



IndianOil

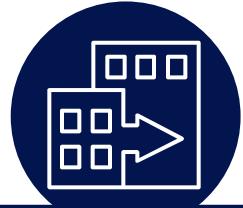
Indian Oil Corporation Limited

I n v e s t o r P r e s e n t a t i o n

Mumbai, 26 Sep 2025



IndianOil - One of the largest assets of Gol...



India's largest PSU

~₹8.5 Tr

FY25 revenue

~3% of India's GDP

#1 Maharatna



Touching crores of Indians

~40K+

Retail outlets

~45%+

Share of India's LPG market

~50%+

of India's flights fueled daily



Building India's Infrastructure

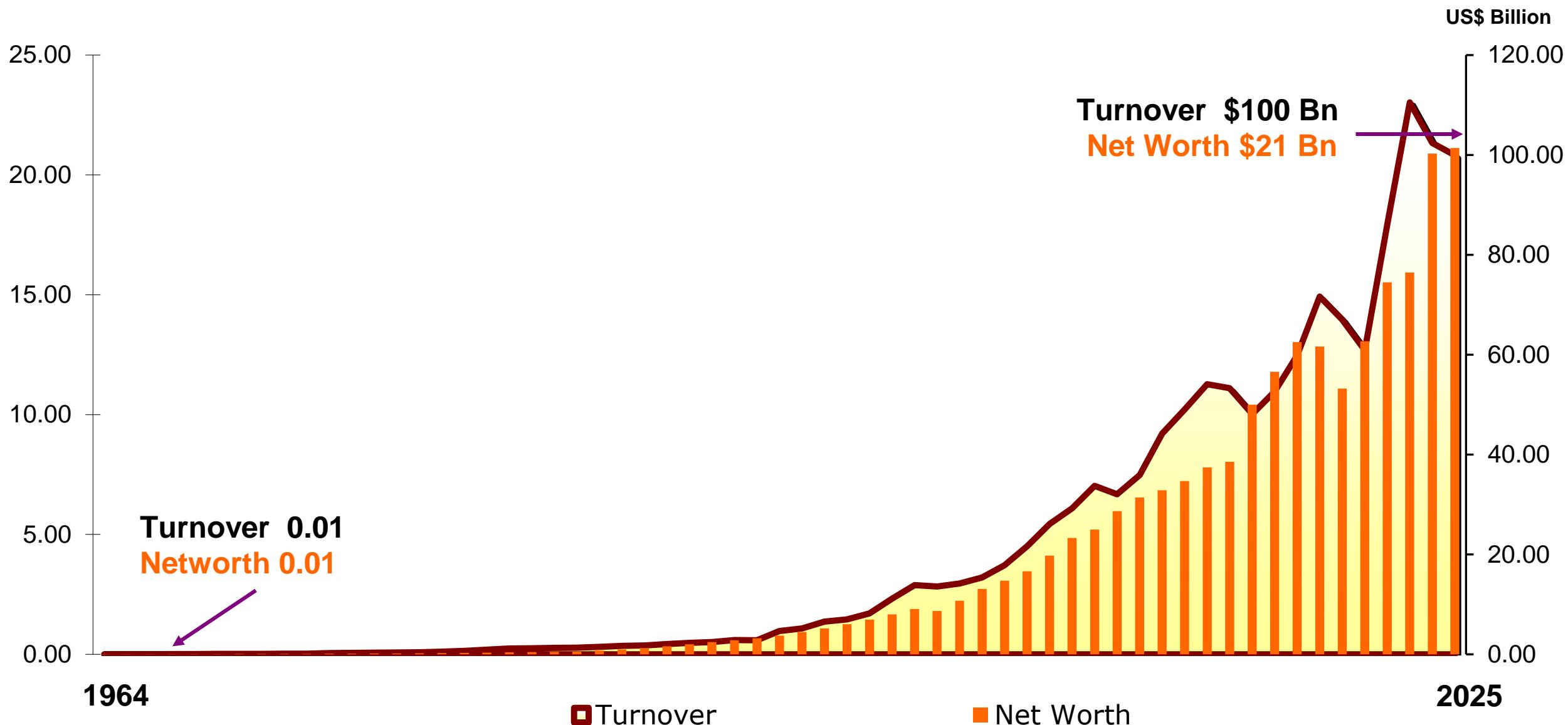
~81 MMT

Refining Capacity

~20K+ KM

