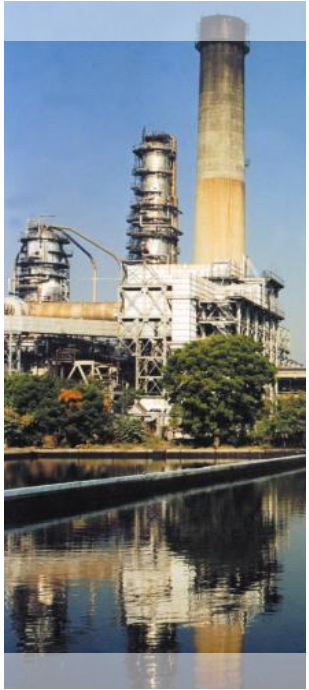


Engineers India Limited



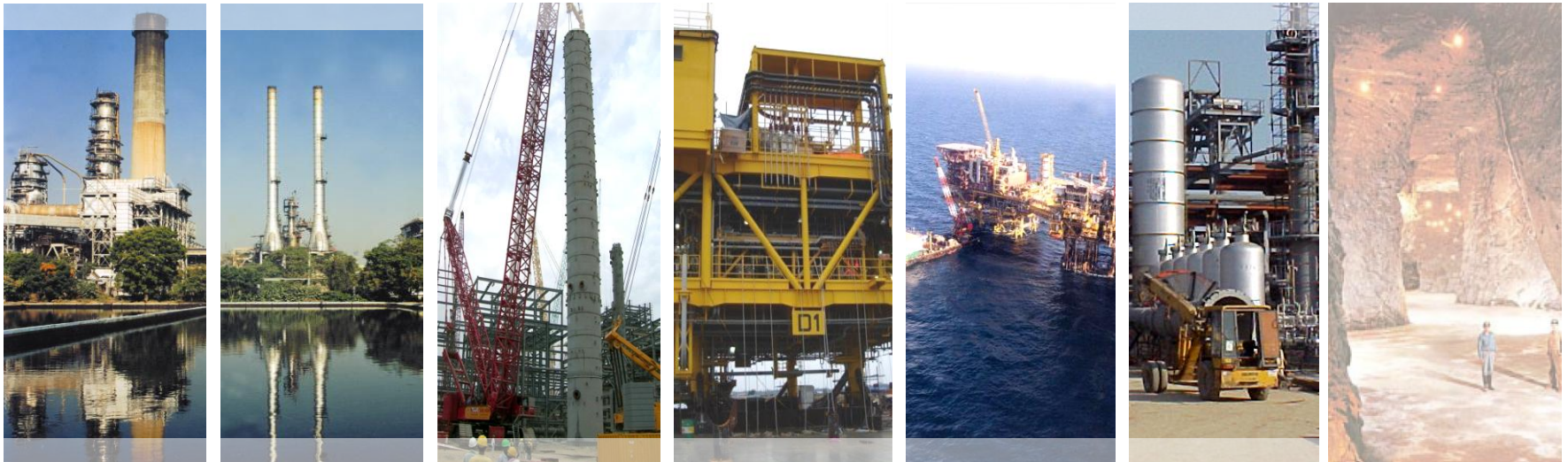
Annual Presentation (FY:11-12)

29 May, 2012

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Overview of Engineers India Limited

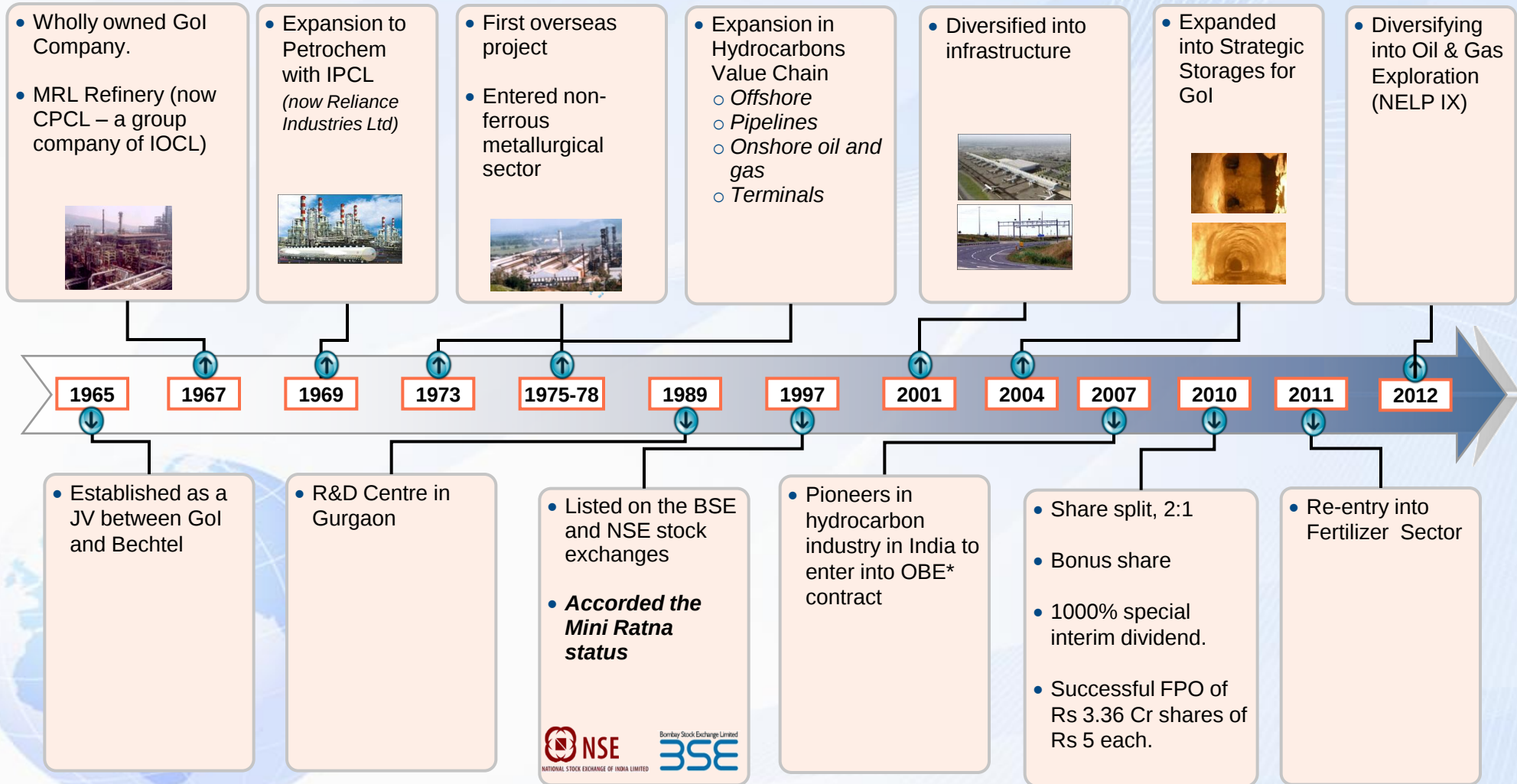


Engineers India Limited: Background

- One of India's leading Consultancy and EPC Companies in Hydrocarbons and Petrochemical
- Focused diversification into other emerging sectors .
 - 1973: Diversified business into mining & non ferrous metallurgy
 - 2001: Diversified into infrastructure sectors
 - 2004: Strategic crude oil storage as part of Govt. of India's energy security initiative
 - 2010-11: Diversification initiatives into Fertilizer, City Gas & Power sectors
 - 2011-12: New area of Oil & Gas Exploration (NELP IX)
- Technology driven organization with an in-house and collaborative (R&D)
- Overseas presence in Middle East, North Africa and South East Asia.
- ***Zero debt firm with reserves of over INR 22 Billion with consistent record of healthy earnings and dividend payout***

