





# Jindal Steel and Power Ltd

Investor Presentation

2Q FY17 (Dec' 16)







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





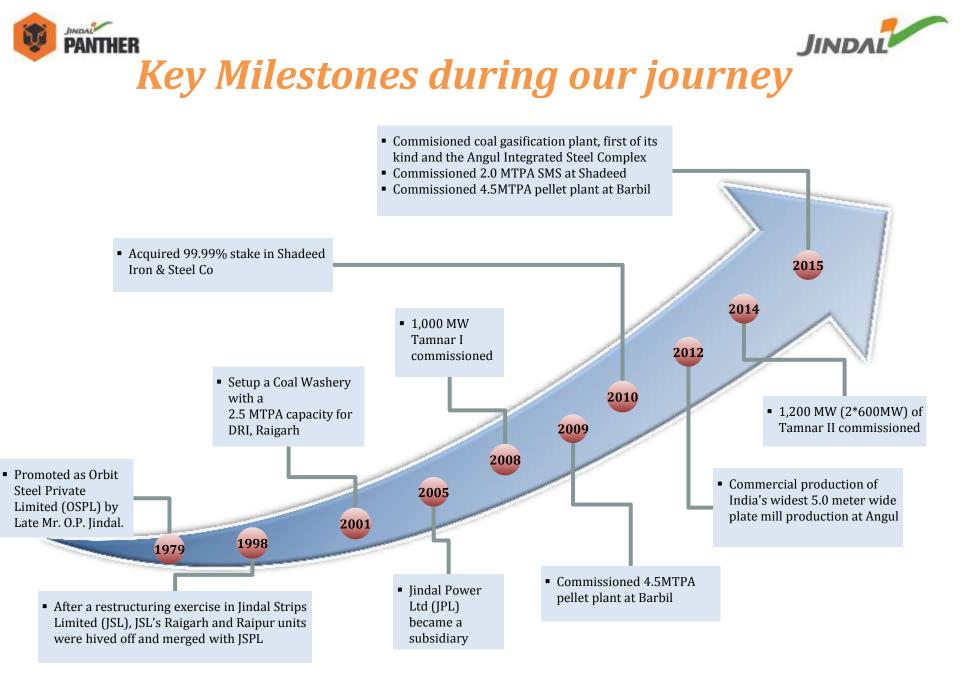
Aerial View of Raigarh Plant



## **Ownership Structure - O P Jindal Group**



JINDAL





## PANTHER JSPL - Formidable Steel & Power player JINDAL







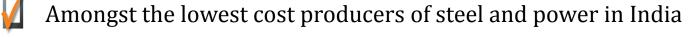


Capex cycle completed – on path to achieve multifold earnings growth

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

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







# What differentiates us...

### Technological innovation

- Coal gasification plant first time in India
- Conversion of EAF into BoF
- Hot Charge DRI and Slab

### Project execution track record

- Projects set up within record timeline and cost
  - 3<sup>rd</sup> Unit of 4x600 power plant synchronized in record time of 16 months
  - Barbil pellet plant of 4.5 MTPA in 23 months
  - Oman 1.5 MTPA DRI project commissioned 4 months before schedule
  - Oman 2.0 MTPA SMS commissioned in 23 months

### Superior asset quality and business model





# What differentiates us...

### Lowest cost producer

- Low cost of steel manufacturing on account of
  - Captive power supply and
  - Low logistics overhead due to strategic plant locations
- Power projects set up at extremely competitive project cost

### Integrated operations

- Presence across the entire steel making value chain
- Own railway sliding at each of the plants

### Superior asset quality and business model



# **Experienced Board Of Directors**



Ravi Uppal MD & Group CEO

- Experience: >36 years
- Qualification: MBA (IIM – A)



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



Shallu Jindal Non Executive Director

Director of Jindal Power Limited



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







- Experience: 38 years
- **Qualification: MSc**



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



Sudershan Kumar Garg Independent Director

- Experience: 39 years
- Oualification: Bcom & CA



Nominee director





• **Oualification: LLB** 

#### Dinesh Kumar Saraogi Wholetime Director

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





# ...& Best in Class Management



Anand Goel Chief Advisor

Experience: >36 years



Rajesh Bhatia *CFO* 

Experience: >25 years



VK Mehta Director, S&M • Experience: >36 years)



