





## Jindal Steel and Power Ltd

Investor Presentation

4Q FY17 (May' 17)







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### Jindal Steel & Power Limited Building the Nation of Our Dreams





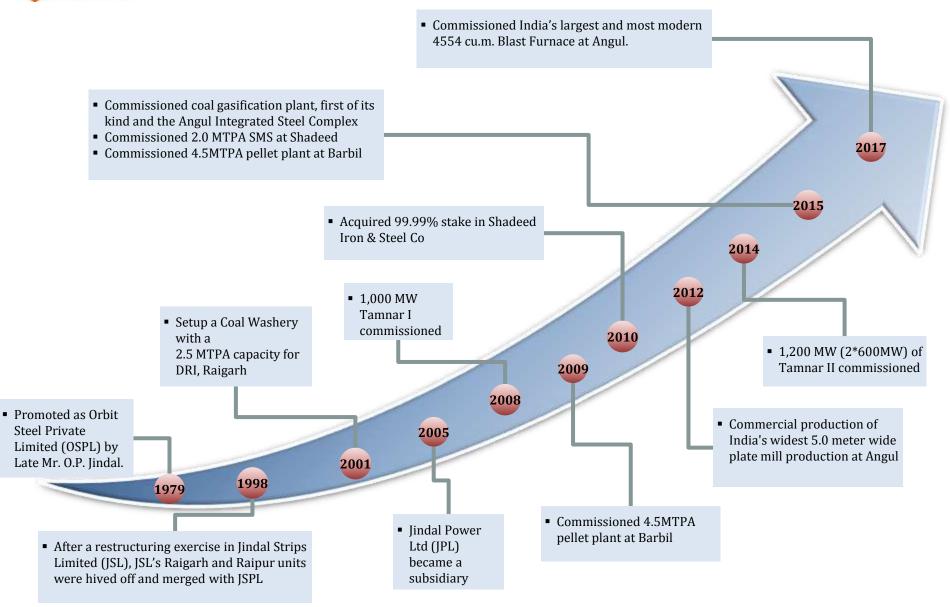
Aerial View of Raigarh Plant





### Key Milestones during our journey









Capex cycle completed – on path to achieve multifold earnings growth



Projects at strategic locations – in proximity to raw materials, end markets and evacuation infrastructure



A comprehensive diversified long products portfolio with several unique high value added products



Amongst the lowest cost producers of steel and power in India

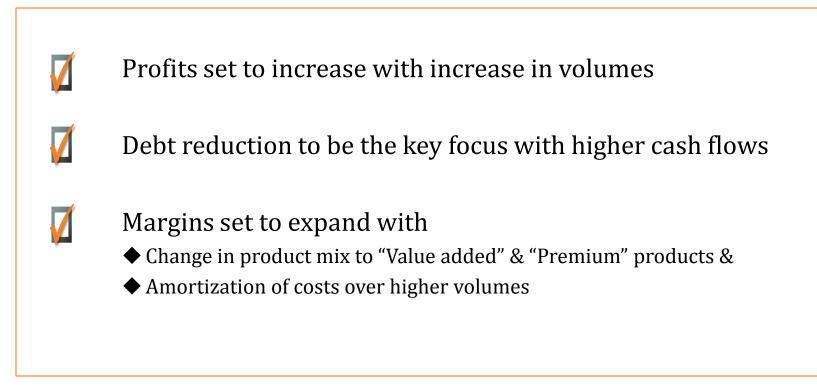


3,400 MW IPPs set up at extremely competitive project cost





# JSPL is at the cusp of turnaround & phenomenal growth ..

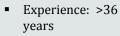


# **Experienced Board Of Directors**





Ravi Uppal MD & Group CEO



**Oualification: MBA** (IIM - A)



#### Naveen Jindal

Chairman

- Experience: 21 years
- Qualification: MBA (University of Texas)



Shallu Jindal Non Executive Director



#### R.V. Shahi Independent Director

- Experience: >33 years
- Qualification: MBA
- Former Power Secretary



#### Arun Kumar Purwar Independent Director

- Experience: >30 years
- **Qualification: M.Com**
- Former CMD, SBI























Arun Kumar

Independent Director



- Hardip Singh Wirk Independent Director
- Experience: >11 years
- Qualification: LLB

#### Raieev Bhadauria Whole time director

- Experience: 28
- Qualification: LLB



#### Sudershan Kumar Garg Independent Director

- Experience: 39 . vears
- **Oualification:** Bcom & CA



#### Dinesh Kumar Saraogi Wholetime Director

- Experience: 32 years
  - **Oualification:** Mechanical Engineering





Dr Amar Singh Independent Director

8



**Deepak Sood** Nominee director



Anian Barua Nominee Director



Kuldip Chander Sood Independent Director



## **...& Best in Class Management**



Anand Goel Chief Advisor

Experience: >36 years



Rajesh Bhatia *CFO* 

JINDAN

Experience: >25 years



VK Mehta Director, S&M • Experience:

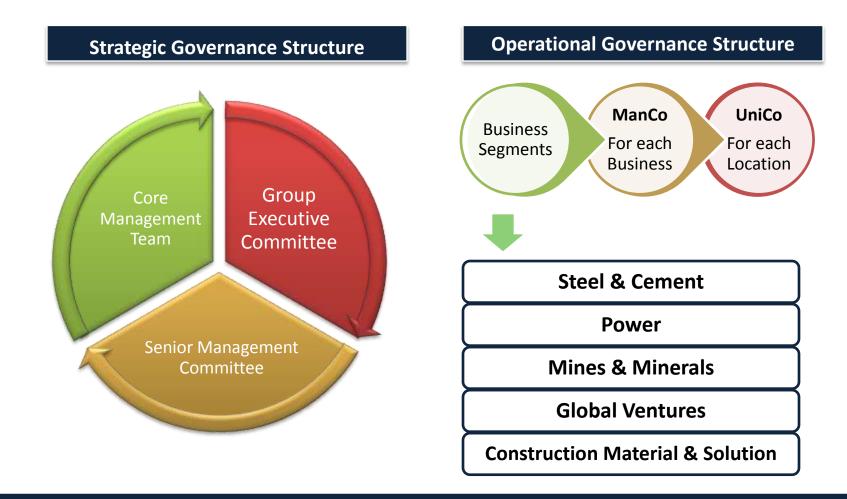
>36 years)



N.A. Ansari CEO, Oman

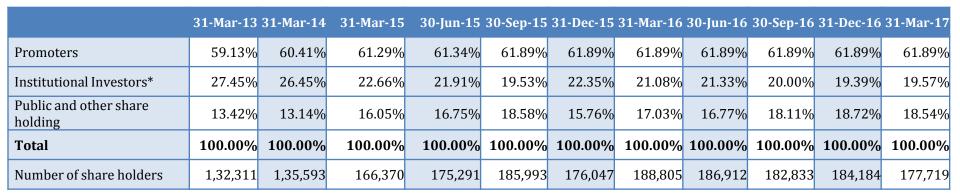
Experience: >38 years.



