

# Forward with Castrol

## Investor Presentation

November 2023



## We have a refreshed identity

We accelerate progress through game changing technologies, superior products and distinctive experiences



As a global leader in our industry, we are constantly evolving to stay ahead in a changing category.

# Castrol Global

125-year young organization



## Castrol on Mars



## Our Strength

**5,000**  
employees

**>160**  
countries where Castrol  
markets products

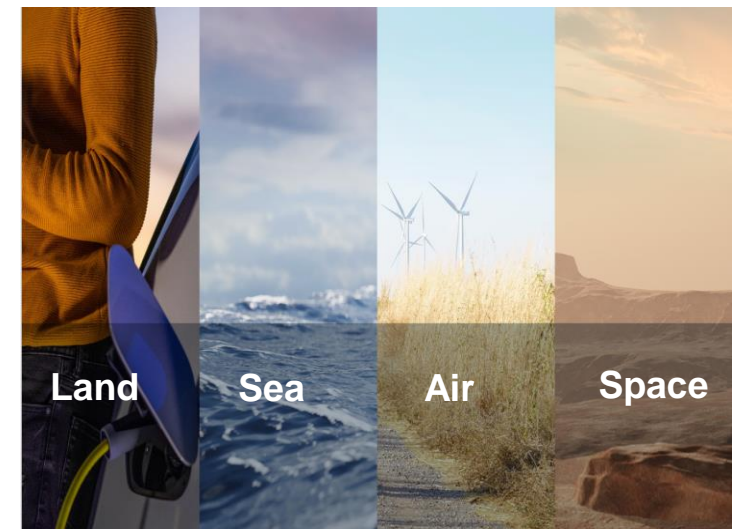
**200m**  
Customer  
touchpoints

**7**  
technology  
centres

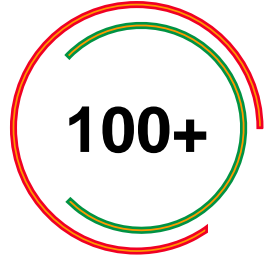
**23**  
blending plants

across automotive,  
industrial, marine and  
energy

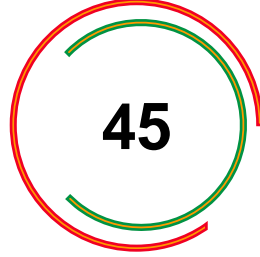
## Our Presence



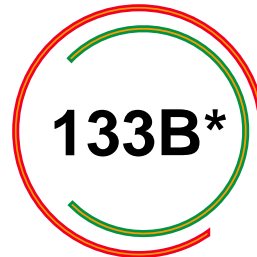
# Castrol India - Overview



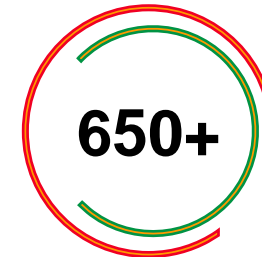
Years in India



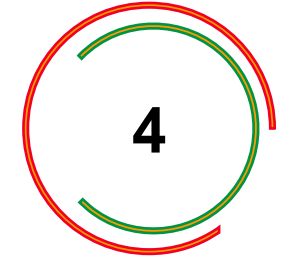
Years as listed entity



Market Cap (in INR)



Employees



Regional Offices

\* As of 21<sup>st</sup> Nov 2023



R. Gopalkrishnan  
Chairman



Uday Khanna  
Independent Director



Sangeeta Talwar  
Independent Director



Rakesh Makhija  
Independent Director



Sandeep Sangwan  
Managing Director



Deepesh Baxi  
CFO & Wholetime Director

## Board of Directors

- 36% independent directors on Board
- 5 Board Committees



Mayank Pandey  
Wholetime Director



Saugata Basuray  
Wholetime Director



Sashi Mukundan  
Nominee Director



Udayan Sen  
Nominee Director



Nicola Buck  
Nominee Director

# Management Team



**Mr. R. Gopalakrishnan**

## **Independent Director & Non-Executive Chairman**

- Studied Physics at St. Xavier's College, Kolkata, Engineering from the Indian Institute of Technology, Kharagpur and completed an Advanced Management Program at the Harvard Business School, USA.
- Corporate experience of nearly 55 years - 31 years with Hindustan Unilever and 18 years with the Tata Group
- Also, a prolific management writer, authored 17 books and penned several newspaper columns



