



adani

Chhatrapati Shivaji Maharaj
International Airport Mumbai



POWERING SUSTAINABLE JOURNEYS

Accelerating the transition
to a **Net Zero future**

Sustainability Report
FY 2025-26

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Leadership Message

Dear Stakeholders,

I am pleased to present our annual Sustainability Report, showcasing our continued commitment to environmental responsibility, social impact, and operational excellence. As an integral part of Adani Airport Holdings Limited (AAHL), the airport business of Adani Enterprises Limited (AEL), Mumbai International Airport Limited (MIAL) serves as one of the India's busiest aviation gateways and a critical hub for domestic and international connectivity. This report gives us an opportunity to update you on the strategic and operational steps we have taken through FY 2026 to bring our passengers reliable service and exceptional experience. It also highlights the sustainability practices we leverage to boost business and, at the same time, catalyse inclusive value for our stakeholders.

As one of the world's busiest single runway airports, we operate at an extraordinary scale, serving over 55 million passengers annually and facilitating thousands of aircraft movements every week. During the reporting year, MIAL recorded peak daily passenger traffic of 1,75,925 passengers and handled 7,53,855 tonnes of cargo, comprising 77.8% international cargo and 22.2% domestic cargo. Whether it is improving passenger experience, scaling operational efficiency to manage our environmental footprint and do more with less, or creating a more inclusive and accessible airport, our focus remains on catering to the varying needs of our stakeholders and all those who interact with our airport.



During FY 2026, India's aviation sector experienced operational challenges arising from geopolitical developments, airline network disruptions and adverse weather conditions during peak travel periods. Despite these complexities, MIAL sustained safe and efficient airport operations through proactive planning, real-time operational oversight and close coordination with airlines, regulators, security agencies, ground handlers and other stakeholders. Supported by a robust operational framework, the airport mobilised resources in a timely manner to minimise passenger inconvenience, maintain safety and security standards, and ensure continuity of service delivery, reinforcing our commitment to operational excellence and passenger experience.

The past year has seen us further strengthen our sustainability journey as we explored new opportunities and innovative solutions to make ESG priorities an even more critical part of our strategy. What encourages me most is seeing sustainability become a shared responsibility across our teams and partners, translating into everyday action and outcomes.

We continued our efforts to reduce our environmental footprint through the enhancement in electric fleets, expanding energy efficient infrastructure, and adopting smarter technologies. Our efforts resulted in maintaining carbon-neutral operations through zero Scope 2 emissions and the near elimination of Scope 1 emissions. As an outcome, MIAL achieved Level 5 accreditation under the Airport Carbon Accreditation programme, joining a select group of airports globally recognised for industry leading decarbonisation efforts. We also achieved a Zero Waste to Landfill certification driven by robust waste management systems and circularity initiatives.

During FY 2026, we strengthened resilience to climate and nature related risks through climate and biodiversity assessments. Strategy for key adaptive measures has been planned to address flood risks and enhance infrastructure resilience, while biodiversity studies confirmed No Net Loss of natural, modified, and critical habitats within the airport's operational area, underscoring our commitment to sustainable and nature positive growth.

As passenger expectations evolve, providing efficient and convenient airport experiences has become an important component of sustainable operations. Digital innovations across MIAL, such as e-gates, self service facilities and real-time monitoring platforms, play a critical role in delivering seamless experiences for passengers and improving operational performance. We achieved Level 5 Accreditation for Airport Customer

Experience from ACI, becoming the first airport in India and the third globally to receive this highest distinction. Engagement with the implementation partner, the Brihanmumbai Municipal Corporation, and local communities strengthened the reach and impact of our social development initiatives, improving community health, livelihoods and enterprise development, especially for women. The developmental interventions we undertook in FY 2026 positively impacted more than for over 4,000 women entrepreneurs.

Robust governance has been instrumental in shaping MIAL's growth, and we continue to refine and evolve policies and practices to deepen accountability. During the reporting year, an in house developed digital platform was deployed to automate the calculation of Scope 3 emissions from full flight operations for more timely and reliable emissions reporting.

As we look ahead, we recognise that sustainability is a journey of continuous improvement. We are committed to learning from global best practices, being part of industry wide collaborations and aligning our efforts with national and international sustainability goals.

I would like to thank our employees, partners, customers, regulators, communities, and shareholders for the support they extend in helping us raise the bar in aviation experiences and deliver on them every day for millions of passengers.

Warm regards,
Vishnu Mohan Jha
Chief Airport Officer,
Mumbai International Airport Limited

Airport Overview & Sustainability Context

The Chhatrapati Shivaji Maharaj International Airport (CSMIA) is one of India's critical aviation assets located in Mumbai, the country's financial and commercial capital. With two passenger terminals, one dedicated to serving domestic traffic and the other for both domestic and international operations, as well as cargo facilities for moving freight across India and international destinations, the airport is one of the busiest in India markets. The airport is managed by Mumbai International Airport Limited (MIAL), a public-private partnership with Adani Airport Holdings Limited holding a 74% stake, and the Airports Authority of India holding the remaining 26%.

At MIAL, sustainable aviation practices form an intrinsic part of our operational framework. The scale and complexity of our operations shape how we approach sustainability, combined with the fact that MIAL operates within one of the most constrained urban aviation environments in the world. This makes it imperative that our sustainability mission and strategies are innovative, scalable and responsive to address the inherent complexities of our business and operational context, help run seamless operations given the critical role we play in keeping people and goods moving across India and globally and deliver on our environmental and social stewardship commitments.

Given the nature of our business, any operational decisions we take directly impact the environment and can be objectively measured. The improvements we undertake to scale energy efficiency result in absolute reductions in consumption. The volume of waste we generate is influenced by procurement choices, concessionaire engagement, and on-ground practices. The infrastructure decisions we make today will decide our environmental footprint for years to come. We therefore integrate sustainability into every aspect of our operations, including procurement, facility management, expansions, stakeholder engagement, and day-to-day activities.

Our priorities are also shaped by the city we serve. Mumbai faces challenges such as flood risk, heat stress, water constraints, and high population density. These conditions influence how we plan infrastructure, manage environmental impacts, and engage with communities. We recognise that our operations contribute to the city's broader resilience, and we fulfil this responsibility through long-term planning and day-to-day decisions. As we continue crafting extraordinary experiences for thousands of travellers each day, we will align with relevant national and global sustainability frameworks while remaining focused on local priorities.



About The Report

This sustainability report presents the environmental, social, and governance (ESG) performance of MIAL for the Indian financial year FY 2026. It reflects how we are progressing on responsible growth, operational performance, regulatory adherence and stakeholder engagement.

The report shares transparent disclosures of the initiatives undertaken during the year and their outcome and impact, covering resource efficiency, decarbonisation, digital passenger experience, and engagement with surrounding communities.

During the reporting year, we continued to build on critical moves started in previous reporting cycles. This includes advances made in renewable energy adoption, improvements in resource use across operations and scaling programmes focused on generating local employment, workforce diversity, and inclusive development. We also strengthened aspects of our governance framework for better accountability, effective implementation of policies and practices across the organisation and alignment with different frameworks for consistency and comparability in how we report our performance. The report does not include restatements from previous periods. All data relates to FY 2026, unless stated otherwise.

We publish this report annually and treat the process as an ongoing discipline. We welcome feedback from stakeholders as input to refine our approach over time. email us at environment.mial@adani.com



Reporting Framework

The MIAL Sustainability Report has been prepared in accordance with the GRI Standards and is guided by relevant sustainability disclosure frameworks, including IFRS Sustainability Disclosure Standards, TNFD recommendations, UN SDGs and SEBI's BRSR framework, as applicable to airport operations. Our approach to measurement and reporting follows established principles for ESG performance, enabling comparability across reporting periods.



Reporting period
01 April 2025 to 31 March 2026

Headquarters and operational location
Mumbai, India

Reporting scope and boundary
Terminal 1 & 2, cargo terminal, airside and landside areas, MIAL offices

Materiality

This report presents an overview of the double materiality assessment process we undertook, which evaluates both financial impact on the Company and the broader impacts on stakeholders and the environment. We have identified material topics that are integral to our strategic priorities and underpin our approach to sustainable growth.

Board's Responsibility

The Board is committed to the accuracy and reliability of this Sustainability Report. Based on collective judgement and an assessment of materiality and stakeholder impact, the Board affirms that this Report presents key insights into MIAL's ability to create, sustain, and manage value across the short, medium, and long term, and addresses material matters relevant to stakeholder decision-making to the best of its knowledge.

Independent Assurance

The report has been subjected to assurance by M/s Intertek India Private Limited ('Intertek'), which was engaged by MIAL to provide an independent

limited and reasonable assurance on its selected GRI Standards disclosures for FY 2026. The assurance was performed in accordance with the requirements of the International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagement other than Audits or Reviews of Historical Financial Information. There were no conflicts of interest between the Company and Intertek.

Forward-Looking Statement

The statement in this Report outline our strategic plans and expectations based on reasonable assumptions and past experiences. These statements consider industrial developments, changes in market conditions across different geographical regions, government regulations, laws, and other factors that may have an impact on MIAL's operations and performance. It is important to note that these statements should not be construed as a guarantee of our future performance, as external factors beyond our control may cause significant changes in the underlying assumptions.

For any queries or questions regarding this report, please write to MIAL at environment.mial@adani.com



Our Sustainability Highlights

Carbon

Airport Carbon Accreditation (ACA)
Level 5
accredited
Carbon neutral for Scope 1 and Scope 2

Waste

Zero
Waste to Landfill
certified

Energy

100%
green electricity
powered operations

Green Buildings

Terminal 2 certified
IGBC Platinum

Passenger Traffic

1,75,925
passengers handled
on a single day

Cargo

4.1%
Year on Year (YoY)
Overall cargo
tonnage increased

Fleet

54
electric vehicles
supported by

47
charging stations

Training

50000+
Man-hours of training

Procurement

61.55%
procurement from
local suppliers

Service Quality

5.00
Airport Service
Quality score

Connectivity

Metro Line
connectivity with 3
stations, and **direct**
FOB (Foot Over
Bridge) access
into T2

Customer Experience

Level 5

Accreditation for Airport Customer Experience (ACI) Achieved: The first airport in India and third globally to receive this highest distinction.



Performance at a Glance

Aviation Industry Landscape

Global aviation has moved beyond recovery and is now operating with evolving expectations around safety, efficiency, and environmental responsibility. Passenger traffic reached 5,000 million passengers in 2025, with more than 38.7 million flights operating annually. Safety has improved alongside this growth, with the global accident rate declining from 3.72 incidents per million flights in 2005 to around 1.32 in 2025. Decarbonisation remains a key challenge. Aviation contributes about 2 to 3% of global CO₂ emissions, and the pathway to net zero by 2050 is being pursued through sustainable aviation fuel, improvements in aircraft efficiency of around 15 to 20%, and actions at the airport level, including participation in programmes such as Airport Carbon Accreditation, which now covers more than 500 airports globally.

India is now the third largest domestic aviation market, with total passenger volumes exceeding 240 million annually and projected to reach 500 million by 2030. This growth is driven by structural factors, including an expanding middle class, more than

500 UDAN routes connecting underserved cities, and an increase in the number of operational airports from 157 to around 230 over the next five years. New infrastructure is increasingly being planned with sustainability considerations in place. MIAL operates in an environment where growth and environmental responsibility are expected to move forward together.

Operating in one of the world's fastest growing aviation markets, MIAL continues to strengthen its role as a key gateway for India. In FY 2026, MIAL reported strong growth in both passenger traffic and cargo operations, while making steady progress on its sustainability agenda.

The airport has secured ACA Level 5 accreditation, achieved its Zero Waste to Landfill certification and maintained 100% green electricity usage, along with advancing efforts towards its Net Water Positive ambition. At the same time, continued investments in customer experience, green infrastructure, and electric mobility have further reinforced CSMIA's position as a leading global urban airport.

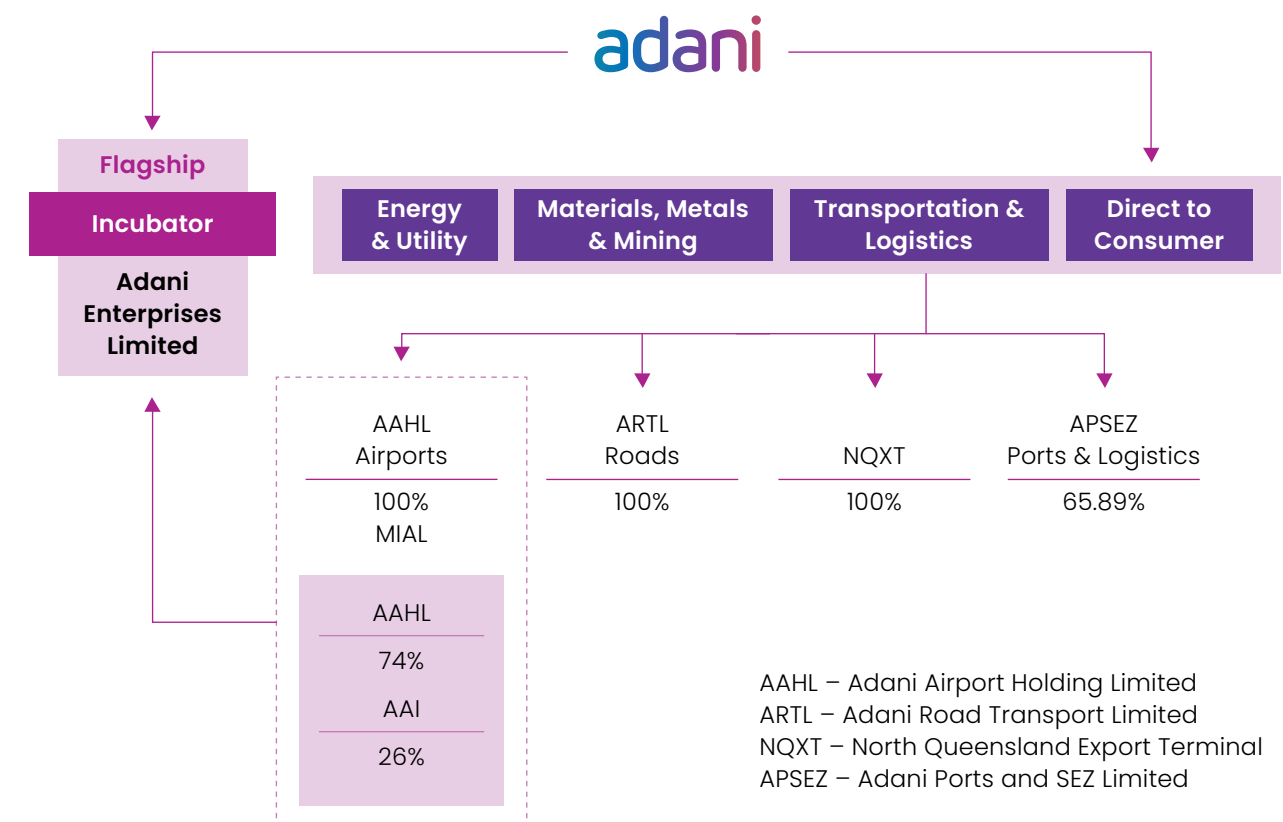


Enterprise Overview

The Adani Group was founded in 1988 by Mr. Gautam Adani in Ahmedabad, India. What began as a commodity trading business has developed over time into a diversified infrastructure group, with a focus on building and operating long-term assets across key sectors.

Today, the Group operates across energy, ports and logistics, airports, utilities, data infrastructure, metals, mining, and consumer businesses. It includes multiple listed companies, several of which hold investment-grade credit ratings, reflecting scale and focus on long-term asset management.

Our renewable energy sourcing is supported by the Group's broader energy capabilities. Governance practices applied at MIAL are aligned with Group level frameworks. Our ability to invest in long term infrastructure is derived from the financial strength and strategies adopted at the Group level. This context will help our stakeholders better understand how we plan, invest in initiatives and deliver on our sustainability commitments.



AAHL was established in 2019 under Adani Enterprises Limited as the Group's aviation business arm. It was set up to meet Indian aviation's growing needs for sustained investment in infrastructure to support long term growth.

AAHL manages a portfolio of airports across India with a focus on improving operational performance, passenger experience, and sustainability and

incorporating these considerations into how airports are planned and operated.

MIAL is the largest airport in AAHL's portfolio and one of the most operationally demanding. It operates within a densely populated urban environment, handles a high volume of passengers each year. This makes it a key reference point for how our operating approach is applied in practice.

MIAL: Where Mumbai Meets the World

Mumbai International Airport Limited (MIAL) holds the concession to operate and develop MIAL. We manage the full scope of airport operations, including passenger terminals, airside operations, cargo handling, commercial activities, capital infrastructure, regulatory compliance, safety security, and sustainability.

This involves coordinating across all terminals, dedicated cargo facilities, and a broad network of airline partners, ground handlers, government agencies, concessionaires, and service providers that together make up the airport ecosystem.

The airport serves Mumbai, India's financial capital and one of its most densely populated cities. The location of the airport and its pivotal role in the country's economic and environmental progress shape our approach to energy use, water management,

community engagement, and environmental performance. Operating at this scale within the city requires sustainability to be integrated into day-to-day decision making rather than treated as a secondary consideration.

Operational Highlights (FY 2026)

Category	Domestic	International
Passengers	38.9 million	16.4 million
Destinations	72	62
Airlines	7	53
ATMs	2,36,165	86,659
Freighter ATMs	4,164	4,768
Cargo Tonnage	2,32,580	6,94,919



VISION

To be a world class leader in businesses that enrich lives and contribute to the nation in building infrastructure through sustainable value creation.

MISSION

A smart and connected airport that curate's seamless experiences for all its stakeholders and becomes a global benchmark in the aviation industry

VALUES

- Courage**
We shall embrace new ideas and businesses.
- Safety and Security**
We shall always ensure the highest standards of safety and security for all our stakeholders.
- Creativity**
We shall always look for new ways of creating value for all our stakeholders, reinforcing our purpose of being a trendsetter.
- Trust**
We shall believe in our employees and other stakeholders.
- Commitment**
We shall stand by our promises and adhere to high standards of business.
- Collaboration**
We shall work together with all our stakeholders to achieve our purpose and our mission, thereby becoming a natural partner of choice for everyone.
- Humility**
We shall serve all our stakeholders with a genuine sense of gratitude for providing us with an opportunity to engage with them.

MIAL's vision is to contribute to the nation through sustainable value creation. At MIAL, this is reflected in how we make operational decisions, plan infrastructure, and track performance over time. We are working to build a connected and efficient airport that offers reliable and seamless experiences for passengers, airlines, cargo partners, employees, and the communities around us. Each of these

stakeholders engages with the airport in different ways, and our focus is on maintaining consistency across these interactions.

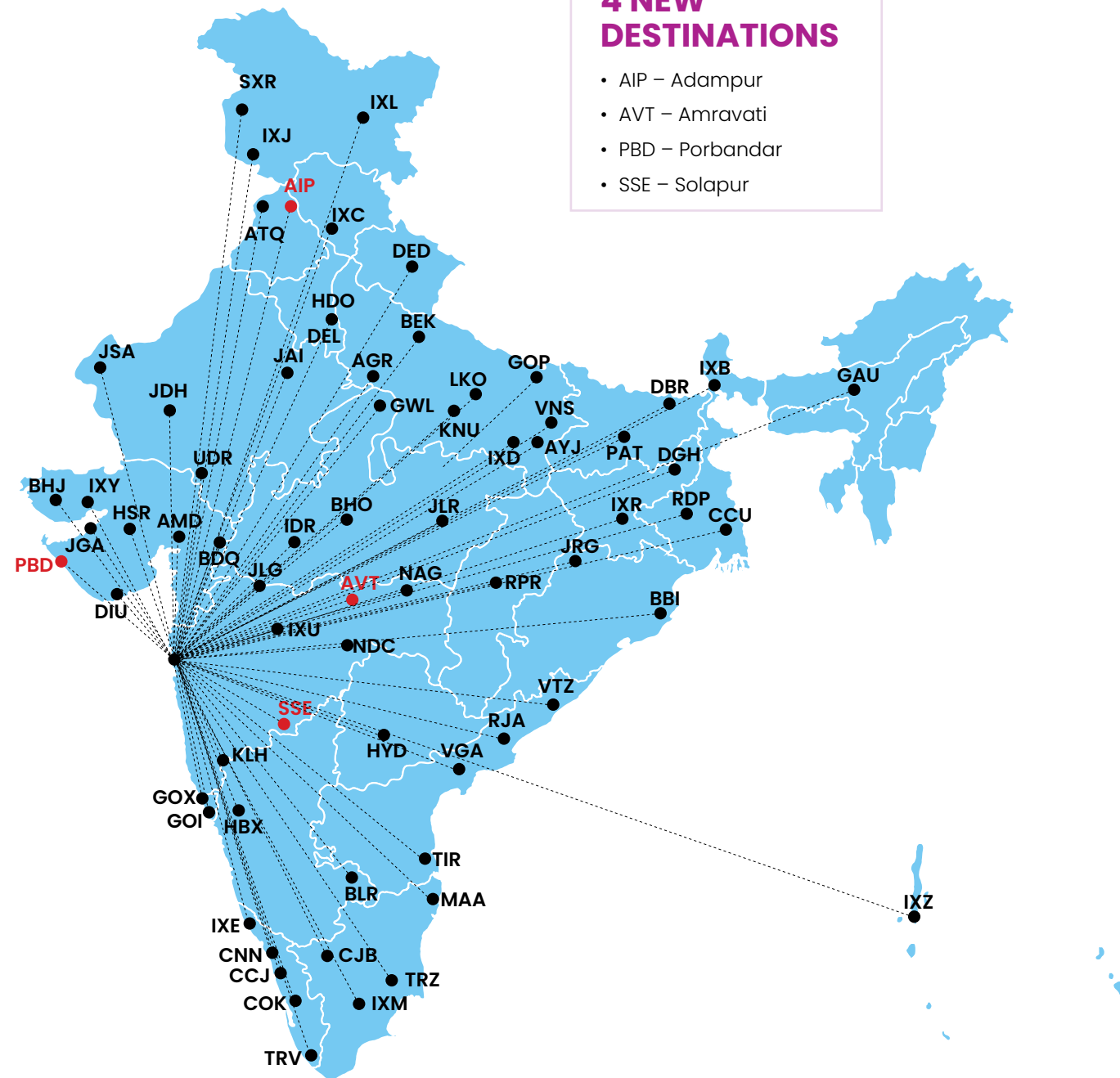
We benchmark our performance against established global standards by assessing operational performance, service quality, data integrity, and delivery on environmental and social responsibilities.

Soaring Higher, Connecting Deeper

DOMESTIC HORIZONS

4 NEW DESTINATIONS

- AIP – Adampur
- AVT – Amravati
- PBD – Porbandar
- SSE – Solapur



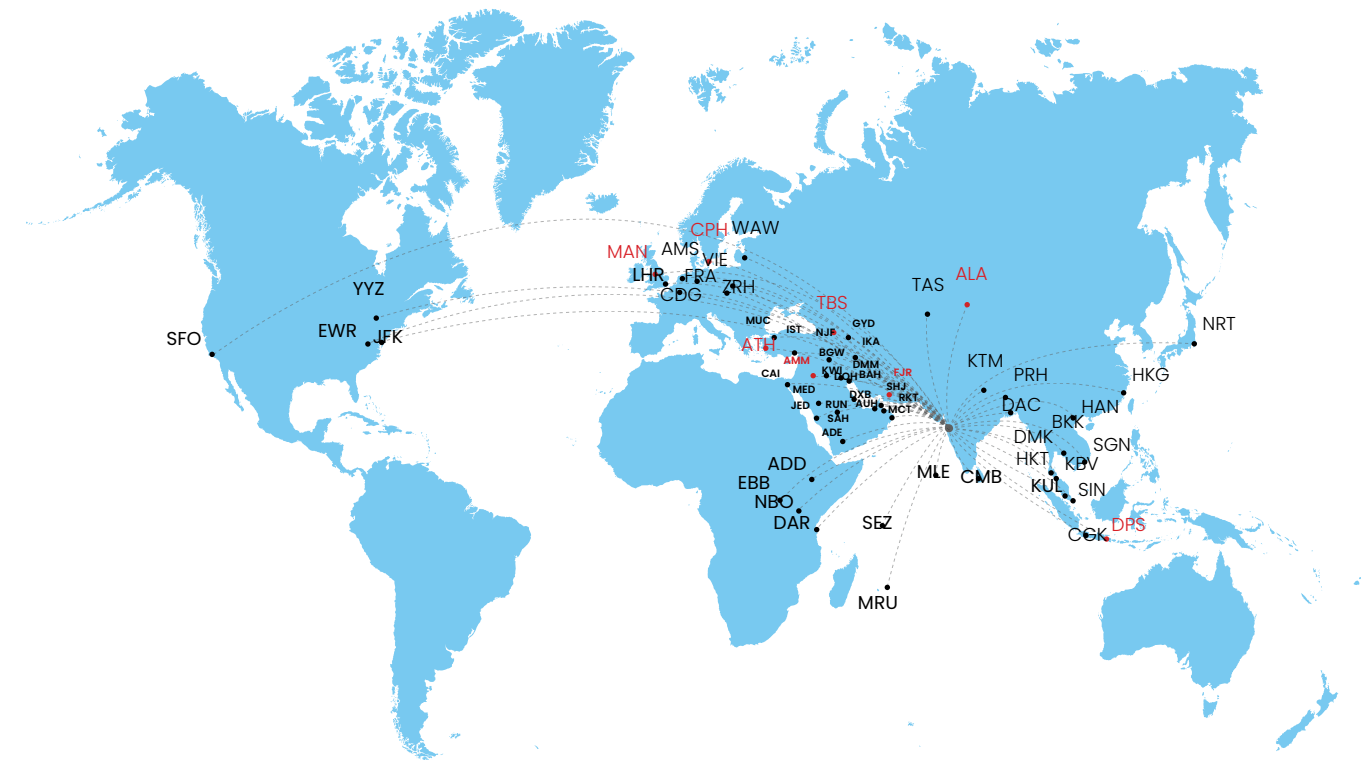
DOMESTIC AIRLINE PARTNERS

AIR INDIA AKASA AIR INDIGO STAR AIR AIR INDIA EXPRESS ALLIANCE AIR SPICE JET

GLOBAL HORIZONS

8 NEW DESTINATIONS

- MAN – Manchester
- ATH – Athens
- AMM – Amman
- DPS – Denpasar (Bali)
- CPH – Copenhagen
- TBS – Tbilisi
- ALA – Almaty
- FJR – Fujairah



INTERNATIONAL AIRLINE PARTNERS

- | | | | |
|-----------------------|----------------------|--------------------------|-----------------------|
| • AIR ARABIA | • EGYPT AIR | • LION AIR THAI | • SRILANKAN AIRLINES |
| • *AIR ASTANA | • EMIRATES | • LOT POLISH AIRLINES | • SWISS INTERNATIONAL |
| • AIR CANADA | • ETHIOPIAN AIRLINES | • LUFTHANSA | • AIRLINES |
| • AIR FRANCE | • ETIHAD AIRWAYS | • MALAYSIA AIRLINES | • THAI AIRWAYS |
| • AIR INDIA | • FLYDUBAI | • MALINDO AIR | • INTERNATIONAL |
| • AIR INDIA EXPRESS | • FLYNAS | • NOK AIR | • THAI VIET JET |
| • AIR MAURITIUS | • GULF AIR | • OMAN AIR | • TURKISH AIRLINES |
| • AIR TANZANIA | • INDIGO | • QATAR AIRWAYS | • UGANDA AIRLINES |
| • AKASA AIR | • IRAQI AIRWAYS | • *ROYAL JORDANIAN | • UZBEKISTAN AIRWAYS |
| • ALL NIPPON AIRWAYS | • IRAQI AIRWAYS | • ROYAL NEPAL AIRLINES | • VIETJET AIR |
| • AZERBAIJAN AIRLINES | • JAZEERA AIRWAYS | • SALAM AIR | • VIETNAM AIRLINES |
| • BHUTAN AIRLINES | • KENYA AIRWAYS | • SAUDI ARABIAN AIRLINES | • VIRGIN ATLANTIC |
| • BRITISH AIRWAYS | • KLM ROYAL DUTCH | • SINGAPORE AIRLINES | • YEMENIA AIRWAYS |
| • CATHAY PACIFIC | • KUWAIT AIRWAYS | • SPICE JET | |

* 2 new Airlines

Passenger Movements (in million)

Passenger Category		FY 2025	FY 2026
Domestic	Total Passengers	39.52	38.93
	Arrival	19.64	19.22
	Departure	19.88	19.71
International	Total Passengers	15.50	16.35
	Arrival	7.56	8.00
	Departure	8.04	8.35

Total Number of Aircraft

Passenger Category		FY 2025	FY 2026
Passenger		3,30,063	3,31,756
General Aviation		14,938	14,973
Defence		591	439

Cargo Movements (MT) for FY 2026

Type	Cargo by all-cargo flights	Cargo by passenger flights (belly cargo)	Total
International	2,72,662	3,14,083	5,86,745
Domestic	61,123	1,05,987	16,7110



Airport Services & Facilities

Superior Experience at Every Touchpoint

Our Portfolio of Services

Duty Free	Lounges	Food & beverages	Pranaam Meet & Greet
Shopping	Valet Parking	Foreign currency	Ticket Counters
Transit Hotel	Medical centre	Left luggage	Sim Cards
Baggage wrapping	Parking		

Other Services

Pharmacy	Spa services	Vending machines
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Duty Free



We offer duty-free retail across international departures and arrivals at Terminal 2, available throughout the day. The product range includes liquor, cosmetics, confectionery, fashion and luxury, tobacco, electronics, toys, and wellness items, reflecting the needs of international travellers. Passengers can also pre-order products through the Adani One platform and collect them at a designated counter before departure.

Lounges



Well-equipped lounge facilities have been provided across both terminals for passenger comfort before departure. These lounges offer seating, food and beverage services, Wi Fi, charging points, and business amenities, with shower facilities available at select locations. Complimentary access is available to business class passengers, loyalty programme members, and eligible cardholders. The lounge also offers access through paid options.

Pranaam Meet and Greet



We provide Pranaam meet and assist services for departure, arrival, and transit passengers with support for check-in, airport processes, baggage handling, and movement through the terminal, helping simplify the passenger journey.

Food and Beverages



Multiple food and beverage outlets are available across both terminals, including a central food hall and outlets located near boarding gates. These outlets offer a range of cuisines across different price points, tailored to meet diverse passenger preferences.

Shopping



A wide variety of retail outlets and services are available across both terminals, with a mix of premium and everyday products including fashion, accessories, confectionery, and travel essentials. Retail zones are located so passengers can easily access them during their transit through the airport.

Parking



We provide organised parking facilities across both terminals, including multi-level parking with round-the-clock security and direct access to terminal entrances. Prebooking options are available through digital platforms to support travel planning.

Transit Hotel



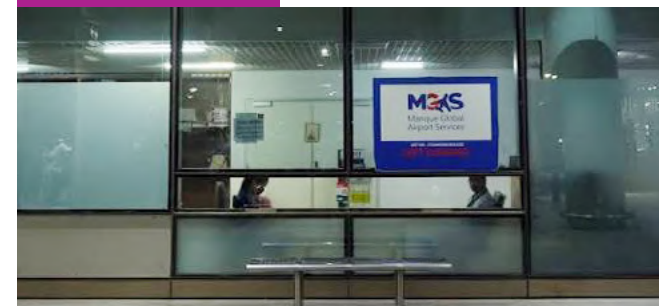
We provide transit accommodation within the airport for passengers requiring short stay options during layovers or extended connections, so they can rest between flights without the need to leave the airport.

Medical Centre



A 24-hour medical centre is available on-site, staffed by qualified personnel and along with emergency response infrastructure to provide timely medical assistance for passengers, crew, and airport staff.

Cloak Rooms



Baggage storage facilities are available within the terminals for passengers, which offer them a flexible option for short-term luggage holding during transit or extended stays.

Foreign Currency Exchange



We offer foreign exchange services at multiple locations within the terminals to support the currency requirements of international passengers.

SIM Cards



SIM card services are set up within the airport to help passengers access local connectivity upon arrival.

Ticketing Counters



Airline ticketing counters are available across terminals to support bookings, itinerary changes, and passenger assistance.

Baggage Wrapping



We offer baggage wrapping services within the terminal for secure handling of luggage during travel.

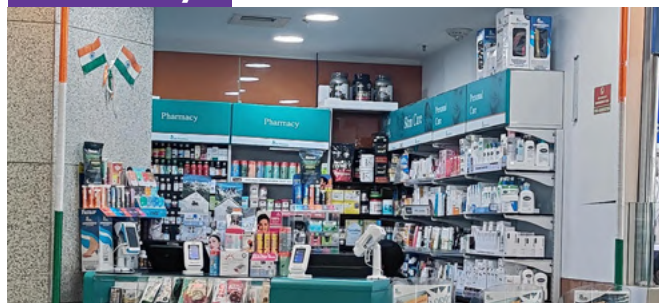
Valet Parking



Valet parking services are available at Terminal 2, allowing passengers to drop off vehicles at designated points where trained staff manage secure parking. The service operates continuously and supports ease of access for passengers with limited time.

