RESURGENCE
OF
STATE LEVEL PUBLIC ENTERPRISES

THE KERALA EXPERIENCES

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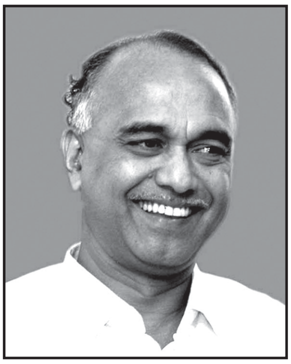

Introduction

The global financial meltdown, started in the third quarter of 2008, once again brought forward the importance and relevance of public sector enterprises in the national economy. It was generally agreed that the impact of global recession on the Indian economy was not as disastrous as in the developed capitalist countries mainly due to the existence of public sector in the crucial sectors of economy. Having well understood the role of State Owned Enterprises in the economy of a society, the LDF Government in Kerala has taken a pro-PSU stand since beginning and has outlined a detailed project for revival, development and modernisation of the units. When the LDF Government assumed office in 2006, the state of the public sector was pathetic. The immediately preceding Government under the UDF was implementing the policy of "Close down, Privatise and grant VRS to the workers". In order to implement this policy at the official level, an Enterprises Reforms Committee (ERC) was constituted and the Report, which throughout has taken an anti-PSU stand, was accepted by the Government without any modification. The ERC has neither probed into the reasons of the sickness of the companies nor explored the possibilities of their revival or modernisation.

The ERC Report emphatically stated that the PSUs had become a huge liability on the state exchequer and such undertakings should be immediately closed down or privatised. On the basis of the ERC Report, Government Orders were issued for closure/ disinvestments of Twenty five companies. Hundreds of workers were given Voluntary Retirement. There were strong public agitations against the anti-PSU stand of the then government and workers of these companies, irrespective of their political affiliation, rallied behind the save PSUs agitations. Although, these protests have prevented the UDF government from privatising these Units, many companies became dormant due to massive VRS and deliberate management inefficiency.

In 2005-06, i.e. during the last year of UDF rule, majority of the PSUs were making losses. Only 12 out of 44 companies were making profits. These units together made a loss of **Rs.69.64 crores**. All the nine sectors except Development and Infrastructure sector, which is mainly operating in the financial area, were making losses. The loss incurred by all the loss making units during that year was Rs.125.87 crores. Sector wise analysis shows that there was not even a single sector where all the companies had made profit. In the case of electronics, traditional and textile sectors the situation was pathetic. All the six companies in the electronic sectors were in loss and during that year the total loss made by these units was Rs. 45.71 crores. All the eight companies in the textile sector and five out of six companies in the traditional sector were making losses. These are the areas where maximum workers are engaged and indirect employment is highest.

From 2006-07 onwards the situation started changing. In 2006-07 there was a considerable leap both in the case of turnover and profit. The total turnover was **Rs. 1763.74 crores** against Rs. 1540.40 crores in the previous year and the total profit was **Rs. 91.18 crores.** The number of profit making companies increased to 24. All the companies in Ceramics & Refractories, Developmental and Infrastructure, Electrical Equipment, and Wood & Agrobased sectors became profitable. Only three Sectors (Engineering, Textiles and Traditional & Welfare) made losses. One company in the Textiles sector and two companies in the Traditional and Welfare sector made profits.

In 2007-08, the number of profit making units was increased to 27 and the total profit was **Rs. 80.30 crores**. Although there was an increase in turnover to **Rs. 1811.50 crores** the profit was reduced from the previous year. This was mainly due to reduction of profits in the chemical and Development & Infrastructure sectors and the increase of losses in the Textiles sector.

In 2008-09, in spite of global economic recession and corresponding shrink in demand, the companies presented extremely impressive results. By this year the number of companies under the Industries Department was reduced to 41 due to handing over of Kerala Hi-Tech Industries to Brahmos Aerospace Ltd., and by change of administrative department. Out of the 41 companies, **28** companies became profitable. Total turnover was **Rs. 2105.01 crores** and total profit was **Rs. 169.45 crores**. There was an increase of 16 percent in the turnover and 111 percent increase in profit compared to previous year. Turnover of seven companies crossed Rs. 100 crores, fourteen companies achieved all time high turnover and six companies achieved all time high profits. All sectors, except Textiles and Traditional & Welfare became profitable. In the Traditional and Welfare sector, four out of six companies became profitable.

In 2009-10, the number of units has become 37 due to the merger of four electronics units into one. Out of the 37 companies, **32** companies became profitable. The total turnover is **Rs.2190.73 crores** and the total profit is **Rs.239.75 crores**. The loss incurred by the five loss making units is Rs. 6.45 crores. Out of these five units four are from Textile sector and one from Electronic sector. Three units in the textile sector have become profitable in this year and the loss by the other four units is only Rs. 4.77 crores. This sector is in the path of revival. There is an increase of 4.07 percent in turnover and 41.48 percent in profit from the previous year. An amount of Rs. 340.57 crores was remitted to the exchequer as Commercial Taxes, Excise Duty and Electricity charges. 5850 new appointments were made in this sector during the last four years, out of which 1647 were in 2009-10.

