

GMR Airports

Creating World Class Airports

September, 2020



- **GMR Group – A Brief Introduction**
- GMR Airports – Driver for the Group in the Airports Business
- Our Global Airport Assets
- Our Commitment – Giving back to the Community

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



ENTREPRENEURSHIP

We seek opportunities – they are everywhere



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



LEARNING & INNER EXCELLENCE

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



SOCIAL RESPONSIBILITY

Anticipating and meeting relevant and emerging needs of society



RESPECT FOR INDIVIDUAL

We will treat others with dignity, sensitivity and honor

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



1978

Year of Establishment

Presence in manufacturing (jute), finance, etc.

1996

Entry in Infrastructure

200 MW IPP in Chennai



2018

Gained Momentum

- 6 Airports projects*
- 6 Highways
- 2 Special Investment Regions
- 8 Power Plants**
- 1 Overseas Coal Block

2020

Large & Diversified Player

- 7 Airports
- 4 Highways
- 2 Special Investment Regions
- 8 Power Plants**
- 1 Overseas Coal Block

... with many significant and first achievements across infrastructure sector



Airports

- 3rd largest private airport developer in the world
- Developed the first PPP Airport in India at Hyderabad
- First Indian company to expand its airports business globally



Highways

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



Energy

- 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

*Includes EPC work for Clark international Airport, Philippines,

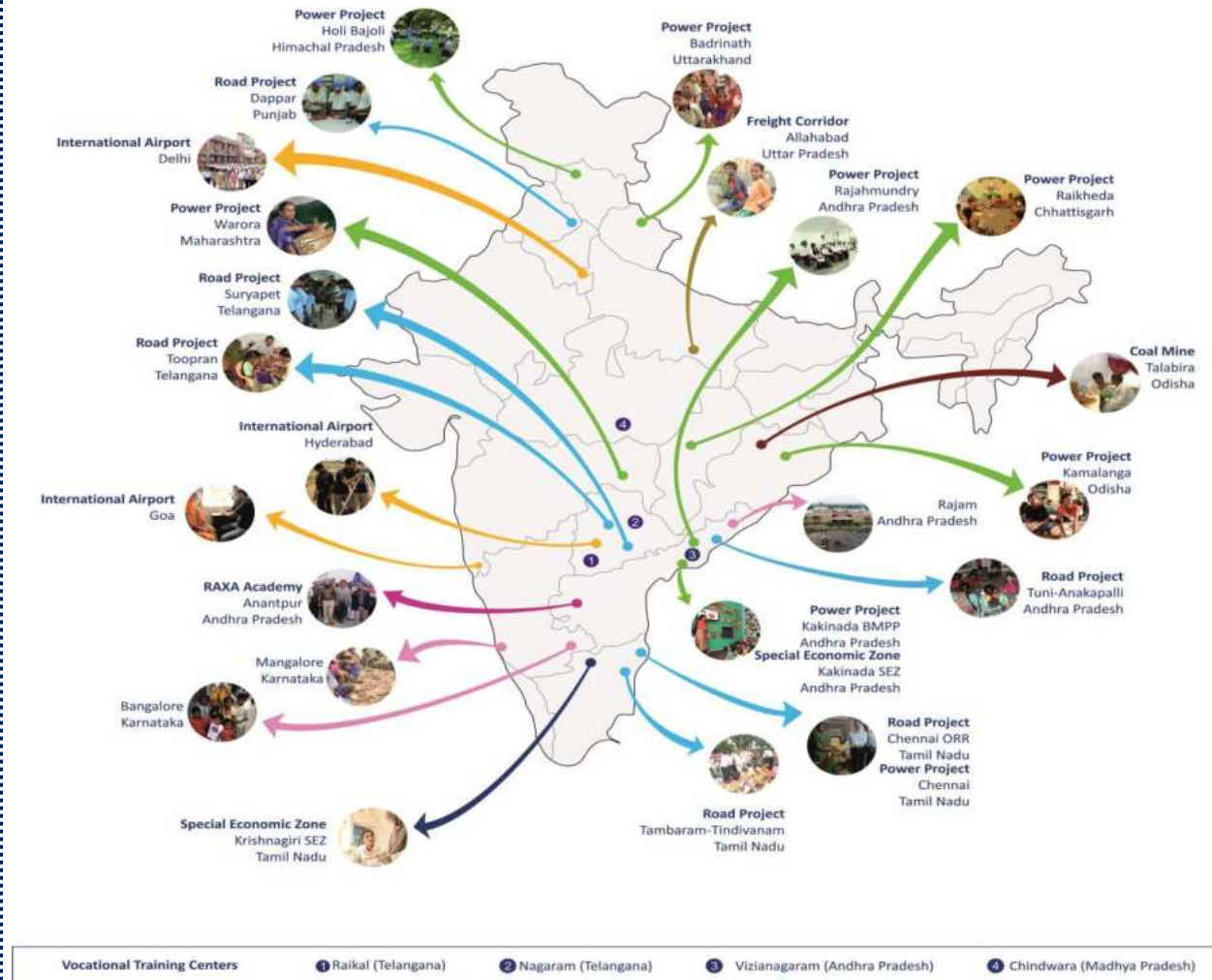
**includes Minority stake in GCEL and GREL

