

NTPC LTD.

WELCOMES

**SARIE, USEA &
USAID
DELEGATES**

- **NTPC Ltd. – An Overview**
 - Corporate Vision & Mission
 - NTPC today
 - Accomplishments & Accolades
- **Performance Highlights**
 - Market Share
 - Unmatched competitive position
 - Growth of Installed Capacity
 - Financial Performance
 - Nurturing Human Resources
- **NTPC Growth Plans**
 - NTPC going forward – An Integrated Energy major
 - Corporate structure-Supporting the growth plan



NTPC Ltd.

- An Overview

Corporate Vision and Mission

Corporate Vision:

“ A world class integrated power major, powering India’s growth, with increasing global presence”

Corporate Mission:

“Develop and provide reliable power, related products and services at competitive prices, integrating multiple energy sources with innovative and eco-friendly technologies and contribute to society”

Core Values: BCOMIT

B-Business Ethics

C-Customer Focus

O-Organizational & Professional pride

M-Mutual Respect and Trust

I-Innovation & Speed

T-Total quality for Excellence

Evolution of NTPC

1975

- NTPC WAS SET UP IN 1975 WITH 100% OWNERSHIP BY THE GOVERNMENT OF INDIA. IN THE LAST 30 YEARS, NTPC HAS GROWN INTO THE LARGEST POWER UTILITY IN INDIA.

1997

- IN 1997, GOVT. OF INDIA GRANTED NTPC STATUS OF 'NAVRATNA' BEING ONE OF THE NINE JEWELS OF INDIA, ENHANCING THE POWERS TO THE BOARD OF DIRECTORS.

2004

- BECAME A LISTED COMPANY WITH MAJORITY GOVERNMENT OWNERSHIP OF 89.5%.
- THIRD LARGEST BY MARKET CAPITALISATION OF LISTED COMPANIES

2005

- THE COMPANY RECHRISTENED AS NTPC LIMITED TO CHANGE ITS BUSINESS PORTFOLIO AND TRANSFORM ITSELF FROM A THERMAL POWER UTILITY TO AN INTEGRATED POWER UTILITY.

Stakeholder
Value Creation

Investments philosophy aimed at
maximizing returns; adherence to best
practices

Strong Management
team, Professional and
dedicated organization

Sound business concept &
High standards of Corporate
Governance

NTPC- Today

A square icon with a silver, metallic gradient background and the word 'Business' written in a black, serif font.

Business

- **THE LARGEST POWER GENERATION COMPANY IN INDIA, WITH COMPREHENSIVE IN-HOUSE CAPABILITIES IN BUILDING AND OPERATING POWER PROJECTS**
- **CURRENT OPERATING CAPACITY - 27,904 MW (INCLUDING JV)**
- **15 COAL BASED AND 7 GAS BASED POWER PLANTS**
- **SETTING UP HYDRO BASED POWER PLANTS**
- **DEVELOPING COAL MINES FOR CAPTIVE USE**
- **EXPLORING OIL / GAS BLOCKS IN CONSORTIUM WITH PARTNERS**
- **SUBSIDIARY & JV COMPANIES FOR TAKING UP GENERATION, POWER TRADING, DISTRIBUTION BUSINESS AND FOR SETTING UP OF SMALL HYDRO PLANTS (<250 MW)**
- **PLANS TO BECOME 50000 MW + COMPANY BY 2012**

NTPC- Today

Size

- ONE OF THE LARGEST INDIAN COMPANIES WITH A MARKET CAP OF MORE THAN RS 130,000 CRORE
- HAS A NET WORTH OF AROUND RS 45,000 CRORE
- HAS TOTAL ASSETS OF AROUND RS 70,000 CRORE

Stature

- THE LARGEST GENERATOR IN INDIA WITH 20% OF INSTALLED CAPACITY OF THE COUNTRY
- THE SECOND LARGEST GENERATING COMPANY IN ASIA (EXCL JAPAN) 
- 463rd LARGEST COMPANY IN THE WORLD: 5TH LARGEST COMPANY IN INDIA 

Ownership

- GOVERNMENT HAS 89.5% STAKE
- 10.5% WITH PUBLIC

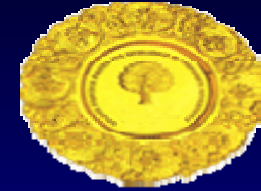
Accomplishments & Accolades



- ASIAN POWER PLANT OF THE YEAR AWARD 2006 BY ASIAN POWER MAGAZINE TO FEROCZE GANDHI UNCHAHAR TPS ON ITS ATTRIBUTES OF EFFICIENCY, ENVIRONMENT, OPERATIONAL CHARACTERISTICS & BUSINESS MANAGEMENT.



- INTERNATIONAL PROJECT MANAGEMENT AWARD 2005 BY INTERNATIONAL PROJECT MANAGEMENT ASSOCIATION (IPMA) - THE ONLY ASIAN COMPANY TO GET THE AWARD



- GOLDEN PEACOCK GLOBAL AWARD FOR CORPORATE SOCIAL RESPONSIBILITY 2007 BY WORLD COUNCIL FOR CORPORATE GOVERNANCE, LONDON, UK.
- GOLDEN PEACOCK NATIONAL TRAINING AWARD 2006 FOR FOURTH YEAR IN SUCCESSION TO NTPC, PMI BY INSTITUTE OF DIRECTORS.
- GOLDEN PEACOCK ENVIRONMENT MANAGEMENT AWARD 2006 TO NTPC CORPORATE ENVIRONMENT MANAGEMENT BY WORLD ENVIRONMENT FOUNDATION.



- SUSTAINABILITY AWARDS 2006: COMMENDATION CERTIFICATE FROM CII-ITC CENTRE FOR SUSTAINABLE DEVELOPMENT

NTPC – Asia's Second Largest Power Generator

- ADB's Confidential Information Memorandum, shows that:
 - **NTPC is Asia's second largest power generator, with high market capitalization and strong balance sheet.**

USD MM	Country	Market Cap	Capacity (MW)	Sales	EBITDA Margin	Debt/ EBITDA	TL/TNW
Korea Electric Power	Korea	26,940	56,000	24,654	40%	2.1	0.79
NTPC Limited	India	20,436*	24,249	6,396	34%	2.1	0.6
Huaneng Power Intl	China	8,225	15,166	4,999	33%	3.3	1.33
Datang Intl Power	China	3,225	2,400	2,244	40%	5.3	2.52
Senoko Power	Singapore	NA	1,930	1,778	12%	0.9	0.63
Huadian Power Intl	China	1,608	6,388	1,658	28%	4.9	1.75
Ratchburi Elec	Thailand	1,482	3,654	1,132	21%	3.5	1.22
Tata Power	India	2,572	2,340	1,078	24%	3.3	1.28
YTL Power	Malaysia	2,896	1,212	997	57%	6.2	3.22
China Resources Power	Hong Kong	2,774	1,545	764	31%	6	1.17
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Source : Moody KMW Credit Monitor. Company Data. Data for other companies is latest available financial year end.

*As on Aug. 1, 2006.



NTPC IN FORBES GLOBAL 2000 - A COMPARISON OF TOP INDIAN COMPANIES FOR 2005

Company		Company Ranking in India					
Rank in	Forbes	Name	Industry	Sales	Profits	Assets	Market Value
India	2000 Rank			(\$bil)	(\$bil)	(\$bil)	(\$bil)
1	256	ONGC	Oil & Gas	13.27	3.28	18.56	36.52
2	298	RIL	Oil & Gas	15.08	1.75	18.61	22.26
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NTPC Ltd. - An Employer of Choice

Business World – Grow Talent Survey

Great Places to Work for-2006

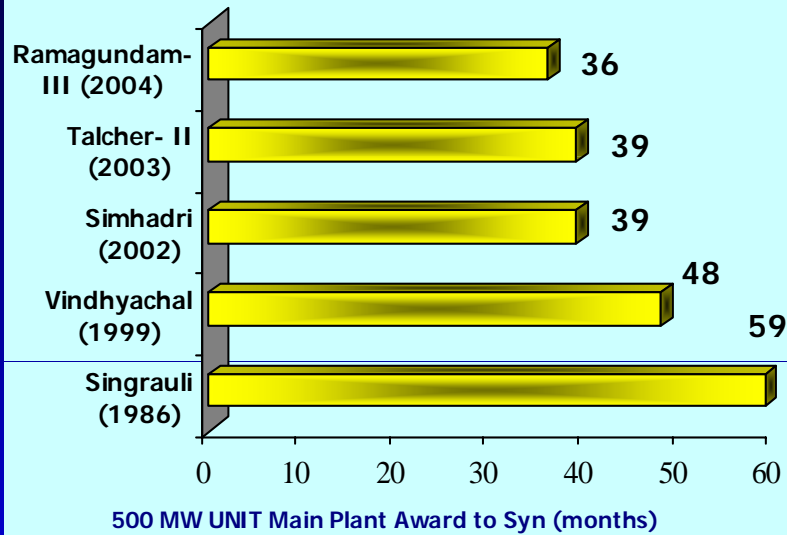


Sl.No.	Name of Company	Industry	Ownership
1.	RMSI	IT (Consulting & Software)	Foreign
2.	Classic Stripes	Auto Ancillaries	Indian
3.	Google India	IT (Software)	Foreign
4.	Federal Express	Logistics	Foreign
5.	Marriott International	Hospitality	Foreign
6.	MindTree Consulting	IT (Consulting)	Indian
7.	NTPC	Power	Indian
8.	SAP India Labs	IT (Software)	Foreign
9.	American Express India	IT (Services)	Foreign
10.	Freescale Semiconductors India	Manufacturing (Electronics)	Foreign

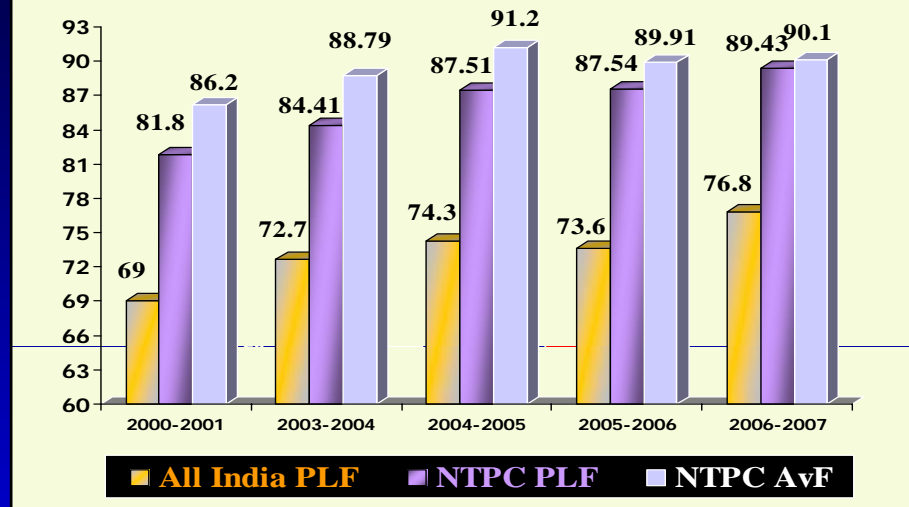
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Project Management and Operational Excellence

Reducing Project Completion Time

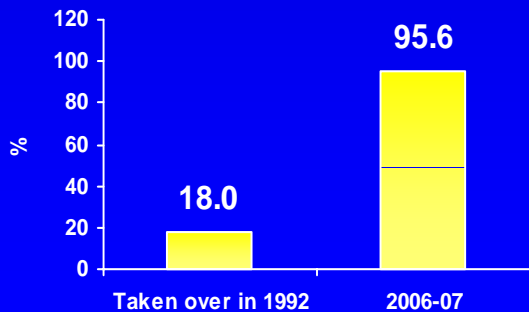


Continuous improvement of Capacity Utilization

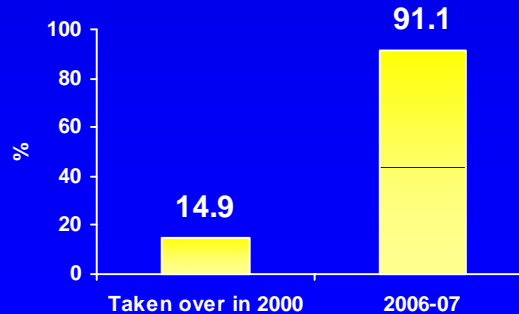


Turn Around Ability

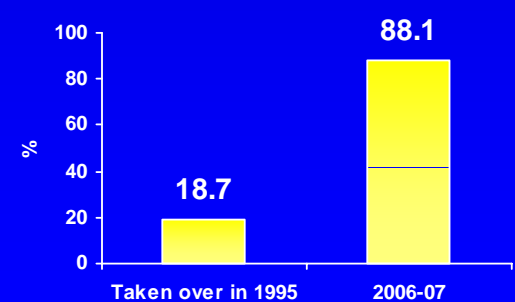
Unchahar Plant PLF



Tanda Plant PLF



Talcher Plant PLF

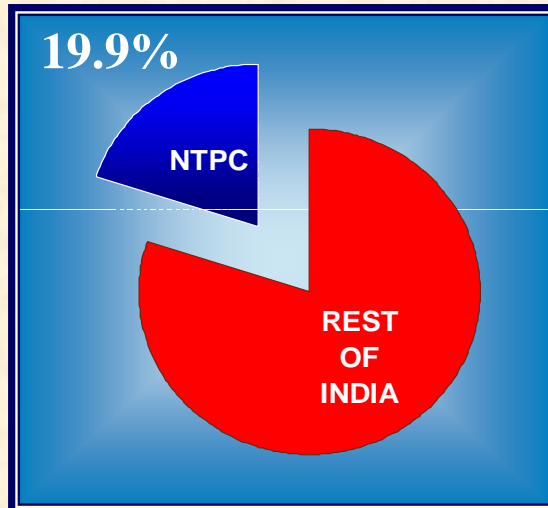


Performance Highlights

Market Share

TOTAL CAPACITY AS ON 31.03.2007

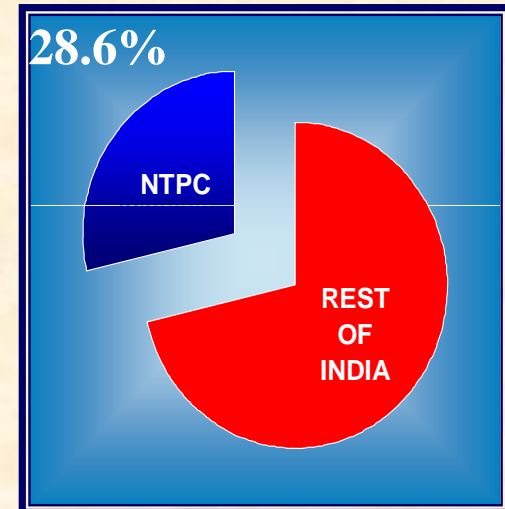
NTPC
26,350*
MW -
19.9%
of
All
India
132,329
MW