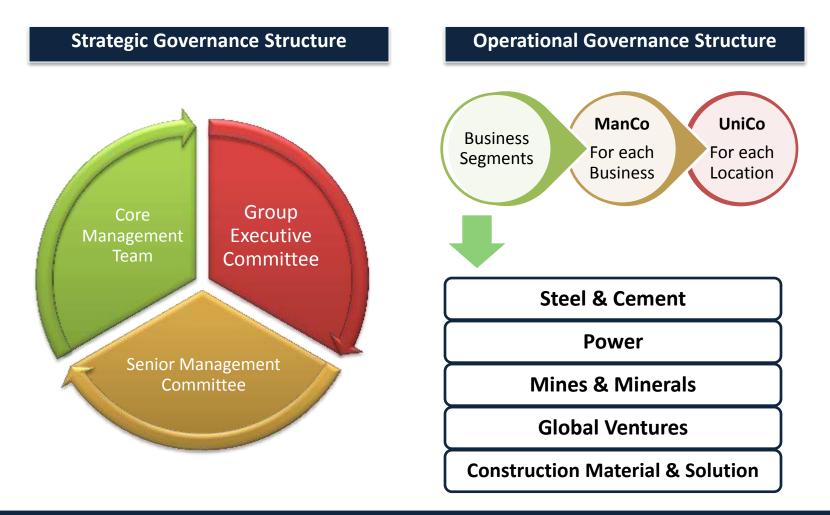
N.A. Ansari CEO, Oman

Experience: >38 years.



### Moving Towards Plural Leadership





### Implementation of Strategic & Operational Governance Structure

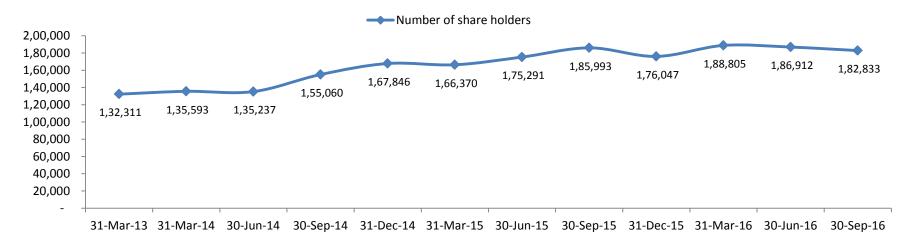


## Shareholding of JSPL from FY13



	31-Mar-13	31-Mar-14	31-Mar-15	30-Jun-15	30-Sep-15	31-Dec-15	31-Mar-16	30-Jun-16	30-Sep-16
Promoters	59.13%	60.41%	61.29%	61.34%	61.89%	61.89%	61.89%	61.89%	61.89%
Institutional Investors	27.45%	26.45%	22.66%	21.91%	19.53%	22.35%	21.08%	21.33%	20.00%
Public and other share holding	13.42%	13.14%	16.05%	16.75%	18.58%	15.76%	17.03%	16.77%	18.11%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of share holders	1,32,311	1,35,593	1,66,370	1,75,291	1,85,993	1,76,047	1,88,805	1,86,912	1,82,833

### Number of share holders









### **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 Rebar mill in Angul
- Optimally utilize power capacities to generate higher operating profits