Major Initiatives

When the revival of PSUs was planned in 2006, it was sure that the task was not going to be an easy one. All the important fields like management, financial, technical, marketing, human resource, administrative etc., demanded a new approach. It was important to develop a result oriented action plan and to execute it in a time bound manner. In order to prepare such an action plan, lot of deliberations were held with experts in the relevant fields. Dialogues were initiated with various Government Departments, PSUs under other administrative departments, Banks, similar units under Central Government, media etc. Trade Union leaders were specially invited and interactions with them were held for identifying the crucial problems in this sector and for gathering inputs for solving them. On the basis of these deliberations an action plan for the growth and development of PSUs was prepared. Road map with specific milestones was developed and clear targets were fixed for the implementing agencies. Systems were established for meticulous monitoring and follow up actions. Some of the important steps taken for revamping of the PSUs are given below.

Reorganising the Management

The weakest part of the PSUs was the totally unprofessional and unaccountable management. Appointments of Chief Executives in these organisations were mainly on political considerations and their management expertise was never considered. Nepotism and corruption were rampant in such appointments. We were very sure that unless this issue is addressed all the other steps to revive and modernise the PSUs will not be fruitful since they are the people to implement the policies of government. But there were serious constraints in getting capable and expert people for such posts. Lack of credibility, fear of excessive interference, scarce potential for growth and unattractive remunerations were some of the issues. In the case of second line management also there were severe gaps. Majority of experienced and efficient people in these units deserted the PSUs due to the massive VRS implemented during the UDF rule. The skill and ability of the left out lot was terribly low. There were two important issues before the Government; (a) attract management experts at the senior level and (b) improve the skills of the existing officers.

In order to get experts at the top level the appointment system itself was changed. A selection board was constituted for this purpose and appoints were made through open advertisement and interview. Search Committees were also constituted to identify experts of various sectors and some good and efficient people were selected through this way also. For providing suitable remuneration to the Chief Executives thus appointed, the companies were categorised into four and the salaries were enhanced to a very attractive level. The current salary range of the CEOs varies from Rs. 60000 to Rs. 1.25 lakhs per month in additions to other perks and facilities available to them. Appointments are made on a continuous basis.

For capacity building of second line management, training programmes are being implemented. Under the aegis of Revitalisation and Internal Audit Board (RIAB), an annual training calendar is prepared and the officers are given training with the help of outside subject experts. State Level Training Programmes were arranged on topics like ‘Best Practices in Industries’, ‘Leadership Development’, ‘Financial Analysis and Project Appraisal’ etc. These training programmes were in addition to the shop level on job training and other company wise capacity building sessions.

Settlement of Dues to the Banks and Financial Institutions

Many PSUs owed short term and long term loans from banks and other financial institutions, the pay back of which was not timely and proper which resulted in huge arrears and strained relations with the lenders. Consequently, these agencies withdrew from financing the PSUs and their operations were adversely affected. Moreover, the debts were mounting and the balance sheet positions of many companies were becoming bad. In some units, the modernization packages could not be implemented due to scant resources.

In 2006-07 the dues to banks by seven companies were too high and their financial operations were badly affected. Total amount to be paid by these companies was Rs. 359.66 crores. Government have taken special steps to settle this issue once for all. High-level discussions were held and the dues of Rs. 359.66 crores were settled for Rs. 89.39 crores payable at equal instalments. With budgetary support, seven major defaulting companies settled their dues fully. By 2010-11, all long pending dues to the

Banks and other Financial Institutions would be settled. The One Time Settlement has brought a big change in the financial positions of these companies as they could clean slate their balance sheets and to restart operations with the banks.

Periodical Monitoring of Performance

For the last four years, monthly review of performances of the PSUs is done every month. The Minister, Secretaries, Chairman and Secretary of RIAB attend these reviews. The monthly review has proved to be an effective tool for improving the performances of the companies. The details of performance of these units for a month are collected by RIAB by tenth of next month and the same is analysed by them and the report is presented in the review meeting. Detailed analysis of the performance is done in the meeting focussing on the implementation of the decisions in the previous meetings, achievement of production vis-a-vis target, financial position, implementation of modernisation / development projects, if any, etc. Decisions taken are furnished to them by the end of the meeting itself. RIAB makes a meticulous follow up and offers assistance for the execution of the decisions.

Annual Budgeting

There was no proper budgeting system for the PSUs although they were statutorily and technically bound to make one for each year. Operations were planned more or less on an *adhoc* basis or as a matter of expediency. This practice was to be dispensed with if they had to organise and streamline their production. 2007-08 onwards a correct practice of making budget in advance was implemented. In the month of February itself the companies were directed to submit their budget in prescribed format and the same was evaluated by RIAB and discrepancies, if any, were pointed out. On the basis of suggestions made by RIAB the companies were able to prepare a realistic budget and fix quarterly and monthly targets. Annual Budget meets are organised in March in which the companies present their final budget. These exercises have helped the companies to streamline their operations and strengthen their internal systems to ensure that the production is carried on as per the budget.

