



# **Vedanta Resources plc Corporate Presentation**

**September 2015** 

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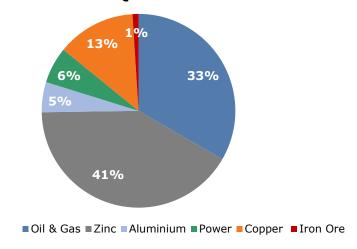
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## **Vedanta: A Global Diversified Natural Resources Company**

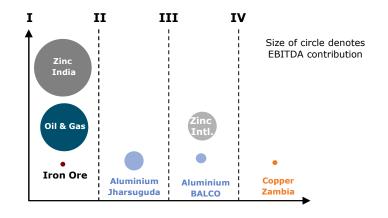


- Portfolio of large, structurally low cost, long life Tier-I assets:
  - Significant near term growth with well invested asset base not requiring large capex
  - Well positioned to capitalize on India's and Africa's growth and natural resource potential
- Operations across India, Africa, Australia and Europe
- FY2015 EBITDA of US\$3.7bn
- Focus on disciplined capital allocation and balance sheet management
- Positively contributing to India¹:
  - Contribution of US\$4.6bn to Indian Exchequer
  - Direct and indirect employment to c.82,000 people
  - Community investment of c. US\$42mm benefiting
     c. 4mn people globally

# Diversified Business Model.... EBITDA Mix<sup>2</sup> for Q1 FY2016



# ....With >70%EBITDA from low cost assets providing resilience to market volatility<sup>2,3</sup>



Note: 1. Numbers for FY2015

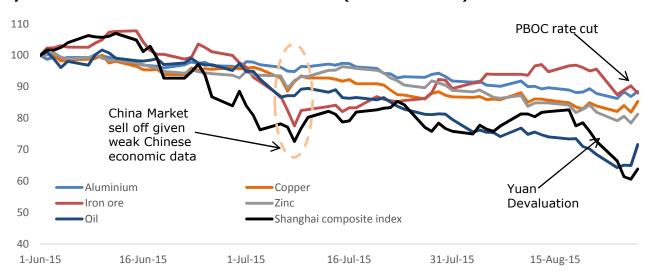
<sup>2</sup> Excluding one time provision relating to Renewable Power Obligation of US\$65mn

<sup>3.</sup> Cost Position based on reported Q1 FY2016 COP

## Recent volatility in commodities mainly driven by China

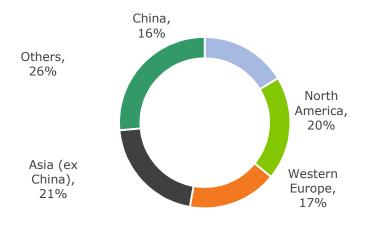


### Commodity Price Performance & Chinese Stock Index (rebased to 100)

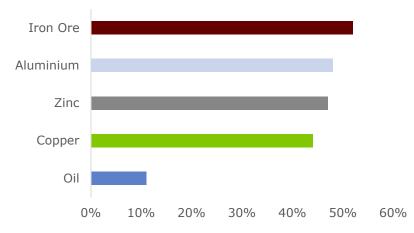


	ΔYTD	Δ 3m
Aluminium	-13%	-9%
Copper	-18%	-15%
Iron Ore	-15%	-8%
Oil	-21%	-25%
Zinc	-18%	-16%

### China accounts for 16% of world's GDP......



### ..... But c.50% of world's base metal consumption



Source: Bloomberg as of 31st August 2015, IMF, Bloomberg intelligence, BP statistics

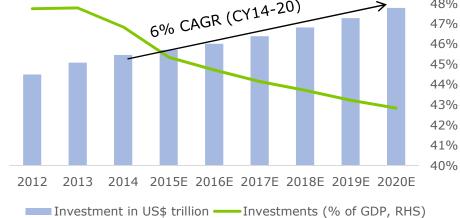
## China: Recalibration of economy and growth



