

CHAIRMAN'S MESSAGE

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Your Company has built significant expertise and domain knowledge in the Power sector over the past years and is exploring new opportunities in the emerging scenario to expand It's reach across the power sector ecosystem.

G M Rao
Chairman, GMR Group



Dear Fellow Stakeholder,

It gives me immense pleasure to welcome you all to the 3rd Annual General Meeting of the Company.

One of the significant milestones for your company this year has been the demerger of the GIL business and the vesting of the Energy, Transportation & Urban Infra Businesses of GIL into your Company pursuant to the said demerger and the consequent listing of equity shares of your Company on the National Stock Exchange of India Ltd. and BSE Ltd.

The restructuring has resulted in simplification of corporate holding structure and would enable airport and non-airport businesses to chart their respective growth plans independently while also offering investors separate platforms to participate in the growth story. With these recent developments I realise that we have come far away from where we started a few decades ago, from a narrowly focused Infrastructure company to a well-diversified business today. As far as GPUIL is concerned, Energy, , Transportation & Urban Infrastructure verticals are now the key value drivers of the portfolio. The Transportation vertical includes Highways & DFCC projects leveraging the EPC capabilities of the Group.

In recent times, climate change has been globally recognised as a major challenge. Various countries including India have committed to a number of initiatives at COP26, to make progress in climate protection. India is now committed to

achieve a target of zero emissions by 2070. Some of the intermediate targets include, fulfilling 50% of energy requirements through renewable sources by 2030, reduction of carbon intensity of the economy by 45% by 2030 etc. Achieving such a target would hinge on large quantum of investments and adoption of new technologies. Further, with such a paradigm shift, disruptions to various industries is bound to happen. To navigate through such a scenario and capitalise on new opportunities, we need altogether different skillsets, business models and operating models to be successful. We need 'Innovation Leadership' at all spheres of life. Organisations today need to cultivate and demonstrate 'Innovation' else they are destined to fail. Let me assure you that your company is striving for innovation in every sphere of business be it in Energy, Transportation or any other field.

As you are aware, past year was marked by the continuation of COVID waves around the globe and emergence of new geopolitical disturbances, resulting in challenges to global growth. The year started with a severe COVID wave striking our country, which crippled daily life and put extreme pressure on the health infrastructure. Innumerable lives were lost and economy was thrown in a disarray temporarily.

I would also like to thank all our stakeholders including employees who have supported us during these challenging times, in particular, given the gravity of the situation during the second Covid wave in India. It is my belief that in overcoming

these adversities, we have only emerged stronger and more resilient for an increasingly uncertain future.

The Government, learning from the experience of the Covid 1st wave, responded with calibrated lockdowns, ensuring that overall economy did not get impacted materially and this along with fiscal and monetary stimulus ensured that year ended with economy growing at a decent pace.

However, it may be noted here that despite COVID pandemic impact continuing, the power sector in India did well with tariffs rising, buoyed by high demand due to post-COVID recovery coupled with coal supply demand gap. Infrastructure sector as a whole remained resilient amid various challenges, mainly supported by government initiatives like PM Gati Shakti, Bharatmala, Sagarmala etc. and high budget allocations.

High inflation due to adverse geopolitical situation has emerged as the latest challenge to the world economy and our businesses may also get impacted.

Throughout the year, your company has worked hard to address the emerging challenge of high inflation and low economic growth. As during the pandemic, our teams continue to focus on cash conservation and cost reduction through various interventions to control capital and operating expenditure, along with stakeholder management and constructive engagement with various Government agencies through industry bodies.

