

From let's begin to transforming tomorrow

Celebrating 15 years of Essar at Stanlow

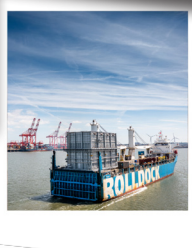


Stanlow
Manufacturing
Complex

1st August 2011

ESSAR
let's begin

Today we turn a new page in the history of Stanlow



Take a look at the last
15 years of Essar at Stanlow

2025

Future Ready

Increased refinery capacity by ~8%, commissioned the UK's first hydrogen-ready refinery furnace and launched a major business improvement programme.

2024

Centenary

Marked Stanlow's 100th year, achieving a 22% reduction in CO₂ emissions since 2011 and advancing plans for a major energy-transition hub.

2023

Energy Transition

Established Essar Energy Transition (EET) to accelerate hydrogen, carbon capture and decarbonisation projects.

2022

Hydrogen

Launched Vertex Hydrogen, invested in the UK's first hydrogen-ready refinery furnace and returned to profitability post-COVID

2021

Decarbonisation

Announced plans to create the UK's first low-carbon refinery through the HyNet North West cluster.

2020

Resilience

Maintained refinery operations and fuel supply throughout the COVID-19 pandemic.

2019

Reliability

Continued improving refinery performance while preparing for a lower-carbon future.

2018

Investment

Began a major reinvestment programme in reliability, performance and energy-transition projects.

2017

Transformation

Launched the Stanlow 2.0 transformation programme to drive operational excellence and long-term competitiveness.

2016

Record Results

Achieved record profitability and throughput while launching the UK retail fuels business.

2015

Performance

Consolidated the turnaround with continued efficiency improvements and margin-enhancement investments.

2014

Optimisation

Enhanced competitiveness through crude optimisation, efficiency gains and a focus on higher-value transport fuels.

2013

Growth

Delivered a sustainable turnaround with stronger EBITDA, improved margins and a more profitable product mix.

2012

Financing

Returned Stanlow to profitability and secured an innovative financing partnership that strengthened cash flow and resilience.

2011

Acquisition

Acquired Stanlow from Shell for \$350m, safeguarding a strategic UK refining asset and launching an operational turnaround.





Powering Britain Today. Building Tomorrow

On 1 August 2026, Essar marks an important milestone: 15 years of ownership and stewardship of the Stanlow Manufacturing Complex. What began in 2011 as the acquisition of a strategically important UK refinery has become one of the most significant industrial transformation stories in modern British energy.

Over the past decade and a half, Essar has invested in Stanlow, transforming it into a resilient, competitive and increasingly sustainable energy hub. Through operational excellence, technological innovation and a long-term commitment to growth, Stanlow has maintained its position as a cornerstone of UK energy security while the company is laying the foundations for a lower-carbon future.

Today, Stanlow stands not only as one of the UK's most important refining assets, but also as the centrepiece of Essar Energy Transition's ambition to create the world's first low-carbon process refinery and develop an energy transition hub.

A Vision Realised

When Essar acquired Stanlow from Shell in 2011, the European refining sector was facing significant challenges. Margins were under pressure, capacity was shrinking and many operators were withdrawing from the market. Essar took a different view.

Recognising Stanlow's strategic importance to the UK's energy system, Essar brought together global refining expertise, long-term investment and a clear vision for growth. The goal was simple: safeguard a vital national asset while ensuring it remained competitive for generations to come.

Over the next 15 years, that vision would be realised through sustained investment programmes, major maintenance turnarounds, efficiency improvements and ongoing operational transformation. Stanlow evolved from a traditional refinery into a modern energy manufacturing complex capable of supporting both current energy needs and future decarbonisation ambitions.



Fuelling the Nation

Stanlow remains one of the UK's most strategically important industrial assets.