## "Soft landing" for China

- New normal: shifting from high speed growth to moderate growth
- Lower growth on higher base
  - Investment to GDP peaked, but absolute investment growth is healthy
  - Shifting to consumption led growth
- Recent volatility in markets as economy moderates, driving fear of a "hard landing"
- Urbanization and population growth in India, Africa and Middle East to partially offset moderation in Chinese demand

### China Investment in absolute to grow at 6% CAGR 8.0 49% 6% CAGR (CY14-20) 48% 7.0 6.0 5.0



Source: IMF estimates

4.0

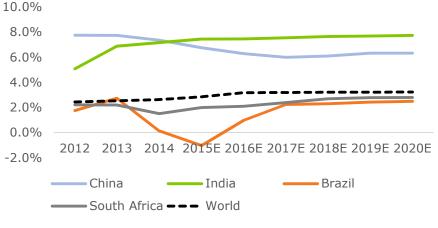
3.0

2.0

1.0

0.0

### **GDP** growth forecast %



Source: IMF estimates

# Oil: Volatility in short-term, with stability and improved market dynamics in medium term

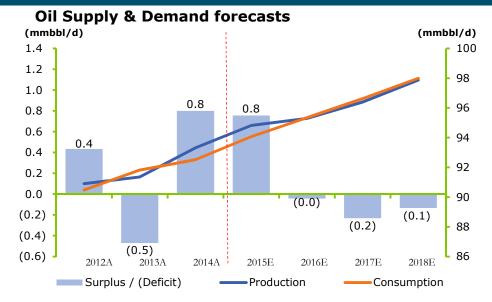


### **Current Demand and Supply Dynamics**

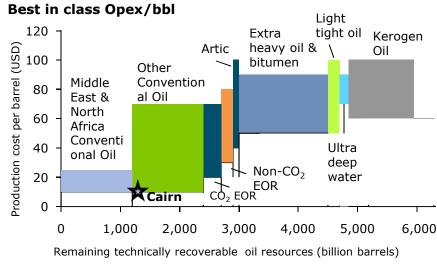
- Over supply has resulted in prices falling by c.50% last year
- Iran could add to over-supply in the market
- US domestic production increased from 5.4 mb/d (2009) to 8.7mb/d (2014), but recent data suggests some drop in production
- Current supply surplus is not material in context of overall world oil demand
- Global energy demand is expected to continue to rise, driven by India, Middle East and China

### **Vedanta-Cairn: Low cost of production**

- Best in class opex at US\$5.2/boe for water flood in Rajasthan
- Engaging with Government to:
  - Review levies given the shift in oil prices
  - Realise fair value of Rajasthan crude
- Application of microseismic hydrofrac monitoring technology in Barmer Hill for the first time in India
- Further efforts on cost reduction and capex under review
- Drilling and field services costs are declining
- Rajasthan FY16 production expected to remain stable at FY2015 level



Source: Broker reports



Source: IEA, 2013

## Aluminium: Cost curve suggests 50%+ of world's capacity at loss



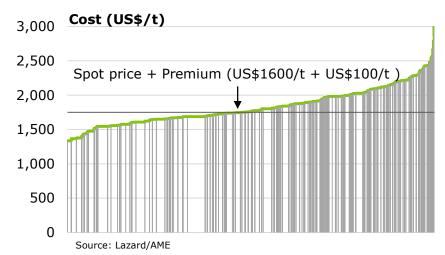
### **Current Demand and Supply Dynamics**

- Sharp rise in Chinese exports causing short-term market saturation
- Cost curve suggest >50% of world capacity at loss based on current LMF + Premium
- Capacity closures by Rusal, Alcoa and other major producers
- Additional capacity cuts required for balanced market

## Vedanta taking bold decisions in the current low price environment

- Disciplined approach towards smelter ramp-up in light of current market volatility
  - Jharsuguda-II: ramp up of 1<sup>st</sup> line of 312kt to commence in Q2
  - BALCO -II (325 kt) Start up of additional pots on hold
  - Post detailed review, BALCO 72kt rolled product plant to be shut
- Decline in seaborne alumina prices, partial capacity reduction at Lanjigarh Alumina refinery
- Taking advantage of strong domestic demand and INR depreciation
- Aggressive cost reduction drive through operational efficiency, workforce reduction, product mix optimization, procurement and synergies across locations
- Aluminium Association of India engaging with GOI on increasing import duty in light of surging imports

