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Adani Electricity Mumbai Limited

Operational Excellence Showcase

March 2021



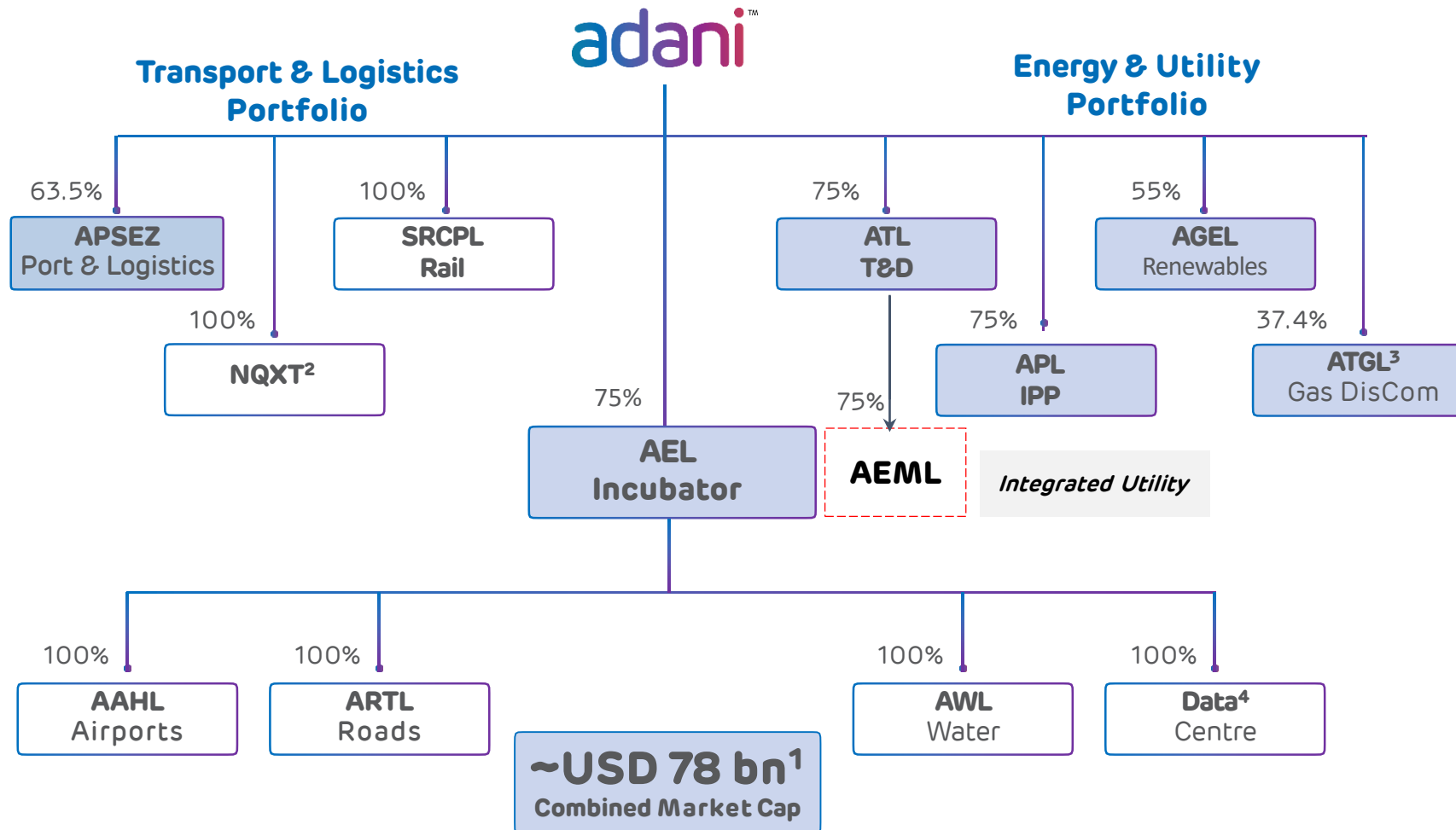
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01. Adani Group Overview

Adani Group: A world class infrastructure & utility portfolio



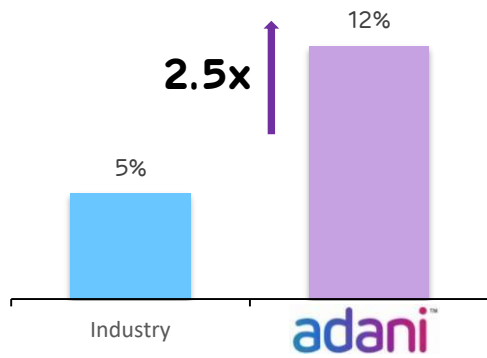
Adani

- **Marked shift from B2B to B2C businesses –**
- **ATGL** – Gas distribution network to serve key geographies across India
- **AEML** – Electricity distribution network that powers the financial capital of India
- **Adani Airports** – To operate, manage and develop eight airports in the country
- **Locked in Growth 2025 –**
- Transport & Logistics - Airports and Roads
- Energy & Utility – Water and Data Centre (JV with EdgeConneX)

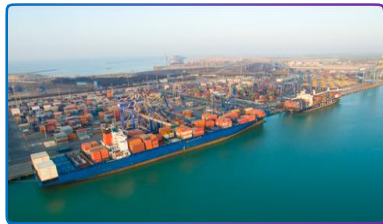
Opportunity identification, development and beneficiation is intrinsic to diversification and growth of the group

Adani Group: Decades long track record of industry best growth rates across sectors

Port Cargo Throughput (MT)



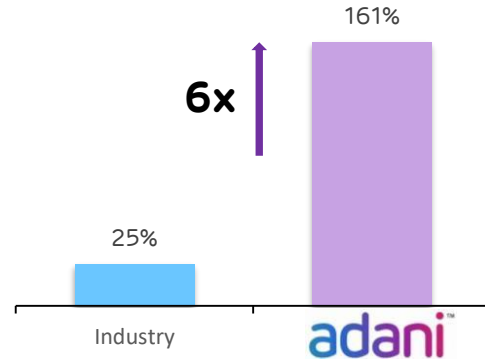
| | | |
|------|----------|--------|
| 2014 | 972 MT | 113 MT |
| 2020 | 1,339 MT | 223 MT |



APSEZ

Highest Margin among Peers globally
EBITDA margin: 70%^{1,2}
 Next best peer margin: 55%

Renewable Capacity (GW)



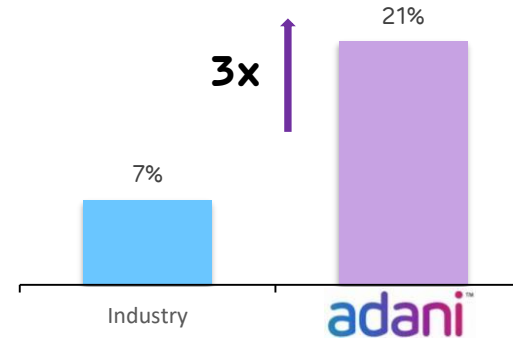
| | | |
|------|--------|----------------------|
| 2016 | 46 GW | 0.3 GW |
| 2020 | 114 GW | 14.2 GW ⁶ |



AGEL

World's largest developer
EBITDA margin: 89%^{1,4}
 Among the best in Industry

Transmission Network (ckm)



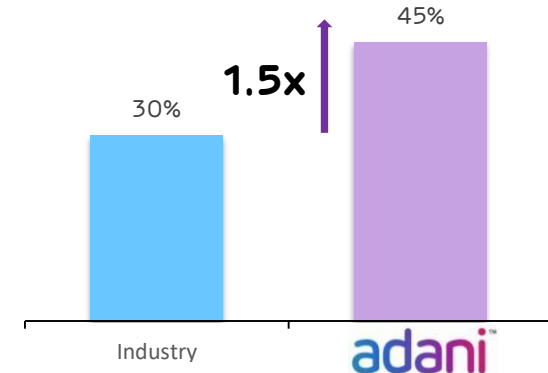
| | | |
|------|-------------|------------|
| 2016 | 320,000 ckm | 6,950 ckm |
| 2020 | 423,000 ckm | 14,837 ckm |



ATL

Highest availability among Peers
EBITDA margin: 92%^{1,3,5}
 Next best peer margin: 89%

CGD⁷ (GAs⁸ covered)



| | | |
|------|---------|--------|
| 2015 | 62 GAs | 6 GAs |
| 2020 | 228 GAs | 38 GAs |



AGL

India's Largest private CGD business
EBITDA margin: 31%¹
 Among the best in industry

Transformative model driving scale, growth and free cashflow

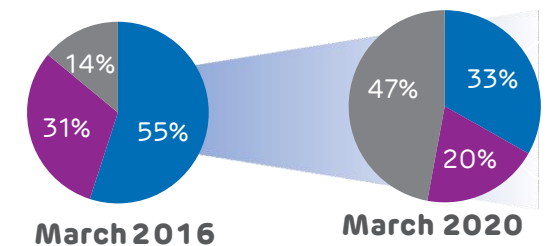
Note: 1 Data for FY20; 2 Margin for ports business only, Excludes forex gains/losses; 3 EBITDA = PBT + Depreciation + Net Finance Costs – Other Income; 4 EBITDA Margin represents EBITDA earned from power sales 5. Operating EBITDA margin of transmission business only, does not include distribution business. 6. Contracted & awarded capacity 7. CGD – City Gas distribution GAs 8. Geographical Areas - Including JV | Industry data is from market intelligence