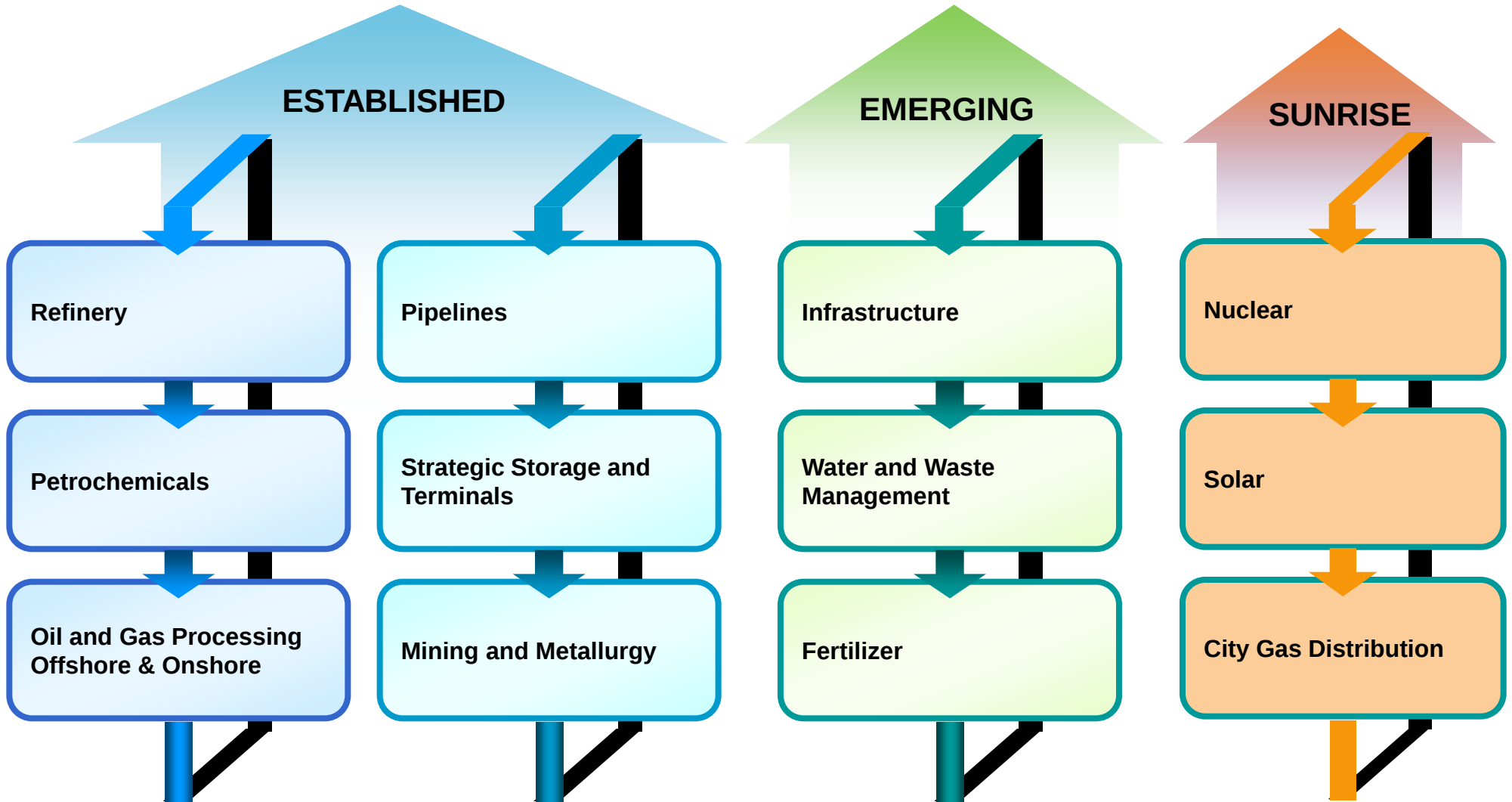


Evolution and Key Milestones

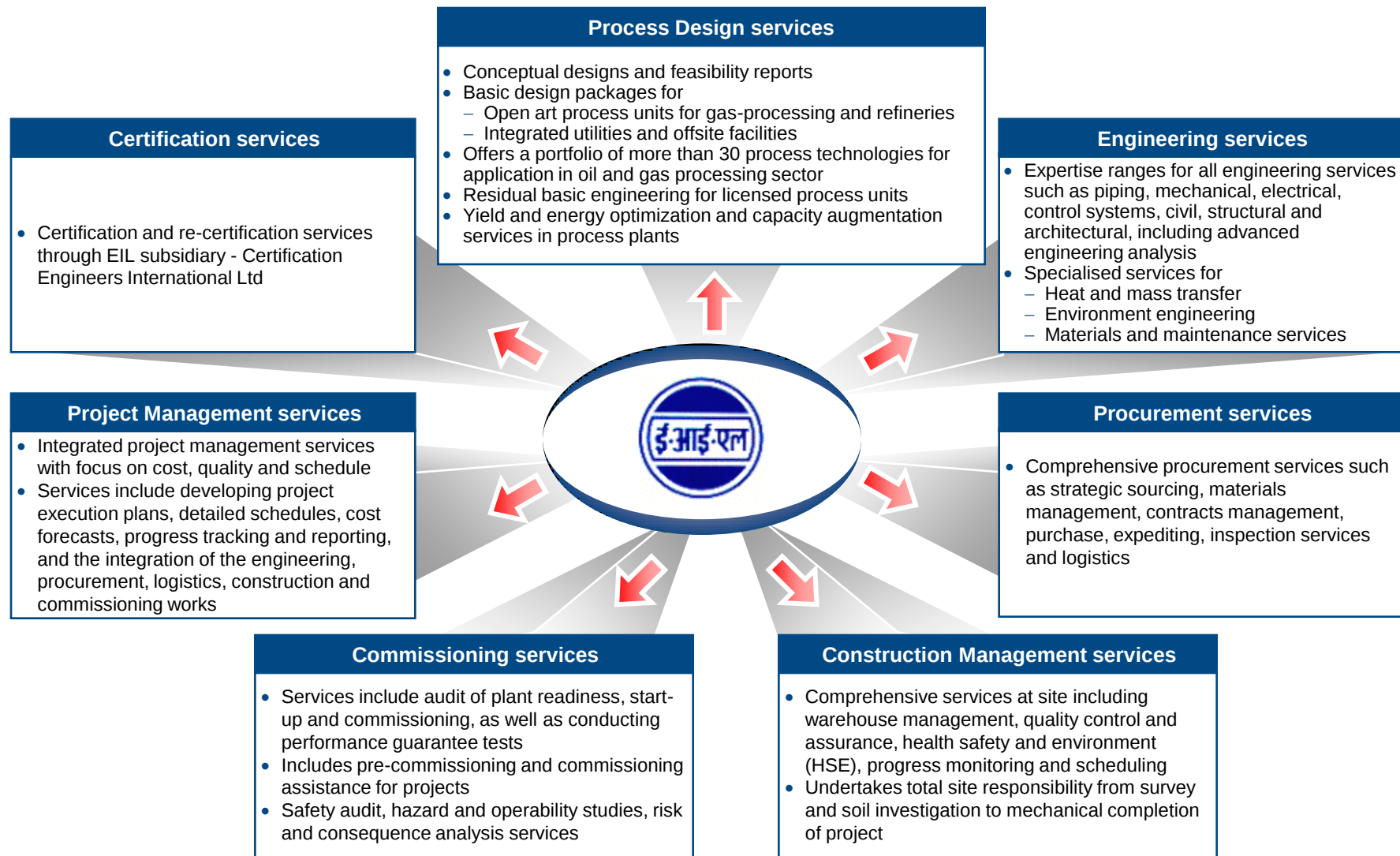


* OBE: Open Book Estimate; **PMC: Project Management Consultancy

Lines of Business – Diversifying the Portfolio



Service Offering: From Concept to Commissioning



Service Offering - Modes of Contracts Managed

Engineering, Procurement & Construction (EPC)

- Contracts under which EIL is responsible for the entire project as a turnkey contractor. EPC contracts fall into two broad categories:
 - Lump-sum turnkey ("LSTK") contracts
 - Open book estimate ("OBE") contracts (form of cost reimbursable contract) with a provision for conversion to LSTK for a project. Benefits under OBE contracts primarily relate to ensuring control over the time and expenses for a project and greater certainty of outcome



Front-end Engineering & Design (FEED)

- Upstream process design, residual basic design and front-end basic engineering for complete definition of scope for selection of EPC contractor

Engineering, Procurement and Construction Management (EPCM)

- Contracts under which EIL provides services related to process engineering, detail engineering, procurement, construction supervision through co-ordination of various suppliers and contractors and commissioning and pre-commissioning assistance



Project Management Consultancy (PMC)

- Contracts under which EIL provides comprehensive project management services for the implementation of a project through turnkey contractors ensuring design, quality and schedule



Moving to Relationship Contracts

Conventional EPC Models

- ❑ Feed required for obtaining firm and fixed LSTK Price
- ❑ Time cycle to LSTK award is high.
 - ✓ FEED/PMC bidding and award
 - ✓ LSTK Bidding and award
- ❑ Owner bears the Price for High Risk of Contractor
 - ✓ P&M/c is estimated and contractor builds risk premium for same
- ❑ No flexibility . Design to be frozen at the bidding stage
- ❑ Actual P&M/c cost and contractor Fees unknown to Owner

OBE – LSTK Model

- ❑ Preliminary design sufficient for negotiating OBE – LSTK Contract
- ❑ Shortest Bidding period possible
 - ✓ Owner directly negotiates OBE – LSTK
- ❑ Owner bears realistic price as governed by market conditions
 - ✓ No hidden costs
 - ✓ No risk premium can be built.
- ❑ Greater Flexibility. Design progresses post award.
- ❑ Transparency in costs and fees

Track Record and Credentials



Experience Credentials



209 Offshore Platforms

29 Infrastructure Projects



36 Oil & Gas Processing Projects

28 Mining & Metal. Projects



59 Refinery Projects including 10 Grass Root

17 Turnkey Projects



7 Petrochemical Complexes

13 Ports & Storage Terminals



8 Fertiliser Projects



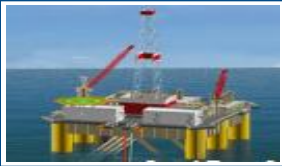
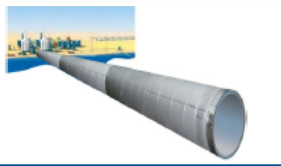
42 Pipeline Projects

Data as of April 2012

11



Presence Across the Hydrocarbon Value Chain

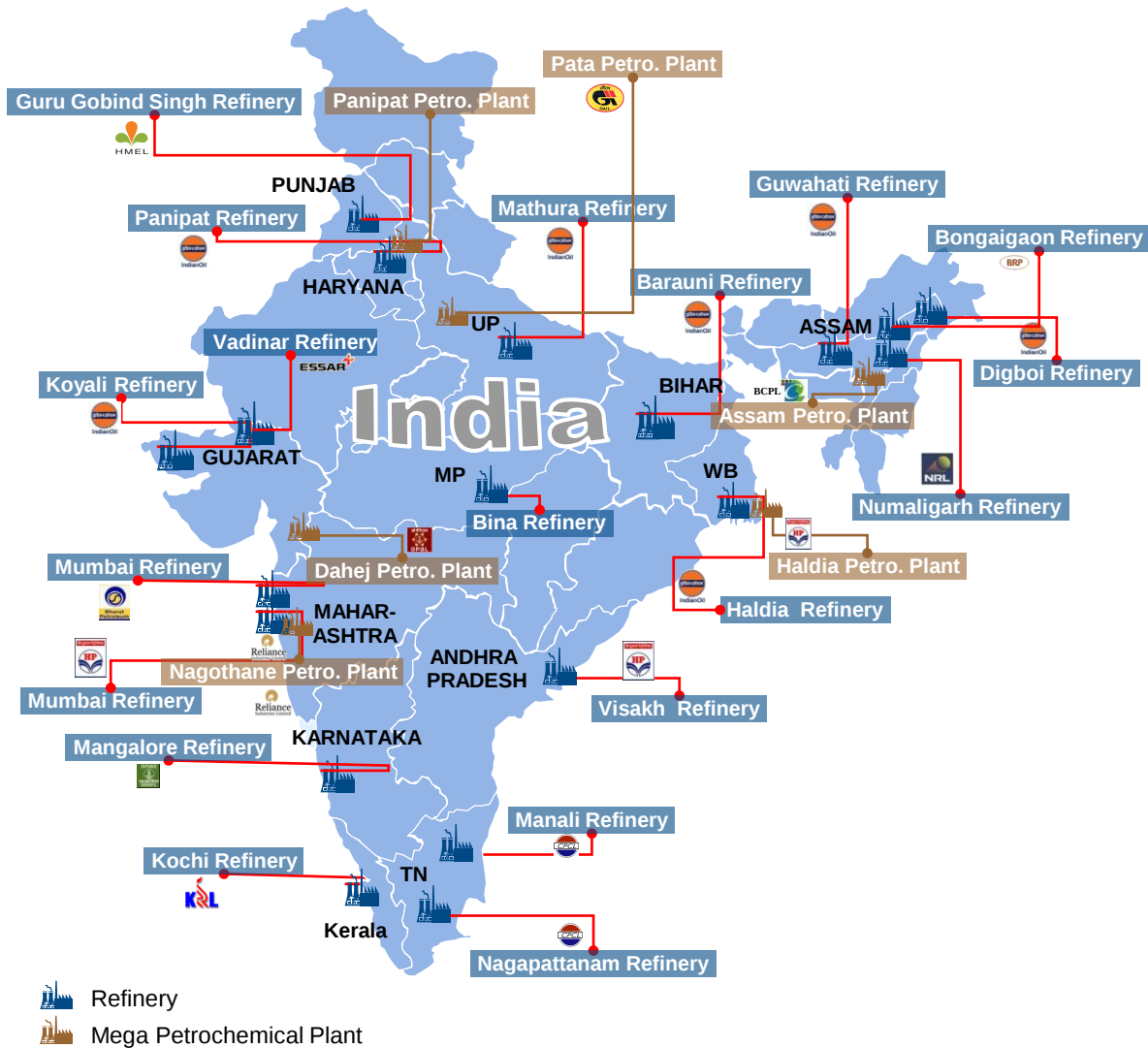
	Offshore Oil & Gas	Oil & Gas Transportation	Onshore Oil & Gas	Refineries	Petrochemicals	Storage, Ports & Terminals
						
Overview	Work for various engineering consultancy services on the Indian West Coast and East Coast	Engineering consultancy services for more than 10,000 km of onshore and subsea pipeline projects in India and internationally	Experience and engineering capabilities for the design of onshore facilities such as Group gathering stations, multistage separation, crude desalting and dehydration, heavy oil and sour oil processing	Range of services from concept to commissioning of refinery projects ranging from single unit revamp projects to mega refinery or refinery cum petrochemical complexes	EIL's experience in the field of petrochemicals covers the design and construction of major fully-integrated petrochemical complexes, as well as a large number of individual petrochemical units	Engineering consultancy services on various coastal engineering projects, including geo-technical engineering, layout preparation for ports and shipyards and materials handling
Key highlights	- Consultancy services for over 150 well platforms and 30 process platforms in India for ONGC - Executed international projects in Qatar, UAE - Offshore platform projects for the Deen Dayal Field Development Project of GSPC East Coast, India - Oil & Gas exploration of Block 11 under NELP IX at Cambay basin	- EIL was involved in the development of the HBJ pipeline – India's largest gas pipeline network - Engineering consultancy services to GAIL on one of the world's longest LPG pipeline - Developed strategic pipelines for HPCL, BPCL, BOREL, IOCL and HMEIL	- Developed gas processing complexes at Hazira and Uran and the C2/C3 and LPG recovery units at Auraiya - Executing onshore platform projects for the Deen Dayal Field Development Project of GSPC at Kakinada, India - International projects executed in Algeria and UAE	- EIL has worked on over 50 refinery projects in India - Worked on 9 grassroots refinery projects from concept to commissioning - Expertise in LP modelling for configuration studies and energy savings in refining process	- EIL has been involved in the establishment of seven out of the eight mega petrochemical complexes in India - EPCM services for GAIL, NOCIL, Petrofils Limited, IOCL, IPCL (now RIL) and others	Developed expertise for storage of crude oil in unlined underground caverns - security initiative for strategic crude oil storage as part of the Integrated Energy Policy of GoI



Over four decades of experience in the Hydrocarbon space with a presence across the entire value chain



Leadership Position in Refineries and Petrochemicals in India



MILESTONES

- Worked on a combined refining capacity of more than 200 MMTPA (5 million BPD)
- Engineered 10 grassroots refineries
- Involved in the establishment of 7 out of the 8 mega petrochemical complexes in India
- Forayed into new areas such as Strategic Storages



Long Term Relationships - Hydrocarbons

Oil and Gas Majors	Refining	Petchem	Pipeline	Offshore O&G	Onshore O&G	Storage/ Terminal	Recent project profile
 IndianOil	✓	✓	✓			✓	✓ DHDT project at Bongaigaon ✓ Panipat refinery expansion ✓ Panipat Naphtha Cracker Project ✓ HDPE, LLDPE Project at Panipat ✓ CPP, SBM & Pipeline Project of Paradip
 Bharat Petroleum	✓		✓			✓	✓ Capacity expansion at Kochi ✓ Bina-Kota Pipeline ✓ Bina Grass Root Refinery
 HP	✓	✓	✓			✓	✓ HMEL – Grass Root refinery at Bhatinda ✓ Green Fuel Project at Visakh ✓ Clean Fuel Project at Mumbai
 GAIL		✓	✓		✓		✓ Assam Gas Cracker for BCPL/ GAIL ✓ Vijaipur - Dadri pipeline ✓ Petchem expansion at Pata and Vijaipur
 ONGC		✓		✓	✓	✓	✓ Flare Gas Recovery – Neelam and Heera Process platform ✓ Dahej Petrochem of OPA L ✓ Gas processing facilities at Uran and Hazira for ONGC
 MPL	✓	✓					✓ PFCC & SRU Block of Phase III Project at Mangalore ✓ Polypropylene unit of Phase III refinery project at Mangalore ✓ SBM, Pipeline of Phase III project at Mangalore
 CPCL	✓					✓	✓ Euro IV quality upgrading project at Chennai DHDT and NHT/ISOM



