



**Indian Oil Corporation Limited
Retail Transformation Department
Marketing Head Office**

Expression of Interest for Customer-Oriented Facilities (Non-Fuel Retail) Partnerships at Indian Oil Retail Outlets Across India

Last Date of Submission: 08.07.2026 by 17:00 hours (IST)

Ref No.: IOCL/ HO/ RS/ NFR/ EOI/ 01/ 2026

Date: 17.06.2026

1. INTRODUCTION

Indian Oil Corporation Limited (IOCL), a Maharatna CPSE under the Ministry of Petroleum & Natural Gas (MoP&NG), operates the largest network of Retail Outlets (ROs) in India, with over 42,000+ fuel stations spanning urban, semi-urban, highway, and rural locations nationwide.

As part of its strategic thrust to develop robust Non-Fuel Retail (NFR) revenue streams and enrich the customer experience across its retail network, IOCL invites **Expressions of Interest (EOI)** from reputed firms, agencies, brands, and organisations for partnering in NFR activities at IOCL Retail Outlets.

IOCL's NFR portfolio is organised across three broad Lines of Business (LOBs). Interested parties may express interest in one or more LOBs, or specific categories within a LOB, as detailed in Section 2.

2. SCOPE OF NFR ACTIVITIES

This EOI solicits interest across the following three LOBs:

LOB	Category	Description
A	Store-Based NFR	Retail concepts requiring dedicated built-up space or vacant open space at the RO - restaurants, cafés, convenience stores, service stations, PUC centres, ATMs, pharmacies, EV lounges, and allied themes.
B	Non-Store NFR	Forecourt-level activities not requiring permanent built-up infrastructure - sales promotions, direct product sales, affiliate marketing, assisted e-commerce, insurance, fintech, telecom, and allied models.
C	Advertising & Media Monetisation	Installation and monetisation of digital and static advertising media at RO premises - LED hoardings, billboards, forecourt branding, in-store advertising, and allied outdoor/ambient media.

LOB A - Store-Based NFR

Parties interested in establishing and operating dedicated retail facilities within built-up space at IOCL ROs. The following themes are illustrative:

S.No.	NFR Theme	Illustrative Scope
1	Quick Service Restaurants (QSR) / Food Courts	Branded or unbranded F&B outlets, regional cuisine kiosks, bakery/confectionery, juice/smoothie bars, and allied food service operations within built-up store space at ROs.
2	Convenience Stores (C-Stores)	Retail of packaged foods, beverages, personal care, impulse FMCG, stationery, and allied daily-need merchandise from a dedicated store format at the RO.

S.No.	NFR Theme	Illustrative Scope
3	Café / Coffee Lounge	Branded or white-label café operations (e.g. XP Café format) offering beverages, snacks, and light meals in a sit-down or grab-and-go format.
4	Vehicle Service Station / Workshop	Two-wheeler and four-wheeler servicing, oil change, tyre fitment, minor repairs, washing/detailing, and allied automotive aftermarket services from a dedicated bay/facility at the RO.
5	Pollution Under Control (PUC) / Emission Testing Centre	Authorised PUC testing centre for two-wheelers, three-wheelers, and four-wheelers, with necessary equipment and statutory registrations.
6	ATM / Banking Kiosk	Installation and operation of ATM machines, banking correspondents, micro-ATMs, or Aadhaar-enabled payment terminals within store premises at the RO.
7	Courier / Logistics Pick-up Point	Parcel pick-up, drop-off, and last-mile logistics counter operated by a courier / e-commerce fulfilment partner at the RO.
8	Laundry / Dry Cleaning	Self-service or staffed laundry/dry-cleaning pick-up and delivery counter within store premises at the RO.
9	Pharmacy / Health & Wellness Kiosk	Licensed pharmacy operations, OTC health products, basic diagnostics, tele-health consultation kiosk, or wellness product retail at the RO.
10	EV Charging Lounge / Battery Swap Station	Dedicated EV charging or battery swap facility with customer waiting lounge, integrated with store amenities.
11	Any Other Store-Based Theme	Any other product, service, or retail concept that requires a dedicated built-up space at the RO and is consistent with IOCL's NFR objectives and applicable regulations.

LOB B - Non-Store NFR

Parties interested in conducting forecourt-level commercial activities at IOCL ROs without requiring permanent built-up infrastructure. This LOB comprises three sub-categories:

B.1 - Forecourt Sales Promotion

Agencies and brands seeking to conduct promotional, sampling, activation, and BTL marketing campaigns at RO forecourts on a campaign or retainer basis.

