



TERMINAL 3 टर्मिनल 3

VACUATION ASSEMBLY AREA 3

C

International Departures International Departures



# Investor Presentation Business Overview October 2019

## **DISCLAIMER**

All statements, graphics, data, tables, charts, logos, names, figures and all other information (“Contents”) contained in this document (“Material”) is prepared by GMR Infrastructure Limited (“Company”) solely for the purpose of this Material and not otherwise. This Material is prepared as on the date mentioned herein which is solely intended for reporting the developments of the Company to the investors of equity shares in the Company as on such date, the Contents of which are subject to change without any prior notice. The Material is based upon information that we consider reliable, but we do not represent that it is accurate or complete.

Neither the Company, its subsidiaries and associate companies (“GMR Group”), nor any director, member, manager, officer, advisor, auditor and other persons (“Representatives”) of the Company or the GMR Group provide any representation or warranties as to the correctness, accuracy or completeness of the Contents and this Material. It is not the intention of the Company to provide a complete or comprehensive analysis or prospects of the financial or other information within the Contents and no reliance should be placed on the fairness on the same as this Material has not been independently verified by any person.

**NONE OF THE COMPANY, THE GMR GROUP AND THE REPRESENTATIVES OF THE COMPANY AND THE GMR GROUP ACCEPT ANY LIABILITY WHATSOEVER FROM ANY LOSS OR DAMAGE HOWSOEVER ARISING FROM ANY CONTENTS OR OTHERWISE ARISING OUT OF OR IN CONNECTION WITH THIS MATERIAL.**

This Material is published and available on the Company’s website [www.gmrgroup.in](http://www.gmrgroup.in) which is subject to the laws of India, and is solely for information purposes only and should not be reproduced, retransmitted, republished, quoted or distributed to any other person whether in whole or in part or for any other purpose or otherwise.

Any reproduction, retransmission, republishing or distribution of this Material or the Contents thereof in certain jurisdictions may be restricted by law and persons who come into possession of this Material should observe such laws and restrictions if any.

This Material and any discussions which follows may contain ‘forward looking statements’ relating to the Company and the GMR Group and may include

statements relating to future results of operation, financial condition, business prospects, plans and objectives, are based on the current beliefs, assumptions, expectations, estimates, and projections of the directors and management of the Company about the business, industry and markets in which the Company and the GMR Group operates and such statements are not guarantees of future performance, and are subject to known and unknown risks, uncertainties, and other factors, some of which are beyond the Company’s or the GMR Group’s control and difficult to predict, that could cause actual results, performance or achievements to differ materially from those in the forward looking statements. Such statements are not, and should not be construed, as a representation as to future performance or achievements of the Company or the GMR Group. In particular, such statements should not be regarded as a projection of future performance of the Company or the GMR Group. It should be noted that the actual performance or achievements of the Company and the GMR Group may vary significantly from such statements. All forward-looking statements are not predictions and may be subject to change without notice.

This Material is not and does not constitute any offer or invitation or recommendation or advise to purchase, acquire or subscribe to shares and other securities of the Company or the GMR Group and not part of this Material shall neither form the basis of or part of any contract, commitment or investment decision nor shall be relied upon as a basis for entering into any contract, commitment or investment decision in relation thereto. Prospective investors in the Company or the GMR Group should make its own investment decisions and seek professional advice including from legal, tax or investment advisors before making an investment decision in shares or other securities of the Company or the GMR Group. Remember, investments are subject to risks including the risk of loss of the initial principal amount invested; past performance is not indicative of future results.

**REGULATORY AUTHORITIES IN THE UNITED STATES OF AMERICA, INDIA, OR OTHER JURISDICTIONS, INCLUDING THE SECURITIES AND EXCHANGE COMMISSION AND THE SECURITIES AND EXCHANGE BOARD OF INDIA (“SEBI”), HAVE NEITHER APPROVED OR DISAPPROVED THIS MATERIAL OR DETERMINED IF THIS MATERIAL IS TRUTHFUL OR COMPLETE. ANY REPRESENTATION TO THE CONTRARY MAY CONSTITUTE A CRIMINAL OFFENSE.**

<b>Particulars</b>	<b>Pg. No.</b>
<b>Institutional Framework</b>	<b>3 – 7</b>
<b>Business Overview</b>	<b>8 – 11</b>
<b>Airport Sector</b>	<b>12 – 19</b>
<b>Energy Sector</b>	<b>20 – 25</b>
<b>Urban Infrastructure &amp; Transportation</b>	<b>26 – 29</b>
<b>Summing Up</b>	<b>30 – 32</b>
<b>Strategic Initiatives And Way Forward</b>	<b>33 – 36</b>



## Institutional Framework

## GROUP DIRECTORS ON GIL BOARD



**GM Rao**  
*Group Chairman*

- Founder Chairman of the Group
- Since 1978, he has successfully led the Group creating infrastructure assets of national importance



**Srinivas Bommidala**  
*Chairman, Energy and International Airports*



**GBS Raju**  
*Chairman, Airports*



**G Kiran Kumar**  
*Corporate Chairman & MD*



**B V N Rao**  
*Chairman, Transportation and Urban Infra*



**Madhva Bhimacharya Terdal**  
*Whole Time Director*

## INDEPENDENT DIRECTORS ON GIL BOARD

### NC Sarabeswaran

- Ex- nominee director of RBI on Vysya Bank Board

### R S S L N Bhaskarudu

- Ex- MD of Maruti Udyog Limited

### S Sandilya

- Chairman - Eicher Motors
- Board Member - Mastek

### S Rajagopal

- Ex-Chairman & MD of Bank of India, Indian Bank

### C. R. Muralidharan

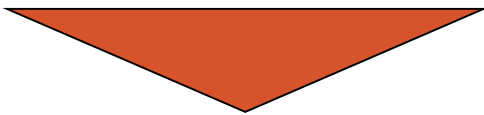
- Ex-CGM of RBI and an Ex-member of IRDA

### Kameswari Vissa

- CA with 24 yrs of experience
- Board Member: L&T valves, Madura microfin.

**Group has rotated its Business Chairmen across verticals as a healthy governance practice.**

**Group Performance  
Advisory Council**



- Independent panel comprising eminent industry leaders
- Quarterly meetings
- Brings Outside – in view
- Advises on business strategy and future positioning



**Dr Ram Charan**

- Highly acclaimed business advisor, speaker, and author.
- For 35 years, he's worked with companies like GE, BoA, DuPont, 3M, etc.



**M Damodaran**

- Retired IAS, with 30+ experience in financial services and PSUs.
- Served leadership positions- Chairman SEBI, CMD IDBI Bank, Chairman UTI



**O P Bhatt**

- Former MD & Chairman of SBI, Chairman of Indian Bank's Association.
- Independent Director & interim Chairman of TATA Steel



**Pradip P Shah**

- Founder / Co-founding member Indocean, CRISIL and HDFC.
- Advisory roles to USAID, The World Bank and ADP



**Sanjeev Aga**

- Experience of 40+ yrs, Now engages in advisory/board
- Has been CEO/MD at Blow Plast / VIP Industries, Aditya Birla Nuvo, Idea.



**Daljit Mirchandani**

- Former Chairman Ingersoll Rand/ leadership positions with Kirloskar group.
- Serves on the advisory and statutory Board of various Companies



**Dr V Sumantran**

- Executive Vice-Chairman of Hinduja Automotive
- Was chief executive of TATA Motors (Cars);16-year stint with GM in Detroit



**Luis Miranda**

- President & CEO at IDFC alternatives.
- Now works for non-profits & also as advisor to Morgan Stanley Infra.

