EXPRESSION OF INTEREST (EOI)

To

IMPLEMENT A COMPREHENSIVE COST ACCOUNTING SYSTEM IN THE COMPANY

REHABILITATION PLANTATIONS LIMITED
(A joint Venture of Govt. of India & Govt. Of Kerala)
PUNALUR, KOLLAM DISTRICT, KERALA – 691305

1. LETTER OF INVITATION

REHABILITATION PLANTATIONS LIMITED

(A joint Venture of Govt. of India & Govt. Of Kerala)

PUNALUR, KOLLAM DISTRICT, KERALA – 691305

No. RPL/F-3029/2026   Dated: 17.08.2026

Dear Sir/Madam,

Rehabilitation Plantations Limited, a Government Company primarily engaged in the maintenance of Rubber plantations, invites Expression of Interest (EOI) from leading Cost Accountants/Cost Accountant firms to implement a comprehensive Cost Accounting System in the Company including maintenance of Cost Records mandated by Statutes and other applicable Rules/ Regulations. The assignment aims to establish a structured framework for identification, classification, allocation and reporting of cost information, enabling the company to independently maintain cost records for managerial decision-making and to meet statutory compliance requirements.

The details of qualification criteria, submission requirement, brief objective & scope of work and method of evaluation etc. are deliberated in the following paragraphs. The details are also available on the Company website www.rplkerala.com

Further queries, if any, may be referred in writing to Finance Manager, Rehabilitation plantations ltd., Punalur 691 305, Kerala or at email cforplkerala@gmail.com

Last date for submission of EOI is 07th September 2026 and the responses may be submitted to the Managing Director, Rehabilitation plantations ltd., Punalur 691 305, Kerala in a sealed envelope so as to reach by 07.09.2026 17.00 Hrs.

Yours faithfully,

Sd/-
Managing Director
Rehabilitation Plantations Limited

2. BACKGROUND

Rehabilitation Plantations Limited (RPL) is a Joint Venture of Government of India and Government of Kerala, set up in 1976 with the noble objective of rehabilitating the repatriates from Sri Lanka. Being the major holder (60%) Kerala Government is holding the administrative control over the company
The Shastri-Sirimao Agreement in 1964 necessitated the repatriation of about six lakhs of people of Indian origin from Sri Lanka. Plantation Scheme, being labour intensive, is one of the most successful schemes implemented by the Government of India to rehabilitate the repatriates.

The Rubber Plantation Scheme for resettlement has its beginning in Kerala with the Kerala Forest Department. The Kerala Forest Department raised its first plantation in Ayiranallur Estate during 1972 and in Kulathupuzha Estate during 1973. In order to mobilize additional finance by way of institutional finance and to relieve the strain on the public exchequer, the Rubber Plantation Scheme of Kerala Forest Department was converted into a limited company 'REHABILITATION PLANTATIONS LIMITED' on 5th May 1976. The authorized capital of the company Rs. 350 lakhs and the paid-up capital as on date stood at Rs.339.27 lakhs. The reserve and surplus accumulated up to 31st March 2025 amounted to Rs.11879.17 lakhs.

Rehabilitation Plantations Limited achieved the target of resettlement of 675 repatriate families of Indian origin from Sri Lanka during March 1983 and another 25 families were absorbed in 1990. The company provides permanent employment to two eligible members of each resettled repatriate family and the total number of workers now employed by the company is about 1,100.

Spread over approx. 2070 hectares of land, the company's plantations in Ayiranallur and Kulathupuzha in Kollam district are rated to be among the best in India.
RPL is India's first plantation Company to get ISO Certification for Quality and Environment Management Systems.

Over the years RPL, has built up a market strategy enabling it to become a market leader in the sale of 60% centrifuged latex with BIS standard. The company sells about 2000 MT of high-quality centrifuged latex per annum.
Value addition to the produce of RPL is carried out at the latex centrifuging factory at Kulathupuzha established in 1984. Presently, there are four centrifuging machines having a daily production capacity of 14MT.

RPL marched ahead in August 1990 in its endeavour to make maximum utilization of the resources available by establishing a Crumb Rubber factory (ISNR) at Kulathupuzha in consultation with the Rubber Board. This Factory produces all grades of Crumb Rubber like ISNR 10, 20 and 50. The annual capacity of the factory is 1800 MT. During 2021-22, a major modernization scheme of this factory was completed, thus paving the way for saving energy, bringing down the use of fossil fuel and contributing towards a cooler earth.