### **Aluminium Cost Curve**





Molten Aluminium being poured in a Casting Machine at Jharsuguda

### **Zinc: Attractive Fundamentals**



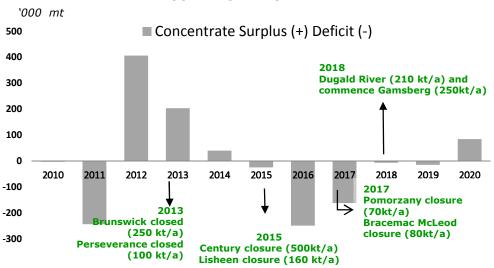
### Zinc market is expected to be in a state of deficit

- Zinc has strong fundamentals in the commodity complex; recent fall in Zinc prices driven by the broader sell off in commodity markets
- c.5% of global mined zinc production to go offline by end of year with closure of Lisheen and Century mines
- Refined zinc demand exceeded supply in 2014, a trend set to continue till 2018
- Exchange stocks of refined zinc metal are at low levels

### **Vedanta: Well positioned in Zinc**

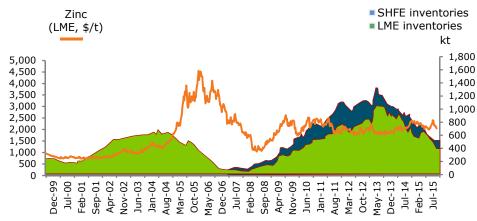
- 1mt of Zinc-Lead refined metal production, 350-400t of silver production expected in FY16
- RAM and SK shaft projects are progressing well
- Continued to maintain lowest decile COP in Q1 FY2016
  - Further efforts to reduce costs and improve underground mining efficiencies
- Zinc International's 250 kt Gamsberg Project: Modular approach followed with optionality to scale up
  - Negotiating lower capex costs with service providers in light of weak markets

### Concentrate deficit supporting zinc prices



Source: Wood Mackenzie LTO Q2 2015

### Lower refined zinc inventory levels



Source: Wood Mackenzie, Broker reports, Bloomberg, Fact Set as of 15 July 2015

## **Copper and Iron Ore**



### Copper market to witness supply deficit in the medium term:

Supply surplus partially offset by supply interruptions

### **Tuticorin Smelter**

- Smelter continues to maintain strong operational efficiency
- Positioned in the lowest cost quartile
- Strong TC/RC outlook and acid realizations

### **Copper Zambia: Turnaround in progress**

- Focused on ramping up production at Konkola
- Cost reduction initiatives underway: C1 cost at 213c/lb in Q1 FY2016 reduced from 221c/lb in Q4FY2015
- Working closely with Government on issues like VAT, power etc.

## Iron ore is oversupplied but a fundamental feedstock for steel

- Supply growth is expected to continue till 2016
- Modest Chinese demand growth expected through ongoing gradual economic stimulus and growing infrastructure investment

### Iron ore operations

- Mining in Goa to resume post monsoon
- Focus on cost reduction especially in areas such as logistics
- Working closely with the state government and concerned authorities to resolve:
  - Duplication of taxes: Goa Permanent Fund and DMF
  - Removal of export duty
  - EC limits/mining cap enhanced



Copper cathodes at Tuticorin smelter



Iron Ore Mine, Goa

### **Indian Government Committed to Reforms**



### What has happened?

- Electrifying India through 22,000Km transmission lines
- Highway projects of c.8,000km awarded (3,621Km in FY14)
- Record increase in Coal production

### **Government priorities and targets**

- Housing for all by 2022: 60 million houses in urban and rural areas
- Make in India: Import substitution and employment generation
- Digital India: Digitally empowered society and knowledge economy
- Smart cities: Large investment on urban infrastructure
- Power for all by 2019: Focus on energy efficiency, smart grids, coal and gas availability and renewable energy

