



Responsible Generation

Impact in Motion
beyond Turbines

TABLE OF CONTENTS

Responsible Generation: Impact in motion, beyond turbines	5
ESG Performance at Quick Glance (FY24-25)	7

About The Report	12
Overview of the Report	14
Reporting Timeframe	14
Reporting Scope & Boundary	14
Reporting Methodology	14
Restatements	14
Reporting Framework	14
External Assurance	15
Forward Looking Statement	15
Feedback	15

Leadership Message	16
Message from the Chairman and Managing Director	18
Message from the group Chief Executive Officer	20
Message from the Head - Sustainability & ESG	22

Suzlon at a Glance	24
Suzlon in Brief	28
Concept to Commissioning	28
Corporate Highlights: FY24-25	29
Vision, Mission & Corporate Values	30
Our Journey So Far	31
Our Sustainability Journey So Far	32
Business at Glance	34
Memberships and Associations	36
Awards and Accolades	36
Economic Performance	39

Suzlon's Sustainability Approach	40
Three Pillars of Sustainability	43
Sustainability Strategy	43
Sustainability Governance	44
Our Sustainability Strategy and Roadmap	45
Delivering on our ESG Ambition	46

Engaging our Stakeholders and Materiality Approach	52
Stakeholder Engagement	54
Stakeholder Engagement Process	54
Stakeholder Engagement Matrix	55
Revisiting our Materiality Assessment	57
Addressing our Critical Material issues	66
Issues Material to Suzlon's External Stakeholders	68
Feedback & Grievance Redressal at Suzlon	69

Strengthening our Governance	70
Our Governance Structure	73
Key Policies	91
Risk Management	96
Business Ethics	104
Tax Transparency	113
Data Privacy and Cybersecurity	114

Environmental Stewardship	116
Product Stewardship	120
Climate Change and Emissions Management	131
Emissions Management	157
Energy Management	164

Water Management	173
Waste Management: Driving Circularity Across Operations	185
Biodiversity – Protection and Conservation	200
Materials Management	215

Our People Our Strength	222
Human Capital Development	225
Diversity, Equity, and Inclusion	241
Learning & Development	252
Employee Wellbeing	265
Human Rights	273
Occupational Health & Safety	281
Corporate Social Responsibility	296
Sustainable Supply Chain	326
Customer Relationship Management	335

Index	338
ESRS Mapping	340
IFRS S1 Mapping	344
IFRS S2 Mapping	352
GRI Mapping	361
TCFD Mapping	370
SDG Mapping	373
UNGC Principles Mapping	375
WEF – ESG Mapping	376
IFC Performance Standards	379
SASB Mapping	381

ESG Data Book	382
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RESPONSIBLE GENERATION: IMPACT IN MOTION, BEYOND TURBINES



Every Suzlon turbine serves as more than a cleaner pathway to lighting up lives and opportunities. For us, each turbine we manufacture, install, and maintain is a symbol of responsible growth and shared progress. We are passionate about creating value beyond megawatts powered by green energy, responsible operations, and

strong community partnerships to transform our tomorrows starting today. FY 24-25 marked a year of significant strides in our sustainability journey, as we translated the Responsible Generation philosophy into action—driving decarbonisation, operational resilience, and community value.


Sustainability Performance Highlights



Member of **EV 100** initiative under Climate Group's EV100 initiative



India's first Gold member under **RE 100** for adoption of RE 100 by 2030.



Aligned with India's National Biodiversity Strategy and Action Plan (NBSAP), contributing to **National Biodiversity Targets (NBTs)**.



Awarded the **GPTW badge** for the second consecutive year



"Achiever" rating in **WEPs Gender Gap Analysis Tool**



Member of the United Nations Global Compact (**UNGC**)




Received UNGC's **Faster Award for Sustainable Supply Chain**

ESG PERFORMANCE AT QUICK GLANCE (FY24-25)

Environment





 Suzlon's S144 is India's **First Lowest Carbon Footprint Wind Turbine Solution with just 6.17 grams of CO2 per kWh** of electricity generation measured across its entire lifecycle.

 **88.51%** reduction in emission intensity (scope 1+2 emissions)


 **418%** increase in renewable energy consumption


 **17.9%** reduction in energy intensity


 **100%** locations covered in Physical Risk Assessment and Transition risk and opportunity assessment

 **1.38** times water positivity in Rajasthan, with water consumption of 12,488 KL and recharge of 29,820 KL across 15 OMS sites.


 Product Carbon Footprint for 24 grades of castings as per **ISO 14067:2018**


 **LCA** completed for S120 and S144 turbine

 **100%** Zero Liquid Discharge across all manufacturing operations.

 **90.14%** Zero Waste to Landfill


 **35 hectares** of grassland in Saran Moti, and 5 hectares of land in the Gulunche Village restored


 **90%** recycled sand and **75-80%** of steel scrap used in the Castings Unit


 Extended life of product of S144-3.X model to **25 years**

Social




 **11.6%** increase in workforce strength, with 71% of new hires below the age of 30


 **104%** increase in women representation, with double the women in leadership


 **86%** of employees take pride in Suzlon as an organization

 **72.41%** of our plants and **91.1%** of value chain assessed for human rights concerns with no significant risks observed.

 **233%** reduction in Lost Time Injury Frequency Rate

 **3,818** Impactful CSR activities across 1,024 villages impacting 22,97,019 Lives and 4,49,740 Households


 **91.1%** Tier 1 critical suppliers covered by Sustainable Supply Chain Assessment for BRSR Core Pillar and 7 pillar ESG methodology


 **230,406** hours of employee training

 **83.25%** local sourcing from Indian Tier-1 suppliers


Governance




 **100%** of Board trained on anti-corruption, integrity, and ethics


 **Zero** cases of corruption, ethical breaches, and anticompetitive Behaviour


 **100%** employees and workers have access to 24x7 ethics helpline to report concerns

 **100%** Board members trained on NGRBC and POSH


 **8** new policies implemented in FY25 to strengthen governance

 Established Anti-Bribery Management System (ABMS) aligned with **ISO 37001:2016**


 Conducted Double Materiality Assessment and findings incorporated into **ERM**


 **Zero** complaints or incidents of privacy breaches or data loss

Economic

 Suzlon Expands its Largest C&I Order with Jindal Renewables by **204.75 MW**

 CRISIL Ratings has upgraded Suzlon's credit rating to **'CRISIL A'** with a Positive Outlook

 Best Year in a Decade Suzlon posts **10-year** high Profit Before Tax (PBT) at Rs 1,447 Crores

 S144 order book surpasses **5 GW**, making it a dominant product for the Indian market

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



ABOUT THE REPORT



Overview of the Report
(GRI 2-1, GRI 2-2 (b), GRI 2-3 (b))

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 sixth Annual Sustainability Report that discloses our environmental, social, and governance (ESG) performance for the Indian Financial Year (FY) 24-25, (published on 29th September 2025). 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)

The report covers our activities between April 1, 2024, to March 31, 2025.

Reporting Scope & Boundary

(GRI 2-3, GRI 2-2 a)

We operate globally with 14 manufacturing plants, 13 project sites in 9 states, and 91 OMS sites in 9 states. The company’s Research and Development (R&D) unit is

based in India, with additional units located in Germany, Denmark, and the Netherlands. This report focuses on the sustainability performance of our operational entities in India. The scope of this report covers the sustainability performance of our operational entities in India as outlined below. The three entities that have been included within the scope of this sustainability report represent over 95% of our group’s total revenue. All information has been consolidated using standard data collection and consolidation approach across the 4 business verticals.

Business Verticals

WTG Manufacturing

IB Projects

WTG Operations & Maintenance (OMS)

SE Forge (Forging and Foundry)

Note: The audited consolidated financial statements include 34 subsidiaries under the Suzlon Group while 3 entities have been considered within the scope of the sustainability report.

Reporting Methodology

(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. This year, 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.

Restatements

(GRI 2-4 a)

No information has been restated from previous reporting periods

Reporting Framework

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 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), ESRS, IFRS S1 and S2 standards. The report also considers the disclosure expectations of frameworks such as the IFC Performance Standards.



Advancing Responsible Generation



External Assurance

(GRI 2-4 (a & b))

This report for FY 2024–25 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)



Message From the Chairman and Managing Director

Dear Stakeholders,

For over 30 years, Suzlon has been at the forefront of India's clean energy revolution, as we built renewable energy technology and solutions domestically with the help of our people and talent. Our purpose remains unchanged: to make renewable energy affordable and accessible in an effort to accelerate the planet's decarbonisation.

Suzlon's role in climate action

I believe Suzlon's role extends far beyond building wind turbines. We are partners who facilitate real, measurable climate action by enabling various industries with clean energy so that they can support their own growth and that of their nations' in meeting broader climate goals.

Our focus is innovation with intention to build technology platforms that adapt to the grid, respond to the evolving needs of our customers, and make it easier for renewable energy to become the backbone of the world's power systems for global energy transition.

Be the Zero

Guided by our intent to do better, we recently launched a sustainability platform called 'Be the Zero,' which embodies our philosophy for sustainability. Suzlon ultimately aims to achieve zero emissions, zero waste, and zero harm to minimise our impact on the environment further.

Our vision is climate action with the least possible carbon footprint, and we are working every day to integrate low-carbon practices in our operations – from design to decommissioning.

Thus, we have been able to build the S144 into India's lowest carbon footprint turbine, recording only 6.17 gCO₂ per kWh of power generation across its entire lifecycle, much lower than the industry average.

Collaboration for a better future

We acknowledge that no single organisation can solve the climate crisis alone. For this reason, Suzlon champions collaboration with global alliances that share our vision of decarbonisation.

Our pioneering memberships in the Climate Group's RE100 and EV100 are deepening our commitment to our ESG targets of transitioning to 100% renewable energy and

electric fleets across Suzlon's facilities. Our participation in the United Nations Global Compact is helping safeguard the Human Rights of everyone associated with Suzlon.

A decade of possibility

Energy independence is just as much a priority to us as it is to India. The next decade is critical. We see it as a decade of possibility and progress because we believe that it is a chance to reimagine how the world produces and consumes energy.

As we work towards opening new frontiers that allow deeper penetration of renewable energy into the grid, we are committed to shaping a future where clean energy is a default, not a "good-to-have." Thank you for walking this path with us and believing in our vision of a better, more sustainable world.

Best wishes,

Vinod Tanti

Chairman and Managing Director
Suzlon Group



Message From the Group Chief Executive Officer



Dear Stakeholders,

The future of energy will determine the future of humankind—and at Suzlon, we have made the decision to chart that course. Before sustainability became mandatory, it was our cause. We wake up every morning asking ourselves: how do we move beyond responsibility towards actually regenerating the world around us? With ResGen (Responsible Generation)—we are responding to that question, integrating solutions that generate value for the planet, our customers, and our business. For 30 years, sustainability was a movement that we started and each day, we make attempts to amplify its impact everywhere.

ESG as a strategic advantage

ESG is a powerful driver of sustainable growth, a chance to create a robust, resilient business that is future proof. Sustainability is an intrinsic part of our DNA and hence, we recently launched “Be the Zero” platform which aims to achieve zero emissions, waste and harm to the environment. And this is not just a philosophy but a guiding light where we have relooked at every aspect of our business like designing and manufacturing high-quality wind turbines to improvising operations and governance. We made big strides in our pledge post COP28 by tripling renewable energy capacity by 2030. We felt it was important as we power India’s one-third wind installations and also played a leading role in enabling the country to reach 51 GW of wind power and 50% of electricity from non-fossil fuels 5 years ahead of the target.

About how ESG influences business? The numbers do the talking—FY 2024–25 recorded our delivery capacity jump 118% to 1.55 GW, revenue rise 67% to ₹10,851 crore, EBITDA increase 80% to ₹1,857 crore, and profit before tax double to ₹1,447 crore.

Innovation That Regenerates

We at Suzlon, believe innovation is not only in technology, but also how its impact permeates across the planet and business. Our Make-in-India S144 (3.X MW) turbine—India’s lowest carbon wind turbine at 6.16 gCO₂/kWh—shows how performance and sustainability can exist at scale. Designed to last and to be recycled, more than 90% of it can be recovered, every tower uses 20% less steel than before, and its 25-year design minimizes waste. Supported by Life Cycle Assessments and Product Carbon Footprint certifications for S120 and S144, it demonstrates our mission to ensure transparency, responsibility, and to lead the renewable energy industry towards a regenerative future.

Beyond Targets to the Greater Purpose

At Suzlon, we are thrilled to be ahead of our sustainability targets. In FY 24–25, we clocked 90.14% of our Zero Waste to Landfill (ZWTL) goal before 2030, reduced Scope 1 and 2 emissions intensity by 88.51%, raised renewable energy use by 80.7%, and lowered water intensity by 14.45%. These achievements demonstrate that bold ESG action makes a measurable impact—for the planet, our business, and our stakeholders.

Reimagining Responsible Generation at the source

Responsible Generation informs all decision-making, operations, and innovation at Suzlon. Joining RE100 and EV100 as the first Indian energy corporation, we are making a commitment to 100% renewable electricity and hastening the transition to electric mobility in all our operations. This is how we redefine responsible energy: not only supplying power, but regenerating nature, generating value for our stakeholders, and creating a strong low-carbon future. Through increasing production, integrating circularity, and procuring low-carbon materials, we are making our operations a living testament of ESG-led business.

Regeneration anchored in India

Make-in-India to us means more than domestic manufacturing; it is about revitalizing India’s economy and communities. With 75% domestic content and the country’s largest indigenous supply chain, we are not just manufacturing turbines but 80% rural employment opportunities, empowering local communities, and making local economies stronger, demonstrating that clean energy can rejuvenate livelihoods.

Communities as Co-Creators

Actual regeneration does not end at the turbines that we manufacture. With the Suzlon Foundation, we are regenerating communities with education, healthcare, water conservation, and livelihoods. Fifteen Village Development Committees are now operationally and financially self-sustaining, demonstrating that regeneration is not only about empowering people to forge their own sustainable futures.

Diversity can power Regeneration for long-term. Be it gender, regional or any kind of diversity, we are focusing on building a culture where we can bring in like-minded, climate conscious employees to spearhead our transition. In this attempt, we managed to increase female participation in our workforce by 231% in the last 3 years as they continue to be very powerful voices and bring unique perspectives to extend our movement swiftly.

The energy future is a collective responsibility, and ResGen is a reminder that true regeneration occurs when communities, technology, and humans collaborate. By integrating sustainability into all our business and being a good example for the industry, we are building a future where human advancement and clean energy advance hand in hand.

Best Wishes,
JP Chalasani
Group Chief Executive Officer
Suzlon Group

Message From the Head - Sustainability & ESG

Dear Stakeholders,

We are pleased to present Suzlon's Sustainability Report for FY 2024–25. At Suzlon, sustainability is not a separate agenda but a foundational pillar of our business strategy. Guided by our philosophy of Responsible Generation (ResGen), we embed sustainability into every decision, ensuring that each turbine we build contributes not only to renewable power but also to resilient ecosystems, thriving communities, and inclusive growth.

Strategic Integration of ESG

This year, we advanced our ESG strategy by conducting our first double materiality assessment under EFRAG guidelines, integrating financial and sustainability considerations into business planning. This step deepens our ability to identify material risks and opportunities and strengthens our accountability to stakeholders. Our progress is reflected in key ESG outcomes across climate action, supply chain, people development, and community engagement.

Climate Action and Environmental Goals

In FY 2024–25, we completed a comprehensive climate risk assessment across 100% of our operations, enhancing our preparedness for transition and physical risks. We also advanced product stewardship, completing a lifecycle analysis (LCA) for the S120 turbine and securing Product Carbon Footprint (PCF) certifications for both the S120 and S144 models. These efforts reinforce our commitment to transparency and science-based accountability. Furthermore, the efforts towards product stewardship across the lifecycle has enabled us to get Lowest Product Carbon Footprint for WTG, S144- 3.X MW and for our castings. We remain firmly on track to achieve net-zero Scope 1 & 2 emissions and Zero Waste to Landfill (ZWTL) ahead of our 2028 goal, while advancing water neutrality projects in water-stressed regions.

Environmental Stewardship

Our circular economy initiatives delivered measurable impact: 69.55% of packaging materials were reclaimed, 28.12 tonnes of materials recovered, and in casting production, 75% of steel scrap and 90% of recycled sand were reused. These actions helped divert 90.14% of our waste from landfill. We also achieved a 418% increase in renewable energy consumption (92,428 GJ), raising the share of renewables in total energy use from 6.1% to 22.5%.

People Focus

A just and inclusive transition remains central to our vision. We strengthened our diversity, equity, inclusion, and belonging (DEIB) agenda, expanded opportunities for women in the workforce, and advanced human rights assessments across our operations. Through SUZTAIN—our CSR model anchored in Engage—Empower—Sustain—we deepened rural engagement. For example, in Rajasthan, rainwater harvesting and pond desilting projects addressed prolonged drought, improving water security, supporting agriculture, restoring ecosystems, and revitalizing livelihoods.

Sustainable Supply Chain

Our supplier partnerships are critical to building a resilient and ethical value chain. We completed ESG assessments for over 91.1% of Tier 1 critical suppliers by aligning with BRSR as well Suzlon's 7-pillar methodology and continued advancing adoption of the Supplier Code of Conduct. These steps reinforce accountability, transparency, and shared responsibility across the supply chain.

ESG Disclosures and Framework Alignment

Transparency is the foundation of trust. We enhanced disclosures this year in alignment with GRI, SASB, IFRS, TCFD, ESRS, WEF Core Metrics, IFC Performance Standards and UNGC, while also advancing towards more robust double materiality-based reporting. These frameworks strengthen stakeholder confidence and position Suzlon at the forefront of ESG transparency in the renewable sector.

Forward-Looking Strategy

Looking ahead, our ESG roadmap will focus on three priorities:

- Scaling innovation in low-carbon and circular technologies, reinforcing product stewardship across our portfolio.
- Deepening supply chain sustainability, ensuring resilience and accountability across all tiers.
- Expanding community and people-centric programs, bridging the green skills gap, and empowering inclusive growth.

Together with our stakeholders, we remain committed to embedding sustainability across every dimension of our business and advancing Suzlon's mission to lead the renewable energy sector with responsibility, resilience, and impact.

Best wishes,
Nishtha Gupta
Head – Sustainability & ESG
Suzlon Group



SUZLON AT A GLANCE



MATERIAL TOPICS



Environment
Material Efficiency, Sourcing, and Management
Waste Management
Air Emissions
Greenhouse Gas Emissions (GHG) and Climate Change Management
Water Consumption and Effluent Management
Biodiversity



Social
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



Governance
Research and Innovation
Business Ethics and Integrity
Economic Performance
Corporate Governance
Stakeholder relations

Embedded the double materiality approach

POLICIES

Environment

- Environmental Stewardship Policy
- Water Stewardship Policy
- Climate Change Policy
- Biodiversity Policy
- Energy Management Policy
- Product Stewardship Policy
- HSE Policy

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

Governance

- Anti – Bribery & Anti – Corruption (ABAC) Policy
- Whistleblower Policy
- Code of Ethics Policy
- Corporate Governance Policy
- Risk Management Policy
- Stakeholder Engagement Policy
- Responsible Business Conduct Policy
- Code of Ethics for Directors and Senior Management
- Cyber Security Policy


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.

SUSTAINABILITY REPORTING

Annual Sustainability Report
Business Responsibility & Sustainability Reporting (BRSR)
Product Carbon Footprinting Report
Life Cycle Assessment (LCA) Report












Commitment to transparency through disclosures aligned with global standards such as GRI, TCFD, and IFRS

SUSTAINABILITY VERIFICATION & CERTIFICATION

























Operational excellence & compliance with international standards in quality, environment, safety, & security

ResGen
Sustainability Accelerator Journey

Suzlon in Brief

(GRI 2-1, 2-6 (a, b, c))

Headquartered in Suzlon One Earth in Pune, India, which is one of the greenest corporate campuses in the world, the Suzlon Group (NSE: SUZLON, BSE: 532667) includes a network of subsidiaries that together deliver comprehensive renewable energy solutions. We are a vertically integrated organization, offering expertise across the full spectrum of wind energy development. Since

inception, we have installed 21 GW of wind energy in 17 countries across Asia, Europe, Latin America, Africa, Australia, and North America. We are present in nine Indian states, including Gujarat, Rajasthan, Maharashtra, Tamil Nadu, and Andhra Pradesh.

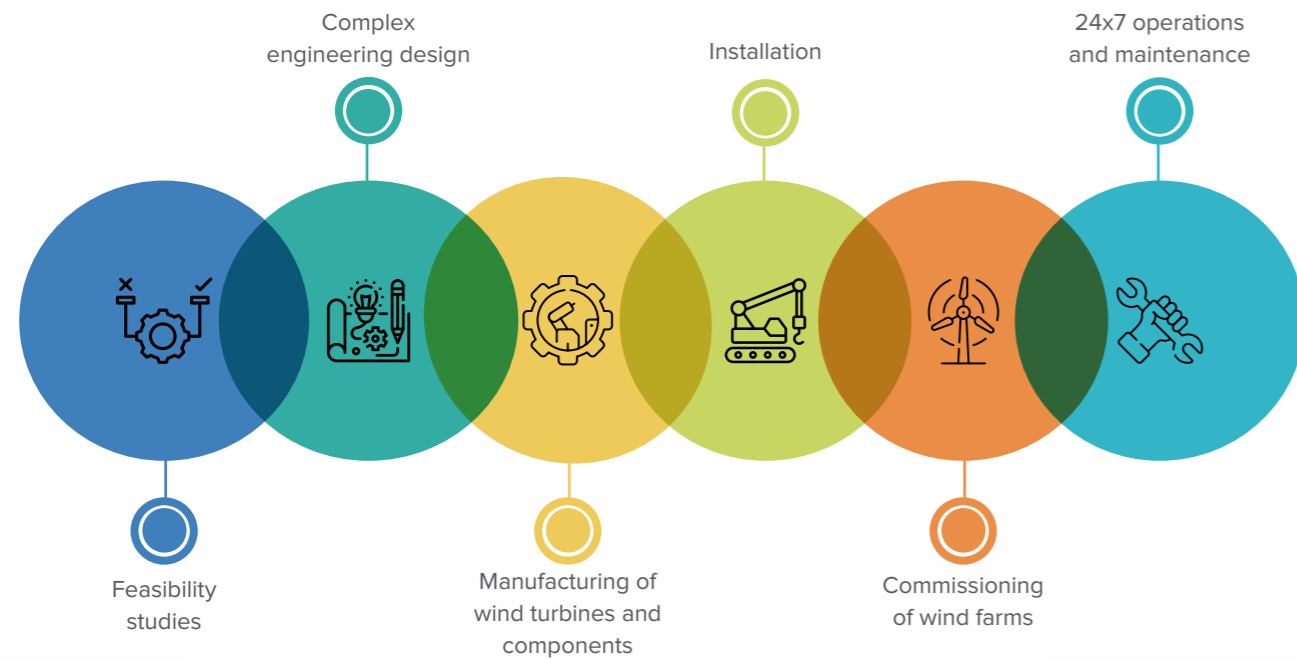
Suzlon Energy Limited, the flagship company of the Suzlon Group,

is counted amongst global industry leaders, is India's No. 1 renewable energy solutions provider. Our diverse client portfolio includes power utilities and electricity producers across both the private and public sectors. Powering our continued success to help craft a sustainable future for India and the world is a vibrant team of 7,800 talented and dedicated people.

Concept to Commissioning

(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.



Corporate Highlights: FY 24-25

15_{GW}

Renewable energy assets supported in India

6_{GW}

Renewable energy assets supported globally

13,125₊

WTGs Installed

111₊

Wind farms set up for customers

14

Manufacturing plants in India

13

Project Sites

91

Operations and Maintenance sites across 9 states of India

2.x_{MW} & 3.x_{MW}

Series of cutting-edge wind turbines

1,900₊

Customers Globally

8

R&D Centres in Germany, the Netherlands, Denmark, and India



Vision, Mission & Corporate Values

(WEF – ESG Governing Purpose)

A future-focused vision and mission rooted in our values guide our strategy and operations, shaping our efforts to deliver world-class renewable energy solutions and create lasting value for customers, communities, and future generations.



Our Values

Agility

Efficient, prompt, and timely action defines the way Suzlon conducts its business and advances its efforts to achieve growth and create value for all stakeholders.

Creativity

Constant innovation and the development of new models are the cornerstones of Suzlon's ongoing efforts to unlock the potential of renewable energy.

Value Addition

Suzlon's efforts are always focused on delivering maximum value to all its stakeholders

Commitment

Suzlon is dedicated to building a sustainable future by consistently partnering and collaborating with its stakeholders.

Integrity

Complete honesty and transparency form the foundation of Suzlon's relationship with all stakeholders.

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

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.

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

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.

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

2011-2015

- ▶ 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

2021-2025

- ▶ 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

2021-2025

- ▶ First Indian Wind Energy Company to reach over 20 GW of worldwide Wind Energy Installations
- ▶ S144, 3 MW Platform Makes Low-Wind Sites Work
- ▶ NTPC Green Energy Order: Largest wind energy order of 1,166 MW placed, a win for clean air, green growth, and the children who will inherit tomorrow.

Our Sustainability Journey So Far

Suzlon's journey began with a bold vision—to make clean energy accessible and ensure its benefits reach every household. Through innovation, resilience, and a deep commitment to the planet, we have delivered sustainable clean energy solutions that not only power economic progress but also safeguard natural resources for future generations.

As part of our sincere endeavour to integrate the principles of ESG into Suzlon's DNA, we launched ResGen—our

commitment to Responsible Generation in 2024. This Sustainability Accelerator Journey provides a clear strategic roadmap to help us achieve our goals in the coming years, adopted across both organizational and product levels. Our multifaceted approach ensures

that sustainability is embedded into core business operations and governance, aligning our sustainability goals with our overall business objectives.

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

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

2024- Present

Leading Energy Transition

- ▶ 20 GW+ installed capacity supporting in accelerating decarbonization journey
- ▶ Undertook a Double Materiality Assessment
- ▶ Enhanced ESG disclosures through the BRSR, GRI, SASB, TCFD, IFRS, UNGC, UN SDG, WEF ESG, ESRS frameworks
- ▶ Undertaking sustainability assessment of 91.1% Tier-1 critical suppliers
- ▶ Working towards Zero Waste To Landfill, Carbon and Water Neutrality, expanded afforestation, and biodiversity conservation initiatives
- ▶ Achieved significant GHG reduction and water, waste reduction outcomes
- ▶ Reached over 1,300 villages through CSR initiatives
- ▶ Focused on biodiversity, climate resilience, and inclusive innovation



Looking Ahead

Looking Ahead Net-Zero & Beyond

- ▶ Deepening commitment to India's Net-Zero 2070 goals
- ▶ Innovation and R&D for low carbon products and accelerating journey towards Circularity
- ▶ Scaling impact through community, corporate, and climate partnerships
- ▶ Committed to transparency, innovation, and inclusive growth
- ▶ Strengthening biodiversity, afforestation, and climate resilience
- ▶ Expanding partnerships for global sustainability impact



2001-2010



2011-2015



Business at Glance

Suzlon is recognized globally as one of the most vertically integrated wind turbine manufacturers in the world. Strategic investments in R&D and advanced technology allow us to offer a wide range of robust, reliable wind energy solutions tailored to our customers' needs. We produce nearly all key components in-house—including blades, nacelles, control panels, hubs, and tubular towers—ensuring product reliability and quality. Over time, we have steadily built capabilities in solar energy and are now working toward delivering integrated Wind-Solar hybrid solutions.

Annual manufacturing capacity of 4,500 MW.

Market leader in India with over 111 wind farms and an installed capacity of more than 15 GW

Developed some of Asia's largest operational onshore wind farms

Business Verticals	Products	Services	End-to-End Solutions
1. WTG Manufacturing	1. S144 Wind Turbine Generator	1. Operations & Maintenance Services	1. Research and Development
2. IB Projects	2. S133 Wind Turbine Generator	2. Optimization & Digitalization	2. Supply Chain Management & Manufacturing
3. WTG Operations & Maintenance	3. S120 Wind Turbine Generator	3. Value-Added Services & Products	3. Turnkey Project Services
4. SE Forge	4. Classic Fleet	4. Multi-Brand O&M Services	4. Solar Energy Solutions
			5. Quality Management
			6. HSE

Innovation and Operational Excellence

We focus on optimizing turbine performance to deliver the highest possible plant load factors (PLF), maximizing returns on investment for our customers. Our R&D centres focus on enhancing turbine efficiency and reducing the Levelized Cost of Energy (LCoE). We were the first in India to introduce lattice tubular towers—an innovative, cost-effective, and transport-efficient alternative to conventional designs. We are continuously pushing aerodynamic limits and integrating advanced materials, such as carbon fibre, to engineer stronger and lighter blades for our next-generation turbines.

In September 2024, we acquired a 51% stake in Renom Energy, India's largest multi-brand renewable energy operations and maintenance service provider. While our in-house OMS team remains focused on Suzlon's ~15 GW fleet and growing order book, Renom will continue serving the ~3 GW non-Suzlon market.

Value-Added Services

Going beyond core operations, we offer value-added solutions that enhance the performance, reliability, and efficiency of our wind energy assets.



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



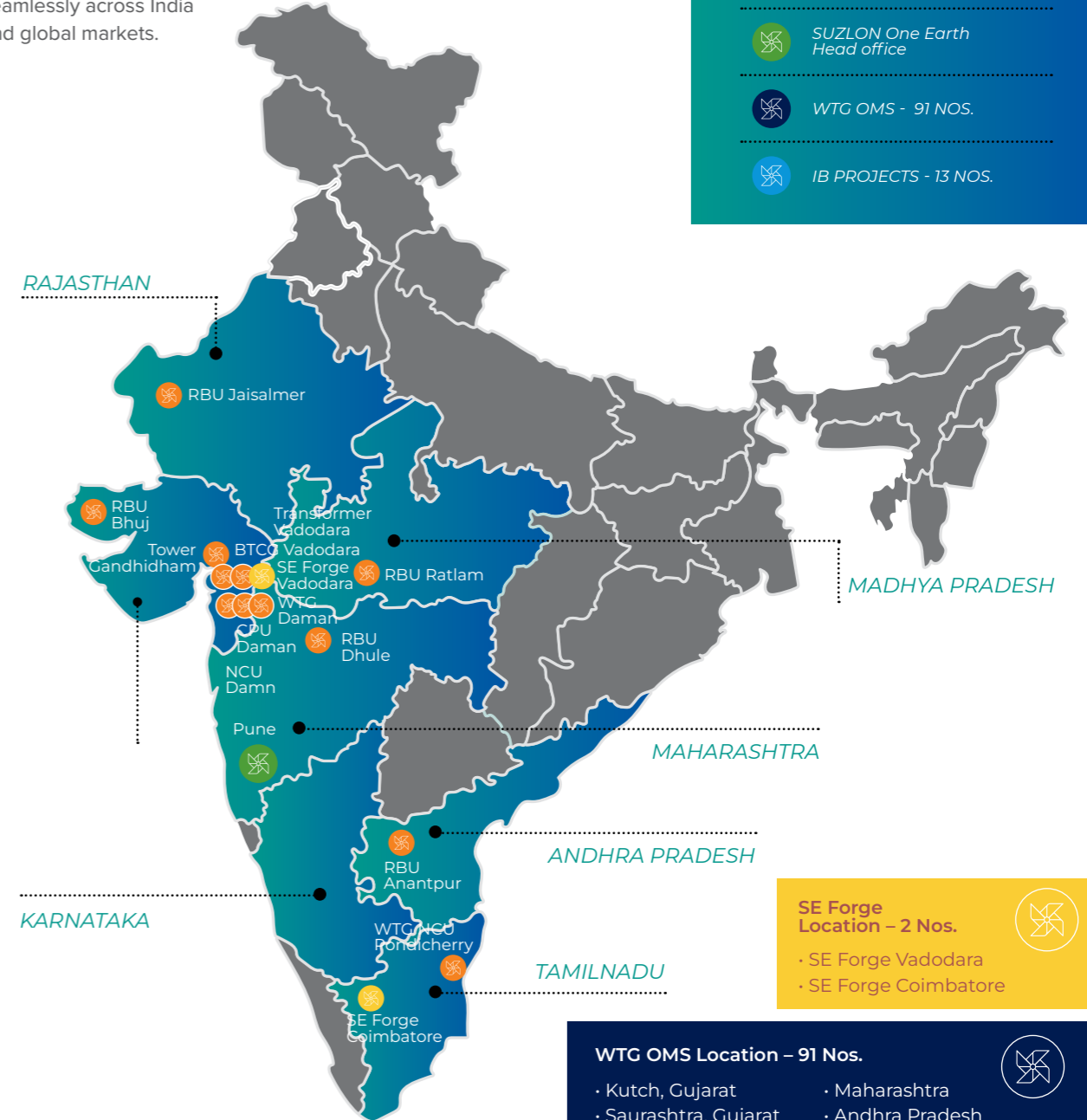
Quick Sense Technology-Delivers highly accurate wind-direction sensing, enabling better nacelle alignment and boosting Annual Energy Production (AEP) through earlier yaw actuation



SC Trinity - An advanced SCADA platform that offers real-time monitoring and analysis of WTG performance to help clients drive smarter fleet management and maximize asset productivity.

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 - 13 NOS.

WTG Manufacturing locations – 12 Nos.

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

IB Project Locations – 13 nos.

- Kalawad, Gujarat
- Kanakgiri, Karnataka
- New Villiseri, Tamilnadu
- Koppal, Karnataka
- Todkibad, Andhra Pradesh
- Jath I, Maharashtra
- Jath II, Maharashtra
- Sheo, Rajasthan
- Barmer, Rajasthan
- Dhrol, Gujarat
- Sewagram, Gujarat
- Agar, Madhya Pradesh
- Dwarka (Juniper)

WTG OMS Location – 91 Nos.

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

SE Forge Location – 2 Nos.

- SE Forge Vadodara
- SE Forge Coimbatore

Memberships and Associations

(GRI 2-28) (WEF – ESG Governing Purpose)

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.

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)	
National Solar Energy Federation of India (NSEFI)	
Indian Wind Energy Association (InWEA)	
Associated Chamber of Commerce (ASSOCHAM)	
India Green Steel Coalition (IGSC)	
PHD Chamber of Commerce & Industry - Carbon Markets Forum	
India Agriculture Sustainability Council	

Awards and Accolades

UNGC Forward Faster Sustainability Awards 2025 under the Sustainable Supply Chain category



UNGC Forward Faster Sustainability Awards 2025, special recognition under the Decarbonization Category



GreenEnviro Foundation Sustainability Award (Platinum Category) in Renewable Energy Sector, 2025



Geef- Global Sustainability Awards 2024 - Outstanding Achievements in Sustainability Excellence in Renewable Energy & Power sector (Diamond Category)



EQ SuryaCon & DeCarbonise India - West India Solar Awards 2025 - Organization with Excellence in Sustainability



Great Indian Renewable Energy (Sustainability Focused) Company of the Year by The India Sustainability & Conclave Awards



'The Great Indian Industry of the Year' award under the Sustainability (Renewable Sector) category



CII Northern Region Green Practice Awards 2024 - Gold Award for Green Practice in the Service Category



Great Place to Work Certificate for Suzlon Group- Feb 2025 to Feb 2026



Most Impactful Integrated CSR Initiatives of the Year 2025 Global CSR & ESG Awards 2025



Microsoft recognizes Suzlon's Digital Transformation for innovative application of Azure OpenAI in enhancing wind energy operations



BEST Award 2025 for Talent Leadership for strategic efforts in nurturing talent to support India's transition to renewable energy



UNGC Sustainable Supply Chain Leadership Award – UN GCI National Convention



AI Innovation in Renewable Energy – Data Analytics & AI Show 2025 Honoured for leading the AI-Powered Data Analytics Project of the Year in the renewable energy sector



Top Contribution to Wind Energy – CBIP 2024 Recognized by the Central Board of Irrigation and Power, New Delhi



Golden Peacock Award 2025 – Corporate Governance & Sustainability



Global CSR and ESG Recognition – CSR & ESG Awards 2025



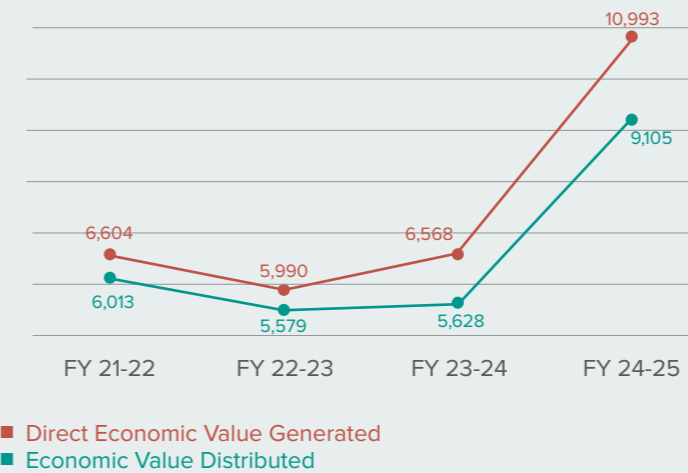
Economic Performance

[SN30] (GRI 201 – 1 (a & b); WEF – ESG Employment and wealth generation)

Consolidated Financial Highlights (in INR Crores*)

	FY 21-22	FY 22-23	FY 23-24	FY24-25
Direct Economic Value Generated				
Revenue	6,604	5,990	6,568	10,993
Economic Value Distributed				
Operating Cost	5,131	4,510	4,772	8,072
Employee Wage and Benefits	545	609	703	942
Payments to Providers of Capital**	322	425	107	70
Payments to Government#	10	31	35	12
Community Investment	5	4	11	9
Economic Value Retained				
Direct Economic value generated less economic	590	411	940	1,889

Economic Value Generated and Distributed in INR Crores



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.

Our Company or our subsidiaries have not declared or paid any dividend or undertaken any buyback of shares during the year ended 31st March 2025.

Note:

1. The consolidated data from all 3 entities i.e., SEL, SRDL (SGWPL) and SE Forge 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".

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 67.3% from FY 23–24 to FY 24–25, reflecting a substantial enhancement in the company's financial efficiency and overall profitability. During FY

24-25, we have not received any financial assistance from government.

Financial Investment Contribution

In FY 24–25, Suzlon invested a total of INR 111 crore towards initiatives aligned with the World Economic Forum (WEF) Core Metrics, covering

Parameter	FY 24-25 in INR Core
Capital Expenditure (A)	370
Depreciation & Amortization (B)	259
Investment Contribution (A) – (B)	111

SUZLON'S SUSTAINABILITY APPROACH

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS



Our business was founded on the principle of responsible generation of clean energy to propel inclusive growth and facilitate shared progress. Our guiding framework, Responsible Generation, is about impact in motion—touching lives, landscapes, and livelihoods for generations to come. This philosophy shapes the way we measure and manage sustainability across our ecosystem, setting the foundation for how we operate, innovate, and collaborate.

To bring this philosophy to life, we apply the Responsible Generation lens across every dimension of our business—at the organizational level, in the products we design, and throughout our supplier network.

Organization Level

We embed sustainability into every function and business unit through enterprise-wide ESG metrics aligned with BRSR and global standards such as GRI, SDG, SASB, TCFD, IFRS, and TNFD. Using digital tools, dashboards, and regular audits, we track carbon, water, waste, and social equity across all locations, ensuring accountability and continuous improvement.

Product Level

Every product reflects our ethos of Responsible Generation. We calculate carbon footprints, assess lifecycle impacts, and prioritize sustainable materials and recyclability. This focus enables us to innovate with

purpose—delivering renewable energy solutions that are efficient, durable, and environmentally responsible.

Supplier Level

Our responsibility goes beyond our boundaries. We work closely with suppliers through our Supplier Code of Conduct and Sustainable Sourcing Policy, ensuring alignment with ESG principles. With regular assessments, capacity building, and collaborative partnerships, we strengthen supplier sustainability and drive shared progress.

We are also committed to transparency and accountability in everything we do. For us, responsible generation goes beyond

manufacturing turbines to setting standards of transparency and accountability by standardizing the way we measure our performance, define key performance indicators, and disclose progress accurately and on time—furthering our goal to lead the transition to a greener world.

Our business model is built on the belief that we must create shared value for people while protecting the planet from negative impacts. It

was this belief that inspired our entry into wind energy and continues to drive our business and sustainability purpose today.

As climate change, resource scarcity, and rising energy costs reshape our world, we view sustainability as both a responsibility and an opportunity. Our solutions help customers transition to renewables, cut emissions, and advance their net-zero goals. These efforts align

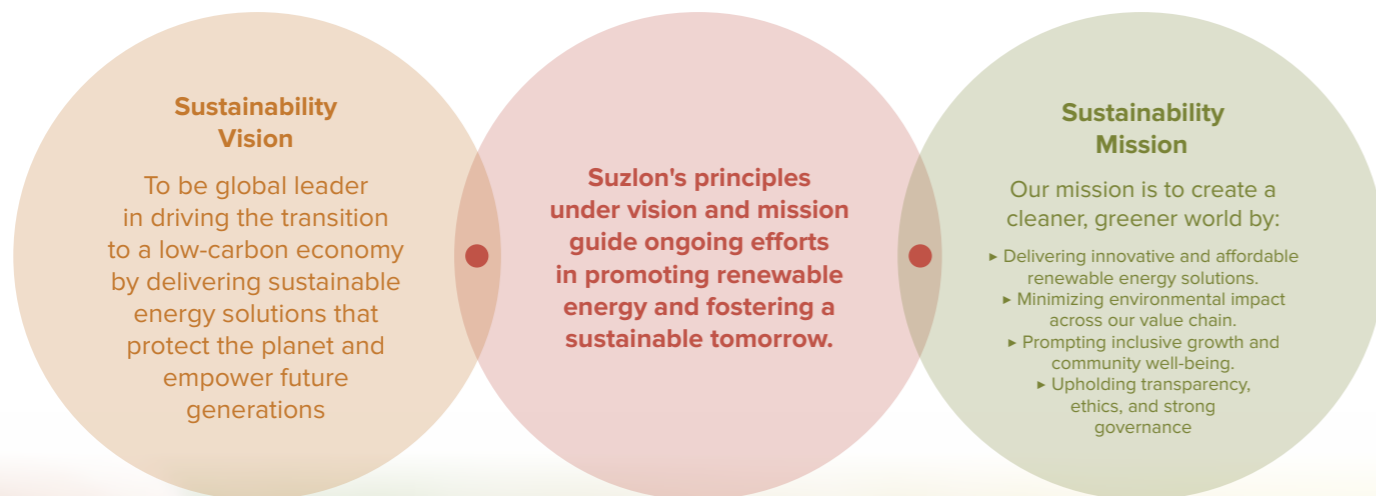
with India's 2070 net-zero target and support key UN SDGs on climate action, clean energy, sustainable infrastructure, and inclusive growth. Led by a holistic Sustainability Policy, we integrate environmental and people-conscious principles within our operations and value chain—from design and manufacturing to project execution and long-term service—underpinned by a commitment to ethics, transparency, and accountability.

Three Pillars of Sustainability

Our sustainability roadmap is built around key ESG priorities aligned with material issues and stakeholder expectations to further progress towards resilient and responsible growth. Guided by the UN SDGs, UNGC 10 Principles, GRI Guidelines, UNEP, WEF- ESG, IFRS, SASB, TCFD, TNFD, ESRS, IFC Performance

Standards, and SEBI's BRSR norms, our strategy promotes responsible business practices that create long-term value. Stakeholder engagement remains central to this approach, enabling us to respond to evolving needs and expectations. This year, we conducted a Double Materiality Assessment to further strengthen

the connection between ESG risks and opportunities and their financial, reputational, and operational implications. Insights gathered from stakeholders across business and functional units are shaping our strategy and guiding informed decision-making.



Sustainability Strategy

Environmental Stewardship	Social Responsibility	Strong Governance
<p>Minimizing our environmental footprint by improving energy efficiency, reducing greenhouse gas emissions, promoting responsible sourcing, and managing waste sustainably. The integration of innovative practices and cutting-edge technologies takes forward our climate action strategies, protects ecosystems, and ensures compliance with evolving regulatory standards.</p> 	<p>Proactive measures to ensure the well-being, safety, and development of employees and communities, including ongoing learning and development for employees, workplace safety, and empowering communities by strengthening livelihoods, health, education, and social infrastructure in partnership with community members in the regions where we operate.</p> 	<p>Adhere to robust governance practices steered by an empowered Board of Directors to maintain transparency, fiscal discipline, ethical behavior, and compliance. Monitor and report sustainability performance aligned with global standards and national requirements including GRI, BRSR, SASB, and TCFD frameworks.</p> 

Sustainability Governance

(GRI 2-14)

At Suzlon, sustainability is deeply embedded into our organizational framework through an integrated approach. By anchoring it at the highest governance level, we ensure robust strategic oversight of ESG matters that drive long-term value creation. Our multi-tiered governance structure defines clear roles, responsibilities, and reporting mechanisms, enabling effective management and acceleration of transformative sustainability initiatives across the organization.

Our sustainability governance is anchored by the CSR & ESG Board Committee, which provides strategic oversight and reports directly to the Board on ESG issues and progress. The Chairman & Managing Director and Group CEO set the tone at the top, approve policies, and oversee performance against stakeholder expectations.

At the corporate level, the Sustainability & ESG Head drives company-wide strategy and works closely with Business Vertical CEOs. Each business vertical has dedicated Sustainability Leads who are responsible for integrating the strategy into operations, allocating resources, and tracking performance.

We have also appointed Sustainability Champions at each of our operational locations. They translate strategy into action, address on-site challenges,

and ensure alignment with both BU goals and the broader corporate framework. Functional Heads from key departments provide additional support, enabling a coordinated approach that links boardroom oversight to local execution.

Periodic reviews, real-time data tracking, and comprehensive reporting mechanisms have been established to monitor ESG progress and identify opportunities for continuous improvement across all sustainability initiatives.

Our sustainability governance framework combines clear leadership, decentralized execution, and cross-functional collaboration to align with corporate objectives, environmental goals, and social responsibilities. With defined roles at both corporate and business unit levels, we ensure ESG principles are seamlessly integrated into all aspects of our operations.

Monitoring and Reporting

The Corporate Sustainability & ESG Head plays a key role in developing the Sustainability Report by monitoring resource allocation and guiding the inclusion of all material topics and goals, ensuring alignment with our strategic vision and long-term objectives. Governance is further strengthened through quarterly CSR & ESG Board Committee meetings, monthly

management reviews with Business Vertical CEOs, and monthly Business Risk Committee meetings involving the Group CEO, Group CFO, and Group CHRO. This collaborative approach reinforces our commitment to transparency and continuous improvement in sustainability practices.

For more details on our Sustainability Governance Structure, please refer to the "Our Governance Structure" subsection of this report.

Digitalization for Smarter Sustainability

We are harnessing digitalization to make sustainability performance transparent, dynamic, and actionable. Our reporting platforms track ESG data across business units and locations, giving us real-time visibility into progress on energy, water, waste, emissions, and social indicators. A dedicated platform for supply chain engagement allows us to work closely with our partners, monitor compliance, and build capacity to meet shared sustainability goals. We are also integrating artificial intelligence (AI) into our systems to better analyze complex datasets, predict trends, and uncover opportunities for improvement. Embedding AI into our sustainability framework, we unlock smarter insights, accelerate action, and deepen the impact of responsible generation.

Our Sustainability Strategy and Roadmap

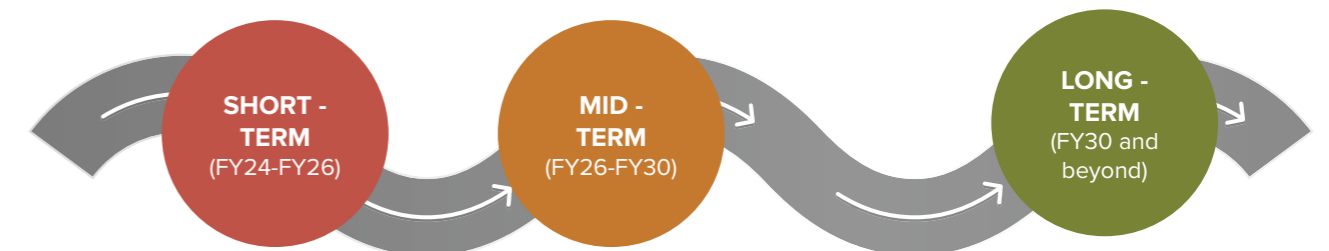
At Suzlon, our sustainability strategy is designed to drive measurable impact by embedding ESG considerations across all levels of our operations. The strategy is supported by a comprehensive implementation roadmap that outlines targeted actions over defined time horizons—short term (0–2 years), medium term (3–5 years), and long term (6 years and beyond). This phased approach ensures that sustainability is not treated as a parallel initiative but is integrated into our business decisions, operational processes, and stakeholder relationships.