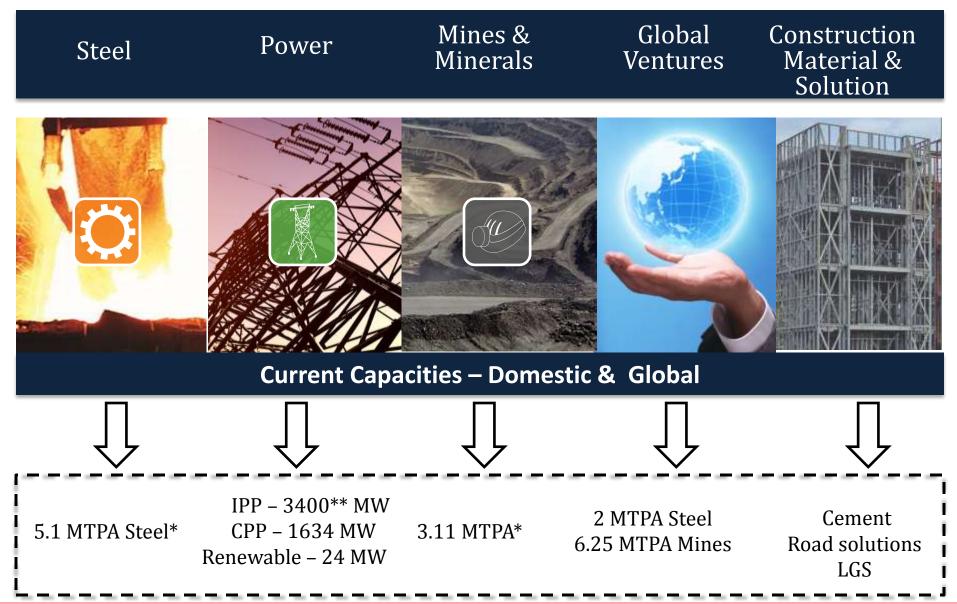
### **Financial Prudence**

- 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



## **Business Segments**

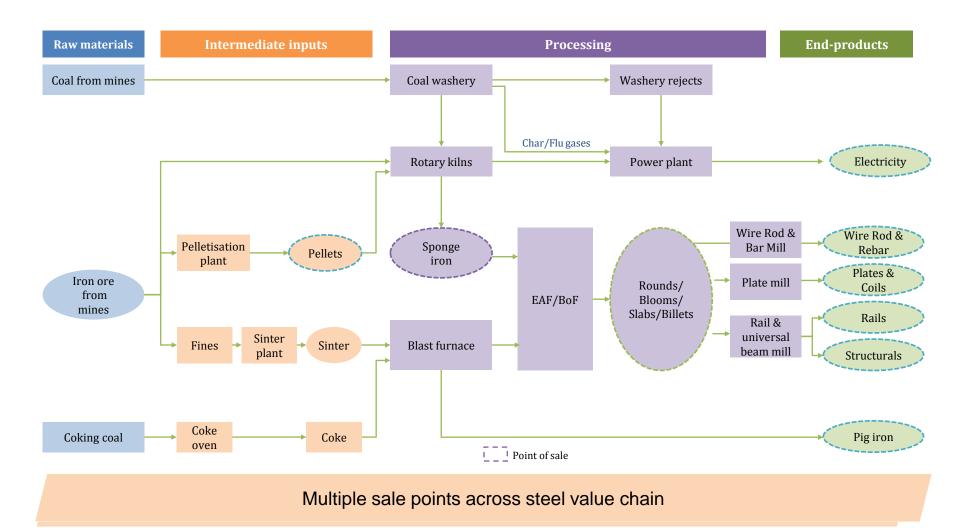








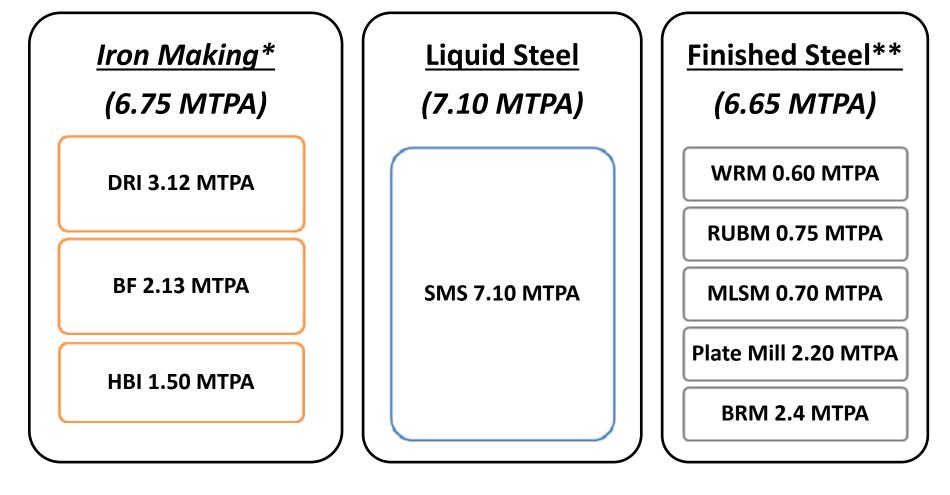
### Integrated Operations with multiple point of sale





Steel Capacities across Life Cycle





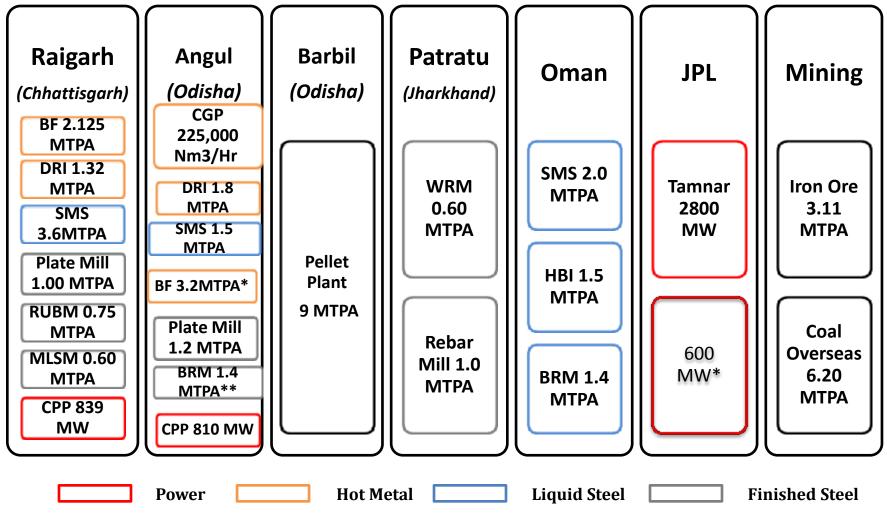
\*BF in Angul 3.2 MTPA - Commissioning in FY17

\*\*BRM in Angul 1.4 MTPA - Commissioning in FY17 Effective Finished Steel 7.95 MTPA

\* To be commissioned



# Integrated & Diversified operations of scale



\*BF in Angul 3.2 MTPA - Commissioning in FY17

**\*\*BRM in Angul 1.4 MTPA - Commissioning in FY17** 

\*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



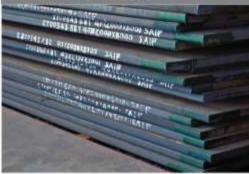
Jindal Panther TMT Rebars Grades: 500, 5000, 550, 5500, 600 and CRS Size range: 6mm to 40mm, 45\*, 50\*