Auditing of Accounts

It was a matter of serious concern that there were huge arrears of auditing of accounts in the PSUs. Some companies had not audited their accounts for more than ten years. There existed no financial planning and the figures reported were not factually correct. The internal auditors in many companies had not brought out the real issues and at least in some companies they were giving tacit consent to the wrong practices of the management. To address these issues Government prepared a panel of Chartered Accountants and directed the companies to appoint internal auditors only from this panel with a direction to change them after three years. A fast track system was adopted to complete the pending audits with the help of Auditor General. Concurrent audit of more than one year was permitted by the AG and this has proven very effective. In almost all operating units the internal audits are up to date and statutory audits are pending in some companies mainly due to procedural problems.

Mutual Support and co operation

Government initiated special steps to harness the synergy of PSUs and to organise their operations on terms of mutual benefits. Since many companies are operating in similar fields, combined sourcing of raw materials, providing technical support and avoiding competition between the companies could be achieved. Financial assistance is being provided by well off companies to those, which are in need of money. Preferences were always given to other PSUs in case of sale / purchases of products and services. Support from the government departments also was ensured. The health department has earmarked around 35 medicines to be purchased exclusively from Kerala State Drugs and Pharmaceuticals Ltd. Kerala State Electricity Board has placed orders worth crores of rupees to United Electrical Industries Ltd., Tracco Cable Company Ltd., Kerala State Electricals and Allied Engineering company Ltd., and Steel Industrials Kerala Ltd. In 2006-07 a PSU conclave was conducted at Ernakulam wherein the idea of mutual support between PSUs under all the departments and Central PSUs was mooted which was well received. Memorandum of Understanding for business tie-ups was signed between the companies and their government customers. These steps maintained a continuous supply chain and ensured markets.

Budgetary Support

The Ministry of Finance has extended a very supporting hand for the rejuvenation of the PSUs. It has taken a very supportive stand and had made financial provisions in each year's budget. During the last four years there was a budgetary support of Rs. 210.81 crores for the rejuvenation and modernisation of PSUs. Utilisation of this amount is given in Table I.

Table I

UTILISATION OF BUDGETARY SUPPORT

(Rs. in crores)

Sl. No	Particulars	2006-07	2007-08	2008-09	2009-10	Total
1	OTS with banks / FIs	11.18	28.39	20.88	17.71	78.16
2	Settlement of balance VRS	14.30	9.59	5.91	1.58	31.38
3	Modernisation / revival	12.73	5.93	24.53	19.56	62.75
4	Working Capital	14.80	4.62	8.12	10.98	38.52
	Total	**53.01**	**48.53**	**59.44**	**49.83**	**210.81**

In the budget for 2010-11, Rs.54.80 crores has been earmarked for the rejuvenation and modernisation of PSUs.

Best PSU /CEO Awards

From 2006-07 onwards, awards are given to exemplary performing Chief Executive Officer. They are selected by an Award Committee under the chairmanship of the Principal Secretary, Industries Department. The PSU that is taking notable steps to reduce pollution and reduce costs of production are also awarded. In addition to this, the media person who have made contribution in industrial reporting is also awarded.

Strategic tie-ups with Central PSUs / Government

It was an innovative idea of the government to associate with Central PSUs for the revival and modernisation of state enterprises for technology up-gradation and better professional management of these companies. The State government has a limitation on investing huge amounts in new projects for modernisation and technology up-gradation. We could overcome this by tying- up with central PSUs that have synergy. Four companies are so far put forward to go for tie up with Central PSUs or Central Government agencies. They are TELK-NTPC, SCL- SAIL, KEL-BHEL, and SILK-AUTOKAST-RAILWAYS. KELTEC, a company primarily doing machine work was taken over by M/s Brahmos in 2007.

TELK, a power transformer company entered into strategic tie-up with NTPC and 44.6 percent of government share in the company was transferred to NTPC in

June 2009 and the new Board of Directors by including representatives of NTPC has been constituted. The joint venture is heading for massive expansion and the business plan is ready where, in the first phase, the company hopes to achieve the full manufacturing capacity of 4,500 MVA. With this 10-12 high capacity EHV Transformers can be manufactured and 2-3 Transformers can be repaired per year. In the second phase increase transformer manufacturing capacity of 10,000 MVA including 1,500 MVA of service capability. Keeping this in view, a total number of 20 high capacity transformers can be manufactured and 6-7 transformers can be repaired per year. The previous government had decided to privatise TELK.

Government has signed a joint venture agreement with Indian Railways to start a rail bogie manufacturing company using the facilities of Steel Fabrication Unit and Autokast Ltd. The new company, named as 'Kerala Rail Components Ltd.', will have equity pattern of 51 percent and 49 percent to Railway and Government of Kerala respectively. Approved share capital and paid up share capital of the new company will be Rs. 100 crores and Rs. 36 crores respectively. Within three years from the formation of the new company, the assets and the employees of Autokast Ltd., will be absorbed in phased manner. When assets of Autokast are transferred to the Company, Indian Railways will make proportionate investments also. However, there is an inordinate delay from the Ministry of Railways in implementing this project.

