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CHAPTER



Excavator (backhoe) loading in to dumper

PUBLIC SECTOR UNDERTAKINGS

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Coal India Limited

Coal India Limited (CIL) as an organized state owned coal mining corporate came into being in November 1975 with the Government taking over private coal mines. With a modest production of 79 MT at the year of its inception CIL today is the single largest coal producer in the world.

5.2 CIL works within the framework of an overall vision to emerge as a global player in the primary energy sector by attaining environmentally socially sustainable growth through best practices from mine to market.

Coal India Limited (CIL) is headed by a Chairman-cum-Managing Director. He is assisted by four Functional Directors, namely, Director (Technical), Director (Personnel and Industrial Relations), Director (Finance) and Director (Marketing). Each Subsidiary Company has its own Board of Directors headed by a Chairman-cum-Managing Director. In addition, there are four functional Directors in each of the seven production companies viz. Director (Personnel), Director (Finance), Director (Technical/Planning and Projects) and Director (Technical/Operation). Another subsidiary company Central Mine Planning & Design Institute Limited (CMPDIL) has four functional Directors on its Board Directors designated as Director (Technical), Director (Coal Production and Utilisation), Director (Planning and Design) and Director (Research, Development & Technology). In addition, there are several part-time or nominee Directors on the Board of CIL and its subsidiary companies, who are appointed in accordance with the Articles of Association of the Company and Government guidelines prescribed in this regard from time to time.

CIL's Strategic Relevance

- Produce around 80.7 % of India's overall Coal production.
- In India where approximately 52% of primary commercial energy is coal dependent, CIL alone meets to the tune of 40% of primary commercial energy requirement.
- Commands nearly 74% of the Indian coal market.
- Feeds 82 out of 86 coal based thermal power plants in India.
- Accounts for 76% of total thermal power generating capacity of the utility sector.
- Supplies coal at prices discounted to international prices.
- Insulates Indian coal consumers against price volatility.
- Make the end user industry globally competitive, etc.

Milestones in 2015-16:

- Coal Production of CIL has crossed the mark of 500 MT for the first time
- The incremental growth in production of CIL during the period is 9.2 over the previous year. Growth in production in SCCL was 18.3% over the same period last year.
- After de-allocation of coal blocks in pursuance of the judgement of Hon'ble Supreme Court, 31 coal blocks have been allocated by following the "Auction by competitive bidding" and also allotted 42 coal blocks to the Central/ State Government PSUs. With this an amount of Rs.196, 968 crore will accrue to the coal producing States during the life of the mines. In addition, benefit to the consumers in terms of tariff reduction would be about Rs.69, 000.
- To improve the quality and reduce disputes with the coal consumers, crushed coal below >100 mm size is being supplied to all consumers.
- One of the subsidiary company of CIL i.e. Eastern Coalfields Limited have achieved positive net worth in May, 2015 and came out of BIFR. With this, there is no company of CIL under BIFR.
- As on 31.12.2015, no power plant in the country was having 'critical coal stock'.
- The company's coal production and off-take of 373.51 MT and 389.27 MT respectively by December, 2015 with an incremental production of 31.13 MT and incremental off take 34.62 MT over the same period last year.

Transformational HR Initiatives in CIL

➤ HR Vision

CIL has set an ambitious corporate plan to achieve 1 billion coal production by the year 2019-2020. To support the corporate plan of CIL, the HR team has conducted a series of workshops and consultations and evolved an HR Vision which was released on 15th May, 2015 by the Hon'ble Minister for Coal at Kolkata. The HR Vision

envisages various HR interventions on 11 key strategic areas. The key activities planned under the HR Vision document have been rolled out and are at different stages of implementation.

➤ Manpower

The total manpower of CIL including its subsidiaries as on 31.12.2015 is 3,26,032. The Company wise position of manpower is as under:

Company	2012-13 (as on 31.03.2013)	2013-14 (as on 31.03.2014)	2014-15 (as on 31.03.2015)	2015-16 (upto 31.12.2015)
ECL	74276	71826	68681	66917
BCCL	61698	58960	56051	54250
CCL	48126	46686	45011	44274
WCL	54960	52484	50071	49371
SECL	73718	70910	67800	65556
MCL	22065	22278	22259	22541
NCL	16073	16741	16226	16236
NEC	2376	2199	2027	1913
CMPDIL	3142	3135	3629	3665
DCC	551	512	474	444
CIL(HQ)	941	907	868	865
TOTAL	357926	346638	333097	326032

