समझौता ज्ञापन की प्रगति की समीक्षा करेंगे। यह सुनिश्चित करने के लिए कि ओपीई में समझौता ज्ञापन प्रणाली की उचित निगरानी की जा रही है, वर्ष 2012-13 के लिए समझौता ज्ञापन में निम्नलिखित बातों पर विचार किया जाएगा:

- I) वर्ष 2012-13 के लिए समझौता ज्ञापन पर समय पर हस्ताक्षर, जिसकी लक्ष्य तिथि 15 मार्च, 2012 है।
- II) वर्ष 2011-12 के लिए कार्य निष्पादन मूल्यांकन रिपोर्ट (समग्र स्कोर) को समय पर प्रस्तुत करना, जिसमें लेखापरीक्षित डेटा के साथ-साथ लेखापरीक्षित खाते, बैलेंस शीट और वर्ष 2011-12 के लाभ-हानि खाते शामिल हैं, एचसीएल बोर्ड और प्रशासनिक मंत्रालय के माध्यम से अनुमोदन के बाद, 31 अगस्त, 2012 की लक्ष्य तिथि के भीतर ओपीई को प्रस्तुत करना।
- III) वर्ष 2011-12 के लेखापरीक्षित खातों को कंपनी की वेबसाइट पर पोस्ट करना और 31 अगस्त, 2012 तक 2011-12 की वार्षिक रिपोर्ट प्रस्तुत करना ताकि पीई सर्वेक्षण 2011-12 की समय पर तैयारी की जा सके।



(शकील अहमद)
अध्यक्ष-सह-प्रबंध निदेशक
हिंदुस्तान कॉपर लिमिटेड



(विश्वपति त्रिवेदी)
सचिव
खान मंत्रालय

परिशिष्ट 3

MoU Assessment Format for Industrial CPSEs - Manufacturing and Mining CPSEs
The performance indicators for 2012-2013 targets, and relative weights for each of the indicators for evaluation of the Company's performance during 2012-2013 are indicated below:

MoU Assessment Format for Industrial CPSEs-Manufacturing and Mining CPSEs								
Evaluation Criteria			MoU Target					Document ary evidence and source / origin of document s
I. Static/Financial Parameters	Unit	Weig ht (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	
a) Financial indicators- Profit related ratios								
i) Gross margin/Gross block	%	2	64.10	57.21	51.51	46.13	41.01	Audited Accounts /Annual Report
ii) Net profit/Net worth	%	10	23.07	20.75	18.78	16.79	14.78	
iii) Gross profit/Capital employed	%	10	52.16	47.44	43.29	39.05	34.67	
b) Financial indicators- Size related								
i) Gross margin	Rs. Cr.	8	532.71	475.43	428.04	383.36	340.77	Audited Accounts /Annual Report
ii) Gross sales	Rs. Cr.	4	1625.40	1540.50	1467.59	1399.02	1333.48	
c) Financial returns- Productivity related								
i) PBDIT / Total Employment	%	7	8.95	7.81	6.89	6.03	5.21	Audited Accounts /Annual Report
ii) Added value/Sales	%	9	28.25	26.31	24.58	22.78	20.89	
Sub-total 1 (a + b + c)		50 (Compulsor y)						

Assumption LME – 7000 USD/T; Exchange Rate- Rs 48 /USD

2. Dynamic Parameters	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents
d) Quality i) Implementation of ISO 9001 Quality Management System - At Khetri & Kolihan Mines - At KCC concentrator plant	Month	0.5 0.5	Feb'13 Feb'13	Mar'13 Mar'13	- -	- -	- -	Independent Expert/Research Advisory Committee
ii) Acceptance % of CCR of TCP	%	1	99	98	96	94	92	
e) Customer Satisfaction (To achieve complaint free quality standard)	%	0.5	100	99	96	93	90	Independent Expert/Research Advisory Committee
f) Human Resource Management-HRM		5 (Compulsory)	HRM Performance Target Setting cum Evaluation Template is given as per DPE format in Annexure-XIV					
g) R&D		5 (Compulsory)	R&D Performance Target Setting cum Evaluation Template is given as per DPE format in Annexure—XII					
h) Project implementation (modernization & expansion) i) Development of Malanjkhand UG Mine - Environmental clearance, Geo-technical studies and Detailed Engg. & prepn. of mine design - Commencement of shaft sinking - Commencement of construction of decline	Month	0.5 0.5 0.5	Sept'12 Oct'12 Oct'12	Oct'12 Nov'12 Nov'12	Nov'12 Dec'12 Dec'12	Dec'12 Jan'13 Jan'13	Jan'13 Feb'13 Feb'13	Independent Expert/Research Advisory Committee
ii) Khetri Expansion - Excavation at 180 MRL & winder installation - Completion of Winzing 180 MRL to 117MRL	Month	0.25 0.25	May'12 Jun'12	June'12 July'12	July'12 Aug'12	Aug'12 Sep'12	Sept'12 Oct'12	

