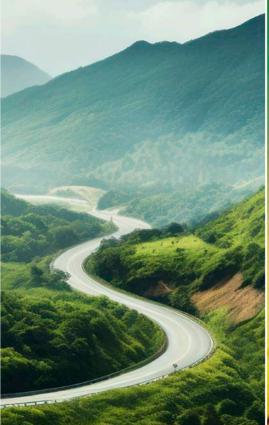


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ADDRESS BY

HIMANSHU MODY

CHIEF FINANCIAL OFFICER, SUZLON GROUP

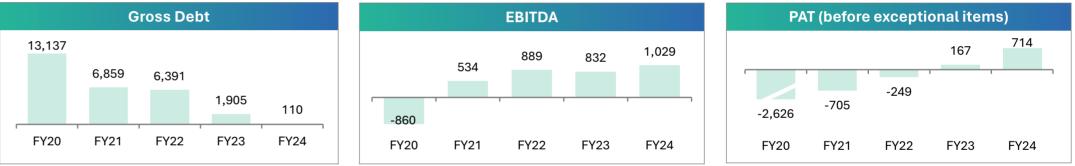






Turnaround...





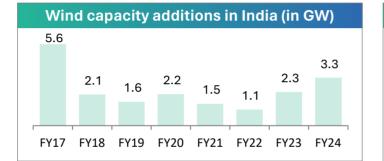
Substantial improvement across all financial parameters



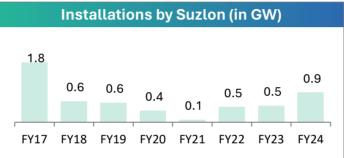
(₹ Cr.)



WTG Division – Key Performance Indicators



Source: Directory Indian Wind Power, 2024 (CECL)



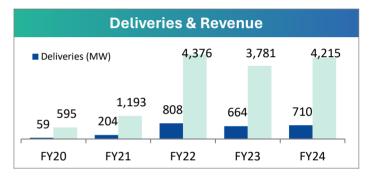
Suzlon has an installed base of 14.7 GW out of total wind installed base of 45.9 GW in India – a cumulative market share of 32%

WTG Division well poised to capture the opportunity in wind sector with strong order book



Highest annual installation post FY17

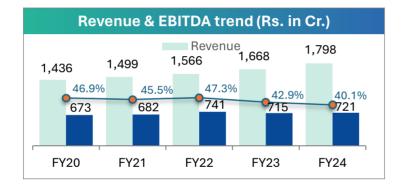
- 1. Wind now driven by strong commercials fundamentals, lower LOCE driving C&I demand
- 2. Wind tariffs at sweet spot for all key stakeholders, customers, OEMs, Financial Institutions, etc
- 3. Fortified balance sheet with adequate working capital helped in Suzlon installation growth of 78% on YoY basis

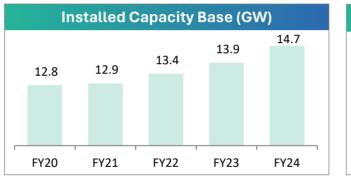


Note: The revenue numbers are derived from statutory segment reporting



OMS India Division¹ - Key Performance Indicators





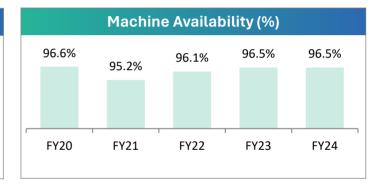
Note 1: The above numbers are for OMS India division only derived from statutory segment reporting. These numbers exclude the overseas OMS business Note 2: FY24 EBITDA is after net impact of one-time costs of Rs 47 Cr on account of cyclone Biparjoy in Gujarat



Key Strengths

- 1. Over 2 decades of best-in-class OMS practice
- 2. High double-digit margins and stable cashflows
- 3. Strong customer base

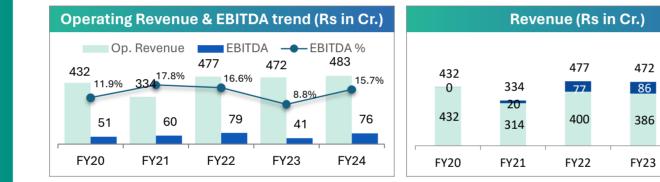
- 4. Diversified supplier and vendor network
- 5. Highly experienced management team
- 6. Legacy positioning and sizeable presence in all eight windv states