## GMR Vision



***"GMR Group will be an Institution in perpetuity that will build Entrepreneurial Organizations, making a difference to Society through creation of Value"***

## Our Values and Beliefs



### **HUMILITY**

We value intellectual modesty and dislike false pride and arrogance



### **LEARNING & INNER EXCELLENCE**

We cherish the life long commitment to deepen our self awareness, explore, experiment and improve our potential



### **ENTREPRENEURSHIP**

We seek opportunities – they are everywhere



### **SOCIAL RESPONSIBILITY**

Anticipating and meeting relevant and emerging needs of society



### **RESPECT FOR INDIVIDUAL**

We will treat others with dignity, sensitivity and honor



### **TEAMWORK & RELATIONSHIPS**

Going beyond the individual-encouraging boundary less behavior



### **DELIVER THE PROMISE**

We value a deep sense of responsibility and self-discipline, to meet and surpass on commitments made

## Family Constitution

***Run the family like business and run the business like family***

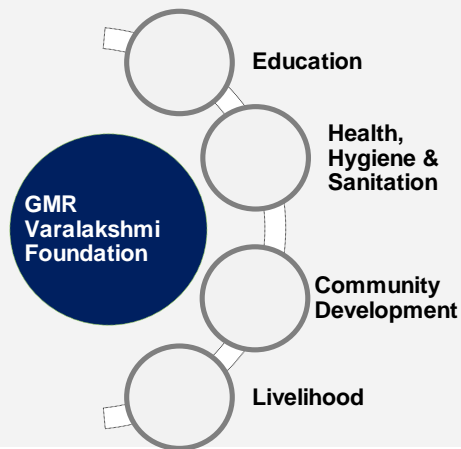
- ✓ A family vision that is in sync with the business vision
- ✓ Defines family governance structure, rights and responsibilities of family members in business and outside of business
- ✓ Codifies agreed ways of decision making within the family

# Committed to “Giving Back To The Community” through GMR Varalakshmi Foundation

**Mission of GMR Varalakshmi Foundation**

**“To make sustainable impact on the human development of under-served communities through initiatives in education, health and livelihoods”**

## Our Four Pronged approach



## Through “Our Projects”

- Working with communities where:
  - Group has business operations- 25 locations in India & 1 in Nepal
  - 350+ school & 35 K students
  - Vocational training to ~44K
- GHIAL recognized as an example of “Reaching out to Bottom of Pyramid” in 2012/13

## Through “Personal Philanthropy”

- Started from Rajam (A.P) in 1991
- Personal Holding in the Group - pledged to foundation by GM Rao
- Family Constitution ensures donation by the family members to the Foundation



**\*National Voluntary Guidelines for Responsible Business published by Ministry of Corporate Affairs**





## Group Overview

# GMR Group : Evolution And Key Milestones

	Growth Phase	Managing Turbulence	Consolidation	Cash Flow Stabilisation
	1996 - 2008	2009 - 11	2012 - 14	> 2015
Group (Capital Raising)	<ul style="list-style-type: none"> <li>IPO - INR 8bn</li> <li>QIP - USD 1bn</li> </ul>	<ul style="list-style-type: none"> <li>QIP - USD 315mn</li> </ul>		<ul style="list-style-type: none"> <li>QIP - INR 14.8bn</li> <li>Rights issue - INR 14.0bn</li> <li>FCCB - INR 20bn from KIA</li> </ul>
Airports	<p><b>New Airport Wins</b></p> <ul style="list-style-type: none"> <li>Delhi Airport</li> <li>Hyderabad Airport (CoD in 2008)</li> </ul>	<p><b>Commencement of Operations</b></p> <ul style="list-style-type: none"> <li>DIAL - Completed Terminal 3 of in record 37 months</li> <li>Istanbul Airport</li> </ul> <p><b>Capital Raising</b></p> <ul style="list-style-type: none"> <li>GMR Airports - USD 330mn from PE Investors</li> </ul>	<p><b>Divestments</b></p> <ul style="list-style-type: none"> <li>Istanbul Airport, Turkey</li> </ul> <p><b>New Airport Wins</b></p> <ul style="list-style-type: none"> <li>Cebu Airport in Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Signed definitive agreement with Tata, GIC, SSG for INR 80 bn investment in GMR Airports Ltd.</li> </ul> <p><b>New Airport Wins</b></p> <ul style="list-style-type: none"> <li>Nagpur Airport in Oct'18</li> <li>Mopa Airport, Goa in Aug'16</li> <li>Crete Airport, Greece in Jun'17</li> <li>Clark Airport, Philippines in Dec'17 (EPC project)</li> <li>Bhogapuram Airport, AP in Feb'19</li> </ul> <p><b>International Bonds</b></p> <ul style="list-style-type: none"> <li>Delhi Airport - USD 1.16 bn</li> <li>Hyderabad Airport - USD 650 mn</li> </ul>
Energy	<p><b>Commencement of Operations</b></p> <ul style="list-style-type: none"> <li>Chennai Power Plant (200MW)</li> </ul> <p><b>Acquisition</b></p> <ul style="list-style-type: none"> <li>50% stake in Intergen Power – USD 1.1bn</li> </ul>	<p><b>Capital Raising</b></p> <ul style="list-style-type: none"> <li>GMR Energy - USD 300mn from PE Investors</li> </ul> <p><b>Acquisition</b></p> <ul style="list-style-type: none"> <li>30% stake in PT GEMS (coal mine in Indonesia) – USD 520mn</li> </ul> <p><b>Divestments</b></p> <ul style="list-style-type: none"> <li>Intergen Power for USD 1.2 bn</li> </ul>	<p><b>Commencement of Operations</b></p> <ul style="list-style-type: none"> <li>Warora (Coal - 600MW)</li> <li>Kamalanga (Coal – 1,050MW)</li> </ul> <p><b>Divestments</b></p> <ul style="list-style-type: none"> <li>Island Power Project, Singapore</li> </ul>	<p><b>Capital Raising/Partnership</b></p> <ul style="list-style-type: none"> <li>Tenaga - 30% stake in GMR Energy for USD 300mn</li> </ul> <p><b>Equity Partnership with Lenders</b></p> <ul style="list-style-type: none"> <li>Rajahmundry (Gas – 768MW)</li> <li>Chhattisgarh (Coal – 1,370MW)</li> </ul> <p><b>Divestments</b></p> <ul style="list-style-type: none"> <li>Divested Chhattisgarh (Coal – 1370MW)</li> <li>2 Transmission assets</li> <li>PT BSL coal mine (Indonesia)</li> <li>Himtal (hydro) project (Nepal)</li> </ul>
Urban Infra & Highways	<p><b>Commencement of Operations</b></p> <ul style="list-style-type: none"> <li>Tuni Anakapalli</li> <li>Tambaram Tindivanam</li> <li>Ambala Chandigarh</li> </ul>	<p><b>Commencement of Operations</b></p> <ul style="list-style-type: none"> <li>Pochampalli</li> <li>Jadcherla Expressways</li> <li>Ulundurpet Expressways</li> </ul>	<p><b>Commencement of Operations</b></p> <ul style="list-style-type: none"> <li>Hyderabad Vijayawada</li> <li>Hungund Hospet</li> <li>Chennai ORR</li> </ul> <p><b>Divestments</b></p> <ul style="list-style-type: none"> <li>2 Highway projects</li> </ul>	<p><b>New Project Wins</b></p> <ul style="list-style-type: none"> <li>EPC project of INR 51bn on eastern DFCC</li> </ul> <p><b>Divestment</b></p> <ul style="list-style-type: none"> <li>1 Highway project</li> </ul>