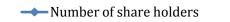


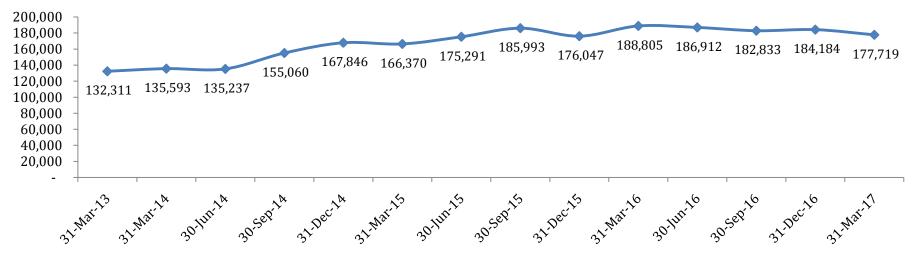
Implementation of Strategic & Operational Governance Structure





#### Number of share holders







### **Focus for FY18**



#### **Capacity Utilization**

- Ensure Full Utilization of Steel Capacity
- Increase Operational efficiency of all processes
- Transition of product mix More "Value Added" & "Premium" products
- Commission & Commercial production from Blast Furnace in Angul
- Optimally utilize power capacities to generate higher operating profits

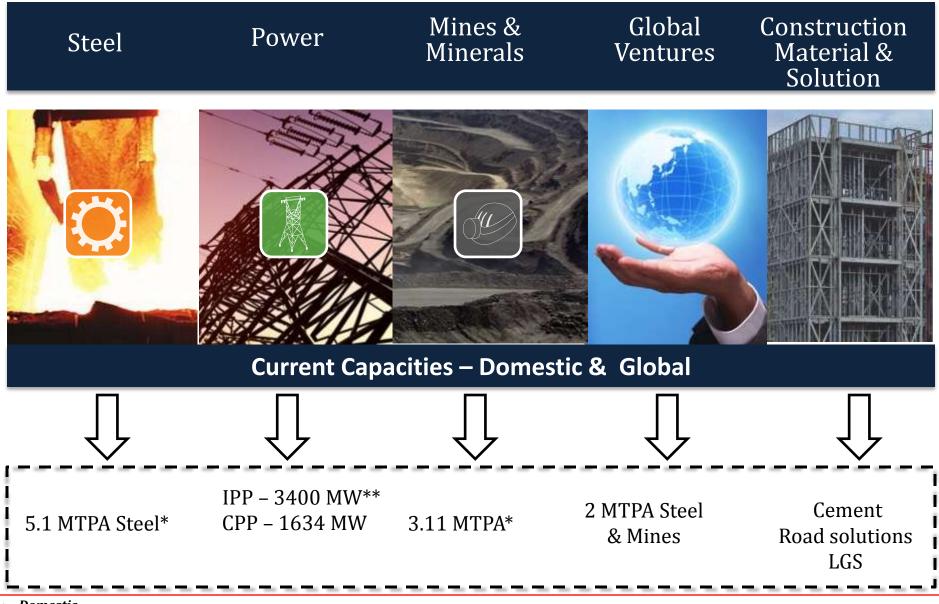
#### **Financial Prudence**

- Cost Savings & Incremental Operating Profits by Completion of Angul Phase IB
- Substantially increase margins in Oman utilize full Rebar capacity
- Further reduction in Working Capital
- Fixed Cost Reduction