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

International Assets



Domestic Assets

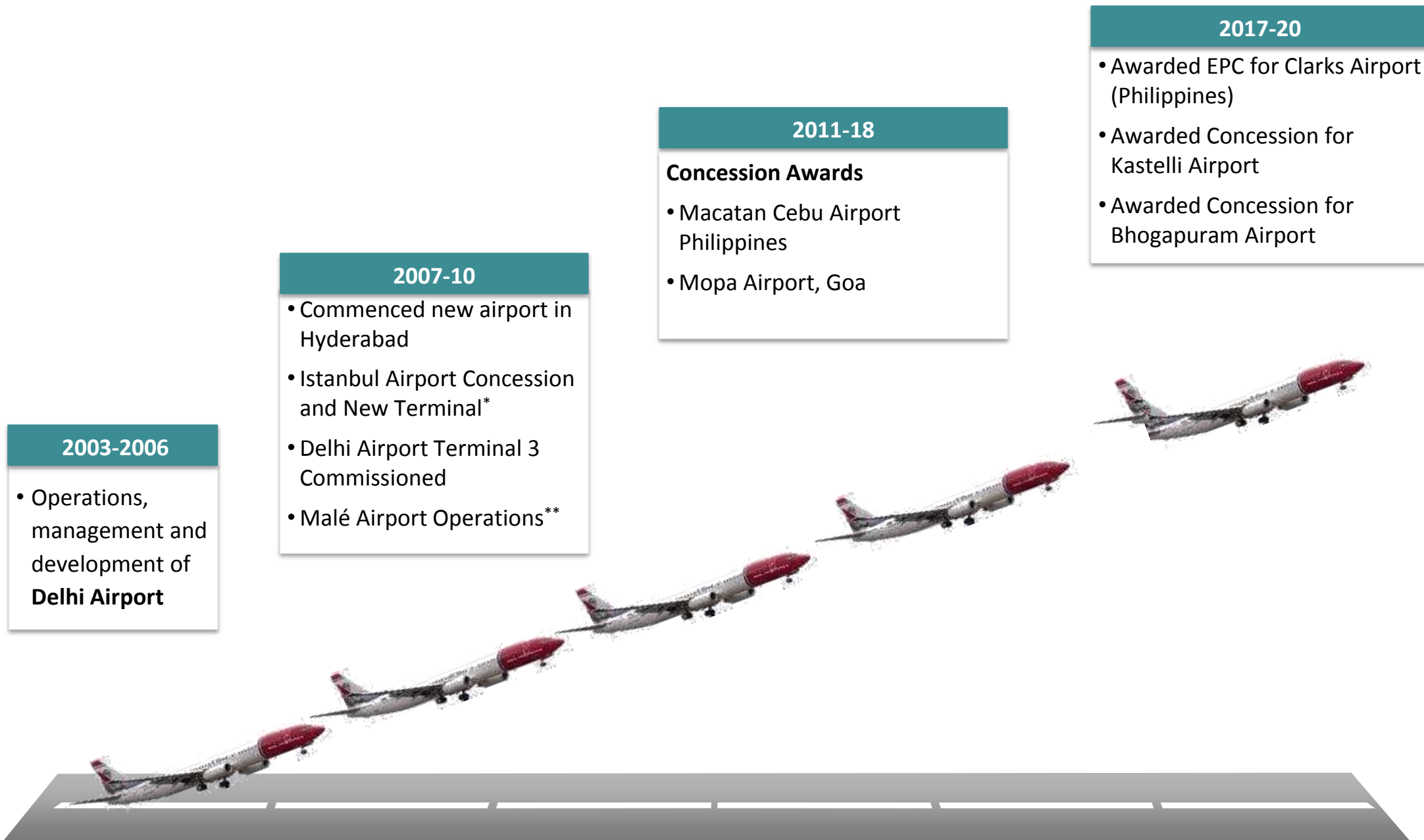


Apart from the above locations, GMRVF is supporting 2 locations in Nepal, 1 in Philippines