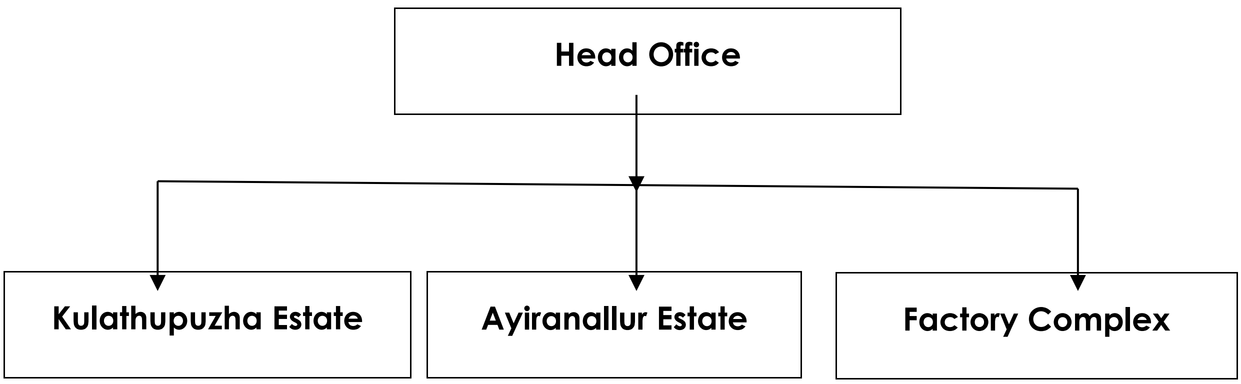
RPL has also started purchasing latex from outside sources for procession of 60% CENEX in order to utilize its capacity to the maximum. Company is now in a position to supply low ammoniated latex (LATZ) aimed at specific markets. Sales also include various forms of dry rubber like Crepe, Skim and Pit. With an aggressive and reliable marketing wing, RPL has gained customers all over the country which include organizations like HLL Life care Limited VSSC having the most stringent quality specification for the procurement of raw-materials in the country. A full-fledged laboratory with imported testing equipments is set up for testing the quality of RPL's products. RPL is also having authorized agents for sale at strategic locations spread all over the country. Today, RPL is enjoying the status of one of the top natural rubber producers in India and the RPL brand has become a synonym for quality and reliability in the Rubber Market.

The Rubber Sheeting Factory of the Company is producing footwear quality sheeting of thickness from 1.5 to 10 mm and mottled sheeting. Export quality sheets are also manufactured in this factory.

The last major replanting activities of the Company commenced during 2001 in both the estates as per schedule and the same has been completed in the year 2016.

3. OVERVIEW OF OPERATIONS

Organisation Structure



RPL is having its registered office at Punalur and two Estates one at Kulathupuzha and the Other at Ayiranallur. A factory complex is situated within the Kulathupuzha Estate for the processing of Latex and manufacturing of other Rubber products. Details of Estates and Factory complex are given below

3.1. Kulathupuzha Estate

Kulathupuzha Estate is situated around 35 kms away from the Punalur town. The Estate is spread around 1300 hectares of leased land along the Thenmala-Kulathupuzha road. The replanting activities of the estate have been completed in the year 2017-18. In 31.01 hectares, cashew plantations are also maintained as these areas are not suitable for rubber. The area-wise details are

Sl. No.	Description	Area
1.	Rubber Plantation (mature)	1153.96 Ha.
2.	Rubber Plantation (immature)	65.74 Ha.
3.	Cashew Plantation	59.26 Ha.
	Total Plantation	**1278.96 Ha.**

The Estate Comprises of Six units (Rubber plantation) and the unit-wise details are furnished below

Unit	Total Area (Ha.)	Mature Area (Ha.)	Immature Area (Ha.)
1.	160.28	160.28	NIL
2.	263.72	211.98	51.74
3	191.47	191.47	NIL
4.	220.14	220.14	NIL
5.	217.66	213.66	4.00
6.	166.43	156.43	10.00

3.2. Ayiranallur Estate

Ayiranallur Estate is situated around 10 kms away from the Punalur town. The Estate is spread around 750 hectares of leased land and the planted area is around 700 hectares. The area-wise details are