**Mr. Sandeep Sangwan**

## **Managing Director**

- Alumnus of the Indian Institute of Management (IIM), Lucknow and Regional Engineering College (NIT), Kurukshetra.
- Joined bp Plc in 2012 as Customer Lead in Castrol InnoVentures, and since then has held various national and international leadership roles for key markets in Europe, Asia and Africa
- He has extensive experience in business transformation, sales and marketing



**Mr. Deepesh Baxi**

## **CFO & Wholetime Director**

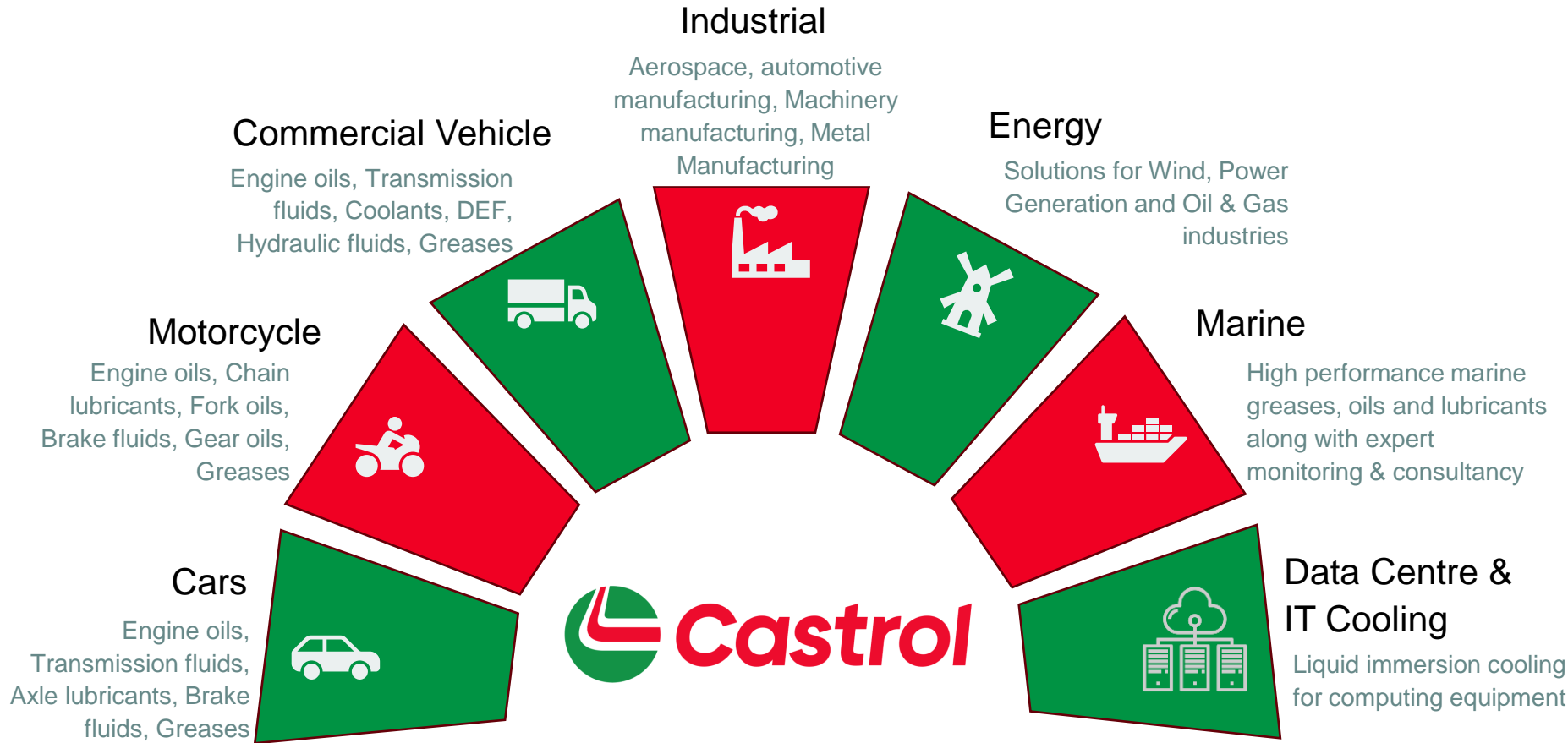
- Chartered Accountant, alumnus of Indian Institute of Management Ahmedabad and Certified Internal Auditor from Institute of Internal Auditors, USA
- Finance professional with 25+ years of industry experience, 18 years at bp Plc
- Awarded Leading CFO of the Year 2022 in Auto & Auto Components by CII and Inspiring CFO 2023 by ET Edge





