



....em *POWER*ing the nation

# A2Z Maintenance & Engineering Services Ltd.

## Presentation

10 February 2011

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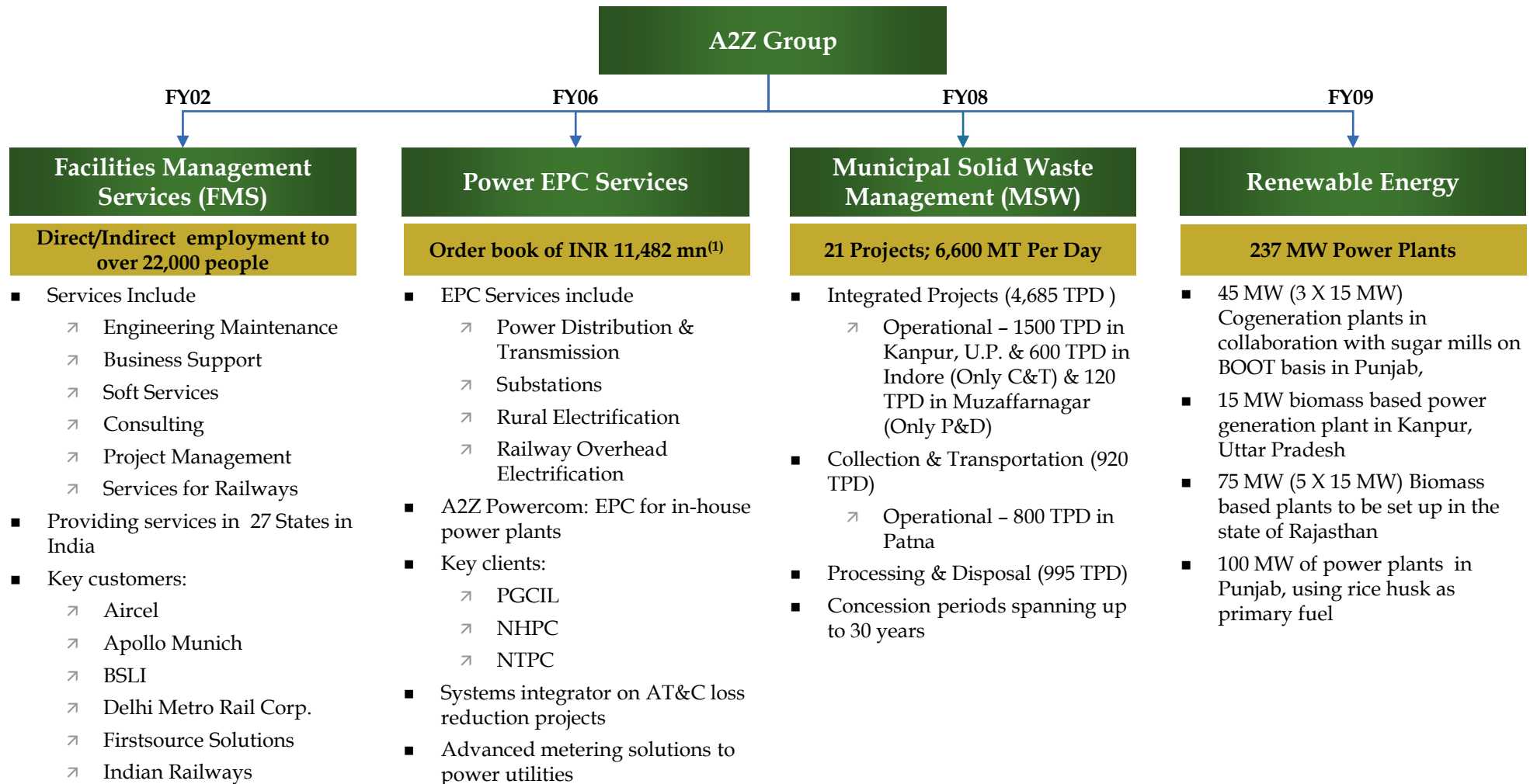
**6** Competitive Strengths



# Company Snapshot



# Diversified Business Model in the Indian Infrastructure Sector

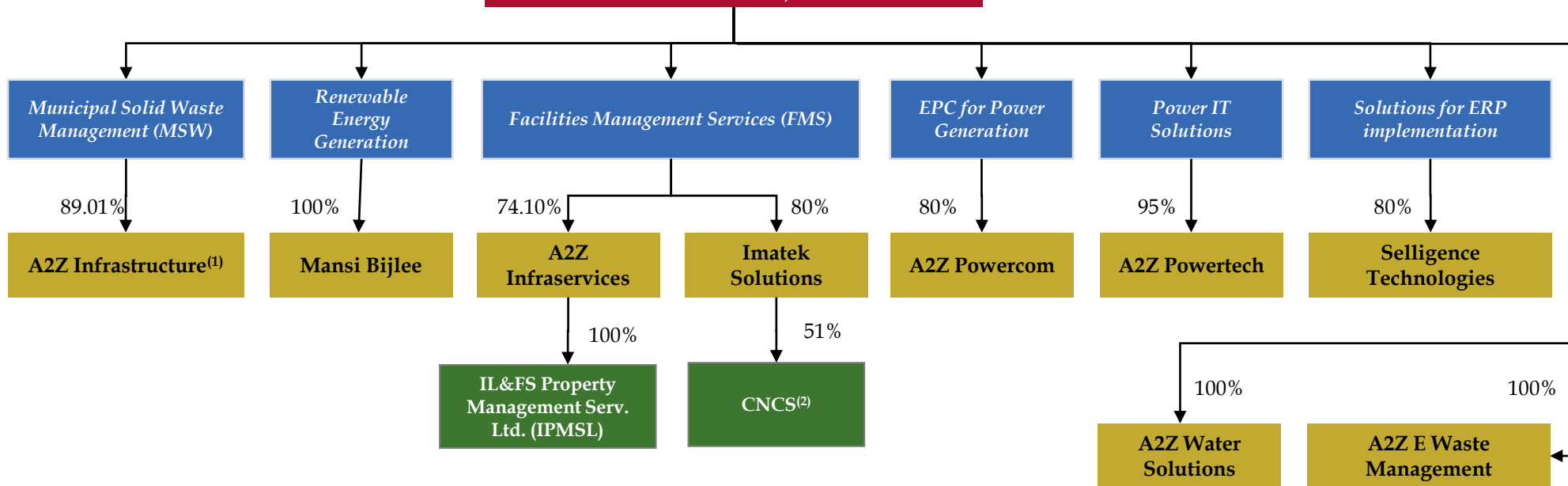


(1) As at December 31, 2010

# Corporate Structure



**A2Z Maintenance & Engineering Services Ltd.**  
(EPC for T&D and Roads , Renewable Energy Generation)



*EPC for T&D & Roads & two renewable energy projects are part of the Parent company. Other businesses of the Company are through subsidiaries*

(1) a2z Infrastructure is also engaged in the renewable energy business as the waste to energy plant in Kanpur is under this subsidiary  
 (2) 51% equity interest in CNCS is held through Imatek, a wholly-owned subsidiary of A2Z Maintenance and Engineering Services Ltd.