Sl. No.	Description	Area
1.	Rubber Plantation (mature)	674.34 Ha.
2.	Rubber Plantation (immature)	3.41 Ha.
3.	Cashew Plantation	13.67 Ha.
	Total Plantation	**691.42 Ha.**

For administrative convenience, the whole area is divided into three units. The unit wise details are as below

Unit	Total Area (Ha.)	Mature Area (Ha.)	Immature Area (Ha.)
1.	263.78	263.78	NIL
2.	177.23	173.82	3.41
3.	236.74	236.74	NIL

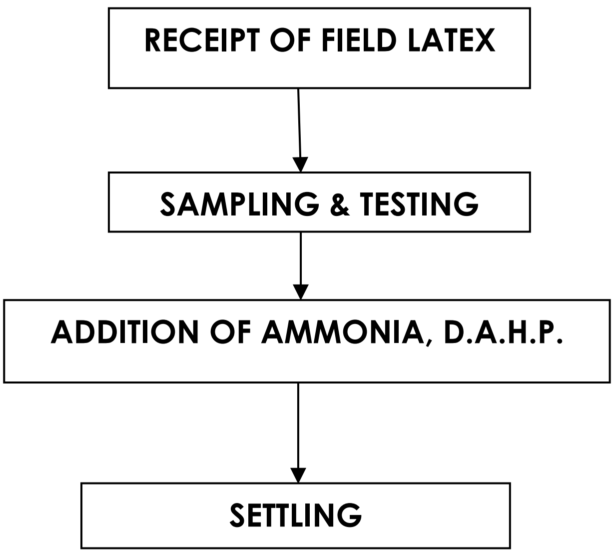
Besides the plantation, RPL have a nursery for the development of high yielding clones. A considerable income is generated every year on sale of seedlings

3.3. Factory Complex

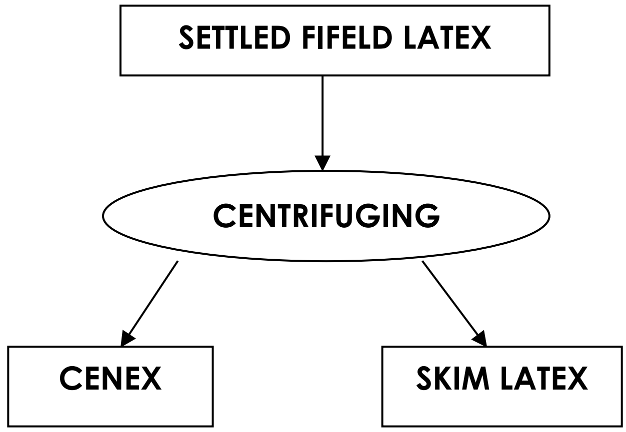
As a project of related diversification, factories were started by way of forward integration. In the year 1984, Latex centrifuging factory (LCF) was commissioned with an intention to process the field latex collected from the plantations to produce CENEX which is an industrial raw material for the manufacturing of condoms, balloons, mattresses, gloves, etc. In 1990, Crumb Rubber Factory was commissioned for the production of Crumb Rubber from the Centrifuging waste/ Skim crepe. A Rubber sheeting factory was commissioned in the year 1997 for the manufacturing of different quality of Foot wear quality (FWQ) Sheets. All the three factories are situated in the same area and jointly known as Factory Complex.

The Latex Centrifuging Factory is capable of processing of 6.4 to 14 MT field latex per day and produces 60% concentrated latex of BIS specification. Special grade latex also produced in this factory as per the requirement of Customers like HLL Life Care Ltd., etc. As the present production of field latex is low due to hostile climate the factory is running below capacity. The process flow chart of the LCF is shown below

