

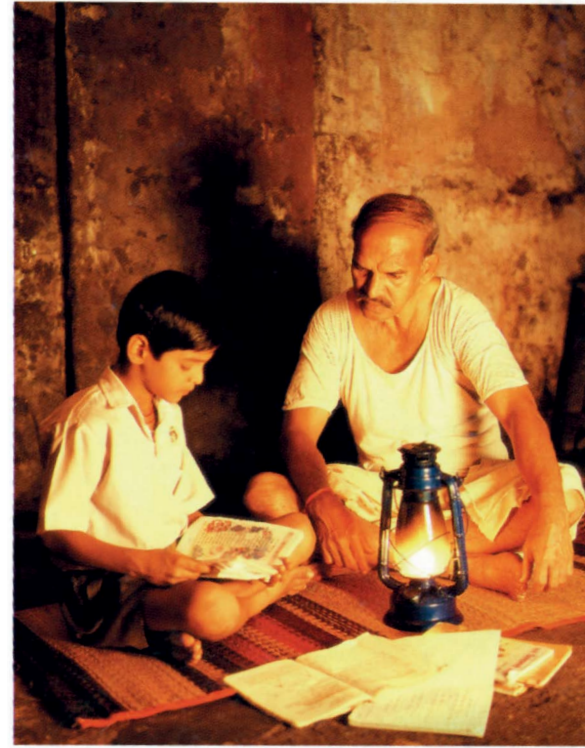
INDIANOIL 50

THE STORY IN PICTURES

Sometimes,
the dreams of a child in
a remote village can become
our greatest inspiration

Deep in the heart of India, beyond the reach of tarred roads or even electricity, a dream flickers and takes shape. A dream that is fuelled by a driving desire to succeed. To change one's destiny and to bring back the promise of a better tomorrow to a place that had none. And it is this innocent dream that inspires us at IndianOil. After all, we believe we are only as successful as the people we serve and

the lives we improve. Since inception in 1959, we at IndianOil have constantly challenged ourselves to achieve more than is expected. Our vision to be 'the energy of India' and to emerge as 'a globally admired company' makes each of our achievements merely a milestone, not a destination. And even after five eventful decades in the hearts and minds of every Indian, the fire to light up the life of a



lonely driver on a dark highway still burns within us. From the icy peaks of Kargil to the backwaters of Kerala, from Kutch to Kohima, there's one face of India that cheers millions: IndianOil. Today, as we celebrate our Golden Jubilee, we owe our aspirations and ambitions to every Indian who has inspired us along the way. We dedicate these years of learning to the humble dream.



INDIA INSPIRED

INDIANOIL 50

THE STORY IN PICTURES



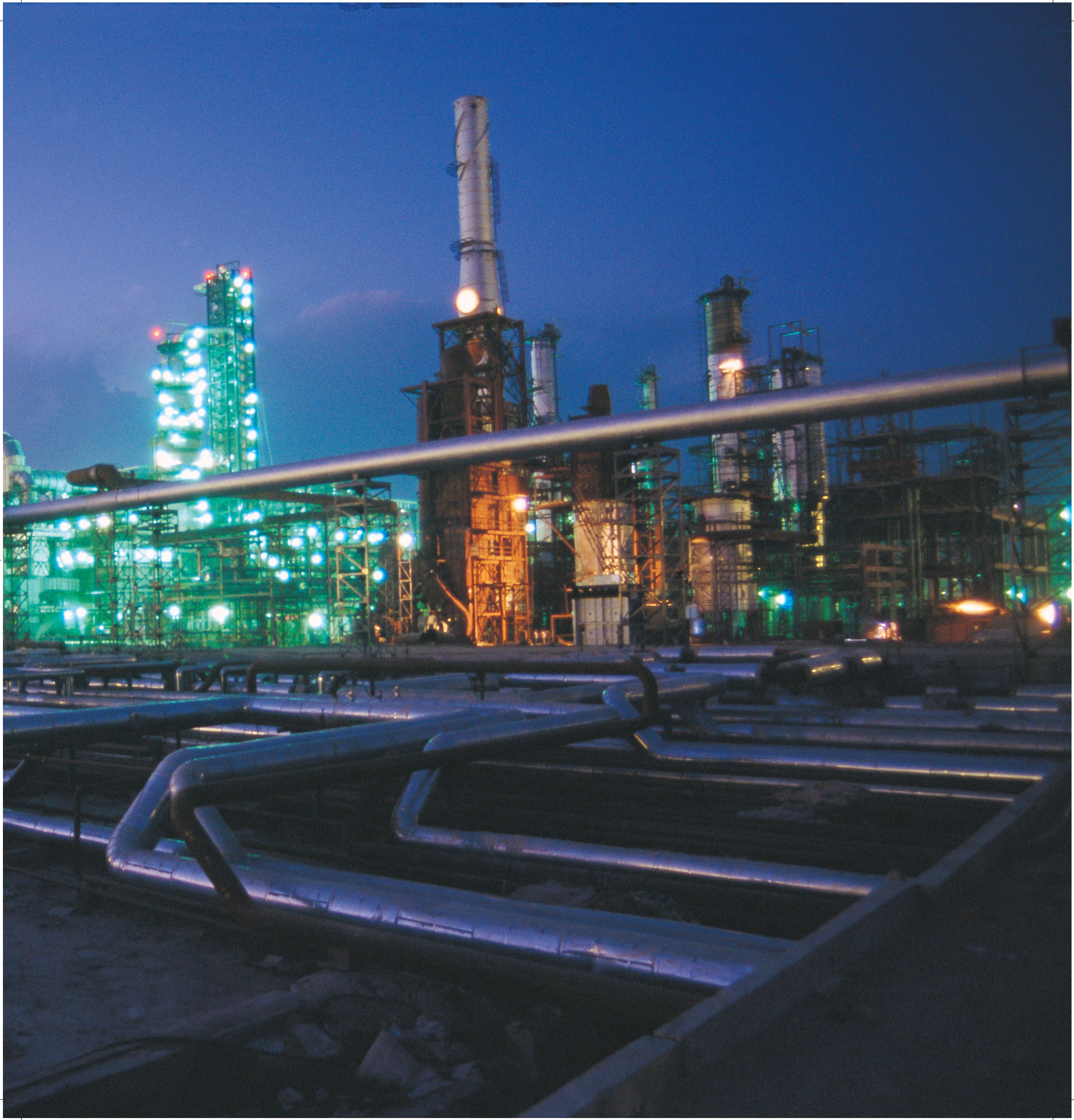
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OUR FIRST 50 YEARS



The saga of IndianOil is essentially the story of the flowering of the downstream petroleum sector in India.

IndianOil was born of the lofty vision of Pandit Jawaharlal Nehru, the first Prime Minister of India, for self-sufficiency in the petroleum sector as a strategic need of a free nation. It was the foresight of KD Malaviya, the father of the oil industry in India, that led to the formation of two companies initially, and their well-conceived merger soon after, to form an integrated refining and marketing entity. Thereafter began a remarkable journey that has now crossed 50 golden milestones.

IndianOil has covered much ground in the past five decades: from a 0.75-million-tonnes-per-annum refinery at Guwahati in 1962 to a refining capacity of over 60 million tonnes per annum today; from the first pipeline connecting Guwahati to Siliguri in 1964 to a cross-country network spanning 10,000 km; from humble beginnings in installations transferred from the defence services to a countrywide marketing network of about 35,000 touch points that sold over 66 million tonnes in 2008-09; from an unimpressive, white washed shed in 1972 to Asia's finest R&D institution in the downstream sector.

The journey was not easy. Each of the past five decades posed a different set of challenges for IndianOil. During the 1960s, it had to set up grassroots refineries in quick succession, with little know-how, and battle market competition from multinationals entrenched in India. The '70s was a phase of hectic growth to consolidate the early gains. In the '80s, as part of a predominantly public sector oil industry, IndianOil had to operate within the ambit of tough government regulations to ensure integration and optimisation of resources with a national perspective. Economic liberalisation in the '90s led to a revamping of business strategies in the wake of the deregulation of the oil sector. In the current decade, IndianOil is focussed on pursuing opportunities across the hydrocarbon value chain to enhance the nation's energy independence.

Well beyond its initial mandate of oil refining and marketing, IndianOil is currently pursuing vertical integration into petrochemicals and oil exploration & production, and diversification into green fuels. Its business domain has grown manifold through acquisitions and mergers, and a clutch of subsidiaries and joint ventures, generating wealth and value, creating employment and entrepreneurship while at the same time infusing new capabilities and possibilities in the oil & gas industry – all with the active support of our large retail marketing fraternity, our stakeholders, vendors, suppliers and service-providers.

In all this, true to its noble origins in the public sector mould, IndianOil's business was never driven by economic considerations alone. Its strong presence across topographies – in deserts, mountains, plains, islands, wherever people need precious petroleum fuels – is proof enough of its 'country-before-business' philosophy. Right from the wars of '65 and '71, and again in Kargil in '99, we backed up our brave jawans with vital fuel supplies. On behalf of a grateful nation, we support war heroes and their families by inducting them as channel partners. Our marketing initiatives in rural, hilly and inaccessible areas, our community welfare programmes across the country, and our support and succour to affected people in times of natural calamities, have won us warm appreciation time and again.

The Golden Jubilee has given us an opportunity to salute the visionaries who conceived this unique corporate and the many tall leaders who had nurtured it in its crucial formative years. And, above all, to acknowledge the substantial contributions of generations of IndianOilPeople who built it into India's largest commercial enterprise. It was they who wrote this saga, serving like true soldiers, standing together in times of hardship and turbulence in business, thriving on every new opportunity, and always leading the competition.

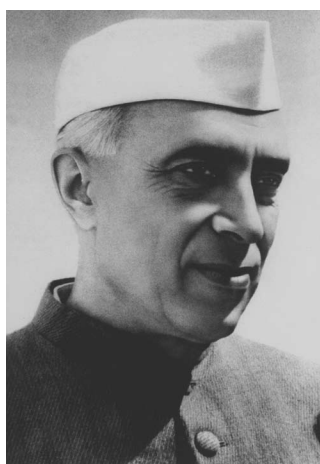
The achievements of the past five decades are a matter of great pride and satisfaction for everyone in the IndianOil family. And they shall infuse in us a renewed vigour as we embark on another challenging journey with a new 'Vision with Values' in place – to be 'The Energy of India' and to emerge as 'a globally admired company.'

Sarthak Behuria
Chairman, IndianOil



INDIANOIL 50

THE STORY IN PICTURES

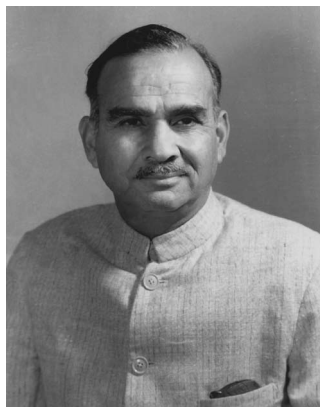


“Oil, everyone knows, is of vast importance in the world today. A country that does not produce its own oil is in a weak position...From the point of view of defence, the absence of oil is a fatal weakness...”

*Statement of Prime Minister Jawaharlal Nehru
in the Parliament, on 26 May, 1956*

The story of the petroleum industry in India can be traced to the world’s oldest running refinery, at Digboi, in Assam. Set up in 1901, it had a modest refining capacity of 25,000 tonnes per annum. Prior to this, kerosene was imported into the country since the 1860s, mainly for purpose of illumination. In the pre-Independence Indian economy, the public sector had a minimal presence. Thus as the growing demand for petroleum products outmatched the capacity of Digboi, the shortfall was met through imports by foreign companies operating in India. These included Burmah Oil Company, Stanvac, Burmah Shell, Caltex and Indo-Burma Petroleum Company. On the eve of Independence, the oil industry was entirely in the hands of these multinationals.

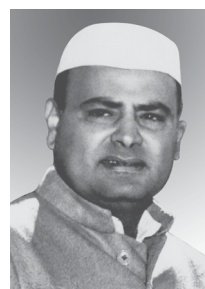
Following Independence, the Indian leadership firmly believed that political sovereignty without economic self-reliance was unfeasible. The public sector was assigned the dominant role to power the rapid industrialisation and growth of the nascent nation. This was reflected in the provisions of the New Industrial Policy Resolution of 1956, and the Second Five Year Plan (1956-61). Pandit Jawaharlal Nehru, the first Prime Minister, envisioned self-sufficiency in the strategic petroleum sector as integral to the building of a new, assertive and confident India.



The foundations of an indigenous petroleum industry were laid in the 1950s and ‘60s. Having formed the Oil & Natural Gas Commission in 1956 for undertaking upstream activities of oil exploration & production, Keshav Dev Malaviya (*left*), widely respected as the father of the petroleum industry in India, focussed his attention on the downstream refining and marketing sector. And from here began the journey of IndianOil.



Indian Refineries Ltd (IRL) was established in August 1958 as a wholly Government-owned company to set up and operate petroleum refineries and pipelines. IRL's office in 'The Link' House at Delhi.



Feroze Gandhi, the first Chairman of Indian Refineries Ltd



KD Malaviya (*seated on left*), Minister for Mines and Fuel, India, and Mihail Florescu, Minister for Oil and Chemicals Industry, Rumania, sign an agreement in Bucharest in October 1958 for the setting up of a 0.75 million tonnes per annum capacity refinery by IRL in Assam. At that time, four private refineries, of Burmah Oil Company (Digboi), Burmah Shell (Mumbai), Esso (Mumbai) and Caltex (Visakhapatnam) were operational.



S Nijalingappa, the first Chairman of Indian Oil Company

Indian Oil Company Ltd, another wholly government-owned enterprise, was formed on 30 June, 1959, and was entrusted with the task of supplying petroleum products to government organisations all over the country by establishing adequate storage and distribution facilities, and undertaking imports, as required. The company was to market products of the two refineries being set up by IRL at Guwahati and Barauni.

(Continued on last page, page 10)

Distribution Of Petroleum

New Public Sector Company Registered

NEW DELHI, June 30 — The first company in the public sector to undertake marketing and distribution of petroleum products in India was registered today with a paid-up capital of Rs. 12 crores.

STATE ENTERS TRADE

First Company In Public Sector Registered

From Our Special Correspondent
NEW DELHI, JUNE 30.—The Government today formally entered the oil marketing trade with the registration of the first company in the public sector.

Amrita Bazar Patrika

91st Year Of Publication
BOMBAY, THURSDAY, JULY 1, 1959. ACTING EDITOR — JAYENDRANATH SARKAR.

REST OF DEMOCRACY SACRIFICED

C.P.I. Secy. Decries Board's Resolution On Kerala Crisis

'Partisan' Spirit Of Congress Prevails

TRIVANDRUM, June 30. — Mr. A. K. Cheloo, General Secretary of the Communist Party of India, said today that the resolution of the Congress Central Parliamentary Board on the Kerala situation was a "disappointing resolution". He said that a claim had been made by the Congress that the situation was a "difficult one" and that the Congress had not even considered the point of view of the country and of the people of Kerala in its decision.

STATE OIL MARKETING FIRM REGISTERED

THE first company in the public sector to undertake marketing and distribution of petroleum products was registered on Tuesday with an authorized capital of Rs. 12 crores.

The Indian Oil Company, which was registered with the Registrar of Joint Stock Companies, Bombay, will market petroleum products in the public sector.

The Indian Nation

An Independent Nationalist Daily
BOMBAY, THURSDAY, JULY 1, 1959. ACTING EDITOR — JAYENDRANATH SARKAR.

OF DEMOCRACY OWNERS ON NEPAL

INSTITUTION COMES INTO FORCE

Madhi Sabha Members

Hindusthan Standard

MOURNS DEATH OF A GREAT MAN
INDIAN OIL COMPANY REGISTERED
First Venture In Public Sector

FREE PRESS JOURNAL

BOMBAY, THURSDAY, JULY 1, 1959. ACTING EDITOR — JAYENDRANATH SARKAR.

MOBS CANE-CHAI IN 3 PLACES

Fifty Persons In Quilandy

R.S.P. BID TO

12-Crore Oil Firm Floated By Union Govt.

The FPI News Service
NEW DELHI, June 30 — The Indian Oil Company, a State organization for distribution of petroleum products in India, was registered today.

Times of India

BOMBAY, THURSDAY, JULY 1, 1959. ACTING EDITOR — JAYENDRANATH SARKAR.

68 DIE AS LIGHTNING STRIKES PLANE

On Tuesday night, a plane of the Indian Air Force crashed in the Western Ghats near the town of Chikmagalur, killing 68 persons.

First Oil Company In Public Sector Formed

FOR MARKETING PETROLEUM PRODUCTS

DELHI, June 30. — The Indian Oil Company, a public sector enterprise, was registered today with an authorized capital of Rs. 12 crores.

is no reason why somebody else should undertake marketing of petroleum products which happens to be both the producer and consumer of oil.

According to present indications the Government proposes to establish the oil distribution system.

The Statesman

DELHI, THURSDAY, JULY 1, 1959. ACTING EDITOR — JAYENDRANATH SARKAR.

DALAI LAMA AT KASHMIRI BAZAAR

NEW CONSTITUTION ERA BEGINS

NEPAL KING'S BIRTHDAY CELEBRATIONS



Form I.R.

CERTIFICATE OF INCORPORATION

No. 11388 of 19-59-'60.

I hereby certify that INDIAN OIL COMPANY LIMITED

is this day incorporated under the Companies Act, 1956 (No. 1 of 1956) and that the Company is Limited.

Given under my hand at BOMBAY

this THIRTIETH day of JUNE

One thousand nine hundred and FIFTY-NINE (9th Asadh, 1881)

S. Venkataraman
(S. VENKATARAMAN)
Registrar of Companies.
BOMBAY.

The Pioneer

55TH YEAR OF PUBLICATION
LUCKNOW, Thursday, July 1, 1959.

LOANS FOR D.P.'S HOUSES

ATES EXEMPTED FROM PAYING INTEREST

REHABILITATION MINISTERS' DECISION

STATE ENTERS OIL TRADE

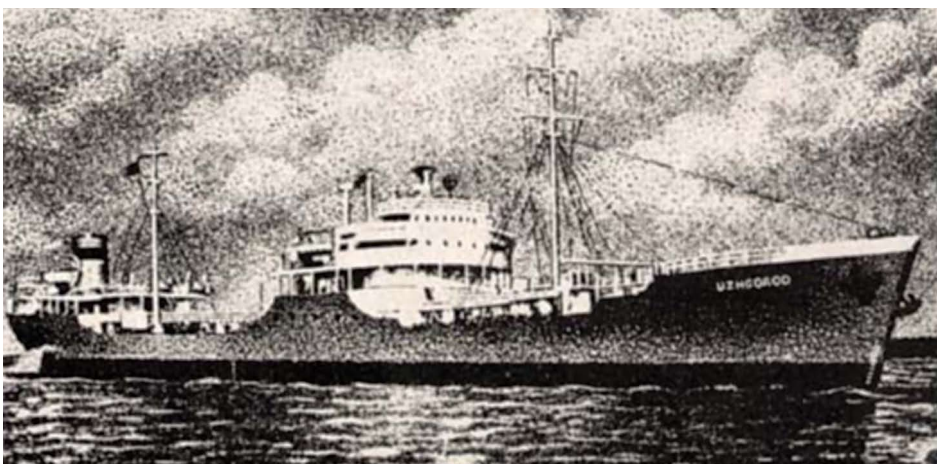
First Company In Public Sector Registered

From Our Special Correspondent
NEW DELHI, JUNE 30.