The roadmap spans key thematic areas, including climate and

energy, water stewardship, waste management, biodiversity conservation, human rights, health and safety, supply chain responsibility, material efficiency, and corporate governance. Each thematic area includes specific, time-bound actions aligned with corporate priorities and goals, and adapted to the operational context of individual business units. These actions are designed with clear implementation pathways and have been developed in consultation with internal teams across functions such as Environment, Procurement, HR, and Operations, as well as with external partners where needed.

To ensure feasibility and accountability, each action is also categorized by expected investment levels—ranging from low (requiring minimal resources or effort) to high (involving significant capital expenditure or transformation efforts). This allows Suzlon to allocate resources efficiently while maintaining progress across multiple ESG dimensions.

Our roadmap towards a resilient future is closely aligned with our strategic priorities, ensuring sustainability is embedded at every stage of our journey. Our approach to sustainability over the short-, mid- and long-term is illustrated below.



Crucially, the roadmap is aligned with leading global and national ESG frameworks, including BRSR, CDP, GRI, TNFD, UNGC, WEF ESG, IFRS, ESRS and the Sustainable Development Goals. Through this strategy, Suzlon aims not only to strengthen compliance and transparency but also to deliver long-term value for stakeholders and contribute to a just, inclusive, and resilient energy transition.








Delivering on Our ESG Ambition







In FY25, Suzlon made significant strides in advancing its ESG ambition, reinforcing our vision of driving India's clean energy transition responsibly and sustainably. Our progress was anchored on three key levers: decarbonisation through renewable energy leadership, strengthening governance and compliance frameworks, and


creating positive social impact across communities. During the year, we scaled up renewable energy capacity, enhanced energy efficiency across operations, and accelerated waste and water management initiatives, resulting in measurable reductions in our environmental footprint. On the social front, our programs in livelihood development,

education, and healthcare continued to empower communities around our wind farms, while robust governance practices ensured transparency, accountability, and long-term stakeholder trust. These achievements highlight our integrated approach to sustainability and reaffirm Suzlon's role as a catalyst in India's ESG landscape.






Environmental Stewardship


Material Topic	Strategic Levers	Goals	Progress against goals	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Research and Innovation	Enhanced turbine performance with reduced carbon intensity Lowering product-level carbon footprint	Product Carbon Footprint (PCF) and Life Cycle Assessment for WTGs in manufacturing operations by 2026	PCF Reporting and Verification as per ISO 14067:2018 for both WTG and castings Public LCA summary completed for S120 turbine	Achieved independent verification lowest PCF for S144 (3.X MW) and for 24 grades of castings Our latest S144 series turbine is having lowest product carbon footprint of 6.17 gCO2e/kWh across the entire lifecycle 90–92% of end-of-life materials are recyclable	    	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.
Greenhouse Gas Emissions and Climate Change Management	Renewable energy adoption in operations Energy efficiency programs Integrate climate resilience measures into site selection, project design, due diligence, and mergers & acquisitions, supported by an internal carbon pricing mechanism.	Achieving Net Zero (Scope 1 & 2) by 2035 and Net Zero (Including Scope 3) by 2040 100% energy to be sourced from renewable sources by 2030 100% transition of owned vehicles to Electrical Vehicles (EVs) by 2035 and becoming EV 100 organization	Completed scope 3 inventory for all material topics, increasing coverage from 6 to all applicable 13 categories 88.51% reduction in emission intensity (scope 1+2 emissions) Renewable Energy (RE) consumption has increased by 80.7% across all locations. 100% renewable energy sourced from DISCOM at our Rotor Blade Unit in Dhule, Maharashtra. 418% increase in renewable energy consumption from FY24 to FY25. Suzlon is now a member of EV 100 initiative under Climate Group's EV100 initiative India's first gold member under RE 100 for adoption of RE 100 by 2030.	Physical Risk Assessment of 100% locations for Climate Risk Adaptation and Mitigation till 2050 with SSP 8.5 (Worst case & high emissions) scenario Transition risk and opportunity assessment conducted using International Energy Agency's World Energy Outlook 2023 scenarios Shadow internal carbon price has been set, which considers the societal cost of carbon relevant for India. 17.9% reduction in energy intensity compared to FY23-24	 	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	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Water Consumption and Effluent Management	Measuring water footprint, improving efficiency, adopting conservation technologies, reusing and recycling water, assessing and mitigating water risks, and implementing innovative water-saving solutions. Rainwater harvesting	Water neutrality across operations by 2030	Achieved 1.38 times water positivity in Rajasthan, with water consumption of 12,488 KL and recharge of 29,820 KL across 15 OMS sites. 100% Zero Liquid Discharge compliance was achieved across all manufacturing operations. 14.45% reduction in water consumption from water stressed areas Water consumption intensity reduced by 36.1% from FY24 to FY25.	Water footprint established for all business verticals across 100% locations operating under all 4 BU's. 100% operations covered by water risk assessment in FY24-25	 	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.
Waste Management	Principles of Waste Management Framework: Minimize at Source; Reuse & Recycle; Responsible Disposal Waste segregation and recycling programs Circularity in operations	Achieve Zero Waste to Landfill (ZWTL) by 2028	Achieved 90.14% Zero Waste to Landfill Waste intensity, defined as waste generated per turbine manufactured, has decreased year-on-year from 91.07 in FY22-23 to 75.63 in FY23-24 and 57.05 in FY24-25, reflecting a 37% overall reduction.	Under the WTG Projects Business Vertical, 69.55% of packaging material was reclaimed. The total waste recovered across all locations amounted to 28.12 tonnes, comprising wood, metal, paper, and plastic. Approximately 75% of the steel scrap and 90% of recycled sand are utilized in the casting production process. Incorporated 225 kg of scrap steel in the manufacturing of each tower No use of Single Use Plastic across all sites and plants Solar Home UPS systems made of defunct WTG batteries have delivered an estimated 2.7 million hours of renewable energy usage across 30 villages.	 	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 risk assessments and nature-related financial disclosures Habitat conservation Restoring sites and collaborating with local communities and NGOs	No net loss of biodiversity, including no deforestation	35 hectares of grassland restored in Saran Moti, and 5 hectares of land restored in the Gulunche Village grassland project No significant direct and indirect impacts on biodiversity near eco-sensitive zones	Aligned with India's National Biodiversity Strategy and Action Plan (NBSAP), contributing to National Biodiversity Targets (NBTs). Biodiversity screening and assessment surveys using the IBAT tool, and in alignment with LEAP principles of TNFD. 100% of our Board, Key Management Personnel, and employees participated in online training on biodiversity.	 	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	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Material Efficiency, Sourcing, and Management	Hazardous substances are systematically avoided in the design phase. Training and awareness sessions for internal stakeholders to uphold sustainable sourcing commitments			Low carbon steel being procured from Tier-1 critical suppliers with emission intensity less than 2.2 t CO2e/t of production Investments have been made in testing larger blades and control systems for blade testing to increase the adoption and efficiency of green energy. Joined the India Green Steel Coalition (IGSC) The S144 model reduces resource use with a tubular tower using just 38.98 MT of steel compared to 103.82 MT in conventional turbines		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	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Training and Development/ Human Capital Development	Foster safe and inclusive environments, and strengthen accountability build long-term capability while supporting the personal and professional goals			Workforce grew by 11.6% 71% of new hires were below the age of 30, reinforcing our focus on building a dynamic talent pool 90% participation in Quarterly CEO Townhalls Awarded the GPTW badge for the second consecutive year Employees completed 230,406 hours of training 10000+ courses with personalized learning across languages and levels	  	
Diversity, equity and Inclusion	Equitable hiring Sensitization and inclusion training Creating a safe and secure environment with a strict zero-tolerance policy on sexual harassment	Increase share of women employees across operations including leadership levels to 10% by 2030	104% increase in women representation. 5% women representation across all operations. Women in leadership have doubled from 2023-24 to 2024-2025.	“Achiever” rating with a 66% score in WEPs Gender Gap Analysis Tool Increase in women representation across all 4 BUs. Partnership with the Andhra Pradesh State Skill Development Corporation (APSSDC) to equip women with technical skills in wind turbine operations. DEIB Council advocates for the professional development of underrepresented groups within Suzlon. 700+ employees trained in DEIB via Spectrum workshops. Women Development Program (WDP) with 60+ participants 100% of new hires were hired locally	 	

Material Topic	Strategic Levers	Goals	Progress against goals	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Talent Management/ Employee Engagement	Multi-dimensional well-being, covering physical, emotional, social, financial, and aspirational aspects Initiatives that deliver improved health, safety, inclusivity, and employee engagement			Certified as a Great Place to Work (GPTW) for the second consecutive year, with a 3-point rise in Trust Index score in FY 24-25. 78% employees have a positive perception of the organizational culture and 82% feel it is a Great Place to Work. 100% of employees covered under health and accidental insurance. 3,256+ employees and families accessed 24/7 counseling services; 157+ employees received on-call support; Mansik Swasth sessions rolled out across sites. 80+ health-focused events organized Over 4,000 employees engaged; 200+ celebrations and cultural/team-building activities organized		

Material Topic	Strategic Levers	Goals	Progress against goals	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Human Rights and labour conditions	Human rights due diligence Grievance redressal mechanisms Respecting indigenous rights and Affected Communities	Human rights assessments across all manufacturing operations by 2026	72.41% of our plants and offices were assessed for human rights concerns with no significant risks observed. 0 human rights violations in company and along value chain Assessed 91.1% of tier one suppliers (direct business partners) for human rights violations	Human rights training across all 4 BU's completed as against target year of 2026 92.55% of employees and 100% of the Board and Key Management Personnel were trained on human rights. Indigenous rights respected across project lifecycle through due diligence, stakeholder consultations, avoidance of tribal land acquisition, and need-based CSR initiatives Alignment of FPIC explicitly in land acquisition and setting new projects. Zero strikes or work stoppages during the year	 	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	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Occupational Health & Safety	Prevention, responsibility, and continuous improvement Training and competency-building programs	Maintain LTIFR (Lost Time Injury Frequency Rate) at 0.5	LTIFR 0.58 for employees and 0.41 for value chain workers	100% of our plants and offices and 91.1% of our Tier-1 value chain partners were assessed on health & safety practices and working conditions. 42% increase in OHS training provided to female employees Zero high-consequence work-related injury to employees second year in a row. 100% employees covered by OHS system Quality, Health, Safety, and Environment (QHSE) procedures are externally validated through ISO 45001:2018 certification standards.	 	
Community Support and CSR	Minimal impact on the natural environment Enable local communities to develop their potential Empower employees to be responsible civil society members Ethical business practices that are fair to all stakeholder			INR 1.17 Crore Co-funding from employees, customers & community members 25 NGOs engaged for CSR 7,164 employee Volunteers 3,370 Contractual Employees Volunteers 51,852 Employee Volunteering Hours 19,815 Contractual Employees Volunteering Hours 3,818 Impactful CSR activities Activities Conducted in 1,024 villages 22,97,019 Lives Impacted Households Reached: 4,49,740	 	

Material Topic	Strategic Levers	Goals	Progress against goals	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Sustainable Supply Chain Management	Supplier ESG assessments Local sourcing Code of Conduct compliance	100% acceptance of the Supplier Code of Conduct by 2025	100% acceptance of the Supplier Code of Conduct completed 91.1% Tier 1 critical suppliers covered by Sustainable Supply Chain Assessment for BRSR Core Pillar and 7 pillar ESG methodology	Received UNGC's Faster Award for Sustainable Supply Chain 83.25% of Tier-1 critical suppliers based locally Our Supplier Code of Conduct requires all suppliers to align with international frameworks such as the UN Global Compact, OECD Guidelines for Multinational Enterprises, and the UN Guiding Principles on Business and Human Rights. 91.1% of our Tier I critical suppliers participated in training programs		
Customer Satisfaction	Building enduring partnerships that enhance customer value, drive long-term success, and contribute to the sustainability of the planet			Suzlon secured India's largest wind energy order of 1,166 MW from NTPC Green Energy Ltd., reinforcing its leadership in the wind energy sector. No reported incidents concerning the health and safety impacts of our products resolution rate of 98.8% on customer concerns. Preparing EPDs for our S120 and S144 turbine models, aligned with ISO 14025 and EN 15804		
Strong Governance						
Material Topic	Strategic Levers	Goals	Progress against goals	FY 24-25 Highlights	SDG Alignment	UNGC Principles
Corporate Governance	Board-level ESG oversight Ethics training Anti-corruption compliance	Maintain 100% coverage of trainings on anti-corruption, integrity, and ethics for employees by 2025.	100% of Board trained on anti-corruption, integrity, and ethics	Became a member of the United Nations Global Compact (UNGC) In FY 2024–25, we conducted targeted training and awareness sessions on key ESG topics for our Board of Directors and senior management, ensuring alignment at the highest level of the organisation with our sustainability objectives and targets. Provided training to 100% Board members on NGRBC and POSH Structured Clawback previous in place Introduced 8 new policies in FY25 to strengthen governance Established Anti-Bribery Management System (ABMS) aligned with ISO 37001:2016. No involvement in sectors associated with ethical sensitivities or elevated corruption risks 72.41% of suppliers were assessed for their practices on non-discrimination, while coverage of Tier-1 critical suppliers stood at 91.1%. No complaints or substantiated incidents of privacy breaches or data loss	 	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		Achieve zero tolerance towards corruption, ethical breaches, and anti-competitive behaviour by 2025.	Zero cases of corruption, ethical breaches, and anticompetitive Behaviour. ABAC Policy rolled out in FY25 covering guidelines and management process for ensuring zero tolerance towards bribery and corruption. 100% employees have access to 24x7 ethics helpline to report concerns			

ENGAGING OUR STAKEHOLDERS AND MATERIALITY APPROACH

(GRI 2-25b, GRI 2-25d; GRI 2-29; GRI 3-1a; GRI 3-1b; GRI 3-2a, 3-2b; GRI 3-3; IFC PS 1 Stakeholder Engagement; ESRS Disclosure Standards SMB-2, 2 BP-1, IRO-1, SBM-1, SBM-3, MDR-P, MDR-A, MDR-M, MDR-T, S1-1, S1-2, S1 – 4, S1-5, S2-1, S2-2, S2-4, S2-5, S3-1, S3-2, S3-4, S3-5, S4-1, S4-2, S4-4, S4-5; WEF ESG Stakeholder Engagement (Material issues impacting stakeholders, 1.3.4 Material Issues for External Stakeholders, 1.3.5 Materiality Metrics for External Stakeholders))



Stakeholder Engagement

Our stakeholders have always played a key role in shaping our business model and growth strategy. To deepen this relationship, Suzlon has implemented a comprehensive Stakeholder Engagement Policy that strengthens communication, builds trust, and delivers equitable value. The policy defines our commitment to meaningful and transparent engagement, with ESG-related responsibilities embedded across relevant departments.

In FY 24-25, we conducted a Double Materiality Assessment to engage stakeholders and identify the financial, reputational, and operational implications of key ESG risks and opportunities. Insights from this process are helping to refine our approach and realign our sustainability strategies for greater impact.

Our Key Stakeholders

Internal Stakeholders	External Stakeholders
Employees	Customers
Value Chain Workers	Business Partners
	Suppliers
	Civil Society
	Government / Regulators
	Media
	Academia, Research Organizations & Certification Bodies
	Communities
	Investors, Analysts & Rating Agencies

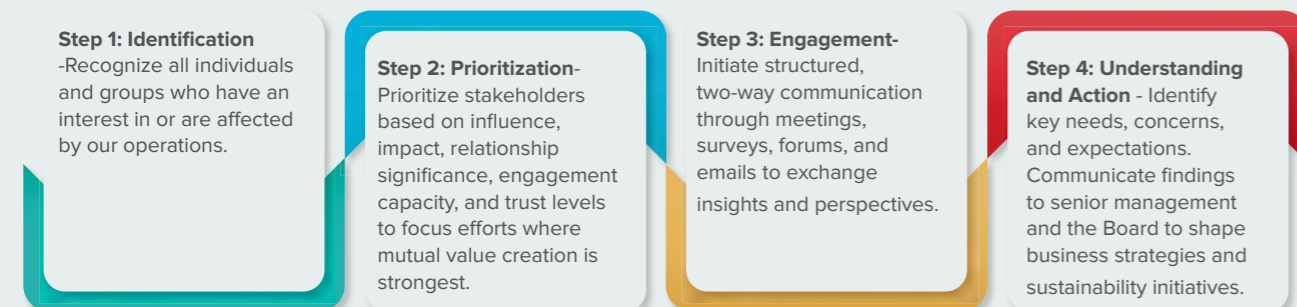
Stakeholder Engagement Process

(GRI 2- 29; ESRS Disclosure Standards SMB-2, S1-1, S1-2, S2-1, S2-2, S3-1, S3-2, S4-1, S4-2)

Guided by our Stakeholder Engagement Policy, we have developed a framework to encourage active stakeholder participation in decision-making. Targeted engagement plans tailored to the specific concerns and aspirations of stakeholders facilitate transparent dialogue and impact-led outcomes for a sustainable future.

Demonstrating the depth of its stakeholder engagement, A materiality survey available on the company website allows any internal or external stakeholder to provide inputs. Responses are systematically reviewed and incorporated into discussions and actions, ensuring ESG priorities remain dynamic, inclusive, and responsive.

Stakeholder Engagement Process [AG33]



Stakeholder Engagement Matrix

(IFC PS 1 Stakeholder Engagement)

Stakeholder	Frequency	Modes of Engagement	Key Concerns and Expectations	Our Approach
Employees and Value Chain Workers	Employees: Daily, Weekly, Monthly, Quarterly, Annual Value Chain Workers: Annual/As and when needed	Emails, Website, Intranet portals, Focused group discussions, Open House Connect Program, Performance Appraisals, Feedback mechanisms, Surveys, CEO/CHRO connect meetings, Management-union meetings, Ethics helpline, Trainings	Training and development, Local employment, Employee engagement, Talent attraction and retention, Work environment	Customized training, Fair wage practices, Performance reviews, Rewards and recognition, Community engagement
Customers	Need Based	Emails, Meetings, Key Account Management (KAM), Surveys/ Feedback calls, Customer portal, Training forums	Sustainable products, Waste management, Product quality and safety, Customer satisfaction	Customer satisfaction surveys, Sustainable product offerings, Digital engagement via REACH Mobile Application, and website
Academia, Research Organizations, and Certification Bodies	Annually	Student Internships, Suzlon CSR Foundation, Group Meetings, Presentations, In-person meetings	Natural resource management, Skill development, Accreditation, Community development	Skill development programs, Infrastructure development in partnership with CSR teams, incorporating best practices
Investors, Analysts, and Rating Agencies	Annual / Quarterly, need-based	Board Meetings, Investor Meets, Annual and Sustainability Reports, Shareholder/Investor Grievance Forum, General Meetings	Responsible financial management, Sustainable investments, Investor trust	Transparent communication via reports and meetings, addressing queries, and Strategic business communication
Communities	Regularly	Community feedback surveys, NGO partner feedback, Village Development Committee meetings, Feedback letters, and Public hearings	Community infrastructure development, Employment, Livelihood opportunities	Employee volunteering, Skill training, Livelihood initiatives, Grievance redressal mechanisms

Stakeholder	Frequency	Modes of Engagement	Key Concerns and Expectations	Our Approach
Regulatory Authority	Quarterly	Formal dialogues, Industry forum meetings	Biodiversity conservation, Farmer income, Pollution management, Human rights, Data security	Regular regulatory interaction, Compliance updates, and Engagement on industry concerns
Government	Quarterly	In-person discussions, Invitations to company and village programs	Livelihood opportunities, Waste management, Biodiversity management, Permits and approvals	Policy advocacy, Compliance management, Environmental awareness programs
Media	As and when Needed	Digital platforms (website, social media), Interviews, Media events/ roadshows	Transparent communication, Timely factual responses on ESG aspects	Regular media updates through interviews and press releases
Suppliers	Daily, Weekly, Monthly, Quarterly, Annual	Emails, Meetings, Vendor assessments and reviews, Supplier audits, Trainings, Workshops, Surveys	Supply chain transparency, Life cycle assessment, Waste management, Biodiversity conservation	Supplier audits, Contract transparency, Environmental impact assessments, Waste management programs
Civil Society Organizations	As and when needed	Emails, Meetings, Workshops, Surveys, Conferences	Local employment, Natural resource conservation, Strengthening village committees, Responsible business practices	Regular engagement with NGOs, Integration of feedback into business and CSR initiatives

Revisiting Our Materiality Assessment

(GRI 3-1(a & b), GRI 3-2 a; ESRS Disclosure Standards 2 BP-1, IRO-1, SBM-3; WEF ESG Stakeholder Engagement (Material issues impacting stakeholders))

Our materiality assessment process, developed in close collaboration with internal and external stakeholders, provides critical strategic insights that shape key business decisions. We focus on addressing the material issues most important to our stakeholders and essential for our long-term success. We periodically revisit our material topics to assess their continued relevance against the backdrop of evolving customer expectations, regulatory changes, environmental priorities, and community needs.

Double Materiality Assessment

The DMA was guided by the **EFRAG Double Materiality Assessment Implementation Guidelines** and helps **design** a more robust ESG strategy development, risk management, and disclosure readiness. This process allowed us to integrate the outside-in and inside-out views of materiality, creating a comprehensive picture of our most relevant issues and their implications for our business and stakeholders. In today's dynamic sustainability landscape, integrating both perspectives is essential for sound strategic decision-making and long-term value creation

In FY24–25, we conducted a Double Materiality Assessment, integrating both impact and financial perspectives to identify our most relevant ESG issues, strengthen strategic decision-making, and enhance long-term value creation for our stakeholders.

ENVIRONMENT

- Greenhouse Gas Emissions and Climate Change Management
- Biodiversity
- Material Efficiency, Sourcing and Management
- Waste Management
- Water Consumption and Effluent Management
- Air Emissions



SOCIAL

- Occupational Health and Safety
- Human Rights and labour conditions
- Community support and CSR
- Diversity, equity and Inclusion
- Training and Development/Human Capital Development
- Talent Management/Employee Engagement
- Sustainable Supply Chain Management
- Customer Satisfaction



GOVERNANCE

- Research and Innovation
- Business Ethics and Integrity
- Economic Performance
- Corporate Governance
- Stakeholder relations



Impact Materiality (Inside-Out)

Under this perspective, a topic is material if the company is connected directly, indirectly, or through its value chain to significant actual or potential positive or negative impacts on people or the environment.

Financial Materiality (Outside-In)

A topic is material, under this perspective, if it presents sustainability-related risks or opportunities that could influence the company's future cash flow, enterprise value, or overall business performance.

The DMA built on the impact materiality assessment conducted in FY 23–24, which helped us identify 19 key topics on how its operations affect the environment and society. These topics, as outlined below, formed our materiality matrix and guided our sustainability strategy and execution through the reporting year. To ensure continued relevance in a fast-evolving sustainability landscape, we will be reviewing our materiality on a yearly basis.

Of the 19 topics, all were evaluated for financial materiality except 'Corporate Governance,' which was excluded as the EFRAG–ESRS guidelines classify it as a mandatory disclosure topic outside the scope of materiality assessment.

The DMA Process

Impact Materiality

We assessed how our operations, products, and decisions affect people, the environment, and society at large. All 19 topics except Corporate Governance were evaluated to understand our broader footprint beyond financial outcomes.

Financial Materiality

We examined how ESG-related risks and opportunities covering climate change, policy shifts, market dynamics, and stakeholder expectations could impact our financial performance, business resilience, and growth trajectory.

Engaging Targeted Internal Stakeholders

Given the technical nature of financial materiality, we engaged targeted internal stakeholders with direct expertise. Representatives from Investor Relations, Risk, Procurement, HR, Corporate HSE, Learning & Development, Corporate Social Responsibility, POSH, Occupational Health, Corporate Sustainability, OMS, and WTG participated in the process. Engagement included in-person and virtual sensitization workshops combined

with structured interviews, followed by a detailed survey administered through a proprietary tool. This method ensured that risks and opportunities were evaluated by those best positioned to understand their business implications.

Impact Materiality Assessment

The impact materiality scoring methodology, aligned with EFRAG guidelines, evaluated the prioritized topics across four dimensions:

- **Scale** – severity or intensity of the impact on people or the environment
- **Scope** – extent or reach of the impact across geographies or stakeholder groups
- **Likelihood** – probability of the impact occurring
- **Irremediability (applied only to negative impacts)** – extent to which the impact can be reversed, mitigated, or compensated

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

Financial Materiality Assessment

We applied a structured scoring framework to capture risks and opportunities across financial, reputational, and operational areas. For each topic, stakeholders provided magnitude and likelihood scores, which were then averaged into aggregate values. These results offered a view of both the severity and probability of potential impacts, allowing us to determine the financial significance of each sustainability topic.

Materiality Matrix

A double materiality matrix was developed to present the outcomes of the assessment. This matrix plotted impact materiality and financial materiality scores on a 6x6 grid, highlighting the potential materiality of each topic. The Double Materiality Matrix integrated both impact and financial materiality results, offering a holistic view of topics from dual perspectives. Both matrices classified topics as Critical, Significant, or Important based on their positioning within the grid.

In line with EFRAG–ESRS guidelines, topics were classified into five tiers ranging from Critical to Contextual. Since our assessment focused on a fixed list of 19 pre-identified topics, each topic was considered material and placed into:

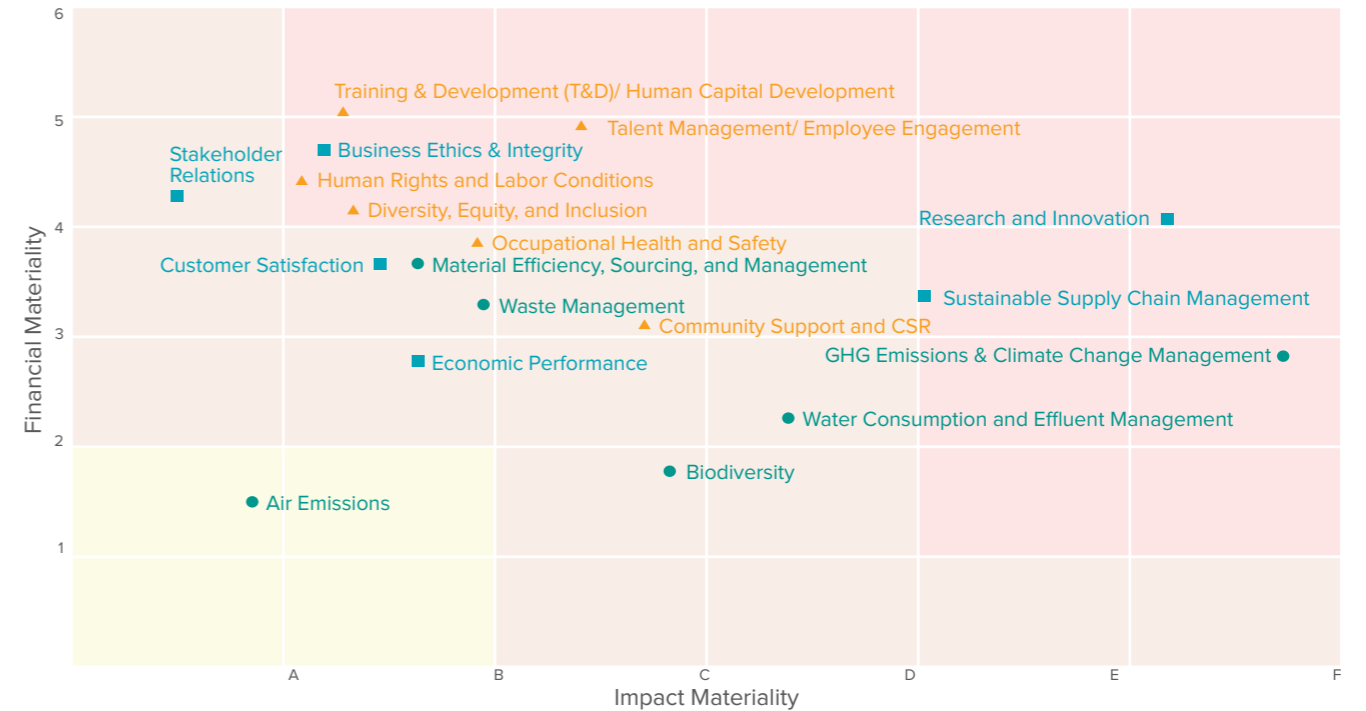
- **Tier 1 (Critical):** Topics with the highest relevance, requiring strong governance, close monitoring, and immediate management attention.
- **Tier 2 (Significant):** Topics with moderate to high relevance that call for structured management and regular review.

- **Tier 3 (Important):** Topics that remain material but may not demand immediate intervention, instead requiring ongoing monitoring and integration into business practices.

These results now serve as a foundation for disclosure, reporting, and the ongoing evolution of our ESG strategy. Endorsed and signed off by our CEO, the DMA process and outcomes provide a strong basis of accountability and leadership

commitment. This prioritization helps us allocate resources more effectively and sharpen enterprise-wide decision-making and our focus on the most pressing ESG issues to deliver economic, environmental, and social value.

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	

Managing Impacts, Risks, and Opportunities Associated with Material Topics

[DU50][AG51] (GRI 3-3, GRI 3-1a, GRI2-25b, GRI 2-25d, ESRS Disclosure Standards 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)

We also undertook a detailed exercise to link the impacts, risks, and opportunities (IROs) related to each critical and significant material topic identified through the DMA.

Impacts were carried forward from the previous cycle, while risks and opportunities were identified through the current year's financial materiality assessment. Together, these insights

provide a comprehensive view of how each topic connects to our sustainability agenda and 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	I	A	+	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)

This year's double materiality assessment identified nine critical material issues that demand strategic focus. Our top three material issues for this year 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 case/ Topic Relevance)	Business strategy/ approach to adapt or mitigate / capitalize	Business Impact - Financial implications
1	Research and Innovation	O	Innovation improves operational efficiency, lowers costs, and enhances competitiveness. It also meets rising demand for low-carbon products, boosting market appeal.	Cross-functional collaboration, AI and data analytics, product innovation (recyclable components), localized R&D.	Positive
2	GHG Emissions & Climate Change Management	R&O	Risk: Extreme weather events may cause manpower loss, delays, and financial impacts, leading to reduced output. Opportunity: The global transition to a low-carbon economy and increasing demand for renewable energy creates significant market opportunity for Suzlon.	Risk: Planning a climate risk assessment (physical and transition risks) to align with TCFD/IFRS S2 disclosures and assess potential consequences. Opportunity: Ensuring verified emissions data and low-carbon products are available to meet customer demand and align with climate-friendly policies.	Positive and Negative
3	Sustainable Supply Chain Management	R&O	Risk: Supply chain breakdowns can affect livelihoods and cause socio-economic unrest. Lack of awareness/enforcement of human rights and ethical standards can impact brand integrity. Opportunity: Given the increasing regulatory and investor scrutiny on supply chain sustainability, a strong, transparent supply chain boosts investor confidence, improves brand reputation, and attracts new business partners.	Risk: Enforcing the Code of Conduct within the supply chain to prevent human rights violations. Opportunity: Adhering to the Suzlon Code of Conduct, strengthening existing supplier due diligence programs, and continuously integrating ESG criteria into supplier selection processes.	Positive and Negative
4	Talent Management/ Employee Engagement	O	Strong talent management improves productivity, succession planning, and customer satisfaction, while also supporting long-term capability building.	Retaining key talent and fostering a diverse workforce to drive innovation and sustained growth.	Positive

#	Material issue identified	R/O	Rationale for identifying the risk/opportunity (Business case/ Topic Relevance)	Business strategy/ approach to adapt or mitigate / capitalize	Business Impact - Financial implications
5	Training & Development (T&D)/ Human Capital Development	O	Investing in employee development strengthens workforce capability and improves adaptability. Community-based skill-building programs also create a robust future talent pipeline.	Implementing structured leadership and upskilling programs	Positive
6	Diversity, Equity, and Inclusion	O	Building a diverse and inclusive workplace enhances decision-making, team productivity, and problem-solving by bringing varied perspectives to the table. It also improves brand perception with customers and communities.	Implementing women-friendly spaces, inclusive hiring of underrepresented groups, and ensuring equitable roles.	Positive
7	Business Ethics & Integrity	O	Opportunity: Operating at the highest level of ethics fosters sustainable relationships built on trust, transparency, and fairness, enhancing organizational credibility. Risk: Although a very low-probability risk, ethical lapses can lead to increased regulatory scrutiny, reputational damage, and legal issues. A weak ethical culture can lower morale and increase attrition. As a diligent company, we are dedicated to preventing this.	Opportunity: Institutionalizing practices to build a culture of accountability and integrity. Risk: Ensuring the existing whistle-blower policy is functional and that all employees are aware of it. We also promote employee awareness through trainings.	Positive
8	Human Rights and Labor Conditions	R&O	Opportunity: Complying with evolving laws and standards enhances credibility and global positioning. Safe workplace initiatives improve trust and productivity. Risk: While a very low-probability risk, we are diligent to ensure it is always prevented. Regulatory changes and increasing investor scrutiny can lead to legal, financial, and reputational risks.	Opportunity: Complying with evolving labor laws and human rights standards to position Suzlon as a responsible and globally credible business. Risk: Enforcing and strengthening POSH principles and conducting human rights risk assessments.	Positive and Negative
9	Corporate Governance	O	Strong governance provides a framework for effective management, safeguarding stakeholder interests and promoting ethical behaviour. It also contributes to overall success and a robust risk management system.	Continued strong governance mechanisms	Positive

Targets, performance indicators, commitments, and related policies for each material topic are disclosed across the chapters *Environmental Stewardship, Our People, Our Strength, and Strengthening Our Governance*.

Issues Material to Suzlon's External Stakeholders

Material Issues on External Stakeholders	Cause of Impact	Impact Area	Rationale for Identifying the Issue	Type of Impact Assessed	Output Metric
GHG Emissions & Climate Change Management	Operations, Products & Services, Supply Chain	Environment Society Consumers / End-users	GHG emissions and climate change management are highly material to external stakeholders because Suzlon, as a renewable energy manufacturer, directly contributes to India's shift toward a low-carbon economy. The company's low-carbon wind energy solutions help customers achieve their decarbonization goals, provide investors with climate-aligned opportunities, and support communities by mitigating climate-related risks. Proactive emissions management across operations, including energy-efficient manufacturing and lifecycle carbon reduction, ensures that Suzlon's activities deliver meaningful positive outcomes for the environment and society, reinforcing stakeholder trust and advancing sustainable development.	Positive	Avoided emissions in tCO2e
Waste Management	Operations, Products & Services, Supply Chain	Environment Society	Suzlon's waste management practices have a direct influence on external stakeholders by reducing the risk of pollution, protecting ecosystems, and safeguarding community health and well-being. Responsible handling and disposal of hazardous and non-hazardous waste mitigate environmental degradation and contribute to safer societal outcomes. Proper waste segregation and treatment also support compliance with environmental regulations, thereby reducing risks of penalties or reputational harm, and enhancing trust among regulators, local communities, and other external stakeholders.	Negative	Waste diverted from landfill (in tonnes).

Feedback & Grievance Redressal at Suzlon

[DU60] [AG61] [AN62]
(GRI 2-25b, 2.25d, 2-25e; IFC PS 1 Ongoing Reporting to Affected Communities; IFC PS 1 External Communications and Grievance Mechanisms)

Effective feedback and grievance mechanisms are an essential part of responsible business conduct, helping us remain compliant with regulations, mitigate risks, and ensure that stakeholder voices are integrated into our sustainability journey. These systems allow us to strengthen relationships with employees, investors, customers, and communities while addressing concerns on time.

Stakeholders who are the intended users of our grievance mechanisms are actively engaged in their design, periodic review, day-to-day operation, and continuous improvement through consultations, feedback sessions, and integration of their suggestions into the process.

We monitor and resolve every concern with care, using data from grievances to spot recurring issues and guide operational improvements.

Our stakeholders can share their grievances with us through various channels easily accessible to them, including a multilingual helpline operated by an independent third party. Partnering with an external agency strengthens the integrity of our reporting process and ensures transparency and accountability in how issues are managed.

In addition, we provide periodic reports to affected communities on the progress of action plans related to issues that involve ongoing risks or impacts, as well as concerns raised through consultations or grievance

mechanisms. These disclosures are included in the Social section of this report under **Respect for Indigenous People and Communities**.

Internal and external stakeholders can raise their concerns related to:

- Ethics
- POSH
- Environmental health and safety
- Data breaches
- Misconduct
- Employee grievances
- Public communication
- Suspected asset misappropriation.

In FY 24-25, 43,488 grievances were received from different stakeholder groups. Of these 42,969 were addressed through documented processes.

Investors and Shareholders

The Investor Relations team and the Investors' Grievance Forum serve as dedicated channels for shareholders and investors to share their concerns.

In FY 24-25, shareholders filed 124 complaints, with zero pending resolution at the end of the year. No complaints were filed by investors other than shareholders.

Customers

Customers interact with us via the service helpline, email, or their account manager.

In FY 24-25, customers raised a total of 43,334* complaints primarily related to WTG operations and maintenance. Of these, 509# complaints are open, and the remaining have been addressed.

Employees

Employees are supported by multiple avenues, including the Whistleblower mechanism, POSH and ethics helplines, and the Safety Committee for workplace safety concerns.

In FY 24-25, zero complaints were raised by employees and workers.

Communities

Communities in our areas of operation can reach out to local CSR managers or the CSR Grievance Cell.

Of the 27 complaints received from communities in FY 24-25, 24 were resolved during the year, and 3 are in various stages of redressal.

*For better customer communication on WTG performance, more tickets are raised internally.
#Considering nature of call e.g., breakdown, issues in WTG operations.

STRENGTHENING OUR GOVERNANCE

We conduct our business guided by the principles of fairness, ethics, and transparency, recognizing that strong governance is the foundation of long-term sustainability. Our corporate governance framework is built on comprehensive policies, structured processes, and effective oversight mechanisms that provide direction and accountability across the organization. This framework integrates sustainability considerations into strategy and operations, helping us create enduring value for stakeholders while maintaining trust at every stage of our business.



Our approach is grounded in the Responsible Business Conduct Policy, aligned with the National Guidelines on Responsible Business Conduct (NGRBC). The policy commits us to ethical, social, and environmental responsibilities and guides how we interact with employees, investors, customers, suppliers, and communities. Complementing this policy, our Code of Ethics, Whistleblower Policy, and other governance standards ensure that integrity, transparency, and accountability are embedded across our value chain.

Oversight of our governance is entrusted to our Board of Directors, comprising of leaders with diverse skills, experiences, and perspectives. The Board is supported by specialized committees, each with a defined mandate aligned to regulatory requirements and business priorities. Together, they oversee financial, operational, environmental, and social performance while fostering structured engagement with stakeholders on issues of strategic importance.

Suzlon has adopted a new Anti-Bribery and Anti-Corruption (ABAC) Policy, reaffirming its zero-tolerance stance towards bribery, corruption, and unethical practices. Aligned with ISO 37001:2016 standards, global frameworks, and applicable laws, the Policy is supported by a robust Anti-Bribery Management System (ABMS) designed to prevent, detect, and address corruption risks across operations and the value chain. This approach reflects Suzlon's commitment to integrity, transparency, and accountability while fostering a culture of ethical conduct across employees, partners, and stakeholders.

Our Enterprise Risk Management (ERM) Policy provides the framework for identifying, assessing, and managing risks across internal and external environments. This approach



enables us to remain resilient in the face of challenges and agile in responding to opportunities. Recognizing the growing importance of digital trust, we have instituted robust cybersecurity and data protection processes. Protecting stakeholder information and strengthening our defenses against digital threats form an essential part of our governance approach.

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. This milestone reflects our leadership's deepening ESG ambition and underscores our determination to integrate sustainability into every aspect of our operations, guided by UNGC's 10 Principles. By leveraging our core strengths in renewable energy, fostering inclusive growth in communities, and upholding the highest standards of governance, Suzlon continues to create long-term value for stakeholders while contributing meaningfully to global sustainable development goals.

Regular training programs on ethics, governance, and integrity reinforce awareness across employees and partners. Financial and operational disclosures, investor engagement, and transparent reporting practices further demonstrate our accountability. We are equally committed to avoiding malpractice, impropriety, and wrongdoing in any form across our operations and subsidiaries.

Governance at Suzlon helps us integrate structure and discipline to ensure that ethics, accountability, and integrity are embedded into every decision and shape our growth to meet globally benchmarked standards of sustainable and responsible business conduct and protect stakeholder value.

Our Governance Structure

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Corporate Governance	<p>Strong governance and transparency in disclosures</p> <p>Alignment to Code of Conduct and ABMS</p>	 	<p>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</p> <p>.....</p> <p>WEF ESG Quality of Governing Body; WEF ESG Risk and Opportunity Oversight</p> <p>.....</p> <p>TCFD Governance; TCFD Metrics & targets</p> <p>.....</p> <p>IFRS S2 Climate-related Disclosures, 2023 6 (a); 29 (g), IFRS S1.23-S1.31</p> <p>.....</p> <p>ESRS Disclosure Standards GOV-1; GOV-2; GOV-3; GOV-5; SBM-2; G1; IRO-1; E1; S1-16; G1-3; G1-1</p>

The governance structure at Suzlon is designed to provide clear leadership, strategic oversight, and responsible management. Guided by a dynamic Board of Directors at

the helm, our senior leadership team and employees on the ground work together to realize our business goals and accelerate value creation for our stakeholders.



Board of Directors

(GRI 2-9, GRI 2-11, WEF ESG Quality of Governing Body, ESRS Disclosure Standards GOV-1; ESRS G1)

Suzlon's Board of Directors

- 2 Executive Directors (the Chairman and Managing Director, and the Vice Chairman)
- 1 Non-Executive Director
- 4 Independent Directors, including one woman Director

Our Board of Directors plays a crucial role in steering the company's business strategies, growth plans, and corporate governance practices. Our Board comprises a distinguished group of leaders who bring extensive experience and expertise, providing strategic guidance and oversight to the organization's long-term direction. As of March 31, 2025, the board comprises seven members. The Chairman and Managing Director (CMD), Mr. Vinod R. Tanti, heads the Board. He plays an important role in connecting the Board's strategic discussions with the company's day-to-day management. His dual role helps make Board discussions more practical, bringing business insights into decision-making.

As on March 31, 2025, the Company's Board composition is fully compliant with Regulation 17(1) of the Listing Regulations. The Board maintains an optimum balance with Executive and Non-Executive Directors, including one Woman Independent Director. In line with regulatory requirements, not less than 50% of the Board comprises Non-Executive Directors, and at least half of the Board comprises Independent Directors.

Board Composition as of March 31, 2025

Name	Designation	Tenure	Validity / Date of Cessation	Key Competencies	No. of Directorships including Suzlon
Mr. Vinod Tanti	Chairman and Managing Director	29 months	Up to 6 th October 2025 (Re-appointed for a period of 5 years up to 6 th October 2030 in terms of shareholders approval dated 25 th September 2025)	<ul style="list-style-type: none"> • Business and strategic acumen • Financial • Board service and governance • Leadership and communication • Industry and technology • Sustainability, HSE, CSR and ESG 	2
Mr. Girish Tanti	Executive Vice Chairman	29 months	Up to 6 th October 2025 (Re-appointed for a period of 5 years up to 6 th October 2030 in terms of shareholders approval dated 25 th September 2025)	<ul style="list-style-type: none"> • Business and strategic acumen • Financial • Board service and governance • Leadership and communication • Industry and technology • Sustainability, HSE, CSR and ESG 	3
Mr. Pranav Tanti	Non-Executive Director	29 months	Not Applicable as there is no mandate to determine date of cessation	<ul style="list-style-type: none"> • Business and strategic acumen • Financial • Board service and governance • Leadership and communication • Industry and technology 	1
Mr. Per Hornung Pedersen	Independent Director	114 months	Up to 27 th September 2025	<ul style="list-style-type: none"> • Business and strategic acumen • Financial • Board service and governance • Leadership and communication • Industry and technology 	1

Name	Designation	Tenure	Validity / Date of Cessation	Key Competencies	No. of Directorships including Suzlon
Mr. Sameer Shah	Independent Director	61 months	Up to 26 th February 2028	<ul style="list-style-type: none"> • Business and strategic acumen • Financial • Board service and governance • Leadership and communication 	3
Ms. Seemantinee Khot	Independent Director	60 months	Up to 15 th March 2028	<ul style="list-style-type: none"> • Board service and governance • Leadership and communication • Industry and technology • Sustainability, HSE, CSR and ESG 	4
Mr. Gautam Doshi	Independent Director	58 months	Up to 3 rd May, 2026	<ul style="list-style-type: none"> • Business and strategic acumen • Financial • Board service and governance • Leadership and communication 	6
Mr. Marc Desaedeleer*	Non-Executive Independent Director	114 months	Ceased w.e.f. 08 th June 2024	<ul style="list-style-type: none"> • Risk Management 	1

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

The average tenure of our Board members is 5.14 years.

Average Board meeting attendance during the reporting period was 98%, surpassing the required minimum attendance of 75% per director.

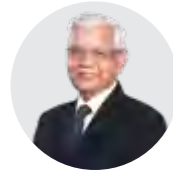
57.1% Board members are Independent Directors

The Board meets at periodic intervals to review the performance of the company across operational parameters, including ESG aspects. In FY 24–25, the Board met six times, and the gap between meetings never exceeded 120 days. Apart from regular meetings, some matters were approved via circular resolutions and were ratified at the following Board meetings. The term of a Board member commences at the General Meeting at which they are elected and continues until the subsequent General Meeting. Extensions of Board members' terms are determined on the basis of performance evaluations conducted.

To ensure board independence and manage any potential conflicts of interest that could arise, we have adopted strong ethical guidelines and a Code of Conduct for all Board members. Several subject matters such as risk management, ESG & CSR, stakeholder engagement, and audits are delegated to Board Committees to bring added objectivity, oversight and minimize conflicts. The presence of a majority of Independent Directors also helps maintain a fair and balanced Board environment.



Board Profiles



Mr. Vinod Tanti
Chairman and Managing Director

A founding member of Suzlon with over 34 years of experience across the wind energy value chain, Mr. Tanti has led Suzlon's technology, operations, and service leadership in India. His deep expertise in project execution, lifecycle management, and supply chain oversight supports Suzlon's ESG objectives, including innovation in sustainable wind energy solutions.



Mr. Girish Tanti
Executive Vice Chairman

With 27 years in renewables and international business, Mr. Girish Tanti has overseen technology development centres, global supply chains, and renewable market expansion. He also led corporate development, CSR, and service functions, contributing to Suzlon's ESG integration, sustainable business practices, and stakeholder engagement.



Mr. Pranav Tanti
Non-Executive Director

Bringing nearly 20 years of international renewable energy experience, Mr. Pranav Tanti has led investments in wind assets and global operations. His expertise in project financing, asset management, and strategic exits strengthens Suzlon's ESG-aligned business growth and responsible investment approach.



Mr. Per Hornung Pedersen
Independent Director

With 40+ years in international business and the wind energy sector, Mr. Pedersen has led global growth and operational transformation at Suzlon. His strategic oversight supports ESG governance, sustainability initiatives, and global best practices in renewable energy operations.



Mr. Sameer Shah
Independent Director

An experienced finance and strategy professional, Mr. Shah brings expertise in corporate governance, financial planning, and risk management. His involvement with non-profits and community initiatives aligns with Suzlon's ESG priorities and responsible business practices.



Ms. Seemantinee Khot
Independent Director

With nearly four decades in development, NGO management, and CSR consulting, Ms. Khot brings deep expertise in social sustainability, human rights, and community development, strengthening Suzlon's ESG and social impact governance.



Mr. Gautam Doshi
Independent Director

A Chartered Accountant with over 40 years of professional experience in M&A, taxation, and corporate law, Mr. Doshi contributes to Suzlon's governance framework, ensuring compliance, transparency, and ESG-aligned financial oversight.

For more information on our Board of Directors, please visit our website- [Suzlon Board of Directors and Leadership](#)

Liability Limitations of Directors

Under the Companies Act, the liability of Suzlon's Directors is subject to statutory limitations, ensuring they can perform their duties with accountability while being protected from personal liability for acts carried out in good faith and in the best interest of the Company.

Board Committees

(GRI 2- 12 c, ESRS Disclosure Standards GOV-5; IRO-1)

Board Committees, composed of Directors, provide oversight across key operational areas with clearly defined mandates aligned to business needs and regulatory norms. They address financial reporting, risk management, stakeholder engagement, social responsibility, appointments, compensation, and compliance. At each Board meeting, committee chairpersons present updates on their discussions, reinforcing transparency, accountability, and effective decision-making.