Agreement has been signed between Steel Complex Ltd., and SAIL to form a joint venture and the steps are being taken to complete the statutory formalities by November 09. Project Report for commissioning a re-rolling mill of 60000 Ton annual capacity is being prepared by SET Ranchi. SAIL and Government of Kerala will have 50 percent share each in the proposed joint venture. SAIL has already provided financial assistance to SCL for streamlining the production. The Joint Venture will be manufacturing steel bars and special steel billets.

Business collaboration agreement was signed between Kerala Electricals and Allied Engineering Company (KEL) and BHEL for setting up a joint venture at Kasaragod using the facilities of KEL unit there. The Joint Venture Agreement will be signed in August 2010. The assets of KEL Kasaragod will be transferred to the proposed Joint Venture as share of KEL and BHEL will invest proportionately. Valuation of the property is to be done jointly and the steps are being taken for that. The technical team is identifying the products that can be manufactured in the Joint Venture. A Core Committee with members from GOK and BHEL has been constituted and that Committee is following it up. It is expected that the Joint Venture can be formed in this year.

Kerala Minerals and Metals Ltd., is setting up a 500 TPA Titanium Sponge Plant with full funding of VSSC and technology support from DMRL. The plant will be commissioned in December 2010. The whole Titanium Sponge produced in the plant will be taken by VSSC for their space application. Once this plant is set up, India will be the seventh country in the world having the Titanium Sponge manufacturing technology.

Travancore Cochin Chemicals Ltd. is setting up a new Sodium Chlorate plant for ISRO at the cost of Rs.22 cr . The cost of this project is borne by VSSC and the product will be fully lifted by them.

In addition to the above, business relations are developed by Keltron with Indian Defence, BEL, ECIL and ISRO. Steel Industries Fabrication Ltd. has long standing tie-ups with ISRO. Heavy Engineering Corporation of India Ltd. has expressed willingness to collaborate with Steel Industrials Kerala Ltd. Government is looking for more strategic tie-ups with Central Government and central PSUs.

Merger and Amalgamation

A proposal to merge companies of similar line of production and to harness the synergy is under serious consideration. This will reduce the overhead expenses; improve cooperation in sectors of technology, manpower, marketing and finance. Moreover, a bigger organisation will be more capable to meet the challenges of markets. Initially it can be by way of acquisition / transfer of shares. This is a time consuming process as lot of procedural formalities are involved. Moreover, this process can be initiated only with a consensus of Trade Unions. However, Government have taken steps to merge the following companies and appropriate orders are issued.

Kerala State Industrial Products Trading Corporation is merging with Travancore Titanium Products Ltd. Accounts of both the companies for the year 2008-09 are getting finalised and the merger can be completed by the end of the current year. Sitaram Textile Mills and Trivandrum Spinning Mills are being merged with Kerala State Textile Corporation Ltd. Four subsidiaries of Kerala State Electronics Development Corporation Ltd., at Kannur viz., Keltron Component Complex Ltd., Keltron Magnetics Ltd., Keltron Crystals Ltd., and Keltron Resistors Ltd., are merged as a single company.

There are plans to amalgamate Electrical companies and Chemical Companies. Similarly, there are plans to transfer part of the Government shares in certain PSUs to other PSUs. The modalities are being worked out.

Re-opening of Closed Units and Regaining of assets

When the present LDF Government came to power in 2006 May, 17 units were remaining closed for a very long time. Some were ordered to be liquidated by the BIFR. Government prepared a plan to regain the assets of those companies, which were under liquidation, and to make use of such assets for industrial purposes. Trivandrum Spinning Mills that was handed over to Official Liquidator was released through High Court and the same is transferred to Kerala State Textile Corporation Ltd., to start as an open-end spinning mill. Modern machineries are installed there and full commercial production is started. Kerala Soaps and Oils Ltd., (KSO) a premier Unit in manufacturing soaps, detergents and edible oils was closed down during the period of previous UDF Government. A soap manufacturing unit is set up in the premises of KSO by Kerala State Industrial Enterprises Ltd., at a cost of Rs. 7.05 crores. This unit started the functioning from January 1 of 2010. The land of Keltron Counters Ltd., another company under liquidation was utilised for starting Gulati Institute of Finance and Taxation. Keltron Power Devices Ltd., and Keltron Rectifiers Ltd., are also under liquidation. Steps are initiated to release the property of these companies and the petitions for the same are under consideration of the High Court.

Fresh Recruitment

Majority of companies are facing acute shortage of qualified executives and workmen owing to the massive VRS during the previous UDF rule and lack of proper succession planning. During the last four years, above 5000 fresh appointments were done in the companies. Majority of companies have prepared their human resource plans and going for recruitments.

