इंजीनियर्स इंडिया लिमिटेड
(भारत सरकार का उपक्रम)

ENGINEERS INDIA LIMITED
(A Govt. of India Undertaking)

Investor Presentation

Annual Results : FY 14-15

27th May 2015

Contents

1

Overview of Engineers India Limited (“EIL”)

Company Background

- One of India's leading engineering consultancy and EPC companies
- Nearly five decades of experience on landmark projects with global energy majors
- Significant track record across entire oil & gas value chain including 10 green-field refineries, 39 oil & gas processing plants, 40 offshore process platforms, 42 pipelines and 7 petrochemical complexes
- Focused diversification into other sectors:
  - Fertilizer and LNG
  - Non-ferrous metallurgy
  - Infrastructure
  - Strategic crude oil storage
  - Nuclear and solar energy
  - E&P
- Over 2,890 highly experienced professionals and technical workforce
- In-house and collaborative R&D support with 14 registered patents
- Expanding overseas presence in MENA and South East Asia
- Zero debt firm with track record of healthy earnings and consistent dividend payout

Marquee Projects

BPCL Refinery, Kochi

Bharat Petroleum

Bina Refinery

Panipat Naphtha Cracker Unit

इंडियनऑयल
IndianOil

Guru Gobind Singh Refinery, Bathinda

HMEL

Evolution & Key Milestones

1965
- Incorporated pursuant to a formation agreement between GoI and Bechtel
- Commenced work in the refineries segment

1967
- Wholly owned Government of India (GoI) company

1969
- Expansion to Petrochem with IPCL (now Reliance Industries Ltd)

1970-72
- Commenced first international assignment
- Entered
  - Fertilizer sector
  - Non-ferrous metallurgical sector

1975-78
- Expansion in Hydrocarbons value chain
  - Offshore
  - Pipelines
  - Onshore oil and gas

1989
- R&D centre in Gurgaon

1997
- Listed on the BSE and NSE
- Accorded the Mini Ratna status

2001
- Diversified into Infrastructure

2006
- Commenced services in sub-surface crude storages

2010
- Special interim dividend of 1000%
- Successful FPO of 3.36 Cr shares of Rs. 5 each

2011-13
- Diversification into nuclear and solar Energy sector
- Entered into PSC with GoI for exploration (NELP IX)
- Overseas expansion in fertilizer

2014 -15
- Single largest consultancy order from Dangote,Nigeria
- Awarded the Navratna Status by GOI.
- Completed 50 years of service to the nation.

Lines of Business

Oil & Gas

Oil and Gas Processing Offshore & Onshore

Refinery

Strategic Storage, Terminals and Pipelines

Chemicals & Metallurgy

Petrochemicals

Fertilizer

Mining and Metallurgy

Infrastructure

City Gas

Urban Development

Water and Waste Management

Power

Solar

Thermal

Nuclear

Service Offering - From Concept to Commissioning

Process Design

- Pre-feasibility studies
- Technology and licensor selection
- Conceptual design & feasibility
- Process design package

Engineering

- Residual engineering and FEED
- Detailed engineering
  - Engineering for procurement
  - Engineering for construction

Procurement

- Supplier and contractor management
- Expediting and inspection
- Vendor development

Construction Management

- Materials and warehouse management
- Quality assurance and health, safety & environment
- Progress monitoring/ Scheduling
- Mechanical completion
- Site closure

Commissioning

- Pre-commissioning and commissioning assistance
- Safety audit
- Hazard and operability studies
- Risk analysis

Project Management

- Integrated project management services with focus on cost, quality and schedule

Specialized Services

- Environment engineering
- Heat and mass transfer
- Plant operations and safety management
- Specialist materials and maintenance services

Certification

- Certification and re-certification services
- EIL subsidiary – Certification Engineers International Limited (CEIL)
- Third party inspection

Service Offering - Modes of Contracts Managed

Consultancy Contracts

1 Engineering, Procurement and Construction Management (EPCM)	• Services related to process design, detailed engineering, procurement, construction supervision through co-ordination of various suppliers and contractors and commissioning and pre-commissioning assistance
2 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
3 Project Management Consultancy (PMC)	• Comprehensive project management Services for the implementation of a project through EPC contractors

Turnkey Contracts

1 Lump-sum turnkey ("LSTK")	• Fixed price contracts for Engineering, Procurement And Construction (EPC) • Single-point responsibility for completion of a project within the agreed schedule at the awarded turnkey price • Changes in scope of work are defined by change orders agreed by both parties
2 Open book estimate ("OBE")	• Cost plus contracts contract with a provision for conversion to LSTK

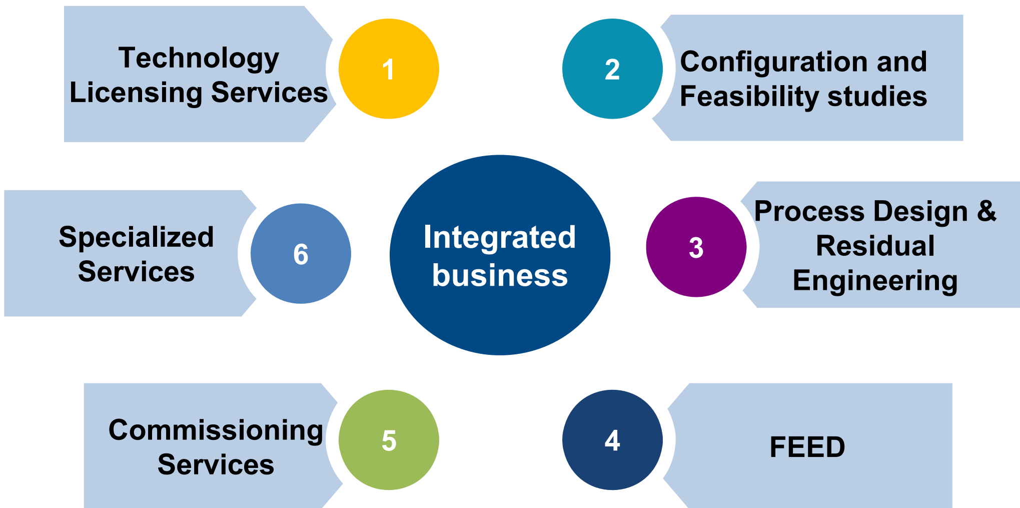
Wide spectrum of service offerings

Technology Driven Services

Comprehensive technology related offering

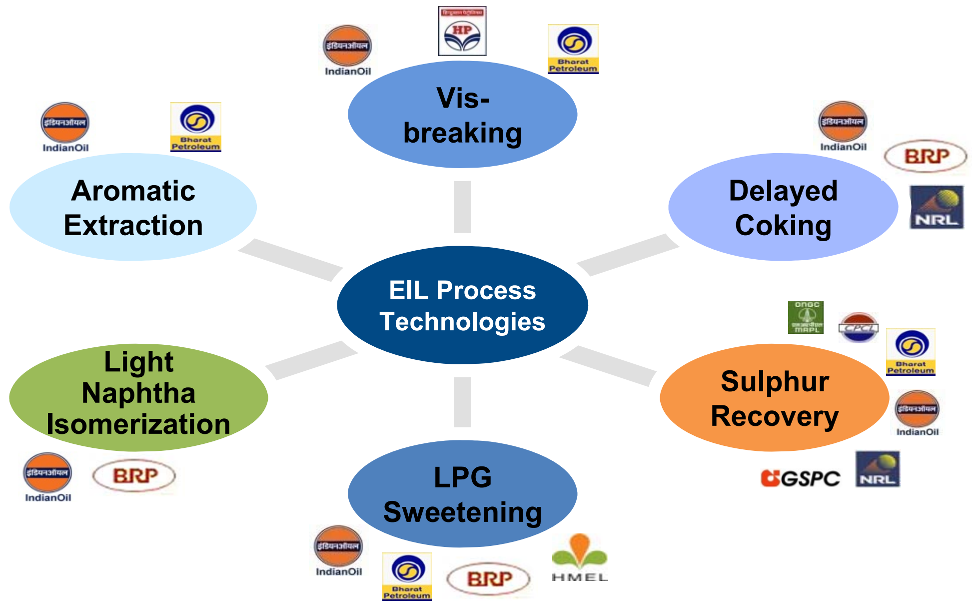
1 State of the art R&D centre at Gurgaon …

2 …technology driven full range of services…



Technology driven organisation

- EIL has developed over 30 process technologies for the oil and gas processing, refineries and petrochemical industries
- Currently holds 14 live patents and has 15 pending patent applications relating to various process technologies
- Comprehensive environment engineering services
- Comprehensive Hazop, Hazan, Risk and consequence analysis services



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Track record and Credentials

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Extensive Track Record and Strong Client Relationships