(Facing page) The certificate of incorporation of Indian Oil Company, which was born as a Rs.12 crore venture.

The registered office of Indian Oil Company had its origin in 'a pigeon-hole like office' in Botawala Chambers on Pherozeshah Mehta Road, Mumbai. In 1960, to decentralise operations, four branch offices, one each at Mumbai, Delhi, Chennai and Patna, were opened.



The Soviet tanker MV *Uzhgorod*, which delivered the first parcel of 11,390 tonnes of high-speed diesel to Indian Oil Company, at Pir Pau jetty in Mumbai on 17 August, 1960, following an agreement signed by the company with Soyuznefteexports of USSR for import of kerosene and diesel. With this merchandise, the company announced its entry into the Indian petroleum market.



B Arora, the first Managing Director of Indian Oil Company, opens the valve to commence the supply of the first cargo of 'red oil' from the MV *Uzhgorod*. Following the company's entry into the market, foreign oil majors were compelled to reduce the price of diesel for bulk users by as much as Rs 8.80 to Rs 35.00 per kilolitre.

Tank No.1 at Antop Hill installation in Mumbai; the installation was taken over from the Army for launching marketing operations (1960). In those times, the tank was camouflaged with grass on top.

Indian Oil Company began with just three oil installations, transferred to it by the Indian defence services.

The other two were at Willingdon Island, in Kerala, and Visakhapatnam, in Andhra Pradesh. Soon, an unprecedented array of installations sprang up.

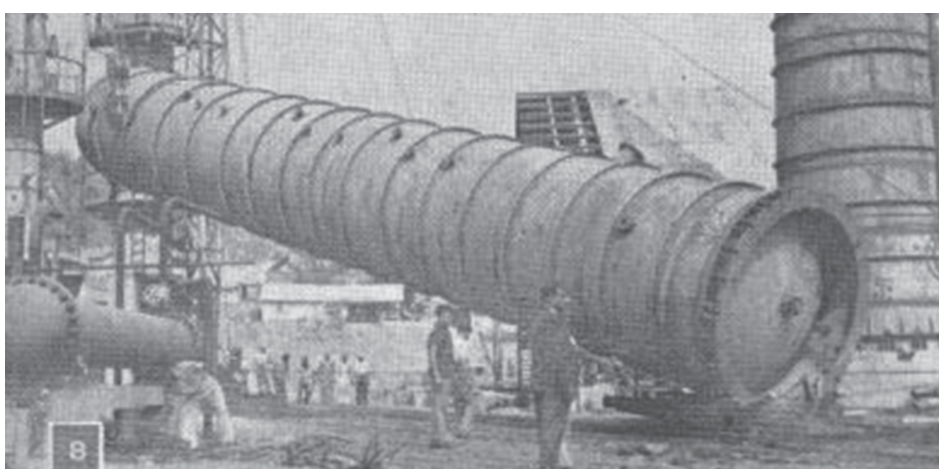


Commissioning of the first major coastal terminal at Kandla (1961). Fifty depots across the country, including at Mumbai, Kandla, Kochi, Kolkata, and Siliguri, came up in the first phase.

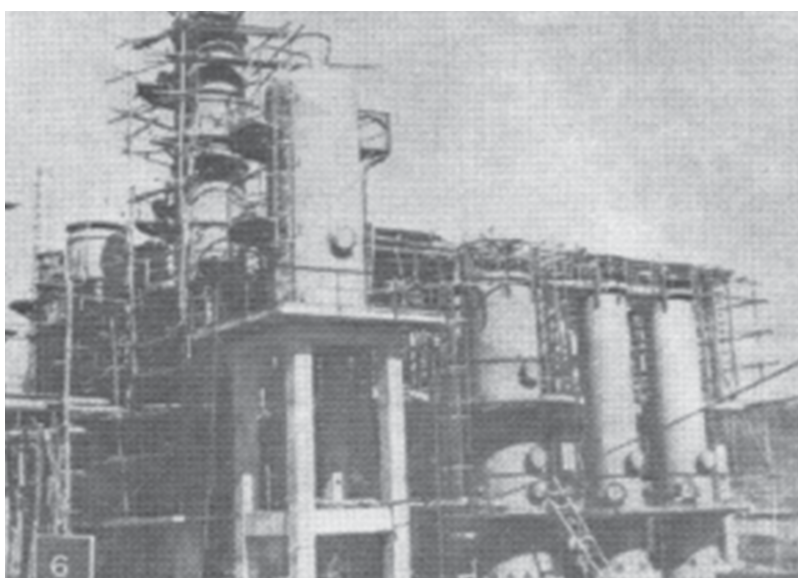




Work in progress, with Romanian collaboration, on IRL's first refinery, at Noonmati, near Guwahati, in Assam (1960). The site was chosen based on new discoveries of crude oil in the region, at Nahorkatiya (1953) and Moran (1956).



Coinciding with the commencement of the project, about 50 young engineers recruited from various disciplines, received one year's training in Romania.



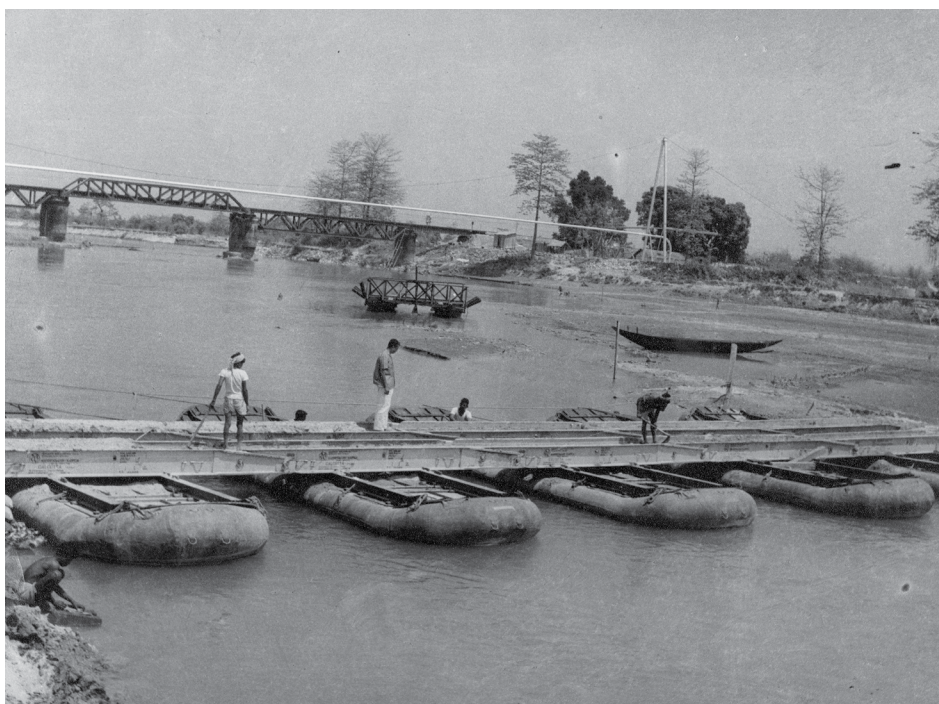
The technology was very complex and the work involved was of a magnitude unheard of till then. According to an observer, "except for sand and cement, everything else had to be brought from Romania, including manholes." Despite this, the refinery was commissioned nine days ahead of schedule.



The first rake of railway tank wagons carrying crude oil from the Nahorkatiya wells to Guwahati refinery. The refinery came up in January 1962, while the crude oil pipeline of Oil India Ltd, another public sector company, from Nahorkatiya and Moran to Guwahati became functional in February. During the start-up and the intervening days, tank wagons serviced the refinery's requirements.

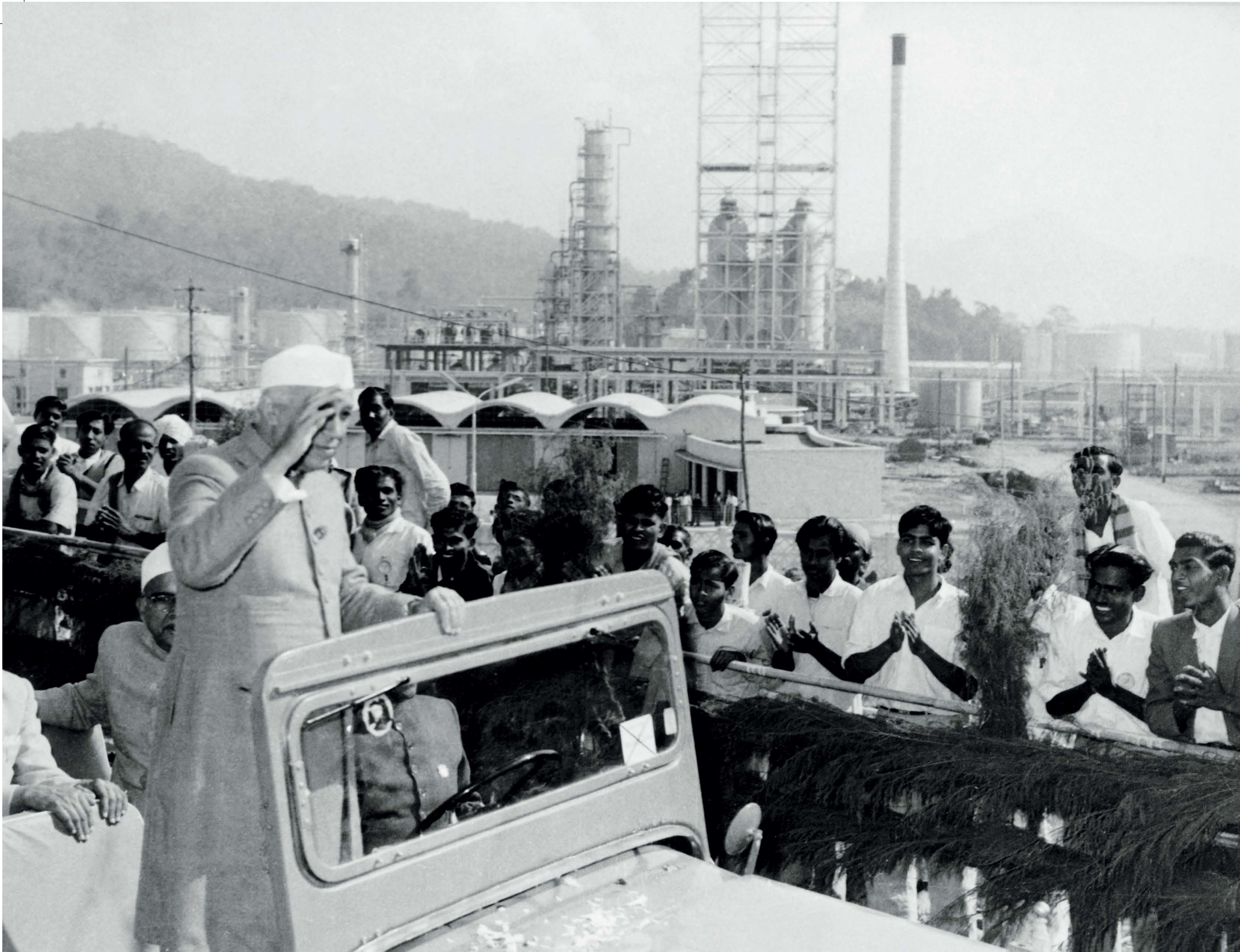
Work in progress on the first petroleum product pipeline to be constructed east of the Suez Canal, during 1961-64, for product evacuation from Guwahati refinery to Indian Oil Company's first inland bulk storage terminal at Siliguri. It was laid by IRL in association with Snam Saipem of Italy, with technical assistance from Bechtel-USA, and was commissioned in October, 1964.



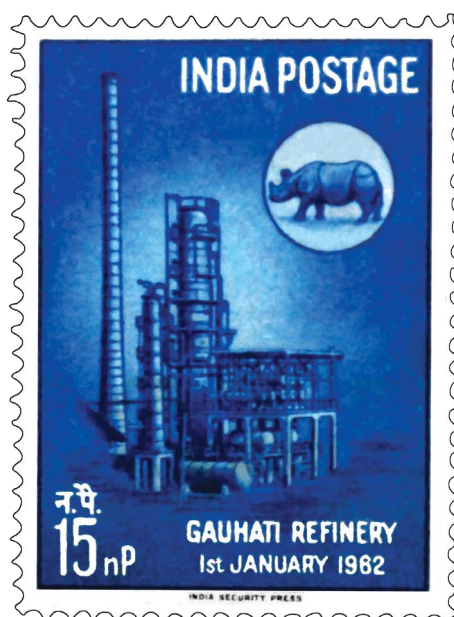


Steel pipes weighing 12,000 tonnes were supplied by the Rourkela plant of Hindustan Steel Ltd, the first public sector integrated steel mill set up in 1959.

The 435-km pipeline traversed 25 railway bridges, and 29 submerged crossings, as it rambled through the blue hills of northeast India. It was to a large extent executed manually, with very limited resources and in extreme conditions.



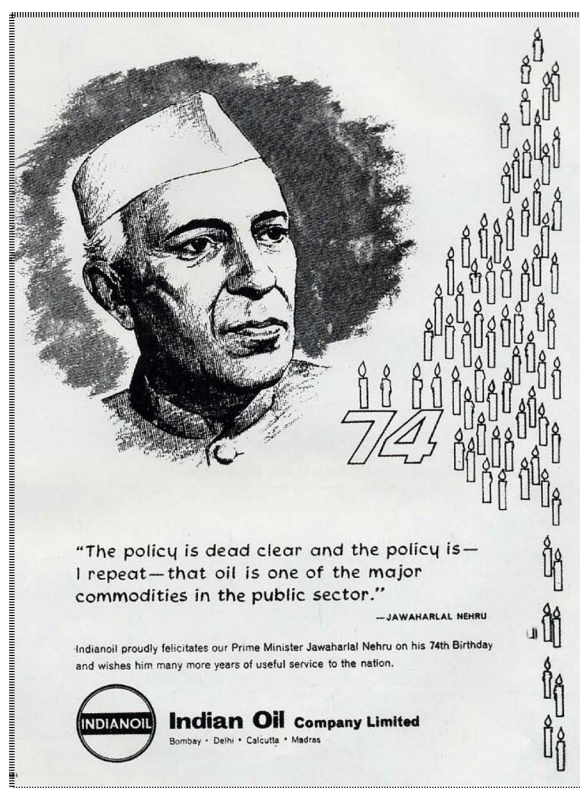
Prime Minister Jawaharlal Nehru arrives to inaugurate Guwahati refinery on 1 January, 1962. He said on the occasion, “We are beginning the New Year with an auspicious ceremony, which will usher in a new era in India and our industrial life.”



Postage stamp commemorating the inauguration of India's first public sector petroleum refinery.

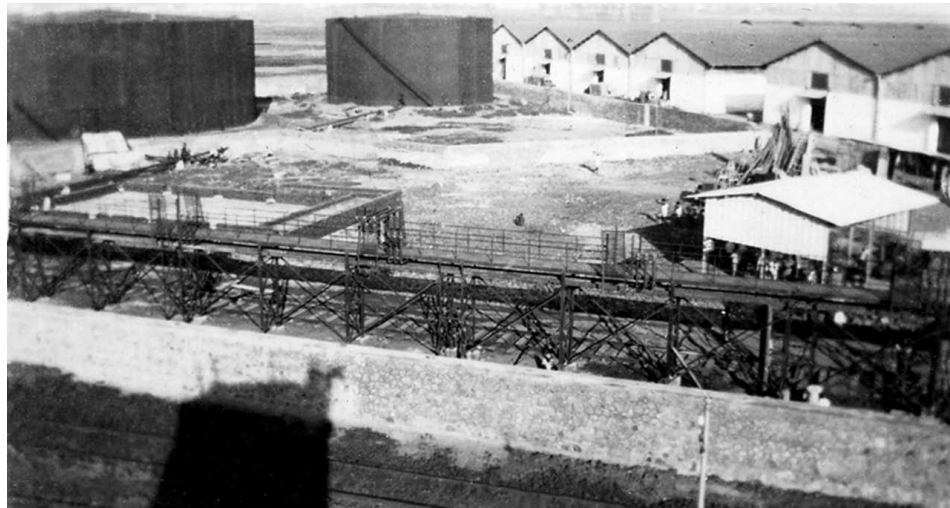
In Pandit Nehru's own words on that day, "It is essential that the public sector should play a dominant role in developing the oil industry in India. This is necessary so that the benefits of economic development may flow to the masses."

Pile foundation work in progress (*below*) at the site of IRL's second refinery, at Barauni, in Bihar (1962). Even as Guwahati was being planned, it was discovered that there would be unutilised availability of Assam crude. A second refinery, with two million tonnes per annum (MTPA) capacity, was in order, and the foundation stone was laid by President Dr Rajendra Prasad in 1959.

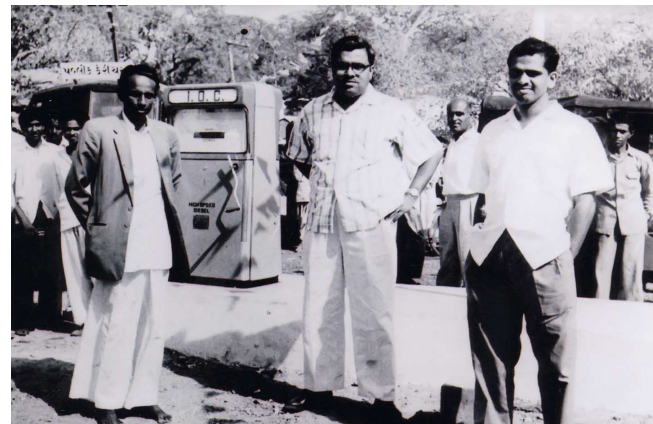


A newspaper advertisement felicitating Pandit Nehru, the mentor of IndianOil, on his 74th birthday, in 1963.

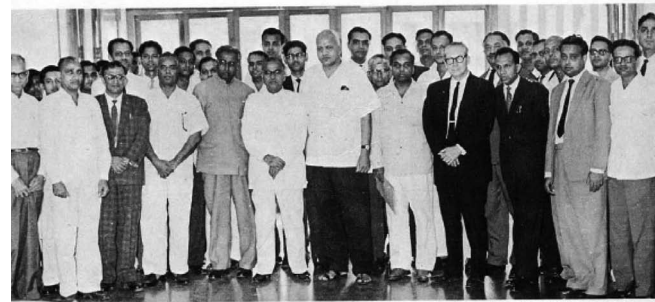
Construction of Wadala terminal at Mumbai (1961). Moving at breathtaking speed, by March, 1964, Indian Oil Company set up seven main port installations, three major inland installations, and 91 upcountry depots. The 100th depot was commissioned at Jalgaon in Maharashtra, in 1965.



By the time the company began the search for its first retail niche, all prime locations in the major cities had been occupied by multinationals. So the honour went to arid and dusty Anjar; on 2 April, 1962, Rasiklal Ashokkumar & Company's brand new pump at Anjar, near Kandla, in Gujarat, kicked off Indian Oil Company's petrol & diesel retail business. In the next several years, there was a profusion of such enterprises.



