



## DIRECTORS' REPORT FOR THE YEAR ENDED 31<sup>st</sup> MARCH 2014

To,  
The Shareholders,

On behalf of the Board of Directors, it is our pleasure in presenting to you the Annual Report on the working of the Company, together with the Audited Accounts for the year ended 31st March 2014. The year 2013-14 was a year of slower economic growth resulting in cut throat competition in the Engineering, Procurement and Construction (EPC) Sector. However, the Company performed reasonably well in spite of such slowdown. As a matter of strategy, we are ramping up our operation to increase order booking and execution capability to increase visibility to our projects.



Construction of 2000 capacity Boys Hostel  
at IIT Kharagpur

### 1.0 FINANCIAL PERFORMANCE :

#### A) OPERATING RESULTS :

Salient features of Company's financial performance for the year under report vis-à-vis last year are as under:

(₹ in crores)

	2013-14	2012-13
Income	1384.65	1321.32
Gross Margin	50.44	90.95
Interest	14.36	12.82
Depreciation	19.12	22.10
Profit Before Tax	16.96	56.03
Provision for Taxation	6.35	17.64
Dividend	2.75	2.75
Tax on Dividend	0.47	0.47
Transfer to General Reserve	6.85	34.45

#### B) DIVIDEND :

Pursuant to the approval of the Board in its 115th Meeting held on 14th February 2014 an interim dividend of 5% per Equity Share of ₹ 10/- each for the financial year 2013-14 had been disbursed to all those Equity Shareholders whose names appeared in the Register of Members as on 14th February 2014. No further dividend was recommended for the financial year ended 31st March, 2014. Thus the total dividend is 5% Five percent (last year 5% -Five percent) per Equity Share of ₹ 10/- each for the financial year ended 31st March, 2014, which will be placed before the forthcoming Annual General Meeting, for confirmation.

#### C) CAPITAL :

Authorized capital of the company is ₹ 60 crores consisting of 6 crores Equity Shares of ₹ 10/- each.

Paid-up capital of the company as on 31st March, 2014, stands at ₹ 54.99 crores comprising of 5,49,87,155 equity shares of ₹ 10/- each, of which 5,46,27,155 equity shares are held by the President of India.

## 2.0 MANAGEMENT DISCUSSION AND ANALYSIS :

### A) PERFORMANCE :

The Company achieved a turnover of ₹ 1384.65 crores during the year 2013-2014, as compared to ₹ 1321.32 crores achieved during the previous year. The Profit Before Tax was ₹ 16.96 crores as compared to ₹ 56.03 crores in the previous year.

Activity-wise performance is reported below:

### PROJECT DIVISION :

Value of work done in Project activities during the year is ₹ 1348.45 crores as compared to ₹ 1299.28 crores last year. Important projects which are successfully completed during the year include -



Description	Location	Client	Value (₹ Crores)
Equipment Erection and Piping Works for Alumina Refinery Project	Rayagada, Odisha	Utkal Alumina International Limited., ADITYA BIRLA Group, Odisha	99.00
Construction of Certain Buildings/Hostels, Residential Quarters and other Infrastructures within the Premises / Campus of IIT Kharagpur, West Bengal.	Kharagpur, West Bengal.	Indian Institute of Technology, Kharagpur, West Bengal	80.00
Civil & Structural Works including Barricading Work for NHT / CCR Project, Offsites & Utilities for CCR project	Mahul, Maharashtra	Bharat Petroleum Corpn. Ltd., Mumbai, Maharashtra	117.08
Site Grading, Civil, Structural and Architectural Job of Power Block with Auxiliary Building and other misc. Structures for Unit-I of 2x500 MW Marwa Project of Chattisgarh State Electricity Board	Marwa, Chattishgarh	Bharat Heavy Electricals Ltd., Kolkata, West Bengal	73.18
Site Grading, Roads, Drains & other Misc. Works for Integrated Refinery Expansion Project	Kochi, Kerala	Bharat Petroleum Corpn. Ltd., Kochi, Kerala	59.10
Civil, Tankage, Piping, Electrical, Instrumentation, Insulation, Painting related to 4 Nos. 10000M <sup>3</sup> & 7 Nos. 2000M <sup>3</sup> Cone Roof Tanks in 4 Separate Installation	Mehsana, Gujarat	Oil & Natural Gas Corpn.Ltd., Delhi	58.94
Composite Works for CDU / VDU - II Revamp Project in Manali Refinery	Chennai, Tamil Nadu	Chennai Petroleum Corpn. Ltd., Manali, Chennai	58.16
Receipt from stores, erection, testing, commissioning, etc. of Boiler & Auxilliaries of Unit # 1 & 2 for 2x270 MW Units at Mahabir Prasad STPP, Adhunik Power & Natural Resources Ltd.	Jamshedpur, Jharkhand	Bharat Heavy Electricals Ltd., Kolkata, West Bengal	55.81
Processing, Supply, Transportation to Site and Laying of Approved Hot Mix Product (Project - 4 Laning of Palsit - Dankuni Section of NH-2)	Palsit, West Bengal	EMAS Expressway Pvt. Ltd., West Bengal	44.14
2 Nos. LD Converters, Structural Steel works for Special Bar Mill and Civil works for Wire Rod Mill-2 for VSP-6.3 MTPA Expansion Project	Vizag, Andhra Pradesh	Rashtriya Ispat Nigam Ltd., Visakhapatnam, AP	88.65

