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01. Adani Group Overview
Adani Group: A world class infrastructure & utility portfolio

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

1. As on Feb 26, 2021, USD/INR – 72.6 | Note - Percentages denote promoter holding, 2. NQXT – North Queensland Export Terminal | Light blue color represent public traded listed verticals, 3. ATGL – Adani Total Gas Ltd, 4. AEL has announced JV with EdgeConneX, one of the largest datacenter operators in the world:

- **Transport & Logistics Portfolio**
  - APSEZ Port & Logistics
  - SRCPL Rail
  - NQXT²

- **Energy & Utility Portfolio**
  - ATL T&D
  - AGEL Renewables
  - APL IPP
  - ATGL³ Gas DisCom

- **Adani Incubator**
  - AEL

- **AAHL Airports**
- **ARTL Roads**
- **AWL Water**
- **Data⁴ Centre**

- **~USD 78 bn¹** Combined Market Cap

---

   - 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

2. Locked in Growth 2025 –
   - Transport & Logistics - Airports and Roads
   - Energy & Utility – Water and Data Centre (JV with EdgeConneX)
Adani Group: Decades long track record of industry best growth rates across sectors

Port Cargo Throughput (MT)
- Adani Group: 2016: 46 GW, 2020: 114 GW

Renewable Capacity (GW)
- Industry: 2014: 0.3 GW, 2020: 14.2 GW

Transmission Network (ckm)
- Industry: 2015: 62 GAs, 2020: 228 GAs
- Adani Group: 2015: 320,000 ckm, 2020: 423,000 ckm

CGD7 (GAs8 covered)
- Industry: 2015: 62 GAs, 2020: 228 GAs
- Adani Group: 2015: 62 GAs, 2020: 228 GAs

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. 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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Origination</th>
<th>Site Development</th>
<th>Construction</th>
<th>Operation</th>
<th>Capital Mgmt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis &amp; market intelligence</td>
<td>• Site acquisition</td>
<td>• Engineering &amp; design</td>
<td>• Life cycle O&amp;M planning</td>
<td>• Redesigning the capital structure of the asset</td>
<td></td>
</tr>
<tr>
<td>Viability analysis</td>
<td>• Concessions and regulatory agreements</td>
<td>• Sourcing &amp; quality levels</td>
<td>• Technology enabled O&amp;M</td>
<td>• Operational phase funding consistent with asset life</td>
<td></td>
</tr>
<tr>
<td>Strategic value</td>
<td>• Investment case development</td>
<td>• Equity &amp; debt funding at project</td>
<td>• SCADA based operations managing supply of 3 Mn. Households in city of Mumbai</td>
<td></td>
<td></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Performance</th>
<th>India's Largest Commercial Port (at Mundra)</th>
<th>Longest Private HVDC Line in Asia (Mundra Mohindergarh)</th>
<th>648MW Ultra Mega Solar Power Plant (at Kamuthi, Tamil Nadu)</th>
<th>World class state-of-the-art SCADA,DMS,GIS, OMS &amp; SAP integrated</th>
<th>In FY20 issued seven international bonds across the yield curve totalling ~USD4Bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest Margin among Peers</td>
<td>Highest line availability</td>
<td>Constructed and Commissioned in nine months</td>
<td>First in India to incorporate Auto restoration of 33KV feeders</td>
<td>All listed entities maintain liquidity cover of 1.2x- 2x as a matter of policy.</td>
<td></td>
</tr>
</tbody>
</table>

1. FY20 data for commercial availability declared under long term power purchase agreements;
<table>
<thead>
<tr>
<th>Phase</th>
<th>Development</th>
<th>Operations</th>
<th>Post Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Reliability</td>
<td>Operation</td>
<td>Consumer</td>
</tr>
<tr>
<td>• Commissioned Versova connectivity in a ring mode fashion for grid strengthening</td>
<td>• Islanding scheme</td>
<td>• Preferred Supplier for consumers</td>
<td>• Redesigned Capital structure consistent with the underlying mature utility business model</td>
</tr>
<tr>
<td>• 15Km Aarey-Borivali Connectivity-Comm in record time</td>
<td>• Standby mechanism</td>
<td>• Digital Twin SCADA, DMS &amp; GIS real time integration with SAP</td>
<td>• Raised USD 1,000 Million 10-year paper through 144A/REG S issuance to replace amortizing bank debt</td>
</tr>
<tr>
<td>• 100% AMR for Industrial Consumer</td>
<td>• Rational mix of ST-PPA &amp; LT-PPA</td>
<td>• Target renewable power tie-up to 60% by 2025</td>
<td>• USD 400 Mn. CAPEX revolver facility from 8 international banks to fully fund capex program</td>
</tr>
<tr>
<td>• Commissioning of 207MVA PT in Pandemic and target for 300MVA till Mar 21- highest in AEML’s history</td>
<td>• Daily &amp; seasonal load variation pattern</td>
<td>• COP21 target to be achieved 5 years ahead of schedule</td>
<td>• Qatar Investment Authority acquired 25% stake in AEML in 2020</td>
</tr>
<tr>
<td></td>
<td>• 1964 MW Peak : 536 MW Off Peak</td>
<td></td>
<td>• Contemporaneous - ECB US$ 1.80 billion settlement on single day</td>
</tr>
<tr>
<td>Activity</td>
<td>Performance</td>
<td></td>
<td>• Only Indian Discom with IG rating from all 3 major global rating agencies</td>
</tr>
</tbody>
</table>