OMS India Division is a stable and resilient business model



SE Forge (Foundry & Forging) – Key Performance Indicators

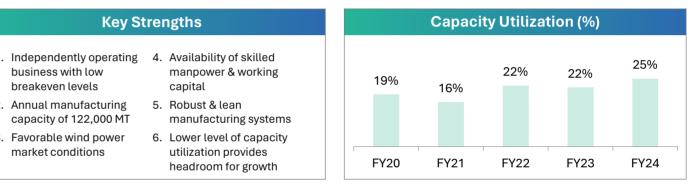


SE Forge (Foundry & Forging) is well poised to capture the market opportunity from increasing demand for wind power

482

FY24





Note: The numbers are derived from statutory segment reporting



Highlights of the Performance

Remarkable year with a standout performance across financial and operational parameters

Highest consolidated EBITDA and PAT before exceptional items in 7 years

Revenue of INR 6.497 crores in FY24. EBITDA of INR 1.029 crores in FY24;

PAT (before exceptional items) for FY24 increased to 428% to INR 714

Stronger balance sheet and robust performance positions the Company to meaningfully participate in ongoing energy transition



Net cash position of INR 1,148 crores as on 31st March 2024

All business units have turned profitable



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ADDRESS BY

VINOD TANTI

CHAIRMAN AND MANAGING DIRECTOR, SUZLON GROUP



Our goal is to further the 'WINDMAN's' legacy to ensure that it lasts for generations to come.



VINOD TANTI

Chairman and Managing Director, Suzlon Group









At COP28, nearly 200 governments agreed to the historic goal of 'Tripling Global Renewable Energy Installations'.

Suzion was part of the 'Global Renewables Alliance' which drove this agenda at COP28





VINOD TANTI

Chairman and Managing Director, Suzlon Group







In 2024 we crossed the milestone of 1 TW installed globally.

At the current rate, we expect to hit 3 TW before 2030 in just 7 years.



VINOD TANTI

Chairman and Managing Director, Suzlon Group





047



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Wind Installations in India for FY24 reached 3.3 GW - the highest installations post FY17.











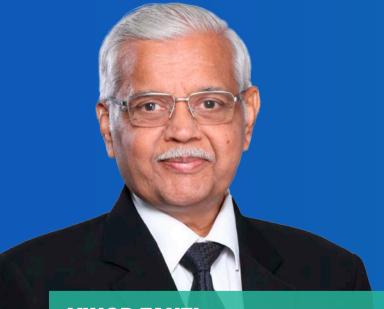
Indian wind energy is one of the cheapest sources of energy globally.



India's wind capacity is estimated to reach ~73 GW by 2027 and ~122 GW by 2032.







We estimate Wind making up at least 40% of total new RE capacities to be able to support a base load.











To meet peak demand, the energy solutions need to have right balance of wind, solar and real-time integration to storage.









Chairman and Managing Director, Suzlon Group

29 years of proven track record, 32%

market share









We are proud to call our product "Made for India, in India"



VINOD TANTI

Chairman and Managing Director, Suzlon Group





047



🛪 அனைவரு



THE SUZLON ADVANTAGE End-to-end business model of technology solutions, integrated supply chain, project execution and best in class service





Suzion has scaled up faster than the growth in the sector : We are partners of choice for the Net Zero journey of India



Chairman and Managing Director, Suzlon Group







SUZLON - BEST PLACED TO LEAD THE NATION'S ENERGY TRANSITION JOURNEY'

AND DESCRIPTION





'CREATING A BETTER WORLD FOR OUR FUTURE GENERATIONS'