## HOWRAH WORKS :

During the year 2013-2014, value of production was ₹ 31.92 crores. The performances of workshop at Howrah are detailed below. Manufacturing work executed during this financial year includes the completion of the following major orders received from various clients:

- Manufacture and supply of Wagons for Indian Railways. Value is ₹ 18.45 crores for F.Y. 2013-14. (Value of Last year: ₹ 3.21 crores).
- Manufacture and supply of 668 MT of Bailey Bridge components for AP PWD, HP PWD, Govt. of Odisha, and Pvt. Parties of Tripura etc. Value is ₹ 4.76 Crores for F.Y. 2013-14. (Value of last year: ₹ 7.20 crores).
- Fabrication and Supply of Railway Bridge Girders of different spans for N.E.Railway. Value is ₹ 7.84 crores for F.Y. 2013-14. (Value of last year: ₹ 6.43 crores)
- Manufacture & Supply of Bunk Houses/Containers for NTPC, IOCL & B&R Project Sites. Value is ₹ 0.86 crores for F.Y. 2013-14. (Value of last year: ₹ 0.98 crores).



Asia's 2nd Longest Bailey Bridge Fabricated & Erected by B&R for NEEPCO, Nagaland

## B) RISK MANAGEMENT :

Your Company has put in place Risk Management System with the objective of having a balance approach towards business plan and to mitigate the associated risks through better management practices, resulting in greater degree of confidence amongst various stakeholders and adhering to good Corporate Governance practice. Risks associated with operations, environment, finance, human resources, legal, information security etc. and the degree of impact financially, it's likely effect on the assets, facilities and third parties are assessed regularly. In order to mitigate losses arising out of perceived risks, the procedures being adopted to contain the risks, as also the practices adopted during emergencies, including the communication system and mode of disseminating information are periodically reviewed and updated to minimize the impact on your Company. The Risk Mitigation and Strategy Plan in accordance with the Memorandum of Understanding signed between your company and the Ministry of Heavy Industry has been implemented from financial year 2012-13.

## C) CAPITAL EXPENDITURE :

Company has made capital expenditure of ₹ 5.59 crores (previous year ₹ 30.63 crores) during the year mainly towards purchase of construction equipment, as a result, the equipment base of the Company has increased thereby enabling to participate in tenders for higher value jobs and was successful in securing some of them and ensuring improvement towards its productivity.

The amount utilized for capital expenditure is fully financed through internal resources of the Company. No government assistance had been sought for.



Treatment Plant, Raw and CW Make-up Water System Package for NTPC Rihand Super Thermal Power Project



Mechanical Works for Offsites for M/s. Mangalore Refinery & Petrochemicals Ltd

#### D) FOREIGN EXCHANGE EARNINGS & OUTGO :

Foreign Exchange Earnings during the year was ₹ 20.12 crores. Expenditure in Foreign Currency for import of raw materials, capital goods etc. amounted to ₹ 0.01 crores as indicated in 'Notes Forming Part of the Accounts, Note 24(b) & (c)'.

In compliance with the requirements of Section 217(1)(e) of Companies Act, 1956, the particulars of Foreign Exchange outgo are appended in Annexure -II Schedule (Form- 'C') forming part of this report.

#### E) ORDER BOOKING POSITION :

Despite fierce competition among Public and Private sector enterprises, B&R has been able to book orders of value ₹ 2491.69 Crores for the FY 2013-14 from various clients including Public and Private Sectors. This is the highest ever Order Booking achieved by the Company till date. However for the last year (i.e. 2012-13) the value was ₹ 1601.58 Crores.



220 M high RCC Chimney for 1 X 250 MW Unit at  
Durgapur Projects Ltd.



CDU / VDU - II Revamp Project in Chennai Petroleum  
Corp. Ltd.

