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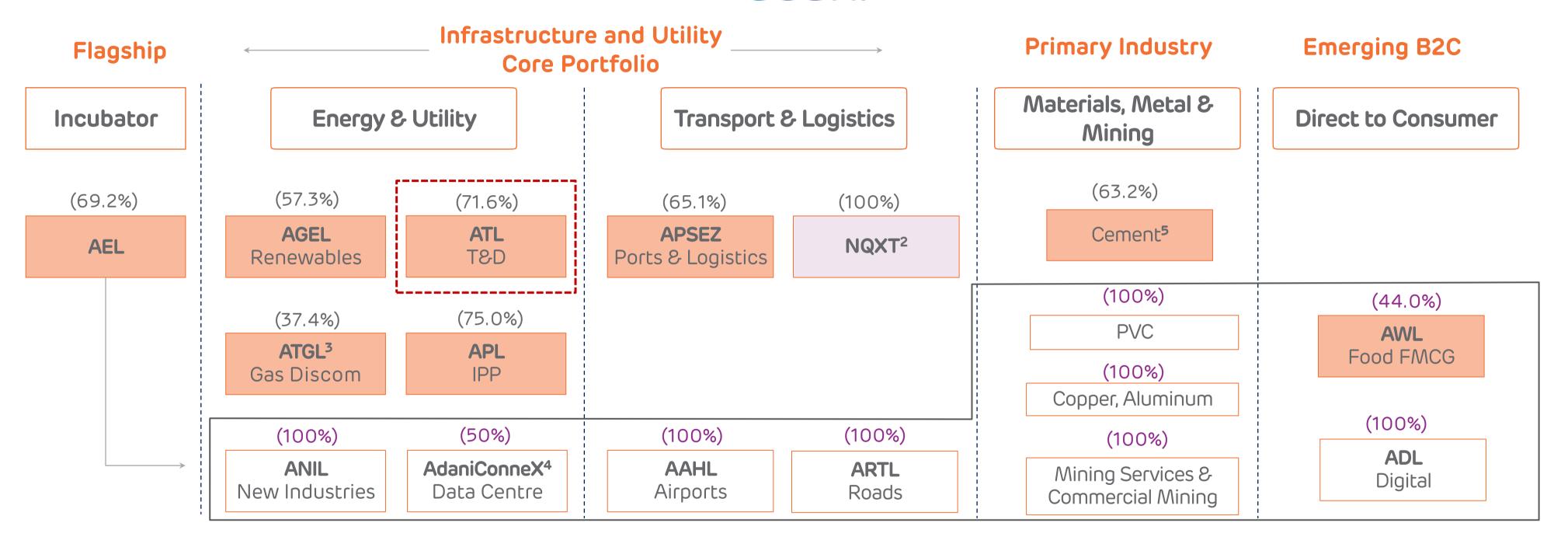
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Adani: A World Class Infrastructure & Utility Portfolio



adani



(%): Promoter equity stake in Adani Portfolio companies

(%): AEL equity stake in its subsidiaries

A multi-decade story of high growth centered around infrastructure & utility core

Data as of March 2023. 1. US\$/INR - 81.55 | 2. NQXT: North Queensland Export Terminal | 3. ATGL: Adani Total Gas Ltd, JV with Total Energies | 4. Data center, JV with EdgeConnex | 5) Cement business includes 63.15% stake in Ambuja Cement which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited |

Represents public traded listed verticals

Adani Portfolio: Decades long track record of industry best growth with national footprint



Secular growth with world leading efficiency

owth with world leading efficient

Ports and Logistics

adani

Growth 3x

EBITDA 70% 1,2



Renewables

Growth 5x

EBITDA 92% 1,4



Growth 3x

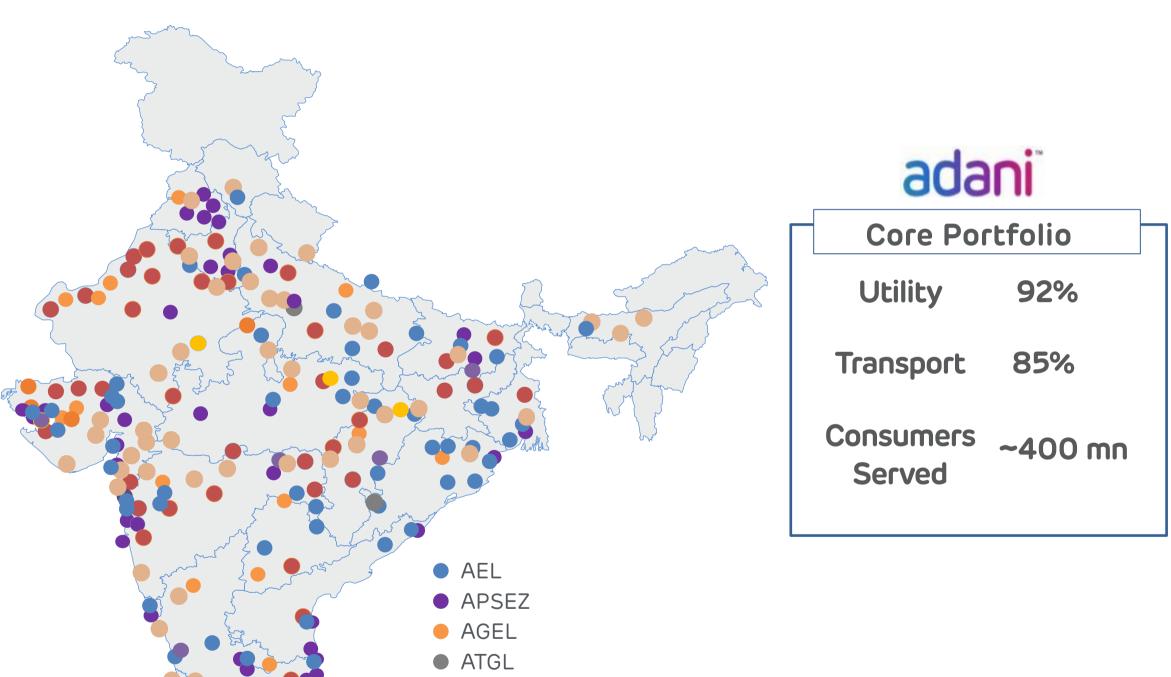
EBITDA 92% 1,3,5



Growth 1.4x

EBITDA 25% 1,3

National footprint with deep coverage



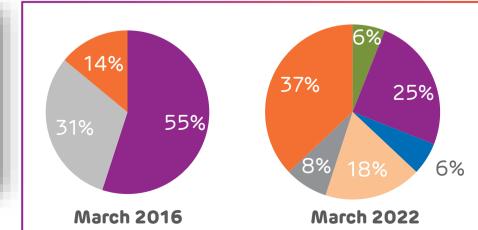
ATL

APL

Adani: Repeatable, robust & proven transformative model of investment



Development **Post Operations Operations Phase** Origination Operation **Site Development** Construction Capital Mgmt Engineering & design Redesigning the capital Analysis & market Site acquisition • Life cycle O&M intelligence planning **structure** of the asset Sourcing & quality Concessions and Activity Viability analysis levels Asset Management Operational phase regulatory agreements funding consistent with plan Strategic value Equity & debt Investment case asset life funding at project development • First ever GMTN of US\$ 2bn by AEML - an Energy Network • 648 MW Ultra Mega SLB in line with India's COP26 goals Longest Private India's Largest Commercial Port Solar Power Plant Operation Center HVDC Line in Asia ATL tied up revolving facility of US\$ 1.1bn (ENOC) (at Kamuthi, Tamil (at Mundra) (Mundra – to fund its green infrastructure thrust. Mohindergarh) Nadu) • Issuance of 20 & 10 year dual tranche bond of US\$ 750 mn - APSEZ the only Centralized continuous infrastructure company to do so Constructed and Highest line Highest Margin monitoring of plants Commissioned in Performance Green bond issuance of US\$ 750 mn availability among peers across India on a single nine months establishes AGEL as India's leading credit cloud-based platform in the sector