* excluding JVs

GENERATION 2006-07

NTPC
188.67*
BUs -
28.6%
of
All
India
659.42
BUs



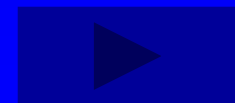
* excluding generation from JV companies

• MORE THAN ONE-FOURTH OF INDIA'S GENERATION WITH ONE-FIFTH CAPACITY

Unmatched Competitive Position – Supplier to all major states

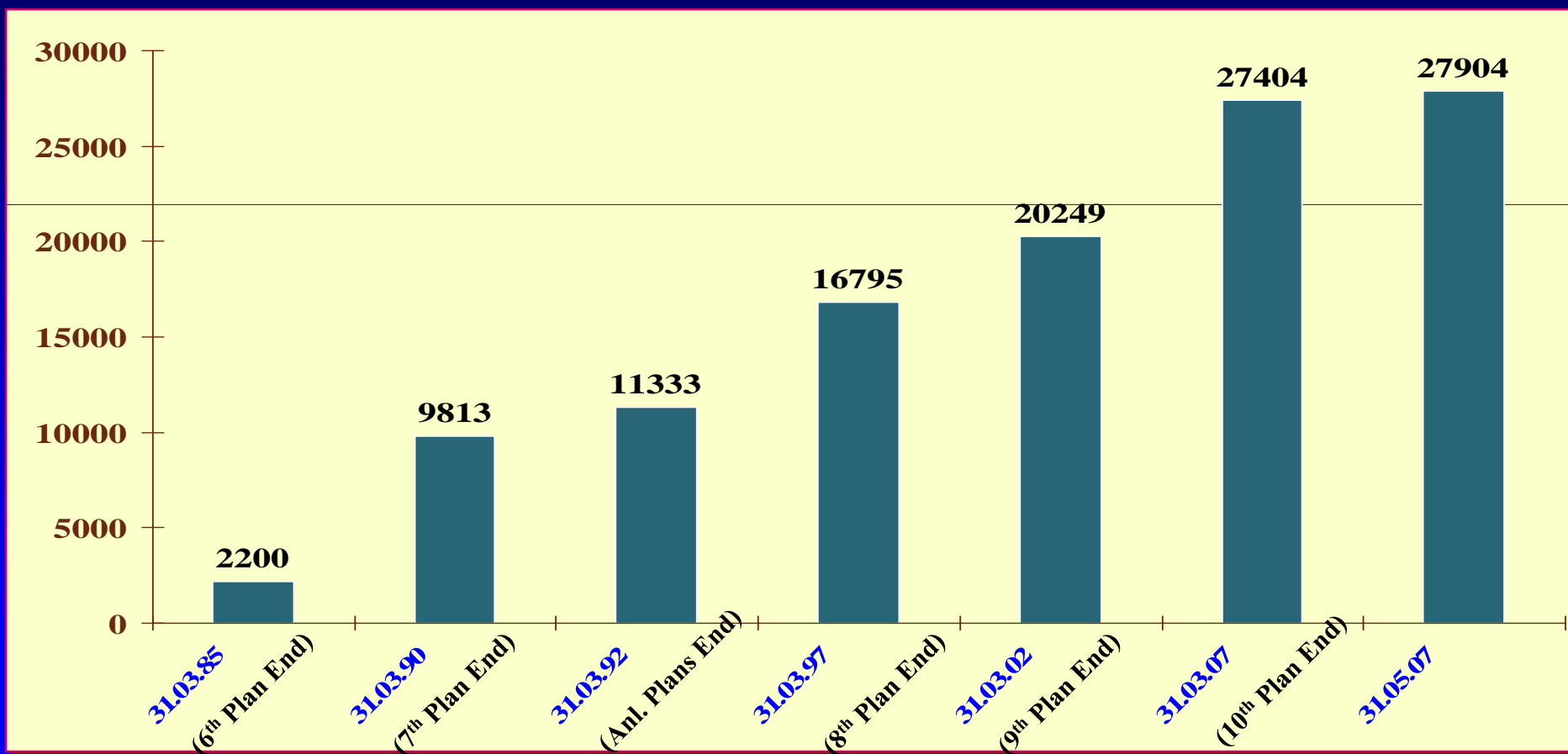


	No of plants	Capacity (MW)
NTPC Owned		
1. Coal	15	22,895
2. Gas / Liquid Fuel	7	3,955
Total	22	26,850
Owned by Joint Ventures		
3. Coal	3	314
4. Gas / Liquid Fuel	1	740
Grand Total	26	27,904



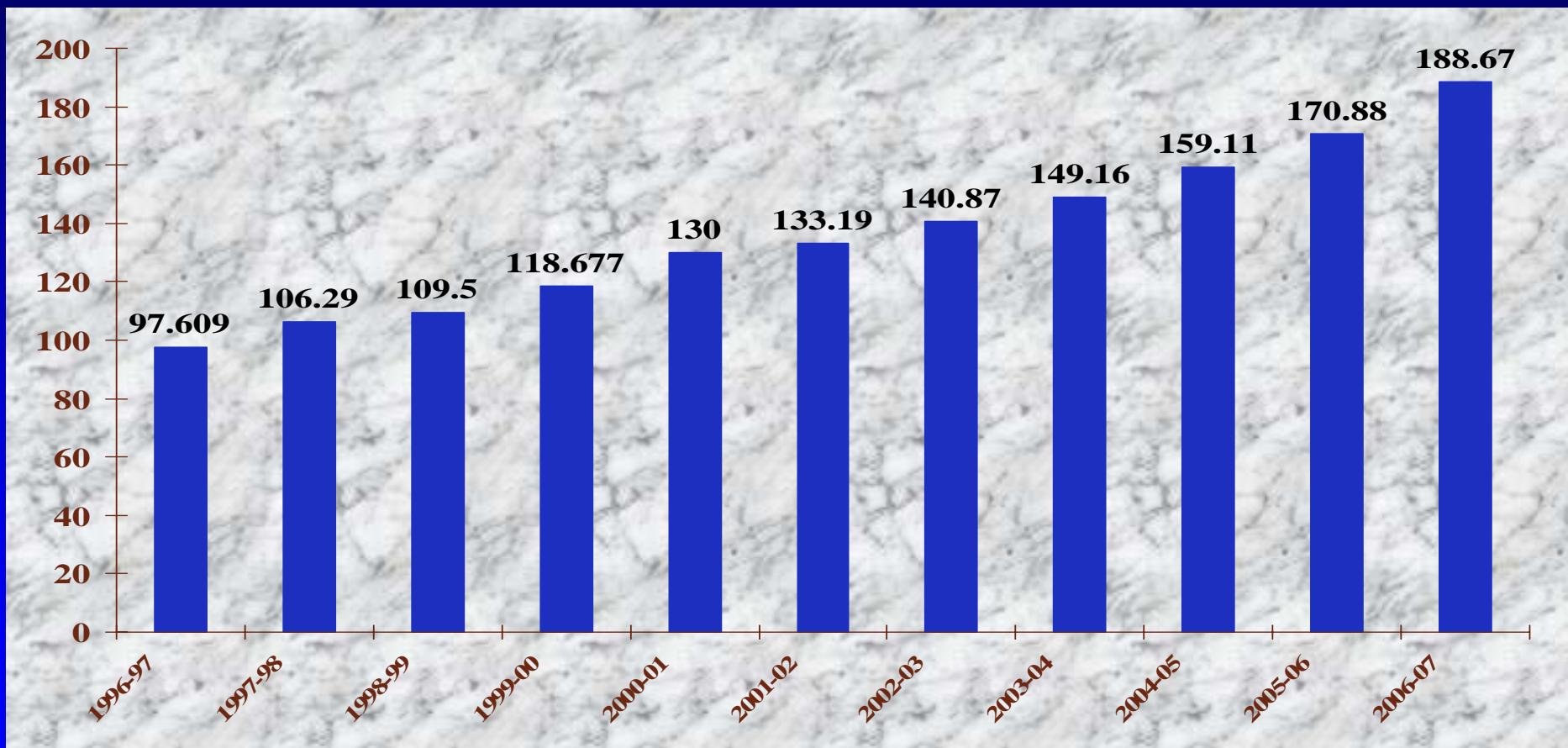
GROWTH OF NTPC INSTALLED CAPACITY

FIGURES IN MW



GROWTH OF NTPC GENERATION

BU's

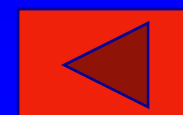


Figures excluding Joint Ventures wherever applicable.

Fuel Mix at the end of X, XI & XII Plan periods

(Figures in MW)

Capacity	31.03.2007	31.03.2012	31.03.2017
Coal	22709	40789	54099
Gas	4695	7295	9245
Hydro	0	1920	8971
Nuclear	0	0	2000
Non-conventional	0	0	1000
TOTAL	27404	50004	75315



Details of Commissioned Projects of NTPC

<u>Region/Project/State</u>	<u>Capacity (MW)</u>	<u>Unit</u>	<u>Primary Fuel</u>
<u>NORTHERN REGION</u>			
Singrauli (U.P.)	2000	(5x200+2x500)	Coal
Rihand (U.P.)	2000	(4x500)	Coal
Dadri (NCTPP) (U.P.)	840	(4x210)	Coal
Tanda (U.P.)	440	(4x110)	Coal
Unchahar (U.P.)	1050	(2x210+ 2x210+1x210)	Coal
Badarpur (Delhi)	705	(2x210+3x95)	Coal
Dadri (U.P.)	817	(4x131+2x146.5)	Gas
Auraiya (U.P.)	652	(4x112+2x102)	Gas
Anta (Rajasthan)	413	(3x88+1x149)	Gas
Faridabad (Haryana)	430	(2x143+1x144)	Gas
SUBTOTAL	9347		
<u>WESTERN REGION</u>			
Korba (Chhattisgarh)	2100	(3x200+3x500)	Coal
Vindhyachal (M.P.)	3260	(6x210+4x500)	Coal
Kawas (Gujarat)	645	(4x106+2x110.5)	Gas
Jhanor-Gandhar (Gujarat)	648	(3x131+1x255)	Gas
SUBTOTAL	6653		

Contd...



Details of Commissioned Projects of NTPC

<u>Region/Project/State</u>	<u>Capacity (MW)</u>	<u>Unit</u>	<u>Primary Fuel</u>
<u>SOUTHERN REGION</u>			
Ramagundam (A.P.)	2600	(3x200+4x500)	Coal
Simhadri (A.P.)	1000	(2x500)	Coal
Kayamkulam (Kerala)	350	(2x115+1x120)	Naphtha
SUBTOTAL	3950		
<u>EASTERN REGION</u>			
Farakka (W.B.)	1600	(3x200+2x500)	Coal
Talcher (Kaniha) (Orissa)	3000	(6x500)	Coal
Kahalgaon (Bihar)	1340	(1x500+4x210)	Coal
Talcher (Orissa)	460	(4x60+2x110)	Coal
Sipat (Chattisgarh)	500	(1x500)	Coal
SUBTOTAL	6900		
<u>JOINT VENTURES</u>			
<u>Captive Power Plants (CPPs) under JVs with SAIL</u>			
Durgapur (West Bengal)	120	(2x60)	Coal
Rourkela (Orissa)	120	(2x60)	Coal
Bhilai (Chhattisgarh)	74	(1x74)	Coal
<u>Other Joint Venture Power Plants</u>			
RGPPL (Maharashtra)	740		Gas/ Naphtha
SUBTOTAL	1054		
GRAND TOTAL	27,904 MW		



CAPACITY ADDITION UPTO 2012 – A SNAPSHOT

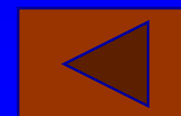
Present Installed Capacity 27904 MW

On Going Projects	10860 MW
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Projects for which Main Plant Bids have been received/ invited	11240 MW
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Installed Capacity by 2012 50004 MW

	Present : MW (%)	2012 : MW (%)
Coal	23209 MW (83.2%)	40789 MW (81.6%)
Gas / Liquid Fuel	4695 MW (16.8%)	7295 MW (14.6%)
Hydel	0 MW (0%)	1920 MW (3.8%)
TOTAL	27904 MW	50004 MW

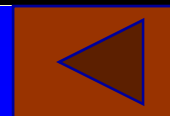


Capacity Addition during XI Plan -Ongoing Projects

(Figures in MW)

Project (Fuel) / State	Total Capacity	Capacity During XI Plan	Already commissioned
(I) Ongoing Projects			
Koldam (Hydro) / Himachal Pradesh	800	800	-
Kahalgaon-II, Phase-I (Coal) / Bihar	1000*	500	-
Kahalgaon-II, Phase-II (Coal) / Bihar	500	500	-
Sipat-I (Coal) / Chhattisgarh	1980	1980	-
Sipat-II (Coal) / Chhattisgarh	1000	1000	500
Barh(Coal) / Bihar	1980	1980	-
Bhilai (Coal) / Chhattisgarh JV with SAIL	500	500	-
Korba-III (Coal) / Chhattisgarh	500	500	-
Loharinag Pala (Hydro) / Uttaranchal	600	600	-
NCTPP-II, Dadri (Coal) / U.P (Unit-5)	980	980	-
Farakka-III (Coal) / West Bengal	500	500	-
Tapovan-Vishnugad (Hydro)/Uttranchal	520	520	-
Simhadri-II (Coal)/ Andhra Pradesh	1000	1000	-
Sub Total (I)	11860	11360	500