Other Allied Services

Pharmacy



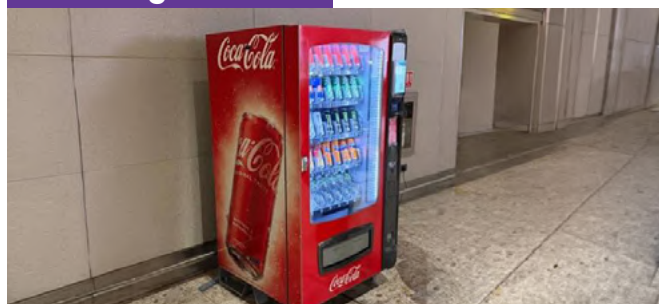
We provide pharmacy services within the airport to address the basic medical and healthcare requirements of passengers.

Spa Services



We offer spa services within selected terminal areas, providing passengers with options for rest and relaxation during their time at the airport.

Vending Machine



Vending machines are installed across both terminals for easy access to beverages and essential items at multiple passenger touchpoints.



Stakeholder Engagement and Materiality Assessment

We recognise that managing airport operations seamlessly, keeping passenger comfort and protecting stakeholder interests at the core, is critical to achieving our sustainability goals. For MIAL, the key inputs to continually improving operational and strategic processes and customer experiences are drawn from the insights shared by stakeholders through transparent and regular engagement. Led by senior management, our stakeholder engagement strategy is designed to support our core business objectives and sustainability commitments by considering the diverse perspectives of our passengers, employees, partners and other stakeholders.

The stakeholder engagement framework at MIAL is designed to facilitate two-way communication aligned with MIAL & AAHL policies and aviation standards. We have established transparent engagement channels designed to address the specific needs of each stakeholder group and to support evidence based decision-making through the integration of their feedback. These engagements allow us to proactively identify risks and opportunities, develop appropriate mitigation measures and strategic responses so that every outcome leads to action and tangible impact.



Sustainability Approach & Stakeholder Engagement

The global aviation industry is shifting towards a model where long-term growth is deeply linked to environmental stewardship, aligned to the changing expectations of stakeholders and regulatory requirements. This transition is particularly important in India, given the nation's projected aviation boom. As airports invest in expanding their footprint and resilient, low-carbon infrastructure, today's sustainable choices will define the industry's impact on millions of lives for decades to come.

At MIAL, sustainability is a core business driver, woven into our daily operations and decision-making. We leverage the diverse perspectives of passengers, employees, regulators, and partners to establish and continually refine our approach to strengthen the sustainability of our operations. Aligned with global

standards and MIAL and AAHL policies, we have a stringent focus on managing our carbon footprint, energy and water consumption, waste and noise levels, and protecting and enhancing biodiversity for long-term operational resilience and sustainable growth.

Stakeholder inputs form the foundation of our double materiality assessment (DMA), which is undertaken to identify and prioritise the most significant environmental, social, and governance considerations for our business based on business impact and stakeholder relevance. The outcomes of the DMA form the key focus areas of our ESG strategy and roadmap. We continually review and refine our stakeholder engagement mechanisms to better understand their evolving needs and integrate them into materiality assessment processes and value creation endeavours.



Our stakeholder engagement approach

Stakeholder Mapping and Prioritisation Approach

We identify and categorise stakeholders based on their role, influence, and relevance to our operations, forming the foundation for targeted engagement.

Understanding Influence and Impact

We engage with our stakeholders through multiple channels such as meetings, town halls, surveys, and regular communication conducting consistent dialogue and seeking feedback from key stakeholder groups.

Prioritising Key Issues

Stakeholder inputs are analysed to identify key concerns and priorities, which inform material topics and guide sustainability focus areas.

Acting on Stakeholder Insights

Stakeholder concerns are addressed through structured grievance mechanisms and feedback systems, ensuring timely resolution and continuous improvement.



Our Stakeholder Universe

- Employees
- Customers
- Airline & Ground Handlers
- Investors & shareholders
- Government & regulatory Bodies
- Community & NGOs
- Suppliers
- Industry associations
- Media
- Concessionaire

Engagement that Shapes the Journey

Employees			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
At MIAL, employees do more than just operate our business. They are pivotal to driving innovation. From delivering top-tier customer satisfaction to executing our sustainability goals, their contributions are vital.	- Employee engagement surveys - Townhall meetings - Performance appraisal reviews - Training programmes - Intranet portal, in-house newsletters - Rewards & recognition programme - Grievance redressal mechanism - Employee well-being programmes - HR interactions	Ongoing over the reporting cycle	- Training and skill development - Employee well-being - Health and safety - Career growth - Working conditions - Fair wages - Rewards and recognition - Transparent communication

Customers			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Passengers and business clients drive market trends, directly influencing our service quality, operational standards, and commitment to sustainable growth.	- E-mails and meetings - Customer feedback - surveys 24/7 customer care	Ongoing over the reporting cycle	- Service quality - Timely delivery - Sustainable products - Safety and Security

Airlines and Ground Handlers			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Driving traffic and supporting business performance. This remains a vital pillar of our operations.	- Meeting with airline representatives - Conference and forums - Feedback - Airport facilitation committee - Stakeholder engagement - Trainings and workshops - Control centres - Safety audits	Ongoing over the reporting cycle	- Connectivity - Airport safety and security - Airport planning and development - IT-enabled systems and technologies - Opportunity & competitive environment - Frequent communication, interaction & relationship

Investors & Shareholders			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Capital provided by these stakeholders supports our infrastructure expansion, critical for sustainable and long-term growth.	- Annual General Meeting (AGM) - Quarterly/annual results - ESG reports and disclosures as part of AEL	As required	- Sustainable growth and returns - Risk management - Corporate governance - Better disclosures, transparency, and credibility of financials

Government & Regulatory Bodies			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Compliance with regulatory and policy frameworks is fundamental to our business continuity and operational stability.	- Meetings: formal dialogues - Telephonic communication - Video conferences - Email - Reporting to regulatory and statutory agencies in compliance with regulatory requirements	As Required	- Compliance with laws & regulations - Tax - Pollution prevention - Local economy growth and community development - Transparent disclosures (Annual Report, BRSR, etc.) as part of Adani Enterprises Limited

Community & NGO			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Engaging closely with local communities ensures social stability and operational continuity, allowing us to generate shared value for all stakeholders.	- Community meetings - Corporate social initiatives - Traditional and social media	Over the reporting cycle	Welfare and empowerment of local communities

Suppliers & Contractor			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
To strengthen operational leverage, we focus on value chain optimisation, cost leadership, and the seamless integration of sustainability into the supply chain.	- E-mails and meetings - Contract negotiations - Supplier evaluations/ due diligence - Seminars and conferences	Over the reporting cycle	- Fair and long-term business relations - Timely payment - Capacity building - Transparency

Industry associations			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Collaboration with industry leaders aligns MIAL's operations with the latest aviation standards and global trends.	- Events - Conferences/seminars - E-mails	As Required	- Knowledge sharing - Compliance with industry standards and regulations

Media			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
Transparent, structured media engagement around our key initiatives reaches the message to the right audience, building trust and elevating MIAL's public profile.	- Press releases - Interviews - Media events - Emails and telephonic communication	As Required	Business Outlooks and announcements

Concessionaire			
Purpose of Engagement	Mode of Engagement	Frequency of engagement	Key Expectations
A key contributor to delivering exceptional customer experience and satisfaction.	Airport Facilitation Committee Meeting (AFCM)	Over the reporting cycle	- Passenger Experience and Satisfaction - Quality Service



Materiality Assessment

We undertake periodic materiality assessments to ascertain and prioritise the ESG topics most relevant for our business growth and stakeholder value creation. The materiality assessments draw on stakeholder inputs and trend analysis to identify the issues that matter most for long-term value and resilience. We review and update our material topics every three years to keep them relevant against changes in the aviation sector, customer expectations, regulations, as well as emerging risks and opportunities, which keep our sustainability priorities relevant and effective

Double Materiality Assessment

In FY 2025, we expanded the scope of our materiality assessment process to conduct a double materiality assessment (DMA) to evaluate key ESG topics across two core, interconnected areas:

Impact Materiality
To understand how our operations and supply chain affect the environment and society.

Financial Materiality
To identify sustainability related risks and opportunities that could impact the company's financial stability, asset value, and long-term resilience.

While traditional materiality assessments focus primarily on issues that impact financial performance, a DMA expands this view to also consider our impact on society and the environment. This dual perspective provides a more comprehensive understanding of priorities that helps us build a balanced strategy to achieve business resilience and deliver on broader stakeholder expectations.

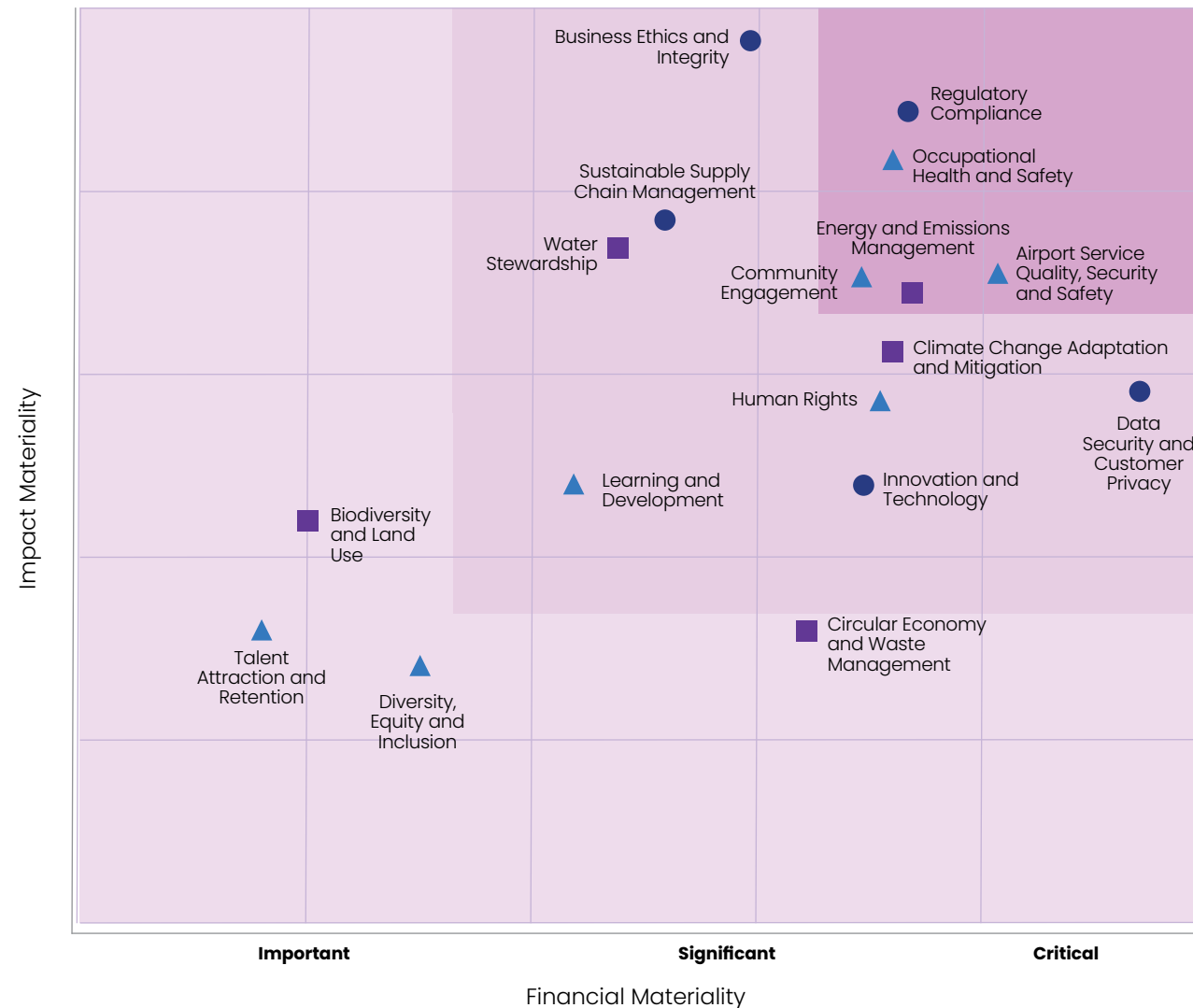
Structured Approach to DMA

The DMA combined stakeholder feedback, industry trend analysis, and a detailed review of our risks and opportunities to ascertain key material topics that influence MIAL's business strategy, sustainability priorities and stakeholder value creation. Using specific scoring criteria, each potential impact, risk, and opportunity (IRO) was measured across both dimensions. The results were then ensured that they accurately reflect the most significant priorities for the business and external partners.

The findings from this process pinpoint the ESG topics most critical for long-term value creation and operational resilience. These insights directly shape MIAL's sustainability strategy and resource allocation, allowing the organisation to stay ahead of evolving industry requirements.



Double materiality Matrix



Material Topics Through Double Materiality Lens

The DMA conducted in FY 2025 narrowed down the broader universe of topics to those most relevant based on both impact and financial materiality. The topics that rank highest across both dimensions are outlined below and form the core focus areas of our business and sustainability strategy.

Energy and Emissions Management

SDG Linkage



Stakeholders Impacted

- Employees • Suppliers
- Government and Regulatory Authorities
- Investors & Shareholders

GRI Disclosure

GRI 302, 305

Business Case

Energy is a critical resource needed to run airport operations seamlessly. However, it is also a key driver of emissions and climate-related impacts. Direct and indirect GHG emissions arising from business activities remain a material consideration, particularly given the continued reliance on non-renewable energy sources, which contribute to higher emissions and environmental impact.

Mitigation Strategy

We manage our energy use and associated carbon footprint by integrating low-carbon and energy efficient technologies to support a future-ready operating model. While a significant portion of the ground vehicle fleet is operated by third-party service providers, MIAL promotes the adoption of cleaner alternatives and electrification wherever feasible. For our own fleet, MIAL is progressively transitioning to more energy efficient and low emission vehicles.

Energy performance and emissions are monitored through an ISO 50001:2018 certified Energy Management System, enabling continuous improvement. Our commitment to achieving net zero by 2050, aligned with Airport Carbon Accreditation (ACA) Level 5, includes maintaining ≥90% absolute reduction in Scope 1 and Scope 2 emissions and driving further reductions through operational efficiency, energy efficient technologies, green buildings, and decarbonisation initiatives.

ENVIRONMENTAL (E)

- Climate Change Adaptation and Mitigation
- Energy and Emissions Management
- Water Stewardship
- Circular Economy and Waste Management
- Biodiversity and Land Use

SOCIAL (S)

- ▲ Occupational Health and Safety
- ▲ Talent Attraction and Retention
- ▲ Learning and Development
- ▲ Diversity, Equity and Inclusion
- ▲ Human Rights
- ▲ Community Engagement
- ▲ Airport Service Quality, Security and Safety

GOVERNANCE (G)

- Business Ethics and Integrity
- Sustainable Supply Chain Management
- Regulatory Compliance
- Data Security and Customer Privacy
- Innovation and Technology



Community Engagement

SDG Linkage



Stakeholders Impacted

- Employees
- Communities & NGOs
- Government and Regulatory Authorities, Investors & Shareholders

GRI Disclosure

GRI 203, 413

Business Case

Investments in local communities contribute to improved socio-economic outcomes, supporting stable and uninterrupted operations. Positive community relationships reduce the risk of conflicts, protests, and grievances, thereby minimising potential disruptions. Sustained engagement also strengthens trust among key stakeholders, including government authorities, investors, and civil society, while reinforcing our reputation and long-term licence to operate.

Mitigation Strategy

We partner with local communities to implement developmental programmes to improve healthcare, education, livelihood opportunities and women's empowerment. These initiatives are designed to address community needs, and their progress is reviewed by the CSR Committee of the Board. We track outreach, outcomes and impact to assess the effectiveness of these programmes and ensure that our investments deliver measurable socio-economic value while strengthening long-term stakeholder relationships.

Occupational Health and Safety

SDG Linkage



Stakeholders Impacted

- Employees
- Contractors and Workers
- Government & Regulatory Bodies

GRI Disclosure

GRI 403

Business Case

Inadequate safety measures in the workplace increase the risk of employee injuries and health issues. Non-compliance with established safety policies and procedures may result in legal liabilities, fines, and penalties imposed by regulatory authorities. Workplace incidents and health related issues can reduce workforce productivity, leading to operational disruptions and reputational harm to the organisation.

Mitigation Strategy

We maintain a safe working environment with a commitment to zero harm. Hazards and risks are identified periodically, with appropriate mitigation measures implemented. We have established an ISO 45001:2018 certified Safety Management System to implement benchmarked systems and processes to strengthen workplace safety. Regular safety training is conducted for employees and workers to deepen their awareness of safety hazards and prevent incidents. ESG related risks, including occupational health and safety risks, are periodically assessed and managed through a defined enterprise risk framework.

Regulatory Compliance

SDG Linkage



Stakeholders Impacted

- Employees
- Customer
- Investors & Shareholders
- Government & Regulatory Bodies

GRI Disclosure

GRI 2-27

Business Case

Airports are required to comply with regulations established by multiple authorities governing various aspects of operations. The Directorate General of Civil Aviation (DGCA) prescribes regulations relating to safety, security systems, ground handling, and noise management. The Ministry of Environment, Forest and Climate Change (MoEFCC) sets out environmental requirements, including clearances, impact assessments, and air quality monitoring. The Digital Personal Data Protection Act, 2023, governs the collection, handling, and protection of passenger and employee data. Non-compliance may result in legal action, fines, and penalties. The Airports Economic Regulatory Authority (AERA) regulates tariffs at major airports, and changes in regulatory policy may impact revenue streams and overall financial performance.

Mitigation Strategy

We have established a comprehensive suite of ESG policies to promote a culture of compliance across the organisation. Disciplinary measures and reinforcement mechanisms are defined to address instances of non-compliance. Legal and functional teams monitor regulatory compliance at defined intervals to stay abreast of evolving statutory and regulatory requirements across environmental, safety, data privacy, and aviation regulation domains.

Airport Service Quality and Safety

SDG Linkage



Stakeholders Impacted

- Customers
- Employees
- Government & Regulatory Bodies
- Airlines and Ground Handlers

GRI Disclosure

GRI 416, 418

Business Case

Continually improving customer experience through high quality services and amenities, while maintaining safe environments, is a key priority for the best run airports globally. In India, the use of technologies such as DigiYatra makes check-in and boarding faster, improving the overall passenger experience. Passenger assistance services are available to support travellers at every stage of their journey. Airports work closely with airlines to provide real-time updates on flight schedules and gate information, while seamless connectivity with transport services and airport retail outlets makes journeys more convenient. While these services make passenger journeys hassle-free and pleasant, there also exist risks of safety and security incidents that may result in injuries, cybersecurity threats affecting airport systems, security breaches requiring terminal evacuation, and risks arising from ageing infrastructure and ongoing maintenance activities.

Mitigation Strategy

We offer comprehensive online and offline training to strengthen employee awareness and capability across occupational health and safety, cybersecurity, and hazard identification. Aircraft Rescue and Fire Fighting (ARFF) teams conduct regular mock drills at MIAL, working closely with regulatory bodies and government agencies like the Central Industrial Security Force (CISF), local police, and other law enforcement agencies for preparedness to handle emergencies such as aircraft fires, evacuations, and security incidents. Cybersecurity governance at MIAL is maintained through our Cyber Security and Data Privacy Policy, with periodic system reviews and incident response protocols in place.

Enterprise Risk Management

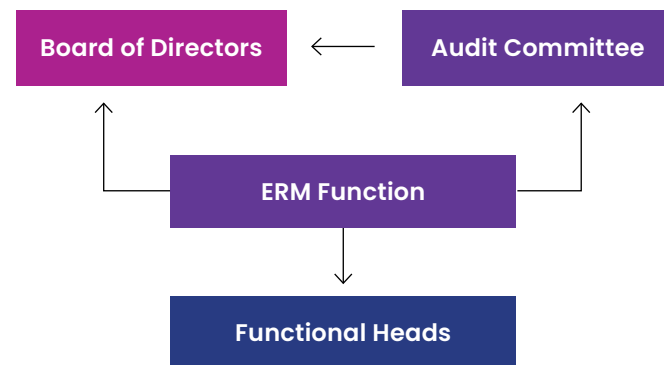
In an environment shaped by rapid technological change, regulatory evolution, and operational complexity, a robust enterprise risk management (ERM) framework ensures business continuity, furthering our core focus on keeping passengers and other stakeholders safe and deepening trust.

Risk Governance: Implementation and Oversight

The ERM function is overseen by the Management Assurance Department, which serves as the key team to identify, monitor, and respond to emerging risks. The Management Assurance Department is responsible for developing and maintaining our ERM policy, which is a living document that evolves in response to the changing risk landscape. The Department undertakes ongoing enterprise wide surveillance of risk exposures to anticipate potential disruptions and deploy mitigation measures, embedding resilience into the core of our decision-making. Each functional head across MIAL is tasked with implementing risk management initiatives

within their departments. The ERM Function reports to the Audit Committee of the Board and shares regular reports on the effectiveness of the risk management efforts and progress on mitigation measures. The Audit Committee, in turn, keeps the entire Board informed on ERM goals, progress and functioning.

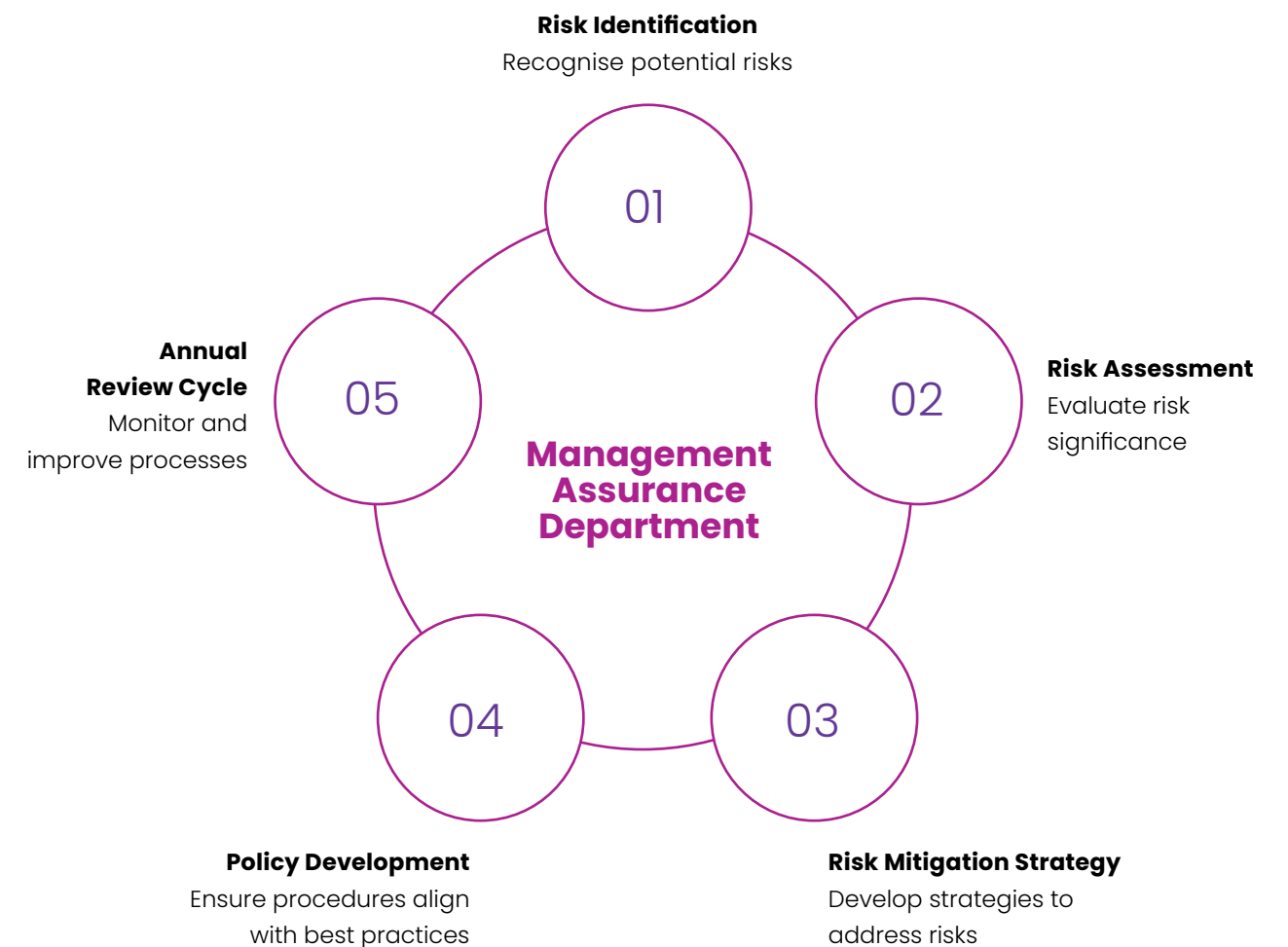
Establishing a risk governance framework across a cross-functional team ensures the exchange of risk intelligence seamlessly between operational units and senior leadership and drives effective decision-making at every level.



Risk Management Approach

Risk management is woven into the fabric of our organisational culture and everyday decision-making across business units, enabling teams to anticipate challenges before they escalate, respond with agility when they arise, and protect the continuity of operations that our stakeholders depend upon.

Our framework is structured around five interconnected activities: Risk Identification, Risk Assessment, Risk Treatment, Monitoring, and Reporting, each reinforcing the next to form a continuous, closed loop system. This integrated approach helps manage our risks effectively, with accountability and transparency at every stage.



Risk Management Approach

All our risks are categorised to ensure they cover every aspect of our business operations, and their management is systematically monitored. The Management Assurance Department maintains a comprehensive risk register across six defined categories. These risk categories and their scope are reviewed regularly for relevance.

Risk	Description	Mitigation Strategy
Operational Risks	Disruptions to airport operations, including equipment failures, air traffic irregularities, and dependencies on third-party service providers, may impact service delivery and passenger experience. Such disruptions could result in delays, regulatory implications, and reputational risks if not effectively managed. Ensuring seamless operations across terminals, runways, and ground services remains critical to sustaining operational excellence.	We have implemented a comprehensive Business Continuity Management (BCM) framework, which is periodically tested and reviewed. Critical infrastructure is supported by redundancy systems and backup protocols. Real-time monitoring tools enable swift incident response, minimising operational disruptions. Third-party performance is managed through clearly defined service level agreements (SLAs) and accountability mechanisms.
Economic Risks	Exposure to fluctuations in aviation revenues, foreign exchange movements, capital expenditure requirements, and tariff changes may affect cash flows, liquidity, and investment capacity.	A robust multi year financial planning framework guides capital allocation and liquidity management. Currency exposures are actively hedged in line with Board approved policies. Revenue diversification across aeronautical services, retail, cargo, and real estate reduces concentration risk. Regular financial stress testing supports proactive decision-making.
Compliance & Regulatory Risks	As a regulated infrastructure entity, we operate within a dynamic regulatory environment governed by authorities such as the Directorate General of Civil Aviation, Airports Economic Regulatory Authority, Ministry of Civil Aviation, and Securities and Exchange Board of India. Non-compliance with applicable regulations, including safety, environmental, and governance requirements, may result in penalties and reputational impact. Increasing ESG disclosure expectations further add to compliance complexity.	Our Legal and Compliance function undertakes periodic scanning of the regulatory horizon to track evolving requirements. An integrated compliance calendar helps us adhere to regulations on time. Adoption of globally recognised and nationally relevant frameworks such as the Global Reporting Initiative and BRSR strengthens the accuracy and transparency of our disclosures.



Driving Environmental Excellence Across Operations

Airports operate within a complex ecosystem that influences energy consumption, air emissions, water resources, waste generation, and community well-being, making environmental stewardship integral to our long-term success and earning stakeholder trust. We recognise that effective environmental impact management is essential to running a resilient aviation infrastructure. Guided by our vision to be the most admired, trendsetting airport enterprise, we have integrated environmental considerations into how we plan, operate, and maintain the airport. This includes decisions across procurement, infrastructure, and daily operations. Our sustainability and business initiatives are aligned with the United Nations Sustainable Development Goals (UN SDGs) and implemented through responsible practices that are guided by robust policies and adhere to regulations and leading industry standards. A holistic Environmental Management System provides a structured framework to identify, monitor, and mitigate environmental impacts while enabling continual improvement across operations. In FY 2026, we achieved the prestigious Level 5 accreditation under the Airport Carbon Accreditation (ACA) programme of the Airports Council International, the highest level under the framework, reflecting our advancement to formalising a net zero commitment and a structured roadmap to net zero airport operations by 2050.



Progressing on our Environmental Goals

Guided by the need to balance operational performance and growth with reducing our environmental impacts, we have articulated specific actions to manage our waste and emissions, reduce resource consumption and noise pollution, and address climate related impacts through measurable actions. We share periodic disclosures on our performance against the stated goals for transparency and accountability.

Climate Action & GHG Emissions

	Status FY 2026	
Airport Carbon Accreditation – progressive level advancement	Continuation	Advanced – ACA Level 5 achieved; Net Zero commitment formalised; roadmap to Net Zero by 2050 prepared
Operational Net Zero – Scope 1 and Scope 2 emissions	Sustained	100% green electricity maintained across operations and concessionaires; carbon neutrality for Scope 1 and Scope 2 sustained
Scope 3 emissions mapping and value chain decarbonisation	Ongoing	Continued engagement with airlines, concessionaires and ground handlers on value chain decarbonisation
Climate risk assessment and physical risk monitoring	Ongoing	Physical and transition risks assessed; adaptation measures to be instituted across infrastructure and operations

Energy Management

	Status FY 2026	
Reduction in energy intensity – target 2% per annum	Ongoing	Energy intensity reduced by 2.9% YoY from 7,723 to 7,503 GJ/million passengers; EC fan replacement completed in AHUs at Terminal 1; pump retrofitting and LED replacement of halogen lights undertaken

Fleet Decarbonisation

	Status FY 2026	
Fleet electrification operational across airside and landside operations	Continuous	Expanded EV fleet to 54 vehicles for airside and landside operations with four new additions, supporting our decarbonisation efforts.