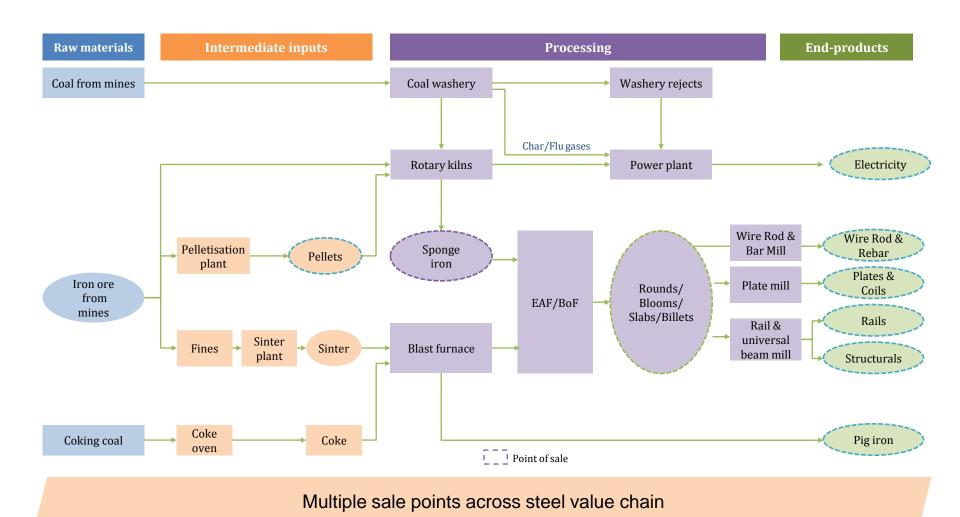
## **Business Segments**



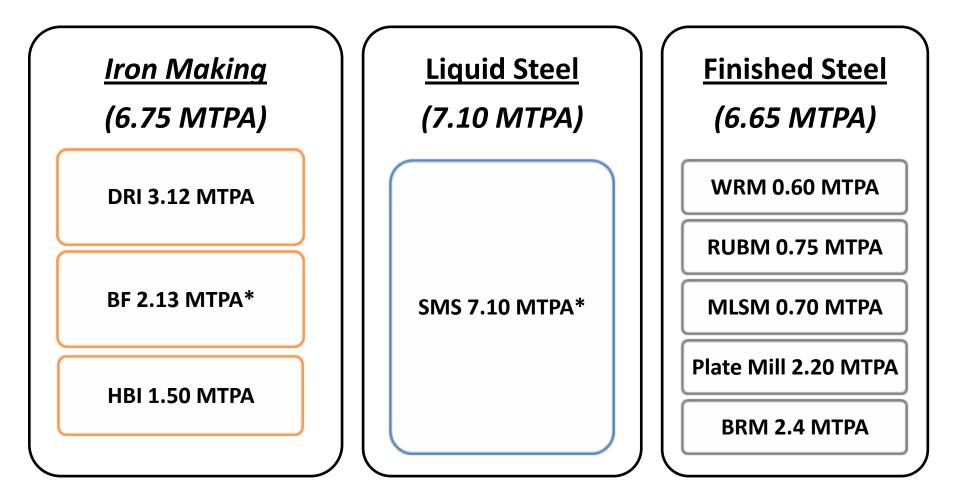


\*\* 1000 MW Divestment announced

**PANTHER**JINDAL
Integrated Operations with multiple point of sale

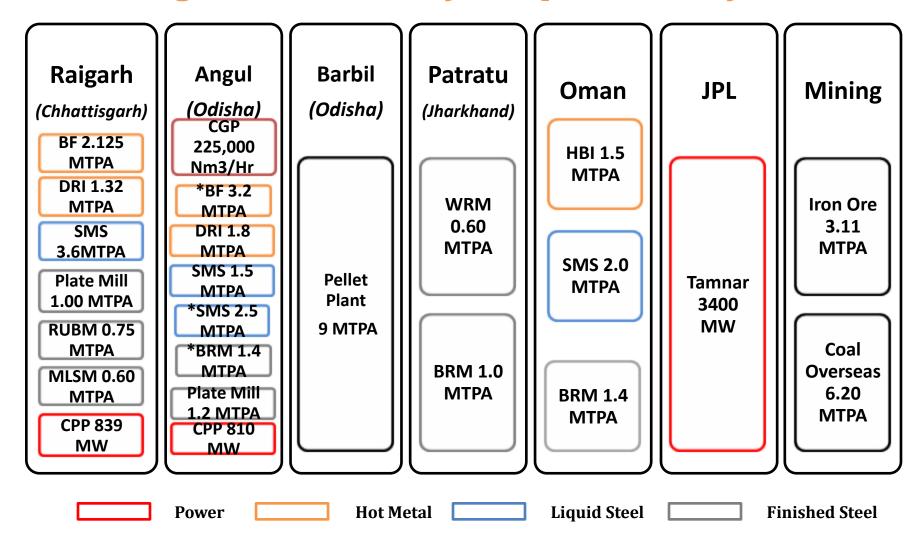


**Steel Capacities across Life Cycle** 



\*BF in Angul 3.25 MTPA – To be commissioned \*BRM in Angul 1.4 MTPA – To be commissioned \*BoF in Angul 2.5 MTPA – To be commissioned

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\*To be commissioned



### JSPL Product Range





Rail Track Rail: IRS 52, UIC 60(E1&E2), UIC 54E Crane Rails: CR 80, CR 100





Parallel Flange Beams & Columns Sections: UB, UC, NPB, WPB, IPE and HE series. Size range: 180m to 900mm



Channel Sizes: 75mm to 400mm



Angles Sizes: 50mm to 250mm



Wire Rods Grades: MS, MC & HC, EQ, Boron and other Alloy Steel Size range: 5.2mm, 5.5mm to 22mm



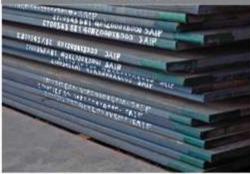
Jindal Panther TMT Rebars Grades: 500, 500D, 550, 550D, 600 and CRS Size range: 6mm to 40mm, 45\*, 50\*



## JSPL Product Range



#### FLAT PRODUCTS



Plates Width: 1500mm to 4900mm Thickness: 5mm to 150mm



Coils Width: 1500mm to 2500mm Thickness: 5mm to 25mm



Fabricated Structures Sections: H-type Beam, I-type Beams, Box Sections and Star Coulums Sections: Depth: 350mm - 3000mm, Flange Width: 250mm - 1000mm, Length: 3 to 18 meters

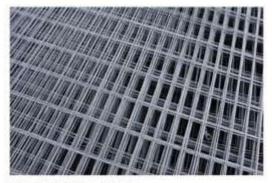
#### INNOVATIVE PRODUCTS



Cut & Bend Customized and Ready to Use TMT Rebars



Speed Floor Available Joist Depth: 200mm, 250mm, 300mm, 400mm



Welded Wire Mesh Width: 1200mm to 3200mm Length: 2000mm to 6000mm



### Special Grade Plates – Angul



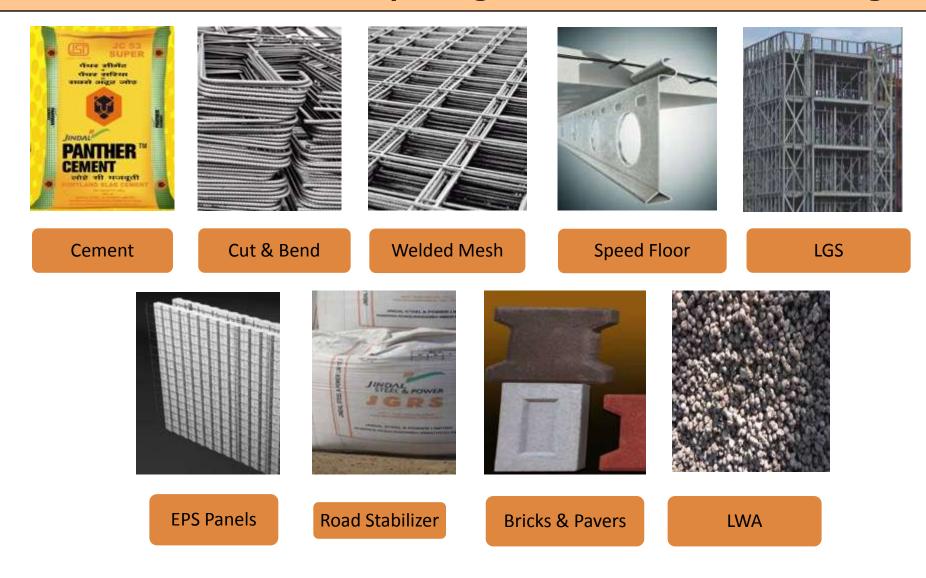


 Developed steel grades for various critical applications like boilers, ship building, petroleum pipes, high strength grades for automotive and earth movers, structural steel for oil exploration platforms, grades for making warships , ballistic launch applications and bullet proof vehicles, stainless steel low thickness plates for nuclear application