India's largest downstream pipeline network

Massive growth achieved over the last 60 years



Exponential Growth in last 2 decades



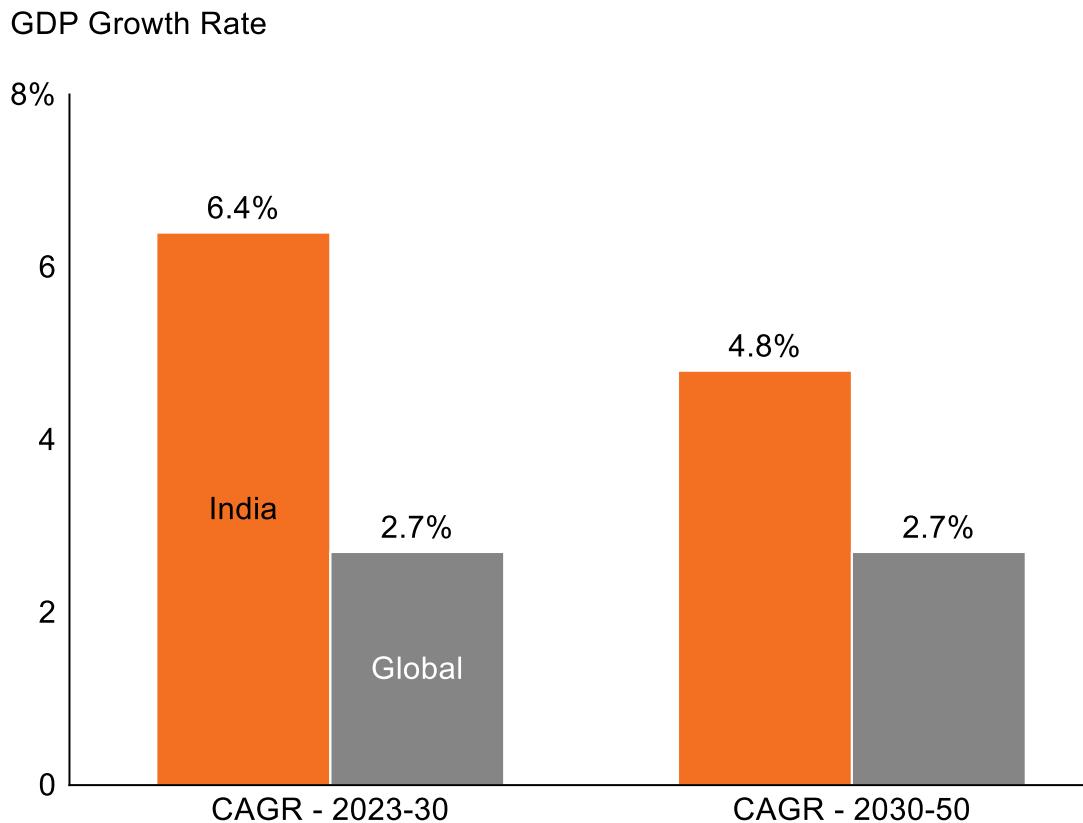
	FY05	FY25	Growth
	Refining Capacity 54.2 MMT	80.7 MMT	49%
	Pipeline Length 7,700 Km	20,000+ Km	160%
	Marketing Touchpoints 18,500	63,000+	241%
	Petrochemicals Capacity 0.12 MMT	4.3 MMT	3483%

- We have demonstrated large scale project execution capabilities
- We were able to diversify in Petrochem, Gas, Renewables, EV charging, Battery swapping, Advanced biofuels, and Aluminium air energy