**De-bottlenecking** leads to supply reliability for 1mn consumers

Successfully operated Islanding Scheme on 12th Oct 20 (refer case study 2 on slide 19)

Highest Reliability amongst peers

Reduction in ABR by 22% through effective Power Purchase strategy

Smart metering 25% consumers in 1st phase

100% collection efficiency

Acquired –200 MU of premier consumer in Mumbai

Qatar Investment Authority acquired 25% stake in AEML in 2020

Contemporaneous - ECB US$ 1.80 billion settlement on single day

Only Indian Discom with IG rating from all 3 major global rating agencies

**AMR** – Automatic Meter Reading, **SCADA** – Supervisory control and data acquisition, **DMS** – Distribution management system, **GIS** – Geographical information system; **PT** – Power transformer, **MVA** – Mega volte ampere, **MU** – Million unit, **PPA** – Power purchase agreement, **LT** – Long term, **ST** – Short term, **ABR** – Average billing rate, **ECB** External commercial borrowings, **IG** - Investment grade
02. AEML – Integrated Utility
Adani Transmission: India's leading Transmission & Distribution portfolio

**Contracted Assets**
- 100% TBCB(2) Assets
  - 13 Operating Assets
  - 9 under-construction TBCB(2) assets

**ROA Assets**
- 100% Transmission Assets
- 100% HVDC Transmission line
  - AEML catering to 12 mn+ Consumers
- 74.9%
  - Partnered with marquee investor QIA
- 25.1%
  - 1,964 MW of peak power demand
  - Supply availability of 99.99%
  - 566 ckm lines/ 3,125 MVA transformation capacity
  - PT Capacity – 4,127 MVA
  - DT Capacity – 5,146 MVA
  - HT/LT Cable – 24,638 kms

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

### Costs
- Return on Capital
- Return of Capital
- Efficiency Gains

### Income
- O&M Expenses
- Power Procurement Costs
- Return on Equity grossed up for tax
- Depreciation
- Interest Costs (Term debt and Working Capital)
- Additional incentives linked to efficiencies

Notes: EBITDA – Earnings before interest, tax, depreciation and amortization, MERC – Maharashtra Electricity Regulatory Commission O&M – Operations and Maintenance, Source – MYT Regulations 2019
**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

<table>
<thead>
<tr>
<th>Area</th>
<th>Population</th>
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<tbody>
<tr>
<td>603 SqKm</td>
<td>25 Million</td>
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<table>
<thead>
<tr>
<th>Population Density</th>
<th>Households</th>
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<tr>
<td>41,459 per SqKm</td>
<td>4.5 Million</td>
</tr>
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<table>
<thead>
<tr>
<th>Demand</th>
<th>Peak – Off Peak</th>
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<tbody>
<tr>
<td>3464 MW</td>
<td>Ratio ~ 3.5:1</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>ABR</th>
<th>GDP per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>AEML – Rs 7.47 pu</td>
<td>Mumbai - US$ 8,700</td>
</tr>
<tr>
<td>India – Rs 7.16 pu</td>
<td>India - US$ 2,099</td>
</tr>
</tbody>
</table>

### Key Challenges of Mumbai

- Houses the world’s 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

**Reliability**
- Pioneered adoption of advanced technologies & state of the art integrated O&M systems
- 100% underground network to take care of Zero fatality & Natural Calamity
- Mumbai is insulated from external grid disturbances

**Responsiveness**
- Consumer-centric service delivery model with wide spectrum of consumer-focused initiatives
- Consumer feedback linked process improvements & quick turnaround of consumer grievance
- Emerging as "supplier of choice"

Notes: O&M- Operation & Maintenance
AEML's Robust and Reliable Infrastructure integrated through the “Digital twin”