Refinery Projects including Green-field Projects

Oil & Gas Processing Projects

Petrochemical Complexes

Pipelines

Offshore Process Platforms

Ports & Storage Terminals

Fertiliser Projects

Mining & Metal Projects

Infrastructure Projects

Power / Captive Power Projects

Turnkey Projects

BCPL

INDAL

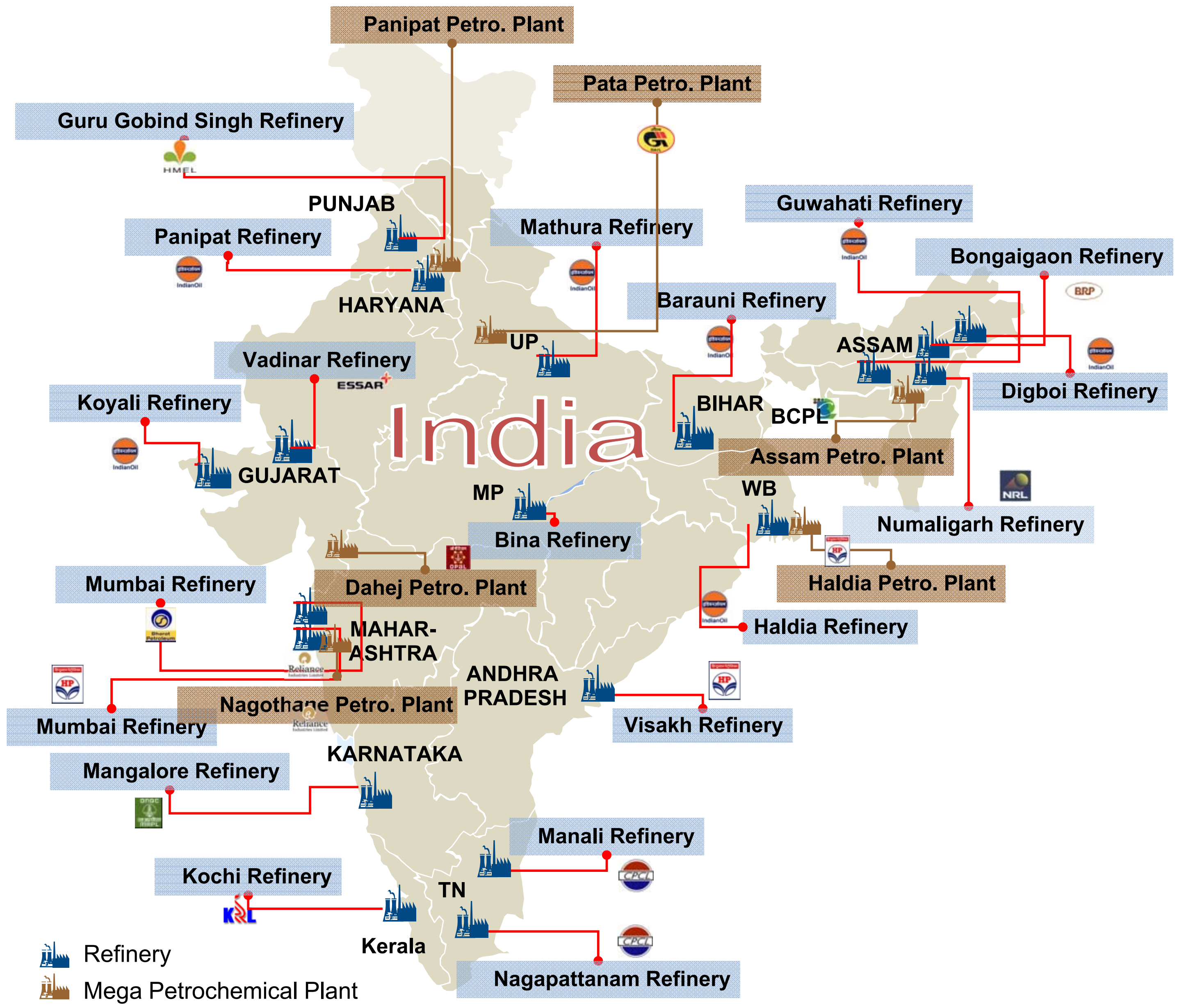
Presence Across the Oil & Gas Value Chain

Offshore Oil & Gas	Oil & Gas Transportation	Onshore Oil & Gas	Refineries	Storage, Ports & Terminals
				
• Over 150 Well Platforms and 30 Process Platforms for ONGC* • Offshore Platform Projects for the Deen Dayal Field Development Project of GSPC East Coast, India • International Projects in Qatar, UAE • Oil & Gas Exploration under NELP IX	• HBJ pipeline – India's largest Gas Pipeline Network • Jamnagar-Loni LPG Pipeline of GAIL (one of the world's longest) • Strategic Pipelines for HPCL, BPCL, BORL, IOCL , HMEL, TAKREER*, ADNOC*, NPCC*	• Gas Processing Complexes at Hazira and Uran and the C2/C3 and LPG recovery units • Gas Processing Complex of GSPC at Kakinada, India • International Projects in Algeria and UAE	• Refinery projects aggregating over 150 MMTPA • 10 Grass-root Refinery Projects in India • Algiers and Skikda Refineries of SONATRACH, Algeria • Services for refinery majors in MENA region like KNPC*, ORPC*, KPRL, BAPCO*	• Storage of Crude Oil in Underground Caverns - security initiative for Strategic Crude Oil Storage as part of the Integrated Energy Policy of GoI • LNG Terminals re-gasification and downstream infra facilities for Petronet LNG, RGPPL* , Shell and SONATRACH

** ONGC – Oil and Natural Gas Corporation Limited; TAKREER - Abu Dhabi Oil Refining Company; ADNOC - Abu Dhabi for Abu Dhabi National Oil Company; NPCC - National Petroleum Construction Company , Abu Dhabi; KNPC - Kuwait National Petroleum Corporation; ORPC - Oman Refineries and Petrochemicals Limited ; BAPCO - Bahrain Petroleum Company; RGPPL - Ratnagiri Gas and Power Private limited*

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

Leadership Position in Refineries & Petrochemicals in India



Milestones

- 19 out of 22 Refineries in India have EIL Footprints
- Worked on a combined refining capacity of more than 150 MMTPA (3 million BPD) in India
- Engineered 10 grass-root refineries
- Involved in the establishment of 10 out of the 11 mega petrochemical complexes in India
- Currently executing two green field and one brown field expansion project
- Forayed into new areas such as underground caverns for storages

Diverse Portfolio of high growth sectors

Petrochemicals

- 10 out of the 11 mega Petrochemical Complexes in India
- Large petrochemical clients like GAIL, IOCL, IPCL* (now RIL), OPaL*, BCPL* and others
- Petrochemical projects in Middle East region for Kuwait Aromatics Company and BOROUGE

Fertilizers

- Fertilizer complexes at Phulpur, Bhatinda, Panipat, Bharuch
- Ammonia plants at Kalol, Taloja
- Ammonia Urea complex at Nigeria for Indorama
- ShahJalal fertilizer project at Bangladesh for BCIC
- Focus on Naphtha/ Gas based fertilizer plants

Mining & Metallurgy

- 29 large Non-ferrous Metallurgical Projects of Alumina, Aluminum, Copper, Zinc, Lead Titanium, Cadmium, Mica, Rock Phosphate, Graphite, Fluorspar, Limestone, and Lignite
- Large clients include NALCO*, INDAL*, HINDALCO, Sterlite, HZL*, NMDC*, HCL*, JSWAL*, GMDC*

Infrastructure

- Modernization and redevelopment of Delhi & Mumbai airports
- Interceptor sewers for abatement of pollution in river Yamuna for Delhi Jal Board
- Focus on water, waste management and urban development
- Development and operation of new city gas distribution projects

Power

- Thermal power plants for GAIL, OPGC* and Reliance Power (RPL)
- Nuclear power plants for NPCIL* and NFC*
- Solar thermal power project of RPL
- Thermal – Focus on consultancy services for balance of plant
- Nuclear - Target strategic engineering consultancy opportunities; pursue collaborations with technology providers

** IPCL - Indian Petrochemicals Corporation Limited; OPaL - ONGC Petro-additions Limited; BCPL - Brahmaputra Cracker and Polymer Limited; NALCO - National Aluminium Company Limited; INDAL - Indian Aluminium Company Limited; HZL - Hindustan Zinc Limited; NMDC - National Mineral Development Corporation Limited ; HCL - Hindustan Copper Limited; JSWAL - JSW Aluminum Limited; GMDC - Gujarat Mineral Development Corporation Limited; OPGC - Orissa Power Gas Company; NPCIL - Nuclear Power Corporation Limited; NFC - Nuclear Fuel Complex*

Establishing strong foothold across emerging sectors

Increased Focus in Overseas Geographies

Sector	Country	Client
Oil & gas processing	UAE	NPCC, ADCO
Oil & gas processing	Vietnam	Petro-vietnam
Pipelines	UAE	GASCO, TAKREER, NPCC, ADNOC

Sector	Country	Client
LNG	Algeria	Sonatrach
Petrochemicals	UAE	BOROUGE, EQUATE
Petrochemicals	Malaysia	M/s Vinyl Chloride (Malaysia) sdn. Bhd

