



An aerial night photograph of an airport terminal under construction. The central feature is a tall, illuminated tower with a flared top, emitting a warm yellow glow. To its right is a large, rectangular building with a grid-like facade of windows, also illuminated. The surrounding area is dark, with some ground-level lights and construction equipment visible. The sky is a deep blue with a hint of sunset or sunrise light on the horizon.

**GMR Airports Infrastructure Ltd.**  
(formerly GMR Infrastructure Ltd.)

**Introduction & Strategy**

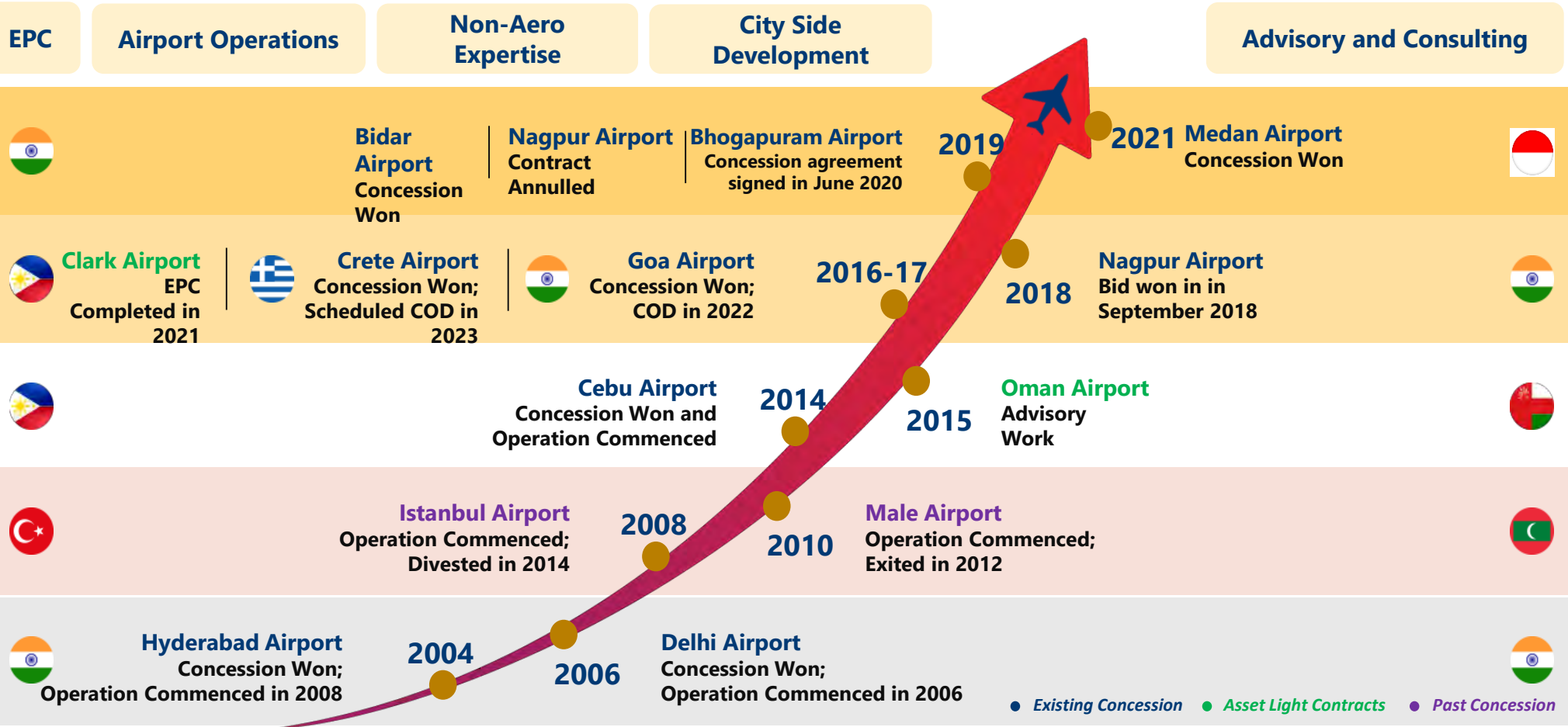
**Management Meet**  
January 20, 2023

- **Introduction to the Airports Portfolio**
- **Key market drivers**
- **GMR strategy blocks**

# GMR Journey to an Airport Platform








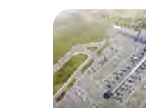

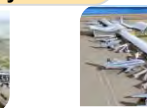

How We Got Here: A journey of constantly expanding our capability set across multiple geographies and Airports



Strategic Partnership - Aéroports de Paris SA (Groupe ADP) has bought a 49% stake in GMR Airports Ltd.



# Global portfolio of marquee assets...

									
<b>Airport / % GMR stake</b>	<b>DIAL (64%)</b>	<b>GHIAL (63%)</b>	<b>Mactan Cebu (33%)</b>	<b>MOPA (100%)</b>	Bidar (63%) <sup>(1)</sup>	Bhogapuram (100%)	Nagpur (100%) <sup>(2)</sup>	Crete (21.6%)	Medan (49%)
<b>Base city</b>	Delhi	Hyderabad	Cebu	Goa	Bidar	Bhogapuram	Nagpur	Kastelli	Medan
<b>FY20 Pax   recovery%<sup>5</sup></b>	67.3 97.5%	21.7 92.9%	11.4	n/a	n/a	n/a	3.1	n/a	10.5 <sup>(3)</sup>
<b>FY15 – FY20 Pax CAGR</b>	10.4%	15.9%	10.2%	n/a	n/a	n/a	16.9%	n/a	n/a
<b>FY15 – FY20 Cargo CAGR</b>	6.5%	7.3%	n/a	n/a	n/a	n/a	9.7%	n/a	n/a
<b>Concession awarded year</b>	2006	2008	2014	2016	2020	2020	2018	2017	2021
<b>Remaining life (assuming renewal of concession)</b>	44y	46y	19y	56y	11y	40y	n/a	30y from COD	25y
<b>Max capacity (mn pax)</b>	119	80	28	33	n/a	24	n/a	15	n/a
<b>Land available</b>	230 acres	1,500 acres	11 acres	232 acres	n/a	294 acres	n/a	10 acres	n/a
<b>% revenue sharing / concession fee</b>	45.99%	4.0%	Upfront fees of US\$320m + VAT	36.99%; <b>2 year moratorium</b>	Cost plus	FY35 domestic <sup>4</sup> - INR303 / pax; FY35 international <sup>4</sup> - INR606 / pax; <b>10 year moratorium</b>	14.49%	n/a	19% gross revenue share + 2.5% of aero revenue + US\$207m over 8 years

Faster ramp-up given old airports with existing traffic to be closed post COD of new airports being constructed by GAL

Note

1. Contracted by GHIAL
2. Matter is sub-judice, Bombay High Court has ruled in favour of the GMR and instructed MIHAN to sign a concession agreement with GMR
3. Traffic for CY2018
4. Moratorium till FY35, FY35 base figures provided and inflation adjusted fee from FY36
5. <https://ml-eu.globenewswire.com/Resource/Download/1c78c585-41f7-4770-945b-f815ac1e457b>

Operational Under development Brownfield projects

# World's 2<sup>nd</sup> largest private airport operator



<b>No. of Assets</b>	49	9 <sup>1</sup>	4	5	5	14
<b>2019 Passengers (mn pax)</b>	255.0	102.6	94.5	94.0	63.9	48.7
<b>Traffic Split by Geography<sup>2</sup></b>						
<b>Geographic presence</b>	Europe, Asia and Americas	Asia and Europe	Europe	Europe and Latin America	Europe	Latin America
<b>Asset portfolio</b>	 49 airports in 12 countries	 9 airports in 4 countries	 4 airports in United Kingdom	 5 airports in 4 countries	 5 airports in 2 countries	 14 airports in Latin America



**Presence across the most lucrative and fast growing markets**



**Long remaining concession period across the portfolio with ultimate capacity of 330mn passengers, positions the business to capitalize on robust traffic growth outlook**



**Amongst few airport operators that have successfully penetrated emerging economies across Asia and EMEA**

Source: Company information

Notes:

1. Includes Kualanamu airport, Indonesia and Bidar Airport, India
2. Economy classification as per UN classification; Economy in transition considered as developed

# Leading global airports platform with end-to-end capabilities across the airport value chain



## One of the largest airports platform...



**2<sup>nd</sup> Largest<sup>1</sup> globally  
Largest in India**  
Private airport operator



**179 mn<sup>3</sup>**  
Operational capacity:  
94 mn  
Under development:  
85 mn



**#9**  
No. of airport assets  
under operations or  
various stages of  
development



**102.6 mn<sup>2</sup>**  
Passengers  
handled in FY20  
across all gateway  
airports



**#1 ASQ rating by ACI<sup>4</sup>**  
2019 - DIAL in 40 mn+  
category  
2020 - GHIAL in 15 -  
25mn pax category



**~2,520 acres<sup>5</sup>**  
Of land with strong  
real estate ("RE")  
development potential



**26%<sup>6</sup>**  
share of passenger  
traffic in India



**Integrated + End-to-  
end capabilities**  
across the entire value  
chain (aero, non-aero,  
value added, O&M,  
Engg. etc.)

## ...with significant international experience

Global partnerships have helped develop capabilities across the value chain

	Overview	Key partner
	<ul style="list-style-type: none"> <li>♦ <b>Early mover in Indonesia (Medan)</b> when government started privatising local airports</li> <li>♦ Recently won duty free contract for Bali but decided against taking up the concession</li> </ul>	
	<ul style="list-style-type: none"> <li>♦ <b>1<sup>st</sup> Indian operator in Europe</b></li> <li>♦ Develop, operate and manage the upcoming airport in Crete</li> </ul>	
	<ul style="list-style-type: none"> <li>♦ <b>1<sup>st</sup> project under hybrid PPP model (Cebu)</b></li> <li>♦ Successfully completed the construction and handover of the terminal at the Clark airport</li> </ul>	
	<ul style="list-style-type: none"> <li>♦ Involved in the modernisation of the Ibrahim Nasir International Airport, Male</li> <li>♦ One of the largest investments in Maldives</li> </ul>	
	<ul style="list-style-type: none"> <li>♦ GMRs <b>1<sup>st</sup> international airport project</b></li> <li>♦ Lucrative 2.3x MoM exit in Dec'13</li> <li>♦ In collaboration with Limak focused on development, financing, commercial strategy</li> </ul>	
	<ul style="list-style-type: none"> <li>♦ Recently won IT infra bid for Kuwait airport (operational readiness &amp; transfer services)</li> <li>♦ Provided testing support of specialised airport system equipment's in Muscat / Oman</li> </ul>	

1) Prior to COVID, GMR Airports Ltd. (GMR) was the second largest majority private airport operator in the world based on annual passengers; 2) Nagpur Airport traffic and capacity is not considered since it is currently handled by AAI  
3) Includes Delhi, Hyderabad and Cebu LTM (Apr 2019-Mar 2020) passenger data; 4) ACI: Airport Council International; 5) Includes DIAL (230 acres), GHIAL (1,500 acres), Goa (232 acres), Bhogapuram (294 acres), Nagpur (247 acres), Cebu (11 acres), Greece (~ 10 acres); 6) Only includes operational Indian airports in GMR portfolio – DIAL and GHIAL

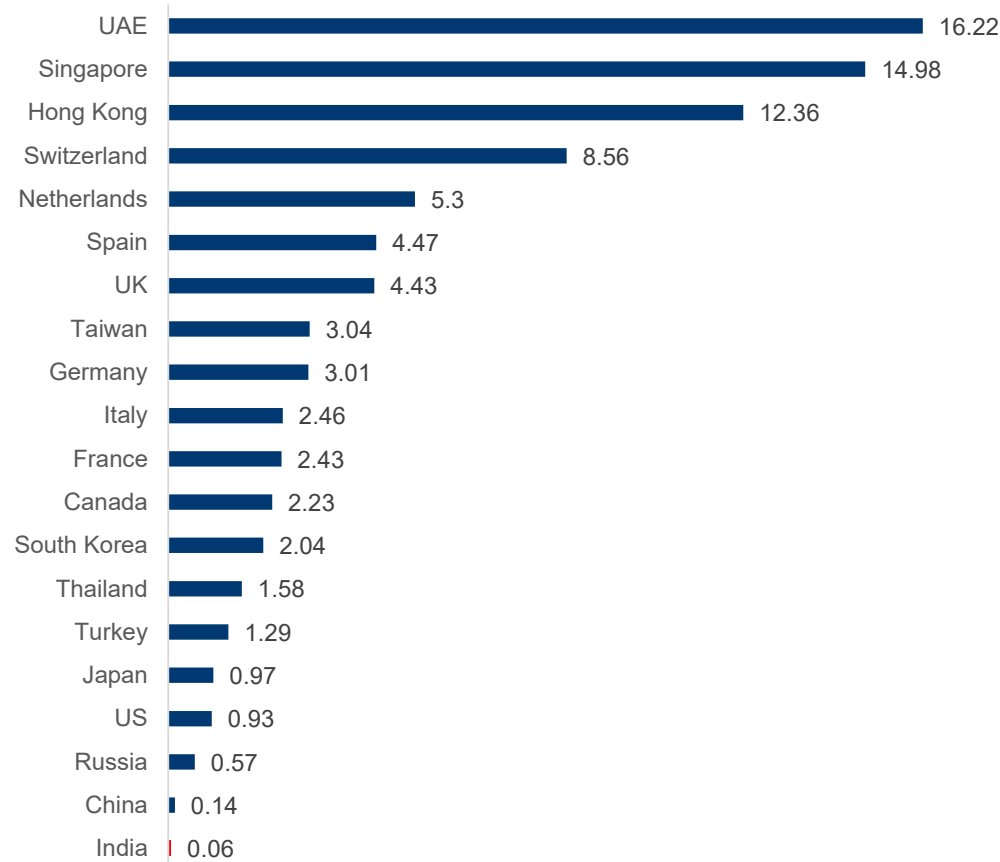
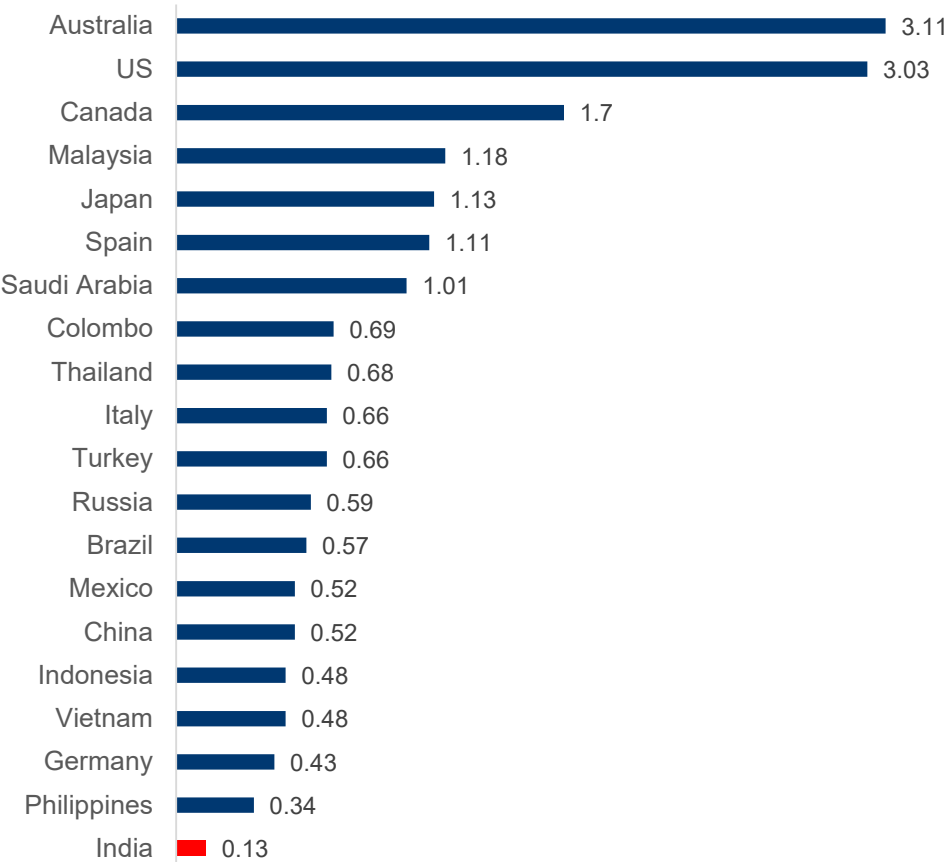
- Introduction to the Airports Portfolio
- **Key market drivers**
- **GMR strategy blocks**

# The penetration of air travel in India is by far the lowest among the world, indicating massive upside potential



Domestic seats per capita in the 20 largest domestic markets, 2019

International seats per capita in the 20 largest international markets, 2019



When compared to Philippines, Russia, Germany, and China, India's seats per capita is 2x-5x times lower, signaling that there is a long way to go.

# While tourism is a key driver of growth for any region, it also acts as a growth indicator.

Tourism growth has a symbiotic relation with the economic growth:

Economic growth of country propelled through tourism & other means.

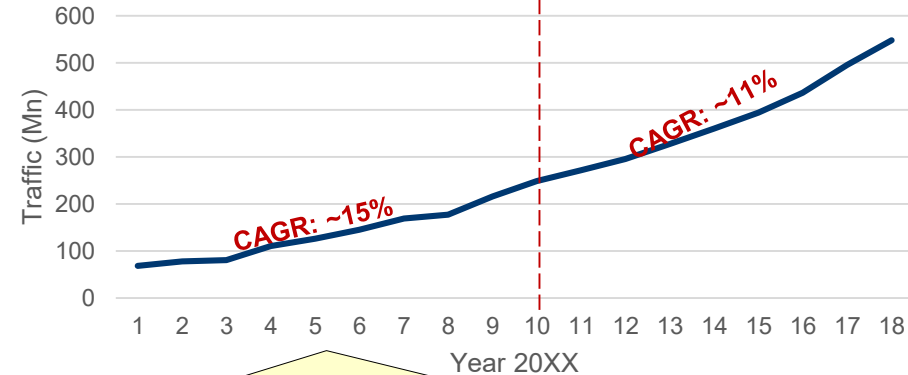
Employment opportunities increase and quality of employment improves.

Citizens have more disposable cash with them. After routine spends, they are left with more cash for discretionary spend.

Increase in tourism share of wallet leading to flourishing of both domestic & international tourism.

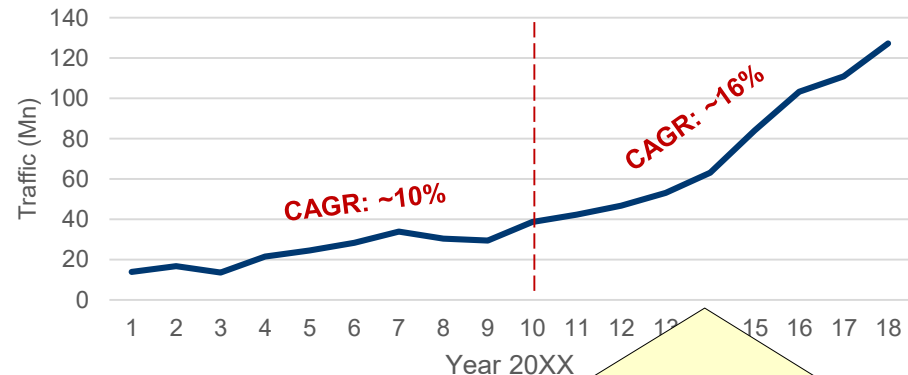
Tourism growth indicating economic growth

China Domestic Outbound Traffic Growth



China's domestic traffic boomed in 2001-10, which settled after 2010. India is currently in this boom phase.

China International Outbound Traffic Growth

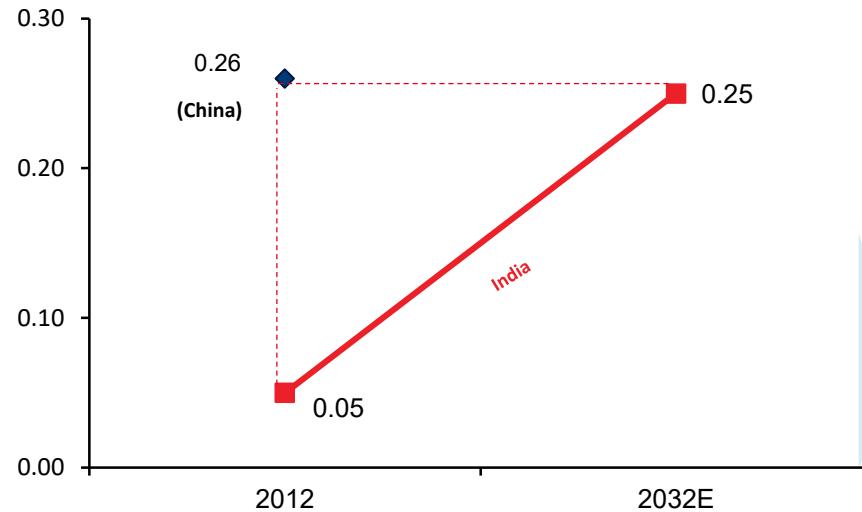


After the domestic boom, the international traffic in China boomed in 2010 – 20, because of tourism, migration & trade. In 2010 China's GDP per capita was ~ \$ 4500. With a healthy GDP growth India can attain this in the next decade.



# India's accelerated growth is supported by unwavering demand side factors

## Average Trip Abroad Each Year per Person



Source: Ministry of Statistics and Programme Implementation, India

Demand side growth drivers would result in a ~5x increase in average trips per capita by 2032

### Demand side drivers



#### Conducive Policies

Govt. push through policies such as UDAAN, Open sky, 0/20 rule; More emphasis on regional connectivity



#### Growing Middle Class

110mn Indian households to be able to afford air travel in next 9 years



#### Rising International Tourism

International tourism spend to increase at 6.1% CAGR in next 10 years



#### Propensity to Fly

Narrowing of fare difference between air travel and railways



#### Oil Prices

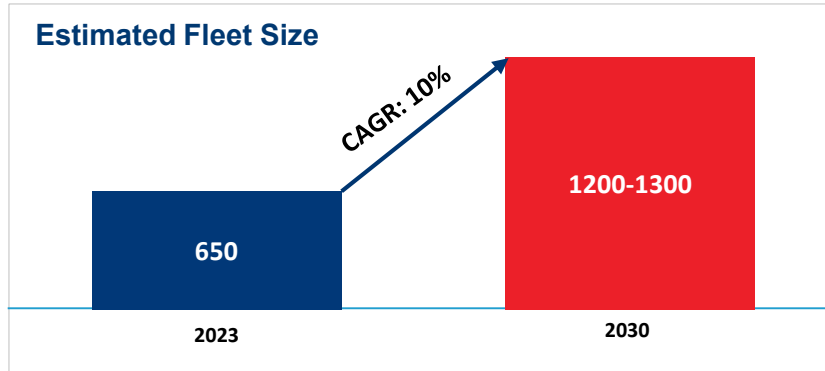
Low oil price trend expected to continue in medium-term

India is an economy having an inherent and latent demand given its demographic of young, aspirational, growing middle class population.

# To support the growing demand, there is significant supply side air capacity additions

## Supply side drivers

### Fleet Expansion



Source: IATA & Internal Analysis

- The estimated number of aircrafts in India is projected to grow at a CAGR of 6% by 2030
- In May'21 Indigo ordered 620 engines for their various aircrafts
- Air India has reportedly ordered 350 aircrafts
- In Nov'21, SpiceJet announced an order of 50 Boeing 737 Max planes by 2022-23

### Airline Market Growth

- Existing airlines are improving the network connectivity and new airline carriers are coming up
- India has been expanding bilateral rights with other countries resulting in influx of international airlines



### Airport Investments

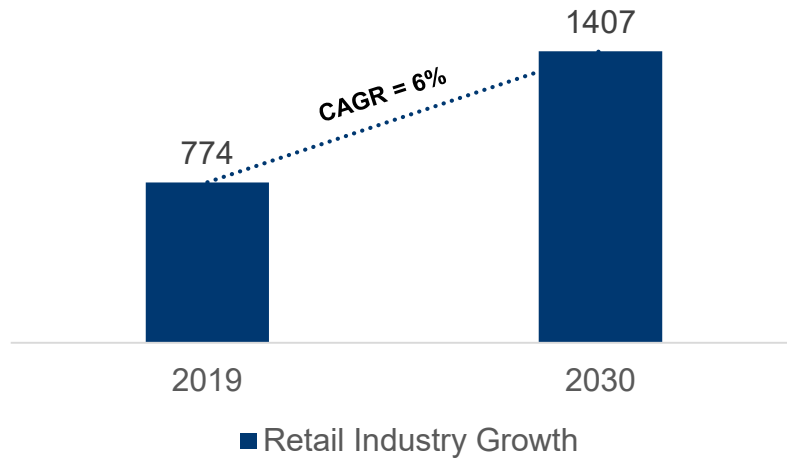
₹	25,000 Cr In the next 4-5 years	✈️	5x Capacity expansion	21 Greenfield Airports	25 Existing Airports
	For development of new airports and expansion or up-gradation of existing ones		Of existing PPP airports to handle 1 Bn trips per year	To be set up across the country as per MoCA approval	To be privatized between 2022-25 as per Central government

**Strong and continued growth on the airlines, aircrafts and airports side seen in the short-term to boost India's airport sector phenomenally**

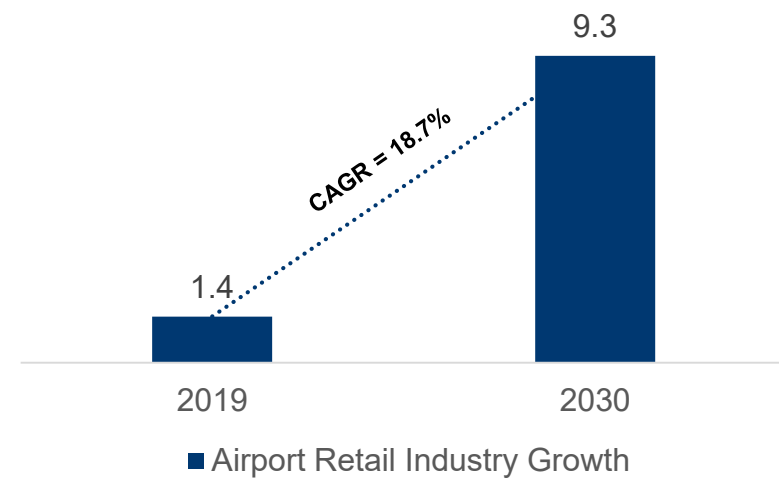
# While retail industry in India is expected to grow at CAGR of 9%, transit retail is expected to grow at CAGR of 19%.



Projected Retail Industry Market Size for India (figures in \$Bn)<sup>1</sup>



Projected Airport Retail Industry Market Size for India (figures in \$Bn)<sup>2</sup>



## Growth Drivers

Robust Demand

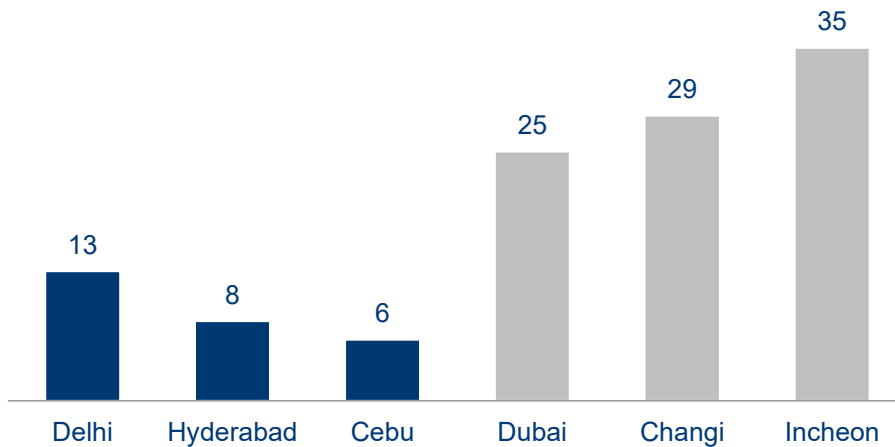
Increasing Foreign Investments

Favourable Policy Support

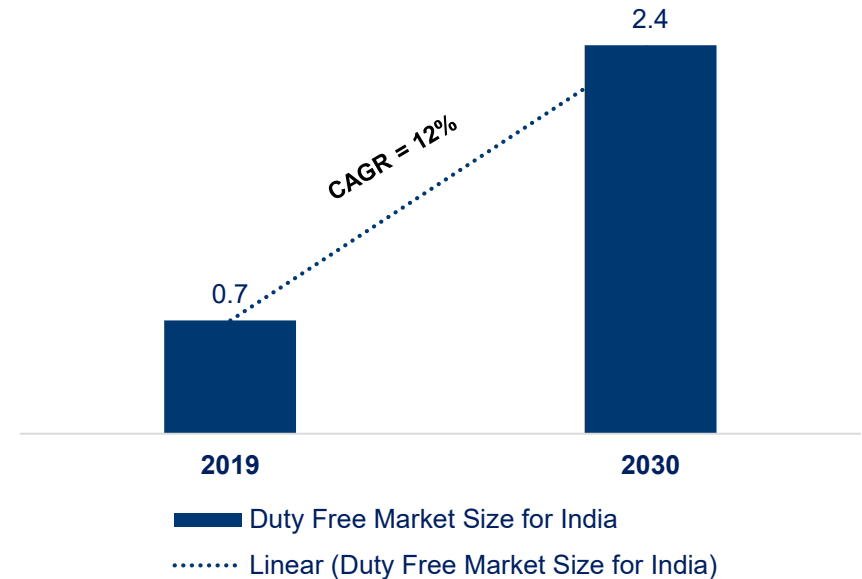
1. IBEF Report 2. Knick Frank Report

## Significant Headroom for Growth in Duty Free Spends

FY19 Duty Free Spend Per Int. Passenger (US\$); DIAL, GHIAL numbers as of FY22  
Dubai, Changi and Incheon Pre Covid numbers



## Projected Duty Free Market Size for India (figures are in \$Bn)<sup>1</sup>



Source: [Website](#).

**Rapid growth across product categories is further complemented with significant headroom for growth in duty free spend**

- Introduction to the Airports Portfolio
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## Strong Resilience demonstrated through Covid Recovery

- GMR Airports were amongst most resilient during Covid – leading in sanitation / recovery initiatives.
- Traffic has now exceeded pre-pandemic levels

## Regulatory Risks addressed

- CP3 Tariff Orders for both Delhi & Hyderabad largely stable and progressive
- Base Airport Charges at Delhi reaffirmed provide base comfort for future revenues

## Capacity expansion substantially completed

- Manohar International Airport commenced operations
- GHIAL expansion to 35 mn capacity substantially completed
- DIAL expansion to 100 mn capacity to be completed in 2023

## Future growth airports – Bhogapuram, Crete, Medan – expansion underway

## GMR Airports Platform Businesses poised for strong growth

- Duty Free / Car Park / Cargo / Engineering & Maintenance - Teams already deployed

## Airport Land Development

- Delhi - Commercial & Retail execution
- Goa – Poised for transaction in hospitality / Retail
- Hyderabad - Multi-modal developments across categories / Metro plan being fast tracked

## Focused efforts – Digitalization & ESG

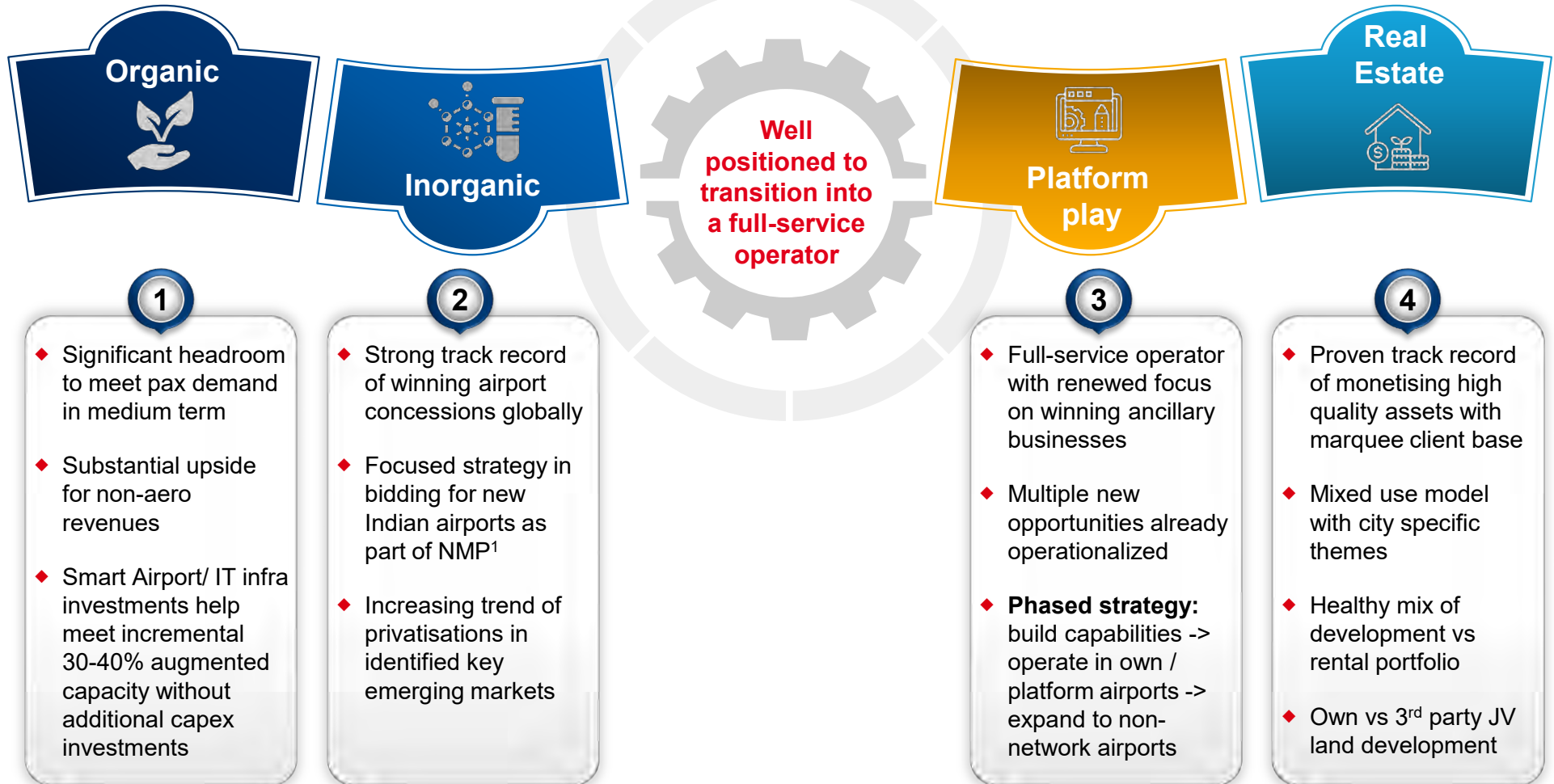
Note:

1) National monetisation pipeline



GMR has mastered both organic + inorganic growth strategy

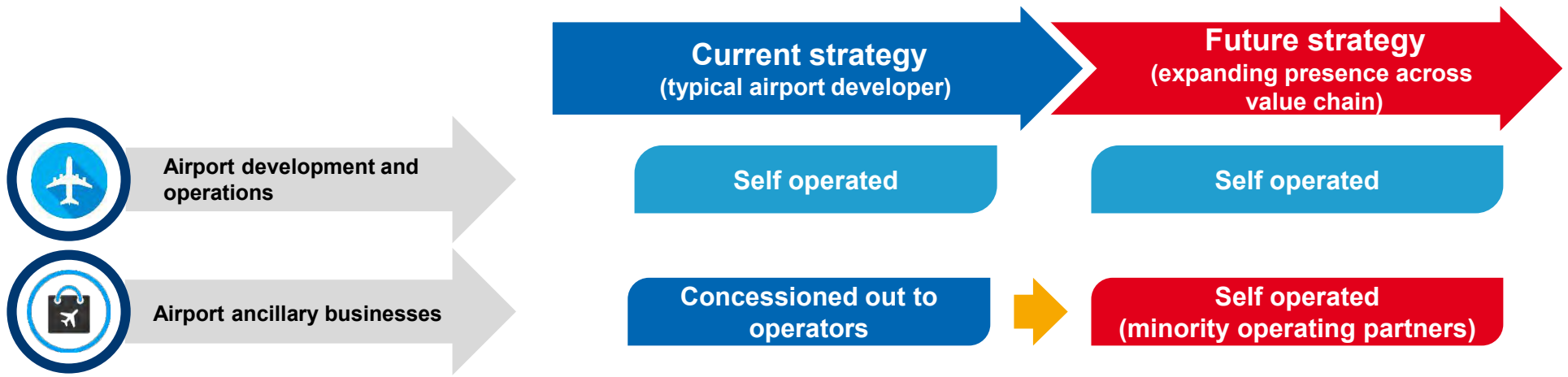
Focused on building its platform play model and monetising its real estate assets



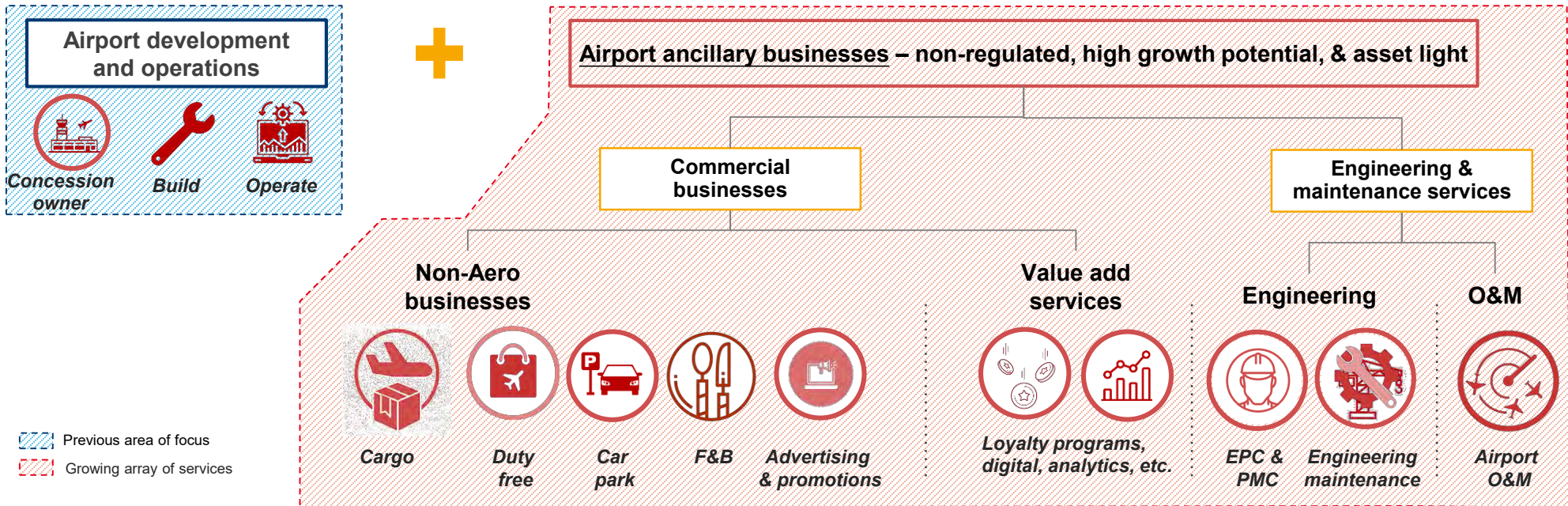
Note:

1) National monetisation pipeline

# Building on its existing capabilities, GMR plans to focus on creating an asset light ancillary platform...



GMR has identified potential opportunities in certain ancillary businesses and has gained operational expertise from JVs / partners



Previous area of focus  
 Growing array of services

# Harness the potential of prime airport commercial land through thematic monetisation (healthy mix of leasing & development)



	Delhi	Hyderabad	Goa
Land Parcel	<ul style="list-style-type: none"> <li>230 acres (Metro connectivity to CBD)</li> </ul>	<ul style="list-style-type: none"> <li>1,500 acres (Proposed metro to connect to CBD/SBDs)</li> </ul>	<ul style="list-style-type: none"> <li>232 acres</li> </ul>
Theme	<ul style="list-style-type: none"> <li>Mixed use with commercial focus (office, hospitality and retail)</li> </ul>	<ul style="list-style-type: none"> <li>Mixed use with industrial focus (retail, office, social infra and industrial parks / warehouses)</li> </ul>	<ul style="list-style-type: none"> <li>Mixed use with tourism focus (hospitality and retail)</li> </ul>



Demonstrated strong track record of RE monetization in recent times despite COVID on overall RE market. (Bharti Realty development (5 mn sqft) in DIAL and logistics park in GHIAL (1.7 mn sq ft))

Note:

1) SEZ – special economic zone

# Proven track record of strategic partnerships with global majors to create synergistic advantages



## Strategic partnership with majority French government owned and Paris based Groupe ADP

### About Group ADP



One of the largest airport groups in Europe based out of Paris (France)



Operating 24 international airports across geographies



Handled<sup>1</sup> 234 Mn passengers (including Istanbul Atatürk)

### Investment Merits

Creation of world-class Airport Development and Management platform in partnership with strategic airport operator

Strong partner to capitalize on future growth opportunities

### Strategic Rationale

#### Leverage Expertise

- Building strong partnerships by leveraging expertise through systematic best practices implementation
- Sharing knowledge and best practices across airports

#### Strategic partnership

- Market access for service companies
- Route development
- Retail and passenger experience, IT/Innovation, engineering etc.



### Other Marquee Partnerships



- Europe's 2<sup>nd</sup> largest passenger airport
- Europe's largest cargo hub



- Operator and manager of Malaysia's 39 airports



- Real estate construction conglomerate in Greece



- Sovereign wealth fund with AUM of USD600bn



- Second largest EPC company in Philippines
- Strong partner of the Philippine government through the PPP program

# GMR Groups' strong commitment to future sustainability through ESG framework



## Environment

- **DIAL** achieved “**Level 4+, Transition**” ACC <sup>(1)</sup> in 2020 in Asia Pacific region and **GHIAL** achieved “**Level 3+, Neutrality**” ACC in 2016 and is continuing at the same level
- Both the airports have adopted **green building standards** in the existing as well as upcoming infrastructures
- Both the airports have adopted **low emission processes** and have installed **solar plants (RE)**



## People

### Learning and Development

- 259 business organized training and 127 corporate trainings conducted in FY22
- 40,374 work hours of training covering 2125 permanent employees in FY22 (83% coverage)

### Healthcare Benefits for Regular Employees

- Mandatory Medical Insurance Coverage of Rs 1.5 Lacs per annum for Self, Spouse and two dependent children

### Executive Health Check Up Policy

- Employees above 40 years of age are provided with a reimbursement of 4,500/- towards executive health check up once in a year



## Profits

### CSR Thrust Areas



Health



Education



Empowerment and livelihoods



Community Development

CSR Spend (FY21-22) - INR 222 Mn.

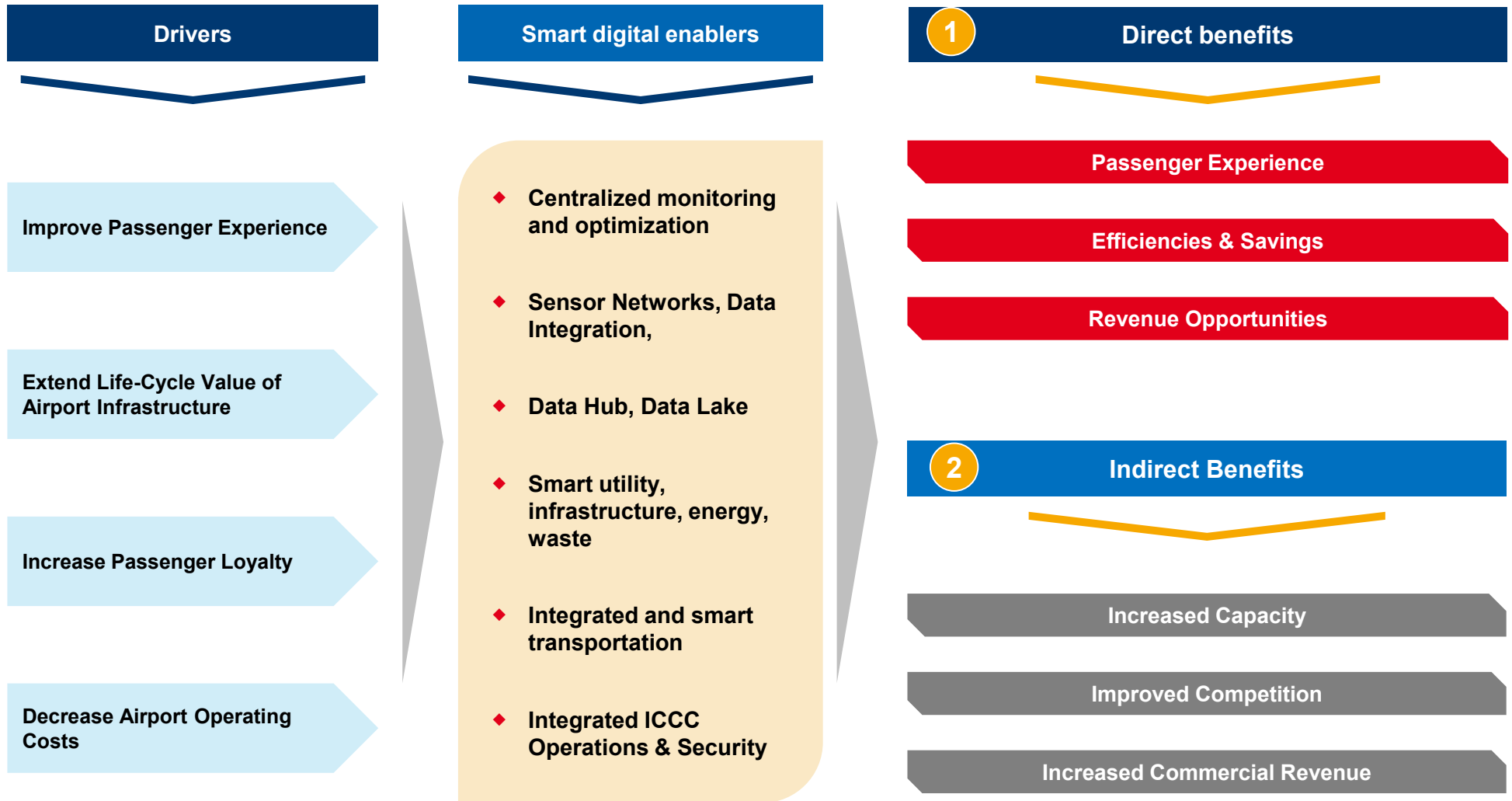
Total beneficiaries 120,000



## Governance

- Strict **governance principles** through guided values of the organization and all the **secretarial compliances** in place
- **Internal audits, MAG audits** keep processes very transparent
- Regular **Board meetings** conducted to keep Board updated on all aspects
- Periodic **training of employees** on the CoC guidelines
- **Risk management framework** and **governance process**, including SOPs around risk assessment and mitigation

# Smart Airport and IT solutions augment operations and boost underlying profitability



Airport smart IT infrastructure initiatives like Bots and IoT / AI provide value additive advantage in terms of efficiently managing traffic, optimizing area allocation, maximizing ATM movements etc. in order to serve a much larger pax capacity without further capex



# GMR has been a pioneer in adopting cutting edge IT / digital solutions.



## Initiatives at GMR

### DigiYatra

- ✓ *DigiYatra initiative – facilitating contactless air travel, has been recently implemented at DIAL airport, which shall be scaled up going forward*

### Covid -19 Measures

- ✓ *Touchless CUSS, Virtual Helpdesk, Social Distancing CCTV Analytics, Thermal Imaging, UV Based Baggage Disinfectants, etc.*

### Passenger Experience

- ✓ *E-Boarding, Smarty Trolley, Smart Washroom, Self Bag Drop, Baggage Tracking, Automated Tray Retrieval and Biometric based PAX Screening*

### Duty Free Vertical

- ✓ *360 Degree Virtual Store, Retail Store Heat Map, Wi-Fi Enabled Proximity Marketing, Digital mirror to display product value and range, etc.*

### Aircraft MRO

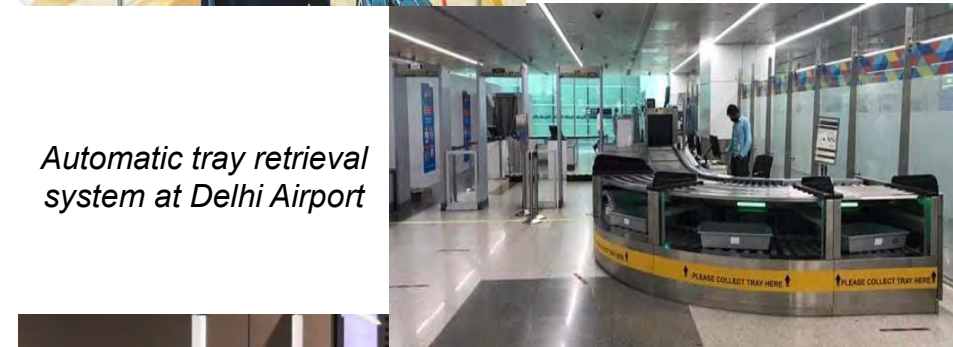
- ✓ *AR/VR for remote guidance and certification, RFID based tool Tracking System and Robotic Process Automation*

### Cargo Vertical

- ✓ *Next Generation blockchain based ERP & Vaccine Ledger for tracking of vaccine shipments, Track & Trace of cargo shipments using BLE technology, Safety Video Analytics using CCTV feed, etc.*



*Thermal Imaging at Delhi Airport*



*Automatic tray retrieval system at Delhi Airport*



*Remote Screening at Delhi Airport*

# ...India's largest and most experienced pure-play airports platform



**GMR is India's only listed airport operator with a uniquely crafted credible story**

**Marquee gateway assets with significant growth and hub potential**

**Strategic partnership with a renowned global operator driving value creation**

**Operating synergies arising from network of asset in India and internationally**

**Platform with unique international experience of operations and development**

**Best positioned to benefit from pipeline of privatization in the region**

**Long operating history allows capitalizing on opportunities across the aviation value-chain**

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.

Thank You

# GMR Airports Infrastructure Ltd.

(formerly GMR Infrastructure Ltd.)

**Airline Marketing**

**Management Meet**  
January 20, 2023



- ✚ **Airline Marketing / Aviation Development approach**
- ✚ **Delhi – Creating an international hub**
- ✚ **Hyderabad – Connecting South/Central India to the world**
- ✚ **New Goa – Attracting airlines successfully to a new airport for the region**
- ✚ **Medan & Cebu – Achieving growth in Asia**



1

## Group view provides:

- ❑ Bigger picture consideration of market dynamics and landscape changes
- ❑ Optimal lobbying re policy advocacy and regulatory engagement
- ❑ One voice with Industry body representations, taking a holistic view
- ❑ Action appropriate levers for support as beneficial

- 1 GMR Group Holistic view
- 2 Groupe ADP
- 3 Data tools
- 4 Events
- 5 Staying informed

2

**WORLDWIDE GROUP**  
World's first airport group in passenger terms in 2019

**AIRLINE CONNECTIONS**  
351.2 million passengers worldwide

**WORLD CONNECTIONS**  
28 airports operated around the world

**VARIETY OF AIRPORTS**  
Mega international hubs, regional gateways, leisure destination airports

**GROUPE ADP**  
SHARING NEW HORIZONS

5

## Example page from International airline monitoring:

**Europe** | Germany | Lufthansa Group | Condor

**Airline Overview**

- Lufthansa Group**
  - Currently experiencing operational challenges due crew unrest (pilot strikes) and poor operational delivery at FRA and MUC
  - While short term in nature, this is impacting management bandwidth for long term planning
  - 80 wide-body aircraft on order and still display growth appetite
  - However are now actively engaged re growth potential into India
  - Star Alliance membership, which supports Air India connectivity
- Euroings Discover**
  - Long haul tourist carrier, set up to focus on niche markets and feed LH network also
  - Commenced services in July 2021 and currently have 11 x A330 aircraft
  - Does have some union challenges (as per LH) but seemingly short term impacts only
  - Currently providing some fleet to LH to support their network and recently cut some thinner routes, which is stated as being due the high cost of fuel making the routes unviable
  - Currently operate to similar destinations to Goa, and therefore are prime potential for mainland Europe connection
- Condor**
  - Different ownership to LH Group, although 49% stake by German Government means subtle influence to consider against LH focus
  - 29 wide-body aircraft, and a network that aligns well to Goa
  - Currently has momentum in resumption of routes, having recently restarted Cape Town, Zanzibar and some North American points

**Engagement status / Appetite / Prospects**

Engagement with Lufthansa has recently increased and the airline is actively evaluating HYD. Euroings Discover has been active in conversations re Goa, although has recently announced a slowing of now growth. Condor has actively engaged re Goa recently but seeking significant commercial support. This conversation has now evolved into one re HYD which we are continuing.

4

**CONNECT**  
ROUTE DEVELOPMENT FORUM

**AIR SERVICE WORLD CONGRESS**  
AIRLINE - LONG HAUL - EUROPE - ASIA

**GMR Airports**

**across Asia Pacific**

3

**CAPA**  
CENTRE FOR AVIATION

**IATA AirportIS**



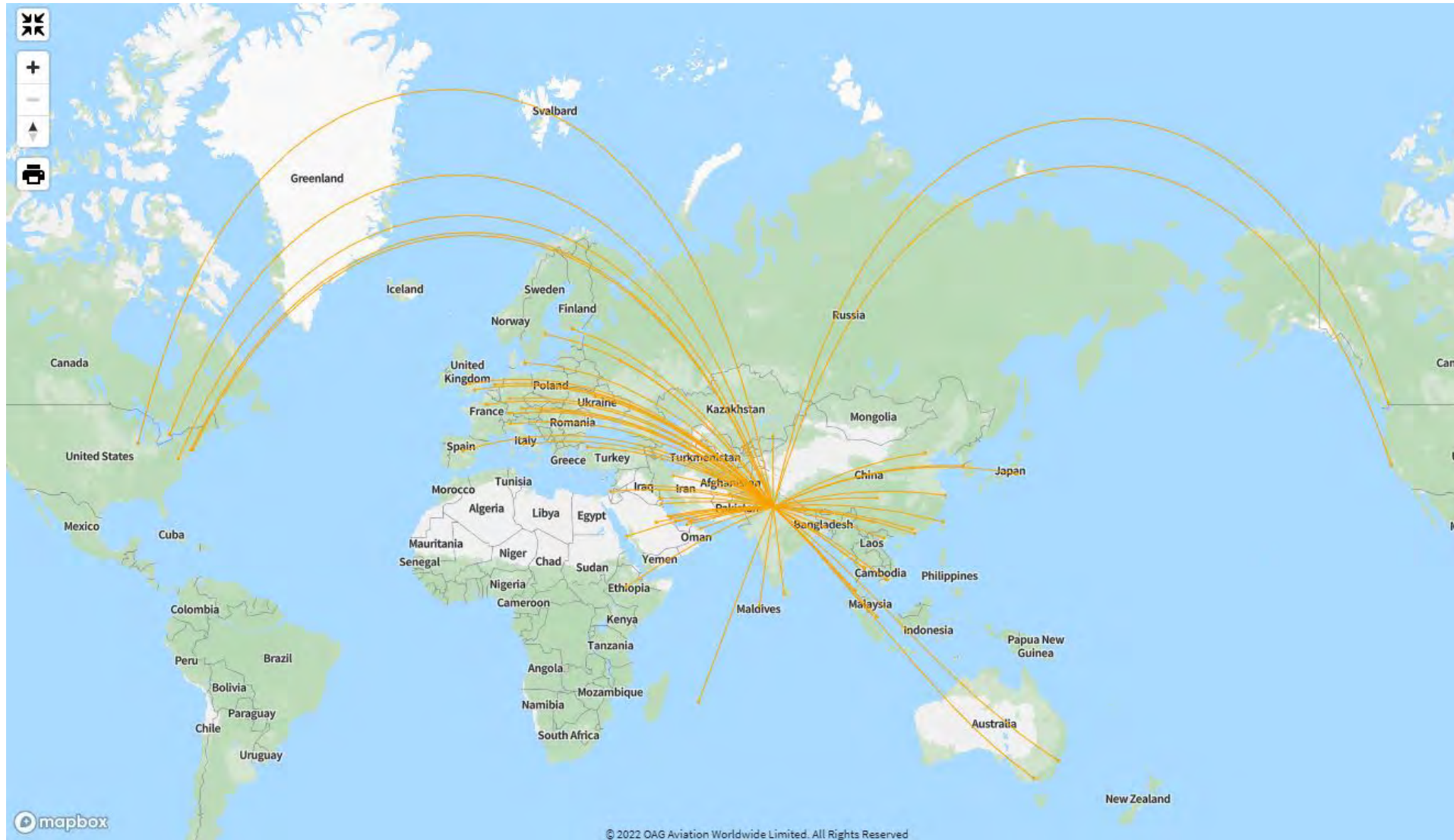
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# Delhi Airport Creating an international Hub





# Delhi - creating an international hub



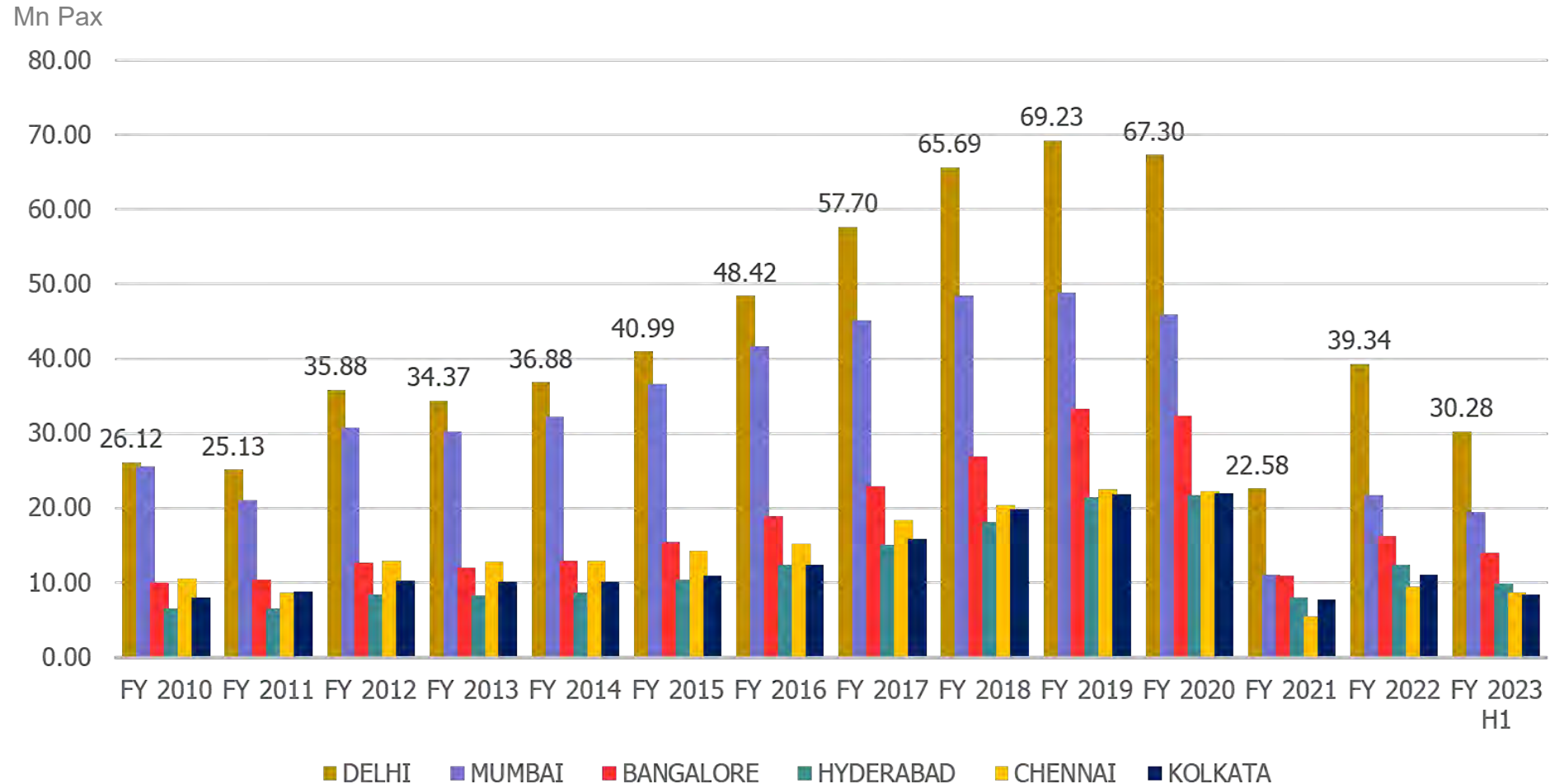
2019	
Domestic destinations	71
International destinations	78

2022	
Domestic destinations	79
International destinations	62

# Delhi - creating an international hub



## Delhi retained its No.1 position in H1- FY 23



# Delhi - Creating an International Hub

Two main powerhouses – each having a hub strategy in their future plans

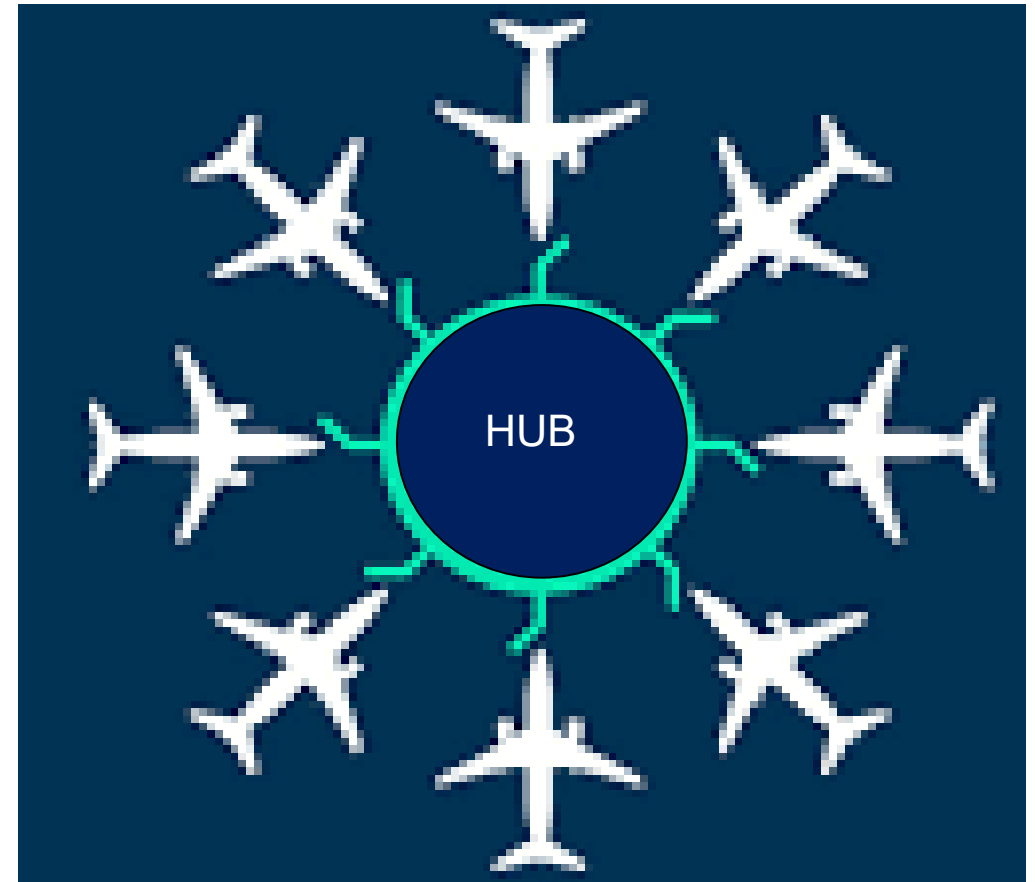


- ❑ Fleet size of 195 aircraft across the group
- ❑ “Undergoing strategic review due new ownership”
- ❑ Ex Scoot CEO joined as new CEO



- ❑ Fleet size of 301 aircraft & 501 on order
- ❑ “Double in size by end of the decade”
- ❑ Ex KLM CEO joined as new CEO

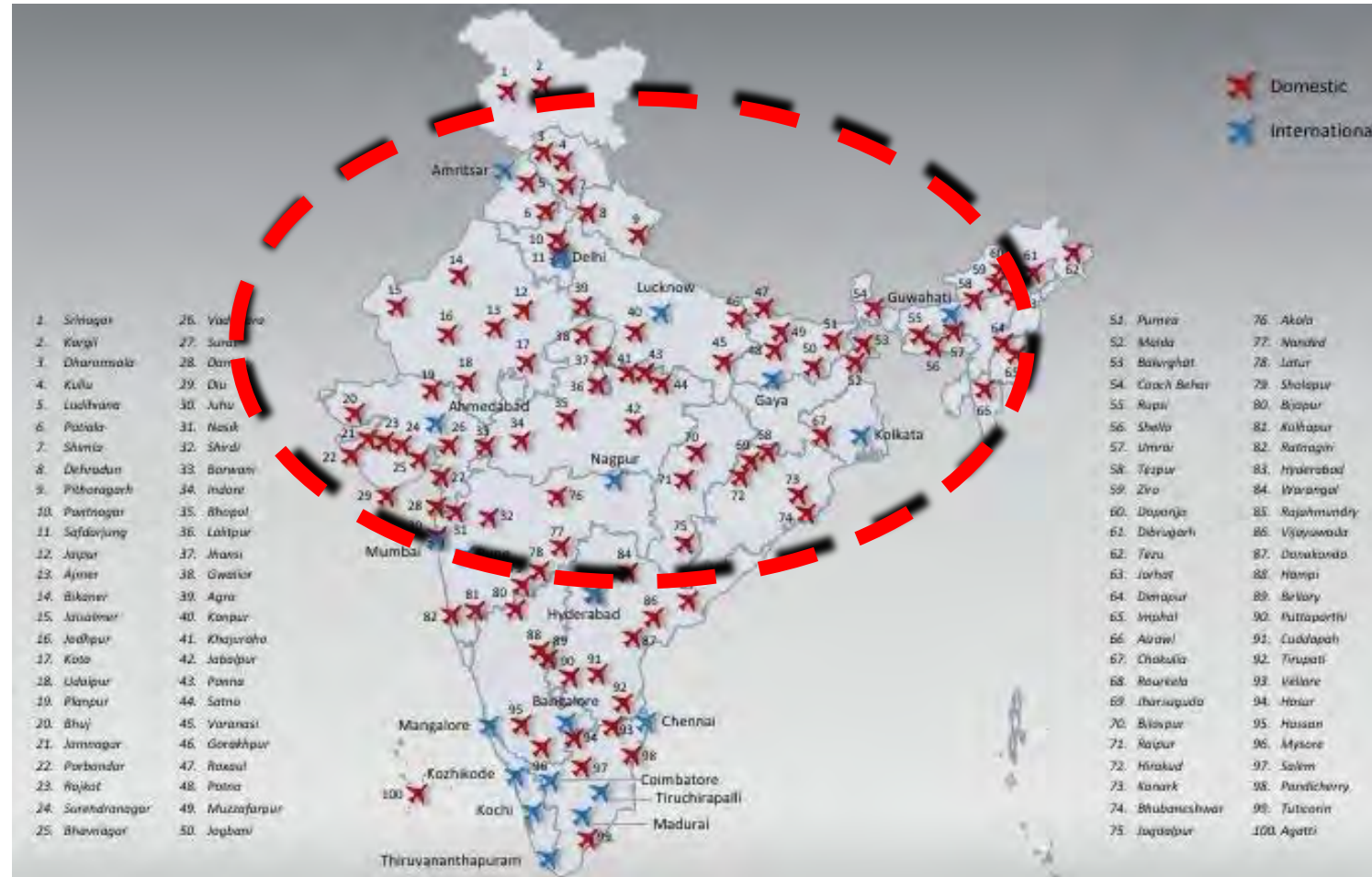
- ❑ An airline hub or hub airport is an airport used by one or more airlines to **concentrate passenger traffic** and flight operations.
- ❑ Hubs serve as **transfer points** to help get passengers to their final destination.
- ❑ Hubbing through an airport **creates economies of scale**. Allows an airline to serve city-pairs through an **intermediate connection** that could **otherwise not be economically viable** on a non-stop basis.
- ❑ Hub concept **contrasts with the point-to-point model**, in which there are no hubs and nonstop flights are instead offered between spoke cities.