➤ HR Policy Benchmarking :

CIL has undertaken HR policy benchmarking exercise to revamp the HR management processes to meet the contemporary needs. Under this exercise, 21 Rules and 11 HR Polices have been revised. The policies and rules are now in the approval stage. The key policies include new promotion policy, recruitment policy, transfer and job rotation policy, performance management policy, training & development policy, succession planning policy etc. Important rules include Leave Rules, HRA Rules, TA/DA Rules,

LTC Rules, House building Advance Rules, Conveyance Advance Rules, Medical Rules, etc.

➤ Rationalizing Non-executive designations and cadre

CIL has constituted a project team to revisit the designations and cadres and recruitment norms for non-executives with a view to rationalize the designations, develop job descriptions, cadre scheme and to revise the recruitment norms. The project team

has completed the study and submitted the report which is under scrutiny. The project report contains the new designations and job descriptions, rationalization of designations, amendments in the cadre schemes and the recruitment norms and procedure for non-executive cadre employees.

➤ **CIL Corporate HR Magazine :**

CIL has launched a corporate HR magazine as a tool to drive the HR vision activities. Shri Piyush Goyal, Hon'ble Minister of Power, Coal, New and Renewable Energy, inaugurated the Magazine titled 'LEAD' on 01.11.2015. The magazine covers HR events, insights from Corporate and HR leaders, etc. which also act as a learning tool for upgrading the executives with the current trends and advancements in the field of HR.

People performance of CIL

Employees are the central theme of coal mining in India and the people processes in CIL encompass not only the concerns of the multiple stakeholders in the value chain of the company's operations, but also those affected directly and indirectly by such operations. The multiple stakeholders include the company's own employees and their families, about 67,000 indirect workers, villagers around coal fields, auxiliary industries, Government & Non Government agencies operating in the coalfields etc. CIL with a larger social purpose is deeply committed to all the stakeholders. It is a constant endeavor to harmonize the varying needs of the stakeholders of the company for sustainable growth, with its people-centric principles, policies and programmes.

Employee Welfare

CIL follows a 'total care approach' towards employee welfare. The employee welfare programmes address not only the need of the employees but also their families. Employees are provided with free family accommodation, electricity, water supply, etc. The residential areas are well connected with roads and other community facilities like recreation centres, stadium, play grounds, gyms, library, etc.

The employees and their family members, including parents, are entitled to free medical treatment anywhere in the Country. The company has also developed medical facilities at all its operational areas. There are about 80 hospitals, 405 dispensaries and 577 ambulances engaged in the medical services to the employees and their family members. There are 1252 medical officers and specialists who provide round the clock medical services to them.

Educational facilities have been created for providing free education to the children of the employees. There are 63 public schools financed by the company to provide quality education. The company provides scholarships to the meritorious students. It also supports higher education by bearing 100% financial support to children getting admissions in Government, Medical colleges and Government Engineering colleges.

Employee Training

CIL provides equal opportunity to all employees to grow and develop in their area of specialization by imparting training on special fields and in general. Overall professional development of the employee is at the core of the personnel policies of the company. The training enables employees to occupy higher positions in the organisation and to better their lives. The company has established Indian Institute of Coal Management (IICM) at Ranchi as an apex training provider, a Management Development Institute at every subsidiary, and 102 Vocational Training Centres at all projects and 27 other training centres for imparting management and skill development trainings. In the year 2015-16, 66,425 employees have been imparted trainings on various professional fields and skills. The company has also tied up with the external agencies for imparting specialized trainings.

Employee participation in management

In general, decisions affecting employees are being taken through bilateral forums represented by employees and management. Bilateral forums such as, housing committee, welfare committee, canteen committee, etc. are in operation at all projects. Similarly, bipartite meetings, under the industrial relations system, are held periodically at unit level, area level and corporate level to resolve issues pertaining to employees service conditions and welfare. Every subsidiary is having an apex bipartite committee (Joint Consultative Committee) headed by the Chairman-cum-Managing Director of the company. The Joint Consultative Committee looks at various strategic issues and issues related to quality of life of employees, in general. All these bipartite bodies are represented by employee representatives.