### **Vedanta - Regulatory Updates**

- Iron Ore: Mining leases renewed at Goa, operations resumed at Karnataka and Goa, export duty reduced, supportive state government
- MMRDA Act passed: Provides for auction of natural resources; strong incentive for state government given auction revenue + DMF + 80% Royalty goes to the state's kitty
- O&G: Revenue sharing regime replacing production sharing model for auctioning marginal fields
- Coal block auctions initiated



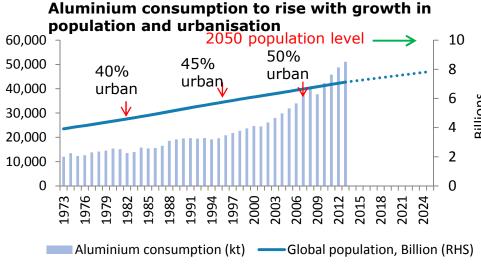


Lower inflation and interest rate cuts to fuel economic growth

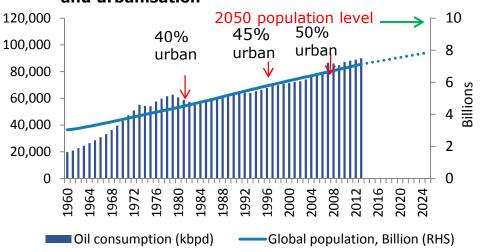
# Vedanta: Addressing current market volatility, well positioned to benefit from long term growth



- Diversified portfolio and high quality workforce have enabled us to endure previous down-cycles
- Continue to focus on optimizing assets, maintaining positive free cash flow and delivery of strategic priorities:
  - Series of initiatives to reduce costs
  - Maintain financial strength and complete debt refinancings well in advance
  - History of progressive dividends
  - Simplification of group structure
- Committed to creating value for all stakeholders



## Oil consumption to rise with growth in population and urbanisation



Source: World Bank, United Nations, World Aluminium Organization, World Steel Association and World Energy Outlook.

Population growth and rapid urbanization to drive metals and oil consumption





**Appendix** 

## Safety and Sustainability: Key to our Operations



### Safety

- Focus on bringing in a culture of Zero-Harm
  - Performance incentives linked to safety performance
  - Ensure effective implementation of Safety Standards

### **Environment**

- "Zero" Higher Category Environmental Incidents
- All companies implementing the Biodiversity Action Plans
- MoU with TERI¹ for Fly Ash utilisation and other hazardous as well as non hazardous waste
- Implementing WASH Safe access to Water, Sanitation and Hygiene programme

### Society

- First Tax Transparency Report published
- 250+ partnerships with NGOs, local governments, academia and private hospitals
- Supporting UN Women Empowerment Principles
- Implementation of action plans on UN Guiding Principles for Business and Human Rights

**LTIFR** (per million man-hours worked)





Road made of Cold-Setting Geopolymer Green Concrete at Lanjigarh

Note: 1. TERI: The Energy and Resources Institute

## **Entity Wise Cash and Debt**



### **Net Debt Summary (\$mn)**

	3	31 March 2014	1		30 Sept 2014	l .		31 March 201!	5
Company	Debt	Cash & LI	Net Debt	Debt	Cash & LI	Net Debt	Debt	Cash & LI	Net Debt
Vedanta plc <sup>1</sup>	8,323	16	8,307	7,532	59	7,473	7,707	34	7,673
КСМ	733	10	723	813	0	813	802	65	738
Vedanta Ltd. Standalone	5,011	427	4,585	5,407	519	4,889	4,574	135	4,439
Zinc International	-	169	(169)	-	189	(189)	-	137	(137)
Zinc India	-	4,345	(4,345)	-	4,478	(4,478)	-	4,937	(4,937)
Cairn India	-	3,912	(3,912)	-	2,732	(2,732)	-	2,857	(2,857)
BALCO	679	0	679	739	5	734	767	0	766
Talwandi Sabo	835	4	831	940	2	939	1,037	24	1,013
TSMHL <sup>2</sup>	1,190	8	1,181	1,680	166	1,514	1,679	9	1,670
Others <sup>3</sup>	100	47	53	123	23	100	102	12	90
Vedanta Ltd. Consolidated	7,815	8,912	(1,097)	8,889	8,112	777	8,159	8,111	48
Total (in \$mn)	16,871	8,938	7,9204	17,234	8,171	9,055⁵	16,668	8,210	8,460 <sup>6</sup>