Debt profile moving from PSU's banks to Bonds

ATL: A platform well-positioned to leverage growth opportunities in T&D business



Development



Execution Prowess

Transmission Network of 19,779 ckm⁽¹⁾

Built Longest Private HVDC Line in Asia⁽⁴⁾

Strategic Presence

Transmission - Presence in 14 states with 33 transmission projects

Distribution - Integrated utilities catering to gateway city of Mumbai (AEML) and Mundra SEZ area (MUL)

Balanced pool mix

Transmission⁽³⁾: **52%** of EBITDA - Central pool **48%** of EBITDA - State pool

Operations



Operating Efficiency

Robust network availability of 99.7% and 99.99% supply/distribution reliability

One of the **lowest O&M** cost per ckm⁽²⁾

Consumer-centricity

Supplier of choice for 12 million+ consumers

CSAT surveys for 12 critical processes for high consumer
satisfaction and **AMI Installation**

Embedded ESG Framework

Decarbonisation of Grid (Achieved 30% and on track to reach 60% RE power by FY27)

Installed **3.36 MWp** solar capacity for auxiliary consumption at substations

Board Diversity and Strengthening

Returns and Equity Value Creation



Equity Partnerships(5,6)

Secured primary and secondary equity investments from marquee investors –

QIA in AEML (US\$ 452 mn), IHC (US\$ 500 mn) and GQG Partners (US\$ 230 mn) in ATL

Construction Framework Agreement

Fully funded plan, ATL has raised
US\$ 700 mn (US\$ 1.1 bn fully
drawn) revolving facility, additional
US\$ 2 bn GMTN program in place
for AEML Capex program

Significant Growth Potential

Parallel Licensing and Smart Metering

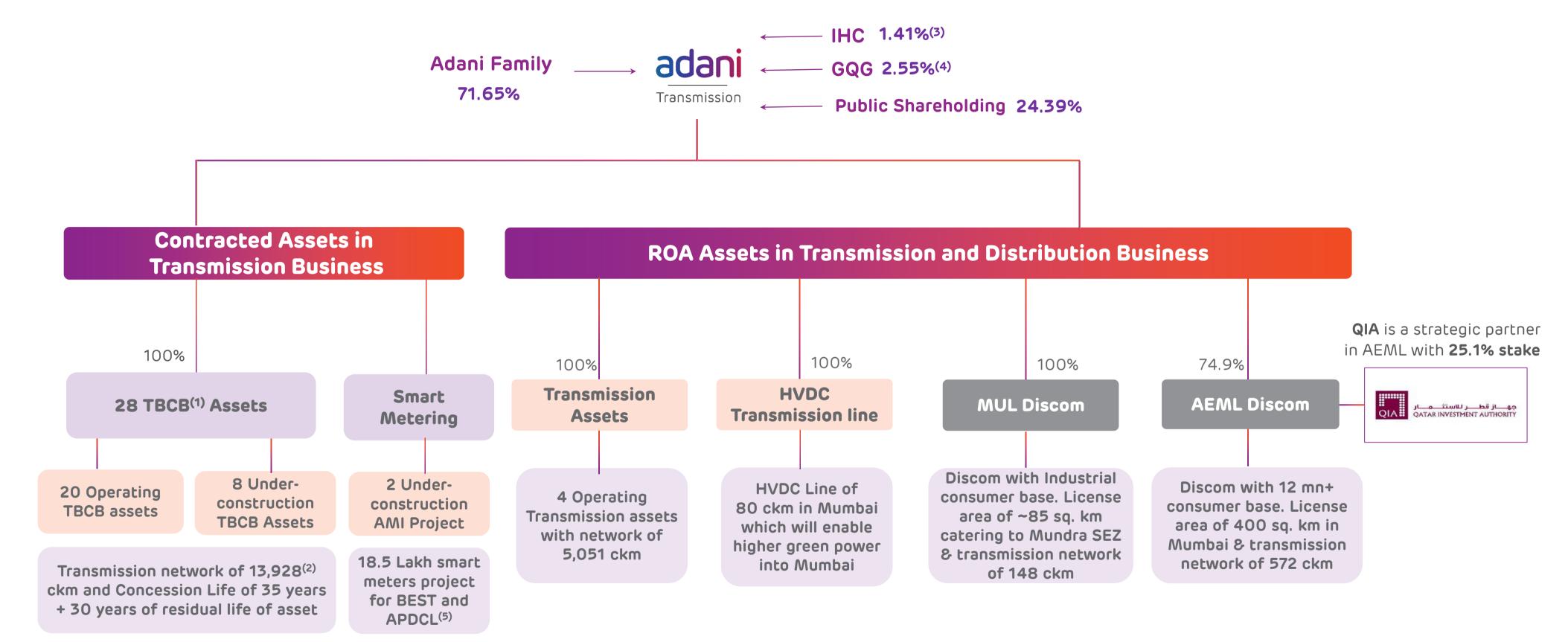
Increasing participation in **renewable grid** (eg: HVDC Mumbai, Khavda)

Green industrial cluster in Mundra



ATL: Business Snapshot





AEML: Century old utility serving the "Gateway" city of India



Largest Integrated utility in India's Commercial Capital - Mumbai



About Mumbai ~11.0% Real GDP CAGR (FY12 – 18) ~6.0% of India's real GDP 4th Most Populous City in World 24th Richest City in world based on GDP (US\$)

Mumbai Concumoss

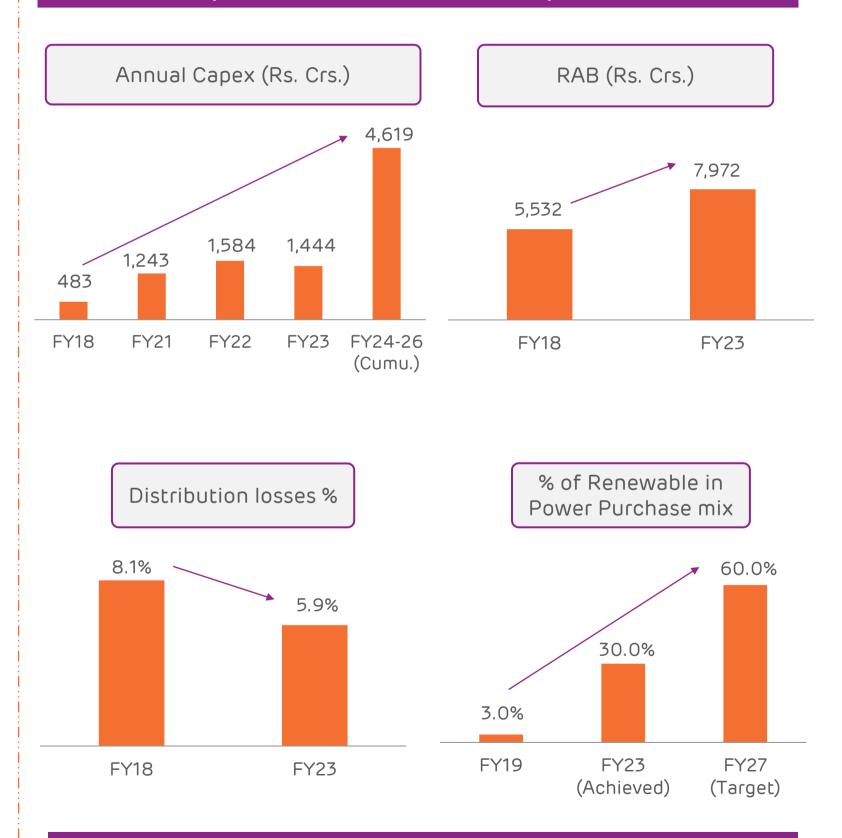
| | Mumbai Consumers |
|----------|--|
| 2.2x | Per capita income of India |
| \$ 4,630 | Per capita income of Mumbai |
| ~ \$ 31 | Average Electricity Bill of AEML Consumer for FY21 |
| ~1% | Average electricity bill as % of per capita income |
| | |