¹ Divested in 2014; ² Declared void in 2012, settled in favour of GMR in 2016

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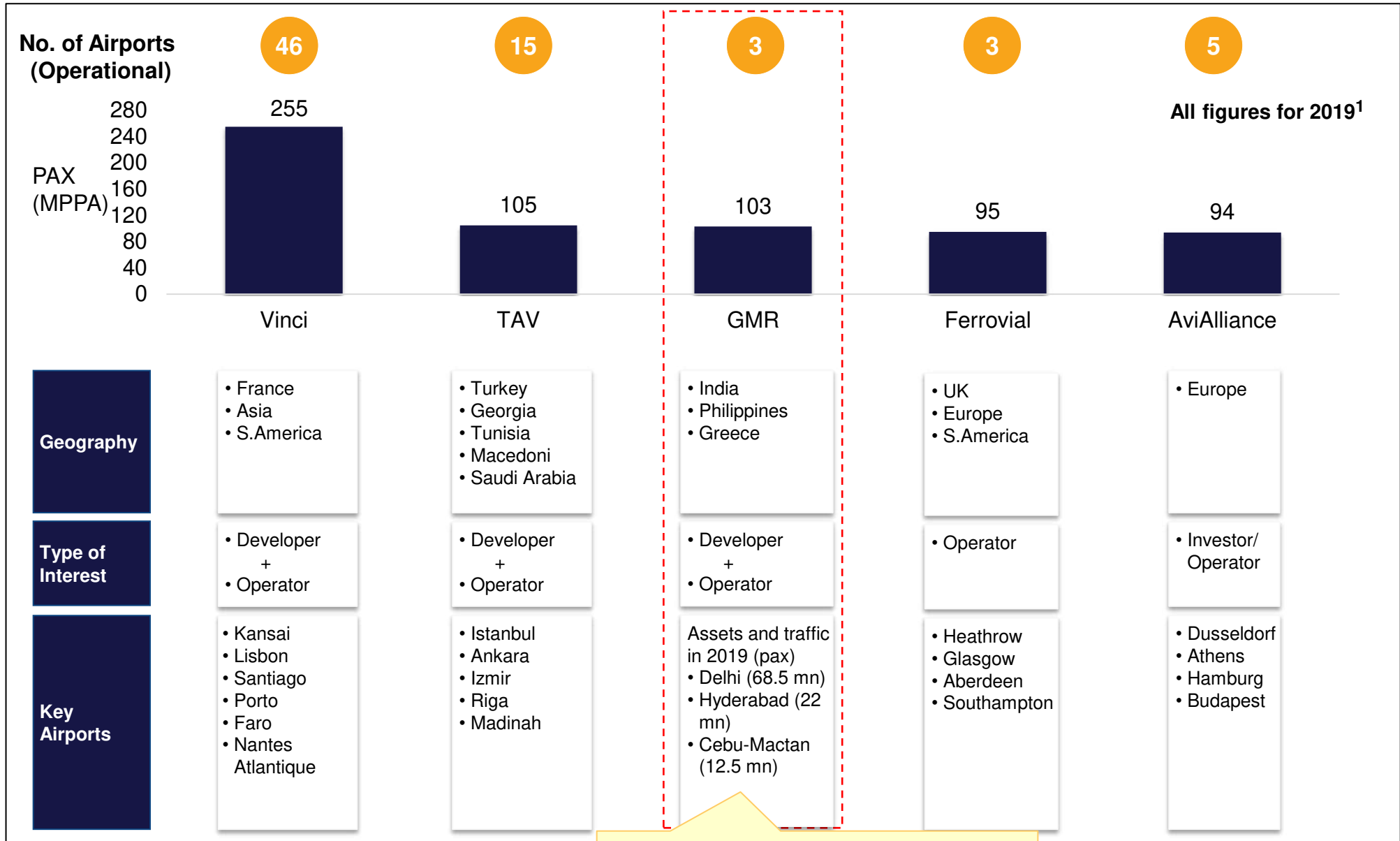
GMR Group has been in airports business for more than a decade now...



* Divested in 2014

** Concession declared void by GoM; GMR won arbitration against Govt. of Maldives in 2016

...and currently figures amongst the top 4 private airport developers in the world...



Note:

1. Based on available data for 2019

• Recently won assets Goa, Bhogapuram and Greece (Kasteli) will be added to portfolio in next 3-4 years

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



We have 4 Indian & 2 International Airport projects (in addition to EPC contract for Clark International Airport, Philippines)

Indian Projects

International Projects

Exited Projects

Delhi International Airport

- GMR Share – 64%
- Partners – AAI, Fraport
- Annual capacity ~ 66 Mn
- Total capex ~ INR 128 Bn
- Traffic FY20 ~67.3 Mn
- Concession features:
 - 30 + 30 yrs
 - 46% revenue share
 - 230 acre real estate parcel

