

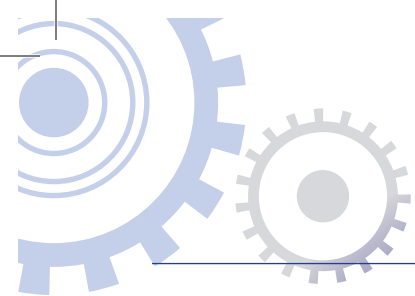
ANNUAL REPORT 2020-21

MAHARATNA



ENERGIZING
INDIA'S GROWTH
ENGINES!





ENERGIZING INDIA'S GROWTH ENGINES!

To say that the year 2020-21 was tumultuous would be an understatement. As the killer coronavirus landed on the shores of the nation and began spreading like a wildfire, businesses were shuttered and streets wore a deserted look. An inky-dark gloom descended, clutching the entire nation in an ominous grip.

With the sudden onset and the shocking speed of spread of SARS-CoV-2 virus, apprehension and uncertainty clouded the cumulative conscience of the nation. And at stake was nothing less than the stability and day-to-day functioning of communities.

Given the rapidly evolving pandemic scene, Bharat Petroleum lost no time and swung into action on war footing, mounting a resounding response to tame the worst impacts of the pandemic.

Our diverse petroleum product portfolio and the massive nationwide presence meant that every step we took towards keeping the nation energised diluted the influence of the pandemic on the society in multiple ways.

Throughout this pandemic, our foresight, swiftness and unwavering resilience have defined our resolute efforts in serving communities uninterrupted during the lockdowns, keeping the wheels of the nation in motion.

Our frontline COVID warriors went beyond the call of duty and kept our depots and fuel stations operational, while our Refineries and LPG bottling plants kept humming, ensuring seamless production and supply of fuel for the country. Rising to the occasion, our supply chain partners have stood shoulder-to-shoulder with the Corporation in this crucial endeavor. Apart from serving our customers seamlessly during this unprecedented upheaval, the BPCL family also provided humanitarian assistance to our brethren in need – the stranded migrant workers returning to their hometowns during the initial lockdown – which is among the several grassroots initiatives we have undertaken during these trying times.

Putting the interests of the citizens first and foremost is the foundation on which we have built our edifice, and this is our solemn duty as well as privilege.

The glorious history of Bharat Petroleum is replete with our determination to overcome challenges of all kinds. And even though the COVID pandemic is far from over, our diligent and concerted efforts have proved us as an equal match to the challenge.

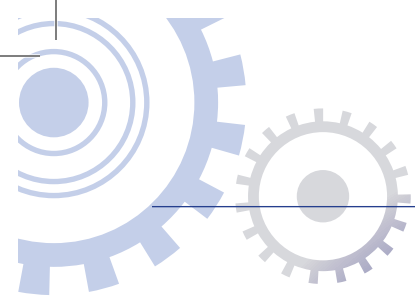
Energy has a direct multiplier effect on every segment of the economy and it is the force that underpins the growth of all industrial sectors. When the nation entered a stage-wise unlock phase, Bharat Petroleum quickly resumed project activities involving layouts worth thousands of crores of rupees across the entire value chain, thus boosting employment and accelerating the process of economic recovery.

Furthermore, the Corporation is catalysing 'new' growth by supporting novel concepts of budding entrepreneurs through funding and nurturing of several promising new-age start-ups, with the aim to turn them into multiple hubs around which relevant ecosystems can evolve and flourish. With this quest to foster innovation, along with sustained efforts in the core areas, Bharat Petroleum is energising India's myriad growth engines.



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CHAIRMAN'S LETTER

Dear Shareowners,

Hope this finds you and your loved ones safe and healthy!

The year 2020-21 will perhaps be forever etched in our memory as a very difficult year for the havoc it wreaked on lives and livelihood. However, as with all types of crises, the period also saw some exceptional performances and will be remembered for the strengths and resilience it brought out in us.

