



Adani Enterprises Ltd

Business Presentation
February 2025

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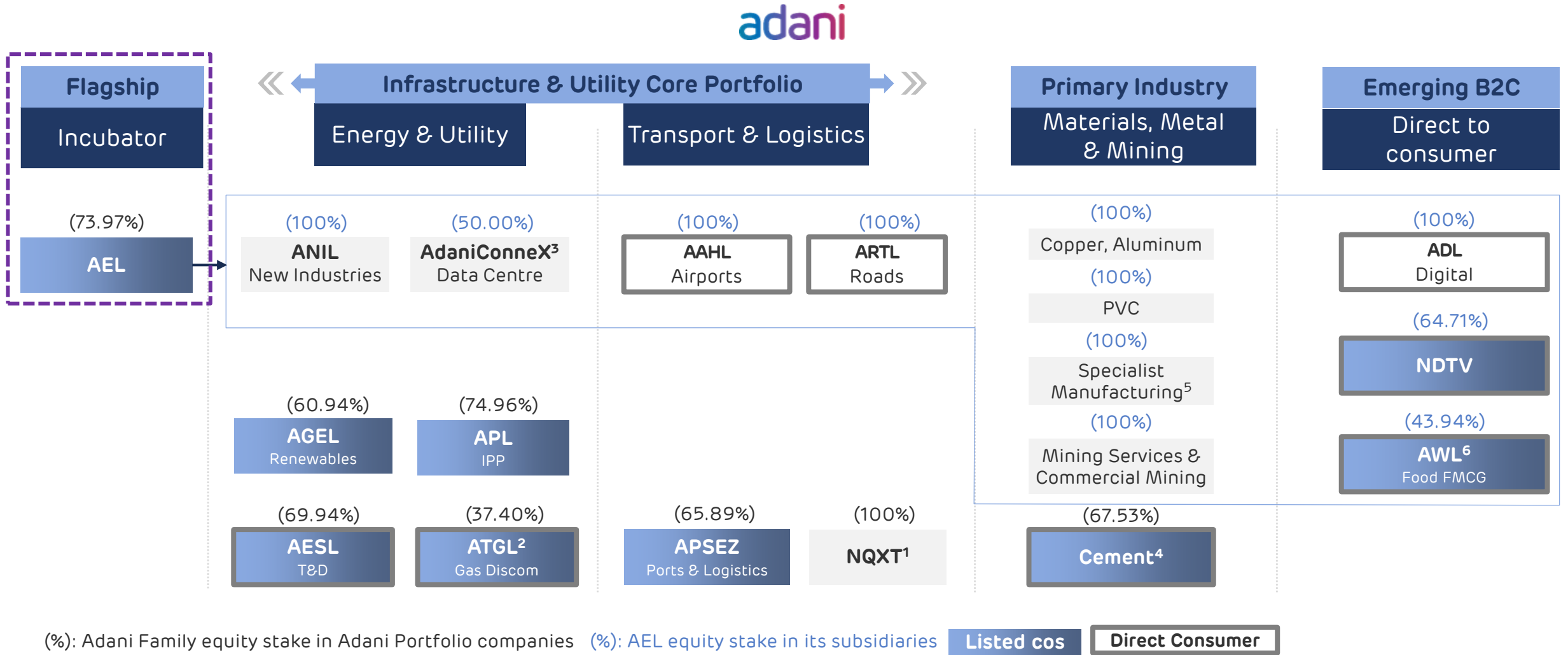


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Adani Portfolio Overview

Adani Portfolio: A World class infrastructure & utility portfolio



A multi-decade story of high growth centered around infrastructure & utility core

1. NQXT: North Queensland Export Terminal | 2. ATGL: Adani Total Gas Ltd, JV with Total Energies | 3. Data center, JV with EdgeConnex, | 4. Cement includes 67.53% (67.57% on Voting Rights basis) stake in Ambuja Cements as on 31st December, 2024 which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited. Ambuja Cements Ltd. holds 58.08% stake in Sanghi Industries Ltd. | 5. Includes the manufacturing of Defense and Aerospace Equipment | 6. AEL to exit Adani Wilmar JV, diluted 13.50% through Offer For Sale (13th Jan'24), residual stake dilution is pursuant to agreement between Adani & Wilmar Group. | AEL: Adani Enterprises Limited; APSEZ: Adani Ports and Special Economic Zone Limited; AESL: Adani Energy Solutions Limited; T&D: Transmission & Distribution; APL: Adani Power Limited; AGEL: Adani Green Energy Limited; AAHL: Adani Airport Holdings Limited; ARTL: Adani Roads Transport Limited; ANIL: Adani New Industries Limited; AWL: Adani Wilmar Limited; ADL: Adani Digital Labs Pvt. Limited; IPP: Independent Power Producer | NDTV: New Delhi Television Ltd | PVC: Polyvinyl Chloride | Promoter's holdings are as on 31st December, 2024.

Adani Portfolio: Decades long track record of industry best growth with national footprint

Secular growth with world leading efficiency

adani
Ports and Logistics

Growth **3x**⁶

EBITDA **71%**^{1,2,3}

adani
Renewables

Growth **4x**⁶

EBITDA **92%**^{1,3,4}

adani
Energy Solutions

Growth **3x**⁶

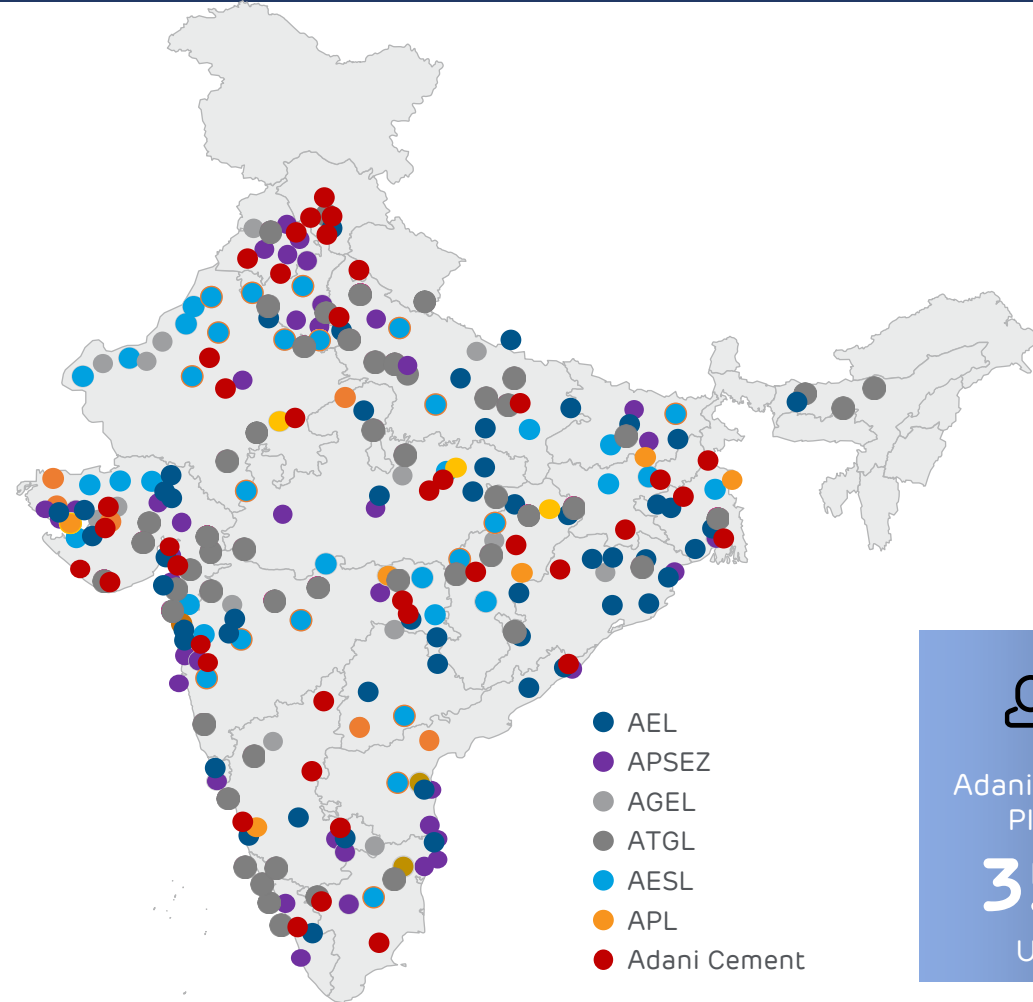
EBITDA **91%**^{1,2,3,5}

adani
Gas

Growth **1.4x**⁶

EBITDA **24%**^{1,3}

National footprint with deep coverage



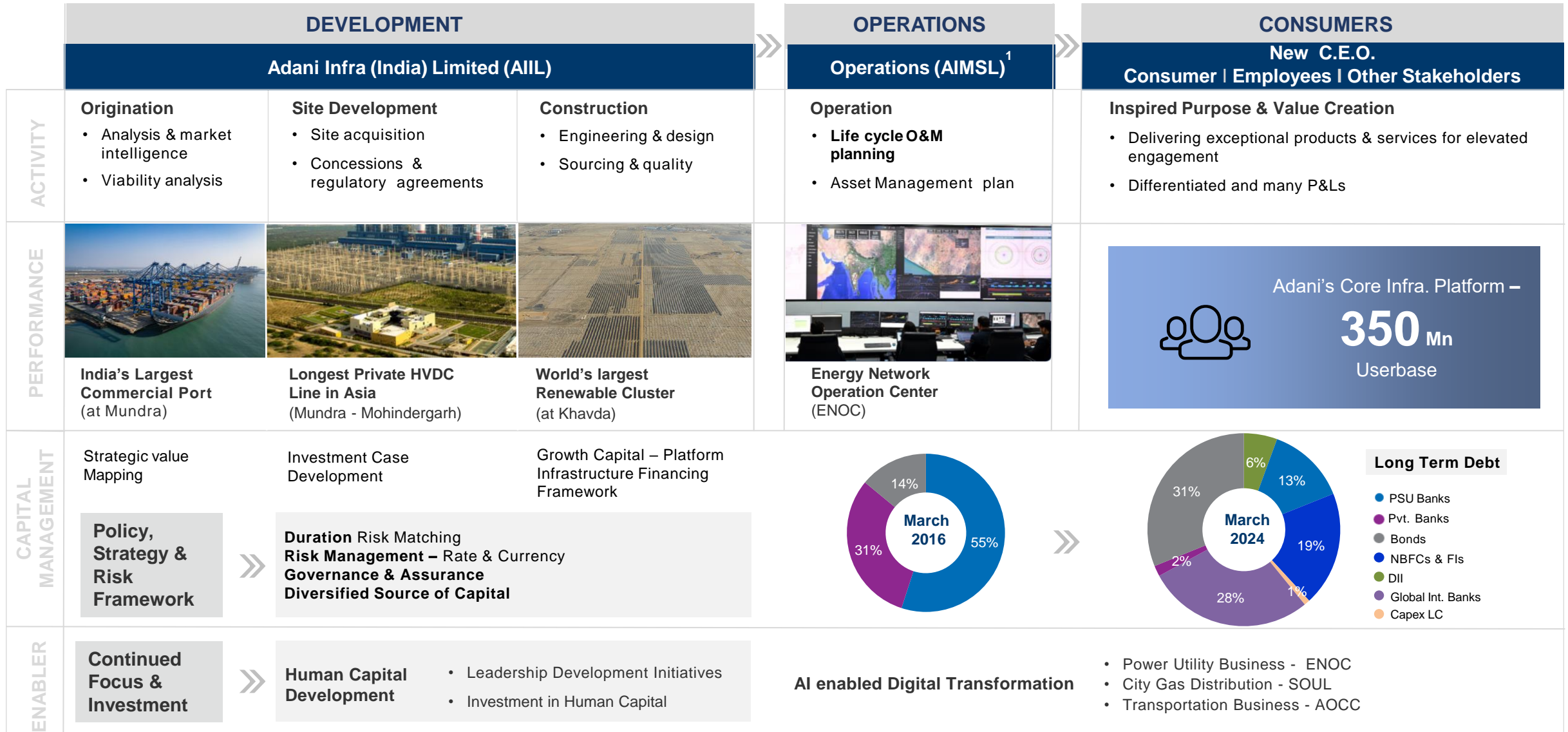
Adani's Core Infra. Platform -

350 Mn

Userbase

Note: 1. Data for FY24 ; 2. Margin for Indian ports business only | Excludes forex gains/losses; 3. EBITDA: Earning before Interest Tax Depreciation & Amortization | EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Forex Loss / (Gain) + Exceptional Items 4. EBITDA Margin represents EBITDA earned from power supply 5. Operating EBITDA margin of transmission business only, does not include distribution business | 6. Growth pertains to expansion and development aligned with market growth. Growth of respective Adani portfolio company vs. Industry growth is as follows: **APSEZ's** cargo volume surged from 113 MMT to 408 MMT (14%) between 2014 and 2024, outpacing the industry's growth from 972 MMT to 1539 MMT (5%). **AGEL's** operational capacity expanded from 0.3 GW to 10.9 GW (57%) between 2016 and 2024, surpassing the industry's growth from 46 GW to 143.6 GW (15%). **AESL's** transmission length increased from 6,950 ckm to 20,509 ckm (14%) between 2016 and 2024, surpassing the industry's growth from 3,41,551 ckm to 4,85,544 ckm (4%). **ATGL** expanded its geographical areas from 6 to 52 (27%) between 2015 and 2024, outperforming the industry's growth from 62 to 307 (19%). PBT: Profit before tax | ATGL: Adani Total Gas Limited | AEL: Adani Enterprises Limited | APSEZ: Adani Ports and Special Economic Zone Limited | AESL: Adani Energy Solutions Limited | APL: Adani Power Limited | AGEL: Adani Green Energy Limited | Growth represents the comparison with respective industry segment. Industry source: APSEZ (domestic cargo volume): <https://shipmin.gov.in/division/transport-research> | Renewable (operational capacity): [Installed Capacity Report - Central Electricity Authority \(cea.nic.in\)](https://www.cea.nic.in/) | AESL (ckms): [National Power Portal \(npp.gov.in\)](https://www.npp.gov.in/) | ATGL (GAs): [Brochure petroleum.cdr \(pnqrb.gov.in\)](https://www.pnqrb.gov.in/) | ckms: circuit kilometers | GA: Geographical Areas

Adani Portfolio: Repeatable, robust & proven transformative model of investment



Note 1 Adani Environmental Resource Management Services Ltd. (additional company is being proposed)

O&M: Operations & Maintenance | HVDC: High voltage direct current | PSU: Public Sector Undertaking (Public Banks in India) | GMTN: Global Medium-Term Notes | SLB: Sustainability Linked Bonds | AEML: Adani Electricity Mumbai Ltd. |

AIMSL : Adani Infra Mgt Services Pvt Ltd | IG: Investment Grade | LC: Letter of Credit | DII: Domestic Institutional Investors | COP26: 2021 United Nations Climate Change Conference | AGEL: Adani Green Energy Ltd. | NBFC: Non-Banking Financial Company |

AII: Adani Infra (India) Ltd.

