

Forward with Castrol Investor Presentation

February 2024



Castrol Global

125-year young organization



Castrol on Mars



Our Strength

5,000
employees

>160
countries where Castrol
markets products

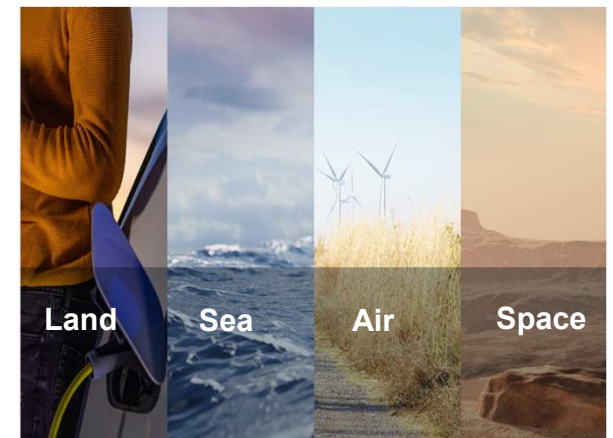
200m
Customer
touchpoints

7
technology
centres

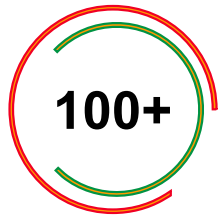
23
blending plants

across automotive,
industrial, marine and
energy

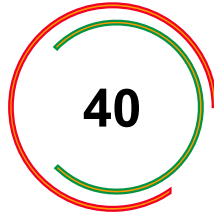
Our Presence



Castrol India - Overview



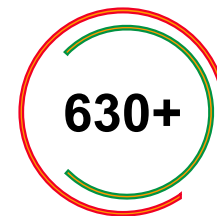
Years in India



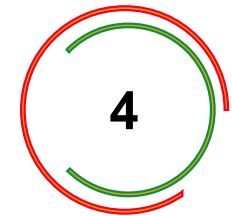
Years as listed entity



Market Cap (in INR)



Employees



Regional Offices

* As of 21st Feb 2024



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

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Key Personnels



Mr. R. Gopalakrishnan

Chairman & Independent Director

- 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 57 years - 31 years with Hindustan Unilever and 18 years with the Tata Group
- Also, a prolific management writer, authored 19 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
- Prior to bp, worked with Gillette and P&G for over 20 years in India, the Middle East, China, and Europe



Mr. Deepesh Baxi

CFO & Wholtime 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
- Works closely with the Castrol India business to develop and deliver long term strategy and maintain robust accounting, control & compliance environment
- Awarded Leading CFO of the Year 2022 in Auto & Auto Components by CII and Inspiring CFO 2023 by ET Edge