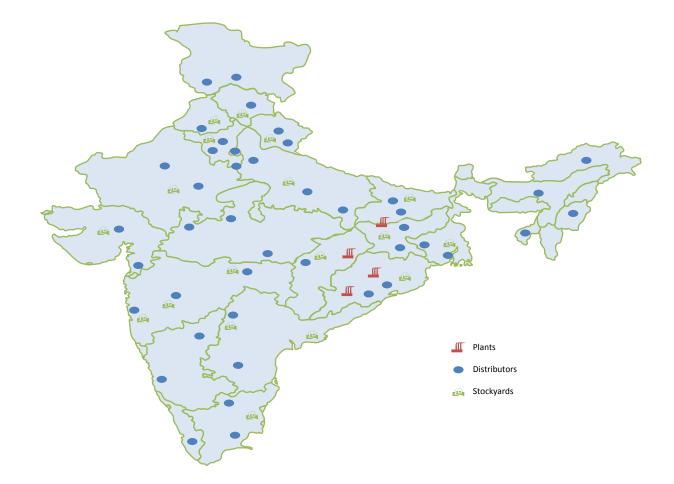




#### Value Added Products – help in higher Turnover & EBITDA margins



# PANTHER Extensive Sales and Distribution Network JINDA



Pan India presence with multiple customer touch points

### Steady customer base of marquee corporates JINDAL

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Customer base comprising large public and private sector clients					





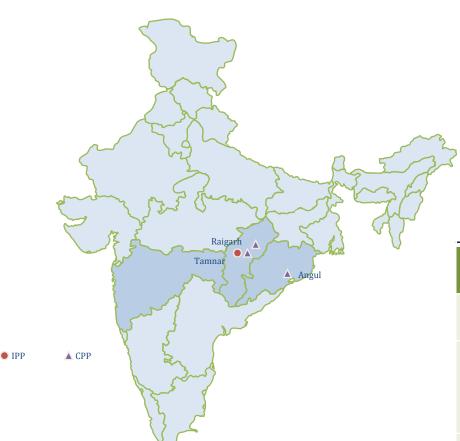
# **POWER BUSINESS**





## **Power Capacities at a glance**





Independent Power Projects (IPP)

Project	Capacity (MW)	Fuel	Configurati on	Status
Tamnar 1 <sup>(a)*</sup>	1,000	Coal	4x250 MW	Operational
Tamnar 2 <sup>(a)</sup>	2,400	Coal	4x600 MW	Operational

Captive power projects (within JSPL)

Project	Capacity (MW)	Fuel	Configuration	Status
DCPP, Raigarh	540	Coal	4x135 MW	Operational
JSPL, Raigarh	299	Coal & waste heat	2x25 MW & 40 MW (Waste heat) 2x55 MW 3x25 MW 24 MW	Operational
Angul, Odisha	810	Coal	6 x135 MW	Operational

#### One of the largest & cost-efficient thermal portfolios in India



### **IPP - JINDAL POWER LIMITED**





**EUP -I** 1000MW (4 X 250) **EUP -II** 1200MW (2 X 600) **EUP -III** 1200MW (2 X 600) THER
JINDAL
Key Contractual Arrangements for JPL

		Tamnar-I, 1,000 MW (EUP I)	Tamnar-II - 1,200 MW (EUP II)	Tamnar-II - 1,200 MW (EUP III)
FSA		<ul> <li>Coal sourced through – market purchase and e- auction</li> <li>Tara coal block - Subjudice</li> </ul>	<ul> <li>Long term linkage from Mahanadi Coal Limited (MCL) and South Eastern Coalfields Limited (SECL)</li> </ul>	<ul> <li>Market purchase and e- auction</li> <li>Gare IV/2&amp;3 - Subjudice</li> </ul>
РРА		<ul> <li>TNEB – 200 MW</li> <li>Bilateral/short term/ merchant</li> </ul>	<ul> <li>TNEB - 400MW</li> <li>CSEB - 60MW</li> <li>KSEB - 200MW</li> <li>KSEB - 150MW</li> </ul>	• CSEB – 60MW
Evacuation	林林	<ul> <li>258km transmission line from plant to national grid</li> </ul>	• Open access against PPAs	<ul> <li>Open access to be finalised against PPAs</li> </ul>

Raw materials, transmission & PPAs in place for achieving higher PLF

INDAL







			Period		Quantum
Project	Buyer	Туре	From	То	(MW)
Tamnar II (Phase 1)	Tamil Nadu	Long Term	Feb-14	Sep-28	400
Tamnar I	Tallill Nauu	Medium Term	Sep-12	Aug-17	200
Tamnar II (Phase 1)	VCED	Long Term	Jun-16	May-41	200
Tamnar II (Phase 1)	KSEB	Long Term	Oct-17	Sep-42	150
Tamnar II (Phase 1)	Chhattiagarh	Long Term	After commercial operation of Unit and for complete life of plant		60
Tamnar II (Phase 2)	Chhattisgarh	Long Term	After commercial operation of Unit and for complete life of plant		60

#### **Over 30% of total capacity tied up \***

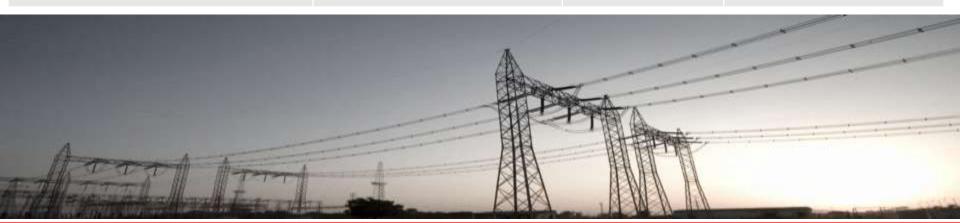
\* Out of 3400 MW (IPP)