### **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

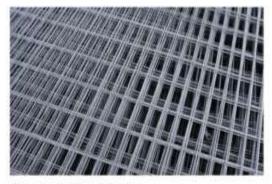
#### INNOVATIVE PRODUCTS



Cut & Bend Customized and Ready to Use TMT Rebars



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

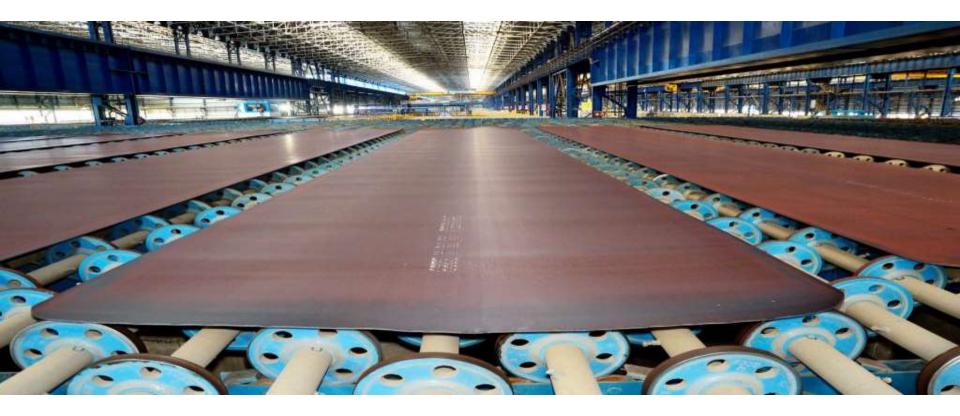


Welded Wire Mesh Width: 1200mm to 3200mm Length: 2000mm to 6000mm



### Special Grade Plates – Angul



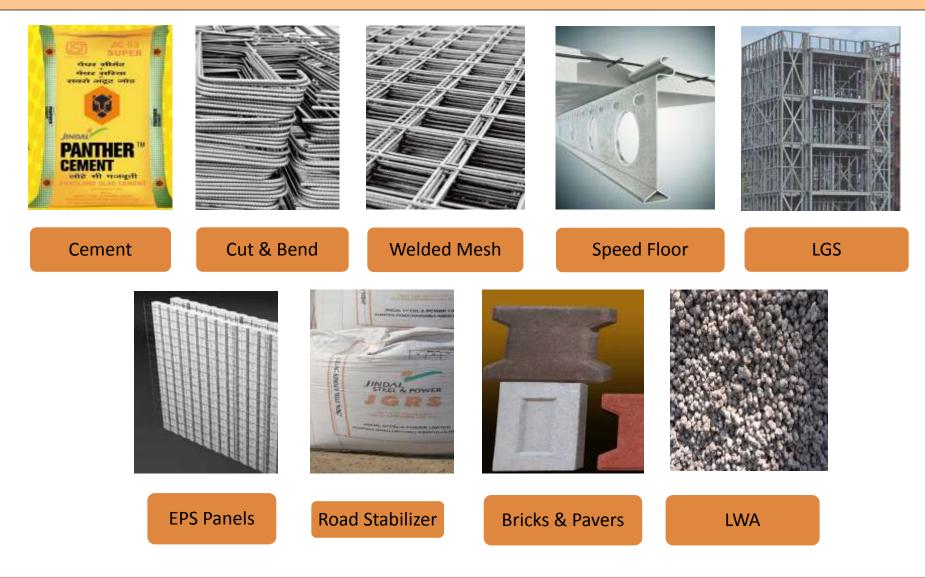


• Developed steel grades for various critical applications like boilers, ship building, petroleum pipes, high strength grades for automotive and earth movers, structural steel for oil exploration platforms, grades for making warships , ballistic launch applications and bullet proof vehicles, stainless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

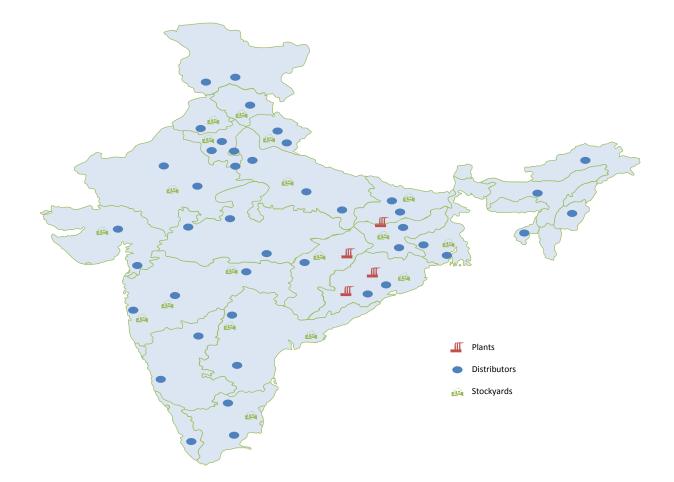




### Value Added Products – help in higher Turnover & EBITDA margins



# PANTHER Extensive Sales and Distribution Network JINDA



### Pan India presence with multiple customer touch points



INDAL

	NPCIL	कोळण रेतते कॉयोरेशन तिमिटेड (भार स्वरु क उक्स) साम्स साम्स अटल्ल्ल्व्यानीविकिल्लाइन	Rent and the eventstore fields		IN THE REAL PROPERTY OF
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Customer base comprising large public and private sector clients





