Record note of the Review Meeting on the Performance of OPTCL for the period from April 2024 to March 2025 (FY 2024-25)

Date of Review	:	07.08.2025 at 11:30 A.M.
Period of Review	:	FY 2024-25 (April 2024 to March 2025)
Representative of OPTCL Present	:	As per the list enclosed as Annexure-1.

The Performance of OPTCL for FY 2024-25 was reviewed by the Commission on 07.08.2025. The presentation was made by OPTCL on various performance parameters. During the review, the financial status, the status of completed/ongoing/upcoming projects, major O&M activities, the status of telecom projects and steps taken by the IT & HRD wing of OPTCL were discussed/deliberated in detail.

1. The performance of OPTCL with reference to the existing transmission system and various ongoing transmission projects has been reviewed and discussed in the following paragraphs.

   In compliance with the Commission's observations on the previous Annual Performance Review for FY 2023–24, OPTCL has presented its Key Performance Indicators (KPIs), including Transmission Loss and Transmission System Availability.

   OPTCL highlighted that since FY 2007–08, Transmission Loss (%) has been on a declining trend due to the adoption of modern technologies and the reorientation, replacement and augmentation of outdated systems with advanced technological solutions. The Transmission System Availability for both FY 2023–24 and FY 2024–25 has been reported as 99.98%. OPTCL further submitted that its transmission line length and grid sub-station capacity have increased by 3.04% and 4.62%, respectively, since FY 2018-19. Similarly, transformation capacity and energy transmitted (in MU) have grown by 6.05% and 5.85%, respectively, during the same period. With regard to system interruptions, the duration of major incidents was recorded as 88 hours 39 minutes in FY 2023–24 and 95 hours 19 minutes in FY 2024–25. On frequency performance for FY 2024-25, OPTCL reported that the system is gradually improving to operate within the desired frequency band for 78.63% of the time, whereas system frequency was 16.01% and 5.24% of the time in the over-frequency range and under-frequency range, respectively, reflecting the overall operational stability of the system.

2. OPTCL has highlighted the adoption of several innovative technologies aimed at strengthening system reliability, availability, improving operational efficiency and real-time monitoring capabilities. These include AI-enabled drone-based line patrolling, nitrogen injection-based fire prevention and extinguishing systems, GIS mapping of transmission assets (tower of transmission lines and grid substations), automated fault analysis and remote accessibility systems and the deployment of the

OPTCL Line Asset Monitoring & Patrolling (O-LAMP) software for effective transmission line patrolling and monitoring. Additionally, OPTCL has implemented SCADA and Sub-station Automation System (SAS) for remote control, monitoring and operation of the transmission network. The use of elevated platforms and live-line maintenance equipment has further strengthened the utility's ability to undertake maintenance activities without outages, ensuring faster restoration and improved network resilience.

3. The present status of the transmission assets available with OPTCL is as follows:

	Voltage Level	**As on 31.03.2024**	**Addition during FY 2024-25**	**As on 31.03.2025**
No. of Grid/ Sub-stations	132 kV	142	2	144
	220 kV	47	2	49
	400 kV	5	0	5
Total (Nos.)		**194**	**4**	**198**
EHT Line (CKT KM)	132 kV	8479.831	237.276	8717.107
	220 kV	6831.365	4.118	6835.483
	400 kV	1196.872	0	1196.872
Total (CKT KM)		**16508.068**	**241.394**	**16749.462**
Transformation Capacity (MVA)	132 kV	10161	667	10828
	220 kV	12272	420	12692
	400 kV	3835	0	3835
Total (MVA)		**26268**	**1087**	**27355**

4. OPTCL has submitted that 08 nos. of transmission projects (04 Nos. of Substations, 04 Nos. of transmission line) have been completed during the FY 2024-25 for a total investment of about Rs.340.18 Cr. OPTCL has further submitted the present status of 37 Nos. of ongoing projects, which includes 24 Nos. of Substations along with associated transmission lines (2 Nos. of 400 kV, 12 Nos. of 220 kV, 10 Nos. of 132 kV) and 13 nos. of other transmission projects (mainly independent transmission lines, augmentation of transmission line & Transformers and Bay extension at GSS). The 400 kV S/s at Paradeep & Neulapoi is expected to be commissioned by June 2026 & July 2027 respectively and other ongoing 12 nos. of 220 kV Sub-stations & 10 nos. of 132 kV Sub-stations and 13 nos. of other projects are expected to be commissioned during the period from FY 2025-26 to FY 2026-27. The total cost of the ongoing projects is Rs.3068.68 Cr., but the actual expenditure incurred till 31.03.2025 is Rs.1245.85 Cr.