1. Network Design
   - Transmission (220/33 kV)
   - Distribution (33/11 kV)
   - Retail (11/0.4 kV)
   - Smart Meter

2. Digital Enabler
   - SCADA
   - DMS
   - AMI

3. Integrators
   - GIS
   - WMS
   - OMS
   - CRM

Features
- 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)

Advantage
- 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

---

SCADA- Supervisory control and data acquisition, DMS- Distribution management system, AMI- Automatic metering interface, GIS- Geographical information system, WMS- Work Management system, OMS- Outage management system, CRM- Customer relationship management, EHV- Extra high voltage, HT- High tension, LT- Low tension, AMR- Automatic meter reading, DSS- distribution substation, CSS- Consumer substation, PT- Potential transformer, kV- Kilo Volt, DER- Distributed Energy Resource
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

Notes: kV: Kilo Volt, EHV: Extra High Voltage; MVA: Mega volt Ampere
**AEML: Orbital Shift - Solution for Distribution Loss reduction**

### Existing Network Configuration

1. **11 KV / 400 V Substations**
2. **440 V LT U/G Cable**
3. **Substation L.T. Panel**
4. **440 V LT U/G Cable**
5. **L.T. Pillar**
6. **440 V LT Service U/G cable**
7. **Board wiring**
8. **Meter**
9. **Load wires**
10. **Home**

### Probability of Theft

- **LOW**
- **LOW**
- **MEDIUM**
- **LOW**
- **HIGH**
- **LOW**
- **HIGH**
- **HIGH**
- **HIGH**

### Proposed Network Configuration

1. **11 KV Switching Station at CSS**
2. **3Ph / 11kV or 1Ph/6.6 kV U/G Cable**
3. **CSP Transformer**
4. **Load wires**
5. **Home**

### 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.

### Notes:

- **kV:** Kilo Volt, **V:** Volt, **LT:** Low tension, **HT:** High tension, **U/G:** Under ground, **Ph:** Phase, **CSP:** Completely self protected transformer, **SCADA:** Supervisory control & data acquisition, **TCO:** Total cost of ownership, **CSS:** Consumer substation.
AEML: Smart Metering Ecosystem

Data Analysis

- Business Intelligence Software

Data Mgmt

- Connectivity
  - Cellular 4G
  - Optical Fiber

Data Acquisition

- Hardware
  - DMS
  - Smart Meters
  - RF
  - RF Nodes

Cloud Computing

- Head End System
- Meter Data management

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

Notes: TOU – Time of use, DMS – Distribution Management System, RF – Radio Frequency,
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**
Integrated SCADA & DMS system for Transmission & Distribution – Quick isolation & Power Restoration

India’s 1st SCADA system certified under ISO 27001 – Cyber Security

Real-time events & alarms, load shedding scheme to support Islanding

SCADA system monitors 104 DSS (Transmission & Distribution) DMS system monitors more than 3000 CSS of Distribution network

Dedicated OFC ring network for entire SCADA system for reliable & Scalable communication

Around 1.8 Lakh parameters are monitored & controlled from SCADA & DMS system

AMI enables two-way communication- Control center to the meter, as well as the ability to modify customers’ different service-level parameters

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

Under ground cables
Radially feed open ring
Three levels voltage
Uninterrupted type load Transfer
Secondary distribution automation
Centralized Control Centre

Open Ring / Mesh Network

Reliability
Responsiveness
Sustainability

AEML: OMS Integration

SCADA / DMS
• Planned and Breakdown event
• Remote Operation for restoration
• Effective network planning
• Ensure reliability

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

Outage Management System

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

Integrated system facilitates fossil fuel conservation and reduces carbon footprint

Integrated system facilitates fossil fuel conservation and reduces carbon footprint

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

IVR
Analyse and route the issue to concern

Consumer
Logs Complaint through phone or portal

AEML: OMS Integration

AEML: Improvement in response time

1. **Complaint registration**
   - Customer initiates a “No supply” complaint through the Call Centre.

2. **Auto assign complaint**
   - The complaint is automatically assigned to the Field crew.

3. **Field crew identification**
   - The Field crew identifies the fault location and knowledge based.

4. **Automatic Identification of fault location**
   - The GIS based OMS automatically pinpoint the fault location.

5. **Restore the supply**
   - The Field crew restores the supply with PDA in system.

6. **Grouping / Handling the complaints**
   - The complaints are grouped and handled.

7. **Customer feedback**
   - Customer feedback on the complaint.