02

About Adani Enterprises Limited

AEL: A successful incubator

Development

Attractive Incubation Record

Proven incubation success record

Year 2015 > APSEZ, APL & AESL

Year 2018 > AGEL & ATGL

Green Hydrogen Ecosystem

Integrated manufacturing for generating low-cost green hydrogen

Ingots, wafers, cells, modules, wind turbines & electrolysers

Business Model

B2B Model

ANIL Ecosystem, Data Center, Roads

B2C Model

Airports & Digital

Operations

Global Recognition

Rigorous Testing & Certification backed operations to meet global standards

e.g. Largest WTG of 5.2 MW received type certification from WINDGUARD

Technology backed operations

Consistent upgradation in technology for business efficiencies

e.g. TopCon technology in Modules, OMCCC in Roads.

Capacity Enhancement

Scaling size in Top Line & Asset Base

ANIL Ecosystem Module & Cell - 4 GW

ANIL Ecosystem Ingot & Wafer - 2 GW

ANIL Ecosystem WTG – 1.5 GW

Roads Project @ 5000+ L-Kms

Sustainable value creation

Value to shareholders

Significant value creation for shareholders

CAGR @ 31.7% over 30 Years

Market Cap @ USD 34.1 Bn[#]

Efficient Capital Management

Capital management plan

in line with underlying business philosophy

Net Debt / Equity ratio at 0.9x in 9M25

ESG Governance

Scored 63/ 100 in S&P/DJSI assessment

which is significantly higher than sector average score of 29/ 100

AGEL: Adani Green Energy Ltd; **AESL:** Adani Energy Solutions Ltd; **ATGL:** Adani Total Gas Ltd; **B2C:** Business to Consumer; **APSEZ:** Adani Ports and Special Economic Zone Ltd; **FMCG:** Fast-moving consumer goods; **ESG:** Environmental, Social, and Governance; **CAGR:** Compounded Annual Growth Rate; **WTG –** Wind Turbine Generator | **CRC:** Corporate Responsibility Committee | **FMCG:** Fast-moving consumer goods

OMCCC: Operations & Maintenance Command & Control Center

[#] Market Cap as on Dec 31, 2024

AEL: Journey So Far

INR 150
 In Nov 1994

INR 5,55,884
 In January 2025*

Achieves > 31% CAGR
 Versus
 Index^ @ 10%

Demergers driving shareholder value...

Year of listing / demerger

2018	Renewable Power	70% CAGR in market cap since listing
	City gas distribution	42% CAGR in market cap since listing
2015	Energy Solutions	42% CAGR in market cap since listing

Past Incubation Success Stories: Creating Decacorns

Company	Overview	Market Cap (USD bn) ¹
	Ranked as 'Largest Solar Power Developer in the World' by Mercom Capital in August 2020	18.2
	India's largest private energy solution company	10.4
	Largest private CGD business with presence across 52 GAs touching 15% of population	8.2
	Largest transport utility in India with 27% market share	27.4
	One of the largest power companies in India	22.8

* Calculated based on prices as 31st January, 2025 | ^ - Index is BSE index | bn: billion. 1. Market Cap as on 31st January 2025 USD/INR – 86.6414
 CGD: City Gas Distribution | GAs: Geographical Areas

AEL: Portfolio of businesses with long term growth potential



A multi-decade story of high growth centered around infrastructure & utility core

1. **Food FMCG business** – [Adani Wilmar Limited] > AEL to exit Adani Wilmar JV, diluted 13.50% through Offer For Sale (13thJan'24), residual stake dilution is pursuant to agreement between Adani & Wilmar Group.
H₂: Hydrogen; **IRM**: Integrated Resources Management; **FMCG**: Fast-moving consumer goods; **PVC**: Poly Vinyl Chloride

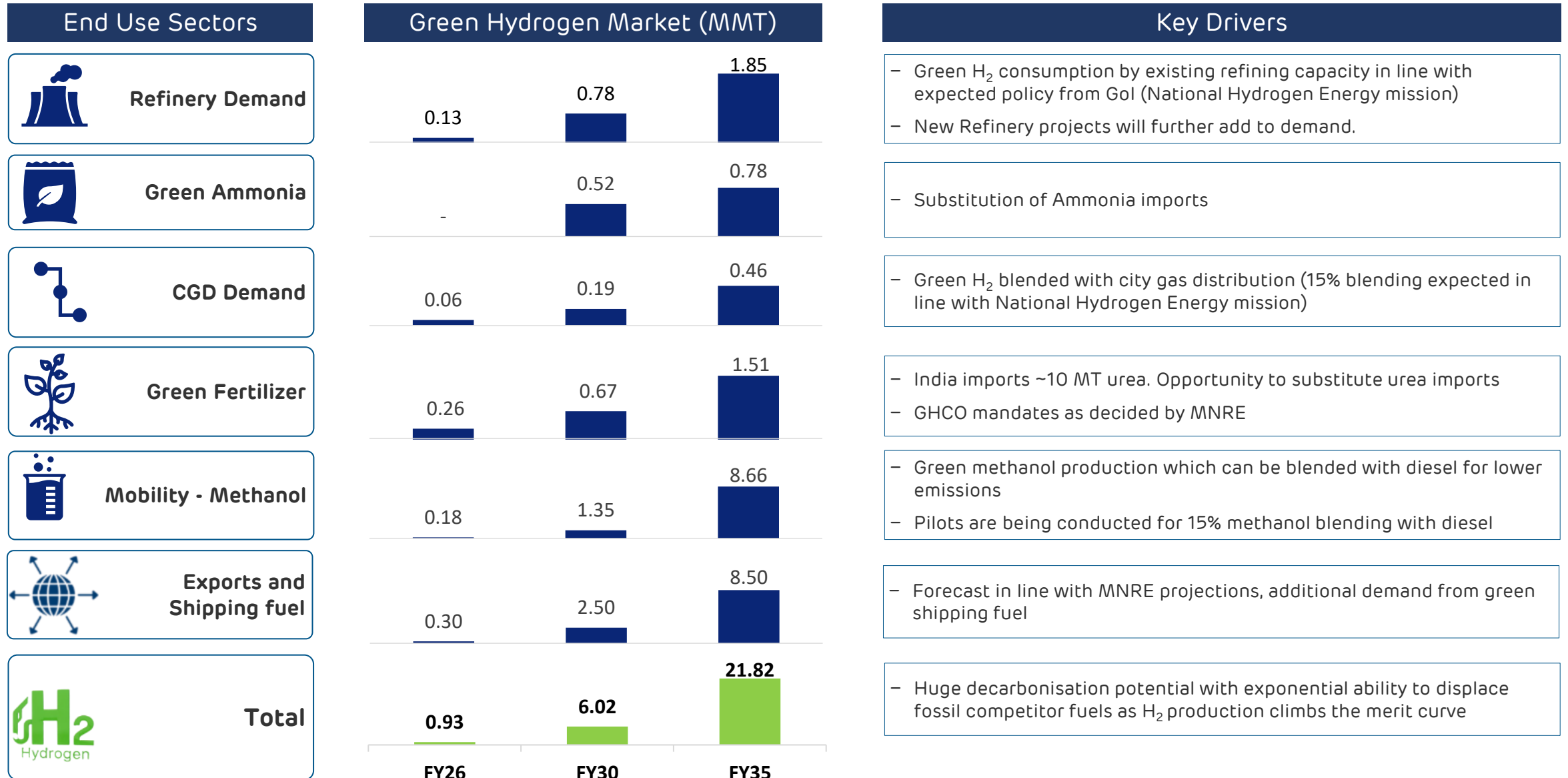
03

Adani New Industries Limited
(Green Hydrogen business of Adani Enterprises)

ANIL: Emulating Adani's Business Philosophy

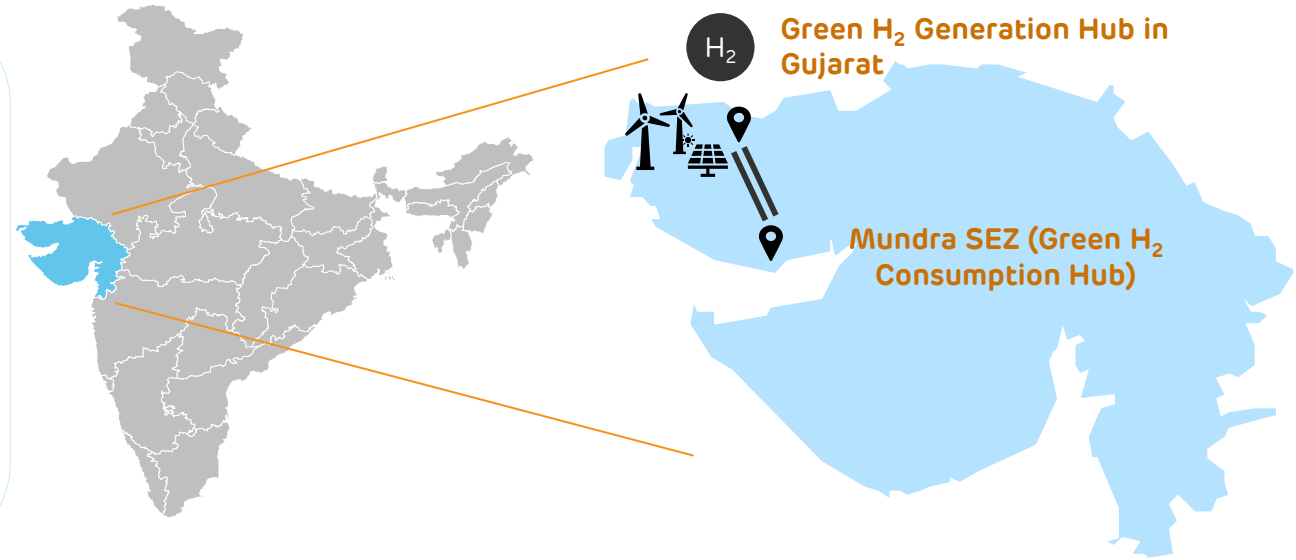


ANIL: Green Hydrogen – Massive potential to decarbonize industries



ANIL: Renewable + Green Hydrogen Generation

- 70% of the total cost to produce hydrogen is power cost
- Low-cost renewable power key for green hydrogen generation
- RE generation site in Gujarat with potential of ~20 GW with high wind and solar resource
- Electrolyser to be sourced from manufacturing facility at Mundra SEZ
- Green H₂ generation plant to be located near the renewable cluster



Supply Chain Products Manufacturing

- Manufacture key components and materials for RE projects

Solar – Polysilicon

Solar – Ingot, wafer, cell, modules

WTG

Electrolysers

Ancillary: Tracker, Glass etc.



Green Hydrogen Generation

Integrated RE and H₂ Electrolyser Projects

- Renewable Power generation to power H₂ electrolyser
- Part of H₂ will go into downstream products
- Integrated project connecting to Mundra with a H₂ pipeline



Downstream Products

- Large scale downstream anchor projects at Mundra SEZ
- Focus on Ammonia and Urea

ANIL: Designed to win in the Green Hydrogen market

What it takes to win

1

Competitive cost Green Electron



- Input power cost accounts for ~70% of cost of Green Hydrogen
- Economies of scale and large resources to facilitate lowest cost electron
- Expertise in RE through AGEL

2

End-to-end supply chain and resource control



- Execution Risk mitigation by full integration of supply chain
- Tighter control on capex and resources

3

Integrated Green H₂ ecosystem



- Integrated development across the value chain – pipelines/transport options, storage facilities, port facilities and terminals



How we are delivering it

Large scale with high quality resources

- Investment of **USD 50 bn** in Green H₂ ecosystem
- Secured land for RE production

Mine to module manufacturing ecosystem

- All key components of Green H₂ projects within ANIL – Solar, wind, Electrolysers

Leveraging Adani ecosystem – RE, Transmission, Ports, Logistics, Gas, Co-Firing

- Green H₂ and derivatives hub at Mundra, Gujarat
- Integration into Global supply chain for Hydrogen and derivatives

GH₂ Value



Pricing

Opex 7%

Dep 23%

RE 70%

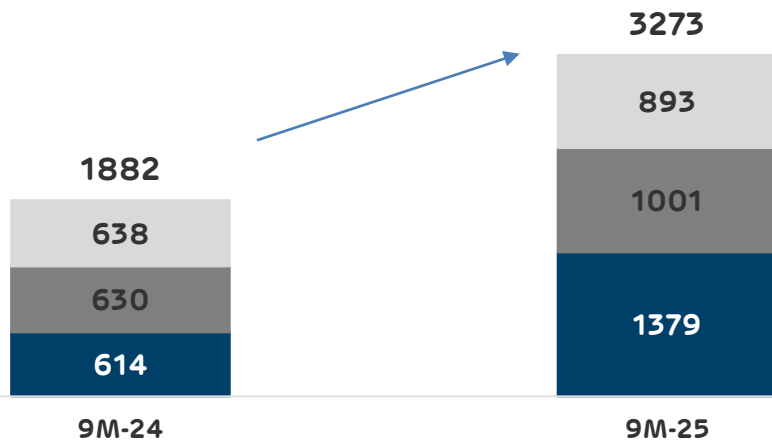
Deliver the lowest cost green molecule to transform India's energy landscape

ANIL: Operational Update : Solar Manufacturing

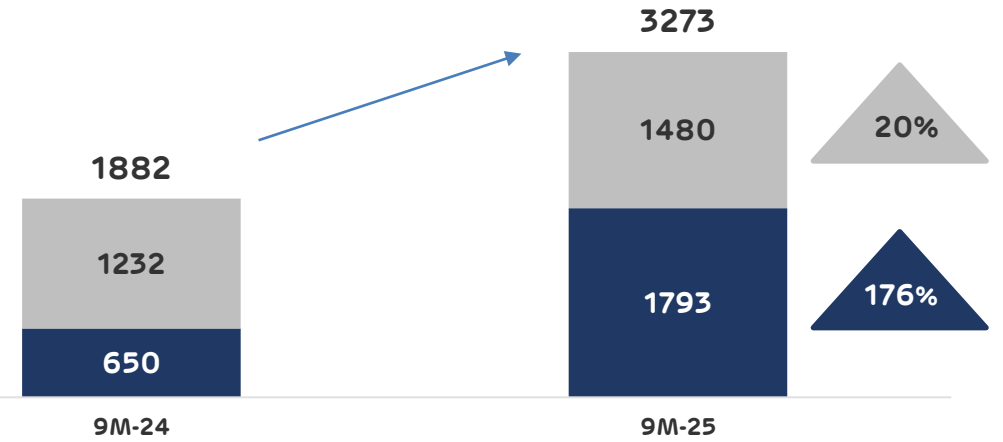
Integrated Manufacturing Solar	Plant	Capacity	Status
	Cell & Module (TopCon)	2.0 GW	<ul style="list-style-type: none"> Module & Cell line operational
	Cell & Module (MonoPerc)	2.0 GW	<ul style="list-style-type: none"> Module & Cell line operational
	Ingot & Wafer	2.0 GW	<ul style="list-style-type: none"> Operational

