# Table of Content

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Industry Overview</td>
</tr>
<tr>
<td>2</td>
<td>AAHL : India's Largest Airport Platform</td>
</tr>
<tr>
<td>3</td>
<td>Aero Business</td>
</tr>
<tr>
<td>4</td>
<td>Non-Aero Business</td>
</tr>
<tr>
<td>5</td>
<td>CSD Business</td>
</tr>
<tr>
<td>6</td>
<td>Key changes in airports post acquisition</td>
</tr>
<tr>
<td>7</td>
<td>Futuristic Airport Network</td>
</tr>
<tr>
<td>8</td>
<td>Annexures</td>
</tr>
</tbody>
</table>
Industry Overview
Indian Aviation Industry: Growth Indicators

Aviation Growth in India

- India one of the least penetrated market in the world.
- Indian Aviation grown by 11% CAGR in last decade (Fastest)
- Expected to grow by 6% CAGR over FY 2018 to FY 2040 (2nd Highest after Vietnam)
- Airline orderbook of 1000 aircrafts over next 5 years

Government Focus on Aviation

- Rationalization of Airspace post successfully launching of GAGAN.
- UDAN Scheme driving traffic at Underserved locations.
- 100% FDI for green field projects.
- Open Service ASAs & privatization of Air India.

Privatization of Airports

- Recently in FY 2019, Govt. of India privatized 6 airports (All won by Adani Airports)
- Total ~ 25 Airports earmarked to be privatized over the course of next 5 years
- Govt. of India announced to sale residual stake in the JV Airports

Untapped Non-Aero Potential

- Developed airports account for ~55%-60% revenue from non-aero business.
- India AAI owned airports have ~15% revenue from Non-Aero Business while private airports have ~40% revenue from Non-Aero Business.
- Currently there is no airport in India as destination magnet (Singapore Changi)

Source: As per CAPA India Research and Analysis, Airport Council International, India IBEF, ASA: Air Service Agreement
AAHL: India’s Largest Airport Platform
AAHL : India's Largest Airport Platform

Diversified Portfolio of Scale

- Ahmedabad: 11.4 Mn
- Ahmedabad + Navi Mumbai: 45.9 Mn
- Mangaluru: 1.9 Mn
- Trivandrum: 3.9 Mn
- Jaipur: 5.0 Mn
- Lucknow: 5.4 Mn
- Guwahati: 5.4 Mn

Airports Spread in States contributing to ~45% of India's GDP

As per Airport Authority of India, Circle size is representative of passenger traffic in million passengers for FY20, Navi Mumbai Airport is not yet operational.

Total 8 Airports under fold, 7 Airports are Brownfield and Navi Mumbai is Greenfield.

AEL: Adani Enterprises Limited; AAHL: Adani Airport Holdings Limited; LOA: Letter of Award; CA: Concession Agreement
### Private Airport Operators: Global

<table>
<thead>
<tr>
<th>Airport Operator</th>
<th>No. of Airports</th>
<th>Pax¹</th>
<th>Traffic Split</th>
<th>Geographic Presence</th>
<th>Asset Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vinci Airports</td>
<td>49</td>
<td>255.0</td>
<td>Europe, Asia, America</td>
<td>49 airports in 12 countries</td>
<td></td>
</tr>
<tr>
<td>Grupo Aeroportuario del Pacifico</td>
<td>14</td>
<td>48.7</td>
<td>Latin America</td>
<td>14 airports in Latin America</td>
<td></td>
</tr>
<tr>
<td>Adani</td>
<td>7</td>
<td>80</td>
<td>Asia</td>
<td>8 airports in 1 country</td>
<td></td>
</tr>
<tr>
<td>AVIALLIANCE</td>
<td>5</td>
<td>94.0</td>
<td>Europe &amp; Latin America</td>
<td>5 airports in 4 countries</td>
<td></td>
</tr>
<tr>
<td>Atlantia</td>
<td>5</td>
<td>63.9</td>
<td>Europe</td>
<td>5 airports in 2 countries</td>
<td></td>
</tr>
<tr>
<td>GMR</td>
<td>3</td>
<td>102.6</td>
<td>Asia &amp; Europe</td>
<td>9 airports in 4 countries</td>
<td></td>
</tr>
<tr>
<td>Ferrovial airports</td>
<td>4</td>
<td>94.5</td>
<td>Europe</td>
<td>4 airports in United Kingdom</td>
<td></td>
</tr>
</tbody>
</table>

