SUZLON

DESIGNING WITH PURPOSE: ENDURING IMPACT FOR A RESILIENT FUTURE

SUSTAINABILITY REPORT | FY 2025-26





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OUR YEAR IN SUMMARY

For Suzlon, sustainability is embedded in the way we design solutions, manufacture products, operate assets and engage with stakeholders. Our purpose extends beyond generating renewable energy to creating enduring environmental and social value across the renewable energy lifecycle. During FY2025–26, we strengthened this approach through decarbonisation, circular resource use, responsible sourcing, resilient operations and community partnerships. Guided by our Responsible Generation approach, we continued to turn ambition into measurable progress across our organisation, products and value chain.

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FROM PURPOSE TO IMPACT: FY2025–26 HIGHLIGHTS

Environment

24.07%
reduction in Scope 1 emissions compared with FY2024–25.

Scope 1 and 2 emissions intensity improved by approximately **29%** across turnover, turbine-production and installed-capacity measures.

Combined Scope 1, 2 and 3 emissions intensity declined by **3.9%**, from 541 to 521 tCO_2e/MW.

22.79% increase in renewable-energy consumption, taking renewable energy to **25.1%** of Group energy use.

Renewable energy deployed across four manufacturing plants and **21** OMS locations.

20 EVs deployed, avoiding **41.36** tCO_2e over 2.43 lakh kilometres.

10.42% decline in water withdrawal in water stressed areas

Plant-level energy-efficiency measures avoided approximately **459** tCO_2e.

Site-level energy initiatives saved 56,610 kWh and avoided **46.42** tCO_2e.

Achieved **Zero Waste** to Landfill, with a 97.5% diversion rate.

Achieved Group-level water neutrality, alongside a **65.16%** increase in water recycling and reuse.

Demonstrated **99%** end-of-life recoverability for the S144–3.x MW turbine.

Recorded a verified S144 Product Carbon Footprint of **6.17** gCO_2e/kWh.

Obtained **ISO 14067** certification for the Product Carbon Footprint of WTGs and castings.

Advanced product systems designed to deliver over **40%** energy savings.

Social

Women's representation reached **6.52%**, a 72.61% year-on-year increase.

100% of employees provided skill-upgradation training.

Human Rights Due Diligence completed across **100%** of operations, with no significant risks identified.

Conducted **4,432** CSR activities across **1,268** villages, reaching over 23 lakh people.

Reached approximately **4.9** lakh households through community programmes.

94.33% of Tier-1 critical suppliers covered through NGRBC and responsible-business capacity building.



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Governance

Zero incidents of bribery, corruption, conflicts of interest and anti-competitive conduct.

100% of Board members and employees trained on the ABAC Policy.

100% of Board members, KMPs and employees trained on the NGRBC Principles.

Zero data breaches and zero product recalls related to safety.

DMA outcomes integrated into the **ESG strategy, ERM framework** and operational priorities.

Third-party verified alignment with **ISO 20400** for sustainable procurement.

Completed **ISO 14091** -aligned climate-risk assessment and adaptation planning across operations.

Economic

INR 16,842 crore turnover reported by Suzlon Energy Limited.

Our ESG ratings consistently surpass industry averages, earning recognition from agencies such as CRISIL, Sustainalytics and S&P Global

3,022 Cr consolidated EBITDA

INR 3,163 crores Net Profit (PAT)

79.07% of inputs sourced within India, including 19.89% from MSMEs.



ABOUT THE REPORT

Overview of The Report

GRI 2-1, GRI 2-2 (b), GRI 2-3 (b), ESRS 1 §73

The Suzlon Group, comprising Suzlon Energy Limited and its various subsidiaries (hereafter referred to as 'We', 'Our company', 'Our'), is an industry pioneer reshaping how green energy is harnessed globally in six of the seven continents since 1995. Sustainability remains central to our identity, reflected in both the products we offer and our commitment to powering lives through environmentally responsible pathways, with transparency and accountability to our stakeholders.

We are pleased to publish our seventh Annual Sustainability Report that discloses our environmental, social, and governance (ESG) performance for the Indian Financial Year (FY) 25-26, (published on 1st October 2026). The entities covered in this report are consistent with our financial reporting boundaries for the year, ensuring consistency and comparability across disclosures.

Reporting Timeframe

GRI 2-3 a, ESRS 1 §73

The report covers our activities between April 1, 2025, to March 31, 2026.

Reporting Scope & Boundary

GRI 2-3, 2-2 a, ESRS 1 §5.1; ESRS 2 BP-1 §5(a) and §5(b)(i)

We operate globally, with 14 manufacturing locations and four R&D centres, along with project and service sites spread across nine states in India. Our R&D facilities are located in India, Germany, Denmark and the Netherlands, while the Group's wider presence extends across 17 countries and six continents.

This report focuses on the sustainability performance of our operational entities in India, which include 14 manufacturing locations and relevant project, service and office locations within the defined reporting boundary. The reporting boundary covers Suzlon Energy Limited and five Indian subsidiaries—Suzlon Renewable Development Limited, Suzlon Southern Projects Limited, Suzlon Western India Projects Limited, SE Forge Limited and Renom Energy Services Pvt. Ltd. All information has been consolidated using a standardised data-collection and reporting approach across the entities included within the reporting boundary.

Business Verticals

WTG Manufacturing
IB Projects
WTG Operations & Maintenance (OMS)
SE Forge (Forging and Foundry)
Renom (OMS)

Note: The audited consolidated financial statements include 43 subsidiaries under the Suzlon Group while 6 entities have been considered within the scope of the sustainability report.

Reporting Methodology

IFRS S1.49, IFRS S1.50(d), IFRS S1.52, IFRS S2 Climate – related Disclosures, 2023 para. 18 (b)

We use a structured approach combining stakeholder engagement and materiality assessment to identify the ESG issues most important to our business and stakeholders.

We conducted a Double Materiality Assessment to evaluate the financial, reputational, and operational impacts of key ESG risks and opportunities. Stakeholders from various business and functional units participated in the process, which will guide our strategy and decision-making. All information has been consolidated using a consistent data collection and reporting process across the four entities within the scope of this report.

The definitions, calculation methodologies and reporting boundaries applied to Suzlon's sustainability metrics have remained consistent with the previous reporting period. During FY2025–26, no metrics were redefined or replaced, and no changes were made to the base years used for measuring progress against targets. Performance is monitored on a consistent basis over time to support comparability and reliable assessment of progress.

Restatements

GRI 2-4 a, ESRS 2 BP-2 §13 and §14(a)-(b), IFRS S1.52

No information has been restated from previous reporting periods.

Reporting Framework

IFRS S1.49

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and aligns with leading national and international frameworks, including the Business Responsibility and Sustainability Report (BRSR), the United Nations Global Compact (UNGC) principles, the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (UN SDGs), and the World Economic Forum ESG (WEF ESG) core metrics. Relevant national and local laws, regulations, and guidelines have been duly considered in the calculation and disclosure of our environmental, social, and safety performance indicators.

We are also aligning our disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS standards, Sustainable Finance Disclosure Regulation (SFDR), and European Sustainability Reporting Standards (ESRS). The report also considers the disclosure expectations of frameworks such as the IFC Performance Standards.

Furthermore, OECD Guidelines for Multinational Enterprises on Responsible Business Conduct was aligned for Greenhouse Gas emissions, Climate Change management, Occupational Health & Safety and Business ethics, ABAC, Human rights, Human capital development and Customer Satisfaction. OECD Due Diligence Guidance for Responsible supply Chains of Minerals from Conflict-Affected and High-Risk Areas is also aligned for Sustainable Supply Chain operations.



External Assurance

GRI 2-4 a & b, GRI 2-5, IFRS S1.50(c)

This report for FY 2025–26 has been independently verified by SGS India Private Limited (Parent company-SGS based in Geneva, Switzerland), a third-party assurance provider. The assurance engagement was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), providing reasonable assurance on the reported information. Our highest governance body and senior leadership are actively involved in the assurance process, from selecting the assurance provider to reviewing the assurance findings. The independent assurance statement is included as part of this report.

Forward Looking Statement

The forward-looking statements presented in this report outline estimates and expectations based on reasonable assumptions and past performance. However, these projections are subject to change due to factors such as sectoral shifts, regional market conditions, government regulations, and other incidental considerations. It is important to note that these statements should not be considered a guarantee of future performance.

Feedback

(GRI 2-3 (d))

We value feedback from our stakeholders and welcome any comments, questions, or suggestions regarding our sustainability performance. For any inquiries related to this year's sustainability report, please feel free to contact us at corp.sustainability&esg@suzlon.com.

LEADERSHIP MESSAGE

GRI 2-22, ESRS 2 SBM-1 §40(g)

Message From the **Chairman and Managing Director**

Beyond Pledges and Promises



Dear Stakeholders,

Since the Paris Agreement of 2015, it's been clear that the world does not lack climate ambition. International summits, corporate declarations, and long-range net-zero targets have since clearly established where humanity needs to go. Yet, ambition can neither stabilise a stressed electricity grid nor reduce carbon in our environment. So, the defining challenge of our era is mastering the discipline of execution to deliver on our climate targets.

In an increasingly energy-hungry world, decarbonisation is an industrial reality today. Just as wind energy is the backbone of the energy transition, sustainability must be the backbone of the new world we're creating. That's why Suzlon's responsibility begins where the pledges and promises end, because we believe that real progress is seen and felt.

In 2026, Suzlon was featured among the Top 10 Most Sustainable Organisations in the 2026 Global 100 ranking by Corporate Knights. This was made possible by our top-down approach to actionable sustainable practices across businesses, departments, and teams, not just ambitious targets.

With Good Energies That Work as our promise, we've renewed our focus on purposeful design and material sourcing. We've also extended our good energy to project development because we're keen on solving environmental crises instead of relocating them out of sight. Real stewardship to Suzlon means being mindful of what we take from the earth, how we build, and what we leave behind.

Throughout this report, you'll see evidence of increased accountability and transparency. You'll see that we're listening to the environments we operate in and acting meaningfully. During FY 25-26, we deepened the integration of material ESG matters into strategy, enterprise risk management, and operational decision-making. Circularity also received a spotlight in our strategies, alongside care for communities.

This is ResGen in motion, which goes beyond generating clean electrons and spans communities, economies, and the planet as a whole. From the products engineered and the materials sourced to the projects executed, every decision gives us an opportunity to create lasting value. We're acting on every opportunity to meet our ESG commitments. And we wouldn't have done it without our stakeholders' staunch support. We're grateful to our customers, partners, investors, and communities for keeping us accountable and trusting us with the responsibility of creating new benchmarks in sustainable practices to make the new world work.

Best wishes,

Vinod R. Tanti

Chairman and Managing Director
Suzlon Group

Message From the **Group Chief Executive Officer**

Energy for Good



Dear Stakeholders,

Year on year, the Earth sends us unmistakable signals of its depletion through rising heat, unpredictable weather, and shrinking resources. As humanity is racing to decarbonise the planet, renewable energy infrastructure has a responsibility not to fail its primary purpose by damaging local ecosystems, ignoring community wellbeing, or ending up in a landfill. So, we truly believe that clean power must carry a conscience.

As we transition into a wind-first, full-stack renewable energy solutions conglomerate, we're becoming even more mindful of our footprint. ResGen is our conscience, which allows us to manage our impact across four areas: renewable-energy technology, development, project execution, and asset management.

As a result, in FY 25-26, we achieved Group-level water neutrality and reached Zero Waste to Landfill (ZWTL) across operations ahead of schedule, with a 97.5% waste-diversion rate. Our Scope 1 and Scope 2 emissions intensity improved by approximately 29% across turnover, turbine production, and installed capacity.

During the year, we invested in R&D to scale circularity, predictive digital maintenance, and material efficiency. Our efforts are reflected in the S144 WTG, which records an independently verified lifecycle carbon footprint of just 6.17 gCO_2 per kWh—the lowest in India and among the lowest in the world. Lastly, we also sourced 79.07% of input procurement within India, including 19.89% from MSMEs, in line with our resolve to strengthen the domestic supply chain and local enterprise.

Externally, our community programmes supported over 23 lakh people across 1,268 villages in healthcare, education, livelihoods, and water stewardship, while internally, we continue to identify and fix the root cause of safety incidents so that each employee goes home to their loved ones safe and sound.

FY26 was a defining year for our ESG progress as we deepened climate-risk adaptation, reduced reliance on diesel-based mobility, and invested in structured learning and leadership development to ensure our team is equipped to deliver on the opportunity ahead of us. We also continued to explore opportunities to extend asset life, improve recoverability, and reduce maintenance requirements to lower lifecycle risks and give our customers greater value on their investments.

Being acknowledged by the United Nations and becoming one of India's Leading ESG Entities of 2025 assured us we're on the right track. For all of this and more, we're sincerely thankful to our customers, suppliers, investors, employees, and community partners for keeping us on course. Thank you for having faith in the work we do and the world we're creating for generations to come with Good Energies That Work.

Best wishes,

Ajay Kapur

Group Chief Executive Officer
Suzlon Group

Message From the **Head - Sustainability & ESG**

Advancing Sustainability Impact with Action and Accountability



Dear Stakeholders

FY2025–26 marked an important shift in Suzlon's sustainability journey. Building on the strategic foundations established in previous years, we focused on translating material ESG priorities into action across our operations, products, people and value chain.

Our approach remains grounded in Responsible Generation (ResGen), which places sustainability at the centre of how we design, manufacture, execute and collaborate. Our reporting continues to draw on BRSR, GRI, IFRS Sustainability Disclosure Standards, SASB Standards, WEF ESG Metrics, CDP, ESRS, IFC Performance Standards, the UN Sustainable Development Goals and the UN Global Compact Principles. We are continuously working on our commitments with lifecycle thinking, circular design, responsible sourcing, resilient operations and transparent accountability.

Building on the Double Materiality Assessment completed in FY2024–25, we began integrating the identified impacts, risks and opportunities into our ESG strategy, Enterprise Risk Management framework and operational priorities.

This enabled us to move beyond identifying material issues towards developing targeted action plans, assigning responsibilities and strengthening performance monitoring. Climate change, sustainable supply chains, research and innovation, talent, human rights, ethics and governance continued to receive focused management attention.

Environmental performance during the year reflected progress across decarbonisation, renewable energy, water, waste and product stewardship. Scope 1 emissions declined by 24.07%, while renewable-energy consumption increased by 22.79%. These outcomes were supported by energy-efficiency initiatives, lower-emission mobility and increased renewable-energy adoption across manufacturing and OMS locations.

Circularity assessment and Certification of S144, 3.X MW in accordance with WBSCD's Circularity Transition Indicator (CTI) and independent verification in accordance with ISO 59004, 59010, 59020 also strengthened our understanding of material inflows, recovery pathways and end-of-life performance.

Our sustainability performance is shaped by the people who work across our operations, projects and value chain. During FY2025–26, independent Human Rights Due Diligence covered 100% of operations, helping us strengthen the identification and management of human-rights and labour-related risks.

Our value-chain approach also advanced during the year. 94.33% of Tier-1 critical suppliers were covered through ESG assessments and responsible-business capacity building. Suzlon achieved third-party verified alignment with ISO 20400 for sustainable procurement, supported by a structured Sustainable Supply Chain Framework and seven-pillar ESG assessment methodology.

I thank our employees, partners, communities and stakeholders for their continued engagement and contribution to this journey.

Best wishes,

Nishtha Gupta

Head – Sustainability & ESG
Suzlon Group

WHO WE ARE

Material Topics	POLICIES
• Material Efficiency, Sourcing, and Management • Waste Management • Sustainable Supply Chain Management • Greenhouse Gas Emissions (GHG) and Climate Change Management • Water Consumption and Effluent Management • Biodiversity	**Environment** • Environmental Stewardship Policy • Sustainability Policy • Water Stewardship Policy • Climate Change Policy • Biodiversity Policy • Energy Management Policy • Product Stewardship Policy • HSE Policy
• Training & Development/ Human Capital Development • Diversity, Equity, and Inclusion • Talent Management/ Employee Engagement • Human Rights and Labor Conditions • Occupational Health & Safety • Community Support & CSR • Sustainable Supply Chain Management • Customer Satisfaction	**Social** • Human Rights Policy • Diversity, Equity, Inclusion & Belonging (DEIB) Policy • Corporate Social Responsibility (CSR) Policy • Social & Labour Policy • Nomination and Remuneration Policy • Supplier Code of Conduct • Sustainable Sourcing Policy • Policy Against Sexual Harassment at the workplace
• Research and Innovation • Business Ethics and Integrity • Economic Performance • Corporate Governance • Stakeholder relations	**Governance** • Anti – Bribery & Anti – Corruption (ABAC) Policy • Whistleblower Policy • Code of Ethics Policy • Corporate Governance Policy • Board Diversity Policy • Risk Management Policy • Stakeholder Engagement Policy • Responsible Business Conduct Policy • Code of Ethics for Directors and Senior Management • Cyber Security Policy
Embedded the double materiality approach	Implemented the foundational policies guiding sustainability, ethics, risk management, and stakeholder conduct across the organization The Committees ensuring alignment to strong governance are Board Committee, Sustainability & CSR Committee, Stakeholder Engagement Committee, Risk Management Committee and so on. All Suzlon sustainability policies are available on our website Hyperlink word - Suzlon Policies https://www.suzlon.com/investors/shareholder-information/corporate-governance-policies/

Sustainability Reporting	Sustainability Verification & Certification
• Annual Sustainability Report • Life Cycle Assessment Summary Report • Product Carbon footprint reports • Biodiversity report • Climate Action Report	ISO 9001:2015, ISO 14001:2015, ISO 27001, ISO 14067 ISO 45001, ISO 14064, ISO 59004 : 2024, ISO 20400:2017 ISO 14091, ISO 59010, ISO 59020, WBCSD Bureau Veritas, TÜV SÜD, Great Place To Work. Certified FEB 2024–FEB 2025 INDIA DNV, ISSPL LIMITED Global Wind Organisation, ESG World Certified
Commitment to transparency through disclosures aligned with global standards such as GRI, TCFD, TNFD, and IFRS	Operational excellence & compliance with international standards in quality, environment, safety, & security.

Suzlon in Brief

GRI 2-1, GRI 2-6 (a,b,c) ESRS 2 SBM-1 §40(a)(i)-(ii), §40(b)-(c) and §42(c)

Headquartered at Suzlon One Earth in Pune, India, one of the greenest corporate campuses in the world, the Suzlon Group (NSE: SUZLON; BSE: 532667) comprises Suzlon Energy Limited and its subsidiaries, which collectively deliver comprehensive renewable-energy solutions. As a vertically integrated organisation, we bring together expertise across the renewable-energy value chain—from research and development and manufacturing to project execution, commissioning, and lifecycle asset management. As of March 31, 2026, the Group had 14 manufacturing locations and four R&D centres, with project and service locations spread across nine states in India. Suzlon's wider presence extends across 17 countries and six continents.

Suzlon Energy Limited, the flagship company of the Suzlon Group and one of the global wind-energy industry leaders, is India's leading renewable-energy solutions provider. Our diverse customer portfolio includes independent power producers, large corporates, public-sector and government organisations, retail customers, and global original-equipment manufacturers served by SE Forge. Driving our continued progress towards a sustainable future for India and the world is a vibrant team of 8,301 permanent employees, including 542 women, as of March 31, 2026.

Corporate Highlights: FY25-26

21.7+ GW
Cumulative wind-energy installations globally

15.7+ GW
Cumulative wind-energy installations in India

17 countries
Presence across six continents

14
Manufacturing locations in India

8
R&D centres across India, Germany, Denmark and the Netherlands

9 states
Project and service-site presence across India

8,301
Permanent employees as of March 31, 2026

2.1 MW-6.3 MW
Wind-turbine portfolio for diverse wind regimes

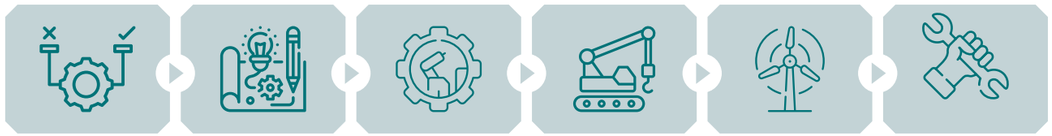
25 years
Extended design life of the S144 platform

6.17 gCO_2e/kWh
Verified lifecycle carbon footprint of the S144–3.x MW turbine

Business Verticals

(GRI 2-6 (b & d))

We pioneered the 'Concept to Commissioning' model in wind energy, allowing us to address a wide range of customer needs across the entire renewable energy value chain.



Feasibility studies | Complex engineering design | Manufacturing of wind turbines and components | Installation | Commissioning of wind farms | 24x7 operations and maintenance

Our Values: Enabling Suzlon 2.0

(WEF – ESG Governing Purpose)

As Suzlon enters its next phase of growth in Suzlon 2.0, our culture continues to be the foundation of our transformation, which we must protect, imbibe and propagate to achieve our vision and fulfil our purpose: Constantly advancing good energies to make the new world work.

At Suzlon, our Values represent the deeply held principles and definitive beliefs that anchor who we are, ensuring that our progress is always purposeful and authentic.

1

COURAGE IN EVERY STEP

We meet modern challenges with bold action, pioneering new paths and leading change, even when the road is tough. We actively challenge existing norms, take complete responsibility for new ideas, and commit to making them real.

2

EMPATHY FOR ALL

Everything we do stems from genuine care and a deep understanding of the diverse needs of people and the planet. We build authentic relationships that go far beyond transactional agreements, and we actively uplift everyone around us.

3

MAKING IT HAPPEN, NOW

True strength lies in agile, consistent, and urgent actions that achieve concrete results. We take complete ownership of turning plans into reality, handling the details so our partners can focus on their growth.

As our values evolve, Integrity will always remain the bedrock of our culture. It will continue to guide our new businesses, our processes and our innovations, down to our day-to-day interactions with each other and our clients.

Our Behaviours

While our Values define what we believe, our Behaviours define the concrete 'way things get done' every single day. They are the specific actions, choices, and everyday interactions that we value, encourage, and reward in our teams' performance.

Rooted in our core Values, our four behaviours namely leading with care, exploring boldly, bringing the power of one, and keeping things remarkably real translate our values into tangible, positive impact for our teams, partners, and communities.

1

LEAD WITH CARE

We lead with good in our hearts. We genuinely care for the concerns of everyone around us: our partners and our colleagues alike. Above all else, this genuine care means an uncompromising commitment to safety. Every decision we make is guided by empathy, integrity, absolute safety, and its impact on the world.

2

EXPLORE BOLDLY

We must be passionately curious about knowledge that may benefit our colleagues, our customers, and the people impacted by our work. We seek out new possibilities with courage and experiment boldly, turning uncertainty into opportunity.

3

POWER OF ONE

We all bring good energies to our work. But it is only when we combine them and deliver as one that we make the deepest impact. A lifetime relationship needs dedication; we must speak and act as a unified team.

4

REMARKABLY REAL

We are pragmatic and solution-oriented. While we learn from global best-in-class processes, we adapt them to Suzlon's real-world realities on the ground without ever compromising on excellence.



Our Journey So Far

For three decades, Suzlon has been at the forefront of shaping India's renewable energy story—driving the adoption of wind power through pioneering technology, policy advocacy, skill development, and indigenous innovation that continues to endure. From installing a single wind turbine to catalysing the growth of a multi-billion-dollar sector, India today ranks as the world's third-largest wind energy producer and one of the top five global hubs for green jobs.

With one out of every three wind turbines in the country powered by Suzlon, we have played a pivotal role in nation-building by unlocking new avenues for renewable energy investment and positioning India as a credible force.

Since 1995, Suzlon has earned the trust of customers, communities, and partners alike. Our 30-year journey is defined not just by our technological and operational scale, but also by the long-standing relationships we have built, together powering India's transition to a more sustainable future.

1995

- Inception of Suzlon

1996-2000

- First 0.27 MW Wind Turbine Commissioned
- First Wind Energy Manufacturing Facility in Daman, quality-certified by Det Norske Veritas.
- Suzlon crossed 100MW installed capacity

2000-2005

- First 'Made in India' Blades Dispatched: With blades manufactured in India for the first time at Daman, Suzlon's S-60 blades marked another breakthrough in wind technology manufacturing for the nation.
- Commencement of Suzlon Control System (SCS), an MBU at Daman, for the design and manufacture of wind turbine control systems.
- 1,000 MW Milestone Crossed

2006-2010

- Listed on the Bombay Stock Exchange and the National Stock Exchange.
- Crossed 1GW installed capacity mark in India.
- Ranked Number 3 WTG Manufacturer Globally

2011-2015

- Development of the S9X suite of wind turbines
- Commissioned its 10,000th WTG at the Artilleros wind farm in Uruguay
- 5 GW Milestone and New Global HQ, Suzlon One Earth

2016-2020

- Suzlon's Rotor Blade Manufacturing unit at Badnawar, Ratlam was established
- Surpassed the milestone of 11,000 MW installed wind energy in India in 2017.
- Suzlon received World's 1st solar project quality certification for its 100 MW project from DNV.

2021-2026

- Surpassed **21.7+ GW** of cumulative wind-energy installations across **17 countries.**
- Introduced the **S144–3.x MW platform,** designed for low-wind and high-temperature conditions.
- Secured Suzlon's landmark **1,166 MW order from NTPC Green Energy.**
- Extended the S144 design life to **25 years,** with a verified carbon footprint of **6.17 gCO_2e/kWh.**
- Achieved **Zero Waste to Landfill and Group-level water neutrality** ahead of target.

Our Sustainability Journey

IFRS S1.33(b)

Suzlon's journey began with a bold vision—to make clean energy more accessible and extend its benefits to communities across the country. Through innovation, resilience and a deep commitment to the planet, we have continued to deliver sustainable energy solutions that advance economic progress while protecting natural resources for future generations.

In 2024, we launched ResGen—our commitment to Responsible Generation—to further embed ESG principles into Suzlon's strategy and operations. This Sustainability Accelerator Journey provides a structured roadmap for translating our ambitions into measurable action across the organisation, our products and our supplier network. Through this multifaceted approach, we integrate sustainability into business operations, governance and decision-making, aligning our environmental and social priorities with long-term business objectives and stakeholder value creation.



2001-2010

Laying the Foundation and Vision

- Commissioned India's first large-scale wind farms
- Established as a key player in India's wind energy sector
- Introduced indigenously developed wind turbine technology
- Commissioned first large-scale wind farms across multiple states
- Set up vertically integrated manufacturing for turbines, towers, and blades
- Promoted energy access in underserved rural areas
- Set up integrated manufacturing facilities with a focus on resource efficiency

2011-2015

Expanding Impact

- Reached over 15 GW of cumulative wind energy installations
- Implemented community development initiatives in health, education, and livelihoods
- Launched key CSR programs in education, health, and rural development
- First steps toward sustainability reporting

2016-2023

Embedding ESG Principles

- Strengthened environmental governance and reporting practices
- Adopted circular economy principles in operations
- Deepened alignment with global frameworks like the UN SDGs
- Rolled out circular economy practices in blade and material reuse
- Enhanced environmental monitoring and efficacy for sustainability implementation across manufacturing plants
- Enhanced focus on energy efficiency and waste reduction
- BRSR and Sustainability Reporting disclosures

2024- PRESENT

Leading Energy Transition

- Integrated DMA outcomes into ESG strategy and ERM
- Achieved Zero Waste to Landfill, with 97.5% diversion
- Achieved Group-level water neutrality
- Reduced Scope 1 emissions by 24.07%
- Completed S144 circularity assessment, demonstrating 99% recoverability
- Completed climate-risk and Human Rights Due Diligence across operations
- Expanded CSR outreach to 1,268 villages and over 23 lakh people

LOOKING AHEAD

Net-Zero & Beyond

- 100% renewable energy by 2030
- 10% women's representation by 2030
- Net Zero Scope 1 and Scope 2 by 2035
- 100% owned-fleet electrification by 2035
- Net Zero including Scope 3 by 2040
- No Net Loss of Biodiversity by 2040
- Scale circular products, responsible sourcing and inclusive community impact

Business at Glance

GRI 2-6, ESRS 2 SBM-1 §40(a)(i)-(ii), §40(b)-(c) and §42(c)

Suzlon is recognised globally as a vertically integrated, full-stack renewable-energy partner with capabilities spanning development, technology, manufacturing, project execution and lifecycle services. Strategic investments in global R&D, advanced engineering and manufacturing enable us to deliver reliable and high-performance energy solutions tailored to diverse customer and operating requirements. We manufacture key wind-turbine components in-house including blades, nacelles, control systems, hubs and towers - supporting product quality, operational reliability and lifecycle performance. Building on three decades of wind-energy expertise, we are expanding our capabilities across solar, storage and emerging technologies to deliver integrated renewable-energy systems for evolving energy needs.

Annual manufacturing capacity of **4,500 MW**

Market leader in India, with more than **15.7 GW** of cumulative wind-energy installations

21.7 + GW of cumulative installations across **17** countries and six continents

Integrated capabilities spanning wind, solar, storage and lifecycle services

Business Platforms

WTG Manufacturing

WTG Projects

WTG Operations and Maintenance

SE Forge – Forgings and Castings

Renom – Multi-brand Renewable-Energy O&M

Products and Integrated Solutions

S175 and S163 Wind Turbine Generator

S144 Wind Turbine Generator

S133 Wind Turbine Generator

S120 Wind Turbine Generator

Classic Wind Turbine Fleet

Integrated and Emerging Renewable-Energy Solutions

End-to-End Capabilities

5MW+ and 6 MW+ execution capabilities

Development and Site Assessment

Research, Engineering and Innovation

Manufacturing and Supply-Chain Management

Project Execution and Commissioning

Operations, Maintenance and Lifecycle Care

Performance Optimisation and Digital Solutions

Customer Partnerships and Long-term Value

Innovation and Operational Excellence

WEF ESG Innovation in Better Products and Services

We focus on optimising turbine performance to deliver high plant load factors (PLF) and maximise returns on investment for our customers. Our global R&D centres work to improve turbine efficiency, enhance lifecycle performance and reduce the Levelised Cost of Energy (LCoE). Suzlon pioneered lattice-tubular towers in India, providing a cost-effective and transport-efficient alternative to conventional tower designs. We continue to advance aerodynamic design and use innovative materials and engineering solutions to develop stronger, lighter and more resource-efficient components for our next-generation turbines.

Our S144–3.x MW platform reflects this focus on responsible innovation. The turbine is designed to operate in temperatures of up to 52°C, has an independently validated design life of 25 years, and records a verified lifecycle carbon footprint of 6.17 gCO_2e/kWh. Design improvements have also reduced material use, waste generation and lifecycle impacts while strengthening operational performance.

In September 2024, we acquired a 51% stake in Renom Energy, strengthening our presence in multi-brand renewable-energy operations and maintenance. While Suzlon's in-house OMS business continues to support its installed wind-energy fleet, Renom provides lifecycle services for renewable-energy assets across multiple original-equipment manufacturers. Together, these capabilities strengthen our ability to deliver reliable asset care, performance optimisation and long-term customer value.

Value-Added Services

Going beyond core operations and maintenance, we provide value-added solutions that enhance the safety, performance, reliability and efficiency of renewable energy assets.

Quick Climb System- Enables safer and faster access to turbine nacelles, reducing technician fatigue and improving operational efficiency without requiring major modifications to existing tower structures.

Quick Sense Technology- Provides accurate wind-direction sensing to improve nacelle alignment and increase Annual Energy Production through earlier yaw actuation.

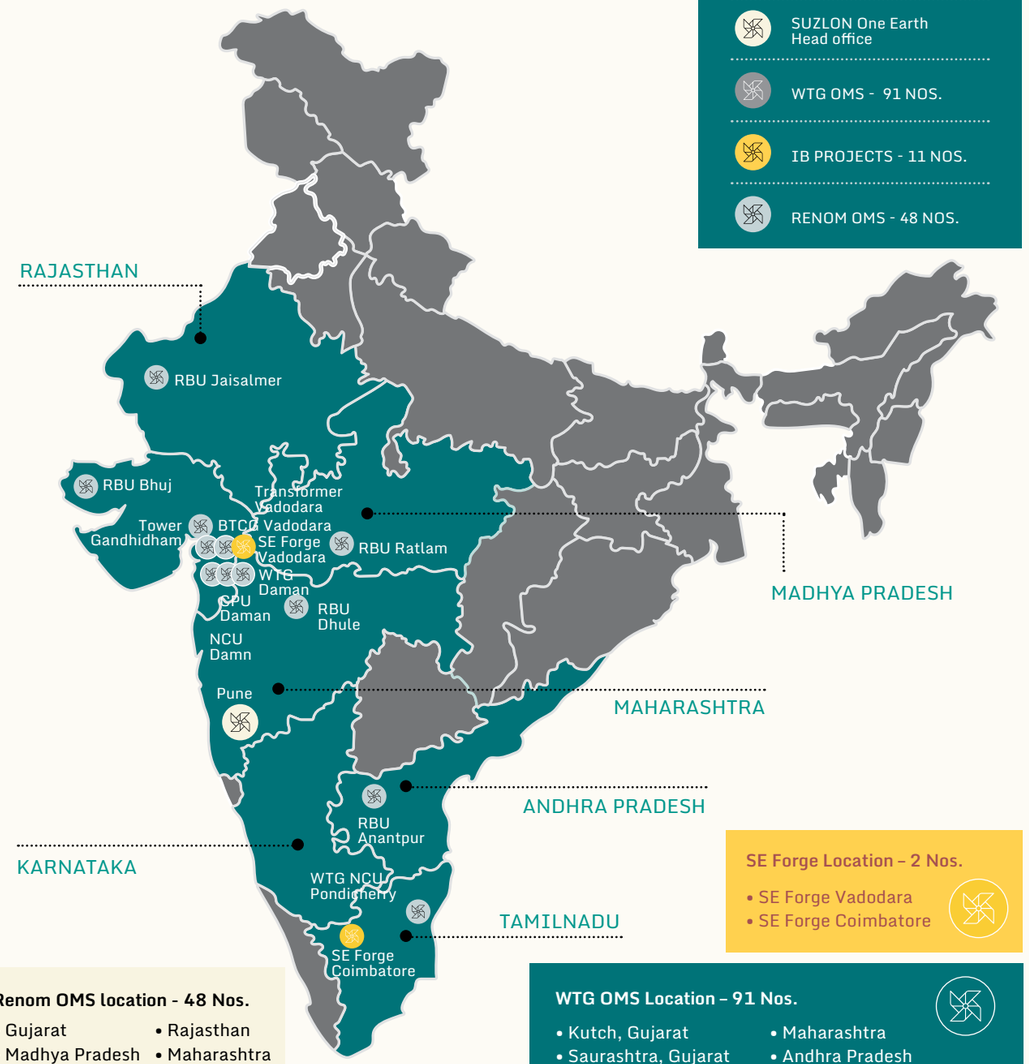
SC Trinity An advanced SCADA platform providing real-time monitoring and analysis of WTG performance to support smarter fleet management and improved asset productivity.



SUZLON

Geographical Footprint

Strategically located capabilities enable us to serve our customers seamlessly across India and global markets.



- 12 WTG Manufacturing Locations
- 2 SE Forge Locations
- SUZLON One Earth Head office
- WTG OMS - 91 NOS.
- IB PROJECTS - 11 NOS.
- RENOM OMS - 48 NOS.

Renom OMS location - 48 Nos.

- Gujarat
- Madhya Pradesh
- Andhra Pradesh
- Tamil Nadu
- Rajasthan
- Maharashtra
- Karnataka

SE Forge Location – 2 Nos.

- SE Forge Vadodara
- SE Forge Coimbatore

WTG OMS Location – 91 Nos.

- Kutch, Gujarat
- Saurashtra, Gujarat
- Rajasthan
- Madhya Pradesh
- Maharashtra
- Andhra Pradesh
- Karnataka
- Tamil Nadu

WTG Manufacturing locations – 12 Nos.

- WTG Daman
- NCU Damn
- CPU Daman
- Transformer Vadodara
- Tower Gandhidham
- WTG NCU Pondicherry
- BTCG Vadodara
- RBU Jaislmer
- RBU Bhuj
- RBU Dhule
- RBU Ratlam
- RBU Anantpur

IB Project Locations – 11 nos.

- Bhimaguda, Gujarat
- Kanakgiri, Karnataka
- Tirunelveli, Tamilnadu
- Koppal, Karnataka
- Todkibad, Andhra Pradesh
- Anjanadi Maharashtra
- Jath II, Maharashtra
- Sheo I Rajasthan
- Sheo II Rajasthan
- Agar, Madhya Pradesh
- Dwarka (EDF 2)



RESPONSIBLE GENERATION: SUZLON'S SUSTAINABILITY JOURNEY

WEF ESG Governing Purpose

Our business was founded on the principle that responsible generation of clean energy can advance inclusive growth and shared progress. Our guiding framework, Responsible Generation, reflects impact in motion—creating value for people, landscapes and livelihoods across generations. This philosophy shapes how we measure and manage sustainability across our ecosystem and guides the way we design, manufacture, operate, collaborate and grow.

To translate this philosophy into action, we apply the Responsible Generation lens across three interconnected dimensions of our business—at the organisational level, through the products and solutions we develop, and across our supplier chain.

Organisation Level

We integrate sustainability across functions, business units and operating locations through enterprise-wide ESG priorities and performance indicators. Our approach is aligned with the BRSR and leading frameworks such as the GRI Standards, SASB Standards, SFDR and ESRS standards, TCFD recommendations, IFRS Sustainability Disclosure Standards, the UN Sustainable Development Goals and the UN Global Compact Principles. Digital platforms, dashboards, internal reviews and independent assurance help us monitor performance across climate, energy, water, waste, biodiversity, human rights, safety and other material ESG areas.

During FY2025–26, we further strengthened this approach by integrating the outcomes of our Double Materiality Assessment into our ESG strategy, Enterprise Risk Management framework and operational priorities. We also advanced measurable environmental outcomes, including a 24.07% reduction in Scope 1 emissions, a 22.79% increase in renewable-energy consumption, Zero Waste to Landfill across operations with a 97.5% diversion rate, and water neutrality at Group level.

Product Level

Our products and solutions reflect the principles of Responsible Generation across their lifecycle. We assess product carbon footprints and lifecycle impacts, improve material efficiency, incorporate recycled inputs and consider durability, recyclability and end-of-life recovery during product development. This enables us to innovate with purpose and deliver renewable-energy solutions that are efficient, resilient and environmentally responsible.

During FY2025–26, we completed a Circularity Transition Indicator assessment of the S144–3.x MW turbine, aligned with the WBCSD CTI v4.0 framework. The assessment evaluated circular inflows, material recovery pathways and end-of-life performance across a 25-year design life. We have achieved Circularity Certification for S144-3.X MW turbine with a score of 81% as per Circularity Transition Indicator (CTI) Certification and also received independent verification with Circularity Performance of 81% under ISO 59004, 59010, 59020 and 59040 standards. The S144 also recorded a verified lifecycle carbon footprint of 6.17 gCO_2e/kWh, while several selected inputs—including steel, aluminium, oil, grease and fibre-reinforced plastic—demonstrated recycled content exceeding 90%.

Supplier Level

Our responsibility extends beyond our direct operations. Through the Supplier Code of Conduct, Sustainable Sourcing Policy and Sustainable Supply Chain Framework, we work with suppliers to strengthen environmental, social, ethical and governance practices across the value chain. Supplier assessments, due diligence, capacity-building programmes and collaborative engagement enable us to identify risks, monitor performance and promote continuous improvement.

During FY2025–26, Suzlon operationalised a Sustainable Supply Chain Framework aligned with ISO 20400 and integrated ESG considerations into procurement processes. We have received ISO 20400 Certification for Sustainable Procurement from DNV for Suzlon and all its subsidiary companies for Sustainable sourcing. A structured seven-pillar methodology was used to assess supplier performance, while 94.33% of Tier-1 critical suppliers were covered through NGRBC and responsible-business training and assessment. Commodity- and geography-based risk assessments and digital monitoring dashboards further strengthened supply-chain transparency and resilience.

Transparency and accountability underpin each dimension of Responsible Generation. We continue to standardise data collection, define clear performance indicators, strengthen internal controls and disclose our progress against recognised national and international frameworks. In FY2025–26, this commitment was reinforced through independent assurance by SGS India in accordance with ISAE 3000 (Revised), with ISAE 3410 applied to the reported GHG inventory.

Our business model is built on the belief that long-term growth must create shared value for people while protecting the planet. This belief inspired our entry into wind energy and continues to guide our evolution into a full-stack renewable-energy partner, bringing together capabilities across wind, solar, storage, digital intelligence and lifecycle services.

As climate change, resource constraints and changing energy requirements reshape the operating environment, we view sustainability as both a responsibility and a strategic opportunity. Our solutions enable customers to expand renewable-energy adoption, reduce lifecycle emissions and advance their decarbonisation ambitions. Guided by our Sustainability Policy, we integrate environmental and people centric considerations across design, sourcing, manufacturing, project execution and lifecycle asset management. Through ethical conduct, transparent governance and responsible innovation, we seek to support India's Net Zero 2070 ambition and contribute to a cleaner, more resilient and inclusive energy future.

Suzlon’s Three Pillars of Sustainability

WEF ESG Governing Purpose

Our sustainability roadmap is anchored in three interconnected pillars that bring together our material ESG priorities, stakeholder expectations and long-term business objectives. Guided by the UN Sustainable Development Goals, UN Global Compact Principles, GRI Standards, WEF ESG Metrics, IFRS Sustainability Disclosure Standards, SASB Standards, TCFD recommendations, ESRS, SFDR, IFC Performance Standards and SEBI’s BRSR framework, our strategy supports resilient and responsible growth while creating enduring value for stakeholders.

Stakeholder engagement and double materiality remain central to this approach. Building on the Double Materiality Assessment conducted in FY2024–25, we began integrating the identified impacts, risks and opportunities into our ESG strategy, Enterprise Risk Management framework and operational priorities during FY2025–26. This enables sustainability considerations to inform decision-making, resource allocation, performance monitoring and long-term value creation across our operations and value chain.

Organizational Sustainability:

Sustainability Performance across all plants and sites

Product Stewardship:

Sustainable product manufacturing, R&D and end-of-life approach

Supply Chain Sustainability:

Procurement of green/low carbon products ensuring responsible sourcing.



SUSTAINABILITY STRATEGY

Embedding responsibility across technology, development, project execution and lifecycle asset management

RESPONSIBLE GENERATION

Advancing Suzlon's wind-first, full-stack renewable-energy strategy by integrating sustainability across the organisation, products and value chain.

Environmental Stewardship

Designing for a Low-Carbon and Circular Future

We embed environmental responsibility across the renewable-energy lifecycle, from design and responsible sourcing to manufacturing, operations and end-of-life recovery.

- Climate action and resilience
- Circular design and product stewardship
- Resource and material efficiency
- Water and waste stewardship
- Biodiversity protection

STRATEGIC ROLE

Enables efficient, resilient and lower-impact renewable-energy solutions.

Social Responsibility

Enabling People and Shared Progress

We seek to create safe, inclusive and future-ready workplaces while respecting human rights and creating enduring value for communities and value-chain partners.

- Health, safety and wellbeing
- Human rights and fair work
- Inclusion and workforce participation
- Green skills and capability development
- Community resilience and partnerships

STRATEGIC ROLE

Builds the capabilities and partnerships required for a responsible energy transition.

Accountable Governance

Leading with Integrity and Accountability

We integrate ethical conduct, effective oversight and transparent decision-making into strategy, risk management and operational execution.

- Ethical business conduct
- Board and management oversight
- ESG-integrated risk management
- Transparent disclosure and accountability
- Stakeholder engagement

STRATEGIC ROLE

Provides the trust, discipline and oversight required to scale responsible growth.

ENABLED ACROSS THE RENEWABLE-ENERGY LIFECYCLE

TECHNOLOGY

Responsible engineering, R&D, integrated technologies and manufacturing.

DEVELOPMENT

Site readiness, land, approvals, grid connectivity and safeguards.

PROJECT EXECUTION

Responsible sourcing, manufacturing, delivery and commissioning.

ASSET MANAGEMENT

Digital monitoring, predictive maintenance, performance and lifecycle care.

GOOD ENERGIES THAT WORK

Connecting responsible design, reliable delivery and lifecycle performance to create enduring value for customers, people, communities and the planet.

Designing with Purpose: Enduring Impact for a Resilient Tomorrow

Responsible Generation

Responsible Generation in Suzlon 2.0 marks the next phase of Suzlon's sustainability journey, aligning our ESG commitments with the continued evolution of our business. Building on our wind-energy heritage, we are progressing towards becoming a wind-first, full-stack renewable-energy solutions company, with capabilities spanning wind, solar, energy storage, energy-management solutions, project development, execution and lifecycle asset management.

Rapid electrification, industrial growth, data-centre expansion and changing mobility needs are increasing the demand for reliable, secure and low-carbon electricity. Renewable-energy systems must therefore become more integrated, dispatchable and resilient to meet evolving customer and grid requirements.

Guided by our purpose, Good Energies That Work, Responsible Generation recognises renewable energy not only as a response to climate change, but also as an enabler of energy security, industrial competitiveness, economic growth and social progress. It brings together circular design, responsible sourcing, lifecycle thinking and customer-focused execution to create solutions that respond to today's energy needs while generating enduring value for people, communities, ecosystems and economies.

- **Closing the Loop: Designing with Purpose**

Every Suzlon turbine is conceived with its full lifecycle in mind, from design and material selection to manufacturing, assembly, operation, maintenance, life extension and end-of-life recovery. This lifecycle approach enables us to consider material efficiency, durability, repairability, recyclability and asset value from the earliest stages of product development.

Responsible Generation strengthens this approach through circular design principles, responsible material selection and collaboration across the value chain. It also integrates worker safety, community wellbeing and environmental safeguards into project development, manufacturing and execution.

Transparent governance and clearly defined accountability support responsible decision-making across the asset lifecycle. By treating materials and components as resources with continuing value, we seek to reduce lifecycle impacts, extend asset performance and advance more circular products, processes and partnerships.

- **Design to Delivery: Designing with Purpose**

From blueprint to blade, every decision is intentional. Responsible Generation connects responsible engineering with reliable execution, ensuring that sustainability considerations are integrated from technology development and site assessment through manufacturing, project delivery, commissioning and long-term asset care.

Wind will remain at the core of Suzlon's business, supported by complementary capabilities across solar, battery-energy storage and energy-management systems. By integrating these technologies across the renewable-energy lifecycle, we aim to respond more effectively to customer requirements for reliability, dispatchability and long-term performance.

The approach is structured across four interconnected capabilities:

Capability	Our Focus
Renewable-Energy Technology	Integrating wind, solar, battery-energy storage and energy-management solutions, supported by R&D, engineering expertise and a resilient domestic manufacturing ecosystem.
Renewable-Energy Development	Developing project-ready sites with early attention to land, statutory approvals and grid connectivity to reduce execution risks and improve delivery certainty.
Renewable-Energy Projects	Extending our established wind-project capabilities towards coordinated, full-stack renewable-energy execution, with clear accountability across technologies and delivery stages.
Renewable-Energy Asset Management	Providing digitally enabled lifecycle services through performance optimisation, predictive maintenance, repowering and life-extension solutions across renewable-energy assets.

By connecting technology, development, execution and asset management, we seek to reduce lifecycle risks, strengthen delivery certainty and support enduring customer partnerships. This integrated approach also creates opportunities to advance resource efficiency, local manufacturing, responsible sourcing, digitalisation and value-chain resilience.

Responsible Generation: Turning Wind into Lasting Impact

Harnessing wind is only the beginning. Responsible Generation in Suzlon 2.0 reflects Suzlon's evolution from delivering clean-energy capacity to creating enduring environmental, social and economic value.

Our approach draws on Suzlon's experience in wind technology, vertically integrated manufacturing, project execution, domestic supply chains and lifecycle services. By optimising turbine performance, extending asset life, reducing material and carbon intensity, and strengthening responsible sourcing, we seek to enhance the value created by every renewable-energy asset throughout its lifecycle.

The impact extends beyond the generation of renewable electricity. Our activities contribute to domestic manufacturing, skill development, employment, supplier capability, community partnerships and resilient infrastructure. Through collaboration with customers, suppliers, employees, partners and communities, we aim to translate renewable-energy growth into shared progress.

Through Responsible Generation Suzlon seeks to:

- accelerate the deployment of integrated renewable-energy solutions;
- improve reliability, dispatchability and lifecycle performance;
- reduce technology, development and execution risks for customers;
- strengthen domestic manufacturing and resilient supply chains;
- advance digital and predictive asset-management capabilities;
- support long-term energy security and decarbonisation; and
- create sustained value for customers, partners, communities and other stakeholders.

Responsible Generation therefore represents more than an expansion of our renewable-energy portfolio. It provides a framework for connecting business growth with responsible development, enabling Suzlon to move from delivering renewable-energy capacity towards building integrated energy ecosystems that support environmental progress, economic resilience and shared prosperity.

Leading with Responsibility: Providing Round-the-Clock Power for a Resilient Tomorrow

Reliability is the cornerstone of a sustainable energy future. As energy systems evolve, dependable and increasingly round-the-clock renewable power will require stronger integration across wind, solar, battery-energy storage, digital intelligence and grid-management solutions.

Responsible Generation positions Suzlon to contribute to this transition by combining renewable-energy technology with project development, execution and lifecycle asset management. This integrated approach is intended to improve system reliability, performance and responsiveness while providing customers with clearer accountability across the renewable-energy lifecycle.

Leading responsibly also means ensuring that growth is supported by sound governance, ethical conduct and environmental and social stewardship. We seek to embed these principles into technology choices, capital allocation, project design, sourcing decisions, workforce practices, community engagement and asset management.

Good Energies That Work reflects our commitment to making clean energy reliable, responsible and capable of enabling progress at scale.



Our Targets & Impact Delivered

GRI 3-3, ESRS 2 SBM-1 §40(e); SBM-3 §48(c)(i) and §48(c)(iv); MDR-P; MDR-A; MDR-M; MDR-T; BP-2 §17(b)-(e), IFRS S1.33(b), IFRS S1.46(a), IFRS S1.50(a), IFRS S1.51(a), IFRS S1.51(b), IFRS S1.51(f), WEF ESG Quality of Governing Body

In FY2025–26, Suzlon made significant progress in advancing its ESG ambition, reinforcing our commitment to driving the clean-energy transition responsibly and sustainably. Our progress remained anchored in three key levers: accelerating decarbonisation and resource efficiency, strengthening governance and responsible-business practices, and creating meaningful value for employees, communities and other stakeholders. During the year, we increased renewable-energy adoption, reduced Scope 1 emissions, and achieved Zero Waste to Landfill and Group-level water neutrality ahead of target. On the social front, we strengthened workforce development, human-rights due diligence and community programmes across our operational footprint, while enhanced ESG oversight, risk management and ethical-business systems supported transparency, accountability and stakeholder trust. These achievements reflect our integrated approach to sustainability and reaffirm Suzlon's role in enabling a cleaner, more resilient and inclusive energy future.

Environmental Stewardship

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Greenhouse Gas Emissions and Climate Change Management	Renewable-energy adoption Energy-efficiency and operational optimisation Low-carbon mobility and fleet electrification Product and value-chain decarbonisation Climate-risk assessment and adaptation Internal Carbon Pricing readiness	Achieve Net Zero Scope 1 and Scope 2 emissions by 2035 Achieve Net Zero across Scope 1, Scope 2 and Scope 3 emissions by 2040 Source 100% renewable energy by 2030 Transition 100% of owned vehicles to electric vehicles by 2035	Scope 1 emissions reduced to 6,835 tCO_2e Renewable-energy consumption increased to 113,500.39 GJ, representing 25.1% of Group-level energy use Scope 3 emissions reported and independently assured Physical and transition climate risks assessed across key businesses Deployed 20 EVs across Manufacturing, OMS and SE Forge	24.07% reduction in Scope 1 emissions 22.79% increase in renewable-energy consumption Scope 1 and Scope 2 emissions intensity reduced by 28.89% per rupee of turnover and 29.54% per turbine manufactured Avoided 41.36 tCO_2e through EV deployment Reduced combined Scope 1, Scope 2 and Scope 3 emissions intensity per MW installed by 3.9%	7, 12, 13	**Principle 7:** Businesses should support a precautionary approach to environmental challenges. **Principle 8:** Undertake initiatives to promote greater environmental responsibility **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.
Research and Innovation	Lifecycle-based product design and stewardship Product Carbon Footprint and Life Cycle Assessment Design-led material efficiency Circular product design and end-of-life recovery Low-carbon technology and product innovation	Complete Product Carbon Footprint and Life Cycle Assessment for WTGs by 2026 Strengthen lifecycle-based product climate disclosures Improve product efficiency, durability, circularity and resource productivity	Completed lifecycle assessments for the S120 and S144 turbine platforms Secured ISO 14067 certification for the Product Carbon Footprint of WTGs and castings Completed a CTI v4.0 circularity assessment for the S144-3.X MW turbine Extended the certified design life of the S144 platform to 25 years	S144 recorded a verified Product Carbon Footprint of 6.17 gCO_2e/kWh Achieved an 81% CTI score, supported by 62% Circular Inflow and 99% Circular Outflow Demonstrated 99% end-of-life recoverability for the S144-3.X MW turbine Reduced steel-related GHG emissions intensity per MW installed by approximately 59% year-on-year	7, 9, 12, 13, 14, 15	**Principle 7:** Businesses should support a precautionary approach to environmental challenges. **Principle 8:** Undertake initiatives to promote greater environmental responsibility **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.
Water Consumption and Effluent Management	Water-risk assessment across operations Water-use monitoring and efficiency Recycling and reuse of treated water Rainwater harvesting and groundwater recharge Zero Liquid Discharge systems Community water-conservation initiatives	Achieve water neutrality across operations by 2030 Maintain 100% water-risk assessment coverage across own operations Scale water recycling and reuse Minimise freshwater withdrawal and external discharge	Achieved water neutrality at Group level ahead of the 2030 target Maintained 100% water-risk assessment coverage across own operations Recycled and reused 55,994 kL of water Reduced total external water discharge to 1,799 kL Maintained Zero Liquid Discharge across manufacturing operations	Achieved certified water positivity of 5.26x at Puducherry and 1.91x at Todkibad Increased water treatment, recycling and reuse by 65.16% Reduced water withdrawal from water-stressed areas to 40,481 kL, representing around 12% of total withdrawal Reduced total water discharge by 96.4% Conserved 354,722 m^3 of water through community initiatives	6, 14	**Principle 7:** Businesses should support a precautionary approach to environmental challenges. **Principle 8:** Undertake initiatives to promote greater environmental responsibility **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Waste Management	Waste minimisation at source Segregation, reuse, recycling and co-processing Circular product and process design Packaging recovery and reuse Single-use plastic elimination Responsible end-of-life management	Achieve Zero Waste to Landfill by 2028 Maintain and improve waste-diversion performance Reduce waste intensity across operations Scale circularity across products, manufacturing and project sites	Achieved Zero Waste to Landfill ahead of the 2028 target Secured ZWTL certification across key business units Achieved Single-Use Plastic Free certification across Manufacturing and OMS Recycled 47,156 MT of waste, representing approximately 96.1% of total waste generated Reduced waste intensity by 1.4%	Achieved a 97.5% waste-diversion rate Demonstrated 99% end-of-life recoverability for the S144–3.X MW turbine Achieved over 90% recycled input content across selected turbine materials Reduced blade-manufacturing waste by 558 kg per WTG through design improvements Reclaimed 61.29% of IB packaging material, equivalent to 45.66 tonnes	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 14 LIFE BELOW WATER	**Principle 7:** Businesses should support a precautionary approach to environmental challenges. Principle 8: Undertake initiatives to promote greater environmental responsibility Principle 9: Encourage the development and diffusion of environmentally friendly technologies.
Biodiversity	Biodiversity screening and risk assessment Site-level implementation through the Biodiversity Ready Reckoner Mitigation-hierarchy application across project lifecycles Habitat restoration and native afforestation Community-led ecosystem conservation Supplier and employee awareness	Achieve No Net Loss of Biodiversity, including no deforestation, by 2040 Strengthen biodiversity assessment across existing and planned sites Restore degraded habitats and integrate biodiversity into project planning and operations	Implemented the Biodiversity Policy and developed a site-level Biodiversity Ready Reckoner Conducted biodiversity-risk assessments aligned with TNFD LEAP principles Established business-unit-level protocols, responsibilities and performance indicators Delivered biodiversity awareness across operations and value-chain partners Continued grassland restoration and native plantation programmes	Restored 55 hectares of grassland using 760,490 native plants and shoots Planted 60,288 trees, with reported survival rates ranging from 75% to 100% Supported 129 plant categories and recorded 36 bird species across relevant initiatives Benefited 13,082 wildlife and livelihood animals through habitat and fodder interventions Covered 94.33% of Tier-1 critical suppliers through biodiversity and ESG awareness mechanisms	13 CLIMATE ACTION 15 LIFE ON LAND	**Principle 7:** Businesses should support a precautionary approach to environmental challenges. **Principle 8:** Undertake initiatives to promote greater environmental responsibility **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Material Efficiency, Sourcing and Management	Lifecycle design and product stewardship Design-stage material optimisation Integration of recycled and secondary inputs Material substitution and process optimisation Packaging recovery and reuse Circularity measurement and end-of-life planning	Strengthen material efficiency and circularity across the turbine lifecycle Reduce dependence on virgin raw materials Increase recycled and secondary-input use Improve material recovery and end-of-life recoverability	Completed the S144 CTI v4.0 circularity assessment Integrated over 90% recycled input material across selected materials, including steel, aluminium, oil, grease and FRP Reclaimed 61.29% of IB packaging material Used approximately 75% steel scrap and 90% recycled sand in SE Forge casting operations Incorporated 225 kg of scrap steel per S144 tower	Achieved an 81% CTI score, including 62% Circular Inflow and 99% Circular Outflow Demonstrated 99% end-of-life recoverability for the S144 turbine Reduced steel use to 38.984 MT per S144 tubular tower section, compared with 103.821 MT in conventional Suzlon turbines Reclaimed and reused 45.66 tonnes of packaging material Strengthened circular manufacturing through recycled steel, sand and composite-material reuse	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Principle 7:** Businesses should support a precautionary approach to environmental challenges. **Principle 8:** Undertake initiatives to promote greater environmental responsibility **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

Social Responsibility

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Training and Development / Human Capital Development	Future-ready workforce planning Talent attraction and early-career development Internal mobility and succession planning Structured, role-based learning Leadership and technical capability development	Build a future-ready workforce through structured talent attraction, internal mobility, succession planning and continuous capability development.	Permanent workforce increased to 8,301 employees 3,273 new employees onboarded, including 68.8% under 30 years 37% of open positions filled internally 88% of permanent employees received performance and career-development reviews	Delivered 444,708 employee training hours, averaging 53.57 hours per employee Provided skill-upgradation training to 100% of permanent employees Assessed 7,500+ employees and workers across L1–L4 skill levels Developed 90+ internal learning facilitators Strengthened leadership capability across 78 senior leaders, 105 functional heads and 750 first-time managers	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH	

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Diversity, Equity and Inclusion	Inclusive and equitable hiring Women's leadership development Accessibility and disability inclusion Life-stage and parental support Sensitisation and inclusive workplace practices Equal opportunity and non-discrimination	Increase the share of women employees across operations, including leadership levels, to 10% by 2030.	Women's headcount increased from 314 to 542, representing a 72.6% year-on-year increase Women represented 6.52% of the permanent workforce Women constituted 45.2% of MT/GET campus hires Employees with disabilities increased from 17 to 34	Achieved a 93% return-to-work rate among women employees after parental leave Supported 60 women through the Ignite Women Development Programme, delivering 2,820 learning hours Increased women in STEM roles to 325 employees, representing 5.04% of the STEM workforce Reported zero workplace-discrimination complaints Provided skill-upgradation training to 100% of male and female employees	5 GENDER EQUALITY 10 REDUCED INEQUALITIES	
Talent Management / Employee Engagement	Holistic employee wellbeing Employee listening and leadership communication Internal career opportunities Fair benefits and social security Physical, emotional, financial, social and aspirational wellbeing	Strengthen holistic employee wellbeing by improving engagement, benefits, communication and internal growth opportunities across the workforce.	Great Place To Work® Trust Index improved from 78 to 82 37% of open positions filled internally Total employee turnover declined from 30.4% to 28.44% Voluntary turnover declined from 29.4% to 22.91%	Covered 100% of permanent employees under accident insurance and 89% under health insurance Supported 30,000+ patient visits through Suzlon Clinics Recorded 5,455+ employee wellbeing interactions Engaged 5,895+ active users through more than 200 cultural and team-building activities Reached 1,300+ employees through financial-wellbeing programmes	3 GOOD HEALTH AND WELL-BEING	
Human Rights and Labour Conditions	Human Rights Due Diligence Employee and supplier risk assessments Human-rights training and awareness Grievance redressal and remediation Fair wages and responsible working conditions Respect for Indigenous Peoples and affected communities	Complete human-rights assessments across all manufacturing operations by 2026 and strengthen ongoing due diligence across operations and the value chain.	Completed independent Human Rights Due Diligence across 100% of operations Achieved an Advanced maturity rating, with no significant human-rights risks identified Assessed 94.33% of Tier-1 critical suppliers for human-rights and labour-related risks Trained 95.04% of employees and 100% of Board members and KMPs on human rights	Recorded zero confirmed human-rights violations across operations and the assessed value chain Reported zero complaints relating to discrimination, child labour, forced labour or wage-related issues Paid 98.88% of employees above the applicable minimum wage Applied stakeholder consultation and FPIC-aligned principles where relevant to land and community engagement Identified no significant human-rights risks across assessed Tier-1 critical suppliers	8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights **Principle 2:** Make sure that they are not complicit in human rights abuses. Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. **Principle 4:** The elimination of all forms of forced and compulsory labour. **Principle 5:** the effective abolition of child labour. **Principle 6:** The elimination of discrimination in respect of employment and occupation.



Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Occupational Health and Safety	Preventive safety culture Hazard identification and risk control Safety training and competency development Leadership oversight and accountability Digital safety monitoring Emergency preparedness and occupational-health services	Maintain employee LTIFR below 0.5 and strengthen preventive controls across operations and the value chain.	Employee LTIFR improved from 0.58 to 0.30, outperforming the target Worker LTIFR improved to 0.39 Assessed 100% of plants and offices and 94.33% of Tier-1 critical suppliers for health, safety and working conditions Maintained an ISO 45001-certified OHS management system	Covered 4,786 employees, or 57.66%, through health and safety training Conducted 324 safety interactions and 35 safety audits through Project Shield Developed 90+ internal safety facilitators Provided immersive AR/VR and mixed-reality technical learning to 740+ employees Recorded 22 employee injuries and 44 worker injuries during the year	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	
Community Support and CSR	Need-based community consultation Community empowerment and local ownership Environmental restoration and resilience Healthcare, education and livelihoods Social infrastructure and clean-energy access Partnerships and impact measurement	Double the ESROI impact ratio from the baseline by 2030 and strengthen measurable, community-led environmental and social outcomes.	Undertook 4,432+ CSR activities across 1,268 villages Reached 23,31,068 individuals and 4,94,330 households Worked with 39+ institutions Assessed ₹12.68 crore of CSR investment through the FY2025-26 ESROI exercise	Generated an estimated ₹497.42 crore in societal value, equivalent to ₹39.22 for every ₹1 invested Conserved 354,722 m^3 of water through community interventions Supported 4,539 livelihood beneficiaries, approximately 60% of whom were women Screened 2,732 women through cancer-detection camps Resolved 20 of 21 community grievances, achieving a 95.2% resolution rate	1 NO POVERTY 11 SUSTAINABLE CITIES AND COMMUNITIES 2 ZERO HUNGER 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 3 GOOD HEALTH AND WELL-BEING 13 CLIMATE ACTION 4 QUALITY EDUCATION 14 LIFE BELOW WATER 6 CLEAN WATER AND SANITATION 15 LIFE ON LAND 7 AFFORDABLE AND CLEAN ENERGY 17 PARTNERSHIPS FOR THE GOALS 8 DECENT WORK AND ECONOMIC GROWTH	

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Sustainable Supply Chain Management	Supplier ESG assessments and due diligence ISO 20400-aligned sustainable procurement Supplier capacity building Local and MSME sourcing Digital supplier-performance monitoring Human-rights and environmental risk screening	Build a responsible, resilient and transparent supply chain by embedding ESG expectations into procurement, supplier due diligence, engagement and continuous improvement.	Operationalised Suzlon's Sustainable Supply Chain Framework Achieved ISO 20400 verification for sustainable procurement Assessed 300 suppliers, compared with 174 in FY2024–25 Covered 94.33% of Tier-1 critical suppliers through BRSR Core and seven-pillar ESG assessments	Identified no significant environmental, social or human-rights risks across assessed Tier-1 critical suppliers Sourced 79.07% of input material from India and 19.89% from MSMEs Local suppliers represented 84.67% of suppliers assessed Conducted four supplier capacity-building sessions, reaching 94.33% of Tier-1 critical suppliers Triggered zero corrective action plans or supplier terminations for significant ESG risks	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
Customer Satisfaction	Customer engagement across the asset lifecycle Responsive grievance redressal Product reliability and safety Transparent environmental and product information Lifecycle asset management Independent customer satisfaction assessment	Strengthen customer trust through reliable products, transparent communication and responsive lifecycle support.	Conducted an independent customer satisfaction assessment Received three formal customer complaints, of which two were resolved during the year Maintained zero product recalls due to safety or quality concerns Reported zero customer data-privacy and cybersecurity complaints	Achieved a 66.7% formal customer-complaint resolution rate, with one complaint pending at year-end Maintained 100% applicable product-information coverage across safety, environmental and end-of-life disclosures Recorded a Product Carbon Footprint of approximately 6.17 gCO_2e/kWh for the S144 turbine Strengthened customer engagement through Key Account Managers, the CRMS Help Desk and lifecycle service teams	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	



Strong Governance

Material Topic	Strategic Levers	Goals	Progress Against Goals	Impact Delivered	SDG Alignment	UNGC Principles
Corporate Governance	Board-level ESG and climate oversight Independent and diverse Board composition ESG competency and Board training Transparent disclosures and stakeholder accountability Integration of ESG into strategy and risk management Responsible remuneration and executive accountability	Strengthen governance and transparency in disclosures while maintaining alignment with the Code of Conduct and Anti-Bribery Management System.	Maintained a seven-member Board, with Independent Directors representing 57.1% of the Board Women represented 14.29% of the Board Provided training to 100% of Directors on the NGRBC Principles and key ESG topics Maintained Board-level oversight of ESG strategy, climate-related risks, CSR performance and sustainable development Integrated Double Materiality Assessment and climate-risk outcomes into the Enterprise Risk Management framework and operational priorities	Strengthened independent oversight through four Independent Directors, including one Woman Independent Director Maintained an average Board tenure of approximately 4.0 years as of March 31, 2026 Established structured ESG oversight through the Board, CSR and ESG Committee and Risk Management Committee Extended governance across environmental, social, ethical, cybersecurity and value-chain priorities Maintained zero customer or employee privacy breaches and zero data-loss incidents during FY2025–26		**Principle 6:** The elimination of discrimination in respect of employment and occupation. **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.
Business Ethics and Integrity	Anti-Bribery and Anti-Corruption Policy and controls ISO 37001-aligned Anti-Bribery Management System Ethics and integrity training Independent whistleblowing and grievance mechanisms Third-party due diligence and supplier integrity Compliance monitoring and investigation	Maintain zero tolerance towards corruption, ethical breaches and anti-competitive behaviour.	Trained 100% of Board members, KMPs and employees on anti-bribery, anti-corruption and ethical conduct Maintained an Anti-Bribery Management System aligned with ISO 37001:2016 Continued alignment with the UN Global Compact principles covering human rights, labour, environment and anti-corruption Maintained a 24x7 multilingual, confidential and anonymous Ethics Helpline Covered 94.33% of Tier-1 critical suppliers through NGRBC and responsible-business awareness programmes	Recorded zero incidents of bribery or corruption Recorded zero conflict-of-interest complaints involving Directors or KMPs Recorded zero instances of anti-competitive conduct Reported zero incidents of workplace discrimination Maintained independent investigation and escalation mechanisms through the Management Assurance Team, Central Ethics Committee and Audit Committee		

Double Materiality Assessment

GRI 3-1(a & b), GRI 3-2 a; ESRS Disclosure Standards 2 BP-1 AR 1(a); IRO-1 §53(b)(ii)-(iv), SBM-3; WEF ESG Stakeholder Engagement

Our materiality assessment process provides strategic insights into the sustainability matters most relevant to Suzlon and its stakeholders. Developed through consultation with internal and external stakeholders, the process enables us to understand evolving expectations, identify material impacts, risks and opportunities, and integrate them into business planning and decision-making.

We periodically revisit our material topics in response to changes in customer expectations, regulatory requirements, market dynamics, environmental priorities and community needs. This enables our ESG strategy and disclosures to remain relevant to Suzlon's operating context and long-term value-creation priorities.

Building on the Impact Materiality Assessment conducted in FY2023–24, Suzlon completed a Double Materiality Assessment in FY2024–25 in alignment with the EFRAG–ESRS Double Materiality Assessment Implementation Guidelines. During FY2025–26, we progressed from assessment to implementation, integrating the outcomes into our ESG strategy, Enterprise Risk Management framework, governance mechanisms and operational priorities.

What Double Materiality Means for Suzlon

The Double Materiality Assessment enables us to evaluate sustainability topics from two interconnected perspectives:

Impact Materiality: Inside-Out	Financial Materiality: Outside-In
A sustainability topic is material where Suzlon, through its operations, products, services or business relationships, is connected to significant actual or potential positive or negative impacts on people or the environment.	A sustainability topic is material where related risks or opportunities could reasonably influence Suzlon's financial performance, cash flows, access to finance, enterprise value, operational resilience or long-term growth.

Integrating these perspectives provides a more comprehensive understanding of the relationship between Suzlon's business activities and the wider sustainability context. It enables us to consider how our decisions affect people and the environment, while also assessing how climate, environmental, social and governance developments may influence the business.

How the Assessment Was Conducted

The Double Materiality Assessment built on the 19 sustainability topics identified through the previous Impact Materiality Assessment. These topics were retained and reassessed to determine their continued relevance from both impact and financial-materiality perspectives.



Stakeholder Engagement and Topic Validation

The assessment incorporated insights from relevant business units and corporate functions. Given the technical nature of financial materiality, targeted internal stakeholders with direct subject-matter and business expertise participated in the process.

The functions represented included:

- Investor Relations;
- Enterprise Risk Management;
- Procurement;
- Human Resources;
- Corporate HSE;
- Learning and Development;
- Corporate Social Responsibility;
- POSH;
- Occupational Health;
- Corporate Sustainability and ESG;
- Operations and Maintenance Services; and
- Wind Turbine Generator businesses.

Engagement included sensitisation workshops, structured interviews and a detailed survey administered through a proprietary assessment tool. This approach enabled the identified risks and opportunities to be assessed by stakeholders familiar with their operational, financial and strategic implications.

Stakeholder perspectives from ongoing engagement with employees, customers, suppliers, investors, value-chain workers, communities, civil-society organisations and other relevant groups also informed the wider understanding of material impacts and priorities. Material stakeholder inputs are escalated through management channels and the CSR and ESG Committee, as appropriate.

Impact Materiality Assessment

IFRS S1.32(b)

Impact materiality assessed how Suzlon's operations, products, services and business relationships affect people and the environment. Actual and potential impacts were evaluated using four dimensions:

- Scale: Severity or intensity of the impact on people or the environment;
- Scope: Extent of the impact across geographies, ecosystems or stakeholder groups;
- Likelihood: Probability of a potential impact occurring; and
- Irremediability: Extent to which a negative impact can be reversed, mitigated or compensated.

Each criterion was assessed using a defined qualitative scale. The combined results contributed to the overall impact-materiality score for each topic.

Financial Materiality Assessment

IFRS S1.30(c), IFRS S1.44(b), IFRS S1.32(b)

Financial materiality assessed the sustainability-related risks and opportunities that could influence Suzlon's financial performance, cash flows, enterprise value, reputation, operational resilience or growth trajectory.

Stakeholders evaluated the magnitude and likelihood of financial effects associated with each topic. The assessment considered potential implications such as:

- changes in operating and compliance costs;
- physical and transition climate exposure;
- supply-chain disruptions;
- changing customer and investor expectations;
- workforce and skill-related risks;
- market access and business opportunities;
- reputational effects; and
- implications for long-term business resilience.

The magnitude and likelihood scores were consolidated to determine the financial significance of each sustainability topic.

Materiality Matrix and Prioritisation

The impact and financial-materiality results were plotted on a Double Materiality Matrix to provide a consolidated view of each topic's significance. The 19 topics were prioritised into three categories:

- Critical: Topics requiring strong governance, close monitoring and focused management action;
- Significant: Topics requiring structured management and periodic review; and
- Important: Topics requiring continued monitoring and integration into business practices.

Although broader EFRAG guidance may use additional classification tiers, Suzlon applied the above three-category structure to the fixed list of 19 pre-identified material topics.

Corporate Governance was retained as a mandatory disclosure topic but was not subjected to the same financial-materiality assessment, in line with the Company's interpretation of EFRAG-ESRS requirements. The overall assessment process and outcomes were endorsed by the CEO, reinforcing leadership accountability for integrating material sustainability matters into business strategy and oversight.

Outcomes of the Assessment

GRI 3-2, ESRS 2 SBM-3 §48(a) and §48(g); BP-2 §17(a), IFRS S1.30(a)

The assessment identified nine topics requiring the highest level of strategic attention:

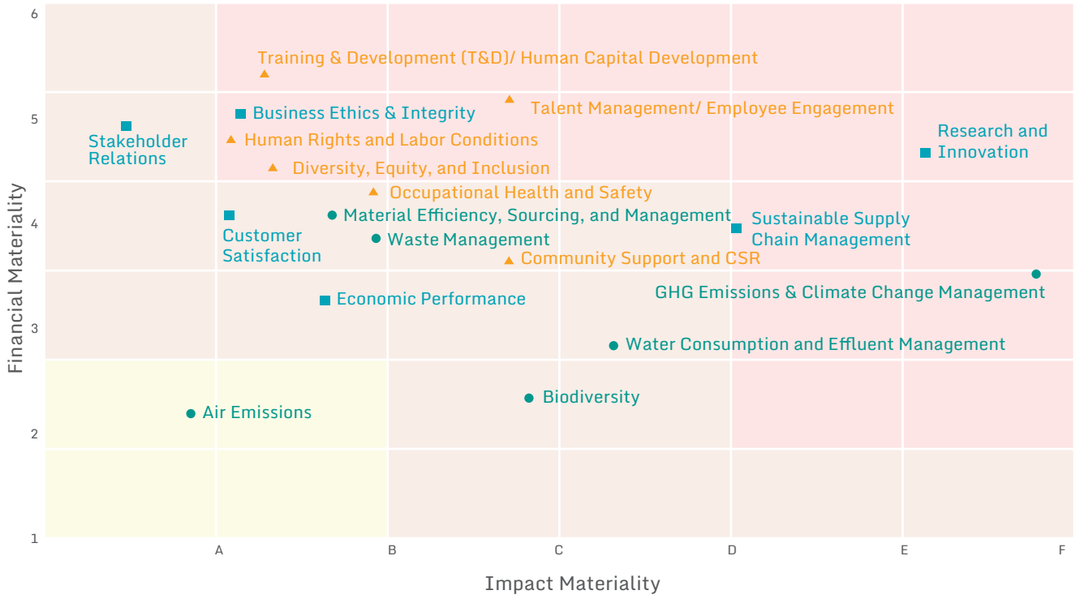
- GHG Emissions and Climate Change Management
- Sustainable Supply Chain Management
- Research and Innovation
- Talent Management and Employee Engagement
- Training and Development/Human Capital Development
- Diversity, Equity and Inclusion
- Human Rights and Labour Conditions
- Business Ethics and Integrity
- Corporate Governance, retained as a mandatory governance topic

The assessment confirmed that several topics present both risks and opportunities. Climate change, for example, can create physical, regulatory and cost-related risks while increasing demand for renewable-energy and lower-carbon solutions. Similarly, supply-chain, talent and human-rights matters can create operational and reputational exposure while presenting opportunities to strengthen resilience, workforce capability and stakeholder trust.

The Double Materiality Matrix provides a basis for prioritising resources, strengthening governance and focusing management attention on the sustainability matters most closely connected to Suzlon's business performance and stakeholder impacts.



Suzlon Double materiality Matrix



Materiality of Topics (As per Matrix)

Critical	Significant	Important
Research and Innovation	Community Support and CSR	Air Emissions
GHG Emissions & Climate Change Management	Water Consumption and Effluent Management	
Sustainable Supply Chain Management	Biodiversity	
Talent Management/ Employee Engagement	Waste Management	
Training & Development (T&D)/ Human Capital Development	Occupational Health and Safety	
Diversity, Equity, and Inclusion	Material Efficiency, Sourcing, and Management	
Business Ethics & Integrity	Customer Satisfaction	
Human Rights and Labor Conditions	Economic Performance	
Corporate Governance	Stakeholder Relations	

Integration of DMA Outcomes in FY2025–26

IFRS S1.33(b), WEF ESG Risk and Opportunity Oversight

During FY2025–26, Suzlon initiated the implementation of actions arising from the Double Materiality Assessment. The outcomes were integrated into the ESG strategy, Enterprise Risk Management framework and operational priorities, translating the assessment into targeted initiatives, strengthened governance and enhanced performance monitoring.

Climate Action and Risk Management

Climate-related impacts, risks and opportunities were incorporated into the Enterprise Risk Management framework and operational decision-making. Physical and transition climate-risk assessments informed the decarbonisation roadmap, adaptation planning and site-level action. Internal teams also received capacity building on Internal Carbon Pricing and the integration of climate considerations into business decisions.

Sustainable Supply Chain

The assessment reinforced responsible sourcing and supply-chain resilience as strategic priorities. Suzlon operationalised a Sustainable Supply Chain Framework aligned with ISO 20400 and implemented a structured seven-pillar ESG methodology for supplier assessment. Digital dashboards were introduced to support supplier-performance monitoring, while capacity-building programmes strengthened awareness of responsible-business requirements across the value chain.

Research, Innovation and Circularity

Research and innovation priorities were strengthened through lifecycle-based product assessment, Product Carbon Footprint studies, Life Cycle Assessments and circularity measurement. During the year, Suzlon undertook a WBCSD CTI v4.0-aligned circularity assessment of the S144-3.x MW turbine and continued to advance material efficiency, product-life extension and lower-carbon design.

People and Capability Development

DMA insights informed workforce planning, leadership development, internal mobility and future-skill programmes. Suzlon expanded digitally enabled and multilingual learning, strengthened leadership and technical capability programmes and continued to integrate ESG-linked accountability into performance-management mechanisms. Human Rights Due Diligence was also completed across 100% of operations, supporting a more structured approach to identifying and managing labour and human-rights risks.

Business Ethics and Governance

The assessment reinforced the importance of ethics, integrity, transparent reporting and accessible grievance mechanisms. During FY2025–26, Suzlon strengthened monitoring and awareness and delivered structured Anti-Bribery and Anti-Corruption training across the Board and employee population. Governance oversight was supported through the CSR and ESG Committee, management review mechanisms and the integration of material ESG matters into risk and performance discussions.

Resource Allocation, Monitoring and Disclosure

The prioritisation of material topics informed focused action plans, management attention and resource allocation. ESG-related risks and opportunities were incorporated into governance and monitoring processes, supported by defined indicators, digital dashboards and independent assurance.

The outcomes also strengthened disclosure readiness by aligning the report more closely with stakeholder information needs and recognised reporting frameworks. Reasonable assurance was obtained from SGS India in accordance with ISAE 3000 (Revised), with ISAE 3410 applied to the reported GHG inventory.

Continuous Review

Materiality is not a one-time exercise. Suzlon will periodically review its material topics to reflect significant changes in the business model, value chain, stakeholder expectations, regulatory landscape and environmental and social context.

Ongoing stakeholder engagement, risk monitoring and performance reviews will help assess the continued relevance of identified topics and the effectiveness of related actions. Insights from implementation will inform refinements to policies, action plans, performance indicators and governance mechanisms, helping maintain a responsive and decision-useful sustainability strategy.

Through this approach, the Double Materiality Assessment serves not only as a reporting exercise but as a strategic tool for improving risk visibility, identifying opportunities, directing resources and connecting sustainability performance with long-term value creation.

Managing Impacts, Risks, and Opportunities Associated with Material Topics

[DU50][AG51] GRI 3-3, GRI 3-1 a, GRI 2-25b, GRI 2-25d, ESRS 2 SBM-1 §40(e); SBM-3 §48(c)(i) and §48(c)(iv); MDR-P; MDR-A; MDR-M; MDR-T; BP-2 §17(b)-(e), S1-2, S1-4, S1-5, S2-2, S2-4, S2-5, S3-2, S3-4, S3-5, S4-2, S4-4, S4-5, IFRS S1.30(a), IFRS S1.30(c), IFRS S1.32(a), IFRS S1.32(b), IFRS S1.33(c), IFRS S1.44(b) , WEF ESG Employment and Wealth Generation

During FY2025-26, we further linked the impacts, risks and opportunities (IROs) associated with each critical and significant material topic identified through the DMA. Impacts identified in the previous assessment cycle were reviewed for continued relevance, while the financial materiality assessment informed the identification of related risks and opportunities. Together, these insights provide an integrated view of how each topic influences our sustainability priorities, stakeholder outcomes and long-term business performance.



Terminology Reference:

Terminology	Meaning	Type
I/R/O	Impact / Risk / Opportunity	Type of the IRO
A/P	Actual or Potential	Temporal Nature of the IRO
+/-	Positive or Negative	Directional Nature of the IRO
OO/VC	Own Operations / Value Chain	Scope of the IRO - describes where the impact occurs

Environment

Material Topic: **GHG Emissions & Climate Change Management**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
GHG emissions contributing to climate change	I	A	-	OO
Lower reliance on fossil fuels	I	A	+	OO
Policy changes may raise compliance costs	R	A	-	OO
Extreme weather and climate-related health risks may cause manpower loss, delays, and financial impacts	R	A	-	Both
Not adopting new carbon-reduction tech may reduce global market appeal	R	P	-	OO
Demand for product-level GHG data influencing procurement decisions	O	A	+	VC
Verified low-carbon products improving market access and cash flow	O	A	+	OO
Renewable energy identity aligns with climate-friendly policies and regulations	O	A	+	OO

Material Topic: **Biodiversity**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Land and land-use change	I	A	-	VC
Loss of habitat and degradation of natural ecosystem	I	A	-	VC
Local opposition from operations near ecologically sensitive zones	R	A	-	Both
Health risks from loss of flora and fauna altering disease patterns	R	P	-	VC
Reputational damage from poor biodiversity management	R	P	-	OO
Fauna-friendly transmission line design prevents post-installation disruptions	O	A	+	OO
Reduced regulatory risk and costly rework through biodiversity-friendly practices	O	A	+	OO
Enhanced credibility aiding future project approvals	O	A	+	OO

Material Topic: **Material Efficiency, Sourcing and Management**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Resource depletion	I	A	-	Both
Geopolitical instability disrupting access to critical raw materials	R	A	-	Both
Supply chain disruptions halting production and increasing costs	R	A	-	Both
Inefficient sourcing delaying project execution and harming brand image	R	P	-	OO
ESG-aligned sourcing adding complexity under volatile conditions	R	A	-	Both
Efficient and ethical sourcing ensuring continuity, timely delivery, and cost control	O	A	+	OO
ESG-focused sourcing (local sourcing, exclusion of conflict minerals) boosting investor confidence	O	P	+	Both
Circular economy practices improving efficiency and community engagement	O	A	+	Both
Gender-sensitive and safer material choices improving workplace hygiene and reputation	O	A	+	OO

Material Topic: **Waste Management**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Pollution due to waste disposal	I	A	-	OO
Lack of proper waste handling increasing costs, storage challenges, and compliance risks	R	P	-	Both
Poor waste management causing local health issues and community protests	R	P	-	Both
Misalignment with environmental standards (e.g., ISO 14000) affecting credibility	R	P	-	OO
Improper biomedical waste handling causing infections and occupational incidents	R	P	-	OO
Unhygienic disposal of feminine hygiene products affecting dignity and community relations	R	P	-	Both
Recycling and reuse reducing disposal costs and raw material dependency	O	A	+	Both
Progress toward Zero Waste to Landfill target enhancing commitment to circularity	O	A	+	Both
Alignment with circular economy targets boosting credibility and reducing liabilities	O	A	+	OO

Material Topic: **Water Consumption and Effluent Management**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Pollution of water resources by improper wastewater treatment and habitat destruction	I	P	-	Both
Water depletion	I	P	-	OO
Increase in water use efficiency	I	A	+	OO
Overdrawing groundwater during construction causing community pushback and reputational harm	R	P	-	Both
Water scarcity at field sites compromising sanitation, especially for women	R	P	-	OO
Excessive water use or contamination triggering health complaints and eroding trust	R	P	-	Both
Poor water and effluent management causing misalignment with standards (ISO 14000) and loss of green finance eligibility	R	P	-	OO
Reducing water footprint via rainwater harvesting and wastewater reuse	O	A	+	OO
Zero Liquid Discharge and high in-premise water utilization demonstrating stewardship, boosting reputation and green finance access	O	A	+	OO

Material Topic: **Air Emissions**
Materiality Level: **Important**

Description	IRO	A/P	+/-	OO/VC
Air pollution due to stack emissions	I	A	-	OO
Emissions from equipment, transport, and construction dust impacting health and triggering opposition	R	P	-	Both
Non-compliance with Pollution Control Board guidelines causing operational disruptions and penalties	R	P	-	OO
Proactive compliance with Pollution Control Board guidelines boosting credibility with stakeholders and investors	O	A	+	OO
Minimal diesel generator use and continuous stack emission monitoring reinforcing responsible image and investor confidence	O	A	+	OO



Social

Material Topic: **Occupational Health and Safety**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Exposure to workplace hazards and accidents	I	A	-	OO
Evolving safety regulations increasing compliance costs and delays	R	A	-	OO
M&A risks from assets misaligned with Suzlon's safety standards	R	A	-	OO
Inadequate safety practices, including gender-sensitive gaps, raising risks and lowering morale	R	P	-	OO
Audits, training, and drills building strong safety culture	O	A	+	OO
Safety measures reducing incidents and improving morale and continuity	O	A	+	OO
Visible safety commitment enhancing reputation with clients, regulators, and insurers	O	A	+	OO

Material Topic: **Human Rights and Labour Conditions**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
Human rights violations (chance/probability in direct operations and value chain)	I	P	-	Both
Regulatory changes and investor scrutiny creating legal, financial, and reputational risks from non-compliance	R	P	-	OO
Media visibility amplifying reputational damage from negative incidents	R	P	-	OO
Weak POSH implementation or induction processes lowering morale and engagement	R	P	-	OO
Human rights issues with contract labor or security triggering tensions	R	P	-	Both
Compliance with evolving laws and standards enhancing credibility and global positioning	O	A	+	OO
Human Rights Risk Assessments strengthening due diligence and ethical leadership	O	A	+	OO
Safe workplace initiatives improving trust, productivity, and stakeholder confidence	O	A	+	OO

Material Topic: **Community Support and CSR**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Indirect economic impacts of community engagement	I	A	+	Both
Increased employee engagement and sense of purpose	I	A	+	OO
CSR program delivering environmental, educational, health, and gender-sensitive initiatives	O	A	+	VC
Engagement strengthening relationships, credibility, community resilience, goodwill, and business continuity	O	A	+	Both

Material Topic: **Diversity, Equity, and Inclusion**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
Employment opportunities for diverse workforce	I	A	+	OO
Inclusive workplace enhancing decision-making, productivity, problem-solving, morale, and retention while reducing turnover costs	O	A	+	OO
Visible inclusiveness strengthening brand perception, customer loyalty, and agility in business challenges	O	A	+	OO

Material Topic: **Training and Development / Human Capital Development**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
Improved productivity and performance	I	A	+	OO
High attrition due to demand for green-skilled professionals disrupting operations and increasing costs	R	P	-	OO
Structured leadership, succession, and upskilling programs improving adaptability and performance	O	A	+	OO
Training addressing skill gaps and promoting young talent to boost resilience and retention	O	A	+	OO
POSH sensitization and upskilling of medical/EHS staff improving safety and care quality	O	A	+	OO
Community skill-building programs enhancing reputation and talent pipeline	O	A	+	Both

Material Topic: **Talent Management / Employee Engagement**
Materiality **Level: Critical**

Description	IRO	A/P	+/-	OO/VC
Improved value proposition through talent management	I	A	+	OO
Increased employee engagement and satisfaction	I	A	+	OO
High attrition reducing productivity, morale, and investor confidence	R	P	-	OO
Workforce instability causing quality, safety, and cost issues	R	P	-	OO
Strong talent management improving productivity, succession, and customer satisfaction	O	A	+	OO
Retaining key talent through internal postings, growth programs, and engagement drives	O	A	+	OO
CSR and gender sensitivity participation strengthening culture and brand	O	A	+	Both
Diverse, retained workforce fostering innovation and sustained growth	O	A	+	OO

Material Topic: **Research and Innovation**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
New technologies improving efficiency and reducing environmental impact	I	A	+	Both
Rising demand for low-carbon products	I	A	+	Both
AI, data analytics, and collaborative innovation boosting performance, safety, and digital transformation	O	P	+	OO
Recyclable components and product innovations improving efficiency, lowering costs, and competitiveness	O	A	+	Both
Training and innovation-led capability building enhancing agility and productivity	O	A	+	OO
Localized R&D enabling cost-effective indigenous renewable technologies	O	A	+	Both



Material Topic: **Sustainable Supply Chain Management**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
Environmental risks and impacts from sourcing and across the supply chain	I	A	-	Both
Human rights violations across the supply chain and during sourcing	I	P	-	VC
Increase in indirect employment	I	A	+	VC
Supply chain breakdowns affecting livelihoods and causing socio-economic unrest	R	P	-	VC
Lack of POSH awareness/enforcement in supply chain impacting brand integrity	R	A	-	Both
Supplier alignment with Suzlon's Code of Conduct building sustainability credibility	O	A	+	Both
Embedding sustainability standards across value chain improving reliability and efficiency	O	A	+	VC
Collaborating with suppliers on Net Zero 2040 accelerating decarbonization	O	A	+	Both
Strong supplier partnerships improving brand and market access	O	A	+	Both

Governance

Material Topic: **Economic Performance**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Contribution to local economy	I	A	+	VC
Rising localization requirements causing compliance, quality, cost, and reliability risks	R	P	-	Both
Supplier development to meet quality expectations increasing near-term costs and affecting margins	R	P	-	Both
Rising land costs straining project economics in capital-intensive developments	R	A	-	OO
Changing investor expectations requiring consistent delivery quality under evolving sourcing models	R	A	-	OO
Budget constraints impacting CSR, preventive health, and employee development, weakening reputation and credibility	R	P	-	Both
Proactive localization management strengthening stakeholder perception, aligning with priorities, and enhancing credibility	O	P	+	Both

Material Topic: **Business Ethics and Integrity**
Materiality Level: **Critical**

Description	IRO	A/P	+/-	OO/VC
Corruption and bribery	I	P	-	OO
Increased regulatory scrutiny raising compliance costs and risks from ethical lapses	R	P	-	OO
Integrity issues at project sites eroding local trust and causing community resistance	R	P	-	Both
Unethical vendor practices exposing company to reputational and legal scrutiny	R	P	-	VC
Weak ethical culture reducing morale, increasing attrition, and risking strikes or boycotts	R	P	-	OO
Operating at the highest level of ethics—including whistle-blower policy, employee awareness, and a healthier workforce—fostering trust, transparency, fairness, accountability, and credibility	O	A	+	Both

Material Topic: **Customer Satisfaction**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Customer retention	I	A	+	OO
Increasing competition making satisfaction a key differentiator	R	P	-	OO
Poor service reducing repeat business, increasing acquisition costs, and harming brand reputation	R	P	-	OO
Loss of market share and revenue from dissatisfaction	R	P	-	OO
Regular engagement and alignment with customer expectations and regulations strengthening trust	O	P	+	Both
Enhanced satisfaction driving repeat business, new clients, and project opportunities	O	P	+	Both
Strong customer base enabling deeper partnerships, including CSR collaborations	O	P	+	Both

Material Topic: **Stakeholder Relations**
Materiality Level: **Significant**

Description	IRO	A/P	+/-	OO/VC
Proactive, transparent engagement strengthening alignment, collaboration, and margins	O	A	+	Both
Engagement providing insights for better decisions and early risk identification	O	P	+	Both
Community and workplace involvement securing social license, safety, and respect	O	A	+	Both
Trusted relationships supporting continuity during crises and long-term resilience	O	A	+	Both

Material Topic: Corporate Governance
Materiality Level: Critical

Description	IRO	A/P	+/-	OO/VC
Business value creation	I	A	+	Both
Governance framework safeguarding stakeholder interests and promoting ethical behavior	O	A	+	Both
Strong governance contributing to success, sustainability, and robust risk management	O	A	+	Both



Addressing our Critical Material Issues

GRI 3-1 a, 3-3; ESRS Disclosure Standards 2 BP-1, IRO-1, SBM-1, SBM-3, MDR-P, MDR-A, MDR-M, MDR-T, S1-2, S1-4, S1-5, S2-2, S2-4, S2-5, S3-2, S3-4, S3-5, S4-2, S4-4-, S4-5, WEF ESG Stakeholder Engagement

Our double materiality assessment identified nine critical material issues that demand strategic focus. Our top three material issues are Research and Innovation, GHG Emissions & Climate Change Management, and Sustainable Supply Chain Management. The table below details our rationale for identifying our critical issues, the strategies we have in place to address them, and their potential business impacts.

#	Material Issue Identified	R/O	Rationale for Identifying the Risk/Opportunity	Business Strategy / Approach to Adapt, Mitigate or Capitalise	Business Impact: Financial Implications
1	**Research and Innovation**	O	Cross-functional collaboration, experimentation, AI and data analytics can improve turbine performance, safety and operational efficiency. Innovation in recyclable components, lower-impact products and indigenous solutions can strengthen competitiveness, market access and customer value.	Advance lifecycle-based product innovation, circular design and product stewardship. Apply AI and data analytics to improve turbine performance and operational processes, strengthen indigenous R&D and enhance material efficiency, durability and recyclability across product platforms.	Positive
2	**GHG Emissions and Climate Change Management**	R&O	Risk: Evolving climate regulations, extreme weather and climate-related health impacts may increase compliance costs, disrupt operations, reduce workforce productivity and affect project schedules. Delayed adoption of low-carbon technologies could also limit access to climate-conscious customers and markets. Opportunity: Growing demand for renewable energy, verified emissions data and low-carbon products can strengthen market access, customer relationships, revenue opportunities and Suzlon's position in the energy transition.	Operationalise the decarbonisation roadmap; integrate physical and transition climate risks into ERM and business decisions; increase renewable-energy adoption; strengthen product-level decarbonisation; implement energy-efficiency initiatives; and monitor progress through defined KPIs and governance mechanisms. Climate-risk assessment findings are aligned with TCFD and IFRS S2 considerations.	Negative and Positive
3	**Sustainable Supply Chain Management**	R&O	Risk: Supply-chain disruption, weak ESG practices and gaps in human-rights or ethical standards may affect operational continuity, local livelihoods, costs, brand integrity and stakeholder trust. Opportunity: A transparent and responsible supply chain can improve resilience, supplier relationships, investor confidence and access to sustainability-conscious customers and markets. Supplier collaboration can also accelerate value-chain decarbonisation.	Operationalise the ISO 20400-aligned Sustainable Supply Chain Framework; integrate ESG criteria into procurement; assess suppliers through the seven-pillar ESG methodology; undertake commodity- and geography-based risk assessments; use digital dashboards for monitoring; and provide regular supplier training and capacity building.	Negative and Positive
4	**Talent Management and Employee Engagement**	R&O	Risk: Attrition of skilled employees may disrupt productivity, knowledge continuity, quality and safety while increasing recruitment and training costs. Opportunity: Effective talent management, succession planning, engagement and internal mobility can improve productivity, retention, customer service, leadership continuity and long-term organisational capability.	Monitor attrition across business units; implement targeted retention and location-specific hiring strategies; strengthen internal mobility, mentorship and succession planning; use employee feedback to improve workplace infrastructure and inclusion; and progressively embed ESG-linked KPIs into performance-management systems.	Negative and Positive
5	**Training and Development / Human Capital Development**	R&O	Risk: Rising demand for green-skilled professionals may contribute to attrition, capability gaps, loss of institutional knowledge and higher recruitment and training costs. Opportunity: Continuous learning, leadership development and green-skills programmes can improve workforce capability, adaptability, safety and performance while strengthening internal talent pipelines and organisational resilience.	Deploy AI-enabled and multilingual learning platforms; provide targeted learning pathways across skill levels; strengthen leadership, technical and safety capability; expand internal-faculty development and external learning partnerships; support internal mobility; and build future talent pipelines through community-focused green-skills programmes.	Negative and Positive

#	Material Issue Identified	R/O	Rationale for Identifying the Risk/Opportunity	Business Strategy / Approach to Adapt, Mitigate or Capitalise	Business Impact: Financial Implications
6	**Diversity, Equity and Inclusion**	O	A diverse and inclusive workforce can strengthen decision-making, innovation, team productivity and problem-solving through varied perspectives. Equitable opportunities, inclusive facilities and targeted hiring can improve engagement, retention, brand perception and organisational agility.	Increase women's participation across operations and leadership; strengthen inclusive hiring of underrepresented groups and persons with disabilities; provide women-friendly and accessible workplace infrastructure; deliver sensitisation and capability-building programmes; and maintain equitable development and career opportunities.	Positive
7	**Business Ethics and Integrity**	R&O	Risk: Ethical lapses, misconduct or weak compliance mechanisms may result in regulatory action, legal costs, reputational damage, disrupted stakeholder relationships and reduced employee trust. Opportunity: Strong ethical conduct, transparent reporting and effective grievance mechanisms can strengthen accountability, credibility, employee confidence and long-term stakeholder relationships.	Maintain robust internal controls and governance mechanisms; strengthen monitoring and periodic review through Management Assurance and Risk Management teams; provide ABAC and ethics training; maintain accessible multilingual whistleblowing channels; conduct impartial investigations; and reinforce awareness of reporting and non-retaliation mechanisms.	Negative and Positive
8	**Human Rights and Labour Conditions**	R&O	Risk: Non-compliance with evolving human-rights and labour requirements may create legal, operational, financial and reputational exposure. Risks may arise through labour practices, contractors, security personnel, suppliers or community interactions. Opportunity: Strong due diligence, fair labour practices and accessible grievance mechanisms can strengthen workforce trust, productivity, stakeholder confidence and Suzlon's credibility with global customers, investors and business partners.	Implement the Human Rights Policy and Social and Labour Policy; conduct independent Human Rights Due Diligence across operations; integrate human-rights indicators into supplier ESG assessments; strengthen training and monitoring; maintain accessible grievance mechanisms; and uphold principles relating to fair wages, freedom of association, non-discrimination and community rights.	Negative and Positive
9	**Corporate Governance**	O	Strong corporate governance enables effective management, protects stakeholder interests and supports ethical conduct, risk oversight, strategic alignment and long-term value creation. Clear accountability and transparent decision-making strengthen organisational resilience and stakeholder confidence.	Maintain Board and committee oversight of material ESG matters; integrate ESG considerations into strategy and ERM; strengthen internal controls and disclosure processes; provide targeted Board training; periodically review ESG-linked performance; and maintain transparent stakeholder and grievance mechanisms.	Positive

Targets, performance indicators, commitments, and related policies for each material topic are disclosed across the chapters Natural Capital, Manufactured Capital, Human Capital, Social and Relationship Capital, Intellectual Capital and Financial Capital.



Issues Material to Suzlon's External Stakeholders

Material Issue	Cause of Impact	Impact Area / External Stakeholders	Rationale for Identifying the Issue	Type of Impact Assessed	Output Metric
GHG Emissions and Climate Change Management	Operations Products and services Supply chain	Environment Society Customers and end-users Communities Suppliers	GHG emissions and climate change management are highly material to external stakeholders because Suzlon's renewable-energy solutions support the transition to a low-carbon economy, while its manufacturing, logistics and supply-chain activities generate direct and indirect emissions. Effective emissions management strengthens operational resilience, supports customer decarbonisation and reduces exposure to physical and transition climate risks. During FY2025–26, Suzlon expanded renewable-energy use, improved emissions intensity, assessed climate-related risks and advanced lower-carbon product design.	Actual and potential; positive and negative	Reduced emissions, increased renewable-energy adoption and improved product-level carbon performance.
Waste Management	Operations Product design and manufacturing Project execution Packaging and supply chain End-of-life management	Environment Society and communities Suppliers and contractors Regulators	Waste generated through manufacturing, project execution, packaging and maintenance can contribute to pollution, resource depletion and risks to ecosystems and community wellbeing if not appropriately managed. Suzlon addresses these impacts through source reduction, segregation, recycling, authorised disposal, packaging recovery and circular product design. During FY2025-26, the Company achieved Zero Waste to Landfill ahead of its 2028 target and strengthened material recovery across its operations and products.	Actual and potential negative impact, reduced through mitigation and circularity measures	Increased waste diversion, recycling, material reuse and end-of-life recoverability.

Stakeholder engagement

Our stakeholders continue to play a central role in shaping our business model, sustainability priorities and growth strategy. To deepen these relationships, Suzlon implements a comprehensive Stakeholder Engagement Policy that strengthens communication, builds trust and supports equitable value creation. The Policy guides meaningful and transparent engagement, with ESG-related responsibilities embedded across relevant functions and business units.

Building on the Double Materiality Assessment conducted in FY2024–25, we began integrating its outcomes into our ESG strategy, Enterprise Risk Management framework and operational priorities during FY2025–26. Stakeholder insights informed the prioritisation of material impacts, risks and opportunities and supported targeted action plans, strengthened governance and enhanced performance monitoring across the organisation.

Our Key Stakeholders



Stakeholder Engagement Process

GRI 2-29, ESRS 2 SBM-2 §45(a)(i)-(iv); ESRS S1 S1-1 and S1-2; ESRS S2 S2-1 and S2-2; ESRS S3 S3-1 and S3-2; ESRS S4 S4-1 and S4-2, IFC PS1

Guided by our Stakeholder Engagement Policy, we follow a structured and inclusive approach to identifying, prioritising and engaging stakeholders who may influence, or be affected by, our operations. Engagement plans are tailored to each stakeholder group, enabling transparent dialogue, timely grievance redressal and the integration of stakeholder perspectives into business and sustainability decision-making.

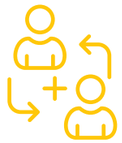
During FY2025–26, stakeholder inputs continued to inform our ESG priorities, risk-management processes, policies and operational actions. Feedback is consolidated by the relevant functions and, where material, escalated to senior management and the CSR and ESG Committee. Insights from stakeholder consultations also supported the implementation of outcomes from our Double Materiality Assessment, helping translate identified impacts, risks and opportunities into focused action plans and performance monitoring.



Stakeholder participation strengthens our decision-making.

Feedback gathered through meetings, surveys, focus-group discussions, public consultations, digital channels and grievance mechanisms is systematically reviewed and shared with relevant management and governance bodies. This helps ensure that our ESG priorities remain responsive, inclusive and aligned with stakeholder expectations.

Stakeholder Engagement Process



Identify

Map stakeholders affected by, or able to influence, our activities.



Prioritise

Assess influence, impact, vulnerability and relationship significance.



Engage

Enable inclusive, two-way dialogue through multiple channels.



Understand and Act

Translate insights into strategy, risk management and focused action.

