

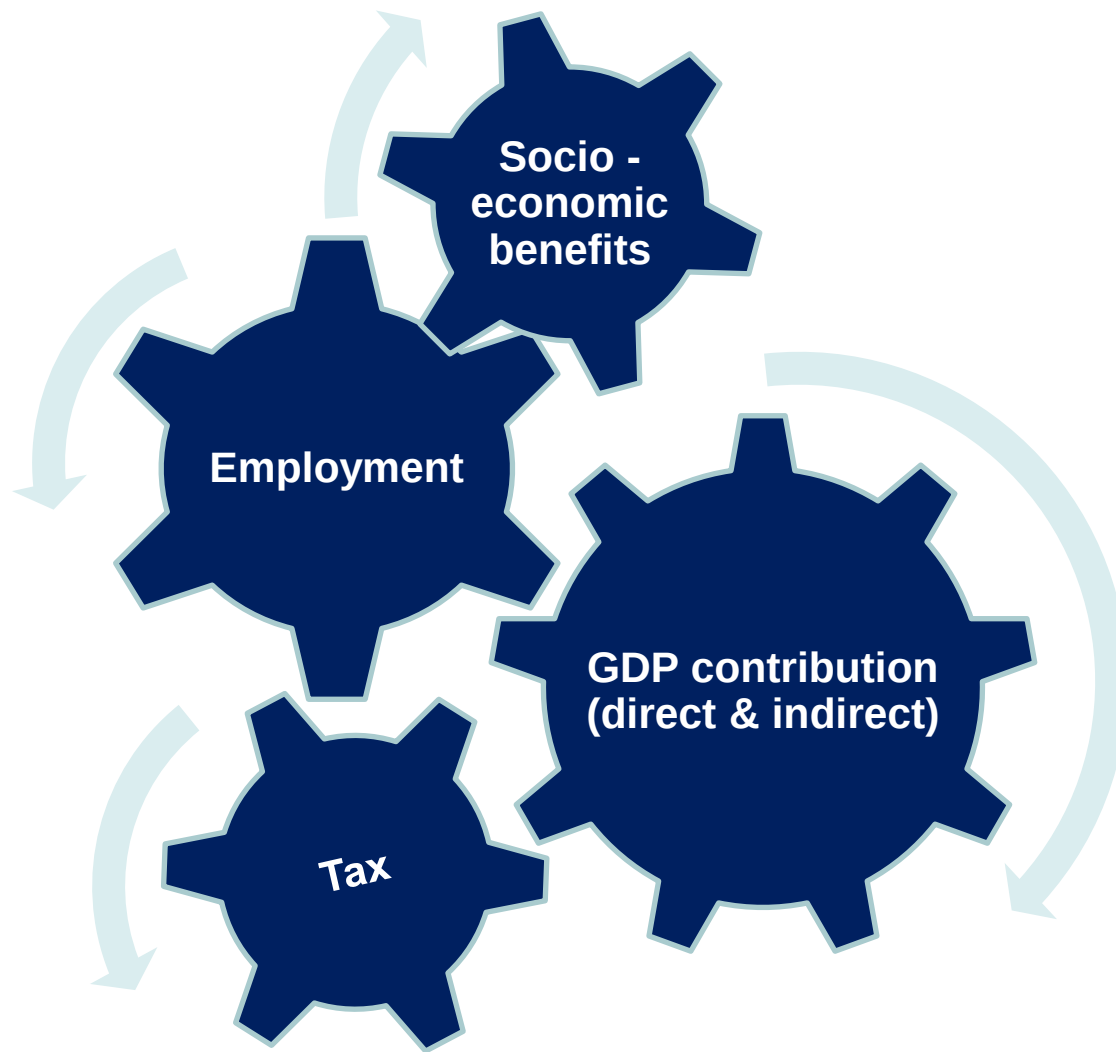
GMR Airports

A high performance airport platform

July, 2018



In today's globalized world, Airports have become the economic engines ...