***One Unit Commissioned during X Plan**

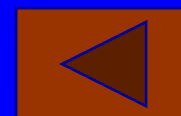


Capacity Addition during XI Plan-New Projects

Project (Fuel) / State	Total Capacity	Capacity during XI Plan	Capacity during XII Plan
(II) Projects for which Main Plant Bids have been received/ invited			
Ennore (Coal), Tamil Nadu*	1000	1000	-
Aravali Power Project Jhajjar (Coal), Haryana*	1500	1500	-
Barh-II (Coal), Bihar	1320	1320	-
Bongaigaon (Coal), Assam	750	750	-
North Karanpura (Coal), Jharkhand	1980	1320	660
Badarpur-II (Coal), Delhi	1000	1000	-
Mauda (Coal), Maharashtra	1000	1000	-
Nabinagar (Coal), Bihar*	1000	750	250
Kawas-II (Gas), Gujarat**	1300	1300	-
Jhanor Gandhar-II (Gas), Gujarat**	1300	1300	-
Sub Total (II)	12150	11240	910

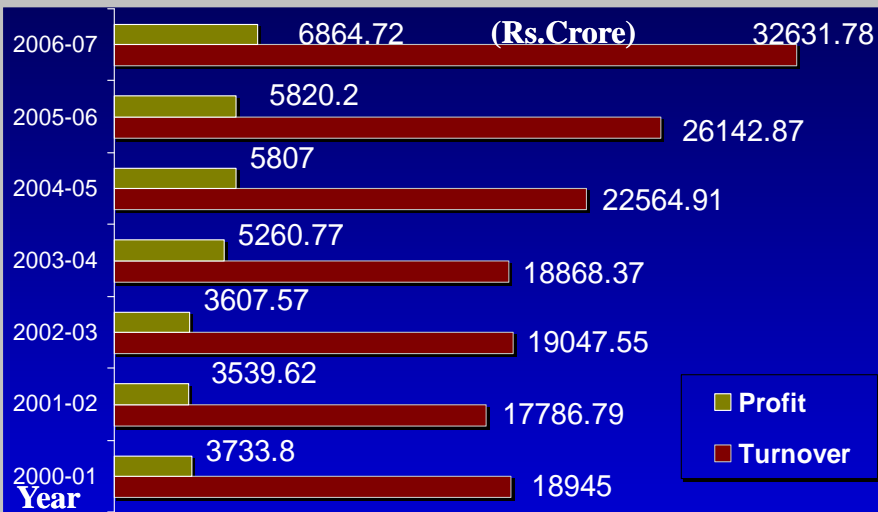
* Under Joint Ventures

**Subject to signing of GSPA. Matter sub-judice.

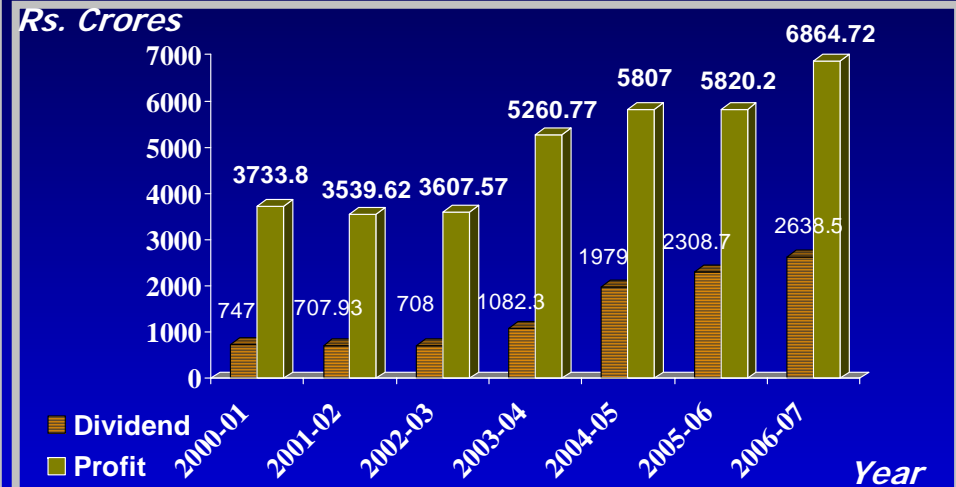


FINANCIAL PERFORMANCE

PROFIT / TURNOVER



PROFIT / DIVIDEND



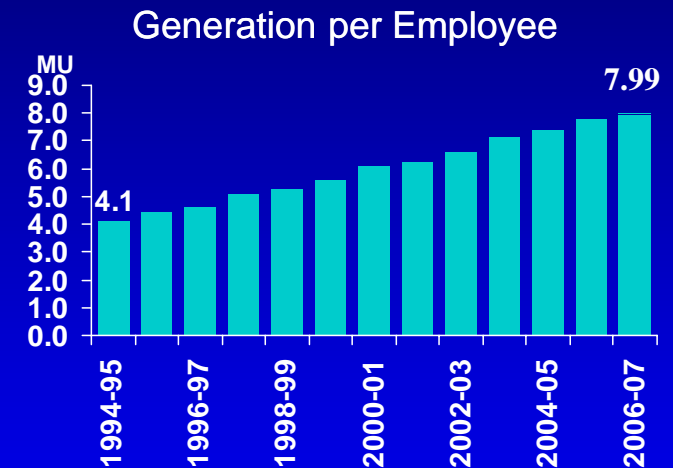
Dividend @32% for 2006-07

NTPC has been achieving 100% Realization against current energy sales for the last 4 years & the trend continues in the current year also.

Nurturing Human Resources

- 24,375 highly trained employees
- Senior executives possess extensive experience of the industry
- Executive Turnover Rate 0.41%
- Planned interventions at various stages of career
- Systematic training ensures 7 man days training per employee per year
- Knowledge sharing & development through various HR initiative
- Incentive Schemes for improving performance and productivity
- PMI at NOIDA and EDC at Projects/Stations provide training facilities

Improving Productivity



Seventh Great Place to work for in India for the year 2006 in a survey conducted by Grow Talent and Business World



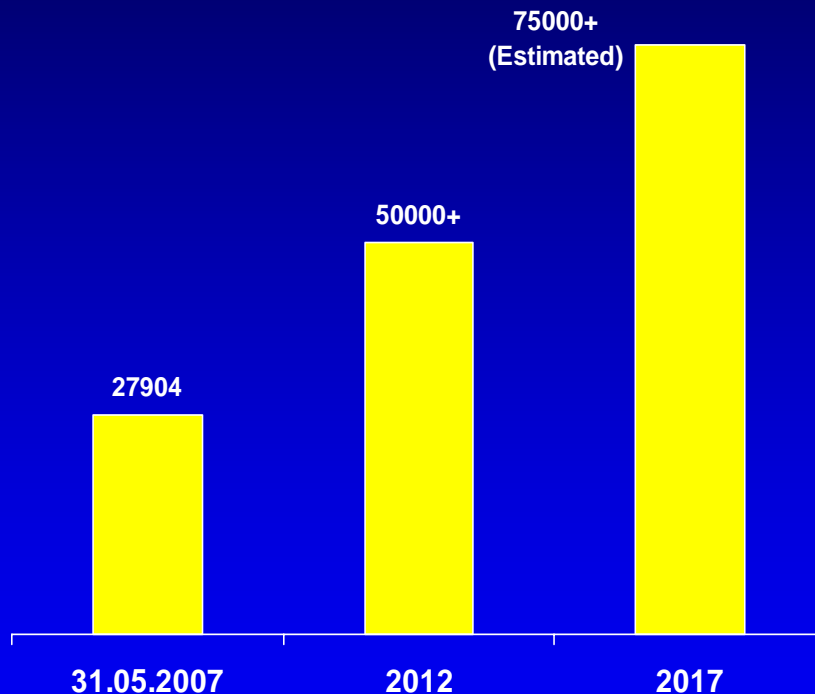
NTPC Growth Plans



**NTPC a 'NAVRATNA' Company
Surging Ahead**

NTPC Going Forward – An Integrated Energy Major

Total Installed capacity envisaged

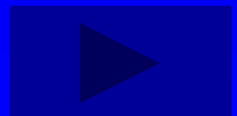


Capacities under execution – 10,860 MW

Capacities for which Bids have been received/ invited- 11240 MW

Multi-pronged Growth Strategy

- Multi pronged approach to capacity addition
 - Greenfield projects
 - Brownfield expansion
 - Joint ventures / Acquisitions
- Diversification in related business areas
 - Hydro projects
 - Coal Mining
 - Power trading
 - Oil / gas exploration
 - LNG value chain
 - Consultancy services

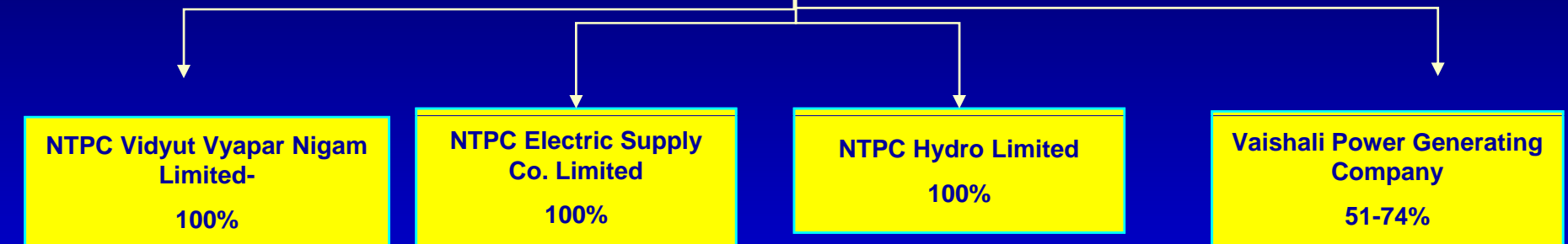




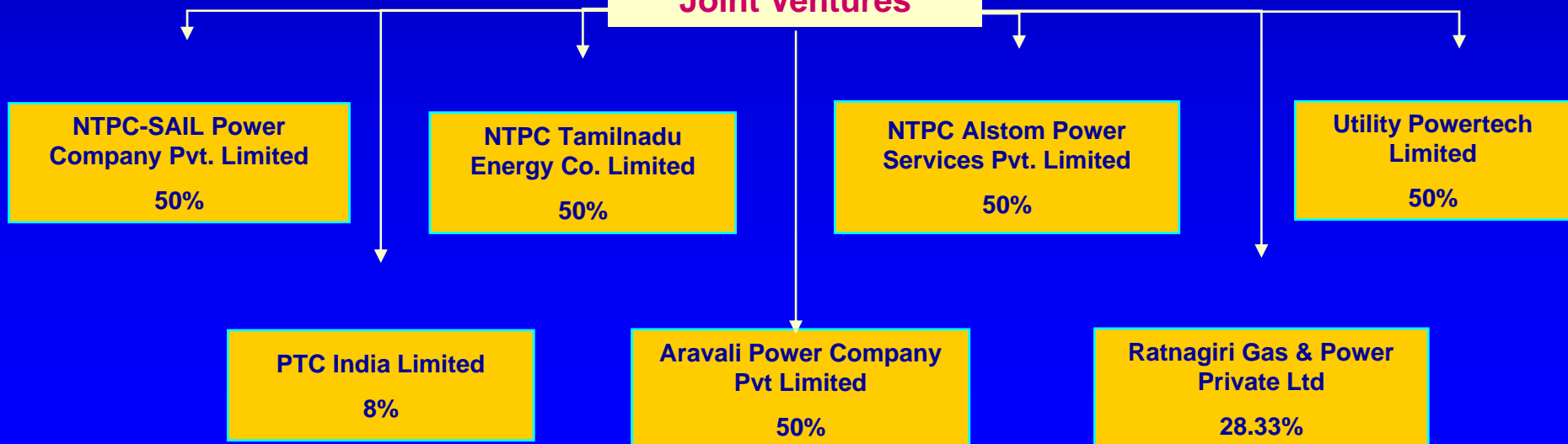
Corporate Structure of NTPC Group – supporting the growth plan

NTPC Limited

Subsidiaries



Joint Ventures



%age indicates NTPC's holding

Thank you

<http://www.ntpcindia.com>

BACK-UP SLIDES

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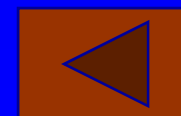
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Installed Capacity by 2012 50004 MW

	Present : MW (%)	2012 : MW (%)
Coal	23209 MW (83.2%)	40789 MW (81.6%)
Gas / Liquid Fuel	4695 MW (16.8%)	7295 MW (14.6%)
Hydel	0 MW (0%)	1920 MW (3.8%)
TOTAL	27904 MW	50004 MW

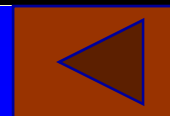


Capacity Addition during XI Plan -Ongoing Projects

(Figures in MW)

Project (Fuel) / State	Total Capacity	Capacity During XI Plan	Already commissioned
(I) Ongoing Projects			
Koldam (Hydro) / Himachal Pradesh	800	800	-
Kahalgaon-II, Phase-I (Coal) / Bihar	1000*	500	-
Kahalgaon-II, Phase-II (Coal) / Bihar	500	500	-
Sipat-I (Coal) / Chhattisgarh	1980	1980	-
Sipat-II (Coal) / Chhattisgarh	1000	1000	500
Barh(Coal) / Bihar	1980	1980	-
Bhilai (Coal) / Chhattisgarh JV with SAIL	500	500	-
Korba-III (Coal) / Chhattisgarh	500	500	-
Loharinag Pala (Hydro) / Uttaranchal	600	600	-
NCTPP-II, Dadri (Coal) / U.P (Unit-5)	980	980	-
Farakka-III (Coal) / West Bengal	500	500	-
Tapovan-Vishnugad (Hydro)/Uttranchal	520	520	-
Simhadri-II (Coal)/ Andhra Pradesh	1000	1000	-
Sub Total (I)	11860	11360	500

***One Unit Commissioned during X Plan**

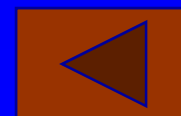


Capacity Addition during XI Plan-New Projects

Project (Fuel) / State	Total Capacity	Capacity during XI Plan	Capacity during XII Plan
(II) Projects for which Main Plant Bids have been received/ invited			
Ennore (Coal), Tamil Nadu*	1000	1000	-
Aravali Power Project Jhajjar (Coal), Haryana*	1500	1500	-
Barh-II (Coal), Bihar	1320	1320	-
Bongaigaon (Coal), Assam	750	750	-
North Karanpura (Coal), Jharkhand	1980	1320	660
Badarpur-II (Coal), Delhi	1000	1000	-
Mauda (Coal), Maharashtra	1000	1000	-
Nabinagar (Coal), Bihar*	1000	750	250
Kawas-II (Gas), Gujarat**	1300	1300	-
Jhanor Gandhar-II (Gas), Gujarat**	1300	1300	-
Sub Total (II)	12150	11240	910

* Under Joint Ventures

**Subject to signing of GSPA. Matter sub-judice.

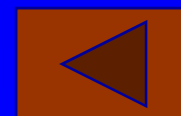


Capacity Addition during 12th Plan (2012-2017)

(Figures in MW)

Project (Fuel) / State	Total Capacity	Capacity Addition during XII Plan
North Karanpura (Coal) / Jharkhand	1980	660
Nabinagar (Coal), Bihar (JV)	1000	250
RGCCPP-II Kayamkulam (Gas), Kerala	1950	1950
Lata Tapovan (Hydro), Uttarakhand*	171	171
Rammam-III (Hydro), West Bengal	120	120
Integrated Power Project – Darlipalli, Orissa	3200	3200
Integrated Project Lara, Chattisgarh (Lara)	4000	4000
Integrated Power Project in Talcher Area, Orissa	3200	3200
Cheyur (Coal), Tamil Nadu	2000	2000
Rupsiabagar Khasiyabara (Hydro) / Uttarakhand	260	260
Etalin-I (Hydro) / Arunachal Pradesh	4000	4000
Attunli (Hydro) / Arunachal Pradesh	500	500
Hydro Projects in Nepal	2000	2000
Nuclear Power Project	2000	2000
Non-Coventional Power Project	1000	1000
Sub Total	27381	25311

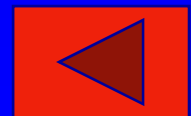
* Implementation under wholly owned subsidiary.



