INVESTMENT TEASER · PUBLIC–PRIVATE PARTNERSHIP

Viksit Bharat Mumbai Marina

Concession for the Design, Build, Finance, Operation and Transfer (DBFOT) of a full-service marina and integrated waterfront at Victoria Dock, Mumbai Port, for a period of 45 years. Marine works are executed by MbPA; Environmental and CRZ clearances for the project area have been obtained.

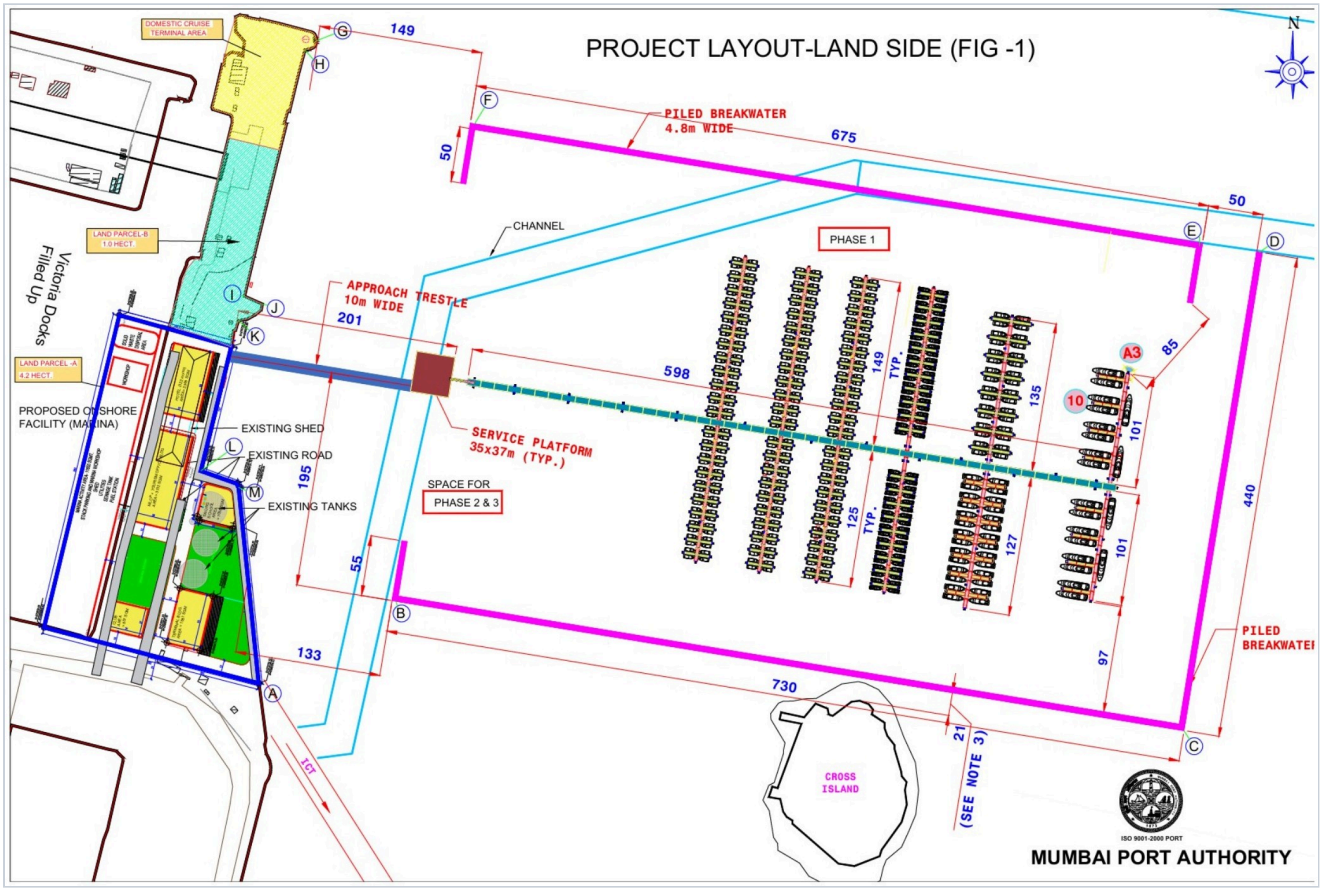


Figure 1. Project layout, land and water side (indicative). Source: Draft Concession Agreement, Appendix 1.