## JPL Financials



Particulars	Net Sales (Rs. Cr.)	PAT (Rs. Cr.)	Generation (MU)
Year 2016-17	3,119	(668)	9,176
Year 2015-16	2,997	(766)	9,542
Year 2014-15	3,228	(171)	10636
Year 2013-14	2,457	1,107	8282
Year 2012-13	2,510	1,113	7973





## JPL- Snapshot of Key Financials



**Particulars Q4FY17 Q4FY16 Q3FY17** %QoQ %YoY **Net Sales** 863 674 854 +28% +1% EBITDA 382 105 302 +263% +27% EBITDA % 44% 16% 35% **Depreciation + Amortization** 376 385 -42% -2% 647 Interest 235 133 200 +77% +18% +26% Profit/(Loss) Before Tax (134)(471)(182)+71% Profit/(Loss) After Tax (84)(406)(162)+79% +48% **Cash Profit** 203 +19% 241 210 +15% Generation (MU) -1% 2,336 2,357 2,356 -1%

Particulars	FY17	FY16	%YoY
Net Sales	3,119	2,997	+4%
EBITDA	1,048	635	+65%
EBITDA %	34%	21%	
Depreciation + Amortization	1,436	1514	-5%
Interest	789	451	+75%
Profit/(Loss) Before Tax	(780)	(820)	+5%
Profit/(Loss) After Tax	(668)	(766)	+13%
Cash Profit	656	706	-7%
Generation (MU)	9,176	9,542	-4%

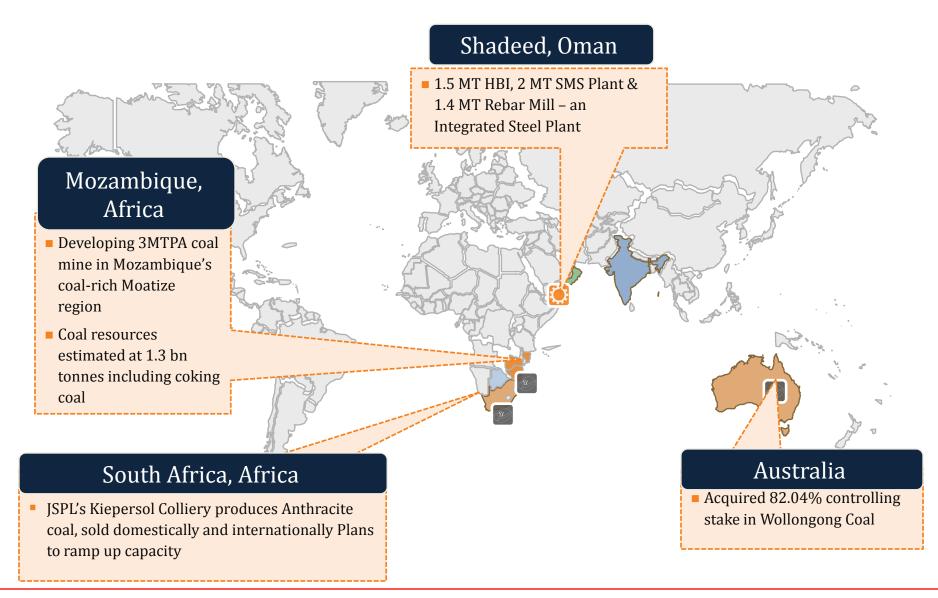




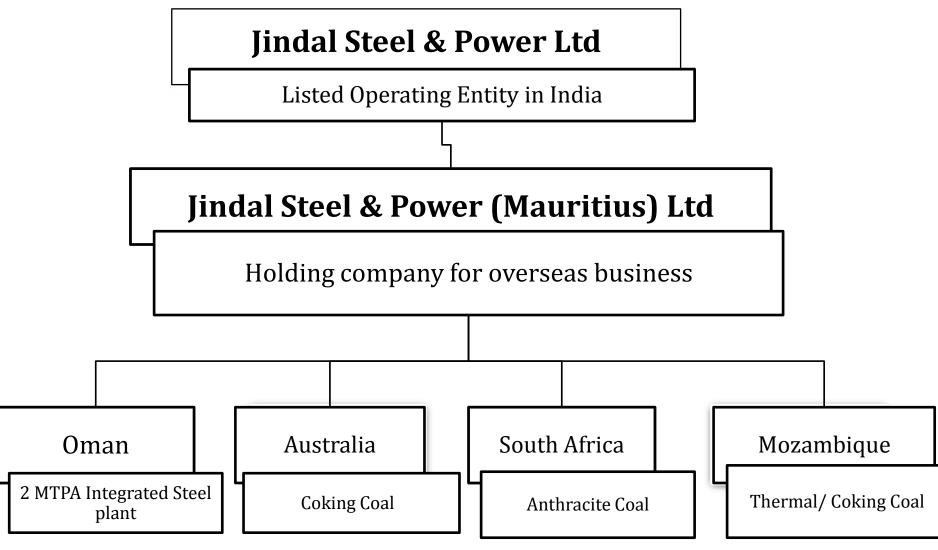
# **GLOBAL VENTURES**



### JINDAL Summary of International Operations









### Jindal Shadeed Iron & Steel, Oman



#### Marching towards becoming a Fully Integrated Steel Plant









#### **Oman - Salient Features**

- First & Largest Integrated steel plant of Oman
- Third largest in Arabian Peninsula
- Port based steel plant
- Largest Arc furnace in Arabian Peninsula, with contracted natural gas
- World's Best Performing Midrex plant (category 1.5MTPA)
- Products : TMT Rebars, HBI, Blooms & Billets

### **Sourcing of Raw Materials - Oman Plant**

- Iron Ore Pellets from Vale (Next door neighbour)
- Natural Gas from Oman Government through long term contract (at concessional prices)
- Scrap from External Purchase