EIL's track record coupled with long-term client relationships across all sectors positions it to capture repeat orders

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Long Term Relations - Mining & Metallurgy and Infrastructure

Mining and Metallurgy



Project Profile

- Smelter for Mahan Aluminium, MP and Aditya Aluminium, Orissa for HINDALCO
- 4th stream upgradation for Bauxite mines and Alumina refinery, Orissa for NALCO
- Alumina Refinery Project at Lanjigarh for STERLITE
- Aluminum Smelter Expansion Project at Hirakud for INDAL
- Aluminum Smelter Project at Angul including Phase I and Phase II Expansion thereof for NALCO
- Mines and Alumina Refinery Project at Damanjodi including Phase I Expansion thereof for NALCO
- Rampur-Aguccha Lead-Zinc Mining and Beneficiation Project and Expansion thereof for Hindustan Zinc Limited (HZL)
- Ghatsila Copper Refinery Expansion Project for Hindustan Copper Limited (HCL)

Infrastructure



Project Profile

- Abatement of pollution of River Yamuna for Delhi Jal Board
- Connaught Place Renovation for NDMC, Delhi
- Data Centre of UIDAI at Delhi and Bangalore
- Buildings for RGPT at Assam & UP
- Construction of Office Complex at Noida for Oil India Limited
- Development of Campus for Indira Gandhi National Open University
- Apparel International Mart Cum Exhibition Complex, Gurgaon for Apparel Export Promotion Council of India
- Building for Petroleum Conservation Research Association
- Modernization and Restructuring Project of Delhi & Mumbai Airport Project
- Rugby Stadium for Commonwealth Games & Institutional Buildings for the University of Delhi



Global Presence

Overseas Clients

CLIENT	COUNTRY
SONATRACH	Algeria
SONATRACH	Algeria
SONATRACH	Algeria
KNPC	Kuwait
Qatar Petroleum	Qatar
NPCC	U.A.E
ADCO	U.A.E
BANOCO	Bahrain
Sohar Refinery Company	Oman
Takreer, Abu Dhabi	U.A.E
GASCO	U.A.E



Technical Competence backed up by In-house and Collaborative R&D . . . Execution Support

India's leading Engineering services firm with a comprehensive business model

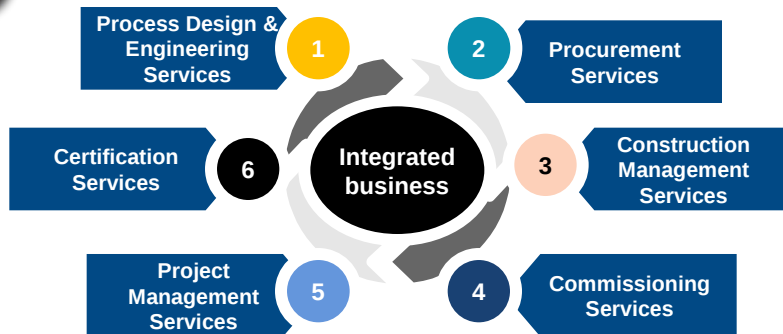
1

State of the art R&D centre at Gurgaon...



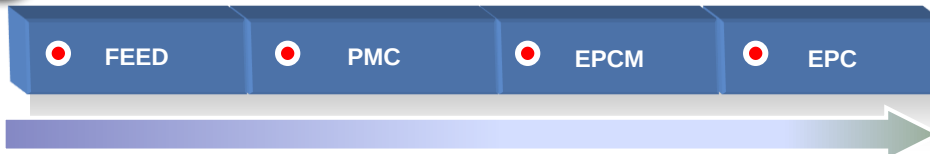
2

...technology driven full range of services...



3

...across all forms of contracts



Technology driven organisation



EIL has developed over 30 process technologies for the oil & gas processing, refineries and petrochemical industries



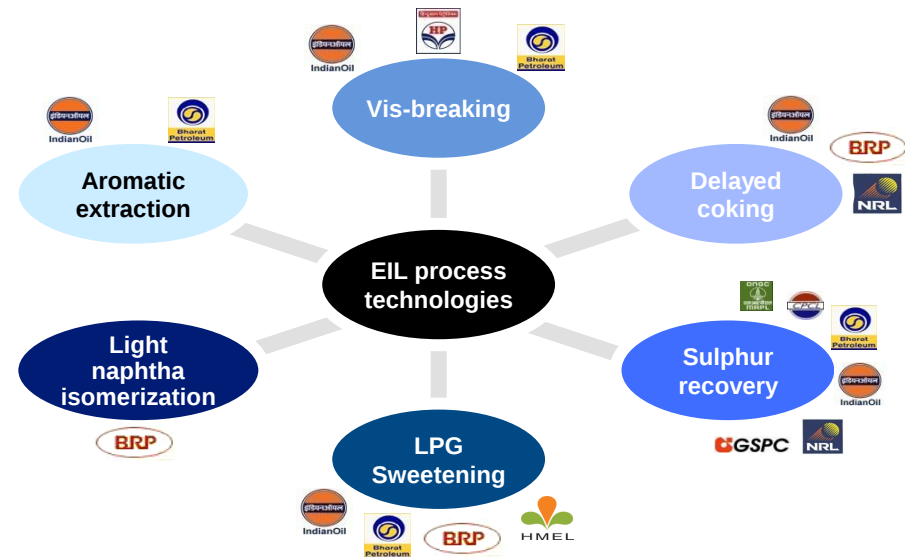
Currently holds 13 live patents and have 16 pending patent applications relating to various process technologies (as of Jan'12)



Comprehensive environment engineering services



Comprehensive Hazop, Hazan, Risk and consequence analysis services

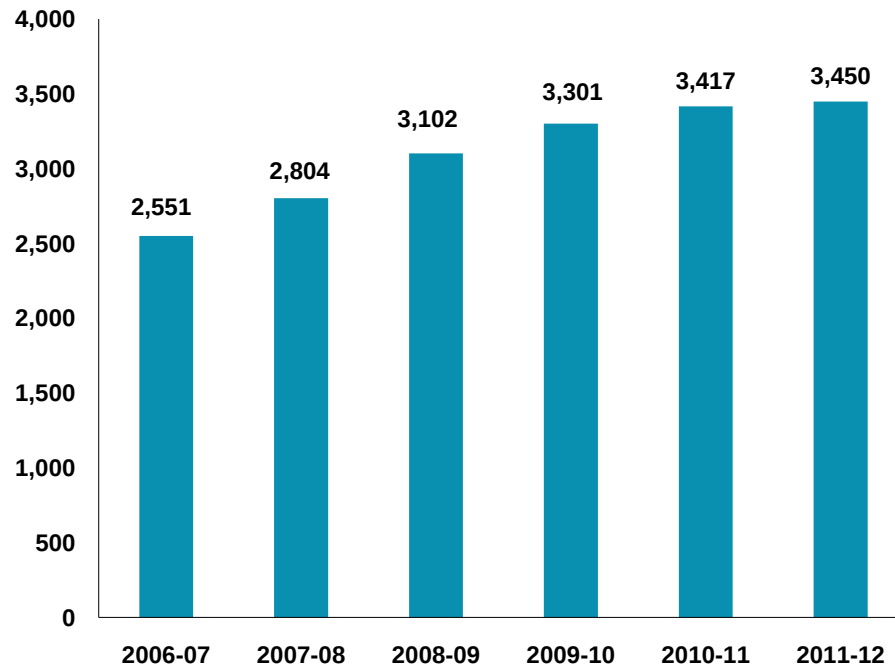


17



Qualified and Motivated Employee Team

Growing manpower despite difficult market conditions



■ Total Employees

Focus to retain manpower and encourage loyalty

- ✓ Key personnel policies in place to recruit talented employees and facilitate integration into EIL, encourage skill development and enhance their professional excellence
- ✓ Focused leadership development program
- ✓ Attractive pay package
- ✓ Performance-linked variable pay structure
- ✓ Harmonious industrial relations
- ✓ 98% located in India, balance located overseas

Employee centric HR policies reflected in lower attrition over years



EIL's HR initiatives and brand have enabled it to hire and retain skilled talent pool



Experienced Board and Leadership Team

Board of Directors: Executive Directors



Ashok K. Purwaha
Chairman and
Managing Director

- More than 33 years of experience in Oil & Gas sector
- Served with ONGC (more than 8 years)
- Served with GAIL India Limited for over 24 years, last position held was as Director (Business Development) on GAIL Board
- Led Mahanagar Gas Limited, Mumbai (a joint venture of GAIL India Limited and British Gas) as MD for 5 years
- Currently responsible for the general administration and management of EIL



Peush Mahajan
Director (Technical)

- 38 years of experience in engineering, projects & technology .
- Started his career with Department of Atomic Energy and joined EIL in 1982.
- Currently responsible for functioning of Divisions in the Technical Directorate of EIL



G D Goyal
Director (Commercial)

- Over 34 years of experience in Process design and development, administration and technology. Also held post of ED In-charge of Marketing and Procurement services
- Currently responsible for the general administration and management of the Commercial Directorate of EIL



D Moudgil
Director (Projects)

- Over 35 Years of experience in construction and projects
- Successfully led EIL's diversification into Infrastructure sector.
- Also Director on the Board of Certification Engineers International Limited (CEIL), a subsidiary of EIL



Ram Singh
Director (Finance)

- 27 years of experience in finance and cost accounting
- Held positions with BPCL, Petroleum Planning and Analysis Cell of MoP&NG, the Oil Coordination Committee and Steel Authority of India Limited
- Currently responsible for financial management of EIL



P.K. Rastogi
Director (HR)

- 38 years of experience in engineering & projects in EIL
- Involved in HR Management, training and development, industrial relations and welfare, administration and estate management and corporate social responsibility functions
- Currently responsible for personnel management of EIL

Board of Directors: Non-Executive Directors



Laxmi N. Gupta
Nominee
Director

- Government director nominated by MoPNG
- Over 25 years of experience
- Previously was Chairman and MD of Orissa Hydro Power Corporation and Commissioner cum Secretary, Department of Mines and Steel



Dependra Pathak
Nominee
Director

- Government director nominated by MoPNG
- Over 25 years of experience



Arun K. Purwar
Independent
Director

- 39 years of experience in corporate, retail and international banking
- Previously MD State Bank of Patiala, Chairman, SBI
- Recipient of key awards from Bombay Management Association, Indian Banks Association and others



Udaykrishna Bose
Independent
Director

- 34 years of experience in drilling and petrochemicals
- Has developed a high-end training facility for rig supervisors; authored papers on drilling technology
- Currently serves on BoD of ONGC



Dr. Avinash Chandra
Independent
Director

- Over 47 years of experience in the oil industry
- Previously held positions at ONGC, OIL and Advisor (Exploration) to the MoPNG
- Also served as Director General of Hydrocarbons, MoPNG



Adit Jain
Independent
Director

- Chairman and editorial director of IMA India, a business information company established in 1994
- Advisor to several MNCs on India strategy
- Has successfully handled assignments in public policy, entry strategy planning, location audits, competitor analysis, scenario planning and JVs



Dr. (Prof.) Krishna Deo Prasad Nigam
Independent
Director

- Has been a professor at the Indian Institute of Technology (IIT) Delhi and is an adjunct professor at Concordia University, Montreal Canada
- Currently is the Managing Director of the Foundation for Innovation & Technology Transfer, at IIT Delhi



EIL's Board of Directors comprise of qualified and reputed individuals with long-standing experience across several industry verticals



Awards and Accolades

2011-12



“SCOPE Award for Best HR Practices 2010-11”



“PSE Excellence Award – 2011” for R&D, Technology Development & Innovation by Indian Chamber of Commerce.



“Sarvashreshtha Suraksha Puraskar (Golden Shield)” by National Safety Council of India for executing LLDPE/HDPE (Swing Unit) of IOCL's Panipat Naphtha Cracker Project.

