

## **Managing Director's Message**

31<sup>st</sup> December, 2011

On the eve of the New Year, I am feeling proud typing this message to you all as the Head of the ONGC Videsh family. My heartiest greetings to all members of ONGC Videsh family. I wish you all a splendid 2012 at work and home.

ONGC Videsh, though is in its 46<sup>th</sup> year of journey, has seen significant growth during the last one decade only. Due to the active participation of the members of ONGC Videsh family, your company was able to produce 9.448 million tones of oil and oil equivalent of gas (MMtoe) during the financial year (FY) 2010-11 as compared to a negligible quantity in FY 2002-03. At present our company owns 33 projects in 15 countries, works as operator in 17 of these projects and as joint operator in another 5 projects. With cumulative investment of way above Rs. 60,000 Crore, the growth story so far has been enviable. Coupled with this, the financial performance of your company continues to be remarkable. Today ONGC Videsh is reckoned as a reputed E&P company internationally. All this has been possible only because of devotion, hard work, team spirit and diligent approach of you all. I take this opportunity to acknowledge and thank each one of you for the past glory. I thank those, in particular, who are performing their duties thousands of miles away from their homes and serving the nation – you have an added role of being ambassadors to the Indian culture as well.

After having said the above, we need to acknowledge that the journey now on is tougher than it has ever been so far – declining phase of the life cycle in some of our producing assets, geo-political difficulties, a producing asset under-performing expectations, increasing competition in acquiring new assets are some of our current challenges. We need not be deterred (but be certainly aware) of these. There are immense positive factors as well – continued, rather vastly increasing, support from ONGC, the parent company; ever increasing support from MoP&NG, MEA and other Government departments; newly opening up geographies; new business areas like oil sands and shale gas; and most importantly the committed Team we can boost about. We have been given (or to put it more accurately we have ourselves undertaken to achieve) challenging targets to produce 20 MMtoe of equity oil and gas by the FY 2017-18 and 35 MMtoe by FY 2029-30. Given above positive factors, I have no doubt whatsoever that we shall timely achieve these targets. On the eve of the New Year, let us all resolve to work towards achieving these targets with our full dedication, team work and diligence.

I am sure that with your continued efforts, we at ONGC Videsh shall in 2012 embark upon the journey which will see your company grow from strength to strength, taking in stride newer challenges and victories thus making ONGC Videsh a stronger, more vibrant and pulsating organisation.

My wife Sarita joins me in wishing you all and your families, Happiness, Joy, Health and Prosperity in the Year 2012 and beyond.

(Dinesh Sarraf)