

HPCL Analyst Meet Presentation

Mumbai March 4, 2016



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Origin of HPCL



- 1952 Incorporation of Standard Vacuum Refining Company (StanVac)
- 1955 Incorporation of Caltex Oil Refining Company
- **1962** StanVac operations taken over by ESSO



- 1978 Merger of Caltex with HPCL
- 1979 Merger of Kosan Gas with HPCL









"To be a World Class Energy Company known for caring and delighting customers with high quality products and innovative services across domestic & international markets with aggressive growth and delivering superior financial performance.

The Company will be a model of Excellence in meeting Social commitment, Environment, Health & Safety and in employee welfare & relations"











- F Free, Frank and Fair
 - Integrity
- **R** Respect for Individual
- **S** Sustainable Performance
- **T** Team Spirit





- Shareholders : 99,280
- Share Capital : Rs. 339.01 Crore





Business Portfolio



Mumbai: Fuels (6.5 MMTPA) & Lubes (428 TMTPA) Refinery



* Annual Sales in 2014-15 # Current Active blocks







Domestic Growth: 8.4% Vs 5.5% by Industry (PSU)

Refining Thruput : 12.5 MMT

Pipeline Thruput : 13.4 MMT

India's No.1 Lube Marketer : 339 TMT

PAT Rs. 2310 crore

* Including Exports





Description	Unit	Apr - Dec 2014	Apr - Dec 2015	% Increase
Sales	MMT	23.76	25.16	6%
Refinery Thruput	MMT	11.73	12.53	7%
Pipeline Thruput	MMT	11.08	13.38	21%
Net worth	Rs. Crore	15,010	18,141	7%
Profit after Tax	Rs. Crore	571	2,310	305%



Profit after Tax







Net Worth











(Rs. crore)

Borrowings	33,789	32,165	20,335	19,969
Net Worth	13,726	15,012	16,022	18,141



Dividend %











Ratings



Refining



Refining Capacity





Refinery	Capacity (MMTPA)
Mumbai	6.5
Visakh	8.3
Total	14.8
Bathinda (JVC)	9.0
Total	23.8

Lube Refinery (Mumbai) 428 TMTPA

Rights for Marketing of Petroleum Products from HMEL

- Stake in HMEL : 48.94%
- Stake in MRPL : 16.95%



Crude Throughput





Average GRM for HPCL during Apr - Dec 2015 is US \$ 6.35 per Barrel





Refineries



Mumbai Refinery



Visakh Refinery



- Environmental Stewardship
 - Flare gas recovery system
 - Integrated Effluent Treatment Plant & Rain water harvesting

Past 5 year Investments	Rs crore
Mumbai Refinery	6,214
Visakh Refinery	6,113



Crude Oil Receipts



Single Point Mooring - Visakh



Very Large Crude Carrier– 2 million barrels

Jetty 4 - Mumbai



Suez Max (partly loaded)– 0.75 million barrels



Process Units



EURO III/IV MS Production Facilities





Process Units



Diesel Hydro Treater (BS III / IV Diesel)



Mumbai Refinery - 1.76 MMTPA



Visakh Refinery - 1.32 MMTPA

*MMTPA: Million Metric Tons per Annum





Lube Oil Upgradation Project at Mumbai Refinery



Group II/III Lube Base Oils

Addition in Capacity - 227 TMTPA

Total Capacity - 428 TMTPA





HP-HiGAS Unit at Visakh Refinery



HP-HiGAS Technology

- Commissioned HP-HiGAS Technology based commercial unit at Visakh Refinery
- Benefits:
 - Reduction in footprint / smaller equipment - Size reduction by 10 times
 - Reduces CAPEX

Absorption / Separation applications





H2 PSA Technology at Visakh Refinery



Hydrogen Pressure Swing Adsorption Technology

- Commissioned Hydrogen Pressure Swing Adsorption Technology for purification of CCR Off Gas at VR
- Hydrogen purity > 99.5%
- Benefits:
 - Production of high value Hydrogen from low value Refinery off Gases
 - Technology Indigenization



H2 recovery from CCR Off Gas





Initiative	Impact Area
Optimized MS block operations	Increased MS production in lieu of Naphtha
LOUP project at Mumbai Refinery	Increased production of valued added lubricants
Robust LP model	Optimizing Crude selection
FCC with Cat Cooler at Mumbai Refinery	Conversion of Low value Fuel Oil to value added products
Encon measures	Reduced fuel consumption
CDU II Revamp at Mumbai Refinery	Increased crude processing
Flare gas recovery systems	Reduced hydrocarbon losses

Marketing





Product wise volumes / 5 Year CAGR%

2014-15 (Percentage)



Total Volume = 165 MMT, 5 year CAGR of 3.7%

*Note: FY 2009-10 is base year for 5 Year CAGR



HPCL Market Sales











- Sales including exports increased to 31.95 MMT.
- Domestic market sales increased to 31.0 MMT.
- Growth over Historical by 2.3 %.