# Delhi - Creating an International Hub

Nearly 70% of Indian Airports fall under Delhi's Catchment and can be reached within 60-90 minutes by air





Improvement in the Minimum Connect Time has helped Airlines plan Hub-and-Spoke operations

2010

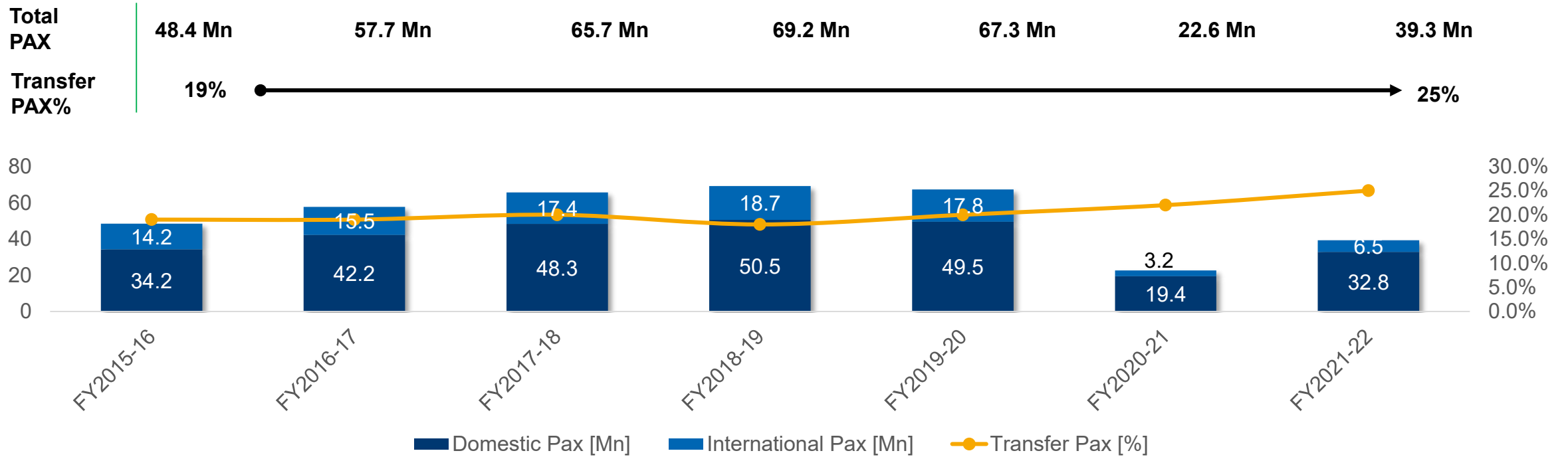
D-D : 90 minutes  
D-I : 180 minutes  
I-D : 180 minutes  
I-I : 90 minutes

2022

D-D : 45 minutes  
D-I : 75 minutes  
I-D : 75 minutes  
I-I : 60 minutes

^ Published MCT is for T3

# Delhi - Creating an International Hub

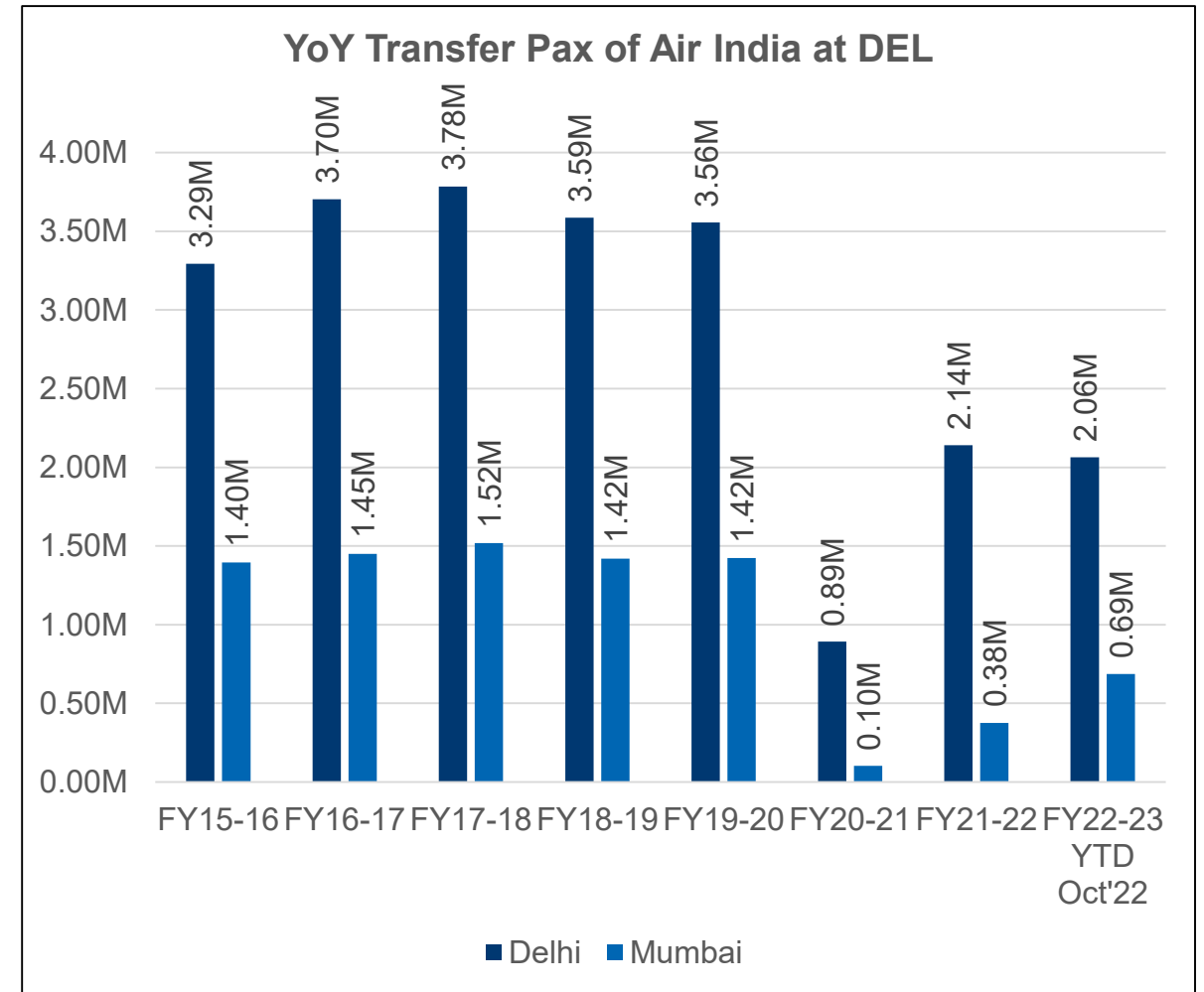
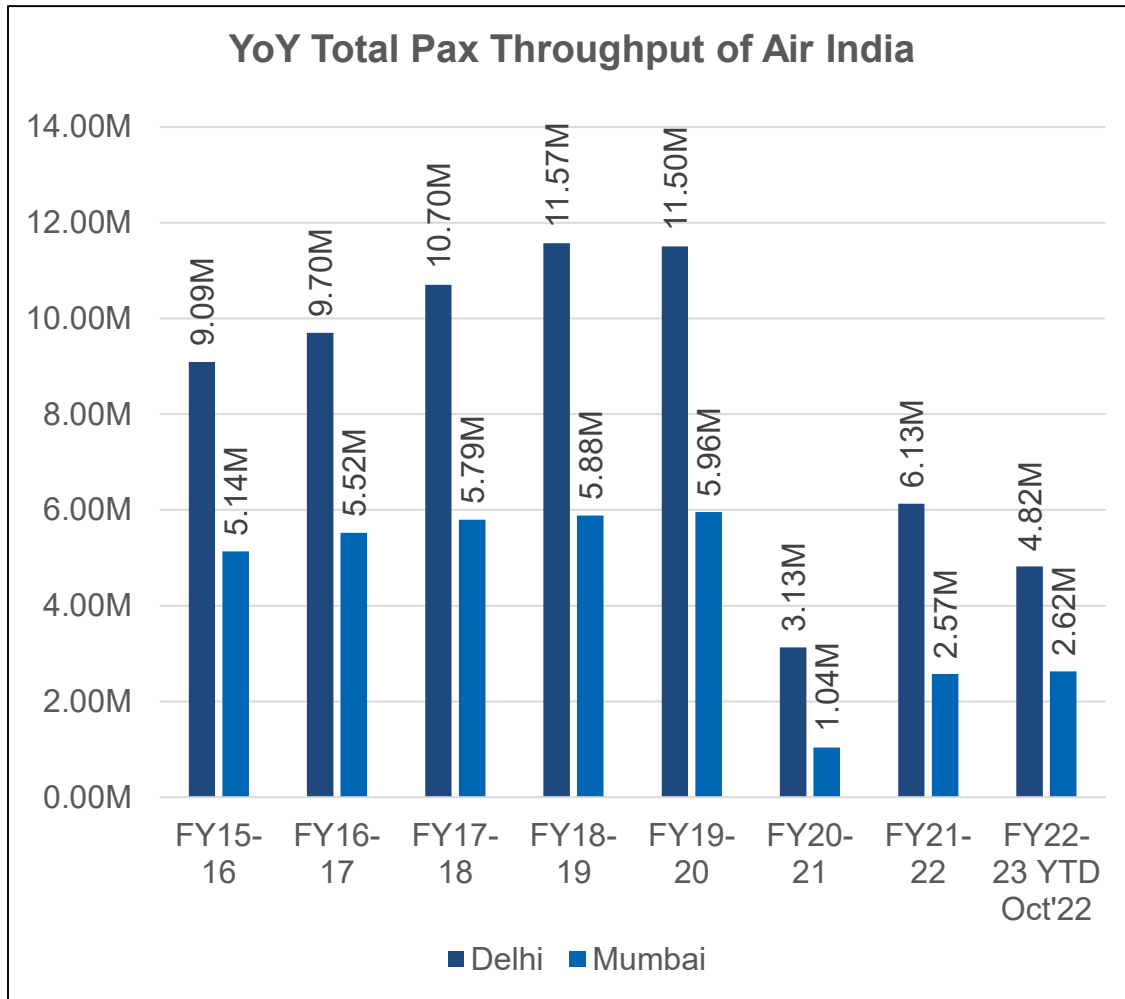


Category	CAGR (FY16 – FY20)
Domestic	9.61%
International	5.95%
Hub Traffic	9.78%
Total	8.58%

# Delhi - Creating an International Hub



## Passengers carried by Air India at Delhi and Mumbai, and growth in transfer volumes

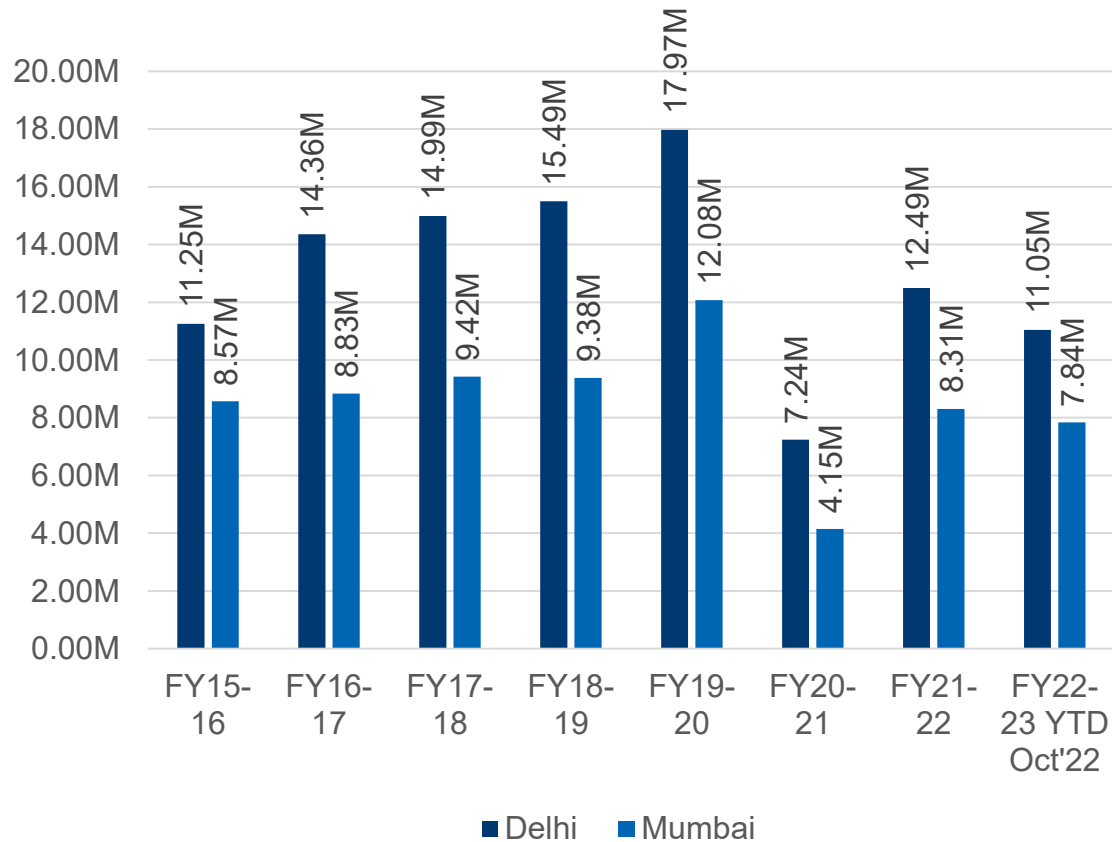


# Delhi - Creating an International Hub

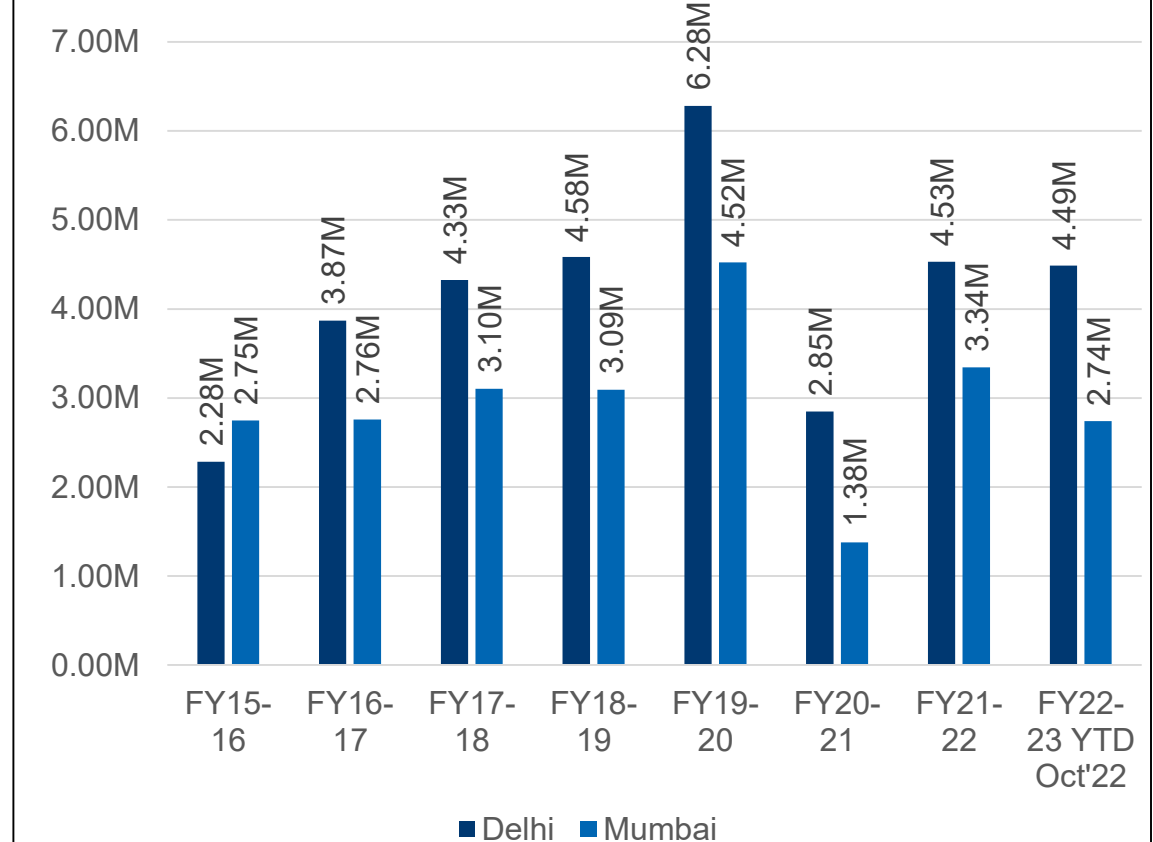


## Passengers carried by Indigo at Delhi and Mumbai, and growth in transfer volumes

YoY Total pax throughput of Indigo



YoY Transfer pax of IndiGo at DEL



## The future focus:

- Infrastructure development in conjunction with the airlines emerging strategy
- Optimisation of the available capacity
- Leveraging the natural advantage for Domestic / International transfer connectivity
- Ensuring attractiveness for the future – maintaining the number one position

- ✚ **Airline Marketing / Aviation Development approach**
- ✚ **Delhi – Creating an International Hub**
- ✚ **Hyderabad – Connecting South/Central India to the World**
- ✚ **New Goa – Attracting airlines successfully to a new airport for the Region**
- ✚ **Medan & Cebu – Achieving growth in Asia**



# Hyderabad – Connecting South/Central India to the World







# Hyderabad – Connecting South/Central India to the World



Source: IATA Airport IS, YE 2019, Bi directional

- ✎ **Airline Marketing / Aviation Development approach**
- ✎ **Delhi – Creating an international hub**
- ✎ **Hyderabad – Connecting South/Central India to the world**
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New Goa – Attracting airlines successfully to a new airport for the Region

# New Goa – Attracting airlines successfully to a new airport for the Region



## The Task

1. Launch a second airport in a largely inbound tourism region to compete with an incumbent existing airport (Dabolim – IATA:GOI)
2. Attract incumbent airlines operating at Dabolim to move to our airport instead, or at least launch in addition to current Dabolim services
3. Promote the airport to new international airlines, not currently operating to the region
4. To attract carriers in a regulated pricing environment – i.e. promoting the asset / market rather than using commercial support as a driver
5. Successfully deliver what we promise

# New Goa – Attracting airlines successfully to a new airport for the Region



## Comparison of facilities at GOX & GOI

Facility	GOI	GOX
Dedicated AOCC	x	✓
Dedicated ATC tower	x	✓
Rapid exit taxiway	x	✓
Night parking stands	x	✓
Open-access fuel farm	x	✓
Fuel hydrant system	x	✓
Self baggage drop	x	✓
Modern amenities for passengers	x	✓
Commercial lounge	x	✓

- ❑ As per the concession agreement, GOX has more than 2,000 acres of land for 40 years. GOI, on the other hand, has 44 acres.
- ❑ The scope for expansion at GOI (beyond the planned capacity addition) is limited, while GOX can have an airport capacity of 33 mppa by the end of Phase 4.

## Benefits of operating from GOX

24/7 airport with 57 <sup>1</sup> preferred slots during curfew hours	7 remote stands with the possibility of adding more based on airlines' requests
RA3-compliant cargo terminal with dedicated stands for cargo aircraft	More than 100 aircraft stands <sup>2</sup>
Proximity to popular tourist destinations that account for 70.0% of the market	Dedicated airline support team
Dedicated civilian airport with a single operator	Active destination marketing
Strong collaboration from the Government of Goa, a shareholder	High operational efficiencies
Customer-centric airport	First destination airport in India
Scalable landside connectivity	Hassle-free experience for all stakeholders

# Typical Day Indicative Slot distribution at GOX

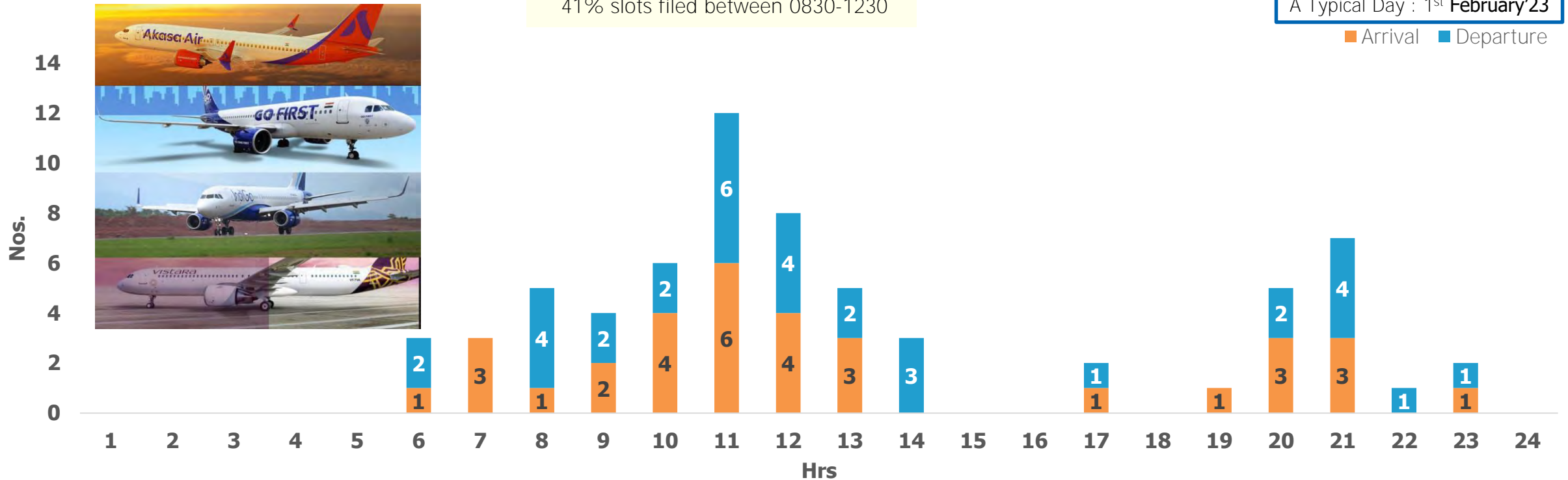


- IndiGo, GoFirst, Vistara & Akasa Air filed slots at GOX for domestic sector
- Oman Air, Gulf Air, Qatar Airways filed slots for international sector
- Expecting peak of 52 ATM's late January and growing in February as more routes / flights added

41% slots filed between 0830-1230

A Typical Day : 1<sup>st</sup> February'23

■ Arrival ■ Departure





# New Destinations : GOX



Routes currently operating / soon to launch from GOX\*

W22	
Destination	Status
AMD	Already Operating
BLR	Already Operating
BOM	Already Operating
DEL	Already Operating
HYD	Already Operating
JAI	Already Operating
MAA	Already Operating
PNQ	Already Operating
IXC	Shall Start eff. 25 JAN 2023 by GoFirst (Tickets on sale)
NAG	Shall Start eff. 25 JAN 2023 by GoFirst (Tickets on sale)
LKO	Planned from 01 MAR BY G8
VNS	Planned from 15 FEB BY QP
CCU	Planned from 15 FEB BY SG

S23
DOH
MCT
BAH

\*Correct as of 18<sup>th</sup> January 2023

- ✎ **Airline Marketing / Aviation Development approach**
- ✎ **Delhi – Creating an international hub**
- ✎ **Hyderabad – Connecting South/Central India to the world**
- ✎ **New Goa – Attracting airlines successfully to a new airport for the region**
- ✎ **Medan & Cebu – Achieving growth in Asia**



## Domestic

## Other markets

## Recovery

- Direct connection to cities in eastern part of Indonesia: SUB, DPS
- Medium to Small urban centers in Sumatra island: PLM, DUM, AEK, DTB

- Direct connection to Hong Kong

## Diversification

- Connectivity to be improved to HLP (Jakarta second airport), and smaller urban centers in Sumatra island (MEQ, UPG, DJB)

- Connectivity enhancement to reach pre-pandemic level for KUL, PEN, SIN and DMK
- Restart of SV operations to JED

## Increase connectivity

- Urban centers on Kalimantan island – such as Banjarmasin, Pontianak

- Routes to:
  - ✓ Indian cities – Chennai, Mumbai, Bangalore, Hyderabad
  - ✓ Secondary cities in Malaysia: IPH, JHB, BKI, LGK
  - ✓ DOH





# Strategy summary - Cebu



	Domestic	Asia	Other markets	
Recovery	<ul style="list-style-type: none"> <li><input type="checkbox"/> MNL</li> <li><input type="checkbox"/> DVO</li> <li><input type="checkbox"/> CRK</li> <li><input type="checkbox"/> PPS</li> </ul> PHILIPPINES	P1 <ul style="list-style-type: none"> <li><input type="checkbox"/> NRT, KIX, NGO - Japan</li> <li><input type="checkbox"/> TAE, MWX, PUS – South Korea</li> <li><input type="checkbox"/> PVG, CAN, XMN - China</li> <li><input type="checkbox"/> KUL - Malaysia</li> <li><input type="checkbox"/> BKK - Thailand</li> </ul>	P2 <ul style="list-style-type: none"> <li><input type="checkbox"/> CKG, SZX, CTU, KMG, FOC - China</li> <li><input type="checkbox"/> KHH – Taiwan</li> <li><input type="checkbox"/> MFM – China SAR</li> </ul>	
Diversification	<ul style="list-style-type: none"> <li><input type="checkbox"/> GES</li> <li><input type="checkbox"/> OZC</li> <li><input type="checkbox"/> LGP</li> </ul> PHILIPPINES	P1 <ul style="list-style-type: none"> <li><input type="checkbox"/> TYO, OSA, NGO - Japan</li> <li><input type="checkbox"/> SHA, CAN – China</li> <li><input type="checkbox"/> HKG – China SAR</li> <li><input type="checkbox"/> KUL - Malaysia</li> <li><input type="checkbox"/> BKK - Thailand</li> </ul>	P2 <ul style="list-style-type: none"> <li><input type="checkbox"/> SEL, PUS – South Korea</li> <li><input type="checkbox"/> XMN - China</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> DXB – United Arab Emirates</li> </ul>
Increase connectivity	<ul style="list-style-type: none"> <li><input type="checkbox"/> MBT</li> <li><input type="checkbox"/> RXS</li> </ul> PHILIPPINES	<ul style="list-style-type: none"> <li><input type="checkbox"/> BJS – China</li> <li><input type="checkbox"/> FUK – Japan</li> <li><input type="checkbox"/> CJU – South Korea</li> </ul>		P1 <ul style="list-style-type: none"> <li><input type="checkbox"/> LAX – United States</li> <li><input type="checkbox"/> SYD, MEL - Australia</li> <li><input type="checkbox"/> HAN, SGN - Vietnam</li> </ul> P2 <ul style="list-style-type: none"> <li><input type="checkbox"/> AUH – United Arab Emirates</li> <li><input type="checkbox"/> RUH – Saudi Arabia</li> <li><input type="checkbox"/> GUM, HNL – United States</li> <li><input type="checkbox"/> DEL, HYD, CCU, MAA - India</li> </ul>



***Thank you!***

# GMR Airports Infrastructure Ltd.

(formerly GMR Infrastructure Ltd.)

## Adjacency Businesses

**Management Meet**  
January 20, 2023



- **Overview**
- **Services/Commercial Business Platform**
- **Value addition for GMR**

# An Overview

## GMR Airports Adjacency Businesses



### AIRPORTS JOURNEY

Entered Airports space with PPP Concession Projects. Started as an Airport Developer / Operator

2006

Entered Commercial Concessions at GMR Airports through JVs & Self Operations.

2010

Decided to leverage experience, Consolidate & expand these businesses under GMR

2020

Sourcing, Operationalization of self- run businesses; Consolidation of Internal opportunities

2022

Business growth and expansion

2024

### EXPANSION & CONSOLIDATION UNDER GMR

Over the course of last 2 years, we evaluated opportunity areas for GMR considering the experience gained over the years. Post evaluation it was decided to consolidate following Adjacency Businesses under separate platforms under GMR.

- Duty Free
- Car Park
- Cargo
- F&B
- Non-Aero Retail Concessions

***Non-Regulated, High Revenue Growth Potential, Less Capital Intensive***

In addition, GAL aims to leverage its expertise in Airport operations and take up external Airport O&M opportunities

***Less Capital Intensive Business  
which would also help entry into new geographies***

**Consolidation of these opportunities would ensure the volumes shall be leveraged for better yields with economics of scale**

# In last 15 years, GMR has developed significant capabilities across Airport Value Chain through Self Ops & JVs



	Domestic assets			International assets				
	Del	Hyd	Bidar	Cebu <sup>1</sup>	Crete	Male	Istanbul	Clark <sup>2</sup>
Duty Free /	✓	✓		✓	✓	✓	✓	
F&B	✓					✓		
Advertising	✓	✓		✓	✓	✓	✓	
Car Park	✓	✓		✓	✓			
Cargo	✓	✓			✓	✓	✓	
EPC	✓	✓	✓	✓	✓	✓	✓	✓
Airport O&M	✓	✓	✓	✓	✓	✓	✓	
Fuel farm	✓	✓			✓	✓	✓	

**1**

Gained experience, built capability and credentials across Indian & international assets

**2**

Well placed to create more value than 3<sup>rd</sup> party individual concessionaires

<sup>1</sup> Cebu & Clark are Airports in Philippines

<sup>2</sup> Crete Airport in Greece



# Major Airport operators across the world have similarly built their own Airport related business platforms



Services	TAV	ADP	Fraport
Duty-free, retail and lounge services	<ul style="list-style-type: none"> <li>❑ Duty-free – ATU (50%), JV with Unifree</li> <li>❑ Retail and lounge – TAV OS</li> </ul>	<ul style="list-style-type: none"> <li>❑ Duty-free – SDA</li> <li>❑ Retail – Relay@ADP</li> <li>❑ <i>Both are JVs with Legardere</i></li> </ul>	<ul style="list-style-type: none"> <li>❑ Duty-free and Retail – Frankfurt Airport Retail (50%)</li> </ul>
Advertising, catering and mobility services	<ul style="list-style-type: none"> <li>❑ Catering – BTA (100%)</li> </ul>	<ul style="list-style-type: none"> <li>❑ Advertising - JCDecaux Airport Paris, JV with JCDecaux</li> <li>❑ Catering – Epigo - JV with SSP</li> </ul>	<ul style="list-style-type: none"> <li>❑ Catering – Airport Cater service</li> </ul>
Engineering & Consulting services	-	<ul style="list-style-type: none"> <li>❑ ADP Ingénierie</li> </ul>	-
Operation & Management	<ul style="list-style-type: none"> <li>❑ Operate 15 Airports across 8 Countries</li> </ul>	<ul style="list-style-type: none"> <li>❑ Operates Airports on each continent - own/ Subsidiary/ Investment</li> </ul>	<ul style="list-style-type: none"> <li>❑ Operates 31 Airports on its own or through Subsidiaries/ Investments</li> </ul>
Security services	<ul style="list-style-type: none"> <li>❑ TAV Security – 1500 personnel strong organization</li> </ul>	<ul style="list-style-type: none"> <li>❑ Hub Safe – 20% stake, remaining 80% with SAMSIC group</li> </ul>	-
Technology services	<ul style="list-style-type: none"> <li>❑ TAV technologies – 300 personnel employed</li> </ul>	-	<ul style="list-style-type: none"> <li>❑ AirIT services</li> <li>❑ AirIT systems (50%)</li> </ul>
Ground Ops, Cargo and Fuel services	<ul style="list-style-type: none"> <li>❑ Ground Ops: HAVAS (100%), TGS (50%) – JV with Turkish airlines</li> </ul>	-	<ul style="list-style-type: none"> <li>❑ Ground Ops – FGS (49%), Airport Services GmbH (49%)</li> <li>❑ Cargo – FCS (49%)</li> </ul>

**Major Players in the Airport Operation Space have followed a similar approach →**

**❑ Tried and tested model for growth and expansion across the industry**

**❑ Airport Support Platforms contribute about 20% to key players' overall revenues**

**❑ Captive Businesses account for 80-90% of their Adjacency Platform Revenue**

↘ **Overview**

↘ **Services/Commercial Business Platform**

↘ **Value addition for GMR**

# Optimize value from Commercial Business lines through combination of models



## Creating Value through

1

**Self Operation of Key Business Lines / through JVs**



**Duty Free Business**



**Car Park Business**



**F&B Business**  
*(Through Operating Partners)*



**Cargo Business**

2

**Concession for other Non-Aero Businesses**



**Retail**



**Advertising and Promotion**



**Lounges**



**Forex**



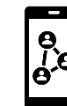
**Others**

3

**Brand Building & Technology**



**GMR Consumer Brand**



**Digital Push**



**Customer Experience**

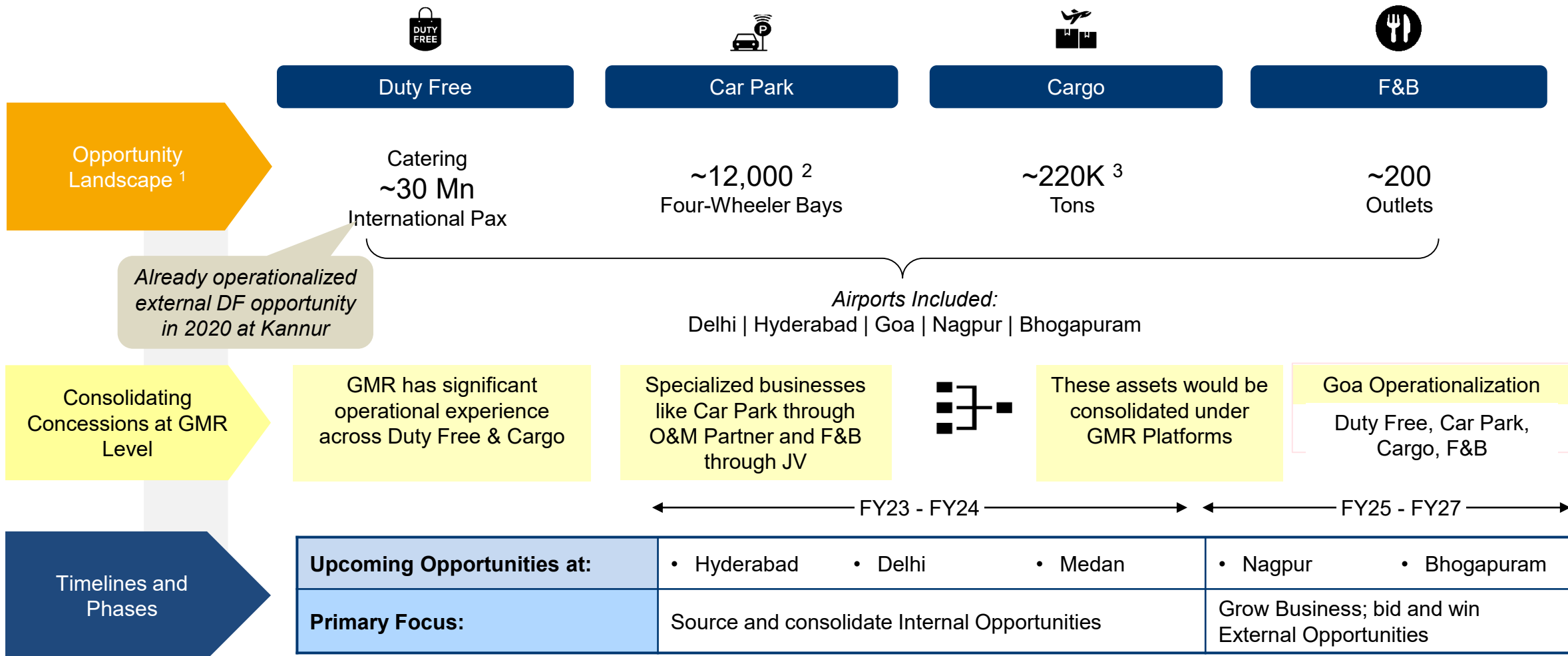


**Process Excellence**

**Build on Capabilities Developed Through Experience**

# Self-operation of key Non-Aero Adjacency Businesses

## Opportunity landscape for GMR Airports



<sup>1</sup> Businesses Operated through JVs or Self Operations at our Airports – FY24 estimates & first year of operations for new Airports

<sup>2</sup> GMR shall target acquiring 100% shares in Delhi Car Park (DAPS) & consolidate in FY25, included in overall estimate

<sup>3</sup> GMR shall acquire HYD cargo shared & consolidate in FY25, included in overall estimate

*The Non Aero Retail + Services concession model is clubbing of retail with other non aero concessions. While it is popular Internationally, it is also gaining significance in India*

## What is Non Aero retail + services Concession?

- ❑ Concession for managing all retail and non-aero services businesses for an agreed consolidated revenue share %
- ❑ All individual concessions are consolidated and granted to Single Concessionaire

## Role of the Concessionaire

- ❑ Consolidate all non-aero retail & services businesses as a single responsible entity
- ❑ Sub-Contracting these services and curating Retail Brands
- ❑ Category and Resource planning
- ❑ Vendor Relationship Management and Partnership Building
- ❑ Account and Revenue Management

*GMR possesses all the requisite capabilities to effectively participate and win such concessions*

## This is a Lucrative Opportunity for GMR

- ❑ GMR has already operationalized the Non Aero Retail + Services Concession for **Mopa, Goa Airport**
- ❑ With the GMR portfolio of Airport, GMR has a ready opportunity to **consolidate this business**
- ❑ Also, GMR shall be able to leverage this scale and certainty of business with **brand tie ups and better margins**





**GAR AERO**  
RETAIL

## Value Creation through GMR Consumer Brand and Tech Innovation

### GMR Consumer Brand

- Integrate all services under one consumer facing GMR Brand
- Unique retail concepts to create unique identity
- Loyalty/Reward programmes for customer Acquisition & Retention



### Digital Push

- Omni-Channel presence
- Airport App to capture end-to-end passenger journey
- Integrated Backend Tech
- Utilizing analytics for better customer understanding & preferences
- Smart Parking solutions



### Customer Experience

- AR/ VR Shopping Experiences
- Virtual Shopping Walls
- Personalized products on app
- Chatbots + Voice Commerce
- Digital and touch-free payment mechanisms



### Process Excellence

- Cloud Architecture
- Process Automation
- Automated Inventory Management
- FasTAG & ANPR implementation at Car Park

Revenue Enhancement  
Tech

Cost-Saving  
Tech



## Competitive Advantage



**Cargo:** Cluster of GMR Airports to form a hub & spoke model improving connectivity, volumes and innovative product offerings for both domestic & international trade



**Duty Free:** A consolidated base of ~30 Mn International Pax to offer global brands with margins at par with largest Global players



**F&B:** Drive margins & provide innovative F&B offerings including popular global brands. Also, curate in-house F&B brands which can be replicated across GMR Airports



**Retail:** Induce global popular brands for multiple locations with better yields & exclusivity at GMR Airports

**Cluster of interconnected Airports to give GMR the Economics of Scale, better Yields & Margins**

- ↘ **Overview**
- ↘ **Services/Commercial Business Platform**
- ↘ **Value addition for GMR**

# Non-Aero Commercial & Ancillary platforms would be value accretive for GMR



The identified adjacency businesses enjoy the following EBITDA Margins, which GMR shall be able to leverage by self operations



*These margins are post Revenue Shares to Airport Operator*

	<u>Non-Aero Retail Concession</u>	<u>Duty Free</u>	<u>Car Park</u>	<u>Cargo</u>	<u>GHL</u>
<u>Revenue</u>	<input type="checkbox"/> Goa	<input type="checkbox"/> Goa	<input type="checkbox"/> Goa	<input type="checkbox"/> Goa	<input type="checkbox"/> Goa
<u>Avenues:</u>	<input type="checkbox"/> Bhogapuram	<input type="checkbox"/> Bhogapuram	<input type="checkbox"/> Bhogapuram	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhogapuram
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhogapuram	<input type="checkbox"/> Nagpur
	<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Delhi	<input type="checkbox"/> Hyderabad		<input type="checkbox"/> Hyderabad
		<input type="checkbox"/> Hyderabad			<input type="checkbox"/> Delhi

**Significant value creation through GMR Adjacency businesses**

***Thank you!***





# GMR Airports Infrastructure Ltd.

(formerly GMR Infrastructure Ltd.)