Audit Committee

The Audit Committee oversees financial reporting and governance, focusing on the accuracy of disclosures, auditor independence, internal controls, risk management, and the effectiveness of the internal audit function. The Audit Committee comprises four members, of which three (75%) are Independent Directors, including the Chairman, and one is an Executive Director. The majority representation of Independent Directors, coupled with an Independent Chairman, ensures that the Committee maintains objectivity and independence in its oversight of financial reporting, internal controls, risk management, and compliance matters. During FY 25, the Audit Committee met five times on May 2, 2024, May 23, 2024, July 22, 2024, October 28, 2024 and January 28, 2025.

Members

- **Mr. Gautam Doshi** – Chairperson
- **Mr. Vinod R. Tanti** – Member
- **Mr. Per Hornung Pedersen** – Member
- **Mr. Sameer Shah** – Member

Nomination and Remuneration (NRC) Committee

The NRC oversees the selection of Directors, evaluating candidates on expertise, experience, and strategic value. It follows a rigorous process to shortlist nominees for shareholder approval at the AGM. In line with the Companies Act and Listing Regulations, Suzlon has a Board Diversity and Remuneration Policy to guide fair, transparent, and inclusive appointments. The Nomination

and Remuneration Committee comprises three members, of which two are Independent Directors, including the Chairman, and one is a Non-Executive Director. This ensures majority independent representation that enables objective decision-making and the design of rigorous, transparent incentive structures. Furthermore, all equity-based executive remuneration plans are subject to shareholder approval, ensuring transparency, accountability, and alignment with corporate governance best practices. During FY 25, the Nomination and Remuneration Committee met twice on May 23, 2024 and July 19, 2024.

Members

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

Stakeholders Relationship Committee

This Committee is responsible for addressing security holder grievances, reviewing measures to ensure shareholders can effectively exercise their voting rights, and overseeing the services provided by the Registrar and Share Transfer Agent. During FY 25, the Stakeholders Relationship Committee met once on May 23, 2024.

Members

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

Risk Management Committee

The Committee identifies, monitors, and manages risks by evaluating existing systems and driving a robust risk management policy to build organisational resilience. During FY25, the Risk Management Committee met twice on July 22, 2024 and January 28, 2025.

Members

- **Mr. Vinod R. Tanti** – Chairperson
- **Mr. J. P. Chalasani (Group CEO)** – Member
- **Mr. Per Hornung Pedersen** – Member



Corporate Social Responsibility (CSR) & ESG Committee

The CSR & ESG Committee oversees Suzlon's environmental and social initiatives. Its responsibilities include developing the company's CSR policy and sustainability actions, recommending the required budgets, and monitoring the implementation and impact of related programs. During FY 25, the CSR and ESG Committee met twice on July 22, 2024 and January 28, 2025.

Members

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

Securities Issue Committee

The Securities Issue Committee is responsible for creating, offering, issuing, and allotting equity shares or equity-linked instruments, as well as undertaking initiatives related to liability management, including debt reduction

efforts. During FY 25, the Securities Issue Committee met one time on July 22, 2024.

Members

- **Mr. Vinod R. Tanti** – Chairperson
- **Mr. Girish R. Tanti** – Member
- **Mr. Per Hornung Pedersen** – Member

Executive Committee

For operational convenience, a non-mandatory Executive Committee of the Board was constituted with effect from January 28, 2025, during FY 2025. The Committee was developed to manage the Company's banking, demat, forex, and investment operations, including opening/closing accounts, authorising transactions, and availing related facilities. During FY 25, no meeting of the Executive Committee was required to be held.

Members

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

Board Diversity

(GRI 405-1, ESRS Disclosure Standards GOV-1)

We believe that a diverse Board strengthens decision-making and governance. Our Board Diversity Policy, developed by the Nomination and Remuneration Committee (NRC), focuses on building a Board that brings a mix of skills, experience, industry knowledge, gender, background, and perspectives. The Policy is reviewed periodically to stay relevant and in line with regulatory requirements and stakeholder expectations for a balanced, skilled, and diverse Board.

We are committed to fostering diversity within our leadership. We recognize that diversity of background, gender, age, race, and professional expertise strengthens decision-making and contributes to a balanced Board. Currently, the board of directors includes one Woman Independent Director, contributing to a stable and well-rounded leadership team. Going forward, we aim to further advance gender diversity at the Board level, aligning our approach with global best practices for inclusive governance.

As of March 31, 2025, All 8 members were above the age of 40 years

14.29% female representation on the board

Balanced Composition:

The Board has a combination of Executive, Non-Executive, and Independent Directors, including one Woman Independent Director.

Merit-Based Selection:

Appointments are based on skills, experience, knowledge, independence, and integrity. There is no discrimination based on race, religion, ethnicity, nationality, gender, age, disability, or any other distinction unrelated to a person's ability to serve.

Board Nomination and Selection

(GRI 2-10)

Board appointments at our company are merit-based and guided by the Board Diversity Policy. We seek accomplished leaders with diverse backgrounds, skills, and perspectives who uphold our values of integrity and transparent governance. The selection process is fair and free from discrimination of any kind, with all appointments subject to Board approval.

The Nomination and Remuneration Committee (NRC) oversees the formulation of criteria for determining the qualifications, positive attributes, and independence of Directors, while also recommending policies on the remuneration of Directors, key managerial personnel, and other employees. For every appointment of an Independent Director, the NRC evaluates the overall balance of skills, knowledge, and experience on the Board and, based on this assessment, develops a clear description of the role and capabilities required. Candidates recommended for appointment are expected to meet these identified capabilities. To ensure a robust and diverse selection process, the NRC may leverage external agencies, consider candidates from varied professional and personal backgrounds, and take into account the time commitments of prospective appointees. This structured approach ensures that Board appointments not only meet regulatory requirements but also strengthen the Board's diversity, effectiveness, and long-term governance capacity.

The Company has a structured succession planning framework in place, which includes considerations for the CEO and other senior leadership roles. The framework is designed to ensure business continuity, strengthen leadership capabilities, and align with the Company's long-term strategic objectives. The framework outlines potential successors for senior leadership roles, including the CEO, and specifies the timeline by which each individual is expected to be ready to assume the position. For more information on Suzlon's succession planning initiatives, please refer to the L&D chapter of this report.



Enhancing the Collective Knowledge of the Board

(GRI 2-17, ESRS Disclosure Standards GOV-1)

Our Board brings diverse expertise in strategy, finance, governance, sustainability, and innovation. Continuous learning is central to strengthening their effectiveness and long-term value creation. Regular training as outlined below deepens their understanding of our business, the renewable energy sector, and emerging issues.



Sustainability and ESG training on risks and opportunities, including NGRBC Principles covering Biodiversity, Human Rights, ESG awareness, GHG inventory, and POSH.



Corporate Governance with sessions on regulatory developments and governance best practices.



Financial Literacy to help Directors assess financial statements, key performance indicators, and reporting processes to strengthen oversight capabilities.



Risk Management training to strengthen the Board's ability to identify, evaluate, and respond to material risks.



Digital Transformation programs to provide a perspective of technological trends and their implications for our business strategy and operations.

Newly appointed Independent Directors participate in a familiarization program that introduces them to our business model, financial processes, regional operations, research capabilities, and sector context. The program also provides an overview of our CSR initiatives and core values.



The Authentic Leadership Development Program

At Suzlon, leadership is considered crucial to maintaining high ethical standards, and the company invests heavily in developing leaders who demonstrate integrity and transparency.

The Authentic Leadership Development Program is a cornerstone of Suzlon's commitment to ethical leadership and includes the following elements:

Leadership Coaching for Senior Executives: Suzlon's leadership program includes executive coaching sessions with renowned business strategist Ram Charan, aimed at improving decision-making, ethical leadership, and

strategic growth. Senior leaders, including the Chairman and Group CEO, have participated in these sessions, reinforcing Suzlon's commitment to developing strong ethical leaders.

Cultural Transformation Initiatives: Suzlon's leadership development program emphasizes creating a culture where ethical decision-making, corporate responsibility, and long-term growth are prioritized. This cultural transformation ensures that Suzlon's leaders set an example for ethical behavior at every level of the organization.



Role of the Board in Ensuring Sustainable Development

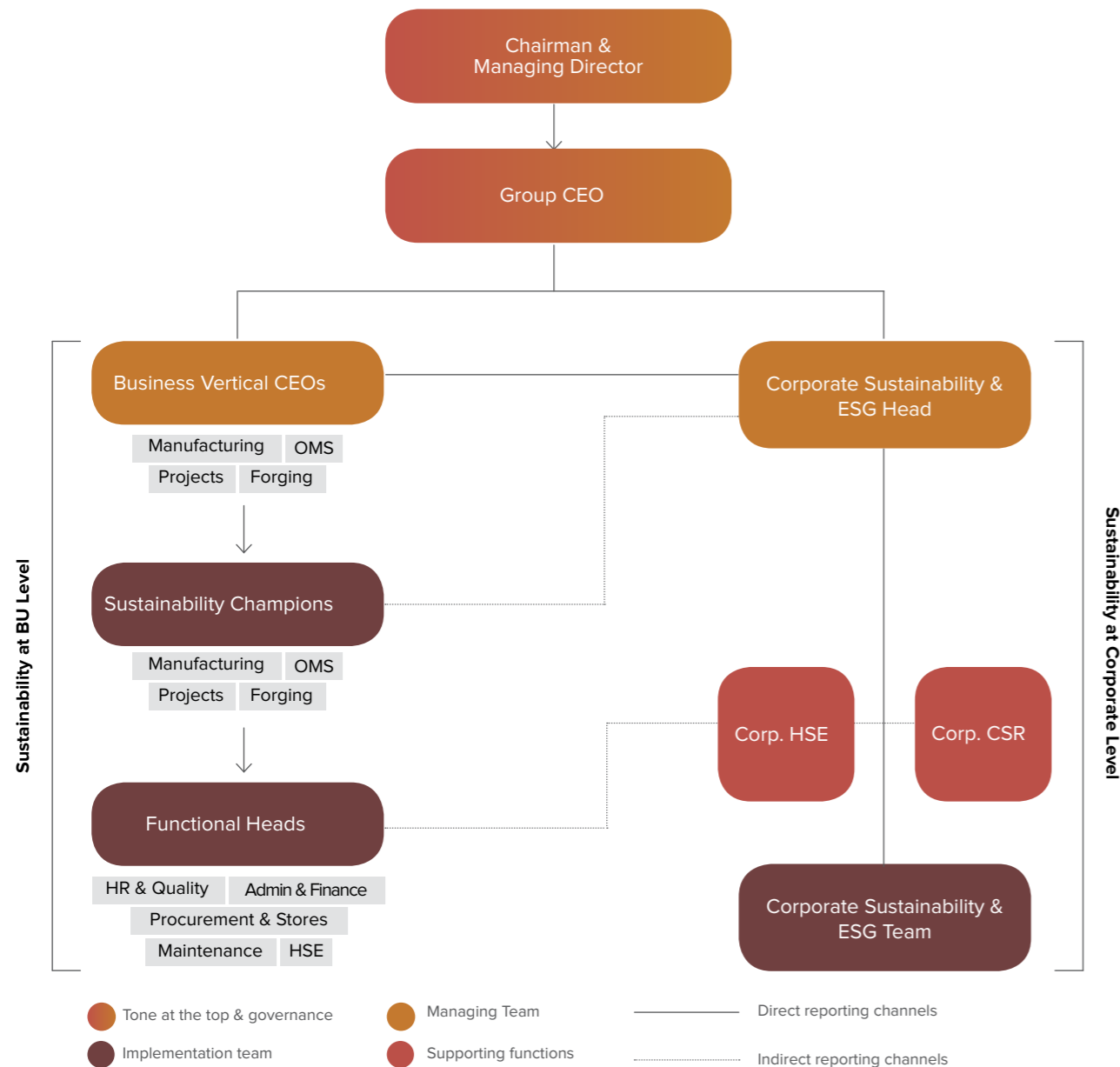
(GRI 2-12 a, GRI 2-12 b, GRI 2-13, GRI 2-14, GRI 2-16 a, GRI 2-16 b, WEF ESG Risk and Opportunity Oversight, IFRS S2 Climate-related Disclosures, 2023 para. (6) (a) (i), IFRS S2 Climate-related Disclosures, 2023 para. (6) (a) (ii), IFRS S2 Climate-related Disclosures, 2023 para. (6) (a) (iii), IFRS S2 Climate-related Disclosures, 2023 para. (6) (a) (iv), IFRS S2 Climate-related Disclosures, 2023 para. (6) (a) (v), IFRS S2 para. (6) (b) (i), IFRS S2 para. (25) (a) (v), TCFD Governance a, TCFD Governance b, ESRS Disclosure Standards GOV-1, GOV-2, SBM-2, G1, ESRS Disclosure Standards GOV-5, IRO-1, ESRS Disclosure Standards G1-1, G1-3)

Our Board brings diverse expertise in strategy, finance, governance, sustainability, and innovation. Continuous learning is central to strengthening their effectiveness and long-term value creation. Regular training as outlined below deepens their understanding of our business, the renewable energy sector, and emerging issues.

Governance Structure

At Suzlon, sustainability is central to our organizational ethos. By integrating sustainability into the highest levels of governance, we ensure strategic oversight of ESG matters to drive long-term value creation. Our multi-layered governance framework defines clear roles, responsibilities, and reporting lines, enabling us to effectively oversee and advance transformative sustainability initiatives throughout the organization.

CSR & ESG COMMITTEE



CSR & ESG Board Committee

The CSR & ESG Committee of the Board plays a central role in decision-making on ESG matters. It is responsible for guiding the implementation of ongoing initiatives and ensuring that all actions remain aligned with Suzlon's long-term sustainability roadmap. Through its oversight, the Committee ensures that ESG considerations are embedded into the Company's strategic direction and capital allocation. The Chairperson of the Committee regularly updates the full Board during meetings, where ESG initiatives and progress against commitments are discussed and reviewed. During FY25, no critical issues arose that required reporting to the Board; however, regular updates on ESG performance were shared periodically.

Chairman & Managing Director and Group CEO

The Chairman & Managing Director, along with the Group CEO, lead Suzlon's sustainability governance, approve ESG policies and goals, monitor compliance, and oversee implementation of the strategy.

Corporate and Business Units

Sustainability governance across our corporate and business units is led by dedicated leaders who provide oversight and highlight the importance of integrating ESG considerations at both organizational and operational levels. Each business vertical has dedicated Sustainability Leads who are responsible for integrating the strategy into operations, allocating resources, and tracking performance.

Corporate

Corporate Sustainability & ESG Head & Team

The Corporate Sustainability & ESG Head is tasked with implementing sustainability policies, systems, internal controls, and mechanisms aligned with Suzlon's strategic vision. The Corporate Sustainability & ESG team coordinates with sustainability champions and functional heads to execute initiatives, track ESG performance, manage data, and prepare sustainability reports for stakeholder communication.

Business Units

Business Vertical CEOs

CEOs of each business vertical integrate sustainability into strategies and operations, allocate resources, align plans with corporate goals, and ensure targets are met within their units.

Sustainability Leads

Each business vertical has dedicated Sustainability Leads who are responsible for integrating the strategy into operations, allocating resources, and tracking performance.

Sustainability Champions

Champions within each business vertical lead on-ground implementation and promote sustainability practices.

Functional Heads

Functional Heads from HR, Finance, Procurement, QA, and HSE integrate sustainability into departmental policies, maintain regulatory compliance, and facilitate resource allocation.

Monitoring and Reporting

Periodic reviews, real-time data tracking, and comprehensive reporting mechanisms have been established to monitor ESG progress and identify opportunities for continuous improvement across all sustainability initiatives. The Board oversees ESG practices with a focus on alignment with the UNGC 10 Principles, ensuring ethical governance, accountability, transparency, and enhanced stakeholder trust.

ESG Board Training

In FY 2024–25, the Board of Directors participated in focused training and awareness sessions on key ESG topics. 100% attendance of the Board was recorded for training sessions covering the 9 principles of NGRBC, Biodiversity, Human Rights, ESG awareness, GHG Inventory, and POSH. These initiatives ensured that the Board remains fully aligned with the Company's sustainability objectives and targets, strengthening governance oversight at the highest level of the organisation.

Climate-Related Governance

The ultimate responsibility for overseeing Suzlon's strategic direction, including its response to climate change, rests with the Board of Directors. The Board has delegated specific oversight functions to a set of specialized committees, ensuring that climate-related issues receive focused and expert attention. The primary bodies for this oversight are the Risk Management Committee (RMC) and the Corporate Social Responsibility & Environmental, Social, and Governance (CSR & ESG) Committee.

The Risk Management Committee (RMC) is chaired by Mr. Vinod R. Tanti, the company's Chairman and Managing Director, and its members include the Group CEO, Mr. J.P. Chalasani. According to Suzlon's Risk Management Policy, the RMC's purpose is to institutionalize and oversee a formal risk management framework that applies to

all Suzlon Group entities and the geographical areas in which they operate. Its mandate includes reviewing management's identification of all major business risks, assessing the adequacy of mitigation plans, and overseeing the company's overall risk management, compliance, and control activities. This places the RMC at the center of identifying, evaluating, and managing both physical and transition climate risks.

The CSR & ESG Committee is responsible for guiding the company's sustainability strategy, aligning it with a triple-bottom-line approach of People, Planet, and Profit. It oversees progress against the company's ESG commitments, including its climate-related targets, and monitors its broader impact on the environment and local communities.

This committee structure reveals a sophisticated approach to governance. The presence of the Chairman & Managing Director, Mr. Vinod R. Tanti, as a member of the CSR & ESG Committee and as the Chairman of the Risk Management Committee, creates a critical structural link between these two vital functions. In many organizations, risk and ESG can operate in silos, with one viewing climate through a lens of financial and operational risk and the other through a lens of reputation and compliance. At Suzlon, this leadership overlap ensures a powerful channel for integrated oversight. It facilitates a holistic perspective where the financial and operational implications of climate risk, discussed in the RMC, are directly informed by the company's long-term sustainability goals and ethical commitments, guided by the ESG Committee. This structure prevents climate issues from being narrowly defined and promotes strategic decision-making that balances risk, opportunity, and responsibility. The Board, through its committees and senior leadership, periodically assesses whether the necessary skills and competencies are available to effectively oversee climate-related strategies.

The following table summarizes the composition and climate-related mandate of these key committees.

Committee Name	Key Members	Mandate and Relevance to Climate Oversight
Risk Management Committee	Mr. Vinod R. Tanti (Chairman), Mr. J. P. Chalasani (Group CEO), Mr. Per Hornung Pedersen	Assists the Board in identifying and evaluating all major business risks, including climate-related physical and transition risks. Oversees the company's risk management framework, reviews mitigation plans, and ensures integration into the enterprise-wide risk system.
CSR & ESG Committee	Mrs. Seemantinee Khot (Chairperson), Mr. Girish R. Tanti, Mr. Vinod R. Tanti, Mr. Gautam Doshi	Guides the company's sustainability and ESG strategy, including setting and monitoring progress against climate-related targets (e.g., Net Zero, Water Neutrality). Oversees community engagement and environmental stewardship initiatives.

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

While the Board provides oversight, the day-to-day responsibility for assessing and managing climate-related issues is embedded within the company's management structure. The Group's leadership team is directly accountable for the implementation of the climate strategy and risk management processes.

The Chairman & Managing Director, Mr. Vinod R. Tanti, holds the highest level of executive responsibility for steering the company's business responsibility and sustainability initiatives. His direct involvement in the RMC and ESG Committee ensures that management's actions are aligned with Board-level directives. The Group CEO, Mr. J.P. Chalasani, is also a member of the RMC, reinforcing the link between executive decision-making and risk oversight. Through the active participation of senior management in Board committees, the relevant committees are consistently kept informed of climate-related issues affecting the company.

A key strength of Suzlon's management structure is the deep, end-to-end operational expertise of its leadership team in the wind energy value chain. Effective climate management requires more than high-level direction; it demands granular, domain-specific knowledge. The professional backgrounds of Suzlon's leaders demonstrate extensive experience in technically complex areas such as wind resource assessment, product design, global supply chain management, and project execution. This means that the assessment of climate risks—such as the impact of changing wind patterns on energy generation or the effect of extreme heat on turbine components—is not merely a theoretical exercise. It is grounded in decades of practical, hands-on experience. This embedded expertise enables more credible and effective decision-making on

critical climate-related topics, from designing more resilient turbines to developing specialized O&M protocols for harsh environments, representing a significant competitive advantage.

Suzlon's Board and senior management are strongly committed to investing in and developing clean technology opportunities, driving the Company's transition towards a low-carbon and sustainable future. This commitment is reflected in our membership in global initiatives such as RE100 and EV100, our Net-Zero commitments, and a comprehensive decarbonisation roadmap. Our operational initiatives further demonstrate this focus, including the use of 90% recycled sand and 75–80% steel scrap in our Castings Unit, as well as the utilization of 225 kg of scrap steel per tower in manufacturing steel plate towers, minimizing the need for virgin steel procurement. These measures showcase the integration of sustainability at both strategic and operational levels, reinforcing Suzlon's leadership in clean technology and responsible manufacturing

Suzlon's top management actively oversees comprehensive annual environmental impact audits to ensure accountability, compliance, and continuous improvement. These audits include GHG emissions assessments, biodiversity risk evaluations, product carbon footprint measurement and reporting, and supply chain audits, covering 91.1% of Tier 1 suppliers. Findings are reviewed at the highest management level to guide mitigation strategies, enhance sustainability performance, and ensure alignment with the company's environmental commitments and governance standards.

When needed, the Company engages external experts to provide insights and strengthen capabilities, ensuring that the Board and management remain equipped to respond to evolving climate-related risks and opportunities.



Management's Role in Enabling Social Well-Being

Suzlon's top management, including the CMD and CEO, actively oversees employee engagement and welfare programs. Annual staff engagement surveys conducted through Great Place to Work are reviewed at the highest level to guide actionable improvements. Management ensures comprehensive non-compensation benefits, including 100% parental leave coverage, provident fund contributions, full payment of wages and overtime, with 99% of employees earning above minimum wage and 1% at the minimum wage. Facilities supporting physical, mental, and emotional well-being, access to food and clean water, fortnightly celebrations, and Rewards and Recognition programs are implemented under management supervision, ensuring alignment with governance standards, ethical practices.

Suzlon recorded zero strikes or work stoppages during the year, reflecting a stable and engaged workforce.

This outcome is underpinned by our robust Social & Labour Policy and Human Rights Policy, which ensure strong working conditions, fair treatment, and respect for employee rights. Through proactive management oversight and adherence to these policies, the Company fosters a safe, equitable, and motivated work environment.

Stakeholder Consultations on ESG

The Board also supervises structured consultation processes with internal and external stakeholders on environmental and social issues. Designed to be transparent and participatory, these mechanisms ensure that stakeholder perspectives are effectively integrated into Board-level decisions on ESG. All such engagements and decisions are firmly grounded in Suzlon's core values of Agility, Creativity, Value Addition, Commitment, and Integrity, reinforcing the Board's commitment to advancing sustainable development.

Board Remuneration

(GRI 2-19, GRI 2-20, GRI 2-21, WEF ESG Quality of Governing Body, ESRS Disclosure Standards GOV-3; E1, ESRS Disclosure Standards S1-16, IFRS S2 Climate-related Disclosures, 2023 para. (29) (g) (ii))

We believe fair and competitive remuneration is key to attracting and retaining capable Board members. Our structured compensation framework aligns the Director's interests with long-term shareholder value and company performance. Board and Key Managerial Personnel (KMP) compensation follows our SEBI-compliant Remuneration Policy, overseen by the Nomination and Remuneration Committee (NRC), which ensures the process is fair, transparent, and strategically aligned.

We offer compensation that includes a mix of fixed pay, annual incentives, long-term incentives, retirement benefits, perquisites, and performance-based incentives that reflect both short-term achievements and long-term goals. Where applicable, stock options may also be included in line with regulatory provisions. The NRC recommends the remuneration of Managing and Whole-time Directors to the Board, subject to shareholder approval. Independent Directors receive fixed sitting

fees, commissions, and reimbursements for expenses, as allowed under applicable laws. They are not granted stock options unless specifically permitted by regulation. We also disclose annual compensation ratios and year-on-year compensation trends based on data for active employees in each respective year.

Suzlon's Non-Executive Directors are compensated through a structured pay framework designed to align their interests with long-term shareholder value while maintaining independence and strong governance. During FY25, Independent Directors of Suzlon were paid a one-time ex-gratia amount of ₹8 Lacs for each year of association, in accordance with a special resolution passed by shareholders at the Twenty-Ninth Annual General Meeting held on September 10, 2024. Non-Executive Directors did not receive any other remuneration except this ex-gratia amount and sitting fees for attending Board and Committee meetings, which are within the limits prescribed by the Companies Act. All remuneration, including fees, equity grants, and other benefits, is transparently disclosed in the Annual Report, in compliance with our Director's Pay Framework, applicable regulations and international best practices.

Compensation Ratio Table

Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25
The ratio of annual total compensation for the organization's highest-paid individual to the median annual total compensation for all other employees	90:1	143:1	139:1	136:1
The ratio of annual total compensation for the organization's highest-paid individual to the median annual total compensation for all other employees	21:4	59:5	77:12	5:8

While executive remuneration is primarily determined based on overall performance and strategic objectives, climate-related considerations are increasingly factored into the evaluation of board effectiveness. Ongoing efforts are in place to strengthen the integration of climate-related outcomes into reward mechanisms. The Enterprise Value Creation is mapped and monitored for executive remuneration as per the significant material topics and its performance as against the targets. The CEO variable compensation is also decided on the basis of ESG Performance for long-term align of our sustainability objectives.



Performance Evaluation

(GRI 2-18, IFRS S2 Climate-related Disclosures, 2023 para. (29) (g) (i), TCFD Metrics & targets)

Each year, the NRC, primarily composed of Independent Directors, undertakes a structured evaluation of the Board, its committees, and individual directors to identify strengths, address gaps, and guide development priorities following SEBI Listing Regulations and our Board Diversity and Remuneration Policy. The assessment uses a comprehensive questionnaire combining qualitative insights with performance-based criteria. It focuses on key areas such as Board composition and structure, director participation and engagement, quality of input during meetings, understanding of the business and strategic priorities, and each member's unique contribution to Board effectiveness.

This evaluation process is carried out on an annual basis following the below procedure.

1. At the beginning of the financial year, the Company Secretary circulates evaluation forms to all Directors, which are completed and submitted confidentially to the NRC.
2. The NRC members conduct the evaluation and prepare a summary, which is shared with the Management.
3. At the NRC's request, a separate meeting of the Independent Directors is held prior to the NRC and Board meetings.

4. The discussions, observations, and suggestions from the Independent Directors' meeting are summarized and shared with the Management, with a request to present them to the NRC and the Board.
5. Following deliberations at the NRC and Board meetings, action points are recorded in the minutes, and the Board is periodically updated on the implementation of these measures.

In accordance with Schedule IV of the Act and Regulation 25(3) of the Listing Regulations, the Independent Directors held a separate meeting on July 19, 2024, without the participation of non-Independent Directors and management. The Independent Directors deliberated on various aspects, including the performance of non-Independent Directors and the Board as a whole, the effectiveness of the Company's Chairperson, and the quality, adequacy, and timeliness of information flow between the management and the Board. Based on the evaluation, action plans were developed and decisions are taken on whether to extend or continue the term of appointment of the Independent Directors.

Sustainability and climate objectives form an integral part of the overall performance evaluation. Progress on climate-related initiatives is periodically reviewed by the Board and its Committees, and outcomes from these reviews are taken into account as part of executive directors performance assessments. The Company continues to evaluate global best practices and may consider strengthening the formal integration of climate-related performance metrics and targets into remuneration policies in the future.

Through prudent management of Board remuneration and comprehensive performance evaluations, in line with the policy on Board remuneration and evaluation, we seek to strengthen governance practices, build shareholder confidence, and foster long-term sustainable growth.

Shareholder Mix

We ensure that shareholder approval is required for any changes in bylaw. The Company has a well-diversified shareholder mix, reflecting participation from multiple investor categories. Promoters and the promoter group (founding individuals or family members) hold a 13.25% stake. Foreign portfolio and institutional investors account for ~25%, underscoring confidence from global capital. The shareholding base is further broadened through investments by non-resident investors, mutual funds, financial institutions, and insurance companies, highlighting a strong domestic investor presence. Additionally, the shareholding structure includes holdings by government-linked entities, reinforcing the inclusive and balanced nature of the ownership profile. However, no governmental institutions owns more than 5% of the total voting rights.

Suzlon ensures that all shareholders enjoy equal voting rights, irrespective of shareholder type, geography, or any other considerations. By eliminating limitations on shareholder voting and preventing restrictions based on residence or other factors, we strengthen our governance framework and provide robust mechanisms to safeguard shareholder rights. This approach of no prohibition mitigates potential governance risks related to management-controlled takeover defenses, constituency provisions, or limits on shareholder actions, reinforcing transparency, accountability, and equitable treatment across all investors.

Employee Stock Option Plan (ESOP)

Suzlon provides Employee Stock Options (ESOPs) under the Employee Stock Option Plan 2022, designed to reward and retain talent while aligning employee interests with long-term shareholder value. The plan covers all employees, with selection based on performance. The respective Heads of Departments identify potential beneficiaries, and HR collaborates to finalize the list. The CMD and CEO are consulted for the final ESOP allocation, while the Nomination and Remuneration Committee (NRC) determines the number of shares to be granted. This structured process ensures transparency, merit-based allocation, and strong governance in employee participation in ownership. For detailed information, please refer to the [ESOP 2022 Draft Scheme](#). The details of shares held by promoters and shareholders holding more than 5% in the company are shared transparently.

Furthermore, Suzlon's management ensures that variable performance-based pay framework applies to all employees at both the corporate and site level. At the corporate level, performance evaluations are conducted annually to determine variable incentives, while certain site-level performance incentives are assessed and disbursed monthly. This approach ensures that all employees are recognized and rewarded for their contributions, including those covered under

the ESOP program, aligning individual performance with organizational goals and fostering a culture of accountability, motivation, and merit-based rewards.

CEO Compensation Considerations

(IFRS S2 Climate-related Disclosures, 2023 para. (29) (g) (i))

The CEO's remuneration is designed to balance financial performance—such as return on assets, equity, invested capital, and total shareholder return relative to peers—with non-financial parameters, including leadership effectiveness, strategic progress, and sustainability contributions. To reinforce long-term value creation, a portion of the CEO's compensation is provided through stock options, with performance evaluation periods with a vesting period of two years from the date of the respective grant.

All remuneration, compensation, commission, or related payments are subject to shareholder approval and are determined in line with the provisions of the Company's Articles of Association, the Companies Act and applicable Rules, as well as the requirements of the Listing Regulations.

In alignment with our Nomination and Remuneration policy and procedures, we have embedded a balanced scorecard approach within our governance framework, linking ESG KPIs, including climate-related KPIs, to performance evaluations and variable compensation to strengthen accountability and drive measurable ESG progress. Progress and performance against our Net Zero, RE100, and EV100 targets form the key climate-related KPIs, and monetary incentives of the CEO are directly tied to these outcomes. This ensures that sustainability remains a central priority for the senior leadership team. Further, a robust monitoring mechanism—comprising periodic reviews, real-time data tracking, and comprehensive reporting—has been instituted to assess performance and enable timely interventions.



Clawback Procedure

Suzlon's clawback procedures empowers the Board to reclaim incentive-based compensation from executives and senior management under specific circumstances, including:

- **Financial Restatements:** If performance metrics used to determine bonuses or stock awards are later found to be inaccurate due to error or misconduct.
- **Fraud or Misconduct:** In cases of ethical breaches, regulatory violations, or actions that compromise stakeholder trust.
- **Breach of Fiduciary Duty:** Where leadership fails to uphold their responsibilities in a manner consistent with Suzlon's values and governance standards.

These provisions apply to both cash and equity-based incentives.

The clawback framework is designed to:

- Align Executive Rewards with Long-Term Value Creation
- Deter Misconduct and Promote Ethical Leadership
- Safeguard Shareholder Interests

Way Forward

As Suzlon continues to strengthen its governance practices, we place accountability and responsible oversight at the heart of our framework. We recognize that resilient governance is the foundation of sustainable growth, ensuring that decisions are made with integrity, transparency, and in alignment with stakeholder interests. To reinforce this foundation, we will advance our efforts through the following focus areas:

Governance Policy Awareness

- Launch a "Code of Conduct Refresh Campaign" with e-learning modules, interactive infographics, and mandatory refresher quizzes

Clawback and ESG-Linked Compensation

- Initiate a Clawback Policy Development
- Partner with external consultants to benchmark ESG-linked pay models

Key Policies

(IFRS S2 Climate-related disclosures para. 25 (a) (i); FC PS 1 Policy; GRI 2-23 (a, d, e, f); ESRS Disclosure Standards GOV-4; MDR-P; S1-1; S2-1; S3-1; S4-1; G1-1; E1-1; E2-1; E3-1; E4-1; E5-1; S2-4; S3-4; S4-4; IFRS S1.23 – S1.31)

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.



Our New Policies

(GRI 2-23 (c, d); ESRS Disclosure Standards GOV-4; MDR-P; S1-1; S2-1; S3-1; S4-1; G1-1; E1-1; E2-1; E3-1; E4-1; E5-1)

As part of our ongoing commitment to strengthening governance and promoting responsible business conduct, we have enhanced our policy framework in FY25 by introducing eight new policies. Each policy is designed to address specific areas of organizational responsibility and support our long-term sustainability goals.

The newly introduced policies include:

1. The **Anti – Bribery and Anti – Corruption (ABAC) Policy** highlights our commitment to conducting business in an ethical and transparent manner, across all operations. This ensures fair decision-making in full alignment with legal and regulatory requirements, reinforcing our zero-tolerance approach to corruption.
2. The renewed **Social and Labour Policy** highlights the importance of a safe, inclusive, and equitable workplace, and ensures skill development and Suzlon's meaningful contributions to social and economic progress across communities.
3. The **Product Stewardship Policy** emphasizes our approach to building a sustainable future by addressing the environmental, social, and economic impacts of our products throughout their lifecycle. It ensures lasting value through precautionary principles embedded in every decision we make.

4. The **Environmental Stewardship Policy** highlights Suzlon's commitment to sustainability, and responsible resource use, and ensures a balanced approach that aligns innovation with ecological responsibility.
5. Suzlon's **Energy Management Policy** establishes its commitment to optimizing energy use across all operations through a structured and strategic approach. It ensures sustainability by continuously improving energy efficiency, minimizing waste, and reducing environmental impact—reinforcing our position role as a leading global renewable energy solutions provider.
6. The introduction of the new **Water Stewardship Policy** highlights our company's commitment to responsible water management across all operations and project lifecycles. It ensures optimized water use, pollution prevention, and conservation of water resources. Ultimately, the policy drives long-term value for the business, society, and the environment.
7. Our updated **Biodiversity Policy** reinforces our commitment to conserving nature by aligning with global frameworks and standards—ensuring that our growth in renewable energy goes hand in hand with protecting biodiversity for generations to come.
8. The company's **Climate Change Policy** outlines its strategic commitment to accelerating the energy transition through renewable solutions, ensuring alignment with global and national climate goals.

For detailed information on our policies, please visit our website at: [Suzlon Energy Ltd](https://www.suzlonenergy.com)



A snapshot of all our policies:

(GRI 2-23 (a, b, c, e); ESRS Disclosure Standards GOV-4; MDR-P; S1-1; S2-1; S3-1; S4-1; G1-1; E1-1; E2-1; E3-1; E4-1; E5-1)

Environment

1. **The Environmental Stewardship Policy**
We believe in 'Powering a Greener Tomorrow' through stakeholder collaboration, guided by our Environmental Stewardship Policy that drives zero waste to landfill, circularity, and EMS-led sustainable growth.
2. **Product Stewardship Policy**
We integrate sustainability, circularity, and life cycle assessments (LCA) across our product lifecycle. This approach reduces impacts through reuse, recycling, and responsible end-of-life management while collaborating with stakeholders to deliver safe and innovative solutions aligned with the UN SDGs.
3. **Water Stewardship Policy**
Suzlon is committed to conserving water resources, promoting recharge, preventing pollution, and collaborating with stakeholders to achieve Water Neutrality by 2030, supporting communities and the environment.
4. **Biodiversity Policy**
Our biodiversity policy's approach is guided by principles and recommendations of the Kunming-Montreal Global Biodiversity Framework and aligns with the UN SDGs. We safeguard nature by minimizing impacts, restoring ecosystems, and driving biodiversity monitoring and management plans, ensuring no net loss and creating positive outcomes for people and planet.

5. **Climate Change Policy**
The climate change policy outlines the company's strategy to combat climate change by reducing greenhouse gas emissions, decarbonizing operations, managing climate risks, promoting renewable energy, and ensuring compliance with global climate standards and frameworks like the Paris Agreement and the UN SDGs.

6. **Energy Management Policy**
Our energy management policy focuses on optimizing energy usage across operations to improve efficiency, reduce environmental impact, and align with international and national sustainability standards, supporting Suzlon's commitment to a greener, more energy-efficient future.

7. **Sustainability Policy**
Suzlon Energy Limited is committed to advancing wind energy while ensuring environmental, social, and economic sustainability. This policy aligns with global standards and frameworks to guide sustainable practices that create lasting value for the business, environment, and society.

8. Sustainable Sourcing Policy

The Sustainable Sourcing Policy promotes responsible practices among Suzlon's suppliers and partners, aligning their social, ethical, and environmental performance with the company's Code of Conduct within this policy.

Social

1. Social & Labour Policy

The policy highlights Suzlon's commitment to respecting employee rights and stakeholders, aligning with global human rights standards such as International Labour Organization (ILO), and promoting sustainable practices in the renewable energy sector.

2. Diversity, Equity, Inclusion, & Belonging (DEIB) Policy

Suzlon Energy Limited is committed to fostering a diverse, equitable, inclusive, and belonging (DEIB) work environment where all employees are respected and given equal opportunities for growth. Through its flagship "Spectrum" program, the company promotes a culture free from discrimination and harassment, driving innovation and better serving its diverse clients.

3. Human Rights Policy

Suzlon is committed to upholding fundamental human rights for all individuals, regardless of background, sexual orientation, or any other status. The Human Rights Policy aligns with applicable national and international standards, reflecting the company's belief in dignity, equality, and respect for all.



4. Whistleblower Policy/Vigil Mechanism

The whistleblower policy is introduced to encourage employees and directors to report genuine concerns or grievances about serious misconduct within the company, without fear of retaliation.

5. Corporate Social Responsibility (CSR) Policy

Suzlon's CSR Policy guides the identification, prioritization, implementation, monitoring, and evaluation of the company's impact on financial, natural, social, human, and physical capitals, along with initiatives to prevent, mitigate, or proactively address these impacts.

6. Policy Against Sexual Harassment at the workplace

This policy reaffirms the company's strong commitment to creating and maintaining a safe and respectful workplace where all employees can collaborate free from any form of sexual harassment, ensuring dignity, equality, and a supportive environment for everyone.

7. Health, Safety, and Environment (HSE) Policy

The HSE (Health, Safety, and Environment) policy serves as a guiding framework for conducting business responsibly and ethically, with a strong emphasis on protecting human health and safety, preserving the environment, and addressing climate change through both mitigation and adaptation efforts.



Governance

1. Stakeholder Engagement Policy

Suzlon recognizes that effective stakeholder engagement is an essential aspect of its business. Hence, the company's stakeholder engagement policy aims to improve communication and trust amongst stakeholders, ensuring that they fairly benefit from the value generated by the business.

2. Responsible Business Conduct Policy

The purpose of the responsible business conduct policy is to ensure a unified approach to ethical, social, and environmental responsibilities, guiding the company in addressing emerging challenges and aligning with global best practices.

3. Ombudsman Policy

We developed the Ombudsman policy to enable anyone dealing with the company to voice concerns without fear of reprisal, about any malpractice or impropriety, in a responsible and effective manner.

4. Corporate Governance Policy

We are committed to upholding strong corporate governance and accountability to maintain the trust of shareholders, employees, and partners. This policy promotes transparency, ethical conduct, and compliance with all applicable laws to protect stakeholder interests and support effective decision-making.

5. Anti-Bribery and Anti-Corruption Policy

The Anti-Bribery and Anti-Corruption Policy displays Suzlon's zero-tolerance approach to bribery and corruption and ensures that this principle is applied across its operations and value chain.

6. Nomination and Remuneration Policy

The Nomination and Remuneration Policy outlines the process for evaluating the performance of the Board, its committees, and individual directors, and sets criteria for assessing qualifications, competencies, independence, and positive attributes for director appointments.

7. Cyber Security Policy

Suzlon's Cyber Security Policy establishes a framework of organizational, procedural, and technical measures to protect its information, assets, products, solutions, and services from cyber threats, while strengthening overall business resilience.

8. Board Diversity Policy

The purpose of this policy is to harness the benefits of a diverse Board of Directors, recognizing that increased board diversity is key to maintaining a competitive edge in a complex business environment.

9. Terms and Conditions for Appointment of Independent Directors

Outlines the roles, responsibilities, qualifications, tenure, and code of conduct expected from

Independent Directors to ensure effective governance and uphold the highest standards of integrity and independence at Suzlon.

10. Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information

The Code of Fair Disclosure primarily ensures timely and transparent public disclosure of Unpublished Price Sensitive Information (UPS) as soon as credible information arises and designates a Chief Investor Relations Officer to oversee its dissemination and compliance.

11. Code of Conduct to Regulate, Monitor, and Report Trading by Insiders

This policy governs the regulation, monitoring, and reporting of insider trading to ensure fair practices in the securities market, protect investor interests, and highlight that insider trading is a punishable offense with potential civil and criminal consequences.

12. Code of Ethics for Directors and Senior Management

The Code of Ethics for Directors is designed to prevent misconduct and foster ethical behaviour among independent directors, key managerial personnel, and senior management in their daily responsibilities at Suzlon.

13. Familiarisation Programmes for Directors

Suzlon has developed a 'Familiarization Kit' for its directors, providing key information on the company's business, financials, strategy, R&D, industry updates, and core values to help them gain a deeper understanding of the organization.

14. Risk Management Policy

The aim of this policy is to develop and institutionalize an effective risk management framework across the Suzlon enterprise to support business decisions making and enhance stakeholder value.

15. Dividend Distribution Policy

The purpose of the Dividend Distribution policy is to outline the parameters and conditions the Board of Directors will consider when declaring dividends, ensuring a consistent and transparent approach

16. Policy for Determination of Materiality of Events or Information

This policy aims to define the criteria for determining the materiality of events and information that must be disclosed to the Stock Exchange in compliance with Regulation 30 of SEBI regulations.

17. Policy on Materiality of Related Party Transactions and Dealing with Related Parties

The purpose of this policy is to lay down the procedures to determine materiality of a related party transaction and dealing with related party transactions.

18. Policy on Material Subsidiaries

This policy is established to set out the procedures for identifying the materiality of related party transactions and provides guidelines for their review, approval, and management.

19. Policy for Preservation of Documents

The policy for Preservation of Document outlines procedures for preserving and protecting the Company's physical and electronic documents in compliance with legal requirements, while ensuring that unnecessary records are discarded through a proper process.

20. Archival Policy

Our Archival Policy lays down period for which all the events or information as are required to be disclosed on the website shall be hosted on the website.

For detailed information on our policies, please visit our website at: Suzlon Energy Ltd



Risk Management

UN SDGs supported	Sustainability standards supported
	<p>WEF-ESG Risk & Opportunity Oversight</p> <p>IFRS S1 S1.33–S1.35, S1.40, S1.41</p> <p>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</p> <p>IFRS S2 para. (24)</p> <p>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</p>

We take a proactive approach to risk management, aiming to navigate challenges by assessing our internal and external operating environments. Our Enterprise Risk Management (ERM) Policy—available on our website—outlines the ERM Framework, including the processes, governance structure, and tools that help build a strong risk-aware culture across the organization. It sets out the roles, responsibilities, and procedures for each part of the business within this framework.



Our Approach

(ESRS Disclosure Framework 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 advancing our long-term sustainability goals. Guided by Suzlon’s vision of creating a sustainable and empowered future through renewable energy, our Risk Management Policy, amended in April 2024, establishes a comprehensive framework applicable across all levels and functions of the organization. Its purpose is to safeguard stakeholders’ interests by systematically identifying, assessing, and addressing risks that may affect our business objectives.

The vision of our risk management framework is to embed a proactive, risk-aware culture that enables the organization to anticipate challenges and capitalize on opportunities. The policy defines the objectives of Enterprise Risk Management (ERM) as promoting accountability, integrating risk considerations including ESG-related risks into decision-making, protecting assets and reputation, ensuring compliance with regulations, and enabling the achievement of strategic and operational goals. This framework covers a broad spectrum of risks, including strategic, operational, financial, compliance, reputational, cybersecurity, and ESG.

Our risk management objectives are centered on proactive risk identification, impact assessment, prioritization, and the design of mitigation plans. Oversight of this framework rests with the Board and the Risk Management Committee, while the Group Risk Team and cross-functional leaders drive implementation across business units. The policy mandates periodic reviews of the framework, including annual reporting, to ensure its continued effectiveness and alignment with evolving business priorities.

Through this structured and regularly reviewed approach, we embed ESG considerations within ERM, reinforce accountability, and ensure organizational resilience in a dynamic operating environment.

Enterprise Risk Management

(ESRS Disclosure Standards GOV-1; GOV-3; GOV-4; S1-4; E2-1; G1-5; IRO-1; IRO-3; IRO-4; GOV-3; IFC PS 1 Environmental and Social Assessment and Management System, IFC PS 1 Organizational Capacity and Competency)

We have established a comprehensive Enterprise Risk Management (ERM) framework to strengthen our ability to identify, assess, and mitigate risks across our operations. Guided by ISO 31000:2018, the framework ensures that

business risks are systematically identified, analyzed, and evaluated in response to both external market conditions and internal developments. Risk responses are integrated into our strategic planning, institutional processes, and corporate responsibilities.

Our Board of Directors provides overall oversight of the ERM framework and defines our risk tolerance. The Board bi-annually reviews risk assessments and monitors critical risks, including financial, operational, legal, compliance, sustainability, climate change, and reputational factors. All seven members of the Board bring strong expertise in risk management, having held leadership positions in sizeable enterprises, which equips them with practical understanding of organizational processes, strategic planning, risk management, and effective communication. To strengthen governance, the Board has delegated specific risk-related responsibilities to independent committees:

- **CSR and ESG Committee** – Oversees environmental, health, safety, CSR, and sustainability risks, including climate-related matters.
- **Audit Committee** – Ensures transparency and integrity in financial governance, including financial reporting, auditor appointments, compliance, and fund utilization monitoring.
- **Risk Management Committee (RMC)** – Monitors enterprise-wide risks and ensures that policies, governance structures, and management processes are effectively implemented.
- **Compensation and Human Capital Committee** – Addresses risks related to human capital, diversity, equity, inclusion, and workplace culture.
- **Nominating and Governance Committee** – Upholds ethical business practices and governance compliance.

The RMC plays a central role in developing and implementing our ERM framework, ensuring that risk management is embedded across all levels of the organization and all business units. The Management Board sets risk policy and ensures its consistent application, while the Supervisory Board, RMC, and Audit Committee provide oversight to ensure alignment with our strategic objectives.

At the management level, the Risk Head leads the ERM process, oversees project execution, and monitors risks across the organization. Regular updates are provided to the Group Risk Team and the Board of Directors. The Group Risk Team assigns responsibility for mitigation measures, ensuring accountability and timely action.

Risk Control and Management Policy

(ESRS Disclosure Standards IRO-1, IRO-3, IRO-4, GOV-3, S1-4, E2-1, G1-5; IFC IFC PS 1 Environmental and Social Assessment and Management System, IFC PS 1 Emergency Preparedness and Response)

Our Risk Control and Management Policy forms the foundation of the Enterprise Risk Management (ERM) framework, providing the overarching structure for how we identify, assess, and respond to risks. The policy categorizes risks into seven key areas: strategic, operational, financial, reputational, cybersecurity, compliance, and climate.

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

-  Identification
-  Evaluation
-  Response
-  Monitoring
-  Reporting and Escalation
-  Continuous Improvement



Structured monitoring and reporting mechanisms are in place to track the evolution of risks, identify opportunities, and oversee the implementation of mitigation plans. Our management systems are externally certified under ISO 45001, ISO 14001, and ISO 9001, reinforcing our commitment to safety, environmental stewardship, and quality management.

The ERM methodology integrates risk assessment into our key result areas (KRAs), ensuring that senior leadership and management remuneration are directly linked to critical mitigation goals. This is particularly significant in areas such as safety, sustainability, ESG priorities, and climate change.