Consumer Centricity

- CSAT survey for 12 critical processes (Supply restoration, Call Centre, Billing, etc.) to gauge & ensure high consumer satisfaction
- Advanced Metering for 7 lakh consumers in phase 1

Servicing 12 million consumers in Mumbai with Consumer-centric Mindset

AEML - Key Milestones Since Acquisition in 2018



IG rated Platform with Fully Funded Growth

ATL: Transformational Journey with Robust Growth and Credit Discipline



ATL has delivered an impressive 17.3% CAGR in EBITDA from FY16-23, while still demonstrating credit discipline and maintaining investment grade rating

Operating portfolio of 4
ROA assets including
the longest private
HVDC line in Asia
(Mundra –
Mohindergarh)

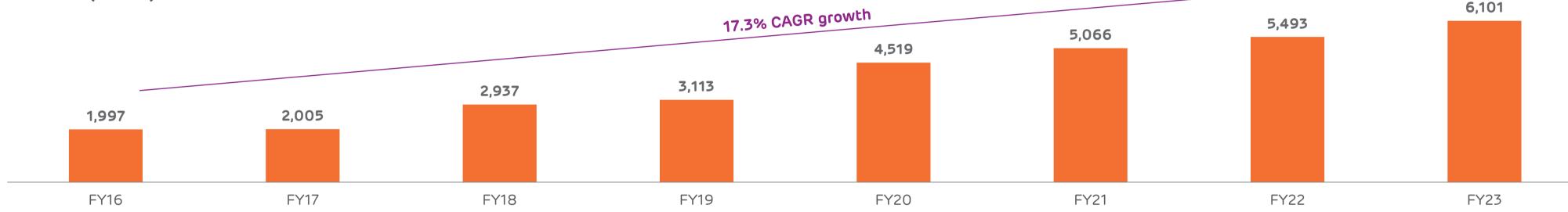
Acquired Maru and Aravali Transmission assets (397 ckm) from GMR

Acquired WTPL and WTGL Transmission assets (3,063 ckm) from RInfra

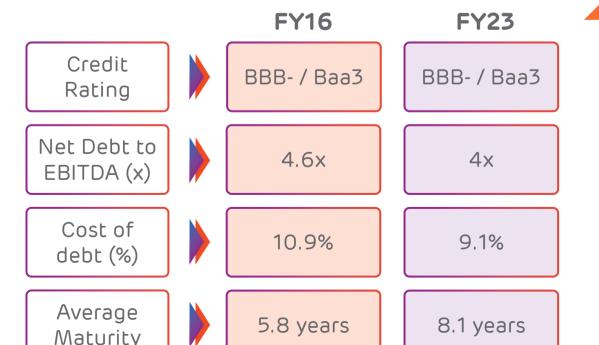
Acquired Mumbai
Distribution servicing
12 mn consumers over
a 400 sq. km license
area marking foray in
Distribution

- Induction of QIA as equity partner in AEML
- First USPP from India after a decade (30-year paper)
- US\$ 2 bn GMTN program fully funding AEML's Capex
- US\$ 700 Mn revolving construction facility fully funding ATL's growth
- IHC and GQG infused fresh equity
- Acquired MUL Discom in Mundra SEZ area
- Forayed into Smart Metering Business





Investment grade rating maintained

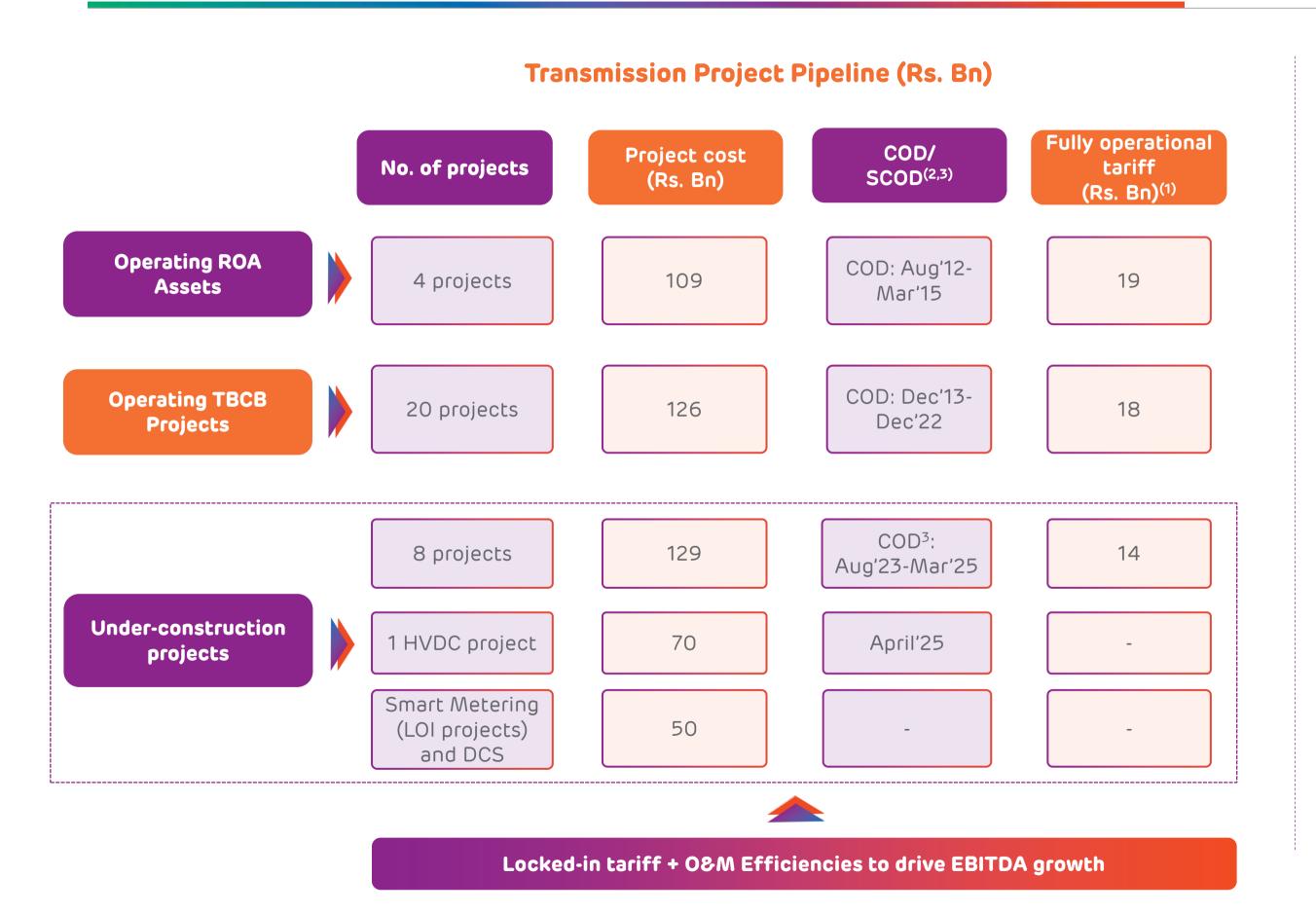


Key Business Levers and Long-Term Growth Outlook

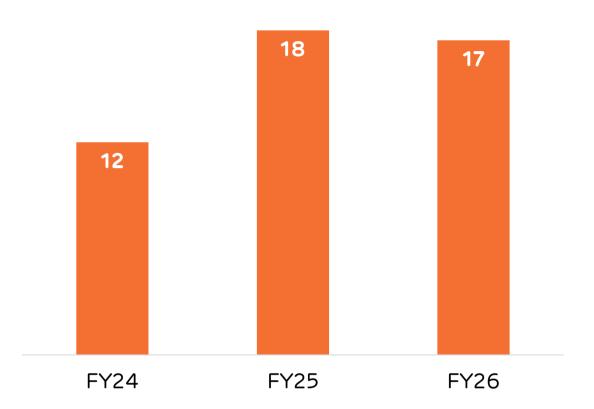
- **Transmission Business and TBCB bids**: Maintain robust profitability (92% EBITDA margin) and maintain market share upwards of 20-25% in TBCB bids and continue to fetch ROA (cost-plus) assets
- **Distribution Business:** Grow existing Discoms (AEML and MUL) in terms of consumer access, asset base and profitability with operating efficiencies, capex-led asset hardening and world class business practices
- **Parallel Distribution License**: To secure a parallel license and emerge as a preferred supplier in newer geographies like Navi Mumbai, Greater Noida, Thane, Aurangabad, Nashik, Kharghar, Panvel and more
- **Smart Metering**: Enhance and Integrate Distribution platform by offering smart metering solutions and garner a meaningful market share in the overall pie (current market share of 18% with an order book of US\$ 1.9 billion).
- District Cooling Solutions and Transmission Opportunity in International Markets are emerging growth levers