POWERING A GREENER TOMORROW



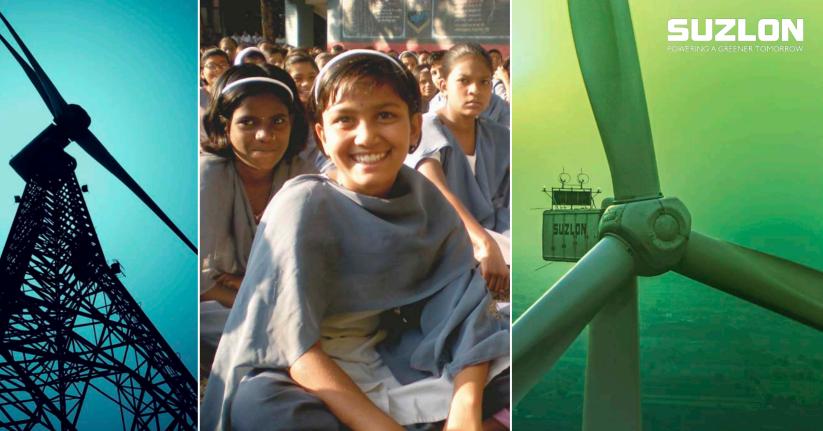




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RENEWABLE OPPORTUNITY: GLOBAL AND INDIA BY

RAHUL JAIN

MANAGING DIRECTOR AND SENIOR PARTNER AT BOSTON CONSULTING GROUP

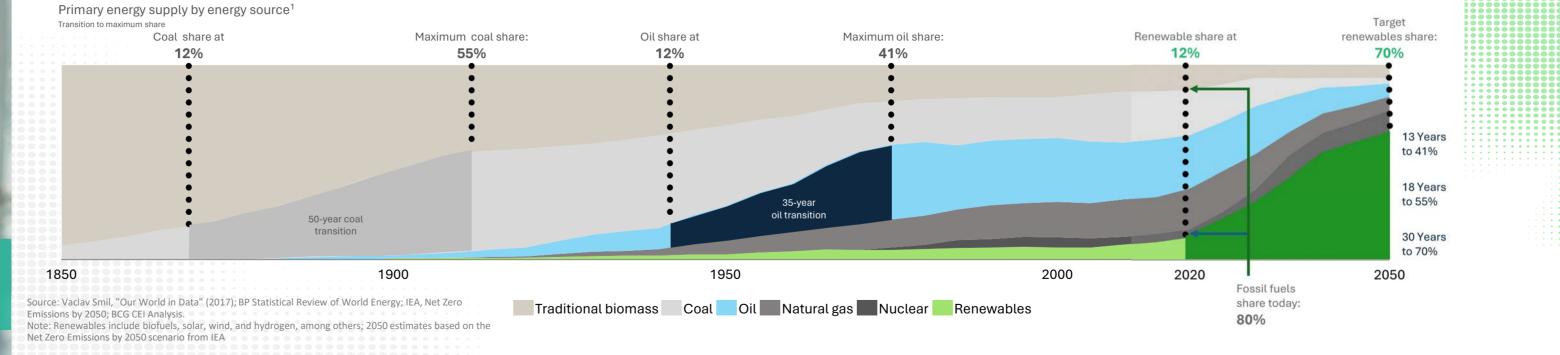




Rahul Jain

Managing Director and Senior Partner at Boston Consulting Group

The transition to net zero needs to happen roughly 3x faster than previous transitions



India has similar ambition and off to a strong start

India's ambition is ~3X of past trajectory

2023

~3X

2024E

Annual capacity addition (in GW/year)

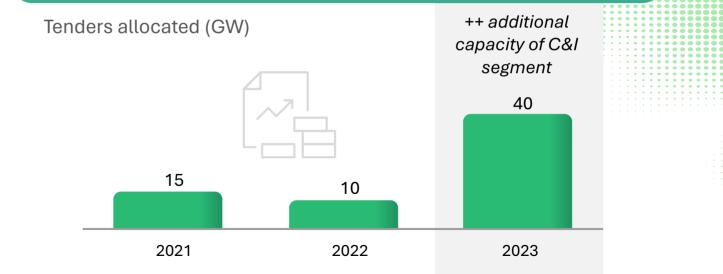


Rahul Jain

Managing Director and Senior Partner at Boston Consulting Group

Source: India RE Navigator; Press Articles





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Managing Director and Senior Partner at