# Wide applications backed by strong product portfolio

## Applications

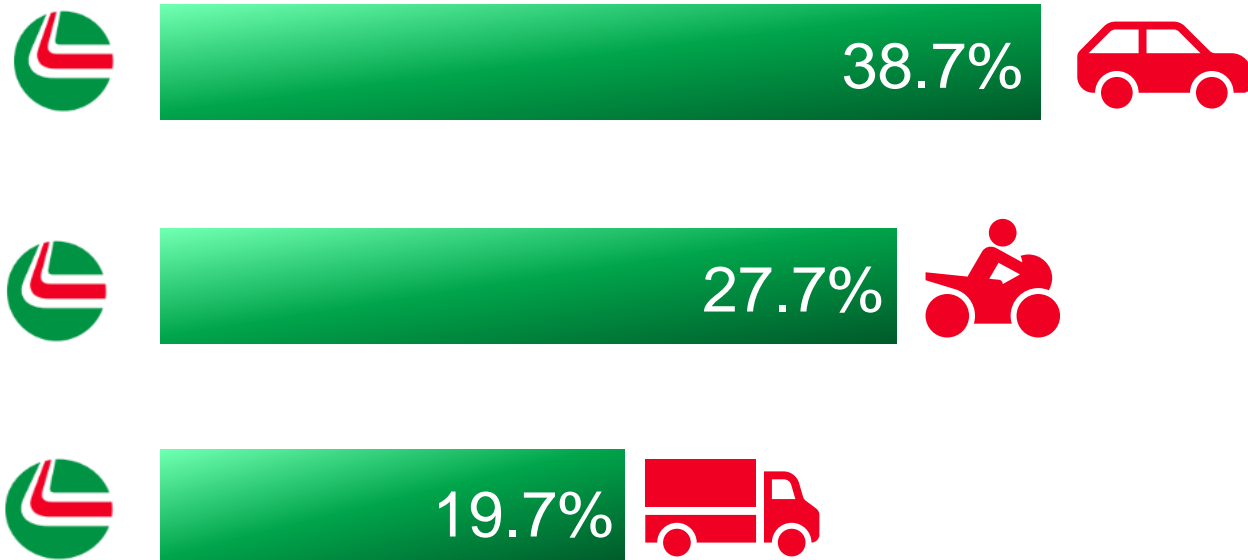


## Leading brands

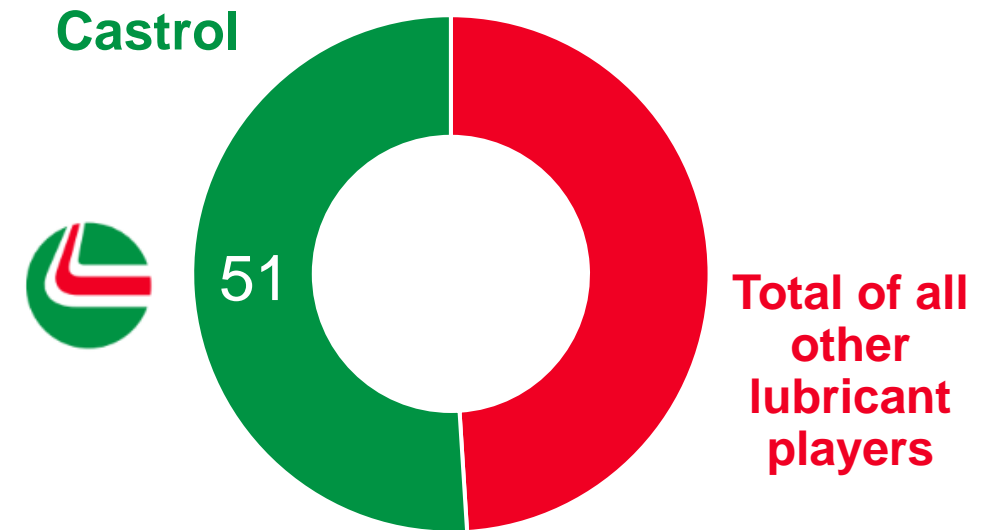


# Market share and brand power

## Leading market share across segments\*



## Brand Power#



**>6 litres of Castrol lubricants sold every second**  
**35M+ Car, Bike and Truck owners trust Castrol for their vehicle**

\* MAT for Aug 2023 as per Nielsen RSA

# Kantar Brand Power study 2022 – Score for Master Brand in MCO space

# Distribution reach, supply chain & relationships

Strong global and local  
OEM relationships

## Distribution Strength

**150K+**

Touch points