Wage Revision

Wage revision was implemented in almost all the companies and in some companies the discussions are going on. Average increase of 25 to 35 percent of the salary was given to the workers and officers. KMML, Keltron, KEL, Kerala Ceramics Ltd., SILK, Kerala Clays and Ceramics Products Ltd., and Steel Complex Ltd., were some of the major companies where the wage revision was implemented during 2009-10.

Workers' Representation in the Board

It was a strong and consistent demand from the Trade Unions to include workers' representatives in management. Although there are some experiences in this area in some central PSUs and private enterprises, they have not proved successful and have not achieved the expected results. This was mainly due to organizational issues. Learning lessons from these experiences and taking appropriate steps for curing the defects of such experiences, we are planning to include one worker in the Board of Directors of each PSU. The methodology for selection and appoinment is being worked out.

Expansion, Modernisation and New Projects

In the budget for 2010-11, Rs. 54.80 crores is allotted for the development and modernisation of the PSUs. During this year it is planned to implement expansion programmes to the tune of Rs. 275 crores in nine companies. In addition to the expansion programme, ten more units are going to be started in this year with a capital investment of Rs. 170 crores. These Greenfield projects will be completed by December 2010. More than 1000 new direct employment is expected from these projects. For implementing the above projects, the surplus funds of other profit making PSUs are being utilised. It is proposed to collect Rs. 100 crores from two big companies. This is a new initiative. Some of the projects will be funded by the Kerala State Industrial Development Corporation, Banks and other Financial Institutions. In Kerala, capital investment of this tune in public sector is happening after a lapse of more than twenty five years. Although there were budgetary supports to the PSUs, they were used for holding on operations or for other revenue expenditure. There was no capital investment and this was one of the reasons for the bad performance of the PSUs.

From the experiences of four and a half years in the Government, it can be stated without any doubt that the State Owned Enterprises can be run efficiently and effectively if there is a political will and to develop strategic initiatives for the revamping them. As generally propagated, there is no inherent weakness and inefficiency with the PSUs. On the contrary, with the help of government, they can function better than any similar private enterprise. All what matters is the proper implementation of good governance principles and development of systems to implement them. The resurgence of Kerala PSUs is mainly due to this outlook and strong initiatives taken by the Government to implement good corporate governance principles.

The remarkable performances in the Public Sector have positive impacts in the whole industrial scenario of the State. There is a commendable improvement in the Private sector as well. Due to various historical and political reasons, the State was once depicted as investor unfriendly and this has prevented many entrepreneurs to start industries in Kerala. The performance of public sector has helped to change this taboo and during the last four years many big industrial houses have expressed their readiness to invest in the State. The study reports of KPMG and World Bank have projected the State as the most investor preferred location. It is expected that the development and growth of State Owned Enterprises in Kerala will help to revamp the entire industrial sector of the State, including the private sector.

PERFORMANCE OF SLPEs DURING 2001-10 (TURNOVER)

(Rs . in Crores)

Sl. No.	Company	Turnover (with excise duty)								
		2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
CHEMICAL SECTOR										
1	Kerala State Drugs & Pharmaceuticals Ltd	4.77	4.73	2.48	0.07	0.28	3.41	8.90	12.52	14.91
2	Malabar Cements Ltd	121.86	109.46	155.47	167.53	202.15	212.96	218.40	252.83	168.04
3	The Kerala Minerals and Metals Ltd	260.44	261.44	266.89	285.54	323.04	328.55	341.01	458.71	519.07
4	The Travancore Cements Ltd	22.82	25.70	24.64	24.50	16.96	27.52	31.11	36.56	28.05
5	Travancore Titanium Products Ltd	92.49	68.02	128.96	119.41	133.88	116.68	105.91	82.32	136.60
6	Travancore-Cochin Chemicals Ltd	90.31	74.29	91.23	88.69	125.83	142.47	108.58	135.82	116.16
	SUB-TOTAL	**592.69**	**543.65**	**669.67**	**685.74**	**802.14**	**831.59**	**813.91**	**978.76**	**982.83**
CERAMICS & REFRACTORIES										
7	Kerala Clays & Ceramic Products Ltd.	3.12	3.88	3.70	4.11	4.28	4.77	5.30	6.58	6.75
8	The Kerala Ceramics Ltd	7.11	6.76	6.02	6.03	2.93	9.70	10.69	9.95	6.81
	SUB-TOTAL	**10.23**	**10.64**	**9.72**	**10.14**	**7.21**	**14.47**	**15.99**	**16.53**	**13.56**
DEVELOPMENTAL & INFRA										
9	Kerala State Industrial Development Corporation Ltd	30.82	31.58	26.48	23.26	27.54	47.93	28.32	30.95	32.79
10	Kerala State Industrial Enterprises Ltd	4.94	6.96	7.92	10.81	10.17	12.19	13.50	18.49	19.20
11	Kerala Small Industries Development Corporation Ltd	39.26	30.77	40.82	80.11	53.98	55.49	51.80	101.11	93.07
	SUB-TOTAL	**75.02**	**69.31**	**75.22**	**114.17**	**91.69**	**115.61**	**93.61**	**150.55**	**145.06**
ELECTRICAL EQUIPMENT										
12	Kerala Electrical & Allied Engineering Company Ltd.	34.92	49.63	52.91	54.58	59.57	85.52	100.97	105.94	103.75
13	Traco Cable Company Ltd	34.31	29.24	24.65	41.94	40.70	59.85	47.26	57.20	79.71