2. Dynamic Parameters (contd.)	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents	
- Completion of Winzing 60 MRL to 3 MRL		0.25	Sept'12	Oct'12	Nov'12	Dec'12	Jan'13	Independent Expert/Reseach Advisory Committee	
- Horizontal Development at '0' MRL		0.25	Oct'12	Nov'12	Dec'12	Jan'13	Feb'13		
- Completion of Shaft Equipping		0.25	Nov'12	Dec'12	Jan'13	Feb'13	Mar'13		
- Commissioning of waste rock hoisting system		0.25	Dec'12	Jan'13	Feb'13	Mar'13	-		
iii) Surda Expansion	Month								
- Geotechnical studies, Detailed engineering & preparation of Mine design		0.5	April'12	May'12	June'12	July'12	Aug'12		
- Commencement of shaft sinking		0.25	June'12	July'12	Aug'12	Sep'12	Oct'12		
- Underground salvaging		0.25	Aug'12	Sept'12	Oct'12	Nov'12	Dec'12		
- Start mine development		0.25	Nov'12	Dec'12	Jan'13	Feb'13	Mar'13		
iv) Kolihan Expansion:	Month								
- Issue of Lol		0.25	May'12	June'12	July'12	Aug'12	Sept'12		
- Geo technical studies, Detailed engineering & prepn of Mine design		0.5	Sept'12	Oct'12	Nov'12	Dec'12	Jan'13		
- Commencement of shaft sinking		0.5	Dec'12	Jan'13	Feb'13	Mar'13	-		
v) Development of Chapri-Sidheswar Mine	Month								
- Environmental clearance		0.5	June'12	July'12	Aug'12	Sep'12	Oct'12		
- Geotechnical studies, Detailed engineering & preparation of Mine design		0.5	June'12	July'12	Aug'12	Sep'12	Oct'12		

2. Dynamic Parameters (contd.)	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents
vi) Development of Banwas Mine - Development of decline from 240 MRL to 180 MRL - Development of decline from surface to 240 MRL	Month	0.25	May'12	June'12	July'12	Aug'12	Sept'12	Independent Expert/Research Advisory Committee
		0.25	Aug'12	Sept'12	Oct'12	Nov'12	Dec'12	
vii) Re-opening of Kendadih Mine - Environmental clearance - Finish de-watering of mine	Month	0.25	June'12	July'12	Aug'12	Sep'12	Oct'12	
		0.25	June'12	July'12	Aug'12	Sep'12	Oct'12	
i) Capital Expenditure / Greenfield investments / Joint Ventures	Rs Cr.	2.5	282.97	269.50	256.02	242.55	229.07	Annual Accounts
j) Corporate Social Responsibility (CSR) (Templates For CSR Review-Table 1,2 &3 as per DPE format are given at Annexure – XI)		(Compulsory)						NIRD/TISS
i) Water Conservation / Recharge in one community	Month	0.5	Dec'12	Jan'13	Feb'13	Mar'13	-	
ii) Water Purification in 5 villages	No.	0.5	5	4	3	2	1	

2. Dynamic Parameters (contd.)	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents
j) Corporate Social Responsibility (CSR) contd..... (Templates For CSR Review-Table 1,2 &3 as per DPE format are given at Annexure – XI)								
iii) Organic Cultivation or Vermicompost by 5 SHGs	SHG	0.5	5	4	3	2	1	
iv) Sericulture / Indigenous Products by 1 SHG confederation	Month	0.5	Dec'12	Jan'13	Feb'13	Mar'13	-	NIRD/TIS S
v) 100% Sanitation in 1 village	No.	0.5	1	-	-	-	-	
vi) Increasing Female Literacy and Training for skill development for women empowerment for at least 3 SHGs	No. of villages	0.5	4	3	2	1	-	
vii) Expenditure on CSR projects as % of PAT	%	2	2.2	2	1.8	1.6	1.4	
k) Sustainable Development		5 (Compulsory)	SD Performance Target Setting cum Evaluation Template is given as per DPE format in Annexure-XIII					

2. Dynamic Parameters (contd.)	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents
l) Corporate Governance		(Compulsory)						
i) Submission of self-evaluation reports on compliance with guidelines on Corporate Governance as per prescribed formats & award annual score & grading of CPSE on compliance of Corporate Governance	Annual Score %	4	85 & above	75 - 84	60 - 74	50 - 59	Below 50	Independent Expert/Research Advisory Committee
ii) Submission of completed data-sheet for PE Survey (For the year 2011-12)	Date	1	15.09.12	1.10.12	15.10.12	31.10.12	After 31.10.12	
m) Compliance of Guidelines issued by DPE (DPE O.M. dated 20.01.2012)								Independent Expert/Research Advisory Committee
i) Issue of Bonus Shares		1	Yes				No	
ii) Reservations for SC, ST and OBC in appointment		1	Yes				No	
iii) Posting of deputationists		1	Yes				No	
iv) Implementation of 2007 Pay Revision: as per Performa-I	% of compliance	1	100	80	60	40	20	
v) Switching over from CDA to IDA pattern of Pay Scales: as per Performa-II	% of compliance	1	100	80	60	40	20	
n) Labour Productivity i.e. Output per Man Shift (KCC)	Tonne/Man Shift	0.5	2.63	2.50	2.38	2.26	2.14	

3. Sector-specific Parameters	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents
i) Ore Production	LT	1.5	42.0	40.0	38.0	36.0	34.0	
ii) Metal-in-Concentrate	T	1.5	36,750	35,000	33,250	31,600	30,020	Annual Report
iii) Cathode - ICC *	T	1.0	18,500	17,500	16,600	15,800	15,000	
iv) CC Wire Rod **	T	0.5	28,350	27,500	26,125	24,820	23,580	

* Proposed target for Cathode production in 2012-13 has been fixed for only ICC, as was done in the previous two years, in line with Company's business plan. KCC smelter shall continue to remain under shutdown in 2012-13 due to economic reasons, and the surplus in-house MIC shall be either tolled or sold, depending upon which option is more advantageous to the Company.