Module sales volume increased by 74%

Quarterly sales (in MW)



Geographical sales (in MW)



ANIL: Operational Update : WTG

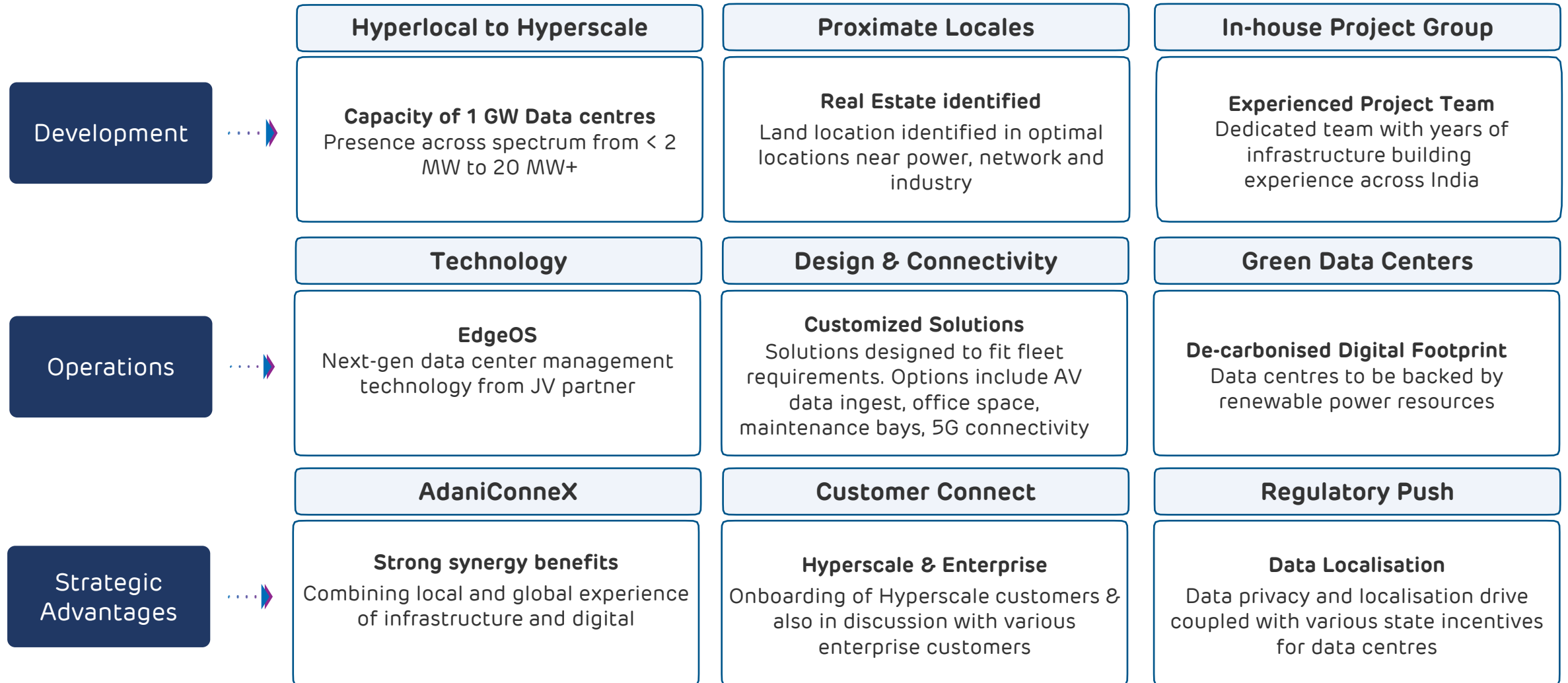
<h2>Integrated Manufacturing Wind</h2>	<h3>Capacity</h3> <p>1.5 GW</p>	<h3>Description</h3> <ul style="list-style-type: none"> ISO 9001:2015 (Nacelle Plant) certification IECRE-IEC (for global WTG supply) 						
	<h3>India's largest capacity WTG 5.2 MW</h3>	<ul style="list-style-type: none"> Cumulative Order book at 254 sets 104 sets supplied during 9M-25 						
<p>WTG sets supply</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Supply</th> </tr> </thead> <tbody> <tr> <td>Q3-24</td> <td>7</td> </tr> <tr> <td>Q3-25</td> <td>48</td> </tr> </tbody> </table> <p>5.9x1</p>	Quarter	Supply	Q3-24	7	Q3-25	48	<h3>WTG 3.0 MW & WTG 3.3 MW</h3>	<ul style="list-style-type: none"> RLMM Listing done for 3.3 MW WTG model
Quarter	Supply							
Q3-24	7							
Q3-25	48							
<ul style="list-style-type: none"> 👉 Technology Design & Development Center office is formally registered at Rostock, Germany and fully operational now 👉 Won the prestigious Platinum Award in the category of "Occupational Health and Safety" in "Golden Bird National Award -2024" competition 								

04

AdaniConneX

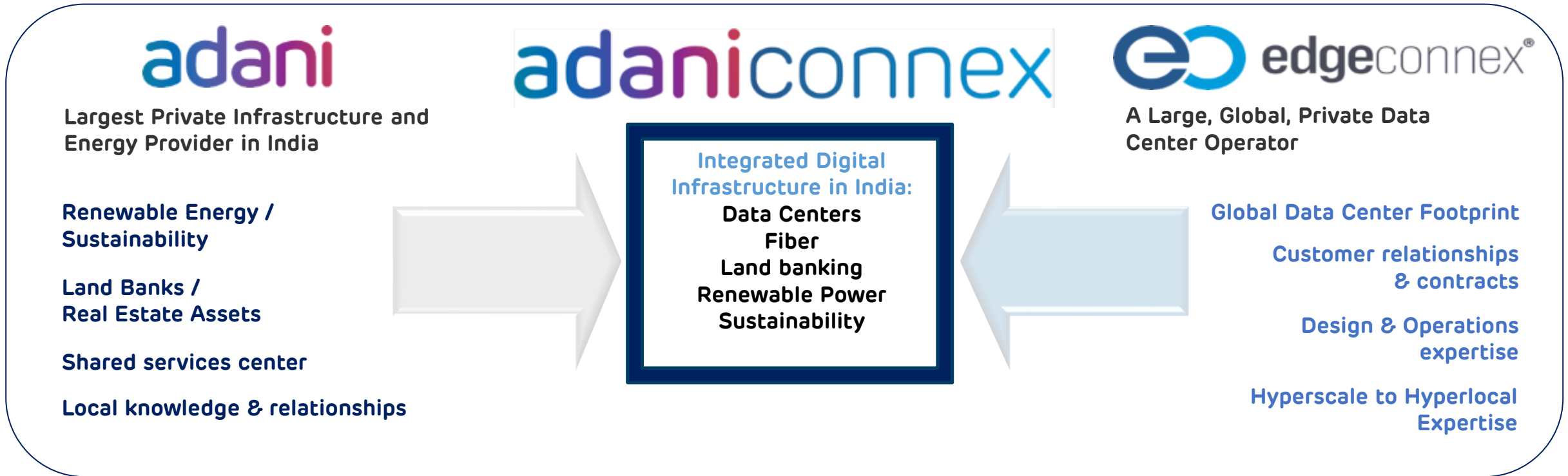
(Data Centre – 50:50 JV of Adani & Edge Connex)

AdaniConneX: Emulating Adani's Business Philosophy



AdaniConneX: JV Philosophy

Combining the assets and expertise of two of the world's leading infrastructure providers to deliver new digital infrastructure solutions and premium technology services to the Indian market



Key Rationale for Partnership with EdgeConnex

70+ Data Centers
Core to Edge footprint of hyper local to hyperscale facilities

EdgeOs - DCM
EdgeOS, next-gen DCIM, remotely manage & operate global data center platform

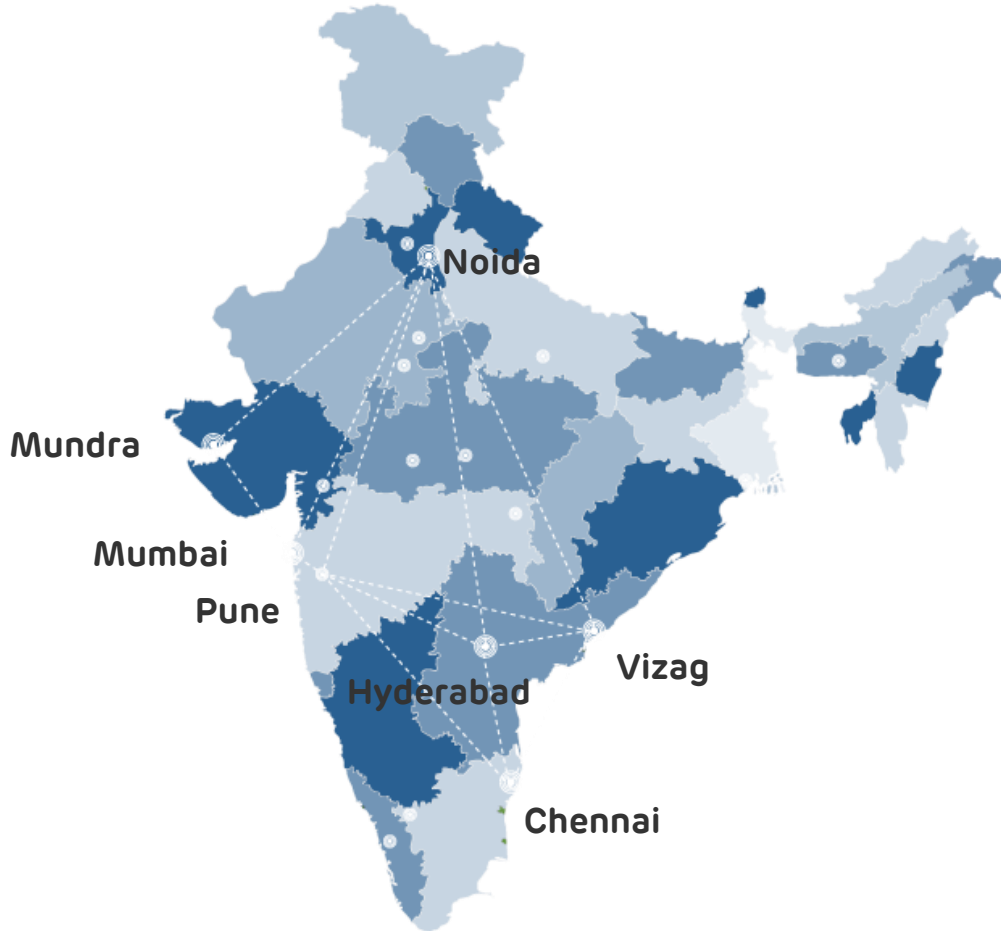
50+ Markets
Unique markets worldwide spread across ~20 Countries

500+ MW
Capacity deployed and/or in development worldwide

Customer Profile
80%+ of revenue is from investment grade customers

AdaniConneX: Data Center Markets

Empowering Digital India with a Platform of Data Center Solutions with Strong Partnership



Status	
Chennai <ul style="list-style-type: none"> Phase I 17 MW Operational 	33 MW
Noida <ul style="list-style-type: none"> Completion ~99% > 50 MW Core & Shell + 10 MW MEP Preconstruction activities started > 40 MW MEP 	50 MW
Hyderabad <ul style="list-style-type: none"> Phase I of 9.6 MW operational Completion ~19% > Phase II of 9.6 MW 	48 MW
Pune <ul style="list-style-type: none"> Pune I - Completion ~59% > Phase I of 9.6 MW Pune II - Completion ~73% > Phase I of 9.6 MW 	96 MW
Navi Mumbai <ul style="list-style-type: none"> Power infrastructure and Pre-Construction works in process 	
Other Updates <ul style="list-style-type: none"> Order Book 210+ MW Chennai Data Center uptime 100% 	

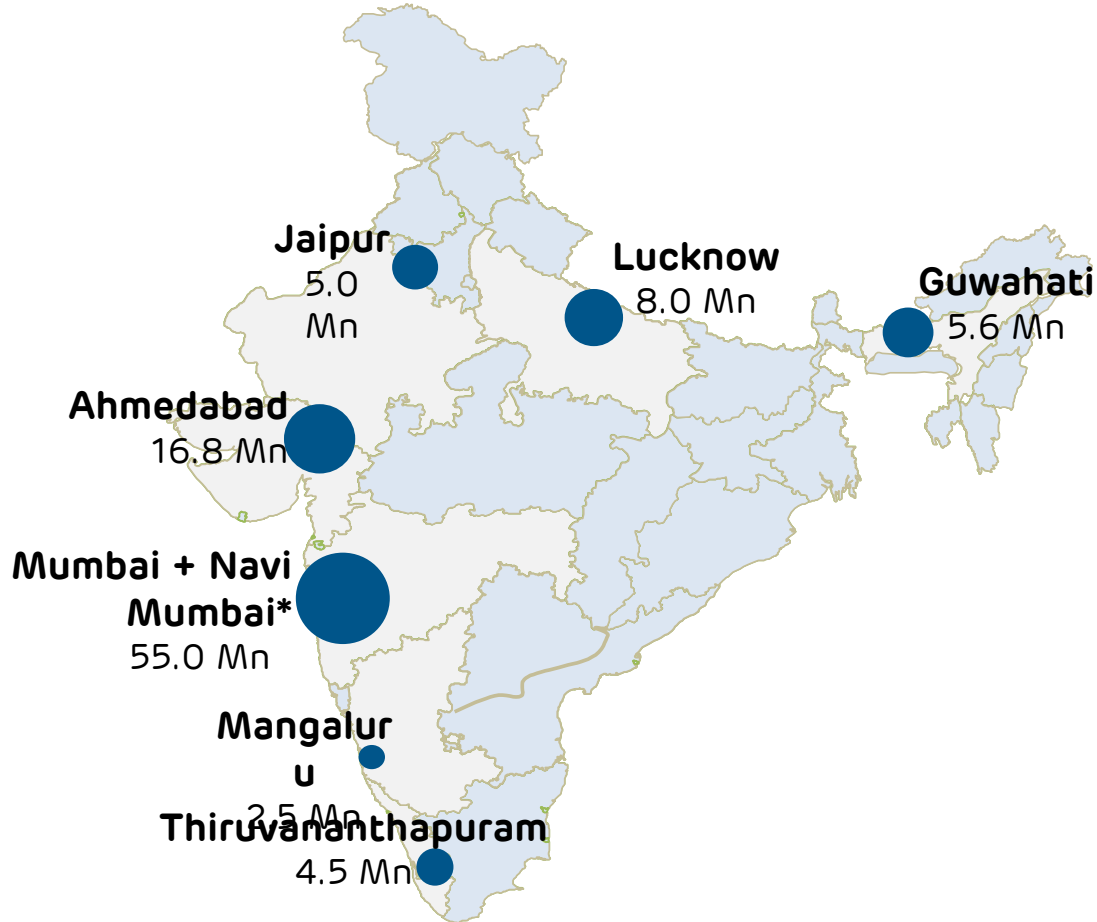
Goal is to have a 1GW Data Center Platform by 2030 that empowers Digital India