2010-11



Construction Industry Development Council (CIDIC) Awards in 5 Categories

- Best Professionally Managed Company.....EIL
- Industry DoyenC&MD
- Outstanding Public OfficerDirector - Commercial ,
- Best Project in oil & gas.....BINA Refinery of BORL
- Best Project in oil & gas.....Panipat Naphtha Cracker Project of IOCL



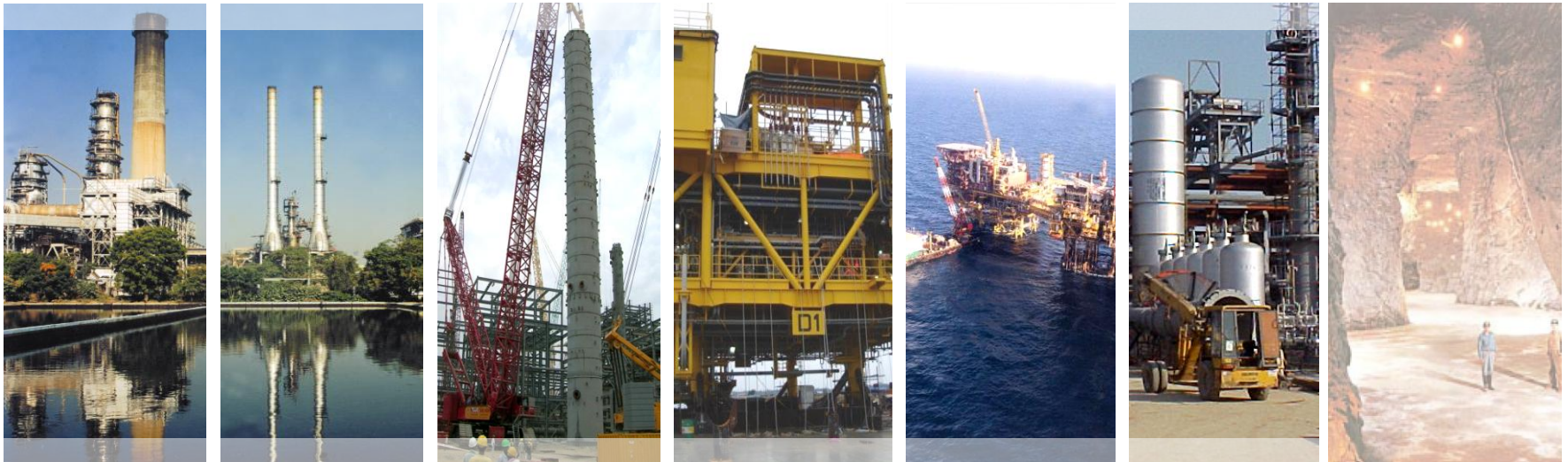
PMI India award for best project for BINA Refinery of BORL



“SCOPE Excellence Award for Excellence and Outstanding Contribution to Public Sector Management 2009-10” under Miniratna category by SCOPE.



Financials & Order Book Overview



4Q and FY 11-12 Performance - Summary

(Values in INR Mn)

Q4 / FY 11-12	4 th Quarter Ended *			Annual Results*		
	31-Mar-12	31-Dec-11	31-Mar-11	FY : 11-12	FY:10-11	% change
TOTAL TURNOVER	12253.09	7924.96	9465.35	36988.2	28232.8	31%
OPERATING PROFIT	1676.55	1794.29	1863.63	6837.48	6255.85	9%
OTHER INCOME	920.11	444.34	638.23	2321.77	1603.66	45%
PBT	2585.05	2238.62	2487.230	9147.65	7844.85	17%
PAT	1903.36	1512.60	1655.67	6363.15	5225.19	22%
EPS	5.65	4.49	4.92	18.89	15.51	22%

* Note: All figures have been taken on standalone basis for EIL



Robust and consistent financial performance



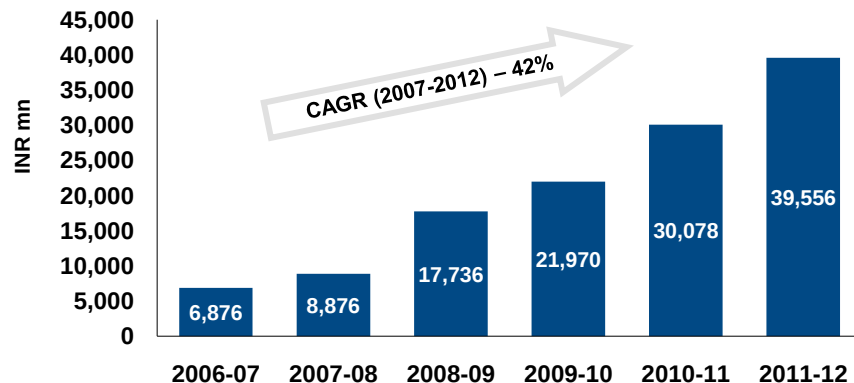
Turnover and Profitability growth momentum continues for FY 11-12



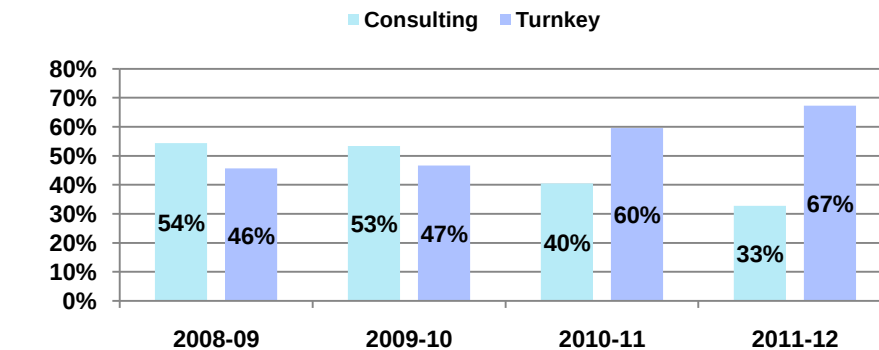
Cash Balance of over INR 22 billion with no Debt

Financial and Operating Track Record - Consolidated

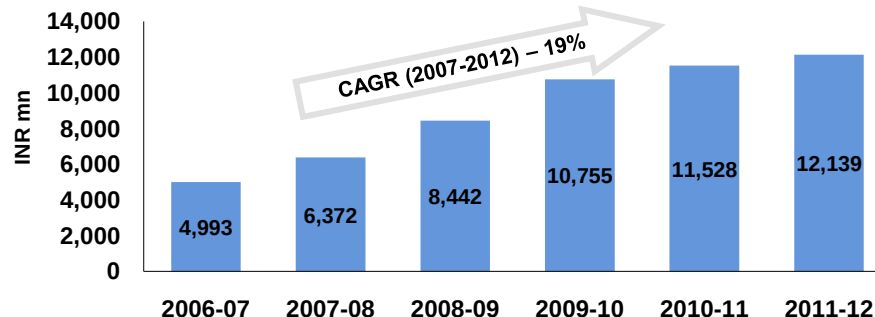
Total Income and Growth (INR mn)*



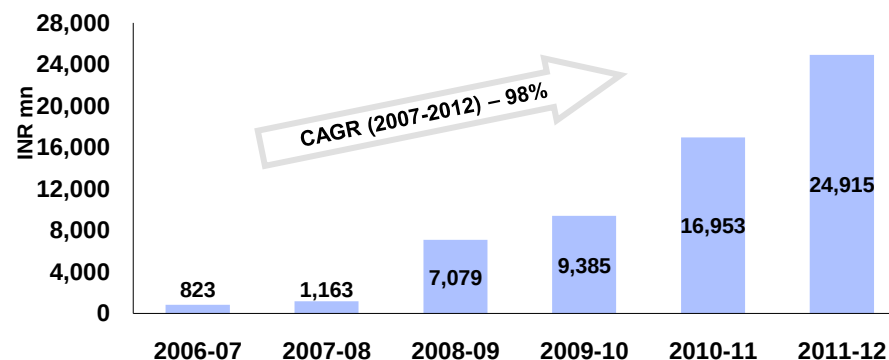
Revenue Segmentation**



Consultancy & Engineering Revenue (INR mn)*



Lumpsum Turnkey Projects Revenue (INR mn)*



* Note: All figures have been taken on a consolidated basis



Robust and consistent financial performance

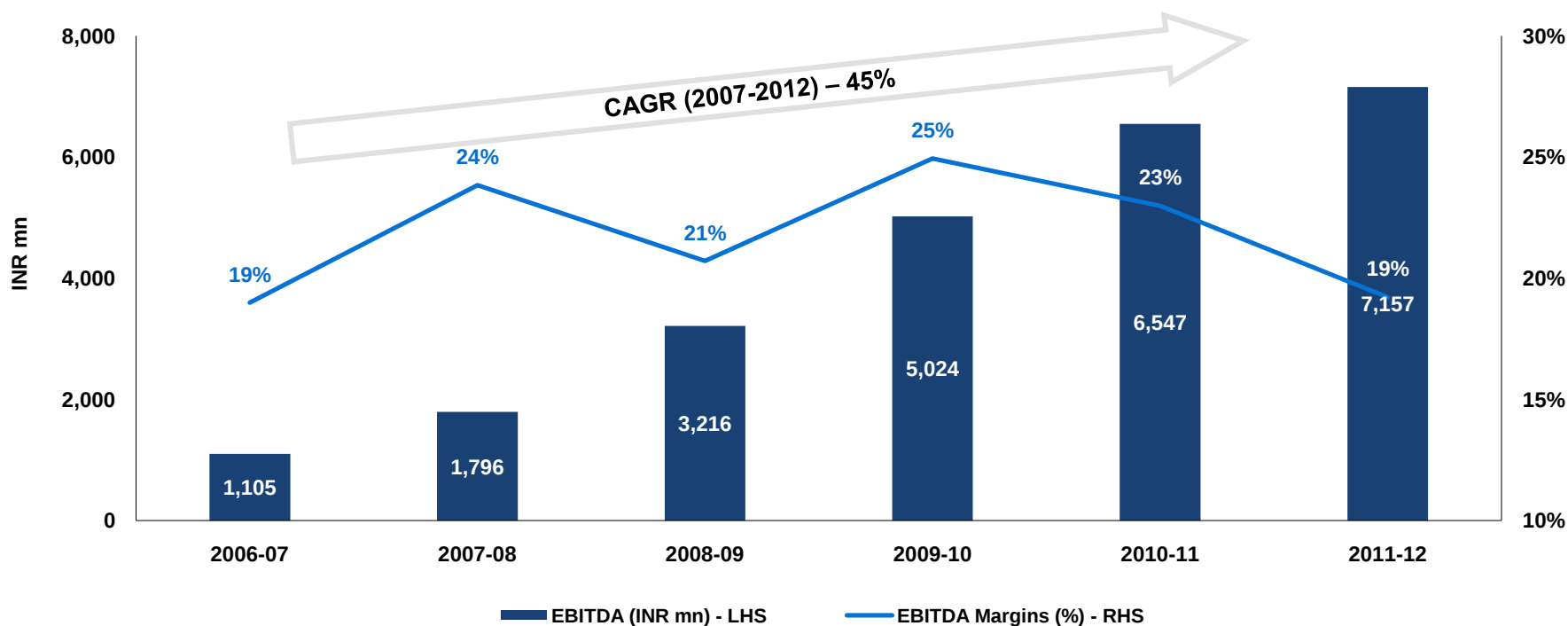


Highest Ever Turnover. Revenue growth at CAGR of 42% for FY 07- FY12.