We actively monitor strategic, operational, financial, and regulatory risks across our value chain, addressing challenges including price volatility, resource availability, supply chain sustainability, and compliance requirements. Our approach is built on the following key actions:

- **Framework Development** – Establishing a structured and consistent approach to risk handling.
- **Decision-Making Support** – Embedding risk considerations into strategic planning and prioritization.
- **Risk Response** – Preventing or mitigating risks through targeted actions.
- **Compliance Assurance** – Strengthening adherence to legal, regulatory, and governance requirements.
- **Action Plan Implementation** – Applying structured mitigation measures to address unavoidable risks.

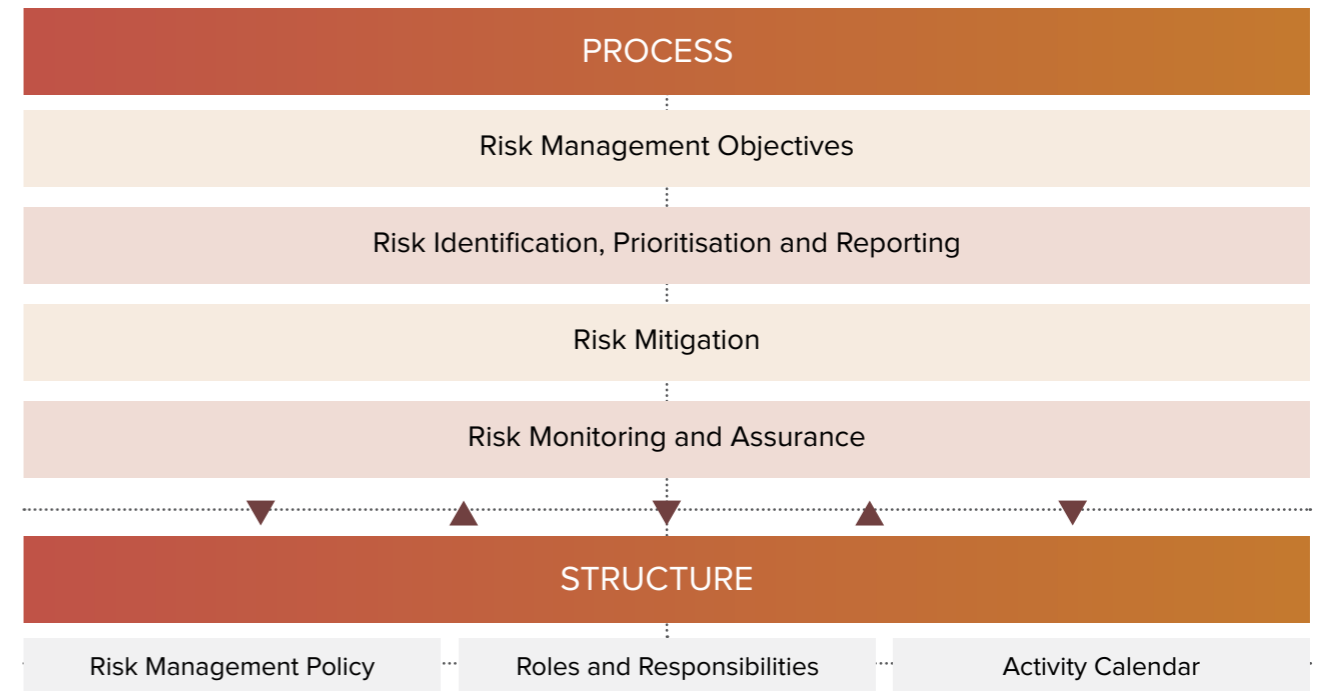
In addition to enterprise-level risks, we also monitor low-probability but high-impact risks that could significantly affect financial stability or corporate reputation. Additionally, we have a well-established emergency preparedness and response plan in place to address any potential disruptions to business continuity. This layered approach enables us to remain resilient in a dynamic environment and safeguard long-term stakeholder interests.

Risk Management Process

(ESRS Disclosure Standards IRO-1; IRO-2; IRO-3; IFC PS 1 Environmental and Social Assessment and Management System, IFC PS 1 Identification of Risks and Impacts, IFC PS 1 Management Programs, IFC PS 1 Monitoring and Review)

Our Enterprise Risk Management (ERM) framework is designed to systematically and proactively manage risks across the organization. It encompasses strategic, operational, legal, financial, reputational, cybersecurity, and compliance risks throughout the value chain. The framework is built on a uniform methodology for risk identification, assessment, mitigation, and monitoring, with risks documented in a central database and updated semi-annually under the coordination of the Risk Management Committee (RMC).

The ERM process spans all business functions and geographies, aligning risk management with our strategic objectives. It is embedded across operations and structured into four key stages:



Risk Identification and Assessment

We apply a double materiality lens to evaluate risks on both financial and sustainability dimensions. Potential risks are identified across operations and mapped within the Suzlon Risk Universe. Each risk is assessed for probability, ranging from “unlikely” to “highly likely,” and impact, from “minor” to “extreme.”

Risk Prioritization and Reporting

Risks are analyzed to identify the “Risks That Matter” (RTM). Core risks, such as market fluctuations or new product development, are managed internally, while non-core risks, including currency exposures, are transferred to third parties through tools such as hedging and insurance. Tailored mitigation strategies are developed to address key areas like cybersecurity, supply chain continuity, regulatory compliance, and climate-related challenges.

Risk Mitigation

Risk Leaders are assigned to develop and implement mitigation plans with defined timelines. Risk owners monitor progress, track risks, and assess the effectiveness of mitigation measures. Substantial risks that may affect financial stability are escalated immediately to the Management Board, while broader risk updates are reported semi-annually.

Risk Monitoring and Assurance

Continuous oversight is provided by the Board, Audit Committee, and RMC through structured reporting mechanisms. Risk assessments are periodically reviewed and integrated into corporate governance processes. The Internal Audit function evaluates the effectiveness of controls, while the Compliance Management System manages risks linked to corruption, conflicts of interest, and ethical conduct.

This structured process ensures that risk management is embedded in decision-making, enabling us to anticipate challenges, build resilience, and safeguard long-term stakeholder value. The Risk Management Framework is reviewed twice in a year and comprises of a detailed framework and strategy aligned to Risk appetite and severity across all departments and business units

Internal Controls

Effective internal controls are essential for maintaining business integrity, protecting value, and supporting responsible growth. Our control framework is designed to safeguard operations, manage risks proactively, and promote ethical practices across the organization. We are investing in transformation initiatives, including system automation and upgrades to software and ERP platforms, to make our control environment more robust, responsive, and future-ready. All concerns related to Internal Controls raised under the Whistleblower Policy are reviewed and acted upon following established procedures.

Risk Matrix

(ESRS Disclosure Standards IRO-1; IRO-2; IRO-3; WEF ESG Risk and Opportunity Oversight)

The Risk Matrix helps us assess and visualize the likelihood and impact of identified risks, allowing us to focus efforts on the areas that could most affect our business objectives.

Strategic Risks

Strategic risks arise from decisions and actions that shape the company's long-term direction, including shifts in technology, regulations, market conditions, mergers and acquisitions, and how resources are planned and allocated.

Risks in this category also cover emerging market trends, competition, new product development, and the delivery of cost-effective solutions.

Operational Risks

Operational risks relate to uncertainties in day-to-day activities, including supply chain management and product and service delivery. They typically stem from process failures or inefficiencies.

Key operational risks for us include challenges related to land acquisition and connectivity, fluctuations in raw material prices, quality and safety issues, technology disruptions, supply chain disruptions, project execution hurdles, and variations in business volumes.

Cybersecurity Risks

As digital adoption grows in the energy sector, the risk of cyberattacks increases. Threats to critical information stored on cloud platforms, networks, and devices can take the form of data theft, breaches, viruses, and other vulnerabilities.

Protecting digital assets is crucial as cybersecurity incidents could disrupt operations and compromise sensitive information.

Financial Risks

Financial risks directly impact our financial performance and access to capital. These include risks linked to working capital availability, delays in funding for planned capital expenditure, the financial health of distribution companies, foreign exchange fluctuations, and high inflation in India.

Managing our capital structure and exposure to market forces is key to maintaining financial resilience.

Compliance Risks

The fast-changing regulatory environment creates ongoing compliance challenges. New laws, evolving disclosure requirements, and varying interpretations by regulators can lead to compliance gaps.

Non-compliance or failure to meet contractual, legal, or regulatory obligations—whether related to governance, health, safety, environment, taxation, or other statutory laws—can result in penalties, reputational damage, and financial loss.

Reputation Risks

Reputation risks stem from how stakeholders perceive our actions, particularly when expectations are not met. Any gap between performance and stakeholder expectations can damage the company's image, affecting revenue, shareholder value, and possibly inviting regulatory penalties.

To protect our reputation, we have established policies such as the Code of Ethics for Directors and Senior Management, the Whistleblower Policy, the Insider Trading Code, and the Prevention of Sexual Harassment Policy, among others, which help strengthen trust and accountability across the organization.



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; IRO-1; IRO-3; E1-6; IFRS S2 para. (24))

Our ERM framework spans all business functions and verticals, ensuring that sustainability and ESG-related considerations are fully embedded in our risk management system. In FY25, we conducted a Double Materiality Assessment (DMA), which identified the financially material risks and opportunities most relevant to Suzlon's business and sustainability context. These outcomes directly inform our ERM process, ensuring that both financial and ESG-related dimensions are systematically integrated into decision-making.

We recognize environmental, social, and governance risks, along with people and culture risks, as critical to our long-term success. In addition, climate-related physical and transition risks, cybersecurity, supply chain vulnerabilities, and cost inflation are closely linked to ESG and have been integrated into the ERM framework.

Beyond risk identification, we also assess ESG-related opportunities, such as those arising from evolving climate policies and the growing demand for low-carbon technologies. Safety and ESG performance are directly factored into senior leadership metrics, reinforcing accountability and alignment with our sustainability commitments.

Integrating ESG considerations into our ERM framework helps us anticipate and address immediate and emerging risks while identifying opportunities that can enhance stakeholder value creation and operational continuity. Our approach to integrating ESG risks is structured across three dimensions—environmental, social, and governance—supported by broader ERM challenges:

1. Environmental Risks

- **Climate Change and Extreme Weather:** Shifts in wind patterns, extreme storms, and rising temperatures can significantly affect turbine performance, infrastructure reliability, and operational continuity. A 10% decline in wind speed, for example, can reduce output by over 30%.
- **Resource Depletion:** Dependence on critical raw materials, such as rare earth elements, exposes us to supply chain vulnerabilities and price volatility.

2. Social Risks

- **Community Risks:** Wind farm development on public or communal lands may raise concerns around land rights, fair compensation, and indigenous community interests.
- **Labor and Workforce:** A shortage of skilled professionals in manufacturing, installation, and maintenance can slow sectoral growth. Occupational health and safety remain a key focus, as wind energy workers face hazards that require robust safety systems and continuous training.

3. Governance Risks

- **Policy and Regulatory Uncertainty:** Shifts in global and national policy regimes, changes in subsidies, and delays in permitting can affect project viability and deployment timelines.
- **Supply Chain Vulnerabilities:** Concentration of component manufacturing in specific regions exposes us to geopolitical tensions, trade restrictions, and a lack of supplier diversification, all of which can increase costs and risk of disruption.

Emerging Risks

As part of our enterprise risk management (ERM) framework, Suzlon regularly scans for long-term emerging risks that could materially impact our business over the next 3–5 years. These risks go beyond short-term operational challenges and reflect structural shifts in the external environment, including policy, market, and resource dynamics. Identifying and proactively addressing such risks enables us to safeguard business resilience, align with stakeholder expectations, and capture opportunities arising from the energy transition.

Emerging Risk	Description & Impact	Mitigation Actions
Increased procurement cost of Steel	<ul style="list-style-type: none"> Approximately 86% of Suzlon’s raw material is steel, making it highly exposed to global steel price volatility. Rising demand from renewables, EVs, and grid expansion is tightening supply of steel, raising procurement costs. The Ministry of Steel and BEE have proposed a star-rating system for “green steel”, which may influence supplier costs and procurement norms. Impact: Higher Opex, supply chain risks, and potential increase in project costs. 	<ul style="list-style-type: none"> Assess supplier alignment with BEE’s green steel rating criteria. Increase recycled/secondary steel content and promote supplier decarbonization. Secure long-term contracts with key suppliers and diversify sourcing. Monitor supplier emissions and energy use via audits/verifiers to anticipate carbon cost pass-through.
Impact of carbon price mechanisms on manufacturing activities	<ul style="list-style-type: none"> India is in the process of rolling out the Carbon Credit Trading Scheme (CCTS) and expanding its domestic carbon market. Introduction of carbon pricing mechanisms, including carbon taxes, is expected to directly impact energy-intensive industries. Suzlon’s Scope 1 and Scope 2 emissions from its manufacturing operations may lead to additional compliance costs under emerging carbon markets. Impact: Increased operational expenditure, pressure on cost competitiveness, and need to prepare for carbon cost pass-through across the value chain. 	<ul style="list-style-type: none"> Continuous improvement of energy efficiency in manufacturing operations (lean manufacturing practices, energy-efficient machinery). Scaling up the share of renewable energy in captive consumption at facilities. Aligning long-term decarbonization roadmap with national climate policies to ensure compliance readiness.

Proactive Risk Mitigation to Strengthen Resilience

A structured mechanism has been instituted to address emerging risks and align our growth trajectory with responsible development. Our approach focuses on proactive mitigation, adaptation, and engagement, with actions spanning supply chains, climate resilience, community engagement, and digital security.

We are diversifying our supply chains and strengthening domestic manufacturing capabilities by increasing local sourcing in India. At the same time, we are enhancing turbine technology to withstand higher temperatures, with the S144 model designed for tolerance up to 52°C. We conduct comprehensive physical and transition risk assessments for all operating assets and are developing climate adaptation and mitigation plans for both 2030 and 2050 scenarios. These efforts are supported by investments in climate-resilient infrastructure and structured adaptation strategies.

We also undertake Environmental and Social Due Diligence (ESDD) to prevent community-related risks. This includes addressing issues related to land and community rights, child or forced labor, community property resources, cultural heritage, and the rights of vulnerable and marginalized groups. Active engagement with local communities ensures that concerns are addressed fairly and inclusively, reinforcing trust and long-term social value.

On the digital front, we are strengthening our cybersecurity systems across the Suzlon Group, achieving ISO 27001 certification and rolling out training programs to build awareness and preparedness. We conduct Operational Technology (OT) security assessments to identify and mitigate vulnerabilities in critical systems, ensuring operational reliability and safety.

In parallel, our sustainable sourcing practices are reinforced by the Sustainable Supplier Code of Conduct and Sustainable Sourcing Policy. We align closely with our suppliers to encourage responsible practices and strengthen resilience across the supply chain.

Way Forward

As Suzlon evolves its enterprise risk management framework in line with business and sustainability priorities, we are focused on strengthening governance, controls, and proactive risk identification. Building on our vision of resilience and transparency, we will advance our efforts through the following key initiatives:

Internal Controls Dashboard

- Implement BU-wise reporting on audit scores and remediation status

Governance Maturity Assessment

- Deploy a self-assessment tool across business units to evaluate risks and identify control gaps

AI-enabled Compliance Monitoring

- Integrate an AI-based red-flagging tool to strengthen governance and risk identification in financial and procurement systems



Business Ethics

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Business Ethics and Integrity	Achieve zero tolerance towards corruption, ethical breaches, and anti-competitive behaviour by 2025	 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

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 rooted in ethical business conduct, which guides decision-making and upholds our commitment to transparency and accountability. At Suzlon, these principles are not only compliance requirements but core values that underpin long-term success. By embedding ethics into our culture and maintaining a zero-tolerance approach to misconduct, we strive to build trust with stakeholders and strengthen our reputation as a responsible and sustainable enterprise.

Our Approach

(GRI 3-3; GRI 2-26; WEF ESG Ethical Behaviour; ESRS Disclosure Standards G1-1; G1-3)

Suzlon’s governance framework is anchored in integrity, accountability, equity, transparency, and environmental responsibility, in full 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 and processes. We view strong governance as a pathway to business excellence and sustainable value creation, driven by ethical conduct— including employees, customers, suppliers, service providers, communities, and government bodies. We encourage and expect all employees to uphold the highest standards of personal and professional integrity, demonstrating honest and ethical conduct across all business activities — whether on company premises, at offsite locations, or in any setting where they represent Suzlon. Employees are entrusted to act responsibly, avoiding any misuse of corporate property, information, or position for personal gain. This commitment ensures that our workforce consistently reflects Suzlon’s values of fairness, accountability, and integrity in every sphere of engagement.

We encourage all our stakeholders, including employees, suppliers, community members, and others, to be actively involved in deepening the culture of ethical conduct within our company and across our value chain and feel empowered to report any actual or potential violations through easily accessible channels. Stakeholders can raise concerns through a dedicated ethics helpline (ethicshelpline@suzlon.com) confidentially, without fear of retaliation.

The Management Assurance Team (MAT) plays a vital role in monitoring all ethics-related complaints. The team independently assesses risks, procedures, and control gaps and proposes corrective actions to strengthen ethical compliance. It also oversees the Ethics Helpline and evaluates the effectiveness of integrity-related programs.

In addition, our Event Review Committee (ERC) ensures that all sponsorships and events are reviewed for compliance with our policies and align with our strategy on donations and brand integrity.

Oversight and Governance

The governance of business ethics at Suzlon is steered through a robust framework comprising our Corporate Governance Policy, Code of Ethics, and Anti-Bribery and Anti-Corruption (ABAC) Policy, which together reinforce our uncompromising commitment to integrity and ethical conduct.

The Central Ethics Committee (CEC)—comprising our CMD, Group CEO, and Group CFO—oversees all matters related to the Code of Conduct, including anti-bribery, corruption, and harassment. When concerns are raised, the Risk & Misconduct Management Unit within our Management Assurance function leads the investigation and recommends actions based on findings.

Outcomes are classified into three categories:

- **Red Cases:** Where strong evidence is found, leading to disciplinary action such as separation from employment or withholding of promotions/increments.
- **Yellow Cases:** Where evidence is inconclusive but deviation is suspected. These cases involve counseling by HR or the concerned HOD to prevent recurrence.
- **Green Cases:** Where allegations are unsubstantiated. Here, the concerned employee is encouraged to continue contributing positively within the framework of our values.

Investigation findings are submitted to the CEC for direction and shared with the Audit Committee, which includes three Independent Directors. The committee reviews outcomes and recommends further actions or systemic improvements as needed.



Performance: FY 24-25

Initiative	Achievement
Anti-Bribery, Anti-Corruption	ABAC policy roll-out with 100% training and awareness sessions on the revised policy
Zero tolerance for ethics breaches	Zero breaches on Corruption or Bribery, Discrimination or Harassment, Conflicts of Interest, and Money Laundering or Insider trading
Anonymous Ethics Helpline	100% employees have access to 24x7 ethics helpline to report concerns
UN Global Compact Membership	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.

Anti-Bribery, Anti-Corruption

(GRI 205-1 a & b & c; GRI 205-3 b; ESRS Disclosure Standards G1-3; G1-4)

Suzlon is steadfast in its “zero-tolerance” approach to bribery, corruption, and any form of unethical inducement. Our ABAC Policy, adopted in the current year, embodies our commitment to conducting business with honesty, integrity, fairness, and in full compliance with applicable laws and regulations. The Policy and our approach is aligned with UN Sustainable Development Goals, the United Nations Convention Against Corruption, ISO 37001, Anti-Bribery & Corruption (ABC) Standards and Frameworks, the UN Global Compact (UNGC), OECD, Global Reporting Initiative (GRI) and the Business Responsibility and Sustainability Reporting (BRSR), BSI 10500 Specification for an Anti-Bribery Management System, Business Principles for Countering Bribery, Good Corporation Framework on Bribery and Corruption, ICC Rules on Combating Corruption, ICGN Statement and Guidance on Anti-Corruption Principles, and Principles for Countering Bribery – World Economic Forum – Partnering Against Corruption Initiative.

100% operations were assessed for corruption-related risks in FY25, with zero incidents reported.

Suzlon prohibits offering, promising, giving, accepting, or soliciting any bribe — whether directly or through a third party. Forms of bribery cover commercial or public sector bribery, kickbacks, facilitation payments, and any improper advantage. The policy provides guidance on gifts and hospitality, requires due diligence on third parties, mandates contractual safeguards, and encourages reporting of violations with whistleblower protection. Non-compliance results in strict disciplinary action.

We designate a senior, competent, and independent employee as the Compliance Officer—currently the Group General Counsel—to oversee adherence to the ABAC Policy. The Compliance Officer is responsible for investigating concerns, maintaining complaint logs, submitting quarterly reports to the Audit Committee Chair, and escalating serious breaches to the Board.

We ensure accurate, complete, and transparent recordkeeping across all operations, supported by effective internal controls and monitoring mechanisms. We maintain proper classification of expenses, accurate documentation of third-party transactions, and compliance with statutory retention requirements, while implementing robust accounting controls to prevent bribery, corruption, and misreporting.

The Policy applies to all Suzlon employees, including directors, officers, senior and junior management, as well as to third parties acting on the Company’s behalf — such as suppliers, agents, contractors, joint ventures, consultants, and any intermediaries.



Anti-Bribery Management System (ABMS)

The Company has established a comprehensive Anti-Bribery Management System (ABMS) aligned with ISO 37001:2016 and all relevant international standards, underscoring our commitment to conducting business with integrity and in compliance with applicable anti-bribery and anti-corruption (ABAC) laws. The ABMS is designed to prevent, detect, and address any form of bribery or corruption across our operations and value chain.

Established Anti-Bribery Management System (ABMS) aligned with ISO 37001:2016

To ensure robust governance, we have constituted a formal ABAC Compliance Committee to support the Compliance Officer in monitoring and enforcing adherence to this Policy. The Committee has clearly defined oversight responsibilities, including:

- **Policy governance and compliance:** Regular review and enforcement of anti-bribery standards, codes of conduct, and related procedures.
- **Risk management:** Conducting periodic bribery and corruption risk assessments covering projects, markets, and business associates.
- **Due diligence:** Implementing rigorous checks on third parties, joint ventures, intermediaries, and high-risk transactions.
- **Training and awareness:** Providing structured training and communication programs to employees and stakeholders to build awareness and strengthen ethical conduct.
- **Financial and commercial controls:** Instituting strong approval, authorization, and monitoring mechanisms for expenses, donations, gifts, sponsorships, and third-party engagements.
- **Reporting and investigations:** Establishing secure and confidential channels for reporting suspected violations, alongside fair and transparent investigation protocols.

Through this system, we ensure that anti-bribery principles are embedded into our business processes, governance framework, and stakeholder relationships, thereby reinforcing a culture of transparency, accountability, and zero tolerance towards bribery and corruption.

The Company’s Anti-Bribery Management System (ABMS) is regularly reviewed by the Compliance Officer and the ABAC Compliance Committee to address emerging risks and regulatory changes. Key elements include periodic risk

assessments, rigorous due diligence on employees and third parties, engagement of core business functions, and implementation of robust internal controls. Regular training and awareness programmes, along with independent assurance and monitoring of key metrics, ensure continuous improvement and effective prevention and detection of bribery and corruption.

Corruption Risk Exposure

Suzlon has no involvement in sectors associated with ethical sensitivities or elevated corruption risks, including adult entertainment, alcohol, defense and weapons, civilian firearms, gambling, tobacco, nuclear power, genetic engineering, stem cell research, animal welfare concerns, pork products, lending practices, and related areas. This deliberate exclusion underscores our low exposure to high-risk industries, reinforces our commitment to integrity, transparency, and responsible business conduct, and reflects our track record of zero controversies regarding corruption and business ethics.

Supply Chain Management

We ensure that all third-party partners undergo due diligence before engagement to assess bribery/corruption risk. This includes background checks and reviewing past compliance behaviour. Contracts and agreements with third parties contain specific clauses aligning with the ABAC Policy, enabling Suzlon to withdraw from relationships when the third party fails to meet policy standards. In FY25, there were zero confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.

Suzlon is committed to responsible sourcing and ensures that all minerals used in its operations are conflict-free. The management engages with suppliers to verify the origin of minerals, and implements robust procurement policies aligned with international standards. The process covers supplier survey, response verification and country of origin verification. The Risk Management has been carried out for supplier/s to mitigate risks during procurement from conflict-affected and high-risk areas, if any. These measures help prevent the use of minerals that may finance armed conflict or contribute to human rights abuses, reinforcing our commitment to ethical business practices and sustainable supply chains.

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.

Compliance, Monitoring & Reporting

- Suzlon has established reporting channels — including whistleblower / vigil mechanisms — for employees or third parties to raise concerns or report suspected violations without fear of retaliation.
- Regular audits, reviews and monitoring ensure adherence to the policy. Corrective actions, including disciplinary measures, are taken when violations occur. Non-disclosure or failure to report is itself a violation.
- Oversight for the ABAC policy lies with the relevant governance bodies of Suzlon (e.g. Audit Committee / senior compliance function) who ensure the policy is enforced properly, updated as necessary to reflect changes in law or risk environment.
- Policy endorsed by the Board of Directors and signed by the CEO.

The Company provides mandatory training to employees (and relevant third parties) on ABAC obligations, ethical decision-making, and recognising potentially corrupt practices. In FY25, zero employees were dismissed or disciplined for corruption.

Managing Conflicts of Interest

(GRI 2- 15a; GRI 2-15 b; GRI 415-1; ESRS Disclosure Standards G1-5)

In FY25, Suzlon reported zero incidents of conflicts of interest, reaffirming our commitment to integrity and transparent governance.

Conflicts of interest can undermine stakeholder trust, and we take proactive steps to prevent and manage them. Every year, Board members and Key Management Personnel formally declare their compliance with our Code of Ethics for Directors and Senior Management. This Code sets clear expectations for integrity, transparency, and ethical business practices. We also follow strict protocols for related party transactions, ensuring they are conducted fairly, transparently, and only with prior approval from the

Audit Committee. All transactions are undertaken at arm's length and in the ordinary course of business.

Beyond governance at the leadership level, all employees share a responsibility to uphold the Company's interests above personal gain. While employees are free to pursue personal transactions and investments, they are expected to avoid situations where a conflict of interest might arise or even appear to arise. Employees are required to act with integrity, honesty, and fairness, ensuring that Company assets are protected and used exclusively for legitimate business purposes.

All transactions with related parties are conducted on terms equivalent to arm's length arrangements. During FY25, the Audit Committee regularly reviewed and approved related party transactions. All such transactions are fully disclosed in the Annual Report and are conducted in compliance with applicable regulations and aligned with international best practices.

Suzlon discloses all relevant conflicts of interest to stakeholders, including cross-board memberships, cross-shareholding with suppliers and other stakeholders, the presence of controlling shareholders, as well as details of related parties, their relationships, transactions, and outstanding balances, in line with applicable regulations and governance standards.

Through these measures, Suzlon ensures that actual, potential, and perceived conflicts of interest are managed with transparency and accountability, safeguarding stakeholder confidence in our governance framework.

Lobbying and Political Contributions

In FY25, 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.

Whistleblowing Mechanisms

(GRI 2-26; WEF ESG Ethical Behaviour; ESRS Disclosure Standards S1-3; S2-3; S3-3; S4-3; G1-1; G1-3)

Suzlon is committed to fostering a culture of transparency, accountability, and ethical integrity. Central to this commitment is our Whistleblower & Vigil Mechanism which empowers employees, directors, and stakeholders to report genuine concerns about misconduct, violations, or unethical practices without fear of retaliation. Our approach to Whistleblowing is articulated in our Whistleblower Policy.

The Policy applies to Suzlon Energy Limited and its material subsidiaries, and is intended for adoption by other subsidiaries with suitable modifications. It covers all employees (including contractual), directors, vendors, consultants, shareholders, business associates, and other stakeholders.

• What Can Be Reported

Concerns may include fraud, corruption, unethical behavior, violation of company codes or policies, insider trading, environmental damage, misuse of assets, unsafe acts, or any wrongdoing.

• How to Report

Protected disclosures can be made in writing in English, Hindi, or the regional language, via email or through sealed confidential communication to the Management Assurance department. Anonymous disclosures are considered if they are sufficiently detailed and credible. Special channels are available when complaints involve members of the investigating body.

• Investigation Process

The Audit Committee has oversight, while investigations are conducted impartially by the Central Ethics Committee (CEC) or other designated authorities. Any conflicts of interest require recusal. Confidentiality is maintained throughout the process.

• Outcomes & Corrective Actions

If misconduct is substantiated, corrective or disciplinary actions are taken in line with established procedures. We also monitor customer complaints which covers product quality and recalls if any through a well-

defined surveys being adopted for Projects as well as OMS business. Subjects are given a fair opportunity to respond, unless exceptional circumstances dictate otherwise. In certain cases, genuine whistleblowers may be recognized or rewarded when allegations are validated.

• Protections for Whistleblowers

Individuals who raise concerns in good faith are protected from retaliation, unfair treatment, or prejudicial practices. Confidentiality of identity is preserved. However, knowingly false or malicious allegations may lead to disciplinary measures.

• Governance & Oversight

The Audit Committee reviews the functioning and effectiveness of the mechanism periodically. The Policy is disclosed publicly and updated as required to reflect legal changes and evolving best practices.



49

Whistleblower complaints in FY25



29

Investigations completed and resolved in FY25



16

Disciplinary actions taken in FY25



Compliance with Laws and Regulations

(GRI 2-27 a, b, c, d; GRI 205-3 a; GRI 206-1; WEF ESG Ethical Behaviour; ESRS Disclosure Standards E2-4; S1-17; G1-4)

Zero breaches on Corruption or Bribery, Discrimination or Harassment, Conflicts of Interest, and Money Laundering or Insider trading.

We remain committed to operating within the boundaries of all applicable laws and regulations and staying compliant. All our projects adhere to stringent regulatory and compliance standards. Statutory compliance is actively monitored through a Compliance Monitoring Tool and reported across key forums. It is reviewed and discussed at quarterly Board meetings.

In FY25, the Company achieved 100% compliance with all environmental and social regulations, with no incidents of non-compliance and no fines, penalties, or non-monetary sanctions incurred in these areas. There were zero public legal cases regarding corruption brought against

the organization or its employees during the reporting period. During the year, we received sixteen penalty case notices related to GST, Customs, Income Tax, Enforcement Directorate, and Water Board matters, amounting to INR 23.70 crores. These cases were duly reported to the Stock Exchanges in accordance with LODR requirements, and appeals have been filed in response to 8 of the notices.

Reporting areas	Number of breaches
Corruption or Bribery	Nil
Discrimination or Harassment	Nil
Conflicts of Interest	Nil
Money Laundering or Insider trading	Nil
Anti-competitive behaviour and violations of anti-trust and monopoly legislation	Nil

Anti-Discrimination

(GRI 406-1 a & b; WEF- ESG Dignity and equality; ESRS Disclosure Standards S1-17; G1-5)

During FY25, there were zero reported incidents of discrimination across Suzlon's operations and value chain.

At Suzlon, we are firmly committed to upholding the principles of equality and non-discrimination across all aspects of our operations. We embrace diversity and 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 goal is to provide a fair, inclusive, and respectful workplace where all employees can contribute and thrive.

During FY25, there were zero reported incidents of discrimination across Suzlon's operations, underscoring the strength of our governance frameworks and inclusive culture. Beyond our internal practices, we extend this commitment across our value chain. We assess whether suppliers have robust policies and practices in place to prevent workplace discrimination and harassment, ensuring alignment with Suzlon's standards and fostering a safe and inclusive environment for their workforce as well.

In FY25, 72.41% of our plant/offices were assessed for their practices on non-discrimination, while in our value chain, we assessed 91.1% Tier-1 critical suppliers on non-discrimination.

Importantly, the results indicated no significant risks or concerns arising from these third-party evaluations. Through these measures, Suzlon reinforces its zero-tolerance approach to discrimination, ensuring that both our operations and supply chain reflect our values of fairness, equity, and respect.

Communication and Training

(GRI 205-2 a & b & c & d & e; WEF ESG Ethical Behaviour; ESRS Disclosure Standards G1-3)

Induction programs for new employees and regular refresher sessions for existing staff help ensure that everyone is familiar with our Code of Ethics, anti-corruption guidelines, anti-harassment policies, and expectations around professional integrity. Key stakeholders, such as security staff and facility management teams, are trained on our Code of Ethics, POSH framework, and standards of conduct aligned with our values.

Employee Category	Percent of persons to whom the policy is communicated on ethics, integrity, anti-corruption and POSH	Percent of persons covered by training on ethics, integrity, and anti-corruption
Board of Directors	100%	100%
Senior Management	100%	100%
Middle and Junior Management	100%	100%
Business Partners, Contractors, Part-time workers	100%	91.1%

Ethical Business Practices & Speak-Up Culture

Suzlon's ethical business practices are grounded in a commitment to fairness, transparency, and accountability. The company fosters a speak-up culture where employees feel empowered to report unethical behavior without fear of retaliation. Key initiatives include:

- **Anonymous Ethics Helpline:** Suzlon has established a third-party-managed ethics helpline that allows employees to report concerns confidentially. This ensures that ethical issues are addressed in a transparent and impartial manner.
- **Speak-Up Channels:** Open communication platforms provide employees with the

opportunity to raise concerns directly with management, ensuring a fair and just workplace. These channels promote transparency and trust within the organization.

- **Compliance Framework:** Suzlon has implemented a comprehensive Code of Conduct and anti-corruption training programs across its global operations to ensure adherence to ethical standards and business practices. Localized sensitization materials further ensure that employees understand the importance of integrity in every region.

Way Forward

As Suzlon continues to grow and deliver on its sustainability commitments, we place ethical business conduct at the core of our journey. We recognize that long-term value creation depends on integrity, fairness, and transparency in every interaction. To deepen this commitment, we will advance our efforts through the following focus areas:

Governance Policy Awareness

- Launch a "Code of Conduct Refresh Campaign" with e-learning modules, interactive infographics, and mandatory refresher quizzes

Monitoring and Disclosure of KPIs

- Track key KPIs such as Number of anonymous grievances received and resolved via whistleblower mechanisms; % of high-risk vendors assessed for anti-bribery and corruption (ABC) compliance



Tax Transparency

UN SDGs supported



Sustainability standards supported

WEF-ESG Community & Social Vitality

GRI 207: Tax

As part of our commitment to responsible business practices and strong corporate governance, we manage our tax obligations guided by a framework that values transparency, honesty, and sound governance. Our relationship with tax authorities is built on professionalism, mutual respect, and open communication. Our goal is to meet our obligations fully and on time, avoiding disputes and deepening stakeholder trust and confidence in our business. This approach is embedded in Suzlon's broader sustainable business strategy, ensuring that our tax practices support long-term value creation, stakeholder trust, and alignment with our governance and sustainability commitments.

Our tax governance structure is overseen by senior management, with regular updates provided to the Board of Directors. Quarterly tax compliance and payment reports are reviewed at the Board level, and comprehensive evaluations of tax risk are periodically presented to both the Risk Management and Audit Committees. Our tax strategy is formally approved by the Board of Directors and reviewed annually, with quarterly updates presented to the Risk Management and Audit Committees.

In line with the laws mandated by the Government of India, we ensure full compliance with all applicable tax regulations, thereby safeguarding Suzlon from penalties while reinforcing our reputation as a responsible corporate citizen. Our approach to tax governance emphasizes proactive identification of risks, integrity in reporting, and acting responsibly in all tax-related matters. All entities included in Suzlon's audited consolidated financial statements are tax resident in India and comply fully with Indian tax laws. Where overseas entities exist, they adhere to the tax requirements of their respective jurisdictions, ensuring alignment with global standards of transparency and governance.

We maintain accurate and detailed tax records and ensure timely lodgments and payments, including monthly tax obligations. Where necessary, we seek the guidance of internal specialists and external advisors to address complex tax issues and ensure that our practices remain robust, transparent, and fully compliant with prevailing regulations.

All employees are expected to uphold the principles outlined in our Code of Conduct, which places strong emphasis on ethical and responsible financial behaviour, including tax compliance.


We follow a structured process for preparing, reviewing, and filing tax returns, working closely with both internal specialists and external advisors when needed. These responsibilities include:

- Maintaining accurate financial records and adhering to a well-defined tax calendar to ensure timely filings and payments.
- Integrating tax risk assessment into our enterprise risk management process to proactively identify and address potential issues.
- Implementing strong internal controls to support accuracy and reliability in all tax-related activities.
- Leveraging robust third-party systems for Goods and Services Tax (GST) and Tax Deducted at Source (TDS) reporting to ensure consistency and precision.
- Voluntarily conducting annual tax audits, even where not legally mandated, to uphold the highest standards in financial governance.

Total tax paid in INR crores

Parameter	FY 22-23	FY 23-24	FY 24-25
Corporate income tax paid on a cash basis. (Current tax paid net of refund)	7	17	1.62
Corporate income tax accrued on profit/loss	0	0	(627)

Data Privacy and Cybersecurity

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

In a world powered by technology, our reliance on digital systems increases, and so do the risks we face. Cyberattacks, data breaches, and digital threats have become challenges that every business must manage. Maintaining the highest standards of cybersecurity and protecting stakeholder data is an integral part of our daily operations.

Our Approach

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

Suzlon's Cybersecurity Policy based on ISO 27001:2013 standards, approved and effective from FY2024-25, establishes the principles and framework for protecting the Company's information, assets, and operations against evolving cyber threats. The Policy applies across Suzlon Energy Limited, its material subsidiaries, employees, contractors, partners, vendors, customers, and third parties handling Suzlon data, including data hosted outside company premises.

The Policy is subject to annual review by the Chief Information Security Officer (CISO) in line with business, legal, and statutory requirements and is approved by the Board. Where required, updates aligned to changes in law are authorized by the CISO in consultation with the CEO and subsequently ratified by the Board. The Policy is publicly available on the Company website.

Cyber risks are managed under IT Risks, which form part of the Enterprise Risk Management framework. Structured approaches have been established for threat detection, response, and recovery. Regular internal and external audits are conducted to identify risks early. We also conduct quarterly cyber risk assessments and have introduced a Cloud Security Policy to strengthen digital asset protection. Any breaches or incidents are addressed through a formal investigation process led by our Information Security team.

Technical Controls and System Monitoring

Annual third-party vulnerability assessments are conducted for critical applications to strengthen our defences further.

Our Infosec team undertakes several measures to improve data privacy and safeguard our digital infrastructure against emerging threats. We deploy multiple technical measures to protect our infrastructure, including antivirus software, firewalls, VPNs, Data Loss Prevention (DLP) tools, endpoint encryption, and multi-factor authentication. Our Security Information and Event Management (SIEM) system monitors critical systems around the clock, linking security events and detecting any unusual activities. We continue to invest in new projects to build a stronger cybersecurity infrastructure. These include:

- Expanding our Security Operations Center (SOC) managed services
- Upgrading sandboxing solutions to cloud platforms
- Rolling out new security tools with Microsoft
- Conducting an Operational Technology (OT) Security Assessment
- Preparing to deploy a Mobile Device Management (MDM) solution

Additionally, we have a well-established emergency preparedness and response plan in place to address any potential disruptions to business continuity.

Awareness and Training

Strengthening cybersecurity starts with our people. We conduct regular awareness sessions to engage employees in recognizing digital threats, adopting safe practices, and understanding their role in protecting company data.

Cybersecurity Governance

(GRI 418-1, ESRS Disclosure Standards S4-3, S4-4)

Our cybersecurity efforts are led by the Information Security Head, supported by the Information Security Management (ISM) Team. Together, they manage the protection of our digital assets and the development of security policies and processes that support safe and resilient operations. Their responsibilities include designing cybersecurity strategies, overseeing daily operations, managing risks, and strengthening our overall cyber resilience.

Regular updates on IT compliance and security matters are shared with the Business Review Committee (BRC) as part of monthly evaluations. We also review our cybersecurity policies every year to reflect changes in business operations, regulatory requirements, and emerging threats. These reviews are first assessed internally and then submitted for approval by the Board.

Our approach is grounded in a risk-based governance model, supported by structured audits and monitoring. We conduct biannual internal audits, annual external audits, ISO 27001 surveillance audits, and periodic re-certifications to ensure alignment with global best practices. In addition, annual third-party vulnerability assessments are undertaken for critical applications to proactively identify and mitigate risks.

Incident Management and Compliance - We maintain a formal Information Systems Audit process, supported by an Incident Management framework to record and resolve policy breaches. Each incident is addressed with corrective measures tailored to its specific nature, in consultation with the ISM Team. This ensures transparency, accountability, and continuous improvement of our cybersecurity posture.

Our IT functions are ISO 27001:2013 certified, reflecting our adherence to internationally recognized standards of information security management.

In FY 24-25, there were no complaints or substantiated incidents of privacy breaches or data loss regarding customers or employees.



Environmental Stewardship

Environmental stewardship is central to our mission of advancing renewable energy solutions. Anchored in our principle of ResGen - Responsible Generation, we are embedding circularity, strengthening climate resilience, and building sustainable practices across our value chain. Our approach is built on embedding sustainability into every stage of our operations, from design and manufacturing to deployment and decommissioning. Additionally, we are also committed to safeguarding biodiversity and preserving habitats as part of our goal to power a greener future through renewable energy while helping restore the planet. We believe that protecting natural resources and addressing climate challenges requires collective effort, and we actively work with employees, shareholders, contractors, customers, and communities.



Our environmental stewardship strategy focuses on minimizing our ecological footprint through responsible use of resources, energy efficiency, water stewardship, biodiversity protection, and circular economy practices. Beyond compliance, we partner with our stakeholders and communities to restore ecosystems, preserve habitats, and create long-term environmental value.

A structured Environmental Management System (EMS) guides our endeavors for continuous improvements through risk assessment, impact management, and monitoring across the value chain. We set measurable targets for energy, water, waste, and emissions, apply the mitigation hierarchy to minimize environmental impacts, and conduct regular audits to verify compliance.

An Environmental Stewardship Policy, aligned with the UN Sustainable Development Goals, ISO 14001, IFC Performance Standards, and India's National Guidelines on Responsible Business Conduct coupled with policies on sustainability, climate change, energy management, biodiversity, water stewardship, and product stewardship provides the overarching framework for our environmental commitments. Together, they set out our commitments for climate action, water stewardship, waste reduction, biodiversity conservation, and pollution prevention. It applies to all Suzlon subsidiaries, functions, contractors, suppliers, and business partners.

We have already made strong gains on our environmental stewardship goals, achieving Product Carbon Footprint (PCF) certification and third-party verification for our S120 and S144 wind turbine models and completed life cycle assessments (LCA) for both models.

OMS vertical has also secured Extended Producer Responsibility registration, strengthening compliance under the Plastic Waste Management Rules.

We focus on conserving, using efficiently, and regenerating water resources to strengthen resilience across our operations and neighbouring ecosystems. We recognize water as a shared resource vital to community well-being, environmental health, and sustainable economic growth.

Integrating sustainability across our value chain

Embedding sustainability principles at every stage, from design and material selection to manufacturing, operations, and end-of-life recovery, we deliver turbines that are durable, efficient, and built for lower environmental impact. In design and development, we comply with global product regulations, integrate eco-design and life cycle thinking, reduce hazardous substances, and focus on carbon reduction and material efficiency. During manufacturing, we minimize waste, energy use, and emissions while maintaining stringent safety and quality standards. In use and maintenance, we provide clear guidance, monitor performance, and promote sustainable practices among customers. At the end of life, we promote reuse, recycling, refurbishment, and responsible disposal through take-back programs and partnerships for. In parallel, we work closely with suppliers to uphold our sustainability standards and reduce material impacts.

customers to understand the environmental performance of our products. Innovation underpins our product stewardship strategy, with investments in predictive maintenance, smart forecasting, and value engineering to build future-ready solutions. A comprehensive climate strategy helps us measure, validate, and disclose greenhouse gas (GHG) data across all business units, and we have set clear decarbonization targets: net-zero Scope 1 and 2 emissions by 2035 and full net zero, including Scope 3, by 2040. Our approach combines energy efficiency, renewable energy adoption, and process improvements with scenario-based climate risk assessments to address both physical and transition risks. We integrate resilience into project design, site selection, and operations, supported by internal carbon pricing. Where direct renewable procurement is limited, we rely on Renewable Energy Certificates, while for residual emissions, we consider credible nature-based solutions, with limited reliance on carbon credits in the long term.

Our Environmental Stewardship Levers

To strengthen transparency, we are preparing Environmental Product Declarations (EPDs) for the S120 and S144 models, aligned with ISO 14025 and EN 15804, enabling

Adopting a three-pronged approach of reducing waste through lean manufacturing, reusing and recycling materials, and ensuring responsible waste handling supports our efforts to achieve Zero Waste to Landfill across all operations by 2028. Suzlon Energy Limited's WTG

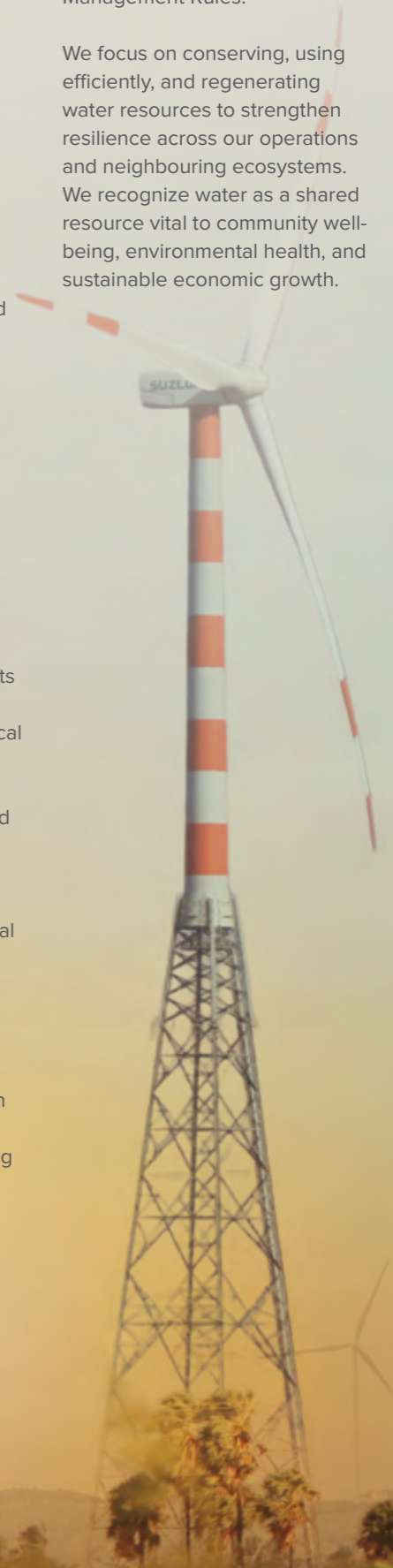
Achieving Net Zero (Scope 1 & 2) by 2035 and Net Zero (Including Scope 3) by 2040

100% energy to be sourced from renewable sources by 2030 and becoming RE 100 organization






100% transition of owned vehicles to Electrical Vehicles (EVs) by 2035 and becoming EV 100 organization

Achieving Zero Waste to Landfill (ZWTL) by 2028 and Water neutrality across operations by 2030

Product Carbon Footprint (PCF) and Life Cycle Assessment for WTGs in manufacturing operations by 2026



Product Stewardship

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Material Efficiency, Sourcing, and Management Waste Management Sustainable Supply Chain Management Greenhouse Gas Emissions and Climate Change Management	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- IFC PS 4 Community Health and Safety UNGC Environment Principles 7 to 9

Achieved PCF certification and third-party verification for the S120 and S144 WTG models, using a cradle-to-grave approach and for castings, using a cradle-to-gate approach

Life cycle assessment (LCA) completed for both S120 and S144 WTG

We are committed to promoting product stewardship by integrating circularity at every stage of the product lifecycle, from design and material selection to manufacturing and end-of-life recovery. As part of our product strategy, we design and deliver high-performance wind turbines that are built for durability, efficiency, and lower environmental impact. Furthermore, we are also working on castings manufactured by us at SE Forge Coimbatore, aligned with our product stewardship strategy. We develop and integrate

measures to reduce material intensity, prioritise recyclable and reusable components, and continuously innovate to minimise the carbon footprint associated with our products. We undertake end-to-end responsibility for the environmental performance of our products, starting with sourcing, manufacturing, operations, and disposal. We are working towards end of life cycle management and circularity by integrating LCA findings into design considerations.



Our Approach

(IFC PS 4 Community Health and Safety)

Stewardship Across the Product Lifecycle

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.

Training & Awareness

Build capacity among employees, suppliers, communities, and stakeholders through training, outreach, and knowledge sharing.