---

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

**Time Breakdown:**
- **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**
AEML: Operates at Industry standards beating reliability metrics

**Reliability Indices**

- **SAIFI**
- **SAIDI**
- **CAIDI**

<table>
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<tr>
<th></th>
<th>PSEG</th>
<th>EDF Energy</th>
<th>AEML</th>
</tr>
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<tbody>
<tr>
<td>SAIFI</td>
<td>0.8</td>
<td>2.07</td>
<td>1.24</td>
</tr>
<tr>
<td>SAIDI</td>
<td>56.10</td>
<td>70.00</td>
<td>24.2</td>
</tr>
<tr>
<td>CAIDI</td>
<td>50.13</td>
<td>39.15</td>
<td>31.57</td>
</tr>
</tbody>
</table>

**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 (%)**

- **Industry #**
- **AEML**

<table>
<thead>
<tr>
<th></th>
<th>Industry</th>
<th>AEML</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating</td>
<td>89%</td>
<td>11%</td>
</tr>
</tbody>
</table>

**Renewable Energy %**

- **Industry #**
- **AEML**

<table>
<thead>
<tr>
<th></th>
<th>Industry</th>
<th>AEML</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating</td>
<td>10%</td>
<td>230%</td>
</tr>
</tbody>
</table>
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

Notes: MSETCL - Maharashtra State Electricity Transmission Company Limited, ADTPS: Adani Dahanu Thermal Power Station, kV: Kilo Volt; MW: Mega Watts; CT: Current Transformer; DG Diesel Generator
3 Demand Side Management

**MUMBAI**

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

**MAHARASHTRA**

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

**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**

**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**

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Notes: Min – minute, SAS – Statistical Analysis System
**AEML: Responsiveness aided by Technology - Transformation to Virtual Enterprise**

<table>
<thead>
<tr>
<th>Mobile App</th>
<th>Auto Work Allocation</th>
<th>Chatbot Implementation</th>
<th>Kiosk Deployment</th>
<th>Promotion of Digital Payments</th>
</tr>
</thead>
</table>
| 100% adoption of mobile app for Meter Reading, INC & Recovery  
  - Improved productivity and manual error reduction  
  - Real time update and tracking/monitoring | 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 with features like submit reading, Redressal interface, bill details  
  - Reduction in calls at help centers (~15k chatbot visits)  
  - Customer convenience | Bill pay and services like duplicate bill & no supply complaint through Kiosks  
  - Alternative to BPC  
  - On spot duplicate bills  
  - Extended working hours | 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) |

Notes: E-NACH – Electronic National Automated Clearing House; TAT – Turn around time; BPC: Bill Payment Center; INC: Installation and Consumer; VDS: Voluntary Deposit Scheme; UPI: Unified Payment Interface;
AEML: Quality manpower for high reliability and responsiveness

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

Notes: MS- Microsoft BI- Business intelligence
AEML: Case Studies - Responsiveness to consumer in extreme events

1. COVID-19

Challenges

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

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

2. Mumbai Monsoon

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

Proactive Actions

- 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

Notes: DSM- Demand side management, SCADA- Supervisory Control and Data Acquisition DG- Diesel generator, DRT- Disaster response team, IoT- Internet of things
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

Notes: SAIDI - System Average Interruption Duration Index, SAIFI - System Average Interruption Frequency Index, CAIDI - Customer Average Interruption Duration Index, ASAI- Average service availability Index
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.

Notes: MVA-Mega Volt Ampere, mn-million, LT-Low tension, km-Kilometer, ckt – Circuit, ckt km- Circuit Kilometer, HVDC – High voltage direct current,
AEML: ISO Journey - Contined Improvement

Environment Mgmt. System (2014)
Information and communication technology (ICT) readiness for business continuity (2021)
Social Accountability (2022)

Notes: ISO- International organization for Standardization, Mgmt- Management
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
- Managing largest slum with lowest distribution loss
- Effective outage management for quality supply
- Enhanced consumer experience – value added services

#### Carriage and Content
- 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

#### New business opportunities
- Richest Counterparty – Mumbai Consumer
- 9 decades of consumer behavior history

### Pre-acquisition of AEML (In Rs. Crs)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>EBITDA</th>
<th>Free Cash Flow for Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>1,997</td>
<td>396</td>
</tr>
<tr>
<td>FY17</td>
<td>2,005</td>
<td>944</td>
</tr>
<tr>
<td>FY18</td>
<td>2,937</td>
<td>994</td>
</tr>
</tbody>
</table>

### Post-acquisition of AEML (In Rs. Crs)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>EBITDA</th>
<th>Free Cash Flow for Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>3,113</td>
<td>547</td>
</tr>
<tr>
<td>FY20</td>
<td>4,519</td>
<td>2,770</td>
</tr>
</tbody>
</table>

#### Future ready to tap massive growth opportunities in Distribution sector
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