Financial and Operating Track Record - Consolidated

Robust EBITDA** Performance (INR mn)*



* Note: All figures have been taken on a consolidated basis

** EBITDA: Earnings Before Interest, Tax, Depreciation and Amortization (does not include Other Income)

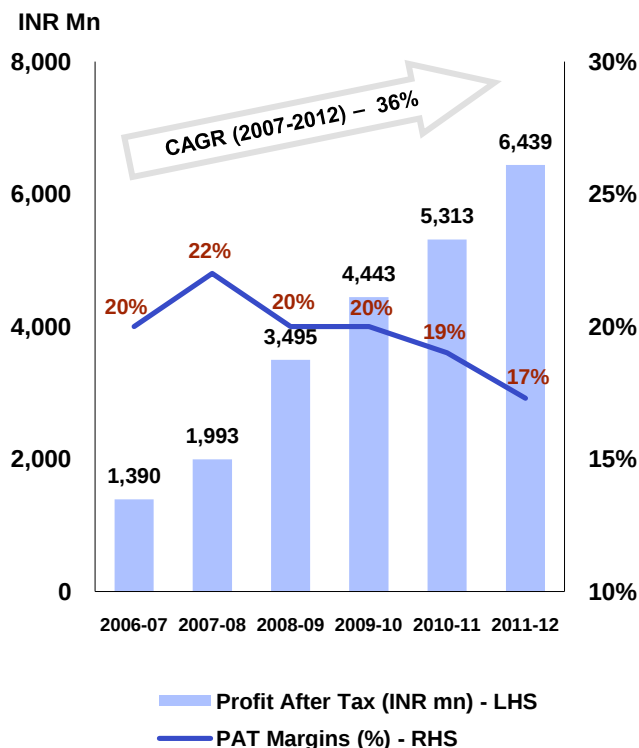


EBITDA growing at CAGR of over 45% during FY07-FY12

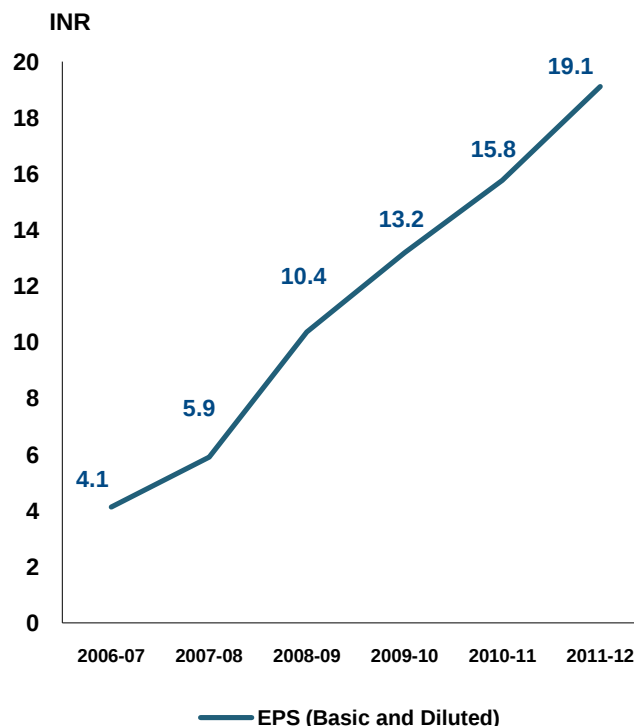


Financial and Operating Track Record - Consolidated

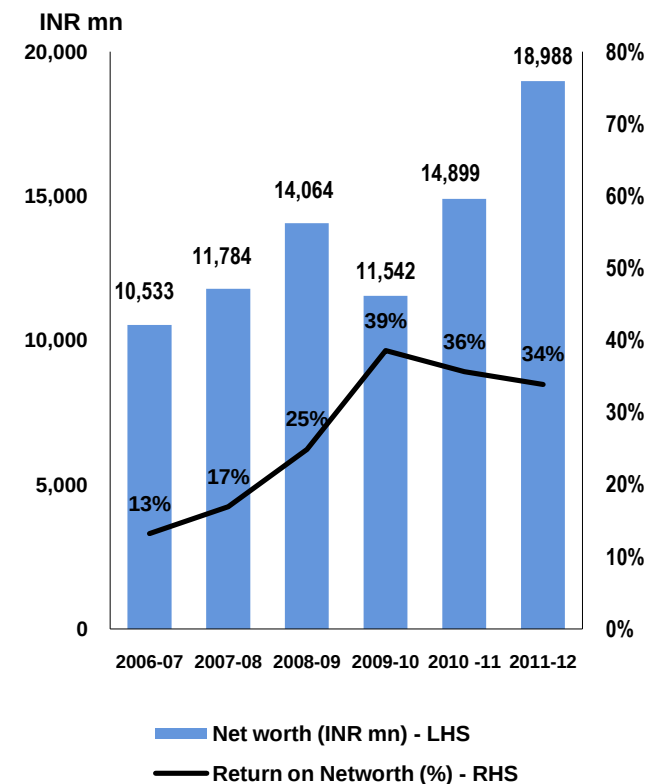
Profitability (INR mn)*



Earnings per Share – EPS (INR)*



Return on Net Worth (%)



* Note: All figures have been taken on a consolidated basis



Highest ever Profit. Profitability growing at CAGR of 36% during FY07-FY12



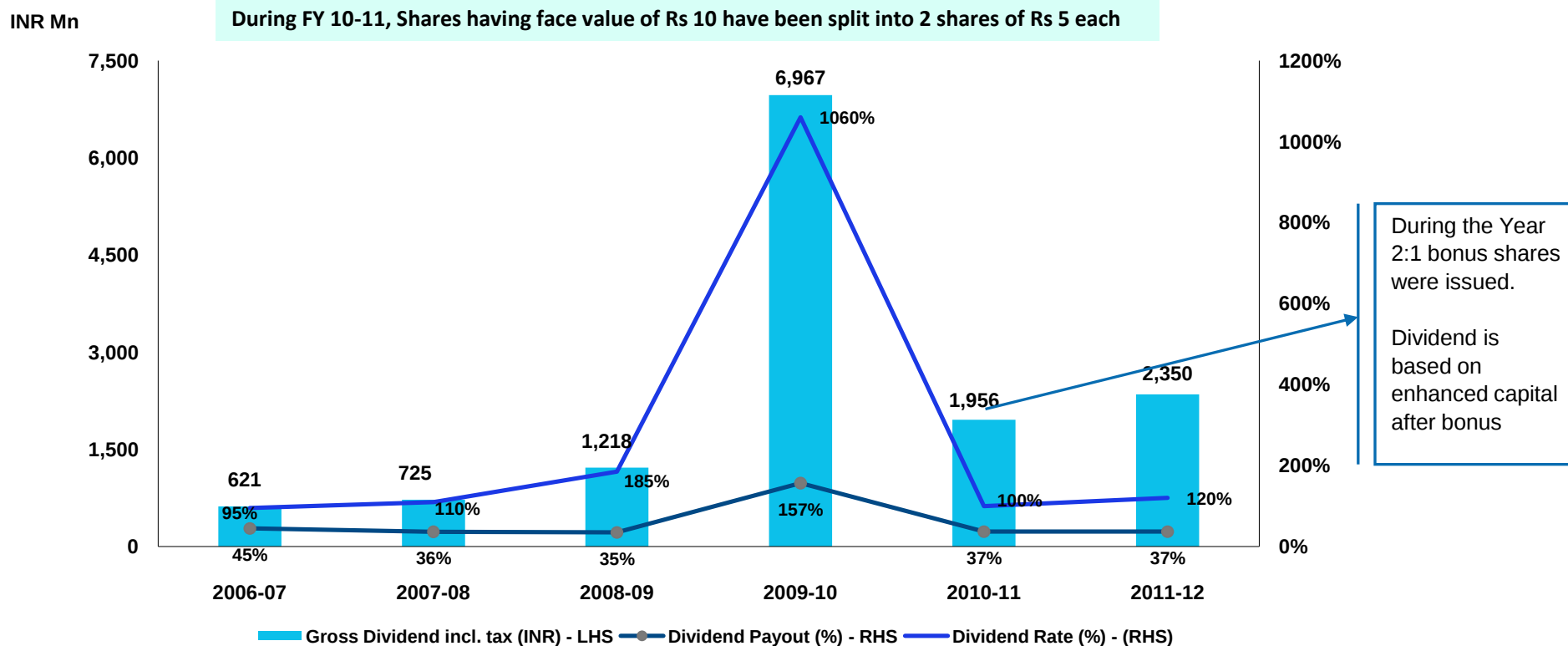
Consistently delivering increasing returns to shareholders

25



Financial and Operating Track Record - Consolidated

Dividend Distribution (INR mn)*



* Note: All figures have been taken on a consolidated basis
Dividend Payout calculated as a percentage of Profit After Tax (PAT)
Dividend Rate calculated using net dividend (excluding dividend tax):



Balance Sheet: Cash of over INR 22 billion with no debt on a consolidated balance sheet basis

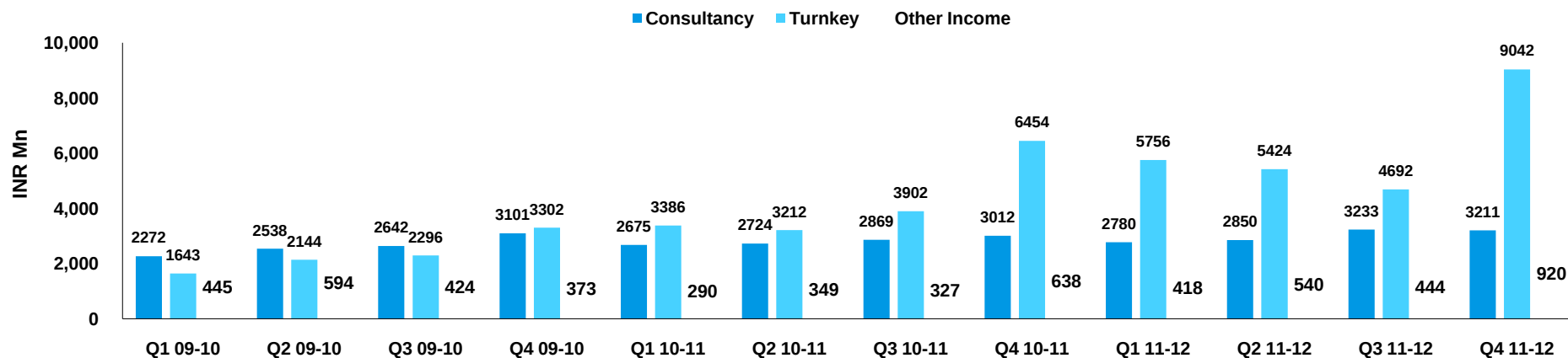


Consistent Dividend Track Record

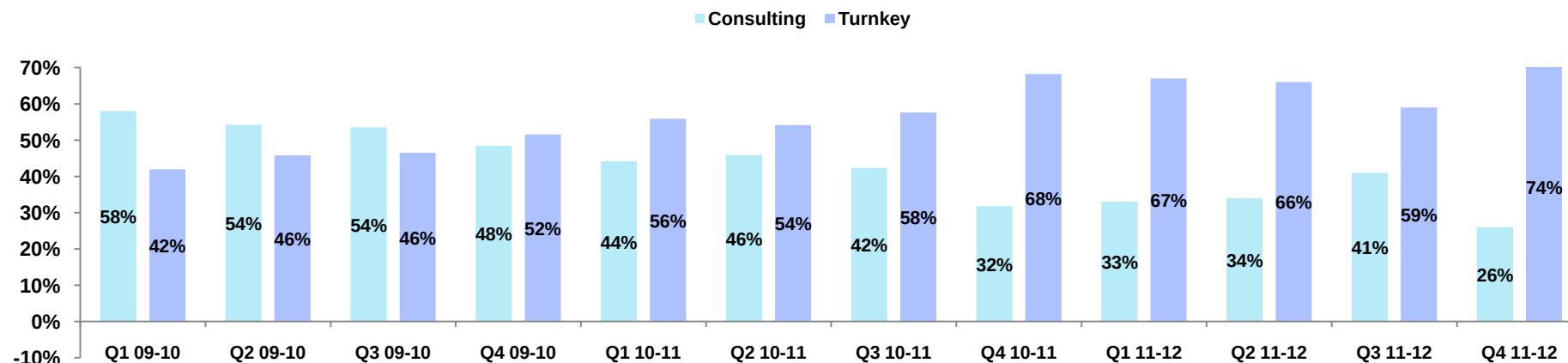


Financial and Operating Track Record - Standalone

Total Income



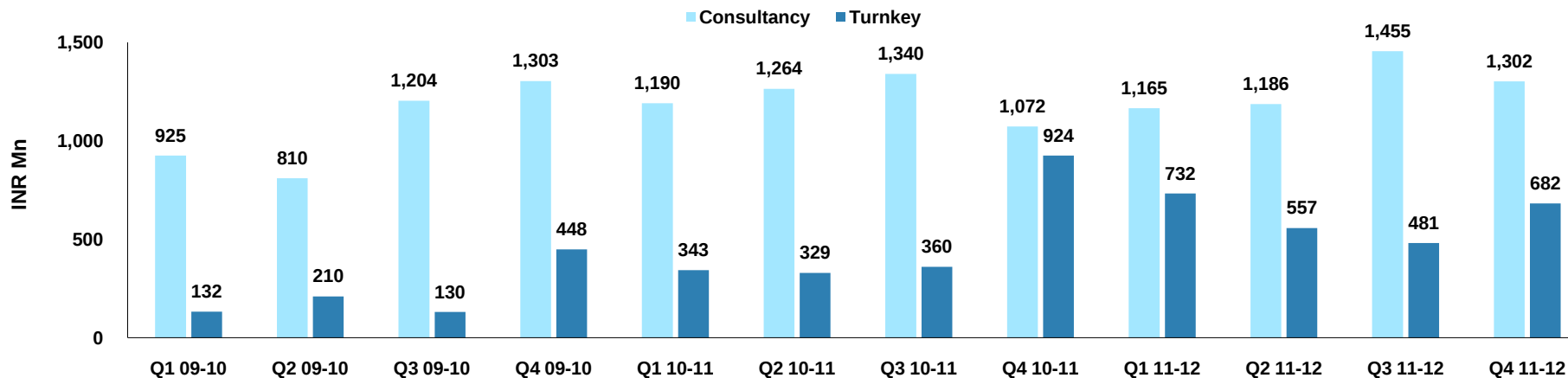
Revenue Mix (Consultancy Vs Turnkey)