We published a detailed product stewardship policy in March 2025 to better structure our approach, which guides us to embed the precautionary principle in our decision-making and follow the core principles of refuse, restore, reuse, and recycle. This means driving sustainable practices, adopting innovative solutions for end-of-life management, and extending the life of our products wherever possible. The policy is designed to contribute to the UN SDGs and adheres to internationally recognized standards, including IEC 61400 for wind turbines, Circular Economy Principles, ISO 14040, ISO 14044, ISO 14067, and ISO 59004.

Our designs integrate durability, disassembly, and recyclability, helping to reduce waste and recover valuable materials. At the core of our product stewardship is a strong focus on protecting the health, safety, and well-being of our employees, partners, and customers. A key focus area is the progressive reduction and phase-out of hazardous substances in our products by substituting safer alternatives wherever feasible, thereby minimizing risks to people and the environment across the product life cycle.

We work closely with our value chain partners to promote life cycle

assessments (LCA), advance research and development, and apply design thinking to create sustainable solutions from cradle to grave.

Our partnerships with suppliers, customers, and industry bodies facilitate knowledge sharing, align with global best practices, and push the boundaries of circularity in renewable energy.

The implementation, adherence, and review of the implementation of this policy are the responsibility of the Company's Senior Leadership Team, with support provided by the functional teams.

Performance Highlights: FY24–25

(ESRS DISCLOSURE STANDARDS E5 -3)

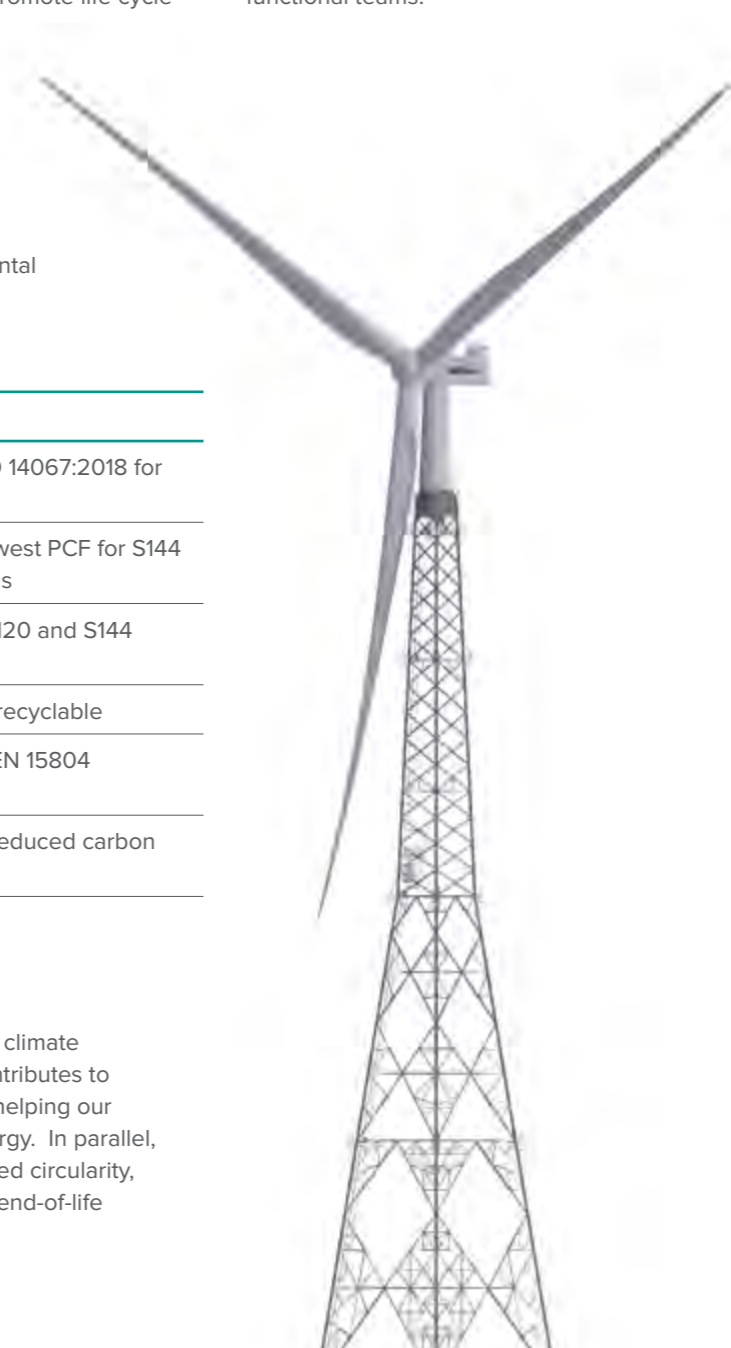
In FY24–25, we strengthened life cycle assessments of our products to deepen understanding of the broader environmental impact of our turbines, covering resource use, ecological implications, and human health indicators.

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 and S144 turbine
Recyclability	~90–92% of end-of-life materials are recyclable
EPD Readiness	Internal alignment to ISO 14025 and EN 15804 completed
Innovation	Enhanced turbine performance with reduced carbon intensity

Strengthening Product Stewardship

(GRI 416-1, ESRS Disclosure Standards E5-4)

Through FY24-25, we continued to take steps to quantify the climate benefits delivered by our solutions. Each turbine installed contributes to significant emissions avoidance over its operational lifetime, helping our customers and the wider ecosystem transition to cleaner energy. In parallel, we are investing in product development through strengthened circularity, including the repurposing of key materials and the pursuit of end-of-life strategies for blades and composite components.



The Launch of S144-3.0 MW Low-Carbon Turbine

In FY24-25, we introduced a new wind turbine model, S144-3.X, with a larger rotor and higher power rating, which means each turbine now generates more electricity using fewer materials. This upgrade improves energy performance and lowers emissions.

Product Highlights : S 144-3.0 MW

- Has a PCF of 6.17 gCO₂e/kWh (cradle to grave), lower than 8.83 gCO₂e/kWh of Suzlon's conventional turbines and the industry benchmark of 7 gCO₂e/kWh, as per ISO 14067 and ISO 14040/14044.
- Uses fewer materials, with a tubular tower

requiring only 38.98 MT of steel versus 103.82 MT in conventional turbines.

- 225 kg of steel per tower is sourced from scrap, reducing the need for virgin steel.
- Offers an extended product life of 25 years, up from 20 years in earlier models (validated by a third-party review), reducing waste and material use.
- Received Lowest Product Carbon Certification aligned with ISO/IEC 17029:2019 and ISO 14021:2016 + Amd 1:2021, which governs the accuracy and transparency of self-declared environmental information.

The lowest-product carbon footprint (PCF) of our product at 6.17 gCO₂e/kWh for S144, respectively, attests to our focus on enabling customers to reduce their Scope 3 emissions.

The lowest PCF Verification for 24 grades of castings in range of 0.38 to 0.60 KgCO₂e/Hr/Ton was assessed by IRQS.

The lowest carbon footprint of our WTG, S144 and our castings and third-party verification aligns to eco-labelling of our products manufactured by Suzlon in accordance with ISO 14021.

During FY 24-25; we have incurred cost of 77.14 crores for environmental considerations from design and uptill across entire product lifecycle.



Certified Lowest-Carbon Wind Turbines – S120 and S144

In FY24-25, we achieved PCF certification and third-party verification for the S120 and S144 WTG models, using a cradle-to-grave approach. The PCF and Life Cycle Assessment (LCA) calculations were carried out by ERM, following ISO 14067, ISO 14040, and ISO 14044 standards. Independent verification of the PCF results was conducted by TÜV SÜD. The lowest product carbon footprint verification was carried out by Indian Register Quality Systems (IRQS). Additionally, PCF certification for the castings used in production was obtained from Bureau Veritas.

Suzlon's High Temperature Variant (HTV) Turbines

We recognized a critical challenge in our existing HTV-light wind turbine models. These turbines, while effective in moderate conditions, were not optimized for deployment in regions with ambient temperatures exceeding 47°C. This gap risked performance degradation, higher maintenance requirements, and potential non-compliance with the updated CEA guidelines. For our customers operating in high-temperature zones, this posed a serious risk to energy generation, reliability, and regulatory approval.

To address this, we developed the High Temperature Variant (HTV) of our S144 turbine. This design enables reliable operation in ambient temperatures up to 52°C while ensuring compliance with regulatory standards. We deliberately kept design changes minimal compared to the HTV-light baseline, ensuring efficiency and faster deployment. In addition, we introduced a retrofit kit for turbines already

deployed in such regions, creating value for existing customers.

Impact

- **Enhanced Reliability:** The HTV turbines operate efficiently under extreme conditions, significantly reducing the risk of thermal stress and component failure.
- **Sustainable Design:** With better thermal management and improved cooling, the turbines now deliver higher availability and extended component life.
- **Stronger Relationships:** By aligning with CEA requirements and addressing real-world challenges for our clients, we strengthened long-term partnerships and reinforced confidence in Suzlon's ability to deliver.
- **Market Growth:** The initiative positions us for expansion into high-temperature geographies, while also opening opportunities for aftermarket revenue through retrofit solutions.



S120 Series- Description of Low-Carbon Products (ESRS DISCLOSURE STANDARDS E5-4)

NIC Code	Product / Group of Products	% of Total Revenues (FY 24-25)	Aggregation Level
28110	S120 Series	20 % under Manufacturing business of SEL	Group of products
27101	S144 Series	80 % under Manufacturing business of SEL	Group of products
24319	Castings	100% under Manufacturing business of SE Forge Coimbatore	Group of products

LCA for S120-2.x MW Wind Turbine

A comprehensive LCA was undertaken for the S120-2.x MW turbine & S144-3.x MW turbines aligned with ISO 14040:2006, ISO 14044:2006 and EN 15804:2012+A2:2019 standards. Using a cradle-to-grave approach, the study covered all stages, from raw material extraction and manufacturing to installation, operation, and end-of-life disposal. The insights will help us identify opportunities to strengthen sustainability across the entire turbine lifecycle, from concept to decommissioning.

We based our analysis on 1 kilowatt-hour (kWh) of electricity delivered to the grid over a 20-year lifespan, covering the following parameters.

LCA Findings :
S120-2.xMW Turbine
90–92% of the materials used in the turbine can be recycled at the end of their life. No significant environmental or social risks associated with the product lifecycle were identified.



The Life Cycle Assessment (LCA) conducted for Suzlon's products covers a comprehensive set of 18 environmental impact categories, in line with ISO 14040 and ISO 14044. These include:

Climate-related impacts

- Global warming potential
- Stratospheric ozone depletion



Human health-related impacts

- Ionizing radiation
- Ozone formation (human health)
- Fine particulate matter formation
- Carcinogenic and Non-carcinogenic toxicity impacts



Ecosystem-related impacts

- Ozone formation (terrestrial ecosystems),
- Acidification,
- Eutrophication (freshwater and marine),
- Ecotoxicity (terrestrial, freshwater, and marine)



Land use impacts



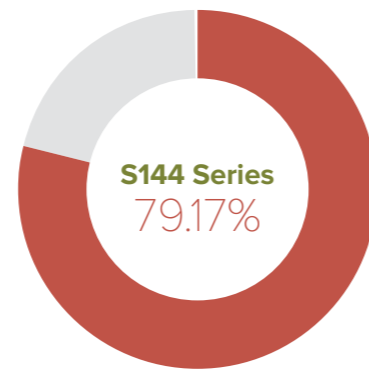
Resource use-related impacts

- Mineral and fossil resource scarcity
- Water consumption.



More detailed results of these impact assessments are available in Suzlon's public LCA reports <https://www.suzlon.com/sustainability/product-stewardship>

% of total products in FY 24-25



Environmental Product Declarations (EPDs)

We are preparing EPDs for the S120 and S144 turbine models, aligned with ISO 14025:2006 and EN 15804:2012+A2:2019. These declarations will improve transparency and help customers better understand the environmental impact of our products.

EPD Roadmap

Publish EPDs for S120 and S144 models

Disclose the percentage of revenue from eco-labeled products

Future-Ready Solutions: Innovation-Driven Product Stewardship

(WEF ESG Innovation in better products and services)

We are embedding innovation at every stage of our product lifecycle, including smart forecasting and predictive maintenance, value engineering, and faster model development to deliver more sustainable wind energy solutions.

Smarter Wind Forecasting

We built and enhanced an in-house wind forecasting system that predicts how much energy will be generated at a given time, reducing the need for expensive energy storage, allowing for better grid integration, and improving supply reliability.

Value Engineering to Reduce Waste

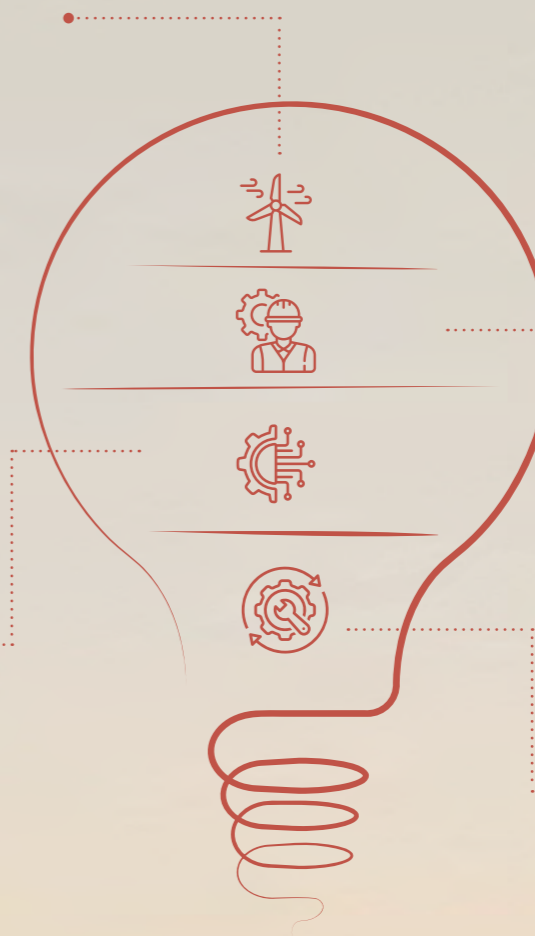
Using value engineering, we redesigned parts and processes to reduce raw material use and environmental footprint without affecting product quality. As an example, we developed custom jigs and fixtures that not only reduce material waste but also improve worker safety in our factories.

Faster Development with WTG Speed Controller

Our engineers are working on a WTG speed controller that scales up the testing of new models so we can reduce development time, bring innovations to market faster, and improve the availability of clean energy.

Predictive Maintenance

We use smart tools to predict when turbines need maintenance to avoid unexpected breakdowns, keep turbines running longer, and reduce the need for spare parts and material wastage.



Product Stewardship in Tower Weight Reduction

We identified that our original lattice tower design, while structurally reliable, was over-engineered in several sections. This resulted in excessive material usage, higher transportation and erection costs, and greater environmental impact. To remain true to our commitment to product stewardship, we needed to optimize the design to reduce material intensity and carbon footprint without compromising on safety, reliability, or compliance.

We launched a cross-functional initiative to achieve an 8-ton weight reduction in our WTG lattice tower design. Our approach included advanced load simulations and finite element analysis to identify over-designed sections, optimization of bracing patterns, and the introduction of high-strength low-alloy (HSLA) steel in place of conventional steel. The effort brought together our design, engineering, procurement, and supplier partners to embed sustainability into every stage of development.

Impact

- **Material Savings and Cost Optimization:** Each optimized tower now saves material and logistics costs due to reduced steel consumption
- **Environmental Benefits:** The initiative results in 8 tons of steel saved per tower and an

estimated 10% reduction in transportation emissions, lowering embodied carbon and supporting our sustainability commitments.

- **Operational Efficiency:** Lighter towers simplify logistics, reduce crane requirements, and enable faster installation at project sites, improving project execution timelines.
- **Stakeholder Value:** Customers benefit from lower total cost of ownership, suppliers engage in innovative fabrication with HSLA steel, and our teams enhance their structural optimization expertise.

Key factors behind the success of this transformation were effective collaboration, the use of advanced simulation and fatigue analysis tools, and material innovation. Together, these efforts reduced costs and emissions, improved design practices for future projects, and reinforced our commitment to product stewardship.



Product Safety, Transparency and Lifecycle Communication

(GRI DISCLOSURE STANDARDS 416-2, 417 -1)

While we do not sell directly to end consumers, we recognize our responsibility towards communities located near our installations. We conduct electrical safety awareness programs in villages across India situated close to power transmission lines. Mass communications, such as precautionary alerts during cyclones or other events that may disrupt turbine operations, are issued during emergencies to improve customer preparedness related to environmental or health-related risks.

As part of our commitment to responsible product stewardship, we ensure that each stage of a product's lifecycle is accompanied by transparent information for stakeholders. Our internal processes are aligned with best practices and require documentation on component sourcing, material content (including any hazardous substances), safe usage guidelines, and end-of-life disposal or recyclability instructions.

We communicate the environmental and social impacts of our products through LCAs, which confirm no significant risks during production or disposal. In addition, we provide comprehensive manuals for assembly, disassembly, maintenance,

repair, and end-of-life management for safe and responsible use throughout the product lifecycle .

Furthermore, Design and Operating Manual of Technology Group is being adhered for integration of sustainability from design to manufacturing, installation and operations. We monitor customer satisfaction and product quality on ongoing basis. There were no instances of voluntary or forced product recalls.

Moreover, Suzlon's quality management system is subject to internal audits and verified by independent external bodies in accordance with ISO 9001.

Employees receive regular training on their QMS responsibilities, while external stakeholders are provided structured channels to report product quality concerns or defects. During the reporting period, Suzlon did not have any incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of its products and services.



Way Forward: Key Levers for Product Stewardship

Going forward, we have outlined key levers to advance product stewardship through greater transparency, circularity, and low-carbon innovation.



Climate Change and Emissions Management

(ESRS Disclosure Standards E1- 4; IFRS S2 para. (29) (c), para. (33) (a, b, c, d, g), para. (36) (a, b & c); WEF – ESG Climate change- PARIS ALIGNED GHG EMISSIONS TARGETS)

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Greenhouse Gas (GHG) Emissions and Climate Change Management	<p>Achieve Net Zero across</p> <p>Scope 1 & 2 across operations by 2035</p> <p>Scope 1, 2 & 3 by 2040</p> <p>100% energy to be sourced from renewable sources by 2030 and becoming RE 100 organization</p> <p>100% transition of owned vehicles to Electrical Vehicles (EVs) by 2035 and becoming EV 100 organization 2035</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>13 CLIMATE ACTION</p> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>ESRS: E1, E1-2, E1-3, E1-4, E1-7, E1-9, E1-19, E1-66, E1-67</p> <p>IFRS S2: Para. 9(a, c, e), 10(a-d), 13(a, b), 14(a-iii & iv), 22(a-i, a-ii, b(i-1-6), b(ii-1,2,4,5), b-ii(3)), 25(a-ii, a-iv, b), 29(a-ii, iii(1), iv(1-2)), 36(d), 36(e-i-iv), para. (36) (a & c)</p> <p>IFRS S1: Metrics and targets, S1.21(b), S1.29-S1.31, S1.50(c) GRI: 302-5, 3-3</p> <p>TCFD: Metrics & Targets (a,b,c), Strategy (a, b, c), Risk (a)</p> <p>WEF – ESG CLIMATE CHANGE-PARIS ALIGNED GHG EMISSIONS TARGETS WEF ESG: Climate Change (TCFD implementation), Climate Change – Impact of GHG emissions</p> <p>IFC: PS 3 Resource Efficiency</p>

Suzlon's business model is inherently aligned with climate action. The wind energy projects of over 21 GW across 17 countries are positioned as direct contributions to reducing global carbon emissions. As one of the worlds and India's largest renewable energy solutions providers, energy transition offers us significant opportunities for business growth and contributing to the collective effort towards mitigation and adaptation to climate-related risks.

Our products play a pioneering role in national and global progress on energy transition and climate action goals by facilitating the shift from fossil fuels to renewables.

While our operations are exposed to the increasing risks of climate change and generate GHG emissions, we have implemented a robust strategy to mitigate these impacts and manage emissions through focused, targeted actions.

Each wind turbine we install helps reduce carbon emissions in the energy system.

Our latest S144 series turbine is having lowest product carbon footprint of 6.17 gCO₂e/kWh across the entire lifecycle, built for high efficiency, long life, and strong performance even in extreme climates up to 52°C, providing reliable clean energy despite challenging weather conditions.

Our Approach

(ESRS Disclosure Standards E1 – 2, E1-3, E1-4, E1-7; IFRS S2 para. (33) (h), para. (34) (a, b, c), PARA. (36d); GRI 3-3)

We introduced a comprehensive Climate Change Policy in March 2025 that defines a targeted framework to address climate challenges and accelerate energy transition, with strong linkages to other sustainability priorities such as Energy Management, Biodiversity, Water Management, and Product Stewardship.

Our climate action and emissions strategy focus on reducing GHG emissions, decarbonizing operations and the value chain, managing climate-related risks, promoting renewable energy solutions, and ensuring compliance with climate-related policies, standards, and regulations. We work closely with our customers, suppliers, governments, and communities to expand renewable energy use, reduce value chain emissions, and strengthen climate resilience.

The policy applies to all our stakeholders and operations, including all subsidiary companies under our effective control, and aligns with leading frameworks and standards, including:

- UNFCCC and Paris Agreement
- UN SDGs
- GHG Protocol
- ISO 14001, ISO 14064, ISO 14067, ISO 14090, ISO 14091, ISO 14097, ISO 50001
- IFC Performance Standards
- IFRS Foundation's ISSB Standards: IFRS S1 (General Requirements) and IFRS S2 (Climate-related Disclosures)
- TCFD
- CDP
- GRI Standards
- National commitments such as India's Nationally Determined Contributions (NDCs) to the Paris Agreement and the NGRBC

Our Climate Action Strategy



GHG Emissions Management: Collect, validate, and disclose GHG data across all business units, products, and services in line with international standards.



Decarbonisation Goals: Target Net Zero (Scope 1 & 2) by 2035, achieving Net zero by 2040 including Scope 3 emissions, increase renewable energy adoption, implement low-carbon strategies in operations, and set measurable Scope 1–3 emissions reduction targets.



Climate Risk Resilience: Use scenario-based assessments to address both physical and transition risks. Integrate resilience measures into site selection, project design, due diligence, and mergers & acquisitions, supported by an internal carbon pricing mechanism.



Energy Efficiency & Innovation: Invest in R&D for advanced renewable technologies, including high-efficiency wind turbines, solar integration, energy storage, and smart grids. Deploy energy-saving solutions across manufacturing, corporate, and supply chain.



Regulatory Compliance & Reporting: Align with global and national climate regulations and disclosure frameworks (TCFD, IFRS S2, GRI), publish verified Product Carbon Footprints (PCF) and Life Cycle Analyses (LCA), and pursue recognised environmental certifications.



Carbon Offsetting – Invest in credible carbon offset projects such as reforestation and renewable energy where emissions cannot be fully eliminated, while actively tracking domestic and global carbon market opportunities.



Climate Awareness & Leadership – Integrate climate education into employee and community training, and advocate for stronger climate policies to drive a sustainable, low-carbon future.



We have announced net-zero goals and targets that exceed the International Energy Agency's Sectoral Decarbonization Approach (SDA) aligned trajectory. These targets have been informed by the latest international climate agreements, particularly the Paris Agreement, and India's Nationally Determined Contributions (NDCs) under it. By aligning with these jurisdictional commitments, we ensure our decarbonization pathway not only addresses global climate imperatives but also supports India's transition to a low-carbon economy. The Company's Senior Leadership Team is responsible for implementing this climate strategy. We have established a closed-loop governance framework to track our progress on climate action with oversight from the Board's Risk Management Committee and CSR & ESG Committee. Climate and energy performance are reviewed each year, with disclosures through the BRSR and the annual sustainability report. In alignment with our Nomination and Remuneration policy and procedures, we have embedded a balanced scorecard approach within our governance framework, linking ESG KPIs, including climate-related KPIs, to performance evaluations and variable compensation to strengthen accountability and drive measurable ESG progress. Progress and performance against our Net Zero, RE100, and EV100 targets form the key climate-related KPIs, and monetary incentives of the CEO are directly tied to these outcomes. This ensures that sustainability remains

Climate and ESG performance are also integrated into leadership remuneration and key result areas, embedding responsibility for these risks into management accountability.

a central priority for the senior leadership team. The climate related issues are being monitored through well-defined KPI's by CSR and ESG Committee. The Board reviews the performance for climate related issues for alignment and performance assessment on ongoing basis.

For further information on committee structure, members, and responsibilities, please refer to the governance section of this report and our TCFD report.

Risk Management (TCFD STANDARDS: RISK (a, c) & STRATEGY (a); IFRS S2 PARA. (24), (25a) (iv), (25b) & (25c))

Suzlon has fully embedded climate-related risks within its Enterprise Risk Management (ERM) framework, categorizing them alongside strategic, operational, financial, reputational, cybersecurity, and compliance risks. Climate risks are included in the company's central risk register and are subject to the same structured identification, prioritization, mitigation, and monitoring processes as other enterprise risks. We integrate climate considerations into our enterprise-wide systems through a structured three-step methodology aligned with ISO 14091. We begin by identifying hazards based on site and asset type, assessing the

vulnerability of our people, processes, and infrastructure, and analyzing potential impacts to prioritize actions. Our assessments use credible datasets from IPCC, WRI Aqueduct, IMD, and NOAA, enabling us to base decisions on solid evidence rather than qualitative judgment.

Risk identification employs a double materiality lens, evaluating both financial and sustainability-related impacts. The Board's Risk Management Committee oversees and reviews the ERM framework to address emerging risks, ensuring that climate-related, environmental, and sustainability risks are included in the central risk register for organization-wide visibility. Mitigation actions include scenario-based assessments of physical and transition risks, investment in climate-resilient infrastructure, increasing turbine temperature tolerance, and adaptation and mitigation planning for 2030 and 2050.

Our strategic and operational imperatives already integrate several measures to address the impact of these risks and tap the opportunities these developments offer our business, across manufacturing, engineering, finance, and EHS, making climate resilience a part of our everyday business practices.

Performance Highlights: FY24–25

(ESRS DISCLOSURE STANDARDS E5 -3; WEF ESG Climate Change Disclosures – Impact of GHG Emissions)

Initiative	Achievement
Policy	Climate change policy in place for Suzlon and all subsidiary companies
Climate risk assessment	Conducted Physical Risk Assessment for 100% of our sites under the SSP 8.5 scenario for climate adaptation planning through 2050 in alignment with ISO 14091:2021. Transition risk and opportunity assessment conducted using International Energy Agency’s World Energy Outlook 2023 scenarios
Emissions Inventorization	100% inventory of Scope 1, 2, and 3 emissions undertaken for the Suzlon Group
RE100 & EV100 membership	India’s first Gold member under RE 100 for adoption of RE 100 by 2030. Suzlon is now a member of EV 100 initiative under Climate Group’s EV100 initiative.
ICP (Internal Carbon Price)	Shadow price has been set, which considers the societal cost of carbon relevant for India

Climate Risk Assessment

(ESRS DISCLOSURE STANDARDS E1-9, E1-19, E1-66, E1-67; WEF – ESG CLIMATE CHANGE (TCFD IMPLEMENTATION); IFRS S2 PARA. 22 (b) (i-7 & iii), IFRS S1.29-S1.31, IFRS S1.21(b), IFRS S1.50 (c))

Our climate-related risks are being integrated into the enterprise risk management framework and the central risk register for enterprise-wide visibility.

Even as we expand our business, we are cognizant of the growing impacts of climate change that can affect our business, triggered by altered wind patterns and an increase in the frequency of extreme weather events, such as cyclones and heat waves. These risks can derail site maintenance and overall energy generation capabilities. Integrating climate-related risk and opportunity assessments proactively into our business strategy helps us remain resilient, responsive, and contribute to global and national sustainability goals.

In FY 24-25, we undertook a detailed climate change risk assessment

covering our business operations, including manufacturing, forging, project execution, and operations & maintenance (O&M). The assessment, aligned with the ISO 14091:2021 standards, an internationally recognized framework for climate risk analysis, helped us evaluate both physical and transition risks across our operations. The findings give us a sound foundation to take mitigation or adaptation measures for these risks, following recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), International Financial Reporting Standard Sustainability Disclosure 2 (IFRS 2), and global best practices.

Physical Risks and Mitigation Measures

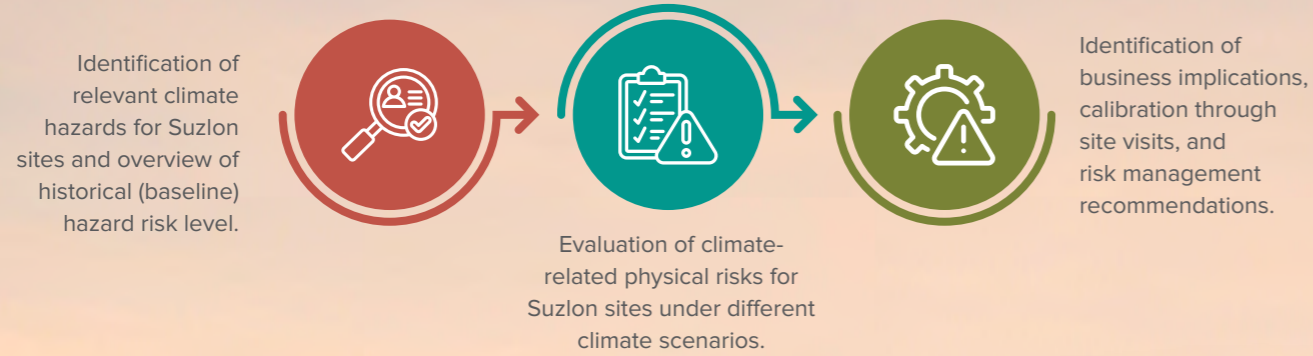
(ESRS DISCLOSURE STANDARDS E1-19; TCFD STRATEGY (a & c); IFRS S2 DISCLOSURE STANDARDS PARA. 9 (a), PARA. 10 (a, b, c & d), PARA. 22 (b) (i-1,2,3,4,5 & 6), PARA. 25 (a) (ii))

The physical climate risk assessment was conducted using climate projections for the 2030s and 2050s under two IPCC scenarios as outlined below. The time horizons considered include:	asset lifespans and major energy/ industrial decarbonization pathways	more realistic view of a low emission future based on current policies. The selection of a high emission, worst case warming scenario (>3°C) such as RCP 8.5 or SSP 5-8.5, in order to review the stress which such an outcome might pose to the resilience of the business is required by TCFD/ IFRS S2.
<ul style="list-style-type: none"> Short-term: Baseline (today) - captures current effects of identified climate hazards. Medium-term: 2030 - captures immediate to near-term climate threats and adaptation needs. Long-term: 2050 - aligns with 	Asset lives and materiality of physical climate impacts necessitate an assessment over several decades.	Scenarios capture relevant hazards for India’s climate geography and Suzlon’s footprint.
	Use of two divergent scenarios ensures resilience is tested under both moderate and extreme possible futures, as recommended by best practices (TCFD/IFRS S2) to stress-test physical resilience. The selection of a business-as-usual scenario such as RCP 4.5 or SSP2-4.5 is a	

Scenario	Outlook	Impacts & Resilience
Accelerated Transition Future: RCP 4.5 (or SSP2 4.5) (Moderate Emissions)	This scenario envisages stronger global policy action to limit warming, leading to a more rapid transition away from fossil fuels.	<p>In this scenario, physical risks are still expected to increase but would be less severe than in the SSP5-8.5 scenario. The dominant challenges would emanate from transition risks.</p> <p>Impact The market and competition in the wind sector will expand along with rapidly changing policies and regulations.</p> <p>Suzlon’s Resilience Depends less on asset durability and more on agility in innovation, cost management, policy navigation, and strong customer relationships in the C&I and utility sectors.</p>
High Physical Risk Future: RCP 8.5 (or SSP5 8.5) (High Emissions)	This scenario envisages a world with continued high fossil fuel use, leading to severe physical climate impacts by 2050.	<p>While transition risks from policy might be lower globally, national policies focused on energy security could still drive strong domestic demand for renewables.</p> <p>Impact The projected increases in cyclone intensity, extreme rainfall, and heatwaves would severely test the physical resilience of Suzlon’s assets and operations.</p> <p>Suzlon’s Resilience Rising demand for durable turbines favors Suzlon, with our climate-resilient technology and adaptable O&M practices providing a strong competitive edge.</p>

Methodology

(IFRS S2 para. (22) (b) (i) (1))



Key Assumptions in Physical Risk Analysis

(ESRS DISCLOSURE STANDARDS E1-19, IFRS S2 PARA. 22 (a – ii) & (b – ii) (3))

Climate & Weather: Based on IPCC scenarios (SSP2-4.5, SSP5-8.5); assumes increased frequency/intensity of cyclones, extreme heat, floods, droughts, and rainfall variability across India.

Land Use & Infrastructure: Facilities concentrated in high wind-resource but climate-vulnerable regions (coastal Gujarat, Tamil Nadu, Rajasthan, Maharashtra); regional drainage and flood protection infrastructure currently undertaken maybe only partially effective.

Policy & Institutions: No major deviation in national climate adaptation policies under SSP2-4.5; limited or no coordinated action under SSP5-8.5; insurance availability assumed but at higher costs in high-risk zones.



Water & Natural Resources: Continued high water stress across operating regions; reliance on tanker supply at OMS sites; increasing seasonal and interannual variability.

Demographics & Workforce: Rising urbanization increases exposure; workforce health/productivity impacted by heat and humidity, mitigated partly by adaptive measures (shift timing, hydration, ventilation).

Assessment of Nature, Likelihood, and Magnitude of Risk

(IFRS S2 DISCLOSURE STANDARDS PARA. 22 (b) (i) – 1)

- Nature: Hazards assessed as acute (cyclones, floods, heatwaves) or chronic (drought, rising temperatures, groundwater depletion).
 - Likelihood & Magnitude:
 - Quantitative hazard thresholds—for instance, % water stress (>80% is “Extremely High”), maximum temperature >50°C, rainfall thresholds, windspeed (knots) for cyclones.
 - Qualitative criteria supplement where data is less granular, especially in evaluating operational or human impacts.
 - Multi-factor Approach: Cross-referencing site location, past event history, and projected climate variables to produce a calibrated risk matrix for each BU.
- This assessment identified key business-specific hazards as outlined below under the more severe SSP5-8.5 scenario for the long-term (2050)



Business Segment	Water Scarcity	Extreme Heat	Extreme Rainfall / Flooding	Cyclones / High Winds / Landslides
Physical Risk				
WTG Manufacturing Locations <ul style="list-style-type: none"> • Gujarat • Rajasthan • Andhra Pradesh • Daman and Diu • Maharashtra • Madhya Pradesh • Puducherry 	High Persistent high/ extremely high water stress at key facilities in Gujarat, Rajasthan, and Andhra Pradesh may impact supply and operational processes.	Medium Poses a risk to worker health and productivity and can lead to increased cooling costs. The Jaisalmer RBU facility in Rajasthan faces a significant risk with temperatures projected to rise beyond 50°C.	High The facilities located in Daman face a high risk of extreme rainfall and landslides. The Vadodara facilities face a medium risk of riverine flooding.	High Coastal facilities in Daman and Gujarat (Gandhidham, Bhuj) face a high risk from increased cyclone intensity. Daman and Diu also face significantly high landslide risks
Mitigation				
	Measures already in place: Facilities use little to no water in manufacturing, with consumption limited to domestic needs. Pursuing water neutrality programs and plan to implement sustainable practices such as rainwater harvesting in the coming years.	Measures in place: DG sets installed at all facilities to maintain operations during power outages or voltage fluctuations caused by extreme heat. Resin curing at RBU facilities carried out in AC rooms maintained below 30°C; other manufacturing processes are not temperature-sensitive. Worker heat-safety measures include temperature-controlled work areas, adjusted schedules, mandatory breaks, and hydration facilities. Finished WTGs designed to operate reliably in temperatures up to 50°C without performance loss. Critical components such as gearboxes and generators stored in covered buildings to prevent heat exposure. Other Measures being explored Providing hydration facilities for technicians in high-heat zones. Maintaining temperature-controlled environments for material curing	Measures in place: Stand-by sump pumps at SEL manufacturing facilities to manage water accumulation. Temporary 3-ft flood barriers in vulnerable areas to prevent water ingress. Critical equipment and raw materials elevated 2–3 ft to reduce flood damage risk. Power backup systems ensure uninterrupted operations during flooding. Vadodara transformer facility equipped with waterlogging prevention and improved drainage. State-level flood mitigation in Daman with upgraded stormwater drains and widened roads.	Measures in place: Manufacturing buildings limited to the ground floor; offices up to first or second floors to reduce structural risk. Annual structural stability certification from chartered engineers for all buildings. CCRA risk mapping conducted during site selection for all facilities. RCC structural reinforcements added to protect against ground movement. Other Measures being explored Deploy automated turbine shutdown systems during high wind speeds to prevent damage.

Business Segment	Water Scarcity	Extreme Heat	Extreme Rainfall / Flooding	Cyclones / High Winds / Landslides
Physical Risk				
SE Forge Locations <ul style="list-style-type: none"> • Gujarat • Tamil Nadu 	High The Vadodara facility in Gujarat is in an extremely high water stress region. The Coimbatore facility in Tamil Nadu is in a medium-high stress region.	Low-Medium Forging processes operate at very high temperatures, making them less sensitive to ambient heat. These high temperatures can cause physical discomfort to the workforce as well and impact productivity.	Medium Both Vadodara and Coimbatore facilities face medium risk from extreme rainfall events, with potential for localized flooding.	Low The Vadodara and Coimbatore facilities are located inland and face low direct risk from cyclones.
Mitigation				
	Measures already in place: Heat treatment furnaces in Vadodara use minimal water; Coimbatore foundry operates a closed-loop cooling tower. 90–95% of water use is for domestic needs; no groundwater extraction. Coimbatore facility's water supplied by SEZ owner with no past supply interruptions. Water storage tanks at both sites support up to a week of operations during shortages. Rainwater harvesting at both plants; Coimbatore has STP (150 KLD) and ETP (1 KLD) for recycling water for gardening. Facilities located outside city limits with ample tree cover aiding groundwater recharge.	Measures in place: Equipment designed to operate at high temperatures and withstand extreme heat. Forging unit automated with natural ventilation and lighting; foundry unit is more labor-intensive. Well-ventilated facilities keep interiors cooler; fans in high-heat areas. Water coolers every 20–30 meters to keep workers hydrated. No shift changes needed due to effective ventilation and cooling. Other Measures being explored Providing hydration facilities for technicians in high-heat zones. Maintaining temperature-controlled environments for material curing	Measures in place: Furnaces located below ground with precautionary pumps installed. Natural ponds for rainwater accumulation and groundwater recharge, never filled to capacity. Stormwater drainage along facility roads to prevent waterlogging.	



Business Segment	Water Scarcity	Extreme Heat	Extreme Rainfall / Flooding	Cyclones / High Winds / Landslides
Physical Risk				
WTG Projects	Low-Medium	Medium	Medium	Medium-High
Locations <ul style="list-style-type: none"> • Rajasthan • Maharashtra • Madhya Pradesh • Gujarat • Karnataka • Tamil Nadu 	Water is a temporary need required for the construction of WTG projects. This water is sourced through tankers.	High risk of heat stress for the outdoor workforce, leading to productivity loss and the need for schedule adjustments, particularly in Rajasthan and Madhya Pradesh.	The projects could face a risk of construction delays and site access due to extreme rainfall and localized flooding at various sites.	Project sites in coastal Gujarat (Kalawad, Dhrol) face a high risk of damage to materials and equipment during construction from cyclones.
Mitigation				
	Measures in place: Project sites planned with local water availability in mind to reduce stress or scarcity impact. Short-term, low water-intensive projects lessen vulnerability to future constraints. Future planning considers reduced water availability to maintain operations. Potential water tariff increases expected to have minimal cost impact. Other measures being explored: Sites like Jath in Maharashtra and others in Rajasthan are in high water stress areas where risks are managed through efficient project planning.	Measures in place: Project sites planned for local temperature conditions to minimize extreme heat impact. Short-term projects limit exposure to prolonged high temperatures. Future planning to factor in higher temperature projections for safe, efficient execution. Other measures being explored: Implement seasonal scheduling to avoid extreme weather impacts.	Measures in place: Critical equipment and materials stored on raised platforms at sites prone to extreme rainfall and flooding. Elevated storage reduces potential flood damage; non-critical material losses expected to be minimal.	Measures in place: Emergency shutdown and evacuation procedures in place for construction personnel during cyclone warnings. Protocols minimize equipment damage and personnel risk, with some loss possible in severe cyclones

Business Segment	Water Scarcity	Extreme Heat	Extreme Rainfall / Flooding	Cyclones / High Winds / Landslides
Physical Risk				
WTG OMS	Low	Low-Medium	Low-Medium	Low-Medium
Locations <ul style="list-style-type: none"> • Rajasthan • Gujarat - Kutch • Gujarat - Saurashtra • Tamil Nadu • Karnataka • Andhra Pradesh • Madhya Pradesh • Maharashtra • Telangana 	Minimal water is used primarily for domestic purposes and at times for blade cleaning. This water is sourced from tankers. Therefore, the risk of water scarcity is low for this business despite many sites being in high-stress regions.	Extreme heat, particularly at sites in Rajasthan, can pose risks to technician health, safety, and productivity, and accelerate wear and tear of turbine components.	Sites in some states may face medium to high risk due to extreme rainfall and flooding, which can limit site access and affect productivity.	Aggregated risks from cyclones and high winds are high at coastal sites in Gujarat and Andhra Pradesh. The landslide risk is "High" in a few places in Maharashtra like Satara.
Mitigation				
	Measures in place: OMS sites in remote areas use water tankers for domestic needs due to a lack of municipal supply. Turbine blade cleaning is rare (1% annually) with water sourced via tankers. Coolants used for cooling instead of water, reducing dependency.	Measures in place: OMS team schedules maintenance in early mornings, evenings, or before March 31 to avoid peak heat. Hydration measures, such as lemon juice and cool water provided to field workers. Thermal sensors in turbines monitor heat impact on efficiency and trigger timely action. WTGs designed to operate reliably up to 50°C without performance loss. Thermography during peak hours conducted with proper scheduling and PPE for safety.	Measures in place: At OMS sites near drains or rivers, machines are manually stopped if water reaches marked safety levels. Site designs include flood risk measures such as grading for proper drainage and preventing waterlogging near turbines.	Measures in place: Maintenance halted and climbing restricted during cyclones for safety. WTGs auto-trip at wind speeds above 25 m/s and restart after safety checks. WTGs built to withstand wind speeds up to 65 m/s (126 knots). RCC structural reinforcements added for greater stability. CCRA risk mapping used in site selection to mitigate high-risk locations.



Climate-related Physical Risks: Impact on Suzlon’s Business Model and Value Chain

(IFRS DISCLOSURE STANDARDS PARA. 9(c), PARA. 13 (a & b), PARA. 22 (a) (i); TCFD STRATEGY (b))

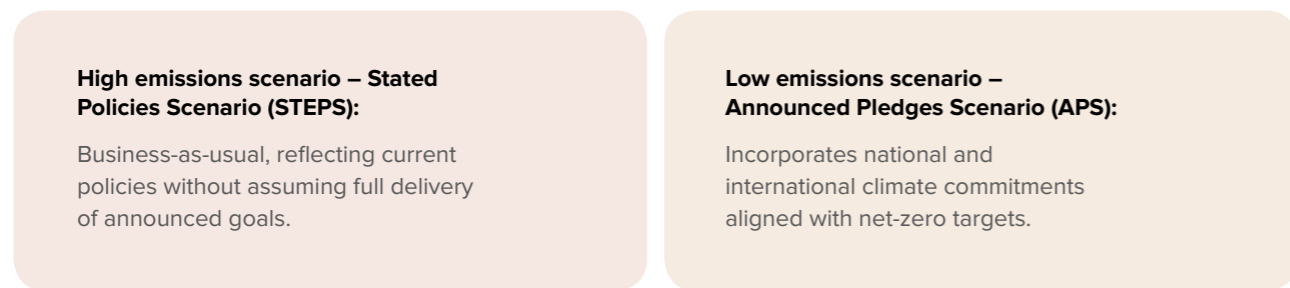
Our vertically integrated business model creates several climate risks and offers us significant opportunities to leverage as well. This vertical integration strengthens control over design, construction, and service, allowing us to respond faster to climate-related disruptions.



Transition Risks and Opportunities

(GRI 201- 2), ESRs DISCLOSURE STANDARDS E1-3 E1-19, E1-67; TCFD STRATEGY (a, b, c), RISK a, b); IFRS S2 STANDARD DISCLOSURES PARA. (8), PARA. 9 (a, c, e), PARA. 10 (a, b, c, d), PARA. 13 (a & b), PARA. 14 (a (ii, iii & iv), PARA. 22 (a (i & ii), b (ii) (1,2,4,5), PARA. 22 (b (i) 1,2,3,4,5 & 6), PARA. 25 (a – ii, iii & b)

As a leading solutions provider to India’s and the global renewable energy sector, we face significant transition risks and opportunities from the worldwide shift to a low-carbon economy. Our assessment, based on the International Energy Agency’s World Energy Outlook 2023 scenarios, evaluates these risks and opportunities in detail.



<p>High Emission Scenario: IEA Stated Policies Scenario (STEPS) (Above 2 degrees) (previously IEA New Policies Scenario)</p>	<p>This scenario assesses the current policy landscape, considering Nationally Determined Contributions under the Paris Agreement.</p> <p>It doesn’t assume governments will achieve all announced goals, but rather provides a snapshot of the prevailing direction of energy system progression.</p>
<p>Paris Aligned Scenario: IEA Announced Pledges Scenario (APS) or nationally determined contributions (NDCs) (Under 2 degrees C or below)</p>	<p>This scenario illustrates the potential impact of announced ambitions and targets on achieving net zero emissions by the respective years for each country.</p> <p>It includes recent major national announcements as of August 2024, covering both 2030 targets and longer-term net zero or carbon neutrality pledges.</p>

These scenarios are widely recognized and align with TCFD and IFRS S2 recommendations, providing contrasting pathways to assess resilience under both incremental policy action and accelerated low-carbon transitions. The IEA scenarios (STEPS, APS) provide globally recognized, detailed projections specific to the energy sector, matching Suzlon’s business.

They reflect realistic pathways for India’s energy mix and offer plausible best-case and business-as-usual futures necessary for robust resilience assessment.

The time horizons considered with the baseline being the current period:

- Short/Medium-term (up to 2030) - reflecting the lead-in effects of announced policies and initial adoption of low-carbon practices.

- Long-term (up to 2050) - aligning with the net-zero transition, major regulatory tightening, and full market transformation.

Our scenario analysis highlights how transition risks and opportunities evolve under different global climate pathways. In both scenarios, transition opportunities increase, with the low emissions, net zero aligned pathway offering the greatest potential. This is driven by faster renewable energy growth, strong policy incentives, and higher global wind capacity.

At the same time, transition risks such as energy price volatility, rising raw material costs, potential carbon pricing, and increased regulatory requirements become more significant, particularly if policy shifts are rapid or technological progress is uneven.

By 2050, the low emissions pathway presents extensive opportunities, including higher demand for renewables and efficiency solutions, but also elevated regulatory risks that require proactive strategies. In

the high emissions pathway, both risks and opportunities grow at a slower pace, remaining moderate to major in scale as market, policy, and technology changes continue more gradually.

Methodology

The five-step process included:

1. Determining baseline sensitivity for each climate risk and opportunity (CRO).
2. Selecting proxy indicators from IEA datasets for each CRO.
3. Analysing influencing factors including business model, geography, and sector trends.
4. Assessing scenario trends as % change from baseline for each time horizon.
5. Translating these into impact and likelihood ratings using Suzlon’s ERM framework.

Key Assumptions and Dependencies

(IFRS DISCLOSURE STANDARDS PARA. 22 (a (ii), b (ii) 1,2,4,5)

- Policy: Assumes continued evolution of climate-related policies in India (e.g., RPOs, CCTS) and key export markets, with faster progression under APS.
- Macroeconomics: Energy demand growth driven by industrial and economic expansion in India; slower under APS due to efficiency gains.
- Energy Mix: Gradual reduction of coal share in India’s grid; rapid uptake of renewables under APS.
- Technology: Accelerated maturity and commercial viability of low-carbon technologies (e.g., green steel, EV freight, offshore wind) in APS.
- Supply Chain: Global competition for critical materials; higher recycling rates assumed under APS.
- Regulatory environment: Expects progressive tightening of emission standards, carbon pricing adoption, and more stringent energy efficiency mandates as India follows its net-zero roadmap.