Stakeholder Engagement Matrix

GRI 2-29, ESRS 2 SBM-2 §45(a)(i)-(iv); ESRS S1 S1-1 and S1-2; ESRS S2 S2-1 and S2-2; ESRS S3 S3-1 and S3-2; ESRS S4 S4-1 and S4-2, IFC PS1

Stakeholder	Frequency	Modes of Engagement	Key Concerns and Expectations	Our Approach
Employees	Daily, weekly, monthly, quarterly and annually	Performance appraisals, internal surveys and questionnaires, HR forums, focus-group discussions, team meetings, periodic business reviews, CEO Connect, CHRO Connect, HR4US portal, training programmes and the Ethics Helpline	Safe and inclusive working conditions, employee wellbeing, fair remuneration and benefits, learning and career development, internal mobility, leadership communication, engagement and grievance redressal	Provide structured learning and career-development pathways, fair benefits, wellbeing support, performance reviews and internal mobility opportunities. Employee feedback is gathered through surveys, leadership-connect platforms and confidential grievance mechanisms and used to strengthen workplace practices.
Value Chain Workers	Annually and as required	Management and worker or union meetings, workplace interactions, training programmes, safety meetings and the Ethics Helpline	Fair and timely wages, safe working conditions, dignity at work, access to training, skill development and grievance redressal	Promote fair treatment, timely wage payment, safe working practices and capability development. Value chain workers may raise concerns through workplace channels and the independently managed, multilingual Ethics Helpline.
Customers	Need-based and across the asset lifecycle	Customer surveys and questionnaires, one-to-one interactions, customer meetings, feedback calls, Key Account Managers, training forums, direct visits, CRMS Help Desk and digital communication channels	Product quality and safety, turbine performance and reliability, service responsiveness, transparent product information, lifecycle environmental performance and timely resolution of concerns	Engage customers across project development, manufacturing, commissioning, operations and maintenance. Feedback and grievances are reviewed through account-management and service teams to improve product performance, communication and lifecycle support.

Stakeholder	Frequency	Modes of Engagement	Key Concerns and Expectations	Our Approach
Academia, Research Organisations and Certification Bodies	Annually and need-based	Student internships, research collaborations, group meetings, presentations, technical assessments, in-person meetings and engagement through the Suzlon Foundation	Research and innovation, renewable-energy skills, technical capability, accreditation, responsible product development, community development and access to industry experience	Collaborate on skill-development programmes, internships, research, technical assessments and certification activities. Academic and technical partnerships support innovation, workforce readiness, community capability and the adoption of leading practices.
Investors, Shareholders, Analysts and Rating Agencies	Quarterly, annually and need-based	Investor meetings and calls, questionnaires, action plans, Annual General Meetings, shareholder and investor grievance forums, annual and sustainability reports, stock-exchange disclosures and other investor communications	Financial and operational performance, responsible capital allocation, business strategy, ESG performance, risk management, transparency, shareholder rights and long-term value creation	Provide timely and transparent disclosures on financial, operational and ESG performance, respond to investor queries and maintain accessible grievance-redressal channels. During FY2025–26, all 209 shareholder complaints received were resolved by year-end.
Communities	Regularly and throughout relevant project and programme lifecycles	Community meetings, feedback surveys, social-perception surveys, focus-group discussions, public hearings, Village Development Committee meetings, NGO-partner feedback, feedback letters and community grievance channels	Land and community rights, local employment, livelihoods, healthcare, education, water security, community infrastructure, environmental impacts and access to grievance redressal	Conduct need-based consultations and environmental and social due diligence to inform project planning and CSR interventions. Community inputs guide programmes across livelihoods, health, education, environmental stewardship and social infrastructure, supported by Village Development Committees and accessible grievance mechanisms.
Government and Regulatory Authorities	Quarterly and need-based	Formal dialogues, statutory submissions, industry-forum meetings, consultations, government meetings and compliance-related interactions	Regulatory compliance, permits and approvals, renewable-energy policy, environmental and social safeguards, labour and human-rights requirements, data security and responsible industry development	Maintain regular regulatory engagement, monitor evolving requirements through established compliance systems and participate in industry forums. Material compliance developments and actions are reported through defined management and Board-level governance mechanisms.
Media	As required	Company website, social-media platforms, interviews, press releases, media events, briefings and roadshows	Timely, accurate and transparent communication on business developments, performance, sustainability priorities and material ESG matters	Communicate material developments through authorised channels, factual responses, press releases and media interactions, supporting consistency, transparency and stakeholder understanding.
Suppliers and Service Providers	Daily, weekly, monthly, quarterly and annually	Vendor ratings, supplier questionnaires, satisfaction surveys, supplier meetings, ESG assessments, audits, training, workshops, capacity-building sessions and digital performance dashboards	Fair and transparent procurement, responsible sourcing, business continuity, quality and delivery performance, ESG requirements, human rights, health and safety, climate action and supply-chain resilience	Apply the Supplier Code of Conduct, Sustainable Sourcing Policy and the ISO 20400-aligned Sustainable Supply Chain Framework. Supplier engagement includes due diligence, ESG assessments, audits, performance monitoring and capacity building. During FY2025–26, four awareness and capacity-building sessions covered 94.33% of Tier-1 critical suppliers.

Stakeholder	Frequency	Modes of Engagement	Key Concerns and Expectations	Our Approach
Civil Society Organisations and Implementation Partners	As required and throughout programme implementation	Emails, meetings, workshops, surveys, conferences, field visits, programme reviews and engagement through the Suzlon Foundation	Community needs, livelihoods, natural-resource conservation, vulnerable and marginalised groups, institutional capacity, responsible business practices and programme effectiveness	Work with NGOs, community-based organisations and implementation partners to conduct needs assessments, implement programmes and monitor outcomes. Stakeholder feedback is integrated into CSR initiatives, community safeguards and programme-improvement actions.

Feedback & Grievance Redressal at Suzlon

[DU60] [AG1] [AG2] GRI 2-25b, 2-25d, 2-25e; ESRS S1 S1-1 and S1-3; ESRS S2 S2-1, S2-3 and S2-4; ESRS S3 S3-1, S3-3 and S3-4; ESRS S4 S4-1, S4-3 and S4-4, IFC PS1, IFC PS1

Effective feedback and grievance mechanisms are integral to responsible business conduct, helping us maintain regulatory compliance, mitigate risks and ensure that stakeholder perspectives inform our sustainability journey. These mechanisms strengthen our relationships with employees, investors, customers, communities and other stakeholders by enabling concerns to be raised and addressed through accessible and transparent processes.

Stakeholders who use our grievance mechanisms are engaged through consultations, surveys, feedback sessions and ongoing interactions. Their inputs support the design, periodic review, operation and continuous improvement of these mechanisms, helping ensure that the available channels remain relevant, inclusive and responsive.

We systematically track and review concerns received through each channel. Grievance data is used to identify recurring issues, guide corrective actions and strengthen policies, controls and operational practices. Material matters are escalated through defined management and governance channels, where appropriate.

Stakeholders can raise concerns through multiple accessible channels, including email, digital portals, direct engagement, designated grievance forums and a multilingual Code of Ethics Helpline operated by an independent third party. The helpline supports confidential and anonymous reporting and is available 24x7. Independent operation strengthens the integrity, transparency and impartiality of the reporting and investigation process.

We also provide affected communities with periodic updates on the progress of action plans relating to ongoing risks, impacts and concerns identified through consultations or grievance mechanisms. Further information is presented in the Human Capital section of this report under Respect for Indigenous Peoples and Communities.

Internal and external stakeholders can raise concerns relating to:

- ethics and integrity;
- sexual harassment and POSH;
- environmental, health and safety matters;
- data privacy and security;
- misconduct and policy violations;
- employee grievances;
- public communications;
- suspected fraud or misappropriation of assets; and
- community, human-rights and operational impacts.

Investors and Shareholders

The Investor Relations team, shareholder and investor grievance forums, general meetings and other designated communication channels enable investors and shareholders to raise concerns and seek clarification.

During FY2025–26, shareholders filed 209 complaints, all of which were resolved by the end of the reporting period. No complaints were received from investors other than shareholders.

Customers

Customers can raise concerns through their Key Account Managers, service teams, feedback calls, customer interactions and designated helpdesk and communication channels.

During FY2025–26, 3 formal customer complaints were received, of which 2 were resolved and one remained pending at the end of the year. The current-year disclosure includes only complaints formally submitted by customers. The prior-year figures also included internally generated service tickets relating to WTG performance, breakdowns and operational issues and are therefore not directly comparable with FY2025–26.

Employees and Workers

Employees and workers have access to multiple reporting channels, including the employee grievance portal, Group CEO Connect, Group CHRO Connect, POSH mechanisms, the independent Code of Ethics Helpline and workplace safety committees. These channels support confidential reporting and provide safeguards against retaliation.

During FY2025–26, 15 grievances were received from employees and workers, of which nine remained pending at the end of the reporting period. Anonymous reporting mechanisms also received 12 complaints, all of which were pending at year-end. These grievances should not automatically be classified as human-rights or ethics violations unless confirmed through investigation.

Communities

Communities in areas where we operate can raise concerns through local CSR teams, Village Development Committees, public consultations, feedback surveys, NGO partners and community grievance mechanisms. These channels support continued dialogue and enable community concerns to inform project planning and programme implementation.

During FY2025–26, communities raised 21 complaints, of which 20 were resolved and one remained pending at the end of the year, representing a resolution rate of approximately 95.2%.



VALUE CREATION MODEL

Suzlon Value Creation Model

SASB RR-WT-000.A, SASB RR-WT-000.B

A flow view - capital inputs feed our business activities and generate outcomes

INPUTS

Financial Capital

- INR 168,420 million revenue
- INR 5,769.8 million capital expenditure
- INR 188,688 million total assets
- INR 94,053 million total liabilities

Intellectual Capital

- INR 7,260 million invested in R&D
- 81% CTI Score
- 300 nos. Critical suppliers

Natural Capital

- 4,52,134 GJ electricity consumed
- 25.1% Renewable Energy used.
- 3,44,324 kl water withdrawn
- 49,066 MT total waste generated.
- INR 240.57 million invested in environmental initiatives

Manufactured Capital

- 872 nos. Wind turbines manufactured
- 12 WTG + 2 Forging manufacturing facilities
- 2.456 GW of delivered.

Human Capital

- 8301 employees
- 4,44,708 training hours delivered
- INR 61.73 million invested in learning & development
- 1,25,148 hours of health & safety training

Social & Relationship Capital

- INR 126.8 million CSR expenditure
- 85,738 employee volunteering hours

BUSINESS ACTIVITIES

Renewable Energy Products

Wind turbine platforms and energy storage solutions, backed by in-house R&D and manufacturing, for reliable, integrated renewable energy systems.

Connected Energy Systems

Integrated solutions combining wind, solar, energy storage and digital technologies for end-to-end clean energy generation and management.

Lifecycle Performance Services

Lifecycle management including O&M, digital solutions and performance optimisation to maximise asset reliability and efficiency.

OUTCOMES

Financial Capital

- INR 168, 420 million economic value generated
- 18.12% EBITDA margin
- ~5.9 GW order book
- 54% year-on-year revenue growth

Intellectual Capital

- S175(5 MW series), S163(6MW series) new turbine/product innovations launched
- 50 to 55% increase in higher generation vs the conventional turbines
- 94.3% tier 1 critical suppliers assessed using 7-pillar methodology

Natural Capital

- 24.07% reduction in scope 1 emissions.
- 22.79% increase in use of RE across operations from previous year.
- 45.3 % reduction in Scope 1+ Scope 2 Emissions intensity per MW installed.
- 2.2% reduction in Scope 3 Emissions intensity per MW installed

Manufactured Capital

- 835 nos. Wind Turbines delivered
- >90% recycled input across turbine materials.
- 2.456 GW of installed.

Human Capital

- 0.30 LTIFR
- 57.66% employees trained
- 6.52% women in workforce
- 0 grievances on working conditions, human rights, discrimination and child labour

Social & Relationship Capital

- 23,31,068 beneficiaries reached through CSR programmes
- 1,268 villages/communities impacted
- ESROI assessment estimated total societal wealth of INR 4,974.2 million for the beneficiaries and stakeholders. An independent Environment and Social Return on Investment (ESRoI), indicated that every rupee invested by Suzlon CSR created an estimated social and environmental value of ₹39.22.

Our Governance

We conduct our business with integrity, fairness, ethics, and transparency, recognising that strong corporate governance is the foundation of sustainable value creation. Our governance framework is built on robust policies, clear accountability, and effective oversight, enabling responsible decision-making and regulatory compliance. By integrating sustainability into our governance and business strategy, we strengthen resilience, manage risks, and create long-term value while upholding stakeholder trust.

Guided by our Responsible Business Conduct Policy, aligned with the National Guidelines on Responsible Business Conduct (NGRBC), our governance framework is supported by the Code of Ethics, Whistleblower Policy, and other key policies that promote ethical business practices across our value chain. As a signatory to the United Nations Global Compact (UNGC), we remain committed to advancing its Ten Principles across human rights, labour, environment, and anti-corruption. Oversight is provided by the Board of Directors and its Committees, which monitor financial, operational, environmental, social, and governance performance. During FY26, we continued to strengthen our governance framework through the implementation of our Anti-Bribery and Anti-Corruption (ABAC) Policy, supported by an Anti-Bribery Management System aligned with ISO 37001:2016. Our Enterprise Risk Management framework, robust cybersecurity practices, regular ethics training, transparent disclosures, and stakeholder engagement further reinforce responsible business conduct and long-term value creation.



CORPORATE GOVERNANCE

Material Topic	Target	UN SDGs supported	Sustainability Standards Supported
Corporate Governance	Goal: Strong governance and transparency in disclosures & Alignment to Code of Conduct and ABMS FY26 Progress- Strengthened governance and transparency through enhanced disclosures, while reinforcing organisation-wide alignment with the Code of Conduct and Anti-Bribery Management System (ABMS).	5 GENDER EQUALITY 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 2-9; GRI 2-10; GRI 2-11; GRI 2-12; GRI 2-13; GRI 2- 14; GRI 2- 16; GRI 2- 17; GRI 2- 18; GRI 2-19; GRI 2-20; GRI 2-21; GRI 405-1 WEF ESG Quality of Governing Body, WEF ESG Risk and Opportunity Oversight TCFD Governance; TCFD Metrics & targets IFRS S2 Climate-related Disclosures, 2023 6 (a); 29 (g), IFRS S1.23-S1.31 ESRS Disclosure Standards GOV-1; GOV-2; GOV-3; GOV-5; SBM-2; G1; IRO-1; E1; S1-16; G1-3; G1-1

Impact Delivered:

Balanced and independent Board oversight: Independent Directors represented 57.1% of the seven-member Board, including one Woman Independent Director.

Strengthened Board ESG competency: 100% of Directors received training on the NGRBC principles and key ESG topics.

Integrated sustainability governance: Board-level oversight extended across ESG strategy, climate-related risks, CSR performance and sustainable development.

The Suzlon's governance structure provides clear leadership, strategic oversight and accountable management. Guided by the Board of Directors, senior leadership and employees work together to advance business objectives and create sustained value for stakeholders.



Board of Directors

GRI 2-9, GRI 2-11, ESRS 2 GOV-1 §21, §22(a) and §23; ESRS G1 §5(b), WEF ESG Quality of Governing Body

Our Board of Directors plays a pivotal role in guiding Suzlon's business strategy, growth plans and corporate governance practices. The Board brings together leaders with diverse experience and expertise, providing strategic direction and oversight of the Company's long-term priorities.

As of March 31, 2026, the Board comprised seven members: two Executive Directors, one Non-Executive Director and four Independent Directors, including one Woman Independent Director. During the year, Mr. Girish Vanvari was appointed as an Additional Independent Director with effect from February 24, 2026, while Mr. Per Hornung Pedersen completed his tenure as an Independent Director on September 27, 2025.

The Board is chaired by Mr. Vinod R. Tanti, Chairman and Managing Director. The combined role supports alignment between the Board's strategic direction and the Company's operations by bringing business and sectoral insights into decision-making. Independent oversight is supported through a majority of Non-Executive Directors, four Independent Directors, independently chaired Board committees and established mechanisms for managing conflicts of interest.

As of March 31, 2026, the Board maintained an appropriate balance of Executive, Non-Executive and Independent Directors, including one Woman Independent Director. The composition was aligned with the requirements of Regulation 17(1) of the SEBI Listing Regulations, with more than half of the Board comprising Non-Executive Directors and at least half comprising Independent Directors.

Suzlon's Board of Directors

2 Executive Directors – the Chairman and Managing Director and the Executive Vice Chairman

1 Non-Executive, Non-Independent Director

4 Independent Directors, including one Woman Independent Director

Board Composition as of March 31, 2026

Name	Designation	Tenure as of March 31, 2026	Validity / Date of Cessation	Key Competencies	No. of Directorships including Suzlon
Mr. Vinod R. Tanti	Chairman and Managing Director	41 months	Re-appointed for five years, up to October 6, 2030, pursuant to shareholder approval dated September 25, 2025	Business and strategic acumen; Finance; Board service and governance; Leadership and communication; Industry and technology; Sustainability, HSE, CSR and ESG	9
Mr. Girish R. Tanti	Executive Vice Chairman and Whole-time Director	41 months	Re-appointed for five years, up to October 6, 2030, pursuant to shareholder approval dated September 25, 2025	Business and strategic acumen; Finance; Board service and governance; Leadership and communication; Industry and technology; Sustainability, HSE, CSR and ESG	9
Mr. Pranav T. Tanti	Non-Executive, Non-Independent Director	41 months	Liable to retire by rotation	Business and strategic acumen; Finance; Board service and governance; Leadership and communication; Industry and technology	1
Mr. Sameer Shah	Independent Director	73 months	Up to February 26, 2028	Business and strategic acumen; Finance; Board service and governance; Leadership and communication; Risk management	2
Ms. Seemantinee Khot	Independent Director	72 months	Up to March 15, 2028	Board service and governance; Leadership and communication; Sustainability, HSE, CSR and ESG; Human rights and community development	4
Mr. Gautam Doshi	Independent Director	70 months	Up to May 3, 2026	Business and strategic acumen; Finance; Board service and governance; Leadership and communication; Taxation, corporate law and compliance	6
Mr. Girish Vanvari	Additional Director – Independent	1 month	Appointed for five years from February 24, 2026, to February 23, 2031, subject to shareholder approval as at March 31, 2026	Finance; Taxation; Corporate governance; Risk management; Strategic advisory; Mergers and acquisitions	10

All current Independent Directors meet the criteria outlined in the Listing Regulations and maintain independence from the management.

8. The Board meets at periodic intervals to review the Company's performance across operational parameters, including ESG aspects. During FY2025-26, the Board met eight times, with the gap between consecutive meetings not exceeding 120 days. Apart from regular meetings, certain matters were approved through circular resolutions and subsequently noted or ratified at the following Board meetings.

The tenure of each Board member is determined in accordance with the terms of appointment approved by the Board and shareholders, as applicable. Extensions or continuation of Directors' terms are considered based on performance evaluations, regulatory requirements and the recommendations of the Nomination and Remuneration Committee.

To maintain Board independence and manage actual or potential conflicts of interest, Suzlon has established strong ethical guidelines and a Code of Ethics for Directors and Senior Management. Matters such as risk management, CSR and ESG, stakeholder engagement and audit are delegated to specialised Board committees to strengthen objectivity, oversight and accountability. The presence of a majority of Independent Directors further supports a fair and balanced Board environment.



The average tenure of our Board members was approximately 4.0 years as of March 31, 2026.

Average Board meeting attendance during FY2025–26 was 100%, exceeding the 75% Board-effectiveness benchmark.

Independent Directors represented 57.1% of the Board.

Board Profiles



Mr. Vinod R. Tanti

Chairman and Managing Director

A founding member of Suzlon with over three decades of experience across the wind-energy value chain, Mr. Tanti has managed diverse portfolios spanning wind-resource assessment, acquisition, product design, prototyping, supply management, project execution and lifecycle asset management. His techno-commercial expertise, process orientation and focus on innovation continue to support Suzlon's technology, operations and service leadership in India.



Mr. Girish R. Tanti

Executive Vice Chairman

A founding member of Suzlon with nearly three decades of experience in renewable energy and international business, Mr. Girish Tanti brings a strong combination of technology understanding and business acumen. He has contributed to the establishment of technology-development centres, global supply chains, renewable-energy markets and international operations, while also leading corporate development, human resources, information technology, communications and CSR.



Mr. Pranav T. Tanti

Non-Executive Director

With nearly two decades of international business and renewable-energy experience, Mr. Pranav Tanti brings expertise in wind-asset investment, project financing, asset management and strategic transactions. His experience across India, China, the United States and Hong Kong supports Suzlon's strategic growth, responsible investment and long-term value creation.



Mr. Sameer Shah

Independent Director

With over four decades of experience spanning finance, banking, governance and strategy across diverse industries and geographies, Mr. Shah brings strong expertise in financial planning, treasury, risk management and corporate governance. His experience across senior leadership roles supports independent oversight of Suzlon's financial, strategic and governance priorities.



Mrs. Seemantinee Khot

Independent Director

With nearly four decades of experience in development, NGO management and CSR consulting, Mrs. Khot brings deep expertise in social sustainability, human rights, community development and stakeholder engagement. Her experience strengthens the Board's oversight of Suzlon's ESG, CSR and social-impact priorities.



Mr. Gautam Doshi

Independent Director

A Chartered Accountant with over four decades of professional experience in mergers and acquisitions, taxation, corporate law and financial governance, Mr. Doshi brings strong expertise in compliance, financial oversight and corporate governance. His experience supports transparent decision-making and effective oversight of Suzlon's financial and regulatory responsibilities.

Mr. Gautam Doshi ceased to be a Director of the Company with effect from May 4, 2026, upon completion of two terms as an Independent Director.



Mr. Girish Vanvari

Independent Director

Mr. Vanvari brings extensive experience in taxation, corporate finance, governance, risk management, strategic advisory, mergers and acquisitions. His experience as an adviser and Independent Director across listed and unlisted companies strengthens the Board's capabilities in financial oversight, strategic decision-making, governance and corporate transactions. Mr. Vanvari was appointed as an Additional Independent Director with effect from February 24, 2026.

Mr. Girish Vanvari was appointed as an Additional Director in the capacity of an Independent Director with effect from February 24, 2026, for a term of five years up to February 23, 2031. His appointment was subsequently approved by the shareholders on May 11, 2026 through postal ballot.

For more information on our Board of Directors, please visit our website- Suzlon Board of Directors and Leadership

Skills, Expertise and Competencies Possessed by Each Director

Name of Director	Independent/ Non-Independent	Skills, Expertise and Competencies
Mr. Vinod R. Tanti	Executive Director, Non-Independent	Executive leadership; business and strategic acumen; financial management; Board service and corporate governance; leadership and communication; technology and innovation; wind-resource assessment; product design and prototyping; supply-chain management; project execution; lifecycle asset management; operations and maintenance; Sustainability, HSE, CSR and ESG; direct wind-energy industry experience of over three decades
Mr. Girish R. Tanti	Executive Director, Non-Independent	Executive leadership; business and strategic acumen; financial acumen; Board service and corporate governance; leadership and communication; industry and technology; technology-development centres; global supply-chain development; international operations; corporate development; stakeholder engagement; Sustainability, HSE, CSR and ESG; direct renewable-energy and wind-industry experience of nearly three decades
Mr. Sameer Shah	Independent Director	Business and strategic acumen; financial expertise; banking; treasury; Board service and corporate governance; leadership and communication; strategic planning; risk management; information and communications technology; global business experience; broader energy and industrial-sector experience
Mrs. Seemantinee Khot	Independent Director	Board service and corporate governance; leadership and communication; industry and technology; Sustainability, HSE, CSR and ESG; sustainable development; social-impact evaluation; rural development; agro-based livelihoods; women's empowerment; stakeholder engagement; international-development experience
Mr. Gautam Doshi[1]	Independent Director	Business and strategic acumen; financial expertise; accounting and taxation; Board service and corporate governance; leadership and communication; audit and assurance; corporate and financial restructuring; transaction advisory; risk oversight; extensive experience serving on corporate boards
Mr. Pranav T. Tanti	Non-Executive Director, Non-Independent	Business and strategic acumen; financial expertise; Board service and corporate governance; leadership and communication; industry and technology; renewable-energy investment; project financing; wind-asset management; fundraising; investment banking; equity research; global business; green hydrogen and green ammonia; direct wind-energy industry experience, including management of a nearly 400 MW wind-asset portfolio
Mr. Girish Vanvari[2]	Independent Director	Business and strategic acumen; financial expertise; taxation; corporate finance; mergers and acquisitions; valuations; corporate restructuring; Board service and corporate governance; leadership and communication; audit oversight; risk management; capital allocation; related-party transaction review

[1] Mr. Gautam Doshi ceased to be a Director of the Company with effect from May 4, 2026, upon completion of two terms as an Independent Director.

[2] Mr. Girish Vanvari was appointed as an Additional Director in the capacity of an Independent Director with effect from February 24, 2026, for a term of five years up to February 23, 2031. His appointment was subsequently approved by the shareholders on May 11, 2026 through a postal ballot.

Liability Limitations of Directors

Under Section 149(12) of the Companies Act, 2013, the liability of Independent Directors and eligible Non-Executive Directors is limited to acts or omissions that occurred with their knowledge through Board processes and with their consent or connivance, or where they did not act diligently. These statutory safeguards enable Directors to discharge their responsibilities independently while maintaining accountability for due care, oversight and conduct.

Board Committees

GRI 2-9, GRI 2-12c, ESRS 2 GOV-1 §21, §22(a) and §23; ESRS GOV-5, ESRS G1 §5(b), IRO-1

Board Committees, comprising members of the Board, provide focused oversight across key operational and governance areas through clearly defined mandates aligned with business needs and regulatory requirements. Their responsibilities include financial reporting, risk management, stakeholder engagement, CSR and ESG, appointments, remuneration, securities matters and compliance. Committee Chairpersons periodically update the Board on key deliberations and recommendations, reinforcing transparency, accountability and informed decision-making.

Audit Committee

The Audit Committee oversees financial reporting and governance, with a focus on the integrity of disclosures, auditor independence, internal financial controls, risk management, regulatory compliance and the effectiveness of the internal audit function.

The Audit Committee comprises three members, including two Independent Directors and one Executive Director. Independent Directors represent 66.7% of the Committee, and the Committee is chaired by Mr. Girish Vanvari, Independent Director. The remaining members are Mr. Sameer Shah, Independent Director, and Mr. Vinod Tanti, Chairman and Managing Director. The majority representation of Independent Directors, together with an Independent Chairperson, supports objective oversight of financial reporting, internal controls, risk management and compliance matters. During FY2025–26, the Audit Committee met six times.

Members

Mr. Girish Vanvari - Chairperson
Mr. Vinod R. Tanti - Member
Mr. Sameer Shah - Member

Nomination And Remuneration (Nrc) Committee

GRI 2-20, ESRS 2 GOV-3 §29(e)

The Nomination and Remuneration Committee oversees the appointment, remuneration and performance evaluation of Directors, Key Managerial Personnel and senior management. The Committee evaluates qualifications, experience, independence, diversity and competencies when considering appointments and supports succession planning across the Board and senior leadership.

The Committee comprises three Non-Executive Directors, including two Independent Directors and one Non-Executive, Non-Independent Director. Independent Directors represent 66.7% of the Committee, and the Committee is chaired by an Independent Director, supporting objectivity in nomination, succession, evaluation and remuneration decisions.

Members

Mr. Sameer Shah - Chairperson
Mrs. Seemantinee Khot - Member
Mr. Pranav T. Tanti - Member

During FY2025–26, the Nomination and Remuneration Committee met 4 times.

Stakeholders Relationship Committee

The Stakeholders Relationship Committee oversees the resolution of grievances raised by shareholders and other security holders. The Committee reviews matters relating to the transfer and transmission of securities, non-receipt of annual reports, dividends and other investor services. The Committee also monitors measures undertaken to strengthen shareholder communication and protect investor rights.

The Committee comprises three members, including one Independent Director and two Executive Directors, and is chaired by an Independent Director.

Members

Mrs. Seemantinee Khot - Chairperson
Mr. Vinod R. Tanti - Member
Mr. Girish R. Tanti - Member

During FY2025–26, the Stakeholders Relationship Committee met two times.

Risk Management Committee

The Risk Management Committee oversees Suzlon's Enterprise Risk Management framework and reviews strategic, operational, financial, regulatory, cybersecurity, climate and ESG-related risks. The Committee monitors the Company's principal risk exposures, risk appetite, mitigation measures and emerging risks and supports the integration of risk considerations into strategy and business planning.

The current Committee comprises three members and is chaired by the Chairman and Managing Director. The composition includes one Independent Director and supports coordination between Board oversight and management-level risk implementation.

Members

Mr. Vinod R. Tanti - Chairperson
Mr. Ajay Kapur - Member
Mr. Girish Vanvari - Member

During FY2025–26, the Risk Management Committee met two times.

Corporate Social Responsibility (CSR) & ESG Committee

The CSR and ESG Committee oversees Suzlon's CSR and sustainability strategy, policies, commitments and performance. The Committee reviews the CSR Policy and annual action plan, community-development programmes, CSR expenditure and impact assessments. It also monitors environmental, social and governance priorities, including climate commitments, sustainability targets and stakeholder impacts.

The Committee comprises three members, including one Independent Director and two Executive Directors, and is chaired by an Independent Director. This structure combines independent oversight with executive accountability for implementing Suzlon's CSR and ESG priorities.

Members

Mrs. Seemantinee Khot -Chairperson
Mr. Girish R. Tanti - Member
Mr. Vinod R. Tanti - Member
Mr. Gautam Doshi - Member

During FY2025–26, the CSR and ESG Committee met one time.

Securities Issue Committee

The Securities Issue Committee oversees matters relating to the issuance and allotment of shares, securities and other equity-linked instruments, within the authority delegated by the Board. The Committee also supports timely completion of regulatory, procedural and administrative requirements associated with securities transactions.

The Committee comprises two Executive Directors, enabling alignment between securities-related decisions, financing requirements and the Company's strategic priorities.

Members

Mr. Vinod R. Tanti - Chairperson
Mr. Girish R. Tanti - Member

During FY2025–26, no meeting of the Securities Issue Committee was held.

Executive Committee

For operational convenience, a non-mandatory Executive Committee of the Board was constituted with effect from January 28, 2025. The Committee supports the administration of specified banking, demat, foreign-exchange and treasury-related matters, including opening and closing bank accounts, authorising banking transactions, managing foreign-exchange arrangements and investing surplus funds pending their final utilisation.

During FY2025–26, no meeting of the Executive Committee was held.

Members

Mr. Vinod R. Tanti - Chairperson
Mr. Girish R. Tanti - Member

Board Diversity

GRI 2-9, GRI 405-1, ESRS 2 GOV-1 §21, §22(a) and §23; ESRS G1 §5(b), ESRS 2 GOV-1 §21(d); ESRS S1 S1-6 §50(a), S1-9 §66(a)-(b) and S1-12 §79, SFDR Table 1 PAI 13

We believe that a diverse Board strengthens decision-making and governance. Suzlon's Board Diversity Policy, implemented through the Nomination and Remuneration Committee, supports a balanced Board with an appropriate mix of skills, experience, independence, knowledge, gender, professional background and perspectives. The Policy is reviewed periodically to remain aligned with regulatory requirements, business priorities and stakeholder expectations.

As of March 31, 2026, all seven Board members were above 40 years of age.

Women represented 14.29% of the Board.

Balanced Composition: The Board comprised two Executive Directors, one Non-Executive, Non-Independent Director and four Independent Directors, including one Woman Independent Director.

Merit-based Selection: Board appointments are based on merit, skills, experience, knowledge, independence and integrity. Diversity considerations include gender, age, nationality, professional background and other attributes relevant to effective Board decision-making.

As of March 31, 2026, the Board comprised seven Directors, including one Woman Independent Director. Independent Directors represented 57.1% of the Board, supporting objective oversight and balanced decision-making. Suzlon remains committed to strengthening diversity across its leadership while maintaining appointments based on merit, competencies and the requirements of the Board.

Board Nomination and Selection

GRI 2-10

Board appointments at Suzlon are merit-based and guided by the Board Diversity Policy. The Company seeks accomplished leaders with diverse skills, experience, knowledge and perspectives who uphold its values of integrity, accountability and transparent governance. The selection process is fair and inclusive, with appointments subject to the required approvals of the Board and shareholders, where applicable.

The Nomination and Remuneration Committee (NRC) formulates the criteria for determining the qualifications, positive attributes and independence of Directors. It also recommends policies relating to the appointment and remuneration of Directors, Key Managerial Personnel and senior management.

For the appointment of an Independent Director, the NRC evaluates the overall balance of skills, knowledge and experience on the Board and identifies the role and capabilities required for the position. Candidates are assessed against these requirements, together with considerations such as independence, diversity, integrity and the time available to discharge their responsibilities effectively. The NRC may engage external agencies and consider candidates from varied professional and personal backgrounds to support a robust and diverse selection process. This approach helps ensure that Board appointments meet regulatory requirements while strengthening the Board's effectiveness and long-term governance capabilities.

Suzlon also maintains a structured succession-planning framework for the CEO and other senior-leadership positions. The framework identifies potential successors and their expected readiness to assume critical roles, supporting leadership continuity, capability development and alignment with the Company's long-term strategic priorities. Further information on leadership-pipeline development and succession-linked interventions is presented in the **Human Capital Development chapter.**

Enhancing the Collective Knowledge of The Board

GRI 2-17, ESRS 2 GOV-1 §23, IFRS S1.27(a)(ii)

Our Board brings together diverse expertise across strategy, finance, governance, sustainability and innovation. Continuous learning remains central to strengthening the Board's effectiveness and its ability to support long-term value creation. Regular training and familiarisation initiatives deepen the Board's understanding of Suzlon's business, the renewable-energy sector, regulatory developments and emerging risks and opportunities.

Sustainability and ESG
Training on sustainability and ESG-related risks and opportunities, including NGRBC Principles, biodiversity, human rights, GHG inventory and POSH.

Corporate Governance
Sessions on regulatory developments, Directors' responsibilities and corporate-governance best practices.

Financial Literacy
Support to assess financial statements, key performance indicators and reporting processes, strengthening financial oversight capabilities.

Risk Management
Training to strengthen the Board's ability to identify, assess and respond to strategic, operational, ESG and emerging risks.

Digital Transformation
Programmes providing perspectives on technological trends, digital developments and their implications for Suzlon's business strategy and operations.

Newly appointed Independent Directors participate in a structured familiarisation programme that introduces them to Suzlon's business model, financial processes, regional operations, research and technology capabilities, governance framework and renewable-energy sector context. The programme also provides an overview of the Company's sustainability and ESG priorities, CSR initiatives, principal risks and core values.

These learning and familiarisation initiatives support the Board in maintaining the collective knowledge, skills and perspectives required to provide effective oversight and informed strategic guidance. By strengthening awareness of evolving regulatory requirements, sustainability priorities, emerging risks and technological developments, these programmes enable Directors to discharge their responsibilities effectively and contribute to Suzlon's long-term value creation.



Role of The Board in Ensuring Sustainable Development

IFRS S1.27(a)(i), IFRS S1.27(a)(v), IFRS S1.27(a)(iv), IFRS S1.27(a)(iii), IFRS S2, 6(a), IFRS S2, 6(a)(i), (ii), (iii), (iv), (v), IFRS S2, 6(b) (i), IFC PS1, WEF ESG Risk and Opportunity Oversight

Governance Structure

At Suzlon, sustainability is integral to our organisational ethos. By embedding sustainability at the highest levels of governance, we enable strategic oversight of ESG matters and support long-term value creation. Our multi-layered governance framework establishes clear roles, responsibilities and reporting lines, enabling sustainability priorities to be integrated and advanced across corporate functions and business operations.

ESG GOVERNANCE STRUCTURE

Three levels of oversight and accountability from Board to execution

1 BOARD LEVEL OVERSIGHT	2 EXECUTIVE LEVEL ACCOUNTABILITY	3 MANAGEMENT LEVEL STRATEGY & MANAGEMENT
BOARD COMMITTEE (CSR & ESG COMMITTEE)	EXECUTIVE ESG COMMITTEE (C-SUITE LEVEL)	CORPORATE SUSTAINABILITY & ESG HEAD
Provides oversight of ESG strategy, policies, commitments and performance	Translates Board direction into executive decisions and ensures cross-functional accountability	Leads ESG strategy implementation, monitoring, reporting and escalation of material matters

BUSINESS VERTICALS

- WTG Manufacturing
- IB Projects
- WTG OMS
- SE Forge
- Renom

Sustainability Leads and Champions at BU Level

FUNCTIONAL TEAMS

- HSE and Quality
- Corporate Social Responsibility
- HR and L&D
- Admin
- Finance
- Risk Management
- Legal
- Management Assurance
- Procurement & Store
- Supplier Quality
- Maintenance

Sustainability Implementation Leads
Sustainability Accelerators
Sustainable Supply Chain Lead

ESG-Linked Performance and Incentives

We integrate ESG-related accountability into our performance-management and remuneration processes. Performance across our priority material issues, including GHG Emissions and Climate Change Management, Water and Waste Management, DEIB and Sustainable Supply Chain Management, carries a 10% weightage for these material issue in the monetary incentive framework applicable to identified C-suite and Board-level positions. The framework includes short-term and long-term incentives and assesses performance against defined targets and indicators for each priority area.

For GHG Emissions and Climate Change Management, performance is assessed against Scope 1 and Scope 2 emissions reduction, renewable-energy adoption, energy efficiency, resource optimisation, owned-vehicle electrification, and energy and emissions-intensity improvement. In FY2025–26, our Scope 1 emissions reduced by 24% to 6,835 tCO_2e. Scope 1 and Scope 2 emissions intensity improved by approximately 29% across all three bases, while Scope 3 emissions intensity per MW installed reduced by 2.2% and combined Scope 1, Scope 2 and Scope 3 emissions intensity reduced by 3.9%.

For Waste Management, performance is assessed against our targets to achieve Zero Waste to Landfill by 2028, maintain and improve waste-diversion performance, reduce waste intensity across operations and scale circularity across products, manufacturing and project sites. In FY2025–26, we achieved Zero Waste to Landfill ahead of target, secured ZWTL certification across key business units and achieved a 97.5% waste-diversion rate. We recycled 47,156 MT of waste, representing approximately 96.1% of total waste generated, and reduced waste intensity by 1.4%. We also achieved 99% end-of-life recoverability for the S144–3.X MW turbine and over 90% recycled input content across selected turbine materials.

For Sustainable Supply Chain Management, performance is assessed against Supplier Code of Conduct acceptance, supplier ESG assessment coverage, due diligence, engagement and the integration of ESG expectations into procurement and continuous-improvement processes. During FY2025–26, we operationalised our Sustainable Supply Chain Framework, achieved ISO 20400 verification, expanded supplier ESG assessments and strengthened engagement with local suppliers, MSMEs and value-chain partners.

Performance against these measures is monitored through quarterly and half-yearly reviews and contributes to annual bonus, salary progression and long-term incentive outcomes, including shares, share options and ESOPs, as applicable. Relevant ESG priorities are also cascaded through functional, business-unit and site-level performance reviews and scorecards, strengthening accountability for the delivery of our sustainability commitments and enabling timely improvement actions where required.



Component	Scope and applicability	Incentive mechanism	ESG-related KPIs	Assessment and linkage
GHG Emissions and Climate Change Management-linked executive incentives	Identified C-suite and Board-level positions	Monetary incentives through short-term and long-term incentive plans	Scope 1 and Scope 2 emissions reduction, renewable-energy adoption, energy efficiency, resource optimisation, owned-vehicle electrification, and energy and emissions-intensity improvement	Climate performance, Water and Waste management, DEIB, Sustainable Supply Chain management carries 10% weightage respectively and is linked to short-term and long-term incentive outcomes.
Water Management-linked executive incentives	Identified C-suite and Board-level positions	Monetary incentives through short-term and long-term incentive plans	Water Neutrality, water intensity reduction	
Waste Management-linked executive incentives	Identified C-suite and Board-level positions	Monetary incentives through short-term and long-term incentive plans	Zero Waste to Landfill, waste-diversion performance, waste-intensity reduction, recycling, resource recovery and circularity across products and operations	
DEIB	Identified C-suite and Board-level positions	Monetary incentives through short-term and long-term incentive plans	Increase in diversity percentage YoY across all operations	
Sustainable Supply Chain Management-linked executive incentives	Identified C-suite and Board-level positions	Monetary incentives through short-term and long-term incentive plans	Supplier Code of Conduct acceptance, supplier ESG assessment coverage, responsible-sourcing due diligence, supplier engagement and capacity building, corrective-action monitoring, and integration of ESG expectations into procurement	

CSR and ESG Committee of The Board

GRI 2-16, ESRS 2 GOV-2 §26(a); ESRS G1 G1-1 AR 1(a); G1-3 §18(c)

The CSR and ESG Committee plays a central role in overseeing Suzlon's sustainability and community-development agenda. The Committee guides the implementation of ESG initiatives and monitors their alignment with the Company's long-term sustainability roadmap. It reviews environmental and social performance, CSR programmes, sustainability commitments and progress against established goals.

ESG considerations are integrated into strategic direction, risk management and resource-allocation decisions, where relevant. The Chairperson of the Committee periodically updates the Board on key deliberations, performance and emerging matters, enabling the Board to review progress and provide strategic guidance.

The Committee is chaired by Mrs. Seemantinee Khot, Independent Director, with Mr. Girish R. Tanti and Mr. Vinod R. Tanti as members.

Chairman and Managing Director and Group Leadership

The Chairman and Managing Director, supported by Group leadership, provides executive direction for Suzlon's sustainability agenda. The leadership team supports the approval and implementation of ESG policies, goals and roadmaps, allocates appropriate resources, monitors compliance and reviews performance against the Company's commitments.

This leadership structure connects Board-level oversight with management accountability and operational execution across the Group.

Corporate and Business Units

IFRS S1.27(b)(i), IFC PS1

Sustainability governance across Suzlon's corporate functions and business units is led by designated leaders who support the integration of ESG considerations at organisational and operational levels. Business Vertical CEOs, Sustainability Leads, Sustainability Champions and Functional Heads translate corporate sustainability priorities into business plans, operating processes and performance measures.

Corporate	Business Units
Corporate Sustainability and ESG Head and Team The Corporate Sustainability and ESG Head is responsible for implementing sustainability policies, systems, internal controls and mechanisms aligned with Suzlon's strategic direction. The Corporate Sustainability and ESG team coordinates with Sustainability Leads, Sustainability Champions and Functional Heads to execute initiatives, track ESG performance, manage data and prepare sustainability disclosures for stakeholder communication.	**Business Vertical CEOs** CEOs of each business vertical integrate sustainability into business strategies and operations, allocate resources, align plans with corporate priorities and oversee progress against targets within their respective units. **Sustainability Leads** Each business vertical has designated Sustainability Leads responsible for integrating the sustainability strategy into operations, coordinating implementation and tracking performance. **Sustainability Champions** Sustainability Champions within business verticals support on-ground implementation, data collection and the adoption of sustainable practices. **Functional Heads** Functional Heads across Human Resources, Finance, Procurement, Quality Assurance, Health, Safety and Environment, and other relevant functions integrate sustainability considerations into departmental policies and processes, maintain regulatory compliance and facilitate resource allocation.

Monitoring and Reporting

GRI 2-14, GRI 2-16, GRI 2-24, ESRS 2 GOV-2 §26(a); ESRS G1 G1-1 AR 1(a); G1-3 §18C, ESRS 2 GOV-1 AR 3(a)(ii) and AR 3(a)(iv); IRO-1 §53(d), ESRS 2 GOV-2 §26(b); MDR-P §65(c); ESRS S1 S1-4 AR 35; S2 S2-4 AR 30; S3 S3-4 AR 27; S4 S4-4 AR 27; ESRS G1 G1-1 §9 and §10(g), IFRS S1.27(a)(iii), IFRS S1.27(b)(ii)

Periodic reviews, data-tracking systems and established reporting mechanisms support the monitoring of ESG performance and the identification of opportunities for continuous improvement. Material sustainability developments, performance against commitments and emerging risks are reported through the governance structure to senior management and relevant Board committees.

The Board oversees the Company's responsible-business practices, including alignment with the ten principles of the United Nations Global Compact, supporting ethical governance, accountability, transparency and stakeholder trust.

ESG Board Training

GRI 2-17, ESRS 2 GOV-1 §23, IFC PS1

During FY2025–26, 100% of the Board of Directors received training and awareness on the nine principles of the National Guidelines on Responsible Business Conduct (NGRBC). The sessions also covered biodiversity, human rights, ESG awareness, greenhouse-gas inventory and prevention of sexual harassment.

These programmes strengthened the Board's understanding of material environmental and social matters and supported effective oversight of Suzlon's sustainability strategy, risks, commitments and performance.

Climate-Related Governance

Ultimate responsibility for overseeing Suzlon's strategic direction, including its response to climate change, rests with the Board of Directors. The Board delegates specific oversight responsibilities to specialised committees, ensuring that climate-related risks, opportunities, commitments and performance receive focused attention. The principal committees supporting this oversight are the Risk Management Committee and the CSR and ESG Committee.

The Risk Management Committee, chaired by Mr. Vinod R. Tanti, Chairman and Managing Director, oversees Suzlon's enterprise risk-management framework across its businesses and operating geographies. The Committee reviews the identification and assessment of material business risks, evaluates the adequacy of mitigation plans and monitors the effectiveness of risk-management, compliance and control processes. Its mandate includes oversight of climate-related physical and transition risks and their integration into the wider Enterprise Risk Management framework.

The CSR and ESG Committee guides Suzlon's sustainability strategy and monitors progress against the Company's environmental, social and climate-related commitments. The Committee reviews climate goals, environmental performance and the Company's wider impacts on communities and ecosystems. It also supports the integration of ESG and climate considerations into strategic planning, resource allocation and performance monitoring.

The involvement of the Chairman and Managing Director in both committees creates a direct link between enterprise-risk oversight and sustainability governance. This structure supports an integrated assessment of the financial, operational, environmental and social implications of climate-related risks and opportunities. It enables climate matters to be considered in the context of Suzlon's business strategy, long-term sustainability goals and stakeholder commitments, supporting decisions that balance risk, opportunity and responsibility.

The Board, supported by its committees and senior leadership, periodically assesses whether the knowledge, skills and competencies required to oversee climate-related strategies are available or need to be further developed. During FY2025–26, 100% of the Board received training and awareness on the nine NGRBC Principles, along with biodiversity, human rights, ESG awareness, greenhouse-gas inventory and prevention of sexual harassment.

The composition and climate-related mandates of the key committees are summarised below.

Committee	Composition	Climate-related Mandate
Risk Management Committee	Mr. Vinod R. Tanti – Chairperson Mr. Ajay Kapur – Member Mr. Girish Vanvari – Member	Oversee the identification, assessment and management of physical and transition climate risks; reviews risk exposures and mitigation plans; and supports the integration of climate-related risks into enterprise risk management, business planning and control processes.
CSR and ESG Committee	Ms. Seemantinee Khot – Chairperson Mr. Girish R. Tanti – Member Mr. Vinod R. Tanti – Member	Guides the sustainability and climate strategy; monitors environmental commitments, targets and performance; reviews impacts on communities and ecosystems; and supports the integration of climate considerations into strategic direction and resource-allocation decisions.

Management's Role in Assessing and Managing Climate-Related Issues

While the Board provides overall oversight, responsibility for assessing and managing climate-related risks and opportunities is embedded within Suzlon's management structure. Senior leadership is accountable for implementing the climate strategy, integrating climate considerations into business processes and monitoring progress against the Company's commitments.

The Chairman and Managing Director, Mr. Vinod R. Tanti, holds the highest level of executive responsibility for Suzlon's business responsibility and sustainability agenda. His participation in the Risk Management Committee and the CSR and ESG Committee helps align management action with Board-level direction and connects enterprise-risk oversight with sustainability priorities. Senior leadership and Corporate Sustainability and ESG function periodically report material climate-related developments to the relevant committees and the Board.

A key strength of Suzlon's management structure is the leadership team's extensive experience across the wind-energy value chain. This includes practical knowledge of wind-resource assessment, product design, technology development, supply-chain management, project execution and lifecycle operations and maintenance. This domain expertise supports the assessment of climate-related matters such as changing wind patterns, extreme weather, higher operating temperatures, supply-chain disruption and the resilience of turbine components and project infrastructure.

Suzlon's management remains committed to investing in clean technologies and supporting the transition to a low-carbon economy. This commitment is reflected in the Company's Net Zero roadmap and participation in global initiatives such as RE100 and EV100. Climate and resource-efficiency considerations are progressively integrated into product development, operations, sourcing and manufacturing, supporting lower emissions, greater circularity and responsible use of materials.

Management also oversees periodic environmental assessments and audits covering areas such as greenhouse-gas emissions, biodiversity risks, Product Carbon Footprint, environmental compliance and supply-chain performance. Findings are reviewed to inform mitigation measures, strengthen environmental performance and support alignment with Suzlon's policies and sustainability commitments.

Where specialised knowledge is required, Suzlon engages external experts to supplement internal capabilities and support the Board and management in responding to evolving climate-related risks, opportunities, methodologies and disclosure requirements.

Management's Role in Enabling Social Well-Being

Suzlon's senior management oversees employee engagement, wellbeing and labour practices through established policies, programmes and review mechanisms. Employee feedback gathered through structured listening exercises and the Great Place To Work® survey is reviewed by leadership to identify improvement opportunities and strengthen the employee experience.

Management oversight extends to social-security and employee-benefit provisions, including parental leave, provident-fund coverage, healthcare and wellbeing support, fair wages and payment of overtime in accordance with applicable requirements. During FY2025–26, 98.88% of employees received remuneration above the applicable minimum wage, while 1.12% were paid at the applicable minimum wage.

Programmes supporting physical, mental, emotional and financial wellbeing are implemented under management supervision, together with employee-engagement and recognition initiatives. These measures are supported by Suzlon's Social and Labour Policy, Human Rights Policy, DEIB Policy and related people practices, which promote safe working conditions, fair treatment, equal opportunity and respect for employee rights.

Through policy oversight, employee listening, accessible grievance mechanisms and periodic performance review, management seeks to foster a safe, equitable and supportive work environment across Suzlon's operations.

Stakeholder Consultations on ESG

The Board and senior management oversee structured engagement with internal and external stakeholders on material environmental, social and governance matters. Stakeholder groups are identified and prioritised based on their relationship with Suzlon, the extent to which they may affect or be affected by its activities, their influence and their vulnerability.

Engagement is undertaken through meetings, surveys, forums, grievance channels and direct interactions with shareholders and investors, employees, customers, suppliers, communities, government bodies and other relevant stakeholders. Insights from these engagements inform materiality assessment, policy development, risk management, programme design and business decision-making.

Material concerns and stakeholder feedback are consolidated through the relevant functions and escalated to senior management, Board committees or the Board, as appropriate. This approach supports transparent and participatory decision-making and enables Suzlon to consider stakeholder perspectives while overseeing its environmental and social impacts.

These engagement processes are guided by Suzlon's values and responsible-business commitments, reinforcing accountability, transparency and trust across stakeholder relationships.

Suzlon recorded zero strikes or work stoppages during FY2025–26, reflecting stable employee relations and continued workforce engagement.

Key Policies at A Glance

GRI 2-23, GRI 2-24, ESRS 2 GOV-4 and MDR-P §65(b)-(c), §65(f); ESRS S1 S1-1; S2 S2-1; S3 S3-1; S4 S4-1; ESRS G1 G1-1, ESRS 2 GOV-2 §26(b); MDR-P §65(c); ESRS S1 S1-4 AR 35; S2 S2-4 AR 30; S3 S3-4 AR 27; S4 S4-4 AR 27; ESRS G1 G1-1 §9 and §10(g), IFC PS1

Our corporate policies provide a framework for consistent decision-making, promote responsible business practices, and support our long-term growth and sustainability. This ensures accountability and transparency across our operations and value chain including suppliers, service providers, and business partners.

Business vertical and function heads review and implement these policies. They manage associated risks and ensure the alignment of policies with stakeholder expectations and industry best practices. Based on feedback from internal leaders and external stakeholders, policies are reviewed and updated regularly through various feedback mechanisms such as meetings, surveys, grievances, etc.

Key policies such as the Code of Ethics for Directors and Senior Management, Corporate Governance Policy, CSR Policy, and Whistleblower Policy support responsible business practices and sustainable growth. Board approved policies are published on our intranet and, where applicable, on our **website.** Internal policies are made available through the relevant department or business unit heads.

We actively promote awareness of our policy commitments through regular communication, including emails, meetings, training sessions, and workshops, ensuring awareness and engagement across the organization.

Environmental Policies	Social Policies	Governance Policies
Environmental Stewardship Policy Guides environmental compliance, pollution prevention, circularity, resource efficiency and continual improvement.	**Social and Labour Policy** Promotes fair working conditions, labour rights, equal remuneration, social protection and the prohibition of child and forced labour.	**Stakeholder Engagement Policy** Guides stakeholder identification, inclusive consultation, feedback integration and grievance redressal.
Product Stewardship Policy Integrates safety, resource efficiency, circularity and lifecycle considerations into product design, use and end-of-life management.	**Diversity, Equity, Inclusion and Belonging Policy** Promotes equal opportunity, accessibility, non-discrimination, inclusive development and workplace belonging.	**Responsible Business Conduct Policy** Provides a unified framework for ethical, environmental and social responsibility aligned with the nine NGRBC principles.
Water Stewardship Policy Promotes responsible water use, conservation, recycling, reuse, recharge and water-risk management.	**Human Rights Policy** Guides human-rights due diligence, mitigation of adverse impacts, stakeholder engagement and access to remedy.	**Ombudsman Policy** Provides an independent and confidential channel for raising concerns regarding malpractice, impropriety or unfair conduct.
Biodiversity Policy Applies the mitigation hierarchy to avoid and minimise impacts, restore ecosystems and support No Net Loss of Biodiversity by 2040.	**Whistleblower Policy and Vigil Mechanism** Provides protected and confidential channels for reporting misconduct, supported by independent oversight and non-retaliation safeguards.	**Corporate Governance Policy** Establishes expectations for transparent decision-making, Board oversight, stakeholder protection and accountability.
Climate Change Policy Guides GHG reduction, climate-risk management, renewable-energy adoption, resilience and value-chain decarbonisation.	**Corporate Social Responsibility Policy** Guides the selection, approval, implementation, monitoring and impact assessment of community programmes.	**Anti-Bribery and Anti-Corruption Policy** Reinforces zero tolerance for bribery and corruption and covers contributions, third-party due diligence, reporting and disciplinary action.
Energy Management Policy Supports energy monitoring, efficiency improvement, renewable-energy sourcing and reduced dependence on fossil fuels.	**Policy Against Sexual Harassment at the Workplace** Establishes preventive, reporting, investigation and redressal mechanisms for maintaining a safe and respectful workplace.	**Nomination and Remuneration Policy** Guides Board and senior-management appointments, succession, remuneration, independence, diversity and performance evaluation.
Sustainability Policy Integrates ESG considerations into business decisions, responsible growth, stakeholder value creation and performance monitoring.	**Health, Safety and Environment Policy** Guides hazard identification, risk control, environmental protection and the prevention of injury and ill health.	**Cyber Security Policy** Establishes controls to protect information, systems, products and critical assets from cyber threats.
Sustainable Sourcing Policy Integrates environmental, social, ethical and human-rights considerations into sourcing and supplier management.		**Board Diversity Policy** Promotes merit-based appointments and diversity across skills, experience, gender, age, nationality and professional background.
		Supplier Code of Conduct Establishes ethical, social, environmental and governance expectations for suppliers and business partners.

Board Remuneration

GRI 2-19, GRI 2-20, GRI 2-21, ESRS 2 GOV-3 §29e, ESRS 2 GOV-3 §29(a)-(c); ESRS E1 §13, ESRS S1 S1-16 §97(b)-c

IFRS S1.27(a)(v), WEF ESG Quality of Governing Body, SFDR Table 3 Social Opt-In 8

We believe that fair and competitive remuneration is essential to attract and retain capable Board members. Suzlon's structured remuneration framework seeks to align Directors' interests with the Company's performance, long-term shareholder value and governance priorities. Remuneration for Directors and Key Managerial Personnel is governed by the Nomination and Remuneration Policy and overseen by the Nomination and Remuneration Committee (NRC) to ensure a fair, transparent and performance-aligned process.

The remuneration framework may comprise fixed pay, annual and long-term incentives, retirement benefits, perquisites and performance-based components reflecting both short-term achievements and long-term objectives. Stock options may also be granted, where applicable, in accordance with regulatory requirements. The NRC recommends the remuneration of the Managing Director and Whole-time Directors to the Board, subject to shareholder approval. Independent Directors are eligible for sitting fees, commission and reimbursement of expenses in accordance with applicable laws and are not granted stock options.

Suzlon's Non-Executive Directors are compensated through a structured framework designed to recognise their responsibilities while preserving independence and aligning their contribution with long-term value creation. During FY2025-26, Non-Executive Directors received sitting fees for attending Board and Committee meetings. All remuneration, fees and other benefits paid to Directors are disclosed transparently in the Annual Report in accordance with applicable regulatory requirements.

Suzlon also discloses annual compensation ratios and year-on-year remuneration trends using the employee population and methodology applicable to the respective reporting period.

Compensation Ratio Table

Description	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Ratio of the annual total compensation of the organisation's highest-paid individual to the median annual total compensation of all other employees	143:1	139:1	136:1	198:1
Ratio of the percentage increase in annual total compensation of the organisation's highest-paid individual to the median percentage increase in annual total compensation of all other employees	59:5	77:12	5:8	7:9

While executive remuneration is primarily determined based on overall performance and strategic objectives, climate-related and broader ESG considerations are increasingly integrated into performance evaluation. Suzlon continues to strengthen the linkage between sustainability performance, executive accountability and reward mechanisms.

Performance Evaluation

GRI 2-18

Each year, the Nomination and Remuneration Committee (NRC), comprising a majority of Independent Directors, undertakes a structured evaluation of the Board, its Committees and individual Directors. Conducted in accordance with the SEBI Listing Regulations and Suzlon's Board Diversity and Remuneration Policy, the evaluation identifies strengths, areas for improvement and priorities for enhancing Board effectiveness.

The assessment is based on a comprehensive questionnaire combining qualitative feedback with performance-related criteria. It considers Board composition and structure, participation and engagement, the quality of

contributions during meetings, understanding of the Company's business and strategic priorities, fulfilment of responsibilities, and each Director's contribution to the Board's overall effectiveness.

The evaluation is conducted annually through the following process:

- At the beginning of the financial year, the Company Secretary circulates evaluation forms to all Directors, who complete and submit them confidentially to the NRC.
- The NRC reviews the responses and prepares a summary of the evaluation findings for management and the Board.
- A separate meeting of Independent Directors is held, without the presence of Non-Independent Directors and management, before the relevant NRC and Board meetings.
- The observations and recommendations arising from the Independent Directors' meeting are consolidated and presented to the NRC and the Board.
- Following deliberations, agreed action points are recorded in the minutes, and the Board is periodically updated on their implementation.

In accordance with Schedule IV of the Companies Act, 2013 and Regulation 25(3) of the SEBI Listing Regulations, the Independent Directors held a separate meeting on May 16, 2025, during FY2025-26. The Independent Directors reviewed the performance of Non-Independent Directors and the Board as a whole, the performance of the Chairperson, and the quality, adequacy and timeliness of information shared between management and the Board. The findings inform improvement actions and are considered when determining the continuation or extension of Directors' appointments.

Sustainability and climate-related matters are considered as part of the Board's wider oversight responsibilities. Progress against material ESG priorities is periodically reviewed by the Board and its Committees. Suzlon continues to evaluate opportunities to strengthen the formal integration of sustainability and climate-related performance criteria into executive evaluation and remuneration frameworks.

Through a structured remuneration and evaluation framework, Suzlon seeks to strengthen Board effectiveness, enhance accountability and support long-term sustainable value creation.

Shareholder Mix

We ensure that shareholder approval is required for any changes in bylaw. Suzlon maintains a diversified shareholder base, reflecting participation across different investor categories. As of March 31, 2026, the promoters and promoter group (founding individuals or family members) held 11.73% of the Company's equity share capital. The remaining shareholding was distributed among foreign portfolio and institutional investors, domestic institutional investors, mutual funds, insurance companies, non-resident investors, retail shareholders and other investor categories.

No governmental institution held more than 5% of the Company's total voting rights during the reporting period. Suzlon follows a one-share, one-vote structure, ensuring that voting rights are applied consistently in accordance with the rights attached to each class of equity shares.

Changes to the Company's charter documents and other matters requiring shareholder consent are undertaken in accordance with applicable statutory and regulatory requirements. Shareholders are provided equitable opportunities to participate in general meetings, exercise voting rights and receive timely information on material matters.

Suzlon's shareholder-rights framework supports transparency, accountability and equitable treatment, without restrictions based on shareholder category, geography or residence.

Employee Stock Option Plan (ESOP)

Suzlon provides Employee Stock Options under the Employee Stock Option Plan 2022, which is designed to recognise and retain talent while aligning employee interests with the Company's long-term performance and shareholder value.

Eligible employees are identified based on performance, role criticality, contribution and other applicable criteria. Heads of Departments, in consultation with Human Resources, recommend employees for consideration. The proposed allocation is reviewed with executive leadership, while the Nomination and Remuneration Committee determines the number of options to be granted in accordance with the approved scheme and applicable regulatory requirements.

The structured allocation process supports transparency, merit-based participation and appropriate governance of employee ownership. Detailed information on grants, vesting, exercise and outstanding options is disclosed in the Annual Report and the applicable ESOP scheme documents.

Suzlon's variable performance-pay framework extends across eligible employees at corporate and site locations. Corporate performance evaluations are generally undertaken annually, while certain site-level incentives may be assessed and paid at shorter intervals based on defined operational and performance criteria. This approach connects individual and team contributions with organisational priorities and promotes accountability and performance-based recognition.

CEO Compensation Considerations

GRI 2-19, ESRS 2 GOV-3 §29(a)-(c); ESRS E1 §13

IFRS S1.27(a)(v)

The CEO's remuneration is designed to balance financial performance with strategic and non-financial considerations. Financial parameters may include return on assets, return on equity, return on invested capital and total shareholder return relative to relevant benchmarks. Non-financial parameters include leadership effectiveness, progress against strategic priorities and contribution to the Company's sustainability objectives.

To support long-term value creation, a portion of the CEO's remuneration may be delivered through stock options in accordance with the applicable Employee Stock Option Plan. The options granted are subject to the performance and vesting conditions prescribed under the relevant scheme, including a vesting period of two years from the date of the respective grant.

Remuneration, commission and other related payments are determined in accordance with the Nomination and Remuneration Policy, the Company's Articles of Association, the Companies Act, 2013, applicable Rules and the SEBI Listing Regulations. The remuneration of Executive Directors is recommended by the Nomination and Remuneration Committee and approved by the Board and shareholders, as applicable.

Suzlon follows a balanced-scorecard approach to performance evaluation, incorporating financial, strategic, operational and sustainability-related considerations. Climate-related priorities, including progress towards the Company's Net Zero, RE100 and EV100 commitments are monitored through established management and governance processes.

Periodic performance reviews, data monitoring and management reporting support the assessment of progress and enable timely action where required.

Clawback Procedure

GRI 2-19, ESRS 2 GOV-3 §29(a)-(c); ESRS E1 §13

Suzlon's clawback framework enables the Board to recover incentive-based remuneration from executives and senior management under specified circumstances. The framework applies to cash- and equity-based incentives and is intended to strengthen accountability and preserve alignment between executive rewards and sustained performance.

Clawback may be considered in circumstances including:

- **Financial restatement:** Where the financial or performance information used to determine a bonus, incentive or stock award is subsequently found to be materially inaccurate because of error or misconduct.
- **Fraud or misconduct:** Where an executive is involved in fraud, serious misconduct, an ethical breach or a material regulatory violation.
- **Breach of fiduciary duty:** Where an executive fails to discharge responsibilities in accordance with applicable duties, Suzlon's values or established governance standards.

The clawback framework is designed to:

- align executive remuneration with long-term value creation;
- deter misconduct and promote ethical leadership;
- strengthen accountability for the accuracy of reported performance; and
- safeguard the interests of shareholders and other stakeholders.

As Suzlon continues to strengthen its governance practices, accountability and responsible oversight remain central to its governance framework. Resilient governance supports sustainable growth by ensuring that decisions are guided by integrity, transparency and alignment with stakeholder interests.

BUSINESS ETHICS

Material Topic	Target	UN SDGs supported	Sustainability Standards Supported
Business Ethics and Integrity	Maintain zero tolerance towards corruption, ethical breaches, and anti-competitive behaviour.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 2-15a; GRI 2-15b; GRI 2-26; GRI 2-27a) B, C, D; GRI 3-3; GRI 205-1 a & b; GRI 205-2 a & b & c; GRI 205-3 a); GRI 205-3 b); GRI 205-3 c); GRI 206-1; GRI 406-1 a & b; GRI 415-1 WEF ESG Ethical Behaviour; WEF- ESG Dignity and equality UNGC Principle 6 & Principle 10 ESRS Disclosure Standards S1-3; S2-3; S3-3; S4-3; G1-1; G1-3; E2-4; S1-17; G1-4; G1-5 IFRS S1.23- S1.31

Impact Delivered:

- Zero material ethics breaches: Recorded zero incidents of bribery or corruption, conflicts of interest and anti-competitive conduct in FY2025–26.
- 100% ABAC training coverage: Trained all Board members and employees on anti-bribery, anti-corruption and ethical decision-making.
- Independent, accessible speak-up mechanism: Maintained a 24x7 multilingual, confidential and anonymous Ethics Helpline for employees and relevant stakeholders.

At Suzlon, ethics is the foundation of our governance, guiding decisions, shaping culture, and building lasting stakeholder trust.

We have achieved our 2025 target of maintaining zero tolerance towards corruption, ethical breaches, and anti-competitive practices.

Our governance philosophy is grounded in ethical business conduct, guiding decision-making and reinforcing our commitment to transparency and accountability. At Suzlon, these principles extend beyond compliance and form an integral part of our values and long-term success. By embedding ethics across our culture and maintaining zero tolerance for misconduct, we seek to strengthen stakeholder trust and uphold our reputation as a responsible and sustainable enterprise.

Our Approach

GRI 3-3; GRI 2-26, WEF ESG Ethical Behaviour, ESRS G1-1; G1-3, SFDR Table 1 PAI 11

Suzlon's governance framework is founded on integrity, accountability, equity, transparency and environmental responsibility, in alignment with applicable laws, regulations and guidelines. We view strong governance as a pathway to business excellence and sustainable value creation, supported by robust systems, internal controls and transparent reporting mechanisms. Ethical conduct guides our engagement with employees, customers, suppliers, service providers, communities and government bodies. We expect all employees to uphold high standards of personal and professional integrity across every business activity—whether conducted at Suzlon's premises, offsite locations or any setting where they represent the Company. Employees are entrusted to act responsibly and avoid the misuse of Company property, information or position for personal benefit, ensuring that Suzlon's values of fairness, accountability and integrity are consistently reflected across its operations.

We encourage stakeholders, including employees, suppliers, community members and other relevant parties, to contribute to strengthening ethical conduct within Suzlon and across its value chain. Stakeholders are empowered to report actual or potential violations through accessible and confidential channels without fear of retaliation. The independently monitored Code of Ethics Helpline is available 24x7 in multiple regional languages and supports confidential and anonymous reporting. Concerns may also be raised through the dedicated email channel at ethicshelpline@suzlon.com.

The Management Assurance Team (MAT) monitors ethics-related complaints and independently reviews potential risks, procedural gaps and control weaknesses. The team oversees the Ethics Helpline, supports fair and impartial investigations, recommends corrective or disciplinary action and evaluates the effectiveness of integrity-related programmes. During FY2025–26, the adequacy and effectiveness of Suzlon's internal governance systems were periodically reviewed by the Management Assurance and Risk Management teams.

The Event Review Committee (ERC) reviews sponsorships, donations and events to ensure compliance with relevant policies and alignment with Suzlon's strategic priorities and brand-integrity requirements.

Oversight And Governance

The governance of business ethics at Suzlon is supported by a robust framework comprising the Corporate Governance Policy, Code of Ethics for Directors and Senior Management, Anti-Bribery and Anti-Corruption Policy and Whistleblower Policy, which collectively reinforce the Company's commitment to integrity, accountability and ethical conduct.

The Central Ethics Committee (CEC), comprising the Chairman and Managing Director, Group CEO and Group CFO, oversees matters relating to ethical conduct, including bribery, corruption, conflicts of interest and harassment. When a concern is reported, the Risk and Misconduct Management Unit within the Management Assurance function conducts an impartial investigation and recommends appropriate action based on the findings. During FY2025–26, Suzlon strengthened this framework through enhanced monitoring, wider awareness initiatives and improved accessibility of whistleblower channels. The Company also provided structured ABAC training to 100% of Board members and employees, focusing on key requirements, identification of red flags and available multilingual reporting mechanisms.

Investigation outcomes are classified into three categories:

- Red Cases: Concerns supported by strong evidence, resulting in appropriate disciplinary action, which may include separation from employment or withholding of promotions or increments.
- Yellow Cases: Matters where the evidence is inconclusive but a potential deviation is identified. These cases may involve counselling by Human Resources or the relevant Head of Department to prevent recurrence.
- Green Cases: Matters where the allegations are not substantiated. The concerned employee is encouraged to continue contributing positively within Suzlon's values and expected standards of conduct.

Investigation findings are submitted to the CEC for direction and reported to the Audit Committee, as appropriate. The Audit Committee reviews material outcomes and may recommend further action, control enhancements or systemic improvements. This oversight structure supports consistent investigation, remediation and accountability while reinforcing a culture of ethical conduct across the organisation.

Performance: FY 25-26

Initiative	Achievement
Anti-Bribery and Anti-Corruption	100% of Board members and employees trained on the ABAC Policy.
Zero Tolerance for Ethics Breaches	Zero bribery, corruption, conflict-of-interest or anti-competitive conduct incidents.
Independent and Anonymous Ethics Helpline	24x7 multilingual, confidential and anonymous reporting access.
UN Global Compact Membership	Continued alignment with the UN Global Compact principles on human rights, labour, environment and anti-corruption.

Anti-Bribery, Anti-Corruption

GRI 205-1, ESRS G1 G1-3, SFDR Table 3 Social Opt-In 15, WEF ESG Ethical Behaviour

100% of Board members and employees were trained on the ABAC Policy in FY2025–26, with zero incidents of bribery or corruption reported.

Suzlon remains steadfast in its zero-tolerance approach to bribery, corruption and all forms of unethical inducement. Our Anti-Bribery and Anti-Corruption (ABAC) Policy reinforces our commitment to conducting business with honesty, integrity, fairness and full compliance with applicable laws and regulations. The Policy is aligned with recognised standards and frameworks, including the UN Sustainable Development Goals, United Nations Convention against Corruption, ISO 37001, UN Global Compact, OECD Guidelines, GRI Standards, BRSR, Business Principles for Countering Bribery, ICC Rules on Combating Corruption and the World Economic Forum's Partnering Against Corruption Initiative.

Suzlon prohibits direct or indirect offering, promising, giving, accepting or soliciting of bribes or improper advantages. Prohibited conduct includes commercial and public-sector bribery, kickbacks, facilitation payments and inappropriate gifts, hospitality or entertainment. The Policy also addresses charitable and political contributions, conflicts of interest, third-party engagement and reporting responsibilities. It requires due diligence and contractual safeguards for relevant third parties and protects those who report concerns from retaliation. Violations may result in disciplinary action, including termination of employment, and legal or reputational consequences.

A designated Compliance Officer, currently the Group General Counsel, oversees implementation of the ABAC Policy. Responsibilities include monitoring compliance, investigating reported concerns, maintaining complaint records, reporting periodically to the Audit Committee Chairperson and escalating serious violations to the appropriate governance authority.

Suzlon maintains accurate, complete and transparent books and records, supported by internal financial and non-financial controls. Expenses and third-party transactions are appropriately classified and documented, records are retained in accordance with statutory requirements, and approval and monitoring controls are applied to gifts, hospitality, donations, sponsorships and other potentially sensitive transactions.

The Policy applies to all Suzlon employees, Directors, officers and management personnel, as well as contractors, consultants, suppliers, vendors, agents, intermediaries and other parties acting for or on behalf of the Company. The March 2026 awareness programme reinforced that ABAC risks may arise through routine business decisions and that every individual is responsible for recognising red flags, acting with integrity and reporting concerns through designated channels.

Anti-Bribery Management System

Suzlon has established a comprehensive Anti-Bribery Management System (ABMS) aligned with ISO 37001:2016 and relevant international standards. The system is designed to prevent, identify, investigate and address bribery and corruption risks across the Company's operations and value chain.

A formal ABAC Compliance Committee supports the Compliance Officer in monitoring and enforcing the Policy. Its principal responsibilities include:

- Policy governance and compliance: Periodically reviewing the ABAC Policy, Code of Conduct and supporting procedures and monitoring their implementation.
- Risk management: Conducting periodic bribery and corruption risk assessments across projects, markets, transactions and business relationships.
- Due diligence: Applying proportionate checks to employees, suppliers, contractors, joint ventures, intermediaries and higher-risk transactions.
- Training and awareness: Delivering structured learning and communications to strengthen awareness, ethical decision-making and reporting responsibilities.
- Financial and commercial controls: Maintaining approval, authorisation, documentation and monitoring controls for expenses, gifts, hospitality, donations, sponsorships and third-party engagements.
- Reporting and investigations: Providing secure and confidential reporting channels and supporting fair, impartial and transparent investigations.

Through the ABMS, anti-bribery principles are integrated into Suzlon's business processes, internal controls and stakeholder relationships. The system is periodically reviewed by the Compliance Officer and ABAC Compliance Committee to respond to emerging risks, regulatory developments and lessons from monitoring and investigations.

During FY2025–26, structured ABAC training covered 100% of Board members and employees across Suzlon's sites and locations. The programme addressed the Corporate Governance, ABAC and Whistleblower Policies; applicable laws; gifts and hospitality; facilitation payments; charitable and political contributions; conflicts of interest; accurate books and records; third-party engagement; and reporting obligations. Scenario-based discussions helped employees identify red flags in supplier inspections, undocumented expenses, customer interactions, community engagements and other day-to-day business situations.

Corruption Risk Exposure

Suzlon operates within the renewable-energy sector and does not participate in sectors commonly associated with significant ethical sensitivities, including weapons, gambling, tobacco and adult entertainment. This business profile limits direct exposure to certain sector-specific corruption risks; however, Suzlon recognises that bribery and corruption risks may arise through routine activities such as procurement, project execution, regulatory interactions, inspections, gifts and hospitality, community engagement and third-party relationships.

The ABMS therefore applies a risk-based approach to identify and manage potential exposure across projects, markets, transactions and business associates. During FY2025–26, the Company reported zero bribery or corruption cases, zero conflict-of-interest complaints and zero instances of anti-competitive conduct. No disciplinary action was taken against Directors, KMPs or employees by law-enforcement agencies in relation to bribery or corruption.

Supply Chain Management

Suzlon requires relevant third parties to undergo due diligence before engagement to identify potential bribery, corruption and integrity risks. The process may include background checks, assessment of past compliance behaviour and review of the nature, location and risk profile of the proposed engagement. Contracts and agreements incorporate appropriate compliance expectations and safeguards, enabling Suzlon to take action where a business partner fails to meet the Company's ethical standards.

The ABAC Policy applies to suppliers, contractors, agents, consultants, intermediaries and other parties acting on Suzlon's behalf. Supplier engagement is further supported by the Supplier Code of Conduct, Sustainable Sourcing Policy and an ISO 20400-aligned Sustainable Supply Chain Framework. During FY2025–26, 94.33% of Tier-1 critical suppliers were trained on the NGRBC Principles, supported by four awareness, capacity-building and refresher sessions.

Suzlon is also committed to responsible mineral sourcing and seeks to ensure that minerals used in its products do not finance armed conflict or contribute to human-rights abuses. Supplier assessments, due diligence and procurement controls support traceability, ethical sourcing and alignment with relevant international standards.

Compliance, Monitoring and Reporting

GRI 205-1, 206-1, ESRS G1 G1-3, IFC PS1, SFDR Table 3 Social Opt-In 16, SFDR Table 3 Social Opt-In 17

- Suzlon maintains multiple reporting channels through which employees and relevant third parties can raise concerns without fear of retaliation. These include the Central Ethics Committee, email, web portal, toll-free telephone line and postal reporting channel.
- The independently operated ethics-reporting mechanism supports confidential and anonymous reporting. Ethics Helpline posters are displayed across locations in regional languages to strengthen awareness and accessibility.
- The Management Assurance Team monitors complaints on an ongoing basis and supports confidential investigations, escalation and corrective or disciplinary action.
- Regular risk assessments, audits, reviews and monitoring activities support compliance with the ABAC Policy and the effectiveness of related controls.
- Material concerns and investigation findings are escalated to the appropriate governance authority, including the Central Ethics Committee and Audit Committee, as applicable.
- Failure to disclose or report a known violation may itself constitute a breach of the Policy.
- The ABAC Policy is approved by the Board and implemented through defined compliance and oversight responsibilities.

The March 2026 ABAC training reinforced employees' responsibility to recognise potentially improper conduct and report concerns through the designated channels. Training used practical scenarios involving gifts during supplier inspections, unsupported expenses, requests to fast-track customer services and improper pressure in community hiring. Employees were guided to decline improper requests, preserve relevant information and escalate concerns to management, Human Resources or Compliance.

The Code of Ethics Helpline is available through the following channels:

- Email: ethicshelpline@suzlon.com / suzlon@ethicshelpline.in
- Web portal: www.in.kpmg.com/ethicshelpline/suzlon
- Toll-free telephone: 1800 200 8742
- Postal channel: P.O. Box No. 71, DLF Phase 1, Qutub Enclave, Gurugram 122002, Haryana, India

The helpline supports reporting in English, Marathi, Hindi, Kannada and Tamil. Concerns are assessed confidentially, and where an investigation is warranted, findings are submitted to the appropriate authority for corrective or disciplinary action. Whistleblower confidentiality is protected, and retaliation is prohibited.

Managing Conflicts of Interest

GRI 2- 15a; GRI 2-15 b; GRI 415-1; ESRS G1-5

Conflicts of interest can undermine stakeholder trust, and Suzlon takes proactive measures to identify, prevent and manage actual, potential and perceived conflicts. Each year, Board members and Key Managerial Personnel formally affirm compliance with the Code of Ethics for Directors and Senior Management, which establishes clear expectations relating to integrity, transparency and ethical conduct.

Suzlon follows defined protocols for related-party transactions, ensuring that they are undertaken at arm's length and in the ordinary course of business. Such transactions are subject to prior approval and periodic review by the Audit Committee, as applicable. During FY2025–26, the Audit Committee reviewed and approved related-party transactions in accordance with applicable requirements, and relevant disclosures are presented in the Annual Report.

Beyond leadership-level governance, all employees are responsible for placing the Company's interests above personal gain. While employees may undertake personal transactions and investments, they are expected to avoid situations in which their personal interests could conflict—or appear to conflict—with their responsibilities to Suzlon. Employees must act with integrity, honesty and fairness and ensure that Company assets, information and resources are used solely for legitimate business purposes.

Suzlon maintains transparency by disclosing relevant conflict-of-interest relationships, including cross-directorships, cross-shareholdings, controlling shareholders, related parties, transactions and outstanding balances, in accordance with applicable regulations and governance standards. Board members are also expected to disclose relevant interests and recuse themselves from deliberations or decisions where a conflict may arise.

Through these measures, Suzlon seeks to manage conflicts of interest consistently and transparently, protecting the integrity of decision-making and maintaining stakeholder confidence in its governance framework. During FY2025–26, zero complaints relating to conflicts of interest involving Directors or Key Managerial Personnel were received through the Ethics Helpline.

Whistleblowing Mechanisms

GRI 2-26, ESRS S1 S1-3 AR 32(d); S2 S2-3 AR 27(d); S3 S3-3 AR 24(d); S4 S4-3 AR 24(d); ESRS G1 G1-1 §10(a) and G1-3 §18(a), IFC PS1, SFDR Table 3 Social Opt-In 6

Suzlon is committed to fostering a culture of transparency, accountability and ethical integrity. Central to this commitment is our Whistleblower Policy and Vigil Mechanism, which enables employees, Directors and other stakeholders to report genuine concerns relating to misconduct, policy violations or unethical practices without fear of retaliation.

The Policy applies to Suzlon Energy Limited and its material subsidiaries and may be adopted by other subsidiaries with suitable modifications. It covers employees, including contractual personnel, Directors, vendors, consultants, shareholders, business associates and other stakeholders.

- What Can Be Reported
  Concerns may include fraud, bribery, corruption, conflicts of interest, unethical conduct, violations of Company policies, insider trading, environmental damage, misuse of Company assets, unsafe practices or other suspected wrongdoing.
- How to Report
  Concerns may be raised through the independently operated Code of Ethics Helpline using email, web portal, toll-free telephone or postal channels. The mechanism is available 24x7, supports multiple regional languages and permits confidential and anonymous reporting. Anonymous disclosures are considered where sufficient information is provided to enable an assessment or investigation.
- Investigation Process
  The Audit Committee provides oversight of the mechanism, while the Central Ethics Committee, Management Assurance Team or other designated authority conducts fair and impartial investigations. Individuals with an actual or potential conflict of interest are required to recuse themselves, and confidentiality is maintained throughout the process.
- Outcomes and Corrective Actions
  Where misconduct is substantiated, appropriate corrective or disciplinary action is taken in accordance with established procedures.
  The subject of a complaint is provided a fair opportunity to respond, and investigation findings are reported to the relevant governance authority for direction and closure.
- Protection for Whistleblowers
  Whistleblowers are protected against retaliation, victimisation, unfair treatment and prejudicial employment action. Their identity and the information provided are treated confidentially and shared only on a need-to-know basis. Knowingly false or malicious allegations may result in disciplinary action.
- Governance and Oversight
  The Audit Committee periodically reviews the functioning and effectiveness of the Vigil Mechanism. The Management Assurance Team monitors complaints on an ongoing basis, while material matters and investigation outcomes are escalated to the Central Ethics Committee and Audit Committee, as appropriate.

During FY2025–26, Suzlon strengthened the accessibility of its whistleblowing channels through multilingual communication and awareness programmes. Ethics Helpline information was displayed across locations, and ABAC training reinforced employees' responsibility to identify and report ethical concerns. The independently monitored helpline remains accessible to employees and other relevant stakeholders.

31
Whistleblower complaints in FY 25-26

7
Disciplinary actions taken in FY 25-26

Compliance with Laws and Regulations

GRI 2-27, GRI 205-3, GRI 206-1, ESRS G1 G1-4 §25, ESRS 2 SBM-3 §48(d); ESRS E2 E2-4 AR 25(b); ESRS S1 S1-17 §103(c)-(d) and §104(b); ESRS G1 G1-4 §24(a), WEF ESG Ethical Behaviour, SFDR Table 1 PAI 10

Zero incidents of bribery or corruption, conflicts of interest and anti-competitive conduct

We remain committed to operating in accordance with all applicable laws and regulations and maintaining high standards of compliance across our operations. Statutory compliance is actively monitored through a dedicated Compliance Monitoring Tool, with updates presented to the Board on a quarterly basis.

During FY2025–26, Suzlon reported zero incidents of bribery or corruption, zero conflict-of-interest complaints and zero instances of anti-competitive conduct. No disciplinary action was taken by any law-enforcement agency against Directors, KMPs or employees for bribery or corruption. Two complaints relating to sexual harassment were reported during the year; both were upheld and resolved, with no cases pending at year-end.

During FY2025–26, the Company received 15 penalty notices aggregating to ₹13.12 crore in matters relating to GST, Customs, Income Tax, the Enforcement Directorate, the Central Ground Water Board and other authorities. These matters were reported to the Stock Exchanges in accordance with the SEBI Listing Regulations. Appeals were preferred in five cases, including one before the GST Appellate Authority and four before the Customs authorities. The notices primarily related to input-tax credit, customs exemptions and delayed-payment charges.

Reporting area	Number of breaches/incidents
Corruption or bribery	Nil
Discrimination at the workplace	Nil
Conflicts of interest involving Directors or KMPs	Nil
Money laundering or insider trading	1
Anti-competitive conduct and violations of anti-trust or monopoly legislation	Nil



Anti-Discrimination

At Suzlon, we remain firmly committed to upholding equality and non-discrimination across all aspects of our operations. We value diversity and seek to ensure that no individual is disadvantaged or discriminated against on the basis of race, gender, age, religion, caste, disability, sexual orientation or any other personal attribute. Our objective is to provide a fair, inclusive and respectful workplace where every employee has the opportunity to contribute and thrive.

During FY2025–26, zero incidents of workplace discrimination were reported across Suzlon's operations. This reflects the continued implementation of our governance frameworks, policies, awareness programmes and grievance-redressal mechanisms.

Beyond our own operations, we extend these expectations across the value chain. Supplier assessments evaluate policies and practices relating to discrimination, sexual harassment, child labour, forced or involuntary labour and fair wages, helping ensure alignment with Suzlon's responsible-business standards.

In FY2025–26, 100% of Suzlon's plants and offices and 94.33% of Tier-1 critical suppliers were assessed for discrimination and other human-rights-related practices.

No significant risks or concerns were identified through these assessments, and no corrective action was triggered.

Through these measures, Suzlon reinforces its zero-tolerance approach to discrimination and promotes fairness, equity and respect across its operations and value chain.

Communication and Training

GRI 205-2 a, b, c, d & e; ESRS G1 G1-3 §20, §21(b)-(c); WEF ESG Ethical behaviour

Induction programmes for new employees and periodic refresher sessions for existing employees help build awareness of Suzlon's Code of Ethics, Anti-Bribery and Anti-Corruption Policy, Whistleblower Policy, POSH requirements and expected standards of professional integrity. Relevant stakeholder groups, including security personnel, contractors and suppliers, are also covered through targeted policy communication and capacity-building programmes.

During FY2025–26, structured awareness programmes covered ethical conduct, integrity, anti-bribery and anti-corruption, identification of red flags, gifts and hospitality, conflicts of interest and available multilingual reporting channels. Scenario-based learning enabled employees to apply these principles to routine decisions involving suppliers, customers, expenses, community interactions and other business situations.

Employee Category	Persons to whom policies on ethics, integrity, anti-corruption and POSH were communicated	Persons covered by relevant training and awareness programmes
Board of Directors	100%	100%
Key Managerial Personnel	100%	100%
Employees other than Board members and KMPs	100%	100%
Tier-1 critical suppliers	Policies and responsible-business expectations communicated through supplier-engagement mechanisms	94.33% covered through NGRBC and responsible-business awareness programmes

RISK MANAGEMENT

UN SDGs supported	Sustainability Standards Supported
	WEF-ESG Risk & Opportunity Oversight IFRS S1 S1.33–S1.35, S1.40, S1.41 ESRS Disclosure Standards GOV-1; GOV-3; GOV-4; IRO-1; IRO-2; IRO-3; E1-2; E1-3; S2-1; S2-2; S3-1 G1-3 IFRS S2 para. (24), para. (25) (a) (vi) IFC PS1 - Environmental and Social Assessment and Management System, Identification of Risks and Impacts, Management Programs, Organizational Capacity and Competency, Emergency Preparedness and Response, Monitoring and Review

Impact Delivered:

- Integrated ESG risks into enterprise risk management: Incorporated Double Materiality and climate-risk assessment outcomes into strategic and operational decision-making.
- Strengthened climate-risk preparedness: Completed ISO 14091-aligned climate-risk assessment across operations, supported by adaptation planning for 2030 and 2050 scenarios.
- Expanded value-chain risk oversight: Assessed 94.33% of Tier-1 critical suppliers against ESG-related parameters

We take a proactive approach to risk management, assessing our internal and external operating environments to anticipate and respond effectively to emerging challenges. Our Enterprise Risk Management (ERM) Policy, available on our website, sets out the ERM Framework, including the processes, governance structure and tools that support a strong risk-aware culture across the organisation. It also defines the roles, responsibilities and procedures applicable across each part of the business.

Our Approach

IFC PS1, ESRS GOV-1; GOV-3;

GOV-4; IRO-1; IRO-2; IRO-3

At Suzlon, we view risk management as both a safeguard and a strategic enabler—strengthening business resilience, protecting stakeholder trust and supporting our long-term sustainability goals. Guided by our vision of creating a sustainable and empowered future through renewable energy, Suzlon's Risk Management Policy establishes a comprehensive framework applicable across all levels, functions and business units. The framework seeks to safeguard stakeholder interests by systematically identifying, assessing and addressing risks that could affect the achievement of our business objectives.

Suzlon has established a robust risk governance framework based on the three lines of defence model, ensuring clear accountability for risk identification, management and oversight across the organisation. Operational risks are owned and managed by front-line employees and designated operational leaders, including business unit heads and risk managers. At the management level, dedicated risk management and compliance functions oversee the implementation of control standards and monitor adherence to established policies and procedures. Independent assurance on the effectiveness of the Company's risk management and compliance processes is provided through the Internal Audit function, strengthening governance, enhancing risk resilience and supporting informed decision-making across the business.

Our risk management framework aims to embed a proactive and risk-aware culture that enables the organisation to anticipate challenges and respond to emerging opportunities. The Enterprise Risk Management framework promotes accountability, integrates risk considerations, including ESG-related risk-into decision-making, protects assets and reputation, supports regulatory compliance and enables the achievement of strategic and operational priorities. It encompasses a broad spectrum of risks, including strategic, operational, financial, regulatory and compliance, reputational, cybersecurity and ESG-related risks.

Our risk management objectives focus on proactive risk identification, impact assessment, prioritisation and the development of appropriate mitigation plans. Oversight of the framework rests with the Board and the Risk Management Committee, while the Group Risk Team and cross-functional leaders support implementation across business units. The framework is periodically reviewed to maintain its effectiveness and alignment with evolving business priorities and operating conditions.

Through this structured and regularly reviewed approach, we integrate ESG considerations into Enterprise Risk Management, reinforce accountability and strengthen organisational resilience in a dynamic operating environment.

Enterprise Risk Management

IFRS S1.44(a)(iv), IFC PS1, WEF ESG Risk and Opportunity Oversight

We have established a comprehensive Enterprise Risk Management (ERM) framework to strengthen our ability to identify, assess, prioritise and mitigate risks across our operations. Guided by ISO 31000:2018, the framework supports the systematic evaluation of risks arising from external market conditions and internal business developments. Risk responses are integrated into strategic planning, operational processes and functional responsibilities across the organisation.

The Board of Directors provides overall oversight of the ERM framework and reviews material risks and associated mitigation measures. These include strategic, financial, operational, legal and regulatory, compliance, sustainability, climate-related, cybersecurity and reputational risks. The Board's collective experience across business leadership, finance, governance, sustainability, technology and risk management supports informed oversight of the Company's risk profile.

To strengthen governance, the Board has delegated specific risk-related responsibilities to its committees:

- CSR and ESG Committee – Oversees sustainability priorities and material environmental and social matters, including climate-related risks and opportunities.
- Audit Committee – Oversees financial reporting, internal financial controls, statutory and internal audit, regulatory compliance and the appropriate utilisation of funds.
- Risk Management Committee – Oversees the enterprise-wide risk-management framework, including the identification, evaluation and monitoring of material risks and the effectiveness of mitigation measures.
- Nomination and Remuneration Committee – Oversees risks relating to Board and senior-management composition, succession planning, remuneration, performance evaluation, diversity and leadership continuity.
- Stakeholders Relationship Committee – Oversees mechanisms for addressing shareholder and investor grievances and monitors matters affecting the protection of stakeholder rights.

The Risk Management Committee plays a central role in overseeing the implementation of the ERM framework and ensuring that risk management is embedded across business units and functions. It reviews the Company's risk profile, evaluates the adequacy of mitigation measures and monitors the effectiveness of risk-management policies, systems and processes. The Audit Committee and other relevant Board Committees complement this oversight within their respective areas of responsibility.

At the management level, the Group Risk Team, supported by business and functional leaders, coordinates the ERM process across the organisation. Identified risks are assigned to designated risk owners, who are accountable for implementing mitigation measures and monitoring progress against established action plans. Material developments are reported through defined management channels and escalated to the Risk Management Committee and the Board, as appropriate.

Periodic reviews help ensure that the risk profile, mitigation plans and internal controls remain responsive to changes in the business and operating environment. During FY2025–26, Suzlon further strengthened the integration of ESG considerations into ERM by incorporating insights from its Double Materiality Assessment and climate-risk assessments into strategic and operational decision-making.

Risk Control and Management Policy

IFC PS1

Our Risk Management Policy forms the foundation of Suzlon's Enterprise Risk Management (ERM) framework, providing an overarching structure for identifying, assessing, prioritising and responding to risks. The Policy encompasses seven key risk categories: strategic, operational, financial, reputational, cybersecurity, compliance and climate-related risks.

The ERM process follows a continuous and proactive cycle comprising six phases:

- Identification
- Evaluation
- Response
- Monitoring
- Reporting and advocacy
- Continuous improvement

Structured monitoring and reporting mechanisms enable us to track changes in the risk environment, identify emerging opportunities and oversee the implementation of mitigation plans. Our management systems are supported by certifications aligned with ISO 45001, ISO 14001 and ISO 9001, reinforcing our approach to occupational health and safety, environmental stewardship and quality management. During FY2025–26, our climate-risk management capabilities were further strengthened through ISO 14091 assessment and certification across operations, while our responsible procurement framework achieved third-party alignment with ISO 20400.

The ERM methodology progressively integrates material risk considerations into business planning, functional priorities and performance-accountability mechanisms. ESG-related priorities and KPIs are being embedded within performance-management systems and periodically reviewed at the Board level. This supports greater accountability for critical mitigation objectives, particularly in areas such as safety, sustainability, climate action and wider ESG performance.

We actively monitor strategic, operational, financial, regulatory and ESG-related risks across our operations and value chain. These include risks associated with price volatility, resource availability, supply-chain resilience, regulatory change, climate impacts and compliance requirements. Our approach is built around the following key actions:

- Framework Development - Establishing a structured and consistent approach to identifying, assessing and managing risks.
- Decision-Making Support - Integrating material risk considerations into strategic planning, operational decisions and prioritisation.
- Risk Response - Preventing, transferring, accepting or mitigating risks through proportionate and targeted measures.
- Compliance Assurance - Strengthening adherence to applicable legal, regulatory and governance requirements.
- Action Plan Implementation - Assigning accountable risk owners and implementing structured mitigation measures for identified risks.

In addition to enterprise-level risks, we monitor low-probability but high-impact events that could materially affect business continuity, financial stability, stakeholder trust or corporate reputation. Business-continuity and emergency-preparedness mechanisms support the Company's ability to anticipate, respond to and recover from potential operational disruptions.

The framework also incorporates ESG risks and opportunities identified through Suzlon's Double Materiality Assessment. During FY2025–26, the assessment outcomes were integrated into the ESG strategy, risk-management framework and operational priorities, supported by targeted action plans, strengthened governance and enhanced performance monitoring.

Through this layered and continuously evolving approach, Suzlon seeks to remain resilient in a dynamic operating environment while safeguarding its business objectives and the long-term interests of stakeholders.

Risk Management Process

IFRS S1.44(a)(i), IFRS S1.44(a)(v), IFRS S1.44(a)(iv), IFRS S1.44(a)(iii), IFC PS1, WEF ESG Risk and Opportunity Oversight

Suzlon fosters a strong risk-aware culture through a structured enterprise risk management process that enables the timely identification, assessment and mitigation of strategic and operational risks. Key risk exposures are evaluated based on their likelihood and potential impact, with defined risk appetite thresholds guiding risk-informed decision-making. For material risks, mitigation plans are developed, monitored and periodically reviewed to strengthen organisational resilience. The Company's risk exposure is reviewed at least twice annually, ensuring emerging risks are identified and managed proactively. The effectiveness of the risk management framework is also validated through regular internal audits. To embed risk management across the organisation, Suzlon provides focused training on risk management principles, integrates risk considerations into the development of products and services, and aligns performance incentives with risk management metrics, reinforcing accountability and informed decision-making at all levels.

Our Enterprise Risk Management (ERM) framework is designed to manage risks systematically and proactively across the organisation. It encompasses strategic, operational, legal and regulatory, financial, reputational, cybersecurity, compliance, climate-related and wider ESG risks across our operations and value chain. The framework follows a consistent methodology for risk identification, assessment, prioritisation, mitigation and monitoring. Identified risks and mitigation actions are documented through established risk-management systems and periodically reviewed under the oversight of the Risk Management Committee.

The ERM process extends across business functions, units and geographies, aligning risk management with our strategic and operational objectives. It is embedded within decision-making and structured around four key stages:

- **Risk Identification and Assessment**
  Potential risks are identified across operations and mapped within the Suzlon Risk Universe. Material ESG risks and opportunities identified through the Double Materiality Assessment are also integrated into the ERM framework and operational priorities. Each risk is evaluated based on its likelihood and potential impact, including financial, operational, regulatory, reputational, environmental and social implications.
- **Risk Prioritisation and Reporting**
  Risks are analysed and prioritised to identify the "Risks That Matter" (RTM). Core risks, such as market conditions, operational performance and new-product development, are generally managed through internal controls and mitigation measures. Risks suitable for transfer, including certain financial and insurable exposures, may be managed through mechanisms such as hedging and insurance. Targeted mitigation strategies are developed for priority areas, including cybersecurity, supply-chain continuity, regulatory compliance, occupational safety and climate-related risks.
- **Risk Mitigation**
  Designated Risk Leaders and risk owners develop and implement mitigation plans with defined responsibilities and timelines. Progress is monitored, changes in exposure are tracked and the effectiveness of mitigation measures is periodically assessed. Material risks that may significantly affect financial stability, operations, stakeholder trust or business continuity are escalated promptly to senior management and the relevant Board Committees, while the wider risk profile is reported through established review mechanisms.
- **Risk Monitoring and Assurance**

  IFC PS1

  The Board, Audit Committee and Risk Management Committee provide oversight through structured reporting and review mechanisms. Risk assessments and mitigation plans are periodically reviewed and integrated into corporate-governance and decision-making processes. The Internal Audit and Management Assurance functions evaluate the design and effectiveness of relevant controls, while compliance and ethics mechanisms support the management of risks relating to bribery and corruption, conflicts of interest, regulatory compliance and ethical conduct.

This structured process embeds risk considerations into decision-making, strengthens accountability and enables Suzlon to anticipate challenges, respond to emerging risks and opportunities, and safeguard long-term stakeholder value.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

A CONTINUOUS AND INTEGRATED PROCESS



RISK IDENTIFICATION AND ASSESSMENT

- Identify potential risks across operations and the value chain
- Evaluate using likelihood and impact (financial, operational, regulatory, ESG, reputational and environmental)
- Map risks within the Suzlon Risk Universe



RISK PRIORITISATION AND REPORTING

- Analyse and prioritise to identify “Risks That Matter” (RTM)
- Manage core risks internally; transfer suitable risks (via hedging, insurance, etc.)
- Develop targeted mitigation strategies for key risk areas



RISK MITIGATION

- Assign Risk Leaders and owners
- Implement mitigation plans with defined timelines
- Monitor progress and effectiveness
- Escalate material risks to Management Board and relevant Committees



RISK MONITORING AND ASSURANCE

- Board, Committees and Management oversight
- Periodic review and integration into governance and decision-making
- Internal Audit and Management Assurance evaluate controls and compliance

CONTINUOUS FEEDBACK AND IMPROVEMENT

ENABLING STRUCTURE



RISK IMANAGEMENT POLICY

Provides the framework, principles and guidelines for effective risk management across Suzlon Group.



ROLES AND RESPONSIBILITIES

Defines responsibilities of the Board, Committees, Management, Risk Leaders, Owners and all employees.



ACTIVITY CALENDAR

Ensures timely risk reviews, reporting, escalation and compliance with key timelines.

Internal Controls

IFC PS1

Effective internal controls are essential to maintaining business integrity, protecting value and supporting responsible growth. Our control framework is designed to safeguard operations, proactively manage risks and reinforce ethical practices across the organisation. We continue to invest in transformation initiatives, including process automation and upgrades to software and ERP platforms, to make our control environment more robust, responsive and future-ready. Concerns relating to internal controls raised through the Whistleblower Policy are reviewed and addressed in accordance with established investigation and remediation procedures.

Emerging Risks

As part of our Enterprise Risk Management (ERM) framework, Suzlon periodically scans the external environment for long-term emerging risks that could materially affect the business over the next three to five years. These risks extend beyond immediate operational challenges and reflect evolving policy, market, technology, climate and resource dynamics. Early identification and proactive management of these risks enable us to strengthen business resilience, protect stakeholder value and capture opportunities arising from the energy transition.

Emerging Risk	Description and Impact	Mitigation Actions
Increased Procurement Cost of Steel	• Steel constitutes approximately 86% of Suzlon’s raw-material requirements, resulting in significant exposure to global steel-price volatility and availability constraints. • Growing demand from renewable energy, electric mobility, infrastructure and grid-expansion projects could increase competition for steel and place upward pressure on procurement costs. • Emerging green-steel standards and customer expectations may influence supplier-selection criteria, production processes and procurement costs. • The transition towards lower-carbon steel could also result in carbon-cost pass-through from energy-intensive upstream suppliers. • Potential impact: Higher procurement and project costs, pressure on margins, supply-chain disruption and possible delays in project execution.	• Assess strategic suppliers against applicable green-steel criteria and their decarbonisation readiness. • Increase the use of recycled and secondary steel, where technically feasible, and encourage suppliers to reduce production-related emissions. • Enter into longer-term arrangements with strategic suppliers and diversify sourcing to reduce concentration and availability risks. • Monitor supplier emissions, energy use and ESG performance through due diligence, assessments and audits. • Prioritise lower-carbon steel from critical suppliers, including steel with an emission intensity below 2.2 tCO_2e per tonne, where feasible. • Continue design optimisation to reduce steel intensity; the S144 tubular tower section uses 38.984 MT of steel, compared with 103.821 MT in conventional Suzlon turbines.

Emerging Risk	Description and Impact	Mitigation Actions
Impact of Carbon-Pricing Mechanisms on Manufacturing Activities	• The continuing development of India's domestic carbon-market architecture and other carbon-pricing mechanisms may introduce new compliance, monitoring and cost considerations for energy-intensive industries and their value chains. • Although Suzlon enables the transition to renewable energy, its manufacturing activities generate Scope 1 and Scope 2 emissions and depend on carbon-intensive materials, energy and logistics. • Carbon costs incurred by suppliers—particularly producers of steel and other energy-intensive materials—could be passed through to Suzlon through higher input prices. • Evolving carbon-related customer and disclosure requirements may also require stronger emissions data, internal controls and product-level carbon information. • Potential impact: Higher operating and procurement costs, pressure on cost competitiveness, increased compliance requirements and the need for accelerated operational and value-chain decarbonisation.	• Improve energy efficiency through process optimisation, energy-efficient equipment and lean-manufacturing practices. • Increase renewable-energy consumption across operations. Renewable energy accounted for 25.1% of Group-level energy use in FY2025–26, reflecting a 22.79% year-on-year increase. • Implement the decarbonisation roadmap supporting Net Zero Scope 1 and Scope 2 emissions by 2035 and Net Zero including Scope 3 by 2040. • Strengthen emissions measurement, assurance and product-level carbon-footprint assessments to improve carbon-cost preparedness. • Build internal capability on carbon pricing; during FY2025–26, internal teams received training on Internal Carbon Pricing and the integration of climate considerations into operational decision-making. • Undertake periodic scenario analysis and assess the potential financial implications of regulatory and value-chain carbon costs. • Continue reducing direct emissions; Scope 1 emissions declined by 24.07% in FY2025–26 compared with FY2024–25.



Risk Matrix

ESRS Disclosure Standards IRO-1; IRO-2; IRO-3; WEF

ESG Risk and Opportunity Oversight

The Risk Matrix enables us to assess and visualise the likelihood and potential impact of identified risks, helping prioritise the areas that could most significantly affect our business objectives.

Strategic Risks

Strategic risks arise from decisions and actions that shape the Company's long-term direction, including changes in technology, regulations and market conditions, mergers and acquisitions, and the planning and allocation of resources.

This category also covers evolving market trends, competition, new product development and the ability to deliver cost-effective solutions.

Operational Risks

Operational risks relate to uncertainties in day-to-day activities, including supply-chain management and product and service delivery. These risks may arise from process failures, disruptions or operational inefficiencies.

Key operational risks include challenges associated with land acquisition and connectivity, fluctuations in raw-material prices, quality and safety, technology and supply-chain disruptions, project-execution constraints and variations in business volumes.