Water Stewardship

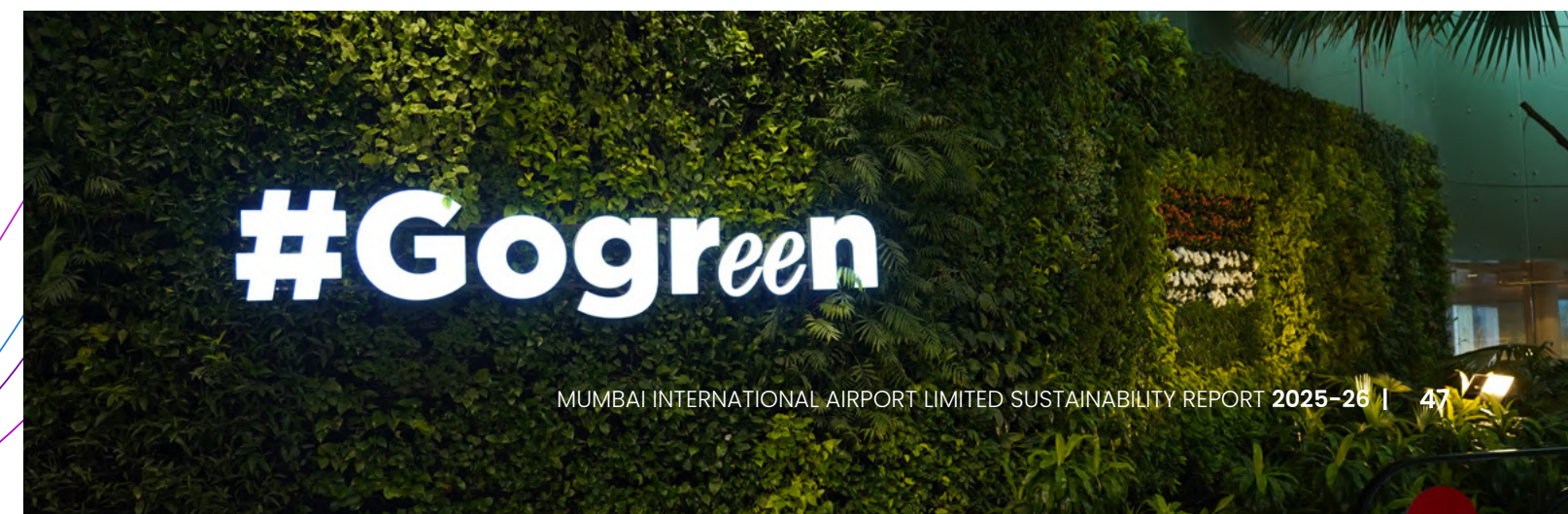
	Status FY 2026	
Water positive certification	Commenced	A water balance study was commissioned to establish an auditable baseline of water flows across airport operations;

Circular Economy & Waste Management

	Status FY 2026	
Segregation and recycling of non-hazardous waste; organic waste treatment at OWC facility	Ongoing	OWC operational with compost reused in airport landscaping and horticulture
Zero Waste to Landfill (ZWL) certification	Ongoing	Zero Waste to Landfill Platinum Class I Rating certified ZWL assessment conducted by CII; >99%

Noise & Air Quality Management

	Status FY 2026	
Continuous aircraft noise monitoring across airport perimeter and surrounding communities	Continuous	New Installations Successfully Commissioned; Advanced NOISE DESK platform operational for real-time noise and flight data integration
Operation of CAAQMS as per NAAQS 2009 and DGCA CAR on Climate Change; local air quality monitoring	Continuous	CAAQMS operational across all monitoring locations; all measured parameters within NAAQS 2009 prescribed limits



Policies

Policies Linked

- ESG Policy
- QHSE
- Energy Policy

In addition to the above, we adhere to the following AAHL policies, which guide our sustainability and responsible business practices:

- Energy Management Policy
- Waste Management Policy
- Biodiversity Policy
- Climate Change Policy
- Green Procurement Policy
- QHSE (Quality, Health, Safety and Environment) Policy
- Water Stewardship Policy

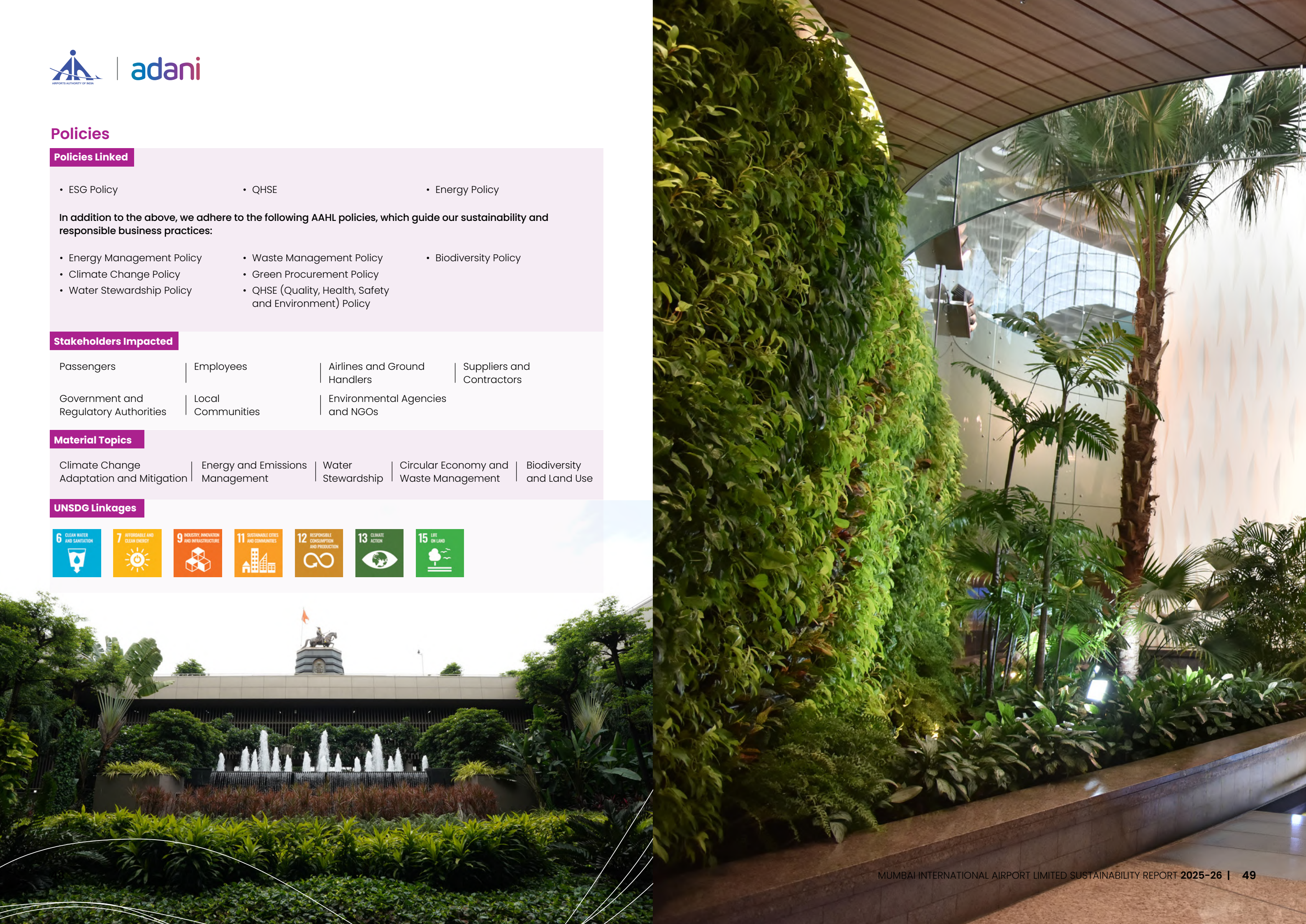
Stakeholders Impacted

Passengers	Employees	Airlines and Ground Handlers	Suppliers and Contractors
Government and Regulatory Authorities	Local Communities	Environmental Agencies and NGOs	

Material Topics

Climate Change Adaptation and Mitigation	Energy and Emissions Management	Water Stewardship	Circular Economy and Waste Management	Biodiversity and Land Use
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UNSDG Linkages



Climate Action

At MIAL, a climate action strategy is integrated into airport planning, infrastructure resilience, and operational decision-making to ensure business continuity and protect our operations against existing and emerging climate risks. The climate action strategy, aligned with the Airport Carbon Accreditation framework, focuses on reducing operational emissions and improving energy efficiency. The transition to 100% renewable electricity, including across concessionaire operations, has been a key step in reducing Scope 2 emissions.

Climate Action Progress as of FY 2026

Climate Commitments

- Secured Airport Carbon Accreditation Level 5
- Sustained carbon neutrality for Scope 1 and Scope 2 emissions
- Achieved and sustained Zero Waste to Landfill Status
- Progressing towards water positivity

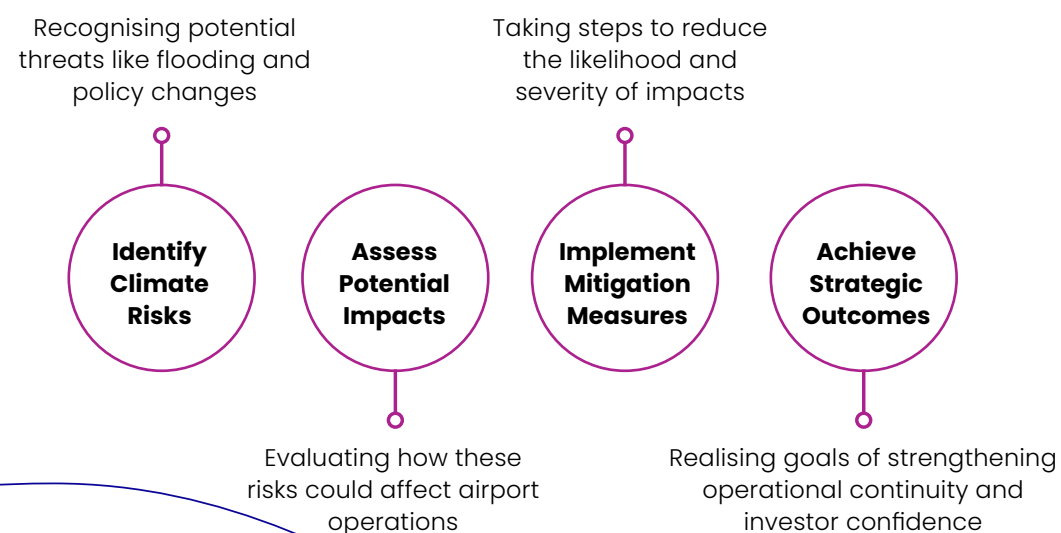
Climate Resilience Measures

- Conducted Climate Risk Assessment aligned with IPCC AR6, CMIP6 and NGFS scenarios & aligned to IFRS S2-aligned Climate Risk Assessment framework
- Continuous monitoring of physical risks – flooding, heat stress, extreme rainfall, and sea-level rise
- Stormwater management system designed for future scenarios

Climate Risks Assessment

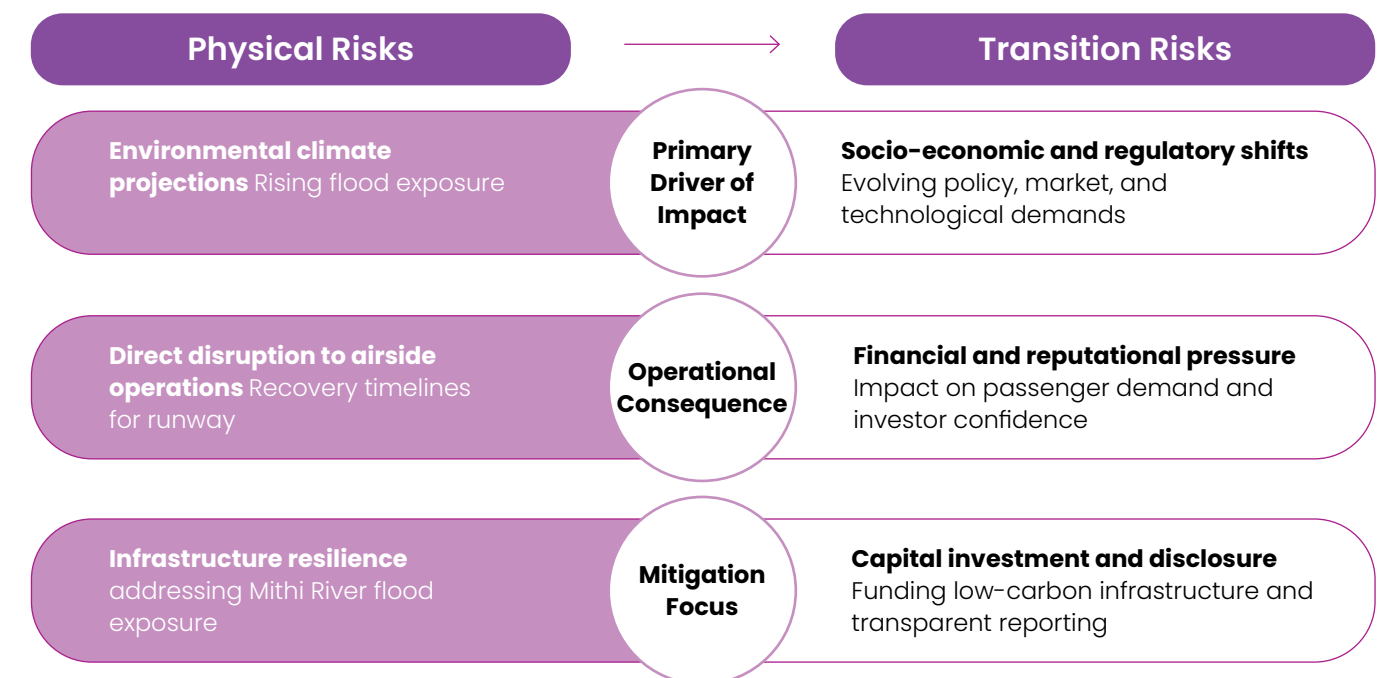
During the reporting year, we undertook a science based climate risk assessment using IPCC AR6-aligned CMIP6 downscaled climate projections and NGFS transition scenarios. The assessment evaluated physical risks such as flooding, heat stress, extreme rainfall, cyclones, water stress and sea-level rise, along with transition risks linked to evolving carbon regulations, sustainable aviation fuel adoption, investor expectations, and climate disclosure requirements. We will further strengthen our climate change preparedness by building on existing measures and implementing additional adaptation actions to address both physical and transition risks.

Climate Risk Assessment and Mitigation Approach



MIAL's Climate Risks

Our climate action plan focuses on addressing both the key climate-related physical and transition risks and opportunities identified through the assessment. We have instituted a range of adaptation measures, including infrastructure improvements such as enhanced flood protection and heat-resilient materials, along with operational measures like emergency response protocols and stronger supply chain resilience. These plans are regularly reviewed and refined based on evolving climate science, stakeholder feedback, and industry best practices.



Material Climate Risk

The climate risk assessment highlighted flooding as the key physical risk for MIAL, driven by projected increases in flood which may lead to disruption to airside operations and runway continuity. Climate projections indicate continued strengthening of stormwater systems, critical infrastructure protection, emergency preparedness, and catchment level coordination with municipal and drainage authorities.

Adaptive capacity to mitigate risks of flooding has been strengthened through climate resilient infrastructure planning, including drainage systems designed for 50-year peak flow capacity, elevated critical infrastructure, high capacity stormwater

sumps, and recharge pits. These measures are intended to reduce inundation risk, protect airside operations, and strengthen operational continuity during extreme rainfall events.

Going forward, our climate strategy will focus on further enhancing flood and heat preparedness, embedding climate projections into master planning and capital expenditure decisions, strengthening business continuity protocols, and expanding climate related performance tracking across operational and value-chain boundaries.

Climate Resilience Strategy

Our Climate Resilience Framework brings together flood risk modelling, stormwater capacity, critical asset protection, operational continuity, carbon neutrality and investor readiness as integrated pillars of resilience. The framework facilitates proactive climate risk management by strengthening infrastructure preparedness, reducing disruption risks and embedding climate considerations into operations, investment decisions and long-term airport growth.



Energy Management

Airports operate through energy-intensive infrastructure and round-the-clock operations, making effective management of airport operations and energy use essential for reducing environmental impact and improving operational efficiency.

At MIAL, energy management is not viewed as a standalone operational activity, but as an integral part of the airport's environmental performance, emissions reduction pathway and infrastructure resilience strategy. We have undertaken retrofits, process optimisations and strengthening energy governance to improve energy efficiency across our operations.

Energy Consumption: Non-Renewable Sources

Energy Source	Unit	FY 2025	FY 2026
Diesel	GJ	7,435.72	7,394.78
Petrol	GJ	140.28	126.97
Electricity from the grid	GJ	0.00	0.00
Total	GJ	7,576.00	7,521.75

The above table presents our non-renewable fuel consumption pattern over two consecutive financial years. Total non-renewable energy consumption declined from 7,576.00 GJ in FY 2025 to 7,521.75 GJ in FY 2026, driven by reductions in both diesel and petrol consumption.

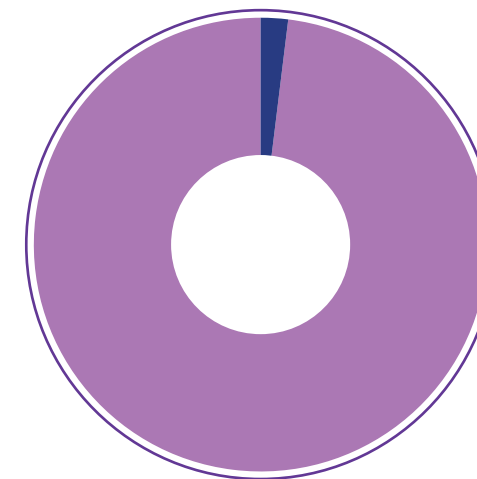
Energy Consumption: Renewable Sources

In FY 2026, renewable electricity procurement continued to remain a key driver of our decarbonisation strategy.

Energy Source	Unit	FY 2025	FY 2026
Renewable- On-site generation (Solar + Wind)	GJ	17,693.78	14,441.61
Green power purchase	GJ	4,00,455.96	3,92,874.55
Total	GJ	4,18,149.74	4,07,316.16

MIAL continues to operate as a 100% green energy airport. Since August 2022, MIAL has sourced green electricity from the grid, supplemented by onsite renewable energy installations for internal consumption. We remain committed to progressively reducing dependence on non-renewable energy sources while increasing the share and effective use of cleaner energy across airport operations.

Energy Mix FY 2026



Renewable Energy
98%

Non-Renewable Energy
2%

For MIAL, renewable energy forms 98% of MIAL's total energy mix FY 2026 while non-renewable energy accounts for only 2%. This indicates that our energy portfolio is highly dominated by clean energy sources, reflecting a continued shift away from conventional energy and strong alignment with low-carbon operations strategy.

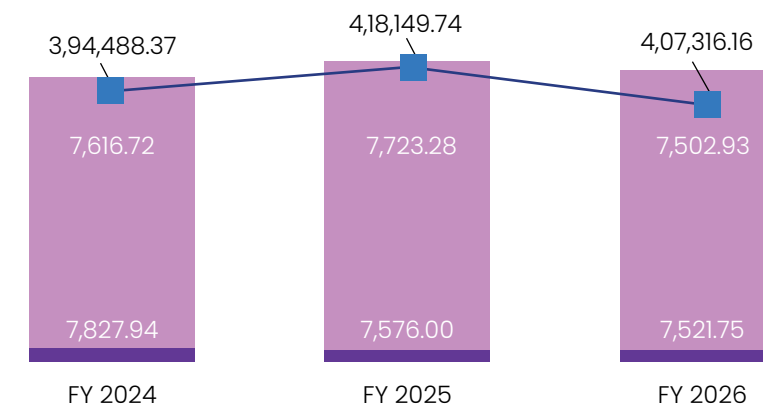
Energy Intensity

Energy intensity remains an important performance indicator for tracking operational efficiency and benchmarking energy use over time.

Ongoing efforts to reduce energy intensity are undertaken through continuous monitoring of energy usage, certified energy management practices under ISO 50001:2018, operational optimisation, and collaboration with concessionaires, energy providers and relevant stakeholders.

Energy Intensity	Unit	FY 2025	FY 2026
Energy intensity (per million pax) (Total energy consumption/ Total passengers)	GJ/million passengers	7,723.28	7,502.93

Energy Consumption



Energy intensity improved from 7,723.28 GJ/million passengers in FY 2025 to 7,502.93 GJ/million passengers in FY 2026, a 2.9% reduction. This follows the 5.5% reduction achieved in FY 2025, and reflects that continued progress will require deeper operational and infrastructure-level interventions as the more accessible efficiency gains have been captured.

Non renewable (GJ) **Renewable (GJ)** **Energy Intensity (GJ/million passengers)**

Optimising Energy Use and Efficiencies

From terminal operations and airside activities to lighting, cooling, and ground support systems, optimising energy consumption plays a critical role in supporting sustainable airport operations while enhancing resilience and long-term performance.

Energy management at MIAL is integrated into core airport operations and infrastructure planning, covering terminal systems, airside assets, utilities, HVAC, lighting and building services. During FY 2026, we focused on efficiency improvements in high-consumption systems to manage demand, improve equipment performance and lower energy intensity and emissions while ensuring operational reliability. We also enhanced renewable electricity procurement, onsite solar capacity, energy efficient HVAC systems, LED retrofits, pump and fan efficiency improvements,

and advanced building management systems for scaling energy efficiencies.

We have set up cutting edge building management systems, energy efficient HVAC controls and operational monitoring tools to track consumption patterns across airport assets. These systems enable data led decision-making, helping operational teams identify efficiency opportunities, optimise equipment performance and respond to changing operational loads.

Together, renewable electricity procurement, onsite clean energy capacity, smart monitoring systems, electrification and efficiency retrofits help us effectively control energy use, aligning with our broader emissions reduction and climate performance objectives.

Key Energy Efficiency Initiatives

Pump Retrofitting

Improve energy efficiency of pump operations

EC Fan Replacement in AHUs

Enhance HVAC efficiency through improved air handling performance

Smart Energy Management Systems

Use of advanced building management systems for monitoring and control

Operational Optimisation and Electrification

Improve system efficiency and reduce dependence on less efficient operating practices

LED Lighting Replacement

Replacement of halogen lights with energy-efficient LEDs

Through energy conservation initiatives, primarily pump retrofitting, MIAL avoided approximately 423,245 kWh of electricity consumption during FY 2026. These initiatives also contributed to avoiding around 307.70 tCO₂e emissions, supporting improved energy efficiency and lower operational carbon impact.

Cleaner Energy for Greener Operations

Transitioning to renewable electricity and moving away from fossil fuel generated grid power has been a critical success of our environmental action. To ensure a seamless transition and optimal performance, we have invested in smart infrastructure and operational optimisation to support the efficient integration of green power across airport operations.

In FY 2026, renewable electricity procurement remained the highest impact environmental initiative. By sourcing 100% renewable electricity, we have been able to decouple growth in passenger traffic and airport activity from emissions growth. This is particularly relevant for energy intensive airport operations.

Our renewable energy capabilities include 4.27 MW of onsite solar power capacity and vertical axis wind installations. We have also entered into long-term renewable power procurement to meet our needs.

100% Green Electricity Airport

In FY 2026, the use of renewable electricity to power 100% of our operations remained the largest contributor to emissions reduction, helping us maintain low-carbon operations despite growing passenger and infrastructure demand.

While green electricity involves a marginal premium compared with conventional grid power, we continue to stay focused on this transition for long-term environmental benefits and running low carbon airport operations.

Embedding Accountability in Energy Management

Our energy management approach focuses on regular monitoring, reviews, and continual improvement. We continue to maintain the ISO 50001:2018 Energy Management System and ISO 14001:2015 Environmental Management System certification, which provides a clear framework to track energy performance, identify improvement opportunities, and strengthen accountability across operations.

ISO 50001:2018 Certified Energy Management System



Emission Management

Managing our emissions is a key aspect of our climate action and decarbonisation journey that began in 2011 with the implementation of a Carbon Accounting and Management System (CAMS), developed in accordance with ISO 14064-1 and the GHG Protocol. This system allows us to identify, quantify, monitor and manage greenhouse gas (GHG) emissions through a formal GHG management programme for consistent carbon accounting and making informed decisions on carbon reduction.

Our emissions management approach is aligned with the Airports Council International's Airport Carbon Accreditation (ACA) programme, a globally recognised framework for assessing airport carbon management performance. It is designed to strengthen emissions governance, operational controls, stakeholder engagement and long-term decarbonisation planning.

Carbon Management and Accreditation

Our carbon management strategies reflect a progressive shift from emissions measurement to structured reduction and transition planning. We have successfully undergone assessment for ACA Level 5, the highest level under the Airport Carbon Accreditation framework, reinforcing our commitment to achieve net-zero airport operations by 2050. As part of this process, we have prepared a roadmap towards net zero with a focus on reducing direct emissions from purchased electricity and broader airport ecosystem emissions. The accreditation also reflects our focus on extending climate action beyond our operational boundary through engagement with airlines, concessionaires, ground handlers and other airport stakeholders.

GHG Management and Decarbonisation

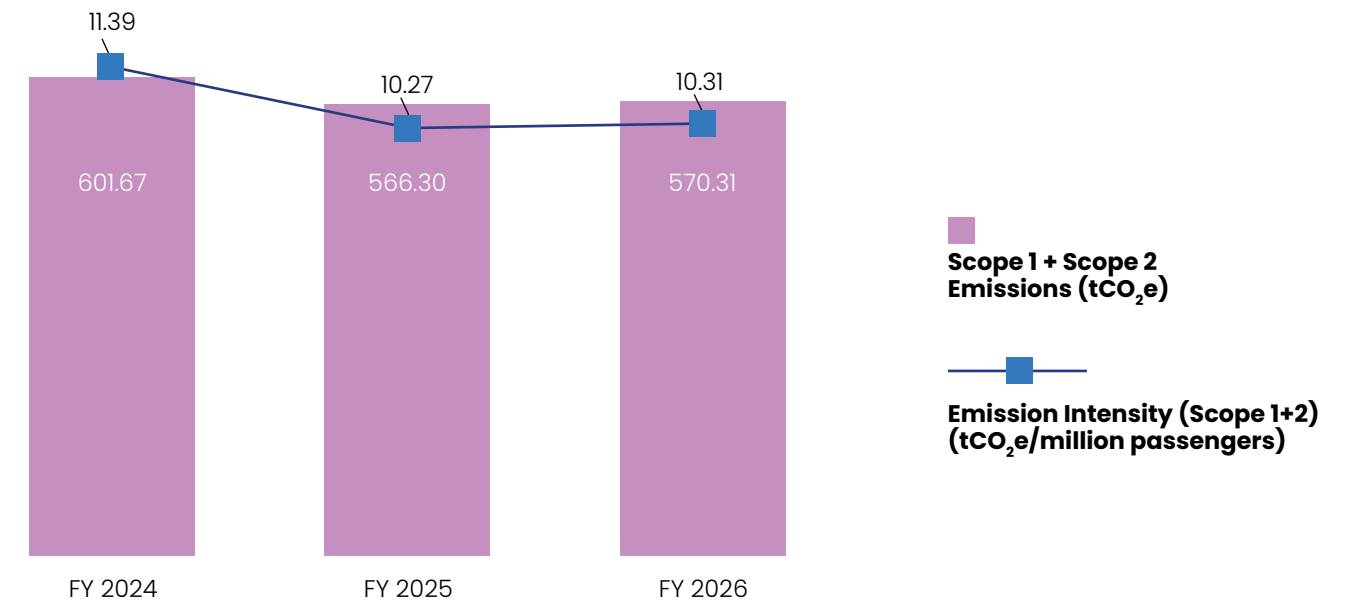
A structured carbon accounting framework underpins our efforts to manage GHG emissions. The framework also incorporates approaches to align stakeholders around our mission to reduce emissions across the airport ecosystem. A Carbon Accounting and Management System tracks GHG emissions in line with recognised standards and protocols.

- Scope 1 or direct operational emissions are managed through fuel optimisation, fleet decarbonisation, electrification of operations and use of energy efficient, low-GWP air-conditioning systems.
- Scope 2 emissions are addressed through the airport's complete transition to renewable electricity, supporting a low carbon operational base.
- Scope 3 emissions form a majority of our emissions, which are linked to aviation-related activities and wider airport ecosystem dependencies. These include airline operations, passenger movement, stakeholder fuel use, employee commuting, business travel and waste related emissions. We continue to engage with airlines, concessionaires, ground handlers and service providers to accelerate value-chain decarbonisation, infrastructure readiness and cleaner operating practices.

Scope 3 Emission FY 2026

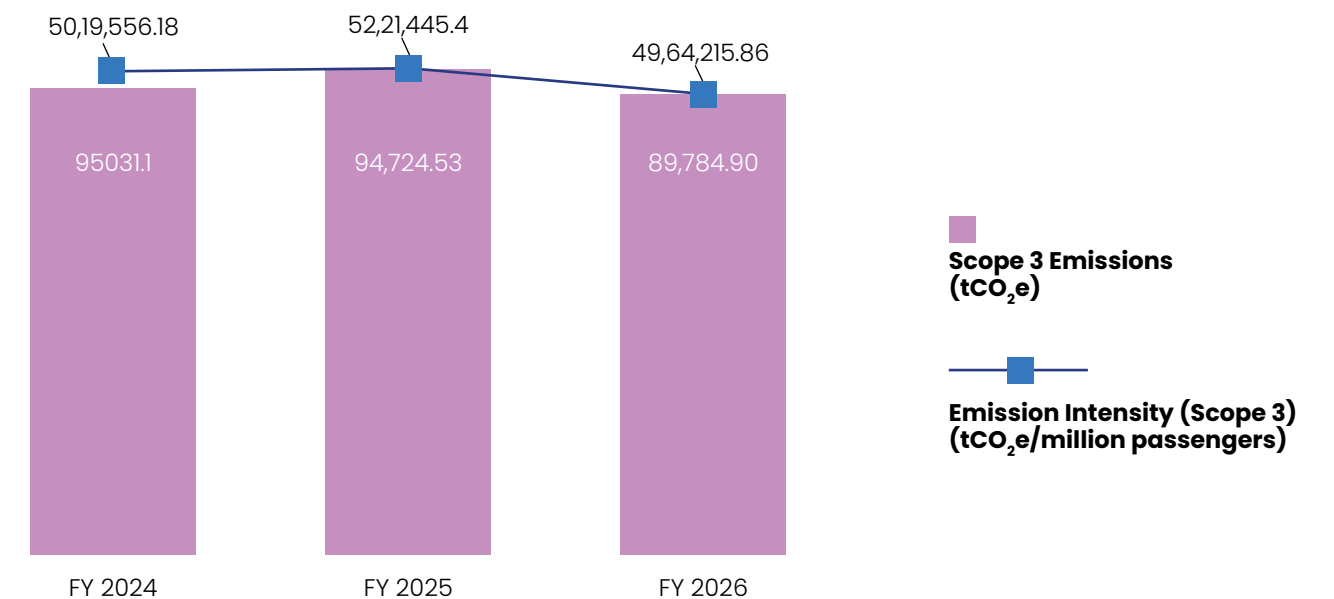
Categories (tCO ₂ e)	FY 2026
Purchased goods and services	7,762.94
Capital goods	18,973.20
Fuel- and energy-related activities	5,369.79
Upstream transportation and distribution	0.00
Waste generated in operations	40.07
Business travel	108.73
Employee commuting	278.43
Upstream leased assets	0.00
Downstream transportation and distribution	47,521.84
Processing of sold products	0.00
Use of sold products	48,71,173.97
End-of-life treatment of sold products	0.00
Downstream leased assets	12,986.90
Franchises	0.00
Investments	0.00
Total	49,64,215.86

Scope 1 + Scope 2 Emissions



Actual emissions are considered zero after accounting for the purchase and retirement of 600 carbon credits.

Scope 3 Emissions



During the year, we continued to sustain our low carbon electricity profile through renewable energy procurement. Overall emissions trends were shaped largely by fleet linked and aviation ecosystem emissions. Going forward, we will continue to strengthen carbon accounting, improve Scope 3 emissions visibility, and support stakeholder engagement for long-term decarbonisation across the airport ecosystem.

In FY 2026,

- Combined absolute Scope 1 and Scope 2 emissions remained broadly stable, increasing marginally by 0.7% compared to FY 2025, while remaining 5.2% lower than FY 2024.
- Absolute Scope 3 emissions decreased by 4.93% compared to FY 2025 and by 1.1% compared to FY 2024.

Air Quality Monitoring and Emission Control

The air quality around a major international airport is influenced by airside and landside operations. Airports operate within complex emission environments, with air quality influenced by aircraft operations, ground handling activities, vehicular traffic, infrastructure systems, and other airside and landside sources. At high traffic airports such as MIAL, the cumulative impact of these activities can affect local air quality conditions within and around the airport.

Given MIAL's location close to densely populated areas in Mumbai's western suburbs, we take strong measures to manage air quality around our operations, which is both an environmental responsibility and an important public health priority. MIAL's Continuous Ambient Air Quality Monitoring System (CAAQMS) metrics benchmarked against the National Ambient Air Quality Standards (NAAQS) 2009 set by the Central Pollution Control Board (CPCB) are given below.

Air emissions	Unit	FY 2025	FY 2026
NOx	Metric Tonn(MT)	0.0434	0.0472
SOx	Metric Tonn(MT)	0.0436	0.051
Particulate matter (PM)	Metric Tonn(MT)	0.0366	0.0375

Noise Management

At MIAL, noise from various sources such as aircraft operations, ground support equipment, auxiliary power units, on ground aircraft movement, construction activities, and landside traffic can impact community well-being, stakeholder relations and the ambient environment.

Noise management approaches at MIAL integrate robust mechanisms to monitor and manage noise from aircraft operations, ground activities, and surrounding traffic. These actions take into consideration the complexities of operating in one of India's busiest and most densely populated urban regions.

We use a combination of permanent and mobile monitoring systems across key locations. Noise levels are assessed using key indicators:

- L_{Amax} (Maximum A-weighted Sound Pressure Level): Peak noise during specific events.
- L_{Aeq} (Equivalent Continuous A-weighted Sound Pressure Level): Average noise level over a specified period.
- DNL (Day-Night Average Sound Level): Overall 24-hour noise exposure, with additional weighting for nighttime operations.

As part of our environmental monitoring efforts, we have replaced older permanent Continuous Noise Monitoring Stations with latest technology Noise Monitoring Stations along the airport's perimeter flight paths. These stations track noise levels associated with aircraft movements in real-time, enabling us to take requisite actions to manage them.

A digital platform, NOISE DESK, integrates noise data with flight and weather information at MIAL. Additionally, authorised agencies undertake periodic assessments of noise levels as well. Together, these efforts ensure effective monitoring, regulatory compliance, and continuous improvement in noise management.

Noise Mapping Study

A comprehensive noise mapping study was conducted at MIAL between November 2023 and August 2024 using actual flight operations data and the Aviation Environmental Design Tool (AEDT). The study assessed operational noise exposure and modelled airport noise zones based on maximum runway capacity conditions.

Period	Noise Zone Threshold	Applicable Regulatory Limit	Status
Daytime	62 dB (L _{day})	70 dB(A)	Within prescribed limits
Nighttime	57 dB (L _{night})	65 dB(A)	Within prescribed limits

The noise mapping study provided a detailed assessment of operational noise distribution across MIAL and surrounding areas, enabling the identification of key daytime and nighttime noise exposure zones. The assessment observed limited changes on the western side of the airport, with a marginal eastward expansion of the noise zone near Runway 27 associated with increased arrivals from that direction. The updated noise contour mapping aligned with applicable DGCA noise management requirements and provided additional inputs for operational planning and land-use assessment in areas surrounding the airport.

Water Stewardship

Managing water consumption and ensuring its conservation is a priority at MIAL, given Mumbai's growing urban pressures, seasonal rainfall variability, and increasing demand on municipal water infrastructure. Water consumption is closely tracked across terminals, concessionaire spaces, airline offices, cargo operations, and utilities through metering systems. The data is reviewed periodically to identify variations in usage, improve efficiency, manage consumption and ensure that water is used responsibly across operations.

Water Withdrawal

The primary source of water supply for our operations is the Municipal Corporation of Greater Mumbai (MCGM), classified as a third-party water withdrawal source. In FY 2026, we prioritised the optimisation of water withdrawal volumes through demand-side management measures.

In FY 2026, MIAL's total water withdrawal stood at 13,86,002 KL, sourced entirely through third-party water supply from BMC. No water withdrawal was reported from surface water, groundwater, seawater, produced water or water-stressed areas.

Water Consumption

Water consumption across airport operations continued to reflect changes in passenger traffic, operational activity, and associated utility demand across terminals and support infrastructure. Water management efforts continued to focus on wastewater reuse, conservation measures, and efficient consumption practices across airport operations.