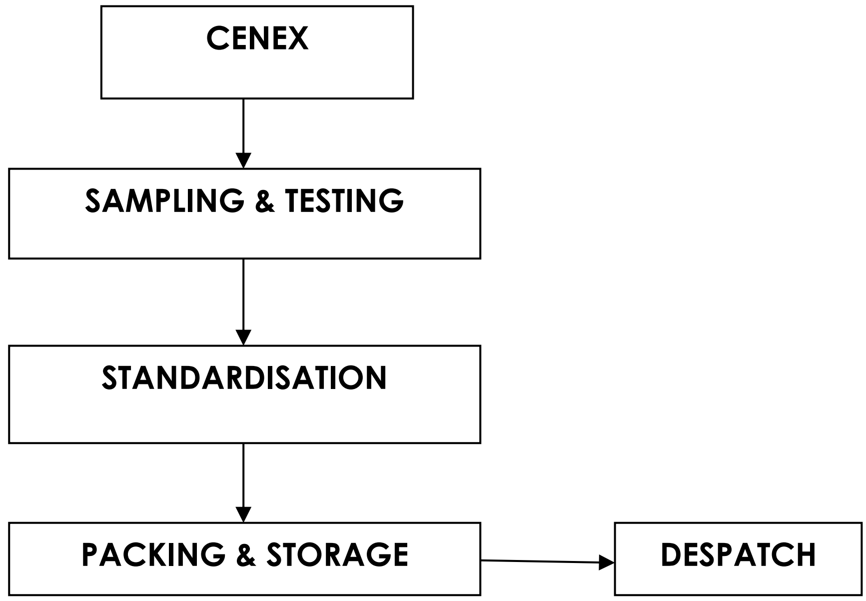
<u>**Stage-1**</u>



Stage-2



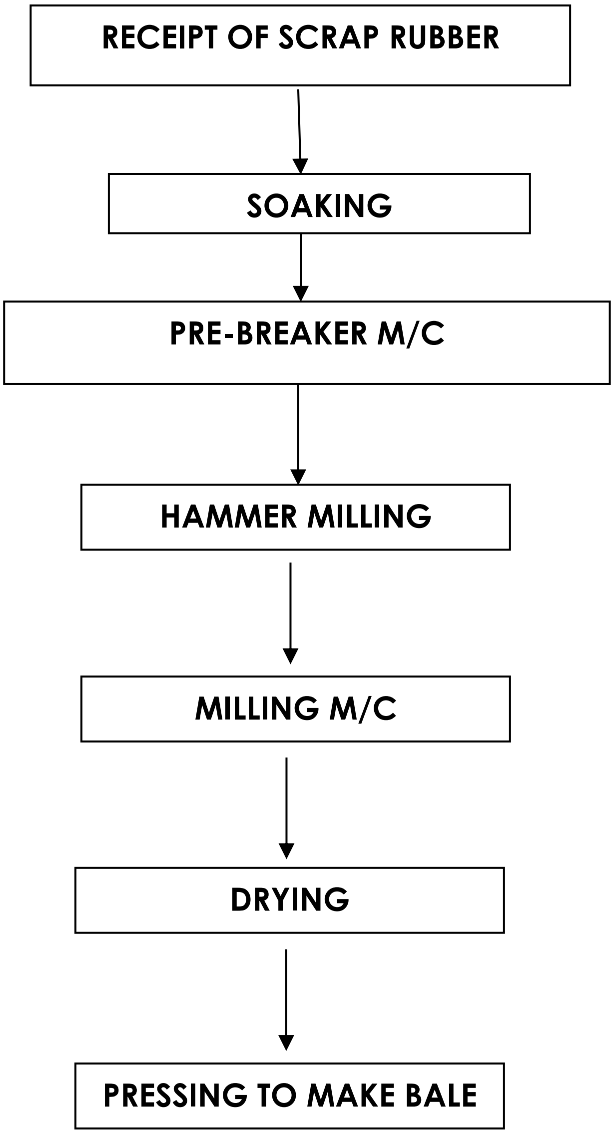
Stage-3



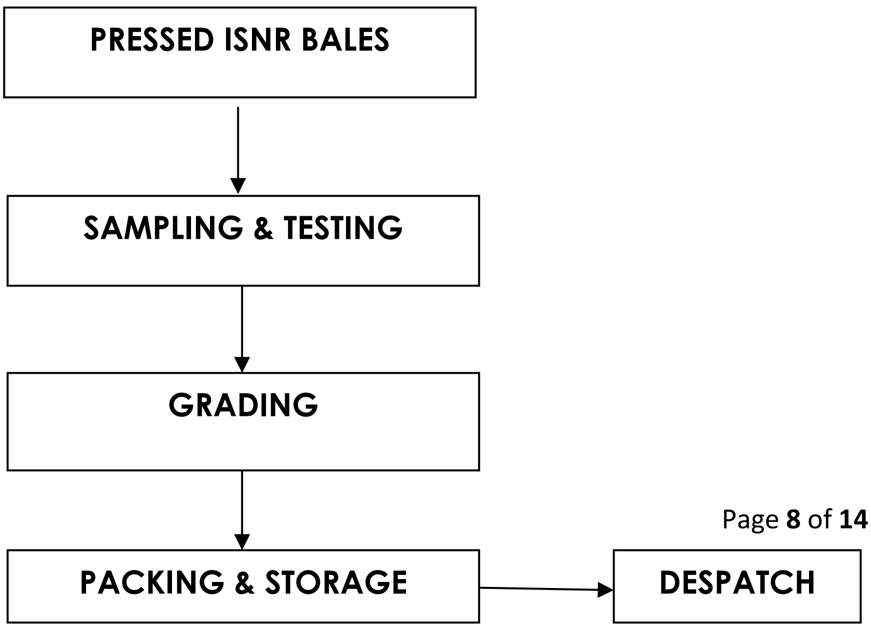
The Skim latex can also be sold as Skim crepe after De-ammonization, Coagulation, milling to sheets and drying.