Cybersecurity Risks

As digital adoption continues to expand across the energy sector, exposure to cyber threats is also increasing. Risks to critical information stored across cloud platforms, networks and devices may include data theft, security breaches, malware and other system vulnerabilities.

Protecting digital assets remains critical, as cybersecurity incidents could disrupt operations, compromise sensitive information and affect stakeholder trust.

Financial Risks

Financial risks may directly affect our financial performance, liquidity and access to capital. These include risks relating to working-capital availability, delays in funding planned capital expenditure, the financial health of distribution companies, foreign exchange fluctuations and inflationary pressures.

Effective management of our capital structure and exposure to market forces is essential to maintaining financial resilience.

Compliance Risks

The rapidly evolving regulatory environment creates ongoing compliance challenges. New laws, changing disclosure requirements and differences in regulatory interpretation may result in potential compliance gaps.

Failure to meet contractual, legal or regulatory obligations, including those relating to governance, health and safety, environment, taxation and other statutory requirements could lead to penalties, financial losses and reputational damage.

Reputation Risks

Reputation risks arise from stakeholder perceptions of our actions and performance, particularly when expectations are not met. Gaps between actual performance and stakeholder expectations could affect the Company's reputation, revenue and shareholder value and may also invite regulatory scrutiny.

ESG Integration Into Risk Management

ESRS Disclosure Standards IRO-1; IRO-2; IRO-3; E1-2;

E1-3; S1-1; S2-1; S2-2; S3-1; G1-3; S2-3; S3-1; G3-1; IFC PS1, IFRS S1.27(a)(iv), IFRS S1.33(a),

IFRS S1.35(b), IFRS S1.44(a)(i), IFRS S1.44(a)(iv), IFRS S1.44(a)(vi), IFRS S1.44(c), IFRS S2, 6 (b) (ii), WEF ESG Risk and Opportunity Oversight

Our ERM framework spans all business functions and verticals, ensuring that sustainability and ESG considerations are embedded within the broader risk-management system. During FY2024-25, Suzlon conducted a Double Materiality Assessment (DMA) to identify the impacts, risks and opportunities most relevant to its business and sustainability context. The assessment outcomes inform our ESG strategy, risk-management framework and operational priorities, enabling financial and impact-related considerations to be integrated into decision-making.

We recognise environmental, social and governance risks, together with people and culture risks, as important considerations for long-term business success. Climate-related physical and transition risks, cybersecurity threats, supply-chain vulnerabilities, resource availability and cost inflation are interconnected with ESG matters and are incorporated into our ERM framework.

Beyond identifying risks, we assess ESG-related opportunities arising from evolving climate policies, technological developments and increasing demand for renewable-energy and low-carbon solutions. Safety, sustainability and wider ESG priorities are progressively integrated into leadership accountability and performance-management mechanisms, strengthening alignment with our strategic commitments.

Integrating ESG considerations into ERM enables us to anticipate and manage immediate and emerging risks while identifying opportunities to strengthen operational continuity and stakeholder value creation. Our approach is structured across three dimensions—environmental, social and governance, supported by broader enterprise-risk processes.

1. Environmental Risks

- Climate Change and Extreme Weather: Changes in wind patterns, rising temperatures and extreme weather events may affect turbine performance, project infrastructure, supply chains and operational continuity. Climate-related physical and transition risks are assessed as part of the wider ERM framework, supported by climate-risk assessments and adaptation planning.

- Resource Availability: Dependence on critical raw materials and energy-intensive inputs, including steel and selected specialised components, may expose Suzlon to supply constraints, price volatility and carbon-cost pass-through. Supplier diversification, responsible sourcing, increased use of recycled materials and supplier ESG assessments support mitigation. During FY2025–26, 94.33% of Tier-1 critical suppliers were assessed for ESG-related parameters.

2. Social Risks

- Community Risks: Wind-energy projects may give rise to concerns relating to land access, livelihoods, fair compensation, community rights and the interests of Indigenous Peoples and vulnerable groups. Stakeholder consultation, social due diligence, accessible grievance mechanisms and need-based community engagement help identify and manage these risks.

- Labour and Workforce Risks: Shortages of appropriately skilled personnel across manufacturing, project execution, installation and maintenance may affect business growth and operational performance. Occupational health and safety also remains a key focus due to the technical and site-based nature of wind-energy operations. Workforce planning, capability development, succession management, safety systems and continuous training support risk mitigation.

3. Governance Risks

- Policy and Regulatory Uncertainty: Changes in national and international policy frameworks, renewable-energy regulations, permitting requirements, disclosure standards and incentive structures may affect project viability, compliance requirements and deployment timelines. Regulatory monitoring, industry engagement and periodic compliance reviews support preparedness.

- Supply-Chain Vulnerabilities: Geographic concentration of component manufacturing and dependence on critical suppliers may expose Suzlon to geopolitical tensions, trade restrictions, logistics disruption, raw-material shortages and increased costs. Supplier diversification, localisation, due diligence, strategic supplier engagement and ESG assessments support supply-chain resilience.

- Ethics, Compliance and Information Security: Bribery and corruption, conflicts of interest, regulatory non-compliance, data breaches and cyber threats could affect business continuity, financial performance and stakeholder trust. Suzlon addresses these risks through its ABAC framework, whistleblowing mechanisms, compliance monitoring, internal controls and cybersecurity systems.

Through this integrated approach, ESG-related risks and opportunities are considered alongside strategic, operational, financial and compliance risks. Defined responsibilities, mitigation plans, performance monitoring and escalation mechanisms enable material ESG matters to be addressed through established management and Board-level governance processes.

Proactive Risk Mitigation to Strengthen Resilience

IFRS S1.33(a), IFC PS1, IFC PS4, IFC PS8, IFC PS7

Suzlon has established a structured mechanism to address emerging risks and align its growth trajectory with responsible development. Our approach combines proactive mitigation, adaptation and stakeholder engagement, with actions spanning supply-chain resilience, climate preparedness, community safeguards and digital security.

We continue to diversify our supply chain and strengthen domestic manufacturing capabilities through increased local sourcing in India. In parallel, we are advancing turbine technology to improve performance under changing climatic conditions. The S144 platform is designed to operate at temperatures of up to 52°C, supporting resilience in high-temperature environments. Physical and transition climate-risk assessments are undertaken across operating assets, supported by the development of adaptation and mitigation measures under the 2030 and 2050 climate scenarios. These efforts inform investment in climate-resilient infrastructure and strengthen preparedness for evolving climate-related risks.

We also undertake Environmental and Social Due Diligence (ESDD) to identify and manage risks associated with project development and community impacts. The process considers land and livelihood impacts, community rights, child and forced labour, common-property resources, cultural heritage and the interests of vulnerable and marginalised groups. Continued engagement with local communities helps identify concerns, guide appropriate mitigation and strengthen trust and long-term social value.

On the digital front, we are strengthening cybersecurity across the Suzlon Group through our information-security framework, ISO 27001 certification, employee awareness programmes and periodic security assessments. Operational Technology security assessments help identify vulnerabilities across critical systems and support the implementation of controls to protect operational reliability, information assets and business continuity.

Through these measures, Suzlon seeks to strengthen preparedness, reduce exposure to material risks and build resilience across its operations, supply chain and stakeholder relationships.

As Suzlon continues to evolve its Enterprise Risk Management framework in line with business and sustainability priorities, our focus remains on strengthening governance, internal controls and proactive risk identification.

DATA PRIVACY AND CYBERSECURITY

UN SDGs supported	Sustainability Standards Supported
	GRI 418: Customer Privacy ESRS Disclosure Standards S4-1, S4-2, S4-3, S4-4, S4-5 IFRS S1. 27 (a-b)

Impact Delivered:

- Zero data breaches and 100% privacy integrity maintained: Recorded no incidents of customer or employee privacy breaches or data loss in FY 2025–26.
- Certified, independently assured cyber resilience: Sustained ISO 27001:2013 certification of the Information Security Management System.

Our Approach

ESRS Disclosure Standards S4-1, S4-2, S4-3, S4-4, S4-5

At Suzlon, we view risk management as both a Suzlon continues to accelerate its digital transformation by strengthening cybersecurity to safeguarding business continuity, stakeholder trust, and operational resilience. Guided by its **Cybersecurity Policy**, aligned with ISO 27001:2013 standards, the Company has established a robust framework to protect its information assets, systems, and operations from evolving cyber threats. The Policy extends across Suzlon Energy Limited, its material subsidiaries, employees, contractors, partners, vendors, customers, and third parties handling Suzlon data, including information hosted outside Company premises.

To ensure continued effectiveness, the Policy is reviewed annually by the Chief Information Security Officer (CISO) in line with evolving business, regulatory, and statutory requirements and is approved by the Board. Where required, updates arising from changes in applicable laws are authorised by the CISO in consultation with the CEO and subsequently ratified by the Board. The Policy is publicly available on the Company's website.

Cybersecurity risks are integrated into Suzlon's Enterprise Risk Management framework through dedicated IT risk management processes, enabling proactive identification, mitigation, response, and recovery from emerging threats. Regular internal and external audits, quarterly cyber risk assessments, and a dedicated Cloud Security Policy strengthen the resilience of the Company's digital ecosystem and support secure business operations. Any cybersecurity incidents are investigated through a structured process led by the Information Security team to drive timely response and continuous improvement.

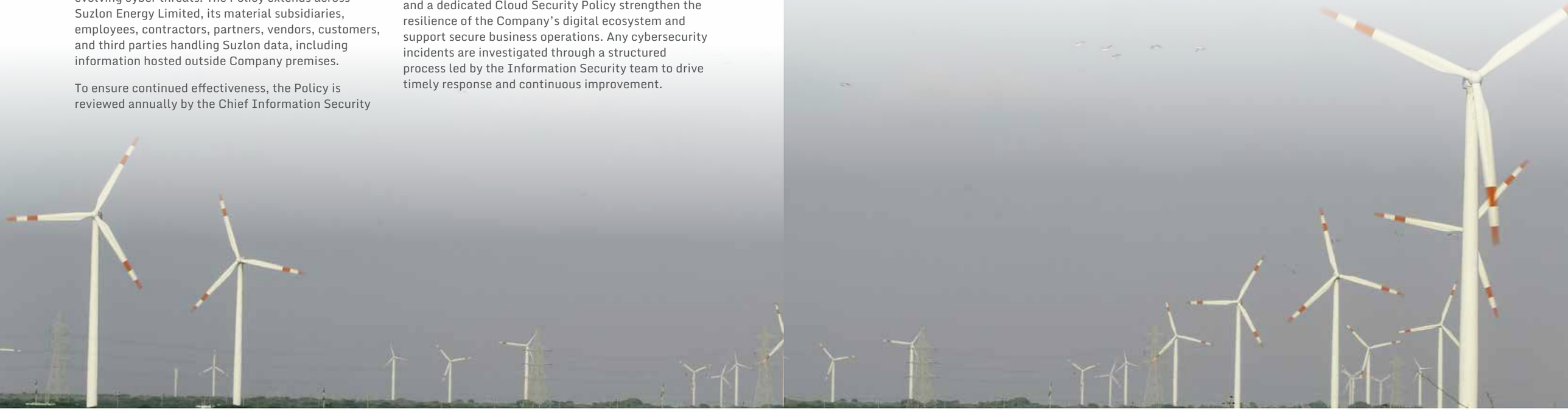
Cybersecurity Governance

GRI 418-1, ESRS S4 S4-3; S4-4 §35

Suzlon's cybersecurity governance is led by the Information Security Head (CISO) and supported by the Information Security Management (ISM) Team, which is responsible for protecting the Company's digital assets and strengthening information security across the organisation. The team develops cybersecurity strategies, oversees security operations, manages cyber risks, and implements policies and processes that support secure, resilient, and reliable business operations.

Cybersecurity oversight is embedded within Suzlon's governance framework through the Board-level Risk Management Committee, which has defined responsibility for information security and cyber risk oversight. Regular updates on IT compliance and cybersecurity matters are presented to the management level Business Review Committee (BRC) as part of monthly reviews, while cybersecurity policies are reviewed annually to reflect evolving business needs, regulatory requirements, and the changing threat landscape. These policies undergo internal assessment before being approved by the Board. In FY 2025–26, Suzlon recorded no incidents of customer or employee privacy breaches or data loss.

Number of Consumer Complaints	FY2023-2024	FY2024-2025	FY2025-2026
Data Privacy	0	0	0
Cyber Security	0	0	0
Data Breach Incidents	0	0	0



Suzlon adopts a risk-based approach to cybersecurity governance, supported by structured assurance mechanisms and continuous monitoring. The Company conducts:

- Biannual internal information security audits.
- Annual external information security audits.
- ISO 27001 surveillance audits and periodic re-certification audits.
- Annual third-party vulnerability assessments for critical applications to proactively identify and mitigate cybersecurity risks.

Suzlon maintains a formal Information Systems Audit process supported by a structured Incident Management framework to record, investigate, and resolve information security incidents and policy breaches. Employees may report incidents, vulnerabilities or suspicious activities that are subsequently investigated by the InfoSec team. Corrective and preventive actions are implemented based on the nature and severity of each incident in consultation with the ISM Team, strengthening accountability, organisational learning, and the Company's overall cyber resilience.

Suzlon's Information Security Management System (ISMS) is certified to ISO 27001:2013, demonstrating alignment with internationally recognised information security management standards and reinforcing the Company's commitment to safeguarding information assets and maintaining stakeholder trust.

Responsible use of Artificial Intelligence

Suzlon has established a formal Responsible/ Acceptable Use of Artificial Intelligence programme, anchored in its Board-approved Policy for Acceptable Usage of Artificial Intelligence, which balances the business benefits of AI with the mitigation of its inherent risks through a people-first approach built on fairness, transparency, accountability, safety and privacy. Our approach restricts access to sensitive and high-risk AI capabilities - prohibiting AI that enables manipulative behaviour, social scoring or unauthorised biometric surveillance, and limiting access to approved, authenticated users only.

All AI-generated content and AI-supported decisions are distinctly labelled, and human oversight required for any AI-informed decision. We maintain ongoing monitoring to detect and correct model drift or degradation through logging and auditing of AI activity, regular vulnerability assessments and security testing, and tracking of defined KPIs that feed continuous improvement of the policy and controls. AI tools are subject to due-diligence vetting for fairness and bias, requiring systems to be transparent, fair, non-discriminatory, explainable and secure by design, with assessment of any systematic difference in treatment of individuals or groups. An appeals/grievance-redressal mechanism allows users and affected parties to contest AI decisions or outcomes and report harms or concerns without fear of retaliation.

AI is also being embedded into Suzlon's sustainability framework to analyse complex ESG datasets, predict trends and identify improvement opportunities, supporting measurement of the impact of AI-enabled initiatives on sustainability outcomes. To lower the ecological footprint of AI, Suzlon may, in the future, consider the ecological footprint of third-party AI data centres, where relevant, as part of vendor evaluation and onboarding.

Going forward, Suzlon intends to externally verify its AI management system through an ISO 42001 assessment/audit, strengthening independent assurance over the governance and responsible deployment of AI across the organisation

Technical Controls and Systems Monitoring

Suzlon strengthens data protection, enhances threat detection, and safeguards its digital infrastructure through a multi-layered cybersecurity approach designed to support secure and resilient business operations. The Information Security team implements preventive, detective, and responsive security controls, including endpoint protection, firewalls, secure remote access, data loss prevention, encryption, multi-factor authentication, and continuous monitoring through the Security Information and Event Management (SIEM) platform, enabling real-time identification and response to potential threats.

Suzlon enhances its cybersecurity ecosystem through initiatives such as:

- Expanding Security Operations Centre (SOC) managed services to strengthen continuous monitoring and incident response capabilities.
- Upgrading sandboxing solutions to cloud-based platforms to improve threat detection and analysis.
- Deploying advanced Microsoft security solutions to enhance enterprise-wide cyber resilience.
- Conducting Operational Technology (OT) Security Assessments to strengthen the security of critical operational systems.
- Implementing a Mobile Device Management (MDM) solution to enhance the security and governance of enterprise devices.

Suzlon maintains a robust emergency preparedness and incident response framework to enable timely response and recovery while supporting business continuity. Annual independent vulnerability assessments of critical applications help identify emerging risks, validate the effectiveness of security controls, and strengthen the resilience of the Company's digital environment through continuous improvement.

Awareness and Training

Recognising that a resilient cybersecurity culture begins with informed employees, Suzlon conducts regular awareness programmes to enhance understanding of cyber risks, promote secure digital practices, and reinforce individual accountability in protecting Company information. In addition, Suzlon conducted Microsoft Copilot training for employees to build AI literacy and enable the effective and responsible use of AI-powered tools, enhancing the efficiency of day-to-day operations. Employees and relevant personnel are also trained on the ethical and secure use of AI, covering ethics, transparency, risk, applicable laws and security best practices, reinforced through regular awareness campaigns. By combining robust governance, technology, and employee awareness, Suzlon continues to strengthen its cyber resilience and safeguard the integrity of its operations in an increasingly digital business environment.



Financial Capital

Our approach to financial capital is centred on creating sustainable economic value while maintaining financial discipline, transparency, and responsible stewardship of resources. Through prudent capital allocation, strategic investments, and sound financial governance, we strengthen business resilience, support innovation, and deliver long-term value for our stakeholders.

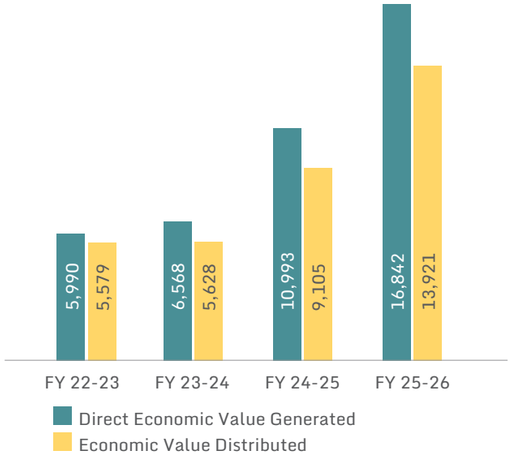
Guided by robust financial controls, effective risk management, and transparent tax practices, we manage our financial resources responsibly while ensuring regulatory compliance and operational excellence. Continued investments in manufacturing capacity, research and development, and digital capabilities enable us to enhance competitiveness, support India's clean energy transition, and drive sustainable growth.

ECONOMIC PERFORMANCE

GRI 201-1; GRI 201-4; ESRS 2 SBM-1 §40(b)

Consolidated Financial Highlights (in INR Crores*)[1]			
	FY 2023-24	FY 2024-25	FY 2025-26
Direct Economic Value Generated			
Revenue	6,568	10,993	16,842
Economic Value Distributed			
Operating Cost	4,772	8,072	12,588
Employee Wage and Benefits	703	942	1,100
Payments to Providers of Capital	107	70	137
Payments to Government	35	12	80
Community Investment	11	9	16
Economic Value Retained			
Direct Economic Value Generated less Economic Value Distributed	**940**	**1,889**	**2,920**

Economic Value Generated and Distrubuted in INR Crore



The Economic Value Generated and Economic Value Distributed have shown a significant upward trend over recent fiscal years. In particular, the value generated rose by 181% from FY 22–23 to FY 25–26, reflecting a substantial enhancement in the company's financial efficiency and overall profitability. During FY 25-26, we have not received any financial assistance from government.

Financial Investment Contribution

WEF ESG Employment and Wealth Generation, GRI 207-1, GRI 207-2, GRI 207-3

In FY 25-26, Suzlon invested a total of INR 258.53 crore towards initiatives aligned with the World Economic Forum (WEF) Core Metrics, covering entities within the defined reporting boundary. These investments were strategically directed toward strengthening our manufacturing and forging capabilities across operational facilities, alongside advancing research and development efforts to meet the rising demand for wind energy in India and optimize long-term economic value creation.

Parameter	FY 2025-26 in INR Cr
Capital Expenditure (A)	576.98
Depreciation & Amortization (B)	318.45
Investment Contribution (A) – (B)	258.53

[1] Note:

1. The consolidated data from all 5 BU's i.e., WTG Manufacturing, IB Projects, WTG OMS, SE Forge and Renom is presented above.
2. The capital expenditure has been taken from cash flow statements reported under "Payments for purchase of property, plant and equipment including capital work-in- progress and capital advances" and "Intangible assets, right of use assets and capital advances".

Tax transparency

GRI 207-4, WEF ESG Community and Social Vitality

UN SDGs supported	Sustainability Standards Supported
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	WEF-ESG Community & Social Vitality GRI 207: Tax

Impact Delivered:

- Enhanced tax compliance through robust internal controls, digital tax compliance platforms, and regular Board oversight.

Suzlon adopts a transparent, responsible, and risk-based approach to tax governance, recognising that sound tax practices are integral to ethical business conduct, regulatory compliance, and long-term value creation. The Company manages its tax obligations with integrity, accuracy, and accountability, fostering transparent and professional engagement with tax authorities while reinforcing stakeholder confidence.

Suzlon follows a structured tax governance framework supported by robust processes, internal controls, and defined oversight mechanisms. Key elements of the framework include:

- Maintaining accurate financial records and a well-defined tax compliance calendar to ensure timely filing of returns and payment of statutory dues.
- Integrating tax risk assessments into the Enterprise Risk Management framework to proactively identify, assess, and mitigate tax-related risks.
- Implementing robust internal controls to strengthen the accuracy, completeness, and reliability of tax reporting.
- Leveraging specialised third-party platforms for Goods and Services Tax (GST) and Tax Deducted at Source (TDS) compliance to enhance consistency and reporting accuracy.
- Conducting annual tax audits, including voluntary audits where applicable, to strengthen governance and reinforce compliance practices.

Oversight of tax governance rests with senior management and the Board of Directors. The Board approves the Company's tax strategy, which is reviewed annually, while quarterly updates on tax compliance and tax payments are presented to the Board. Tax risks and compliance performance are also periodically reviewed by the Risk Management Committee and the Audit Committee, ensuring effective governance and oversight.

Suzlon complies with all applicable tax laws and regulations across the jurisdictions in which it operates. All entities included in the Company's audited consolidated financial statements that are tax resident in India comply with Indian tax legislation, while overseas entities adhere to the tax laws of their respective jurisdictions. The Company maintains comprehensive tax records, ensures timely filing of returns and statutory payments, and engages internal specialists and external advisors, where required, to address complex tax matters and strengthen compliance with evolving regulatory requirements. Suzlon reinforces responsible tax conduct through its Code of Conduct, which requires all employees to uphold the highest standards of ethical behaviour, integrity, and compliance in all financial and tax-related activities.

Parameter	FY 2023-24	FY 2024-25	FY 2025-26
Corporate income tax paid on a cash basis. (Current tax paid net of refund)	17	1.62	75.60
Corporate income tax accrued on profit/loss	0	(627)	(744)

INTELLECTUAL CAPITAL

RESEARCH AND INNOVATION

Material Topic	Target	UN SDGs supported	Sustainability Standards Supported
Research and Innovation Memberships & Associations	Product Carbon Footprint (PCF) and Life Cycle Assessment for WTGs in manufacturing operations by 2026		GRI 416: Customer Health and Safety 2016; GRI 417: Marketing and Labeling 2016; WEF ESG Innovation in better products and services ESRS E1-5, E5-6, E5-3, E5-4 IFC PS 4 Community Health and Safety

Impact Delivered:

- Achieved PCF certification and third-party verification for the S120 and S144 WTG models, using a cradleto- grave approach and for castings, using a cradle-to-gate approach.
- Life cycle assessment (LCA) completed for both S120 and S144 WTG.
- Circularity Certification of flagship turbine, S144-3.X MW as per Circularity Transition Indicator (CTI) with a score of 81%
- Independent Circularity Verification in accordance with ISO 59004, 59010, 59020 and 59040 standards.

Our Approach

To strengthen and structure our approach to product stewardship, we published a dedicated Product Stewardship Policy in March 2025. The policy embeds the precautionary principle into our decision-making and is anchored in the core principles of refuse, restore, reuse, and recycle—guiding us to drive sustainable practices, adopt innovative solutions for end-of-life management, and extend product life wherever possible.

Designed to contribute to the UN Sustainable Development Goals (SDGs), the policy aligns with internationally recognized standards, including IEC 61400 for wind turbines, Circular Economy Principles, ISO 14040, ISO 14044, ISO 14067, and ISO 59004.

Our product designs integrate durability, ease of disassembly, and recyclability, helping to reduce waste and recover valuable materials at end of life. At the heart of our product stewardship approach is an unwavering focus on protecting the health, safety, and well-being of our employees, partners, and customers. A key priority area is the progressive reduction and phase-out of hazardous substances in our products, achieved by substituting safer alternatives wherever feasible—thereby minimising risks to people and the environment across the product lifecycle.

We are committed to the reduction and phase-out of hazardous substances across our product portfolio, covering all hazardous substances identified in our materials, components and products. We aim to substitute hazardous substances with safer alternatives within defined timelines, wherever technically and commercially feasible, and progressively phase out hazardous substances where suitable alternatives are available.

Our approach includes reviewing Bills of Materials (BoMs), Safety Data Sheets (SDS), supplier material declarations and applicable regulatory requirements to identify hazardous substances and assess their hazardous properties, concentration, intended use and potential exposure across manufacturing, installation, operation, maintenance and end-of-life stages. The associated risks to human health and the environment are assessed to prioritise reduction, substitution and phase-out actions.

We establish time-bound actions and targets for the substitution or phase-out of identified hazardous substances and transparently monitor and report progress against these commitments through our sustainability and corporate disclosures. We also engage with suppliers, industry associations and relevant stakeholders to identify and evaluate safer substitutes and alternative materials. Where required, we dedicate appropriate R&D resources and technical capabilities to develop, test and implement alternatives that enable the substitution or phase-out of hazardous substances. Identified risks are managed through material and product specifications, restricted-substance requirements, supplier engagement, chemical and material-compliance requirements, safe-handling procedures, product and process controls, material traceability, and the reduction, substitution or phase-out of hazardous substances. Suppliers are expected to provide relevant chemical and material-compliance information and support corrective actions where gaps are identified. We also monitor regulatory developments and periodically evaluate progress towards our substitution and phase-out commitments across the portfolio.

We collaborate closely with our value chain partners to advance life cycle assessments (LCA), strengthen research and development, and apply design thinking to create sustainable, cradle-to-grave solutions. Our partnerships with suppliers, customers, and industry bodies enable knowledge sharing, ensure alignment with global best practices, and push the boundaries of circularity in renewable energy.

Implementation, adherence to, and periodic review of this policy rest with the Company's Senior Leadership Team, supported by functional teams across the organization.

Design & Development

- Comply with product regulations, use sustainable materials, reduce hazardous substances, and embed life cycle thinking and eco-design principles (ISO 14040, 14044, 14067, 59004). Focus on circularity, carbon reduction, and material efficiency.

Manufacturing

- Minimize waste, energy use, and emissions;
- Ensure safety and quality through stringent material verification.

Use & Maintenance

- Provide clear usage guidelines, monitor performance, promote sustainable practices among customers, and train teams for consistent quality.

End-of-life

- Promote reuse, recycling, and responsible disposal through take-back programs, refurbishment, and partnerships for circular solutions.

Suppliers

- Engage and support suppliers to meet our sustainability standards, reduce material impacts, and implement responsible practices.

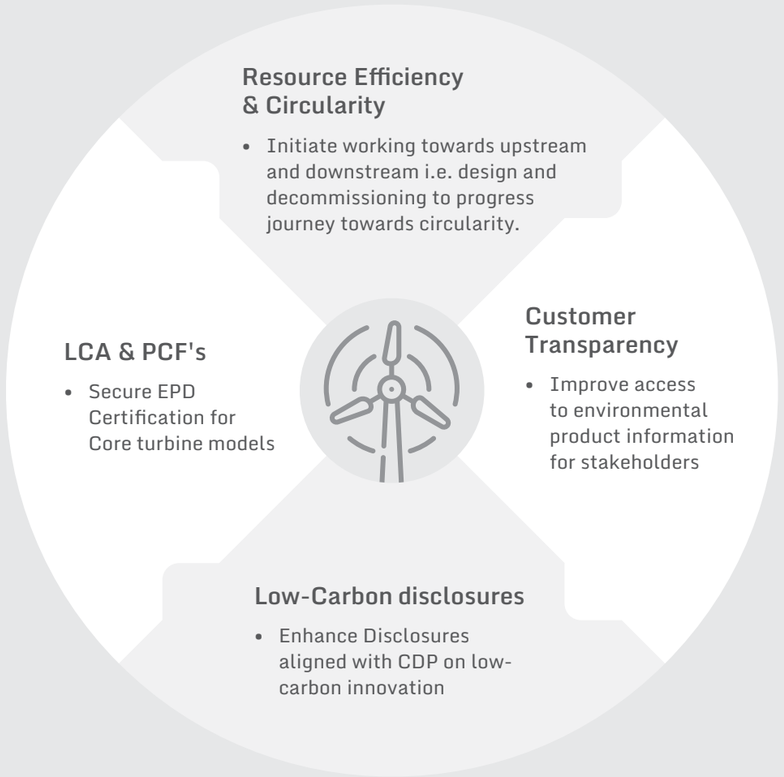
Performance Highlights: FY 2025-26

Initiative	Achievement
Product Carbon Footprint (PCF)	PCF Reporting and Verification as ISO 14067:2018 for both WTG and castings.
Lowest Product Carbon Footprint	Achieved independent verification lowest PCF for S144 (3.X MW) and for 24 grades of castings.
Life Cycle Assessment (LCA)	Public LCA summary completed for S120 turbine
Recyclability	~90–92% of end-of-life materials are recyclable
Innovation	Enhanced turbine performance with reduced carbon intensity

Key Levers for Product Stewardship

IFRS S2 32

The key levers to advance product stewardship through greater transparency, Verified LCA's & Product carbon footprint, Resource efficiency & Circularity and Low-carbon disclosures.



Life Cycle Assessments (LCA) and Product Carbon Footprint

WEF ESG Innovation in Better Products and Services

Suzlon adopts a lifecycle approach to product sustainability, assessing and managing environmental impacts across the value chain through internationally recognised standards and independent verification. During the year, the Company completed Product Carbon Footprint (PCF) assessments and third-party verification for its S120 and S144 Wind Turbine Generator (WTG) models. The PCF calculations and reporting were conducted in accordance with ISO 14067, while the underlying Life Cycle Assessments (LCAs) were carried out in line with ISO 14040 and ISO 14044 standards. These assessments were undertaken by ERM India, with independent verification of the PCF results performed by TÜV SÜD, providing assurance on the accuracy and credibility of the reported environmental performance.

Suzlon further advanced its product sustainability initiatives by obtaining Low Carbon Certification for the S144-3.0 Wind Turbine Generator under a cradle-to-grave boundary. The model achieved a verified Product Carbon Footprint of 6.17 gCO_2e/kWh of electricity generated. The certification is aligned with ISO 14021:2016 + Amd 1:2021 and ISO/IEC 17029:2019, demonstrating that the environmental claims associated with the turbine are transparent, accurate and independently verified by a competent third party.

Extending its product stewardship efforts beyond wind turbines, Suzlon has undertaken Product Carbon Footprint assessments for castings manufactured by SE Forge. These castings have undergone independent third-party verification, reinforcing the Company's commitment to measuring, disclosing and reducing the environmental footprint of its products across key manufacturing operations. Through these initiatives, Suzlon continues to integrate lifecycle thinking into product design, manufacturing and supply chain decisions, supporting the development of lower-carbon and more sustainable renewable energy solutions.

Key outcomes from the verified Product Carbon Footprint assessments include:

- The S144-3.0 Wind Turbine Generator achieved a verified cradle-to-grave Product Carbon Footprint of 6.17 gCO_2e/kWh of electricity generated, assessed in accordance with ISO 14067 and ISO 14040/14044. This represents a significant improvement over Suzlon's conventional turbine baseline of 8.83 gCO_2e/kWh and is lower than the industry benchmark of 7 gCO_2e/kWh.
- The S144 platform incorporates a resource-efficient tower design, requiring substantially lower steel consumption compared to conventional turbine configurations. The design also integrates recycled steel content, supporting circularity objectives and reducing dependence on virgin raw materials.
- Suzlon prioritises the procurement of low-carbon steel from critical Tier-1 suppliers with steel production emission intensities below 2.2 tCO_2e per tonne of steel, supporting the reduction of embedded carbon across the product value chain.
- The Company leverages renewable electricity across its manufacturing operations, contributing to lower Scope 2 emissions and enhancing the carbon performance of its products.
- The S144-3.X platform has a validated design life of 25 years, an increase from the 20-year operational life of earlier turbine models, improving lifecycle performance and resource efficiency through extended asset utilisation.

Beyond wind turbines, Suzlon has expanded lifecycle-based product stewardship to its casting operations. Product Carbon Footprint assessments conducted for castings manufactured by SE Forge indicate a verified cradle-to-gate carbon footprint ranging from 0.43 to 0.47 $kgCO_2e$ per tonne of casting produced, with independent verification by Bureau Veritas. In addition, castings manufactured at the SE Forge, Coimbatore facility were assessed and certified as low-carbon products in accordance with ISO 14067 and ISO 14021 + Amd 1:2021, with independent verification undertaken by IR Class.

These achievements reflect Suzlon's continued focus on embedding lifecycle thinking into product design, material sourcing and manufacturing processes. The Company has successfully achieved its product carbon footprint commitments for both Wind Turbine Generators and castings ahead of the defined timelines, demonstrating tangible progress towards the delivery of lower-carbon and more sustainable renewable energy solutions.

In line with Suzlon's product sustainability commitments, the defined targets related to product carbon footprint have been achieved well ahead of schedule. These commitments cover products manufactured by Suzlon, including Wind Turbine Generators and castings.

NIC Code	Name of Product / Service	% of total Turnover contributed	Boundary for which the LCA was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link.
28110, 27101	S120	100% under Manufacturing business of SEL	Cradle-to-grave	Yes	Yes. Details of the Life Cycle Assessment (LCA) conducted by the Company are disclosed on the website. **S144 LCA summary report** **S120 LCA summary report**
	S144		Cradle-to-grave	Yes	
24319	Castings	100% under Manufacturing business of SE Forge Coimbatore	Cradle-to-gate	Yes	

Suzlon has also assessed a range of potential environmental and human health impacts across the life cycles of its S130 and S144 turbine models. The assessment covers, among others, the following impact categories:

Ionising radiation, human health: Assesses the potential radiological impact of radionuclide emissions on human health and the environment, considering the transport, dispersion and exposure risks associated with radionuclides. Characterisation factors convert emissions into an equivalent dose, expressed in becquerel cobalt-60 equivalents (Bq Co-60 eq).

Ozone formation, human health: Quantifies the potential formation of ground-level ozone (smog) that can adversely affect human respiratory health. The impact is generally expressed in grams of nitrogen oxides equivalents (g NOx eq).

Fine particulate matter formation: Measures the potential formation of fine particulate matter (PM2.5) in the atmosphere, which can affect air quality and human health. The impact is expressed in grams of PM2.5 equivalents (g PM2.5 eq).

Ozone formation, terrestrial ecosystems: Assesses the potential for ground-level ozone to adversely affect terrestrial ecosystems, including plants and soil. The impact is expressed in grams of NOx equivalents (g NOx eq).

Human carcinogenic toxicity: Assesses the potential cancer-causing effects of chemical emissions on human health based on relevant toxicological data. The impact is expressed in grams of 1,4-dichlorobenzene equivalents (g 1,4-DCB eq).

Human non-carcinogenic toxicity: Assesses the potential non-cancer-related toxic effects of chemical emissions on human health. The impact is also expressed in grams of 1,4-dichlorobenzene equivalents (g 1,4-DCB eq).

Resource Efficiency and Circularity

WEF ESG Innovation in Better Products and Services, IFC PS3

Suzlon continues to advance resource efficiency and circular economy principles across its operations by optimising material use, increasing recycled content, and embedding circularity into product design and manufacturing processes. We have received Circularity Certification in accordance with Circularity Transition Indicator (CTI) with CTI Performance of 81% and an independent verification of Circularity Performance with a score of 81% as per ISO 59004, 59010, 59020 and 59040 standards.

At SE Forge, Coimbatore, casting manufacturing incorporates a high proportion of recycled and reused materials, including approximately 75% steel scrap and 90% recycled sand in the production process. These practices contribute to reducing the consumption of virgin raw materials, lowering embodied carbon, and strengthening circular resource flows within manufacturing operations.

As part of its commitment to sustainable product development, Suzlon has enhanced the design of its S144-3.X MW Wind Turbine Generator (WTG) platform to improve material efficiency and reduce lifecycle environmental impacts. The redesigned tower configuration comprises a 13.5-metre tubular section and a 3.3-metre adaptor flange, with a total tower length of 16.8 metres. Through engineering optimisation, the S144 platform requires only 38.984 metric tonnes of steel per tubular tower section, compared to 103.821 metric tonnes in conventional turbine configurations. In addition, the utilisation of 225 kg of recycled steel scrap per tower in steel plate tower manufacturing further reduces reliance on virgin materials and supports the Company's broader resource efficiency objectives.

Water Stewardship

Suzlon continues to strengthen water stewardship through closed-loop water management practices across its manufacturing facilities. **We have achieved Water neutrality at Group level due to multiple initiatives across Plants and sites for water optimization, and recharge initiatives. During FY 2025-26, a total of 55,994 kL of water** was treated, recycled and reused across Suzlon Energy Limited (SEL) and SE Forge manufacturing operations, representing a **65.16% increase** compared to FY 2024-25. Recycled water is primarily utilised for non-process applications such as gardening and sanitary flushing. Although water is not directly consumed in Suzlon's core manufacturing processes, all manufacturing facilities operate **Zero Liquid Discharge (ZLD)** systems, ensuring that wastewater is treated, recovered and reused within plant boundaries.

Circularity Assessment of Wind Turbine Generators

WEF ESG Resource Availability

Aligned with the **World Business Council for Sustainable Development (WBCSD) Circular Transition Indicators (CTI) Framework v4.0**, Suzlon undertook a comprehensive circularity assessment of its **S144-3.X MW wind turbine platform**. The assessment evaluated Circular Inflow and Circular Outflow across the product lifecycle, covering key turbine components including the blades, tower, nacelle, rotor, transformer and foundation. **We have received Circularity Certification in accordance with World Business Council for Sustainable Development's Circularity Transition Indicator (CTI) standards with a score of 81%** and an independent verification in accordance with ISO 59004, 59010, 59020 and 59040 standards.

Based on operational data and modelling across the turbine's **25-year design life**, the assessment established a baseline for material circularity, quantified the use of recycled and renewable inputs, and identified opportunities to enhance durability, resource efficiency and end-of-life recovery performance. The study provides a robust foundation for integrating circular design principles into future turbine platforms while supporting ongoing operational optimisation and research and development initiatives.

The assessment demonstrated significant incorporation of recycled materials across key turbine components. Several materials, including **Fibre Reinforced Plastic (FRP), grease, oil, PA6, R134a and steel**, were assessed as containing **100% recycled content** within specific applications across the tower, blade, nacelle, rotor and transformer components. In addition, **aluminium and steel used in tower components incorporated 93% recycled content**.

These findings underscore Suzlon's continued efforts to enhance material circularity, reduce dependence on virgin resources, and improve lifecycle resource efficiency across its renewable energy product portfolio

Recycled and Reused Material Content

Product Category	Material	FY 2025-26 Recycled/Reused Content
WTG	Fibre Reinforced Plastic (Tower)	100%
	Grease (Nacelle & Rotor)	100%
	Oil (Nacelle, Transformer & Rotor)	100%
	PA6 (Tower)	100%
	R134a (Tower)	100%
	Steel (Tower, Blade, Nacelle, Transformer & Rotor)	100%
	Aluminium and Steel (Tower)	93%
Castings	Steel Scrap	75%
	Recycled Sand	90%

Through these initiatives, Suzlon continues to embed circular economy principles across product design, sourcing, manufacturing and end-of-life considerations, supporting its ambition to deliver resource-efficient, low-carbon and sustainable renewable energy solutions.

MEMBERSHIPS AND ASSOCIATIONS

Our Approach to Industry Engagement

As a pioneer of India's renewable energy movement, Suzlon believes that meaningful progress on the clean-energy transition cannot be achieved in isolation. We therefore play an active role in several national and global industry associations and multi-stakeholder platforms, collaborating with peers, policymakers and technical experts to accelerate the adoption of clean energy, exchange knowledge and strengthen the external ecosystem for sector growth and sustainable operations. Through these affiliations, we help shape enabling policy frameworks, advance industry best practices and reinforce our commitment to responsible business conduct.

As an industry leader, we play an active role in several national and global industry associations and platforms to collaborate with peers to promote the adoption of clean energy, share knowledge, and strengthen the external ecosystem for sector growth and sustainable operations. In line with our commitment to responsible business practices,

Suzlon became a signatory to the UN Global Compact in FY25, signifying its commitment to aligning business practices with universally accepted principles on human rights, labour, environment, and anti-corruption.

Advacing Global Commitments

In FY 24-25, Suzlon became a signatory to the UN Global Compact (UNGC) – a defining milestone that signifies our commitment to aligning business practices with universally accepted principles spanning human rights, labour, the environment and anti-corruption., Suzlon also joined the Climate Group's RE100 and EV100 initiatives, which deepen our commitment to transitioning to 100% renewable energy and accelerating the shift to electric mobility. In FY 25-26, Suzlon joined as a global member in **Climate Group's 24 X 7 Carbon Free Electricity (CFE) Coalition**. Together, these commitments anchor our sustainability ambitions within globally recognised frameworks and reflect our conviction that no single organisation can solve the climate crisis alone.

Climate Policy Engagement and Industry Participation

GRI 415-1

Suzlon's climate policy engagement flows directly from its Climate **Change Policy** and its commitment to leading the global transition to renewable energy. Engagement is guided by support for the Paris Agreement under the UNFCCC – including the goal to limit global average temperature rise to well below 2°C and pursue efforts to limit it to 1.5°C above pre-industrial levels – alignment with India's Nationally Determined Contribution (NDC) and the National Guidelines on Responsible Business Conduct (NGRBC), and participation in industry bodies and platforms that shape renewable energy, decarbonization, resource efficiency, biodiversity and responsible business practice.

The Company engages with policy and advocacy channels at global, national and local levels to contribute technical input, support practical and market-based climate policy, and help shape the standards and frameworks relevant to a lower-carbon energy system, while advancing energy access, affordability and security. External engagement is overseen through Suzlon's governance structures – led by the Board and the CSR & ESG Committee, with implementation carried out by the Senior Leadership Team and oversight provided by the CSR & ESG Committee at Board level – with periodic (at minimum annual) review of whether the Company's positions, memberships and advocacy remain aligned with evolving climate policies, its public climate commitments and stakeholder expectations.

Suzlon's climate policy position remains unchanged and is summarized below:

- We acknowledge the importance of adaptation and resilience for our business, value chain and all our stakeholders in a changing climate, and assess acute and chronic physical risks – such as changing wind patterns and extreme weather events – in line with TCFD/IFRS S2.
- We do not advocate for policies that undermine the Paris Agreement or discount Nationally Determined Contributions (NDCs).
- We encourage effective climate policy that mobilizes private-sector investment in renewable energy and low-carbon technologies while advancing a just, affordable and secure energy transition.
- We support the outcomes of the Paris Agreement and the long-term goal to limit global average temperature rise to well below 2°C and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels, and we are committed to achieving Net Zero (Scope 1 & 2) by 2035.
- We support the government as it raises the ambition of its Nationally Determined Contributions (NDCs) and renewable energy targets.
- We believe policy should be efficient, equitable, practical, market-driven, and promote free trade and open access to clean-energy markets.
- We welcome increased transparency in climate-related disclosures, and support consistency across standards and metrics such as GHG Protocol, ISO 14064/14067, TCFD/IFRS S2, CDP and GRI.
- We incentivize and encourage the use of low-emission technologies and products, including wind, solar, energy storage, smart grids and electric mobility.

In FY26, Suzlon has not made any political contributions. In the reporting period, Suzlon did not engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment. Suzlon ensures that all climate-related advocacy and engagements are aligned with the goal of limiting temperature rise to 1.5°C above pre-industrial levels, in line with the Paris Agreement. This underscores our commitment to responsible advocacy and climate leadership.

Our Memberships

GRI 2-28; WEF – ESG Governing Purpose

National Bodies	Global Bodies
Confederation of Indian Industry (cii)	US-India Business Council (USIBC)
Federation of Indian Chamber of Commerce & Industry (FICCI)	Global Wind Energy Council (GWEC)
Indian Wind Turbine Manufacturers Association (IWTMA)	Sustainable Energy Association of Singapore (SEAS)
Indian Wind Power Association (IWPA)	Climate Group – RE 100, EV 100
National Solar Energy Federation of India (NSEFI)	Climate Group – 24/7 Carbon free Coalition
Indian Wind Energy Association (INWEA)	
India Green Steel Coalition (IGSC)	
PHD Chamber of Commerce & Industry - Carbon Markets Forum	
India Agriculture Sustainability Council	

The Value we create

Our engagement across these platforms enables Suzlon to influence progressive energy and climate policy, contribute to the development of technical standards for wind and solar deployment, participate in emerging mechanisms such as carbon markets and green steel, and collaborate on cross-sectoral solutions for decarbonisation. These partnerships not only strengthen the renewable energy value chain but also position Suzlon as a trusted, forward-looking partner in India's – and the world's – journey toward net zero.

Awards and Accolades

10th Rank
amongst top 100 Global organizations in Sustainability (only Indian Company being included)

3rd Rank in Asia
Pacific amongst Top 50 Organizations in sustainability, 2026

Inclusion in Clean 200, 2026
for 200 top companies in clean technology

Global ESG AWARDS

Global Award (Gold Category)
for Climate Change Mitigation

ET PIONEERS OF ENERGY TRANSFORMATION 2025

ET pioneers of Energy transformation (2026)

UN GLOBAL COMPACT

Member of United Nations Global compact

GWEC GLOBAL WIND ENERGY COUNCIL

Member of Global Wind Energy Council

CII WOW Waste to Worth Transformation

Member of National Waste to Worth transformation

UN GLOBAL COMPACT

Organization with Excellence in Sustainable Supply chain

geef Global Energy & Environment Foundation
For accelerate sustainability initiatives

Global Award Sustainability Excellence in Renewables



ET-Pioneers of Energy Transformation, 2026

CLIMATE GROUP EV100 CLIMATE GROUP RE100

RE100 & EV100 under Climate Group



Global Member of 24/7 Carbon-Free Implementation Panel

IGSC INDIA GREEN STEEL COALITION

Indian Green steel Coalition (IGSC)

NATURAL CAPITAL

GHG EMISSIONS & CLIMATE CHANGE MANAGEMENT

Material Topic	Goals and Targets	UN SDGs supported	Sustainability Standards Supported
GREENHOUSE GAS EMISSIONS AND CLIMATE CHANGE MANAGEMENT	• Achieve Net Zero across Scope 1 & 2 by 2035, • Achieve Net zero (including Scope 3) by 2040 **Progress:** Scope 1 (direct) emissions fell 24% to 6,835 tCO_2e in FY2025-26. Scope 1+2 intensity improved ~29% across all three bases – per rupee of turnover (-28.9%), per turbine manufactured (-29.5%), and per MW installed (31 → 22 tCO_2e/MW) Scope 3 intensity eased 2.2% per MW installed (510 → 499 tCO_2e/MW) Combined Scope 1+2+3 intensity declined 3.9% (541 → 521 tCO_2e/MW)		ESRS: E1, E1-2, E1-3, E1-4, E1-7, E1-9, E1-19, E1-66, E1-67 GRI: 201-2, 203-2(a), 203-2(b), 3-3 IFRS S2: para. (8), 9(a, c, d, e), 10(a–d), 13(a–b), 14(a, a(ii–v), b, c), 16(c)(i), 16(d), 21(a), 22(a)(i–iii), 22(b)(i)(1–7), 22(b)(ii)(1–5), 22(b)(iii), 25(a)(ii), 25(a)(iv), 25(b), 27, 29(c), 29(f)(i), 32, 33(a–d, f–h), 34(a, b–c), 35, 36(c) TCFD: Strategy (a, b, c), Risk (a, b), Metrics & Targets (a, c) WEF: ESG Climate Change – TCFD Implementation; ESG Climate Change – Paris-aligned GHG Emissions Targets IFC: PS 3 Resource Efficiency OECD Guidelines for Multinational Enterprises on Responsible Business Conduct VI.1a, VI.1b, VI.1c, VI.1e, VI.3, VI.4

Impact Delivered:

- 24.07% reduction in scope 1 emissions as compared to FY 24-25
- 22.79% increase in use of renewable energy across operations as compared to FY 24-25
- 25.1% renewable energy at group level as compared to target of 100% RE by 2030

Our Approach

IFRS S2 29 (a) (ii), IFRS S2 29 (a) (iii), IFRS S2 B38–B57, IFRS S2 8

Our approach to climate, emissions and energy management is guided by our Climate Change Policy and Energy Management Policy, supported by our broader environmental and sustainability governance framework. These policies provide direction for managing climate-related risks and opportunities, strengthening emissions management, improving energy performance and embedding decarbonization considerations across our operations and value chain.

Our approach is aligned with recognised national and international frameworks and standards, including the Paris Agreement, GHG Protocol, ISO standards, IFC Performance Standards, IFRS S1 and IFRS S2, TCFD, RE100, EV100, CDP, GRI Standards, India's Nationally Determined Contributions, NGRBC, NAPCC, BEE standards, the Electricity Act, 2003 and the Energy Conservation Act, 2001. These frameworks guide our approach to climate-related disclosures, emissions accounting, energy management, risk assessment and responsible environmental performance.

Governance oversight for climate, emissions and energy-related matters is supported through established sustainability and risk management structures, including the Board-level and management-level governance forums, CSR and ESG Committee, Sustainability function and relevant business teams. Climate-related risks and opportunities are embedded into the Enterprise Risk Management framework and central risk register, enabling enterprise-wide visibility, ownership, monitoring and review across the consolidated operating boundary, including Manufacturing, SE Forge, IB Projects, OMS and Renom.

Governance and Oversight

Suzlon's climate-related matters are overseen through a structured governance mechanism that connects Board-level oversight, management-level accountability and business-unit level implementation. The Board / relevant Board-level Committee provides oversight on material climate-related matters, including greenhouse gas emissions performance, renewable energy transition, climate-related risks and opportunities, progress against long-term climate commitments, and external climate-related disclosures.

At the management level, responsibility for climate-related implementation is coordinated through the Sustainability function in collaboration with relevant business teams, including Manufacturing, SE Forge, IB Projects, OMS and Renom. These teams are responsible for monitoring emissions, energy consumption, renewable energy adoption, climate risk management, energy efficiency initiatives, low-carbon mobility, and site-level decarbonization actions.

Climate-related risks and opportunities are integrated into Suzlon's Enterprise Risk Management framework and central risk register. This enables systematic identification, assessment, prioritization, monitoring and escalation of climate-related physical and transition risks. Material climate-related matters are reviewed through internal governance forums and escalated to senior management and Board-level forums, as appropriate, for strategic guidance, decision-making and integration into business planning.

Suzlon intends to further strengthen climate governance by enhancing the frequency and structure of climate performance reviews, including review of emissions trends, energy performance, renewable electricity adoption, progress against decarbonization initiatives, climate risk assessment outcomes, adaptation planning and climate-related disclosure readiness.

Suzlon recognizes that effective governance is critical to strengthening alignment with a low-carbon transition pathway. The Company's climate governance approach is therefore being enhanced to support oversight of transition-related risks, emissions reduction priorities, renewable energy transition, Scope 3 value-chain engagement, and progress towards long-term net-zero commitments.

Suzlon's governance forums will continue to review climate-related matters not only from a compliance and disclosure perspective, but also from the perspective of transition preparedness and alignment with a 1.5°C-compatible pathway. This includes review of operational emissions, renewable electricity adoption, diesel reduction, energy efficiency performance, value-chain emissions, product carbon footprint, low-carbon capital expenditure, climate-related risks and opportunities, and progress against medium- and long-term transition objectives.

The Company intends to strengthen management-level accountability by integrating low-carbon transition priorities into functional planning across manufacturing, procurement, logistics, product development, project execution, OMS, SE Forge, Renom and sustainability teams. This will support a more coordinated transition response across Scope 1, Scope 2 and Scope 3 emissions and help convert Suzlon's climate commitments into measurable business actions.

Climate-Linked Management Accountability and Incentives

We integrate climate-related accountability into our performance-management and remuneration processes. Climate-related performance carries a 10% weighting in the monetary incentive framework applicable to identified C-suite and Board-level positions. The framework includes short-term and long-term incentives and assesses performance against relevant climate-related KPIs, including Scope 1 and Scope 2 emissions reduction, energy efficiency, resource optimisation and circularity, and energy and emissions-intensity improvement.

Performance against these measures is monitored through quarterly and half-yearly reviews and contributes to annual bonus, salary progression and long-term incentive outcomes, including shares, share options and ESOPs, as applicable. Climate-related priorities are also cascaded through functional, business-unit and site-level performance reviews to strengthen accountability for the delivery of our climate commitments and transition plan.

Component	Scope and applicability	Incentive mechanism	Climate-related KPIs	Assessment and linkage
Climate-linked executive incentives	Identified C-suite and Board-level positions	Monetary incentives through short-term and long-term incentive plans	Scope 1 and Scope 2 emissions reduction, energy efficiency, resource optimisation and circularity, and energy and emissions-intensity improvement	Climate-related performance carries a 10% weighting in the applicable incentive framework. Performance is monitored quarterly and half-yearly and contributes to annual bonus, salary progression and long-term incentive outcomes, including shares, share options and ESOPs, as applicable
Cascaded climate-performance accountability	Relevant functional, business-unit and site-level leadership and employees	Performance scorecards and annual performance-management processes	Operational emissions reduction, energy efficiency, renewable-energy adoption, fuel reduction and implementation of decarbonisation initiatives	Climate priorities are cascaded through business-unit and site-level reviews to support delivery of operational climate objectives

Sources Of Emissions

Our emissions footprint is linked to energy use, fuel consumption, materials and logistics across manufacturing, project execution, installation, operations and maintenance. Purchased non-renewable electricity is a key contributor to Scope 2 emissions, while Scope 1 emissions arise mainly from fuel use, process energy, refrigerants, fire extinguishers and operational equipment. Scope 3 emissions are linked to purchased goods and services, transportation and end-of-life treatment of sold products.

Key emission-generating activities include turbine and component manufacturing, forging and fabrication, project site preparation, transportation of large turbine components, construction and commissioning, service vehicle movement, spare parts logistics, and renewable asset O&M through OMS and Renom Energy Services.

SE FORGE
(Forging & Foundry)

Forging, foundry and fabrication of critical wind turbine components.

- Forging, foundry and fabrication operations
- Plant utilities, compressed air and process energy
- LNG/LPG combustion in casting and forging (highest Scope 1 fuel use)
- Internal material handling and equipment use
- Upstream emissions from steel, castings and key input materials

IB PROJECTS
(Industrial & Balance of Plant Projects)

EPC and balance-of-plant solutions for wind energy projects.

- Project development and site preparation
- Transportation of large turbine components
- Construction, erection and commissioning activities
- Diesel use in cranes, DG sets and site equipment
- Temporary site power and project logistics

OMS
(Operations, Maintenance & Services)

Maximizing performance and lifecycle value of the Suzlon fleet.

- Field service and maintenance of the ~15.5 GW Suzion fleet
- Service vehicles and field-team movement
- Spare parts and inventory logistics
- Remote monitoring and asset performance systems
- Purchased goods & services (~95% of OMS Scope 3)

RENOM
(Renom Energy Services)

Multi-brand operations & maintenance for wind, solar and BOP assets.

- Multi-brand O&M across 14+ turbine makes (non-Suzlon)
- Field teams servicing wind, solar and balance-of-plant assets
- Service-fleet mobility across seven windy states
- Spare parts sourcing and inventory logistics
- Repowering and performance-improvement activities

MANUFACTURING
(Integrated Manufacturing)

World-class, vertically integrated manufacturing capabilities.

- Wind turbine and component manufacturing
- Plant utilities, compressed air and process energy
- Internal material handling and equipment use
- Quality, safety and continuous improvement
- Upstream emissions from purchased materials and components

Emission sources are indicative and subject to final validation of business-unit level emissions data.

Note: FY2025–26 reporting includes Renom Energy Services within the reporting boundary.

FY 2025-26 Performance – GHG Emissions & Energy Consumption

GRI 305-1, GRI 305-2, GRI 302-1, GRI 302-5, IFRS S2 29 (a) (i) (1), IFRS S2 29 (a) (ii), IFRS S2 B27, IFRS S2 29 (a) (iv), IFRS S2 29 (a)(i) (2), IFRS S2 29 (a) (v), IFRS S2 B31, IFRS S2 B20, ESRS E1 E1-4 §34(c); E1-6 §44(a), §46, §48(a), §50, E1-6 §44(b), §46, §49, §50, E1-6 §44(c), §51, WEF ESG Climate Change

In FY 2025-26, we strengthened our climate performance through lower Scope 1 emissions, higher renewable energy use, expanded climate risk assessment coverage, and improved product-level carbon disclosure. While Scope 2 emissions increased due to the inclusion of Renom Energy Services in the reporting boundary, operational decarbonization actions continued across **manufacturing, projects, OMS and SE Forge.**

GHG Emissions at Suzlon Group Level

SFDR Table 1 PAI 1(a), SFDR Table 1 PAI 1(b)

Metric	FY2025-26
Scope 1 Emissions	6,835 tCO_2e
Scope 2 Emissions – Market-Based	49,564 tCO_2e
Scope 2 Emissions – Location-Based	68,315 tCO_2e
Scope 1 + Scope 2 Emissions	56,399 tCO_2e
Total Energy Consumption	4,52,133.76 GJ
Renewable Energy Consumption (Non-Renewable + Renewable Energy)	1,13,500.39 GJ
Renewable Energy Share	25.1% at Group level
Increase In Renewable Energy Consumption	22.79% YoY
Scope 3 Emissions	1,287,876 tCO_2e



GHG Emissions Trend Over the Years

GRI 305-3, GRI 302-2 Scope 3 GHG emissions

IFRS S2 29(a)(i)(3), IFRS S2 29(a)(ii) –, IFRS S2 29(a)(vi)(1), ESRS E1 E1-4 §34(c); E1-6 §44(c), §51, SFDR Table 1 PAI 1(c) GHG emissions, SFDR Table 1 PAI 1(d)

GHG Emissions Category	Unit	FY 2024-25	FY 2025-26
Scope 1 Emissions	tCO_2e	9,002	6,835
Scope 2 Emissions – Market-Based	tCO_2e	39,924	49,564
Scope 2 Emissions – Location-Based	tCO_2e	58,277	68,315
Scope 1 + Scope 2 Emissions	tCO_2e	48,926	56,399
Scope 3 Emissions	tCO_2e	7,95,508	1,287,876
Cat. 1 – Purchased Goods & Services	tCO_2e	726,253	1,195,412
Cat. 2 – Capital Goods	tCO_2e	8,713	9,649
Cat. 3 – Fuel & Energy Related Activities	tCO_2e	10,014	10,057
Cat. 4 – Upstream Transportation & Distribution	tCO_2e	19,230	8,086
Cat. 5 – Waste Generated In Operations	tCO_2e	874	129
Cat. 6 – Business Travel	tCO_2e	2,336	1,948
Cat. 7 – Employee Commuting	tCO_2e	1,116	5,312
Cat. 8 – Upstream Leased Assets	tCO_2e	3,775	8,544
Cat. 9 – Downstream Transportation & Distribution	tCO_2e	5,089	4,307
Cat. 10 – Processing Of Sold Products	tCO_2e	2,839	7,272
Cat. 11 – Use Of Sold Products	tCO_2e	507	377
Cat. 12 – End-Of-Life Treatment Of Sold Products	tCO_2e	14,706	34,758
Cat. 15 – Investments	tCO_2e	1	2,025
Scope 1 + Scope 2 + 3 Emissions	**tCO_2e**	**844,378**	**1,344,275**

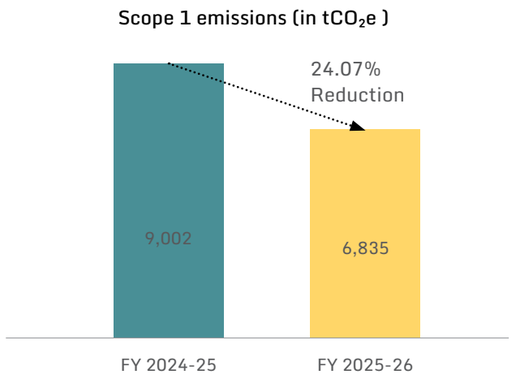
NOTE: Scope 2 Accounting Note

Scope 2 emissions are calculated in accordance with the GHG Protocol Scope 2 Guidance. Suzlon tracks electricity-related emissions using the location-based method and, where applicable, the market-based method based on eligible renewable electricity procurement, captive renewable generation or contractual instruments.

For FY2025–26, Scope 2 emissions should be read together with the renewable electricity procurement and generation approach applied within the reporting boundary. Where renewable electricity is applied, the basis of emission factor selection, renewable electricity evidence and calculation methodology will be maintained for assurance and audit purposes.

Suzlon will continue to strengthen Scope 2 disclosure by clearly distinguishing between location-based and market-based emissions, where both values are applicable and available.

Scope 1 emissions reduced by 24.07% in FY2025–26, reflecting Suzlon's continued focus on reducing fuel-related emissions through cleaner mobility, DG set optimization and operational efficiency measures.



Major Emission Source Categories

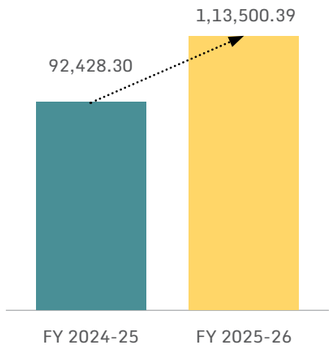
Emission Source Category	Scope	Key business activity / source	FY2025–26 emissions / status
Fuel Use and Direct Operational Emissions	Scope 1	DG sets, vehicles, site equipment, internal material movement, thermal fuel use, refrigerants and fire extinguishers across operations	Total Scope 1 emissions stood at 6,835 tCO_2e, reflecting a 24.07% reduction compared to FY2024–25.
Purchased Electricity	Scope 2	Electricity used across Manufacturing, SE Forge, OMS, Projects and Renom	Scope 2 market-based emissions stood at 49,564 tCO_2e in FY2025–26. Renewable energy consumption increased by 22.79%, reaching 25.1% of Group-level energy use.
Purchased Goods and Services	Scope 3	Steel, castings, turbine components and other key input materials	FY2025–26 emissions: 1,195,412 tCO_2e, making this the largest Scope 3 emissions category.
End-Of-Life Treatment of Sold Products	Scope 3	End-of-life treatment of WTG components and materials	FY2025–26 emissions: 34,758 tCO_2e.
Fuel- and Energy-Related Activities	Scope 3	Upstream emissions linked to purchased fuels and electricity	FY2025–26 emissions: 10,057 tCO_2e.

Energy Consumption By Source

GRI 302-1, SFDR Table 2 Opt-In 5, SFDR Table 1 PAI 5(a)

Energy Source	Unit	FY 2024–25	FY 2025–26
Renewable Electricity	GJ	92,428.30	1,13,500.39
Renewable Fuel	GJ	–	–
Other Renewable Sources	GJ	–	–
Total Renewable Energy	GJ	92,428.30	1,13,500.39
Non-Renewable Electricity	GJ	2,00,733.36	2,51,308.35
Non-Renewable Fuel	GJ	1,17,769.04	87,325.02
Other Non-Renewable Sources	GJ	–	–
Total Non-Renewable Energy	GJ	3,18,502.39	3,38,633.37
Total Energy Consumed	GJ	4,10,930.69	4,52,133.76

Renewable energy consumption in GJ



Energy Consumption	Unit	FY 2024-25	FY 2025-26
Total Non-Renewable Energy Consumption	MWh	88,479.96	94,064.83
Total Renewable Energy Consumption	MWh	25,676.58	31,527.89

GHG Emissions and Energy Intensity

SFDR Table 1 PAI 6, GRI 305-4, GRI 302-3, ESRS E1 E1-6 §53, ESRS E1 E1-5 §37-§38

Intensity Metric	Unit	FY2024–25	FY2025–26	% change
Scope 1 + Scope 2 Emissions Intensity Per Rupee of Turnover	tCO_2e / rupee	0.00000045	0.00000032	-28.89%
Scope 1 + Scope 2 Emissions Intensity Per Turbine Manufactured	tCO_2e / turbine	91.8	64.68	-29.54%
Scope 1 + Scope 2 Emissions Intensity Per MW Installed	tCO_2e / MW installed	31	22	-45.3%
Scope 3 Emissions Intensity Per MW Installed	tCO_2e / MW installed	510	499	-2.2%
Scope 1 + Scope 2 + Scope 3 Emissions Intensity Per MW Installed	tCO_2e / MW installed	541	521	-3.9%
Energy Intensity Per Rupee of Turnover	GJ / rupee	0.00000380	0.00000257	-32.27%
Energy Intensity Per Rupee of Turnover Adjusted for PPP	GJ / rupee adjusted for PPP	0.0000786	0.0000524	-33.33%
Energy Intensity Per Turbine Manufactured	GJ / turbine	770.97	518.50	-32.75%

In FY2025–26, every intensity metric improved even as output scaled. Operational (Scope 1+2) intensity fell ~29% on all three bases—per rupee of turnover, per turbine manufactured, and per MW installed (31 to 22 tCO_2e/MW)—evidencing disciplined efficiency and a decisive shift to clean electricity. Energy intensity strengthened in step, down 32.3% per rupee of turnover (33.3% PPP-adjusted) and 32.8% per turbine. Value-chain intensity is turning too, with Scope 3 per MW installed down 2.2% and total Scope 1+2+3 intensity down 3.9%—demonstrating that Suzlon's growth and decarbonization are advancing together.

Given the proximity of our operations to local communities, we recognize the importance of limiting emissions that may affect air quality and well-being. We engage independent agencies to monitor our air emissions in line with the Consent to Operate issued by the relevant Pollution Control Boards. Adherence to applicable regulatory standards and maintaining detailed records of significant air emissions from our facilities form a key operational focus.

Air Emission

GRI 305-6, 305-7, ESRS E2 E2-5 §34, ESRS E2 E2-4 §28(a), §30(b)-(c), §31, IFC PS3, SFDR Table 2 Opt-In 2, SFDR Table 2 Opt-In 3

Parameter	Unit	FY2024–25	FY2025–26
NOx	MT	22.38	12.74
SOx	MT	1.15	9.37
Particulate matter (PM)	MT	4.02	26.54
Ozone Depleting Substances (ODS)	CFC-11 equivalent	8.18	3.79

GHG Accounting Methodology

We measure our greenhouse gas emissions in accordance with the GHG Protocol Corporate Standard and Corporate Value Chain Standard, using an operational-control consolidation approach. Scope 1 calculations cover relevant stationary and mobile fuel consumption and fugitive emissions. Scope 2 emissions are calculated using purchased-electricity data and reported using location-based and market-based methods. Scope 3 covers relevant upstream and downstream categories using supplier-specific, activity-based, distance-based, mass-based, waste-treatment, travel, commuting, lifecycle and spend-based approaches, depending on data availability.

Activity data are drawn from utility bills, meters, fuel and operational records, procurement and logistics systems, travel data, waste manifests and supplier information. Recognised emission factors and 100-year global warming potentials are applied, with proxy or spend-based methods used where primary data are unavailable. The GHG Protocol was selected because it provides a consistent and internationally recognised basis for consolidating operational and value-chain emissions and supports alignment with IFRS S2, CDP and external assurance requirements.

During FY2025–26, we expanded and refined our Scope 3 inventory by incorporating additional activity data, supplier information and updated emission factors. These changes improved the completeness of the inventory and contributed to the increase in reported Scope 3 emissions. The operational-control approach continued to be applied consistently across Scope 1, Scope 2 and Scope 3. Material methodological or boundary changes are reviewed through our GHG inventory controls, with base-year recalculation undertaken where the established recalculation criteria are met.

Our Goals & Targets

GRI 305-5, ESRS E1 E1-3 §29(b); E1-4 §34(a)-(c); E1-7 §56(b), IFRS S2 33(a)–(h) and 36(a)–(d), WEF ESG Climate Change, SFDR Table 2 Opt-In 4

Suzlon plans to make a formal commitment to the Science Based Targets initiative (SBTi) to develop and submit near-term greenhouse gas emissions reduction targets for validation. This commitment will support Suzlon's transition from long-term net zero ambition to a science-based interim target pathway, covering operational emissions and relevant value-chain emissions in line with SBTi requirements. Through this process, Suzlon aims to strengthen the credibility, transparency and accountability of its climate goals, while aligning its decarbonization roadmap with a 1.5°C pathway and its broader ambition to achieve net zero across Scope 1, Scope 2 and Scope 3 emissions by 2040.

Suzlon is strengthening its emissions reduction target architecture to provide a clear, measurable and time-bound pathway towards its long-term climate commitments. The Company intends to establish near-term greenhouse gas emissions reduction targets covering Scope 1, Scope 2 and relevant Scope 3 categories, supported by a defined base year, target year, emissions coverage, reduction pathway and implementation roadmap.

The targets will cover operational emissions from owned and controlled activities, purchased electricity, and material value-chain emissions, particularly purchased goods and services, capital goods, upstream and downstream transportation, fuel- and energy-related activities, and end-of-life treatment of sold products. Suzlon will define whether each target is an absolute emissions reduction target, an intensity-based target, or a combination of both, based on applicability, data maturity and business relevance.

Suzlon's long-term ambition is to achieve Net Zero across Scope 1 and Scope 2 emissions by 2035 and Net Zero across Scope 1, Scope 2 and Scope 3 emissions by 2040. To improve accountability and transparency, Suzlon is in the process of defining interim milestones for 2030, including increased renewable electricity adoption, operational energy efficiency, fleet electrification, diesel reduction, Scope 3 supplier engagement and low-carbon product innovation.

Suzlon also plans to make a formal commitment to the Science Based Targets initiative and develop near-term targets for validation in line with applicable SBTi requirements. Until formal validation is received, Suzlon will describe the targets as being under development and will not represent them as SBTi-validated. Once the target architecture is finalised, Suzlon will disclose the base year, target year, scope coverage, percentage reduction, calculation methodology, and progress against targets.

Our Goals & Targets

KPI / Goal area	FY2025–26 Goal / Focus	Medium / Long-term Goal	Baseline / Reference	FY2025–26 Progress
Net Zero – Scope 1 and Scope 2	Reduce operational emissions through fuel reduction, cleaner energy, EV deployment and energy efficiency.	Achieve Net Zero Scope 1 and Scope 2 emissions by 2035.	FY 2024–25 Scope 1 baseline emissions: 9,002 tCO_2e. FY 2024–25 Scope 2 baseline emissions: 39,924 tCO_2e	In progress: Scope 1 emissions stood at 6,835 tCO_2e, compared to 9,002 tCO_2e in FY2024–25.
Net Zero – Scope 1, Scope 2 and Scope 3	Strengthen Scope 3 reporting, assurance and value-chain decarbonization.	Achieve Net Zero across Scope 1, Scope 2 and Scope 3 emissions by 2040.	FY 2024–25 Scope 1 baseline emissions: 9,002 tCO_2e. FY 2024–25 Scope 2 baseline emissions: 39,924 tCO_2e FY 2025–26 Scope 3 baseline emissions: 1,287,876 tCO_2e	In progress: Scope 3 emissions were reported and assured. Scope 3 value for FY25-26 stands at 1,287,876 tCO_2e
Renewable energy transition	Increase renewable electricity use across operations.	Source 100% renewable energy by 2030 and become an RE100 organisation.	FY2024–25 renewable energy consumption: 92,428.30 GJ.	Achieved annual progress: Renewable energy consumption increased by 22.79% to 1,13,500.39 GJ, reaching 25.1% renewable energy share at Group level.
Low-carbon mobility	Expand EV deployment across operations where technically feasible.	Transition 100% owned vehicles to EVs by 2035 and become an EV100 organisation.	Fleet Baseline FY 2025-26, including owned and leased vehicles within the applicable EV100 boundary, to be finalized and used for tracking progress towards the 2035 EV transition commitment.	In progress: 20 EV vehicles deployed across Manufacturing, OMS and SE Forge, avoiding 41.36 tCO_2e.

KPI / Goal area	FY2025–26 Goal / Focus	Medium / Long-term Goal	Baseline / Reference	FY2025–26 Progress
Climate risk assessment and adaptation	Strengthen physical and transition climate risk assessment across key business areas.	Integrate climate risk assessment and adaptation planning across operations and value chain.	FY25 baseline with new assets added and updates undertaken where needed in FY26	Completed: Achieved ISO 14091:2021 certification across Manufacturing, OMS, SE Forge, IB Projects and Renom; quantitative adaptation coverage and implementation timeline to be updated.
Product Carbon Footprint and LCA	Strengthen lifecycle-based product climate disclosure.	Complete Product Carbon Footprint and Life Cycle Assessment for WTGs by 2026.	FY2024–25	Completed ahead of target: ISO 14067 certification received for WTGs and castings; S144 Product Carbon Footprint recorded at 6.17 gCO_2e/kWh. 1
Energy efficiency and energy intensity	Improve energy efficiency through operational optimization, equipment upgrades and site-level energy-saving actions.	Reduce energy intensity and improve energy performance across operations.	FY2024–25 energy intensity per turbine: 770.97 GJ/turbine.	In progress: FY2025–26 energy intensity is 518.50 GJ/turbine; energy-saving initiatives included LED retrofits, HVAC optimization, smart energy monitoring and site-level efficiency measures.
Internal Carbon Pricing readiness	Use an internal shadow carbon price to support climate-informed operational, investment and capital-allocation decisions.	Strengthen and periodically refine Internal Carbon Pricing as a decision-support mechanism supporting decarbonisation, climate-risk management and transition planning.	Internal shadow carbon price range of ₹2,850–₹9,500/tCO_2e (USD 35.63–118.75/tCO_2e); applicable to Scope 1, Scope 2 and selected material Scope 3 emissions covering 97.94% of emissions within the ICP boundary.	Implemented: Applied a shadow carbon price of ₹2,850–₹9,500/tCO_2e across Scope 1, Scope 2 and selected Scope 3 emissions. The ICP is used to evaluate capital expenditure, renewable-energy procurement, energy-efficiency projects, electrification, EV deployment, BESS, lower-carbon materials and climate-resilience investments.
Low-carbon transition alignment	Strengthen transition planning across Scope 1, Scope 2 and Scope 3 emissions.	Progressively align Suzlon's emissions trajectory with a 1.5°C-compatible net-zero pathway.	FY 24-25 baseline with new assets added and updates undertaken where needed in FY 25-26	In progress: Current actions include renewable energy adoption, Scope 3 reporting, EV deployment, energy efficiency, ISO 14067 product carbon footprint certification and ISO 14091 climate risk assessment.

We have established absolute gross emissions-reduction targets across our operations and value chain. From a 2025 base year, we aim to reduce our combined Scope 1 and market-based Scope 2 emissions by 90% by 2035, covering 100% of the corresponding base-year emissions. This operational target supports our pathway towards net-zero Scope 1 and Scope 2 emissions by 2035.

For Scope 3, we aim to reduce gross emissions by 90% by 2040 from a 2026 base year, covering 100% of the Scope 3 emissions included within the target boundary. The different base year reflects the completion of our expanded Scope 3 inventory during 2026. Delivery of these targets will prioritise direct emissions reductions through renewable-electricity procurement, energy efficiency, fuel reduction, electrification, supplier engagement, lower-carbon materials, logistics optimisation, product lifecycle improvements and circular design.

Climate Target Boundaries and Methodology

Our 2030 renewable-electricity target and 2035 net zero Scope 1 and Scope 2 target apply to operations within the Suzlon Group reporting boundary under operational control. This includes manufacturing, projects, operations and maintenance, SE Forge, Renom, offices and support functions. The 2040 net zero Scope 3 target applies to the relevant upstream and downstream categories included in our GHG inventory.

Progress towards the Scope 1 and Scope 2 target is measured against an FY2024–25 base year, comprising 9,002 tCO_2e of Scope 1 emissions and 39,924 tCO_2e of market-based Scope 2 emissions. Progress towards the Scope 3 target is measured against an FY2025–26 base year of 1,287,876 tCO_2e.

Our key milestones include achieving 100% renewable electricity by 2030, transitioning the directly controlled fleet to electric mobility by 2035, achieving net zero Scope 1 and Scope 2 emissions by 2035, and achieving net zero Scope 3 emissions by 2040. The 2035 and 2040 commitments are net absolute emissions targets. Operational intensity metrics are used to monitor efficiency and performance but do not replace the absolute target boundary.

Targets are established with reference to the Paris Agreement, Suzlon's emissions profile, operational feasibility, technology and renewable-electricity availability, supplier readiness and business-growth plans. Progress is monitored through monthly and quarterly reviews, management oversight and Board-level governance. Annual GHG emissions and selected sustainability information are subject to external assurance. The net-zero targets and target-setting methodology have not yet been validated by a third-party science-based target body.

Our targets were informed by sector and economy-wide transition pathways, including IEA and NGFS scenarios. However, they were not formally derived using a prescribed sectoral decarbonisation approach.

Net-Zero Commitment and Transition Pathway

ESRS E1 E1-3 §29(b); E1-4 §34(a)-(c); E1-7 §56(b), IFRS S2, 9 (c), IFRS S2 36(e)(i)

Suzlon's net-zero ambition is anchored in operational decarbonization, renewable electricity transition, low-carbon mobility, energy efficiency, product innovation and value-chain engagement. The Company aims to achieve Net Zero across Scope 1 and Scope 2 emissions by 2035 and Net Zero across Scope 1, Scope 2 and Scope 3 emissions by 2040.

Suzlon intends to prioritize absolute emissions reduction across its own operations and value chain before considering neutralization measures for any residual emissions. Key levers supporting the net-zero pathway include transition to 100% renewable electricity by 2030, progressive electrification of directly controlled fleet and equipment, reduction in diesel dependency, energy efficiency improvement, low-carbon product innovation, supplier engagement, logistics optimization and improved Scope 3 data quality.

Any future use of carbon credits or removals, if applicable, will be limited to hard-to-abate residual emissions and will be supported by credible quality criteria, transparency and appropriate governance review. Suzlon will continue to strengthen the credibility of its net-zero pathway by defining and disclosing the base year, target boundary, emissions coverage, interim targets, residual emissions approach and progress-tracking mechanism.

The net-zero transition pathway will be periodically reviewed through relevant governance forums and integrated into business planning, capital allocation, procurement, energy sourcing, product development and operational decision-making.

Our Net-Zero Commitment

We have committed to achieving net-zero Scope 1, Scope 2 and Scope 3 emissions by 2040, using FY2024–25 as the base year. Our target is to reduce gross emissions across all three scopes by 90% by 2040, with the remaining 10% of residual emissions to be neutralised through permanent carbon removals. The target is considered science-based and prioritises direct emissions reductions across our operations and value chain before the use of removals.

Net Zero Transition Alignment Roadmap

IFRS S2, 9 (d), IFRS S2 14(a)(iv), IFRS S1.35(c)

Suzlon recognizes the importance of translating its long-term climate ambition into a measurable transition pathway that supports alignment with a 1.5°C-compatible future. External low-carbon transition assessments indicate that Suzlon's current transition trajectory requires further strengthening to fully align with a net-zero pathway, particularly across operational emissions, purchased electricity and value-chain emissions.

To address this, Suzlon is strengthening its low-carbon transition roadmap across Scope 1, Scope 2 and Scope 3 emissions. The roadmap focuses on reducing direct fuel-related emissions, increasing renewable electricity adoption, improving energy efficiency, electrifying mobility and equipment where feasible, reducing diesel dependency, improving product-level carbon performance, and engaging suppliers on value-chain decarbonization.

The Company's low-carbon transition roadmap will be supported by the following priorities:

- defining a formal base year and emissions reduction pathway for Scope 1, Scope 2 and relevant Scope 3 categories;
- setting interim milestones up to 2030 to bridge the gap between current performance and long-term net-zero commitments;
- strengthening renewable electricity transition in line with Suzlon's RE100 commitment by 2030;
- reducing fossil fuel dependency through diesel reduction, DG set optimization, electrification and evaluation of BESS-based backup power;
- improving Scope 3 data quality and supplier-level climate engagement, particularly for purchased goods and services;
- integrating low-carbon material sourcing, logistics optimization and product lifecycle decarbonization into procurement and design decisions;
- expanding internal carbon pricing readiness to support climate-informed capital allocation and investment decisions;
- periodically reviewing transition progress through governance forums and updating the roadmap based on performance, technology maturity, market developments and regulatory expectations.

Suzlon intends to use this transition roadmap to progressively reduce the gap between its expected emissions trajectory and a net-zero-aligned pathway. The roadmap will be strengthened further once formal near-term targets, base year, emissions coverage, reduction percentages and implementation milestones are finalized.

Our Net-Zero Transition Plan

Our net-zero transition plan sets out how we are aligning our strategy, operations and value chain with the transition to a low-carbon economy and the objectives of the Paris Agreement, including efforts to limit global warming to 1.5°C. The plan brings together our long-term climate ambition, near- and medium-term emissions targets, climate-risk and scenario analysis, capital-allocation processes and decarbonisation actions across Scopes 1, 2 and 3. Our operational levers include energy-efficiency improvements, increased renewable-electricity use, reduced fossil-fuel consumption, fleet electrification and cleaner project-site infrastructure. Across our value chain, we focus on supplier engagement, lower-carbon materials, product carbon-footprint reduction, lifecycle assessments, material efficiency, circularity and responsible end-of-life management. We engage suppliers, customers, industry initiatives, government bodies, communities and other stakeholders to support implementation and monitor progress through our climate-governance and performance-management processes. We also consider the social implications of the transition through green-job creation, reskilling, continued employability, fair labour practices, responsible value chains and community participation.

Transition Plan Assumptions, Dependencies and Resourcing

Our transition plan is focused on achieving 100% renewable electricity by 2030, net zero Scope 1 and Scope 2 emissions by 2035 against an FY2024–25 base year, and net zero Scope 3 emissions by 2040 against an FY2025–26 base year. Progress will be supported through renewable-electricity procurement, energy efficiency, diesel reduction, electrification, cleaner backup power, supplier engagement, low-carbon materials, logistics optimisation, product carbon-footprint reduction and circular design.

Delivery of the transition plan depends on access to reliable and commercially viable renewable electricity, continued improvements in energy efficiency, availability of electric mobility and energy-storage solutions, supplier readiness, improved supplier-specific emissions data, lower-carbon materials, grid decarbonisation and supportive policy and market conditions. It also depends on the availability of capital, technology and skilled resources, and customer acceptance of product and material changes.

During FY2025–26, we deployed INR 38.85 crore in climate-aligned capital expenditure, INR 54.36 crore in climate-related operating expenditure and approximately INR 11.35 crore in climate-related research and development. These resources supported renewable electricity, energy efficiency, electric mobility, digital monitoring, product carbon footprinting, lifecycle assessment, circularity, climate-risk assessment and site-level resilience. Future requirements will continue to be prioritised through annual budgeting, capital approval, enterprise risk management and business planning.

Approach to Residual Emissions and Carbon Credits

Our net-zero approach prioritises gross emissions reductions through energy efficiency, renewable electricity, fuel reduction, electrification, supplier engagement, lower-carbon materials, logistics optimisation and product redesign. Avoided emissions from the use of our wind products are reported separately and are not treated as reductions against our own GHG inventory.

We have not yet determined whether carbon credits will be required for residual emissions at the target year or selected a third-party carbon-credit standard, project type or registry. If carbon credits are required after available gross emissions-reduction measures have been implemented, we will disclose the selected standard, registry, project basis, location, vintage, verification and retirement arrangements.

Any future carbon credits will be assessed against criteria including additionality, credible baselines, permanence and reversal risk, leakage, robust quantification, independent validation and verification, registry governance, unique issuance and retirement, avoidance of double counting, host-country authorisation where relevant, and environmental and social safeguards. We will also disclose whether the credits are nature-based or technology-based and whether they represent emissions reductions or removals. Preference will be given to high-integrity removals for residual emissions, subject to technical, environmental, social and governance due diligence.

Designing an Inclusive Transition: Enduring Opportunities for a Resilient Tomorrow

Suzlon recognises that the transition to a low-carbon economy must be environmentally effective, socially inclusive and supported by decent work. As we progress towards becoming a wind-first, full-stack renewable-energy solutions company, the expansion of our capabilities across wind, solar, battery-energy storage, energy-management solutions, project development and lifecycle asset management is creating new opportunities for employment, skills, innovation and local value creation.

At the same time, changes in technology, manufacturing, project execution, mobility and digital asset management may require employees, workers, suppliers and communities to adapt to evolving roles, competencies and operating requirements. Guided by our purpose, Good Energies That Work, we seek to ensure that this transition strengthens resilience and enables equitable participation across the stakeholder groups connected to our operations and value chain.

Our approach to a just transition is therefore centred on four interconnected priorities: creating access to emerging renewable-energy opportunities, strengthening workforce readiness and continued employability, promoting responsible and inclusive value chains, and supporting communities affected by renewable-energy development.

Creating Pathways to Good Green Jobs

Suzlon's business growth supports direct and indirect employment across research and development, manufacturing, project execution, operations and maintenance, supply-chain management and community development. During FY2025–26, we onboarded 3,273 new employees, including 310 women, while 68.8% of new employees were under 30 years of age. Women also represented 45.2% of Management Trainee and Graduate Engineer Trainee campus hires, supporting more inclusive participation in the renewable-energy talent pipeline.

Our early-career and employment initiatives include structured onboarding through SAMPARK and NEEV, campus recruitment, apprenticeship and academy-based learning, and industry partnerships that connect technical education with employment opportunities. The Suzlon Excellence Academies provide training in areas such as wind-turbine technology, SCADA, operations and maintenance, and safety, helping prepare participants for technical roles within the renewable-energy sector. Initiatives such as Project Future Forge and our partnership with the Andhra Pradesh State Skill Development Corporation further support industry-linked learning and employability.

As our full-stack renewable-energy capabilities evolve, we are strengthening our ability to identify roles created or transformed by climate-transition and adaptation activities. These may include opportunities associated with larger turbine platforms, solar and battery-energy storage, digital operations and maintenance, predictive analytics, climate-resilient infrastructure, circular product design and low-carbon manufacturing.

FY2025–26 transition-linked workforce indicators

- 655 new employees recruited into roles directly supporting Suzlon's climate-transition and adaptation activities
- 2.9% women among transition-linked new employees
- Our Value Chain Workers (contractors' worker) across all operations are engaged in transition-linked activities.

Building Skills for a Changing Energy System

The transition to integrated and increasingly digital renewable-energy systems requires new technical, operational and leadership capabilities. We invest in structured learning and skills development to help employees and workers respond to changing technologies, roles and customer requirements.

During FY2025–26, Suzlon delivered 444,708 employee training hours, averaging 53.57 hours per employee, and provided skill-upgradation training to 100% of permanent employees. More than 7,500 employees and workers were assessed across defined L1 to L4 skill levels, strengthening visibility of existing competencies and priority development needs.

Our technical capability programmes cover wind-turbine technology, SCADA systems, operations and maintenance, working at height, safety and emergency preparedness. More than 1,765 GWO Working at Height certifications were completed, while immersive AR, VR and mixed-reality learning reached over 740 employees. We also strengthened digital and climate-related capabilities through learning on artificial intelligence, responsible use of digital tools, Internal Carbon Pricing, climate-risk assessment and the integration of climate considerations into operational decision-making.

Alongside technical development, leadership programmes supported 78 senior leaders, 105 functional heads and 750 first-time managers. The Ignite Women Development Programme supported 60 women through 2,820 learning hours covering leadership, financial acumen, business processes and problem-solving. Together, these initiatives help strengthen the capabilities required to manage the operational, technological and social dimensions of the energy transition.

FY2025–26 transition-linked learning indicators

- 2,327 employees received upskilling or reskilling directly related to climate-transition and adaptation activities
- 2,111 women and 216 men participated in transition-linked learning
- Our Value Chain Workers (contractors' worker) across all operations received transition linked trainings
- Our Value Chain Workers (contractors' worker) across all operations received technical, digital, safety or green-skills training

Supporting Internal Mobility and Continued Employability

As our business model evolves, Suzlon seeks to prioritise capability development, internal mobility and continued employability. Where emerging technologies or changes in business processes alter role requirements, our approach is to support employees through learning, career-development pathways, coaching and opportunities to move into roles aligned with future business needs.

During FY2025–26, 37% of open positions were filled internally, including 225 critical roles. Talent reviews, succession planning, cross-functional assignments and internal job opportunities helped employees expand their experience and contribute across business functions. A further 34 cross-functional projects provided exposure to different operational and organisational priorities.

Suzlon's transition-assistance approach includes career counselling and coaching, technical and digital upskilling, soft-skills development, networking, mentorship, and wellbeing and stress-management support. These measures are intended to support employees experiencing changes in role, career progression, retirement or separation and to strengthen their continued employability.

To improve alignment with emerging just-transition disclosure expectations, we are strengthening the identification of internal movements directly attributable to climate-transition and adaptation activities.

FY2025–26 transition-linked mobility indicators

- 1,307 employees redeployed into transition-linked or emerging renewable-energy roles
- 58 women and 1,249 men among employees redeployed
- All employees received structured transition assistance during mobilization
- No employee roles were discontinued as a direct result of climate-transition or adaptation activities
- No Value Chain Workers (contractors' worker) assignments were discontinued as a direct result of these activities

Advancing Fair Work and Responsible Value Chains

A just transition depends not only on the availability of new roles, but also on the quality, safety and fairness of employment. Suzlon's Social and Labour Policy, Human Rights Policy and Diversity, Equity, Inclusion and Belonging Policy guide our approach to fair working conditions, equal opportunity, non-discrimination, compensation, social protection and respect for fundamental labour rights.

During FY2025–26, independent Human Rights Due Diligence covered 100% of our operations, with no significant human-rights risks identified. We also assessed 94.33% of Tier-1 critical suppliers for human-rights, labour, environmental and other ESG-related risks. Value-chain workers are engaged on matters including fair and timely wages, safety, dignity at work, skills development and access to grievance mechanisms.

Our safety committees include worker representation, including contract personnel, while Stop Work Authority enables individuals to intervene where unsafe conditions are identified without fear of retaliation. Multiple grievance channels, including the independently operated, multilingual Ethics Helpline, support confidential reporting by employees, workers and other stakeholders.

During the year, 98.88% of employees received remuneration above the applicable minimum wage, while 1.12% received remuneration at the applicable minimum wage. Suzlon also applies the principle of equal pay for equal work and periodically reviews remuneration across roles and employee categories.

While this provides an important foundation, an applicable statutory minimum wage is not necessarily equivalent to a location-specific cost-of-living estimate. We are considering how a suitable benchmark could be used to assess the basic pay of employees and workers entering transition-linked roles.

Future fair-pay assessment

- All employees recruited into transition-linked roles received basic pay at or above the selected cost-of living estimate
- This represented 100% of transition-linked new employees
- All Value Chain Workers (contractors' worker) assessed against minimum wages as per state rules

Our Decarbonisation Action Plan

IFRS S1.35(c)

As a wind turbine generator manufacturer and renewable energy solutions provider, Suzlon's climate strategy is closely aligned with its core purpose of enabling the global energy transition. Suzlon's approach to climate action is anchored in reducing emissions from its own operations, improving the lifecycle performance of its products, supporting customer decarbonization, and strengthening the resilience of its business model against climate-related risks.

During the reporting period, Suzlon continued to advance its decarbonization roadmap through a combination of renewable energy adoption, energy efficiency, electrification, diesel reduction, low-carbon mobility, product innovation, value-chain engagement, site-level interventions, and climate risk management. These initiatives are being implemented across manufacturing facilities, OMS locations, SE Forge operations, IB project sites, logistics activities, and product value chains.

Suzlon's climate action programme is increasingly moving from individual interventions to a more integrated operating model, where renewable energy procurement, energy efficiency, fleet electrification, low-carbon product innovation, supplier engagement, and climate risk governance are being aligned under a common decarbonization agenda. This integrated approach supports Suzlon's long-term sustainability commitments, including its RE100 commitment by 2030 and EV100 commitment by 2035.

A key focus area within this roadmap is the progressive reduction of diesel dependency across operations. Suzlon is actively reducing reliance on diesel generator sets by optimizing existing DG capacity, phasing out non-essential DG usage where feasible, strengthening fuel-use monitoring, and assessing cleaner backup power solutions. In the near term, Suzlon is exploring Battery Energy Storage Systems (BESS) as an alternative to diesel-based backup power, particularly as the technology becomes more economically viable and suitable for industrial applications. This transition is expected to support Suzlon's broader ambition of reducing operational emissions while ensuring energy security, business continuity, and reliable site operations.

SBTI- Aligned Decarbonization Strategy

Suzlon's decarbonization strategy translates its Net Zero, RE100 and EV100 commitments into practical operational and value-chain actions. In FY2025-26, our focus remained on reducing dependence on fossil fuels, improving energy efficiency, increasing renewable energy adoption, strengthening Scope 3 emissions management and advancing low-carbon product innovation. Across our operations, we continued to identify site-level opportunities where process improvements, energy monitoring and low-investment efficiency interventions could directly reduce electricity consumption, fuel use and associated emissions. At the Tower Plant in Chopadva / Gandhidham, this approach was reflected through a comprehensive energy optimization programme covering lighting, compressed air systems, power factor improvement, emergency lighting, blasting and painting operations, material handling and welding process improvements.

Suzlon's SBTi-aligned Decarbonisation Action Plan

Roadmap for research and technology implementation

Complete GHG inventory to have clear understanding of the baseline. Conduct energy audits to identify energy efficiency measures	Ensure replacement of old equipment with best available energy efficiency technology to ensure energy efficiency, including for expansion projects	Regular revision of targets and actions to keep a check on the target.
Set a target for becoming net zero by a specific date, with interim milestones to measure progress in line with SBTi. Align RE100 and EV100 initiatives targets to support decarbonisation ambitions	Transition manufacturing facilities to renewable energy sources in line with RE100 ambitions.	Transition to 100% renewable power across the business. Deploy battery storage as needed.
Identify low carbon fuels and electricity options to focus on reducing Scope 1, 2 emissions Collaborate with suppliers to source materials with lower carbon footprints, such as recycled metals.	Adopt low carbon logistics solutions. Design products that are easier to recycle or repurpose.	Implement circular economy practices within manufacturing processes, minimizing waste and maximizing resource efficiency.
Initiate work on carbon removal using nature-based solution like afforestation, avoided deforestation etc. Can rely on RECs to align with a specific trajectory in the short term for Scope 2 emissions	Work with suppliers to set carbon reduction targets in line with SBTi target and encourage the adoption of sustainable practices.	Engage in international partnerships with other manufacturers, governments, and research institutions
	Maintain nature-based solutions to ensure the first phase continue to provide benefits over the long term. Look to expand as needed. Reduce reliance on RECS	Continue to maintain nature-based solutions and expand them further to offset any residual emissions

2025 — Expansion phase — 2026 — Transition phase — 2030 — Net Zero — 2040

SBTi aligned net zero pathway

Market and policy studies and engaging with the stakeholders, including government, industries, suppliers, and customers to understand and communicate climate-related key themes and development

Scope 1 (Direct Emissions): Actions Undertaken To Reduce Emissions

Cleaner Fules & Efficient DG-SET Operations

GRI 302-1, GRI 302-4, ESRS 1 §11, IFRS S2 8

- Optimization of DG sets (e.g., reduced from **6 to 3 units in Gandhidham,** and 1 out of 5 DG's is phased out in Bhuj) aligned with carbon reduction strategy.
- Transition from diesel to cleaner alternatives through **EV and CNG vehicle adoption** across facilities.
- Deployment of **electric forklifts** across sites where feasible.

Reducing diesel dependency is an important component of Suzlon's operational decarbonization strategy. Suzlon has taken active steps to optimize diesel generator usage and reduce reliance on conventional fuel-based backup systems wherever feasible. This includes reviewing actual backup power requirements at sites, rationalizing installed DG capacity, phasing out underutilized DG sets, improving operational controls, and reducing unnecessary diesel consumption.

At Gandhidham, diesel generator sets have been optimized by reducing operating units from 6 to 3, while at Bhuj, 1 out of 5 DG sets has been phased out. These measures are aligned with Suzlon's broader carbon reduction strategy and support lower fuel consumption, reduced emissions, and improved operational efficiency.

Suzlon is also actively exploring alternatives to diesel-based backup power. In the near term, the Company is assessing the role of Battery Energy Storage Systems (BESS) as a cleaner substitute for DG sets, especially as storage technologies become more reliable, commercially viable, and suitable for industrial-scale applications. BESS can help support backup power, peak load management, renewable energy integration, and improved energy resilience, while reducing dependence on diesel-based standby systems.

The Company's longer-term intent is to progressively reduce DG reliance by combining renewable electricity procurement, on-site renewable generation, energy storage, load optimization, and improved energy management. This transition will not only reduce Scope 1 emissions associated with diesel use but also improve the overall carbon profile of Suzlon's manufacturing and operational footprint.

Suzlon is also progressing the transition from diesel to cleaner alternatives through adoption of EV and CNG vehicles across facilities. This includes replacement of conventional vehicles where operationally feasible, assessment of cleaner mobility options for internal movement, and increased focus on low-emission transport solutions for facility-level requirements.

Electric forklifts are being deployed across sites where feasible, supporting reduced dependence on diesel-based material handling equipment. Over time, Suzlon intends to expand the use of electric and cleaner-fuel equipment in manufacturing and warehouse operations, subject to site readiness, charging infrastructure, operational duty cycles, cost effectiveness, and safety requirements.

Future actions are expected to include review of diesel-intensive applications, identification of electrification opportunities, improvement of DG set efficiency, enhanced preventive maintenance, improved monitoring of fuel use, and progressive integration of cleaner fuels, renewable power, and battery-based alternatives where technically and commercially viable.

EV100 Commitment, Green Mobility and Low-Carbon Mobility

Green Mobility & EV Adoption

GRI 302-1, IFRS S2 29(a)(i)(2), 29(a)(v)

- Progressing towards **EV100 commitment (2035)** with deployment of **20 EVs** across manufacturing, OMS, and SE Forge operations for both owned and leased vehicles to reduce tail pipe emissions.
  - Achieved **41.36 tCO_2e emissions avoidance** (tank-to-wheel) across **~2.43 lakh km** fleet operations.
  - Use of **EVs in blade transportation** at the Jaisalmer blade manufacturing plant.
  - Replacement of **Deisel vehicles with EV Vehicles** in progress, for example, in RBU Dhule Manufacturing plant. Furthermore, **adoption of CNG Vehicles** in SE forge Vadodara.

Suzlon is progressing towards cleaner mobility through its EV100 commitment, under which the Company aims to transition its directly controlled fleet to electric mobility by 2035. This commitment reflects Suzlon's intent to complement clean electricity with clean mobility and reduce emissions associated with business transportation, logistics support, site movement, employee movement, and facility-level vehicle use.

During the reporting period, Suzlon deployed 20 EVs across manufacturing, OMS, and SE Forge operations, covering both owned and leased vehicles. These deployments contributed to 41.36 tCO_2e emissions avoidance on a tank-to-wheel basis across approximately 2.43 lakh km of fleet operations. This represents an important early step in establishing operational readiness for wider EV adoption across Suzlon's mobility ecosystem.

Suzlon's EV adoption is being implemented through a phased and practical approach. The Company is prioritizing use cases where EVs can deliver reliable operational performance, including facility movement, employee and administrative transport, site-level mobility, short-distance logistics, and selected operational routes. The use of EVs in blade transportation at the Jaisalmer blade manufacturing plant demonstrates Suzlon's effort to apply low-carbon mobility solutions even in specialized logistics and manufacturing contexts.

Replacement of diesel vehicles with EV vehicles is in progress at facilities such as the RBU Dhule manufacturing plant. In parallel, Suzlon is adopting transitional cleaner mobility options, including CNG vehicles at SE Forge Vadodara, where full electrification may require phased infrastructure development, route assessment, or operational feasibility review.

Suzlon's EV100 roadmap is expected to include progressive replacement of diesel and petrol vehicles, expansion of EV charging infrastructure, integration of EV requirements into fleet procurement decisions, route optimization, driver awareness, vehicle performance monitoring, and evaluation of vehicle suitability based on operational duty cycles. Suzlon also intends to strengthen coordination between facility, procurement, sustainability, logistics, and operations teams to ensure that future fleet decisions remain aligned with its 2035 EV100 ambition.

By combining EV adoption with renewable electricity transition, Suzlon is working towards a more integrated decarbonization model in which mobility emissions are reduced not only through vehicle replacement but also through cleaner energy used for charging. This linkage between RE100 and EV100 is particularly important as Suzlon scales EV deployment across manufacturing units, OMS sites, SE Forge operations, IB project locations, and project support functions.

Scope 2 (Purchased Electricity): Actions Undertaken to Reduce Emissions



Energy Efficiency & Operational Optimization

GRI 302-1, GRI 302-4, ESRS 1 §11, IFRS S2 8

- Implemented energy efficiency measures such as **LED lighting, compressed air optimization, and process improvements,** leading to significant energy savings:
  - **13.8% reduction** at NCU Daman (**119 tCO_2e** avoided)
  - **13.2% reduction** at Tower Gandhidham (**340.05 tCO_2e** avoided)
- Innovations include **PLC-based air compressor optimiser installation, 5KW compressor replaced over designed 22KW at plasma cutting machine,** chargeable emergency lights, automatic Moggi carriage instead of manual Mig.
- Deployment of **energy-efficient heaters (>40% savings) installed in Nacelle unit** and in-house development of **nacelle cover moulding machines** targeting >40% energy reduction.

Energy efficiency remains a core pillar of Suzlon's climate action programme. During the reporting period, Suzlon implemented multiple energy efficiency interventions across manufacturing and operational facilities, including LED lighting upgrades, compressed air optimization, process improvements, equipment rationalization, power factor improvement, automation-led efficiency measures, and site-level energy monitoring.

These interventions have contributed to measurable energy savings. At NCU Daman, energy efficiency initiatives resulted in a 13.8% reduction, avoiding 119 tCO_2e. Similarly, at Tower Gandhidham, a 13.2% reduction was achieved, avoiding 340.05 tCO_2e. These outcomes reflect Suzlon's continued focus on identifying practical, facility-level interventions that improve energy productivity while supporting emissions reduction.

At the Tower Plant in Chopadva / Gandhidham, energy optimization measures included 100% LED implementation across the plant, installation of a PLC-based air compressor optimizer, replacement of an over-designed 22KW compressor with a 5KW compressor at the plasma cutting machine, use of chargeable emergency lights, power factor improvement through capacitor replacement and daily monitoring, and process improvements such as AP trolley deployment, jib crane usage, Moggi carriage automation, and improved welding technologies. These interventions demonstrate how practical, plant-level actions can reduce avoidable electricity consumption while improving shopfloor efficiency, equipment reliability, workplace conditions, and operational cost performance.

Suzlon has also installed energy-efficient heaters delivering more than 40% savings in the Nacelle unit. In addition, Suzlon has undertaken in-house development of nacelle cover moulding machines targeting more than 40% energy reduction, reflecting the role of internal engineering capability in delivering low-carbon manufacturing solutions.

Looking ahead, Suzlon intends to strengthen its energy management approach through periodic energy audits, performance monitoring, preventive maintenance, process benchmarking, equipment-level reviews, and targeted retrofits. The focus will be on scaling proven interventions across comparable sites, integrating energy performance into operational reviews, and encouraging facility teams to identify additional opportunities for load reduction, process automation, compressed air optimization, HVAC efficiency, lighting control, power factor correction, and equipment right-sizing.

For upcoming assets, Suzlon is designing facilities to be smarter, more energy efficient, and climate resilient, with the ambition of minimizing their carbon footprint from the outset. The Company intends to rely increasingly on electrified equipment and reduce dependence on fossil fuel-based furnaces, boilers, and backup systems wherever feasible. Electricity demand from such equipment is expected to be progressively met through renewable energy, supporting both operational decarbonization and lower product-level emissions. Suzlon is also evaluating high-efficiency equipment and best-available technologies to ensure that future energy consumption remains optimized as the business scales.