Bhogapuram Airport

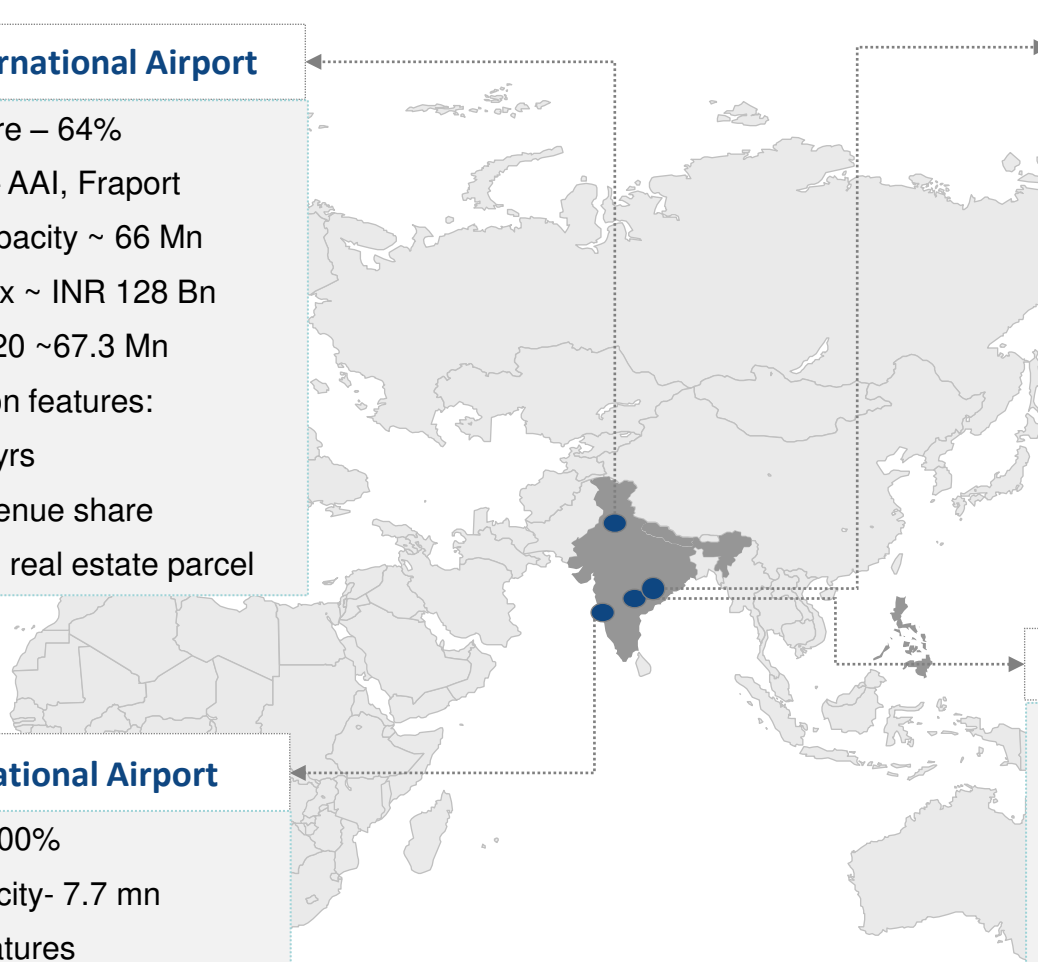
- GMR Share – 100%
- Proposed Capacity- 6 mn
- Concession Features
 - Greenfield Airport
 - 40 + 20 years concession
 - INR 303 per pax (10 yrs moratorium from COD)
 - 793 acres of real estate for development