05

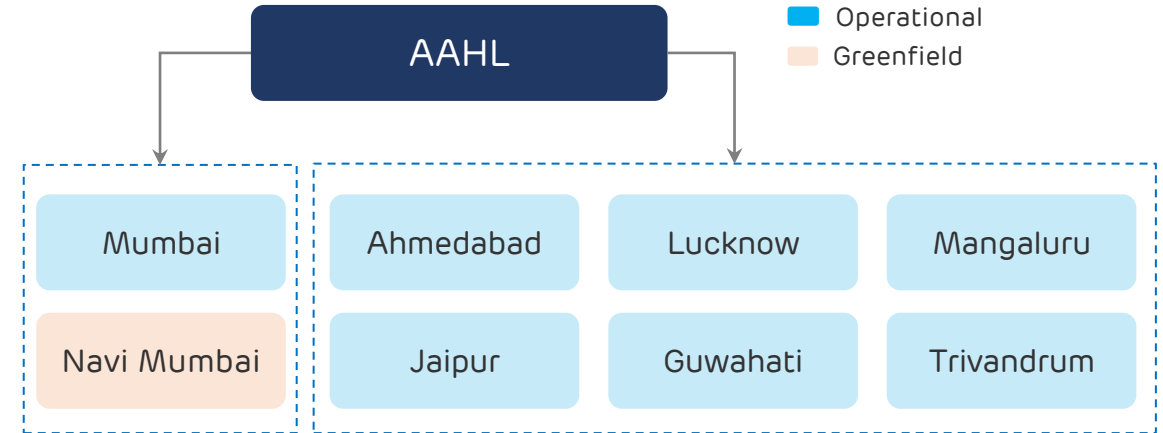
Adani Airport Holdings Limited
(Transport & logistics business of Adani Enterprises)

AAHL: Integrated Airport Network

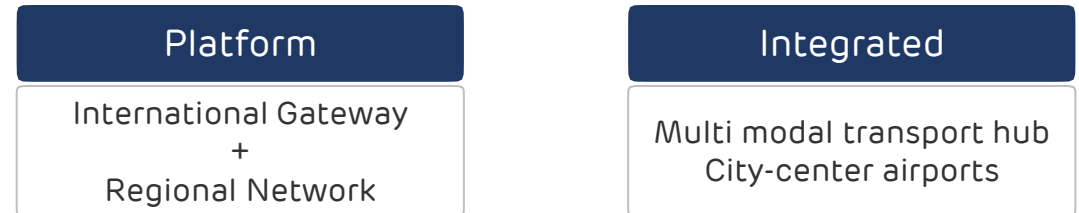
**Portfolio of 8 Airports
Serving ~ 23% of total passenger base**



Integrated Airport Network



Network Effect



Mumbai Airport – 2nd largest airport in India

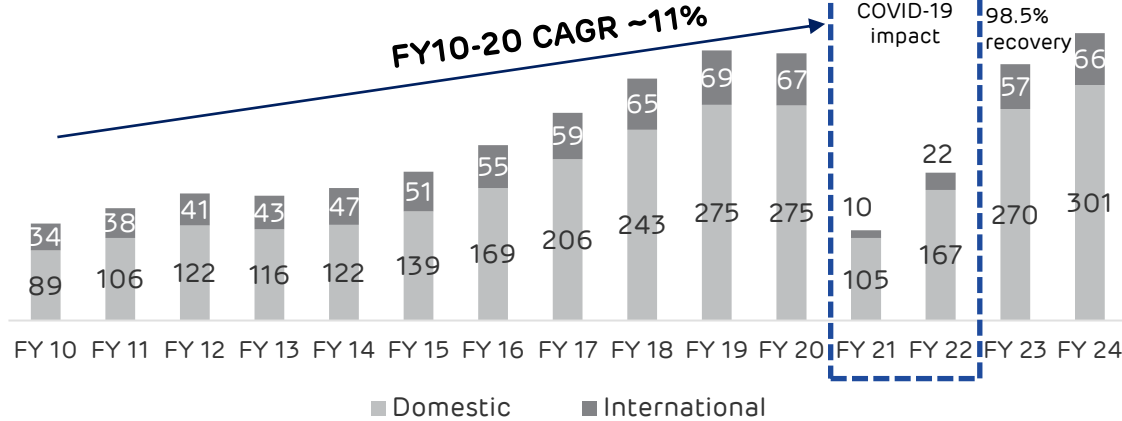
Network Diversity – 161 unique destinations

**Network Synergies + Scale (owns India's 2nd largest airport) + underlying business structure conducive for future additions
→ One of the largest airport network**

AAHL: Indian aviation market – Strong growth indicators

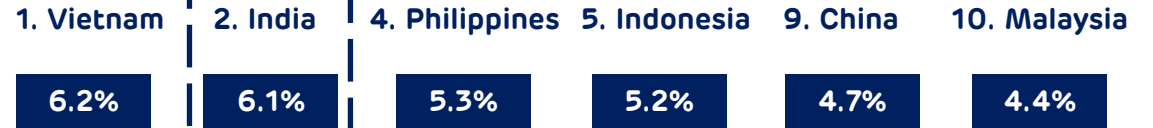
India – Fastest growing aviation market over the last decade...

Passengers in millions



...with strong indicators of future growth

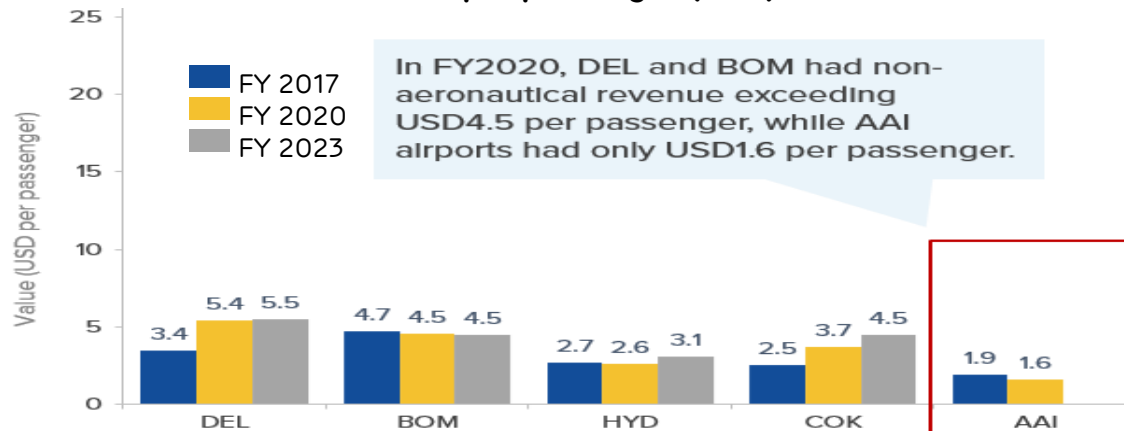
CAGR (2018-40) – Top 10 fastest growing Asia Pacific aviation markets by passenger



- India remains **one of the least penetrated aviation market** in the world
- **Asia Pacific** is poised to be the top contributor **~37.3%** of the world wide traffic growth
- **India** is estimated to grow at the **second highest CAGR of 6.1%** during 2018-40

Private airports have successfully augmented non-aero revenues demonstrating strong monetisation potential

Non-aeronautical revenues per passenger (USD)



Key Growth Drivers for Aviation sector in India

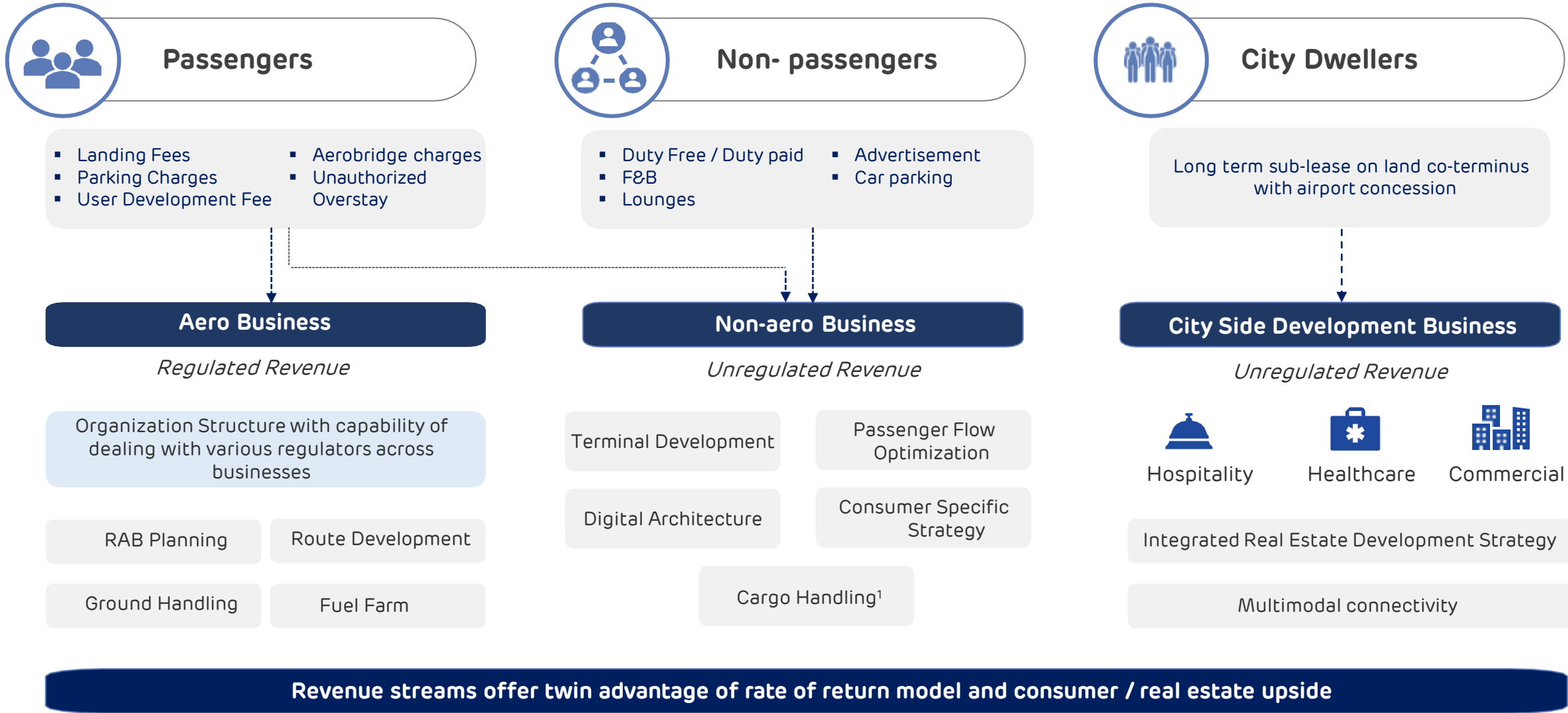
- Privatization**
 - 25 AAI airports have been earmarked for privatisation by government over next 3 years
 - **13 Airports expected to be privatized before 2025**
 - **Divestment** of AAI residual stake in PPP airports
- Government thrust on air connectivity**
 - **UDAN scheme** driving traffic in **underserved locations**
 - Traffic growth at non-metro airports consistently **outpacing national average**
- Airspace Management**
 - India to rationalize use of **airspace to cut short flying time**
 - **Rationalization of** airspace restrictions between civil and defense use

Source: As per CAPA India Research and Analysis 2023 report, Airport Council International

DEL : Indira Gandhi International Airport, BOM :Chhatrapati Shivaji Maharaj International Airport, HYD : Rajiv Gandhi International Airport, COK: Cochin International Airport, AAI : Airports under AAI Management

UDAN – Ude Desh ka Aam Naagrik, PPP – Public Private Partnership, CAGR –Compound Annual Growth Rate

AAHL: Diversified Revenue Streams



1. Cargo Handling classified as Non-aero business for Mumbai, however it is classified as Aero-business for Ahmedabad, Lucknow, Guwahati, Mangaluru, Trivandrum and Jaipur as per Concession Agreement

AAHL: Aero Strategy

Focused on route development and stakeholder management to sweat airport assets to the fullest

Capacity Creation

- Focus on **smart planning** of airside and terminals
- Efficient and sustainable **design**
- Leveraging group's **execution excellence** to complete projects on time & on budget

Asset Utilization

- **Tech enabled operations**
- Stakeholder management
- **Premiumization** of route mix
- Leveraging platform **network strength**

Customer Experience

- Creating **transparency** for customers
- **Tech enabled maintenance** to ensure maximum uptime
- Sharp focus on ensuring **highest operating metrics**

1 Long term economic alignment with all stakeholders

2 Ensuring regulatory rate of return on assets created

3 Generating brand value by efficient planning and operations

4 Driving higher non-aero revenue growth by sweating capacity

Safety

Security

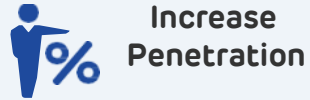
Sustainability

Yield Planning

Capex planning to work cohesively with tariff rate strategy to ensure sustainable long-term tariffs

AAHL: Non - Aero Strategy

AAHL non aero strategy designed to increase footfalls and provide high quality services through strategic partnerships with reputed third



Increase Penetration

- Develop new channels for sales (airport e-commerce)
- Anticipating consumer wants
- Reduce anxiety across consumer journey



Increase area for monetization

- Focus on increasing area for monetization both within & outside terminal
- Terminal Extension to increase commercial footprint



Widen consumer base

- Develop options for non- passenger sales
- Create hub to extend to individuals and enterprises
- Channels to rethink customer from cloud to kerb
- Expand beyond the airport



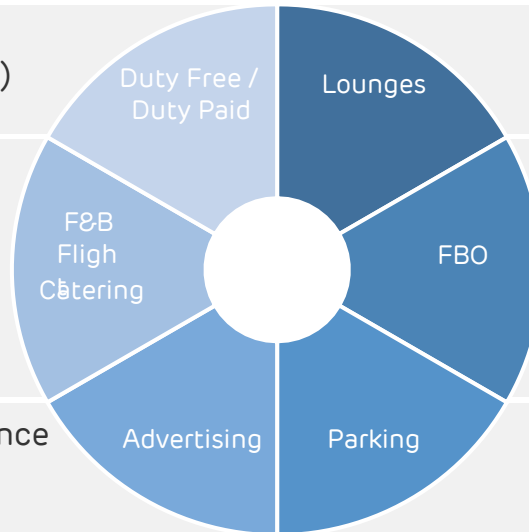
Increase average transaction value

- Engage with consumer at every touchpoint
- Introduce exclusive brands to deliver high value
- Leverage digital and data to upsell/ cross sell