Renewable Energy Transition, RE 100 Commitment and Electrification



Renewable Energy Transition & Electrification

GRI 302-1, IFRS S2 29(a)(i)(2), 29(a)(v)

- Achieved **25.1% renewable energy usage at Group level**, aligned with RE100 commitment by 2030, with increasing adoption of renewable power across operations.
  - **Four manufacturing plants** (Tower Gandhidham, RBU Bhuj, RBU Jaisalmer, WTG Daman) are fully powered by renewable energy.
  - Installed **8.8 MW solar PV system** at SE Forge Coimbatore.
- Expanded renewable footprint through **installations at 21 OMS locations** across Maharashtra and Tamil Nadu.

A key lever of Suzlon's emissions mitigation approach is the continued transition towards renewable electricity across its operations. Suzlon is increasing the share of renewable energy through site-level adoption, renewable energy installations, green power procurement, and operational energy planning across manufacturing, OMS, SE Forge, and other business activities. This supports the Company's broader transition to a lower-carbon operating model and reduces reliance on fossil fuel-based electricity.

During the reporting period, Suzlon achieved 25.1% renewable energy usage at Group level, demonstrating continued progress towards its RE100 commitment to transition to 100% renewable electricity by 2030. This commitment reinforces Suzlon's intent to power its operations through clean electricity and progressively reduce emissions associated with purchased power.

Suzlon has already made meaningful progress in integrating renewable electricity across its manufacturing footprint. Four manufacturing plants, Tower Gandhidham, RBU Bhuj, RBU Jaisalmer, and WTG Daman, are fully powered by renewable energy. These sites serve as internal benchmarks for wider replication of renewable electricity adoption across other manufacturing and operational locations.

In addition, Suzlon installed an 8.8 MW solar PV system at SE Forge Coimbatore, supporting the gradual transition of captive and facility-level electricity demand towards cleaner sources. The Company has also expanded its renewable footprint across distributed operations through installations at 21 OMS locations across Maharashtra and Tamil Nadu. This reflects Suzlon's intent to extend decarbonization efforts beyond large manufacturing facilities to service, operations, and maintenance locations where energy demand is more dispersed but still relevant to its overall emissions profile.

Going forward, Suzlon intends to strengthen its RE100 implementation roadmap through a combination of on-site renewable energy systems, off-site renewable energy procurement, open access arrangements, green tariffs, renewable energy certificates where appropriate, and site-level electrification planning. The Company is also evaluating opportunities to integrate renewable electricity with operational electrification priorities, including electric material handling equipment, EV charging infrastructure, electric site equipment, low-carbon facility utilities, and cleaner backup power solutions.

As Suzlon progresses towards 100% renewable electricity, this transition is also expected to contribute to a further reduction in the Product Carbon Footprint (PCF) of its wind turbine generators and castings. Since manufacturing electricity consumption forms an important part of product-level lifecycle emissions, increasing the share of renewable electricity across manufacturing and associated operations will directly support lower embodied emissions in Suzlon's products. This will strengthen Suzlon's ability to offer low-carbon wind energy solutions while improving lifecycle emissions performance.

Going beyond the current operational footprint, Suzlon is also working to ensure that upcoming manufacturing facilities are designed for low-carbon growth from inception. The Company is exploring opportunities to power future assets through 24x7 renewable energy solutions, including a combination of solar, wind, and Battery Energy Storage Systems (BESS). As BESS solutions become more economically viable, they are expected to play an important role in supporting round-the-clock renewable power availability and reducing dependence on diesel-based backup systems.

BESS is also being evaluated as a potential alternative for backup power requirements, which can help reduce or eliminate the need for diesel generator sets over time. This approach will allow Suzlon to decarbonize both regular electricity consumption and standby power requirements, ensuring that future capacity expansion is supported through low-carbon or zero-carbon alternatives and remains aligned with Suzlon's RE100 commitment and broader decarbonization targets.

Actions to Decarbonise Project-Site Operations

GRI 302-4, IFRS S2 14(a)(ii), IFRS S2 14(a)(ii), IFC PS3 Resource Efficiency

Decarbonization of Project site operations

- Implemented multiple energy-saving interventions at project sites, including:
- Solar street lamps, solar CCTV at IB Projects and mobile solar light towers at WTG Locations for 3 sites, Kanakgiri, Koppal, Todkibad in Karnataka and 1 in Jath, Maharashtra.
- IoT-based AC optimization and motion sensors at IB Project sites.
- Achieved **56,610 kWh energy savings**, resulting in **46.42 tCO_2e emissions reduction** across key project locations (Karnataka and Maharashtra).

Suzlon has also expanded decarbonization initiatives at project sites, recognizing that climate action must extend beyond manufacturing facilities to construction, installation, and operational project environments.

Multiple energy-saving interventions have been implemented at project locations, including deployment of solar street lamps, solar CCTV systems at IB Projects, and mobile solar light towers at WTG locations. These measures have been implemented across three sites in Karnataka – Kanakgiri, Koppal, and Todkibad – and one site in Jath, Maharashtra. Such interventions reduce dependence on diesel-based or grid-powered temporary site infrastructure and support cleaner project execution.

Suzlon has also implemented IoT-based AC optimization and motion sensors at IB Project sites, helping reduce unnecessary electricity consumption and improve operational control. Across key project locations in Karnataka and Maharashtra, these initiatives have achieved 56,610 kWh energy savings, resulting in 46.42 tCO_2e emissions reduction.

Going forward, Suzlon intends to continue integrating low-carbon design and operational practices into project site management. Planned focus areas include increased use of solar-based temporary infrastructure, improved energy monitoring at project sites, deployment of efficient lighting and controls, low-carbon site offices, use of cleaner mobility options, deployment of battery-backed solutions where feasible, and reduction of diesel use in temporary operations wherever practical.

Scope 3 (Value Chain Emissions): Actions Undertaken to Reduce Emissions

Value-Chain Decarbonization

Beyond its own operations, Suzlon is strengthening value-chain decarbonization through improved Scope 3 reporting, supplier engagement, sustainable procurement, low-carbon material sourcing, and lifecycle-based product assessment. This is particularly relevant for a wind turbine generator manufacturer, where material inputs, purchased goods and services, logistics, and end-of-life treatment can influence the overall lifecycle emissions profile of products.

Suzlon continues to focus on key value-chain emission sources such as purchased goods and services, upstream and downstream logistics, capital goods, operation-related services, and end-of-life treatment of products. The Company is also working to improve supplier engagement and procurement-related climate considerations, including opportunities related to material efficiency, responsible sourcing, low-carbon alternatives, and improved data quality.

Scope 3 data quality and category-wise disclosure will be strengthened further once final validated data is available. Over time, improved Scope 3 visibility will help Suzlon better identify value-chain hotspots, prioritize supplier-level interventions, and integrate carbon considerations into procurement, design, logistics, and product development decisions.

To address Scope 3 transition exposure, Suzlon is strengthening supplier engagement, procurement data quality, lifecycle assessment, product carbon footprint analysis and low-carbon material evaluation. The Company intends to prioritise engagement with suppliers that contribute materially to purchased goods and services emissions, with a focus on improving emissions data quality, understanding supplier decarbonization maturity, and identifying opportunities for lower-carbon materials and process improvements.

Suzlon's supplier and value-chain decarbonization approach will include:

- improving supplier-level emissions data collection for priority materials and components;
- identifying high-emission procurement categories and supplier hotspots;
- evaluating lower-carbon material alternatives where technically and commercially feasible;
- integrating carbon considerations into procurement and supplier evaluation processes;
- improving logistics planning and transport efficiency for large components;
- strengthening lifecycle assessment and product carbon footprint work for priority turbine platforms and castings;
- exploring circularity, recyclability and end-of-life management opportunities for key WTG components;
- engaging with suppliers on renewable energy adoption, energy efficiency and climate-related disclosure.

These actions are expected to help Suzlon reduce Scope 3 transition exposure, improve product-level emissions performance and strengthen alignment with customer expectations for low-carbon renewable energy solutions.



Low-Carbon Product Innovation and Lifecycle Decarbonization

Low-Carbon Technology & Product Innovation

- The **S144-3.X MW turbine** records **6.17 gCO_2e/kWh**, is benchmark among India's lowest product carbon footprints.
- Continuous focus on **product-level decarbonization and efficiency improvements** through innovation and in-house engineering.

Low-carbon product innovation is central to Suzlon's climate strategy. As a wind turbine generator manufacturer, Suzlon contributes directly to the energy transition by developing products that enable renewable power generation. At the same time, the Company is focused on reducing the lifecycle carbon footprint of its own products through design optimization, material efficiency, manufacturing improvements, lifecycle assessment, renewable energy adoption, and supply chain engagement.

Suzlon's S144-3.X MW turbine records 6.17 gCO_2e/kWh, positioning it among India's lowest product carbon footprint wind solutions. This product-level performance reflects Suzlon's continued focus on improving turbine efficiency, enhancing energy generation potential, optimizing material use, and reducing emissions intensity over the lifecycle of its wind energy solutions.

Suzlon's product innovation approach is anchored in in-house engineering, advanced turbine design, performance optimization, manufacturing efficiency, and lifecycle thinking. The Company continues to focus on improving turbine output, reliability, energy yield, manufacturability, and operational performance while managing carbon impacts associated with raw materials, components, production processes, transportation, installation, operations, maintenance, and end-of-life considerations.

The Company has secured ISO 14067 certification for product carbon footprint for WTGs and castings, reinforcing its commitment to lifecycle emissions management. This certification provides a structured basis for evaluating product-level greenhouse gas emissions and supports ongoing efforts to identify carbon reduction opportunities across the product value chain.

Going forward, Suzlon intends to further reduce the Product Carbon Footprint of its WTGs and castings by transitioning its manufacturing and supporting operations towards 100% renewable electricity. As electricity-related emissions are progressively reduced through RE100 implementation, Suzlon expects this transition to contribute directly to lower lifecycle emissions associated with its products. This will enhance the environmental performance of Suzlon's product portfolio and strengthen its positioning as a provider of low-carbon wind energy solutions.

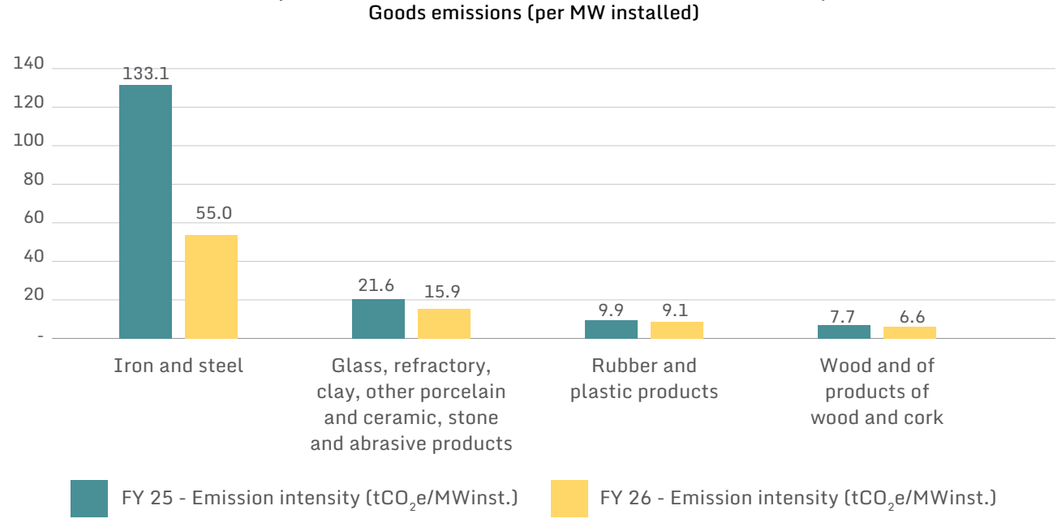
Suzlon also intends to deepen product-level decarbonization through continued lifecycle assessment, supplier engagement, design optimization, material efficiency, circularity considerations, and product performance improvements. Focus areas may include lower-carbon materials, improved manufacturing energy efficiency, optimized logistics, extended product durability, enhanced recyclability, renewable-powered production processes, and further integration of carbon considerations into engineering and procurement decisions.

Suzlon's product innovation strategy is therefore not limited to improving turbine performance alone. It also seeks to embed carbon-conscious decision-making across the full lifecycle of its wind turbine platforms. This strengthens Suzlon's ability to support customers in their decarbonization journeys while improving the environmental performance of its own product portfolio.

In FY26, Suzlon continued to strengthen the carbon efficiency of its products through design-led innovation, resulting in a notable reduction in the GHG emissions intensity per MW installed of several key purchased goods categories. A key contributor was the transition of selected wind turbine models, such as S144 and S120, to hybrid lattice tower designs, which optimize material use and reduce the quantity of carbon-intensive inputs required per MW installed. As a result, the emissions intensity of iron and steel, which are some of the most material contributors to upstream Scope 3 emissions, decreased by approximately 59% year-on-year, from 133 tCO_2e/MW installed in FY25 to 55 tCO_2e/MW installed in FY26. Similar improvements in GHG emissions intensity per MW installed were observed across other material categories, including glass and related materials (26% reduction), wood, timber and cork products (15% reduction), and rubber and plastic products (9% reduction).

These improvements demonstrate the effectiveness of integrating sustainability considerations into product design and engineering decisions. While growth in deployment volumes and changes in component sourcing influenced emissions intensity trends across certain categories, the substantial decline in emissions intensity from steel and other construction-related materials highlights the effectiveness of the Suzlon's design-led decarbonization strategy. By reducing material requirements per unit of installed capacity, Suzlon has enhanced the overall carbon efficiency of our wind turbines portfolio while supporting the delivery of renewable energy infrastructure at scale. The significant reduction in emissions intensity of steel and other construction-related materials highlights the potential of innovative tower configurations to lower lifecycle emissions and advance progress towards Suzlon's broader decarbonization objectives.

Emissions Intensity trend (FY25-26) of the most material contributors to Scope 3 Purchased Goods emissions (per MW installed)



Cross-Cutting Enablers

Internal Carbon Pricing and Transition Alignment

We apply an internal shadow carbon price ranging from ₹2,850 to ₹9,500 per tCO_2e, equivalent to approximately USD 32.70 to USD 109.01 per tCO_2e, based on the average 2025 exchange rate of ₹87.15 per USD, to incorporate the potential financial implications of carbon emissions and evolving carbon regulations into relevant operational and capital-allocation decisions. The mechanism covers Scope 1, Scope 2 and selected material Scope 3 emissions, including purchased goods and services and capital goods, and covers 97.94% of emissions within the defined internal carbon-pricing boundary.

The shadow price supports cost-benefit analysis, low-carbon investments, strategic and financial planning, regulatory preparedness, upstream value-chain decarbonisation and carbon-offset budgeting. It is applied mandatorily to capital-expenditure allocation and operational carbon-reduction initiatives, including renewable-electricity procurement, energy-efficiency projects, DG-set optimisation, BESS-based backup power, EV deployment, lower-carbon materials, logistics optimisation, process electrification and climate-resilient infrastructure. The price is applied uniformly across the defined boundary and follows an evolutionary approach to reflect changes in carbon regulations, market conditions and our decarbonisation pathway.

Return on Environmental Investments

Suzlon tracks environmental initiatives not only for emissions and resource efficiency benefits, but also for operational and financial value creation. Energy efficiency, renewable energy adoption, diesel reduction, process optimization, low-carbon mobility and site-level energy management initiatives are assessed for their contribution to emissions reduction, fuel savings, electricity savings, productivity improvement, maintenance benefits and long-term operating cost resilience.

During FY2025–26, several initiatives delivered measurable environmental and financial benefits. At the Tower Plant in Gandhidham, energy optimisation actions generated annual energy savings of approximately 4,78,952 kWh and avoided approximately 340.06 tCO_2e emissions. At the Puducherry manufacturing plant, internal material movement optimization reduced fuel consumption per component movement and generated annual fuel and cost savings through route reduction and improved material handling.

Suzlon intends to strengthen disclosure of return on environmental investments by tracking project-level investment, annual savings, avoided emissions, payback period, operational benefits and replication potential across comparable facilities. This will enable better prioritization of environmental investments and support integration of emissions reduction, resource efficiency and financial value creation into operational decision-making.



Certifications & Assurance Certifications

Climate Governance, Risk & Certifications

- Achieved **ISO 14091:2021 certification** across all business units(Manufacturing, OMS, SE Forge, IB Projects, Renom) for climate risk assessment and adaptation.
- Secured **ISO 14067 certification** for product carbon footprint for WTGs and castings, reinforcing commitment to lifecycle emissions management.

Suzlon has continued to strengthen its climate governance and risk management systems through formal assessments, certifications, internal processes, and integration of climate considerations into business planning.

Suzlon achieved ISO 14091:2021 certification across all business units, including Manufacturing, OMS, SE Forge, IB Projects, and Renom, for climate risk assessment and adaptation. This certification supports a structured approach to identifying, assessing, and responding to climate-related physical and transition risks across the business.

Suzlon has also secured ISO 14067 certification for product carbon footprint for WTGs and castings, reinforcing its commitment to lifecycle emissions management. This strengthens transparency on product-level emissions and supports ongoing efforts to reduce carbon intensity across design, manufacturing, supply chain, and product lifecycle activities.

Going forward, Suzlon plans to further embed climate considerations into governance, operational planning, risk assessment, capital allocation, procurement, product development, and site-level decision-making. This includes strengthening internal review mechanisms, enhancing climate data systems, improving site-level risk preparedness, and aligning climate action with broader corporate sustainability commitments.

Monitoring & Assurance

Suzlon's mitigation actions are supported by enhanced emissions monitoring, energy tracking, assurance processes, product-level certification, and integration of climate-related risks and opportunities into enterprise risk management. This enables the Company to track progress, identify operational improvement opportunities, and strengthen the connection between decarbonization actions and business planning.

The Tower Plant energy optimization programme demonstrates the value of granular monitoring, with meter-level energy data used to track consumption across fabrication, blasting, and painting processes and identify high-impact opportunities for improvement. Such monitoring practices support more targeted decision-making and provide a stronger basis for scaling interventions across similar facilities.

Going forward, Suzlon will continue to strengthen the linkage between emissions reduction actions, site-level energy data, target pathways, financial planning, internal carbon pricing, lifecycle emissions assessment, and value-chain decarbonization. This will support better prioritization of mitigation actions and help ensure that current and future growth remains aligned with Suzlon's long-term climate commitments.

Forward Outlook

Strengthening Suzlon's Climate Action Roadmap

Suzlon's climate action roadmap is evolving from individual initiatives to a more integrated decarbonization programme across energy, mobility, products, sites, value chain, and governance. The Company's RE100 and EV100 commitments provide clear long-term direction, while current actions demonstrate practical progress across manufacturing facilities, OMS locations, SE Forge operations, IB project sites, fleet operations, product innovation, and supplier engagement.

Key areas of continued focus include:

- Scaling renewable electricity adoption in line with the RE100 commitment by 2030;
- Expanding EV deployment and charging readiness in line with the EV100 commitment by 2035;
- Transitioning manufacturing and supporting operations towards 100% renewable electricity to reduce operational emissions and further lower product carbon footprint;
- Increasing renewable energy adoption across manufacturing and distributed operational facilities;
- Replicating proven energy efficiency initiatives across comparable sites and processes;
- Actively reducing diesel generator reliance through DG optimization, phased reduction, renewable integration, and exploration of BESS-based backup solutions;
- Reducing diesel consumption through electrification, cleaner fuel alternatives, and improved fuel monitoring;
- Expanding low-carbon mobility solutions across owned and leased fleets;
- Enhancing product-level carbon performance through lifecycle assessment, renewable-powered manufacturing, and engineering innovation;
- Strengthening Scope 3 visibility through supplier engagement, sustainable procurement, logistics optimization, and low-carbon material sourcing;
- Integrating solar, wind, BESS, and smart energy solutions at future facilities and project sites;
- Embedding climate considerations into procurement, engineering, operations, logistics, mobility planning, and capital investment decisions;
- Strengthening internal carbon pricing readiness as a decision-support mechanism;
- Enhancing monitoring, assurance, governance, climate risk assessment, adaptation planning, and reporting systems.

For further details, refer to our Climate Action report



Shorter Routes, Lower Fuel — Reducing Scope 1 Emissions at Puducherry

At Suzlon's Puducherry manufacturing plant, internal material movement for nacelle assembly involved transporting key components such as the Hub Body, Main Frame, Girder and Main Shaft from the storage yard to the cleaning station and then to the assembly point. The earlier movement route covered 818 metres per round trip, resulting in higher diesel use, longer handling time and avoidable Scope 1 emissions from internal logistics.

To address this, the plant team reorganised component storage by shifting key components to a covered shed near the assembly area and using the existing 25T EOT crane for efficient handling. This eliminated the need for movement from the yard to the cleaning station and reduced the round-trip distance from 818 metres to 318 metres per component.

The optimization improved both fuel and time efficiency. Fuel consumption per component reduced from 2.6 litres to 0.58 litres, while the time required per round trip reduced from 24 minutes 20 seconds to 5 minutes 34 seconds. For one set of four components, fuel consumption reduced from 10.4 litres to 2.32 litres, reflecting a 77.6% reduction in fuel consumption.

Impact

- Reduced movement distance: Internal material movement distance reduced by 61.1%, from 818 metres to 318 metres per component round trip.
- Lower fuel consumption: Fuel use per component movement reduced from 2.6 litres to 0.58 litres, supporting Scope 1 emissions reduction.
- Improved productivity: Movement time per component round trip reduced from 24 minutes 20 seconds to 5 minutes 34 seconds, improving turnaround time and shopfloor efficiency.
- Annual fuel and cost savings: The initiative reduced annual fuel consumption from approximately 2,607 litres to 580 litres and delivered estimated annual cost savings of around ₹2.1 lakh.
- Replicable low-investment solution: The initiative demonstrates how layout optimization and better use of existing infrastructure can deliver quick operational efficiency and emissions reduction benefits.

Key Success Factors

The success of the initiative was driven by process re-engineering, plant layout optimization, effective use of the existing 25T EOT crane, data-led analysis of route distance, time and fuel consumption, and cross-functional coordination between stores, production and ESG teams. This approach provides a practical model for other manufacturing locations to identify similar low-investment opportunities for reducing fuel use and operational emissions.

Energy Optimization at Tower Plant, Gandhidham

GRI 302-4

At Suzlon's Tower Plant at Chopadva / Gandhidham, high electricity consumption was driven by legacy lighting systems, compressed air systems, manual processes and energy-intensive shopfloor operations. Limited granular monitoring also made it difficult to identify and optimise energy-intensive areas. To address this, the plant implemented a comprehensive energy optimization programme focused on improving electricity efficiency, reducing emissions and strengthening operational performance

The initiative included 100% LED implementation across the plant, compressor optimization, installation of a PLC-based compressor optimiser, replacement of a 22 kW compressor with a 5 kW compressor at the plasma cutting machine, power factor improvement, rechargeable emergency lights, automation in blasting / painting and improved welding technologies. These actions were supported by enhanced energy monitoring systems to enable data-driven decision-making and continuous tracking of plant-level energy performance.

The initiative also included deployment of a jib crane for AP drilling and shifting, supporting improved material handling efficiency and smoother shopfloor movement as part of the broader process optimization programme.

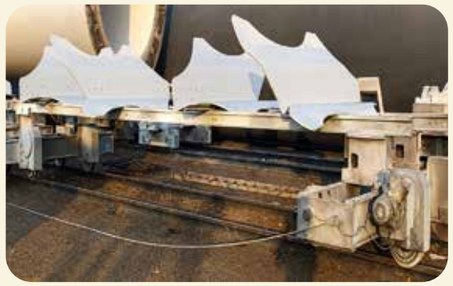
The programme delivered significant energy and emissions reduction benefits. Annual energy savings stood at approximately 4,78,952 kWh, translating into 340.06 tCO_2e avoided emissions and around 13.24% reduction in total electricity consumption. The initiative also generated annual cost savings through reduced electricity use, improved equipment efficiency and better power factor performance.

Impact

- Energy efficiency improved: Annual energy savings of approximately 4,78,952 kWh were achieved through targeted interventions across lighting, utilities and process equipment.
- Scope 2 emissions avoided: The initiative helped avoid approximately 340.06 tCO_2e annually, supporting Suzlon's operational decarbonization efforts.
- Electricity consumption reduced: The plant achieved approximately 13.24% reduction in total electricity consumption through energy optimization measures.
- Lighting efficiency strengthened: LED implementation reduced connected lighting load from 94.5 kW to 35.67 kW, delivering annual savings of 2,11,788 kWh and estimated savings of ₹16.94 lakh per annum.
- Power factor improved: Daily monitoring, capacitor replacement and periodic checks improved the average power factor rebate, with estimated annualised savings of ₹1.78 lakh.
- Operational efficiency enhanced: Process improvements, automation and better use of utilities supported productivity, safety, lighting quality and plant-level sustainability performance.

Key Success Factors

Key success factors included cross-functional coordination between maintenance and production teams, granular energy monitoring, targeted utility upgrades, and process-level improvements such as jib crane deployment for AP drilling and shifting, which improved material handling efficiency and supported the broader energy optimization programme.



Jib Crane before



Jib Crane after



Brightening Education Through Solar Power

In Nagjhiri village, Badnawar Block, Dhar district, Madhya Pradesh, the government Primary School serves 48 students from a tribal-dominated village with a 100% Scheduled Tribe population. The school, located about 500 metres from the main settlement, did not have an electricity connection, and classes depended largely on natural sunlight entering through ventilators. This made teaching and learning difficult during cloudy weather or low-light hours.

The issue was raised by villagers during a Village Development Committee meeting and was taken forward by Vasudha Sanstha with support from Suzlon Foundation. A solar lighting system was installed in the school to provide a sustainable electricity solution. The system now powers two bulbs and one fan, improving classroom lighting and ventilation and creating a more comfortable learning environment for students and teachers.

Impact

- Improved learning environment: 48 students now have access to better classroom lighting and ventilation.
- Renewable energy access: Solar power now supports basic school infrastructure through two bulbs and one fan.
- Community-led development: The need was identified through a Village Development Committee meeting, strengthening trust in participatory development platforms.
- Teacher support: Improved lighting and ventilation help teachers conduct classes more effectively, especially when natural light is insufficient.

This initiative demonstrates how decentralised renewable energy solutions can support education access, improve basic infrastructure and create meaningful change in remote communities.



Climate Change Risk Assessment

IFRS S1.41, IFRS S1.44(a)(ii), WEF ESG Climate Change

In FY2025–26, we strengthened our climate risk assessment approach in alignment with TCFD, IFRS S2 and ISO 14091 expectations. The assessment process included a review of existing climate-related disclosures and internal processes, identification of climate-related risks and opportunities, and engagement with relevant internal stakeholders to refine and prioritise material physical and transition risks for further assessment.

The assessment approach considers both physical risks and transition risks and opportunities. Physical risk assessment uses asset-level inputs such as site location and asset type, along with climate hazard data, exposure ratings and risk scoring to understand potential vulnerability across operations. Transition risk and opportunity assessment considers business-specific factors such as geographies of operation, input materials, supply chain, production processes and end-user markets, helping evaluate how policy, market, technology, energy and material-related drivers may affect our business over time.

For further information refer our Suzlon Climate Action Report 2025-26.

Scenario Analysis Metrics

Risk type	Moderate / business-as-usual pathway	High-impact / accelerated pathway	Time horizons
Physical risk	SSP2-4.5	SSP5-8.5	Baseline / current, 2030, 2050
Transition risk and opportunity	IEA STEPS	IEA APS	Baseline / current, 2030, 2050

Scenario Pathways and Time Horizons

IFRS S2, 10 (c), (d), IFRS S2 14(a)(ii), IFRS S1.44(a)(ii)

Suzlon applies scenario analysis to assess the resilience of its business strategy under different climate futures. The assessment considers both physical climate risks and transition risks and opportunities, using internationally recognised pathways over baseline/current, 2030 and 2050 horizons. The FY2025–26 BRSR confirms that climate-related risks and opportunities are integrated into Suzlon's Enterprise Risk Management framework and central risk register, and that the assessment covers key business areas including Manufacturing, SE Forge, IB Projects, OMS and Renom.

Risk category	Scenario pathway used	What the scenario represents	Time horizons considered	Purpose of assessment
Physical risks	SSP2-4.5 – Moderate Emissions Scenario	Represents a moderate-emissions pathway where stronger global policy action limits the severity of physical climate risks compared with a high-emissions future.	Baseline / current period, 2030, 2050	Used to assess near-term and long-term exposure to climate hazards such as cyclones, floods, heat waves, droughts, water stress and rainfall variability, while testing operational resilience under a moderate physical-risk pathway.
Physical risks	SSP5-8.5 – High Emissions Scenario	Represents a high-emissions pathway with continued fossil fuel use and more severe physical climate impacts by 2050.	Baseline / current period, 2030, 2050	Used to stress-test the resilience of Suzlon's assets, manufacturing operations, project execution, OMS activities and broader value chain against severe acute and chronic physical climate impacts.
Transition risks and opportunities	IEA Stated Policies Scenario (STEPS)	Represents a business-as-usual transition pathway based on current policy settings, without assuming full delivery of announced climate commitments.	Short / medium term up to 2030, long term up to 2050	Used to assess transition risks and opportunities under a slower policy and market transition, including energy price volatility, raw material cost pressures, regulatory exposure, carbon pricing developments and demand for renewable energy solutions.
Transition risks and opportunities	IEA Announced Pledges Scenario (APS)	Represents a lower-emissions pathway reflecting announced national and international climate commitments aligned with net-zero ambitions.	Short / medium term up to 2030, long term up to 2050	Used to assess risks and opportunities under an accelerated low-carbon transition, including higher renewable energy demand, stronger policy incentives, carbon pricing, low-carbon product expectations, energy efficiency opportunities and market growth.

The transition analysis includes a lower-emissions pathway aligned with the objectives of the Paris Agreement. The IEA Announced Pledges Scenario is used as the principal lower-emissions pathway relevant to India's stated climate commitments, with the IEA Net Zero Emissions by 2050 pathway used for benchmarking where decision-useful. This is assessed alongside the IEA Stated Policies Scenario and the physical-risk pathways SSP2-4.5 and SSP5-8.5.

Our scenario analysis combines qualitative and quantitative assessment methods. Qualitative assessment is used to evaluate risk drivers, business implications and strategic responses across physical and transition scenarios. Quantitative indicators and proxy datasets are used where available to assess climate variables, scenario trends, potential operational implications and financial exposure. This combined approach supports a more complete view of business resilience across current, 2030 and 2050 time horizons.

The use of divergent physical and transition scenarios enables Suzlon to evaluate business resilience under both moderate and severe climate outcomes. Physical risk pathways help assess exposure to acute and chronic hazards across Suzlon's operating footprint, while transition pathways help evaluate policy, market, technology and regulatory shifts relevant to Suzlon's renewable energy business. The outputs inform mitigation planning, adaptation measures, business continuity, product innovation, financial planning and long-term decarbonization strategy.

Climate Resilience and Business Adaptation

Our climate scenario analysis assesses the resilience of Suzlon's strategy and business model across the current, 2030- and 2050-time horizons. The assessment covers key manufacturing, forging, project execution, operations and maintenance, and service locations. Physical risks were evaluated under SSP2-4.5 and SSP5-8.5, while transition risks and opportunities were assessed using relevant IEA and NGFS pathways.

The assessment considers exposure to water scarcity, extreme heat, extreme rainfall, flooding, cyclones, carbon costs, changes in energy and raw-material prices, technology shifts and evolving market requirements. It is supported by quantitative analysis of physical-risk financial sensitivities, potential carbon-cost exposure and climate-related market opportunities under different scenarios.

The findings inform our approach to renewable electricity, energy efficiency, electrification, energy-storage solutions, low-carbon product innovation, supplier engagement, site-level adaptation and business continuity. They also guide our short-, medium- and long-term priorities for strengthening operational resilience, managing transition risks and capturing opportunities arising from the shift to a low-carbon economy. Further details on the methodology, assumptions, financial sensitivities and adaptation measures are provided in our Climate Action Report FY2025–26.

Low Carbon Transition Exposure and Alignment

IFRS S2, 10 (a), (b)

Suzlon recognizes that low-carbon transition exposure is a material consideration for assessing the resilience of its business strategy. External low-carbon transition assessments indicate that, without considering management preparedness and investment plans, Suzlon's baseline emissions trajectory is moderately misaligned with a net-zero pathway. This reflects the importance of continuing to strengthen emissions reduction, renewable electricity transition, Scope 3 management and low-carbon product innovation.

The Company's management preparedness and transition actions are expected to reduce emissions compared to the baseline projection; however, the remaining expected emissions gap indicates the need for further strengthening of the transition roadmap. Suzlon therefore intends to focus on reducing the gap between its current emissions trajectory and a net-zero-aligned pathway through targeted actions across Scope 1, Scope 2 and Scope 3 emissions.

For Scope 1, Suzlon will continue to focus on diesel reduction, DG set optimization, fuel monitoring, electrification of equipment and mobility applications, and evaluation of cleaner backup power alternatives such as BESS. For Scope 2, the Company will continue to increase renewable electricity adoption in line with its RE100 commitment by 2030 and strengthen renewable electricity procurement, tracking and disclosure. For Scope 3, Suzlon will prioritize supplier engagement, low-carbon material assessment, logistics optimization, product carbon footprint reduction and lifecycle-based product innovation.

Suzlon's transition alignment approach will be reviewed through climate governance and risk management processes and will inform business planning, procurement, operations, capital allocation, product development and future facility design. The Company will continue to strengthen quantitative tracking of transition progress through emissions performance, energy intensity, renewable electricity share, Scope 3 category-level emissions, product carbon footprint, avoided emissions and transition-related investment outcomes.

Climate-Related Exposure and Investment Metrics

Metric	FY2025–26 disclosure
Assets vulnerable to transition risks	Assets associated with SE Forge, valued at approximately INR 578 crore, were assessed as vulnerable to carbon pricing, energy-price volatility, raw-material cost increases and evolving product requirements. This represents within 1% to 10% of total assets.
Assets vulnerable to physical risks	Approximately INR 1,018.76 crore of assets, representing 51.2% of the assessed asset base, were identified as vulnerable to one or more physical climate hazards.
Business activity exposed to cyclone risk	Approximately 52.71% of listed manufacturing activity capacity was identified as potentially exposed to cyclone-related risk.
Business activities aligned with climate-related opportunities	Revenue from wind turbines, spare parts, operations and maintenance, and related services amounted to INR 14,508 crore, representing approximately 86.14% of consolidated annual income.
Climate-aligned capital expenditure	INR 38.85 crore, representing 6.7% of selected capital expenditure under the internal alignment methodology.
Climate-related operating expenditure	INR 54.36 crore.
Climate-related research and development expenditure	Approximately INR 11.35 crore.
Internal carbon price	A shadow carbon price of INR 2,850 to INR 9,500 per tCO_2e is applied to selected capital expenditure, procurement, operational carbon-reduction, product, R&D, risk-management and value-chain decisions.
Executive remuneration linked to climate considerations	Climate-related performance carries a 10% weighting in the monetary incentive framework applicable to identified C-suite and Board-level positions.

The physical-risk asset exposure, manufacturing-capacity exposure and transition-risk exposure metrics use different denominators and should not be aggregated. These measures indicate exposure to climate-related risks and do not represent the proportion of assets expected to be impaired or lost. The classification and financial-tagging methodology will continue to be strengthened to improve consistency and action-level traceability.

We estimate the potential financial implications of material climate-related risks to support risk prioritisation, strategic planning and capital allocation. Over the assessed five-year timeframe, regulatory changes relating to carbon pricing could result in an estimated financial impact of ₹25.25crore before management action, while the measures planned to manage this exposure are estimated to require ₹54 crore. Material physical climate risks, including extreme heat, intense rainfall, flooding and cyclonic events, could result in an estimated financial impact of ₹167.28 crore before management action, with associated management measures estimated at ₹15 crore. These measures include operational, engineering, resilience and business-continuity actions intended to reduce the likelihood or magnitude of the identified risks.

Climate-related risk	Estimated financial impact before management action	Estimated management cost	Assessment timeframe
Regulatory transition risk, including carbon-pricing exposure	INR 25.25 Crore	INR 54 Crore	Five years
Physical climate risks, including extreme heat, intense rainfall, flooding and cyclonic events	INR 167.28 Crore	15 Crore	Five years

Note: Financial impacts represent estimates of inherent exposure before considering existing management actions. Management costs comprise the estimated capital and operating expenditure associated with measures to reduce the likelihood or magnitude of the identified risks. The estimates reflect the scenarios, business boundaries, assumptions and time horizons applied in the climate-risk assessment

Transition Risk Mitigation Plan

IFRS S1.41

Suzlon recognizes that the transition to a low-carbon economy may create risks related to policy and regulation, carbon pricing, technology shifts, customer expectations, renewable energy procurement, supply-chain decarbonization and climate-related disclosure requirements. At the same time, the transition presents significant opportunities for Suzlon as a renewable energy solutions provider and wind turbine generator manufacturer.

Suzlon's transition risk mitigation approach focuses on strengthening low-carbon operations, renewable electricity adoption, product lifecycle decarbonization, value-chain engagement and climate-informed decision-making. The Company is progressing towards 100% renewable electricity by 2030, Net Zero Scope 1 and Scope 2 emissions by 2035, and Net Zero Scope 1, Scope 2 and Scope 3 emissions by 2040. These commitments are supported by energy efficiency measures, diesel reduction, EV deployment, product carbon footprint assessment, Scope 3 reporting and supplier engagement.

Suzlon is also strengthening preparedness for future policy and market shifts by improving emissions accounting, climate disclosure, internal carbon pricing readiness and near-term target development. The Company's transition risk response includes renewable electricity procurement, operational electrification, BESS evaluation, low-carbon material assessment, logistics optimization, supplier engagement and climate-related governance reviews.

By embedding transition risk considerations into business planning, procurement, operations, product development and capital allocation, Suzlon aims to improve resilience under different climate transition pathways while strengthening its position in the growing low-carbon energy market.

Transition Risk Mitigation Actions

Suzlon's transition risk mitigation approach is structured across Scope 1, Scope 2 and Scope 3 emissions to address the most material drivers of transition exposure.

For Scope 1 emissions, the Company will focus on reducing direct fuel-related emissions through diesel reduction, DG set optimisation, electrification of operational equipment, EV deployment, CNG transition where appropriate, improved preventive maintenance, and assessment of BESS-based backup power. These actions are expected to reduce exposure to fossil fuel price volatility, future carbon cost mechanisms and more stringent operational emissions expectations.

For Scope 2 emissions, Suzlon will accelerate renewable electricity adoption through on-site renewable energy, off-site renewable procurement, open access renewable power, green tariffs, renewable energy certificates where suitable, and improved electricity data systems. This will support progress towards Suzlon's 100% renewable electricity commitment by 2030 and reduce exposure to grid-related emissions and electricity market transition risks.

For Scope 3 emissions, Suzlon will focus on value-chain engagement, supplier-level data improvement, low-carbon material evaluation, logistics optimization, lifecycle assessment, circularity and end-of-life considerations. Since purchased goods and services represent a material part of Suzlon's emissions profile, supplier engagement and procurement-related decarbonization will be critical to improving long-term transition alignment.

Across all scopes, Suzlon will strengthen governance, monitoring, assurance and disclosure to improve transparency and accountability. This will support better tracking of progress against Suzlon's net-zero ambitions and improve preparedness for evolving investor, customer, regulatory and rating expectations.

Physical Climate Risk Adaptation Plan

IFRS S1.35(c), IFRS S1.41

Suzlon recognizes that physical climate hazards such as extreme heat, intense rainfall, flooding, cyclones, water stress and rainfall variability may affect manufacturing facilities, project execution sites, OMS locations, supply-chain movement, employee safety and business continuity. In FY2025–26, Suzlon strengthened its physical climate risk assessment approach through ISO 14091:2021 certification across Manufacturing, OMS, SE Forge and IB Projects. Renom assessment has also been completed in line with the ISO requirements and will be certified in due course of time. The assessment supports a structured understanding of climate exposure, sensitivity and adaptive capacity across key business activities.

Based on the risk assessment outcomes, across the short term horizon, Suzlon's most material physical risks are high baseline water stress across many manufacturing and SE Forge locations, exposure to extreme rainfall and flooding at selected manufacturing/project sites, and heat stress across manufacturing, SEFL, Projects, OMS and Renom operations. On the ground, these can affect worker productivity, cooling demand, domestic/process water availability, yard and material handling, project execution windows, site access, and O&M scheduling. In the medium term to 2030, these risks are expected to intensify, with extreme heat and rainfall generally increasing, while cyclone exposure becomes more material for coastal and wind-farm geographies; OMS and Renom sites may face more access constraints, lightning/weather-related maintenance disruptions, and a greater need for weather-window planning, drainage improvements and pre-positioning of spares.

By the long term to 2050, under the higher-emissions pathway, the most significant risks are expected to be more severe extreme rainfall/flooding, stronger cyclone exposure, higher heat stress, persistent or worsening water scarcity, and location-specific coastal flood or landslide risks. These could test the resilience of manufacturing infrastructure, SE Forge utilities, project construction sites, access roads, laydown/storage areas, turbine O&M logistics and business continuity arrangements.

Based on the identified risks, Suzlon has developed a phased physical climate risk adaptation plan aligned with the short-, medium- and long-term risk profile. In the current horizon, the focus is on strengthening operational preparedness for high baseline water stress, heat stress, intense rainfall and site-level flooding through water efficiency and recycling measures, heat-stress protocols, improved stormwater drainage, safe storage of materials, emergency response planning, weather monitoring, business continuity arrangements and maintenance of adequate insurance coverage for physical climate-related losses. For Projects, OMS and Renom, Suzlon's exposure is also moderated by the nature of its role as a service provider to third-party owned WTGs, where most asset-related physical climate risks and associated ownership responsibilities remain with the WTG owner, while Suzlon focuses on service continuity, workforce safety, access planning and contractual response obligations.

Over the short term to 2030, Suzlon will strengthen resilience planning for increasing heat, rainfall intensity, cyclone exposure and weather-related access constraints by upgrading drainage and flood-preparedness measures at relevant locations, reviewing critical utilities and backup power resilience, improving weather-window planning for project execution and O&M activities, pre-positioning spares where service continuity may be affected, and integrating physical climate risk considerations into site maintenance, contractor planning and EHS reviews. In the long term to 2050, Suzlon will progressively embed climate-adjusted design and resilience considerations into new facilities, future project infrastructure and long-life assets, including location screening, drainage and flood protection, water availability, heat resilience, cyclone preparedness, access-road robustness, continuity of critical operations and periodic reassessment of insurance adequacy as the severity of physical hazards evolves.

Our physical climate-risk assessment covers 100% of operations within our climate-reporting boundary and informs context-specific adaptation measures for locations exposed to extreme heat, water stress, flooding, intense rainfall and cyclonic events. We implement physical measures, including climate-resilient design, drainage and flood-preparedness improvements, water-recycling and recharge systems, structural controls and strengthened backup-power resilience, alongside non-physical measures such as worker heat-stress protocols, weather-window planning, preventive maintenance, remote monitoring, emergency response and business-continuity planning. Physical climate-risk screening is also integrated into the site selection, planning, design and construction of new operations and project assets so that relevant adaptation measures are incorporated before commissioning. Measures addressing material physical climate risks across existing operations are implemented or planned for completion within five years of identification, based on risk priority and approved action plans.

The adaptation plan will be implemented through coordination between operations, EHS, facilities, projects, OMS, risk management and sustainability

teams. Suzlon intends to strengthen tracking of adaptation actions through defined responsibilities, implementation timelines, progress reviews and site-level monitoring indicators. Outcomes from climate risk assessment and adaptation planning will continue to inform business continuity planning, site design, maintenance planning, capex prioritization and future facility development.

Suzlon has also evaluated opportunities to integrate climate resilience into the design of upcoming manufacturing facilities and project infrastructure. This includes consideration of site location, drainage, heat resilience, water availability, renewable power integration, backup power alternatives, emergency preparedness and continuity of critical operations under adverse climate conditions.

Climate-Related Effects on Financial Performance

During FY2025–26, climate-related risks and opportunities affected Suzlon's financial position, financial performance and cash flows through their implications for revenue, operating and raw-material costs, energy expenditure, capital allocation, research and development and working capital. During FY2025–26, climate-related risks and opportunities affected Suzlon's financial planning and performance through changes in revenue, operating and raw-material costs, energy expenditure, capital allocation, research and development, working capital and cash flows. Revenue from wind turbines, associated spare parts, operations and maintenance, and related services amounted to approximately INR 14,508 crore, representing 86.14% of consolidated annual income. Energy-efficiency initiatives also generated measurable operational savings, including approximately 535,562 kWh of annual energy savings across manufacturing and project-site operations. Further details on climate-related financial effects and financial-statement linkages are provided in our Climate Action Report.

Based on our assessment as at March 31, 2026, we did not identify a climate-related risk for which there was a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets or liabilities in the consolidated financial statements. Physical and transition risks continue to be monitored for potential impairment indicators, provisions, inventory effects, insurance recoveries and changes in useful lives or capital requirements.

Looking ahead, climate-related risks and opportunities may affect Suzlon's financial position, financial performance and cash flows through carbon costs, energy and raw-material prices, physical disruption, resilience investments and demand for low-carbon products and services. Scenario analysis indicates potential carbon-cost exposure of INR 44.48 crore in 2030 and INR 59.31 crore in 2050 under the Stated Policies Scenario, and INR 45.62 crore in 2030 and INR 182.48 crore in 2050 under the Announced Pledges Scenario. Climate-related market opportunities could also support an estimated revenue upside of approximately INR 3,017 crore to INR 6,179 crore in the short term and INR 23,172 crore to INR 40,777 crore in the long term, subject to market demand, competitive conditions and Suzlon's execution capabilities. These anticipated effects inform Suzlon's financial planning, including capital allocation, energy-efficiency investments, renewable-electricity procurement, low-carbon product innovation, adaptation measures and potential funding requirements. These values are scenario-based estimates and do not represent forecasts, accounting provisions, committed expenditure or revenue guidance.

To implement its climate strategy, Suzlon plans to allocate resources towards renewable electricity, energy efficiency, manufacturing-capacity enhancement, electric mobility, energy-storage solutions, low-carbon product innovation, physical climate resilience and supplier decarbonisation. During FY2025–26, the Company deployed INR 38.85 crore in climate-related capital expenditure, representing 6.7% of total capital expenditure under its internal alignment methodology, and approximately INR 11.35 crore towards low-carbon research and development. An illustrative investment requirement of approximately INR 500 crore has also been estimated for additional manufacturing capacity associated with future climate-related market opportunities. These initiatives are expected to be funded through a combination of internal accruals, operating cash flows, working-capital facilities, corporate financing, project-specific arrangements, eligible government-linked incentives and partnerships.

The forward-looking investment estimate is illustrative and does not represent approved or committed capital expenditure.

Financial area	Potential climate-related effect
Revenue from operations	Changes in wind-energy demand, market opportunities and customer decarbonisation requirements
Raw materials and components	Carbon-cost pass-through, material-price volatility, availability of lower-carbon inputs and supplier transition
Power and fuel costs	Electricity tariffs, fuel prices, renewable-electricity procurement, energy efficiency and electrification
Repairs, maintenance and site expenses	Preventive maintenance, drainage, cooling, emergency preparedness and adaptation to heat, flooding, cyclones and extreme rainfall
Property, plant and equipment	Resilience upgrades, energy systems and potential impairment indicators associated with physical climate risks
Insurance	Potential changes in premiums, deductibles, coverage and insurability arising from physical climate exposure
Working capital	Inventory requirements, supply-chain disruption and operational recovery periods
Finance costs	Access to climate-aligned financing and potential cost-of-capital implications
Research and development	Expenditure on product efficiency, product carbon-footprint reduction, lifecycle assessment and circularity

These linkages support the integration of climate-related risks and opportunities into financial planning. Where reliable quantitative estimates are not currently available, Suzlon assesses the relevant effects qualitatively and continues to strengthen the connection between climate-risk information, financial planning and financial-statement line items.

During FY2025-26, we assessed the material impacts, risks and opportunities identified through our double materiality assessment (conducted in FY2024-25) and quantified their financial or operational effects where reliable data and reasonable measurement methods were available. No material sustainability topic was excluded from the assessment solely because its financial effects could not be quantified. As our sustainability data, methodologies and financial-planning processes continue to mature, we will further strengthen the quantification of these effects. We will also reassess the financial implications of any new or evolving material topics identified through future materiality assessments.

Financial Opportunities of Climate Change

The global transition towards low-carbon energy systems creates significant strategic opportunities for Suzlon as a renewable energy solutions provider and wind turbine generator manufacturer. Increasing demand for renewable power, corporate decarbonization, low-carbon electricity procurement, energy security and climate-aligned infrastructure is expected to support long-term market opportunities for Suzlon's products and services.

Suzlon's product portfolio is directly aligned with the energy transition, enabling customers to reduce dependence on fossil fuel-based electricity and accelerate renewable power adoption. The Company's S144-3.X MW turbine, with a Product Carbon Footprint of 6.17 gCO_2e/kWh, strengthens Suzlon's ability to offer low-carbon wind energy solutions and respond to customer expectations for transparent lifecycle emissions performance. ISO 14067 certification for WTGs and castings further supports product-level credibility and climate-related market positioning.

Climate-related opportunities also arise from operational efficiency and cost optimization. Renewable energy adoption, energy efficiency programmes, diesel reduction, EV deployment, BESS evaluation and site-level energy monitoring can reduce exposure to fossil fuel price volatility and improve long-term operating cost resilience. Suzlon will continue to assess and quantify climate-related opportunities through avoided emissions, energy savings, avoided fuel use, reduced electricity costs, product carbon performance, customer demand and potential revenue contribution from low-carbon products and services.

Suzlon intends to strengthen future disclosures by quantifying financial opportunities where reliable data is available. This may include energy cost savings, avoided fuel costs, avoided emissions, investment payback, revenue contribution from low-carbon products, customer demand indicators, and cost resilience benefits from renewable power and energy efficiency initiatives.

WATER CONSUMPTION AND EFFLUENT MANAGEMENT

Material Topic	Goals and Targets	UN SDGs supported	Sustainability Standards Supported
WATER CONSUMPTION AND EFFLUENT MANAGEMENT	Achieve water neutrality across operations by 2030 Progress: Achieved Water Neutrality at Group level as against target of Water Neutrality by 2030.	6 CLEAN WATER AND SANITATION 14 LIFE BELOW WATER	GRI 3-3, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5 WEF-ESG Fresh Water Availability SASB Water Management; IFC Pollution Prevention IFC Performance Standard 3.10; ESRS E2(1-3); E2-3; E3(1-3); E3-4 IFRS S1 Metrics and Targets SFDR Indicator 8 (PAI); SFDR Opt-In 6.1; SFDR Opt-In 6.2; SFDR Opt-In 7;SFDR Opt-In 8 TCFD Metrics & Targets c)

Impact Delivered:

- Achieved water positivity 5.26x at the puducherry manufacturing plant and of 1.91x at the todkibad IB project site, ahead of suzlon's 2030 water neutrality target.
- 65.16% increase in water treated, recycled and reused in FY 2025-26.
- Achieved 100% zero liquid discharge across operations.
- 3,54,722 cum water conserved through CSR initiatives.

We are committed to achieving water neutrality by 2030 while effectively managing our water footprint and improving water accessibility in the communities where we operate, demonstrating our dedication to environmental stewardship.

Our Approach

GRI 303-1, 3-3, ESRS 2 SBM-3 §48(c)(i) and §48(c)(iv); ESRS E3 §8(a)-(b), E3-2 §17 and E3-3 §24-§25, SFDR Table 2 Opt-In 7

At Suzlon, water stewardship is anchored in conservation, efficiency, and regeneration to mitigate climate risks and enhance resilience across operations and surrounding ecosystems. Suzlon works in collaboration with governments, communities, and other stakeholders to promote equitable access and responsible water management. Safeguarding freshwater ecosystems remains central to this approach, supported by efficient water use, reduced consumption, and increased recycling and reuse. The company's water neutrality goal is guided by current demand, regulatory considerations, industry insights, and the challenges of operating in water-stressed regions.

Suzlon's approach is guided by the principles of reduce, reuse, and replenish, supported by risk mapping of water-stressed locations, continuous monitoring of water usage and quality, water use assessments to identify opportunities for water efficiency improvements, and collaboration with local communities and NGOs. The Water Stewardship Policy, introduced in FY24-25 and extended to Renom in FY25-26, provides a unified foundation to optimise consumption, prevent pollution, promote recharge, and ensure compliance across the project lifecycle.

The policy is aligned with the UN Sustainable Development Goals and global frameworks such as ISO 14001, ISO 14046, ISO 46001, IFC Performance Standards, GRI, and BRSR.

We engage and align employees on water as a key thematic area in our journey toward a water-neutral future through ongoing training and awareness on efficient usage and conservation at BU level across plants and sites. These programs equip employees with practical knowledge to reduce daily water consumption, identify inefficiencies and leakages, and contribute ideas for water reuse, rainwater harvesting, and recharge across operations. We also utilise our ESG dashboard to monitor water consumption patterns on a quarterly basis and assign internal targets to reduce water use across all business units.

Implementation is driven by the Senior Leadership Team and ESG Head, with oversight from the Board-level CSR & ESG Committee, alongside active community engagement and adherence to applicable water regulations. This integrated approach supports ecosystem protection and advances Suzlon's commitment to achieving water neutrality by 2030.

The water stewardship approach spans the entire lifecycle of our operations to adhere to regulations, protect the ecosystem, and progress towards water neutrality by 2030.

Performance Highlights: FY 2025-26

GRI 3-3, GRI 303-1; ESRS Disclosure Standards E2-1; E2-2; E2-3; E3-1; E3-2; E3-3; IFRS S1. Metrics and targets

Initiative	Achievement
Achieving Water Positivity	Water positivity certification separately in Water Credit: Debit ratio of 1.91: 1 in IB Projects in Todkibad, Karnataka and ratio of 5.26:1 at Manufacturing Plant in Puducherry
Maintain 100% water risk assessment coverage across own operations	100% own operations covered by water risk assessment in FY25-26.
Achieve near-complete elimination of wastewater discharge across all manufacturing plant boundaries	All manufacturing plants operate under ZLD systems.
Scale water recycling and reuse across all manufacturing business units	55,994 kL of water recycled and reused in FY25-26, a 65.16% increase from FY24-25, making up 16.3% of total water consumption.
Reduce water withdrawal from water-stressed areas	10.42% decline in water withdrawal from water stressed areas.



Key Initiatives for FY25-26

Mitigation measures in place in water-stress regions include water-efficient processes, closed-loop systems, rainwater harvesting, and recycling through STP and ETP systems.

Overall operational risk remains low as all water is tanker-sourced for domestic needs and occasional blade cleaning. Renom sites operate under the same low-risk profile.

Climate Risk Assessment - Identifying Water-Stress Risks

GRI 303-1, ESRS 2 SBM-3 §48(c)(i) and §48(c)(iv); ESRS E3 §8(a)-(b), E3-2 §17 and E3-3 §24-§25, IFRS S1.29-S1.31, IFRS S2 industry-based metric RT-CH-140a.1, SFDR Table 2 Opt-In 8

Healthy freshwater systems are critical for managing climate impacts and strengthening ecological resilience. In FY25–26, Suzlon conducted a climate risk assessment, including a detailed Physical Risk Assessment across all locations, to identify the broader spectrum of climate-related risks, including water stress, with tailored mitigation measures applied across business segments.

WTG Manufacturing facilities in Gujarat, Rajasthan, and Andhra Pradesh operate in regions of high to extremely high water-stress, with two of 12 plants (RBU Bhuj and RBU Jaisalmer) located in water-stressed areas. However, manufacturing processes consume negligible water beyond domestic needs, supported by ongoing water neutrality and rainwater harvesting initiatives. SE Forge has minimal process water dependence, supported by closed-loop cooling, storage tanks, rainwater harvesting, and STP/ETP recycling systems, with 90–95% of water use limited to domestic purposes and no groundwater extraction. In WTG Projects, water is required only temporarily during construction and is sourced via tankers based on local availability. WTG OMS operates 17 sites across Rajasthan and Gujarat (Bhuj area) in high water-stress regions, with water use restricted to domestic needs and occasional blade cleaning, fully met through tanker supply, while coolants replace water in operational cooling. Renom Energy Services Private Limited, included in the reporting boundary from FY25–26, provides O&M services across India, including in water-stressed states such as Rajasthan and Gujarat, with minimal water requirements aligned to the WTG OMS profile and sourced entirely through tankers for domestic use.

Collectively, these measures ensure that despite exposure to high water-stress regions, Suzlon's business remains resilient to water scarcity risks. Detailed findings and mitigation strategies are available in the Physical Risks and Mitigation Measures section of this report.

Water Conservation Measures

GRI 303-1, ESRS 2 SBM-3 §48(c)(i) and §48(c)(iv); ESRS E3 §8(a)-(b), E3-2 §17 and E3-3 §24-§25, IFRS PS-3, IFRS S2 industry-based metric RT-CH-140a.1

We continuously monitor water consumption to assess impacts, identify opportunities to reduce withdrawal, and strengthen conservation. Insights from usage patterns guide initiatives such as scaling up rainwater harvesting, recycling and reusing treated wastewater, installing water-efficient fixtures, promoting behavioural change, and preventing pollution of water bodies. These efforts reduce dependence on municipal sources, protect environmental and human health, and lower operational costs.

In FY25-26, we recycled 55,994 kL of water, a 65.2% increase from 33,901 kL in FY24-25, reused primarily for flushing and landscaping, representing 16.3% of total water consumption.

Achieving Water Positivity at Todkibad Project Site

The Todkibad Project Site, located at Nandavadgi Village, Ilkal Taluk, Bagalkote, Karnataka, operates in a semi-critical groundwater region with high evaporation and low soil permeability, limiting natural recharge. With dependence on groundwater and external water sources for site operations, Suzlon identified the need for a structured intervention to offset water consumption and support sustainable water availability.

To address this, Suzlon implemented a pond-based rainwater harvesting system at the Todkibad Zero Point storage facility, supported by digital monitoring and water accounting practices. The initiative focused on capturing rainwater, enhancing groundwater recharge, improving water-use tracking and achieving measurable water positivity within the site boundary.

The intervention enabled the site to achieve a Water Positive Index of 1.91, indicating nearly double replenishment compared to consumption. The system generated a net positive water balance of 756.77 m^3, harvested 1,586.7 m^3 of rainwater annually, and maintained freshwater consumption at 829.93 m^3 per year through efficient monitoring and governance.

Impact

- Water positivity achieved: The site achieved a certified Water Positive Index of 1.91, supporting Suzlon's broader water neutrality ambition.
- Groundwater recharge supported: The initiative generated a net positive water balance of 756.77 m^3, contributing to recharge in a semi-critical water-stressed region.
- Rainwater harvesting strengthened: A pond-based system with a 1,476 m^2 area and 2.15 m depth enabled annual rainwater harvesting of 1,586.7 m^3.
- Water-use efficiency improved: Freshwater consumption was maintained at 829.93 m^3/year, supported by digital monitoring and water accounting practices.
- Stakeholder value enhanced: The initiative strengthened water security, regulatory credibility and site-level water stewardship awareness through training, governance and third-party certification.

Key Success Factors

The success of the initiative was supported by a scientifically designed rainwater harvesting system, verified storage capacity, accurate water accounting, digital monitoring, alignment with the IRQS Water Positive Protocol, water stewardship governance, site-level training and continuous audit validation through third-party certification.





Conservation In Water-Stressed Areas

WEF ESG Fresh Water Availability, SFDR Table 2 Opt-In 8

Our manufacturing and OMS operations span regions of high water-stress, with two manufacturing plants (RBU Bhuj and RBU Jaisalmer) and 17 WTG OMS and Renom sites across Rajasthan and Gujarat (Bhuj area) located in water-stressed regions. We recognize that water scarcity and quality issues present significant risks in these locations for our operations and nearby communities, and we take additional measures to manage water responsibly and mitigate risks.

10.42% reduction in total water withdrawal from water-stressed areas in FY25-26 compared to FY24-25, reflecting the impact of our sustainable water management strategies for vulnerable areas.

Atmospheric Water Generation for Drinking and Canteen Use at WTG Daman

Access to clean drinking water is essential for employee well-being and daily operations. At the WTG Daman Unit 5 manufacturing facility, drinking and canteen water requirements were earlier met through an RO plant. However, the system had low recovery, with only around 40% RO recovery, resulting in reject water loss and higher water consumption. To improve water efficiency and reduce dependence on conventional water treatment, we explored alternative technologies for generating safe drinking water.

During FY2025–26, we installed and commissioned two Atmospheric Water Generator units with a combined design capacity of 2 m^3/day at the WTG Daman manufacturing unit. The units use air-to-water technology to extract drinking water directly from atmospheric humidity. The system uses a multi-stage process including electrostatic filtration, condensation and purification through processes such as UF and ozone treatment, helping generate clean, microbe-free and mineral-enriched drinking water without relying on traditional groundwater sources or additional RO treatment for TDS reduction.

In the initial operating period during February and March FY2025–26, the units generated approximately 56 KL of water for drinking and canteen use which is sufficient to meet equivalent water requirement on monthly basis required for drinking water consumption. The initiative supports our water stewardship approach by reducing the plant's water footprint, lowering RO reject water loss and improving access to high-quality drinking water within the facility.

Impact

- Water generation through air-to-water technology: Approximately 56 KL of water was generated during February and March FY2025–26 for drinking and canteen use.
- Reduced dependence on RO-treated water: The initiative replaced the earlier RO-based drinking and canteen water system, helping reduce reject water losses linked to low RO recovery.
- Improved water efficiency: The system supports reduction in overall water consumption by generating potable water directly from atmospheric humidity.
- Enhanced stakeholder benefit: Employees and canteen users gained access to clean, high-quality, mineral-enriched drinking water without external dependence on RO water.

Key Success Factors

- Adoption of an industrial-grade Atmospheric Water Generator suited for facility-level drinking water use.
- Use of multi-stage filtration and purification to ensure clean and safe water output.
- Alignment with site-level water conservation objectives by reducing RO reject water loss.
- Practical deployment at a manufacturing facility where drinking and canteen water demand is regular and measurable.



Community Engagement and Shared Purpose

GRI 303-1, ESRS 2 SBM-3 §48(c)(i) and §48(c)(iv); ESRS E3 §8(a)-(b), E3-2 §17 and E3-3 §24-§25

Alongside operational water conservation, Suzlon works with communities to strengthen local water security through conservation, recharge and restoration of village-level water assets. The following case studies highlight Suzlon's FY2025–26 community water stewardship efforts, from localised waterbody restoration and community-led natural resource management to multi-state conservation and recharge initiatives.

Programme: Jal Hai To Kal Hai

Jal Hai to Kal Hai is Suzlon's flagship water stewardship initiative aimed at strengthening water security and enhancing climate resilience in water-stressed communities. Through the creation and restoration of water conservation infrastructure, groundwater recharge interventions, and rainwater harvesting systems, the programme improves water availability for domestic and agricultural use while promoting sustainable natural resource management and resilient livelihoods.

Strategic Priorities of the Project

- Water conservation and groundwater recharge
- Community water resilience
- Sustainable agriculture and soil moisture conservation
- Rainwater harvesting and water infrastructure development

Strategic Priority	Key Impact Metric
Water Conservation & Groundwater Recharge	Conserved 3,54,722 CUM of water, significantly exceeding the annual target of 87,000 CUM, through an integrated portfolio of water conservation interventions.
Groundwater Recharge & Water Availability	Installed 17 borewell recharge shafts, enabling 7,105 CUM of groundwater recharge and benefiting 14,273 community members. Repaired 2 check dams, creating 2,840 CUM of additional water storage and improving water availability for 1,080 villagers.
Sustainable Agriculture	Developed 4,025 farm bunds, conserving 45,014 CUM of water and benefiting 146 farmers through improved soil moisture retention, reduced runoff, and enhanced agricultural productivity.
Water Infrastructure & Community Resilience	Desilted 51 ponds and nadis, creating 138,109 CUM of additional water storage for 45,000 villagers. Constructed 223 water conservation structures (including check dams and trenches), conserving 156,208 CUM of water and strengthening water security for 18,725 villagers. Installed 42 rooftop rainwater harvesting systems, creating 452 CUM of storage and benefiting 766 households and 62 students.



Supplier ESG Assessment

We evaluate the water consumption and discharge practices of our Tier-1 suppliers through structured assessments. This ensures sustainable water management is embedded across our value chain in line with our water stewardship goals.

In FY25-26, 94.3% of Tier-1 critical suppliers underwent BRSR Core compliance reviews and the 7-Pillar ESG assessment, which includes water-related performance indicators, reflecting our commitment to integrating water conservation across the supply chain.

Water Quality

GRI 303-2, 303-4, ESRS E2 E2-3 §24(a)

We comply with all Pollution Control Board (PCB) guidelines on water discharge and quality, with discharge standards governed by Consent to Operate conditions issued by the respective State Pollution Control Boards. Where no site-specific requirements exist, CPCB national standards are applied as the minimum reference. Regular assessments of pH, dissolved solids, and suspended solids are conducted for potable and process water across all locations, with deviations addressed by reducing COD and BOD within prescribed regulatory limits.

The volume of water treated for priority substances before external discharge was nil in FY25–26 due to our dedicated efforts to maintain Zero Liquid Discharge. The only external discharge of 1,799 kL comprises domestic wastewater routed to the municipal drainage system, containing no industrial priority substances.

Zero incidents reported of non-compliance related to water quantity or quality permits and standards in FY25-26.

Performance Metrics

Water Withdrawal

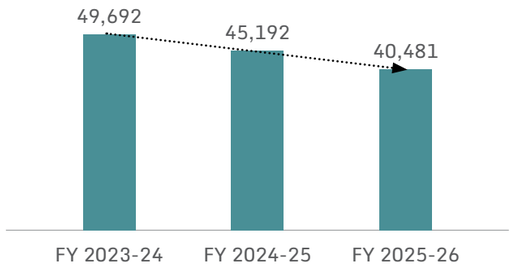
GRI 303-3, ESRS E3 E3-4, IFRS S1 Metrics & Targets, WEF ESG Fresh Water Availability

Even though our operations are not water intensive, as we have water-less manufacturing operations for our turbines, we continually focus on opportunities to optimize usage and reduce withdrawal. The water we need is sourced through groundwater, third-party supply, and other sources, and is primarily used for domestic purposes such as sanitation and drinking. Water usage is monitored through tracking systems that categorize water use by source.

In FY25-26, our total water withdrawal stood at 3,44,324 KL. Water withdrawal from water-stressed areas reduced to 40,481 KL, a 10.4% reduction from FY24-25, reflecting the continued impact of our water management strategies for vulnerable areas.

In FY25-26, total water withdrawal from water-stressed areas stood at 40,481 kL, a 10% reduction from 45,192 kL in FY24-25, primarily driven by our continued focus on water leakage and loss reduction, water optimization across all locations, and water footprint management in water-stressed areas.

Total water withdrawal from water stress regions



Water Withdrawal (kL)	FY 2023–24	FY 2024–25	FY 2025-26
Total water withdrawal from all areas	3,09,180	2,55,839	3,44,324
Total water withdrawal from water-stressed regions	49,692	45,192	40,481
% from water-stressed regions	16%	18%	12%

Note: FY25-26 includes Renom Energy Services Private Limited for the first time. Prior year figures are not restated for this boundary change.

Water Withdrawal by Source (Kl)	FY 2023–24	FY 2024–25	FY 25-26
Total water withdrawal from all areas			
Surface water	-	-	-
Groundwater	1,40,425	1,17,039	1,62,518
Third-party water	1,68,030	1,38,800	1,81,750
Harvested rainwater	725	-	56
Total	3,09,180	2,55,839	3,44,324
Total water withdrawal from water stress regions			
Surface water	-	-	-
Groundwater	7,564	18,142	13,038
Third-party water	42,128	27,050	27,443
Harvested rainwater	-	-	-
Total	49,692	45,192	40,481

Water Consumption

GRI 303-5, ESRS E3 E3-4 §28(a), §28(b), §28(d) and §28(e), IFRS S2 industry-based metric RT-CH-140a.1, WEF ESG Fresh Water Availability

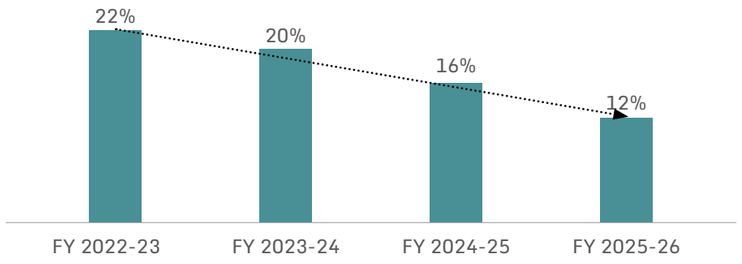
In FY25–26, total water consumption stood at 3,42,525 kL, primarily driven by the inclusion of Renom Energy Services Private Limited in the reporting boundary for the first time, which contributed to a 24.6% growth in permanent workforce, from 6,662 to 8,301 employees, thereby increasing domestic water consumption. In FY25-26, 55,994 kL of water was recycled and reused, representing 16.3% of total consumption.

Water Consumption (kL)	FY 2023–24	FY 2024–25	FY 2025-26
Total water consumption from all areas	1,89,893	2,05,396	3,42,525
Total water consumption from water-stressed regions	38,401	32,853	40,481

Note: FY25-26 includes Renom. The 66.8% total consumption increase reflects boundary expansion, and workforce growth (+24.6%).

The Company continued to reduce its reliance on water sourced from water-stressed regions during FY25–26, with such sources accounting for 12% of total water consumption compared to 16% in the previous year. This continues the positive downward trend observed over recent years and demonstrates a sustained shift towards more resilient water sourcing. While the absolute volume of water consumed from water-stressed regions increased to 40,481 kL in FY25–26 due to higher overall water consumption, it accounted for a significantly smaller share of the Company's total water use. This reflects the Company's continued efforts to diversify water sourcing and minimise reliance on water-stressed regions while supporting increased operational activity.

Percentage of water consumption from water-stressed regions



Water Intensity

Water consumption intensity remained largely stable during FY25–26. Water intensity per rupee of turnover remained unchanged at 0.0000019, reflecting sustained water-use efficiency relative to revenue generation. Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) increased marginally by 1.0%, from 0.0000393 in FY24–25 to 0.0000397 in FY25–26. Water intensity in terms of physical output increased by 1.9%, from 385.36 to 392.80 per turbine manufactured. The marginal increase in operational water intensity is attributable to normal variations in production processes and boundary expansions during the year and does not indicate a material change in overall water management performance. Suzlon continues to focus on improving water-use efficiency through water conservation initiatives, process optimisation, and regular monitoring of water consumption across its operations.

Total Water intensity (kL per unit)	FY 2023–24	FY 2024–25	FY 2025–26
Water intensity per unit of physical output (Total water consumption/manufacturing volume as the number of turbines)	602.83	385.36	392.80
Water intensity per rupee of turnover (Water consumed / turnover)	0.00000286	0.00000190	0.00000190

Water Discharge

GRI 303-2, GRI 303-4, ESRS E2 E2-3 §24(a)

ESRS E3 E3-4, IFRS S2 industry-based metric RT-CH-140a.2, IFC PS3 Pollution Prevention

In FY25-26, 100% ZLD compliance was maintained across all manufacturing operations. The only remaining discharge of 1,799 kL comprises domestic wastewater routed to the municipal drainage system for treatment at the common STP. Importantly, we achieved a Zero Liquid Discharge across all water-stressed regions.

In FY25-26, our total water discharge stood at 1,799 kL, a reduction of 96.4% from 50,443 kL in FY24-25, reflecting the near-complete implementation of Zero Liquid Discharge across all manufacturing operations.

All Suzlon plants operate with Zero Liquid Discharge (ZLD) systems, enabling a closed-loop approach to water management within manufacturing facility boundaries. SE Forge's Foundry unit is equipped with an Effluent Treatment Plant (ETP) that treats wastewater generated from its operations, specifically coolant, before reuse. In terms of water management, 55,994 kiloliters of water across manufacturing operations under Suzlon Energy Limited (SEL) and SE Forge were treated, recycled, and reused for non-process applications such as gardening and flushing.

Water Discharge (kL)	FY 2023-24	FY 2024-25	FY 2025-26
Total water discharge from all areas	109,945	50,443	1,799
Total water discharge from water-stressed regions	5,856	12,339	-
Percentage of water discharge from water stress regions	5%	24%	-

Water Discharge by Destination (Kl)	FY 2023-24	FY 2024-25	FY 2025-26
Surface water (no treatment)	-	-	-
Groundwater (with treatment)	1,06,947	29,697	-
Third-party water (no treatment)	2,099	-	1,799
Others (no treatment)	899	20,746	-
Total water discharge from all areas	**1,09,945**	**50,443**	**1,799**
Surface water (no treatment)	3	-	-
Groundwater (with treatment)	5,853	12,339	-
Third-party water (no treatment)	-	-	-
Others (no treatment)	-	-	-
Total water discharge from water-stressed regions	**5,856**	**12,339**	**-**

Suzlon's water management approach reflects a continued commitment to responsible stewardship, operational resilience, and long-term water neutrality. In FY25–26, the Company strengthened its governance and reporting boundary, maintained full water risk assessment coverage across own operations, reduced withdrawal from water-stressed areas, increased recycling and reuse, and significantly lowered external water discharge through near-complete Zero Liquid Discharge implementation across manufacturing plants. Suzlon's focus remains on improving water efficiency, minimising freshwater dependence, enhancing site-level conservation, and working with employees, communities, and suppliers to protect shared water resources and progress towards its 2030 water neutrality ambition.

WASTE MANAGEMENT

Material Topic	Goals and Targets	UN SDGs supported	Sustainability Standards Supported
WASTE MANAGEMENT	Achieve Zero Waste to Landfill (ZWTL) by 2028 Progress: Achieved Zero Waste to Landfill with a 97.5% diversion rate in FY 2025–26	6 CLEAN WATER AND SANITATION 14 LIFE BELOW WATER	GRI 3-3, GRI 306-1, 306-2, 306-3, 306-4, 306-5 IFC Performance Standard 3 – Resource Efficiency and Pollution Prevention IFRS S1 – Metrics and Targets ESRS E5 – Resource Use and Circular Economy: E5-1, E5-2, E5-3, E5-4, E5-5 WEF ESG Solid Waste – Single-use Plastics, WEF ESG Solid Waste – Impact of Solid Waste Disposal

Impact Delivered:

- Achieved Zero Waste to Landfill with 97.5% waste diversion in FY 2025–26
- Demonstrated 99% end-of-life recoverability for s144–3.x MW turbine.
- Delivered >90% recycled input across turbine materials.
- Repurposed 34,154 kgs of waste including wood, metal, and glass into various products.
- Collected and recycled 14,718 kg of plastic waste across 151 villages, engaging over 50,800 beneficiaries.

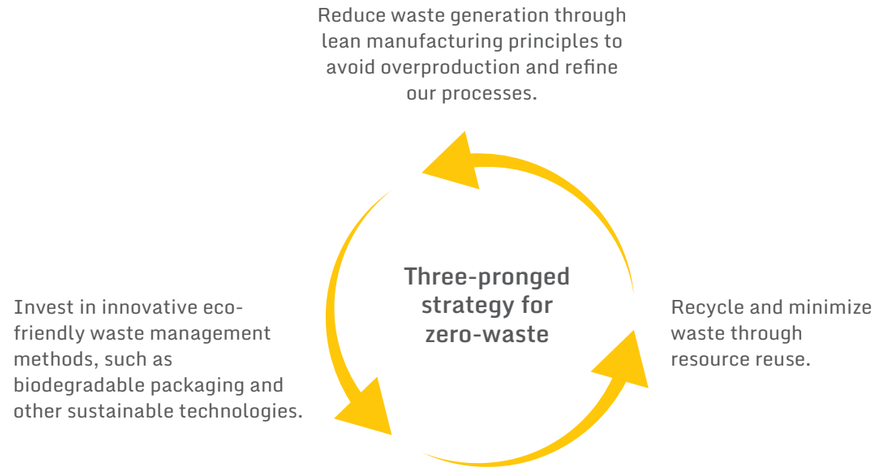
ZWTL certification achieved for the Manufacturing BU, IB Projects, and OMS business units by an accredited third-party certification body, strengthening transparency, traceability, and assurance of our reported performance.

Our Approach

GRI 306-1, GRI 306-2, ESRS 2 SBM-3 §48(a), §48(c)(ii) and §48(c)(iv); ESRS E5-2 §19 and §20(e)-(f); E5-5 §40

Our approach to waste management is anchored in circular economy principles, with a strong focus on minimising waste at source, maximising material recovery, integrating recycling, and ensuring responsible disposal across operations. Guided by our Sustainability Policy, and Environmental Stewardship Policy, we have adopted a responsible waste management strategy that prioritises reduced consumption, effective segregation at source, maximised opportunities for reuse, recycling, and co-processing, and environmentally responsible disposal in line with regulatory requirements and industry best practices, reducing landfill dependency and strengthening circularity across operations.

The Zero Waste to Landfill (ZWTL) progress was enabled through strengthened segregation, reuse, recycling, co-processing, authorised waste handling, enhanced oversight, and third-party certification across Manufacturing BU, IB Projects, OMS, and Renom. Going forward, our focus is on sustaining ZWTL performance, reducing residual waste directed to disposal, and scaling circularity across operations and product lifecycles.



Suzlon's waste management framework, built on the Reduce, Reuse, and Recycle principles, is implemented through our internal Guidelines for Waste Storage, Handling, and Disposal covering hazardous and non-hazardous streams across all sites. It ensures systematic segregation, safe storage, authorised disposal, traceability, and compliance with Consent to Operate requirements and statutory timelines, supported by plastic-use control and product weight optimisation to reduce waste at source. Embedded within Suzlon's ESG Management System and Quality Management System (QMS), performance is monitored across generation, recovery, diversion, and disposal pathways. Governance is led by the Sustainability Head, supported by Sustainability Leads, location SPOCs, and business-vertical EHS teams, with oversight extended to Tier-1 suppliers through ESG and BRSR Core-aligned assessments to drive circularity across manufacturing, OMS, and project sites.

Performance Highlights: FY 2025-26

ESRS E5 – 2, E5 -5; IFRS S1; WEF ESG Solid waste

Initiative	Achievement
Zero Waste to Landfill	Achieved Zero Waste to Landfill with a 97.5% diversion rate in FY 2025-26, ahead of the 2028 commitment.
Circular input materials	>90% of recycled input material used across select turbine materials, including steel, aluminium, oil, grease, and fibre reinforced plastic, reinforcing our ability to scale circularity across product lifecycles.
ZWTL certification	Achieved ZWTL certification with Platinum rating in Manufacturing and OMS, and highest rating in IB, in accordance with DIN SPEC 91436 requirements.
Single-use plastic free certification	Achieved Single-Use Plastic Free certification across OMS and Manufacturing.
Waste intensity	Initiatives focused on optimisation of waste at source enabled a 1.4% reduction in waste intensity.
Circular reuse	Reused and recycled glass mat, resin, wood, MS and FRP waste for functional applications such as storage racks, false ceilings, sheds, deburring chambers and site-level infrastructure.

Key Initiatives for FY2025-2026

Designing for Circularity

ESRS E5-2, E5-5; GRI 306-2(a)

In FY 2025–26, we conducted a Circularity Transition Indicator (CTI v4.0) assessment for the S144–3.x MW wind turbine to evaluate material flows across the lifecycle and establish a baseline for improving resource efficiency and circularity. Following the WBCSD CTI framework, the assessment across circular inflow, circular outflow and utility over a 25-year design life. The Circularity Assessment was undertaken in accordance with CTI Standards and we have achieved 81% of CTI Performance and was evaluated in accordance with independent verification undertaken in accordance with ISO 59004, 59010, 59020 and 59040 standards.

We strengthened our circular economy approach by using the CTI assessment to identify opportunities to improve recycled content, material efficiency, and circular design in next-generation turbines. Several turbine components already demonstrate high recycled content of above 90%. The assessment highlighted high recycled input content across several turbine materials. Fibre Reinforced Plastic, grease, oil, PA6, R134a and steel used across turbine components recorded 100% recycled content, while aluminium and steel used in tower components incorporated 93% recycled content. These findings support our focus on reducing reliance on virgin resources and strengthening.

The turbine-level assessment indicated high end-of-life recoverability of 99%, driven largely by metals and concrete. We are working to enhance circularity through increased supplier engagement on recycled inputs and integration of circular design and sourcing practices aligned with evolving technologies and industry standards.

Across manufacturing, we continue to embed circularity by using 225 kg of scrap steel per tower, reducing virgin steel use and material intensity, and lowering copper wastage in generator units. Composite waste is converted into FRP sheets for nacelle cover rimming and other uses such as deburring chambers and labour colony construction. Mild steel scrap, glass mat, resin, wood, and recycled materials are repurposed into storage racks, false ceilings, sheds, and mezzanine floors. Select streams such as glass fibre, resin/epoxy adhesive waste, balsa wood off-cuts, and fibre cloth are also diverted for co-processing, boating applications, and local boat manufacturing.

Minimizing Waste at Source

GRI 306-2, ESRS E5 E5-2 §19 and §20(e)-(f); E5-5 §40

We prioritise waste minimisation at source through process efficiency, improved segregation, material reuse, packaging optimisation, and circular use of resources across manufacturing, OMS, and project sites. In FY 2025–26, we continued to strengthen these efforts through recycled inputs in production processes and Single Use Plastic Free practices across key operations, supporting our progress towards the Zero Waste to Landfill target by 2028.

We also realised waste reduction in S144 blade manufacturing, achieving a reduction of 558 kg of waste per WTG through blade design enhancements, BoM/specification updates, and process/material-spec alignment. These initiatives helped optimise material use and reduce waste generation in high-volume blade production.

In FY 2025–26, we also achieved Single Use Plastic Free Certification across Manufacturing and OMS, strengthening our controls to reduce avoidable plastic use at source.

Customer Engagement

GRI 306-2, ESRS E5 E5-2 §19 and §20(e)-(f); E5-5 §40

We encourage customers and turbine owners to adopt responsible waste management practices across the wind turbine lifecycle, including segregation, recycling, and responsible handling of packaging and operational materials. In FY 2025–26, 100% of the products sold were assessed for their potential to be reused or recycled, with 81% of the S-144 product determined to be recyclable based on the Circularity Transition Indicator (CTI) assessment, aligned with WBCSD principles. Furthermore, 97.5 % of the products and materials that were eligible for reuse or recycling were actually reused or recycled by the company, demonstrating our commitment to circularity and responsible resource management. Guidance is provided through product documentation, operating manuals, and disassembly manuals, covering end-of-life disposal, recycling, and the safe handling of hazardous materials such as batteries, e-waste, oils, lubricants, and coolants, in line with applicable national and international environmental regulations. Aligned with our commitment to circularity and product stewardship, we also reclaim and repurpose packaging materials from WTG S120 and S144 projects. In FY 2025–26, 61.29% of packaging material under IB was reclaimed, accounting for 45.66 tonnes of wood and metal waste. These materials are reused across project sites for toilet blocks, security cabins, shelter areas, and storage containers. Customer awareness and participation remain central to extending responsible resource use beyond our own operations and supporting more circular practices across the wind turbine lifecycle.

Addressing Turbine Blade Waste

We are working towards blade waste management and are working towards downstream waste management, towards end-of-life blade waste disposal and management. We continue to explore circular solutions to ensure end-of-life treatment of our blades is in line with our broader waste management goals.

Turning Turbine Blade Waste into Community Toilets

As part of Suzlon's circularity approach, we continue to explore practical reuse pathways for difficult-to-recover waste streams, including turbine blades and fibre-reinforced plastic (FRP) waste. In FY2025–26, Suzlon Foundation, in partnership with Sanjeevan, supported an initiative to convert turbine blade / FRP waste into functional toilet structures for communities in Maharashtra. The initiative was implemented across villages in Nandurbar and Dhule districts, including Hatti-Indri, Thanepada, Titane, Brahmanvel, Vasdare, Akrale and Vitave.

The intervention addressed two priorities: reducing pollution from waste and creating useful sanitation infrastructure for communities. Turbine blade / FRP material was repurposed into toilet structures for village use, demonstrating how composite waste can be redirected into high-impact applications instead of being treated only as a disposal challenge. Across the initiative, 6,475 kg of waste was converted into useful products, resulting in 13 toilet structures with a supported product value of ₹17,00,000.

The initiative primarily benefited women, with 835 women identified as regular users of the toilet structures. By converting turbine blade / FRP waste into sanitation infrastructure, the project supported responsible waste management, improved community access to sanitation and demonstrated a practical model for extending the useful life of composite materials.

Impact

- Waste converted into useful products: 6,475 kg of turbine blade / FRP waste was converted into toilet structures.
- Community sanitation supported: 13 toilet structures were created across villages in Maharashtra.
- Women beneficiaries reached: The initiative supported regular toilet access for 835 women.
- Circular reuse demonstrated: The project repurposed difficult-to-recover composite waste into long-use community infrastructure, supporting Suzlon's circular economy and waste diversion approach.
- Replicable model: The initiative shows how turbine blade / FRP waste streams can be converted into functional products for community benefit.

This initiative demonstrates how circular economy principles can reduce waste, extend material life and create shared value by converting turbine blade / FRP waste into sanitation infrastructure for communities.

Waste Management Programs

At Suzlon, regular waste audits are conducted across plants and sites to identify hotspots, evaluate diversion pathways, and surface opportunities for continual performance improvement, with monthly waste data feeding into group-level disclosures and ZWTL progress tracking. Sustained investment in R&D and process innovation, including circular product design, continues to drive material recovery and minimize residual waste. Employees across plants and sites receive structured waste reduction training.

Suzlon follows a comprehensive waste management approach centred on waste minimisation, resource recovery, and circularity across its operations. All facilities are single-use plastic-free, while waste generated from manufacturing, packaging, and maintenance activities is systematically reused or repurposed wherever feasible. Design improvements, such as replacing aluminium components with in-house manufactured fibre-reinforced plastic (FRP) channels for nacelle cover rimming, have reduced metallic waste generation. Manufacturing waste, including mild steel, wood, glass mat, resin, and fibre-reinforced plastic, is repurposed into furniture, storage systems, frames, racks, false ceilings, FRP sheets, sheds, mezzanine flooring, and other operational infrastructure, extending the useful life of materials and reducing dependence on virgin resources. Manufacturing by-products, including copper trimmings, CRGO scrap, and rejected tower sections, are reintegrated into productive value chains through supplier take-back mechanisms or alternative applications. Other residual materials, such as glass fibre, epoxy adhesive waste, and fibre cloth, are channelled to external industries for recycling, reuse, or co-processing, including cement manufacturing and boat building. These initiatives strengthen Suzlon's circular economy practices, minimise waste sent for disposal, and enhance resource efficiency across its operations.

Beyond operational waste management, Suzlon Foundation works with communities and schools to build awareness on plastic segregation, recycling and responsible waste behaviour. These initiatives support a circularity mindset by encouraging waste reduction and resource recovery at the household and community level.



Repurposing Batteries into Solar Home UPS Systems

In rural areas with limited access to reliable electricity, households often depend on kerosene lamps or irregular grid supply for evening lighting. This affects children's ability to study after dark, limits household productivity, and increases dependence on costly and environmentally harmful fuels. To address this challenge, Suzlon supported a Solar Home UPS initiative that combines renewable energy access with circular waste management by repurposing partially used batteries from Suzlon wind turbines.

The initiative upcycles batteries that have completed part of their useful life in wind turbine applications and gives them a second life as part of household Solar UPS systems. Each Solar Home UPS uses one repurposed battery and supports basic household lighting needs, enabling extended evening study and work hours. The initiative was implemented across multiple states, including Andhra Pradesh, Gujarat, Karnataka, Maharashtra and Tamil Nadu, reaching 240 beneficiaries / households as per the consolidated data.

By combining battery reuse with solar energy, the programme reduces waste, extends the useful life of materials, and provides clean decentralised energy access to rural households. Each Solar Home UPS is estimated to save 1.5 units of electricity per day, while also reducing dependence on kerosene-based lighting. The initiative supports Suzlon's circularity approach by converting a potential waste stream into a productive community asset.

Impact

- Battery reuse: Partially used wind turbine batteries were repurposed for household Solar Home UPS systems, extending their useful life.
- Clean energy access: Solar UPS systems supported rural households with reliable lighting for evening study, household work and daily activities.
- Beneficiary reach: The initiative reached 240 beneficiaries / households across five states.
- Energy savings: Each Solar Home UPS is estimated to save 1.5 units of electricity per day.
- Circular economy value: The initiative demonstrates how renewable energy operations can generate circular value by repurposing batteries into clean energy solutions for communities.

This initiative reflects Suzlon's "waste to value" approach by repurposing partially used wind turbine batteries into Solar Home UPS systems, reducing waste while enabling clean, reliable and affordable energy access for rural communities.



Building a School-Led Recycling Movement in Pune

At Dnyanprabodhini Navanagar Vidyalaya, Nigdi, Pune, plastic waste was part of everyday school and household life, but there was no structured system to collect clean plastic specifically for recycling. Plastic wrappers, packaging materials and disposable items were typically discarded with regular waste, and awareness about plastic as a recyclable resource remained limited among students and parents.

The initiative began through the efforts of Rajshree Ozarde, a parent at the school, who had been collecting clean plastic waste at home since 2017 but lacked a reliable channel to send it for recycling. After connecting with Sagarmitra, she helped initiate a school-based plastic collection movement focused on changing student and household behaviour. Suzlon's partnership strengthened the initiative by supporting regular plastic collection vehicles, ensuring that collected plastic was consistently sent for responsible recycling.

The programme has now influenced more than 8,000 students over eight batches, with around 1,000 students reached every year. The school currently collects approximately 300 to 600 kilograms of plastic every month, which is channelled to Sagarmitra's recycling system with support from Suzlon.

Impact

- Plastic collection and recycling: The school collects around 300 to 600 kilograms of plastic every month, helping divert plastic waste from regular disposal streams.
- Student-led behaviour change: More than 8,000 students have been influenced through the programme, with many students encouraging responsible plastic disposal practices at home.
- Community participation: The programme expanded beyond school awareness to involve parents and nearby housing societies, strengthening household-level plastic segregation practices.
- Consistency through collection support: Regular collection vehicles helped ensure that awareness translated into action by providing a dependable route for collected plastic to reach recycling channels.

Way Forward

The initiative demonstrates how schools can become catalysts for long-term behavioural change in waste management. By combining awareness, household participation and reliable recycling linkages, the programme supports Suzlon Foundation's broader commitment to responsible waste practices, community engagement and circularity beyond operational boundaries.





Banana Waste to Wealth — Creating Sustainable Livelihoods

In Narpala Block, Anantapur district, Andhra Pradesh, banana cultivation is an important source of income for farmers despite the region's challenging agricultural conditions, including red sandy soils, gravelly land and low productivity. However, after harvesting, banana stem waste was traditionally cut, dried and burned, contributing to air pollution and carbon emissions while leaving farmers with no economic value from the waste stream.

To address this challenge, Suzlon Foundation launched the Banana Waste to Wealth project in FY2024-25 to convert agricultural waste into value-added products while creating livelihood opportunities for farmers and Self-Help Group women. The project is currently in its second year and covers 20 villages, including 15 villages in Narpala and Putlur Blocks and 5 villages in Kalyandurga Block. It is designed to benefit 2,000 farmers and 200 SHG women through banana waste recycling and product development.

A banana fibre extraction and processing unit was established at Nadimipalli village, supported by a 1,200 sq. ft. shed equipped with banana stem cutting and fibre extraction machines.

As part of the livelihood component, 180 SHG women received skill development training to produce decorative and utility products from recycled banana fibre. Of these, 40 women are actively engaged in production activities. The training covered 20 different banana fibre products, helping participants build marketable skills and generate supplementary income. Women who earlier depended largely on agricultural wage labour earning around ₹200–250 per day now have the potential to earn ₹250–600 per day through banana fibre product manufacturing.

During FY2025-26, the project recycled 1.5 tonnes of banana waste into useful products, demonstrating how agricultural residue can be converted into an economic resource. To support long-term sustainability, a Farmers' Cooperative Society has been registered under the Andhra Pradesh Cooperative Societies Act, 1995, enabling access to government schemes, institutional support and potential funding from agencies such as NABARD and the Government of Andhra Pradesh.

Impact

- Agricultural waste diverted: Recycled 1.5 tonnes of banana waste into value-added products in FY2025-26.
- Village coverage: The initiative covers 20 villages across Narpala, Putlur and Kalyandurga Blocks.
- Livelihood reach: Designed to benefit 2,000 farmers and 200 SHG women through banana waste recycling and product development.
- Women's skill development: 180 SHG women trained in producing 20 banana fibre products, with 40 women actively engaged in production.
- Income enhancement: Earning potential for participating women increased from ₹200–250 per day through agricultural wage labour to ₹250–600 per day through banana fibre product manufacturing.
- Community-owned model: A Farmers' Cooperative Society was registered to support long-term access to institutional schemes, government support and funding opportunities.

The Banana Waste to Wealth initiative demonstrates Suzlon Foundation's circular economy approach beyond operations by transforming agricultural residue into a productive resource, reducing waste burning and enabling sustainable livelihood opportunities for rural communities.





Performance Metrics

SFDR Table 2 Opt-In 13

Waste Generation

GRI 306-1, GRI 306-3, ESRS 2 SBM-3 §48(a), §48(c)(ii) and §48(c)(iv); ESRS E5, IFRS S1, SFDR Table 1 PAI 9

Waste generation across our operations primarily results from the manufacturing of wind turbine components.

- Hazardous waste streams include used oils, resin and adhesive residues, contaminated barrels, and other chemically impacted containers.
- Non-hazardous waste typically consists of food waste, paper, packaging materials, sewage treatment plant (STP) sludge, glass fragments, wooden pallets, metallic scraps, and corrugated boxes.

In FY 2025–26, waste generation increased in line with expanded operational activity; however, Suzlon continued to strengthen resource efficiency through higher recovery and diversion from disposal. With 47,156 MT of waste recycled and only 1,195 MT directed to disposal, demonstrating continued progress in improving waste management performance across operations.

Waste Type	FY 2023-24	FY 2024-25	FY 2025-26
Non-Hazardous Waste	18,637	24,854	39,067
Hazardous Waste	5,187	5,554	9,999
Total Waste	**23,824**	**30,408**	**49,066**
Waste intensity per rupee of turnover (Total waste generated / revenue from operations)	0.00000286	0.00000028	0.00000028
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated/ revenue from operations adjusted for PPP)	0.000643	0.0000058	0.0000057
Waste intensity in terms of physical output (Total waste generated / manufacturing volume as no. of turbine)	602.83	57.05	56.27

Waste Type	FY 2023-24	FY 2024-25	FY 2025-26
Plastic waste	641	1,637	2,022
E-waste	17	99	12
Biomedical waste	5	0.01	0.03
Battery waste	678	437	534
Other Hazardous Waste	4,487	5,018	9,453
Other Non-Hazardous Waste	17,996	23,217	37,045
Total	**23,824**	**30,408**	**49,066**

Waste Disposal

GRI 306-2, ESRS E5 E5-2 §19 and §20(e)-(f); E5-5 §40, IFRS S1, WEF ESG Solid Waste

Waste across Suzlon's sites and plants is tracked, stored, and managed through defined waste management practices aligned with applicable regulatory requirements and site-level operating conditions, including the conditions stipulated under the Consent to Operate (CTO).

Authorised waste management vendors and certified handlers support the responsible recycling, recovery, treatment, and disposal of operational waste streams across Suzlon's sites and plants, including e-waste, hazardous waste, and other regulated materials. Waste is safely stored, transferred, and disposed of in line with applicable regulations, with detailed plant- and site-level records maintained to strengthen traceability, control, and reporting, including Form 3 and Form-10 documentation for hazardous and regulated waste. Suzlon prioritises recovery, recycling, co-processing, and other environmentally responsible pathways such as sending select manufacturing waste to cement companies for alternate fuel use or co-processing, while maintaining oversight on vendor practices and end-of-life treatment. Given the use of hazardous materials such as adhesives and resins in certain manufacturing processes, Suzlon applies specific handling, storage, and disposal controls and continues to improve hazardous waste management through better segregation, stronger documentation, material-efficiency measures, and evaluation of safer alternatives where feasible.

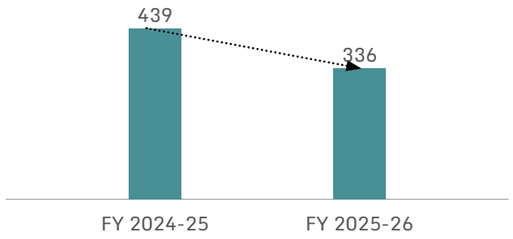
In FY 2025–26, Suzlon further reduced its dependence on disposal pathways, with waste incinerated declining by 23.5%, and waste sent to landfill reducing by 51.7% from FY25. Overall, total waste directed to disposal declined by 46.1% from the previous year. This demonstrates continued progress in strengthening waste segregation, recycling, co-processing, and recovery practices across operations, while reducing reliance on end-of-pipe disposal methods.



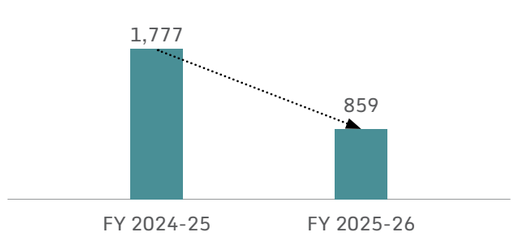
Waste Directed to Disposal

GRI 306-5, ESRS E5 E5-5 §37(c), §38 and §40

Waste incinerated without energy recovery (MT)



Waste sent to landfill (MT)



During FY 2025–26, 859 MT of waste was sent to landfill. We continue to prioritise reuse, recycling and recovery pathways to minimise waste directed to disposal, including for difficult-to-recover waste streams from manufacturing operations. At SE Forge Coimbatore, castings incorporate 90% recycled sand in the production process, supporting circular use of materials and reducing dependence on virgin inputs. The waste sent for incineration (without energy recovery) has reduced from 439 MT in FY 24-25 to 336 MT in FY 25-26. The landfilling has further reduced from 1777 MT to 859 MT.

In FY 25-26, 9664 MT hazardous waste was sent for co-processing, all of which was recycled. The hazardous waste sent for incineration has also reduced from 439 MT in FY 24-25 to 336 MT in FY 25-26.

Hazardous Waste Disposal Category	FY 2023–24	FY 2024–25	FY 2025-26
Recycled/Reused	-	4,557	9,664
Incineration (without energy recovery) (MT)	1,992	439	336
Landfilling (MT)	-	1,777	0

Waste Diverted From Disposal (Offsite)

GRI 306-4, ESRS E5 E5-5 §37(b), §38 and §40, IFC PS3

Certain waste streams require specialised handling and treatment, and Suzlon continues to evaluate process improvements and material alternatives to limit their generation at source. Where waste cannot be avoided, the Company prioritises recovery and recycling pathways to keep materials in use and minimise disposal, in line with applicable regulatory requirements.

In FY 2025–26, of the total waste generated, 96.1% was recycled.

Waste Diversion Category	FY 2023–24	FY 2024–25	FY 2025-26
Recycled	-	27,403	47,156
Reused	-	9	-

Overall, Suzlon's waste management approach reflects a shift from compliance-led waste handling to a more integrated circularity model across operations, product design, supplier engagement, and customer stewardship. The progress achieved in FY 2025–26, including higher waste diversion, strengthened Zero Waste to Landfill performance, increased use of recycled inputs, and improved recovery pathways, reinforces our commitment to reducing landfill dependency and improving material efficiency. Going forward, we will continue to focus on waste minimisation at source, waste recycling, responsible management of difficult-to-recover waste streams, stronger traceability across disposal and recovery routes, and circular design interventions that support resource efficiency across the wind turbine lifecycle.

BIODIVERSITY – PROTECTION AND CONSERVATION

Material Topic	Target	UN SDGs	Sustainability Standards Supported
BIODIVERSITY	Achieve No Net Loss of Biodiversity by 2040 Progress: In FY2025–26, Suzlon made significant progress towards its No Net Loss of Biodiversity by 2040 target by restoring habitats, enhancing native biodiversity and strengthening ecosystem resilience through the following outcomes: • Restored 55 hectares of grassland with 760,490 native grass plants across four indigenous species • Recorded the return of five faunal species • Enhanced ecological restoration through the plantation of 60,288 trees, achieving 75% survival for scattered plantations and 100% survival for cluster plantations • Strengthened biodiversity by supporting 129 plant categories, 36 bird species, and 13,082 wildlife and livelihood-linked animals • Improved fodder productivity by approximately 4,000 kg		GRI: 3-3, 304-1, 304-2(a, b), 304-3, 304-4, 413-1(a) WEF: ESG Nature Loss – Land Use and Ecological Sensitivity IFC: PS 6 – Biodiversity Conservation and Sustainable Management of Living Natural Resources; PS 6 – Management of Ecosystem Services SASB: RR0103-04 – Design to Mitigate Community & Ecological Impacts ESRS: E4-1, E4-2, E4-3, E4-4, E4-5 SFDR: Activities Negatively Affecting Biodiversity-Sensitive Areas; Opt-In 10 – Land Degradation, Desertification and Soil Sealing; Opt-In 14 – Natural Species and Protected Areas; Opt-In 15 – Deforestation

Impact Delivered:

- Biodiversity Ready reckoner at BU level for implementation and continuous monitoring across all Plants, projects and sites in FY 2025–26
- Strengthened site-level biodiversity implementation across operations
- Restored 25.53 hectares of grassland across 12 villages in Kutch, supported by the planting / regeneration of 3,70,490 native grass shoots.

Our Approach & Governance

GRI 101-1, GRI 101-2, ESRS E4 E4-1 §15, E4-2 §22-§24 and E4-4 §31-§32, IFC PS6, SFDR Table 2 Opt-In 11, SFDR Table 2 Opt-In 15

We are committed to preserving and enhancing biodiversity across all phases of our projects, from planning and development through implementation, operations and decommissioning. This lifecycle approach helps us manage biodiversity-related risks and opportunities in a structured manner while supporting responsible renewable energy development. Biodiversity considerations are embedded across the project lifecycle, including planning and development, construction, operations and maintenance, and decommissioning or redevelopment. This includes biodiversity risk screening, monitoring, restoration and regeneration measures, contractor awareness and site-level implementation controls.

Our biodiversity management approach is guided by our Biodiversity Policy, which was approved by the Board and became effective on 12 March 2025. The Policy applies to Suzlon Energy Limited and its subsidiaries, including business functions, contractors, suppliers and business partners working on behalf of the Company, and covers activities across the project lifecycle from development through decommissioning.

Suzlon is committed to achieving No Net Loss of Biodiversity, including no net deforestation, by 2040, supported by biodiversity screening, mitigation hierarchy and responsible project planning across its operations and value chain.

Suzlon is committed to no net deforestation across its operations and value chain, integrating biodiversity conservation into project planning and execution. Where impacts cannot be fully avoided, the Company supports afforestation, compensatory plantation, and habitat restoration to achieve positive ecological outcomes.

We align our biodiversity approach with recognised frameworks and standards, including the Kunming-Montreal Global Biodiversity Framework, the Convention on Biological Diversity, the UN Sustainable Development Goals, IFC Performance Standard 6, IUCN Guidelines, TNFD, GRI, BRSR, WEF and CDP.

This alignment is a continuing process rather as our site-level data and monitoring practices mature through the Biodiversity Ready Reckoner, we expect our framework alignment, particularly with TNFD and India's National Biodiversity Targets, to become more granular and evidence-based over time.

We apply the mitigation hierarchy to avoid, minimise, restore and offset biodiversity-related impacts in a responsible manner. Biodiversity considerations are integrated into project planning, implementation and operations, with site-level actions supported through biodiversity KPIs, metrics and indicators under the Biodiversity Ready Reckoner.

