



Resolute



Robust



Responsible

Contents

Overview

[02] About the Report

About ATL

[04] Introducing ATL

[06] Project Portfolio

[10] Geographic Footprint

Resolute

[14] Chairman's Message

[18] CEO's Message

[20] CFO's Message

[22] CSO's Message

[24] Stakeholder Engagement

[28] Materiality

[32] Strategic Priorities

Robust

[36] Operating Environment

[38] Business Model

[40] Financial Highlights

[42] Investment Case

[44] Processes and Quality

Responsible

[52] Corporate Governance

[56] Board of Directors

[58] Risk Management

[62] Environment Approach

[74] People Approach

[80] Social Approach

[92] Vendor Management

[94] Adani Electricity: Integration into the Distribution Sector

[100] Awards and Recognitions

[101] Conversion Factors and Assumptions

[103] Independent Assurance Statement

Statutory Reports

[106] Directors' Report

[129] Management Discussion and Analysis

[142] Overview of Electricity Distribution Sector

[144] Corporate Governance Report

[166] Business Responsibility Report

Financial Statements

[174] Standalone Financial Statements

[234] Consolidated Financial Statements

[321] Notice

FY20 Highlights



Environmental

1,772.62 tCO₂e

EMISSIONS SAVED THROUGH OWN SOLAR GENERATION

5 STAR RATING

RECEIVED FROM MAHARASHTRA POLLUTION CONTROL BOARD (MPCB)

5

NUMBER OF SUBSTATIONS WITH RAINWATER HARVESTING



Social

11,980

TOTAL WORKFORCE

3 MILLION+

DISTRIBUTION CUSTOMERS

₹18.14 CRORE

CSR EXPENDITURE



Governance

Structure and oversight

- Board with strong independence
- Business Responsibility Policy
- Fully Independent Audit Committee
- Risk Management Policy

Transparency and reporting

- Material events policy
- Related party transactions
- Quarterly self-declaration on the web

[Read more on Page 62](#)

[Read more on Page 80](#)

[Read more on Page 52](#)

We are steadfast in our pursuit of energising and empowering the remotest corners of India by connecting sources of generation to consumption centres. As an enterprise of global repute, our ability to add value to all our businesses lies in our unwavering focus on delivering excellence in key areas of innovation, customer experience and sustainability. We are building a vibrant ecosystem by deepening our relationships with our customers, employees, business partners and other key stakeholders, thereby laying a strong foundation for sustainable and profitable growth.

Code and values

- Code of Conduct
- Whistle blower policy
- Anti-bribery and anti-slavery policy
- Remuneration policy
- Corporate-Environment-Health-And-Safety Policy
- ESG commitment
- Employee care and fairness
- Prevention of Sexual Harassment (POSH)
- Code of Practices for Fair Disclosure
- Code of Internal Procedures and Conduct for Insider Trading

Resolute – India's energy requirement is set to quadruple in the next few years. As largest private power transmission and retail electricity distribution company in the country, Adani Transmission Limited (ATL) is fully geared to create strong and reliable electricity transmission and distribution networks and contribute towards achieving India's target of 'Power for All' by 2022.

[➔ Read more on Page 12](#)

Robust – Our strategy of growing the transmission and retail electricity distribution networks and consumer base is well on track. We are consistently operating at more than 99.76% availability. The continued demand growth on the retail electricity distribution side cushions the business from market volatilities and economic cycles.

[➔ Read more on Page 34](#)

Responsible – The long-term success of our business is rooted in our ability to keep sustainability at the core of our endeavours. Our unwavering commitment towards balancing business growth, environmental stewardship and social progress bears testimony to our concerted and responsible efforts towards transitioning to a brighter future.

[➔ Read more on Page 50](#)

About the Report

Approach to Reporting

At Adani Transmission Limited (ATL), we began our Integrated Reporting <IR> journey in FY19 in our endeavour to provide transparent, holistic communication to our stakeholders. This is our second Integrated Report, in which we continue to demonstrate how ATL creates long-term value for its stakeholders. Through this Report, the Company discloses its financial and non-financial performance during FY20, along with information on its governance, strategy, performance and outlook. The key non-financial aspects include the Company's operations and its Environmental, Social and Governance (ESG) performance.

The statutory section of the report is an account of the financial, risk and capital management disclosures supported by annual financial performance of material subsidiaries and consolidated structured entities. The ESG section provides information regarding stakeholder relationships, material matters, risks and opportunities, and forward-looking strategy.