Growth Comparison with Industry

5 year CAGR % Comparison with Industry











Retail Sales







Retail : Focus on Customer Experience





- Branded Fuel Stations
 - 2300 Club HP outlets and 250 Club HP Star outlets
- Branded Fuel (Power) marketed through 1500 outlets
- Allied Retail Business at over 3000 outlets with 1650+ ATMs at Retail outlets.







Segmentation based on 'Stated' and Latent Needs' of customers.

"Retail Outlet Formats" designed to address needs of "Target Customer Segments" in a 'Consistent' manner.



Highway

NHAI Award to COMCO Shoolagiri "Best Amenities on Highways"









Scientific approach through Network Planning tool for identifying

- Potential new locations
- Sales potential at existing outlets

Network Planning (NP) Tool





Implementing Outlet Diagnostics and Monitoring Tool (ODMT) as a structured approach for achieving outlet specific growth.





Fleet management solution

Fleet Card – DT Plus



- Multiple recharge options & Accidental insurance for Vehicle Crew.
- Over 1 Lakh Fleet owners and 1.2 Million vehicles enrolled.
- HSD sales through DT Plus increased to 217 TKLPM ~ 16% of HSD Sales.
- Introduced Credit Pouch tie up with HDFC & ICICI banks



- Largest Multiparty Coalition loyalty program - Partnership with Payback.
- 40 Million customers ~ 11.5% of Petrol Sales thru Loyalty card

Retail Cards





Leveraging Technology



- Automation installed at 2561 outlets
- NANO Uptime : 98.7%

Benefits



Q&Q Assurance

- Capturing all transactions
- e-Receipts to customers
- Inspection through Automation system



Efficient operations

- System driven stock monitoring and price change
- SMS Alerts to Customers
- VID for Loyalty




- Lubricant Market Size: 2800 TMT
- 7 Major Players, 69% of Volume

Estimated Overall Lubricants market split (2014-15)



HPCL with 478 TMT of Lubricant Sales is the largest lube marketer in India

Source: Kline & Co 2014, IPR, Team Analysis





India's Largest Lube Marketer

- Apr-Dec'15 Sales Volume ~ 339 TMT
- Market share gain amongst PSUs: ~ 4%

> 250 Grades of Lubricants

Largest Base Oil Refinery



- Largest base oil refinery in the country: 428 TMTPA
- Group II / III: 230 TMTPA

Lube Blending

- Seven (7) ISO 9001 certified blending plants: 250 TMTPA
- State of the art 75 TMTPA blending plant at Silvassa
 - Fully automated
 - ISO 9001, 14001



















Industrial & Consumer Segment



2nd largest Player

- Apr-Dec'15 Sales Volume ~ 3.4 MMT
- Market share gain amongst PSUs ~ 1.6%
- 1st in Industry to launch of VG 40 grade Bitumen (ex-Mumbai Refinery)



Fuels	 HSD, Naptha, Bitumen and Fuel Oils
Bunkering	 MoU Signed for developing Bunkering Facility at Bucher Island, Mumbai
Specialties	 Hexane, MTO
Customers	 Army, DGBR, Railways, Govt. & Industrial Accounts and MSME segment



HP Aviation



Sales

- Apr-Dec'15 Sales Volume ~ 449 TMT
- Market share gain amongst PSUs ~ 1.5%

Wide Customer Base



 Supplying Jet Fuel to all scheduled airlines in India

Leveraging Open Access

• **Operating JV MAFFFL** (Mumbai Airport Fuel Farm Facilities Ltd.) with 25% stake

Leveraging Home market

• 20 km dedicated ATF P/L from Mumbai Refinery to Mumbai Airport



HPCL supply infrastructure



Terminals / TOPs



36



69



46

ASFs



36

Description	As of 31.12.2015	Lube Blending Plants
POL Tankage	3.09 MMT	Man Man
LPG bottling capacity	4.1 MMTPA	
Lube blending Plant capacity	250 TMTPA	E
QC Labs	45 Nos.	7

Strategically located State of Art Infrastructure with robust technologyenabled processes





- Throughput (Apr-Dec'15): 35.56 MMT
- Leveraging Technology:
 - Vehicle Tracking System, Electro mechanical locks and Automated Indent Management system
- Safety:
 - Safety Index of POL Locations is 93 % and all POL locations are fully compliant with MBLC Recommendations
- Sustainable Development:
 - Carbon Footprint Reduction Measures at all POL locations
 - Efficient energy and water management