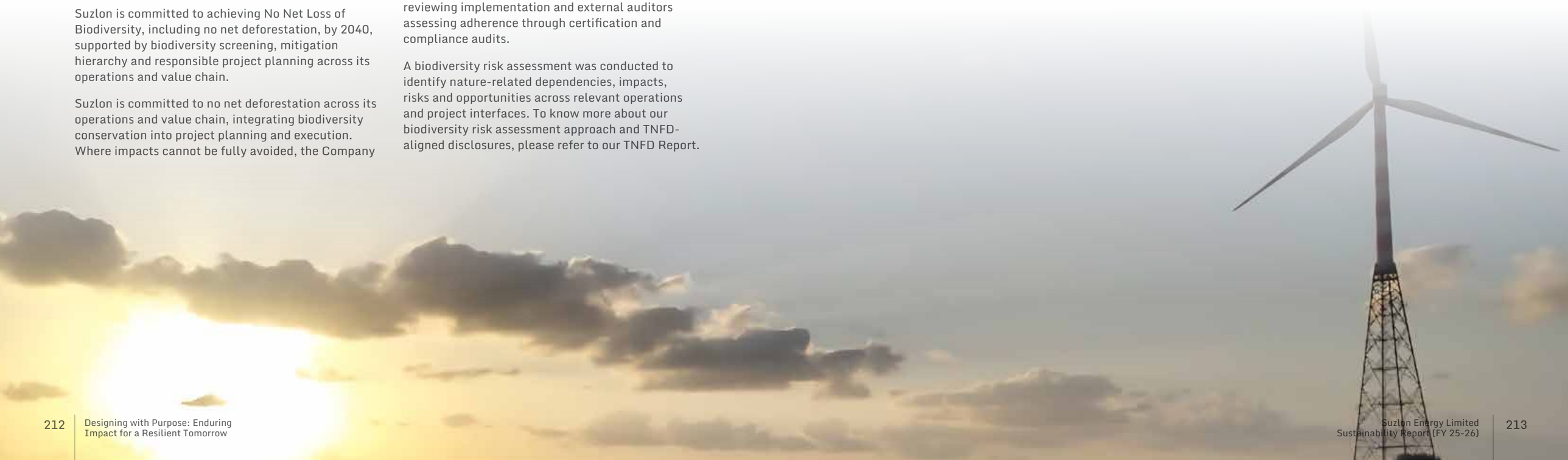
Governance oversight for sustainability-related matters is supported by the Chairman and Managing Director, in consultation with functional heads including the Sustainability Head, and by the CSR and ESG Committee, which oversees and guides sustainability and ESG initiatives. Performance against relevant policies is reviewed annually, with internal business units and functional teams reviewing implementation and external auditors assessing adherence through certification and compliance audits.

A biodiversity risk assessment was conducted to identify nature-related dependencies, impacts, risks and opportunities across relevant operations and project interfaces. To know more about our biodiversity risk assessment approach and TNFD-aligned disclosures, please refer to our TNFD Report.

Performance Highlights: FY2025-26

ESRS E4-5; GRI 304-2b; IFRS S1

Initiative	Achievement
Biodiversity governance and site-level monitoring	Strengthened biodiversity governance through the development of a Biodiversity Ready Reckoner to support site-level biodiversity KPIs, metrics and indicators across sites.
Grassland restoration and habitat recovery	Restored 25.53 hectares of grassland across 12 villages in Kutch, supported by 3,70,490 native grass shoots, including Anjan Grass and Marvel Grass / Khabal.
Biodiversity training and capacity building	Conducted biodiversity training programmes for multiple site teams to strengthen awareness, implementation capability and site-level biodiversity protection.
Governance and employee awareness	Included biodiversity in NGRBC / ESG awareness programmes, with 100% coverage reported for Board members, Key Management Personnel and employees.
Alignment with national biodiversity priorities	Aligned site-level biodiversity actions and monitoring approaches with India's National Biodiversity Targets, supporting a more consistent approach to biodiversity protection.
Value-chain sustainability awareness	Extended responsible business awareness across the value chain, with 94.33% of Tier-1 critical suppliers covered under NGRBC principles training.
Species and habitat screening	No IUCN Red List species or national conservation list species were identified with habitats in areas affected by Suzlon's operations.



Key Initiatives in FY 2025-26

Biodiversity Ready Reckoner For Site-Level Monitoring

GRI 101-7, ESRS E4 IRO-1 §17(a); E4-5 §41 and AR 27

In FY2025–26, we developed a Biodiversity Ready Reckoner to strengthen site-level biodiversity management across our operations. The Ready Reckoner provides a common reference for biodiversity KPIs, metrics and indicators, enabling site teams to monitor biodiversity-related aspects more consistently. It supports practical implementation by helping teams identify relevant biodiversity considerations, track actions and strengthen impact management at the site level.

The Biodiversity Ready Reckoner provides Business Unit (BU) specific guidance across Suzlon's key locations including WTG OMS at Nakhatrana Bhuj, Renim OMS sites, WTG projects at Jamjodhpur, RBU at Jaisalmer and SE Forge operations at Coimbatore. It outlines site specific measures to address biodiversity related risks and impacts based on the functional role and ecological interface of each business unit.

In FY 2025, multiple orientation sessions were conducted across different locations namely SE Forge, Coimbatore, Rotor Blade Manufacturing (RBU) and Renom OMS Jaisalmer, Projects execution, Jamnagar and OMS, Nakhatrana to strengthen awareness and effective implementation of nature related mitigation measures. These basic introductory sessions of biodiversity sensitized participants on importance of avian conservation, followed by site walkthroughs to observe operational interfaces and identify potential risks to bird habitats. Interactive discussions and real-life scenarios were used to build practical understanding. The orientations also emphasized minimizing disturbance to bird species, aligning site practices with regulatory requirements, and ensuring consistent on-ground implementation through trained personnel.

Strengthening Biodiversity Governance And Site-Level Implementation

GRI 101-2, ESRS E2 E2-2 §19; ESRS E3 E3-2 §17-§18; ESRS E4 IRO-1, E4-1, E4-2 and E4-3; ESRS S3 S3-4

We strengthened our biodiversity governance framework by integrating biodiversity considerations into environmental management systems and project planning processes. This helps ensure that biodiversity-related risks and impacts are considered as part of operational decision-making, particularly in locations where our activities interact with land, habitats and ecosystems. The approach also supports greater consistency in how biodiversity actions are identified, implemented and monitored across sites.

Implementation is overseen by the Senior Leadership Team under the governance of the CSR & ESG Committee, with biodiversity performance reviewed half-yearly and communicated transparently to stakeholders. Suzlon applies the mitigation hierarchy (avoid, reduce, restore & regenerate, transform) across all operations and undertakes environmental and social screening assessments, including evaluation of national parks, wildlife sanctuaries, protected areas, and habitats for endangered species. Biodiversity considerations are embedded across planning, construction, operation, and decommissioning, with full compliance with statutory biodiversity and forest management requirements.

During project construction, our policy prioritises sustainable construction practices, efficient land use, protection of sensitive species and habitats, prevention of deforestation, contractor awareness and monitoring of construction-phase biodiversity impacts.

We ensure full compliance with statutory biodiversity management requirements in India and maintain formal dialogues with regulatory authorities on industry concerns and evolving requirements. All projects are developed only after securing permissions from the Ministry of Environment, Forest and Climate Change (MoEFCC) and regional forest offices.

Our E&S screening process covers protected areas, wildlife sanctuaries, biosphere reserves, elephant reserves, Important Bird Areas (IBAs), and endangered species habitats during site identification and planning. The Wind Resource team designates ecologically sensitive areas for exclusion. Current screenings confirm that no important Bird Areas fall within a 10 km radius of project locations. Our initiatives contribute to India's National Biodiversity Strategy and Action Plan (NBSAP) and advance progress toward National Biodiversity Targets (NBTs) in line with Mission 2030 and Vision 2050 under the KunmingMontreal Global Biodiversity Framework. Our initiatives are closely aligned with India's National Biodiversity Strategy and Action Plan (NBSAP), contributing to 18 out of the 23 National Biodiversity Targets (NBTs).

Environmental sustainability, one of the five pillars of Suzlon Foundation's CSR strategy, aligns directly with our biodiversity objectives by fostering collaborative partnerships with local communities for long-term ecological stewardship. Our CSR-driven environmental initiatives are designed to deliver tangible biodiversity benefits alongside broader community impacts.

Biodiversity Risk Assessment

GRI 101-2, GRI 101-4, GRI 101-5, GRI 101-6, GRI 101-7, GRI 101-8, IFC PS6, WEF ESG Nature Loss, SFDR Table 1 PAI 7, SFDR Table 2 Opt-In 10, SFDR Table 2 Opt-In 14 , ESRS E2 E2-2 §19; ESRS E3 E3-2 §17-§18; ESRS E4 IRO-1, E4-1, E4-2 and E4-3; ESRS S3 S3-4 ESRS E4 IRO-1 §17(a)ESRS E4 SBM-3 §16(a); IRO-1 §19(a); E4-5 §35ESRS E2 IRO-1 and E2-4; ESRS E3 E3-4; ESRS E4 SBM-3, IRO-1 and E4-5ESRS E4 IRO-1 §17(a), AR 4(c); E4-5 §41 and AR 27ESRS E4 IRO-1 §17(b), §17(e)(i) and AR 4(d); ESRS S3 SBM-3 §9(a) and §9(c)

As part of our biodiversity risk management approach, we seek to avoid operating in ecologically sensitive and critical habitats, including protected areas, designated biodiversity corridors, buffer zones and IUCN Category I–IV protected areas, except where permitted under applicable laws. Biodiversity considerations are integrated from the planning stage through environmental and social scoping, site selection, project design and implementation.

We screen projects for potential impacts on elephant reserves, migratory bird corridors, endangered, critical, threatened and endemic species, Ramsar sites, wildlife routes, breeding and nesting areas, mangrove ecosystems and other biodiversity-sensitive features. This proactive approach enables us to identify biodiversity-related risks early, design appropriate mitigation measures and ensure that WTG installations move forward only after securing necessary environmental approvals, wherever required.

For new projects under IB Projects and OMS, Suzlon undertakes Environmental and Social Due Diligence Assessments covering biodiversity and ecological risks across construction, operation and decommissioning phases. The ESDD process includes baseline review, compliance checks, identification of ecological sensitivities, assessment of biodiversity issues linked to project sites, associated facilities, transmission infrastructure and the wider area of influence, and stakeholder consultations with land sellers / land lessors. Findings are documented with actionable E&S risks to support responsible project implementation.

Site-level biodiversity targets and indicators are informed by facility-specific impacts, regulatory requirements, stakeholder expectations and industry best practices. These may include habitat quality indicators, species-related measures where relevant, and impact reduction goals appropriate to the operational context. We also encourage nature-based solutions where feasible, including habitat enhancement, natural infrastructure and ecosystem-based approaches within operational boundaries, where appropriate to the local context.

Through our site selection, environmental and social scoping, and project due diligence processes, we continue to assess biodiversity sensitivities and avoid high-risk ecological interfaces. In FY2025–26, no significant biodiversity impacts were identified through these processes.

TNFD-aligned nature-related risk assessment

GRI 101-4, GRI 101-5, ESRS E4 IRO-1 §17(a)ESRS E4 SBM-3 §16(a); IRO-1 §19(a); E4-5 §35

In FY2025–26, Suzlon strengthened its biodiversity risk assessment approach through a TNFD LEAP-aligned assessment, supported by spatial screening tools such as RESOLVE and IBAT, and reinforced by project-level environmental assessments.
The assessment helped identify where ecological sensitivity overlaps with business activity and where biodiversity-related risks may require closer attention, monitoring and mitigation.

The assessment highlighted that nature-related risks are not evenly distributed across Suzlon's operational footprint. They are more pronounced in landscapes where renewable energy infrastructure interfaces with sensitive ecosystems, protected areas, wildlife corridors, grasslands, wetlands or other biodiversity-sensitive features. In such locations, risks such as avian collision, electrocution, habitat modification and broader ecosystem disruption may become more significant because of the ecological context in which activities occur.

The TNFD assessment identified Nakhatrana in Gujarat and Jaisalmer in Rajasthan as priority locations for deeper assessment due to their ecological context, proximity to biodiversity-sensitive landscapes and relevance to Suzlon's operational activities. These locations provide a focused lens for understanding nature-related dependencies, impacts, risks and opportunities, and for strengthening mitigation, monitoring and adaptive management measures.

The TNFD assessment helped translate biodiversity risk screening into a clearer view of priority risk areas and corresponding opportunities for stronger mitigation, restoration and nature-positive action.

TNFD-aligned Nature-related Risk Assessment

Identifying key nature-related risks and opportunities to strengthen biodiversity resilience across our operational landscape.



ECOLOGICAL SENSITIVITY AROUND OPERATING LANDSCAPES

Some operating landscapes may interface with ecologically pressured areas, where even limited disturbance can have higher biodiversity implications.

Our Response: Site selection, E&S screening, micro-siting and biodiversity-sensitive planning.



AVIAN INTERACTION RISKS

Wind energy and transmission infrastructure may create collision or electrocution risks, particularly in landscapes important for threatened avifauna.

Our Response: Avifauna protection measures, monitoring protocols, site-level awareness and mitigation planning.



HABITAT MODIFICATION AND LAND-USE CHANGE

Turbines, access roads, substations and transmission infrastructure can alter habitats or affect landscape connectivity if not planned carefully.

Our Response: Application of the mitigation hierarchy, supported by the Biodiversity Ready Reckoner, restoration and project-level assessments.

Nature-related Risks and Strategic Opportunities

Guiding responsible decisions for a nature-positive future



WATER AND ECOSYSTEM SERVICE DEPENDENCIES

Arid and semi-arid regions depend on water regulation and natural systems that support both operational resilience and community well-being.

Our Response: Water stewardship, recharge, conservation and community-based natural resource management.



REGULATORY AND STAKEHOLDER EXPECTATIONS

Locations with potential biodiversity interfaces may attract higher scrutiny from regulators, lenders, communities and other stakeholders.

Our Response: TNFD-aligned assessment, ESDD, stakeholder engagement, monitoring and transparent reporting.



RESTORATION AND ECOSYSTEM ENHANCEMENT

Landscapes under ecological stress create opportunities to contribute positively through restoration and nature-based solutions.

Our Response: Grassland and Gauchar restoration, native species revival, invasive species management, pollinator support and community-led ecological monitoring.

DATA-DRIVEN DECISIONS

Risk assessment using tools such as RESOLVE and IBAT, aligned with the TNFD LEAP approach.

INTEGRATED MANAGEMENT

Embedded within EMS and project planning across the project lifecycle.

PARTNERING FOR IMPACT

Working with communities, partners and experts to build resilient ecosystems.

OUR COMMITMENT

Towards No Net Loss of Biodiversity by 2040.

Biodiversity Training and Internal Capacity Building

During the year, we conducted biodiversity training programmes for multiple site teams to build awareness and strengthen implementation capabilities. These sessions focused on improving understanding of biodiversity protection, site-level monitoring and impact management. Biodiversity was also included as part of broader NGRBC and ESG awareness programmes, supporting wider internal alignment on biodiversity as a responsible business priority.

Alignment With National and Global Biodiversity Frameworks

GRI 101-1, GRI 101-6, GRI 101-8,

ESRS 2 SBM-1 §40(e); MDR-P §65(b); ESRS E4 E4-1 §15, E4-2 §22-§24 and E4-4 §31-§32ESRS E2 IRO-1 and E2-4; ESRS E3 E3-4; ESRS E4 SBM-3, IRO-1 and E4-5ESRS E4 IRO-1 §17(b), §17(e)(i) and AR 4(d); ESRS S3 SBM-3 §9(a) and §9(c)

Our biodiversity actions and monitoring approach are aligned with India's National Biodiversity Targets, supporting consistency with national conservation priorities. Our broader sustainability framework also references recognised international frameworks, including the Kunming-Montreal Global Biodiversity Framework, the Convention on Biological Diversity, TNFD, IFC Performance Standards and ISO 14001:2015. This framework alignment helps guide our biodiversity management approach and strengthens the credibility of our actions.

Suzlon's biodiversity actions in FY2025–26 are aligned with India's National Biodiversity Targets through focused interventions on ecosystem restoration, native species conservation, invasive species management, nature-based solutions, site-level biodiversity mainstreaming, capacity building and community-led conservation. These efforts are reflected through the Biodiversity Ready Reckoner, site-level orientation sessions, grassland and Gauchar restoration, avian conservation, ecological monitoring and participatory restoration initiatives.

1. NBT 1 | Biodiversity-inclusive integrated land / sea use planning
   From the planning stage, Suzlon integrates biodiversity considerations by excluding ecologically sensitive areas during micrositing. E&S screening continues to ensure avoidance of sensitive areas during site selection, supporting the target of reducing loss of areas of high biodiversity importance.
2. NBT 2 | Ecosystem Restoration
   Suzlon's grassland restoration initiatives across Kutch directly support ecosystem restoration through the restoration of 25.53 hectares of grassland and planting / regeneration of 3,70,490 native grass shoots, including Cenchrus ciliaris – Anjan Grass and Dichanthium annulatum – Marvel Grass / Khabal. These efforts support habitat recovery, fodder availability, land fertility and ecological restoration in semi-arid Gauchar landscapes.
3. NBT 3 | Protect and Conserve Land and Sea Areas
   Suzlon's water conservation and desilting activities, together with the restoration of 25.53 hectares of grassland across Kutch, contribute to conserving and managing terrestrial and water-linked ecosystems within our operational landscape.
4. NBT 4 | Management of Species and Genetic Diversity
   Suzlon's avian conservation orientation sessions, sparrow conservation initiative, camera-trap-based wildlife monitoring and native grass restoration efforts support species conservation and habitat protection at the local level. These initiatives help build awareness on species protection, strengthen monitoring practices and support recovery of local ecological habitats.
5. NBT 5 | Harvest, Trade and Use of Wild Species – Not applicable as Suzlon does not harvest, trade or use wild species for commercial purposes.
6. NBT 6 | Invasive Alien Species
   The grassland restoration initiatives support invasive species management by restoring degraded grassland patches affected by invasive growth, including Prosopis juliflora in Gauchar landscapes. Restoration activities helped enable recovery of native grasses and improved ecological balance across restored patches.
7. NBT 7 | Reduce Pollution Risks and Negative Impact
   Suzlon's continued focus on responsible waste and resource management across operations supports the broader target of reducing pollution risks and their negative impact on biodiversity.
8. NBT 8 | Minimise the Impact of Climate Change on Biodiversity
   Suzlon's restoration initiatives contribute to climate resilience by improving vegetation cover, soil protection, fodder availability and habitat recovery in water-stressed, drought-prone and semi-arid regions. By restoring

grassland and Gauchar ecosystems, these efforts help strengthen local ecosystem resilience and reduce vulnerability of biodiversity and dependent communities to climate-related stressors. The restoration of 25.53 hectares of grassland in Kutch supports climate resilience by improving vegetation cover, fodder availability, soil condition and habitat value in semi-arid landscapes that are vulnerable to climate stress.

9. NBT 9 | Sustainable Use for Multiple Benefits - Not applicable as Suzlon's core business does not involve the use of bioresources wild species.

10. NBT 10 | Sustainable Management of Agriculture, Aquaculture, Fisheries and Forestry
Suzlon's Gauchar land restoration, sustainable grazing awareness and flower cultivation as a natural fence support livelihood-linked ecosystem management. These interventions promote responsible use of common grazing resources, reduce crop loss through nature-based solutions and strengthen the connection between biodiversity conservation and rural livelihoods. Additionally, beekeeping initiative in Rajapuri, Satara have also contributed to supporting pollination in the surrounding agricultural landscape alongside livelihood support.

11. NBT 11 | Regulation of Air, Water, Hazards and Extreme Events / Ecosystem Services
IFC PS6
Suzlon's biodiversity initiatives support ecosystem services through habitat enhancement, soil-moisture conservation, fodder support and nature-based solutions. Restoration of native grasslands and Gauchar landscapes contributes to improved soil health, local habitat conditions and ecological resilience, while supporting communities dependent on natural resources.

12. NBT 12 | Increase Access to Green and Blue Spaces
Suzlon's community plantation drives across Tamil Nadu and Karnataka, planting native species in public spaces, support increased green cover, connectivity and access to green spaces for local communities.

13. NBT 13 | Access and Benefit Sharing - Not applicable as Suzlon does not use genetic resources or associated traditional knowledge requiring benefit-sharing mechanisms.

14. NBT 14 | Mainstreaming Biodiversity
Suzlon mainstreamed biodiversity in FY2025–26 through the Biodiversity Ready Reckoner, site-level biodiversity KPIs, orientation sessions and integration of biodiversity considerations into environmental management systems and project planning. These actions help build a consistent approach to identifying, managing and monitoring biodiversity-related risks across operations.

15. NBT 15 | Sustainable Production, Supply Chains and Disclosure of Risks
Suzlon's biodiversity risk assessment coverage, site-level monitoring approach, supplier and value-chain awareness, and disclosure readiness on biodiversity-sensitive areas support stronger identification and management of biodiversity-related risks and impacts. These efforts also strengthen transparency and alignment with emerging nature-related disclosure expectations.

16. NBT 16 | Eliminate Unsustainable Consumption
Suzlon advanced its commitment to eliminating unsustainable consumption by embedding circularity across product design and manufacturing. A CTI assessment of its S144-3.x MW wind turbine demonstrated 99% end-of-life recoverability and high recycled material content, while material recovery, waste repurposing, and increased use of recycled inputs reduced dependence on virgin resources and enhanced resource efficiency across operations. Manufacturing initiatives include reuse of scrap steel in tower production, replacement of aluminium with FRP sheets made from composite waste, reduction of copper wastage in generator units, and recycling of glass mat, resin and wood into reusable structures. The extended design life of our latest turbine model reduces the frequency of blade disposal, and our end-of-life approach promotes reuse, recycling and responsible disposal through take-back and refurbishment partnerships. These efforts are guided by international lifecycle standards (ISO 14040, 14044, 14067, 59004), supporting a more sustainable approach to material consumption across the product lifecycle.

17. NBT 17 | Strengthen Biosafety Regulatory Capacity - Not applicable as Suzlon has no biotechnology or genetic engineering activities.

18. NBT 18 | Repurpose Harmful Incentives - Not applicable as this is primarily a government/ policy-level target; Suzlon's influence is limited to advocacy.

19. NBT 19 | Resource Mobilisation
Suzlon continued to mobilise financial, institutional, technical and community resources to support biodiversity conservation, ecosystem restoration and nature-based livelihood resilience in FY2025–26. Through its CSR programme, Suzlon implemented over 4,432 activities across 1,268 villages, reaching 23,31,068 villagers and 4,94,330 households. These interventions, spanning Environment, Empowerment, Health, Livelihood, Education and Civic Amenities, were undertaken in consultation with local communities and in collaboration with over 39 institutions, including government bodies, private agencies and corporate foundations, strengthening collective action for ecosystem and community resilience.

Biodiversity-linked initiatives included grassland and Gauchar restoration, native species revival, water conservation, pollinator support, nature-based livelihood models and conservation awareness programmes. These efforts were supported through technical and implementation partnerships with Dr. Pankaj Joshi, GSFC, Sahjeevan, The Grasslands Trust, ATREE, NISD and AWARD, enabling resource mobilisation beyond direct CSR investment. Suzlon also leveraged ₹0.41 crore of co-funding from employees, customers and community members, further strengthening shared ownership of environmental stewardship. The initiatives reached several tribal communities across project locations, including Valmiki, Yerukula, Lambada, Banjara, Bhil, Rathawa, Patelia, Rabari, Thakar, Mahadev Koli, Kokani and Irular communities, supporting biodiversity conservation while improving livelihood resilience, community infrastructure and local stewardship of natural resources.

20. NBT 20 | Capacity Development, Technology and Scientific Cooperation
Suzlon's biodiversity orientation sessions, training of site teams, students and local resource persons, participatory GIS mapping, biomass estimation and ecological monitoring formats support capacity development for biodiversity conservation. These initiatives help build local technical knowledge and strengthen community and site-level ability to monitor and manage biodiversity outcomes.

21. NBT 21 | Communication, Awareness and Knowledge Management
Suzlon's biodiversity awareness programmes, avian conservation sensitisation, school and community awareness activities, field surveys and monitoring-based learning support communication and knowledge-building around biodiversity. These actions help translate biodiversity from a policy commitment into practical awareness and stewardship at site and community levels.

22. NBT 22 | Equitable and Effective Participation in Decision-Making
Suzlon's community-led restoration initiatives involve pastoral communities, village leaders, women, youth, students, local resource persons and village institutions in planning, implementation and monitoring. This participatory approach strengthens local ownership of restoration outcomes and supports inclusive biodiversity conservation.

23. NBT 23 | Gender Equality in Decision-Making and Implementation
Suzlon's community programmes continue to embed a gender-responsive approach, ensuring women have equal opportunity and decision-making roles in biodiversity-linked livelihoods. In Parkaneri, women gained tailoring and leadership skills through microenterprise training, establishing a local training academy that expanded livelihood opportunities. In Rajapuri, the beekeeping initiative demonstrated how women and men in agricultural households can build supplementary, nature-linked income streams together.

Progress Towards No Net Loss Of Biodiversity By 2040

GRI 101-1, ESRS 2 SBM-1 §40(e); MDR-P §65(b); ESRS E4 E4-1 §15, E4-2 §22-§24 and E4-4 §31-§32

We continue to work towards our long-term internal commitment to achieve No Net Loss of Biodiversity by 2040. The initiatives implemented during FY2025–26 including the Biodiversity Ready Reckoner, site-level KPIs, training programmes and integration with environmental management systems help build the foundation for this commitment. These actions strengthen our ability to identify biodiversity-related risks, improve site-level preparedness and support responsible operations over the long term.

In addition to our No Net Loss target, we will progressively work towards net positive biodiversity outcomes in new renewable energy projects

Looking ahead, our priorities for strengthening biodiversity performance include deepening site-level data coverage under the Biodiversity Ready Reckoner, extending the SuCharagah restoration model to additional villages in Kutch, and progressing the Gulunche grassland project toward its planned completion in January 2026. These near-term priorities support our longer-term trajectory towards No Net Loss of Biodiversity by 2040 and, where feasible, net-positive outcomes in new renewable energy projects.

Restoring Native Grasslands, Reviving Community Stewardship

GRI 101-7, ESRS E4 IRO-1 §17(a); E4-5 §41 and AR 27, IFC PS6

Grasslands are among India's most under-recognised ecosystems, supporting biodiversity, soil health, grazing-based livelihoods and climate resilience. In Gulunche village, located in Purandar tehsil of Pune district, shrinking grassland patches, spread of invasive species and limited rainfall had reduced fodder availability and affected the ecological health of the landscape. The village, spread across about 2,670 hectares with a population of 2,754 people, lies in the Deccan rain shadow region and is characterised by grasslands and scrub forest ecosystems.

To address these challenges, Suzlon Foundation, in partnership with The Grasslands Trust, initiated a pilot grassland restoration project in January 2024, with planned activities running up to January 2026. The initiative focuses on restoring native grass species, developing local planting material, reducing invasive species and strengthening the link between grassland conservation, biodiversity and livestock-based livelihoods.

The project began with baseline ecological and socio-economic surveys to guide restoration planning. Pilot sites were identified, native grass nurseries and seed plots were developed, and selected patches were taken up for invasive removal, plantation and assisted natural regeneration. Biodiversity monitoring was introduced across flora, fauna, soil and vegetation, supported by camera traps for wildlife monitoring.

Community participation was central to the initiative. The project engaged 25 villagers as daily wage workers, employed 2 local individuals as salaried resource persons, trained 25 students in ecological survey methods, trained 3 students in camera-trap-based wildlife monitoring and trained 2 local resource persons in baseline ecological survey techniques.

Impact

- Native Species Restoration: Native grass nurseries and seed plots were established to support the restoration of local grass species and improve availability of planting material for long-term habitat recovery.
- Grassland Habitat Improvement: Selected restoration patches were taken up for invasive species removal, plantation and assisted natural regeneration, with early signs of vegetation recovery observed.
- Community Livelihood Support: 25 villagers received wage employment through restoration activities, while 2 local resource persons were trained to support ecological monitoring and field implementation.
- Capacity Building: 25 students were trained in ecological survey methods and 3 students were trained in wildlife monitoring using camera traps, helping build local technical capacity for biodiversity monitoring.
- Ecosystem and Climate Resilience: Restoring native grasslands supports soil protection, fodder availability, habitat recovery and long-term resilience in a drought-prone landscape.

Way Forward

Looking ahead, the initiative will continue to strengthen native grass restoration, expand plantation and assisted natural regeneration activities, and improve ecological monitoring across pilot sites. The project has created the foundation for a scalable grassland restoration model that can be replicated in other drought-prone regions. By combining native species restoration, community participation, ecological monitoring and local capacity building, the initiative supports Suzlon Foundation's broader commitment to biodiversity conservation, climate resilience and sustainable rural livelihoods.





Scaling Gauchar Land Restoration Across Kutch

Building on earlier grassland restoration efforts in Kachchh, Suzlon supported a broader participatory Gauchar land restoration initiative across 12 villages in Kutch district, Gujarat. The intervention is implemented in a semi-arid landscape characterised by tropical thorn forests, sparse Prosopis juliflora and native grasses, where rural livelihoods depend heavily on grazing lands, water bodies and forest-based resources. The spread of invasive Prosopis juliflora, locally known as Ganda Bavar, had degraded common grazing lands, reduced native grass availability, weakened biodiversity and affected the milk-based rural economy of pastoral and livestock-dependent communities.

The SU CHARAGAH initiative, implemented with CSR support from Suzlon, focuses on restoring degraded gauchar lands, improving ecological balance and strengthening livelihood resilience in pastoral landscapes. The initiative directly benefits approximately 1,200 households and indirectly supports more than 2,400 households whose livelihoods depend on restored grazing landscapes and associated ecological resources.

The project followed a participatory and ecologically informed restoration approach. Village-level consultations, baseline surveys on demography, livestock dependence, biodiversity, biomass and soil conditions, and participatory resource mapping were carried out with pastoral communities and village leaders. Based on these inputs, village-level micro-plans were developed, followed by mechanical removal of invasive Prosopis juliflora from prioritised gauchar patches.

The intervention also introduced soil and moisture conservation measures, restoration of native grass species through nurseries, biodiversity protection activities, participatory GIS mapping, biomass estimation techniques and ecological monitoring formats. Training programmes were organised on native grass identification, sustainable grazing practices, soil-moisture conservation and biodiversity monitoring, alongside awareness activities with schools and women's groups.

Impact

- Scaled restoration footprint: The initiative expanded restoration efforts across 12 villages, supporting a broader community-led model for degraded gauchar land restoration in semi-arid Kutch. Restoration scale: Restored 25.53 hectares of grassland across 12 villages in Kutch, strengthening restoration outcomes across semi-arid Gauchar landscapes.
- Native grass regeneration: Supported planting / regeneration of 3,70,490 grass shoots, including Cenchrus ciliaris – Anjan Grass and Dichanthium annulatum – Marvel Grass / Khabal.
- Livelihood resilience: Improved native grass regeneration and fodder availability reduced dependence on purchased feed and supported better livestock health, with households dependent on milk production reporting an approximately 10–15% increase in milk yield.
- Community-led conservation: Pastoral communities, village leaders, women, youth and village institutions were engaged in planning, awareness and monitoring, strengthening collective responsibility for common land protection.
- Ecological recovery: Restoration activities supported reduction in invasive species cover, recovery of degraded grazing patches, improved native grass diversity, enhanced soil moisture retention and better habitat conditions for local fauna.
- Technical capacity building: The initiative introduced participatory GIS mapping, biomass estimation and ecological monitoring formats, helping communities and local institutions manage restored landscapes more systematically.

Way Forward

The initiative has created a foundation for continued community-led management of restored gauchar lands. Strengthened local grazing committees, community monitoring systems and protection mechanisms will support long-term restoration outcomes beyond project support. The model demonstrates strong potential for replication across other degraded grazing landscapes, with future expansion supported through sustained technical guidance, financial support, policy convergence and capacity building of village institutions.

A Natural Fence for Crop Protection and Livelihood Support

In Patan, Satara district, farmers across 3 villages faced recurring crop losses due to intrusion by monkeys and other wild animals. Conventional fencing methods were either costly or ineffective, affecting the productivity and income of small and marginal farmers.

Suzlon Foundation introduced flower cultivation along farm boundaries as a nature-based protective farming practice. The initiative trained 15 farmers, with 5 farmers from each village, on flower cultivation techniques, crop selection, maintenance and harvesting practices. The flowers acted as a natural deterrent to animals while also creating an additional source of income for farmers.

Impact

- Nature-based crop protection: Flower cultivation helped reduce animal intrusion into farmlands and protected traditional crops such as wheat and rice.
- Additional income: One participating farmer earned approximately ₹25,000 through flower sales.
- Farmer confidence and replication potential: Seeing tangible benefits, more farmers expressed interest in adopting this natural fencing approach.

This initiative demonstrates how simple, nature-based solutions can address human-wildlife conflict, reduce crop losses and strengthen rural livelihoods.





Reviving Local Ecosystems Through Sparrow Conservation

In Konmabe village, Nashik, changing house designs and modern construction practices have reduced natural nesting spaces for small birds, contributing to the decline of the common house sparrow and affecting local ecological balance. To address this, Suzlon Foundation, in partnership with NISD, supported awareness sessions on bird conservation and artificial nest installation across villages and primary schools.

As part of the initiative, a local resident was provided with a readymade artificial bird nest and guidance on sparrow behaviour, safe nest placement, and supplementary support such as water and grains. Within 48 hours of installation, a pair of sparrows occupied the nest. Encouraged by this, the residents constructed additional wooden nests, created a feeding station and inspired neighbouring households to install bird nests, helping the initiative grow from an individual effort into a community-led conservation movement.

At programme level, Suzlon's Save the Sparrow initiative has supported avian biodiversity through the installation of 87,017 bird nests, benefiting 1,83,159 birds across 800 villages. The programme was implemented with support from 40+ partners and engaged 9,489 students from 383 schools, along with members from 110 households, through handmade nest-making workshops.

Impact

- Created safe nesting spaces for sparrows in areas where natural nesting sites had declined due to changing built environments.
- Installed 87,017 bird nests, supporting habitat creation for small bird species.
- Benefited 1,83,159 birds through nest installation and conservation awareness efforts.
- Expanded conservation outreach across 800 villages with support from 40+ partners.
- Built conservation awareness, engaging 9,489 students from 383 schools and members from 110 households through nest-making workshops.
- Enabled rapid conservation response, with sparrows occupying the artificial nest in Konmabe within 48 hours of installation.

This initiative demonstrates how simple, low-cost biodiversity interventions can help restore nesting habitats, strengthen community participation and promote awareness on the ecological role of small birds.



Beekeeping For Livelihoods And Pollination Support In Rajapuri

IFC PS6

In Rajapuri village, Satara district, Maharashtra, rural households largely depend on agriculture, with limited opportunities for supplementary income between cropping seasons. While the region has flowering crops and year-round forage flora that make it suitable for beekeeping, families lacked the technical knowledge, confidence and support required to convert this ecological potential into a livelihood opportunity.

To address this, Suzlon Foundation, in partnership with AWARD NGO, introduced a beekeeping initiative in FY2025–26 for a selected beneficiary family. The intervention began with structured training on the honeybee lifecycle, hive management, role of the queen bee, pest and disease management, use of protective gear, honey extraction, seasonal production cycles and market linkages. After the training, the beneficiary was provided with one beehive box pre-populated with a live bee colony, which was placed near flowering crop fields to support foraging and honey production.

Within five months of installation, the beehive yielded approximately 3 kg of honey. At a market rate of ₹800 per kg, this generated revenue of around ₹2,400 in the first production cycle, against an initial CSR investment of ₹5,000. With the bee colony now established, the beneficiary expects continued seasonal income and has expressed interest in scaling the activity by adding more beehive boxes in the next season.

Impact

- Supplementary livelihood created: Beekeeping provided an additional income opportunity for a rural agricultural household with minimal land requirement, low recurring investment and flexible labour needs.
- Pollination services strengthened: Placement of the hive near flowering crop fields supported pollination in the surrounding agricultural ecosystem, benefiting both the beekeeper and the broader farming landscape.
- Capacity building enabled: The beneficiary gained practical knowledge on hive care, bee health, honey extraction, protective equipment use and market channels.
- Enterprise potential demonstrated: The first production cycle showed the potential of beekeeping as a scalable agri-allied livelihood, with the beneficiary planning to add more boxes in the next season.
- Community confidence built: The initiative helped shift perceptions of beekeeping from a specialised or risky activity to a manageable livelihood practice that can complement farming.

Way Forward

The initiative has created a foundation for scaling beekeeping as a nature-based livelihood model in agriculture-dependent communities. With additional beehive boxes, continued technical support and stronger market linkages, the model can help improve rural income while supporting pollination, biodiversity awareness and more resilient local farming systems.

> “I never knew this kind of work could go side by side with farming. Now my family has extra income every season. Next year, I am adding two more boxes.”
>
> – Laxman Pandurang Salunkhe, Beneficiary, Rajapuri, Patan, Satara







Suzlon’s biodiversity journey reflects our commitment to responsible renewable energy development that protects ecosystems, strengthens local resilience and supports community-led conservation. Through site-level screening, biodiversity risk assessment, restoration initiatives, species and habitat protection, and alignment with national and global biodiversity priorities, we are building a stronger foundation for achieving No Net Loss of Biodiversity by 2040. Going forward, we will continue to deepen site-level monitoring, strengthen ecological data systems, scale restoration models and work with communities, partners and value-chain stakeholders to advance biodiversity-positive outcomes across our operational landscape.



MANUFACTURED CAPITAL

MATERIALS MANAGEMENT

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
MATERIAL EFFICIENCY, SOURCING, AND MANAGEMENT	Goal: Strengthen material efficiency and circularity across the turbine lifecycle through responsible resource use, recycled inputs and design-led optimisation. FY2025–26 Progress: Advanced lifecycle-based materials management through product circularity assessments, recycled input integration and packaging reclamation, supporting improved resource efficiency and end-of-life recoverability.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	GRI 3-3; GRI 301-1; GRI 301-2; GRI 301-3 WEF ESG Resource Availability / Resource Circularity SASB RR0103-05 – Materials Efficiency SASB RR0103-06 – Materials Efficiency SASB RR0103-07 – Materials Efficiency SASB RR0103-08 – Materials Sourcing SASB RR0103-10 – Materials Sourcing IFC PS 3 – Resource Efficiency ESRS E5-1; ESRS E5-2; ESRS E5-3; ESRS E5-4

Impact Delivered:

- Integrated circularity into turbine design, with the S144–3.X MW turbine achieving an 81% Circular Transition Indicator (CTI) score and 99% end-of-life recoverability, as assessed using the WBCSD CTI v4.0 framework.
- Enhanced the use of recycled inputs, achieving over 90% recycled content across key materials, including steel, aluminum, oil, grease, and fibre-reinforced plastic (FRP).
- Improved material reuse across operations, reclaiming 61.29% of IB packaging material, equivalent to 45.66 tonnes, for reuse in site-level applications.
- Reduced dependence on virgin raw materials in manufacturing, with SE forge casting operations utilizing approximately 75% steel scrap and 90% recycled sand.

Introduction

As a leading renewable energy solutions provider, responsible materials management is central to how we deliver sustainable value across the product lifecycle. The scale, complexity, and long operating life of our wind turbines make material choices, sourcing practices, design efficiency, and end-of-life recovery critical to reducing environmental impact and strengthening circularity. In FY 2025–26, we advanced this approach through product-level circularity assessment, higher use of recycled inputs, sustainable sourcing practices, and lifecycle-based design improvements. Guided by our Sustainability Policy and product stewardship commitments, our materials management approach reflects our focus on resource efficiency, responsible procurement, and long-term environmental performance.

Material efficiency is embedded into product design, with the S144 model demonstrating reduced resource intensity through lower steel consumption per tubular tower section compared with conventional Suzlon turbines.

Our Approach

At Suzlon, materials management is guided by our Sustainability Policy, Environmental Stewardship Policy, Sustainable Sourcing Policy and product stewardship commitments. These policies support responsible resource use, sustainable sourcing, lifecycle efficiency and reduced environmental impact across products and operations. Our approach integrates material efficiency considerations across product design, manufacturing, procurement, logistics, use-phase performance and end-of-life planning, with a focus on reducing dependence on virgin resources and improving lifecycle environmental performance.

Materials management is supported by cross-functional oversight across design, engineering, procurement, manufacturing, sustainability and supplier management teams. Design and engineering teams evaluate turbine components and systems to identify opportunities for material optimization, durability, resource efficiency and responsible end-of-life management, while procurement and supplier management teams work with suppliers to strengthen responsible sourcing practices. Sustainable sourcing is further supported through Suzlon's Sustainable Supply Chain Framework, supplier ESG evaluation processes and procurement governance mechanisms aligned with responsible business expectations.

Our materials management framework brings together sustainable sourcing, lifecycle design, resource efficiency, recycled input integration, product stewardship and responsible end-of-life practices. We apply lifecycle thinking through product carbon footprint and life cycle assessment studies, while also strengthening circularity through material reuse, recycled inputs, packaging reclamation and disassembly guidance for end-of-life handling. This framework helps Suzlon improve material productivity, reduce environmental impacts across the turbine lifecycle and align material decisions with broader circular economy and sustainable procurement principles.

We are committed to minimising the adverse environmental and social impacts associated with the extraction, production and sourcing of raw materials by integrating sustainability considerations into material selection and procurement decisions. We seek to progressively increase the use of recycled and secondary raw-material inputs, reduce our dependence on virgin resources wherever technically and commercially feasible, and strengthen material reuse, recovery and recyclability across the product lifecycle. We extend these expectations to our suppliers and business partners through supplier assessments, monitoring, corrective-action processes, capacity building and continued engagement, supporting the responsible sourcing and efficient use of materials across our value chain.

Performance Highlights: FY 2025-26

In FY2025-26, we made significant progress on strengthening our materials management outcomes.

Initiative	Achievement
Life Cycle Assessment and Product Carbon Footprint	Completed lifecycle assessments for S120 and S144 turbines, with the S144 WTG recording a verified product carbon footprint of 6.17 gCO_2e/kWh under a cradle-to-grave boundary.
Circularity Assessment	Conducted a CTI v4.0 assessment for the S144–3.x MW WTG to evaluate circular inflows, circular outflows, material recovery pathways, and end-of-life performance.
Recycled Input Materials	Achieved >90% recycled input material across selected materials including steel, aluminium, oil, grease, and fibre reinforced plastic, strengthening recycled input integration across product lifecycles.
Material Efficiency in Design	The S144 model demonstrated reduced resource intensity, using 38.984 MT of steel per tubular tower section compared with 103.821 MT in conventional Suzlon turbines.
Reclaimed and Reused Materials	Reclaimed 61.29% of IB packaging material, amounting to 45.66 tonnes across locations; SE Forge casting operations used approximately 75% steel scrap and 90% recycled sand.

These initiatives support our efforts to reduce the environmental impacts associated with raw material production, improve resource efficiency, and promote circular material flows across our value chain. Building on this progress, we aim to further strengthen our sustainable raw materials management approach through the following focus areas:

- Conducting assessments to prioritise raw materials based on their environmental and social impacts and associated risks.
- Enhancing traceability of raw materials to their origin to improve transparency across the supply chain.
- Reducing the negative environmental impacts associated with raw material production through resource efficiency, recycled material integration, and improved sourcing practices.
- Reducing the negative social impacts associated with raw material production by strengthening responsible sourcing practices and supply chain due diligence.
- Setting targets for the share of third-party verified sustainable raw materials in our sourcing portfolio.
- Setting targets for the share of recycled raw materials used in our products and operations.
- Reporting progress against targets for sourcing third-party verified sustainable raw materials.
- Training internal stakeholders on their roles and responsibilities in sustainable raw materials management.

These focus areas will support the continued development of a responsible, transparent, and resource-efficient materials management approach across our operations and value chain.

Key Initiatives

SASB RR-WT-440b.3

Lifecycle Design and Stewardship

GRI 417-2

ESRS S4 S4-4 §35

At Suzlon, material efficiency begins at the design stage. Our product stewardship approach integrates lifecycle thinking into turbine design, helping us evaluate material flows, embodied impacts, product durability and end-of-life considerations across the turbine lifecycle. During FY2025–26, Suzlon continued to use Life Cycle Assessment and Product Carbon Footprint studies for turbine models such as S120 and S144 to inform product design and material efficiency decisions. The S144 model reflects this lifecycle-led approach, with a verified product carbon footprint of 6.17 gCO_2e/kWh and a certified product life of 25 years, supporting improved material productivity over the operating life of the turbine.

Design-stage Material Efficiency

Suzlon continues to strengthen material efficiency by evaluating turbine components, systems and manufacturing processes for opportunities to reduce resource intensity while maintaining safety, reliability and performance. This includes value engineering, design optimization and material-use reduction across next-generation turbine models. In FY2025–26, the S144 model demonstrated reduced steel intensity, using 38.984 MT of steel per tubular tower section compared with 103.821 MT in conventional Suzlon turbines. This supports Suzlon's broader objective of reducing dependence on virgin materials and improving lifecycle resource productivity.

Recycled & secondary inputs

Suzlon is strengthening circularity by increasing the use of recycled and reused inputs across manufacturing processes. In FY2025–26, Suzlon achieved >90% recycled input material across selected materials such as steel, aluminum, oil, grease and fibre reinforced plastic, reflecting progress in integrating circular inputs into product and manufacturing systems. At SE Forge, circular input practices continued through the use of approximately 75% steel scrap and 90% recycled sand in casting operations. These practices help reduce reliance on virgin materials, improve material productivity and embed circular economy principles within manufacturing.

Substitution & Process Optimisation

Suzlon continues to identify opportunities for material substitution and process optimization to reduce avoidable resource use and improve manufacturing efficiency. These interventions focus on reducing material losses, substituting high-impact materials where feasible and improving the useful application of manufacturing by-products. Examples include the use of fibre-reinforced plastic channels in place of aluminum for nacelle cover applications, reuse of composite waste for operational infrastructure, and process-level improvements that reduce metallic waste generation. These actions help embed material efficiency into day-to-day manufacturing practices while supporting broader product circularity.

Packaging Recovery & Reuse

Suzlon continues to reclaim and reuse packaging materials across project sites to extend the useful life of materials and reduce waste. In FY2025–26, 61.29% of IB packaging material was reclaimed, amounting to 45.66 tonnes of wood and metal waste. Reclaimed packaging material was repurposed for site-level applications such as toilet blocks, security cabins, shelter areas and storage containers. This initiative supports practical circularity beyond manufacturing by embedding reuse into project execution, logistics and site operations.

Circularity performance indicators

Suzlon strengthened its circularity approach by conducting a Circular Transition Indicators (CTI v4.0) assessment for its flagship S144-3.X MW wind turbine. Based on a verified material inventory, the assessment evaluated material inflows, circular outflows, recovery pathways, and end-of-life performance, establishing a product-level baseline for enhancing circularity across the turbine lifecycle. The turbine achieved an overall CTI score of 81%, supported by 62% Circular Inflow using recycled and renewable materials, and 99% Circular Outflow, reflecting its high end-of-life recoverability, primarily driven by metals and concrete. The assessment also identified opportunities to further increase recycled content, improve material recovery, and strengthen circular design principles in future turbine models. These insights support Suzlon's transition from a linear to a circular economy by advancing resource efficiency and embedding circularity into product design and material management.

End-of-life & decommissioining

Suzlon promotes responsible end-of-life management through product stewardship, turbine disassembly guidance and circular design practices. Its approach prioritises product durability, reuse, refurbishment, recycling, material recovery and environmentally responsible disposal. The turbine disassembly manual provides guidance on safe dismantling, disposal and recycling, including the appropriate handling of packaging materials, hazardous substances, batteries, electronic waste, oils, lubricants and coolants in accordance with applicable national and international environmental requirements.

As part of its circularity assessment, the S144 CTI v4.0 evaluation examined circular material inflows, recovery pathways and end-of-life performance using verified Bill of Materials data. The turbine achieved 99% end-of-life recoverability, primarily supported by metals and concrete. The assessment, together with established dismantling and material management practices, helps extend resource responsibility beyond the manufacturing and use phases, while identifying opportunities to further improve material recovery and integrate circularity considerations into the design of future turbine models.

Sustainable Products and Services Programme

Suzlon has established a sustainable products programme that integrates product carbon footprint assessment, life cycle thinking and environmental performance into the development and evaluation of its wind turbine products. The programme uses a defined, quantitative approach to identify and assess products based on their environmental performance, including Product Carbon Footprint (PCF) and Life Cycle Assessment (LCA).

In FY 2024–25, Suzlon completed PCF and LCA assessments for the S120 and S144 Wind Turbine Generator (WTG) models using a cradle-to-grave approach. The assessments were conducted by ERM in accordance with ISO 14067, ISO 14040 and ISO 14044. The PCF results were independently verified by TÜV SÜD. In addition, the lowest product carbon footprint was independently verified by Indian Register Quality Systems (IRQS), while PCF certification for castings used in production was obtained from Bureau Veritas. These independent assessments and certifications provide external verification of the product-level environmental performance used in Suzlon's sustainable product approach. The programme also incorporates quantified environmental performance indicators, including product carbon footprint across the life cycle of the product. The assessment of the S144 WTG and castings, together with the associated product environmental information, supports product eco-labelling in accordance with ISO 14021.

During FY 2025–26, Suzlon generated INR 16,842 crore in revenue from products covered by the PCF/LCA assessments and associated certifications, representing 100% of the Company's business portfolio. This demonstrates the scale of application of the sustainable product assessment approach across Suzlon's product portfolio.

Suzlon further invests technical and R&D resources in developing and improving the environmental performance of its products. These activities include life cycle assessment, product carbon footprint assessment, material optimisation, circularity considerations and the evaluation of environmental impacts across the product life cycle. The resulting product-level environmental information is used to support product development, environmental performance improvement and customer sustainability requirements.

Through this programme, Suzlon integrates quantified environmental performance assessment, independent external verification, product development resources and life cycle thinking into its product portfolio, with the objective of increasing the environmental performance and sustainability of its products and services.

Revenues from	FY 2024-25	FY 2025-26
Product certified with Type I eco-labels (ISO 14024) (in crores)	10,993	16,842
Total revenues from sustainable products or services (in crores)	10,993	16,842
Percentage of sustainable revenues	100%	100%

Performance Metrics

Materials Consumed by Weight

GRI 301-1, SASB RR-WT-440b.1, ESRS E5 E5-4 §31(a)-(b), IFRS S2 32

Suzlon tracks material consumption to understand the key resource inflows used in the manufacture and packaging of its wind turbine products.

Raw material	FY2025–26 quantity consumed
Steel/Iron	332,485
Cement	31,969
Copper	2,463
Silica Sand	12,866
Aluminium	5,069
Total – Top 5 materials	384,852

Recycled Input Materials

GRI 301-2, ESRS E5 E5-4 §31(c)

Suzlon is strengthening circularity by increasing the use of recycled and reused inputs across manufacturing and project activities. In FY2025–26, the Company focused on integrating recycled inputs across selected turbine materials, casting operations and tower manufacturing, helping reduce dependence on virgin resources and improve material productivity.

Recycled input area	FY2025–26 performance / status
Recycled input material across selected materials	>90% recycled input material across selected materials such as steel, aluminium, oil, grease and fibre reinforced plastic
Steel scrap in SE Forge casting operations	Approximately 75% steel scrap used
Recycled sand in SE Forge casting operations	Approximately 90% recycled sand used
Steel scrap incorporated in S144 tower manufacturing	225 kg steel scrap per S144 tower
Total recycled input material used	1143.347 MT
Material-wise recycled input share	Foundation -18% Tower - 99% Nacelle -67% Transformer - 89% Blade -30% Rotor - 34%
Total steel scrap used in tower manufacturing	127.575 MT
Total casting scrap consumption	23315.385

These initiatives reflect Suzlon's shift towards circular input integration across high-volume and high-impact material streams.

Reclaimed Packaging Materials

GRI 301-3, ESRS E5

Suzlon is extending circularity beyond manufacturing by reclaiming and reusing packaging materials across project sites. This helps reduce disposal, extend material life and convert packaging waste into useful site-level infrastructure.

Reclaimed material area	FY2025–26 performance / status
IB packaging material reclaimed	61.29%
Quantity of packaging material reclaimed	45.66 tonnes
Material types reclaimed	Wood and metal packaging waste
Reuse applications	Toilet blocks, security cabins, shelter areas and storage containers
Product-level reclamation	Not Applicable
Product / packaging reclamation by product category	Not Applicable

he reclamation of packaging materials reflects Suzlon's focus on practical reuse and site-level circularity.

Type of Material	UoM	FY 2023–24	FY 2024–25	FY 2025-26
Raw Materials	MT	145,944	280,226	316,704
Packaging Materials	MT	116	375	390
Packaging Materials	m	192,458	243,750	84,691
Associated Materials	MT	214	468	63,939
Associated Materials	kL	1,163	1,211	1,945
Semi-manufactured Materials	MT	27,098	42,365	329
Semi-manufactured Materials	kL	329	471	965
Semi-manufactured Materials	m2	0	622,643	3,142

Our packaging materials comprised masking tape, end covers, rubber sheets, plastic packaging, foam sheets, rubber sheets, wooden boxes, and bubble sheets, measured in meters. Among all the materials used, only Balsa wood is classified as renewable. We do not use any recycled input material in our manufacturing process. We are in the process of integrating reclamation strategies, as presently we do not reclaim our products or packaging materials. We are cognizant that there are certain risks associated with the use of critical materials, including physical limits on availability and access, changes in price, and regulatory and reputational risks. We implement strategic measures to manage our critical materials, focusing on diversifying suppliers, stockpiling materials, developing or procurement of alternatives and substitutes, and investing in recycling technologies. Some of the critical materials that we use in our operations include graphite, antimony, and magnesium.

Model	Unit	Average top head mass per turbine capacity
S144	Tones/MW2	40.63 Average Tones/MW2

Plastic materials in products (excluding packaging)	Amount used (MT)	Share of plastic materials used that are recycled (%)
Total	0	0

Material Efficiency in Turbine Design

Suzlon embeds material efficiency into turbine design by evaluating components, systems and manufacturing processes for opportunities to reduce material intensity while maintaining safety, reliability and performance. In FY2025–26, this approach was reflected in the S144 model, where design-led optimization helped reduce steel intensity compared with conventional Suzlon turbines.

Material efficiency area	FY2025–26 performance / status
S144 steel consumption per tubular tower section	38.984 MT
Conventional Suzlon turbine steel consumption per tubular tower section	103.821 MT
Steel intensity reduction through S144 design	62.45% reduction in steel consumption for the S144 tubular tower portion compared with conventional Suzlon turbines.
Average top head mass per turbine capacity	40.63 Tones/MW2 Class: IECS
Product design approach	Value engineering, design optimization, lifecycle assessment and material substitution
Material substitution example	FRP channels used in place of aluminum for specific nacelle cover applications
Product lifecycle support	S144 product life of 25 years and product carbon footprint assessment completed

The S144 model demonstrates how product design can support resource efficiency by reducing material intensity and improving lifecycle productivity.

Product Circularity and End-of-life Recoverability

GRI 417-1, GRI 416-1, ESRS S4

Suzlon applies lifecycle and circularity assessments to better understand material flows, recovery pathways and end-of-life performance across turbine products. In FY2025–26, the Company conducted a Circularity Transition Indicator (CTI v4.0) assessment for the S144–3.x MW wind turbine, helping establish a product-level baseline for circularity and resource efficiency improvements.

CTI Assessment & Verification:

Suzlon advanced its circular economy journey by applying the World Business Council for Sustainable Development's Circular Transition Indicators (CTI v4.0) framework to its flagship S144–3.X MW wind turbine. Covering a verified material inventory, the assessment measured material inflows, circular outflows, recovery pathways, and end-of-life performance to establish a robust product-level circularity baseline. The turbine achieved an overall CTI score of 81%, with 62% Circular Inflow through recycled and renewable materials and 99% Circular Outflow, demonstrating exceptional end-of-life recoverability, particularly for metal and concrete components. The assessment also identified opportunities to further enhance recycled content, material recovery, and circular design, reinforcing Suzlon's commitment to embedding circularity across the product lifecycle and driving long-term resource efficiency.

The assessment results were independently verified by M/s International Standards Certifications Private Limited (ISSPL), which conducted a rigorous third-party verification process. Based on this independent assessment, Suzlon was awarded certification aligned with the requirements of ISO 59020:2024 and the WBCSD Circular Transition Indicators (CTI v4.0) framework, validating the robustness of its circularity measurement methodology and reinforcing the credibility of its circular economy performance.

Circularity / end-of-life area	FY2025–26 performance / status
Circularity assessment conducted	CTI v4.0 assessment for S144–3.x MW wind turbine
Scope of assessment	Material inflows, circular outflows, recovery pathways and end-of-life performance
End-of-life recoverability	99% recoverability for S144–3.x MW turbine
Key recovery drivers	Metals and concrete
Lifecycle assessment support	LCA / Product Carbon Footprint assessments for S120 and S144
Product life	25-year certified product life for S144
End-of-life guidance	Disassembly manual covering disposal, recycling and safe handling of materials
CTI circular inflow / circular outflow score	an overall CTI Score of 81%, supported by 62% Circular Inflow and 99% Circular Outflow
Methodology note	The assessment evaluated verified bill of materials (BoM) data to quantify circular material inflows (recycled and renewable content), circular outflows (recoverability at end of life), and material recovery pathways. Product-level circularity performance was calculated using WBCSD CTI metrics, resulting in an overall CTI Score that reflects the turbine's lifecycle circularity and resource efficiency.

The circularity assessment strengthens Suzlon's ability to identify opportunities to increase recycled content, enhance end-of-life material recovery, and integrate circular design principles into future turbine models. With an overall CTI Score of 81% and 99% end-of-life recoverability for the S144–3.X MW wind turbine, the assessment demonstrates the product's strong circularity potential while providing a robust foundation for continuous improvement in resource efficiency and lifecycle performance.

Plastic Raw Materials in Products

WEF ESG Solid Waste

Suzlon monitors plastic raw material use to strengthen transparency on material inflows and circularity opportunities across product design and packaging systems. Plastic materials used as product inputs are tracked separately from plastic waste generated during operations, enabling clearer assessment of recycled content, packaging recyclability and potential substitution opportunities.

Plastic raw material metric	FY2025–26 performance / status
Plastic materials in products, excluding packaging	0 MT
Share of plastic materials from recycled sources	0%
Plastic packaging materials	Yes and we are ensuring SUP avoidance. We have also received SUP Free Certification in manufacturing and OMS.
Plastic footprint by raw material content	FRP - 0.7 MT PVC- 0.0005 MT
Packaging recyclability characteristics	We are targeting for ensuring SUP Free wherever possible.
Operational plastic waste generated	2,022 MT
Single-use plastic status	Single-Use Plastic Free certification achieved across OMS and Manufacturing

Suzlon's product-level plastic raw material use is expected to remain limited, with current tracking focused on confirming plastic inputs used in products, excluding packaging. Going forward, we will continue to strengthen plastic-related disclosures by improving visibility on packaging material composition, recyclability characteristics and recycled content, where applicable. This will support more robust tracking of plastic material use across product and packaging systems while maintaining alignment with Suzlon's broader circularity and waste-reduction approach.



Critical Materials and Conflict Minerals

Suzlon recognizes that certain materials used in renewable energy equipment may carry availability, sourcing, price volatility, regulatory and reputational risks. We manage these risks through responsible sourcing practices, supplier diversification, evaluation of alternative materials, and increased focus on recycling and circular material use.

Critical materials / conflict minerals metric	FY2025–26 performance / status
Critical materials identified	Graphite, antimony and magnesium
Percentage of material costs for items containing critical materials	0.08%
Risk management approach for critical materials	Supplier diversification, evaluation of alternatives / substitutes, stock planning and recycling-related opportunities
Conflict Minerals	We are ensuring verification of Conflict of Minerals in Supplier Assessment for Tier-1 critical minerals
Presence of 3TG materials — tungsten, tin, tantalum and gold	0%

Suzlon's approach to critical materials focuses on strengthening material resilience while reducing exposure to sourcing risks.



In FY2024–25 and FY2025–26, we generated no revenue from products containing minerals sourced from conflict-affected and high-risk areas. Accordingly, the share of total revenue attributable to such products, including products sourced from suppliers verified as conflict-free, remained 0% in both years.

Hazardous Substances and Responsible Handling

Suzlon applies product stewardship and precautionary principles to support the safe use, handling, storage, recycling and disposal of materials across the turbine lifecycle. The Company's end-of-life approach is supported by turbine disassembly guidance, which covers responsible handling of packaging materials, hazardous materials, batteries, electronic waste, oils, lubricants and coolants in line with applicable environmental requirements.

Hazardous substances / responsible handling metric	FY2025–26 performance / status
Hazardous substances management approach	Product stewardship, safe handling practices and end-of-life material guidance
End-of-life guidance available	Disassembly manual for wind turbine disposal and recycling
Material categories covered in end-of-life guidance	Packaging materials, hazardous materials, batteries, e-waste, oils, lubricants and coolants
Hazardous substances reduction / phase-out commitment	We are ensuring hazardous waste reduction on ongoing basis across all operations.
Hazardous waste generated	9,453 MT of other hazardous waste generated
Hazardous material disposal / recovery pathway	Recycled/Reused 9664 mt, Incineration: 336 MT
Regulatory alignment	Managed in line with applicable national and international environmental requirements

Suzlon's responsible handling approach helps ensure that materials with potential environmental or safety risks are managed through defined handling, storage, disposal and recycling pathways.

In addition, Suzlon actively seeks to minimize the use of hazardous substances associated with products containing substances listed in the Indian List of Hazardous and Toxic Chemicals, covering more than 80% of revenue associated with such products. Suzlon encourages the adoption of alternative, less hazardous materials wherever feasible and monitors efforts to reduce the generation and toxicity of hazardous substances while complying with all applicable regulations governing chemical handling. While Suzlon's operations do not involve the manufacture or intentional use of Persistent Organic Pollutants (POPs), measures are in place to ensure their elimination or control in line with applicable global conventions. To embed accountability across the organization, Suzlon conducts regular training and awareness sessions for internal stakeholders, equipping them with the knowledge and tools needed to uphold its sustainable sourcing commitments.

SUSTAINABLE SUPPLY CHAIN

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
SUSTAINABLE SUPPLY CHAIN MANAGEMENT	Goal: Build a responsible, resilient and transparent supply chain by embedding ESG expectations into procurement, supplier due diligence, engagement and continuous improvement processes. FY2025–26 Progress: Operationalised Suzlon's Sustainable Supply Chain Framework, achieved ISO 20400 verification, expanded supplier ESG assessments, and strengthened local, MSME and value chain partner engagement.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	GRI 308 | GRI 407-1 | GRI 408-1 | GRI 409-1 | GRI 414 | GRI 204; UNGC Human Rights and Labour Principles 1 to 6; WEF-ESG Dignity and Equality; IFC PS2 Supply Chain; ESRS G1-2; S1-1; S2-1; IFRS S1 Strategy; IFRS S1 Metrics and Targets; IFRS S1 Governance; IFRS S1 Risk Management; SFDR Opt-In Social 4; Opt-In Social 12; Opt-In Social 13; OECD Due Diligence Guidance for Responsible supply Chains of Minerals from Conflict-Affected and High-Risk Areas II.A.13; II.A.14

Impact Delivered:

- Expanded supplier ESG coverage, with 300 suppliers assessed in FY 2025–26 compared with 174 suppliers in FY2024–25.
- Assessed 94.33% of tier-1 critical suppliers through BRSR core and 7-pillar ESG frameworks.
- Identified no significant environmental, social or human rights risks across assessed tier-1 critical suppliers, with no corrective action plans triggered during the year.
- Strengthened inclusive sourcing, with 79.07% of input material sourced from India and 19.89% sourced from MSMEs in fy2025–26.
- Built supplier ESG readiness through 4 awareness and capacity-building sessions, reaching 94.33% of tier-1 critical suppliers.

Introduction

At Suzlon, we uphold the highest ethical standards, minimise environmental impact, and promote responsible practices across our supply chain. Transparency, innovation, and collaboration are central to building a sustainable future, and we are committed to working with partners who share this vision

A Supplier Code of Conduct (SCoC) sets clear expectations for our business partners, promoting sustainability by guiding suppliers on social, ethical, and environmental performance in alignment with Suzlon's values. All suppliers are expected to comply with prevailing laws, Suzlon's contractual requirements, and our Sustainable Sourcing Policy.

The SCoC reflects global best practices and frameworks, including the UN Global Compact, OECD Guidelines for Multinational Enterprises, and the UN Guiding Principles on Business and Human Rights. We expect our suppliers to respect human rights, uphold fair labour practices, protect the environment, prevent corruption, and demonstrate accountability in their operations.

This policy applies to all immediate business partners, including suppliers, service providers, contractors, sub-contractors, vendors, consultants, agents, and collaborators. By working together, we aim to foster a culture of responsibility, advance ESG compliance throughout our supply chain, and contribute meaningfully to sustainable development.

Supply chain disruptions can harm local livelihoods and trigger socio-economic unrest. At the same time, Suzlon's extensive interaction with suppliers to ensure alignment with the Supplier Code of Conduct has established a consistent and credible sustainability footprint across our value chain. We are committed to building a resilient and responsible supply chain by embedding ESG considerations into procurement practices and supplier lifecycle management, supported by robust due diligence, supplier engagement, and performance evaluation mechanisms.

Our Approach

GRI 2-6, ESRS 2 SBM-1 §40(a)(i)-(ii), §40(b)-(c) and §42(c), IFC PS2

Suzlon's sustainable supply chain approach is guided by its Sustainable Sourcing Policy and Supplier Code of Conduct, which set expectations for suppliers on ethical conduct, fair labour practices, human rights, environmental responsibility, health and safety, and compliance with applicable laws. These requirements extend to suppliers, contractors, service providers and other value chain partners, supporting responsible procurement across Manufacturing, IB, OMS, SE Forge and Renom, where applicable.

Suzlon's supply chain framework brings together the BRSR Core assessment, a structured 7-pillar ESG assessment, and ISO 20400-aligned sustainable procurement practices. The framework enables supplier evaluation across business ethics, health and safety, social impact, climate change, environment and biodiversity, responsible sourcing, and risk management, including commodity and geographic risks. Our sustainable supply chain practices are governed and overseen in alignment with ISO 20400, ensuring management-led oversight of responsible sourcing, ethical supplier engagement, and the integration of environmental, social, and governance considerations across all procurement activities.

Supply chain sustainability is governed through defined procurement, sustainability and supplier management processes, with oversight from senior management and Board-level sustainability governance. Supplier onboarding, ESG assessments, audits, training, vendor interactions and performance monitoring are used to strengthen accountability and continuous improvement across the value chain. Digital dashboards support tracking of supplier performance and assessment outcomes, while findings from supplier evaluations are used to identify risks, strengthen engagement and guide improvement actions where required.



Performance Highlights: FY 2025-26

(GRI 204-1; ESRS Sustainable Supply Chain G1-2)

In the reporting year, Suzlon advanced several forward-looking initiatives to strengthen its commitment to a sustainable supply chain.

Initiative	Achievement
ISO 20400 Verification	Achieved ISO 20400 verification for sustainable, responsible and ethical sourcing, strengthening alignment with sustainable procurement principles.
Supplier ESG Assessment Expansion	Assessed 300 suppliers in FY2025–26, up from 174 suppliers in FY2024–25, with 94.33% of Tier-1 critical suppliers assessed through BRSR Core and 7-pillar ESG frameworks.
Risk Assessment Outcomes	Identified no significant environmental, social or human rights risks across assessed Tier-1 critical suppliers; no corrective action plans were triggered during the year.
Local and MSME Sourcing	Strengthened inclusive sourcing, with 79.07% of input material sourced from India and 19.89% sourced from MSMEs in FY2025–26.
Local Supplier Participation	Of the suppliers assessed during the year, 84.67% were local suppliers based in India, supporting domestic value chain development.
Supplier Capacity Building	Conducted 4 awareness and capacity-building sessions covering UNGC, ESG disclosures, BRSR Core Framework and Suzlon's supplier assessment platform, reaching 94.33% of Tier-1 critical suppliers.
Supplier Performance Monitoring	Strengthened supplier performance tracking through digital dashboards and structured assessment processes to support monitoring, transparency and continuous improvement.

Key Initiatives for the Year



Sustianable Supply Chain Framework Alignment with ISO 20400

In FY2025–26, Suzlon operationalized its Sustainable Supply Chain Framework to embed environmental, social, ethical and governance considerations into procurement and supplier lifecycle management. The framework supports responsible sourcing decisions across supplier onboarding, assessment, engagement and performance monitoring, and is aligned with Suzlon's broader ESG and responsible business conduct commitments. Suzlon also achieved ISO 20400 certification for sustainable, responsible and ethical sourcing, strengthening the maturity of its sustainable procurement practices.

The framework provides a structured foundation to assess supplier ESG maturity, identify risk areas and support continuous improvement across the value chain. It also reinforces Suzlon's focus on building a resilient supply chain that is aligned with responsible sourcing, human rights, environmental stewardship and long-term business continuity.

During FY 2025-26, Suzlon strengthened its sustainable supply chain governance through the implementation of an ISO 20400-aligned Sustainable Supply Chain Framework. The framework embeds ESG considerations across the procurement lifecycle, supported by supplier due diligence, ESG assessments, responsible sourcing policies, sustainability-linked evaluation criteria and continuous supplier engagement. This structured approach enables Suzlon to enhance supply chain resilience, promote ethical and responsible business practices, advance local sourcing, and drive sustainability performance across its value chain.

Suzlon is committed to embedding sustainability across its value chain through a comprehensive Sustainable Supply Chain Framework aligned with the principles of ISO 20400 Sustainable Procurement. The framework integrates environmental, social and governance (ESG) considerations into every stage of the procurement lifecycle—from supplier onboarding and due diligence to evaluation, contracting, monitoring and continuous improvement. By recognising that procurement decisions influence human rights, labour practices, environmental stewardship, ethical conduct and community development, Suzlon adopts a holistic approach that balances cost, quality and performance with long-term sustainability outcomes.

The framework is anchored in Suzlon's Sustainable Sourcing Policy and Supplier Code of Conduct, which establish clear expectations for suppliers on responsible business practices, environmental management, human rights, fair labour standards and ethical conduct. Sustainability considerations are embedded within procurement processes through lifecycle thinking, total cost of ownership assessments, supplier ESG evaluations and category-specific sustainability requirements.

To strengthen supply chain resilience and transparency, Suzlon has implemented a robust supplier assessment and monitoring mechanism based on a seven-pillar assessment framework covering risk management, business ethics, health and safety, social impact, climate change, environment and biodiversity, and responsible sourcing. Suppliers are evaluated using ESG-focused criteria aligned with leading global frameworks and standards, enabling the Company to identify sustainability risks, drive continuous improvement and promote responsible sourcing practices throughout its value chain.

Suzlon's sustainable procurement approach also emphasises responsible local sourcing, supplier capability building, circular economy innovation and supply chain decarbonisation. Through periodic ESG assessments, corrective action plans, supplier engagement programmes and sustainability-linked performance monitoring, the Company works collaboratively with its suppliers to enhance ESG performance and foster long-term value creation.

The successful alignment of Suzlon's Sustainable Supply Chain Framework with ISO 20400 & its certification achievement shows that the Company's commitment to international best practices in sustainable procurement and reinforces its focus on building a transparent, resilient and responsible supply chain that supports its broader sustainability and climate ambitions. The framework further enhances governance, traceability, risk management and stakeholder confidence while advancing sustainable growth across the renewable energy value chain.

Supplier ESG Assessment and Risk Screening

GRI 414-1, ESRS G1 G1-2 §15(b), IFC PS2

Suzlon expanded its supplier ESG assessment programme during the year, strengthening visibility across environmental, social, governance and responsible sourcing parameters. Supplier assessments are conducted through the BRSR Core framework and a structured 7-pillar ESG assessment covering business ethics, health and safety, social impact, climate change, environment and biodiversity, responsible sourcing and risk management, including commodity and geographic risks.

In FY2025–26, Suzlon assessed 300 suppliers, with 94.33% of Tier-1 critical suppliers covered through BRSR Core and 7-pillar ESG assessments. These assessments helped strengthen supplier risk identification, improve transparency and support more focused engagement across the value chain.

Digital Supplier Performance Monitoring

Suzlon strengthened supplier performance monitoring through structured assessment processes, digital dashboards and periodic reviews. These tools support the tracking of supplier ESG performance, risk indicators, assessment outcomes and improvement areas, enabling more consistent oversight across procurement and supplier management processes.

The use of dashboards and supplier evaluation mechanisms helps convert assessment findings into actionable insights. This enables Suzlon to monitor supplier performance over time, identify emerging risks and support continuous improvement through engagement, review and follow-up, where required.

Human Rights, Labour and Working Conditions in the Value Chain

Suzlon's supplier assessment approach integrates human rights and labour-related indicators to support responsible practices across the value chain. Suppliers are assessed on parameters such as child labour, forced and involuntary labour, discrimination, wages, sexual harassment, health and safety, working conditions and environmental compliance.

During FY2025–26, no significant environmental, social or human rights risks were identified across assessed Tier-1 critical suppliers, and no corrective action plans were triggered. The assessment outcomes reinforce Suzlon's focus on preventing adverse impacts, strengthening supplier accountability and promoting fair, safe and responsible working conditions across the supply chain.

Supplier Capacity Building & Collaborative Engagement

IFC PS2

Supplier engagement and capacity building remained central to Suzlon's sustainable supply chain approach. During the year, Suzlon conducted four awareness and capacity-building sessions for value chain partners, covering topics such as UNGC principles, ESG disclosures, BRSR requirements, the BRSR Core framework and Suzlon's supplier assessment platform.

These sessions supported suppliers in understanding evolving ESG expectations, evidence-based reporting requirements, value chain disclosures and improvement action planning. Supplier engagement was further strengthened through audits, vendor ratings, supplier meets, questionnaires and ongoing interactions designed to promote shared learning and continuous improvement.

Inclusive Sourcing & Local Msme Development

GRI 204-1, ESRS S3

Suzlon continued to strengthen local and inclusive sourcing as part of its responsible procurement approach. The Sustainable Sourcing Policy and supply chain framework promote procurement from suppliers within India, MSMEs, small and emerging businesses, and vendors from Class B and Class C cities, wherever feasible and subject to technical, quality and business requirements.

In FY2025–26, 79.07% of input material was sourced from India, while 19.89% was sourced from MSMEs. Of the suppliers assessed during the year, 84.67% were local suppliers based in India, supporting domestic value chain development and contributing to a more resilient and inclusive supplier ecosystem.

Performance Metrics

Suzlon tracks supplier performance across screening, assessment, capacity building, local sourcing and risk management parameters to strengthen transparency and accountability across the value chain. The metrics below reflect the Company's FY2025–26 progress in embedding ESG expectations into supplier onboarding, procurement decisions, supplier engagement and ongoing performance monitoring

Supplier Screening and Assessment Coverage

GRI 308-1, GRI 308-2, ESRS S3 ESRS 2

IFRS S2 14(a)(iii)

Suzlon expanded supplier ESG assessment coverage during FY2025–26 through its BRSR Core and 7-pillar ESG assessment framework. The assessment approach supports evaluation of environmental, social, governance, business ethics, health and safety, climate, biodiversity and responsible sourcing parameters across the supplier base.

Unique significant suppliers	FY2024–25	FY2025–26
Total number of unique suppliers	191	300
Number of unique significant suppliers	174	283
Number of unique significant suppliers supported with development measures (as a subset of 2)	174	283
Percentage of suppliers of unique significant suppliers supported with development measures	100%	100%
Number of unique significant suppliers assessed via desk assessments/ on-site assessments	174	283
Percentage of unique suppliers assessed	91.1%	94.33 %

The expansion in supplier assessment coverage reflects Suzlon's continued focus on strengthening supplier due diligence and improving visibility across value chain risks.

Supplier Environmental and Social Assessment Outcomes

GRI 414-2, ESRS 2 SBM-3 §48(c)(i) and §48(c)(iv)

Supplier assessments are used to identify potential environmental and social risks and determine whether corrective action or supplier development support is required. In FY2025–26, no significant environmental or social risks were identified across assessed Tier-1 critical suppliers.

Unique significant suppliers with Substantial Actual/ Potential negative impacts	FY 2024-25	FY 2025-26
Number of unique significant suppliers assessed with substantial actual/ potential negative impacts	0	0
Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	0	0
Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated	0	0

No corrective action plans or supplier terminations were triggered during the reporting year, as the assessments did not identify significant adverse environmental or social impacts. Suzlon will continue to use supplier assessments and engagement mechanisms to monitor risks and support continuous improvement across the value chain.

Supplier Human Rights and Labour Risk Assessment

GRI 407-1, GRI 408-1, GRI 409-1, ESRS S1 and S2

Suzlon integrates human rights and labour-related indicators into supplier assessments to support responsible practices across the value chain. The assessment covers areas such as child labour, forced and involuntary labour, discrimination, wages, sexual harassment, health and safety, working conditions and freedom of association.

Assessment area	FY2025–26
Human rights assessment coverage of Tier-1 critical suppliers	94.33%
Freedom of association and collective bargaining risk	No significant risks identified
Child labour risk	No significant risks identified
Forced / compulsory labour risk	No significant risks identified
Discrimination at workplace	No significant risks identified
Wage-related risk	No significant risks identified
Sexual harassment / POSH-related supplier risk	No significant risks identified
Health, safety and working conditions risk	No significant risks identified
UNGC-aligned labour / human rights violations among assessed suppliers	Nil

The assessment outcomes reinforce Suzlon's focus on upholding fair, safe and responsible working conditions across the supply chain. The Company will continue to strengthen supplier due diligence through structured assessments, engagement and periodic reviews.

Supplier Capacity Building and Engagement

Supplier capacity building is a key part of Suzlon's approach to improving ESG readiness across the value chain. During FY2025–26, the Company conducted awareness and capacity-building sessions to help suppliers understand evolving ESG expectations, BRSR requirements, value chain disclosure expectations and assessment processes.

Metric	FY2025–26
Awareness / capacity-building sessions conducted	4
Tier-1 critical suppliers covered through awareness / capacity-building	94.33%
Main topics covered	UNGC principles, ESG disclosures, BRSR Core Framework, SEBI value chain requirements and Suzlon's supplier assessment platform
Suppliers in capacity-building programmes	283 no, Tier-1 critical suppliers
% of significant suppliers in capacity-building programmes	94.33 % Tier-1 critical suppliers

These sessions were supported by supplier engagement channels such as audits, vendor ratings, supplier meets, questionnaires and ongoing interactions. Going forward, Suzlon will continue using targeted capacity building to improve supplier awareness, strengthen evidence-based reporting and support supplier ESG maturity.

Supplier Engagement Channels

Suzlon engages suppliers through structured channels to support ongoing dialogue, performance review, ESG alignment and continuous improvement. These engagement mechanisms help strengthen supplier accountability while enabling targeted support where improvement opportunities are identified.

Engagement channel	Frequency	Purpose
Vendor rating	Quarterly / Annual	Performance benchmarking against defined ESG, quality and delivery parameters
Satisfaction surveys	Annual	Gathering supplier feedback and identifying opportunities to improve the partnership
Supplier questionnaires	Annual	ESG compliance assessment, including BRSR Core and 7-pillar ESG assessment requirements
Sustainable supply chain development programmes	Annual	Capacity building, awareness sessions and alignment with Suzlon's sustainability expectations
Supplier meets	Quarterly / Annual	Knowledge sharing, best practice dissemination and supplier recognition
Supplier audits	Annual / Need-based	Desk-based and on-site assessments covering environmental, social and governance performance

These engagement channels complement Suzlon's supplier assessment and capacity-building approach by enabling regular interaction, feedback, monitoring and improvement planning. Together, they support supplier ESG maturity, strengthen transparency and contribute to a more resilient and responsible value chain.

Local, MSME and Inclusive Sourcing

Suzlon promotes responsible and inclusive sourcing by encouraging procurement from local suppliers, MSMEs, small and emerging businesses, and vendors from Class B and Class C cities, wherever feasible and subject to technical, quality and business requirements.

Metric	FY2025–26	FY2024–25
Input material sourced from India	79.07%	72.39%
Input material sourced from MSMEs	19.89%	12.99%
Local suppliers among assessed suppliers	84.67%	83.8%

The increase in India-based and MSME sourcing supports domestic value chain development and strengthens supply chain resilience. The assessed supplier pool also reflects strong local supplier participation, with 84.67% of assessed suppliers based in India.

Environmental Requirements in Purchasing

Suzlon embeds environmental requirements into supplier evaluation and purchasing processes through its Sustainable Sourcing Policy, Supplier Code of Conduct, supplier ESG assessment framework and ISO 20400-aligned sustainable procurement practices. Supplier environmental performance is reviewed across areas such as climate change, resource management, emissions, water, waste, biodiversity and responsible sourcing.

Requirement area	FY2025–26 coverage
Environmental requirements in purchasing process	Included through Sustainable Sourcing Policy, Supplier Code of Conduct and supplier ESG assessment
Supplier environmental assessment themes	Climate change, environment and biodiversity, resource management, emissions, water, waste and responsible sourcing
Relevant standards considered	ISO 20400, ISO 14001, ISO 9001, OHSAS / ISO 45001, BRSR, GRI, ILO and other international standards
Low-carbon material sourcing criterion	Low-carbon steel prioritised from Tier-1 critical suppliers with emission intensity below 2.2 tCO_2e/t steel produced
Sustainable sourcing procedures for Class A suppliers	100% Class A suppliers covered by sustainable sourcing procedures

These environmental requirements help align procurement decisions with Suzlon's broader sustainability objectives, including responsible sourcing, resource efficiency, lower-carbon materials and supplier ESG improvement.

Supplier Code of Conduct Coverage

SFDR Table 3 Social Opt-In 4, IFC PS2

Suzlon's Supplier Code of Conduct sets expectations for suppliers on human rights, labour practices, business ethics, environmental responsibility and legal compliance. The Code forms part of supplier onboarding and engagement, helping align supplier conduct with Suzlon's responsible business expectations.

Supplier Code area	Covered in Suzlon requirements
Forced labour	Yes
Child labour	Yes
Working conditions, wages and benefits	Yes
Occupational health and safety	Yes
Discrimination and harassment	Yes
Freedom of association and collective bargaining	Yes
GHG emissions and energy consumption	Yes
Pollution prevention and waste management	Yes
Resource efficiency	Yes
Biodiversity, no deforestation or land conservation	Yes
Anti-corruption and conflict of interest	Yes
Anti-competitive conduct	Yes

The Supplier Code of Conduct supports a consistent baseline for supplier expectations across environmental, social and governance topics. Suzlon's assessment and engagement mechanisms help monitor alignment with these expectations and identify improvement areas where required.

Supplier ESG Programme Governance

Supplier ESG governance is supported through policies, procurement processes, assessment frameworks, monitoring systems and management oversight. Suzlon's Sustainable Supply Chain Framework provides the structure for supplier onboarding, risk screening, ESG assessment, engagement and continuous improvement.

Governance element	FY2025–26 status
Supplier ESG framework	Sustainable Supply Chain Framework operationalised
Procurement standard	ISO 20400 verification achieved
Supplier assessment approach	BRSR Core assessment and 7-pillar ESG assessment
Monitoring tools	Digital dashboards and structured supplier performance monitoring
Board / senior management oversight	Supply chain sustainability overseen through responsible business conduct and ESG governance processes
Internal stakeholder / buyer training on supplier ESG roles	ISO 20400 training, internal carbon pricing, circularity, sustainable supply chain management framework
Minimum ESG score for supplier qualification	60
Supplier exclusion timeline for unmet ESG requirements	12-24 months depending on severity of risk and in case ESG requirements are not being met. Preferential sourcing is also preferred to meet ESG requirements with alternate suppliers as and when required.

This governance approach supports more consistent supplier evaluation and risk monitoring. Further disclosure can be strengthened by confirming internal buyer training, supplier qualification thresholds and escalation timelines for suppliers that do not meet minimum ESG requirements.

Corrective Actions and Supplier Development

GRI 414-2, ESRS 2 SBM-3 §48(c)(i) and §48(c)(iv)

Suzlon maintains processes to work with suppliers where risks or non-compliances are identified. Corrective action and improvement plans are designed to support remediation, monitor progress and strengthen supplier performance; however, no significant supplier risks were identified in FY2025-26.

Metric	FY2025-26
Suppliers with substantial actual / potential negative impacts	0
Suppliers with agreed corrective action / improvement plans	0
Suppliers terminated due to ESG non-compliance	0
Suppliers supported in corrective action plan implementation	Not applicable – no significant risks identified
Supplier development channels	Training, supplier meets, audits, questionnaires, vendor rating, satisfaction surveys and ESG assessment platform

While no corrective action plans were triggered during the year, Suzlon continued to engage suppliers through training, audits, assessment platforms and regular review mechanisms. These channels support supplier development and help strengthen ESG performance over time.

Conflict Minerals and Responsible Minerals Due Diligence

Suzlon recognises that responsible minerals due diligence is an important part of sustainable supply chain management for companies using metals and mineral-derived inputs. The Company is ensuring assessment of suppliers during Sustainable sourcing and monitoring, evaluation through 7-pillar methodology and BRSR Principles for Tier-1 critical suppliers. In case Conflict Minerals are triggered, suppliers are required to provide disclosures on conflict minerals and responsible minerals traceability. We have proceduires for assessment and monitoring including supplier-level due diligence, source verification and risk management processes where applicable.

In case suppliers use conflict minerals in their products, they are required to maintain documented conflict minerals policies and documented procedures. These suppliers are required to maintain and also submit CMRTs (Conflict Minerals Reporting Templates) to demonstrate due diligence and regulatory compliance.

Suzlon will continue to strengthen its responsible minerals due diligence disclosures as traceability, verification and supplier-level data maturity by ensuring assessment of conflict minerals as well in supplier due diligence, assessment and monitoring procedures which are already under implementation.

HUMAN CAPITAL

HUMAN CAPITAL DEVELOPMENT

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
TRAINING AND DEVELOPMENT/ HUMAN CAPITAL DEVELOPMENT	Goal: Build a future-ready workforce through structured talent attraction, internal mobility, succession planning and continuous capability development. FY2025–26 Progress: • Strengthened internal mobility and employee development with 37% internal role fulfilment • 88% performance and career development review coverage.		GRI 2-7, GRI 3-3, GRI 401-1, GRI 404-1, GRI 405-1 WEF - ESG Employment and Wealth Generation WEF ESG Dignity and Equality ESRS S1-1, S1-2, S1-4, S1-5, S1-6, S1-9, S2-1 IFC PS 2 Working Conditions and Management of Worker Relationships OECD Guidelines for Multinational Enterprises on Responsible Business Conduct II.A.4, II.A.8, V.1a, V.2c, V.3, V.5, VI.6

Impact Delivered:

- Expanded organisational capacity for the renewable energy sector, with permanent employee headcount increasing to 8,301 employees in FY2025–26, supported by workforce growth across key business verticals.
- Strengthened women's participation in the workforce, with female employee headcount increasing from 314 in FY2024–25 to 542 in FY2025–26.
- Built a stronger early-career talent pipeline, with 3,273 new hires onboarded during the year, of which 68.8% were under 30 years old.

Our Approach & Governance

IFC PS2

Suzlon's human capital approach supports the Company's transition towards Suzlon 2.0 and its purpose of "Constantly advancing good energies to make the world work." As the Company grows from a wind turbine manufacturer into an integrated renewable energy solutions provider, its people strategy focuses on building the skills, leadership depth and organisational capacity required to support this transformation. The approach is guided by Suzlon's Employee Value Proposition – Work with the Best, Set No Limits, Shape the New World Together and Lead by Learning – and seeks to provide employees across roles, locations and career stages with meaningful opportunities to contribute and grow.

Our human capital practices are supported by a comprehensive policy framework comprising the Social and Labour Policy, Human Rights Policy, Diversity, Equity, Inclusion and Belonging Policy, Health, Safety and Environment Policy, Responsible Business Conduct Policy, Whistleblower Policy and other corporate governance policies disclosed by the Company. These policies set expectations on fair treatment, non-discrimination, safe working conditions, employee well-being, ethical conduct, grievance redressal, and responsible engagement with employees, workers and business partners.

Our approach is aligned with the NGRBC Principles, particularly Principle 3 on employee well-being, and is supported by recognised national and international frameworks including BRSR, GRI, ESRS, IFC Performance Standard 2, ILO conventions, the Universal Declaration of Human Rights, OECD Guidelines and UNGC principles. These frameworks guide how we manage employee-related impacts, strengthen workplace practices and disclose progress on workforce composition, engagement, training, development, labour rights and value chain worker considerations.

Suzlon's Talent Experience Framework brings together workforce planning, employee listening, talent attraction, onboarding, internal mobility, performance development and succession planning. The framework recognises that career opportunities and development needs differ across employee groups – from early-career engineers and plant employees to technicians at remote wind sites and experienced business leaders. Digital systems, talent analytics and structured development pathways are used to improve access, visibility and consistency across the employee experience.

Governance of human capital matters is integrated into our broader sustainability and business responsibility governance structure. The Board and senior leadership provide oversight on responsible business conduct and ESG priorities, with implementation supported by the Human Resources function, Sustainability and ESG teams, business vertical leaders and site-level teams. The Chairman and Managing Director oversee business responsibility initiatives in consultation with functional heads, while the CSR and ESG Committee provides dedicated oversight on sustainability and governance matters on quarterly as well as ongoing basis in accordance with need assessment

We manage human capital development across the employee lifecycle, from recruitment and onboarding to development, engagement, career progression and retention. This helps us address key human capital impacts and risks, including availability of skilled talent, retention of critical capabilities, leadership continuity and employee experience across business verticals. Our actions are guided by employee feedback, performance and career development reviews, internal mobility processes, succession planning and workforce metrics, which help us evaluate progress and refine our people practices over time.

We recognise the importance of timely and transparent communication with employees when significant operational changes may affect employment or working conditions. We provide employees and, where applicable, their representatives with a minimum notice period of 1 month before implementing such changes, subject to applicable legal requirements, employment terms and collective arrangements. Where a fixed notice period is not prescribed, the timing and process of communication are determined in accordance with applicable laws and the nature and scale of the proposed change.

Suzlon's culture transformation was informed by a comprehensive listening exercise involving 1,800 individuals through interviews and listening sessions, 84 focus-group discussions and a broader survey covering 3,200 employees. The insights highlighted the need to strengthen human-centred leadership, cross-functional collaboration, innovation-led execution and organisational ownership, informing the transition from Engage and Empower to Align and Activate.

Our People Commitments

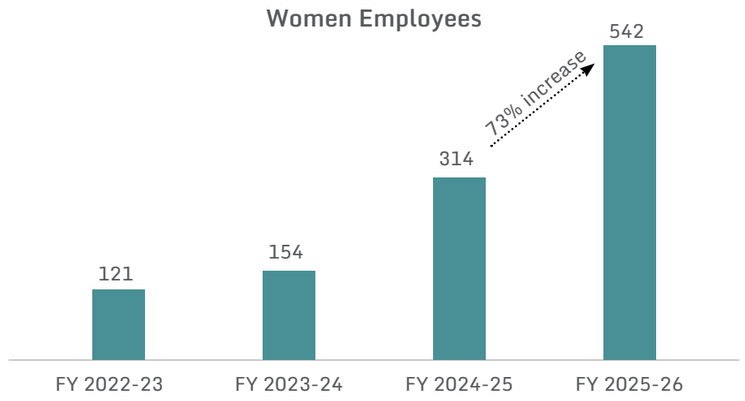
We are committed to building a future-ready workforce by creating meaningful opportunities for employees to contribute, develop and grow. We prepare employees for digital transformation, industrial innovation and the low-carbon transition through targeted learning, reskilling and capability-building programmes aligned with evolving business and technology requirements. Our commitments span the employee lifecycle:

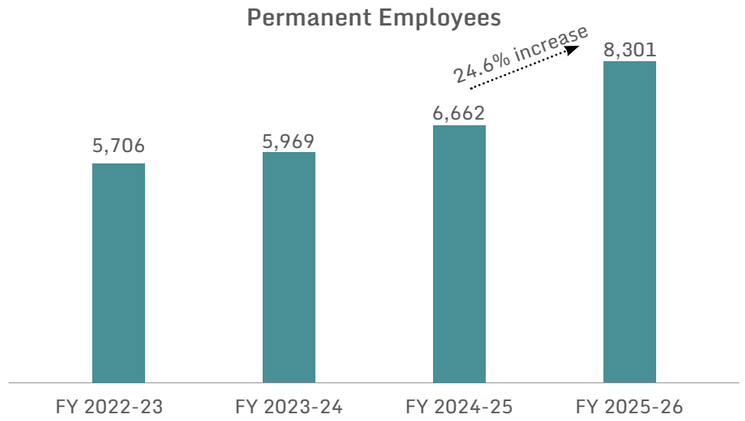
- Building diverse and future-ready talent pipelines through experienced hiring, campus engagement, internships and vocational pathways.
- Enabling effective onboarding and integration by connecting new employees with Suzlon's purpose, values, culture and operating model.
- Providing equitable opportunities for learning and career growth across roles, businesses, locations and career stages.
- Strengthening internal mobility and career progression through talent reviews, performance conversations and structured role-mobility pathways.
- Developing future leaders and people managers through succession planning, coaching, mentoring and leadership-development programmes.
- Listening to employees and strengthening workplace culture through surveys, leadership-connect platforms and continuous feedback mechanisms.

Performance Highlights

(IFRS S1. Metrics and Targets)

Initiative	FY2025–26 Achievement
Employer of choice for renewable energy professionals and women	Suzlon's permanent employee workforce increased from 6,662 employees in FY2024–25 to 8,301 employees in FY2025–26, reflecting a 24.6% increase. Women employee headcount increased from 314 to 542, representing a 72.6% increase, with women accounting for 6.52% of the permanent workforce in FY2025–26. This supports Suzlon's continued progress towards its goal of increasing women's representation to 10% by 2030.
Leadership Access & Dialogue	• Quarterly CEO Connect: Continued as a leadership communication platform for transparent strategy sharing, real-time feedback and open Q&A with senior leadership. • All-Women Employee Connect: Continued as a dedicated forum for women employees to engage directly with leadership, share workplace experiences and co-create inclusion-focused actions. • New Joiner CEO Connect: Continued as an onboarding and engagement platform where new employees interact with leadership to understand Suzlon's purpose, values and business priorities.
Employee Listening and Workplace Culture	• The 555 Survey continued to capture new-joiner feedback at the fifth day, fifth week and fifth month of the employee journey. • Suzlon Energy continued to be certified as a Great Place To Work® in India and achieved certification across multiple countries for the first time; SE Forge was also independently certified. • The 2026 survey achieved 91% coverage across SEL India, 93% across SEL International and 98% across SE Forge. Suzlon India's Trust Index increased from 78 in 2025 to 82 in 2026.
Internal Mobility and Career Growth	Suzlon strengthened internal career pathways, with 37% of open positions filled by internal candidates in FY2025–26, compared with 2.63% in FY2024–25. This reflects stronger internal mobility and improved utilisation of existing talent for business-critical roles.





Workforce composition

GRI 2-7, GRI 2-8, ESRS 2 SBM-1 §40(a)(iii); ESRS S1 S1-6 §50-§52ESRS S1 S1-7 §55-§56

Permanent Employees

As Suzlon expands its operations, the Company continues to strengthen its workforce by combining experienced talent with new capabilities required to support a growing renewable energy business. In FY2025–26, the permanent employee workforce increased to 8,301 employees, compared with 6,662 employees in FY2024–25, representing a 24.6% year-on-year increase.

Women represented 6.52% of the permanent workforce, increasing from 314 employees in FY2024–25 to 542 employees in FY2025–26—a 72.6% year-on-year increase. Women's representation has grown steadily from 2.1% in FY2021–22 to 6.52% in FY2025–26, reflecting continued progress towards Suzlon's goal of increasing women's representation to 10% by 2030.

We recognise the importance of a balanced organisational structure that enables effective execution while fostering employee growth, career development and mentoring across management levels.

In FY2025–26, 72.7% of employees were in junior management, 25.2% in middle management and 2.0% in senior management. Middle-management headcount increased from 1,665 in FY2024–25 to 2,095 in FY2025–26, representing a 25.8% increase, strengthening the organisation's execution and leadership capacity.

Permanent Employees by Gender

Category	FY2023–24	FY2024–25	FY2025–26
Total	**5,969**	**6,662**	**8,301**
Male	5,815	6,348	7,759
Female	154	314	542

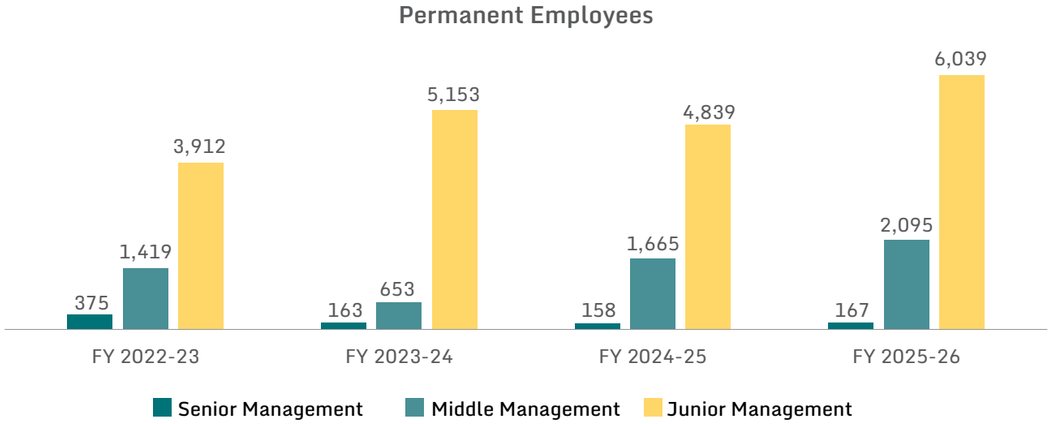
Permanent Employees Breakdown

Suzlon believes in the principles of Equal Employment Opportunity and does not discriminate based on race, colour, religion, sex, nationality, age, disability or genetic information. The Company seeks to maintain a balanced workforce by providing equitable employment and development opportunities across management categories, age groups and business verticals.

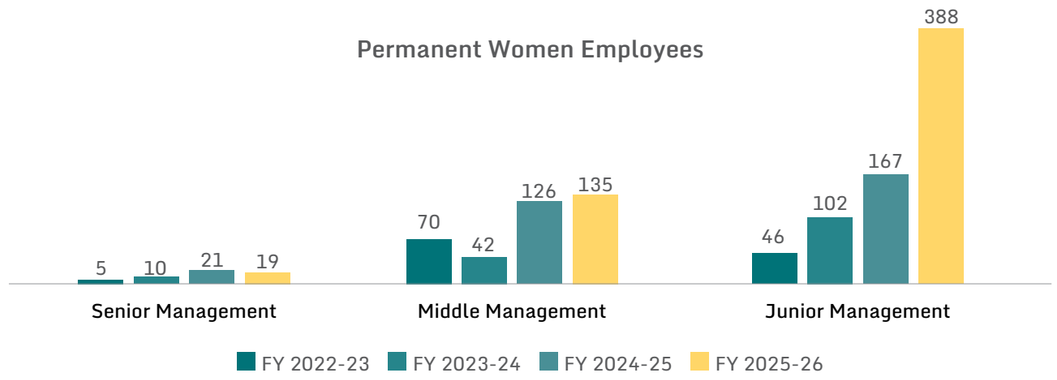
1. By Management Category

Suzlon's permanent workforce increased across all three management categories in FY2025–26. Junior management continued to represent the largest employee category, supporting execution across manufacturing, projects, operations and maintenance, and other business functions.

Middle-management headcount increased from 1,665 to 2,095, while junior-management headcount increased from 4,839 to 6,039. Senior-management headcount increased from 158 to 167. Together, these movements strengthened organisational capacity across execution and leadership levels.



Category	FY2023–24	FY2024–25	FY2025–26
Senior Management	**163**	**158**	**167**
Male	153	137	148
Female	10	21	19
Middle Management	**653**	**1,665**	**2,095**
Male	611	1,539	1,960
Female	42	126	135
Junior Management	**5,153**	**4,839**	**6,039**
Male	5,051	4,672	5,651
Female	102	167	388

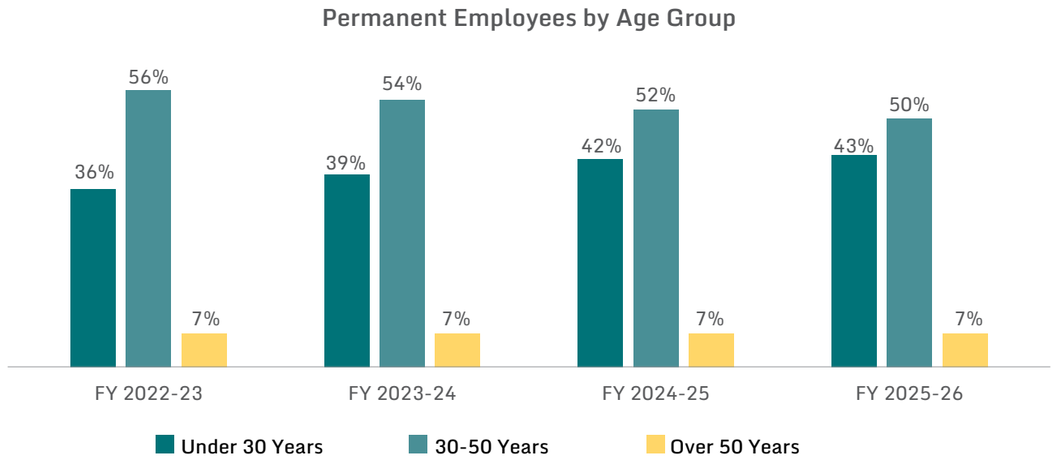


Women's participation continued to strengthen across management levels. **Women in junior management increased from 167 in FY2024-25 to 388 in FY2025–26, while women in middle management increased from 126 to 135. Women held 19 senior-management positions during the year.** The increase at junior-management level strengthens the future pipeline for progression into middle and senior leadership roles.

2. By Age Group

Suzlon's workforce reflects a combination of early-career employees and experienced professionals. Employees under 30 years represented 42.7% of the permanent workforce in FY2025–26, compared with 42% in FY2024–25. Employees aged 30–50 remained the largest group at 50.4%, while employees over 50 represented 6.9% of the workforce.

The growing share of early-career employees supports Suzlon's future talent pipeline, while experienced employees contribute technical expertise, mentoring and business continuity.

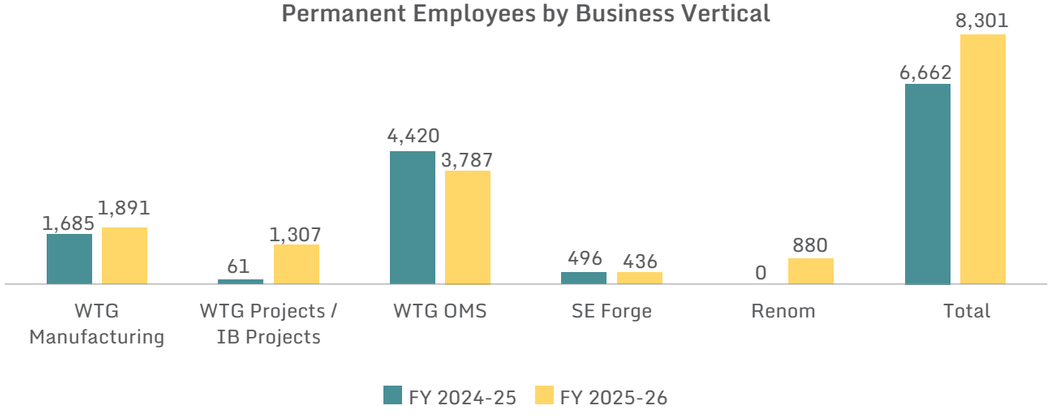


3. By Business Vertical

Suzlon's permanent workforce is distributed across WTG Manufacturing, WTG OMS, IB Projects, SE Forge and Renom. In FY2025–26, WTG OMS remained the largest business vertical with 3,787 employees, followed by WTG Manufacturing with 1,891 employees and IB Projects with 1,307 employees. Renom accounted for 880 employees, while SE Forge employed 436 employees.