In FY 2026, MIAL's total water consumption stood at 11,28,075 KL. No water consumption from water-stressed areas was reported, and change in water storage was not applicable for the reporting period.

Responsible Water Use

During FY 2026, we strengthened water stewardship by enhancing governance practices, metering infrastructure, and technology-enabled monitoring across terminal and airside operations.

We have established a continuum of capabilities, including operational controls, monitoring systems, wastewater treatment infrastructure, and rainwater harvesting systems integrated across airport operations.

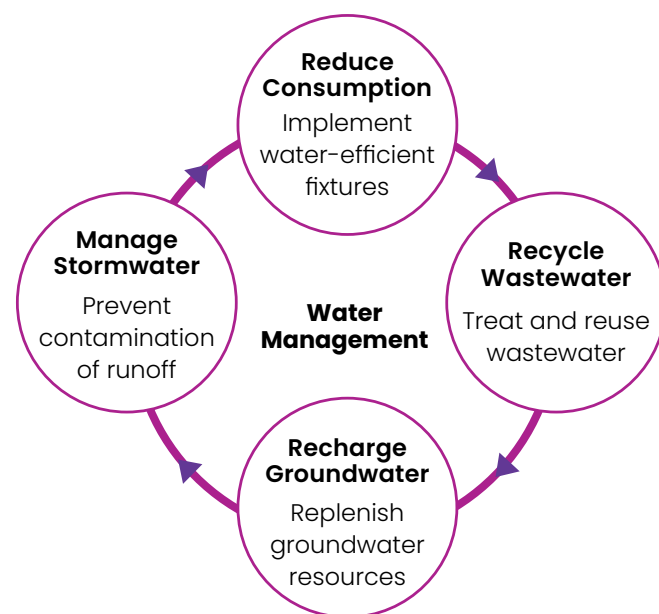
As a high traffic airport operating continuously throughout the year, we are committed to strengthening water stewardship guided by the principles of reduce, recycle, and recharge underpinned by a structured water audit programme that provides the data foundation for continuous improvement across all three pillars.

- **Reduce** consumption through operational efficiency and water saving infrastructure across airport facilities. Key measures include waterless urinals, flow reducers, tap aerators, and sensor based taps installed across terminals.
- **Recycle** wastewater generated across airport operations by treating in Sewage Treatment Plants (STPs) with a combined capacity of 15 MLD and reuse for non-potable applications such as landscaping, HVAC systems, cooling tower make-up water, and facility maintenance activities.
- **Recharge** groundwater and manage stormwater through 101 rainwater harvesting and recharge pits installed across the airport campus. These systems capture monsoon runoff and replenish natural groundwater through subsurface percolation.

Water Intensity

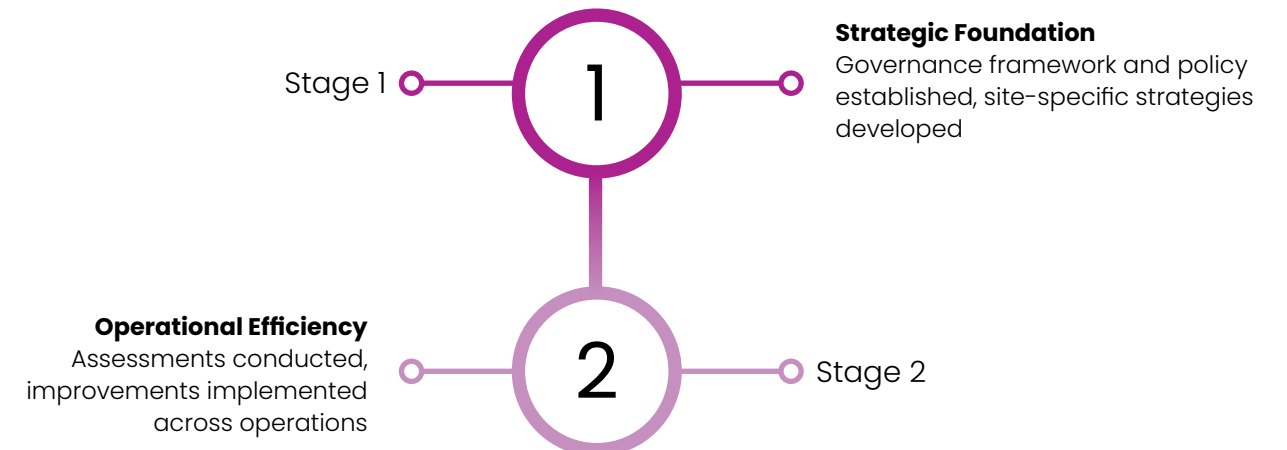
In FY 2026, MIAL's water intensity stood at 20.40 KL per million passenger, reflecting water consumption efficiency across airport operations during the reporting period.

Water Management Cycle



Ensuring the effectiveness of these measures requires robust data and independent validation. Periodic water audits are conducted across key operational areas — including Terminal 1, Terminal 2, airside operations, cargo facilities, and concessionaire spaces — to assess actual water use patterns against each of the three principles, identify efficiency opportunities, and validate the performance of installed conservation measures. The audit process follows a phased approach, with each stage building on insights from earlier assessments. Drawing on relevant regulations, industry practices, and sustainability benchmarks, the framework is designed for consistency across existing operations as well as future developments within the portfolio. In this way, the water audit programme serves not merely as a compliance exercise but as an active tool for strengthening the reduce-recycle-recharge cycle across airport operations.

Water Audit



Stage 1 – Strategic Foundation

The first stage focused on establishing the foundation for structured water management at MIAL. This included reviewing existing water-use practices, understanding key consumption areas, and assessing current systems for water withdrawal, reuse, discharge and monitoring. The stage helped create a baseline for identifying improvement opportunities and strengthening long-term water stewardship.

Stage 2–Operational Efficiency

The second stage focused on assessing operational-level water efficiency across airport functions. Water audits and system reviews were undertaken to identify opportunities for reducing consumption, improving reuse and strengthening monitoring across utilities and airport operations. Based on the assessment findings, targeted measures will be prioritised and implemented to support MIAL's water conservation goals.

Water Discharge and Wastewater Treatment

We comply with all applicable environmental regulations related to wastewater generation and discharge. MIAL operates two sewage treatment plants. The treated water is reused for non-potable purposes such as HVAC systems, cooling, landscaping, and facility maintenance.

During FY 2026, we placed greater emphasis on increasing the reuse of treated water, contributing to reduced freshwater consumption and lower overall discharge levels. The discharged water during the reporting period primarily included third-party sourced water used in airport operations, a portion of which was subsequently treated and discharged in line with applicable regulatory standards.

Water Discharge

In FY 2026, MIAL's water discharge stood at **2,57,927 KL**, across airport operations.

Water Resilience and Circular Water Management at MIAL

Managing water efficiently is critical to ensuring uninterrupted operations Mumbai that faces both heavy rainfall and water stress. To address dependence on municipal supply and infrastructure challenges, we initiated a multi-year water resilience programme at MIAL, starting with a detailed assessment of water use and stakeholder consultations. Employees, concessionaires, and partners were engaged to promote

responsible water use practices, ensuring long-term efficiency.

By FY 2026, these initiatives supported a more efficient and responsible water management approach by reducing reliance on municipal potable water, improving treated water reuse, minimising distribution losses and strengthening groundwater recharge for surrounding communities.



Circular Economy & Waste Management

Waste generation at MIAL is a natural outcome of being one of India's busiest airports, catering to millions of passengers each year. We have adopted a structured waste management approach focused on reducing volumes at source, segregation, recycling, resource recovery, and minimising landfill disposal. Our waste management strategies have helped us achieve a 99% diversion from landfill rate.

Waste Streams and Operational Controls

Our waste management process advances circularity and is built around the principles of reduction, recovery, recycling, and responsible disposal to reduce volumes going to landfill.

Waste generated across terminals, airside operations, food outlets, maintenance activities, and construction areas is segregated into hazardous and non-hazardous categories. This ensures that each waste stream is handled appropriately and reduces the risk of contamination.

Zero Waste to Landfill certification achieved



01 Non-hazardous Waste

Waste Types: Paper, cardboard, plastics, glass, metals, wood, food and garden waste, construction debris, and treatment process waste.

Management Approach: Segregation, collection, recycling, composting and authorized disposal.

02 Hazardous Waste

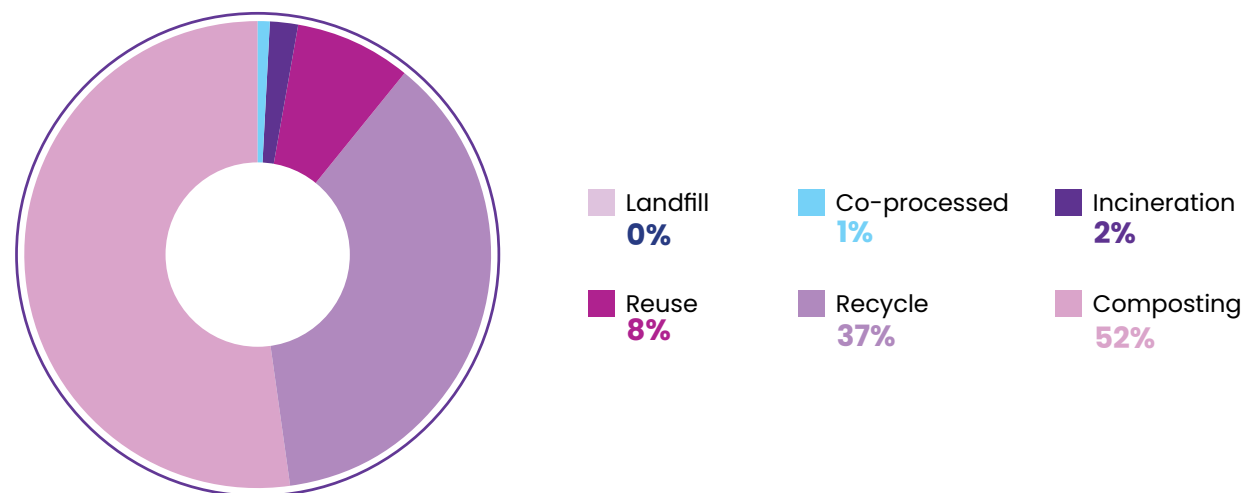
Waste Types: Used oil, contaminated materials, paint waste, and chemical containers.

Management Approach: Stored, transported, and disposed of through certified channels with regulatory compliance.

Wherever possible, waste is redirected towards recycling, reuse, or recovery processes, while only residual waste is sent for authorised treatment or disposal through approved service providers. Regular reviews and independent assessments, including evaluations conducted by the Confederation of Indian Industry, provide external validation of landfill diversion performance and strengthen accountability across operations.

Waste Generation and Disposal Data FY 2026

Parameter	Unit	FY 2026
Plastic waste (A)	MT	974.02
E Waste (B)	MT	0.00
Bio medical waste (C)	MT	0.33
Construction and Demolition Waste (D)	MT	497.74
Battery Waste (E)	MT	0.00
Razdio-active waste (F)	MT	0.00
Other Hazardous waste. Please specify, if any	MT	144.79
Other Non-hazardous waste generated (H)	MT	4,518.17
Total (A+B+C+D+E+F+G+H)	MT	6,135.05
Waste intensity (Total waste generated/million passenger)	MT/million passenger	110.96
Waste Disposed		
Total Waste Recycled	MT	2,287.88
Total waste Reused	MT	497.74
Other recovery options	MT	3,206.06
Total waste incinerated	MT	142.52
Total Waste to landfill	MT	0
Total Waste Diverted from Landfill	MT	6,134.20



Our waste management performance in FY 2026 reflects our continued focus on responsible waste disposal and resource recovery. We managed most of our waste through recycling and composting, with non-hazardous waste accounting for the largest share of the total waste handled. This reflects our ongoing efforts to reduce landfill dependency, improve waste segregation and strengthen circular waste management practices across our airport operations.

Strengthening Waste Stewardship with Platinum Certification

Airport operations generate a wide range of waste streams across terminals, airline kitchens, retail outlets, cargo areas, maintenance zones, airside activities, and construction sites. Each stream has different handling requirements, recovery potential, and regulatory considerations, making waste management a complex process that requires continuous coordination across multiple stakeholders and operational areas.

While segregation and recycling systems were already in place across several areas of MIAL, certain waste streams, particularly organic waste and construction and demolition waste, continued to place pressure on conventional disposal systems. At the same time, growing expectations from regulators, airline partners, investors, highlighted the need for greater transparency, stronger tracking, and measurable outcomes in waste management practices.

In response, we adopted a more integrated and operational approach built on circular principles to minimise landfill dependency while strengthening material recovery across airport operations. This involved close coordination between the environment and sustainability team, concessionaires, contractors, operational teams, and authorised waste partners.

- Segregation at source was strengthened across terminals, airside areas, food courts, maintenance zones, and infrastructure sites, with each waste stream directed to the most appropriate pathway for recycling, composting, recovery, or authorised disposal.
- To address high volumes of organic waste, we have implemented an Organic Waste Converter to process biodegradable waste into compost, which is reused within airport landscaping and horticulture.

Outcome and Validation

These efforts resulted in over 99% of waste being diverted from landfill, with materials channelled towards recycling, composting, and recovery processes. The system was evaluated by the Confederation of Indian Industry, providing external validation of its

performance and governance framework. MIAL was awarded the Zero Waste to Landfill Platinum Class I Rating a milestone achievement this year, placing it among a select group of large airports recognised for advanced waste management practices.



Biodiversity & Habitat Conservation

Biodiversity management at MIAL is shaped by its location within a dense urban landscape. While the airport is not located within a notified biodiversity-sensitive area, airport operations may interact with the surrounding environment through land use, infrastructure development, lighting, noise and water management. Accordingly, responsible biodiversity and ecosystem management remains important for supporting operational continuity, environmental stewardship and trusted stakeholder relationships.

Bird Strike Risk Management

The table below presents the year-on-year trend in confirmed bird strikes and strike rate, reinforcing the need for continued vigilance and proactive avifauna management around airport operations.

Parameters	Confirmed bird strikes	Strike rate per 10,000 aircraft movements
FY 2026	31	0.89

Bird Strike Resilience Measures



Biodiversity Management Framework

MIAL's approach to biodiversity management has been developed with reference to AEL's group-level Technical Standard on Biodiversity Management and the Guidance Note on Biodiversity and Ecosystem Services Assessment, which were taken into consideration while undertaking the biodiversity study at Mumbai Airport. These documents provide a structured, step by step approach to identifying biodiversity risks, assessing ecosystem dependencies and impacts, and defining appropriate management

responses. The framework is aligned with the Taskforce on Nature-related Financial Disclosures (TNFD), the GRI Biodiversity Standard and the Kunming-Montreal Global Biodiversity Framework.

Given MIAL's proximity to key ecological areas such as Sanjay Gandhi National Park and the Thane Creek Flamingo Wildlife Sanctuary, a more precautionary and landscape level approach to biodiversity management is called for. We have developed a

Biodiversity Management Plan (BMP) aligned with the Environment Management System (EMS) and sector benchmarks. The plan guides day to day decision making led by our long term goal of maintaining No Net Loss of biodiversity and gradually strengthening nature positive practices across airport operations.

The BMP is closely aligned with the TNFD framework, particularly its LEAP approach: Locate, Evaluate, Assess and Prepare. It helps identify MIAL's interface with nature, evaluate dependencies and impacts on biodiversity and ecosystem services, assess

associated risks and opportunities, and define management responses through the mitigation hierarchy.

Our ecological conservation measures balance the critical needs of wildlife protection and aviation safety requirements. Native plantation efforts, continuous wildlife monitoring, and well defined governance processes help us strengthen biodiversity management efforts, addressing the needs of environmental stewardship and safe functioning of the airport.



Biodiversity Impact Assessment

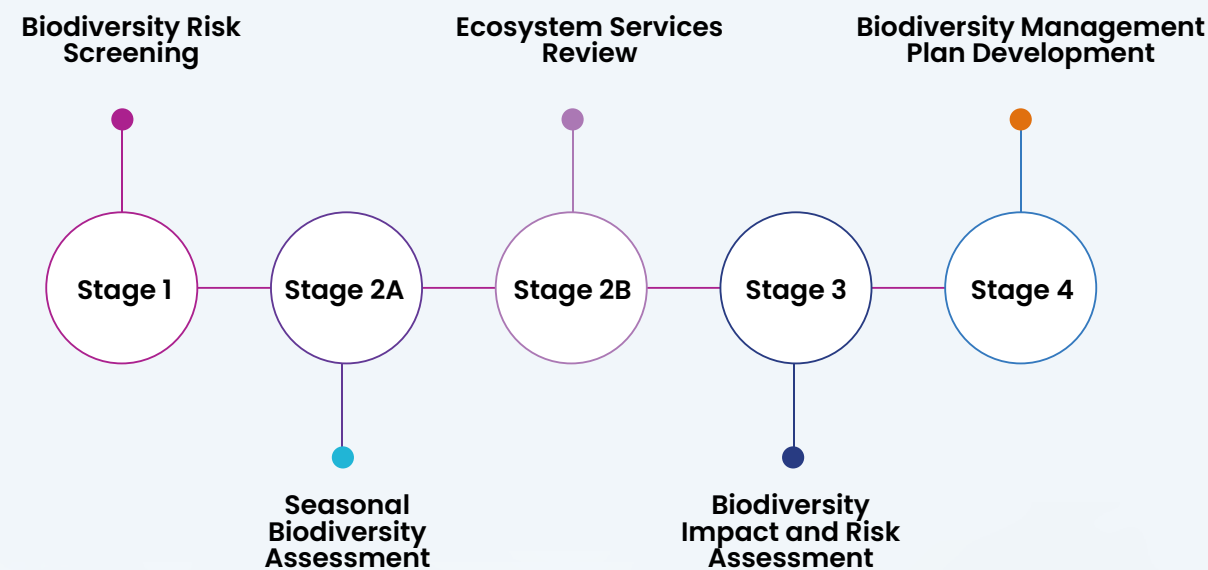
At MIAL, we recognise biodiversity as an important part of climate resilience, ecosystem health, and responsible airport operations. In line with the Taskforce on Nature-related Financial Disclosures (TNFD) framework and AEL's group-level Biodiversity Policy and Technical Standard, we conducted a comprehensive Biodiversity Impact and Risk Assessment to understand how our activities interact with ecological systems within the airport boundary and the surrounding 10 kilometre area.

The assessment follows the TNFD LEAP approach, covering the stages of Locate, Evaluate, Assess, and

Prepare, and supports disclosures across the key pillars of governance, strategy, risk and impact management, and metrics and targets. The study considers a range of operational and maintenance activities, including infrastructure upgrades, water and waste management, vehicular movement, aircraft noise, lighting, and wildlife hazard management.

Through this process, MIAL moves beyond a compliance led approach to develop a more informed and science based understanding of biodiversity risks and sensitivities.

The biodiversity assessment followed a four-stage approach:



Stage 1: Biodiversity Risk Screening

The first stage involved a desktop-based biodiversity risk screening using geospatial tools and recognised biodiversity databases to identify ecologically sensitive features in the surrounding landscape. This included assessing proximity to protected areas such as national parks, wildlife sanctuaries, Key Biodiversity Areas, and species listed on the IUCN Red List, in line with TNFD requirements for identifying assets located in priority ecological zones. The analysis confirmed that Mumbai Airport is located near Sanjay Gandhi National Park and the Thane Creek Flamingo Wildlife Sanctuary, both of which are ecologically significant areas. This proximity highlights the need for focused monitoring and appropriate mitigation measures to manage potential indirect impacts on biodiversity arising from airport operations.

Stage 2A: Seasonal Biodiversity Assessment

A four-season biodiversity evaluation was carried out to establish baseline ecological conditions across the airport core zone and the surrounding 10-kilometre area. Data was collected across post-monsoon, winter, spring, and early summer seasons using a structured sampling approach to capture seasonal variations. The core zone was categorised into open areas, airport gardens, green spaces, and aquatic habitats, while the surrounding landscape included forest patches, public parks, and water bodies. This baseline assessment provides a strong foundation for understanding nature-related dependencies and impacts, supporting more informed decision-making in line with TNFD expectations.

Stage 2B: Ecosystem Services Review

A community-based Ecosystem Services Review was carried out using the World Resources Institute methodology to better understand the ecological functions associated with the airport's surrounding landscape. The review covered key ecosystem services, including provisioning, regulating, cultural and supporting services. Among these, regulating services such as stormwater management, flood regulation, groundwater recharge and water quality improvement were identified as particularly relevant, given MIAL's urban context and exposure to flood related risks. Supporting services, including habitat provision for birds, aquatic species, reptiles and small mammals, were also noted in the broader study area, particularly in green and aquatic habitats around the airport. The review provides insights into how nature related dependencies may influence airport operations and resilience, supporting more informed planning and decision-making.

Stage 3: Biodiversity Impact and Risk Assessment

The impact analysis evaluated key operational activities and their potential effects on biodiversity using a risk based approach aligned with the mitigation hierarchy. It covered areas such as aircraft noise, interactions with bird species, bird strike risks, water use, waste management, air emissions, soil quality, lighting, vehicular movement, and broader wildlife interactions. The analysis indicates that biodiversity within the airport's core area is relatively limited due to the highly urbanised and operational nature of the site. Ecologically sensitive habitats are mainly concentrated in the surrounding areas. Overall impacts from ongoing operations were assessed as low, supported by the absence of major land conversion and the presence of established environmental management practices. Some moderate impacts were identified in relation to aircraft noise and bird interactions, particularly around bird strike risks and potential disturbance to migratory species.

Stage 4: Biodiversity Management Plan Development

Based on the findings of the evaluation, a site-specific Biodiversity Management Plan (BMP) was developed to guide mitigation, restoration, enhancement, and monitoring efforts. The plan outlines measures to avoid, minimise, and manage biodiversity impacts, while also identifying opportunities for restoration and potential areas for future ecological enhancement where needed. Implementation of the BMP has already been initiated.

Conserving Habitats, Securing Nature-Positive Growth and MIAL's No Net Loss Pathway

Recognising its location within a highly urbanised landscape and its proximity to ecologically sensitive areas, we have developed a Biodiversity Management Plan to monitor and manage potential biodiversity-related impacts.

As part of this process, we conducted a Residual Impact Assessment to evaluate

biodiversity impacts that may remain after applying avoidance, minimisation and mitigation measures. The initiative forms part of MIAL's broader biodiversity management approach, which aims to integrate nature-related risks into airport planning, strengthen habitat stewardship and progressively advance towards a Net Positive Impact.

The findings confirm:

There has been no net loss of natural, modified or critical habitats within the airport core area.

Habitat conditions have remained stable, with localised improvement in vegetated cover, despite the airport being situated in a dense urban setting.

Residual impacts from ongoing operations, including noise, air emissions, water use and wildlife interactions, were assessed as low and manageable through existing environmental controls and monitoring systems.

This assessment shows that MIAL currently maintains No Net Loss of biodiversity, in alignment to our Group technical Standards. It also outlines measures to maintain this status through continued habitat management at the site and, where needed, ecological restoration initiatives at off-site locations. We will continue to strengthen biodiversity management through regular monitoring, habitat management, ecological restoration opportunities and integration of biodiversity considerations into operational governance.

Biodiversity Conservation Roadmap

The Biodiversity Conservation Roadmap translates AEL Level Biodiversity Policy and Technical Standard into clear, time-bound actions for MIAL. It integrates nature related considerations into management processes and defines measurable conservation actions, monitoring mechanisms, and progress tracking. This roadmap supports MIAL's broader sustainability priorities and strengthens its ability to report nature related performance in a structured and credible manner.

Baseline and Risk Screening

- Implement AEL's Policy, Technical Standard and Ecosystem Services Guidance Note at MIAL
- Align with TNFD, GRI Biodiversity Standard, Kunming-Montreal Global Biodiversity Framework and UN Decade on Ecosystem Restoration.
- Develop a site-specific Biodiversity Management Plan to integrate biodiversity into airport operations and reporting.



Screening and Baseline

- Screen biodiversity-sensitive features within the airport and 10 km buffer zone.
- Map protected areas, wildlife sanctuaries, KBAs, IUCN-listed species and eco-sensitive areas.
- Conduct four season biodiversity surveys and LULC analysis to establish habitat baseline and track change.



Ecosystem and Impact Assessment

- Assess key ecosystem services such as flood regulation, groundwater recharge, water quality and habitat support.
- Evaluate impacts from airport operations, aircraft noise, lighting, waste, water use, infrastructure upgrades and wildlife interactions.
- Assess residual impacts against No Net Loss objectives.



Governance and Targets

- Implement the BMP through a dedicated team with defined roles, indicators and monitoring schedules.
- Maintain No Net Loss of biodiversity and progress towards Net Positive Gain and No Net Deforestation.
- Use MIAL learnings to scale biodiversity management across other airports.



Mitigation and Restoration

- Apply the mitigation hierarchy: avoid, minimise, restore and offset.
- Implement actions for habitat management, avifaunal interactions, wildlife-hazard management and ecological monitoring.
- Identify forest and riparian offset/restoration opportunities within the buffer area.

Growth with Goodness: Furthering Social Wellbeing

MIAL is responsible for operating one of India's busiest airports safely, efficiently and seamlessly, with 55.28 million passengers transiting through its premises annually. Led by our belief in Growth with Goodness, we seek to create positive outcomes for our employees, supplier partners and customers and contribute to the shared progress of neighbouring communities.

Delivering operations at this scale requires a talented workforce committed to meeting customer expectations, trusted supplier partners who provide essential products and services, and neighbouring communities who are important stakeholders in our shared progress. Our operations depend on close collaboration across multiple stakeholders and teams, including terminal operations, airside management, customer service, safety and security, technology, infrastructure, and facility management. Working together, these teams help maintain reliable operations, deliver quality services, and respond to the evolving needs of passengers, airlines, regulators, and other stakeholders.

Our supplier partners are offered fair and transparent terms to work with us, and we encourage responsible procurement to strengthen environmental stewardship and value chain resilience. At all times, we keep the welfare and development of our neighbouring communities at the forefront, ensuring they thrive socially and economically as we grow our operations.

Progressing on our Social Goals

We monitor and disclose the progress made against our people focused goals to ensure transparency and identify opportunities for continuous improvement. This helps strengthen our policies and practices, deliver superior customer experiences, promote the well-being, safety, and professional growth of our people, uphold ethical and inclusive principles, and contribute to the holistic development of neighbouring communities.

FY 2026 Highlights

Status FY 2026		
Employee Wellbeing	Continuous	Conducted 18 health camps, 15 OPD clinics, and 4 health awareness webinars benefiting over 2,000 individuals.
Learning & Development	Continuous	Delivered 36,648 training hours to 914 employees across technical, behavioural, safety, and leadership programmes.
Diversity & Inclusion	Ongoing	Women represented 21% of the workforce, supported by ongoing inclusion and equal opportunity initiatives.
Human Rights	Continuous	Maintained zero incidents related to child labour, forced labour, discrimination, or human rights violations.
Occupational Health & Safety	Continuous	Continued workplace safety programmes, risk assessments, contractor safety management, and preventive health initiatives.
ARFF and Emergency Response	Continuous	Conducted Disabled Aircraft Recovery Kit (DARK) training for staffs with 229 participants and delivered 1352 training hours, 624 training sessions, delivered 25,952 training hours, and trained 4,683 participants in emergency preparedness.
Emergency Security	Continuous	Strengthened security through advanced screening systems, AI-enabled surveillance, and aviation security training.
Community Engagement	Continuous	Collectively reached over 2,420 beneficiaries through health initiatives, mobilised 1,004 blood donors, and supported ~4,000 women entrepreneurs.
Customer Experience	Continuation	Enhanced passenger experience through DigiYatra, automated e-gates, self-baggage drop facilities, accessibility improvements, and Wi-Fi expansion.
Responsible Supply Chain	Continuous	Strengthened supplier governance through digital procurement, ESG assessments at AAHL level.

Policies

Policies Linked		
• CSR Policy	• Road Safety Policy	• QHSE Policy
In addition to the above, we adhere to the following AAHL policies, which guide our sustainability and responsible business practices:		
• Human Rights Policy	• Employee Grievance Management Policy	• Occupational Health and Safety Policy
• Diversity, Equity and Inclusion (DEI) Policy	• Prevention of Sexual Harassment (POSH) Policy	
• Stakeholder Engagement Policy		

Stakeholders Impacted			
Passengers	Employees	Airlines and Ground Handlers	Suppliers and Contractors
Government and Regulatory Authorities	Local Communities	Environmental Agencies and NGOs	

Material Topics				
Occupational Health and Safety	Talent Attraction and Retention	Learning and Development	Diversity, Equity and Inclusion	Human Rights
Community Engagement	Airport Service Quality, Security and Safety			

UNSDG Linkages



Our Employees

Our employees play a critical role in keeping the airport running safely and efficiently every day. Fair and inclusive policies help us create a safe and respectful workplace where diversity is valued and learning and development are encouraged. We promote employee well-being, encourage open communication, and provide accessible grievance mechanisms to address concerns fairly and transparently. Responsible workplace practices, including respect for human rights and a strong focus on occupational health and safety, are fundamental to our operations. Regular reviews and assessments help strengthen compliance with workplace practices and policies, identify improvement areas and ensure a safe, supportive and inclusive workplace for all employees.



Workforce Composition: FY 2026

Employee type	Male	Female	Total
Top Management	9	0	9
Middle Management	114	17	131
Jr. Management	161	45	206
Executive level	2	0	2
Non-management level	438	128	566
Total	724	190	914

Attracting Talent

Our success depends on attracting and retaining talented people who share our values and commitment to excellence. As an equal opportunity employer, our recruitment decisions are fair, transparent, and merit based. Our hiring process combines digital tools and structured assessments to identify candidates whose skills, experience, and values align with the requirements of the role and

our organisational culture. We have zero tolerance for discrimination in any form. Every candidate is assessed objectively on their capabilities, potential, and suitability for the position. Factors such as regional background or other personal characteristics do not influence our hiring decisions. This approach helps us build a diverse workforce while ensuring that the right talent joins and grows with MIAL.

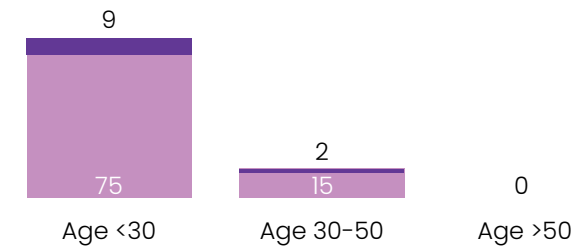
Recruitment Channels

Our recruitment initiatives focus on attracting high-potential talent across management, leadership, and engineering roles through the following programmes:

Adani Accelerated Leadership Programme	Adani Management Trainee Programme	Post Graduate Engineering Trainee Programme	Graduate Engineering Trainee Programme
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We also recruit young talent for Inline Security and ARFF trainee roles through partnerships with local academies, schools, and colleges.

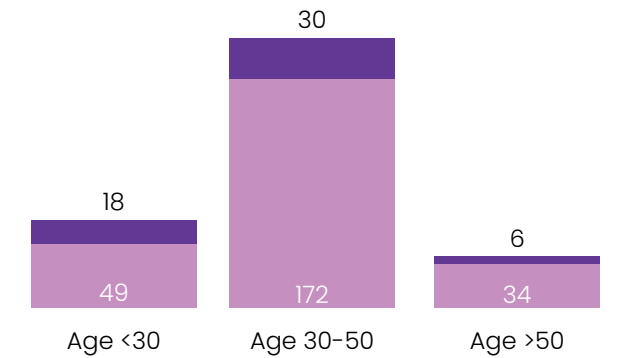
New Hires: FY 2026*



Male Female

10%
Employee Hiring Rate

Employee Turnover: FY 2026*



Male Female

35%
Employee Turnover Rate

FY 2026*	Employee Hiring Rate				Employee Turnover Rate			
	<30	30 – 50	>50	Total	<30	30 – 50	>50	Total
	38%	3%	0%	12%	31%	40%	33%	36%

FY 2026*	Hiring Rate		Turnover Rate	
	Male	Female	Male	Female
	13%	7%	37%	34%

*Calculated only for permanent employees, based on available employee-level data for the reporting period.



Performance Management and Career Growth

We offer our people an engaging workplace where they feel valued, recognised, and empowered to grow. Open communication, opportunities for cross-functional learning and growth, transparent performance evaluations and recognition of achievements help strengthen employee engagement and foster a culture of trust.

Our performance management process provides a structured approach to setting goals, reviewing progress, and discussing development opportunities throughout the year. Employees receive regular feedback and participate in annual performance reviews that help recognise achievements, identify areas for improvement, and support future career growth. The process is designed to be fair, transparent, and consistent across the organisation.

We also encourage employees to explore new opportunities within the wider Adani Group through internal job postings and mobility programmes. This allows employees to broaden their experience, build new skills, and pursue diverse career pathways within the organisation.

During FY 2026,
100% of eligible employees were covered under the performance appraisal process.