Boston Consulting Group

The nature of this new addition is likely to be different vs. previous years

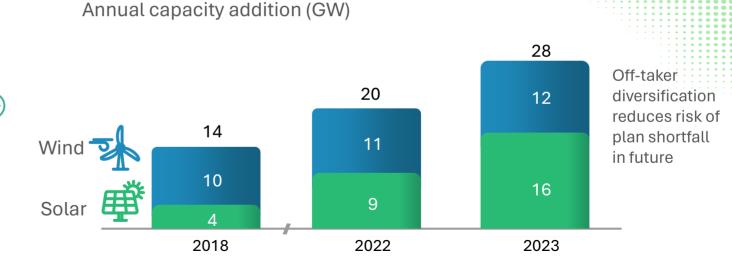
Mix shifting towards wind...

Share in capacity addition (%)



Source: India RE Navigator; Industry expert estimates; Press Articles

...and C&I market becoming sizable

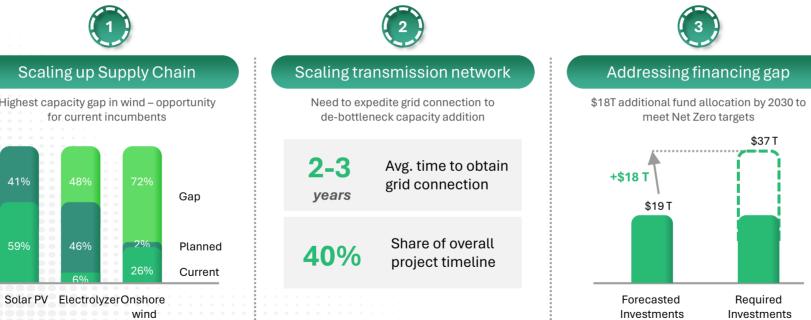




Rahul Jain

Managing Director and Senior Partner at **Boston Consulting Group**

There are 5 key challenges that need to be overcome globally to achieve RE tripling



already reached the final investment decision stage and that are under construction or about to begin construction, as well as those awaiting such a decision Source: 1) Energy Technology Perspectives 2023, IEA; 2) Streamlining planning and permitting to accelerate wind and solar deployment, Energy Transitions Commission; 3) Company-stated targets; Modeled assumptions; BCG CEI analysis; 4) Enerdata 2023; Fitch RRI Index; 5) IRENA; IEA; News Media; Wood Mackenzie; ZBW; Rethink Energy; Lawrence Berkeley National Laboratory; Bunting; BofA Global Research; WM Rare Earths Report; Wood Mckenzie; KED Global; IMF; Rystad;



Un-favorable market design

Emerging and Developing markets critical for RE transition but score low on market maturity

25%

New capacity is in EMDE markets

Avg. fitch score on 40% market design (vs. 70+ which is attractive)

De-risk against geopolitical risks Renewables value chain has high geo risk

upstream inputs and product





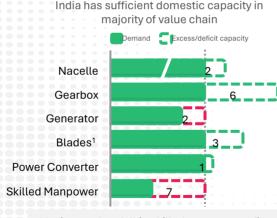
Value chain	Solar	Wind
Upstream	75%+	75%+
Production	75%+	50%+
Installation	<50%	<50%
Xx% → Share controlled by single country		



Rahul Jain Managing Director and Senior Partner at **Boston Consulting Group**

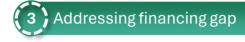
India better placed vs. other countries on addressing these – more work needed though to sustain current pace

(1) Scaling up Supply Chain

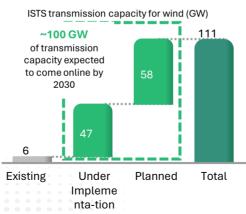


Maximum shortfall in skilled manpower – firms with development capability at advantage





Significant transmission capacity addition for wind planned till 2030



Equity in-flow

the market

50+

Debt support

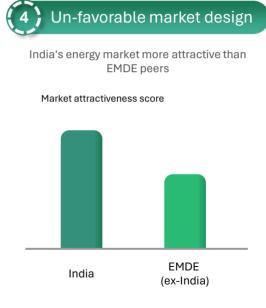
Ramp up by REC & PFC has eased current debt financing

