

8<sup>th</sup> March, 2021

**BSE Limited**

P J Towers,  
Dalal Street,  
Mumbai – 400001

**National Stock Exchange of India Limited**

Exchange plaza,  
Bandra-Kurla Complex,  
Bandra (E), Mumbai – 400051.

**Scrip Code: 539254**

**Scrip Code: ADANITRANS**

Dear Sir,

**Sub: Submission of Investors' Presentation.**

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In continuation to our intimation dated 2<sup>nd</sup> March, 2021 informing participation in the Investors' Conference / Webinar - "**Business Showcase Series (Operational Excellence of Adani Electricity Mumbai Ltd.)**" scheduled on 8<sup>th</sup> March, 2021, we are enclosing herewith the presentation to be deliberated at the said Conference / Webinar for your records.

Thanking you,

Yours faithfully,

For **Adani Transmission Limited**



**Jaladhi Shukla**  
**Company Secretary**

Encl: as above.

# adani

## Adani Electricity Mumbai Limited

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### Operational Excellence Showcase

March 2021



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## Contents

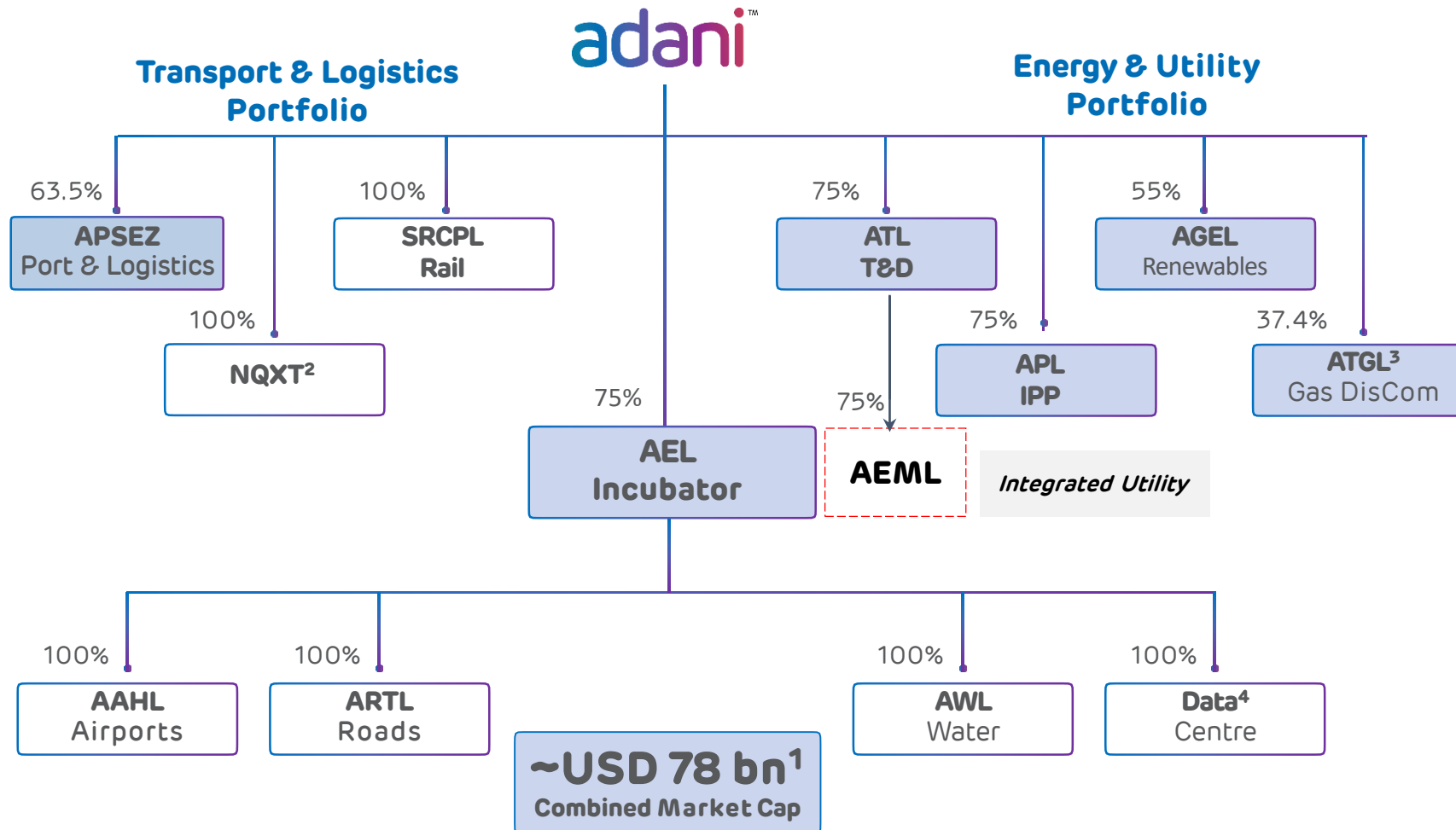
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adani

## 01. Adani Group Overview

# Adani Group: A world class infrastructure & utility portfolio



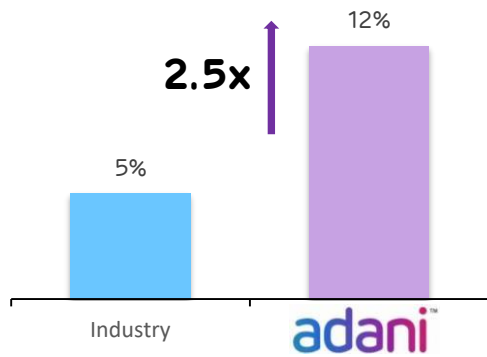
## Adani

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

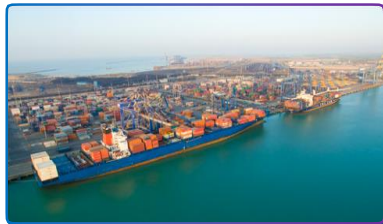
Opportunity identification, development and beneficiation is intrinsic to diversification and growth of the group

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

Port Cargo Throughput (MT)



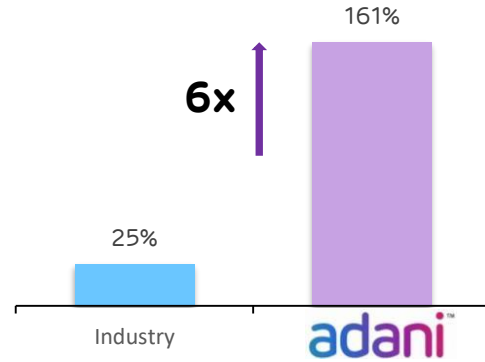
2014	972 MT	113 MT
2020	1,339 MT	223 MT



## APSEZ

Highest Margin among Peers globally  
**EBITDA margin: 70%**<sup>1,2</sup>  
 Next best peer margin: 55%

Renewable Capacity (GW)



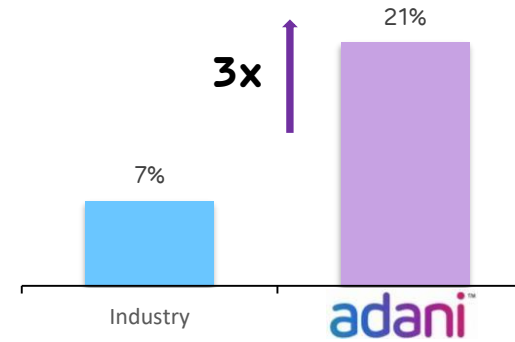
2016	46 GW	0.3 GW
2020	114 GW	14.2 GW <sup>6</sup>



## AGEL

World's largest developer  
**EBITDA margin: 89%**<sup>1,4</sup>  
 Among the best in Industry

Transmission Network (ckm)