**350+**

Distributors

**800+**

Sub Distributors

## Supply Chain

**3**

Strategically  
located Plants

**3**

3P Greases /  
DEF / Filling

**14**

Depots & DC  
(Hub)





# Optimised manufacturing footprint & distribution network

## Silvassa



- Installed capacity – 95 mn ltrs
- 11 years of No Days away from work free operations\*
- Apex Safety Award for Safety Performance

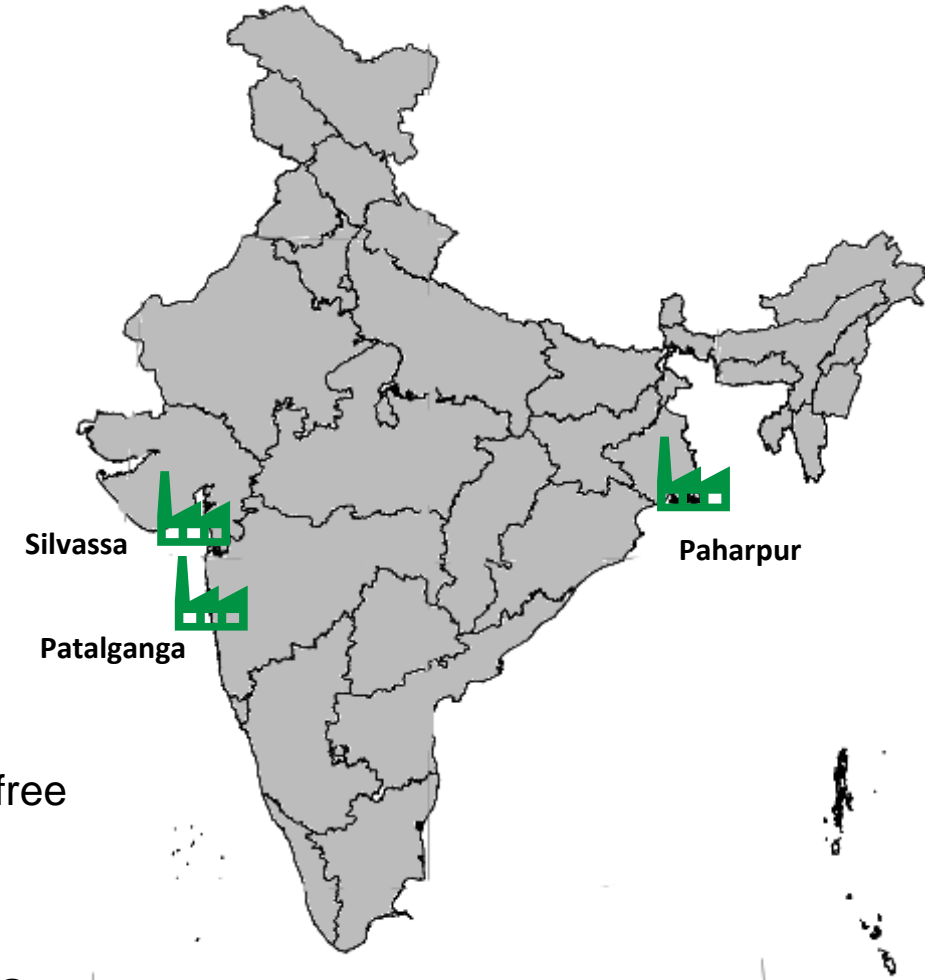
- Installed capacity – 101 mn ltrs
- 7 years of Days away from work free operations\*
- Safety Performance Award by Directorate – Industrial Safety Health for accident-free years