Management Team

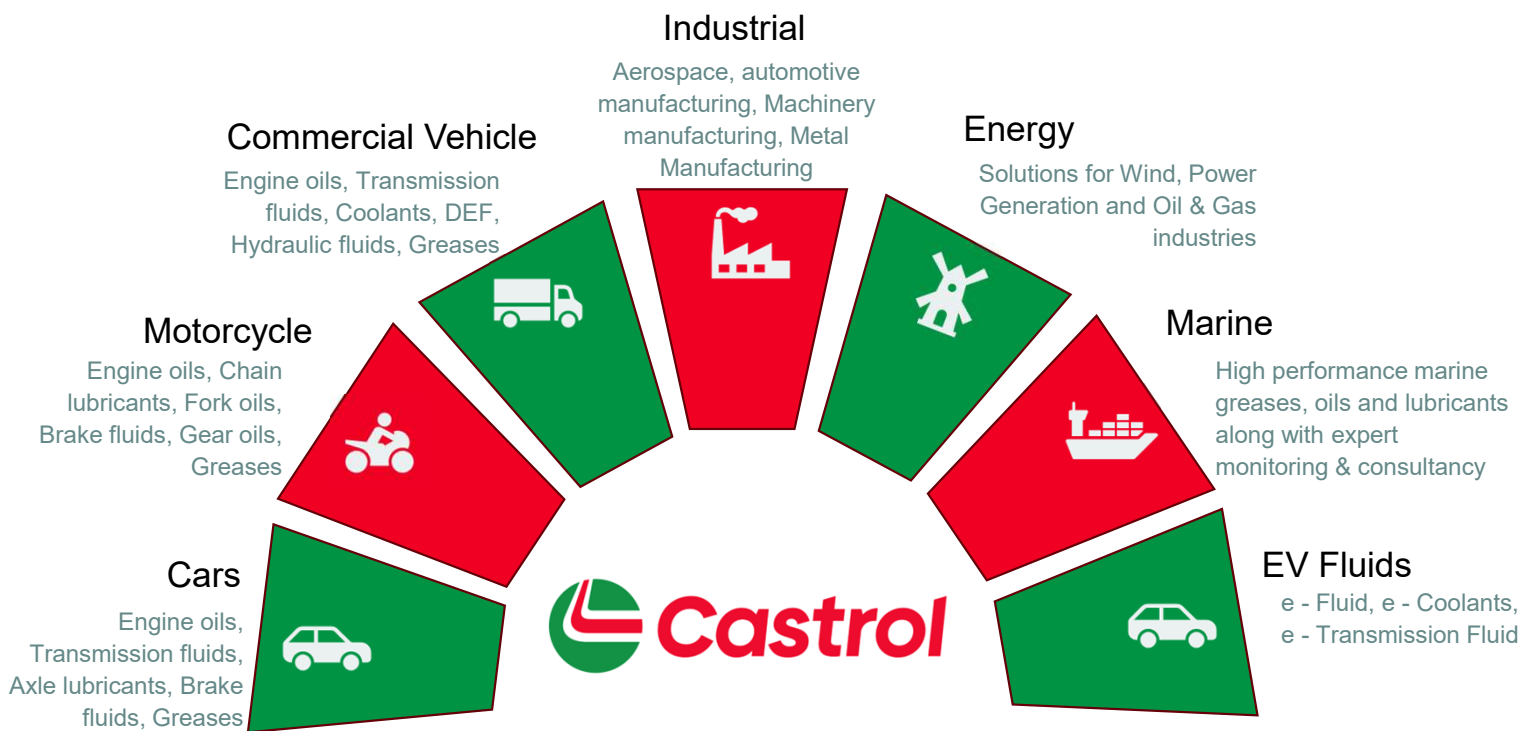


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Wide applications backed by strong product portfolio