**Non-Aero Business  
Delhi Airport**

**Management Meet**  
January 20, 2023



# Non-Aero Strengths



Widest portfolio of reputed global and regional brands



JV model for key business



Largest airport commercial space in India



Strong catchment with high disposable income



Strong relations with business partners



Sustainable business model



Competent and experienced team with varied skill sets



Adoption of technology with focus on innovation

## 01 Benchmark

- ❑ Benchmark with International Airports
- ❑ Benchmark with Domestic Airports
- ❑ Benchmark with High Street Stores

## 02 Research

### Consumer Segmentation

Five distinct domestic passenger segments  
Account for 80% of the population

Segment	Age	Income	Travel Frequency	Travel Purpose	Travel Class
Business	35-50	High	High	Business	Business
Leisure	25-40	Medium	Low	Leisure	Economy
Family	30-45	Medium	Low	Family	Economy
Student	18-25	Low	Low	Education	Economy
Retiree	60+	Medium	Low	Leisure	Economy

### Category preferences

Target segments look for compelling offering in P&C, bags & leather, L&T and confectionary...

Category	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5
P&C	High	Medium	Low	Low	Low
Bags & Leather	High	Medium	Low	Low	Low
L&T	High	Medium	Low	Low	Low
Confectionary	High	Medium	Low	Low	Low

### Purchase drivers

For Jetsetters, given time constraints it is important to ensure offerings in their line of sight to trigger need based purchases

Driver	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5
Brand	High	Medium	Low	Low	Low
Price	Low	Medium	High	High	High
Availability	High	Medium	Low	Low	Low
Quality	High	Medium	Low	Low	Low

### Brand & price positioning

Guess, De Milano, Coach, Fossil, CK and Hidesign preferred brands among target segments

## Preference 03

### A Price Segment 3-5K

Brand
Casual Wear
Benetton
Zara
Woodies
Elle
Tommy Hilfiger
Wills Lifestyle
Reebok
Nike
Mango
US Polo Assoc.
GAP
Lacoste
Jack and Jones
Vero Moda
Esprit
French Connection
Promod
Qatit
Calvin Klein
Burberry
Guess
DKNY

### B Customer needs (Casual unisex wear)

Brand
Casual Wear
Benetton
Zara
Biba
Tommy Hilfiger
Wills Lifestyle
Reebok
Nike
Mango
US Polo Assoc.
GAP
Lacoste
Jack and Jones
Vero Moda
Esprit
French Connection
Promod
Qatit

### C Brand Strength

Brand
Casual Wear
Benetton
Zara
Tommy Hilfiger
Wills Lifestyle
Reebok
Nike
US Polo Assoc.
GAP
Lacoste
Esprit
French Connection

### Priority list

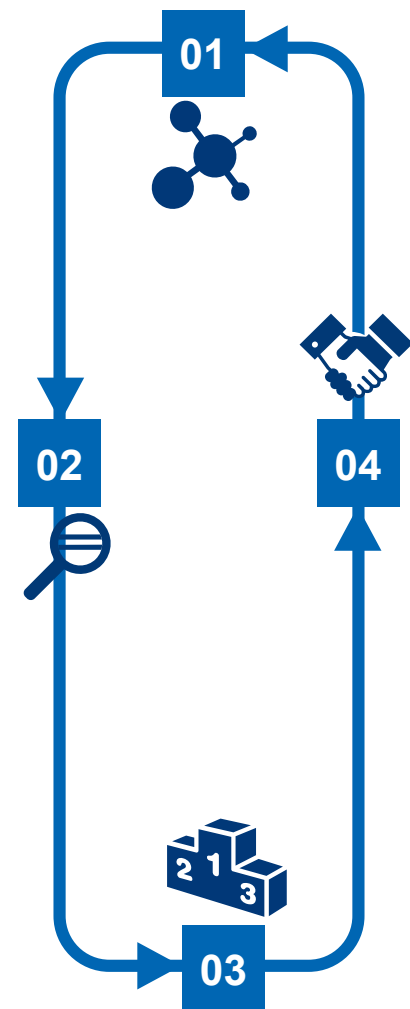
Rank	Brand
2	Tommy Hilfiger
1	Benetton
4	US Polo Assoc.
5	Lacoste
1	Nike
1	Zara
1	GAP (Backup)

Long List to Short List

Suitable for single brand stores (< 100sqm)
  Suitable for large flagship store

## Negotiate 04

- Invite Bidders
- Technical and Commercial Evaluation
- Award





## Example: Retail Brand Shortlist for New Location

### Long List of Brands

Aspirational retail destinations

- Dubai Mall
- Bond Street, London
- 5th Ave, NY

Brands from parent fashion houses with presence in India

- Inditex (Parent of Zara)
- H&M
- LVMH (Louis Vuitton)
- Richemont (Cartier Parent)



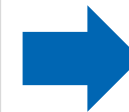
### Filters

#### Initial Filters

- Airport Profile match
- Demographic Profile match
- ATV & Brand Positioning

#### Other data points

- Product & Price Range
- Key celebrity endorsements
- Brand Resonate with GenZ



Final Shortlist of target brands



More Examples



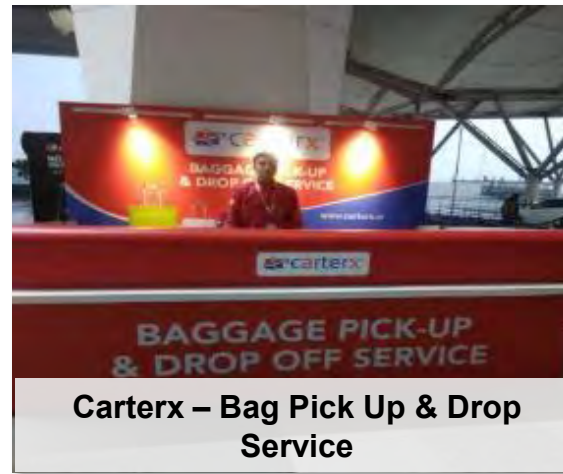
# Leveraging Technology and Innovating to expand Coverage...



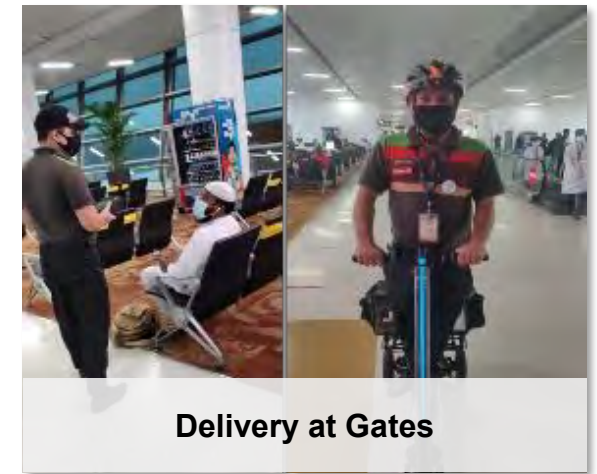
Chat BOT



Sakha - Women's Taxi



Carterx – Bag Pick Up & Drop Service



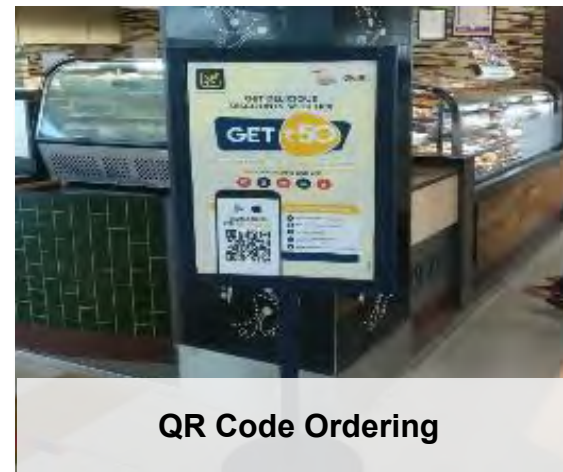
Delivery at Gates



RLCC



Avaan – Excess Baggage



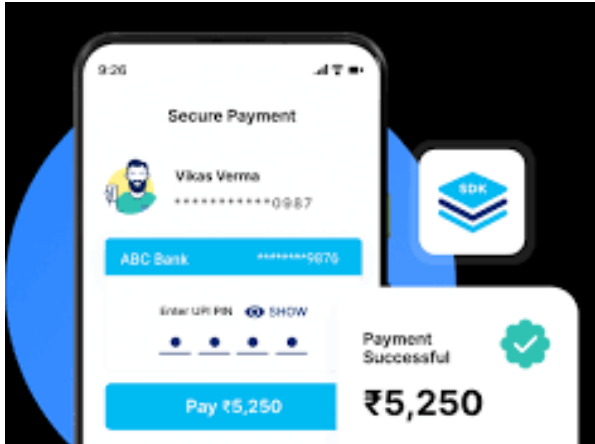
QR Code Ordering



Mobile Cart



# ..Adding latest Technology and New Concepts to Boost Non-Aero Growth



**Adding Airport Payment Gateway Partner**



**Virtual Gaming Station**



**Rs.10 Water Bottle next to every Boarding Gate**

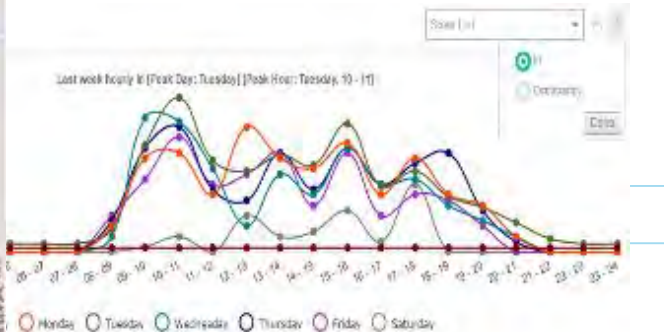
**CSD and Non-CSD Vending Machines**



**Savories at Rs.10 to meet demand for passengers looking for value-for-money**



**Foot Sensor – Continuous Monitoring of Store's Footfall to Understand Pax Dynamics**





# Regular Introduction of New Concepts and Brand..



Carnatic Café – 1<sup>st</sup> South Indian Dine In at Airport



Birthright – 1<sup>st</sup> of a kind Airport Store



PapaRoti – 1<sup>st</sup> Time Brand in India



Artport– Destination Merchandise



Tanishq – Brand 1<sup>st</sup> time at an International Airport



Victoria's Secret – 1<sup>st</sup> Time Brand in India



# ..Enabling Higher Passenger Engagement and Penetration



Ted Bakers – 1<sup>st</sup> Time Brand in India



Papa Roti – 1<sup>st</sup> Time Brand in India



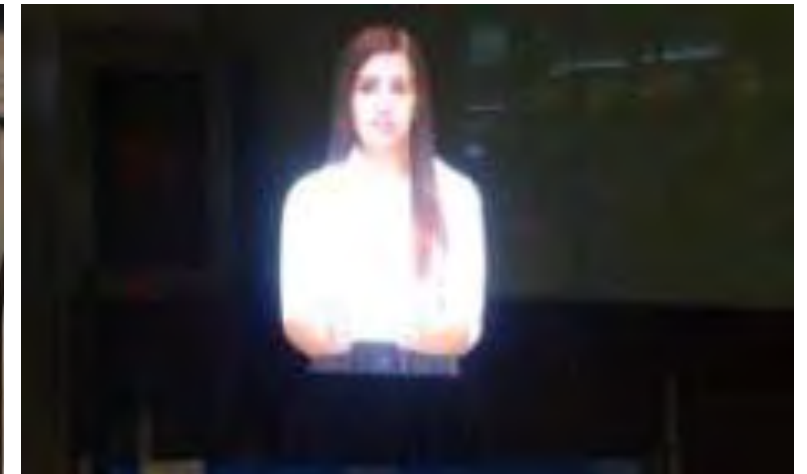
One Plus Mobile Charges



#nourish– Healthy Bites



Looks Salon – 1<sup>st</sup> time Concept at Indian Airport



VR @ Amex – Virtual Mannequins



# Good mix of Brands and Offering to attract and stimulate Impulse Shopping at the Airport



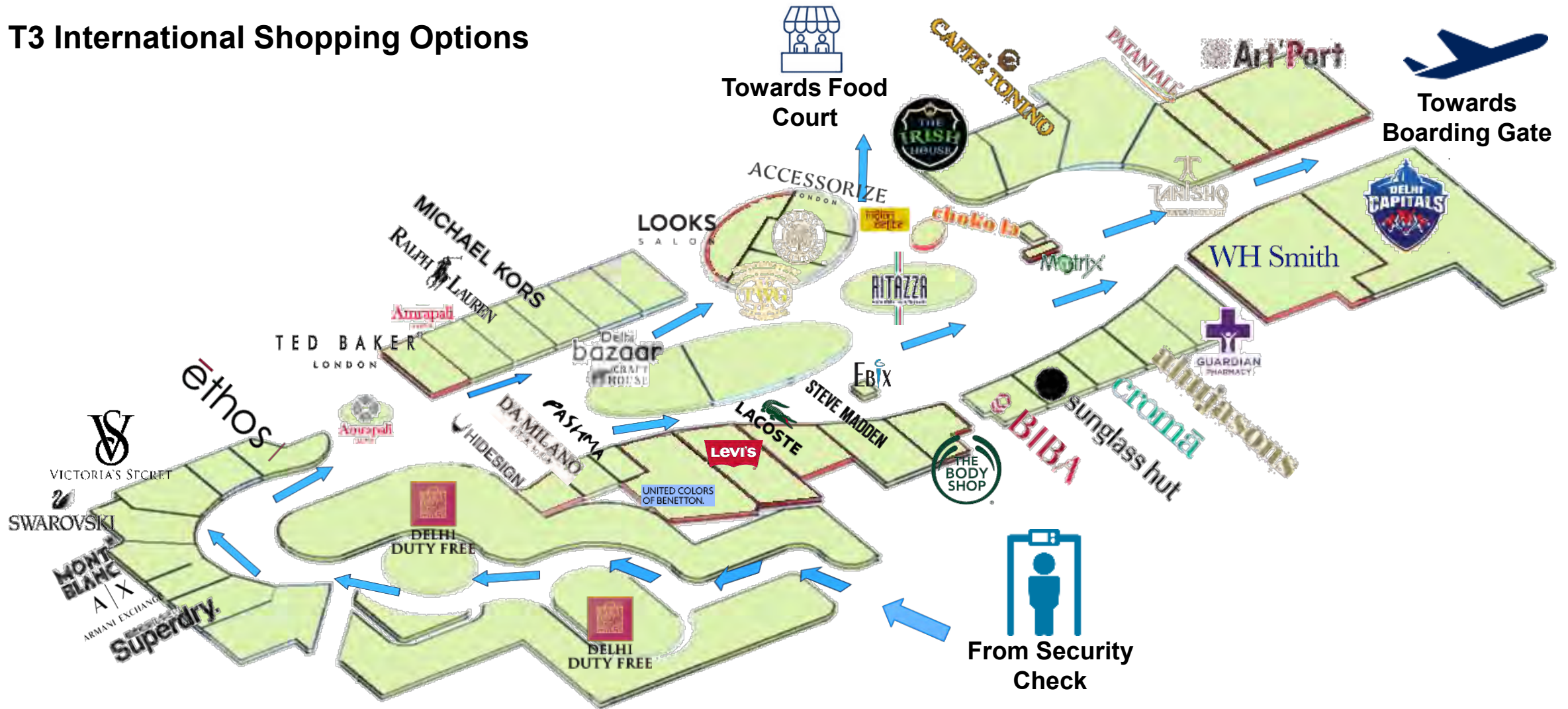
## T3 Domestic Shopping Options



# Commercial Layout Focusing on Brand Adjacency that would Complement Each Other



## T3 International Shopping Options





# Continuous Commercial Opportunity Scouting to Stay Ahead...



1

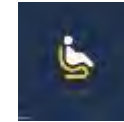
*Increasing Area under Operations*



New T1



Airport Club



CIP Lounge  
Int. & Dom.

2

*Introduction of New Products & Services*



New Concepts/  
Categories



Digital  
Integration



Bag Tag



GMR IGI  
Merchandise

3

*Commercial Restructuring*



Duty Free  
Bidding



Unified  
Lounge



Luxury Shopping  
Cluster

4

*Enhance Passenger Experience*



Loyalty  
Program



Innovative  
Promos



Dwell Time  
Experience

# New T1 – Doubling the Revenue Scope and Ensuring Higher Passenger Delight at Delhi Airport



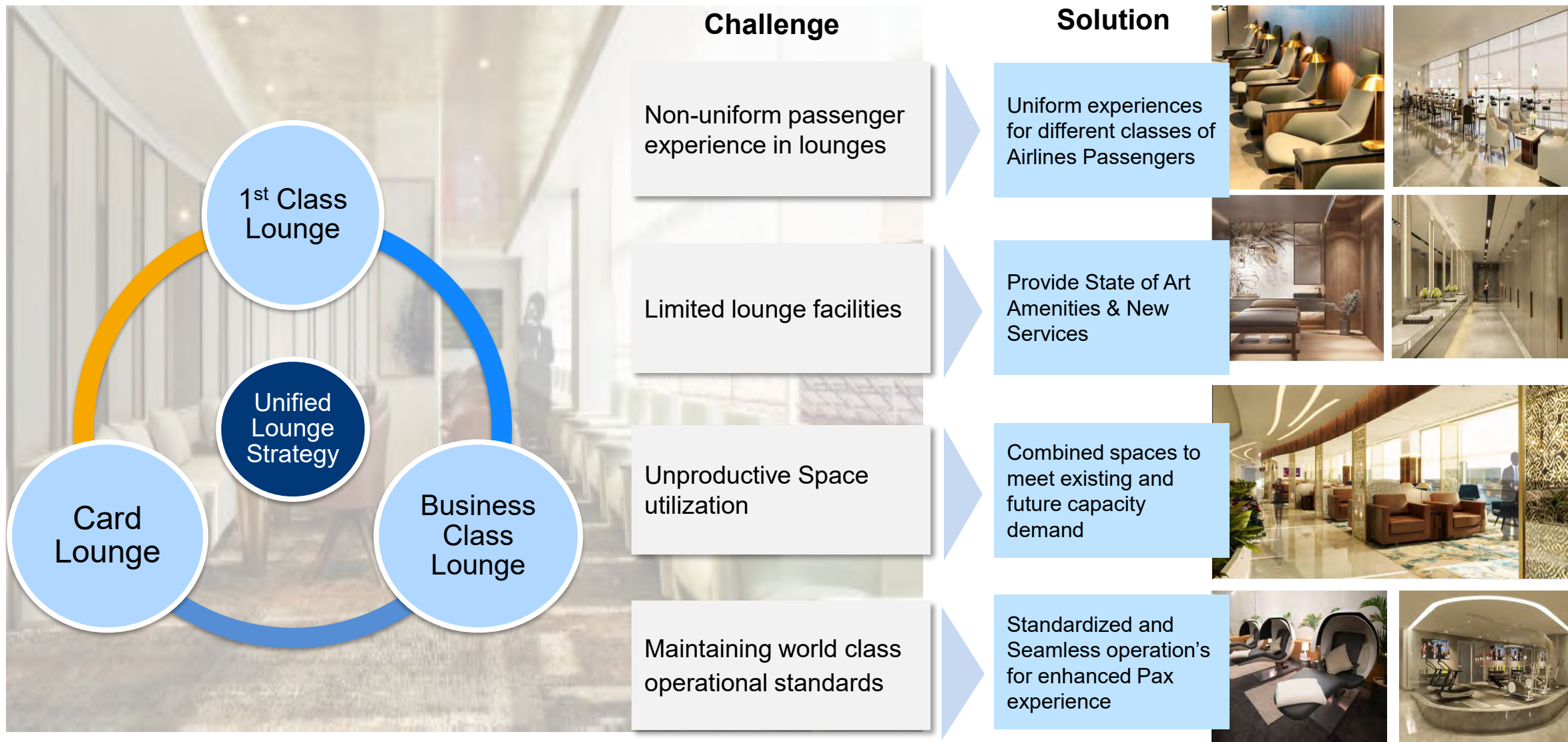
Area	Old	New T1
F&B	1,114 Sqm	3,663 Sqm
Retail	2,362 Sqm	4,020, Sqm
Total Area	3,476 Sqm	7,683 Sqm

Store Count	Old	New T1
F&B	30	46
Retail	35	66
Total Area	65	110



**10% CAGR** increase in Sales per Passenger for Terminal 1 is expected between FY23 to FY26

# Unified Lounge - Provide a Uniform Experience to Passengers across different classes of Airlines at Delhi Airport





# CIP Lounge - Offer a place that provides the Comfort of an Office and a Living room to the Passenger right at the Airport



## NEXT LEVEL OF LUXURY IN TRAVEL EXPERIENCE



CIP pays membership fee to enroll himself (One time – Refundable)



Annual Fees to the lounge (Yearly)



Entry fee to Lounge (Per visit)



Visitors and friends pay additional fee for entry (Per visit)



Additional Cost for value added services (per use basis)

# Loyalty Program – Creating Value for Passengers and Business Opportunities for Concessionaires

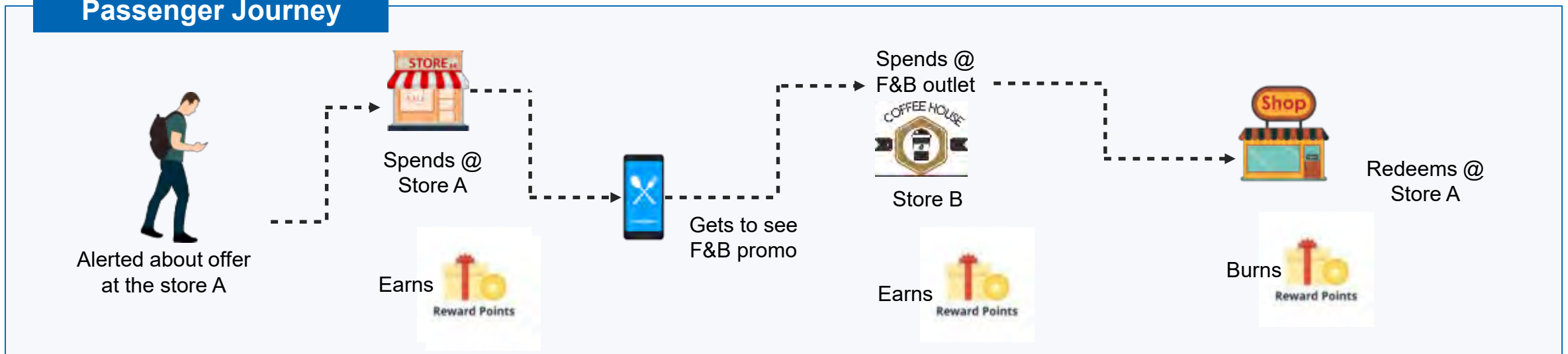


## Customers / Members



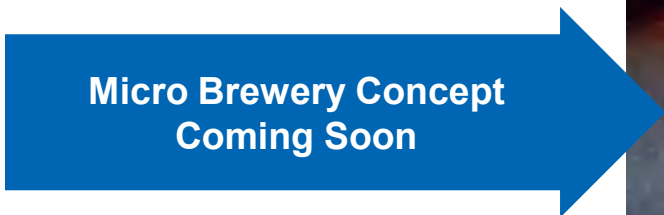
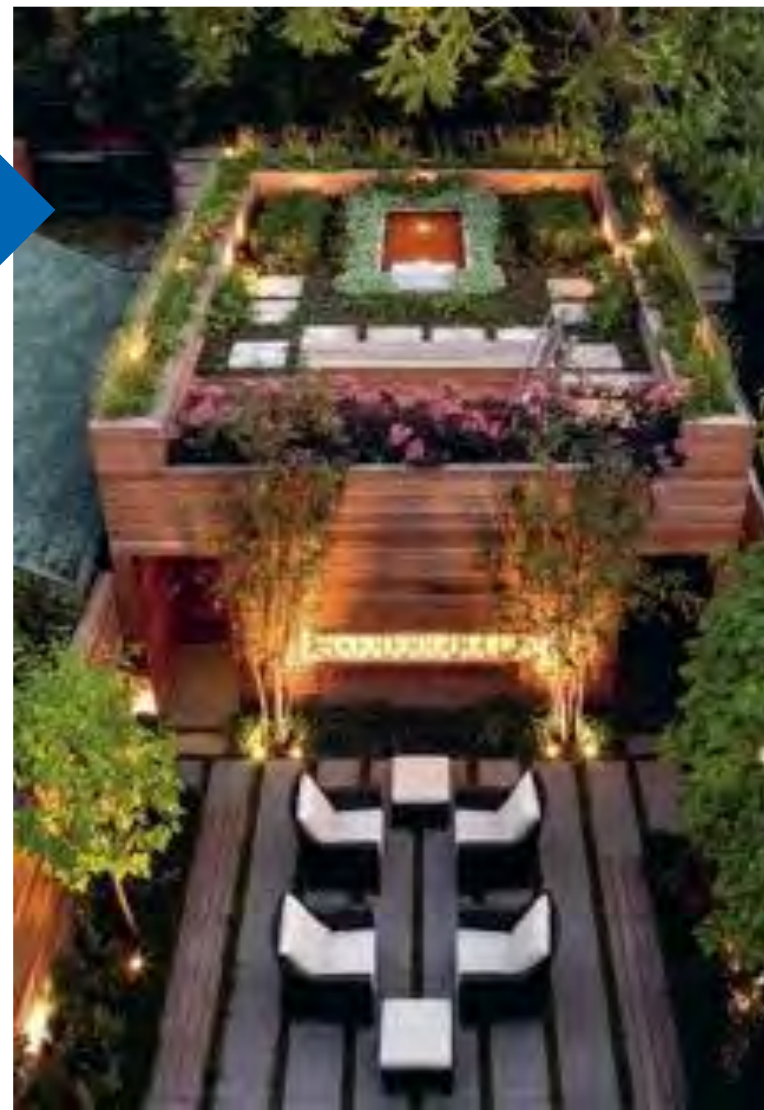
*Integration with PoS and EDC machine for enabling instant earn and burn*

## Passenger Journey

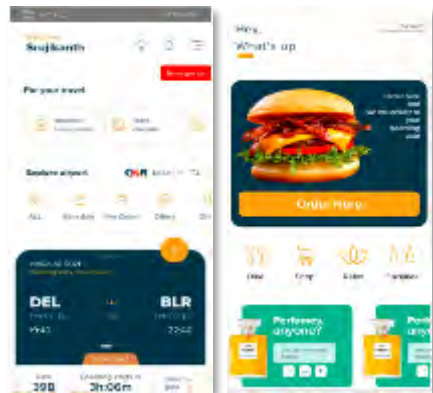




# Garden Restaurant with Micro Brewery - Adding Experiential Dining Options for the Passengers



# Delivery @ Gate – Adding Passenger Convenience and Sales near the Gates



Registered Users

**300K+**



Digital Orders

**~400K**



Live Outlet Locations

**~80+**



Top Brands

**~50**



Daily transactions

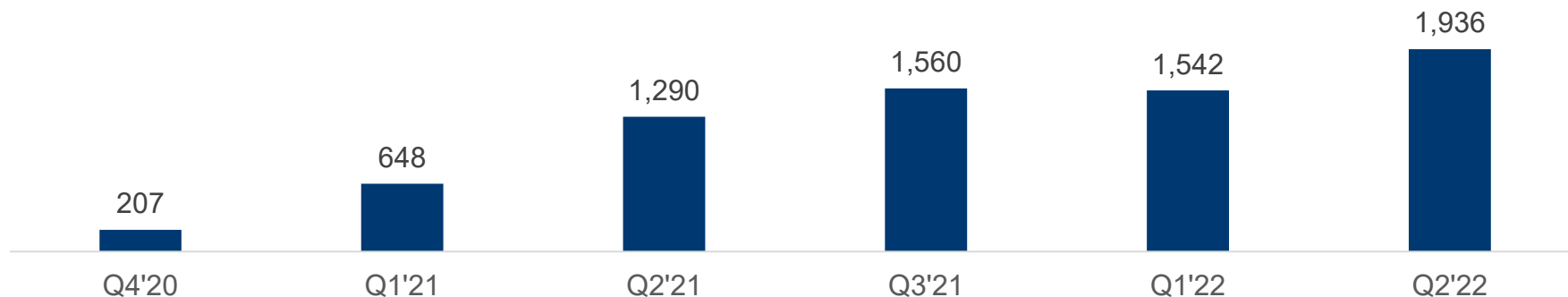
**1800+**



Net Sales\*

**121Mn+**

Food@Gate Overall Average Order Per Day Orders





# DIAL Airport Promo – Continuous Innovation year on year to ensure Passenger Engagement and Sales Boost



DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## DELHI AIRPORT ANNIVERSARY SALE

Flat **12% OFF** + **8% PAYTM CASHBACK** on shopping above ₹2500

Paytm Offer Valid on minimum transaction of Rs. 500

DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## GET 15% OFF ON FOOD & BEVERAGES

SCAN THE QR CODE

DOWNLOAD

DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## SHOP MORE WIN ASSURE

Shop for Rs. 2000/- and get a scratch card with an assured gift

- 100+ HOLIDAY VOUCHERS
- FLAT 15% SHOPPING DISCOUNT VOUCHERS
- DAILY EXCITING GIFTS (Electronics, Health And So many more Amazing)

Get Cashback upto Rs. 1,000 when you use Paytm

2023 SPONSORS

DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## FREE HOME DELIVERY

when you shop at Delhi Airport.

Shop for your favourite products at the airport, get it home delivered across India for free or collect on arrival at Terminal 3.

SHOP NOW

DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## Flavours of Biryani

AT DELHI AIRPORT

### Enjoy Biryani from across India

DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## GET ADDITIONAL 15% OFF ON FOOD & BEVERAGES

SCAN TO ORDER

### ITALIAN CLOSED PIZZA VEG

### FRANKS

DELIVERY AT BREAKFAST PLATES | PAY ON DELIVERY

Place your orders at [www.shop.hoi.ie](http://www.shop.hoi.ie)

DOWNLOAD

DELHI AIRPORT INTERNATIONAL AIRPORT | GAR

## Duty Free Delights

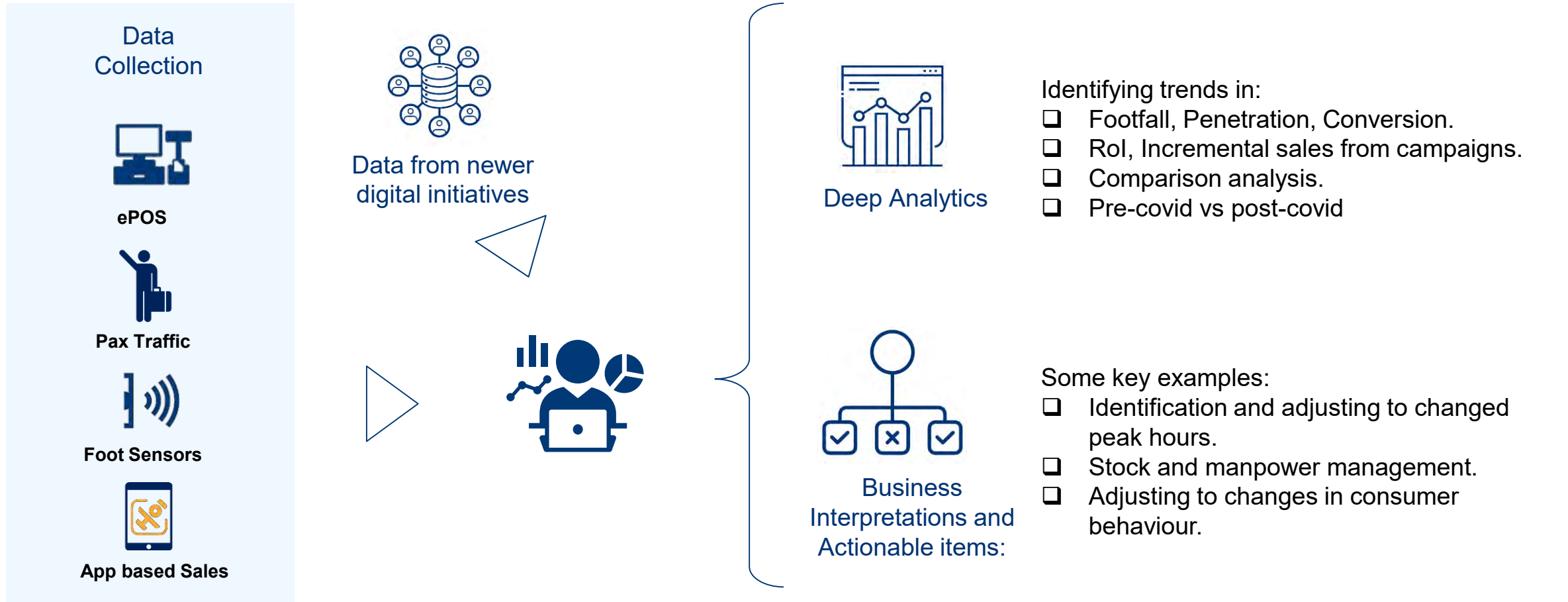
### ENJOY GREAT OFFERS THIS FESTIVE SAASON

- 15%** On Purchase of ₹499 - ₹1499
- 20%** On Purchase of ₹1500 - ₹2499
- 25%** On Purchase of ₹2500 Above

Partners: AIR, MIST, JALANCO, TIGER, BOSS, BALLY, etc.