The year-on-year movement reflects business growth as well as changes to the FY2025–26 reporting boundary. Renom is reported as a separate entity for the first time, while the significant movement in IB Projects and WTG OMS should be interpreted in the context of changes in entity coverage and employee classification.

Permanent Employees by Business Vertical

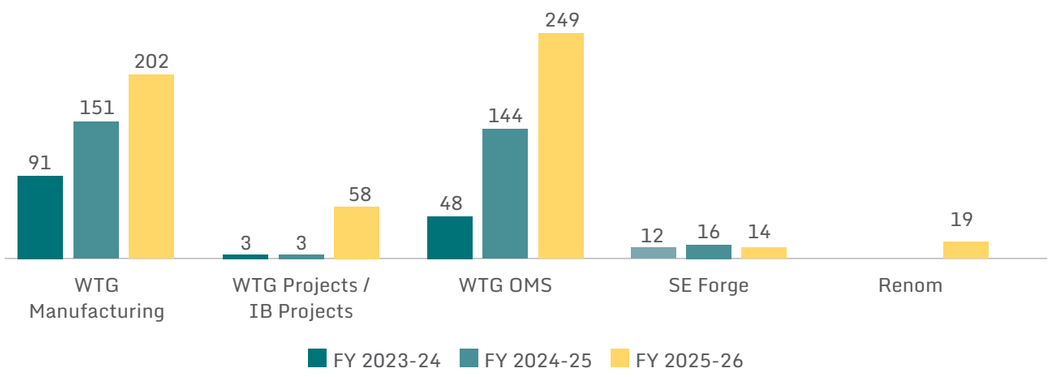


Permanent Female Employees by Business Vertical

Suzlon continued to strengthen the representation of women across key business verticals during FY2025–26. Women employee headcount increased from 314 in FY2024–25 to 542 in FY2025–26, reflecting both workforce growth and the expanded reporting boundary.

Women's representation increased most significantly in WTG OMS, where the number of women employees rose from 144 to 249, and in WTG Manufacturing, where it increased from 151 to 202. Women employees in IB Projects increased from three to 58, while SE Forge employed 14 women. Renom, included separately in the FY2025–26 HR reporting boundary, employed 19 women. These movements reflect continued efforts to strengthen gender diversity across technical, operational and business roles.

Permanent Female Employees



Suzlon recorded continued growth in women's participation across operational and technical businesses. WTG Manufacturing and WTG OMS accounted for the largest number of women employees, while the increase within IB Projects expanded women's participation across project-related roles. SE Forge recorded a marginal decrease, while Renom contributed a further 19 women employees to the current-year workforce.

The overall increase supports Suzlon's continued efforts to strengthen women's representation across locations and functions. Year-on-year movements should, however, be interpreted in the context of the expanded FY2025–26 reporting boundary and changes in employee classification across businesses.

4. By Nationality

Suzlon, as an Equal Employment Opportunity employer, provides opportunities to employees across its areas of operation, irrespective of ethnicity, religion, gender or other protected characteristics. For FY2025–26, India has been considered the significant location of operation for workforce reporting.

NATIONALITY	FY2023–24	FY2024–25	FY2025–26
Indian	**5,969**	**6,662**	**8,301**

The permanent employee workforce in India increased to 8,301 employees in FY2025–26. Detailed employee information by gender, age group, management category and business vertical is presented in the preceding sections.

Note: FY2025–26 workforce data includes Renom and reflects changes in the organisational reporting boundary. The year-on-year increase therefore represents both organic workforce growth and changes in entity coverage.

Talent Acquisition

WEF ESG Employment and Wealth Generation

In FY2025–26, Suzlon onboarded 3,273 new employees, representing a 27% increase compared with FY2024–25.

Our recruitment and talent-sourcing approach supports Suzlon's growing renewable-energy business by bringing together fresh perspectives, technical expertise and experienced leadership capability. We recruit across manufacturing, projects, engineering, technology, operations and maintenance, and corporate functions to meet immediate capability requirements while building sustainable talent pipelines for the future.

During FY2025–26, Suzlon onboarded 3,273 new employees, compared with 2,577 in FY2024–25. Of these new hires, 2,251—or 68.8%—were under 30 years of age, reinforcing the Company's focus on developing early-career renewable-energy talent. Women accounted for 310 new hires, compared with 199 in the previous year.

Suzlon's hiring approach combines early-career recruitment with experienced hiring to support effective execution, technical depth and leadership continuity. Fresh talent is integrated through campus recruitment, internships, structured onboarding and technical-development pathways, while experienced professionals support operational delivery, mentoring and capability transfer.

Women are increasingly participating across technical and non-technical roles. During the year, women represented 9.5% of all new hires, while women accounted for 19 of the 42 Management Trainee and Graduate Engineer Trainee campus hires, representing 45.2% of the campus cohort. These pathways support the development of a more diverse early-career pipeline across engineering, manufacturing, operations and corporate functions.

Hiring is complemented by structured onboarding and integration programmes. During FY2025–26, 1,150 new joiners were onboarded through SAMPARK, while approximately 600 freshers received technical onboarding through NEEV. These programmes help new employees understand Suzlon's purpose, values, policies, business model, technical expectations and foundational safety requirements.

FY2025–26 Talent Attraction Highlights

- 3,273 new employees onboarded during the year
- 68.8% of new hires were under 30 years of age
- 310 women employees hired
- 42 MT/GET campus hires, including 19 women
- 46 campus interns engaged across key businesses
- 1,150 new joiners onboarded through SAMPARK
- Approximately 600 freshers covered through NEEV technical onboarding

Multi-tiered Hiring Strategy for a Future-ready Workforce

We adopt a multi-tiered hiring strategy that brings together experienced recruitment, campus engagement, internships, graduate hiring, technical institutions, vocational talent pathways and regional sourcing. This approach helps Suzlon build a workforce that is skilled, diverse and responsive to the evolving needs of the renewable-energy sector.

Premier Engineering and Management Talent

Suzlon engages with engineering, management and specialist institutions, including IIITs, IIT Roorkee, COEP, NITs, IIMs, TISS, UPES, NPTI, XIMB and NICMAR. These engagements support the recruitment of technical, managerial, legal, commercial and functional talent across the organisation.

During FY2025–26, Suzlon onboarded 42 Management Trainees and Graduate Engineer Trainees through campus recruitment, comprising 19 women and 23 men.

Technical and Vocational Talent

Engagement with technical institutes, vocational talent pools and skill-development partners supports capability building for manufacturing, projects and operations and maintenance roles. Through the Suzlon Excellence Academies at Vijayawada and Uravakonda, 190 candidates were trained across eight batches during academic year 2025–26.

Technical pathways are complemented by NEEV onboarding, apprenticeship programmes and practical laboratory exposure covering wind-turbine technology, maintenance, quality and safety requirements.

Gender-inclusive Hiring

Targeted engagement with technical institutions and women-focused outreach supports greater participation by women in STEM and operational roles. Women represented approximately 45.2% of the MT/GET campus-hire cohort in FY2025–26.

Suzlon also continues to identify suitable roles and work with specialised placement agencies to strengthen employment pathways for persons with disabilities.

Internships and Early-career Exposure

Internships provide students with exposure to Suzlon's business and create a potential pathway into future employment. During FY2025–26, the Company engaged 46 campus interns, comprising 30 Management Trainee interns and 16 Graduate Engineer Trainee interns, across Corporate Services, India Business, Manufacturing and OMS.

Local and Regional Talent

Suzlon engages with regional institutions and talent pools to strengthen workforce availability near manufacturing facilities, project locations and wind sites.
This approach supports employment opportunities across operating geographies while helping the Company respond to location-specific capability requirements.

Women represented 45.2% of Suzlon's MT/GET campus hires in FY2025–26, strengthening the early-career diversity pipeline.

Academic Engagement and Innovation

Academic platforms such as Renewathon, developed with IIT Bombay, provide students with opportunities to work on renewable energy, engineering and circularity challenges. These engagements strengthen awareness of the sector and help connect Suzlon with future technical talent.

Building The Renewable Energy Talent Ecosystem

The growth of India's renewable-energy sector is increasing demand for specialised technical capabilities across manufacturing, project execution, commissioning, and operations and maintenance. At the same time, young people from rural and underserved communities may have limited access to industry-aligned technical education, hands-on experience and pathways into formal employment. This gap can constrain workforce readiness while limiting wider participation in the energy transition.

To address this challenge, Suzlon is developing an integrated talent ecosystem that connects vocational education, practical learning, apprenticeships and employment pathways. The ecosystem brings together Project Future Forge – Learn and Earn, the Andhra Pradesh State Skill Development Corporation partnership and the Suzlon Excellence Academies to strengthen technical employability and build a future-ready talent pipeline for the renewable-energy sector.

Project Future Forge – Learn and Earn

Project Future Forge is designed to support young people who may otherwise remain outside formal technical education and employment. The programme combines classroom-based vocational education with practical apprenticeship experience in manufacturing environments. Its learning model is aligned with the National Skills Qualifications Framework and the National Education Policy, with academic support from institutions including Yashwantrao Chavan Maharashtra Open University and Savitribai Phule Pune University.

Participants receive role-relevant technical learning and a performance-linked stipend, enabling them to earn while developing recognised capabilities. The programme creates a structured transition from education to employment by combining technical theory, practical exposure and workplace experience.

APSSDC Partnership and Suzlon Excellence Academies

Suzlon partnered with the Andhra Pradesh State Skill Development Corporation to establish Excellence Academies at Vijayawada and Uravakonda. During academic year 2025–26, the two academies trained 190 candidates across eight batches. Vijayawada trained 79 candidates across four batches, while Uravakonda trained 111 candidates across four batches.

The training follows an industry-oriented curriculum covering wind-turbine technology, WTG electrical and mechanical systems, assembly, maintenance, SCADA, switchgear, pitch and yaw systems, condition monitoring, blade inspection, quality, ISO requirements, 5S, working at height, Permit to Work and Lockout/Tagout. Electrical and mechanical laboratory demonstrations complement classroom learning and provide practical exposure to technical systems used across renewable-energy operations.

The programmes also support green-energy awareness, local skill development and youth mobilisation around renewable-energy careers. By linking classroom learning with practical exposure and placement opportunities, the academies help build employability while contributing to the development of a skilled technical workforce for India's wind-energy sector.

Key Stakeholders

The talent ecosystem brings together:

- Suzlon's Human Resources, Learning and Development, Manufacturing, Projects and OMS teams;
- Andhra Pradesh State Skill Development Corporation;
- Yashwantrao Chavan Maharashtra Open University;
- Savitribai Phule Pune University;
- technical faculty and trainers;
- participating students and apprentices;
- local institutions and mobilisation teams.

Impact

- Technical talent developed: 190 candidates trained during academic year 2025–26 across Vijayawada and Uravakonda.
- Training reach: Completed eight FY2025–26 batches, comprising four batches at each academy.
- Centre-level coverage: Trained 79 candidates at Vijayawada and 111 at Uravakonda during the applicable reporting period.
- Industry-aligned curriculum: Covered technical modules spanning WTG technology, electrical and mechanical maintenance, SCADA, quality and safety systems.
- Practical learning: Provided electrical and mechanical laboratory exposure to strengthen job readiness.
- Employment pathways: The operational tracker records 94 placements across the first four batches at the two academies, subject to reconciliation with the programme review.
- Women's technical participation: The FY2025–26 tracker records 31 women among 190 trainees, including 26 at Uravakonda and five at Vijayawada.
- Rural employability: Expanded access to renewable-energy learning and potential employment pathways for young people from communities surrounding the academy locations.
- By connecting vocational education with practical experience and employment opportunities, Suzlon's renewable-energy talent ecosystem supports both organisational capability and inclusive economic participation. The model helps build an industry-ready technical pipeline while enabling young people to develop recognised skills and participate in India's energy transition.

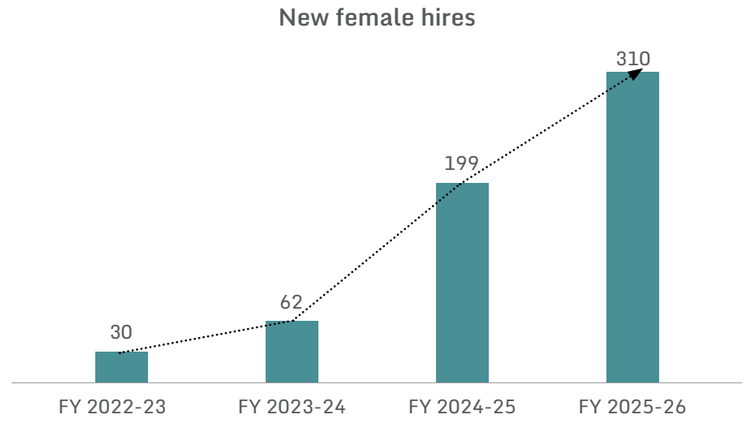
New Hires Data

GRI 401-1, ESRS S1 S1-6 §50(c)

Suzlon continued to strengthen its workforce in FY2025–26, onboarding 3,273 new employees, compared with 2,577 in FY2024–25. The increase reflects the expansion of the Company's renewable-energy operations and the need for capabilities across manufacturing, projects, engineering, operations and maintenance, and corporate functions.

Women's participation in new hiring continued to improve, with 310 women joining Suzlon during the year, compared with 199 in FY2024–25. Women represented 9.5% of total new hires, while 68.8% of all new employees were under 30 years of age, supporting the development of a strong early-career talent pipeline.

Category	FY2022–23	FY2023–24	FY2024–25	FY2025–26
Total	**1,987**	**1,772**	**2,577**	**3,273**
Male	1,957	1,710	2,378	2,963
Female	30	62	199	310



Open Positions Filled by Internal Candidates

Category	FY2024–25	FY2025–26
Open positions filled by internal candidates	**2.63%**	**37%**

In FY2025–26, 37% of open positions were filled by internal candidates, reflecting stronger internal mobility and greater use of existing talent to meet business capability requirements. Internal movement is supported through performance and career discussions, talent reviews, digital role visibility and structured development pathways.

New Hires Breakdown

By Management Category

Suzlon continued to build its workforce across management levels, combining early-career recruitment with experienced hiring. New hiring was concentrated in roles supporting operational execution, technical capability and future workforce requirements.

New Hires by Management Category (FY 2025-26)

Management Category	Male	Female	Total
Senior Management	27	0	27
Middle Management	529	42	571
Junior Management	2,407	268	2,675
Total	**2,963**	**310**	**3,273**

By Age Group

Suzlon continued to build a strong early-career talent pipeline during FY2025-26. Employees under 30 years accounted for 68.8% of all new hires, while employees aged 30–50 represented 30.1%. Employees over 50 represented the remaining 1.1%, reflecting the continued recruitment of experienced professionals for specialised and leadership roles.

New Hires by Age Group

Category	FY2023–24	FY2024–25	FY2025–26
Under 30 years	68%	71%	68.8%
30–50 years	30%	28%	30.1%
Over 50 years	2%	1%	1.1%

By Nationality

Suzlon provides equal employment opportunities across its areas of operation. For FY2025–26, India has been considered the significant location of operation for employee reporting.

New Hires by Nationality

Nationality	FY2023–24	FY2024–25	FY2025–26
Indian	1,772	2,577	3,273

Note: FY2025–26 data includes Renom and other entities within the expanded HR reporting boundary. Year-on-year movements therefore reflect both organic recruitment and changes in entity coverage.

Onboarding and Integration

Suzlon's structured onboarding approach helps new employees feel welcomed, informed and equipped to contribute from the beginning of their journey. New joiners are introduced to the Company's purpose, values, culture, business model and operating priorities, together with role-specific expectations and foundational requirements relating to ethics, compliance, sustainability and health and safety.

During FY2025–26, 1,150 new joiners were onboarded through SAMPARK, while approximately 600 freshers received technical onboarding through NEEV. SAMPARK provides a common organisational orientation, while NEEV helps early-career technical employees understand Suzlon's products, processes, technical standards and workplace safety requirements.

The onboarding journey is supported by leadership interaction and structured employee listening. New Joiner CEO Connect provides employees with direct access to leadership, while the 555 Survey captures feedback at the fifth day, fifth week and fifth month of employment. These mechanisms help identify opportunities to improve role clarity, team integration and the overall new-joiner experience.

Targeted Onboarding Modules

Onboarding includes focused learning across areas such as:

- Suzlon's purpose, values and behaviours;
- business structure and renewable-energy operations;
- role-specific responsibilities;
- health, safety and environmental requirements;
- ethical conduct and regulatory compliance;
- human rights, DEIB and responsible business practices;
- sustainability and ESG priorities; and
- digital systems, policies and employee-support platforms.

Campus hires and fresh graduates are further supported through structured mentoring, technical onboarding and career-development pathways that help them transition from education into professional roles.

New Joiner CEO Connect

Suzlon recognises that a strong onboarding experience shapes the way new employees understand the Company and connect with its purpose. The New Joiner CEO Connect provides new employees with direct access to senior leadership and creates an opportunity to understand Suzlon's vision, strategic direction, values and expectations.

The programme encourages open dialogue, enabling new employees to raise questions, share early observations and better understand how their roles contribute to Suzlon's wider objectives. It complements SAMPARK, NEEV and the 555 Survey by adding a direct leadership-engagement dimension to the onboarding journey.

Together, these interventions help new joiners build organisational context, role clarity and a stronger sense of connection from the early stages of employment.

Succession Planning

Suzlon's succession-planning approach is designed to strengthen leadership continuity and prepare employees to take on broader responsibilities across the business. Potential successors and high-potential employees are identified through talent reviews, performance assessments and leadership-readiness discussions, with development supported through coaching, mentoring, cross-functional exposure and role-based assignments.

Suzlon's leadership pipeline includes XCEL for frontline and first-time leadership readiness, Accelerated Career Excellence for middle-management talent and the Leadership Capability Programme for senior leaders. During FY2025–26, ACE supported 105 functional heads, while the Leadership Capability Programme covered 78 leaders. First-Time Manager interventions reached 750 employees, strengthening the transition into people-management responsibilities.

Cross-functional projects and enterprise assignments further support leadership readiness by enabling employees to work beyond their immediate areas of responsibility. During the year, 34 cross-functional projects were undertaken as part of blended development journeys. These assignments addressed business priorities such as operational efficiency, cost optimisation, energy efficiency, fleet health, revenue opportunities and supply-chain strategy.

Internal mobility complements succession planning by enabling employees to gain broader experience across functions, locations and business verticals. In FY2025–26, 37% of open positions were filled internally, while learning and development pathways supported the internal fulfilment of 225 unique critical roles, subject to reconciliation of the respective definitions and reporting boundaries.

The Company has established a structured succession-planning framework covering the CEO and other senior-leadership roles. Designed to support business continuity, strengthen leadership capabilities and align with the Company's long-term strategic priorities, the framework identifies potential successors for critical positions and defines the expected timeframe within which each individual may be ready to assume the relevant role.

Together, these initiatives help Suzlon build leadership depth, retain institutional knowledge and strengthen organisational resilience as the Company expands its renewable-energy operations.



Employee Retention and Engagement

IFC PS2

We continue to strengthen employee engagement, career-development opportunities and support systems across locations to improve retention. In FY2025–26, the total employee turnover rate declined to 28.44%, compared with 30.4% in FY2024–25, while voluntary turnover reduced to 22.91%.

Suzlon recognises that retaining skilled and experienced employees is essential to sustaining business growth and operational continuity. This is particularly important in the wind-energy sector, where employees may work in technically specialised roles, at remote locations and under demanding site conditions. Our employee-retention approach therefore combines structured career opportunities, internal mobility, learning and development, leadership engagement, wellbeing support and employee-listening mechanisms.

We seek to manage employee separation with fairness, dignity and respect. Resignations, retirements and other forms of separation are managed through defined processes that support consistency and compliance with applicable requirements. Where workforce restructuring may be considered, alternatives are evaluated before retrenchment, and any necessary action is implemented through a structured process intended to minimise adverse impacts on affected employees and workers.

Exit interviews form an important part of our approach and help us understand employee experiences and identify opportunities to strengthen workplace practices. Feedback received through exit discussions, employee surveys and leadership-connect platforms is reviewed to inform actions relating to career growth, managerial effectiveness, employee engagement, role clarity and retention.

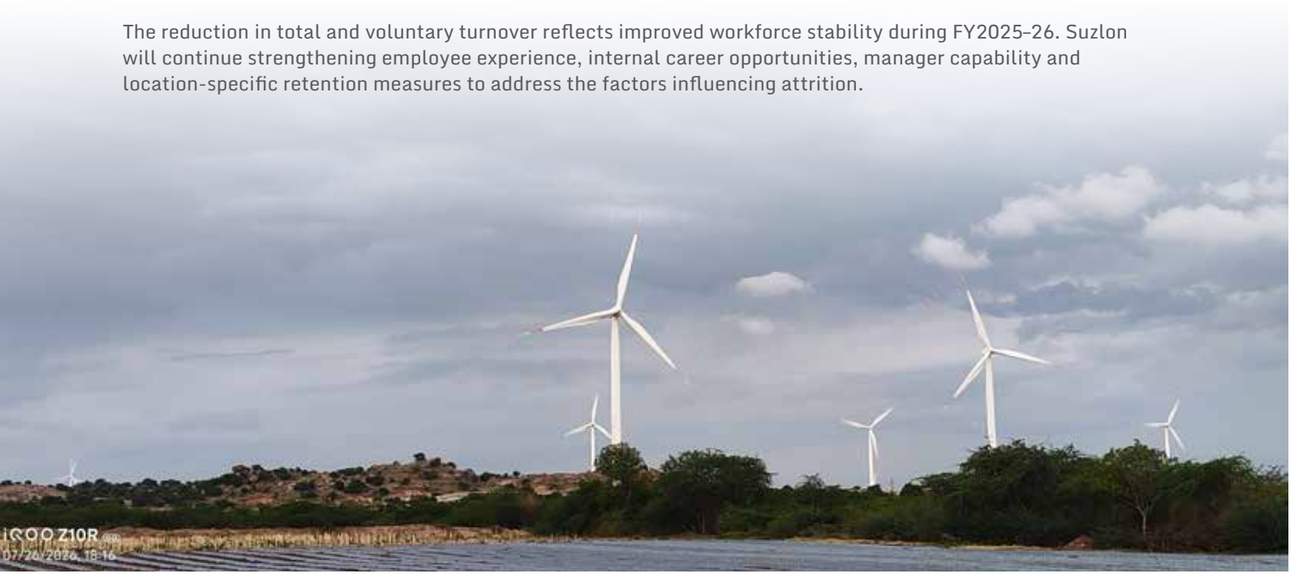
During FY2025–26, 2,251 employees separated from Suzlon, comprising 2,158 men and 93 women. The total employee turnover rate improved from 30.4% in FY2024–25 to 28.44% in FY2025–26, while the voluntary turnover rate reduced from 29.4% to 22.91%.

Employee Turnover Rates

GRI 401-1, ESRS S1 S1-6 §50(c)

Metric	FY2023–24	FY2024–25	FY2025–26
Total turnover rate	25.6%	30.4%	28.44%
Voluntary turnover rate	–	29.4%	22.91%

The reduction in total and voluntary turnover reflects improved workforce stability during FY2025–26. Suzlon will continue strengthening employee experience, internal career opportunities, manager capability and location-specific retention measures to address the factors influencing attrition.



Turnover Rate by Age Group

Age Group	FY2023–24	FY2024–25	FY2025–26
Under 30 years	39.6%	24.9%	34.90%
30–50 years	17.9%	34.8%	22.37%
Over 50 years	10.9%	1.7%	13.64%

Turnover was highest among employees under 30 years of age at 34.90%, indicating the continued importance of early-career engagement, role clarity, development opportunities and visible career pathways. Turnover among employees aged 30–50 improved from 34.8% to 22.37%, while the rate among employees over 50 stood at 13.64%

Turnover Rate by Gender

Gender	FY2023–24	FY2024–25	FY2025–26
Male	25.8%	30.9%	28.87%
Female	17.5%	17.1%	21.16%

Turnover among male employees improved from 30.9% to 28.87% during FY2025–26. Female employee turnover increased from 17.1% to 21.16%, but remained below the male and overall workforce turnover rates. Suzlon will continue monitoring gender-level retention trends and strengthening inclusive development, wellbeing and career-support mechanisms across the employee lifecycle.

Turnover Rate by Nationality

Suzlon provides equal employment opportunities across its operating locations. For FY2025–26, India has been considered the significant location of operation for employee-turnover reporting.

Nationality	FY2023–24	FY2024–25	FY2025–26
Indian	25.6%	30.4%	28.44%

Human Capital Return on Investment (HCROI)

We track Human Capital Return on Investment to assess the economic value generated relative to our investment in employees. During FY2025–26, our HCROI increased to 3.56, compared with 2.81 in FY2024–25, reflecting higher value generated relative to employee-related expenditure.

Metric	FY2024–25	FY2025–26
Total income	INR 10,993.13 crore	INR 16,841.78 crore
Total operating expenses	INR 9,291.70 crore	INR 14,027.91 crore
Employee-related expenses	INR 941.53 crore	INR 1,100.47 crore
Human Capital Return on Investment	2.81	3.56
Total employees	6,662	8,301

Note: HCROI is calculated as: [Total income - (Total operating expenses - employee-related expenses)] ÷ employee-related expenses.

Total operating expenses comprise expenses incurred through our regular business operations, including material and production costs, employee benefits, depreciation and amortisation, foreign-exchange impacts and other operating expenses.

Finance costs are excluded from total operating expenses.

DIVERSITY, EQUITY, AND INCLUSION

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
DIVERSITY, EQUITY, AND INCLUSION	Increase the share of women employees across operations, including leadership levels, to 10% by 2030 Progress: Women employees increased by 72.61% YoY compared to FY 24-25, reaching 6.52% of the permanent workforce.	5 GENDER EQUALITY	GRI: 3-3, 202-1, 202-2, 401-1, 405-2 WEF: ESG Dignity and Equality WEP: Principles 1-7 ESRS: S1-1; S1-2; S1-4; S1-5; S1-6; S1-10; S1-16; S2-1; S2-2; S2-4; S2-5 IFRS S1: Metrics and Targets OECD Guidelines for Multinational Enterprises on Responsible Business Conduct V.1e Non-Discrimination SFDR: Opt-In Social 7 Incidents of Discrimination

Impact Delivered:

- 93% return-to-work rate among women employees who availed parental leave.
- 100% of all 8,301 permanent employees are provided with skill upgradation training.
- 34 people with disabilities employed across manufacturing, IB projects, WTG OMS and Renom businesses.

Our Approach & Governance

WEF ESG Dignity and Equality

Suzlon's diversity, equity, inclusion and belonging approach is grounded in the belief that every employee should have equitable access to opportunity, development and participation, irrespective of gender, age, ability, sexual orientation, cultural background, role or location. As Suzlon advances its business and cultural transformation, DEIB supports the creation of a workplace where different perspectives strengthen collaboration, innovation and decision-making.

This commitment is reflected in Suzlon's values of Courage in Every Step, Empathy for All and Making It Happen, Now, and the behaviours of Lead with Care, Explore Boldly, Power of One and Remarkably Real. DEIB is embedded across the employee lifecycle through inclusive recruitment, accessible workplace practices, leadership development, equitable learning opportunities, employee engagement and structured grievance mechanisms

We ensure that our associates, potential hires, third-party support staff, and suppliers are never subject to unlawful discrimination, whether direct or indirect, based on colour, creed, race, nationality, ethnic or national origin, marital or civil partnership status, pregnancy, age, disability, religion or belief, sexual orientation, gender identity, or trade union membership. We uphold a zero-tolerance approach to harassment in any form.

Spectrum: Our DEIB Framework

Through our flagship Spectrum Program, we drive Diversity, Equity, Inclusion, and Belonging initiatives across the organisation. Our DEIB Policy serves as the foundation for equitable growth, guiding how we collaborate, interact, and create opportunities for all. Our priorities include providing a diverse workforce and inclusive workplace, creating a safe environment with a strict zero-tolerance policy on sexual harassment, building a robust framework to attract and retain talent of all ages, genders, nationalities, and abilities, and fostering diversity across gender, generations, differently abled groups, cultural backgrounds, and the LGBTQIA+ community.

Strengthening DEI Governance

Steering Committee

Offers insights and guidance on key initiatives and supports the Council in delivering measurable outcomes. This group acts as an advisory body, helping shape policies and action plans.

Functional Representatives

Members drawn from across various departments bring a broad range of experiences and viewpoints, helping to identify gaps and promote more inclusive practices in their respective areas.



Council Chairperson

Provides strategic direction for DEIB efforts and oversees implementation across the organization. The Chairperson ensures that the Council's objectives remain aligned with Suzlon's broader business goals.

Council Secretary

Manages coordination and communication within the Council, ensuring that meetings, updates, and initiatives are well-organized and effectively documented.

Implementation Team

Drives the execution of Council strategies and initiatives. This team translates vision into action, ensuring DEIB efforts reach across all levels of the organization.

Guided by our diversity policy, the DEIB Council ensures that we embed the principles of equal opportunity and fairness across recruitment, career progression, retention, and overall employee experience.

Strong governance is imperative to ensure accountability and progress for DEIB actions. The DEIB Council steers our efforts to build a more inclusive and equitable workplace aligned with our operational priorities. The Council operates through a defined structure: a Council Chairperson who provides strategic direction; a Steering Committee that shapes policies and action plans; Functional Representatives who identify gaps across departments; a Council Secretary who manages coordination and communication; and an Implementation Team that translates vision into action across all levels of the organisation. Guided by our diversity policy, the DEIB Council ensures that we embed the principles of equal opportunity and fairness across recruitment, career progression, retention, and overall employee experience. Suzlon's DEIB approach is supported by the broader Board-approved NGRBC policy framework, with policies translated into procedures and extended to value chain partners where applicable. Performance against these policies and statutory compliance are reviewed annually. Employee feedback, workforce representation data, pay indicators, career progression outcomes and participation in inclusion programmes are reviewed to identify structural gaps and guide targeted actions.

Performance Highlights: FY 2025-26

SFDR Table 3 Social Opt-In 7

Initiative	Achievement
Diverse Hiring	• Women employees increased from 314 to 542, representing a 72.6% year-on-year increase. • Women constituted 6.52% of the permanent workforce, progressing towards the 10% target by 2030. • Women represented 19 of 42 MT/GET campus hires, accounting for 45.2% of the campus-hire cohort.
Leadership Access and Development	• Women represented 11.38% of senior management, 6.44% of middle management and 6.43% of junior management. • Ignite – Women Development Programme enabled 60 women employees through 2,820 learning hours. • All-Women Employee Connect continued to facilitate direct dialogue with leadership.
Accessible and Inclusive Workplace **GRI 406-1, ESRS S1 S1-17 §103(a)**	• Employees with disabilities increased from 17 to 34, with representation across Manufacturing, IB, OMS and Renom. • Zero discrimination complaints were reported during the year.
Inclusive Support and Equal Opportunity	• Women employees who availed parental leave recorded a 93% return-to-work and retention rate. • 100% of male and female employees were covered through skill-upgradation training, supporting equitable access to development opportunities.

Key Initiatives for FY25-26

From Representation to Belonging: Advancing DEIB across the Employee Lifecycle

At Suzlon, Diversity, Equity, Inclusion and Belonging is integrated across the employee lifecycle—from attracting and welcoming talent to enabling development, career progression, wellbeing and long-term participation. Our approach recognises that representation is only the starting point; meaningful inclusion requires equitable access to opportunities, supportive workplace practices and an environment in which employees feel respected, valued and able to contribute.

Guided by the DEIB Policy and Suzlon's values of Courage in Every Step, Empathy for All and Making It Happen, Now, we seek to build a workforce that reflects diversity across gender, generation, ability, sexual orientation, cultural background, role and location. This commitment extends across corporate offices, manufacturing facilities, project locations and remote wind sites.

Our approach is aligned with the United Nations Women's Empowerment Principles, which provide a framework for advancing gender equality through leadership, fair treatment at work, health and safety, learning and development, enterprise practices, community engagement, and transparent measurement. The Company continues to strengthen the use of representation, recruitment, development, progression, pay and employee-experience indicators to identify structural gaps and guide targeted actions. Our DEIB Lifecycle

Suzlon's DEIB approach is implemented through six interconnected areas:

1. Inclusive Talent Attraction

Suzlon seeks to broaden access to employment by engaging with diverse talent pools through campus recruitment, internships, technical institutions, regional sourcing and inclusive hiring partnerships. Recruitment decisions are guided by merit, skills, experience and role requirements, with targeted efforts to expand participation by underrepresented groups in technical, operational and leadership roles.

2. Equitable Development and Career Progression

Employees are supported through learning, mentoring, leadership-development and career-mobility opportunities across different career stages. Talent reviews and development pathways are intended to provide equitable access to growth while identifying barriers that may affect participation and progression.

Targeted development initiatives complement enterprise-wide leadership programmes by addressing the distinct needs and experiences of underrepresented employee groups. Detailed disclosures on women's development, inclusive leadership and career progression are presented in the following sections.

3. Inclusive Leadership and Everyday Belonging

Managers and leaders play an important role in translating DEIB commitments into everyday workplace experience. Awareness, sensitisation and people-manager interventions help strengthen inclusive decision-making, respectful communication, fair access to opportunities and recognition of different perspectives.

Employee-listening platforms, leadership-connect forums and grievance mechanisms complement these efforts by providing employees with opportunities to share experiences, raise concerns and contribute to workplace improvements. Detailed information on Spectrum, employee voice and inclusive leadership is presented separately in this chapter.

4. Accessibility and Inclusive Participation

Suzlon seeks to provide equitable access to employment, workplace infrastructure, information, learning and grievance mechanisms. The Company continues to strengthen inclusive hiring, identify suitable roles and build internal capability to support persons with disabilities.

Accessibility is considered across physical workplaces and digital systems, recognising that employees should be able to participate effectively irrespective of ability, work location or job type. Detailed information on disability inclusion and workplace accessibility is provided in the dedicated section that follows.

5. Support across Life and Career Stages

Inclusive workplace practices recognise that employee needs evolve across different life and career stages. Parental benefits, women-focused wellbeing provisions, flexible leave, return-to-work support and family-oriented policies help employees balance personal responsibilities with continued workforce participation.

These provisions are complemented by wellbeing and engagement initiatives tailored to the needs of different employee groups. Detailed programme coverage is presented under Inclusive Benefits and Life-stage Support and in the Employee Wellbeing chapter.

6. Fair and Equitable Reward

Suzlon upholds the principle of equal pay for equal work and seeks to provide remuneration based on role, responsibility, capability, experience and performance. Compensation practices are periodically reviewed to strengthen fairness, transparency and consistency across the organisation.

Gender-pay and remuneration indicators are monitored to identify unexplained differences and inform appropriate action. Detailed disclosures on salary ratios, gender-pay indicators, median remuneration and compensation trends are presented in the Pay Equity section of this chapter, avoiding duplication within the lifecycle narrative.

Governance through SPECTRUM

Spectrum serves as Suzlon's overarching framework for translating DEIB commitments into workplace action. Guided by the DEIB Policy and steered through the DEIB Council, Spectrum supports inclusive leadership, awareness building, equitable talent practices and the identification of barriers across recruitment, development, progression, retention and employee engagement.

The DEIB Council provides strategic direction, while functional representatives and implementation teams help translate priorities into actions relevant to different businesses, locations and employee groups. Workforce representation, hiring, development, progression, accessibility, pay and employee-feedback indicators are reviewed to identify gaps and guide future interventions.

Through this lifecycle approach, Suzlon is seeking to progress from increasing representation to creating a deeper and more consistent experience of belonging. The Company will continue strengthening inclusive hiring, equitable development, accessible workplace practices, fair reward and employee participation as it works towards a workforce in which diversity is reflected not only in numbers, but also in opportunity, voice and everyday experience

DEIB Programmes In FY2025–26

Suzlon's DEIB programmes translate the Company's inclusion commitments into targeted development, wellbeing and employee-engagement interventions. During FY2025–26, the focus was on strengthening women's leadership readiness, supporting employees across different life stages and enabling equitable access to enterprise-wide career-development opportunities.

Cohort-Based Workshops

Suzlon designs targeted workshops to respond to the development and wellbeing needs of specific employee groups. These interventions complement enterprise-wide programmes by addressing life-stage considerations, workplace experiences and barriers that may affect continued participation and career progression.

Women-focused wellbeing and development

Programmes covered hormonal wellbeing, nutrition, financial planning, power skills and leadership dialogue, supporting women employees across physical, emotional, aspirational and financial dimensions.

Working parents and life-stage support

Parental benefits, return-to-work support, women-focused leave provisions and family-oriented programmes help employees balance personal responsibilities with continued workforce participation.

During the year, targeted programmes included:

- a mental and hormonal wellbeing session for 50 participants, rated 4.67 out of 5;
- a five-day power-skills learning intervention for 50 participants, rated 4.8 out of 5;
- a financial-planning session for 40 participants, rated 4.62 out of 5; and
- an International Women's Day fireside chat reaching 150 participants, rated 4.7 out of 5.

These cohort-based interventions enable Suzlon to respond to employee needs through focused learning, wellbeing support and leadership engagement while strengthening inclusion across different career and life stages.

Accelerated Career Excellence — The ACE Programme

The Accelerated Career Excellence programme is part of Suzlon's enterprise leadership-development architecture. The programme combines structured learning, coaching, leadership assessments, cross-functional exposure and live business projects to strengthen strategic thinking, collaboration and decision-making.

During FY2025–26, ACE supported 105 functional heads across the organisation. Within the DEIB context, the focus is on ensuring that women and other underrepresented employees have equitable access to enterprise leadership pathways and opportunities to demonstrate readiness for broader responsibilities.

ACE complements targeted programmes such as Ignite by connecting employee development with organisational priorities, internal mobility and succession planning.

Nurturing Women Leaders

Suzlon seeks to strengthen women's participation across the leadership pipeline through enterprise development programmes, mentoring, coaching, career conversations and exposure to strategic business priorities.

The Leadership Capability Programme develops senior leaders through leadership assessments, coaching, structured learning and business exposure. During FY2025–26, the programme covered 78 leaders. Women employees also participate in other development pathways, including first-time-manager programmes, cross-functional projects and people-manager interventions.

The All-Women Employee Connect complements these formal programmes by providing a dedicated platform for women employees to interact with leadership, share workplace experiences and contribute to inclusion priorities. Insights from these conversations can help identify barriers affecting career progression, workplace participation and employee experience.

By combining targeted women-development programmes with access to enterprise leadership pathways, Suzlon aims to strengthen the movement of women from entry and middle-management roles into positions of greater responsibility and influence.

Ignite — Empowering Women to Thrive and Lead

Women's representation in engineering and renewable energy continues to grow; however, sustained progress also requires structured opportunities that build confidence, business capability and leadership readiness. To strengthen the progression of women employees across junior and middle management, Suzlon implemented Ignite, a focused development programme designed to help participants expand their leadership capabilities and contribute more effectively to business decision-making.

Ignite combines instructor-led sessions, digital learning, mentoring and group coaching across four development dimensions: Self-Leadership, Customer Centricity, Business Processes and Financial Acumen. The programme provides participants with practical tools covering root-cause analysis, design thinking, process mapping, role clarity, negotiation, conflict resolution and data-led decision-making. Participants are selected based on performance and management endorsement, helping connect the intervention with longer-term career and leadership pathways.

During FY2025–26, the six-month programme supported 60 women employees and delivered 2,820 learning hours. Participant feedback indicated improvements in confidence, strategic thinking and the ability to apply structured problem-solving tools to workplace challenges. Recurring feedback themes included courage, negotiation, resolution, analysis, data and critical thinking, reflecting the programme's focus on enabling women employees to participate more confidently in business discussions and decision-making.

Impact

- Women employees supported: 60 women participated in the FY2025–26 development journey.
- Learning delivered: Participants completed 2,820 learning hours over six months.
- Business capability strengthened: Training covered self-leadership, customer centricity, financial acumen and business-process improvement.
- Practical problem-solving: Participants developed capabilities in design thinking, root-cause analysis, process mapping, negotiation and data-led decision-making.
- Leadership confidence: Participant feedback reflected stronger confidence in expressing ideas, navigating workplace challenges and contributing to strategic conversations.
- Future leadership pipeline: The programme created a structured development pathway for women employees across junior and middle management.

Ignite strengthens Suzlon's women leadership pipeline by moving beyond representation to build the capabilities, confidence and business exposure required for sustained career progression. The programme reflects Suzlon's commitment to creating an equitable workplace where women employees are equipped not only to participate, but to influence, lead and shape business outcomes.



Engaging the Next Generation

Suzlon's growing early-career workforce brings fresh perspectives, digital capabilities and new ideas to the organisation. In FY2025–26, 42.7% of permanent employees were under 30 years of age, while 68.8% of new hires belonged to this age group. Experienced employees complement this talent base through technical knowledge, mentoring and business continuity, enabling collaboration and knowledge sharing across generations.

Enabling Accessibility at Work

Suzlon is committed to enabling persons with disabilities through inclusive hiring, accessible infrastructure and equitable workplace practices. In FY2025–26, Suzlon employed 34 permanent employees with disabilities, comprising 33 men and one woman, across Manufacturing, IB, OMS and Renom.

The Company continues to identify suitable roles, explore internship pathways and collaborate with specialised placement agencies. Internal capability building also helps teams support persons with disabilities and foster an enabling workplace experience.

Strengthening LGBTQIA+ Inclusion

Suzlon recognises and respects diversity in sexual orientation and gender identity. The DEIB Policy affirms equal opportunity and non-discrimination, supported by zero tolerance for harassment and unfair treatment.

Through the broader Spectrum framework, Suzlon seeks to strengthen awareness, allyship, respectful communication and inclusive workplace practices. Employees can raise discrimination or harassment concerns through established confidential grievance channels. No workplace discrimination complaints were reported during FY2025–26.

Diversity Data

GRI 405-1

New Hires

Suzlon continued to expand its workforce during FY2025–26, onboarding 3,273 new employees, compared with 2,577 in FY2024–25. Early-career talent remained a key focus, with 2,251 new hires—or 68.8%—under 30 years of age.

Women's participation in new hiring also increased. Suzlon onboarded 310 women employees during FY2025–26, compared with 199 in the previous year. Women accounted for 9.5% of total new hires, supporting the Company's efforts to strengthen diversity across roles, business units and career stages.

New Hires	FY2023–24	FY2024–25	FY2025–26
Under 30 years	1,208	1,821	2,251
Men – under 30	1,177	1,689	1,983
Women – under 30	31	132	268
30–50 years	524	728	986
Men – 30–50	496	662	944
Women – 30–50	28	66	42
Over 50 years	40	28	36
Men – over 50	37	27	36
Women – over 50	3	1	0
Total	1,772	2,577	3,273
Total men	1,710	2,378	2,963
Total women	62	199	310

Share of Women in Permanent Employee Categories

Suzlon strengthened women's representation across the permanent workforce during FY2025–26. The number of women employees increased from 314 to 542, representing a 72.6% year-on-year increase. Women's share of the permanent workforce rose from 4.71% to 6.52%, supporting progress towards Suzlon's target of 10% women by 2030.

Women represented 11.38% of senior management in FY2025–26. Suzlon remains focused on strengthening the pipeline of women across all management levels through inclusive hiring, development and career-progression opportunities.

Share of Women	FY2023–24	FY2024–25	FY2025–26
Total employees	3%	4.71%	6.52%
Senior management	6%	13%	11.38%
Middle management	6%	8%	6.44%
Junior management	2%	3%	6.43%



Women's representation improved most visibly within junior management, increasing from 3% to 6.43%. Women held 388 junior-management positions, 135 middle-management positions and 19 senior-management positions during FY2025–26.

Women in STEM and Revenue-generating Roles

Women's representation at Suzlon extends to critical STEM-related positions and management roles within revenue-generating functions. In FY2025–26, 325 women held STEM-related positions, representing 5.04% of the disclosed STEM workforce, compared with 2.5% in FY2024–25.

Women accounted for 2% of management positions in revenue-generating functions. Suzlon continues to strengthen technical and leadership pathways through inclusive campus recruitment, skill-development programmes, mentoring and targeted development opportunities.

Category	FY2024–25	FY2025–26
Women in STEM-related positions — number	117	325
Women in STEM-related positions — share	2.5%	5.04%
Women in revenue-generating management positions — number	2	2
Women in revenue-generating management positions — share	2.2%	2.0%

Gender Pay Parity

GRI 202-1, WEF ESG Dignity and Equality, ESRS S1 S1-10 §69-§71

Suzlon upholds the principle of equal pay for equal work and seeks to provide remuneration based on role, responsibility, capability, experience and performance.

Suzlon's remuneration practices are periodically reviewed to strengthen fairness, transparency and consistency. Compensation and workforce indicators are monitored to identify differences that may require further assessment and to support equitable reward practices across employee categories.

In FY2025–26, median remuneration was broadly comparable across genders, at ₹4.59 lakh for male employees and ₹4.58 lakh for female employees, excluding the Board of Directors and Key Management Personnel. While this indicates a limited difference in overall median remuneration, it does not constitute a formal gender-pay-gap assessment, as differences in role, level, location, experience and compensation structure must also be considered.

Category	Male Employees	Female Employees
Median remuneration — employees excluding BoD and KMP	**₹4.59 lakh**	**₹4.58 lakh**

Suzlon is validating the FY2025–26 gender-pay assessment across management categories and employee levels. The assessment will cover women-to-men basic-salary ratios, comparable remuneration by employee level, formal mean and median gender-pay gaps, and differences in cash incentives.

Ratio of the Basic Salary of Women to Men

GRI 405-2, ESRS S1 S1-16 §97-§98, WEF ESG Dignity and Equality

Management Category	FY2024–25	FY2025–26
Senior management	0.92:1	0.76:1
Middle management	0.98:1	1:1
Junior management	1:1	0.93:1

Average Salary by Employee Level FY 2025-26

Category	Average Salary – Women Employees	Average Salary – Men Employees
Executive level – base salary only	59.75 Lakh	679.90 Lakh
Executive level – base salary and other cash incentives	77.68 Lakh	1067.40 Lakh
Management level – base salary only	9.67 Lakh	8.90 Lakh
Management level – base salary and other cash incentives	11.79 Lakh	10.74 Lakh
Non-management level – base salary only	4.87 Lakh	NA
Non-management level – base salary and other cash incentives	NA	NA

Gender Pay Indicators FY 2025-26

SFDR Table 1 PAI 12

Category	Difference between Male and Female Employees
Mean gender pay gap	44%
Median gender pay gap	0%
Mean bonus gap	0%
Median bonus gap	5%

Pay Gap

Suzlon monitors the relationship between leadership compensation and employee remuneration as part of its wider approach to responsible and transparent reward.

Description	FY2023–24	FY2024–25	FY2025–26
Ratio of the annual total compensation of the organisation's highest-paid individual to the median annual total compensation of all other employees	139:1	136:1	198:1
Ratio of the percentage increase in annual total compensation of the highest-paid individual to the median percentage increase in annual total compensation of all other employees	77:12	5:8	7:9

Suzlon remains committed to fair wages and responsible compensation. In FY2025–26, 98.88% of employees received remuneration above the applicable minimum wage, while 1.12% were paid at the applicable minimum wage. No wage-related complaints were reported during the year. Detailed information on minimum-wage compliance, living wages and safeguards for workers is presented in the Human Rights chapter.

LEARNING & DEVELOPMENT

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
TRAINING AND DEVELOPMENT / HUMAN CAPITAL DEVELOPMENT	Goal: Build a future-ready workforce through structured, accessible and role-based learning opportunities across all employee levels. FY2025–26 Progress: Strengthened learning intensity with 4,44,707.99 training hours and an average of 53.57 training hours per employee, supported by digital learning, targeted development pathways and leadership capability-building programmes.		GRI 3-3, GRI 404-1, GRI 404-2, GRI 404-3 WEF - ESG Skills for the Future ESRS Disclosure Standards S1-1; S1-2; S1-3; S1-4; S1-5; S1-13; S2-1; S2-2; S2-4; S2-5

Impact Delivered:

- 4,44,707.99 training hours delivered, with 53.57 average training hours per employee.
- 100% employees covered under skill upgradation training in FY 2025–26.
- 7,500+ employees assessed across L1–L4 skill levels and 90+ internal facilitators developed.

Our Approach

At Suzlon, continuous learning is guided by our Social and Labour Policy, DEIB Policy, Human Rights Policy, Responsible Business Conduct Policy, and Corporate Governance Policy, which together support employee capability building, career growth and future-readiness across the organization. In a fast-evolving renewable energy sector, our approach is designed to build a resilient, capable and forward-looking workforce. Through structured mechanisms such as Individual Development Plans, Internal Job Postings, and career ladder and lattice pathways, we enable employees to align their aspirations with business needs and build meaningful careers within Suzlon.

Our learning approach also supports policy awareness and responsible workplace conduct. Through capability-building programmes, we aim to help employees understand the principles embedded in our Human Rights Policy, Responsible Business Conduct Policy and Corporate Governance Policy, including ethical conduct, transparency, accountability, respect for human rights, non-discrimination and compliance with applicable laws. These policies extend across Suzlon and its relevant subsidiaries and, where applicable, to employees, workers, contractors, vendors and other stakeholders.

Our learning framework follows a blended model that combines on-the-job exposure, classroom learning and digital learning. Through platforms such as 1Learn, LinkedIn Learning and Darwin box, employees can access role-based, functional, technical, behavioural, compliance and leadership development programs at their own pace. This learning architecture helps democratize access to development opportunities while supporting disclosures under GRI 404, WEF Skills for the Future, S&P CSA Training & Development, and ESRS workforce-related standards.

Governance is embedded across our learning ecosystem through defined program ownership, digital tracking and periodic review of learning coverage and outcomes. Training mandates are monitored by unique headcount, progress is reviewed with senior leadership, and development journeys are linked to performance, career progression and leadership readiness. This enables Suzlon to strengthen accountability, improve transparency and ensure that learning investments continue to build organizational capability for the future.

The governance of learning and development is further supported by periodic policy review and Board-level oversight of key corporate governance and responsible business policies. This helps ensure that learning priorities remain aligned with regulatory expectations, workforce capability needs and Suzlon's broader commitment to responsible business conduct.

Suzlon follows a blended learning architecture that combines practical workplace exposure, structured development programmes and flexible digital learning. This approach enables employees to build role-specific capabilities while preparing for career growth, leadership responsibilities and evolving business requirements.

On-the-Job and Experiential Learning	Structured and Classroom Learning	Digital and Self-directed Learning
Live projects, cross-functional assignments, coaching, mentoring, job exposure and employee-led innovation enable employees to apply learning to real business challenges.	Technical, functional, behavioural and leadership programmes build role readiness, business capabilities and people-management skills across career stages.	1Learn, LinkedIn Learning and Darwinbox provide flexible access to role-based content, micro-learning, skill assessments and personalised development pathways.

Performance Highlights: FY 2025-26

Initiative	Achievement
Internal Growth	37% of open positions were filled internally, including 225 critical roles; 34 cross-functional projects supported experiential learning and business problem-solving.
Learning Hours	Delivered 444,708 employee training hours, averaging 53.57 hours per employee, compared with 34.59 hours in FY2024–25.
Digital Learning	Expanded learning access through 1Learn, LinkedIn Learning and Darwinbox, with 200+ employees completing platform orientation and 500+ micro-learning course completions. 1

Key Initiatives

WEF ESG Skills for the Future

Building Capabilities for a Future-Ready Workforce

Customized Learning Paths

Role-specific programs help employees build capabilities that match their responsibilities and career ambitions, from technical training to leadership development.

Flexible E-Learning Modules

Employees can access a diverse library of self-paced content covering both technical and soft skills, enabling them to learn at their convenience.

Tracking and Insights

Progress and completion metrics provide insights into program effectiveness and support continuous improvement.

Certifications and Skill Advancement

The platform facilitates access to external and internal certification opportunities that enhance professional credibility.

Anytime Learning Access

On-demand learning tools ensure that development becomes an integrated part of everyday work.

1. Personalised and Digital Learning

AI-enabled platforms, role-based pathways and Individual Development Plans provide flexible learning aligned with employees' responsibilities, career aspirations and development needs.

2. Technical Skills and Workforce Readiness

Structured skill assessments, technical certifications, immersive learning and onboarding strengthen role readiness across manufacturing, projects and operations and maintenance.

3. Leadership and Career Development

Development programmes, coaching, mentoring and business exposure prepare employees for people-management responsibilities, internal career growth and future leadership roles.

4. Experiential Learning and Innovation

Cross-functional projects, live assignments and employee-led innovation platforms enable employees to apply learning to operational challenges and business improvement.

5. Knowledge Sharing and Responsible Capability

Internal faculty, peer-led learning and targeted capability-building programmes help scale organisational knowledge and embed responsible business practices across locations

Personalised and Digital Learning

GRI 404-2, ESRS S1 S1-1

At Suzlon, we recognise that learning needs differ across roles, career stages and business contexts. Our personalised and digital learning approach provides employees with flexible access to development opportunities aligned with their responsibilities, capability needs and career aspirations. Through platforms such as 1Learn, LinkedIn Learning and Darwinbox, employees can access technical, functional, behavioural, compliance and leadership learning across corporate offices, manufacturing facilities, project locations and remote wind sites.

AI-enabled Learning

During FY2025–26, Suzlon continued to strengthen its digital learning ecosystem through AI-enabled personalisation, targeted content delivery and digital tracking. These capabilities support relevant learning recommendations, improve visibility of employee participation and help identify development needs across business units and employee levels.

Digital learning is integrated with structured Individual Development Plans, through which employees, managers and the Learning and Development team identify competency gaps and define development priorities. Personalised journeys combine digital modules with classroom learning, mentoring, coaching and experiential assignments, helping employees connect learning with current responsibilities, future roles and longer-term career aspirations.

More than 100 specialised skill assessments were ported onto the 1Learn platform, with 1,400+ frontline employees undergoing proctored evaluations. These assessments support L1–L4 proficiency mapping and enable focused development across technical operations, site execution and new-product readiness. Digital-platform orientation also reached 200+ employees, while a micro-learning series recorded 500+ course completions during the year.

Learning at the Point of Work

Suzlon also uses digital knowledge tools to make role-relevant information available during operational execution. AskCQM provides voice-enabled access to quality, health, safety and environmental guidance, while the DMS BOT enables field employees to retrieve information from technical manuals and standard operating procedures in regional languages. FixGenie supports blade-repair decision-making through AI-assisted guidance based on defect information.

These tools complement formal learning by enabling employees to access practical guidance when and where it is needed. Together with mobile-first learning, self-paced modules and skill assessments, they help extend development opportunities across Suzlon's geographically dispersed workforce.By combining personalised pathways, digital platforms, AI-enabled tools and structured skill evaluation, Suzlon is creating a learning environment where employees can take greater ownership of their development and continuously build the capabilities required for a rapidly evolving renewable-energy sector.

1Learn as a Digital Learning Engine

Suzlon's 1Learn Learning Experience Platform enables scalable, self-paced and digitally tracked learning across the organisation. The platform supports personalised learning journeys linked to Individual Development Plans, real-time visibility of skills, mobile-first access for remote teams, and deployment of micro-learning modules. In FY2025–26, digital learning was further strengthened through AI-enabled personalisation, digital platform orientation for 200+ employees, and a digital micro-learning series that recorded 500+ course completions.

The 1Learn Learning Experience Platform supports consistent access to development opportunities across corporate offices, manufacturing facilities, project locations and remote wind sites. The mobile-first platform integrates role-based learning, skill assessments and digital content, helping employees build capabilities regardless of work location. L1–L4 proficiency mapping also enables learning needs to be identified more systematically and provides employees with a clearer view of their technical development pathways.

Technical Skills and Workforce Readiness

GRI 404-2, ESRS S1 S1-1

Suzlon's technical capability-building programmes are designed to strengthen role readiness across manufacturing, project execution, operations and maintenance, and other operational functions. The learning approach combines structured skill assessments, technical certifications, immersive technologies and role-specific onboarding to help employees perform safely and effectively in a rapidly evolving renewable-energy environment.

Skill Assessment and Proficiency Mapping

Suzlon follows an L1–L4 skill-assessment framework to evaluate technical proficiency, identify capability gaps and develop focused learning interventions. During FY2025–26, more than 7,500 on-roll and contract employees were covered through skill-based assessments across multiple businesses and technical roles.

More than 100 specialised assessments were made available through the 1Learn platform, with 1,400+ frontline employees undergoing digitally proctored evaluations. The assessments support consistent proficiency mapping across technical operations, site execution and new-product readiness, while helping managers and functional teams identify role-specific development requirements.

Assessment outcomes inform targeted learning pathways and help employees progress through defined proficiency levels. By connecting skill evaluation with capability-building interventions, Suzlon is strengthening visibility of technical readiness and enabling learning resources to be directed towards identified workforce needs.

Technical Certification and Safety Readiness

Technical learning is supported by role-specific certifications and safety programmes relevant to site-based and high-risk activities. During FY2025–26, 1,765 employees received Global Wind Organisation Working at Height certification, strengthening their preparedness for responsibilities involving wind turbines and elevated work environments.

Training also covers technical and safety-critical areas such as electrical and mechanical maintenance, Permit to Work, Lockout/Tagout, condition monitoring, blade inspection and repair, crane safety, defensive driving and emergency preparedness. These interventions help employees build the technical knowledge and safe-working capabilities required across manufacturing plants, project sites and operations and maintenance locations.

Immersive Technical Learning

Suzlon uses augmented reality, virtual reality and mixed-reality technologies to create practical and controlled learning experiences. During FY2025–26, more than 740 employees participated in AR/VR and mixed-reality technical interventions.

These technologies enable employees to practice technical procedures, understand equipment configurations and experience operational scenarios without exposure to live-site risks. Immersive learning complements classroom instruction and on-the-job development by providing repeatable, application-based training for complex or safety-critical tasks

Technical Onboarding

Technical onboarding supports the transition of early-career employees into operational roles. Through NEEV, approximately 600 freshers received structured technical onboarding during FY2025–26. The programme helps new employees understand Suzlon's products, processes, technical standards and foundational safety requirements before progressing into role-specific responsibilities.

By integrating proficiency assessments, technical certification, immersive learning and structured onboarding, Suzlon is building a workforce that is better prepared to respond to evolving technologies, operational requirements and safety expectations across the renewable-energy value chain.



Building Green Skills for India's Renewable Energy Workforce

Suzlon's green skill initiatives support the creation of a future-ready workforce for the renewable energy sector. As part of its green skills pipeline, Suzlon is working towards creating 12,000 green careers, including 3,000 women in the green workforce. The programme is supported by a digitally proctored pre-hiring platform and technical training pathways designed to reduce time-to-productivity for new hires. Suzlon also engaged 250 green skill apprentices through Government of India apprenticeship schemes such as NATS / NAPS.

Building Technical and Safety Readiness

Suzlon's technical capability-building approach combines structured skill assessments, certifications and immersive learning. In FY2025–26, more than 7,500 on-roll and contract employees were covered through L1–L4 assessments, 1,765 employees received GWO Working at Height certification and 740+ employees participated in AR/VR and mixed-reality technical interventions. These programmes strengthen role readiness and support safer, more effective execution across manufacturing, projects and operations and maintenance.



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Leadership and Career Development

GRI 404-2

At Suzlon, leadership and career development is designed as a structured journey that prepares employees to take on broader responsibilities and contribute to the Company's long-term growth. Programmes span different career stages—from first-time managers and people leaders to functional heads, senior leaders and high-potential employees—helping build the capabilities required to lead teams, manage complexity and deliver business outcomes in a dynamic renewable-energy environment.

Leadership Development across Career Stages

Suzlon's leadership development architecture combines classroom learning, digital modules, coaching, mentoring, competency assessments and live business assignments. Programmes are aligned with employees' Individual Development Plans and leadership-readiness needs, helping connect capability building with career progression, succession planning and future organisational requirements.

Key leadership interventions during FY2025–26 included:

- the Leadership Capability Programme, covering 78 leaders;
- Accelerated Career Excellence, supporting 105 functional heads; and
- development interventions for 750 first-time managers, strengthening their transition into people-management responsibilities.

These programmes focus on areas such as self-leadership, strategic thinking, people management, collaboration, decision-making, accountability and leading through change. By providing development opportunities at different leadership levels, Suzlon seeks to build a stronger and more sustainable pipeline of future leaders.

People-Manager Capability

People managers play an important role in translating organisational priorities into employee experience and team performance. Suzlon supports managers through structured interventions that strengthen coaching, feedback, collaboration, accountability and change leadership.

LeadLabs complements the wider leadership architecture through cross-functional peer learning and action on real organisational challenges. During FY2025–26, LeadLabs expanded to 17 batches, 402 participants and nine locations, providing managers with a platform to collectively address challenges relating to talent, leadership, team effectiveness, collaboration and organisational transformation. Detailed coverage of LeadLabs is provided in the Human Capital Development chapter.

Career Development and Internal Growth

Career development is supported through performance and career conversations, Individual Development Plans, talent reviews, mentoring and access to opportunities across functions, business units and locations. Employees are encouraged to take ownership of their development while managers and functional leaders provide guidance on capability gaps, career aspirations and potential future roles.

In FY2025–26, learning and development pathways supported the internal fulfilment of 225 unique critical roles. In addition, 37% of open positions were filled by internal candidates, reflecting stronger internal mobility and the use of existing talent to meet business capability requirements.

By linking development with internal opportunities, Suzlon enables employees to gain broader experience, retain institutional knowledge within the organisation and build meaningful careers across its growing renewable-energy business.

Leadership Learning through Business Application

Leadership journeys are reinforced through cross-functional exposure, role-based assignments and live business projects. During FY2025–26, employees undertook 34 cross-functional projects as part of blended learning journeys, applying learning to business priorities while strengthening enterprise thinking, collaboration and problem-solving.

Project progress is tracked through the digital learning ecosystem, creating a link between structured learning, coaching and practical application. This approach helps employees demonstrate readiness for broader responsibilities while enabling the organisation to assess development through observable business contributions.

By combining structured programmes, people-manager development, personalised career planning and application-based learning, Suzlon continues to strengthen leadership depth and create clearer pathways for internal growth.

Building a Future-ready Leadership Pipeline

Suzlon continued to strengthen its leadership pipeline through targeted programmes across leadership levels. In FY2025–26, leadership interventions included LCP for 78 N-1 leaders, ACE for 105 functional heads, and First-Time Manager development for 750 employees. These programmes combine structured learning, coaching, live projects and leadership exposure to support succession readiness and internal growth.

Experiential Learning and Innovation

At Suzlon, we believe that learning becomes most effective when employees apply their knowledge and skills to real business challenges. Our experiential learning approach combines cross-functional projects, live assignments and employee-led innovation platforms, enabling employees to strengthen problem-solving, collaboration and enterprise thinking while contributing to operational and business improvement.

Cross-functional and Live Project Learning

Through AlphaX and live project-based learning, employees work in cross-functional teams on strategic assignments beyond their immediate roles. These projects provide exposure to wider business priorities and enable employees to apply classroom learning, digital resources, coaching and functional expertise in practical settings.

During FY2025–26, 34 cross-functional projects were undertaken as part of blended learning journeys. The projects addressed business priorities such as operational efficiency, cost optimisation, energy efficiency, fleet health, revenue opportunities and supply-chain strategy. Project progress was tracked through the 1Learn platform and reviewed with business leaders, helping connect learning with accountability and application.

This approach enables employees to develop confidence in navigating complex challenges, work collaboratively across functions and demonstrate readiness for broader responsibilities. It also helps strengthen the link between leadership development, capability building and measurable business contribution.

Employee-led Continuous Improvement

Suzlon encourages employees to use their technical knowledge and operational experience to identify improvement opportunities through SuZen, the Company's digital Kaizen platform. Accessible through mobile devices, SuZen enables employees—particularly frontline and shop-floor teams—to document workplace challenges and propose practical solutions.

AI-enabled features help convert employee inputs into standardised, presentation-ready formats, reducing language and communication barriers and enabling wider participation in continuous improvement. Employee participation increased from 568 Kaizens in FY2023-24 to 1,270 in FY2024-25, with 1,461 Kaizens recorded during FY2025-26 on a year-to-date basis.

Employee-led improvements included increasing output on the S144 tower line from two to three towers per day without additional capital investment, reducing TP fabrication cycle time from 112 hours to 102 hours, and addressing winch breakdowns during met-mast erection to strengthen operational reliability and safety.

Collaborative Innovation

For cross-functional and professional teams, the iTeam platform supports ideathons focused on defined business challenges. Employees collaborate to develop and evaluate solutions relating to materials, product performance, process efficiency and cost optimisation.

Initiatives progressed through the platform included evaluating alternative cable specifications to reduce material costs and developing in-house blade-tip protection to minimise transit damage and rework. These platforms provide employees with structured opportunities to translate ideas into improvements relevant to Suzlon's products and operations.

By combining live projects, digital innovation platforms and employee-led problem-solving, Suzlon is embedding learning into everyday work. This approach enables employees to build practical capabilities while contributing to improvements in productivity, efficiency, cost, safety and operational performance.

Suzen — Turning Employee Ideas Into Business Improvement

Employees closest to day-to-day operations often have the clearest understanding of process bottlenecks, recurring challenges and opportunities for improvement. However, shop-floor ideas may remain underutilised when employees lack accessible channels to document, communicate and scale their suggestions. To address this, Suzlon developed SuZen, a digital Kaizen platform that enables employees to contribute directly to continuous improvement across operations.

Accessible through mobile devices, SuZen allows employees to document workplace challenges, capture supporting information and propose practical solutions. In 2025, the platform was enhanced with AI-enabled capabilities that convert employee inputs into standardised, presentation-ready formats. This helps reduce language and presentation barriers and enables broader participation, particularly among frontline and shop-floor employees.

Employee participation through the platform has grown consistently, from 568 Kaizens in FY2023–24 to 1,270 in FY2024–25, with 1,461 Kaizens recorded during FY2025–26 on a year-to-date basis. The increase reflects stronger employee participation in identifying and addressing opportunities related to productivity, process efficiency, cost optimisation and workplace safety.

Several ideas progressed from employee suggestions to operational improvements. One shop-floor intervention increased output on the S144 tower line from two towers per day to three towers per day, representing a 50% productivity improvement without additional capital expenditure. Another initiative reduced the TP fabrication cycle time from 112 hours to 102 hours, improving process efficiency. A further Kaizen addressed winch breakdowns during met-mast erection, contributing to safer and more reliable execution.

Impact

- Employee participation: Increased from 568 Kaizens in FY2023–24 to 1,270 in FY2024–25, with 1,461 Kaizens recorded in FY2025–26 on a year-to-date basis.
- Shop-floor inclusion: Enabled frontline employees to capture operational challenges and contribute practical improvement ideas through a mobile-accessible platform.
- AI-enabled accessibility: Converted employee inputs into standardised formats, helping reduce language and presentation barriers.
- Productivity improvement: Increased S144 tower-line output from two to three towers per day, representing a 50% improvement without additional capital expenditure.
- Cycle-time reduction: Reduced TP fabrication cycle time from 112 hours to 102 hours, improving operational efficiency.
- Safety improvement: An employee-led intervention addressed winch breakdowns during met-mast erection, strengthening preventive safety and operational reliability.
- Learning application: Created a direct pathway for employees to apply technical knowledge, practical experience and problem-solving capabilities to live business challenges.

By providing employees with an accessible channel to identify challenges and develop practical solutions, SuZen connects learning with innovation and operational performance. The platform demonstrates how employee knowledge can be systematically captured, evaluated and translated into measurable improvements across productivity, efficiency and safety.

Knowledge Sharing and Responsible Capability

At Suzlon, knowledge sharing helps translate internal expertise, operational experience and responsible business commitments into capabilities that can be applied across locations. Our approach combines internal faculty development, peer-led learning, structured onboarding and sustainability-focused programmes to make learning practical, scalable and closely aligned with business requirements.

Internal Faculty and Peer-led Learning

Suzlon draws on the experience of employees and subject-matter experts to strengthen internal learning capability. During FY2025–26, the Faculty Development Programme developed more than 90 internal facilitators, enabling technical, functional and behavioural knowledge to be shared across business units.

The internal faculty model follows a train-the-trainer approach. Strategic facilitators support implementation at the regional and business-unit level, while site in-charges contextualise programmes for technical teams at manufacturing plants, project locations and wind sites. This helps ensure that learning reflects Suzlon's operating environment and remains relevant to employees' day-to-day responsibilities.

Peer-led learning complements formal classroom and digital programmes by enabling employees to exchange experience, share good practices and learn from challenges encountered across functions and locations. It also reduces dependence on external faculty for business-critical topics and helps retain institutional knowledge within the organisation.

Responsible Business Capability

Learning programmes strengthen employee awareness of Suzlon's responsible business commitments and the role employees play in implementing them. Capability-building programmes cover the NGRBC Principles, human rights, ESG awareness, biodiversity, greenhouse-gas inventory, prevention of sexual harassment, DEIB, health and safety, and responsible business conduct.

These programmes combine digital learning, classroom sessions, policy awareness and role-specific interventions. Foundational training builds understanding of Suzlon's policies and sustainability priorities, while targeted programmes help relevant functions apply ESG considerations within operational planning, procurement, workforce management, project execution and decision-making.

By integrating responsible business topics into the learning ecosystem, Suzlon seeks to strengthen accountability and enable employees to contribute to the Company's sustainability commitments through their everyday roles.

Onboarding and Knowledge Integration

Structured onboarding helps new employees understand Suzlon's purpose, values, policies, business model and ways of working. During FY2025–26, 1,150 new joiners were onboarded through SAMPARK, which provides orientation on organisational priorities, workplace expectations and the Company's operating environment.

Onboarding includes awareness of ethics, compliance, sustainability, human rights and foundational health and safety requirements. This provides new employees with a consistent understanding of responsible workplace conduct and helps them integrate more effectively into Suzlon's culture and business.

Technical onboarding for early-career employees through NEEV is covered under Technical Skills and Workforce Readiness, avoiding repetition between the two sections.

Knowledge Continuity and Continued Employability

Suzlon supports knowledge continuity by creating opportunities for experienced employees to contribute through mentoring, advisory and knowledge-sharing roles. Employees approaching retirement may be engaged in mentoring or consulting assignments, where appropriate, helping transfer technical and institutional knowledge to emerging talent.

Continued employability is also supported through career counselling, digital and technical upskilling, coaching, soft-skills development and mentoring. These interventions help employees build transferable capabilities and prepare for role changes, career progression, retirement or other employment transitions.

Through internal faculty, peer learning, structured onboarding and responsible-business capability building, Suzlon is creating a learning ecosystem in which knowledge is shared across teams, retained within the organisation and applied to strengthen responsible and effective business performance.

Project Shield – Building Safety Capability

GRI 403-2, ESRS S1 S1-3 §32(b) and §33

Project Shield is Suzlon's enterprise-wide safety capability-building initiative developed in collaboration with DSS+ / DuPont Sustainable Solutions. The programme supports a shift from reactive safety protocols to a proactive, behaviour-based safety culture through five workstreams: Safety Interaction, Standards and Rules, Safety Audit, Incident Management, and Capability Development and Communication. In FY2025–26, the programme supported 324 safety interactions, 35 safety audits, and the development of 90 internal facilitators through a train-the-trainer approach.



Training Performance

GRI 404-1, ESRS S1 S1-13 §83(b) and §84

Suzlon provides an environment that prioritises continuous learning and supports employees in building the technical, functional, behavioural and leadership capabilities required for a rapidly evolving renewable-energy sector. During FY2025–26, learning was delivered through classroom programmes, digital platforms, technical certifications, skill assessments, immersive technologies and application-based development journeys.

FY2025–26 Training Highlights

- 444,708 Learning Hours: Delivered 444,707.99 employee training hours, representing an average of 53.57 hours per employee.
- 100% Skill-upgradation Coverage: All permanent employees were provided skill-upgradation training during the year.
- Technical and Workforce Readiness: More than 7,500 on-roll and contract employees were covered through L1–L4 assessments, 1,765 employees received GWO Working at Height certification, and 740+ employees participated in AR/VR and mixed-reality technical learning.
- Leadership Development: First-Time Manager interventions covered 750 employees, while the Leadership Capability Programme and ACE covered 78 leaders and 105 functional heads, respectively.
- Digital and Self-directed Learning: Learning through 1Learn, LinkedIn Learning and Darwinbox was supported by 500+ micro-learning course completions and digital-platform orientation for 200+ employees.

Total Training Hours for Permanent Employees

Category	FY2023–24	FY2024–25	FY2025–26
Senior Management	1,202	3,436	2,147.67
Middle Management	35,842	27,599	39,901.04
Junior Management	214,450	199,371	402,659.28
Total	**251,493**	**230,406**	**444,707.99**

Total employee training hours increased from 230,406 hours in FY2024–25 to 444,707.99 hours in FY2025–26, representing an increase of approximately 93%. Junior management accounted for the largest share of training hours, reflecting Suzlon's continued investment in frontline, technical and operational capability building.

Average Training Hours by Management Level

Category	FY2023–24	FY2024–25	FY2025–26
Senior Management	7.4	21.75	12.86
Middle Management	54.8	16.58	19.05
Junior Management	41.6	41.2	66.68

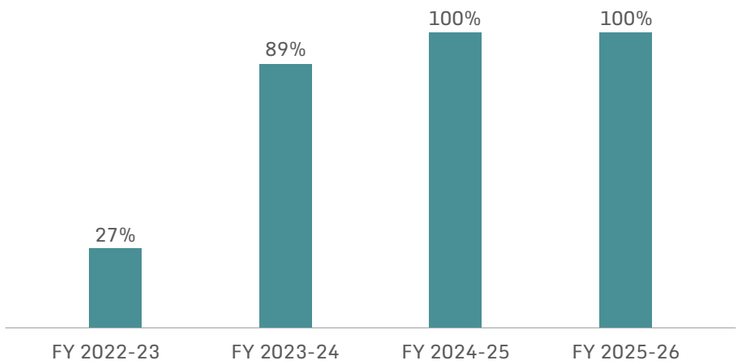
Average training hours were highest among junior management at 66.68 hours per employee, reflecting the concentration of technical, operational and role-readiness programmes across Suzlon's largest employee category. Middle management averaged 19.05 hours, while senior management averaged 12.86 hours during the year.

Average Training Hours by Gender

Category	Nationality	FY2023–24	FY2024–25	FY2025–26
Male	**Indian**	42.7	35.15	53.12
Female	**Indian**	18.7	23.14	60.09
Total	**Indian**	**42.1**	**34.59**	**53.57**

Average training hours increased for both male and female employees during FY2025–26. Female employees recorded 60.09 average training hours, compared with 53.12 hours for male employees, reflecting strong participation by women in learning and development programmes.

Percentage of Employees Given Skill Upgradation Training



Suzlon maintained 100% employee coverage under skill-upgradation training in FY2025–26. Coverage has increased from 15.2% in FY2021–22 to 100% in the current year, reflecting the progressive expansion of structured learning opportunities across the organisation.

Percentage of Employees Given Skill-upgradation Training by Gender

Category	FY2023–24	FY2024–25	FY2025–26
Male	88.4%	100%	100%
Female	92.9%	93.3%	100%

Average Training and Development Expenditure per Full-Time Employee

Category	FY2024–25	FY2025–26
Average Training and Development Expenditure per Full-Time Employee	INR 12,000	INR 7,346

Performance Evaluation

GRI 404-3, ESRS S1 S1-13 §83(a) and §84

Suzlon's performance management system provides a structured and transparent framework for aligning individual objectives with business priorities and supporting employees' continued development. The annual performance evaluation process combines goal setting, periodic feedback, self-assessment and managerial review, enabling employees to understand performance expectations, discuss development needs and prepare for future responsibilities.

In FY2025-26, 88% of permanent employees received performance and career development reviews, compared with 79.4% in FY2024-25. This reflects stronger coverage of structured performance conversations across the organisation.

Structured and Transparent Evaluation

Employee performance is assessed against defined objectives aligned with Suzlon's strategic priorities, functional requirements and role responsibilities. The evaluation process combines achievement against agreed goals with an assessment of competencies and workplace behaviours, providing a balanced view of performance and development.

Self-assessment and managerial review enable employees and managers to discuss achievements, identify capability gaps and agree on future priorities. Performance outcomes also inform development planning, internal mobility and succession-related decisions.

Anchored in Our Values

The evaluation process reflects Suzlon's values and expected workplace behaviours. Employees are assessed not only on outcomes delivered, but also on how those outcomes are achieved. This reinforces accountability, collaboration, responsible conduct and alignment with the Company's culture.

Awareness and calibration mechanisms support greater consistency across managers and business units and help reduce potential bias in evaluation and talent decisions.

Ongoing Feedback and Development

Regular performance and development conversations help employees remain aligned with their objectives and respond to changing business requirements. Employees are encouraged to identify areas for growth and access relevant learning programmes, mentoring, coaching and skill-building interventions.

Performance outcomes are linked with Individual Development Plans, enabling employees and managers to translate identified development needs into focused learning actions. These may include digital modules, technical programmes, leadership development, cross-functional assignments and experiential learning.

Managerial Effectiveness

Suzlon continues to strengthen the capability of people managers to conduct meaningful performance conversations, provide constructive feedback and support employee development. Managerial development interventions reinforce skills relating to goal setting, coaching, team effectiveness, accountability and career discussions.

Employee feedback on managerial effectiveness is also captured through structured listening mechanisms, helping identify opportunities to strengthen people-management practices and managerial development programmes.

Integrating ESG into Performance Metrics

Suzlon is progressively integrating sustainability and responsible-business priorities into performance management. Relevant environmental, social, governance, safety and people indicators are reflected in functional and leadership objectives, linking individual accountability with the Company's broader sustainability commitments.

This approach helps employees understand how their roles contribute to responsible business performance and reinforces the importance of creating long-term value through both business and sustainability outcomes.



Career Ladder and Lattice: Creating Pathways for Growth

Career development at Suzlon extends beyond traditional vertical progression. Employees are encouraged to explore growth through expanded responsibilities, lateral movement, cross-functional exposure, role rotations and development assignments.

Performance reviews and development conversations help identify employees' career interests and readiness for potential opportunities. These inputs support internal mobility, succession planning and targeted capability building, enabling employees to develop broader functional and enterprise-level experience.

Through clearly defined development pathways, Suzlon seeks to enable employees to build meaningful careers while strengthening the organisation's internal talent and leadership pipeline.

Performance and Career Development Reviews

Percentage of permanent employees receiving performance and career development reviews	FY2023-24	FY2024-25	FY2025-26
Total	85.3%	79.4%	88.0%
Male	85.3%	81.3%	90.6%
Female	85.2%	40.1%	51.0%

Transition Assistance and Continued Employability

Suzlon supports continued employability through learning interventions that help employees build transferable skills and prepare for career transitions. These include career counselling and coaching, digital and technical upskilling, soft skills development, networking and mentorship support, and wellbeing and stress management workshops. These interventions are designed to help employees strengthen career resilience and manage transitions more effectively, including role changes, career progression, retirement or separation-related transitions, where applicable.

Transition assistance area	Support provided
Career counselling and coaching	Guidance to support career planning and transition readiness
Digital and technical upskilling	Skill-building to support continued employability
Soft skills development	Capability building in communication, collaboration and workplace effectiveness
Networking and mentorship	Support through peer and mentor-based guidance
Wellbeing and stress management	Workshops to support employees during transition periods

EMPLOYEE WELLBEING

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
TALENT MANAGEMENT/ EMPLOYEE ENGAGEMENT	Goal: strengthen holistic employee wellbeing by improving engagement, benefits, communication and internal growth opportunities across the workforce. FY2025-26 Progress: Strengthened employee wellbeing through an improved Great Place To Work® Trust Index of 82, 89% health-insurance and 100% accident-insurance coverage, holistic wellbeing programmes, and enhanced internal mobility, with 37% of open positions filled internally.	3 GOOD HEALTH AND WELL-BEING	GRI: 3-3, 201-3, 401-2, 401-3 WEF: ESG HEALTH & WELL-BEING (WELL-BEING) ESRS: S1-1; S1-2; S1-4; S1-5; S1-11; S1-15; S2-1; S2-2; S2-4; S2-5 OECD Guidelines for Multinational Enterprises on Responsible Business Conduct V.4A; V.4B SFDR: OPT-IN SOCIAL 5

Impact Delivered:

- 100% of permanent employees covered under accident insurance, and 89% covered under health insurance.
- 93% return-to-work rate among women employees who availed parental leave.
- 92% of employees covered under provident fund, with all statutory dues deducted and deposited.
- 100% maternity benefit coverage for women employees and paternity benefit coverage for men employees.

At Suzlon, employee well-being is woven into the fabric of our culture. We adopt a holistic approach that supports physical, mental, and emotional health, along with work-life integration. Our goal is to create a workplace where every individual feels valued, respected, and empowered to thrive.

Our Approach

At Suzlon, the well-being of our workforce is integral to our long-term sustainability and success. Guided by our Social and Labour Policy and strengthened by the Suzlon Cares initiative, we emphasise respect for human rights, fair work practices, and opportunities for personal and professional growth. We view well-being as multidimensional, covering physical, emotional, social, financial, and aspirational aspects, and foster an environment where employees can thrive.

Our goal is to safeguard the health, safety, and dignity of employees while helping them maintain a meaningful balance between work and personal life. We provide fair working conditions, income security, and opportunities for continuous growth and development in alignment with international labour standards. Our Social and Labour Policy covers reasonable work hours, work-life balance, income security, working conditions, living wages, and grievance redressal.

Policies, platforms, and practices are in place to safeguard rights, provide income and social security, and enable work-life integration. Leadership plays an active role in shaping and monitoring these efforts. CEO Connect, CHRO Connect, employee surveys, and direct feedback mechanisms help us measure effectiveness, track progress, and identify improvements. This continuous cycle of assessment and dialogue refines our policies and strengthens our culture of well-being.

Performance Highlights: FY 2025-26

In the reporting year, we continued to strengthen our people practices with an emphasis on enhancing skills, fostering employee well-being, and building an inclusive culture for the benefit of our workforce.

Initiative	Achievement
Great Place to Work® Certification	Suzlon India's Trust Index increased from 78 to 82. Suzlon continued to be certified in India and achieved certification across multiple countries for the first time.
Physical Wellbeing — SuzSehat	30,000+ patient visits supported through Suzlon Clinics; health and wellness initiatives reached 2,500+ employees.
Emotional and Mental Wellbeing — EAP	5,455+ wellbeing interactions recorded, supported by confidential counselling and mental-health awareness programmes.
Beneficial Wellbeing — Suz Niti	1,300+ employees participated in financial-wellbeing programmes, with average feedback of 4.5 out of 5.
Social Wellbeing — VIBE	5,895+ active users engaged through 200+ cultural and team-building activities across locations.

Employee Satisfaction: Great Place To Work® Survey 2026

Annual Great Place To Work® Survey

Suzlon continued to use the Great Place To Work® Survey as a key employee-listening mechanism to understand workplace culture and employee experience across Credibility, Respect, Fairness, Pride and Camaraderie. The 2026 survey was conducted between 19 January and 2 February 2026 and included 60 Trust Index statements, 14 customised statements and two open-ended questions.

Suzlon Energy continued to be certified as a Great Place To Work® in India and achieved certification across multiple countries for the first time. SE Forge was also independently certified. Survey participation remained strong, with coverage of 91% across SEL India, 93% across SEL International and 98% across SE Forge.



Key Improvement in the Trust Index

Suzlon India's Trust Index increased by four points, from 78 in 2025 to 82 in 2026, reflecting continued improvement in employee trust and workplace experience.

Employee perceptions improved across all five Great Place To Work® dimensions:

- Credibility: Increased by four points, from 78 to 82
- Respect: Increased by four points, from 77 to 81
- Fairness: Increased by six points, from 73 to 79
- Pride: Increased by three points, from 83 to 86
- Camaraderie: Increased by four points, from 78 to 82

Pride remained the strongest dimension at 86, while Fairness recorded the highest year-on-year improvement, increasing by six points. The results indicate positive movement across leadership credibility, workplace respect, equitable

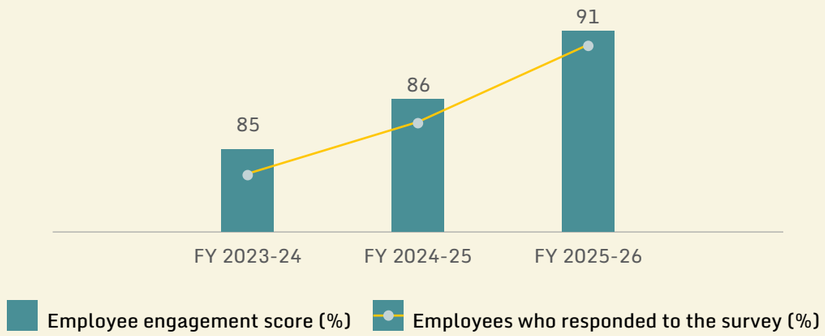
Areas of Significant Improvement

Suzlon recorded meaningful improvements across several employee-experience statements:

- Promotions go to those who best deserve them: Increased by nine points, from 62 to 71
- People are paid fairly for the work they do: Increased by nine points, from 60 to 69
- People look forward to coming to work: Increased by six points, from 75 to 81
- Employees value the special and unique benefits available: Increased by seven points, from 68 to 75
- People celebrate special events: Increased by six points, from 79 to 85

These improvements reflect progress in fair people practices, employee motivation, benefits and workplace belonging, while providing clear priorities for continued action.

Employee Engagement Score and Survey Participation Trend




SUZ SEHAT
Physical well-being


Emotion well-being


SUZ NITI
Benefical well-being


VIBE
Social well-being


Aspirational Well-being

Key Initiatives: Suzlon Cares

WEF ESG Health and Wellbeing

Suzlon Cares: Supporting Employees across Every Dimension of Wellbeing

Suzlon Cares reflects our commitment to employee centricity and our belief that the wellbeing, growth and engagement of our people are integral to Suzlon's sustainable success. The framework recognises that supporting employees throughout their personal and professional journeys creates lasting value for individuals, their families and the organisation.

Designed as a holistic and inclusive employee well-being framework, Suzlon Cares brings together policies, benefits, healthcare services, counselling support, engagement platforms and development opportunities to address the diverse needs of employees across corporate offices, manufacturing facilities, project locations and wind sites. Programmes are delivered through a combination of digital platforms, virtual interventions and location-based activities, helping extend access across Suzlon's geographically dispersed workforce.

Suzlon Cares is structured around five interconnected dimensions:

- Physical Wellbeing - SuzSehat: Promotes preventive healthcare, fitness and healthier lifestyles through clinics, medical check-ups, health camps, medical-network access, yoga, screening and health-awareness programmes.
- Emotional Wellbeing - Employee Assistance Programme: Provides confidential counselling and family-inclusive support to strengthen mental wellbeing, emotional resilience and employees' ability to navigate personal and workplace challenges.
- Beneficial Wellbeing - Suz Niti: Improves access to fair policies, benefits and financial-wellbeing resources, including medical coverage, supportive leave provisions, policy guidance and financial-literacy programmes.
- Social Wellbeing - VIBE: Strengthens connection, inclusion and belonging through cultural celebrations, employee interest groups, recognition, team engagement and family-inclusive activities.
- Aspirational Wellbeing - Learning for All: Enables continuous learning, career development and personal growth through accessible digital learning, role-based capability building and structured development pathways.

Leadership-connect platforms, employee surveys and feedback mechanisms complement these interventions by helping Suzlon understand employee needs, assess programme effectiveness and identify opportunities for improvement. Through Suzlon Cares, we seek to create an ecosystem in which employees feel valued, connected and supported, reinforcing our values, strengthening workplace experience and enabling our people to thrive at work and beyond.

Physical Well-Being: Suzsehat

GRI 403-6, ESRS S1

SuzSehat supports preventive and everyday health through healthcare clinics, health check-ups, medical camps, awareness sessions, yoga and digital wellness interventions. Suzlon Clinics handle more than 30,000 patient visits annually and are supported by a network of over 650 hospitals, helping employees and eligible family members access medical support across locations.

During the year, health and wellness initiatives across plants and sites reached more than 2,500 employees, with average participant feedback of 4.35 out of 5. Sessions covered preventive health, tobacco awareness, cardiovascular wellbeing, nutrition, mental-health first aid and substance-use awareness. More than 1,900 employees also participated in a blood-donation drive held in memory of Late Shri Tulsi Tanti.

Physical-wellbeing activities also included heart-health awareness, diabetes and HIV awareness, pre-tower-climbing health checks, yoga and meditation, nutrition sessions, Occupational Health Centre briefings, menstrual-health awareness, eye and blood-sugar screening and annual health check-up camps. A "Smarter Tips to Healthier Life" session reached 417 participants and received feedback of 4.6 out of 5, while a heart-health session reached 115 participants and recorded feedback of 4.66 out of 5.

These initiatives extend preventive care across different workforce groups and operating locations, helping employees and eligible workers access practical guidance on health risks relevant to their work and daily lives.

Suzlon supports the physical health and wellbeing of employees through SuzSehat, a comprehensive programme focused on preventive care, timely medical support and healthier lifestyles. The programme brings together healthcare clinics, periodic health check-ups, medical camps, yoga and meditation, fitness activities, nutrition guidance and digital wellness interventions across offices, plants and sites.

Health and Wellness Support

SuzSehat encourages employees to take a proactive approach to their health through regular awareness sessions and preventive-health interventions. During FY2025-26, programmes covered cardiovascular health, nutrition, diabetes and HIV awareness, menstrual health, tobacco awareness, mental-health first aid and substance-use awareness. Health and wellness initiatives across plants and sites reached more than 2,500 employees, with average participant feedback of 4.35 out of 5.

Targeted interventions included the "Smarter Tips to Healthier Life" session, which reached 417 participants and received feedback of 4.6 out of 5, and a heart-health session that reached 115 participants and received feedback of 4.66 out of 5. Yoga and meditation programmes, annual health check-up camps, eye and blood-sugar screening, and pre-tower-climbing medical checks further supported preventive care across operating locations.

On-site Medical Support

Suzlon Clinics provide employees with access to routine medical consultations, immediate care and preventive-health support. The clinics handle more than 30,000 patient visits annually and are complemented by a network of over 650 hospitals, helping employees and eligible family members access healthcare across locations.

Occupational Health Centre briefings, medical camps and site-based screenings help extend medical support to employees working across manufacturing facilities, project sites and operations and maintenance locations. These interventions are designed to support early identification of health concerns and provide practical guidance on risks relevant to employees' work and daily lives.

Health Awareness and Employee Participation

Employee participation remains central to SuzSehat. Health-awareness programmes are delivered through virtual and in-person formats to extend access across Suzlon's geographically dispersed workforce. During the year, more than 1,900 employees participated in a blood-donation drive held in memory of Late Shri Tulsi Tanti, reinforcing a wider culture of health awareness and collective participation.

Through SuzSehat, Suzlon continues to strengthen access to preventive healthcare, medical support and wellbeing resources, helping employees make informed health choices and maintain healthier lifestyles across work and personal life.

Collective Care Through Leave Donation

A prolonged medical emergency can extend beyond an employee's available leave balance, creating uncertainty around continued employment and income at a time when stability is most needed. Recognising this challenge, Suzlon's Leave Donation Policy provides a formal mechanism through which employees can voluntarily donate accumulated leave to a colleague facing an extended period away from work.

During the year, the policy supported an employee who required prolonged medical treatment that exceeded the available leave balance. Colleagues across the organisation voluntarily contributed their accumulated leave, enabling the employee to receive two years of continuous paid leave. The collective response helped protect the employee's job and income while providing the time required to focus on treatment and recovery.

The initiative demonstrates how a formal employee-support policy can translate workplace empathy into practical assistance. By enabling colleagues to contribute voluntarily through a structured process, the Leave Donation Policy extends Suzlon's approach to employee wellbeing beyond conventional benefits and creates a shared culture of care and solidarity.

Impact

- Employment continuity: Enabled the employee to remain employed throughout an extended period of medical treatment.
- Income protection: Provided two years of continuous paid leave, helping maintain financial stability during prolonged absence.
- Voluntary employee participation: Employees across the organisation contributed accumulated leave through a formal donation mechanism.
- Collective workplace care: Translated empathy and peer support into tangible assistance during a period of personal need.
- Structured support: Demonstrated how employee policies can respond flexibly to circumstances that extend beyond standard leave provisions.
- Wellbeing beyond the workplace: Reduced employment- and income-related uncertainty, enabling the employee to focus on treatment and recovery.

The initiative reflects Suzlon's belief that employee wellbeing includes providing dignity, security and practical support during difficult life circumstances. Through the Leave Donation Policy, individual contributions were transformed into collective care, helping safeguard both employment continuity and financial wellbeing.

Emotional Well-Being: Employee Assistance Programme

Suzlon recognises the importance of emotional wellbeing and provides confidential counselling and mental-health support to employees and their immediate families through the Employee Assistance Programme (EAP). Implemented in partnership with Mantra Care, the programme helps employees navigate personal and work-related challenges while strengthening emotional resilience and fostering a culture of care across the organisation.

Mental Health and Counselling

The EAP combines confidential counselling with webinars, awareness sessions and family-inclusive interventions. Programmes during the year addressed emotional resilience, stress management, parenting, relationships, gratitude, mental health, substance-use awareness and intergenerational collaboration. These interventions provide employees and their families with practical guidance and professional support to manage personal and workplace challenges.

During FY2025–26, the programme recorded more than 5,455 interactions, with webinar feedback ratings above 4.3 out of 5. Employee utilisation of self-counselling services stood at 19%, while family participation across broader wellness services reached 68%, demonstrating that emotional-wellbeing support extended beyond employees to their households.

Employee Assistance Programme

Targeted programmes complemented the counselling services by building greater awareness and encouraging early access to support. Mental Health First Aid reached 151 participants and received feedback of 4.53 out of 5. The Building Resilience against Substance Use Disorder programme engaged 97 participants, with feedback of 4.4 out of 5. A Mantra Care awareness and refresh session reached 190 participants and recorded feedback of 4.5 out of 5.

Through confidential counselling, preventive awareness and family-inclusive support, the Employee Assistance Programme continues to strengthen emotional wellbeing across Suzlon's offices, plants and remote operating locations. As one of the five pillars of Suzlon Cares, the programme reinforces a supportive and inclusive workplace where employees and their families can access appropriate assistance when needed.

Beneficial Well-Being: Suz Niti

GRI 201-3, GRI 401-2, ESRS S1 S1-11 §74-§75

Beneficial wellbeing supports employees through fair and accessible policies, financial security, social protection and care across different stages of life. Through Suz Niti, employees have centralised access to policies, benefits and support resources, helping them understand and navigate the provisions available to them. A dedicated helpdesk supports the platform and addresses more than 450 policy-related queries annually.

Parental Support and Family Care

Suzlon's parental-leave provisions support employees during early parenthood and facilitate their transition back to work. During FY2025–26, employees returning from parental leave recorded an overall return-to-work and retention rate of 86%. The corresponding rate was 93% for women employees and 85% for men employees.

The leave framework also supports employees during periods of personal or family need. Provisions include parental leave, family-care leave, support during medical emergencies and leave for significant personal circumstances. The Women of Worth Leave provision offers eligible women employees one day of leave each month, recognising differing health and wellbeing needs.

Flexibility and Care through Leave Support

Suzlon's Leave Donation Policy provides a formal mechanism through which employees may voluntarily donate accumulated leave to colleagues facing prolonged medical treatment or other eligible circumstances. The policy helps protect employment and income continuity when an employee's available leave balance is insufficient.

During the year, leave donated by colleagues enabled an employee undergoing prolonged medical treatment to receive two years of continuous paid leave, providing stability and enabling the employee to focus on treatment and recovery. This reflects how supportive policies and voluntary employee participation can translate workplace care into practical assistance.

Financial Wellbeing

Suzlon supports financial wellbeing through awareness sessions, planning tools and access to expert guidance on savings, investments, mutual funds, fixed-income instruments and responsible financial decision-making. During FY2025–26, more than 1,300 employees participated in financial-wellbeing programmes, which received cumulative feedback of 4.5 out of 5.

Key programmes included:

- Mutual Funds Made Simple: Reached 375 participants, with feedback of 4.5 out of 5.
- Financial Awareness for India Business: Reached 200 participants, with feedback of 4.4 out of 5.
- Steps to Financial Freedom: Reached 50 participants, with feedback of 4.5 out of 5.
- Wander Wealth – Smart Funding: Reached 208 participants, with feedback of 4.7 out of 5.

These interventions help employees build greater awareness of financial planning and make informed decisions that contribute to long-term financial resilience.

Financial Security and Retirement Benefits

GRI 201 - 3

Suzlon provides statutory social-security and retirement benefits in accordance with applicable requirements. These benefits support employees' long-term financial security and include Provident Fund, gratuity, Employee State Insurance, pension and superannuation arrangements.

The Company manages its domestic Provident Fund in accordance with applicable requirements, with contributions deducted and deposited within prescribed timelines. Gratuity is provided in accordance with the Payment of Gratuity Act, 1972, based on eligibility and length of service.

Suzlon continued to invest in employee wellbeing through healthcare, insurance, counselling, engagement, financial well-being and other employee-support measures. In FY 2025-26, expenditure on wellbeing measures represented 0.12% of total revenue.

Long-Term Incentives

To further strengthen employee engagement and retention, our shareholders have approved the Employee Stock Option Plan (ESOP) 2022. Under this program, up to 2 crore options may be granted to eligible employees across Suzlon and its subsidiaries, offering them the opportunity to participate in the long-term success of the company.

Social Well-Being: Vibe

Suzlon recognises that a strong sense of connection and belonging is central to employee wellbeing. Through continuous engagement, cultural celebrations, employee interest groups and family-inclusive activities, the Company provides opportunities for employees across locations to connect, collaborate and engage beyond their immediate roles.

Continuous Employee Engagement

Employee engagement is supported through a mix of digital and in-person platforms that bring employees together across corporate offices, manufacturing facilities, project sites and remote locations. Shared stories, recognition, open houses, team-building activities and cultural events help strengthen workplace relationships and foster a shared sense of community across Suzlon's geographically dispersed workforce.

During FY2025–26, more than 200 engagement activities and over 20 festivals were organised across locations. Family-inclusive events further extended participation beyond the workplace, including the annual Garba celebration, which brought together more than 3,700 employees and family members.

VIBE Platform

VIBE is Suzlon's employee-engagement platform, designed to connect employees across businesses and geographies while strengthening collaboration, recognition and belonging. The platform enables employees to share stories, recognise achievements, participate in organisational activities and remain connected with colleagues beyond their immediate teams and locations.

In FY2025–26, VIBE recorded more than 5,895 active users. More than 500 employees also participated in interest-based employee groups covering sports, performing arts, analytics, financial awareness and other shared interests. These platforms provide employees with opportunities to build connections, exchange ideas and contribute to workplace communities based on common interests.

Through the VIBE platform and year-round employee engagement activities, Suzlon continues to foster a connected and inclusive workplace where employees can participate, collaborate and develop a stronger sense of belonging.

Aspirational Well-Being

Aspirational well-being supports the personal and professional growth of our employees through continuous learning and development opportunities. Detailed disclosures on **learning and development** are presented in the Learning and Development chapter of this report.

Aspirational Wellbeing: Learning for All

Aspirational wellbeing supports employees in pursuing personal growth, developing new capabilities and building meaningful careers within Suzlon. Through Learning for All, employees are provided opportunities to strengthen their knowledge, explore career interests and prepare for evolving roles in the renewable-energy sector.

Learning opportunities are made available across roles, levels and locations through a combination of digital platforms, structured development journeys, technical programmes, mentoring and application-based learning. This enables employees working across corporate offices, manufacturing facilities, project locations and remote wind sites to participate in development aligned with their responsibilities and aspirations.

Accessible Learning through Digital Platforms

Suzlon provides employees access to platforms such as 1Learn, LinkedIn Learning and Darwinbox, enabling flexible and self-directed learning across technical, functional, behavioural, digital and leadership areas. Mobile-enabled access helps employees learn across locations, while multilingual and role-relevant content supports participation among diverse workforce groups.

Personalised learning pathways and Individual Development Plans help connect development opportunities with employees' current roles, capability gaps and career aspirations. Employees can complement formal programmes with self-paced content, coaching, mentoring and practical assignments, enabling learning to become a continuous part of their professional journey.

Key Features

- Flexible learning access: Digital and mobile-enabled content available across roles and locations.
- Role-relevant development: Learning pathways aligned with functional responsibilities and capability needs.
- Personalised growth: Individual Development Plans supporting career aspirations and future-role readiness.
- Broad capability coverage: Technical, functional, behavioural, digital and leadership learning.
- Inclusive participation: Learning access extended across corporate, manufacturing, project and remote-site teams.
- Application-based development: Opportunities to apply learning through projects, mentoring and workplace assignments.

Through Learning for All, Suzlon seeks to create an environment where employees can take ownership of their development, broaden their capabilities and pursue meaningful career aspirations. The initiative strengthens aspirational wellbeing by helping employees experience progress, purpose and continued growth as part of their association with Suzlon.

Detailed disclosures on digital learning, technical capability building, leadership development, experiential learning and programme participation are presented in the **Learning and Development chapter.**

Employee Support Programmes

Suzlon provides a range of employee support programmes designed to promote work-life integration, income security and continued workforce participation across different life stages and personal circumstances.

1. Parental Leave and Return-to-Work Support

GRI 401-3, ESRS S1 S1-15 §93

Paid parental leave for the primary caregiver: Female employees shall be entitled to take maternity leave of up to twenty-six weeks. Female employees shall notify the Company in writing and produce a medical certificate confirming the pregnancy and detailing the expected date of delivery and the date on which maternity leave is to commence. Such notification shall be provided to the Company not less than eight weeks in advance before the commencement of maternity leave.

Paid parental leave for the non-primary caregiver: All married male employees shall be entitled to 15 working days of paternity leave immediately after childbirth or miscarriage, on production of the relevant certificate.

Eligible employees are provided paid maternity and paternity leave in accordance with applicable policy and statutory requirements. During FY2025–26, employees returning from parental leave recorded an overall return-to-work and retention rate of 86%. Among women employees, the return-to-work and retention rate stood at 93%, while the corresponding rate for men was 85%.

Parental Benefits Coverage

Category	Parental Benefits – % of Employees	Employees Availed Parental Benefits	Total Employees
Male	100%	193	7,759
Female	100%	14	542
Total	100%	207	8,301

Permanent Employees — Parental Leave Outcomes

Gender	Return-to-Work Rate	Return-to-Work Rate — No. of Employees	Retention Rate	Retention Rate — No. of Employees
Male	85%	165	85%	165
Female	93%	13	93%	13
Total	86%	178	86%	178

2. Childcare and Maternal Support

Suzlon provides dedicated lactation facilities at applicable workplace locations to support nursing parents with privacy, comfort, storage and hygiene. These facilities complement maternity benefits and return-to-work support by helping employees continue their careers after parental leave.

3. Family Care and Emergency Leave

Employees may avail family-care leave in eligible circumstances, including miscarriage and other defined family needs. In the event of a medical emergency involving an employee or an immediate family member, or during significant personal circumstances such as marriage or bereavement, eligible employees may access a negative leave balance of up to 26 days, subject to the required approvals.

4. Collective Care through Leave Donation

Under Suzlon's Leave Donation Policy, employees may voluntarily contribute accumulated leave to colleagues facing critical illness or partial or permanent disability. The framework enables collective employee support while helping affected colleagues maintain employment and income continuity during prolonged periods of treatment or recovery.

During the year, the policy enabled an employee facing a prolonged medical emergency to receive two years of continuous paid leave through leave contributed by colleagues, protecting employment and income during the period of treatment.

5. Wellness of Women Leave

The Women of Worth Leave provision recognises the health and wellbeing needs of eligible women employees by providing one day of leave each month. The provision supports greater flexibility and enables employees to manage personal health requirements with dignity.

6. Health, Accident and Social Security Benefits

During FY2025–26, 100% of permanent employees were covered under accident insurance, while 89% were covered under health insurance. Suzlon also provided access to statutory social-security benefits, with 92% of employees covered under Provident Fund, 91.2% under gratuity, 11.3% under Employee State Insurance, and 3.5% under pension or superannuation arrangements.