Further it has been our endeavor to capitalise on opportunities arising out of such challenges. In this direction, your company has undertaken a number of initiatives. We have achieved a few major milestones during the year as outlined below:

- We successfully commissioned our 180 MW Bajoli Holi HEP located on the river Ravi at Chamba District, Himachal Pradesh on 28th March 2022. Bajoli Holi has already started supplying power under its PPA with Delhi International Airport Limited (DIAL). It also entered into a long term power purchase agreement of 25 years for a capacity of 60 MW with UPPCL. Thus, almost 100% capacity is now tied up as per the above mentioned PPAs.
- PT GEMS in Indonesia where your company holds a 30% equity stake, achieved historic profit after tax of USD 354 Million during CY2021 as compared to USD 96 Million during CY2020, owing to rise in global coal prices. For the calendar year 2021, GEMS has declared total dividends of USD 330 Million which is highest in the history.
- On the EPC front, post COVID related disruptions, your company has picked up pace of construction and completed more than 80% of DFCC project.
- On the highways front, post COVID waves, traffic at our highway projects have recovered much faster than anticipated. At the Chennai Outer Ring Road annuity project (CORR), all balance physical works have been completed and Final COD is

likely to be achieved in H1FY 2022-23.

- Our Warora and Kamalanga thermal power plants operated during the year at much better PLFs due to better coal availability throughout the year. At Warora, we successfully entered into medium term PPA with M/s Gujarat Urja Vikas Nigam Ltd. to supply 150 MW power for a period of 23 months.
- At Krishnagiri SIR, we were able to close a few major land monetisation deals, while more are in progress.
- At our energy vertical, in order to expand our footprint across the power sector ecosystem, we have launched the Energy 2.0 initiative, where we will focus on innovative, asset-light, platform-based, and technology-oriented business models.
- We have also made tremendous strides on the ESG front winning several awards.

MACRO ECONOMY

The year started on a low base with global economy marred by Covid-19 pandemic in the previous year. Intermittent COVID waves continued throughout the year but on the back of good vaccination coverage in many countries and lowering intensity of COVID strain, the pandemic has been tackled effectively and is no more a key concern in most countries. The Government of India led by our Hon'ble Prime Minister Shri Narendra Modi has also made significant efforts to ensure vaccination for all. By early August 2022, more than ~200 crore vaccine doses have been administered in one of the largest vaccination programs in the world.

The re-opening of most countries has led to strong recovery in global economy till Q3 2022. However, in Q4 2022, geo-political disturbances took center stage, leading to high oil prices, inflation and slowing growth. Overall, easing of COVID combined with various fiscal and monetary measures taken by governments throughout the world helped the global economy to recover by 6.1% in 2021. In India, too, massive spending program was undertaken by government and RBI ensured that interest rates were kept low to support the economy. Hence, the Indian economy also recovered well with a growth of 8.7% in FY 2022. India is currently the world's sixth-largest economy by nominal GDP and the third-largest by purchasing power parity (PPP). The long-term growth perspective of the Indian economy remains positive.

In October 2021, Indian government launched the PM Gati Shakti initiative, a national master plan for multi-modal connectivity. The platform brings together sixteen ministries for integrated planning and coordinated implementation of infrastructure connectivity projects. The platform aims to incorporate infrastructure schemes taken up by various central ministries and state governments including the likes of Bharatmala, Sagarmala, Inland waterways etc. The ultimate aim of the platform is to improve connectivity and in turn make Indian businesses more competitive. Seven engines that will drive the platform are Roads, Railways, Airports, Ports, Mass Transport, Waterways and Logistics Infrastructure. PM Gati Shakti also featured as a priority initiative during the Union budget 2022-23. During the

Union budget, few of the targets earmarked are as given below:

- The National Highways Network would be expanded by 25,000 kms, with a budget of INR 20,000 Cr. (US\$ 2.67 billion) set out for the project.
- Contracts for the implementation of Multimodal Logistics Parks at four locations will be given using the PPP approach in 2022-23.
- Over the following three years, 100 PM Gati Shakti Cargo terminals for multimodal logistics will be created.

Further, during the Union budget 2022-23, Indian government took up various initiatives to boost economic growth while also focusing on all-inclusive welfare, technology enabled development and kick starting capital investment cycle.