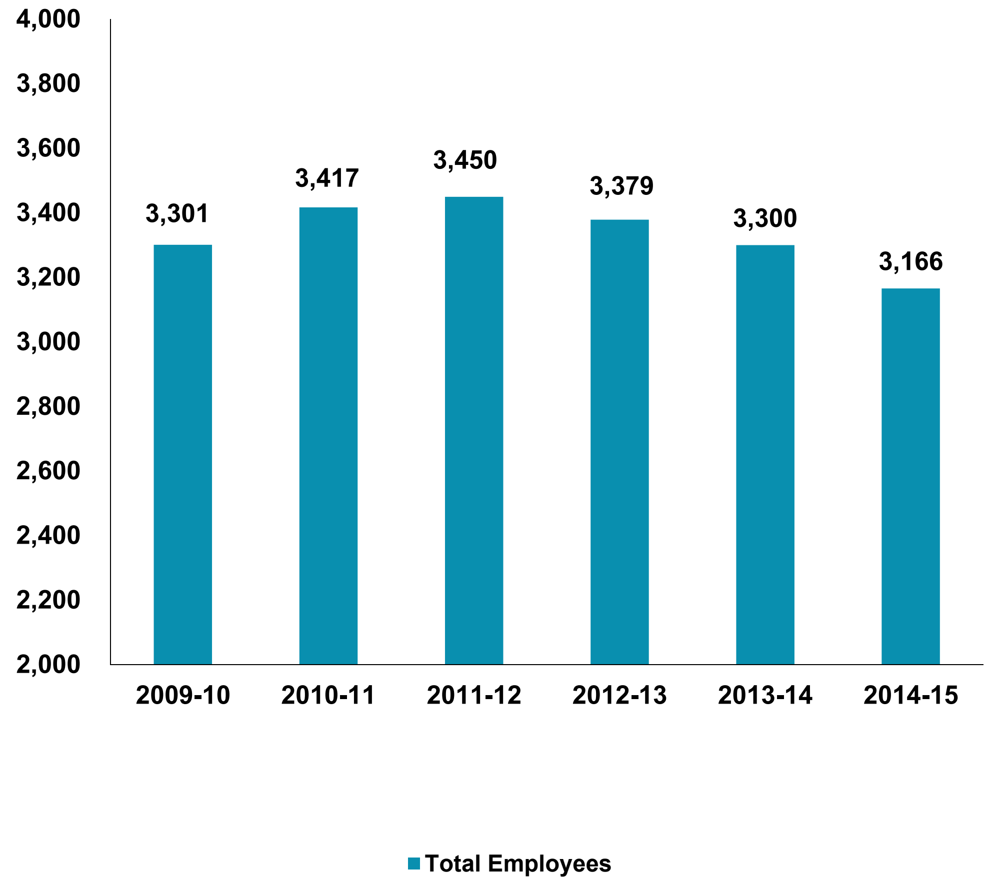
Sector	Country	Client
Refinery	Algeria	Sonatrach (Formerly NAFTEC)
Refinery	Oman	Sohar
Refinery	Kuwait	KNPC
Refinery	Indonesia	WIKA
Refinery	Nigeria	Dangote

Sector	Country	Client
Fertilizers	Nigeria	Indo Rama, Brass Fertilizer
Fertilizers	Bangladesh	BCIC
Fertilizers	Malaysia	Petronas Fertilizer (Kedah) Sdn. Bhd.
Non Ferrous	Bahrain	ALBA

JV : "JABAL EILIOT" in Kingdom of Saudi Arabia
WOS: "EILAP" in Malaysia

Qualified and Motivated Employee Team

Steady manpower despite difficult market conditions



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: Executive Directors

Ashok K. Purwaha
Chairman & Managing Director

- More than 37 years of experience in the hydrocarbon sector
- Served with ONGC (more than 8 years) and with GAIL India Limited for over 24 years, last position held was as Director (Business Development) on board of GAIL
- Led Mahanagar Gas Limited, Mumbai (a JV of GAIL India Limited and BG Group, UK) as MD for 5 years

Ram Singh
Director (Finance)

- 33 years of experience in finance and cost accounting
- Held positions with SAIL, BPCL, Petroleum Planning and Analysis Cell of MoP&NG, and the Oil Coordination Committee
- Conferred with Business Today Best CFO of a PSU (Mid size) Award-2013 and India CFO Award for Excellence in Risk Management by IMA India

Sanjay Gupta
Director (Commercial)

- 34 years of experience in implementation of mega projects in refineries, pipelines and petrochemicals
- Successfully implemented LSTK Project for PFCCU Project at MRPL
- He has been entrusted the task of leadership for formulation of the strategy group responsible for EPC initiatives as well as business growth initiatives within the Company in the past couple of years

Veena Swarup
Director (HR)

- 31 years of experience in Human Resource management in the petroleum and natural gas sector
- Prior to joining the Company, Ms. Swarup was with ONGC since 1983, where she headed the Performance Management and Benchmarking Group, which steers the performance contracts and service level agreements between board level and unit chiefs.

Ajay N Deshpande
Director (Technical)

- 34 years of experience in EIL spanning Oil & Gas, Refining & Petrochemicals segments
- He has co-authored a total of four patent applications on behalf of the research and development of the Company
- Currently responsible for functioning of Divisions in the Technical Directorate of EIL

Ashwani Soni
Director (Project)

- 34 years of diversified experience in execution of Refineries, Petrochemicals, Onshore & Offshore Terminals, Captive Power Plants, Onshore & Offshore Pipelines and Non-Ferrous Metallurgy projects
- He is a member of the Committee for preparation of Standards related to Hydrocarbon Pipelines of Oil Industry Safety Directorate (OISD) and Bureau of Indian Standards (BIS

Experienced Board and Leadership Team: Non-Executive Directors

Dr. Archana Saharya Mathur
Nominee Director

- Government director nominated by MoPNG
- Joined the Indian Economic Service in 1982
- During 30 years in the government service, served in various economic ministries of the Government of India

Dr. R. K. Shevgaonkar
Independent Director

- Worked as Vice Chancellor of University of Pune and presently holding the post of Director of IIT Delhi
- He has been a visiting professor at University of Lincoln, USA; ETH, 153 Zurich, Switzerland; and ISEP Paris, France
- Has published more than 150 papers in international journals and conferences

Bijoy Chatterjee
Independent Director

- Served as Secretary/Additional Chief Secretary/Principal Secretary of several departments in the Government of West Bengal
- Served as Joint Secretary, Cabinet Secretariat, Government of India and supervised work relating to the departments of personnel and training, agriculture, feed and public distribution, consumer affairs, environment and forests, finance, commerce, industry, law and chemicals & fertilizers
- Served as the managing director of the WBPDCL and as chairman of the WBTDCL

Dr. J. P. Gupta
Independent Director

- Published/presented over 120 research papers and authored/edited 4 books
- Received awards from the Institution of Chemical Engineers (U.K.) and the Indian Institute of Chemical Engineers
- Currently serving as an ex-offico Member of the Board of Governors , Rajiv Gandhi Institute of Petroleum Technology, Rae Bareli

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

•PSU Aard 2013 – runner up trophy in the ‘Asset Utilization’ category by Governance Now magazine.

Awards and Accolades (2014-15)

Navratna Award-2015

- ‘Navratna Trophy’ to EIL. Shri A K Purwaha, C&MD received the Trophy from the Hon’ble President of India, Shri Pranab Mukherjee

India Today PSU’s award 2014

- India Today PSUs Award 2014 in the category of “Best Global Presence” to EIL.

PSE Excellence Award

- PSE Excellence Award 2014 for Human Resource Management of Indian Chamber of Commerce (ICC) and Department of Public Enterprises (Govt. of India).

Outstanding Contribution to Oil & Gas industry

- Award for “Outstanding Contribution in Oil & Gas (EPC Category)” for PFCC Unit of MRPL Phase III Refinery Project by EPC World Media Pvt. Ltd.

Vishwakarma Awards

- 7th CIDC Vishwakarma Award for ‘Construction Health, Safety & Environment’ for GAIL PC - II Expansion Project, Pata

FICCI Chemical & Petrochemical Award 2014

- FICCI Chemical and Petrochemical Award 2014 in the categories of “Process Innovator of the Year-Petrochemicals” and “Sustainability Award for Best Green Process-Petrochemicals”

3

Financials and Order Book Overview

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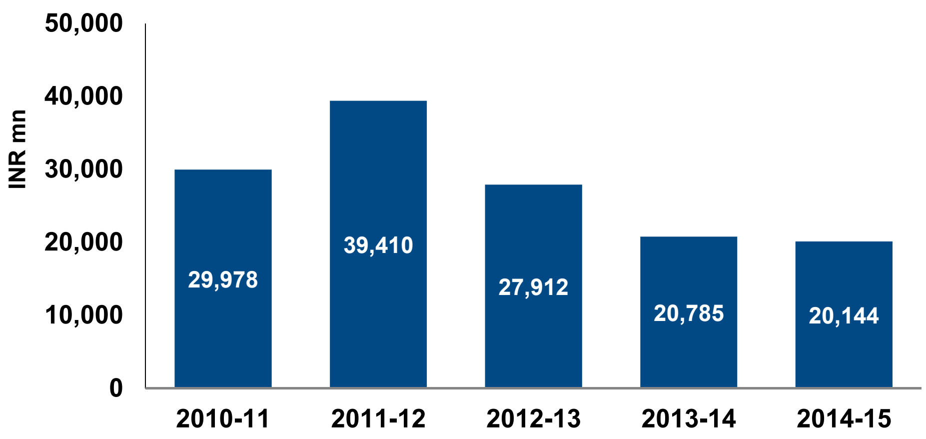
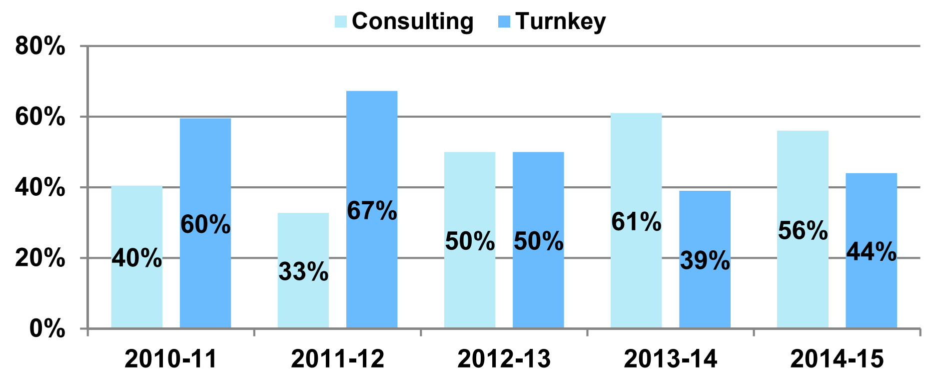
Financial and Operating Track Record - Consolidated