# Corporate Structure (Contd..)



**A2Z Maintenance & Engineering Services Ltd.**  
(EPC for T&D and Roads , Renewable Energy Generation)

89.01%

**A2Z Infrastructure**

80%    80%    80%    80%    100%    100%    100%    100%    100%    100%

A2Z Waste Mgmt. (Varanasi)    A2Z Waste Mgmt. (Aligarh)    A2Z Waste Mgmt. (Merrut)    A2Z Waste Mgmt. (Moradabad)    A2Z Waste Mgmt. (Loni)    A2Z Waste Mgmt. (Mirzapur)    A2Z Waste Mgmt. (Jaunpur)    A2Z Waste Mgmt. (Sambhal)    A2Z Waste Mgmt. (Fatehpur)    A2Z Waste Mgmt. (Badaun)

100%    100%

A2Z Waste Mgmt. (Balialia)    A2Z Waste Mgmt. (Basti)

# Corporate History and Evolution

**Jan 2002**  
Commenced the FMS Business

**FY 2006**  
Entered EPC of Power Distribution Lines

**Jul 2006**  
Investment by Mr. Rakesh Jhunjunwala

**Aug 2007**  
Investment by Beacon India Investors

**FY 2009**  
Commenced projects related with IT Application in Power Sector

**May 2009**  
Demerger of FMS to a2z Infraservices Pvt. Ltd. w.e.f 15<sup>th</sup> Apr '08

**May 2010**  
Acquisition of Surendar Chowdhury & Bros. (EPC)

**Dec 2007**  
Acquisition of Sri Eswara Sai Const. Pvt. Ltd for EPC of Transmission Lines

**FY 2009**  
Entered the Renewable Energy business

**Oct 2009**  
Investment by India Equity partners (IEP) and additional investment by Beacon

**June 2010**  
Acquisition of Mohd. Rashid Contractors & En-Tech Engineers & Contractors (EPC)

- Investment into the company
- Entry into new business
- Merger / Acquisitions

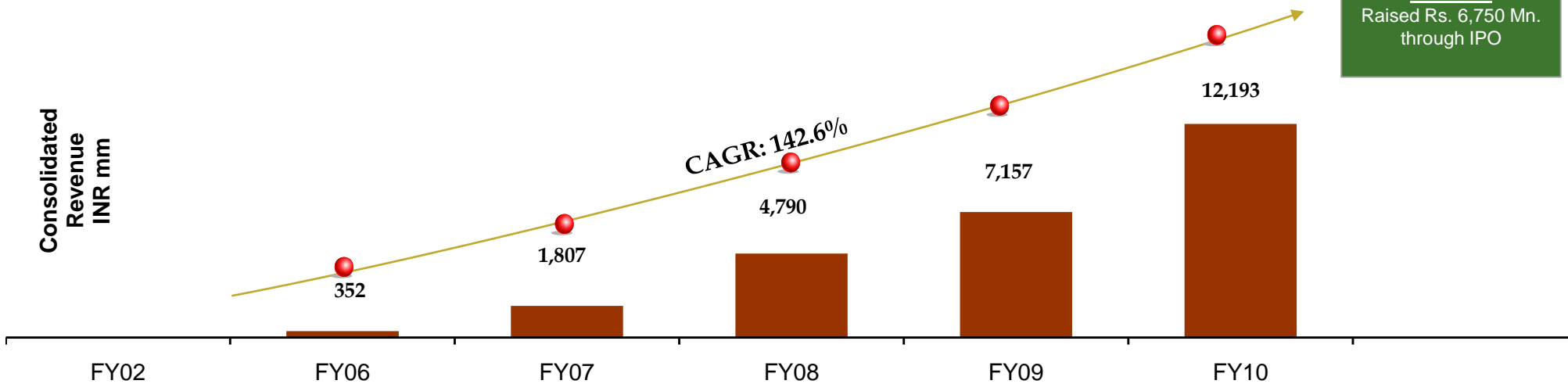
**FY 2008**  
Entered the MSW Business

**Aug & Oct 2009**  
Acquisition of CNCS through IMATEK Solutions

**Sep 2010**  
Acquisition of IL&FS Property Management Services Ltd.

**Dec 2010**  
Raised Rs. 6,750 Mn. through IPO

Consolidated Revenue  
INR mm



Note: Revenue includes only "Income from Operations" and does not include other income



# Overview of Business Verticals



# Engineering, Procurement & Construction (EPC)

## Industry Dynamics and Scope to Scale up

### Distribution Sector

- Typically, distribution is considered to be transfer of less than 66KV range of power to end consumers
- Xth five-year Plan targeted at reducing distribution losses which are being implemented by various sponsored schemes of State Utilities

#### R-APDRP (Restructured Accelerated Power Development & Reform Programme)

- Targeted at densely populated urban areas - reduce total AT&C losses to 15%
- Total program size approximately INR 516 bn (during XI<sup>th</sup> Plan)
  - Funds sanctioned as of Mar 31, 2010 approximately INR 81.86 bn

#### Rajiv Gandhi Gramin Vidyutikaran Yojna (RGGVY)

- Electrify all villages and provide access to electricity to all rural households
- Envisages the creation of a Rural Electricity Distribution Backbone
- Total sanctioned cost of approximately INR 129 bn (X<sup>th</sup> Plan) and approximately INR 189 bn (XI<sup>th</sup> Plan)

- A2Z identified opportunity in the distribution space in FY 2006 and entered the EPC segment
  - Feeder Renovation Programme

### Transmission Sector

- Bulk transfer of power over a long distance at a high voltage, generally 132 KV and above
- T&D segment has attracted significantly less investment than power generation
- Focus on reliable transmission system in the XIth plan
  - Private companies permitted to invest either through a JV with PGCIL or via an independent private transmission company based on competitive bidding

Projected transmission capacity by XII<sup>th</sup> FYP:

Type	Existing End of X <sup>th</sup> FYP	XI <sup>th</sup> FYP Target	XII <sup>th</sup> FYP Estimates
Transmission Lines (cKm)	198,569	95,283	120,000-125,000
Sub-Stations (MVA/MW) (excl. HVDC)	249,439	178,561	295,000

Source: CEA

- Entered EPC of power transmission lines based on experience in the distribution sector
  - Acquired a transmission company meeting qualification requirements

A2Z identified opportunities in the distribution sector and later moved on to other Power EPC segments

## Business Model with Proven Track Record

### Power EPC for Transmission and Distribution

#### Rural Electrification

- Construction of 33KV/11KV distribution line; Undertook automatic meter reading projects (AMR)



#### Proven track record since fiscal 2006

#### Strong presence in the EPC of distribution lines

#### Expertise in executing projects in difficult terrains

#### Transmission and Distribution

- Specialized in T&D loss reduction for eg. 15.9% AT&C loss reduction in Jodhpur
- Designing to commissioning capabilities for substation upto 400KV and transmission lines upto 765KV



- 21,000 cKm of HT distribution line
- 15,000 cKm of LT distribution line
- 1,000 cKm of transmission line
- 5,000 km of aerial bunched cable

- Since fiscal 2006 have used following in EPC contracts

- 120,000 number of transformers
- 800,000 number of poles
- 735 number of substations of different capacities up to 220 KV