- Walk-through **stores**, product offering & placement
- **Strong JV Partner** with technical knowledge (Flamingo)
- **Sourcing synergies** for improving margins

- Introduction of **concepts around localized flavors**
- **Network synergies** to introduce premium brands
- **Cloud kitchen** for optimal usage of space/services

- Dynamic & **experiential concepts** for immersive experience
- Creative ideation to introduce **product placement**
- Economies of scale due to operations across 8 airports



- Facelift of **Lounge infrastructure**
- **Integration digital platform** to enable lounge shopping

- **Collaboration with partners** for customized offerings to **high end consumers**
- **Specialized concepts** for F&B and retail catering to HNIs

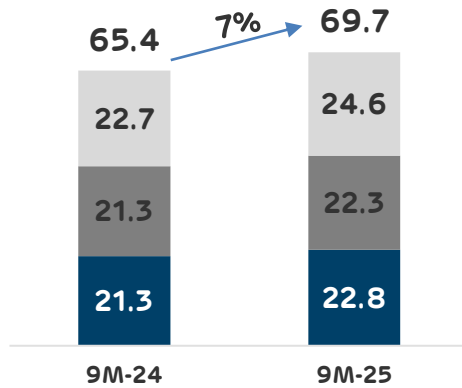
- **Dynamic pricing** to maximize slot utilization
- **Automated solutions** for operational efficiency
- Complete digital solution for easy access and usage

F&B: Food and Beverages, FBO: Fixed Base Operator; JV: Joint Venture; HNI: High Network Individual

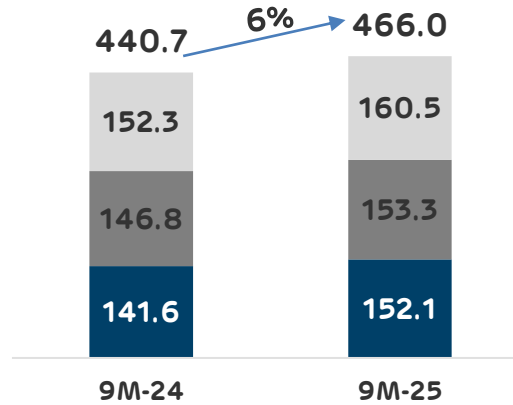
AAHL: Operational Updates

Volume Updates

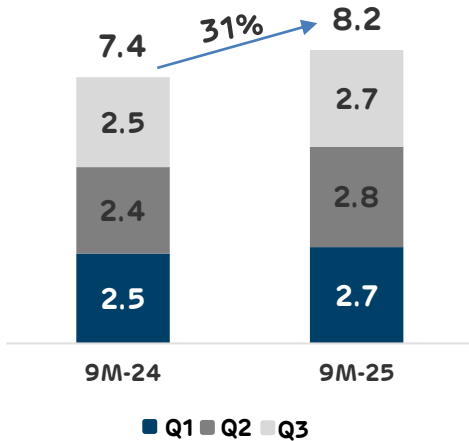
Pax (Mn)



ATM ('000)



Cargo (L-MT)



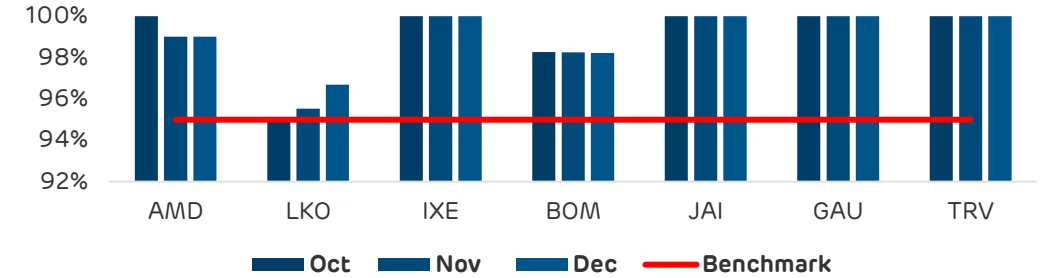
👉 14 New Routes

👉 4 New Airlines

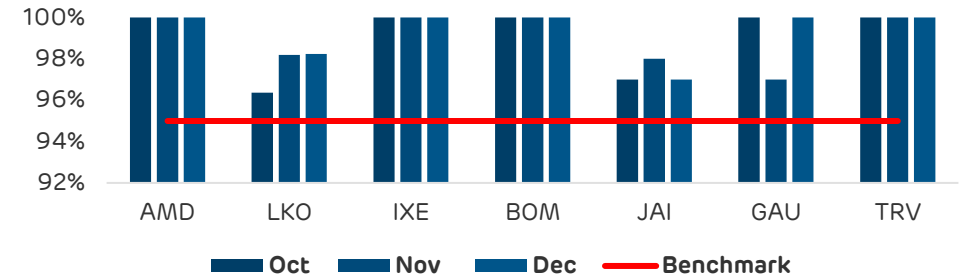
👉 9 New Flights

Operational Efficiency

Immigrations



Check In

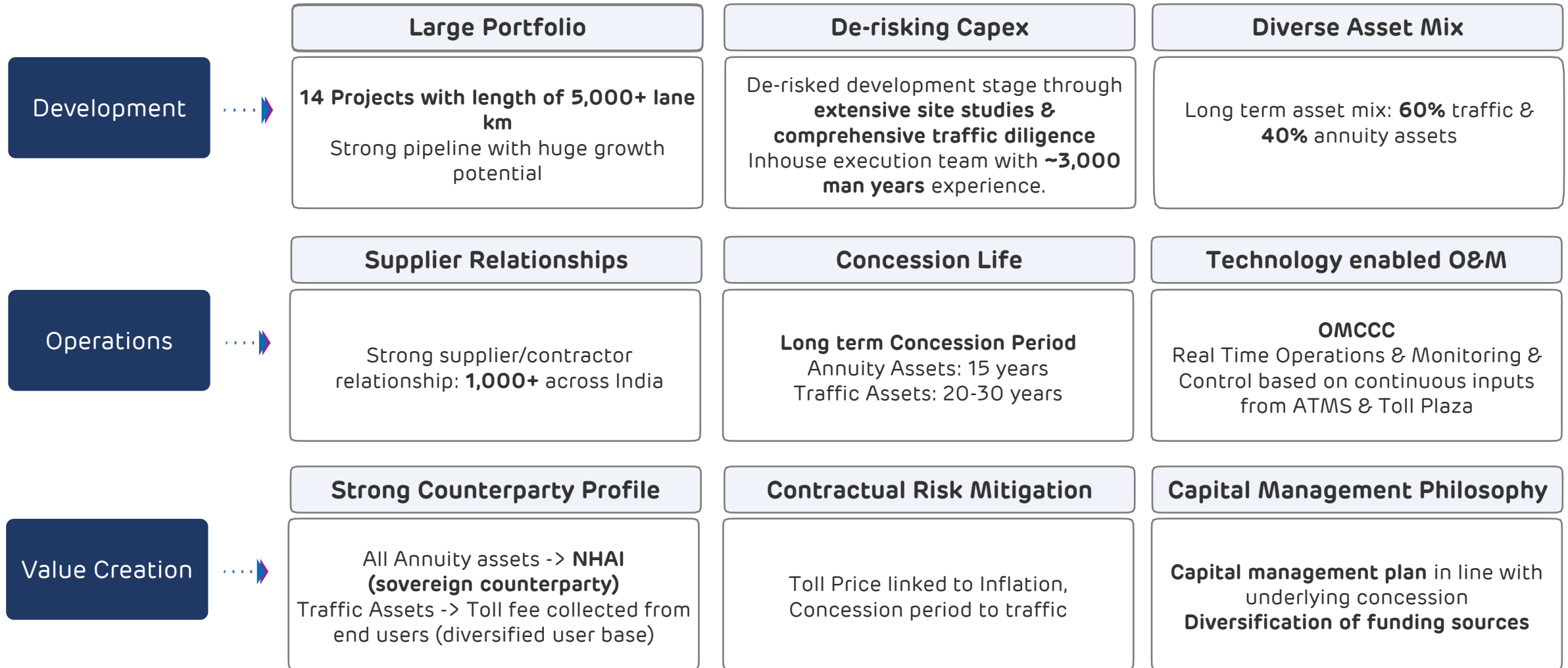


Particular	KPI Benchmark as per Guidelines
Immigrations	95% of peak pax wait less than 10 minutes- Arrivals/Dep
Check In	95% of peak pax < 5 mins

06

Adani Road Transport Limited
(Transport & logistics business of Adani Enterprises)

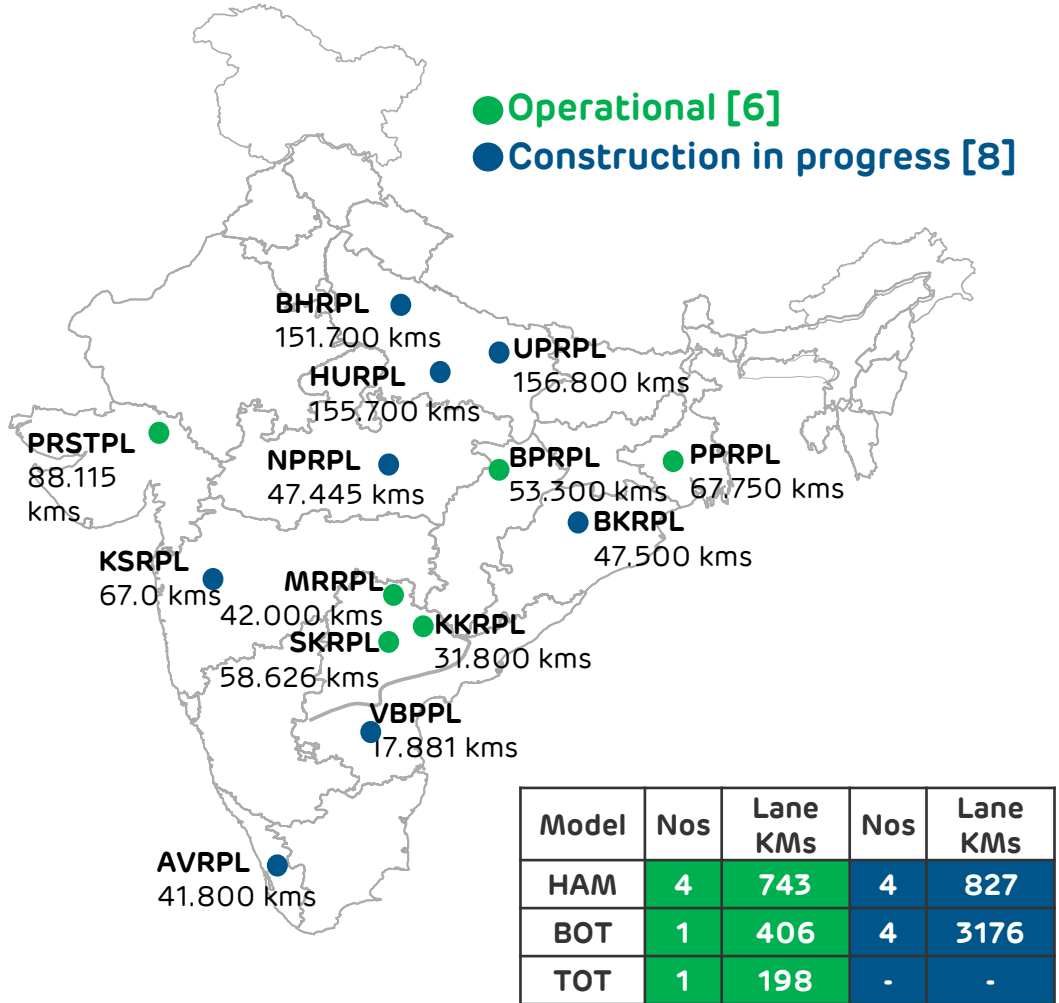
ARTL: Emulating Adani's Business Philosophy



NHAI: National Highways Authority of India, O&M: Operations & Maintenance, km: kilo meter; OMCCC: Operations & Maintenance Command & Control Center; ATMS: Advance Traffic Management System