Total Income (INR mn)*

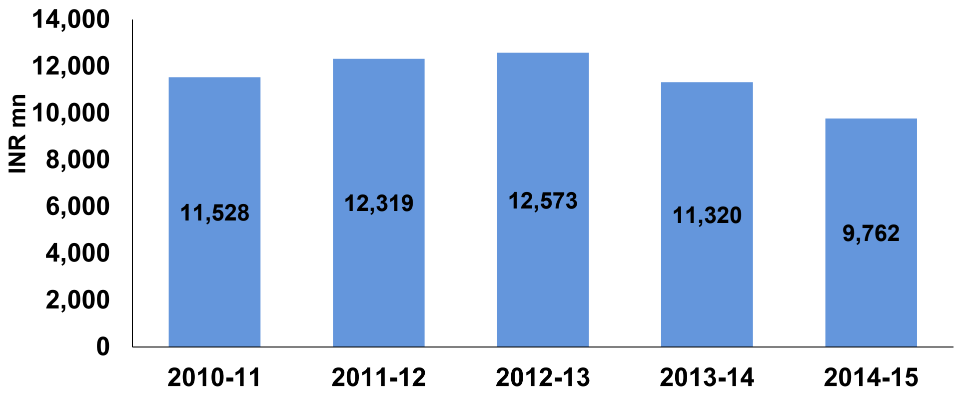


Revenue Segmentation**

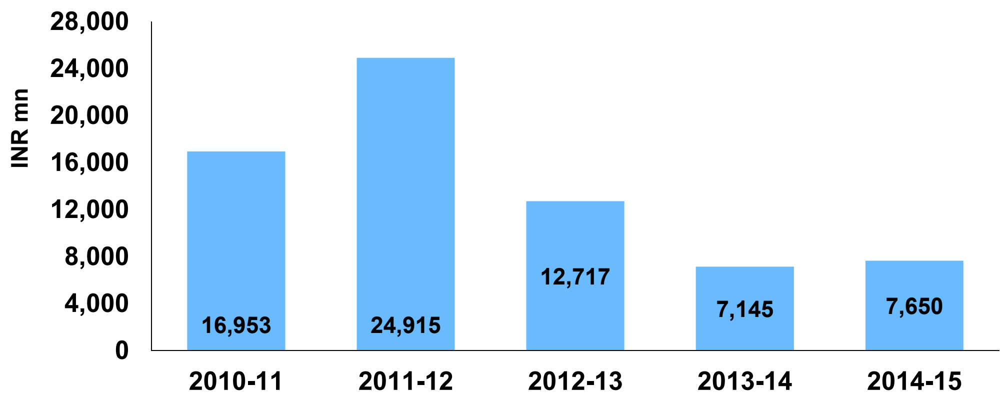


** *Revenue does not include Other Income*

Consultancy & Engineering Revenue (INR mn)*



Lump sum Turnkey Projects Revenue (INR mn)*

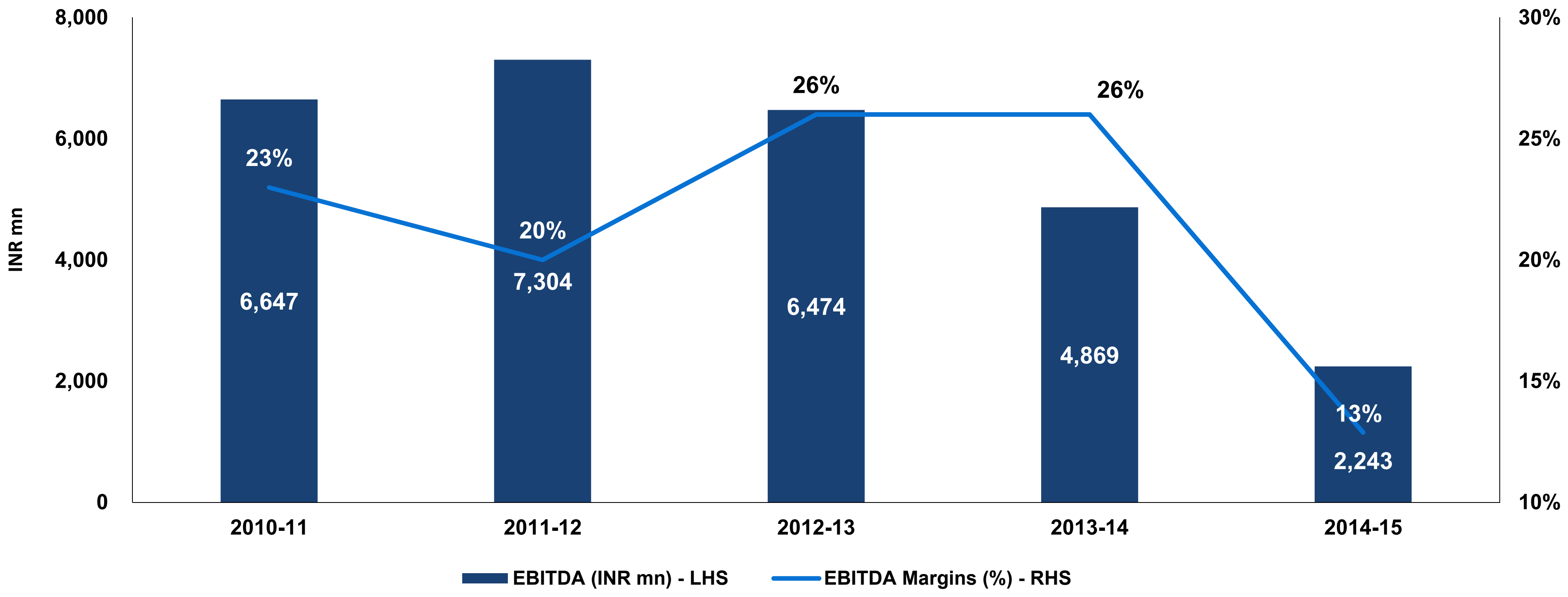


* Note: All figures have been taken on a consolidated basis

Regrouping of expenses and income of previous years has been done to make the figures comparable with current year results

Financial and Operating Track Record - Consolidated

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)

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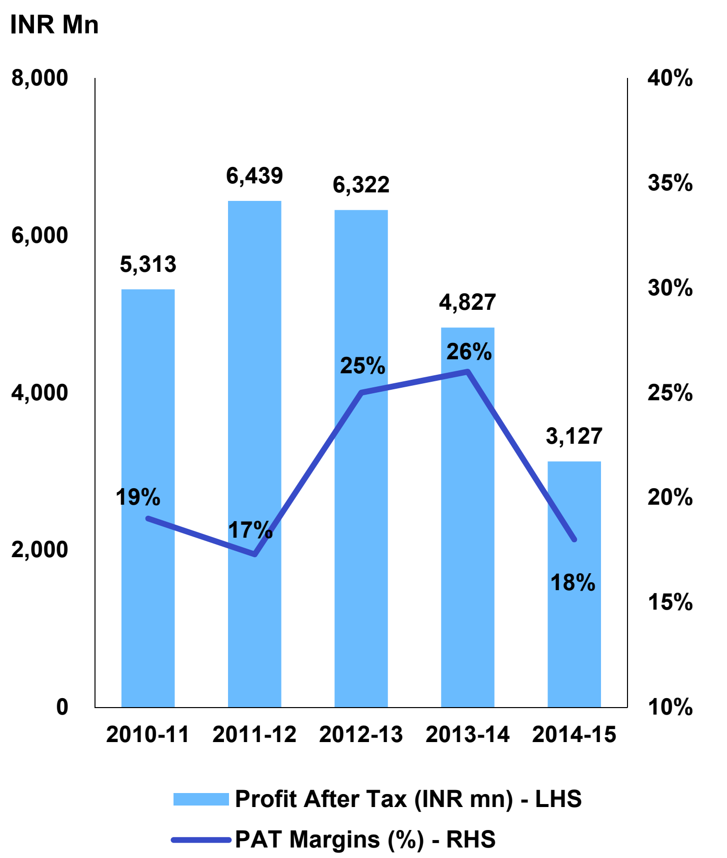
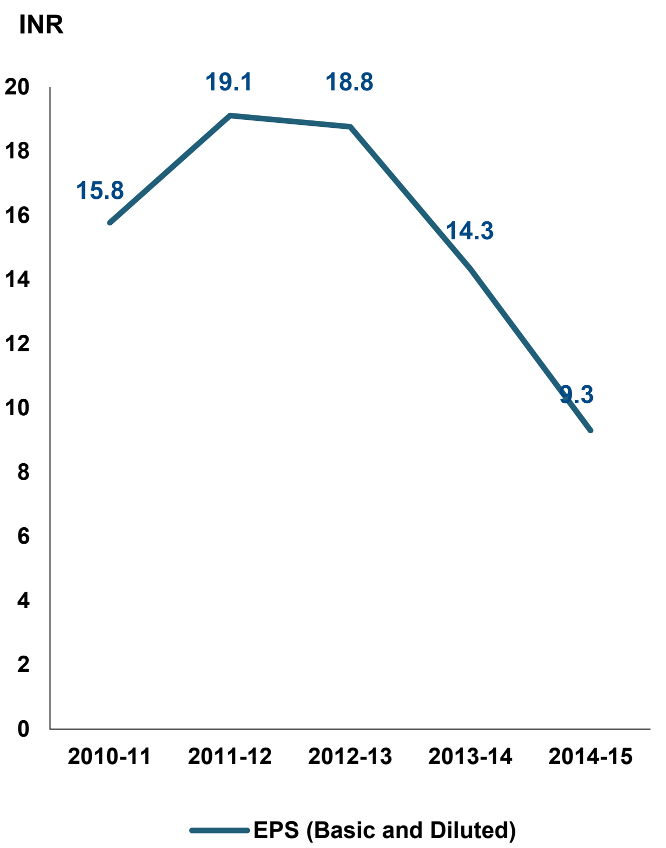
Financial and Operating Track Record - Consolidated