Adani Group: Repeatable, robust & proven transformative model of investment



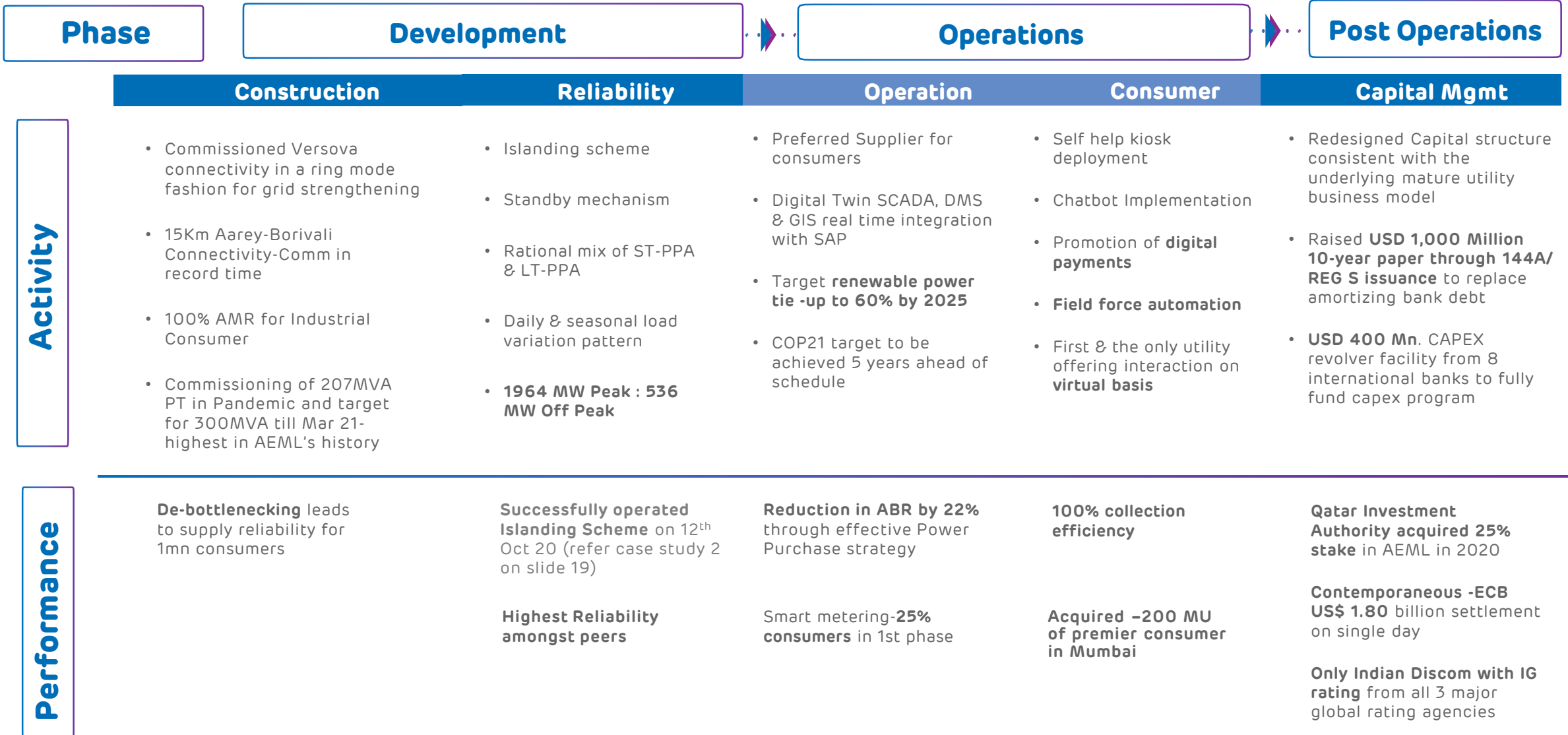
| | Origination | Site Development | Construction | Operation | Capital Mgmt |
|-----------------|--|---|--|---|--|
| Activity | <ul style="list-style-type: none"> Analysis & market intelligence Viability analysis Strategic value | <ul style="list-style-type: none"> Site acquisition Concessions and regulatory agreements Investment case development | <ul style="list-style-type: none"> Engineering & design Sourcing & quality levels Equity & debt funding at project | <ul style="list-style-type: none"> Life cycle O&M planning Technology enabled O&M SCADA based operations managing supply of 3 Mn. Households in city of Mumbai | <ul style="list-style-type: none"> Redesigning the capital structure of the asset Operational phase funding consistent with asset life |

| | | | | | |
|--------------------|---|--|--|--|---|
| Performance | <p>India's Largest Commercial Port (at Mundra)</p> <p>Highest Margin among Peers</p> | <p>Longest Private HVDC Line in Asia (Mundra Mohindergarh)</p> <p>Highest line availability</p> | <p>648MW Ultra Mega Solar Power Plant (at Kamuthi, Tamil Nadu)</p> <p>Constructed and Commissioned in nine months</p> | <p>World class state-of-the art SCADA,DMS,GIS, OMS & SAP integrated</p> <p>First in India to incorporate Auto restoration of 33KV feeders</p> | <p>In FY20 issued seven international bonds across the yield curve totalling ~USD4Bn</p> <p>All listed entities maintain liquidity cover of 1.2x- 2x as a matter of policy.</p> |
|--------------------|---|--|--|--|---|



1. FY20 data for commercial availability declared under long term power purchase agreements;

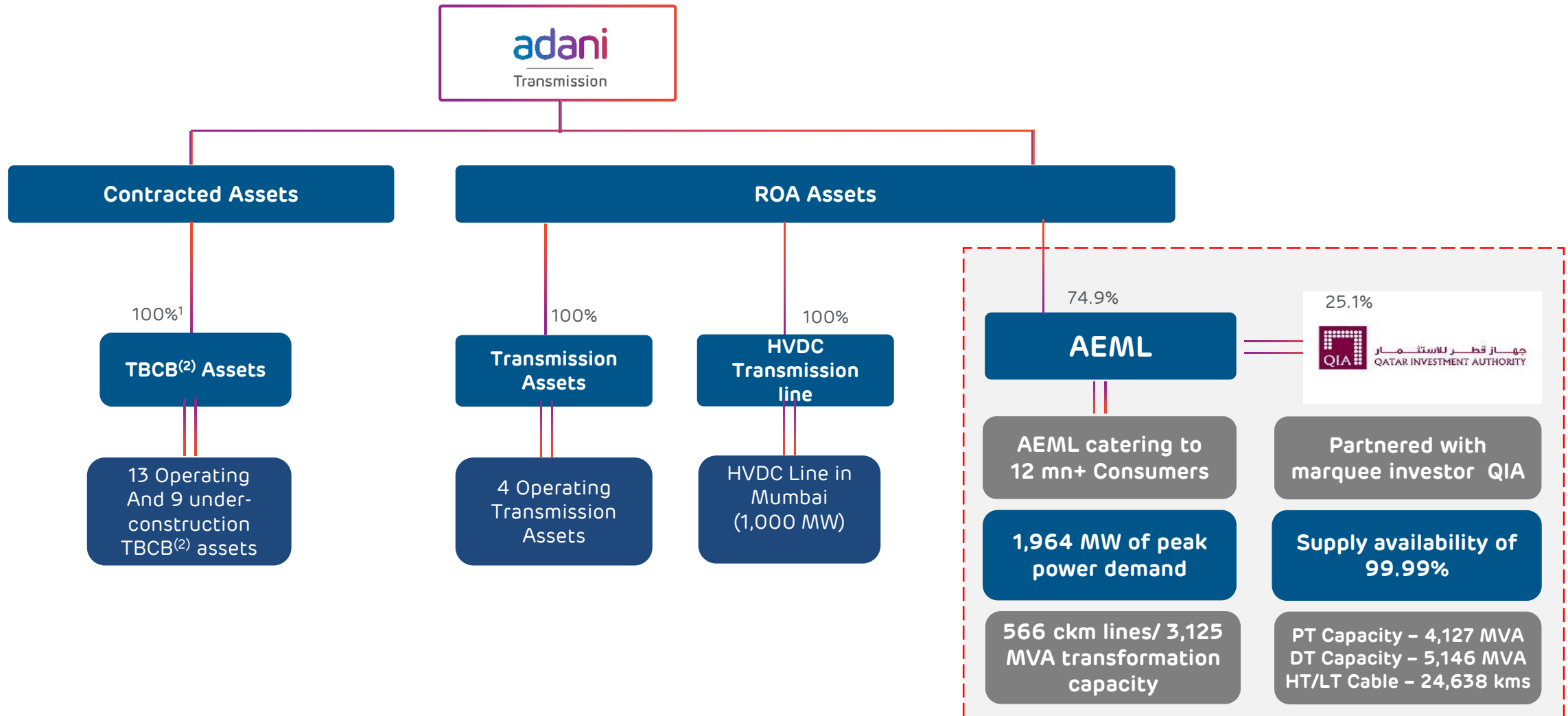
AEML: Implementing Groups transformative simple, repeatable business model



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02. AEML – Integrated Utility

