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02 ATL - Operational Excellence (Reliability, Longevity, Sustainability and Safety) 9-20
03 O&M – Sustainable Initiatives 22-24
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Adani Group and Adani Transmission
Opportunity identification, development and beneficiation is intrinsic to diversification and growth of the group.

Notes: 1. As on Sept 14th, 2021, USD/INR - 73.6 | Note - Percentages denote promoter holding and Light blue color represent public traded listed verticals. 2. NQXT – North Queensland Export Terminal | 3. ATGL – Adani Total Gas Ltd, JV with Total Energies | 4. Data center, JV with EdgeConnex

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 –
  - Transport & Logistics - Airports and Roads
  - Energy & Utility – Water and Data Centre
Adani Group: Decades long track record of industry best growth rates across sectors

Port Cargo Throughput (MMT)

- **Industry**
  - 2014: 972 MMT
  - 2021: 1,246 MMT
- **Adani**
  - 2014: 113 MMT
  - 2021: 247 MMT

Renewable Capacity (GW)

- **Industry**
  - 2014: 4 GW
  - 2016: 46 GW
  - 2021: 140 GW
- **Adani**
  - 2014: 0.3 GW
  - 2016: 19.3 GW
  - 2021: 19.3 GW

Transmission Network (ckm)

- **Industry**
  - 2014: 62 GAs
  - 2021: 228 GAs
- **Adani**
  - 2014: 6 GAs
  - 2021: 38 GAs

CGD7 (GAs8 covered)

- **Industry**
  - 2015: 1.5x
  - 2021: 45%
- **Adani**
  - 2015: 30%
  - 2021: 1.5x

Note:
1. Data for FY21; 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 supply 5. Operating EBITDA margin of transmission business only, does not include distribution business. 6. Contracted & awarded capacity 7. CGD – City Gas distribution 8. GAs - Geographical Areas - Including JV | Industry data is from market intelligence 9. This includes 17GW of renewable capacity where PPA has been signed and the capacity is under various stages of implementation and 29GW of capacity where PPA is yet to be signed

Transformative model driving scale, growth and free cashflow

APSEZ
- Highest Margin among Peers globally
- EBITDA margin: 70%\(^1,2\)
- Next best peer margin: 55%

AGEL
- Worlds largest developer
- EBITDA margin: 91%\(^1,4\)
- Among the best in Industry

ATL
- Highest availability among Peers
- EBITDA margin: 92%\(^1,3,5\)
- Next best peer margin: 89%

ATGL
- India’s Largest private CGD business
- EBITDA margin: 41%\(^1\)
- Among the best in industry
Adani Group: Repeatable, robust & proven transformative model of investment

<table>
<thead>
<tr>
<th>Phase</th>
<th>Development</th>
<th>Operations</th>
<th>Post Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Origination</td>
<td>Site Development</td>
<td>Construction</td>
<td>Capital Mgmt</td>
</tr>
</tbody>
</table>
| • Analysis & market intelligence  
  • Viability analysis  
  • Strategic value | • Site acquisition  
  • Concessions & regulatory agreements  
  • Investment case development | • Engineering & design  
  • Sourcing & quality levels  
  • Equity & debt funding at project | • Redesigning capital structure of assets  
  • Operational phase funding consistent with asset life |

Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>India's Largest Commercial Port (at Mundra)</th>
<th>Longest Private HVDC Line in Asia (Mundra - Mohindergarh)</th>
<th>648 MW Ultra Mega Solar Power Plant (at Kamuthi, TamilNadu)</th>
<th>Energy Network Operation Center (ENOC)</th>
</tr>
</thead>
</table>
| Performance | • Highest Margin among Peers  
  • Best in class margin  
  • Best line availability | • Highest line availability | • Constructed and commissioned in nine months | • Centralized continuous monitoring of plants across India on a single cloud based platform |

Notes: 1. GMTN – Global Medium Term Notes 2. SLB – Sustainability Linked Bonds

Revolving project finance facility of $1.35Bn at AGEL – fully funded project pipeline
First ever GMTN¹ of USD 2Bn by an energy utility player in India - an SLB² in line with COP26 goals - at AEML
Issuance of 20 & 10 year dual tranche bond of USD 750 mn - APSEZ the only infrastructure company to do so
Green bond issuance of USD 750 mn establishes AGEL as India's leading credit in the renewable sector
Debt structure moving from PSU’s banks to Bonds