Applications



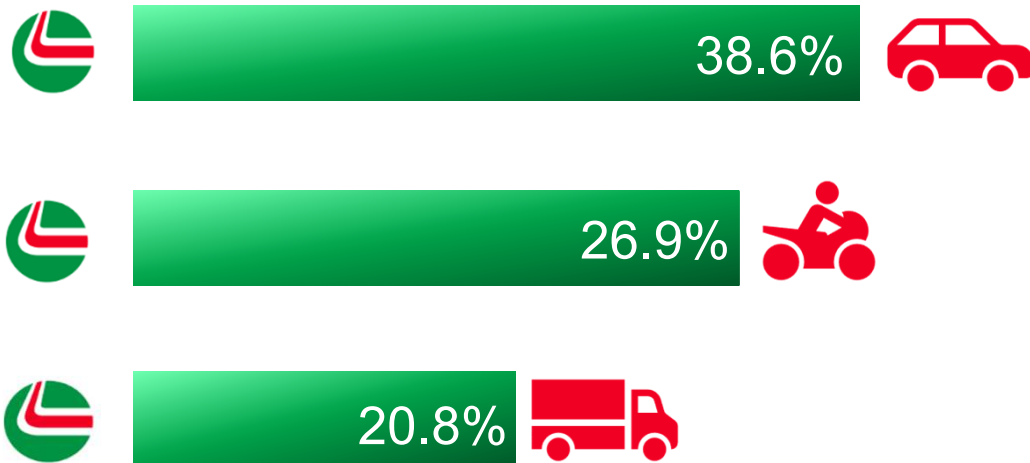
Leading brands



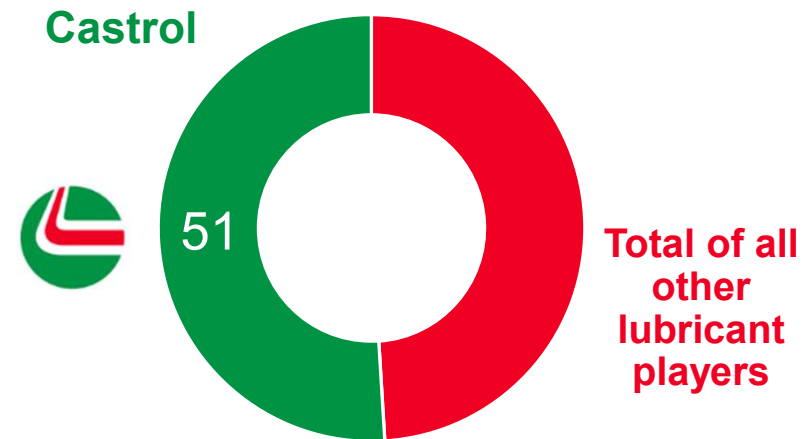
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Market share and brand power

Leading market share across segments*



Brand Power#



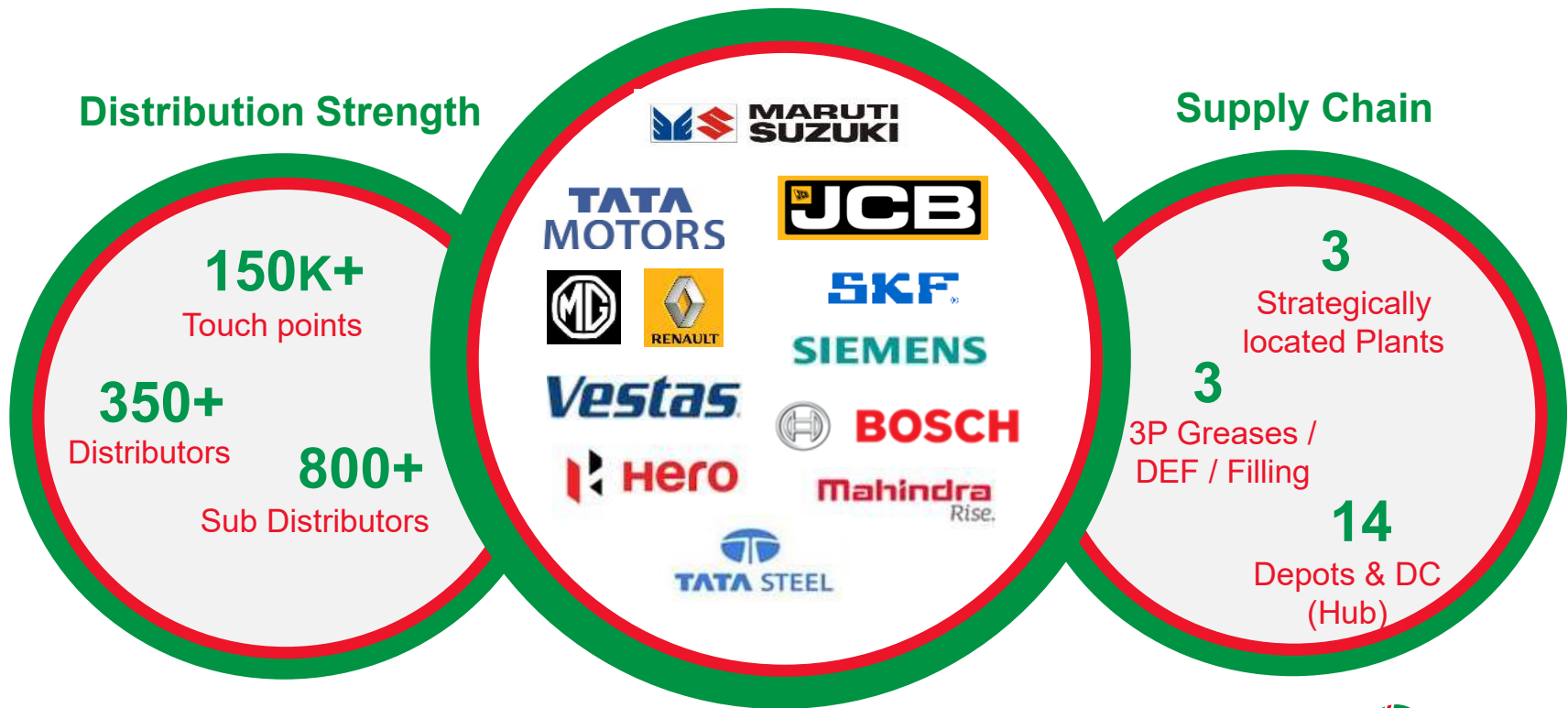
>6 litres of Castrol lubricants sold every second
35M+ Car, Bike and Truck owners trust Castrol for their vehicle