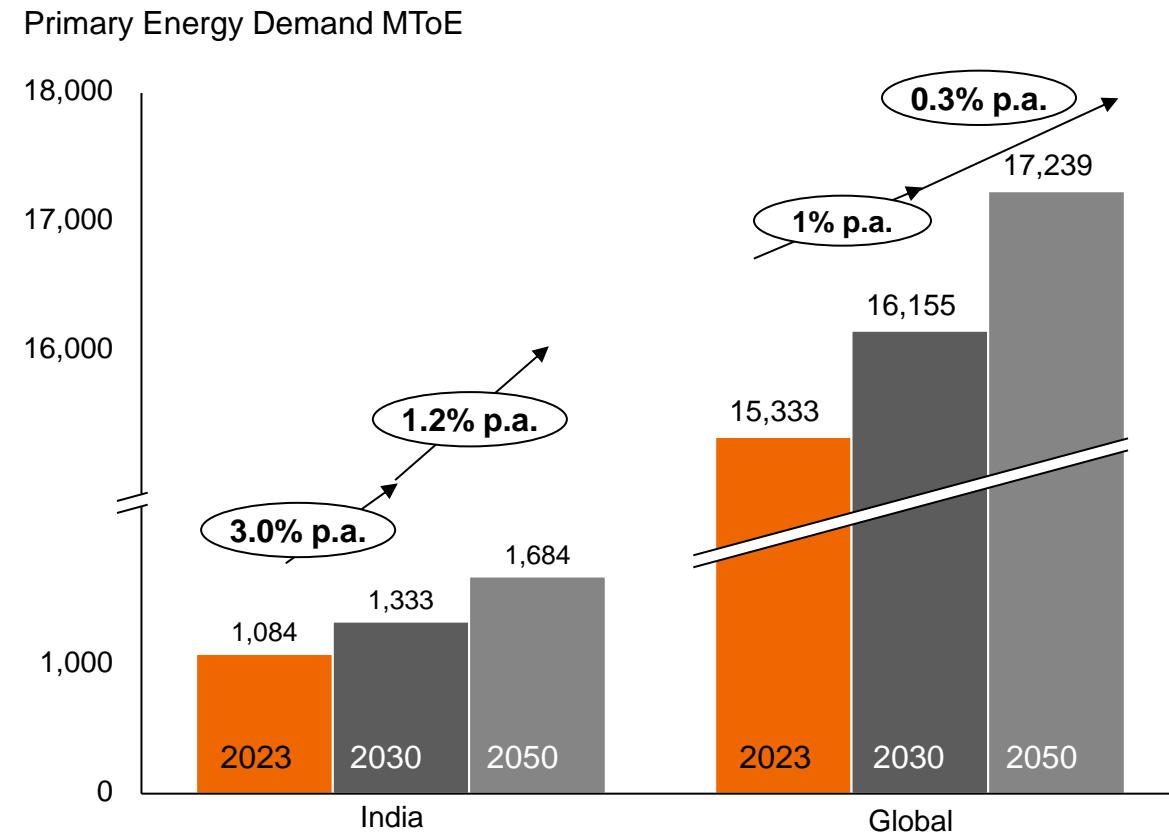
We are in the land of opportunity

IOC is operating in a growing energy market on the back of strong GDP growth...

India's GDP is expected to grow 2x+ higher than the global average....