It is with immense pleasure and pride that I share with you the stupendous financial performance of your Company during the year. Your Company created history, recording the highest ever Profit Before Tax of ₹22,618 crores and Profit After Tax of ₹19,042 crores on a standalone basis, as against ₹2,671 crores and ₹2,683 crores respectively, in the previous year. Even after excluding the one-time gain on the sale of stake in Numaligarh Refinery Limited and other Exceptional Items, the Profit Before Tax is the highest at ₹16,169 crores. The strong refining and marketing margins and inventory gains have contributed to this stellar performance. As regards physical performance, the pandemic related demand disruptions resulted in a decline in refinery throughput to 26.40 MMT and market sales to 38.74 MMT, lower by 17% and 10% respectively, as compared to last year, which was in line with the Industry. In the backdrop of such exceptional financial performance, the Company has rewarded its shareholders with the highest ever dividend of ₹79 per share (including a one-time special dividend of ₹35 per share in final dividend).

More than a year into the pandemic, the world continues to face its subsequent waves, affecting lives as newer mutants of the virus emerge. The uncertainty surrounding the pandemic is far from over, even though the development of vaccines and medicines have given a ray of hope. However, the extent and efficacy of vaccination and the reform initiatives by the governments hold the key to successfully emerge out of the crisis and to get back on to the path of a sustainable economic growth.

It is in these difficult times that lies the test of one's strength and tenacity. Your company stood strong in the adversity and navigated successfully through the challenges posed by the crisis. A true Corporate Citizen, BPCL has been at the forefront of service to the society, ensuring uninterrupted supply of petroleum products at all times and contributed immensely towards nation building and fight against the disease, including support

to Government initiatives like supply of oxygen from refineries and PSA oxygen plants to hospitals. The Company continued its operations with utmost safety at all touch points and deployed all possible means to minimize the impact of disruption on its performance – physical and financial. The Company extensively focused on improving efficiencies, optimizing costs, recalibrating resource allocation, strengthening systems and processes and fortifying risk management besides exploring profitable growth opportunities in the changing business and energy landscape.

Undeterred by the impediments caused by the pandemic, your Company concentrated on project execution and achieved completion/commissioning of many projects. The flagship Propylene Derivative Petrochemical Project at Kochi Refinery started commercial production. Augmenting its marketing strength, BPCL commissioned 2,444 new Retail Outlets (ROs) during the year 2020-21 in the target areas – the highest in a year in the history of the Company. Completion of the Haldia LPG Import Terminal and Pune Haveli POL Terminal has further bolstered our marketing infrastructure.

During the year 2020-21, your Company took some landmark decisions in the direction of consolidating its interests in Subsidiary companies. Towards augmenting its refining portfolio and drawing logistics and operational synergies, your Company engaged with the Joint Venture partner O.Q.S.A.O.C. ("OQ", formerly known as Oman Oil Company S.A.O.C.) for acquiring its 36.62% shareholding in Bharat Oman Refineries Limited, paving the way for making it a 100% subsidiary from the existing 63.38% stake, which was completed in June 2021. Further, streamlining the corporate structure and facilitating efficient utilization of capital and resources for swifter scale-up of gas business, your Company has decided to merge the wholly owned gas subsidiary – Bharat Gas Resources Limited with itself and taken steps in this regard. These transactions are expected to create greater synergistic value in due course of time.

Digitalization has always been a strategic imperative and a key focus area for BPCL. I am happy to inform you that your Company has taken a major leap in extensive proliferation of digitalization through its Project Anubhav initiative, which aims to fortify BPCL's marketing prowess, provide support in terms of further customer engagement and add to business process efficiencies. Through various digital solutions, the Company is redefining customer



experience with multiple offerings, a few of which have been launched and many more are to be launched shortly. Concomitantly, the digitalization of the entire supply chain and operations will enhance transparency, cost-competitiveness, agility and customer focus.

With the aim to right-size the organization and reduce redundancies while retaining the requisite talent, BPCL successfully implemented the Voluntary Retirement Scheme, which saw overwhelming response. Further, in the backdrop of the impending disinvestment, the Company offered upto 2% of BPCL's shares at a discount to eligible employees through an Employee Stock Purchase Scheme in recognition of their loyalty and contribution.