* MAT for Nov 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



Optimised manufacturing footprint & distribution network

Silvassa



- Installed capacity – 95 Mn Itrs
- OEM plant - Servicing ~40 OEMs, only Lubricant plant in India with Ford Q1 Certification
- Apex Safety Award for Safety & Quality Performance

- Installed capacity – 125 Mn Itrs
- 8 years of Days away from work free operations*
- Safety Performance Award by Directorate – Industrial Safety Health for accident-free years

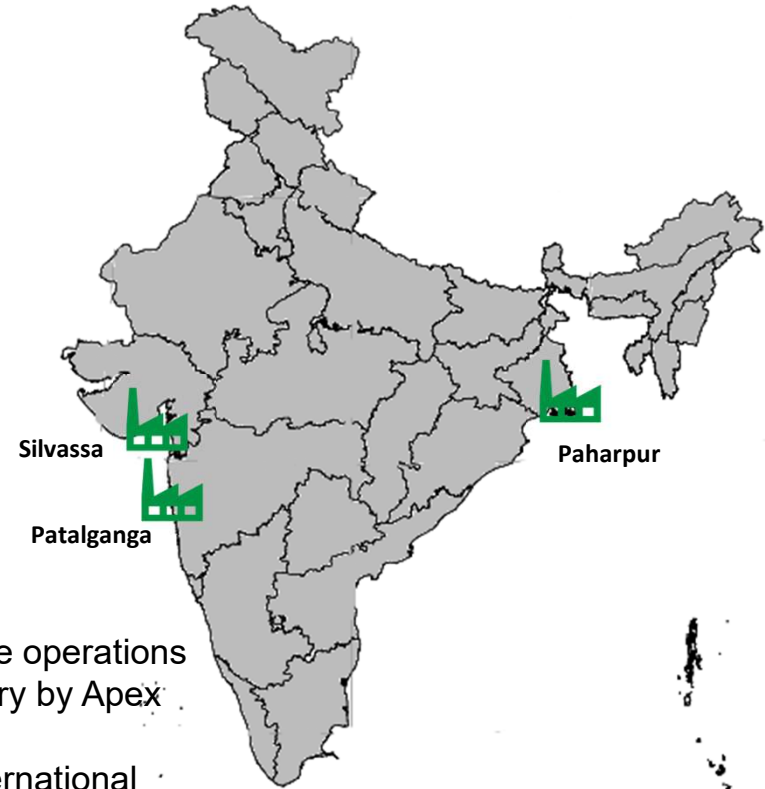


Patalganga

Paharpur



- Installed Capacity – 62 Mn Itrs
- 6 years of No Days away from work free operations
- 'Gold Award' for Plant Efficiency category by Apex India Foundation.
- 100% renewable electricity through International Renewable Energy Certificate (IREC) which will reduce 80% of overall Carbon emission from plant.



* Until May 2023| Map as per Survey of India

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Strong digital backbone enabling the business