#### Notes:

Debt numbers at Book Values, as of 31 March 2015. Since the table above shows only external debt, it does not include the following:

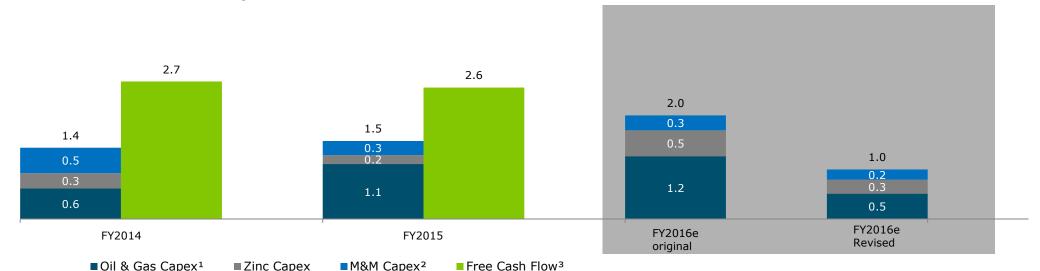
- \$2.6bn inter-company receivable at Vedanta plc from TSMHL. There was an accrued interest of \$16mn on the inter-company receivable, as of 31 March 2015.
- \$1.25bn two-year intercompany facility from Cairn India Limited to a wholly owned overseas subsidiary of Vedanta Ltd. in Q1 FY2015, which was fully disbursed during H1 at arm's length terms and conditions with an annual interest rate of LIBOR+300bps. The wholly owned overseas subsidiary has used the proceeds of \$1.25bn to pay \$450mn accrued interest and \$800mn of the principal of the separate intercompany debt extended from VED plc to SSLT.
- \$235mn receivable at plc from KCM
- Includes Investment Companies.
- Twin Star Mauritius Holdings Limited (SPV holding the 39.4% stake in Cairn India as on 31 March 2015).
- 3. Others include: CMT, Fujairah Gold, MEL, Sesa Resources Ltd, VGCB, and Vedanta Ltd. Investment companies.
- Includes \$14mn debt related derivative asset
- 5. Includes \$8mn debt related derivative asset
- 5. Includes \$2mn debt related derivative liability.

## **Optimising Capex to drive Cash Flow Generation**



- Free cash flow post growth capex of \$1bn in a volatile commodity price environment
- Prioritising capital to high-return, low-risk projects, to maximise cash flows
  - Oil & Gas
    - FY2016 capex revised from \$1.2bn to \$0.5bn
    - Retain the flexibility to invest further \$ 1.4bn as oil prices improve
  - Gamsberg Project Rephased
    - FY2016 capex revised from \$250mn to \$80mn

### **Cash Flow and Growth Capex Profile - \$bn**



### Notes:

- 1. Capex net to Cairn India; subject to Government of India approval; O&G refers to Oil & Gas
- 2. M&M refers to Metals and Mining and Power, excludes Zinc; excludes capex on Lanjigarh refinery expansion and Tuticorin smelter
- 3. Free cash flow after sustaining capex but before growth capex

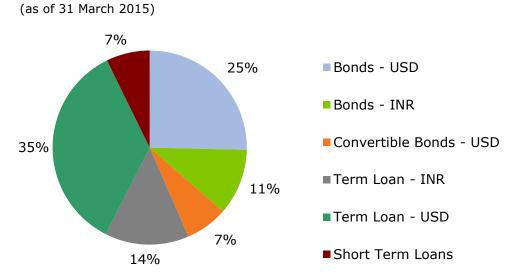
### FY2016 capex reduced from \$2bn to \$1bn