#### Current Geographic Presence



#### Railway Electrification

- Installation of 25kv overhead traction system and supportive catenary system



Current geographic footprint across 18 states in India

Key clients are central/state governments or government owned enterprises

# Power IT Solutions

*Robust Business Model with Proven Track Record*



**AT&C Loss  
Reduction**

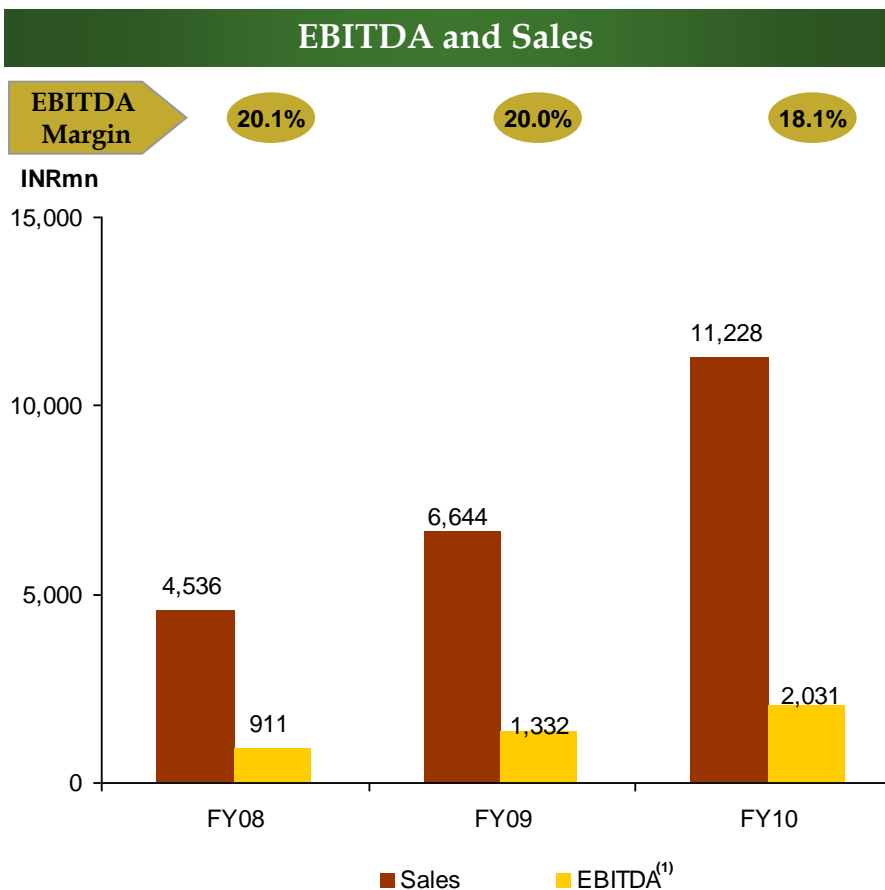
**Other Projects**

- Executing projects as a systems integrator by developing IT solutions for AT&C loss reduction in India

- The Company together with its consortium partner, Sterlite Technologies Limited, empanelled by Power Finance Corporation of India Limited, as a system integrator to provide IT applications for reduction in AT&C losses under R-APDRP.
  - Currently managing the execution of an IT solutions project in Jabalpur for Meter data acquisition with automated meter readings (“AMRs”)

- Recently awarded a contract for spot bill generation and distribution for all categories of consumers under LT billing system in the specified area by the Chhattisgarh State Power Development Corporation

## Financials and Major Projects



Large Turnkey Projects

- In FY10 was awarded the HVDS project by UHBVNL<sup>(2)</sup> for conversion of existing LT lines to new 11KV lines and setting up distribution transformers with capacities ranging from 6.3KVA to 40KVA in Karnal, Haryana – substantial portion of the work has been completed
- For MSETCL<sup>(3)</sup> the Company has installed 12 substations with capacities of 132KV and 220KV in Maharashtra

Difficult Terrains

- Construction and installation of 6 substations and 215 kms of 66KV transmission lines in Leh
- Construction and installation of 5 sub stations and 135 kms 66KV lines in the Kargil district of Jammu & Kashmir

AT&C Loss reduction

- Assisted the Jodhpur Vidyut Vitran Nigam Limited in reducing its AT&C losses to 15.9% at the end of fiscal 2007 under the feeder renovation program

Experienced Management

- In-house engineering capabilities coupled with an experienced management team enables the company in optimum project selection

*A2Z's success in the EPC business can be attributed to their execution experience and strong in-house engineering capabilities coupled with quality management systems*

(1) EBITDA for FY08 and FY09 includes the EPC and FMS businesses and for FY10 includes the EPC business

(2) UHBVNL is Uttar Haryana Bijli Vitran Nigam Limited

(3) MSETCL is Maharashtra State Electricity Transmission Company Limited



# Facilities Management Services

# Indian Facilities Management Industry

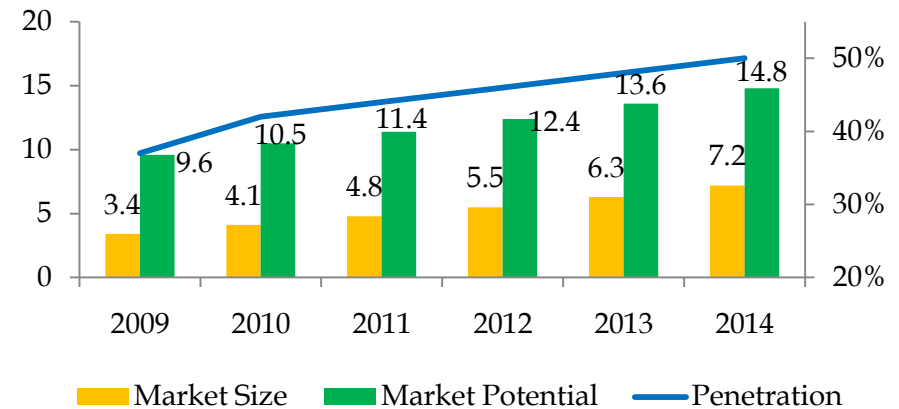
## Industry Overview

- The Indian Facilities Management industry ('FM') was estimated at USD 3.4 Bn in 2009, growing to USD 7.2 Bn in 2014 at a CAGR of 16%
- The potential market size, however, is significantly larger as shown alongside over 60% of FM services are currently performed in-house, creating a large base of potential clients for third-party FM players
- Traditionally focused on serving the IT / ITES industry and MNCs, future growth of FM players will be driven by launching new services and wider adoption of service providers by other industries and government
- Due to low entry barriers, the Indian industry is highly fragmented with very large number of unorganized players

	Unorganized Segment	Organized Segment
<b>Scale</b>	Small (15-5,000 employees)	Medium - Large (2,000 - 15,000 employees)
<b>Range of services</b>	1-2 low-end services	Broader range from low-end to specialized capex-heavy services
<b>Regulatory Compliance</b>	Low	High
<b>Business Model</b>	Primarily Manpower supply	Manpower supply and Output based contracts
<b>Geographic reach</b>	Local	Regional; few are national
<b>Est. Market Share (2009)</b>	83-85%	15-17%
<b>Est. Market Share (2015)</b>	60-70%	30-40%
<b>CAGR (2009-2015)</b>	10%	40%