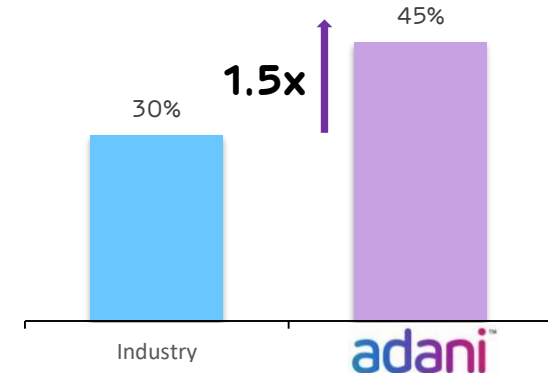
2016	320,000 ckm	6,950 ckm
2020	423,000 ckm	14,837 ckm



## ATL

Highest availability among Peers  
**EBITDA margin: 92%**<sup>1,3,5</sup>  
 Next best peer margin: 89%

CGD<sup>7</sup> (GAs<sup>8</sup> covered)



2015	62 GAs	6 GAs
2020	228 GAs	38 GAs



## AGL

India's Largest private CGD business  
**EBITDA margin: 31%**<sup>1</sup>  
 Among the best in industry

**Transformative model driving scale, growth and free cashflow**

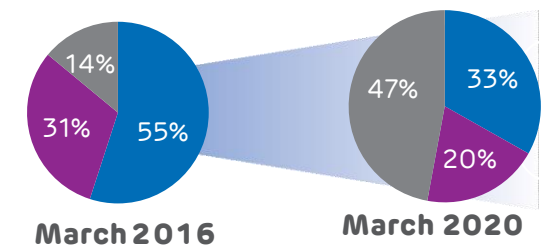
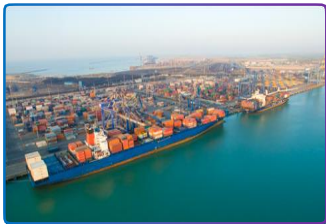
Note: 1 Data for FY20; 2 Margin for ports business only, Excludes forex gains/losses; 3 EBITDA = PBT + Depreciation + Net Finance Costs – Other Income; 4 EBITDA Margin represents EBITDA earned from power sales 5. Operating EBITDA margin of transmission business only, does not include distribution business.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

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



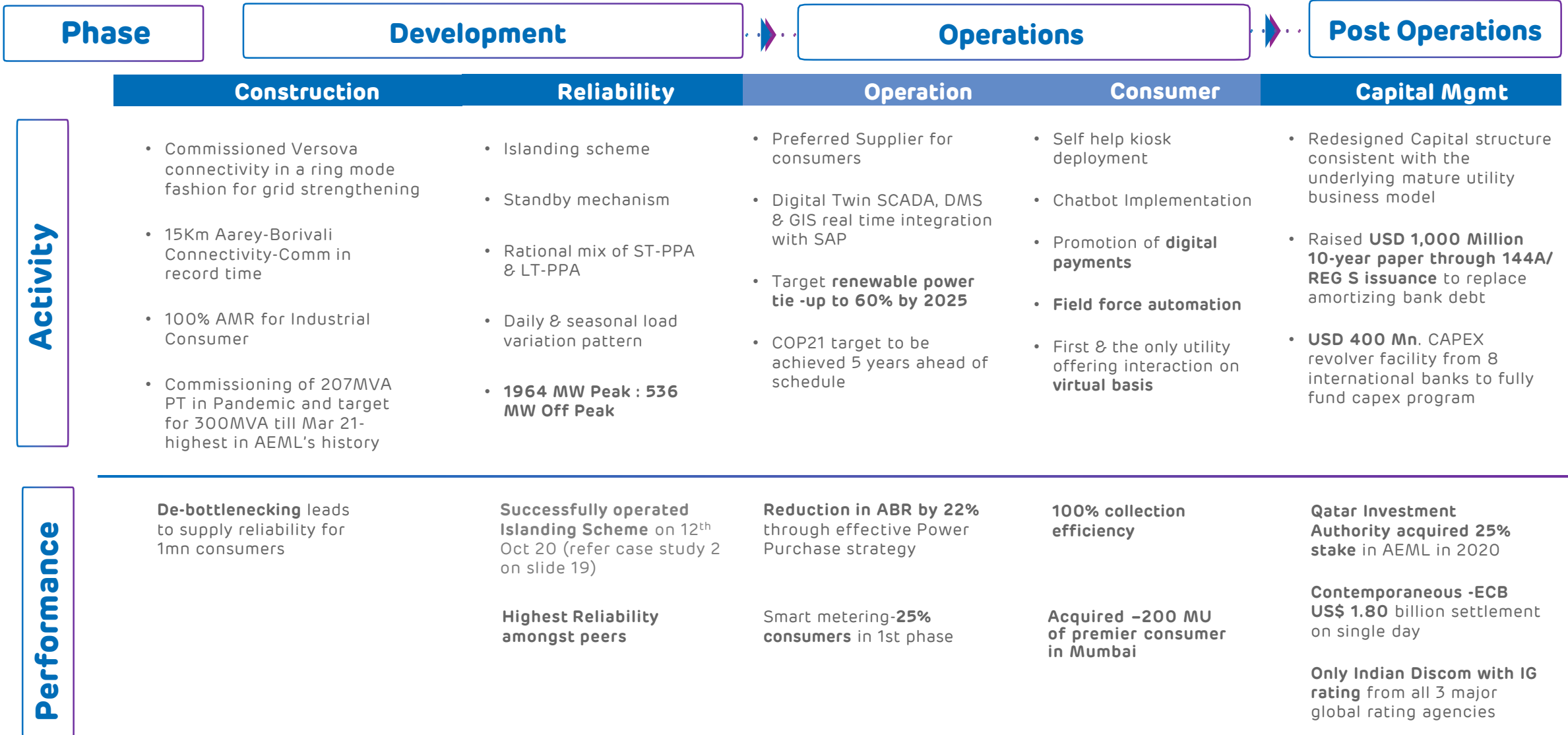
	Origination	Site Development	Construction	Operation	Capital Mgmt
<b>Activity</b>	<ul style="list-style-type: none"> <li>Analysis &amp; market intelligence</li> <li>Viability analysis</li> <li><b>Strategic value</b></li> </ul>	<ul style="list-style-type: none"> <li>Site acquisition</li> <li>Concessions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