Few of these initiatives include:

- loan guarantee schemes for MSMEs, where guarantee coverage under Emergency Credit linked Guarantee Scheme (ECLGS) was expanded by INR 50,000 Cr to INR 5 lakh Cr;
- 35% increase in capital expenditure target to INR 7.5 lakh Cr for FY23 vs FY22; Public capital investment outlay at 2.9% of GDP;
- significant allocation to production linked incentive (PLI) scheme for 14 identified sectors, a scheme that aims to boost domestic manufacturing and investments into India under the government's Atmanirbhar Bharat initiative;
- significant allocation to State governments in the form of interest free loans so as to catalyze economic investment;

- blended funds for sunrise sectors such as climate action, deep-tech, digital economy, pharma and agri-tech;
- increase in defense capital procurement from domestic businesses;

Government also announced a number of initiatives to boost energy sector. An additional allocation of INR 19,500 Cr for Production Linked Incentive for manufacture of high efficiency solar modules to meet the goal of 280 GW of installed solar power by 2030. Further target has been set for five to seven per cent biomass pellets to be co-fired in thermal power plants. In addition, four pilot projects shall be set up for coal gasification and conversion of coal into chemicals for the industry. Also, to support power sector at State level, 0.5% of GSDP fiscal deficit has been allowed towards power sector reforms.

India is also working towards formulating a Green Hydrogen Policy to be the world leader in production and usage of green hydrogen. It will help us in curtailing India's import bills and reduce its dependence on crude oil. This could be a game changer and has the potential to establish India's leadership at the global front.

There has been tremendous push from Government of India towards adoption of Electric Vehicles to reduce its dependency on fossil fuel imports. The government has recently come up with a draft of 'Battery Swapping Policy' to bolster adoption and supply of Electric vehicles.

Due to such schemes and spending initiatives taken up by the government, manufacturing activities are picking up pace.

Due to such steps and working population returning to office, interest has been renewed in office and industrial spaces.

Further, with easing of COVID related restrictions and pick-up in consumer confidence, economic activities have spurred leading to rise in power demand. Also, progress at key infrastructure projects have now picked up after being disrupted by COVID.

BUSINESS UPDATE

Over the past few years, we have consolidated our position, focused on rationalisation and management of corporate debt and stressed assets, while building a platform for growth for the future. We have taken many significant steps in implementing our stated strategy to strengthen the balance sheet through improved cash flows from increased profitability, debt reduction through asset monetisation, value unlocking and prudent working capital management while creating new avenues for growth.

This year, in a bid to create value for investors and attracting dedicated investor capital, GMR Infrastructure Limited (GIL) completed its restructuring initiative of vertical de-merger of its airport and non-airport businesses. Post the de-merger, GIL's non-airport businesses (Energy, Transportation & Urban Infra) were shifted to GMR Power and Urban Infra Limited (GPUIL) while airports and related business remained with GIL. The restructuring has resulted in simplification of corporate holding structure and would enable airport and non-airport businesses to chart their respective growth plans independently. Your Company was also listed on the Stock Exchanges in the process.

ENERGY

We understand that India is at a cusp of an energy transformation and is marching towards ambition of 500 GW of installed green capacity by 2030. There is also a large headroom for increase in power consumption with the current per capita consumption of in India much lower than the global average. This would mean a major transformation of power sector, with significant opportunities opening in power distribution, renewable power space including distributed generation, intelligent energy solutions and services.

Your Company has built significant expertise and domain knowledge in the Power sector over the past years and is exploring new opportunities in the emerging scenario to expand our reach across the power sector ecosystem. Going forward, our strategy in the Energy sector is to become a clean energy company of the future while focusing on improving operational efficiencies. While monetisation/divestment of assets on selective basis would be explored, we will simultaneously build new avenues to pursue growth opportunities in this sector that are asset light and/ or through partnership model.

In order to achieve this objective, we have embarked on a new journey to explore growth opportunities and arrive at new variant of Energy segment i.e. Energy 2.0.

Under the Energy 2.0 initiative, we will focus on innovative, asset-light, platform-based, and technology-oriented business models while deploying efficient capital structure and accessing green financing. We intend to not

only enter strategic partnerships with global reputed majors and institutes of excellence, but also invest in emerging start-ups in the clean-tech ecosystem where potential synergies can be explored.