ATL: Solid Locked-In Growth in both Transmission and Distribution





AEML Capex Schedule (Rs. Bn)



- Fully funded capex plan of Rs. 46 Bn over FY24-26
- Capex-led growth in Regulated Asset Base (asset hardening) to drive growth in returns
- Significant Smart Metering Opportunity

Capex is focused on consumer-centricity

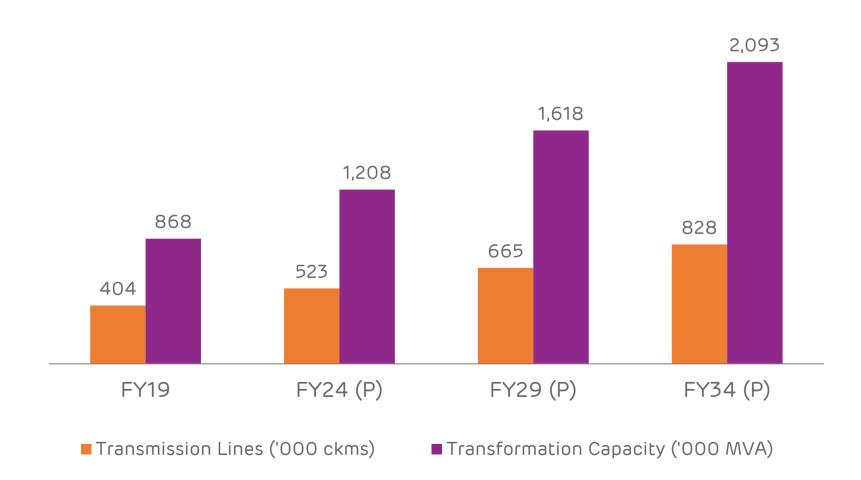
ATL: Size of Transmission Opportunity for Private Players is ~US\$ 28 bn worth projects over 10-15 years



Attractive Industry Opportunity backed by strong policy support

- Mandatory competitive bidding introduced since 2006 (TBCB)
 has created a level playing field for private players
- Private sector has won 47 projects out of total 77 transmission
 TBCB projects awarded since April-15⁽⁵⁾.
- Identified TBCB opportunity in near-term is about Rs. 670 Bn / US\$ 8.1 Bn⁽⁵⁾ under RFP/RFQ stage
- Schemes like UDAY, 24x7 Power for All, Village Electrification etc.
 strengthening the value chain

Growth in transmission lines and transformation capacity

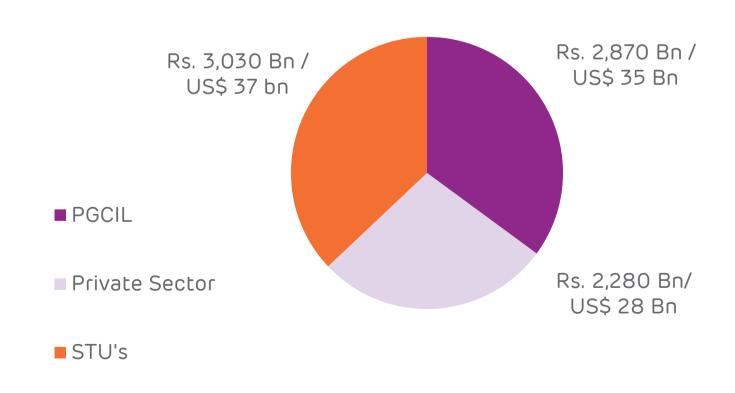


Renewable penetration to further boost requirement for transmission infrastructure strengthening

India has committed to sourcing 50% of its energy requirements from RE by 2030 targeting renewable capacity of 500 GW

- Renewable capacities concentrated in western and southern regions of the country
- Due to intermittent nature and to provide grid stability, there is a requirement of dedicated transmission corridors for renewable evacuation
- The 500 RE Integration-led transmission opportunity pegged by CEA in December 2023 is Rs 2.4 Lakh Crs (US\$ 30 billion) by 2030

Overall investment of Rs. 8,180 Bn / US\$ 100 bn over 10-15 years



Opportunity for Private Sector Players is Rs. 2,280 Bn / US\$ 28 bn

ATL: Distribution Privatization and Parallel Distribution Opportunity



- Power distribution is one of the largest consumer facing sectors in the country. 96.7% of ~270 mn households in India are connected to the grid.
- Discoms in India have been primarily owned and operated by state governments
- Adani Distribution platform intends to position as the electricity supplier of choice and focus to provide world class infrastructure & customer service
- Parallel Distribution Licensee: Target ≥ 20% of the total market size 38.8 BUs or approx. 4.5 million customers
- Smart Metering Opportunity Estimated Market Size of 25 Crs Meters requiring investment of Rs. 2.2 Lakh Crs / US\$ 27 billion by FY26⁽⁵⁾. ATL won smart metering project worth Rs. 22 billion (US\$ 268 mn) to install 18.5 Lakh smart meters project for BEST and APDCL

Current Inefficiencies Faced by Discoms

High leverage levels, inefficient capital structure

State owned distribution utilities (Discoms) plagued by structural issues and financial

inefficiencies

Tariff inadequacy, resulting in requirement for high subsidies

Payout of subsidies typically delayed, due to budget deficits

High levels of operational inefficiencies (AT&C loss⁽¹⁾), low network reliability

High-cost overheads against regulatory targets

Adani's Core Competency and Distribution Expertise

Cost Competitiveness – Cheap bulk power sourcing, Opex control, centralized sourcing for Capex etc.

Digitization – AEML, a showcase DISCOM using digital technologies for customer and resource deployment

Tacit knowledge of Regulatory mechanism, Network design & operations, managing collective bargaining etc.