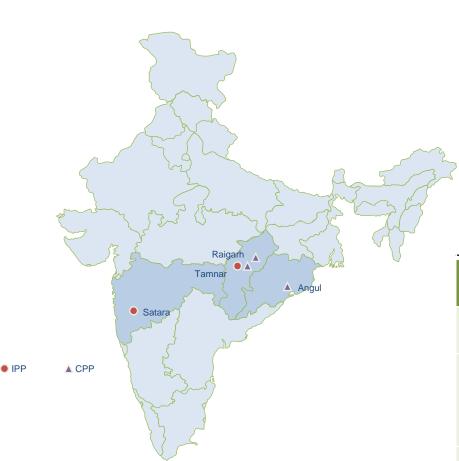
# **POWER BUSINESS**







### **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
Satara <sup>(b)*</sup>	24	Wind	18x1.5 MW	Operational

\*Divestment announced

#### 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 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)

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### **Key Contractual Arrangements for JPL**



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





### **PPA Arrangements**

			Per	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)	KSEB	Long Term	Jun-16	May-41	200
Tamnar II (Phase 1)	KSED	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)	PLF
Year 2015-16	3,015	(102)	9,542	59% (EUP1) 28% (EUP 2)
Year 2014-15	3,228	(171)	10636	93% (EUP 1)
Year 2013-14	2,457	1,107	8282	92%
Year 2012-13	2,510	1,113	7973	91%
Year 2011-12	3,040	1,765	8589	98%







### JPL- Snapshot of Key Financials

Particulars	Q2FY17	Q2FY16	Q1FY17	%YoY	%QoQ
Net Sales	734	893	668	-18%	10%
EBITDA	182	168	182	8%	
EBITDA %	25%	19%	27%		
Profit/(Loss) Before Tax	(246)	(160)	(217)	-54%	-13%
Profit/(Loss) After Tax	(205)	(153)	(217)	-34%	6%
Depreciation + Amortization	354	312	322	13%	10%
Cash Profit	107	142	104	-25%	3%
Generation (MU)	2,313	2,728	2,171	-15%	7%
PLF(%) - 4X250 MW	51%	60%	51%		
PLF(%) – 3X600 MW	30%	35%	27%		