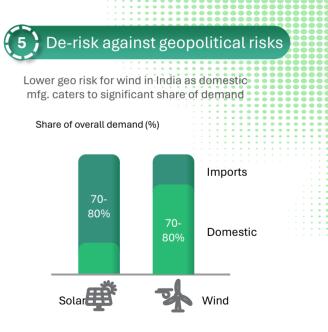
Green taxonomy needed to help unlock additional domestic & foreign debt funds

Blade capacity in India needs to be developed/repurposed for higher nameplate capacity turbine

Several new platforms now available in

New players in H2FY24 vs H1FY24







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FUTURE NUW







TECHNOLOGY LEADERSHIP BY

BERNHARD TELGMANN

CHIEF TECHNOLOGY OFFICER, SUZLON ENERGY LTD.





Bernhard Telgmann Chief Technology Officer, Suzlon Energy Ltd.

-

Our Positioning

We are India's No. 1 wind energy company*

Our Position in

India from technology perspective



We are India's No. 1 wind energy company, i.e. the largest India-based wind turbine OEM



World class technology know-how with India-European Research & Development footprint

Product portfolio specifically designed for Indian home market with low wind conditions



End-to-end Service Provider assuring best in class capabilities and grid compliance

*Suzlon has the highest installed based in India with a market share of 32%



Strategy & Focus



Product design balancing performance and cost-efficiency



Advanced manufacturing assuring quality + increased throughput



Resilient supply chain – sufficient capacities and reliable deliveries



Operations & maintenance service ensuring efficiency throughout the lifecycle

Bernhard Telgmann Chief Technology Officer, Suzlon Energy Ltd.

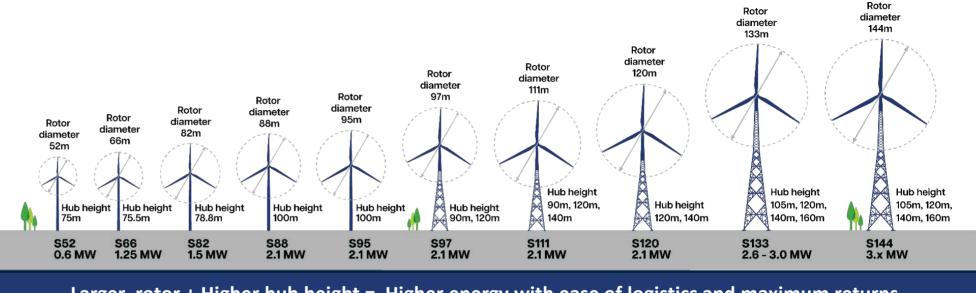
-

from 1 to 3 MW

Where we stand – where our experience came from

Technology

Advancement



Larger rotor + Higher hub height = Higher energy with ease of logistics and maximum returns





Chief Technology Officer, Suzlon Energy Ltd.

Global Trends

Recent and current overarching developments

technologies, pumped hydro storages and PtX approaches

sources in one plant

measures and sensors

forecasting, park control, etc.

- **Race for size:** Competition for turbines with higher power rating and larger dimension
- **Energy storage:** Overcome intermittent nature of wind energy through advanced battery
- **Hybrid plants:** Combining wind and solar and subsequent integration of different energy

- **Larger blades:** Considering large deflections and including advanced surveillance
- Al for Operations and Services: Artificial Intelligence for turbine maintenance, demand













Bernhard Telgmann Chief Technology Officer, Suzlon Energy Ltd.

Our ambition: Fertilize India's renewable energy vision in the best possible way

Made for India

India specific technical considerations

- Low-wind conditions with high seasonality
- Infrastructure and logistics constraints
- Integrate wind into a still conventional energy heavy grid
- Combine different energy sources into the distribution grid
- Develop local supply chain for next generation turbines



Bernhard Telgmann Chief Technology Officer, Suzlon Energy Ltd.