Standards and Framework

The narrative sections of the Report follow the International Integrated Reporting Council (IIRC). The statutory sections, including the Directors' Report; its annexures, including the Management Discussion and Analysis (MDA), and the Corporate Governance Report, are as per the Companies Act, 2013 (including the rules framed thereunder); Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015; and the revised Secretarial Standards issued by The Institute of Company Secretaries of India. The financial statements are in accordance with the Indian Accounting Standards.

Boundary

The Report covers information on Adani Transmission Limited (ATL) and its material subsidiary including Mumbai Generation, Transmission and Distribution (GTD) housed under Adani Electricity Mumbai Limited (AEML). AEML distribution are provided in a separate section on Page 94.

Materiality

Our ability to create value in the short, medium and long term is impacted by multiple factors, including the externalities, operating environment, our responses to the risks and opportunities, and our chosen strategy. Through this Report, we provide context to what we deem as our material topics.

Board and Management Assurance

We apply a risk-based, combined assurance approach to the Company's operations. Internal controls, management assurance, compliance and internal audit reviews, as well as the services of independent external service providers support the accuracy of disclosures within our published reports. In line with their respective mandates, specific reports are reviewed and recommended to the Board for approval by the Audit, Stakeholder Relationship, Risk, CSR & Sustainability, Remuneration & Nomination and Securities Transfer.

For FY20, DNV GL Business Assurance India Private Limited conducted assurance on selected environmental, social and governance indicators. Deloitte Haskins & Sells LLP (Firm Registration no. 117366W/W-100018), our statutory auditors, have audited our annual financial statements. Information relating to the scope and conclusions of these statements can be found in the Independent Auditor's Report, and the Company's annual financial statements, all of which are available in the report.

The Board of Directors and Management Team acknowledge their responsibility of ensuring the integrity of this Report. The Board has accordingly applied its collective mind and believes it addresses all material issues and presents the integrated performance of the Company and its impact in a fair and accurate manner. Stakeholders can to review the Report and provide feedback at jaladhi.shukla@adani.com

Capitals and Value Creation

As an integrated electric utility, we play an important role in the development of the nation, people and business. Our relationships with our stakeholders play a key role in delivering essential services, as we pursue our ambition to create a positive impact on the society and deliver shareholder value.

We monitor the impact and outcomes of our business activities on the six capitals through stakeholder engagement and risk evaluation process. Our ability to create long-term value (outputs and outcomes) is interrelated and fundamentally dependent on the capitals available to us (inputs) and how we use them (value-accretive activities).



Financial capital

We judiciously deploy the funds that we raise and ensure that we enhance and add value to the financial returns that our business generates, for our stakeholders.

[Read more on Page 40](#)



Manufactured capital

Our manufacturing assets, plant, property and equipment form our manufactured capital.

[Read more on Page 06](#)



Human capital

The collective skills and experience of our workforce add value to our business outcomes.

[Read more on Page 74](#)



Intellectual capital

With the proprietary knowledge we possess and the innovations we drive to improve our processes and products, we add value to our business outcomes.

[Read more on Page 44](#)



Social and relationship capital

Our relationships with our stakeholders in the value chain and communities around us help us fulfill our role as a responsible corporate along with long term value creation, while also ensuring our social license to operate.

[Read more on Page 80](#)



Natural capital

While we depend on the raw materials sourced from nature, we ensure that through our efficient operations, we make optimum use of the resources, have minimum impact on the environment and reduce our carbon footprint.

[Read more on Page 62](#)

Introducing ATL

Energising India. Enriching Lives.

ATL is the largest private power sector transmission and retail electricity distribution company in India. The Company builds, commissions, operates and maintains electric power transmission systems, and distributes electricity in the suburbs of Mumbai. Its operational projects in Gujarat, Maharashtra, Rajasthan, Madhya Pradesh, Uttar Pradesh, Chhattisgarh and Haryana comprise 11,576 ckt km (circuit kilometres) of electric transmission lines with a total transformation capacity of 18,330 MVA. The transmission networks are consistently operating at more than 99.76% availability.

Our power transmission business in India focuses on the execution of new transmission systems under licensing from central and state electricity bodies, and Operations and Maintenance (O&M) of existing assets through outsourced partners. Our distribution business focuses on two aspects. First, expanding our customer base through high reliable & affordable power supply and exceptional customer service provided through continuous

investments & technological up-gradation. Second, modernising the operating model through Advance Metering Infrastructure to bring operational efficiency, flexibility and become at par with global utilities in FY19, we forayed into the retail electricity distribution space with the acquisition of Mumbai's Power Generation, Transmission and Distribution (GTD) business license. Today, Adani Electricity Mumbai Limited (AEML) caters to over 3 Million+ customers in the Mumbai suburbs and Mira-Bhayander Municipal Corporation in the Thane district with a distribution network spanning over 400 sq km.