Major Orders booked during the year:-

## PROJECTS :

Description	Location	Client	Value (₹ Crores)
Main Plant and Offsite Civil Works including Structural Work with Chimney of height 275m & Chimney Elevator Package for Gadawara STPP Stage-I (2X800 MW)	Gadawara, Madhya Pradesh	National Thermal Power Corporation Ltd.	423.84
Construction of Tertiary Healthcare Hospital	Purulia, Islampur, Falakata, Onda and Chatna, West Bengal	West Bengal Medical Services Corpn Ltd., West Bengal	333.83
Tankage Works - I & II for Integrated Refinery Expansion Project (IREP) on Turnkey Basis and Composite Mechanical Works of process Units - DCU.	Kochi, Kerala	Bharat Petroleum Corpn. Ltd.	236.49
Civil & Structural Work pertaining to BOF-3 & Caster-4 Area and associated facilities in SMS-2 Complex for 7.3 MTPA Expansion in Visakhapatnam Steel Plant	Vizag, Andhra Pradesh	Rashtriya Ispat Nigam Ltd.	101.81
Civil, Piping, Structural Steel and Tankage work at Tank Farm & Utility for J3 Project and PX4 Tankage Project	Jamnagar, Gujarat	Reliance Industries Ltd.	75.58
Civil & Structural Steel Works for upgrading Pump Stations / Terminals of Naharkatiya - Barauni Crude Oil Pipeline (NBPS) Project	Dibrugarh, Assam	Oil India Ltd.	68.61
Civil, Structural and Underground Piping Works for Coker Block of Resid Upgradation Project for CPCL Refinery at Chennai	Chennai, Tamil Nadu	Engineers India Ltd.	66.28
Rim Seal Fire Protection System & Foam based fire extinguishing system for 72 nos. External Floating Roof Storage Tanks at various BPCL (Marketing) Depots & Terminals	Various States in India	Bharat Petroleum Corpn. Ltd.	62.08
Civil Work in Construction of 60 Nos. Bailey Type Unit Bridges at different locations in Odisha on Deposit Work Basis	Various Locations in Odisha	Government of Odisha	49.08
Construction of Civil Building and Associated Works including Electrical, HVAC, Piping and Fire Fighting for NVH Lab. Building at Campus-2, ICAT	Manesar, Haryana	National Automotive Testing and R&D Infrastructure Project	37.03



BOTI Package for 2 X 700 MW Kakrapar Atomic Power Project of Nuclear Power Corpn. of India Ltd. for Dodsai Enterprises Pvt. Ltd.



ESP for NTPC's Rihand Super Thermal Power Project



## HOWRAH WORKS :

Description	Client	Value (₹ Crores)
Manufacture, Supply, Inspection & Transportation of different span Bailey Type Unit Bridges of different width for various IRC Class Loading.	APPWD, HPPWD, Govt. of Odisha and Private parties of Tripura etc.	77.39
Manufacture & Supply of Wagons	Indian Railways	9.98
Fabrication of Railway Bridge Girders of 02 Nos. 61.0 Mtr span.	N.E. Railway	1.60
Manufacture & Supply of Bunk houses	NTPC, IOCL, and B&R Project Sites.	1.72

## F) ENERGY CONSERVATION :

Continuous efforts to conserve energy are being taken by adopting various measures like person to person campaign to put-off lights, fans, A.C. Machines etc., wherever possible, and systematic periodical overhauling of all electrically operated machines. Energy Audits have also been conducted by External Experts followed by necessary corrective actions, as applicable.

Detail Report on Energy Utilisation from the approved agency is enclosed in Annexure III.

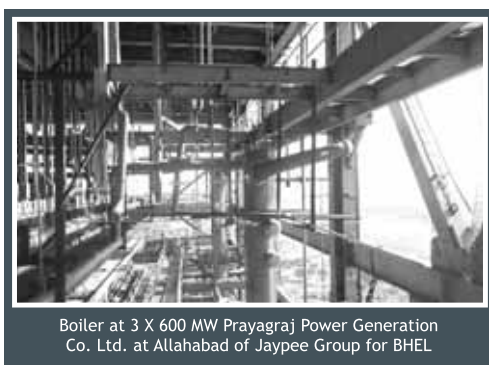
## G) TECHNOLOGY, R&D AND QUALITY :

The Company is making continuous efforts to update technology and upgrade quality standards along with R&D efforts. The Company has successfully diversified in various fields such as projects in Nuclear Power Plants, Depository Type of work, Station Piping Package on Turnkey Basis, 220M high RCC single flue brick lined chimney etc. This year the Company has also diversified into Rim Seal Fire Protection System with Hollow Metallic Tube Type Detection & Foam based fire extinguishing system, construction of Healthcare units, etc.

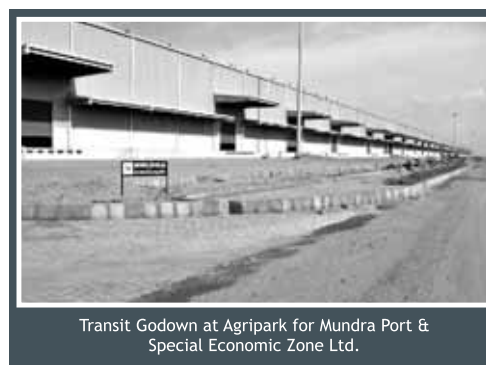
In compliance with the requirements of Section 217(1)(e) of Companies Act, 1956 the particulars of Research and Development, Technology Absorption and Adaptation are appended in Annexure-I Schedule (Form 'B') forming part of this report.