Source: Industry Sources

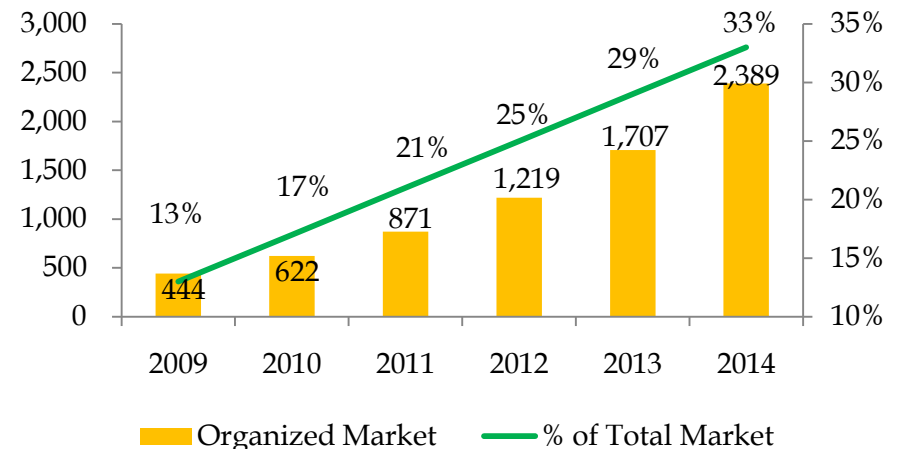
## Market Size (USD Bn) and Growth



Source: Industry Sources

Note: Potential market includes currently self-served potential clients

## Size of Organized Market in India



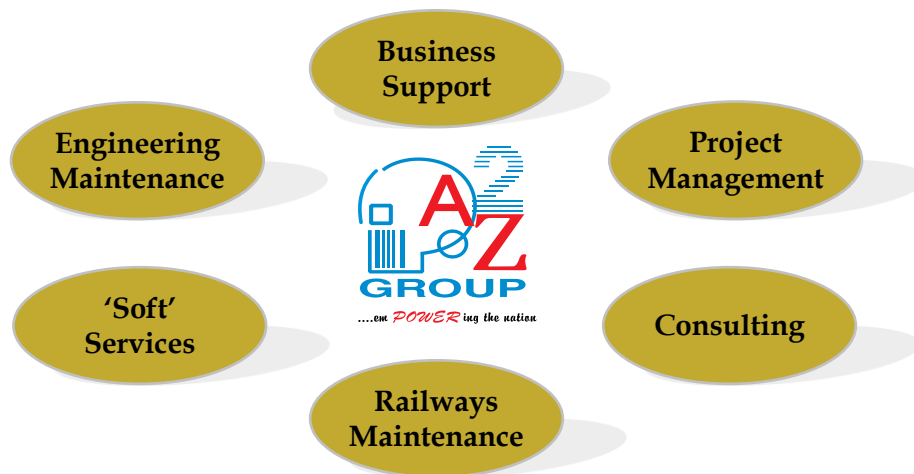
Source: Industry Sources

# Facilities Management Services

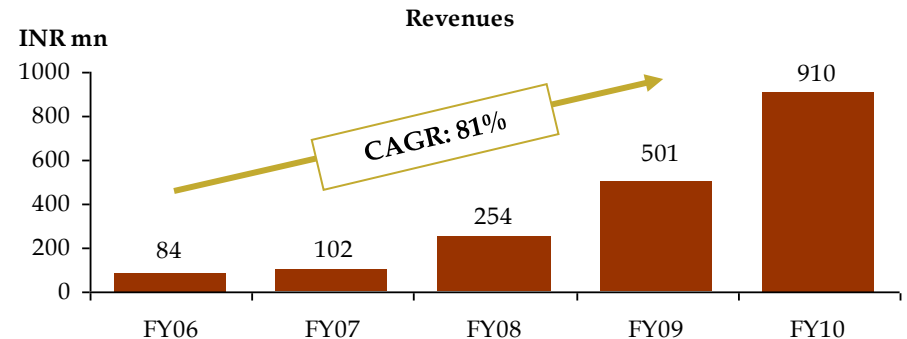
## Business Model with Proven Track Record

### Industry Dynamics

- Facilities Management encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology
- Growth in sectors like financing, insurance, real estate and business services
  - Increasing demand for supporting infrastructure and management of the same
  - Growth of 9.9% in 2009 – 10



### Key Financials and Features



#### Comprehensive Service Offering

- Multi-service FMS company; one-stop solutions to clients
- Providing services in 27 States in India

#### Energy Saving Solutions

- Leveraging engineering skills to adopt preventive maintenance and energy saving solutions for clients
  - Energy-saving initiatives certified by the Bureau of Energy Efficiency<sup>(1)</sup>

#### Quality Management Systems

- Quality management systems (Mechanized cleaning and OBHS services provided to the Indian Railway coaches) certified ISO 9001:2008 compliant

#### Growth through Partnerships

- MOU with Mainguard India to provide security services in India

#### Key Clients

- Aircel, Apollo Munich, BSLI, Delhi Metro Rail Corp., Firstsource Solutions and Indian Railways etc



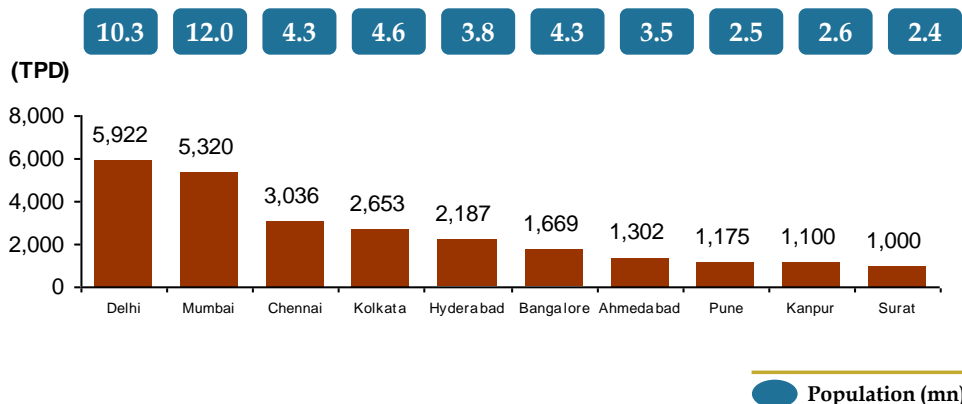
# Municipal Solid Waste Management Business

# Municipal Solid Waste Management Business

## Industry Overview

- Urbanization gathering momentum: Urban population to total population increased from 17% in 1951 to 28 % in 2001
  - This ratio is expected to cross 40% by 2021
- India generates 100,000 MT of MSW per day
- Waste generation in major cities: 0.2 kg to 0.6 kg per person per day
  - Collection efficiency: 70% to 90% in major metro cities; below 50% in some smaller cities
- Jawaharlal Nehru National Urban Renewal Mission (JNNURM) launched in 2005
  - Aimed at investing INR 1,000 bn over the next 7 years (beginning 05) towards urban renewal

### Top 10 Cities in terms of Waste Generated<sup>(1)</sup>



### Significant Opportunity for PPP Model

MSW Rules 2000 and stringent monitoring by Supreme Court Committee has put significant pressure on Municipal Bodies