## Patalganga

- Installed Capacity – 62 mn ltrs
- 6 years of No Days away from work free operations
- Platinum award at Apex India Occupational Health &
- Safety Awards 2022 under the Oil & Gas Sector in Large Enterprise category

## Paharpur



# Strong digital backbone enabling the business



**Castrol**  
**SMART**

For Sales Reps

**100K+ customer  
geocodes**



**Castrol**  
**FASTSCAN**

For Mechanics

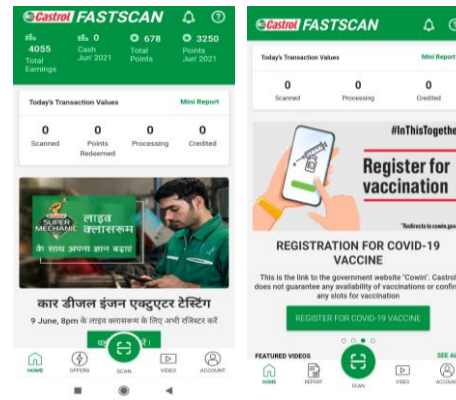
**500K mechanics  
& retailers**



**Castrol**  
**FASTLANE**

For Indirect Customers

**15K order every  
month**



# Growing beyond lubricants



A service first offer for rural markets with **Castrol Express**



Express oil change services on Jio bp fuel courts



7% stake in India's largest O2O service platform



400+ **Castrol Auto Service** workshops

Moving into **auto care** with premium range of products





# Switch ON the rEVolution

2 OUT OF 3 OF THE WORLD'S MAJOR CAR MANUFACTURERS  
USE OUR ELECTRIC VEHICLE FLUIDS\*



Collaboration between Castrol ON and Jaguar TCS Racing to take lessons from the racetrack and apply them to the road



GO FURTHER



CHARGE FASTER



LAST LONGER

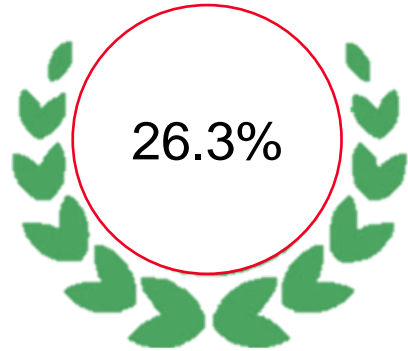
\*Castrol EV Fluids benefits are demonstrated in bespoke testing and development. Go further<sup>1</sup>, charge faster<sup>2</sup> and last longer<sup>3</sup>. <sup>1</sup> vs mass market EV factory fill fluid. <sup>2</sup> vs indirect cooled battery system. <sup>3</sup> vs standard EV transmission fluid.

\*Based on LMCA data for top 20 selling OEMs (total new car sales) in 2021. Used by these OEMs as a part of EV factory fill