## 3.0 HUMAN RESOURCE DEVELOPMENT :

Company through its HR policy plays a cardinal role to develop its resource to ensure proper utilisation of their talent and skill for making the business strategies of the company successful. It implements its policies through effective communication and interaction to understand and assess the supports required in different Departments and to assess the competency of the individuals and the team and to identify, if the competencies match the role requirements, and where gaps are identified it undertakes an exercise of repositioning or replacing of individuals depending upon the role requirement and continue to maintain the morale of the individuals by counseling, providing training to the professionals. It also ensures participation of employees in activities under socio-economic measures like CSR and Sustainability Development.



Boiler at 3 X 600 MW Prayagraj Power Generation Co. Ltd. at Allahabad of Jaypee Group for BHEL



Transit Godown at Agripark for Mundra Port & Special Economic Zone Ltd.

HR functions like assessing personnel requirement with requisite skills and competencies, recruitment of freshers and laterals in the boarding and induction of the new personnel, effective learning and development, building positive work climate, effective handling of industrial relations are in tune with the business strategy not only for the company employees but also for employees engaged through contractors/service providers. Company gives high precedence to the Training and Development for upgrading the skill of the employees so that the employees and the organization as a whole can grow effectively and efficiently. This year the Company has strived to widen the spectrum of the training on various fields like cost control, project development, PMS etc.

Company has successfully come out with the 7th Round of Long Term Wage Settlement of Unionised staff, sub-staff and workers effective 1.1.2012. The Company is also under process to upgrade its Recruitment Policy so that the competency mapping of existing employee can be formed in robust and in transparent way. Performance Management System has already been Implemented for which Performance Related Pay may be introduced for competitive remuneration.

#### A) REPRESENTATION OF SC/ST AND DISABLED :

Two formats prescribed vide DPE's OM No. 36035/17/2008-Estt(Res) dated 14th November 2008 have been furnished as annexures to provide the status of representation of SC/ST, OBC and Disabled persons.

The representation figures of aforesaid categories of employees of the Company are annexed in Annexure IV & V forming part of this annual report.

#### B) IMPLEMENTATION OF THE JUDGEMENTS/ORDERS OF THE CAT :

The Company is yet to be notified to be covered under the jurisdiction of Central Administrative Tribunal, in order to be implement its judgement/orders.

#### C) PROGRESSIVE USE OF HINDI :

In order to ensure compliance of various statutory requirements regarding the "Progressive Use of Hindi" and to enhance awareness of employees regarding its use in the day-to-day workings of the Company, B&R's Official Language Implementation Committee (OLIC) is constantly pursuing its efforts to review and monitor the progress achieved in this regard, four OLIC Meetings were held during the year. To impart knowledge of Hindi to the non-hindi knowing employees, regular Hindi Classes are conducted in both the Offices located at Howrah & Kolkata. Total number of employees who had passed the Hindi "Prabodh" "Praveen" and "Pragya" Examinations upto November, 2013 stands revised at 362, 319, and 292 respectively. "Cash Awards" and "Personal Pay" are granted to employees for passing the Hindi Examinations as per Govt. Directives. 'Rajbhasha Pakhwada' was observed from 14th to 28th September, 2013 and various Hindi Programmes/Competitions etc. were conducted during the "Pakhwada". To create interest amongst employees, one Hindi Word/Phrase with its English equivalent is written on White Boards and displayed at prominent places in the Office Premises. The Company is a "Working Committee Member" of the Town Official Language Implementation Committee (PSUs)-Calcutta (CALTOLIC), under the Ministry of Home Affairs (Govt. of India) and takes active part in all its Programmes/Activities.



B&R received "Rajbhasha Ratna Award - 2014" from Rashtrabhasha Swabhimani Nyas, Ghaziabad for excellent work in implementation of Hindi Language

In recognition of the Company's outstanding efforts in the area of Official Language Implementation and its continuous support to CALTOLIC, B&R was awarded with the following Purashkars/Shields:

- (1) "EXCELLENT" award from the 'Kendriya Sachivalaya Hindi Parishad-Kolkata' in its Annual Hindi Conference held at Kolkata on 10.05.2013.
- (2) In recognition of the outstanding efforts of Bridge & Roof Co. (I) Ltd. in the area of Official Language Implementation both within the Organisation as well as extending active support to the Town Official Language Implementation Committee (PSUs)-Kolkata, Bhartiya Rajbhasha Vikas Sansthan, Dehradun has honoured Shri M.K.Singh, Chairman & Managing Director with 'Rajbhasha Shri Samman' for his dynamic guidance, Shri Saugata Mitra, Director(Finance) with 'Rajbhasha Keerti Samman' and Shri Bhaskara Raju, Dy. General Manager (OL&PR) with 'Rajbhasha Shilpee Samman' for their commendable contributions. These Prestigious Awards were presented on the occasion of 'Akhil Bhartiya Rajbhasha Sangosthi', held at Madurai (TN) during 16-18th October, 2013. Prof. M.C. Dilip Kumar, Vice Chancellor, S.S. Sanskrit University, Kaladi, Kerala gave away the Shields on 18th October, 2013.