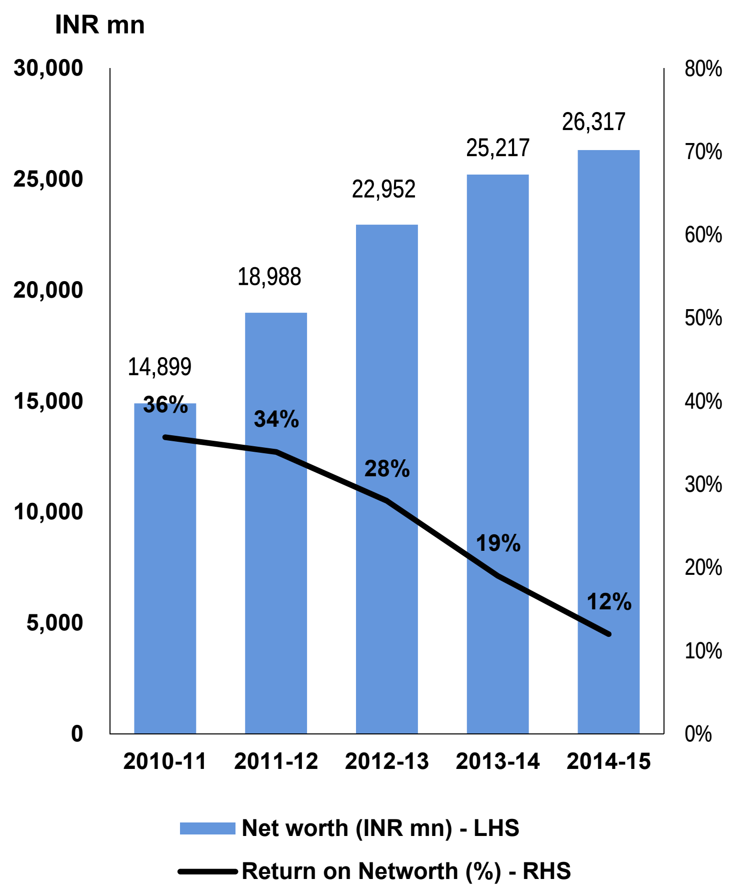
Profitability (INR mn)*



Earnings per Share – EPS (INR)*



Return on Net Worth (%)



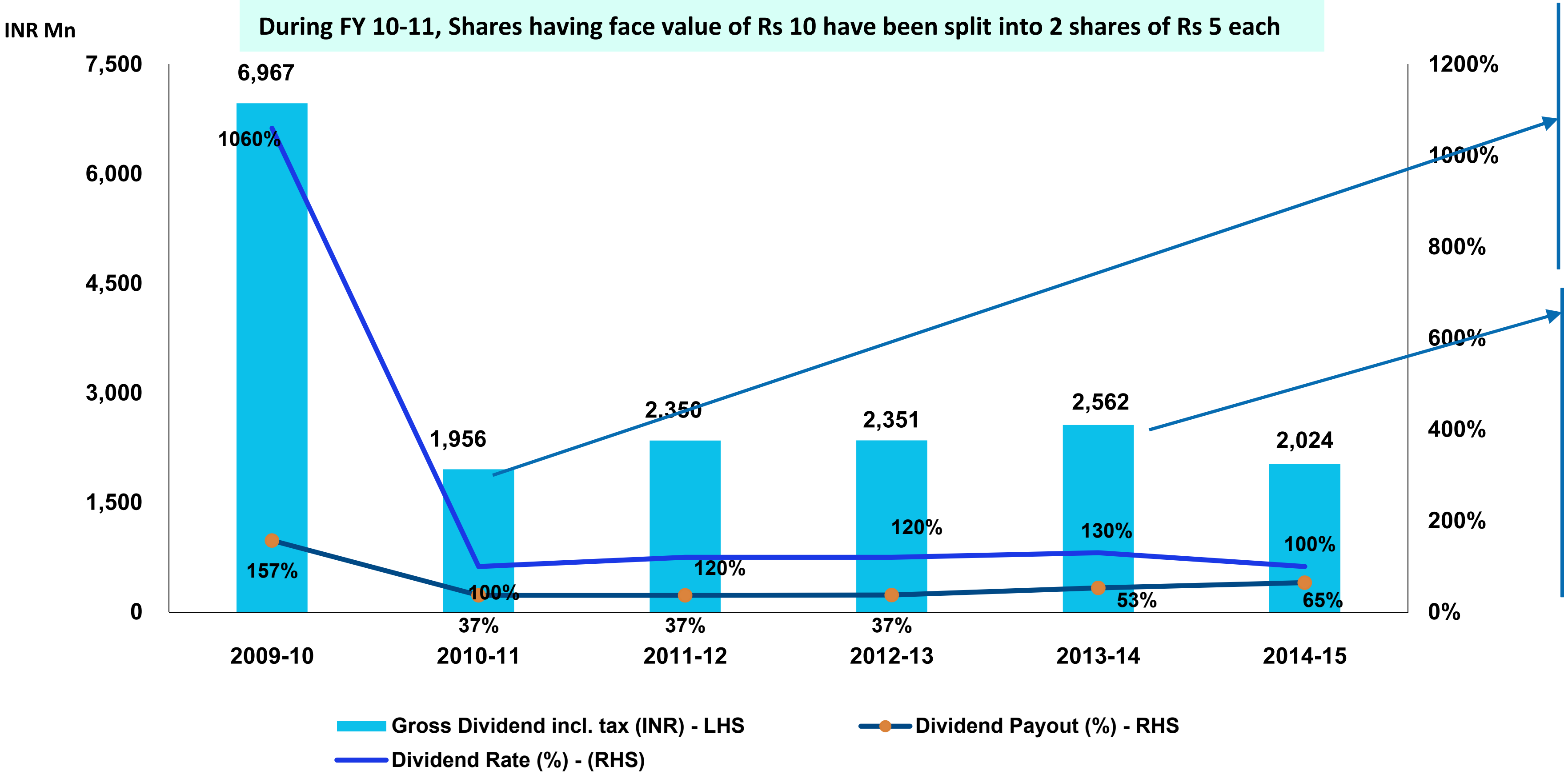
* Note: All figures have been taken on a consolidated basis

Overall growth in Net worth . Reduction in Net worth % due to fall in Profits

Financial and Operating Track Record - Consolidated

Dividend Distribution (INR mn)*

During FY 10-11, Shares having face value of Rs 10 have been split into 2 shares of Rs 5 each



During FY 10-11 2:1 bonus shares were issued.

Dividend is based on enhanced capital after bonus

Successful Follow On Public Offer (FPO for 10% disinvestment of Government stake.

FPO concluded in Feb 2014

* 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):

Consistent Dividend Track Record

Annual Performance Summary – Standalone

Rs Mn

TURNOVER	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09
Consultancy	9,480	11,091	12,342	12,073	11,279	10,553	8,246
Turnkey	7,650	7,145	12,717	24,914	16,953	9,385	7,079
Consultancy + Turnkey	17,130	18,236	25,060	36,987	28,233	19,938	15,325
Other Income	2,731	2,321	2618	2175	1504	1824	2148
Total Income	19,861	20,557	27678	39161	29737	21762	17473

SEGMENT PROFITS	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09
Consultancy	2279	4,920	5,646	5,255	4,965	4,255	3067
Turnkey	560	403	1,275	2,452	1,958	920	310
Consultancy %	24%	44%	46%	44%	44%	40%	37%
Turnkey %	7%	6%	10%	10%	12%	10%	4%

PAT	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09
PAT	3080	4798	6286	6363	5225	4356	3445
PAT %	18%	26%	25%	17%	19%	22%	22%

* Note: All figures are on standalone basis and rounded off to nearest digit

Regrouping of expenses and income of previous years has been done to make the figures comparable with current year results

Quarterly Performance Summary - Standalone

Rs Mn

TURNOVER	Q1	Q2	Q3	Q4	H1	H2	9M	Annual
Consultancy – Domestic	1,984.3	1,682.8	1,823.2	1,813.8	3667.0	3637.0	5,490.2	7,304.0
Consultancy - Overseas	396.4	521.7	522.0	735.6	918.1	1,257.6	1,440.1	2,175.7
Consultancy Total	2,380.7	2,204.5	2,345.2	2,549.4	4,585.1	4,894.6	6,930.3	9,479.7
Turnkey	1,974.3	1,701.9	1,638.2	2,336.0	3,676.2	3,974.2	5,314.3	7,650.3
Consultancy + Turnkey	4,354.9	3,906.4	3,983.3	4,885.4	8,261.3	8,868.8	12,244.6	17,130.1
Other Income	692.9	723.8	515.4	799.1	1,416.6	1,314.4	1,932.0	2,731.1
Total Income	5,047.8	4,630.2	4,498.7	5,684.5	9,677.9	10,183.2	14,176.6	19,861.1