Health & Accidental Insurance Benefits

Category	Health Insurance – No. of Employees	Health Insurance – % of Employees	Accidental Insurance – No. of Employees	Accidental Insurance – % of Employees
Male	6,898	89%	7,759	100%
Female	523	96%	542	100%
Total	7,421	89%	8,301	100%

7. Financial and Policy Support

Through Suz Niti, employees receive centralised access to policies, benefits and support resources. The platform is complemented by financial-wellbeing programmes covering savings, investment planning, mutual funds and responsible financial decision-making. During FY2025–26, these programmes reached more than 1,300 employees, with cumulative feedback of 4.5 out of 5.

Through parental support, flexible leave, healthcare coverage, social-security benefits and financial guidance, Suzlon seeks to provide employees and their families with practical support during important life stages and periods of personal need.

During FY2025–26, 92% of employees were covered under Provident Fund, 91.2% under gratuity, 11.3% under Employee State Insurance, and 3.5% under pension and superannuation arrangements. Applicable contributions were deducted and deposited with the relevant authorities.

Employee Survey and Well-being Trend

Metric	FY2023-24	FY2024-25	FY2025-26
Survey response rate (%)	85%	86%	91%



HUMAN RIGHTS

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
HUMAN RIGHTS AND LABOR CONDITIONS	Goal: Human rights assessments across all manufacturing operations by 2026 Progress: 100% of plants and offices assessed for human rights concerns, with no significant risks observed		GRI 3-3, GRI 2-30, GRI 202-1, GRI 402-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 410-1, GRI 411-1 WEF ESG Dignity and Equality UNGC Principle 1, Principle 2, Principle 3, Principle 4, Principle 5, Principle 6 IFC Performance Standard 2, IFC Performance Standard 4, IFC Performance Standard 5, IFC Performance Standard 7, IFC Performance Standard 8 ESRS S1-1; S1-2; S1-4; S1-5; S1-8; S2-1; S2-2; S2-4; S2-5; S4-1; S4-2; S4-5 OECD Guidelines for Multinational Enterprises on Responsible Business Conduct II.A.2; IV.1; IV.2; IV.3; IV.4; IV.5; IV.6; V.1c; V.1d SFDR Opt-In Social 9, Social 10, Social 11, Social 14

Impact Delivered:

- Independent Human Rights Due Diligence completed across 100% of operations – WTG Manufacturing, SE Forge, IB Projects, WTG OMS and Renom classified at “advanced” maturity.
- 94.33% tier-1 critical suppliers assessed / trained on NGRBC and ESG-linked requirements, with zero significant risks identified.
- 95.04% employees trained on human rights policies, with zero complaints on child labour, forced labour, discrimination and wage-related issues.

Our Approach

SFDR Table 3 Social Opt-In 11, SFDR Table 3 Social Opt-In 9

At Suzlon, our human rights approach is guided by our commitment to respect and protect the rights of employees, workers, contractors, suppliers, communities and other stakeholders across our operations and value chain. Our approach is anchored in the Human Rights Policy, which is aligned with the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, UN Global Compact Principles 1 and 2, and OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. The policy applies to Suzlon Energy Limited, its subsidiaries, Board of Directors, joint ventures, employees, workers, customers, vendors, contractors, communities and other stakeholders.

Our human rights framework is supported by the Social and Labour Policy, Responsible Business Conduct Policy, Corporate Governance Policy, DEIB Policy, HSE Policy, Whistleblower Policy, Stakeholder Engagement Policy, Supplier Code of Conduct and Sustainable Sourcing Policy. Together, these policies guide our approach to fair treatment, non-discrimination, safe working conditions, freedom of association, prevention of child and forced labour, grievance redressal, responsible supply chain conduct and respect for vulnerable groups. The Social and Labour Policy further reinforces Suzlon’s commitment to equitable opportunities, social protection, fair treatment and responsible labour practices across own operations and value chain relationships.

Human rights considerations are integrated into Suzlon’s management systems, operational procedures, due diligence processes and stakeholder relationships. This enables the Company to identify and address potential impacts relating to non-discrimination, working conditions, wages and benefits, working hours, freedom of association, occupational health and safety, child and forced labour, workplace harassment, land acquisition, community rights and the protection of vulnerable groups.

Governance and Accountability

The Board of Directors provides oversight of human rights-related matters and periodically reviews the Human Rights Policy to maintain its relevance and alignment with evolving legal, regulatory and stakeholder expectations. The implementation of human rights, social and labour commitments is reviewed through defined governance mechanisms, with outcomes informing policy improvements, management actions and future priorities.

At the operational level, the Senior Leadership Team is responsible for implementing human rights, social and labour policies, supported by Human Resources, Sustainability, Procurement, HSE, Legal and business teams. The Group Chief Human Resources Officer serves as the designated point of contact for human rights-related matters within the organisation, supporting accountability, escalation and timely response.

Human rights considerations are also integrated into business-unit reviews and supplier evaluation processes. This helps identify gaps, assign accountability and ensure that human rights commitments are translated into operational practices across Suzlon’s businesses and value chain. Policies and management requirements apply across subsidiaries and are considered when integrating new entities, partnerships and acquisitions into Suzlon’s operating framework.

Human Rights Due Diligence And Risk Management

SFDR Table 3 Social Opt-In 10, IFC PS2

Suzlon follows a risk-based approach to identify, assess, prevent and address actual or potential human rights impacts across its operations and value chain. The due diligence process considers the nature of the activity, operating context, stakeholder groups affected and the severity and likelihood of potential impacts.

The assessment framework covers areas such as:

- child labour and forced or compulsory labour;
- discrimination, harassment and unequal treatment;
- freedom of association and collective bargaining;
- wages, benefits and working hours;
- occupational health, safety and working conditions;
- migrant, contractual and value chain workers;
- Indigenous Peoples, tribal communities and vulnerable groups;
- land acquisition and physical or economic displacement;
- security practices and protection from retaliation; and
- access to grievance redressal and remedy.

Assessment findings are reviewed by the relevant functions and business teams to determine whether preventive controls, corrective actions, enhanced monitoring or stakeholder engagement are required. Where risks are identified, responsibilities and timelines are established and progress is monitored through the applicable governance processes.

Human rights due diligence is also applied during changes to the organisational boundary, including mergers and acquisitions, to support the consistent application of Suzlon’s policies and management expectations across newly integrated operations.

Responsible Value Chain

Suzlon extends its human rights expectations to suppliers, contractors, service providers and other business partners through the Supplier Code of Conduct, Sustainable Sourcing Policy, contractual requirements, assessments and capacity-building initiatives.

Supplier evaluations consider labour practices, working conditions, occupational health and safety, discrimination and harassment, child labour, forced labour, wages, working hours and access to grievance mechanisms. The assessment approach also considers commodity, geography and sector-specific risks, enabling engagement and monitoring to be tailored to the operating context and nature of the supplier relationship.

Where gaps are identified, suppliers may be required to implement corrective-action plans, strengthen internal controls, participate in awareness or capacity-building initiatives, and provide evidence of remediation. Supplier performance is incorporated into the wider evaluation of responsible procurement practices and informs continued engagement and improvement.

Respect For Indigenous Peoples and Communities

IFC PS7

Suzlon considers the rights and interests of Indigenous Peoples, tribal communities and other vulnerable groups throughout the wind project lifecycle–from site identification and pre-feasibility assessments to land acquisition, construction, operations and decommissioning.

Environmental and Social Due Diligence evaluates potential impacts on land, livelihoods, cultural heritage and access to common property resources, including grazing areas, water sources and community infrastructure. Site selection considers environmental and social factors alongside technical feasibility, with identified concerns, recommendations and red flags reviewed by the Corporate Sustainability and ESG Team and the relevant business units.

Suzlon seeks to avoid the acquisition of land belonging to Scheduled Tribes and other vulnerable groups. The assessment process considers both formally designated Scheduled Areas and locations where tribal communities may reside outside such boundaries. Where potential impacts cannot be avoided, additional due diligence, alternatives analysis, stakeholder consultation and internal approvals are undertaken.

Even where no direct adverse impact is identified, need-based community interventions may be undertaken to support locally identified priorities relating to livelihoods, education, health, water, infrastructure and social development. Details of these interventions are presented in the Corporate Social Responsibility chapter.

Land Acquisition and Informed Community Engagement

GRI 413-2, IFC PS5, IFC PS7, ESRS 2 SBM-3 §48(c)(i), §48(c)(iv) and AR 17; ESRS S3 §9(a)(i) and §9(b)

Suzlon's Environmental and Social Due Diligence Procedure for Land Acquisition incorporates informed stakeholder engagement and considerations aligned with Free, Prior and Informed Consent, where applicable. Engagement includes village visits, community surveys, consultation with local governance bodies and documentation of stakeholder inputs.

Land transactions are undertaken on a willing buyer–willing seller or willing lessee–willing lessor basis. The due diligence process considers:

- land ownership and existing land use;
- the presence of Scheduled Castes, Scheduled Tribes and other vulnerable groups;
- physical and economic displacement risks;
- livelihood dependencies and common property resources;
- cultural heritage and community infrastructure;
- alternative land or project-design options; and
- applicable permissions, consents and No Objection Certificates.

Suzlon seeks to avoid involuntary resettlement through responsible site selection and project planning. Community feedback is documented and considered during decision-making, including impacts beyond financial compensation, such as access to resources, livelihoods, employment opportunities and local infrastructure.

Grievance Redressal, Remediation and Protection From Retaliation

SFDR Table 3 Social Opt-In 5

Suzlon provides multiple channels through which employees, workers, suppliers, contractors, community members and other stakeholders can raise human rights-related concerns. These include HR4US, Group CHRO Connect, CEO Connect, POSH mechanisms, community grievance channels and the independently managed Code of Ethics Helpline.

Concerns may be reported confidentially or anonymously, subject to the information required for effective investigation. Suzlon's policies prohibit retaliation against individuals who raise concerns in good faith, participate in investigations or support affected persons.

Complaints are recorded, reviewed and escalated through defined governance mechanisms. Where an adverse impact is identified, the response may include restoration of affected rights or benefits, medical or psychosocial assistance, corrective workplace measures, disciplinary action, supplier corrective-action plans or other forms of remedy appropriate to the nature of the impact.

Insights from grievances and investigations are used to identify recurring concerns, strengthen controls and improve policies, training and management practices. The effectiveness of grievance mechanisms is reviewed periodically to support accessibility, confidentiality, timely resolution and protection from retaliation.

Monitoring and Continuous Improvement

Suzlon monitors human rights performance through due diligence assessments, employee and supplier training, business-unit reviews, supplier evaluations, grievance information and stakeholder engagement. Findings are used to identify emerging risks, assess the effectiveness of existing controls and guide improvements across operations and the value chain.

The Company will continue strengthening its human rights approach by deepening risk-based due diligence, improving the consistency of assessment and remediation processes, enhancing supplier engagement, expanding awareness and capacity building, and integrating human rights considerations more closely into business and leadership reviews.

Performance Highlights

SFDR Table 3 Social Opt-In 14

Initiative	FY2025–26 Achievement
Human Rights Assessment	• The assessment achieved "Advanced" maturity and identified zero significant human rights risks / concerns. • Reported zero human rights violations and no corrective actions were triggered from the assessment.
Supply Chain Human Rights Assessment	• Assessed 94.33% of Tier-1 critical suppliers on human rights, working conditions, health and safety, sexual harassment, discrimination, child labour, forced labour and wages. • No significant supplier human rights risks were identified, and no corrective actions were triggered during the year.
Human Rights Training	• 95.04% of employees were trained on the Human Rights Policy, covering 7,889 of 8,301 employees. • Achieved 100% training coverage for Board members, KMPs and employees on NGRBC Principles. • 94.33% of Tier-1 critical suppliers were covered through NGRBC / ESG-linked training and assessment processes. • 188 security personnel trained on human rights.
Workplace Rights and Fair Pay	• Reported zero complaints related to discrimination, child labour, forced labour and wage-related issues. • 99% of employees were paid above minimum wage in FY2025–26. • Median remuneration for male and female employees was broadly comparable at ₹4.59 lakh and ₹4.58 lakh, respectively.
Workplace Harassment Prevention	• Reported 2 POSH complaints during the year, both of which were upheld / resolved. • Recorded zero POSH complaints Required at year-end. • Continued POSH / NGRBC-linked awareness and grievance mechanisms to support a safe and respectful workplace.
Grievance Redressal and Remediation	• Continued accessible grievance channels including CEO Connect, CHRO Connect, HR4US and the 24x7 third-party Code of Ethics Helpline. • Community complaints reduced from 30 to 21, with Required community cases reducing from 10 to 1.

Key Initiatives

Human Rights Due Diligence and Risk Monitoring

WEF ESG Dignity and Equality

Suzlon undertakes structured human rights due diligence and periodic assessments to identify, evaluate and address actual or potential human rights risks across its operations and value chain. The assessment framework is aligned with the UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, International Labour Organization principles and United Nations Global Compact principles, along with applicable regulatory requirements and recognised reporting frameworks. An independent Human Rights Due Diligence across all BU's undertaken by M/s. Momentum India including practices against international frameworks such as the UNGP's on Business and Human Rights, OECD, UNGC, & ILO conventions, Business and Human Rights Resource Centre (BHRRC) framework as well.

Prior to data collection at each site, a Human Rights Due Diligence sensitisation session was conducted to establish a common understanding of human rights. The session introduced the concept of business responsibility to respect human rights and explained Human Rights Due Diligence as a continuous process involving identification, prevention, mitigation, tracking, and communication of risks. It also covered the project objectives, scope, and data collection approach, ensuring informed participation from stakeholders

Data collected from interviews, surveys, and FGDs was analyzed using thematic analysis to identify recurring patterns, key issues, and emerging themes across sites. In addition, a comparative gap analysis was conducted to evaluate each site's practices against Human Rights Due Diligence requirements, highlighting best practices, gaps, and areas requiring improvement. This approach enabled cross-site comparison and provided a structured basis for identifying priority areas for strengthening Human Rights Due Diligence implementation.

Suzlon has established structured systems for assessing and managing human rights risks across its operations. The Human Rights Risk Assessment process integrates multiple internal teams, including audit, CSR, HR, and administration, with clearly defined roles. The system includes checks to ensure zero tolerance for child labour, forced labour, and risks within the contractual workforce, along with monitoring of health and wellbeing indicators as early warning signals.

A structured Human Rights Due Diligence framework for suppliers was conducted, aligned with BRSR Core principles. This system includes a multi-layered approach comprising supplier questionnaires, geopolitical risk assessments, document-based due diligence, stakeholderbased assessments, and physical supplier audits. The process goes beyond documentation by verifying on-ground implementation and compliance at supplier sites, ensuring adherence to human rights and labour standards across the value chain. This indicates a shift from compliance-driven processes to more comprehensive, risk-based Human Rights Due Diligence systems.

During an independent assessment, Suzlon was assessed to have "Advanced" level of maturity assessment.

The due diligence process covers the following key areas:

- Labour practices and working conditions: Fair wages, reasonable working hours, freedom of association, collective bargaining, occupational health and safety, and access to grievance mechanisms.
- Child and forced labour: Systems and controls within business units, suppliers and other partners to prevent, identify and address risks of child labour, forced labour and compulsory labour.
- Discrimination and harassment: Policies, workplace practices and organisational culture relating to equal opportunity, non-discrimination, prevention of sexual harassment and maintenance of a safe and inclusive workplace.
- Stakeholder groups: Employees, workers, women, children, Indigenous Peoples and tribal communities, migrant workers, third-party employees, value chain workers and local communities.

Furthermore, HRDD covered entire project lifecycle from land acquisition to assessment of vulnerable and indigenous communities, if any and assessment of Free, Prior and Informed Consent (FPIC) to manufacturing, operations and across entire lifecycle. In FY2025–26, Suzlon expanded its assessment approach from plant- and office-level coverage to an independent Human Rights Due Diligence assessment across 100% of operations, covering Manufacturing, SE Forge, IB Projects, OMS and Renom. This represents a significant expansion from FY2024–25, when 72.41% of plants and offices were assessed for human rights concerns.

The assessment evaluated fair wages, working hours, freedom of association, collective bargaining, occupational health and safety, child labour, forced labour, discrimination, harassment and other labour rights-related parameters. It also reviewed the strength of Suzlon's governance, policy implementation, monitoring and grievance-management processes.

No significant human rights risks or concerns were identified across the operations assessed during FY2025–26. No human rights violations were reported, and no corrective actions were triggered from the own-operations assessment, as no significant gaps requiring remediation were identified.

Assessment findings are reviewed by the relevant Human Resources, Sustainability, Procurement, HSE and business teams to determine whether preventive measures, enhanced monitoring, stakeholder engagement or corrective actions are required. Human rights indicators are also incorporated into business-unit monitoring and supplier evaluation processes, enabling identified gaps to inform management reviews and improvement priorities. This structured approach supports continued oversight of human rights performance and strengthens the integration of human rights considerations across Suzlon's operations and value chain.

Human rights considerations are integrated into the assessment of new business relationships, including mergers, acquisitions, joint ventures, suppliers, contractors and other business partners. Before entering into or expanding such relationships, we assess relevant human rights risks based on the nature of the activity, operating location, affected stakeholder groups and the counterparty's policies and practices. This approach was carried out during the acquisition of Renom Energy Services Private Limited and its subsequent integration into Suzlon's governance, due diligence and monitoring processes. Human rights risks are also reviewed periodically and when significant changes occur in operations, business relationships, regulations or risk exposure. Assessment findings inform stakeholder engagement, contractual requirements, enhanced monitoring, corrective actions and, where necessary, decisions on whether to establish, continue or modify a business relationship.

Third-Party Human Rights Assessment of Our Operations

Assessment parameters	% of operations assessed
Child Labour Prevention	
Forced Labour Elimination and Prevention of Human Trafficking	
Prevention of Sexual Harassment	
Non-Discrimination and Harassment-Free Workplace	
Fair Compensation and Equal Pay for Equal Work	
Freedom of Movement	
Freedom of Association and Collective Bargaining	
Stakeholder and Community Engagement	100%
Labour Rights and Working Conditions, including Working Hours	
Safe and Healthy Working Conditions	
Fair Terms of Employment and Employee Benefits	
Grievance, Reporting and Redressal Mechanisms	
Environmental Responsibility and Community Rights	
Community Health, Safety and Well-being	
Indigenous Peoples' Rights	
Confidentiality and Privacy in Incident Reporting	

Assessment Outcomes

	% assessed in the last three years	% assessed where risks have been identified	% of risk with mitigation actions taken
Own Operations	100%	0%	0%
Contractors and Tier-I Suppliers	100%	0%	0%

Supply Chain Assessment on Human Rights

SFDR Table 3 Social Opt-In 12, SFDR Table 3 Social Opt-In 13

Suzlon extended its human rights assessment approach to its value chain through a BRSR-aligned 7-pillar ESG framework. In FY2025–26, 94.33% of Tier-1 critical suppliers were assessed on human rights, health and safety, working conditions, sexual harassment, discrimination, child labour, forced labour, wages and environmental compliance. The assessment found no significant risks across assessed Tier-1 critical suppliers assessed.

To strengthen responsible practices across the value chain, Suzlon conducted NGRBC, ESG, sustainability, health and safety-related training and engagement for Tier-1 suppliers. Human rights expectations are embedded into supplier onboarding, annual reviews, business agreements and sustainable sourcing practices. These efforts are supported by Suzlon's ISO 20400-aligned sustainable procurement approach and supplier ESG monitoring mechanisms.

Freedom of Association and Collective Bargaining

GRI 2-29, GRI 2-30, GRI 402-1, GRI 407-1, IFC PS2, ESRS S1 S1-8 §60 (a) and §61, WEF ESG Dignity and Equality

Suzlon respects the rights of employees to freedom of association and collective bargaining and does not prohibit employees from forming, joining or participating in lawful associations or labour and trade unions. These commitments are reinforced through the Human Rights Policy and Social and Labour Policy, which support open communication, fair representation and constructive engagement between employees, management and employee representatives.

In FY2025–26, 164 permanent employees, representing 1.98% of the permanent employee workforce, were covered under associations or unions. All employees covered were men, representing 2.11% of permanent male employees, while no women employees were covered under associations or unions during the year. This compares with 104 employees, representing 1.56% of the total permanent workforce, in FY2024–25. The increase reflects a higher number and proportion of employees covered under associations or unions during the reporting year.

Freedom of association and collective bargaining were included within the scope of Suzlon's human rights due diligence. No significant risks or concerns relating to the exercise of these rights were identified across assessed operations and value chain partners during FY2025–26. Suzlon maintains open and transparent communication with employee representatives and seeks to ensure that employees can exercise these rights without discrimination, intimidation, retaliation or other adverse consequences.

Collective bargaining arrangements include provisions for consultation, negotiation and communication of significant workplace changes. For employees who are not represented by a recognised association or union, employment terms and conditions are governed through standard contractual arrangements, applicable policies and established grievance mechanisms. These mechanisms provide clarity on employment responsibilities, benefits and workplace rights while supporting consistent and fair treatment across employment arrangements.

Where significant operational changes may affect employees or workers, Suzlon seeks to communicate relevant information and engage with affected stakeholders through appropriate consultation processes. In the event that workforce restructuring or collective dismissal is contemplated, alternatives to retrenchment are assessed before a final decision is made. Where no viable alternative is available, a structured retrenchment plan is developed in accordance with applicable legal requirements, with measures intended to reduce adverse impacts on affected employees and workers. Furthermore, no strikes or work stoppages occurred during FY 25-26 due to efficient workforce and labour management practices.

Across all employment arrangements, Suzlon remains committed to providing a safe, fair and respectful working environment, maintaining constructive labour relations and protecting the rights of employees and workers to representation, consultation and collective dialogue.

Human Rights Training and Awareness

GRI 410-1, ESRS S3, IFC PS4

Suzlon conducts regular awareness-building sessions and training programmes to strengthen understanding of human rights, responsible workplace conduct and ethical business practices across its operations and value chain. Training covers the Human Rights Policy, non-discrimination, prevention of child and forced labour, fair working conditions, freedom of association, prevention of harassment, grievance redressal and the responsibilities of employees and business partners in respecting human rights.

In FY2025–26, 7,889 of 8,301 employees, representing 95.04% of the workforce, were trained on Suzlon's Human Rights Policy. This represents

an improvement from 92.55% employee coverage in FY2024–25, reflecting the continued expansion of human rights awareness across the organisation.

In FY 2025-26, 188 security personnel received human rights training; No complaints or allegations of unlawful or abusive conduct by security personnel were reported during FY2025–26, and no corrective actions were triggered.

Human rights training is complemented by broader awareness of the National Guidelines on Responsible Business Conduct. During FY2025–26, 100% of Board members, Key Management Personnel and employees were trained on the NGRBC Principles. The training covered topics including human rights, prevention of sexual harassment, ESG awareness, biodiversity, greenhouse gas inventory, and occupational health and safety, helping reinforce responsible conduct across governance and operational levels.

Recognising the importance of responsible security practices, Suzlon also provides specialised human rights awareness to security personnel, including personnel deployed through third-party agencies. Training focuses on responsible conduct, respectful engagement with employees and community members, appropriate use of authority, and interactions with human rights defenders and other stakeholders. In FY 2025-26, 188 security personnel received training on Suzlon's human rights commitments.

Suzlon seeks to investigate any allegation of unlawful or abusive conduct involving security personnel and, where required, initiate or encourage appropriate corrective action to prevent recurrence. Matters involving potential unlawful conduct are escalated to the relevant internal authorities and, where applicable, reported to public authorities in accordance with established procedures.

Going forward, Suzlon will continue to expand role-specific human rights training, strengthen coverage across employees and value chain partners, and work towards consistent training for all security personnel. Training effectiveness and coverage will continue to be reviewed to identify gaps and reinforce the practical application of human rights commitments across operations and stakeholder interactions.

Human Rights Grievance Redressal and Remediation

IFC PS2

Suzlon maintains accessible grievance and reporting channels through which employees, workers, contractors, suppliers, communities and other stakeholders can raise concerns and seek resolution. These mechanisms reinforce the Company's commitment to accountability, inclusivity, confidentiality and respect for human rights.

Employees and workers can raise concerns through Group CHRO Connect, CEO Connect, the HR4US portal, POSH mechanisms and the 24x7 Code of Ethics Helpline. The Code of Ethics Helpline is monitored by an independent third party, supports anonymous reporting and is available in regional languages, helping stakeholders raise concerns without fear of retaliation. Communities and other external stakeholders may also submit grievances through the relevant functional teams and designated stakeholder channels.

Suzlon's grievance redressal mechanism provides for:

- accessible channels for employees, workers, communities and other stakeholders to raise concerns;
- confidential and anonymous reporting, where appropriate;
- defined processes for recording, classifying, investigating and escalating complaints;
- impartial investigation with safeguards to protect the identity of complainants;
- protection against retaliation for concerns raised in good faith;
- corrective, remedial or disciplinary action based on investigation findings; and
- monitoring of grievance status and closure through defined governance processes.

Reported concerns are assessed according to their nature and severity and are investigated by the appropriate function. Where a concern is substantiated, corrective or disciplinary actions are initiated and tracked through a time-bound process. Depending on the nature of the impact, remediation may include restoration of rights or benefits, workplace corrections, medical or psychosocial support, disciplinary action, supplier corrective-action plans or other appropriate measures. Grievance trends and investigation outcomes are also used to identify recurring concerns and improve policies, controls, training and management practices.

In FY2025–26, 21 community complaints were recorded, compared with 30 in FY2024–25. Required community complaints reduced from 10 to one, reflecting improved closure during the year. Shareholders submitted 209 complaints, all of which were resolved by year-end, compared with 124 complaints and no Required cases in FY2024–25. No complaints were received from investors other than shareholders in either year.

During FY2025–26, 15 general grievances were recorded from employees and workers, of which nine remained Required at year-end. These grievances were disclosed through the broader stakeholder grievance mechanism and are not classified as complaints relating to discrimination, child labour, forced labour or wage-related human rights issues in the available information. Separately, 12 anonymous complaints were recorded and remained under review at year-end.

Customer complaints reported through the stakeholder grievance disclosure reduced from 43,334 in FY2024–25 to three in FY2025–26, with one complaint Required at year-end. This significant reduction reflects a change in reporting methodology, under which the FY2025–26 disclosure includes only formally submitted customer complaints. The figures are therefore not directly comparable with the previous year, when operational and internally generated service tickets were included within the reported customer complaint total.

No significant human rights-related complaints were identified during FY2025–26. No complaints were reported in the specific categories of discrimination, child labour, forced labour or wage-related issues. This should be read separately from the general employee and worker grievances and anonymous complaints disclosed through the wider grievance mechanism, which may relate to other workplace, employment, conduct or operational matters.

The grievance redressal channel is both formal at site and organizational level through multiple channels including that of CHRO and CEO connect and also there is availability of third-party helpline to handle grievances based on anonymity.

In high-risk or conflict-affected contexts, Suzlon may work with relevant NGOs, specialists and other third-party organisations to facilitate on-ground engagement, advice, support and remediation. The Company continues to review its grievance mechanisms to strengthen accessibility, confidentiality, investigation quality, protection from retaliation and timely resolution across its operations and value chain.

Fair Pay and compensation

GRI 202-1 , ESRS S1 S1-10 §69-§71, IFC PS2, WEF ESG Dignity and Equality

Suzlon's workplace rights approach focuses on fair pay, prevention of harassment, non-discrimination, and safeguards against child labour and forced labour. In FY2025–26, 99% of employees were paid above minimum wage, and no discrimination, child labour, forced labour or wage-related complaints were reported. Two POSH complaints were reported during the year and both were resolved.

Suzlon upholds the principle of equal pay for equal work as a cornerstone of its remuneration philosophy. Compensation practices are designed to provide equitable and competitive remuneration based on employees' roles, responsibilities, capabilities and performance. Pay structures are periodically reviewed and benchmarked against applicable statutory requirements and external market practices to strengthen fairness, transparency and consistency across the organisation.

The Social and Labour Policy reinforces Suzlon's commitment to fair wages and responsible labour practices. The Company seeks to provide remuneration that supports a dignified standard of living, taking into consideration essential needs such as food, housing, healthcare and education. Statutory and supplementary benefits, including insurance coverage, parental benefits and childcare support, further contribute to the financial and social protection available to employees.

Suzlon complies with applicable minimum-wage requirements across its operations. Wage compliance is monitored through legal registers, payroll controls and periodic reviews, while overtime payments and statutory benefits are administered in accordance with applicable state-specific requirements. These expectations also extend to contractors and subcontractors through contractual requirements and oversight processes.

In FY2025–26, approximately 99% of employees received remuneration above the applicable minimum wage, while 1% were paid at or around the applicable minimum wage. Median remuneration remained broadly comparable across genders, at ₹4.59 lakh for male employees and ₹4.58 lakh for female employees. Suzlon will continue to undertake periodic reviews of compensation practices and address any identified differences that cannot be explained by role, experience, location, performance or other objective factors.

Employees Receiving Minimum Wage and Above-Minimum Wage

categories	Equal to minimum wage			More than minimum wage		
	FY2023-24	FY2024-25	FY2025-26	FY2023-24	FY2024-25	FY2025-26
All employees	3%	1%	1.12%	97%	99%	98.88%
Male	3%	1%	1.19%	97%	99%	98.81%
Female	3%	0%	0.18%	97%	100%	99.82%

Indigenous Peoples, Vulnerable Groups and Free Prior and Informed Consent (FPIC)

GRI 411-1, ESRS S3 S3-1 §16(c), IFC PS4

Suzlon respects the rights of Indigenous Peoples, tribal communities and other vulnerable and marginalised groups, including their rights relating to land, livelihoods, natural resources, cultural heritage, self-determination and meaningful participation in decisions that may affect them. These considerations are integrated throughout the project lifecycle—from site identification, pre-feasibility assessment and land acquisition to construction, operations and decommissioning.

Before project development, Suzlon undertakes environmental and social due diligence to identify communities that may be affected and assess potential impacts on land ownership, livelihoods, cultural heritage and access to common property resources, including grazing land, water sources and community infrastructure. The assessment process considers both formally designated Scheduled Areas and locations where tribal communities may reside outside such boundaries. Environmental and social considerations are evaluated alongside technical feasibility, with identified concerns, recommendations and red flags reviewed by the Corporate Sustainability and ESG Team and the relevant business units.

Suzlon seeks to avoid the acquisition of land belonging to Scheduled Tribes and other vulnerable groups. Project planning also prioritises the avoidance of physical displacement, involuntary resettlement and adverse impacts on community resources. Where potential impacts cannot be avoided, additional due diligence, alternatives analysis, stakeholder consultation and internal approvals are undertaken before a project proceeds.

Land transactions are undertaken on a willing buyer–willing seller or willing lessee–willing lessor basis. Suzlon's Environmental and Social Due Diligence Procedure for Land Acquisition requires the review of land ownership and use, the presence of vulnerable communities, livelihood dependencies, physical or economic displacement risks, cultural heritage, common property resources and applicable permissions, consents and No Objection Certificates. Compensation and contractual arrangements are determined in accordance with applicable requirements and seek to protect the legitimate interests of affected landowners and lessors.

Free, Prior and Informed Consent

IFC PS7, IFC PS8, IFC PS7

Suzlon's stakeholder engagement and land-acquisition processes incorporate considerations aligned with Free, Prior and Informed Consent, where applicable. Engagement may include village visits, community surveys, focused discussions, consultations with the Gram Panchayat, Sarpanch and other local representatives, and documentation of community inputs.

Consultations are intended to provide communities with relevant information and an opportunity to raise concerns before decisions that may affect them are finalised. Community feedback is considered alongside the assessment of potential impacts on land, livelihoods, access to common resources, income-generation opportunities, employment, literacy and local infrastructure.

Where a proposed project may affect Indigenous Peoples or tribal communities, Suzlon seeks to:

- identify potentially affected groups at an early stage of project planning;
- provide relevant information in an accessible and culturally appropriate manner;
- enable meaningful consultation without intimidation or retaliation;
- assess alternatives that could avoid or minimise adverse impacts;
- document community views and incorporate them into decision-making;
- provide accessible grievance and escalation channels; and
- monitor agreed actions throughout project implementation.

Suzlon maintains community grievance mechanisms through which affected stakeholders can raise concerns relating to land, livelihoods, access to resources, project activities or community impacts. Concerns raised by community members, their representatives or human rights defenders are treated seriously and assessed through defined investigation and resolution processes. The Company respects the rights of human rights defenders to freedom of expression and peaceful engagement and prohibits retaliation against stakeholders who raise concerns in good faith.

In FY2025-26, community engagement continued to include vulnerable and marginalised groups and tribal communities through consultations, local institutions, grievance mechanisms and need-based development programmes. Community initiatives were implemented through 4,432 activities across 1,268 villages, reaching more than 23 lakh individuals and nearly 4.9 lakh households. These interventions supported locally identified priorities across livelihoods, education, health, environment and civic amenities, including communities in aspirational districts.

No incidents involving violations of the rights of Indigenous Peoples and tribal communities were reported in FY 2025-26.

Through early-stage due diligence, avoidance of sensitive land, meaningful community consultation, accessible grievance mechanisms and need-based community engagement, Suzlon seeks to prevent adverse impacts and build long-term relationships based on trust, transparency and respect for community rights.



OCCUPATIONAL HEALTH & SAFETY

Material Topic	Targets	UN SDGs	Sustainability Standards Supported
OCCUPATIONAL HEALTH & SAFETY	Maintain LTIFR (Lost Time Injury Frequency Rate) at 0.5 FY2025-26 Progress: Employee LTIFR improved to 0.30, remaining below the target of 0.5.	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	GRI: 3-3, 403-1 to 403-10 IFC: PS2 Occupational Health and Safety SASB: Workforce Health & Safety (RR0103-01-1) WEF: ESG Health & Well-being ESRS: S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5 OECD Guidelines for Multinational Enterprises on Responsible Business Conduct V.1f; V.4c SFDR: Opt-In Social 1, 2, 3

Impact Delivered:

- 0.30 Lost time injury frequency rate(ltifr) for employees improved from 0.58 in FY 2025-26.
- 94.33% Of tier-1 critical suppliers assessed on health, safety, and working conditions.
- Iso 45001 certified occupational health and safety management system across operations.
- 100% Of plants and offices are assessed for health and safety practices and working conditions in FY 2025-26.

Our Approach

IFC PS2, SFDR Table 3 Social Opt-In 1

Safety is an absolute and core principle and organisational commitment at Suzlon. We are committed to providing a safe and healthy work environment for all our stakeholders. Protecting our people and the communities around our operations through a structured and responsive occupational health and safety framework is critical to running operations without disruption and safeguarding our workforce.

We recognise that the health, safety, and well-being of our people, partners, and communities are fundamental to our success. Occupational Health and Safety (OHS) is critical to our long-term strategy and day-to-day operations. The Health, Safety and Environment (HSE) Policy sets the overarching procedure for hazard identification, risk assessment, and incident investigation as part of our OHS management system. Our HSE Management Plan across plants and sites, and the ESG Management Manual and procedures thereunder, provide details of how these assessments lead to the implementation of control measures to minimise risks.

Our OHS strategy is centred on prevention, responsibility, and continuous improvement. We focus on promoting occupational health and well-being for all employees and contractors, conducting all activities in a safe manner to avoid injury, meeting statutory requirements and global sustainability goals, and driving continual improvement by tracking performance and benchmarking against international standards. Our OHS policy covers all stakeholders, including employees, contractors, service providers, and partners across every location where we operate.

The Sphere Model

Strategize: Strategize HSE themes and strategies by following a reactive and proactive approach to initiate strategic initiatives.

Engage: Engage management and people by informing, involving, and building their commitment.

Endorse: Endorse HSE learning & development by identifying key projects, sharing the findings, and learning with all participants.



Prioritize: Prioritize its programs and projects by identifying and selecting a set of strategic initiatives for dedicated focus.

Harmonize: Harmonize HSE by developing, standardizing, and horizontally deploying standard and common policies and guidelines.

Review and Recognize: Review the overall status of initiatives, planned metrics, and annually recognize team performance with a formal awards and recognition program.

Occupational Health and Safety Management System

The Company has implemented a comprehensive Occupational Health and Safety Management System (OHSMS) that covers workplaces, manufacturing plants, project sites, and operation and maintenance locations. All employees and value chain workers fall under the scope of this system. The system has been further strengthened through the implementation of the DuPont Safety System governance framework, supported by a structured HSE governance model comprising a Group-level Safety Board that convenes monthly, Business Unit-level committees chaired by BU CEOs, and site-level implementation teams. Performance is monitored through defined key performance indicators, including timelines for closure of identified gaps, with dashboards reviewed at the Executive Committee and Board levels. The system is supported by ISO 45001 aligned audit mechanisms and continuous field verification.

Hazard Identification and Risk Assessment

We follow the Hazard Identification and Assessment of Risk and Opportunity (HIARO) methodology to evaluate both routine and non-routine risks, including physical, chemical, mechanical, and biological hazards. Risks are assessed using a rating scale, where the risk score is calculated by multiplying the severity and likelihood of a hazard. The most severe risks are categorised as critical (P1xS4 to P4xS4), moderate to low risks as significant (P1xS3 to P4xS2), and minor risks as insignificant (P1xS1). This approach is supported by Job Safety Analysis, HIRA gap assessments at the site level, and field verification exercises.

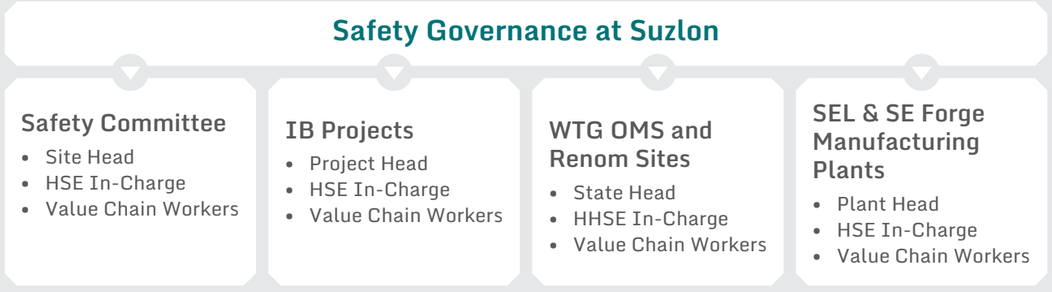
Hazard Reporting and Stop Work Authority

We have established documented procedures that encourage employees and value chain workers to report work-related hazards on time and without fear of retaliation. Employees and value chain workers can report hazards to the designated shift HSE officer or supervisor, who escalates the matter to the location head to ensure the implementation of appropriate preventive and corrective measures. The organisation empowers employees and value chain workers with the right to refuse unsafe work and exercise their Stop Work authority in hazardous situations until safe working conditions are provided.

Safety Governance and Worker Participation

GRI 403-4, ESRS S1

Site-Level Safety Governance at Suzlon



Each site and plant has a safety committee consisting of both management and worker representatives, including contract personnel. The committee must have 50% representation from each side and is led by the respective plant head or project manager. The committee evaluates risks, develops hazard prevention guidelines, recommends safety improvements, and meets regularly to review and strengthen safety systems. The workers' representative advocates for worker safety, while the management representative focuses on implementing and improving safety measures.

Performance Highlights: FY 2025-26

Initiative	FY2025–26 Achievement
Safety Trainings	Health and safety training covered 4,786 employees, representing 57.66% of the permanent employee workforce in FY2025–26. Female H&S training coverage improved from 27.71% in FY2024–25 to 33.39% in FY2025–26, while male coverage stood at 59.35%. Total training coverage for GWO training is 3365 nos, and Behaviour based training of 9476 nos. during FY 2025-26
High-consequence work-related injury	Suzlon recorded zero high-consequence injuries among employees in FY2025–26. For workers, one high-consequence injury was recorded during the year.
Assessment Coverage	100% of plants and offices were assessed for health and safety practices and working conditions. 94.33% of Tier-1 critical suppliers were assessed on health, safety and working conditions.
Employee Safety Performance	Lost Time Injury Frequency Rate(LTIFR) for employees improved from 0.58 in FY2024–25 to 0.30 in FY2025–26, remaining below the chapter target of 0.5. Worker LTIFR also improved marginally from 0.41 to 0.39.

Key Initiatives For FY25-26

GRI 403-4, GRI 403-7, GRI 403-8, ESRS S2 S2-4 §32(a)ESRS S1 S1-14 §88(a) and §90, IFC PS2

OHS Management System

Suzlon's Occupational Health and Safety Management System provides a structured framework for managing workplace hazards, strengthening preventive controls and supporting consistent safety practices across operations. The system is supported by risk assessments, operational procedures, internal audits, incident investigation, corrective and preventive actions, employee and worker participation, and periodic management review.

In FY 2025-26, 100% of employees were covered by the OHS management system, an internally audited OHS system and an externally certified OHS system.

Suzlon maintained comprehensive oversight of health, safety and working conditions across its operations during FY2025–26. All plants and offices were assessed for health and safety practices and working conditions, maintaining 100% coverage for the second consecutive year. Assessment coverage among Tier-1 critical suppliers also increased from 91.1% in FY2024–25 to 94.33% in FY2025–26, strengthening visibility of occupational health and safety practices across the value chain.

No regulatory fines or penalties specifically related to occupational health and safety were identified during FY2025–26. Safety-related incidents are investigated to determine immediate and underlying causes, with corrective and preventive actions identified, assigned and monitored to reduce the risk of recurrence. Assessment findings, incident trends and action-closure status are periodically reviewed by management across business units to support accountability and continuous improvement in safety performance.

Hazard Identification, Risk Control and Emergency Preparedness

GRI 403-2, ESRS S1 S1-3 §32(b) and §33, IFC PS1, IFC PS2

Suzlon takes a proactive and structured approach to identifying, assessing and managing occupational health and safety risks across its operations. Through the Hazard Identification and Assessment of Risks and Opportunities (HIARO) process, potential physical, chemical, mechanical and biological hazards are evaluated, with particular attention to activities that may result in serious or life-threatening harm. The findings inform control measures, operational procedures, training requirements and improvement plans across locations.

Health and safety management is implemented through four interconnected areas:

- Hazard management and risk reduction
- Employee, worker and stakeholder participation
- Performance monitoring and transparent disclosure
- Continuous improvement

Job Safety Analyses and the Permit to Work system are applied to hazardous activities to ensure that work does not commence without the required risk assessment, authorisation and controls. These processes are developed and implemented in consultation with employees and workers, helping incorporate operational experience into hazard identification and safe-work procedures.

Suzlon's Life Saving Rules establish clear and operation-specific expectations for managing severe hazards. Employees and workers are empowered to use Stop Work Authority when unsafe conditions or behaviours are observed, without fear of retaliation. Reported hazards are escalated through designated supervisors and HSE personnel for immediate action, investigation and closure.

Each location maintains emergency response plans, first-aid records and accident-investigation registers. Preparedness and implementation are reinforced through regular mock drills, safety walks, toolbox talks, workplace inspections and emergency-response exercises. Work-related incidents and near misses are investigated to identify immediate and underlying causes, with corrective and preventive actions assigned, monitored and reviewed to reduce the risk of recurrence.

These practices are supported by Suzlon's Quality, Health, Safety and Environment procedures, with the occupational health and safety management framework aligned with ISO 45001:2018 requirements. Applicable legal and regulatory requirements are monitored, while emerging technologies, operational learning and recognised industry practices are progressively incorporated to strengthen preventive controls and safety performance.

Safety Training and Capacity Building

GRI 403-5, IFC PS2

We offer a combination of general and specialised training programmes to ensure the safety of employees and value chain partners. General modules cover induction, first aid, fire safety, and emergency preparedness. Specialised training includes working at height, confined space entry, energy isolation and lockout-tagout, and electrically qualified professional training. Third-party experts conduct specialised training on crane safety, Behaviour-Based Safety, and Global Wind Organisation (GWO) protocols. Defensive driving training was delivered to drivers of both light and heavy motor vehicles, supported by GPS installation for monitoring.

Immersive and digital learning tools complement classroom and practical safety training. More than 740 employees participated in AR/VR and mixed-reality interventions that enable employees to practise technical and high-risk activities in controlled environments. AskCQM, a voice-enabled digital knowledge tool trained on quality, health, safety and environment guidance, supports access to relevant procedures at the point of work.

During FY 2025-26, Suzlon given GWO and behavior based safety training to its employees and value chain workers. Suzlon covered 3365 nos. of employees and value chain workers on GWO training and 9476 nos. of employees and value chain workers on Behaviour based training.

Project Shield: Strengthening Safety Leadership and Behaviour

Scope: Project Shield, implemented with dss+, supports Suzlon's transition from compliance-led safety towards a more proactive and behaviour-based safety culture. The programme is structured across safety interactions, standards and rules, safety audits, incident management, and capability development and communication.

During FY2025–26, Project Shield supported 324 safety interactions, 35 safety audits and the development of 90+ internal facilitators through a train-the-trainer model. The programme also reinforces Stop Work Authority, enabling employees and workers to intervene when unsafe conditions are identified.

Employees Covered under Health and Safety Training

Employee category	FY2023–24	FY2024–25	FY2025–26
Male	72.7%	69.5%	59.35%
Female	19.5%	27.7%	33.39%
Total	71.3%	67.5%	57.66%

Safety Trainings for Employees and Value Chain Workers

Category	FY2023–24	FY2024–25	FY2025–26
Average training hours	4.0	13.46	14.99
Total number of people covered under HSE induction training for employees	556	2,577 All new hires undergo HSE training as part of induction. Job-specific refresher training is provided to employees at the business-unit level.	3,273 All new hires undergo HSE training as part of induction. Job-specific refresher training is provided to employees at the business-unit level.

Occupational Health Services

GRI 403-3, GRI 403-6, ESRS S1 S1-1

Suzlon's occupational-health approach combines workplace health surveillance, medical support and preventive awareness across plants, project sites and OMS locations. Services include annual health check-ups, Occupational Health Centre support, medical camps, pre-task medical checks and awareness on risks relevant to employees and workers.

During FY2025–26, occupational-health interventions included pre-tower-climbing health checks, Occupational Health Centre briefings, diabetes and HIV awareness, yoga and meditation at manufacturing locations, eye and blood-sugar screening, menstrual-health awareness and annual health check-up camps. Certain site-based programmes also covered employees and contractors, supporting access to preventive health services across the wider workforce.

These initiatives complement Suzlon's hazard-control and safety-management systems by addressing health conditions that may affect work readiness, particularly for employees and workers engaged in site-based and physically demanding activities.

Safety Practices And Life Saving Rules

IFC PS2

Each location maintains emergency response plans, a first aid register, and an accident investigation register. We conduct mock drills, safety walks, and toolbox talks regularly. Job Safety Analyses and a Permit to Work system, developed in consultation with workers, are implemented to ensure that hazardous tasks are not undertaken without appropriate controls. Our Life Saving Rules are designed to protect individuals from severe hazards, requiring workers to stop work if they observe unsafe conditions. These rules are simple, operation-aligned, and form a key part of the Company's HSE programme.



Project Shield — From Compliance To Preventive Safety Culture

Managing safety across manufacturing facilities, project locations and geographically dispersed wind sites requires more than compliance with procedures. High-risk activities such as work at height, electrical operations and material handling require consistent leadership attention, employee and worker participation, technical controls and the confidence to intervene when unsafe conditions are identified. Suzlon introduced Project Shield to strengthen these elements and support a more proactive and preventive safety culture across its operations.

Implemented in collaboration with dss+, Project Shield supports the transition from reactive safety management towards an approach centred on visible leadership, behavioural intervention, shared accountability and continuous improvement. The programme complements Suzlon's Occupational Health and Safety Management System and its site-level hazard identification, risk assessment and incident-management processes.

Alongside engineering and procedural controls, the dss+ methodology was used to strengthen visible safety leadership, behavioural observation and correction, workforce participation and accountability for action closure. This integrated approach is intended to move safety management beyond compliance towards proactive identification and prevention of high-risk exposure.

Project Shield is implemented through five interconnected workstreams:

- Safety Interaction – strengthening meaningful safety conversations and leadership presence at the point of work;
- Standards and Rules – reinforcing consistent safety expectations and Life Saving Rules;
- Safety Audit – identifying gaps in implementation and tracking actions to closure;
- Incident Management – strengthening reporting, investigation, root-cause analysis and corrective-action processes; and
- Capability Development and Communication – building internal safety capability and improving communication across business units and locations.

During FY2025–26, the programme supported 324 safety interactions and 35 safety audits. It also developed 90+ internal facilitators through a train-the-trainer approach, creating internal capability to reinforce safety practices across plants, projects and operations and maintenance locations.

Project Shield is supported through a multi-level governance structure. The Group-level Safety Board reviews safety performance monthly, while business-unit-level committees chaired by Business Unit CEOs oversee implementation within their respective operations. Site-level teams translate programme requirements into location-specific actions, monitor identified gaps and escalate significant issues through defined governance channels. Safety indicators and action-closure timelines are also reviewed through management dashboards.

A central element of the programme is Stop Work Authority, which empowers employees and value chain workers to refuse or stop unsafe work without fear of retaliation. Hazard concerns may be raised with the designated HSE officer or supervisor and escalated to the location head for preventive or corrective action. This approach reinforces the principle that responsibility for safety extends across roles and levels of seniority.

Based on the review of previous incidents and a structured risk assessment, Project Shield prioritised three high-risk areas: falls from height and dropped objects, electrocution and arc flash, and material handling. Interventions were designed using the hierarchy of controls, combining engineering safeguards, procedural requirements, competency development, supervision and behavioural reinforcement.

Project Shield also supports focused action across three priority high-risk areas identified through incident reviews and risk assessments:

- Falls from height and dropped objects: Protective mesh systems were installed below fragile roofs, together with permanent horizontal lifelines to support continuous anchorage. Controls included mandatory risk assessments, toolbox talks, 100% tie-off, restrictions on lone work and close supervision aligned with GWO requirements. Dropped-object prevention was strengthened through tool lanyards, tool-condition assessments and the progressive use of battery-operated tools.
- Electrocution and arc flash: Live-line detection, smart helmets with visual and audio alerts, competency audits for electrically qualified personnel and strengthened Permit to Work and isolation-verification processes; and
- Material handling: Wheel guards, anti-sitting barriers, safe-zone remote operations and object-detection interlocks for lifting and crane-related activities.
- Safety assurance: Completed 35 safety audits to identify implementation gaps and support corrective-action tracking.
- Internal capability: Developed 90+ internal facilitators through a train-the-trainer approach, supporting wider implementation across locations.
- Employee and worker participation: Reinforced Stop Work Authority, enabling employees and value chain workers to intervene when unsafe conditions are identified.
- High-risk work controls: Strengthened engineering, procedural and competency controls for work at height, electrical operations and material handling.
- Integrated governance: Connected Group-level oversight with business-unit committees and site-level implementation teams.
- Corrective-action discipline: Supported structured identification, escalation and closure of safety gaps through audits, incident reviews and management dashboards.

Impact

- Preventive safety approach: Strengthened the shift from reactive incident response towards proactive hazard identification, safety interaction and behavioural intervention.
- Safety interactions: Conducted 324 safety interactions to reinforce engagement and preventive action at the point of work.

Project Shield strengthens the systems, leadership behaviours and workforce capabilities needed to embed preventive safety across Suzlon's operations. The programme provides a structured foundation for continuous improvement and reinforces the shared responsibility of leaders, employees and value chain workers in identifying risks and maintaining safe working conditions.



Work-Related Injury and Health Performance

GRI 403-9, GRI 403-10, ESRS S1 S1-4 §38(a); S1-14 §88(b)-©ESRS S1 S1-4 §38(a); S1-14 §88(b), §88(d), §89, IFC PS2, SFDR Table 3 Social Opt-In 2

Indicator	Workforce category	FY2023–24	FY2024–25	FY2025–26
Lost time injury frequency rate (LTIFR) excluding fatalities	Employees	0.27	0.58	0.30
	Value Chain Workers*	0.38	0.41	0.39
Fatalities resulting from work-related injuries	Employees	2	1	1
	Value Chain Workers*	3	1	4
Total recordable work-related injuries	Employees	9	20	22
	Value Chain Workers*	13	23	44
High-consequence work-related injuries, excluding fatalities	Employees	0	0	0
	Value Chain Workers*	2	0	1
Persons affected by major work-related injuries	Employees	0	6	5
	Value Chain Workers*	0	9	17
Fatalities resulting from work-related ill health	Employees	0	0	0
	Value Chain Workers*	0	0	0

* Value chain Workers - Contractors' worker, service provider worker which are not on Suzlon's payroll



Notes:

- Value Chain Workers include all contractors' personnel engaged at Suzlon.
- The rates have been calculated as (statistic count × 1,000,000) / total number of hours worked by all employees in the year reported. Hours worked by employees and workers in FY2025–26 were: Total hours worked by employees - 1,67,83,041

  Total hours worked by workers - 4,33,12,972
- Lost time is an indicator of the loss of productivity for an organisation as a result of a work-related injury or ill health. Work-related injury and ill health arise from exposure to hazards at work and are directly related to the performance of work-related tasks. Lost Time Injury Frequency Rate (LTIFR) = (No. of lost-time injuries in the financial year × 1,000,000) / total hours worked by staff in the same financial year, calculated and reported as required under BRSR.
- Rate of fatalities resulting from work-related injury or Fatality Rate = (No. of fatalities resulting from work-related injury in the financial year × 1,000,000) / total hours worked by staff in the same financial year.
- During FY 25-26, fatality Rate of employees is 0.06 and 0.09 for Value chain workers respectively.
- Total Recordable Incident Rate or Rate of Recordable Work-related Injuries = (No. of recordable work-related injuries × 1,000,000) / total hours worked by staff in the same financial year.
- During FY 25-26, Employees TRIR is 1.31 and Value Chain Workers TRIR is 1.02 respectively.
- Rate of high-consequence work-related injury or ill health, excluding fatalities = (No. of high-consequence work-related injuries excluding fatalities × 1,000,000) / total hours worked by staff in the same financial year.

As we look ahead, we will focus on strengthening our health and safety practices across all operations through automation for hazardous and repetitive tasks, advanced fall protection and safety at heights, real-time tracking and alert systems, advanced fire safety systems, noise and air quality monitoring, and severe weather and emergency response preparedness. We remain committed to maintaining our Lost Time Injury Frequency Rate at or below 0.5 and to advancing towards our aspiration of a zero-incident workplace.

Suzlon recognises that work-related incidents may result in direct and indirect costs, including medical treatment and compensation, lost working time, operational disruption, investigation and corrective-action costs, rehabilitation support, insurance implications and potential productivity loss. While the monetised impact of work-related injuries and ill health is not currently consolidated as a standalone OHS performance indicator, relevant incident, medical, insurance and operational information is monitored through established safety-management and financial processes.

Going forward, Suzlon intends to strengthen its methodology for assessing the financial implications of work-related incidents by defining consistent cost categories, reporting boundaries and data-collection responsibilities across business units. This will include evaluating the feasibility of tracking direct costs—such as medical treatment, compensation and rehabilitation—and indirect costs associated with lost working time, operational disruption, investigation, corrective actions and workforce replacement or retraining. The Company will progressively work towards integrating these insights into OHS performance reviews to support more informed risk prioritisation, preventive investment and management decision-making.

Going forward, Suzlon will further strengthen contractor safety management through enhanced site supervision, targeted training, stricter high-risk work controls, faster closure of corrective actions and closer monitoring of contractor safety performance across project and O&M locations. We remain committed to maintaining LTIFR at or below 0.5 while advancing towards a zero-incident workplace.

SOCIAL AND RELATIONSHIP CAPITAL

CORPORATE SOCIAL RESPONSIBILITY

Material Topic	Targets	UN SDGs	Sustainability Standards Supported
Community Support and CSR	Goal: Double the ESROI impact ratio from the baseline in FY 24 by 2030. FY2025-26 Progress: Generated an estimated ₹39.22 in environmental and social value per ₹1 invested		GRI 3-3, GRI 413-1 & 413-2 WEF – ESG Community and Social Vitality, WEF ESG Employment and wealth generation WEP Principle 6 ESRS Disclosure Standards S3-1; S3-2; S3-3; S3-4; S3-5

Impact Delivered:

- Undertook 4,432+ CSR activities across 1,268 villages, reaching 23,31,068 individuals and 4,94,330 households through need-based interventions.
- Delivered measurable outcomes, including 3,54,722 m^3 of water conserved, 4,539 livelihood beneficiaries supported and 2,732 women screened through cancer-detection camps.
- Generated an estimated ₹497.42 crore in societal value from ₹12.68 crore assessed, equivalent to ₹39.22 in environmental and social value for every rupee invested

Our Approach To CSR

GRI 203-1, ESRS S3 S3-4

As a renewable-energy company with operations across diverse rural and semi-urban geographies, Suzlon recognises that its responsibility extends beyond generating clean energy. Many of our wind farms, project sites and manufacturing locations operate in proximity to communities whose social, economic and environmental contexts are closely linked to the long-term sustainability of our business. We therefore seek to create shared value by strengthening local capabilities, expanding access to essential services and enabling communities to participate meaningfully in their own development.

Our CSR approach is guided by the **CSR Policy**, the **Sustainability Policy** and the principles of inclusive and equitable development. Through the Suzlon Foundation, a Section 8 company, we implement need-based interventions for communities around our operational footprint, with particular attention to vulnerable and marginalised groups. The CSR strategy and Environmental Stewardship programs are aligned with our Sustainability strategy for working on thematic areas on ongoing basis for continuous implementation. Programmes are designed in consultation with communities and local institutions so that interventions respond to identified priorities rather than following a standardised, one-size-fits-all model.

The outcomes of the SUZTAIN model are reflected across six core themes:



Environment

Restoring Ecological Resilience

Ecosystem restoration, biodiversity conservation and responsible waste management.



Empowerment

Enabling Community Self-reliance

Stronger community institutions, inclusive participation and local ownership.



Health

Fostering Community Health and Wellbeing

Improved access to preventive healthcare, diagnosis and treatment support.



Education

Enabling Access to Quality Learning

Inclusive education, digital learning and improved learning environments.



Livelihoods

Co-creating Rural Income and Self-reliance

Skill development, enterprise promotion and sustainable income opportunities.



Social Infrastructure

Reinforcing Rural Resilience and Essential Services

Access to clean energy, water security and essential community infrastructure.

Together, these themes connect immediate community priorities with longer-term outcomes relating to ecological restoration, institutional capacity, social inclusion, access to healthcare and education, household income security and resilient rural infrastructure.

CSR Strategy: Engage. Empower. Sustain.

Suzlon's CSR strategy is anchored in the SUZTAIN model—Engage, Empower and Sustain. The model moves beyond a conventional provider–beneficiary relationship and places communities at the centre of programme planning and implementation. Community members, Village Development Committees, Self-Help Groups, Panchayats, government bodies, implementation partners, employees and subject-matter experts work together to identify priorities and develop locally relevant solutions.

Engage

Our approach begins with listening. Community priorities are identified through need-based assessments, social-perception surveys, focus-group discussions and direct consultations with community representatives, local institutions and vulnerable groups. These engagements help us understand local challenges, existing capacities and the potential social and environmental implications of our activities.

Stakeholders are engaged across the intervention lifecycle—from identifying needs and designing programmes to reviewing implementation and assessing outcomes. This enables programmes to reflect local conditions across themes such as healthcare, education, water security, livelihoods, ecological restoration and essential infrastructure.

Empower

We invest in strengthening community capabilities and institutions so that people can progressively lead their own development. Capacity building, access to knowledge, financial and livelihood resources, local leadership development and stronger community institutions help convert participation into meaningful ownership.

Village Development Committees and Self-Help Groups provide platforms through which community members—including women and vulnerable groups—can participate in decision-making, manage resources and contribute to local development. Rather than viewing communities only as recipients of assistance, Suzlon seeks to enable them as partners with the knowledge, agency and institutional support required to shape their own future.

Sustain

The final element of the model focuses on the continuity of social, economic and environmental outcomes. Programmes are designed to build local ownership, strengthen community institutions and encourage convergence with government schemes, local bodies and partner organisations.

The objective is to enable interventions to continue and evolve beyond Suzlon's direct involvement. Community-led monitoring, stronger local institutions, income-generating mechanisms and partnerships help embed development within the local ecosystem and support long-term resilience.

Our CSR strategy combines short-, medium- and long-term interventions to respond to different stages of community development.

Short-term interventions address immediate needs within the six CSR themes. These may include access to healthcare, educational resources, livelihood support, environmental improvement and essential community services. Such programmes are designed to provide timely assistance while establishing the foundation for longer-term development.

Over the medium term, Suzlon seeks to address critical or less-visible development gaps that may affect vulnerable groups or remain unmet through existing systems. Interventions focus on reducing dependency, improving access to services and strengthening community resilience through locally relevant solutions.

This approach builds on the intent of last year's Zero Needs, which focused on challenges such as:

- access to lighting and clean energy;
- responsible waste management;
- preventable cataract-related visual impairment;
- economic dependency among persons with disabilities;
- conservation of sparrows and local biodiversity;
- malnutrition; and
- awareness of abuse and safeguarding in rural communities.

Our long-term approach focuses on building community institutions capable of identifying priorities, mobilising resources and managing development initiatives with increasing independence.

Village Development Committees and other local groups are supported through capacity building, mentoring and participatory planning so that responsibility for development progressively shifts from external support to local ownership.

This institutional approach strengthens leadership, representation and accountability at the village level and supports the continuity of initiatives across livelihoods, health, education, environmental stewardship and social infrastructure.

Need-based and Context-specific Interventions

Suzlon does not replicate programmes uniformly across locations. Interventions are selected after considering:

- identified community needs and access gaps;
- the vulnerability of affected groups;
- the operational and project footprint;
- local development indicators;
- the stage of the project lifecycle;
- environmental and social considerations;
- existing community capabilities;
- opportunities for convergence with government programmes; and
- the potential for sustained community ownership.

Social due diligence for new projects and assets also considers potential impacts relating to land, livelihoods, physical or economic displacement and common property resources. During FY2025–26, no Suzlon project triggered resettlement or rehabilitation requirements.

The selection framework was further strengthened during the year through community profiling, stakeholder inputs and location-level assessment. This enables CSR resources to be directed towards programmes that are relevant to local conditions and capable of delivering measurable outcomes.

A Balanced Intervention Model

Suzlon's CSR programmes are implemented through three complementary forms of intervention:

Transformative Programmes

Long-term programmes that strengthen community institutions, local leadership and capabilities to address structural social and environmental challenges. These interventions promote inclusive participation, sustainable livelihoods and community ownership, enabling communities to progressively plan, implement and sustain their own development priorities.

Proactive Programmes

Forward-looking interventions that anticipate emerging social and environmental challenges. These programmes strengthen climate resilience, ecological restoration, biodiversity conservation, water security, renewable-energy access, circular resource use and community preparedness.

Responsive Programmes

Need-based interventions that address immediate, essential or location-specific requirements identified through community consultations, field assessments and stakeholder feedback. These may include healthcare, education, WASH facilities, livelihood assistance and essential community infrastructure.

Together, these programme types create a continuum of community development. Responsive interventions address immediate needs, proactive programmes reduce future vulnerability, and transformative programmes build the institutions and capabilities required to sustain progress over time.

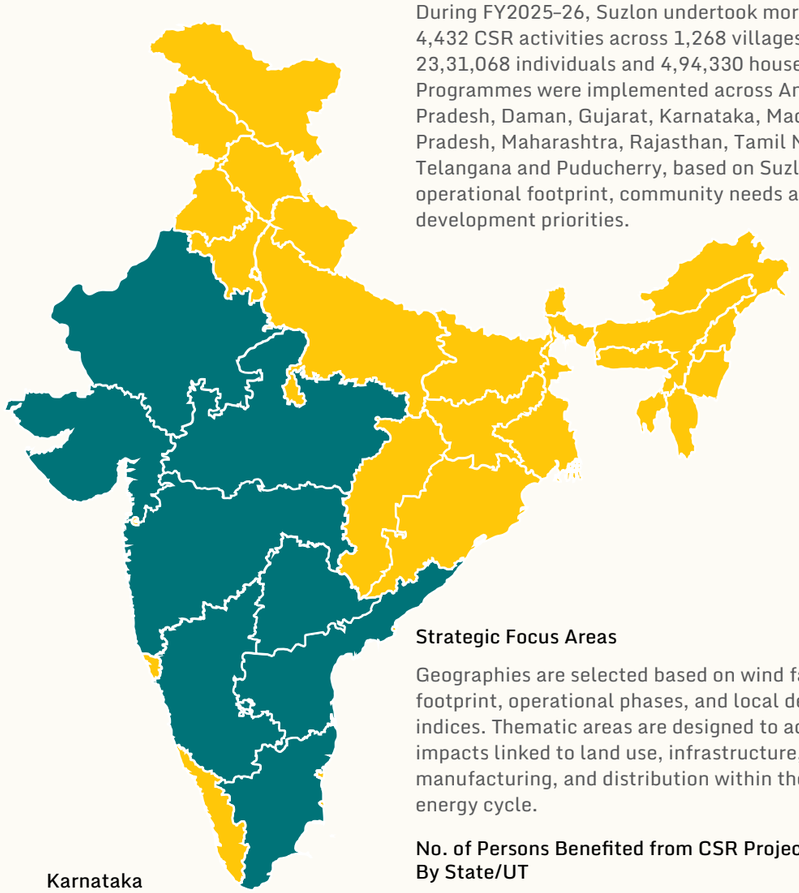
Our CSR Commitments

Our approach is guided by four enduring commitments:

- Minimising impacts on the natural environment and supporting the restoration of ecological systems;
- Enabling local communities to realise their potential through knowledge, opportunity and stronger institutions;
- Encouraging employees to contribute as responsible members of society through volunteering and community engagement; and
- Upholding ethical and equitable practices in our relationships with communities and other stakeholders.

By combining need-based planning, participatory implementation, community ownership and impact-led learning, Suzlon seeks to create development outcomes that are locally relevant, inclusive and capable of being sustained over time.

Geographical Reach and Impact



During FY2025–26, Suzlon undertook more than 4,432 CSR activities across 1,268 villages, reaching 23,31,068 individuals and 4,94,330 households. Programmes were implemented across Andhra Pradesh, Daman, Gujarat, Karnataka, Madhya Pradesh, Maharashtra, Rajasthan, Tamil Nadu, Telangana and Puducherry, based on Suzlon's operational footprint, community needs and local development priorities.

Strategic Focus Areas

Geographies are selected based on wind farm footprint, operational phases, and local development indices. Thematic areas are designed to address impacts linked to land use, infrastructure, manufacturing, and distribution within the wind energy cycle.

Rajasthan
- Jodhpur
- Barmer
- Jaisalmer

Gujarat
- Kutch
- Bhavnagar
- Dang
- Dwarka
- Jamnagar
- Morbi
- Porbandar
- Rajkot
- Surendranagar
- Vadodara

Maharashtra
- Ahmednagar
- Dhule
- Nandurbar
- Nasik
- Sangli
- Satara
- Pune

Karnataka
- Bagalkot
- Bangalore
- Belgaum
- Bellary
- Byadgi
- Chitradurga
- Davangere
- Gadag
- Hassan
- Haveri
- Koppal
- Kushtagi

Madhya Pradesh
- Dewas
- Agar
- Dhar
- Ratlam
- Ujjain
- Mandsour

Telangana
- Vikarabad

Andhra Pradesh
- Anantapur
- Anantapuramu

Tamil Nadu
- Coimbatore
- Dindigul
- Palakkad
- Tenkasi
- Thoothukudi
- Tirunelveli
- Tiruppur

No. of Persons Benefited from CSR Projects - By State/UT

State/Union Territory	FY2025–26
Andhra Pradesh	1,64,368
Daman	88,701
Gujarat	4,95,624
Karnataka	2,66,163
Madhya Pradesh	2,96,541
Maharashtra	2,59,712
Rajasthan	1,93,567
Tamil Nadu	5,21,408
Telangana	6,180
Puducherry	38,804
Total	23,31,068

CSR GOVERNANCE

Suzlon's CSR governance framework ensures clear oversight, accountability and responsible implementation across the organisation. Guided by the CSR Policy, Section 135 of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014, the framework supports the approval, implementation, monitoring and reporting of CSR programmes.

Board and Committee Oversight

The Board of Directors provides overall oversight of Suzlon's CSR commitments. The CSR and ESG Committee supports the Board by reviewing the CSR Policy, annual action plan, programme priorities, budgets, expenditure and performance.

The annual action plan defines the programmes to be undertaken, their thematic and geographical focus, implementation arrangements, approved budgets, monitoring mechanisms and expected outcomes. Progress and material developments are periodically reported to the CSR and ESG Committee and the Board.

The CSR and ESG Committee is responsible for:

- reviewing and recommending the CSR Policy and annual action plan;
- overseeing thematic and geographical priorities;
- reviewing programme budgets and expenditure;
- monitoring implementation and performance;
- reviewing impact assessments, where applicable; and
- overseeing statutory disclosures and reporting.

Implementation through Suzlon Foundation

The Suzlon Foundation, established as a Section 8 company, serves as the principal institutional platform for implementing Suzlon's CSR programmes. The Foundation works with CSR teams, business units, implementation partners, government bodies and community institutions to translate the annual action plan into need-based interventions.

The Foundation and CSR teams are responsible for developing project plans, engaging implementation partners, coordinating delivery, monitoring programme and financial performance, maintaining supporting records and reporting progress through established governance channels.

At the local level, programmes are implemented in collaboration with Panchayats, government departments, Village Development Committees, Self-Help Groups and other community institutions. This enables interventions to remain responsive to local priorities while aligning with Suzlon's approved CSR framework.

Partner Accountability and Programme Oversight

Implementation partners are selected based on thematic expertise, local presence, institutional capability and alignment with Suzlon's legal, ethical and programme-management requirements. Programme and financial performance is periodically reviewed through established management and Board-level reporting mechanisms.

Community Needs Assessment and Stakeholder Consultation

GRI 413-1, ESRS S3 S3-2 §22; S3-3 §27(b); S3-4

CSR programmes are informed by baseline and need assessments, stakeholder mapping, field visits, surveys, focus-group discussions and direct engagement with communities and local institutions. Consultations include women, tribal communities, persons with disabilities, economically vulnerable households, Village Development Committees, Self-Help Groups, Gram Panchayats, government departments and implementation partners. Community feedback is considered throughout programme planning, implementation and review, helping interventions remain locally relevant, inclusive and aligned with identified priorities. Accessible feedback and grievance channels further strengthen accountability, while continued engagement supports community participation and progressive ownership of development initiatives

Performance Highlights: FY 2025-26

WEF ESG Community and Social Vitality

Delivering meaningful impact across six focus areas to build resilient and inclusive communities.

Environment

81,000+ sparrow nests installed, supported by QR-enabled monitoring and community-led conservation efforts across seven states.

Empowerment

107 active Village Development Committees implemented income-generating activities, strengthening community ownership and self-reliance.

Health

2,732 women were screened through 28 cancer detection camps, with 223 referred for further investigation and treatment.

Education

Digital learning strengthened early childhood education, contributing to an average 25% improvement in learning outcomes across supported Anganwadi centres.

Livelihoods

4,539 beneficiaries were supported through Su-Samrudhi, resulting in a reported income increase of 58.77 lakh.

Social Infrastructure

Community infrastructure interventions conserved 354,722 m^3 of water and enabled savings equivalent to 2,323,701 hours of conventional energy use.

4,432+
CSR initiatives undertaken

23,31,068
Individuals reached

39+
Partner institutions

1,268
Villages reached

4,94,330
Households reached

₹0.41 crore
Co-funding mobilized

From Outreach to Impact

Suzlon assesses community interventions across four interrelated levels: outreach, covering individuals, households, villages and institutions reached; outputs, covering services, assets and activities delivered; outcomes, covering changes in access, capabilities, productivity, behaviour or environmental condition; and impact, covering longer-term social, economic and environmental value. This approach enables programme performance to be evaluated not only by scale, but also by the extent to which interventions create sustained community value.

Supporting Development in Aspirational Districts

Suzlon continued to support need-based interventions in aspirational districts during FY2025–26. Approximately ₹86.65 lakh was directed towards programmes in YSR Kadapa, Nandurbar and Jaisalmer, with the largest share allocated to interventions in Jaisalmer.

State	Aspirational District	FY2025–26 Expenditure
Andhra Pradesh	YSR Kadapa	INR 50,000
Maharashtra	Nandurbar	INR 12,07,106
Rajasthan	Jaisalmer	INR 74,07,769
Total		**INR 86,64,875**

Environment - Restoring Ecological Resilience

Suzlon's environmental CSR interventions seek to restore degraded ecosystems, conserve biodiversity and strengthen community participation in the stewardship of natural resources. Programmes combine ecological restoration with locally relevant benefits such as improved soil and water retention, greater availability of fodder, cleaner surroundings and stronger environmental awareness.

During FY2025–26, interventions under this theme included grassland restoration and native planting, community-led soil and water conservation, sparrow-habitat creation, plastic collection and recycling, circular reuse of materials, and environmental education. These programmes were implemented in collaboration with communities, Gram Panchayats, schools, government bodies, technical experts and implementation partners.

Nurturing a Greener Tomorrow – Restoring Grasslands and Native Ecosystems

Grasslands provide important habitats for native flora and fauna while supporting livestock-dependent rural livelihoods. However, declining native vegetation, invasive species, unregulated grazing and changing land use can reduce fodder availability, weaken soil health and diminish the ecological value of these landscapes.

Through Nurturing a Greener Tomorrow, Suzlon supports the restoration of degraded grasslands, propagation of native species, removal of invasive vegetation and community participation in long-term land stewardship. Restoration is supported by ecological surveys, native-grass nurseries, seed plots, assisted natural regeneration and wildlife monitoring.

In Kutch, grassland-restoration activities covered approximately 25.53 hectares and established 3,70,490 grass shoots, principally comprising Cenchrus ciliaris and Dichanthium annulatum. The interventions were implemented across villages in Lakhpat, Bhuj, Nakhatrana and Mandvi, in collaboration with Gram Panchayats, government institutions, academic bodies and technical partners.

The restored landscapes support multiple species, including livestock and native wildlife. Monitoring records identify the use of these landscapes by cattle, goats, buffaloes, sheep and camels, as well as species such as jackals, nilgai, wild boars and hares. The activities also support natural regeneration, land fertility and the availability of locally suitable fodder resources.

In Gulunche village in Maharashtra, a pilot restoration programme established baseline ecological and socio-economic information, developed native-grass nurseries and seed plots, removed invasive species and trained local community members and students in ecological surveys and wildlife monitoring. The programme provided wage employment to 25 villagers, developed two local resource persons, and trained 25 students in ecological surveys, including three students in camera-trap-based wildlife monitoring.

Focus Area: Environmental Stewardship — Preserving Natural Resources, Strengthening Rural Resilience

From Soil Loss to Soil Strength — Restoring Land and Livelihood Confidence in Ganadala

Community Need

Ganadala village in Kushtagi Taluk, Koppal district, is characterised by red sandy soil, undulating land and erratic rainfall. During the monsoon, rapid surface runoff strips agricultural fields of fertile topsoil and nutrients. Poor moisture retention and declining groundwater availability further constrain agricultural productivity, particularly for small and marginal farmers.

Mr. Hanumanthappa Gaddi, a marginal farmer with approximately three acres of land, experienced repeated soil erosion and declining crop productivity because of the steep slope of the farmland. Rainwater flowed quickly across the field, carrying away fertile soil and limiting the moisture available for crops. Continued uncertainty had reduced confidence in agriculture as a sustainable livelihood and increased the possibility of depending on daily-wage work.

Suzlon Solution

Under the Su-Dhara Project, implemented with ORDER between June 2025 and January 2026, Suzlon Foundation supported an integrated soil, water and horticulture intervention. The initiative combined field bunding with mango plantation to reduce runoff, retain rainwater, restore soil moisture and provide the foundation for a longer-term horticulture-based income stream.

The intervention was planned through village meetings, field-level assessment and direct engagement with the farmer. The combination of land treatment and plantation was intended to address immediate soil degradation while improving the productive potential of the land over time.

Key Interventions

- Constructed 96 cubic metres of farm bunds across the slope to reduce runoff and soil erosion.
- Planted 50 Kesar mango saplings in September 2025.
- Provided guidance on plantation care and maintenance through village meetings and individual interaction.
- Improved rainwater retention and soil-moisture availability within the field.
- Encouraged other farmers to consider soil and water conservation measures after observing visible improvements in land conditions.

Outcome and Societal Impact

Following the construction of the farm bunds, runoff was reduced and the land retained water for longer periods. Monitoring estimated that the intervention enabled approximately six lakh litres of water to be harvested within the field. Better moisture retention supported improved soil conditions and contributed to better jowar crop performance compared with earlier seasons.

The mango plantation provides a pathway towards diversified agricultural income once the trees mature. More immediately, the intervention restored the farmer's confidence in continuing agriculture and demonstrated the value of integrated land, water and vegetation management. Visible improvements also encouraged interest among other farmers in adopting similar conservation measures.

Impact

- Land restored: Soil erosion and nutrient loss reduced through 96 cubic metres of farm bunding.
- Water harvested: Approximately six lakh litres of rainwater retained within the field.
- Native land resilience: Improved soil-moisture retention supported more stable agricultural conditions.
- Horticulture introduced: 50 Kesar mango saplings established to support a future income stream.
- Crop performance: Improvement observed in the farmer's jowar crop following the intervention.
- Livelihood confidence: Strengthened the farmer's confidence in continuing agriculture rather than shifting entirely to daily-wage labour.
- Community influence: Visible improvements encouraged wider interest in soil and water conservation within the village.

"Earlier, rainwater used to wash away the soil and my crop yield was reducing every year. After the bunding work, the soil is staying in place and the land is holding water for longer. I feel confident that I can continue farming and also benefit from mango plantation in the coming years."

- Mr. Hanumanthappa Gaddi, Ganadala village







Sustaining Community Greening through Water Conservation

Ecological restoration depends on the long-term availability of water, particularly in drought-prone rural landscapes. Suzlon therefore integrates water retention and recharge measures into selected plantation and natural-resource-management programmes.

In Hivare village, Maharashtra, the Gram Panchayat undertook the plantation of 10,000 saplings on fallow land. The survival of the plantation was constrained by inadequate rainwater-storage capacity. In response, Suzlon Foundation and NISD supported the deepening of an existing farm pond through an investment of INR 1 lakh. The expanded reservoir was connected with an existing solar pump to distribute stored water across the plantation.

The intervention increased local rainwater-storage capacity, reduced the plantation's vulnerability during dry periods and created a longer-term water asset for the village's greening initiative. Community and Gram Panchayat leadership were central to identifying the need and coordinating implementation.

Wind for Wings – Creating Space for Sparrows to Return

The house sparrow is closely associated with human settlements and plays an important role in urban and rural ecosystems. Changing building designs, reduced nesting spaces, loss of green areas, pollution and declining availability of insects have contributed to the deterioration of sparrow habitats.

Through Wind for Wings – Suzlon Sparrow Nestathon 2026, Suzlon created a nationwide platform for sparrow conservation built around habitat creation, community awareness and citizen participation. The programme engaged NGO partners, schools, communities, employees, conservation experts and government representatives in installing scientifically designed nests and encouraging sustained biodiversity stewardship.

Connect, Act and Lead

The campaign translated conservation awareness into action through three complementary stages:

- Connect: Build awareness of sparrow ecology, habitat loss and responsible nest installation.
- Act: Enable schools, communities, employees and volunteers to create and install nests, including nests made from recycled materials.
- Lead: Strengthen long-term ownership through local conservation champions, QR-based monitoring, recognition and continued community participation.

Training and awareness covered correct nest design and placement, including the use of appropriately sized entry holes, placement at a safe height, protection from predators and orientation away from direct sunlight. Digital guides, workshops and a campaign microsite supported consistency across participating locations.

FY2025–26 Campaign Reach

Indicator	Achievement
Nests installed	81,000+
Verified nest occupancies	15,000+
Citizens reached	1.15 lakh+
Workshops conducted	380+
NGO partners engaged	30+
Geographic reach	7+ states

The campaign used standardised weekly reporting, geo-tagged photographs, field verification and QR-enabled tracking to strengthen the traceability of installations and occupancy. This enabled the programme to move beyond nest distribution towards monitoring whether installed nests were functioning as conservation assets.

Building a Community of Sparrow Guardians

Schools served as important platforms for biodiversity education and practical conservation. Students participated in awareness sessions, DIY nest-making activities and installation campaigns, while community members contributed space and long-term care.

In Kyadigupla, Karnataka, more than 120 students participated in a bird-conservation programme supported by digital awareness material. The initiative extended to a nearby community location and resulted in the distribution and installation of 55 nests.

The campaign also encouraged inclusive participation by women's groups, community organisations, employees, young people and persons with disabilities. Eleven award categories recognised contribution, innovation, youth leadership, school participation, community mobilisation and volunteerism, reinforcing the transition from one-time activity to shared environmental ownership.

Trash to Treasure – Advancing Community Circularity

Suzlon's community waste-management initiatives combine source segregation, environmental education, recycling linkages and innovative reuse. The approach encourages communities to regard waste as a recoverable resource while reducing littering and creating useful community assets.

Circular Reuse and Community Assets

Difficult-to-recycle fibre-reinforced plastic was repurposed into community sanitation infrastructure across villages in Nandurbar and Dhule districts, Maharashtra. A total of 6,475 kg of FRP waste was converted into 13 toilet structures, creating community assets valued at approximately INR 17 lakh and improving sanitation access for 835 women.

This intervention demonstrates how operational waste can be redirected towards community value while reducing the volume of composite material requiring disposal. The detailed circularity process and full case study are presented in the Waste Management chapter.

Community-led Plastic Segregation

The Suz-Hooks initiative encouraged households in Sangli district to segregate and store plastic waste rather than dispose of it in open areas. Metal hooks distributed primarily through schools gave households a simple means of collecting plastic separately before transferring it to designated collection points.

The programme engaged approximately 2,500 households and resulted in 125 kg of plastic waste being collected and sent for recycling. School-based awareness and monthly follow-ups helped connect environmental learning with household practices.

Building a School-led Recycling Movement

At Dnyanprabodhini Navanagar Vidyalaya in Pune, a sustained school-based recycling programme has influenced more than 8,000 students over eight years and reaches approximately 1,000 students annually. The school collects approximately 300–600 kg of plastic every month for responsible recycling through a structured collection system.

The programme demonstrates the longer-term value of environmental education when awareness is supported by a consistent mechanism for action. Students have helped extend plastic-segregation behaviours from school to their households and surrounding communities.

Community Circularity at a Glance

Initiative	FY2025–26 / Programme Impact
FRP waste repurposed	6,475 kg
Toilet structures created from FRP waste	13
Community-asset value supported	Approximately INR 17 lakh
Women gaining improved sanitation access	835
Households engaged through Suz-Hooks	Approximately 2,500
Plastic collected through Suz-Hooks	125 kg
Students influenced through the Pune recycling movement	8,000+
Plastic collected by the school programme	300–600 kg per month

Environmental and Climate Literacy

Environmental stewardship requires communities to understand how everyday choices influence ecosystems, biodiversity, resource consumption and climate resilience. Suzlon's awareness programmes engage students, employees, households and community institutions through practical learning and participatory action.

School-based conservation and recycling initiatives encourage students to become environmental ambassadors within their families. Activities such as nest-making, plastic segregation, recycling drives, renewable-energy awareness and local biodiversity education translate environmental concepts into visible community action.

The Wind for Wings campaign complemented this approach through 380+ workshops and outreach to more than 1.15 lakh citizens. Digital toolkits, myth-busting modules and practical demonstrations helped participants understand habitat loss, scientific nest placement, pesticide-related risks and the role of sparrows in maintaining ecological balance.

Similarly, long-term school recycling initiatives demonstrate how repeated engagement can embed responsible habits beyond the classroom. The combination of knowledge, practical tools, community participation and reliable implementation systems helps environmental awareness develop into sustained behaviour change.

FY2025–26 Environment Impact Snapshot

Area of intervention	Selected impact
Grassland restoration	Approximately 25.53 hectares restored and 3,70,490 grass shoots established across the disclosed Kutch interventions
Community capability	25 villagers engaged in wage employment and 25 students trained in ecological surveys through the Gulunche pilot
Land and soil conservation	96 cubic metres of farm bunds constructed and approximately six lakh litres of rainwater harvested in Ganadala
Plantation resilience	Improved water storage supporting 10,000 saplings in Hivare
Sparrow conservation	81,000+ nests installed, including 15,000+ verified occupancies
Environmental outreach	1.15 lakh+ citizens reached through 380+ workshops under Wind for Wings
Circular reuse	6,475 kg of FRP waste converted into 13 community toilet structures
Plastic segregation	Approximately 2,500 households engaged through Suz-Hooks
School-led recycling	8,000+ students influenced, with 300–600 kg of plastic collected monthly

Through these interventions, Suzlon is strengthening the connection between ecosystem restoration and community resilience. The approach combines scientific and technical inputs with local knowledge, participatory implementation and community ownership, enabling environmental programmes to generate ecological value alongside social and livelihood benefits.

Empowerment - Enabling Community Self-reliance

Suzlon's empowerment initiatives seek to strengthen the agency, participation and resilience of communities, particularly women, persons with disabilities and other vulnerable groups. The approach focuses on enabling people to access information, institutions, financial services and social-protection systems that can help them make informed decisions and address their development priorities.

Strengthening Women's Collectives and Grassroots Leadership

Self-Help Groups provide women with platforms for collective savings, access to credit, knowledge-sharing and participation in community decision-making. Regular meetings and group-based financial systems help members strengthen financial discipline, respond to household emergencies and progressively assume leadership roles within their families and communities.

Suzlon works with implementation partners to strengthen women's participation through capacity building, awareness programmes and access to institutional support. Where appropriate, members are connected with banks, government schemes and opportunities for skills and enterprise development. The Empowerment theme focuses on the resulting agency, leadership and collective action; the economic outcomes of women-led enterprises are covered in detail under the Livelihoods theme.

The experience of women's collectives in Gujarat illustrates how sustained participation can create wider community impact. In Varvala village, regular SHG engagement helped strengthen savings, access to finance and women's participation over time. One community leader supported the mobilisation of women into 28 Self-Help Groups and subsequently helped manage a shared marketplace through which handmade products from 96 women could be displayed and sold. Her progression from an informal worker to a recognised grassroots leader demonstrates how collective institutions can strengthen both individual agency and community leadership.

Empowerment in Action

- Collective savings and responsible access to credit
- Greater participation by women in household and community decisions
- Stronger connections with banks, government schemes and public institutions
- Development of local leaders who can mobilise and support other community members
- Progression from individual participation to collective ownership and representation

Expanding Access to Entitlements and Financial Security

Access to government welfare schemes and social-protection programmes can strengthen household resilience, but eligible community members may remain excluded because of limited awareness, documentation requirements or difficulties navigating institutional processes.

Suzlon's community partners conduct awareness programmes and individual interactions to help people understand available schemes, eligibility requirements and application procedures. Support may include assistance with documentation, enrolment, coordination with banks and Panchayat offices, and follow-up during benefit or claim processing.

This approach goes beyond communicating information. It seeks to ensure that eligible community members can meaningfully access the support available to them and use it to strengthen household security. Successful cases are also shared within communities to encourage wider participation and improve confidence in formal welfare systems.

Focus Area: Community Empowerment — Strengthening Access, Agency and Financial Resilience

Enabling Financial Security through Insurance Awareness

Community Need

Banagampalayam village in Tiruppur district is home to many households dependent on daily-wage labour and agricultural work. Incomes are often irregular, household savings are limited and awareness of government welfare and insurance schemes remains low. Eligible families may not enrol because they lack information about scheme benefits, documentation requirements or claim procedures.

Abirami, a third-year undergraduate student, lived with her parents and younger sister. Both parents worked as daily-wage labourers to meet household expenses and support the education of their two daughters. The family had limited financial reserves and no adequate protection against an unexpected loss of income.

A baseline assessment and individual interactions identified awareness of government schemes as an important community need. Families were eligible for several social-security programmes but remained outside the system primarily because of limited information and procedural guidance.

Suzlon Solution

Through Suzlon Foundation's community-development activities, NIRAI Trust conducted awareness sessions on government welfare and insurance schemes across selected villages. Field teams explained scheme benefits, eligibility criteria, premiums, documentation requirements and nomination processes.

During one such session, Abirami's mother enrolled in the Pradhan Mantri Jeevan Jyoti Bima Yojana by paying an annual premium of ₹436. The field team helped the family understand the enrolment process and complete the required documentation through the identified bank.

When Abirami's mother subsequently passed away following an illness, the implementing partner continued to support the family by coordinating with the bank and assisting with the submission of the death certificate and other claim documents.

Key Interventions

- Conducted baseline assessments and individual interactions to identify gaps in access to government schemes.
- Organised village-level awareness sessions on insurance and social-security programmes.
- Explained eligibility, benefits, premiums, nominations and documentation requirements.
- Supported eligible community members with enrolment through banks and public institutions.
- Assisted the family with documentation and follow-up during the insurance claim process.
- Used the successful claim as an example to strengthen wider community awareness and participation.

Outcome and Societal Impact

Following the completion of the claim process, the family received an insurance benefit of ₹2 lakh. The assistance helped the household manage immediate financial pressures and supported the continued education of Abirami and her younger sister during a difficult period.

The intervention demonstrated how a relatively small annual premium, combined with timely awareness and procedural support, can provide meaningful protection to a vulnerable household. It also strengthened community trust in government schemes, with other families showing greater interest in awareness meetings and enrolment after observing the practical value of insurance coverage.

The case illustrates that financial empowerment is not limited to income generation. Access to information, formal institutions and social-protection mechanisms can help families manage emergencies, reduce vulnerability and protect longer-term priorities such as education.

Impact

- Insurance premium: ₹436 per annum
- Insurance benefit accessed: ₹2 lakh
- Educational continuity: Financial support helped two students continue their education
- Institutional access: The family received assistance with enrolment, documentation and claim processing
- Community awareness: The successful claim encouraged other eligible households to engage more actively with social-security programmes
- Household resilience: Formal insurance support reduced immediate financial pressure following the loss of an earning family member.



Disability Inclusion and Dignified Participation

Persons with disabilities may encounter multiple barriers to participation, including limited mobility, inaccessible institutions, restricted livelihood options and dependence on family members. Suzlon's approach seeks to connect individuals with appropriate support based on their circumstances, capabilities and priorities.

Interventions may include access to rehabilitation and health services, social-security schemes, training, assistive support and pathways to suitable livelihoods. Within the Empowerment theme, the focus is on dignity, confidence, social acceptance and participation. Detailed information on employment, enterprise and beneficiary incomes is presented under the Livelihoods theme.

In Gujarat, support provided through the Blind People's Association has helped persons with disabilities access rehabilitation, health services and opportunities for greater independence. One long-standing initiative established a production unit where persons with disabilities were trained and employed in manufacturing tricycles and wheelchairs. The model creates dual social value by providing dignified employment while producing mobility aids for other persons with disabilities.

The experience of a worker who joined the unit as a trainee illustrates the wider impact of inclusive employment. Regular work contributed not only to financial independence but also to improved social recognition, family stability, housing security and participation in community life. The unit has continued operating since 2007, demonstrating the value of accessible infrastructure, technical training and sustained institutional collaboration.

In rural Kutch, disability support has also been combined with blindness-prevention services and access to small-scale livelihood opportunities. Assistance provided to a person with severe mobility impairment enabled the establishment of a local shop and, subsequently, a small flour mill. While the income-generation details are addressed under Livelihoods, the empowerment outcome lies in reduced dependence, improved dignity and greater participation in family and community responsibilities.

Inclusive Empowerment

Suzlon seeks to move beyond viewing vulnerable individuals only as recipients of assistance. By strengthening access, capabilities and participation, interventions aim to enable people to make decisions, contribute to their households and engage more confidently with community institutions.

Building Resilience through Community-based Financial Systems

Community-based savings and lending mechanisms can provide an important source of support when rural households face health emergencies, irregular incomes or unexpected expenses. They also create opportunities for members to develop confidence in financial planning, borrowing and repayment.

In Gandhvi village, participation in the Shiv Shakti Self-Help Group enabled a member to access timely financial support following a serious illness in the family. Initial group assistance helped meet medical costs, while subsequent support enabled the establishment of a more stable snack-vending activity and improvements to the family home. Regular repayment reflected increased financial discipline and continued participation in the collective system.

The detailed enterprise and income-generation dimensions of this intervention are addressed under the Livelihoods theme. Within Empowerment, the case demonstrates how community-based financial systems can:

- provide timely access to finance;
- reduce dependence on informal or uncertain sources of assistance;
- support household decision-making;
- strengthen women's confidence and responsibility;
- build trust through responsible repayment; and
- improve resilience during periods of crisis.

From Access to Agency

Suzlon's empowerment approach recognises that sustainable community development requires more than one-time assistance. Communities and individuals need access to information, institutions, financial systems and platforms through which they can participate and exercise greater control over decisions affecting their lives.

Across interventions, empowerment is reflected in:

- women participating in collective savings and local leadership;
- households accessing government schemes and formal insurance;
- persons with disabilities gaining dignity and greater social participation;
- vulnerable groups receiving targeted, context-specific support;
- community members engaging more confidently with banks, Panchayats and public institutions; and
- local leaders helping extend the benefits of programmes to others.

Village Development Committees — From Participation to Community Ownership

Village Development Committees provide a structured platform through which communities can identify priorities, coordinate collective action and participate in the planning, implementation and monitoring of local development initiatives. Suzlon supports VDCs with capacity building, institutional guidance and, where appropriate, access to revolving funds or community assets.

The objective is to enable VDCs to progressively assume greater responsibility for local development—from participating in programme activities to independently planning, implementing, monitoring and financially managing community initiatives.

Institutional Progression

VDCs progress through different levels of institutional maturity based on their participation, planning capabilities, financial systems and operational independence. Depending on local capacity and the maturity of the institution, VDC responsibilities may include:

- identifying and prioritising community needs;
- convening community meetings;
- coordinating with Gram Panchayats and government departments;
- planning and monitoring development activities;
- maintaining community assets;
- mobilising financial or in-kind contributions;
- managing revolving funds or community-level activities; and
- reinvesting income in future development priorities.

FY2025–26 VDC Income-generating Activities

As of FY2025–26, 107 active VDCs operated income-generating activities across eight reported state or regional clusters. These activities included agro-service centres, tailoring units, tent-house and utensil rental services, RO plants, revolving funds, agricultural microfinance, grain and seed sales, bio-input centres, flour mills and other locally relevant services.

State/region	VDCs with income-generating activities
Andhra Pradesh	4
Gujarat — Kutch	3
Gujarat — Saurashtra	3
Karnataka	37
Madhya Pradesh	3
Maharashtra	5
Rajasthan	10
Tamil Nadu	42
Total	**107**

The nature of the activities differs by community need and local opportunity. Some VDCs manage social businesses that provide essential services, while others operate revolving funds or rental models that generate resources for community use. Several mature VDCs independently plan, implement and monitor activities, with selected committees operating with a high level of financial and operational autonomy.

Health - Fostering Community Health and Wellbeing

Suzlon's community-health interventions seek to improve access to affordable healthcare, strengthen preventive care and facilitate early diagnosis and treatment for communities around its operations. The programmes bring essential services closer to rural and underserved populations, where distance, limited awareness, financial constraints and inadequate healthcare infrastructure may delay timely care.

During FY2025-26, interventions focused on community health camps, diagnostic screening, women's health, eye care and cataract treatment, referral and follow-up support, and improvements to healthcare infrastructure. Programmes were delivered in collaboration with medical institutions, local health authorities, implementation partners, Village Development Committees and community representatives.

Community Health Camps and Medical Services

Community health camps provide an important link between underserved rural communities and formal healthcare systems. General and specialist camps enable community members to undergo screening closer to their villages, receive preliminary medical advice and access referrals where further investigation or treatment is required.

Suzlon's community health programmes combine service delivery with awareness and follow-up. Local partners and Village Development Committees support community mobilisation, while qualified medical teams undertake examinations and identify individuals requiring further care. Where needed, beneficiaries are also supported with counselling, transportation, hospital coordination and follow-up to help reduce the likelihood of treatment being delayed or discontinued.

The camps particularly benefit elderly people, women, persons with disabilities, daily-wage workers and other community members who may otherwise defer healthcare because of distance, loss of wages, limited mobility or treatment costs.

Women's Health — Enabling Early Detection and Timely Care

Women in rural communities often prioritise household and livelihood responsibilities over their own health. Limited awareness, financial constraints, hesitation around screening and distance from medical facilities may result in health conditions remaining undetected until they become more serious.

Suzlon's women-focused health interventions promote preventive care, early diagnosis and timely referral through village-level screening and awareness programmes. Community mobilisation before each camp helps women understand the importance of regular examinations, while follow-up support connects participants requiring further investigation with appropriate medical institutions.

In Tirunelveli district, Suzlon Foundation and Gramodhaya Social Service Society conducted 28 cancer-detection camps across 28 villages in collaboration with medical professionals from Nellai Cancer Care Centre. The programme screened 2,732 women, of whom 223 showing possible cancer-related symptoms were referred for further medical investigation and treatment.

Focus Area: Community Health — Expanding Access, Enabling Early Diagnosis

Early Detection, Timely Care — Strengthening Cancer Screening for Rural Women

Community Need

Balabathiramapuram is a remote village in the dry and arid region of Tirunelveli district, where agriculture is dependent on monsoon rainfall. Many households rely on small landholdings or agricultural wage labour, and irregular employment constrains their ability to seek preventive healthcare.

Women frequently postpone medical examinations because of financial limitations, low awareness and competing household responsibilities. Preventive screening was not routinely undertaken, even though cases of cancer had been reported in the surrounding villages.

Sumathi, a 41-year-old agricultural worker, lived with her husband and two children. She had noticed a lump but did not seek medical advice because she did not initially consider the condition serious. Like many women in the area, immediate livelihood and household needs took precedence over her own health.

Suzlon Solution

Suzlon Foundation, in partnership with Gramodhaya Social Service Society, brought cancer-detection services closer to communities through village-level camps. Medical professionals from Nellai Cancer Care Centre conducted preliminary examinations, while Village Development Committees and field teams supported awareness, community mobilisation and local arrangements.

Before the camps, women were informed about the importance of early detection and encouraged to participate through direct counselling and community outreach. Those showing possible symptoms were referred for further medical investigation and treatment, with continued counselling and follow-up to help them remain connected to care.

Sumathi attended the camp after being encouraged by the field team. Preliminary screening identified symptoms requiring further investigation, enabling her to begin treatment without further delay.

Key Interventions

- Conducted 28 cancer-detection camps across 28 villages.
- Mobilised women through community awareness and individual counselling.
- Provided preliminary cancer screening through qualified medical professionals.
- Identified participants requiring further diagnosis and treatment.
- Facilitated referrals to appropriate healthcare institutions.
- Provided counselling and follow-up to encourage continuity of treatment.
- Engaged Village Development Committees and local partners in community mobilisation and camp coordination.

Outcome and Societal Impact

The programme screened 2,732 women, of whom 223 were identified with possible cancer-related symptoms and guided towards further medical investigation and treatment. Beyond the immediate screening outcomes, the initiative increased awareness of preventive healthcare and encouraged women to seek medical advice before symptoms became more severe.

For Sumathi, the camp enabled early identification and timely access to treatment. Following approximately one year of treatment, her recovery was medically confirmed. The continued counselling and follow-up helped her remain engaged with the treatment process and regain confidence in managing her health.

The intervention also strengthened the connection between rural communities and

professional healthcare services. By bringing screening closer to villages and providing support beyond diagnosis, the programme addressed both physical-access barriers and the hesitation that can prevent women from seeking timely care.

Impact

- 28 villages covered through cancer-detection camps
- 2,732 women screened
- 223 women referred for further investigation and treatment
- Greater awareness of regular health examinations and early diagnosis
- Continued counselling and follow-up for women requiring medical care
- Timely diagnosis and completed treatment supported the recovery of a beneficiary identified during screening





Eye Care and Avoidable-blindness Screening

Cataracts and other vision-related conditions can significantly affect mobility, independence and livelihood participation, particularly among elderly people and rural workers. Yet many individuals continue living with impaired vision because of limited access to specialists, treatment costs, transportation barriers and inadequate awareness of available services.

Suzlon's eye-care interventions bring screening closer to rural communities and support beneficiaries through the continuum of care—from early identification and counselling to hospital referral, surgery and follow-up. Local partners mobilise communities and coordinate with hospitals, public-health authorities and Village Development Committees to support people who may otherwise delay or forgo treatment.

Extending Eye-care Services across Rural Communities

In Tirunelveli district, 14 eye camps across 14 villages screened 1,456 people and identified 338 individuals with cataract symptoms. Beneficiaries requiring treatment were referred for further examination and supported through hospital coordination and follow-up.

In the Patan region of Maharashtra, eye camps conducted across six villages reached 250 individuals during FY2025–26 and supported 28 cataract surgeries. The programme built on the prior year's intervention, when 219 people were screened and 19 surgeries were facilitated.

In four remote villages of Betul district, Madhya Pradesh, coordination with Panchayats, hospitals and medical professionals supported successful eye surgeries for 25 community members. The villages were located approximately 90 kilometres from the district centre, making local mobilisation and referral coordination particularly important.

In Nani Matli village, Gujarat, the Nirmal Project combined eye screening with family counselling, referral support and assistance with travel-related costs. This last-mile facilitation helped a financially constrained beneficiary access cataract surgery that the family had previously been unable to pursue.

Restoring Vision and Independence through Community Eye Care

In Sundankurichi village, Petchiammal, a 58-year-old agricultural worker living independently, experienced progressive vision impairment caused by cataracts in both eyes. Reduced eyesight affected her mobility, daily activities and ability to work. Limited income, lack of accompaniment and the distance from a hospital prevented her from seeking treatment.

Petchiammal was identified through a village-level eye camp conducted by Gramodhaya Social Service Society with support from Suzlon Foundation and participating eye hospitals. Following diagnosis, the programme team explained the treatment process and supported her through hospital referral and follow-up care.

After undergoing cataract treatment, her vision improved significantly. She resumed her daily activities and agricultural work, restoring both her income and independence. Her recovery also encouraged other community members to participate in subsequent screenings and seek timely care.

Restoring Vision

- 1,456 people screened and 338 cataract symptoms identified across 14 villages in Tirunelveli
- 250 people screened and 28 cataract surgeries supported across six villages in Maharashtra
- 25 people supported through successful eye surgeries across four remote villages in Madhya Pradesh
- Counselling, referrals, transportation or travel assistance and follow-up provided according to beneficiary needs

Supporting TB-affected Households

Prolonged illness can disrupt household income, increase expenditure and affect the ability of families to sustain treatment, nutrition and caregiving responsibilities. Suzlon therefore complements health-related support with need-based assistance intended to strengthen the resilience of affected households.

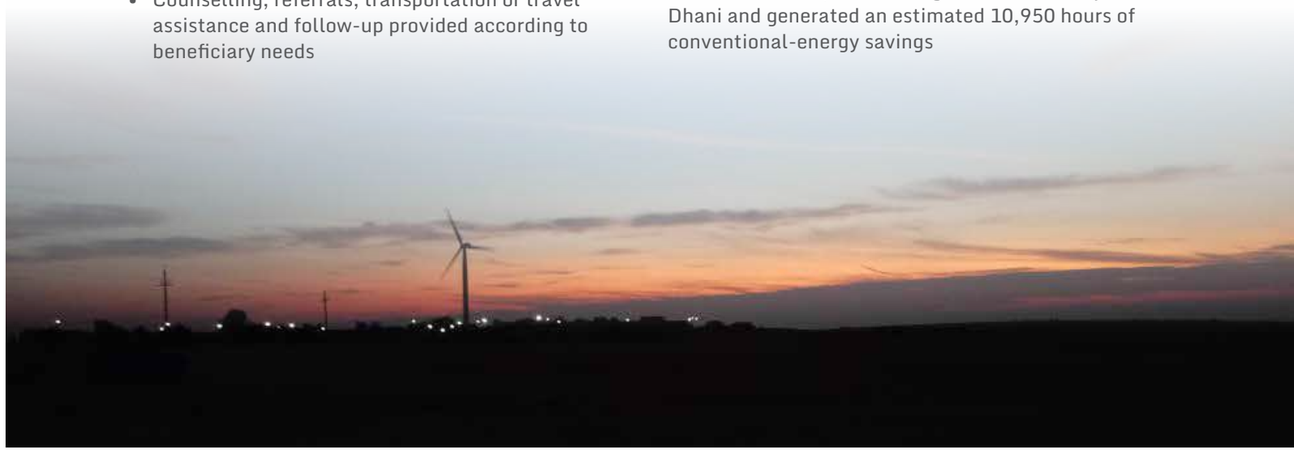
During FY2025–26, livelihood assistance supported 17 TB-affected families and contributed to a reported income increase of ₹2,04,500. The interventions helped beneficiaries move towards safer and more manageable sources of income while continuing treatment and meeting household responsibilities.