- (3) B&R was awarded with “RAJBHASHA EXCELLENCE SAMMAN” for its excellent, appreciable and motivational contribution in the Implementation of Official Language - Hindi. In recognition of the outstanding efforts of Bridge & Roof Co. (India) Ltd. in the area of Official Language Implementation both within the Organisation as well as extending active support to the Town Official Language Implementation Committee (PSUs) - Kolkata, “Rashtrabhasha Swabhiman Nyas - Ghaziabad” has bestowed “Rajbhasha Ratna Samman” to the Company's Director(Finance) & Chairman/OLIC - Shri Saugata Mitra and “Rajbhasha Gaurav Samman” to Dy. General Manager (OL&PR) - Shri T.Bhaskara Raju in its 18th “Akhil Bharatiya Rajbhasha Vikas Avam Samman Samaroh”, held at New Delhi on 21.03.2014. These Coveted Shield were given by the Chief Guest, Ex-Governor-Dr.Bhism Narayan Singh, in the above Samaroh.

#### 4.0 HEALTH, SAFETY, ENVIRONMENT MANAGEMENT AND POLLUTION CONTROL :

Our Company has strong Health, Safety and Environmental policies. The policies ensure that the plants are operated with utmost care and no hazards or mishaps take place and are carried out complying with applicable Laws and Rules. Internal Audits and management reviews are undertaken regularly to identify if improvements are required to be undertaken.

#### 5.0 CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES :

The Board of Directors constituted the Board level CSR & Sustainability Committee on 05.07.2013 comprising Shri Sushant Baliga- Independent Director as (Chairman) of the Committee, Chairman and Managing Director, Director (Finance), and Director (Project Management). There is also a below Board level CSR & Sustainability Committee headed by Nodal Officer.

Company is enduring its CSR activities as per DPE Guidelines through its B&R Vishwakarma Scheme of Skill Development by the implementing partner agencies viz Ramkrishna Mission Shilpamandira Community Training Centre(RKMSCTC) , Don Bosco Self Employment Research Institute (DBSERI) & Institute for the Handicapped and Backward People for growth of unemployed, Handicapped uneducated and distressed youths of the Community. This financial year 280 youth has been catered through Company's B&R Vishwakarma Scheme of Skill Development. The youths have been given short term skill development training on trade like Machinist, Electrical, Fabrication, welding, AC & Refrigerator Rep, Automobile Mechanic, Computer application. Company is looking forward to expand its CSR activities in backward district in coming days.



CSR initiative undertaken for Institute for the Handicapped and Backward People



Vocational Training imparted at Don Bosco Self Employment Research Institute under B&R Vishwakarma Scheme of Self Development





## 6.0 CORPORATE GOVERNANCE :

Corporate Governance report is annexed and forms part of this report.

## 7.0 AUDIT COMMITTEE :

The Board of Directors reconstituted the Audit Committee on 12th December 2013, with following Directors as Members Shri Sushant Baliga -Chairman, Shri M.K.Singh, Dr.G.Venkatesh, and Shri Saugata Mitra-Invitee Member, consequent upon-

- (i) Order No. 3(16)/2010-PE-IV dated 30.08.2013, and 3(16)/2010-PE-IV(Vol.II) dated 25.10.2013 received from Ministry of Heavy Industries & Public Enterprises, Department of Heavy Industry, Government of India, New Delhi, the Competent Authority entrusted the additional charge of the Post of Chairman & Managing Director (CMD), Bridge & Roof Co.(India) Limited to the senior most functional Director in B&R, Shri M. K. Singh, with effect from 01.09.2013 to 10.04.2014.
- (ii) Order No. 3(8)/2007-PE-IV dated 25.06.2013 and 3(8)/2007-PE-IV dated 27.06.2013 received from Ministry of Heavy Industries & Public Enterprises, Department of Heavy Industry, Government of India, New Delhi, the Competent Authority appointed Shri Saugata Mitra, General Manager (Finance & Accounts), B&R as Director (Finance), B&R from the date of assumption of the charge of the post on or after 01-09-2013. Shri Saugata Mitra had assumed the Charge of Director (Finance), B&R, with effect from 01.09.2013.

Four meetings of the Audit Committee were held during the Financial Year 2013-14.

## 8.0 DIRECTORS' RESPONSIBILITY STATEMENT :

Pursuant to Section 217(2AA) of the Companies Act, 1956, the Directors state as follows:

1.	That in the preparation of the Annual accounts for the financial year ended March, 31, 2014, the applicable accounting standards had been followed along with proper explanation relating to material departures;
2.	That they had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit or loss of the Company for that period;
3.	That they had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities;
4.	That they had prepared the annual accounts on a going concern basis.