¹: FY 2019 Passengers
²: Includes only operational airports
Key Business Drivers

**Consumers**
- **Passenger**
  - Airlines
  - OMCs
  - Cargo
  - Ground Handling
- **Non-Passenger**
  - Meters & Greeters
  - Airport Staff
  - Aviation Community
- **City Dwellers**
  - City Population
  - Enterprise Consumers
  - Tourists

**Categories**
- **Aero Business**
- **Non-Aero Business**
- **CSD Business**

**Footfall**
- 80 Million
- 120 Million
- 200 Million

Consumer at the core of each of airport business vertical driven by consumer centricity & experience

---

1. Currently only Pax and Non-Pax are considered in CSD, however CSD Business has huge and multifold potential in terms of service offering to the larger city audience.
Revenue Structure at Airport

There are two types of revenues in Airport Business:

1. **Regulated Revenue (Aero Revenue)**
   - Revenue in relation to Aero Services at Airport
     - Landing/ Parking of Aircrafts
     - User Development Fees
     - Fuel Farm
     - Cargo & Ground handling

2. **Non-Aero Revenue**
   - Revenue in relation to Non-Aero Services provided at Airport.
     - F&B, Lounge
     - Retail
     - Duty Free/Paid
     - Car Parking
     - Advertisement
     - Cargo handling

3. **CSD Revenue**
   - Revenue in relation to Commercial Development offered at City Side Area.
     - Hotel and Conventions
     - Retail Consoles
     - Theme Parks
     - Fine Dine Restaurants
     - Hospitals

### Revenue Through Tariff Charges
- EBITDA Protected (based on fixed rate of return (14-15%) on capital invested in the aeronautical assets)

### Revenue Through Tapping Spending Power of Consumers
- EBITDA Protected through MMG from Concessionaires
- EBITDA Protected through delinkage with passenger footfalls

---

1: For Mumbai, Cargo handling is considered as Non-Aero while for other Seven Airports it is Aero.
Airport Business Snapshot

- **World Class Airport Construction**
  - Construction of New Age Megastructures

- **Tech Enabled Airports**
  - Digitization of Activities

- **Aero Business**
  - WACC based returns

- **Non-Aero Business**
  - Consumer Excellence

- **City Side Development**
  - Creation of Destination Magnets

- **Infra Play**
  - Inhouse PMO & Operations

- **Consumer Play**
  - Startup Mindset

- **Startup Ecosystem**
  - Utility Business
  - F&B, Retail, Lounge, Advertisement etc.
  - Building & Operating Hotels & Conventions, Theme parks, Shopping Malls etc. for City Dwellers
Aero Business Strategy
AAHL Aero Strategy

**Capacity Creation**
- Airport Capacity to be doubled in next 5 years in 6 Airports.
  - Smart Planning of airside & terminals
  - Efficient & Sustainable Design
  - Leverage Group's Execution Excellence

**Asset Utilization & Route Development**
- Tech enabled operations along with new route development
  - Premiumization of Route Mix
  - Leveraging Platform Network strength
  - Tech enabled operations
  - Stakeholder Management

**Consumer Experience**
- Transparency & Trust in the Consumers
  - Sharp focus on ensuring highest operating metrics
  - Creating transparency for customers
  - Tech enabled maintenance to ensure maximum uptime

**Long Term Economic Alignment with all stakeholders**

**Ensuring regulatory return on the assets created**

**Generating brand value by efficient planning & operations**

**Driving higher non-aero growth by sweating of assets**
## Cargo, Ground Handling & Fuel Farm

**Traditional Way**

<table>
<thead>
<tr>
<th>Air Cargo</th>
<th>Fuel Farm</th>
<th>Ground Handling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment based fixed return &amp; no direct business participation</td>
<td>Assets owned by OMCs leading to inefficient space utilization and lack of transparency</td>
<td>Investment based fixed return &amp; no direct business participation by Airport Operator</td>
</tr>
</tbody>
</table>

**Our Strategy to transform business**

- **Air Cargo**
  - Creation of Integrated Cargo Terminals with multi model connectivity
  - Use of cutting age technologies for cargo handling
  - E-commerce enabled trade with strong supply chain integration
  - Air freight stations

- **Fuel Farm**
  - Purchase of existing assets of OMCs
  - Creation of common infrastructure for fuel farm facilities
  - Implementation of Hydrant Refuel System
  - Inhouse In-to-plane(ITP) Operations.