Contract workers

The company is a source of employment to the nearby villagers. There are about 67,000 contract workers employed in mines through registered contractors for various outsourced works. The company ensures compliance of all legal and company norms, pertaining to the pay and welfare of the contract workers, by the contractor. Minimum wages for the contract workers in

Coal India has been fixed which is higher than the minimum wages under the payment of Minimum Wages Act. In addition to the above, the company provides medical treatment at the company's facility free of cost to the contract workers. All the contract workers are being subjected to medical examination, safety training and are being provided with personal protective equipment. The company has taken sincere effort to cover all the contract workers under the Social Security Schemes (CMPF & CMPS). The payment of wages to the contract workers has been ensured through bank payment only to avoid any exploitation in this count.

Further, Ministry of Labour & Employment vide its Gazette Notification dated 7th December, 2015, exempted subsidiaries of CIL to engage the contractor workers on the job prohibited under S.O.2063 dated 21st June, 1988, Published in the Gazette of India, Part-II Section-3, sub-section (ii) published by Ministry of Labour & Employment for five years from the date of its Notification.

Child Labour Forced Labour/Bonded Labour

Engagement of child labour, forced labour or bonded labour, in any form, is prohibited in the company, either by itself or by any stakeholder in the value chain of the company's operation. This is strictly monitored through mandatory initial medical examination of all contract workers engaged in mines.

Freedom of Association

Democratic values are ingrained in the management of human resource in the company. Employees are free to be part of any registered trade union, political parties and other Government / non-Government organisations. Branches of all central trade unions and local unions are operating in coalfields. Their representation is allowed in the bipartite bodies in the company under the norms of the Industrial Relations System

Non-Discrimination

The Company follows principles of non-discrimination in employee management. There is no discrimination of the employees in the name of religion, caste, region, creed, gender, language etc. All employees are given equal opportunity in service matters.

Organisational Culture Building initiatives

➤ Project 'Agamant':

A project intended to extend warm welcome to the new entrants in the company has been introduced in the month of September, 2015. The initiative include activities such as welcome by Board level Executive, welcome letter from the Chairman, CIL, providing welcome kit, managing comfort and induction of all new entrants in the company. Under the project, the new entrants are received at Indian Institute of Coal Management (IICM), Ranchi and are provided induction programme.

➤ Project 'Samman':

Project Samman has been implemented for the retiring employees for honoring their long service and contribution to the company. The activities under the project include 'Thanks giving letter" from the Chairman, CIL, and farewell to retiring employees, settling terminal dues and presenting momento on the day of superannuation.

➤ e- Empowerment of executives:

CIL has introduced a scheme for providing laptop or device of similar in nature to all executives once in every 3 years w.e.f. 01.04.2015 at a cost up to Rs 70,000/- . This is considered as an important step facilitating digitalization of CIL.

Continuous Improvement and Knowledge Management initiatives

➤ Employees Suggestion Scheme.

An employee suggestion scheme has been formulated for sourcing the ideas of employees for improving the operational efficiency and process excellence. Under the scheme, organisational mechanism has been designed to receive suggestions, to evaluate them and implement them on merit. An on-line platform has already been created to operate and manage all suggestions and ideas received from the employees from across the company.

➤ **In-Circles (IC)**

In-circles are small groups of employees and junior executives (maximum 12 in numbers) who are working together at a workplace will meet periodically, identify the operational and process problems/ improve merit areas, innovate solutions and implement them and thus bring improvements continuously. In-circle operates in the format of Quality Circles.

A Standard Operating Practices (SOP) have also been developed for uniform functioning of in-circles. Training on the tools and techniques of Quality Circle has been planned to give a momentum to the initiative. An initial training programme for Nodal Officers in subsidiaries has already been conducted for all subsidiaries on 16.10.2015 and 17.10.2015. The subsidiaries are in the process of forming in-circles at the workplace. An on-line facility has been created for registration of In-circles and to monitor their progress.

➤ **Knowledge Mining Communities (KM Communities)**

Knowledge Mining Communities (KM Communities) have been encouraged as a platform for sharing of knowledge, so that the tacit knowledge of the experienced executives are transferred to the younger executives in the company and in the process new knowledge and ideas are created.

An on-line platform has been created for registration of communities and to facilitate discussions and to monitor their progress. The knowledge created during the sharing process will be published in the Knowledge Management portal of the company for the benefit of all.

In the Knowledge Management portal of CIL, an on-line library has been created with resources of CMPDIL and other projects. The library will be enriched regularly for the benefit of all.