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

# AEML: Implementing Groups transformative simple, repeatable business model

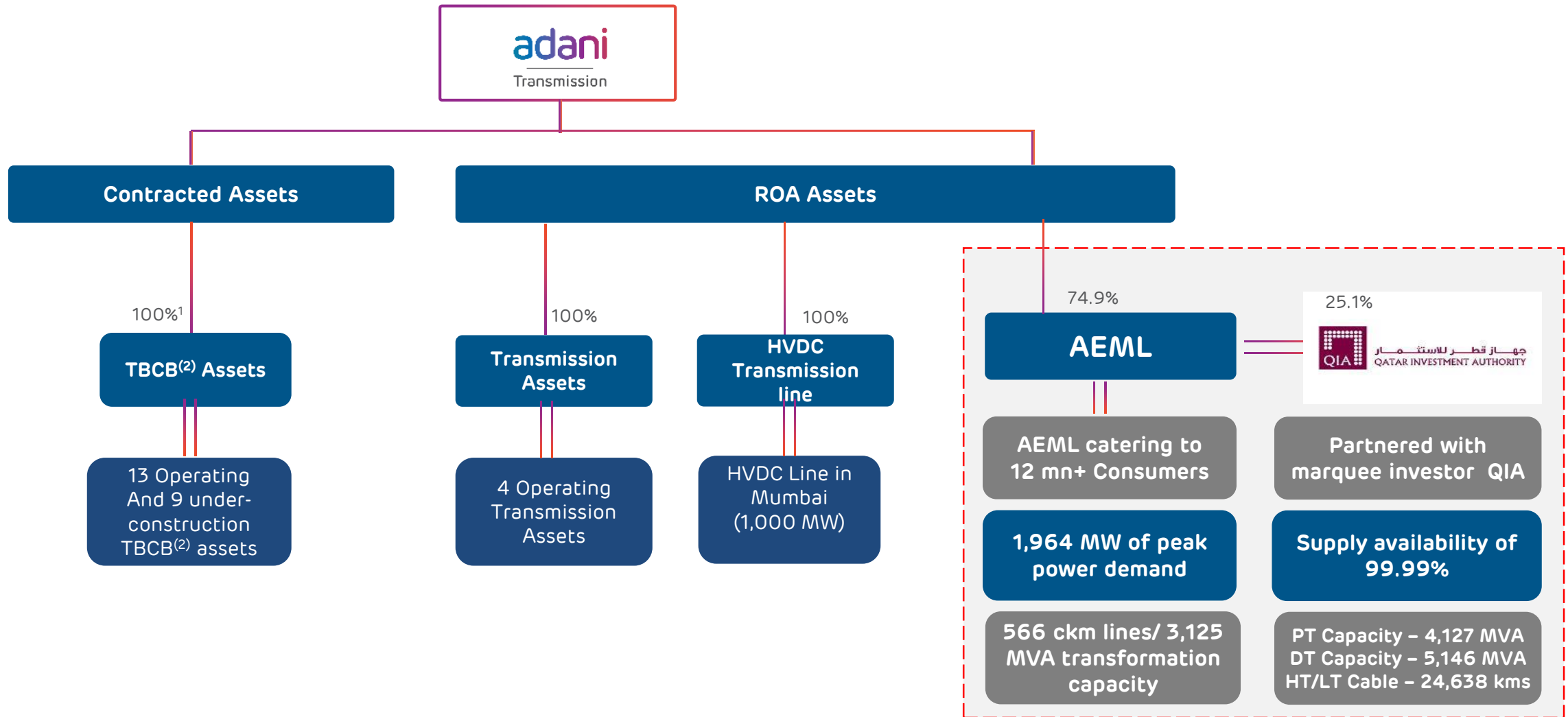






## 02. AEML – Integrated Utility

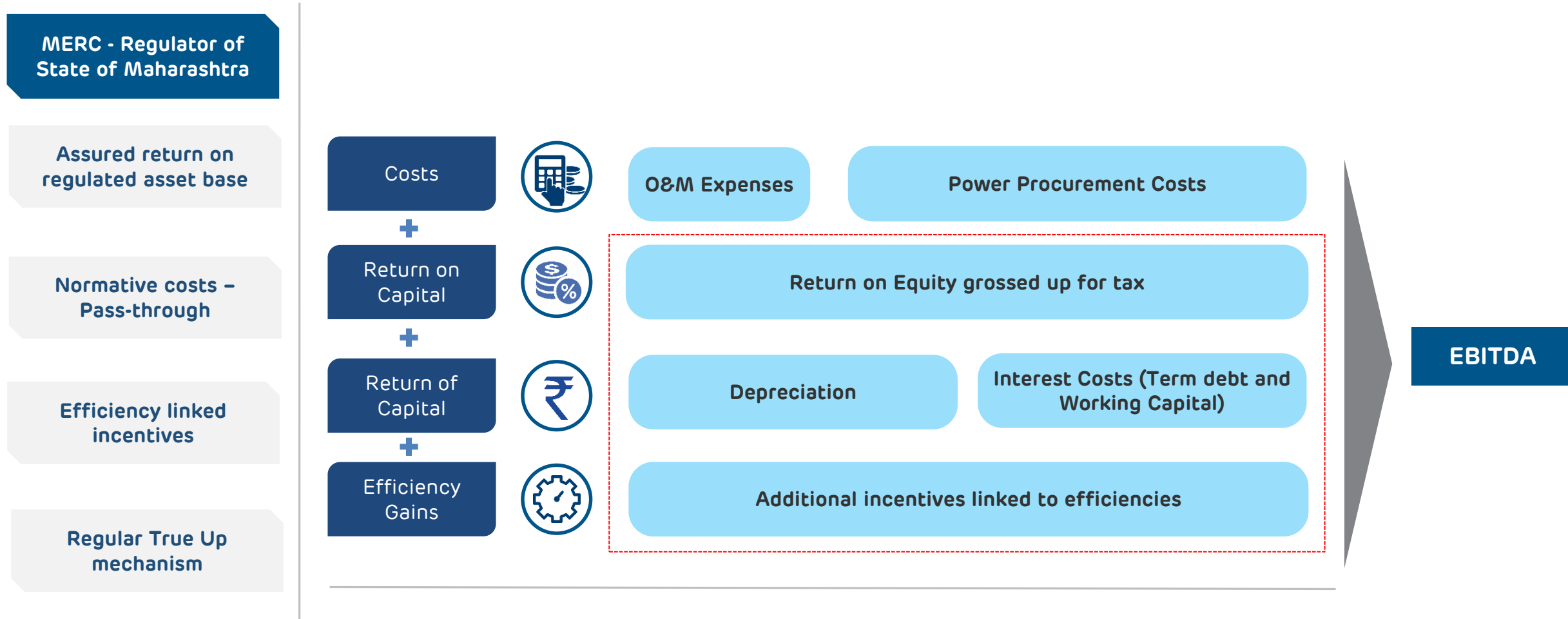
# Adani Transmission: India's leading Transmission & Distribution portfolio



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

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

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



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



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

## Key Statistics of Mumbai

### Area

603 SqKm

### Population

25 Million

### Population Density

41,459 per SqKm

### Households

4.5 Million

### Demand

3464 MW

### Peak – Off Peak

Ratio ~ 3.5:1

### ABR

AEML – Rs 7.47 pu  
India – Rs 7.16 pu

### GDP per Capita

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

## Key Challenges of Mumbai

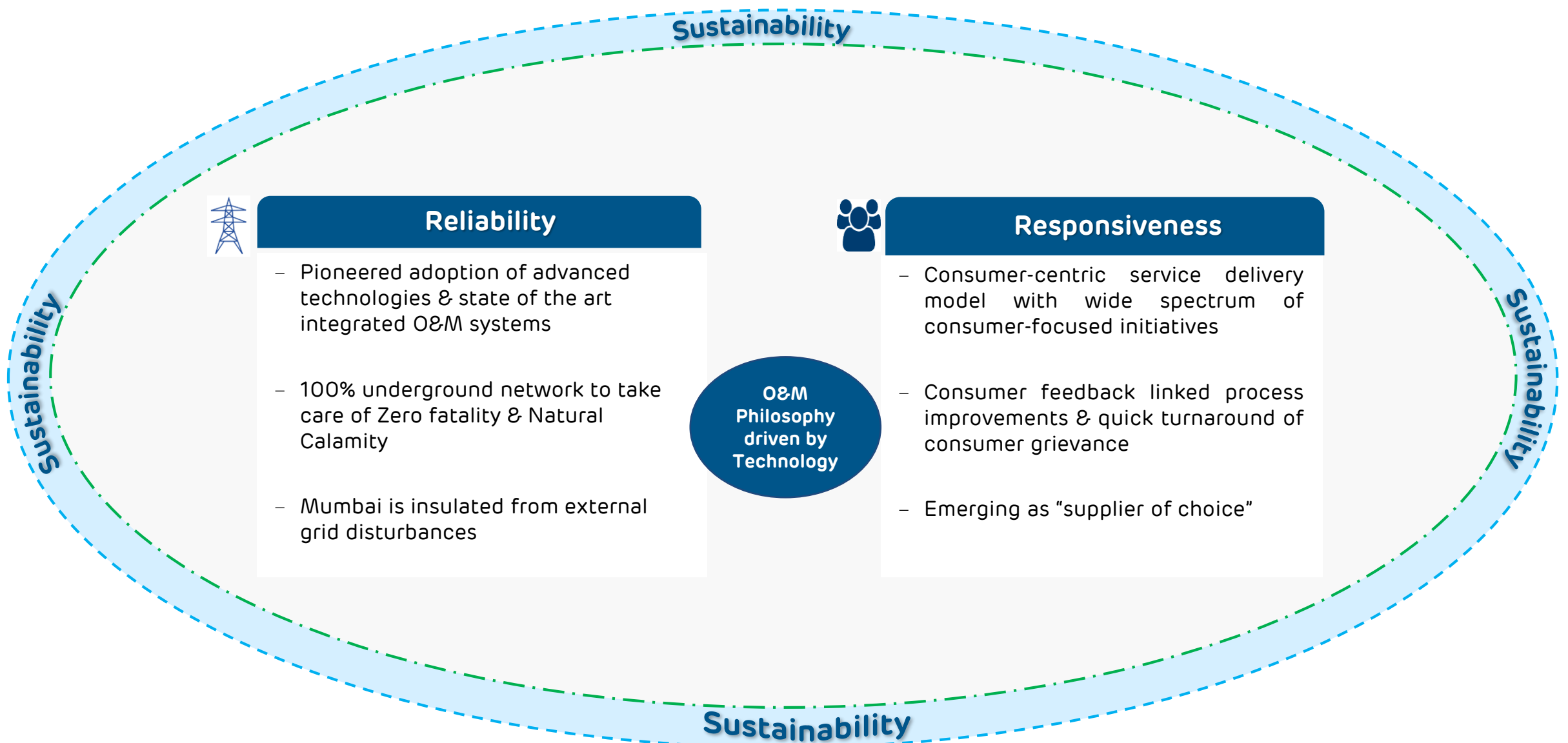
- Houses the worlds largest slum
- Highest population density
- Space Constraint
- Peak : Off Peak ratio amongst the most challenging 536 MW : 1,964 MW
- Monsoon & associated waterlogging, challenge in execution
- Uninterrupted and Quality Supply and Zero Outages.