#### **Kiepersol Colliery, South Africa**



#### An Underground Anthracite and Lean Bituminous Coal mine



- > **Location:** Piet Retief in Mpumalanga province, South Africa
- **Resources :** Up to 40 MT
- ➢ Reserves: 22 MT
- Products : Anthracite coal
- ➤ Mining Capacity : Can be expanded to 1.2 MTPA capacity annually





#### **Open Cut Coking & Thermal Coal Mine**



- Location: Chirodzi, Mozambique (105 kms from Tete)
- **Resources :** 2,000 MT
- ➢ Reserves: 132 MT
- Products : Semi Hard coking coal , High Grade Thermal Coal
- Mining Capacity : 3 MTPA





#### **Mozambique - Salient Features**



#### **Thermal Coal Asset**

#### **Coking Coal Asset**

Exploration License over 100 square kms. in Central Kalimantan

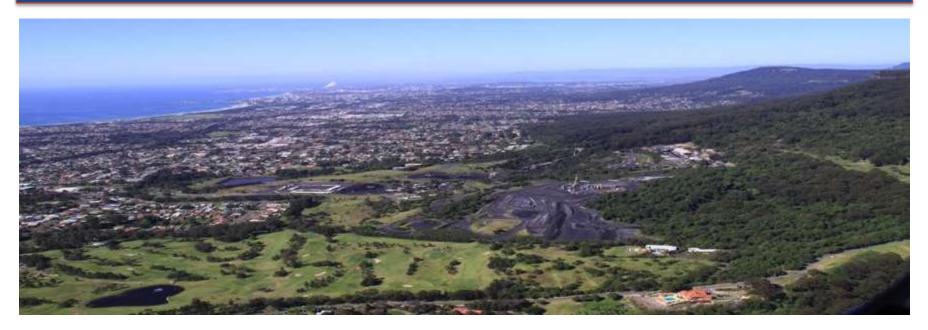
Medium to large size deposits of hard coking

- Large size deposit of low ash low sulphur thermal coal for open cast operation
- MoU signed with Bupati Barito to develop road for coal hauling
- > Return load for 200,000 MT tonnages secured resulting in decrease of logistics costs
- Infrastructure developed in Moatize for storage and loading of coal into trains





#### Two Mines with Unique unmatched location & strategic advantages

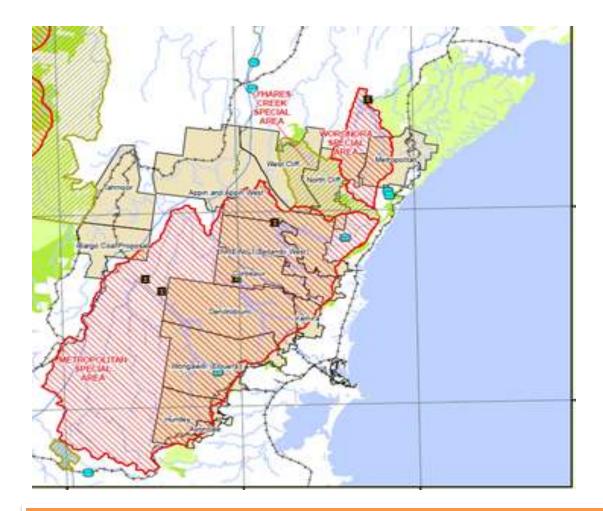


- Location: Russell Vale & Wongawilli (Wollongong 80 kms. South of Sydney)
- ➤ Reserves : 175 MT
- Products : High Quality Coking Coal
- Mining Capacity : Targeting 2 MTPA
- Logistics : Port Kembla Less than 20 kms





#### **Australia - Salient Features**



#### > Unique Geographic Location

- Wollongong(80 kms. South of Sydney)
- Experienced mining community available
- Port Kembla: Less than 20 kms with sufficient coal handling and Cape size capacity
- Easy and reliable connectivity through Rail and Road

#### Unique unmatched location with strategic advantages





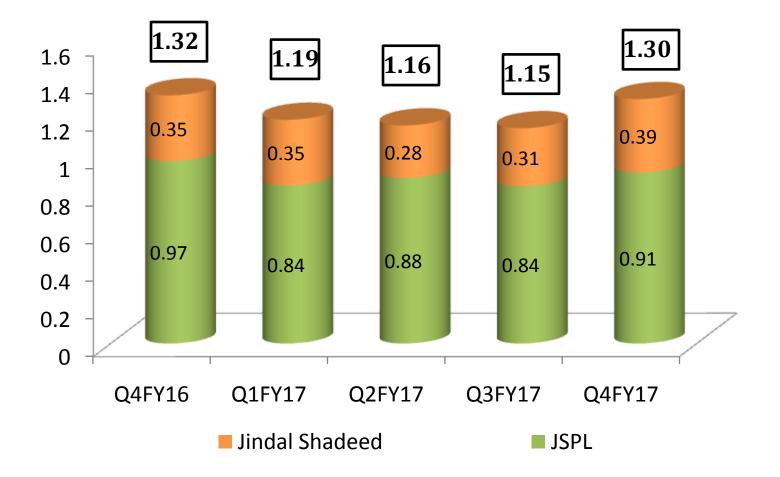
## Financials & Operational Highlights







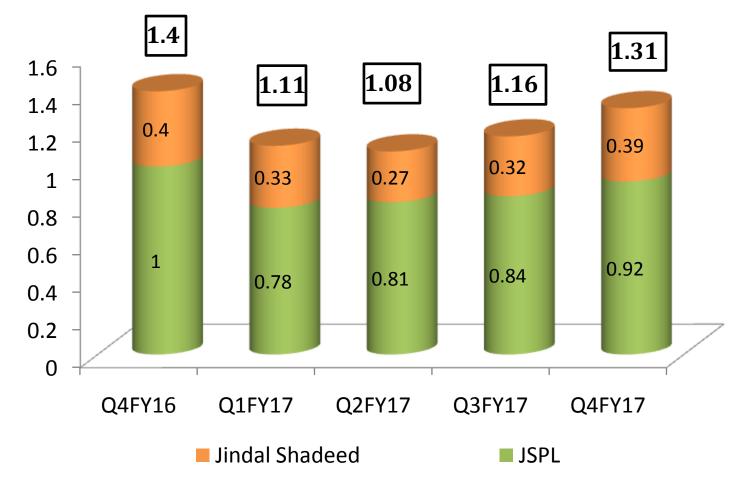
#### (Figures in Million Tonnes)