![Chart showing debt structure transition]

March 2016

<table>
<thead>
<tr>
<th>PSU</th>
<th>Pvt. Banks</th>
<th>Bonds</th>
</tr>
</thead>
<tbody>
<tr>
<td>55%</td>
<td>31%</td>
<td>14%</td>
</tr>
</tbody>
</table>

March 2021

<table>
<thead>
<tr>
<th>PSU</th>
<th>Pvt. Banks</th>
<th>Bonds</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>20%</td>
<td>50%</td>
</tr>
</tbody>
</table>
ATL: A platform well-positioned to leverage growth opportunities in T&D business

**Development**

- **Execution Prowess**
  - Transmission Network of 18,801 ckt km; Built Longest Private HVDC Line in Asia

- **Strategic Presence**
  - Transmission - Presence in 12 states with 28 transmission SPVs
  - Distribution - Integrated utility catering to gateway city of Mumbai

- **Balanced pool mix**
  - Transmission (FY21): 51% of EBITDA - Central pool
  - 49% of EBITDA - State pool

**Operations**

- **Operating Efficiency and Strong Margins (1HFY22)**
  - Robust network availability of 99.87% and supply reliability of 99.99%
  - One of the lowest O&M cost per ckm

- **Consumer-centricity**
  - Integration of Customer and Technology enabling AEML as a supplier of choice for 3 million+ consumers in Mumbai

**Returns and Equity Value Creation**

- **ROE optimization via Efficiency-led Development**
  - Development and O&M efficiencies resulted into savings of ~Rs.5 bn optimizing ROE at 55%

- **Capital Management and IG Rating**
  - Re-designing capital structure though low-cost capital and elongated maturity
  - BBB- / Baa3

- **ESG**
  - Embedded ESG Framework for enhanced value creation

**Notes:**
1) Transmission network is as of September’21 and includes operational, under-construction and LOI assets;
2) As per internal benchmarking on global transmission peers for Jan-Dec 2020 period
ATL Operational Excellence – Reliability, Longevity, Sustainability and Safety
### ATL - O&M Portfolio and Prowess

#### Assets

<table>
<thead>
<tr>
<th>Lines and Voltage Level</th>
<th>Transmission SPVs and Lines (Operational O&amp;M portfolio)</th>
<th>Substation &amp; Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>HVAC: 33kV to 765 kV</td>
<td>20 SPVs and 76 nos. of transmission lines across 12 states</td>
<td>29 substations managing transmission capacity of 17,000+ MVA</td>
</tr>
<tr>
<td>HVDC: 2 no. of ± 500 kV HVDC terminal stations</td>
<td>Managing operational network of 13,000+ ckt kms</td>
<td></td>
</tr>
<tr>
<td>Nos. of Bay’s - 499</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### O&M Specialization

<table>
<thead>
<tr>
<th>Advanced and Evolving O&amp;M</th>
<th>Operational expertise</th>
<th>Implementation of best industry practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Predictive and Condition based maintenance</td>
<td>• ENOC(^1) led remote operations</td>
<td>• IMS &amp; 5S at all operational substations</td>
</tr>
<tr>
<td>• Certified hot-line insulator washing</td>
<td>• Cluster-based maintenance</td>
<td>• Installed 2.4 MWp solar capacity for auxiliary consumption in six SS</td>
</tr>
<tr>
<td>• Emergency restoration system (ERS)</td>
<td>• Best-in class testing equipments</td>
<td></td>
</tr>
</tbody>
</table>

#### Capability building

<table>
<thead>
<tr>
<th>Experienced Team</th>
<th>Technical Collaboration</th>
<th>In-house Training Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 200+ manpower experienced across lines and substations</td>
<td>• Technical collaboration with CIGRE, CBIP, IIT’s for knowledge sharing</td>
<td>In-house training center certified ‘A’ grade by MoP(^2)</td>
</tr>
<tr>
<td>• Internal team of SMEs under ENDORSE</td>
<td>• Representation at Int’l Forums and Research Publication</td>
<td></td>
</tr>
</tbody>
</table>