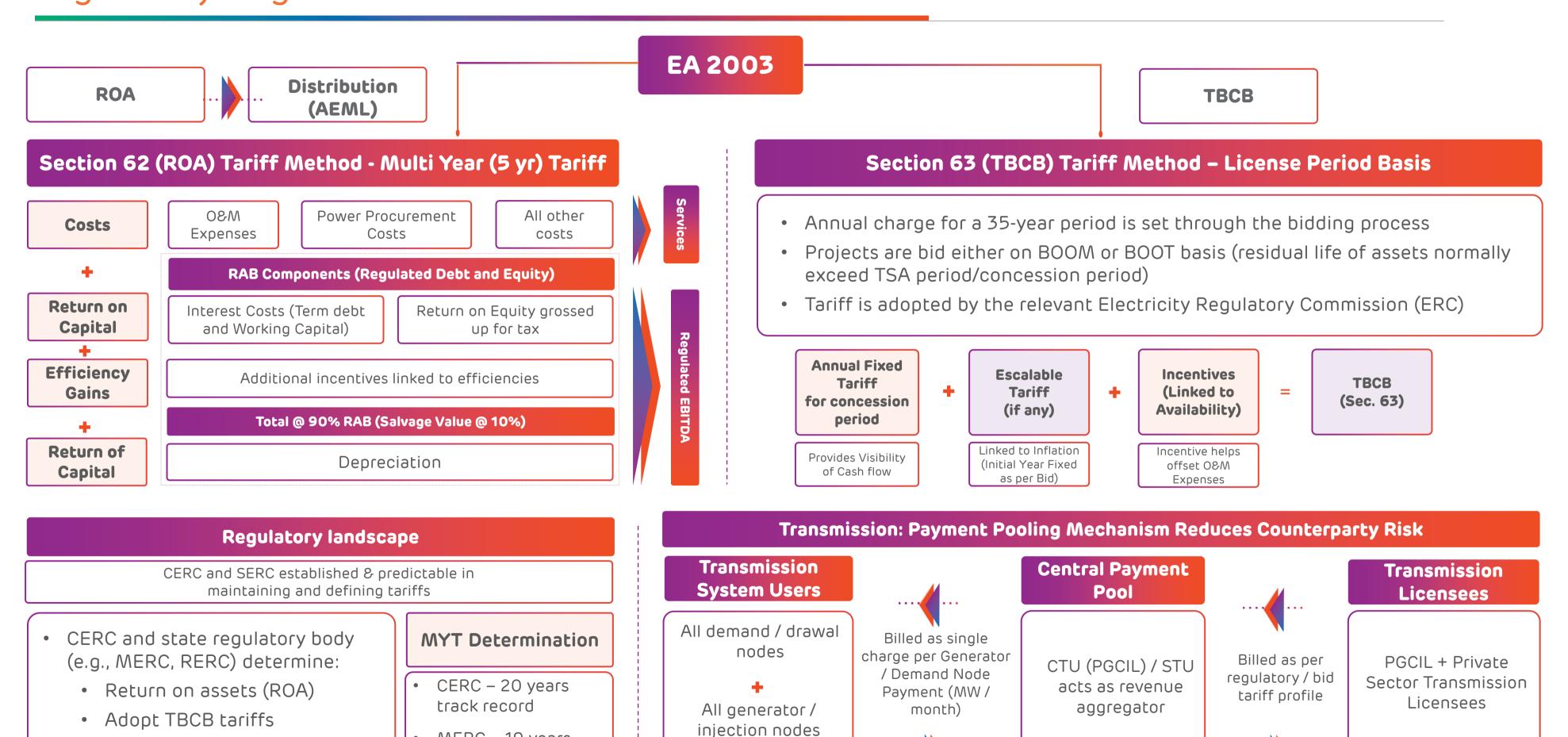
Value Added Services like Green Power, Energy Audits, EV Charging

Ensuring world class **reliability** & **quality** of supply at competitive rates – AEML has been ranked #6 in 2021 and #1 in 2022 out of 52 DISCOMs rated by PFC and Ministry of Power in their integrated DISCOM ratings

Our Competitive Advantage -Difficult to replicate

ATL: Attractive Industry Opportunity supported by an Evolved and Stable Regulatory Regime





MERC – 19 years

track record

Incentive triggers



ATL: Business Philosophy focusing on De-risking at every stage of project lifecycle



DE-RISKING AT EVERY STAGE

Route Identification & Survey

- Route alignment on topographic maps to optimize route & identify key parameters
- Utilization of Drones for route survey
- Robust site diligence and route planning to minimize project cost and ROW issues

Project Planning & Scheduling

- Robust Pre bid estimation of ROW, Project Cost and Timelines resulting in assurity of returns
- Solid vendor management and strong relationships adds to business sustainability and avoid cost escalations

Capital Management

- Takeout of construction debt post commissioning (eg: USPP issuance)
- Maintained international investment grade rating while achieving impressive growth

OUR BUSINESS PHILOSOPHY

Project Execution

- Complex projects experience: Completed HVDC project (~1000 kms) in a record time of 24 months
- Contracting methodology focused on derisking –
 competitively awarded on fixed price & fixed time basis
- Availability of large talent pool and in-house capabilities

Construction Finance

- Derisked financing through **fully-funded plan**
- Revolving Construction facility of US\$ 700mn for transmission and GMTN facility of US\$2 bn for AEML
- LC facility to reduce financing cost & optimize funding schedule

Tech Enabled Operations

- Life cycle O&M planning
- Reliability centered Maintenance
- Remote operation of sub-stations and integration with Energy Network Operating Centre

DE-RISKING AT EVERY STAGE

ATL: Technology enabled O&M Excellence



Design and Technology Excellence

- In-house design team capable of designing towers using software tools like PLS Tower and STAAD-PRO
- **Drone inspection** for Asset maintenance and Prebid survey (LIDAR method)⁽¹⁾
- ERS tool for emergency restoration of lines up to 765Kv within 48 hours for higher reliability and incentive income

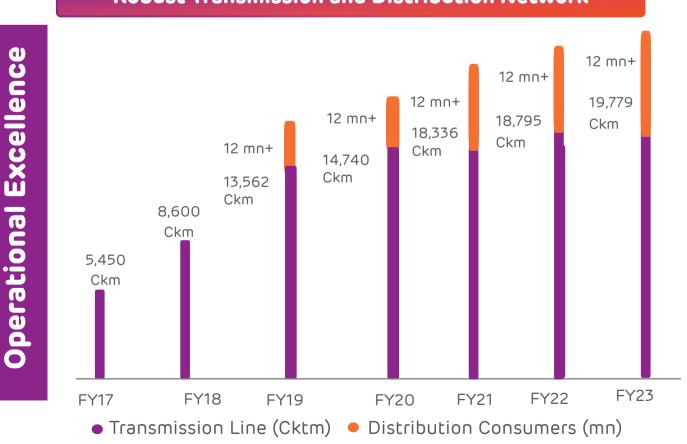
Project Excellence

- Completed HVDC project (~1,000 kms) within **record time of 24 months**
- Majority of the projects completed within time and budget allowing ATL to maintain high market share of 22% in FY22 and 20% in FY23
- Cost savings at development and O&M allowing RoE optimization

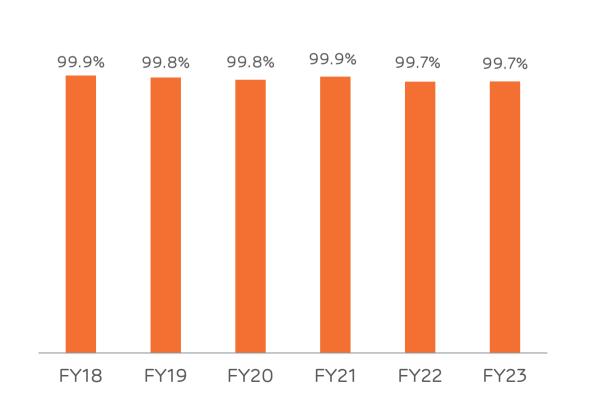
O&M Excellence

- In-house team with vast O&M experience
- Remote operation of sub-stations (Rajasthan assets) and predictive maintenance through
 Energy Network Operating Centre (ENOC)
- Low-cost and condition-based O&M through tools like SCADA and processes like IMS, Disha for robust and sustainable O&M

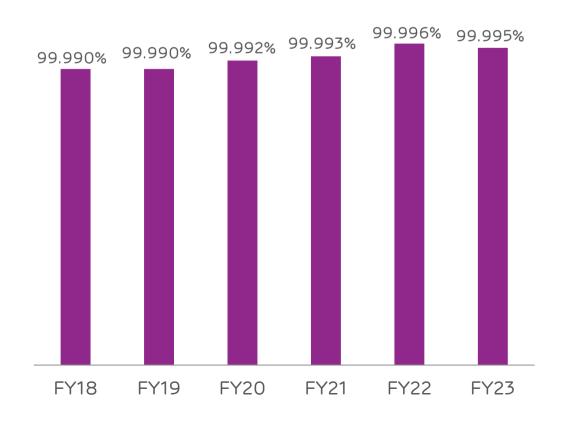
Robust Transmission and Distribution Network