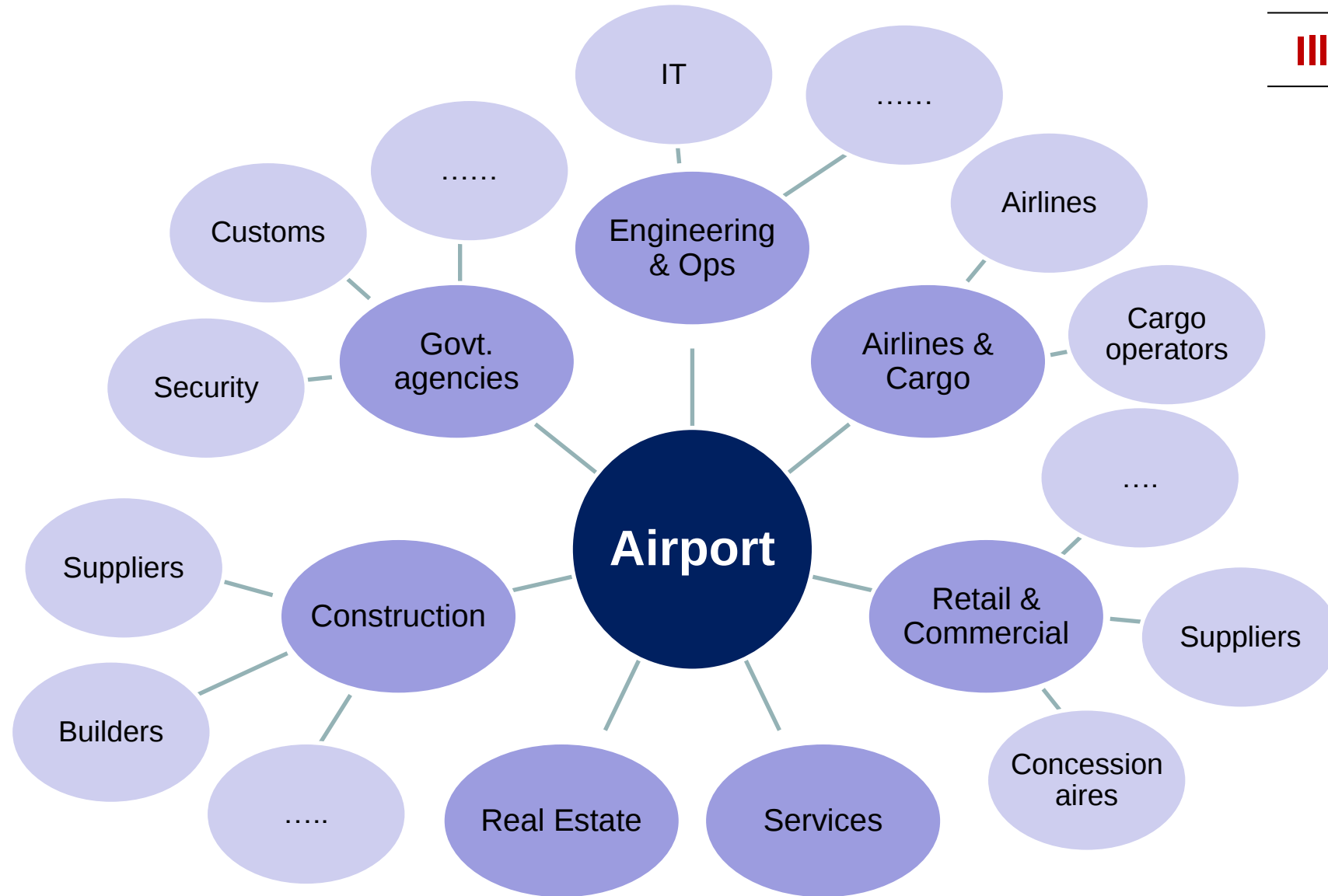


- The impact of Airports and Civil Aviation has several dimensions across the economy
- While air transportation is relatively expensive, it is also the most practical way of covering long distances within a reasonable time frame
- Airports are a complex and technology-intensive industry, requiring a variety of inputs and skilled labour for its operations
- Additionally, Airports spawn new industries not only associated with its backward linkages but also those which critically require air transportation, such as the export of perishable and high-value products

Basis our experience, we believe Airports have an output multiplicative effect of 3x – 4x through its inter-industry linkages.

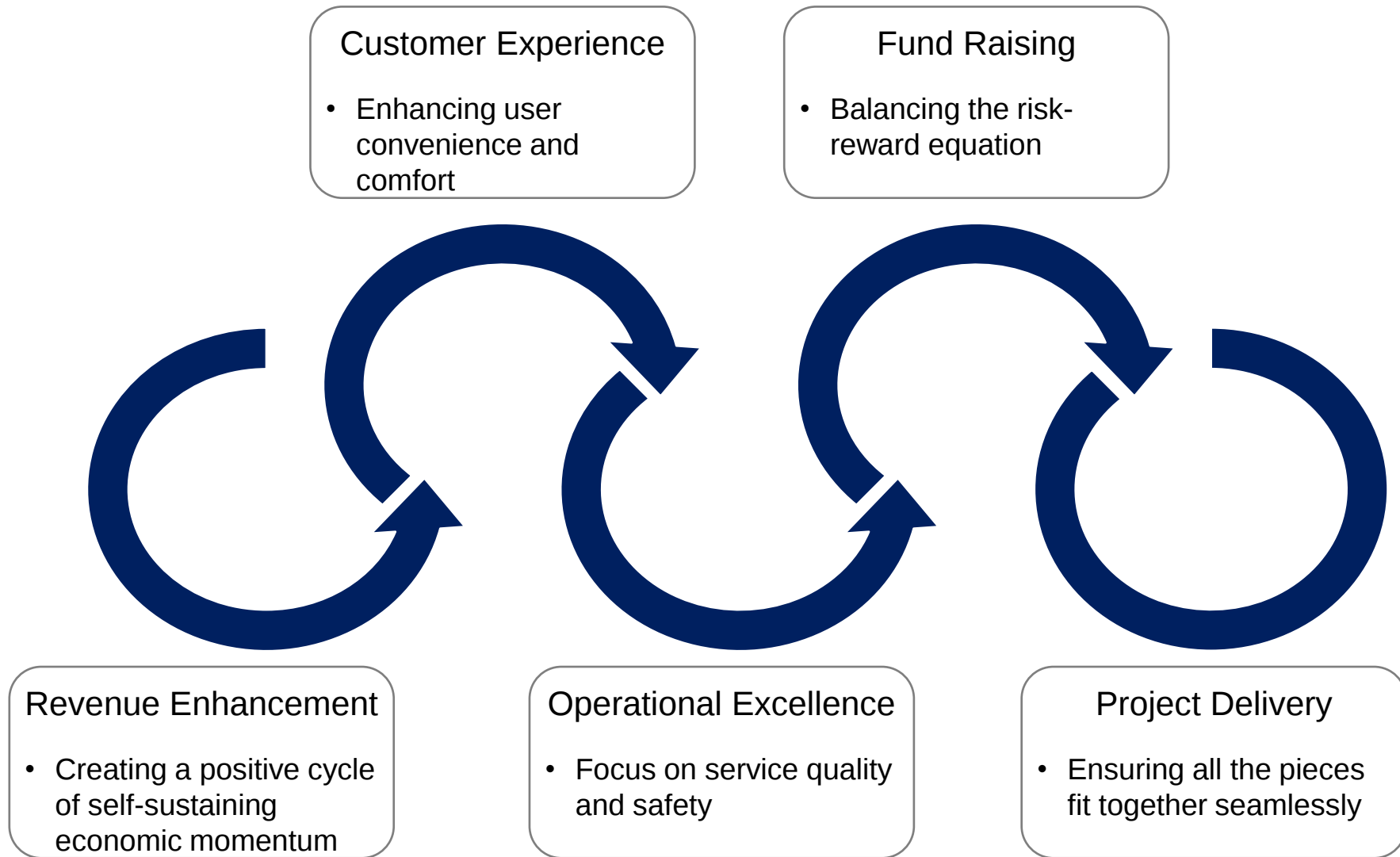
... and spawn many different businesses in their folds.