- ❑ Dedicated team for driving digitization and analytical initiatives
- ❑ Regular dissemination of actionable insights to achieve better KPIs
- ❑ Engage external consultants to bring in advance professional expertise



# Cargo Business – Delhi Airport

Largest and India's 1st Cargo Hub in the Making

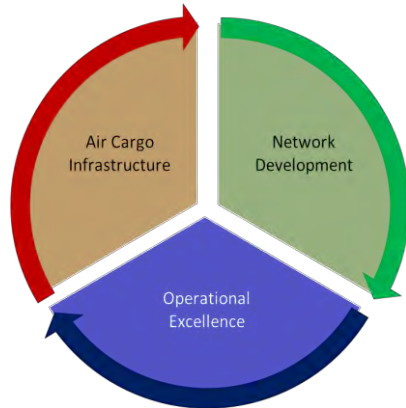
# DIAL Cargo Strategy driving strong growth



## 3 Pillar Strategy

- Tier 1 - Cargo Terminals
- Tier 2 - Cargo City, Logistics Centers
- Tier 3 - SEZ, FTWZ
- Airside Infra – Cargo bays & TEC

- Strong International Airline Network
- Extensive Airside Connectivity
- Multi Modal Connectivity with AFS & RFS
- Hub for GMR Airports



- Focus on Customs & Regulatory Agencies
- Security – BCAS, CISF
- Cargo Terminals Excellence
- Robust IT – Cargo Community System

## Largest and India's 1<sup>st</sup> Cargo Hub in the Making

Implementing many World class Initiatives 1<sup>st</sup> time in India

<p><b>AEO</b> भारतीय सीमा शुल्क INDIAN CUSTOMS</p> <p>Authorised Economic Operator certified</p>	<p><b>IATA eAWB360</b></p> <p>E-AWB 360 Compliant Processes</p>	<p>Largest Airline Network: 65+ Airlines 149+ Destinations globally</p>	<p>Dedicated Transshipment Excellence Centre: 6,500 sqm</p>	<p>Temperature Control Facility Capacity 150,000 MnT annually</p>
<p>e-Truck Slot Management</p>	<p>Air Cargo Logistics Centre: 30,000 sqm</p>	<p>24/7 Customs Clearance</p>	<p>Road Feeder Services</p>	<p>3 Runways &amp; 12 Freighter Bays</p>

### KEY COMMODITIES

Pharma	Project Cargo	Engineering Goods	Electronics	Readymade Garments
Textiles	Fruits & Vegetables	Meat	Gems & Jewellery	

Strategy initiated in 2010 to Transform DIAL into Cargo hub

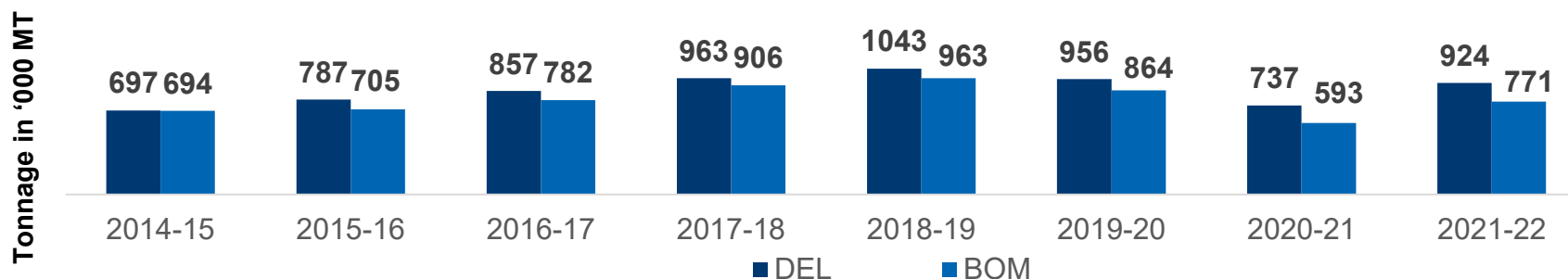
Min. of Civil Aviation designated DEL as pilot Cargo hub of the Country

**DIAL delivered ~16% CAGR in Revenue in last 5 years**

# DEL delivering higher than India growth



## Overtaken BOM to become largest Cargo Airport in the Country

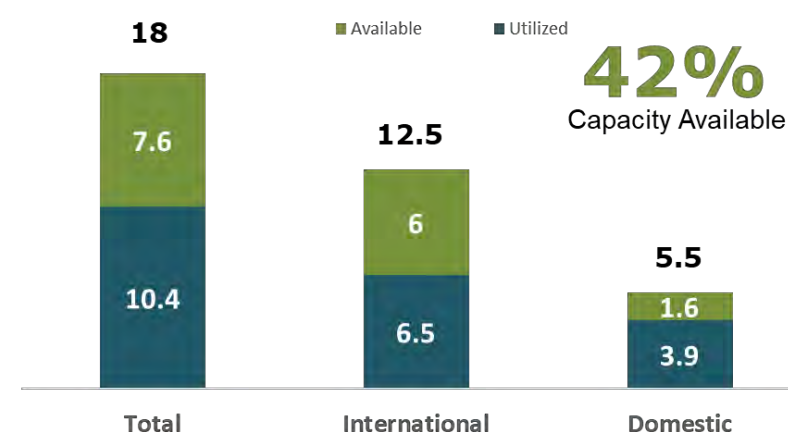


CAGR Pre-COVID (FY15-19)	
All India	8.9%
<b>DEL</b>	<b>10.6%</b>
BOM	8.5%

## Best Import Clearance (%) in <48 hrs – FY21



## DEL Holds Largest Cargo Terminal Capacity in the Country



**DEL taking leadership position amongst all Airports in the Country in terms of Cargo - Tonnes, Infrastructure and Operational Excellence**

# Benchmarking with global Cargo Hubs



Business Drivers	SIN	HKG	DXB	DEL
<b>Cargo Volumes</b> Tonnage Handled (Pre-COVID)	2.0 m MT	4.8 m MT	2.5 m MT	1.0 m MT
<b>Hub Strategy:</b> Anchor Airline Trans-shipment	SQ 42%	33%	EK 80%-90%	AI 9%
<b>Network Development:</b> Destinations Served RFS/AFS	110 Y/Y	140 Y/Y	239 Y/N	156 Y/N
<b>Attractive Business Location:</b> Tier 1 Infrastructure Tier 2 Infrastructure Tier 3 Infrastructure	150,000 SQM 355,000 SQM Y	395,000 SQM 165,000 SQM Y	60,000 SQM 1,10,000 SQM 5.00,000 SQM	160,000 SQM ~50,000 SQM Initiated
<b>Operational Excellence:</b> Export Processing Time E- AWB Penetration	6 Hrs 94.3%	3-6 Hrs 74.5%	2-3 Hrs 96.7%	6-8 Hrs 80.4%

**DEL Airport is well placed in comparison to other leading global Airports**



***Thank you!***

# GMR Airports Infrastructure Ltd.

(formerly GMR Infrastructure Ltd.)

## Non-Aero Business Hyderabad Airport

**Management Meet**  
January 20, 2023



# Four key pillars for commercial value unlock



## Layout and pax flow

- How do we organize the space available to balance pax flow and enhance store visibility to drive store penetration?



## Space allocation

- How can we maximize space available for commercial activities?
- How do we allocate space across core categories?



## Category & brand mix

- What is the optimal category mix for the terminal e.g., electronics vs. apparel?
- What brands should be included in each categories?

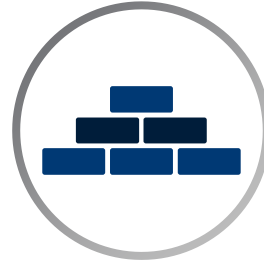


## Service elements

- How do we create an ambience for shopping?
- How do we balance commercial and service focus?



# 3 step framework



## Baselining

Understanding current performance of each category and brands using Average Transaction Value (ATV), Penetration % and Spend Per Person (SPP)



## Benchmarking

Comparing with best practices across other prominent airports, downtown malls in Hyderabad and market trends along pre-decided parameters

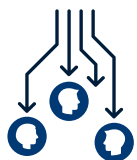


## Strategy

Category-wise strategy formulation for sub-categories and brand selection, product assortment and location and size of stores



# Key design principles identified on the basis of multiple inputs for guiding layout design



## Commercial space allocation

- 1 Commercial area per Mn pax >700
- 2 Retail typically seen as 60 – 70% of total commercial area
- 3 Maximize commercial space in locations having consolidated pax flows



## Category area allocation & placement

- 4 15 types of categories typically seen in most airports - space allocation in line with pax profile
- 5 Brand assortment across price points
- 6 High ATV categories in locations with consolidated pax flows
- 7 Satellite offerings near gates
- 8 High pull categories later in the pax flow



## Passenger flow

- 9 Consolidated pax movement
- 10 Passenger experience (Ease of movement and appropriate signage)
- 11 Seating and view blockers in retail area to be minimized

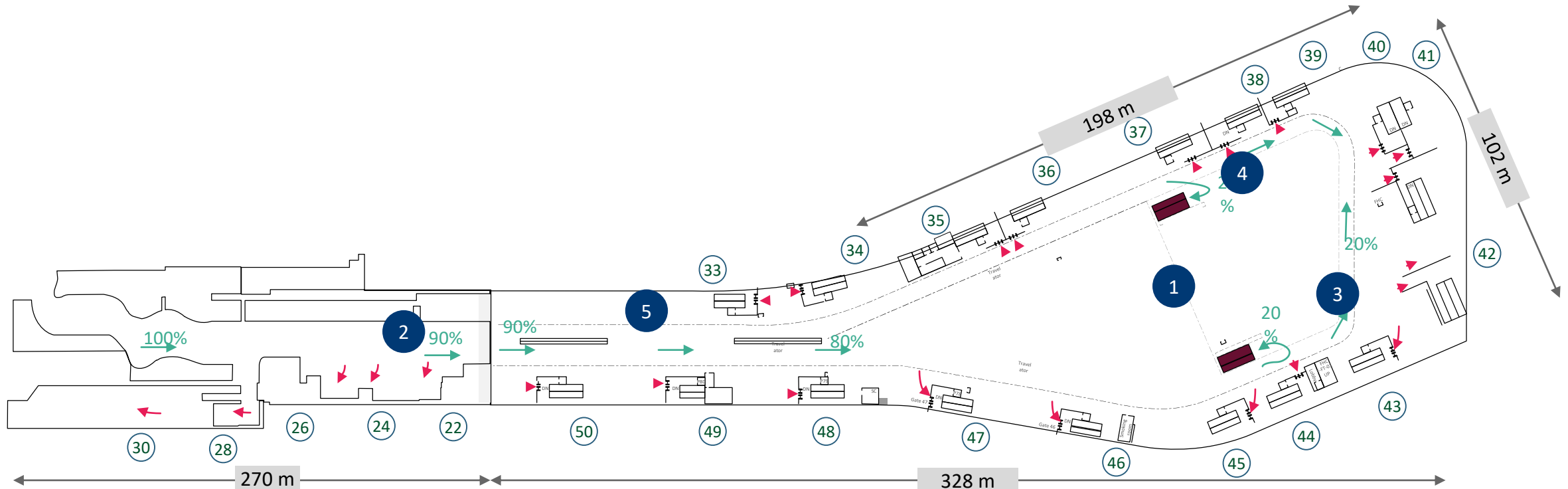


## Store layout

- 12 Maximize store visibility
- 13 Optimal size store dimensions (maximize frontage, prevent excessive deep stores)

Current terminal evaluated on design principles to identify areas of intervention

# Key considerations while designing the layout for the new terminal



S. No.	Considerations
1	Optimize pax flow and ensure sufficient footfall to all commercial areas in the bulb portion
2	Ensuring high visibility across the retail offering and minimize view blockers for retail / F&B
3	Sufficient walkway dimensions to prevent congestion and seating areas for excellent pax experience
4	Optimizing store size, depth and formats to streamline store operations and assortment offering
5	Improving operational elements like goods movement, storage to cater to larger terminal footprint

# Multiple inputs used for brand selection across categories



## Market research

Passengers' brand preferences from deep-dive surveys conducted for passengers



## Market Share

Industry market share for individual brands within each sub-category like casual-wear, ethnic-wear etc.



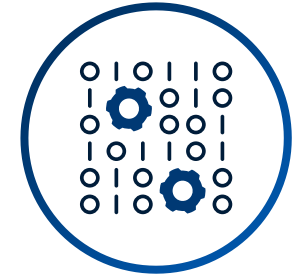
## Presence in Highstreets/malls

Brand store presence across prominent highstreets/malls and airports in Delhi, Mumbai and Bangalore



## Pan India presence

All India non-mall store presence for brands



## Hyderabad context

Local brand preference through MR and study of local malls and markets



**Combination of all 5 factors considered for brand finalization**

# Domestic passenger: Seven distinct segments identified



Family Traveller



Value seeking youngster



Women jetsetters



The Business Elite



Hyderabad business traveller



Anxious First timer

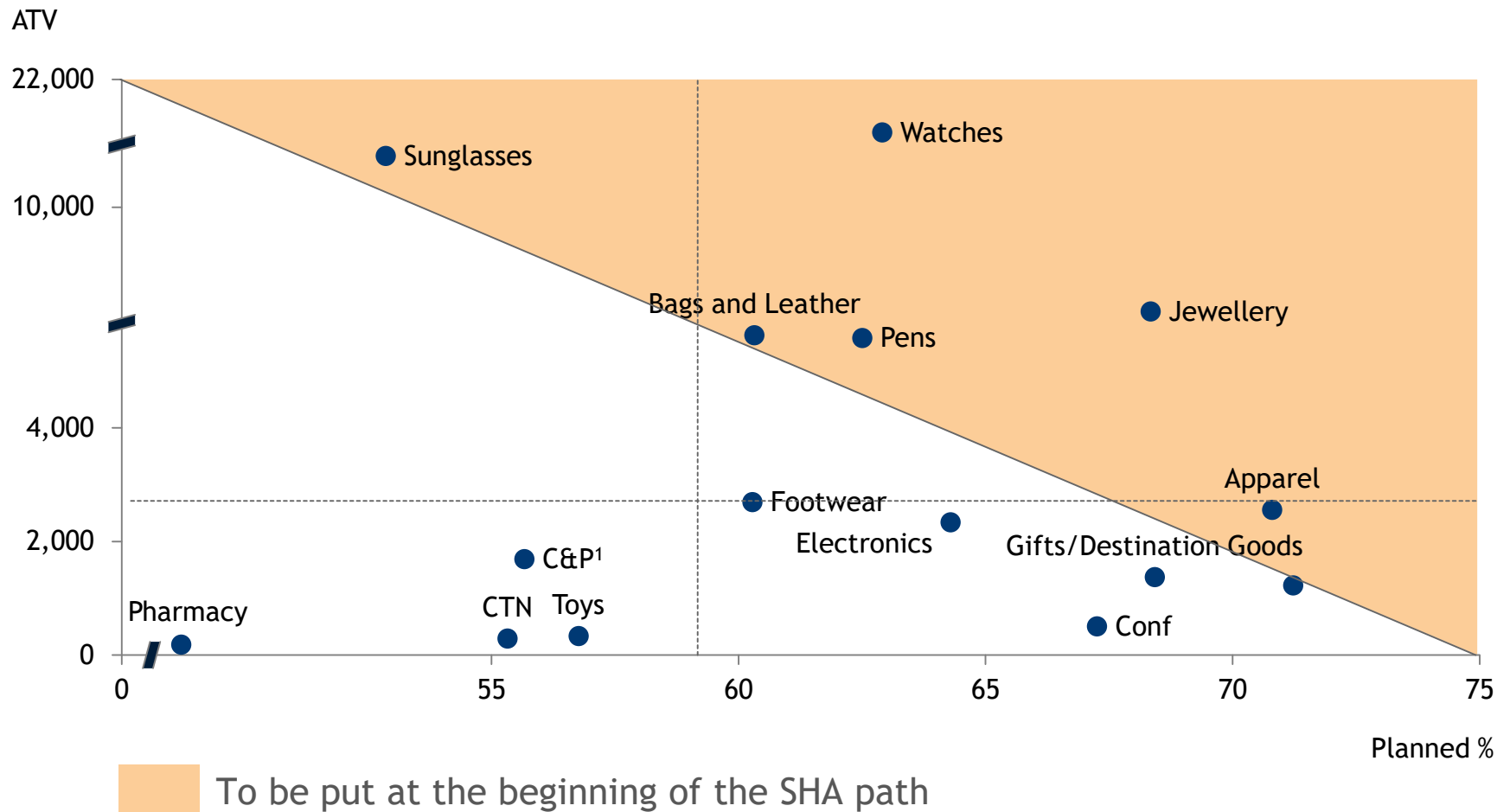
Purpose of travel	Leisure	Business (25%), Leisure (75%)	Business (25%), Leisure (75%)	Business	Business	Business, Leisure
City of Residence	~70% metro	~50% metro	~65% metro	~55% Metro	100% Hyderabad	~35% metro
Avg flights per yr	4-5	~5	~8	15+	7-8	All first time flyers
Gender (% Male)	~50%	~90%	0%	~90%	~75%	~80%
Age (% above 30)	All age groups	0%	0%	~70%	~55%	~35%
Travelling with	With 2-4 family members or friends	Alone; 9% with colleagues/ friends	Alone; 6% with friends/colleague	Alone; 17% with colleagues	Alone; 22% with colleagues	40% travelling in groups
	22-25%	15-18%	8-10%	20-25%	13-15%	~10%

Source: Primary Research, BCG analysis

xx% Segment Size



# Benchmark: Planned categories with high ATV like watches, liquor to be put at the beginning of pax path



## Implications:

Ensures already planned categories are **not missed** by the passengers

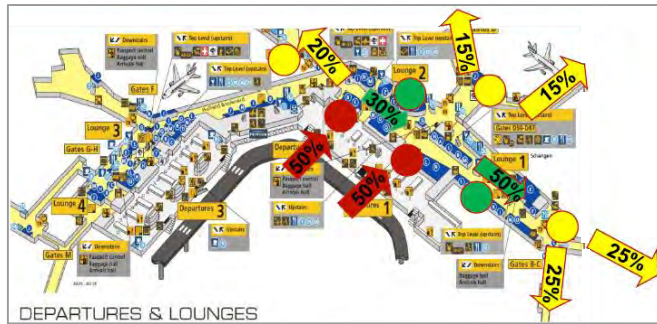
Leave **sufficient dwell** time for other categories



# Benchmark: Consistent pattern observed in cluster placement logic

High ATV planned followed by high ATV impulse with mid—low ATV cluster near exit/gates

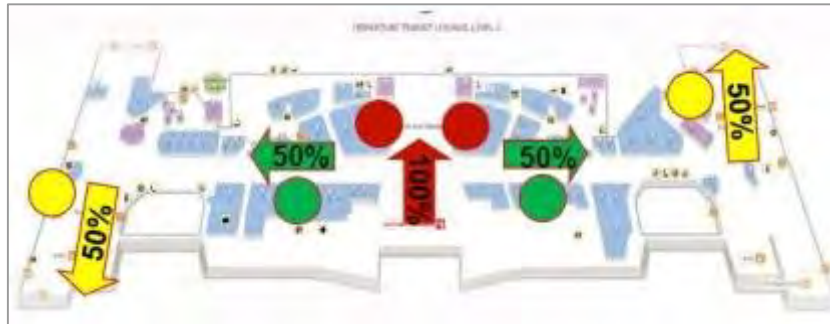
Schiphol



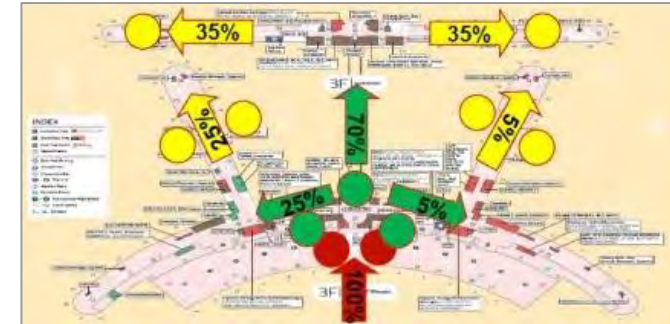
Heathrow terminal 1



Changi terminal 1



Incheon



- High ATV planned
- High ATV impulse
- Low ATV
- ➔ Entrance in SHA
- ➔ Main pax flow
- ➔ Pathway to gates

# Increase in area allocation to high space productivity categories



Illustrative—Confectionery



Current Karachi bakery store at ~20 sq m is small and gets crowded easily



Twin peak hours of sales observed during morning and evening



Queuing at stores might lead to loss of sales

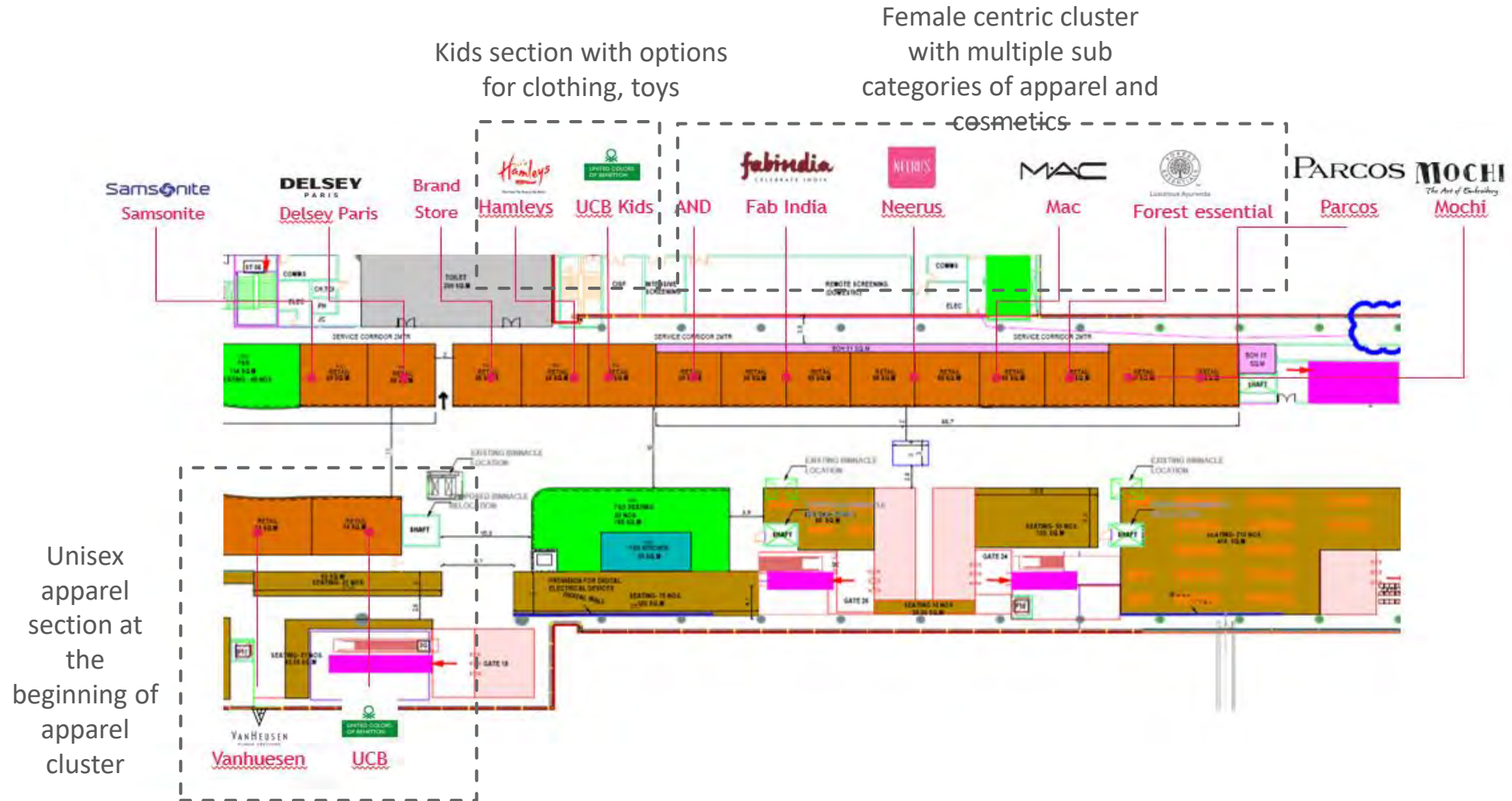


Long queues are managed through quick order processing—limited potential for cross selling



# Creation of cluster to attract specific pax profiles and drive cross sell

## Illustration of female pax oriented cluster





# Introduction of innovative service offerings to drive pax usage given higher dwell time



## Baggage

- Baggage wrap and measure
- Baggage pick-up/delivery
- Baggage storage
- Baggage lockers
- Porter Service



## Beauty & wellness

- Spa
- Salons
- Body massage
- Nail art
- Shower
- Nap room



## Children

- Kids area
- Infant strollers
- Nursing rooms



## Convenience

- Lounge
- ATM
- Forex
- WiFi
- Food delivery
- Vending machines
- Ambassadors
- Charging
- Customer service



**Sleeping pods:**  
Service offering for International passengers with high dwell/ transit time



**Gaming zone:**  
Service offering to entertain passengers waiting for the flights



# New Duty Free Arrival Store





# New Outlets



APOLLO PHARMACY



RELAY



KRISPY KREME



KAMA AYURVEDA



CROCS



THIRD WAVE COFFEE

Humility | Entrepreneurship | Teamwork and Relationships | Deliver the Promise | Social Responsibility | Respect for Individual

1st Outlet of Hyderabad @ HYD AIRPORT  
Inaugural offer  
15% off  
for Airport Community



# New Outlets



CONÇU



CRAFTS LANE



GADGET STUDIO



MINI SO



COCK & BULL



BIBA

Humility | Entrepreneurship | Teamwork and Relationships | Deliver the Promise | Social Responsibility | Respect for Individual



# New Outlets



HARLEY'S



EXCESS BAGGAGE



ELECTRICAL TAXI

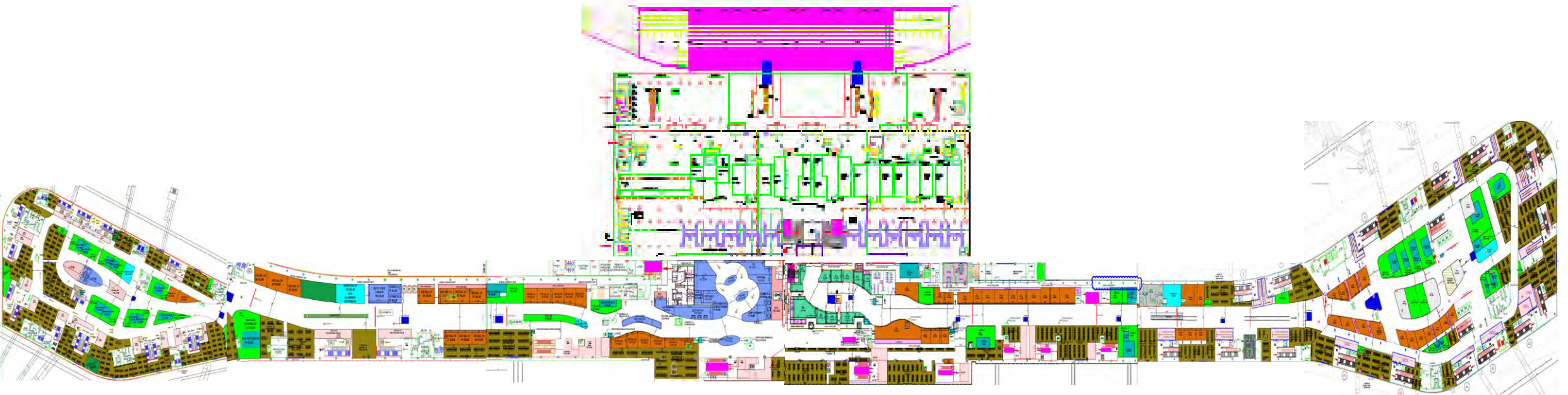


INDIA'S 1<sup>st</sup> AIRPORT TO HAVE FASTAG  
ENABLED CAR PARK



INDIA'S 1<sup>st</sup> AIRPORT TO HAVE A  
SUPER MARKET

# Commercial Layout Post Expansion



Description	Existing	Post Expansion
F&B	4,048 Sqm	10,648 Sq m
Retail	2,964 Sqm	7,153 Sqm
Commercial Services	3,557 Sq m	11,884 sq m
Total Area	10,569 Sqm	29,685 Sq m

# Non-Passenger Revenues



# Aero plaza



- India's Only airport to have an onsite Brewery
- India's 2<sup>nd</sup> and Only place in Hyderabad to have a free roaming VR gaming experience
- A Destination of Local & International F&B brands
- A unique place to host a Go Karting, Super market catering to all the needs to passengers



# Aero plaza



Humility | Entrepreneurship | Teamwork and Relationships | Deliver the Promise | Social Responsibility | Respect for Individual



# Coming Soon



**India's only airport to have a Drive in theatre**



**India's only Airport to have a Aqua Golf**



# Level F – Departure Pier (3D rendered)



GHIAL

*Level F – Departure Pier*





# Level F – East bulb open view (3D rendered)





# Level F – East bulb open view (3D rendered)





# Level F – East bulb mezzanine view (3D rendered)





# Level F – Typical outlet facia view (3D rendered)





# Level D – Arrival (3D rendered)



GHIAL

*Level D Arrival BHS*





# Level D – Arrival (3D rendered)



GHIAL

*Level E Arrival*



# Our Major Brand Partners







**Thank You**



# Airport Land Development

Delhi || Hyderabad || Goa

*Defining Airport Real Estate*



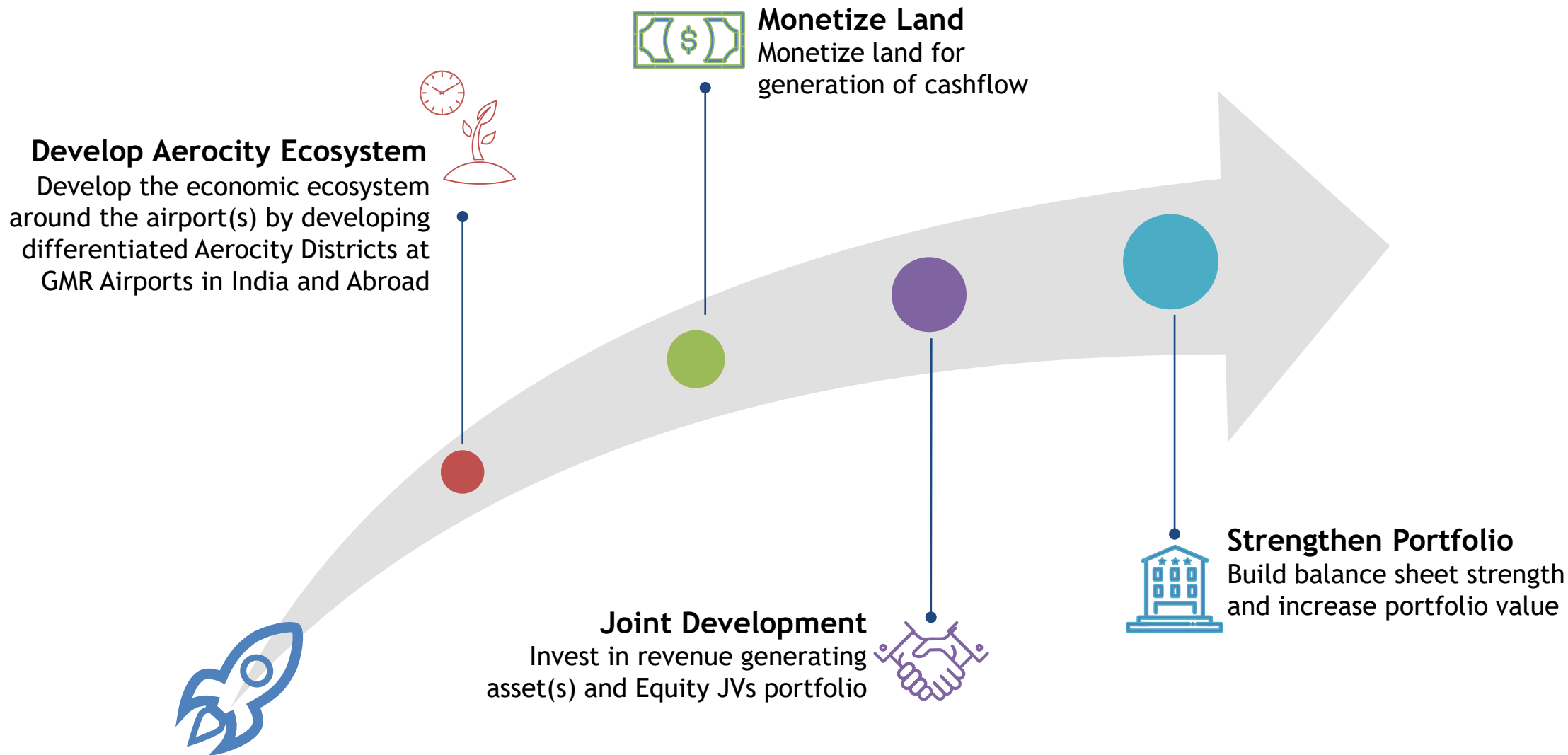
**GMR Airports Infrastructure Ltd**  
(formerly GMR Infrastructure Ltd)

**Management Meet**

*January 20, 2023*

- 1 ALD - Objective & Business Model
- 2 Capability Developed
- 3 Delhi
- 4 Hyderabad
- 5 Goa
- 6 ESG Initiatives





# Land Available For City Side Monetization



Existing				Upcoming	
Particular	Delhi	Hyderabad	Goa	Nagpur	Bhogapuram
About the Airport	Gateway to India - Marque Asset of National Importance	Fastest growing Indian Airport - Poised to become regional hub	India's leading international tourist destination	Emerging IT/ITES, logistics & Aerospace Hub with major manufacturing base	Near key naval hub & port town in South India
Status	Operational			Brownfield	Greenfield - Under development
Land monetized/ Under Development	~106 acres	260 acres			
Operational assets/Under development assets	Operational: ~4000 keys, 11 reputed hospitality operators Operational: ~2.5 Msf GLA of office & retail Under Development: ~11 Msf GLA of office & retail + ~1200 keys	Hospitality, Business Park, Retail, Warehouse & Industrial SEZ, Healthcare, Education	~ 4.5 acres under monetization for hotel development	NA	NA