Diversity, Equity and Inclusion

MIAL views workforce diversity as a strategic enabler of sustainable growth as it brings wider perspectives, stronger collaboration and better decision-making. We offer our employees an inclusive workplace, where they are supported through fair employment practices, equal opportunity, and a culture of respect and collaboration. Our inclusive culture ensures employees across age groups, genders, roles and employment categories are valued for their contributions. Women's empowerment remains a key focus area, with strategic initiatives aimed at

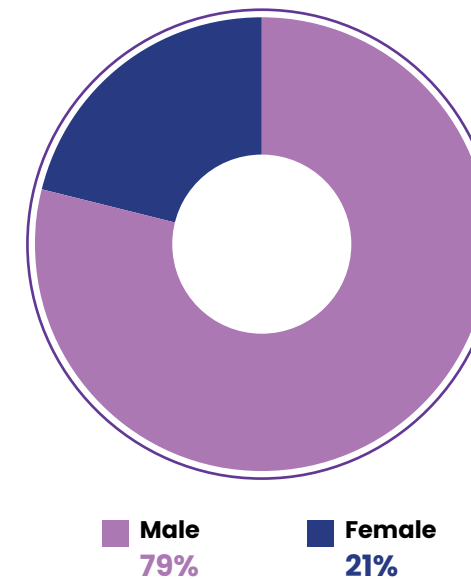
increasing representation across levels, including leadership roles.

MIAL's diversity agenda goes beyond gender representation. It is focused on strengthening equitable access, respectful engagement and inclusive workplace practices. Hiring, deployment, work allocation and growth opportunities are guided by principles of fairness and merit, ensuring that employees are supported throughout their professional journey.

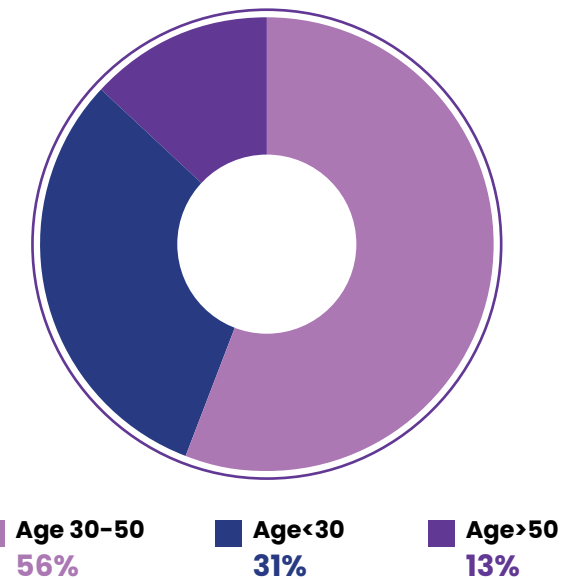
Today, MIAL's workforce comprises **914 full-time employees**, each contributing to the airport's operations, service quality and long-term growth. Our extended workforce also includes 11 third-party workers, of which **21% are women professionals**.



Workforce Diversity



Age-wise Distribution



Grievance Redressal and Prevention of Sexual Harassment

We provide accessible grievance redressal mechanisms that allow employees to report concerns in confidence and be assured of non-retaliation. To know more about these channels and processes, refer to the section on 'Employee and Worker Grievance Mechanisms and Access to Remedy' on page 93 of this report.

Employee Well-being

At MIAL, employee well-being is a key aspect of people policies and includes health insurance coverage, inclusive practices, digital healthcare access and open engagement platforms as part of the everyday employee experience. Employee well-being is further reinforced through initiatives focused on occupational health, workplace safety and engagement.

A People-Centred Well-being Framework

OUR COMMITMENT

"MIAL is committed to nurturing a workplace where well-being is part of the everyday employee experience not a standalone programme, but a culture of care embedded in how we work."

MIAL's approach to employee well-being integrates physical health, mental wellness, work-life balance, inclusion, digital healthcare access and structured employee engagement into a cohesive people strategy. Initiatives are designed at the AAHL level and adopted by MIAL in line with airport-specific operating context, workforce composition and people priorities. This ensures that employee well-being initiatives are relevant, accessible and consistently delivered across operational and corporate roles alike.

Workplace Health & Safety

We place the utmost importance on protecting employee health and safety. A safe work environment is maintained for employees, contractors, and outsourced personnel through structured safety protocols, role-based training, skill development, and behavioural awareness initiatives.

Health and Safety Management

A proactive approach to workplace health and safety with emphasis on risk awareness, safe work practices and continuous improvement guides our workplace safety measures. Safety responsibilities are embedded across functions and operational teams and reinforced through regular training, communication and monitoring. Employees and outsourced workers are sensitised on key safety and

health protocols to ensure that they are equipped to perform their duties safely and responsibly. We also focus on building awareness around regulatory and workplace requirements, including the Prevention of Sexual Harassment guidelines. These sessions help reinforce a respectful, compliant and safe workplace culture across employees, contractors and outsourced workforce groups.

Workplace Safety

Workplace safety at MIAL is strengthened through ongoing training and operational discipline. Training sessions cover key aspects such as safety and health protocols, hazard awareness, safe working practices, professionalism and workplace conduct. These programmes are designed to ensure that workers are not only aware of applicable safety expectations but are also prepared to apply them in daily operations. Our safety principles and practices extend to outsourced employees through in-house

programmes and collaborations with third-party contractors. This ensures wider coverage across the airport ecosystem and supports consistency in safety awareness, service behaviour and operational readiness.

Employees have access to an Occupational Health Centre (OHC) for medical support and the Adani Emcare App, which provides convenient access to health and wellness services.

50,000+ Training Hours Delivered

MIAL delivered more than 50,000 training hours for workers and employees across key safety and operational topics, including SafeX Awareness & Implementation, Energy Isolation, Work at Height, Occupational Health and Safety Management System (OHSMS), General Rules of Fire, Saksham Induction Training and other related areas.



Safety Metrics for FY 2026

2

Number of fatalities

Zero

Number high - consequence work-related injuries (excluding fatalities)

0.10

Lost Time Injury Frequency Rate (LTIFR)

2

Number of recordable work-related injuries

0.10

Rate of recordable work-related injuries

1,95,23,317

Manhours worked

Occupational Health and Safety Management

MIAL follows a proactive approach to identifying and managing occupational health and safety risks. Work related hazards are assessed across physical, ergonomic, chemical, biological, psychosocial and work organisation related categories. These may include unsafe equipment, slips and trips, exposure to chemicals, biological exposure, stress, harassment, excessive workload, shift work or other workplace conditions that may cause injury or ill health.

Occupational health and safety risk is assessed based on the likelihood of occurrence and the severity of potential injury or ill health. MIAL has a detailed risk assessment procedure in place for hazard identification and control, with reference to the Hazard Identification and Safety Risk Management procedure. Identified hazards are evaluated based on the scope of operations, and control measures are defined to reduce risks to an acceptable level.

We provide access to an on-site Occupational Health Centre (OHC) to support the health and well-being of our employees. The centre offers basic medical assistance, health check-ups, and occupational health services to help employees maintain their health at work.



Safety Assessment and Risk Mitigation

Safety assessments are conducted in consultation with relevant stakeholders. Mitigation measures are identified against each hazard, communicated to concerned teams and implemented through defined action plans. MIAL applies the following three safety risk mitigation strategies:

Risk Mitigation Strategies

Avoidance

Cancel the operation if safety risks outweigh benefits.

Reduction

Reduce activity frequency or severity of consequences.

Segregation of Exposure

Isolate hazard effects or build redundancy.

The effectiveness of controls and mitigation measures is reviewed periodically through safety checks, Permit-to-Work audits, Permit to Commence Work (PERCOW) audits and departmental reviews. Residual hazards and control gaps are identified for continual improvement of the occupational health and safety management system.

Safety Hazard Reporting and Protection against Reprisals

MIAL encourages reporting of safety hazards through multiple channels, including QR codes, the SafeX mobile app, emails and phone calls. Safety hazard reports may be submitted through concerned departments, reporting managers or directly to the Safety Department. A voluntary and confidential reporting mechanism is also available, allowing individuals to report safety concerns directly to the Head – Safety while keeping the sender's identity confidential. MIAL supports protection against reprisals by ensuring that workers are encouraged to report hazards without fear of intimidation, demotion, disciplinary action, loss of compensation or any other unfavourable treatment.

Confidentiality of Health Information

Personal health information collected by MIAL's Medical Services Team is maintained confidentially with the Head of Medical Services. The information is analysed and shared with the concerned employee only. In exceptional cases where sharing with another official or party is required, the decision is taken by the Head of Medical Services based on the merits of the case. MIAL respects workers' right to privacy and ensures that personal health related information or participation in occupational health services is not used for any favourable or unfavourable employment treatment, including termination, demotion or other adverse action.

Worker Participation and Consultation

MIAL has established processes for consultation and participation of employees and stakeholders at applicable levels and functions in the development, planning, implementation, performance evaluation and improvement of the Integrated Management System. This is supported through documented procedures, including the Participation and Consultation SOP.

Worker participation is encouraged in areas such as hazard identification, risk assessment, application of control measures, incident investigation, audits and improvement actions. Barriers to participation are addressed through training, communication and protection against reprisals.

Fostering an Inclusive and Supportive Workplace

Drawing on AAHL's group-wide framework and adapting it to the needs of our airport workforce, we implement a range of initiatives that help create a positive and inclusive work environment. These efforts strengthen employee morale, encourage meaningful engagement, build trust, and contribute to the overall well-being of our people.

SAKSHAM

Project Saksham empowers employees through digital self-service and streamlined HR processes. It supports employees in managing their development journey, improves process efficiency and enables data-led decision-making across people practices.

HOUSEKEEPER'S WEEK

MIAL celebrated Housekeeper's Week to recognise the contribution of housekeeping teams in maintaining cleanliness, hygiene and service standards across the airport. The celebration included cultural activities, team-building engagements and rewards and recognition for outstanding contributions.

INTERNATIONAL YOGA DAY

We celebrated the International Day of Yoga in association with Nanavati Hospital, bringing together employees, passengers, stakeholders and wellness experts. The initiative promoted mindfulness, physical well-being and healthier everyday routines across the airport ecosystem.

RECREATION AND SPORTS

Gyms, recreation spaces and annual health check-ups across airport assets. Indoor games, sports competitions and engagement activities are conducted supporting teamwork, social connection and employee morale.

Digital Healthcare Access

Easy accessibility to healthcare support is especially important for employees in shift based and operational roles, where conventional clinic hours may not align with working patterns. We provide digital healthcare access through two platforms, ensuring that employees and their family members can access health information, records and medical consultation conveniently.

These digital platforms are particularly valuable for employees working across airside, terminal and operational zones, reducing barriers to preventive and curative health support without requiring time away from work schedules.

ADANI EMCARE HEALTH APP

Personal Health Management

Health information, annual check-up records and empaneled hospital details accessible anytime, anywhere social connection and employee morale

TELECONSULTATION

On-Demand Doctor Access

Remote medical consultation for employees and family members reducing barriers for shift based and operational staff

Employee Benefits

We are committed to providing a supportive workplace that promotes the well-being, safety, and financial security of our employees. Our employee benefits are designed to help employees manage different stages of life while supporting their health, family responsibilities, and overall quality of life. Employees are covered under a range of welfare and protection schemes, including the Group Mediclaim Policy, Group Personal Accident Policy, Death Benevolent Fund (DBF), Employee State Insurance (ESI), and benefits available under the Employee Compensation Act.

Supporting Working Parents

Access to an on-site crèche facility managed by a specialised childcare partner is provided to support working parents. The facility offers a safe and reliable environment for children, allowing parents to focus on their work with greater peace of mind.

Parental Leave

We provide maternity and paternity leave benefits to support employees as they welcome a new child into their families. Maternity leave is provided in accordance with applicable regulations, while eligible employees can also avail paternity leave to spend time with and care for their newborn child. These leave policies are designed to create an inclusive and family-friendly work environment at MIAL.

The employee return to work rate is
100%

The employee retention rate is
68%

Recognising and Rewarding Performance

Recognising employee contributions is an important part of our people strategy. We celebrate achievements that reflect our values and contribute to individual, team, and organisational success. Employee accomplishments are regularly highlighted through our Employee Webcast platform, helping build a culture of appreciation and engagement. Our recognition programmes encourage employees to take initiative, demonstrate excellence, and continue developing their skills while contributing to MIAL’s growth and success.

Category of Recognitions

Kudos to You

Recognises employees who demonstrate Adani’s core values of commitment, trust, and courage in their day-to-day work.

Customer Champion of the Month

Recognises employees who deliver exceptional customer experiences and contribute to high standards of customer service.

Airport Champion of the Month

Recognises employees in support and operational functions who consistently demonstrate dedication, reliability, and alignment with organisational values.

Best Airport Force of the Quarter

Recognises team members who have delivered outstanding performance and made significant contributions during the quarter.

Employee Voice, Engagement and Feedback

Employee well-being is meaningfully strengthened when they feel heard and connected to organisational direction. Employee webcasts and town hall meetings serve as primary channels for sharing business updates, people-related initiatives and organisational priorities while also enabling employees to engage directly with leadership, ask questions and share perspectives. Structured feedback mechanisms complement these communication platforms.

The Great Place to Work survey and culture audit assess workplace culture, leadership effectiveness, work-life balance and employee satisfaction, generating insights that directly inform initiatives aimed at building a more inclusive, collaborative and high performing workplace. Insights from the Great Place to Work survey and culture audit directly guide our people initiatives, translating employee voice into workplace improvements.

Learning and Development

We believe that a culture of learning transforms potential into lasting excellence and strengthens job satisfaction and retention. Continuous learning is central to building a confident, agile and future-ready workforce in a dynamic airport environment. Training programmes are designed to enhance employees’ technical, operational, safety and leadership capabilities, supporting both individual development and business continuity.

Training Programmes

Learning programmes are designed to support both functional and behavioural development. They cover areas such as skill enhancement, safety and health, customer service, professionalism, grooming, etiquette and workplace conduct. These initiatives help employees and workers perform with greater clarity, confidence and purpose.

Employee type	Employee Count		Total number of training hours provided		Average training hours per employee	
	Male	Female	Male	Female	Male	Female
Top Management	9	0	72	0	8	0
Middle Management	114	17	6,944	889	61	52
Jr. Management	161	45	8,657	1,890	54	42
Executive level	2	0	10	0	5	0
Non-management level	438	128	14,178	4,008	32	31
Total	724	190	29,861	6,787	41	36

Our training performance reflects a continued focus on capability building across all employee levels. During the reporting year, a total of 36,648 training hours were delivered to 914 employees, with male employees receiving 29,861 hours and female employees receiving 6,787 hours of training. The highest average training hours were recorded at the Middle Management level, followed by Junior Management, indicating focused investment in strengthening managerial and operational capabilities. Across the workforce, the average training hours stood at 41 hours per male employee and 35 hours per female employee, reflecting our ongoing efforts to foster continuous learning, role readiness and professional development across functions.

New Hire Induction Programme: GENESIS

The GENESIS programme provides new employees with a structured introduction to MIAL's culture, values, operations and key stakeholders. It helps new hires understand airport functions, organisational expectations, safety protocols and workplace practices from the beginning of their journey.

The programme supports smoother onboarding by helping employees feel informed, included and prepared to contribute effectively from day one.

Service Academy

The Service Academy focuses on strengthening customer service capabilities across passenger-facing teams. The programme covers grooming, communication, customer observation, attitude, situation handling and service behaviour.

By enhancing service skills among Customer Service Executives and Passenger Service Executives, the programme supports a more responsive, professional and passenger-centric airport experience.

Adani Commercial Excellence – ACE

The ACE programme is designed to build capability within commercial teams and enhance understanding of non-aeronautical revenue streams. The programme covers retail, dining, promotional events and commercial engagement, helping teams strengthen business performance while improving passenger experience.

Through this programme, MIAL equips its commercial teams with the knowledge and tools needed to maximise revenue opportunities in a customer focused manner.

Functional Training for Airside and Terminal Operations

MIAL conducts role-specific functional training for airside and terminal operations teams to strengthen operational discipline and safety awareness. These programmes cover airport operating procedures, regulatory requirements, safety protocols and process standards relevant to day-to-day operations.

The training helps employees and teams perform critical operational responsibilities with consistency, accuracy and confidence.

Soft Skills and Behavioural Development

MIAL also focuses on building soft skills that improve workplace communication, teamwork and collaboration. Training sessions help employees strengthen verbal and non-verbal communication, conflict resolution, emotional intelligence and problem-solving abilities.

These programmes support a respectful and collaborative workplace culture, enabling employees to engage with colleagues, passengers and stakeholders with confidence and professionalism.

Leadership Development Programmes

Developing leadership capabilities across the organisation is an important part of our talent development approach. We invest in structured learning and development initiatives that help employees strengthen their skills, prepare for greater responsibilities, and contribute to the long-term success of the organisation. Key leadership development programmes include:

Great People Leader Programme

The Great People Leader Programme helps managers build the skills required to lead and develop high performing teams. Developed using insights from employee feedback and organisational surveys, the programme focuses on strengthening leadership effectiveness and employee engagement.

Key topics covered include motivating teams, improving workplace productivity, developing employee capabilities, aligning teams around common goals, and creating an environment where people can perform at their best.



Human Rights and Labour Management

At MIAL, respect for human dignity is at the core of how we operate. As the custodian of one of India's most critical aviation gateways, we recognise that our role extends beyond infrastructure and operations to the people who keep our ecosystem running every day. This includes our employees, business partners, contract workforce, passengers, and the communities connected to our operations.

We are committed to creating a workplace and business environment where everyone is treated with fairness, respect, and dignity. Our approach to human rights is closely linked to our values, decision-making, and stakeholder interactions, ensuring that equity, safety, inclusion, and well-being remain

central to how we conduct our business. A structured framework guides our actions to uphold human rights across operations and the value chain. We engage with contractors, service providers, and business partners to promote responsible labour practices, ethical conduct, and safe working conditions, while continuously strengthening awareness, accountability, and oversight.

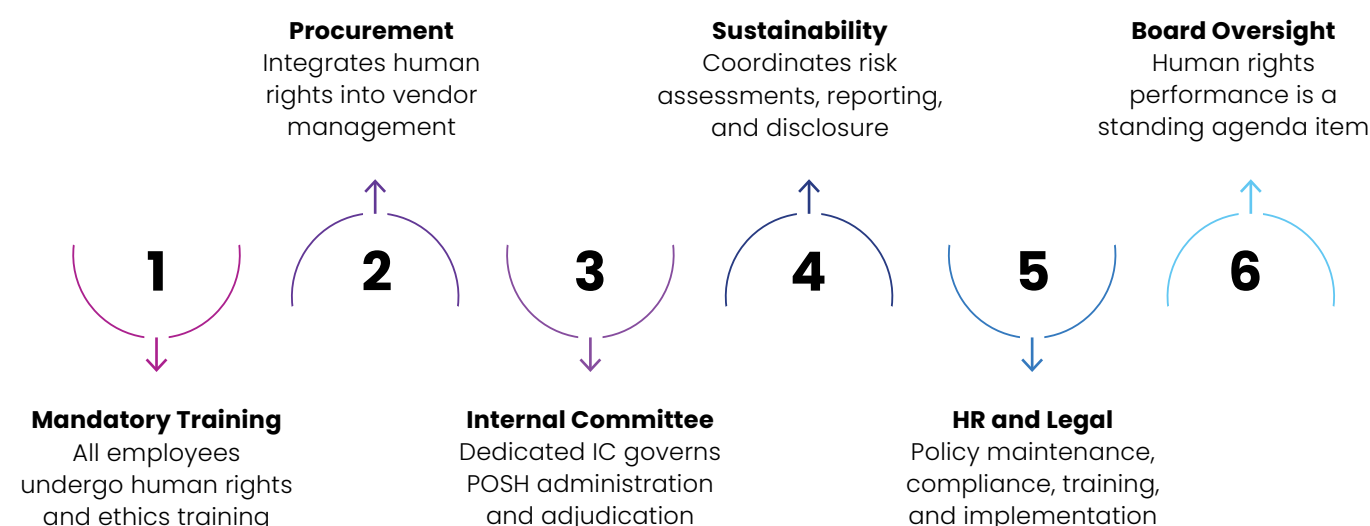
We have zero tolerance for any form of exploitation, discrimination, harassment, forced labour, or child labour. Robust governance practices, accessible grievance mechanisms, employee engagement, and ongoing training initiatives help reinforce adherence to human rights practices.

Governance and Accountability

Human rights performance is integrated into the ESG governance framework, with key risks and incidents reviewed alongside other strategic matters.

Accountability for respecting human rights is anchored at the highest level, while day to day oversight is supported by functions such as HR, Legal, Procurement, and Sustainability. This ensures that human rights considerations are embedded across the organisation and remain visible within leadership

decision making. Workplace conduct and matters related to the Prevention of Sexual Harassment (POSH) framework are overseen by an Internal Committee comprising a senior leader and an external expert. Procurement and Vendor Management teams ensure that human rights standards are built into supply chain expectations, while the Sustainability function coordinates disclosures, and stakeholder engagement on these topics.



Building a Human Rights Aware Culture

Governance frameworks are only effective when supported by awareness and accountability at every level. At MIAL, human rights and ethics training are therefore mandatory for all, including employees, contractual staff, security personnel, and vendor teams working on airport premises. New employees undergo induction sessions covering human rights, the Code of Ethics, and available grievance

mechanisms, while annual refresher programmes for all employees are undertaken on workplace safety, anti discrimination, and ethical conduct.

During FY 2026, human rights and ethics training was delivered to all permanent employees and relevant contract workers, reinforcing a shared understanding of responsibilities and expectations.

Respecting Human Rights Across the Value Chain

An airport of MIAL's scale operates through an extensive network of vendors, contractors, concessionaires, and service partners. Therefore, our responsibility for human rights extends beyond our direct workforce to the wider ecosystem that supports

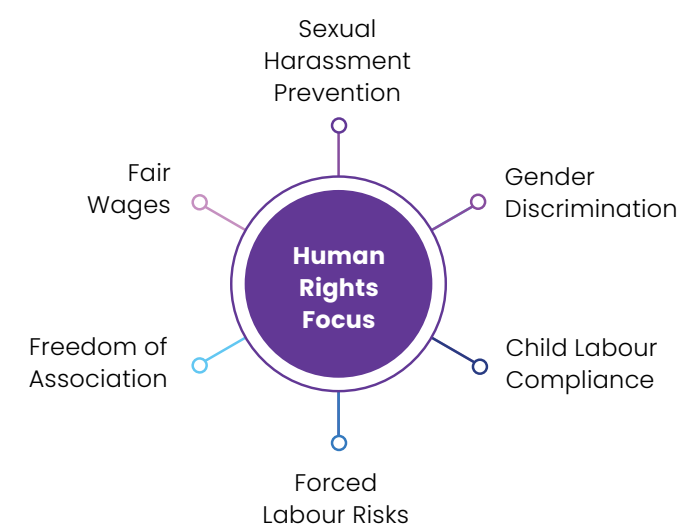
our operations. Ensuring that these external partners uphold the same standards is both a governance responsibility and a key aspect of maintaining trust and reputation.

Assessing Human Rights Impacts

We undertook a structured and risk based human rights due diligence process, aligned with the UN Guiding Principles on Business and Human Rights and the SA8000 standard. To ensure objectivity and credibility, the assessment was carried out in collaboration with an independent external partner. The process covered all operational sites and corporate offices, enabling complete coverage across the assessment cycle.

The due diligence process followed a five step process, beginning with the identification of human rights risks across operations and the supply chain. These risks are then assessed based on their severity and impact on stakeholders, prioritised according to materiality, and addressed through targeted remediation measures.

The assessment was focused on the most material human rights risks across our operations and supply chain, including areas such as sexual harassment, workplace discrimination, child and forced labour, freedom of association, and fair wages.



The findings from the assessment are used to strengthen control measures, enhance awareness programmes, and refine grievance mechanisms. The process also helped identify specific operational contexts and supply chain segments where the risk of child or forced labour may be higher, enabling targeted and preventive action in these areas.

Managing Human Rights Risks

Child Labour and Forced Labour

We do not permit child labour or forced labour across our operations or supply chain. Age verification is mandatory during recruitment and forms part of the Airport Entry Permit process, ensuring an additional level of control before site access. Awareness notices prohibiting child labour are displayed across operational areas, and enhanced monitoring is applied in higher risk segments.

All employment arrangements are voluntary, with clearly defined terms and conditions. No worker is required to deposit identity documents or provide financial security, and no practices are permitted that may restrict an individual's ability to exit employment. During the reporting period, no instances of child or forced labour were identified.

Non-Discrimination and Equal Opportunity

MIAL's workplace practices are guided by principles of equal opportunity, merit based progression, and respect for individual dignity. Employment decisions across recruitment, development, compensation, and performance management are made without discrimination on any protected characteristic.

Fair Wages and Working Conditions

We are committed to ensuring fair wages and working conditions for our workforce, including vendor engaged personnel. Compensation practices are aligned with statutory requirements, and vendor compliance is regularly monitored.

Where gaps are identified, vendor agreements include provisions for corrective action. This approach helps ensure fair labour practices across the broader airport ecosystem and reflects MIAL's commitment to responsible employment beyond its direct workforce.

Zero Discrimination and Indigenous Rights Violations

Maintained a workplace free from reported discrimination, with no identified violations relating to Indigenous rights during FY 2026.



Employee and Worker Grievance Mechanisms and Access to Remedy

We provide accessible, confidential, and non retaliatory grievance channels that allow employees, contract workers, and value chain partners to raise concerns. These include the Internal Committee for POSH related matters, HR escalation channels for concerns such as discrimination or unfair treatment, anonymous reporting mechanisms, and processes integrated within vendor and procurement systems for supply chain related issues.

Each grievance is managed through defined escalation procedures and time bound review processes. Complaints are handled with confidentiality, and responses are tailored to the nature and severity of the concern. Depending on the

Zero Grievances Reported

No formal grievances were received through any available channels during FY 2026.

situation, actions may include corrective measures, training interventions, process improvements, or other appropriate responses.

Grievance Channels

Internal Committee

Structured investigation and resolution for POSH-related complaints.

HR Escalation Pathways

For concerns related to discrimination, unfair treatment, or human rights.

Anonymous Reporting Channels

Confidential mechanisms for reporting concerns without fear.

Vendor Channels

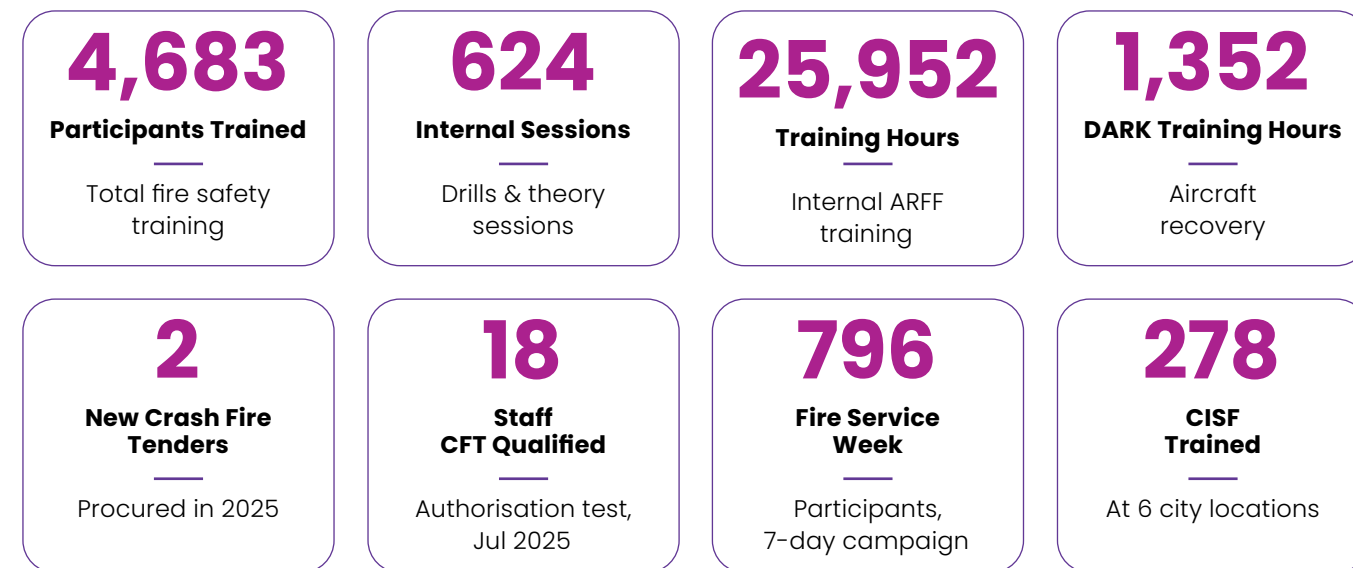
Human rights concerns from the vendor workforce.



Airport Rescue and Fire Fighting (ARFF) and Emergency Response

The ARFF function is a critical part of our airport safety and emergency preparedness framework. The function plays a key role in responding to aircraft incidents, terminal fires, rescue operations, and other emergencies that may impact passengers, staff, infrastructure, and overall operations.

ARFF Enablement Progress: FY 2026

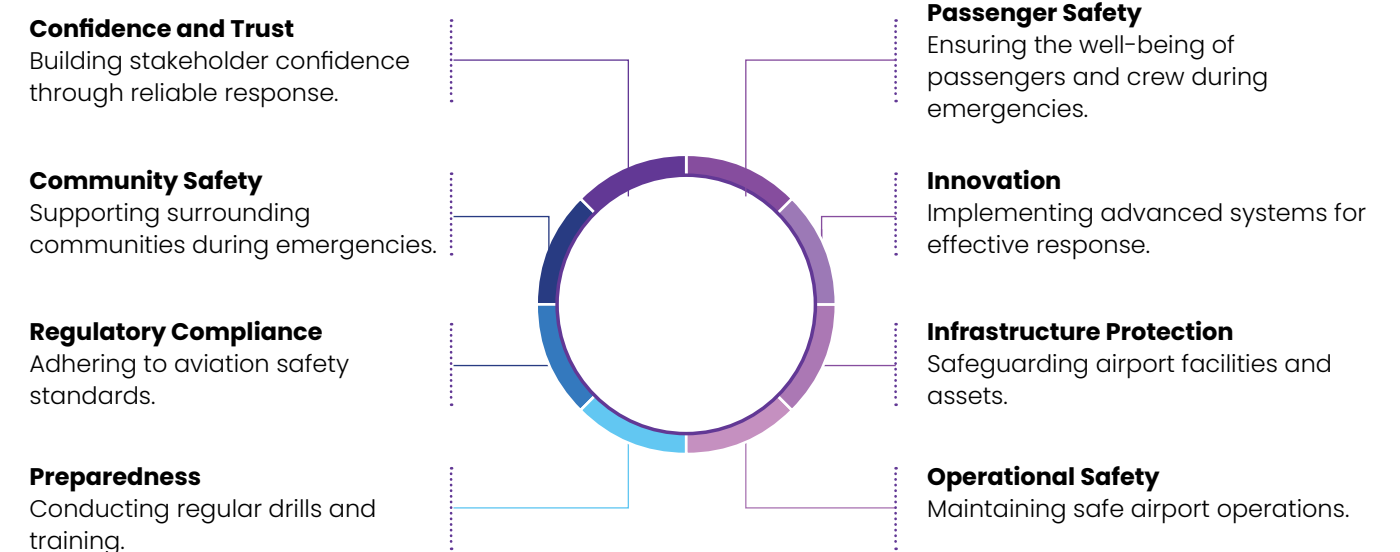


Emergency Response Preparedness

We maintain a strong emergency response capability supported by trained personnel, specialised equipment, advanced command and control systems, and coordinated response protocols with internal teams and external agencies. This capability is further strengthened through regular emergency planning, stakeholder training, and simulation exercises, ensuring that responses remain timely, well coordinated, and effective.



Key Areas of ARFF



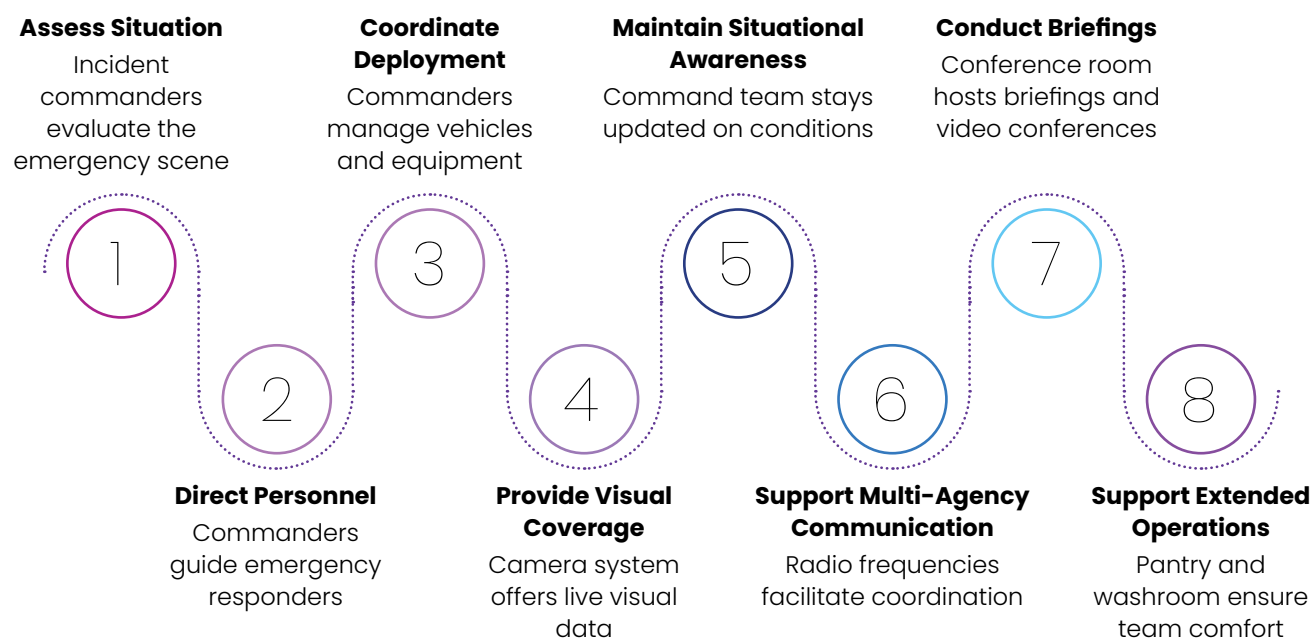
Emergency Response Framework

The airport's emergency response framework is built on preparedness, clear communication, and coordinated action. Led by the Airport Rescue and Fire Fighting team, it brings together air traffic control, apron management, operations, security personnel, airline partners, ground handling agencies, medical teams, and mutual aid responders to enable a timely and effective response during emergencies.