2nd Largest LPG Marketer in the country

No. of LPG Distributorships : 4,195 Customer Holding ~ 52 Million Sales during Apr-Dec'15 : 3.7 MMT Market Share: 26.8%



- 1st to launch HP ANYTIME an IVR /SMS based refill booking system in 2009.
 - ✓ Pan India coverage.
- Operating one of the Worlds Largest capacity carousel:
 - 72 Headed Flex speed at Yediyur (Bangalore) with production capacity of 4200 cylinders/hour



PAHAL and #GiveltUp





Percentage enrolled > 89%





> 20 Lakh customers have given up LPG subsidy







Metal Cutting Gas

Gas for Fork Lift





New Packing of 450 KG for medium size non-domestic customers



Leveraging IT for moving towards Digital India







e-Infrastructure





Financial, HR and Procurement service delivery processes are e-enabled



IS applications

Digital empowerment

Stake holders

5



Oracle JDEdwards Oneworld ERP

e-Banking, e-Procurement, e-Recruitment

B2B for Oil Exchange

Terminal, Retail Outlet and Tank Farm automation

Vehicle Tracking system

DBTL and related applications

Portals for various stakeholders

Mobile apps for LPG & retail consumers and employees

E-mail and SMS Alerts and status updates

Local language in MyLPG portal and SMS alerts



2nd largest product pipeline network







Pipeline Throughput









1. Operational Excellence

Optimization of Operating Cost

2. Safety & Security

- Pipeline Integrity Management
- ROU Management
- Risk & Disaster Management

3. Quality Management

- Preserves Environment
- ISO Certification





Natural Gas





CNG Stations

- Ahmedabad : 21 Stations
- Others : At 220 ROs

Maiden entry into RLNG marketing during 2014-15

 RLNG Sales (Apr-Dec'15) to Industrial Customers is 32 TMT



Subsidiaries & JVs



Subsidiaries & JVs





Introduction of new technology and value growth through Partnerships



Exploration & Production



Prize Petroleum, a wholly owned subsidiary



Overseas Operations (Australia)

- 1 Producing Field
- 1 Discovered Field

Domestic Operations

- 1- Producing Field (Sanganpur)
- 1- Discovered Field (Cambay)
- 1- Service contract (Hirapur)
- 1- Exploration Blocks (NELP IX)

Apr-Dec 2015 Production : 48 TMT



Recently commissioned POL infrastructure





Bihta Depot



Kadapa Depot



Tikrikalan Terminal



Bokaro Depot



Revamp of Paradeep Terminal



Recently commissioned LPG Plant



World's Largest LPG Carousal

- Bottling capacity : 150 TMTPA
- Flexspeed carousel: 72 Head
- Production capacity : 4200 cylinders/ hour





Bangalore LPG Plant

- LPG Storage : 2100 MT
- Tank Truck Gantry : 8-bay automated
- Capex : Rs. 132 Crore





- Length : 93 Km
- Capacity : 2.34 MMTPA
- Capex : Rs. 134 crore



Bahadurgarh Tikrikalan Pipeline



- Length : 14 Km
- Capacity : 0.75 MMTPA
- Capex : Rs. 61 crore



New commissioning's : Apr-Dec 2015



Rewari – Kanpur Pipeline

- Length : 443 Km
- Capacity : 7.98 MMTPA
- TOPs : Bharatpur, Mathura
- Capex : Rs. 1,447 crore

Rewari pumping station



Kanpur Terminal



- Tankage : 227 TKL
- 2 x 8 Bay White oil TT Gantry
- State of Art Terminal





LPG pipelines

- 397 km Mangalore Hassan Mysore Bengaluru LPG Pipeline (3.1 MMTPA)
- 168 km Uran Chakan LPG pipeline (1.0 MMTPA)

POL Depots

 Revamp at Jabalpur Depot (Madhya Pradesh) and Loni Terminal (Maharashtra)

LPG Plants

 New LPG Plants at Solapur (Maharashtra) Bhopal (Madhya Pradesh) Karimnagar (Telangana) and at Panagarh (West Bengal)

Total estimated Capex for above ongoing Projects is ~ Rs 1,782 Crore



LPG & NG Pipelines under construction







Planned Brown field Expansion of Refineries



Mumbai Refinery

- MR Expansion of capacity to 9.5 MMTPA
- Salient features:
 - Compliance to Euro V / VI Fuels
 - Addition of value added units and bottom up gradation units
 - Estimated Capex of Rs. 4,199 crore

Visakh Refinery

- Expansion of capacity to 15 MMTPA
- Salient features:
 - Residue up-gradation with slurry hydrocracker.
 - Products conforming to Euro V / VI Fuels
 - Estimated Capex of Rs. 17,000 crore







Project Details:

- Capacity enhancement from 9 MMTPA to 11.25 MMTPA
- Estimated Project cost ~ USD 350 million
- Additional volumes would cater to growth in demand in northern India







- Being implemented thru JVC HSEL. HPCL Equity : 50%
- 5 MMTPA LNG Regasification terminal at Chhara Port
- Capacity : 5 MMTPA
- Estimated Cost: Rs. 5411 crore
- Financial closure for the project has been completed





Wind Farm Projects



Existing Capacity

- Capacity : 50.5 MW.
- Renewable Energy of 544 lakh KwH was generated through Wind Power Plants (at Jaisalmer, Rajasthan and Dhule, Maharashtra) during 2014-15.