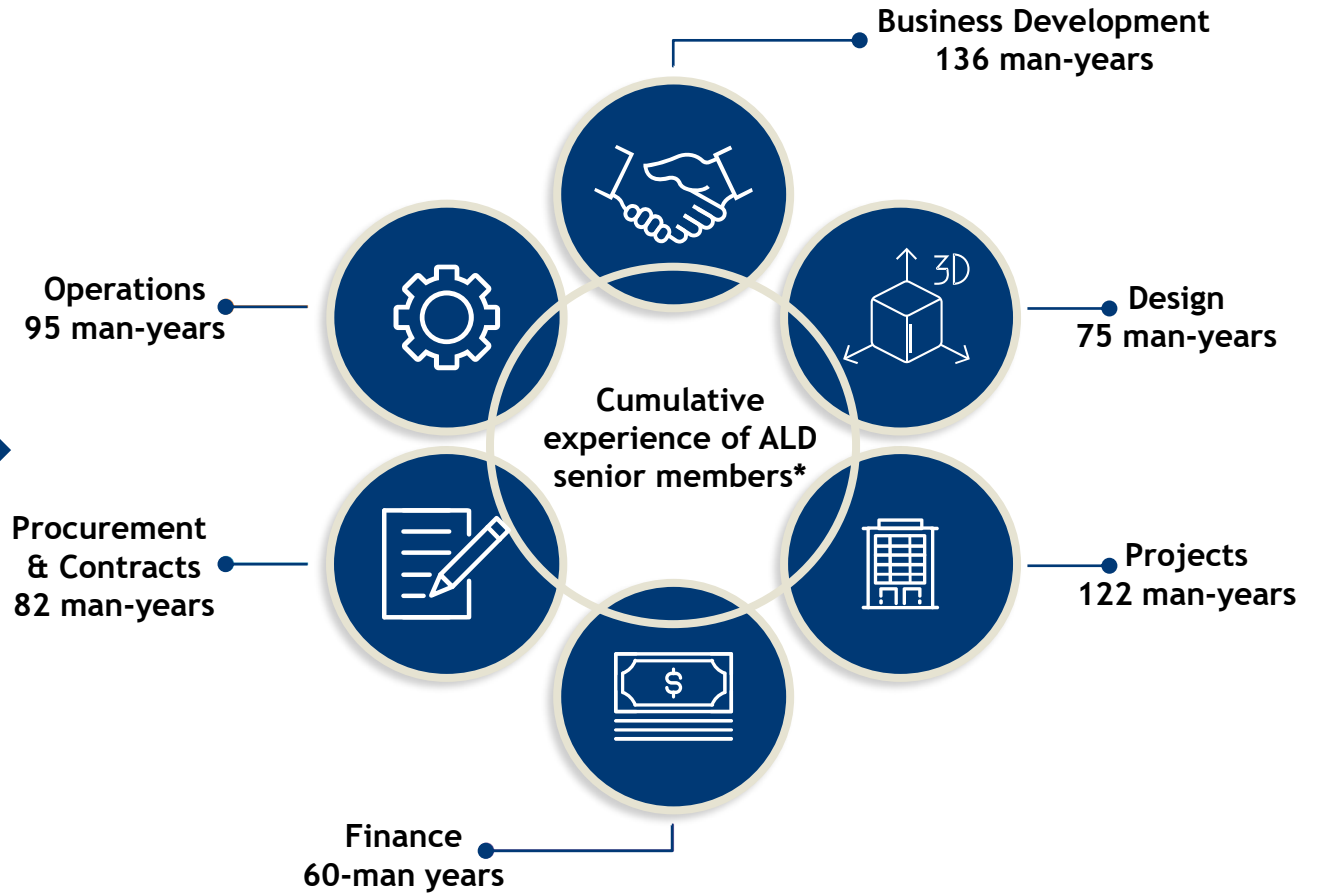
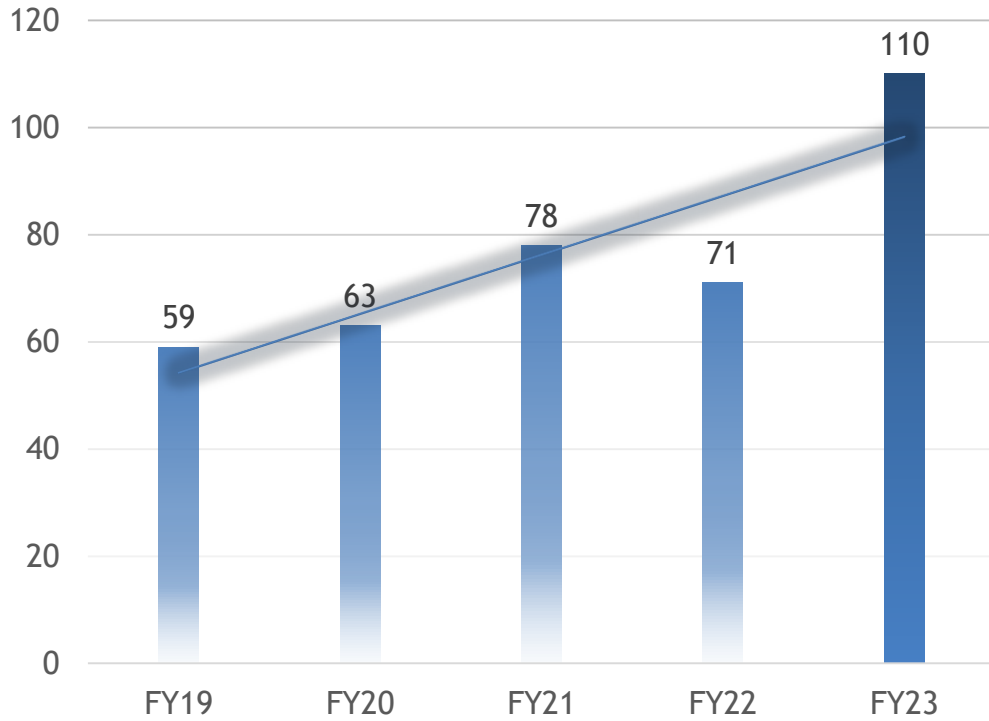
**Value creation through these prime real estate assets is managed by the Airport Land Development (ALD team) through a balanced mix of land monetization & self-development**

- 1 ALD - Objective & Business Model
- 2 Capability Developed**
- 3 Delhi
- 4 Hyderabad
- 5 Goa
- 6 ESG Initiatives



The ALD team has developed its capabilities across domains

ALD Employee Strength



\* GM and above

# Evolution Of Our Strategy Over The Years

← 2009 - 2015 → ← 2015 - 2018 → ← 2018-2022 →



Land Lease to 3rd Party Developers



Revenue share model with Developers



Shift towards Self-Development/BTS/Equity JVs



Going forward, the focus shall be on partial self-development to minimize the risk and participate in future value maximization

- 1 ALD - Objective & Business Model
- 2 Capability Developed
- 3 Delhi**
- 4 Hyderabad
- 5 Goa
- 6 ESG Initiatives





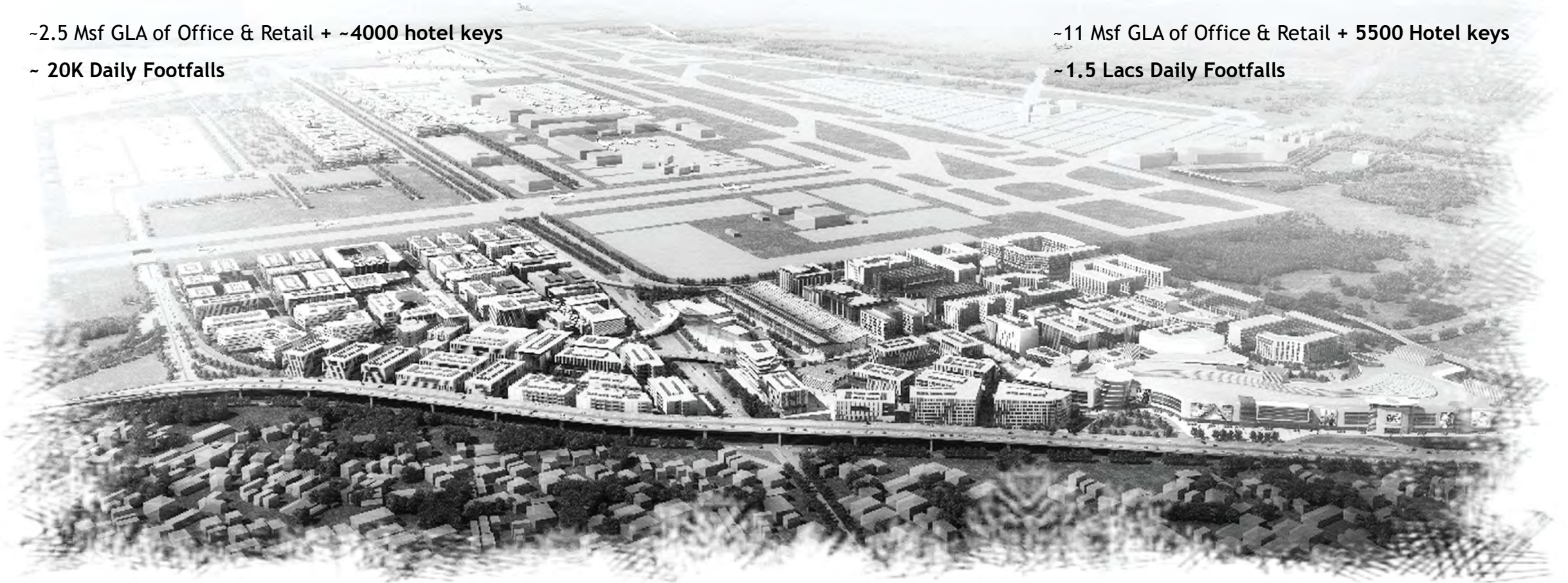
## Getting Ready For 2026

**2022**

~2.5 Msf GLA of Office & Retail + ~4000 hotel keys  
~ 20K Daily Footfalls

**2027**

~11 Msf GLA of Office & Retail + 5500 Hotel keys  
~ 1.5 Lacs Daily Footfalls





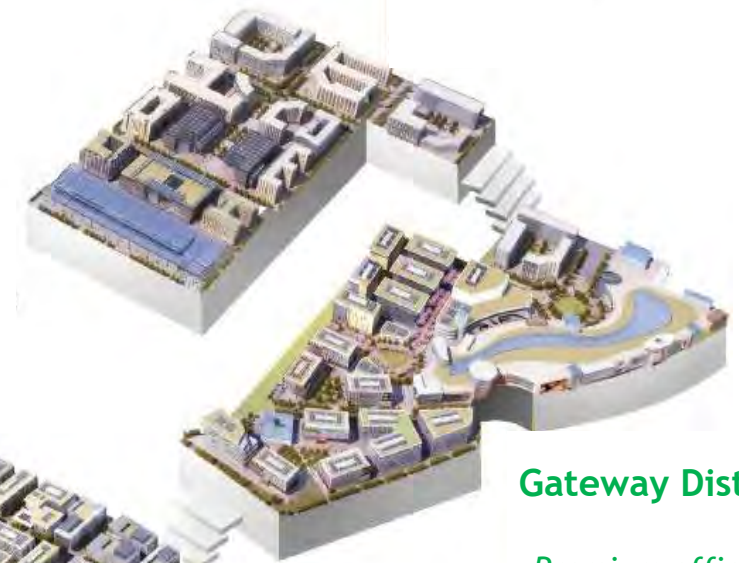
## Hospitality District

*Well-planned hospitality precinct  
boasting of 4000 keys and Grade A  
office spaces*



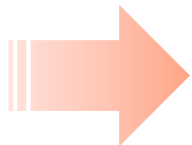
## Downtown District

*Premium office spaces,  
world class amenities  
& Social infrastructure*



## Gateway District

*Premium offices,  
Retail & Service  
apartments*



# ALD Delhi - Aerocity 1.0 To Aerocity 2.0





# Maximizing Value Of Airport Land Through FSI Monetization And New Value Levers



Maximize value from the Available Land & “Aerocity CUSTOMER”

FSI Value Maximisation

Maximize FSI available for monetization

Maximize Value per FSI

Minimize time for monetization

Strategic Initiatives

1. Turn land into a product
2. Create and build character
3. Non-competing land monetization strategies
4. Self develop & land lease to accelerate pace of monetization
5. Policy advocacy

Brand “GMR Aerocity”



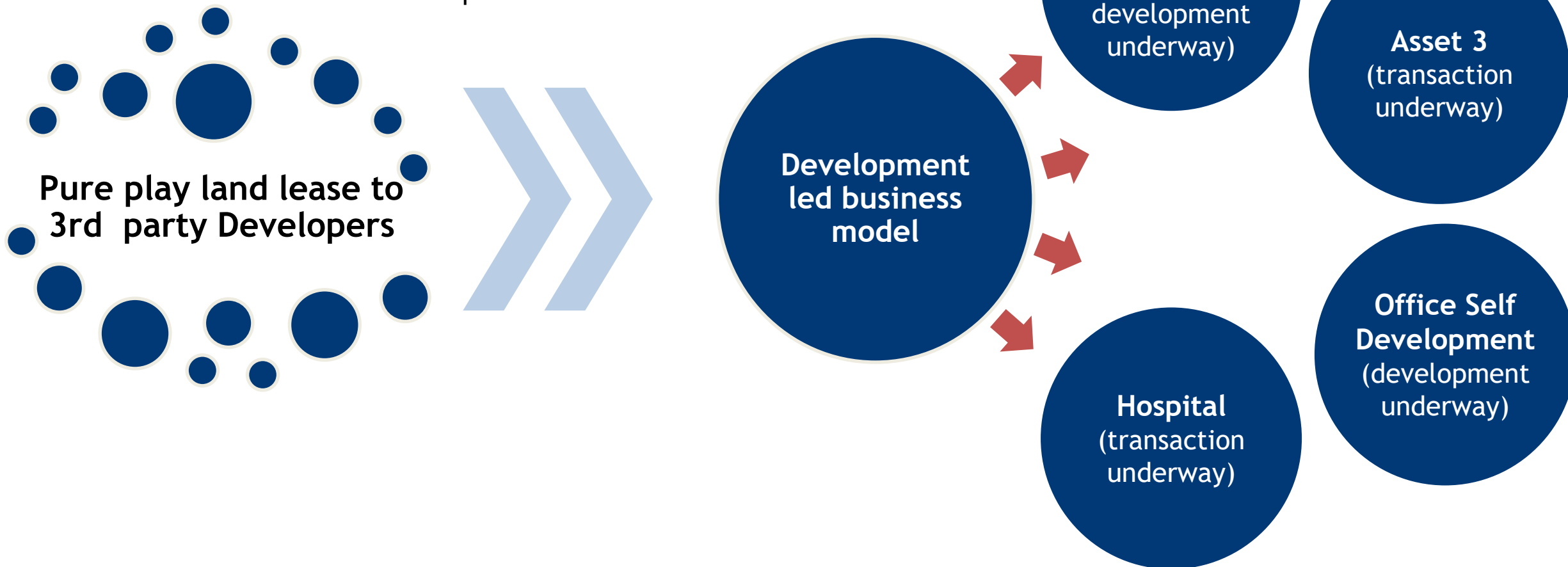
Superior Asset Management

New Age Asset Marketing

4 Key Strategic pillars

1. Establish D2C (Direct to Customer)
2. Accelerate with Technology (Machine Learning/ AI)
3. Leverage key partnerships to deliver Operational Excellence
4. Leverage Airport Ecosystem (GMR Airports)

- Minimizes the risk
- Investment in Revenue generating asset
- Opportunity to monetize and generate capital for further investment



- 1 ALD - Objective & Business Model
- 2 Capability Developed
- 3 Delhi
- 4 Hyderabad**
- 5 Goa
- 6 ESG Initiatives



# Aerocity Hyderabad – The Multi Asset Ecosystem



The Hyderabad Aerocity, featuring a diverse set of asset classes is shaping up to be the ‘Gurgaon of Hyderabad’.

Hospitality



Office



IT/SEZ



Retail



Co-Living



Schools/Colleges

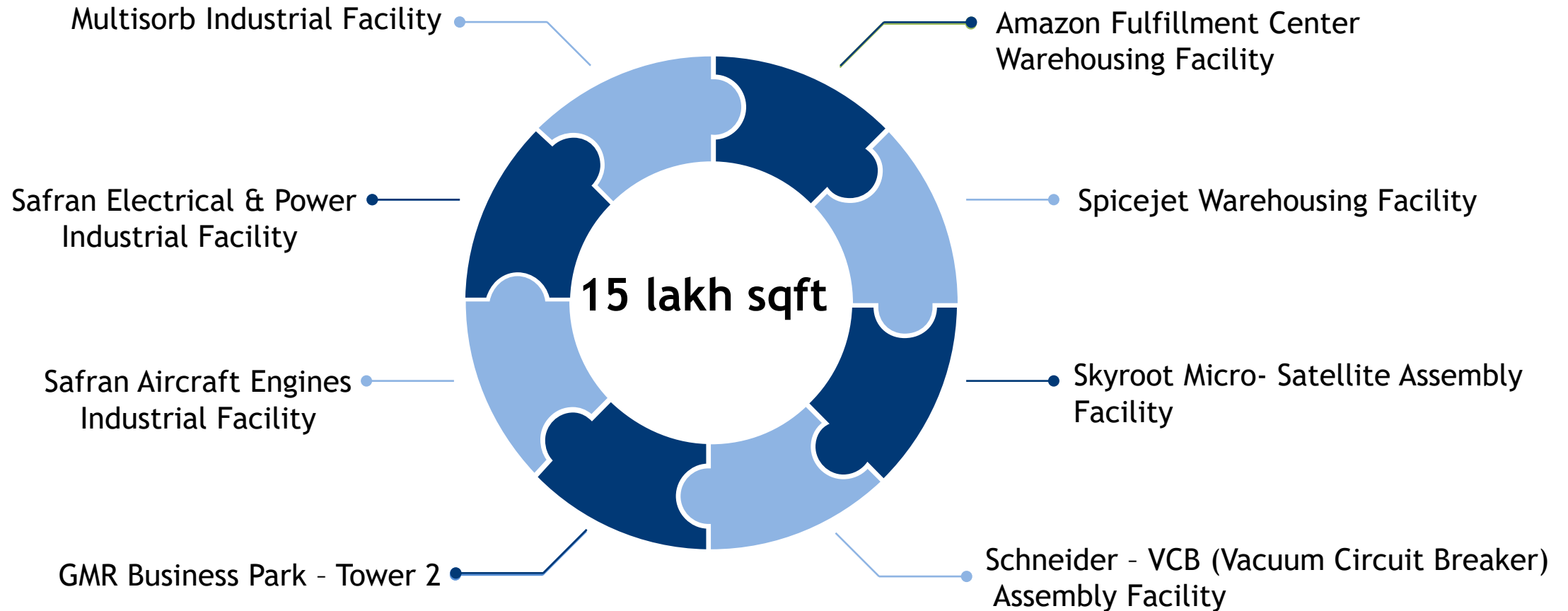


Convention Centres



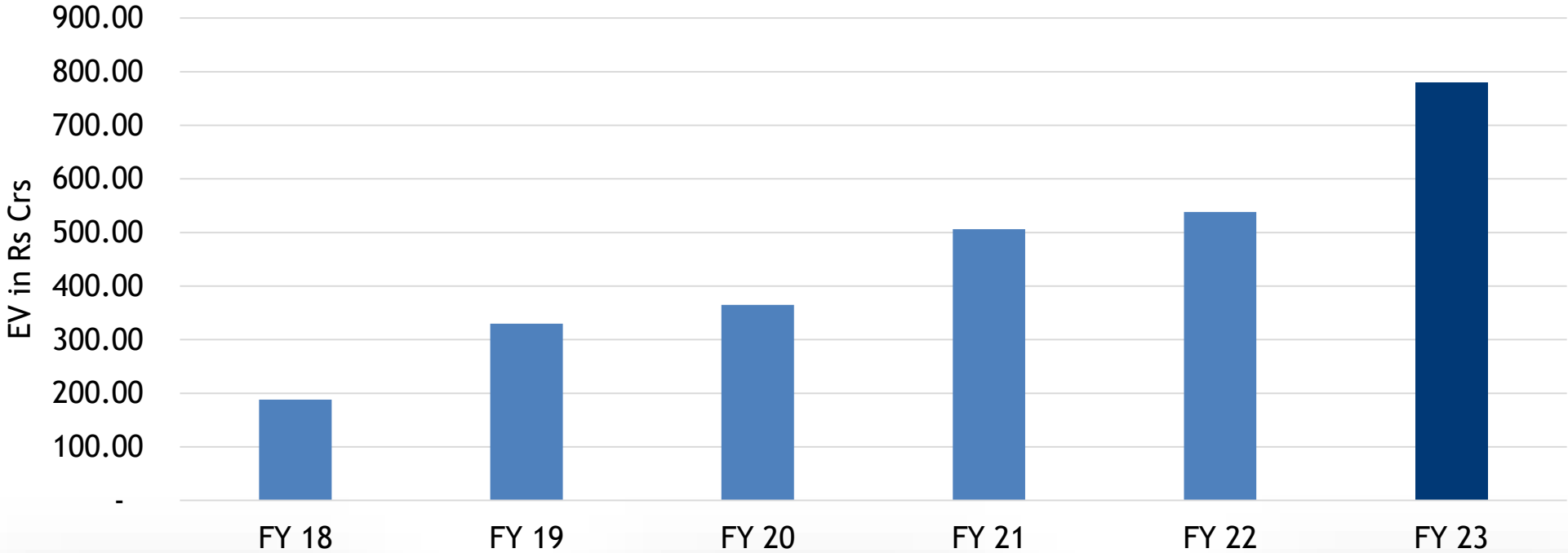
Hospitals





**Investment Portfolio ~ Rs 400 crores**

### Cumulative Enterprise Value for Investment Projects



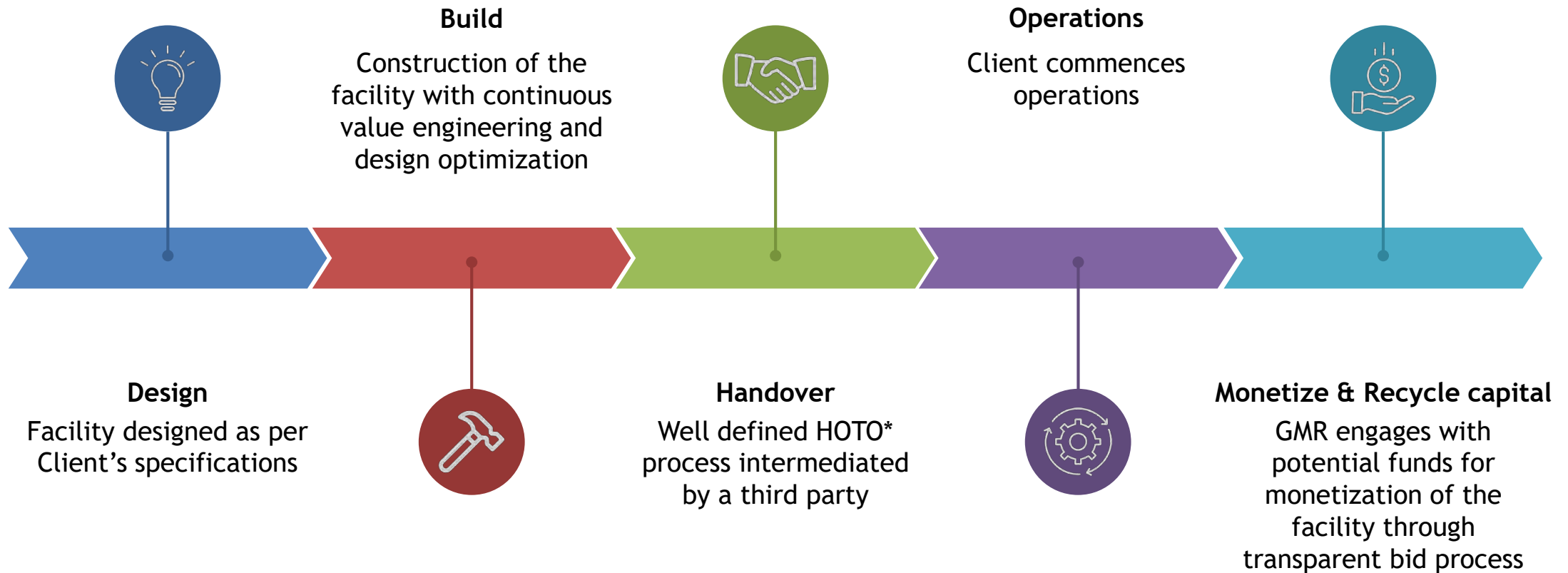
Pure land leases generates lower value as compared to BTS transactions

Prudent mix of land leases and BTS preferred

Land leases generate the cashflow required for the investment projects



ALD has developed the capability to recycle capital and has created precedence that leased land can also be monetized



\* Hand Over Take Over

## Land Lease Projects



- International School land lease : ~10 acres
- Safran Engine MRO land lease: ~25 acres
- R&D Centre EV Battery land lease : ~8-10 acres

## Investment Projects



- ✓ 2<sup>nd</sup> Hotel development
- ✓ Transit Hotel development
- ✓ Interchange
- ✓ Industrial Park

- 1 ALD - Objective & Business Model
- 2 Capability Developed
- 3 Delhi
- 4 Hyderabad
- 5 Goa**
- 6 ESG Initiatives



# Goa – Masterplan Vision

5 Hotel plots and 1 Retail plot planned to be monetized over FY23 and FY24





# Goa Cityside Renders





# Goa Cityside Renders





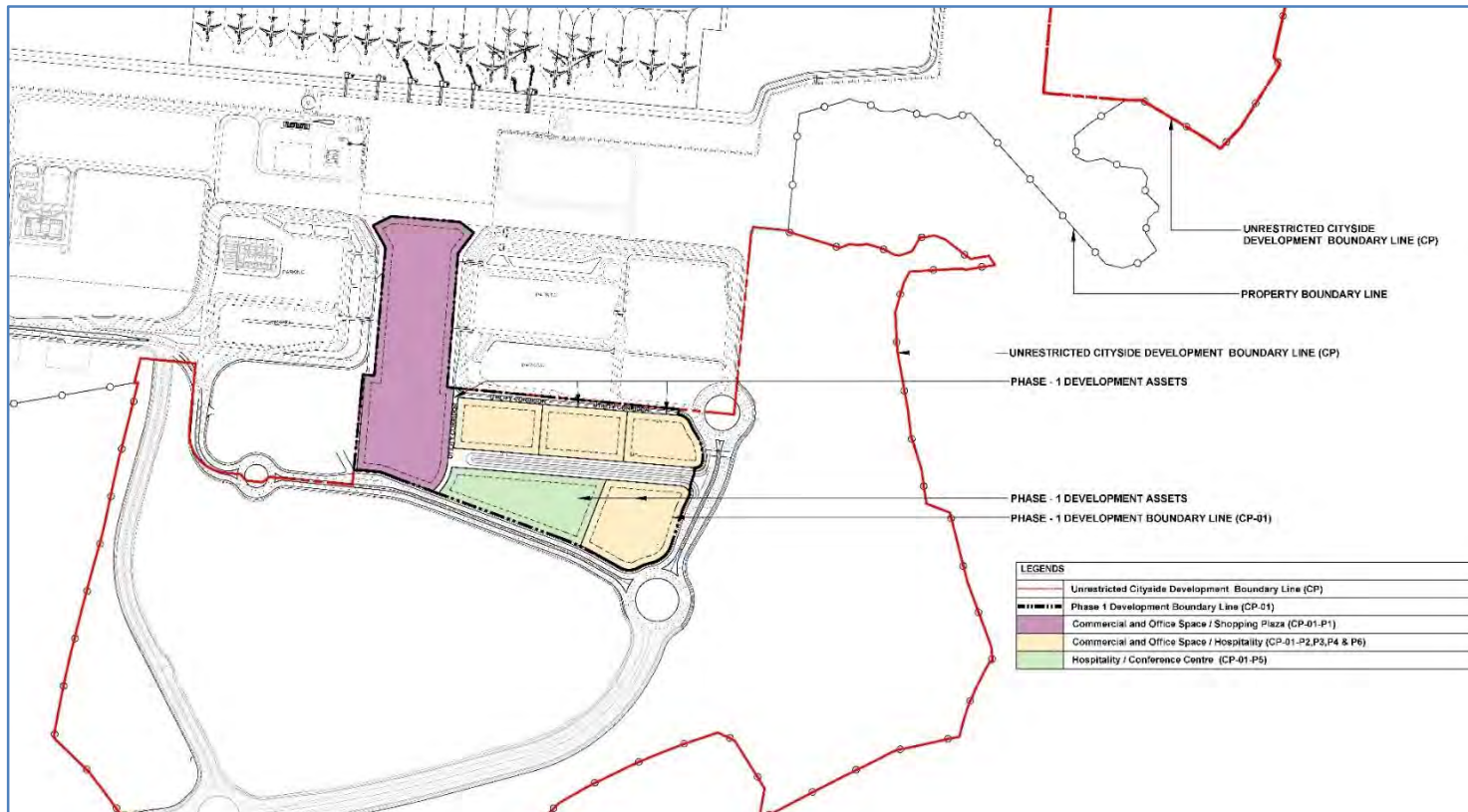
# Goa Monetization Plan


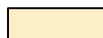
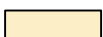
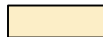


The Phase I of the Development Plan envisages monetization of 6 plots - 1 Retail and 5 Hotel plots; referred to as the Terminal District (~23 acres).

The Terminal District will be a Retail & Hospitality led development, in line with the overall vision of Goa Aerocity.

Stage 1 : Monetization of 2 plots viz CP-01-P2 and CP-01-P3; Bid Process is under way

Stage 2 : Monetization of balance 4 plots.



-  CP-01-P1 - Retail
-  CP-01-P2 - Hotel
-  CP-01-P3 - Hotel
-  CP-01-P4 - Hotel
-  CP-01-P5 - Hotel cum Convention
-  CP-01-P6 - Hotel

*Disclaimer : The above layout of plots is subject to approval from statutory authorities / government bodies.*

- 1 ALD - Objective & Business Model
- 2 Capability Developed
- 3 Delhi
- 4 Hyderabad
- 5 Goa
- 6 ESG Initiatives**



## ENVIRONMENTAL

- ❖ Delhi Aerocity planned based on international design principles and sustainable design philosophy
- ❖ Green building certification for Amazon Fulfillment Centres at Hyderabad Aerocity
- ❖ ISO 9001, 14001, 45001 and 50001 certifications in place for ALD's project management, design management and procurement processes



## SOCIAL

- ❖ ALD extended full support to its stakeholders during Covid by staggering the commercial commitments.
- ❖ Hyderabad ALD entities - GHAL and GHASL contribute 2% of Profit towards Varalakshmi Foundation as part of CSR.



## GOVERNANCE

- ❖ ALD developed robust compliance frameworks for its tenants and clients across Delhi & Hyderabad.
  - Regular periodic audits of assets and facilities to ensure 100% compliance to development control norms
  - Administrative control ensured through relevant mechanisms factored in the Sub Lease Deeds with Clients/Tenants.



ALD Projects have been certified under ISO 9001, 14001 and 45001 for their design management, construction & project management and procurement modules.

ISO certification (Quality, Energy and environment) for Aerocity Operations underway



The Amazon facilities at Hyderabad Aerocity have been green certified under the IFC edge program.



**Thank You.**

# GMR Airports Infrastructure Ltd.

(formerly GMR Infrastructure Ltd.)

**International Business**

**Management Meet**  
January 20, 2023





## 1. International Airport Journey

## 2. Business Highlights

1. Medan
2. Crete
3. Construction

## 3. Growth & Expansion plan

# Reliable Partner in International Market



✓ EPC completed on-time with well managed cashflows

✓ Project continued despite COVID-19 challenges  
✓ Strong position with Govt.



2008-2013  
Sabiha Gökçen  
& Male

2015...  
Mactan-Cebu

2018-2020  
Clark

2020  
Heraklion

2022...  
Medan



Past projects which laid the foundation for the future growth

✓ Delivered on-time with high modularized construction

✓ First large airports PPP in Indonesia  
✓ Timely operations takeover

Established as a Global Brand

# Portfolio of World Class Assets



**Legends**

- Pax (2019)/Pax(2022)
- Current / Ultimate Capacity(MPPA)<sup>3</sup>
- GAL Stake (%)

## Medan, Indonesia

- Traffic 8.1M / 5.8M
- Capacity 10M / 65M
- Ownership 49%

- Western International Hub of Indonesia
- Medan is the fourth largest urban area in Indonesia

## Crete, Greece

- Traffic 7.8M / 8.1M<sup>(1)</sup>
- Capacity 15M<sup>(2)</sup>
- Ownership 21.6%

- Important Tourist Gateway
- New airport with higher capacity replacing existing airport

## Cebu, Philippines

- Traffic 12.7M / 5.5 M
- Capacity 15.8M / 28.3M
- Ownership 33.33%

- Vital international gateway to Philippines
- One of the fastest growing airport in Philippines

**We have seen strong recovery in passenger traffic across all our airports in 2022.**



1. International Airport Journey

2. **Business Highlights**

1. Medan

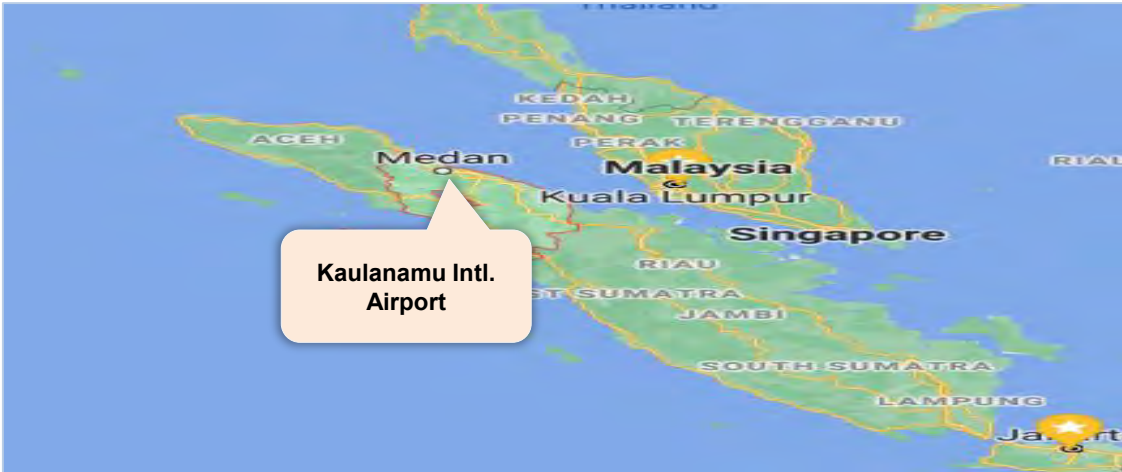
2. Crete

3. Construction

3. Growth & Expansion plan

# Kualanamu International Airport (Medan, Indonesia) Overview

## Airport Overview



Medan Airport serves as the **Western International gateway of Indonesia**

Medan is **Key economic Hub** in Sumatra Island

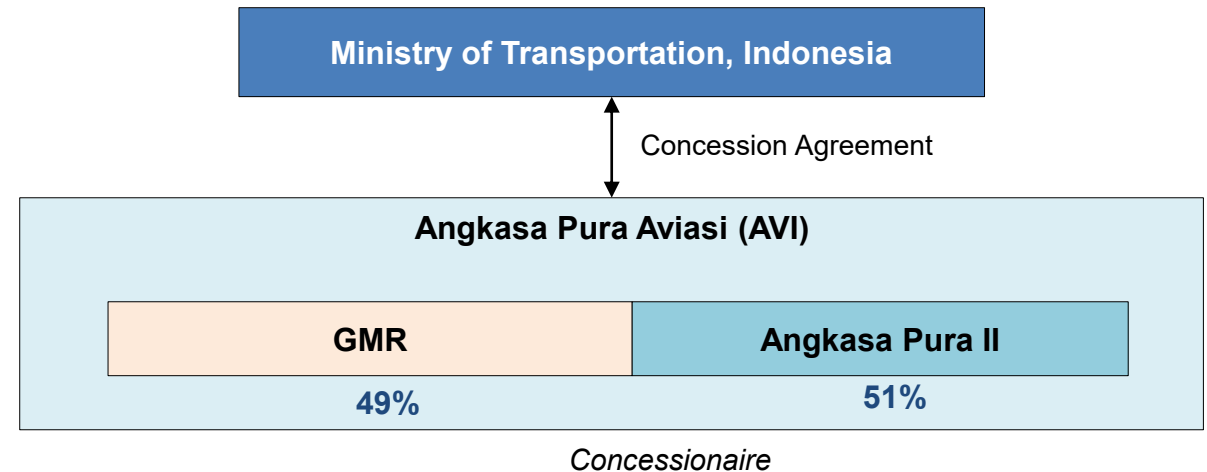
Medan is **Gateway to “Lake Toba”**, one of the **‘Ten New Bali’s’** program of the government

Existing Airport will be **Expanded from 103650 Sqm to 400018 Sqm in 4 Phases**

## Project Scope

<b>Scope</b>	▪ <b>Operation, maintenance and development of all assets</b>
<b>Term</b>	▪ <b>2022-2047 (25 Years)</b>
<b>Capacity</b>	▪ <b>65 Mn Pax. by 2044</b>

## Concession Structure



**KNO – Fairly new infrastructure, Airport was opened in 2013**





# KNO – Existing facilities

Fairly new infrastructure - Airport was opened in 2013



Check-in



SHA Area



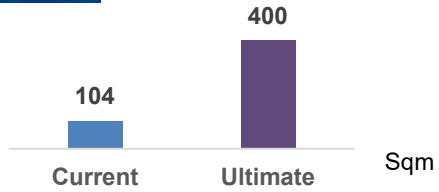
Gate Lounges



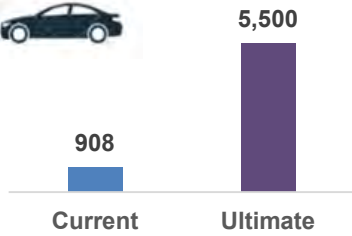
Railway Station



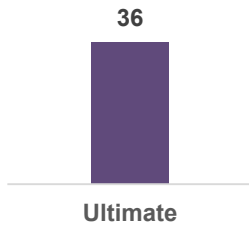
# KNO - Salient features



Terminal building area (000's sqm)