Fuel Mix at the end of X, XI & XII Plan periods

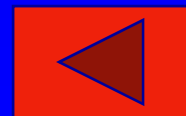
(Figures in MW)

Capacity	31.03.2007	31.03.2012	31.03.2017
Coal	22709	40789	54099
Gas	4695	7295	9245
Hydro	0	1920	8971
Nuclear	0	0	2000
Non-conventional	0	0	1000
TOTAL	27404	50004	75315



NTPC by 2017 - A Snapshot

		Present	2011-12	2016-17
Power Generation (Ownership-wise in MW)	Owned	26,850	45,200	~ 69,500
	Through JVs / Subsidiaries	1,054	4,804	~ 5500
	TOTAL	27,904	50,004	~ 75,000
	Coal based	23,209 (83.2%)	40,789 (81.6%)	~ 54,000 (72.0%)
Power Generation (Fuel-wise in MW)	Gas based	4,695 (16.8%)	7,295 (14.6%)	~9,000 (12.5%)
	Hydro	--	1,920 (3.8%)	~ 9,000 (12.2%)
	Nuclear	--	--	~ 2,000 (2.5%)
	Renewables	--	--	~ 1,000 (0.8%)
	Coal Mining (Production)	--	15 MTPA	~ 47 MTPA
Trading (Units Traded)	2.66 BU (2006-07 provisional)	10 BU	25 BU	
Distribution (Capacity)	--	1,000 MW	2,000 MW	



Details of Commissioned Projects of NTPC

<u>Region/Project/State</u>	<u>Capacity (MW)</u>	<u>Unit</u>	<u>Primary Fuel</u>
<u>NORTHERN REGION</u>			
Singrauli (U.P.)	2000	(5x200+2x500)	Coal
Rihand (U.P.)	2000	(4x500)	Coal
Dadri (NCTPP) (U.P.)	840	(4x210)	Coal
Tanda (U.P.)	440	(4x110)	Coal
Unchahar (U.P.)	1050	(2x210+ 2x210+1x210)	Coal
Badarpur (Delhi)	705	(2x210+3x95)	Coal
Dadri (U.P.)	817	(4x131+2x146.5)	Gas
Auraiya (U.P.)	652	(4x112+2x102)	Gas
Anta (Rajasthan)	413	(3x88+1x149)	Gas
Faridabad (Haryana)	430	(2x143+1x144)	Gas
SUBTOTAL	9347		
<u>WESTERN REGION</u>			
Korba (Chhattisgarh)	2100	(3x200+3x500)	Coal
Vindhyachal (M.P.)	3260	(6x210+4x500)	Coal
Kawas (Gujarat)	645	(4x106+2x110.5)	Gas
Jhanor-Gandhar (Gujarat)	648	(3x131+1x255)	Gas
SUBTOTAL	6653		

Contd...



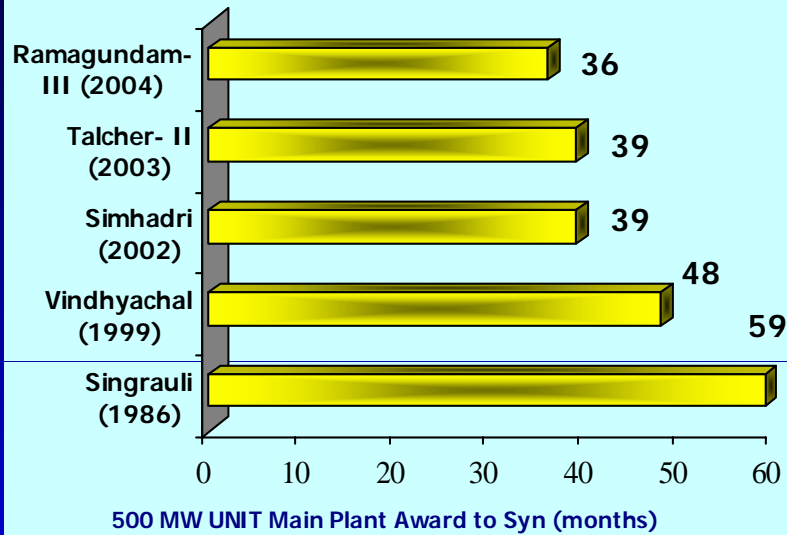
Details of Commissioned Projects of NTPC

<u>Region/Project/State</u>	<u>Capacity (MW)</u>	<u>Unit</u>	<u>Primary Fuel</u>
<u>SOUTHERN REGION</u>			
Ramagundam (A.P.)	2600	(3x200+4x500)	Coal
Simhadri (A.P.)	1000	(2x500)	Coal
Kayamkulam (Kerala)	350	(2x115+1x120)	Naphtha
SUBTOTAL	3950		
<u>EASTERN REGION</u>			
Farakka (W.B.)	1600	(3x200+2x500)	Coal
Talcher (Kaniha) (Orissa)	3000	(6x500)	Coal
Kahalgaoon (Bihar)	1340	(1x500+4x210)	Coal
Talcher (Orissa)	460	(4x60+2x110)	Coal
Sipat (Chattisgarh)	500	(1x500)	Coal
SUBTOTAL	6900		
<u>JOINT VENTURES</u>			
<u>Captive Power Plants (CPPs) under JVs with SAIL</u>			
Durgapur (West Bengal)	120	(2x60)	Coal
Rourkela (Orissa)	120	(2x60)	Coal
Bhilai (Chhattisgarh)	74	(1x74)	Coal
<u>Other Joint Venture Power Plants</u>			
RGPP (Maharashtra)	740		Gas/ Naphtha
SUBTOTAL	1054		
GRAND TOTAL	27,904 MW		

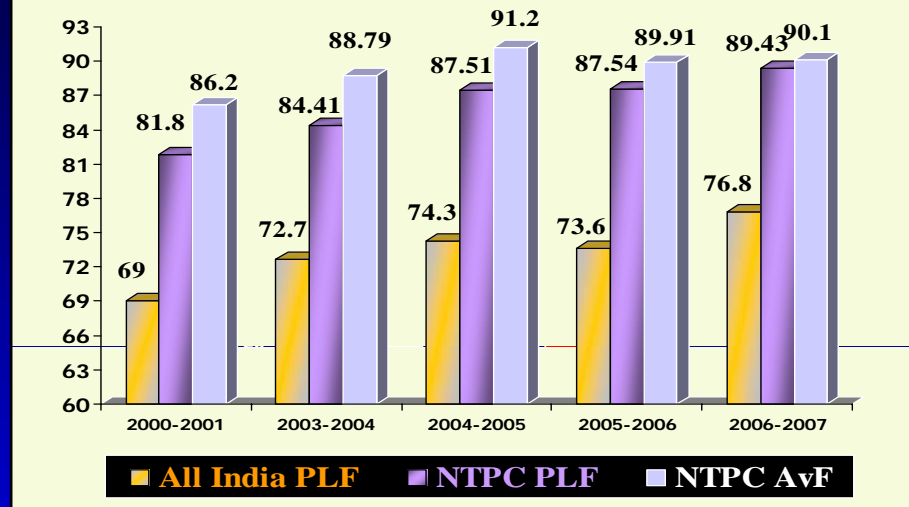


Project Management and Operational Excellence

Reducing Project Completion Time

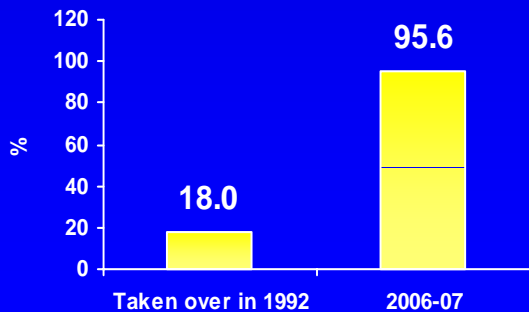


Continuous improvement of Capacity Utilization

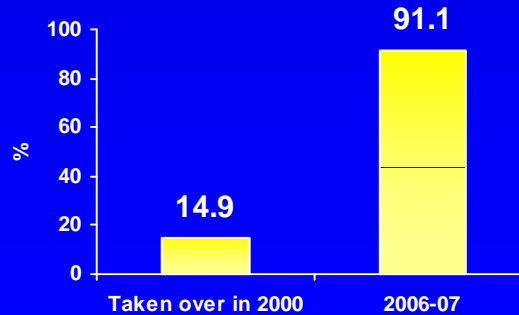


Turn Around Ability

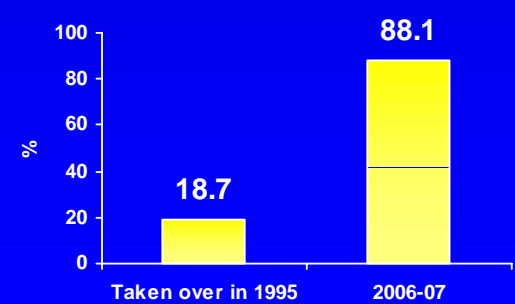
Unchahar Plant PLF



Tanda Plant PLF



Talcher Plant PLF





NTPC Limited

A Navratna Company of Government of India

Presentation on
“Corporate Plan of NTPC”

R . K . Luthra

Sr. Manager (Corporate Planning)

Presentation Outline....

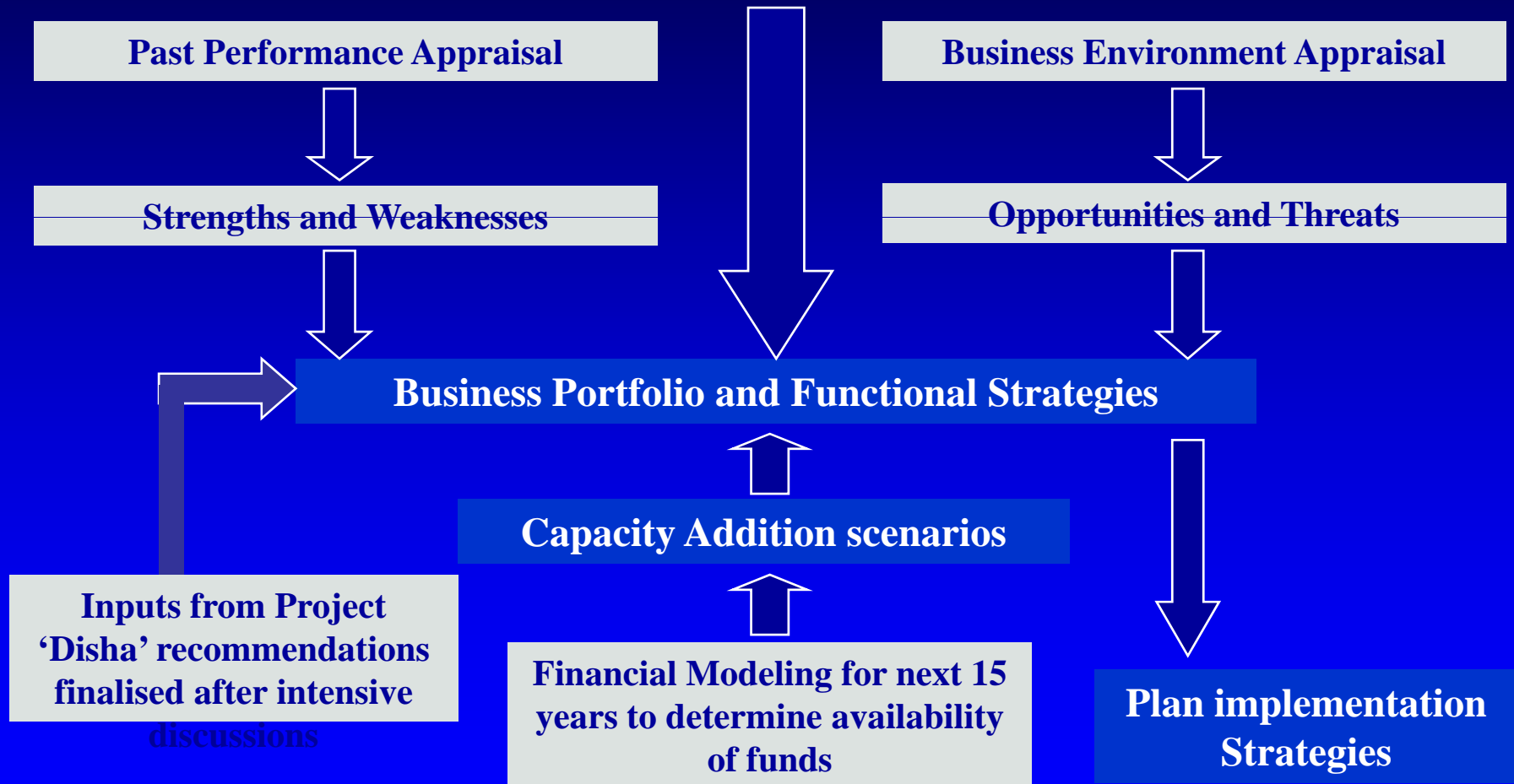
- **Corporate Plan of NTPC-**
 - **Process adopted and Structure**
 - **Corporate Agenda : Values, Vision and Mission**
 - **Business Portfolio**
- **Plan implementation strategies**
 - **Business Planning Initiative**