₹922.67 Cr	696	37.3 ha	45 years	15.12.2026
Estimated project cost	Yacht capacity at full build-out; 424 Phase I berths by MbPA	Protected marina water area	Concession period, DBFOT	Bid due date; pre-bid meeting 30.10.2026

Bid parameter: a single percentage share of Gross Revenue, not less than 11.50%. Single-stage, two-part e-tender open to domestic and international bidders.

01 The Opportunity

Mumbai Port Authority (MbPA) invites proposals from domestic and international investors to design, build, finance, operate and transfer a full-service marina at Victoria Dock, located within the operational limits of Mumbai Port. The project integrates core nautical facilities, comprising wet berthing, a dry stack, a repair yard, a sailing school and a yacht club, with a five-star hotel and a tourism business centre. Revenue from the commercial components is intended to cross-subsidise the marina.

02 Project Site

COMPONENT	LOCATION	AREA (APPROX.)
Marina water enclosure	Victoria Dock, protected by piled breakwater	37.3 ha
Land Parcel A	Victoria Dock, onshore marina facilities	4.2 ha
Land Parcel B	Events ground	8,900 m²
Domestic Cruise Terminal area	Adjoining Parcel B	7,105 m²
Land Parcel C	Haji Bunder, repair yard	1.5 ha

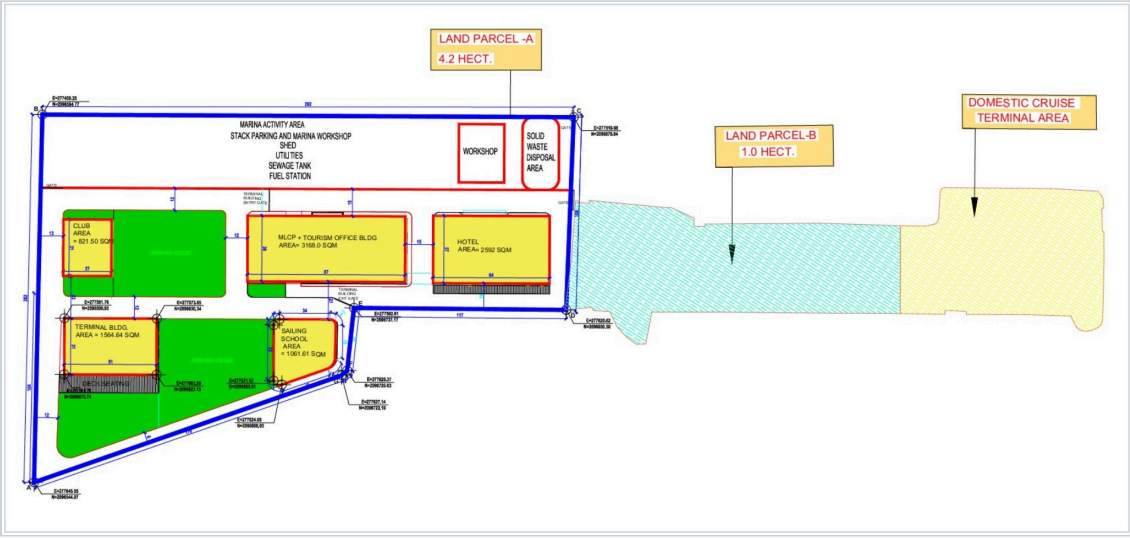


Figure 2. Proposed onshore facilities on Land Parcels A and B (indicative). Source: Draft Concession Agreement, Appendix 1.

03 Allocation of Responsibilities

MUMBAI PORT AUTHORITY

- Piled breakwater with navigational aids, designed for a 100-year return period
- Approach trestle of approx. 150 m and six piled service platforms
- Floating pontoons and gangways for approx. 424 berths (Phase I)
- Capital dredging of the basin to −4.50 m CD; maintenance dredging of the approach channel for the concession period
- Environmental and CRZ clearance for the entire project area (obtained)

CONCESSIONAIRE

- Development of all landside marina, hotel and tourism facilities
- Berth services, fuel station, travel lifts and dry-stack equipment
- Expansion of berthing beyond Phase I towards full capacity
- Operation and maintenance of the entire estate, marine and landside, for 45 years
- Transfer of project assets to MbPA on expiry of the concession