Petroleum Minister KD Malaviya (*centre, in white*) visits 'Rashmi', Indian Oil Company's new Head Office on Carmichael Road, Mumbai, in 1962. Commending the officers and staff for their dedication and enthusiasm to the task of nation-building, he said that it was not the Government's intention to squeeze out the private oil industry in India. "We want them to live and prosper as much as possible for them within the consistency of the national interest...."





**Indian Refineries Ltd. merge with Indian Oil Co. Ltd.
to form **INDIAN OIL CORPORATION LIMITED****

The Indian Refineries Limited and Indian Oil Company Limited have merged to form the Indian Oil Corporation Limited. With an authorised capital of Rs. 75 crores, the Corporation will rank among the 10 biggest companies of the country, judged from the capital investment.

The Corporation has two divisions—Refineries Division and Marketing Division. The Refineries Division will manage the public sector refineries and the Marketing Division will distribute not only the entire production of public sector refineries but also the deficit products imported from abroad. Spurred by the increased tempo of industrialisation, mechanisation and growing defence requirements, India's demand for petroleum products is bound to grow and INDIANOIL will contribute its share towards meeting the nation's needs.

The Corporation will ensure that only such quantities and qualities of products as preferred by the market would be produced by the refineries. Better co-ordination and greater efficiency will result in economical operation and better service to consumers.

INDIANOIL—A National Trust For Economic Prosperity

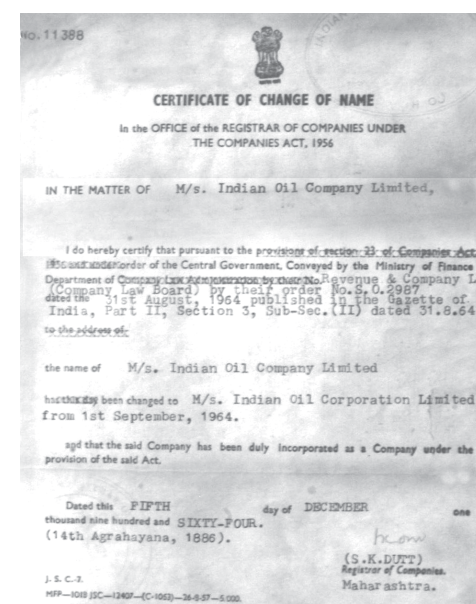


Indian Oil Corporation Limited

Marketing Division:
Clarke Road, Mahalaxmi, Bombay-34.

Refineries Division:
Link House, Mathura Road, New Delhi.

M.A. I.O.C. 1288



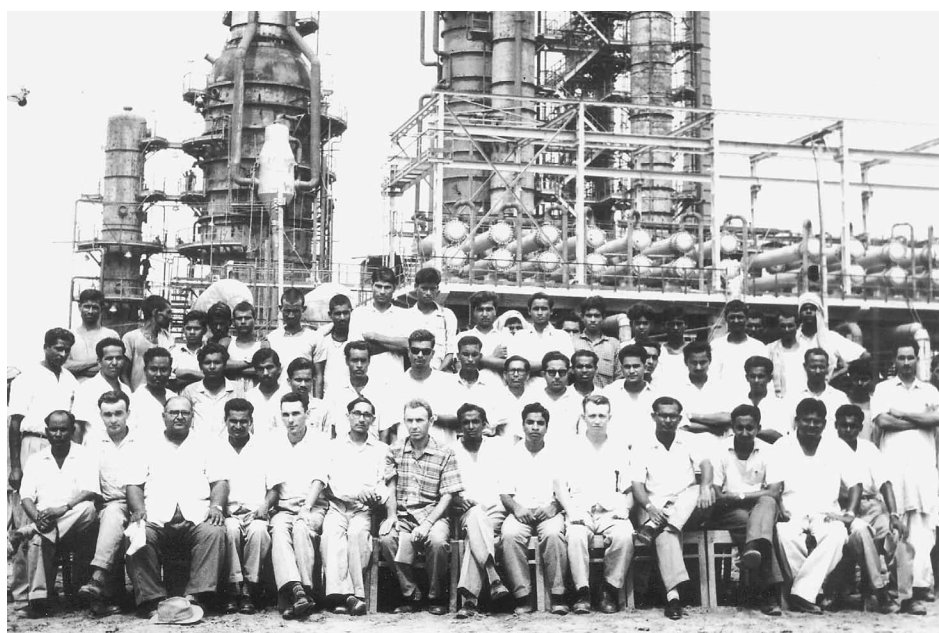
(Left) On 1 September, 1964, Indian Refineries Ltd was dissolved and merged with Indian Oil Company Ltd to form a vertically integrated entity, Indian Oil Corporation Ltd, straddling both refining and marketing functions. While announcing the historic merger, Prof Humayun Kabir, the then Union Minister of Petroleum and Chemicals, hoped that IndianOil would soon handle at least half of the trade in petroleum products. His hopes materialised within just five years. 1 September is now celebrated as IndianOil Day every year.

(Above) Certificate of change of name of Indian Oil Company Ltd into Indian Oil Corporation Ltd.

One of the earliest meetings of the IndianOil Board, chaired by PA Gopalakrishnan (in white shirt), the first Chairman of the merged entity (1964).

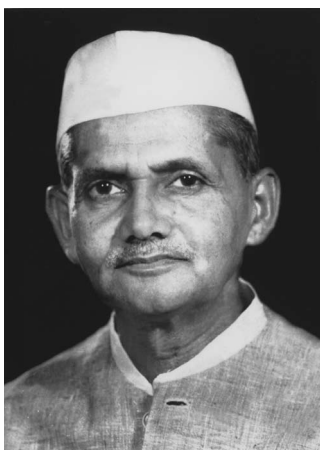


Indian and Russian specialists at the successful commissioning of the first crude distillation unit at Barauni. Apart from on-the-job experience, over 80 Indian engineers and foremen underwent training at the Ufa refinery in USSR, for this project. When the refinery was formally inaugurated on 15 January, 1965, it was as if “the Volga came to meet the Ganga.”





Pandit Nehru speaking laying the foundation stone for Koyali refinery in Gujarat on 10 May, 1963. Commenced under the aegis of ONGC, the project was transferred to IndianOil in 1965. The refinery township was named as Jawahar Nagar in memory of the beloved leader.

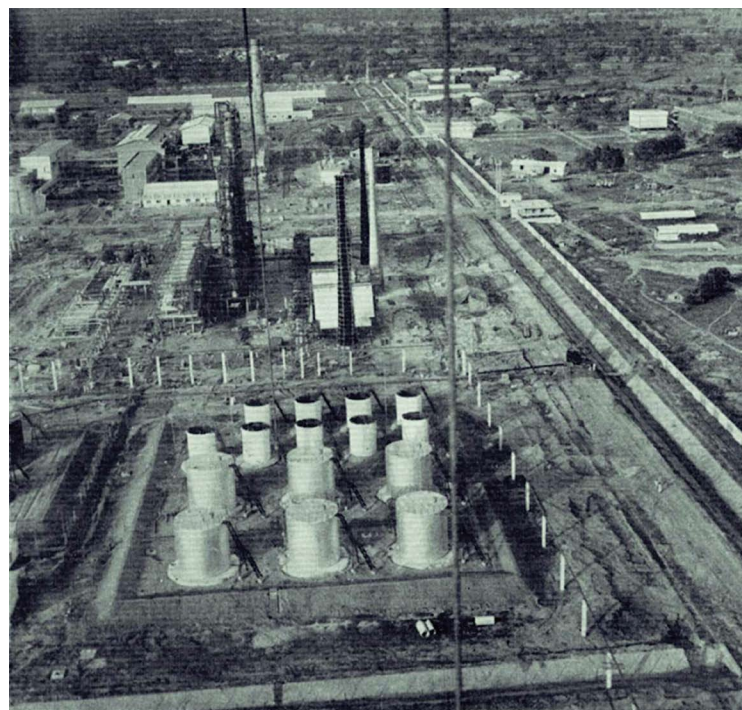


“IndianOil is a new undertaking. It is also a symbol of a new and resurgent India. There is an almost unlimited field for the expansion of the oil industry in India and it will need vigour and imagination to tackle the problems of fast growth in a highly specialised sector...”

*Prime Minister Lal Bahadur Shastri,
in his message to the in-house journal
IndianOil News (1965).*

An aerial view of the Koyali refinery project, which heralded India’s capability to construct refineries on her own, and to export this expertise to the Third World.

(Facing page) Boosted by the project head Gen Sardanand Singh’s ‘4-P’ philosophy of “People *pehle*, paper *peechnay*” (“people are more important than paperwork”), the Koyali workforce had the first million tonne on stream in October, 1965. For his earlier stellar role in building and commissioning the Guwahati refinery, Gen Singh (*right, in the centre*) was honoured with the *Padma Bhushan* by the President of India.

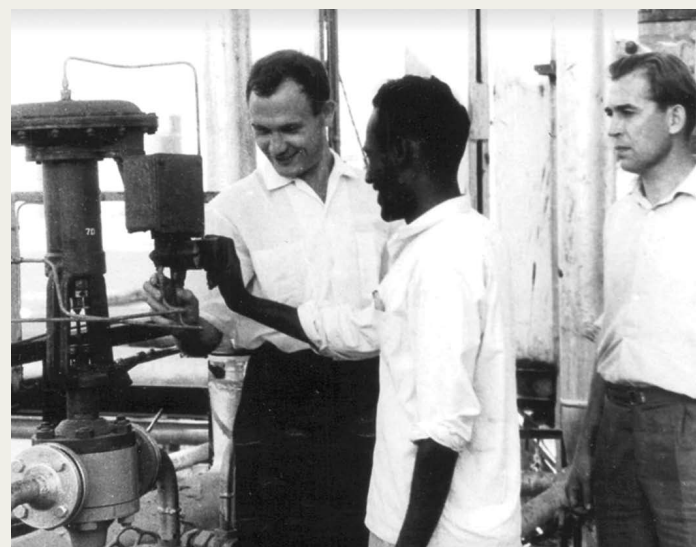
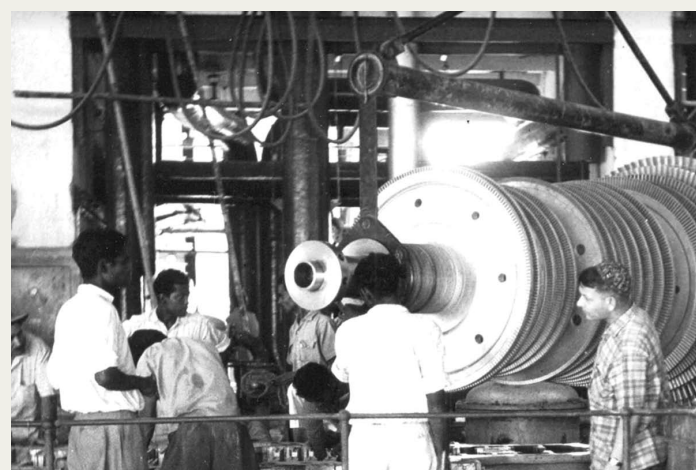




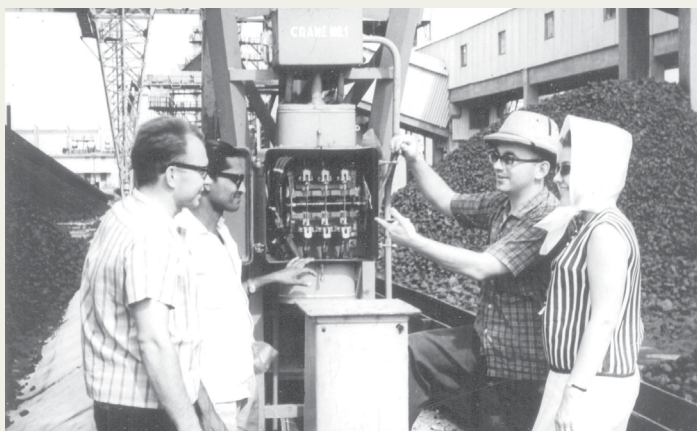
FROM RUSSIA WITH LOVE

MEN, MATERIAL AND TECHNOLOGY

Besides Romania, the USSR played a very significant role in helping IndianOil establish itself in its formative years, and thereafter, in maintaining a steady supply of crude oil and deficit products for the country. Apart from helping launch the company's marketing operations against Rupee payments, Soviet know-how, transfer of technology, technical training of Indian manpower, and project execution, was invaluable in the setting up of Barauni, Koyali and Mathura refineries.



(Clockwise from above) Hectic activity at Barauni project site; deployment of technology; sharing of expertise: Russian engineers and specialists worked with their Indian counterparts on the Barauni project; praise for the team members at the formal inauguration.



Since the agreement for cooperation was not on a commercial basis, all equipment and material supplied from the USSR, whether instruments, steel structures or equipment, was at flat unit rates on a tonnage basis.


The expertise acquired by Indian engineers working with their Soviet associates paved the way for the establishment of the Central Design Organisation, Vadodara, which provided a solid foundation for Engineers India Ltd.

(Clockwise from above) at a farewell party hosted by the Chairman; a lighter moment at work; Dandia Raas dance performance; lined up for a friendly round of football; children perform at a get-together.



IndianOil's first airfield refuelling station (*below*) at Palam, New Delhi, which was inaugurated by Air Marshal Arjan Singh, Chief of Air Staff, in 1964. The company's first foray in the aviation fuelling business was with the defence services.





**INDIANOIL
IN STRATEGY OF
DEFENCE**

Only INDIANOIL can build and maintain the supply line for Defence—to bring petrol and oil where they are needed most, when they are needed. □ INDIANOIL has been working in close collaboration with Defence, building such supply centres at strategic points.

INDIANOIL — A National Trust for Economic Prosperity

INDIAN OIL Corporation Limited
 Head Office: Clarke Road, Mahalaxmi, Bombay-34.
 Western Branch: 'Rashmi', Charnichael Road, Bombay-26 WB.
 Northern Branch: 'Jeevan Vihar', 3 Parliament Street, New Delhi-1.
 Eastern Branch: P-64 Dr. Sundari Mohan Avenue, Calcutta-14.
 Southern Branch: 'Khivraj Mansion', 150-A, Mount Road, Madras-2.

IndianOil's support has been vital for India's defence capability. During the 1964-65 war with Pakistan, IndianOil took over the entire responsibility of ensuring stable and sufficient supplies of petroleum products to the armed forces. The additional load was double that of the Company's total sales at that point.

Civilian aircraft refuelling commenced with Air India's jet *Makalu* at Santacruz airport, Mumbai (*below*), in 1965. Withstanding initial growth pangs, IndianOil soon became the market leader for aviation fuel supplies in the country.



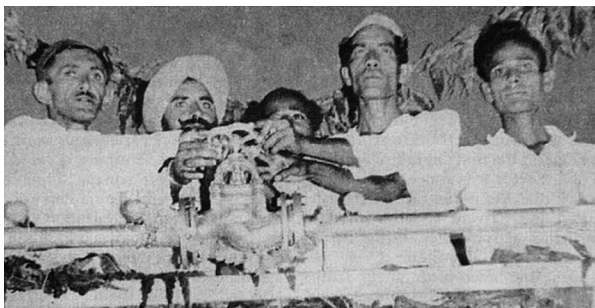
The first oil jetty was set up on the Hooghly river in Haldia (1967). Post Indo-Pak war, the Government of India decided to canalise import of deficit products like diesel and kerosene through IndianOil.

Commodore D St Cameron inaugurates IndianOil's consumer pump at the naval establishment, the INS Circars, at Visakhapatnam, by delivering the first litre of oil into his own automobile (1965). Rapid growth in bulk consumer business was to catapult the company into the largest enterprise in the downstream sector in less than a decade.



President Dr S Radhakrishnan speaking at the dedication of the Koyali refinery to the nation on 18 October, 1966. Koyali's capacity was raised from 2 to 3 MTPA in 1967.

National integration: A Hindu, Sikh, Christian, Muslim and Parsi together inaugurate a unit at Koyali refinery.

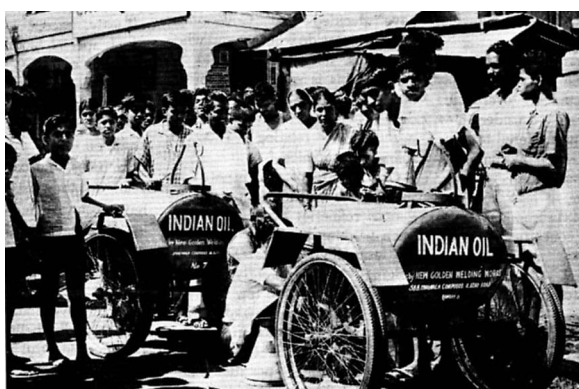




The spurt of new refineries in the 1960s speeded up pipeline development. By 1966-67, three more product pipelines, Koyali-Ahmedabad (116 km), Barauni-Kanpur (745 km), and Haldia-Barauni (525 km), were fully operational, carrying their load to consumption centres.



Dr Zakir Hussain, as Vice-President of India, visited Koyali in 1967. Here, he is seen giving his autograph to a young girl at the primary school in the refinery township. Upon asking a child why she liked the school, he was told, "Because we like our teachers." The Vice-President remarked, "I cannot pay a better compliment."



WHEN YOU WANT KEROSENE LOOK FOR THIS SIGN

INDIANOIL is already maintaining supplies of its JYOTI Kerosene even to the smallest, remotest villages in India. Enough Kerosene is available, and every effort is being made to ensure uninterrupted, continuous service to you.

JYOTI KEROSENE is always on the move. Tank wagons, tank trucks, three-wheelers, bullock-carts—even camels, mules and handcarts—carry kerosene to be brought to you in good time.



A National Trust for Economic Prosperity
INDIAN OIL CORPORATION LTD.





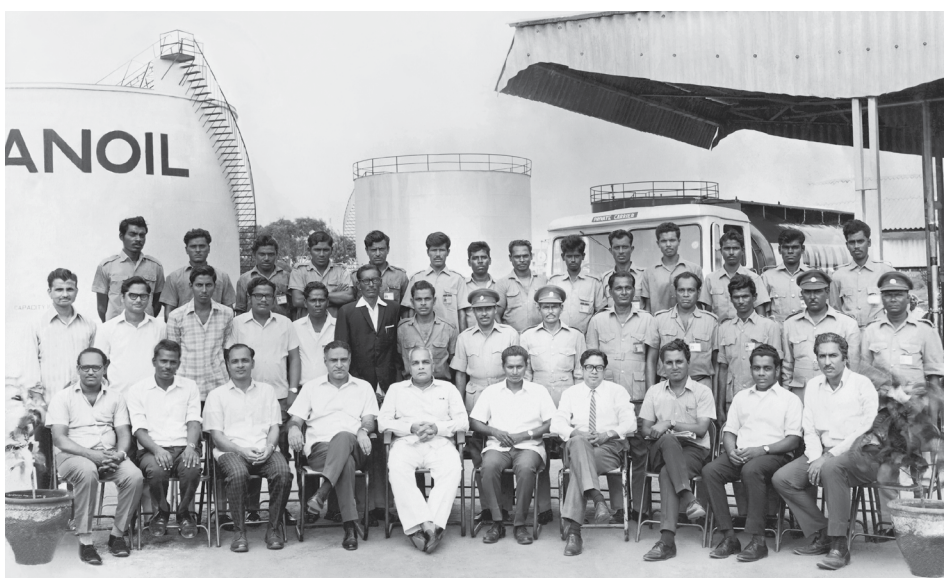




IndianOil Chairman Gopalakrishnan (*left*) signs the supplemental agreement with the USSR for import of petroleum products (1965).