### Increase in PPA offtake likely to push EBITDA margins up



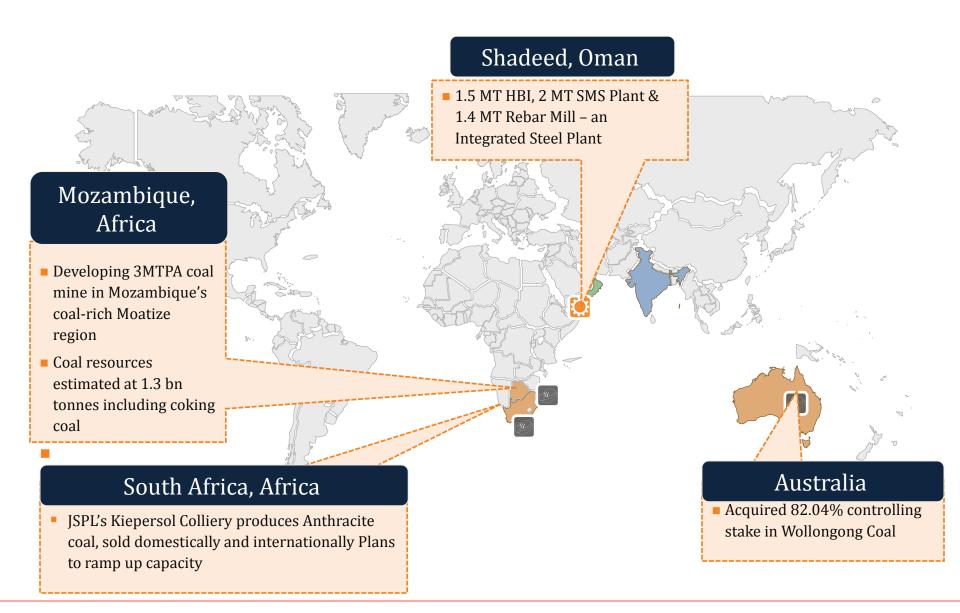


# **GLOBAL VENTURES**



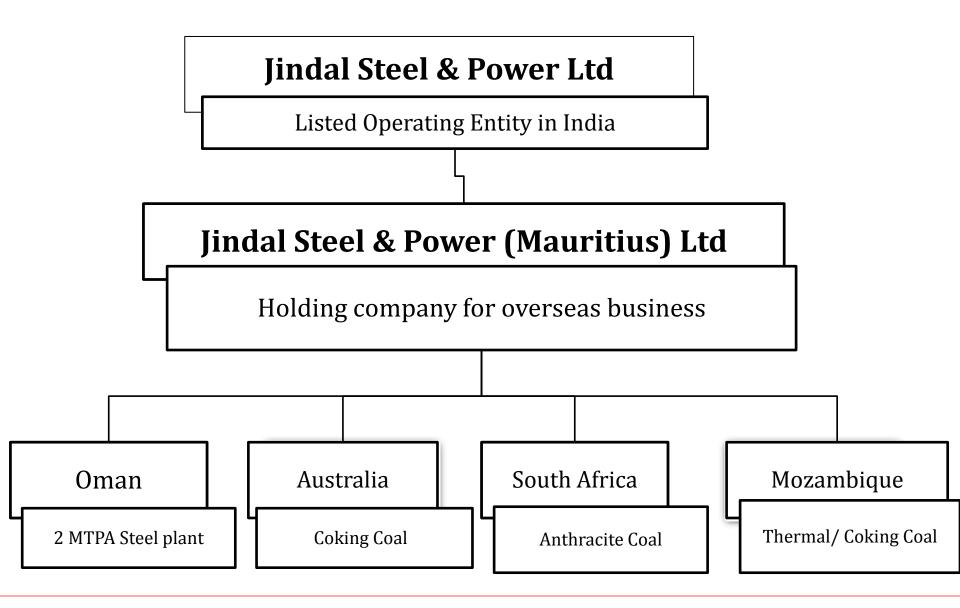


# Summary of International Operations JINDAL





Holding structure for global 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
- Worlds 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

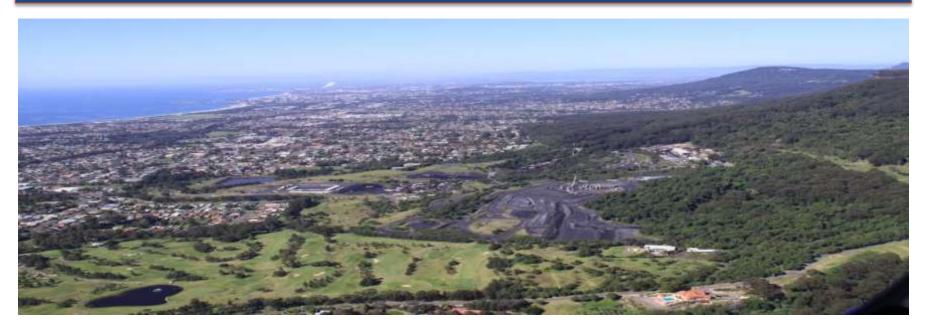
Medium to large size deposits of hard coking

- 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

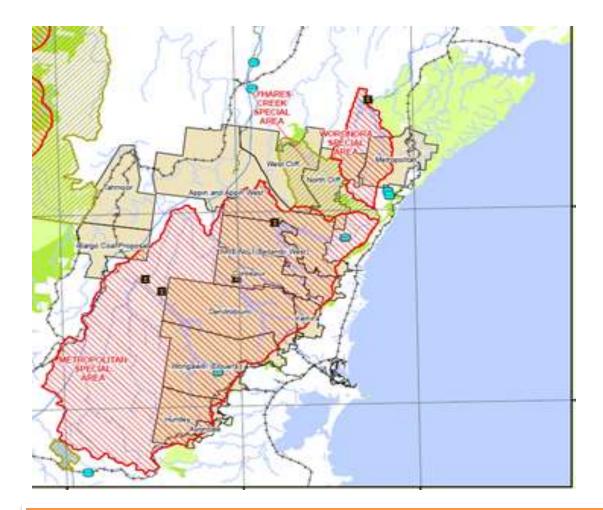


- Location: Russell Vale & Wongawilli (Wollongong 80 kms. South of Sydney)
- ➤ Reserves : 175 MT
- Products : High Quality Coking Coal
- Mining Capacity : Targeting 2 MTPA
- Logistics : Port Kembla Less than 20 kms