Transmission business - Average System Availability %



Distribution business - Supply Reliability (ASAI) %



AEML Business philosophy: Sustainability, Reliability and Consumer Focus (Affordability & Responsiveness)

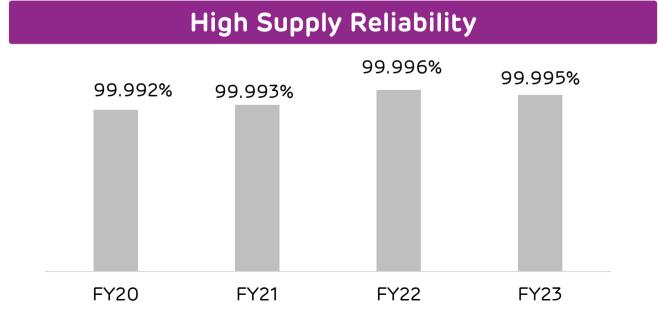




Sustainability

Reliability

- Pioneer in adoption of advanced technologies
- Only utility with integrated GIS, WMS, OMS, CRM
- Redundancy built at 3 levels (N-1 -1 Cluster wise)
- 100% unmanned remote operated stations
- Islanding scheme insulating consumers from external grid outage
- Installed capacity is twice of maximum demand
- Sustainable Regulated Asset Development ensuring asset hardening
- 100% underground network



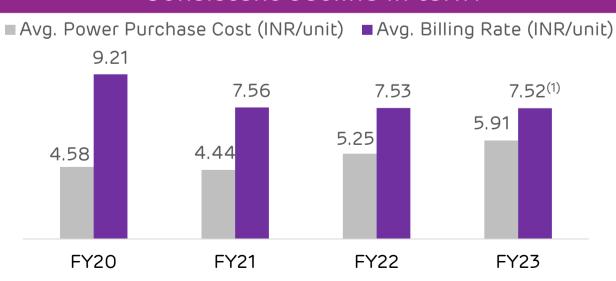


Affordability & Responsiveness

- Consumer-centric service delivery model → Emerging as "supplier of choice"
- Consumer Affair Committee for Consumer satisfaction
- Widening **Digital Payment** avenues
- Long term renewable power tie up at lower cost
- Asset hardening ensures operational excellence →
 Higher consumer base → Lower tariff
- Smoothening of FAC resulting in tariff stability







ATL: Capital Management Philosophy to achieve growth at scale with capital discipline



ATL is the only private sector transmission and distribution company in India with International IG Rating

- Long life contracted assets with sovereign counterparties in a stable regulatory regime (Transmission: 35 year concession, Distribution: Perpetual life)
- Capital structure designed through debt financing at longer tenure matching concession life and terms akin to stable assets

Project Construction Financing

Ensure senior debt availability for Project Construction Ensure NFB facility to bid for project

Cash to Growth

LRA for future unfunded capex

Post-Commissioning Phase

Debt Capital market refinancing at lower interest rate, longer tenure and terms akin to stable assets

Capital Mgmt. throughout Project lifecycle

Development Phase

Post-commissioning Phase

Demonstrated

Raised green field finance over ~INR 140 Bn (USD 1.9 bn) for project construction

NFB limit of INR 1,150 crore (USD 153 mn)

Revolving Construction Facility of **USD 700 mn**

Construction Facility to be upsized to fund confirmed projects and upcoming project

Free Cashflow from operational projects providing necessary equity capital for growth

1st issuance - ATL Obligor Group: US\$ 500 mn

2nd issuance - ATL Obligor Group: US\$ 500 mn

30 year USPP issuance: US\$ 400 mn

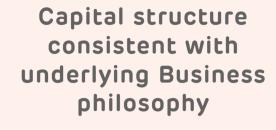
AEML bond issuance: US\$ 1 Bn

AEML GMTN program: US\$ 2 Bn (US\$ 300 mn drawn)

Future USD bonds/USPP raise via. Global Debt Capital Market (already demonstrated for operational projects)

ATL: Transformational Capital Management Plan in AEML resulting in value unlocking



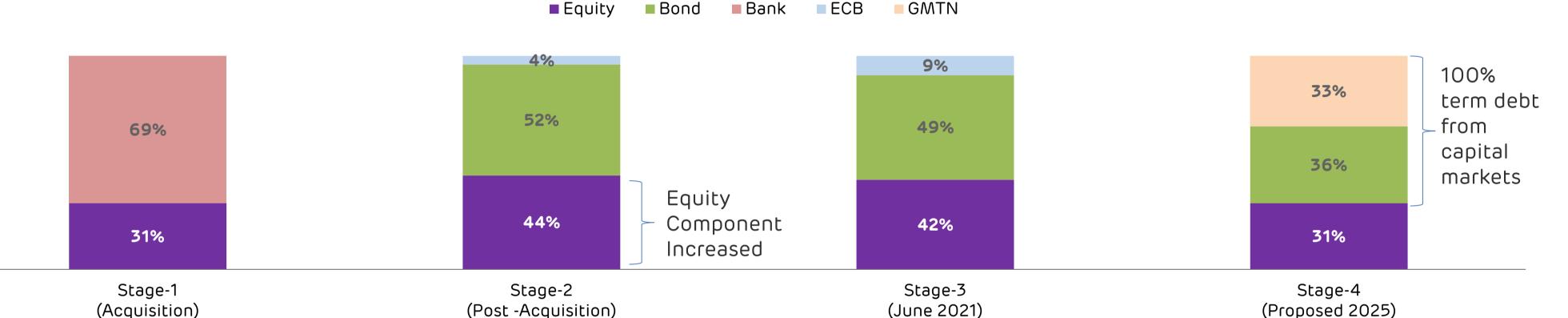


Elongated maturity reflecting perpetual nature of business

High quality stable cashflow profile to ensure IG metrics - reduced cost of debt

Diversified and deep investor base, to provide stability

Fully funded long term capex program



Stage - 1 (Acquisition): Aug-18

- On acquisition, introduced efficient capital structuring debt financing of USD 1.1 bn
- Debt from Domestic Banks
- Fresh capex debt (D/E 70:30)
 at competitive pricing

Stage - 2 (Post Acquisition): Feb-20

- QIA's acquisition of 25.1% stake
- Debt reduction through shareholder sub-debt of US\$ 282 mn
- Refinancing through US\$ 1 bn IG non amortizing bond
- US\$ 400 mn ECB Capex revolver facility to **fully fund** Capex program

Stage - 3 (Recent): Jun-21

- Revolving ECB Capex facility used for RAB growth
- Asset hardening improved operational efficiency promoting affordable tariff
- Successfully placed US\$ 2bn
 GMTN program to replace ECB
 in July 2021

Stage - 4 (Proposed): Mar-25

- 100% of term debt placed in international capital markets,
- Diversified global investor base to provide stability
- Elongated maturity → liquidity
- Prudent Capital Management plan to enhance credit quality



ATL: Compelling Investment Case



Favorable Industry Landscape

- Significant growth opportunities in **Transmission, Distribution and Smart Metering** with **favourable government policy** and strong T&D infrastructure demand with **increasing shift to renewable energy and energy efficiency**
- Evolved and stable regulatory regime conducive for infrastructure investment

Development and Construction Expertise

- Proven track record of excellence in development & construction
- ATL remains **competitive at bidding stage** due to scale benefits. Synergies from wide geographical presence and execution expertise helps **mitigate cost and time overrun risk**
- Solid vendor management and strong relationships adds to business sustainability and avoid cost escalations

Operational and Execution excellence

- Robust operational metrics line availability, supply reliability, distribution loss
- One of the lowest O&M cost through predictive maintenance and technology excellence

Capital Management Philosophy

- Capital structure designed through debt financing at longer tenure matching concession life and terms akin to stable assets
- ATL is the only private sector transmission and distribution company in India with International IG Rating