Illustrative



Airports foster creation of a multiplicative and complex ecosystem across various aspects of its life-cycle.

In our view, multiple aspects need to come together to build a world-class and successful airport portfolio.



GMR has demonstrated deep expertise and capability across all these aspects.

- **GMR Group – a brief introduction**
- Our Airports journey

GMR Group is a leading Infrastructure Conglomerate headquartered in India...



Creating Tomorrow, Today

GMR Group was established in June 1978

1996



Entry into Infrastructure

200 MW IPP in Chennai

2018



Gaining momentum

- 6 Airports projects*
- 6 Highways
- 2 Special Investment Regions
- 9 Power Plants** / 3 Projects
- 2 Domestic Coal Blocks
- 1 Overseas Coal Block

2019

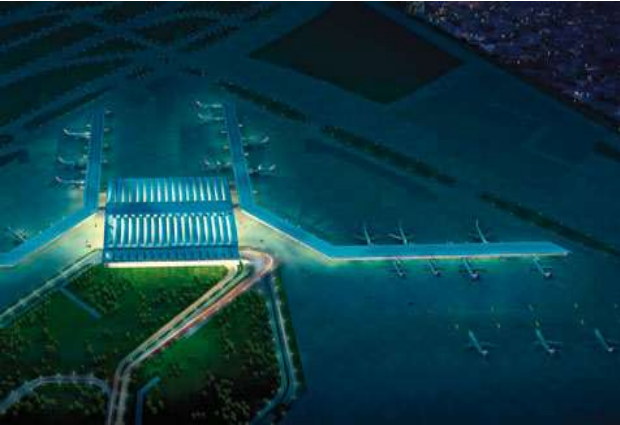
Large & diversified infrastructure player

- 6+ Airports
- 6 Highways
- 2 Special Investment Regions
- 10 Power Plants** / 2 Projects
- 1 Overseas Coal Block

*Includes EPC work for Clark international Airport, Philippines

**includes Minority stake in GCEL and GREL

Group has significant, and in many cases first, achievements across the infrastructure sector



- **5th largest private airport developer in the world**
- **Developed the first PPP Airport in India @ Hyderabad**
- First Indian Private Company to Venture into the Airports Business
- **First Indian company to expand its airports business globally**

- Among the **leading Energy Producers in the Country**
- **World's largest barge mounted 220 MW combined cycle power plant**
- **World's largest 2 stroke diesel engine driven electric power plant**



- Among **Top 3 Highway Developers in India**
- **First Highway project in India under the Build, Operate and Transfer Model**

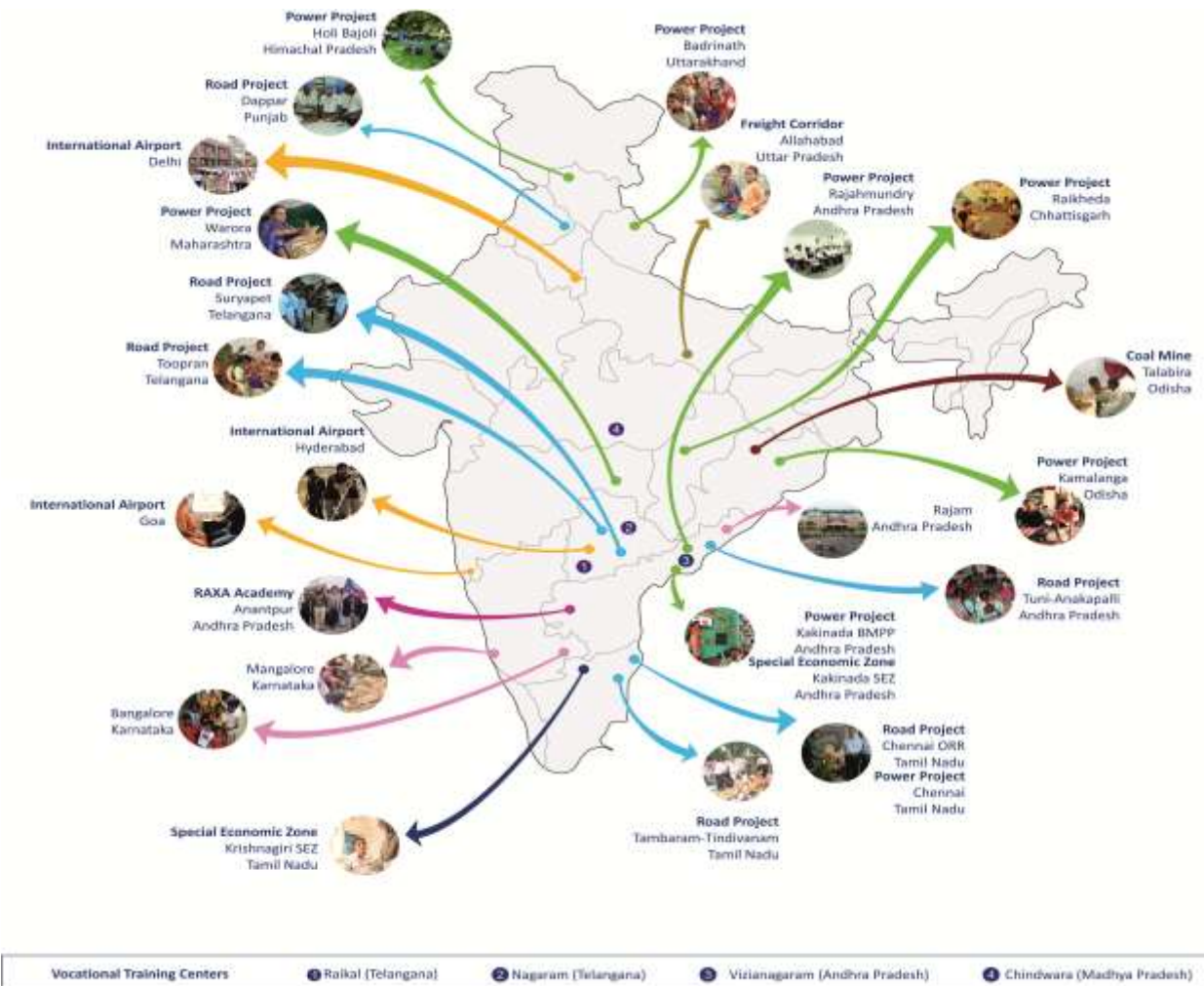
Today the Group's presence spans across multiple infrastructure asset classes and geographies