A few of the key focus areas under this initiative will include:

- Selectively foraying into businesses directly with the end consumers, enhancing value through differentiated service offerings using new-age technology solutions.
- Continue focus on hydropower development and explore additional innovative value enhancement opportunities, including hybrid power solutions.
- Generating value from 'Green ecosystem' through new age distributed energy business segments including areas such as electric mobility and storage solutions.
- Leveraging unique access to early adopters- airports, highways, and industrial parks under the GMR Umbrella to generate value from electric mobility and new-age storage and charging solutions.
- Capitalising on these opportunities by developing a platform for green ecosystem play and striking strategic/ financial partnerships to build and rapidly scale our green business.

As far as the existing Energy portfolio is concerned, your Company demonstrated resilience during one of the most challenging and volatile periods faced by whole country due to COVID pandemic and has since focused on stabilising our existing assets, improving

their profitability and achieving operational excellence.

At our thermal power vertical, GMR Warora Energy Limited (GWEL) successfully entered into medium term PPA with M/s Gujarat Urja Vikas Nigam Ltd. to supply 150 MW power for a period of 23 months, starting from October 2021. During the year, the Plant has achieved deemed availability of 93.6% and Gross Plant Load Factor (PLF) of 66.2%. PPA compliance was recorded at >80% for MSEDCL, TNSLDC and GUVNL. GMR Kamalanga Energy Limited (GKEL) also operated well during the year achieving deemed availability of 94.39% and Gross Plant Load Factor (PLF) of 81.87%. GKEL met 100% compliance for Haryana & GRIDCO PPAs and 84.10% for Bihar PPA.

On the hydro power side of business, we achieved a major milestone with the commissioning of the 180 MW Bajoli Holi HEP. The project located on the river Ravi at Chamba District, Himachal Pradesh, achieved COD on 28th March 2022. Bajoli Holi has started supplying power under its PPA with Delhi International Airport Limited (DIAL) from own generation. GBHHPL also entered into a long term power purchase agreement of 25 years for a capacity of 60 MW with UPPCL. Thus, almost 100% capacity is now tied up as per the above mentioned PPAs. Pursuant to commissioning, supply has also been commenced for UPPCL from Bajoli Holi Plant.

On the regulatory front, our focus continued to be on the liquidation of regulatory receivables during FY 2021-22 and we have succeeded to a significant level.

Overall, the world is entering a new energy paradigm that will



run on fossil-fuel alternatives and India intends to be at the forefront of this transition. It is essential as we seek to fulfil global climate commitments and, accelerate India's own economic development and enhance our energy independence.

GMR Energy is aligned with India's energy aspirations and is committed to leverage its entrepreneurial DNA, significant resources, ability to forge and execute partnerships and proven domain expertise to build the India of a new energy era.

INTERNATIONAL NATURAL RESOURCES ASSETS

As the world is recovering from the pandemic, we expect a pick-up in industrial and manufacturing activities, which will drive up consumption of coal. Thus we expect the recent coal price rally to continue for medium term and the coal demand and prices are expected to remain at healthy levels. Thermal coal remains an important source of fuel for developing countries in Asia and our business will remain well-positioned to benefit from the growing demand in emerging markets.

Given the recent coal price rally, PTGEMS, where we hold a 30% equity stake, performed admirably during the last year. The company has been consistently increasing its coal volumes and its operations have been robust and consistently profitable. During CY 2021 PTGEMS achieved historic profit after tax of USD 354 Million as compared to USD 96 Million during CY2020, owing to rise in global coal prices. Given this impressive financial performance, GEMS for the calendar year 2021

has declared total dividends of USD 330 Million which is highest in the history. In addition, during May 2022 GEMS also declared an interim dividend of USD 120 Million for the calendar year 2022.

In the context of the tailwinds in the sector, we have only recently entered into binding documentation for sale of our stake in PTGEMS. We believe it is an appropriate time to explore such a transaction in line with the current buoyancy in the sector and our internal requirements to address liabilities, and provide for growth capital.