Long term planning process adopted by NTPC

- ✓ First Corporate Plan (1985-2000)
- ✓ Second Corporate Plan: Looking Ahead (1997-2012)
- ✓ Current Corporate Plan (2002-2017)

Methodology adopted for formulating the Plan

Vision, Mission, Values and Objectives



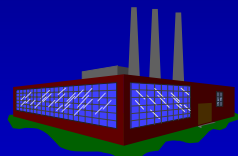
The Collaborative Approach to Planning



- Key organisational issues
- Validation of findings

Top Management

125 sessions



12 plants -
Over 600 people met



Project-Team

30 sessions



External stakeholders

- Customers
- Regulator
- Ministry of Power
- Planning Commission
- CEA
- Lending institutions
- Suppliers
- Industry Players

900 meetings



Corporate and ROs

- Scope, EOC, R&D, PMI, WRO, NRO
- Information gathering, discussion on data analysis and findings

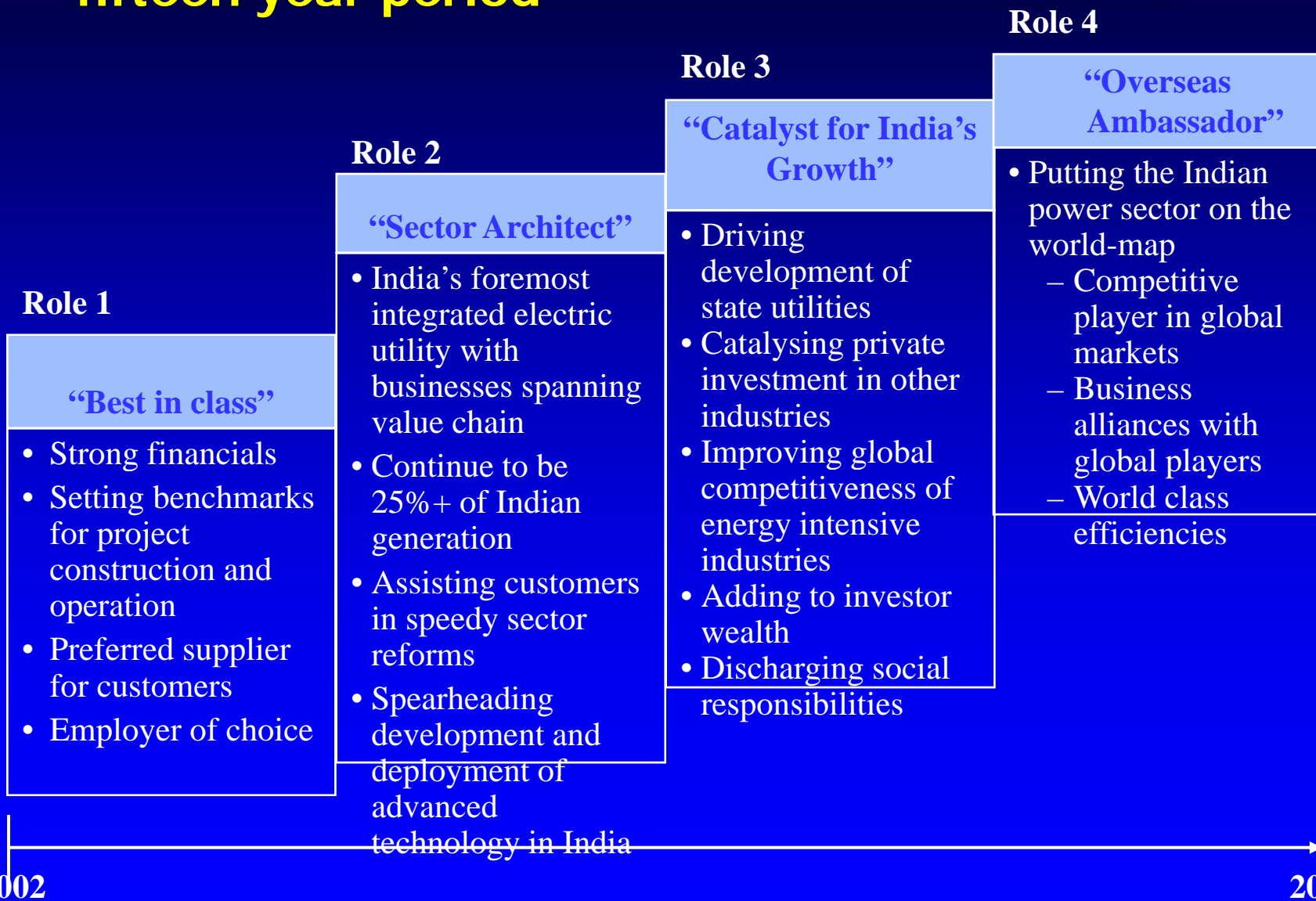
Plants/regional offices

- 12 diff plants during various phases
- Presentation in NBC at Manesar
- Presentations to NEFI also

Sections of the Corporate Plan

- **Section 1: The Corporate Agenda (Vision, Mission, Objectives, Values)**
- **Section 2: Review of Past Performance**
- **Section 3: Changing Business Environment and Expected Future Trends**
- **Section 4: Business Portfolio**
- **Section 5: Functional Strategies**
- **Section 6: Plan Implementation Strategies**

NTPC's Corporate Plan (2002-2017) envisages four key roles over the next fifteen year period



Presentation Outline....

- **Corporate Plan of NTPC-**
 - **Process adopted and Structure**
 - **Corporate Agenda : Values, Vision and Mission**
 - **Business Portfolio**
- **Plan implementation strategies**
 - **Business Planning Initiative**

The Corporate Plan of NTPC has been aligned with the Vision and Mission of NTPC and is built upon eight pillars

Vision

A world class integrated power major, powering India's growth, with increasing global presence

Mission

Develop and provide power and related product services at competitive prices integrating multiple energy sources, with innovative and eco-friendly technologies and contribute to society

Business portfolio growth

Financial soundness

Customer focus

Agile corporation

Performance leadership

Human Resource Development

Sustainable Power Development

Research & Development

Objectives

NTPC – Generates 28% of India’s power with less than 20% installed capacity....

As per Forbes Global 2000 ranking, NTPC ranks:

- 463rd biggest company in the World
- 3rd biggest Indian company

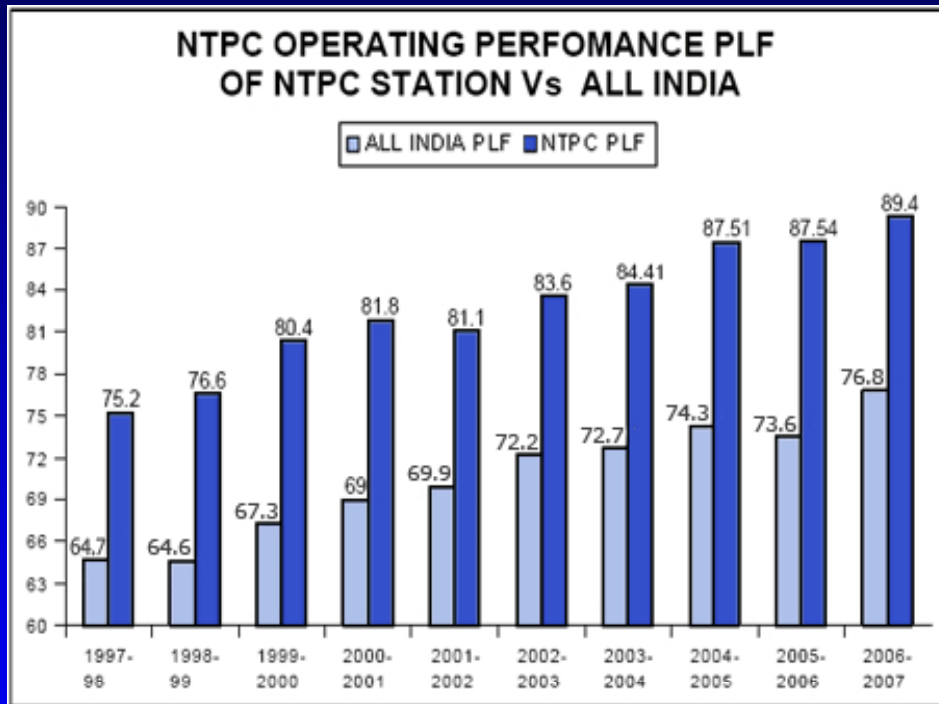


Projects	No. of Projects	Commissioned Capacity (MW)
NTPC OWNED		
COAL	15	22,895
GAS/LIQ. FUEL	07	3,955
TOTAL	22	26,850
OWNED BY JVCs		
Coal	3	314*
Gas/LIQ. FUEL	1	740**
GRAND TOTAL	26	27,904

* Captive Power Plant under JVs with SAIL
 ** Power Plant under JV with GAIL, EL&S

High Operational Efficiency

Capacity Utilization



NTPC's eight coal based stations i.e. Dadri, Simhadri, Korba, Rihand, Ramagundam, Kahalgaon, Tanda & Vindhyachal are among the best power stations in the country (2007-08).

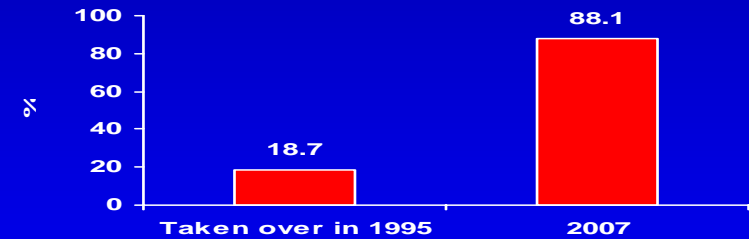
NTPC stations are regular recipients of CEA's meritorious performance awards