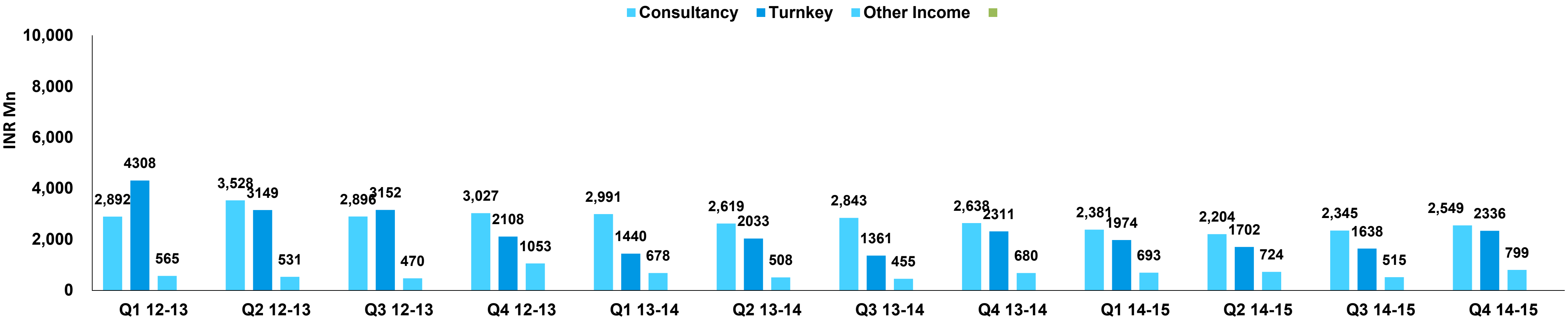
SEGMENT PROFIT	Q1	Q2	Q3	Q4	H1	H2	9M	Annual
Consultancy	579.6	527.0	573.7	598.8	1106.6	1172.5	1680.3	2279.1
Turnkey	120.0	(200.3)	5.0	635.5	(80.3)	640.5	(75.3)	560.2
Total	699.6	326.7	578.7	1234.3	1026.3	1813.0	1605.0	2839.3

* Note: All figures are on standalone basis and rounded off to nearest digit

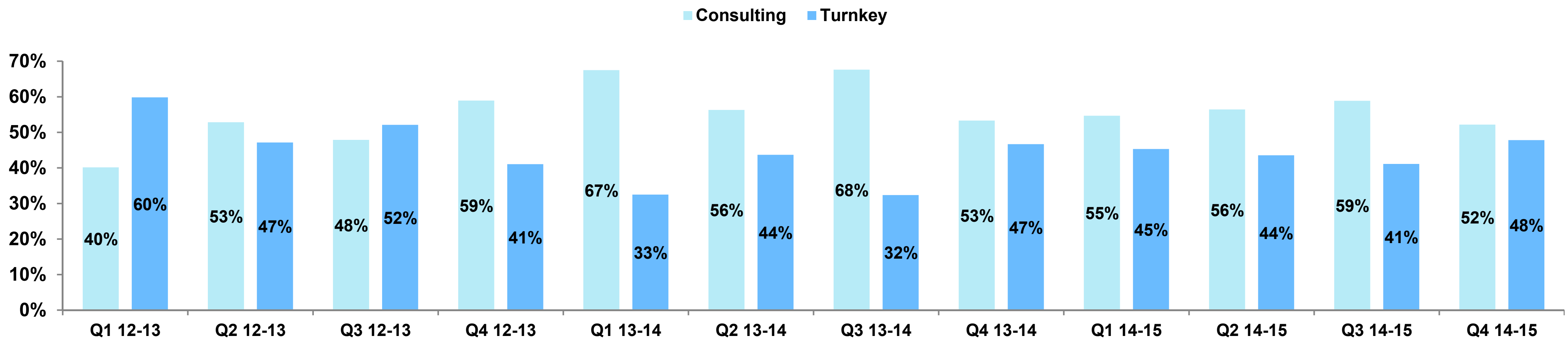
Regrouping of expenses and income of previous years has been done to make the figures comparable with current year results

Quarterly Performance Track Record - Standalone

Total Income



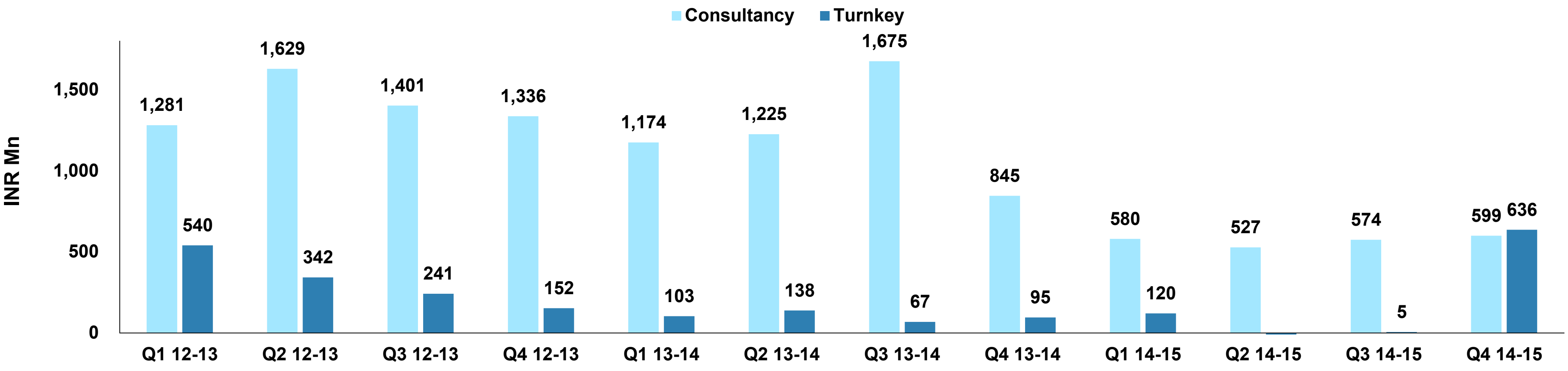
Revenue Mix (Consultancy Vs Turnkey)



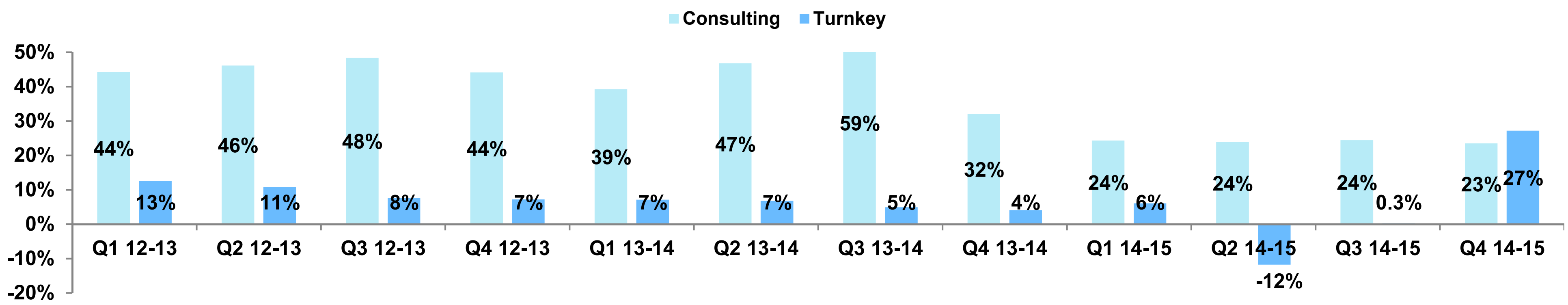
Note: All figures have been taken on a standalone for EIL

Quarterly Performance Track Record – Standalone

Segment Wise Operating Profit



Segment Wise Profit %

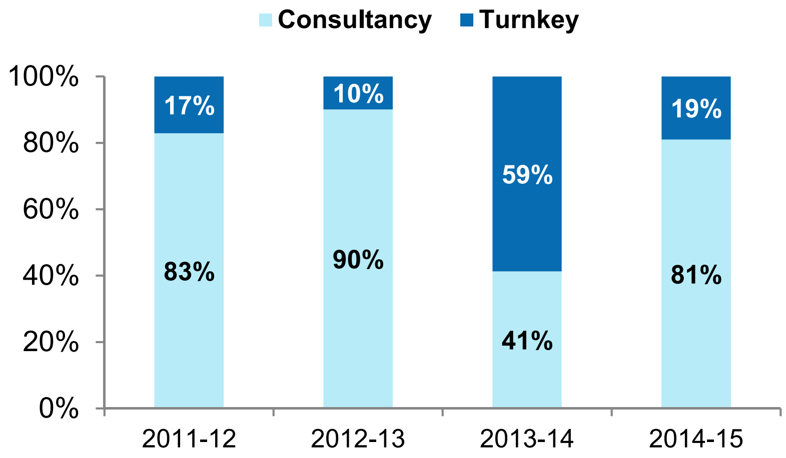


Note: All figures have been taken on a standalone for EIL

Business Secured and Order Book – Standalone

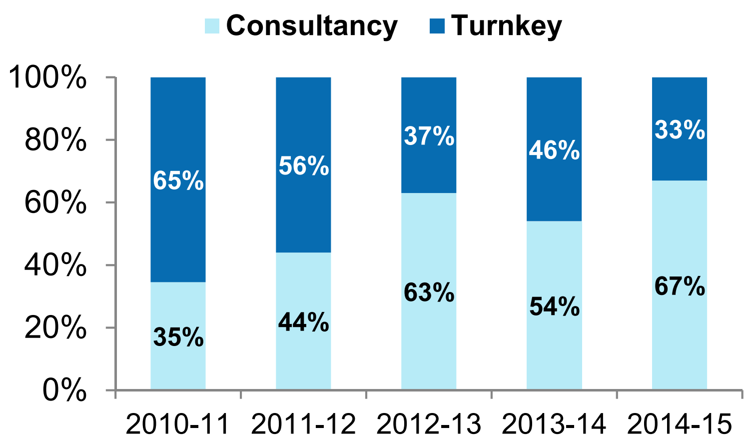
Rs Mn

Business Secured	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11
Consultancy (domestic)	6,103	4,073	11,573	5,072	8,364
Consultancy (overseas)	12,533	696	1,386	1,217	362
Consultancy Total	18,636	4,768	12,959	6,289	8,726
Turnkey	4,420	6,779	1,425	1,297	31,821
Total Business secured	23,057	11,547	14,384	7,586	40,547