S.No.	Sub-Category	Illustrative Scope
1	Brand Activations & Sampling	On-ground product sampling, experiential marketing, trial generation, and brand engagement campaigns at RO forecourts.
2	Stall-Based Selling	Temporary sale of seasonal / festive / promotional goods (e.g. dry fruits, gift hampers, sweets, lifestyle products) from stalls / gazebos at the forecourt.

S.No.	Sub-Category	Illustrative Scope
3	New Product Launches	Forecourt-based launch events for FMCG, automotive, telecom, and allied consumer products targeting captive refuelling customers.
4	Leaflet / Coupon Distribution	Distribution of promotional leaflets, discount coupons, QR-coded offers, and allied below-the-line (BTL) marketing material at RO forecourts.
5	Insurance Products	Facilitation of motor insurance, personal accident, health insurance, and allied insurance products through on-ground agents, kiosks, etc.

B.2 - Direct Sales of Products

Firms and brands seeking to sell products directly to customers at RO forecourts through display, vending, or attended counters.

S.No.	Sub-Category	Illustrative Scope
1	Tyre, Battery & Accessories (TBA)	Sale of tyres, batteries, automotive accessories, lubricant top-ups, and allied automobile aftermarket products through display / vending at ROs.
2	Car Care Products	Sale of branded or white-label car care products (shampoo, polish, wax, interior cleaner, glass cleaner, air freshener, etc.) at ROs.
3	FASTag / RFID / Toll Products	Issuance and sale of FASTag, RFID tags, toll prepaid wallets, and allied highway transit products at ROs.
4	Any Other Direct Sale Product	Any other product suitable for direct sale at RO forecourts without requiring permanent built-up infrastructure.

B.3 - Affiliate Marketing & Assisted E-Commerce

Firms seeking to leverage the RO footfall for lead generation, service facilitation, or assisted transaction models on a commission / affiliate basis.

S.No.	Sub-Category	Illustrative Scope
1	Financial Products & Co-Branded Cards	Facilitation of co-branded credit/debit cards, digital payment solutions, BNPL, micro-loans, mutual fund SIPs, and allied fintech offerings.
2	Assisted E-Commerce / Order Booking	Facilitation of e-commerce order booking, product demonstration, and last-mile delivery coordination for consumer electronics, appliances, furniture, and allied categories at ROs.
3	Any Other Affiliate / Assisted Model	Any other service or engagement model based on affiliate commission, lead generation, or assisted e-commerce at ROs.

LOB C - Advertising & Media Monetisation

Parties interested in installing, operating, and monetising advertising media assets at IOCL RO premises and allied locations.

S.No.	Sub-Category	Illustrative Scope
1	Digital Hoardings / LED Screens	Installation, operation, and content management of digital LED hoardings, scrolling displays, and video walls at RO premises and approach roads for third-party advertising.
2	Static Hoardings / Billboards	Installation and monetisation of static billboard hoardings, unipoles, and gantry signage at RO premises and approach roads.
3	Any Other Advertising Medium	Any other outdoor, digital, or ambient advertising format deployable at RO premises consistent with IOCL's RVI norms and applicable municipal / outdoor advertising regulations.

Note:

1. In case of any query, you may correspond with IOCL NFR team for further clarity.

3. Eligibility Criteria

Interested parties should broadly meet the following criteria:

- a) The entity should be a legal entity registered in India (company, LLP, partnership firm, or proprietorship) with valid GST registration.
- b) Relevant experience in the activity category for which EOI is being submitted, with demonstrable track record of execution at scale.
- c) Adequate financial standing to support the proposed activity, including the ability to deploy manpower, inventory, equipment, and infrastructure at the required scale.
- d) No debarment, blacklisting, or pending litigation of material nature against the entity by any Central / State Government body, PSU, or Oil Marketing Company.
- e) Willingness to operate under IOCL's extant NFR Policy framework - Store Policy and / or Non-Store Policy, as applicable - including prescribed commercial structures, reporting requirements, and compliance obligations.
- f) For activities involving regulated products or services (insurance, financial products, telecom, pharmacy, food service, etc.), the entity must hold all requisite licences and registrations from the appropriate regulatory authority (IRDAI, RBI, SEBI, TRAI, FSSAI, Drug Controller, etc.) as applicable.

4. HOW TO RESPOND

- a. Interested parties are requested to submit their response using the applicable Proposal Format annexed hereto:

Annexure	Applicable For	Description
Annexure-I	LOB A - Store-Based NFR	Proposal Format for parties seeking to establish and operate store-based retail facilities at IOCL ROs. Covers entity background, financials, statutory documents, brand details, space requirements, operating model, commercial terms, and infrastructure needs.