Today, the site supplies approximately 18% of the UK's road transport fuels and around 15% of the nation's jet fuel demand, including a quarter of all jet fuel used at airports outside Heathrow. The refinery also produces around half of the feedstocks required by the UK's inorganic chemicals industry, supporting critical manufacturing sectors across the country.

As the number of UK refineries has declined, Stanlow's importance has only increased. While other facilities have closed, Essar has continued investing, securing valuable domestic refining capacity and helping protect the UK from global supply chain disruptions and market volatility. The site also delivers significant value to the UK economy. In 2025 alone, Essar Energy Transition Fuels collected £4.2 billion in VAT and fuel duty on behalf of HMRC, representing 13% of all UK fuel duty receipts, while contributing a further £55 million through direct taxes and business rates.



Delivering Value Beyond the Refinery Gates

The impact of Stanlow extends far beyond fuel production.

For fifteen years, Essar's investment has helped safeguard livelihoods, strengthen supply chains and stimulate economic growth throughout the North West and beyond. The business currently supports 4,917 direct, indirect and induced jobs across the UK economy, with average refinery salaries approximately three times the national average.

Strong local partnerships remain central to Stanlow's success. More than 40% of all purchase orders are awarded to North West suppliers, six of the company's top ten suppliers are regionally based and approximately £118 million has been spent with local businesses.

Essar has also remained committed to supporting the communities in which it operates. Community investment programmes, charitable donations and local initiatives have delivered meaningful benefits across the region, including a £100,000 grant scheme launched during Stanlow's centenary celebrations.





Powered by our people

Facilities don't build themselves. People do.

Stanlow has been shaped by the generations of people who have worked here — past and present employees, contractors, apprentices, graduates and their families. They are the engineers, operators, technicians and specialists whose expertise, commitment and care have built not only a world-class facility, but a strong and enduring community. Pride and performance are not inherited; they are earned every day through hard work, teamwork and a shared commitment to excellence.

As we look to the future, investing in people remains as important as investing in infrastructure. Every year, apprentices and graduates join our business, building the skills and capabilities that will sustain Stanlow for decades to come.

And perhaps nothing illustrates the connection between Stanlow and its people more powerfully than the families who have made it part of their lives. When a parent and child work side by side, or when three generations have dedicated their careers to this place, it becomes clear that Stanlow is more than a workplace. It is a bond between a community and an industry, built on shared purpose, opportunity and pride.

A Journey of Continuous Transformation

The story of Stanlow under Essar ownership is one of constant progress. From restoring profitability and enhancing operational performance in the early years, to launching the Stanlow 2.0 transformation programme and investing in major reliability upgrades, every phase of the journey has strengthened the site's long-term competitiveness.

Over 15 years, Essar has transformed Stanlow from a refinery acquisition into a leading energy transition hub — delivering an operational turnaround, launching the Stanlow 2.0 transformation, investing billions in reliability and growth, keeping the UK fuelled through COVID-19, pioneering hydrogen infrastructure, creating Essar Energy Transition, celebrating Stanlow's centenary with significant emissions reductions, and commissioning the UK's first hydrogen-ready refinery furnace following a landmark £100 million turnaround.

Collectively, these achievements represent significant investment and a relentless commitment to operational excellence. Since acquiring Stanlow, Essar has invested approximately US\$2.2 billion into maintaining, upgrading and enhancing the site.



Building the Future

While the first 15 years were focused on securing Stanlow's future, the next 15 years are focused on transforming it.

Essar Energy Transition is advancing an ambitious £4.3 billion investment pipeline designed to position Stanlow at the heart of Britain's industrial decarbonisation agenda. The vision is to create the world's first low-carbon process refinery and establish a blueprint for transforming industrial sites globally.

Independent analysis by FGE NexantECA projects that Essar Energy Transition's investments could generate £1.9 billion of annual economic value by 2035 while supporting nearly 10,000 jobs across its future business portfolio.

Future opportunities are also being explored in advanced biofuels, low-carbon fuels, terminals, clean power generation and next-generation data centre developments powered by reliable, low-carbon energy.