Capital Allocation and turnaround capability

- Disciplined approach towards new project bidding and acquisitions; stringent IRR (returns) threshold
- Commitment to maintain strong credit profile and investment grade rating
- Strong track record of acquisition and turn around of transmission and distribution assets



ATL: As a matured O&M player, shifting from Time-based Maintenance to Reliability Centered Maintenance



Time-based Maintenance (TBM)



Preventive Maintenance (PM)



Condition-based Maintenance (CBM)



Reliability Centered Maintenance (RCM)

- Emergency restoration system
- Offline condition assessment
- Solar module cleaning
- Preventive & Corrective actions
- Dry cloth cleaning

- SAP Integration for triggering and closure of PM activities
- Regular monitoring of SF6 gas pressure in Breaker
- Checking of all parts of equipment & cleaning
- Field force mobility
- Insulator washing
- Hotline maintenance

- Performing key tests based on equipment health condition
- Online Partial Discharge (PD) for GIS
- Tan Delta measurement of equipment
- PID of insulator
- Asset segregation based on grading
- Corona scanning

- Image Analytics and Drone surveillance of assets
- Asset Performance Management (APM)
- Sensorization of assets
- Health index monitoring of critical equipments
- SF6 gas analyzer









ATL: O&M Philosophy focused on Reliability, Longevity, Sustainability & Safety



Average Availability



ENOC Benefit

- Enhanced Safety
- Data Analytics
- Video Monitoring System (VMS)
- Security Automation System (SAS)
- Asset Performance Management (APM)

Reliability

- Industry-leading
 System Availability
- Remote Operations through ENOC

Longevity

Asset Health
 Monitoring Using
 Analytics Platform

Analytical dashboard

Asset Integration in SAP

Health Index formulation

Risk score and Action plan

Analytical dashboard monitoring and diagnosing asset health on multiple test parameters Driving enhanced asset life.

Business Sustainability

- Adani Business Excellence Model (ABEM)
- Integrated Management System (IMS)
- Business Continuity Management (BCM)
- Cluster Based Maintenance & Inventory Management
- Cyber Security
- Technical Assessment

Sustainability

 Adoption of globally renowned processes

Safety

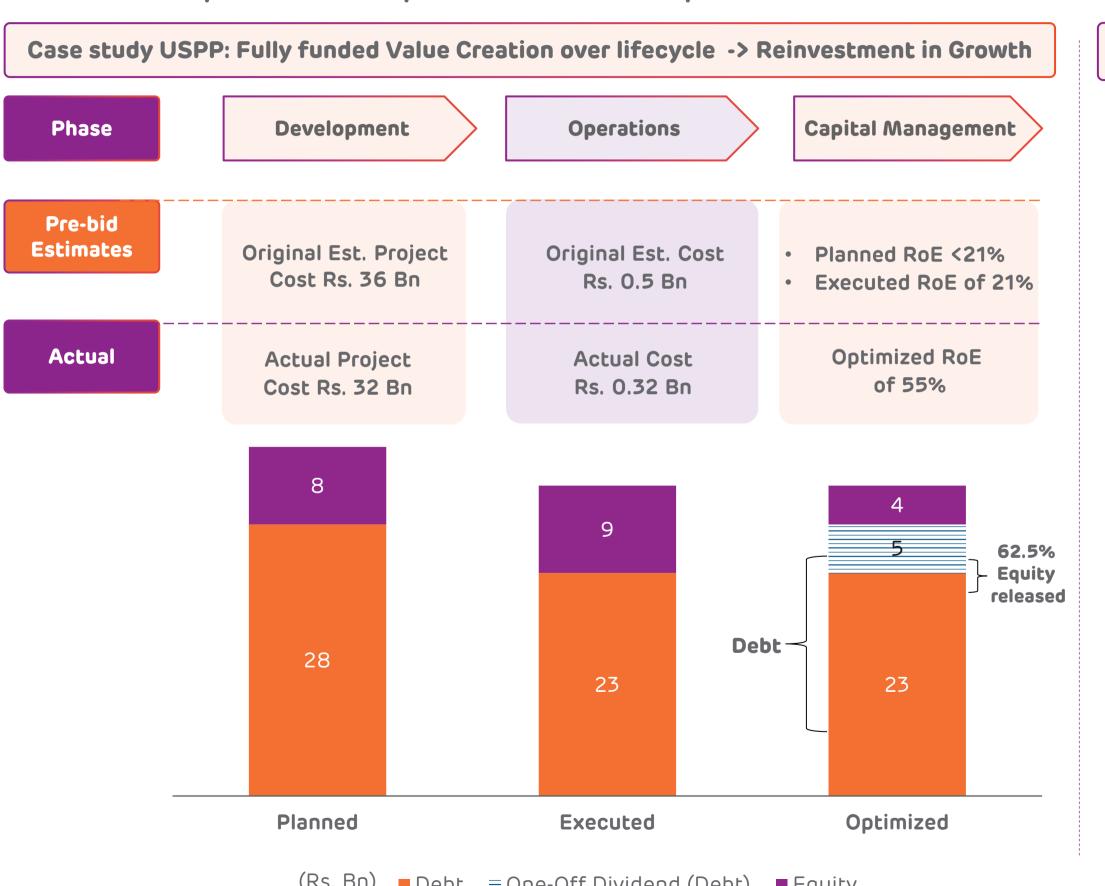
Robust Safety
 Framework
 Leading to "Zero"
 Fatalities in O&M

- Al and ML based real-time detection of violation of safety PPE
- Smart patrolling with weather forecasting software
- Intelligent Wearables Solution for field connectivity and communication
- Exploring remotely operated robots with smart cameras to work under high EMI fields

Case Study: TBCB portfolio takeout through USPP



USPP: 30 years USD notes (USD 400 mn) issued by restricted group of 7 subsidiaries of ATL (2,084 ckm network) with fixed coupon and amortizing structure matching the concession period & revenue profile of the issuer companies





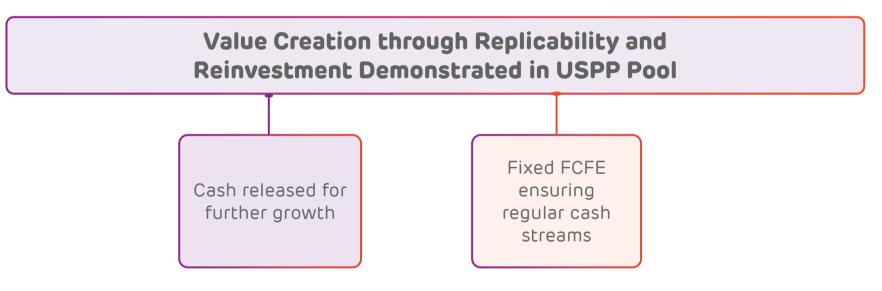
New Asset Construction -Construction Financing and Debt Sizing