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ATL - Geographical Footprint and Key Milestones

O&M network - Pan-India presence

The many firsts of ATL in the industry

- O&M for the first privately owned HVDC in Asia
- First private utility to successfully digitalized condition based monitoring remotely at 765 kV AIS SS in Asia
- Highly experienced team delivering best-in-industry system availability of more than 99.8%
- State-of-the-art Energy Network Operation Center (ENOC) for remote operations of sub-stations
- One of the lowest O&M cost per ckt km among domestic and global peers with highest safety

We are proud to be one of the very few private utilities in the world to operate and maintain India's maiden private HVDC system of ±500 kV, 2,500 MW power flow capacity of 1000 km bi-pole HVDC link from Mundra in Gujarat to Mahendragarh in Haryana (ISTS link)

Note: 1) Excluding AEML; FACTS - Future Automation Control Technology Solutions; ISTS – Inter-State Transmission System
First private HVDC O&M team

Hotline washing of insulators

Remote operation of substations (ENOC)

In-house solar maintenance team

5S maintained store facility

Digital solutions for TL patrolling

Drone inspection of transmission line

Robotic Inspection

State of the art testing facility

Hot line maintenance work

Sensorization of 765 kV circuit-breaker

Safety Training
As a mature and evolving O&M player, we are shifting from Time-based Maintenance to Reliability Centered Maintenance.

**Time-based Maintenance (TBM)**
- Dry cloth cleaning
- Emergency restoration system
- Offline condition assessment
- Solar module cleaning
- Preventive & Corrective actions

**Preventive Maintenance (PM)**
- 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

**Condition-based Maintenance (CBM)**
- 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

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

Note: GIS – Gas Insulated Sub-station; PID – Punchered Insulator Detection
• Consistently maintaining **high availability much above normative**, as specified by regulators and thus earning every **nickel-and-dime of incentive**

- **HVDC**: 3 yrs. average availability is $\Delta 4.65\%$ above the normative
- **HVAC**: 3 yrs. average availability is $\Delta 1.32\%$ above the normative

**Robust Outage Management System in Place**

- Vigorous planning and close team coordination for minimum outage time with highest standards of safety
- Best utilization of opportunity shutdown for preventive maintenance activity
- Continuous monitoring of assets to minimize break-down
Reliability - Remote Operations of Substations through ENOC

Commissioning of Central SCADA at Deedwana Sub-station; configuration of SCADA including signal mapping, fire wall & network architecture mapping etc. at Deedwana & rest of the 16 sub-stations in Rajasthan

- ENOC architecture is considered with all cyber security aspects including redundant firewall at each layer with creating DMZ zone
- The remote solution is scalable and modular - we are working towards remote monitoring and operating all transmission sub-stations from ENOC center based in Ahmedabad

Notes: SCADA – Supervisory control and data acquisition; ENOC - Energy Network Operational Centre
**Longevity - Asset Health Monitoring Using Analytics Platform**

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

- All HVAC and HVDC asset data collection
- Filing all asset data in SAP (FAT, Commissioning to latest test results)

**Health Index formulation**
- Based on feeds health index (HI) formulation and trend analysis is generated
- Customised report generation on multiple parameters

**Risk score and Action plan**
- Health score
- Criticality score (Asset availability impact x Asset cost)
- Asset dashboard for informed decision making

**Asset Integration in SAP**
- Asset mapping as per health grading system basis multiple tests

<table>
<thead>
<tr>
<th>Health Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOOD</td>
<td>Asset is healthy from operational and CBM aspect. Normal maintenance</td>
</tr>
<tr>
<td>FAIR</td>
<td>Deterioration observed in health, not violating limit. Normal maintenance</td>
</tr>
<tr>
<td>ALARM</td>
<td>CBM test results violating limit. Increase maintenance frequency</td>
</tr>
<tr>
<td>CRITICAL</td>
<td>Deteriorated health. Start planning process to replace or rebuild</td>
</tr>
<tr>
<td>REPLACE</td>
<td>End of life. Immediately replace or rebuild</td>
</tr>
</tbody>
</table>