Castrol
SMART

For Sales Reps

**100K+ customer
geocodes**

Castrol
FASTSCAN

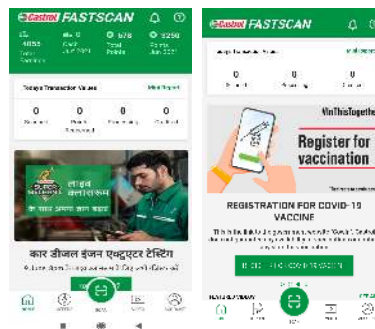
For Mechanics

**500K mechanics
& retailers**

Castrol
FASTLANE

For Indirect Customers

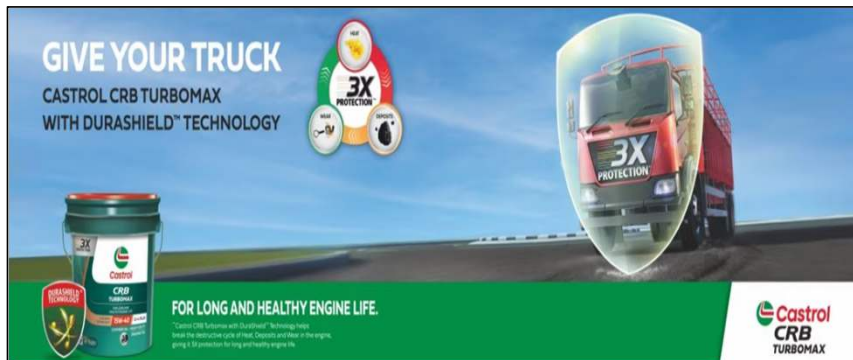
**15K order every
month**



Castrol

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Marketing Campaigns



Consistent & effective brand building campaigns across categories

- a. #Badhterahoage for Truckers
- b. #CompromiseMehngaPadega for Castrol Activ
- c. India's Ultimate Moto star on MTV

Effective Advertisements resulting in mass appeal of brands across all segments and geographies.



We have a refreshed identity

Onward, Upward, Forward

Accelerating our customers' progress

Onward: Powering growth in mobility
Helping people and goods move better



Upward: Boosting industrial performance
Helping machines perform better



Forward: Diversifying our future
Opening up new opportunities as customers' needs evolve



together #wemoveforward



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



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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



450+ **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

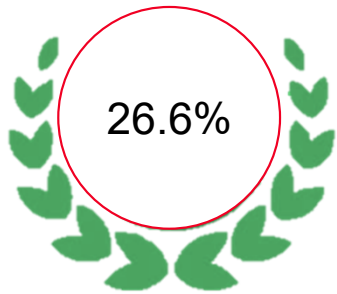
*Castrol EV Fluids benefits are demonstrated in bespoke testing and development. Go further¹, charge faster² and last longer³. ¹ vs mass market EV factory fill fluid. ² vs indirect cooled battery system. ³ vs standard EV transmission fluid.

*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

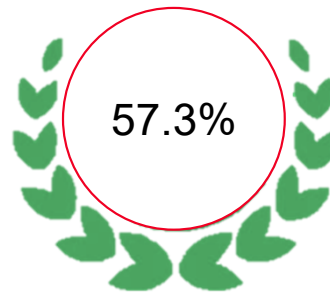


Financial Performance

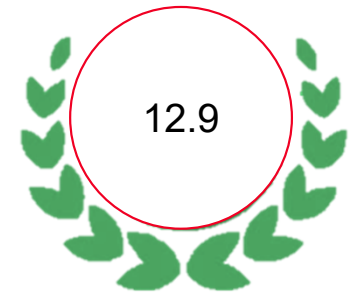
Focus on Shareholder Wealth Creation



3yr Avg – Return on Assets



3yr Avg – Return on Capital Employed

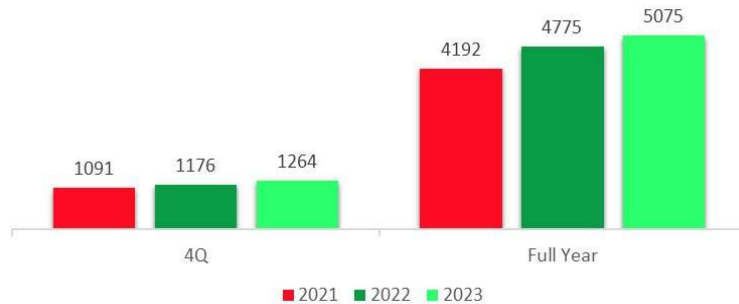


EV per EBITDA Ratio

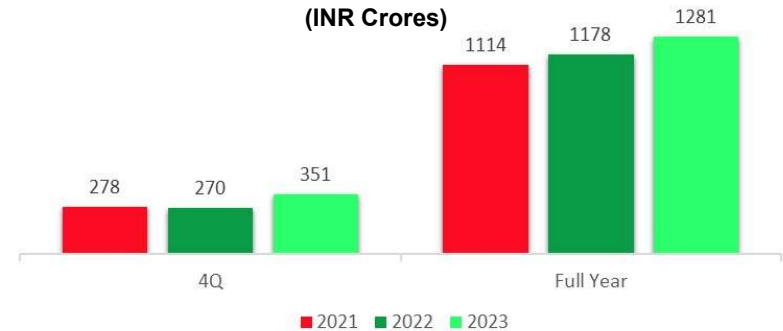
* Trendlyne screener results for period ended 31 Dec 2023