# GMR Infrastructure: Leading Infrastructure Player In India

## Diversified Presence With Leadership In Airports Segment



### Airports: 4<sup>th</sup> Largest Private Airport Developer in the World – Total capacity of ~325 mn

- ~94 mn passenger capacity operational, ~89 mn under development
- Operational airports: Delhi and Hyderabad in India, Cebu in Philippines
- **New wins: Nagpur and Goa in India, Crete in Greece, Clark (EPC) in Philippines**
- **Airport Land: ~230 acres in Delhi, ~1500 acres in Hyderabad, 232 acres in Goa, ~ 247 acres in Nagpur, 792 acres in Bhogapuram, 10 acres in Greece, 11 acres in Cebu**

### Partners - Airports



### Energy: Diversified Presence Across Value Chain

- Coal Based: ~2,000 MW
- Gas Based: ~1,400 MW
- Hydro Projects: 180 MW under construction & 1,200 MW under development\*
- Solar: 26 MW & Wind: 3.4 MW
- Coal Mines: 1 in Indonesia; Total reserves ~828 mn tons

### Partners - Energy



### Transportation: Highways Business with a Mixed Portfolio of Annuity and Toll Projects

- **Highways – 6 Operational Projects**
  - 4 Annuity Projects : 285 kms & 2 Toll Projects: 216 kms
- **Railways**
  - Construction of 417 Km stretch in Eastern DFCC

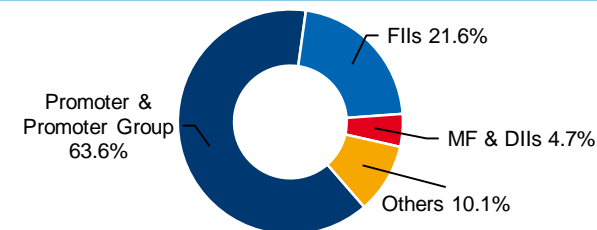


### Urban Infrastructure: Special Investment Regions at Krishnagiri and Kakinada

- **~13,000 Acres Land**
  - ~10,400 acres in Kakinada (AP) & ~2,500 acres in Krishnagiri (TN)

## GMR Infrastructure Ltd

Shareholdings as on 30 September 2019



91.95%\*\*

52%\*

100%\*

100%

GMR Airports Ltd		GMR Energy		Other Energy Assets		GMR Highways Ltd		Special Investment Region	
Operational Projects	Stake	Operational Projects	Stake	Operational Projects	Stake	Annuity Projects	Stake	Projects	Stake
Delhi International Airport	64%	Warora Plant (Coal)	100%	Rajahmundry Plant (Gas)	45%	Tuni Anakapalli	100%	Kakinada SIR	51%
Hyderabad International Airport	63%	Kamalanga Plant (Coal)	87.4%	Wind Projects	100%	Tambaram Tindivanam	100%	Krishnagiri SIR	100%
Mactan-Cebu International Airport, Philippines **	40%	Kakinada Plant (Gas)	100%			Pochanpalli	100%		
		Vemagiri Plant (Gas)	100%			Chennai ORR	90%		
		Solar Power Project	100%						
Under Development Project		Under Construction / Development (Hydro)		Coal Mines (Indonesia)		BOT (toll) Projects			
Goa International Airport (Mopa)	100%	Bajoli Holi Project #	79.1%	PT Golden Energy Mines (PT GEMS)	30%	Ambala Chandigarh	100%		
Crete International Airport, Greece	21.6%	Alaknanda Project	100%			Hyderabad Vijaywada	90%		
Clark International Airport, Philippines (EPC) **	50%	Upper Karnali Project**	73%						

\* Includes both direct & indirect holding; \*\* Post PE Settlement; # DIAL holds 20.9% stake

The background features a series of overlapping triangles in shades of blue, grey, and white, creating a geometric pattern. A prominent blue horizontal bar is positioned across the middle of the page, containing the main title.

## Airport: World's 4<sup>th</sup> Largest Private Airport Developer

## Leading Integrated Airport Platform

Wide range of capabilities and services across the entire airport value chain; with demonstrated replicability and scalability

## Large Market Opportunity in India

Fastest growing aviation market globally with an expected passenger traffic growth of 11.8% CAGR over the next five years

## 4th\* Largest Private Operator Globally

Portfolio of 7 marquee airports– Delhi, Hyderabad, Cebu, Goa, Nagpur, Bhogapuram and Crete; handling ~102 mn<sup>1</sup> passengers globally

## Regulated Aero Business

Highly visible cash flows through defined tariff setting; with a assured regulated return<sup>2</sup>

## High-growth Non-Aero Business

Unique Consumer-facing, retail-focused play on India's demographics and consumer story; catering to 33.1%<sup>3</sup> of international arrivals

## Real Estate Development Opportunity

High quality, multiple contiguous land parcels spanning 2,985<sup>4</sup> acres; located close to the heart of economic activity

Note: \*Private Operator (Govt. holding <50%)