... leading to energy consumption growth that is 3-4x times the global average

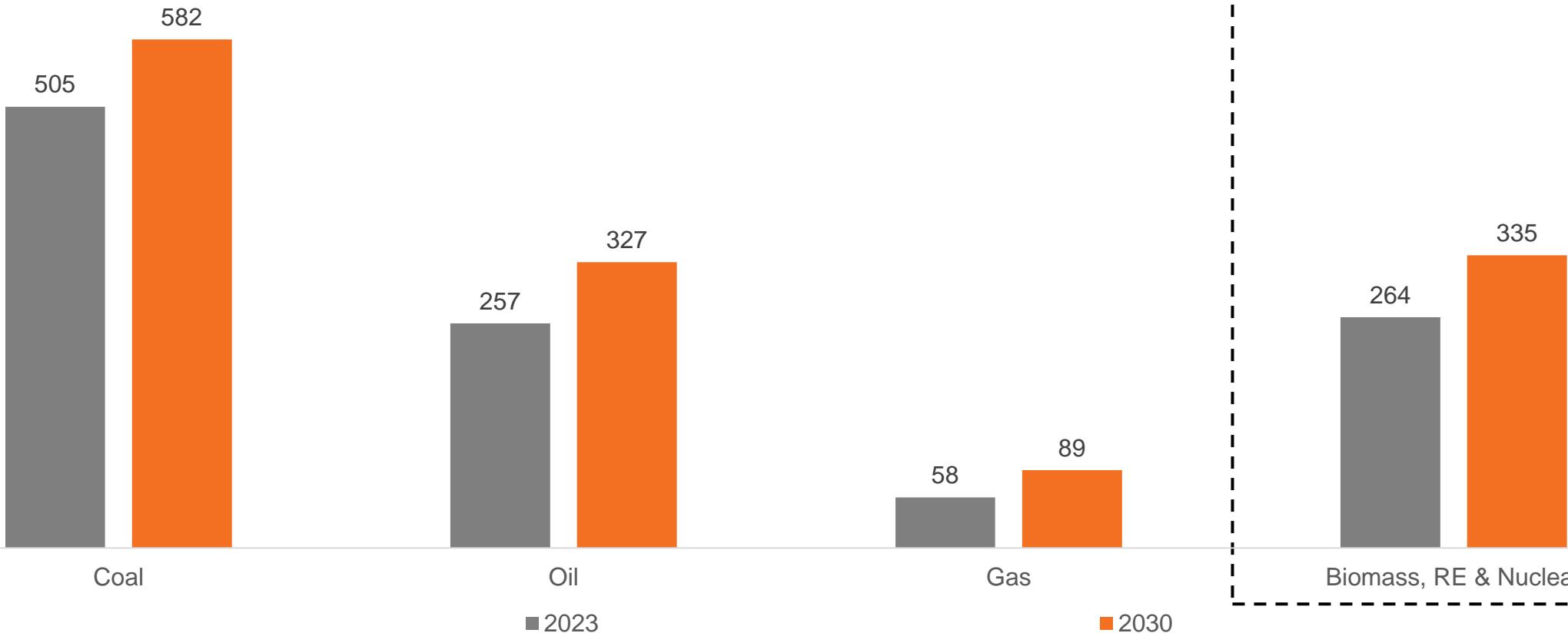


...aided by fast growth across energy segments



India Primary Energy Basket (2023-2030, MToE)

~25% share of energy basket by 2030



Note: Renewables include Solar, Wind, Hydropower & Bioenergy
Source: IEA WEO October 2024

However, the world is
going to be a complex
place

This ambition will be tested due to external complications ...



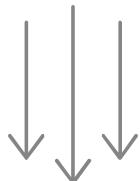
US – tariffs, protectionism, low focus on RE



Volatility in global crude oil prices

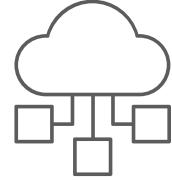


Tapering of global economic growth



INR's depreciation against the USD

... and internal risks and challenges



Access to right technology for speciality chemicals



Access to right talent to build/scale new businesses



Geo-physical location off the major trade routes



Access to critical minerals for battery manufacturing



...While external environment continues to evolve rapidly



The world confronts energy trilemma

Profit pools are diversifying

Intensifying Competitive dynamics

Energy transition technologies rapidly evolving

Geo-politics driving volatility

Domestic policy rapidly evolving

Pace of digital & AI adoption is increasing

Talent needs & expectations are changing

**Companies that have not changed with
times and have not adapted.....
have failed to sustain a dominant position**

We need to
Change and Adapt!

Strengthen **C**ore **B**usinesses



Continue to be India's largest refining player



Boost fuel retail market share



Strengthen leadership position across institutional businesses



Scale petrochemical capacity including speciality chemicals

Propel Cost Optimization



Become best in class and best in cost in delivery of energy products



Gain cost leadership across marketing businesses



Optimize Repair & Maintenance costs



Deliver capital projects on-time and within cost

Reinforce Customer Centricity



Become #1 choice for retail & institutional customers



Expand customers across new segments



Scale new offerings that will excite customers

Integrate Technology and Innovation



Drive product innovation for existing and new businesses



Implement digital use cases to drive positive business value



Make future-ready technology choices

Nurture Leadership and Talent



Develop and acquire talent for new businesses



Build high-potential leaders



Re-dedicate to core values of IndianOil

Transition Ready



Accelerate scale-up of Green Energy Businesses



Build new engines of growth



Traverse Net-Zero pathway

We need to Transform

Challenge the Status Quo

Embrace Excellence

Commit to a Future

Act Today

We need to....



SPRINT Goals

Refining & Pipeline	Retail	Institutional	Import/Export	LPG	Aviation	Lubes
	Petrochemicals	Alternate energy	Trading Desk	Natural Gas	New Business	
<p><i>Sustain leadership as India's #1 refining player</i></p> <p><i>Maximize utilization and margins</i></p> <p><i>Most efficient downstream pipeline network</i></p>	<p><i>Increase market share, particularly in urban and highways</i></p> <p><i>Build a diversified profit pool</i></p> <p><i>Profitable scale-up with focus on specialty chemicals</i></p> <p><i>Scale capacity</i></p>	<p><i>#1 preferred partner for institutional customers</i></p>	<p><i>Import/Export ready to maximize utilization</i></p>	<p><i>Industry leader</i></p>	<p><i>#1 SAF player</i></p>	<p><i>Scale automobile lubes business</i></p> <p><i>Indigenization of additives</i></p> <p><i>New geography expansion</i></p> <p><i>Presence across future growth sectors</i></p>