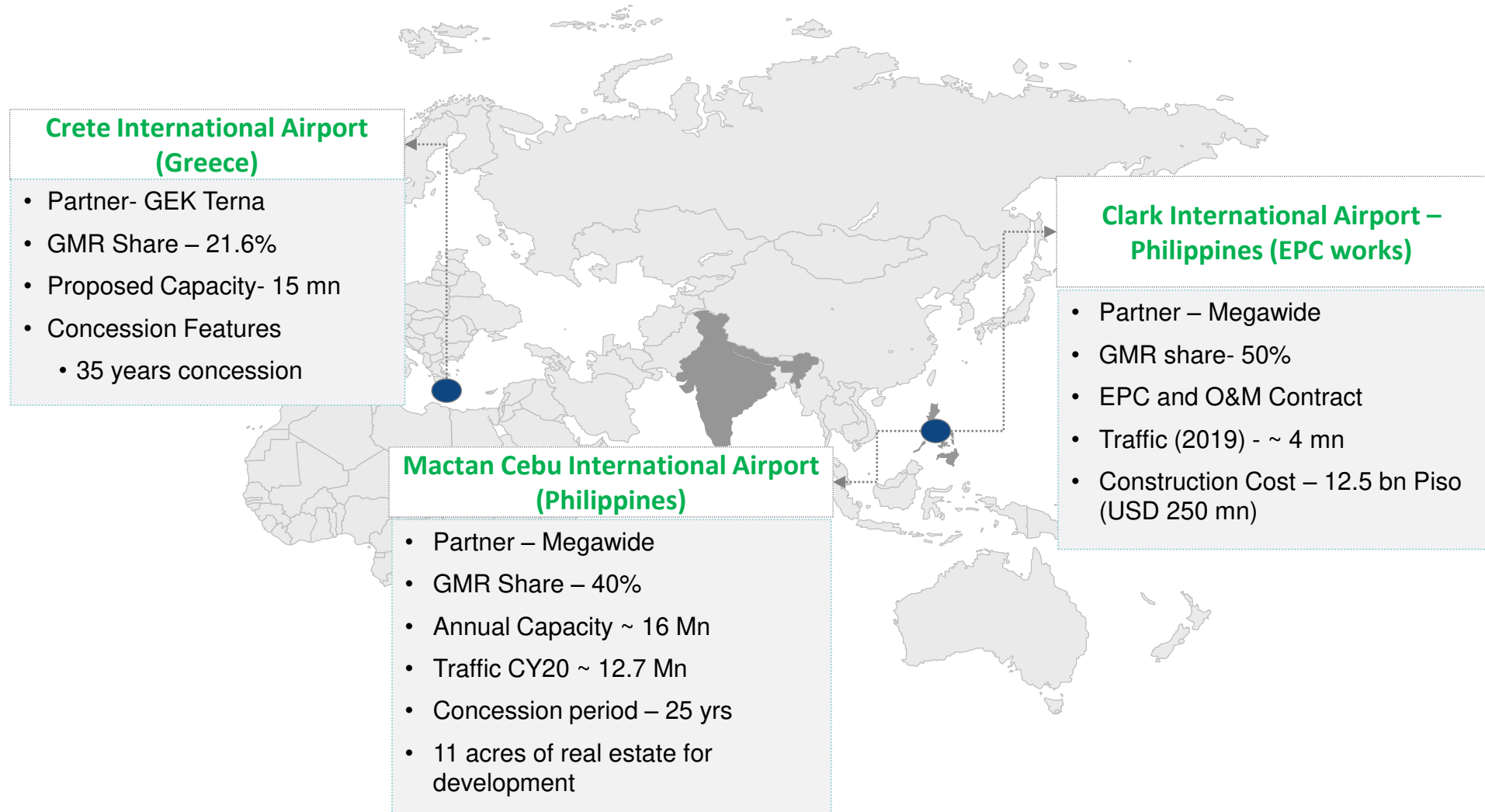
Mopa International Airport

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

Hyderabad International Airport

- GMR Share – 64%
- Partners – AAI, MAHB, GoT
- Annual capacity ~ 12 Mn
- Total capex ~ INR 29.2 Bn
- Traffic FY20 ~21.6 Mn
- Concession features:
 - 30 + 30 yrs
 - 4% revenue share
 - 1,000 acre real estate parcel
 - 250 acres (Logistics)+250 acres (aviation) SEZ





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GMR has created and broken many industry records for its airport assets, which form its key success stories

IGIA, Delhi

- Among largest terminals globally
- Completed in record 37 months
- Total capacity of 65 MPPA²
- Globally top-ranked Airport (>40 mppa)



- India's first Greenfield airport project – completed 5 months ahead of time
- Phase 1 capacity of 12 MPPA, being expanded to ~34 MPPA
- Consistently among top ranked airport in its category

RGIA, Hyderabad

Cebu, Philippines

- First Airport in Asia to use glulam form of Timber
- Global award in World Architecture Festival in 2019



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

² Being expanded to ~ 100 mppa

Delhi Airport is our marquee example of airport development, being a globally top ranked airport



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

- Brownfield development of Indira Gandhi International (IGI) Airport commenced in 2006
- GMR undertook the upgrading and refurbishment of existing infrastructure
- Phase I of the project also comprised third runway (4.43 km, CAT III-B and A380 compliant) and state-of-the-art integrated terminal building (T3)
- The project was completed in 2010, within a period of 37 months
- Presently, capacity of the airport is being enhanced to 100 mn pax p.a
- We turned around the operations, transforming it from one of the worst to one of the best in the world (No. 1 in > 40 mppa category)

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	502,000	37

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...

- First privately developed greenfield airport in India
- Integrated Airport Operations Control Centre (AOCC)
- Among the tallest ATC towers (75 m) in India, tallest at that time
- Full Code F facility that is A380 Compatible
- Pioneer in modern technology & innovation among Indian Airports



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

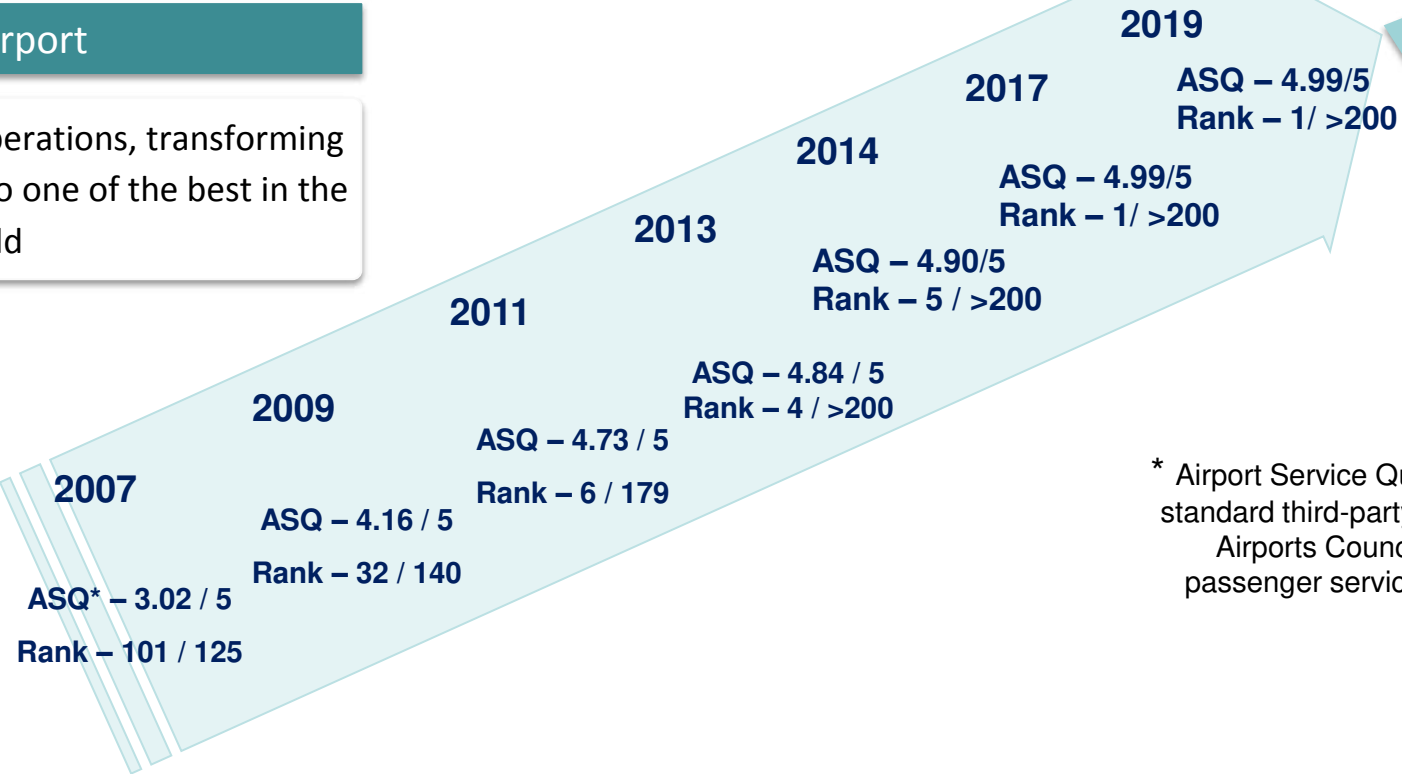
- The airport reached top global ranking in first full year of operations and has maintained them till the present day
- Modular Terminal Building with highly energy efficient system
- Unique Airport City Ecosystem
- International Brands & Concessionaires
- Under expansion, with ultimate capacity potential of 100+ MPPA