1. Delhi, Hyderabad and Cebu LTM (Apr 2018-Mar 2019) passenger data

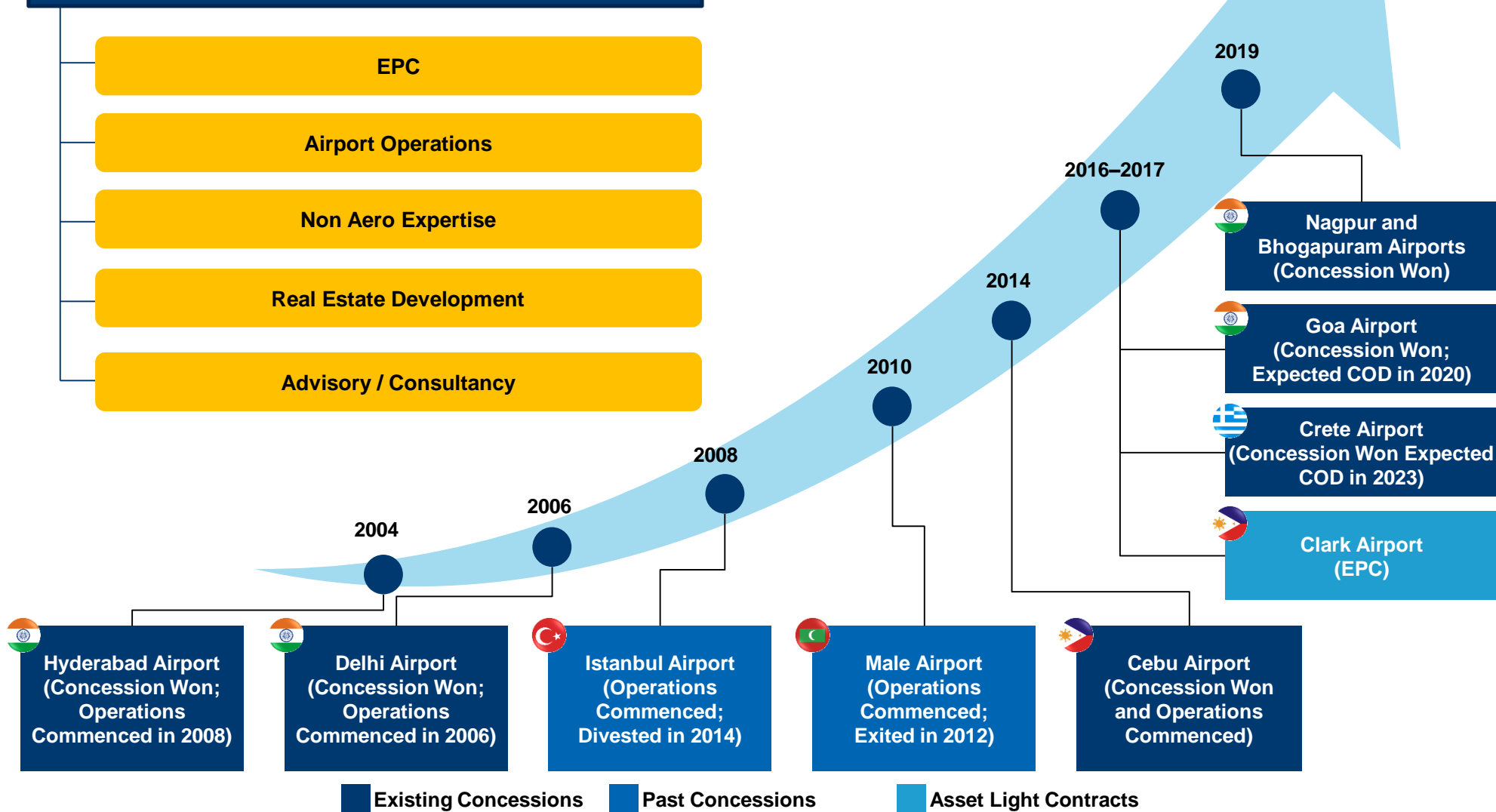
2. Only for India

3. As of 2016 through Government tourism websites

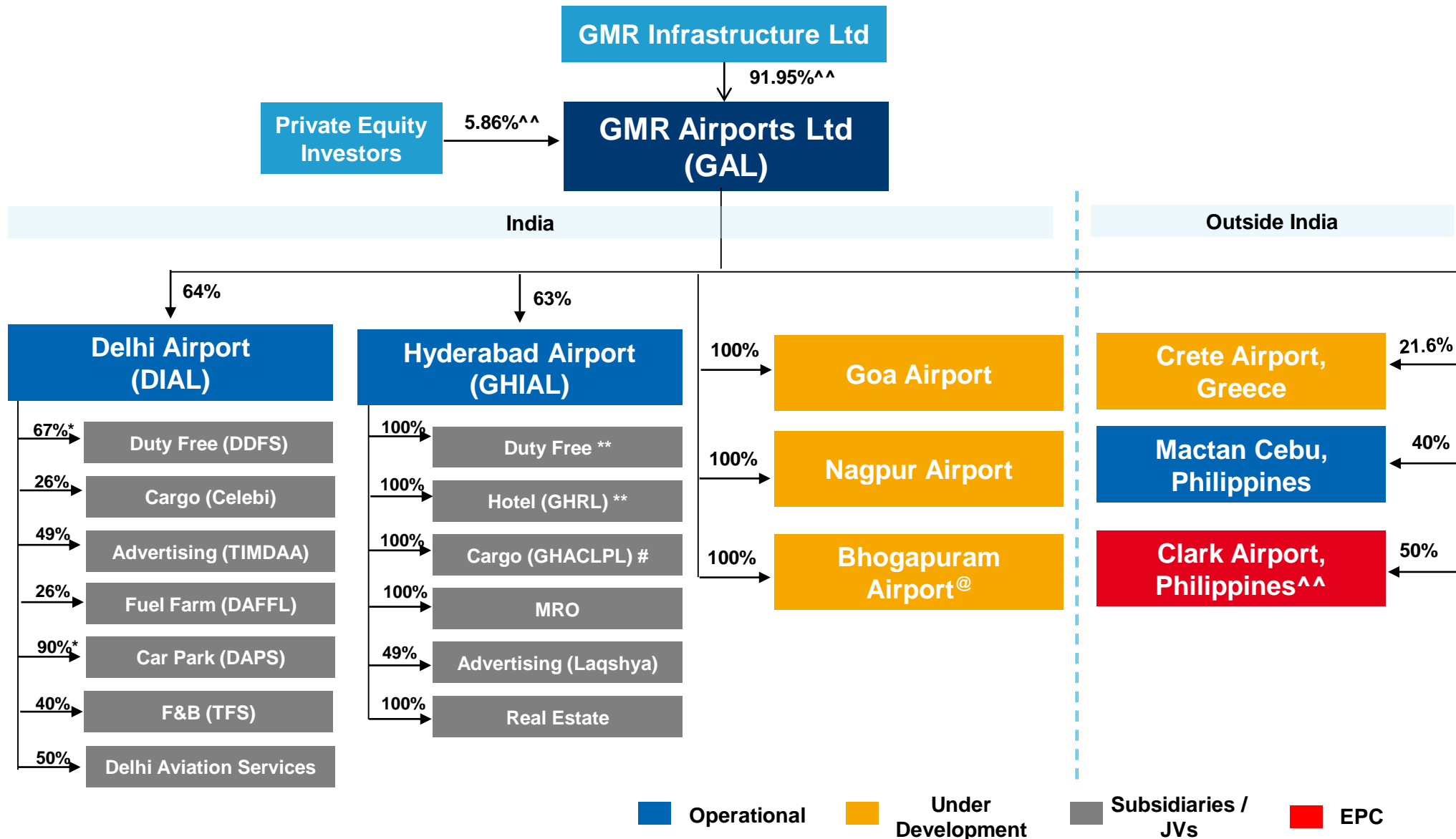
4. Includes DIAL (230 acres), GHIAL (1,463 acres), Goa (232 acres), Nagpur (247 acres), Bhogapuram (792 acres), Cebu (11 acres), Greece (~ 10 acres).

# Demonstrated Execution Capabilities

GMR has constantly expanded its capability set over time, as demonstrated across multiple assets and geographies



# GMR Airports : Focus on Emerging Markets



\* Includes both direct & indirect holding; \*\* Duty Free business merged with GHRL; ^^ Post PE Settlement; # Wholly owned subsidiary of GHIAL w.e.f Nov'18 and MRO business is merged with Cargo w.e.f Aug'19; @ Emerged as the highest bidder



# GMR's 7 World Class Airport Portfolio: A Snapshot

- Current PAX (FY19)**  
(mm)
- PAX CAGR**  
FY14-19
- Cargo CAGR**  
FY14-19
- Current/Max Capacity**  
(MPPA)<sup>5</sup>
- Revenue Share (%)**  
**Revenue per Pax**
- GAL Stake**  
(%)

### DIAL, New Delhi, India

- 69.3
- 66/119
- 13.4%
- 45.99%
- 11.3%
- 64.0%

- Marquee asset of national importance
- Gateway to India—Catering to one of the largest urban conglomerates in the world
- Ranked 1<sup>st</sup> in the world by ACI<sup>3</sup> in 40 mm+ category competing with Incheon (South Korea), Changi (Singapore) in 2017 ASQ awards

### Nagpur, India

- 2.8
- 1.9/4<sup>6</sup>
- 11.6%
- 14.49%
- 11.2%
- 99.99%

- Winter capital of Maharashtra
- Fast emerging as a major IT / ITES, logistics, and aerospace hub along with a major manufacturing base

### Bhogapuram

- 303—DOM
- 606—INT
- 100%

- Strategically located on East Coast of Andhra Pradesh
- ~15 year moratorium on revenue share

### Crete, Greece

- 15<sup>2</sup>
- 21.6%

- Important Tourist Gateway
- New airport with higher capacity replacing 2<sup>nd</sup> largest airport in Greece currently serving 6.9mm passengers