#### (Figures in Million Tonnes)





(Figures in INR Crores)

	FY11	FY12	FY13	FY14	FY15	FY16	FY17
INCOME STATEMENT							
Revenue	13,194	18,351	19,943	19,352	19,626	20,368	22,696
EBITDA	6,398	6,935	6,131	5,522	5,708	3,437	4,658
РАТ	3,804	4,002	2,912	1,894	-1,455	-3,086	-2,540
Cash Profit	5,115	5,575	4,594	3,876	2,065	104	905
SIGNIFICANT RATIOS							
EBITDA Margin (%)	48%	38%	31%	29%	29%	17%	21%
Net Profit to Sales (%)	29%	22%	15%	10%	-7%	-15%	-11%
EPS (INR/Share)	40.8	42.4	31.1	20.5	-15.9	-33.7	-27.8



#### JINDAL Standalone 4Q FY 17 - Snapshot of Key Financials

(Figures in INR Crores)

Particulars	Q4FY17	Q4FY16	Q3FY17	%YoY	%QoQ
Total Revenue	4,545	4,033	3,898	+13%	+17%
EBITDA	914	681	779	+34%	+17%
EBITDA %	20%	17%	20%		
Depreciation	489	531	542	-8%	-10%
Finance Cost	515	641	535	-20%	-4%
Profit/(Loss) Before Tax	(81)	(491)	(298)	+83%	+73%
Profit/(Loss) After Tax	(116)	(218)	(187)	+47%	+38%
Cash Profit	408	41	244	+895%	+67%

Particulars	FY17	FY16	%YoY
Total Revenue	15,494	14,693	+5%
EBITDA	2,858	2,441	+17%
EBITDA %	18%	17%	
Depreciation	2,044	2,148	-5%
Finance Cost	2,280	2,646	-14%
Profit/(Loss) Before Tax	(1,457)	(2,330)	+37%
Profit/(Loss) After Tax	(986)	(1,419)	+30%
Cash Profit	587	(182)	+423%



## **Consolidated 4Q FY 17 - Snapshot of Key Financials**

(Figures in INR Crores)

JINDAL

Particulars	Q4FY17	Q4FY16	Q3FY17	%YoY	%QoQ
Total Revenue	6,756	5,442	5,787	+24%	+17%
EBITDA	1,552	898	1,269	+73%	+22%
EBITDA %	23%	16%	22%		
Depreciation	1,006	1,232	1,027	-18%	-2%
Finance Cost	864	853	828	+1%	+4%
PBT before Exceptional	(309)	(1,080)	(586)	+71%	+47%
Exceptional Items	(253)	(113)	-		
Profit/(Loss) Before Tax	(56)	(967)	(586)	+94%	+90%
Profit/(Loss) After Tax	(98)	(637)	(455)	+85%	+78%
Cash Profit	950	264	442	+260%	+115%

Particulars	FY17	FY16	%YoY
Total Revenue	22,696	20,368	+11%
EBITDA	4,658	3,437	+36%
EBITDA %	21%	17%	
Depreciation	3,949	4,068	-3%
Finance Cost	3,390	3,254	+4%
PBT before Exceptional	(2,671)	(3,728)	+28%
Exceptional Items	372	236	
Profit/(Loss) Before Tax	(3,043)	(3,964)	+23%
Profit/(Loss) After Tax	(2,540)	(3,086)	+18%
Cash Profit	905	104	+770%





# Key Initiatives & Project Updates





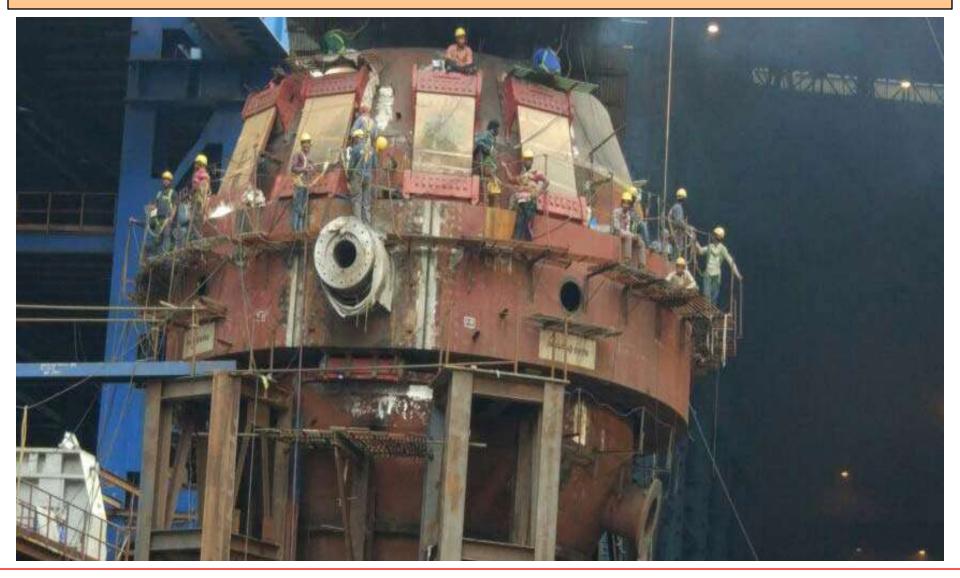
#### **India's largest Blast Furnace**







#### **BOF under construction**







#### **Converted : EAF to NEOF (Zero power furnace), Raigarh**



- JSPL has successfully converted one of its Electric Arc Furnace(EAF) to a basic oxygen type furnace.
- Would result in i) lower Thermal coal requirement (as more hot metal produced through Blast Furnace route will be used) ii) power savings and iii) eliminates consumption of Electrodes.
- > This will result in substantial saving in our steel making (liquid steel) cost at Raigarh. .