Crumb Rubber Factory (ISNR Factory) is set up for processing the scrap rubber. The Factory is capable of producing 6 MT ISNR per day. The factory produces different grades of ISNR (Indian Standard Natural Rubber) like ISNR, 10, 20, 50, etc. This factory is also presently running below capacity as most of the material is being sold as scrap directly to market when direct selling seems more economical than selling as ISNR after processing. The process flow chart of the ISNR Factory is shown below

Stage-1



Stage-2



Rubber Sheeting Factory (RSF) is commissioned in the year 1997 with a view to manufacture Industrial sheets. The main products manufactured are plain rubber sheets, insertion rubber sheets and mottled sheets of different colours. Annual production capacity of the Rubber sheeting factory is 450 MT. ROCASIN sheets are also being manufactured in the Rubber sheeting factory. ROCASIN sheets are used in Rockets for insulation purpose and the major customers for the ROCASIN sheets are VSSC and L&T defence.

The Factory complex is having a 11 KV Electric Sub Station to receive power from KSEB through 630 KVA transformer and also have a 500 KVA DG SET for captive generation. The process flow chart of Rubber Sheeting Factory is attached as Annexure

3.4. Road and other infrastructure

All the area of Estates and Factory are well connected by roads. All the labour tenements are electrified and provided with all basic amenities. One estate hospital each is functioning at both the estates with the service of doctor, nurse, pharmacist and ambulance for the wellbeing of workers. Residential quarters also provided for the staff and officers at Kulathupuzha and Ayiranallur estate. Besides these, Tamil medium Government schools and a Government ITI (Industrial Training Institute) are also functioning in the estates at company buildings for the education of wards of the workers. School bus facility is also being provided by the company for those who are studying in schools of nearby locality.

3.5. Administration and Accounts

Registered office/Head Office is situated at the heart of the Punalur Municipal town adjacent to KSRTC Bus station. The office is headed by the Managing Director of the Company and he is assisted by various functional heads viz. Finance, Personnel, Commercial (Purchase & Sales) and Engineering. An internal Audit wing is also functioning at head office under the control of Company Secretary.

The Factory Complex and Estates are headed by Managers. Deputy Managers and Assistant Managers are also there in the managerial Cadre to assist the Managers. The Company Secretary, functional heads at HO and Managers of Estates and Factory are directly reporting to Managing Director.

The Estates at Kulathupuzha & Ayiranallur and Factory are considered as primary accounting units. Financial statements are being prepared at the level of each primary accounting unit and got consolidated at head office level. One Head Accountant each is working at Estate Office and Factory to oversee the works related to Accounts. Similarly at Head Office, an Accounts department is functioning under the control of Finance Manager. The Company is presently using the Tally Software for the accounting and preparation of Financial Statements. An

ERP Software is also being developed which is expected to be go-live by 1st Jan 2027.

Around 1100 employees (980 workers+120 staff) are presently working in the Company against a sanctioned strength of 1620 employees (1400 workers + 220 Staff)

4. OBJECTIVES & SCOPE

The objective of the work is to study the existing system of the Company and to propose and implement a comprehensive cost accounting system with a view to meet the statutory compliance requirements and to utilize its resources viz. financial resources, manpower, other Assets etc. effectively.

4.1. Objective

The objective of the engagement is to conduct an AS-IS Study of the existing operational, accounting and reporting systems of Rehabilitation Plantations Limited (RPL) and develop a Cost Records Maintenance Framework in accordance with:

- Companies Act, 2013
- Companies (Cost Records and Audit) Rules, 2014
- Applicable Cost Accounting Principles and Best Practices

The assignment aims to establish a structured framework for identification, classification, allocation and reporting of cost information, enabling the company to independently maintain cost records for managerial decision-making and statutory compliance purposes.