Annexure	Applicable For	Description
Annexure-II	LOB B - Non-Store NFR & LOB C - Advertising	Proposal Format for parties seeking to undertake non-store forecourt activities, direct product sales, affiliate marketing, or advertising / media monetisation at IOCL ROs. Covers entity background, financials, statutory documents, operational capability, commercial terms (CAF / Royalty), and proposed coverage.

b. Responses may be submitted through either of the following modes:

- i. **Mode 1 - Online Form:** Interested parties may also submit their response by filling the online Microsoft Form available at the link below. The form captures all information required under the applicable Annexure. Supporting documents (audited accounts, licences, brand registrations, etc.) may be uploaded directly on the form.

Online Form Link:

- i. **LOB A - Store-Based NFR** – <https://forms.gle/kVzahE1jvY9symHi6>
- ii. **LOB B & C - Non-Store & Advertising** - <https://forms.gle/1Ldi7NLvqUXVieL58>

- ii. **Mode 1 - Email:** Interested parties may email the completed Proposal Format (Annexure-I / Annexure-II, as applicable) along with supporting documents to the designated email address mentioned below.

The email subject line should read: “EOI Response - NFR Partnership - LOB [A/B/C] - [Your Company Name]”.

Email for submission: IOCLNFR@indianoil.in;

Parties responding to multiple LOBs should submit separate responses for each LOB.

5. SUBMISSION DETAILS

Last Date of Submission: **08.07.2026 by 17:00 hours (IST)**

Contact for Queries: IOCLNFR@indianoil.in;

6. GENERAL TERMS & CONDITIONS

1. This EOI is not a tender, Request for Proposal (RFP), or commitment to award any contract. It is an invitation for interested parties to express their interest in partnering with IOCL for NFR activities.
2. IOCL reserves the right to shortlist respondents based on the information furnished, and to invite shortlisted parties for further discussions, presentations, or a formal tendering / e-procurement process as deemed appropriate.
3. IOCL reserves the right to accept or reject any or all responses without assigning any reason.

4. No financial commitment or obligation shall arise on IOCL on account of this EOI or any response thereto.
5. Respondents are expected to furnish accurate and complete information. Submission of false or misleading information may lead to disqualification.
6. IOCL may, at its discretion, seek clarifications or additional information from any respondent.
7. The final terms of engagement - including commercial terms, scope, coverage, and duration - shall be determined through subsequent negotiations / tendering and formalised through a Memorandum of Understanding (MOU), Licence & Leave (L&L) Agreement, or such other instrument as prescribed under IOCL's NFR policy.
8. Any partnership arising from this EOI shall be subject to compliance with all applicable laws, regulations, and IOCL's internal policies, including safety norms (PESO, OISD), food safety (FSSAI), environmental norms, labour laws, municipal regulations, and data protection regulations.

IOCL looks forward to receiving interest from dynamic and experienced partners committed to enriching the customer experience at India's largest fuel retail network.

For and on behalf of

Indian Oil Corporation Limited

ANNEXURES

Annexure-I: Proposal Format - Store-Based NFR (LOB A)

This format captures entity background, financials, statutory documents, brand details, operating model, space and infrastructure requirements, and commercial terms for store based NFR partnerships.

Annexure-II: Proposal Format - Non-Store NFR & Advertising (LOB B & LOB C)

This format captures entity background, financials, statutory documents, operational capability, commercial terms (CAF / Royalty), and proposed geographical coverage for non-store and advertising partnerships.

Formats for Annexure-I & II are enclosed as pdf to this document.

Download excel file link for ***Annexure-I & II*** –

<https://drive.google.com/drive/folders/1CcAJD5GAOoSppPcvhXs8ggT0mvJK-ZZe?usp=sharing>

Note: The same information captured in the above Annexures is also available as an online Microsoft Form for ease of submission. Parties may choose either mode of response.

ANNEXURE-I: PROPOSAL FORMAT — STORE-BASED NFR (LOB A)