Inefficient management by the municipal authorities

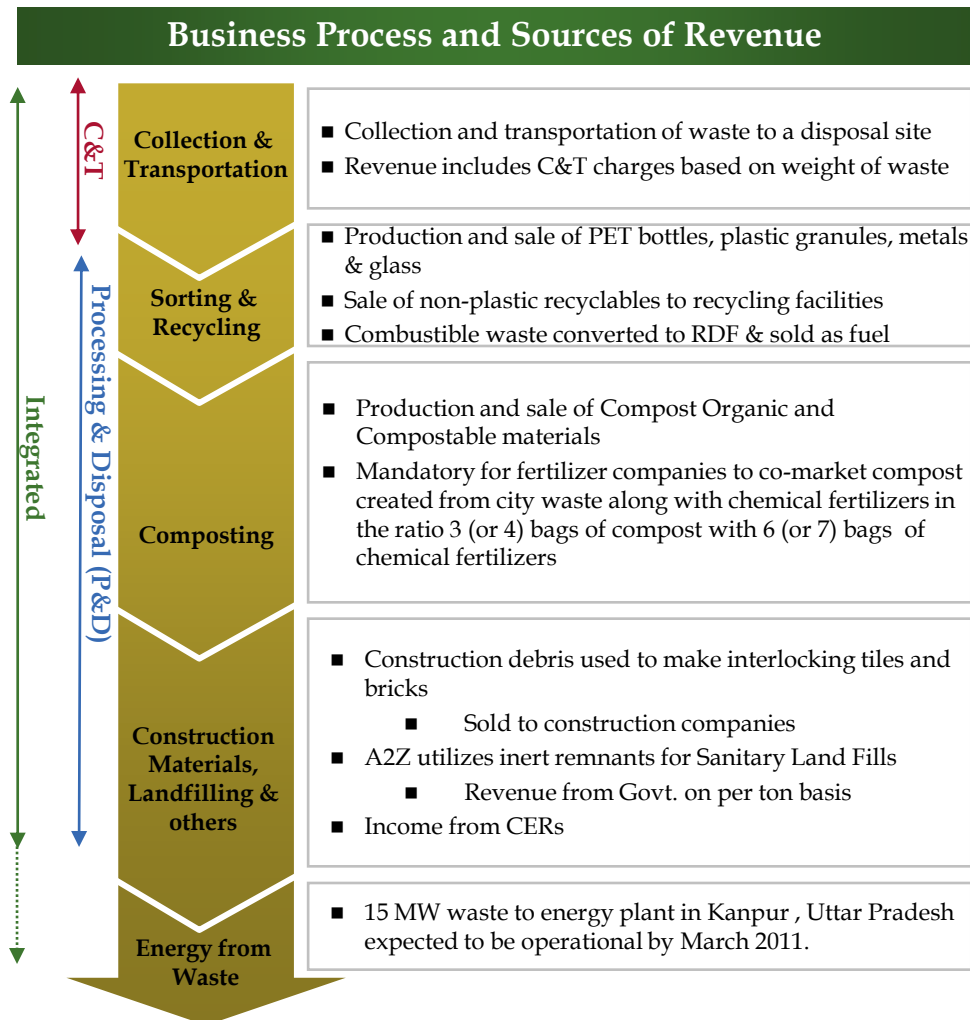
Urban infrastructure development schemes coupled with subsidies provide further impetus to PPP framework

Opportunity in waste-to-energy projects and composting

Increasing urbanization, improving standard of living and growing environmental awareness

# Municipal Solid Waste Management Business

## Revenue Model



Kanpur Integrated Waste Management Facility



## Unique features of the A2Z Model

Low dependency on Govt. for revenues; escrow in place

Ownership rights on waste collected –value recovery from waste

Organic manure use policy creates established market for compost

Technology for conversion of waste to energy

Offset user charges from beneficiaries against payment for recyclables

*A2Z to focus on integrated waste management solutions on BOOT basis to provide cash flow stability*

# Municipal Solid Waste Management Business

## Kanpur Plant

### Processing and Disposal Plant



### In- house R&D



# Municipal Solid Waste Management Business

## Typical Project Bidding/ Contract Terms

- Typically long-term contracts involving substantial investment on BOOT basis
  - Certain Projects eligible for capital subsidy
- Strict pre-qualification requirements in relation to technical capability and performance, financial strength and prior experience
- Projects may be eligible to claim deduction under the Income Tax Act

	Obligations of A2Z	Pricing Terms	Guarantees	Penalties	Infrastructure & Raw Materials
C&T	<ul style="list-style-type: none"> <li>A2Z to ensure collection of primary &amp; secondary waste &amp; transportation to the specified dumping ground</li> </ul>	<ul style="list-style-type: none"> <li>Paid on a per ton basis</li> <li>Rate of services to be fixed throughout the year with limited escalation built - in</li> <li>Payments made on a monthly basis</li> </ul>	<ul style="list-style-type: none"> <li>Require the payment of a specified amount as performance security</li> </ul>	<ul style="list-style-type: none"> <li>Provisions for penalties to be imposed on a per incident basis</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility for equipment procurement depends on contract terms                             <ul style="list-style-type: none"> <li>Indore: provided by municipality</li> <li>Patna: A2Z has purchased the equipment</li> </ul> </li> </ul>
P&D/ Integrated	<ul style="list-style-type: none"> <li>Apart from C&amp;T also responsible for setting up a facility for segregating/treating waste</li> <li>“Integrated” approach to be further strengthened by setting up power plants that use fuel processed by the waste management facility</li> </ul>	<ul style="list-style-type: none"> <li>Fixed price contracts with escalation in certain projects</li> <li>Specified amount to be provided as a grant by the government entity in certain projects &amp; require A2Z to invest a specified amount into the project</li> </ul>	<ul style="list-style-type: none"> <li>Typically pay a security deposit of 10% of the project cost - 5% performance guarantee &amp; 5% contract security</li> </ul>	<ul style="list-style-type: none"> <li>Liable to pay penalty if it fails to maintain required progress levels</li> </ul>	<ul style="list-style-type: none"> <li>Site required to be provided by the relevant state or urban local authority</li> <li>Raw material (waste) collected and owned by the Company in an integrated approach</li> </ul>

*Integrated approach provides complete control over the process and hence well positioned to extract the most value from it*

# Municipal Solid Waste Management Business

## Project List

	Project	Capacity (TPD)	C&T Start Date	P&D Start Date
Integrated	Kanpur	1,500	Operational	Operational
	Indore	600	Operational	Q1 FY 12
	Varanasi	600	Q1 FY 12	Q1 FY 12
	Meerut	600	Q1 FY12	Land allotment awaited
	Ranchi	490	Q4 FY 12	Q4 FY 12
	Moradabad	280	Q1 FY 12	Q1 FY 12
	Ghaziabad	275	Q1 FY 12	Land allotment awaited
	Aligarh	220	Q1 FY 12	Q1 FY12
	Muzaffarnagar	120	To start Q1 FY 12	Commissioned
	<b>Total</b>	<b>4,685</b>		
C&T	Patna	800	Partly operational	NA
	Darbhanga	120	Q1 FY 12	NA
	<b>Total</b>	<b>920</b>		
P&D	Amravati	300	NA	LoI received.
	Firozabad	130	NA	Land allotment awaited
	Loni	120	NA	Land allotment awaited
	Mirzapur	100	NA	Q4 FY 12
	Jaunpur	80	NA	Q4 FY 12
	Sambhal	75	NA	Q4 FY 12
	Fatehpur	55	NA	Q3 FY 12
	Badaun	55	NA	Land allotment awaited
	Ballia	40	NA	Q4 FY 12
	Basti	40	NA	Land allotment awaited
	<b>Total</b>	<b>995</b>		
	<b>Grand Total</b>	<b>6,600</b>		



# Renewable Energy Generation

# Renewable Energy Generation

## Industry Dynamics

### Key Drivers of the Renewable Energy in India

- Demand-supply gap in power generation
- Regulatory incentives to 'clean' energy projects
- Large untapped potential (Solar, wind and biomass)
- Viable solution for distributed energy in rural area

Energy Source	XI <sup>th</sup> Plan	
	Planned Target (MW)	Planned Outlay (INR mm)
Wind Power	10,500	750 (for demo only)
Small Hydro Power	1,400	7,000
Biomass Power	1,200	6,000
Co-generation	500	2,000
Urban Waste to Energy	200	1,500
Industrial Waste to Energy	200	750
<b>Total</b>	<b>14,000</b>	<b>18,000</b>