** Wire Rod production commensurate with in-house availability of Cathodes, since purchase of Cathodes from outside has been stopped in line with Co's changed business model.

4. Enterprise-specific Parameters	Unit	Weight (in %)	Excellent (1)	V. Good (2)	Good (3)	Fair (4)	Poor (5)	Documentary evidence and source / origin of documents
i) Power consumption-ore to MIC at MCP	KWH/T	0.25	18.5	20	21.5	22.5	23.5	Independent Expert/Research Advisory Committee
ii) Power consumption at Khetri mine	KWH/T	0.25	23.5	25.5	26.5	27.5	28.5	
iii) Power consumption at Kolihan mine	KWH/T	0.25	18.5	20	21	22	23	
iv) Power consumption at ICC smelter	KWH/T	0.25	950	1000	1050	1100	1150	
v) Power consumption at ICC refinery	KWH/T	0.25	300	310	320	330	340	
vi) Recovery at MCP concentrator	%	0.25	92.5	92	91.5	91	90.5	
vii) Recovery at KCC concentrator	%	0.25	90	89	88.5	88	87.5	
viii) Yield at ICC smelter	%	0.25	95	93	92.5	92	91.5	
ix) Fuel consumption at ICC smelter	Ltr/T	0.25	395	440	460	480	500	
x) Anode scrap generation at ICC refiner	% of cathode produced	0.25	21	22	23	24	25	
Total (1+2+3 + 4)		100						

*Means of verification (documentary evidence and source/origin of documents) in respect of non-financial targets should be specified by CPSE

TEMPLATES FOR CSR REVIEW
TABLE 1

DETAILS OF 6 CHOSEN PROJECTS

Sl. No.	Name of the Project	Starting Date	Completion Date	Amount Allotted with Year-wise Break-up	Date of Completion of Need Assessment/ Baseline Survey & Name of Agency	Name of Implementing Agency and Date of Appointment	Amount spent on Documentation and Dissemination and Name of Agency Appointed	Name of Monitoring Agency	Brief Details of Evaluation Report (Separate Sheet to be attached)
1	2	3	4	5	6	7	8	9	10
A	Water 1 Conservation/Recharge (1) 2 Restoration/Purification (in 5 villages)	April, 2012	March, 2013	₹ 50 Lakhs	March, 2012 NIRD/ 3rd Party	Parivesh Society & Gram Vikas Trust - To be confirmed by March 2012		NIRD/ TISS (to be decided)	
B	Livelihood & Education 3 Organic Cultivation/ Vermicompost (5 SHGs) 4 Sericulture/ Indegenous Products (1 SHG Confederation)	April, 2012	March, 2013	₹ 50 Lakhs	March, 2012 NIRD/ 3rd Party	Parivesh Society & Gram Vikas Trust - To be confirmed by March 2012		NIRD/ TISS (to be decided)	
C	Health 5 100% Sanitation (in 1 village)	April, 2012	March, 2013	₹ 50 Lakhs	March, 2012 NIRD/ 3rd Party	Parivesh Society & Gram Vikas Trust - To be confirmed by March 2012		NIRD/ TISS (to be decided)	
	Education 6 Increasing Female Literacy and Training for skill development for Women Empowerment for 3 SHGs	April, 2012	March, 2013	₹ 50 Lakhs	March, 2012 NIRD/ 3rd Party				
TOTAL				₹ 2 Crores					

N.B. Copy of Board Minutes in which specific budget of CSR has been passed is to be enclosed. If this is not available, no marks will be awarded.

ENCLOSURES

1. 5 samples of detailed documentation/publicity material/dissemination material to be attached, one for each of the Five projects listed.
2. Evaluation reports for Five selected projects to be attached.
3. Details of CSR Training imparted to be attached. (To be treated as CSR expenditure)

TABLE 2

Format for List of All Projects/Activities Reported to TISS HUB			
Sl. No.	Name of the CSR Project/Activity	Date of Reporting of Details to TISS Database	Date of Acceptance Conveyed by TISS
1	2	3	4
A	Water	December, 2012	
	1 Conservation/Recharge (1)		
	2 Restoration/Purification (in 5 villages)		
B	Livelihood & Education	February, 2013	
	3 Organic Cultivation/ Vermicompost (5 SHGs)		
	4 Sericulture/ Indegenous Products (1 SHG Confederation)		
C	Health	February, 2013	
	5 100% Sanitation (in 1 village)		
D	Education	February, 2013	
	6 Increasing Female Literacy and Training for skill development for Women Empowerment for 3 SHGs		

TABLE 3

Details of CSR Expenditure

Sl. No	Item	Amount in Crores or Percentage
1	2	3
1	PAT for the year under review	316.46 Cr. Rupees (provisional)
2	CSR expenditure	Rs. 6.3 Cr.
3	CSR expenditure as percentage of PAT	2% (Very Good)
4	CSR expenditure as <i>percentage of minimum</i> prescribed	Minimum of Rs. 3.0 Cr.
5	Training expenditure on CSR (to be treated as CSR expenditure)	25-30% of total CSR allocation
6	Unspent Balance amount of CSR Budget rolled over to the following year	(to be calculated on 31st March, 2012)
7	Contribution to CSR HUB as percentage of CSR Budget	(to be calculated on 31st March, 2012)
Page 16		

R&D Performance Target Setting cum Evaluation Template

Table 1 – Mandatory Parameter – Total R&D Expenditure as a percentage of PAT									
		Unit	Weightage	Performance Target					Achievement
				Excellent	V Good	Good	Fair	Poor	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Total R&D * Expenditure as % of PAT	%	2.5	0.52	0.50	0.48	0.46	0.44	

* 0.5% of Provisional PAT of previous year (2011-12) i.e 0.5% of Rs 316.46 crore

Total Score for this Table	2.5
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Score allotted by the Task Force	
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Annexure-XII (contd.)