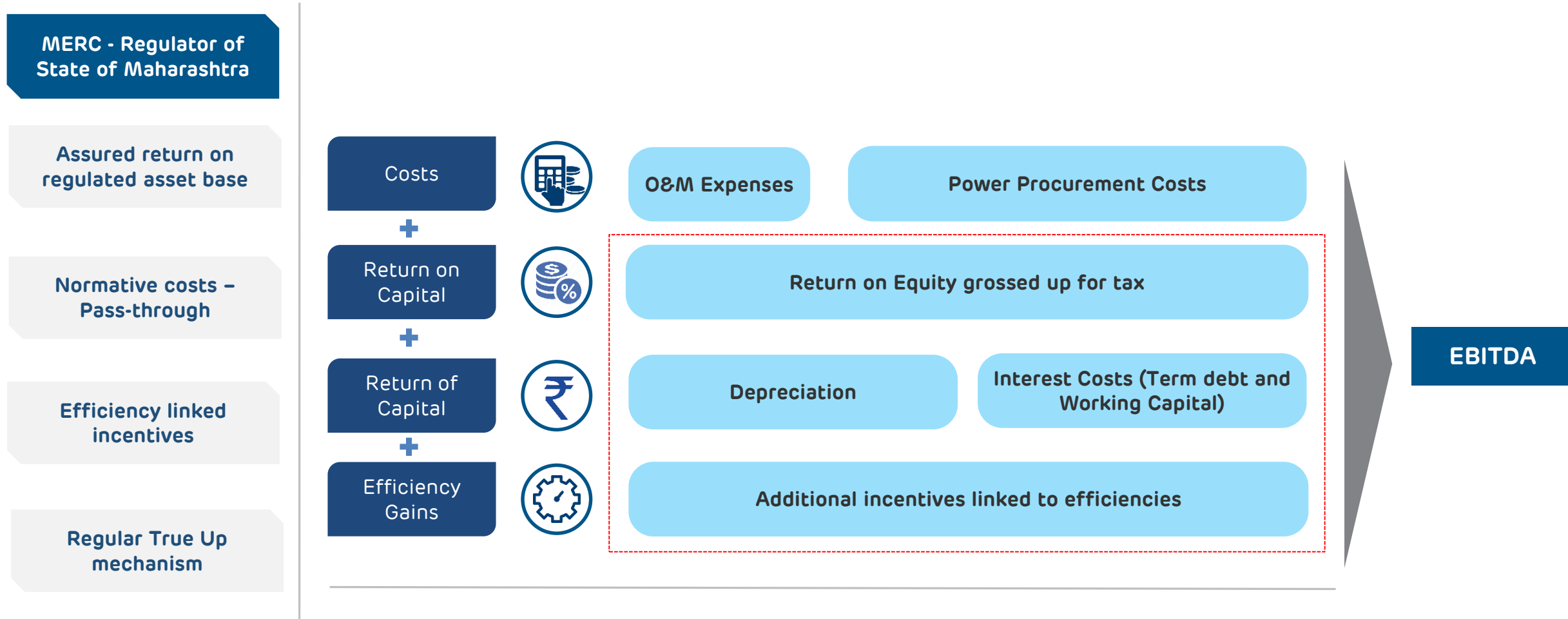
Adani Transmission: India's leading Transmission & Distribution portfolio



Notes: 1) % denotes shareholding; 2) TBCB: Tariff based competitive bidding;

AEML: Stable and evolved regulatory framework offers predictable & robust returns

Tariff is based on rate of return approach on regulated asset base, pass-through of other costs and efficiency linked incentives



AEML: Century old utility serving the “Gateway” city of India, faces unique challenges



Servicing 85% of Mumbai's geography, touching 2 out of 3 households in Mumbai

Key Statistics of Mumbai

Area

603 SqKm

Population

25 Million

Population Density

41,459 per SqKm

Households

4.5 Million

Demand

3464 MW

Peak – Off Peak

Ratio ~ 3.5:1

ABR

AEML – Rs 7.47 pu
India – Rs 7.16 pu

GDP per Capita

Mumbai - US\$ 8,700
India - US\$ 2,099

Nature of challenges due to size & scale of Mumbai, require unique solutions / adaptations to the mitigation philosophy

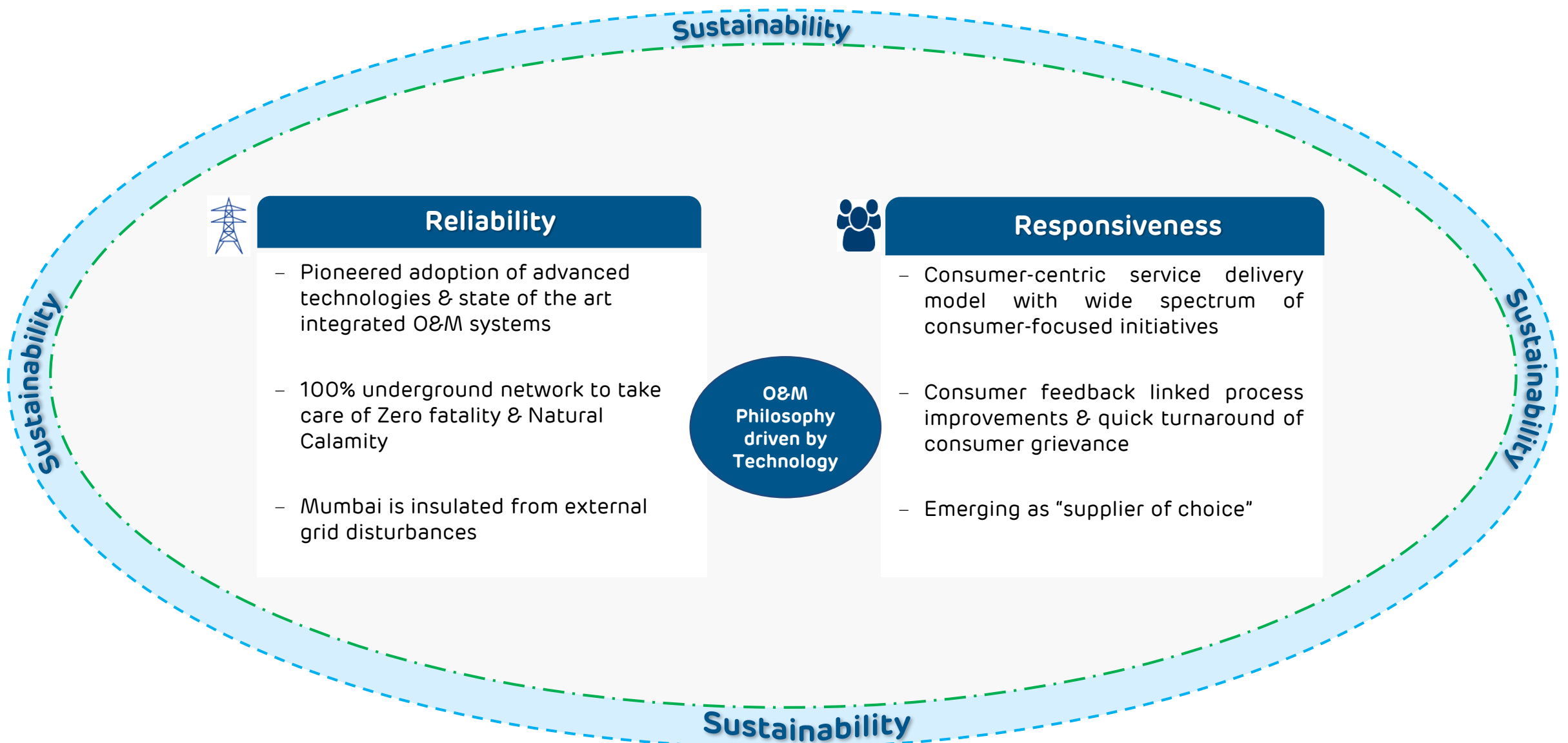
Key Challenges of Mumbai

- Houses the worlds largest slum
- Highest population density
- Space Constraint
- Peak : Off Peak ratio amongst the most challenging 536 MW : 1,964 MW
- Monsoon & associated waterlogging, challenge in execution
- Uninterrupted and Quality Supply and Zero Outages.



03. AEML Operating Philosophy – Reliability, Responsiveness and Sustainability

AEML responds to these Challenges with an O&M philosophy structured around the triad of Reliability, Responsiveness & Sustainability

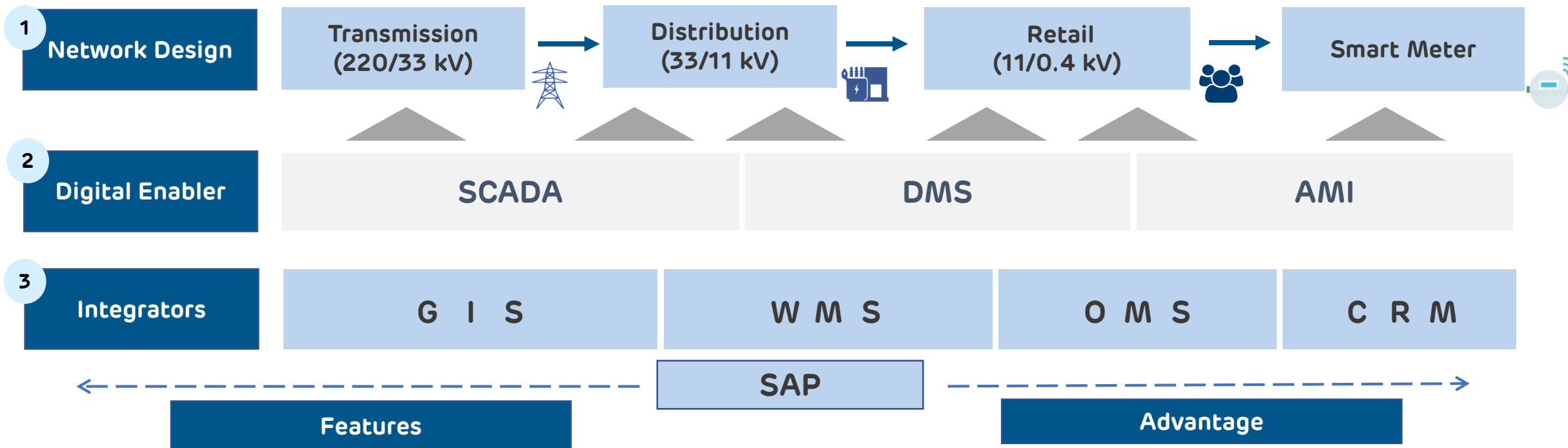


AEML's Robust and Reliable Infrastructure integrated through the "Digital twin"