GMR has developed and turned around its assets to emerge as the leading airports in the world



Delhi Airport

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



No. 1 Airport in > 40 MIPA category

* 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

The airport reached top global ranking in first full year of operations and has maintained them till the present day

ASQ Rankings



Consistently among top 3 Airports in its 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 **resort terminal** aligning positioning as resort island
- Terminal roof is made of glulam timber (First airport to do so in Asia) for the Cebuano heritage of furniture making
- It has set global benchmarks in terminal design & aesthetics, beating Changi for global architecture award at 2019 World Architecture Festival
- 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 FY 2019, passenger traffic grew to 12.6 mn @ 11% over FY 2018

The new GMR T2 has set global benchmarks in terminal design & aesthetics



Terminal 2 beat Singapore's Changi to get global architecture award at the 2019 World Architecture Festival

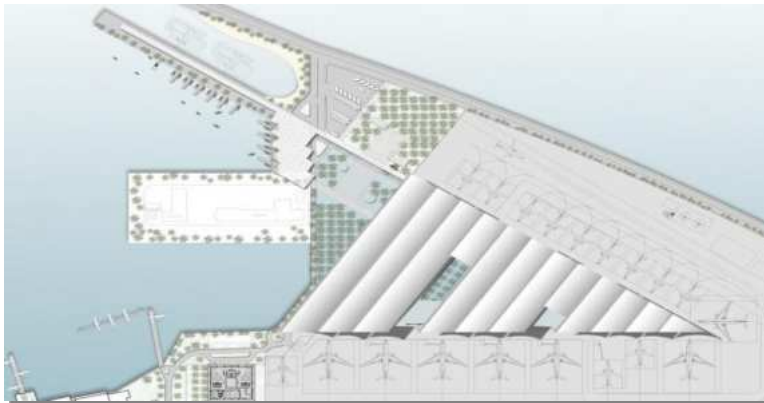
Male International Airport was a development envisaged to catering to the world class tourist destination of Maldives



- **Maldives** is a **destination of choice** for global **celebrities** as well as the rich & famous globally
- All Tourism arrival in Maldives is through **air transport**
- It has witnessed increasing growth from nationalities such as **China and Russia**, which are high luxury spending ones



- The airport, with a new terminal, was developed as **state-of-the-art** with world class facilities and passenger experience
- The design provides for a sense of spaciousness, as well as consistent visibility of the exteriors
- This was aimed at **luxury and calmness**, creating a 'low-anxiety' feeling for passengers



- An **Island Village Concept** was envisaged as a premium tourist passenger focused commercial village, offering the following
 - Diverse high-end retail offering
 - Premium airport hotel for transit passengers and tourists
 - Entertainment and passenger convenience offerings
 - Variety of attractive F&B offerings

GMR is developing greenfield airports in India and Europe at some of the leading tourism destinations and economic centers



- **Mopa in North Goa**, is being developed to cater initially to around 4.4 mn passengers per annum
- Keeping in mind the positioning of Goa as the tourism capital of India, the airport is being designed to augment this positioning
- The airport is designed to be in sync with the natural surroundings in the region