5. Regarding O&M activity, OPTCL has stated that many existing Substations at different voltage levels have been augmented with higher transformation capacity

during the period under review due to increased load/overloading of transformers. During FY 2024-25, OPTCL has augmented 24 nos. of S/s with the addition of 504 MVA transformation capacity. The increase in transformation capacity of 24 nos. of S/s has been carried out in the area of operation of TPWODL (107.5 MVA), TPNODL (55 MVA), TPSODL (107.5 MVA) and TPCODL (234 MVA).

6. In addition to the above, OPTCL has undertaken significant works aimed at strengthening and augmenting the transmission network. OPTCL has completed the conversion of the single circuit to the double circuit for the following transmission lines: namely (i) New Bolangir–Sonepur 132 kV line, (ii) LILO on the Akhusing–Paralakhemundi 132 kV line at Gunupur and (iii) Padampur–Patnagarh 2nd Circuit of 132 kV line. Further, the conversion of the single circuit to the double circuit of the Khariar–Kantabanji 132 kV line (2nd Circuit) and Khariar–Nuapada 132 kV line (2nd Circuit) are in progress. In total, OPTCL is undertaking the conversion of approximately 217.99 circuit kilometres of single circuit lines to double circuit lines with an estimated investment of ₹41.46 crore. Additionally, OPTCL is also carrying out conductor upgradation works on critical transmission corridors. This includes replacement of conductors on the Kendrapara–Paradeep 132 kV line (Circuit–I & II), upgradation of the Bisra–Tarkera 220 kV double circuit line from ACSR Zebra to HTLS conductor, and upgradation of the Pratapsasan–Keshura and Keshura–Ransinghpur 132 kV lines from Panther to HTLS conductor.

7. As a part of major technical works under the O&M wing, OPTCL has implemented Automated Fault Analysis System (AFAS) and Remote Accessibility System (RAS) at an investment of Rs. 9.58 Cr. The Infrastructure of the Remote Accessibility System (RAS) is meant to gather the control of all IEDs (Intelligent Electronic Device) installed in the transmission system over a communication network, where all IEDs can be accessed for configuration, DR data storage and analysis, data point monitoring etc. This will enable better facilities for fault data analysis and information processing. OPTCL is implementing the State Transmission Asset Management System (STAMS) of which RAS integration is a part and shall be commissioned in due course of time.

8. OPTCL has submitted that Substation Automation Scheme (SAS) has been completed in 26 nos. of existing Sub-stations (Brajrajnagar, Karanjia, Basta, Anandpur, Argul, Shamuka, Kuchinda, Rayagada, Laxmipur, Bhawanipatna, Jajpur, Kendrapada, Aska, Banki, Chainpal, Dhenkanal, Phulnakhara, Kharagprasad, Khajuriakata, Bhubaneswar, Puri, Rairangpur, Nayagarh, Ranasinghpur, Balasore & Bidanasi) and SAS work for 6 nos. of Substations at Sunabeda, Paradeep, Budhipadar, Katapali, Narendrapur & New-Bolangir is under progress.

9. Under Telecom activities, OPTCL has submitted that the installation of 78 Nos. of RTUs against the replacement of 51 Nos. of old RTUs and 27 Nos. of new RTUs has been completed. OPTCL has also laid 332 Ckt. km. of OPGW in FY 2024-25 resulting in total OPGW network of about 6380 Ckt km. (24 fibre) as on 31.03.2025, out of which OPTCL has used 25520 fibre km. and leased 29816 fibre km. and is earning a revenue of around Rs.16.80 Cr. annually by way of leasing dark fibres to POWERGRID, BSNL, LWTPL, AIRTEL, RAILTEL & TATA COMMUNICATION, WEFE, SITI cables, TPCODL, TPSODL, GTPLKCBPL, Vodafone, Lightstorm, etc.

10. Under IT activities, it is submitted that OPTCL has made significant progress in the implementation of SAP S/4HANA for both OPTCL and SLDC. The Human Capital Management (HCM) and Procure-to-Pay (P2P) processes, including Material Management (MM), Quality Management (QM) and the corresponding Financial and Controlling (FI & CO) modules, have already gone live. The remaining modules, namely Plant Maintenance (PM), Project System (PS) and Sales & Distribution (SD) are in the final stages of deployment and are expected to go live shortly.