We are poised to tap the vast potential for power evacuation in India and have set an ambitious target of operating 20,000 ckt km of transmission lines by 2022. Aligned with our business focus, we have developed the expertise in our people to create modern transmission assets for the nation, backed by efficient O&M support.

We factor in ESG performance in our core business objective of value creation.



Vision

To be a world class leader in businesses that enrich lives, create sustainable value and contribute to nation building.



Values

Courage

We shall embrace new ideas and businesses

Trust

We shall believe in our employees and other stakeholders

Commitment

We shall stand by our promises and adhere to high standards of business



Culture

| P | R | I | D | E |
|---------------------------------------|------------------------------|---|--|--|
| Passion | Results | Integration | Dedication | Entrepreneurship |
| Performing with enthusiasm and energy | Consistently achieving goals | Working across functions and businesses to create synergies | Working with commitment in the pursuit of our aims | Seizing new opportunities with initiatives and ownership |

About Adani Group

Adani Group is a diversified organisation in India with combined market cap of \$ 21 Billion, comprising six publicly traded companies. It has created a world-class transport and utility infrastructure portfolio with a pan-India presence. Adani Group is headquartered in Ahmedabad, in the state of Gujarat, India. Over the years, the Group has positioned itself to be the market leader in its transport logistics and energy utility portfolio businesses, focussing on large scale infrastructure development in India with O&M practices benchmarked to global standards. With four Investment Grade (IG) rated businesses, it is the only Infrastructure Investment Grade issuer in India.

Adani Group owes its success and leadership position to its core philosophy of 'Nation Building' driven by 'Growth with Goodness' – a guiding principle for sustainable growth. The Group is committed to increasing its ESG footprint by realigning its businesses with emphasis on climate protection and increasing community outreach through its CSR programme based on the principles of sustainability, diversity and shared values.

Key Achievements

- Won six transmission bids [including a Letter of Intent (LOI) received for one project]
- Qatar Investment Authority (QIA) invested ₹ 3,220 Crores for a 25.10% stake in AEML and for shareholder subordinated debt in AEML
- Cost optimisation through US Dollar bond issuance
 - (i) ATL's maiden and the first US Private Placement (USPP) an (30-year amortising) from India in a decade was priced at 5.20% for \$ 400 Million for six stapled assets
 - (ii) Adani Transmission Limited raised \$ 500 Million bond at 4.25% coupon amortising over 16.5 years
- 5S implementation completed at all substations and transmission lines
- Distribution loss reduced to 7.37%*
- Transmission line of 227# ckt km got operational

#Including one element of GTL line

*Provisional figure as March sales values are estimated owing to COVID-19 related restrictions

FY20 Operational Highlights

TRANSMISSION LINES

11,576 ckt km

TRANSMISSION SYSTEM AVAILABILITY

~99.76%

POWER TRANSFORMATION CAPACITY



18,330 MVA

DISTRIBUTION SUPPLY RELIABILITY [AVERAGE SERVICE AVAILABILITY INDEX (ASAI)]

~99.99%

Project Portfolio

Balanced Mix Insulates from Market Volatility

| | Transmission System | Route Length (ckt km) | Transformation Capacity (MVA) | No. of substations | Counterparty |
|--|--|-----------------------|-------------------------------|--------------------|--------------|
|  Operational Assets | Maharashtra Eastern Grid Power Transmission Company Limited (MEGPTCL) | 1,217 | 6,000 | 2 | State |
| | Adani Transmission India Limited (ATIL) | 3,834 | 6,630 | 3 | Centre/State |
| | Aravali Transmission Service Company Limited (ATSCL) | 97 | 630 | 1 | State |
| | Maru Transmission Service Company Limited (MTSCL) | 300 | 730 | 1 | State |
| | Western Transmission (Gujarat) Limited (WTGL) | 974 | - | - | Centre |
| | Western Transco Power Limited (WTPL) | 2,089 | - | - | Centre |
| | Adani Electricity Mumbai Limited (AEML)* | 566 | 3,125 | 8 | State |
| | Adani Transmission Bikaner Sikar Private Limited (ATBSPL) | 343 | - | - | State |
| | Sipat Transmission Limited (STL) | 348 | - | - | Centre |
| | Raipur Rajnandgaon-Warora Transmission Limited (RRWTL) | 611 | - | 1 | Centre |
| | Chhattisgarh-WR Transmission Limited (CWRTL) | 434 | 630 | 1 | Centre |
| | Adani Transmission (Rajasthan) Limited (ATRL) | 278 | - | - | State |
| | Hadoti Power Transmission Service Limited (PPP 8) | 116 | 310 | 5 | State |
| | Barmer Power Transmission Service Limited (PPP 9) | 133 | 150 | 6 | State |
| | Thar Power Transmission Service Limited (PPP 10) | 164 | 125 | 5 | State |
| | Ghatampur Transmission Limited (GTL) (1 of 3 elements in operation) | 98 | - | - | State |
| | SUB-TOTAL | 11,576 | 18,330 | 33 | |
|  Under-construction Assets | North Karanpura Transco Limited (NKTL) | 299 | 1,000 | 1 | Centre |
| | Fategarh-Bhadla Transmission Limited (FBTL) | 291 | - | 1 | Centre |
| | Ghatampur Transmission Limited (GTL) (2 out of 3 elements in construction) | 799 | - | - | State |
| | Obra-C Badaun Transmission Service Limited (OBTL) | 624 | 950 | 1 | State |
| | Bikaner-Khetri Transmission Limited (BKTL) | 472 | - | - | Centre |
| | WRSS XXI(A) Transco Limited [WRSS XXI (A)] | 290 | 3,000 | 1 | Centre |
| | Lakadia Banaskantha Transco Limited (LBTL) | 351 | - | - | Centre |
| | Jam Khambaliya Transco Limited (JKTL) | 38 | 2,500 | 1 | Centre |
| | SUB-TOTAL | 3,164 | 7,450 | 5 | |
| TOTAL (OPERATIONAL + ONGOING) | | 14,740 | 25,780 | 38 | |