**Note:** CBM – Conditional based Monitoring; 1) Rankings are for representation purpose only

- Total Assets (Equipments) Mapped – 7,421 (as on date)
- Health Monitoring Performance in FY21 - Observed 62% asset movement from ‘FAIR/ALARM’ grade to ‘GOOD/FAIR’ grade

**5 x 5 Matrix for tripping classification basis frequency and severity**

<table>
<thead>
<tr>
<th>Frequency Rating</th>
<th>Severity Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>A</td>
</tr>
<tr>
<td>4</td>
<td>B</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
</tr>
<tr>
<td>2</td>
<td>D</td>
</tr>
<tr>
<td>1</td>
<td>E</td>
</tr>
</tbody>
</table>

**Tripping Category**

- **A** Transformer or Reactor - Aux Equipment Failure / Faulty / Damaged / Aging / Leakage / Moisture
- **B** Transient Earth Fault (L-G, L-L Fault)
- **C** Insulator / Earth wire / Tower parts / Jumper conductor / (Broken, Damaged)
- **D** Tree Touching
- **E** Operation of Protection Equipment / Aux Equipment (including Mal Operation / Failure)
Business Sustainability - Adoption of globally renowned processes

ABEM (Adani Business Excellence Model)
- Adopting the renowned Malcolm Baldrige framework for business performance excellence
- Covering process improvement aspects like IMS, 5S, TP, Six Sigma, Kaizen etc.

Integrated Management System (IMS)
- Certified for ISO standards
- Covering aspects like Social Accountability, Energy Management, Asset Management

Business Continuity Management (BCM)
- Emergency restoration system (ERS) in place in case of line failure
- Frequent mock drills for handling business emergency situation
- Internal expertise used in supporting other utilities in emergency situations like Tauktae cyclone (50+ foundation and erection work and 7+ kms of stringing work)

Cluster Based Maintenance & Inventory Management
- Optimizing and Enhancing maintenance services from a centralized location
- Centralized Inventory Concept and Classification
- Availability of best-in class testing equipments to optimise and support

Cyber Security
- Enhanced end-to-end surveillance of IT/OT connectivity
- Internal cyber security experts for monitoring and implementation
- Internal policies and governance to ensure IT/OT security

Technical Assessment
- SMEs employed for continuous enhancement of technical aspects
- Knowledge sharing across sites and implementation of Management of Change
- Continuously enhancing various SOPs based on learning of RCA/CAPA

Note: RCA – Root-cause Analysis; CAPA – Corrective Action Preventive Action
Enhanced Safety through Technology Inclusion

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

<table>
<thead>
<tr>
<th>Safe Connect</th>
<th>Daily take-away meeting</th>
<th>ATL Safety Performance Index (SPI)</th>
<th>Role Based Safety Training Matrix</th>
</tr>
</thead>
</table>
| - 28 sessions conducted with participation from entire management | - Cross business learning and awareness  
- Safety Ideation  
- Incident Reporting through app - Gensuite | - Site-wise comparison on safety performance based on set parameters | - Analytics to identify trainings based on roles and safety gaps |

<table>
<thead>
<tr>
<th>Sponsorship of LSSR by Leaders</th>
<th>Trend, Target, benchmark and analysis</th>
<th>Spreading Safety Culture</th>
<th>Safety - Checks &amp; Assurances</th>
</tr>
</thead>
<tbody>
<tr>
<td>- LSSR identified and enforced by leadership</td>
<td>- Facilitates understanding comparatives, gaps, requirement</td>
<td>- Demonstrating safe behavior and helping communities (Award from local police in Bilaspur)</td>
<td>- Identified and closed 67 out of 69 vulnerable areas in the business</td>
</tr>
</tbody>
</table>

### Safety Enhancement through Tech

<table>
<thead>
<tr>
<th>AI and ML based real-time detection of violation of safety PPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart patrolling with weather forecasting software</td>
</tr>
<tr>
<td>Intelligent Wearables Solution for field connectivity and communication</td>
</tr>
<tr>
<td>Exploring remotely operated robots with smart cameras to work under high EMI fields</td>
</tr>
</tbody>
</table>

Notes: AI – Artificial intelligence; ML – Machine Learning; EMI – Electro Magnetic Induction; LSSR – Life Saving Safety Rules
Harnessing Cutting-edge Technology for advanced O&M