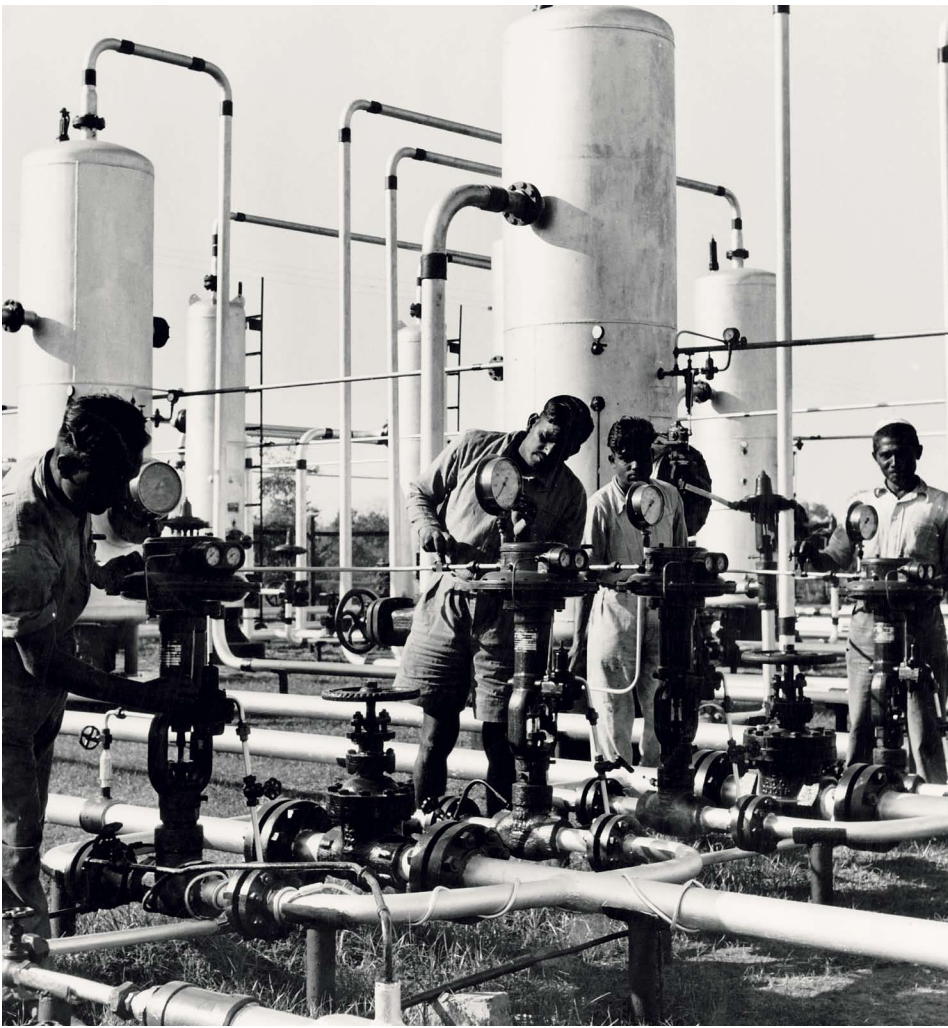
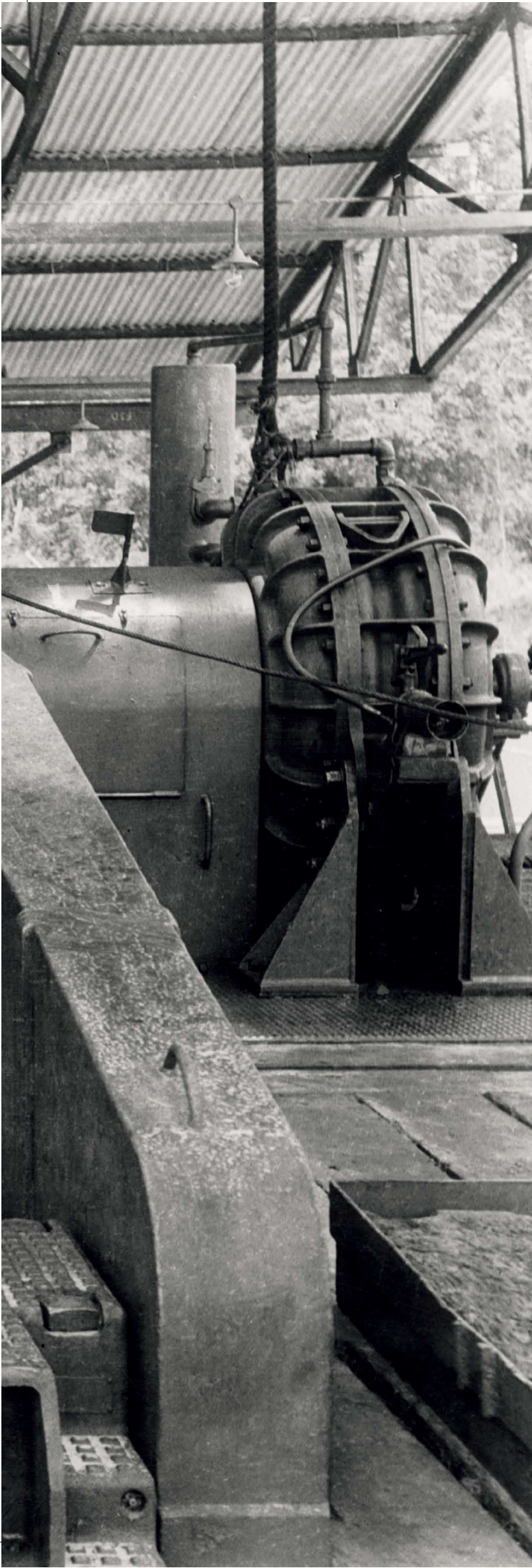


Bulk delivery of lubricants as bunker fuel to ocean-going tankers for the first time in India, at Kolkata port (1967). The company entered the marine and bitumen business that year.



Chairman M Ramabrahmam visits the company's Sanatnagar depot in Secunderabad (1972). His earlier outstanding contribution in setting up Madras Refineries Ltd (now Chennai Petroleum Corporation Ltd) was recognised with the award of *Padma Bhushan* in 1970.





Refinery processes were upgraded from pneumatic controls in the beginning to electro-pneumatic operations in the 1970s.

When conflict erupted against Pakistan in 1971, the company reaffirmed its steadfastness in times of national emergency. By that time, it had set up bulk petroleum storage installations and depots in the forward areas. In fact, IndianOil went so far as to organise crude oil supplies to the Chittagong refinery of Bangladesh after the liberation.

Oil keeps the Flame of Freedom burning bright

The strategy of defence to meet the threat on our borders—whether in sweltering jungles, snow-bound mountain ranges, sandy deserts or desolate marshes—is vitally linked with oil. Oil keeps the tanks and trucks moving, reaches arms and supplies, and maintains the lines of communication.

Working in close co-operation with Defence, INDIANOIL helps our gallant jawans to keep aloft the Nation's Flag.



A National Trust for Economic Prosperity

**INDIAN OIL
CORPORATION LTD.**



Prime Minister Indira Gandhi presents dealership letters of IndianOil to the war disabled and dependents of those who laid down their lives in the Indo-Pak conflict, in New Delhi, on February 6, 1972.

After the 1971 conflict, the Corporation, for the first time, extended reservations in award of retail outlet dealerships to war widows, disabled defence personnel, freedom fighters, etc.





Before IndianOil's fourth refinery was raised, Haldia in West Bengal was a remote village at the confluence of the Haldi and Hooghly rivers. It was bereft of basic facilities like electricity, markets, schools or hospitals. In those days of poor conditions, the main column of the fuel oil block (in the picture) was transported through the waterways to Pathikali, an unloading site adjacent to the project site.



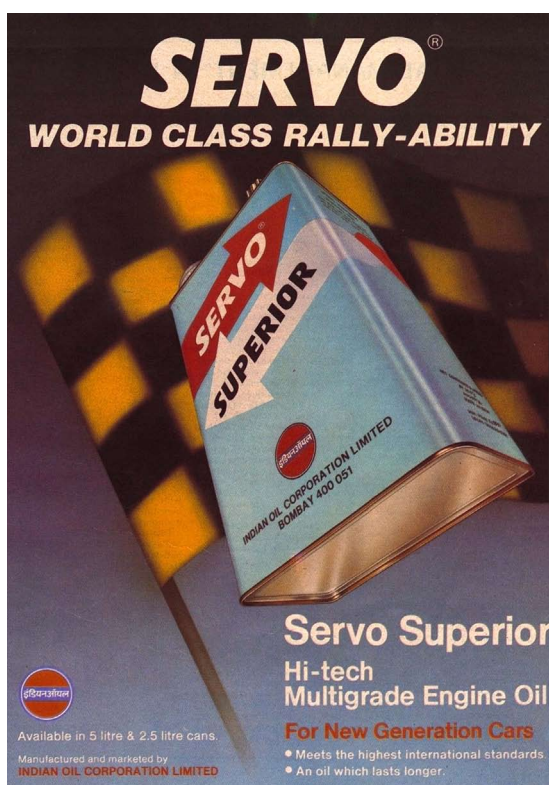
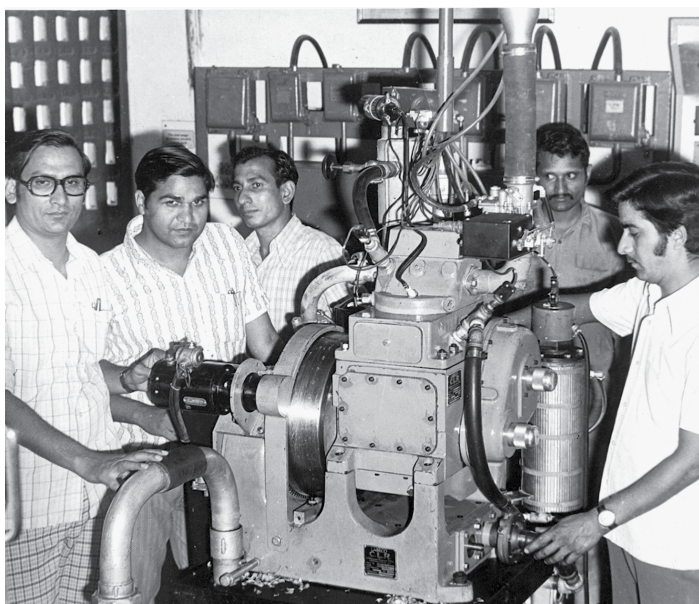
Haldia refinery was built with technical collaboration from France and Romania. Indian public sector companies Engineers India Ltd and Bharat Heavy Electricals Ltd were also involved. The picture shows the application of an innovative, cost-effective approach developed by the Japanese, called 'sand-wicking', to overcome the low load-bearing capacity of the soil for setting up tanks.

Haldia was IndianOil's first coastal refinery, as well as the first lube-integrated refinery. One of its main thrusts was to produce HVI-grade lube base stock, which was being imported at that time. The refinery commenced commercial production in 1975.



In 1970, IndianOil acquired 60 per cent majority shares of Indo-Burma Petroleum Co Ltd from Steel Brothers & Co Ltd, UK. The same was offloaded in favour of the President of India in 1972.





IndianOil's Research & Development Centre at Faridabad, near Delhi, represented at its debut in 1972 by an "unimpressive whitewashed edifice, standing almost like an apology for a laboratory, on a barren, snake-infested tract of land."

Its humble manifestation was deceptive, for the organisation was staffed by a crack group of scientists, recruited from reputed academic and industrial labs from abroad as well as well-established R&D organisations in India. In a matter of a few weeks, members of the team had studied and finalised 120 grades of lubricants, marking the beginning of Servo, IndianOil's acclaimed lubricant brand.

Servo entered the market in August 1972 as a truly Indian lubricant brand, quickly carving out a huge chunk of the business. *Servo* lubricants were initially sold through IBP retail outlets since IndianOil's collaboration with Mobil was still in operation. By 1974, IndianOil R&D notified more than 260 oil formulations, covering automotive, industrial, metal-working, and marine specialities. The same year, IOBL became a wholly-owned subsidiary of IndianOil, with termination of the tie-up with Mobil.

DK Borooah (*left*), Minister for Petroleum & Chemicals, and K Skachkov, Chairman, State Committee on Economic Relations with Foreign Countries, USSR, sign the protocol for cooperation in the construction of a grassroots refinery at Mathura, in Moscow (1973). Even as the Haldia refinery project was midway, the petroleum products demand merited a new refinery in north India.



Prime Minister Indira Gandhi lays the foundation stone for IndianOil's fifth refinery at Mathura, on 2 October, 1973.



Several innovative environment protection measures were built into Mathura refinery, right from the design stage, in view of its proximity to the eco-sensitive Taj Trapezium. It was IndianOil's first inland refinery that ran both on imported as well as Bombay High crude oil, and was commissioned in 1982.



(Facing page) In 1975, IndianOil became the first oil marketing company to introduce multipurpose distribution centres (MPDCs) at its rural retail outlets. Stocking controlled cloth, non-scheduled drugs, fertilisers, pesticides, insecticides, and general merchandise, MPDCs served as one-stop convenience shops, especially for farmers. By end of March, 1976, there were 132 MPDCs.





Pipeline manifold for receipt of crude oil and finished products from oil tankers at an oil jetty in Chennai port.

After the formation of the Oil Coordination Committee under the aegis of the Ministry of Petroleum & Natural Gas, Government of India, in 1975, IndianOil was made the canalising agency for crude oil and product imports for the entire industry, a position it retained till the deregulation of the sector in 2002.



With the demand for petroleum products, diesel and kerosene in particular, picking up in the '70s, the railways bore the brunt of the excessive load, in the absence of any significant pipelines network. Tank wagon movement by special rake-loads, each with a train of 70 wagons, between refineries, port terminals and inland bulk storage depots, was a key strategy to avoid 'dry-outs' at critical locations.

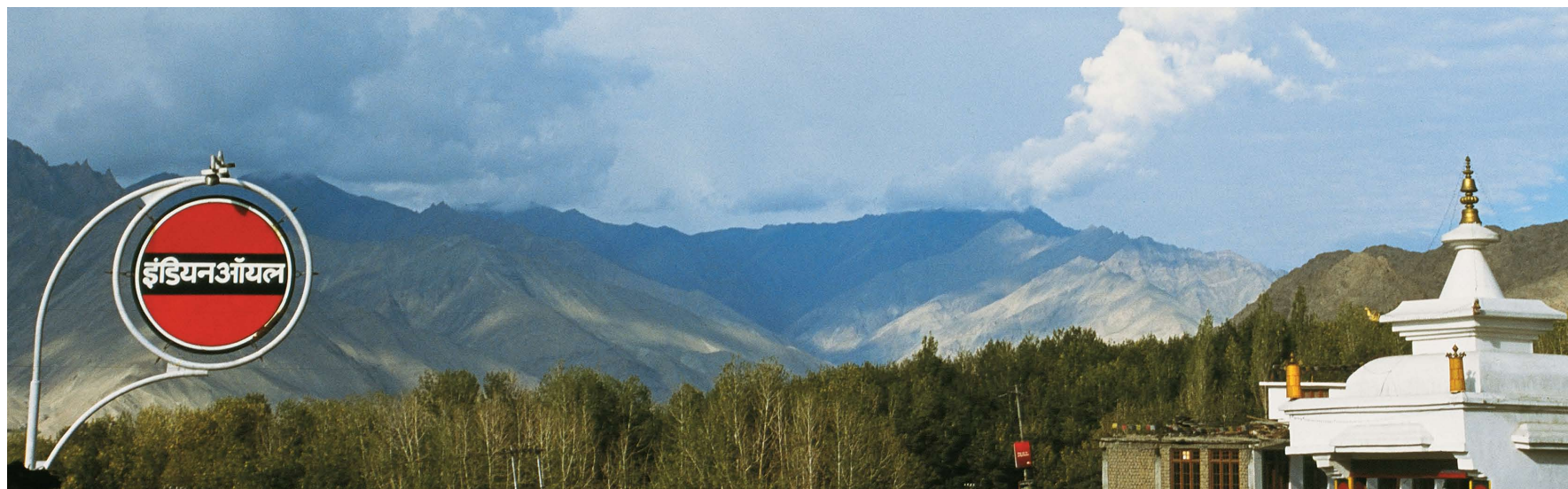




A well-remembered product of the 1980s is the 'Nutan' kerosene wick-stove, developed by IndianOil R&D, with a 60 per cent thermal efficiency over the 35-40 per cent that hitherto existed. It bagged the United Nations World Intellectual Property Organisation gold medal in 1984. Nutan also came in an improved LPG hot-plate version in 1983.



The IndianOil Management Academy (IMA), set up in 1979, with residential training facilities, at Haldia refinery township. As the Company's first such training institution, IMA has made immense contribution in enhancing employee skills.





(Facing page above) Sign of the times. An IndianOil logo greets travelers to the Himalayan outposts.

(Facing page below) Dedicated pumps for bulk consumers.

(Above) A petrol & diesel station in the picturesque environs of Shimla, taken over from a foreign oil company.

By the 1980s, the company commanded the dominant share of LPG, lubricants, petroleum retail, and the large-volume consumer business of state transport undertakings, core industries and railways.

The first single-point mooring set up off Salaya on the west coast for receipt of crude oil through ocean tankers.

The phase-wise commissioning of India's first cross-country crude oil pipeline, from Salaya to Mathura began in 1978, was complete by 1981. The entire network, covering Salaya, Mathura, and Koyali later on, measured 1,219 km.





Picture taken in 1923 during the reconstruction of Digboi refinery, India's first and oldest, established in 1901, in Assam. The refinery and marketing operations of Assam Oil Company were vested in IndianOil in 1981 by the Government, by an Act of Parliament, and it became the company's Assam Oil Division. This meant a new lease of life for an old refinery, with associated marketing activities, that had stagnated for more than 15 years.

The bottom portion of one of the huge cast-iron pans or 'stills' on display at the entrance of the Digboi refinery. Measuring nine feet in diameter, and about four feet deep, it was used to treat crude oil in the 1890s.







DISCOVERY WELL
DIGBOI OIL FIELD
SEPT. 1889 NOV. 1890

INDIAN OIL CORPORATION LTD.
(ASSAM OIL DIVISION)

अइल इंडिया लिमिटेड
डिगबोई तेल क्षेत्र
एडिबोई तेल क्षेत्र - नुंग
ऑयल इंडिया लिमिटेड
डिगबोई तेल क्षेत्र
एडिबोई तेल क्षेत्र
OIL INDIA LIMITED
DIGBOI OIL FIELD
DISCOVERY WELL No-1

INDIA'S FIRST COMMERCIAL OIL WELL
DIGBOI WELL NO. 1
The well was discovered on 28th Sept. 1889 and the first oil was produced on 1st Nov. 1890. It was the first of a series of wells which led to the development of the Digboi oil field. The well is now a museum and a place of interest for visitors.



(Facing page) Digboi's first commercial oil well, now preserved as a monument, began production in November 1890. The first traces of oil in India came from the depths of the jungles of Assam. "Dig, boy, dig!" Willie Leova Lake, a Canadian driller, exhorted native boys, shovelling up dirt from the jungle floor of Assam's wild interiors – that is the popular tale of how Digboi got its name.

