

GOVERNMENT OF INDIA
MINISTRY OF STEEL

RAJYA SABHA
UNSTARRED QUESTION NO. 791
FOR ANSWER ON 05.12.2025

FINANCIAL AND OPERATIONAL PERFORMANCE OF PUBLIC SECTOR ENTERPRISES

791. SHRI NARAYANASA K. BHANDAGE:

Will the Minister of STEEL be pleased to state:

- (a) the financial and operational performance of major public sector enterprises such as Steel Authority of India Limited (SAIL), National Mineral Development Corporation (NMDC), and MECON during the current financial year, including production, sales, and profit indicators;
- (b) the steps taken by these companies to enhance procurement allowing new manufacturers or suppliers to participate in tenders for getting fair prices in procurement;
- (c) steps taken to resolve dependence on few companies for procurement and transparency in allocation; and
- (d) the new initiatives introduced in promoting digital and human resource transformation?

ANSWER

THE MINISTER OF STATE IN THE (SHRI BHUPATHIRAJU SRINIVASA VARMA)
MINISTRY OF STEEL

(a) The details of financial and operational performance of Steel Authority of India Limited (SAIL), National Mineral Development Corporation Limited (NMDC), and MECON Limited (MECON) during current financial year for the period (April – September, 2025) are given below:-

Financial Performance

S. No.	Name of CPSE	Turnover (in crores)	Profit After Tax (PAT) (in crores)
1.	SAIL	52,254	1,112
2.	NMDC	12,895	3,663
3.	MECON	482	(76.21)

Operational Performance

S. No.	Name of CPSE	Production (in Million Tonnes)	Sales (in Million Tonnes)
1.	SAIL	9.503 (Crude Steel)	9.462 (Crude Steel)
2.	NMDC	22.2 (Iron Ore)	22.2 (Iron Ore)
3.	MECON	*	*

*MECON mainly provides engineering, consultancy and contracting services for Steel and Mining Sectors.

Contd....2/-

(b) These companies procure most of the goods and services through Government e-Marketplace(GeM). Further, Open tenders are adopted to the maximum extent, pre-bid meetings are held for clarity, financial-eligibility relaxations are provided to Micro and Small Enterprises (MSEs) and Start-ups, and Reverse Auctions are used to the extent possible to facilitate transparent and fair price discovery.

(c) These companies expand their vendor base through a structured trial and performance-assessment process, vendor-development programmes, and by publishing procurement plans to encourage indigenous manufacturing. Transparency is strengthened through publicly disclosed procurement policies, grievance-redressal mechanism, conflict-of-interest declarations, and periodic internal and Government audits.

(d) The companies have launched major digital and HR-transformation initiatives which are as under:-

(i) SAIL has rolled out PRAVARTANAM, an end-to-end digital transformation programme aimed at improving yield, energy efficiency, product quality, throughput, and analytics-driven operations, while modernizing technology systems to build a future-ready, data-driven organization. Its HR initiative SAIL DARPAN focuses on modernizing HR policies and systems through enhanced succession planning, continuous performance management, improved manpower planning, faster recruitment, capability building, and cultural transformation.

(ii) NMDC has advanced digitalization through 100% e-procurement, a paperless File Lifecycle Management system, Vendor Invoice Management, SAP ERP, digital fleet management, drill-and-blast optimization tools, real-time stockpile monitoring, and management dashboards, with further initiatives under development such as unified logistics management, an integrated command centre, and digital quarter-allotment and legal-tracking systems.

(iii) MECON has undertaken several measures, including revising key HR policies, adopting the iGOT Karmayogi digital-learning platform, implementing ERP and Document Management Systems, introducing an online Performance Management System, and deploying digital tools like the Vendor Inspection Management System to streamline workflows and enhance transparency.