This reflects a broader ambition: to ensure that Stanlow remains not only an industrial success story, but a driver of economic growth, innovation and national prosperity for decades to come.

Fifteen Years. One Shared Future.

Stanlow's journey over the last 15 years demonstrates what can be achieved through vision, investment and partnership. It is a story of industrial resilience, operational excellence and international collaboration between the UK and India.

Most importantly, it is a story that is still being written.

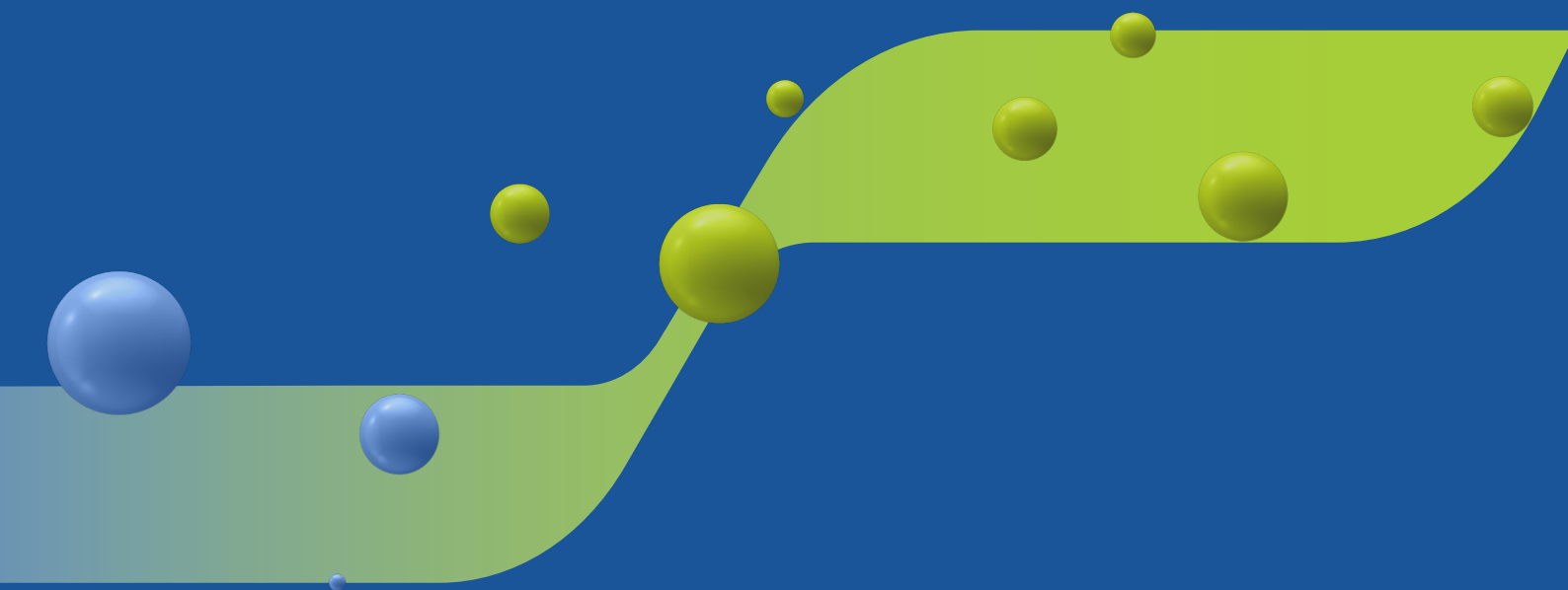
As Essar Energy Transition continues to invest in people, infrastructure and innovation, Stanlow is preparing for its most exciting chapter yet—one that combines energy security, economic growth and industrial decarbonisation in a way that delivers value for the UK, the North West and future generations.

Fifteen years of progress.

Fifteen years of partnership.

Fifteen years of performance.

And this is only the beginning...



ESSAR ENERGY TRANSITION



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