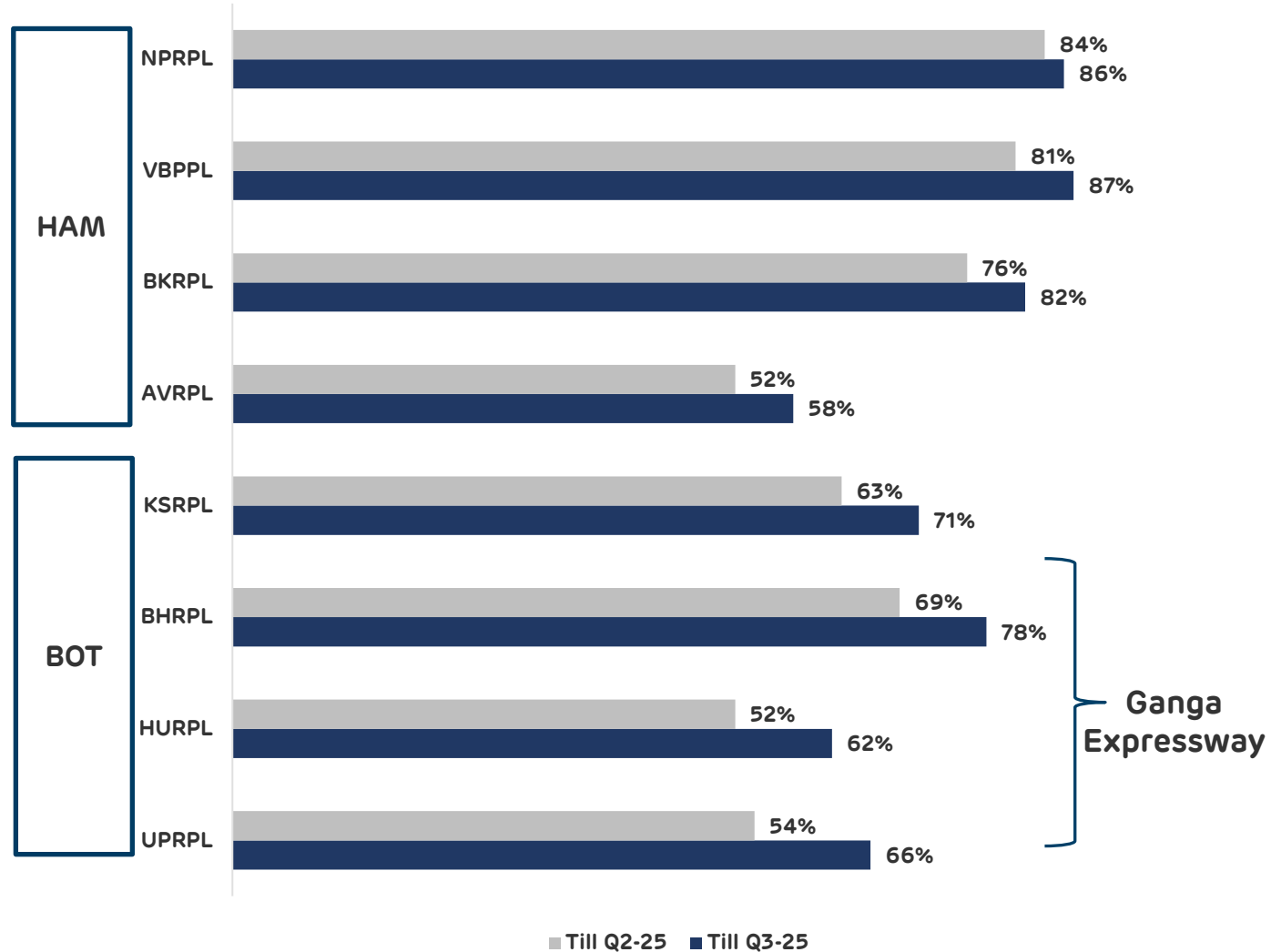
ARTL: Project Status

Portfolio of 14 projects



Model	Nos	Lane KMs	Nos	Lane KMs
HAM	4	743	4	827
BOT	1	406	4	3176
TOT	1	198	-	-

Project Completion Status



BPRPL – Bilaspur Pathrapali Road Pvt Ltd | **MRRPL** – Mancherial Repallewada Road Pvt Ltd | **SKRPL** – Suryapet Khammam Road Pvt Ltd | **VBPPL** – Vijayawada Bypass Project Pvt Ltd | **NPRPL** – Nanasa Pidgaon Road Pvt Ltd | **BKRPL** – Badakumari Karki Road Pvt Ltd | **KKRPL** – Kodad Khammam Road Pvt Ltd | **AVRPL** – Azhiyur Vengalam Road Pvt Ltd | **PRSTPL** – PRS Tolls Pvt Ltd | **PPRPL** – Panagarh Palsit Road Pvt Ltd | **BHRPL** – Budaon Hardoi Road Pvt Ltd | **HURPL** – Hardoi Unnao Road Pvt Ltd | **UPRPL** – Unnao Prayagraj Roads Pvt Ltd | **KSRPL** – Kagal Satara Road Pvt Ltd

07

Adani Wilmar Limited

(FMCG business - 50:50 JV of Adani & Wilmar)

Adani Wilmar Ltd: Overview

One of the largest Food FMCG company in India



Over 2 decades of trust
Food & FMCG player offering kitchen essentials across India



INR 51,262 Crores
Consolidated Operating Revenue in FY24



No. #1 Edible Oil brand
No. #2 wheat flour brand
No. #3 Basmati brand



121 Million Household



2.1 Million Retail Reach

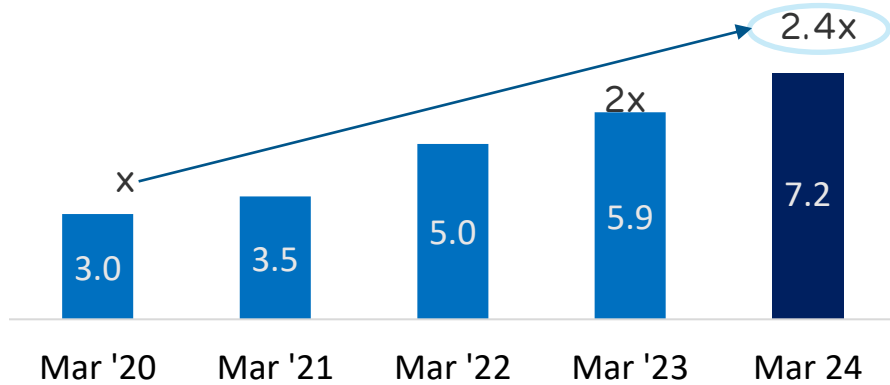


50+ Manufacturing units*

*including leased units

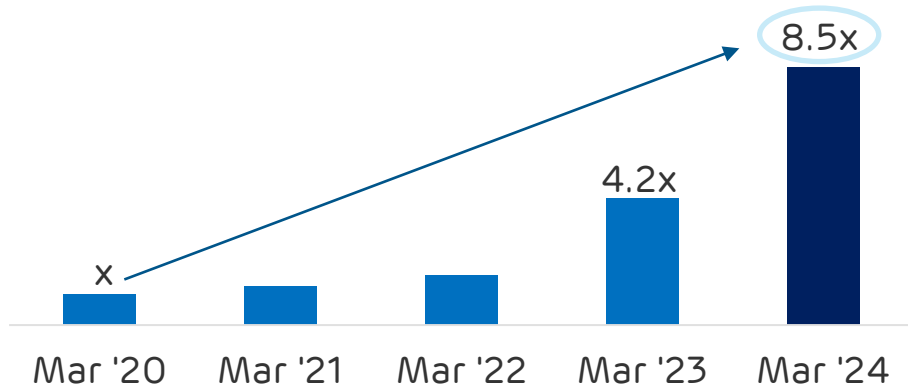
Adani Wilmar Ltd: Robust Distribution Network

Direct Reach: Outlets (in Lacs)



➤ **Direct Reach:** Direct reach increased by 130,000+ in FY'24

Rural Town Coverage



➤ **Rural Town Coverage:** 17,000+ rural towns added in FY'24



Distributors*

10,000+



Depots

96 Depots



Retail Reach

2.1 Million Outlets



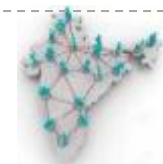
Direct Reach: Outlets

0.72 Million Outlets



Household reach

121+ Million HH



Town Coverage in below 1 Lac Population

~30,600+ Towns

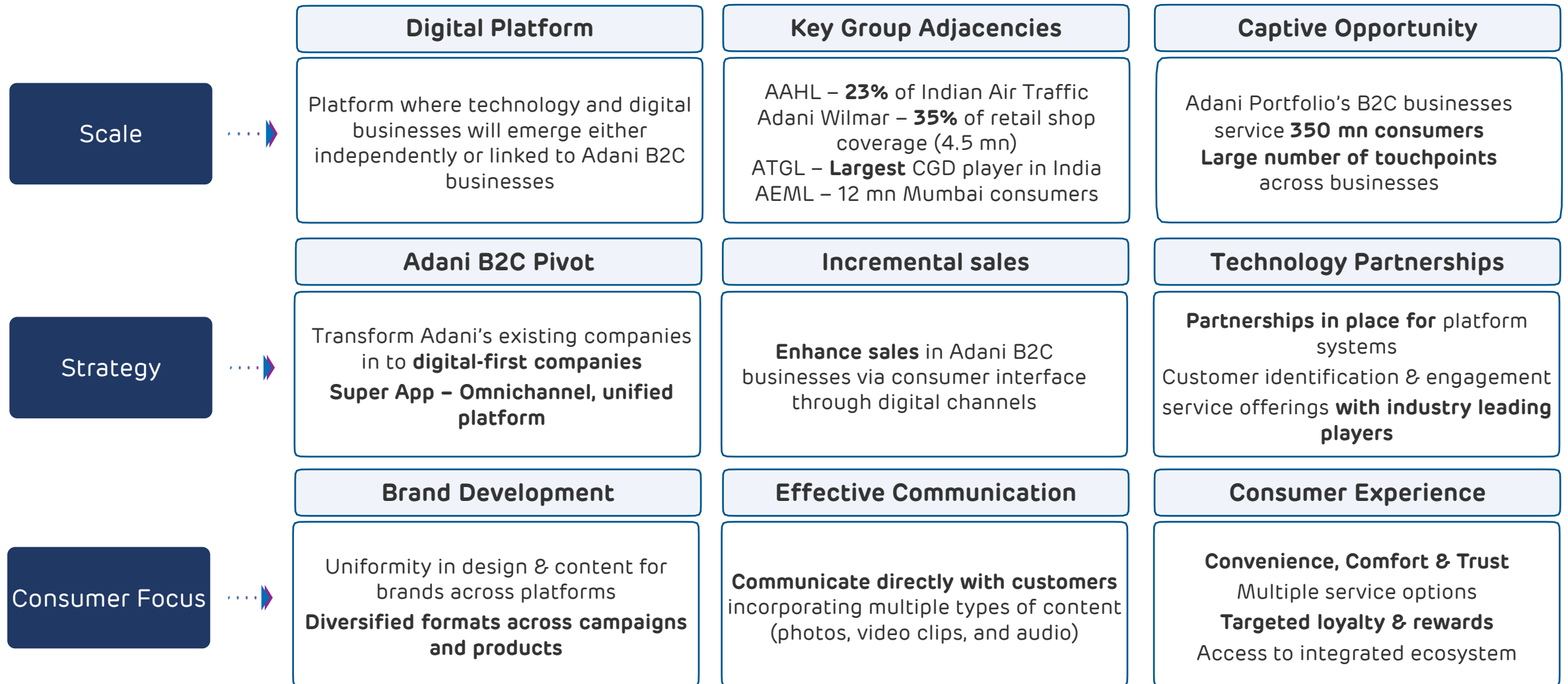
Pan-India play: Wide distribution and strong brand equity across India

**Distributors including sub-dealer

08

Adani Digital Labs

Adani Digital Labs: Digital Incubator within Adani Enterprises



Adani Digital Labs: Overview

Adani Super App – Integrated Digital Platform to access Adani & partner services



Key business focus areas

Adani Super App	Integrated digital platform to access Adani & partner services
Travel – first theme	<ul style="list-style-type: none"> – Airport and OTA services (B2C) – Corporate travel solution – Travel One – B2B airport services aggregator platform – Loyalty and Co-branded credit card programs
Consumer Data Lake	<ul style="list-style-type: none"> – Building consumer data segmentation – Driving opportunities to monetize the available data segmentation

Key Highlights

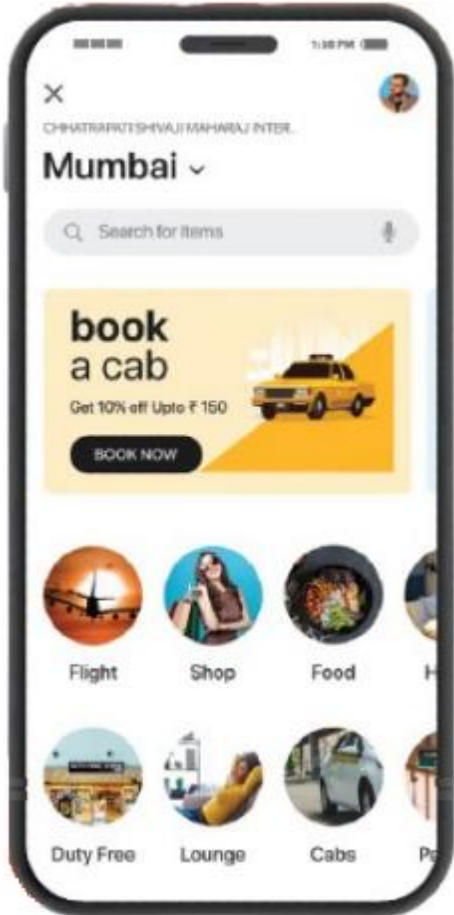
Customer acquisition	<ul style="list-style-type: none"> – Adani’s B2C business expected to cover 450-500 mn consumers by 2026 – 350–400 mn user additions on Adani Super App over next 5 years with focus on profitable unit economics
Strategic partnerships	– Strategic business partnerships for key platform components (mobile apps, chat bots, APIs, etc.)
Adani B2B businesses	– Re-utilization of Digital Platform for Adani B2B businesses

Key Partners

<p>Flights / Hotels / Buses</p> <p>Book, Modify, Cancel flight reservations Ancillary and Add-ons, Hotels Enablements Check-in, bus bookings</p>	<p>Train bookings</p> <p>100% subsidiary of Adani Digital Labs Strengthening sectoral presence</p>
---	---

Adani Digital Labs: Adani Super App as one stop interface with consumers

Digital strategy aimed at achieving a truly seamless consumer experience



Platform system partners



Online Travel Agent Services

Range of OTA services including flights, hotels, buses, trains, packages etc.

F&B / Retail / Duty Free

Offer a complete online purchase experience adding new features like pre-book, collect at gate

Airport Services

Pre-book Airport services like Cabs, Parking, WiFi, Wheelchair, etc.

Others

Online Pranaam services booking
Paid WiFi services
Premium services for lounges

Data Monetization

Email, SMS, Push notifications and Affiliate partnerships

Targeted Sampling

Partner with brands to connect with consumers

B2B Aggregator Platform

Exposing airport services bookings through OTA, Airlines, Payment and Network service providers

Gas & Electricity

Bill Payment
Advertising of linked services and products

Co-Branded Credit Card

First Co-branded Card of the Adani Group

Loyalty

Promote repeat purchases

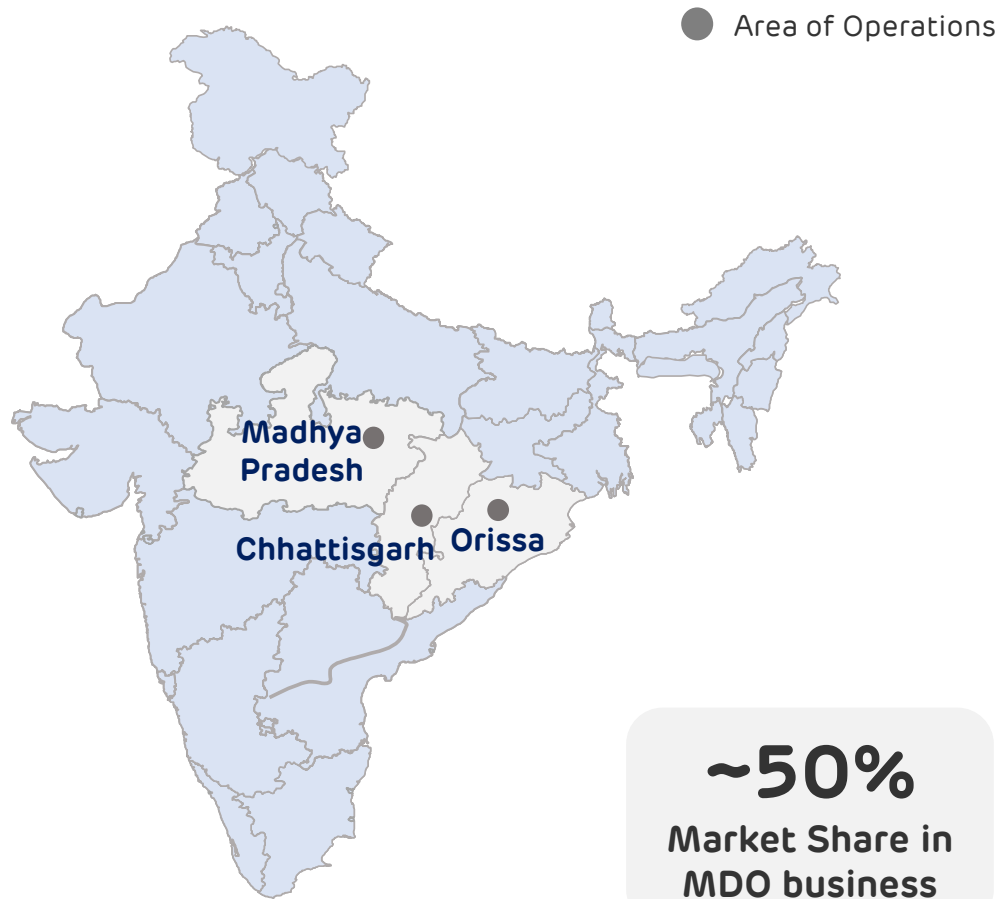
09

Primary Industry

(Materials, Metal & Mining business of Adani Enterprises)