4.2. Scope of Work

A. AS-IS Study and System Review

The following activities shall be undertaken:

- Detailed study of the existing operational, expenditure capture, accounting and reporting systems.
- Understanding plantation, production, processing and support activities of the Company.
- Review of the existing Tally accounting structure, Chart of Accounts and reporting framework.

- Identification of major activities, cost centers, cost elements and cost drivers.
- Assessment of current practices for capturing quantitative and financial information relevant to cost accounting.
- Review of existing management information and operational reports.
- Identification of gaps between current practices and the requirements of a structured cost records system.

B. Development of Cost Records Maintenance Framework

The following framework shall be developed:

- Identification and classification of cost elements including:
  - Direct Materials
  - Direct Labour
  - Direct Expenses
  - Welfare Expenses
  - Utilities and Services
  - Administrative Overheads
  - Selling and Distribution Overheads
- Development of a suitable Cost Center Structure covering plantation, processing and support activities.
- Identification of key cost drivers and responsibility centers.
- Development of cost allocation and apportionment principles for common costs.
- Recommendations regarding quantitative and financial data required for cost accounting.
- Review of existing Tally structure and recommendations for ledger mapping and cost information capture.
- Development of a framework for preparation and maintenance of cost records.
- Recommendations on roles, responsibilities and internal controls required for maintenance of cost records by the company.
- Preparation of an implementation roadmap for adoption of the framework.

5. VENUE & DEADLINE FOR SUBMISSION OF EOI

Proposal, in its complete form in all respects as specified in the EOI, must be submitted to RPL at the address specified herein earlier. In exceptional circumstances and at its discretion, **RPL may extend the deadline for submission of**

proposals by issuing an amendment to be made available on the RPL website, in which case all rights and obligations of RPL and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

6. VALIDITY OF OFFER

The offer for EOI as per this document shall be valid for a period of three (3) months initially which may be extended further if required by RPL.

7. QUALIFICATION CRITERIA

Following will be the minimum pre-qualification criteria. Each eligible Cost Accountant/ Cost Accountant firm should possess all the following pre-qualification criteria. Responses not meeting the minimum pre-qualification criteria will be rejected and will not be evaluated.

	Pre-qualification Criteria	**Supporting Compliance document**
1.	The applicant shall be a Cost Accountant in practice/ Firm as per the Cost and Works Accountants Act 1959.	Copy of Certificate of practice/ copy of Certificate of Registration of firm, if any.
2.	The Cost Accountant/Firm should be in the business of providing similar services for at least 03 years as on 31.07.2026.	Certificate by Authorized Signatory of the Bidder's firm.
3.	The Bidder shall have experience of providing two similar completed services to Central Govt./ State Govt./PSUs/reputed private companies in India.	Copy of Work Order / Contract/Successful completion certificate.
4.	The firm should not be blacklisted by any Central Govt. / State Govt. / PSU/Govt. Bodies	Certificate signed by the Authorized signatory.
5.	PAN No. / GST Registration Certificate	Copy to be enclosed.

8. EVALUATION CRITERIA

(a) Screening of EOIs shall be carried out as per eligibility conditions mentioned in this document and based on verification of testimonials submitted
(b) EOI will be evaluated for short listing inter alia based on their past experience of handling similar type of project, strength of their man power, etc.
(c) Short listed agencies will be issued Bid Documents and asked to submit their price proposal.

A pre-Bid meeting will be conducted at the registered office of the Company at Punalur on **01.09.2026, 11.00 Hrs.** to clarify any questions or concerns that prospective bidders may have regarding the solicitation documents, including the terms of reference, scope of work, evaluation criteria, and contractual conditions.

9. CONDITIONS UNDER WHICH EOI IS ISSUED

The EOI is not an offer and is issued with no commitment. RPL reserves the right to withdraw EOI and or vary any part thereof at any stage. RPL further reserves the right to disqualify any bidder, should it be so necessary at any stage.