## 9.0 INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY :

The Company has established adequate internal control systems in respect of major areas of operations with regard to all the sites of the company under execution. Such controls are aimed at promoting operational efficiencies, achieving savings in cost and overhead in respective business operations.

## 10.0 ERP SYSTEM IMPLEMENTATION :

The Company has implemented ERP application of Accounts & Finance Module, Payroll & HR module and Purchase & Inventory module. Following systems have also been implemented in the year 2013-14.

- i) Asset Management System- To ensure optimum utilization of company's equipments at its various project sites.
- ii) FTP (File Transfer Protocol)- To enhance the business process in the era of Internet technology through advanced communication protocol.
- iii) Web Server- to provide online support like distribution of Payslip, Income Tax declaration etc. in the Company.

## 11.0 QUALITY MANAGEMENT SYSTEM :

B&R is in continuous process for the betterment of Quality Management Systems within the company. It has already been awarded with ISO 9001 : 2008 for (a) Design, Supply, Fabrication, Erection, Installation and Commissioning of various sizes of Liquid / Petroleum welded steel storage tanks (both Vertical & Horizontal type) (b) Design, Manufacture & Supply of Bailey Bridge (c) Manufacture and Supply of Wagon, Railway Bridge Girder, & Bunk House. The Surveillance Audit has been carried out successfully by external auditors M/s. Det Norske Veritas (DNV).

## 12.0 DIRECTORS :

Pursuant to Order No. 3(16)/2010-PE-IV dated 11.07.2013 received from Ministry of Heavy Industries & Public Enterprises, Department of Heavy Industry, Government of India, New Delhi, the Competent Authority entrusted the additional charge of the post of Chairman & Managing Director (CMD), Bridge & Roof Co.(India) Limited to the senior most functional Director in B&R, Shri Chandan Choudhury, Director (Finance), B&R with immediate effect for a period upto 31.08.2013 (i.e., date of superannuation) or until further orders whichever was earlier. Shri Chandan Choudhury superannuated on 31.08.2013.

Order No. 3(16)/2010-PE-IV dated 30.08.2013, and 3(16)/2010-PE-IV(Vol.II) dated 25.10.2013 received from Ministry of Heavy Industries & Public Enterprises, Department of Heavy Industry, Government of India, New Delhi, the Competent Authority entrusted the additional charge of the Post of Chairman & Managing Director (CMD), Bridge & Roof Co.(India) Limited to the senior most functional Director in B&R, Shri M. K. Singh, with effect from 01.09.2013 to 10.04.2014.

Order No. 3(8)/2007-PE-IV dated 25.06.2013 and 3(8)/2007-PE-IV dated 27.06.2013 received from Ministry of Heavy Industries & Public Enterprises, Department of Heavy Industry, Government of India, New Delhi, the Competent Authority appointed Shri Saugata Mitra, General Manager (Finance & Accounts), B&R as Director (Finance), B&R from the date of assumption of the charge of the post on or after 01-09-2013. Shri Saugata Mitra had assumed the Charge of Director (Finance), B&R, with effect from 01.09.2013.

## 13.0 MEMORANDUM OF UNDERSTANDING WITH GOVERNMENT OF INDIA :

B&R was assigned with the MoU rating of 'Good' along with a score of '3.31' for the year 2012-13 in connection with MoU between Department of Heavy Industry and B&R. This rating was received from the MOU Division, Department of Public Enterprises, Ministry of Heavy Industries and Public Enterprises. A rating of 'Good' is expected for the current year i.e. 2013-14.

## 14.0 VIGILANCE :

Vigilance department under the guidance of Chief Vigilance Officer has strived to emphasize in its activities an environment of proactive vigilance, the importance of transparency and adherence to systems and procedures as per the norms prescribed by CVC, DPE and DOPT from time to time keeping in view, the ever changing environment of the construction industry in mind. The emphasis has been more on preventive vigilance rather than mere fault finding in acts and omissions arising out of commercial decision making.

## 15.0 STATUTORY AUDITORS :

The Government of India appointed M/s. R.Kothari & Co., Chartered Accountants, Kolkata and M/s. Guha & Matilal, Chartered Accountants, Kolkata as Statutory Auditors of the Company for the Accounting Year 2013-2014 under Section 619(2) of the Companies Act, 1956.

## 16.0 ACKNOWLEDGMENT :

The Board takes this opportunity to express its deep sense of appreciation and gratitude for the support, guidance and assistance received from the Department of Heavy Industry, the Ministry of Heavy Industries & Public Enterprises, State Government, Bankers, valued clients, customers, Comptroller & Auditor General of India and above all to the employees for their dedication and commitment. The Directors are confident of receiving their support and co-operation in the coming years.