Table 2 – Projects Chosen									
(1)	(2)	(3)	(4)	Target Value					(10)
				(5)	(6)	(7)	(8)	(9)	
S No.	Projects Chosen	Performance Indicator	Weightage	Excellent	V Good	Good	Fair	Poor	Actual
2.1	Improvement of process recovery of ore beneficiation plant through comprehensive testing of mineralogy & preparation of flow sheet by world renowned specialist at MCP, KCC & ICC	Month	1	Dec'12	Jan'13	Feb'13	Mar'13	-	
2.2	Improvement of recovery %age by installation of 20 nos. of addl. scavenger cells in the upstream of rougher circuit at KCC	Recovery %	1	91	90	89	-	-	
2.3	Concentration of lean grade ore from 0.45% to 15% by improved beneficiation process	Month	0.5	Dec'12	Jan'13	Feb'13	Mar'13	-	

Total Score for this Table	2.5
Score allotted by the Task Force	

Total Score on R&D	5
Total allotted Score for both Tables	

SD Performance Target Setting Cum Evaluation Template

Sl. No	Activity	
1	Whether Specific SD Plan and Budget passed by Board or its Designated Committee	Yes/No. No. and date of Board Resolution
	1	2

Board level Designated Committee Name	Chairman of Board level Designated Committee	Number of Regular meetings held	Key decisions during the year
1	2	3	4

Total score for this Table 0.5

*Target value as % of PAT (on a five point scale)					Total expenditure (Current FY) (Rs. Crores)	Profit after Tax (Provisional for 2011-12) (Rs. Crores)	Actual Expenditure as % of PAT
1					2	3	4
Excellent	Very Good	Good	Fair	Poor			
0.37 %	0.35 %	0.33 %	0.32 %	0.30 %		316.46	

Total score for this Table 1.0

Annexure-XIII (contd.)

Sr. No	Schedule A/B	Project/Activity	Performance Indicator	Total expenditure on project / Activity (Rs. Lakh)	Duration S/M/L	Target set (on a five point scale)					Target achieved
						Excellent	Very Good	Good	Fair	Poor	
1	A	Pilot project on Paste Filling / Thickened / Caked Tailing disposal at MCP	Month	0.5	M	Jan'13	Feb'13	-	-	-	
2	A	Effluent water treatment for water recycling and zero discharge from MCP	Month	0.5	M	Jan'13	Feb'13	Mar'13	-	-	
3	A	Covering with top soil and Plantation at MCP waste rock dump	No. of sapling planted	0.5	M	10000	9000	8000	7000	<7000	
4	A	Alternate use of Copper Tailing	Month	0.5	M	Dec'12	Jan.'13	Feb.'13	Mar.'13	Beyond Mar,'13	
5	B	Workshop on Sustainable Development	Nos.	0.5	S	3	2	1	-	-	

Total score for this table 2.5
Score allocated by the Task Force :

Annexure-XIII (contd.)

Table 4 Evaluation of Projects
No. of Projects evaluated by an Independent External Agency/Expert/Consultant, etc.

Total score for this table 0.5

Table 5 Publication of SD Performance Report		
Activity	Yes/No.	Mode of SD Report (If reported, whether a standalone SD Report or a part of Annual report etc.)
1	2	3
SD performance Report		

Total score for this table 0.5

Score allotted by the Task Force:

Total score of all Tables	5
---------------------------	---

Total allotted score for all Tables	
-------------------------------------	--

Template for HRM Performance Evaluation under MoU - 2012-13										Actual Performance (To be filled at the time of submission of performance evaluation)		Self Evaluation Score (To be filled at the time of submission of performance evaluation)	
Sl No	HRM-Performance Indicators	Measurement Unit	Weightage	Target Value									
				Excellent	VG	G	Fair	Poor					
A Competency & Leadership Development				100%	95%	90%	85%	80%					
A1 Compulsory													
1	% of actualization of Training Plan & Training days per employee per year	% fulfillment & days per employee per year	5	100% 2 training days per employee per year (9400 mandays)	95% 2 training days per employee per year (8930 mandays)	90% 2 training days per employee per year (8460 mandays)	85% 2 training days per employee per year (7990 mandays)	80% 2 training days per employee per year (7520 mandays)					
2	Developing critical mass of leaders through a system of career planning and development	% fulfillment of planned leadership development programmes	5	100% 140 mandays	95% 133 mandays	90% 126 mandays	85% 119 mandays	80% 112 mandays					
3	Training budget as % of employee cost	% of employees cost	5	0.075%	0.071%	0.067%	0.0637%	0.06%					
4	% fulfillment of training plan for Multi skilling/ Skill upgradation of non-executives	%	5	100% 500 mandays	95% 475 mandays	90% 450 mandays	85% 425 mandays	80% 400 mandays					
A2 Optional (out of five, one is to be taken)													
7	Training interventions in new/advanced technology - Software training on Mine Planning % fulfillment of training plan in new technology	%	5	100% 140 mandays	95% 133 mandays	90% 126 mandays	85% 119 mandays	80% 112 mandays					
B Performance Management													
10	To ensure implementation of Bell Curve Approach in PMS rating	Yes/No	4	Yes				No					
11	Linkage of Development Plan of executives with PMS	Yes/No	3	Yes				No					
12	Implementation of PRP linked to PMS	Yes/No; details	3	Yes				No					
C Recruitment, Retention & Talent Management													
13	Manpower Rationalisation through -Voluntary Retirement -Redeployment	%	5	-	-	-	-	-					
14	Attrition as % of total employees	%	5	6%	7%	8%	9%	10%					
15	Presence of Mentorship Development Programme, Number of Mentors & Mentees	Yes / No, Numbers	5	Yes Mentors - 13 ; Mentees- 37									
16	Formulation of implementation of systems for management of Talent such as - Job rotation system, reward system, sponsoring sr. executives for Advanced Programme, growth opportunities etc. Management	Schemes / Initiatives & their details	5	Initiatives/Schemes				Weightage					
				a) Sponsoring of Sr Exec for Advanced Mgmt Programmes				3					
				b) Policy on Training of Board of Directors				1					
				c) Scheme for rewarding innovations				1					
D Enabling Creativity & Innovation													
17	Number of nominations/entries submitted for national Awards (PM Shram Awards, Vishwakarma Rashtriya Puraskar)	Nos. of nominations / entries submitted for national awards	5	2	1	-	-	-					
18	Number of suggestions generated per employee per year	Nos per employee	5	0.0320	0.0304	0.0288	0.0272	0.0256					
19	% of Quality Circle projects completed against total Quality circle Projects undertaken in a year	% fulfillment	5	40%	30%	25%	20%	15%					