Expression of Interest — Indian Oil Corporation Limited

S.No.	Parameter	Guidance / IOCL Standard Terms	Response by Party
SECTION A: ENTITY INFORMATION			
A1	Company / Firm Name (Legal Identity)	<i>Full legal name as per Certificate of Incorporation / Registration.</i>	
A2	Brand Name (if different)	<i>Consumer-facing brand name under which operations will be conducted.</i>	
A3	Constitution	<i>Pvt. Ltd. / LLP / Partnership / Proprietorship / Public Ltd.</i>	
A4	CIN / LLPIN	<i>As per MCA records.</i>	
A5	PAN	<i>Attach copy.</i>	
A6	GST Registration Number	<i>Attach copy of GST certificate.</i>	
A7	Registered Office Address	<i>Full address with PIN code.</i>	
A8	Year of Incorporation	<i>As per Certificate of Incorporation.</i>	
A9	Background / Company Profile	<i>Brief overview of business, promoters, and industry presence.</i>	
A10	Number of Existing Operations	<i>Total operational outlets / units as on date.</i>	
A11	Geographical Spread of Operations	<i>Cities / states where currently operating.</i>	
A12	Annual Turnover — Last 3 FYs	<i>Specify FY-wise. Attach audited accounts or CA certificate.</i>	
A13	PAT / PBT — Last 3 FYs	<i>Specify FY-wise. Attach audited accounts or CA certificate.</i>	
A14	Net Worth (Latest FY)	<i>As per audited balance sheet.</i>	
A15	Statutory Licences Held	<i>E.g. FSSAI, Drug Licence, IRDAI, etc. Attach copies.</i>	
A16	Trademark / Brand Registration	<i>Attach copy of brand registration or authorisation letter.</i>	
A17	Any Other Relevant Information	<i>Any additional detail the party wishes to furnish.</i>	
SECTION B: PROPOSAL DETAILS			
B1	NFR Theme(s) of Interest	<i>Select from LOB A table in EOI (QSR, C-Store, Café, Service Station, PUC, ATM, Courier, Laundry, Pharmacy, EV Lounge, Other). Multiple selections allowed.</i>	

B2	Area of Interest — Geography	<i>Urban / Semi-Urban / Highway / Rural. Specify cities / states / corridors preferred.</i>	
B3	Operating Model	<i>COCO / FOFO / FOCO / Others. Confirm if franchisee model is proposed.</i>	
B4	Space Requirement (Indicative)	<i>Approximate built-up area (sqft) required per outlet. Open / built-up / first floor suitability.</i>	
B5	Engagement Period (Proposed)	<i>IOCL standard: Central MOU up to 5 years; site-specific L&L for 5 years each.</i>	
B6	Electricity Requirement (KW/KVA)	<i>Per outlet indicative load. 3-phase requirement (if any). Gas usage (if applicable).</i>	
B7	Water Requirement (Litres/Day)	<i>Per outlet. Overhead tank requirement (if any).</i>	
B8	Drainage & Waste Disposal	<i>KLD requirement. Grease trap / waste management arrangement.</i>	
B9	Parking Space Requirement	<i>Dedicated parking (if required). IOCL provides on case-to-case basis subject to availability.</i>	
B10	Roles & Responsibilities	<i>Define proposed division of responsibilities between IOCL and the party.</i>	
B11	Branding & Signage Requirements	<i>Building fascia, totem/signage pole, other branding elements. Subject to IOCL RVI and space availability.</i>	
B12	Licence Fee (Rental) Proposed	<i>Amount per sqft per month (INR). IOCL benchmark: Higher of Licence Fee and Revenue Share.</i>	
B13	Revenue Share (% of Net Sales)	<i>Net Sales = Total Sales minus GST, returns, cancellations, refunds, credit notes. Specify slab-wise if applicable.</i>	
B14	Rental Escalation Clause	<i>IOCL standard: 5% p.a. for first 5 years; 7% p.a. from 6th year onwards.</i>	
B15	Fitment Period Required	<i>Number of days from site handover to commencement. Rentals commence post fitment / commercial operation.</i>	
B16	Security Deposit	<i>IOCL standard: 6 months' rental equivalent.</i>	
B17	Lock-In Period	<i>Specify if required.</i>	

B18	Exit Clause	<i>IOCL standard: 3 months' notice period.</i>	
B19	Payment Terms	<i>IOCL standard: Rental payable monthly in advance; Revenue Share differential on monthly/quarterly basis. Payment within 10 days of IOCL invoice.</i>	
SECTION C: DECLARATION & AUTHORISED SIGNATORY			
C1	Name of Authorised Signatory		
C2	Designation		
C3	Mobile Number		
C4	Email ID		
C5	Declaration	<i>I/We hereby confirm that the information furnished above is true and correct to the best of my/our knowledge. I/We understand that this EOI does not constitute a commitment by IOCL to award any contract.</i>	

ANNEXURE-II: PROPOSAL FORMAT — NON-STORE NFR & ADVERTISING (LOB B & LOB C)