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



## 03. AEML Operating Philosophy – Reliability, Responsiveness and Sustainability

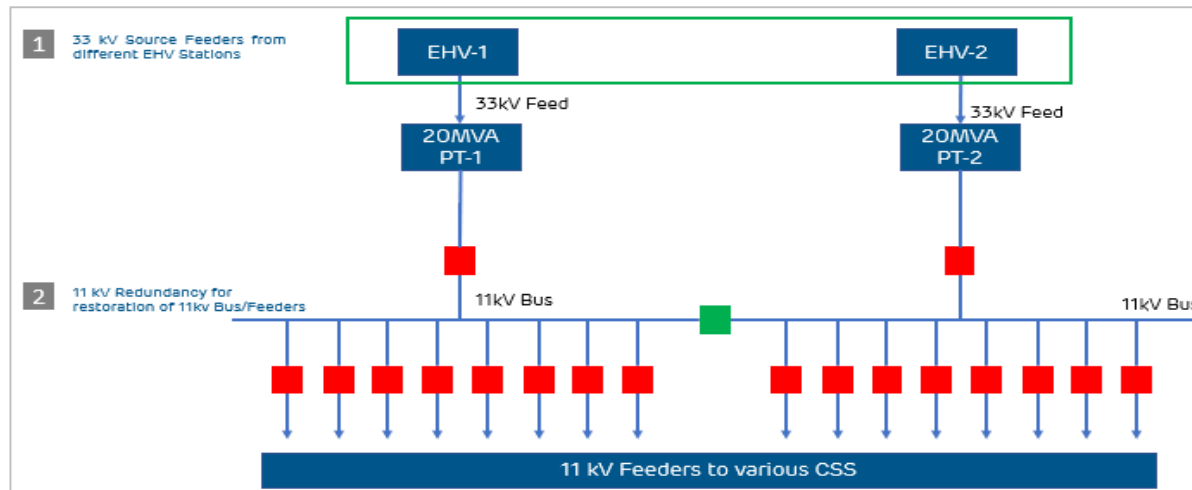
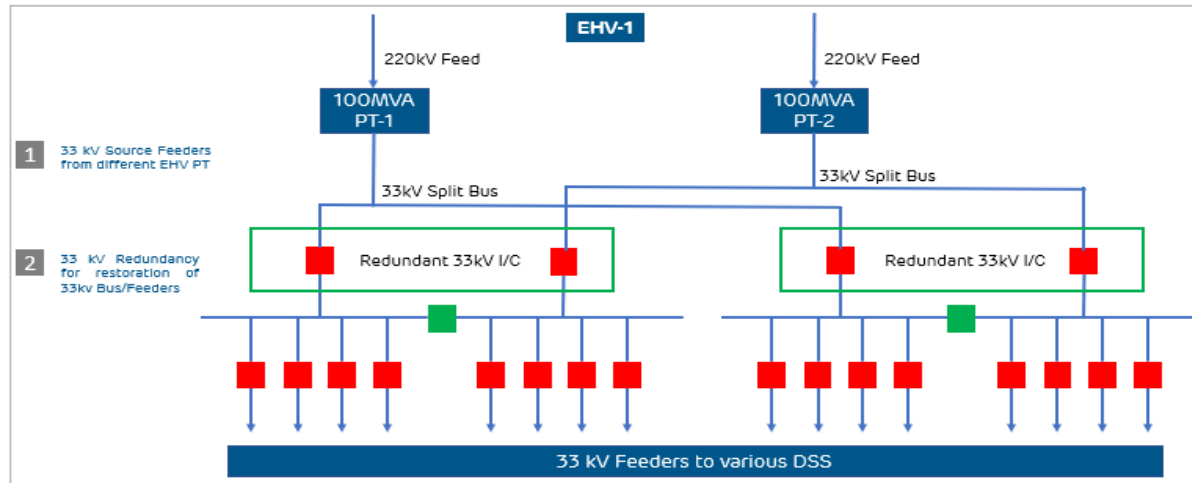
# AEML responds to these Challenges with an O&M philosophy structured around the triad of Reliability, Responsiveness & Sustainability





# AEML: Redundancy in Network design ensure minimal downtime

## Auto-restoration of 33 kV feeders - First in India



## Redundancy at source level

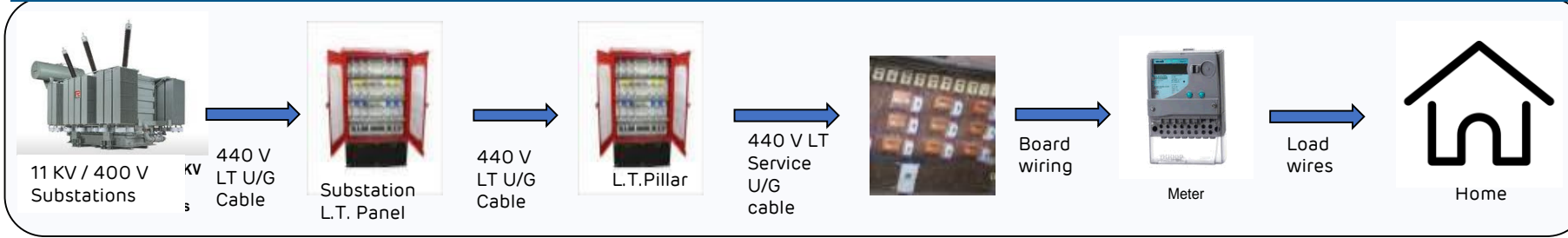
- **Grid Islanding Mechanism**
- **Redundancy at all Voltage Level**–Ring Network
- 33kV feeder from two EHV substations for **redundancy**
- Predefined logics designed for **safe restoration**
- **Elimination of manual intervention** during tripping
- Stand-by feeder for **auto re-energization & supply**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