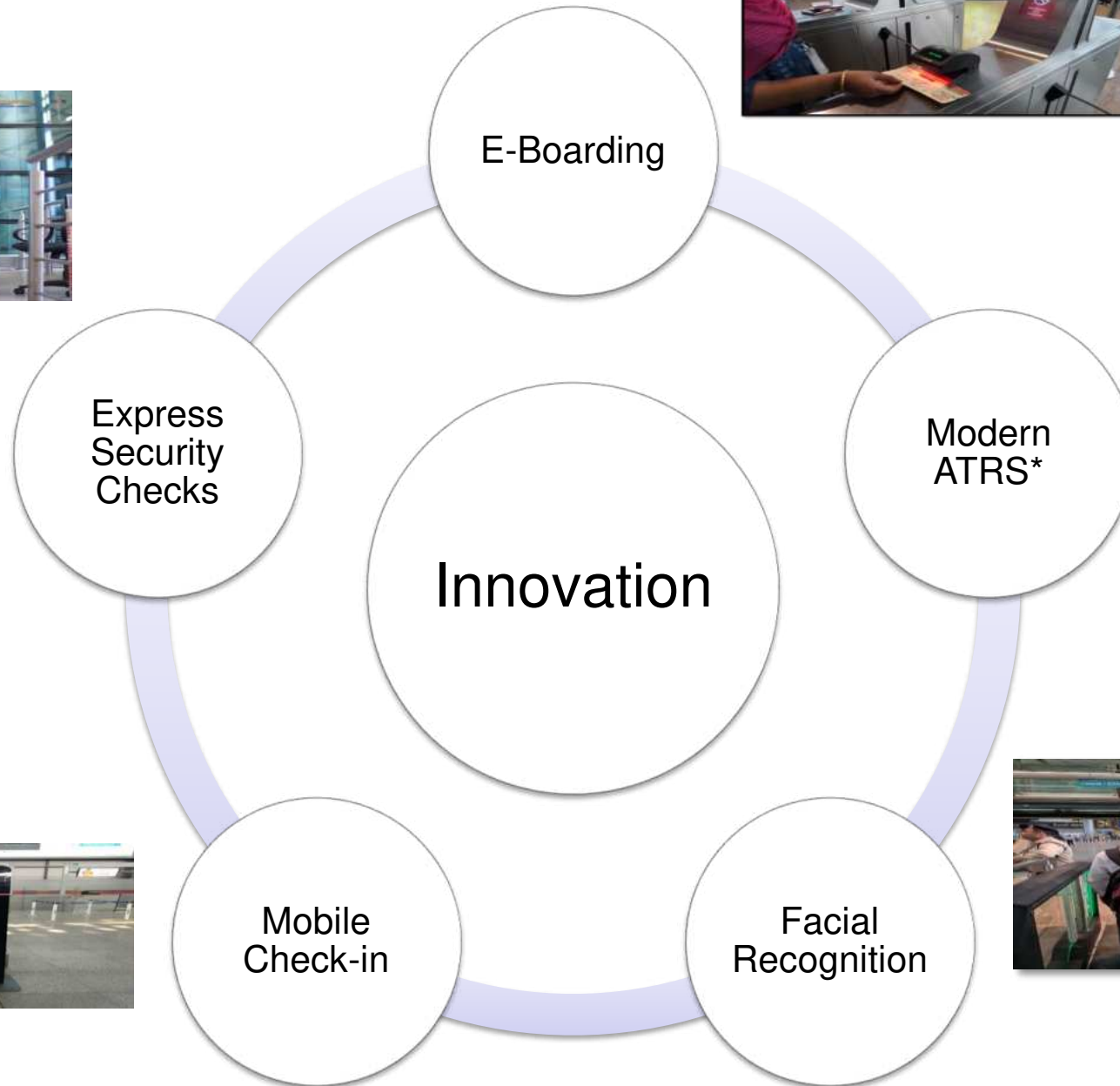


- **Bhogapuram in Andhra Pradesh**, is being developed to cater initially to around 6 mn passengers per annum
- This would replace the existing airport at Visakhapatnam, which is the executive capital and largest city of Andhra Pradesh



- **Heraklion, Greece**, is being developed in consortium with initial capacity of 15 mn passengers per annum
- Heraklion serves as the main gateway to the island as a tourist destination
- Envisaged to replace the existing airport in Crete, the new airport is being designed and developed with the target segment of international tourists

As an airport operator, GMR has undertaken multiple innovations to provide world class passenger experience...



* Automated Tray Retrieval System

GMR Airports is well poised to offer services across entire airport value chain...