- **Ground Handling**
  - To start managing ground handling at all airports by 2026. (Key Focus Area: International handling)
  - Long term strategy: In house ground handling business (within and outside India)
Case Study: Ahmedabad: Asset Hardening and De-risking of Return

Next 5 Years

**Capital Expenditure**

<table>
<thead>
<tr>
<th>INR Cr</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,100</td>
<td>2,472</td>
<td>1,480</td>
<td>1,522</td>
<td>2,423</td>
</tr>
</tbody>
</table>

**Unlocking Capacity**

<table>
<thead>
<tr>
<th>Mn</th>
<th>9</th>
<th>28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Capacity</td>
<td>Augment Capacity</td>
<td></td>
</tr>
</tbody>
</table>

**Additional Assured Return**

A. **Return on Investment:** (Average 14%)

B. **Return of Assets:** (i.e., Depreciation)

**Route Development**

**Higher Passenger Footfall**

**Additional Upside due to Non-Aero and CSD**
Non-Aero Business Strategy
### Key Cohorts to take forward at overall level...

<table>
<thead>
<tr>
<th>Herds</th>
<th>ALPHA</th>
<th>Vulnerable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leisure Group</strong>&lt;br&gt; (egg them on to spend)&lt;br&gt; - Family gatherings&lt;br&gt; - Holiday vacation&lt;br&gt; - Travelling in Groups</td>
<td><strong>Solo Male WT</strong>&lt;br&gt; (fulfill need for quiet time/drink/meal)&lt;br&gt; - Work Trip&lt;br&gt; - Males&lt;br&gt; - Travelling Alone</td>
<td><strong>Education</strong>&lt;br&gt; (make them feel safe and secure)&lt;br&gt; - Students</td>
</tr>
<tr>
<td><strong>WT Group</strong>&lt;br&gt; - Work trip&lt;br&gt; - Travelling in groups</td>
<td><strong>Leisure Solo</strong>&lt;br&gt; - Leisure&lt;br&gt; - Travelling Alone</td>
<td><strong>Solo Female WT</strong>&lt;br&gt; - Work Trip&lt;br&gt; - Females&lt;br&gt; - Travelling Alone</td>
</tr>
</tbody>
</table>
Core Target

Leisure Group

Solo Male Work Traveler

Solo Male Leisure Traveler

Focus Cohorts

F&B | Chocolates | Local Delicacies | Eyewear | Cosmetics | Perfumes | Magazines/Books | Apparel | Liquor

Alleviate High Price Perception (Deals of the Day Electronic Board)

Develop Marketing Calendar With Preferred Partners

Value Added Services

Brand Presence

Niche Market
Mapping the entire passenger journey through the Adani App

Our Philosophy

- Automated Car Parking
  - Value Added Services
- Passenger
  - Non-Passenger
- International Brands
  - Varied Category Mix
- International Brands
  - Varied Category Mix
- Delivery at boarding gates

Existing Philosophy

- Manual Car Parking
  - High TAT
- Passenger
- Local Brands
  - Limited Options
  - Low Penetration
- Local Brands
  - Limited Options
  - Low Penetration
- High Pax Waiting
Unlocking Potential of Non-Aero Business

Targeting 5 times growth over next 5 years

- Base case 2022-23: 1.5X – 2X
- Organic Growth: 1.5X – 2X
- New Area Monetization: 0.5X – 0.75X
- Digital Channel: 0.5X – 0.75X
- Internalization of High Margin Businesses: 0.5X – 0.75X
- Marketing Initiatives: 1.0X – 2.0X
- Non-Pax Consumers: 1.0X – 2.0X
- Brand & Category Mix: 1.0X – 2.0X

Non-Aero Growth Levers
### Case Study: Driving Higher ATV through Premium Brands

#### Transformation of Brand Mix – Driving higher ATV

<table>
<thead>
<tr>
<th>Category</th>
<th>ATV</th>
<th>Premium Apparel</th>
<th>4,000 INR</th>
<th>Brand ATV</th>
<th>12,000 INR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakery</td>
<td>500</td>
<td>Bakery</td>
<td>500 INR</td>
<td>Bakery</td>
<td>750 INR</td>
</tr>
<tr>
<td>Sweets</td>
<td>900</td>
<td>Sweets</td>
<td>900 INR</td>
<td>Sweets</td>
<td>1,500 INR</td>
</tr>
<tr>
<td>Foot-wear</td>
<td>5,000</td>
<td>Foot-wear</td>
<td>5,000 INR</td>
<td>Foot-wear</td>
<td>8,500 INR</td>
</tr>
<tr>
<td>Luggage</td>
<td>6,500</td>
<td>Luggage</td>
<td>6,500 INR</td>
<td>Luggage</td>
<td>11,000 INR</td>
</tr>
<tr>
<td>Perfumes</td>
<td>10,000</td>
<td>Perfumes</td>
<td>10,000 INR</td>
<td>Perfumes</td>
<td>16,000 INR</td>
</tr>
</tbody>
</table>
Case Study – Area Optimization