Turn Around Ability

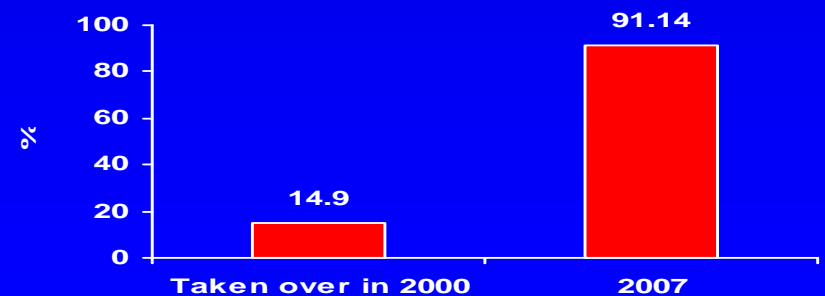
Unchahar Plant PLF



Talcher Plant PLF

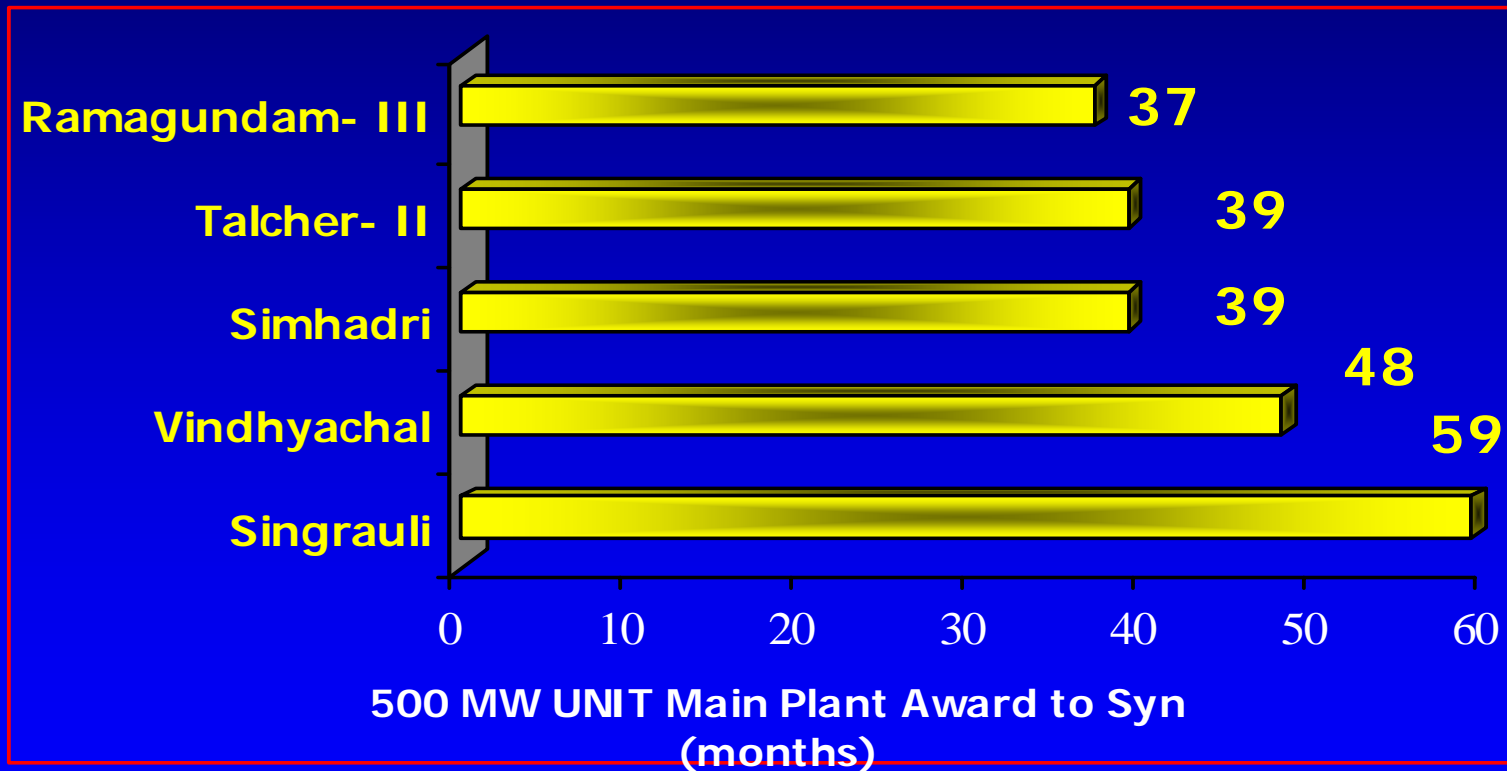


Tanda Plant PLF



Powerful performance in project execution

Reducing Project Completion Time



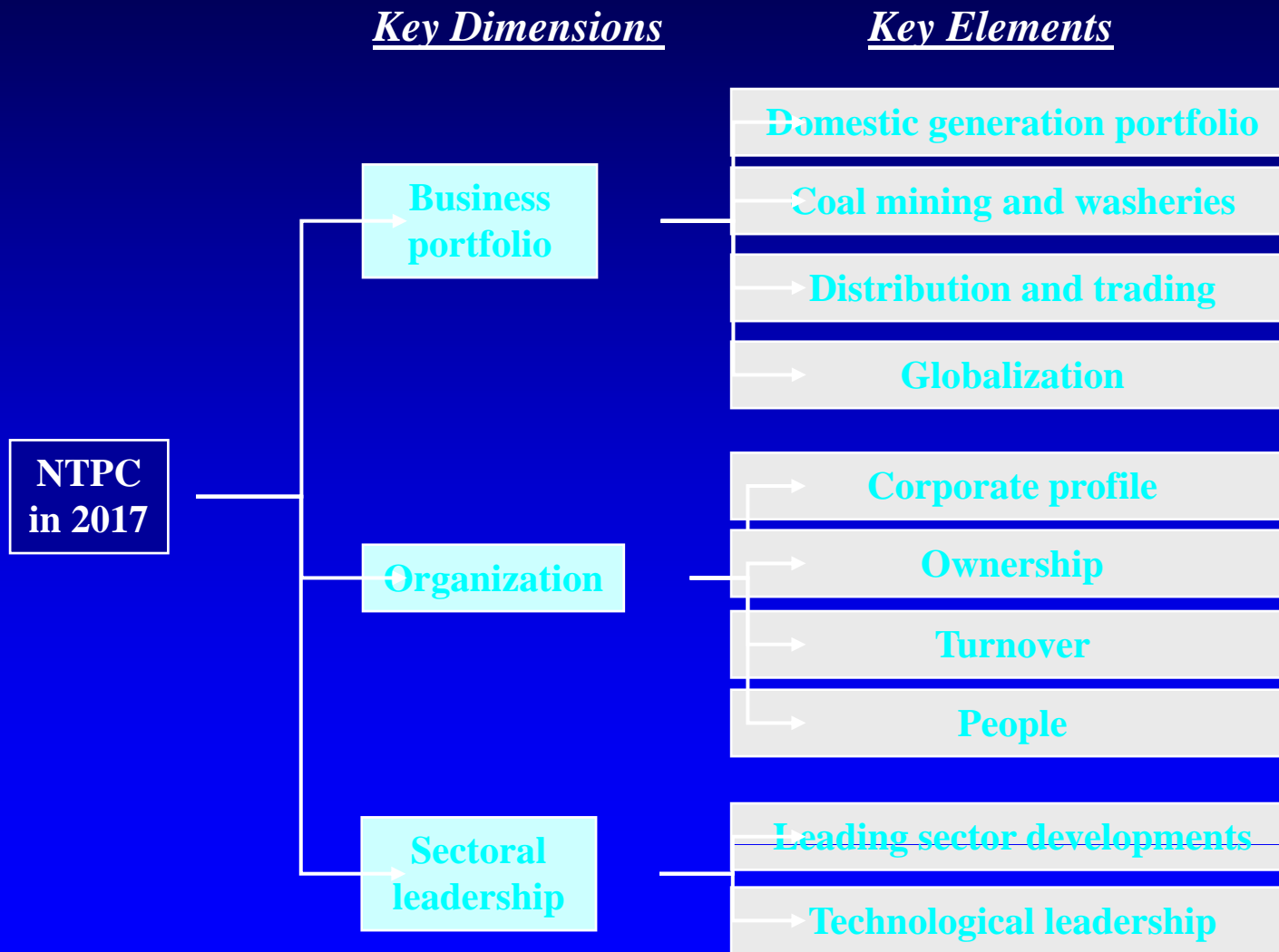
The changing business environment was studied to identify key imperatives for NTPC

- **Studied the emerging regulatory and policy environment**
 - Key changes in policies reviewed
 - Imperatives for NTPC identified
- **Changing customer environment**
 - Emerging customer environment and key reforms being carried out
 - Scenarios for financial health of key customers were identified and imperatives for NTPC identified
- **Changing fuel scenario**
 - Comprehensive model for assessing competitiveness of different fuels in various locations was developed
- **Alternate sources of power including :**
 - Hydro power
 - Nuclear power
 - Non-conventional sources e.g. solar, co-generation, wind
 - Potential future sources such as Fuel cells etc

Presentation Outline....

- **Corporate Plan of NTPC-**
 - **Process adopted and Structure**
 - **Corporate Agenda :Values, Vision and Mission**
 - **Business Portfolio**
- **Plan implementation strategies**
 - **Business Planning Initiative**

In order to set indicative targets for 2017, we looked at three dimensions



NTPC Going Forward – An Integrated Power

Major

- Aggressive diversification in to **Hydel Power** generation (~10,000MW by 2017)
- **NTPC Hydro Ltd.** (Subsidiary) for development of Small Hydro Power projects
- Plan for 2000MW in **Nuclear Power** by 2017
- Plan for 500 MW in **Non-conventional power**

LATERAL INTEGRATION

- Power trading (**NTPC Vidyut Vyapar Nigam Ltd**)
- Power Distribution (**NTPC Electricity Supply Co. Ltd.**)

FORWARD INTEGRATION

SECTORAL SUPPORT

- APDRP
- R&M
- Rural Electrification
- “Partnership in Excellence”
- Training under DRUM project

BACKWARD INTEGRATION

- **Captive Mining Coal for integrated Power Generation projects**
 - One block allotted (~10 MTPA) in 2004. Production to commence in December 2007.
 - Seven more blocks (~40 MTPA) allotted in Jan 2006, including one in JV with CIL.
- Exploring **Equity Participation in the LNG value chain** incl. Exploration / production of Gas & Oil acreages (both in India & abroad)
 - Allocated one petroleum block under NELP V

DIVERSIFICATION

- Power projects services (**Utility Powertech Ltd.**)
- R&M of power stations (**NTPC Alstom Services Ltd.**)
- Captive power generation (**2 JVs between NTPC & SAIL**)

NTPC in 2017- A snapshot

		Present	2011-12	2016-17
Power Generation (Ownership-wise in MW)	Owned	26,850	42,100	~ 69,500
	Through JVs / Subsidiaries	1,054	7,205	~ 5500
	TOTAL	27,904	49,305	~ 75,000
Power Generation (Fuel-wise in MW)	Coal based	23,209 (83.18%)	42,199 (85.6%)	~ 54,000 (72.0%)
	Gas based	4,695 (16.82%)	4,695 (9.5%)	~9,000 (12.5%)
	Hydro	--	2,211 (4.5%)	~ 9,000 (12.2%)
	Nuclear	--	--	~ 2,000 (2.5%)
	Renewable	--	200 (0.5%)	~ 1,000 (0.8%)
Coal Mining (Production)		--	15 MTPA	~ 50 MTPA
Trading (Units Traded)		2.4 BU (Actuals in	10 BU	25 BU

Presentation Outline....

- **Corporate Plan of NTPC-**
 - **Process adopted and Structure**
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 - **Business Planning Initiative**



5 year rolling Business Plan would be the integrating link between long term corporate plan and annual plans

Business planning framework

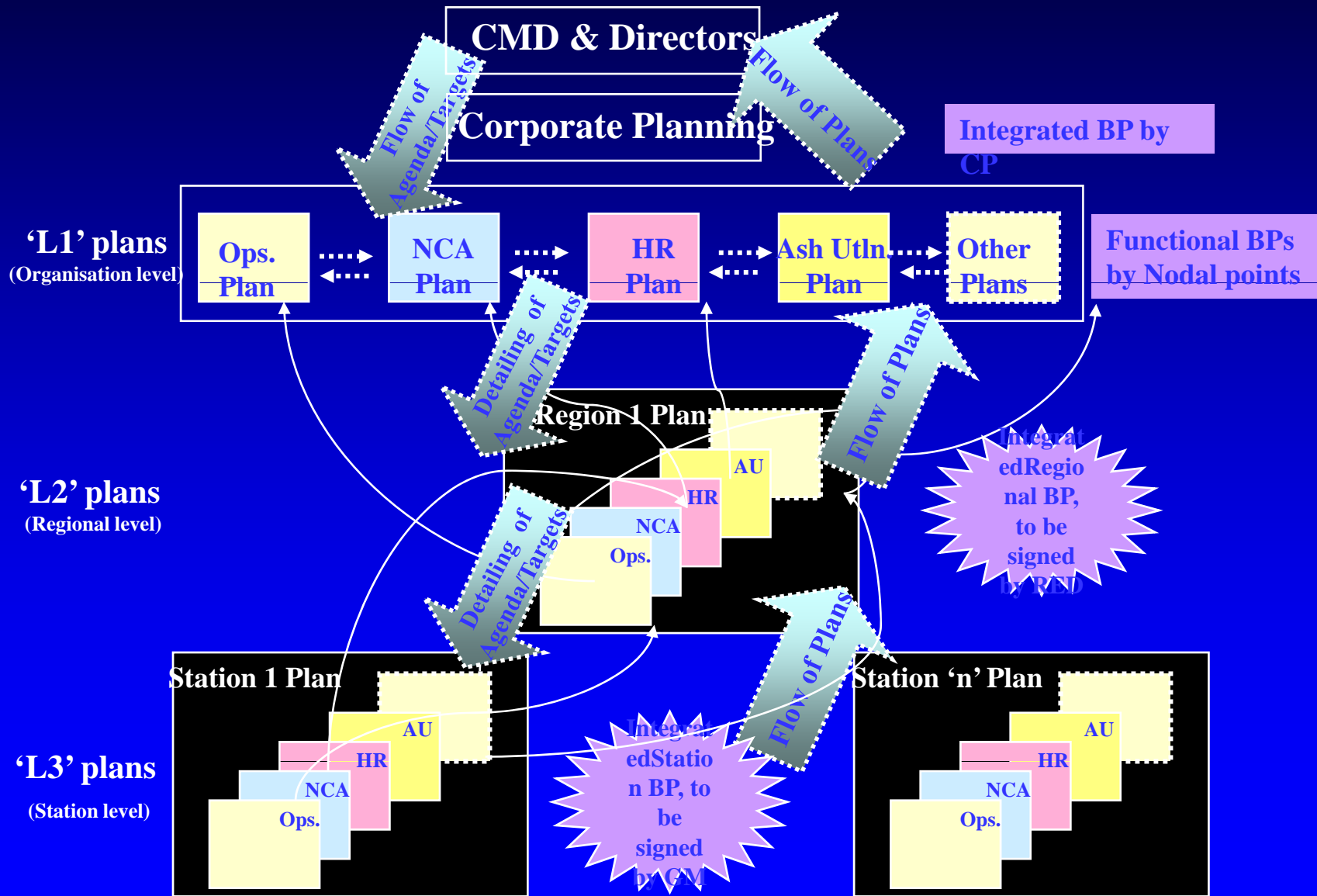


9 Categories of Business Plans

1. Plan for Plant Operations
2. Plan for New Capacity Addition
3. Plan for Financial Resources
(Financial and Commercial)
4. Plan for Human Resources
5. Plan for Profit Centers
(Engineering, Consultancy, PMI, CenPEEP, Subsidiaries)
6. Plan for New Business Development
7. Plan for Thrust Areas *(R&D, EMG, AUD, Enrg. Cons, R&R etc.)*
8. Plan for Renovation and Modernization *(Of NTPC stations)*
9. Plan for IT

Business planning, MOU, Budgeting and PMS will be distinct processes with interlinkages

The functional nature of business plans would be driven by 'nodal points' for each business area through Reg. EDs and Station GMs in a collaborative manner