In addition to SAP implementation, OPTCL is also undertaking the implementation of Geographical Information System (GIS) to enhance asset mapping and network visibility, as well as Cyber Security solutions for OPTCL, SLDC, and GRIDCO to strengthen system security and resilience. Further, the MS Project platform is being rolled out to streamline project planning, execution, and monitoring. These initiatives are aimed at improving operational efficiency, enhancing transparency, and supporting data-driven decision-making across the organization.

11. Under Civil infrastructure development activities, OPTCL is undertaking various infrastructure development and renovation works. This includes the construction of multistoried office complexes, residential quarter complexes and the execution of major civil renovation works at different locations. These initiatives are aimed at improving workplace infrastructure, enhancing employee welfare facilities, and supporting the operational requirements of the organization.

12. The status of the project, including its cost as submitted by OPTCL during the review, is mentioned below:

Sl. No.	**Items**	**Details of Projects**	**Cost (Rs. in Cr.)**
1	Projects completed	Sub-station - 04 Nos.	274.31
		Lines - 04 Nos.	65.87
		Total	**340.18**
2	Ongoing Projects	400 kV S/s – 02 No	3068.68
		220 kV S/s – 12 Nos.	
		132 kV S/s - 10 Nos.	

Sl. No.	Items	Details of Projects	Cost (Rs. in Cr.)
		Lines - 11 Nos.	
		Others - 02 Nos.	
		Total	**3068.68**
3	Augmentation of S/s capacity (24 Nos. of S/s with 504 MVA capacity addition)	5 Nos. S/S in TPSODL's area of operation – 107.5 MVA	
		4 Nos. S/S in TPWODL's area of operation – 107.5 MVA	
		4 Nos. S/S in TPNODL's area of operation – 55 MVA	
		11 Nos. GSS in TPCODL's area of operation – 234 MVA	
4	Conversion of S/c line to D/c line	132kV New Bolangir-Sonepur 2nd Ckt	6.27
		LILO on 132kV Akhusing-Paralakhemundi line at Gunupur	2.9
		132kV Padampur - Patnagarh 2nd Ckt	5.73
		132kV Khariar –Kantabanji 2nd Ckt.	12.08
		132kV Khariar-Nuapada 2nd Ckt.	14.48
		Total	**41.46**
5	Major technical works under the O&M wing	Automated Fault Analysis System (AFAS) & Remote Accessibility System (RAS)	9.58
		Total	**9.58**
6	Telecom Projects	Provision of RTU under old RTU replacement scheme & for new S/s (Completed)	6.2
		OPGW for balance line sections in OPTCL with PSDF support (2289 km) (Completed)	58.21
		Total	**64.41**

13. Under HRD activities, OPTCL has submitted that, the total Man in Position of both executive and non-executive categories is 2684 against the sanctioned strength of 5,902 posts. During FY 2024–25, OPTCL has recruited 50 officers in various positions and initiated the process to recruit 50 Management Trainees (Electrical) through Graduate Aptitude Test in Engineering 2025 (GATE-2025). It was further highlighted that 203 employees were separated from OPTCL during FY 2024–25, out of which 67 executives and 8 non-executives resigned. As part of capacity-building initiatives, OPTCL has provided training to 2,032 participants through 50 training programmes, comprising a total of 9,234 training man-days during FY 2024–25.

Under CSR activities, OPTCL has spent Rs.1.89 Cr. on various initiatives, including contribution to B.D.O., Tirtol towards renovation of a village library, support to Centurion University of Technology and Management for a skill development project for rural tribal BPL youth, contribution to Odisha State Disaster Management Authority (OSDMA) and allocation of CSR funds towards the Apprenticeship

Programme in OPTCL. These initiatives reflect OPTCL's commitment to workforce development and its continued engagement in social and community welfare activities.

14. OPTCL has submitted that an amount of ₹452.61 crore has been infused as equity during FY 2024–25. With this infusion, the total equity of OPTCL stands at ₹2,895.39 crore at the end of the financial year. The total loan outstanding as on 31.03.2025 is ₹1,875.03 crore. Further, OPTCL has incurred a capital expenditure of ₹876.84 crore during FY 2024–25 towards system strengthening, capacity augmentation, and infrastructure development.