(Above) Digboi railway station (with the refinery columns in the background, to the right). For any person even remotely connected with the oil industry in India, a visit to Digboi is a pilgrimage.



(Above) Smt Indira Gandhi at Digboi's wax moulding plant (1956).

(Right) The age-old labour-intensive technology of wax extraction was replaced with the commissioning of a solvent de-waxing unit in 2003. Digboi refinery produces 40,000 tonnes of premium quality wax every year.







A major product pipeline of over 400 km, connecting Mathura to Jalandhar, through Delhi and Ambala, was commissioned in phases by 1982.

IndianOil supplied Indane cylinders, lubricants, aviation turbine fuel, etc., to the Antarctica expeditions of Indian scientists at Dakshin Gangotri during the 1980s.





(Above) An IndianOil tank truck fuels an Indian Army battle tank in the forward areas.



(Left) Indian Air Force's Kiran trainer jet being refuelled at Dundigal near Hyderabad (1985).

With a mandate to lend full support to defence and other para-military services at all times, the company specially developed fuels, lubricants and greases for army vehicles operating in extreme conditions. As an IndianOil veteran once put it, the company has been genetically coded to serve the Indian defence services.





(Facing page) LPG is loaded in 'bullet' tank wagons for movement by rail to upcountry locations. Between 1983 and 1988, IndianOil undertook massive augmentation of LPG storage and distribution facilities across the country.

IndianOil refuels *Queen Elizabeth II*, one of the world's largest luxury liners, at Chennai port (1984).

From 1984 onwards, taluka kerosene depots were commissioned for improved availability of the common man's fuel in rural and hilly areas.







(Facing page) In the 1980s, bolstered with new infrastructure, sophisticated equipment and enhanced staff strength, IndianOil's R&D Centre came into its own as a modern research institution.

The Servo arsenal expanded to include defence grade oils for the Indian military, besides a host of other products, enabling self-reliance and almost total indigenisation of technology.



The Registered Office of IndianOil at Mumbai shifted to its own modern, multi-storey building in Bandra, in May, 1986.

Prime Minister Rajiv Gandhi laid the foundation stone of IndianOil's seventh refinery near Panipat town in Haryana, in 1987. He termed the project as 'a catalyst for development' of the northwest, which accounted for one-fifth of India's petroleum consumption.



The once laid-back Baholi village near Panipat became the centre of hectic construction activity as IndianOil's world-class refinery took shape.

(Facing page) Built to be one of the most modern of its times, Panipat refinery was to cater to the high-consumption demand centres in northwestern India.





COOKING UP A STORM INDANE

Cooking gas was introduced in India in 1955 by multinational oil companies. However, the consumption was restricted to a few posh city localities, and was not more than 50 tonnes annually. By the time Indane entered the market in 1965, sales of LPG had reached 40,000 tonnes. Soon, the use of LPG spread beyond urban pockets. Its popularity as the 'ideal fuel for modern



kitchens' raised the number of users to 26.4 lakhs in the next 10 years, and thereafter, to 106.6 lakhs by 1985-86. Half of these were Indane customers.

Housewives across the country were rapidly abandoning traditional cooking fuels for LPG. Sensing this, IndianOil, during 1983-88, undertook a massive reorganisation of the Indane marketing set-up as a separate vertical, with over 30 exclusive area offices. Sourcing, import, storage, distribution and bottling facilities were augmented. Plant equipment, cylinders and pressure regulators were upgraded and standardised. Since then, ever increasing demand has made Indane one of the largest packed LPG brands in the world.



(Facing page) 'Bullet' trucks carry bulk LPG from refineries to bottling plants in upcountry locations (*above*) where the product is decanted (*below*) and stored.

(*This page*) LPG is then filled in cylinders assembled on carousels (*top*) for delivery by trucks to individual distributors in the local sales area (*below*).





(Clockwise from facing page) Delivery of cooking gas cylinders on a camel cart in Jaipur; by cycle-rickshaws in Manipur; by headloads in Himachal Pradesh; five-kg receptacles for difficult- to-access areas; blue colour-coded 19-kg cylinders for commercial use.

Advertisement felicitating the 230th anniversary of the Army Service Corps (ASC), and commemorating IndianOil's three decades of association with it (1990). ASC is the oldest and the largest administrative service in the Indian Army.

A heavy-duty mobile refueller specially developed to fuel battle tanks of the Indian Army (1992). "This is the culmination of a very positive interaction. It holds great promise for the future. We are grateful," noted Gen FS Rodrigues, Chief of Staff, Indian Army.



Indianoil. Serving those who serve our nation.



Indianoil congratulates the Army Service Corps (ASC) as it celebrates its 230th anniversary and Fifth Reunion. Indianoil has served the ASC for three decades. In peace and in war. Providing vital support in their tough and challenging operations. Keeping pace with

them... round the clock, round the year.

Indianoil stocks and supplies petroleum products for the ASC. It has installed over 400 TOKS pumps and 60 kerosene pumps. What's more, it trains ASC personnel in the handling of petroleum products.

Indianoil. The largest commercial enterprise in India. ASC. The vital supply link to India's Defence Services. Different roles but bound by a common goal. That of aiding the Defence Services in safeguarding the freedom of our nation.



Indian Oil Corporation Limited
Serving the ASC for three decades.

INDIANOIL SALUTES THE MEN WHO MAKE PASSES AT MOUNTAINS!

The Border Roads Organisation. It has built the highest motorable roads in the world. And each road is a saga of their courage and iron will. A triumph of engineering skills over natural barriers.

Indianoil helps them in this uphill task. Supplying much needed bitumen in hot, ready-to-use form

for black topping the roads. Most of the trucks, bulldozers and air compressors run on Indianoil's fuel and lubricants.

For thirty years, Border Roads Organisation has tamed the most treacherous of terrains. As one engineer remarked "These mountains seem to throw a challenge at us. And we are

game for it." No wonder, they've earned the sobriquet 'Mountain Tamers'!



INDIAN OIL CORPORATION LIMITED

Paving the way for progress.



Felicitations to the Border Roads Organisation (BRO) on completion of three decades in the service of the nation (1990). BRO builds and maintains arterial roads of strategic importance for the Indian Army and the development of the northeastern border states.

IndianOil employees, as part of the Territorial Army, step in to maintain vital petroleum supplies during natural calamities or national emergencies.





(Above) Assimilation of computer-integrated digital control, along with advance process control, from the 1990s, has enabled execution and monitoring of all refinery processes from a central control room.

(Facing page) India's first hydrocracker commissioned at Koyali, in 1994-95 for enhanced production of high-value middle distillates, on expansion of the refinery's capacity to 9.5 MMTPA. Soon, Koyali acquired the stature of a 'mother refinery', a dispersal point for refining technology.







**In any
language,
just one word
aptly describes
engine care.
SERVO®**

Quite like any language, the grammar of engine care has its very own rules. Which enables the **SERVO** brand of over 400 lubricants to understand the dialect of virtually every engine type.

SERVO actively reduces carbon build-up. Cleans and protects engines. Increases mileage. Reduces

maintenance costs. In other words, **SERVO** simply adds life to your engines.

Popular parlance also has a bent for summarising things across every language. Which is why, just one word aptly describes all the subtle nuances of engine care. **SERVO**. An engine oil like no other.

SERVO®. WORLD CLASS LUBRICANTS. FROM INDIANOIL.

IOC 1154/96

(Facing page) Petrol stations till the 1990s were bone-bare, no-frills affairs. There was little incentive to modernise them, as the credo in the business was demand management.

In the mid-90s, IndianOil changed all that by launching 'Vision 2000,' a revolutionary, integrated, retail-branded programme, with rainbow fascia, giving its business a striking visual identity and changing the face of petroleum retailing in the country.

When the government decontrolled lubricants, in 1992, more than 40 brands from multinationals and Indian companies flooded the market. *Servo's* strength was tested in the face of unbridled competition. IndianOil struck back with a sustained advertising and sales promotion campaign, including new generation packaging, to maintain its primacy.



The high-efficiency sulphur recovery unit commissioned at Haldia enabled recovery of 96 per cent sulphur from flue gas (1994).



IndianOil Institute of Petroleum Management, at Gurgaon, Haryana, the Corporation's apex learning centre, was inaugurated in 1995. Initially, the institute offered an International MBA programme in association with a reputed international institute.

Once the lifeline of the northwest, the 1,443 km-long Kandla-Bhatinda product pipeline, was commissioned in phases during 1995-96.

Digboi refinery went through a Rs 1400 crore modernisation during the late '90s. Its capacity was enhanced from 0.5 to 0.65 MTPA.

A view of IndianOil's R&D Centre (1995). The decade ending with 1995 saw the Centre focus on development of novel refining processes and pipeline operations technology. Vigorous research led to the development of novel chemical additives, and railroad, auto engine and industrial oils, based on the 'component' based approach.





The first 'Convenio' store, opened at Raj Kumar Service Station, New Delhi (1996), marked the launch of a phased upgradation of the company's flagship stations by adding a plethora of features, including multi-product digital dispensing units for speedier service, colour-coded canopies, ATMs, quick-lube-change centres, auto car washes, and smooth concrete driveways.

'Convenio' outlets have proved to be a boon for time-strained urban motorists.





Koyali became the first refinery in the country to commence production of diesel with low sulphur content of 0.25 per cent wt (max.) with the commissioning of a diesel hydro de-sulphurisation unit in June, 1999. Subsequently, diesel quality improvement facilities have been put in place at all IndianOil refineries.

Mathura refinery became the first in the world to earn the stringent OHSMS (Occupational Health & Safety Management System) certification for 1997. The start-up capacity of six MTPA has since been enhanced to eight MTPA in stages, mainly through product quality improvement projects.





Panipat refinery was commissioned in October 1998. Replete with inputs from Danish, French and US firms, it ripples with state-of-the-art technology. Complete automation of all refinery processes and line-blending of various products achieves optimum product quality. The Salaya-Mathura crude oil pipeline was extended by 350 km, from Chaksu, in 1998 to feed the new refinery. A second SPM system was also commissioned off Salaya in March 1997 for this purpose.

Prime Minister AB Vajpayee laying the foundation for doubling of the capacity of Panipat refinery, from 6 to 12 MTPA, along with the setting up of a world-scale plant for production of polyester intermediates (2003).

The bulk LPG terminal of Indian Oiltanking Ltd (now renamed IOT Infrastructure & Energy Services Ltd) at Chennai. The joint venture, set up with Oiltanking of Germany in 1996, provides an array of world-class independent terminalling and logistical services to leading oil & gas companies and design, engineering and EPC services to all major industries in India and abroad.



A blending plant commissioned at Piyala, in Haryana (1999) by Avi-Oil India (P) Ltd for rolling out synthetic and mineral-based aviation lubricants. The joint venture with Balmer Lawrie Ltd and Nyco SA of France was set up in 1993 for indigenous production of speciality aviation lubricants.





LPG import facilities set up at Haldia by IndianOil Petronas (P) Ltd, a joint venture formed with Petronas of Malaysia in 1998.



The Lubrizol India (P) Ltd plant at Navi Mumbai manufactures chemicals for use as additives in fuels, lubricants and greases. By acquiring the Indian government's shares in Lubrizol India, IndianOil gained a 50 per cent stake in the joint venture with Lubrizol Corporation of USA (2000).



The Corporate Business Technology Centre set up in the IIPM Campus at Gurgaon forms the nucleus of the countrywide online, realtime business transactions.

The ambitious 'Manthan' IT re-engineering project was launched in 1998, to assimilate IT-based business solutions and supply chain optimisation packages. Eventually, it resulted in one of the largest implementations of SAP enterprise resource planning software in Asia.



IndianOil's maiden Jubilee outlet (the generic name comes from the golden jubilee of India's independence in 1998) commissioned at Ongole in Andhra Pradesh. The large, multifaceted format was packed with facilities: state-of-the-art refuelling points, convenience stores, cafeterias for motorists, *dhabas* for truckers, parking lots, dormitories, bank extension counters, post offices, pharmacies, first aid facilities, etc.





The first *Navaratna* Board of IndianOil (1999). In 1997, based on their profit-making record, nine public sector companies were designated ‘Navaratna’ by the Government of India, which meant that they were given considerable autonomy to manage their own affairs. They could raise finances, enter into new ventures, and implement internal restructuring, without government interference. IndianOil was one of the Navaratnas. In line with the new status, the company’s Board was reconstituted with the induction of five part-time non-official independent directors.



IndianOil

VISION

A major, diversified, transnational, integrated energy company, with national leadership and a strong environment conscience, playing a national role in oil security & public distribution

MISSION

- ▶ To achieve international standards of excellence in all aspects of energy and diversified business with focus on customer delight through value of products and services, and cost reduction
- ▶ To maximise creation of wealth, value and satisfaction for the stakeholders
- ▶ To attain leadership in developing, adopting and assimilating state-of-the-art technology for competitive advantage
- ▶ To provide technology and services through sustained Research and Development
- ▶ To foster a culture of participation and innovation for employee growth and contribution
- ▶ To cultivate high standards of business ethics and Total Quality Management for a strong corporate identity and brand equity
- ▶ To help enrich the quality of life of the community and preserve ecological balance and heritage through a strong environment conscience

Fittingly, the last year of the millennium was one of internal reflection and mobilisation for the big push ahead. The company conducted a massive HRD and business scoping workshop, involving people from all ranks. Called ‘The Third Eye: A People Workshop’, the exercise’s end result was a corporate Vision to emerge as a ‘major, diversified, transnational, integrated energy company.’ The Mission statement was also restructured in the context of the ongoing transition to the open market.

The Navaratna Board gave a thrust to business development, with an exclusive functional group set up in 1997.



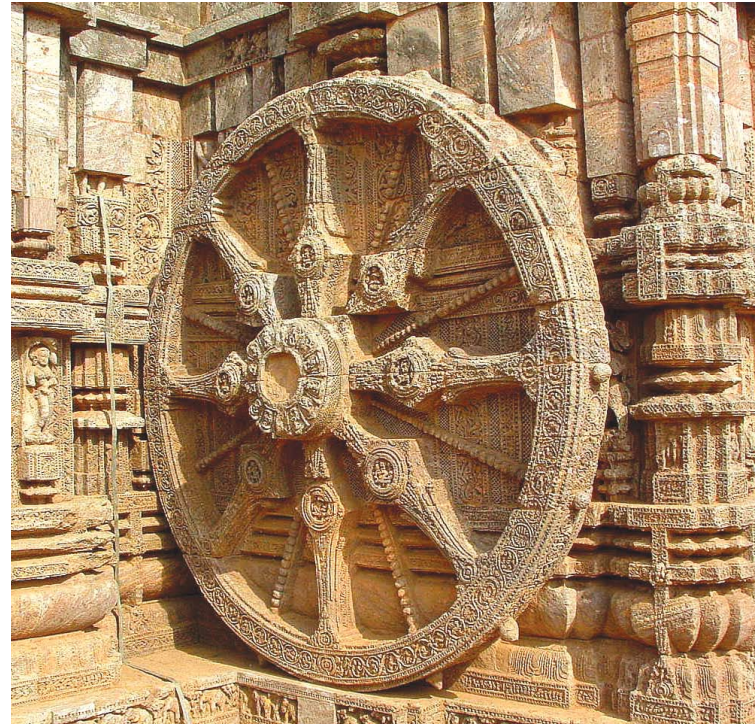
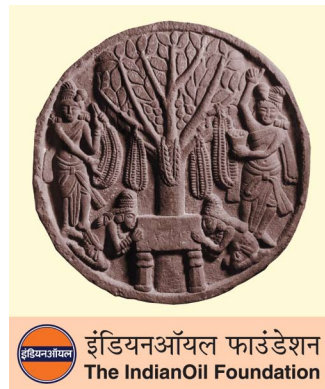


(Left) A convoy of tank trucks carries fuel from Ambala to Leh, in the Ladakh Himalayas, across the Tanglang La, one of the world's highest motorable passes. IndianOil is a key member of the advance winter stocking exercise undertaken by the Indian Army in the Himalayas every year to ensure petroleum supplies during winter, when roads close and access is cut off due to heavy snow.

(Top) Twelve tank trucks of IndianOil and its associates were devastated by shelling during the Kargil conflict (1999). Despite shelling of its depots at Leh and Kargil. The Company maintained petroleum supplies in the battle zone during Operation Vijay, and stood by the families of the war heroes later.

(Above) Operations in the far-flung areas of the northeast.

With the institution of the IndianOil Foundation, a non-profit organisation, in 2000, the company made a substantially tangible philanthropic statement; to adopt and nurture at least one heritage site, like Konark, Orissa (right), in each state and Union Territory of India.



'Swatantrya Jyot' at the Cellular Jail National Memorial, Port Blair, set up by the IndianOil Foundation.



Chennai Petroleum Corporation Ltd, with two refineries, at Manali (*above*) and Nagapattinam in Tamil Nadu, became an IndianOil subsidiary in 2001. From an initial capacity of 2.5 MMTPA on inauguration in 1969, Manali has grown to 9.5 MMTPA capacity, and is one of the most complex refineries in the country.



Bongaigaon Refinery and Petrochemicals Ltd (BRPL) also became an IndianOil subsidiary in 2001. Commissioned in 1979, it was India's first petrochemicals integrated refinery. With this, the IndianOil Group accounted for 10 refineries. BRPL eventually merged with the parent company in 2009.





(Above) The Panipat, Mathura, Koyali, Haldia and CPCL refineries produce various grades of bitumen.

(Right) The drum manufacturing plant at Chennai.

(Facing page) An advanced-technology lube blending plant was commissioned at Asaoti, Haryana, in 2000. IndianOil operates over a dozen lube filling plants across the country, and one in Sri Lanka, for blending over 450 active grades of Servo lubricants.





Postage stamp released to commemorate the centenary of Digboi refinery (2001).



The Centenary Park at Digboi refinery.

The golf course at Digboi refinery is one of the oldest in the region.







DIGBOI

BIRTHPLACE OF THE INDIAN OIL INDUSTRY

The search for oil in India began in 1866 when Mr Goodenough of McKillop Stewart Co drilled a well at Jeypore in Upper Assam and struck oil. However, he failed to establish commercial production. This was barely seven years after Col Edwin Drake successfully drilled the world's first oil well in Pennsylvania, USA. In 1889, the Assam Railway & Trading Company (ARTC) struck oil at Digboi, marking the actual beginning of oil production in India.



(Facing page) The Digboi museum was established in 2002, behind the refinery. Visitors admire the life-size recreation of the historic digging of Well No.1, using simple drilling outfits under derricks with palm-thatched roofs.

(Above) The robust Borsig Main steam engine, manufactured by Borsig, Germany (1932), was employed at Digboi to run three compressors, two vacuum pumps and an electric generator at the same time.



The rights to refine this oil were granted to the Assam Oil Syndicate in 1893, and a small refinery was erected at Margherita. The Assam Oil Company, promoted by ARTC in 1899, took over the petroleum interests of Assam Oil Syndicate and commissioned a refinery at Digboi in 1901, supplanting the earlier refinery at Margherita.

Actual refinery construction started in 1900, the unit went on stream in 1901, using bench stills, and the first distillation tower was erected in 1932. The refinery is now fully modernised. Many of its employees are third-generation Digboi hands.

(Above) Open-air displays at the museum.