Reliability

Responsiveness

Sustainability

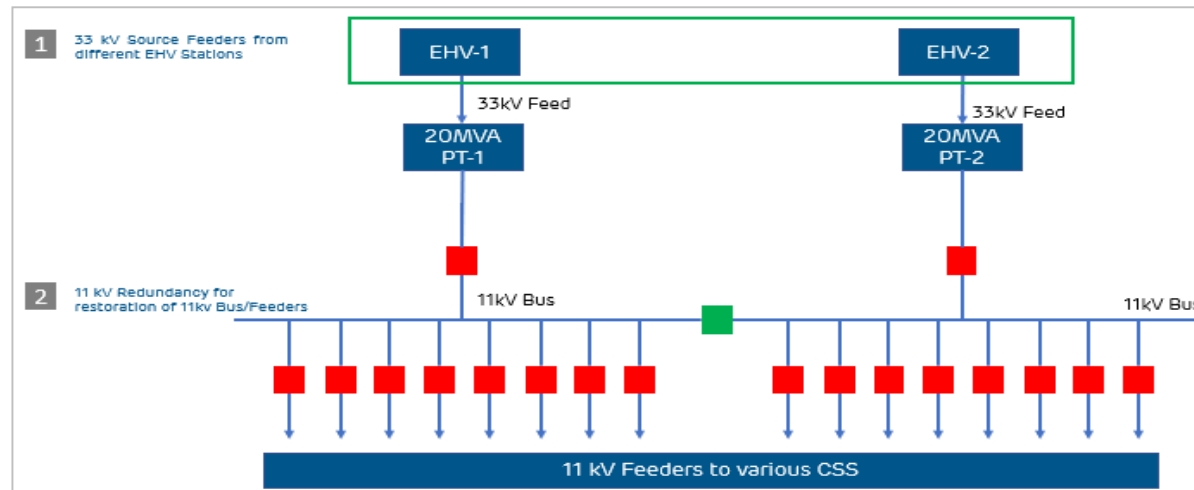
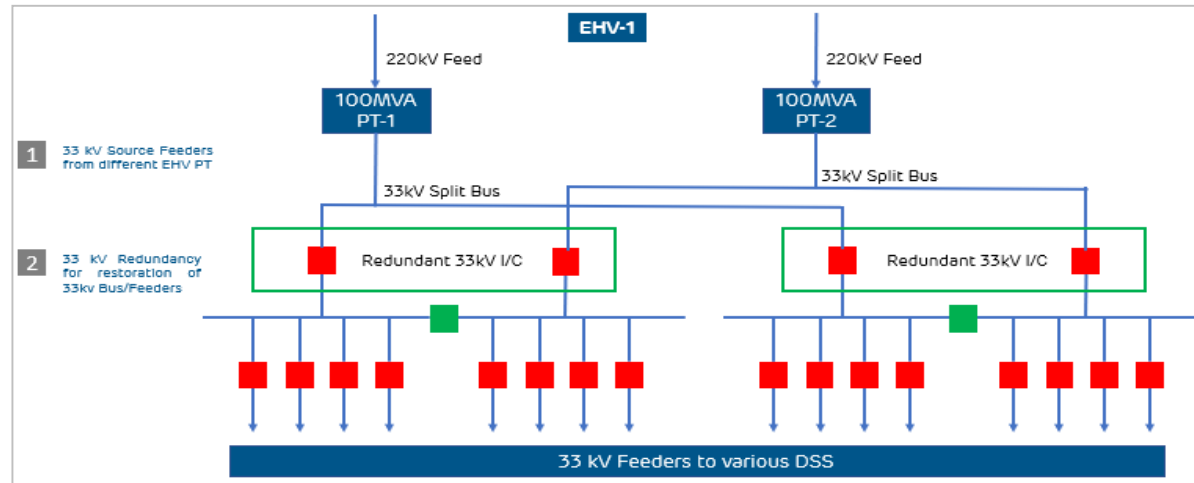


- **100% Unmanned remote operated Stations with maintenance free Dry type Transformer & Switchgears, Ester Oil filled Transformer**
- Installed capacity is **twice of maximum demand**
- **Redundancy** built at three levels (N-1 -1 Cluster wise)
- **Mesh inter-connectivity** and auto changeover facility
- DER enabled **Roof top solar** installations with net-metering
- **Theft Proof Pillars (TPPs) & Theft Aversion Boxes (TABs)**

- **Auto Islanding schemes** during grid disturbance
- **Auto restoration scheme** for 33 kV Feeders
- **100% AMR** for High end customers with **Time of Day (TOD)** tariff
- Technology enabled avenues for **consumer interaction**
- **Outage management** through interchangeability
- **Condition Based Maintenance**
- **Theft Aversion**

AEML: Redundancy in Network design ensure minimal downtime

Auto-restoration of 33 kV feeders - First in India



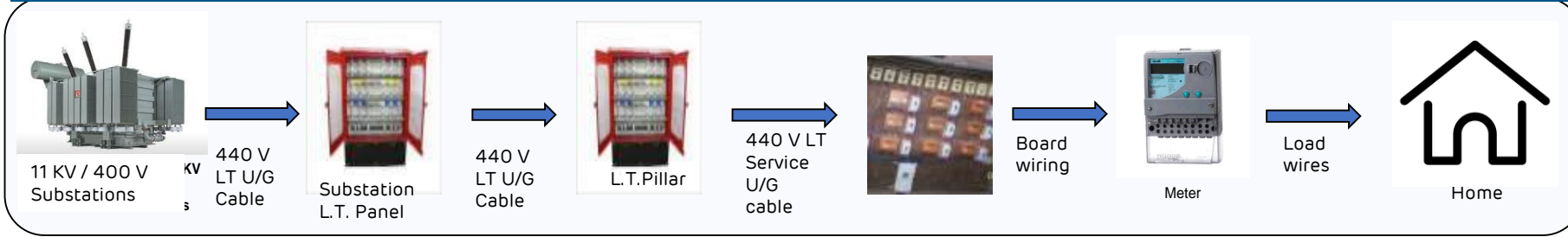
Redundancy at source level

- **Grid Islanding Mechanism**
- **Redundancy at all Voltage Level**–Ring Network
- 33kV feeder from two EHV substations for **redundancy**
- Predefined logics designed for **safe restoration**
- **Elimination of manual intervention** during tripping
- Stand-by feeder for **auto re-energization & supply**
- MESH interconnectivity and **Auto Changeover facility** at customer place

Average power outage once for 3 mins per month

AEML: Orbital Shift - Solution for Distribution Loss reduction

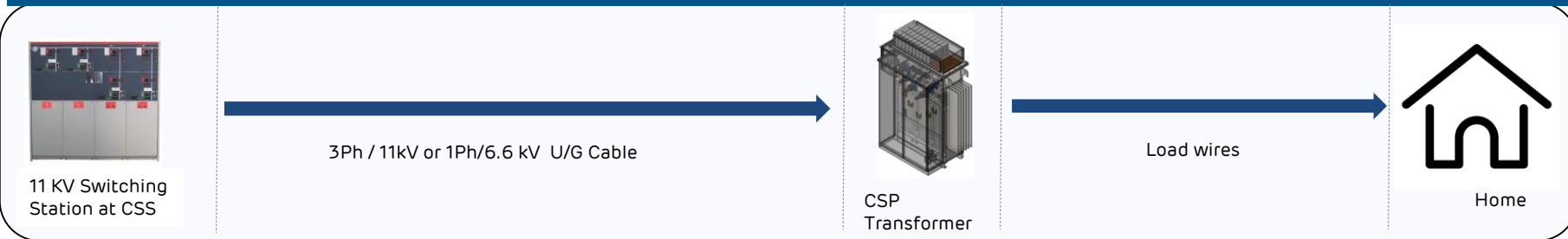
Existing Network Configuration



Probability of Theft



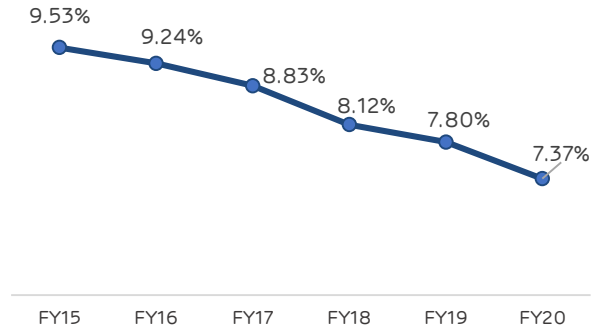
Proposed Network Configuration



System Highlights:

- Units comprising Load Break Switches, Small Capacity Transformers (50/100 KVA) , LT Breakers and Smart Metering inside Natural ester oil filled tank - Eliminating Low tension 420 V network and access to miscreants for electricity Theft
- Input at 3Ph 11 kV or 1Ph 6.6. kV and output shall be individual consumer load wire at 420 / 240 V – Reduce Technical losses by improving HT/LT Ratio.
- Units will be installed in Consumer Premises / Street Light Poles – Electricity Consumer information to Consumer using Mobile App
- Integrated to SCADA Control Centre – Low TCO than Smart metering
- Unit Maintenance at Workshop – Help to optimise the maintenance cost related to Meter Cabin, LT Pillars, Main Line and Service Cable Faults.