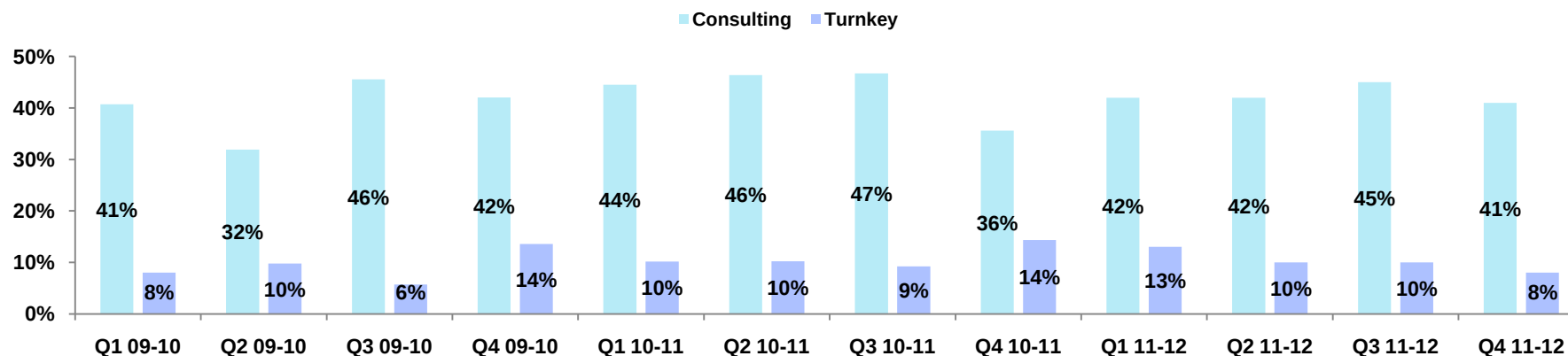
Note: All figures have been taken on a standalone for EIL

Financial and Operating Track Record – Standalone

Segment Wise Operating Profit



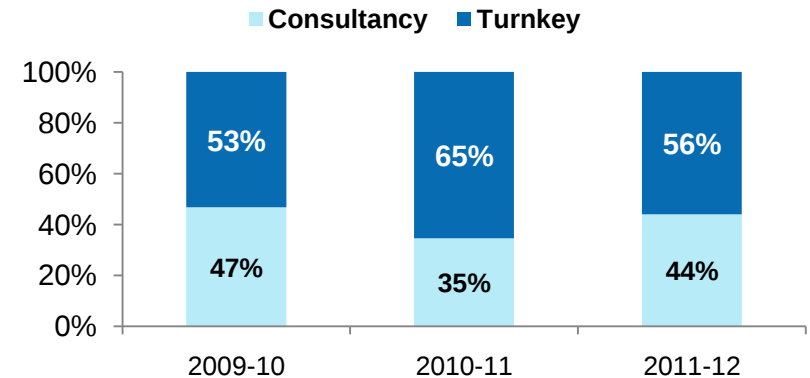
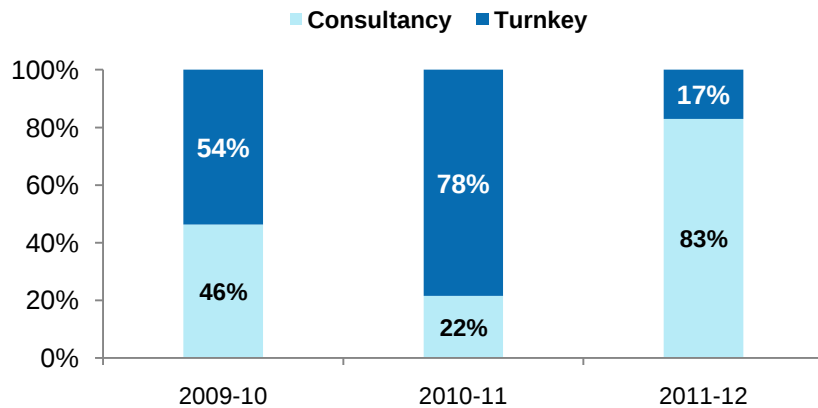
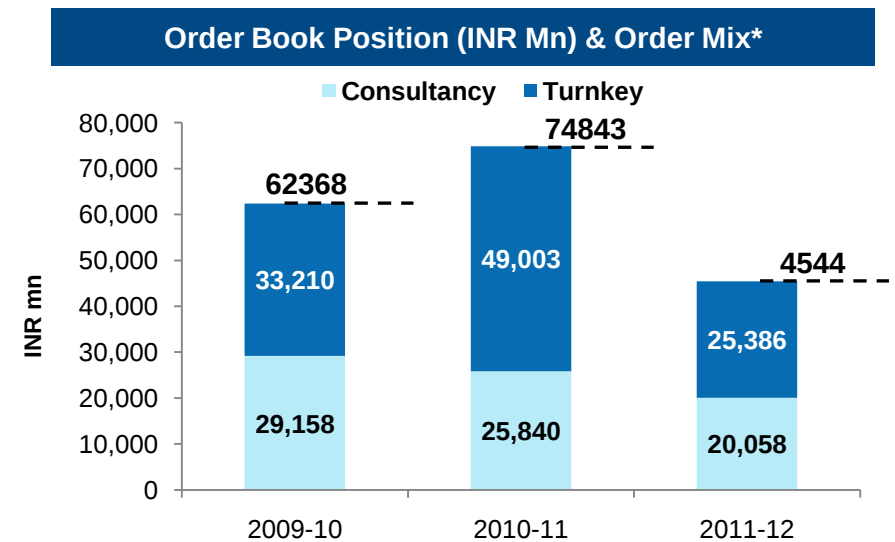
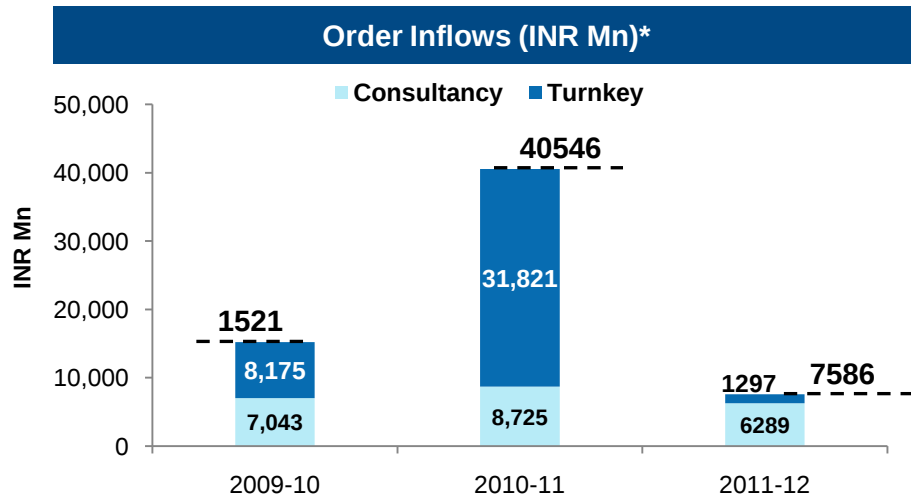
Segment Wise Profit %



Note: All figures have been taken on a standalone for EIL

28

Orders Inflows and Order Book Position - Standalone

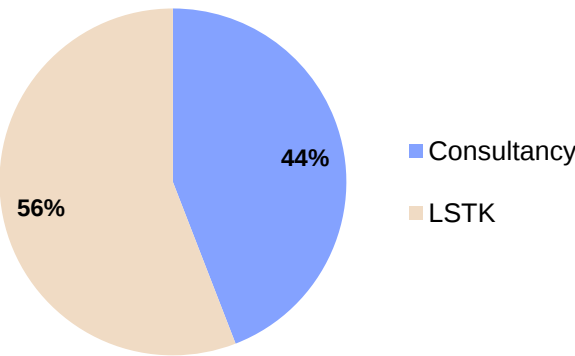


Note:

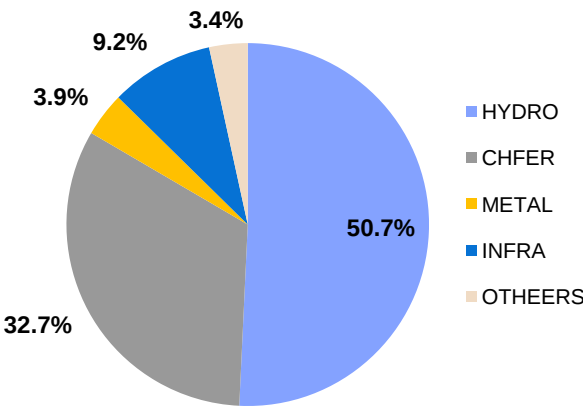
- All figures have been taken on standalone basis
- Order books are subject to miscellaneous adjustments



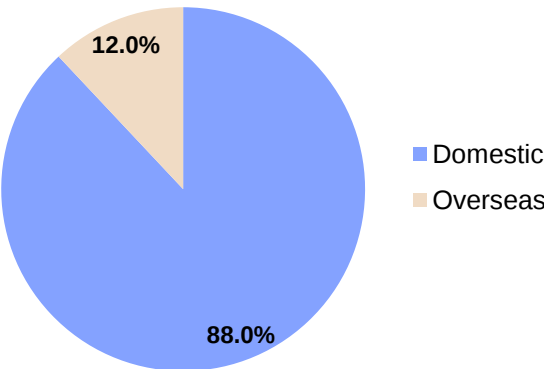
OBP: Consultancy Vs LSTK



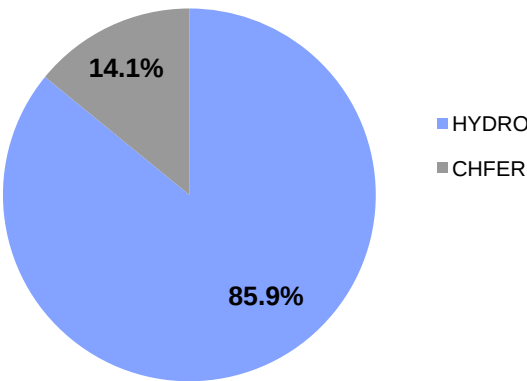
OBP: Consulting Break up



OBP: Domestic vs Overseas



OBP: LSTK Break up

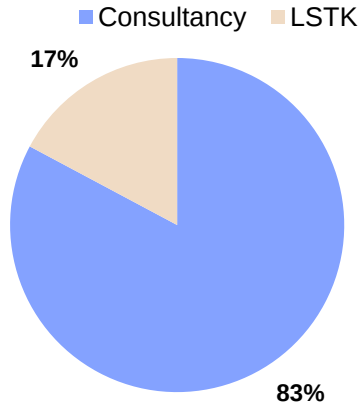


Note : Data on unconsolidated basis

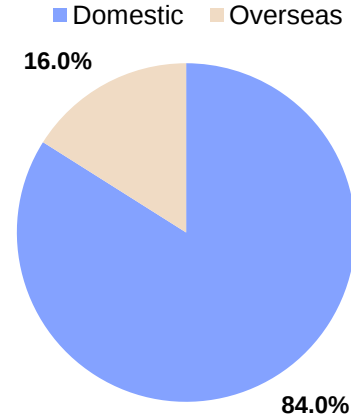
Orders Secured Break up - Standalone

FY : 11-12

Consultancy Vs LSTK



Domestic vs Overseas

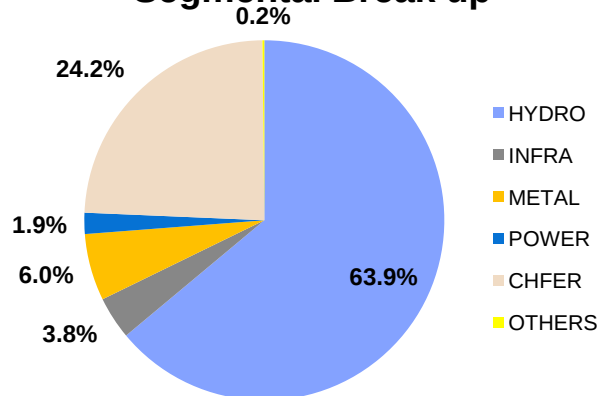


Note :

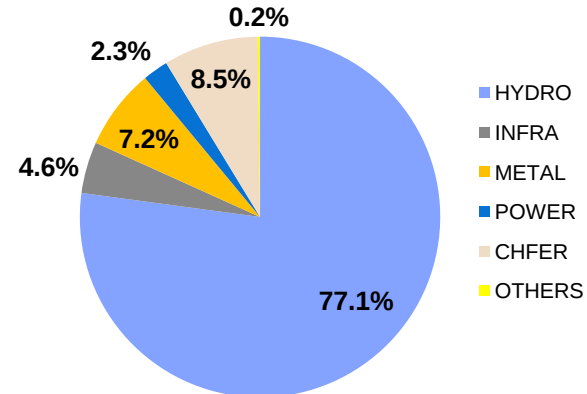
99% of overseas business is in hydrocarbons