### MOPA, Goa, India

- 7.7<sup>2</sup>/33
- 36.99%
- 100.0%

- Goa is India's leading international tourist destination
- Tourist airport with high international passenger traffic and non-aero potential

### GHIAL, Hyderabad, India

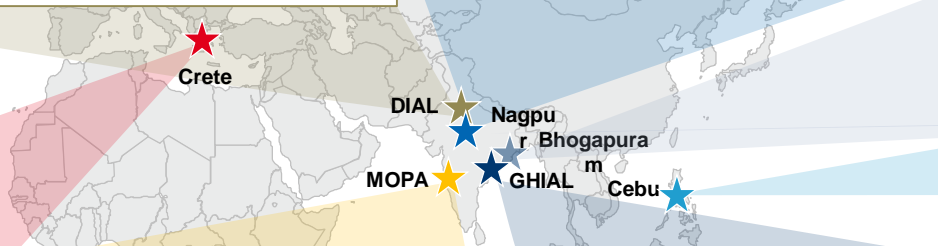
- 21.4
- 19.7%
- 10.4%
- 12/80
- 4.0%
- 63.0%<sup>6</sup>

- Ranked 1<sup>st</sup> by ACI<sup>3</sup> 4 in its ASQ awards for 2017
- Among fastest growing major Indian airport by traffic
- Poised to become regional hub

### Cebu, Philippines

- 11.4
- 15.8<sup>1</sup>/28.3
- 40.0%

- Vital international gateway to Philippines
- 2<sup>nd</sup> busiest and fastest growing airport in Philippines
- Named "APAC Regional Airport of the year" by CAPA<sup>3</sup> in November 2016



Source: Company Data; 1. Capacity completed; T2 (New terminal) of 4.1 MPPA opening in June 2018, T1 will refurbished and expanded from 4.5 MPPA to 11.7 MPPA in CY19; 2. Proposed capacity for Phase I coming up by 2020; 3. ACI: Airport Council International. CAPA: Center for Asia-Pacific Aviation; 4. In 5 to 15mm passengers per annum category; 5. MPPA: Million Passengers per Annum; 6. In process of raising stake to 74% by acquiring partner MAHB's share.

## Demonstrated Track Record of Successful Execution Across Value Chain of Non-Aero Businesses



Duty Free



F&B



Advertising



Car Park



Cargo

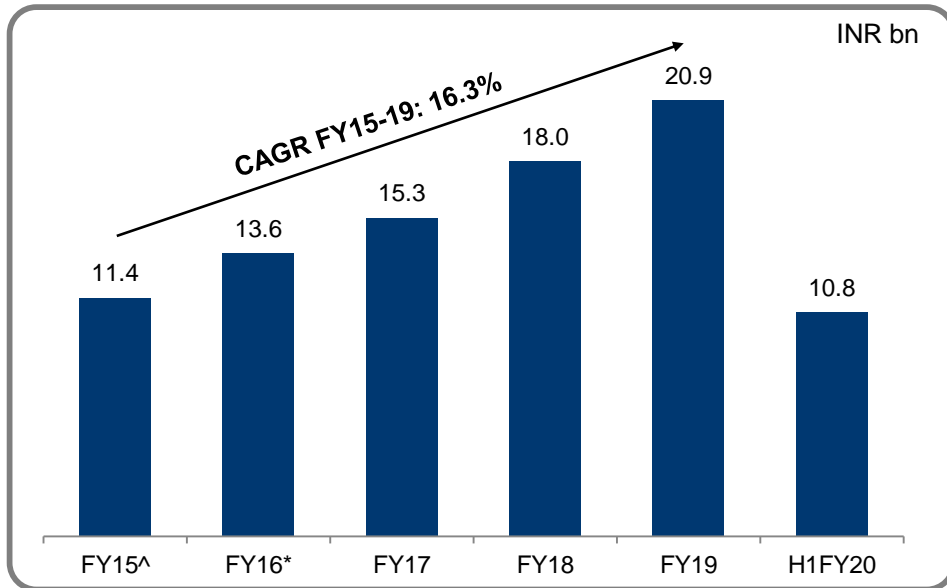


Fuel Farm

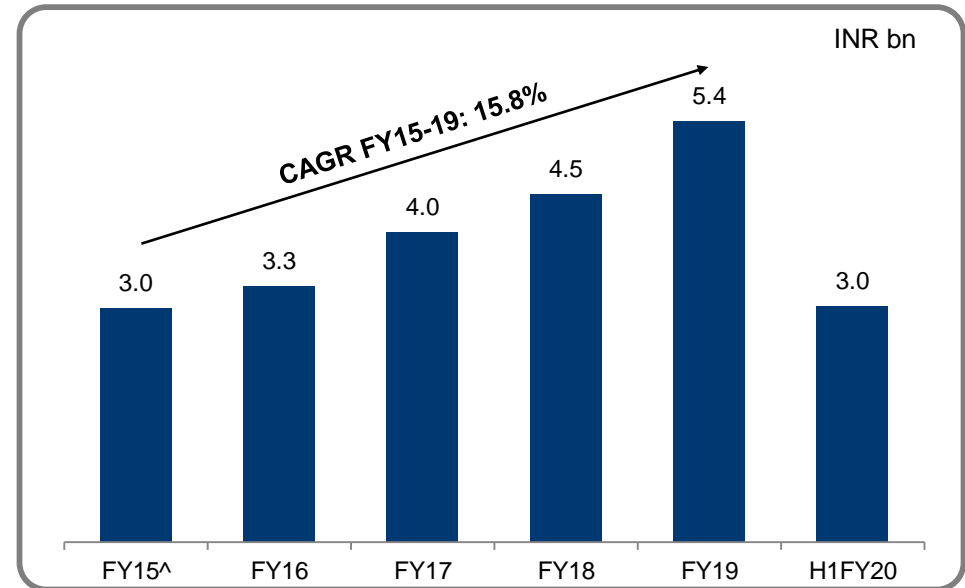


MRO

### Delhi Airport : Non-Aero Revenues



### Hyderabad Airport : Non-Aero Revenues



<sup>^</sup> FY15 financials are based on I-GAAP;

<sup>\*</sup> FY16 financial adjusted for one-time adoption of Ind-AS

## Delhi Airport

### Aerocity – Upcoming Central Business District in NCR

#### Prime Real Estate

230 acres available for development

#### Strategic Location

Between Central Delhi (current CBD) & Gurgaon (commercial hub)

#### Long Lease Period

Land parcels available till 2066

#### Track Record of Monetization

- ~127 acres monetized
- ~40 acres (Hospitality)
- ~23 acres (Retail)
- ~64 acres (Commercial)

#### Excellent Connectivity

Dedicated high speed metro line & 8-lane access road to NH8

#### High Occupancy

Prime hospitality market with scope for hotel additions

### Marquee Customer Base



## Hyderabad Airport

### Aerotropolis – Large Integrated Ecosystem Synergistic with the Airport

#### Large Land Bank

1,463 acres available for development

#### Key Location

Organic extension of commercialized west Hyderabad

#### Long Lease Period

Land parcels available till 2068

#### High Value Monetized Land

~90 acres monetized with huge scope for growth

#### Excellent Connectivity

Connected by NH44, NH765 and Nehru Ring Road

#### Mixed Use Model

Land Use across hospitality, education, warehousing, entertainment etc.