Sl No	HRM-Performance Indicators	Measurement Unit	Weightage	Target Value					Actual Performance (To be filled at the time of)	Self Evaluation Score (To be filled at the time of)	
				Excellent	VG	G	Fair	Poor			
E Employee Relations & Welfare											
20	Effectiveness of Grievance Redressal system - % of grievances settled vis-à-vis received during the year	% settlement	4	80%	76%	72%	68%	64%			
21	Pension, medicare, Yoga classes to reduce stress where the job is stressful, setting up of wellness centre such as Gym etc.	Number of programs/date of implementation of scheme	4	Initiatives/Schemes 1(One) programme for Gym for Non Exec 4 (Four) Yoga classes 4 (Four) programmes on Pension awareness				Weightage 1 1 2			
22	Employee Satisfaction Survey ESI measure in %	%	4	80%	75%	70%	65%	60%			
23	Formulation & Implementation of Social Security Scheme	Yes/No	4	Yes				No			
24	Number of structured meetings with employees' representatives	Number of meetings	4	4	3	2	1	0			
F HR Branding & Excellence - Indicate achievement in this field for initiatives such as :											
25	Review of the HR policy	Month	4	Sept'12	Oct'12	Nov'12	Dec'12	Jan'13			
	Communication exercise (specifying the details) - Preparation of communication package	Month	2	May'12	June'12	July'12	Aug'12	Sept'12			
	Communication to no. of employees (500 nos.)	%	4	53	50	47	44	41			
Grand Total			100								

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Trend of CPSEs Performance on Financial Parameters for last 5 years