Mining Services: Existing Portfolio

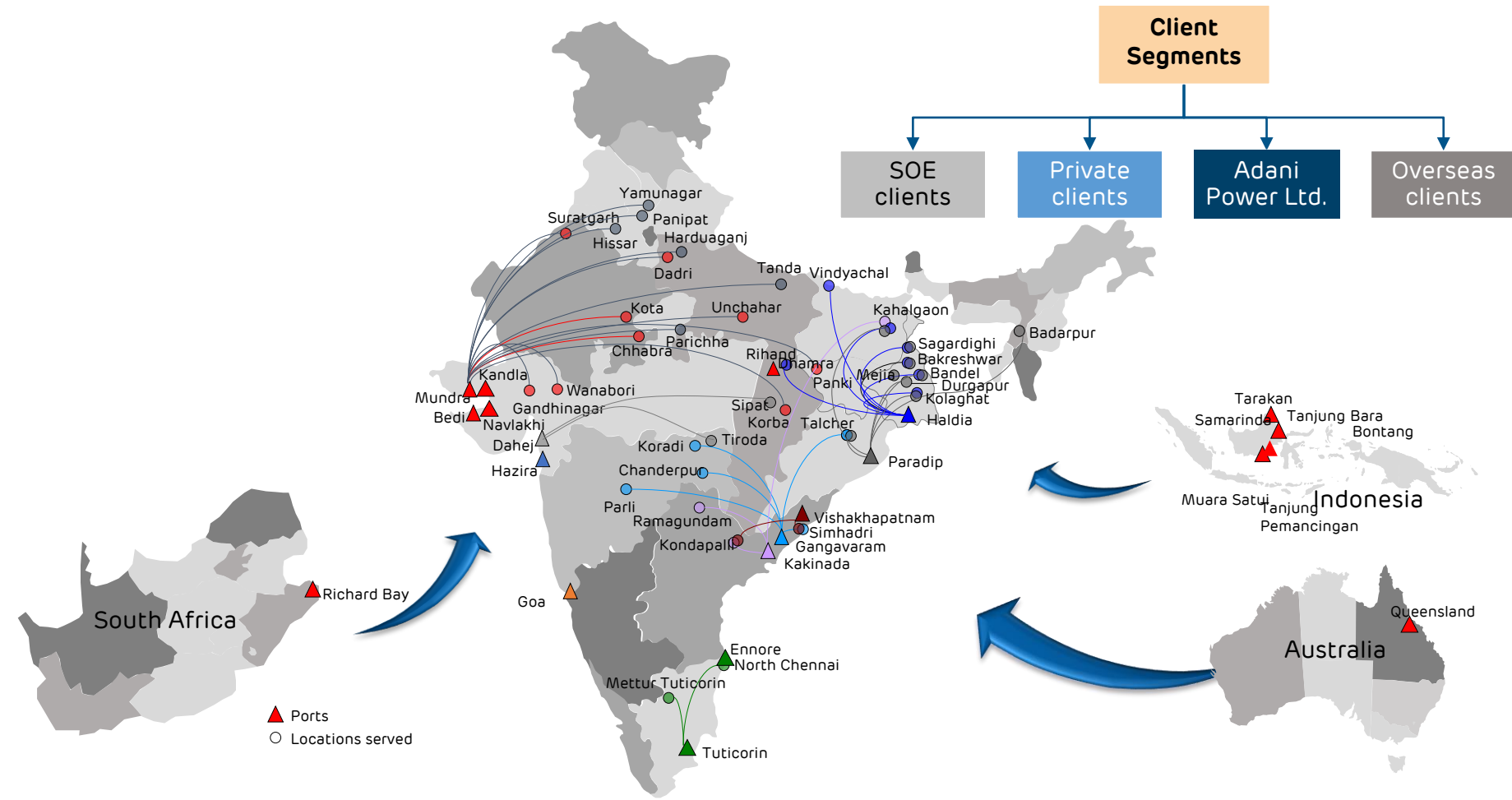
Point of Presence covers 70% of mineral belt



Mine Developer and Operator (MDO)

Status	Block Name	Peak Capacity (MMT)	Concession Tenure till
Operational Mines	Parsa East and Kanta Basan Coal Block	18.0	May 2042
	Talabira II & III Coal Block	20.0	Feb 2053
	Gare Palma – III Coal Block	5.0	Nov 2047
	Suliyari Coal Block	5.0	Oct 2044
	Kurmitar Iron Ore	6.0	Apr 2046
Under Development	Parsa Coal Block	5.0	Sep 2048
	Kente Extension Coal Block	9.0	Jun 2050
	Gare Palma Sector – II Coal Block	23.6	Mar 2055
	Pelma Coal Block	15.0	Mar 2045
	Dahegaon Coal Block	1.0	TBD
	Taldih Iron Ore	7.0	TBD

Integrated Resources Management (IRM): Global Footprint



- ### Highlights
- Integrated presence in complete supply chain provides sustainable competitive advantage
 - Majority sales done on cost plus basis
 - Risk mitigation: 100% of transactions are hedged
 - Matured regulatory environment
 - Largest IRM player in India

Team of 200+ with global operations run through 20+ India offices, 3 overseas offices

SOE: State Owned Enterprises; IRM: Integrated Resources Management

Primary Industries : Operational Performance

Mining Services

- **11 Mining service contracts**
- **4 operational** Coal mine service contracts
- **1 operational** Iron Ore mine service contract in **Odisha**

Mining Service Contracts	Dispatch volume in MMT			
	Q3-24	Q3-25	9M-24	9M-25
PEKB	0.0	3.0	4.2	8.1
GP III	1.0	1.1	2.7	3.0
Talabira II & III	3.6	5.6	8.2	11.5
Suliyari	1.8	1.5	3.3	4.4
Kurmitar	1.2	0.7	1.8	2.4
Total	7.6	11.8	20.2	29.3

IRM

Activity	UoM	9M-24	9M-25
IRM Volume	MMT	57.4	41.2

Activity	UoM	Q3-24	Q3-25
IRM Volume	MMT	20.8	12.1

Commercial Mining

Carmichael Mine, Australia

Peak capacity – 12 MMTPA

Activity	UoM	Q3-24	Q3-25	9M-24	9M-25
Coal Produced	MMT	2.9	3.3	8.4	9.9
Coal Shipped	MMT	3.0	3.2	8.1	9.8

Domestic Commercial Mines

- Total portfolio of **5** Commercial Mine contracts in **5 states** which are under development stage

AEL: Growth Profile of Incubating Businesses

Business	Current Scale	Growth	Overview
Green Hydrogen Ecosystem (Adani New Industries Ltd.)	<p>4.0 GW Solar Manufacturing Cell and Module line</p> <p>1.5 GW Wind Turbine Manufacturing capacity</p>	<p>1 MMTPA Integrated Green Hydrogen Value Chain</p>	<ul style="list-style-type: none"> – Deliver least cost green hydrogen through supply chain integration – Decarbonization of industrial and mobility through green hydrogen – Solar Mfg – Module sales at run rate of 1 GW per quarter – WTG Mfg – Offers Four WTG Models after listing of 3.3 MW WTG in RLMM
Data Center (AdaniConneX)	<p>210+ MW Order Book</p>	<p>1 GW (2030)</p>	<ul style="list-style-type: none"> – 50:50 JV with EdgeConnex to develop data centers in India – On course to achieve 300 MW tied up capacity with hyperscale and enterprise customers – Investment outlay of USD 6.5 bn over next 10 years
Airports (Adani Airports Holdings Ltd.)	<p>250 Mn consumers¹</p>	<p>400 Mn (2028)</p>	<ul style="list-style-type: none"> – Serving ~23% of total passenger base across seven operational airports – Greenfield Navi Mumbai Airport phase I set to go live by Q1-26
Roads (Adani Road Transport Ltd.)	<p>6 Operational Projects</p>	<p>14 Operational Projects (2026)</p>	<ul style="list-style-type: none"> – Long term yield assets with concession period of 15 - 20 years – Balanced portfolio of 5000+ lane-km with 60% traffic & 40% annuity assets – Order book of USD 4.2 bn for 14 projects
Digital (Adani Digital Labs Pvt Ltd)	<p>Target consumers across Adani B2C businesses</p>	<p>450-500 Mn Adani Super App users (2026)</p>	<ul style="list-style-type: none"> – Unified digital platform catering to consumers spanning across multiple B2C businesses within Adani Portfolio – Adani Super App : Integrated Digital Platform to access Adani & partner services

JV: Joint Venture; mn: million; B2C: Business to consumer; bn: billion; AEL: Adani Enterprises Limited | RLMM: Revised List of Models & Manufacturers;

1. Consumers including passengers and non-passengers

AEL: Growth Profile of Material, Metal & Mining

Mining Services



- Pioneer in mine development and operation space for more than a decade now
- A portfolio of 11 Mining Services contracts
- 5 operational mines, signifying available growth runway in these mines
- Delivery being made to mine owners as per schedule
- Maintained leadership with 50% market share in Mining Services business

Copper (Kutch Copper Ltd.)



- 500 KTPA plant capacity in Mundra SEZ with flexibility to expand to 1,000 KTPA
- Gold (25 TPA), Silver (250 TPA), Sulphuric Acid (1,500 KTPA), Phosphoric Acid (250 KTPA)
- Sustainable solution-based project design with zero liquid discharge
- Refinery operational from March 2024
- Expect to have complete stabilization of capacity by FY26

Petrochemicals (Mundra Petrochem Ltd.)



- Capacity of 1 MMTPA PVC planned at Mundra SEZ with flexibility to expand up to 2 MMTPA
- Plant Complex to include - PVC, Chlor-Alkali, Calcium Carbide and Acetylene units
- Presence across value chain of products and by-products – PVC, Caustic Soda, Tar, Hydrated Lime etc.
- Use of State-of-the-art technology from reputed licensors providing sustainable solutions
- Reduces import dependency of polymers as mitigates demand supply gap (3-4 MMTPA Demand in India)

10

ESG

(Environmental, Social and Governance)

AEL : ESG – Ratings & Awards

Ratings

S&P Dow Jones Indices
A Division of S&P Global

DJSI CSA (2024)

63

Ranked **4th** in its sector globally and placed in the 98th percentile. Achieved **Top Score in Social dimension** in the **100th percentile**

👉 AEL's DJSI CSA gross score (without the impact of any controversies) is 77, placing it as a sector leader globally (the best performer has a score of 71) in S&P ESG Ratings. For AEL, the gross score has improved by 16 points YoY

CDP
DRIVING SUSTAINABLE ECONOMIES

CDP - CC (2024)#

A-

Denotes "**Leadership Category**" which reflects AEL's commitment towards achieving the vision of decarbonization leading to Net Zero. Improved from previous rating "B"



Sustainalytics

33.4

Denotes "High Risk", Improvement from previous rating of 34.3

CRISIL
An S&P Global Company

CRISIL

50

Denotes "Below Average", Increase from previous score of 48



TPI

Level 3

Denotes "Integrating climate change into operational decision making"

CSRHUB®

Consensus ESG

79

Consistent ranking above the industry average of 51. Increase from previous score of 76



MSCI

CCC

Recognitions

Adani Enterprises Limited won the India Sustainability Conclave Award 2024 for "**Great Indian Best Overall Sustainable Performance**"

ANIL Ecosystem WTG business won the prestigious **Platinum Award** in the category of "**Occupational Health and Safety**" in Golden Bird National Award 2024

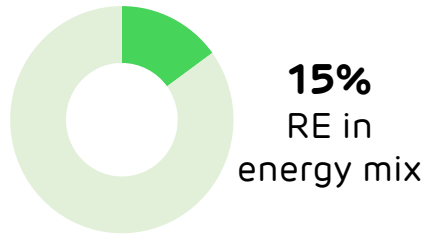
Adani Connex Hyderabad Site has been awarded the **British Safety Council Sword of Honor for 2024**

AEL : ESG Performance Highlights 9M FY25

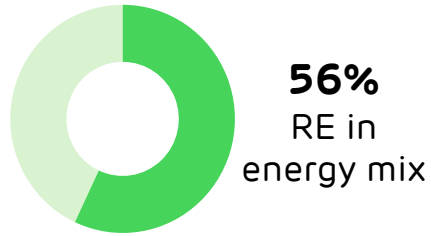
Incubating Businesses

Primary Industries

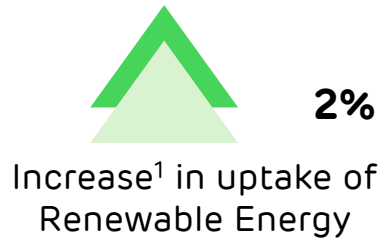
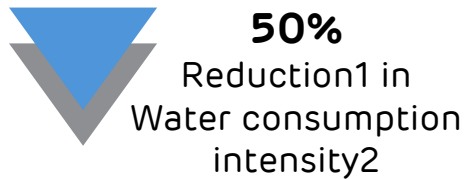
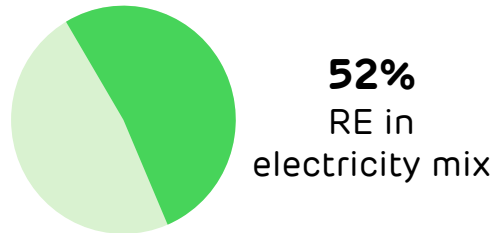
ANIL Ecosystem