Assessment of Nature, Likelihood, and Magnitude

(IFRS S2 STANDARD DISCLOSURES PARA. 22 (b (i) – 1)

- Suzlon assesses transition risks and opportunities through both qualitative factors (policy landscape, technology readiness) and quantitative thresholds (percentage change in proxy indicators from baseline). Impact and likelihood of each CRO are scored based on scenario data trends, industry benchmarks, and contextual assumptions.
- Criteria include financial thresholds (e.g., % of EBITDA), operational disruption potential, and reputational risk.

Proxy indicators (such as TWh renewables, MtCO2, USD/tonne carbon) help quantify exposure where possible.

Consideration of Regulatory Requirements and Other Factors

(TCFD STANDARD DISCLOSURES RISK a))

Existing and emerging requirements, including India’s Perform, Achieve, and Trade (PAT) scheme, Renewable Purchase Obligations, proposed Carbon Credit Trading Scheme, and offshore wind policy incentives, were considered for their potential to materially impact Suzlon’s operations.

Other factors: macroeconomic trends, market dynamics, global supply chains, consumer behavior, and technology innovation—each influencing the scale, timing, and nature of both risks and opportunities.

Transitions Risks

(ESRS DISCLOSURE STANDARDS E1 -19; TCFD STRATEGY (a & c); IFRS S2 PARA. 9 (a & c), PARA. 10 (a & b), PARA. 13 (a))

Category	Risk	Scope and Impact	Scenario Trend (APS vs STEPS)
Market	Increased procurement cost of raw materials	Rising demand for steel and other critical minerals due to the energy transition is expected to increase production costs for wind turbines.	APS: High demand, moderated by recycling & efficiency gains. STEPS: High demand and continued cost pressure.
Market	Energy price volatility	Price fluctuations in fossil fuels and renewables as the energy system transforms, influenced by carbon pricing, energy mix shifts, and geopolitical factors.	APS: Higher coal prices, carbon costs drive transition to renewables. STEPS: Stable coal prices, slower shift in India's energy mix.
Market, Technology	Hard-to-abate emissions in the transport sector	Challenges in decarbonizing heavy-duty transport and shipping for wind turbine components.	APS: Gradual improvements; long-term policy inclusion possible for the transportation sector. STEPS: Limited decarbonization, efficiency of vehicles stays stable, along with fuel taxes.
Policy & Legal	Impact of carbon price mechanisms on manufacturing activities	Emerging carbon credit trading schemes and potential carbon taxes impacting Scope 1 and Scope 2 emissions costs.	APS: Carbon prices rise steadily post-2030. STEPS: Limited implementation of CCTS, slower impact.
Policy & Legal, Reputation	Mandates on and regulations of existing operations and products	Increasing energy efficiency and emissions performance requirements may require retrofitting or replacing existing assets.	APS: Rapid increase in policy requirements post-2030 to improve operational efficiencies and emissions. STEPS: Existing policy plans are expected to remain in place, stabilizing the impact on Suzlon. No additional policy incentives are expected to be implemented.

Transition Opportunities

(IFRS S2 DISCLOSURE STANDARDS PARA. 9 (a & c), PARA. 10 (a & b), PARA. 13 (a); TCFD STRATEGY (a))

The transition risks were determined in accordance with IEA Announced Pledges Scenario-APS (Under 2 degrees C or below) and IEA Stated Policies Scenario -STEPS (Above 2 degrees)

Category	Opportunity	Scope and Impact	Scenario Trend (APS vs STEPS)
Energy Source	Increased use of renewable energy in direct operations	Reducing Scope 2 emissions and operational costs through procurement of renewable electricity.	APS: Greater renewable availability and cost advantage. STEPS: Steady but slower increase in supply of renewables.
Energy Source	Use of supportive policy incentives	Leveraging national and state-level renewable energy incentives, such as Renewable Purchase Obligations, ISTS charge waivers, and offshore wind subsidies.	APS: Faster rollout of supportive policies. STEPS: Steady policy support.
Markets	Access to geographical markets	Expanding into new global wind energy markets where supply constraints and policy support create growth opportunities.	APS: Rapid market growth globally. STEPS: Continued steady market growth.
Products and Services	Increased importance of Scope 2 emissions reduction for end users	Rising demand from customers for low-carbon energy solutions. As decarbonization accelerates and economic purchasing power increases, consumers are expected to become more willing to pay for green energy. External stakeholder pressure may not only occur due to direct climate change, but also to improve air quality and health through a move away from coal.	APS: Faster shift in customer procurement preferences. STEPS: Gradual change in customer procurement.
Resource Efficiency, Resilience	Adoption of energy efficiency measures	Reducing costs and emissions through process efficiency improvements, advanced technologies, and energy management systems.	APS: Accelerated technology maturity, greater savings potential. STEPS: Modest improvements in energy efficiency.



**Climate-related Transition Risks and Opportunities:
Strategic and Business Model Implications**

(ESRS DISCLOSURE STANDARDS E1-19, E1-67; IFRS S2 PARA. 9 (c), PARA. 13 (a & b), PARA. 22 (a - i); TCFD STRATEGY (b))

BU	Impact	Strategic Implications
WTG Manufacturing	Market dynamics like transition to RE, promoting RE via tax incentives, RE credits, market differentiation by technological innovation and cost of capital will drive the demand for wind turbines.	To stay competitive, will need to focus on innovation, developing efficient and cost-effective turbine technologies while exploring adjacent opportunities like offshore wind and hybrid solutions. Regulatory engagement and meeting international standards will secure incentives and expand global reach which will also demonstrate ESG leadership with ambitious sustainability targets.
IB Projects	Transition risks, such as stricter emissions regulations, increasing carbon pricing, and shifting investor preferences, energy prices could impact operational costs and competitiveness if not proactively managed.	Presents opportunities for innovation, efficiency improvements, and enhanced market positioning by adopting sustainable practices. Suzlon to identify areas to reduce carbon footprint, such as through energy-efficient assembly processes, sustainable material sourcing, and waste minimization.
WTG OMS	Transitioning to a low-carbon economy may require stricter regulatory compliance, increased adoption of energy-efficient processes, and investment in advanced technologies to reduce the carbon footprint of service operations. Rising energy costs, as carbon pricing mechanisms are implemented, can pressure profitability. Customer expectations for sustainable practices and circular economy solutions, such as recycling or refurbishing components, demand innovation and agility in OMS strategies.	Emphasized the need for value chain transparency, robust data analytics and predictive maintenance technologies to enhance operational efficiency and minimize downtime, aligning with sustainability goals.
SE Forge	The shift toward a low-carbon economy increases pressure to reduce emissions from energy-intensive processes such as casting and forging, which are traditionally reliant on fossil fuels. Transition risks include stricter environmental regulations, increased carbon pricing, and the rising cost of raw materials due to sustainable sourcing requirements.	Suzlon to invest in cleaner technologies, such as electric arc furnaces powered by renewable energy and waste heat recovery systems, to reduce its carbon footprint. Emphasizing circular economy principles, like recycling scrap metal and optimizing material use, can also mitigate. aligning with global sustainability standards and collaborating with green supply chains can enhance market competitiveness.

Mitigation Tactics for Transition Risks and Opportunities

(ESRS DISCLOSURE STANDARDS E1-3; IFRS S2 PARA. 9 (c & e), PARA. 14 (a (iii & iv)))

Our management of transition risks is embedded in our core business and sustainability strategy, supported by robust financial planning.



Market and Competition:

Our primary strategy to mitigate market risk is to maintain a competitive edge through technological leadership. The development and promotion of the 3 MW turbine series, which offers high performance in India's wind conditions, is central to this strategy. This is complemented by leveraging our strong domestic manufacturing footprint under the "Make in India" initiative and expanding into the less volatile O&M service market. A strong and growing order book is a key indicator of the success of this strategy.

Policy and Legal:

We actively engage in public policy advocacy through our membership in key industry associations like the Indian Wind Turbine Manufacturers Association (IWTMA) and the Global Wind Energy Council (GWEC). This allows us to contribute to the development of a stable and supportive regulatory environment for renewable energy. Additionally, for project and O&M businesses, we leverage contractual clauses to transfer certain financial risks arising from unforeseen events to customers.

Financial:

Recognizing the financial volatility of the green energy sector, we have undertaken significant debt restructuring and recapitalization efforts in recent years. These actions have been crucial in stabilizing its balance sheet, reducing indebtedness, and improving its overall financial health, thereby enhancing its resilience to market shocks and economic downturns.

Financial Quantification of Climate-Related Risks and Opportunities

(GRI 201-2, GRI 203-2), (GRI 203-2 b), IFRS S2 para. (9) (d), para. (15) (b), para. (16) (a), para. (16) (b), para. (16) (d), para. (29) (b), para. (29) (c), para. (29) (d), TCFD Strategy b), ESRS DISCLOSURE STANDARDS E1-9, E1-66, E1-67)

As part of Suzlon's commitment to transparency and aligning with the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 standards, we have conducted a detailed quantitative assessment of climate-related risks and opportunities. This builds upon our comprehensive climate change risk assessment, focusing on material financial implications over the short-, medium-, and long-term time horizons of 2030 and 2050.

The outcomes of this financial quantification are integrated into Suzlon's broader climate governance framework, with oversight by the Board's Sustainability Committee during its biannual review process. This ensures that climate-related risks and opportunities are embedded in strategic decision-making.

Physical Risks

After considering the climate impact across our facilities and measures already in place, the most significant

residual risk in the worst-case scenario is expected to be the impact of cyclones on our manufacturing locations. Extreme weather events, particularly cyclones that exceed design thresholds, have the potential to disrupt manufacturing activities, leading to repair costs and temporary revenue losses. Some of our manufacturing facilities, including those at Daman, Gandhidham, Bhuj, and Anantapur, are in regions prone to such climate hazards.

Based on our financial assessment under different climate pathways:

- Under a high-emission scenario (SSP5-8.5), residual cyclone risks could lead to up to **1.1% revenue loss by 2030**, increasing to **2.0% by 2050**.
- A transition to a moderate emission pathway (SSP2-4.5) reduces the extent of these risks but does not fully eliminate them.

These estimates are aligned with the installed capacity at vulnerable sites and represent potential impacts in worst-case scenarios, assuming no additional mitigation measures are implemented. Integrating these insights into our risk management processes helps strengthen the resilience of our operations against climate-related disruptions.

Revenue Loss due to Cyclones – SSP5-8.5 vs. SSP2-4.5 for 2030 and 2050
Maximum potential revenue loss due to cyclones



Transition Risks

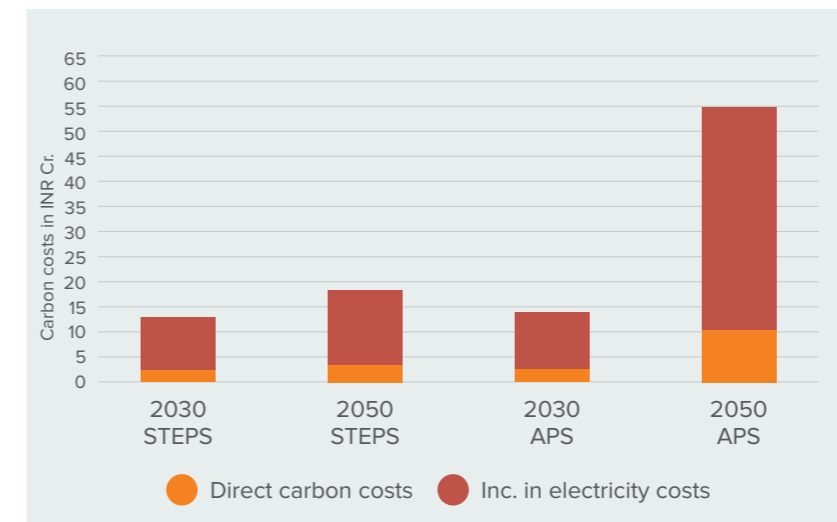
Under the IEA scenarios, Suzlon's financial exposure to transition risks has been quantified by analyzing the potential impact of carbon costs and shifts in market dynamics due to policy changes and technological transitions.

Carbon Tax Impact: Carbon costs in India are expected to be introduced from FY26-27, rising to US\$40 per tonne of CO₂ by 2030 and US\$160 per tonne by 2050, under the low-carbon (APS) scenario, in line with India's net zero 2070 ambitions. Under the business-as-usual (STEPS) scenario, carbon costs are projected at US\$39 per tonne of CO₂ by 2030 and US\$52 per tonne of CO₂ by 2050. These carbon costs could affect Suzlon both directly, through potential levies on Scope 1 emissions, and indirectly, through increased costs associated with grid power consumption.

Based on Suzlon's FY25 financials reported in the annual report, the maximum possible impact from carbon costs is estimated to be:

- 0.1% – 0.6% of Total Income over 2030 and 2050, respectively
- 0.8% – 3.2% of EBITDA over 2030 and 2050, respectively

Carbon Cost Impact on Income and EBITDA – 2030 and 2050
Impact of carbon costs



However, considering Suzlon's RE100 and net zero ambition, these costs will become zero once it is able to achieve those ambitions over the different time horizon.

Transition Opportunities

The global shift towards a low-carbon economy presents significant growth opportunities for Suzlon, particularly through the expansion of wind energy capacity.

Our analysis under different climate pathways highlights the potential upside from accelerated decarbonization efforts:

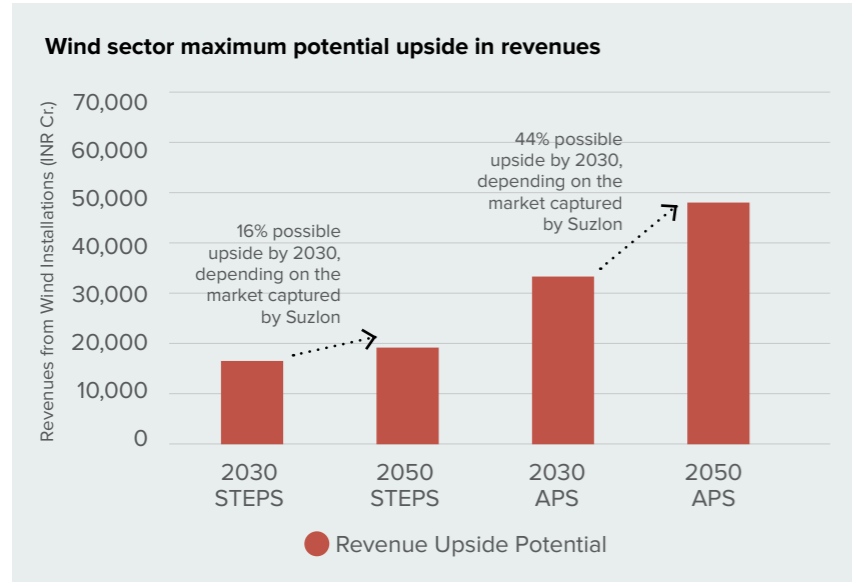
- By 2030, transitioning from the business-as-usual STEPS scenario to the low-carbon APS scenario could unlock up to 16% additional revenue potential.
- By 2050, this upside increases to 44%, reflecting the long-term benefits of scaling renewable energy solutions

The actual realisation may depend on Suzlon's ability to expand and capture this growing market.

These estimates reflect accelerated wind installations globally under Announced Pledges Scenario (IEA low carbon scenario): 13% annual growth until 2030 and 6.8% p.a. until 2050, compared to 11% and 5.4% under Stated Policies Scenario (IEA business-as-usual scenario).

By capitalizing on these transition opportunities, Suzlon is well-positioned to contribute to the energy transition while driving sustainable business growth and enhancing stakeholder value.

Revenue Potential Upside from STEPS to APS Scenarios – 2030 and 2050



Disclaimer: This section contains forward-looking statements based on current assumptions, expectations, and scenario modeling regarding the financial impacts of climate-related risks and opportunities. These are not forecasts or guarantees of future performance.

The financial impacts disclosed are directional estimates derived from scenario analysis (IEA STEPS, APS, SSP scenarios) and are subject to significant uncertainty. Actual results may differ materially.

Suzlon Energy Ltd makes no representation or warranty as to the accuracy or completeness of this information.

This disclosure is provided for informational purposes to align with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board's IFRS S2 standard and should not be used as the sole basis for any investment decision.



Decarbonization Strategy and Way Forward

(ESRS DISCLOSURE STANDARDS E1-1, E1-4, E1-16; IFRS S2 PARA. 14 (a, a(ii, v), b, c), PARA. (16) (c) (i), PARA. 22 (a-iii (3)), para. (27), para. (29) (f) (i); TCFD STRATEGY (b); GRI 3-3, IFC PS 3 Resource Efficiency)

Our decarbonisation and climate action endeavours will be driven by six key levers.

Internal Carbon Price

Roadmap

Short-term:

- Set an internal shadow carbon price for capital decision-making applied across all operations covering scope 1 and 2 emissions.

Mid-term & Long-term:

- Extend the pricing mechanism to Scope 3 emissions by 2030
- Explore implementation of Internal Carbon fee for operational decisions

Achievements in FY24/25

Beginning in 2025, we have adopted an internal shadow carbon price to be applied to all capital expenditure and operational decisions exceeding an assigned threshold.

Emission Mitigation

Roadmap

Short-term:

- Completing a comprehensive GHG inventory to establish a baseline.
- Setting a net-zero target in alignment with the Science Based Targets initiative (SBTi)

Mid/long -term:

- Adopt low-carbon logistics solutions
- Conduct regular reviews of targets and action plans
- Monitor KPIs such as asset vulnerability to climate risks, Scope 3 data quality, % of suppliers with decarbonisation targets, internal carbon pricing use, and low-carbon CAPEX share.

Achievements in FY24/25

We are on track to achieve Net Zero for Scope 1 and 2 emissions by 2035, with the Dhule plant already reaching 92.87% carbon neutrality. Emission intensity (Scope 1 + 2) has fallen by 88.51% compared to FY 23–24.

Logistics optimization measures, such as shipment consolidation, minimizing empty truck returns, shifting from air to sea freight, and promoting local supplier sourcing, have reduced transportation-related emissions.

Low-carbon Energy

Roadmap

Short-term:

- Align with the RE100 and EV100 initiatives to accelerate progress towards our decarbonisation ambitions.
- Identify and adopt low-carbon fuels and renewable electricity solutions
- Procure renewable energy certificates (RECs) to align Scope 2 emissions with our decarbonisation trajectory

Mid-term:

Transition of manufacturing facilities to renewable energy sources in line with RE100 commitments

Long-term:

100% renewable power across the business, supported by the deployment of battery storage systems to enhance reliability and efficiency.

Achievements in FY24/25

We have committed to 100% renewable energy use by 2030 as part of the Climate Group's RE100 initiative, making us India's first Gold Member. We have also committed to 100% electric vehicle adoption by 2035 under the EV100 initiative.

Our transition from conventional to renewable electricity has increased by 80.7% across all locations, with 100% renewable energy sourced from DISCOM at our Rotor Blade Unit in Dhule, Maharashtra.

We also use wind power at our Pune corporate office, Tower Gandhidham, RBU Bhuj, and multiple OMS sites. On-site generation includes 48 kWp rooftop solar PV at the Daman plant and solar street lighting at the Coimbatore plant.

These efforts contributed to renewable energy consumption of 92,428.30 GJ in FY 2025.

Energy Efficiency

Roadmap

Short-term:

- Conduct energy audits across operations
- Implement high-impact energy efficiency measures.

Mid/long-term:

Replace outdated equipment with the best available energy-efficient technologies across existing operations and expansion projects

Achievements in FY24/25

Our energy optimization initiatives delivered a 17.19% reduction in energy intensity in FY24-25.

Smart Energy Monitoring Systems at corporate offices and plants, including Daman, track real-time electricity use to identify and cut wastage.

LED retrofits across facilities have reduced lighting-related electricity use by 60–90%, with payback periods of 6–12 months

Managing Value Chain Emissions

Roadmap

Short-term:

- Collaborate with suppliers to source materials with a lower carbon footprint
- Prioritise sourcing of recycled metals
- Train key suppliers and customers on decarbonisation strategies

Mid-term:

Work with our supply chain partners to set carbon reduction targets aligned with SBTi

Long-term:

Engage in international partnerships with other manufacturers, governments, and research institutions to share best practices

Achievements in FY24/25

In FY24-25, 91.1% of Tier-1 critical suppliers underwent BRSR Core compliance reviews and the 7-Pillar ESG assessment, which includes emissions-related performance indicators.

We locally source 83.25% of Tier-1 critical components, including green steel with an emission intensity below 2.2 tCO₂e per tonne.

Technology and Innovation

Roadmap

Short-term:

Initiate carbon removal projects through nature-based solutions such as afforestation and avoided deforestation

Mid-term:

- Design products that are easier to recycle or repurpose, embedding circular economy practices

Long-term:

- Expand nature-based solutions to reduce reliance on RECs and other form of carbon credits
- Identify hybrid turbine and hydrogen-ready systems
- Procurement of green materials such as low-carbon steel and cement

Achievements in FY24/25

Our latest turbines have an lowest product carbon footprint of 6.17 gCO₂e/kWh over their full lifecycle, compared to 8.83 gCO₂e/kWh for earlier models.

The S144-3.X model's design extends turbine life from 20 to 25 years, validated by a third-party review.

We also use renewable electricity in manufacturing and incorporate high levels of recycled sand and steel scrap in casting production.

We launched a new turbine model with a larger rotor diameter and higher power rating, improving generation efficiency and energy yield per unit of WTG material.

Lowest product carbon footprint castings produced at SE Forge Coimbatore

Replacing Electrical Water Heater with Solar Water Heater for Canteen Dishwashing

The canteen at the plant in Puducherry relied on electrical water heaters for dishwashing. These heaters consumed about 70 KWH of energy per day while failing to deliver consistent flow and heating capacity. The system also posed electrical safety risks during maintenance and contributed to higher carbon emissions.

To address these challenges, we replaced the electrical water heaters with an 18-panel flat plate solar water heating system supported by a 2000-liter pressurized hot water storage tank and an automatic solar differential temperature control panel. The new system delivers water at 55–65°C, sufficient to handle approximately 400 plates per day in the canteen while reducing dependence on conventional energy sources.

Impact

- **Energy Efficiency:** Daily energy consumption was reduced from 70 KWH to 18 KWH, leading to substantial power savings.
- **Carbon Reduction:** Monthly CO₂ emissions fell from 1.8 tons to 0.45 tons, contributing directly to our climate commitments.
- **Cost Savings:** The initiative achieved daily savings in the range of INR 630 to INR 1600, making it economically beneficial alongside environmental gains.
- **Safety and Reliability:** The system is maintenance-free, eliminates risks of electrical hazards, and provides a consistent hot water supply.



Fuel Conversion to Decarbonize Operations

As part of our focus to decarbonize operations, we aim to reduce our reliance on fuel-based vehicles that contribute to carbon emissions and air pollution and transition to greener mobility options.

In FY 24–25, we launched the Fuel Conversion Initiative move our fleet from fuel-based engines to gas-powered vehicles at SE Forge, Vadodara unit and converted two of our company vehicles to gas. With natural gas as an eco-friendly alternative, we aligned operational goals with our sustainability priorities.

Impact

The shift to gas-powered vehicles reduced air pollution and greenhouse gas emissions, improving air quality around the Vadodara plant.

Although the initiative required no additional CAPEX or OPEX, we anticipate long-term savings through lower fuel expenses, reduced maintenance needs, and extended engine life. The initiative also set the stage for long-term economic and environmental benefits and lowered operational risks associated with fossil fuel dependency.

In FY 25–26, we plan to build on this success by:

- Encouraging employees to rely more on public transportation to further reduce the use of fuel-based vehicles.
- Expanding our company fleet exclusively with gas-powered vehicles to reinforce our sustainability commitment.



Business Adaptation and Future Readiness

(IFRS S2 para. (22) (a) (iii) (1, 2))

While Suzlon's decarbonization roadmap outlines the actions and milestones across the short, medium, and long term, the Company recognizes that the success of this journey depends on its ability to remain agile in the face of evolving climate realities. Accordingly, beyond defining reduction levers and tracking progress, Suzlon continues to strengthen its capacity to adjust and adapt its strategy and business model to climate change. This includes leveraging financial flexibility, operational resilience, and innovation capabilities to address climate-related risks and capture opportunities.

Financial resources and flexibility:

- Ongoing and planned investments in water management, heat

mitigation, and structural upgrades, renewable procurement, energy efficiency, and technology upgrades provide a solid foundation.

- Flexibility to allocate capital towards decarbonization measures in response to risk and opportunity signals (e.g., realigning investment from fossil-based operations to green energy initiatives)

Asset Adaptability:

- Manufacturing assets and turbines are regularly reviewed for resilience; adaptation includes repurposing and upgrading facilities for storms, heat, and floods.
- Upgrade of manufacturing lines for more energy-efficient, low-emission

processes through retrofitting.

- Circular approaches (e.g., recycling scrap steel) will reduce exposure to rising material costs and emissions regulation.

Climate-related investments:

- Alignment of R&D with low-carbon technology trends, offshore wind readiness, digitalization, predictive maintenance, and supply chain transparency—all contributing to resilience, mitigation, and opportunity capture.
- Ability to adjust is further reinforced by Suzlon's alignment with international standards (TCFD, IFRS S.2), supporting capital market access and stakeholder confidence.

Emissions Management

(IFRS S2 DISCLOSURE STANDARDS PARA. 36(e) i-iv, IFRS S1. Metrics and targets)

Although our operations are not classified as emission-intensive, we take proactive measures to quantify, manage, and lower our emissions. Fossil fuels and grid electricity are key contributors to our emissions footprint. We track and manage direct (Scope 1) and indirect (Scope 2 and Scope 3) emissions and deploy measures to manage them through improved energy efficiency, adopting cleaner power, and transforming processes to reduce fuel usage. We are also looking to bring circularity in our products to improve on the embodied carbon emissions and also look at innovative ways to address emissions linked to logistics, other purchased products and services etc. At this stage, we may rely on Renewable Energy Certificates in the states where the policies may limit direct procurement of renewable electricity. For the residual emissions, we are also looking at nature-based solution and we would limit reliance on carbon credits over the long-term.

Performance Highlights: FY24–25

(IFRS S2 para. (33) (f))

Initiative	Achievement
Data Monitoring & Reporting	Completed scope 3 inventory for all material topics, increasing coverage from 6 to all applicable 13 categories
Renewable Energy	Renewable Energy (RE) consumption has increased by 80.7% across all locations. It is 100% for RBU Dhule
Carbon Neutrality	Achieved 92.87% Carbon Neutrality at Plant Level at RBU Dhule
Energy Intensity	17.9% reduction in energy intensity compared to FY23-24
Emission Intensity	88.51% reduction in emission intensity (scope 1+2 emissions)



Managing our Carbon Emissions

In addition to implementing solutions to reduce our energy consumption, we undertake innovative steps to reduce our carbon footprint and emissions.

Design

Improvements in turbine design have significantly increased gearbox oil lifespan, reducing the frequency of replacement and thereby cutting emissions associated with maintenance processes.



Optimizing Logistics

Other steps to reduce emissions include expanding container capacity to minimize transport trips and overall fuel consumption. Air freight has been replaced with sea transport wherever feasible, resulting in significantly lower emissions. Transport fixtures have been redesigned to carry two sets of top components in a single trip, further reducing fuel use. We also partner with logistics providers with strong environmental stewardship, aligning our supply chain with our sustainability goals.

Sustainable Materials

We encourage low-carbon steel procurement from Tier-1 critical suppliers with emission intensity below 2.2 tCO₂e per tonne of steel. Renewable electricity is used in manufacturing operations to lower Scope 2 emissions.

Low Carbon Emission Fuels

Product Carbon Footprint (GRI DISCLOSURE STANDARDS 302-5)

We measure the total life cycle greenhouse gas emissions of our products through Product Carbon Footprint (PCF) assessments. PCFs for all WTGs and castings, including certified results for the S120 and S144 turbines, have been completed ahead of the 2026 target timeline. The S144-3.x MW model's low PCF, verified under ISO/IEC

17029:2019 and ISO 14021:2016, confirms its significantly lower emissions across its life cycle.

To know more about our product stewardship efforts, refer to page XX of this report.

Monitoring GHG Emissions

(GRI 305 – 1, GRI 305-2, 305 - 3; ESRS Disclosure Standards E1 E1-4; E1-6; WEF ESG Climate change (Greenhouse Gas (GHG) emissions); TCFD DISCLOSURE STANDARDS: METRICS & TARGETS (a & b); IFRS S2 PARA. 29 (a – i (1, 2, 3), ii, iii (1) & iv (1-2), (v), (vi) (1)), PARA. (35), IFRS S1. Metrics and targets)

Suzlon's Scope 1 and 2 GHG emissions have been assessed/calculated in alignment with the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1. Monitoring systems are deployed across all 12 plants and two SE Forge units. Emissions calculations are based on operational control data and follow internationally recognized methodologies for scientific accuracy and comparability. The GHG inventory is categorized by source and function, so we can define annual reduction milestones and implement targeted mitigation actions to progress towards our goal of net-zero emissions across all scopes by 2040. We are currently establishing annual targets to measure our progress toward achieving net-zero emissions. Consolidated Scope 1 & 2 GHG emissions from all four BUs in India amounted to 48,926 tCO₂e in FY24-25.

Scope 1 Emissions

Our Scope 1 GHG emissions stem from direct sources, including the use of diesel in generators and fleet vehicles, as well as natural gas, LPG for running facilities, and petrol for transport.

We have completed 100% emission inventORIZATION for the Suzlon Group, including Scope-3 emissions in the reporting year.

Purchased (non-renewable) electricity for Scope 2 accounted for the largest share of emissions at 81.6%, followed by Liquefied Natural Gas at 13.1% and Refrigerants, Fire Extinguishers, and Process emissions at 2.52% covering Scope 1 emissions.

We have sourced Scope 1 emission factors for fuels from 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Vol. 2 (Energy) and Scope 2 emission factors for purchased (non-renewable) electricity from Central Electricity Authority: CO₂ Baseline Database for the Indian Power Sector, Version 19 (Dec. 2023). The GWP values of refrigerants, fire extinguisher gases, and process emissions have been sourced from Chapter 7 of IPCC's AR6 report. The Acetylene factor has been sourced from the EIGA code of practice – Acetylene document.



Scope 1 GHG Emissions (tCO₂e)

Category	FY21-22	FY22-23	FY23-24	FY24-25
Total Scope 1 Emissions	7,944	6,183	5,969	9,002

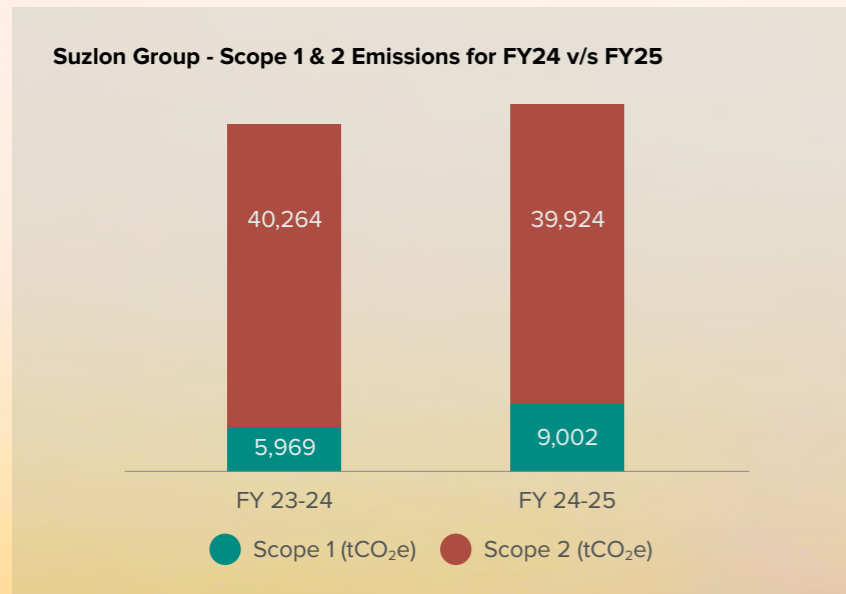
Scope 2 Emissions

Our Scope 2 emissions arise from the purchase of electricity from the national grid to run our operations. We continue to explore ways to lower our dependency on fossil fuel-based grid electricity and increase the share of renewable energy for business activities. We observed a decrease in Scope 2 emissions because of power optimization and adoption of renewable energy.

Scope 2 Emissions (tCO₂e)

Category	FY21-22	FY22-23	FY23-24	FY24-25
Total Scope 2 Emissions	25,833	27,885	40,264	39,924
– Location Based				

**Location based data covers WTG Manufacturing, IB Projects, WTG OMS and SE Forge Ltd. Plant / site locations Reporting of Market-based Scope 2 emissions is not applicable because Suzlon does not utilize contractual instruments for electricity procurement.*



Emissions Intensity

We calculate the intensity of our Scope 1 and Scope 2 emissions to assess the volume of GHG emissions generated per unit of output, such as per megawatt of electricity produced or per unit of equipment manufactured.

We have observed a decrease in emission intensity by 88.5% compared to FY24 due to the various decarbonization initiatives undertaken which is mentioned in detail in the section “Decarbonization Strategy and Way Forward”

Scope 1 and Scope 2 Emissions Intensity by Output

Category	FY23-24	FY24-25
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover (Total scope 1 and scope 2 GHG emissions TCO ₂ e/ revenue from operations)	0.000000696	0.00000045
Total Scope 1 and Scope 2 emission intensity in terms of physical output (Total scope 1 and scope 2 GHG emissions TCO ₂ e / manufacturing volume as no. of turbine)	146.77	16.89

Scope 3 Emissions

Our Scope 3 emissions emanate from value chain activities, including upstream transportation of raw materials, downstream product distribution, employee commute, business travel, and fuel and energy-related activities not

included in Scope 1 or 2. These emissions that fall outside of our direct control represent a significant portion of our total carbon footprint. To improve the accuracy and coverage of our Scope 3 inventory, we are calculating these emissions based on WRI's and WBCSD's GHG Protocol methodology.

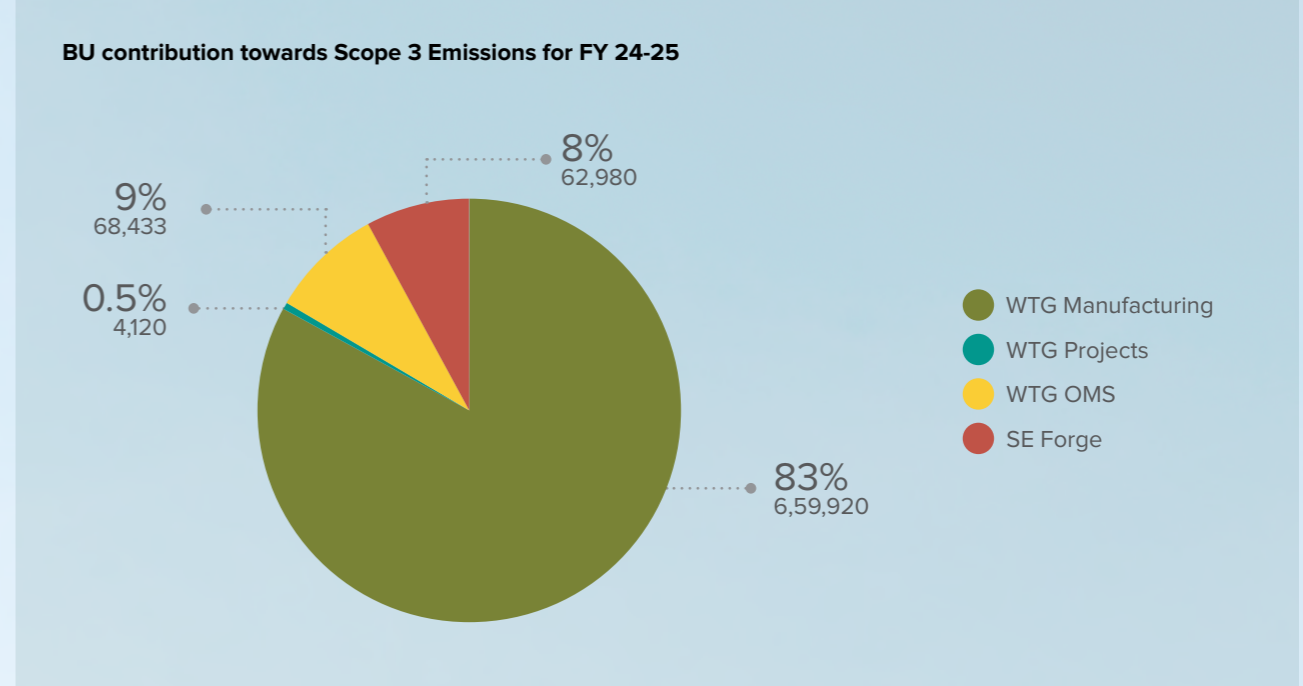
In FY24-25, we have broadened our Scope 3 emissions coverage to include all relevant categories, building on last year's coverage of six categories.



In FY24-25, assessments to measure Scope 3 emissions across our value chain were initiated to identify additional emission sources for increased transparency and reduction of emissions across the extended ecosystem. The following key upstream & downstream value chain emissions sources have been considered for the reporting period, identified through internal discussions and desk-based peer research:

Suzlon's total Scope 3 GHG emissions from the four business units in India amounted to 7,95,453 tCO₂e. The largest share was from Category 1, Purchased Goods and Services (91.3%), followed by Category 4, Upstream Transportation and Distribution (2.4%), and Category 12, End-of-Life Treatment of Sold Products (1.8%).

<p>Category 1 Emissions from purchased goods and services</p>	<p>Category 2 Emissions from the purchase of Capital Goods</p>	<p>Category 3 Emissions from Fuel and Energy Related activities (Not Included in Scope 1 or Scope 2)</p>
<p>Category 4 Emissions from Upstream Logistics for transportation and distribution of purchased goods, materials, and consumables</p>	<p>Category 5 Emissions from disposal of waste generated in operations/assets</p>	<p>Category 6 Emissions from business air travel/flights, rail & road travel, and hotel bookings</p>
<p>Category 7 Emissions from employee commuting to and from the employee's residence and the Suzlon office/site/plant</p>	<p>Category 8 Emissions from energy (fuel & electricity) consumed and combusted for assets leased by Suzlon (hired transport vehicles and logistic vehicles, etc.)</p>	<p>Category 9 Emissions from Downstream Logistics for transportation and distribution of Sold Products</p>
<p>Category 10 Emissions from the processing of intermediate products (e.g., assembly of WTG components)</p>	<p>Category 11 Emissions from the use phase of sold and installed WTGs</p>	<p>Category 12 Emissions from WTG components resulting from waste disposal at the end of their usable life</p>
<p>Category 15 Financed emissions from Investments held by Suzlon</p>	<p><i>Note: Scope 3 categories not applicable to Suzlon</i></p> <ul style="list-style-type: none"> • Cat 13: Downstream leased assets – Does not lease any assets in its downstream operations • Cat 14: Franchises – Does not own any franchise 	



Note: Category 13 – Downstream Leased Assets and Category 14 – Franchises are not relevant/applicable to Suzlon's business as they do not lease out any owned assets nor do they have any franchise business. Refer to the ESG Databook for further details of Scope 1, 2, and 3 GHG emissions

Air Emissions




(GRI 305-6, 305 – 7, ESRS Disclosure Standards E2-4)

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 Emissions: 2-year trend

Parameter	Unit	FY23-24	FY 24-25
NOx	MT	5.7	22.38
SOx	MT	0.03	1.15
Particulate matter (PM)	MT	0.8	4.02
Ozone Depleting Substances (ODS)	CFC-11 equivalent	8	8.18

Energy Management

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Greenhouse Gas Emissions and Climate Change Management Research and Innovation	100% transition of owned vehicles to Electric Vehicles (EVs) and becoming an EV 100 organization 100% energy to be sourced from renewable sources by 2030 and becoming a RE 100 organization	  	GRI 3-3; GRI 302-1a, b, c, e, f, g; ESRS DISCLOSURE STANDARDS E1-2, E1-3, E1-4, E1-5, E1-5 IFRS S1. METRICS AND TARGETS

India stands at a pivotal juncture in its energy journey, balancing rapid economic growth with the urgent need for climate resilience. We recognize that energy management is not merely a technical function but a strategic imperative for sustainable development. Aligned with our and India's net-zero goals by 2040 and 2070, respectively, we continually assess ways to optimize energy use across our operational life cycle, from manufacturing and operations to servicing and deployment by reducing consumption, improving efficiency, and increasing the share of green energy to run our activities. Furthermore, we are monitoring and reducing energy intensity across the value chain.

In FY24-25, our renewable energy consumption surged by 418% to 92,428.30 GJ compared to 17,830 GJ in FY23-24 driven by our emphasis on adoption of renewables across organization. This progress boosted the share of renewables in our total energy consumption from 6.1% to 22.5%, reflecting our strong progress towards a low-carbon operational footprint.

Our Approach

(ESRS DISCLOSURE STANDARDS E1-2, E1-3, E1-4, GRI 3-3)

In March 2025, we introduced our energy management policy, establishing a comprehensive framework to optimize energy use across all operations using advanced technologies, efficient processes, and rigorous performance monitoring to minimize environmental impact.

The policy aligns with the UN Sustainable Development Goals (SDGs), GRI standards, ISO 9001, ISO 14001, ISO 50001, the National Action Plan on Climate Change (NAPCC), Bureau of Energy Efficiency (BEE) standards, the Grid Code and Electricity Act 2003, and the Energy Conservation Act 2001, while fostering innovation in renewable energy solutions.

We actively promote the adoption of renewable energy, leveraging wind and solar power, exploring alternative fuels and all possible renewable energy sources, and integrating sustainable materials and solutions into our supply chain and production. The procurement of energy-efficient products and services, aligned with global energy management standards and collaborations with industry partners, underpins our sustainability journey. A comprehensive energy management system covers Manufacturing, Projects, OMS, Forging, and Foundry operations, tracking, controlling, and optimizing multi-source energy use with continuous monitoring, internal audits, and ongoing improvements to ensure environmental stewardship, operational excellence, and long-term resilience.

Energy Management Strategy Across Suzlon

Across Operations

- ✓ **Data Monitoring and Management:** Collect, validate, and disclose energy data per global standards; conduct annual internal energy audits.
- ✓ **Employee Engagement and Training:** Provide energy efficiency training and share regular updates on initiatives, technologies, and policies.
- ✓ **Regulatory Compliance and Reporting:** Meet Indian and international regulations, including ISO 50001; report to regulators; track and disclose KPIs under BRSR, GRI, SASB, and WEF.
- ✓ **Energy Reduction:** Implement measures to reduce energy from construction and operations.

Planning and Construction

- ✓ Use high-efficiency, sustainable equipment and materials; cut water and energy use during construction; design for long-term efficiency.

Manufacturing and Operations

- ✓ Invest in R&D, expand renewable energy use, implement energy-saving technologies, and optimize resource use.

Decommissioning and Redevelopment

- ✓ Maintain efficiency with smart systems, retrofits, and preventive maintenance; adopt efficient lighting.





We allocate appropriate budgets for energy projects, research and development, and audits, while ensuring skilled professionals are retained to lead these initiatives. Collaboration with government bodies, suppliers, and industry partners helps meet energy targets and drive innovation.

To make our stakeholders active participants in our energy management efforts, we are deepening a culture of energy-conscious behavior among employees, partners, and stakeholders through training and awareness-building campaigns.

Our Senior Leadership Team is responsible for implementing our energy management strategy and policy, with support from the Board's CSR & ESG Committee. We review our energy management performance each year, measure progress toward our targets, and share results openly.

We have set measurable energy efficiency targets. Key performance indicators, including consumption, are monitored regularly, reviewed monthly, and followed by timely corrective actions to minimize losses and improve performance.

Performance Highlights: FY24–25

(IFRS S1. Metrics and targets)

Initiative	Achievement
Memberships	Signatory to RE100 and EV100 initiative
Energy Intensity	17.19% reduction in energy intensity as compared to FY 23-24
Renewable Energy	418% increase in renewable energy consumption to 92,428.30 GJ compared to 17,830 GJ in FY23-24
Lowest Product Carbon Footprint WTG	The energy efficiency across product manufacturing and use of renewables has enabled us to manufacture Wind Turbine Generators (WTGs) S144 with lowest product carbon footprint, 6.17 gCO ₂ /kWh of electricity generation in Cradle to Grave boundary.

Smart Energy Practices for a Low-Carbon Future

(GRI 302-4)

Through FY24-25, a combination of research and development initiatives, capital investments, process innovations, and operational optimizations has played a key role in reducing our carbon footprint and improving energy efficiency across our value chain.

The installation of rooftop solar systems and leveraging open access to both solar and wind energy sources is driving the expansion of green energy usage across our operations. Additionally, we are replacing metal halide lamps with LED lighting in our plants and offices and upgrading integrated motors in drilling machines with high-efficiency servo motors. Reducing peak demand loads across various facilities helps us lower energy use further. LED lighting retrofits have replaced conventional lighting at multiple facilities, offering rapid payback and ~60% lower electricity usage. LED retrofits across multiple locations with a typical pay back within 6–12 months. The thrust on energy efficiency has enabled us to achieve annual reductions in electricity bills by ~20%, with Return on Investment (ROI) as per initiatives adopted across sites and plants.

We have developed and refined an in-house wind energy forecasting system that reduces reliance on energy storage, increases the Capacity Utilization Factor (CUF) of renewable plants, improves the Levelized Cost of Energy (LCOE), and enables greater integration of renewable energy into the grid. In parallel, we introduced a new turbine model, S144 with a larger rotor and higher power rating, delivering more energy yield per unit of WTG material used.

Innovation

Our R&D efforts focus on transforming the energy landscape by designing wind turbines and renewable energy solutions that can replace coal-based generation with wind and solar solutions. This work directly supports decarbonization by significantly cutting CO₂ emissions. We are designing turbines that are energy efficient by design to integrate the principles of energy optimization across lifecycle from design to manufacturing, assembly and operations. The lowest product carbon footprint, advanced






manufacturing and digital innovation through use of AI and SCADA is enabling reduction of downtime and yield losses.

Advanced electrical systems, equipped with control technologies and smart software solutions, improve energy distribution and reduce losses across the grid.

We have also introduced lightweight lattice tubular towers for hybrid models that reduce the energy required for transportation compared to traditional tubular towers. In addition, the use of carbon fiber rotor blades improves aerodynamic efficiency in low wind conditions, increasing generation output and minimizing energy loss.

Integrating Energy Efficiency in Product Design

 <p>Use of recycled sand (90%) and 75-80% of steel scrap in Castings Unit has led to optimization of raw material consumption and decrease in energy intensity.</p>	 <p>Furthermore, reduced resource use in S144 model which has a tubular section of only 13.5 m and adaptor flange of 3.3 m (overall 16.8 m) with consumption of only 38.98 MT steel per tubular tower portion as compared to consumption of 103.82 MT steel in conventional turbines of Suzlon.</p>	 <p>Usage of scrap 225 kg/ per tower is being carried out for manufacturing steel plate tower minimalizing procuring steel. These initiatives have further led to decrease in energy intensity.</p>
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Strategic Capital Investments

(GRI DISCLOSURE STANDARDS 302-4)

Our capital investments have supported the testing of larger blades and advanced control systems, improving the adoption and efficiency of green energy solutions. These advances, combined with focused energy optimization initiatives, helped us achieve a 17.19% reduction in energy intensity compared to FY23–24. We installed Smart Energy Monitoring Systems in our corporate office and plants such as Daman, enabling real-time tracking of electricity use and quick action to reduce wastage.


HVAC Optimization

In HVAC optimization, we have introduced runtime controls to reduce air-conditioning hours during periods of natural daylight and upgraded systems from 2-star to 5-star energy ratings with power-saving modules. Additional measures, including water-level controllers and capacitor banks in compressed-air systems, have improved power factors, reduced idle draw, and lowered grid charges, generating annual savings of 20–30% per plant.

Process Transformation

Our Kaizen and process optimization initiatives have further reduced resource use and energy intensity. We have also streamlined manufacturing workflows, reduced copper wastage in the generator unit, and implemented continuous improvement projects that have won CII and Quality Improvement awards.

LED retrofits have replaced conventional lighting across multiple facilities, cutting electricity usage by 60–90% with rapid payback periods of 6–12 months.



Energy Consumption

(ESRS DISCLOSURE STANDARDS E1-5; GRI 302-1a, b, c, e, f, g; IFRS S1. METRICS AND TARGETS)

At Suzlon, our energy mix comprises both renewable and non-renewable sources. Conventional energy use includes grid electricity, diesel for DG sets, LNG for forging and foundry operations, and fuel for company-owned vehicles. A robust monitoring system helps us identify energy-intensive processes, implement measures to reduce consumption, and transition toward cleaner sources. We are actively incorporating renewable energy sources to mitigate risks in the transition to a low-carbon economy and enhance sustainability.