Distribution Loss



Distribution Loss



AEML: Smart Metering Ecosystem

Data Analysis

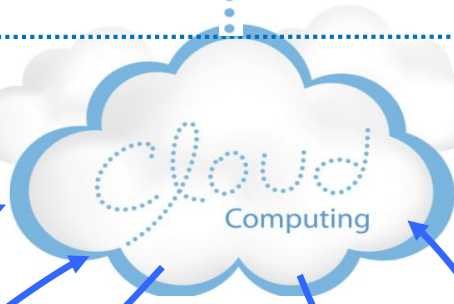
Business Intelligence Software



- Consumer Portal
- Streetlight Portal
- Business process support
- Data analytics
- Business Dashboard

Data Mgmt

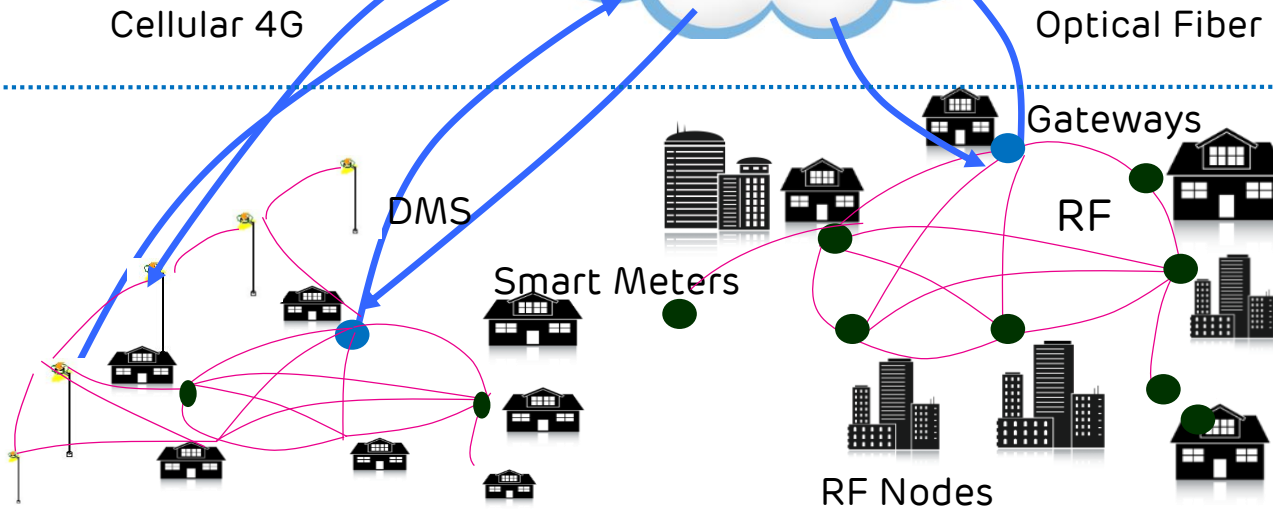
Connectivity



- Head End System
- Meter Data management

Data Acquisition

Hardware



- Automatic Reading
- Remote Connect/ Discom.
- ToU Based Billing
- Peak Shaving
- Real Time Energy Audit
- Power Quality & Reliability

AEML is deploying one of the largest Smart Meter program – 12 Mn Consumers

AEML: Smart Meter benefits

Consumers

- 1 Real Time information & Online Services
- 2 Dynamic Pricing
- 3 Delivery of energy services
- 4 Tamper Proof services

Network

- 1 Demand response techniques
- 2 Optimization of Losses
- 3 Effective grid management
- 4 Work & Asset Mgmt.

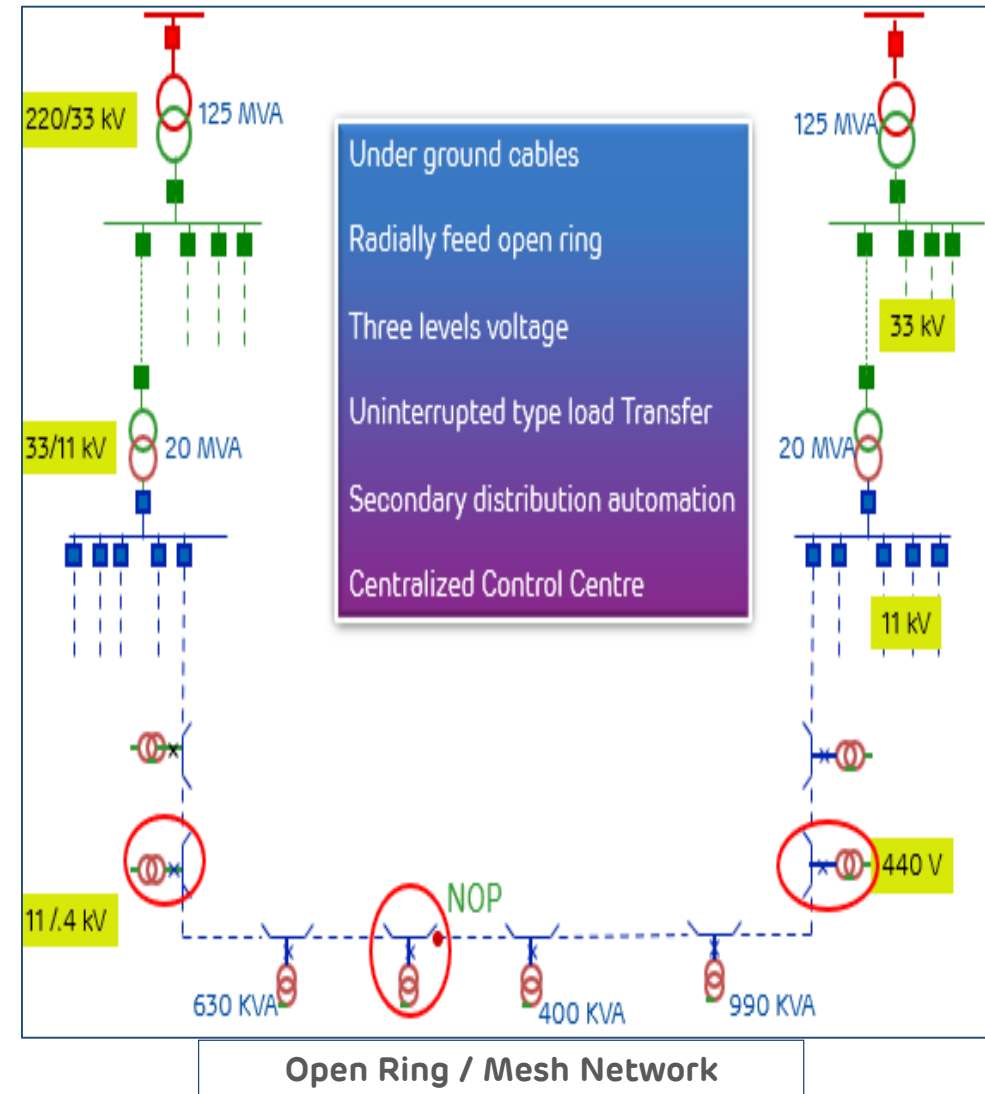
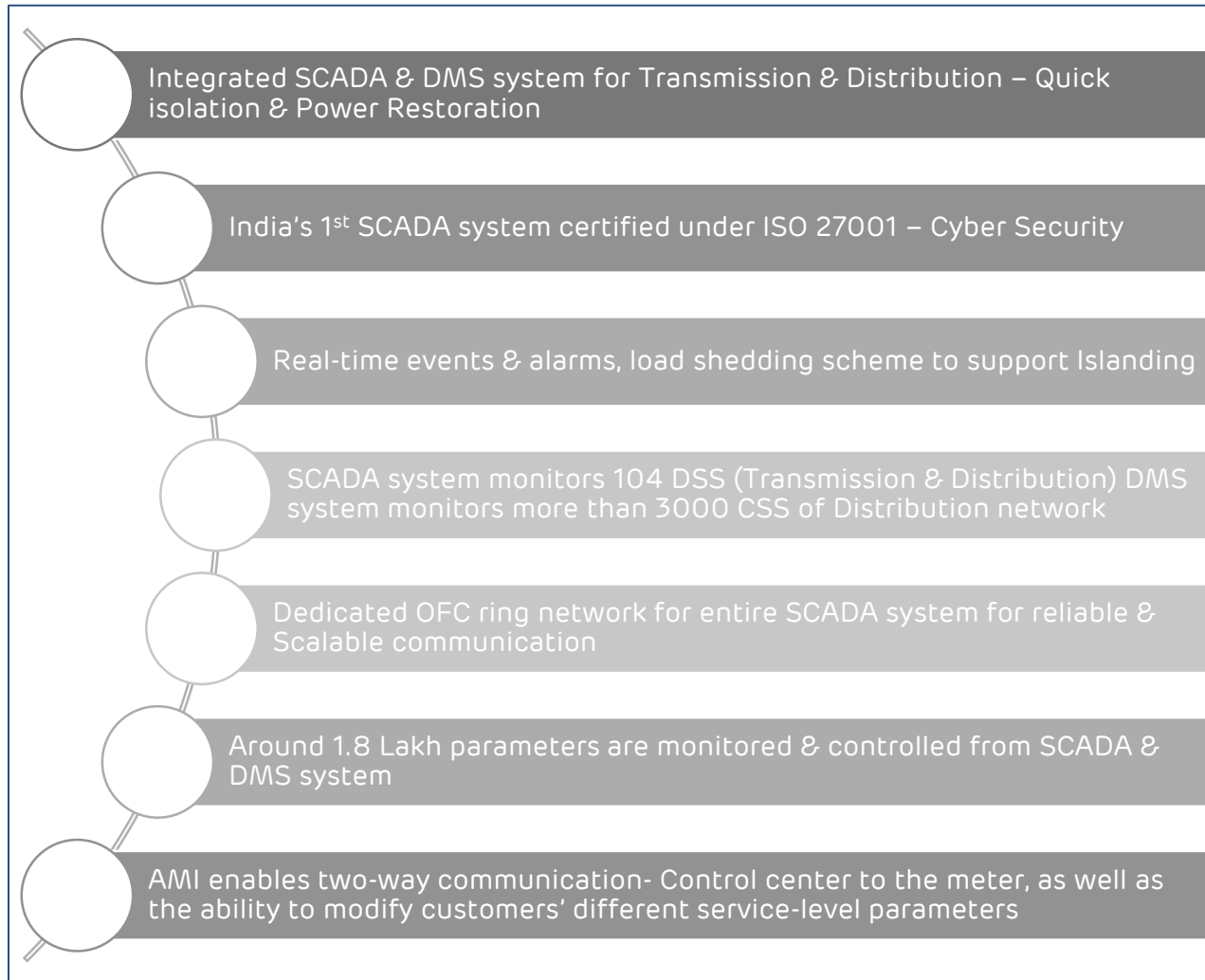
Business