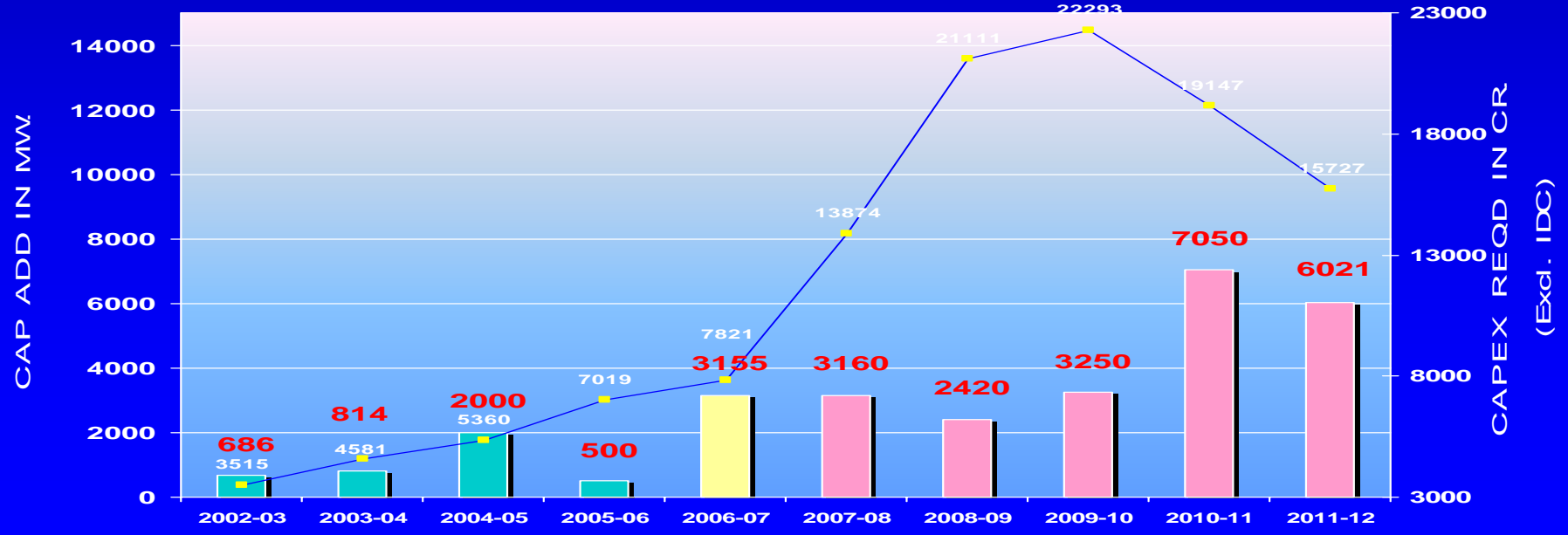
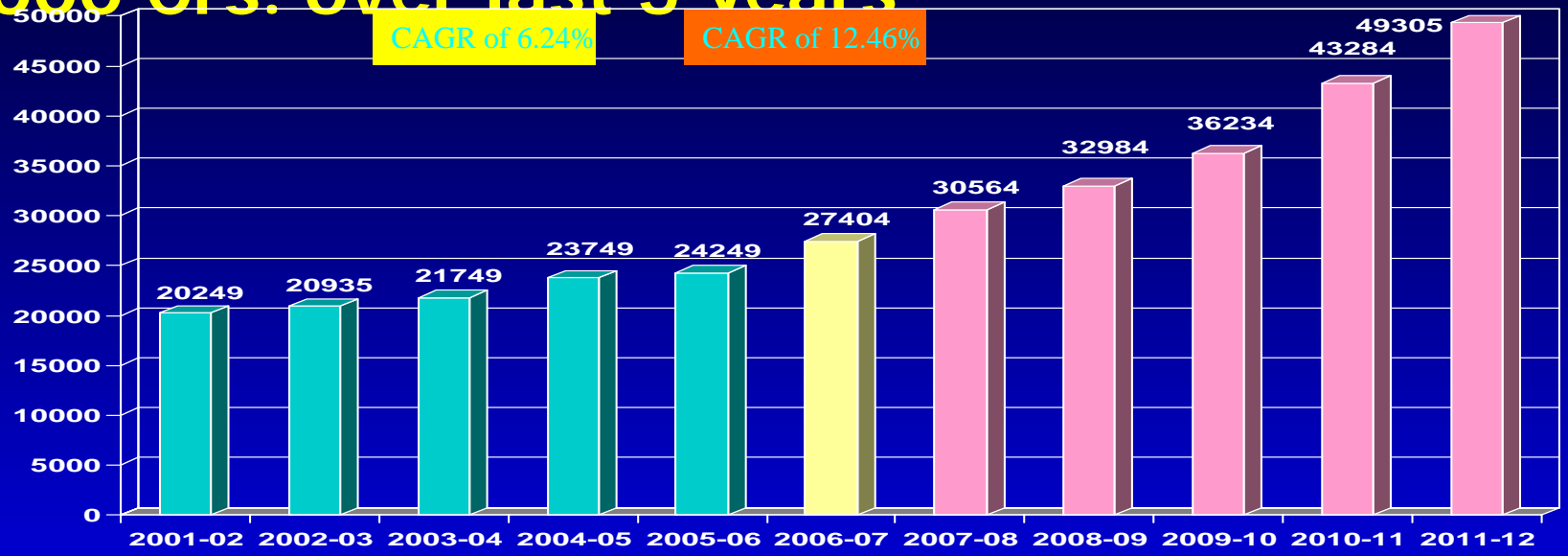
Presentation Outline....

- *Framework for Strategic Planning*
- *Corporate Plan of NTPC- Process adopted and Structure*
- *Plan implementation strategies*
Business Plan for 2007-12



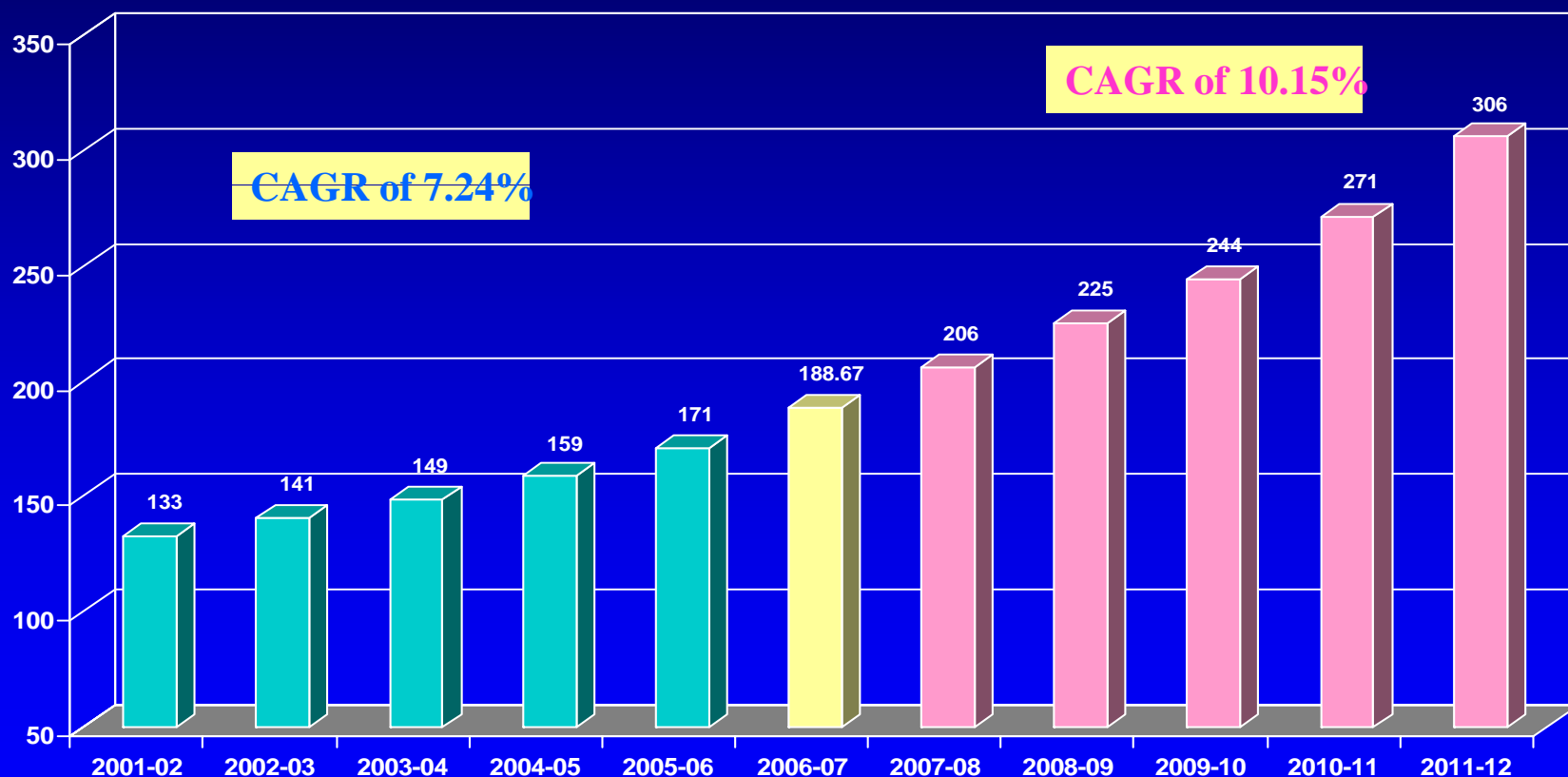


average planned capital expenditure averaging approx. Rs.18,500 Crs. per annum in next 5 years, as against Rs. 5,000 Crs. over last 5 years



10.15%) would be possible only if we can sustain high level of operational performance supported by higher thrust on R&M

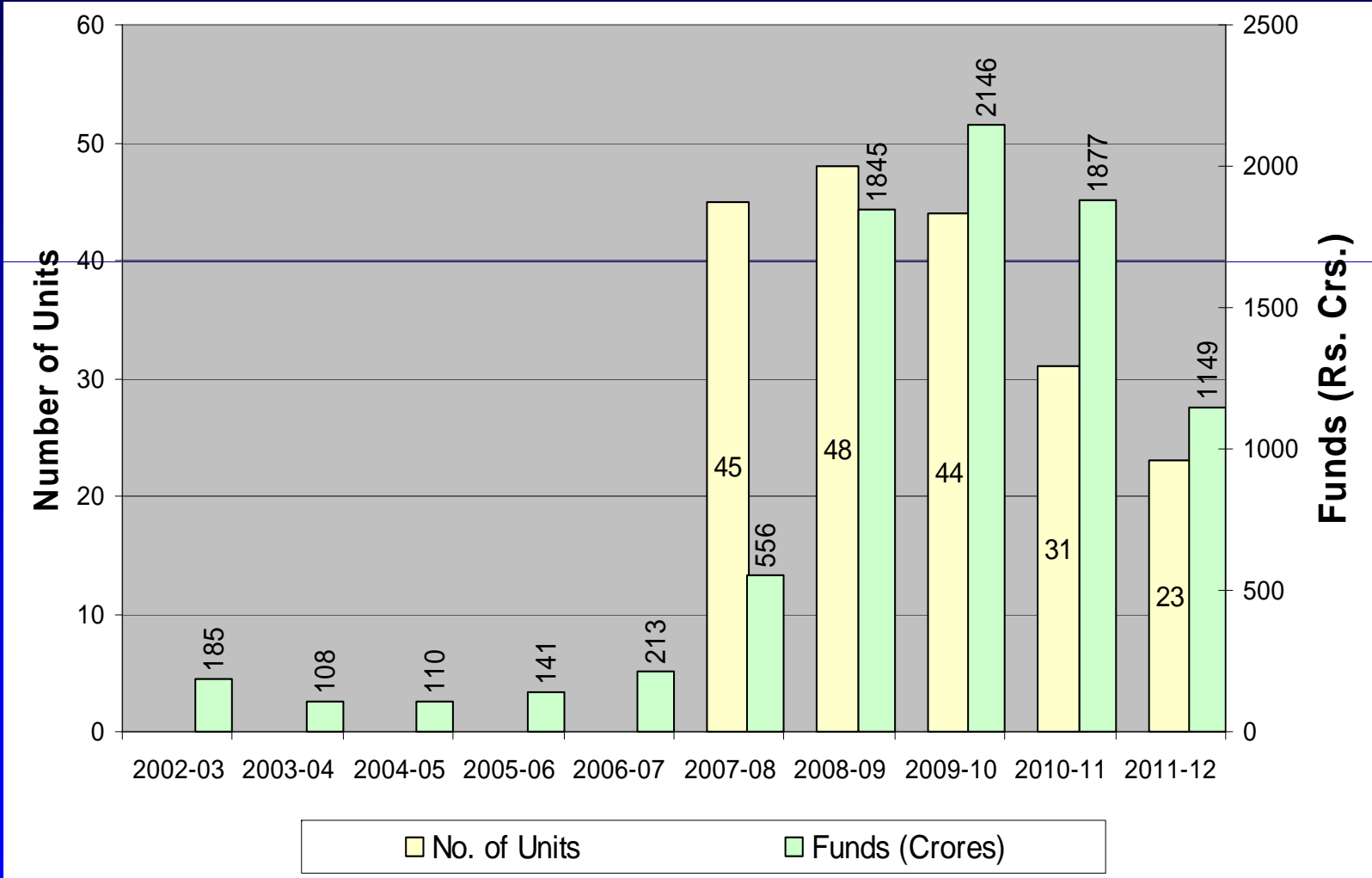
NTPC Generation (BU)



1. The Generation figures do not include generation from JVs.
2. The figures beyond 2007-08 do not include infirm power.

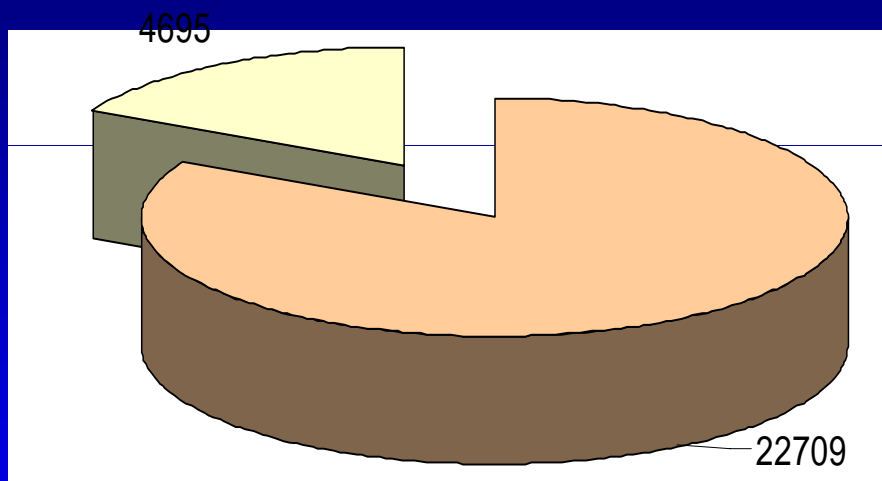


Rs. 8000 Crs in next 5 years, almost 10 times of actual expenditure in Xth plan period, we may consider structural intervention or process re-engineering



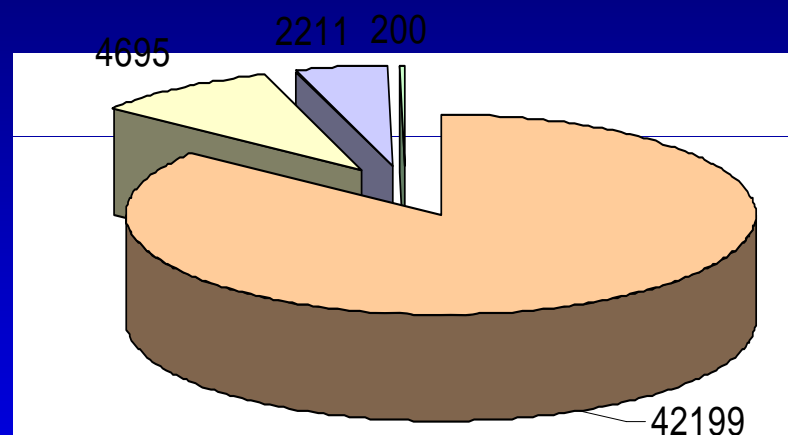
continue to have around 85% share in total generation at the end of 11th Plan period

