



ESSAR

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



₹98,000 CR 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



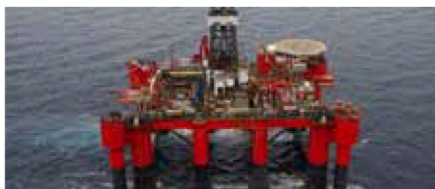
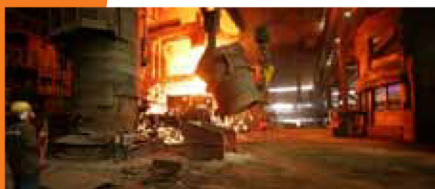
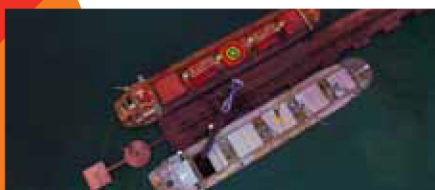
5 KEY SECTORS
Portfolio businesses straddling the Energy, Infrastructure, Metals & Mining, Services & Technology sectors



₹200,000 CR 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

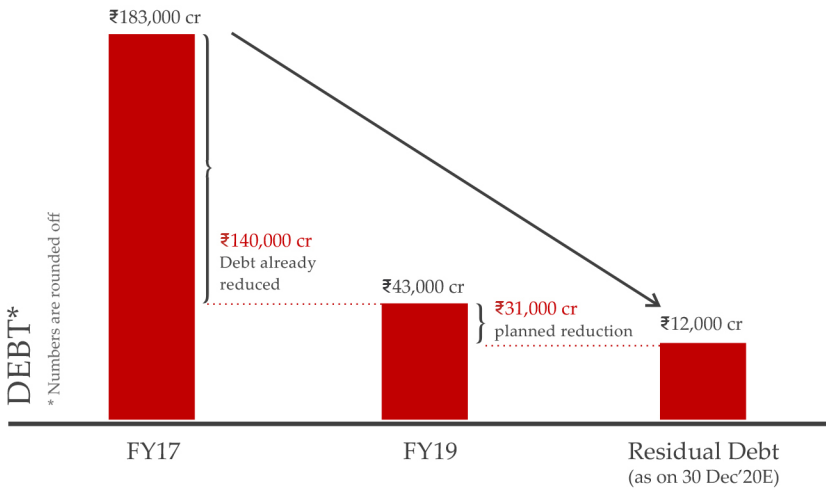
SERVICES

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

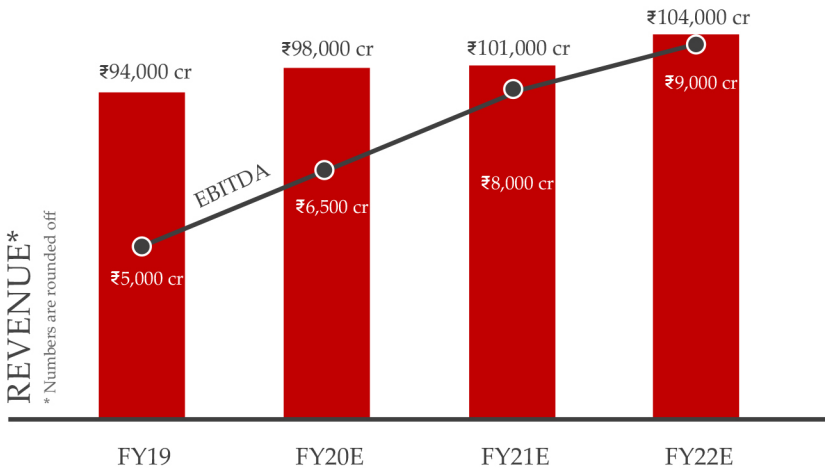
TECHNOLOGY

- AGC Networks
- Customer Experience
- Platform and Device Protection

PROACTIVE DELEVERAGING STRATEGY



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

(*Under IBC)



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)
- ₹7,000 crore 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
- ₹7,000 crore investments

Essar Power

One of India's largest private power producers

- 3,330 MW installed capacity across 5 coal and gas-fired plants
- ₹33,000 crore 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 commercial port operator with multi-user cargoes
- ₹10,000 crore 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
- ₹60,000 crore worth of projects executed across sectors in India and internationally
- ₹7,000 crore of projects under execution

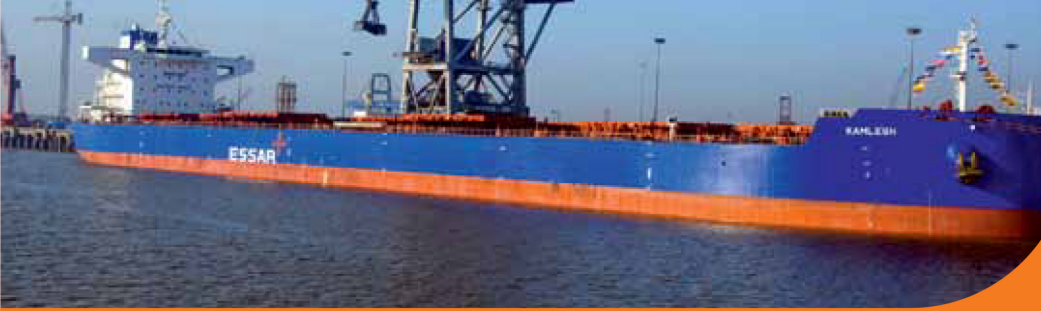


METALS & MINING

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
- ₹12,000 crore 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