Quarterly Financial Highlights

Revenue from operations* (INR Crores)



EBITDA (INR Crores)

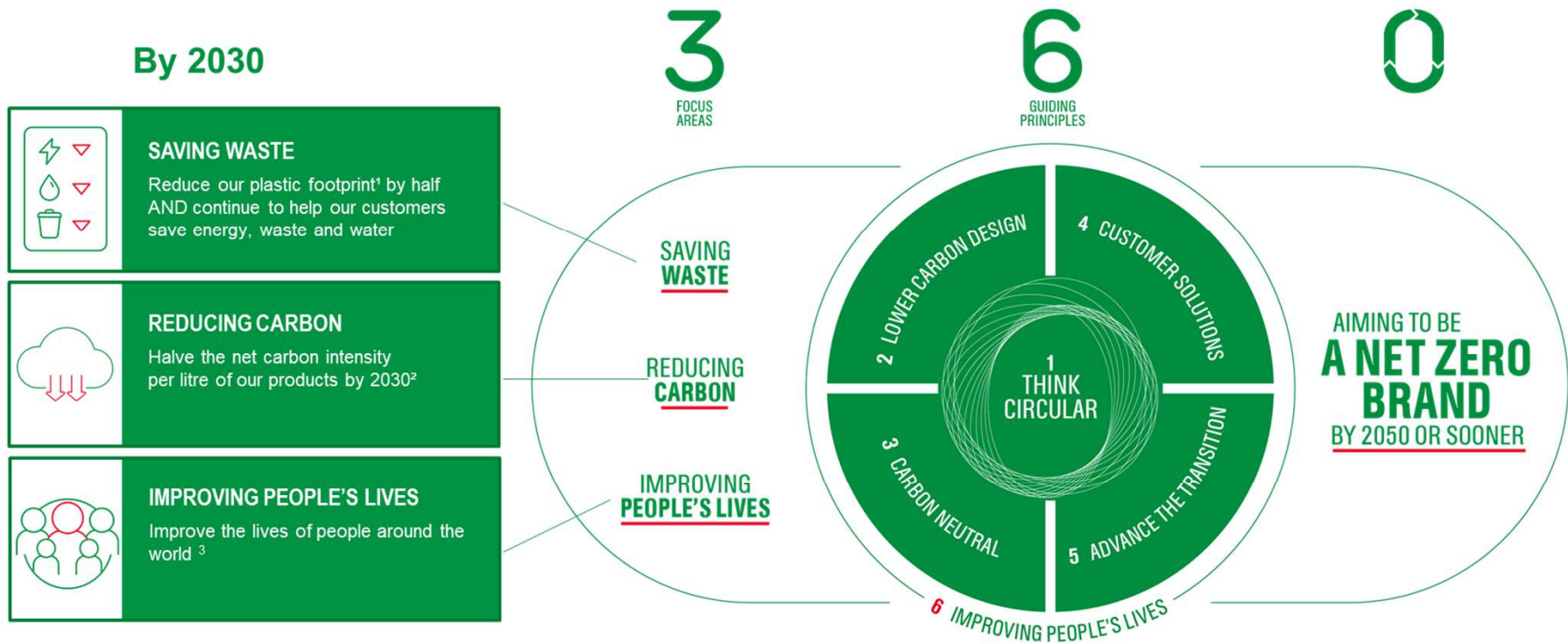


*Excludes other income

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Sustainability at Castrol: Path360



¹ 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 for more information.

²vs Castrol's net carbon intensity per litre of our products sold in 2019. See www.info/CastrolPATH360 for more information.

³Through co-benefits from the offsetting undertaken as part of Castrol's carbon neutral programme see www.info/CastrolPATH360 for more information.