## **Strong Financial Profile**



- Credit rating of BB-/Ba3¹
- Cash and Liquid Investments of \$8.5bn, additional \$1.2bn undrawn committed lines of credit
- Debt profile: c.50% fixed, 50% floating rate; c.70% USDdenominated, 30% INR-denominated
- Vedanta Plc Debt maturities
  - FY2016: Refinancing in place
  - FY2017: Refinancing to be tied up in H2 CY2015

### Diversified Funding Sources for Term Debt



### **Term Debt Maturity Profile**



#### Notes:

- 1. Issue Credit rating of BB-(Negative) by S&P and Ba3(Negative) by Moody's.
- 2. Debt numbers shown at face value, excludes one-year rolling working capital facilities of \$732mn due in FY 2016.

## **Credit Metrics**



	FY2014	FY2015	Covenant
Net Debt/EBITDA	1.8x	2.3x	< 2.75x
EBITDA/Net Interest Expense <sup>1</sup>	8.4x	6.8x	> 4.0x
Net Assets/Debt	2.2x	1.9x	> 1.75x
Gearing <sup>2</sup>	30.6%	40.8%	
Gearing – pre-impairment <sup>2</sup>	30.6%	33.5%	

#### Notes:

<sup>1.</sup> Interest includes Capitalized Interest.

<sup>2.</sup> Gearing is calculated as Net Debt divided by the sum of Net Debt and Equity.

## **Currency and Commodity Sensitivities**



### Foreign Currency - Impact of a 10% depreciation in FX Rate

Currency	FY2015 Average FX rate	FY2015 EBITDA (\$mn)
INR/USD	61.1471	185.9

### **Commodity prices – Impact of a 10% increase in Commodity Prices**

Commodity	FY2015 Average price	FY2015 EBITDA (\$mn)
Oil (\$/bbl)	85	190.1
Zinc (\$/t)	2,177	198.0
Aluminium (\$/t)	1,890	138.8
Copper (\$/t)	6,558	108.6
Lead (\$/t)	2,021	28.2
Silver (\$/oz)	18.1	17.0

## **Inter-company Debt**



### **During FY2015**

- Cairn India lent \$1.25bn to a wholly owned overseas subsidiary of Vedanta Ltd
- Vedanta Ltd paid \$0.8bn towards principal payable to Vedanta plc, and \$0.45bn towards related accrued interest

### **Debt Service Liability**

(in \$mn)

Vedanta Resources plc	31 March 2014	31 March 2015	Annualized Interest Cost
Gross External Debt	8,511	7,891	c.500
Intercompany Receivable at Plc from Vedanta Ltd	(3,894)	(2,590)	(200)
Debt Service Liability	4,617	5,301	300

Vedanta Ltd. (excluding Cairn India)	31 March 2014	31 March 2015	Annualized Interest Cost
Gross External Debt	7,919	8,202	c.650
Intercompany Payable to Vedanta	3,894	2,590	200
Intercompany Payable to Cairn India	-	1,250	40
Debt Service Liability	11,813	12,042	890

Cairn India Ltd.	31 March 2014 31 March 2015	Annualized Interest Cost
Intercompany Receivable at Cairn India from Vedanta Ltd	- (1,250)	(40)

Notes: Debt numbers at Face Values. Annualized interest cost represents an approximate annual interest cost based on debt levels as of 31 March 2015, and excludes accretive interest on convertible bonds and amortisation of borrowing costs.