LSTK orders are entirely from Domestic Petrochemicals Segment

Total Orders Segmental Break up



Consulting Segmental Break up



Note : Data on unconsolidated basis

Salient Orders Secured - Standalone

FY : 11-12

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CONSULTANCY

Domestic					
	Project scope	Client	Contract Value (Rs. Million)	Award Date	Completion Date
	Poly Propylene Unit at Mangalore - Additional works for OBE LSTK	MRPL	1300	Q1, FY11-12	Q4, FY12-13
	Western Onshore Redevelopment Project for Mehsana, Ankleshwar and Ahmedabad Assets - EPCM Services	ONGC	770	Q2, FY11-12	Q4, FY15-16
	Mehsana-Bhatinda Pipeline – EPCM Services	GSPL	660	Q4, FY11-12	Q4, FY14-15
	CDU-4 Project at Mumbai Refinery – EPCM Services	BPCL	630	Q3, FY11-12	Q2, FY14-15
	Dahej Petrochemical Complex at Dahej, Gujarat – Additional PMC Services	OPaL	420	Q2, FY11-12	Q1, FY13-14
	2nd Phase Expansion of Bauxite Mines, Alumina Refinery & Aluminium Smelter - Additional Services – EPCM Services	NALCO	310	Q3, FY11-12	Q1, FY12-13
Overseas					
	5 Nos. Pipeline Projects - PMC Services.	GASCO	520	Q2, FY11-12	Q3, FY15-16
	KPRL Refinery Upgrade Project - DFR and Cost Estimates	KPRL	260	Q2, FY11-12	Q1, FY12-13
	Habshan Acid Gas Flare Recovery Project - PMC Services	GASCO	160	Q3, FY11-12	Q1, FY14-15

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Select Ongoing Projects - Standalone

FY : 11-12

	Select ongoing projects	Key client list
Refinery	- Wax unit of NRL. - Refinery expansion & upgradation project for Mangalore Refinery and Petrochemicals Ltd (MRPL) - CDU-4 Project at Mumbai Refinery for BPCL - KPRL Refinery Upgrade Project, Kenya - Captive Power plant for Paradip Refinery of IOC - CDU-2 Revamp at Chennai for CPCL	
Petrochemicals & Fertilizers	- Petrochemical expansion project at GAIL Vijaipur and GAIL Pata Plants - Butadiene Extraction Project at IOCL Panipat - Dahej Petrochemical Complex for ONGC Petro-additions Ltd (OPaL) - Assam Gas Cracker Complex at Lapatkaka for BCPL	
Pipelines	- Hazira-OPaL, Dahej Naphtha Feed Pipeline Project of ONGC - Dabhol-Bangalore gas pipeline project for GAIL 150 km Pipeline Project for BCPL - Mehsana-Bhatinda Pipeline Project for GSPL 5 Nos. Pipeline Projects of GASCO, Abu Dhabi	
Offshore/ Onshore Oil & Gas	- LNG terminal at Dahej for Petronet - Qusahwira field development project at UAE for NPCC - Additional gas processing facilities at Hazira and Uran for ONGC - Offshore platform projects for GSPC - WIN Revamp Project for ONGC - Western Onshore Redevelopment Project for Mehsana, Ankleshwar and Ahmedabad Assets of ONGC - Habshan Acid Gas Flare Recovery Project for Abu Dhabi Gas Industries Ltd.	

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Select Ongoing Projects - Standalone

FY : 11-12

	Select ongoing projects	Key client list
Terminal and Storages	- Strategic Crude Oil Facilities for the Indian Strategic Petroleum Reserves Limited at - Mangalore - Vishakhapatnam - Padur	
Mining and Metallurgy	- Mahan Aluminum Smelter, Madhya Pradesh for Hindalco - Aditya Aluminium Smelter Project, Orissa for Hindalco - Fourth Stream Upgradation Project for Bauxite Mines and Alumina Refinery, Orissa for NALCO - Services for 2nd Phase Expansion of Bauxite Mines, Alumina Refinery & Aluminium Smelter for NALCO, Bhubhaneshwar	
Infrastructure	- Data Centre of UIDAI at Delhi and Bengaluru for Unique Identification Authority of India (UIDAI). - Interceptor Sewer Project for the abatement of pollution in River Yamuna for Delhi Jal Board (DJB) - Urban Redevelopment Project at Connaught Place for New Delhi Municipal Council (NDMC) - Rajiv Gandhi Institute of Petroleum technology (RGPT) at Rai Bareilly and Sibsagar	
Turnkey Projects	- Onshore Gas Terminal at Kakinada for GSPC - SPM, Pipeline and Related Facilities for MRPL, Mangalore - SPM, Pipeline and Jetty Facilities for IOCL Paradip Refinery - PFCC, SRU and Polypropylene Projects of Phase III refinery project at Mangalore for MRPL	

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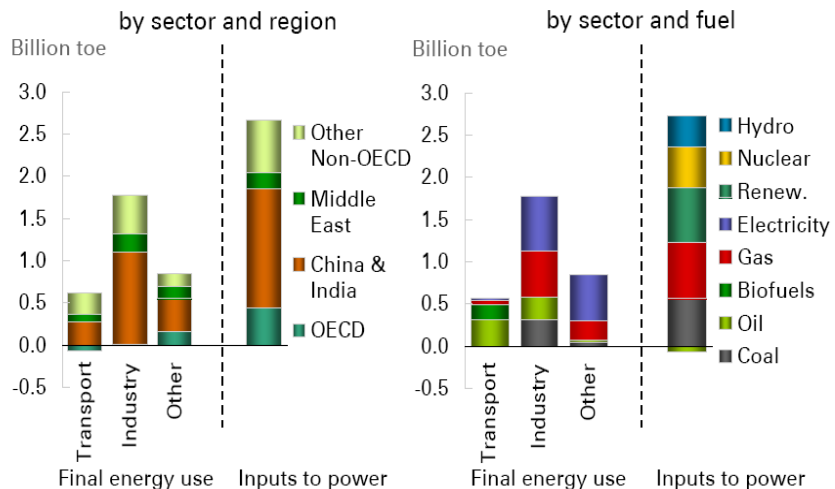
Business Outlook



Energy and Hydrocarbons

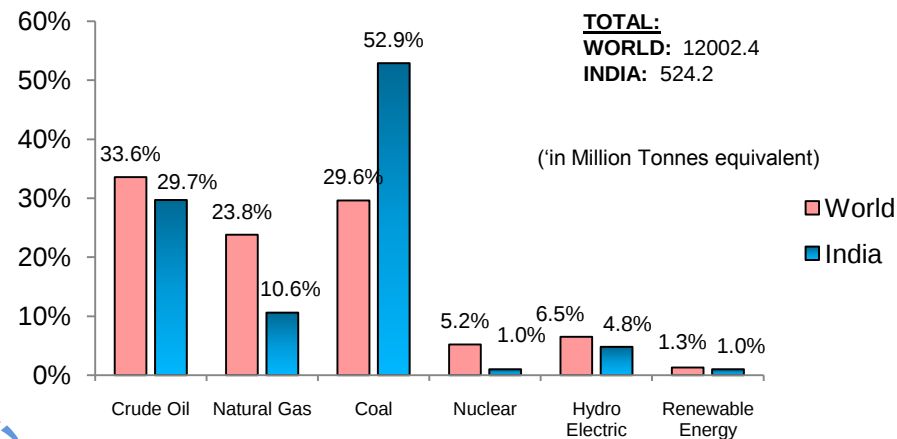
Asia Pacific - Major Contributor to Energy Demand Growth

Growth of world energy consumption 2010-30



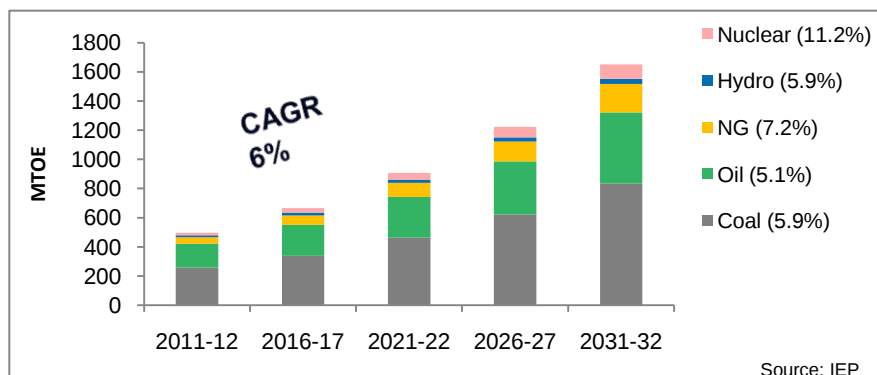
Source: BP Energy Outlook 2030

Primary energy consumption (MMTOE)



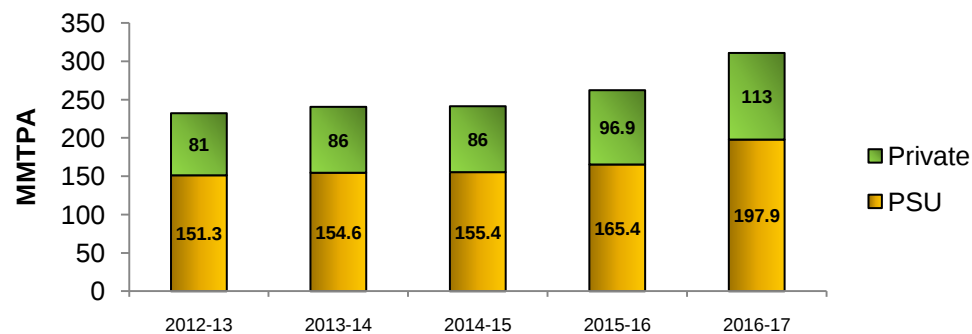
Source: BP Statistical Review of World Energy (2011)
Twelfth Five Year Plan Report on Petroleum and Natural Gas(2012-2017)

Projected Primary Energy to Grow



Source: IEP

Refining: Capacity upgrades and additions set to continue



Source: Twelfth Five Year Plan Report on Petroleum and Natural Gas (2012-2017)
Government of India

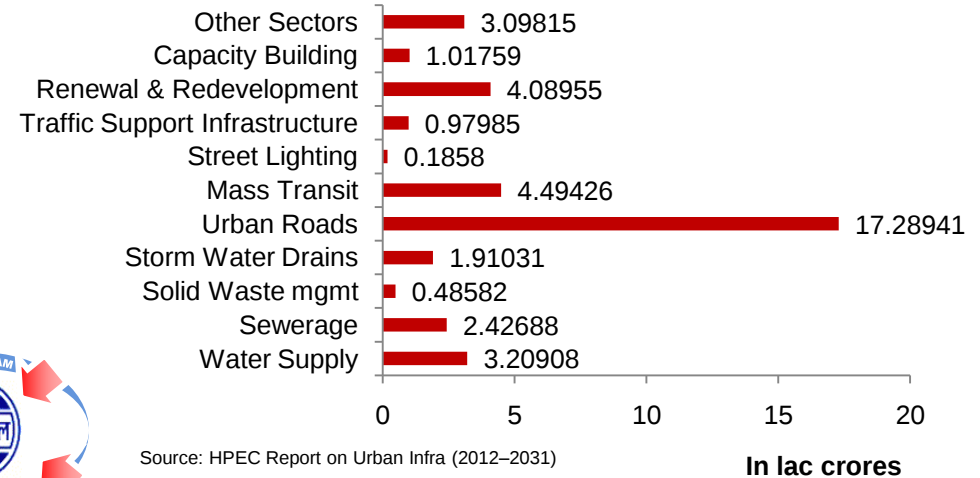


Infrastructure, Chemicals and Non Ferrous Metallurgy

Planned Infrastructure Expenditure

- ✓ **Approx \$ 1 trillion projected investment in infrastructure in 12th Five year plan**
- ✓ **Given the constraint on public funding, 50% of this would need to be funded by private investment**
- ✓ **12th five year Plan targets for 2100 MW Energy from Waste by 2017**

Projected Urban Infrastructure Expenditure (2012-2031)



Oil and Gas Infrastructure Expenditure

- ✓ **City Gas infrastructure in approx. 200 GAs in next 5 to 7 Years and creation of Pipeline Infrastructure throughout the country.**
- ✓ **SBM, Terminals, Pipelines for crude, LNG and Product Transfers.**
- ✓ **Expansion of Strategic Storage Reserves for Energy Security from 5 Million ton to 12.5 Million ton in next 5-7 years.**
- ✓ **LNG terminals and gasification facilities for meeting gas demand for Power, Fertilizer and City Gas**

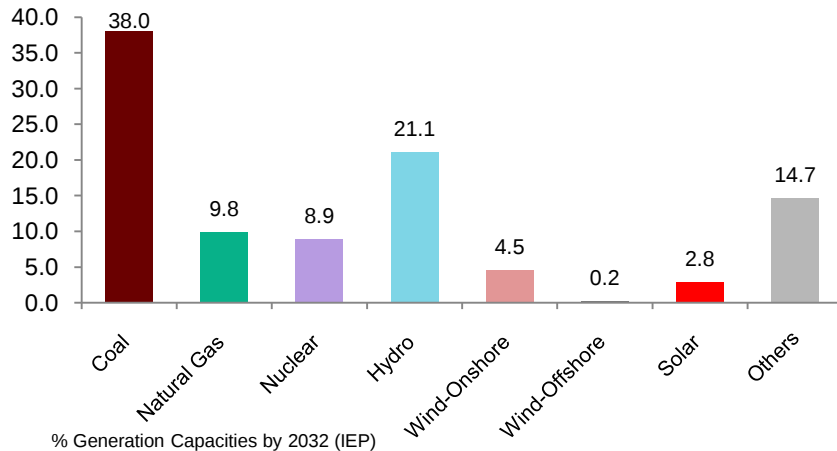
Growth prospects in Chemicals and Non Ferrous Metallurgy