For and on behalf of the Board of Directors

(M.K.Singh)

Director (Project Management)

(Saugata Mitra)

Director (Finance)

(Rakhee Kar)

Company Secretary

Place : Kolkata

Dated: 25<sup>th</sup> July, 2014

## ANNEXURE TO THE DIRECTOR'S REPORT

### FORM 'B'

#### RESEARCH, DEVELOPMENT AND DIVERSIFICATION YEAR 2013-14

1. **Specific areas where Research, Development and Diversification was carried out :-**
  - a) OHSAS 18001:2007 (Occupation Health and Safety Assessment Series) Certification at Mechanical Project Sites
2. **Benefits derived as a result of Research, Development and Diversification :-**
  - a) Identify hazards, assess risks and implement the necessary risk control measures
  - b) Measure and monitor achievement of our performance objectives
  - c) Establish clear roles, responsibilities and authorities for personnel who manage, perform and verify activities having an effect on the OH&S risks of the organization's activities, facilities and processes
  - d) Ensure that personnel are competent to perform tasks that may impact OH&S in the workplace
  - e) Ensure active monitoring of regulations and legal requirements
  - f) Define plans and procedures to identify the potential for and response to emergency situations
  - g) Customer Confidence, Satisfaction and Trust
3. **Future R&D Plan :-**
  - a) Modernization of Steel Plants
  - b) High Quality RCC work in Nuclear Power Plants
  - c) Project Management Consultancy work
  - d) High Altitude Border Roads
4. **Expenditure in R&D in 2013-14 :-**

Capital : ₹ NIL

Revenue : ₹ 67,12,459.80/-

TOTAL : ₹ 67,12,459.80/-
5. **Technology Absorption and Adaptation :-**

Automatic Rim Seal Fire Protection System using Linear Hollow Metallic Tube Detection System

Technology Absorption is in progress.

### FORM 'C'

#### FOREIGN EXCHANGE EARNINGS AND OUTGO

1. Total Foreign Exchange used : ₹ 0.01 Crores
2. Total Foreign Exchange earned : ₹ 20.12 Crores

## ANNEXURE I



## ANNEXURE II

## REPORT ON ENERGY UTILISATION

## ANNEXURE III

**1. Name of the PSE : BRIDGE & ROOF COMPANY (INDIA) LIMITED**  
(for Howrah Works only)

**2. Products / Services of the PSE :** Fabrication / Manufacture of the following products based on the clients design and drawing with necessary approval.

i) Wagon / Structural ( Bunk House / Freight Container / Bridge Girder).

ii) Bailey Bridge

**3. Utilisation (Expenditure) of different forms of Energy**  
& turnover during the last two years (Electricity, Diesel, Natural Gas - give details of each)

Sl. No.	Forms of Energy	2012-13			2013-14		
		Energy Expenditure (₹ /Lakh)	Turnover (₹ /Lakh)	%	Energy Expenditure (₹ /Lakh)	Turnover (₹ /Lakh)	%
1	Electricity	100.28	1965	5.10	113.48	3192	3.55
2	HSD	2.88		0.14	2.41		0.07
3	L.P.G.	12.41		0.63	12.53		0.39
	TOTAL	115.57		5.88	128.42		4.02

**4. Details of Energy audit, if undertaken :**

a) When (Year) and by which agency : In the year 2013 - 2014, by SHIVAJI BISWAS  
Flat 2A, Rear Block, Dakshinayan Apartment  
337, N.S.C. Bose Road, Garia,  
Kolkata-700 084.

b) Expenses for energy audit : ₹ 22,500/- (For the year 2013-14)

c) Did the energy audit cover entire PSE i.e. all units OR only part.  
If part, give details : Audit covers entire Howrah Workshop

d) Total No. of recommendations given : There are 7 nos. of recommendations as per audit report 2013-14

e) Specific recommendations of the energy audit and action taken thereon : Recommendations were given and actions reported

**5. Steps / measures already been taken during the year 2013-14 against recommendations for the year 2012-13:-**

- Power Factor Improvement
- Switching OFF one of the transformer.
- Keeping off the Monitor of Computer not in use for 10 mins.
- Introducing LED street light in place of 400 W HPSV/HPMV.
- Installation of Lighting energy saver
- Old A.C. replacement by new BEE star rated A.C.
- Installation of Automatic float type Drain valve for blow down of water from compressor reservoir
- Installation of wind operated turbo ventilation system at MFC shop.
- Introducing Solar Water heating to use pre hot water for cooking & washing.
- A.C. energy saver.