Average power outage once for 3 mins per month



# AEML: Orbital Shift - Solution for Distribution Loss reduction

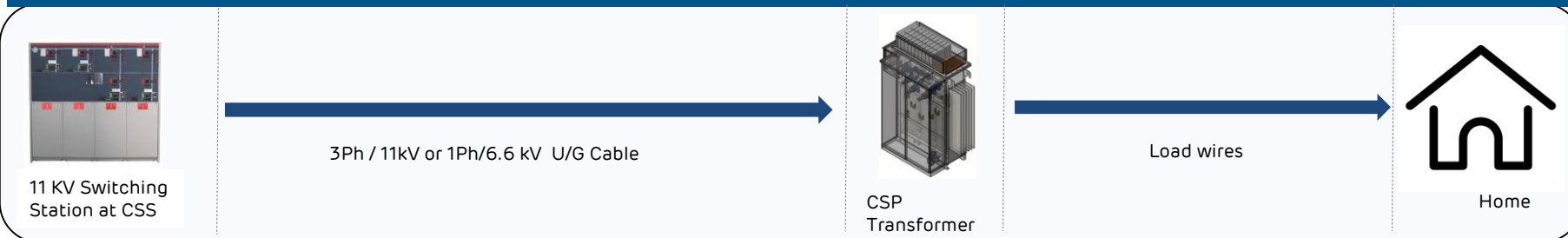
## Existing Network Configuration



## Probability of Theft



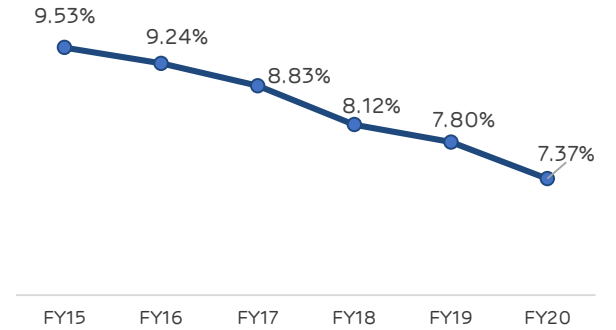
## Proposed Network Configuration



### System Highlights:

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

## Distribution Loss



## Distribution Loss



# AEML: Smart Metering Ecosystem

Data Analysis

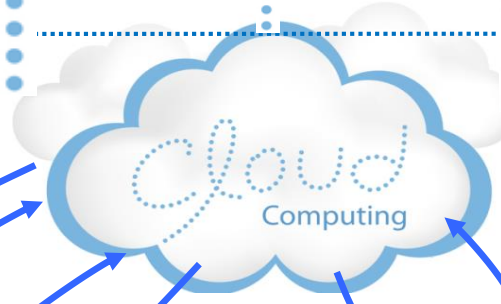
Business Intelligence Software