- ✓ **Capacity Augmentation in Urea, Ammonia and Phosphates' Fertilizers of about 11.35 million tons**
- ✓ **Thrust on conversion of all functional Naphtha and FO/ LSHS based units to NG / RLNG**
- ✓ **9 million ton capacity addition of Alumina planned by year 2017**
- ✓ **Concerns on Gas Pricing Policy , gas availability and Priorities in gas allocation**



Power and Renewable

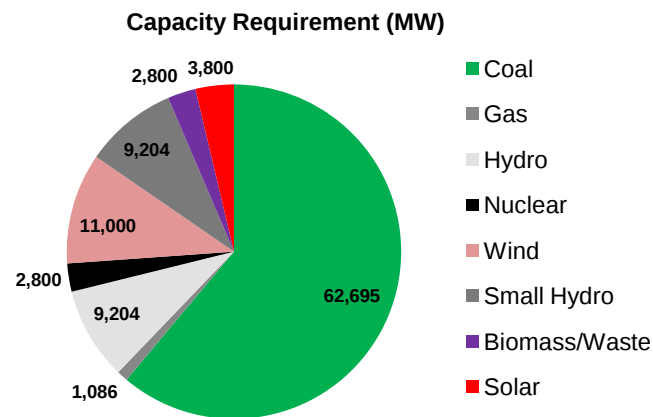
Contribution of Renewable Grows Steadily



Emerging Technologies with growth potential

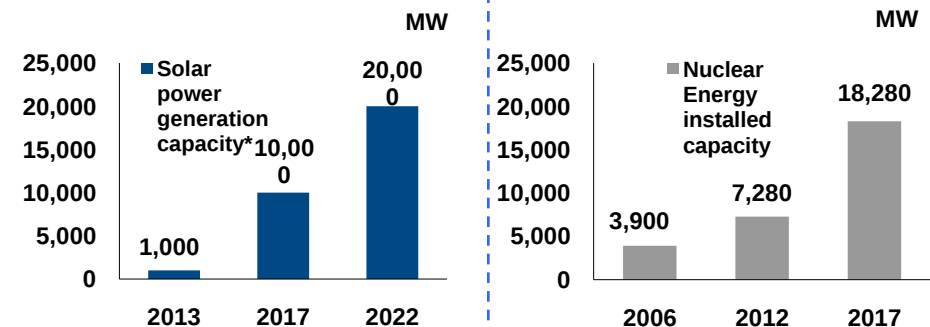
- ☒ CBM, Gas Hydrates, Underground Coal Gasification, CTL, Bio-fuels, Oil Shale
- ☒ Hydrogen as clean Fuel and other alternate fuels
- ☒ Advanced coal technologies (IGCC, CTL, CCS),
- ☒ Ultra super critical technologies,
- ☒ Energy storage systems, Polysilicon and LEDs,
- ☒ EVs and Hybrid electric vehicles

Power Capacity Requirement in India(MW)



Source: Twelfth Five Year Plan Working Group Report 2012-17

Greater focus on New and Renewable Energy space



* Grid-connected
Source: Planning Commission Eleventh Five Year Plan Report (2007-2012)
Ministry of New and Renewable Energy's Annual Report 2009-2010

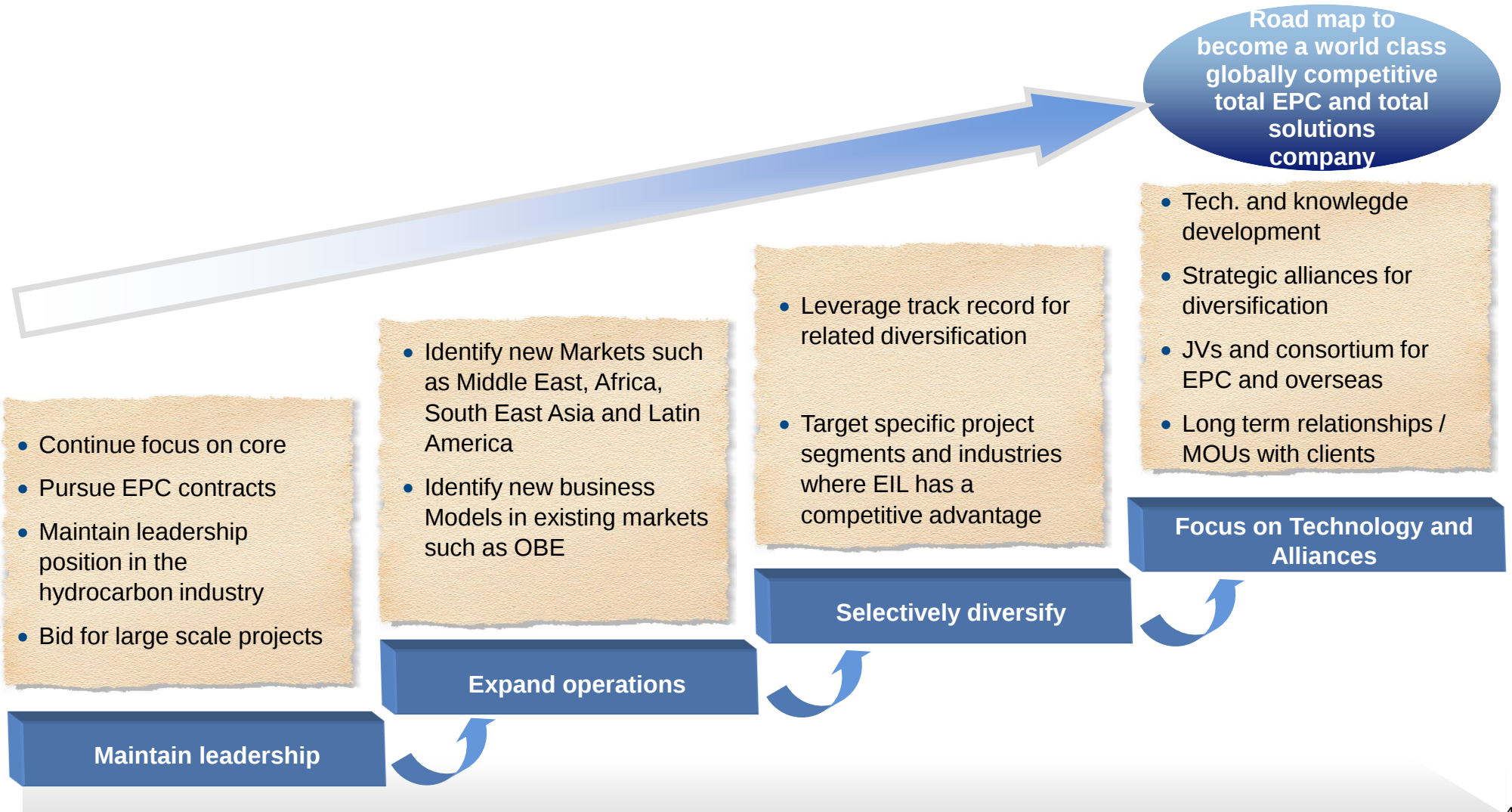
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Strategic Direction



Growth Plans



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Diversification Plans



Water and Waste Management

- Water desalination and treatment
- River front development projects
- Waste and waste to Energy
- Target municipal and industrial projects
- Integrated water management solutions



City Gas Distribution

- Pursue strategic city gas distribution projects
- Strategic partnerships
- Build expertise



Power

- EPC for balance of plant
- PMC services for large power projects
- Owner's consultant for solar & nuclear power plants
- Captive steam and power plants



Gas based Fertilizer Projects

- Gas-based fertilizer projects in India and internationally
- Explore EPC opportunities
- Revival of closed fertilizer plants in India



Tapping other Energy Sources

- Target consultancy for coal-to-liquid, Coal Bed Methane, Shale Gas projects
- Development for Syngas clean up and FT technology through setting up of a pilot coal gasification plant
- Oil & Gas Exploration NELP IX

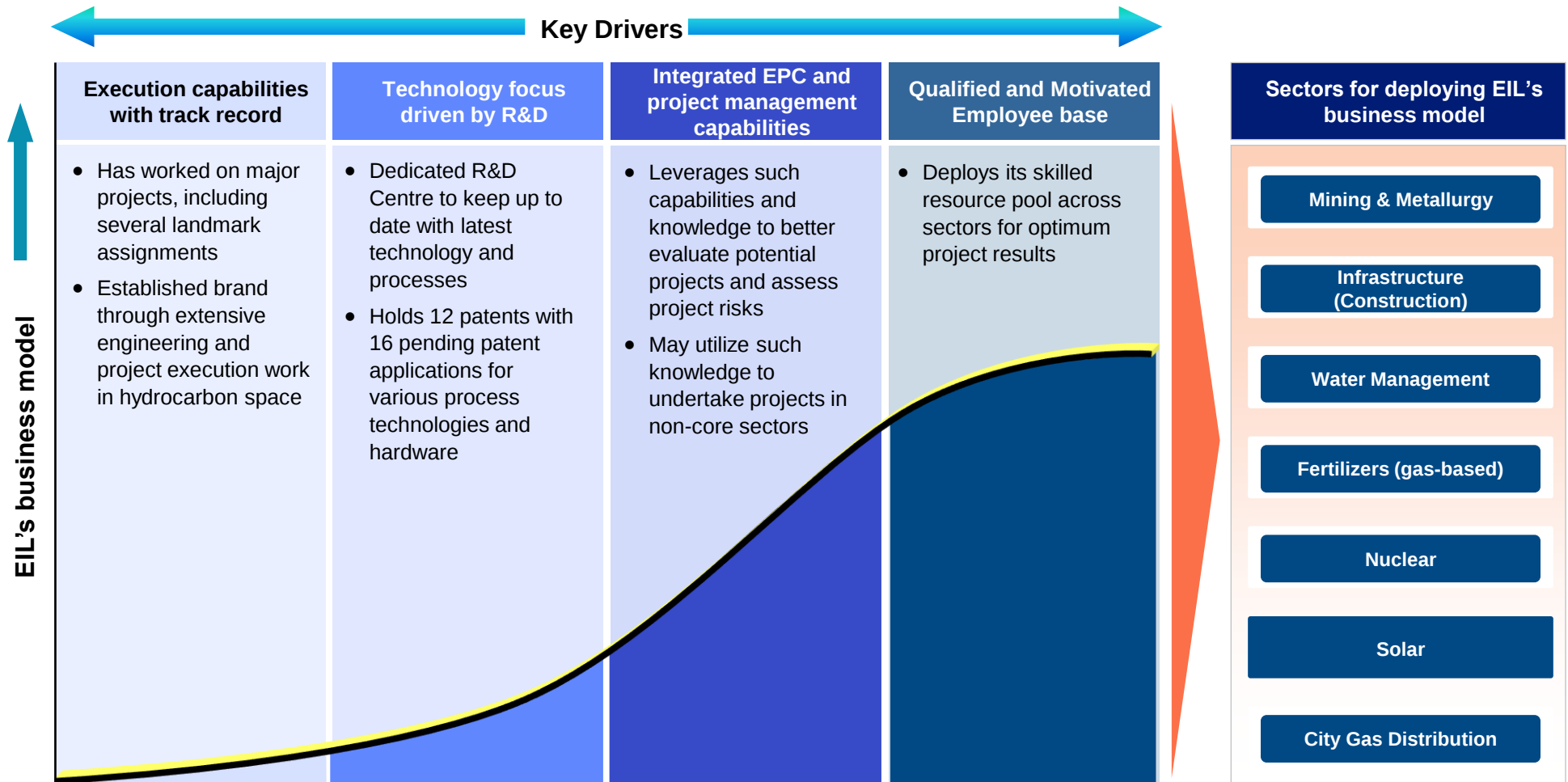


Forging Strategic Alliances for Competency Development and Client Relationship



Growth Drivers

Robust Business Model Suitable for Related Diversification



Flexible business model that may be replicated across different sectors



Way Forward

1

Maintain Leadership Position in Core Areas

2

Internationalization

3

Selective Diversification in High Growth Areas

4

Technology Based Initiatives

5

Strategic Partnerships

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A pair of hands, one from the top and one from the bottom, are shown holding a small, realistic globe of the Earth. The hands are positioned as if they are gently cradling the planet. The background is a deep blue with a faint, light blue world map visible. A horizontal white band with a subtle gradient runs across the middle of the image, serving as a backdrop for the text.

THANK YOU