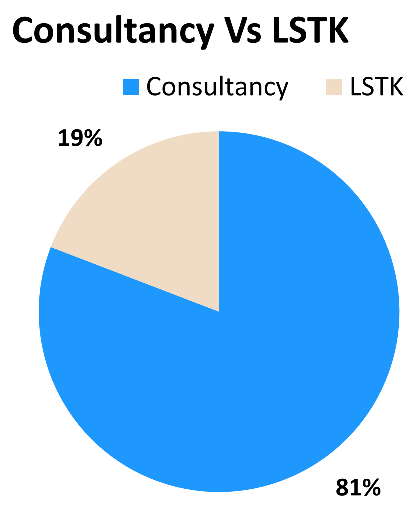
Rs Mn

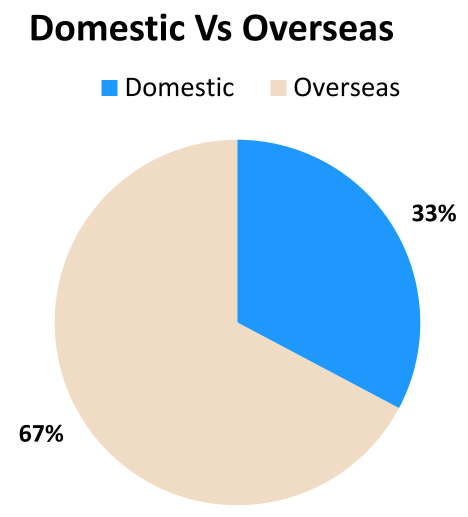
Order Book	March 15	March 14	March 13	March 12	March 11
Consultancy	24,543	15,717	21,012	20,062	25,840
Turnkey	11,866	13,391	12,163	25,421	49,003
Total Order Book	36,409	29,108	33,175	45,483	74,843
Consultancy %	67%	54%	63%	44%	35%
Turnkey %	33%	46%	37%	56%	65%



Note : Data on unconsolidated basis

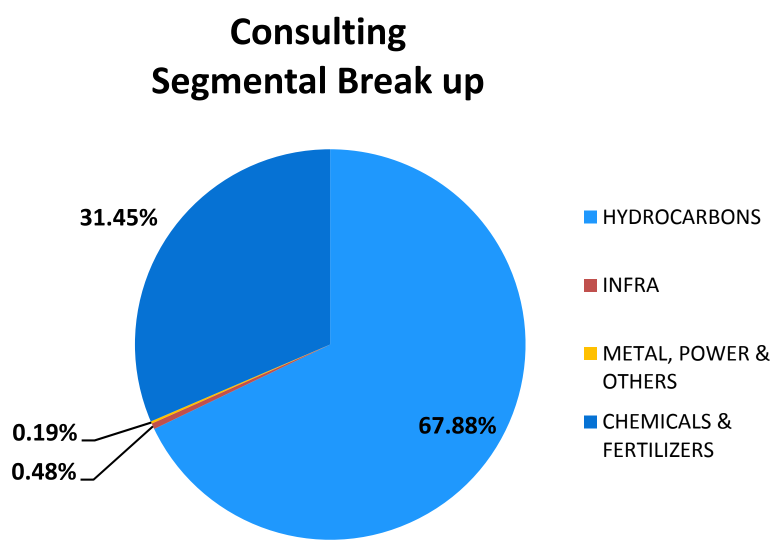
FY : 14-15

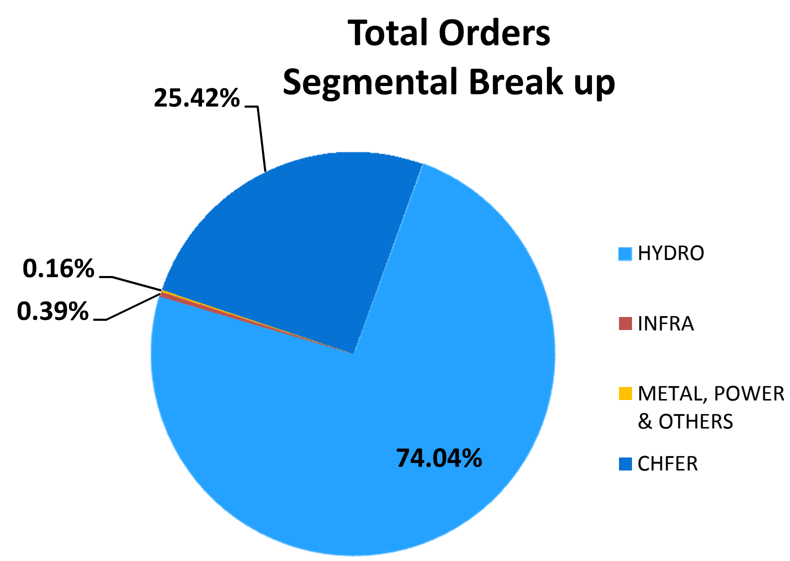




Note :