- 1 Ease of Operation
- 2 Reduction in Perceptive Complaints
- 3 Cost Optimization
- 4 In-House Display to consumers

Reduction in Carbon Footprint

AEML: Digital Enablers - SCADA, DMS, AMI

2

Digital
Enabler

First Utility in India to implement SCADA / DMS, FPI for prompt fault identification & Supply restoration

AEML: OMS Integration

SCADA / DMS



OMS



- Identification of asset under breakdown through GIS
- Outage intelligence
- Work assignment to field crew, job creation in WMS
- Closure of job after compliant resolution
- Calculation of reliability indices

Integrated system facilitates fossil fuel conservation and reduces carbon footprint

- Planned and Breakdown event
- Remote Operation for restoration
- Effective network planning
- Ensure reliability

SERVICE BUS



WMS

- Resource allocation for Planned outages and Breakdown
- Workflow Optimization



SAP

- Notification Closure
- Updation of outage history
- Updation of asset detail



GIS

- Precise pinpointing of the asset
- Route Optimisation

CRM



- Issue Registration
- 360-degree customer view
- Customer touch point integration
- Data enrichment
- Feedback mechanism
- Online consumer request

IVR



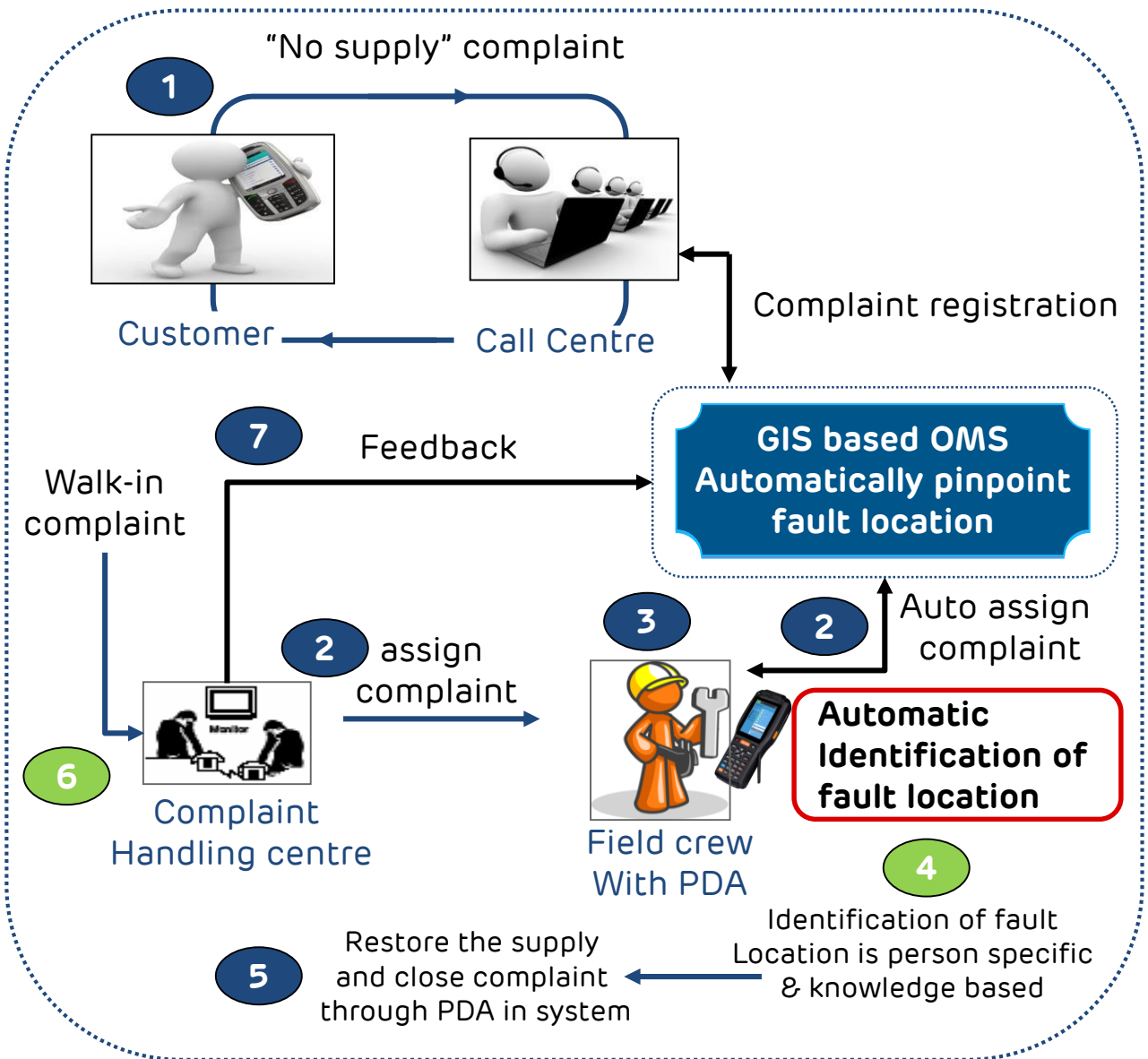
Analyze and route the issue to concern

Consumer



Logs Complaint through phone or portal

AEML: Improvement in response time



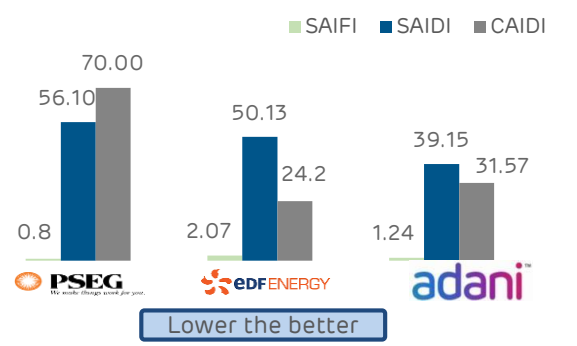
| | | |
|---|--|-------------------|
| 1 | No Electricity complaint | 2 Minutes 4% |
| 2 | Assign the complaint to field crew | 5 Minutes 8% |
| 3 | Field crew reaches at complaint area | 16 Minutes 25% |
| 4 | Identify the fault location | 19 Minutes 30% |
| 5 | Rectify the cause / restore the supply | 09 Minutes 14% |
| 6 | Grouping / Handling the complaints | 10 Minutes 16% |
| 7 | Customer feedback on complaint | 2 Minutes 3% |

46% improvement in response time

Notes: GIS- Geographical Information System, OMS- Outage Management System, PDA- Personal device Assistance

AEML: Operates at Industry standards beating reliability metrics

Reliability Indices



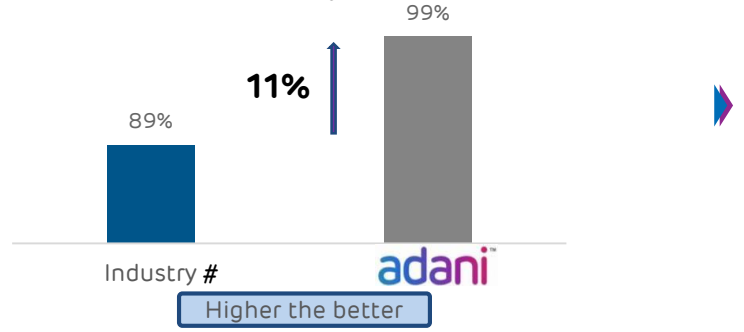
Challenges

- Unplanned Outages
- Grid Disruptions
- Voltage fluctuations
- Frequency management