Positively impacting communities around us



A programme for holistic development of truck drivers in India



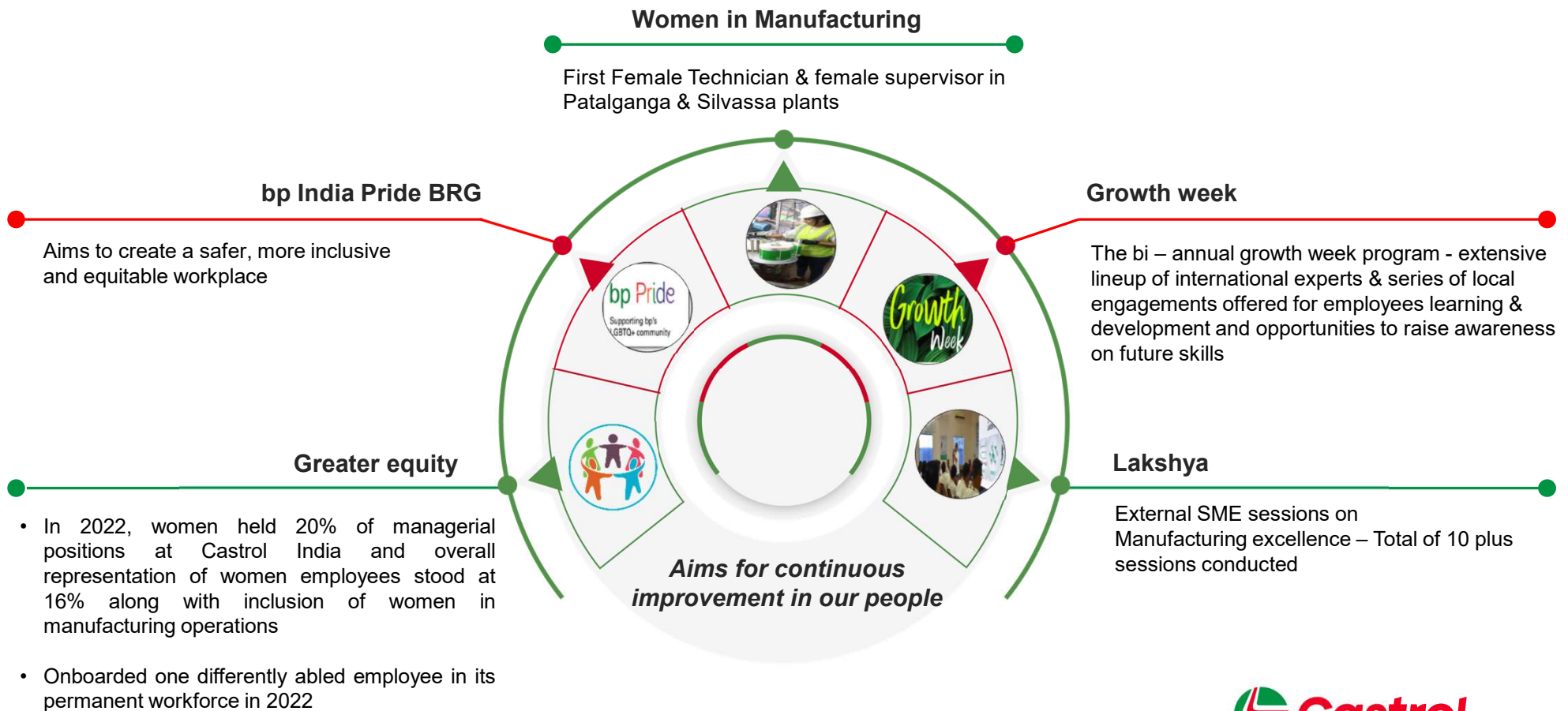
A program for upskilling of independent auto mechanics in the unorganised sector



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Focus on Diversity, equity & people development



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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**



Castrol India Limited, Paharpur Plant, received **Gold award for Plant Efficiency by Apex India and Safety Excellence** from Indian Chamber of Commerce



Castrol CRB Turbomax launches **"PRAGATI KI PAATHSHAALA"** in association with TV9 Network to upskill Indian Truckers

Appreciating the initiative, **Shri. Nitin Gadkari**, Union Minister of Road Transport and Highways, said, *"The road ministry of India is committed to ensuring the safety, well-being and progress of truck drivers by undertaking multiple initiatives. The Government has built state-of-the-art expressways and enacted laws to curb road accidents, but lack of fear and discipline among driver is a huge challenge. I congratulate Castrol India for launching 'Pragati Ki Paathshaala' which is a step towards building awareness and encouraging truckers to #BadhteRahoAagey."*

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Thank You



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.

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