Annex IX
Rs in Crores

Particulars	2007-08		2008-09		2009-10		2010-11		2011-12		2012-13
	MOU	ACTUAL	MOU	ACTUAL	MOU	ACTUAL	MOU	ACTUAL	MOU	Projected as on 31.03.2012	Projected
Production											
Excavation Lakh M3	33.00	39.00	35.00	36.00	78.00	38.61	55.00	45.54	55.00	45.00	45.00
Ore Production Lakh MT	32.00	32.45	34.50	29.83	36.00	32.05	34.96	36.03	36.00	36.00	40.00
Metal-In-Concentrate MT	31000	31378	34400	27589	35000	28202	34470	31683	35000	32000	35000
Cathode Copper MT	40000	44734	45000	30036	18500	17516	17500	24001	29414	27664	36690
Gross Sales	1316.99	1839.79	1491.00	1349.10	1245.27	1429.85	1050.00	1257.58	1320.00	1455.19	1540.50
Gross Margin	232.72	420.00	275.00	74.60	38.97	298.30	290.00	436.02	410.00	605.44	475.43
Profit before Tax	187.89	302.50	234.81	5.48	11.66	215.84	269.36	335.21	319.58	459.97	332.49
Gross Block	768.81	665.70	777.87	731.36	747.70	760.35	818.81	770.01	782.49	793.01	831.01
Less: Depreciation	521.12	500.28	546.13	521.66	517.01	540.72	539.81	556.84	539.22	580.75	604.43
Net Block	247.69	165.42	231.74	209.70	230.69	219.63	279.00	213.17	243.27	212.26	226.58
Share Capital	978.95	462.61	462.61	462.61	462.61	462.61	462.61	462.61	462.61	462.61	462.61
Reserves & Surplus	0.00	515.60	399.28	505.29	181.22	659.97	538.58	776.36	829.63	985.10	1102.00
Less: Deferred Revenue Expenditure	0.00	343.13	0.00	366.70	0.00	404.00	0.00	458.94	449.78	522.02	482.26
Less: Profit & Loss A/C	247.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net worth of CPSE	731.15	635.08	861.89	601.20	643.83	718.58	1001.19	780.03	842.46	925.69	1082.34
Investment	0.00	0.00	0.00	0.00	0.00	71.91	0.00	86.48	120.43	86.48	86.48
Sundry Debtors/Gross Sales(%)	3.42%	2.73%	2.68%	11.86%	1.58%	10.82%	12.50%	5.18%	9.57%	5.44%	4.82%
Inventory	412.60	386.12	364.13	259.95	171.86	253.26	368.97	322.66	288.20	252.62	173.87
Total Current Assets	741.83	1088.46	1142.49	951.06	491.12	808.53	1089.56	1059.65	793.34	1239.39	1135.49
Total Current Liabilities & provision	383.50	596.40	560.74	589.91	376.40	441.52	553.34	633.37	372.75	699.35	661.27
Net Current Assets	358.33	492.06	581.75	361.15	114.72	367.01	536.22	426.28	420.59	540.04	474.23
Capital Employed	606.02	657.48	813.49	570.85	345.41	584.64	815.22	639.45	663.86	752.29	700.80
Total Debts	175.00	113.46	75.01	36.03	45.50	0.05	7.50	0.00	0.00	0.00	0.00
Total Assets	989.52	1253.88	1374.23	1160.76	721.81	1026.16	1368.56	1272.82	1036.61	1451.64	1362.07
No of employees of CPSE	5449	5405	5420	5440	5460	5300	5150	5100	4685	4834	4490
Dividend paid	0.00	0.00	0.00	0.00	0.00	0.00	0.00	107.71	107.68	53.88	107.72
Added Value	487.95	354.25	578.25	17.51	376.53	239.84	208.48	372.07	343.82	530.21	405.35
Ratio											
Debt/Equity	0.24	0.18	0.09	0.06	0.07	0.00	0.01	0.00	0.00	0.00	0.00
Return on Networth(%age)	22.81%	38.81%	17.98%	-1.71%	1.20%	21.53%	17.76%	28.73%	25.34%	34.19%	20.75%
PBDIT/Total employment (Rs)	4.22	8.41	5.02	0.57	0.68	4.48	5.60	7.03	7.21	9.90	7.81
Gross Profit/Capital Employed(%age)	34.20%	51.43%	30.98%	0.15%	4.91%	37.16%	33.27%	52.97%	48.14%	61.18%	47.44%
Net Profit/NetWorth(%age)	22.81%	38.81%	17.98%	-1.71%	1.20%	21.53%	17.76%	28.73%	25.34%	34.19%	20.75%
Working of gross margin											
Net Profit	166.80	246.46	155.00	(10.31)	7.70	154.68	177.80	224.10	213.45	316.46	224.61
Tax	21.08	56.04	79.81	15.79	3.96	61.16	91.56	111.11	106.13	143.51	107.88
Net Profit Before Tax	187.89	302.50	234.81	5.48	11.66	215.84	269.36	335.21	319.58	459.97	332.49
Add: Prior Period	0.00	7.60	0.00	(11.42)	0.00	(2.07)	0.00	1.12	0.00	0.00	0.00
Add: Extra ordinary items	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Profit before prior period	187.89	310.10	234.81	(5.94)	11.66	213.77	269.36	336.33	319.58	459.97	332.49
Add: Interest	19.36	28.01	17.18	6.82	5.30	3.49	1.86	2.42	0.00	0.27	0.00
Gross Profit	207.24	338.11	251.98	0.88	16.96	217.26	271.21	338.75	319.58	460.24	332.49
Add: Depreciation	22.82	15.84	20.32	18.82	20.32	17.89	17.10	20.84	18.38	18.41	18.18
Add: Misc. Expenditure written off	0.00	66.05	0.00	54.90	0.00	63.15	0.00	76.43	72.04	126.78	124.76
Add: Provisions & Write Offs	2.66	0.00	2.69	0.00	1.69	0.00	1.69	0.00	0.00	0.00	0.00
Gross Margin before Interest, depreciation & misc expenditure written on	232.72	420.00	275.00	74.60	38.97	298.30	290.00	436.02	410.00	605.44	475.43

Note: Cathode of FY 2010-11, 2011-12 & 2012-13 includes quantity from tolling

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हिन्दुस्तान कॉपर लिमिटेड

HINDUSTAN COPPER LIMITED

भारत सरकार का उपक्रम
A GOVT. OF INDIA ENTERPRISE

पंजीकृत एवं प्रधान कार्यालय
Registered & Head Office

ताम्र भवन TAMRA BHAVAN
1, आशुतोष चौधरी एवेन्यू
1, ASHUTOSH CHOWDHURY AVENUE,
पो.बॉ.सं० P.B. NO. 10224
कोलकाता KOLKATA - 700 019

ANNEXURE - X

Self declaration/certification by CPSE

It is hereby certified that the targets and actual achievements in respect of financial parameters have been worked out as per MOU Guidelines by adopting the norms and definitions laid down in MOU Guidelines for the year 2012-13. In case, any deviation is found at the time of appraisal of performance, DPE is free to evaluate as per audited accounts as per MOU Guidelines. CPSE has no right of claim in this regard.