15. As submitted, OPTCL has handled 36,162.58 MUs of energy against the approved energy of 38,073.49 MUs during the FY 2024–25. During the same period, OPTCL has earned revenue of ₹1,244.94 crore against the approved revenue of ₹1,216.51 crore as determined by the Commission, thereby resulting in a surplus of ₹28.44 crore. The detailed comparative statement of approved and actual energy handled and revenue earned is presented in the table below.:

Approved vis-à-vis Actual for FY 2024-25

Source	**APPROVED BY OERC FOR 2024-25**			**ACTUAL FOR 2024-25**		
	Energy handled (MU)	**Rate P/ U**	**Amount Billed (Rs. Cr.)**	**Energy (MU)**	**Rate P/U**	**Amount Billed (Rs. Cr.)**
TPCODL	12,478.48	24	299.48	11,948.02	24	286.75
TPNODL	8,141.81	24	195.40	7,366.67	24	176.80
TPWODL	11,669.19	24	280.06	11,520.27	24	276.49
TPSODL	4,890.52	24	117.37	4,544.64	24	109.07
TOTAL DISCOMs	**37,180.00**	**24**	**892.32**	**35,379.60**	**24**	849.11
Wheeling to NALCO, IMFA, BEL and ABREL	778	24	18.67	757.90	24	18.19
Wheeling to industries at the exemption of 20 Paise/unit as per Odisha RE Policy-2022 (ABREL SPV and MCL)	115.49	24	2.77	25.08	24	0.60
Misc. Receipts			**302.75**			**377.05**
SUBTOTAL	**893.49**		**324.19**	**782.98**		**395.84**

GRAND TOTAL	**38,073.49**		**1,216.51**	**36,162.58**		**1244.94**
Total Expenditure	**1,264.95**			**1,259.87**		
Regulatory Surplus	**48.50**			**48.50**		
GAP	**0.06**			**33.57**		

16. The Commission has the following observations/ directions for necessary action:

(i) The Commission observe that in certain instances, OPTCL has commenced the execution of transmission projects without obtaining prior investment approval from the Commission, which constitutes a deviation from the License Condition of OPTCL. The Commission takes a serious view of such non-compliance and reiterates that no transmission project shall be executed or capital expenditure shall be incurred without prior investment approval of the Commission. Any such action in contravention of the License conditions shall be treated as a regulatory violation. Further, OPTCL is directed to strictly adhere to the approved cost and timelines of all projects sanctioned by the Commission. Any cost overrun beyond the approved cost or execution of the project without investment approval of the Commission will be treated accordingly in ARR and tariff determination of OPTCL.

(ii) The Commission observed that the execution of many of the transmission projects is delayed for several years. The cost overruns due to delay in execution of the project and other factors such as price variation, interest during construction & other associated costs, are the matter of concern for the Commission and OPTCL is directed to furnish details of cost overrun of all delayed projects vis-à-vis the originally approved cost to the Commission for review.

(iii) The Commission observed that delays/time overrun in the execution of transmission projects lead to an increase in cost, which ultimately burdens the end consumers. OPTCL has submitted that transmission line projects are often delayed due to factors such as Right of Way (RoW) constraints, statutory and forest clearances, administrative bottlenecks and contractual issues. The Commission emphasized the need for strengthening pre-project activities, including advance planning, stakeholder coordination and timely statutory approvals, to minimize delays and cost escalations. OPTCL was advised to adopt a more structured and proactive approach to address these issues in coordination with the Government of Odisha.

(iv) The Commission has repeatedly directed and advised OPTCL to standardize the

MVA capacity of Grid Sub-Stations (GSS) as well as transformers in sub-stations and ratings & foundation of major equipment in GSS in line with national-level guidelines, and to keep adequate space provision for future expansion in new GSS which will have long term benefit. Such standardization would facilitate faster delivery of equipment/materials, reduce execution time, optimize cost of assets, improve system efficiency, reduce inventory & O&M costs and facilitate interchangeability. However, the Commission noted with concern that no such visible action has been taken in this regard so far.

Further, the Commission directs OPTCL to plan for double circuit lines/single circuit on D/C towers while developing new transmission corridor to avoid future Right of Way (RoW) issues and reserve the corridor to cater to any load growth in future ensuring long-term network reliability and enhancing the power transmission capacity per meter of RoW.