Existing philosophy

Outlet  Storage

Adani philosophy

Low RPSM Area

High RPSM Area

SCM

Monetized all 3 elements
City Side Development
CSD Creation Across Airport Platform

India's largest & most advanced VR Parks
High Street
Super Buildings
Legoland
VR Parks
Experience Studio
Themed Restaurant
Iconic World Trade Center
High Street
Golf Range
Hospitality driven by Top Hotel Brands
Rain Forest Cafe
<table>
<thead>
<tr>
<th>Hospital</th>
<th>Retail Consolidated</th>
<th>Office</th>
<th>Family Entertainment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5 Star</strong></td>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Hotels</td>
<td>7 Retail Locations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,700 keys</td>
<td>2.6 mn sq ft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4 Star</strong></td>
<td>F &amp; B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Hotels</td>
<td>9 F&amp;B Zones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,350 keys</td>
<td>1.1 mn sq ft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3 Star</strong></td>
<td>Multiplex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Hotels</td>
<td>66 Screens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,500 keys</td>
<td>0.5 mn sq ft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.8 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 Hotels, 5,550 Keys (5.1 mn sq ft)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retail</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Office</strong></td>
<td>Flexi Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avg. Rent INR 180 sq ft per month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Office</strong></td>
<td>Grade A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avg. Rent INR 254 sq ft per month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Office</strong></td>
<td>Premium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.5 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avg. Rent INR 336 sq ft per month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Office</strong></td>
<td>10 Offices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.4 mn Sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Family Entertainment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Aquarium</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Locations, 0.5 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lego Land</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Locations, 0.2 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>VR Park</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Locations, 0.29 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rainforest Cafe</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Locations, 0.1 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Madam Tussauds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Locations 0.06 mn sq ft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>In addition to the above, development of 6 Hospitals is planned with capacity of 2,200 beds and development area of 2.4 mn sq ft</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# City Side Development & Operation Model

## Design brief
- AAHL

## Partnership with Business Operator
- e.g. TAJ

## Conceptualization & final design
- Architect or Specialized firm
- BENÖY

## Development
- AAHL

### Segments
- **Hotel**
- **Banquet/Convention Centre**
- **Retail & F&B**
- **Family Entertainment (Aquarium, etc.)**
- **Multiplex**
- **Office**

### Operations By
- **Hotel Brand Operator**
- **Brand operator & external agency (for lead generation)**
- **Tenant & AAHL**
- **Initially brand / IP owner, AAHL to takeover post stabilisation**
- **Tenant & AAHL**
- **Tenant & AAHL**

### Revenue Mechanism

#### Revenue for AAHL
- **Hotel Revenues**
- **Lease rent and F&B income**
- **Rental Income & Revenue share**
- **Ticket and F&B revenues**
- **Rental Income**
- **Rental Income**

#### Revenue for Operator
- **Management / Marketing fees hotel brand operator**
- **Management fees to operator, marketing fees to external agency**
- **Utilisation of space rented**
- **Management fees**
- **Utilisation of space rented**
- **Utilisation of space rented**
Key Changes in the Airports post Acquisition
### Key Changes in the Airports post Acquisition (1/2)

#### Dark Space Identification
- 16,000 sqm additional area identified

#### Key New Brands Added
- Armani Exchange, Steve Madden, Da Milano, Ada chikan, Hidesign, Forest Essentials, Gourmet Baklava, Scentido

#### New Stores Opened
- 124 New Stores

#### Duty Free Business
- Duty Free Business across the airports transferred to MTRPL (JV with Flamingo)
- Duty Free shops opened/expanded in Area Lucknow, Trivandrum, Jaipur and Mumbai. (From July 2022 onwards)

#### F&B and Lounge
- For F&B and Lounge Business JV structure is under advanced stage of negotiation.
- New Brands and Shops opened across the genre
- Study on the need-based analysis and consumer centricity.