Parking spaces



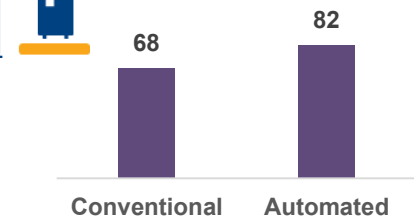
Departure security controls



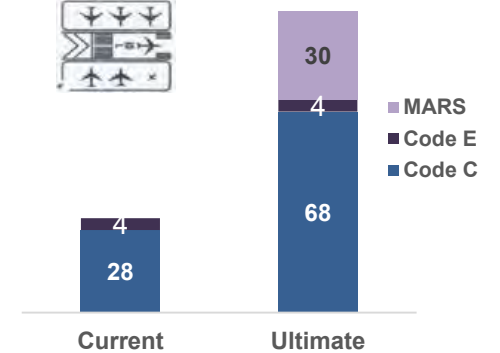
ATC Tower- Height - 50 Meter



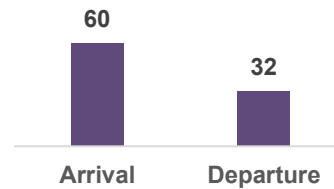
Runway - 3.75 Kms



Check-in Counters (Ultimate)



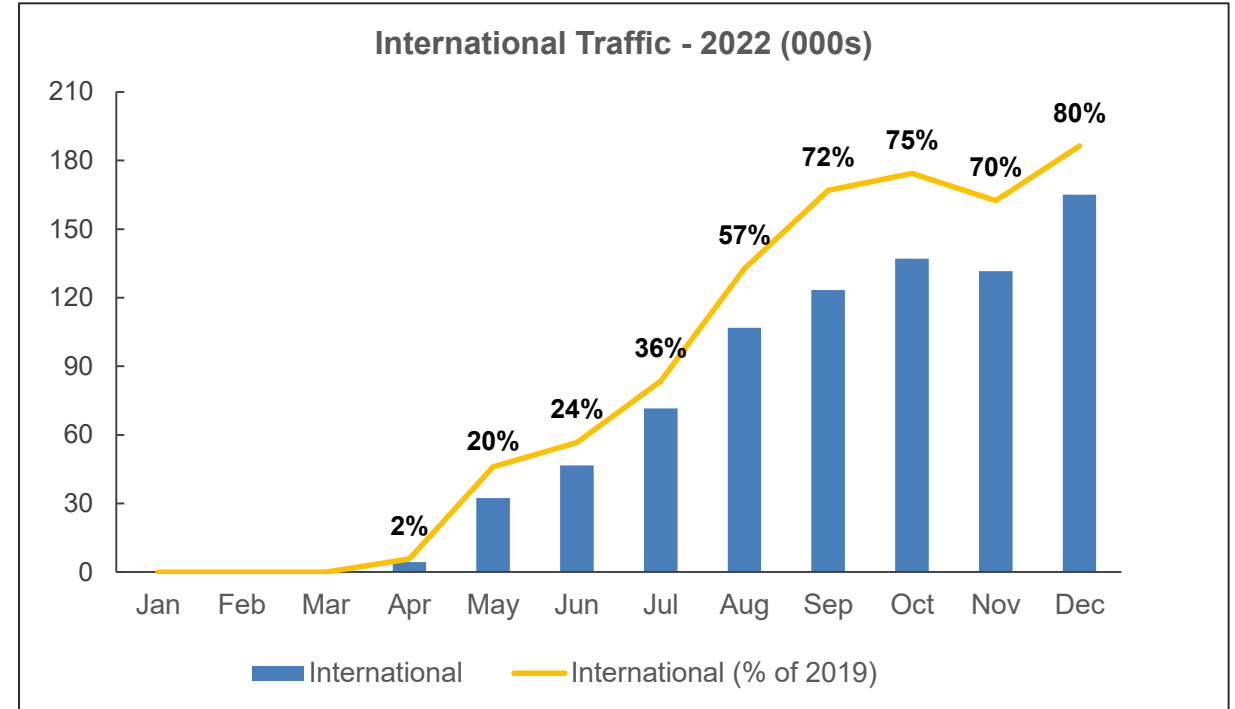
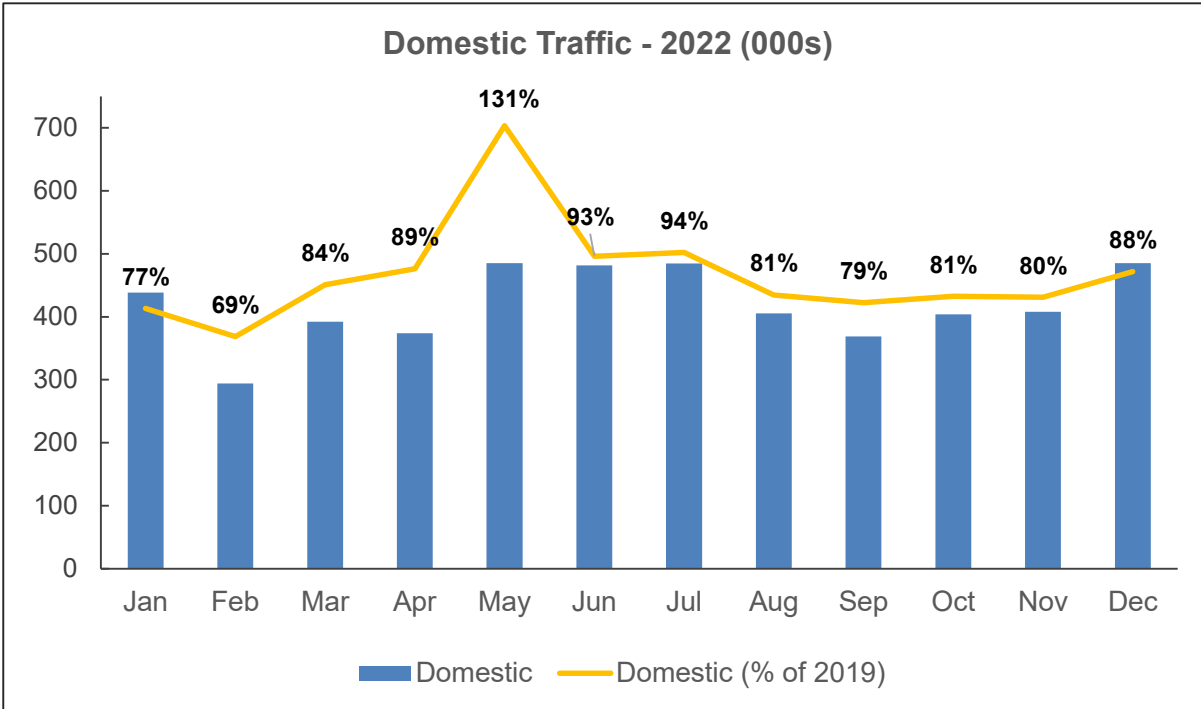
Aircraft stands



Passport controls (Ultimate)



# KNO – Traffic Status



Traffic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Total 2022</b>	439	294	392	378	517	528	556	512	492	541	540	650
<b>Total (% of 2019)</b>	57%	48%	60%	63%	97%	74%	78%	74%	77%	79%	78%	86%

**Medan is witnessing a strong recovery in traffic; Overall monthly traffic has crossed 85% of 2019 level and domestic traffic is close to 2019 Level.**



1. International Airport Journey

2. Business Highlights

1. Medan

**2. Crete**

3. Construction

3. Growth & Expansion plan

# Heraklion International Airport (Crete, Greece) Asset Highlights



## Airport Overview



Heraklion serves as the **principal gateway to Crete island, the largest & most populous Greek island**

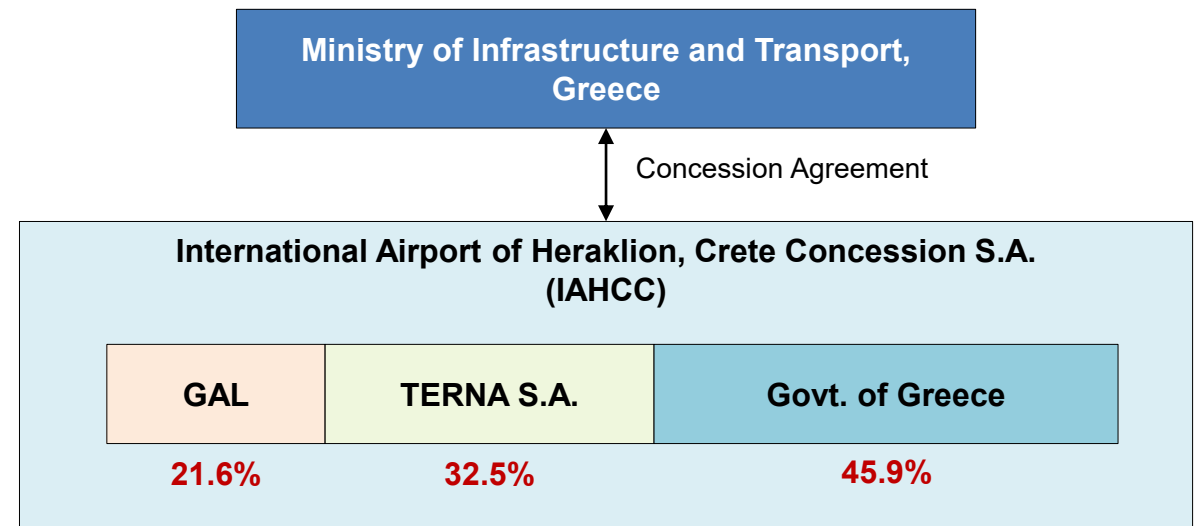
New airport will replace **the existing airport which is facing capacity constraints** due to growing traffic

**The airport will boost the Crete economy**, reaping multiple benefits in terms of employment, economic growth, and Infra. development

## Project Overview

Scope	<ul style="list-style-type: none"> <li>Design, construction, financing, O&amp;M of Crete Airport &amp; connecting 24Km road</li> </ul>
Term	<ul style="list-style-type: none"> <li><b>35 years</b> including construction period of 5 years</li> </ul>
Capacity	<ul style="list-style-type: none"> <li>Ultimate capacity of <b>15 MPPA</b></li> </ul>

## Concession Structure



# Crete Airport - Salient features



Terminal Building Area – 92,906 Sq.m. Capacity – 15 MPPA



Departure security controls -19



Landside Parking – Charter Bus - 36



Check-in Counters Traditional - 66



Commercial land development ~ 180 Acres



Passport controls – Departures – 14 Arrivals - 13



Self Service Check-In - 9



Land parking – Car rentals – 710



Baggage handling – total area 18,000 sqm.



# Crete Airport - Salient features



Runway – 3.2 Kms



Apron –  
Remote stands – 29 code C & 1 Code E  
GA stands – 16 Code B, 3 Helipads



North access road –  
18 kms



ATC Tower & Technical Building –  
Height 45m



South Access road –  
6 Kms



Fuel Farm capacity –  
8,000-kilo liters.

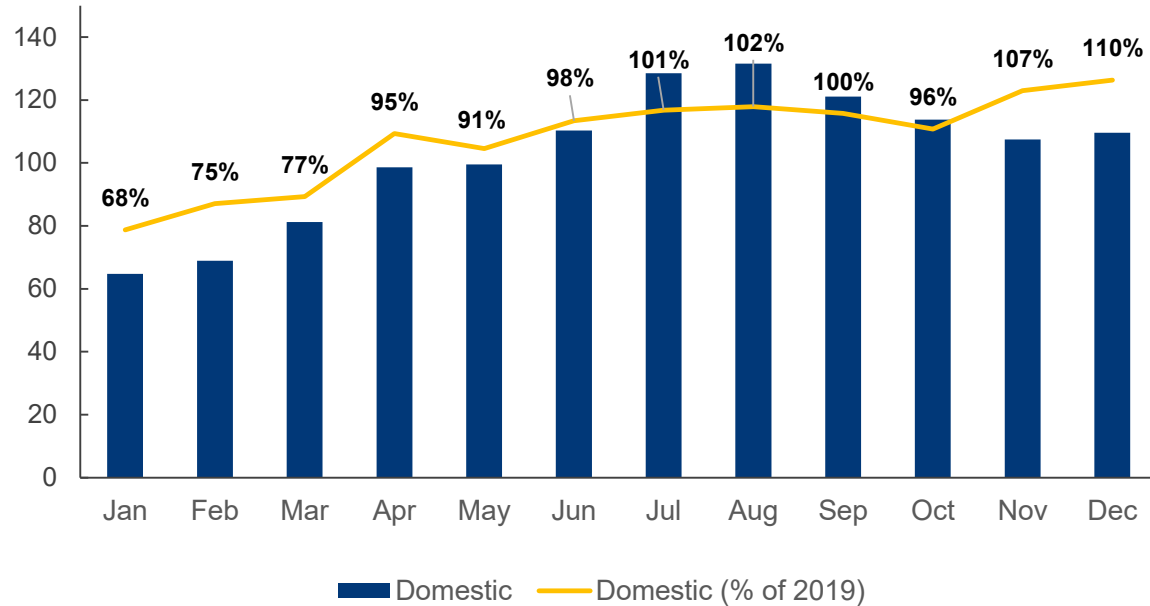


Apron –  
Total stands – 58  
Contact stands – 5 code E/10 – Code C

# Crete – Traffic status



Domestic Traffic - 2022 (000s)



International Traffic - 2022 (000s)

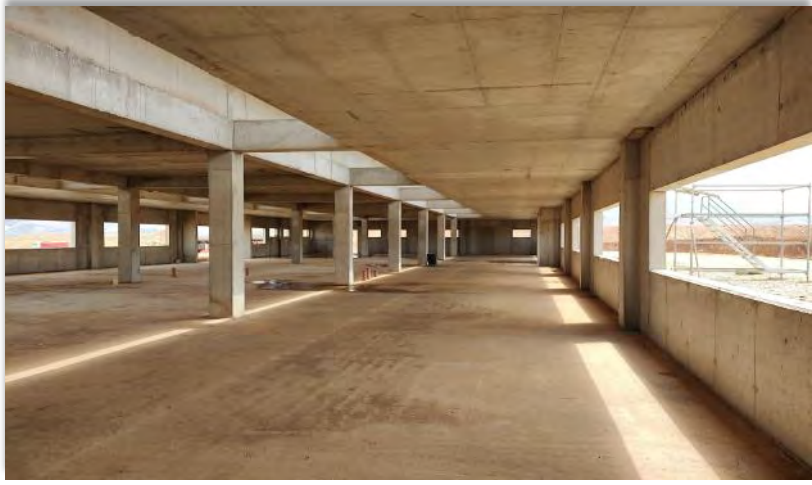


Traffic at Crete is highly seasonal

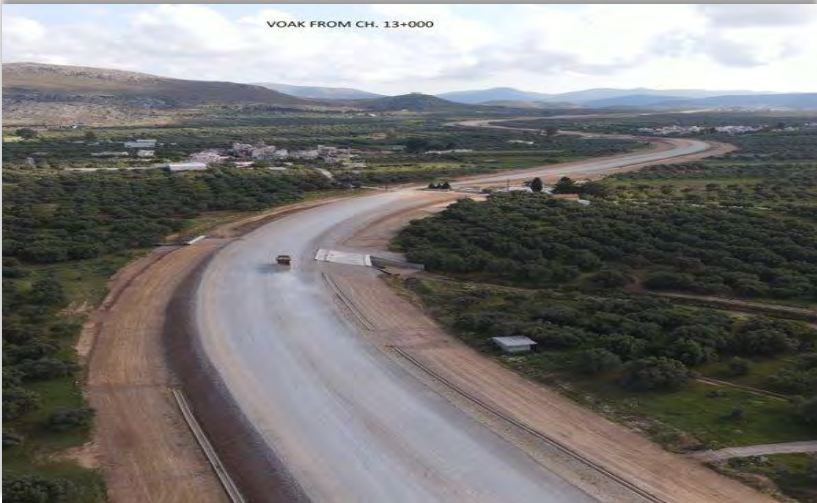
Traffic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total 2022	66	70	93	414	810	1159	1467	1539	1243	933	153	116
Total (% of 2019)	68%	69%	77%	101%	96%	101%	107%	106%	102%	115%	102%	107%

Crete is witnessing a promising recovery in traffic, with >100% of 2019 levels in the peak seasonality period of 2022.

# Crete – Construction status



*Construction progress - Formwork, Rebar fixing concreting at Terminal Building, Earthwork and road works*



**Despite Covid-19 challenges, we have made significant progress in construction. Design works are in advanced stage ; Majority of earthwork has been completed ; Roads & Drains are nearing completion ; Structure works are on track**



1. International Airport Journey

2. Business Highlights

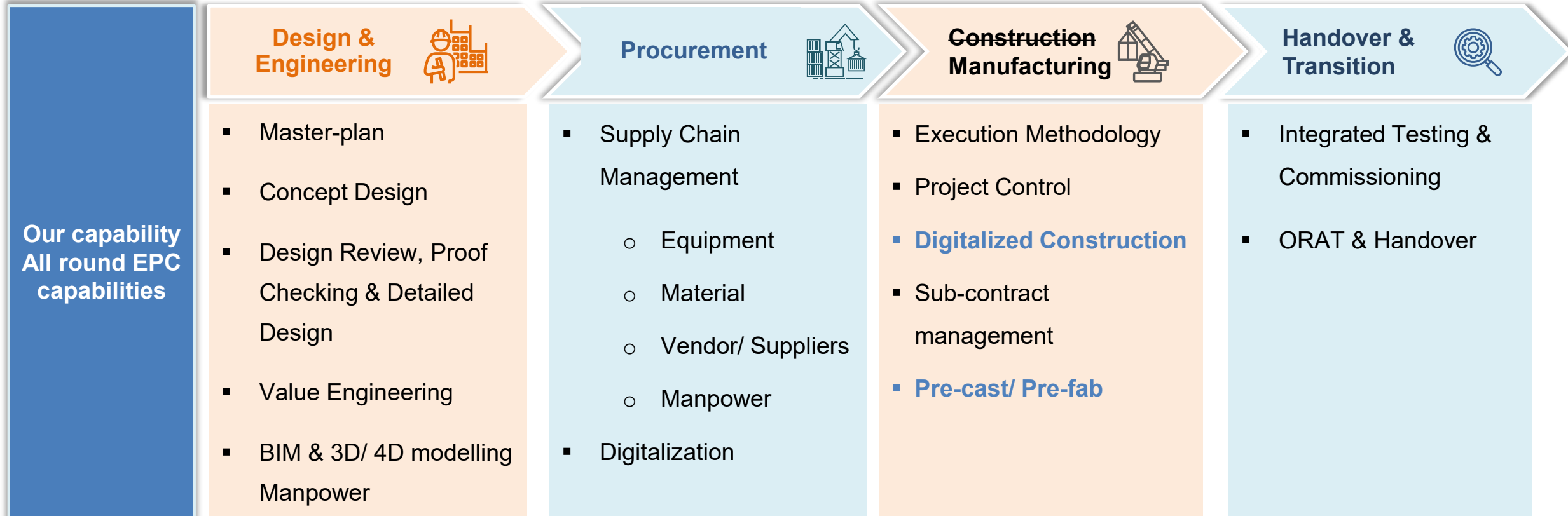
1. Medan

2. Crete

**3. Construction**

3. Growth & Expansion plan

# Strong EPC capability - “on-time delivery” and “adherence to prescribed budget”



# Mactan Cebu International Terminal - used 30% modularization to reduce cost & time



## Mactan-Cebu EPC project highlights



On time



With-in Budget

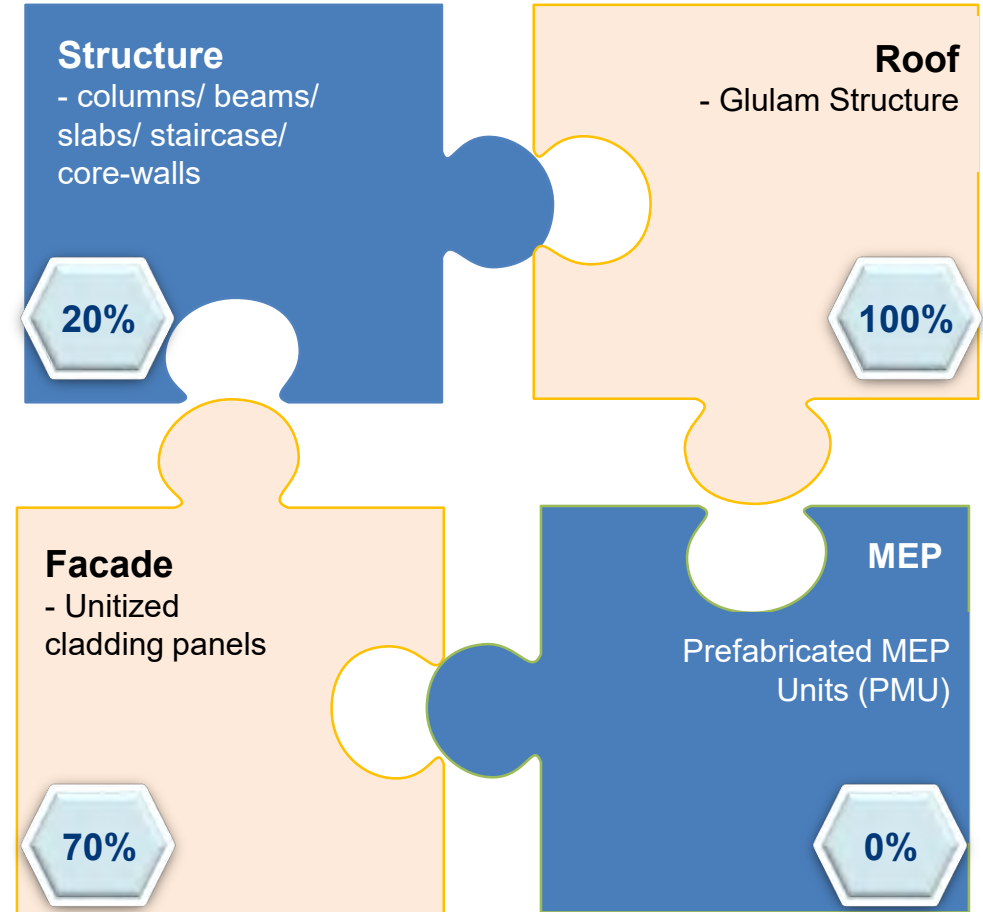


Reduced by 10%



10 Mn safe man-hours

Modularization during construction



We implemented various innovative solutions, including modularization, during our Cebu project setting our course for our journey towards becoming a world-class EPC solution provider.



# Clark International Terminal - used >65% modularization to reduce cost & time (1/2)



## Clark EPC project highlights



**On time, despite Covid Delays**



**5% Saving in Cost**



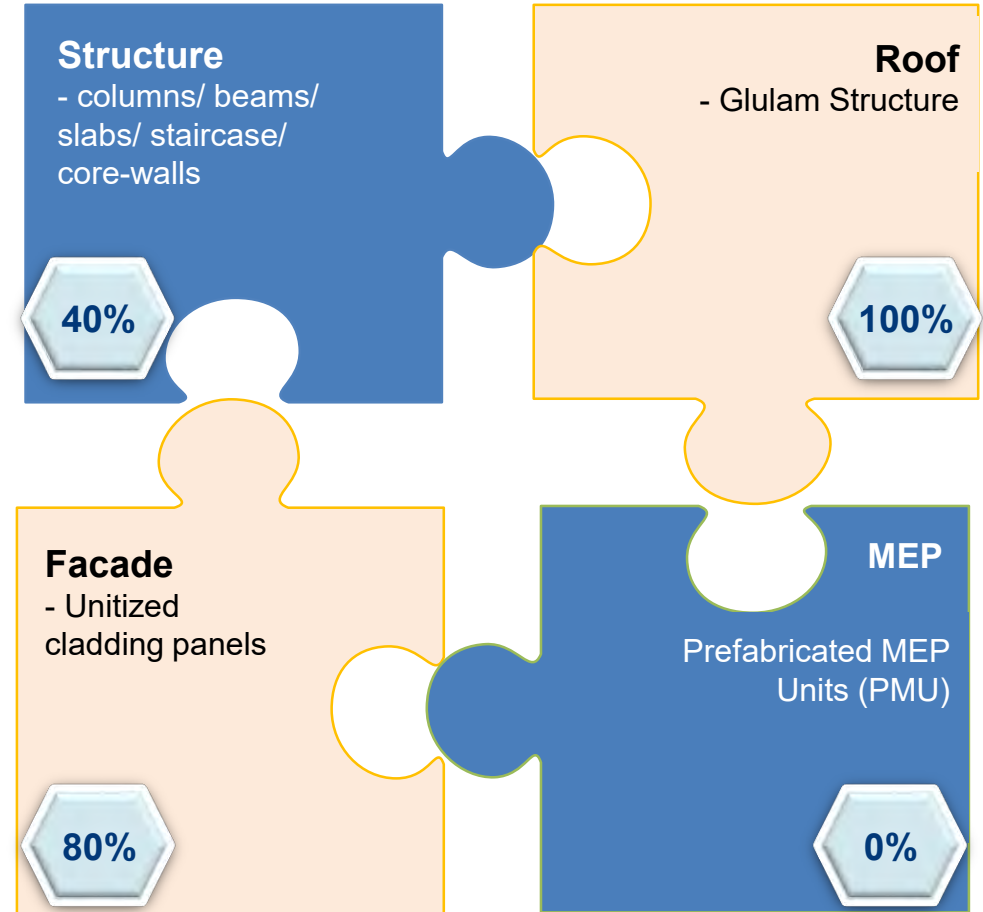
**Reduced by 35%**



**7.9 Mn safe man-hours**

Even though the terminal area for Clark was 70% bigger than Cebu, we delivered the project in 33% less time.

Modularization during construction



**We will be using our core capabilities & learnings from Cebu & Clark in Medan, where we have a strong airport construction orientation & EPC opportunities are expected to come soon.**



# Clark International Terminal - used >65% modularization to reduce cost & time (2/2)



1. International Airport Journey

2. Business Highlights

1. Medan
2. Crete
3. Construction

3. Growth & Expansion plan



## Enhance

*Value maximization of existing assets*

- Technology, digitalization, & innovation
- Identify new business adjacencies



## Emerge

*Leading airport developer & constructor*

- Monitor airport opportunities
- Explore partnership opportunities
- Enter new strategic markets with partners



## Expand

*Strive for new airports in existing geographies*

- Consolidate and strengthen existing position
- Robust IRR, Construction Opportunity and Minimum Equity (“ICE”)

## Target Markets

---

### Enhance

*Value maximization of existing assets*



→ Medan



→ Crete



### Emerge

*Leading airport developer & constructor*



→ Vietnam

### Expand

*Strive for new airports in existing geographies*



→ Indonesia



→ Philippines



→ Greece

***Thank you!***



# GMR Airports Infrastructure Ltd.

(formerly GMR Infrastructure Ltd.)

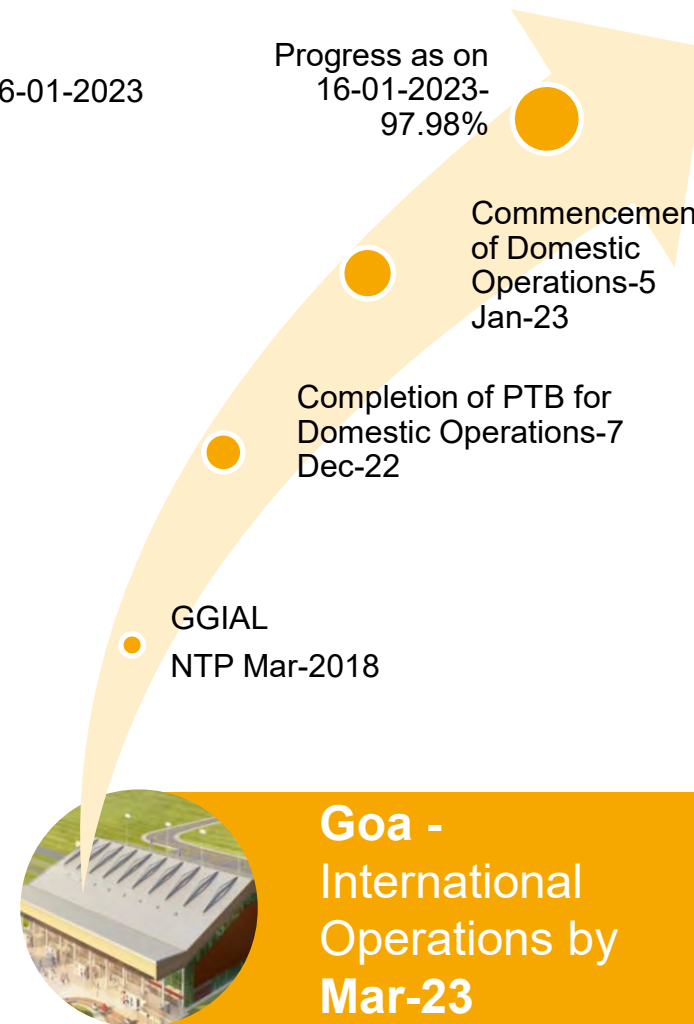
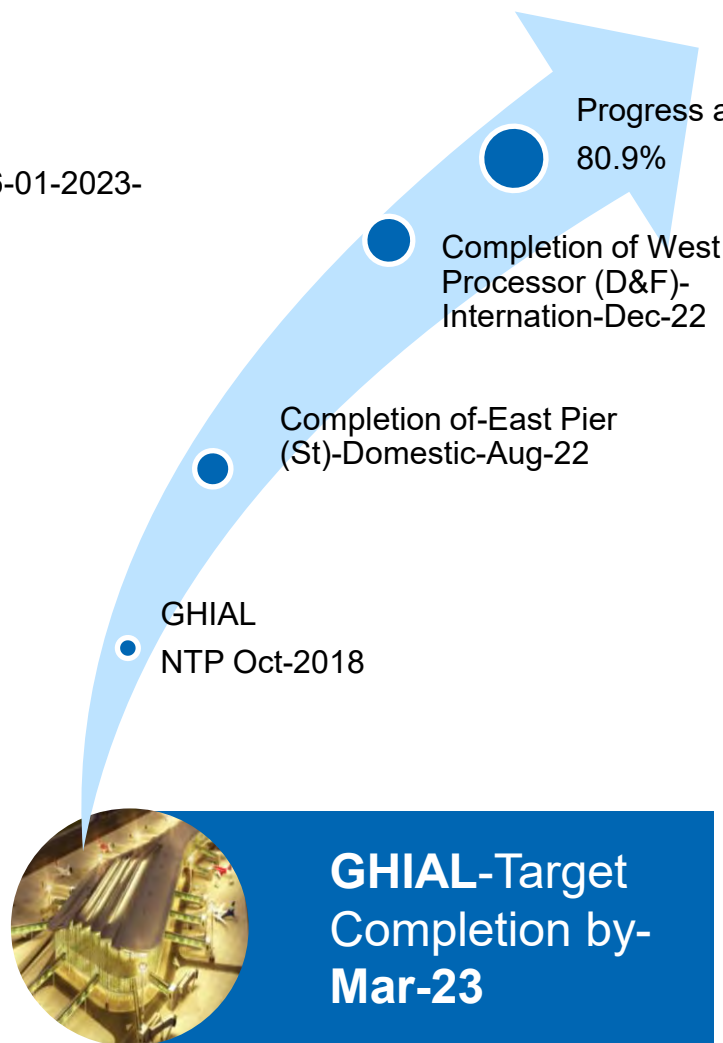
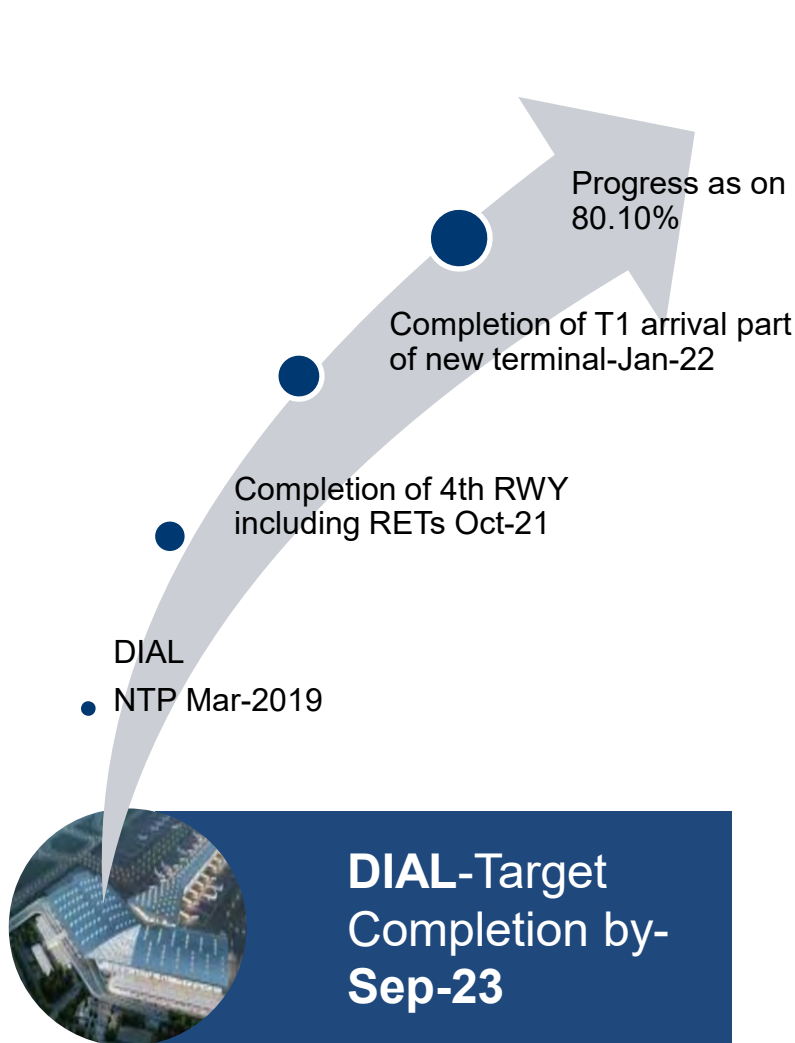
**Construction**