(Facing page) Model of a Burmah Oil Company station, displaying a manually operated dispensing pump. A black Ford Perfect, manufactured during 1949-52, and life-size mannequins complete the scene.



Advertisements promoting IndianOil's branded fuels, Xtrapremium petrol and Xtramile diesel.

In consonance with the booming economy at the turn of the millennium, the automobile industry was fast acquiring an international complexion. For IndianOil, the challenge was to maintain leadership.

It raised the ante once again by customising loyalty programmes and launching premium branded fuels (2002).

The Vermas got a new pet with their savings from XtraPremium. What will you get?

Presenting hi-octane XtraPremium petrol from IndianOil. Reinforced with multi-functional additives, the hi-octane XtraPremium petrol gives you extra mileage and much more. More acceleration and power. And practically no carbon deposits. So that you can enjoy a smooth and silent drive, and yet end up saving a lot. Of course, what you do with the savings is still up to you.

IndianOil XtraPremium HI-OCTANE PETROL Extra mileage. Extra savings.

(Facing page) IndianOil markets LPG as an automotive fuel. Branded AutoGas, it is sold at select petrol & diesel stations in over 100 cities.

NO DISTANCE TOO LONG. The special additives in XTRAMILE help you get great mileage.

IndianOil XTRAMILE SUPER DIESEL



IndianOil's maiden IndMax unit commissioned at Guwahati refinery in 2003 upgrades heavy ends into LPG, petrol and diesel, showcasing the Corporation's strengths as a world-class technology provider. IndianOil Technologies was incorporated the same year to market the Centre's treasury of originally developed technology.



The catalytic iso de-waxing unit – a first of its kind in India, second in Asia, and third in the world – commissioned at Haldia (2003) for production of international standard lube oil base stock.

(Facing page) A view of the new units added at Barauni as part of revamping and capacity expansion to 6 MMTPA (2002).

A 500-km pipeline was laid from Haldia in 1999 to transport imported crude oil to the refinery.









(Facing page) 2004 marked the commissioning of the world's largest single-train kerosene-to-LAB plant, with an annual capacity of 120,000 tonnes, at Koyali refinery. LAB (linear alkyl benzene) is used in the manufacture of detergents. IOC LAB has captured a significant domestic market share in a very short span of time, and is exported to many countries, including Indonesia, Thailand, Vietnam, Turkey, Oman and Norway.

The world-scale PX/PTA (paraxylene/purified terephthalic acid) plant commissioned at Panipat in 2006 – signified IndianOil's big-ticket entry into petrochemicals. It is capable of producing 363,000 tonnes of PX, and 553,000 tonnes of PTA, annually.



PTA bagging operations.

A petrol & diesel station of the erstwhile IBP Co. Ltd. The stand-alone oil marketing company was taken over by IndianOil in 2002, and seamlessly merged with the parent company in 2007. Founded in 1909 as Indo-Burma Petroleum Company Ltd, it was renamed as IBP Co. Ltd in 1983 as business expanded with diverse activities. Among the three business groups, the Petroleum group merged with IndianOil's Marketing Division, while the Cryogenics and Explosives groups are operating independently.



IBP Petrol advertisement on a BEST bus in Mumbai.



The Cryogenics group has a standard range of pressurised cryo-vessels, ranging from 100 to 1,000 litres in capacity.



IndianOil's Sri Lanka venture, set up in 2003, was the first overseas downstream marketing operation by an Indian petroleum company. It entered petroleum retailing by acquiring over 100 petrol/diesel stations of Ceylon Petroleum Corporation.



The sprawling China Bay tankfarm of World War II vintage, connecting to the Trincomalee harbour, was acquired by Lanka IOC Pvt Ltd, in 2003.



A lube blending plant and laboratory were commissioned in 2005.



Mauritius





(Facing page) A state-of-the-art oil storage terminal of IndianOil Mauritius Ltd (IOML) was commissioned at Mer Rouge in Port Louis, Mauritius, in 2004. IOML was the first overseas subsidiary of IndianOil, incorporated in 2001.

One of the 17 IOML petrol & diesel stations in Mauritius.

IOML holds maximum share in the aviation fuel business of Mauritius.



In 2004, IndianOil commenced marketing of regassified LNG (liquefied natural gas), sourced from its JV company Petronet LNG Ltd (launched in 1998), as a cleaner, environment-friendly source of energy.



In 2007, IndianOil came up with the concept of 'LNG at the doorstep' for industrial customers located away from main gas pipelines. Direct LNG supply was made possible by transportation of the product in specially designed cryogenic tank trucks.



What would you do if the merchant navy made you a lucrative career offer when you were just nineteen?

Vikram Batra decided to turn his back on it.

Unusually, the teenager lived by old-fashioned notions like duty and patriotism.

And inevitably, in December 1997 he joined the Indian Army.

Eighteen months later, a sailing career was the last thing on his mind as he crawled through a barbed wire trench with the 13 JAK Rifles near Kargil.

Inch by agonising inch, they closed in on Point 4875 even as

the steel barbs slowly tore through their bodies. When all of a sudden, Captain Batra felt his ears go numb.

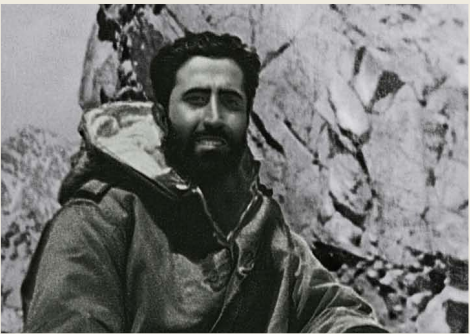
And almost in slow motion, like in the movies, his fellow officer's legs vanished in a puff of enemy smoke.

Amidst the mayhem that followed, the young Captain was faced with a choice.

Before him lay a comrade whose time was seeping away.

While behind him lay life, fame and a hero's welcome.

Four years have passed since he made his decision.



WHAT CAN INDIA'S
ONLY FORTUNE GLOBAL 500 COMPANY
LEARN FROM A MAN WHO OPTED OUT
OF A COMFORTABLE CAREER.

And even today, awestruck colleagues tell of his unflinching leap into the trench to save his friend, of how he was shot while in mid air and how, even with a hole in his chest he found the raw courage to destroy the enemy bunker before finally breathing his last.

Sometimes an ordinary Indian can make a Rs 120,000 crore company feel humble. Even a company whose oil depots bore the brunt of the shelling at Kargil. And still stands shoulder to shoulder with our soldiers in any conflict.



Param Vir Chakra

The Late Captain Batra's career lasted just 18 months but it will live on forever.

Proof of which can be found on a medal at his home bearing three immortal words.

Param Vir Chakra.



IndianOil in the thick of action at Kargil

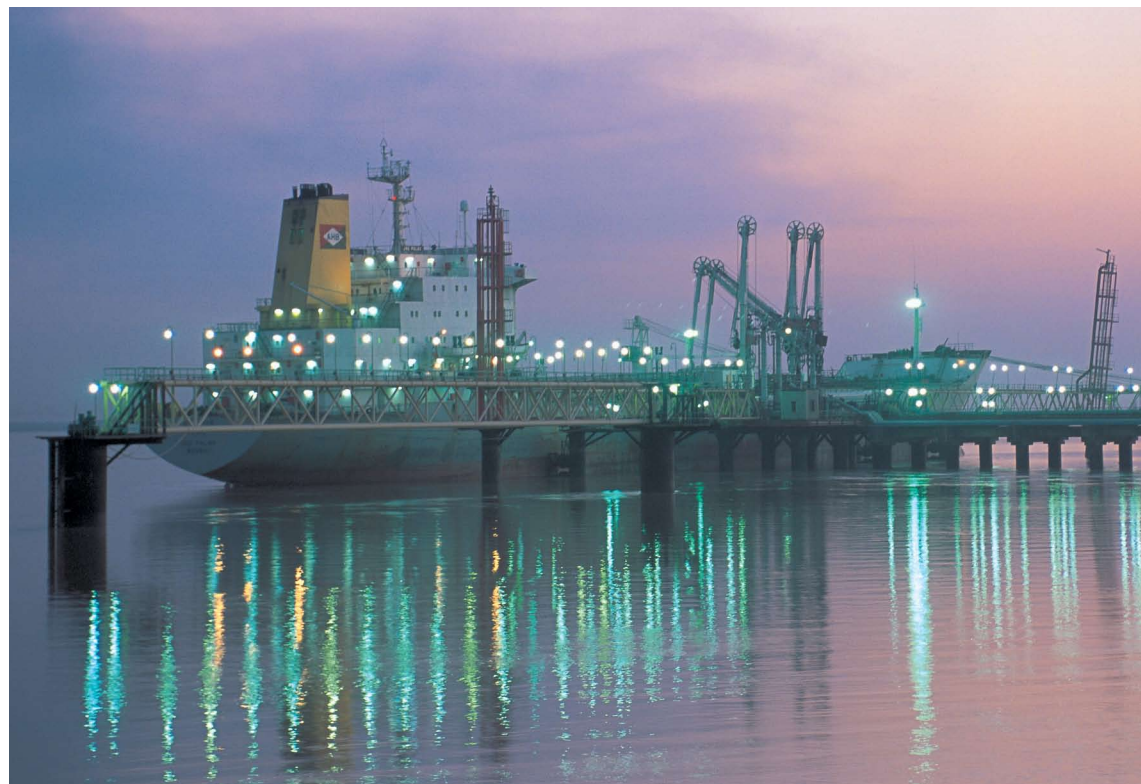


INDIA INSPIRED

IndianOil's 'India Inspired' print and television advertising campaign, launched in 2004, drew accolades from all quarters for highlighting the extra-ordinary achievements of ordinary Indians. One of the advertisements featured Vikram Batra (in picture), the hero of the Kargil conflict, who was honoured with the *Param Vir Chakra*, the country's highest gallantry award, posthumously. IndianOil honoured the martyr by allotting a petrol & diesel station at Palampur, Himachal Pradesh, to his family.

A television commercial of the same genre, which became popular as the 'elephant train' advertisement, bagged the prestigious RAPA (Radio & TV Advertising Practitioners Association of India) Award for 2005.





Beginning with 2005, the Government of India allowed IndianOil to charter ocean carriers on its own for oil imports, instead of going through Transchart, the chartering wing of the Ministry of Shipping & Transport. This landmark decision helped reduce freight cost and further streamline the business processes – from crude procurement to processing.





(Facing page) Beginning October, 2004, large format 'Swagat' outlets, with value-added services, were introduced on highways.

(Above) As part of customer segmentation, exclusive outlets, branded 'XTRACARE', were unveiled from December, 2004. Sited in select urban and semi-urban markets, they dispense the full range of synergistically branded fuels, besides value-added services, to enhance customer satisfaction.



For customers in rural areas, IndianOil launched its special format Kisan Seva Kendra (KSK) in 2005 as one-stop shops for petroleum fuels & lubricants, hybrid seeds, fertilisers, pesticides, farm implements, spare parts for trucks, tractors, and pump sets, etc. Perhaps the biggest ever rural petroleum brand in the world, KSK won IndianOil the 'Most Admired Retailer' award in the rural retailing category at the India Retail Forum, 2008.



Fill Diesel with XTRAPOWER, Count your benefits.

- Cash loading for individual card.
- Cashless transaction.
- Lump sum cash loading at single point for multiple cards.
- Limit use of funds on each card.
- Get complete information of where your truck is and at which petrol pump it refuelled.
- Free personal accident insurance cover for Fleet Owner & others.
- Mediclaim for Owners, Drivers, Helpers and Co-drivers in the event of an accidental injury.
- Earn XTRA Points and redeem against diesel / lube and gifts.




XTRAPOWER FLEET CARD
CONVENIENT, SECURE & REWARDING.

Helpline: 1800-425-5599 (Toll Free). Website: www.iccxtrapower.com

*Conditions apply
Rediffusion-DYR@om/IOCL431a

The loyalty programme, 'XTRAPOWER', launched in 2004, is the largest fleet card in the market while 'XTRAREWARDS' has grown to become India's first online rewards programme for loyal customers since its launch in 2007.



Now get used to getting XTRA.

Get special offers every time you fill up here.

Alliance partners












XTRAREWARDS™
XTRA REWARDS. XTRA VALUE.

For more information, call toll-free: 1800-22-8888.





(Left) Waterfront outlets serve the busy backwaters of Kerala.

(Top) Business goes where the customer is: a floating retail outlet in West Bengal.



Mathura, primarily a fuel oil refinery producing middle distillates, became the first in India to produce Euro-III compliant diesel and petrol in 2005.

A piped natural gas dispensing station of Green Gas Ltd in Lucknow.

Incorporated in 2005 with GAIL, IDFC Ltd and Infrastructure Leasing & Financial Services (P) Ltd, the joint venture is focussing on city gas distribution.





Prospecting for oil in the Sirte basin of Libya, Africa. IndianOil signed an exploration & production (E&P) sharing agreement with the National Oil Corporation of Libya for two blocks in the basin, in 2005.

The company had entered E&P at the turn of the millennium, with the award of two domestic blocks in 2000, and 10 more (two of Coal Bed Methane) in 2001, as a consortium partner under the New Exploration Licencing Policy of the Government of India.

Exploration for oil in an onland block in Gabon, Africa, in which IndianOil acquired 45 per cent participating interest in 2006.

Crude oil storage tanks at IndianOil's Mundra terminal on the west coast; the Kandla-Bhatinda product pipeline was converted to crude oil service in 2006, and renamed Mundra-Panipat crude oil pipeline; facilities for handling heavy crude oil were commissioned at Mundra in 2007, and its capacity was to be upped from six to nine MTPA later, in 2009.



The tap-off point on the Chennai-Trichy-Madurai product pipeline at Valavanthankottai near Trichy in Tamil Nadu. The commissioning of this 526-km pipeline (2006), the longest in a State, helped strengthen IndianOil's marketing network in the south.



The 330-km Paradip-Haldia crude oil pipeline system (2009), with an SPM off Paradip on the east coast, has enabled substantial logistics and cost benefits. The IndianOil network crossed the magic figure of 10,000 km in 2009. Projects in the pipeline, so to speak, aim to add several hundred more km through 2011-12.

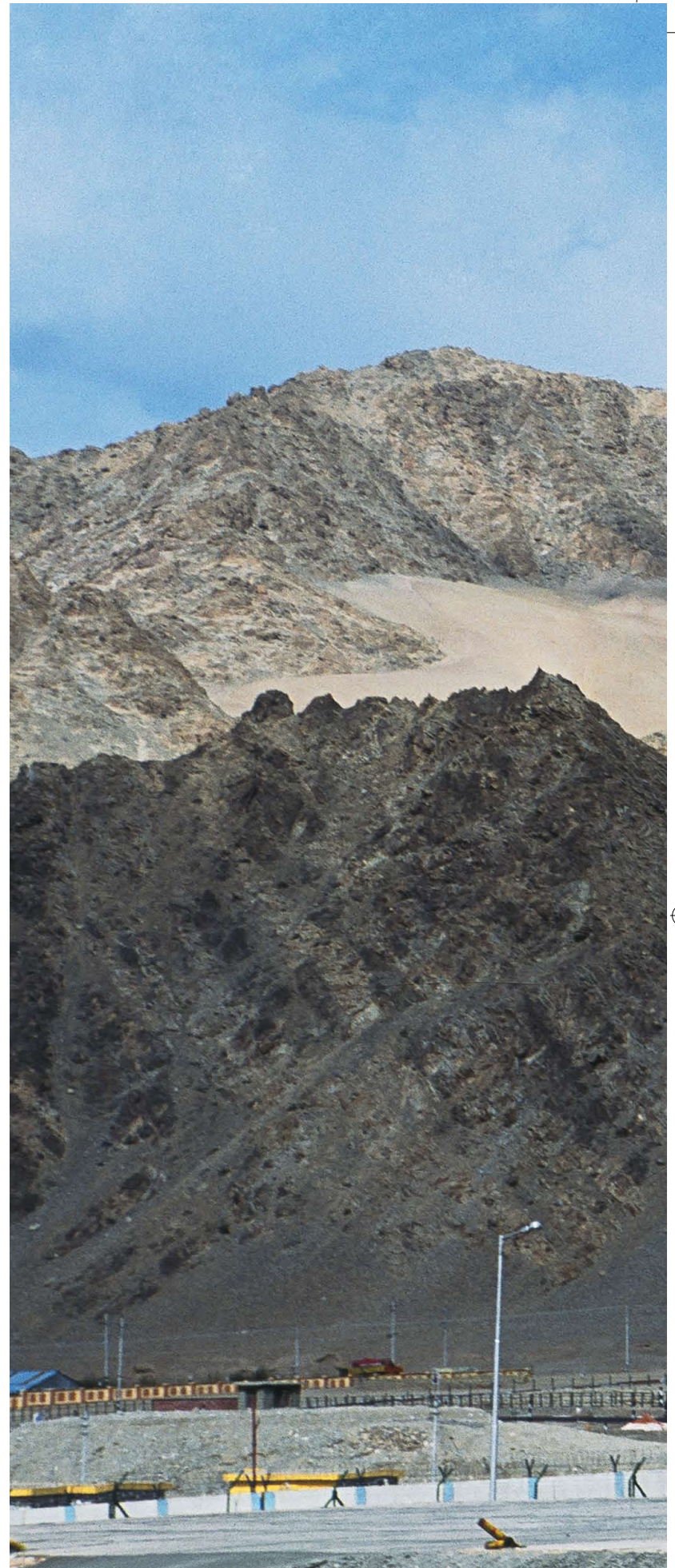




Ladakh Filling Station, at Leh, in Jammu & Kashmir, holds the record for the world's highest-altitude petrol & diesel station (3,500 m above sea level). Commissioned in 1976, the outlet operates round the year, through sub-zero temperatures.



IndianOil's bulk storage terminal
(*above*) and aviation fuel station
(*right*) at Leh in Ladakh. Operating
in extreme conditions is a part and
parcel of the company's everyday
operations.





Advertisement released at the launch of Servo lubricants in Oman (2007).
IOC Middle East FZE was established as a wholly-owned subsidiary in the UAE, in 2006, to blend and market the company's flagship Servo lubricants, as well as develop business in the Middle East, Africa, and the CIS nations.

A large red metal barrel with the "SERVO" logo and "Now in Oman" text. A circular stamp on the top right of the barrel reads "OMAN 18.11.08".

SERVO. The one-stop lubrication solution.

Get ready to give your vehicle a new force. **SERVO** World Class Lubricants from IOC Middle East, a fully owned subsidiary of IndianOil and a Fortune Global 500 company. With an unbeatable range of over 500 grades and 1200 formulations, **SERVO** is backed by approvals from several leading international Original Equipment Manufacturers (OEMs). There is in fact, a **SERVO** lubrication solution for just about any and every need.

Today, **SERVO** has a transnational presence in several countries covering Africa, South-East and West Asia. The **SERVO** brand is now in Oman to deliver 100% performance. Everytime. Switch to **SERVO** lubricants and experience a new drive.

SERVO WORLD-CLASS LUBRICANTS
100% PERFORMANCE. EVERYTIME.

AUTOMOTIVE OILS | INDUSTRIAL OILS | MARINE OILS | GREASES

An Indian Air Force Gajraj heavy transport aircraft receives hydrant refueling at Agra AFS. The company accounts for 90% of the fuel requirements of IAF.