### **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 significant strategic advantages





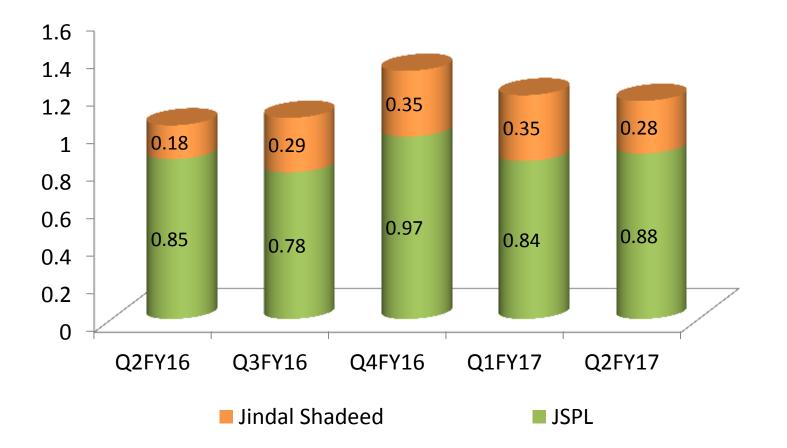
# Financials & Operational Highlights







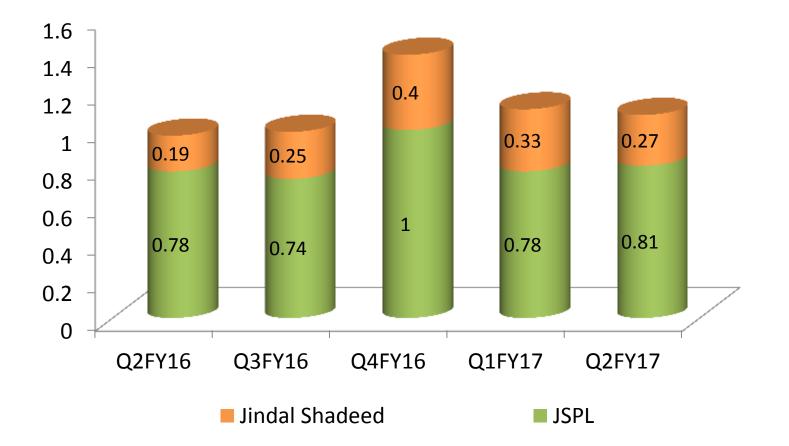
#### **Consolidated Steel Production**







#### **Consolidated Steel Sales Volumes**





# **Consolidated Financials at a Glance**



	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
INCOME STATEMENT									
Revenue	5,539	10,913	11,152	13,194	18,351	19,943	19,352	19,626	18,632
EBITDA	2,253	5,908	5,232	6,398	6,935	6,131	5 <mark>,5</mark> 22	5,708	3,633
PAT	1,251	3,007	3,635	3 <mark>,</mark> 804	4,002	2,912	1,894	-1,455	-1,999
Cash Profit	1,810	4,194	4,760	5,115	5,575	4,594	3 <mark>,</mark> 876	2,065	240
SIGNIFICANT RATIOS									
EBITDA Margin (%)	41%	54%	47%	48%	38%	31%	29%	29%	20%
Net Profit to Sales (%)	23%	28%	33%	29%	22%	15%	10%	-8%	-11%
EPS(INR/Share)	13.5	32.4	39.1	40.8	42.42	31.13	20.53	-13.97	-20.79





#### **Standalone 1Q FY 17 - Snapshot of Key Financials**

Particulars	Q2FY17	Q2FY16	Q1FY17	%YoY	%QoQ
Total Revenue	3,126	3,175	3,124	-2%	
EBITDA	531	636	659	-17%	-19%
EBITDA %	17%	20%	21%		
Depreciation	524	411	489	27%	7%
Finance Cost	654	674	601	-3%	9%
Profit/(Loss) Before Tax	(647)	(448)	(431)	-44%	-50%
Тах	(240)	(138)	(154)		
Profit/(Loss) After Tax	(407)	(310)	(277)	-31%	-47%

Particulars	H1FY17	H1FY16	%YoY
Total Revenue	6,249	6,315	-1%
EBITDA	1,190	1,356	-12%
EBITDA %	19%	21%	
Depreciation	1,013	1,047	-3%
Finance Cost	1,255	1,364	-8%
Profit/(Loss) Before Tax	(1,078)	(1,032)	4%
Tax	(394)	(350)	
Profit/(Loss) After Tax	(684)	(682)	





#### **Consolidated 1Q FY 17 - Snapshot of Key Financials**

Particulars	Q2FY17	Q2FY16	Q1FY17	%YoY	%QoQ
Total Revenue	4,666	4,736	4,687	-1%	
EBITDA	848	1,002	1,015	-15%	-16%
EBITDA %	18%	21%	22%		
Depreciation	999	844	917	18%	9%
Finance Cost	872	765	853	14%	2%
Exceptional Items		(439)	(626)		
Profit/(Loss) Before Tax	(1,021)	(1045)	(1,381)	2%	26%
Тах	(274)	(59)	(141)		
Profit/(Loss) After Tax	(747)	(986)	(1,240)	24%	40%

Particulars	H1FY17	H1FY16	%YoY
Total Revenue	9,352	9,189	2%
EBITDA	1,864	2,046	-9%
EBITDA %	20%	22%	
Depreciation	1,916	1,840	4%
Finance Cost	1,725	1,616	7%
Exceptional Items	(626)	(439)	
Profit/(Loss) Before Tax	(2,402)	(1,832)	-31%
Tax	(415)	(265)	
Profit/(Loss) After Tax	(1,987)	(1,567)	-27%





# Key Initiatives & Project Updates

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#### **Ushering Turnaround: Blast Furnace Construction, Angul**