Health, Safety, Security and Environment continues to be our topmost priority and forms the foundation of all our endeavors. We firmly believe in 'Profitability with Sustainability' and aim at conducting all our operations in a safe and socially-environmentally responsible manner.

Ambitious and progressive, your Company constantly looks for opportunities to grow and generate higher value. The Company is fully seized of the evolving energy scenario and changing customer preferences and has been recalibrating its strategies to remain relevant today and become future-ready. Aligned with national priorities and committed to a greener environment, BPCL is expanding its footprints in biofuels, gas and renewables space and has drawn up ambitious plans towards scaling it up.

In line with the Government of India's (GOI) decision, your Company has completed the disinvestment of its 61.65% stake in Numaligarh Refinery Limited in March 2021. The stake sale has resulted in substantial gains, which has enabled distribution of record dividend to shareholders.

With respect to the disinvestment of GOI's entire stake in the Company, the transaction has progressed to next stages, with Qualified Bidders currently accessing the data room and conducting due diligence. As I have been mentioning, the disinvestment, in the hands of the right acquirer, will unlock tremendous value for all stakeholders and will be a major stepping stone towards realizing our vision of becoming one of the 'Most Admired Global Energy Companies'.

We owe our strong performance and continued growth to all our leaders, employees, business partners, vendors, bankers and other stakeholders. I would like to place on record my deepest gratitude for their unstinted support, unswerving loyalty and valuable contribution, which has helped us achieve so much and inspired us to aspire for more. I would also like to thank the Ministry of Petroleum and Natural Gas for all the help and guidance. I profusely acknowledge and appreciate the confidence reposed by the investors in BPCL management, which is a continuous source of our strength and encouragement.

As I conclude, I urge you to take necessary precautions and follow COVID-appropriate behavior and guidelines. Together we can defeat this invisible enemy and also weed out any other challenges in our relentless pursuit to create a better tomorrow.

Wishing you and your family members a safe and healthy living.

K. Padmakar
Chairman & Managing Director



BOARD OF DIRECTORS



K. PADMAKAR
Chairman & Managing Director
(w.e.f. 1.9.2020)
Director (Human Resources)



D. RAJKUMAR
Chairman & Managing Director
(up to 31.8.2020)



ARUN KUMAR SINGH
Director (Marketing) with additional charge of
Director (Refineries) and Director (Finance)