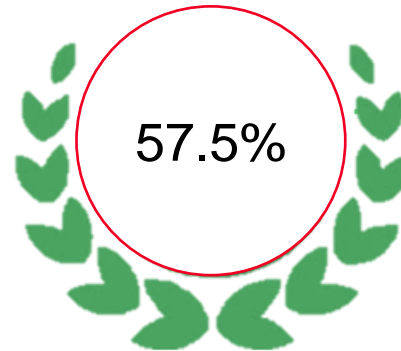


# Financial Performance

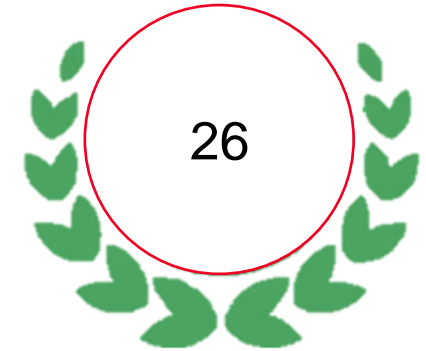
Focus on Shareholder Wealth Creation



**Rank 8\*** (BSE 500 companies)  
**3yr Avg – Return on Assets**



**Rank 7\*** (BSE 500 companies)  
**3yr Avg – Return on Capital Employed**

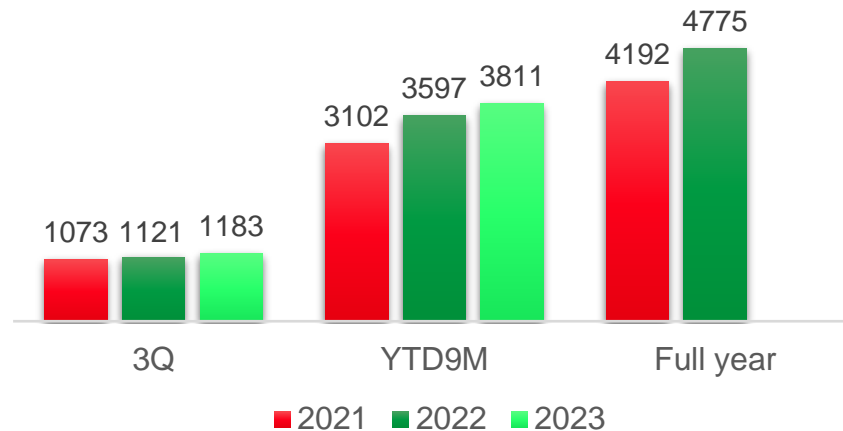


**Rank 8\*** (BSE 500 companies)  
**PE to Growth Ratio**

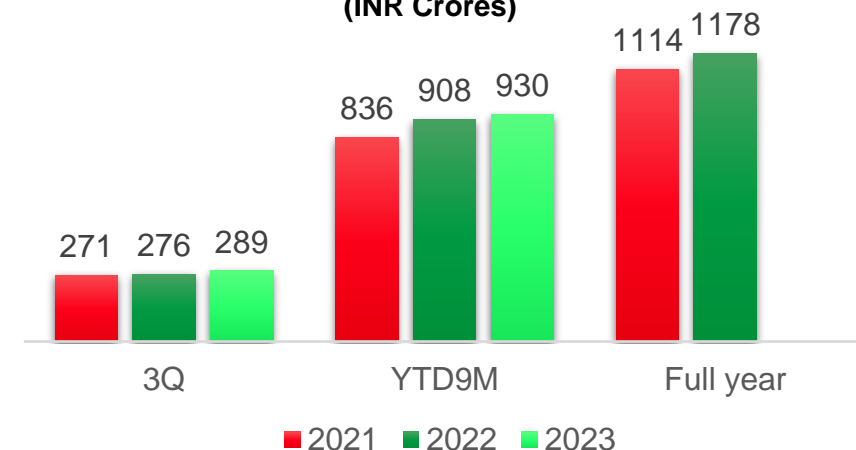
\* Trendlyne screener results for period ended 30 Sep 2023