### Large Client Base across Industry Verticals



## Rapidly growing passenger volumes

- Low penetration of flying (0.07 trips per capita vs. 0.3 in China)
- 3<sup>rd</sup> largest domestic aviation market; to become 3<sup>rd</sup> largest global aviation market by 2025

## Large potential for expansion

- Government agenda to privatize airports opens up big pipeline for growth
- Expansion plans in place to capitalize on evident growth opportunities
- DIAL to expand to 119 mn (rated capacity) from 66 mn, becoming one of the largest airports in the world; Hyderabad can expand upto 80 mn (rated capacity)

## Significant unregulated commercial revenue upside

- Strong non-aero performance and significant potential to grow; Duty free SPP of ~USD 10.3/pax in Delhi vs. USD ~25/pax at Dubai/Bangkok
- Continuous revamp of retail offerings to cater to evolving passenger profile of young and aspirational travelers
- Plans to develop Delhi as a cargo hub
- Addition of new airports particularly Goa and Greece with tourist destination to provide big fillip

## Outstanding Real Estate opportunity

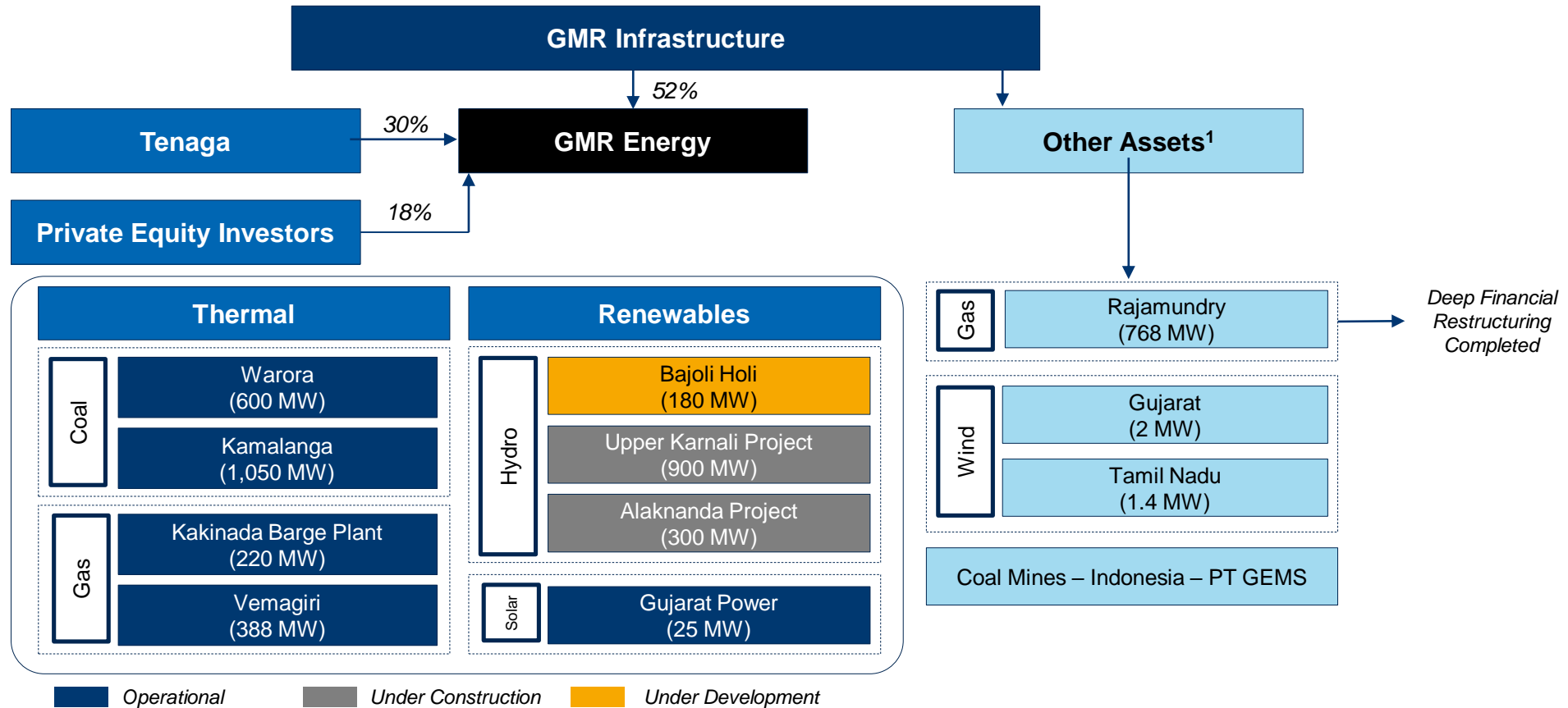
- Marquee hospitality/retail development in 230 acres at Delhi (monetized ~127 acres so far)
- Hyderabad Airport has one of the largest free unencumbered airport land banks - 1,463 acres enabling development of both industrial (SEZs) and commercial formats (monetized 83 acres so far)
- Addition of new airports particularly Goa with tourist destination to provide prime opportunities

## Positive regulatory momentum

- Comprehensive new aviation policy to strengthen growth in the Indian aviation market
- Clarity on major regulatory issues, especially applicability of 30% “hybrid till” and implementation of Base Airport Charges (BAC)
- Favourable judgement from TDSAT (appellate tribunal) provides clarity on long pending issues

A horizontal blue bar with the text 'Energy Business' in white, bold, sans-serif font. The bar is positioned in the center of the slide, overlapping a background of overlapping triangles in shades of gray and white.

# Diversified Asset Base In Strategic Partnership With Tenaga



## Key Operational Highlights - Coal Based Plants

1

### Highly Contracted Power Supply

Power Offtake is contracted through long term PPAs with State Electricity Boards

2

### Strong Fuel Linkage

Robust fuel supply chain with confirmed linkage from Coal India

3

### Improving PLF at asset level

Improving PLFs across assets – Warora and Kamalanga operating at a PLF of 78% and 64% respectively (H1FY20)

1. Chhatisgarh coal based plant divested to Adani Power

# GMR Energy Ltd. : Diversified Portfolio of Projects



Project	Warora (Maharashtra)	Kamalanga (Orissa)	Vemagiri (Andhra Pradesh)	Bajoli Holi (Himachal Pradesh)
Fuel	Coal	Coal	Gas	Hydro
Ownership	100%	87.4%	100%	100% ^
Capacity	600 MW	1,050 MW *	388 MW	180 MW
Project Cost	INR 42.5 bn	INR 65 bn	INR 11.5 bn	INR 22 bn
CoD	September 2013	March 2014	September 2006	Expected in 2019
Power Off-take	<ul style="list-style-type: none"> <li>Fully contracted through long term PPA</li> </ul>	<ul style="list-style-type: none"> <li>85% of power contracted through long term PPA</li> </ul>	<ul style="list-style-type: none"> <li>100% regulated tariff</li> <li>23 years PPA with Andhra Pradesh &amp; Telangana</li> </ul>	<ul style="list-style-type: none"> <li>~50% of saleable power contracted through long term PPA</li> </ul>
Fuel Linkage	<ul style="list-style-type: none"> <li>Confirmed linkage from Coal India Ltd. for entire capacity</li> </ul>	<ul style="list-style-type: none"> <li>Confirmed linkage from Coal India Ltd. for 85% contracted capacity</li> </ul>	<ul style="list-style-type: none"> <li>Gas not available since FY13</li> <li>Plant operated under eRLNG scheme during FY16 &amp; FY17</li> </ul>	<ul style="list-style-type: none"> <li>Run of the river facility</li> </ul>
PLF	<ul style="list-style-type: none"> <li>71% in FY18</li> <li>74% in FY19</li> <li>77% in H1FY20</li> </ul>	<ul style="list-style-type: none"> <li>61% in FY18</li> <li>73% in FY19</li> <li>64% in H1FY20</li> </ul>	<ul style="list-style-type: none"> <li>Operated till FY12</li> <li>Operated in FY17 under eRLNG scheme</li> </ul>	-
Others	<ul style="list-style-type: none"> <li>Refinancing of project loan completed</li> </ul>	<ul style="list-style-type: none"> <li>Refinancing of project loan completed</li> </ul>	<ul style="list-style-type: none"> <li>Debt-free plant</li> </ul>	<ul style="list-style-type: none"> <li>Under construction with ~88% completed by Sept'19</li> </ul>