**Management Meet**  
January 20, 2023



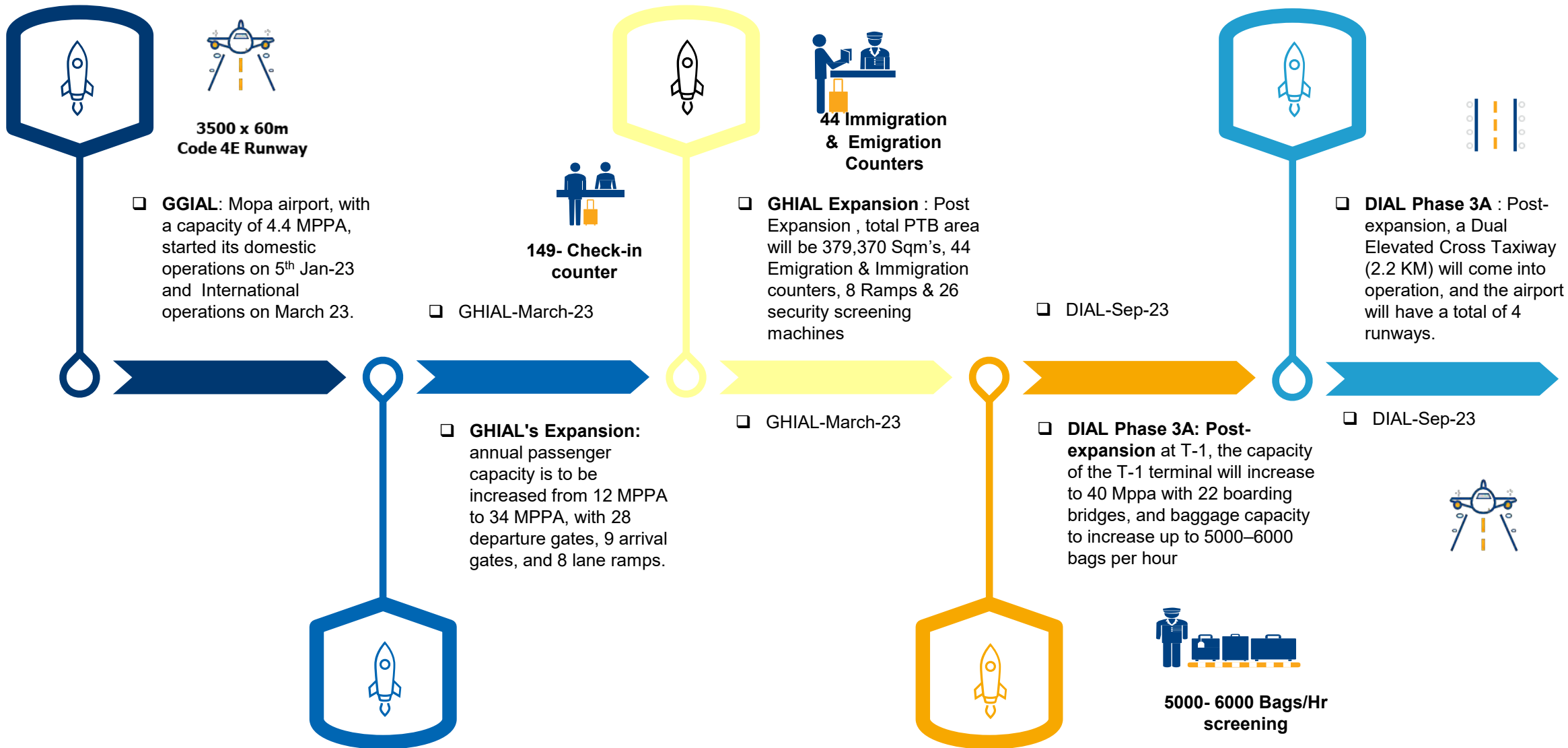


# Journey Till date...





# Further Plans..



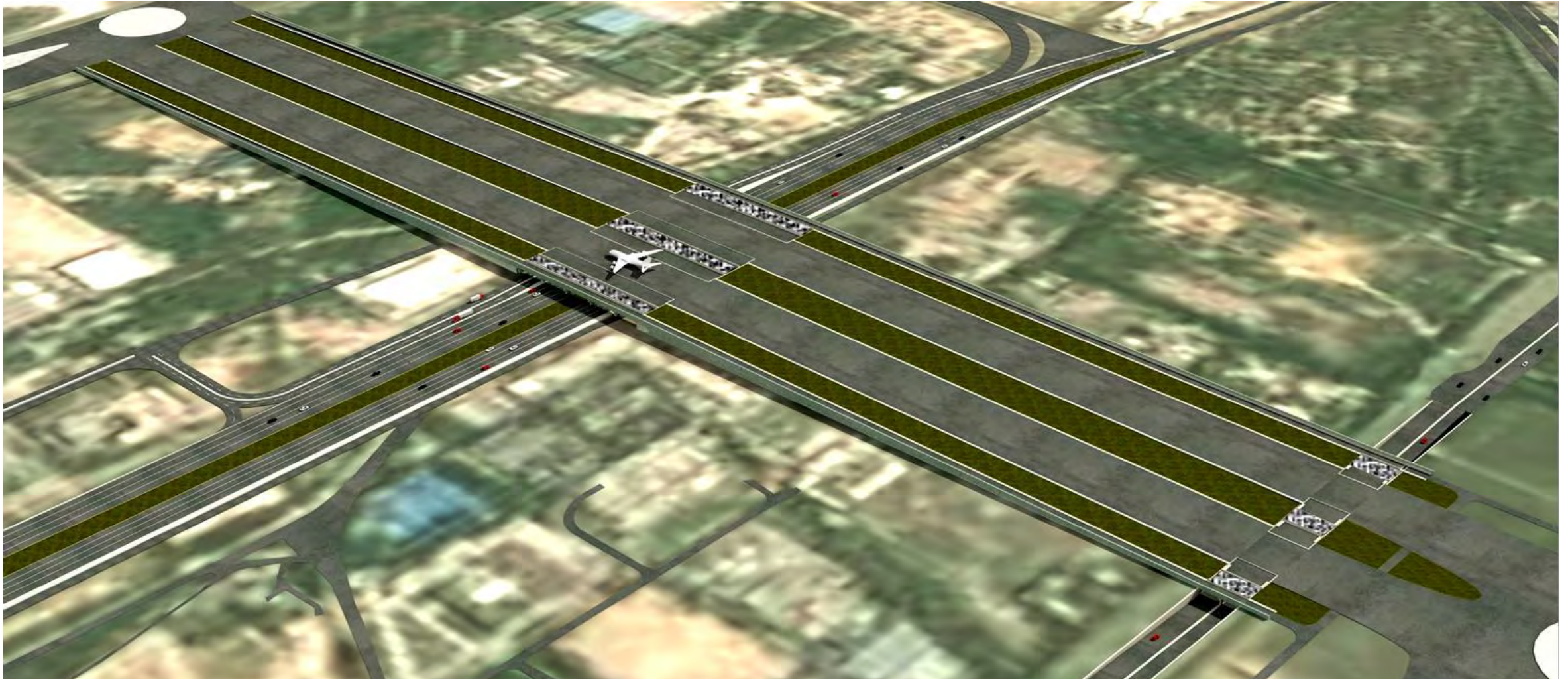
- ∨ **DIAL-Phase 3A Expansion**
- ∨ **GHIAL- Expansion Works**
- ∨ **GGIAL- Phase-1 Works**

# DIAL Phase 3A Project Status





# Artistic Impression - Eastern Cross Taxiway



Bird's Eye View



## Central Spine Road





# Sites Handed Over to DIAL – Operations



T3 – 11<sup>th</sup> Carousel at Arrival level



T3 – 4<sup>th</sup> Carousel at Arrival level



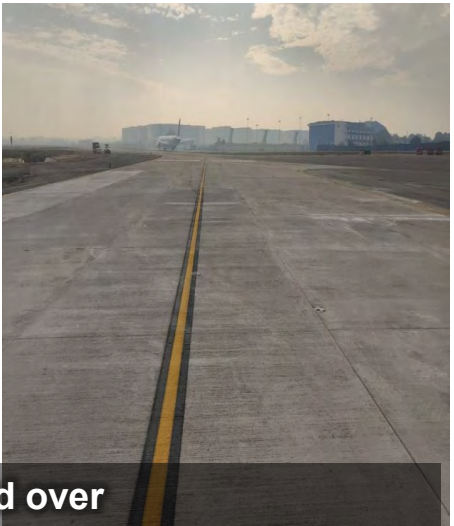
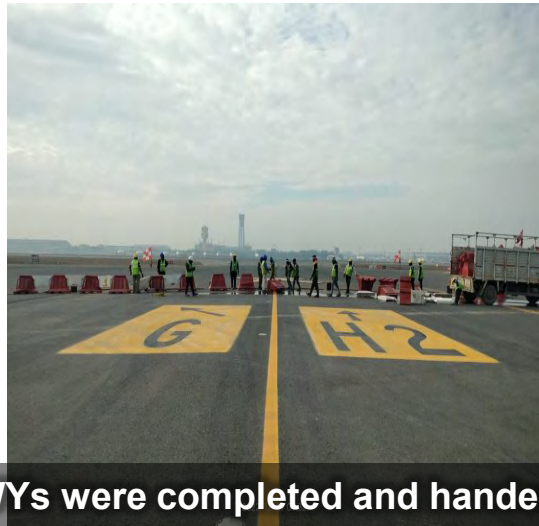
T3 – 7<sup>th</sup> Check-in island



T3 – I2I area



Various TWYs were completed and handed over





Terminal1 Arrival Part A Building



Baggage Carousel – Arrival Hall



# Sites Handed Over to DIAL – Operations



Chiller Plant Room



66/11 Kv GIS Substation



Electrical Substation/Switch Room



# Sites Handed Over to DIAL – Operations



T3 – I2I area



T3 – 7<sup>th</sup> Check-in island



T3 – 11<sup>th</sup> Carousel at Arrival level



T3 – 4<sup>th</sup> Carousel at Arrival level



# Sites Handed Over to DIAL – Operations



Apron Phase-1



Apron Phase 2



RWY 09-27



TWY D

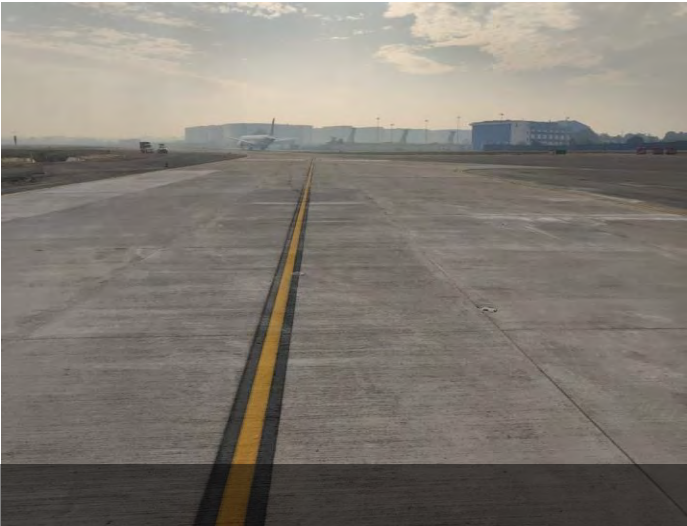


TWY D2



TWY A2-D4-E4

# Sites Handed Over to DIAL – Operations





# Sites Handed Over to DIAL – Operations



ARFF - 04





Arrival Part A Building



Apron works & Fixed Link Bridges Installation



Node Part A





T1D Check-in Island -4 Works



T1D ICS





ARFF – 05





ECT



# DIAL-Major challenges faced during execution

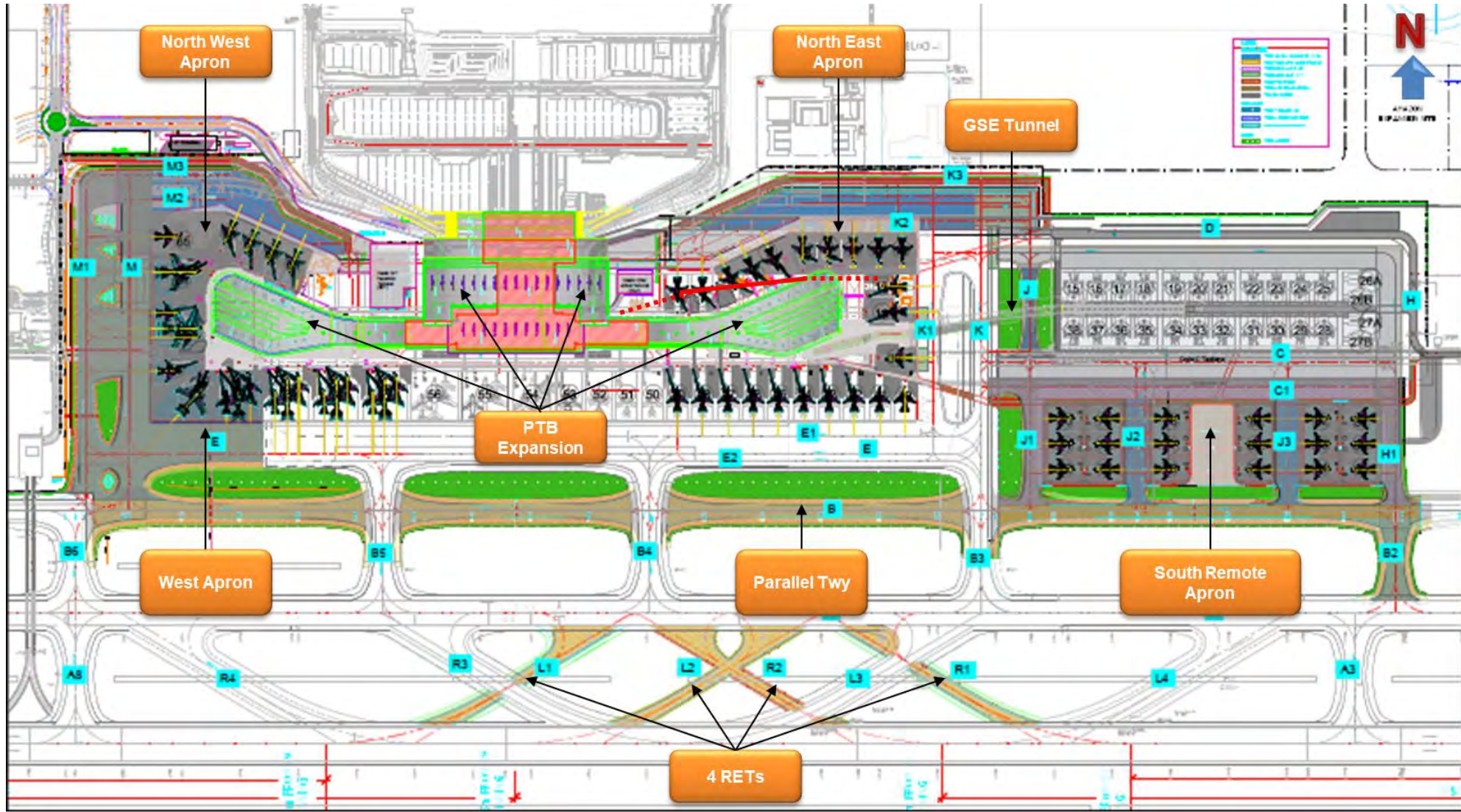


S.No	Area of Focus/Challenges	Mitigation Plan / learnings	Remarks
1.	<b>Pandemic (covid-19)</b>	Schedule revision in accordance to catch up delayed activities.	
2	<b>Introduction of Stage-III GRAP</b>	Only non-polluting works were permitted during Stage 3 GRAP enforcement, Water cannons are to be used to make the dust particles wet and stay on the ground, Other prevention measures are also to be taken for the control of pollution.	Due to very poor AQI effected the Supplies & construction work,
3.	<b>Enabling Works</b>	For construction sequencing, enabling works are done which allow demolition & construction to commence.	
4.	<b>Demolition &amp; Relocations</b>	Optimised Construction execution planning is done to check for relocation of existing facilities such that it creates work front for construction & demolition.	
5.	<b>Diversion of Utilities(Power, Water, Sewer, Storm Water)</b>	Pre-survey before execution of works is ensured to identify underlying utility & diversion is made for uninterrupted construction.	
6.	<b>Operational Challenges</b>	Minimum facilities which are enquired for seamless operations are ensured by carrying out execution in various phases and sequencing to complete the expansion works.	
7.	<b>Logistical Challenges:</b>	Proactive construction planning is followed to avoid disruption of supply chain at project sites.	
8	<b>Scarcity of Natural resources(sand.. etc.)</b>	Sustainable materials like Fly-ash is used in filling works.	

- ∨ **DIAL-Phase 3A Expansion**
- ∨ **GHIAL- Expansion Works**
- ∨ **GGIAL- Phase-1 Works**



# GHIAL- Expansion plan





# Architect's Impression – PTB Aerial View

Terminal Building – Night view





# Sites Handed Over to GHIAL – Operations



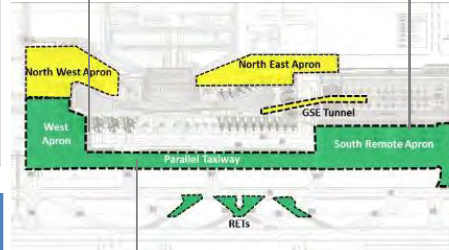
Location – West Apron

Completed - In Operation



Location – Southeast Apron

Completed - In Operation



Location – Parallel Taxiway

Completed - In Operation



Location – RET

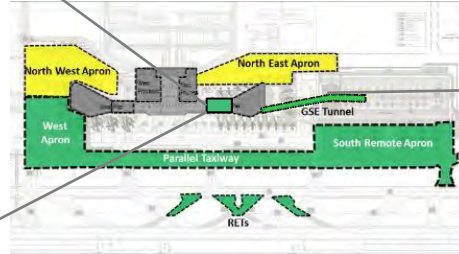
Completed - In Operation





# Sites Handed Over to GHAL – Operations

Location – East Pier (St)



Location – GSE Tunnel



Completed - In Operation



Completed – Ready for Operation



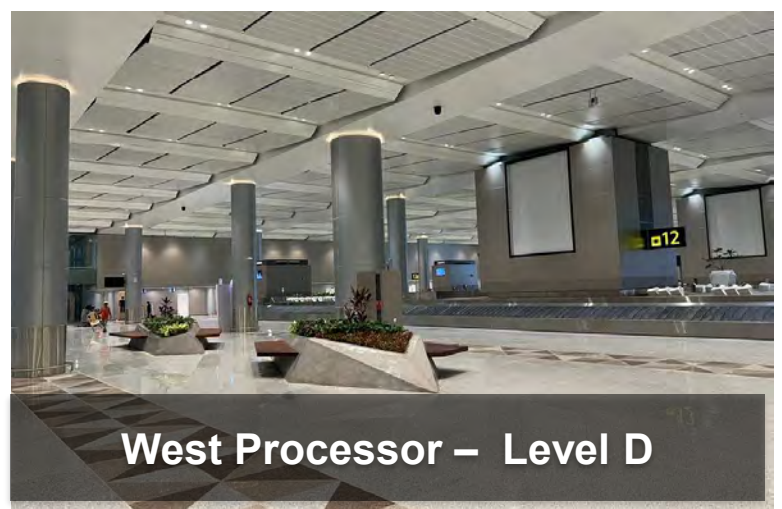
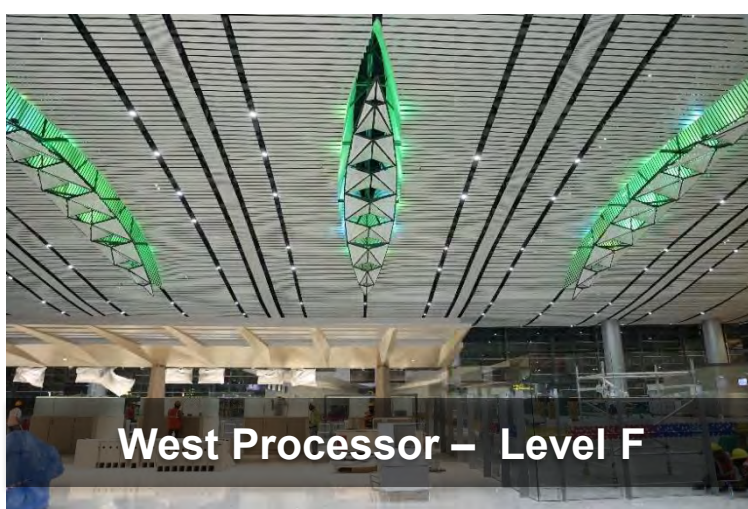
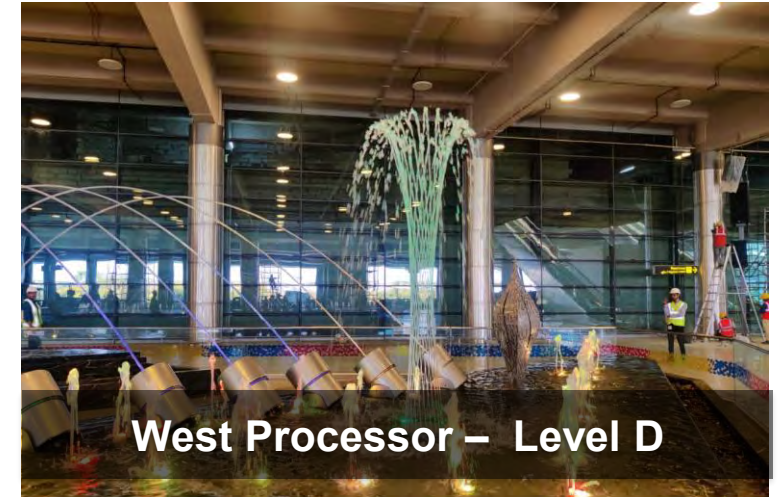
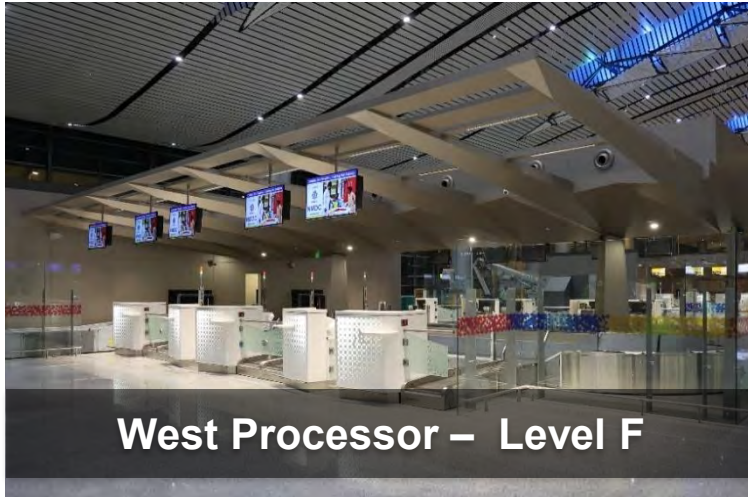
**Taxiway at N-E Apron**



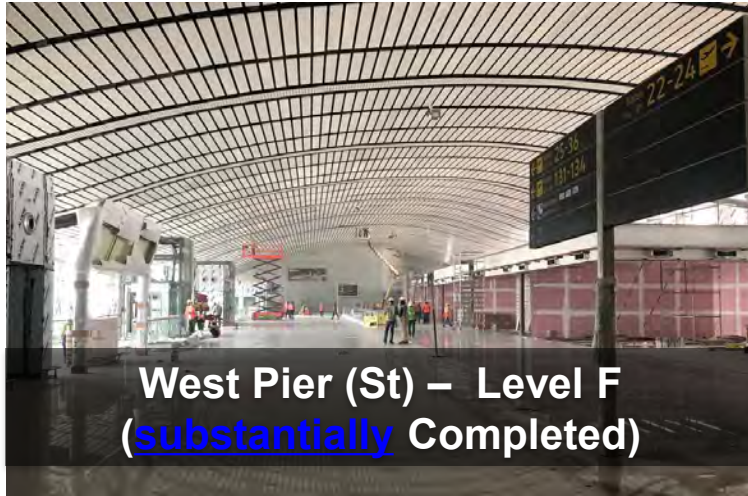
**VVIP Road**



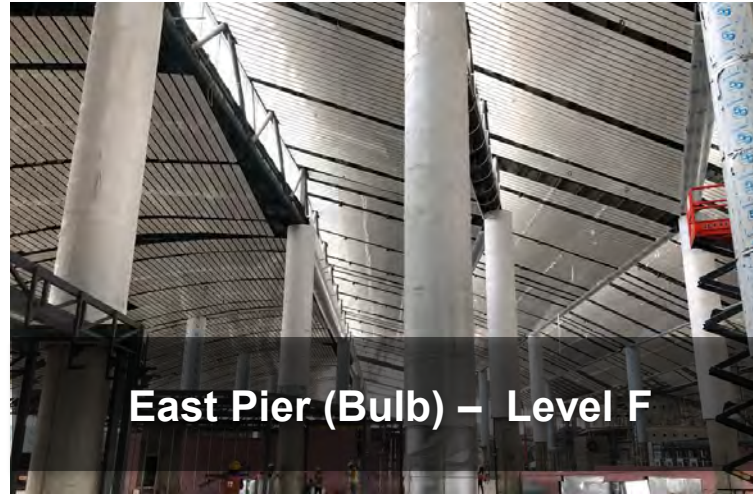
# Sites Handed Over to GHIAL – Operations



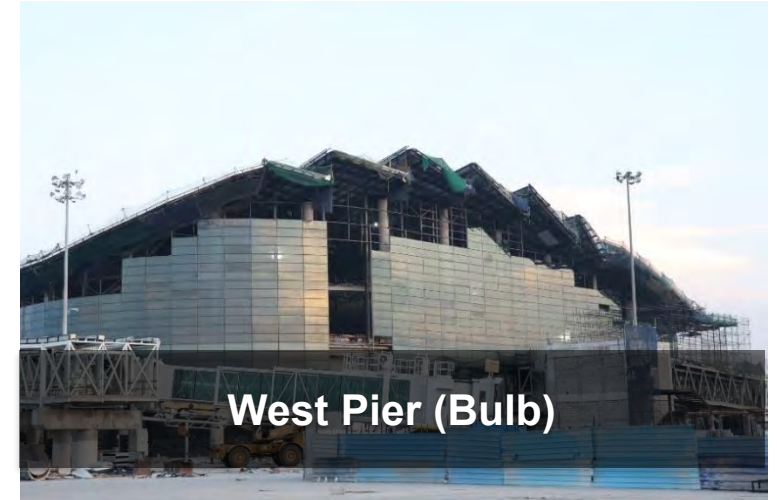




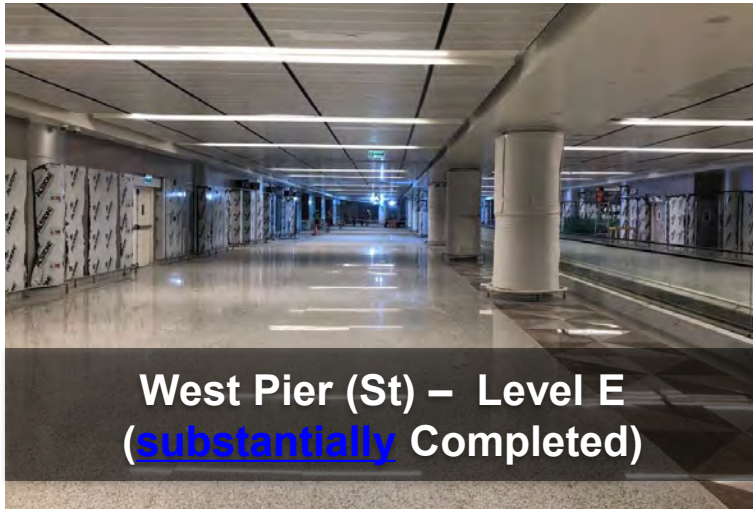
West Pier (St) – Level F  
(**substantially** Completed)



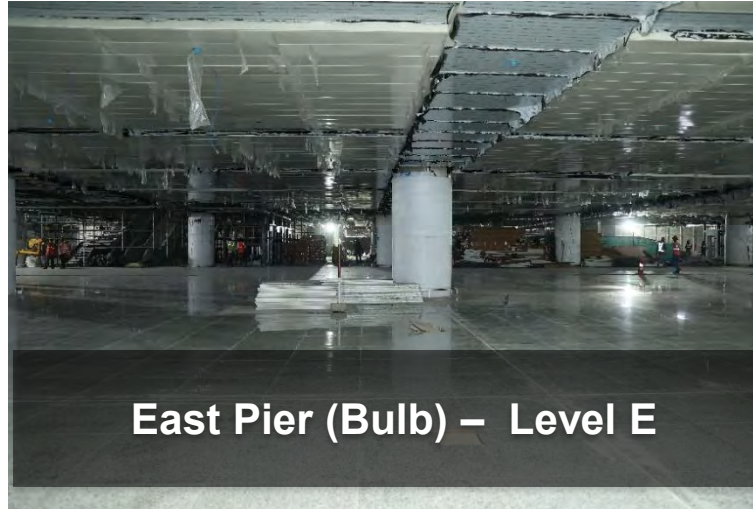
East Pier (Bulb) – Level F



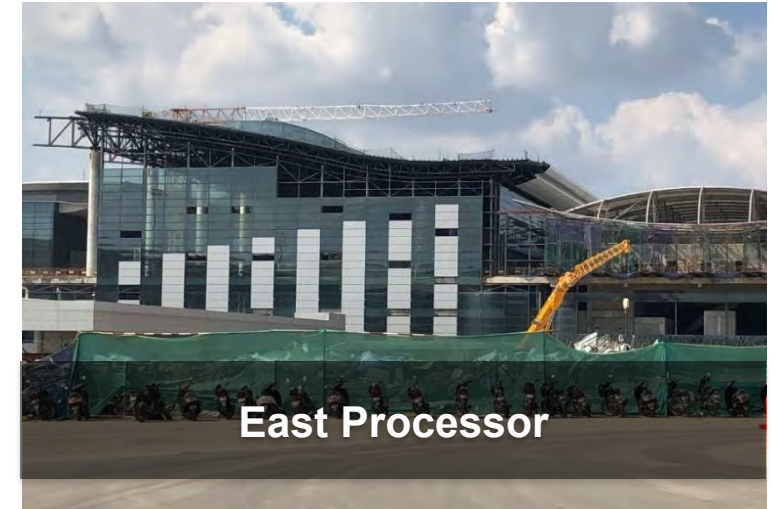
West Pier (Bulb)



West Pier (St) – Level E  
(**substantially** Completed)



East Pier (Bulb) – Level E



East Processor

# GHIAL-Major challenges faced during execution



S.No	Area of Focus/Challenges	Mitigation Plan	Learnings
1.	<b>Outbreak of Covid-19 pandemic</b>	<ul style="list-style-type: none"> <li>• Site Preparedness plan.</li> <li>• Sop's for prevention of Covid-19.</li> <li>• Familiarization and training for workmen during pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• Preventions during biological outbreak</li> </ul>
2.	<b>Integration of existing and new buildings</b>	<ul style="list-style-type: none"> <li>• Conduct analysis and compatibility of new system to be bought in conjunction with changes and upgradations to be made in existing systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges in upgrading technologies</li> <li>• Difference in understanding the works scope</li> </ul>
3.	<b>Inconvenience to pax and other stakeholders due to construction activities nearby operational areas</b>	<ul style="list-style-type: none"> <li>• Appropriate barrications with sign.</li> <li>• Dust control measures &amp; proper logistic management</li> <li>• Proper planning of work making use of lean items.</li> <li>• Project updates through social media as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate barricading of operational areas</li> <li>• Movement of construction vehicles</li> <li>• Inadequate dust controls</li> </ul>
4.	<b>Late change request from stakeholders (CISF, Customs, Immigrations, etc.)</b>	<ul style="list-style-type: none"> <li>• Understand the requirements and implement the same as much as possible</li> <li>• Educate stakeholders on the implications of change in terms of time cost and quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Changing business requirements.</li> <li>• Progressive review changes and incorporation of new technologies.</li> <li>• Effective stakeholders engagement</li> </ul>
5	<b>Delay in procurement of imported items.</b>	<ul style="list-style-type: none"> <li>• Identification of alternate sources &amp; Indigenous items.</li> <li>• Place orders in advance.</li> <li>• Workaround plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Economical reasons</li> <li>• Natural calamities</li> <li>• Force majeure</li> </ul>

- ↘ **DIAL-Phase 3A Expansion**
- ↘ **GHIAL- Expansion Works**
- ↘ **GGIAL- Phase-1 Works**



# GGIAL- Phase 1 Plan





# Architect's Impression - PTB Aerial View







**Architect's Impression**



**Actual Site Photograph**





Architect's Impression



Actual Site Photograph





Architect's Impression



Actual Site Photograph





**Architect's Impression**



**Actual Site Photograph**



# GGIAL-Major challenges faced during execution



S.No	Area of Focus/Challenges	Mitigation Plan / learnings	Remarks
1.	<b>Covid-19 like situation</b>	Processes evolved for resource mobilization/handling/exit (manpower, material, machinery) have played critical roles in project progress during and after the pandemic.	
2.	<b>Stakeholder requirements.</b>	All stakeholders requirement to be considered from Design stage only.	Like:- AAI, CISF, Customs etc.
3.	<b>Extensive Monsoon</b>	Extensive planning has done for continue works during the monsoon	
4.	<b>Procurement of major material</b>	Major material procurements are to be completed during the initial stage of the project only.	
5.	<b>Adequate &amp; competent manpower</b>	Adequate & competent manpower to be ensured throughout the cycle of project	

# GMR Airport Developers Limited

*Providing Services across the Airport Lifecycle*

# Having Operationalized and Managed multiple assets in India and Abroad, GMR has developed Capabilities in Engineering Services



GMR has capitalized on the group's strong end-to-end presence across the Airport Value Chain

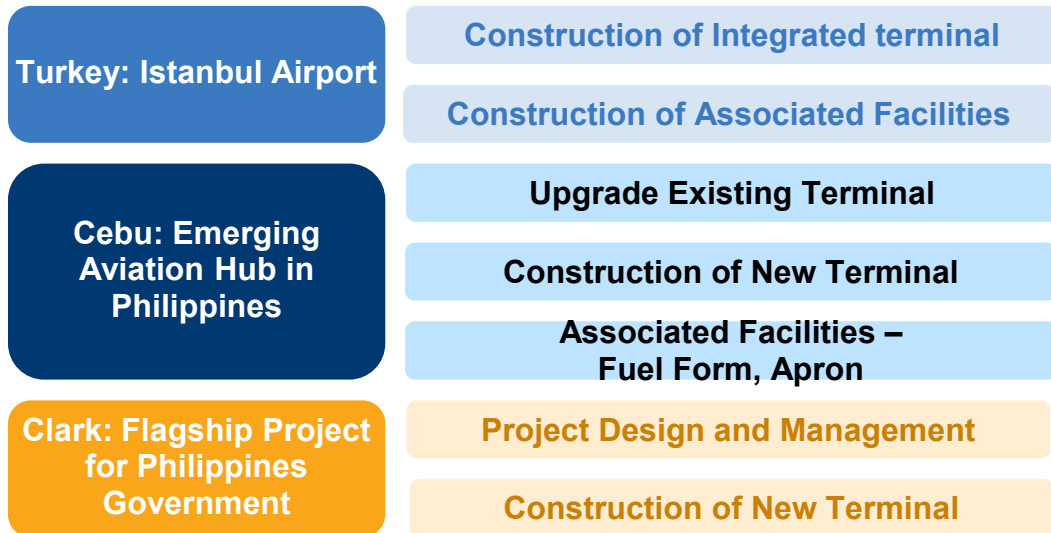


Developed a complete suite of engineering capabilities across project life-cycle

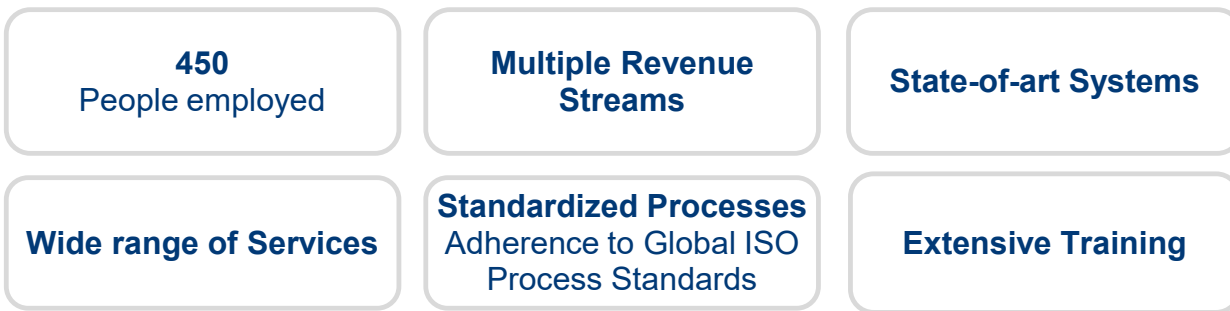


Worked with marquee customers

## Key Projects Executed



## GADL: Providing Services across the Airport Lifecycle



## Complete Suite of Capabilities with a Significant Base of Marquee Customers



**Leveraging this Experience, GMR is targeting Engineering Service opportunities of significant value**



***Thank you!***