



## Creating Value

By investing in, building and nurturing a portfolio of world-class companies through the Essar Global Fund, which is managed by Essar Capital, its investment manager



### \$14 BN OF REVENUES\*

Essar is among India's largest corporate houses



### 50 YEARS OF ENTREPRENEURSHIP

A group that was born in 1969 out of an entrepreneurial vision to Make in India



### 5 KEY SECTORS

Portfolio businesses straddling the Energy, Infrastructure, Metals & Mining, Services & Technology sectors



### \$28 BN OF INVESTMENTS

Essar is among the few corporates who have invested in building industrial assets of national importance over the last three decades

## Portfolio of Investments

Strategic investments in world-class assets relevant to the ever-growing core & infrastructure sectors in the Indian and world economy



## ENERGY

- Essar Oil UK
- Essar Exploration & Production
- Essar Power

## INFRASTRUCTURE

- Essar Ports
- Essar Projects

## METALS & MINING

- Iron Ore Mining & Pelletisation Project in Minnesota, US
- Coal Assets in US & Indonesia

## SERVICES

- Essar Shipping
- Oilfield Services (offshore & land rigs)

## TECHNOLOGY

- AGC Networks
- Customer Experience
- Platform and Device Protection





# ENERGY

## Essar Oil UK [Stanlow Refinery]

A strategic asset ensuring UK's energy security

- 10 Million Tonnes Per Annum refining capacity, with 70+ Essar-branded retail outlets (and plans to go up to 400)
- \$1 billion investments, with a goal to become a green refinery of the future, producing sustainable fuels

## Essar Exploration & Production

India's largest unconventional energy player

- 15 TCF (trillion cubic feet) of gas resources across 3 Coal Bed Methane (CBM) blocks and 1 shale block, with recoverable of 5 TCF
- 3.4 billion barrels of oil equivalent (bboe) of conventional resources, with recoverable of 1.7 bboe
- \$1 billion investments

## Essar Power

One of India's largest private power producers

- 3,330 MW installed capacity across 6 coal- and gas-fired plants
- \$4.6 billion investments



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## INFRASTRUCTURE

### Essar Ports

India's second largest private sector port operator

- 110 Million Tonnes Per Annum capacity across 4 terminals, with plans to expand to 200 Million Tonnes Per Annum
- Full-fledged port operator with multi-user and multi cargoes
- \$1.4 billion investments

### Essar Projects

Over five decades of experience in project execution

- Provides Engineering Procurement Construction & Management (EPCM) services in the Middle East across multiple sectors
- \$8.5 billion worth of projects executed across sectors in India and internationally
- \$1 billion of projects under execution



## METALS & MINING

### Mining

World-class proven reserves in North America and Indonesia

- 2.3 billion tonnes iron ore reserves in North America
- 7 Million Tonnes Per Annum pellet plant under construction in North America
- 77 million tonnes coal reserves in North America
- 72 million tonnes coal reserves in Indonesia
- \$1.7 billion investments



## SERVICES

### Essar Shipping & Oilfields Services

One of India's largest private sector shipping companies

- 12 vessels, with 1.12 million Dead Weight Tonnage
- Modern fleet of ships
- 16 onshore and offshore oil rigs (including 1 semi-submersible)



## TECHNOLOGY

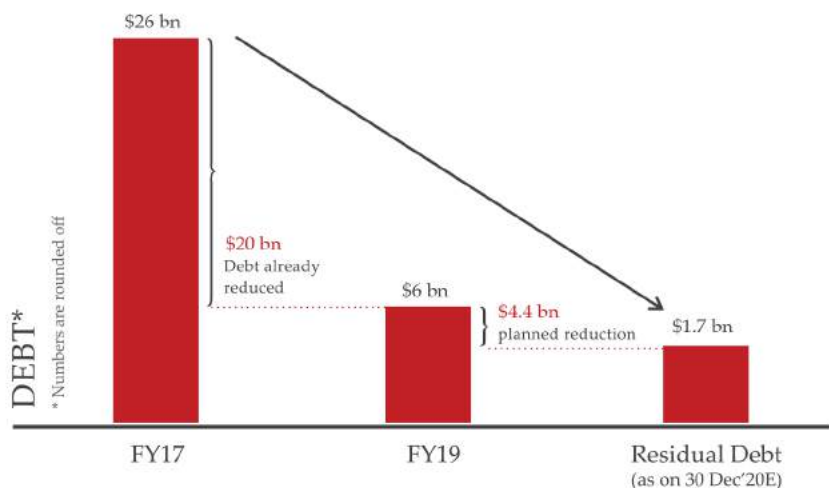
### AGC Networks

- 8,000+ technology clients in 30+ countries across 6 continents
- Among the 10 fastest growing go-to Technology Solution Providers & Integrators in the ICT domain
- Acquired Black Box Corporation (erstwhile NASDAQ:BBOX), a leading digital solutions provider in the US, in January 2019