\* Excludes 350MW of Unit 4 which is yet to be developed

^ Includes both direct & indirect holding

Project	Rajahmundry (Andhra Pradesh)
Fuel	Gas
Ownership	45%
Capacity	768 MW
Project Cost	INR 49.4 bn
CoD	<ul style="list-style-type: none"> <li>• October 2015</li> </ul>
Power Off-take	<ul style="list-style-type: none"> <li>• To enter into long term PPA based on sustainable gas supply</li> </ul>
Fuel Linkage	<ul style="list-style-type: none"> <li>• No long term gas supply contract in place</li> <li>• Secured gas supply under e-RLNG scheme from Oct'15 to Sept'16</li> </ul>
Current Status	<ul style="list-style-type: none"> <li>• Executed Resolution Plan approved by 100% of lenders                             <ul style="list-style-type: none"> <li>○ Debt of INR 24 bn brought down to a Sustainable Debt of INR 11 bn</li> <li>○ Balance Debt of INR 9.4 bn converted into Long Dated CRPS @0.1% coupon repayable from 17th to 20th year</li> </ul> </li> </ul>



Project	PT GEMS
Mine Location	Indonesia
Ownership	30%
Resources	2.4 Bn Tons
Reserves	828 Mn Tons
Sales Volume	24.4 mn tons in CY18 ( ▲ 43%) 13.3 mn tons in H1CY19 ( ▲ 28%)



## Strong Diversified Portfolio

- Well balanced portfolio across fuel - coal, natural gas, hydro & others
- Bajoli Holi project in advanced stages of construction with 83% completed by Mar'19

## Highly Contracted Portfolio

- Over 80% of the operational capacity tied up in long term PPA's providing visibility of long term cash flows

## Fuel Security

- Minimal fuel risk: Warora plant entirely tied up and Kamalanga plant tied up for entire contracted capacity

## Superior Expertise

- Company has reputed strategic (Tenaga) & financial partner (Temasek & IDFC)
- Proven management team with an average of 25+ years of experience

## Platform for Growth

- Well established platform to pursue growth opportunities in distribution, transmission and renewable development
- Signed MoU with TNB Remaco (Tenaga) for setting up a facility for O&M of third party power projects

The background features a series of overlapping triangles in shades of blue, grey, and white, creating a geometric pattern. A dark blue horizontal bar is positioned across the middle of the page, containing the main title.

# Urban Infrastructure & Transportation

	Annuity Based Road Projects (285 kms)				Toll Based Road Projects (216 kms)	
	GTAEPL	TTTEPL	GPEPL	GCORRPL	GACEPL	GHVEPL
Road						
GMR Shareholding						
Road Length (kms)	59	93	103	30	35	181
Concession Period	17.5 Years (from May 2002)	17.5 Years (from May 2002)	20 Years (from Sep 2006)	20 Years (from Jun 2010)	20 Years (from May 2006)	25 Years (from Apr 2010)
Commercial Operations Date	December 2004	October 2004	March 2009	June 2013	November 2008	December 2012



## Kakinada SIR (Andhra Pradesh) : ~10,400 Acres

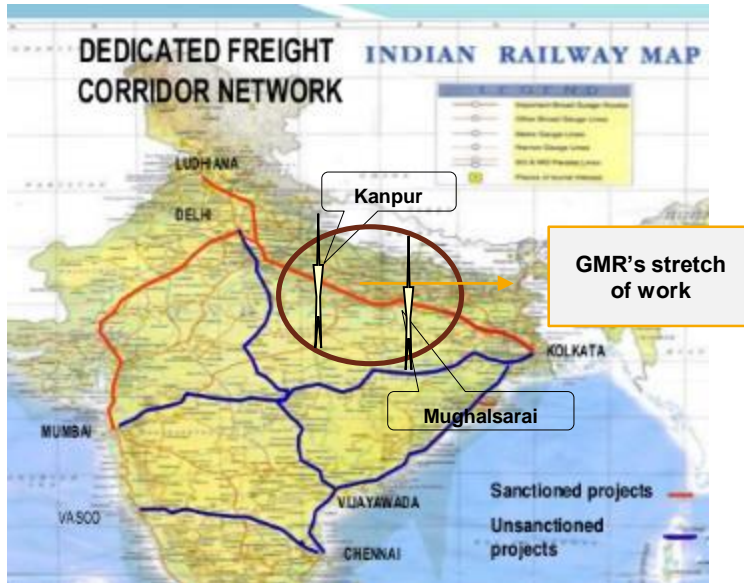
- Port-based SIR, located in the Krishna-Godavari basin, to include an all weather multi-purpose deep-water port, a logistics park, a petrochemicals cluster and an eco-industrial park
- Land of ~4,650 acres notified as SEZs; Utility / environment approvals in place
- APTRANSCO accorded administrative approval for construction of 400/220/132/33 kV Substation
- Monetization of Land – Large Clients under discussion:
  - Govt of AP signed MoUs with Haldia Petrochemicals Ltd to set up a refinery cum petrochem project in 2,500 acres and with HPCL-GAIL consortium for Petrochem complex in 2000 acres land
  - A large Chinese Stainless Steel Manufacturer for 500 acres and an Australian Lithium Refinery for 100 acres
- Development of a greenfield commercial port at a location ~30km north from Kakinada
  - Proposed to be developed as an all-weather, deep draft, multi-cargo port
  - Consent for establishment for port received on 12<sup>th</sup> June 2019
  - Initial capacity of 16 MnT to be spread over ~1,950 acres
- MoU signed with APGDCL for supply of gas at KSEZ project doorstep



## Krishnagiri SIR (Tamil Nadu) : ~2,500 Acres

- Development philosophy – Leverage locational advantage to create cluster in Aerospace, automobile, logistics, engineering and electronics sectors
- Setting up an Special Investment region in JV with TIDCO
  - Infra development in 275 acres in progress with all approvals in place.
- SIPCOT to acquire ~500 acre for their Industrial park
  - Initiated the acquisition of ~335 acres
- Leased 20 acre to M/s Toyota Boshoku for their manufacturing unit

## DFCC's Project Network



- Dedicated Freight Corridor is INR 820 bn project undertaken by DFCCIL (a wholly owned public sector undertaking of MoR)
- Corridor under construction - Eastern (Ludhiana to Kolkata) & Western (Dadri to Mumbai)

## GMR's Scope and Highlights

- GMR along with its partner SEW Infra has been awarded contract to construct a part of the eastern corridor:

Corridor	Length (Kms)	Contract Value (INR bn)
Mughalsarai to New Karchana (UP)	181	24.2
New Karchana to New Bhaupur (UP)	236	26.6
<b>TOTAL</b>	<b>417</b>	<b>50.8</b>

- Above section of the project is fully funded by World Bank by USD 1.1 bn - no anticipatory revenue risk