We monitor energy use through ongoing implementation and data monitoring on ongoing basis across all our operational footprint through Sustainability and ESG platform. The use of AI and IoT enables us to track performance and decision making. We also conduct regular audits and performance reviews to identify reduction opportunities. Energy performance data is calculated using activity-level inputs and IPCC conversion factors, maintaining transparency, consistency, and accuracy.

Through FY24-25, we consumed 4,10,931 GJ of energy, of which 1,17,769 GJ of energy was drawn from direct sources, including fossil fuels, and 2,93,162 GJ of energy from indirect sources, including electricity purchased from the grid as well as wind and solar energy.

Non-renewables accounted for 3,18,502 GJ of the energy that was consumed through the reporting year, while renewables accounted for 92,428 GJ.

In FY24-25, the share of renewable energy in our operations stood at:

- ▶ 36.2 % in WTG manufacturing, increase by 21.4% in FY 23-24
- ▶ 95.9 % in OMS, increase by 35.7% in FY23-24

These gains are due to focus on adoption of renewables across manufacturing and services aligned with our RE100 commitments.

Green energy currently represents about 22.5% of our total energy mix, with 31.5% of our electricity sourced from renewable sources.

The integration of the Sustainability & ESG platform across all locations helps in strengthening real-time, site-level monitoring for data-driven actions to further reduce our energy footprint.





Energy Intensity

(ESRS DISCLOSURE STANDARDS E1-5, IFRS S1. METRICS AND TARGETS)

With a diverse business profile spanning manufacturing, installation, operations, and maintenance of wind turbines, as well as forging and foundry operations, we calculate unit-wise energy intensity based on output. Energy intensity serves as

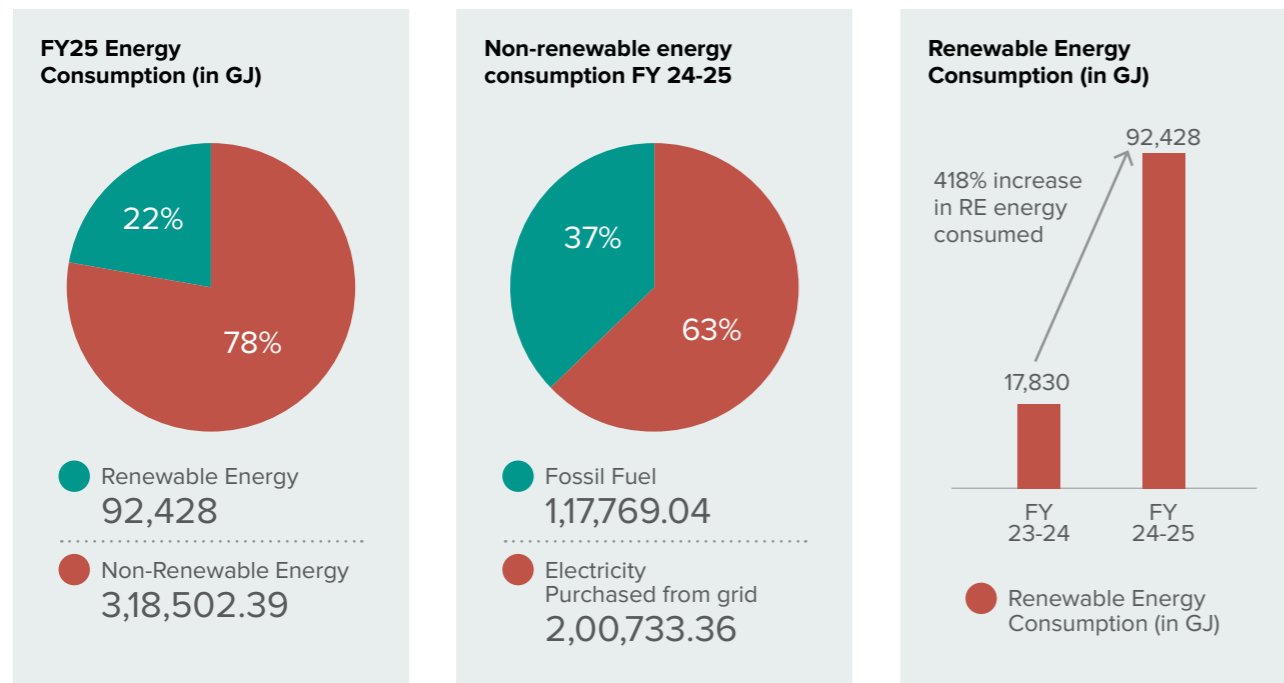
a key to map the efficiency of our energy use vis-à-vis our output across our water operations. The findings help us adopt appropriate solutions to reduce our energy consumption and manage the energy intensity of our products.

In FY24-25, the energy intensity of our products stood at 770.97 GJ per turbine manufactured, down from 931.01 in FY23-24 i.e. demonstrating a decrease in energy intensity by 17.18%

Energy Intensity

	FY23-24	FY24-25
Energy intensity per rupee of turnover (Total energy consumption/ revenue from operations)	0.000004415	0.00000380
Energy intensity in terms of physical output (Total Energy consumption/ manufacturing volume as no. of turbine)	931.01	770.97

Total Energy Consumed by Type of Energy Sources



In FY25, Suzlon significantly increased its renewable energy consumption to 92,428 GJ, a fivefold rise compared to FY24 (17,830 GJ), driven primarily by a substantial scale-up in wind and solar energy use. This demonstrates Suzlon's continued commitment to sustainable operations and energy transition.

Refer to the ESG Databook in this report for further details of energy consumption by type of energy source.





Way Forward- Key Levers for Energy Management

We will advance our energy strategy through three priority levers as we progress on our sustainability goals.

RE100 Goals	Continuous implementation and integration of energy efficiency in Supply Chain	Data Monitoring and Reporting
<ul style="list-style-type: none"> ✓ Increase share of renewable energy further to ensure year-on-year alignment with SBTi emissions reduction targets and RE100 commitment ✓ Track and disclose RE100 progress in line with public commitments. 	<ul style="list-style-type: none"> ✓ Implement Energy efficiency measures to obtain ISO 50001 certifications (initiatives may include HVAC replacement, LEDs & VFDs installations, leakage control, etc.) ✓ Assess EV requirements and pilot EV procurement in operations. ✓ Monitoring Supply chain partners for integration of energy consumption and optimization measures for energy efficiency 	<ul style="list-style-type: none"> ✓ Appoint an assurance agency for energy data validation and align internal monitoring with external standards. ✓ Maintain transparent records for stakeholder disclosure ✓ Tracking and disclosure of KPIs such as Energy Intensity, Renewable Energy Consumption Target tracking



Water Management

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Water Consumption and Effluent Management	Attain water neutrality across all operations by 2030	 	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 IFRS RT-CH-140a.1 IFC Pollution Prevention; IFC PS 3 Resource Efficiency ESRS DISCLOSURE STANDARDS E1-66, E2 (1-3), E2-3, E3(1-3), E3 – 4 IFRS S1.29-S1.31; IFRS S1. METRICS AND TARGETS

Water is a critical resource for both environmental sustainability and community well-being. At Suzlon, our approach to water management is rooted in conservation, efficiency, and regeneration. We recognize the importance of responsible water stewardship in mitigating climate risks and enhancing resilience across our operations and surrounding ecosystems. Water, a shared natural resource, is indispensable for the well-being of humankind, environmental health, and economic activities and progress. Governments, communities, and responsible businesses like Suzlon are united in their efforts to make equitable access and sustainable water management a key priority.

Safeguarding freshwater ecosystems is a part of our nature-positive strategies. Our conservation strategy integrates efficient water use, reduced consumption, and

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.

increased recycling and reuse. The water neutrality goal we have set takes into consideration our current water demand and performance, relevant policy frameworks, industry and sectoral insights, and the unique challenges of operating in water-stressed regions.

Our Approach

(ESRS DISCLOSURE STANDARDS E2 (1-3), E3(1-3); GRI 303 -1, 3-3)

Suzlon's water strategy is aligned with the principles of reduce, reuse, and replenish, and integrates the following aspects:

- Risk mapping of water-stressed zones across operational sites
- Monitoring and reporting of water usage and quality
- Collaboration with local communities and NGOs for shared water governance; and
- Integration with ESG frameworks including BRSR and SDG 6 (Clean Water and Sanitation)

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 published a comprehensive Water Stewardship Policy in FY24-25 focused on optimizing water consumption, preventing pollution, conserving resources, promoting water recharge in catchment areas, and ensuring compliance with local, national, and global regulations. This policy applies to all operations and spans the lifecycle of our projects, creating lasting value for our business, society, and the environment. We are working towards improving water efficiency, enhancing sustainability of water use, and contributing to water stewardship through active engagement with our stakeholders, including customers, employees, vendors,

partners and local communities in which we operate.

The wind turbine manufacturing operation do not consume water however the domestic consumption, gardening activities etc. consumes water therefore we monitor our overall impact on water footprint including water abstraction from water stressed areas. We are working towards minimizing the ecological impact of our operations by focusing on efficient water use, reducing consumption and promoting water recycling and use. This policy reflects our commitment to safeguarding, protecting water resources, and fostering a sustainable future for all. By adopting a holistic approach to water stewardship, we aim to ensure that our actions contribute positively to water conservation, environmental protection and community well-being.

Recognizing the power of collective action, we collaborate with advocacy groups, stakeholders, and communities to advance sustainable water management. We partner with leading water alliances to protect resources, raise awareness, share best practices, and drive innovative solutions to global water challenges.

We engage closely with local communities to understand their water-related concerns, co-create conservation solutions, and implement them through our CSR framework. We strictly comply with all applicable regulations related to water permits, discharge standards, and conservation and recharge initiatives in these regions.

Our Senior Leadership Team is responsible for implementing our Water Stewardship Policy and implementation strategies, with Board-level oversight from the CSR & ESG Committee.

The water stewardship approach spans entire lifecycle of our operations to adhere to regulations, protect the ecosystem and achieve water neutrality by 2030.

Planning and Construction:

Priorities include providing safe drinking water, ensuring accessible WASH facilities, preventing contamination, monitoring water quality, training staff, and avoiding negative impacts on sensitive ecosystems.

Manufacturing and Operations:

The key focus is on measuring water footprint, improving efficiency, adopting conservation technologies, reusing and recycling water, assessing and mitigating water risks, and implementing innovative water-saving solutions.

Decommissioning and redevelopment:

The emphasis is on reusing and recycling materials, redeveloping existing sites to reduce water withdrawal, restoring ecosystems when reuse is not possible, and preventing contamination during closure activities.

Performance Highlights: FY24–25

(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)

In the reporting year, we undertook several future-focused initiatives to strengthen the availability, conservation and recycling, and reuse of water, to benefit our company and the neighbouring communities.

Initiative	Achievement
Record water footprint across all locations	Water footprint established for all business verticals across 100% locations operating under all 4 BU's.
Expand water risk assessment to cover 100% of own operations by 2030. Plan risk management measures aligned to the 2050 scenario	100% operations covered by water risk assessment in FY24-25
Ensuring no untreated wastewater is discharged outside the plant boundary	All Suzlon manufacturing plants operate with Zero Liquid Discharge (ZLD) systems ensuring "0" wastewater is discharged outside plant boundary
Reduction in water consumption	14.45% reduction in water consumption from water stressed areas
Water Intensity reduction	Water consumption intensity reduced by 36.1% from FY23-24 to FY24-25, with water consumption intensity from high water-stress regions declined by 14.5%.

Climate Risks Assessment: Findings & Mitigation Measures

Key facilities in Gujarat, Rajasthan, and Andhra Pradesh face high to extremely high-water stress, with Vadodara being the most affected, however mitigation measures and operational controls are in place that includes water-efficient processes, rainwater harvesting, and recycling through STP and ETP systems.

Construction sites face low-to-medium risk as water is sourced temporarily via tankers and managed through efficient planning.

For other operations, water use is minimal and sourced from tankers, keeping overall scarcity risk low despite some locations being in high-stress regions.

We conducted a climate risk assessment including a detailed Physical Risk Assessment encompassing all locations in FY24-25 that helped us identify our broader spectrum of risks that could impact our business, triggered by the growing challenges of climate change, including those related to water stress. Our operations face varying levels of water-related risks across business segments, with tailored mitigation measures in place. WTG Manufacturing facilities, located in Gujarat, Rajasthan, and Andhra Pradesh, operate in regions of high to extremely high water stress, though manufacturing processes consume negligible water beyond domestic needs; we are also advancing water neutrality and rainwater harvesting initiatives. SE Forge relies minimally on water for processes, supported by closed-loop cooling, storage tanks, rainwater harvesting, and recycling systems (STP/ETP), with 90–95% of use limited to domestic purposes and no groundwater extraction. For WTG Projects, water is a temporary requirement during construction, sourced through tankers with careful planning around local availability. In WTG OMS, where sites are spread across several high-stress states, water use is restricted to domestic needs and rare blade cleaning, met entirely through tanker supply, while coolants replace water in operational cooling. Collectively, these measures ensure that despite exposure to high-stress regions, our business remains resilient to water scarcity risks.

Refer to the Physical Risks and Mitigation Measures section of this report to know more about the findings of the climate risk assessment and mitigation strategies.

Climate Risk Assessment - Identifying Water-Stress Risks

(ESRS DISCLOSURE STANDARDS E1 - 66, E3 - 4; IFRS S1.29-S1.31)

Healthy freshwater systems play a pivotal role in managing the growing impacts of climate change, such as floods and droughts, while supporting biodiversity. The seamless availability of water is critical for strengthening climate resilience and ecological stability.

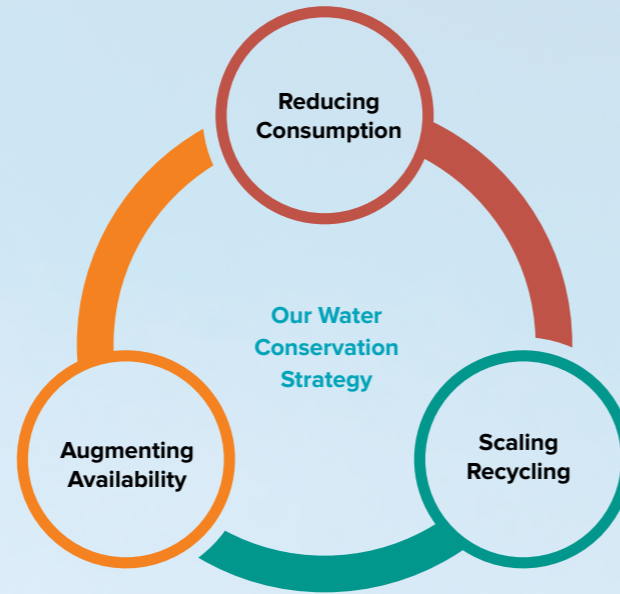
Water Conservation Measures

(GRI 3-3, GRI 303-1, ESRS Disclosure Standards E2-1; E2-2; E2-3; E3-1; E3-2; E3-3; ESRS Disclosure Standards E3-4; IFC PS 3 Resource Efficiency)

We continuously monitor water consumption patterns to assess impacts, identify opportunities to reduce withdrawal, and strengthen conservation efforts. Drawing on the findings from our usage patterns, we identify areas for improvement by scaling up rainwater harvesting systems across sites, recycling and reusing treated wastewater where feasible, and installing water-efficient fixtures, along with promoting behavioural changes and preventing pollution of water bodies. These measures reduce dependence on municipal water sources, protect environmental and human health, and lower operational costs.

In FY24–25, we recycled 33,901 kL of water, which was reused primarily for flushing and landscaping.

Our water intensity reduced by 36% compared to FY23-24 because of our water optimization initiatives adopted across all BU's which includes addressing leakage and losses, increased recycling, closed-loop systems, and proactive monitoring of water use at all locations.



As we move forward, we aim to make further investments in process optimization, expanding water reuse infrastructure, and strengthening site-level water stewardship practices for sustained reductions in water intensity.

Rainwater Harvesting

From Crisis to Conservation – The Nadi Desiltation Breakthrough

Problem Statement

In FY24–25, across projects operated by Suzlon, including 15 sites under OMS in Rajasthan, water consumption stood at 12,488 KL, while recharge amounted to 29,820 KL. This translated into a water positivity of 1.38 times in Rajasthan State.

Communities in Rajasthan, particularly in villages like Motisar and Bhiksar, have long faced water scarcity due to erratic rainfall, over-extraction of groundwater, and the silting of traditional Nadis (man-made ponds). This forced villagers to depend on expensive water tankers, straining their livelihoods and limiting access to safe water for households, agriculture, and livestock.

Our Initiative

Under the Suz-Tain model, we partnered with CEOEDECON and the Village Development Committee (VDC) to revive and expand Nadis in the region. The initiative involved desiltation, cleaning, and in some cases, constructing new Nadis to increase water retention and recharge potential. Work was implemented under MGNREGA, ensuring that communities not only

gained water security but also employment. Importantly, villagers themselves contributed financially and in-kind, reinforcing community ownership of the initiative.

Impact

- **Water Security:** The restored Nadis now retain water for six to eight months compared to barely two months before, ensuring steady availability for household and agricultural needs.
- **Economic Relief:** Families save ₹18,000–20,000 annually by reducing reliance on private water tankers.
- **Community Empowerment:** Over 2,000–3,000 people directly benefit from clean water access, with improved irrigation for farmers, better hygiene, and reduced waterborne diseases.
- **Environmental Sustainability:** Traditional water systems were revived, enhancing resilience against drought while reducing dependence on unsustainable borewells.

We will continue to expand rainwater harvesting and de-siltation initiatives across other drought-prone regions of Rajasthan, combining traditional knowledge with modern execution and community participation to strengthen rural water security and further our commitment to water positivity.



Conserving Water Across India – Our Recharge Initiatives

Water scarcity remains one of the most pressing challenges in India, particularly in arid and semi-arid regions. Communities, agriculture, and industries alike face growing risks due to declining groundwater levels and erratic rainfall. At Suzlon, we recognized the need to conserve and recharge water systematically across our operational sites, not only to safeguard our business but also to strengthen community resilience.

We undertake a wide range of water conservation and recharge projects across multiple states. These included pond de-siltation, borewell recharge, check dam construction, rooftop rainwater harvesting, and farm pond restoration. Each initiative was designed to align with local needs, improve water availability, and build long-term sustainability.

Our initiatives have strengthened water security by increasing availability across villages, farms, and operational sites, reducing dependence on tankers and borewells. Thousands of villagers now have better access to clean water for households, livestock, and irrigation, creating lasting community benefits. At the same time, our conservation footprint reinforces Suzlon's position as a water-positive company in Rajasthan and contributes meaningfully to our broader ESG commitments. Looking ahead to FY

2025–26, we plan to expand recharge initiatives by scaling pond de-siltation, installing more rooftop rainwater harvesting structures at our plants, and deepening partnerships with local communities and NGOs.

Impact: FY 24-25

Total Water Recharged: Across all initiatives, we conserved and recharged 124,334 cubic meters of water

State-Level Achievements:

- **Rajasthan:** 29,820 cum – achieving water positivity of 1.38 times across 15 OMS sites
- **Gujarat (SAU + KUT):** 66,667 cum through large-scale pond de-siltation and recharge projects.
- **Karnataka:** 7,356 cum through farm pond development and community-led desiltation.
- **Maharashtra:** 4,706 cum from check dams, rooftop harvesting, and pond revival.
- **Tamil Nadu:** 3,170 cum via rooftop harvesting and small-scale recharge efforts.
- **Andhra Pradesh & Madhya Pradesh:** Smaller but significant contributions totalling 115 cum.



14.45% reduction in the volume of water withdrawal in FY24-25 from water stress areas as compared to FY23-24, reflecting the impact of our sustainable water management strategies for vulnerable areas.

Conservation in Water-Stressed Areas

(ESRS DISCLOSURE STANDARDS E3 – 4; IFRS S1. METRICS AND TARGETS)

Given that two of our manufacturing plants are in water-stressed regions, we recognize that water scarcity and quality issues present significant risks in water-stressed regions for our operations and nearby communities. We take additional measures in these locations to manage water responsibly and mitigate risks.

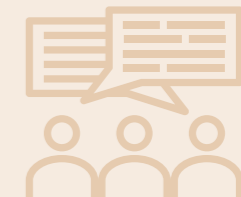
In FY24-25, key community engagement initiatives to strengthen water conservation included:

- ▶ Augmentation of existing rainwater recharge structures
- ▶ Restoration of traditional water bodies
- ▶ Infrastructure development for water supply
- ▶ Awareness campaigns and education

Community Engagement and Shared Purpose

Recognizing the importance of water as a shared resource, we partner with community members to deploy programs to improve water access and security in neighbouring communities.

For more details on our community-facing programs, refer to the Social section of this report.



Employee Training and Awareness

We engage and align our employees in understanding Water as key thematic area for working towards optimization, journey toward a water-neutral future through ongoing training and awareness on efficient water usage and conservation through behavioral and systemic improvements at BU level across our plants and sites. These training programs are designed to equip employees with practical knowledge on how to reduce water consumption in their daily tasks, identify potential inefficiencies or leakages, and contribute innovative ideas for reducing water use, and in adopting rainwater harvesting and recharge across our operations.



In FY24-25, 91.1% of Tier-1 critical suppliers underwent BRSR Core compliance reviews and the 7-Pillar ESG assessment, which includes water-related performance indicators, testifying to our stringent focus on integrating water conservation commitments across the supply chain.

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.

Performance Disclosures and Reporting

The transparent monitoring and responsible management of water use across our operations and supply chains allow us to continuously improve water efficiency. We share updates on our water usage and progress toward water neutrality through our annual sustainability report and other environmental disclosures.

Water Withdrawal

(WEF – ESG Fresh Water Availability; GRI 303 – 3; SASB Water Mangement; IFRS S1. METRICS AND TARGETS)

Even though our operations are not water intensive as we have waterless 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 harvested rainwater, and primarily used for domestic purposes such as sanitation and drinking. Water usage is monitored through tracking systems that categorize water use by source.

Currently, 2 out of 12 WTG manufacturing plants are located in water-stressed areas, which include facilities in Bhuj and Jaisalmer. Cumulatively, the 12 manufacturing plants of WTG Manufacturing Business Unit represent 78% of Suzlon Energy Limited's total turnover in FY25. In FY24-25, total water withdrawal from these regions was 45,192 kL, a 14.45 % reduction from FY23-24 primarily due to our initiatives adopted to address water leakage and losses, water optimization across all locations and focus on water footprint specifically in water stressed areas.

Water Withdrawal	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total water withdrawal from all areas	2,23,937	1,78,181	3,09,180	2,55,839
Total water withdrawal from water stress regions	11,997	39,411	49,692	45,192
Percentage of water withdrawal from water stress regions	5%	22%	16%	18%

Water Withdrawal	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total water withdrawal from all areas				
Surface water	12,521	10,074	-	-
Groundwater	65,271	67,706	1,40,425	1,17,039
Third-party water	1,46,090	99,959	1,68,030	1,38,800
Harvested rainwater	56	442	725	-
Total	2,23,937	1,78,181	3,09,180	2,55,839
Total water withdrawal from water stress regions				
Surface water	8,845	29,941	-	-
Groundwater	3,152	9,470	7,564	18,142
Third-party water	-	-	42,128	27,050
Harvested rainwater	-	-	-	-
Total	11,997	39,411	49,692	45,192

We have eliminated surface water withdrawal and are reducing reliance on groundwater and third-party sources by expanding rainwater harvesting capabilities.

In FY24-25, our total water withdrawal stood at 2,55,839 kL, marking a 17.2% reduction from 3,09,180 kL in FY23–24.

Our total water withdrawal intensity (kilolitres withdrawn per turbine manufactured) decreased by 51% in FY24-25 as compared to the previous reporting year, reflecting the positive impact of water optimization as well as water conservation measures such as rainwater harvesting and recharge initiatives.

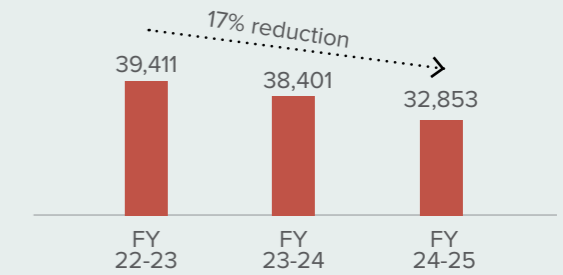
In FY24-25, consumption in water-stressed regions decreased by 14.5% to 32,853 kL, compared to 38,401 kL in the previous reporting year, reducing dependency on freshwater in high-stress areas.

Water Consumption

(ESRS DISCLOSURE STANDARDS E3 – 4; GRI 303 – 5; IFRS S1. METRICS AND TARGETS)

We recognize the growing challenges associated with freshwater scarcity and are proactively working to reduce our water consumption. Given the nature of our business, water usage remains low. Our wind turbine manufacturing processes do not require water, and our consumption is mainly for domestic utilities. The majority of our water requirements are met through third-party sources.

Water Consumption in Water-Stressed Regions (kL)



In FY24–25, our total water consumption stood at 2,05,396 kL, marking an 8.2% increase compared to FY23–24, primarily due to business expansion and increase in number of employees and scaling up of operations. Despite an increase in overall water consumption, our water intensity per unit of turnover and physical output decreased year-on-year from FY23-24 to FY24-25.

Water Consumption (kL)	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total water consumption from all areas	2,23,937	1,78,181	1,89,893	2,05,396
Total water consumption from water-stressed regions	11,997	39,411	38,401	32,853
Percentage of water consumption from water-stressed regions	5%	22%	20%	16%

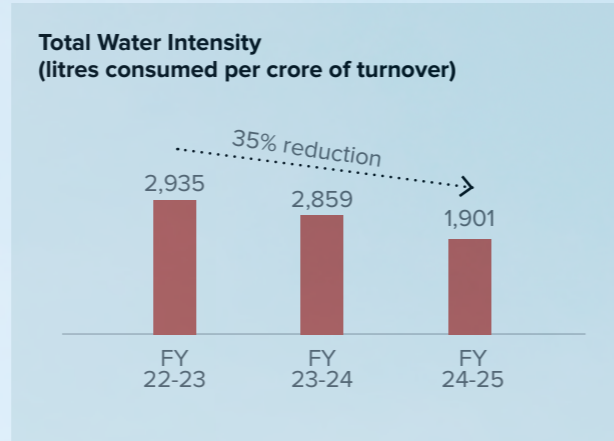


Our water intensity decreased by 36% from 602.8 kL per unit of production in FY23–24 to 385.36 kL per unit of production in FY24–25 because of rainwater harvesting and recharge initiatives.

Water Intensity

(IFRS S1. METRICS AND TARGETS)

Water intensity refers to the amount of water consumed relative to a specific unit of output, such as revenue or manufacturing volume. We track it using two key metrics, withdrawal per unit of revenue (INR) and per unit of output, to assess resource efficiency, develop data-driven conservation measures, and track impact.



Water intensity per rupee of turnover from water-stressed regions decreased by 48% from 0.000000578 in FY23-24 to 0.00000030 in FY24-25, highlighting the successful implementation of water efficiency initiatives in water-stressed regions, including water-efficient processes, rainwater harvesting, and recycling through STP and ETP systems.

Total Water intensity (kL per unit)	FY 22–23	FY 23–24	FY 24–25
Water intensity per unit of physical output (Total water consumption/manufacturing volume as no. of turbine)	563.86	602.83	385.36
Water intensity per rupee of turnover (Water consumed / turnover)	0.00000293	0.00000286	0.00000190

Water Discharge

(IFC PERFORMANCE STANDARD 3.10; GRI 303 – 4; IFRS S1. METRICS AND TARGETS)

During the year, a total of 33,901kL of water across our manufacturing units was treated, recycled, and reused for non-process purposes such as gardening and sanitation.

Although water is not directly involved in our core manufacturing processes, 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 (coolant).

In FY24–25, our total water discharge stood at 50,443 kL, a reduction of more than 54% from the 1,09,945 kL recorded in FY23–24, highlighting the successful implementation of recycling and reuse initiatives across our operations.

In FY24-25, 100% ZLD compliance was achieved across all manufacturing operations.

Water Quality

(ESRS DISCLOSURE STANDARDS E2-3; IFRS S1. METRICS AND TARGETS)

We comply with all Pollution Control Board (PCB) guidelines on water discharge and quality. Regular assessments of water quality, including pH, dissolved solids, and suspended solids, are undertaken

for potable and process water. Any deviations in water quality are addressed by reducing Chemical Oxygen Demand (COD) and Biological Oxygen Demand (BOD), adhering to regulatory limits. Out of the total water discharged, 29,697 kL of water was treated for priority substances before discharge, in line with the standards prescribed in Consent to Operate.

Zero incidents reported of non-compliance related to water quantity or quality permits and standards in FY24-25.

Water Discharge (kL)	FY 23–24	FY 24–25
Total water discharge from all areas	109,945	50,443
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	FY 23–24	FY 24–25
Surface water (no treatment)	-	-
Groundwater (with treatment)	1,06,947	29,697
Third-party water (no treatment)	2,099	-
Others (no treatment)	899	20,746
Total water discharge from all areas	1,09,945	50,443
Surface water	3	-
Groundwater	5,853	12,339
Third-party water	-	-
Others	-	-
Total water discharge from water-stressed regions	5,856	12,339

Refer to the ESG Databook for further details of water withdrawal, consumption, and discharge.

Way Forward – Five Leavers for Water Stewardship

Going ahead, we will draw on five strategic levers to progress towards our water neutrality goal that will guide our actions, strengthen governance, and deliver measurable impact for our business and the stakeholders we serve.

Water Governance & Compliance

- ✓ Deepen our engagement in global sustainability platforms to align with best practices and industry benchmarks.

Water Balance & Use

- ✓ Continue to prioritize efficient management of water resources through rainwater harvesting projects, installing rooftop systems, or recharge wells at all sites.
- ✓ Assessment of water supplier sourcing, with preferential procurement from Tier-1 suppliers that meet our water stewardship criteria.
- ✓ Water Neutrality assessments and certifications will be pursued to validate our progress.

Water Quality

- ✓ Continue to monitor drinking water and wastewater quality across all operations in compliance with standards.
- ✓ Prevent spills and leaks that could contaminate groundwater or nearby water bodies as a core operational focus.



Data Monitoring & Reporting

- ✓ Strengthen data monitoring by tracking key performance indicators (KPIs) across all business units.
- ✓ Monitoring water optimization and water consumption across all locations including water stressed areas
- ✓ KPIs will include water consumption by suppliers, and the percentage of suppliers completing site-level water risk assessments.

Shared Value & Community Water Resilience

- ✓ Expand rainwater harvesting installations in aspirational districts across all 7 States where Suzlon operates.
- ✓ Ensure that water usage does not negatively impact local ecosystems, with special attention to areas hosting sensitive aquatic biodiversity or endangered species.

Waste Management: Driving Circularity Across Operations

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Waste Management	Achieve Zero Waste to Landfill (ZWTL) by 2028	 	GRI 3-3, GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5 ----- IFC PS 3 Resource Efficiency ----- ESRs DISCLOSURE STANDARDS E5(1-3), E5 – 2, E5 -5, E5-2, E5 – 5, E5-4, E5 – 5 ----- IFRS S1. METRICS AND TARGETS ----- WEF ESG Solid waste (Impact of solid waste disposal); WEF ESG Solid waste (Single Use Plastics)

Our aim is to achieve 100% “Zero Waste to Landfill across all operations by 2028”. This means waste generated will be either recycled or reused and no waste will be sent to landfills or incinerated.

At Suzlon, waste is not an endpoint—it’s a resource waiting to be reimaged. Our commitment to sustainable waste management is rooted in the principles of circular economy, aiming to eliminate landfill dependency and maximize material recovery across our value chain. We are actively working toward a Zero Waste to Landfill (ZWTL) target across all manufacturing and operational sites by 2028. This ambitious goal reflects our belief that responsible waste handling is essential to climate resilience and environmental stewardship.

Waste Management Framework

Our Waste Management Framework along with procedures, SOP/SOG are aligned towards waste minimization at source, innovation, continuous improvement, monitoring and management protocols along with audits on continuous intervals.

We are implementing a three-pronged approach for effective waste management as outlined below:

- Reducing waste generation through lean manufacturing and process refinement
- Reuse and recycle materials wherever possible

- Responsible Waste Handling and Management.

The ambition is to imbibe circularity principles and move forward for achieving Zero Waste To Landfill. The Principles of Waste Management Framework are as follows:

- **Minimize at Source:** We optimize design and production processes to reduce waste generation, including lean manufacturing and digital monitoring.
- **Reuse & Recycle:** Materials such as metals, composites, oils, and packaging are systematically segregated and routed for reuse or recycling through certified vendors.
- **Responsible Disposal:** Hazardous and non-recyclable waste is disposed of strictly in compliance with Pollution Control Board norms, ensuring zero harm to ecosystems. We adhere to maintain traceability of processes adopted for handling and management of both hazardous and non-hazardous waste streams.

Given the scale and diversity of our operations, from manufacturing and installation to maintenance, we generate and manage a range of hazardous and non-hazardous waste streams. We have established well-defined procedures, aligned with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, for segregating and managing all waste streams and encouraging circularity across our operations. We retain responsibility for the transparency and traceability of waste until its end-of-life treatment and expect our supply chain partners to adhere to responsible waste management practices as well.

Our Approach

(ESRS DISCLOSURE STANDARDS E5(1-3); GRI 3-3, 306 - 3c)

In FY24-25, we have diverted 90.14% of our waste from landfill, making significant progress towards our goal of achieving 100% ZWTL across all locations by 2028.

Led by the guidelines enumerated in our Sustainability Policy and Environmental Stewardship Policy, we have adopted a responsible waste management strategy that focuses on minimizing consumption, follows stringent segregation rules following regulations, continually evaluates opportunities for circularity through reduce, recycle and reuse and ensures eco-friendly disposal of waste according to regulatory requirements and industry's best practices. The waste handling and management measures guide our endeavours to achieve ZWTL across our operations.

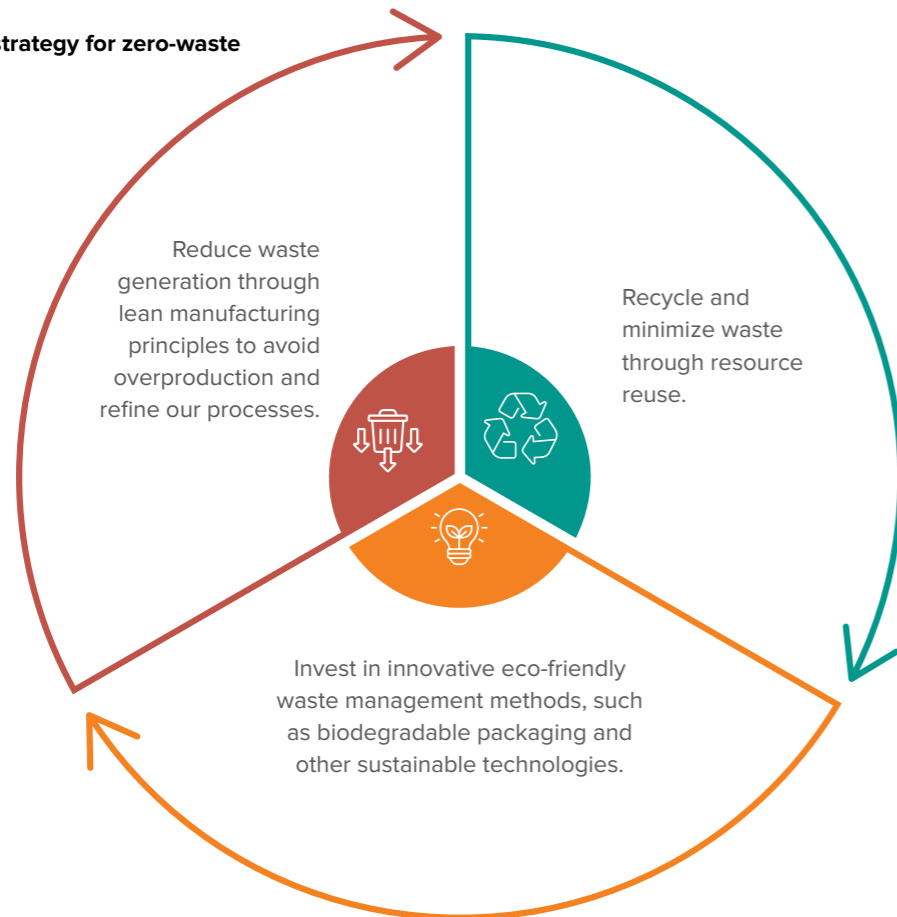
At Suzlon, we have adopted a structured approach to waste management through regular waste audits to

identify opportunities for improving performance across our operations. Based on these insights, we develop and implement action plans aimed at reducing waste generation at source. We have also set quantified targets to minimize waste and are channeling focused investments in innovation and R&D to explore circular solutions for material efficiency. To build internal capacity, we conduct waste reduction and responsible disposal training for employees across sites.

We have implemented a robust system aligned with Suzlon's ESG Management System and Quality Management System (QMS) standards to drive resource efficiency and embed waste reduction, recycling, and reuse across operations.

We evaluate the waste management practices of our Tier-1 suppliers as well through supplier assessments. In FY24-25, 91.1% of Tier-1 critical suppliers underwent BRSR Core compliance reviews and the 7-Pillar ESG assessment, which included waste-related performance indicators. The waste management KPI's assessed includes deep-dive aspects on policies and procedures, operational controls, implementation protocols, record-keeping, targets and KPI's if any.

Three-pronged strategy for zero-waste



Under the oversight of the Corporate Sustainability & ESG Head, the sustainability team works with all Sustainability Leads across all business units in close coordination with the Sustainability SPOC at all locations and Employee Health and Safety (EHS) teams of each business vertical to drive waste minimization initiatives.

Performance Highlights FY24–25

(ESRS DISCLOSURE STANDARDS E5 – 2, E5 -5; IFRS S1. METRICS AND TARGETS; WEF ESG Solid waste)

In FY24–25, our waste management initiatives helped further our circularity goals and reduce disposal volumes.

Initiative	Achievement
Reclaimed products and their packaging materials	Under the WTG Projects Business Vertical, 69.55% of packaging material was reclaimed. The total waste recovered across all locations amounted to 28.12 tonnes, comprising wood, metal, paper, and plastic.
% Products Recycled	Approximately 75% of the steel scrap and 90% of recycled sand are utilized in the casting production process.
Single Use Plastic (SUP)	No use of Single Use Plastic across all sites and plants

Designing for Circularity

(ESRS DISCLOSURE STANDARDS E5-2, E5 – 5; GRI 306-2(a))

Innovation-led solutions are being continually explored to extend the operational lifespan of wind turbine blades to minimize waste generation at the source. Advanced engineering principles have helped extend the lifespan of the latest WTG model, the S144-3.X MW, from the conventional 20 years to 25 years, significantly reducing the frequency of blade disposal.

We continued to strengthen circularity across our operational life cycle to optimize material use, minimize waste generation, and repurpose scrap materials as outlined below:

- Incorporated 225 kg of scrap steel in the manufacturing of each tower, reducing procurement of virgin steel and lowering material intensity
- Continuous improvement projects, such as reducing copper wastage in the generator unit
- Manufacturing Fiber-Reinforced Plastic (FRP) sheets from composite waste instead of aluminum in nacelle cover rimming, which has helped decrease metallic waste
- Reusing mild steel (MS) scrap to fabricate storage racks for nacelle covers
- Recycling glass mat, resin, and wooden waste into false ceilings for canteens and offices.
- Utilizing scrap and recycled materials to build functional sheds and mezzanine floors in various facilities.
- Waste is also reused in deburring chambers and labor colony construction.

Minimizing Waste at Source

100% Single-Use Plastic (SUP) Free

Strict controls to limit the use of SUP have resulted in all our office premises being formally declared SUP-free zones.

100% of plastic used in site consignment packaging has been replaced.

In FY24-25, we continued to focus on minimizing waste at source by reducing plastic packaging and optimizing product weight to lower production-related waste. Non-recyclable manufacturing scrap is repurposed as alternative fuel in cement plants, while other materials are recycled or reused within our facilities.



Optimizing Logistics by Eliminating Plastic Usage

The team at the Gandhidham Tower manufacturing site identified several activities in logistics where plastic was being used for packing and movement of tower sections and adapter plates. Single-use plastic straps and bubble sheets were widely used between tower section painted surfaces and rotators during the assembly process, adding to the volume of plastic waste and environmental impact.

In 2022, we rolled out an alternative solution by replacing plastic straps with reusable tarpaulin belts fitted with Velcro joints. These belts can be used multiple times, reducing dependency on single-use materials. Additionally, bubble sheets previously used for adapter plate packing were eliminated, with improved handling processes ensuring safe movement without plastic packaging.

Impact

- **Waste Reduction:** Stopped the use of single-use plastic wrapping and bubble sheets, cutting down plastic waste from daily logistics operations.

- **Environmental Benefits:** Reduced the environmental impact associated with plastic use and disposal, aligning with our waste management priorities.

- **Reusable Solution:** Tarpaulin belts with Velcro joints provided a durable and sustainable alternative, improving efficiency and ensuring material protection without waste.

- **Process Improvement:** Optimized logistics practices by embedding reuse and efficiency, strengthening our sustainability culture across teams.

We successfully phased out single-use plastic in critical logistics processes, demonstrating how small yet practical interventions can generate meaningful environmental benefits. We will continue to explore opportunities to replace plastic in other areas of logistics and internal material movement.



Broadening Energy Access Through Circular Solutions

In many of our Suzlon villages, a limited electricity supplies left families in prolonged darkness. With frequent power cuts, households were forced to rely on kerosene lamps, creating health hazards and restricting children's ability to study. The lack of reliable, sustainable energy access impacted education, health, and overall socio-economic progress.

Suzlon Solution

Over the past ten years, we have provided more than 540 Solar Home UPS systems to 30 villages. These UPS systems use refurbished batteries collected from our O&M stores with the necessary approvals. These batteries were repurposed into Solar Home UPS units and installed with support from NGO partners, helping reduce costs and extend the benefit to more families. We drew on our core operational strengths to help the community overcome the critical challenge of energy access through this innovative circular approach that not only provided them with green energy but also helped us reuse defunct WTG batteries without being diverted to landfills.

Impact

Transforming WTG batteries into a reusable resource has allowed us to set new benchmarks in advancing circularity and expanding access to clean energy. This initiative also strengthens responsible waste management, reduces dependence on fresh resources, and improves community well-being.

Today, more than 3,200 family members have access to power that helps them lead better lives. Children are able to maintain academic continuity by studying after dark, households can manage daily tasks more easily, and families enjoy healthier living conditions without the harmful smoke from kerosene lamps.

The Solar Home UPS systems have delivered an estimated 2.7 million hours of renewable energy usage (540 UPS × 4 hours × 250 days × 5 years), significantly reducing dependence on conventional energy sources. Several villages have since been declared “zero darkness” by their Village Development Committees.

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Community Engagement- From Waste to Wealth

Waste to Wealth

Clean and hygienic surroundings are fundamental to community well-being. Yet, many localities continue to struggle with unmanaged waste, a lack of awareness about waste segregation, and increasing plastic pollution. Recognizing our role as a responsible corporate citizen, we saw an opportunity to extend our sustainability values beyond our operations and contribute meaningfully to the Government of India's Swachh Bharat Abhiyan.

We actively participated in the Swachh Bharat Campaign by mobilizing both our employees and community members across six states. Our approach combined on-ground cleanliness drives with awareness-building workshops, ensuring that the effort addressed both immediate waste management and long-term behavioral change.

Impact

- **Cleanliness Drives:** Over 182 of our employees and 695 villagers joined hands in organized drives, covering public spaces across six states.
- **Waste Collection and Sanitation:** Together, we collected 1,587 kilograms of waste, creating cleaner and healthier environments for local communities.

- **Awareness and Capacity Building:** Through workshops on waste segregation, responsible disposal, and the risks of plastic pollution, we encouraged communities to adopt sustainable practices at the grassroots level.

As part of our broader sustainability mission, we have also extended our waste management practices to support community-based circularity. The "Waste to Wealth" CSR initiative focuses on converting operational waste into usable products for rural communities.



Cloth Bag Donation – Promoting Sustainable Living

Single-use plastic bags are one of the leading contributors to environmental pollution, ending up in landfills and harming ecosystems. At our Vadodara SE Forge site, we identified an opportunity to reduce plastic consumption and promote eco-friendly alternatives by encouraging the use of reusable cloth bags. Without intervention, employees and communities would continue to rely on plastic bags for daily use, adding to waste generation and environmental degradation.

We launched the Cloth Bag Donation Initiative as part of our commitment to environmental sustainability. The program focused on reducing single-use plastic consumption by providing eco-friendly, reusable cloth bags to employees and local communities. Old clothes and fabric were collected through donation drives and repurposed into cloth bags by self-help groups, women's collectives, and local tailors. Alongside distribution, we conducted awareness campaigns to educate people about plastic pollution and encourage sustainable lifestyle choices.

The Cloth Bag Donation Initiative successfully reduced the use of single-use plastic bags and promoted sustainable habits among employees and the wider community. Employee engagement was high, and stakeholders shared positive feedback, reinforcing Suzlon's reputation

as a company committed to environmental responsibility and sustainable development.

In FY 25–26, we plan to scale this initiative by introducing cloth bag vending machines in public spaces, supporting self-help groups to increase production, and repurposing old clothes through innovative programs like "RagBag." We also aim to collaborate with NGOs to establish cloth banks nationwide, further reducing plastic dependency while supporting livelihoods for disadvantaged communities.

Impact

- **Plastic Waste Reduction:** Many employees and community members have shifted to cloth bags, helping cut down plastic waste in landfills.
- **Community Engagement:** The initiative strengthened ties with the local community, involving 25–30 employees and creating livelihood opportunities for women's groups and local tailors.
- **Cultural Change:** Employees expressed pride in being part of a sustainability-driven company, reinforcing a culture of environmental responsibility within the organization



Customer Engagement

Customers are encouraged to follow applicable environmental laws and regulations for responsible waste management, including separating and recycling packaging materials. A detailed owner's manual is provided with every Suzlon wind turbine, offering guidance on proper disposal and recycling at the end of the turbine's lifecycle.

To know more about our customer and community facing initiatives, refer to the Social section of this report.

Addressing Turbine Blade Waste- An Industry Challenge

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.



Project Dignity – Sanitation Access for Women in Basar Village

In 2012, during a need-based activity survey conducted by our partner Nalanda in Basar village, Sakri Block, Dhule District, the Anganwadi Sevika highlighted a critical issue: the absence of toilets for women. Women in the village were forced to relieve themselves in open spaces early in the morning, compromising both their dignity and safety. This highlighted an urgent need for sanitation facilities dedicated to women.

To address this, Suzlon Foundation collaborated with Nalanda, the RBU Dhule team, and the Basar Grampanchayat. Using 500 kilograms of FRP scrap from wind turbine blades, the RBU Dhule team created five toilet seats, which were then handed over to the Suzlon Foundation. These were installed in Basar village by Nalanda and the Grampanchayat. The Grampanchayat also contributed by constructing a septic tank, installing a water tank, and laying pipelines to ensure functionality and sustainability.

Since its installation, the Project Dignity toilets have been functional and continue to serve the women of Basar village. The initiative has improved privacy, health, and dignity for women, while also promoting hygiene awareness in the community. Converting blade scrap into a meaningful community asset furthers our commitment to innovation, sustainability, and social impact can be combined.

We aim to replicate the Project Dignity model in other villages by leveraging waste-to-resource innovation and engaging local stakeholders. Future efforts will focus on scaling women-centric sanitation projects and integrating them with broader health and hygiene awareness programs.

Impact

- **Beneficiaries:** 150 women in Basar village now have access to safe and dignified sanitation facilities.
- **Resource Innovation:** Repurposed 500 kg of FRP blade scrap into durable toilet structures, showcasing circularity and waste-to-value innovation.
- **Community Contribution:** Basar Grampanchayat invested approximately ₹50,000 and provided infrastructure support, including septic tanks and water supply.
- **Partnership Model:** Collaboration between Suzlon Foundation, Nalanda, RBU Dhule, and the local Panchayat ensured shared responsibility and long-term ownership.



Reuse of Scrap FRP from Blades

At the Nandurbar District Civil Hospital, patients waiting for medical services faced a significant challenge—there were no seating arrangements available. Many had to stand for one to two hours while waiting for their turn, creating discomfort and additional hardship, especially for the elderly, women, and children. Recognizing the need, the Nandurbar Health Department reached out to Suzlon Foundation for support.

In response, Suzlon Foundation collaborated with the RBU Dhule team to provide a sustainable solution. Using 300 kilograms of scrap FRP material, the team fabricated six durable seating tables. These tables were then handed over to the hospital, creating much-needed waiting space for patients.