- **Failure Modes And Effects Analysis (FMEA) Solutions** – Performing FMEA to identify potential failure modes and mitigate risks
- **Smart wearables testing at Sami**: Exploring intelligent wearables solution at advanced stage for assisting worker remotely
- **Portable Remote Operating Camera**: Portable Remote Operating Camera for HV maintenance work – Observed reduction in errors leading to severe operational & safety violations
- **Safety violation monitoring**: Real time detection of violation of safety PPE - To arrest safety violations during O&M and improve overall

- **Transmission-line Wireless Sensorisation** – Satellite link used and data flow obtained from site\(^1\)
- **High Frequency Analysis (HFA)** of earth grid to monitor earthing system in sub-stations
- **APM Tool**: Tool implementation for condition-based monitoring of assets - predictive maintenance and equipment health analysis
- **Drone Surveillance**: Drone inspection of transmission line for maintenance with minimum human intervention
- **Robotic Crawlers**: Usage of Robotic crawlers for transmission line maintenance
- **Robotic Inspection**: Robotic inspection of oil-filled transformer to perform an internal inspection without draining the oil at Sami SS

Notes: SS – Sub-station; APM - Application Performance Monitoring; 1) Satellite used from US-based leading IOT and M2M Communications provider
Problem Statement

- Restoration of 765 kV S/C Tiroda - Koradi Line II on ERS.

Key Findings

Due to thunderstorm and rain followed by heavy wind, multiple towers collapsed and damaged in 765 kV Tiroda - Koradi line Ckt-II near Nagpur-Maharashtra

Outcome Achieved

- The line was restored on ERS within 15 days and on permanent coordinates within 32 days
- Proper planning, managing available resources effectively and precise execution stayed as a key component to the restoration plan

Power Quality Improvement in Mahendragarh

Problem Statement

- Low (lagging) power factor due to inductive auxiliary load
- Variation in power factor due to site specific conditions
- Variation in auxiliary load with respect to operational requirements

Key Findings

- Correction of power factor leading to sizeable savings in Aux power cost
- Total Voltage Harmonic Distortion's (VTHD) at 33 kV switchgear was well within the acceptable IEEE519 limits
- Variation of load profile during the measurement was -15% with respect to maximum loading
- By using STATCOM system can provide variable compensation between ± 1000 kVAR at 33 kV based on PWM technique

Benefits Achieved

- Power factor of Auxiliary supply system increased from 0.76 to unity. It has decreased the Auxiliary power consumption and has led to considerable savings in auxiliary power expense
Global Peer Benchmarking – Operating Parameters (Jan-Dec’20)

System Availability (%) in line with global standards

- Italian Utility: 99.99%
- Russian Utility: 99.99%
- Spanish Utility: 98.60%
- Finland Utility: 99.99%
- Australian Utility: 99.99%
- Adani Transmission: 99.88%

Notes: Benchmarking is based on Internal Analysis; we have taken top utilities from Italy, Russia, Finland, Spain and Australia as global peers for above benchmarking; Data populated is only for transmission business and pertains to period from Jan 2020 - Dec 2020; Average Exchange rate of Jan-2020 to Dec-2020 has been considered for evaluation.

One of the lowest O&M cost per ckm (INR million per circuit km)

- Italian Utility: O&M = 0.47, Employee expense = 0.34
- Russian Utility: O&M = 0.33, Employee expense = 0.24
- Spanish Utility: O&M = 0.96
- Finland Utility: O&M = 0.16, Employee expense = 0.20, 0.17
- Adani Transmission: O&M = 0.13, Employee expense = 0.05

Notes: O&M excellence leading to one of the lowest O&M cost per ckm without compromising safety and asset life.
O&M – Sustainable Initiatives
ESG Initiatives at sub-stations/sites centered around UNSDGs

**Ecology**
1. Reduction in Auxiliary Consumption
2. Use of energy efficient commodities
3. Energy consumption monitoring

- Installed 2360 kWp capacity of solar plant
- Replacement of conventional bulbs with LED
- Installation of energy meters for monitoring & saving
- DG set efficiency monitoring to reduce conventional fuel usage
- Micro-grid at one of our 765Kv sub-station & will be deployed by Nov’21