## Quarterly Financial Highlights

### Revenue from operations (INR Crores)



### EBITDA (INR Crores)





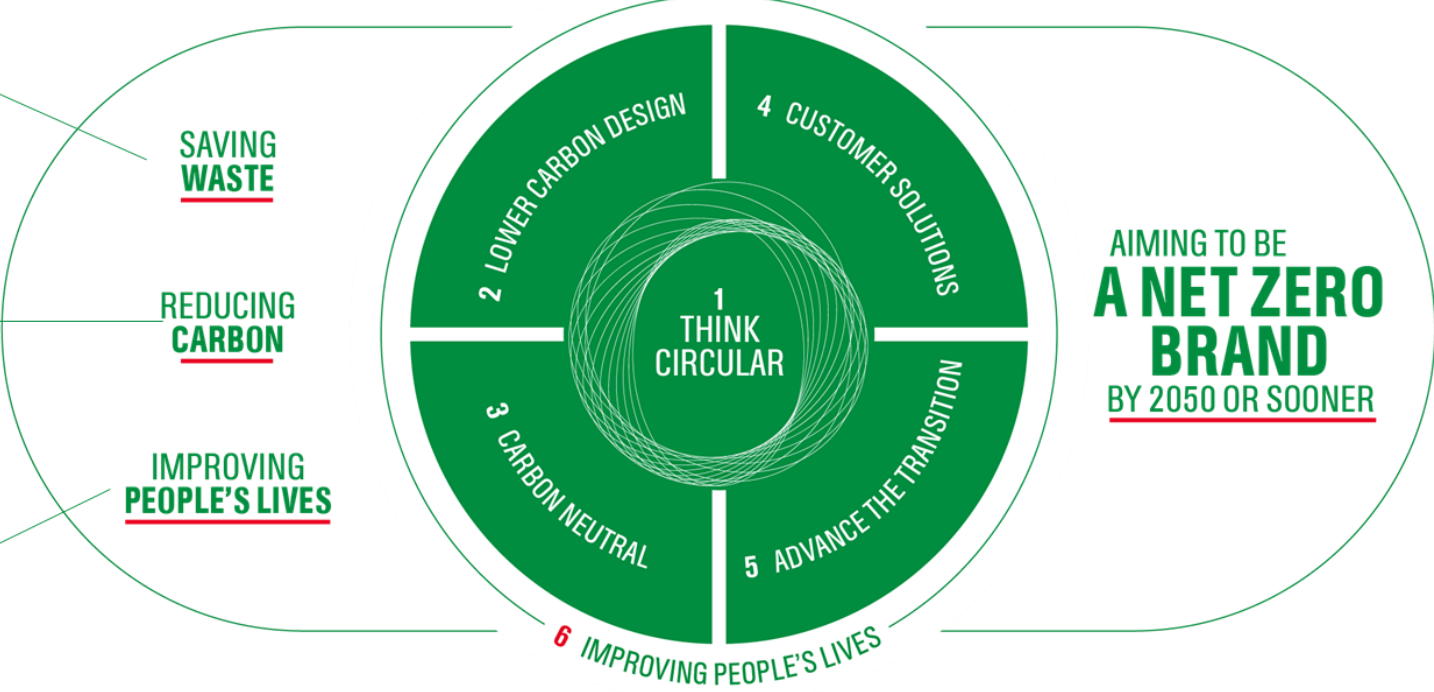
# Sustainability at Castrol: Path360

By 2030

	<p><b>SAVING WASTE</b> Reduce our plastic footprint<sup>1</sup> by half AND continue to help our customers save energy, waste and water</p>
	<p><b>REDUCING CARBON</b> Halve the net carbon intensity per litre of our products by 2030<sup>2</sup></p>
	<p><b>IMPROVING PEOPLE'S LIVES</b> Improve the lives of people around the world<sup>3</sup></p>

**3**  
FOCUS AREAS

**6**  
GUIDING PRINCIPLES



AIMING TO BE  
**A NET ZERO BRAND**  
BY 2050 OR SOONER

<sup>1</sup> To promote the responsible design and management of plastic packaging along its lifecycle, Castrol defines its plastic footprint as the amount of virgin plastic included in our packaging per litre that isn't recycled. Our aim to halve it is from our 2019 baseline. See [www.info/CastrolPATH360](http://www.info/CastrolPATH360) for more information.

<sup>2</sup>vs Castrol's net carbon intensity per litre of our products sold in 2019. See [www.info/CastrolPATH360](http://www.info/CastrolPATH360) for more information.

<sup>3</sup>Through co-benefits from the offsetting undertaken as part of Castrol's carbon neutral programme see [www.info/CastrolPATH360](http://www.info/CastrolPATH360) for more information.