#### **Construction & Solutions Growth : BKC, Mumbai**

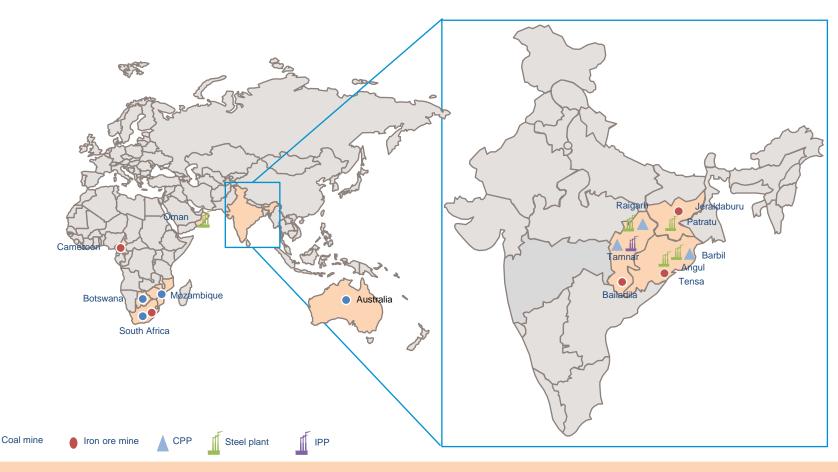






# Facilities at a glance





Presence in resource rich regions well connected with evacuation infrastructure





# INDIA





# Chhattisgarh State



## JSPL, Raigarh





















## **Odisha State**











## Pellet Plant, Barbil









## **Jharkhand State**

















## Jindal Shadeed, Oman







## Jindal Shadeed, Oman





# PANTHER Making Sustainability A Focus Priority JINDAL





## A Responsible Corporate Citizen

#### 9 PILLARS OF CSR



JINDAI



# A Responsible Corporate Citizen

Health	Education & Skill development	Infrastructure	Women empowerment	Environment
85,000	15,000	2,50,000	1,000	87,000+
Adolescent Girls benefited from our healthcare initiatives	Students empowered through quality education	People provided with safe and clean drinking water	Women entrepreneurs developed	Saplings planted
200,000	24,000+	10,000	1,500+	343
People benefited from our health initiatives	People provided with vocational training	People benefited by 1,000 sanitation facilities	Women benefited by 150+ Self Help Groups through income generation activities	Acres of watershed developed



## Health & Safety Best Practices





SAFETY INDUCTION



**ON-THE-JOB SAFETY TRAINING** 



#### SAFETY REVIEWS



SAFETY AUDITS / INSPECTIONS







**TOOL BOX MEETINGS** 



SAFETY AWARDS/REWARDS







### **Recent Awards & Recognitions**

- Mr. Naveen Jindal, Chairman, JSPL received the 'Steelie Award 2016' for being the "Industry Communicator of the Year"
- Jindal Shadeed won Frost and Sullivan's '2017 GCC Ferrous Company of the Year Award' for Business Excellence best practices.
- JSPL honoured with the prestigious Odisha INC Award for its innovative CSR activities in Odisha.
- JSPL-Barbil Pellet Plant awarded with most prestigious JIPM award for TPM –Excellence
  - First pellet plant in the world to be conferred with this JIPM award
- Jindal Shadeed won following laurels
  - Prestigious "Sultan Qaboos Award" for Industrial Excellence by the Ministry of Commerce and Industry on February 9, 2016
  - 2016 Steel Manufacturing Product Line Strategy Leadership Award, GCC", at GIL 2016: Middle East, Dammam, Saudi Arabia on February 10, 2016
- Jindal Shadeed have received 2 Awards from Midrex
  - For the achievement of 5 Million tons of production within 4 years of Operation [2011 2014]
  - For the achievement of Exceptional annual operational availability for the year 2014 98.51%. (Total 3 plants have received the awards out of 72 Midrex DR Plants in the world, and Jindal Shadeed stands number 2.)
- JSPL Raigarh got placed in Limca book of world records' for manufacturing longest 121 meter long single piece track rail
- JPL received "Par Excellence Award for 5'S implementation" by QCFI on 26th Nov'16
- JPL was awarded 2<sup>nd</sup> rank amid the top 25 'Best in Industry' companies in Dale Carnegie Global Leadership Award
- MRIG TRISHNA (Coal Washery), AGNI (Operation) & AAKASH (Ash Handling Plant) won the prestigious "Par Excellence Award" at NCQC-2016, Raipur

**WITHER** *Award and Accolades for JSPL (2014-15)* 

- National Award for Excellence in Energy Management 2014, CII
- National Award for Innovative Training Practices, ISTD Delhi, 2014
- Dun & Bradstreet Infra Award 2014 in Power Category
- Chhattisgarh Industrial Health & Safety Award, Govt of Chhattisgarh, 2014
- Award for Innovative HR Practices, Global HR Excellence Awards, 2015
- Best CSR Practice Education, Think Media Inc., 2014
- Project Excellence Award, Global Symposium, 2014
- Procurement Excellence Award: "Outstanding Leader in Procurement" at the 2nd Annual CPO Forum India & Awards 2014.
- Innovation in Employee Retention Strategies, Greentech Foundation, 2014
- 2nd Best in Overall Mining Mega Mines Group, Annual Safety Fortnight Competitions, 2015



World CSR Congress Award 2013 Greentech CSR Award 2013

2013



### **Other Award and Accolades**

2012	Golden Peacock National CSR Award 2012
	Ranked No.1 as Wealth Creator in India over a 10- year period (Business World) Awarded the Dun & Bradstreet- Rolta Corporate Awards 2011
2011	Ranked 3rd in the Metals Category of Business World's India's Most Respected Companies Survey Received the Forbes Asia's 'Fabulous 50' International Award Golden Peacock Innovation Management Awards Greentech Award for 1st Position in Metal & Mining Industries World HRD Congress CSR Award on women empowerment
	Rated the World's 2nd Largest Value Creator by Boston Consulting Group (BCG), based on Total Shareholder Return from 2005-2009, and the largest Value Creator in Mining and Materials category
2010	Received the Forbes Asia's 'Fabulous 50' International Award Golden Peacock Innovation Management Awards CSR Excellence Award 2010 by ASSOCHAM for promoting and propagating Corporate Social Responsibility initiatives
	Received the CNBC's Most Promising Entrant into the Big League at IBLA

International Safety Award with merit 2014 by British Safety Council, UK.

2009 National Energy Conservation Award Golden Peacock Innovation Award 2009 Winner of 'Shrishti Green Cube Award 2009 SAIL HR Excellence Award 2009











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