14	Transformers and Electricals Kerala Ltd	66.24	84.48	93.40	94.35	121.86	168.88	205.48	234.02	220.88
15	United Electrical Industries Ltd.	18.35	12.28	10.04	7.09	4.97	35.80	39.65	49.28	27.43
	SUB-TOTAL	**153.82**	**175.63**	**181.01**	**197.97**	**227.10**	**350.05**	**393.36**	**446.45**	**431.77**
ELECTRONICS										
16	Keltron Component Complex Ltd	26.93	30.14	30.90	24.49	24.55	23.83	25.41	26.50	48.28
17	Keltron Crystals Ltd	0.82	0.85	1.08	0.95	1.15	0.62	0.93	1.77	
18	Keltron Electro Ceramics Ltd	3.78	3.79	3.22	4.11	3.63	5.06	3.54	6.81	5.11
19	Keltron Magnetics Ltd	1.84	2.56	2.91	3.38	3.98	4.61	5.95	7.88	
20	Keltron Resistors Ltd	1.71	1.54	0.97	1.49	1.51	1.83	1.85	1.71	
21	Kerala State Electronic Development Corp	71.30	69.40	82.85	86.35	102.92	122.28	146.35	160.47	228.31
	SUB-TOTAL	**106.38**	**108.28**	**121.93**	**120.77**	**137.74**	**158.22**	**184.02**	**205.13**	**281.70**
ENGINEERING										
22	Autokast Ltd.	13.12	10.37	10.76	14.20	13.57	12.77	14.37	15.89	14.27
23	Kerala Automobiles Ltd	43.95	45.67	44.25	48.45	37.74	39.72	22.16	12.68	21.33
24	Steel and Industrial Forgings	16.08	17.59	20.70	27.56	39.38	47.65	58.19	65.25	64.00
25	Steel Complex Ltd	9.91	17.34	7.30	4.92	4.35	8.35	30.39	40.32	34.89
26	Steel Industrials Kerala Ltd	19.92	18.05	12.68	15.90	12.84	10.13	18.94	19.25	28.76
27	The Metal Industries Ltd	2.20	2.69	2.25	1.72	1.17	1.89	2.25	4.01	2.45
28	Kerala Hi-tech Industries Ltd	7.12	8.97	11.01	15.01	15.83	17.72			
29	Scooters Kerala Ltd	1.14	0.61	0.77	0.11					
	SUB-TOTAL	**113.45**	**121.29**	**109.72**	**127.87**	**124.88**	**138.22**	**146.31**	**157.40**	**165.70**

TEXTILES										
30	Alleppey Co-operative Spinning Mills	6.21	6.20	6.09	5.94	4.93	3.63	3.29	3.17	4.62
31	Kerala State Textile Corporation Ltd	39.14	39.54	33.29	35.33	35.46	36.95	37.23	31.62	41.31
32	Sitaram Textiles Ltd	7.29	3.93	6.36	6.74	6.37	6.73	7.97	7.45	9.82
33	The Cannannore Co-op.Spinning Mills Ltd	10.33	6.31	3.57	7.99	10.43	11.18	9.46	10.82	13.41
34	The Malappuram Co-operative Spinning Mills Ltd.	17.18	17.23	19.06	20.56	20.33	22.58	19.55	18.16	21.32
35	The Quilon Co-operative Spinning Mills Ltd	10.60	9.45	7.79	8.40	7.18	5.58	5.31	7.37	10.97
36	The Trichur Co-operative Spinning Mills Ltd	12.26	12.23	11.31	13.44	11.62	12.32	10.03	8.00	12.56
37	Kerala Garments Ltd	0.63	0.53	0.62	0.28	0.29	0.27			
	SUB-TOTAL	**103.64**	**95.42**	**88.08**	**98.68**	**96.60**	**99.22**	**92.85**	**86.60**	**114.01**
TRADITIONAL & WELFARE										
38	Handicrafts Dev Corp. (Kerala) Ltd	8.88	10.49	9.60	9.60	4.59	4.09	11.12	11.36	12.83
39	HANTEX	19.15	18.00	17.83	16.95	10.17	13.27	15.90	16.94	
40	KELPALM	0.11	0.07	0.03	0.07	0.05	0.08	0.09	0.06	0.09
41	Kerala State Bamboo Corporation Ltd.	12.18	10.04	8.97	9.66	9.21	9.13	14.23	12.25	14.98
42	Kerala State Handloom Dev Corp Ltd	10.98	8.31	12.31	11.66	14.92	15.01	10.13	10.10	13.40
43	Kerala Artisans Development Corporation Ltd	1.09	0.87	0.47	0.53	0.29	0.26	4.08	6.09	6.80
	SUB-TOTAL	**52.40**	**47.79**	**49.21**	**48.48**	**39.22**	**41.83**	**55.56**	**56.79**	**48.10**
WOOD & AGRO BASED										
44	Forest Industries (Travancore) Ltd	3.41	3.89	5.90	6.15	7.27	7.34	6.26	6.80	7.97
45	Travancore Sugars & Chemicals Ltd	3.21	1.61	1.74	6.78	6.55	7.18	9.64		
	SUB-TOTAL	**6.62**	**5.50**	**7.64**	**12.93**	**13.82**	**14.52**	**15.90**	**6.80**	**7.97**
GRAND TOTAL		**1,214.25**	**1,177.53**	**1,312.20**	**1,416.74**	**1,540.40**	**1,763.74**	**1,811.50**	**2,105.01**	**2,190.70**