#### Consumer Excellence
- CSAT and NPS scores evaluation
- Implement findings from consumer survey (at the same time increase the consumer base)
- Create unique experience and wow moment

#### Process Improvement
- Car Park automation
- Commercial Manual and training module
- 100% EPOS implementation
- Implementation of RLCC across the airports
- Contracts re-negotiation

---

MTRPL: Mumbai Travel Retail Private Limited, F&B: Food and Beverages, CSAT: Consumer Satisfaction, NPS: Net Promoter Score, RLCC: Revenue Leakage Control Center
Key Changes in the Airports post Acquisition (2/2)

Operational Excellence

- Deployment of Remote Location Control Center (RLCC) for concessionaire management
- Aesthetic Improvement of terminal buildings and curbside.
- Introduction of "May I Help You" desk at each of the airport.
- Integration of AOCC of each airport for data analytics and efficient operation management

Construction Excellence

- Master Planning for each of the 6 Airports completed
- Runway recarpeting at Ahmedabad Airport for 3.5 km long runway completed in just 75 days
- New dedicated General Aviation Terminal started at Ahmedabad Airport
- Navi Mumbai Airport: Pre-development work completed & civil work started.
- Purchase of existing fuel farm assets of OMCs to start Open Access Fuel Farm at Airport. (Lucknow & Ahmedabad)

Other Changes

- Automated Car Parking systems
- Collaboration with OLA/UBER for better consumer experience
- Dedicated Wheelchair Assistance Counter
- Implementation of PRANAAM Service for consumer delight
- Mumbai Airport switched to 100% green energy
Futuristic Airport Network
Adani Airports: Futuristic Airport Network

**Digital Way of Operations**
- AOCC, New Technologies (IoTs, Sensors, big data)
- Smart Building Solutions and Asset Management
- Enhancement of overall efficiency and security through video analytics and AI based security systems

**Commercial, Support Function & Sustainable Activities**
- Consolidation of strategic and commercial negotiation power
- Coordinated approach to policy advocacy and regulatory changes
- Reduced costs through shared service model
- ESG Initiatives at platform level

**Expanding Network of Airports**
- Prioritize domestic airports in the NMP pipeline (25 New Airports)
- Explore expansion in international geographies through Progressive and Financial Entry

**Concessionaire Manager**
- Monetize expertise built through non aero business operations (Duty Free/paid, F&B and Lounge JVs)

---

**Futuristic Airport Network**
Case Study: Airport Network Ecosystem: Delivering Smiles

Passenger travelling from Ahmedabad to Mumbai

Adani Lounge - Ahmedabad

Wanted to buy famous “Rawat Kachori” of Jaipur (Network Airport of AAHL)

Adani One App

Go to Adani One App >> F&B Section >> Order Rawat Kachori

Hand over of order with smile

Arrivals: Exit Gate

Fly to Mumbai
Case Study: Airport Network Ecosystem: Negotiation and Supply Chain

Diversified Portfolio of Scale

Negotiation with New Brands

Benefits of Single Airport vs Network of 8 Airport

1. Negotiation on Revenue Share
   - Higher Revenue Share due to exposure to larger audience (200 Mn Pax and Non-Pax in FY 2019)

2. Supply Chain Benefits
   - Multi Model Supply Network benefits including warehousing needs

3. Additional Upside due to Adani One App
   - Additional Revenue Upside due to listing on Adani One App
Overview of ESG Commitments and Targets

**Environment**
- Achieve carbon neutrality in FY 24
- 100% transition to green electricity in FY 24
- Achieve ACI Airport Carbon Accreditation Level 4+ status in FY 24
- Achieve Net-Zero status in FY 29

**Social**
- 100% coverage of employees in ESG-specific training program
- Maintain zero fatalities across all the business operations
- Ensure zero harassment and abuse cases at workplace
- Increase diversity and inclusion at workplace

**Governance**
- 100% compliance with regulatory requirements
- Zero corruption and unethical business practices in business operations
- Create brand eminence via ESG performance disclosures
- Achieve leadership ranks in key ESG rating platforms (via YOY regular performance improvement)
Adani Airports: Compelling Investment Opportunity

1. Indian Aviation Market
   - Fastest growing aviation market globally - (poised to become 3rd largest in the world)
   - Under served market in terms of per capita seat hence significant upside
   - Supportive Regulatory Environment with Matured regulatory framework with assured returns
   - Growth backed by favorable consumer spending