N. VIJAYAGOPAL
Director (Finance)
(up to 31.7.2021)



R. RAMACHANDRAN
Director (Refineries)
(up to 31.8.2020)



DR. K. ELLANGO VAN
Principal Secretary (Industries & NORKA)
Govt. of Kerala



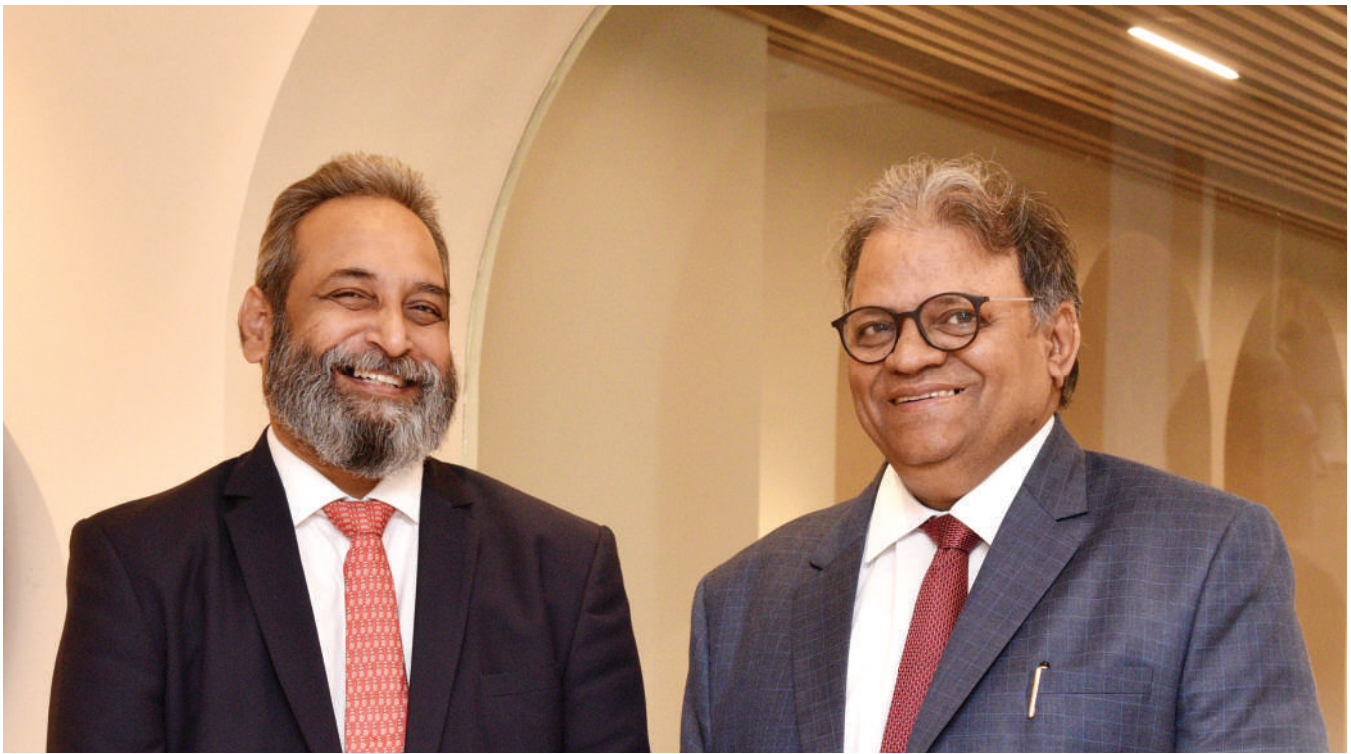
RAJESH AGGARWAL
Additional Secretary & Financial
Advisor, MoP&NG



VINAY SHEEL OBEROI
Independent Director
(up to 9.4.2020)



HARSHADKUMAR P. SHAH
Independent Director



(L to R) : Mr. K. Padmakar, Chairman & Managing Director and Director (Human Resources)
Mr. Arun Kumar Singh, Director (Marketing) with additional charge of Director (Refineries) and Director (Finance)

BANKERS

- State Bank of India
- Standard Chartered Bank
- BNP Paribas
- Union Bank of India
- Bank of India
- Deutsche Bank
- ICICI Bank
- HDFC Bank
- IDBI Bank

AUDITORS

M/s. CVK & Associates
2, Samarth Apartments,
Ground Floor,
D. S. Babrekar Road,
Off Gokhale Road (North),
Dadar (W), Mumbai 400 028

M/s. Borkar & Muzumdar
21/168, Anand Nagar,
Om C. H. S.,
Anand Nagar Lane,
Vakola, Santacruz (East),
Mumbai 400 055

SHARE TRANSFER AGENT

Data Software Research Co.
Pvt. Ltd.
19 Pycrofts Garden Road,
Nungambakkam,
Chennai 600 006.

REGISTERED OFFICE

BHARAT PETROLEUM CORPORATION LTD.

CIN: L23220MH1952GOI008931

Bharat Bhavan, P. B. No. 688, 4 & 6 Currimbhoy Road,
Ballard Estate, Mumbai 400 001

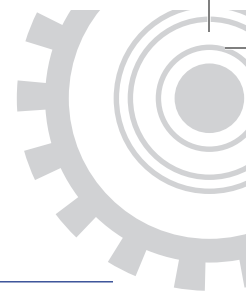
Phone: 2271 3000 / 4000 • Fax: 2271 3874