➤ **Project 'Pravaah'**

CIL has started a project called 'Pravaah' to source ideas of newly joined executives for improving the organisational culture and people development process. Under the project, 6 teams have been formed with executives from cross functional areas and supported by middle management level executives. The teams are meeting

regularly and discussing on various business processes and coming out with ideas for improvement which are being implemented. The following groups are presently functioning effectively:

- i) Team for organisational culture,
- ii) Team for knowledge management,
- iii) Team for employees care and employee counselling
- iv) Team for continuous improvement,
- v) Team for celebrations,
- vi) Team for communication.

Performance Management initiative

➤ **Online Performance Management System(PMS) for Board level executives and GMs**

An annual Performance Management System for the Board Level executives and the General Managers have been made in online format Performance Approval Report (PAR).

The key features include goal setting at the beginning of the year through a cascading process, mid-year feedback process and year end appraisal CIL has already implemented online PMS Performance Report for Individual Development of Executive (PRIDE) for all executives upto E7 grade. With the introduction of online PMS for E8 and the Board level Directors, all executives right from the Chairman, CIL to the E1 level executives are now covered under the online PMS.

People Development initiative

➤ **Mentoring policy**

The CIL Board at their 319th meeting held on 12.08.2015 approved the CIL executives Mentoring Policy and also an online system has been created for monitoring the effectiveness of the mentoring process.

Mentoring process in the company ensures professional growth and development of new entrants and high potential employees for assuming senior leadership roles. In the process, the tacit knowledge and experience of senior leaders in the organisation is transferred to the younger generation. Mentoring also helps building

psychological contract with the new entrants which in turn ensure high retention ratio. Development of a pool of trained and committed mentors would be a key priority area of the organisation.

Online Human Resource Information System (HRIS)

The online HRIS of CIL is a home grown HRIS initiative with different online modules for tracking performance, critical skills, employee details, family details, training and development, Inter-company transfers, filing returns under the new the Lokpal Act etc. The online HRIS would provide critical support for data driven decision making, predictive analysis and other HR related analytics.

Post-Retirement Medical Support

CIL has added a post-retirement medical support to its 3.6 lakhs employees to provide critical health support to the employees and the spouse. Subject to conditions, the scheme provides reimbursement of medical expenses for indoor and outdoor treatment for a maximum amount up to Rs 5 lakh and Rs 25 lakh, in ordinary cases, and enhanced support in case of critical diseases such as, Heart diseases, Cancer, Renal diseases and paralysis.

Social security

All employees are covered under the social security schemes of the company as below:

- **Gratuity:** Employees on their retirement receive Gratuity payment up to Rs.10 lakhs.
- **CMPF:** All employees are covered under the Coal Mines Provident Fund scheme which is a contributory fund with equal shares both by employee and the company.
- **Coal Mines Pension Scheme (CMPS):** The employees are covered under the pension scheme by which, on superannuation, they receive 25% of their basic pay as monthly pension. In the event of death of the employee, the spouse and children are eligible to receive pension.
- **Employee Compensation:** In the event of death/disablement while on duty, the employees are eligible to receive monetary compensation under the Employee Compensation Act. Apart from that, the company provides additional compensation of Rs. 5 lakh and Rs. 84,600 as Exgratia.

- **CPRMS:** All employees are covered under this post medical retirement scheme.
- **Life cover scheme:** In the event of death of an employee while in service, the dependents of the employee are entitled to receive an amount of Rs. 1,12,800.00 under the life cover scheme.
- **Employment to dependent:** In the event of death/disablement of an employee, while in service, one of his dependent entitled for permanent employment in the company.

Grievance Management

The company has a robust online stake holder grievance management system to deal with the grievances of the stakeholders i.e. employees, consumers, customers and other stakeholders. Under the policy, all grievances are being addressed within 10 days and the stakeholders are informed accordingly.

Resettlement & Rehabilitation Policy of CIL

Coal India's R&R Policy was first formulated in 1994 and has been in operation with modifications from time to time. The R&R Policy, in vogue since 2000, was further modified in 2004 and 2008. In order to further liberalise the R&R policy and to give more flexibility to the subsidiary companies of CIL, a revised R&R Policy, 2012 has been formulated with effect from 13-3-2012. The revised R&R Policy of CIL-2012 provides multiple options to the land losers. It also bestows more flexibility to the Board of subsidiary companies to meet unique R&R problems to acquire land faster.