International Assets



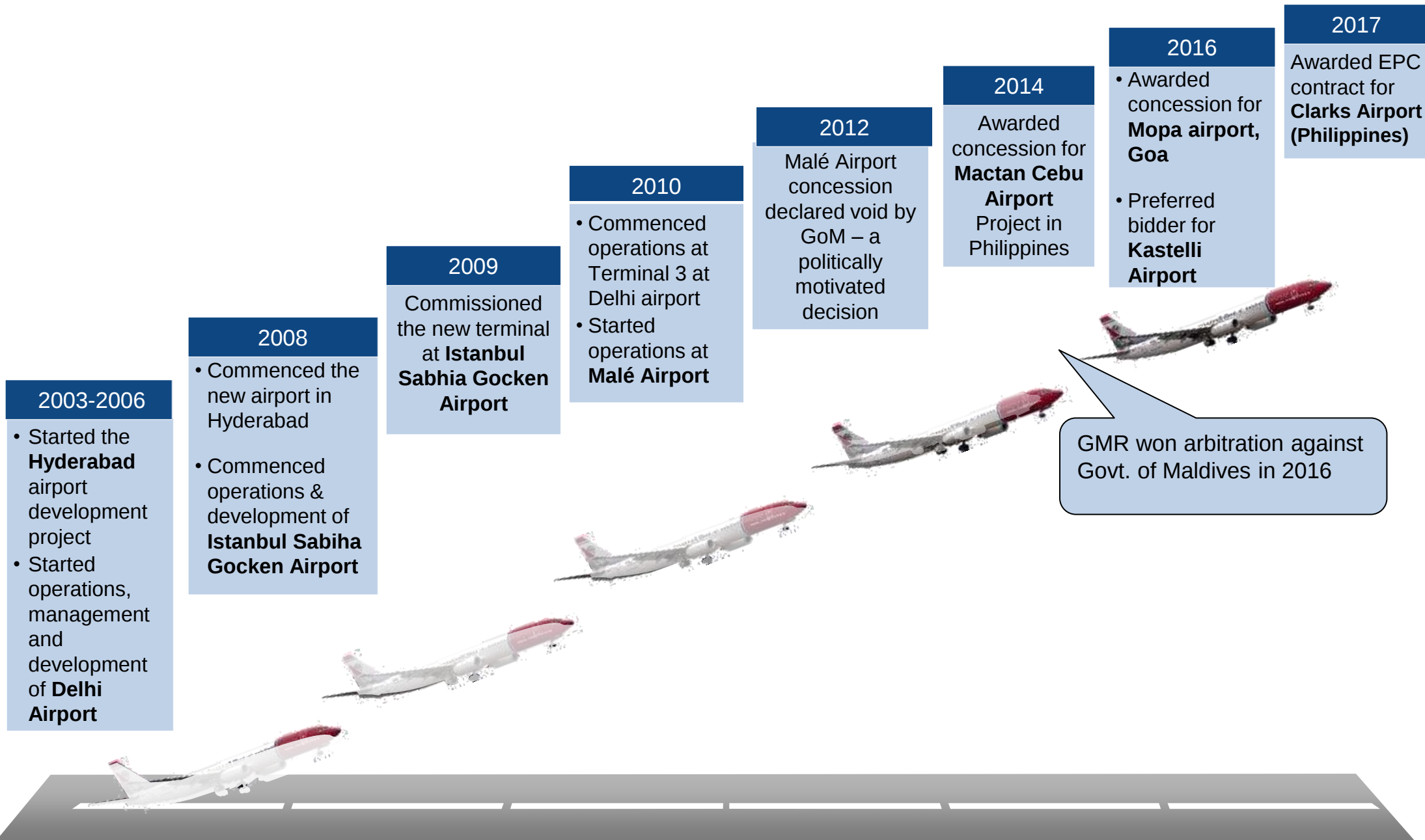
Domestic Assets



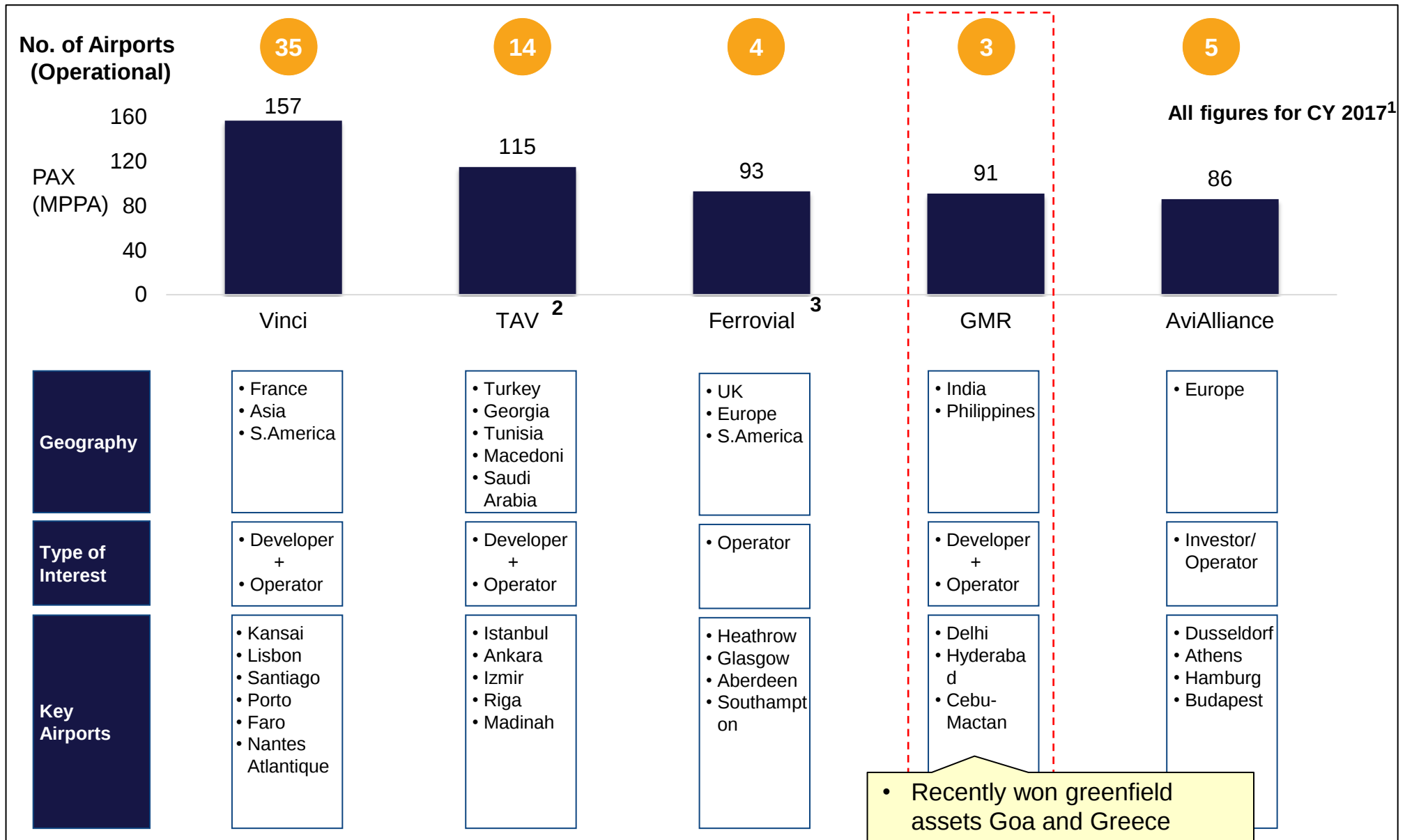
Apart from the above locations, GMRVF is supporting 2 locations in Nepal, 1 in Philippines

- GMR Group – a brief introduction
- **Our Airports journey**

GMR Group has been in the airports business for more than a decade now...



...and currently figures amongst the top 5 private airport developers in the world...



Note:

1. Based on available data for CY2017
2. 46% Owned by AdP
3. UK assets of Glasgow, Aberdeen and Southampton are in a 50:50 consortium with Macquarie fund

...having its Airport assets located across Indian Sub-continent, Pacific Asia and Europe.



We have 3 Indian & 3 International Airport projects (including EPC contract for Clark International Airport, Philippines)

Airports & Commercial Property development

Crete International Airport

- Partner- GEK Terna
- GMR Share – 21.6%
- Proposed Capacity- 15 mn
- Concession Features
 - 35 years concession

Mopa International Airport

- GMR Share – 100%
- Proposed Capacity- 7.7 mn
- Concession Features
 - 40 + 20 years concession
 - 36.99 % revenue share
 - 232 acres of real estate for development

Mactan Cebu International Airport (11.5 acres)

- Partner – Megawide