With gradual expansion of marine business, IndianOil now supplies all types of bunker fuels and lubricants to Indian and international shipping and dredging majors, and fulfils 100 per cent of the requirements of the Indian Navy. The company's Servo marine oils are now technically qualified to cater to the lubrication requirements of more than 90% of the world's marine engine population.

A circular porthole on a dark background shows a tropical island with a palm tree and a blue sky.

IF YOU DON'T FIND US AT A PORT,
YOU'RE CERTAINLY NOT IN INDIA.

IndianOil

IndianOil, India's Fortune Global 500 Company. One of the largest petroleum companies in the world. Serving ships touching the Indian shores for over four decades. Supplying vital bunker fuels, marine and speciality lubricants besides extending bunker trade expertise to leading fleets plying the high seas. IndianOil services every port of consequence in the Indian sub-continent - Mumbai, Okha, Kandla, Goa (Vasco), Chennai, Tuticorin, Kochi, Mangalore, Vizag, Paradip, Kolkata, Haldia and Port Blair. So the next time you stop over at an Indian seaport you can be sure to find IndianOil. Unless you are at a port that is not in India.



IndianOil today operates 167 bulk storage terminals, depots and installations with a combined capacity of 68.62 lakh kl to back up its countrywide marketing network.

Additional storage capacity has been created to ensure continuity of supplies for customers in inaccessible areas.





The Chairman's Panel of dealers and distributors meets at Mussoorie (2008). Launched in 2005, this elite forum brought together the top management and select members of the countrywide reseller fraternity for focussed deliberations on issues of policy, marketing operations, business environment and ways of strengthening the partnership for improved customer service.

Satyaprakash Tiwari, IndianOil's high-performing retail station dealer (in the physically handicapped category) at Navi Mumbai, interacts with customers. The company offers retail outlets and LPG distributorships to beneficiaries from economically and socially deprived sections of society; para-military, police and government personnel; and outstanding sportspersons, a third of which are reserved for women.





Originally designed as a six-MMTPA refinery, Panipat doubled its capacity in 2007 as part of a huge enhancement programme. A further expansion of three MMTPA is underway.



A petrol & diesel station of Assam Oil Division (AOD) at Tawang in Arunachal Pradesh





(Facing page) The facilities of IndianOil Skytanking Ltd at the New Bangalore International Airport.

IndianOil unveiled the subsidiary in 2006 in association with Indian Oiltanking, and Skytanking, Germany, for extending state-of-the-art refuelling facilities at new and upcoming airports.



(This page) IndianOil bowzers refuelling diverse aircraft. Over the years, the fuelling facilities of the company did not stop at busy or not-so-busy airports, but reached out to remote stations where only an occasional aircraft or helicopter lands. On an average, the company refuels an aircraft every 1.5 minutes, with sales of over 3.6 million kl of aviation fuel annually.





HERE SIZE MATTERS

P R O J E C T S

In terms of cost, complexity and size, petroleum refining technology has come a long way since the days of bench stills erected at the Digboi refinery, more than 100 years ago.

The one-MMTPA Guwahati refinery, set up in the early 1960s, cost a mere Rs two crore. Koyali refinery added a third one-MMTPA unit in 1967, at a cost of Rs three

crore. In contrast, a standard-size 15-MMTPA refinery, like the one being set up at Paradip, is likely to cost more than Rs 30,000 crore.

Today, refineries guzzle steel and technology in equal measure. The latter has moved far beyond fractional distillation, to chemical processing, involving conversion, alteration, cracking, combining, reforming, treating and blending of individual components, to produce a plethora of products as per modern day demands. In terms of size too, the economies of scale have tipped towards large, complex units capable of processing all types of crude oil to produce



any type of products. This necessitates incorporation of giant boilers, columns, furnaces and reactors. In 2008, Haldia refinery erected two giant reactors for its once-through hydrocracker project. Manufactured and supplied by China Petroleum Technologies and Development Corporation, their function was to produce high-quality Euro-IV compliant products from low-quality feedstock. Panipat refinery achieved a similar feat in 2009 by erecting two diesel dehydrosulphurisation-technology (DHDT) reactors for production of diesel conforming to Euro-IV norms. Space constraints and approach problems within running units made the task particularly challenging.

(Facing page) The over-dimensional cargo for the Haldia refinery was carried from Shanghai to Haldia in a specially modified vessel, the *MV Stellaprima*.

The two reactors, each weighing more than 500 tonnes and over 20 metres in length, and eight containers of auxiliaries, being unloaded at Haldia jetty.







(Facing page) Transport to the project site was by a specially arranged 256-wheel heavy load trailer. Before this, a route survey, and civil works, wherever necessary, were carried out.

Two cranes of 1,200 tonnes capacity were employed for the erection of the reactors.





IndianOil's Kohand installation, the origin point of the company's first LPG pipeline (274 km) from Panipat to Jalandhar, which went on stream in 2008. Diversification from liquid fuel pipelines into LPG and natural gas pipelines will tap the growth potential of the emerging fuels.



Nurseries for raising *Jatropha* plantations in Jhabua district of Madhya Pradesh, as part of the company pursuit of commercialisation of bio-fuels from non-edible oils. A joint venture, IndianOil-CREDA Biofuels Ltd, has also been set up with Chhattisgarh Renewable Energy Development Agency in 2009 to pursue energy crops. IndianOil R&D had already executed projects utilising five to 10 per cent bio-diesel blends with several agencies: trial runs have been made on *Shatabdi* Express train locomotives, Tata Motors employee buses, and Haryana Roadways coaches.



Dirok-1 well in Assam, through which gas was discovered in 2008. IndianOil farmed-in in the Assam block, with 27 per cent participating interest, in 2002. The company has bagged two on-land Type-S blocks in the Cambay basin, with 100% participating interest and operatorship, in the seventh round of NELP (2008).

A 47.5 kg LPG cylinder for bulk consumers, introduced in 2008.

C

ONFLUENCE OF CAPABILITIES

I N D I A N O I L P E O P L E

It was during the pioneering years of the late 1950s and early '60s that the essential work culture and ethics of IndianOil took shape. The leadership at this time was a melting pot of people who came from the defence services, multinational oil companies, railways,



Tea party on the lawns of the Chairman's residence (1963); Smritiyaan-2009' annual retired employees' meet at Delhi.

(Facing page clockwise from top) Hockey stars get praise in print; IT-enabled business processes and work environment; Best Disabled PSU employee award (1998); Dronacharya award for P Gopichand; Wasim Jaffer at IndiaOil Cup cricket.



11 INSPIRED INDIANS BROUGHT
A NATION TO ITS FEET. FOUR OF THEM
BELONG TO ONE FAMILY.



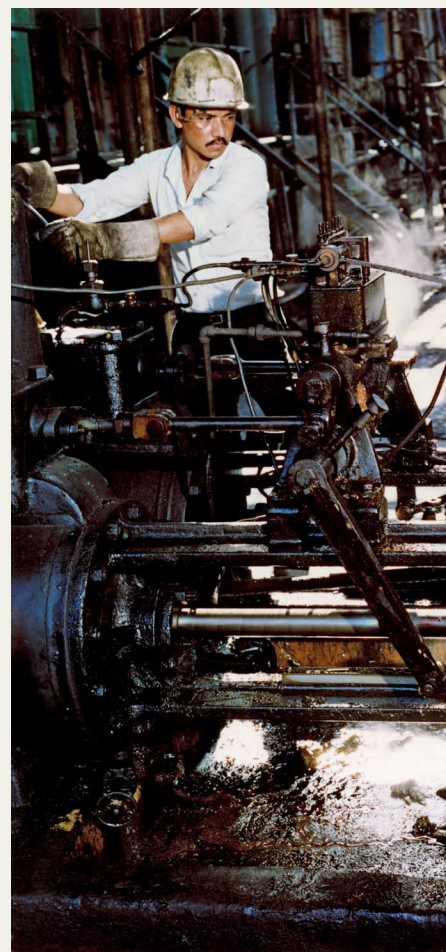
Devesh Chauhan, Viren Rasquinha, Prabhjot Singh and Deepak Thakur are no ordinary men. With just a stick in their hands they brought us pride, glory and the coveted Asia Cup. As fellow members of the 31,400 strong IndianOil family it makes us stand taller every time they wear the India colours on their chests. Congratulations!



INDIA INSPIRED







Directorate General of Supplies & Disposals, central services and other government departments. Some had prior experience in western nations; others gained it in Romania and the USSR, during specific refinery projects. The Company's pipeliners endured great hardship in building underground highways through difficult terrain.

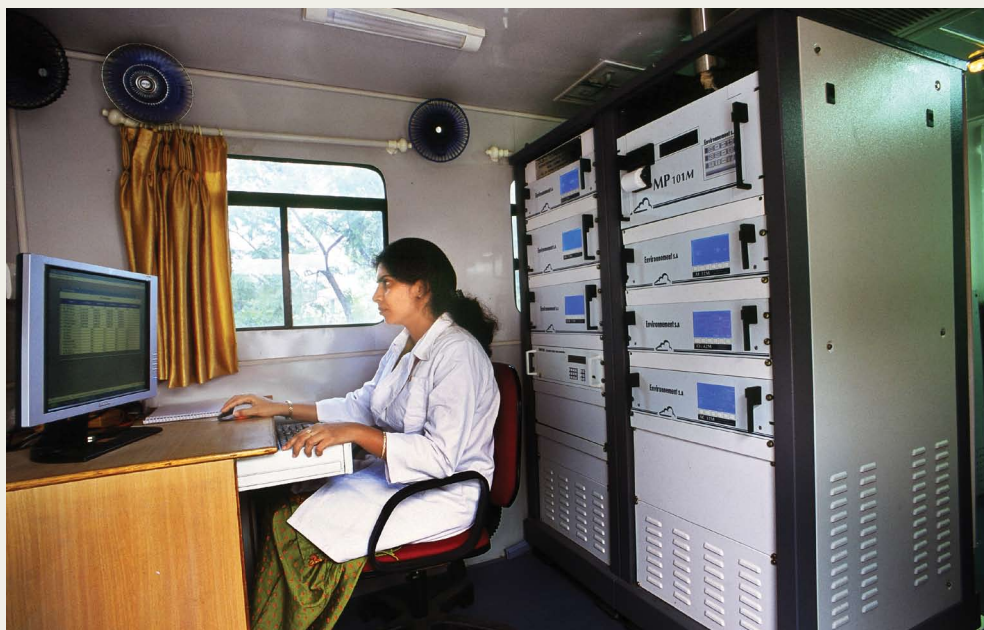
Its sales force unleashed new marketing concepts to reach petroleum fuels to the common man, kerosene to light the lamp in a poor man's hut, diesel to run a farmer's pump-set and tractor, and cooking gas to the housewife in her kitchen. The innovations and breakthroughs of its scientists ushered in self-reliance in many areas; the fruits of their research were shared not just with end users but the oil sector as a whole.

The 34,000-strong IndianOil team continues to be a confluence of tall leaders from the industry, talent from the finest professional institutions, and a large fraternity



of resellers, consultants, vendors and suppliers. Its overflow has enriched subsidiaries and other public, private and joint-sector ventures. Likewise, the inflow of people from corporates – some over a century old – that merged with IndianOil, brought in new knowledge and skills.

In spite of the unconventional and challenging nature of work, a large number of women have made a career in the Corporation. Its women executives, numbering over a 1,000, are the largest number employed by any public sector organisation in the country, occupying senior management positions and pursuing challenging assignments in the field.





CARING TOUCH

CORPORATE SOCIAL RESPONSIBILITIES

At IndianOil, as at other public sector undertakings, the vision extends beyond profits. Every year, the Corporation sets aside a fixed portion of its revenues for community welfare and development. It has supported innumerable such causes in India, including health-care, education, provision of potable water, sanitation, and empowerment of women and other economically and socially marginalised groups. About one-fourth of the earmarked funds are spent for the benefit of Scheduled Castes and Tribes.





(Facing page) Support to educational institutions; tank trucks ply water for drought-hit villages in Bihar (1967).

(Clockwise from top) Donation to Mother Teresa's *Shantidan* charitable homes (1991); Swarnajayanti Samudayik Hospital at Mathura refinery; one of the 15 vans donated to ISKCON's food relief foundation (2007); *Udayan Ghar* for the under-privileged girl child at Santnagar, Delhi, supported by the company; and the 200-bed multi-speciality hospital at Digboi refinery.





IndianOil's Akhil Bharatiya Kavi Sammelan, a sought-after event in New Delhi's cultural calendar, celebrated its 25th anniversary in 2007, with participation of a galaxy of Hindi poets led by the legendary Gopaldas 'Neeraj.'

The annual IndianOil Art Exhibition, held at the Company's Marketing Head Office since 1987, has grown into one of the premier events in Mumbai, showcasing the works of stalwarts as well as promising young artistes.





IndianOil || Scholarships || Energising Success

IndianOil Sports Scholarships

The company hosts musical concerts under the banner *IndianOil Sangeet Sabha* from time to time in metros and other cities.

IndianOil offers academic scholarships to 450 meritorious and deserving students every year, selected on 'merit-cum-means' basis, giving special encouragement to girl students, physically challenged students and students from Jammu & Kashmir and the Northeastern States. 50% of the scholarships are reserved for Scheduled Caste, Scheduled Tribe and Other Backward Classes categories.

The company also offers sports scholarships to upcoming junior-level players (15-18 years) in various disciplines. In addition, under a policy framed in 1985, young, budding talent is recruited as employees. About 70 sportsperson representing badminton, bridge, carrom, chess, cricket, hockey, lawn tennis, table tennis, power-lifting, trap shooting, etc., are currently on the company rolls, including 10 Olympians, 11 Arjuna awardees, a Dronacharya awardee, a Rajeev Khel Ratna awardee and a Padmashree awardee.

GOING GREEN

ECOLOGICAL PARKS

At the edge of the sprawling 1055-acre Mathura refinery campus is the many-tiered modern effluent treatment plant, where waste water from the refinery undergoes physical, chemical and biological cleansing. The treated water then collects in five large polishing ponds, with a total capacity of 30,000 cubic metres. These shallow tanks are awash with bright sunlight, which further improves water quality and promotes a healthy growth of aquatic life.

Not content with using them merely as pollution sinks, the refinery has nurtured the ponds and the 7.5-acre surrounding area as an ecological park, lush with carefully planted trees, shrubbery, a rosarium, etc. Select species of fish reared in the water keeps it clean, besides creating a source of food for birds. Attracted by the rich natural environment, hundreds of colourful migratory birds flock here, particularly in the winter months. With confirmed sightings of over 100 species of avifauna by the Bombay Natural History Society, the park has acquired the status of a mini bird sanctuary. Some of the winged visitors, especially night herons and egrets, have found the ponds convenient for breeding as well. The success at Mathura has spurred other IndianOil refineries to develop similar parks in their premises.

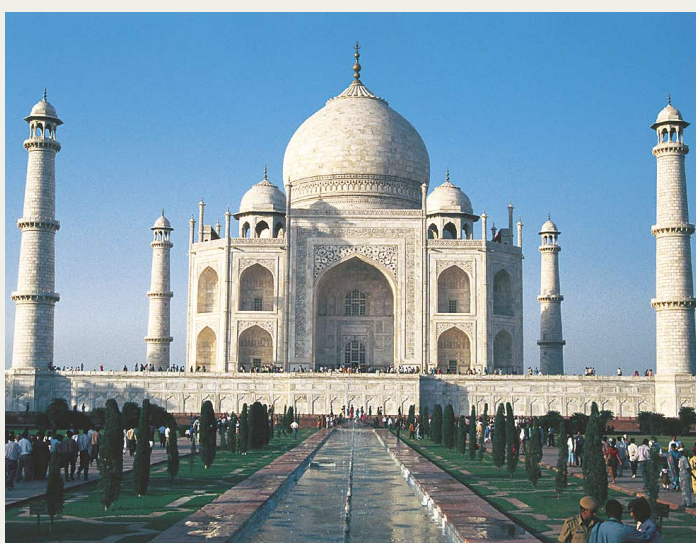
Migratory birds at the Mathura (above); and Barauni ecological park (right).

(Facing page) The serene environs of the hi-tech Koyali refinery.









(Facing page) Barauni refinery township.

Being India's largest corporate comes with its share of ecological responsibility, and IndianOil has strived to fulfil it, in accordance with stipulated requirements, and beyond.

A modern effluent treatment plant at Guwahati refinery.

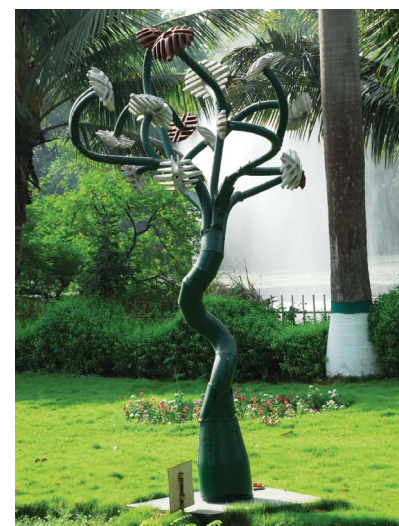
IndianOil refineries have installed effluent treatment plants, ambient air quality monitoring stations and high-efficiency sulphur recovery plants to keep parameters below the prescribed national minimums.

When in the early 1970s, it was decided to locate a refinery at Mathura, a big concern was to shield the nearby Taj Mahal, at Agra, from any potentially adverse effects of emissions. The refinery set up ambient air monitoring stations far beyond the work area: three in the downwind direction, towards Agra, and one at Bharatpur, to keep a check on the air quality. One hundred thousand saplings were planted in the eco-sensitive Taj Trapezium Zone to create a green buffer area around the archaeological sites.



INDIANOIL TODAY AND TOMORROW

A P R O F I L E



IndianOil, together with its subsidiaries, accounts for approximately 48 per cent of India's petroleum products market, 34 per cent of national refining capacity, and 71 per cent of downstream sector pipelines throughput capacity.

The IndianOil Group owns and operates 10 of India's 20 refineries, with a combined capacity of 60.2 million tonnes per annum, or 1.2 million barrels per day. Its 10,000-km network of cross-country crude oil and product pipelines is the most extensive in the country. In 2008-09, the Corporation sold over 62 million tonnes of petroleum products in the domestic market and exported 3.6 million tonnes.

IndianOil is investing Rs 43,400 crore through 2007-12 towards refining and pipeline capacity augmentation, marketing infrastructure expansion, product quality upgradation, as well as in integration and diversification initiatives.

PETROLEUM TO THE PEOPLE

IndianOil reaches precious petroleum products to millions of people everyday through over 35,000 customer touch points. This extensive network is backed for supplies by 167 bulk storage points, 101 aviation fuel stations, 89 LPG (liquefied petroleum gas) bottling plants and about a dozen lubricant/grease plants. The countrywide marketing operations are coordinated by 16 State Offices and over 100 decentralised administrative offices.

The Corporation's 18,000 petrol & diesel stations constitute the largest and widest such network in the country. *Indane* cooking gas is delivered to the

(Facing page) IndianOil's eco-friendly, energy-efficient corporate office building at Sadiq Nagar, New Delhi.

(Above) Tree sculpture at ecological park, Barauni.





(Facing page) Construction in progress for the naphtha cracker and downstream polymer units at Panipat (2007).