We maintain a high level of readiness through a well integrated system that combines trained personnel, specialised equipment, strong command infrastructure, and close coordination with internal

teams and external agencies. A key element of this framework is the Forward Command Post, a mobile incident command centre designed to support real time decision making and coordination during emergencies. Equipped with live monitoring capabilities, multi agency communication systems, and facilities to sustain extended operations, it enables seamless coordination among all responding teams. Strengthening situational awareness and facilitating efficient deployment of resources ensures that aviation emergencies are managed effectively and with minimal disruption.

Advancing Emergency Response through the Forward Command Post



Strengthening Emergency Response with New Crash Fire Tenders

In FY 2026, MIAL-ARFF reinforced its emergency response capability with the addition of two new Crash Fire Tenders. Designed for rapid deployment across varied operational conditions, these advanced vehicles can deliver high-capacity water, foam and dry chemical discharge during critical situations.

Innovation, Capability Building and Operational Readiness

We continued to strengthen our emergency response capabilities through a combination of operational innovation, specialised training, and ongoing capability development.

The adoption of FK 5 112 clean agent for fire suppression combines effective fire safety with environmental responsibility, particularly in occupied and sensitive operational areas.

The department also enhanced aircraft recovery preparedness through focused Disabled Aircraft Recovery Kit (DARK) training and a train the trainer approach for ARFF personnel. These efforts have strengthened in house technical expertise, improved readiness for recovery scenarios, and supported faster restoration of operations while minimising disruption,



Strengthening Recovery Readiness Through Training and Capability Development

Along with investing in advanced recovery systems, we are also undertaking focused capability development for better emergency preparedness and rapid recovery.

During FY 2026, we hosted a three-day group-wide DARK training programme, bringing together 18 officials from across the Adani Airports network. The programme provided practical exposure to a range of recovery techniques, including high pressure lifting systems, low pressure bag deployment, debogging methods, multi-sling recovery, and the use of recovery dollies and trailers.

In parallel, we adopted a train-the-trainer approach to embed recovery expertise across

its workforce. Personnel who had undergone specialised international training led periodic in-house sessions so that knowledge and operational readiness are distributed across the full ARFF team. This approach enables continuity of expertise and reduces reliance on a limited pool of specialists.

The programme was further reinforced through 16 training sessions conducted during the reporting year, reaching 229 participants and delivering 1,352 training hours. This sustained focus on capability building has strengthened recovery readiness, improved the ability to respond independently during emergencies, and supported faster restoration of operations following potential disruptions.

Passenger, Crew and Community Safety

Passenger and crew safety remains the highest priority for MIAL ARFF. The department is structured to ensure a rapid and coordinated response to aircraft incidents and other emergencies, enabling timely action to protect lives, support safe evacuation, and effectively contain fire and related hazards.

Beyond aircraft related incidents, MIAL ARFF also plays a broader role in safeguarding airport

employees, visitors, and nearby communities during emergencies that may have wider operational or off site implications. The department further supports community preparedness through awareness and outreach initiatives, particularly during Fire Service Week, where fire safety practices and emergency response guidance are shared with stakeholders and residents within the airport's area of influence.

Infrastructure Protection and Regulatory Preparedness

Protecting critical airport infrastructure remains a key priority for ARFF operations. Through rapid response, effective fire containment, and coordinated incident management, the department plays an important role in safeguarding aircraft, terminal facilities, and other essential assets. These capabilities help minimise potential damage, reduce downtime, and support the continuity of airport operations.

ARFF also contributes to regulatory compliance and emergency preparedness through regular drills, simulation exercises, and capability assessments. These activities help validate readiness, strengthen coordination, and ensure the airport remains well prepared to respond to a wide range of emergency scenarios, supporting a structured and continuously improving response framework.

Building Operational Resilience through Emergency Preparedness

Preparedness is most effective when it is regularly tested and continuously improved. During FY 2026, MIAL ARFF conducted a structured programme of emergency exercises to assess readiness across key areas, including incident command, inter agency coordination, evacuation management, emergency communication, casualty response, fire suppression, and mutual aid support.

The programme included full scale, tabletop, and modular exercises involving multiple stakeholders such as ARFF, ATC, Apron Control, AOCC, AECC, airlines, ground handlers, CISF, medical teams, and

external agencies, including the local fire brigade and hospitals. The exercise brought together multiple stakeholders and external partners to simulate a large scale incident and assess response time, incident command effectiveness, evacuation management, casualty care, fire suppression, and containment of secondary hazards such as fuel spills.

Insights gained from each exercise were systematically incorporated into response protocols, supporting continuous improvement in emergency readiness.

Integrated Emergency Preparedness and Survivor Support

At MIAL, emergency preparedness is built on a well-coordinated framework that brings together ARFF operations, the Forward Command Post, fire safety systems, aircraft recovery capabilities, stakeholder training, and regular emergency exercises. Together, these elements strengthen the airport’s ability to protect lives, safeguard critical assets, support rapid recovery, and minimise disruption during emergencies.

Preparedness is treated as an ongoing process. We continually invest in capability building, maintain critical response infrastructure, and conduct structured drills to ensure readiness across diverse scenarios. Regular competency assessments further ensure that personnel remain equipped to respond effectively.

Survivor support is an integral part of this framework. Dedicated facilities such as the Casualty Centre and Survivor Reception Area provide medical care, shelter, triage, and communication support during major incidents. Their effectiveness was validated through an aerodrome emergency exercise conducted with Akasa Air, which tested key systems including the Emergency Control Centre and Forward Command Post. Learnings from the exercise have been integrated into operations, further strengthening response effectiveness and preparedness.

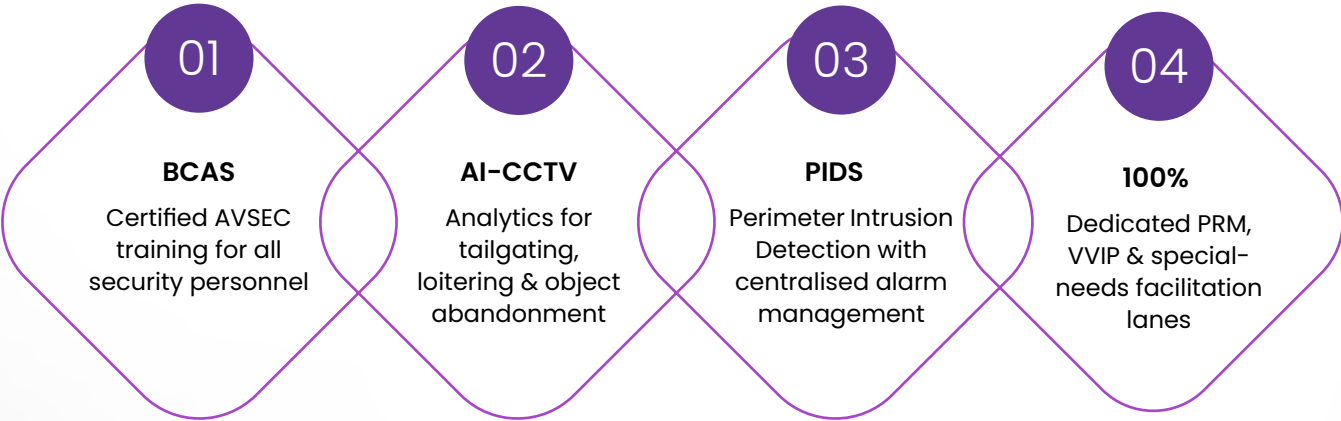
Advanced Screening for a Safer Journey

As part of our efforts to strengthen the security framework, we have adopted advanced screening systems designed to meet the demands of high volume airport operations. The integration of next generation in line screening technology has improved our ability to detect potential threats with greater accuracy, while also supporting efficient passenger movement through security checkpoints.

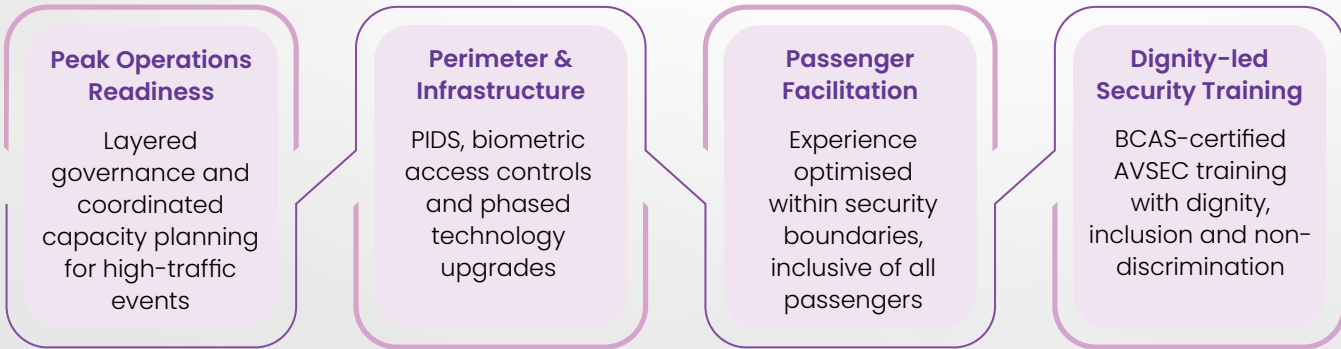
With high resolution three dimensional imaging and automated detection capabilities, the system enables a more precise assessment of baggage contents, including complex or concealed items. This enhances both security effectiveness and operational efficiency, while reducing the need for repeated manual intervention and contributing to a smoother passenger experience.

Strengthening Airport Security and Passenger Protection

Passenger safety and airport security form the foundational layer of our commitment to a safe, seamless and trustworthy travel experience within our broader sustainability and stakeholder responsibility agenda.



Our security framework operates through an integrated architecture of regulatory compliance, advanced technology, human capability and continuous learning. This ensures that security standards remain resilient across all operational conditions, including peak traffic periods, adverse weather events and evolving threat environments. This section sets out our approach, key actions, governance structure and forward commitments across four strategic dimensions.



At MIAL, security remains a top priority, guided by advanced practices that address evolving risks and uphold high standards of safety. Our focus is on preventing unlawful interference with civil aviation while ensuring a secure environment for passengers, crew, and airport personnel.

Security Framework Focus Area

Anti-Hijacking Measures

Protocols to prevent, detect, and respond to hijacking threats

Anti-Sabotage Measures

Measures to identify, deter, and manage sabotage threats

Security operations, led by the Central Industrial Security Force (CISF), are strengthened through ongoing training and awareness initiatives that enhance overall preparedness. The framework focuses on two key areas: preventing and responding to threats to aircraft and passengers, and safeguarding airport infrastructure to ensure uninterrupted operations. Together, these efforts support a secure, resilient, and seamless travel experience across the airport ecosystem.

Training and Capacity Building: Building a Shared Culture of Fire Safety

Fire safety at the Mumbai Airport extends beyond emergency response teams and involves the broader airport ecosystem. In FY 2026, MIAL-ARFF trained 4,683 participants across stakeholder groups, including security personnel, regulators, retail staff, and local communities.

Key initiatives included Fire Service Week awareness sessions reaching 796 participants, specialised training for 565 retail personnel, 278 CISF personnel, and 49 DGCA officials,

strengthening awareness of emergency response and evacuation practices.

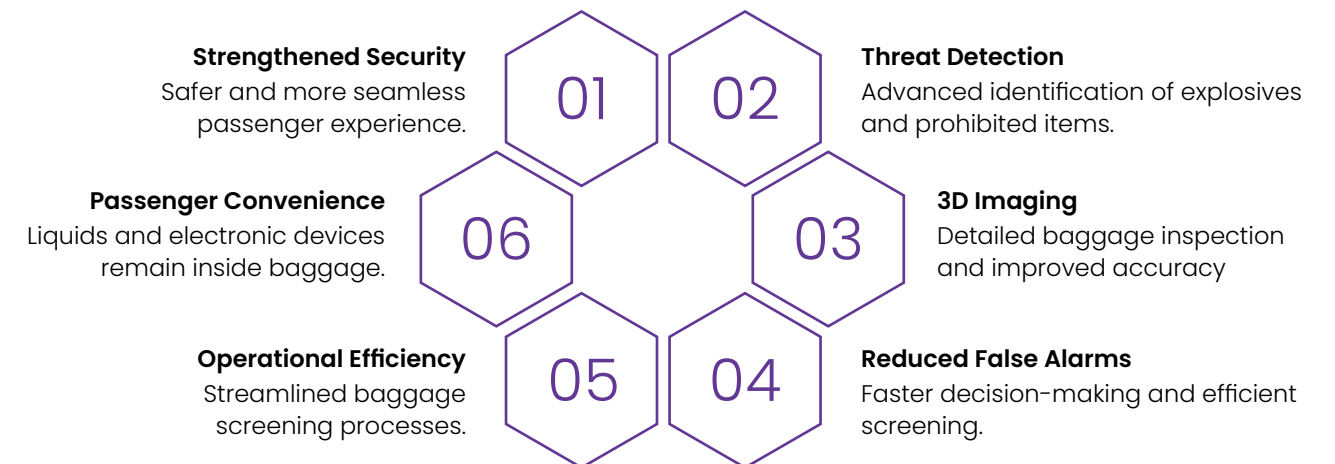
Operational readiness was further enhanced through Crash Fire Tenders (CFT) authorisation, with 7 of 8 candidates qualifying, and the induction of two new CFT, improving response capacity and system resilience.

Together, these efforts strengthen emergency preparedness while fostering a strong culture of safety across the airport ecosystem.

Redefining Aviation Security through Advanced CT Screening

Detection of explosives and other prohibited items is a critical part of aviation security, helping protect passengers, personnel, and airport operations from potential threats. Over time, screening technologies have evolved significantly, moving from conventional single view X-ray systems to more advanced dual view and multi view imaging systems that improve accuracy and enhance the identification of suspicious items. These systems are supported by Explosive Trace Detection (ETD) technologies and targeted manual inspections, creating a layered approach to security screening. As threats continue to evolve, the need for automated detection has become increasingly important. In this context, Computed Tomography (CT) technology represents the next generation of cabin baggage screening, offering enhanced imaging, automated threat detection, and more effective screening while also enabling a smoother experience for passengers.

Enhancing Threat Detection with CT Technology



Key Features of CT Screening Technology

- Enhanced threat detection through automated identification of explosives and prohibited items, including those concealed within liquids and electronic devices.
- Advanced 3D imaging capabilities enable detailed baggage inspection and improve screening accuracy.
- Reduced false alarms support faster decision making and more efficient security screening.
- Improved operational efficiency through streamlined baggage screening processes.
- Enhanced passenger convenience by allowing liquids, aerosols, gels, and larger electronic devices to remain inside cabin baggage during screening.
- Strengthened aviation security while contributing to a safer and more seamless passenger experience.

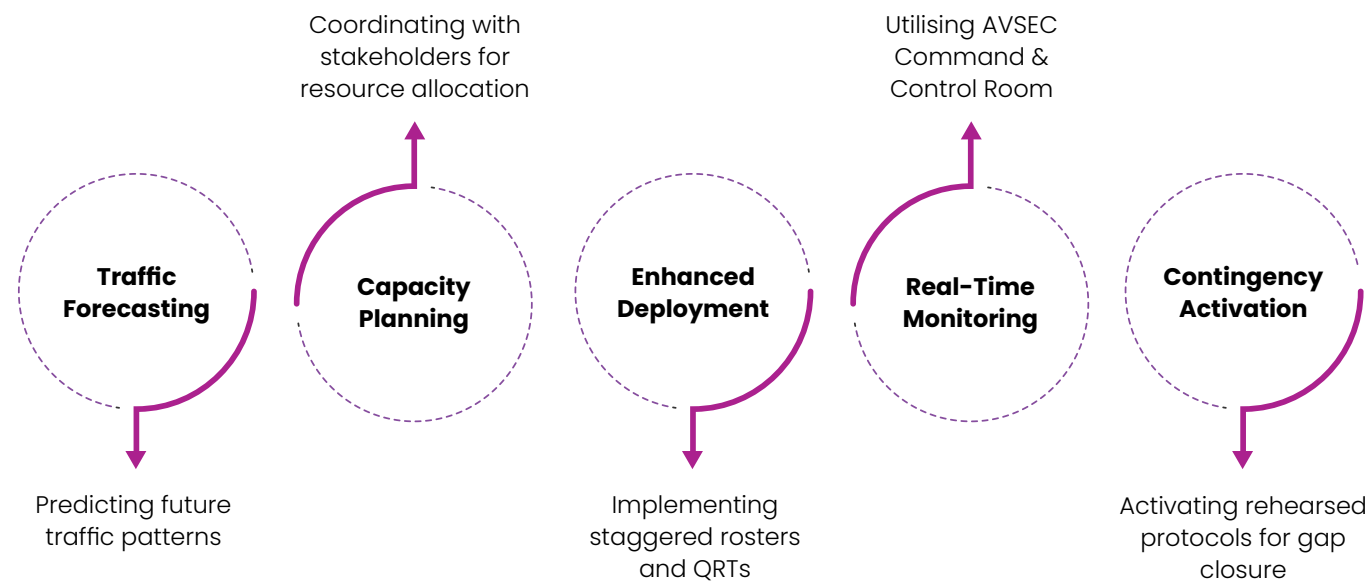


Peak Operations and Security Readiness

We adopt a layered approach to maintaining security integrity during high-traffic periods, including festivals, long weekends, weather recovery events and simultaneous flight bank operations. Readiness planning is initiated well in advance through traffic forecasting, risk profiling and coordinated capacity planning with AVSEC, AOCC, airlines and CISF. Operational measures activated during peak periods include enhanced manning through staggered rostering, Quick Response Team reserves, additional supervisory deployment, and pre-event equipment

readiness audits covering X-ray machines, ETD systems, backup screening lanes, power redundancy and CCTV health.

Real-time situational awareness is maintained through the AVSEC Command and Control Room, operating in integrated coordination with the AOCC and CISF Control Room. Contingency protocols are rehearsed at regular intervals to validate preparedness and close response gaps before they arise.



Perimeter, Terminal and Airside Security Infrastructure

Investments in a comprehensive, technology-enabled security infrastructure across the airport's perimeter, terminal and airside zones further strengthen passenger safety. Perimeter protection is managed through a Perimeter Intrusion Detection System incorporating fence-mounted sensors, intelligent fencing, AI-based analytics, centralised alarm management, improved lighting and CCTV coverage designed to eliminate blind spots. Vehicle-based Quick Response Team patrolling adds a dynamic response layer to perimeter security.

Within the terminal and airside environment, Automated Access Control Systems with biometric verification govern entry, supported by extensive CCTV coverage and AI-powered analytics capable of detecting tailgating, loitering and unattended object abandonment. Airside vehicle access is regulated through AVP checks and random inspection protocols. We are advancing phased technology upgrades to deepen integration between PIDS and CCTV monitoring, refine SOP frameworks and address site-specific challenges.

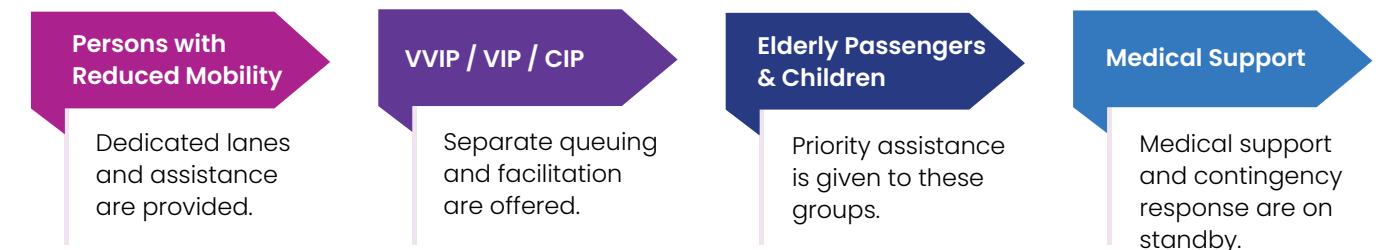
Balancing Security Rigour with Passenger Experience

Our operations run on the principle that security is non-negotiable and passenger experience is optimised within that boundary and not at its expense. During peak periods, dynamic lane allocation, flexible staffing deployment and real-time queue monitoring are employed to maintain screening throughput without compromising security integrity.

Passenger movement is managed through clear signage, trained queue coordinators, coordinated boarding processes with airlines and separate provisions for Persons with Reduced Mobility and dedicated lanes for VVIP, VIP and CIP movement, wherever applicable. Close coordination between security, terminal operations, and airline partners helps manage passenger flow across the terminal and reduce congestion at key touchpoints.



Dedicated Passenger Provisions



Responsible Security Conduct

We recognise that effective security is inseparable from respectful, dignified and non-discriminatory passenger engagement. All security personnel undergo mandatory BCAS-certified AVSEC training, supplemented by role-specific refresher programmes covering behavioural skills, customer handling, stress management, emergency response and scenario-based threat management drills.

Human factor principles are embedded across training curricula to reinforce dignified identification practices and respectful passenger handling. Gender-sensitive screening procedures, private screening arrangements for women and Persons with Reduced Mobility, and dedicated assistance for elderly passengers and unaccompanied children help ensure an inclusive and respectful travel experience. Non-discrimination is reinforced through supervisory monitoring, CCTV surveillance, and accessible grievance redressal mechanisms.

Improving Security Posture through Structured Learning

Learning from security events is undertaken through a disciplined post-incident and near-miss review cycle. Reports from CISF, airlines, AVSEC, AOCC and related sources are reviewed to identify gaps in human performance, procedural design, technology deployment or inter-agency coordination. Findings are translated into SOP revisions, updated training modules, infrastructure enhancements and technology modifications.

Lessons learnt are embedded into AVSEC circulars, drills, audit cycles and Quality and Safety Management System governance, ensuring that insights from each incident or near miss strengthen the broader security posture. This structured learning culture empowers us to remain proactive, adaptive and consistently aligned with evolving regulatory guidance and ICAO best practice.



Securing Digital Infrastructure and Cyber Resilience

As airport operations become increasingly technology-led, we are building a scalable, secure and integrated digital ecosystem to improve passenger experience, strengthen operational continuity and drive data-driven decision-making across every critical touchpoint.

Building a Scalable Digital Airport

Our digital transformation strategy is anchored in three mutually reinforcing objectives:

- Enhancing the passenger journey through seamless, contactless and predictive technology
- Strengthening operational resilience through real-time intelligence and integrated command infrastructure
- Building a future ready digital platform that scales in line with passenger growth, regulatory evolution and the maturity of biometric led travel ecosystems

During FY 2026, we continued to invest in hybrid self-baggage drop systems, automated e-gate infrastructure, real-time passenger flow monitoring, digital queue management and APOC-integrated AI decision support. Together, these capabilities represent a shift from reactive operations to proactive, data-assisted airport management, reducing congestion, improving throughput and resilience without proportional expansion of physical infrastructure.



Digital Resilience in Action

MIAL's digital ecosystem combines automated passenger processing, real-time passenger flow intelligence, predictive queue management and APOC-integrated decision support to enhance operational continuity, reduce congestion and improve passenger experience.

Digital Terminal Operations

We deployed hybrid self-baggage drop systems at MIAL that allow seamless transition between fully automated self-service and assisted digital service models: a design that provides resilience during peak travel periods and surge events. With 14 units currently live and a planned scale up to over 200 units, this programme represents one of our most significant investments in terminal efficiency.

The hybrid model improves check-in area utilisation, enables better manpower deployment, accelerates baggage acceptance and increases system availability during high density periods — all without requiring proportional expansion of physical check-in infrastructure. For passengers, it translates to shorter queues, reduced waiting times and a more predictable check-in experience.

We have also deployed over 110 automated e-gates across key security and immigration touchpoints. These systems facilitate faster clearance, reduce dependence on manual verification and improve terminal flow during high density periods. The e-gate platform has been designed for progressive scalability, providing a robust foundation for future

14 Units Live Hybrid self-baggage drops

Self-service and assisted modes; planned scale to 200+ units

110+ E-Gates Automated passenger processing

Contactless security and immigration clearance; DigiYatra-ready architecture

biometric led travel programmes, including DigiYatra and other government supported digital passenger initiatives.



Real-Time Passenger Flow Intelligence and Queue Management

We have adopted the XOVIS real-time passenger flow monitoring platform for data led terminal operations. The platform provides anonymised, real-time visibility into passenger movement across terminal zones, enabling teams to proactively identify congestion, manage queues and deploy resources with greater precision before conditions deteriorate.

XOVIS converts passenger movement data into actionable insights that help us understand passenger flow across the terminal. These insights support crowd management, infrastructure planning, security resource allocation, housekeeping

coordination, and overall terminal efficiency, contributing to a smoother and more comfortable airport experience.

We have also introduced predictive wait time and digital queue management systems at key passenger touchpoints, including terminal entry and security screening. Using real-time data and analytics, these systems help manage passenger flow, optimise staff deployment, reduce congestion, and improve processing efficiency without the need for immediate infrastructure expansion.



APOC Integration and AI-Enabled Operational Resilience

XOVIS Platform II Operational Benefits

Anonymised real-time passenger movement data	Proactive congestion identification and response	Dynamic resource and staffing deployment	Crowd safety and infrastructure utilisation	Terminal efficiency and housekeeping planning
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Our digital platforms are being progressively integrated with the Airport Operations Control Centre for near real-time, data-assisted decision-making across all operational conditions from routine peak-hour management to weather-driven disruptions and irregular operations. AI-driven operational insights drive faster interventions, clearer inter-stakeholder communication and improved coordination during critical events. This integration strengthens operational resilience by reducing cascading delays, improving service continuity and enabling faster recovery during disruptions. It also helps more predictable passenger communication and better informed decision-making across airlines, ground handlers and terminal teams, shifting the airport's operating posture from reactive response to proactive management.

APOC Integration: Resilience Benefits



Governance, Security and Operational Continuity

Our digital transformation journey is closely linked to evolving governance structures for operational resilience. Digital systems at MIAL are designed to maximise availability, support real-time monitoring and enable rapid coordination across operational teams. As the breadth of digital adoption expands, we will continue to strengthen governance frameworks, system reliability protocols, user awareness programmes and business continuity mechanisms to ensure secure and uninterrupted airport services.

The six capability pillars deployed across FY 2026: hybrid self-baggage drops, automated e-gates, XOVIS passenger flow intelligence, digital queue management, APOC-linked AI decision support and digital passenger engagement applications underpin our transition to a more resilient, efficient and future-ready airport operating model.



Community Relations

Our community relations are guided by a need-based and partnership-led approach that focuses on health, livelihood creation, women's empowerment and social well-being. While statutory CSR provisions are currently not applicable to us, community development initiatives are undertaken in MIAL as part of AAHL's broader CSR programme. These initiatives are aligned with five core focus areas: Education, Health and Nutrition, Sustainable Livelihoods, Community Development, and Climate Action. Through partnerships with local authorities, community institutions and other stakeholders, the programmes aim to improve access to education and healthcare, strengthen livelihoods, support women's empowerment, enhance community infrastructure and promote environmental stewardship.

30,140

Patients attended by MIAL medical services in FY 2026

1,004

Volunteers at MIAL Mega Blood Donation Camp

4,000

Women entrepreneurs supported through airport market access

2,420+

Individuals reached through health camps, OPDs and webinars

Strategic Approach to CSR and Community Relations

Our community engagement approach is built around practical and scalable interventions that address the needs of communities connected to the airport ecosystem. These include preventive health programmes for vulnerable and occupational groups, nutrition support for public health priorities, livelihood-linked opportunities for women entrepreneurs, and awareness led initiatives that strengthen community well-being.

These initiatives are aligned with the United Nations Sustainable Development Goals, specifically SDG 3: Good Health and Well-being, SDG 5: Gender Equality and SDG 8: Decent Work and Economic Growth. Together, they reflect MIAL's commitment to responsible community engagement, inclusive development and social licence to operate as an integral part of sustainable airport operations.

Preventive Healthcare and Medical Services

MIAL's medical services provide accessible and preventive healthcare to employees, airport workers and passengers. During FY 2026, we operated 15 specialised Outpatient Department (OPD) clinics across focus areas, including skin and hair care, eye health, diabetes and obesity management, blood pressure monitoring, cardiac health, and obstetrics and gynaecology. These clinics collectively benefitted 247 individuals through timely consultation, early screening and preventive care.

Additionally, 18 health camps were conducted across the airport ecosystem, covering oral and

breast cancer screening on World Cancer Day, cardiac health check-ups on World Heart Day and Independence Day, hearing assessments, vision screening and pulmonary function testing with physician consultation. These camps reached 1,477 individuals, underscoring our commitment to early diagnosis and preventive health management as a foundation for workforce resilience.

4 webinars reaching 365 beneficiaries further strengthened preventive health literacy across the airport community.

Emergency Preparedness and Medical Response

Emergency preparedness is integral to MIAL's well-being framework, given the dynamic and high footfall nature of airport operations. During FY 2026, we conducted 9 AED and CPR training sessions for airport staff and passengers, building practical first response capability across the airport environment and reaching 331 trained participants. Extending these sessions beyond medical personnel to frontline staff and passengers strengthened the broader emergency response ecosystem across terminals. Our clinical medical services continued to demonstrate strong performance and life saving impact during the year.

Community Health and Social Impact Initiatives

Our social impact approach has evolved from one-time community support initiatives to structured repeatable interventions designed to generate lasting community health, livelihood and enterprise outcomes. In collaboration with BMC and other implementation partners, we supported three flagship initiatives during FY 2026 that collectively reached over 7400 direct beneficiaries across the airport-linked ecosystem.

While CSR applicability is not triggered for MIAL under current profitability thresholds, the airport proactively supports community programmes implemented through the implementation partner platform,

ensuring that interventions are co-designed with health department and Self-Help Group networks, and grounded in verifiable local need.

Across four days in June 2025, in association with J.J. Mahanagar Raktapedhi, the MIAL Mega Blood Donation Camp mobilised 1,004 voluntary donors from across the airport ecosystem, including employees, partners, stakeholders and volunteers. The camp reflects MIAL's commitment to supporting life-saving healthcare systems beyond the workplace and complements its broader preventive health agenda by connecting airport-based communities with public health infrastructure.

Building First Response Capability through AED and CPR Training

At Mumbai Airport, emergency preparedness is a critical part of employee, passenger and stakeholder well-being. Given the scale and complexity of airport operations, timely response during a medical emergency can significantly improve health outcomes and help ensure a safer airport environment.

During FY 2026, MIAL conducted structured AED and CPR training sessions for airport staff and passengers. The sessions focused on building practical awareness on

identifying emergencies, using Automated External Defibrillators, performing basic cardiopulmonary resuscitation, and taking immediate action before professional medical support arrives. By extending training beyond medical teams, MIAL strengthened the wider emergency response ecosystem across the airport. The initiative helped improve confidence among participants, enhanced first-response readiness, and reinforced a shared responsibility for health and safety across airport premises.

Impact Highlights

Conducted **9 AED and CPR training sessions** during FY 2026

Benefited **331 participants**, including airport staff and passengers

Improved first-response readiness across the airport ecosystem

Strengthened awareness on emergency identification and immediate response

Supported MIAL's broader health, safety and medical preparedness framework

Reinforced a culture of shared responsibility for passenger and employee well-being

Promoting Occupational Health through Truck Driver Eye Screening

Our community well-being initiatives are designed to address the practical health needs of stakeholder groups connected to airport operations. Truck drivers form an important part of the airport-linked logistics and supply chain ecosystem, and their health and safety directly contribute to service continuity and road safety. We supported a mega eye check-up camp for truck drivers. The camp provided

access to eye screening and corrective support for truck drivers. Spectacles were issued to those requiring vision correction, helping improve personal well-being, road safety and occupational performance. Implemented in collaboration with community partners, the initiative furthers our commitment to community health beyond our operations.

Impact Highlights

Conducted a mega eye check-up camp for truck drivers

Benefited **618 truck drivers** through eye screening

Issued **424 spectacles** to drivers requiring vision correction

Supported occupational health and road safety outcomes

Addressed a practical health need of airport-linked supply chain workers

Enabling Women Entrepreneurs through Airport-Based Market Access

In FY 2026, MIAL collaborated with Swabhiman Self-Help Group network to support women entrepreneurs by providing access to airport based market opportunities during major festive periods. The initiative enabled women entrepreneurs to showcase and sell their products at the airport during Ganesh Chaturthi, Navratri and Diwali.

By connecting women-led enterprises with a high-footfall passenger environment, MIAL helped create visibility, income opportunities and market exposure for local entrepreneurs. The programme also demonstrated how airport infrastructure can serve as a platform for inclusive growth by connecting community livelihoods with passengers and airport stakeholders.