- GMR Share – 40%
- Annual Capacity ~ 16 Mn
- Traffic FY18 ~ 10 Mn
- Concession period – 25 yrs
- 11 acres of real estate for development

Delhi International Airport

- GMR Share – 64%
- Partners – AAI, Fraport
- Annual capacity ~ 66 Mn
- Total capex ~ INR 128 Bn
- Traffic FY18 ~65.7 Mn
- Concession features:
 - 30 + 30 yrs
 - 46% revenue share
 - 230 acre real estate parcel

Hyderabad International Airport

- GMR Share – 74%
- Partners – AAI, MAHB, GoT
- Annual capacity ~ 12 Mn
- Total capex ~ INR 29.2 Bn
- Traffic FY18 ~18.3 Mn
- Concession features:
 - 30 + 30 yrs
 - 4% revenue share
 - 1,000 acre real estate
 - 250 acres (Logistics)+250 acres (aviation) SEZ

Clark International Airport (EPC work)

- Partner – Megawide
- GMR share- 50%
- EPC and O&M Contract

Other areas within aviation where GMR has presence



GMR Aviation –A leading charter service provider

Encash charter opportunities in commercial market through 1 Falcon and 1 Hawker aircrafts and 1 Bell Helicopter



MRO facility in Hyderabad

2 Narrow & 1 wide body hangers



JV's at DIAL& GHIAL

Both aero & non aero based JV's



Asia Pacific Flight training Academy - Hyd

Collaboration with APFT Sdn Bhd

GMR Airports has proven its business development capabilities across diverse situations...