Ministry of Rural Development has notified 'The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement (RFCTLARR) Act, 2013 which has come into effect from 1st January, 2014. As per order dated 28th August, 2015 of the Ministry of Rural Development the provisions of the RFCTLARR Act, 2013 relating to determination of compensation in accordance with the 'First Schedule;' rehabilitation and resettlement in accordance with the 'Second Schedule' and infrastructure amenities in accordance with the Third Schedule, which shall apply to CBA (A&D) Act, 1957, shall come into force with effect from 1st September, 2015. Ministry of Coal has directed CIL to modify its R & R Policy as per the provisions of RFCTLARR.

Some of the operational features of the policy are as follows:-

- Land compensation to land oustees is paid as per the provisions of the relevant Act or State Government Notification.
- Employment is provided to land oustees against every two acre of land. All the land losers who are not eligible for employment are entitled to receive monetary compensation in lieu of employment at the rate of Rs.5 lakh for each acre of land on pro-rata basis.
- A one-time lump-sum payment of Rs.3 lakhs is paid in lieu of alternate house site. Monetary compensation is also provided for construction of work shed etc.
- Each affected family gets a subsistence allowance at the rate of 25 days Minimum Agriculture Wage per month for one year.
- Coal companies assist project affected people to establish non-farm self-employment. Contractors are encouraged to give jobs to the eligible on a preferential basis.
- As far as possible coal companies shift tribal community as a unit and provide facilities to meet the specific needs of the tribal community – thus allowing them to maintain their unique identity.
- Affected tribal families are given one time financial assistance of 500 days for loss of customary right.
- Affected tribal families settled out of the district are given 25% higher rehabilitation and resettlement site, a school, road with street light, pucca drain, pond, tube well for drinking water supply, community centre, place of worship, dispensary, grazing land for cattle and play ground.
- The community facilities are available to all the residents of the resettlement colonies, including PAPs and the host population.

- The approach for operation of community facilities is flexible and all efforts are made to involve the State and local self- Government/Panchayat. The planning of community facilities and their construction is undertaken in consultation with the affected community.

Care for Environment

One of the inherent tendencies of coal mining is degradation of the land and environment. Coal companies have been constantly addressing the impact of mining activities across environmental and social issues. Eco-friendly mining systems have been implemented in all the mining areas. To make environmental mitigation measures more transparent, coal companies have introduced State-of-the-Art Satellite Surveillance to monitor land reclamation and restoration for all opencast projects. Coal India has made afforestation over an area of around 34,944 hectares through well structured Environment Management Plans and sustainable development activities. As a part of 'Clean & Green' programme, massive plantation has been taken up by CIL wherever land is available. CIL has planted over 83 million trees till 31st March, 2015.

Neyveli Lignite Corporation Limited (NLC)

NLC registered as a company on 14th November 1956, and the mining operations in mine-I were formally inaugurated on 20th May 1957 by the then Prime Minister. Neyveli Lignite Corporation has been conferred with the "NAVRATNA" status since April 2011.

Authorised Capital

The authorized capital of NLC is Rs. 2000 Crore and paid up equity is Rs. 1677.71 Crore. The investment by Government of India as on 31.12.2015 is about Rs 1510 Crore.

Production Performance

Overburden removal, lignite production, gross power generation and its export during the year 2015-16 up to the end of December, 2015 and provisional for the period January 2016 to March 2016 are indicated given in the table below:-

Product	Unit	BE 2015-16	Target (Apr-Dec., 2015)	Actual (Apr-Dec. 2015)	Jan. 2016 – March 2016 (Prov)
Overburden	MM3	157.00	115.26	123.29	41.74
Lignite	MT	25.67	17.49	15.60	8.18
Power Gross	MU	20944.52	14998.54	13977.05	5945.98
Power export	MU	17717.14	12713.32	11692.36	5003.82

Productivity:

The productivity performance in 2014-15 and 2015-16 (April-December, 2015) is furnished in the table below.

