

Proshanto Banerjee

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PROFESSIONAL EXPERIENCE

More than 36 years of oil and gas industry experience in India. Served in senior management board positions of leading Indian companies including:

- GAIL(India) Ltd
- Indian Oil Corporation Ltd
- Mahanagar Gas Ltd
- Indraprastha Gas Ltd
- Indian Oil Blending Ltd
- The Kandla Port Trust

[DOB - 30.10.1947]

Areas of expertise include the ability to transform monopolistic and conservative organisations to dynamic outward-looking companies through:

- Strategic planning for business growth and image-makeover in competitive and de-regulated markets for petroleum products and natural gas
- Value creation and profit maximization by the use of innovative systems, bench-marking and emerging technologies
- Project planning, development and timely execution
- Human resource development to full potential
- Extensive networking at the highest levels of the Indian government and Indian and global industry leaders

Experience In The Indian Gas Sector

Served in a leadership position in GAIL, a USD 3.2 Bn. Forbes 2000 Company, integrated gas major with global presence in China, Egypt, Iran, Oman and Myanmar.

2001-2006

Chairman and Managing Director, GAIL (India) Ltd.

Key achievements in this time frame included:

- Instrumental in transforming GAIL from a "Gas Transmission Company" to an "Integrated Gas Major with Global Presence" through strategic business initiatives in the Gas Value Chain
 - Expanded the E&P business in India and globally
 - Expanded in the retail gas business through the inorganic route in India, Egypt and China
 - Instrumental in cross border gas sourcing
 - Diversified the company in the LNG value chain and Power
- Conceptualized the National Gas Grid Project in India (US\$ 4.4 Billion, 8000 km) to ensure a long term growth in gas transmission business. The project, which is under phased implementation, is designed to create a fundamental energy corridor in India, on which gas trading would take place in the future
- Lead Role in the successful negotiation of LNG Pricing with RasGas, Qatar and ensuring marketability of R-LNG
- Introduced effective operational management philosophy and cost management through benchmarking, TQM, Six Sigma, Customer Value Management, IT strategy, ERP and electronic transactions
- Launched the Asia Gas Partnership Summit, a premier, business focused, annual conference, promoted by GAIL, signifying the emergence of Asia as an important gas buying region. The conference has set a global standard and emerged as one important forum for the global gas industry to come together on a common platform

Orchestrated a turn around of a protected state-owned enterprise into a competitive global integrated gas major. Significant results delivered over the five years included:

- Growth in Revenues at a CAGR of 11.7% - from USD 2.1 Bn. in 2001 to USD 3.2 Bn. in 2006
- Growth in Net Profit at a CAGR of 18.1% - from USD 250 Mn in 2001 to USD 513 Mn. in 2006

- Increased the asset base (gross block) of the company by 70%
- Increase market capitalization at a CAGR of ~ 40%, translating into a USD 3.7 Bn increase in enterprise value 24-

Awards received included:

- Dunn and Bradstreet Award for the Best Company in the Natural Gas Sector 2006
- SCOPE Individual Award for Excellence in Public Sector 2007
- Global Platts' Industry Leadership Award 2005
- NPMP Award for Excellence in Project Management (for Dahej-Vijaipur Pipeline project) 2005
- Ernst & Young Award (for Indomitable Spirit of Enterprise and Outstanding Achievements) 2004
- SCOPE Award for Excellence in Public Sector Management 2004
- Ranked No.1 by Platts among Global Gas Utilities 2003

Experience In Petroleum Sector

Held several senior management positions across Marketing, Operations, Infrastructure & Planning and Information Technology over a 31-year stint in Indian Oil Corporation, a USD 41 Bn. FORTUNE 500, downstream petroleum company.

1995-2001

Executive Director, Indian Oil Corporation Ltd.