	India			International				
	Delhi	Hyderabad	Goa Mopa	Mactan-Cebu	Heraklion	Istanbul	Male	Clark
Country	India			Philippines	Greece	Turkey	Maldives	Philippines
Airport development	Brownfield expansion	Greenfield development	Greenfield development	Brownfield development	Greenfield development	Brownfield development	Brownfield expansion	Brownfield expansion
Regulatory Mechanism	Hybrid Till	Hybrid Till	Hybrid Till	Fixed Aero Tariffs	Fixed Aero Tariffs*	Fixed Aero Tariffs	Fixed Aero Tariffs	
Bidding Process	Sealed Auction	Swiss Challenge	Sealed Auction	Sealed Auction	Sealed Auction	Open Auction	Sealed Auction	EPC Bid
Bid Parameter	Revenue Share	Financial Grant	Revenue Share	Upfront Premium	Complex Financial Bid	Upfront Premium	Complex Financial Bid	
Dual airport system	No	No	Yes	No	No	Yes	No	Yes
Traffic profile	Business + Tourist	Business	Tourist	Business + Tourist	Tourist	Tourist	Tourist	Business + Tourist
Climate	Temperate	Equatorial	Equatorial	Equatorial	Equatorial	Temperate	Equatorial	Equatorial

*Malé Airport concession declared void by GoM – a politically motivated decision *Istanbul: GMR divested its stake in early 2014

GMR Airports has successfully participated and won bids under different regulatory framework, bidding processes and complex financial bid parameters underscoring its deep understanding of airport business

...and has won airport bids
against the biggest players to establish its positioning.



Incheon Airport

Successful Bids

Hyderabad (India)

Delhi (India)

Male (Maldives)

ISG – Istanbul (Turkey)

Cebu (Philippines)

Goa (India)

Kastelli (Greece)

Today, GMR has developed a strong presence across the entire aviation value chain....



Asset	Airport business development	Airport development, construction, consulting	Airport O&M	Cargo, ground handling etc.	Maintenance, repair and overhaul (MRO)	Duty free, food and beverage, advertising etc.	Airport & Aviation Training
GMR Airports	✓	✓	✓			✓	✓
Delhi Airport		✓	✓	✓		✓	✓
Hyderabad Airport		✓	✓	✓	✓	✓	✓
GMR Airport Developers	✓	✓	✓	✓			✓

Business development

Development and construction

Airport Operations

Commercial

Training

- ✓ Experienced business development team
- ✓ Successfully bid to develop six airports across three continents

- ✓ Developed new terminal at Istanbul Sabiha Gökçen Airport 12 months ahead of schedule
- ✓ Developed Delhi Terminal 3 in record time of 37 months
- ✓ Currently constructing a new terminal & allied facilities at Mactan-Cebu Airport

- ✓ End to end operation and management of airports
- ✓ Currently operating Delhi, Hyderabad and Cebu airports
- ✓ Delhi is the largest airport in India

- ✓ Significant commercial operations across airports portfolio
- ✓ Delhi Duty Free is India's largest airport retail offering
- ✓ Commercial operations at Delhi and Hyderabad through JV agreements and subsidiaries

- ✓ Centre of Excellence for training & development of world class aviation professionals
- ✓ Training through GMR Aviation Academy, APFT GMR (flight training school) and GMR Airport Developers (airport operations)

Additionally, GMR's Airports are consistently ranked amongst the best, in their respective categories, from a customer service perspective.

...and has leveraged its platform to develop deep relationships with its partners across the value chain.



Business	Partners
Airport	
Duty Free	
Advertising	
MLCP	
IT	
F&B	
Fuel	
Cargo	
Aviation Services	
MRO	

GMR has leveraged the expertise of its partners to create profitable assets and has in the process developed lasting relationships across the airport space.

GMR has created and has broken many industry records for its airport assets...

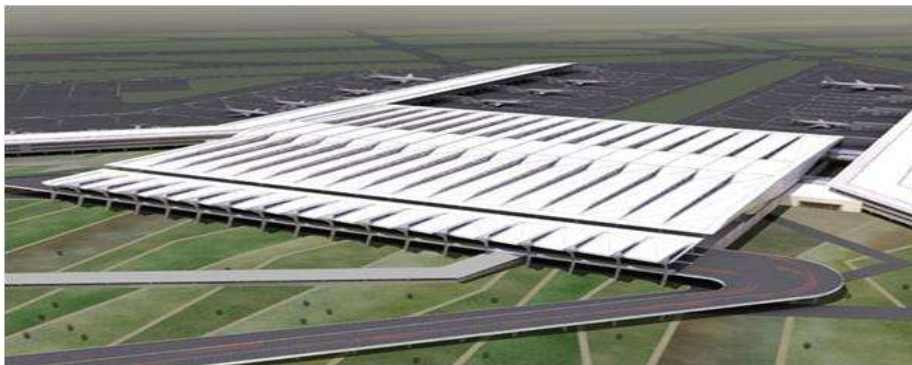


- India's first Greenfield airport project – completed before time
- Total capacity of 12 MPPA

RGIA,
Hyderabad

SGIA,
Turkey¹

- Super-fast project execution in 18-months
- Capacity of 20 MPPA



- Among largest terminals globally
- Completed in record 37 months
- Total capacity of 60 MPPA