LSTK orders are entirely from Domestic Segment



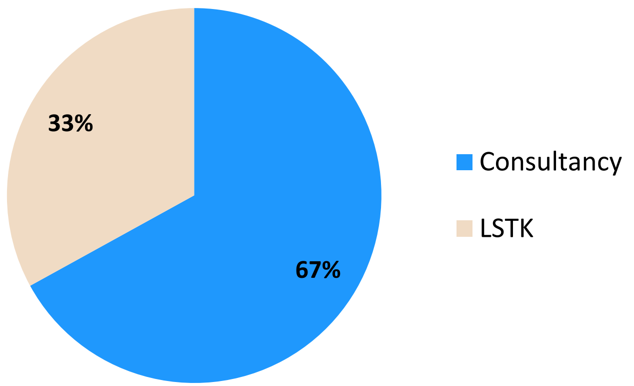


Note : Data on unconsolidated basis

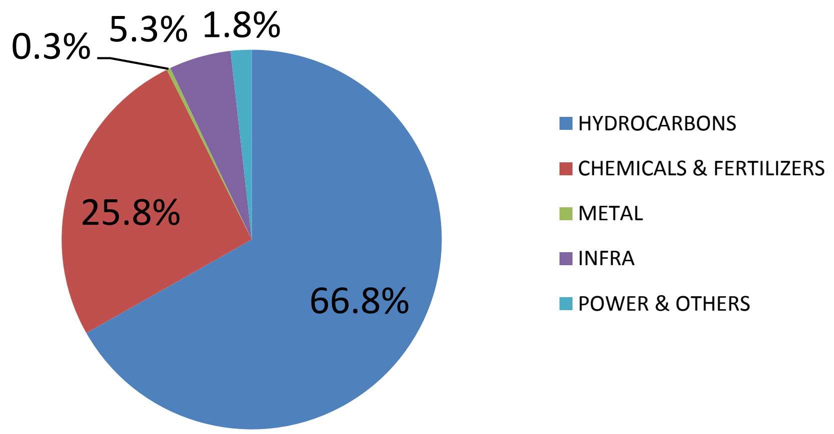
Order Book Break up - Standalone

FY : 14-15

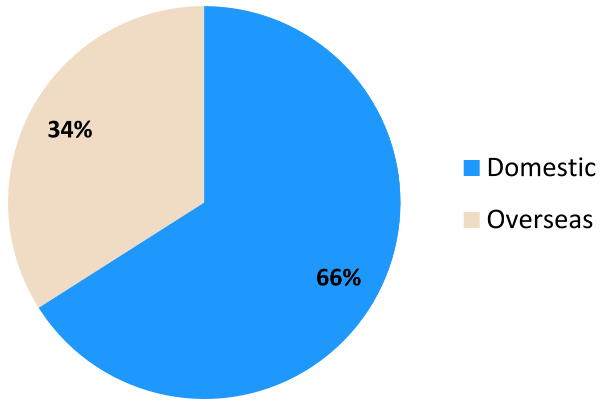
OBP: Consultancy Vs LSTK



OBP: Consulting Break up



OBP: Domestic Vs Overseas



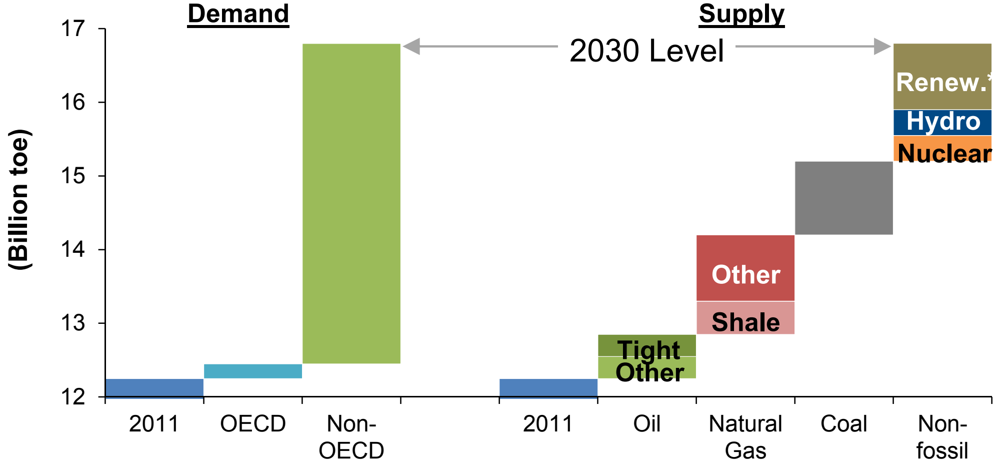
Note : Data on unconsolidated basis

4

Business Outlook and Strategy

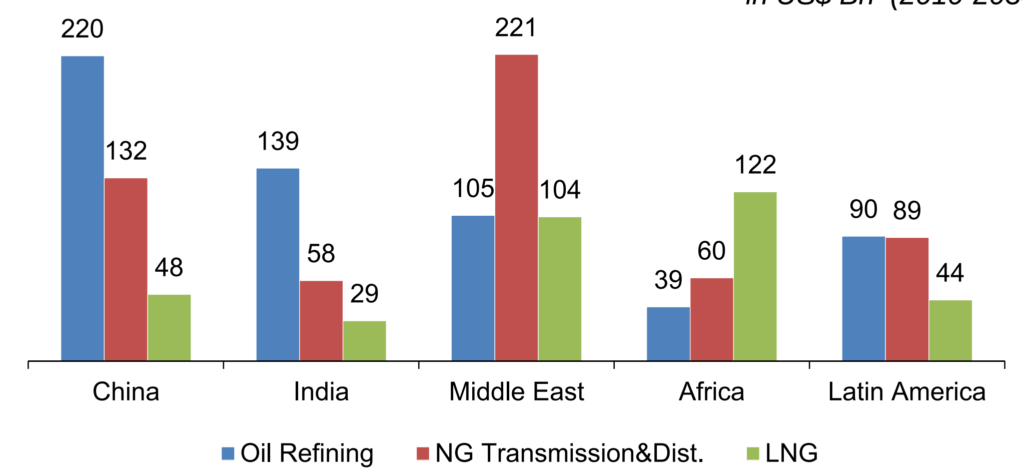
Investments planned in Energy and Hydrocarbons

Global Energy Demand to Grow By 4Bn toe over next 2 Decades



Investments of US$ 224 Bn expected in Indian Oil & Gas Space

in US$ Bn (2010-2035)



Source: BP Energy Outlook 2030 - Jan 2013, World Energy Outlook, 2010 and 2011

Sustained Focus on Hydrocarbon Sector in India

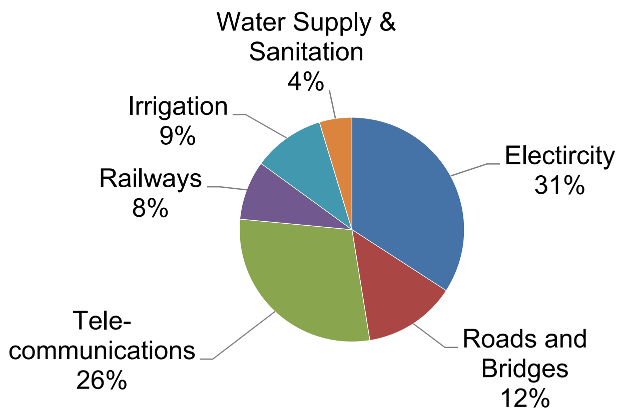
Sector	Total 12th Plan Outlay (INR Bn)
Exploration & Production	2,837
Refinery & Marketing	1,056
Petro-Chemical	173
Total	**4,066**

Refineries	Twelfth plan target ● Expansion of existing refineries by 50.6 MMTPA ● Commissioning of 30 MMTPA of new grassroot refineries
LNG re-gasification	● Capacity to reach 50 MMTPA by 2016-17 from 13.60 MMTPA presently
Petro-chemicals	● Ethylene capacity estimated to increase from 3.867 MMT in 2011-12 to 7.087 MMT in 2016-17 ● Propylene capacity estimated to increase from 4.117 MMT in 2011-12 to 4.987 MMT in 2016-17
Fertilizers	● Gas based urea capacity to increase from 24 MMTPA at present to 32 MMTPA by 2016-17. ● Emphasis on conversion of present naphtha/fuel and oil based plants to use of natural gas as feed stock.

Source: 12th Five Year Plan , Planning Commission

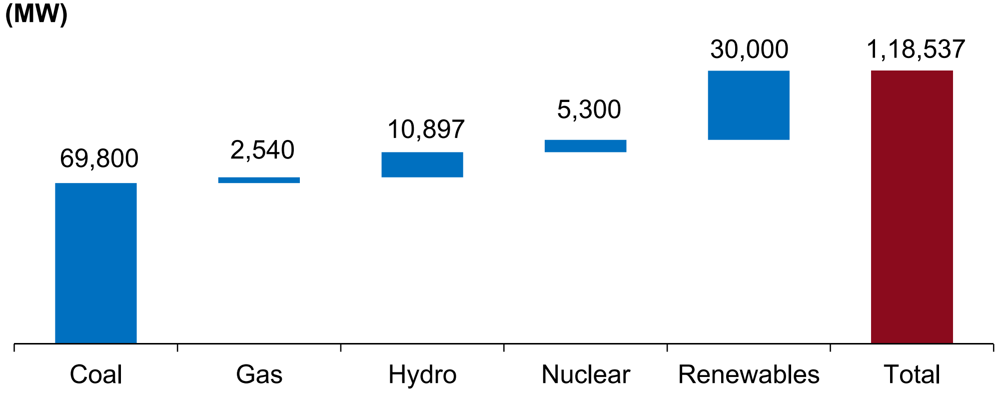
Potential opportunities in Infrastructure and Non Ferrous Metallurgy

Planned Infrastructure Expenditure (segment wise break up)



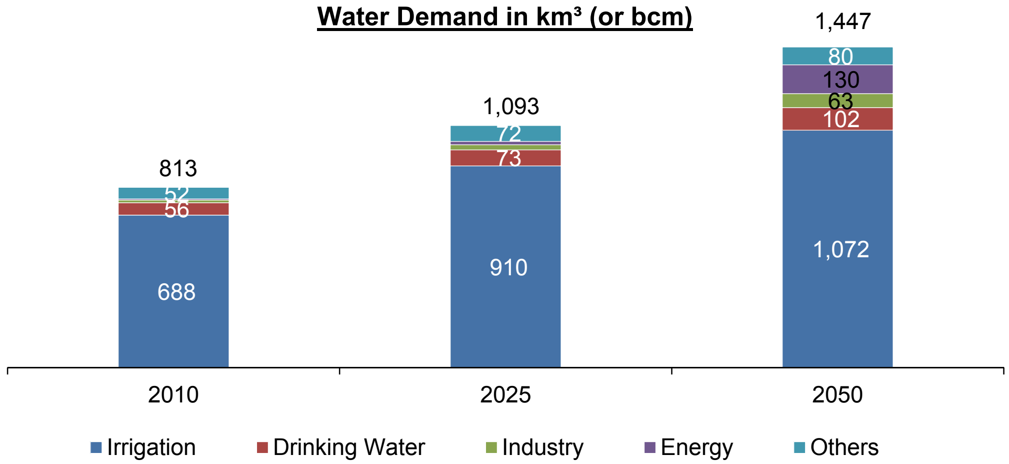
- Approx $ 1 trillion projected investment in infrastructure in 12th Five year plan

Power Capacity Addition During 12th Five Year Plan



- Renewables include 15,000 MW wind, 10,000 MW solar, 2,100 MW small hydro and the balance primarily from bio mass

Water Requirement For Various Sectors



Non-Ferrous Metallurgy

- 3.0 MMTPA of Aluminum and 8.7 MMTPA of Alumina capacity addition envisaged in 12th Five year plan
- Copper demand is projected to grow 8% till 2015-16 is projected at GDP
- HCL, Birla, Sterlite have indicated expansion plans of production capacities in the coming five years to meet the concentrate by producing 1.34 million tonnes at the end of 2015-16

Source: 12th Five Year Plan , Planning Commission

Strategy for Future Growth

Road map to become a world class globally competitive EPC and total solutions company

Maintain leadership

- Focus on core strengths - design, engineering and construction
- Pursue EPC contracts
- Bid for large scale projects
- Selectively form alliances with key equipment manufacturers

Expand international operations

- Strengthen presence in Middle East, North Africa and South East Asia – creation of engineering hub
- Formulate entry strategy for Latin America and South Asia

Selectively diversify

- Leverage track record for related diversification
- Target specific project segments and industries where EIL has a competitive advantage

Focus on technology and alliances

- Technology and knowledge development
- Strategic alliances for diversification
- JVs and consortium for EPC and overseas
- Long term relationships / MOUs with clients

Strategic relationships

- Establish alliances and share risks with strategic partners with complementary resources, skills and strategies
- Develop relationships/ JVs with other EPC players for bidding in large projects

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