In Jamsar village, Gujarat, a TB-affected beneficiary who previously depended on daily-wage work in a dust-intensive industrial environment was supported to establish a home-based kirana store. Financial assistance of ₹16,000 enabled the enterprise to be set up, generating approximately ₹3,000–₹4,000 per month. The intervention reduced dependence on physically demanding work and enabled the beneficiary to earn while caring for a dependent family member.

Strengthening Healthcare Infrastructure

Reliable healthcare depends not only on medical expertise but also on access to essential infrastructure such as electricity, safe water, sanitation and appropriate equipment. In rural facilities, gaps in these services can affect lighting, diagnostics, patient care and the continuity of essential functions.

Under its renewable-energy-access programme in Rajasthan, Suzlon supported the solar electrification of three Primary Health Centres, benefiting approximately 13,300 patients. The systems supported more reliable electricity access across facilities in Deva, Poonamnagar and Chokhaniyon Ki Dhani and generated an estimated 10,950 hours of conventional-energy savings



Education - Enabling Access to Quality Learning

Suzlon's education initiatives seek to improve access to quality learning and create supportive educational environments for children and young people in rural and underserved communities. Programmes respond to locally identified needs through improvements to school and Anganwadi infrastructure, digital-learning resources, educational assistance and opportunities for holistic student development.

During FY2025–26, interventions focused on strengthening early-childhood education, equipping learning spaces with appropriate resources, supporting the educational continuity of vulnerable students and using renewable energy to improve classroom conditions. Community institutions, educators, parents and implementation partners play an important role in identifying needs and sustaining the facilities created.

Strengthening School and Anganwadi Infrastructure

Safe, functional and appropriately equipped learning spaces are essential to student attendance, participation and wellbeing. Suzlon supports need-based improvements in government schools and Anganwadi centres, particularly where gaps in basic infrastructure affect the quality or dignity of the learning experience.

Interventions include learning equipment, digital resources, lighting and electrical facilities, mid-day meal infrastructure and other essential materials identified in consultation with school authorities and community representatives.

Supporting Dignified Mid-day Meals at Mataladinni School

At the Government Higher Primary School in Mataladinni village, Karnataka, a shortage of plates and bowls affected the efficient distribution of mid-day meals. Students were required to carry utensils from home, creating inconvenience for families and delays for teachers.

Suzlon Foundation, in partnership with NEEDS NGO, provided 210 steel plates and 210 steel bowls, directly supporting 210 students. The durable utensils improved hygiene and dignity, reduced the burden on families and enabled the school to distribute meals more efficiently.

Impact at a Glance

- 210 students supported
- 210 steel plates provided
- 210 steel bowls provided
- Improved hygiene and efficiency during mid-day meal distribution
- Reduced dependence on utensils brought from students' homes

Digital Learning and Early Childhood Education

Digital learning can strengthen early-childhood education by making lessons more visual, engaging and accessible. However, many rural Anganwadi centres have limited teaching aids and continue to rely on conventional methods that may not fully engage young learners.

Suzlon supports digital-learning spaces by providing audio-visual equipment, relevant educational content and training for Anganwadi workers. The approach combines technology with educator capability and community participation so that the resources become part of regular teaching practices rather than one-time infrastructure additions.



Focus Area: Quality Education - Expanding Digital Access, Strengthening Early Learning

Building Digital Learning Ecosystems across Rural Anganwadis

Community Need

Anganwadi centres in selected rural communities of Madhya Pradesh had limited access to books, play materials and modern teaching aids. Existing teaching methods offered few opportunities for interactive learning, affecting children's interest, attendance and participation.

Anganwadi workers also had limited exposure to digital educational tools and required appropriate resources and training to make early learning more engaging. Village Development Committees and community representatives identified digital learning as an opportunity to strengthen the quality of education available to young children.

Suzlon Solution

Suzlon Foundation, in partnership with Arunodaya Sarveshwari Lok Kalyan Samiti, supported the establishment of digital e-learning units at rural Anganwadi centres in Madhya Pradesh. The centres received LED screens, speakers, USB drives and audio-visual educational content designed to complement the early-childhood curriculum.

The content was provided in locally accessible formats and combined learning with age-appropriate visual and recreational activities. Anganwadi workers were trained to operate the equipment and integrate digital resources into their regular teaching practices. The programme was complemented by monitoring and community engagement to encourage consistent use of the facilities.

Key Interventions

- Installed digital e-learning units comprising LED screens, speakers and supporting equipment.
- Provided audio-visual educational content aligned with early-childhood learning needs.
- Made learning resources available in locally accessible formats.
- Trained Anganwadi workers to operate the equipment and use it during regular teaching.
- Monitored the use of the units and provided implementation support.
- Engaged parents, Village Development Committees and local stakeholders in strengthening participation.
- Combined education with visual and recreational content to improve children's interest and attendance.

Outcome and Societal Impact

The digital units enabled Anganwadi workers to make lessons more interactive and broaden the range of learning activities available to children. The programme source reports an average 25% improvement in test scores, together with increased interest, attendance and participation among children. Anganwadi workers also reported greater confidence in using digital resources as part of classroom instruction.

The intervention encouraged stronger parental and community engagement with the Anganwadi centres. By combining educational technology with educator training and local participation, the programme created a foundation for more consistent and engaging early-childhood learning.

Impact

- Digital e-learning units established across selected rural Anganwadi centres.
- Audio-visual content made available to strengthen early learning.
- Anganwadi workers trained in the use of digital teaching tools.
- 25% average improvement in test scores reported by the programme source.
- Increased interest, attendance and participation among children.
- Greater educator confidence in delivering interactive lessons.
- Stronger involvement of parents and community stakeholders in early-childhood education.









Transforming the Shahajapur Anganwadi

In Shahajapur village, Maharashtra, the local Anganwadi operated from a small section of a village gymnasium and lacked electricity, educational tools and engaging learning resources. These limitations affected regular attendance and constrained the Anganwadi worker's ability to deliver interactive early-childhood education.

Suzlon Foundation and NISD supported the centre with an LED television for audio-visual learning. The Village Development Committee completed the required electrical wiring and fittings, enabling the equipment to be used for educational videos, rhymes and interactive activities.

The upgraded Anganwadi provides a more engaging learning environment for 23 children. The intervention also strengthened community ownership by combining programme support with the VDC's contribution towards the required infrastructure.

Digital Learning through Community Partnership

Programme support provided the learning equipment, while the Village Development Committee enabled the required electrical infrastructure. This shared approach strengthened local ownership and helped ensure that the facility could be used on a continuing basis.

Scholarships and Educational Continuity

Financial vulnerability, loss of parental support and limited access to learning materials can interrupt the education of otherwise motivated students. Suzlon provides need-based educational assistance to help vulnerable children continue attending school and meet essential academic expenses.

Students requiring support are identified through village-level surveys, community interactions and consultation with families and schools. Assistance is directed towards educational requirements such as school materials and other academic needs, helping reduce immediate financial pressure on households.

Supporting Reema's Educational Journey

Reema, a Class 8 student from Borali village in Madhya Pradesh, was being raised by grandparents after losing both parents. Although Reema remained committed to education and attended school regularly, the household's limited income made it increasingly difficult to meet school-related expenses.

Following identification through a village-level survey, Suzlon Foundation provided educational assistance to support essential academic requirements. The intervention reduced the financial pressure on Reema's grandparents and enabled Reema to continue attending school with the necessary study materials.

The support strengthened Reema's confidence and helped protect educational continuity during a period of household vulnerability. The case demonstrates how timely and targeted assistance can help prevent financial hardship from becoming a barrier to learning.

Educational Continuity in Action

- A vulnerable student identified through a village-level survey
- Essential academic requirements supported
- Financial pressure on the household reduced
- Continued school attendance and participation enabled
- Confidence and motivation to pursue education strengthened

Student Development and Co-curricular Learning

Quality education extends beyond academic instruction and includes opportunities for creativity, teamwork, cultural participation and confidence building. Rural government schools may have interested and capable students but lack the basic resources required to support music, dance and other co-curricular activities.

Suzlon's need-based educational support therefore includes simple but purposeful infrastructure that enables students to participate in activities beyond the classroom and develop a broader range of skills.

Supporting Co-curricular Learning at Lakhapar Government School

Students at the government school in Lakhapar village, Gujarat, demonstrated an interest in music, dance and cultural activities but lacked the basic audio equipment needed for organised practice.

Support provided through Utkarsh Foundation Trust included Bluetooth speakers and a microphone system. The equipment enabled structured rehearsals and helped students prepare for participation in district-level cultural competitions.

The intervention created a continuing school resource and enabled students to translate their interest into active participation. Exposure to competition strengthened confidence and encouraged students and teachers to continue developing co-curricular opportunities within the school.

Renewable-energy-enabled Learning

Access to reliable electricity is an important part of an enabling learning environment. In remote schools, inadequate electricity can restrict classroom lighting, ventilation and the use of educational resources.

Suzlon supports decentralised renewable-energy solutions where they can address essential learning-infrastructure gaps. Within the Education theme, the emphasis is on the resulting improvement in classroom conditions; the technical and energy-related aspects of these interventions are addressed separately under Social Infrastructure.

Brightening Learning at Nagjhiri Primary School

The government primary school in Nagjhiri, a tribal village in Madhya Pradesh, had no electricity connection and relied entirely on natural light. This made classroom activities difficult during cloudy weather and low-light periods.

The need was raised by the community through a Village Development Committee meeting. Suzlon Foundation, in partnership with Vasudha Sanstha, installed a solar system that powers two lights and one fan, improving classroom lighting and ventilation for 48 students.

The intervention created a more conducive teaching and learning environment while demonstrating how community institutions can help identify and address essential school-infrastructure needs.

Renewable Energy for Learning

- 48 students supported
- Two lights and one fan powered through solar energy
- Improved classroom lighting and ventilation
- Need identified through the Village Development Committee
- More reliable conditions for classroom teaching and student participation

Enabling Learning across the Educational Journey

Suzlon's education initiatives combine improvements to physical learning environments with digital access, educator capability, targeted student support and opportunities for holistic development. The interventions respond to different stages of the learning journey—from early-childhood education in Anganwadi centres to school infrastructure, educational continuity and co-curricular participation.

By working with educators, parents, Village Development Committees, schools and implementation partners, Suzlon seeks to ensure that educational support is relevant to local needs and supported by the communities it serves. The approach recognises that meaningful educational access depends not only on enrolment, but also on an environment in which students can attend regularly, participate confidently and continue learning despite social or economic barriers.



Livelihoods — Co-Creating Rural Income and Self-Reliance

Suzlon's livelihood interventions seek to strengthen household income security and reduce dependence on uncertain or seasonal sources of work. Programmes are designed around local skills, resources and market opportunities and support women, farmers, persons with disabilities and economically vulnerable households through training, productive assets, enterprise development and access to finance.

During FY2025–26, interventions covered women-led enterprises, agriculture and livestock, traditional crafts, food processing, rural services, circular livelihoods and inclusive employment. The focus remained on enabling participants to apply their capabilities productively, generate supplementary or regular income and build greater resilience to economic and environmental pressures.

Su-Samrudhi — Diversifying Rural Livelihoods

Su-Samrudhi brings Suzlon's livelihood interventions together under an integrated programme that connects skills, productive resources, finance and local markets. The programme supports both individual and collective enterprises and recognises that rural households often require more than one source of income to improve financial stability.

During FY2025–26, Su-Samrudhi supported 4,539 beneficiaries, approximately 60% of whom were women, across diversified livelihood initiatives. The interventions generated a reported income increase of ₹58,76,715 and supported enterprise development, agriculture, livestock, tailoring, weaving, revolving funds and solar-powered livelihood solutions.

FY2025–26 Livelihood Impact

Indicator	FY2025–26
Total beneficiaries supported	4,539
Share of women beneficiaries	Approximately 60%
Women supported through focused livelihood initiatives	1,529
Farmers supported	1,272
Persons with disabilities supported	54
Adolescent girls receiving skill training	382
SHG members and community members supported through revolving funds	347
Women accessing loans	68
Reported increase in income	INR 58,76,715
Reported increase in crop yield	10,48,000 kg
Natural manure produced	22,100 kg

Women's Skills and Enterprise Development

Women in rural communities may have limited access to formal employment because of mobility constraints, household responsibilities, limited training opportunities and the seasonal nature of local work. Home-based and village-level enterprises can provide flexible pathways through which women apply practical skills, contribute to household income and progressively strengthen their financial independence.

Under Su-Samrudhi, women were supported through tailoring and garment-making, weaving, cotton spinning, natural-product enterprises, food processing, solar-powered sewing and other locally appropriate activities. Women-focused interventions supported 1,529 participants and generated a reported income increase of ₹21,91,706. The programmes also enabled the processing of 2,150 kg of waste coconut leaves and 1,000 kg of herbal raw materials into livelihood products.

Tailoring and Garment-making

Tailoring emerged as an accessible livelihood pathway across several geographies because it can be undertaken from home and responds to a continuing local demand for traditional and everyday garments.

In five villages of Barmer district, Rajasthan, 125 women completed a structured 30-day training programme under the SuUday Project. Participants learned measurement, fabric cutting, garment construction, finishing and traditional gotta-patti work. Following the training, women reported average monthly earnings of approximately ₹3,000–₹4,000, with income increasing during festival and wedding seasons.

A separate tailoring programme across Chhod, Mokal, Sherawa and Sonu villages enabled participants to take local orders for traditional garments. Women reported average earnings of approximately ₹4,000–₹5,000 per month, increasing to around ₹6,000–₹7,000 during seasonal periods of higher demand.

These interventions enabled women to provide services within their villages, reducing the need for households to travel to nearby towns for tailoring. Beneficiary stories from the programmes also show improvements in confidence, community recognition and aspirations to continue education or expand home-based work.



Focus Area: Sustainable Livelihoods- Strengthening Women-led Rural Enterprises

From Migration to Local Livelihood — Women-led Vermicelli Production

Community Need

Ambavade Khurd in Satara district, Maharashtra, is a remote village with limited local employment opportunities, particularly for women. Households depend largely on agriculture and irregular wage work, while crop damage and uncertain farming conditions affect income stability. The absence of reliable local livelihoods has also contributed to migration to cities such as Pune and Mumbai.

Women in the village had few opportunities to earn while remaining close to their homes and families. This increased household dependence on seasonal work and limited their ability to contribute regularly towards food, healthcare and children's education.

Suzlon Solution

Suzlon Foundation supported the establishment of a small-scale vermicelli-production unit through the Ganesh Mahila Samuh. The intervention provided a vermicelli-making machine and trained group members in machine operation, hygienic food processing, quality checks, production planning and allocation of responsibilities.

The activity was implemented as a VDC-linked income-generating initiative, combining a productive asset with group-based enterprise management. The familiar nature of the product and its local demand made vermicelli suitable for village-level production and sale.

Key Interventions

- Supported the establishment of a women-led vermicelli-production unit.
- Provided machinery for local food processing.
- Trained participants in machine operation and production processes.
- Built awareness of hygiene, cleanliness and basic quality control.
- Strengthened group coordination and division of responsibilities.
- Enabled women to produce and sell a familiar food product within and around the village.
- Linked the activity with the Village Development Committee's income-generation model.

Outcome and Societal Impact

The enterprise is managed by 10 women from 10 households, providing an opportunity to earn without migrating or travelling outside the village for work. The women began producing and selling vermicelli locally, enabling them to contribute towards household expenses, healthcare and children's education.

Considering an average family size of five members, the intervention indirectly supported approximately 50 community members through improved household stability. Participation in the enterprise also strengthened the confidence and economic role of the women involved.

Impact

- 10 women directly engaged in the enterprise
- 10 households supported through local income generation
- Approximately 50 family members indirectly benefited
- A productive livelihood created within the village
- Reduced dependence on migration and uncertain seasonal work
- Skills developed in production, hygiene, quality and enterprise coordination
- Greater participation by women in household financial responsibilities



Agriculture, Livestock and Allied Livelihoods

Agriculture and livestock remain important sources of income across many communities where Suzlon operates. However, erratic rainfall, limited access to irrigation, declining soil productivity, inadequate livestock nutrition and insufficient technical knowledge can reduce farm output and intensify household vulnerability.

Su-Samrudhi supports farmers through fruit plants, traditional seeds, natural manure, soil- and moisture-management measures, improved agricultural practices, solar-enabled farm infrastructure and better access to inputs. During FY2025–26, these interventions supported 1,272 farmers, distributed or established 12,890 fruit plants, enabled 22,100 kg of manure production and contributed to a reported 10,48,000 kg increase in agricultural yield. The programme also supported 480 farmers in adopting improved practices and conserved four traditional seed varieties.

Strengthening Water-use Efficiency

In Patan, Maharashtra, a structured canal system was developed to improve the transfer of irrigation water to agricultural fields. Before the intervention, unstructured water flow resulted in diversion, seepage, uneven irrigation and the need for continuous supervision. Following construction of the canal, farmers reported a reduction of nearly 90% in water wastage, more reliable irrigation and less time spent monitoring water flow.

The detailed infrastructure and water-conservation dimensions of this intervention are presented in the Water Management and Social Infrastructure sections. Within Livelihoods, its significance lies in improved farm efficiency, reduced labour requirements and more predictable access to irrigation.

Focus Area: Livestock-Based Livelihoods - Improving Nutrition, Productivity and Farmer Income

Strengthening Farmer Incomes through Green Fodder Cultivation

Community Need

Agriculture and livestock rearing are principal livelihood activities across several rural communities in Madhya Pradesh. Limited access to nutritious fodder and inadequate awareness of livestock-feeding practices affected animal health and milk productivity. Farmers frequently depended on costly market feed or seasonally available resources, restricting the economic viability of dairy-based livelihoods.

Dhara Singh, a farmer from Chandwasla village, depended on livestock and agriculture to support a household that included three school-going children. Inadequate fodder affected animal health and milk production, and monthly income remained at approximately ₹7,000–₹8,000.

Suzlon Solution

Suzlon Foundation implemented a green-fodder cultivation initiative across 16 villages in Madhya Pradesh. Farmers received seasonally appropriate fodder seeds, including barseem, jowar, maize and oats, together with training on cultivation, feeding practices, fodder storage and livestock-health management.

The programme also promoted the use of cattle dung as organic manure to improve soil fertility and reduce dependence on chemical inputs. A peer-learning approach encouraged trained farmers to share knowledge and experience with others, supporting wider adoption of improved practices.

Key Interventions

- Distributed seasonally appropriate and nutrient-rich fodder seeds.
- Trained farmers in fodder cultivation and livestock feeding.
- Demonstrated appropriate feeding schedules and fodder-storage practices.
- Promoted cattle dung as organic manure.
- Conducted follow-up visits to monitor implementation and address challenges.
- Encouraged farmer-to-farmer learning and knowledge sharing.
- Integrated livestock productivity with sustainable agricultural practices.

Outcome and Societal Impact

Improved fodder availability contributed to healthier livestock, increased milk production and reduced dependence on costly external feed. For the featured farmer, milk production increased by approximately 1–1.5 litres per animal, while monthly income rose from around ₹7,000–₹8,000 to ₹10,000–₹12,000.

The programme also encouraged wider adoption of improved feeding and manure-management practices. Farmers who observed the benefits began sharing knowledge with others, creating a community-based pathway for improving livestock productivity.

Impact

- Green-fodder cultivation promoted across 16 villages
- Improved livestock nutrition and animal health
- Milk production increased by 1–1.5 litres per animal for the featured farmer
- Monthly income increased from approximately ₹7,000–₹8,000 to ₹10,000–₹12,000
- Greater use of cattle dung as organic manure
- Reduced dependence on costly feed and chemical fertilisers
- Peer learning encouraged wider adoption of sustainable livestock practices





Microenterprise and Rural Entrepreneurship

Microenterprises allow rural households to diversify income beyond agriculture and daily-wage labour. Suzlon supports need-based enterprises through skill development, productive equipment, development finance and community-based revolving funds.

Interventions include rural service centres, tailoring, food processing, flour mills, vending, beauty services, retail activities and other businesses suited to local demand. Where appropriate, entrepreneurs are supported to diversify across multiple activities to reduce dependence on a single income source.

Building Multi-income Rural Enterprises

In Baladhare village, Karnataka, skill training and development finance helped a rural entrepreneur progress from low-wage employment to a diversified income model. Following a three-month sponsored beauty-services course and a subsequent loan of ₹50,000, the entrepreneur established and expanded a local service business and reported monthly profits of approximately ₹30,000. Earnings were later reinvested in dairy, retail and agriculture, creating multiple sources of household income.

In Singatagere, development finance enabled a tailoring professional to replace a manual sewing machine with a multi-function power machine. Daily earnings increased from approximately ₹500 to ₹800–₹1,000, while the household subsequently added dairy and seed-supply activities. The combined livelihood portfolio generated an average monthly income of around ₹25,000.

Affordable Local Services through VDC-supported Enterprise

In Halthimalapura, Karnataka, a VDC-supported roti-making machine enabled a local entrepreneur to meet demand during festivals and community functions. Local production reduced dependence on external suppliers, improved availability and strengthened household income. The initiative demonstrates how a productive asset can create value for both the entrepreneur and the wider village.

Empowering Rural Entrepreneurship through Micro-enterprises

A rural E-Service Centre supported through a printer and photocopying machine enabled a person with a disability to expand locally available services and establish a more stable source of income. The enterprise generated approximately ₹10,000 per month, while improving access to essential documentation and digital services for the surrounding community.

The intervention shows how carefully selected productive assets can strengthen income generation while filling a local service gap. Detailed attention was given to the beneficiary's capabilities, existing business and local demand, supporting a transition towards greater economic independence.

Circular and Traditional Livelihoods

Suzlon supports livelihood models that derive value from locally available materials, agricultural by-products, waste streams and traditional skills. These interventions generate income while contributing to resource efficiency and the continuity of local craftsmanship.

Turning Temple Waste into Income through Cocopeat Production

Naikba in Maharashtra is a major pilgrimage location where coconut offerings generated significant quantities of accumulated husk and shell waste. At the same time, nearby women had limited access to stable livelihood opportunities.

Suzlon Foundation and Dyandeep Foundation supported the installation of a cocopeat-production machine that enabled coconut waste to be processed into value-added products. A group of seven women was trained to operate and manage the machinery, while another 33 women learned to create fibre-based products such as ropes, doormats, plant pots and decorative items.

The intervention improved the management of coconut waste and enabled women to generate income through cocopeat and fibre products. Market connections were established through approximately 37 stores, extending the reach of products beyond the immediate village.

Circular Livelihood Impact

- Seven women trained to operate and manage the cocopeat unit
- 33 women trained in fibre-based product development
- Coconut waste converted into cocopeat and marketable products
- Products connected with approximately 37 stores
- Community cleanliness and local enterprise strengthened together

The waste-management benefits of the initiative are acknowledged under Environment; the detailed narrative is retained here because its principal outcome is women-led livelihood creation.

Sustaining Traditional Crafts and Home-based Income

Traditional crafts can provide supplementary income while preserving knowledge that might otherwise disappear because of changing occupations and migration. Home-based activities are particularly relevant where formal employment is limited or difficult to combine with caregiving responsibilities.

In Moti Vamoti, Gujarat, cotton spinning through a peti charkha enabled a rural artisan to convert an inherited skill into a continuing source of supplementary household income. The activity requires limited capital, can be undertaken flexibly from home and has encouraged interest among other community members in learning the skill.

In Sangnara, the revival of a discontinued household-weaving practice restored an additional income pathway and helped preserve intergenerational craft knowledge. Resuming the use of the family loom demonstrated that traditional skills can remain economically relevant when combined with sustained practice and locally appropriate support.

Plastic-weaving training in Dhareshi, Gujarat, provided another locally accessible craft pathway. A participant who had no previous specialised livelihood skill became a trained artisan and subsequently began mentoring five other community members, creating a foundation for local skill transfer and future cluster-level production.

Inclusive Livelihoods

Inclusive livelihood programmes seek to enable persons with disabilities and other vulnerable individuals to participate in economic activity suited to their capabilities and circumstances. Support may include technical training, accessible workplaces, productive assets, solar-powered equipment, mentoring or assistance in establishing home-based enterprises.

During FY2025–26, livelihood and targeted-support initiatives reached 54 persons with disabilities, generated a reported income increase of ₹1,75,500, and delivered six focused interventions intended to improve inclusion, earning opportunities and quality of life.

Focus Area: Inclusive Livelihoods - Enabling Dignified and Accessible Employment

Creating Livelihoods through Assistive-device Manufacturing

Community Need

Persons with disabilities in rural Kutch may face limited access to skill development, accessible employment and livelihood opportunities adapted to different physical capabilities. These barriers can result in long-term financial dependence and reduced participation in family and community life.

The Blind People's Association established a production unit in Bhuj to manufacture wheelchairs and tricycles while creating employment for persons with disabilities. In its early stages, the unit required machinery, training and an accessible operational structure to develop into a sustained livelihood platform.

Suzlon Solution

Suzlon Foundation supported the production unit with essential machinery and helped establish the foundation for its operations. Persons with disabilities from local and neighbouring districts were identified and trained in the manufacturing processes required to produce mobility aids.

The unit subsequently received support from other institutional partners to strengthen its working environment and has continued to operate since 2007. The model combines technical skill development with meaningful employment and produces assistive devices for people facing similar mobility challenges.

Key Interventions

- Supported essential machinery for the assistive-device production unit.
- Identified and trained persons with disabilities in manufacturing processes.
- Created an employment environment adapted to participant capabilities.
- Produced wheelchairs and tricycles for other persons with disabilities.
- Strengthened operations through institutional collaboration.
- Sustained the unit as a long-term livelihood platform.

Outcome and Societal Impact

Persons employed through the unit gained technical skills, regular work and greater financial independence. For the featured worker, employment contributed to family stability, social acceptance, housing security and the ability to support three children.

The model creates dual social value: it enables persons with disabilities to earn through dignified work while producing mobility devices that improve independence for other beneficiaries. Its continued operation demonstrates the potential for inclusive livelihood models to deliver sustained economic and social outcomes.

Impact

- Accessible, skill-based employment created for persons with disabilities
- Technical capabilities developed in wheelchair and tricycle manufacturing
- Greater financial independence and reduced dependency
- Improved family and housing security for participating workers
- Mobility devices produced for other persons with disabilities
- A livelihood model sustained through long-term institutional collaboration
- Stronger dignity, confidence and participation in community life





Supporting the Livelihood Recovery of Disease-affected Households

In Jamsar village, Gujarat, a TB-affected individual who previously depended on work in a dust-intensive industrial setting was supported to establish a home-based kirana store. Financial assistance of ₹16,000 enabled the setup of the enterprise, which now generates approximately ₹3,000–₹4,000 per month. The intervention reduced dependence on physically demanding work and enabled the beneficiary to earn while continuing household caregiving responsibilities.

The Health section addresses treatment continuity and household wellbeing for disease-affected families. The livelihood outcome is presented here because the principal intervention involved transition to a safer and more stable income source.

Social Infrastructure - Reinforcing Rural Resilience and Essential Services

GRI 203-1, ESRS S3 S3-4, WEF ESG Employment and Wealth Generation

Suzlon's social-infrastructure initiatives seek to improve access to essential services and strengthen the ability of rural communities to respond to social, environmental and economic challenges. Programmes address locally identified gaps in clean energy, water security, sanitation, public services and shared community assets.

During FY2025–26, interventions under this theme combined decentralised renewable energy, water-conservation infrastructure and the innovative reuse of materials. The approach links infrastructure creation with community participation, local ownership and long-term maintenance so that the assets continue to serve communities beyond the period of direct support.

FY2025–26 Social Infrastructure Impact

Area of intervention	FY2025–26 impact
Villages benefiting from solar interventions	140
Solar infrastructure installed	144 kW
Conventional-electricity savings enabled	23,23,701 hours
Water conserved through community structures	3,54,722 m^3
People benefiting from water-conservation interventions	89,423
Waste repurposed into community products	34,154 kg
Community products created	1,162
Estimated value of circular community assets	INR 40,76,900
Individuals benefiting from circular products	12,180

Suzlon – Powering Lives

Reliable energy access can strengthen healthcare delivery, improve learning conditions, support livelihoods and make public spaces safer. Through Suzlon – Powering Lives, decentralised solar solutions are deployed in rural locations where gaps in conventional electricity affect essential services and productive activities.

During FY2025–26, solar interventions supported Primary Health Centres, schools, hostels, households, community spaces and livelihood activities. The programme combined installed infrastructure with locally relevant applications, enabling communities to use renewable energy for healthcare, education, mobility, household requirements and income generation.

Powering Lives — Renewable Energy for Essential Services

Intervention	FY2025–26 outcome
Solar electrification of Primary Health Centres	17,971 patients benefited; 1,42,350 hours of improved service delivery
Solar Home UPS systems	240 beneficiaries; 3,65,250 hours of reliable electricity
Solar lighting for schools and hostels	9,830 students; 1,06,936 hours of improved learning conditions
Solar street lights	13,455 community members; 16,15,755 hours of improved safety and mobility
Solar lanterns	86 beneficiaries; 24,300 productive hours enabled
Digital e-learning systems	1,412 students; 27,900 hours of improved educational access
Solar-powered sewing machines	35 women; 21,600 income-generating hours enabled

Powering Essential Services across Rural Rajasthan

In Rajasthan, renewable-energy infrastructure was deployed across healthcare facilities, schools and community spaces. The programme included the solar electrification of three Primary Health Centres, solar lighting across 27 school interventions, and solar street-light installations through five community interventions.

Together, the reported interventions reached 21,289 beneficiaries and generated approximately 2,44,830 hours of conventional-energy savings. Solar-powered healthcare facilities supported continuity of patient services, school lighting improved learning conditions, and streetlights strengthened safety and mobility in underserved public spaces.

Extending Household Energy Access through Solar Home UPS Systems

Solar Home UPS systems provided decentralised electricity to 240 beneficiaries across Andhra Pradesh, Gujarat, Karnataka, Maharashtra and Tamil Nadu. The systems enabled evening study, household work and other productive activities, generating an estimated 3,65,250 hours of reliable electricity.

The systems used repurposed batteries, creating both an energy-access benefit and a productive second life for operational materials. The detailed battery-reuse process is presented in the Waste Management chapter; this section focuses on the resulting access to reliable household electricity.

Suzlon — Jal Hai to Kal Hai

Water security is fundamental to rural wellbeing, agriculture, livestock, education and public health. However, silted waterbodies, declining groundwater, inadequate storage and uneven rainfall can limit communities' ability to meet everyday and productive water needs.

Through Suzlon — Jal Hai to Kal Hai, community water infrastructure is strengthened through groundwater recharge, repair and restoration of waterbodies, soil and moisture conservation, rooftop rainwater harvesting and other locally appropriate storage and recharge measures.

FY2025–26 Community Water Infrastructure

Intervention	Infrastructure supported	Community outcome
Borewell recharge	17 recharge shafts	14,273 people; 7,105 m^3 recharged
Check-dam repair	Two check dams	1,080 villagers; 2,840 m^3 stored
Farm bund development	4,025 soil bunds	146 farmers; 45,014 m^3 conserved
Pond and nadi desiltation	51 waterbodies	45,000 villagers; 1,38,109 m^3 stored
Rooftop rainwater harvesting	42 tanks	766 households and 62 students; 452 m^3 stored
Other water-conservation structures	223 structures	18,725 villagers; 1,56,208 m^3 conserved
Total water conserved	—	3,54,722 m^3

Enabling Community Cultivation through Shared Irrigation Infrastructure

In Sivapuram village, Andhra Pradesh, approximately 40 acres of village-owned dry land remained underutilised because adequate irrigation infrastructure was unavailable. Landless families depended on seasonal work and travelled to distant locations in search of employment, increasing both household expenditure and personal risk.

Suzlon Foundation and the Centre for Rural Action supported the digging of a borewell, installation of a high-capacity motor, and creation of the necessary electric-pole and power infrastructure. Water and soil testing were conducted with government departments before cultivation began. Two groups comprising ten landless women each were formed for the initial cultivation model and received training in organic millet production, harvesting and marketing.

The pilot enabled previously fallow land to be brought under millet cultivation. An initial investment of ₹20,000 reportedly generated approximately ₹3,50,000 in a single three-month harvest cycle, while around 50 families benefited directly or indirectly. The intervention reduced dependence on daily migration and created a locally managed agricultural value chain that included millet cultivation and processing.

Restoring Community Waterbodies

Rejuvenating existing waterbodies can increase storage without requiring entirely new infrastructure. Desiltation restores depth and holding capacity, extends water availability into dry periods and can provide nutrient-rich silt for use on agricultural land.

In Yaraganahal village, Karnataka, the accumulation of silt had reduced the capacity of the Goudana Kere village tank. Although the tank filled during the rainy season, stored water depleted early in summer, affecting livestock, farming and other community requirements.

Suzlon Foundation and NEEDS NGO supported the Village Development Committee and local community in desilting approximately half an acre of the tank and removing around 452 m^3 of silt. The intervention increased storage capacity and enabled water to remain available for a longer period. Farmers also applied the excavated silt to nearby agricultural land, creating an additional soil-productivity benefit.

Harvesting Rainwater for School Water Security

Khaparale Primary School in Maharashtra lacked a system to collect monsoon rainfall and faced inconsistent water availability during school hours. The shortage affected drinking water, sanitation and the maintenance of trees and flowering plants within the campus.

Suzlon Foundation and NISD supported the installation of a rooftop rainwater-harvesting system comprising a 2,000-litre tank, plumbing and filtration facilities. The school terrace functions as the catchment area, directing rainwater into the storage tank for subsequent use.

The intervention reduced dependence on external water sources and supported drinking-water, sanitation and plantation requirements. It also provided students with a practical example of water conservation and responsible resource use.

Focus Area: Essential Services — Linking Safe Water with Institutional Self-reliance

Enabling Safe Drinking Water and Local Livelihoods through a Community RO Plant

Community Need

Kurugunta village in Anantapur district, Andhra Pradesh, faced limited access to safe drinking water. The village is also home to an ashram that provides shelter and support to visually impaired women and children.

The ashram depended largely on donations and personal contributions from its founder to meet expenses relating to food, medicines, education and daily care. The absence of a regular income source created uncertainty regarding the continuity of essential services for residents. Approximately 80 people were directly or indirectly associated with the ashram and its activities.

Suzlon Solution

Suzlon Foundation and the Centre for Rural Action established a community RO water plant that could simultaneously address the shortage of safe drinking water and generate a regular source of income for the ashram.

Implementation included laboratory testing of water, Panchayat approval, assessment of demand among households and institutions, construction of a shed, installation of the RO plant, electricity provision and creation of a recharge pit. Arrangements were also made for the delivery of 20-litre water cans to households, hotels and educational institutions.

Ashram residents were trained in operating the plant, cleaning cans and storage drums, maintaining records and monitoring water sales. The facility was subsequently handed over for independent management.

Key Interventions

- Conducted water-quality testing and technical verification.
- Secured approvals and coordinated with the local Panchayat.
- Constructed the facility and installed the RO water plant.
- Created a recharge pit to support groundwater replenishment.
- Established a water-can distribution and door-delivery system.
- Trained residents in plant operation, hygiene and record-keeping.
- Supported independent management of water sales and routine operations.
- Connected safe water delivery with an institutionally managed income model.

Outcome and Societal Impact

Following operationalisation, the plant began generating approximately ₹30,000 per month through water sales and delivery services. The income strengthened the ashram's ability to provide food, medicines and daily care while reducing dependence on uncertain donations.

The plant also improved access to affordable and purified drinking water within the surrounding community. Residents developed practical capabilities in plant operation, hygiene, sales management and record-keeping, strengthening both institutional confidence and self-reliance.

Impact

- Safe and affordable drinking water made available to the community
- Approximately 80 direct and indirect beneficiaries associated with the ashram
- Around ₹30,000 in monthly income generated through water sales
- Reduced institutional dependence on irregular donations
- Residents trained in plant operation, hygiene and record maintenance
- Door-delivery services established for water distribution
- Recharge pit created to support groundwater replenishment
- Replicable model linking essential services with institutional self-reliance





Suzlon — Trash to Treasure: Innovative Reuse

Suzlon's innovative reuse initiatives convert operational and community waste into functional products and shared assets. This approach reduces the need for disposal while creating infrastructure that responds to local requirements.

During FY2025–26, 34,154 kg of wood, metal, plastics, composites, FRP, resin, glass and batteries was repurposed into 1,162 products. These included bird nests, toilet structures, school desks, trench covers, doors, dustbins and Solar Home UPS systems. Together, the products generated an estimated community value of ₹40,76,900 and benefited 12,180 individuals.

One component repurposed 6,475 kg of FRP waste into 13 toilet structures across villages in Nandurbar and Dhule districts. The structures had an estimated supported value of approximately ₹17 lakh and improved sanitation access for 835 women.

Retired batteries were also used in Solar Home UPS systems, enabling reliable electricity for 240 beneficiaries and generating approximately 3,65,250 hours of energy access.

These initiatives demonstrate how circularity can extend beyond waste diversion to create tangible community value. Detailed information on material recovery and reuse is presented in the Waste Management chapter.

Community Assets and Essential Rural Services

Some locally identified needs require small but purposeful infrastructure interventions. Although modest in scale, these assets can reduce household expenditure, improve access to essential services and strengthen community ownership.

Programmes are selected through local consultation and implemented with Village Development Committees, community members and partner organisations. Where feasible, community co-contribution is encouraged to strengthen accountability and support the asset's continued use and maintenance.



Focus Area: Community Infrastructure - Enabling Shared Services Through Local Ownership

Building a community-owned Essential Service in Adavimallanakeri

Community Need

Adavimallanakeri village in Karnataka is home to more than 400 households. The village did not have an appropriate shared stretcher for funeral services, requiring families to make individual arrangements during periods of grief.

The absence of a community facility created additional expenditure and logistical difficulties. The Village Development Committee identified the need for a shared asset that could be accessed by all community members and managed locally.

Suzlon Solution

Suzlon Foundation, in partnership with NEEDS NGO and the Village Development Committee, supported the establishment of a community stretcher facility. Suzlon Foundation provided ₹40,000, while community members contributed towards the remaining requirement, bringing the total intervention value to approximately ₹90,000.

The community contribution created a shared sense of responsibility and enabled the facility to be established as a collectively owned and locally managed asset.

Key Interventions

- Identified the requirement through community and VDC consultation.
- Mobilised financial support from Suzlon Foundation.
- Enabled community co-contribution towards the total cost.
- Established a shared facility accessible to village households.
- Assigned local responsibility for use and maintenance.
- Reduced the need for families to make costly individual arrangements.

Outcome and Societal Impact

The facility created a permanent community resource serving more than 400 households. At the time of reporting, it had already been used to support two families.

Beyond the immediate service provided, the intervention demonstrated the value of shared investment and community ownership. The Village Development Committee and residents participated in creating an asset that responds to a sensitive but essential local requirement and can continue to serve the village over time.

Impact

- Shared essential-service facility established for a village of 400+ households
- Total intervention value of approximately ₹90,000
- ₹40,000 contributed by Suzlon Foundation
- Community contribution mobilised towards establishment of the asset
- Two families supported at the time of reporting
- Household expenditure and logistical burden reduced
- Local ownership and responsibility strengthened through the VDC model



Building Resilient and Community-owned Infrastructure

Suzlon's social-infrastructure approach combines essential service delivery with local participation and sustained community value. Clean-energy systems improve the reliability of healthcare, education and public infrastructure; water-conservation structures strengthen availability and recharge; and innovative reuse converts waste into functional community assets.

By aligning infrastructure with identified community needs and involving local institutions in implementation and maintenance, these interventions seek to create assets that are accessible, relevant and capable of serving communities over the long term.

Partnerships For Scale and Sustained Impact

Partnerships enable Suzlon to combine local knowledge with technical expertise, implementation capacity and institutional reach. During FY2025-26, community programmes were implemented in collaboration with more than 39 institutions, including government bodies, NGOs, corporate foundations, healthcare institutions, schools, academic organisations and community-based groups.

Implementation partners support community mobilisation, baseline and need assessments, programme delivery, beneficiary engagement, monitoring and reporting. Gram Panchayats, government departments, Village Development Committees, Self-Help Groups, schools and healthcare institutions provide local coordination and help programmes connect with existing public systems.

Partners are selected based on thematic expertise, local presence, governance, implementation capability and alignment with Suzlon's ethical and CSR commitments.

Project plans define implementation responsibilities, budgets, timelines and performance indicators. Progress is reviewed through programme reports, financial documentation, field visits, beneficiary interactions and periodic discussions with partners. Where gaps are identified, corrective measures may include revisions to implementation plans, stronger monitoring or additional capacity building.

During the year, programmes also mobilised ₹0.41 crore in co-funding from employees, customers, community members and other stakeholders. This collaborative approach helped supplement CSR resources and respond to specific community priorities.

Employee Volunteering – Strengthening Community Connections

Employee volunteering strengthens the connection between Suzlon's purpose, its people and the communities associated with its operations. Employees contribute their time, knowledge and skills across environmental, educational, health and community-development programmes.

Volunteering during FY2025-26 included participation in biodiversity and sparrow-conservation activities, renewable-energy awareness sessions in schools, community campaigns, educational engagement and other locally organised interventions. Through these activities, employees contributed not only to programme delivery but also to greater community awareness and participation.

Employees participated in Wind for Wings through awareness sessions, nest-making, installation and community outreach. Employee-led environmental education was also supported through renewable-energy and climate-awareness sessions in schools. Such engagement enables employees to apply their professional knowledge while encouraging young people to understand clean energy, biodiversity and environmental responsibility.

Suzlon will continue to strengthen skills-based and location-led volunteering by:

- connecting employee capabilities with community needs;
- expanding opportunities across the six CSR themes;
- encouraging long-term participation rather than one-time engagement;
- strengthening monitoring of participation and volunteering hours; and
- recognising employees and teams that contribute to sustained community impact.

Community Grievance Redressal - Performance

Suzlon's community grievance mechanism enables concerns to be raised through telephone, email, direct meetings, site and project representatives, local offices, Village Development Committees, complaint boxes at selected locations and a multilingual, independently managed helpline.

During FY2025–26, 21 community grievances were received, of which 20 were resolved and one remained pending at the end of the reporting period. This represents a resolution rate of approximately 95.2%, compared with 66.7% in FY2024–25.

Community Grievances	FY2024–25	FY2025–26
Received	30	21
Resolved	20	20
Pending at year-end	10	1
Resolution rate	66.7%	95.2%

Concerns received at the operational level are required to be reported to the State CSR Manager within 48 hours or two working days. A formal response is provided within 45 days, with escalation available where the complainant is not satisfied. The overall process is intended to conclude within a maximum of 60 days.

Grievance trends and pending matters are periodically reviewed to identify recurring concerns, strengthen preventive measures and improve programme responsiveness.



Monitoring, Evaluation and Learning

GRI 413-1, ESRS S3 S3-2 §22; S3-3 §27(b); S3-4

Suzlon's monitoring and evaluation approach is designed to assess whether programmes are being implemented as intended and whether they are producing relevant and sustained outcomes for communities.

Project-level indicators are established based on the nature and objectives of each intervention. These may cover programme reach, services and assets delivered, changes in access or capability, improvements in income or productivity, environmental outcomes and the maturity of community institutions.

Monitoring includes:

- programme and expenditure reports from implementation partners;
- field visits and physical verification;
- beneficiary and stakeholder interactions;
- review of supporting documentation;
- community feedback and satisfaction inputs;
- tracking of output, outcome and impact indicators;
- review of implementation timelines and financial utilisation; and
- corrective actions where delivery gaps are identified.

Baseline and need assessments provide the foundation for programme design and help establish the context against which progress can be assessed. During implementation, monitoring information is reviewed by the CSR team and relevant governance bodies. Findings are used to strengthen programme design, refine delivery approaches and inform future allocation of CSR resources.

Independent assessments are undertaken where required or considered valuable based on programme scale, investment and potential impact. These complement routine monitoring by examining longer-term outcomes, unintended effects, community ownership and the wider social or environmental value generated.

In this way, monitoring is treated not only as a reporting requirement but also as a continuous learning process that strengthens programme relevance, accountability and impact.



Measuring Environmental and Social Value

Suzlon uses independent impact assessment and Environmental and Social Return on Investment to understand the wider value created through its CSR programmes. The assessment goes beyond activity and beneficiary counts to examine how interventions contribute to improvements in wellbeing, income, access to services, environmental quality and community resilience.

The FY2025–26 ESROI assessment covered interventions across 61 districts in nine states and two Union Territories. It assessed a combined investment of ₹12.68 crore and estimated the creation of ₹497.42 crore in societal value. This represents an ESROI of 3,922%, equivalent to approximately ₹39.22 in estimated environmental and social value for every rupee invested.

FY2025–26 ESROI

Indicator	Result
Districts covered	61
States covered	9
Union Territories covered	2
Investment assessed	INR 12.68 crore
Estimated societal value created	INR 497.42 crore
ESROI	3,922%
Estimated value created per ₹1 invested	INR 39.22

The assessment findings help Suzlon:

- understand the relative value created by different types of intervention;
- identify programmes with strong or scalable outcomes;
- strengthen programme design and impact indicators;
- prioritise resources towards interventions with sustained community value; and
- improve accountability to communities, governance bodies and other stakeholders.



CSR Performance Metrics

GRI 203-2, ESRS S1 S1-4 AR 41; ESRS S2 S2-4 AR 37; ESRS S3 S3-4 AR 36; ESRS S4 S4-4 AR 34

Indicator	FY2024–25	FY2025–26
CSR activities	3,818	4,432+
Villages reached	1,024	1,268
Individuals reached	22,97,019	23,31,068
Households reached	4,49,740	4,94,330
Collaborating institutions	25	39+
Co-funding mobilised	INR 1.17 crore	INR 0.41 crore
Community grievances received	30	21
Community grievances resolved	20	20
Community grievances pending	10	1
ESROI assessment boundary	INR 4.26 crore	INR 12.68 crore
Estimated societal value created	INR 60.12 crore	INR 497.42 crore
ESROI	6,008%	3,922%
Estimated value created per ₹1 invested	₹65.60	INR 39.22
Employee volunteers	7,164	5,783
Contractual-worker volunteers	3,370	5,656
Total volunteering hours	71,667	85,738

Looking Ahead

Suzlon will continue to strengthen the relevance, scale and sustained impact of its community-development programmes through need-based planning, community participation and stronger local institutions.

The next phase of the CSR approach will focus on deepening outcome and impact measurement, strengthening the capabilities of implementation partners and enabling Village Development Committees and Self-Help Groups to assume greater ownership of local development priorities.

Suzlon will also seek to improve convergence with government schemes and public institutions, expand skills-based employee volunteering and use digital systems to improve programme monitoring and evidence-based decision-making. Interventions demonstrating strong community ownership and measurable outcomes will be assessed for replication across comparable geographies.

Through continued collaboration with communities, government institutions, implementation partners, employees and technical experts, Suzlon seeks to build development pathways that are inclusive, locally relevant and capable of being sustained over time.

CUSTOMER RELATIONSHIP MANAGEMENT

Material Topic	Goals and Targets	UN SDGs	Sustainability Standards Supported
CUSTOMER SATISFACTION	Goal: Strengthen customer trust through reliable products, transparent communication and responsive lifecycle support. Progress: Conducted an independent customer satisfaction assessment and maintained zero product recalls and zero customer data-privacy complaints.		GRI 3-3; GRI 418 – 1 a, b, c; ESRS Disclosure Standards S4-1; S4-2; S4-3; S4-4; S4-5 OECD Guidelines for Multinational Enterprises on Responsible Business Conduct VI.5c, VIII-1,2,3,4,5,8 Consumer Interests IFC PS 4 Community Health and Safety

Impact Delivered:

- Recorded a Product Carbon Footprint of approximately 6.17 gCO_2e/kWh for the S144, supporting informed customer decarbonisation decisions.

Our Approach to Customer Relationships

Suzlon views customer relationships as long-term partnerships built on trust, reliability, transparency and sustained value creation. Customer engagement extends across the renewable-energy asset lifecycle—from project development, turbine manufacturing and installation to commissioning, operations, maintenance and lifecycle asset management. This integrated approach enables Suzlon to understand evolving customer requirements, provide responsive support and help customers optimise the performance of their renewable-energy assets.

Customer-related commitments are guided by Suzlon's Product Stewardship policy, Quality Management System, Corporate Governance framework, Anti-Bribery and Anti-Corruption Policy, and established stakeholder-engagement processes. These are supported by management systems and internationally recognised standards, including ISO 9001 for Quality Management and ISO 14001 for Environmental Management, which promote consistent product quality, responsible operations and continual improvement.

Product-level Life Cycle Assessments, Product Carbon Footprint assessments and Environmental Product Declarations further strengthen transparency by providing customers with information on environmental performance, safe use, recyclability and end-of-life considerations. Customer feedback and concerns are addressed through structured channels, including the CRMS Help Desk, Key Account Managers and Operations and Maintenance teams, enabling customer insights to inform product, service and operational improvements.

Customer Relationship Governance

Suzlon's customer relationship governance framework brings together business leadership, customer service, project execution, Quality, Operations and Maintenance, and Sustainability functions to support consistent service delivery and long-term customer value. Customer feedback, product performance, service quality and grievances are periodically reviewed through established management processes to identify improvement opportunities and strengthen accountability.

Project Business Managers (PBMs) serve as the principal relationship interface for customers, managing end-to-end service delivery throughout the engagement. PBMs also coordinate customer feedback and grievance resolution, with defined escalation matrices to ensure that concerns are addressed promptly and escalated to the appropriate functional or management level where required. They are supported by regional service teams and dedicated functional representatives. Technical concerns are coordinated with site and Operations and Maintenance teams, while commercial matters are addressed through the relevant business and account-management functions. Customers can raise and track concerns through the CRMS Help Desk portal and other established communication channels, with defined escalation responsibilities supporting timely review and resolution.

Insights from customer interactions, grievance trends and independent satisfaction assessments are reviewed by senior management and integrated into product, service and operational improvement plans. This cross-functional approach helps Suzlon maintain responsive communication, strengthen service quality and sustain trusted customer relationships across the renewable-energy asset lifecycle.

Customer Engagement and Feedback

Suzlon engages with customers throughout the renewable-energy asset lifecycle to understand evolving requirements and identify opportunities to improve product performance, service quality and customer experience.

The CRMS Help Desk portal provides customers with multiple channels to request support, submit feedback and raise product or service-related concerns, including online forms, direct email, dedicated phone support and in-person engagement. The portal supports complaint acknowledgement, transparent communication of resolution timelines and systematic tracking through closure. Customer feedback is reviewed by relevant teams and incorporated into product, service and customer-experience improvements. Support mechanisms are designed to be accessible to customers across diverse age groups and differing levels of digital familiarity. Suzlon is also working towards implementing an AI-enabled chatbot to further improve the accessibility, responsiveness and efficiency of customer support.

Engagement across the Asset Lifecycle

Customer engagement extends from project development, manufacturing and commissioning to operations, maintenance and lifecycle asset management. Regular customer meetings, service reviews and direct interactions support information sharing, operational coordination and timely attention to customer requirements.

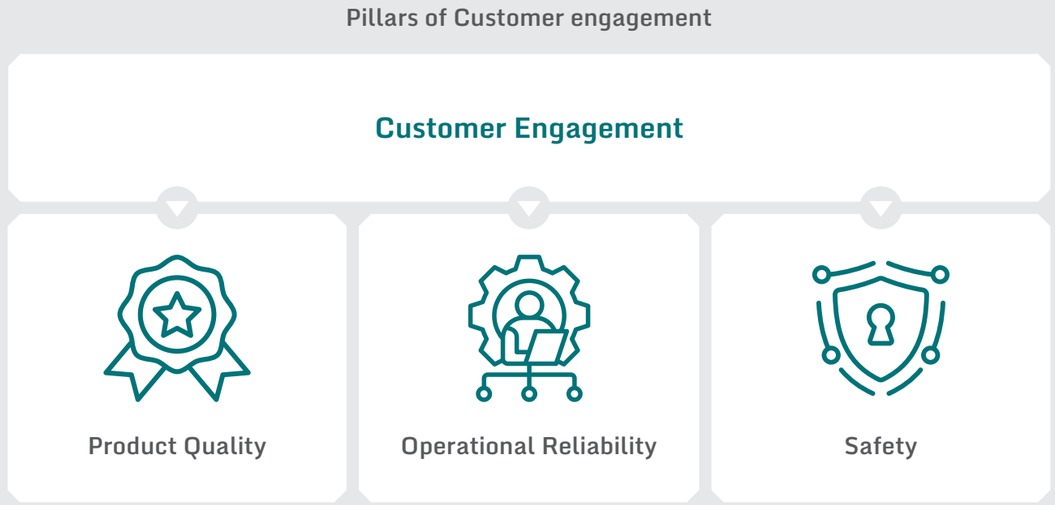
Independent Customer Satisfaction Assessment

During FY2025–26, an independent agency conducted a customer satisfaction assessment across key customer segments. The findings were reviewed by senior management and used to identify focused actions relating to product performance, responsiveness, service quality and the overall customer experience.

Performance Highlights FY2025–26

GRI 417-3, ESRS S4 S4-4 §35

- 3 customer complaints received; 2 resolved during the year.
- Independent customer satisfaction assessment conducted.
- Zero product recalls due to safety or quality concerns.
- Zero customer data-privacy and cybersecurity complaints reported.
- 100% product-information coverage across applicable safety, environmental and end-of-life disclosures.
- S144 Product Carbon Footprint recorded at approximately 6.2 gCO_2e/kWh



Customer Grievance Redressal

Customers can raise and track concerns through the CRMS Help Desk portal and established business and service channels. Technical matters are routed to the relevant site and Operations and Maintenance teams, while commercial concerns are addressed through the appropriate account-management functions.

During FY2025–26, 3 customer complaints were received. 2 were resolved, while one remained under review at year-end, resulting in a resolution rate of 66.7%.

Customer-Centric Innovation and Lifecycle Value

Innovation supports Suzlon's ability to deliver reliable, efficient and increasingly resource-efficient renewable-energy solutions. The S144-3.X MW platform combines improved energy-generation capability with lifecycle performance and a lower product carbon footprint, supporting customers in advancing their clean-energy and decarbonisation objectives.

Digital monitoring and data-led Operations and Maintenance practices provide greater visibility into asset performance and support timely operational decision-making. Suzlon's integrated capabilities—spanning project development, manufacturing, installation, commissioning and lifecycle services—enable continuity of customer support across different stages of the renewable-energy asset lifecycle.

During FY2025–26, the S144 recorded a Product Carbon Footprint of 6.17 gCO_2e/kWh, providing customers with a verified measure of lifecycle environmental performance.

Product Transparency, Safety and Responsible Communication

Suzlon provides customers with relevant information on product specifications, safe operation, maintenance, troubleshooting, environmental performance, recyclability and end-of-life management. Product manuals, safety markings, operating procedures and regulatory documentation support the safe and responsible use of wind-energy assets.

Product transparency is further strengthened through Life Cycle Assessments and Product Carbon Footprint assessments. ISO 14067 certification was received for Product Carbon Footprint. These disclosures help customers understand lifecycle impacts and support informed sustainable-procurement decisions.

Suzlon also communicates operational advisories and preventive guidance during extreme weather events or other conditions that may affect turbine operations. Applicable grid-code, statutory and regulatory certifications are maintained and communicated to customers as part of the Company's commitment to product reliability, operational integrity and responsible communication.

Customer Health and Safety

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Health and safety considerations are integrated across the product lifecycle—from design and manufacturing to installation, operation, maintenance and end-of-life management. Applicable products are supported by safety manuals, operating instructions, maintenance protocols, troubleshooting guidance and emergency-response information.

Suzlon also conducts electrical-safety awareness programmes in communities around project sites and transmission infrastructure. These initiatives complement product-level controls by improving awareness of electrical risks and safe practices in locations associated with Suzlon's operations.

Serving Diverse Industrial Customers through SE Forge

SE Forge, Suzlon's engineering-components manufacturing subsidiary, serves global original equipment manufacturers across wind energy, power generation and other industrial sectors. Through precision engineering, quality assurance, timely delivery and continued customer collaboration, SE Forge supplies fully finished castings and forgings suited to diverse customer requirements.

Its customer-engagement approach is centered on product quality, manufacturing reliability and close technical coordination, complementing Suzlon's wider commitment to building trusted, long-term customer relationships.

Looking Ahead

Suzlon will continue to strengthen customer relationships through responsive engagement, reliable lifecycle services and transparent product communication. Insights from customer interactions and satisfaction assessments will guide improvements in product performance, service quality and grievance resolution.

The Company will also advance digital monitoring and data-led asset management, while expanding lifecycle environmental disclosures to support informed customer decisions. Through continued innovation and collaboration, Suzlon seeks to strengthen customer trust, improve asset performance and create long-term value across the renewable-energy lifecycle.

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TCFD Mapping

Standard Disclosure	Disclosure Title	Report Section	Report Chapter	Page no.
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Governance b)	Management roles and reporting lines on climate issues	Corporate Governance	Our Governance	88
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Standard Disclosure	Disclosure Title	Report Section	Report Chapter	Page no.
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Risk a)	Process for assessing scope and scale of climate risks and risk definitions	GHG Emissions and Climate Change Management	Natural Capital	150
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Standard Disclosure	Disclosure Title	Report Section	Report Chapter	Page no.
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ESRS Mapping

ESRS Indicator	Indicator Description	Chapter	Subsection	Page no.
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IRO-2	Material impacts, risks & opportunities identified	Intro Sections	Engaging Our Stakeholders and Materiality Approach	55, 75, 118, 125, 126
IRO-3	Actions & resources to manage IROs	Across Chapters	Material Topic Chapters	88, 118, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372
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E1-19	Methodologies & assumptions for GHG emissions	Natural Capital	GHG Emissions and Climate Change Management	150, 158
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ESRS Indicator	Indicator Description	Chapter	Subsection	Page no.
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E5-1	Circular economy/resource use policies	Across Chapters	Research and Innovation	138, 200, 228
E5-2	Actions/resources for circular economy policies	Across Chapters	Materials Management	200, 202, 203, 209 228, 240
E5-3	Targets for resource use & circular economy	Across Chapters	Materials Management	138, 200, 228
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S1-8	Training & skills development (HR focus)	Human Capital	Learning and Development	278 - 291
S1-9	Training & skills development indicators	Human Capital	Learning and Development	278 - 291
S1-10	Diversity indicators (gender, age, disability, etc.)	Human Capital	Diversity, Equity and Inclusion	268 - 277
S1-11	Employee turnover & retention	Human Capital	Human Capital Development	252, 266, 267
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S2-2	Engagement with value chain workforce	Manufactured Capital	Sustainable Supply Chain	240, 244
S2-4	Targets for value chain workforce	Manufactured Capital	Sustainable Supply Chain	240, 244
S2-5	Actions taken for value chain workforce	Across Chapters	Sustainable Supply Chain	240
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S3-2	Engagement processes with affected workers	Social and Relationship Capital	Corporate Social Responsibility	76, 80, 312, 326
S3-3	Targets for affected workers	Social and Relationship Capital	Corporate Social Responsibility	76, 80, 312, 326
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ESRS Indicator	Indicator Description	Chapter	Subsection	Page no.
S4-2	Engagement with affected communities/customers	Social and Relationship Capital	Customer Relationship Management	80, 105, 128, 302, 372
S4-3	Targets for affected communities/customers	Social and Relationship Capital	Customer Relationship Management	80, 105, 128, 302, 372
S4-4	Actions for affected communities/customers	Across Chapters	Customer Relationship Management	80, 105, 128, 302, 372
S4-5	Community/customer composition & progress	Social and Relationship Capital	Customer Relationship Management	60, 372 - 375
GOV-1	Governance structure & responsibilities	Our Governance	Corporate Governance	88 - 109
GOV-2	Information provided to governing bodies	Our Governance	Corporate Governance	88 - 109
GOV-3	Board committees & their roles	Our Governance	Corporate Governance	88 - 109
GOV-4	Board oversight of sustainability performance	Our Governance	Corporate Governance	88 - 109
GOV-5	Processes for board oversight of ESG	Our Governance	Corporate Governance	88 - 109
G1	Overall governance framework	Our Governance	Corporate Governance	88 - 109
G1-1	Policies related to governance	Our Governance	Key Policies	88, 105, 106
G1-2	Governance structure & composition	Our Governance	Corporate Governance	88, 99
G1-3	Processes for implementing governance policies	Our Governance	Key Policies	99, 105, 106, 107
G1-4	Governance monitoring & evaluation mechanisms	Our Governance	Business Ethics	107, 108, 109
G1-5	Reporting & accountability of governance activities	Our Governance	Business Ethics	110

IFRS S1 Mapping

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1. 27(a)(i)	Disclose information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities. Disclose how responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s);	Our Governance	Corporate Governance	99
IFRS S1	IFRS S1. 27(a)(ii)	Disclose how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities;	Our Governance	Corporate Governance	98
IFRS S1	IFRS S1. 27 (a)(iii)	Disclose information about how and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities;	Our Governance	Corporate Governance	99
IFRS S1	IFRS S1 27 (a) (iv)	Disclose information about how the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	Our Governance	Corporate Governance	99,126

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1. 27(a)(v)	Disclose information about how the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets (see paragraph 51), including whether and how related performance metrics are included in remuneration policies.	Our Governance	Corporate Governance	99, 107, 109
IFRS S1	IFRS S1. 27(b)(i)	Disclose management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee	Our Governance	Corporate Governance	102
IFRS S1	IFRS S1. 27(b)(ii)	Disclose management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions	Our Governance	Corporate Governance	103
IFRS S1	IFRS S1. 30(a)	Describe sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects;	Our Governance	Corporate Governance	88
IFRS S1	IFRS S1. 30(b)	Specify the time horizons—short, medium or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur;	Intro Sections	Double Materiality Assessment	55

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1. 30(c)	Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Intro Sections	Double Materiality Assessment	55
IFRS S1	IFRS S1. 32 (a)	Disclose: a description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain;	Intro Sections	Double Materiality Assessment	55
IFRS S1	IFRS S1. 32 (b)	Disclose: a description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Intro Sections	Double Materiality Assessment	55
IFRS S1	IFRS S1. 33 (a)	Disclose information about how the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making;	Intro Sections	Double Materiality Assessment	55
IFRS S1	IFRS S1. 33 (b)	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitiative information;	Intro Sections	Responsible Generation	46-54
IFRS S1	IFRS S1.33 (c)	Trade-offs between sustainability-related risks ad opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).	Intro Sections	Responsible Generation: Suzlon's Sustainability Journey	38
IFRS S1	IFRS S1. 34 (a)	An entity shall disclose information that enables users of general purpose financial reports to understand: the effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects);	Intro Sections	Double Materiality Assessment	55

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1. 34 (b)	An entity shall disclose information that enables users of general purpose financial reports to understand: the anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1. S1.35 (a)	An entity shall disclose quantitative and qualitative information about how sustainability-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period;	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1. 35 (b)	An entity shall disclose quantitative and qualitative information about the sustainability-related risks and opportunities identified in paragraph 35(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements;	Our Governance	Risk Management	118

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1. 35 (c)	An entity shall disclose quantitative and qualitative information about how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration: its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to; and An entity shall disclose quantitative and qualitative information about how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration: its planned sources of funding to implement its strategy; and	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1 35 (d)	How the enitity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities.	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1 40 (a)	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a sustainability-related risk or opportunity applying the criteria set out in paragraphs 38-39, the entity shall: explain why it has not provided quantitative information;	Natural Capital	GHG Emissions and Climate Change Management	150

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1 40 (b)	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a sustainability-related risk or opportunity applying the criteria set out in paragraphs 38-39, the entity shall: provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that sustainability-related risk or opportunity; and	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1 40 (c)	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a sustainability-related risk or opportunity applying the criteria set out in paragraphs 38-39, the entity shall: provide quantitative information about the combined financial effects of that sustainability-related risk or opportunity with other sustainability-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful.	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1 41	An entity shall disclose information that enables users of general purpose financial reports to understand its capacity to adjust to the uncertainties arising from sustainability-related risks. An entity shall disclose a qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon. When providing quantitative information, an entity may disclose a single amount or range,	Natural Capital	GHG Emissions and Climate Change Management	150

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1 44 (a)(i)	The entity shall disclose information about the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about: the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes);	Our Governance	Risk Management	118
IFRS S1	IFRS S1 44 (a)(ii)	An entity shall disclose information about whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks;	Our Governance	Risk Management	118
IFRS S1	IFRS S1 44 (a)(iii)	An entity shall disclose information about how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria);	Natural Capital	GHG Emissions and Climate Change Management	150
IFRS S1	IFRS S1 44 (a)(iv)	An entity shall disclose information about whether and how the entity prioritises sustainability-related risks relative to other types of risk	Our Governance	Risk Management	118
IFRS S1	IFRS S1 44 (a)(v)	An entity shall disclose information about how the entity monitors sustainability-related risks; and	Our Governance	Risk Management	118
IFRS S1	IFRS S1 44 (a)(vi)	An entity shall disclose information about whether and how the entity has changed the processes it uses compared with the previous reporting period;	Our Governance	Risk Management	118
IFRS S1	IFRS S1 44 (b)	An entity shall disclose information about: the processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities	Intro Sections	Double Materiality Assessment	55

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1 44 (c)	An entity shall disclose information about the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Our Governance	Risk Management	118
IFRS S1	IFRS S1 46 (a)	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect an entity's prospects: metrics required by an applicable IFRS Disclosure Standards;	Across Chapters	Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 46 (b)(i)	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect an entity's prospects: metrics the entity uses to measure and monitor: that sustainability-related risk or opportunity;	Across Chapters	Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 46 (b)(ii)	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect an entity's prospects: metrics the entity uses to measure and monitor: its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation	Across Chapters	Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 49	If an entity discloses a metric taken from a source other than IFRS Sustainability Disclosure Standards, the entity shall identify the source and the metric taken	Intro Sections	About the Report	12, 14
IFRS S1	IFRS S1 50 (a)	If a metric has been developed by an entity, the entity shall disclose information about: how the metric is defined, including whether it is derived by adjusting a metric taken from a source other than the IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source	Intro Sections	Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 50 (b)	If a metric has been developed by an entity, the entity shall disclose information about: whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitatitve measure (such as a red, amber, green - or RAG - status)	Intro Sections	Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 50 (c)	If a metric has been developed by an entity, the entity shall disclose information about: whether the metric is validated by a third party, and, if so, which party	Intro Sections	External Assurance	15
IFRS S1	IFRS S1 50 (d)	If a metric has been developed by an entity, the entity shall disclose information about: the method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made	Across Chapter	Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 51 (a)	An entity shall disclose information about the targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation. For each target, the entity shall disclose: the metric used to set the target and to monitor progress towards reaching the target	Across Chapters	Material Topic Opening Tables	88, 110, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page No.
IFRS S1	IFRS S1 51 (b)	For each target, an entity shall disclose: the specific quantitative or qualitative target the entity has set or is required to meet	Across Chapters	Material Topic Opening Tables	88, 110, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372
IFRS S1	IFRS S1 51 (c)	For each target, an entity shall disclose: the period over which the target applies	Across Chapters	Material Topic Opening Tables	88, 110, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372
IFRS S1	IFRS S1 51 (d)	For each target, an entity shall disclose: the base period from which progress is measured	Across Chapters	Material Topic Opening Tables and Performance Metrics	88, 110, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372
IFRS S1	IFRS S1 51 (e)	For each target, an entity shall disclose: any milestones and interim targets	Across Chapters	Material Topic Opening Tables	88, 110, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372
IFRS S1	IFRS S1 51 (f)	For each target, an entity shall disclose: performance against each target and an analysis of trends or changes in the entity's performance	Across Chapters	Performance Highlights and Performance Metrics	196, 208, 233, 245, 371
IFRS S1	IFRS S1 51 (g)	For each target, an entity shall disclose: any revisions to the target and an explanation for those revisions	Across Chapters	Material Topic Opening Tables	88, 110, 138, 150, 190, 200, 211, 228, 240, 252, 268, 278, 292, 302, 314, 326, 372
IFRS S1	IFRS S1 52	The definition and calculation of metrics, including metrics used to set the entity's targets and monitor progress towards reaching them, shall be consistent over time. If a metric is redefined or replaced, an entity shall apply paragraph B52	Intro Sections	About the Report	12, 14

IFRS S2 Mapping

IFRS S2 Indicator	Indicator Description	Report Chapter	Report Section	Page No.
6(a)	Governance body oversight of climate risks/opportunities	Our Governance	Corporate Governance	88, 151
6(a)(i)	Governance responsibilities for climate risks/opportunities	Our Governance	Corporate Governance	88, 151
6(a)(ii)	Board climate skills and competencies	Our Governance	Corporate Governance	88, 151
6(a)(iii)	Frequency of board updates on climate issues	Our Governance	Corporate Governance	88, 151
6(a)(iv)	Board consideration of climate issues in strategy, risk, and decisions	Our Governance	Corporate Governance	88, 151
6(a)(v)	Board oversight of climate targets and link to remuneration	Our Governance	Corporate Governance	88, 151
6(b)(i)	Management role in climate governance (delegation and oversight)	Our Governance	Corporate Governance	88, 151
6(b)(ii)	Management controls and procedures for climate oversight	Our Governance	Risk Management	54, 118
8	Strategy for managing climate risks and opportunities	Natural Capital	GHG Emissions and Climate Change Management	150, 182-189
9(a)	Climate risks/opportunities affecting prospects	Natural Capital	GHG Emissions and Climate Change Management	150, 182-189
9(c)	Climate risks/opportunities impact on strategy and transition plan	Natural Capital	GHG Emissions and Climate Change Management	150, 182-189
9(d)	Financial effects of climate risks/ opportunities (current & anticipated)	Natural Capital	GHG Emissions and Climate Change Management	150, 182-189
9(e)	Climate resilience of strategy and business model	Natural Capital	GHG Emissions and Climate Change Management	150, 182-189
10(a)	Description of climate risks and opportunities	Natural Capital	GHG Emissions and Climate Change Management	150, 182-189
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SFDR Table 1 PAI 4. Exposure to companies active in the fossil fuel sector	Share of investments in companies active in the fossil fuel sector	Not Applicable	-	-
SFDR Table 1 PAI 5(a). Share of non-renewable energy consumption	Share of non-renewable energy consumption of investee companies from non-renewable energy sources compared with renewable energy sources, expressed as a percentage of total energy sources	Natural Capital	FY2025-26 Performance – GHG Emissions & Energy Consumption	154, 155, 156
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SFDR Table 1 PAI 9. Hazardous waste and radioactive waste ratio	Tonnes of hazardous waste and radioactive waste generated by investee companies per million EUR invested, expressed as a weighted average	Natural Capital	Waste Management	200 - 210
SFDR Table 1 PAI 10. Violations of UN Global Compact principles and OECD Guidelines	Share of investments in investee companies involved in violations of the UN Global Compact principles or the OECD Guidelines for Multinational Enterprises	Our Governance	Business Ethics	110
SFDR Table 1 PAI 11. Lack of processes and compliance mechanisms to monitor UNGC and OECD Guidelines	Share of investments in investee companies without policies to monitor compliance with the UN Global Compact principles or OECD Guidelines for Multinational Enterprises, or grievance/ complaints-handling mechanisms to address violations	Our Governance	Business Ethics	110
SFDR Table 1 PAI 12. Unadjusted gender pay gap	Average unadjusted gender pay gap of investee companies	Human Capital	Diversity, Equity and Inclusion	268, 277
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SFDR Indicator	Indicator Description	Report Chapter	Report Section	Page No.
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SFDR Table 2 Opt-In 5. Breakdown of energy consumption by type of non-renewable sources	Breakdown of energy consumption by type of non-renewable sources of energy	Natural Capital	GHG Emissions & Climate Change Management	150, 154, 155
SFDR Table 2 Opt-In 6(a). Water usage and recycling	Average amount of water consumed by investee companies per million EUR of revenue	Natural Capital	Water Consumption and Effluent Management	190
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SFDR Table 2 Opt-In 7. Investments in companies without water-management policies	Share of investments in investee companies without water-management policies	Natural Capital	Water Consumption and Effluent Management	190
SFDR Table 2 Opt-In 8. Exposure to areas of high water stress	Share of investments in investee companies with sites located in areas of high water stress without a water-management policy	Natural Capital	Water Consumption and Effluent Management	190

SFDR Indicator	Indicator Description	Report Chapter	Report Section	Page No.
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SFDR Table 2 Opt-In 10. Land degradation, desertification and soil sealing	Share of investments in investee companies whose activities cause land degradation, desertification or soil sealing	Natural Capital	Biodiversity: Protection and Conservation	211
SFDR Table 2 Opt-In 11. Investments in companies without sustainable land or agriculture practices	Share of investments in investee companies without sustainable land/agriculture practices or policies	Natural Capital	Biodiversity: Protection and Conservation	211
SFDR Table 2 Opt-In 12. Investments in companies without sustainable oceans or seas practices	Share of investments in investee companies without sustainable oceans/seas practices or policies	Not Applicable	-	-
SFDR Table 2 Opt-In 13. Non-recycled waste ratio	Tonnes of non-recycled waste generated by investee companies per million EUR invested, expressed as a weighted average	Natural Capital	Waste Management	200
SFDR Table 2 Opt-In 14. Natural species and protected areas	Share of investments in investee companies whose operations affect threatened species, or in investee companies without a biodiversity-protection policy covering operational sites owned, leased or managed in or adjacent to a protected area or an area of high biodiversity value outside protected areas	Natural Capital	Biodiversity: Protection and Conservation	211
SFDR Table 2 Opt-In 15. Deforestation	Share of investments in companies without a policy to address deforestation	Natural Capital	Biodiversity: Protection and Conservation	211
SFDR Table 2 Opt-In 16. Share of securities not certified as green under the EU Green Bond Standard	Share of securities in investments not certified as green under the European Green Bond Standard	Not Applicable	-	-
SFDR Table 3 Social Opt-In 1. Investments in companies without workplace-accident prevention policies	Share of investments in investee companies without a workplace-accident prevention policy	Human Capital	Occupational Health & Safety	314
SFDR Table 3 Social Opt-In 2. Rate of accidents	Rate of accidents in investee companies, expressed as a weighted average	Human Capital	Occupational Health & Safety	314

SFDR Indicator	Indicator Description	Report Chapter	Report Section	Page No.
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SFDR Table 3 Social Opt-In 7. Incidents of discrimination	Number of incidents of discrimination reported in investee companies, expressed as a weighted average	Human Capital	Diversity, Equity and Inclusion	268, 304, 310
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SFDR Table 3 Social Opt-In 11. Lack of processes and measures for preventing trafficking in human beings	Share of investments in investee companies without policies against trafficking in human beings	Human Capital	Human Rights	302
SFDR Table 3 Social Opt-In 12. Operations and suppliers at significant risk of incidents of child labour	Share of investments in investee companies exposed to operations and suppliers at significant risk of incidents of child labour	Human Capital	Human Rights	302
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SFDR Table 3 Social Opt-In 14. Number of identified cases of severe human-rights issues and incidents	Number of cases of severe human-rights issues and incidents connected to investee companies on a weighted-average basis	Human Capital	Human Rights	302
SFDR Table 3 Social Opt-In 15. Lack of anti-corruption and anti-bribery policies	Share of investments in entities without policies on anti-corruption and anti-bribery consistent with the United Nations Convention against Corruption	Our Governance	Business Ethics	110
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SASB Mapping

Disclosure Topic	SASB Code	SASB Metric / Activity Metric	Unit of Measure	Report Chapter	Report Section	Page No.
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Materials Efficiency	RR-WT-440b.2	Average top head mass per turbine capacity, by wind turbine class	Metric tonnes per megawatt (t/MW)	Materials Management	Performance Metrics	235
Materials Efficiency	RR-WT-440b.3	Description of approach to optimise materials efficiency of wind turbine design	Not applicable	Materials Management	Key Initiatives	230
Activity Metric	RR-WT-000.A	Number of delivered wind turbines, by wind turbine class	Number	Intro Sections	Value Creation Model	84
Activity Metric	RR-WT-000.B	Aggregate capacity of delivered wind turbines, by wind turbine class	Megawatts (MW)	Intro Sections	Value Creation Model	84
Activity Metric	RR-WT-000.C	Amount of turbine backlog	Reporting currency	Not reported due to confidentiality constraints, however Suzlon secured more than 5 GW orders	-	-
Activity Metric	RR-WT-000.D	Aggregate capacity of turbine backlog	Megawatts (MW)	5,697	-	-

WEF – ESG Mapping

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	ESG Ethical Behaviour	Anti-corruption	Business Ethics	Anti-Bribery and Anti-Corruption	112
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	ESG Climate change	Greenhouse Gas	GHG Emissions and Climate Change Management	GHG Emissions at Suzlon Group Level	154 - 157
	ESG Climate change	Impact of Greenhouse gas emissions	GHG Emissions and Climate Change Management	GHG Emissions Performance	154 - 157
	ESG Fresh water availability	Impact of freshwater consumption and withdrawal	Water Consumption and Effluent Management	Performance Metrics	196 -199
	ESG Fresh water availability	Water consumption and withdrawal in water-stressed areas	Water Consumption and Effluent Management	Water Withdrawal	196, 197
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	ESG Solid waste	Impact of solid waste disposal	Waste Management	Waste Generation, Diversion and Disposal	208 - 210
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SDG Mapping

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	SDG 4: Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Learning and Development; Corporate Social Responsibility	278, 326
	SDG 5: Gender Equality Achieve gender equality and empower all women and girls	Our Governance; Diversity, Equity and Inclusion	88, 268
	SDG 6: Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all	Water Consumption and Effluent Management; Corporate Social Responsibility	190, 326
	SDG 7: Affordable and Clean Energy Ensure access to affordable, reliable, sustainable, and modern energy for all.	Manufactured Capital; GHG Emissions and Climate Change Management; Corporate Social Responsibility	138, 226, 150, 326

SDG	Description	Section in the report	Page No
	SDG 8: Decent Work and Economic Growth Promote Sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	Human Capital Development; Human Rights; Occupational Health and Safety	252, 302 ,314, 326
	SDG 9: Industry, Innovation, and Infrastructure Build Resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Manufactured Capital; Research and Innovation; Corporate Social Responsibility	226, 138, 372
	SDG 10: Reduced Inequalities Reduce Inequality within and among countries	Human Rights; Diversity, Equity and Inclusion; Corporate Social Responsibility	302, 268,
	SDG 11: Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient, and sustainable	Corporate Social Responsibility	326
	SDG 12: Responsible Consumption and Production Ensure sustainable consumption and production patterns	Manufactured Capital; GHG Emissions and Climate Change Management; Waste Management; Materials Management; Corporate Social Responsibility; Sustainable Supply Chain; Customer Relationship Management	138, 150, 200, 228, 326, 240, 372

SDG	Description	Section in the report	Page No
	SDG 13: Climate Action Take urgent action to combat climate change and its impacts	Manufactured Capital; GHG Emissions and Climate Change Management; Waste Management; Biodiversity; Corporate Social Responsibility	138, 150, 211, 326
	SGD 14: Life Below Water Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Manufactured Capital; Water Consumption and Effluent Management; Corporate Social Responsibility	138,200, 226, 190, 326
	SDG 15: Life on Land Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Manufactured Capital; Biodiversity; Corporate Social Responsibility	138,226, 211, 326
	SDG 16: Peace, Justice, and Strong Institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels	Our Governance; Risk Management; Business Ethics and Integrity; Data Privacy and Cybersecurity	88, 110, 118, 128
	SDG 17: Partnership for the Goals Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Corporate Social Responsibility	326

UNGC Principles Mapping

Principle No.	UNGC Principle	Section in the Report	Page No
HUMAN RIGHTS			
1	Businesses should support and respect the protection of internationally proclaimed human rights	Human Rights, Sustainable Supply Chain	302, 240
2	Make sure that they are not complicit in human rights abuses	Human Rights, Sustainable Supply Chain	302, 240
LABOUR			
3	Businesses should uphold the freedom of association and effectively recognize the right to collective bargaining.	Human Rights, Sustainable Supply Chain	302, 240
4	Elimination of all forms of forced and compulsory labor	Human Rights, Sustainable Supply Chain	302, 240
5	Effective abolition of child labor	Human Rights, Sustainable Supply Chain	302, 240
6	Elimination of discrimination in respect of employment and occupation	Business Ethics	110, 302
ENVIRONMENT			
7	Businesses should support a precautionary approach to environmental challenges	Manufactured Capital; GHG Emissions and Climate Change Management; Water Consumption and Effluent Management; Waste Management; Biodiversity; Materials Management	150, 190, 200, 211, 226, 228

Principle No.	UNGC Principle	Section in the Report	Page No
8	Undertake initiatives to promote greater environmental responsibility	Manufactured Capital; GHG Emissions and Climate Change Management; Water Consumption and Effluent Management; Waste Management; Biodiversity; Materials Management	150, 190, 200, 211, 226, 228
9	Encourage the development and diffusion of environmentally friendly technologies.	Manufactured Capital; Research and Innovation; GHG Emissions and Climate Change Management; Water Consumption and Effluent Management; Waste Management; Biodiversity; Materials Management	138, 150, 190, 200, 211, 226, 228
ANTI - CORRUPTION			
10	Businesses should work against corruption in all forms, including extortion and bribery	Business Ethics	110

SGS

GHG Assurance Statement

Suzlon Energy Ltd

One Earth, Hadapsar, Pune,
Maharashtra 411028, India.

SGS India Private Limited (hereinafter referred to as SGS India) was contracted by Suzlon Energy Ltd (the 'Company' or 'Suzlon') to conduct an independent assurance of its annual Greenhouse Gas (GHG) inventory for Scope-1, Scope-2 and Scope 3 pertaining to the reporting period of 1st April 2025 to 31st March 2026. The Company has developed its GHG inventory for all applicable GHG scopes and categories in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1 and ISO 14064-2 standard. SGS India has conducted a Reasonable level of Assurance for Scope-1, Scope-2 and Scope 3 data. This assurance engagement was conducted in accordance with the "International Standard on Assurance Engagements (ISAE) 3410".

SGS India verified the following parameters given in the Table below:

Scope 1 and Scope 2 Data

Scope Category	Actual Emission (tCo2e)
Scope 1 emission (Group level)	**6,835**
Scope 2 emission (Group level)	**49,564**

Scope 3 Data

Scope Category	Actual Emission (tCo2e)
Cat 1: Purchased goods and services	1,195,412
Cat 2: Capital goods	9,649
Cat 3: Fuel & energy related activities (not in Scope 1 & 2)	10,057
Cat 4: Upstream transportation and distribution	8,086
Cat 5: Waste generated in operations	129
Cat 6: Business travel	416
Cat 6: Business hotel stays	1,532
Cat 7: Employee commuting	5,312
Cat 8: Upstream leased assets	8,544
Cat 9: Downstream transportation and distribution	4,307
Cat 10: Processing of sold products	7,272
Cat 11: Use of sold products	377
Cat 12: End-of-life treatment of sold products	34,758
Cat 15: Investments	2,025
Scope 3 emission (Group level)	**1,287,876**

Verification Statement no: PUN/ESG-KN/2024/P-32
Statement Date: 29th June 2026

SGS India Private Ltd.

This Statement is issued, on behalf of Client, by SGS India ("SGS") under its General Conditions for ESG Assurance Services. A full copy of this statement may be consulted at SGS India. This Statement does not relieve Client from compliance with any regulations that applied to it. Stipulations to the contrary are not binding on SGS and therefore SGS shall have no responsibility vis-à-vis parties other than its Client.

This Statement is not valid without the full verification scope, objectives, criteria and findings available on the Statement.

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INDEPENDENT ASSURANCE STATEMENT

Independent Assurance Statement to Suzlon Energy Ltd on its GHG Inventory for FY 25-26

The Board of Directors,

Suzlon Energy Ltd
One Earth, Hadapsar, Pune,
Maharashtra 411028, India

Nature of Assurance

SGS India Private Limited (hereinafter referred to as SGS India) was contracted by Suzlon Energy Ltd (the 'Company' or 'Suzlon') to conduct an independent assurance of its annual Greenhouse Gas (GHG) inventory for Scope-1, Scope-2 and Scope 3 pertaining to the reporting period of 1st April 2025 to 31st March 2026. The Company has developed its GHG inventory in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1 and ISO 14064-2 standard. SGS India has conducted a Reasonable level of Assurance for Scope-1, Scope-2 and Scope 3 data for complete GHG inventory of Suzlon prepared in FY 25-26 for all applicable scopes and categories thereunder. This assurance engagement was conducted in accordance with the "International Standard on Assurance Engagements (ISAE) 3410".

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, calculation, and statements within the defined scope of verification, aiming to inform the Management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific purpose, and it is not intended for use in interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope. The Company holds the responsibility for preparing and ensuring the fair representation of the verification scope.

Assurance Standard

SGS India has conducted Reasonable level Assurance for Scope 1, Scope 2 and Scope 3 data. This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3410. Our evidence-gathering procedures were designed to obtain a 'Reasonable level of assurance' which involves the underlying assumption that the control environment and controls are reliable.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Suzlon Energy Ltd, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance.

Scope of Assurance

The assurance exercise included the evaluation of quality, accuracy, and reliability of the complete GHG Inventory on Scope 1, Scope 2 and Scope 3 data for the period 1st April 2025 to 31st March 2026. The reporting scope and boundaries include

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Suzlon offices, plants, projects and OMS sites, Suzlon Energy Limited (SEL), Suzlon Renewable Development Limited (SRDL), Suzlon Projects Limited (SPL), Suzlon Southern Projects Limited (SSPL), Suzlon Western India Projects Limited (SWIPL), SE Forge Limited (SE Forge) and Renom Energy Services Pvt. Ltd.

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the company's GHG inventory, on-site visits, and verification of data. Specifically, SGS India executed the following activities:

- Interaction with key personnel from the head office and selected plants, projects and OMS site locations to understand and review the current processes in place for developing the Company's GHG inventory across Scope 1,2 and 3.
- Assessment of internal control mechanism to ensure the reliability and accuracy of emission data.
- Assessing the aggregation process of data at the Head Office level.
- Review of the data management system used for collection and consolidation of emission data.
- Review of consistency of data/information within the GHG inventory and between the inventory and source.
- Evaluation of the appropriateness of the quantification methods used to arrive at the Scope 1 and Scope 2 emissions with respect to the specific requirements of the GHG Protocol
- Assurance of emission data on a sample basis, including conversion factors and emissions factors.

Limitations

SGS India did not come across any limitation to the agreed scope of the assurance engagement. The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in "Findings and Conclusion."
- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company's statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of data entirely lies with the Company The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Findings and Conclusions

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its annual Greenhouse Gas (GHG) inventory is complete, accurate, reliable and fairly stated in all material respects, and is prepared in line with the reporting criteria.

SGS India verified the following parameters given in the Table below:

Scope 1 and Scope 2 Data

Scope Category	Actual Emission (tCo2e)
Scope 1 emission (Group level)	**6,835**
Scope 2 emission (Group level)	**49,564**

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Scope 3 Data

Scope Category	Actual Emission (tCo2e)
Cat 1: Purchased goods and services	1,195,412
Cat 2: Capital goods	9,649
Cat 3: Fuel & energy related activities (not in Scope 1 & 2)	10,057
Cat 4: Upstream transportation and distribution	8,086
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Cat 6: Business travel	416
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Cat 11: Use of sold products	377
Cat 12: End-of-life treatment of sold products	34,758
Cat 15: Investments	2,025
Scope 3 emission (Group level)	**1,287,876**

For and on behalf of SGS India Private Limited

Kalpesh Thombare, **Technical reviewer** **Head – ESG & Sustainability Services, SGS India** **Mumbai, India** **29th June 2026**	**Chirag Bafna,** **Lead Verifier (Senior Technical Associate) – ESG & Sustainability Services, SGS India** **Mumbai, India** **Team Members: Dhwani Jain (Technical Associate)**

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INDEPENDENT REASONABLE ASSURANCE STATEMENT

Independent Reasonable Assurance Statement to Suzlon Energy Ltd on its Sustainability Report for the FY 2025-26

The Board of Directors,
Suzlon Energy Ltd,
Suzlon One Earth,
Tupe Patil Rd, Keshav Nagar, Hadapsar,
Pune, Maharashtra 411028

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged by Suzlon Energy Ltd (the 'Company' or 'Suzlon) to conduct an independent assurance of the disclosures under Sustainability Report (the 'Report') pertaining to the reporting period of April 1, 2025, to March 31, 2026. The Sustainability Report has been prepared in line with the Global Reporting Initiatives (GRI) Standards, International Financial Reporting Standards (IFRS), European Sustainability Reporting Standards (ESRS), Sustainable Finance Disclosure Regulation (SFDR) Standards, Sustainability Accounting Standards Board (SASB) Standards, United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) principles, World Economic Forum ESG framework (WEF-ESG) core metrics, Task Force on Climate-related Financial Disclosures (TCFD) and International Finance Corporation (IFC) performance standards,. This Reasonable level assurance engagement was conducted in accordance with "International Standard on Assurance Engagements (ISAE) 3000 (Revised).

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all Suzlon Energy Limited Stakeholders.

Responsibilities

The information in the report and its presentation is the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope.

Assurance Standard

SGS has conducted Reasonable level Assurance engagement in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information). Our evidence-gathering procedures were designed to obtain a 'Reasonable' level of assurance, which provides a high level of assurance but does not constitute absolute certainty. It involves obtaining sufficient appropriate evidence to support the conclusion that the information presented in the report is fairly stated and is free from material misstatements.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries

and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirms our independence from Suzlon Energy, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance.

Scope of Assurance

The assurance process involved assessing the quality, accuracy, and reliability of ESG Indicators within the report for the period April 1, 2025, to March 31, 2026. The reporting scope and boundaries include Suzlon offices, plants, projects and OMS sites spread across, Suzlon Energy Limited (SEL), Suzlon Renewable Development Limited (formerly Suzlon Gujarat Wind Park Limited), Suzlon Projects Limited (SPL), Suzlon Projects (West) Limited (Formerly Suzlon Western India Projects Limited or SWIPL), Suzlon Southern Projects Limited (Formerly Suzlon Southern Projects Limited or SSPL), Renom Energy Services Pvt. Ltd. and SE Forge Limited (SE Forge).

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy.
- Interaction with key personnel responsible for collecting, consolidating, and calculating the ESG KPIs and assessed the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the data reporting process at Site as well as Plant level and aggregation process of data at the Head Office level.
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIs.

Limitations

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in “Findings and Conclusion.”
- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company’s statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of data entirely lies with the Company The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party audited financial reports of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

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Findings and Conclusions

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the ESG KPIs (listed below) presented by the Company in its Integrated report are complete, accurate, reliable, has been fairly stated in all material respects, and is prepared in line with the Reporting requirements.

The list of ESG KPIs as per globally renowned international frameworks and reporting standards that were verified within this assurance engagement is given below:

- **Global Reporting Initiatives (GRI) Standard**

Indicator	GRI Disclosure
General Disclosures	2-1 to 2-3, 2-4 to 2-7, 2-8, 2-9 to 2-30
Material Topics	3-1 to 3-3
Economic Performance	201-1 to 201-4
Market Presence	202-1, 202-2
Indirect Economic Impacts	203-1, 203-2
Procurement Practices	204-1
Anti-Corruption	205-1, 205-2, 205-3
Anti-competitive Behaviour	206-1
Tax	207-1, 207-2, 207-3, 207-4
Materials	301-1 to 301-3
Biodiversity	101-1 to 101-8
Energy	302-1 to 302-5
Water and Effluents	303-1 to 303-5
Emissions	305-1 to 305-7
Waste	306-1 to 306-5
Supplier Environmental Assessment	308-1, 308-2
Employment	401-1, 401-2, 401-3
Labor/Management Relations	402-1
Occupational Health and Safety	403-1 to 403-10
Training and Education	404-1, 404-2, 404-3
Diversity and Equal Opportunity	405-1, 405-2
Non-discrimination	406-1
Freedom of Association and Collective Bargaining	407-1
Child Labor, Forced or Compulsory Labor	408-1, 409-1
Security Practices	410-1
Rights of Indigenous People	411-1
Local Communities	413-1, 413-2
Supplier Social Assessment	414-1, 414-2
Public Policy	415-1
Customer Health and Safety	416-1, 416-2
Marketing and Labelling	417-1,417-2,417-3
Customer Privacy	418-1

- **International Finance Corporation (IFC)**

Indicator	IFC Disclosure
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Stakeholder Engagement
	Ongoing Reporting to Affected Communities
	External Communications and Grievance Mechanisms
	Policy
	Environmental and Social Assessment and Management System
	Identification of Risks and Impacts
	Management Programs
	Organizational Capacity and Competency
	Emergency Preparedness and Response

Indicator	IFC Disclosure
	Monitoring and Review
PS 2: Labor and Working Conditions	Working Conditions and Management of Worker Relationship
	Protecting the Work Force
	Workers Engaged by Third Parties
	Occupational Health and Safety
	Supply Chain
PS 3: Resource Efficiency and Pollution Prevention	Resource Efficiency
	Pollution Prevention
PS 4: Community Health, Safety, and Security	Community Health and Safety
	Security Personnel
PS 5: Land Acquisition and Involuntary Resettlement	Project Design
PS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources	General
	Management of Ecosystem Services
PS 7: Indigenous Peoples	Avoidance of Adverse Impacts
	Mitigation and Development Benefits
	Indigenous Peoples
PS 8: Cultural Heritage	Protection of Cultural Heritage in Project Design and Execution
	Project's Use of Cultural Heritage

- **Task Force on Climate-related Financial Disclosures (TCFD)**

Indicator	TCFD Disclosure
Governance	Board update frequency on climate issues
	Board consideration of climate in strategy, risk, and planning
	Board oversight of climate targets and progress
	Management roles & reporting lines on climate issues
	Processes to inform management on climate issues
	Management monitoring of climate issues
Strategy	Definition of short-, medium-, and long-term horizons
	Climate issues by time horizon (short/medium/long)
	Process to determine material climate risks & opportunities
	Climate impacts on business, strategy, and financial planning
	Transition plan and GHG reduction commitments
	Climate issues in financial planning & prioritization
	Impact of climate issues on financial performance & position
	Strategy resilience under climate scenarios (2°C or lower)
Risk	Process for identifying and assessing climate risks
	Consideration of regulatory & external climate factors
	Process for assessing scope/scale of climate risks & risk definitions
	Risk management processes for climate risks (mitigate/accept/transfer)
	Integration of climate risk into overall risk management
Metrics & Targets	Internal carbon price & opportunity metrics
	Historical & forward-looking climate metrics
	Climate performance metrics in remuneration policies
	Key metrics for climate risks & opportunities (incl. resource use)
	Scope 1, 2, and 3 GHG emissions & efficiency ratios
	Historical GHG emissions data & methodologies
	Key climate-related targets (GHG, energy, water, etc.)
	Target details (absolute/intensity, timeframe, base year, KPIs)
	Interim climate targets (medium- and long-term)
	Methodologies for calculating climate targets

- **European Sustainability Reporting Standards (ESRS)**

Indicator	ESRS Disclosure
Climate Change	E1-2, E1-3, E1-4, E1-5, E1-7, E1-9, E1-19, E1-66, E1-67

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Indicator	ESRS Disclosure
Pollution	E2-1, E2-2, E2-3, E2-4
Water and marine resources	E3-1, E3-2, E3-3, E3-4
Biodiversity and ecosystems	E4-1, E4-2, E4-3, E4-4, E4-5
Resource use and circular economy	E5-1, E5-2, E5-3, E5-4, E5-5, E5-6
Own workforce	S1-1, S1-2, S1-3, S1-4, S1-5, S1-6, S1-8, S1-9, S1-10, S1-11, S1-12, S1-13, S1-15, S1-16, S1-17
Workers in the value chain	S2-1, S2-2, S2-4, S2-5
Affected communities	S3-1, S3-2, S3-3, S3-4, S3-5
Consumers end users	S4-1, S4-2, S4-3, S4-4, S4-5
Business Conduct	G1, G1-1, G1-2, G1-3, G1-4, G1-5
Impact, risk and opportunity management	IRO-1, IRO-2, IRO-3
Governance	GOV-1, GOV-2, GOV-3, GOV-4, GOV-5
Tracking effectiveness of policies & actions through targets	MDR-T
Basis for sustainability statement preparation	BP-1
General disclosures	ESRS 2

- **International Financial Reporting Standards (IFRS)**

IFRS S1

Indicator	IFRS S1 Disclosure
Governance	27(a)(i), 27(a)(ii), 27 (a)(iii), 27 (a) (iv), 27(a)(v), 27(b)(i) 27(b)(ii)
Sustainability-related risks and opportunities, Business model and value chain, Strategy and decision-making	30(a), 30(b), 30(c), 32 (a), 32 (b), 33 (a), 33 (b) 33 (C)
Financial position, financial performance and cash flows	34 (a), 34 (b), 35 (a), 35 (b), 35 (c), 35 (d), 40 (a), 40 (b), 40 (c),
Resilience	41
Risk management	44 (a)(i), 44 (a)(ii), 44 (a)(iii), 44 (a)(iv), 44 (a)(v), 44 (a)(vi), 44 (b), 44 (c)
Metrics and targets	46 (a), 46 (b)(i), 46 (b)(ii), 49, 50 (a), 50 (b), 50 (c), 50 (d), 51 (a), 51 (b), 51 (c), 51 (d), 51 (e), 51 (f), 51 (g), 52

IFRS S2

Indicator	IFRS S2 Disclosure
Governance	6(a), 6(a)(i), 6(a)(ii), 6(a)(iii), 6(a)(iv), 6(a)(v), 6(b)(i), 6(b)(ii)
Strategy	8, 9(a), 9(c), 9(d), 9(e)
Climate-related risks and opportunities	10(a), 10(b), 10(c), 10(d)
Business model and value chain	13(a), 13(b)
Strategy and decision-making	14(a), 14(a)(ii), 14(a)(iii), 14(a)(iv), 14(a)(v), 14(b), 14(c)
Financial position, financial performance and cash flows	15(a), 15(b), 16(a), 16(b), 16(c)(i), 16(c)(ii), 16(d), 18(b), 21(a), 21(b), 21(c)
Climate resilience	22(a)(i), 22(a)(ii), 22(a)(iii)(1), 22(a)(iii)(2), 22(a)(iii)(3), 22(b)(i)(1), 22(b)(i)(2), 22(b)(i)(3), 22(b)(i)(4), 22(b)(i)(5), 22(b)(i)(6), 22(b)(i)(7), 22(b)(ii)(1), 22(b)(ii)(2), 2(b)(ii)(3), 22(b)(ii)(4), 22(b)(ii)(5), 22(b)(iii), 24
Risk management & Metrics and targets	25(a)(i), 25(a)(ii), 25(a)(iii), 25(a)(iv), 25(a)(v), 25(a)(vi), 25(b), 25(c), 27
Climate-related metrics	29(a)(i)(1), 29(a)(i)(2), 29(a)(i)(3), 29(a)(ii), 29(a)(iii)(1), 29(a)(iii)(2), 29(a)(iii)(3), 29(a)(iv) (1-2), 29(a)(v), 29(a)(vi)(1), 29(b), 29(c), 29(d), 29(e), 29(f)(i), 29(f)(ii), 29(g)(i), 29(g)(ii), 32
Climate-related targets	33(a), 33(b), 33(c), 33(d), 33(e), 33(f), 33(g), 33(h) 34(a), 34(b)(c), 34(d), 35, 36(a), 36(b), 36(c), 36(d), 36(e)(i), 36(e)(ii), 36(e)(iii), 36(e)(iv)
Water withdrawal and consumption (high stress regions)	RT-CH-140a.1
Non-compliance incidents: water permits/ regulations	RT-CH-140a.2

- **SFDR**

Indicator	SFDR Disclosure
Greenhouse Gas Emissions	Table 1 PAI 1(a), 1(b), 1(c), 1(d), 2, 3, 4, 5(a), 5(b)
Biodiversity	Table 1 PAI 7
Water	Table 1 PAI 8
Waste	Table 1 PAI 9
Social and Employee Matters	Table 1 PAI 10, 11, 12, 13, 14
Additional Climate and other Environment-Related Indicators – Emissions and Energy Performance	Table 2 Opt-In 1, 2, 3, 4, 5
Additional Climate and other Environment-Related Indicators – Water, Waste and Material Emissions	Table 2 Opt-In 6, 7, 8, 9, 10, 11,12, 13, 14, 15
Additional Climate and other Environment-Related Indicators – Green Securities	Table 2 Opt-In 16
Additional Indicators – Social and Employee Matters	Table 3 Social Opt-In 1, 2, 3, 4, 5, 6, 7, 8
Additional Indicators – Human Rights	Table 3 Social Opt-In 9, 10, 11,12, 13, 14,
Additional Indicators – Anti-Corruption and Anti-Bribery	Table 3 Social Opt-In 15, 16, 17

- **Sustainability Accounting Standards Board (SASB)**

Indicator	SASB Disclosure
Workforce health and safety	RR0103-01- 1
Ecological Impacts of projects development	RR0103-02, RR0103-03, RR0103-4
Materials Sourcing	RR0103-08, RR0103-09, RR0103-10
Materials Efficiency	RR0103-05, RR0103-06, RR0103-07

- **Wind Technology and Project Developers- Activity Metrics**

Indicator	Disclosure
Number of wind turbines delivered by wind turbine Class	RR0103-A
Aggregate capacity of delivered wind turbines, by wind turbine class	RR0103-B
Amount of turbine backlog	RR0103-C
Aggregate capacity of turbine backlog	RR0103-D

- **WEF Core Metrics**

Indicator	WEF Core Disclosure
Principles of Governance	Setting purpose
	Governance body composition
	Material issues impacting stakeholders
	Anti-Corruption
	Protected ethics advice and reporting mechanisms
	Integrating risk and opportunity into the business process
Planet	Greenhouse gas (GHG) emissions
	Product Innovation
	Solid waste
	Resource availability
	Land use and ecological sensitivity
	Water consumption and withdrawal in water-stressed areas
People	Diversity and inclusion
	Pay equality

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	Wage level
	Risk of incidents of child, forced or compulsory labour
	Health and Safety
	Training provided
Prosperity	Absolute number and rate of employment
	Economic contribution
	Financial investment contribution disclosure
	Total R&D expenses
	Community Investment
	Total tax paid

- **UNGC Principles**

Indicator	UNGC Principles disclosures
Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights.
	Make sure that they are not complicit in human rights abuses
Labour	Businesses should uphold the freedom of association and effectively recognize the right to collective bargaining.
	Elimination of all forms of forced and compulsory labour
	Effective abolition of child labour
	Elimination of discrimination in respect of employment and occupation
Environment	Businesses should support a precautionary approach to environmental challenges.
	Undertake initiatives to promote greater environmental responsibility
	Encourage the development and diffusion of environmentally friendly technologies
Anti-corruption	Businesses should work against corruption in all its forms, including extortion and bribery.

- **United Nations Sustainable Development Goals (SDGs).**

The linkage between 17 United Nations Sustainable Development Goals and GRI disclosures in accordance with GRI Publication named "*Linking the SDGs and the GRI Standards".*

Indicator	United Nations Sustainable Development Goals
SDG 1	No Poverty
SDG 2	Zero Hunger
SDG 3	Good – Health & Well – Being
SDG 4	Quality Education
SDG 5	Gender Equality
SDG 6	Clean Water and Sanitation
SDG 7	Affordable and Clean Energy
SDG 8	Decent Work and Economic Growth Promote
SDG 9	Industry, Innovation, and Infrastructure
SDG 10	Reduced Inequalities
SDG 11	Sustainable Cities and Communities
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action Take urgent action
SDG 14	Life Below Water
SDG 15	Life on Land
SDG 16	Peace, Justice, and Strong Institutions
SDG 17	Partnership for the Goals

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For and on behalf of SGS India Private Limited,



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