IGIA,
Delhi

1. GMR Divested its stake in SGIA in Mar'14

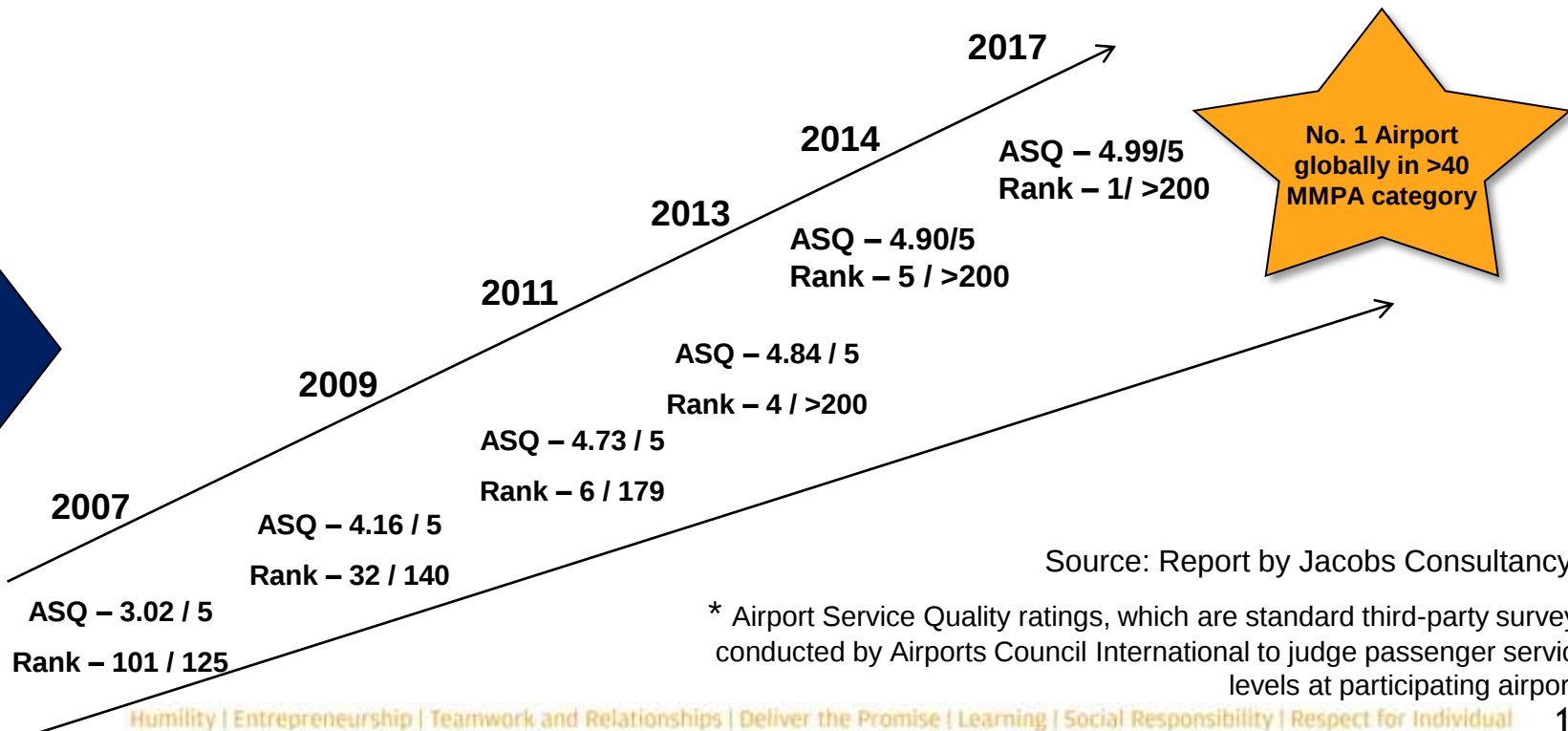
Delhi Airport is our marquee example of airport development as well as operation capabilities.



Delhi T3, one of the largest terminals in the world, was completed in record time compared to benchmarks.¹

Airport	Capacity (mppa)	Floor (Sqm)	Construction (Months)
London Heathrow T5	28	353,000	72
Madrid	42	757,000	70
Bangkok	45	563,000	60
Kuala Lumpur	25	479,000	54
Beijing	43	900,000	52
Delhi T3	34	54,000	37

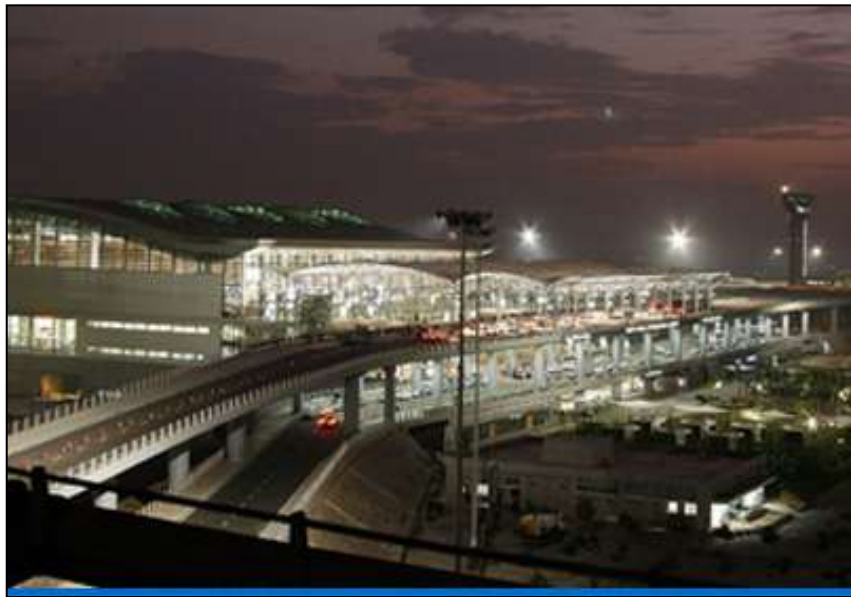
We turned around operations, transforming it from one of the worst to one of the best in the world.