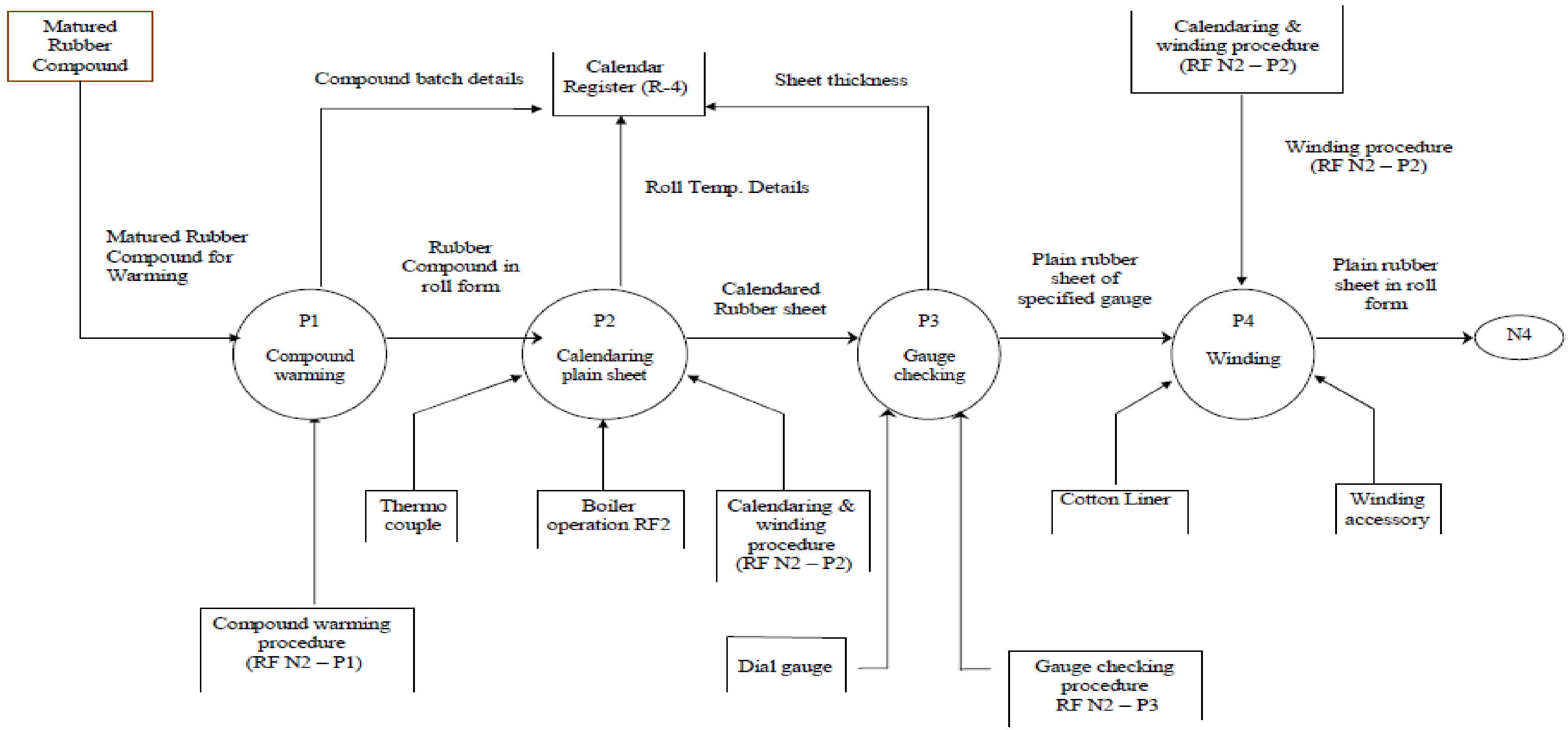
10. TIME SCHEDULE

A draft proposal shall be submitted within two months of the date of signing of agreement. RPL will offer its comments on the draft proposal within 15 days from the date of submission of draft proposal. The Cost Accountant/Firm shall submit the final proposal within three months of the date of signing of agreement, after taking into account the comments and other factors, if any.

11. LAST DATE OF SUBMISSION OF EOI

The last date of submission of EOI is **07.09.2026 05.00 PM**

RSF-N2
PROCEDURE FOR PLAIN SHEET CALENDERING
FLOW DIAGRAM (LEVEL-2)



PREPARED BY	VERIFIED BY	APPROVED BY	ISSUED BY	ISSUE No.	REVISION No.	DATE
MANAGER (FACTORY COMPLEX)	MR	MD	MR	1	0	19th May 2017