World Class **Technology**

Our turbine technologies are specifically designed for Indian markets

Made in India and Made for India Dptimize trade-off between high-efficiency turbines and cost competitiveness. Three examples:

- Hybrid Lattice Tower design is the superior concept
- Rotor design is based on high-efficiency drive trains
- >>> Vast experience on grid integration

Draw on local sourcing and keep developing the local supply chain

Leveraging our know-how for Operation & Maintenance Services



We make India's low-wind sites techno-commercially feasible





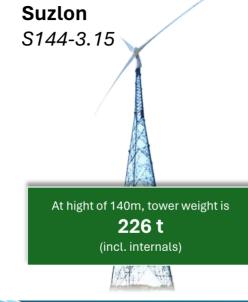


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Technology

World Class

Superior Hybrid Lattice Tower design – i.e., more sustainable and more cost effective







Competitions 3.3 *MW* comparable

At hight of 140m, tower weight is **337 t** (incl. internals)

Weight difference analogy



Our HLT design provides a cost advantage that enables us to invest in a highly efficient rotor design

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FUTURE







INDIAN WIND ENERGY SECTOR OUTLOOK BY

VARUN MARWAHA

ASSOCIATE DIRECTOR, CRISIL RATINGS LTD





Suzion Energy Ltd Credit Rating Report & perspective on wind industry

Varun Marwaha | Associate Director | CRISIL Ratings Ltd



June 3, 2024



Contents of presentation

1. Wind industry outlook

- Power demand & generation growth
- Wind industry growth & drivers

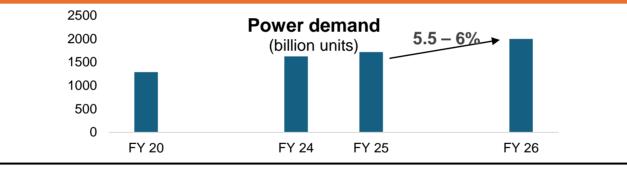
2. Credit rating of Suzlon Energy Ltd

- Snapshot of current rating
- Rating drivers
- Constraining factors



Renewable Capacity[^] additions driven by healthy 5.5-6% growth in power demand & increase in proportion of renewable to ~44% of installed capacity by fiscal 28

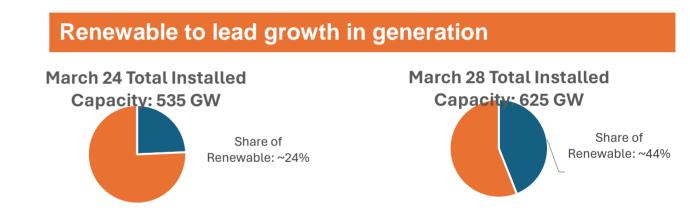
Power demand expected to growth at 5.5 – 6% till FY 24 driven



Rural Electrification: Govt schemes to provide income to rural households & development of housing under PM Awas Yojana

Push towards manufacturing: Make in India envisages to increase manufacturing from 18 to 25% of GDP through PLI

Infrastructure development: Dedicated freight corridor, development of metros & railway track electrification



- Renewables to form over 90% of capacity additions in FY 25 28
- Government targets to have 50% of generation by FY 2030 from renewables

Source: CRISIL Ratings ^ - Renewable has been taken as solar, wind & storage



30 GW of wind addition expected over fiscals 2025-2028

30 GW wind capacity addition expected over fiscals 2025-2028 — ~3 times that in previous four years



Supporting factors for step-up

- Auctioned capacity of hybrid and storage linked projects
- Rise in tariff during fiscals 2023, 2024 to levels viable for expected cost trajectory
- Focus of commercial & industrial (C&I) customer on green power

Growth enablers

Targets for wind auctions

Diversification to solar

- In 2023, MNRE outlined plans to auction 10 GW of wind projects per annum
- More than 5 GW auctioned in fiscals 2023 & 2024. However, focus has been on hybrid, RTC & FDRE
- Solar generation is nil during night, builds steadily during day and falls to nil at sunset
- >18 GW of hybrid & storage linked projects auctioned in fiscal 2024

Source: CRISIL Ratings. MNRE & Industry reports

Transmission connectivity imp.