Enablers

Finance

HR

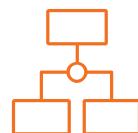
Information Technology

Implementation Process

(A)

PROJECT SETUP

- SPRINT launched on 1st April '25
- Initial and follow-up discussions with FPRs for charter alignment
- Setup tracking and monitoring



(B)

ROLES & RESPONSIBILITIES

- Roles defined across IndianOil (across divisions, business verticals etc.) to implement, monitor, and support roadblock mitigation
- High-potential team members selected to implement each SPRINT initiative



(C)

GOVERNANCE

- Multi-tiered governance mechanism setup with a defined cadence, attendees, and agenda
- Foster robust coordination across all execution teams
- Deviations to be identified and corrective actions to be implemented



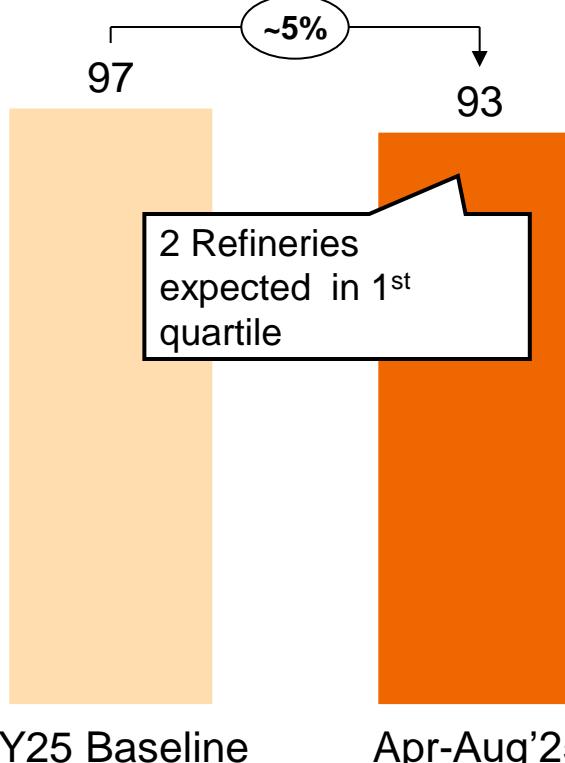
Green Shoots

Efficiency & Productivity unlocked across Refineries, RO Commissioning and Auto lubes



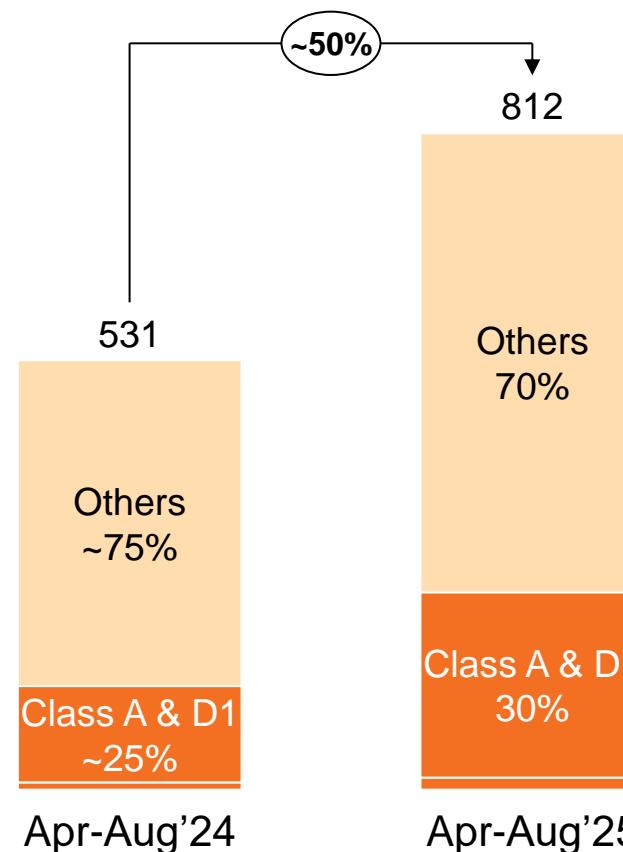
~5% overall energy efficiency improvement for Refineries