## ANNEXURE IV

### REPRESENTATION OF SCs, STs AND OBCs

Groups	NUMBER OF EMPLOYEES				Number of appointments made during the previous calendar year									
					By Direct Recruitment				By Promotion			By other Methods		
	Total	SCs	STs	OBCs	Total	SCs	STs	OBCs	Total	SCs	STs	Total	SCs	STs
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Group-A	679	107	05	38	23	05	02	03	61	08	01	-	-	-
Group-B	97	16	-	9	-	-	-	-	14	02	-	-	-	-
Group-C	481	25	01	12	18	-	-	-	20	-	-	-	-	-
Group-D (Excluding Sweepers)	208	22	04	08	39	-	01	02	16	-	-	-	-	-
Group-D (Sweepers)	09	09	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	1474	179	10	67	80	05	03	05	111	10	01	-	-	-



# **REPRESENTATION OF PERSONS WITH DISABILITIES**

## **ANNEXURE V**

Groups	NUMBER OF EMPLOYEES				DIRECT RECRUITMENT IN 2013								PROMOTION							
	Total	VH	HH	OH	No. of vacancies reserved				No. of Appointments Made				No. of vacancies reserved				No. of Appointments Made			
					VH	HH	OH	Total	VH	HH	OH	Total	VH	HH	OH	Total	VH	HH	OH	Total
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19		
Group-A	679	-	-	03	-	-	-	-	-	-	-	NA	NA	NA	NA	NA	NA	NA		
Group-B	97	-	-	-	-	-	-	-	-	-	-	NA	NA	NA	NA	NA	NA	NA		
Group-C	481	02	01	07	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Group-D	217	03	03	04	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
TOTAL	1474	05	04	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

Note : (i) VH stands for Visually Handicapped (persons suffering from blindness or low vision)  
(ii) HH stands for Hearing Handicapped (persons suffering from hearing impairment)  
(iii) OH stands for Orthopaedically Handicapped (persons suffering from locomotor disability or cerebral palsy)

## CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY REPORT

## ANNEXURE VI

The Company is committed to establish itself and remain as a responsible corporate entity conscious of its economic, ecological and social responsibilities to all stakeholders and society at large.

B&R has complied with guidelines issued by Department of Public Enterprises on Corporate Social Responsibility (CSR) and Sustainability to eliminate ambiguity and bring uniformity to the process. B&R endeavours to manufacture products carefully in an environment friendly manner and provide services specifically designed to benefit people of present and future generations.

A Board Level Committee headed by an Independent Director has been formed to guide identification of the Projects and to monitor the implementation of these projects. The below Board Level Committee of the Company will undertake implementation and actively monitor the CSR and Sustainability initiatives of the Company.

### CSR AND SUSTAINABLE DEVELOPMENT PROJECTS OF B&R

The following projects were chosen by B&R as per DPE's guidelines :-

Sl. No.	Projects	Unit	Target for the year 2013-2014	Achieved during the year 2013-14	Expenditure during 2013-14 (₹ Lakhs)
<b>Projects</b>					
1.	B & R Vishwakarma Scheme of Skill Development - Skill Development Training				
a.	Ramkrishna Mission Shilpayatan / Shilpamandir, Belur, Howrah, W.B.	No. of youths	160	Training imparted to 186 nos. of youths	32.73
b.	Don Bosco Self Employment Research Institute, Liluah, Howrah, W.B.	No. of youths	50	Training imparted to 54 nos. of youths	7.65
c.	Institute for the Handicapped & Backward People, Behala, 24 Parganas (S), W.B.	No. of youths	40	Funded towards purchase of 10 nos of computers and other necessary assistance to 40 people	5.00
2.	Infrastructural Development in Backward Area	Date	Jan-14		
a.	Construction of Community Shed near B&R's NTPC Dhule site in Dhule district of Maharashtra.			Completed in March'14	3.51
b.	Other Projects - Construction of children park near B&R's Eastern Railway, Palassey project site in Murshidabad, W.B.			Completed in Feb'14	6.50

Sl. No.	Projects	Unit	Target for the year 2013-2014	Achieved during the year 2013-14	Expenditure during 2013-14 (₹ Lakhs)
<b>Projects</b>					
3.	Biodiversity Conservation - Afforestation	No. of Trees	Project implemented near B&R's project site at Aditya Aluminium / Lapanga	3000 trees planted	3.84
4.	Water Management - Rainwater Harvesting & other Methodologies	Total water conserved / recharged	Project implemented near B&R's project site at BHEL / Andal	Completed in March'14	3.76
5.	Energy Management - Energy Efficiency	Planned vs Actual energy conservation / efficiency	Power Capacitors to be upgraded at Howrah Workshop	3 nos. of Power Capacitors have been upgraded	0.32
6.	Carbon Management - Low Carbon Strategy Development and Implementation	Planned vs Actual carbon emission / reduction	Power Capacitors to be upgraded at Howrah Workshop	4 nos. of Power Capacitors have been upgraded	0.44
	<b>TOTAL EXPENDITURE ON PROJECTS</b>				<b>63.75</b>
<b>Other Paramaters</b>					
7.	Monitoring and Reporting as per DPE Guidelines	Score	1	Evaluation and Reporting carried out by external agency	
8.	Expenditure on CSR & SD (Projects / Reporting / Training)	% of PAT of previous year	2.00	1.66%	0.84
	<b>TOTAL</b>				<b>0.84</b>



Construction of Community Shed near B&R's NTPC Dhule project site



Rainwater Harvesting project near B&R's project site at BHEL / Andal