Refinancing Stabilized Asset-Sustainable Debt Upsized

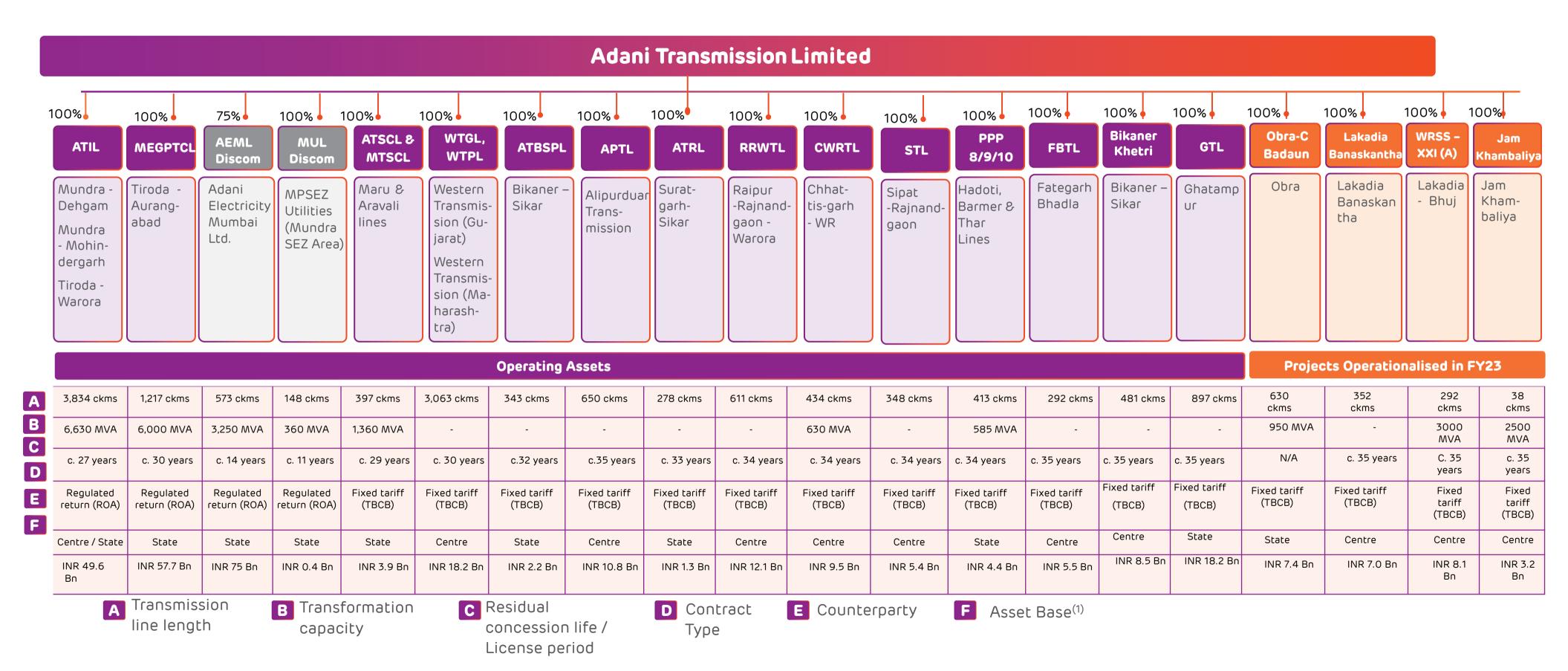


Free Cash Flow reinvested in growth



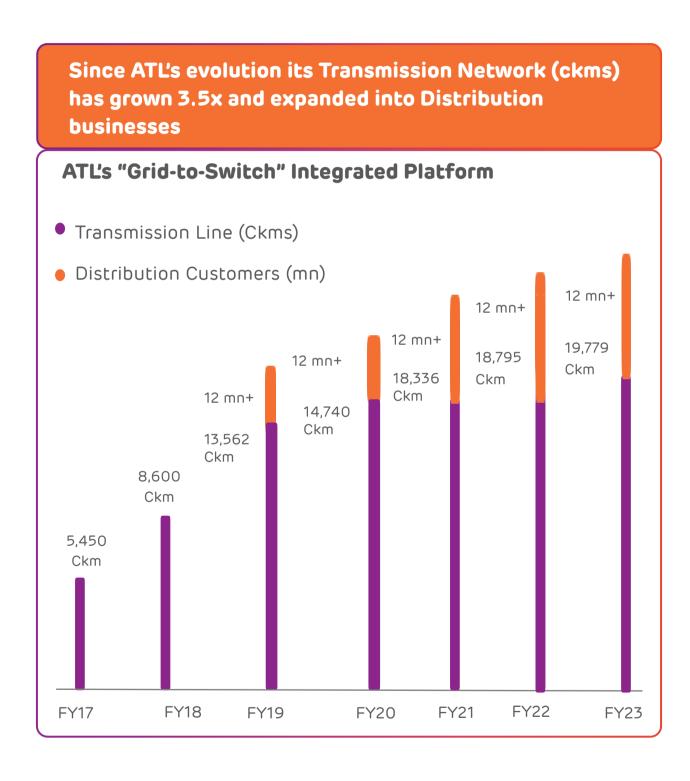
ATL's Operational Asset Portfolio as of FY23

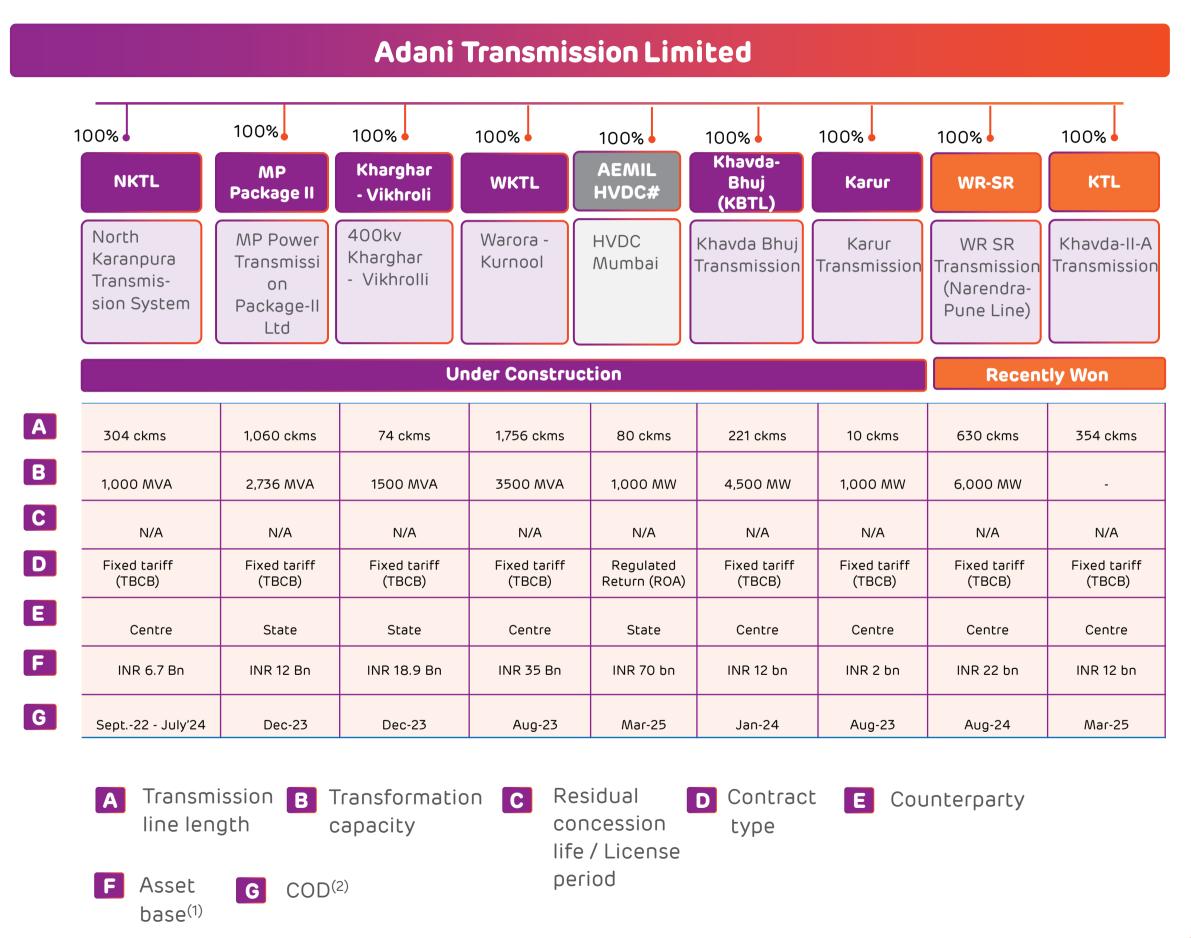




ATL's Under-construction Asset Portfolio as of FY23







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