Source: MNRE – [www.mnre.gov.in](http://www.mnre.gov.in)

### Key Regulatory Incentives

#### Tax Incentives

- 80% accelerated depreciation on assets
- 10-year Income-tax holiday u/s 80 IA
- Excise duty relief on certain capital goods

#### Preferential Tariffs

- Preferential tariffs for renewable energy power
- Take into account the positive externalities from use of renewable energy

#### Renewable Purchase Obligations

- Minimum renewable purchase obligation ranging from 5 -14%, of total off-take by SEBs<sup>(1)</sup>

#### "Must Run" Status

- Plants are treated as "must run" power plants and not subject to 'merit order despatch' principles

#### Generation Incentives

- E.g a 50 p per unit of wind power supplied to the grid by farms with installed capacity of 4,000 MW or less<sup>(2)</sup>

#### Clean Development Mechanism

- India signatory to the Kyoto Protocol and the Clean Development Mechanism (CDM)
  - Public or private entities can purchase the CERs generated from CDM projects
- CERs can be sold/traded in the open market

(1) State Electricity Boards

(2) Subject to certain conditions specified by the Government

# Renewable Energy Generation

## Project List

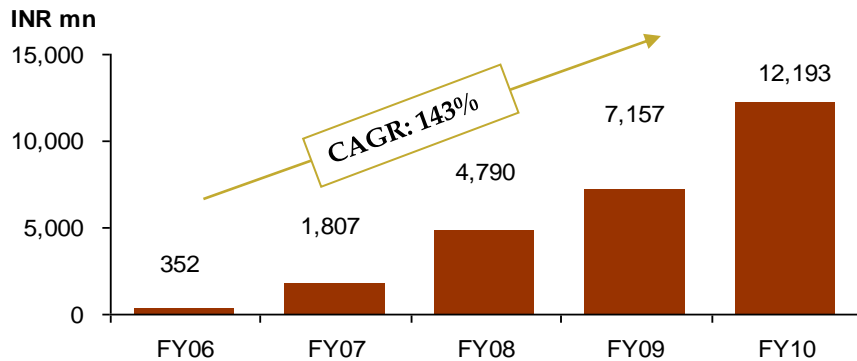
Project	Capacity (MW)	Land	Water Supply	Fuel	PPA	Env. Clearance
Fazilka	15 MW	<ul style="list-style-type: none"> <li>5 acres each</li> <li>Lease deeds signed</li> </ul>	Mills to supply	<ul style="list-style-type: none"> <li>Bagasse</li> <li>Fuel, cotton stock, rice husk to procured locally from Multi Fuel Mgmt. Pvt. Ltd.</li> </ul>	Executed	Exempt
Morinda	15 MW					
Nakodar	15 MW					
Kanpur	15 MW	<ul style="list-style-type: none"> <li>Land for plant acquired (12 acres)</li> </ul>	A2Z to source	<ul style="list-style-type: none"> <li>Crop residue</li> <li>RDF from MSW projects</li> <li>Coal rejects</li> </ul>	Executed	Exempt
10 IRRF's in 5 locations	10MW each	<ul style="list-style-type: none"> <li>Rice mills - 35 acres</li> <li>Power plant - 10to 25 acres</li> <li>To be acquired</li> </ul>	A2Z to source	<ul style="list-style-type: none"> <li>At least 100,000 MT custom milling paddy per year per mill rice husk (Punjab Grains)</li> <li>Paddy straw, Coal rejects &amp; biomass procured locally</li> </ul>	To be executed	To apply for Rice mills; Power plants exempt from Environment Clearances
Lunkaransar	15 MW	<ul style="list-style-type: none"> <li>15 acres each</li> <li>To be acquired</li> </ul>	A2Z to source	<ul style="list-style-type: none"> <li>Crop residues to be procured locally</li> <li>FSA's to be executed</li> </ul>	To be executed	Exempt
Kolayat	15 MW					
Shiv	15 MW					
Fatehpur	15 MW					
Bhadra	15 MW					
<b>Total</b>						



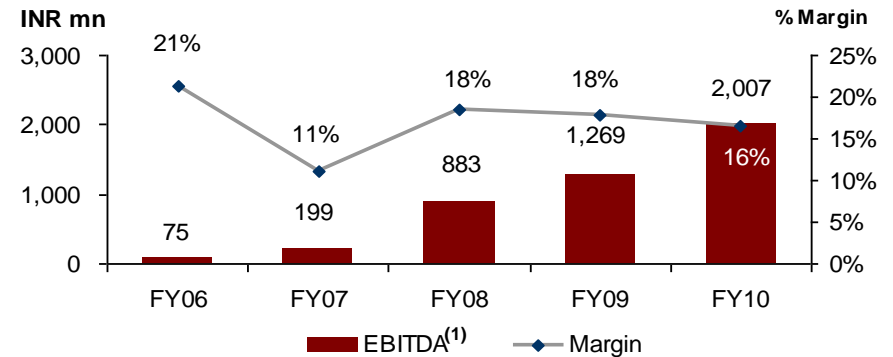
# Financial Track Record

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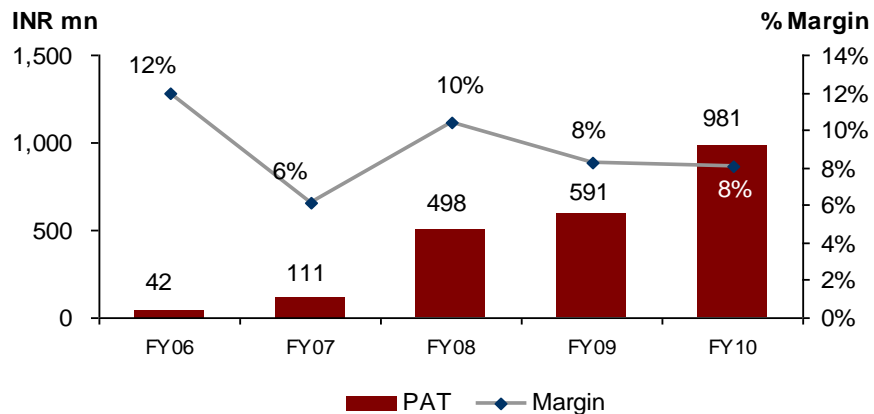
## Strong Growth in Revenues...