TRANSPORT

The Highway sector continues to be one of the most dynamic sectors in the country. To further accelerate the development of road infrastructure and enable seamless connectivity across the country while reducing overall logistics costs at the same time, the Government of India (GoI) has lined up INR 1.99 lakh crore for the road and highway sector in the Union Budget for 2022-23, increasing it by 68%. Apart from construction of Highways, Government has opened up Multi Modal Logistics parks under PPP Model. Your Company will analyse all possible opportunities and bid for projects that correspond to the overall strategy of the Group.

On the existing portfolio front, I am pleased to note that during FY 2021-22, Hyderabad Vijayawada (HV) traffic increased by 17% over last year and was able to recover from impact of Covid-19 disruptions at a much faster rate than expected. However, at our Ambala - Chandigarh highway project, toll collection was suspended from October 2020 to mid-December 2021

due to farmer agitation. After withdrawal of farmer agitation, toll collection has now resumed. As per the Concession agreement, the project is entitled to compensation for the impact due to farmer agitation which is declared as Force Majeure event, by way of extension in concession period, reimbursement of O&M cost, etc. The same is being pursued by your company.

- In another major development, at the Chennai Outer Ring Road annuity project (CORR), all balance physical works have been completed and Final COD is likely to be achieved in H1FY 2022-23.

URBAN INFRASTRUCTURE

Various programs announced by Government of India especially Production Linked Incentive (PLI) Scheme for 14 key sectors, Atma Nirbhar Bharat Abhiyan etc. have attracted huge investments into the country's manufacturing sector, especially in traditionally manufacturing states like TN, Maharashtra, Gujarat, AP etc.

Your company is well placed to capitalise on these opportunities. Such developments are expected to support monetisation at our existing urban infrastructure portfolio. As you know, our Krishnagiri Special Investment Region (GKSIR) is in a JV agreement with Tamil Nadu Industrial Development Corporation (TIDCO) and has been making all the efforts to attract investors. During the FY 2021-22, among other deals executed, we sold about 294 Ac to M/s. Tata Electronics Pvt Ltd (TEPL). With this, at GKSIR we have sold a total of about 504 Acres in Phase 1 to M/s. Tata Electronics Pvt Ltd (TEPL).

Further, the Group is in discussion with various clients to sell majority of balance lands and evaluating development of a small land parcel.

EPC

As you know, your company has been part of the prestigious DFCC project and has been executing a few sections of the project on EPC basis for the past few years. The progress on these stretches was adversely impacted in the past due to COVID related restrictions. However, construction progress has now been restored and we are close to commissioning these projects.

Further, your Company will be exploring new projects under DFCCIL in PPP /EPC mode that are expected to come up during FY 2022-23 and beyond. We already have the requisite trained manpower and construction equipment to take up such new projects.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)

Environment

Sustainability and Corporate Social Responsibility (CSR) have been at the core of the GMR Group ethos since inception. We have taken great pride in all the assets we have developed as National Assets of the highest quality, and we have always ensured that we adopt highest levels of environmental standards at all our projects. Further, our foundation has been doing path breaking work on the CSR front on healthcare, education, sanitation and livelihoods for more than 30 years now.

Your Company has allocated substantial resources to increase adherence to environmental standards and pollution control measures and enhance Environment Health Safety levels. In this regard, I am proud to share a few awards won during the past year which is strong testimony to our credentials on the sustainability front:

- GWEL bagged Safety Council Gold award - Sharva Shresta Suraksha Puraskar award -2021 from M/s National Safety Council of India; the company achieved 5 Golden stars (95.8% score) rating in safety assessment.
- GWEL won 'National award for excellence in Energy management by CII' for 4th consecutive year and for 2nd straight year emerged as National Energy Leader.
- GWEL won 1st prize in CII "National award for excellence in water management "in within the fence category.
- GWEL won CII National award for excellence in Environment best practices 2021 for "Innovative Environmental Project" for successful reclamation of 5.1 hectare land.
- GKEL was ranked amongst Top 5 IPP in the Country based on PLF (81.87%).
- GKEL won CII National Award for Environmental Best Practices 2021 as "Most Innovative Project under Resource Conservation" for reduction in Lube Oil Consumption.
- GKEL was recognised as "Excellent Energy Efficient Unit" during 22nd National Award for Excellence in Energy Management by CII

- GKEL was awarded "Pollution Control Excellence Award - 2021" by Odisha State Pollution Control Board, Govt. of Odisha.
- GKEL bagged "ICC National Occupational Health & Safety Award 2021 in Silver Category" by IIC, Kolkata.
- GKEL got recertified under "Utkrishi" Category for 5S initiatives by National Productivity Council, for "Integrated Management System" and "Energy Management System" by BVI.