Expression of Interest — Indian Oil Corporation Limited

S.No.	Parameter	Guidance / IOCL Standard Terms	Response by Party
SECTION A: ENTITY INFORMATION			
A1	Company / Firm Name (Legal Identity)	<i>Full legal name as per Certificate of Incorporation / Registration.</i>	
A2	Brand Name (if different)	<i>Consumer-facing brand name.</i>	
A3	Constitution	<i>Pvt. Ltd. / LLP / Partnership / Proprietorship / Public Ltd.</i>	
A4	CIN / LLPIN	<i>As per MCA records.</i>	
A5	PAN	<i>Attach copy.</i>	
A6	GST Registration Number	<i>Attach copy of GST certificate.</i>	
A7	Registered Office Address	<i>Full address with PIN code.</i>	
A8	Years Since Incorporation / Experience in Industry	<i>Specify years and nature of experience.</i>	
A9	Background / Company Profile	<i>Brief overview of business, promoters, and industry presence.</i>	
A10	Number of Active Operations / Network Spread	<i>Total operational footprint. Cities / states covered.</i>	
A11	Annual Revenue (Turnover) — Last 3 FYs	<i>Specify FY-wise. Attach audited accounts or CA certificate.</i>	
A12	Annual Profits (PAT/PBT) — Last 3 FYs	<i>Specify FY-wise. Attach audited accounts or CA certificate.</i>	
A13	Statutory Licences Held	<i>E.g. FSSAI, IRDAI, PESO, municipal permissions, etc. Attach copies.</i>	
A14	Trademark / Brand Registration	<i>Attach copy of brand registration or authorisation letter (if applicable).</i>	
A15	Capability to Track Direct Sales at RO	<i>Specifically for royalty-based models — describe tracking mechanism (POS, app, manual, etc.).</i>	
A16	Any Other Relevant Information	<i>Any additional detail the party wishes to furnish.</i>	
SECTION B: PROPOSAL DETAILS			
B1	LOB of Interest	<i>LOB B (Non-Store) / LOB C (Advertising) / Both.</i>	

B2	NFR Category(ies) of Interest	<i>Select applicable categories from EOI Section 2: LOB B: B.1 Forecourt Sales Promotion / B.2 Direct Sales / B.3 Affiliate & Assisted E-Commerce. LOB C: Digital Hoardings / Static Hoardings / Forecourt Branding / In-Store Advt / Fleet Branding / Other.</i>	
B3	Specific Sub-Category(ies)	<i>Select specific sub-categories from within the chosen category (refer EOI tables). Or specify if proposing a new activity.</i>	
B4	Area of Interest — Geography	<i>National / Regional / State-specific / Cluster / Corridor. Specify cities / states / highway stretches preferred.</i>	
B5	Market Segment	<i>Urban / Semi-Urban / Highway / Rural / Mix. Specify preference.</i>	
B6	Operating Model	<i>Brief on proposed model — COCO / FOFO / Agency / Franchise. Confirm if sub-contracting or franchisee deployment is proposed.</i>	
B7	Space / Infrastructure Requirements	<i>Indicative forecourt space (sqft), manpower positioning, marketing aids, equipment, electricity, etc.</i>	
B8	Engagement Period (Proposed)	<i>IOCL standard: Central agreement up to 3 years with periodic site-specific permission letters.</i>	
B9	Roles & Responsibilities	<i>Define proposed division of responsibilities between IOCL and the party in this collaboration.</i>	
B10	Branding & Signage Requirements	<i>Branding requirements for forecourt / advertising operations. Subject to IOCL RVI.</i>	
B11	Channel Access Fee (CAF) Proposed	<i>Specify CAF proposed per RO per month, or per activity, or lump-sum. Differentiate by market class / city tier if applicable.</i>	

B12	Royalty Fee (if applicable)	<i>As % of Net Sales or lump-sum per unit. Net Sales = Total Sales minus GST, returns, cancellations, refunds, credit notes.</i>	
B13	Security Deposit	<i>Specify amount proposed (if any).</i>	
B14	Exit Clause	<i>IOCL standard: 3 months' notice period.</i>	
B15	Payment Terms	<i>IOCL standard: CAF payable monthly in advance; Royalty Fee on monthly/quarterly basis. Payment within 10 days of IOCL invoice.</i>	
B16	Value Proposition to IOCL	<i>Brief note on what differentiates your offering and the value you bring to IOCL's RO network.</i>	
SECTION C: DECLARATION & AUTHORISED SIGNATORY			
C1	Name of Authorised Signatory		
C2	Designation		
C3	Mobile Number		
C4	Email ID		
C5	Declaration	<i>I/We hereby confirm that the information furnished above is true and correct to the best of my/our knowledge. I/We understand that this EOI does not constitute a commitment by IOCL to award any contract.</i>	