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

Data Mgmt

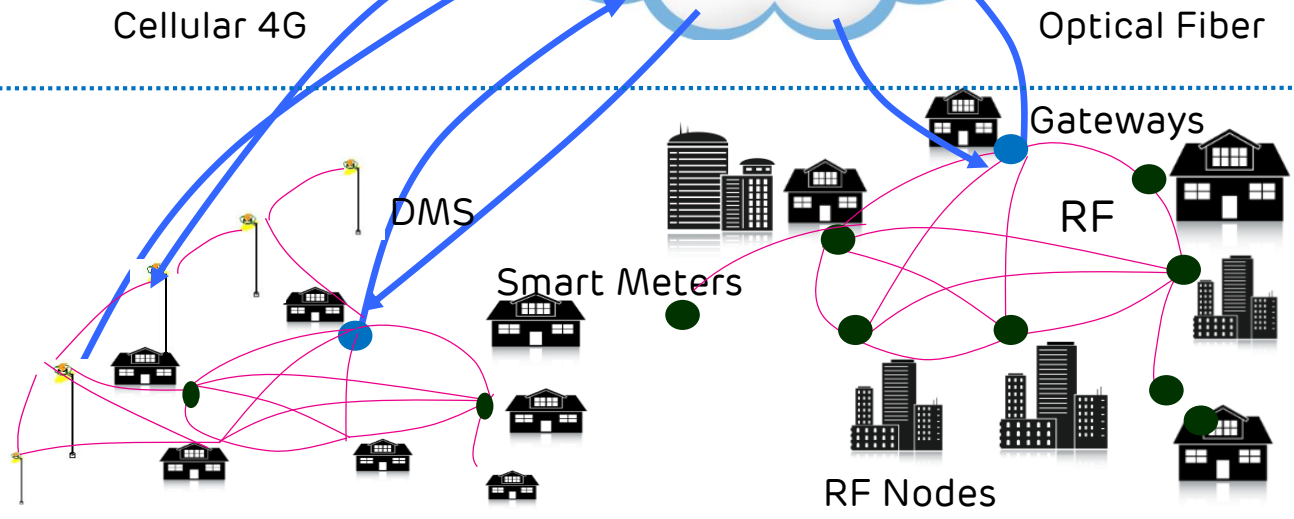
Connectivity



- Head End System
- Meter Data management

Data Acquisition

Hardware



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

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

# AEML: Smart Meter benefits

## Consumers

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

## Network

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

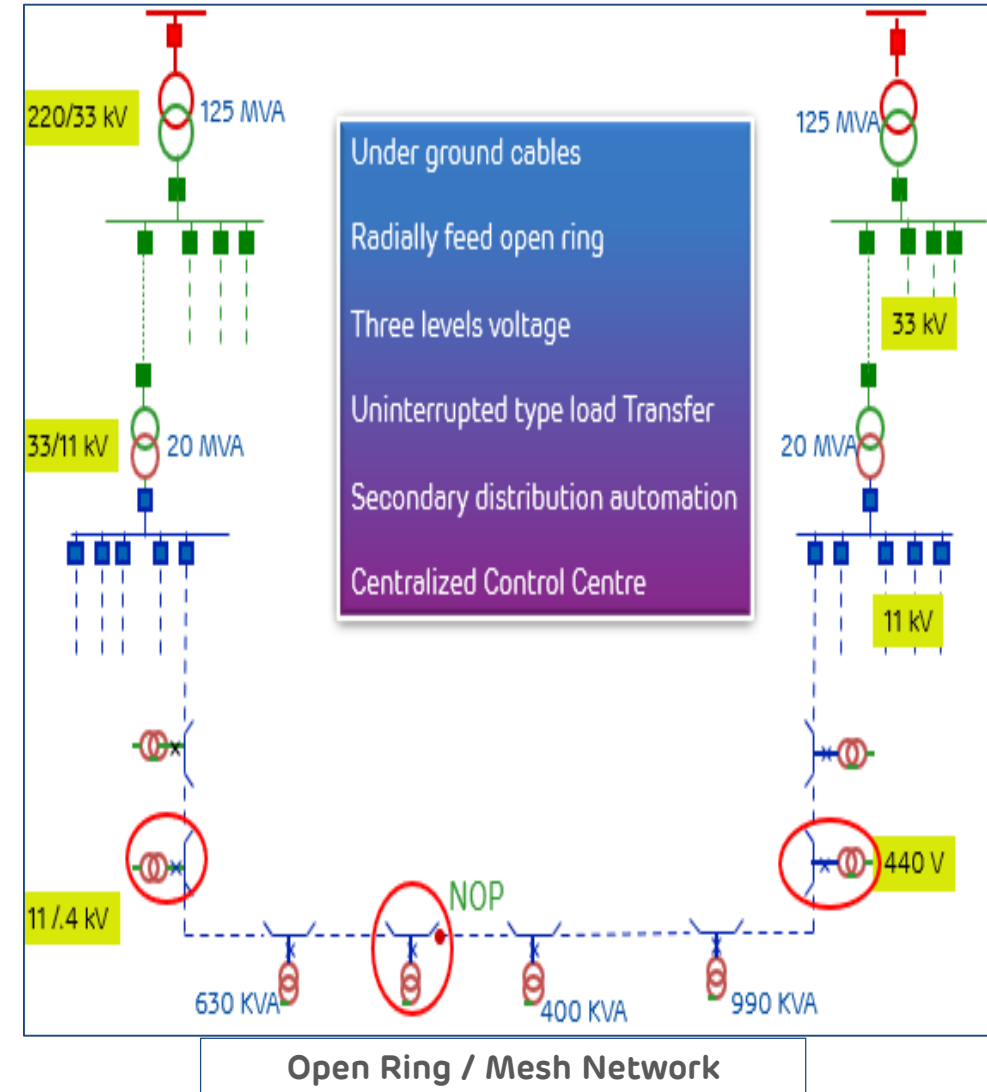
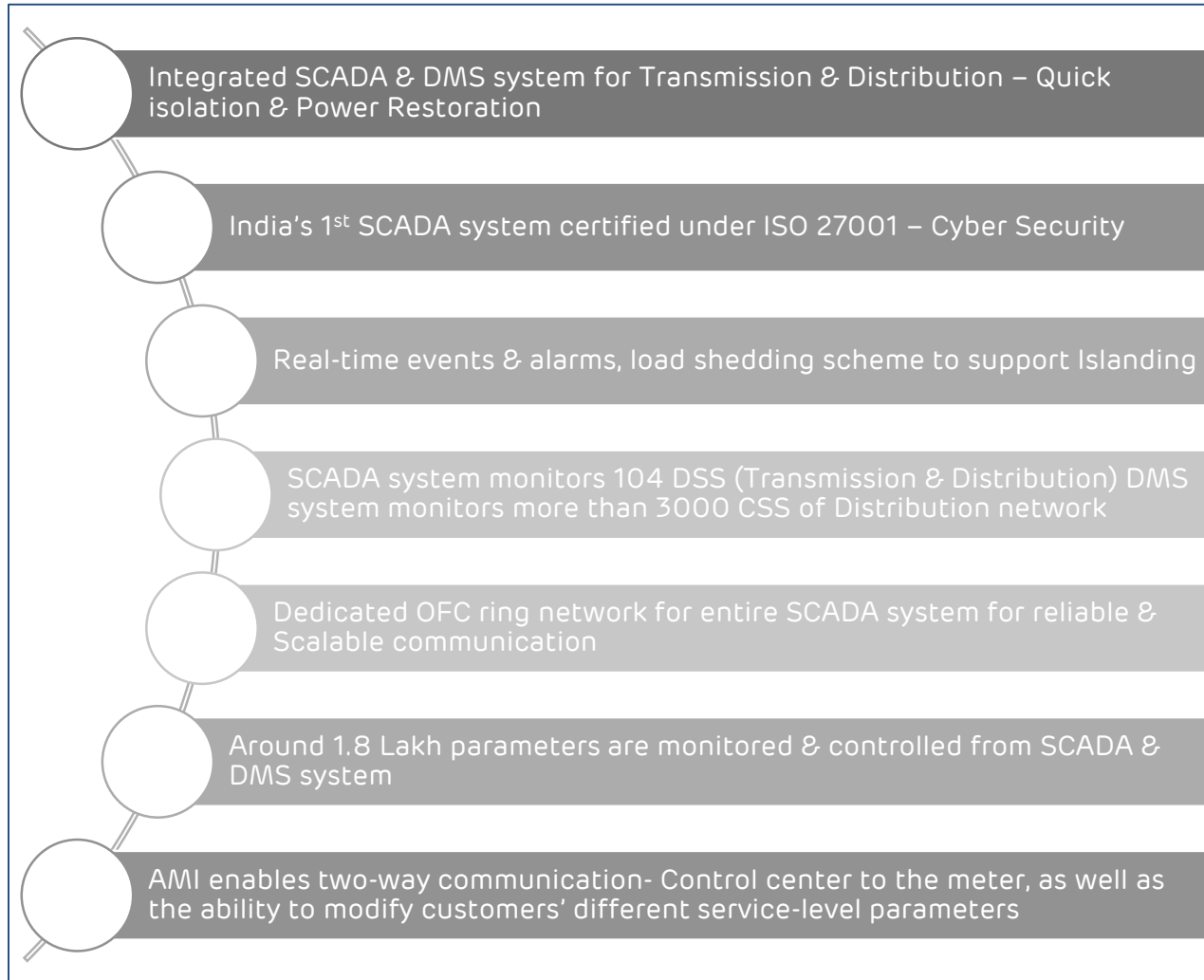
## Business