Source : Monthly reports submitted by the Company, BPE, Figures submitted during Annual review

PERFORMANCE OF SLPEs DURING 2009-10 (PROFIT/LOSS)

(Rs . in Crores)

Sl. No.	Company	Profit / Loss								
		2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
CHEMICAL SECTOR										
1	Kerala State Drugs & Pharmaceuticals Ltd	-7.95	-8.08	-7.47	-6.63	-6.64	-5.97	-2.19	-1.63	0.27
2	Malabar Cements Ltd	8.46	-11.26	1.77	-2.50	5.40	27.05	36.05	43.71	31.06
3	The Kerala Minerals and Metals Ltd	100.51	93.58	49.65	39.20	17.82	22.43	9.00	70.84	90.10
4	The Travancore Cements Ltd	-1.09	-2.24	-2.96	-2.65	-3.90	-0.84	0.35	1.44	0.03
5	Travancore Titanium Products Ltd	5.93	0.09	1.18	2.39	-15.52	-1.50	-0.53	-9.62	21.21
6	Travancore-Cochin Chemicals Ltd	-6.67	-6.92	0.90	-8.29	5.71	0.54	7.05	0.15	2.18
	SUB-TOTAL	**99.18**	**65.17**	**43.07**	**21.52**	**2.87**	**41.71**	**49.73**	**104.89**	**144.85**
CERAMICS & REFRACTORIES										
7	Kerala Clays & Ceramic Products Ltd.	0.41	0.87	0.91	1.15	0.84	0.95	1.20	2.03	2.11
8	The Kerala Ceramics Ltd	-1.82	-2.73	-1.00	-1.46	-0.97	1.08	1.81	1.01	0.63
	SUB-TOTAL	**-1.41**	**-1.86**	**-0.09**	**-0.31**	**-0.13**	**2.03**	**3.00**	**3.04**	**2.74**
DEVELOPMENTAL & INFRA										
9	Kerala State Industrial Development Corporation Ltd	8.11	9.14	8.81	13.29	16.82	36.71	23.07	22.92	24.50
10	Kerala State Industrial Enterprises Ltd	0.91	2.24	2.81	3.99	3.88	5.01	6.56	5.86	6.60
11	Kerala Small Industries Development Corporation Ltd	-3.44	-2.60	-1.23	-0.66	-1.84	0.79	1.80	2.84	0.37
	SUB-TOTAL	**5.59**	**8.78**	**10.39**	**16.62**	**18.87**	**42.51**	**31.42**	**31.63**	**31.47**