## Merger of Vedanta Ltd and Cairn India Ltd

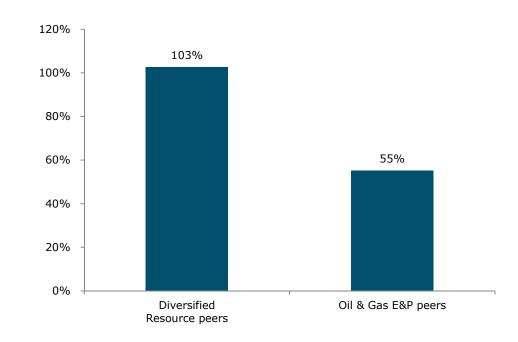


- Diversified portfolio de-risks earnings volatility and drives stable cash flows through the cycle
- Improved ability to allocate capital to highest return projects
- Greater financial flexibility to sustain strong dividend distribution
- Cost savings and potential re-rating to benefit all shareholders
- Stronger balance sheet lowers overall cost of capital
- Cairn India shareholders to participate fully in \$1.3bn of announced cost savings program

Event	Completion
BSE, NSE and SEBI approvals sought	☑ Q2 CY2015
BSE, NSE and SEBI approvals	□ Q3 CY2015
Vedanta plc posting of UK Circular	□ Q3 CY2015
Application to High Court in India	□ Q3 CY2015
Vedanta plc EGM	□ Q3 CY2015
Vedanta Limited and Cairn India shareholder meetings	□ Q4 CY2015
Foreign Investment Promotion Board approval	□ Q4 CY2015
High Court of India approval	□ Q1 CY2016
MoPNG approval	□ Q1 CY2016
Transaction Completion	□ Q1 CY2016

# Diversified commodity model has generated superior shareholder returns

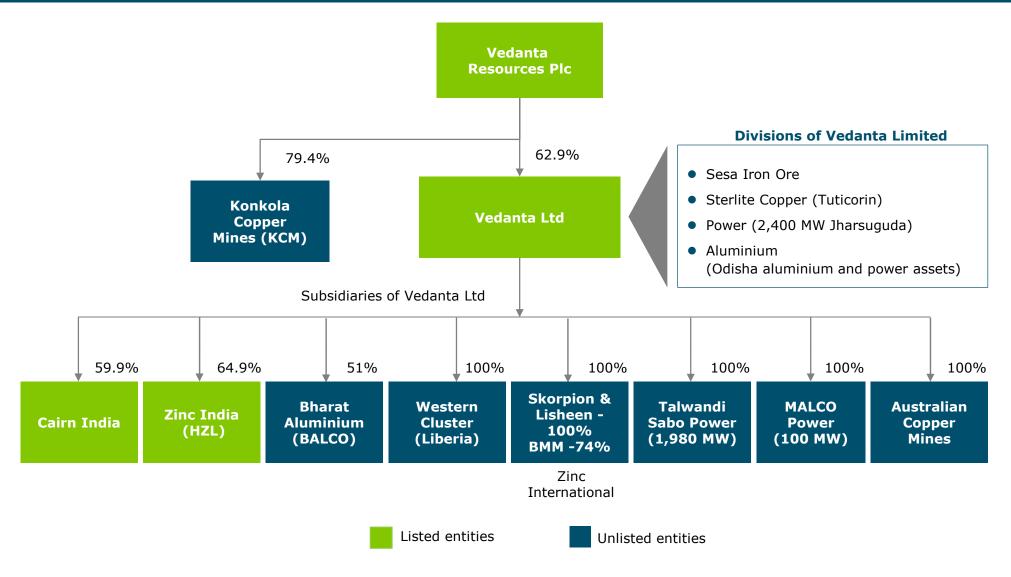
### 2005 – 2015 Total Shareholder Return (INR)



Source: Datastream as at 05 June 2015, shown on an INR basis. Diversified Resource peers include Anglo American, BHP Billiton, Freeport McMoran, Glencore, Rio Tinto, Teck Resources, Vedanta Resources plc. Oil & Gas E&P peers include mid-cap exploration and production companies with focus on production from emerging markets; includes DNO ASA, Genel Energy, Gulf Keystone Petroleum, Kosmos Energy, Maurel et Prom, Nostrum, Soco International and Tullow Oil

## **Group Structure**





Notes: Shareholding based on basic shares outstanding as on 30 June 2015