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

**Reduction in Carbon Footprint**

# AEML: Digital Enablers - SCADA, DMS, AMI

2

Digital  
Enabler

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

# AEML: OMS Integration

## SCADA / DMS



## OMS



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

**Integrated system facilitates fossil fuel conservation and reduces carbon footprint**

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

## SERVICE BUS



## WMS

- Resource allocation for Planned outages and Breakdown
- Workflow Optimization



## SAP

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



## GIS

- Precise pinpointing of the asset
- Route Optimisation

## CRM



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

## IVR



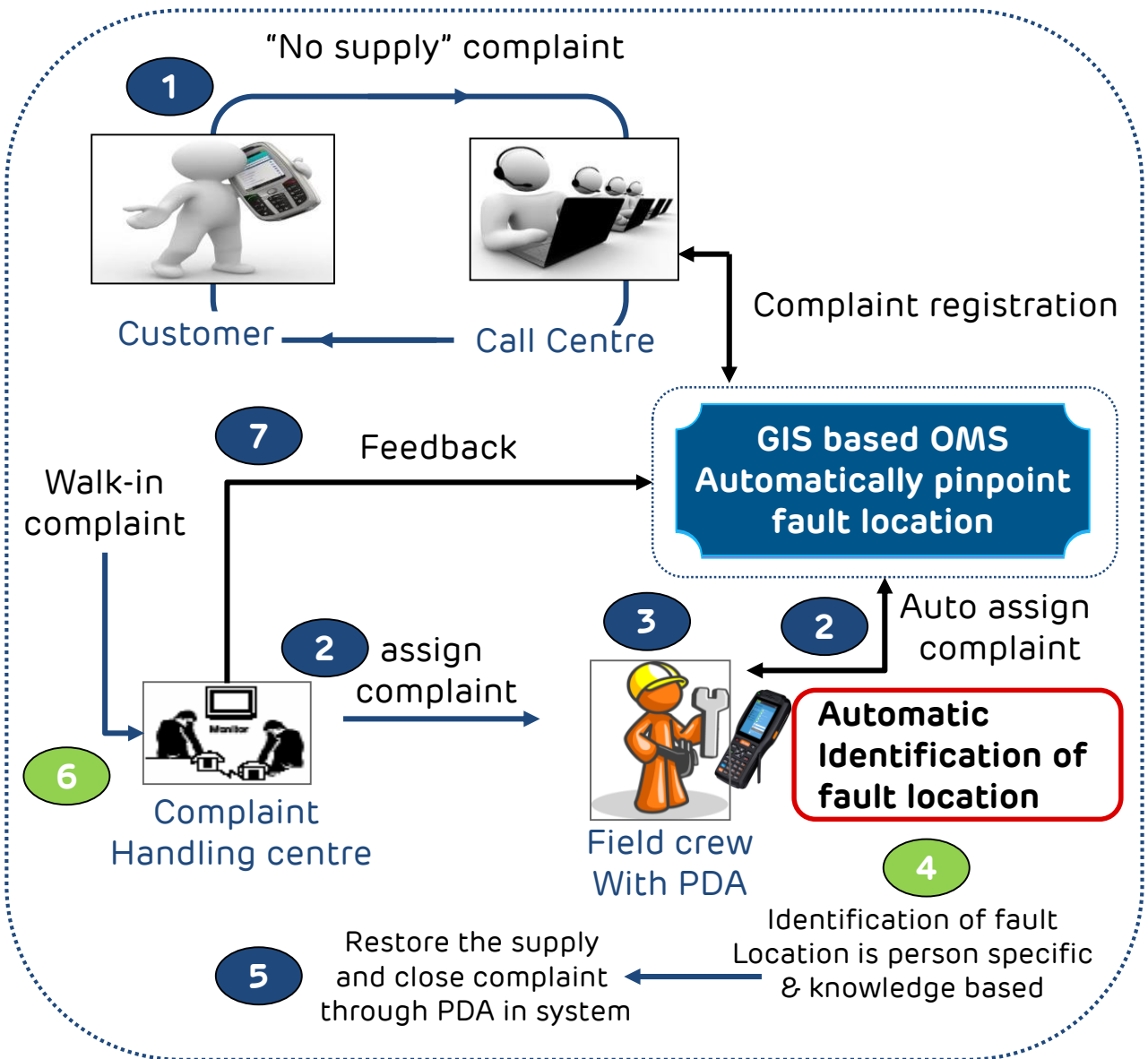
Analyze and route the issue to concern

## Consumer



Logs Complaint through phone or portal

# AEML: Improvement in response time



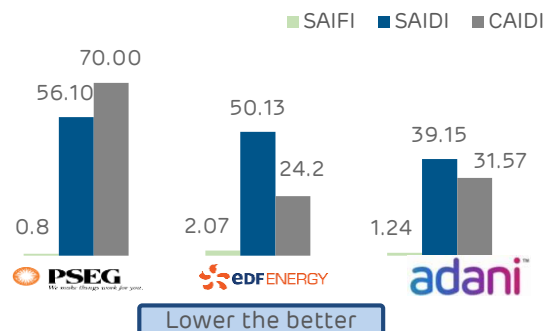
1	No Electricity complaint	2 Minutes 4%
2	Assign the complaint to field crew	5 Minutes 8%
3	Field crew reaches at complaint area	16 Minutes 25%
4	Identify the fault location	19 Minutes 30%
5	Rectify the cause / restore the supply	09 Minutes 14%
6	Grouping / Handling the complaints	10 Minutes 16%
7	Customer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

**46% improvement in response time**

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

# AEML: Operates at Industry standards beating reliability metrics

## Reliability Indices



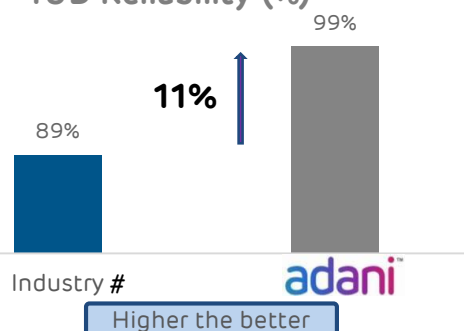
## Challenges

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

## Achievements

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

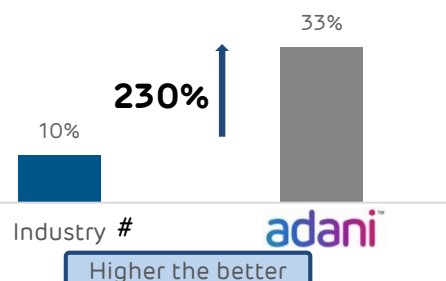
## T&D Reliability (%)



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

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

## Renewable Energy %



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

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

# AEML: Case Studies – Reliability Demonstrated

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

### Challenges

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

### Preparedness

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

### AEML Strength Demonstration

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

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

### Sequence of Events

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

### Successful Islanding

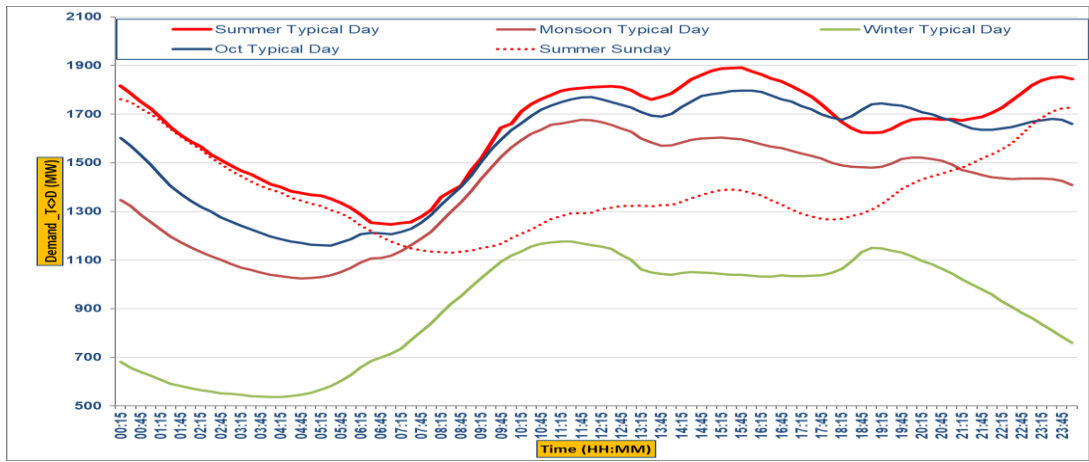
- ADTPS supplied @ **340 MW – 390 MW** of critical / essential loads **when no other power source was available** due to the said Grid disturbance.
- ADTPS **ensured supply** to all essential services