Achievements

- Highest supply availability among peers and high reliability scores
- In-house team with vast O&M experience and predictive maintenance through automated tools
- Redundancy at all voltage levels

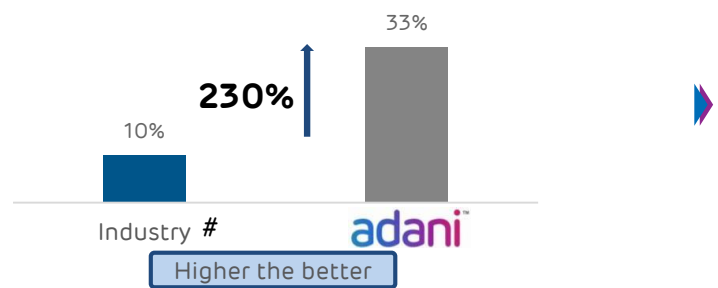
T&D Reliability (%)



- Distribution losses in the form of commercial and technical losses
- Failure of network and cable fault

- Only DISCOM to have 100% UG network and 100% Mesh network
- SCADA - Only Co. to have remote operation of all unmanned sub-station from a single location

Renewable Energy %



- Cost of power
- Renewable mix in power procurement
- Higher Decarbonisation capex

- Only Co to be COP compliant 5yrs before mandated date
- Using dry type power transformers and dry type RMUs
- Using ester oil transformer

Notes: # - Comparison against top performing DISCOM in INDIA, data as on 30th Mar 20, * - Excluding Slum Area; SAIDI - System Average Interruption Duration Index, SAIFI - System Average Interruption Frequency Index, CAIDI - Customer Average Interruption Duration Index, MU - Million Units, COP- Conference of parties, CO- Company, RMU- Ring main unit

AEML: Case Studies – Reliability Demonstrated

1 COVID Solidarity Event - 9 pm 9 minutes on 5th April 2020

Challenges

- Maintaining **grid's stability** within frequency
- Predicting accuracy as **power demand vs supply**
- Possibility of **high voltage surge & line Tripping**

Preparedness

- Existing Load **Shedding schemes reviewed**
- **Resource arrangement** i.e. DG sets, Back up system
- **Simulation for Islanding scheme**
- **Operational Guidelines** drafted for Back-up control team

AEML Strength Demonstration

- **9 PM 9 minutes** was successfully managed the load variations while maintaining uninterrupted power supply with proper parameters

2 Grid Disturbance - 12 Oct'20 Grid Failure & successful Islanding

Sequence of Events

- Triggered by the **tripping of 2 lines** at the MSETCL in 400 KV transmission system in Kalwa.
- **Manual tripped** by operator due to spark at CT, leads to outage
- Load affected in Maharashtra **3500 MW** out of which **2200 MW** in Mumbai

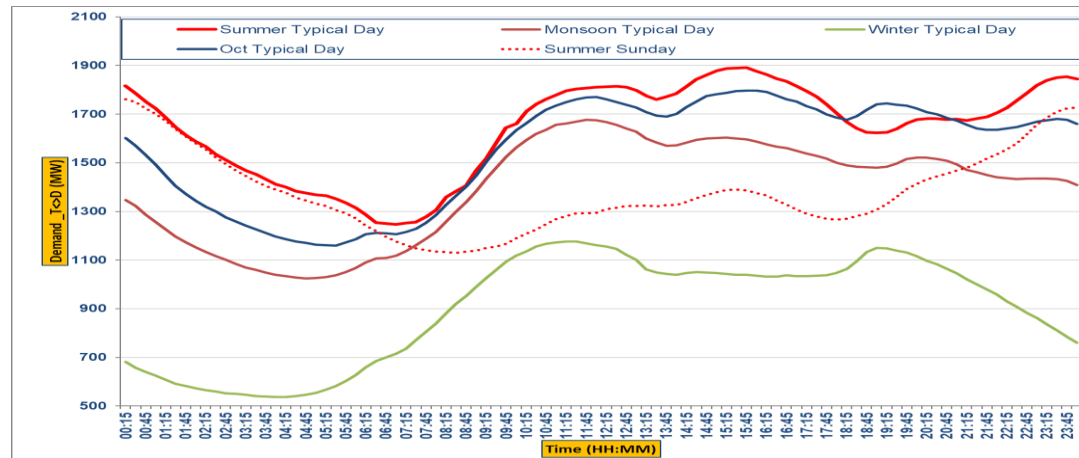
Successful Islanding

- ADTPS supplied @ **340 MW – 390 MW** of critical / essential loads **when no other power source was available** due to the said Grid disturbance.
- ADTPS **ensured supply** to all essential services

AEML: Case Studies – Reliability Demonstrated

3 Demand Side Management

MUMBAI

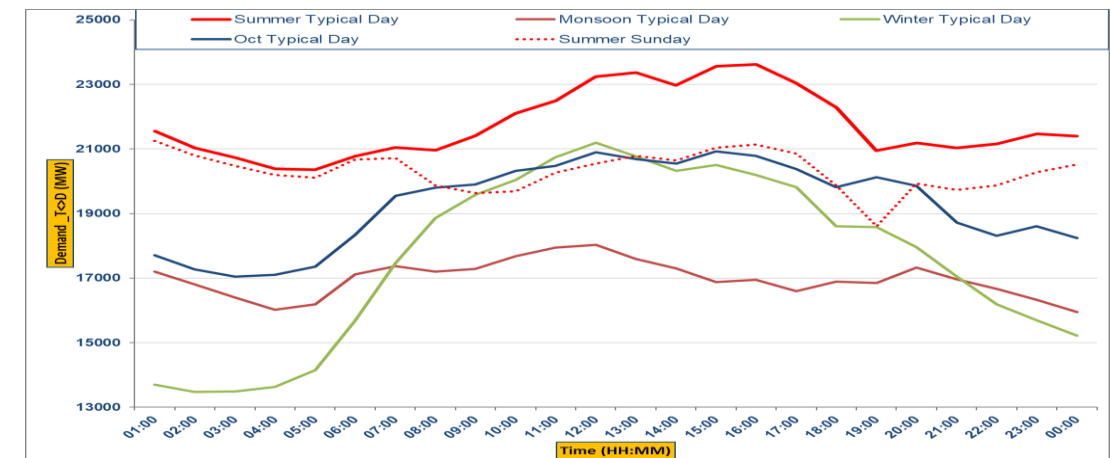


- Peak – Off Peak Ratio ~ 3.5:1
- Lower demand on Sundays & Holidays

Challenges

- **Demand varies** based on holidays, seasonality, weather parameters, special events
- **Planned outages, emergency shutdown**, variation in generations
- Issue of **Matching the Demand and Supply**

MAHARASHTRA



- Peak – Off Peak Ratio ~ 2:1
- Predictable demand pattern

Mitigation

- Forecast and Decision-making through **Artificial Intelligence tools of SAS**
- To ensure reliability **planning at day ahead, monthly, quarterly and annual basis**
- Match demand-supply at every **15 min interval**

AEML: Responsiveness aided by Technology-Transformation to Virtual Enterprise

Reliability

Responsiveness

Sustainability

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Electricity



Mobile App

Mobile App

100% adoption of mobile app for Meter Reading, INC & Recovery

- Improved productivity and manual error reduction
- Real time update and tracking/monitoring



Automation

Auto Work Allocation

Auto allocation of jobs based on priority & TAT with skillset mapping

- Improved productivity and 100% meter reconciliation on same day
- Reduction of carbon footprint
- Better planning & monitoring of resources



Chatbot Implementation

Chatbot with features like submit reading, Redressal interface, bill details

- Reduction in calls at help centers (~15k chatbot visits)
- Customer convenience



Kiosk Deployment

Bill pay and services like duplicate bill & no supply complaint through Kiosks

- Alternative to BPC
- On spot duplicate bills
- Extended working hours



Promotion of Digital Payments

Integration of payment platforms: E-NACH, Promotion of VDS, UPI Platforms

- Ease of payment & customer convenience
- 100% collection efficiency
- Payment reminder (Account can be linked on UPIs)

Knowledge Enhancement

- 60 Customized webinars in collaboration with 41 Reputed Vendors

Skill Development

- Electrical Workshop setup
- A model substation to deliver hands on technical training.