Fuel mix as on date
(27,904 MW)



Fuel-wise Capacity (MW)

Fuel mix as on 31/03/ 12
(49,305 MW)



Fuel-wise Capacity (MW)

Coal Gas Hydro Non Conv

We need to continue to focus on Coal availability, pricing and adoption of new coal based technologies

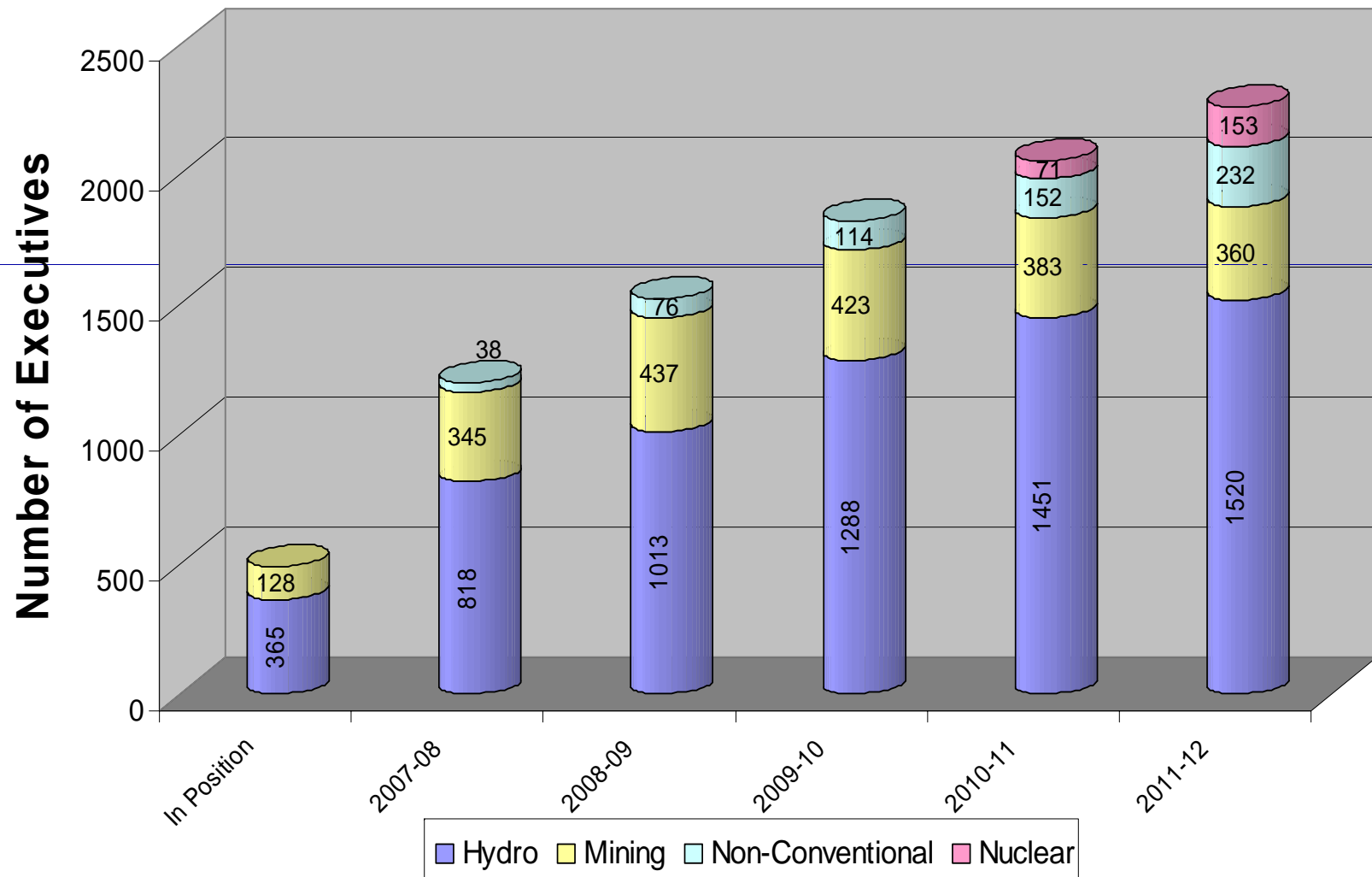
Business Plan snapshot

Key Parameters	Unit	2006-07 Target	2006-07 (Actual)	2007-08	2008-09	2009-10	2010-11	2011-12	Total-11 th Plan
Cap Add during the year	MW	3710	3155 @	3160	2420	3250	7050	6021	21901
LOA	MW	2500	1500	8841	19880	6900			
Capex Requirement	Rs. Crs		7820.6	13874	21111	22293	19147	15727	92152
Total Installed Capacity at the end of the year	MW	27959	27404	30564	32984	36234	43284	49305	--
Gross Commercial Generation (excludes infirm generation)	BU's	189.435*	188.67	206	225	244	271	306	1252
Actual Generation-Ex Bus	BU's		178	193	211	229	254	287	1174
Realization	%	@ includes 705 MW of BTPS and 740 MW of RGPPL	100%	100	100	100	100	100	--
NVFN Units					* Including BTPS generation from June-06 onwards				# Including infirm generation

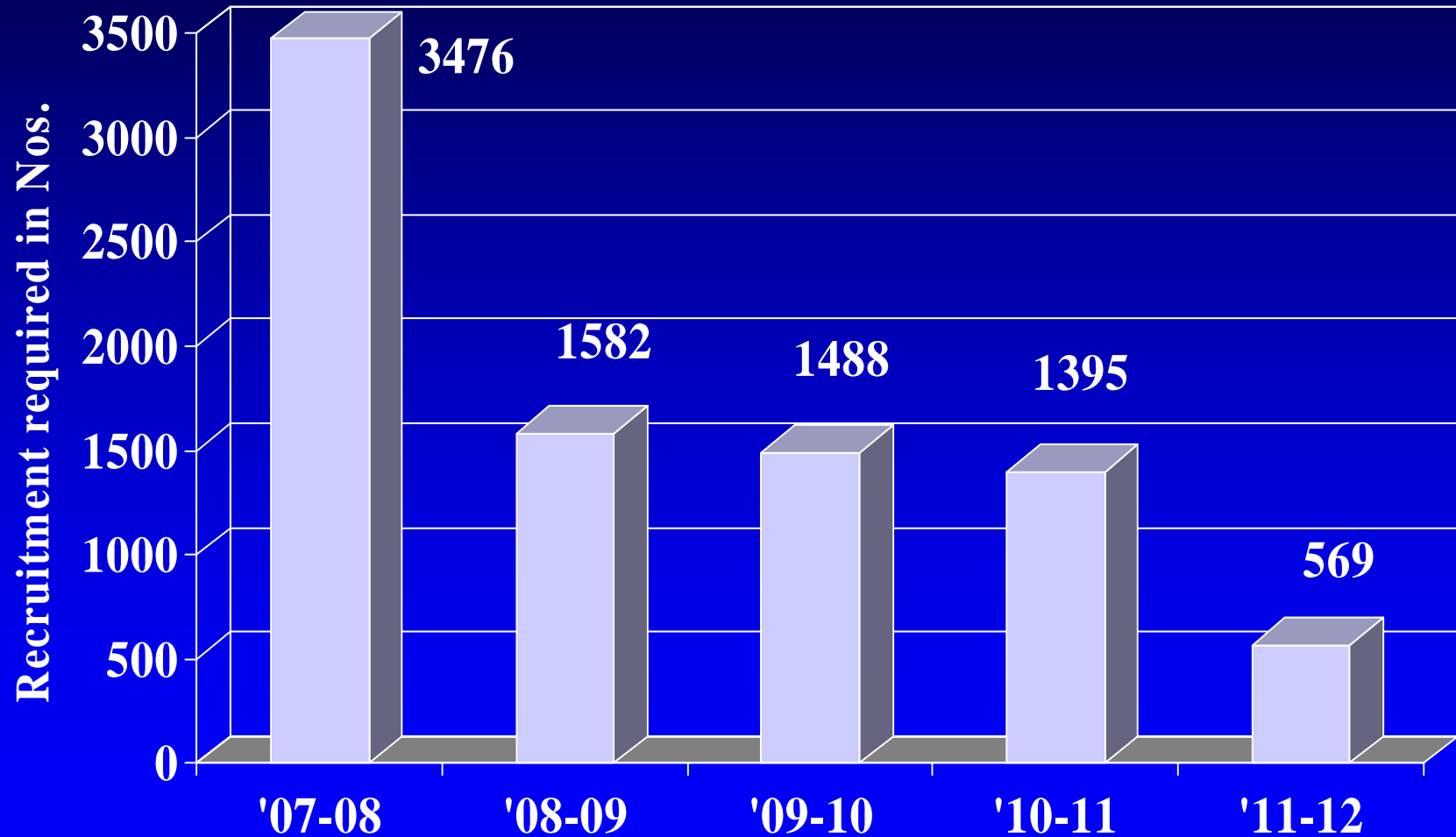
Business Plan snapshot (Contd.)

Key Parameters	Unit	2006-07 Target	2006-07 (Actual)	2007-08	2008-09	2009-10	2010-11	2011-12	Total-11 th Plan
Direct Supply.	Capacity allocation in MW		106	186	189	489	489	750	
Trading			0	0	0	100	340	934	
Compt. Bidding			0	0	0	600	960	1572	
PPA			25244	28164	30541	32091	35651	38184	
Total (Comml)			25350	28350	30730	33280	37440	41440	
Coal requirement	MTs		112.26	125	138	149	165	186	763
Coal availability: frm linked mines/	MT			105	118	133	152	173	681
other sources*				21	21	17.4	15.5	17.5	92
Coal from NTPC mines (Included above)	MMTPA				2.34	6.17	11.98	17.5	37.99
R&M Expenditure			216	556	1845	2146	1878	1149	7574
Ongoing	Rs. Cr	249.57	216	371	440	184	32	0	1027

Capacity building, particularly in new business areas, would be a key challenge over next 5 years period



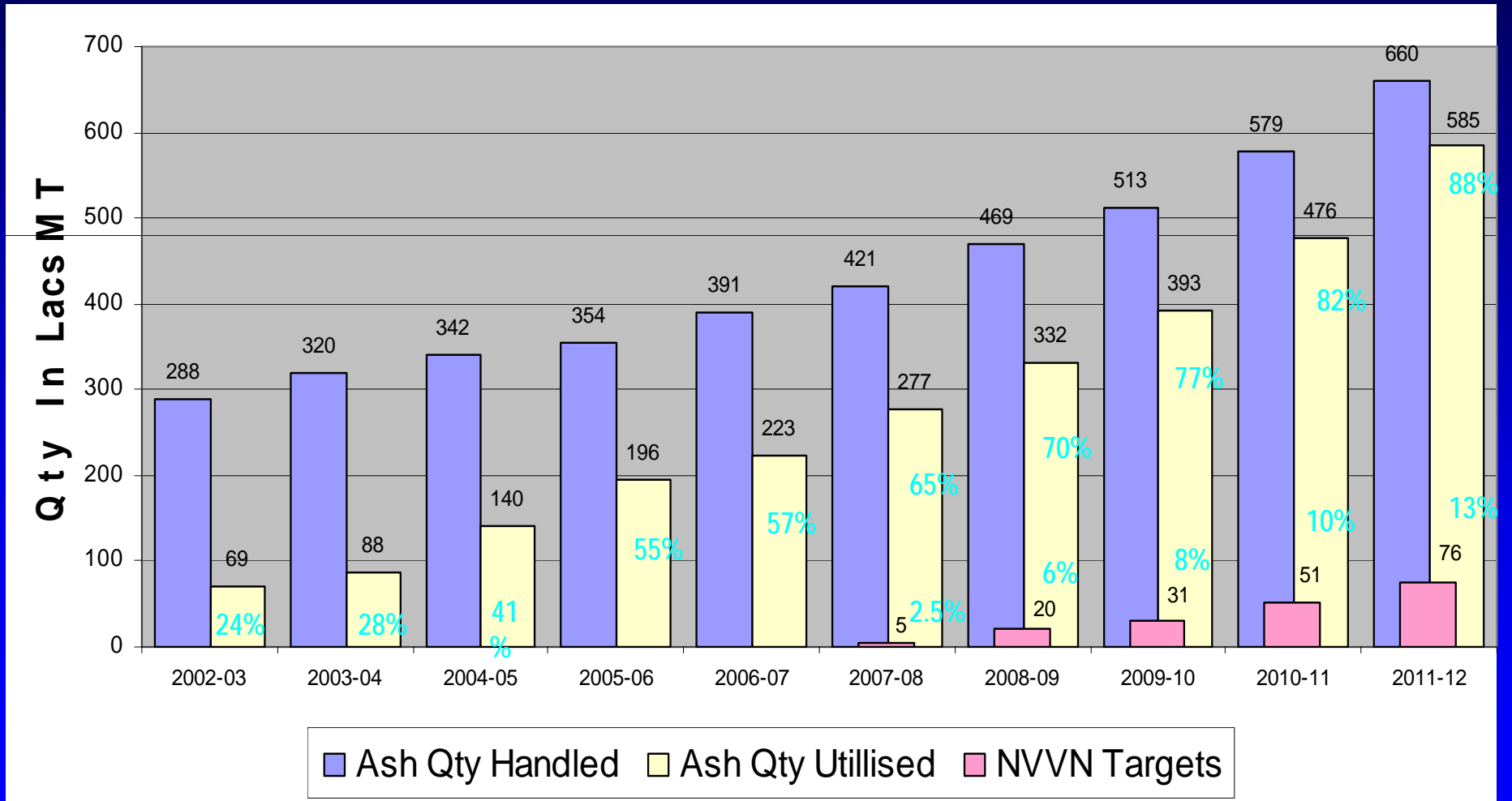
With large chunk of fresh engineers opting for and preferred posting at cities, recruitment and retention of quality manpower will be a challenge



- Includes executive and non-executive manpower
- The above figures are based on capacity of 54,000 by 2012 and are under review



The quantum of ash generated would increase significantly, requiring much higher efforts on disposal and exploring its usage for commercial purpose



Thank you

Key to success of Planning Process



The success of the planning process hinges on:

- vision of the CEO in setting the right destination,
- Involving right people having right skills in the planning process,
- Using right forecasting models/tools
- Integrating implementation mechanism with the planning process
- Providing warning signals at right time to facilitate timely