2. Infrastructure Leadership
   - Adani Group is India's largest infrastructure and real asset platform, with a hold to maturity mindset
   - Track record of multiple platforms, ex – APSEZ developed from single port operator to transport utility
   - Strong management team with rich experience in infrastructure & airport domain with global alliances

3. Integrated Airport Platform
   - All city center airports (7 operational and 1 under construction)
   - Serving 22% domestic traffic & 28% international traffic
   - Three gateway airports to support the balance portfolio and deliver "network" effect
   - Multi-pronged approach to create value and extract full potential

4. Transformative Consumer Offerings
   - AAHL Airport network serving over 200mn consumers, tapping both passengers and non passengers – Audience of One
   - Digital strategy focused on delivering seamless experience
   - Developing India's first passenger / air air-cargo utility

Exploding Consumer Market
Long term inter-generational horizon
Integrated Airport Asset Network
Transforming Consumer Experience
Thank You
### Determination of Regulated Revenue

**Regulatory Set Up**

- **ICAO**
- **GoI**
- **MoCA**
- **DGCA**
- **AAI**
- **BCAS**
- **AERA**

**Well-Defined Model**

Regulatory environment has evolved to become more mature and efficient.

**Matured and well-defined**

Tariff setting process, stakeholders are consulted throughout to ensure buy-in.

**New concessions**

Address issues faced in earlier concessions.

Typical **control period** is for 5 years.

### Adani Airports operate in an evolved regulatory framework, under which AERA has setup tariffs for all major airports

<table>
<thead>
<tr>
<th><strong>Return on a Regulated Asset Base - RAB (RAB X WACC)</strong></th>
<th>**Depreciation on <strong>Aero RAB</strong></th>
<th><strong>Operating Costs</strong></th>
<th><strong>Aero Tax</strong></th>
<th><strong>Hybrid Till</strong></th>
<th><strong>Total Aero ARR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RAB x WACC</strong></td>
<td><strong>Depreciation on Aero RAB</strong></td>
<td><strong>Operating Costs</strong></td>
<td><strong>Corporate Taxes pertaining to aero services</strong></td>
<td><strong>Cross subsidization of 30% of non-aero revenues</strong></td>
<td><strong>5 years Control Period + True-up provisions</strong></td>
</tr>
<tr>
<td><strong>Aero-Asset Base x Weighted Average Cost of Capital</strong></td>
<td><strong>Depreciated based on rates prescribed by AERA</strong></td>
<td><strong>O&amp;M costs related to Aero activities are pass through</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **FIA**: Federation of Indian Airlines, **IATA**: International Air Transport Association, **MoCA**: Ministry of Civil Aviation, **DGCA**: Directorate General of Civil Aviation, **AAI**: Airports Authority of India, **FICCI**: Federation of Indian Chambers of Commerce & Industry, **AERA**: Airports Economic Regulatory Authority, **ARR**: Aggregate Revenue Requirement **MYT**: Multi Year Tariff, **FICCI**: Federation of Indian Chambers Of Commerce & Industry

1. For Mumbai Airport, Cargo and Ground handling revenue is part of non-aero revenue as per concession agreement.
MYT Framework for True-up and Tariff Setting over the control period

ARR
Determined for a block of 5 years (Control Period)

<table>
<thead>
<tr>
<th>Airlines</th>
<th>Landing, Parking, Aerobridge charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers</td>
<td>User Development Fees (UDF)</td>
</tr>
<tr>
<td>Services</td>
<td>Cargo, Fuel Farm and Ground Handling</td>
</tr>
</tbody>
</table>

Regulatory True Up
Under/Over collection of revenue against ARR is trued up/down in the next Control Period

Determination of Tariff for Control Period - Key Steps

1. **Petition Submission**
   - Airport operator submits multi-year tariff proposal to AERA for the next control period. Petition also includes petition for true-up of the previous control period

2. **Consultation paper from AERA**
   - AERA issues consultation paper post review of the petition. Consultation paper includes the draft tariff order incorporating AERA's view and invites feedback from other stakeholders such as airlines, airlines bodies (FIA, IATA), industry bodies (FICCI), consumers, state government stakeholders, central government stakeholders, AAI, MoCA, DGCA.

3. **Consultation process**
   - Airport operator to respond to comments from stakeholders

4. **Final Tariff Order**
   - Tariff order published for the control period

---


1. For Mumbai Airport, Cargo and Ground handling revenue is part of non-aero revenue as per concession agreement.