## Summing Up

# Airports Portfolio Expansion And Real Estate Monetization To Drive Growth In Airports Segment

1

## Real Estate Monetization

- Second phase of Real Estate monetization at DIAL
  - Commercial Development Rights awarded to consortium led by Bharti realty for ~10 mn sq ft
  - For 1<sup>st</sup> phase (~5 mn sq ft) – upfront payment of INR 18.4 bn plus Annual Lease Rent of INR 3.64 bn p.a. till 2036 to be escalated by 50% for the extended term of 30 years till 2066

2

## Growth In Airports

- Capacity Expansion underway at Delhi (from 66 mn to 100 mn) and Hyderabad (12mn to 34mn) Airports
- Aero Revenue visibility at Delhi Airport
  - Base Airport Charges (BAC) implemented from December 2018
- Award of New Airports
  - Nagpur: Received Letter of Award at a revenue share of 14.49% of gross revenues
  - Bhogapuram (Vizag): Emerged as the highest bidder to develop, operate, manage the new airport
  - Crete (Greece): GMR TERNA JV signs concession agreement for development and operation

3

## Fundraise

- Delhi Airport - Recently raised 10 year bonds amounting to USD 350 mn priced at 6.45% p.a.
- Hyderabad Airport - Raised 5 year Bonds amounting to USD 300 mn priced at 5.375% p.a.



## Energy

1

### Stabilizing Energy Assets

- Tenaga Nasional Berhad invests INR 2.26 bn in GMR Bajoli Holi Hydropower Ltd.
- Achieved tariff increase in Warora & Kamalanga related to 'change in law' and 'coal cost pass-through'
- Kamalanga power project tied up long term coal linkage under 'SHAKTI' scheme for additional 1.5 mn tons

2

### Resolution of Energy Assets

- Executed resolution plan for Rajahmundry gas based projects
- Divestment of entire stake (of 47.62%) in Chhattisgarh coal based projects

## Urban Infrastructure

1

### Unlocking Value in SIRs

- Setting up an Special Investment Region at Krishnagiri on ~600acres of land in JV with TIDCO
- MoU signed for monetization of 3,100 acres in Kakinada SIR
- Development of greenfield commercial port at Kakinada with an initial capacity of 16 MnT over ~1,950 acres
- Construction of Eastern Dedicated Freight Corridor (DFCC)

A series of overlapping triangles in shades of gray and white, forming a mountain-like silhouette that spans the width of the slide. A dark blue horizontal bar is overlaid on the middle of these triangles.

## Strategic Initiatives

1



## Right Sizing the Balance Sheet

- Focus to close the stake sale in Airport Platform to right size the Balance Sheet
  - To significantly reduce Corporate Debt
- Planned divestment of non-core assets (Energy, Coal Mines, Highways and SIR assets)
- Exclusive discussions with JSW Energy on divestment of Kamalanga Power Plant
- Divestment of entire stake in GMR Chhattisgarh Energy has been completed

2



## Focus To Grow Airport Business

- Delhi Airport submitted the financial bid for the development of Jewar Airport
  - ROFR to build a second airport within 150 km of Delhi
- Capacity expansion plans underway across Delhi and Hyderabad airports
  - Delhi Airport: Capex of ~INR 105 bn to expand Pax capacity to 100 mn from 66 mn
  - Hyderabad Airport: Capex of ~INR 67 bn to expand Pax capacity to 34 mn from 12 mn

# Strategic Investment From Marquee Partners Followed By Demerger To Provide Pure Play In Airports Business

## Strategic Investment And Demerger: Highlights

### I. Strategic Investment from Tata, GIC and SSG Capital Management

**Amount: INR 80 Bn**

- Secondary Sale: INR 70 Bn; Primary Capital: INR 10 Bn

**Incoming Investors:**



**Overall Valuation:**

- Post Money: INR 224.80 Bn**

*(Including Earn-outs of up to INR 44.75 bn linked to achievement of certain agreed milestones and performance metrics)*

**Status:**

- Executed definitive agreements on 4<sup>th</sup> July, 2019
- Received key approvals – Competition Commission of India (CCI) & RBI
- The last process of regulatory clearances from the Government of India are underway

### II. Proposed Restructuring<sup>3</sup>

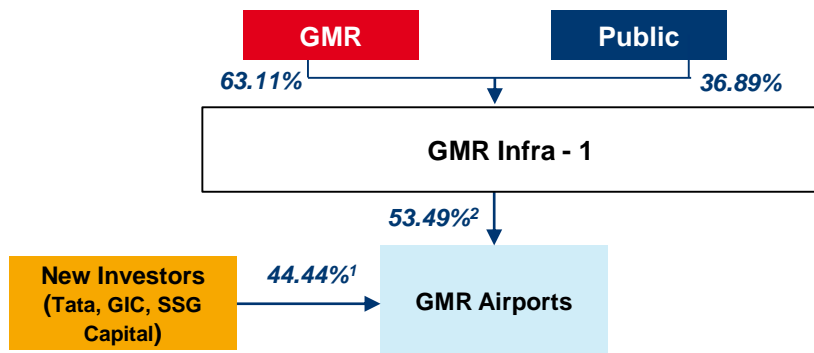
- Will apply for demerger with NCLT post closure of the transaction
- Mirror shareholding to be achieved at both listed companies post demerger
- Group is at an advance stage of obtaining necessary approvals from lenders

**Rationale:**

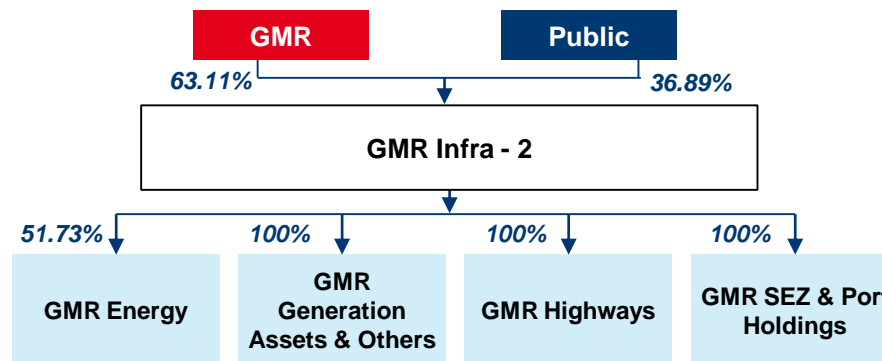
- Demerger of the two businesses with (a) different growth prospects, and (b) distinct capital requirements to unlock value
- Enables focus on independent businesses with different fundamental drivers
- Planned demerger to clearly demarcate airport and non-airport businesses

## Structure Post Investment And Demerger<sup>3</sup>

### Airports Entity



### Non Airport Entities – All Energy, Highway, SEZ and EPC



1. Total stake held by new investors post GAL equity transaction closing; 2. 53.49% is post Equity transaction closing held directly and indirectly which has potential to reach ~62% on Earn outs consummation. 2.07% is directly held by Employee welfare trust; 3. Subject to Board Approvals; GIL is GMR Infrastructure Ltd

01



**Significant deleveraging of the group** via equity capital transaction with marquee partners

02



**Pure play airport business on the cards<sup>1</sup>** – to drive GMR's leadership in airports business

03



**Strong underlying macro fundamentals**, including fast growing aviation market in India, to act as tailwinds for the group

04



**One of the world's largest integrated airport platforms** with significant potential for expansion

05



**Non Aero – on the back of growing retail consumption – and Real Estate** to provide additional upside for the Airport segment

06



**Ability to derive value from strong partnerships** from global majors across businesses

07



**Strong management and leadership teams** with ability to successfully build strong businesses