#### **Ushering Turnaround: Coke Oven Plant Construction, Angul**







#### **Ushering Turnaround: Sinter Plant Construction, Angul**







#### **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. .





#### **Upgraded : 1.0 MTPA Plate Mill, Raigarh**







#### **Commissioned : 1.4 MTPA Rebar Mill, Oman**







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

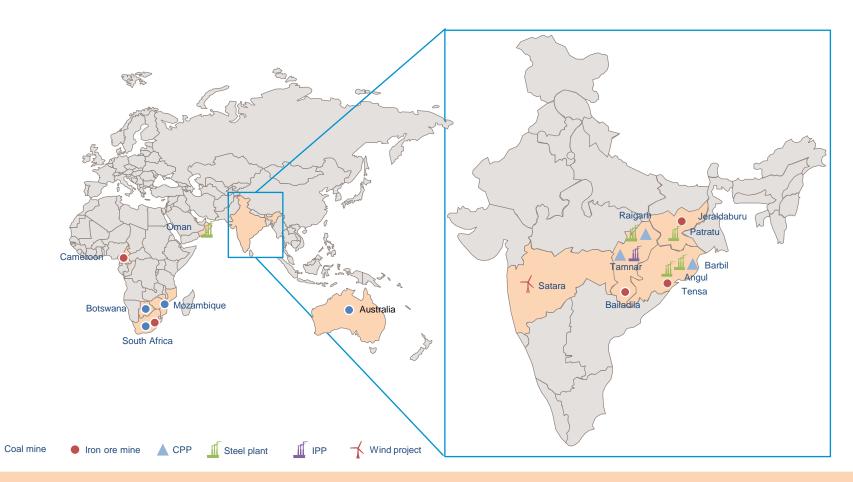






# Facilities at a glance





Presence in resource rich regions well connected with evacuation infrastructure





# Chhattisgarh State



# JSPL, Raigarh









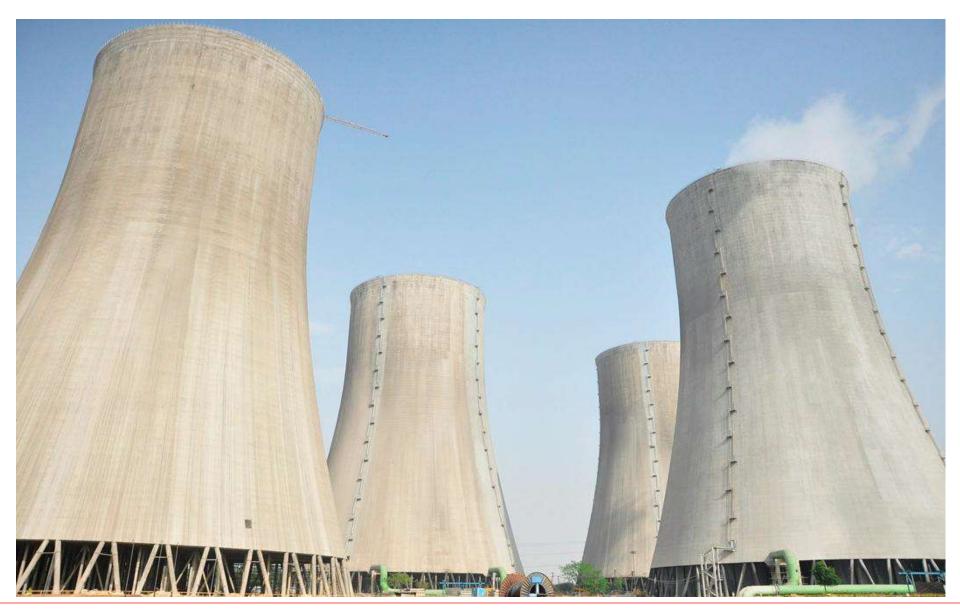


# Heavy Machinery Division, Raipur













# **Odisha State**



### JSPL, Angul







#### Pellet Plant, Barbil









# **Jharkhand State**



JSPL, Patratu













### Jindal Shadeed, Oman







### Jindal Shadeed, Oman







# Making Sustainability A Focus Priority





#### A Responsible Corporate Citizen



#### **9 PILLARS OF CSR**





#### 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** 



#### Health & Safety Best Practices





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"
- 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 7th Nov'15





### 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



#### **Other Award and Accolades**



PLATINUM SPO

CONSERVATION 8 INTING AWARDS

2013	International Safety Award with merit 2014 by British Safety Council, UK. World CSR Congress Award 2013 Greentech CSR Award 2013	Glabal H
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	GREENTECH
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	Admired Top Ha
	Greentech Award for 1st Position in Metal & Mining Industries	tied by
	World HRD Congress CSR Award on women empowerment	FOLXD
	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	
2010	Golden Peacock Innovation Management Awards	र दिल्ली
	CSR Excellence Award 2010 by ASSOCHAM for promoting and propagating Corporate Social Responsibility initiatives	E ATIC DAY
	Received the CNBC's Most Promising Entrant into the Big League at IBLA	A AND AND
2009	National Energy Conservation Award Golden Peacock Innovation Award 2009	Land Contract
	Winner of 'Shrishti Green Cube Award 2009	
	SAIL HR Excellence Award 2009	





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# **THANK YOU**