Key achievements in this time frame included:

Executive Director (Head, All India Operations And Infrastructure Development)

- Prepared detailed infrastructure development plan for the Marketing Division
- Created a floating virtual jetty to decongest Kandla port for the receipt of petroleum products
- Prepared blue-print for the facilities development at important "minor" ports of India

Executive Director (Head, Northern Region)

- Turned the region (area: 293,000sq km.) into the highest selling region with the turn over of USD 3.54Bn.
- Introduced servo shops as effective outlets for marketing automotive lubricants

Executive Director (Head, Western Region)

- Turned the region(area:98,000 sq km.) into the highest selling region with the turn over of USD 5.97 Bn.
- Wrested market share in automotive lubricants from *Castrol* (now merged with BP)
- Created facilities for blending ethanol with gasoline at Miraj depot for the first time in India
- Set up "Top Gear", a flagship company-operated retail outlet in Mumbai

1992-1995

General Manager (Chief Information Officer For Marketing Division)

Completely revamped the functioning of the IT group by:

- Introducing specific policies for hardware, software and training policies.
- Creating connectivity with all units of the company through modems.
- Developing and implementing special software for the Operation, Aviation and LPG departments

EDUCATION

Institute of Technology Varanasi, India

Bachelor of Technology: Major in Chemical Engineering

1969

Jamnalal Bajaj Institute of Management Studies, India

Masters in Management: Major in Marketing

1984

London Business School, United Kingdom

Senior Executive Programme: Focus on Strategic Leadership

1998

PROFESSIONAL MEMBERSHIPS

- Member Secretary (India), International Gas Union, Denmark
- Council Member, World Business Council for Sustainable Development
- Member, Society of Petroleum Engineers, USA
- Member, India Member Committee, World Energy Council, UK
- Member, Governing Council, Centre for Corporate Governance, India
- Member, Indian Institute of Chemical Engineers, India
- Member, Executive Board, Standing Conference of Public Enterprises, India
- Fellowship of Project Management Association, India
- Fellowship of World Academy of Productivity Science, Canada

PERSONAL DETAILS

- Age: 61 years
- Marital Status: Married
- Location Preferences: None

PAPERS PRESENTED

- "Challenges of Supplying Petroleum Products to a Population of 920 million" organized by Club Del Petrolia De Buenos Aires, Argentina in September 1996 at Buenos Aires
- "The logistics of LNG Trade & Transport- Critical Consideration for the fast growing Indian economy" in the conference "LNG Trade- Developing Strategies for Commercial Advantage" organized by Conference Connections in March 1997 at Kuala Lumpur
- "The Evolving role of GAIL in a Deregulated Scenario" in the Indian Oil and Gas Conference organized by The Energy and Resource Institute (TERI) in January 2002 in New Delhi
- "Pursuit of Excellence in Public Sector – A Personal Odyssey" in the Leadership Programme for management students organized by the Indian School of Business, Hyderabad in February 2002
- "Outlook for Gas and LNG Market Development in India" in the International Conference on "Cross Border Gas Trade" organized by International Energy Agency in March 2002 in Paris
- "Indian Gas Scenario-The Ground Realities" in the International Conference on "Oil and Gas Investment Opportunities in West Asia" organized by IBC Gulf Conferences in April 2002 in Muscat
- "Deregulation of Gas Sector : An Indian Perspective" in the Conference "Indo-French Seminar on Energy" organized by Embassy of France in February 2003 in New Delhi
- Keynote Speaker : "Indian Gas Scenario : Emerging Business Opportunities and Environmental Concerns" in the 22nd World Gas Conference 2003 organised by International Gas Union in June 2003 in Tokyo, Japan
- "Emerging Gas Markets" in the CII Distinguished Lecture Series organized by the Confederation of Indian Industry in September 2003 in New Delhi
- "Adaptive Enterprise" in the Economic Times Power Breakfast organized by The Economic Times in December 2003 in New Delhi
- "From Market Driven to Market Driving" in the programme "World Class 2004" organized by London Business School in April 2004 in New Delhi
- "India : A Growth Hub in the Asian Gas Market" in the first Iranian Gas Export Conference organized by National Iranian Gas Exports Company and CWC Associates in April 2004 in Tehran.
- Key Note Speaker during the CERA Executive Conference on the theme 'East meets West' held in Istanbul, Turkey in June 2005
- Key Note Speaker on "The Indian Natural Gas Scenario - Potential and Opportunities", at the US India Business Council, the US Chamber of Commerce, Washington DC, January, 2006