Authorised Signatory

(A K Dasgupta)

General Manager (Corporate Planning)

Appendix - I**CAPACITIES AND 2012-13 BE TARGETS**

Parameter	Capacity	2012-13 MOU (Very Good)
MCP Excavation (M ³)	Not Applicable	45.0 Lakh/annum
<u>Ore Production (MT)</u>		
Khetri Mine	6.0 Lakh/annum	6.00 Lakh/annum
Kolihan Mine	6.0 Lakh/annum	6.00 Lakh/annum
Malanjkhand Mine	20.0 Lakh/annum	24.00 Lakh/annum
Surda Mine	4.0 Lakh/annum	4.00 Lakh/annum
Total:	36.0 Lakh/annum	40.00 Lakh/annum
<u>Ore Milling (MT)</u>		
KCC	18.15 Lakh/annum	12.00 Lakh/annum
MCP	20.00 Lakh/annum	24.00 Lakh/annum
ICC	4.00 Lakh/annum	4.00 Lakh/annum
Total:	42.15 Lakh/annum	40.00 Lakh/annum
<u>Metal in Concentrate (MT)</u>		
KCC	Not Applicable	9470 /annum
MCP	Not Applicable	21930 /annum
ICC	Not Applicable	3600 /annum
Total:	Not Applicable	35000 /annum
<u>Cathode (MT)</u>		
KCC	31,000/annum	NIL*
ICC	18,500/annum	17500 /annum
Total:	49,500/annum	17500 /annum
<u>Wire Rod (MT)</u>		
TCP	60,000/annum	27500 /annum

- Running both the smelters of HCL at KCC and ICC at present LME Copper price and present treatment and refining charges (TCRC) would not be viable with importation of concentrate. HCL has made the business model of operating ICC smelter at full capacity and temporary shutdown of KCC smelter and sale/tolling of surplus concentrate after meeting the requirements of ICC. Hence, Cathode production target has been kept at 17500 MT under VG category.

PROFITABILITY FOR COMPANY FOR 2012-13 (MOU)

RS IN CRORE

			BE 2012-13	BE 2011-12	MOU 2012-13				
					EXCELLENT	VERY GOOD	GOOD	FAIR	POOR
INCOME									
Gross Sales			1423.68	1320.00	1625.40	1540.50	1467.59	1399.02	1333.48
Discounts			4.12	4.21	4.54	4.29	4.08	3.87	3.68
Less: Excise Duty			128.68	120.98	147.36	139.58	132.97	126.75	120.80
Net Sales			1290.88	1194.81	1473.49	1396.62	1330.54	1268.40	1209.00
Other Income			52.67	38.07	67.87	67.87	67.87	67.87	67.87
Increase/(Decrease) in Stock			(84.58)	0.00	(80.75)	(80.75)	(80.75)	(80.75)	(80.75)
Total			1258.97	1232.88	1460.62	1383.75	1317.67	1255.52	1196.12
EXPENDITURE									
Raw Material (Indigenous)			53.90	46.26	58.21	55.44	52.67	50.05	47.59
Stores & Spares			75.79	90.26	81.92	78.71	75.56	72.61	69.76
Staff Expenses			308.14	268.31	315.12	315.12	315.12	315.12	315.12
Power			101.28	93.89	108.35	104.46	100.72	97.23	93.85
Fuel			45.36	74.11	48.01	45.41	43.08	41.00	38.92
Oxygen			10.34	6.28	10.88	10.34	9.85	9.41	8.98
Repairs & Maintenance			74.44	72.50	74.71	74.71	74.71	74.71	74.71
Royalty & Cess			49.36	47.73	57.37	54.64	51.91	49.33	46.87
Transportation			26.41	10.93	27.85	26.67	25.39	24.24	23.09
Other expenses			127.35	108.37	133.56	130.90	128.71	126.53	124.54
Provisions & Write Offs			11.92	4.24	11.92	11.92	11.92	11.92	11.92
Total			884.29	822.88	927.91	908.32	889.63	872.16	855.35
Gross Margin			374.68	410.00	532.71	475.43	428.04	383.36	340.77
Amortisation			116.64	72.04	131.01	124.76	118.51	112.64	107.01
Depreciation			17.61	18.38	18.18	18.18	18.18	18.18	18.18
Gross Profit/(loss)			240.44	319.58	383.51	332.49	291.35	252.54	215.58
Interest									
Interest on c/c & Others			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Profit Before Prior Period & Extraordinary items			240.44	319.58	383.51	332.49	291.35	252.54	215.58
Less: Prior Period Adjustments			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Less: Extraordinary Items			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Profit/(Loss) Before Tax(PBT)			240.44	319.58	383.51	332.49	291.35	252.54	215.58
Less: Tax			78.01	106.13	124.42	107.88	94.52	81.94	69.93
Profit/(Loss) After Tax(PAT)			162.43	213.45	259.09	224.61	196.83	170.60	145.65
Less: Dividend @ 20%			107.72	107.68	107.72	107.72	107.72	107.72	107.72
Profit/(Loss) After Tax & Dividend			54.71	105.77	151.37	116.89	89.11	62.88	37.93
Manpower in Operation	Number		4335	4522	4335	4335	4335	4335	4335
HO & Sales Offices	Number		155	163	155	155	155	155	155
TOTAL	Number		4490	4685	4490	4490	4490	4490	4490