**Access to Education**
1. Quality Education
2. Reduced Inequalities

- Physical infrastructure & e-learning platform in rural areas
- Educational Kits Distribution (2830 students benefited) & School Uniforms to Anganwadi children (5780 students benefited)

**Sustainable Communities - #Safety Culture**
1. Safety Awareness
2. Best Practices in Occupational Health & Safety

- Helping community on safety awareness through various programs
- Appreciation on Road Safety by local bodies

**Water Secure Nation**
1. Water consumption checks
2. Rainwater harvesting

- Recharge well construction for conserving rainwater
- Installation water meter to keep check on water consumption

**Sustainable Waste management**
1. Waste Optimization
2. waste segregation as per the laws

- Certified as "Single Use plastic"
- Zero waste to Landfill

**Green Initiatives**
1. Tree Plantation activities
2. Green Cover in substations

- IN FY2021, we had planted more than 750+ trees.
- Nonelectrical areas in substations are covered with sustainable vegetation
Case study - Energy Conservation (1/2)

Transition to green energy by meeting auxiliary requirements of substations through solar plant (commissioned at Sami, Morena & Rajnandgaon SS in FY21) reducing 2613 ton of CO2

Close monitoring of energy consumption by installing energy meters on individual feeders & achieved energy consumption objective (~ 1% saving from baseline)

- Drive initiated for converting conventional fuel vehicles to CNG
- Awareness session for entire O&M staff (200+ employee) to reduce energy wastage
- Adoption of micro-grid at one of our 765Kv sub-station & will be deployed by Nov’21

Note: Additional 1 MWp solar installation in M’garh considered in FY 2021-22, (work in progress); Solar installation capacity in upcoming stations will be further added in FY 21-22
Case study - Financial benefit realized (2/2)

Total portfolio = 2.362 MWp
- Mahendragarh: 1.00 MWp
- Akola: 0.35 MWp
- Koradi: 0.35 MWp
- Sami: 0.16 MWp
- Morena: 0.234 MWp
- Rajnandgaon: 0.268 MWp

Solar implementation done at Morena, Sami & R’gaon SS in FY20-21

A) Without Solar plant: Units billed W/o Solar plant = 11.97MWh
   Charges to be paid = 77.23 Lacs

B) With Solar plant: Units generated by Solar = 10.20MWh
   Actual units billed = 1.76MWh
   Charges to be paid = 11.48 Lacs

C) Net Saving (A-B) = (77.23-11.48) = 65.76 Lacs

<table>
<thead>
<tr>
<th>Invested Amount in FY 20-21</th>
<th>Savings in FY 20-21</th>
<th>Forecasted saving in asset life cycle (~ 25 yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs. 2.94 Cr</td>
<td>Rs. 0.66 Cr</td>
<td>Rs. 16.44 Cr</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Invested Amount in past</th>
<th>Savings in FY 20-21</th>
<th>Forecasted saving in asset life cycle (~ 25 yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs. 7.10 Cr</td>
<td>Rs. 2.52 Cr</td>
<td>Rs. 62.93 Cr</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Investment till date</th>
<th>Savings in FY 20-21</th>
<th>Forecasted saving in asset life cycle (~ 25 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs. 10.04 Cr</td>
<td>Rs. 3.18 Cr</td>
<td>Rs. 79.37 Cr</td>
</tr>
</tbody>
</table>
Centralized and Evolving O&M Philosophy

- Centralised O&M for efficient O&M of assets
- Shift from Time-based Maintenance (TBM) to Reliability Centered Maintenance (RCM)

Portfolio of efficient operating assets

- Leading O&M platform in India with a long track record and experience team
- Industry leading system availability and lowest O&M cost per ckm

Sustainability at the core

- O&M practices guided by pillars of Reliability, Longevity, Sustainability and Safety
- Adoption of ABEM, IMS and Cluster Based Maintenance & Inventory Management

Technological Edge

- Harnessing cutting-edge technologies for superior O&M
- Leading continuous innovation in industry both indigenously and through collaboration

Source: ABEM – Adani Business Excellence Model; IMS – Integrated Management System
Thank you
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