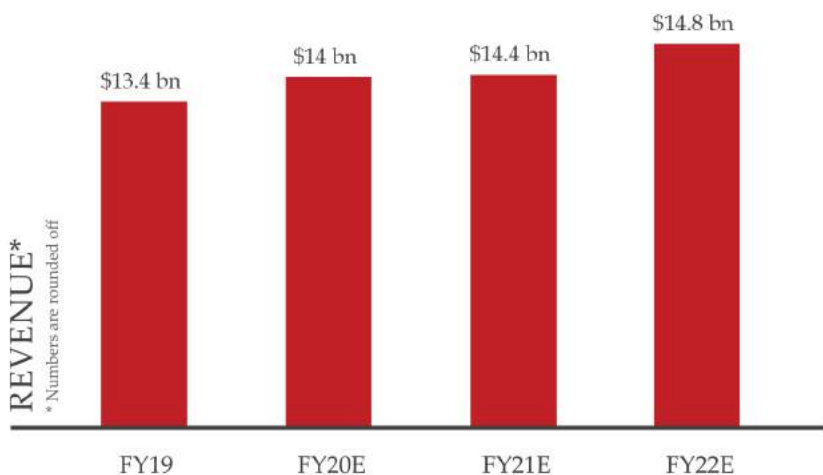
### Customer Experience & Device Protection

- Customer Experience & Employee Experience Platform: 80 million+ conversations initiated, helping 120+ brands
- Most trusted partners for Mobile Insurance globally and in India

## PROACTIVE DELEVERAGING STRATEGY



## STRONG FINANCIAL OUTLOOK: PROJECTED REVENUE GROWTH OF PORTFOLIO



## ASSETS BUILT, OPERATED AND MONETISED

TELECOM	ENERGY	SERVICES	STEEL
<p>Monetisation of Essar's 33% stake in Hutchison-Essar to Vodafone for <b>US \$5.4 bn</b> (₹28,827 cr)</p> <ul style="list-style-type: none"> <li>Essar built a telecom company that merged with Hutchison to become the 2nd largest pan-India telecom operator with 90 mn subscribers.</li> <li>The company was sold to Vodafone for \$18.3 bn in 2007.</li> </ul> <p>Monetisation of Essar Telecom Tower at <b>US \$450 mn</b> (₹2,100 cr)</p> <ul style="list-style-type: none"> <li>Essar sold its network of 4,600 telecom towers to American Tower Corporation</li> </ul>	<p>Monetisation of Essar Oil for <b>US \$12.9 bn</b> (₹86,000 cr)</p> <ul style="list-style-type: none"> <li>Essar Oil built and operated a 20 million tonne Greenfield refinery, which was India's 2nd largest private sector refinery with 11% market share, a 3,500+ retail network and associated infrastructure.</li> <li>Essar sold 98% of its stake in this company to Rosneft &amp; the Trafigura-UCP consortium.</li> </ul>	<p>Monetisation of Aegis for <b>US \$910 mn</b> (₹5,660 cr)</p> <ul style="list-style-type: none"> <li>Essar built and operated one of the world's largest BPO companies, Aegis</li> <li>This company was sold in two tranches viz, US\$ 610mn to Teleperformance and US\$ 300mn to CSP</li> </ul> <p>Monetisation of Equinox Realty for <b>US \$350 mn</b> (₹2,400 cr)</p> <ul style="list-style-type: none"> <li>In 2018, Essar sold Equinox Realty (a real estate development) to Brookfield Asset Management, a global leader in the real estate sector.</li> </ul>	<p>Essar Steel valued at <b>US \$6 bn</b> (₹42,000 cr)</p> <ul style="list-style-type: none"> <li>Essar built and operated Essar Steel, India's 2nd largest private sector steel company with 15% market share</li> <li>It included a 10 MTPA steel complex and 20 MTPA pellet making capacity</li> <li>This company was sold to ArcelorMittal*</li> </ul>

(\*Under IBC)