04 Scope of Development

CORE MARINA ASSETS	MINIMUM REQUIREMENT (MANDATORY FOR THE FULL CONCESSION PERIOD)
Terminal building	Accommodation for CIQ, Port Health, DGMA, CISF and MbPA offices
Sailing school	International-standard school with not less than 10 sailing boats
Yacht club	International-grade club with an on-site medical centre
Repair yard	Approx. 15,000 m² at Haji Bunder, with 75 t and 200 t travel lifts
Dry stack	Approx. 210 rack positions with launch-on-demand service
Fuel station	60,000 litres storage with multi-fuel dispensing columns
Marina operations	24×7 operation with open, non-discriminatory access and online booking
Accreditation	4 Gold Anchors (TYHA / MIA) within 24 months of COD

COMMERCIAL FACILITIES	DESCRIPTION
Five-star hotel	Not less than 100 keys; may be self-operated, brand-managed or sub-licensed
Tourism business centre	Business centre with multi-level car parking and lettable floor space
F&B, retail and events	Marina village, nautical services and a boat-show ground
Development control	Total permissible built-up area 1,06,573.80 m², of which commercial net built-up area up to 53,291 m². Commercial operations may commence only after completion of the marina obligations.

05 Principal Commercial Terms

TERM	PROVISION
Bid parameter	A single percentage share of Gross Revenue, not less than 11.50%, fixed for the entire concession period. The bidder quoting the highest percentage is the preferred bidder.
Licence fee	₹3 Cr per annum during the three-year construction period; ₹46.30 Cr in Year 4, escalating at 3% per annum thereafter.
Tariff	Market-determined; user charges are set by the Concessionaire. Berthing charges for Indian-flag vessels below 15 m shall not exceed the published tariff of Dubai Creek Marina.
Exclusivity	No competing yacht marina within Port Limits for up to 10 years from the Scheduled Completion Date, or until berth occupancy reaches 70% for two years, whichever is earlier.

Source: RFP, Project Information Memorandum, Cl. 1.2; DCA Articles 8, 9, 12.2(c) and 23; Appendix 4. Summary is indicative; the Bidding Documents prevail.

06 Investor and Lender Protections

PROVISION	SUMMARY
Delay in MbPA works	Extension of time and of the concession period, without liquidated damages to the Concessionaire
Early revenue	Berthing and repair yard operations may commence prior to COD
Termination payments	MbPA default: Debt Due plus 150% of Adjusted Equity. Concessionaire default after COD: 90% of Debt Due
Change in Law	Relief, including extension of up to 10 years, where EBITDA falls by more than 25% or capital cost rises by more than 20%
Lender rights	Substitution Agreement with step-in rights; pledge of shares in favour of senior lenders permitted
Renewal	Further term of 30 years through re-tender, with a right for the incumbent to match a bid within 10%

07 Eligibility

CRITERION	REQUIREMENT
Financial capacity	Net worth, assets under management or capital available for investment of not less than ₹230 Cr. Investment funds are eligible.
Technical capacity	Experience of ₹1,840 Cr in marina or port projects over the preceding 8 years, including at least one marina of 100 or more berths
O&M experience	Operation and maintenance of a marina of 100 or more berths, held directly or through an O&M partner holding not less than 26% equity
Bidder structure and security	Single entity or consortium of up to four members. Bid security of ₹9.22 Cr. Single-stage, two-part e-tender; award to the highest Gross Revenue share.

08 Bid Schedule

DATE	EVENT
28 October 2026	Last date for submission of pre-bid queries
30 October 2026	First pre-bid meeting
25 November 2026	Second pre-bid meeting
15 December 2026	Bid due date
May 2027	Issue of Letter of Award (indicative)

ENQUIRIES

Chief Engineer, Civil Engineering Department

Mumbai Port Authority, Port Bhavan, 3rd Floor
S.V. Marg, Fort, Mumbai 400 001, India
chiefengineer@mumbaiport.gov.in

BIDDING DOCUMENTS

The RFP, Draft Concession Agreement and Feasibility Report are available on the MbPA e-procurement portal.

Disclaimer: This teaser is issued for information only. It does not constitute an offer or an invitation to bid and does not form part of the Bidding Documents. In the event of any inconsistency, the RFP (T. No. 77/2026), the Draft Concession Agreement and any corrigenda shall prevail. All dates are indicative and subject to change.