Creation of Training Facilities & Affiliation of Training Centers

- Affiliated Training Partners of Power Sector Skill Council (PSSC)

e-learning modules

- Awareness on Covid-19 related Information
- Monsoon Ailments during COVID-19 Times
- Online technical training to Engineers and Skilled staff

Enhance Digital Skills for Future ready Organization

- WEBEX Course on Digital Transformation
- E-Learning Platform Coursera
- Office 365 End User Training
- MS Apps, MS Teams, Power BI Training
- Data Science Training
- In-house Videos of Technical Training

Focus on improving consumer connect

- **Sankalp** : Migration from conventional meter reading to mobile based
- **Mission Airlift** : Reverse migration from Competitors
- **9 As to recovery**: Meter Management, New connection
- **Samarthya** : Commercial Management

AEML: Case Studies - Responsiveness to consumer in extreme events

Reliability

Responsiveness

Sustainability

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Electricity

1 COVID-19

Challenges

- To maintain quality of supply
- 24x7
 - Uninterrupted
 - No power outage

2 Mumbai Monsoon

- Safety of Mumbai consumer
- Zero fatality
 - Supply to critical establishments
 - Remote De-energizing of sub-stations

Proactive Actions

- Multi-locational SCADA center
- Auto work allocation through IoT
- Voltage management through SCADA
- One-day connectivity for new hospitals & quarantine facilities
- Setup mobile kiosks for bill payment
- Virtual connectivity with consumers

- DRT activated – Setting of Disaster Control Center
- DSM/Voltage management through SCADA
- Deployment of DG set at critical locations
- Water level sensors in substation integrated with SCADA
- Dewatering pump & life saving boats were deployed
- Deployment of life saving squad

AEML: Strong ESG Focus



Environmental

- The commitment to raise the share of renewable power procurement from the current
- Use of environment friendly dry and ester oil transformers
- Replaced oil type switch gears with dry type maintenance free switch gears



Social

- Reliable Electricity Supply is critical for the enterprise to operate and grow
- Reliability indices like SAIFI, SAIDI, CAIDI, and ASAI demonstrate our commitment
- Consumers in Mumbai remained largely unaffected from 23 instances of National/Regional Grid outages in the last 2 decades



Governance

- 50% non-executive, independent directors on the Board
- Rigorous audit & assurance process
- Strong governance framework with policies

AEML: Employees have proven capabilities for execution

Well trained manpower with extensive experience in different aspects of execution

~ 5,000

Trained Manpower

~ 100,000

Total Man years of experience

Excellent track-record of having implemented various schemes

4,127 MVA

Power Transformation Capacity

> 2.4 mn

Meters Installed

24,638 km

Network Length

~70,000

LT Pillars installed

~7,000

Substations installed

~90,000

Street Lights installed

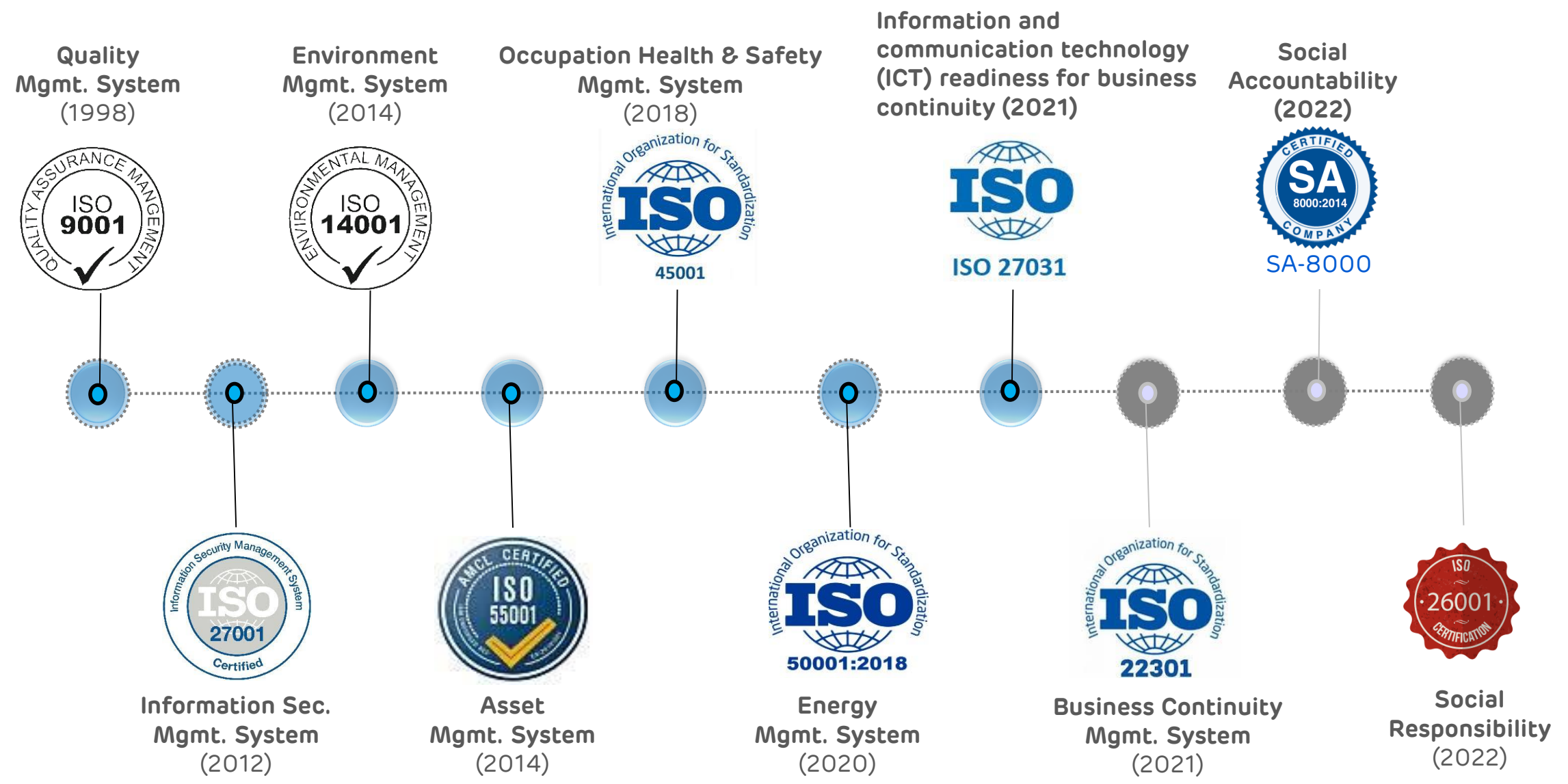
Complemented by expertise of its parent company (Adani Transmission)

15,400 ckt km

Network laid by Adani Transmission

Adani Transmission owns and operates India's 1st private HVDC line of 1,980 ckt km between Mundra (Gujarat) and Mohindergarh (Haryana). This was constructed within a record time of 24 months.

AEML: ISO Journey - Contined Improvement



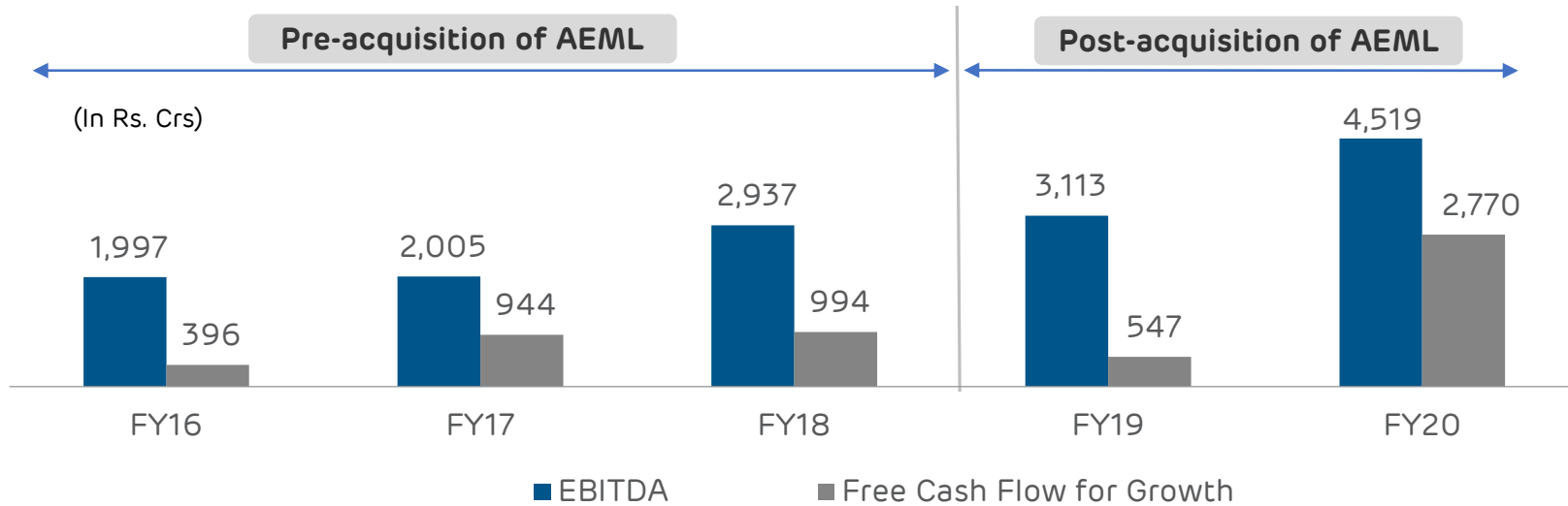
Notes: ISO- International organization for Standardization, Mgmt- Management

Certified
 Certification in progress

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4. Conclusion

AEML: Value accreditation to ATL and pathway towards future growth in distribution sector



- Cashflow profile of ATL has changed dramatically post acquisition of AEML
- Self-funded growth
- Onboarding of marquee investor - QIA
- Value creation for ATL

Strategic Advantages to ATL

- Privatization
- Carriage and Content
- New business opportunities

- Managing largest slum with lowest distribution loss
- Effective outage management for quality supply
- Enhanced consumer experience – value added services
- Only Discom working in a competitive environment (new regulation on competition is already part-and-parcel of AEML business)
- 90% of competitor’s consumers are on our network
- Historical trend of reduction in power purchase cost
- Richest Counterparty – Mumbai Consumer
- 9 decades of consumer behavior history

Future ready to tap massive growth opportunities in Distribution sector

Thank you

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