Impact Highlights

Collaborated with Swabhiman Self-Help Group network

Enabled **4,000 women entrepreneurs** to sell products at the airport

Supported women-led enterprise development and livelihood creation

Provided market access during Ganesh Chaturthi, Navratri and Diwali

Promoted inclusive growth through airport-based commercial visibility

Elevating Customer Experience

Reimagining the Passenger Journey

FY 2026 improving passenger experience, from arrival at the airport until final departure, continued to be a crucial component of our operational strategy. Every encounter shapes the passenger's trip, and we are committed to enhancing convenience, efficiency, comfort, and general trust throughout the travel process. A customer experience framework that brings together digital innovation, inclusive design and stakeholder feedback drives continuous improvement. We continued to invest in technology, infrastructure, accessibility, and service improvements.

Delivering a positive passenger experience goes beyond efficient operations and modern infrastructure. Accessible facilities, clear communication, responsive grievance handling, and support tailored to passenger needs are equally important.

We continue to strengthen our focus on digital services, accessibility, service quality, and customer engagement to meet evolving passenger expectations. These efforts help us provide a seamless, inclusive, and passenger centric airport experience aligned with global standards.

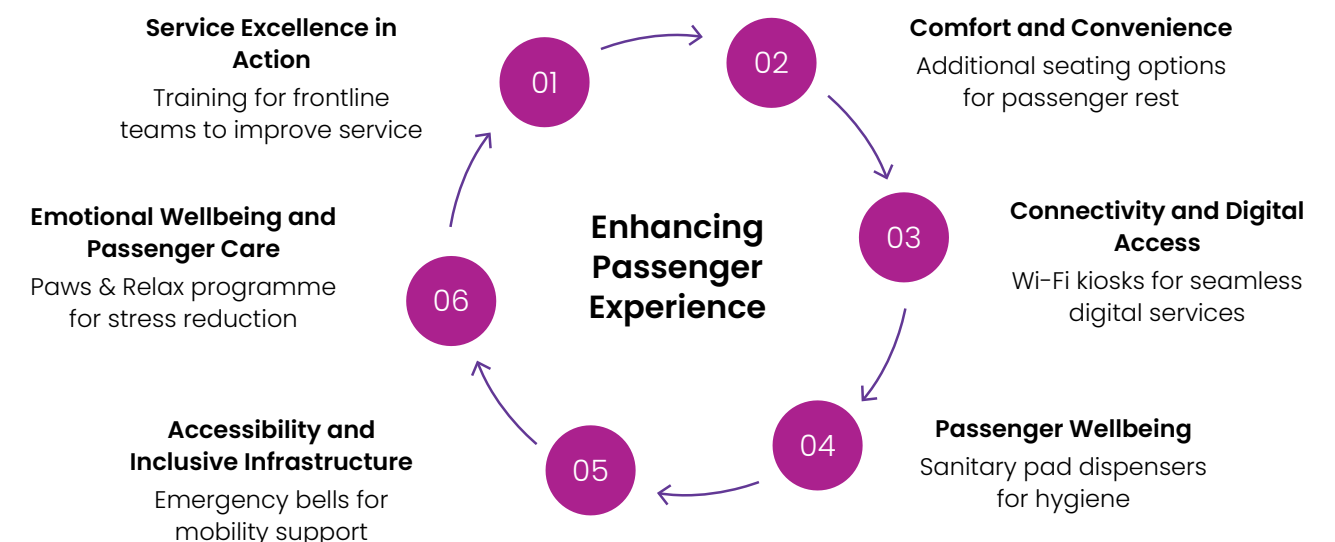
Transforming the Passenger Journey: Care and Comfort

Digital innovation remained a key driver of service excellence. Biometric enabled Digi Yatra facilitated faster and more secure passenger processing, while self-baggage drop systems, hybrid check-in counters and the FTI-TTP fast-track immigration facility expanded self-service options, improved operational efficiency and enabled smoother passenger movement. The domestic-to-domestic transfer facility at Terminal 2 simplified connections for eligible passengers, while upgraded security infrastructure supported smoother movement through high traffic areas. Passenger convenience was further enhanced through washroom refurbishments, smart washrooms, the UDAN Yatri Café, and refurbished Adani Lounges, including the Silver Lounge, strengthening comfort,

accessibility and overall service experience.

Initiatives such as the advanced parking guidance system, which improved navigation and reduced congestion in landside areas, further strengthened the passenger experience. Together, these measures contributed to a more seamless and time efficient airport experience. Food and beverage safety continued to be managed through hygiene inspections, food sampling, audits, FOSTAC training, and annual quality reviews. During the reporting period, no complaints or non compliance notices were received from regulatory authorities relating to food safety.

Enhancing Passenger Experience



Comfort and Convenience

Additional seating, including slumber chairs, was introduced across key locations within Terminal 2, providing passengers with greater opportunities to rest while waiting for departures, arrivals, or onward connections.

Emergency assistance bells were installed in PRM washrooms within the Multi Level Car Park, strengthening safety and enabling passengers requiring mobility support to seek assistance when needed. In addition, MLCP washrooms were completely refurbished as part of MIAL's continued focus on improving passenger convenience, hygiene and accessibility.

Connectivity and Digital Access

Wi Fi kiosks were added across Terminal 1 and Terminal 2 to help passengers to stay connected and utilise digital services at the airport.

Passenger Wellbeing

Complimentary sanitary pad dispensers were installed in ladies' washrooms across the airport, improving access to essential hygiene products.

Service Excellence in Action

Customer centric culture was reinforced through continuous capability building, and service focused practices, strengthening responsiveness, communication, and problem solving across frontline teams.

Strengthening Passenger Safety, Care and Service Excellence

At Mumbai Airport, passenger wellbeing goes beyond operational safety to include timely assistance, compassionate care, and responsive service during critical moments. During FY 2026, MIAL demonstrated its commitment to passenger safety and service excellence through coordinated responses to both medical emergencies and passenger assistance cases.

In one instance, a 73 year old passenger suffered a cardiac arrest near the arrivals area at Terminal 2. MIAL's medical team responded immediately, initiating emergency protocols including CPR, advanced airway management, and Automated External Defibrillator (AED) intervention. Continuous medical support was maintained during transfer to the hospital, and the passenger was successfully revived,

underscoring the strength of the airport's emergency medical preparedness.

In separate instances involving misplaced belongings, Passenger Service Executives worked closely with operational teams to quickly locate and recover items such as a bag and mobile phone before onward travel. In another case, a lost phone was successfully traced and returned following a coordinated search effort. These responses helped minimise disruption and ensured a seamless passenger experience.

Together, these instances highlight the importance of trained personnel, coordinated communication, and a passenger-first approach in delivering timely support when it matters most.

Strengthening Accessibility

The terminal environment is continually improved with a focus on passenger comfort and accessibility. Dedicated wheelchair assistance, accessible parking, designated drop-off zones, tactile pathways, and inclusive infrastructure supported seamless travel for all passengers. Sign language training for customer facing teams further improved engagement with passengers using sign language.

To further enhance accessibility, support services continued for visually challenged passengers and Persons with Reduced Mobility (PRMs). Wheelchair friendly facilities, including ramps at various outlets and demarcated areas at baggage carousels, improved ease of movement across the airport. In addition, tactile flooring installed at multiple terminal locations supported independent navigation for visually impaired passengers.

Customer Feedback and Continuous Improvement

At MIAL, customer feedback is a critical driver in enhancing the overall passenger experience and strengthening service excellence across all touchpoints. Recognising that passenger insights provide valuable perspectives, the airport has established a robust and accessible multi-channel feedback ecosystem.

feedback. Defined response timelines are adhered to, ensuring that passenger concerns are acknowledged promptly, investigated thoroughly, and resolved effectively. The focus remains on maintaining transparency, consistency, and responsiveness in every interaction, while reinforcing a passenger-centric approach.

Passengers can share their feedback through various channels, including QR-based systems across the terminal, email, airport helpline, website, social media platforms, AirSewa and CPGRAMS. This integrated approach ensures inclusivity and ease of access, enabling passengers to voice their experiences in real time.

To make feedback more accessible, QR code-based feedback points are available across high-traffic areas such as washrooms, food and beverage outlets, and information desks. Capturing feedback closer to the point of experience helps us better understand passenger expectations, recurring concerns and opportunities for service improvement.

The airport's complaint management framework is aligned with ISO 10002 standards, ensuring a structured and systematic approach to handling

Further, insights derived from feedback are analysed in conjunction with the Objective Service Quality (OSQ) framework, enabling the identification of key improvement areas. These insights are translated into actionable initiatives, corrective measures, and process enhancements aimed at elevating service standards.

Through continuous monitoring, analysis, and implementation of improvement initiatives, we remain committed to fostering a culture of continuous improvement—ensuring that passenger feedback not only drives operational enhancements but also contributes to delivering a seamless, efficient, and world-class airport experience.

The ACI ASQ Award and ACI Customer Experience Accreditation achievements testify to our unwavering commitment to a customer-centric approach.



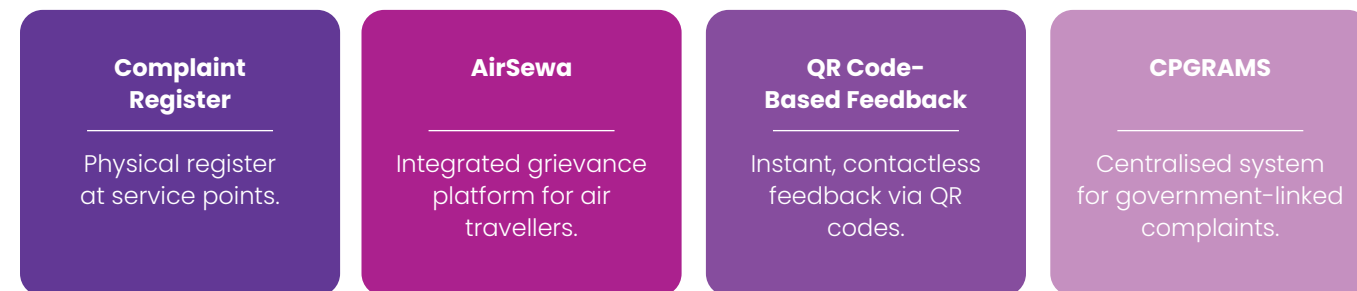
Customer Delight and Service Excellence

Our customer service training is designed to go beyond basic service delivery. It focuses on handling passenger queries, resolving complaints with empathy and delivering consistent service across airport touchpoints. These training sessions help us build a workforce that is emotionally aware, service-oriented and capable of creating positive passenger experiences.

Every Voice Counts Across Channels

We provide multiple channels for passengers to share their feedback and raise concerns. These include QR code-based feedback points located across key passenger touchpoints such as washrooms, food and beverage outlets, and information desks. This multi-channel approach makes it easier for passengers to connect with us through their preferred channel and ensures that concerns can be raised conveniently.

Complaint Channels



Timely Response and Resolution

We follow defined service timelines. MIAL maintains a prompt and responsive feedback management process, ensuring that passenger feedback is addressed within a quick turnaround time. Our grievance management processes are supported by ISO 10002:2018 training for key operational teams. This helps strengthen customer communication, complaint handling, and coordination across functions, contributing to a responsive and customer-focused approach.

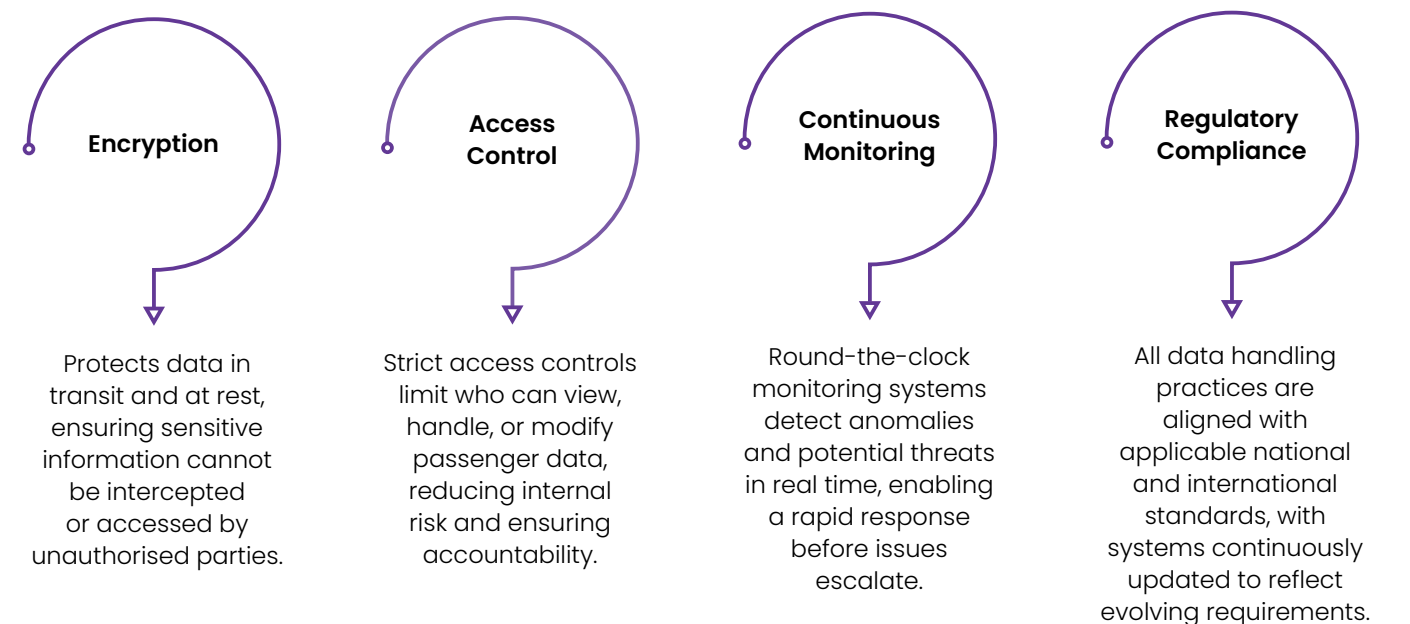


Protecting Passenger Data and Privacy

Protecting passenger information is an important part of maintaining trust and delivering responsible airport services. We have established data protection measures to safeguard personal information and comply with applicable regulatory requirements. This framework is supported by multiple layers of protection, including encryption of data in transit and at rest, role based access controls, continuous system

monitoring, and clearly defined security protocols. As cyber risks continue to evolve, we regularly review and strengthen our security measures, update internal processes, and build awareness of data protection responsibilities across the organisation. This helps maintain the effectiveness and resilience of our information security practices.

Data Protection Layers



During FY 2026, no substantiated complaints related to breaches of customer privacy, including data leaks, theft, or loss of information, were reported. Additionally, no complaints were received from regulatory authorities, reflecting the effectiveness of our data protection and information security framework.



Corporate Governance

As one of India's busiest airports, we are responsible for ensuring the safe transit of 55.3 million passengers and managing significant number of flight landings and departures each year. Delivering this responsibility requires the highest standards of governance to steer our operations in adherence with regulations, ensuring the safety of passengers, earning and retaining stakeholder trust and catalysing long-term value creation. Our governance framework incorporates defined structures, policies, and oversight mechanisms for business and ESG parameters and deepens accountability and operational integrity to strengthen stakeholder confidence and drive consistent performance. Adopting these governance practices and leading with responsible business conduct is critical for proactive risk management, disciplined capital allocation, and effective response to emerging opportunities.

The governance framework is guided by the overarching philosophy of AAHL and built on **three core principles**:

Corporate Governance Philosophy

01 Courage
We shall embrace new ideas and businesses.

02 Trust
We shall believe in our employees and other stakeholders.

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



Progressing on our Governance Goals

These principles shape decision-making across the organisation. Their integration into operations has allowed us to shift from a short-term focus to long-term, balanced value creation across economic, social, and environmental dimensions.

The Board and Executive Leadership ensure that strategic decisions are evaluated through a balanced lens of financial performance, social responsibility, and environmental stewardship.

Key Highlights for FY 2026

Zero
Fines and Penalties

Zero
Data breaches

Zero
Grievances

Policies

Policies developed and adopted by MIAL

- Code of Conduct and Anti-Corruption & Anti-Bribery (ACAB) Policy
- Whistleblower Policy
- Risk Management Policy
- ESG Policy
- Corporate Social Responsibility (CSR) Policy
- Green Procurement Policy
- Nomination & Remuneration (N&R) Policy
- Internal Financial Controls (IFC) Policy
- Hedging Policy

In addition to the above, we adhere to the following AAHL policies, which guide our sustainability and responsible business practices:

- Diversity, Equity and Inclusion (DEI) Policy
- Stakeholder Engagement Policy
- Employee Grievance Management Policy
- Prevention of Sexual Harassment (POSH) Policy

Material Topics

- Business Ethics and Integrity
- Sustainable Supply Chain Management
- Regulatory Compliance
- Data Security & Customer Privacy
- Innovation & Technology

Stakeholders Impacted

- Employees
- Investors & Shareholders
- Government & Regulatory Authorities
- Community & NGOs
- Suppliers & Contractors
- Industry Associations

UNSDG Linkages



Our Approach to Leadership and Governance

Good governance, for us, means more than meeting regulatory requirements. Our approach is built around aligning organisational purpose with stakeholder expectations, maintaining structured oversight, managing risk with discipline, and holding leadership genuinely accountable. Together, these commitments drive our ambition to operate airports that set the standard in every dimension of service.



Organisational Leadership Structure

The Chief Airport Officer (CAO) has end-to-end accountability across all airport operations, spanning commercial performance, passenger experience, safety, airside infrastructure, and environmental stewardship. The CAO provides leadership and oversight across a wide range of operational, commercial, technical, and corporate functions to ensure seamless airport operations and effective stakeholder management. The functions reporting under the CAO include:

Non-Aero Commercial

- Finance & Accounts
- IT & Digital Transformation
- Land Management
- Terminal Operations
- Security & Landside
- Guest Relations
- Design
- Legal & Compliance
- Air Cargo
- Aero Marketing
- Techno Commercial
- HR, Admin & Industrial Relations
- Projects
- Master Planning
- Quality
- Corporate Communication
- Corporate Affairs

Engineering Services

- Airside Management
- Operations
- Airport Operations Control Centre (AOCC)
- Medical Services
- Aviation Safety
- Environment & Sustainability

This unified structure under the CAO eliminates operational siloes, defines clear lines of accountability from terminal management through to airside safety, and enables integrated decision-making that is responsive to both passenger needs and regulatory obligations.

Governance Principle

The governance framework is aligned with the provisions of the Companies Act, 2013, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and other applicable laws and regulations. We have instituted policies on Board diversity and appointed directors with appropriate diversity, expertise, and independence to strengthen governance oversight and transparency.

In addition, we have a Corporate Governance Charter to formalise governance structures that outline clear accountabilities and deepen transparency.

Responsible Conduct

At MIAL, we operate as a responsible infrastructure provider, contributing to sustainable development while ensuring safe, efficient, and ethical airport operations. We aim to create long-term value for passengers, employees, partners, and the communities we serve through our airports and the services we offer.

Accountability and Transparency

As an organisation, we uphold the highest standards of accountability and transparency through robust financial and non-financial disclosures. Our reporting practices are designed to provide stakeholders with accurate and timely information on operational, financial, and ESG performance.



Board of Directors: Leadership at a Glance



Mr. Jeet Goutam Adani
Whole-time Director

C



Mr. M Suresh
Nominee Director



Mr. Pankaj Malhotra
Nominee Director



Mrs. Rubina Ali
Nominee Director



Mr. Hemant Nerurkar
Independent Director

M M



Mr. Kalaikuruchi Jairaj
Independent Director

M M C



Mr. Rajender Mohan Malla
Independent Director

C M



Mr. Gaurav Gupta
Non-Executive Director

M



Mr. Vishnu Jha
Chief Airport Officer &
Whole time Director

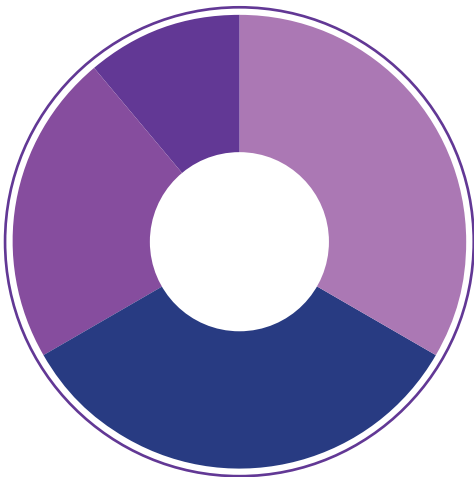
 Audit Committee CSR Committee N&R Committee | C – Chairman M – Member

Board Composition & Accountability

Our Board of Directors comprises nine Directors, including two Whole Time Director, one Non-Executive Director, three Independent Directors, and three Nominee Directors from the Airports Authority of India (AAI), ensuring a balanced mix of operational insight, independent oversight, and public-interest representation.

The presence of AAI Nominee Directors strengthens governance by embedding public accountability at the highest level. ESG oversight is exercised through the Corporate Responsibility Committee at the AAHL level, which drives ESG strategy and performance across airport assets, including MIAL.

The Committee regularly apprises the Board on ESG performance, emerging risks, and opportunities. The Board reviews and approves the sustainability strategy annually, including ESG targets, climate initiatives, and related investments, ensuring alignment with long-term business resilience.



Independent Directors 33.33% (Count : 3)	Whole Time Director 22.22% (Count : 2)
Nominee Directors 33.33% (Count : 3)	Non-Executive Director 11.11% (Count : 1)

Sustainability Oversight and Governance

Sustainability is embedded within AAHL’s governance architecture through a structured oversight mechanism that enables strategic direction, accountability and performance monitoring across the airport portfolio. At the apex level, AAHL has established a Board-approved Corporate Responsibility Committee, which provides oversight on sustainability, public responsibility and related policy priorities.

AAHL’s ESG governance framework is led by the CAO and supported by senior leadership across key functions. The AAHL ESG Steering Committee is responsible for driving ESG initiatives across AAHL airports, reviewing progress and ensuring alignment with the company’s broader sustainability objectives. The committee reports periodically to the Corporate Responsibility Committee, enabling structured review and strategic guidance at the Board level.

At MIAL, this governance framework is implemented through an active ESG Working Group, led by the Chief Airport Officer. The Working Group includes representatives from Engineering and Maintenance, Master Planning, Projects, Environment and

Sustainability, Human Resources and Industrial Relations, and Finance. This cross-functional structure ensures that ESG priorities are integrated into operational planning, infrastructure development, environmental management, people practices and financial decision-making.



The MIAL ESG Working Group works in close coordination with the AAHL ESG Steering Committee and reports progress through defined channels at regular intervals. Guided by the internal ESG Charter, MIAL continues to develop and implement sustainability strategies that reflect its airport-specific operational context while remaining aligned with AAHL’s group-level ESG direction and commitments.



ESG Governance Structure

Our ESG governance architecture operates as an integrated, multi-tiered system spanning Board-level strategy, management-level coordination, and operational level execution. This layered structure ensures that sustainability is embedded across the operational decision-making process and day-to-day operations, rather than confined to a single function. Each level has defined responsibilities to deepen accountability, and escalation pathways

have been established from operational to Board levels for effective redressal of any issues.

Together, these tiers establish a cohesive framework that links ground level implementation with enterprise wide direction and top level oversight so that ESG risks, opportunities, and performance are consistently monitored, reviewed, and acted upon at the appropriate level.

Characteristic	Tier 1: Board Level	Tier 2: Management Level	Tier 3: Airport Level
Committee	Corporate Responsibility Committee (AAHL)	AAHL ESG Steering Committee	MIAL ESG Working Group
Leadership	AAHL Board of Directors	Chief Sustainability Officer (AAHL)	Chief Airport Officer, MIAL
Oversight	Strategic direction and independent Board-level oversight of ESG performance across the AAHL airport portfolio including MIAL	Translates Board-approved ESG priorities into actionable implementation plans and monitors progress across airports	On-ground execution and operationalisation of ESG initiatives across MIAL’s functions
Responsibilities	Monitors ESG risks across airport portfolio	Defines ESG roadmaps, sets and monitors targets	Oversees implementation of ESG strategy
Implication for MIAL	MIAL’s ESG performance is subject to independent, Board-level oversight through the Corporate Responsibility Committee	ESG strategy implementation is supported and guided by centralised AAHL-level expertise via the Steering Committee	ESG accountability is embedded across all MIAL functions through the cross-functional Working Group, guided by the internal ESG Charter
Meeting Frequency	Periodically	Quarterly	Monthly

Board Diversity

We recognise the importance of diversity at the Board level in strengthening governance and decision-making. We are committed to maintaining a Board with diverse perspectives, experience, and expertise.

The Board Diversity Policy provides a framework for achieving balanced Board composition by considering factors such as gender, age, ethnicity, educational background, and professional experience, grounded in principles of performance, competence, fairness, and equality with zero tolerance for unlawful discrimination. The Nomination and Remuneration Committee (NRC) is responsible for identifying and recommending appropriately qualified candidates for Directorship to the Board.

Board Selection, Evaluation, Performance and Upskilling

At MIAL, we follow a structured and integrated approach to Board effectiveness covering selection, evaluation, performance, and continuous upskilling of Directors. This framework allows the Board to remain competent, independent, and aligned with evolving business and governance requirements.

Selection

Board appointments are driven by the Nomination and Remuneration Committee (NRC), which identifies and recommends candidates based on experience, competencies, and alignment with MIAL's values. The Committee ensures an appropriate balance of skills, independence, and diversity across the Board. A forward-looking succession planning framework is in place, with potential vacancies identified 12–24 months in advance to enable smooth transitions and merit-based appointments.

Evaluation

The NRC oversees an annual evaluation of the Board, its Committees, and individual Directors. The assessment covers composition, expertise, participation, independence, and effectiveness of decision-making processes. Independent Directors are evaluated separately to ensure objectivity and strengthen governance oversight.

Performance

The performance of the Board and senior leadership is assessed against strategic objectives, financial outcomes, and governance standards. The NRC also reviews compensation structures to ensure they are fair, competitive, and aligned with performance and long-term value creation.

Upskilling

MIAL is committed to continuous development of its Board members through exposure to emerging regulatory developments, ESG priorities, and industry trends. This ensures that Directors remain well-equipped to provide informed oversight in a dynamic operating environment.

Board Expertise and Independence

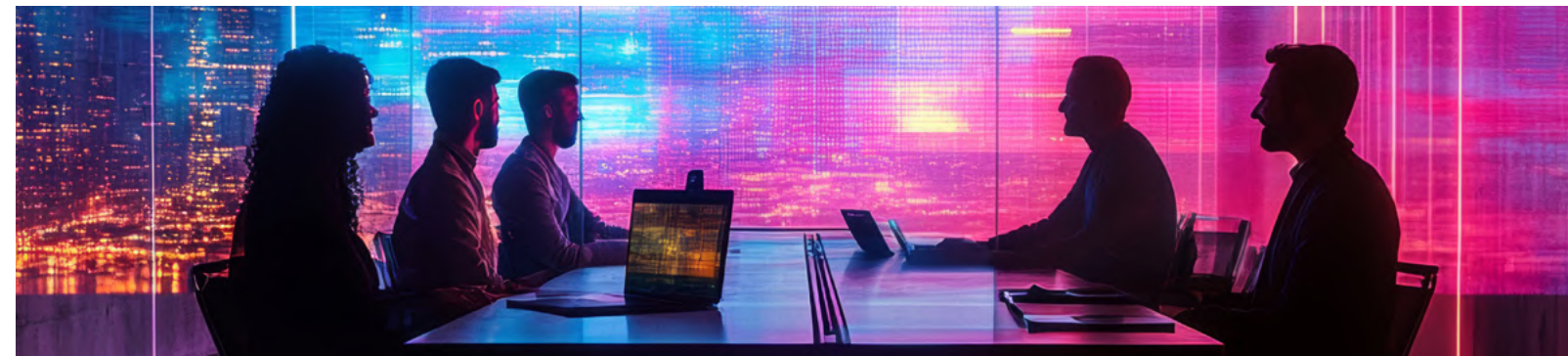
MIAL's Board brings together diverse expertise across leadership, finance, risk management, governance, infrastructure, and technology for informed decision-making and effective oversight across all critical areas of the business. This breadth of experience strengthens the Board's ability to guide strategy, oversee risks, and ensure long-term value creation.

We have established sound governance norms to facilitate the Board's independence, accountability, and balanced oversight.

No Director serves on more than ten Committees or acts as an Independent Director in more than seven listed entities.

Directors do not chair more than five Committees across their directorships.

A structured tenure policy for Independent Directors (maximum two consecutive five-year terms) is being formalised in line with regulations.



Board Remuneration

MIAL's remuneration framework is guided by the principles of integrity, accountability, and transparency, aligned with our Remuneration Policy, the Companies Act 2013, and applicable legal requirements. Compensation is fair, balanced, and structured to reflect individual performance, organisational goals, and long-term value creation.

01

Decisions on remuneration consider the scope of responsibilities, time commitment, value addition to airport operations, profitability, and consistency across roles and levels within MIAL.

02

Pay for senior management is reviewed by the NRC both at the time of hiring and during annual increments. No external consultants are engaged to set Board or leadership pay, ensuring internal accountability and cost discipline.

03

Non-Executive Directors receive a sitting fee of ₹50,000 per Board and Committee meeting attended, along with reimbursement of related expenses. A Directors' & Officers' liability insurance policy is also maintained to safeguard oversight responsibilities.

04

Executive Directors' remuneration is proposed by the NRC and approved by the Board, based on industry benchmarks, company performance, individual responsibilities, past leadership performance, and the broader economic landscape.

05

A malus and clawback policy is in place to recover remuneration from senior management in cases of misconduct, material misstatement, or failure of risk governance. This mechanism provides a critical safeguard against incentive structures that reward short-term gains at the expense of long-term value and reputational integrity.

Audit Committee

The Audit Committee serves as the Apex body to oversee financial reporting and internal controls. It reviews financial statements, internal audit findings, and the adequacy of control systems and ensures transparency and integrity in reporting.

Responsibilities

- 01 Financial reporting processes
- 02 Internal audit and remediation actions
- 03 Anti-corruption risk assessments
- 04 Whistleblower mechanism
- 05 Enterprise risk exposure
- 06 Cybersecurity and data privacy governance

Committee Snapshot

CHAIR

Independent Director

COMPOSITION

Majority of independent members

MEETINGS

At least four times annually.

Nomination and Remuneration Committee

The NRC is responsible for Board and senior management composition, succession planning, and remuneration practices. It ensures that leadership is aligned with organisational requirements and that remuneration structures are fair, competitive, and linked to long-term performance.

Responsibilities

- 01 Board and senior management appointments
- 02 Performance evaluations
- 03 Succession planning
- 04 Remuneration framework design
- 05 Malus and clawback provisions
- 06 Integration of ESG metrics into executive compensation

Committee Snapshot

CHAIR

Independent Director

COMPOSITION

Majority of independent members

MEETINGS

At least twice annually.

CSR Committee

The CSR Committee oversees the Company's social responsibility obligations and ensures that community investments are aligned with statutory requirements and organisational priorities.

Responsibilities

- 01 Formulation of the CSR Policy
- 02 Approval and monitoring of CSR programmes
- 03 Assessment of community impact
- 04 Compliance with reporting requirements under the Companies Act, 2013

Committee Snapshot

CHAIR

Independent Director

MEETINGS

At least twice annually.

Promoting Ethics and Integrity in Our Culture

At MIAL, ethics and integrity are embedded at the core of organisational culture and governance practices. The Company is committed to conducting business in a transparent, responsible, and ethical manner following a comprehensive suite of policies and frameworks.

Upholding Ethical Conduct and Preventing Corruption

Integrity and ethical conduct form our core business principles. We have a zero tolerance for bribery, corruption, and any form of unethical practices and are committed to transparency, fairness, and professionalism in all our business interactions.

This commitment applies to our entire ecosystem, including employees, contractors, and third-party partners. We conduct regular training and awareness programmes on anti-bribery and anti-corruption policies so that all our employees and other relevant stakeholders understand and adhere to our policies.

Robust systems have been established to proactively identify, assess, and mitigate corruption related risks. Periodic risk assessments are carried out, with key findings reviewed by our Audit Committee to ensure strong oversight and continuous strengthening of internal controls.

We promote a culture of openness and accountability and encourage employees and stakeholders to

During the reporting period, no instances of legal action related to corruption, bribery, anti-competitive conduct, or violations of antitrust and monopoly laws were recorded.

report concerns through our secure whistleblower mechanism. Concerns can be raised confidentially to the designated Vigilance & Ethics Officer, with safeguards in place to protect against any form of retaliation.

Our policies and practices are designed to support a transparent and equitable business environment. We are committed to fostering fair competition and complying with all applicable antitrust and competition laws.



Conflict of Interest

Policies have been instituted to guide our Board members and senior management on conflicts of interest, prohibiting situations where personal interests may influence decisions taken in the best interests of the Company, including any undue personal benefit arising from one's position. Formal mechanisms are established to report suspected

conflicts or breaches, which are investigated and addressed through appropriate corrective actions. All relevant personnel are required to provide an annual affirmation of compliance, and the Board reviews a consolidated report on conflict of interest compliance annually.