Email: info@bharatpetroleum.in • Website: www.bharatpetroleum.in



MANAGEMENT TEAM

Mr. A.K. Tiwari	Chief Vigilance Officer	Mr. P. K. Bhowmick	Chief Procurement Officer (Refineries)
Dr. D.C. Patra	Executive Director (Planning)	Mr. P. K. Ramanathan	Chief General Manager Logistics & Ops. (LPG), HQ
Mr. D. V. Mamadapur	Executive Director (International Trade)	Mr. P. Sudhahar	Head Projects (Gas)
Mr. G. Krishnakumar	Executive Director (Lubes)	Mr. Pushp Kumar Nayar	Head Supply Chain Management (Lubes)
Mr. Kurian Parambi	Executive Director (HR)	Mr. Rajiv Dutta	Head (Retail), North
Mr. L. R. Jain	Executive Director (E&P)	Mr. Ramakrishnan N.	Chief General Manager (Finance), Mumbai Refinery
Mr. M. A. Khan	Executive Director (Corporate Coordination & Development)	Mr. Ramakrishnan T. N.	Chief General Manager Rural Initiatives (Retail)
Mr. M. R. Subramoni Iyer	Executive Director (Mumbai Refinery)	Mr. Ramesh S.	Head (Infra T/F), HQ
Mr. Manoj Heda	Executive Director (Corporate Finance)	Mr. Ravikumar V.	Chief General Manager (Research & Development)
Mr. N. Shukla	Executive Director (Planning)	Mr. R. Sundaravadhanan	Head Business Process Excellence Centre (BPEC)
Mr. P. Anilkumar	Executive Director (Information Systems)	Mr. Ravindra V. Deshmukh	Chief General Manager (QCC), HQ
Mr. Priyotosh Sharma	Chief Procurement Officer (CPO Marketing)	Mr. Sanjeeb K. Paul	Chief General Manager (Biofuels)
Mr. P. S. Ravi	Executive Director (Retail)	Mr. Sanjeev Agrawal	Chief General Manager (Retail Engg & Compressed Bio Gas Project), RHQ
Mr. P. V. Ravitej	Executive Director In-Charge Refineries	Mr. Sanjeev Raina	Chief General Manager (HSSE), Sewree
Mr. R. P. Natekar	Executive Director (Planning & Corporate Affairs) I/C	Ms. Sarah Thomas	Chief General Manager (Emp. Relations), Kochi Refinery
Mr. R. R. Ghalsasi	Executive Director (Refineries Projects Org.)	Mr. Shelly Abraham	Chief General Manager (IT) Crude
Mr. Sanjay Khanna	Executive Director (Kochi Refinery)	Mr. Shrikant Yadwadkar	Head Marketing (Gas)
Mr. Santosh Kumar	Executive Director (LPG)	Mr. Senthilkumar G.R.	Chief General Manager Technology, Kochi Refinery
Mr. Subikash Jena	Executive Director (I&C)	Mr. S. Mehrishi	Chief General Manager (IS), Kochi Refinery
Mr. Sukhmal K. Jain	Executive Director (Gas)	Mr. Sreekumar R.	Chief General Manager I/C (SCO)
Ms. Teresa Naidu	Executive Director (Internal Audit)	Mr. Sreeram A.N.	Chief General Manager (Project Technical & Petchem)
Mr. T. Peethambaran	Executive Director (Digital Business)	Mr. Srikanth S.	Chief General Manager (SCO)
Mr. Vijay Ranjan	Executive Director (Aviation)	Mr. Sriram S.	Chief General Manager (Engg. & Advisory Services), Kochi Refinery
Mr. V. Jacob	Executive Director (Quality Control Cell)	Mr. S. Srinivasan	Chief General Manager Sales (I&C), HQ
Mr. Abhay Shah	Chief General Manager Marketing I/C (Lubes), HQ	Mr. S. S. Sontakke	Head Logistics (Gas)
Mr. Akash Tiwari	Chief General Manager Bus.Dev.(I&C), HQ	Mr. Subhankar Sen	Chief General Manager (Retail Initiatives & Brand), Retail HQ
Mr. Anurag Saraogi	Chief General Manager Biofuels (Retail), HQ	Mr. Subhasis Mukherjee	Chief General Manager (Internal Audit)
Mr. A. R. Shah	Chief General Manager (Projects & Projects Procurement), Mumbai Refinery	Mr. Sunil Kumar	Chief General Manager (E & AS), Mumbai Refinery
Mr. Arul Muthunathan V.	Chief General Manager (RNP & RE), HQ	Mr. Suresh John	Chief General Manager (Projects Procurement)
Mr. Bibhudutta Mishra	Chief General Manager (Coordination)	Mr. Syed Abbas Akhtar	Chief General Manager (PR & Brand)
Mr. Biju Gopinath	Head, New Businesses	Mr. T. V. Pandiyan	Regional LPG Manager, West
Mr. Chacko M. Jose	Chief General Manager (Operations), Kochi Refinery	Mr. T. V. Rama Rao	Chief General Manager IS & Digital Strategy I/C (MR & KR), Mumbai Refinery
Mr. Chandrasekhar N.	Chief General Manager (Operations), Mumbai Refinery	Mr. Vijay N. Tilak	Chief General Manager Sales & LPG Marketing Strategy, HQ
Mr. Debashis Ganguli	Chief General Manager (P&AD), Lubes	Mr. V.R.K. Gupta	CFO With Additional Charge of Head Corporate Treasury
Mr. Deepak Jha	Chief General Manager OEM (Lubes)	Ms. V. Srividya	Chief General Manager (Retail), HQ
Mr. Dinabandhu Mandal	Chief General Manager Logistics I/C (Retail), HQ	Mr. Anil Ahluwalia	General Manager I/C (ESE)
Ms. Geeta V. Iyer	Chief General Manager (Finance), Kochi Refinery	Ms Anu Mohla	General Manager I/C (Legal), HQ
Mr. K. Ajith Kumar	Chief General Manager (Projects), Kochi Refinery	Ms Kala V.	Company Secretary
Mr. Kani Amudhan N.	Chief General Manager Pipelines (Ops. & Projects)	Mr. Rajiva R. Mandal	General Manager I/C Vigilance
Mr. K. Ravi	Head (Retail), West	Mr. Sameet Pai	General Manager (Corporate Strategy)
Mr. Kurian P. Alapatt	Chief General Manager I/C (HR), Kochi Refinery		
Mr. Mahadevan Easwaran S.	Chief General Manager (Marketing Corporate)		
Mr. Mathews M. John	Chief General Manager Technology, Mumbai Refinery		
Mr. M. R. Chaturvedi	Chief General Manager (HRD)		
Mr. M. Sankar	Chief General Manager Manufacturing, Kochi Refinery		
Mr. Pardeep Goyal	Chief General Manager Projects CNG (Gas)		