Source: Report by Jacobs Consultancy

* Airport Service Quality ratings, which are standard third-party surveys conducted by Airports Council International to judge passenger service levels at participating airports

Hyderabad Airport, India's first greenfield airport project is also among the best in the world.



We brought a lot of 'Firsts' to Indian Airports sector through the Hyderabad Airport Project...

- Fully automated Airport Operations Control Centre (AOCC)
- Among the tallest ATC tower (75 m) in India, tallest at that time
- Longest taxiway (4395 m) & a Code F facility that is A380 Compatible
- 4 level inline baggage screening

...and delivered a world class airport...

- 42 aircraft parking stands - 12 boarding bridges
- 5 Star Airport Hotel
- International Brands & Concessionaires
- 'Slumber lounge' with shower and nap facilities; Wi-Fi Access

...that is rated among the best in the world in its size category.



Sabiha Gokcen International Airport, Istanbul, Turkey was GMR Airport's first international project.



“Sabiha Gökçen was declared winner in its category for highest traffic growth for two consecutive years”

“Received Best Airport Marketing Award in European region”



- ❖ First overseas project for GMR Group and any Indian airport developer
- ❖ Takeover in May'08 for a concession period of 20 years
- ❖ Total capital expenditure at Euro 451 Mn.
- ❖ Expansion from 5 Mn. passenger capacity to 25 Mn.
- ❖ Up-gradation of infrastructure to enhance Pax comfort & services
- ❖ New terminal inaugurated on 31st Oct. 2009
- ❖ Aprons 45 + 11 (Cargo) parking capacity for 44 planes and Cargo terminal of 7,950 sq.m
- ❖ GMR Divested its stake in early 2014

Philippines MCIA: A tourism gateway to the Philippines, the Mactan-Cebu airport is the 2nd busiest airport in the country



MCIA Terminal 2



President Duterte inaugurated the Terminal



The project involved construction of a new Terminal 2...

- Terminal 2 opened for operations in July 2018
- Total terminal area 43,398 sqm
- Conceptualized as a **resort terminal** in line with Cebu's positioning as resort island
- Terminal roof is made of glulam (form of timber) keeping in view the Cebuano heritage of furniture making
- MCIA's T2 is the first airport building in Asia to use Glulam roof
- With addition of Terminal 2, MCIA's passenger handling capacity has increased to 12.5 MPPA

...and renovation of the existing Terminal 1

- New floor area planned of ~7,800 sq.m. (total of 46,362 sq.m.)

MCIA has been witnessing double digit traffic growth

- In 2017, passenger traffic grew @ 14% over 2016

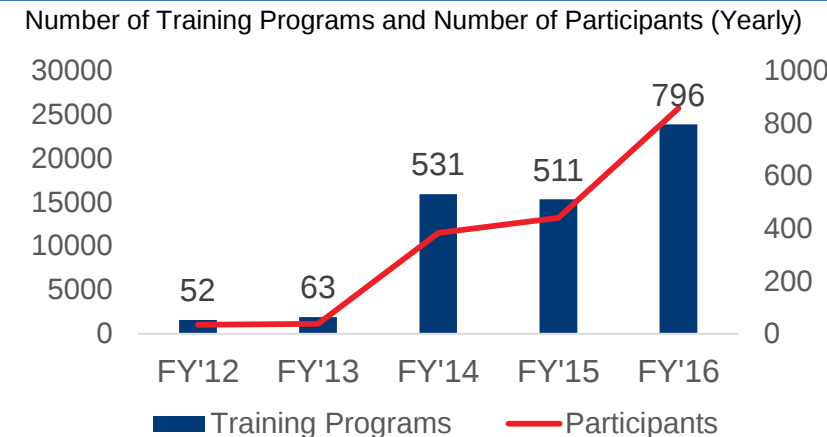
Additionally, GMR Aviation Academy establishes GMR Airports positioning as an end-to-end aviation platform.



GMR Aviation Academy (GAA) is India's premier aviation training hub

- Founded in 2009, GAA is India's only aviation training centre approved by ICAO, IATA, ACI besides Indian Aviation Authority DGCA
- In 2014, ICAO certified it as a "Regional Centre of Excellence" – one among 3 training centres in Asia Pacific and 11 training centres globally
- GAA has a comprehensive course catalogue across Aviation competencies, Behavioural courses and E-learning modules
- Clients include all types of aviation players – airports, airlines, cargo operators, hospitality concerns, institutions from India, Asia-Pacific, Middle East and Africa

GAA has witnessed strong growth in reach



GAA has been certified by all global and domestic aviation governance bodies



GAA serves all major aviation players in India – airports, airlines, cargo and hotels



With a total participation of 25,000+ people across ~800 programs (in FY16), GMR Aviation Academy is India's only ICAO approved Regional Training Centre of Excellence (RTCE).

To summarize, the takeaways from our unique experiences across different airport assets are as follows:



Bidding	Development	Construction	Commissioning	Operations & Commercial Enhancement
• Different style and bidding motive • Greenfield development at GHIAL and Mopa • Revenue share at DIAL • Open auction at ISG • Complex financial bid at Male' (Maldives) and Heraklion (Greece)	• Government has a key role during development • High level of flexibility and innovation in Male' and limited in DIAL • Fast-track of agreement required • Debt and other innovative project funding methods	• Robust and detailed planning required • Local & on-ground understanding • Contracting strategy & construction methodology are key for project cost & time • Coordination with govt. agencies for clearances	• Airlines shifting • Testing & trials of equipment & facilities • Readiness of stakeholders • Coordination with govt. agencies – Security, ATC etc. • Connectivity to airport • Public Advocacy	• Operational & Commercial Turn-around at DIAL • Service quality delivery at GHIAL and DIAL • Attracting traffic in a competitive situation – ISG • Streamline operations to meet global practices and standards – Male'

Thank You