POSH

Our Company is committed to fostering a safe and respectful workplace for all employees. To support this, a Prevention of Sexual Harassment (POSH) Policy in line with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

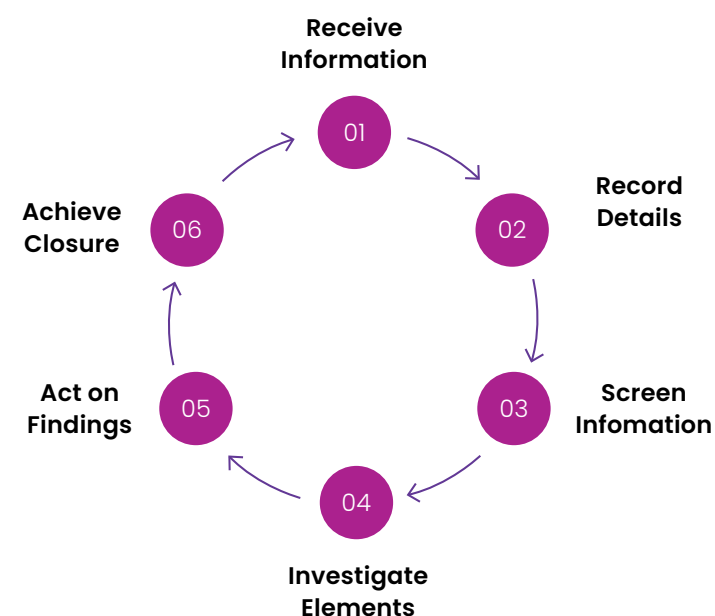
An Internal Committee (IC), comprising trained members along with external experts, is responsible for addressing complaints in a fair, confidential, and timely manner. Regular awareness and training initiatives are conducted to ensure employees understand the provisions of the policy and are aware of available reporting mechanisms.

We have zero tolerance for any form of sexual harassment and promote a culture of dignity, respect, and accountability across the organisation.

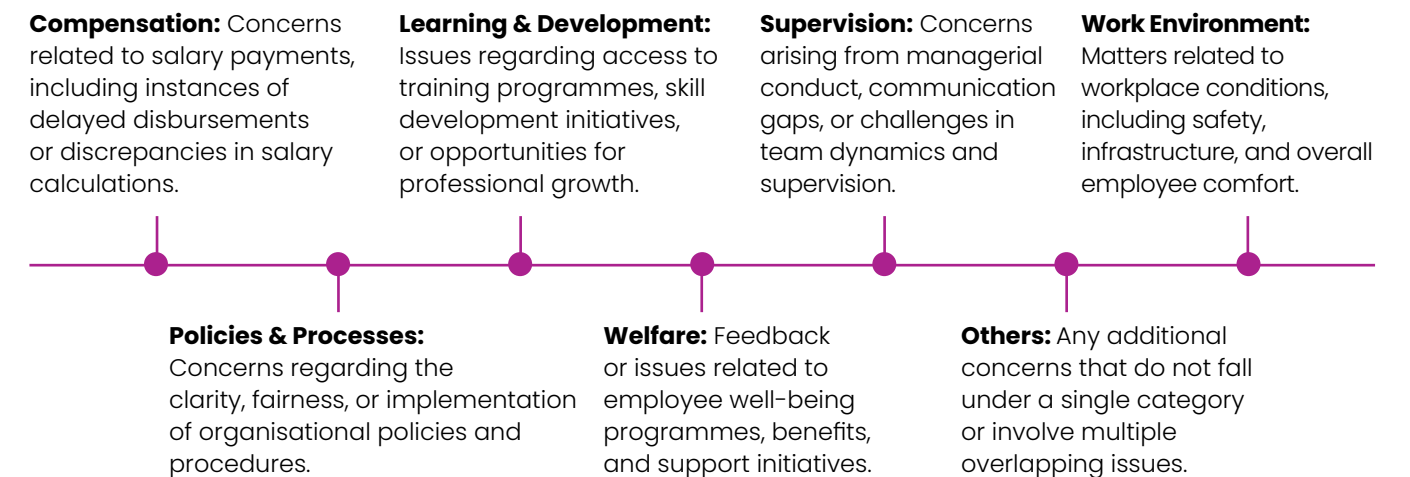


Grievance Redressal Process

Building trust through effective grievance redressal and responsive engagement is built into our organisational processes. We maintain two-way communications with both customers and employees to stay abreast of their concerns and ensure they are addressed with urgency and empathy. Our customer grievance process is designed for timely and effective resolution, with feedback acknowledged within 24 hours, queries responded to within 48 hours, and grievances targeted for closure within 28 days. Our customer grievance process ensures that customer feedback is acknowledged promptly, queries are addressed efficiently, and grievances are resolved through a structured and effective process.



A grievance redressal policy guides all entities under MIAL, facilitating the reporting of genuine employee concerns across a range of areas, including:



A well-defined governance framework underpins the grievance redressal process, ensuring clear ownership and accountability. Concerns raised by contractual workers are managed by the Industrial Relations (IR) team, while the Human Resources (HR) team is responsible for addressing grievances of on-roll employees. This structured approach enables consistent, fair, and transparent resolution, fostering a workplace environment where individuals feel acknowledged and respected.

An easily accessible digital platform, **SPEAK UP**, has been implemented for on-roll employees for raising concerns confidentially. Reports received through the platform are targeted for resolution within 14 working days following robust ethical standards and secure processed, which ensures that each case is reviewed and resolved with impartiality, diligence, and accountability.

Cybersecurity and Data Privacy

Each year, we review our cybersecurity measures along with our ERM practices to proactively identify gaps, assess the relevance of these measures against evolving threats and regulations and continually strengthen them.



Responsible Supply Chain Management

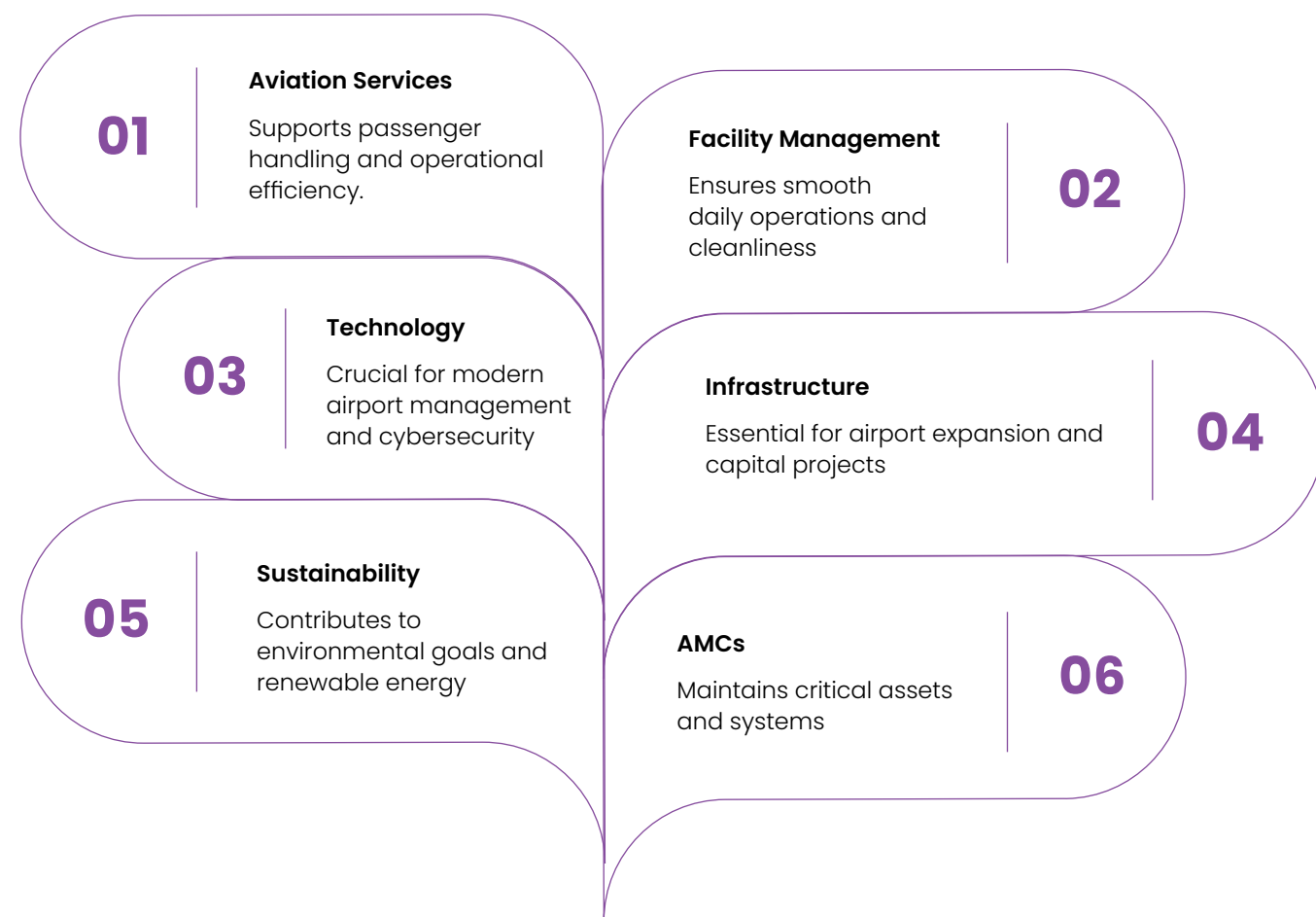
Suppliers, contractors, and service partners play an important role in helping us maintain safe, efficient, and reliable airport operations. They contribute across a wide range of activities, including infrastructure development, facility management, technology services, and operational support.

We follow a responsible procurement approach that considers business performance, ethical conduct, regulatory compliance, and sustainability factors throughout the supplier lifecycle. Defined requirements, structured evaluation processes, and digital vendor management systems help us build transparent and accountable relationships with our partners while supporting operational excellence and long-term value creation.

Our Supplier Ecosystem

Our supplier ecosystem includes a broad spectrum of vendors, contractors, and service partners who support infrastructure development, facility management, technology services, and day to day operational support, directly influencing service quality, operational resilience, and stakeholder confidence.

Supplier Categorisation



Responsible Procurement and Sustainable Supply Chain Management

MIAL's procurement strategy is underpinned on ethical sourcing principles, supplier accountability, and assistance for local economic development. Supplier selection takes into account quality, compliance, value, and sustainability criteria, whereas the Green Procurement Policy encourages the consideration of environmental aspects such as energy efficiency, sustainable materials, responsible packaging, clean fuel technologies, and waste reduction. These processes are consistent with AAHL's overall policy and governance structure.

To improve transparency and supervision across the supplier lifecycle, MIAL employs SAP Ariba as its digital procurement and vendor management platform. The system covers supplier onboarding, compliance paperwork, sourcing, contract administration, invoicing, and continuous compliance monitoring, as well as the gathering of supplier declarations and certificates.

MIAL maintains a strong focus on local sourcing, with 61.55% of procurement directed towards suppliers based in Maharashtra, supporting regional economic participation while maintaining access to a broader supplier network to meet operational and business requirements.

Supplier Evaluation and Risk Management

We have a structured approach to supplier management to ensure that all partners meet the operational, compliance, and sustainability standards required to support airport operations. Suppliers are classified based on their role, operational significance, and contribution to airport activities.

- Project related suppliers supporting infrastructure development and major installations are considered critical, given their direct impact on project execution and growth.
- Operational suppliers are evaluated based on factors such as procurement value, business criticality, service dependency, and their role in maintaining operational continuity.

Supplier engagement begins with a comprehensive onboarding process designed to assess operational capability, regulatory compliance, and alignment with sustainability expectations. Adherence to MIAL's

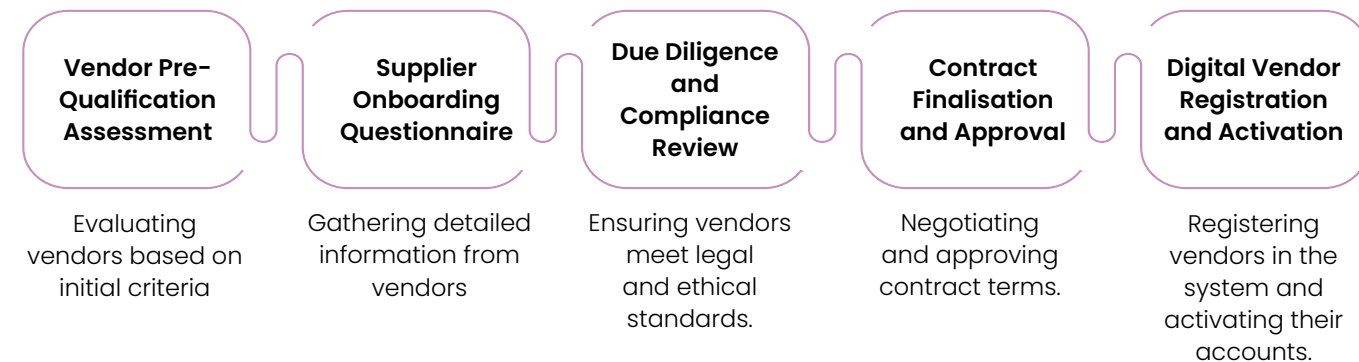
Particulars	Percentage of procurement
Maharashtra	61.55%
Out of Maharashtra	38.45%
Total	100%

Human rights, labor standards, and environmental obligations are all interwoven throughout the supplier lifecycle, from onboarding to contract renewal. All vendor agreements include ESG-related terms that address labor practices, human rights compliance, and environmental responsibility. During onboarding, suppliers are evaluated against essential requirements such as minimum wage compliance, working hour rules, and the prohibition of child and forced labor.

During the reporting year, no significant supplier-related social or environmental impacts, grievances, or material non-compliances were identified across our supply chain.



Supplier Onboarding Process



A multi layered risk assessment framework strengthens supplier resilience and accountability and ensures seamless delivery of goods and services we need to run the airport. This framework evaluates suppliers across parameters such as reliability, operational capability, quality standards, compliance track record, and sustainability performance. It also considers factors such as business history, resource

adequacy, health and safety practices, environmental performance, and regulatory adherence. Suppliers are expected to align with our ethical and sustainability principles. Those not meeting minimum requirements may be excluded, while areas for improvement are addressed through ongoing monitoring and corrective action plans.

Strengthening Supplier Capabilities

We view supplier engagement as a long-term partnership and work closely with suppliers to strengthen capabilities through training, collaboration, and knowledge sharing. Our supplier development efforts focus on operational excellence, ESG awareness, occupational health and safety, regulatory compliance, and the effective use of

digital procurement systems. Regular engagement and technical support help suppliers improve their performance and adapt to evolving requirements. This approach encourages continuous improvement, shared accountability, and stronger relationships across the value chain.

Supplier Development Programme

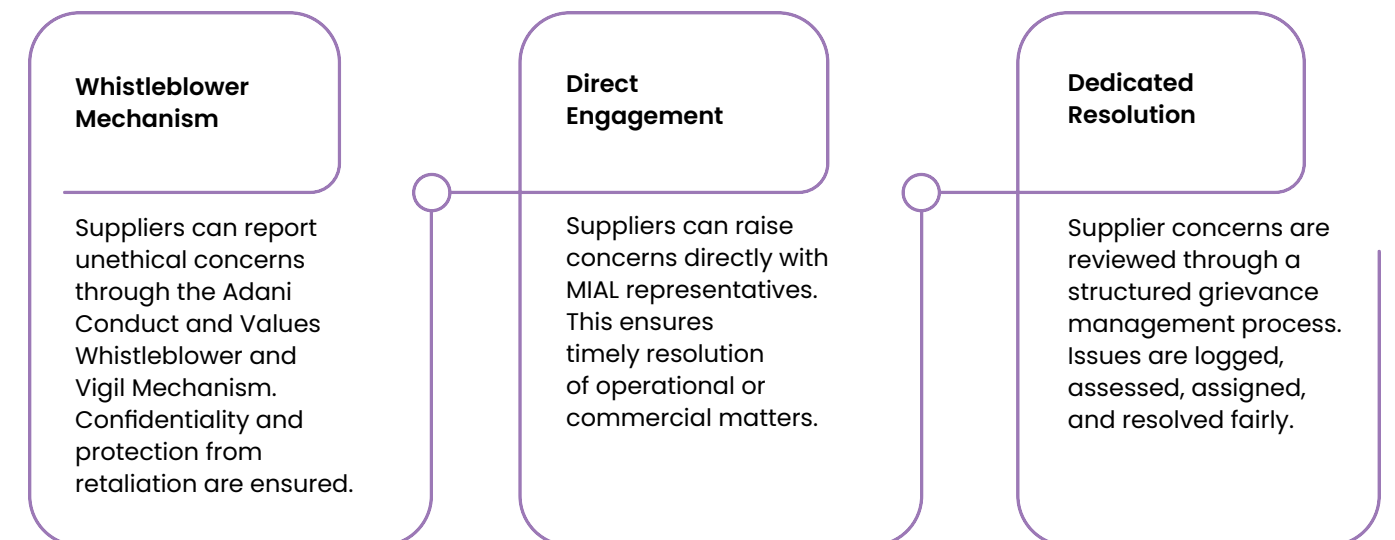


Supplier Grievance Management

We provide suppliers and contractors with channels to raise concerns and share feedback in a confidential and transparent manner. Concerns can be reported through designated company representatives, formal grievance mechanisms, or the Adani Group's Whistleblower and Vigil Mechanism for matters related to ethics and misconduct.

All concerns are recorded and reviewed and are referred to the appropriate teams for investigation and resolution. Escalation mechanisms are available where required, while confidentiality and a non-retaliation approach help ensure that concerns can be raised without fear of adverse consequences.

Supplier Feedback Framework



Assurance Statement



Independent Reasonable Assurance Statement to Mumbai International Airport Limited on Selected Sustainability Metrics within their Sustainability Report FY 2026

To the Management of Mumbai International Airport Ltd., Mumbai, India

Introduction

Intertek India Private Limited ('Intertek') was engaged by Mumbai International Airport Limited ('MIAL') to provide an independent reasonable assurance on its selected sustainability disclosures ('selected disclosures') presented within their Sustainability Report for FY 2026 ('the Report'). The scope of the Report comprises the reporting period of FY 2026. The Report is prepared by MIAL based on Global Reporting Initiative (GRI).

The assurance was performed in accordance with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information

Objective

The objectives of this assurance exercise were, by review of objective evidence, to confirm whether the selected disclosures in the Report were prepared as per the stated reporting criteria and were accurate, complete, consistent, transparent and free of material misstatements or omissions.

Intended Users

This Assurance Statement is intended to be a part of the Sustainability Report FY 2026 of Mumbai International Airport Limited.

Responsibilities

The management of MIAL is solely responsible for the development of the Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of MIAL, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.

Assurance Scope

The assurance boundary covers data and information for the period of 1st April 2025 to 31st March 2026 for the operations of Mumbai International Airport Ltd. at Mumbai and Corporate Office with respect to selected disclosures. Assurance has been provided for the following selected sustainability disclosures presented in the report:



GRI Code	Disclosure Title	GRI Standard Reference
General Disclosure		
GRI 2-7	Employees	GRI 2: General Disclosures 2021
GRI 2-8	Workers Who Are Not Employees	GRI 2: General Disclosures 2021
Governance Disclosure		
GRI 204-1	Proportion of Spending on Local Suppliers	GRI 204: Procurement Practices 2016
Environment Disclosures		
GRI 305-1	Direct (scope 1) GHG emissions	GRI 305: Emissions 2016
GRI 305-2	Energy indirect (scope 2) GHG emissions	GRI 305: Emissions 2016
GRI 305-3	Other indirect (scope 3) GHG emissions	GRI 305: Emissions 2016
GRI 305-4	GHG emissions intensity	GRI 305: Emissions 2016
GRI 302-1	Energy Consumption within the organization	GRI 302: Energy 2016
GRI 302-3	Energy intensity	GRI 302: Energy 2016
GRI 303-3	Water withdrawal	GRI 303: Water and Effluents 2018
GRI 303-4	Water discharge	GRI 303: Water and Effluents 2018
GRI 303-5	Water consumption	GRI 303: Water and Effluents 2018
GRI 306-3	Waste generated	GRI 306: Waste 2020
GRI 306-4	Waste diverted from disposal	GRI 306: Waste 2020
GRI 306-5	Waste directed to disposal	GRI 306: Waste 2020
Social Disclosures		
GRI 401-1	New employee hires and employee turnover	GRI 401: Employment 2016
GRI 401-3	Parental leave	GRI 401: Employment 2016
GRI 402-1	Minimum notice periods regarding operational changes	GRI 402: Labor/Management Relations 2016
GRI 403-5	Worker training on occupational health and safety	GRI 403: Occupational Health and Safety 2018
GRI 403-8	Workers covered by an OHS management system	GRI 403: Occupational Health and Safety 2018
GRI 403-9	Disclosure 403-9 Work-related injuries	GRI 403: Occupational Health and Safety 2018
GRI 403-10	Disclosure 403-10 Work-related ill health	GRI 403: Occupational Health and Safety 2018
GRI 404-1	Average hours of training per year per employee	GRI 404: Training and Education 2016
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	GRI 404: Training and Education 2016
GRI 405-1	Diversity of governance bodies and employees	GRI 405: Diversity and Equal Opportunity 2016
GRI 406-1	Incidents of discrimination and corrective actions taken (POSH Incidents)	GRI 406: Non-discrimination 2016
GRI 418-1	Customer privacy	



Assurance Criteria

Intertek conducted the assurance work in accordance with requirements of 'Reasonable Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement

A reasonable assurance engagement involved assessing the risks of material misstatement of the agreed indicators/parameters whether due to fraud or error, responding to the assessed risks as necessary in the circumstances. A materiality threshold level of 5% was applied.

Limitations

We have relied on the information, documents, records, data, and explanations provided to us by MIAL for the purpose of our review.

The assurance scope excludes:

- Any disclosures beyond those specified in the Scope section above.
- Data and information falling outside the defined reporting period.
- Data pertaining to the Company's financial performance, strategy, and associated linkages articulated in the Report.
- Assertions made by the Company encompassing expressions of opinion, belief, aspiration, expectation, forward-looking statements, and claims related to Intellectual Property Rights and other competitive issues.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

The procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within software/IT systems.

Methodology

Intertek performed assurance work using risk-based approach to obtain information, explanations and evidence that was considered necessary to provide a Reasonable level of assurance. The assurance was conducted by site visit at MIAL office Mumbai and stakeholder interviews with regards to the reporting and supporting records for FY 2026. Data and Information supporting the statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during Jan-Jul 2026. The assessment included the following:

- Review of the Report that was prepared in accordance with GRI guidelines.
- Review of processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data and other information on sample basis at MIAL's office and digitally.
- Conducted interviews with key personnel responsible for data management.
- Assessment of appropriateness of various assumptions, estimations and thresholds used by MIAL.
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed and details were provided in a separate report.

Conclusions

Intertek reviewed selected sustainability disclosures provided by MIAL in its Sustainability Report FY 2026. Based on the data and information provided by MIAL, Intertek concludes with reasonable assurance that the sustainability data and information is fairly presented in all material aspects as on the reporting standards.



Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,500 people. The Intertek assurance team included competent sustainability assurance professionals, who were not involved in the collection and collation of any data except for this assurance opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek India Pvt. Ltd.

Poonam Sinha, Verifier
Sr. Manager-Sustainability

2026/08/06

Elizabeth Mielbrecht, Reviewer
Project Director

2026/08/06

No member of the verification team (stated above) has a business relationship with Mumbai Airport holding Limited stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.





Independent Limited Assurance Statement to Mumbai International Airport Limited on Selected Sustainability Metrics within their Sustainability Report FY 2026

To the Management of Mumbai International Airport Limited, Mumbai, India

Introduction

Intertek India Private Limited ('Intertek') was engaged by Mumbai International Airport Limited ('MIAL') to provide an independent limited assurance on its selected sustainability disclosures ('selected disclosures') presented within their Sustainability Report for FY 2026 ('the Report'). The scope of the Report comprises the reporting period of FY2026. The Report is prepared by MIAL based on Global Reporting Initiative (GRI) Standards.

The assurance was performed with reference to with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Objective

The objectives of this limited assurance exercise were, by review of objective evidence, to confirm whether any evidence existed that the sustainability related disclosures, as declared in the Report, were not accurate, complete, consistent, transparent and free of material error or omission with reference to with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of the Sustainability Report FY 2026 of Mumbai International Airport Limited.

Responsibilities

The management of MIAL is solely responsible for the development the Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of MIAL, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.

Assurance Scope

The assurance boundary covers data and information for the period of 1st April 2025 to 31st March 2026 for the operations in Mumbai International Airport Limited and corporate office with respect to selected disclosures. Assurance has been provided for the following selected sustainability disclosures presented in the report:

GRI Code	Disclosure Title	GRI Standard Reference
General Disclosure		
GRI 3-1	Process to determine material topics	GRI 3: General Disclosures 2021
GRI 3-2	List of material topics	GRI 2: General Disclosures 2021
Governance Disclosure		
GRI 205-2	Communication and Training About Anti-Corruption Policies and Procedures	GRI 205: Anti-corruption 2016
Environment Disclosures		
GRI 302-4	Reduction of energy consumption	GRI 302: Energy 2016
GRI 305-5	Reduction of GHG emissions	GRI 305: Emissions 2016
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	GRI 305: Emissions 2016
Social Disclosures		
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI 401: Employment 2016
GRI 403-1	Occupational health and safety management system	GRI 403: Occupational Health and Safety 2018
GRI 403-2	Hazard identification, risk assessment, and incident investigation	GRI 403: Occupational Health and Safety 2018
GRI 403-3	Occupational health services	GRI 403: Occupational Health and Safety 2018
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	GRI 403: Occupational Health and Safety 2018
GRI 403-6	Promotion of worker health	GRI 403: Occupational Health and Safety 2018
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	GRI 403: Occupational Health and Safety 2018
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	GRI 408: Child Labor 2016
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI 409: Forced or Compulsory Labor 2016

Assurance Criteria

Intertek conducted the assurance work with reference to requirements of 'Limited Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement

A limited assurance engagement comprises of limited depth of evidence gathering including inquiry and analytical procedures and limited sampling as per professional judgement of assurance provider. A materiality level of 5% was applied. Assessment of compliance and materiality was undertaken against the stated calculation methodology and criteria.

Limitations

We have relied on the information, documents, records, data, and explanations provided to us by MIAL for the purpose of our review.

The assurance scope excludes:

- Any disclosures beyond those specified in the Scope section above.
- Data and information falling outside the defined reporting period.
- Data pertaining to the Company's financial performance, strategy, and associated linkages are articulated in the Report.
- Assertions made by the Company encompassing expressions of opinion, belief, aspiration, expectation, forward-looking statements, and claims related to Intellectual Property Rights and other competitive issues.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. The procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within software/IT systems.

Methodology

Intertek performed assurance work using risk-based approach to obtain the information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by site visit at MIAL office Mumbai, and desk reviews with regards to the reporting and supporting records for FY 2026. Data and Information supporting the statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during Jan-Jul 2026. The assessment included the following:

- Review of the Report that was prepared in accordance with GRI guidelines.
- Review of processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data and other information on sample basis at MIAL's office and digitally.
- Conducted interviews with key personnel responsible for data management.
- Assessment of appropriateness of various assumptions, estimations and thresholds used by MIAL.
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed and details were provided in a separate report.

Conclusions

Intertek reviewed selected sustainability disclosures provided by MIAL in the Sustainability Report FY 2026. Based on the data and information provided by MIAL, Intertek concludes with limited assurance that nothing has come to our attention that causes us to believe that the selected disclosures presented in the Report are not fairly stated, in all material aspects as on the reporting standards.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,500 people. The Intertek assurance team included Competent Sustainability Assurance Professionals, who were not involved in the collection and collation of any data except for this Assurance Opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek India Pvt. Ltd.

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No member of the verification team (stated above) has a business relationship with Mumbai International Airport Limited stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.

GRI INDEX

GRI Standard	Disclosure	Location
GRI 1	GRI 1: Foundation 2021	
GRI 2: General Disclosures 2021	2-1 Organizational details	Airport Overview & Sustainability Context (Pages 6-7)
	2-2 Entities included in the organization's sustainability reporting	About the Report (Pages 8-9)
	2-3 Reporting period, frequency and contact point	About the Report (Pages 8-9)
	2-4 Restatements of information	About the Report (Pages 8-9)
	2-5 External assurance	About the Report (Pages 8-9)
	2-6 Activities, value chain and other business relationships	Airport Services & Facilities(Pages 21-24); Responsible Supply Chain Management (Pages 130-133)
	2-7 Employees	Our Employees (Pages 77)
	2-8 Workers who are not employees	Our Employees (Pages 77); Diversity, Equity and Inclusion (Pages 80-81)
	2-9 Governance structure and composition	Board Composition & Accountability (Pages122)
	2-10 Nomination and selection of the highest governance body	Sustainability Oversight and Governance (Page 124)
	2-11 Chair of the highest governance body	Board Composition & Accountability (Page122)
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Oversight and Governance (Pages 122-126)
	2-13 Delegation of responsibility for managing impacts	Sustainability Oversight and Governance (Pages 122-126)
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Oversight and Governance (Pages 122-126)
	2-15 Conflicts of interest	Sustainability Oversight and Governance (Page 128)
	2-16 Communication of critical concerns	Sustainability Oversight and Governance (Page 126)
	2-17 Collective knowledge of the highest governance body	Sustainability Oversight and Governance (Pages 122-126)
	2-18 Evaluation of the performance of the highest governance body	Sustainability Oversight and Governance (Page 124)
	2-19 Remuneration policies	Sustainability Oversight and Governance (Page 125)

GRI Standard	Disclosure	Location
	2-20 Process to determine remuneration	Sustainability Oversight and Governance (Page 125)
	2-22 Statement on sustainable development strategy	Leadership Message (Pages 4-5)
	2-23 Policy commitments	Driving Environmental excellence across operations (Page 48); Growth with goodness: Furthering social well-being (Page 77); Corporate Governance (Page 118)
	2-24 Embedding policy commitments	Corporate Governance (Page 118)
	2-25 Processes to remediate negative impacts	Sustainability Oversight and Governance (Pages 128-129)
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Oversight and Governance (Pages 128-129)
	2-27 Compliance with laws and regulations	Our Sustainability Highlights
	2-28 Membership associations	Assessing Human Rights Impacts (Page 91)
	2-29 Approach to stakeholder engagement	Sustainability Approach & Stakeholder Engagement (Page 29)
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GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment (Pages 33-37)
	3-2 List of material topics	Materiality Assessment (Pages 33-37)
	3-3 Management of material topics	Materiality Assessment (Pages 33-37)
GRI 101: Biodiversity 2024	101-1 Management approach to biodiversity	Biodiversity & Habitat Conservation (Pages 70-71)
	101-2 Identification of biodiversity impacts, dependencies, risks and opportunities	Biodiversity & Habitat Conservation (Pages 70-71)
	101-3 Significant biodiversity impacts	Biodiversity & Habitat Conservation (Pages 70-73)
	101-4 Actions to avoid, minimize, restore and offset impacts	Biodiversity & Habitat Conservation (Pages 70-73)
	101-5 Ecosystem restoration and rehabilitation initiatives	Biodiversity & Habitat Conservation (Pages 70-73)
	101-6 Species conservation and habitat protection measures	Biodiversity & Habitat Conservation (Pages 70-73)

GRI Standard	Disclosure	Location
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Supply Chain Management (Pages 130-133)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Oversight and Governance (Page 127)
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Oversight and Governance (Page 127)
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Oversight and Governance (Page 127)
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability Oversight and Governance (Page 127)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management (Pages 54-55)
	302-3 Energy intensity	Energy Management (Page 55)
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GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Stewardship (Pages 61-64)
	303-2 Management of water discharge-related impacts	Water Stewardship (Pages 61-64)
	303-3 Water withdrawal	Water Stewardship (Pages 61-64)
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GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity & Habitat Conservation (Pages 70-73)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emission Management (Pages 58-59)
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	305-4 GHG emissions intensity	Emission Management (Page 55)
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GRI Standard	Disclosure	Location
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible Supply Chain Management (Pages 130-133)
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain Management (Pages 130-133)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Employees (Page 79)
	401-2 Benefits provided to full-time employees not provided to temporary/part-time employees	Our Employees (Pages 85-86)
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GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Workplace Health & Safety (Pages 82-84)
	403-2 Hazard identification, risk assessment, and incident investigation	Workplace Health & Safety (Pages 82-84)
	403-3 Occupational health services	Workplace Health & Safety (Pages 82-84)
	403-4 Worker participation, consultation, and communication on OHS	Workplace Health & Safety (Pages 82-84)
	403-5 Worker training on occupational health and safety	Workplace Health & Safety (Pages 82-84)
	403-6 Promotion of worker health	Workplace Health & Safety (Pages 82-84)
	403-7 Prevention and mitigation of OHS impacts directly linked by business relationships	Workplace Health & Safety (Pages 82-84)
	403-8 Workers covered by an occupational health and safety management system	Workplace Health & Safety (Pages 82-84)
	403-9 Work-related injuries	Workplace Health & Safety (Pages 82-84)
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GRI Standard	Disclosure	Location
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	404-2 Programs for upgrading employee skills and transition assistance	Learning and Development (Pages 87-89)
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GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance (Page 122,124); Our Employees (Pages 80-81)
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Grievance Redressal Process (Page 81)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers where this right may be at risk	Assessing Human Rights Impacts (Page 91)
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Assessing Human Rights Impacts (Page 92)
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for forced or compulsory labour	Assessing Human Rights Impacts (Page 92)
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Assessing Human Rights Impacts (Page 92-93)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Relations (Pages 108-110)
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GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Supply Chain Management (Pages 130-133)
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain Management (Pages 130-133)
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