 Government is undertaking investment of Rs 2.5 lakh crore in infra. This includes connecting new 60 GW wind zones from December 2022

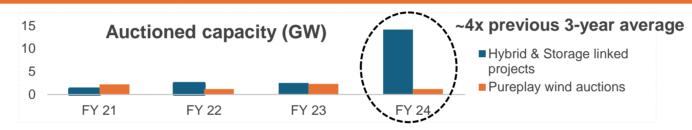
Upsides – Repowering

- In July 2023, MNRE released repowering policy
- ~10 GW of high potential sites have old & less efficient turbines below capacity of 1 MW



Factors providing confidence on step-up in wind addition: Increase in auctions and tariffs around viable levels

Factors providing confidence on step-up in wind addition: Increase in auctions and tariffs around viable levels



Average tariffs in the recent pure-play wind auctions are around viable levels, which would provide remunerative returns to developers, supporting execution



 Hybrid & storage linked projects will have 30-50% of capacity through wind additions

Source: CRISIL Ratings, MNRE & Industry reports

Avg. Project Cost (Rs Cr / MW)

Avg. tariff (Rs per unit)

- Equity returns are based upon D:E of 75:25, interest rate of 9% & take interest income on cash balances at 4%



Contents of presentation

1. Wind industry outlook

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Suzlon Energy Ltd – Credit rating snapshot

Current Rating: CRISIL A-/Positive/CRISIL A2+

Outlook: Positive

Reflects the expectation that healthy order book and delivery volume will drive profitability of the WTG business

Analytical approach: CRISIL Ratings has combined the business and financial risk profiles of Suzlon and its subsidiaries, including Suzlon Global Services Ltd (SGSL) and Suzlon Gujarat Wind Park Ltd (SGWPL). These entities, collectively referred to as Suzlon Group, sell WTGs and provide related services and components, and have significant operational synergies and common board members.

Rating Drivers

- Leading market position in the wind turbine business
- Stable cash flow from O&M business

• Improved business and financial risk profiles helping absorb market volatility

Source: CRISIL Ratings

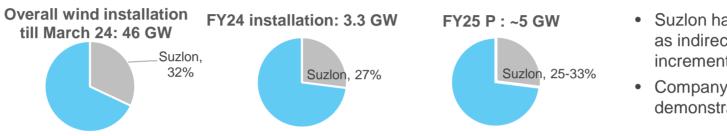
Constraining factors

- Volatility in profitability in the WTG business
- Competitive nature of WTG/EPC business
- Weak financial history



Rating drivers: Leading position in WTG business and stable cash flow from O&M business

Leading market position in wind turbine business: Driven by focus on R&D for Indian market and on-ground implementation capabilities



Stable cash flow from O&M business



- Suzion has focused on developing India-specific technologies/ implementation procedures, such as indirect cooling for WTGs, and has stressed on innovation to develop new models and incremental improvements on existing machines such as S144 model
- Company has on-ground implementation, stakeholder liasoning capabilities that have been demonstrated through business cycles and regulatory regimes

• Revenue and earnings before interest, tax, depreciation and amortisation remained stable even during years when the industry and/or WTG business faced issues



Varun Marwaha Associate Director, CRISIL Ratings Ltd

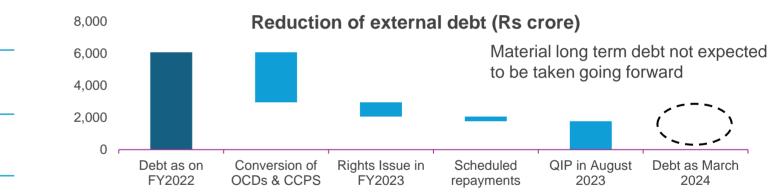
Rating drivers: Improved business and financial risk profiles helping absorb market volatility

Improvement in business and operational structure through several targeted measures

R&D rationalisation	 Focus on incremental improvement in current products Slow on new product development before market fit 	
Streamlining of manufacturing	 Renting of surplus production facilities Contract manufacturing of non-core processes 	
Domestic focus	•Focus on India-specific customers and R&D	
Operations rationalisation	 Resizing of corporate functions Management structure changed to project-based to reduce redundancies 	

Fixed cost (manpower, selling, administrative & other expenses) reduced from ~Rs 2,260 crore in fiscal 2018 to ~Rs 1,500 crore in fiscal 2024
All this has led to reduction in <u>break-even volume of WTG business to 550-600 MW of annual delivery volume</u>