Avg. Refinery EII - IOC



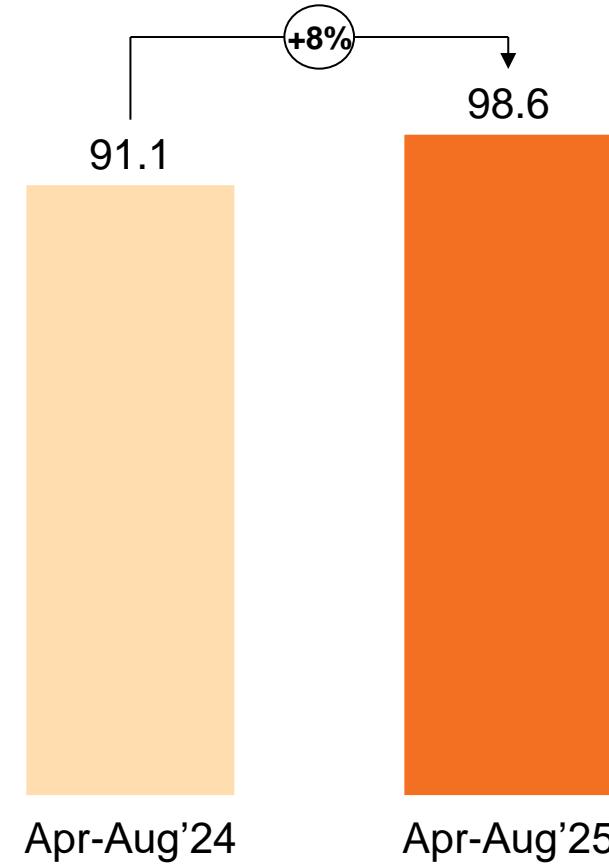
~50% more ROs commissioned YTD with higher share of Class A & D1

retail outlets commissioned by IOC



~8% YoY growth in auto lubes driving ~5% Market share gain

Auto Lubes Sales (TMT)



Media Coverage

Business Standard

Aug 2025

IOC's project SPRINT starts to show results, company gains retail dominance

Project SPRINT is delivering results, strengthening IndianOil's retail dominance in a competitive market.

THE HINDU businessline.

May 2025

IndianOil's project SPRINT: A strategic transition to become future-ready

IndianOil is effecting a strategic transformation to remodel its businesses into an agile, nimble and future-ready entity



सत्यमेव जयते
पेट्रोलियम एवं प्राकृतिक गैस मंत्रालय
MINISTRY OF
PETROLEUM AND
NATURAL GAS

“

Project SPRINT reflects a decisive shift to renew strategies across business verticals to build a smarter, modern, and more agile IndianOil that is ready to lead the future. Indeed, it is time to change, adapt, and SPRINT toward a stronger tomorrow!”

Shri HS Puri, Hon'ble Union P&NG Minister

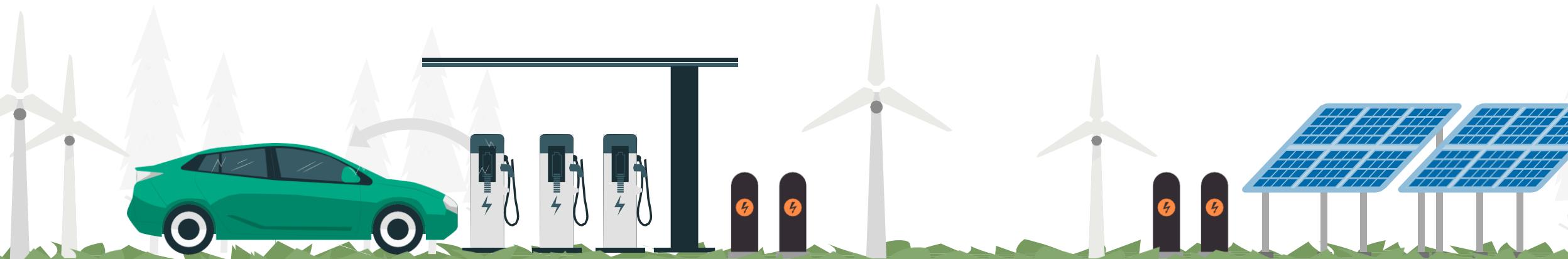
In Nutshell.....

- Not only a project but a way of making a significant positive impact
- Part of daily operations
- Prioritize high impact changes that customers and key stakeholders will value
- Build bridges – foster collaboration
- Think beyond benchmarks – push beyond incremental improvements
- Move faster with execution
- Sustain momentum



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Super Brands



Customer Loyalty Programmes



Retail Outlets



Thank You!