(v) The Commission directs OPTCL to submit the following detailed information for effective review and monitoring of project implementation and financial performance:

a. Year-wise details of capital expenditure, capitalisation and decapitalisation of assets for the last ten (10) financial years, along with explanations for major variations, if any.

b. Project-wise details indicating the start date of execution, completion date/ Commercial Operation Date (COD), or the expected completion timeline for all transmission projects executed or in progress during the last ten (10) financial years.

The above information should be submitted in a comprehensive and tabulated format by 31.12.2025 to facilitate systematic assessment of investment trends, project performance and capital efficiency.

(vi) The Commission highlighted the importance of ensuring the functional autonomy of the State Load Despatch Centre (SLDC). The Commission emphasised that SLDC, being a neutral and independent entity, plays a critical role in maintaining grid security and discipline, ensuring reliable system operation, and facilitating transparent market mechanisms. The operational autonomy is essential to enable SLDC to discharge its statutory functions effectively and efficiently in the larger interest of grid security and reliability. Hence, the Commission directs OPTCL to take the necessary steps in that direction.

(vii) The Commission directs OPTCL to submit a consolidated report on failure of major transmission system assets during the last five (5) years, clearly

indicating the cause of failure and the remedial actions taken to prevent recurrence of such incidents in future. The report shall cover, inter alia, the following:

a) Failure of major equipment in sub-stations such as transformers, reactors, Circuit Breakers (CBs), insulators, Surge Arresters (SAs), Current Transformers (CTs), Potential Transformers/Capacitive Voltage Transformers (PTs/CVTs);

b) Failure of transmission line towers at various voltage levels (132 kV, 220 kV and 400 kV), specifying the number of suspension and/or tension towers affected;

c) Incidents of conductor, ground wire snapping and Insulator failures.

Further, OPTCL shall also submit copies of reports submitted to the Central Electricity Authority (CEA) regarding equipment and/or tower failures. The above information shall be submitted to the Commission by January 2026 for review and monitoring.

(viii) OPTCL has submitted that implementation of the Substation Automation System (SAS) has been undertaken in 32 Grid Sub-Stations (GSS), out of which 26 GSS have been completed, and implementation in 6 GSS is in progress. The Commission directs OPTCL to submit a comprehensive implementation plan along with timeline for completion of SAS implementation in all existing Grid Sub-Stations. The Commission emphasized that the full-scale implementation of SAS across all GSS is essential to enable centralized asset management, real-time monitoring, and remote-control operations from the Central Control Centre, thereby enhancing system reliability, operational efficiency, and grid visibility.

(ix) It is observed that OPTCL primarily depends on external agencies for conducting transmission system studies for the long-term planning of the transmission network. Considering the critical role of OPTCL as the State Transmission Utility (STU), the Commission is of the view that the STU group needs to be strengthened, keeping in view the separation of STU functions from OPTCL in future. The STU group should focus on its core functions, which include transmission system planning & associated studies and ensure development of an efficient, coordinated & economical intra-State transmission system etc. Accordingly, the Commission directs OPTCL to take necessary steps for capacity building, including the development of in-house technical expertise, analytical capabilities and the use of planning tools etc., to effectively address future challenges and meet evolving system requirements. OPTCL is

directed to provide the timeline for the separation of STU from OPTCL and independent operation (administrative & financial autonomy) of SLDC & STU.

(x) It is a matter of concern that the number of transmission lines, transformers and other equipment has already served their useful life and hence OPTCL is directed to plan for the replacement of old & aged transmission assets in a phased manner.

(xi) The Commission observed that OPTCL has not achieved the approved Transmission loss for the FY 2024-25. The low average loading of the Substations is one of the reasons for high Transmission Loss. To reduce the transmission loss, OPTCL should take steps to increase the average loading of the GSS instead of adding more Substations in the close vicinity of the existing substations.

Transmission loss also depends on the voltage level of power transmission. It is observed that transmission assets (No. of substations & associated transmission lines) at 132 kV level have increased over the years, which forms the backbone of the Odisha transmission system. OPTCL may plan to expand its transmission network at the next higher voltage level i.e. 220 kV level to handle more power with reduced loss and decrease the overall transmission loss of the system. Further, the Commission directs OPTCL to consider expansion of the transmission network at 220 kV level by the upgradation of its existing 132 kV Grid Substations to 220 kV level, wherever required & feasible, to meet future load growth and to reduce transmission loss. Considering future load growth at least in next 10 years' time frame, the transmission line in important corridors can also be designed and constructed for 220 kV level, but initially charged at 132 kV level so that future load demand can be met through high-capacity 220 kV line and accordingly, terminal GSS can be upgraded to 220 kV level. OPTCL is directed to plan for the formation of transmission network ring at 220 kV and 132 kV level and also facilitate the DISCOMs in creation of distribution network rings at 33 kV level in order to improve reliability of power supply.