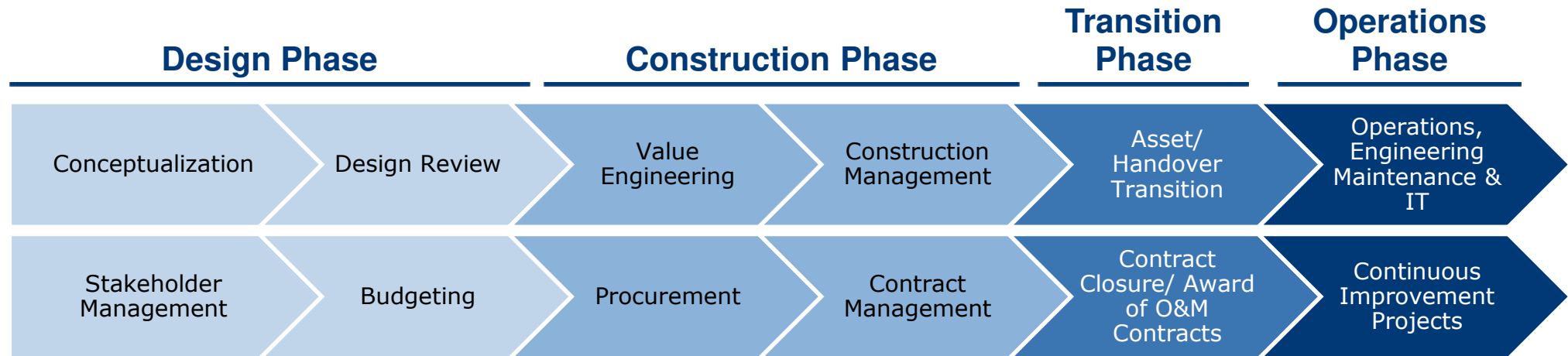
Overview

- Incorporated in 2008, GMR Airports Developers Limited (GADL) is a wholly owned subsidiary of GMR Airports Limited
- Specializes in airport bidding, airport development, design, construction, management contracting, project management, airport systems, information technology and engineering maintenance
- Currently employs over 350 people

Services Provided

- Project Management
- Program Management
- Design Review
- Value Engineering
- Cost Analysis
- Contract Management
- System Integration and Interface Management
- Airport Systems O&M
- Airport Maintenance
- Airport IT and O&M

...from concept to operations in airport development projects.



The high quality of service delivery is achieved through a 3 pronged approach of people, processes and systems

People

- Unique mix of Technological & Business skills to undertake the full life cycle of Airport Development
- Staff Transition: Part of the project team are deployed on O&M to ensure seamless transition
- Training: Extensive training and familiarization sessions

Process

Adherence to global process standards:

- ISO 9001:2008 – Quality Management Systems
- ISO 14001 – Environmental Management
- BS 18001 – OHSAS
- ISO 10001 – Quality Management
- ISO 20000 – IT Management
- ISO 27001 – Information Security Standards
- ISO 50001 – Energy Management System

Systems

- Over 200 SOPs encompassing all aspects of airport development and asset and system maintenance
- Computerized Monitoring Systems: Enabling centralized monitoring of all activities of Construction, Engineering or Airport IT
- Interfacing and Integration management of all airport systems

GMR has strong presence across the airport services value chain...



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

Bidding and Pre Development

- Understanding of the market dynamics during the bid stage
- Conceptualization of overall development strategy
- Engaging with stakeholders for understanding requirements
- Design review and budgeting

Development and Construction

- Value engineering during the construction phase
- Procurement and construction management through affiliates / JVs
- Contract management with authorities and with partners

Commissioning

- Airlines shifting
- Testing & trials of equipment & facilities
- Readiness of stakeholders
- Coordination with govt. agencies – Security, ATC etc.
- Connectivity to airport
- Public Advocacy

Operations & Commercial Enhancement

- Streamline operations to meet global standards – Male
- Providing luxury and high-end offerings – Male and Delhi
- Service quality delivery at Hyderabad and Delhi
- Operational & Commercial turn-around at Delhi
- Attracting traffic in a competitive situation – Istanbul Sabiha Gokcen

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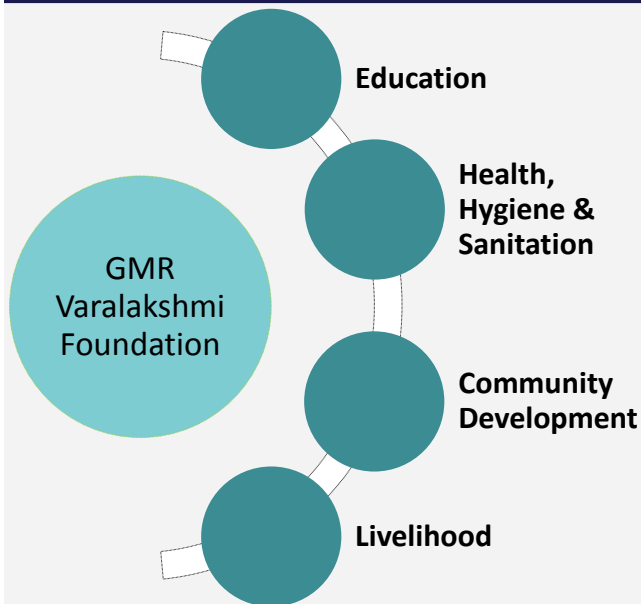
We are committed to “Giving back to the Community” through our CSR arm GMR Varalakshmi Foundation



The GMR VF Mission

“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”

- Our Foundation GMRVF works with communities wherever the Group has business operations
- 22 locations in India & 2 in Nepal

Through “Personal Philanthropy”

- Family Tradition of “Giving back to society”
- 1991 - Formal foundation activities started from Rajam (A.P) in South India
- Group Chairman (GM Rao) pledges personal contribution to the Foundation corpus
- Family Constitution ensures donation by the family members to the Foundation



Benefits extended (CSR)

1. Vocational Training
2. Direct Jobs
3. Nutrition Centre
4. Medical Mobile Unit
5. Evening Clinic
6. Gifted children sponsorship
7. Tailoring training
8. Self-help Groups for Women
9. Govt school
10. Anganwadi
11. RO plant



Intensive CSR activities are carried out in 4-5 villages (directly impacted) but extensive activities cover around 20 villages surrounding the airport.

Thank You