OMS by	Unit	2014-15 Actual	Target 2015-16 (Apr-Dec 15)	Actual 2015-16 (Apr-Dec 15)
Mines	Tonne	12.88	9.900	10.840
Thermal	KwHr	22008	18116	22486

Plant Load Factor (PLF)

The PLF achieved by TPS-I, TPS-I Expansion, TPS-II and Barsingsar TPS during 2014-15 and 2015-16 up to December 2015) are as under:

PLF achieved by	2014-15	2015-16 (April 15 to December 2015)	
	Actual	Target	Actual
T.P.S-I	69.08	68.82	58.11
T.P.S-IE	92.00	76.76	85.54
T.P.S-II	86.44	73.42	78.80
Barsingsar TPS	63.05	76.09	58.20

Singareni Collieries Company Limited

The Singareni Collieries Company Limited is a state level enterprise of Government of Telangana in which Government of Telangana and Government of India hold equity capital in the ratio of 51:49 respectively.

Coal Production:

(In million tonnes)

Target 2015-16	Target 2015-16 (April-December 2015)	Actual 2015-16 (April-December, 2015)
56.00	39.75	43.24

Productivity (OMS):

Productivity target for the year 2015-16 and achievement up to December 2015.

(In million tonnes)

Target 2015-16	Target April- December 2015	Actual April- December 2015
4.52	4.33	4.49

Development activities in North Eastern

In the North Eastern Region, CIL have its mining activities mainly in Makum Coalfields of Assam. At present 4 (Nos) of mines in operation. These are Tirap, Tikak, Ledo (OCP) and Tipong. Out of these Tirap, Tikak and Ledo (OCP) are open cast Mines/Projects while Tipong is an UG Mine. NEC's entire coal production of open cast mine is outsourced. Ledo (OCP) was started in the F.Y 2008-09. The coal production of Last 4 (Four) years has been shown

in the following table I. Due to delay in tendering process, non-finalization of new contract and imposition of Sec 22 (3) of Mines Act in OC Mines the production has come down.

Table – I
(Figure in Lakh Tonnes)

Year	2011-12	2012-13	2013-14	2014-15	2015-16 Prov.
Coal Production of NEC	6.02	6.05	6.63	7.79	5.12

During 2015-16, out of 5 (five) patches, only 3 (three) patches are producing coal. However, the tendering for new outsourcing contract is under process and will be finalized shortly. The imposition of Sec. 22 (3) also affected the coal production at Tirap and Tikak opencast mine at NEC. NEC has identified 7 new projects which are under various stages of construction.

PERFORMANCE OF NEC (Period from 01.04.2015 to 31.12.2015)

Table – II
(Actual Data)

1.	Coal Production	Unit	Quantity
	I) Under Ground	Lakh Tonnes	0.021
	II) Open cast	„	1.707
	TOTAL	„	1.728
2.	Per Shift (O.M.S.)		
	I) Under Ground	Tonnes	0.010
	II) Open cast	„	1.310
	III) Overall	„	0.650
3.	Coal Dispatch/Off take		
	I) Despatch	Lakh Tonnes	2.379
	II) Domestic Consumption	„	-
	III) Off take	„	2.379
4.	Pit-head coal stock as on 31.12.15	„	1.497
5.	No. of Mines	Working	04

Performance of NEC during Last five years:

Though NEC was incurring heavy losses barring a few years in the past, it has started earning overall profitability (UG collieries are still in Losses) since 2005-06. The profitability for the last five years has been shown in the table – III.

Profitability for last five years

Table – III
(Rupees in Lakh)

MINES	2010-11	2011-12	2012-13	2013-14	2014-15
TIPONG(UG)	(-)5749.98	(-)5872.69	(-)6011.03	(-) 5279.12	(-)6698.94
LEDO (UG)	(-)2217.47	(-)2191.70	(-)1688.24	(-) 1464.79	(-)1446.81
BARGOLAI(UG)	(-)3838.58	(-)3201.22	(-)3493.09	(-) 2934.05	(-)3033.63
JEYPORE(UG)	(-) 54.82	(-) 91.44	(-) 110.73	(-) 122.02	(-)100.68
TIRAP (OC)	(+)14883.02	(+)11070.77	(+)6423.05	(+)10718.88	(+)10282.01
TIKAK (OC)	(+)10743.80	(+)15149.79	(+)5947.83	(+) 1.78	(+)5075.65
LEDO OCP	(+) 2409.34	(+) 6343.88	(+)4831.36	(+) 2306.24	(-)1160.10
Service unit	-	-	(+) 674.09	(+) 31.20	-
TOTAL NEC	(+)16175.31	(+)21207.39	(+)6573.23	(+) 3258.12	(+)2917.51