MAJOR ASSUMPTIONS

		BE 2012-13	BE 2011-12	MOU 2012-13				
				EXCELLENT	VERY GOOD	GOOD	FAIR	POOR
LME AVERAGE	US \$	7000	7380	7000	7000	7000	7000	7000
EXCHANGE RATE	RS/US \$	46.00	44.00	48.00	48.00	48.00	48.00	48.00
<u>PREMIUM</u>								
CATHODE	US \$	170	170	170	170	170	170	170
WIRE ROD	US \$	290	290	290	290	290	290	290
<u>SELLING PRICE(BASIC)</u>								
CATHODE	RS/T	348950	351468	364121	364121	364121	364121	364121
WIRE ROD	RS/T	353551	355554	368976	368976	368976	368976	368976
<u>PRODUCTION</u>								
MIC	TONNE	33000	35000	36750	35000	33250	31600	30020
MIC(MCP)	TONNE	20500	19200	23030	21930	20830	19800	18810
MIC(SURDA)	TONNE	3500	3500	3780	3600	3420	3250	3090
MIC(KCC)	TONNE	9000	12300	9940	9470	9000	8550	8120
CATHODE (ICC)	TONNE	17500	17500	18500	17500	16600	15800	15000
CATHODE (KCC) - TOLLED	TONNE	10824	11577	11238	10796	10353	9930	9525
CATHODE (MCP) - TOLLED	TONNE	8395	337	8996	8395	8001	7589	7233
TOTAL CATHODE	TONNE	36719	29414	38733	36690	34954	33318	31758
WIRE ROD : OWN	TONNE	33245	27700	36733	34690	32954	31318	29758
WIRE ROD : TOLLED	TONNE	0	0	0	0	0	0	0
TOTAL WIRE ROD	TONNE	33245	27700	36733	34690	32954	31318	29758
<u>SALES</u>								
MIC	TONNE		3533					
CATHODE	TONNE	2000	1714	2000	2000	2000	2000	2000
WIRE ROD	TONNE	34638	27700	36678	34638	32905	31271	29713
TOTAL	TONNE	36638	32947	38678	36638	34905	33271	31713
MANPOWER IN OPERATION	NUMBER	4490	4685	4490	4490	4490	4490	4490

HINDUSTAN COPPER LIMITED**CASH FLOW STATEMENT****(RS IN CRORE)**

Year ending 31st March	2011-12	2012-13
SOURCE OF FUNDS		
Net Profit/Loss after Tax	316.46	224.61
Depreciation	23.91	23.68
Amortisation	126.78	124.76
Provisions	8.26	11.92
Decrease in Current Assets	56.04	83.75
INFLOWS	531.46	468.72
USAGE OF FUNDS		
Purchase of Fixed Assets	23.00	38.00
Decrease in Current Liabilities	50.00	50.00
Mine Development Expenditure	136.00	85.00
Mine Expansion	32.82	208.14
Payment of Dividend	53.86	107.72
OUTFLOWS	295.68	488.86
Opening balance	342.26	578.04
Net Surplus/Deficit	235.78	(20.14)
Closing Cash Balance	578.04	557.89

Balance Sheet Data (as on 31st March)

S No	Particulars	Unit	2011-12		2012-13
			MOU	Projected	MOU
1	Sources of Fund				
1.1	Shareholders Fund(a+b+c)		1292.24	1447.71	1564.61
	a. Paid-up Capital	Rs Cr	462.61	462.61	462.61
	b. Share Money Awaiting Allotment	Rs Cr	0.00	0.00	0.00
	c. Reserves & Surplus		829.63	985.10	1102.00
	i) Profit & Loss Account (CR)	Rs Cr	560.49	699.06	815.96
	ii) Other Statutory reserves	Rs Cr	211.91	228.81	228.81
1.2	Long-Term Loans	Rs Cr	0.00	0.00	0.00
1.3	Deferred Tax Liability	Rs Cr	57.23	57.23	57.23
	Total	Rs Cr	1292.24	1447.71	1564.61
2	Application of Funds				
2.1	Gross Block	Rs Cr	782.49	793.01	831.01
2.2	Less: Depreciation	Rs Cr	539.22	580.75	604.43
2.3	Net Block		243.27	212.26	226.58
2.4	Discarded Fixed Assets Net of Provision	Rs Cr	0.00	0.00	0.00
2.5	Capital Work In Progress	Rs Cr	0.97	33.08	241.22
2.6	Investments (Financial)	Rs Cr	120.43	86.48	86.48
2.7	Current Assets(a)	Rs Cr	593.61	919.04	815.14
2.8	Loans and Advances(b)	Rs Cr	199.73	320.35	320.35
2.9	Total Current Assets(2.7+2.8)	Rs Cr	793.34	1239.39	1135.49
2.10	Current Liabilities(d)		372.75	699.35	661.27
2.11	Net Current Assets(e)=(a-d)	Rs Cr	420.59	540.04	474.23
2.12	Deferred Revenue Expenditure	Rs Cr	449.78	522.02	482.26
2.13	Deferred Tax Assets	Rs Cr	57.20	53.84	53.84
2.14	Profit & Loss Account (DR)	Rs Cr			
	Total(2.3 to 2.6, 2.11 to 2.14)	Rs Cr	1292.24	1447.71	1564.61
	Working Notes :-				
	Current Assets				
	Inventories	Rs Cr	288.20	252.62	173.87
	Sundry Debtors	Rs Cr	126.26	79.20	74.20
	Cash & Bank Balances	Rs Cr	152.07	578.04	557.89
	Other Current Assets	Rs Cr	27.08	9.18	9.18
	Total		593.61	919.04	815.14
	Current Liabilities				
	Sundry Creditors & Other Liabilities	Rs Cr	138.70	182.68	132.68
	Provisions	Rs Cr	234.05	516.67	528.59
	Total		372.75	699.35	661.27
	Breakup of Inventory				
	Finished Goods	Rs Cr	23.55	13.28	13.28
	Work In Progress	Rs Cr	224.11	201.33	120.59
	Raw Materials	Rs Cr	0.00	0.00	0.00
	Stores & Spares	Rs Cr	40.54	38.00	40.00
	Total		288.20	252.62	173.87