Data Center



Airports



Primary Industries

Mining Services



Reduction¹ in Scope 1+2 emission intensity³



Reduction¹ in Water consumption intensity³



waste generated is Reused & Recycled

4,56,671

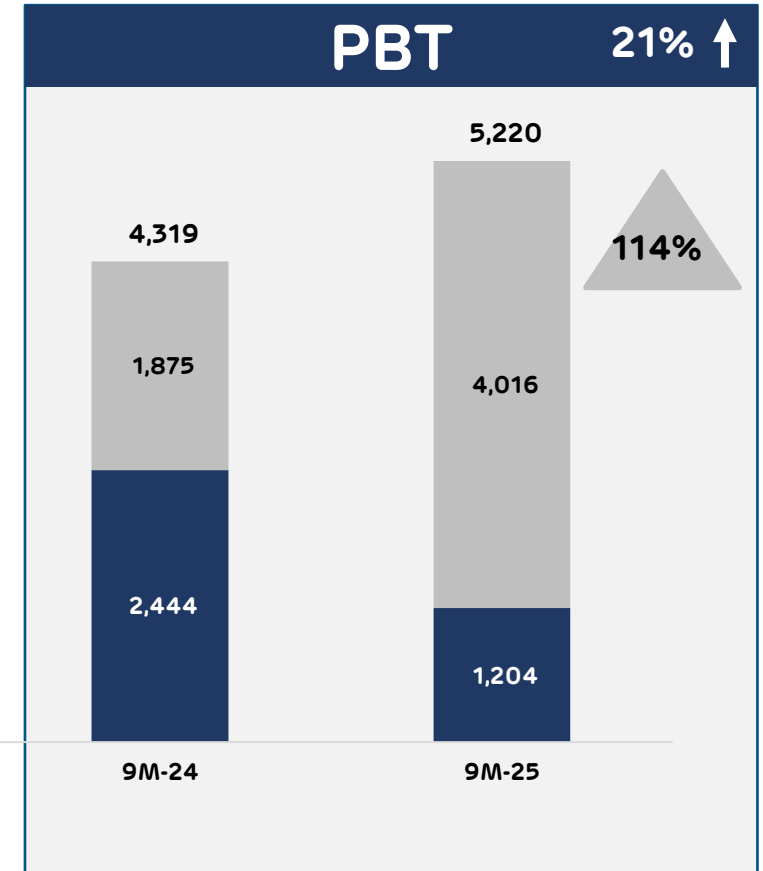
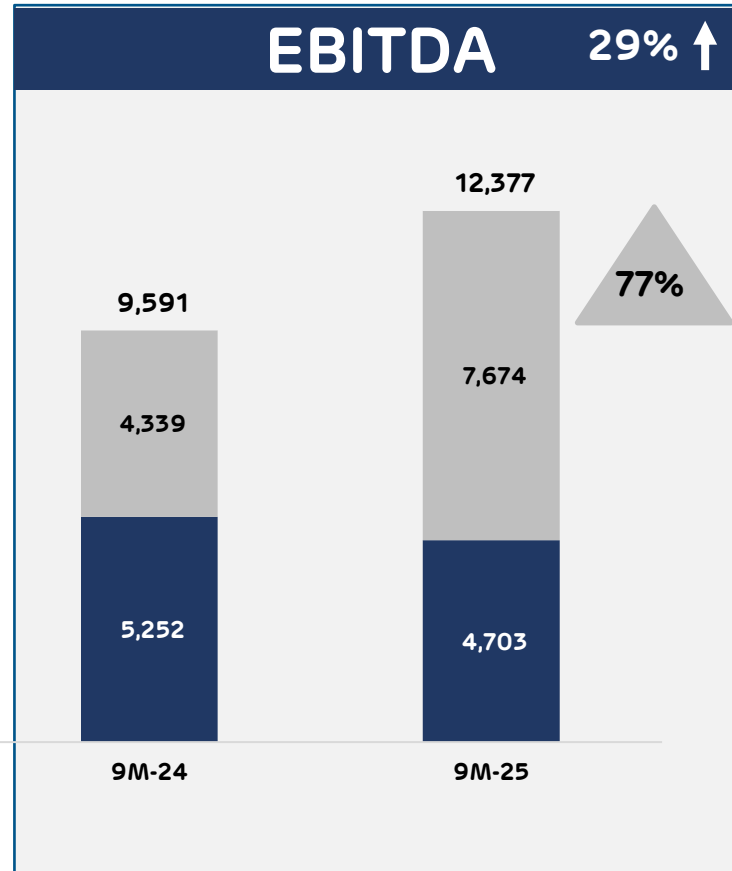
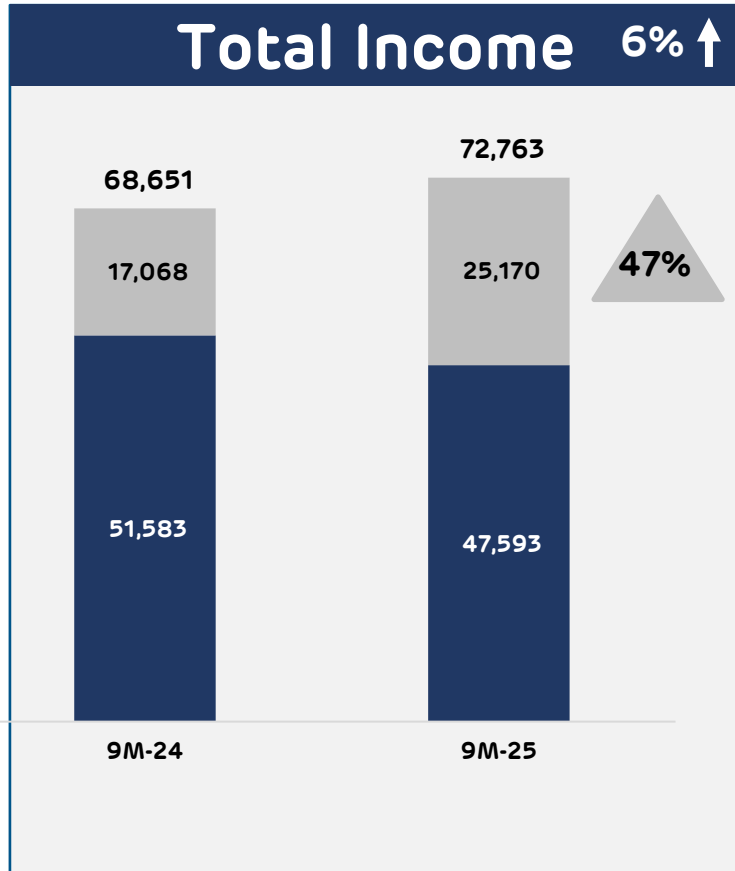
Trees planted

1. 9M FY25 as compared to 9M FY24 ; Intensity²: Per million Pax ; Intensity³: Per ton of mineral (coal + iron ore) produced ; RE: Renewable Energy

Thank You

Appendix

Results at glance



■ Established Businesses ■ Incubating Businesses (core infra)

Incubating Businesses

Established Businesses

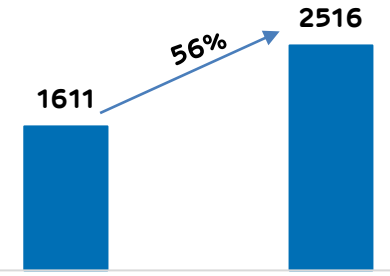
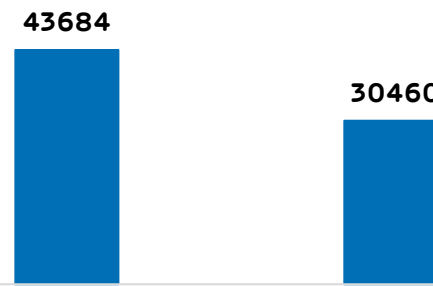
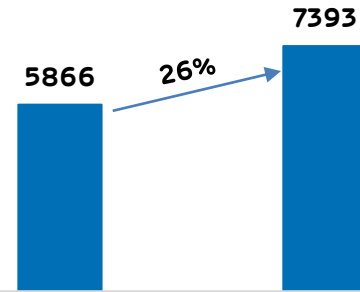
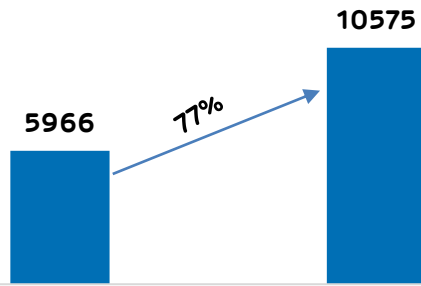
Revenue

ANIL Ecosystem

Airports

IRM

Mining services



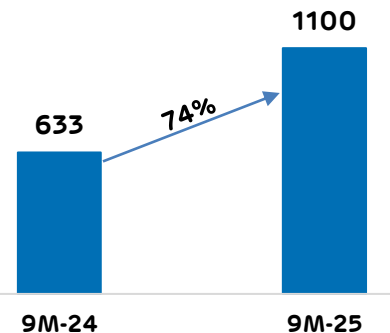
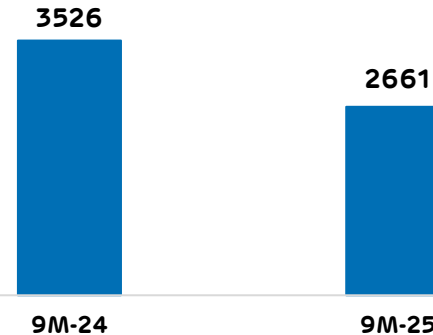
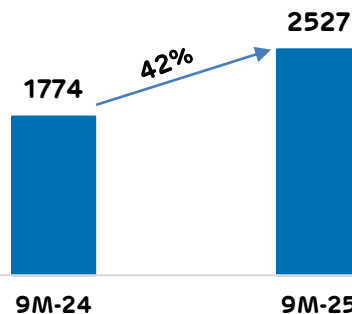
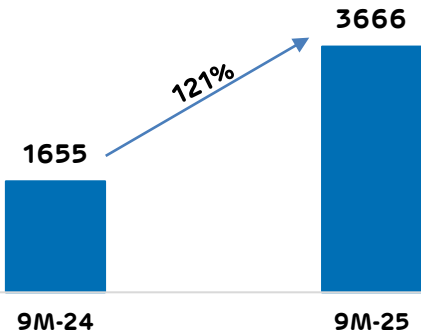
✓ Increased on back of higher module & WTG sales

✓ Increased in line with higher volume

✓ Impacted due to low volumes

✓ Increased in line with higher volume

EBITDA



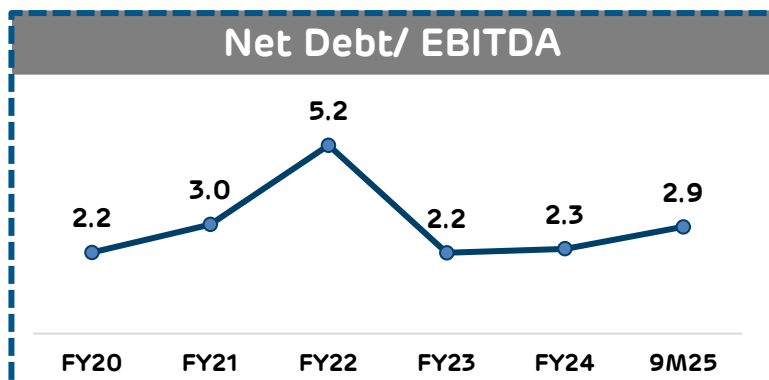
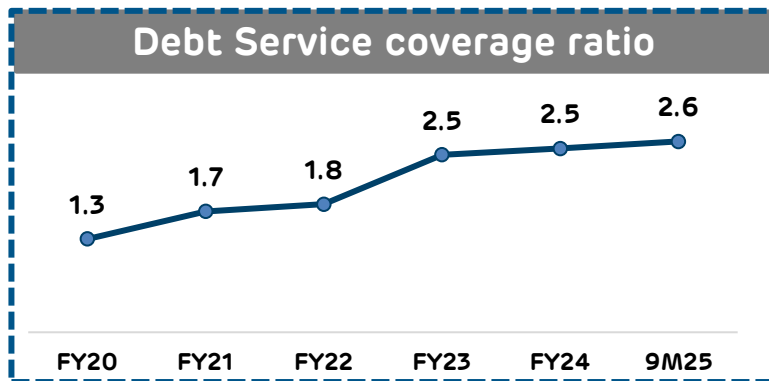
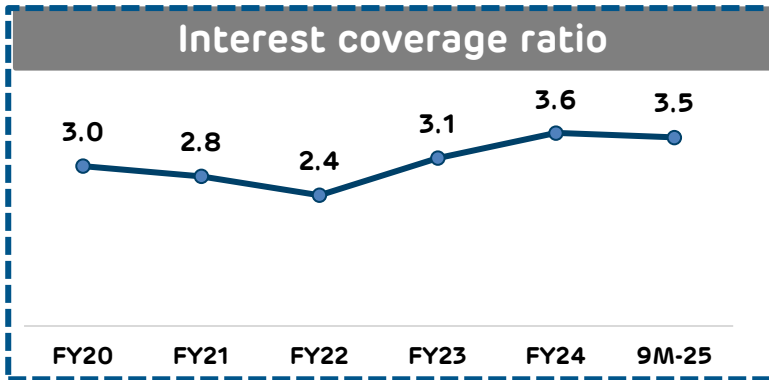
✓ Increased in line with revenue

✓ Increased in line with revenue

✓ Impacted due to low volumes

✓ Increased in line with revenue

AEL : Debt Movement 9M FY25 - Consolidated



Increase in debt accounted for

Airports

- Construction of Navi Mumbai Project
- PPRA Payment of Three Airports
- Construction of New Terminals
- Capex expenditure for Non-aero activities

Roads

- Construction of Ganga Expressway project
- Construction of other projects

Copper

- Construction of Copper plant 500 KTPA
- Working capital requirements

PVC

- Construction of PVC plant 1 MMTPA

EBITDA yet to be accounted



Navi Mumbai Airport
to go live in **Q1 FY26**



Ganga Expressway Road
to go live in **FY26**



Copper plant to
go live fully in **Q1 FY26**



PVC plant
to go live in **FY28**

AEL : Debt Details - Consolidated

₹ In crores

Segment	As at March-24				As at Dec-24			
	Non-Current Debt	Current Debt		Total	Non-Current Debt	Current Debt		Total
		Working Capital	Short Term Loan			Working Capital	Short Term Loan	
ANIL Ecosystem	3,394	616	-	4,010	3,072	848	-	3,920
Airport	19,101	102	2	19,206	25,969	93	52	26,114
Road	8,038	-	-	8,038	13,594	-	-	13,594
Copper	2,526	-	1,052	3,578	5,126	-	2,673	7,799
IRM	142	1,067	39	1,249	106	931	39	1,076
Mining Services	895	73	10	978	940	411	162	1,513
Australia Project	6,845	-	37	6,882	6,309	-	942	7,251
Defence	68	347	-	415	247	385	-	632
Shipping	329	-	-	329	286	222	-	508
Oz Renewable	403	-	-	403	64	-	-	64
Corporate & Others	3,481	10	1,547	5,039	8,284	809	51	9,144
Total	45,222	2,216	2,687	50,124	63,997	3,698	3,919	71,614
Gross Debt	45,222	4,903		50,124	63,997	7,617		71,614
Less : Shareholder's Loan	12,051	39		12,090	17,139	39		17,178
External Debt	33,171	4,863		38,035	46,858	7,578		54,436
Less : Cash & Bank Balances				7,068				5,833
Net External Debt				30,966				48,603

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