VISION

- We are the most admired global energy company leveraging talent and technology
- We are the first choice of customers, always
- We exploit profitable growth opportunities outside energy
- We are the role model for Health, Safety, Security & Environment
- We are a great organisation to work for
- We are a learning organisation
- We are a model corporate entity with social responsibility

VALUES

- **Trust** is the bedrock of our existence
- **Customer Centricity** is intrinsic to our achievements
- **Development of People** is the only way to success
- **Ethics** govern all our actions
- **Innovation** is our daily inspiration
- **Collaboration** is the essence of individual action
- **Involvement** is the way we pursue our organisation goals

CULTURE

- We remain result focused with accountability for governance
- We collaborate to achieve organisational goals
- We enroll people through open conversations
- Our every action delivers value to the customer
- We proactively embrace change
- We care for people

MISSION

- Participate prominently in nation-building by meeting its growing energy needs, and to support this endeavour, pursue the creation of economic surplus by efficiently deploying all available resources and aiming towards global competitiveness in the energy sector
- Strengthen and expand areas of core competencies throughout the country, total quality management in all spheres of business and maintain the status of a leading national company
- Create awareness among people on the imperatives of energy conservation and efficient consumption of petroleum resources, by disseminating information through appropriate media
- Availing ourselves of new opportunities for expansion / diversification arising from the liberalisation of the economy to achieve a global presence
- Promote ecology, environmental upgradation and national heritage

PERFORMANCE HIGHLIGHTS

Gross Revenue from Operations is ₹ 3,01,864.98 Crores

Refinery throughput is 26.40 MMT

Market sales including exports is 40.69 MMT

Net profit is ₹ 19,041.67 Crores

Market share is 24.35%