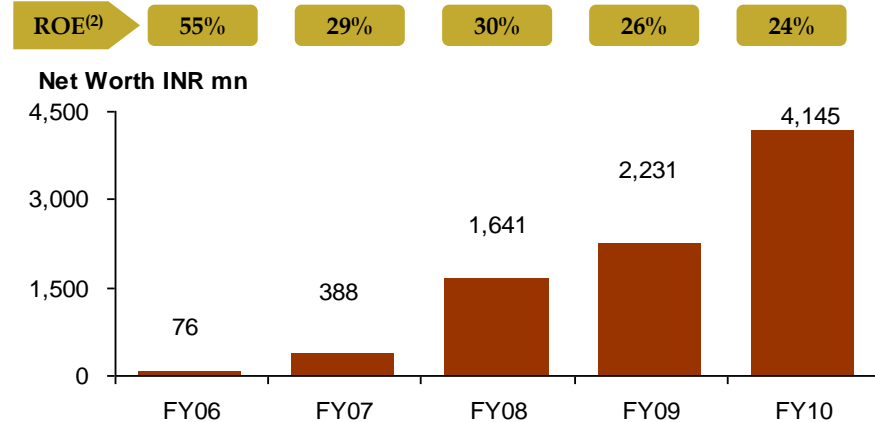
## ...With Robust EBITDA Margins



## ...and Strong Growth in PAT...



## ...Leading to High Return on Equity



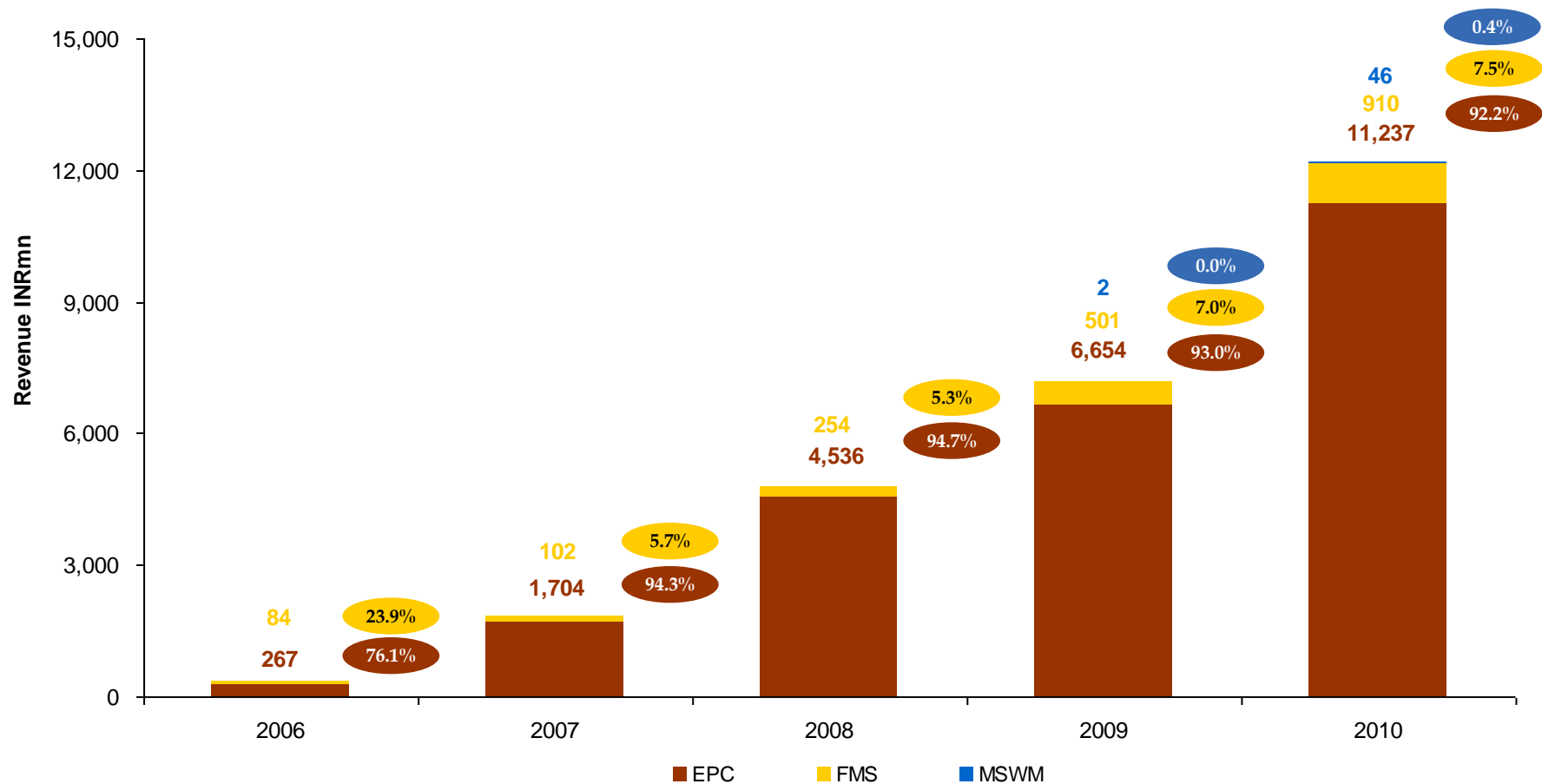
(1) EBITDA excludes Other Income

(2) PAT / Networth at year end

# Financial Track Record

## Historical Revenue Split by segment

Total Income <sup>(1)</sup> INR mn	352	1,807	4,790	7,157	12,193
EBITDA INR mn	75	199	883	1,269	2,007



(1) Revenue includes only "Income from Operations" and does not include other income  
 Note: Consultancy Fees has been included as part of the EPC Income



# Qualified and Experienced Management

# Qualified and Experienced Management

**Mr. Surender Kumar Tuteja**

*Chairman Independent/ Non-Executive*

- Experience of 42 years in the Indian Government (incl. Chairman, Punjab State Electricity Board)
- Fellow member of the Institute of Company Secretaries of India

**Mr. Amit Mittal**

*Managing Director Executive*

- Promoter of the company with 20 years of experience in project management and execution in the power, oil and infrastructure sectors
- B.Tech in Civil Engineering, IIT Roorkee
- Awarded Entrepreneur of the year award (Start-up Category) for 2009 by Ernst & Young.

**Mrs. Dipali Mittal**

*Whole-time Director Executive*

- Varied industry experience and is involved in the accounting, financial and general management of the Company
- MBA from the Indian Institute of Finance, New Delhi

**Mr. Brij Raj Singh**

*Director Non Independent / Non-Executive*

- Nominated by Beacon India Investors Limited to the Board
- 20 years of private banking and investment advisory experience in India and the Middle East
- MBA in International business from American University, Washington DC

**Mr. Rakesh Jhunjhunwala**

*Director Non - Executive*

- Trader and Investor by profession and a chartered accountant by qualification
- Partner in RaRe Enterprises and a well respected equity investor in India
- First private equity investor in the company

**Mr. Gaurav Mathur**

*Director Non Independent / Non-Executive*

- Nominated by IEP to the Board
- 13 years of experience in private equity and investment banking business
- MBA from IIM Ahmedabad

**Mr. Rajeev Thakore**

*Director Independent / Non-Executive*

- 29 years of experience in private equity, corporate finance and the banking business
- MBA from University of Saskatchewan (Canada)