Social

Your Company has also continued its tradition of caring for the communities and stakeholders as part of its Corporate Social Responsibility program through GMR Varalakshmi Foundation (GMRVF), an associate of the Company. The Foundation is currently working across all the asset locations of the businesses.

Considering the COVID pandemic situation during the year, the Foundation stepped up its efforts to reach out to the communities to offer best possible support especially to vulnerable sections of the society. The Foundation supported about 5,000 COVID patients and their attendees with cooked food and dry ration. It facilitated vaccinations to over 40,000 people across locations and supported over 10 old age and orphan homes with required dry ration and other safety material in different locations. COVID prevention kits and safety material etc. were provided to about 15,000 people and various sanitisation activities were taken up at different locations.

All the educational institutions under GMRVF performed



exceedingly well during the last year. The student strength of the education wing reached over 10,000. GMRIT (GMR Institute of Technology) has taken several initiatives toward digitalisation and offering students the world's best online courses including new programs in AI, Machine Learning and Data Science were added. The placements of GMRIT crossed 89%, while SGCSR college achieved 68% placements. Shri Amitabh Kant, India's G20 Sherpa and Former CEO-Niti Aayog attended the Graduation Day of 7th Batch of students at GMRIT as Chief Guest of the occasion. He also inaugurated the exhibition organised during the Annual Summit of Community Services Wing and visited the vocational training center run by GMRVF at Rajam.

GMRVF is reaching out to about 30,000 students across India via its partnership with over 200 government schools with the objective of improving the quality of education. About 35 students supported by GMRVF got selected across various prestigious schools

GMR Varalakshmi Foundation has been doing path breaking work on the CSR front on healthcare, education, sanitation and livelihoods for more than 30 years now.

such as Navodaya, Ekalavya schools and National Means-cum-Merit Scholarships etc.

Mobile Medical Units and Medical Clinics run by Foundation provided an average of 10,000 treatments every month. A number of health camps and health awareness programs were organised to provide both preventive and curative healthcare to the communities. 12 Nutrition Centers run by Foundation provided supplementary nutrition, ante-natal and post-natal support to over 600 pregnant and lactating women. Further, the Foundation distributed aids and appliances at 6 locations benefiting over 600 persons with disabilities with support from National Institute of Locomotor Disability, Kolkata.

Contributing to the Skill India Mission of the Government, Ekta Skill Development Centre was started at Ekta Nagar (Kevadia), Gujarat in July 2021 and has trained close to 500 youth in 8 different skills. Some new courses like E-auto driving exclusively for women were started at the centre along with courses on tourism which are getting good placements in the region.

Livelihood Restoration Program (LRP) at Kamalanga has come to an end this year. 1,497 project affected families were supported under this project in the last 6 years. Over 500 families from Warora and Hydro project locations were supported for various farm related interventions including improved variety of seed distribution, promotion of floriculture and vegetable cultivation.

For its community service activities, GMRVF has won two prestigious awards during the year. One being the CSR Award

from Indo-French Chamber of Commerce and Industry (IFCCI) in the category of Livelihoods and another 'Mahatma Award' for Social Good and Impact 2021 for its contribution to Sustainable Development Goal of Decent Work and Economic Growth.

GMR Varalakshmi CARE Hospital (GMRVCH), Rajam achieved significant milestones during the FY2021-22. In the first quarter of the year, the Hospital was converted in to a COVID hospital and hundreds of patients availed treatment services during the 2nd COVID wave. None of the medical or para medical professionals got infected because of best in class anti-infective protocols adopted at the hospital.