Planned Addition

LOI released for additional
 50.4 MW capacity in Jaisalmer.







Description	Rs. crore
Capex during 2014-15	4,852
Planned during 2015-20	45,000





(Rs. crore)

Capex Projection	2015 - 2020
Refining (Mumbai and Visakh Expansions)	21000
Marketing	9000
Renewables/Others	1000
Joint Venture (Refinery/ Natural Gas/ E&P)	14000
Total	45000









Average Age

- Management = 41 Years
- Non-Management = 50 Years

50% of Management under 40 Years of age

































- Productivity growth
- Service Enhancement



Corporate Social Responsibility



Touching over 1.1 Lakh lives since inception





Awards for excellence in Retail marketing





Retail" **Global Marketing Excellence 2015**



"Best Loyalty Card Program" **Global Marketing Excellence 2015**



"Reader's Digest Trusted Brand Gold"

...10th year in succession



"Forecourt Retailer of Year" ...9th year in succession

"Master Brand Award" **CMO Council Awards 2015**



Awards for excellence in LPG Marketing











Awards For Innovative Packaging, Operational Safety & Green Initiatives



Functional Directors





Ms. Nishi Vasudeva, Chairman & Managing Director

- She holds Post Graduate Diploma in Business Management from Indian Institute of Management, Calcutta and has wide exposure to the Petroleum Industry spanning over 36 years in various streams like Marketing, Corporate, Strategy & Planning, and Information System etc.
- She also holds the directorship on the boards of Prize Petroleum corporation Ltd, HPCL Mittal Energy Ltd , HPCL Mittal Pipelines
 Ltd , Hindustan Colas Ltd and SA LPG Co. Pvt. Ltd.



Shri Pushp Kumar Joshi, Director - Human Resources

- He is a Bachelor of Law and an MBA from XLRI, Jamshedpur with over 30 years of industry experience. He has held various key
 positions in Human Resources and Industrial Relations functions in Marketing and Refineries divisions of HPCL. He was
 responsible for spearheading HR practices with strong business focus and contemporary approaches at HPCL for leadership
 development, productivity enhancement, leveraging IT platform etc.
- He also holds the directorship on the boards of Prize Petroleum corporation Ltd, CREDA HPCL Biofuels Ltd, HPCL Biofuels Ltd, HPCL Biofuels Ltd, HPCL Shapoorji Energy Pvt Ltd, HPCL Rajasthan Refinery Limited and SA LPG Co. Pvt. Ltd.



Shri B K Namdeo, Director - Refineries

- He is a Mechanical Engineer and a Master of Technology from IIT Mumbai with over 32 years of experience in various functions and has held key positions in Central Engineering (Refinery Projects), Operations, Projects and Maintenance Departments of the Refineries.
- He also holds the directorship on the boards of HPCL Mittal Energy Ltd, Prize Petroleum corporation Ltd, CREDA HPCL Biofuels Ltd, HPCL Biofuels Ltd, and Mangalore Refinery and Petrochemicals Ltd.



Shri Y K Gawali, Director - Marketing

- He is a graduate in Civil Engineering with over 32 years of experience in Operations, Engineering & Projects, Logistics, Terminals, and LPG functions of Marketing division. Prior to Director marketing he was the Executive Director - LPG of HPCL and was responsible for improving Marketing performance, customer focus and satisfaction and enhancing the brand image of HP Gas.
- He also holds the directorship on the Boards of Aavantika Gas Limited, GSPL India Gasnet Ltd (GIGL) and GSPL India Transco Ltd (GITL).



Shri J Ramaswamy, Director - Finance

 He is a member of the Institute of Chartered Accountants of India (ICAI), and brings with him rich experience of over 3 decades in the field of Corporate Finance, Marketing Finance, SBU Commercial, Internal Audit, Vigilance, System & Procedures, and Refinery Finance. He is credited with effective treasury management. He also holds the directorship on the Boards of Prize Petroleum, Creda HPCL Biofuels Limited, HPCL Rajasthan Refinery Limited, SA LPG Co. Pvt. Ltd, HPCL Mittal Energy Ltd, HPCL Shapoorji Energy Pvt Ltd and HPCL Mittal Pipelines Ltd.



Thank you