(xii) OPTCL has evaluated/calculated the system availability of 99.98% for FY 2024-25 in line with relevant Regulations. The Commission directs OPTCL to indicate the actual & deemed availability and outage duration due to overvoltage on account of light loading of transmission lines separately.

(xiii) The Commission emphasized that Grid Coordination Committee (GCC) meetings should be conducted regularly and frequently to ensure effective coordination among stakeholders. It was advised that key technical issues such

as optimum use of existing transmission assets, adoption of state-of-the-art technology, On Load Tap Changer (OLTC) automation, protection audit, low voltage issues, requirement of dynamic compensation using SATCOM, adoption of Dynamic Line Rating (DLR) on pilot basis, defense mechanism for cyber-attack etc. and other critical operational aspects should be deliberated in these meetings and planned accordingly for execution of transmission projects matching with requirement of downstream network development of DISCOMs in a time-bound manner. Regular GCC meetings will help in the timely identification of problems/issues/ challenges/ requirements and the resolution of issues, enhancing system reliability.

(xiv) The OPTCL has significant transmission assets, which include 198 nos. of Grid Sub-Stations, about 16,750 ckm of transmission lines and about 27,400 MVA of transformation capacity (at 132 kV, 220 kV & 400 kV level). It is essential that the asset registers are properly maintained in a digital format to ensure accurate asset tracking linking with GIS mapping of assets, efficient management and timely planning for augmentation and maintenance.

(xv) Accordingly, the Commission directs OPTCL to submit detailed information on the status of digitalization of its asset registers by December 2025. The submission should clearly indicate the extent of digital coverage, the digital platform or system used, the data validation and updating mechanism and a time-bound action plan for completing the digitalization of any remaining assets. This will enable the creation of a centralized and reliable asset database, thereby supporting operational efficiency, informed planning and effective regulatory oversight.

(xvi) The Commission is concerned for the development of transmission infrastructure without the assurance of matching the development of industrial growth, resulting in the creation of more & more stranded & under-utilised transmission assets. Optimising the utilization of transmission assets remains one of the key concerns. OPTCL is directed to furnish detailed information on the present level of utilisation of its transmission assets (each Grid Sub-Station and transmission line) to the Commission by December 2025. The information should include:

- No. of GSS & transmission lines at each voltage level (132 kV, 220 kV & 400 kV)
- Date of Commissioning of the Grid Substations & transformers and Transmission Lines.
- Installed transformation capacity, present average load & peak load and

expected peak load in the next 10 years of each Grid Sub-Station,

- Each Transmission line loading and percentage of capacity utilization at different voltage levels (each 132 kV, 220 kV & 400 kV line)
- Energy handled and maximum demand recorded, and
- List of transmission lines & GSS planned and designed as cyclone-resilient transmission system and the status of implementation.

The above information would enable the Commission to assess the adequacy of the transmission system, the status of implementation of the cyclone resilient transmission system, and to identify under-utilised or overloaded infrastructure and would also help OPTCL in planning of transmission system/network for the future.

(xvii) OPTCL is directed to resolve the transmission constraint in evacuation of 50% Odisha's share of power from the Machhkund hydro generating station, as reported, Odisha is not able to avail the allocated share due to such transmission constraint.

(xviii) The Commission directs OPTCL to ensure the timely finalization of its Annual Accounts in accordance with applicable accounting standards.

17. The Chairperson, OERC, in his concluding remarks while appreciating the good works done by OPTCL, stressed the compliance with the observations of the Commission in a timely manner.

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Annexure-1

Representatives of OPTCL

1. Sri P. K Pattnaik, Director (Operation),
2. Sri B.B. Mehta, Director (SLDC),
3. Sri S. K Sahoo, Director (Finance)
4. Sri P. K Dash, Director (Project)
5. Sri S. R. Samanta, Sr. GM (Finance)
6. Sri M. R Das, GM(IT)
7. Sri M. R Das, DGM (Fin.)
8. Mrs. Banishree Pradhan, DGM (Ele.)
9. Mrs. Subhashree Das, AGM (Ele.)
10. Mrs. A. K Prusty, AGM (Tel)