**Mr. Manish Gupta**

*Director Non Independent / Non-Executive*

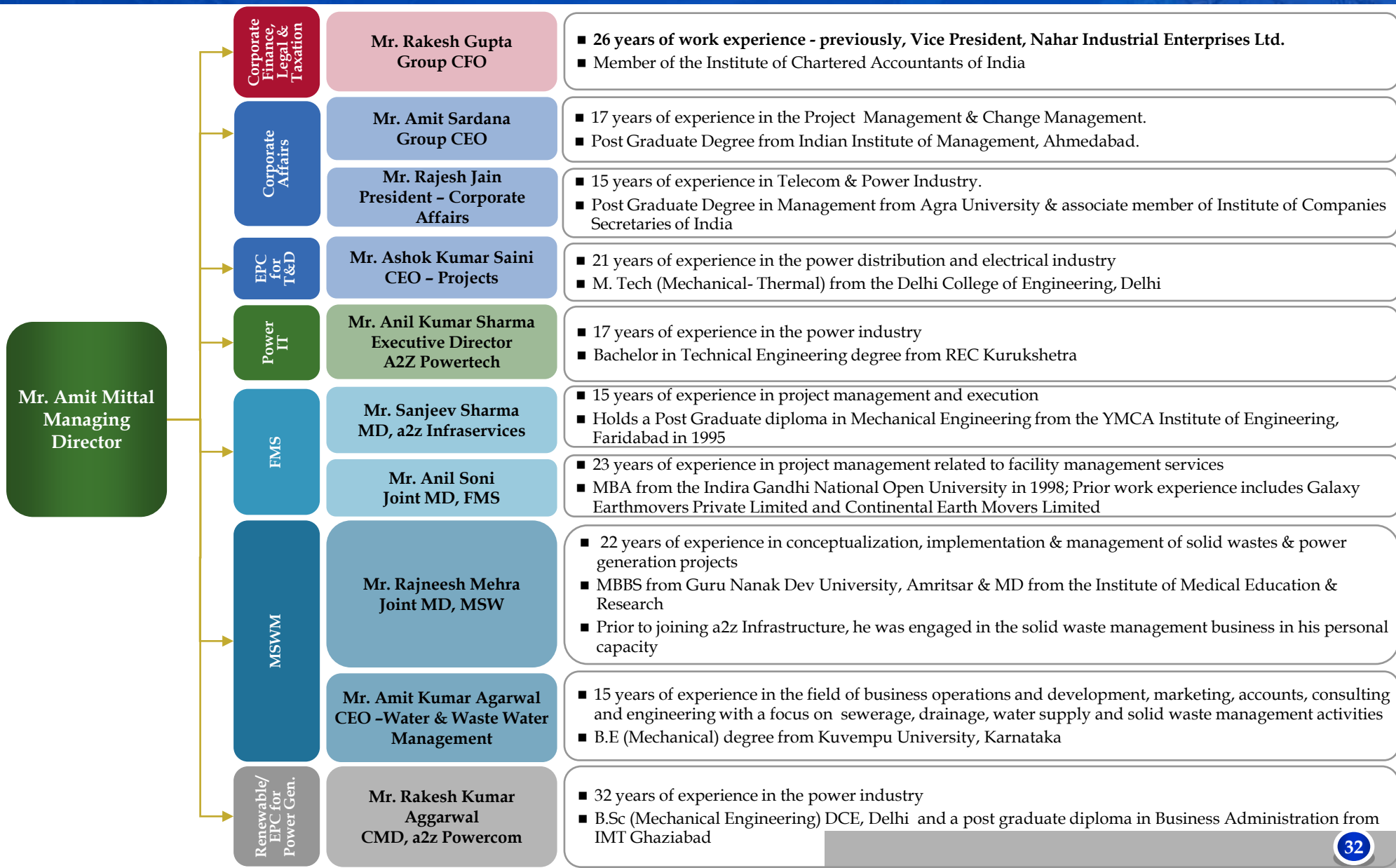
- Nominee director of Mr. Jhunjhunwala to the Board
- Over 12 years of experience in strategy formulation, private equity and capital markets
- Engineer from the BITS, Pilani and holds a MBA degree from IIM Ahmedabad

**Mr. Vinod Wahi**

*Director Independent / Non-Executive*

- 36 years in the Indian Revenue Service, Government of India in various capacities
- MBA from FMS, New Delhi

# Qualified and Experienced Management Team Across Business Segments





# Our Growth Plans

# Growth Strategy Across All Business Segments

Power EPC	Municipal Solid Waste Management	Renewable Energy	Facilities Management Services	Incubation of Related Businesses
<ul style="list-style-type: none"> <li>■ Focus on distribution</li> <li>■ Increase participation in larger projects                             <ul style="list-style-type: none"> <li>➤ Transmission segment (BOOT)</li> <li>➤ Distribution franchise arrangements</li> </ul> </li> <li>■ Establish presence in power generation EPC</li> <li>■ Evaluate international EPC projects (Asia / Africa)</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer integrated waste management solutions</li> <li>■ Strengthen MSW off-take value chain                             <ul style="list-style-type: none"> <li>➤ Better sales channels for by-products</li> <li>➤ Focus on award of projects to a single operator by a group of municipalities</li> </ul> </li> <li>■ Pre-qualified for projects in Nepal and Maldives (yet to sign a definitive contract)</li> </ul>	<ul style="list-style-type: none"> <li>■ Derive benefits from government policies (preferential tariffs )</li> <li>■ Fuel security for projects                             <ul style="list-style-type: none"> <li>➤ linkages with own MSW projects</li> <li>➤ Third parties contracts</li> </ul> </li> <li>■ Explore opportunities in other energy sources (e.g. Solar Energy)</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus on large customers                             <ul style="list-style-type: none"> <li>■ Multiple services</li> <li>■ Longer term contracts</li> </ul> </li> <li>■ Continue to differentiate services                             <ul style="list-style-type: none"> <li>■ Energy savings solutions</li> </ul> </li> <li>■ Increase range of services                             <ul style="list-style-type: none"> <li>■ Maintenance of telecom towers</li> <li>■ industrial/plant maintenance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ EPC services to other sectors                             <ul style="list-style-type: none"> <li>■ Telecom</li> <li>■ Water infrastructure</li> </ul> </li> <li>■ Power solutions                             <ul style="list-style-type: none"> <li>■ Controlled impedance solutions</li> <li>■ Fault limiting current solutions</li> <li>■ Applications for superconductors</li> </ul> </li> <li>■ IT solutions for reduction of AT&amp;C losses and energy management to power utilities</li> </ul>

*Focused on expanding participation in the power, infrastructure and waste management sectors in a socially relevant manner*

A hand is shown placing a wooden block on a staircase of blocks, symbolizing growth or progress. The background is a solid blue color with faint, stylized icons of a person in a wheelchair and a person with a cane in the upper right corner.

# Competitive Strengths

A blue-tinted image of a factory or industrial site, featuring a large structure and a power line tower in the foreground. The image is overlaid with a large, stylized blue infinity symbol.

# Competitive Strengths & Strategies

## Proven Execution Capabilities and Demonstrated Track Record

- **EPC Business:** Executed projects across *various States in India*, even under *difficult and challenging terrains and conditions* - Pre-qualified with certain government entities to
  - Construct *Distribution Line* infrastructure and substations with a *capacity of up to 33 KV*
  - Construct *EHV substation* projects of up to *400 KV* and *EHV transmission lines* of up to *765 KV*
- **MSW business:** Awarded contracts by State or Urban Local Authorities in *21 cities in India*
- **FMS business:** Established as a *multi-location, multi-service* provider
- *In-house engineering capabilities and strong quality management systems*

## Diversified Business and Operations

- Ability to identify opportunities and scale businesses in high growth sectors
- Successful transition from an *FMS Company* to an *EPC player in Power Distribution Sector*
- Entered the *MSW Sector, Renewable Energy Generation, Power IT* and other businesses

## Qualified and Experienced Management

- Professionally-managed with a highly motivated employee base
- Led by a team of qualified and experienced professionals with prior domestic and international experience

## Our Growth Plans

- Presence across various *diversified business lines*
  - *Provides more stability to cash flows*
- **EPC Business:** Our order book provides *short term revenue sources*
- **MSWM Business:** Long term BOOT contracts results in *long term sources of revenue and hence cash flow stability*
- **Renewable Energy Generation Business:** Offers *longer-term revenue growth prospects*
  - MSW business complements the power generation business with a readily available source of fuel
- Both MSW and Renewable Energy Generation businesses derive fiscal and other incentives from the Government



**THANK YOU**