ELECTRICAL EQUIPMENT										
12	Kerala Electrical & Allied Engineering Company Ltd.	-11.20	-1.84	-9.38	-3.80	-1.13	1.22	4.50	2.52	1.40
13	Traco Cable Company Ltd	-9.06	-8.87	-7.96	-7.02	-4.15	0.15	0.25	0.44	5.46
14	Transformers and Electricals Kerala Ltd	10.88	1.06	6.20	6.09	1.74	3.80	9.15	36.14	23.11
15	United Electrical Industries Ltd.	2.09	-1.51	-3.23	-2.85	-3.12	2.37	1.30	0.93	0.12
	SUB-TOTAL	**-7.29**	**-11.16**	**-14.37**	**-7.58**	**-6.66**	**7.54**	**15.20**	**40.04**	**30.09**
ELECTRONICS										
16	Keltron Component Complex Ltd	-2.99	-3.48	6.53	-4.04	-3.09	-2.50	0.04	0.56	0.21
17	Keltron Crystals Ltd	-1.82	-1.73	-1.61	-2.39	-2.22	-0.61	0.47	0.01	
18	Keltron Electro Ceramics Ltd	0.02	0.01	-0.05	-0.29	-0.89	0.17	-0.74	0.08	-1.68
19	Keltron Magnetics Ltd	-0.42	-0.41	-0.10	-0.37	-0.25	0.48	0.38	0.02	
20	Keltron Resistors Ltd	-0.10	-0.25	-0.47	-0.62	-0.65	-0.17	0.01	0.01	
21	Kerala State Electronic Development Corp	-52.35	-52.20	-49.47	-50.66	-38.61	16.99	8.42	19.00	11.00
	SUB-TOTAL	**-57.66**	**-58.05**	**-45.17**	**-58.36**	**-45.71**	**14.37**	**8.59**	**19.68**	**9.53**
ENGINEERING										
22	Autokast Ltd.	-8.70	-10.71	-3.79	-3.24	-2.41	0.20	-1.96	-4.42	0.38
23	Kerala Automobiles Ltd	2.48	2.70	2.05	0.22	-2.10	0.23	-3.98	-4.59	0.02
24	Steel and Industrial Forgings	0.30	0.61	1.11	1.46	3.02	3.58	8.00	8.95	9.10
25	Steel Complex Ltd	-5.39	-2.81	-1.81	-0.68	-0.57	-1.33	0.65	0.58	0.76
26	Steel Industrials Kerala Ltd	-2.99	-6.18	-6.85	-6.28	-3.93	-2.73	0.10	0.49	2.12
27	The Metal Industries Ltd	0.21	0.02	-0.13	-0.12	-0.21	-0.06	0.10	0.58	0.10
28	Kerala Hi-tech Industries Ltd	-4.60	-0.73	0.16	0.15	0.14	0.01			
29	Scooters Kerala Ltd	-1.12	-1.25	-0.61	-0.84					
	SUB-TOTAL	**-19.82**	**-18.35**	**-9.88**	**-9.33**	**-6.06**	**-0.11**	**2.92**	**1.59**	**12.48**

TEXTILES										
30	Alleppey Co-operative Spinning Mills	-1.30	-1.33	-1.82	-1.50	-2.86	-1.06	-1.69	-1.47	10.15
31	Kerala State Textile Corporation Ltd	-6.14	-5.71	-11.57	-3.25	-1.91	0.83	-3.46	-4.57	0.79
32	Sitaram Textiles Ltd	-2.71	-2.99	-2.78	-2.73	-1.72	-0.93	-1.17	-1.18	-0.72
33	The Cannannore Co-op.Spinning Mills Ltd	-2.93	-3.87	-2.75	-4.30	-3.20	-3.14	-3.70	-3.77	-2.60
34	The Malappuram Co-operative Spinning Mills Ltd.	-2.38	-1.21	-2.24	-1.95	-0.75	-0.11	-2.31	-2.14	-0.46
35	The Quilon Co-operative Spinning Mills Ltd	-1.68	-2.41	-3.61	-3.70	-4.09	-3.11	-3.49	-3.42	-0.98
36	The Trichur Co-operative Spinning Mills Ltd	-2.65	-2.53	-3.43	-2.76	-2.27	-0.27	-2.93	-3.03	0.51
37	Kerala Garments Ltd	-1.14	-1.08	-0.58	-0.29	-0.29	-0.27			
	SUB-TOTAL	**-20.93**	**-21.12**	**-28.79**	**-20.47**	**-17.09**	**-8.05**	**-18.75**	**-19.57**	**6.69**
TRADITIONAL & WELFARE										
38	Handicrafts Dev Corp. (Kerala) Ltd	-1.18	-1.25	-1.33	-0.11	-0.57	0.28	0.51	0.60	0.71
39	HANTEX	-8.73	-7.54	-7.95	-8.54	-10.69	-4.41	-9.33	-8.37	
40	KELPALM	-0.15	-0.25	0.03	-0.24	0.03	0.02	0.04	0.02	0.02
41	Kerala State Bamboo Corporation Ltd.	-0.09	-0.98	-2.64	-2.84	-1.96	-1.97	0.21	0.16	0.89
42	Kerala State Handloom Dev Corp Ltd	-1.95	-4.20	-6.85	-4.18	-3.60	-3.79	-4.44	-4.35	0.13
43	Kerala Artisans Development Corporation Ltd	-0.01	-0.06	-0.08	-0.01	-0.06	-0.16	-0.03	0.001	0.003
	SUB-TOTAL	**-12.11**	**-14.29**	**-18.82**	**-15.92**	**-16.84**	**-10.02**	**-13.04**	**-11.94**	**1.75**
WOOD & AGRO BASED										
44	Forest Industries (Travancore) Ltd	-0.12	0.05	0.21	0.32	0.45	0.48	0.35	0.10	0.15
45	Travancore Sugars & Chemicals Ltd	-0.48	-0.82	0.32	0.14	0.67	0.71	0.89		
	SUB-TOTAL	**-0.60**	**-0.76**	**0.54**	**0.46**	**1.12**	**1.19**	**1.24**	**0.10**	**0.15**
GRAND TOTAL		**-15.05**	**-51.64**	**-63.11**	**-73.37**	**-69.64**	**91.18**	**80.31**	**169.45**	**239.75**

Source : Monthly reports submitted by the Company, BPE, Figures submitted during Annual review