# AEML: Case Studies – Reliability Demonstrated

## 3 Demand Side Management

### MUMBAI

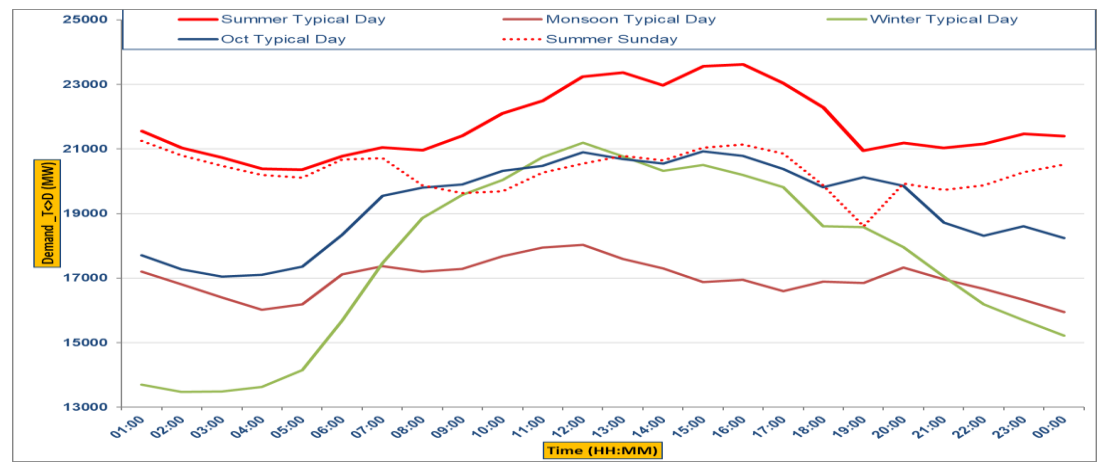


- Peak – Off Peak Ratio ~ 3.5:1
- Lower demand on Sundays & Holidays

#### Challenges

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

### MAHARASHTRA



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

#### Mitigation

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

# AEML: Responsiveness aided by Technology-Transformation to Virtual Enterprise

Reliability

Responsiveness

Sustainability

adani  
Electricity



Mobile App

## Mobile App

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

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



Automation

## Auto Work Allocation

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

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



## Chatbot Implementation

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

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



## Kiosk Deployment

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

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



## Promotion of Digital Payments

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

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

## Knowledge Enhancement

- 60 Customized webinars in collaboration with 41 Reputed Vendors

## Skill Development

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

## Creation of Training Facilities & Affiliation of Training Centers

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

## e-learning modules

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

## Enhance Digital Skills for Future ready Organization

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

## Focus on improving consumer connect

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

## 1 COVID-19

### Challenges

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

## 2 Mumbai Monsoon

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

### Proactive Actions

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

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

# AEML: Strong ESG Focus



## Environmental

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



## Social

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



## Governance

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

# AEML: Employees have proven capabilities for execution

## Well trained manpower with extensive experience in different aspects of execution

~ 5,000 Trained Manpower

~ 100,000 Total Man years of experience

## Excellent track-record of having implemented various schemes

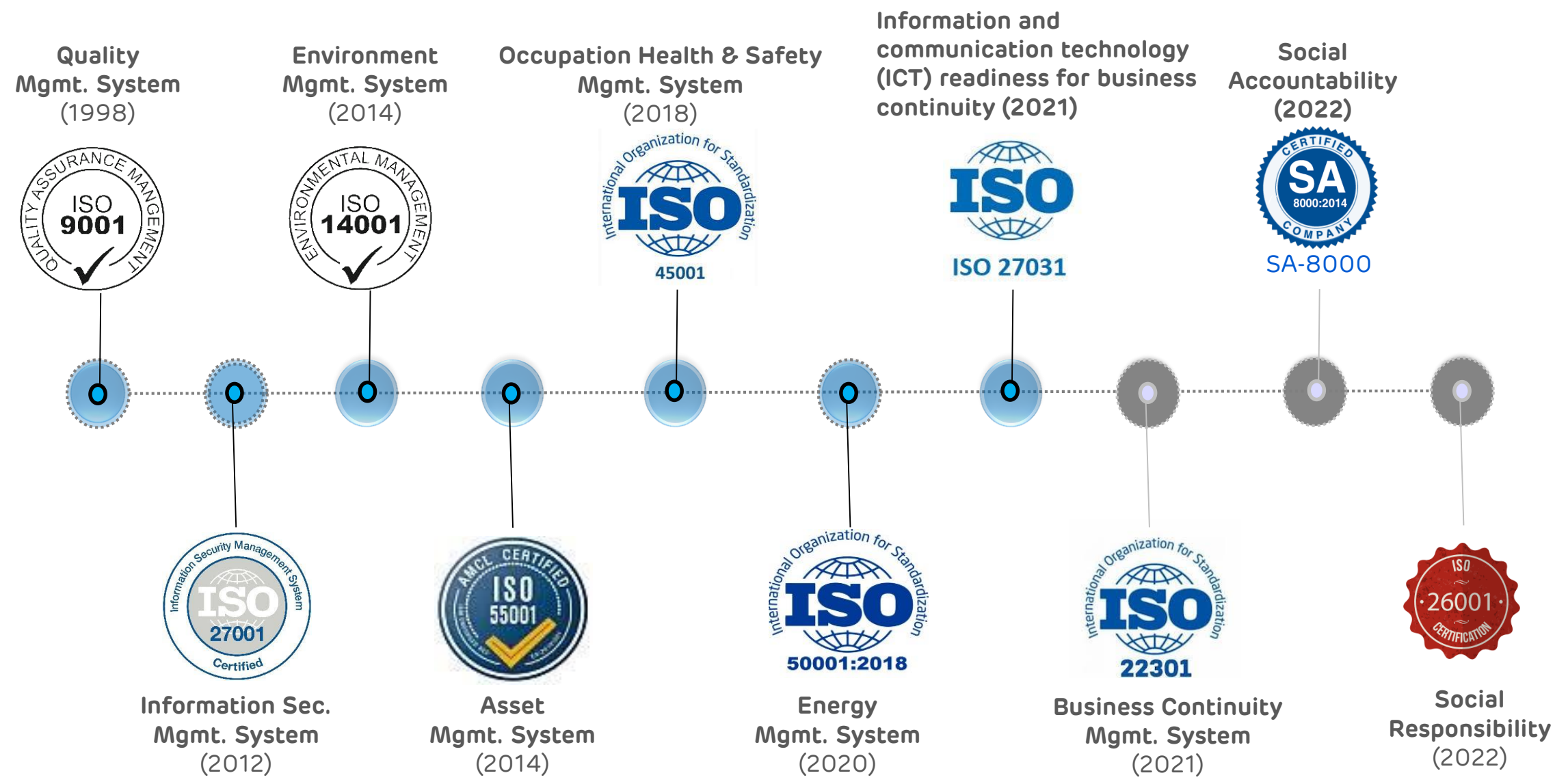
4,127 MVA	Power Transformation Capacity	> 2.4 mn	Meters Installed
24,638 km	Network Length	~70,000	LT Pillars installed
~7,000	Substations installed	~90,000	Street Lights installed

## Complemented by expertise of its parent company (Adani Transmission)

15,400 ckt km Network laid by Adani Transmission

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

# AEML: ISO Journey - Contined Improvement



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

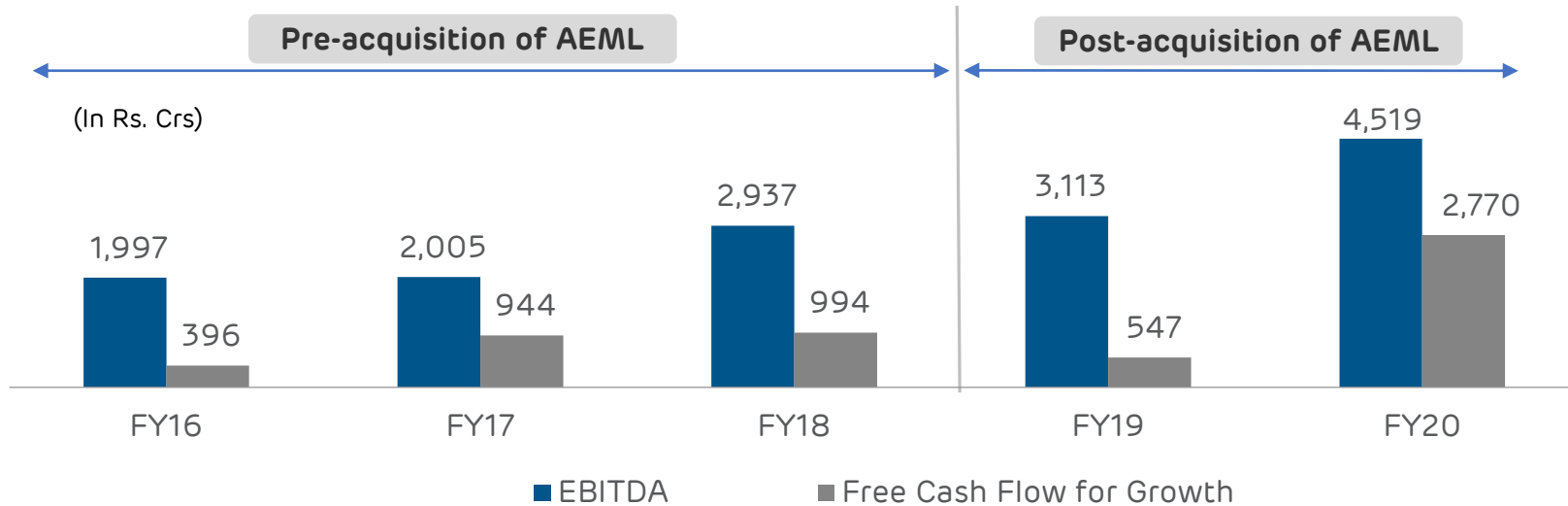
Certified 
 Certification in progress

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## 4. Conclusion



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



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

## Strategic Advantages to ATL

**Privatization**

- Managing largest slum with lowest distribution loss
- Effective outage management for quality supply
- Enhanced consumer experience – value added services

**Carriage and Content**

- Only Discom working in a competitive environment (new regulation on competition is already part-and-parcel of AEML business)
- 90% of competitor’s consumers are on our network
- Historical trend of reduction in power purchase cost

**New business opportunities**

- Richest Counterparty – Mumbai Consumer
- 9 decades of consumer behavior history

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

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**Thank you**

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