# Positively impacting communities around us



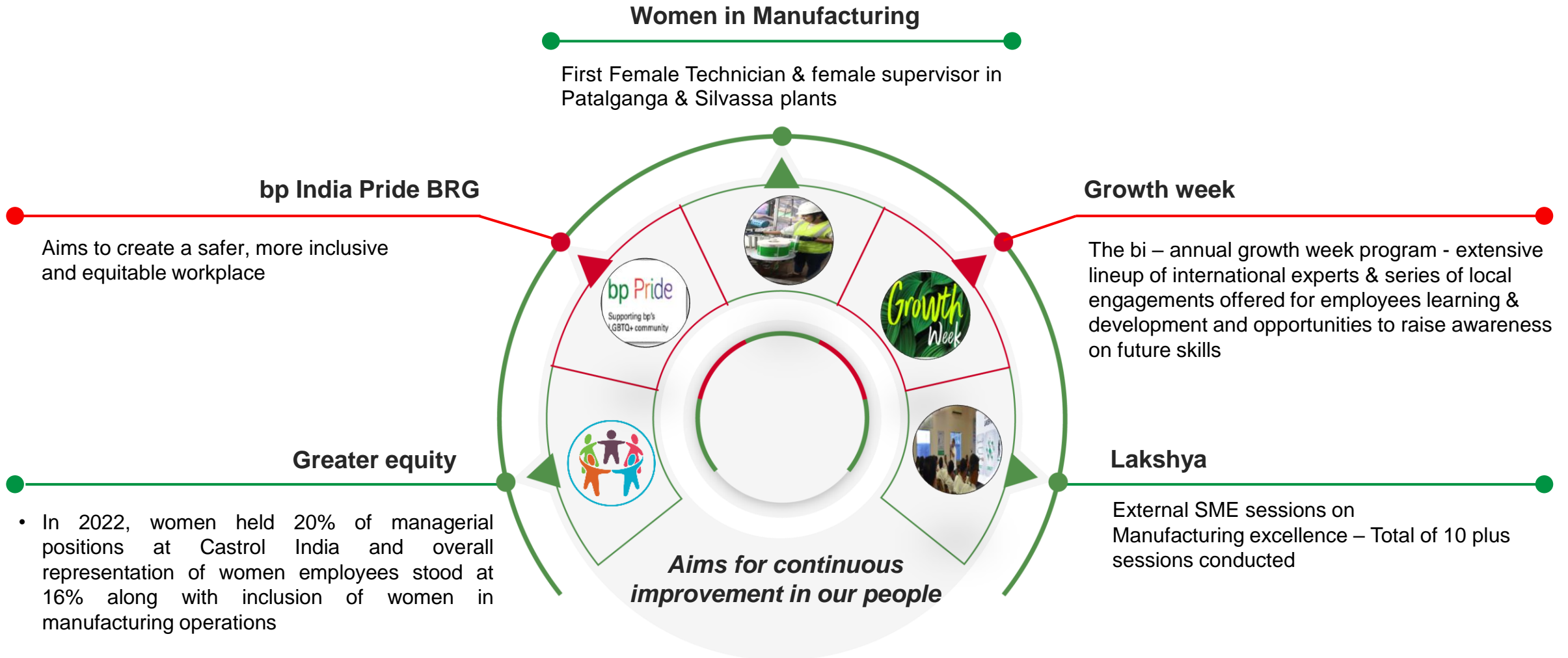
A programme for holistic development of truck drivers in India



A program for upskilling of independent auto mechanics in the unorganised sector



# Focus on Diversity, equity & people development



# Awards Gallery



**CSR Journal Excellence Award** – Special Commendation Award from **Mr. Eknath Shinde**, Honourable Chief Minister of Maharashtra, for Castrol's flagship programs - **Eklavya and Sarathi Mitra**



'**Castrol India Limited, Patalganga Plant, Raigad**' has been declared the Winner of '**Golden Peacock Occupational Health & Safety Award**' for the year 2023.



**Jaya Jamrani**, Vice President - Marketing, Castrol has won **The CMO Sustainability Award** at the **#PitchCMOAwards 2023**



**Deepesh Baxi**, Chief Financial Officer, Castrol was awarded as the **Leading CFO for the Year 2022** in Auto and Auto Components Category





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**Thank You!**