*Includes assets under Mumbai Transmission Business of AEML (an integrated utility with Generation, Transmission & Distribution portfolio)

LOI received for Kharghar-Vikhroli project with a capacity of 500 MVA and a length of 74 ckt km

Projects under Construction



1

North Karanpura Transco Limited

Immediate evacuation for North Karanpura (3x660 MW) Generation Project of NTPC along with the creation of a 400/220 kV substation at Dhanbad (ERSS- XIX)

Project Location

Jharkhand, Bihar

Regulator

Central Electricity
Regulatory Commission

Concession / TSA Term

35 years

Project Mode

TBCB

Project Type

Intra-state

Beneficiary State / Off-taker

Bihar, Jharkhand, West
Bengal and Odisha

Business Model

Build Own Operate Maintain



2

Fatehgarh-Bhadla Transmission Limited

Transmission system for Ultra Mega Solar Park in Fatehgarh, Dist. Jaisalmer, Rajasthan

Project Location

Rajasthan

Regulator

Central Electricity
Regulatory Commission

Concession / TSA Term

35 years

Project Mode

TBCB

Project Type

Inter-state

Beneficiary State / Off-taker

Adani Renewable Energy Park
Rajasthan Limited (AREPRL)

Business Model

Build Own Operate Maintain



3

Ghatampur Transmission Limited

Transmission system for Evacuation of Power from 3X660MW Ghatampur Thermal Power Project

Project Location

Uttar Pradesh

Regulator

Uttar Pradesh Electricity
Regulatory Commission

Concession / TSA Term

35 years

Project Mode

TBCB

Project Type

Intra-state

Beneficiary State / Off-taker

Uttar Pradesh

Business Model

Build Own Operate Maintain

Project Portfolio Contd.

Projects Under Construction



**Obra-C Badaun
Transmission Limited**

Transmission system for evacuation of power from Obra-C (2x660 MW) Thermal Power Project & Construction of 400 kV GIS Substation Badaun with associated transmission lines

Project Location

Uttar Pradesh

Regulator

Uttar Pradesh Electricity Regulatory Commission

Concession / TSA Term

35 years

Project Mode

TBCB

Project Type

Inter-state

Beneficiary State / Off-taker

Uttar Pradesh

Business Model

Build Own Operate Maintain



**WRSS XXI (A)
Transco Limited**

Western Region Strengthening Scheme – 21 (WRSS-21) Part A – Transmission system strengthening for relieving over loadings observed in Gujarat intra-state system due to Renewable Energy (RE) injections in Bhuj PS

Project Location

Gujarat

Regulator

Central Electricity Regulatory Commission

Concession / TSA Term

35 years

Project Mode

TBCB

Project Type

Inter-state

Beneficiary State / Transmission Customers

Renewable energy generators

Business Model

Build Own Operate Maintain



**Bikaner-Khetri
Transmission Limited**

Transmission system associated with Long-term Access (LTA) applications from Rajasthan SEZ Part-D

Project Location

Rajasthan

Regulator

Central Electricity Regulatory Commission

Concession / TSA Term

35 years

Project Mode

TBCB

Project Type

Inter-state

Beneficiary State / Transmission Customers

Renewable energy generators

Business Model

Build Own Operate Maintain