GMRVCH acquired an oxygen generation plant and liquid medical oxygen facility during the FY 2021-22. The hospital was accredited by the National Board of Examinations for Medical Sciences for post graduate seats in the department of anesthesiology. The hospital was also accredited by the NABH, becoming the second hospital in the district to have achieved this. As per the footfalls, the hospital served 83,850 outpatients and 6,935 inpatients during FY2021-22.

Governance

Over the years, your company has built a robust Governance framework, starting right from the top with a well-structured Family Governance model. In addition to focus on financial and operational performance, we are equally committed to maintaining strong corporate governance practices and ethical behavior across every business in the GMR Group. Our reputation as an ethical and trustworthy Company is our most

important asset. We believe that consistently focusing on good governance and applying the highest ethical practices in all our activities enables us to uphold the trust of our stakeholders.

Our companies are built around the Group's seven Values and Beliefs which are the embodiment of every aspect of what we do. These are Humility, Entrepreneurship, Delivering the promise, Learning & Inner excellence, Respect for individual, Teamwork & Relationships, and Social Responsibility.

To ensure transparency in transactions across all Group companies and subsidiaries, we conduct regular and structured assessments by the internal audit teams, review through an external agency and review by the Audit Committee and the eminent members of our Board of Directors.

Digitalisation & Innovation

Our Prime Minister, emphasising on Digitisation and Innovation, recently said, "I dream of a Digital India, where 1.3 billion Connected Indians drive Innovation; Knowledge is strength and empowers the People; Government Services are easily and efficiently available to citizens on Mobile devices; Quality Education reaches the most inaccessible corners driven by Digital Learning; the World looks to India for the next Big Idea".

As stated earlier, along with the focus on Business, your Company recognises the need for innovation in all aspects of business and customer engagement and believes that in the current context companies need to innovate or they will

perish. We have been driving several initiatives to enhance business prospects in terms of superior customer experiences, revenue enhancement and cost reduction opportunities as well as agile and efficient internal processes.

Your Company is always at the forefront in terms of development and adoption of technological innovations. In order to foster the innovation culture in your Company & build a philosophy of open innovation that enables free flow of ideas and resources between GMR and external ecosystem partners, GMR Innovex, innovation vertical of GMR, has been founded. It interacts, engages and collaborates with start-ups, academic research Institutes, ecosystem players and other companies in developing both digital & non-digital next generation solutions.

LOOKING AHEAD

Looking ahead for FY2022-23, we expect business environment to remain challenging given high inflation in the background of geopolitical disturbances and ongoing impact of the COVID-19 pandemic. However, given the various initiatives taken by your Company to ensure liquidity, business continuity and operational efficiency, we are confident to comfortably ride through these difficult times and come out stronger than ever. From a longer-term perspective, your company will continue to explore opportunities to invest and expand its footprint across infrastructure and power verticals.

The focus areas this year, apart from continuing to improve operational efficiency at our existing assets, will be to

enhance value through more asset light business activities. Various such initiatives have been identified under our Energy 2.0 initiative. Further, we will continue to explore new projects across various government initiatives in the infrastructure sector.

As I conclude, I would like to take this opportunity to express my gratitude towards our customers, suppliers and other stakeholders for their confidence and trust in the GMR Group. I also thank the leadership team of GMR Group for providing guidance and navigating the organisation through various challenges. Last but not the least, my sincere appreciation for all our employees whose dedication, hard work and continued contribution enabled the Group to overcome every obstacle. Coming year holds promise for your Company due to receding pandemic and economic recovery. We hope that various initiatives taken across infrastructure and power sectors will materialise, thus supporting economic growth and millions of jobs worldwide.

I look forward to your continued support and encouragement in taking your Company to greater and newer heights in the future.

Thank you again for showing the belief and faith in the organisation. Given the faith, it becomes my obligation to take it forward to greater heights and towards a brighter future.

Stay Safe, Stay Healthy,

Thank You,



G M Rao
Chairman, GMR Group