Improvement in financial risk profile through debt reduction





Varun Marwaha Associate Director, CRISIL Ratings Ltd

Constraining factors: Volatility in profitability in WTG business and high competition in WTG/EPC business

Financial performance of the WTG business has been volatile with operating margin turning negative in bad



Other factors constraining ratings at current levels

High competitive intensity in WTG/EPC business with several domestic and international players participating
Weak financial history can potentially impact financial flexibility and business growth





Volatility in prices of key raw materials: Steel and cement which form 50-60% of wind project cost

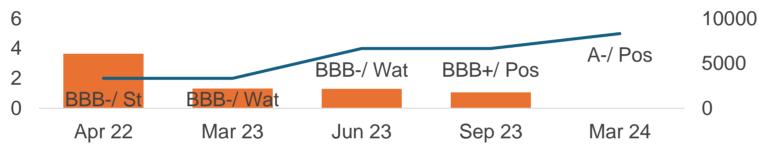
Delays in project execution for land and transmission availability



Varun Marwaha Associate Director, CRISIL Ratings Ltd

Suzlon Energy Ltd – Rating history and sensitivity factors

Rating movement has followed reducing external debt trajectory





Upward factors

- Track record of sustained profitability, especially in the WTG business, backed by healthy order book
- Increase in delivery volume to around 1 GW in fiscal 2025

Total External Debt # (Rs Cr; On

bars) - RHS

-Rating (On line)

Source: CRISIL Ratings # - Debt includes total external debt of Suzlon Energy Ltd & Suzlon Global Services Ltd



Downward factors

- Order book or execution volume less than 600 MW, resulting in operating loss
- Decline in operating margin below 10%



About CRISIL Ratings Limited (A subsidiary of CRISIL Limited, an S&P Global Company)

CRISIL Ratings pioneered the concept of credit rating in India in 1987. With a tradition of independence, analytical rigour and innovation, we set the standards in the credit rating business. We rate the entire range of debt instruments, such as, bank loans, certificates of deposit, commercial paper, non-convertible / convertible / partially convertible bonds and debentures, perpetual bonds, bank hybrid capital instruments, asset-backed and mortgage-backed securities, partial guarantees and other structured debt instruments. We have rated over 35,000 large and mid-scale corporates and financial institutions. We have also instituted several innovations in India in the rating business, including rating municipal bonds, partially guaranteed instruments and infrastructure investment trusts (InvITs). CRISIL Ratings Limited ("CRISIL Ratings") is a wholly-owned subsidiary of CRISIL Limited ("CRISIL"). CRISIL

Ratings Limited is registered in India as a credit rating agency with the Securities and Exchange Board of India ("SEBI"). For more information, visit <u>www.crisilratings.com</u>.

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CRISIL is a leading, agile and innovative global analytics company driven by its mission of making markets function better. It is India's foremost provider of ratings, data, research, analytics and solutions with a strong track record of growth, culture of innovation, and global footprint. It has delivered independent opinions, actionable insights, and efficient solutions to over 100,000 customers through businesses that operate from India, the US, the UK, Argentina, Poland, China, Hong Kong and Singapore.

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Vinod Tanti Chairman and Managing Director, Suzlon Group **Girish Tanti** Vice Chairman, Suzlon Group





Himanshu Mody Chief Financial Officer, Suzlon Group

Bernhard Telgmann President Technology, Suzlon Energy Ltd.

Rahul Jain Managing Director and Senior Partner at BCG

Manish Gupta Senior Director & Deputy Chief Ratings Officer, CRISIL Ratings Ltd.





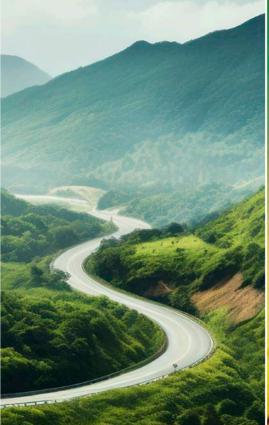


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JP Chalasani Chief Executive Officer, Suzlon Group

VOTE OF THANKS

JP CHALASANI

CHIEF EXECUTIVE OFFICER, SUZLON GROUP





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