With the commissioning of this plant by 2010, IndianOil aspires to emerge as one of the top players in petrochemicals in Asia, and has projected about 15 per cent of its revenues to come from this vertical within the next three years.

doorsteps of 53 million households. Sixty-three per cent of the country's aviation fuel business goes to IndianOil's Aviation Service.

IndianOil enjoys a dominant share of the bulk consumer business, including the railways, state transport undertakings, and industrial, agricultural and marine sectors, besides meeting almost the entire requirements of the defence services. It offers complete fuel management solutions to bulk users and core industries such as steel, power, fertilisers, textiles, etc. This entails supplying the entire range of fuels, while maintaining low-energy input costs, made possible by efficient sourcing, and extensive tankage facilities. The expertise extends to round-the-clock after-sales service, as well as setting up of storage and handling facilities at the client's premises. Approximately 7,000 such dedicated pumps are in operation for the convenience of large-volume consumers.

TECHNOLOGY SOLUTIONS

With a bulging portfolio of over 200 active patents, of which over a 100 are international patents, IndianOil's world-class Research & Development Centre is perhaps Asia's finest. The Centre has won wide recognition for its pioneering work in lubricants formulation, refinery processes, pipeline transportation and alternative fuels, which have amply justified investments worth Rs 1,000 crore made in it so far. In line with the new growth paths charted by the Corporation, fresh research has been initiated in frontier areas like petrochemicals, residue gasification, coal-to-liquid, gas-to-liquid, synthetic lubricants, nano-technology, etc.

WIDENING HORIZONS

IndianOil is currently pursuing a well-defined road-map to achieve the next level of growth. This includes vertical integration – upstream into oil exploration and production (E&P), and downstream into petrochemicals – and diversification into natural gas marketing, alternative energy sources, besides globalisation of downstream operations.

Petrochemicals: A world-scale paraxylene (PX) / purified terephthalic acid (PTA) plant is functional at Panipat for polyester intermediates. At the same location, a naphtha cracker with downstream polymer units is underway.

E&P: In India, IndianOil has non-operator participating interest in six oil & gas blocks and two coal-bed methane blocks, and 100 per cent participating



(Facing page) India's first commercial outlet dispensing hydrogen-CNG was commissioned at Dwarka, in New Delhi (2009).

Amongst the various alternative, renewable, clean sources of energy identified is hydrogen, considered the world's future fuel. In India, IndianOil R&D has been entrusted with the responsibility to coordinate the government's Hydrogen Research Programme on behalf of the hydrocarbon sector.

interest and sole operatorship in two onshore Type-S NELP blocks. Participating interest has been also acquired in an onshore block in Assam, and one in Arunachal Pradesh, through farm-in arrangements. Overseas ventures include two blocks in Libya; the Farsi exploration block, in Iran; onshore farm-in arrangements in one block, in Gabon; one on-land block in Nigeria; one deepwater offshore block in Timor-Leste; and two onshore blocks in Yemen.

Gas: IndianOil sold 1.85 million tonnes of natural gas in 2008-09. To consolidate its city gas distribution business, it has secured tie-ups with reputed players in the market to set up joint ventures in various cities. Franchise agreements have also been forged with several gas producers to market CNG through IndianOil retail outlets.

Alternative Energy: IndianOil-CREDA Bio-fuels Ltd, a joint venture between IndianOil and Chhattisgarh Renewable Energy Development Agency (CREDA), aims to straddle the complete bio-fuels value chain. A 21-MW wind-power project, with 14 generators, was also commissioned in January 2009, in the Kutch district of Gujarat.

Consultancy: For over two decades now, IndianOil has been providing technical and manpower secondment services to overseas companies in UAE, Kenya, Libya and Sudan. SAP implementation and IT consultancy was provided for the first time in Sri Lanka.

Overseas Operations: Currently, IndianOil has substantial presence in Sri Lanka, Mauritius and the UAE through its overseas subsidiaries. Lanka IOC PLC operates 150 petrol & diesel stations in Sri Lanka, and has a very efficient network for lube marketing. In Mauritius, besides 17 filling stations, IndianOil (Mauritius) Ltd operates a modern bulk-storage terminal at Mer Rouge port, with the country's first and only ISO-9001 product-testing laboratory. IOC Middle East FZE blends and markets Servo lubricants in the region.

FLOWING PERENNIALLY

IndianOil takes pride in its glorious past, during which it fuelled a fledgling nation through the difficult years of adolescence, to robust adulthood, lighting up millions of lives along the way. It looks forward now to an exciting and challenging future, in which an ascendant India, well on the way to becoming a world leader, will call upon it to provide sustaining as well as sustainable energy.



IndianOil is celebrating its Golden Jubilee in 2009. At a function held in Vigyan Bhawan, New Delhi, on 30 June, 2009, Her Excellency, the President of India, Mrs. Pratibha Devisingh Patil, released a postage stamp commemorating the golden milestone in the presence of a distinguished gathering. On the occasion, the President said, ‘Fifty years of this organisation are symbolic of India’s efforts to build its own energy industry with a view to achieving self-sufficiency and thereby meeting the strategic requirements of energy security.’

The stamp depicts the company’s commitment and dedication to the national objective of self-sufficiency in the energy sector, especially in oil refining and marketing.



At the same venue that day, the Minister of Petroleum & Natural Gas, Mr Murli Deora, unveiled the company's new Corporate Vision.

Based on an exhaustive three-tier process initiated across the organisation, the Vision has the Company's core values as its foundation, and Ethics, Customers, People, Technology, Innovation and Environment as its corner stones. In Mr Deora's words, IndianOil "is one of the greatest success stories of the Indian public sector. The company has played the admirable role of a nation-builder in the past five decades, touching the lives of each and every Indian."

As part of a unique 'intent-2-implement' exercise held in 2005, the company unveiled 'Care, Innovation, Passion and Trust' as the core values inherent in its work culture. Besides review of business goals in the light of these values, innovative dissemination of the values proposition across the organisation, and their incorporation in the evaluation system for executives, this led to the reformulation of the Corporate Vision in 2009 through a 'Vision with Values' exercise.



The occasion marked the launch of the IndianOil *geet* (song), capturing the collective emotions and aspirations of the IndianOil team in evocative lyrics that resound with the words *IndianOil, meri pehchhan hain; IndianOil, meri abhimaan hain*. Penned by Harish Arora and set to music by Dr. Palash Sen and his popular music group, Euphoria (in the picture), the song rides on the firm resolve of the IndianOil team to play a proactive part in the nation's growth.

Mr. Jatin Prasada, Minister of State for Petroleum & Natural Gas, felicitating IndianOil's oldest as well as first business partners (from the reseller network) on the occasion of the Golden Jubilee.



OUR CHAIRMEN, FROM 1958 ONWARDS

NAME	FROM	TO
Indian Refineries Ltd (erstwhile)		
Feroze Gandhi *	22.05.1958	08.09.1960
NS Mani *	05.10.1960	19.02.1961
DK Borooah *	20.02.1961	25.09.1962
Jogender Singh *	26.09.1962	13.10.1963
PR Nayak	14.10.1963	31.08.1964
Indian Oil Company Ltd (erstwhile)		
S Nijalingappa *	25.07.1959	23.12.1962
PA Gopalakrishnan	24.12.1962	31.08.1964
Indian Oil Corporation Ltd		
PA Gopalakrishnan	01.09.1964	31.07.1966
NN Kashyap	01.08.1966	31.08.1971
M Ramabrahmam	01.09.1971	30.09.1973
CR Das Gupta	01.06.1974	31.03.1982
AJA Tauro	12.04.1982	31.05.1986
SL Khosla	01.06.1986	03.06.1990
Dr PK Mukhopadhyay	04.06.1990	24.03.1991
KN Venkatasubramanian	25.03.1991	03.06.1993
BK Bakhshi	04.06.1993	31.07.1994
JL Zutshi	01.08.1994	31.01.1995
RK Narang	01.02.1995	31.01.1997
MA Pathan	01.02.1997	31.03.2002
MS Ramachandran	01.04.2002	28.02.2005
Sarthak Behuria	01.03.2005	till date

* Part-time

CORPORATE MILESTONES

1958

Indian Refineries Ltd established on 22 August with Mr Feroze Gandhi as Chairman (part-time).

1959

Indian Oil Company Ltd incorporated on 30 June with Mr S Nijalingappa as Chairman (part-time).

1960

- Agreement signed with Soyuznefteexport of USSR for supply of kerosene and diesel.
- First import parcel of 11,390 tonnes of diesel from Russia received on 17 August at Pir Pau Jetty in Bombay. Carried by MV *Uzhgorod*, it was stored at Antop Hill installation, taken over from the defence services.
- First kerosene agency, Star Enterprises, commissioned at Mangalagiri, in Guntur district, Andhra Pradesh.

1961

First major coastal terminal commissioned at Kandla.

1962

- Guwahati refinery inaugurated by Pandit Jawaharlal Nehru, Prime Minister of India.
- Construction of Barauni refinery commenced
- First petrol/diesel station (retail outlet), Rasiklal Ashokkumar & Co, commissioned at Anjar, near Kandla, Gujarat.

1963

- Foundation stone laid for Gujarat refinery by Pandit Nehru.
- Indian Oil Blending Ltd (IOBL) formed as a 50:50 joint venture with Mobil Petroleum of USA for import/manufacture of lubricants.

1964

- Indian Refineries Ltd merged with Indian Oil Company with effect from 1 September, and Indian Oil Company renamed as Indian Oil Corporation Ltd
- First cross-country petroleum products pipeline from Guwahati to Siliguri commissioned, along with first inland terminal at Siliguri.
- First lubricants blending plant of IOBL commissioned.
- Entered aviation fuelling business with supplies to the defence services; first airfield refuelling station inaugurated at Palam, Delhi.

1965

- Barauni refinery inaugurated by Prof Humayun Kabir, Minister of Petroleum & Chemicals.
- Government of India vests IndianOil with the authority to canalise all imports of petroleum products.
- Indane brand LPG launched for the first time in the country at Kolkata.
- 100th depot commissioned at Jalgaon in Maharashtra.
- Aviation fuelling service commissioned for civilian aircraft at Mumbai.
- IndianOilPeople maintained supply of vital petroleum products to the defence services during the Indo-Pak war.

1966

- Koyali refinery dedicated to the nation by Dr S Radhakrishnan, President of India.
- Koyali-Ahmedabad and Barauni-Kanpur product pipelines commissioned.

1967

- Haldia-Barauni product pipeline commissioned.
- Bitumen and marine bunkering businesses commenced.

- Maiden export of petroleum products to the Far East.

1968

Techno-economic studies for Haldia-Calcutta, Bombay-Pune and Bombay-Manmad pipelines submitted to Government.

1969

Marketing of Madras Refineries Ltd products commenced.

1970

60 per cent majority shares of Indo-Burmah Petroleum Co Ltd acquired from Steel Brothers & Co, UK (offloaded in favour of the President of India, in 1972).

1971

- Fuel supply lines maintained during the Indo-Pak war.
- Reservation in retail outlet dealerships extended to war widows, disabled defence services personnel, freedom fighters, etc., for the first time after the war.

1972

- Research & Development Centre set up at Faridabad, near Delhi.
- Servo, the first indigenous lubricant brand, launched.
- Haldia-Maurigram product pipeline commissioned.

1973

Foundation stone for Mathura refinery laid by Prime Minister Indira Gandhi.

1974

- Market participation in sales reaches the highest point of 64.2 per cent.

- Haldia refinery commissioned; Haldia-Maurigram product pipeline extended to Rajbandh.
- IOBL became a wholly-owned subsidiary.

1975

- Introduction of Multipurpose Distribution Centres for convenience of rural customers.
- The world's highest altitude retail outlet commissioned at Leh in Ladakh.

1977

Fuel-efficient *Nutan* kerosene wick stove launched by R&D Centre.

1978

Phase-wise commissioning of India's first cross-country crude oil pipeline from Salaya to Mathura begins; single-point mooring (SPM) set up at Salaya.

1981

- Digboi refinery and Assam Oil Company's (AOC) marketing operations vested in IndianOil as Assam Oil Division (AOD).
- Commissioning of Salaya-Mathura crude oil pipeline system.

1982

Mathura-Jalandhar product pipeline system commissioned in phases.

1983

- Mathura refinery inaugurated.
- Massive augmentation of LPG storage and distribution facilities undertaken.

1984

- Taluka kerosene depots commissioned for improved availability of kerosene in rural and hilly areas, in addition to Multipurpose Distribution Centres.
- Foreshore terminal commissioned at Kandla Port.
- Integrated Corporate Planning – a 10-year Perspective Plan and five-year Long Range Plan – initiated.
- Second SPM commissioned at Salaya.

1985

New office complex for registered office of the Corporation in Mumbai completed.

1986

A new foreshore terminal commissioned at Chennai.

1987

Test marketing of compact five-kg LPG cylinders begins in Garo hills and Kumaon region.

1990

First LPG bottling plant of AOD commissioned at Silchar.

1993

- New-era micro-processor based Distributed Digital Control Systems begin replacing pneumatic instrumentation in refineries.
- Avi-Oil India Ltd incorporated as a JV company with Nyco SA of France and Balmer Lawrie of India.

1994

- India's first hydrocracker commissioned at Koyali refinery.
- First overseas office established at Dubai.
- Four per cent equity divested by the Government of India in favour of mutual funds, banks, FIIS, NRIs, etc.

1995

- Five per cent equity shares issued in favour of employees; listing of equity shares on Bombay Stock Exchange.
- IndianOil Institute of Petroleum Management at Gurgaon inaugurated.

1996

- Modernisation of vintage Digboi refinery to state-of-the-art completed.
- State-of-the-art LPG import terminal commissioned at Kandla.
- Kandla-Bhatinda product pipeline inaugurated.

- Indian Oiltanking Ltd incorporated as a JV company with Oiltanking GmbH Germany and IBP Co Ltd.

1997

- Business development receives renewed thrust with new functional group.
- Petronet India Ltd incorporated as a JV company with BPC, HPC and others.

1998

- Phase-wise dismantling of Administered Pricing Mechanism (APM) begins; refining sector out of APM ambit with effect from 1 April.
- IndianOil Board reconstituted as a 'Navaratna' Board with induction of five part-time non-official independent directors.
- Panipat refinery commissioned.
- Haldia-Barauni crude oil pipeline commissioned.
- Petronet LNG Ltd incorporated as a JV company with BPC, GAIL and ONGC.
- IndianOil Petronas Pvt Ltd incorporated as a 50:50 JV company with Petronas (Malaysia).

1999

- Government of India divests 9.11 per cent of the total equity in favour of ONGC.
- Vision and Mission statements adopted.
- Continuous supply of petroleum products ensured at the time of Operation Vijay in Kargil.
- Manthan IT re-engineering project for implementation of ERP and add-on packages launched.

2000

- 1999-2000 turnover crossed Rs 100,000 crore – first corporate in India to do so.
- The IndianOil Foundation, a non-profit trust, created to protect, preserve and promote the country's heritage.
- Government of India shares in Lubrizol India Ltd acquired; company becomes a 50:50 JV between IndianOil and Lubrizol Corporation of USA.

- State-of-the-art lube blending plant commissioned at Asaoti.
- Entered oil exploration & production as consortium partner with award of two blocks under Round-I of New Exploration Licencing Policy (NELP-I).

2001

- Digboi refinery completed 100 years of operation.
- Chennai Petroleum Corporation Ltd (CPCL) and Bongaigaon Refinery & Petrochemicals Ltd (BRPL) became subsidiary companies.
- Eight exploration blocks and two Coal Bed Methane (CBM) blocks awarded to an IndianOil-led consortium under NELP-II and CBM-I, respectively.
- IndianOil Mauritius Ltd (IOML) incorporated as first overseas subsidiary.

2002

- APM dismantled for marketing sector; pricing of petroleum products decontrolled.
- IBP Co Ltd acquired with management control.
- Barauni refinery expansion project completed.
- Haldia-Barauni crude oil pipeline augmented from 4.2 to 7.5 MMTPA.
- Branchline on Barauni-Kanpur product pipeline to Lucknow commissioned.
- New-generation branded auto fuels introduced.
- Lanka IOC Pvt Ltd (LIOC) incorporated as a wholly-owned subsidiary.

2003

- Gasohol, five-per cent ethanol-blended petrol, introduced in select states.
- Indmax unit commissioned at Guwahati refinery for enhancement of light distillates yield.
- IndianOil Technologies Ltd incorporated to market the Corporation's intellectual property.
- LIOC commenced retail operations in Sri Lanka; became first Indian petroleum

company to begin downstream marketing operations overseas.

2004

- Marketing of re-gassified LNG commenced.
- IOML's state-of-the-art oil storage terminal commissioned at Mer Rouge port, Mauritius.
- The world's largest single-train kerosene-to-LAB (Linear Alkyl Benzene) plant commissioned at Koyali refinery.
- Panipat-Rewari product pipeline commissioned.
- LIOC created history on Colombo Stock Exchange as the biggest ever equity issue in Sri Lanka; IPO offering 25 per cent stake oversubscribed 11.6 times on the first day.

2005

- Exploration & production sharing agreement signed with the National Oil Corporation of Libya for a block in the Sirte basin.
- Mathura refinery became first Indian refinery to produce Euro-III compliant diesel, with the commission of diesel hydrotreater. Also commissioned India's first petrol quality upgradation unit to produce Euro-III compliant petrol.
- Direct chartering of ships commenced for petroleum imports.
- Green Gas Ltd incorporated as a JV company with GAIL, IDCS and ILFS.

2006

- World-scale Paraxylene/Purified Terephthalic Acid (PX/PTA) plant commissioned at Panipat as mother plant for polyester industry.
- Chennai-Trichy-Madurai product pipeline dedicated to the nation.
- Kandla-Bhatinda product pipeline converted to crude oil service; renamed as Mundra-Panipat pipeline.
- Koyali-Dahej pipeline commissioned for product exports.
- IndianOil Blending Ltd (IOBL) merged with parent company.

- Indo Cat Pvt Ltd incorporated as a JV company with InterCat, USA.
- IndianOil Skytanking Ltd incorporated as a JV company with Indian Oiltanking and Skytanking, Germany.
- IOC Middle East FZE incorporated in UAE as an overseas subsidiary.
- Suntera Nigeria 205 Ltd incorporated as a JV Company with Oil India and Suntera Resources, Cyprus.

2007

- 2006-07 turnover crossed Rs 200,000 crore mark – only corporate in India to do so.
- Panipat refinery capacity doubled from six to 12 MMTPA.
- Marketing subsidiary IBP Co Ltd merged with parent company.
- Facilities for handling heavy crude oil commissioned at Mundra; branch pipeline laid from Lasariya to Chittaurgarh on Sidhpur-Sanganer product pipeline.
- Concept of 'LNG at the doorstep' launched for customers located away from gas pipelines.
- Lanka IOC commissions Lube Blending Plant, and laboratory for testing fuels and lubricants at Trincomalee.

2008

- First LPG pipeline commissioned from Panipat to Jalandhar.
- Servo lubricants launched in Oman.

2009

- 'New Vision with Values' adopted.
- Paradip-Haldia crude oil pipeline commissioned, with SPM.
- Mundra-Panipat crude oil pipeline augmented from six to nine MMTPA.
- Bongaigaon Refinery & Petrochemicals Ltd merged with parent company.
- IndianOil-CREDA Bio-fuels Ltd incorporated as a JV company with Chattisgarh Renewable Energy Development Agency.