The seating facility has provided a safe and comfortable waiting area for patients at the Nandurbar Civil Hospital. The initiative showcases how simple, sustainable interventions can address community needs while also

demonstrating innovative reuse of scrap material. We plan to explore similar opportunities to support healthcare and community infrastructure by repurposing industrial scrap materials into functional assets.

Impact

- **Beneficiaries:** Around 100–200 patients benefit daily from the new seating arrangements.
- **Circularity in Action:** 300 kilograms of FRP scrap were repurposed into functional furniture, reducing waste and promoting a circular economy.
- **Partnership Model:** Close coordination between Suzlon Foundation, RBU Dhule, and the Nandurbar Health Department ensured timely delivery of the solution.
- **Community Benefit:** The initiative directly improved patient experience, offering comfort and dignity during hospital visits.



Benches for Jamdha Z.P. School

Jamdha is a 100% tribal village where education has historically faced challenges due to limited awareness and infrastructure gaps. Student attendance at the local Zilla Parishad (Z.P.) School was irregular, and dropout rates were high. During a school survey, it was discovered that the absence of basic classroom furniture, such as benches, was a major issue. Students were compelled to sit on the floor, which affected their comfort, concentration, and motivation to attend school. The school teacher formally requested Suzlon Foundation's support in addressing this challenge.

Suzlon Foundation, in collaboration with the RBU Dhule team, responded to this need by providing 20 benches to the Jamdha Z.P. School. Within two months of the request, the benches were delivered, ensuring that students had proper seating arrangements for their daily learning activities. The benches have transformed the learning environment at Jamdha School.

Students are more comfortable, attendance has improved, and teachers have reported greater participation in classroom activities.

Impact

- **Beneficiaries:** 40–50 students now have access to proper seating, improving attendance and classroom experience.
- **Educational Support:** Availability of benches has helped reduce dropout rates by making the school environment more conducive to learning.
- **Community Engagement:** The initiative demonstrated Suzlon Foundation's commitment to addressing grassroots-level educational needs in underserved tribal areas.
- **Sustainable Action:** 3,000 kilograms of material were repurposed in this project, showcasing efficient use of resources.



Waste Generation

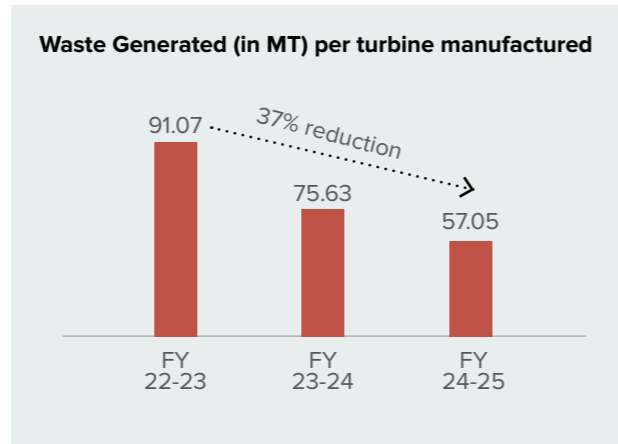
(ESRS DISCLOSURE STANDARDS E5-4, E5 – 5; GRI 306 – 1 & 3; IFRS S1. METRICS AND TARGETS)

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.



Waste intensity, defined as waste generated per turbine manufactured, has decreased year-on-year from 91.07 in FY22-23 to 75.63 in FY23-24 and 57.05 in FY24-25, reflecting our commitment to waste reduction and the continuous adoption of resource-efficient strategies across business units.



Waste Type	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Non-Hazardous Waste	22,205	22,808	18,637	24,854
Hazardous Waste	5,921	5,973	5,187	5,554

Waste Type	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Plastic waste	58	45	641	1,637
E-waste	35	19	17	99
Biomedical waste	36	43	5	0.01
Battery waste	436	583	678	437
Other Hazardous Waste	5,366	5,283	4,487	5,018
Other Non-Hazardous Waste	22,205	22,808	17,996	23,217
Total	28,126	28,781	23,824	30,408

In FY24-25, waste generation at source increased by from the previous reporting year due to operational expansion however waste intensity reported a reduction, and we aligned towards Zero Waste to Landfill much ahead of our target timeline for commitments.

Refer to the ESG Databook for further details on total waste generated by each waste category.

Waste Disposal

(ESRS DISCLOSURE STANDARDS E5-5; IFC PS 3 Resource Efficiency; IFRS S1. METRICS AND TARGETS; WEF ESG Solid waste)

In FY24-25, the volume of waste incinerated dropped 78% from 1,992 MT in FY23-24 to 439 MT in FY24-25, highlighting our progress in waste reduction and the effectiveness of initiatives to minimize reliance on incineration through enhanced segregation, recycling, and resource recovery measures.

Waste is collected and stored following the conditions outlined in our Consent to Operate (CTO) licence for all sites and plants. Authorized waste management vendors are engaged to ensure the responsible disposal or recycling of operational waste.

E-waste generated at our facilities is managed in accordance with the E-Waste (Management and Handling) Rules, 2011, including safe storage and transfer to certified handlers.

Detailed records of hazardous and non-hazardous waste are maintained in Form-3 at the plant and site levels. Disposal of hazardous and other waste is carried out by authorized agencies, accompanied by Form-10 (Manifest) for compliance and traceability.

Our operations involve the use of specific hazardous materials such as adhesives and resins, particularly in the

Hazardous Waste Disposal Category	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Incineration (without energy recovery) (MT)	2,679	1,795	1,992.26	439
Landfilling (MT)	-	-	-	1,777

Hazardous Waste Diverted From Disposal (Offsite)

(ESRS DISCLOSURE STANDARDS E5-5; GRI 306 -4 (a & d); IFRS S1. METRICS AND TARGETS)

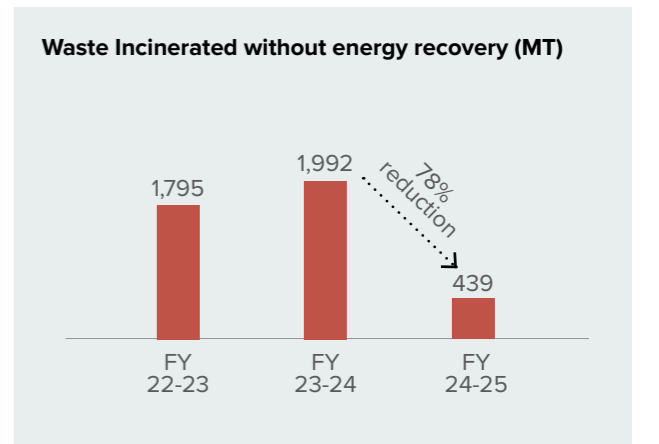
Recognizing the complexities associated with certain hazardous waste types, we are actively exploring process and material innovations to reduce their generation at source. Where such waste is unavoidable, we ensure it is responsibly diverted from disposal through off-site recovery and treatment, in compliance with regulations. In FY25, 4,557 MT of hazardous waste was sent for co-

rotor blade manufacturing process. These substances require careful handling, storage, and disposal. While the volume of hazardous waste generated is relatively low compared to non-hazardous waste, we remained focused on its potential environmental and health impacts. We are continually exploring the use of safer alternatives where feasible, improving material efficiency, and strengthening traceability across hazardous waste streams.

Hazardous Waste Directed to Disposal

(GRI DISCLOSURE STANDARDS 306 – 5; IFRS S1. METRICS AND TARGETS)

During the year, 1,777 MT of sand waste was sent to landfill. This waste comprised 100% recycled sand that had undergone 5–6 cycles of reuse, after which it could no longer be applied in the manufacturing process. The increase in casting production during the year led to an increase in the recycled sand requiring disposal. We are actively exploring alternative sand disposal solutions to align with our target of achieving ZWTL by 2028.



In FY24-25, of the total of 30,408 MT of waste generated, 27,403 metric tonnes was recycled and 9 metric tonnes reused.

processing, all of which was recycled. Of 22,845 MT of non-hazardous waste sent for co-processing, 22,836 MT was recycled, including 9 MT that was reused.

Resource Optimization by reduction of Raw Plate Consumption and Reuse of Scrap Plates

At the Gandhidham Tower manufacturing site, collar strips for transition piece (TP) reinforcement were being produced using new steel plates. Each plate (16x2920x6200 mm, weighing 2.25 MT and costing ₹1.57 lakh) could serve 10 TP sets. For large-scale production, this practice added significantly to raw material costs while also contributing to higher carbon emissions associated with steel procurement and processing.

In FY24-25, we launched an initiative to optimize raw material usage by reusing off-cut plates from the TP shell to manufacture collar strips for both middle and bottom reinforcements. By repurposing these scrap plates, we eliminated the need to procure new steel plates for this process. The initiative reduced raw material consumption and optimized product costs, strengthening our commitment to circularity and waste reduction. Reuse of steel scrap in tower production delivered measurable economic savings and environmental gains.

Impact

- **Cost Savings:** Achieved raw material cost savings of approximately ₹47.25 lakh annually across 600 towers.
- **Reduced Steel Consumption:** Lowered the need for 60 new plates, reducing material intensity in production.
- **Environmental Benefits:** Recycling steel scrap minimized carbon emissions and supported responsible waste management.
- **Process Efficiency:** Enhanced production efficiency by embedding reuse into the manufacturing process.
- **Cross-Functional Engagement:** The initiative engaged Production, Finance, QHSE, ESG, Planning, and Purchase teams in driving sustainable manufacturing practices.



Extended Producer Responsibility

We comply with the Extended Producer Responsibility (EPR) provisions under the Plastic Waste Management (PWM) Rules, 2016. Suzlon Energy Limited's WTG OMS vertical EPR registration as an Importer on March 11, 2024. To ensure compliance, Suzlon has partnered with an authorized waste recycler, M/s. Fly Ostrich India Private

Limited, for plastic waste management across all OMS locations. The agency is authorized by the Pollution Control Board to handle plastic waste and ensure EPR compliance. The collected waste is subsequently recycled by the agency in accordance with applicable regulations.

Way Forward: Key Levers for Waste Management

As we look ahead, we stay focused on strengthening our waste management performance led by strategic levers, designed to reduce environmental impact and promote circularity and accountability across the value chain.

Zero Waste to Landfill (ZWTL)

Implement robust waste tracking systems for end-to-end material traceability, aiming for ZWTL by 2028 through innovative diversion solutions and forging partnerships to scale recycling practices.

Circular Economy and Reuse Programs

Develop and pilot new circular design processes to improve the recyclability of wind turbine components and ensure that materials can be recovered and repurposed at the end of their lifecycle.



Supplier Waste Reduction Programs

Introduce a waste reduction framework for Tier 1 suppliers, setting measurable waste management targets to align their operations with our sustainability ambitions.

Data Monitoring and Reporting

Strengthen transparency by tracking KPIs, including the alignment towards ZWTL, alignment towards circularity

Biodiversity – Protection and Conservation

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Biodiversity	No Net Loss of Biodiversity	 	GRI 304-1, GRI 304-2, GRI 304-3, GRI 304-4, GRI 413-1 ----- WEF-ESG Planet - Nature Loss ----- IFC PS 6 Management of Ecosystem Services ----- WEF ESG Nature loss ----- SASB RR0103-04 Design to Mitigate Community & Ecological Impacts ----- ESRS DISCLOSURE STANDARDS E4 (1-4), E4 – 5, E4 (1-5) ----- IFRS S1. METRICS AND TARGETS; IFRS S1.29-S1.31



We aim for no net loss of biodiversity, including no deforestation, in our operations and are working toward net positive outcomes, especially in our new renewable energy projects, going beyond compliance to create measurable gains for nature.

At Suzlon, we believe that healthy ecosystems are the foundation of both planetary well-being and long-term business sustainability. We believe that biodiversity conservation is important in combating climate and in advancing sustainable development. The integration of biodiversity management across entire lifecycle from planning, design and implementation, operations enables us to align with best management practices thereby managing healthy ecosystems. While we do not operate near ecologically sensitive areas, we integrated biodiversity considerations into our operations for responsible project execution and conserving nature, following local laws and environmental regulations. Our phased approach includes identifying nature interfaces, assessing impacts, evaluating risks and opportunities, and addressing them systematically.

Our Approach

(ESRS DISCLOSURE STANDARDS E4 (1-4))

We implemented a comprehensive Biodiversity Policy in March 2025, applicable across the full project lifecycle, from development through decommissioning, and extending to all subsidiaries, business functions, contractors, suppliers, and business partners. The Policy is aligned with the Kunming-Montreal Global Biodiversity Framework, specifically supporting Target 15 which requires businesses to assess, disclose and reduce biodiversity-related risks and negative impacts, and Target 17 which focuses on resource mobilization for biodiversity including from corporate sector. This alignment positions Suzlon's wind energy operations within the global framework for nature-positive business practices. It also aligns with the Convention on Biological Diversity, UN SDGs, IFC Performance Standard 6, and IUCN Guidelines. It covers all project components, including turbines, transmission lines, access roads, and support facilities.

The inter-dependency between wind energy operations and nature & biodiversity creates both material risks and

strategic opportunities for Suzlon. While our operations are not located near ecologically sensitive areas, we recognize that declines in biodiversity— even if they do not directly stem from our activities—can lead to broader challenges such as habitat fragmentation or increased community concerns. These factors may result in project delays or higher compliance costs. Therefore, it is essential for us to proactively manage biodiversity-related risks to ensure responsible project execution and maintain harmonious stakeholder relationships.

Conversely, proactive biodiversity management creates opportunities for enhanced stakeholder relationships, differentiated market positioning, and alignment with India's objectives and strategy on conservation of nature and biodiversity.

The implementation of this Policy also advances Suzlon's alignment with leading sustainability reporting and disclosure frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD), Global Reporting Initiative (GRI), Business Responsibility and Sustainability Reporting (BRSR), World Economic Forum (WEF), Carbon Disclosure Project (CDP), and other relevant

global standards and Best Management Practices. 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.

Our biodiversity reporting is aligned with BRSR Core parameters and monitored against global frameworks and indices including TNFD, GRI, DJSI, and CDP.

Stakeholder engagement is central to our approach. We collaborate with NGOs, environmental experts, community members, and government authorities to monitor biodiversity impacts, design and implement mitigation actions, and integrate these into due diligence processes.

CSR Integration

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 in FY25 are designed to deliver tangible biodiversity benefits alongside broader community impacts. For example:

Grassland restoration and biodiversity Enrichment – Restoration of 35 hectares of grassland in Saran Moti and 5 hectares in Gulunche Village not only promotes ecosystem recovery and enhances habitat for native species but also supports 2,700 village residents who rely on livestock, ensuring a sustainable supply of fodder and strengthening the local biodiversity.

Habitat rewilding and community participation through the Gulunche Village afforestation project, implemented in partnership with The Grasslands Trust and ATREE, is a model of community-led conservation, rewilding habitats for birds and animals while creating daily work for 20 villagers. These efforts directly contribute to the regeneration of native flora and fauna supporting local biodiversity.

Our water stewardship programs such as conserving 29,820 cubic meters of water through Nadi desiltation and rooftop rainwater harvesting in Rajasthan, and an additional 19,000 cubic meters through desilting in Gujarat—help maintain water availability for both local communities and natural habitats, supporting the health of surrounding ecosystems. These initiatives have enabled us to achieve water positivity of 1.38 times in Rajasthan, an important metric for sustaining nature and biodiversity in arid regions.

Waste recycling for ecosystem health- Recycling 3,800 kg of blade waste into toilets and benches for schools and hospitals reduces landfill pressure and supports healthier community environments, which are essential for broader ecosystem well-being.

Together, these CSR initiatives are carefully aligned with Suzlon’s biodiversity commitments—demonstrating how community engagement, resource conservation, habitat restoration, and environmental education work synergistically to advance both social development and the conservation of nature.

Alignment with India’s governance framework for biodiversity conservation

India is a Party to the Convention on Biological Diversity (CBD) and has set corresponding National Biodiversity Targets (NBTs), preparing a National Biodiversity Strategy and Action Plan (NBSAP) for achieving NBTs by 2030. India’s updated NBSAP adopts a 'whole-of-government' and 'whole-of-society' approach, recognizing that conservation is a shared responsibility requiring engagement of multiple stakeholders including the corporate sector. This framework is particularly relevant for renewable energy companies operating across India’s diverse ecological landscape, as achieving the nation’s 500 GW renewable energy target by 2030 must integrate with biodiversity conservation goals.

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 Kunming-Montreal 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). The remaining 5 NBTs are not applicable to Suzlon’s operations. A detailed mapping of our contributions against each relevant NBT is provided below.



Performance Highlights: FY24-25

(ESRS DISCLOSURE STANDARDS E4 – 5; GRI 304 – 2b; IFRS S1. METRICS AND TARGETS)

Alignment with National Biodiversity Targets (NBTs)*

NBT 1 | Biodiversity inclusive integrated land/sea use planning

From the planning stage, Suzlon integrates biodiversity considerations by excluding ecologically sensitive areas during micro-siting. Consequently, no significant direct or indirect impacts on biodiversity have been recorded near such zones. In addition, E&S screening further ensures the avoidance of sensitive areas, collectively supporting the target of reducing the loss of areas of high biodiversity importance to near zero by 2030.

NBT 2 | Ecosystem restoration

The Saran Moti grassland project enabled 35 hectares of grassland to be restored across 7 villages. While the Gulunche Village grassland project enabled vegetation cover improvement with grass saplings planted across 5 hectares of land. Both initiatives contribute to the target of restoring at least 30% of degraded ecosystems by 2030 and showcase multi-stakeholder collaboration for ecosystem restoration.

NBT 3 | Protect and Conserve Land and Sea Areas

In FY 2024–25, water consumption across Suzlon’s projects, including 15 OMS sites in Rajasthan, stood at 12,488 KL, while recharge amounted to 29,820 KL, achieving water positivity of 1.38 times in the state. Further, 19,000 cubic meters of water was conserved through desilting activities in Gujarat. These initiatives contribute to the global target of ensuring that at least 30% of terrestrial, inland water, and coastal and marine areas are effectively conserved and managed.

NBT 4 | Managing species and genetic diversity

Through the Saran Moti grassland restoration project, 8,941 animals benefited from improved fodder availability. In addition, bird conservation drives led by 20 Suzlon employees supported the protection of bird populations and their habitats, helping to arrest population decline, secure habitats of migratory species, and prevent extinction. These initiatives contribute to the target of conservation and sustainable management of species while maintaining and restoring genetic diversity.

NBT 6 | Invasive Alien Species

Through the restoration of ~40 hectares of grassland, native vegetation has been revived, enhancing ecosystem health. The grassland restoration process involved identifying and removing toxic invasive species, followed by afforestation with native tree species over exotic varieties, supporting indigenous flora and reducing the risk of biological invasions. These initiatives contribute to the target of reducing the rate of introduction and establishment of invasive alien species by at least 50% by 2030.

NBT 7 | Reduce Pollution Risks and Negative Impact

The Fuel Conversion Initiative aims to significantly reduce carbon emissions by transitioning our fleet from fuel-based vehicles to gas-powered alternatives, which emit fewer greenhouse gases and contribute to cleaner air. This supports the global target of reducing pollution risks and minimizing the negative impacts of pollution from all sources by 2030.

NBT 8 | Minimize the Impact of Climate Change

By increasing green cover in Saran Moti, carbon sequestration was enabled while maintaining sustainable grazing land for livestock. Parallel, replacing the canteen’s electrical water heater with a solar water heater reduced CO₂ emissions from 1.8 t to 0.45 t per month. These measures contribute to minimizing the impact of climate change and thereby protecting biodiversity.

NBT 10 | Sustainable Management of Agriculture, Aquaculture, Fisheries and Forestry

We undertook a Tree Plantation Drive under our CSR program at SE Forge, Vadodara. With active participation from 25–30 employees and local community members, we planted native species at identified sites, coupled with practices to ensure their long-term survival. The initiative not only supports environmental preservation through improved air quality, soil conservation, water resource protection, and habitat creation but also fosters community collaboration and climate resilience. Building on this impact, we plan to scale up through mass plantation campaigns and urban forestry in FY 25–26, in partnership with schools, NGOs, and local communities, focusing on native species and long-term monitoring to strengthen climate resilience, biodiversity conservation, and community well-being.

NBT 11 | Regulation of Air, Water, Hazards and Extreme Events

In FY 2024–25, Suzlon undertook focused measures to address water stress, achieving water positivity of 1.38 times in Rajasthan by recharging 29,820 KL against a consumption of 12,488 KL across 15 OMS sites. Additionally, desilting activities in Gujarat conserved 19,000 cubic meters of water, further strengthening efforts to mitigate scarcity and enhance resource sustainability, including in water-stressed regions.

Further, CSR activities in Gulunche village in Purandar taluka of Pune have improved soil health in agricultural ecosystems. The planting of 50,000 grass saplings over 5 hectares has increased vegetation cover and enhanced root systems, leading to better soil and water retention.

NBT 12 | Increase Access to Green and Blues Spaces

Suzlon conducted a Tree Plantation Drive to enhance green cover, improve air quality, and support biodiversity. The initiative focused on planting suitable tree species in urban and rural areas, promoting environmental preservation and sustainable practices. This effort contributes to increasing the area, quality, and connectivity of green and blue spaces in urban and densely populated areas, while mainstreaming the conservation and sustainable use of biodiversity.

NBT 14 | Mainstreaming biodiversity

The Biodiversity Policy, integrated across the full project lifecycle and embedded into CSR initiatives, demonstrates systematic mainstreaming of biodiversity considerations into corporate policies, planning, and development processes.

NBT 15 | Sustainable Production, Supply Chains and Disclosure of Risks

From the planning stage, our team ensures that ecologically sensitive areas such as national parks, wildlife sanctuaries, biosphere reserves, and Eco-Sensitive Zones (ESZs) are excluded during micro-siting. This proactive approach to biodiversity risk management has helped prevent any significant direct or indirect impacts on biodiversity near such zones from our operations. Extending this commitment to our value chain, we also assess biodiversity risks for suppliers, with 91.1% of Tier-1 suppliers evaluated in FY 2024–25 and no significant risks identified.

Going forward, Suzlon plans to enhance its assessment and disclosure approach by integrating the Taskforce on Nature-related Financial Disclosures (TNFD) framework into its biodiversity risk management – this will further strengthen management of nature and biodiversity issues across our operations and transparent reporting aligned with global best practices.



NBT 16 | Eliminate Unsustainable Consumption

Suzlon complies with Extended Producer Responsibility (EPR) under the Plastic Waste Management Rules, 2016, with EPR registration as an Importer obtained on March 11, 2024. For compliance, we partner with M/s Fly Ostrich India Private Limited, an authorized recycler accredited by the Pollution Control Board, for collection and recycling of plastic waste across all OMS locations.

We are strengthening circularity across operations by optimizing material use, minimizing waste, and repurposing scrap. The lifespan of our latest wind turbine model, the S144-3.X, has been extended from 20 to 25 years, reducing blade disposal. Manufacturing initiatives include using 225 kg of scrap steel per tower, reducing copper wastage in the generator unit, replacing aluminum with FRP sheets made from composite waste, reusing mild steel scrap for storage racks, and recycling glass mat, resin, and wood into false ceilings. Scrap and recycled materials are also used to construct sheds, mezzanine floors, deburring chambers, and labour colonies.

Our approach to sustainable consumption spans the entire life cycle of our products, guided by international standards (ISO 14040, 14044, 14067, 59004). At the design stage, we embed eco-design principles focusing on material efficiency, carbon reduction, and circularity. In manufacturing, we reduce waste—achieving a 37% reduction in waste per turbine since FY23—while ensuring quality through strict material verification. During use and maintenance, we provide guidelines, monitor performance, and train teams in sustainable practices. At end-of-life, we promote reuse, recycling, and responsible disposal through take-back, refurbishment, and partnerships, with ~90–92% of turbine materials being recyclable. Independent verification has also confirmed the lowest Product Carbon Footprint (PCF) for our S144 turbine (3.X MW) and 24 grades of castings, reinforcing our commitment to reducing carbon intensity.

NBT 19 | Resource mobilization

An investment of INR 7.50 crore in CSR initiatives supports the mobilization of adequate financial resources for biodiversity conservation. Our direction aligns with India's Biodiversity Finance Plan that identifies CSR as a key financial solution. Our comprehensive funding approach has enabled tangible biodiversity outcomes including 40 hectares of grassland restoration, 48,820 cubic meters of water conservation, and direct benefits to 8,941 animals and over 4,000 community members.

NBT 20 | Capacity Development, Technology and Scientific Cooperation

The Gulunche Village grassland project conducted knowledge-sharing and awareness activities, engaging over 1,000 individuals, including urban professionals and school students, through dedicated sessions on grassland conservation. This initiative strengthens capacity-building, facilitates access to and transfer of technology, and promotes the development of innovation—supporting effective implementation of biodiversity conservation measures.

In addition to direct CSR investments, Suzlon mobilizes additional resources through innovative partnerships—collaborating with The Grasslands Trust, ATREE, Maharashtra Forest Department, and local Gram Panchayats for broader capacity development and technical cooperation.

NBT 21 | Communication, Awareness, and Knowledge Management

Suzlon ensures accessibility of biodiversity information and knowledge to diverse stakeholders through multi-faceted communication and awareness initiatives. Our grassland restoration projects serve as practical demonstration sites for knowledge transfer, with over 1,000 individuals engaged in dedicated conservation education sessions including school students, urban professionals, and local communities.

The Gulunche Village grassland project incorporated policy and institutional engagement to strengthen sustainable governance, collaborating with the Maharashtra Forest Department and the Gram Panchayat to ensure long-term restoration and conservation of the grasslands. This initiative contributes to making the best available data, information, and knowledge accessible to decision-makers, practitioners, and the public, thereby supporting effective, equitable, and participatory management of biodiversity.

NBT 22 | Equitable and Effective Participation in Decision Making

Through the Village Development Committee (VDC) model, Suzlon ensures inclusive, equitable, and gender-responsive community participation in decision-making and sustainable development. The VDCs, formed through extensive community engagement and strengthened with capacity-building and corpus support, empower local and indigenous people, especially women, youth, and vulnerable groups, to lead initiatives aligned with their cultural values, rights, and traditional knowledge. Women-led VDCs have proven particularly effective, creating platforms for female leadership and ensuring that development processes are participatory and representative. By enabling communities to independently plan, implement, and sustain programs in areas such as livelihoods, health, education, and biodiversity conservation, VDCs safeguard community rights over resources while fostering accountability, transparency, and resilience.

NBT 23 | Gender Equality in Decision Making and Implementation

Suzlon integrates a gender-responsive approach into its community programs, ensuring women and girls have equal opportunity, rights, and capacity to contribute meaningfully to biodiversity-linked development. In drought-prone Anantapur, women's Self-Help Groups were empowered through millet revival, processing, and marketing, securing income streams while strengthening food security and sustainable land use. Similarly, in Bellampatti, renewable energy solutions like solar-powered sewing machines enabled women to overcome barriers such as unreliable electricity, build sustainable enterprises, and inspire others. In Parkaneri, women gained skills and leadership through microenterprise training in tailoring, establishing a local academy that expanded livelihood opportunities and promoted financial independence. Across these initiatives, women are not only beneficiaries but active decision-makers and leaders, shaping livelihoods, conserving resources, and driving resilience in their communities, thereby ensuring that gender equality is central to biodiversity action and community empowerment.

* Note on NBT scope and applicability – The following National Biodiversity Targets are not applicable to Suzlon's core business as a renewable energy company:

NBT 5 | Harvest, Trade, and use of Wild Species

This target aims to ensure "harvesting and trade of wild species are sustainable, safe, and legal, preventing overexploitation." This would not apply as Suzlon does not harvest, trade, or use wild species for commercial purposes.

NBT 9 | Sustainable use for Multiple Benefits

Target focuses on "sustainable management and use of wild species as per National laws, providing social, economic and environmental benefits." Suzlon's core business (wind turbine manufacturing, project development, O&M services) does not involve using wild species.

NBT 13 | Access and Benefit Sharing

Target is about "fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge." Suzlon does not use genetic resources or traditional knowledge that would require benefit-sharing mechanisms.

NBT 17 | Strengthen Biosafety Regulatory Capacity



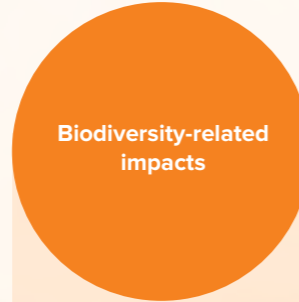

Target is about biotechnology, genetic engineering, Living Modified Organisms (LMOs). Suzlon has no biotechnology or genetic engineering activities.

NBT 18 | Repurpose Harmful Incentives

This is mainly a government/policy-level target about identifying and repurposing harmful subsidies. Private companies have limited direct control over subsidy policies other than advocacy (for example for renewable energy incentives vs fossil fuels)

All other NBTs have been assessed for alignment opportunities, including those where Suzlon demonstrates proactive contribution through CSR initiatives.

Thematic Highlights for FY25

 <p>Waste-related impacts</p> <p>3,800 kg of blade waste recycled to make toilets and benches for schools and hospitals</p> <p>225 Kg Scrap used per Tower</p> <p>Zero Garbage due to responsible plastic and wet waste management</p> <p>Zero Drought due to tree plantation and water conservation to combat drought.</p>	 <p>Water-related impacts</p> <p>62,167 cubic meters Of water conserved</p> <p>1.38 times water positivity in Rajasthan State</p> <p>23 Water conservation activities</p>	 <p>Biodiversity-related impacts</p> <p>35 hectares of grassland restored in Saran Moti</p> <p>5 hectares of land restored in Gulunche Village grassland project</p> <p>8,941 animal beneficiaries from the Saran Moti grassland project</p> <p>Zero Sparrow Deaths</p>	 <p>Community-related impacts</p> <p>7+ villages benefited from access to restored grassland</p> <p>20 villagers provided with daily work due to The Gulunche Village grassland project</p> <p>9,502 farmers benefitted from pond restoration</p>
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Managing Biodiversity Risks

(SASB Design to Mitigate Community & Ecological Impacts RR0103-04; IFC PS 6 Management of Ecosystem Services; ESRS Disclosure Standards E4 (1-5); GRI 304-1, GRI 304-2 (a), GRI 304 - 4; WEF ESG Nature loss)

Our monitoring practices aim to ensure no disturbance to local flora and fauna. Recognizing potential long-term risks such as bird and bat collisions, we have installed bird guards and diverters at transmission lines of our OMS locations to reduce electrocution and collision incidents. We continue exploring technology-driven solutions like sensors on wind turbines that detect approaching birds and halt turbine operation in high-risk zones to reduce wildlife mortality.

Starting from the planning phase of our projects, our Wind Resource team carefully identifies ecologically sensitive areas, such as national parks, wildlife sanctuaries, biosphere reserves, and Eco-Sensitive Zones (ESZs), to avoid them during micro-siting. Due to Suzlon's careful consideration of biodiversity risks during the site selection process, there have been no significant direct and indirect impacts on biodiversity near eco-sensitive zones due to our operations.

We assess biodiversity risks within our operations, our partners and supply chain through a structured process of identification of risks during planning and site selection, biodiversity conservation, mitigation and management across project lifecycle and operations. This approach allows us to identify dependency- and impact-related biodiversity risks and prioritize areas for conservation. Our Biodiversity Monitoring and Management Plans, which are aligned to the mitigation hierarchy (avoid, reduce, restore & regenerate, transform), apply a location-specific lens across the full project lifecycle, from initial planning and construction to operations and eventual decommissioning. These plans define clear requirements, monitoring protocols, and management measures tailored to each phase, ensuring both dependencies and impacts are systematically addressed. The outcomes of these assessments are integrated into our company-wide risk management processes, enabling informed decision-making.

The assessment of biodiversity risks and valued ecosystem components (VEC) is being carried out

through Environmental and Social Due Diligence, biodiversity screening and assessment surveys even in planning phase, use of IBAT tool and alignment with LEAP principles of TNFD. It helps us in determination of ecological and biodiversity issues that can have detrimental environmental and financial impact on project and associated facilities including transmission line infrastructure. The Identification of ecologically sensitive receptors in proximity to our operations and Area of Influence (Aoi) is carried to assess probable impacts and adopt mitigation measures accordingly.

As part of our environmental and social (E&S) scoping assessments, we also 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, and mangrove ecosystems. This proactive approach enables us to manage risks effectively and design appropriate mitigation measures. There are no IUCN Red List species and national conservation list species with habitats in areas affected by the operations of Suzlon. WTG installations move forward only after securing all necessary approvals from environmental authorities required, if any. Furthermore, biodiversity risks are envisaged even for our suppliers and during FY 24-25, 91.1% Tier-1 suppliers were assessed for biodiversity risks.





In FY 24–25, 100% of our Board, Key Management Personnel, and employees participated in online training on biodiversity, alongside human rights, ESG awareness, and other sustainability topics, embedding biodiversity considerations into both strategic decisions and daily operations.

Training and Awareness

Biodiversity awareness is integrated into our training programs for every level of the organization, from our Board of Directors and Key Management Personnel to employees across functions.

Community Partnerships for Biodiversity Resilience

(ESRS DISCLOSURE STANDARDS E4 (3-5); GRI 304 – 2(b), 304 –3, 304 –4; WEF ESG NATURE LOSS)

We partner with communities around our operations to participate in various initiatives to protect flora and fauna and preserve biodiversity, protecting the environment, human health, and running business seamlessly.

Grassland Restoration in Saran Moti, Kachchh, Gujarat

For decades, the semi-arid grasslands of Kachchh have been under threat from Prosopis juliflora, locally known as Gando Baval. This invasive species had spread aggressively across community pastures, choking native vegetation and reducing fodder availability for livestock. In Saran Moti village, once-thriving grazing lands were reduced to thorn-filled wastelands where cattle, goats, and sheep could no longer graze freely. With animal husbandry being a primary livelihood in the region, this loss posed serious risks to food security, household income, and biodiversity.

Under the Sujeevan II Project, funded by Suzlon, Enel, and Norfund, and implemented by VRTI through Suzlon Foundation’s CSR, a grassland restoration program was initiated in 2024–25. Saran Moti became one of seven participating villages, alongside Jangadiya, Julrai, Junagiya, Kotda Madh, Bhadra Nana, and Khadak.

The intervention began with a participatory planning process where the Village Development Committee (VDC) and panchayat leaders discussed the challenges and agreed to allocate panchayat-controlled land for restoration. Community members supervised the removal of Prosopis shrubs, ensuring local ownership. A total of 35 hectares of grassland were cleared of invasive species, against the initial plan of 48 hectares.



Impact

- **Fodder Security:** Restored grasslands have significantly boosted fodder availability, ensuring reliable grazing space for livestock.
- **Beneficiary Reach:** 810 animal keepers across seven villages benefited directly, with improved cattle health and milk productivity.
- **Livelihood Creation:** The initiative created short-term employment for seven local vendors engaged in grassland clearance activities.
- **Biodiversity & Climate Impact:** Removal of Prosopis allowed native grasses to regrow, improving habitat diversity while supporting carbon sequestration through increased green cover.
- **Community Ownership:** By granting land access and supervising the restoration, villagers developed a sense of long-term stewardship, strengthening resilience against future degradation.

The restored grasslands in Saran Moti and other villages have transformed previously unusable land into productive pastures. Cattle herders now report easier access to grazing, fewer incidents of livestock getting trapped in thorny thickets, and improved

birthing conditions for animals. The sight of cows, goats, and sheep grazing freely once again has renewed confidence in sustainable animal husbandry.

One of the biggest challenges is preventing the regrowth of Prosopis. The project highlighted the importance of early community engagement to secure land commitments, as not all villages readily agreed to participate. Flexibility in planning also proved essential. In FY 25–26, Suzlon Foundation will continue working on the same parcel of land with full funding from Suzlon. Future activities include planting native trees, training VDCs on long-term grassland management, and collaborating with local NGOs to monitor regrowth. The goal is to expand the model to additional villages, replicating the success of Saran Moti while ensuring lasting ecological and livelihood benefits.

The Saran Moti grassland restoration stands as a flagship example of community-led conservation. What was once an impenetrable thorn forest has been reclaimed as open, fertile pastureland. The initiative has restored dignity and security to animal keepers, revitalized the ecosystem, and reinforced Suzlon’s commitment to sustainable development. The project demonstrates that when communities, NGOs, and corporations come together, degraded landscapes can be restored to thriving ecosystems, securing livelihoods for today and building resilience for tomorrow.



Supporting Avian Habitats

Initiatives and Biodiversity Enhancement

Biodiversity loss has become a pressing concern, and bird populations are among the most vulnerable due to shrinking habitats and urban expansion. At our SE Forge site in Vadodara, we saw an opportunity to make a difference by protecting local bird species and strengthening ecological balance. Without dedicated efforts, safe nesting spaces would remain scarce, putting bird populations under further strain.

In FY 24-25, we launched the Bird Conservation Initiative as part of our commitment to environmental stewardship. A group of 15–20 employees actively participated in designing and crafting eco-friendly nests from cardboard, ensuring proper ventilation and safety. These handmade nests were strategically placed around the plant to provide secure breeding spaces for local birds. In addition, we encouraged employees to observe and monitor nest activity, making conservation an integral part of our workplace culture.

Impact

- **Biodiversity Enhancement:** We observed an increase in the presence of local bird species around the plant, with several nests actively in use. Birds have contributed to natural pest control, adding ecological value while improving the overall atmosphere at the plant.
- **Employee Engagement:** The initiative fostered pride and ownership, with employees taking an active role in monitoring and caring for the nests.
- **Cultural Benefits:** By embedding conservation practices into daily operations, we nurtured a culture of environmental responsibility and strengthened workplace morale.

The Bird Conservation Initiative has enhanced both the local ecosystem and our company culture. A noticeable increase in bird populations and nesting activity demonstrated direct environmental benefits, while employee involvement deepened engagement and strengthened our shared sense of responsibility. In FY 25–26, we plan to expand the initiative by planting native trees around the plant, creating more bird-friendly habitats, and scaling employee-led awareness programs. We also aim to collaborate with local wildlife organizations to monitor bird populations and ensure sustainable, long-term impact.



'Suzlon Save the Sparrow' Campaign

We aim to launch a nationwide Suzlon Save the Sparrow campaign in FY25-26, engaging schoolchildren in building bird nests to help restore sparrow populations through species conservation and raise biodiversity awareness among youth.

Through the Suzlon, Save the Sparrow campaign, schoolchildren supported in the building of safe nesting spaces, leading to zero sparrow deaths.

Tree Plantation and Afforestation

Tree Plantation Drive at SE Forge, Vadodara

Rapid urbanization and industrial growth have led to reduced green cover, poor air quality, and threats to biodiversity. Recognizing our responsibility to address these challenges, we identified tree plantation as a practical and impactful way to support environmental preservation, restore ecological balance, and promote sustainable practices within and around our operations. We organized a Tree Plantation Drive under our CSR program at SE Forge, Vadodara, to improve green cover, enhance biodiversity, and raise awareness about climate change.

A group of 25–30 employees participated alongside local community members. Together, we selected appropriate native tree species, identified planting sites, and implemented practices to ensure sustainable growth and long-term survival. Beyond planting, we emphasized maintenance and monitoring to ensure that the trees contribute meaningfully to environmental improvement.

Impact

- **Environmental Benefits:** Trees planted as part of the initiative will improve air quality, reduce soil erosion, conserve water resources, and provide natural habitats for local wildlife.
- **Employee Engagement:** Employees actively participated, strengthening teamwork,

environmental awareness, and a sense of pride in contributing to a greener planet.

- **Community Collaboration:** Working with local community members fostered collective responsibility for environmental protection and built stronger bonds with our stakeholders.
- **Climate Resilience:** Increasing green cover furthers our climate change mitigation efforts and aligns with national and global sustainability goals.

In FY 25–26, we plan to expand the drive through mass plantation campaigns and urban forestry initiatives. We will collaborate with schools, NGOs, and local communities to ensure tree care and monitoring, with a focus on native species. By scaling up our efforts, we aim to strengthen our impact on climate resilience, biodiversity conservation, and community well-being.



Environmental Impact and Mitigation

Although we are not mandated to conduct Environmental Impact Assessments (EIAs) for most of our operations, we conduct Environmental and Social Due Diligence Studies, Environmental Impact Assessments (EIA), if required. Based on these assessments, we implement appropriate and feasible mitigation measures to prevent ecological harm across project lifecycle.

Way Forward- Four Levers to Strengthen Biodiversity

As we expand operations and progress on our sustainability mission, we will leverage the following critical levers to strengthen our ability to make nature conservation an integral part of our growth story and safeguard and restore ecosystems.



Materials Management

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Material Efficiency, Sourcing, and Management	<p>Material optimization</p> <p>Increase in local sourcing of raw materials</p> <p>Integration of sustainability considerations in supply chain</p>		<p>GRI 301-1, GRI 301-2, GRI 301-3</p> <p>WEF ESG Resource availability</p> <p>SASB RR0103-05- Materials Efficiency</p> <p>SASB RR0103-06- Materials Efficiency</p> <p>SASB RR0103-07- Materials Efficiency</p> <p>SASB RR0103-08- Materials Sourcing</p> <p>SASB RR0103-10- Materials Sourcing</p> <p>ESRS DISCLOSURE STANDARDS E5 (1-3), E5-4</p>

Our products are designed for durability, ease of disassembly, and resource recovery, ensuring materials retain value beyond their initial lifecycle. 90–92% of our end-of-life materials are recyclable

As a leading provider of renewable energy solutions, responsible materials management is critical to helping us deliver sustainable value. The scale, complexity, and lifespan of our products mean that material choices and lifecycle strategies have a direct impact on environmental performance, operational efficiency, and long-term circularity.

Led by the objectives of our Sustainability Policy, our materials management approach reflects our commitment to environmental stewardship and resource efficiency.

Our Approach

(ESRS DISCLOSURE STANDARDS E5 (1-3); GRI 3-3)

Low carbon steel being procured from Tier-1 critical suppliers with emission intensity less than 2.2 tCO₂e/t of production, reflecting our preferential sourcing approach.

At Suzlon, optimizing materials efficiency is a strategic design priority to reduce environmental impact and improve sustainability across the product lifecycle. Suzlon ensures traceability along value chain and procurement of sustainable materials and no conflict of minerals. The alignment is being carried out in accordance with sustainable sourcing principles as per Supplier Code of Conduct and Sustainable Sourcing Policy.



In the choice of raw materials, we focus on sourcing components with a lower environmental footprint by prioritizing materials that reduce embodied carbon, water use, and waste. We recognize that responsible raw material sourcing is integral to minimizing our environmental and social footprint. We are strengthening traceability mechanisms to ensure visibility into the origin of key raw materials, while working closely with suppliers to reduce adverse environmental and social impacts associated with their production. We intend to set measurable targets for increasing the share of both sustainably sourced and recycled raw materials in our operations. In addition, Suzlon actively seeks to minimize the use of hazardous substances in its operations by encouraging the adoption of alternative, less hazardous materials wherever feasible. We monitor and work to reduce the generation and toxicity of hazardous substances and comply with all applicable regulations on 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 global conventions. To embed accountability across the organization, we conduct regular training and awareness sessions for internal stakeholders, equipping them with the knowledge and tools to uphold our sustainable sourcing commitments.

Performance Highlights

In FY24–25, we made significant progress on strengthening our materials management outcomes.

Initiative	Achievement
Life Cycle Assessment (LCA)	Cradle-to-Grave LCAs for deeper environmental insights; LCA completed for S120 and S144 turbines
Recyclability	90–92% of end-of-life materials are recyclable
EPD Readiness	Internal alignment to ISO 14025 and EN 15804 completed
Innovation	Investments have been made in testing larger blades and control systems for blade testing to increase the adoption and efficiency of green energy. The turbines are designed to withstand extreme climates and ensure minimization of waste generation from WTG

Advanced Engineering to Optimize Material Usage

Our engineering teams are developing disassembly-friendly designs that support easier maintenance, refurbishment, and recycling, while strengthening component traceability and recyclability assessments to understand the environmental footprint of each product. These insights guide responsible decisions on material selection, reuse, and end-of-life handling.

Within direct operations, we employ a robust value engineering and design optimization program to significantly reduce material consumption and resource

A dedicated design and engineering team continually evaluates turbine components and systems to identify opportunities for resource optimization, waste minimization, and environmental performance improvement. In line with our Sustainability Policy objectives, we also integrate energy, water, and environmental considerations into manufacturing, operations, and the design of both new facilities and upgrades to existing ones, creating a unified framework for sustainable materials management across our value chain.

Hazardous substances are systematically avoided in the design phase.

For the distribution and transportation of materials, we implement solutions to optimize logistics and packaging practices to minimize environmental impact and strengthen safety. During the use phase, the turbines are designed for high durability, extended life, and minimal maintenance, delivering long-term energy savings and operational efficiency. Finally, we promote responsible end-of-life management through recyclability.

Advanced engineering has reduced steel consumption by 60% per tubular tower portion in the S144 turbine model, which uses 38.98 MT of steel per tower compared to 103.82 MT used in earlier conventional models, showcasing our commitment to efficient resource utilization.

use by redesigning components and processes to achieve functionality with reduced material use, without compromising performance or safety.

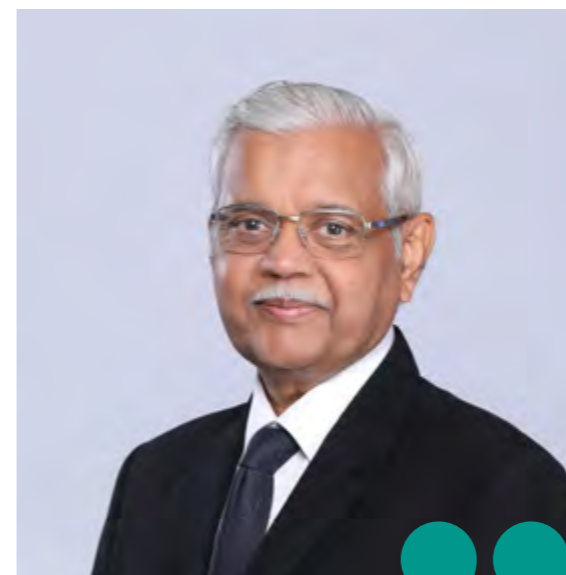
Advancing Decarbonization Through the India Green Steel Coalition

We joined the India Green Steel Coalition (IGSC) in 2024 as a proactive customer for creating demand for low carbon steel from the buyer's side aligned to Responsible Sourcing Principles. Convened by WWF India and the Confederation of Indian Industry, IGSC brings together policymakers, producers, and buyers to accelerate the transition to low-carbon steel. By joining, we positioned ourselves as a demand-side leader, helping create market alignment for green steel while contributing to the coalition's vision of reducing the sector's emissions intensity by 2030.

We actively participated in the pre-launch meeting on September 23, 2024, sharing our perspective with IGSC and EY, the consultant driving its national roadmap, and later attended the inaugural event in Delhi on September 27,

where the Hon'ble Minister of Steel, Mr. H. D. Kumaraswamy, was the chief guest. The launch also saw the release of IGSC's first report on the Green Steel Market Scenario and Production Pathways. With major producers such as JSW, JSPL, SAIL, and Kalyani Steel already onboard, the coalition now represents nearly 80% of India's steel market.

Through IGSC, we are contributing to enabling policies, industry advocacy, and collective action that will promote the manufacture and consumption of green steel in India. This step reflects our role as a responsible customer and strengthens our journey toward decarbonization, ensuring that our sourcing practices align with India's climate goals and the global push for sustainable materials.



Mr. Vinod Tanti
Chairman and Managing Director
Suzlon Group

"Since steel is one of the most essential raw materials in growing the wind energy sector, we have joined the Indian Green Steel Coalition (IGSC) to move the needle on favourable policies. Receiving participation from some of India's major steelmakers, this union has been formed by the World Wide Fund for Nature India (WWF India) and the Confederation of Indian Industry (CII) – two organisations that have been staunch promoters of climate action.

Suzlon's association with this coalition will allow us to support the promotion of green steel manufacturing and consumption as well as help reduce the steel sector's emissions by 2030. As a large-scale consumer of steel, Suzlon's participation in this union is critical to generate higher demand from the consumer-side, thereby directly contributing to India's collective decarbonisation goals."

Reducing Virgin Material Dependence

(ESRS DISCLOSURE STANDARDS E5-4; WEF ESG RESOURCE AVAILABILITY; GRI 301-2, GRI 301-2, GRI 301-3, WEF ESG Resource availability)

225 kg of steel per tower was sourced from scrap to reduce dependence on virgin steel.

We focus on reclaiming and reducing the use of virgin materials by integrating technology, circularity, sustainable design principles, and local procurement into our processes.

This year, we have actively explored reclamation strategies to reduce our dependence on virgin materials and enhance resource circularity. Across all WTG project sites, a total of 28.12 tonnes of packaging material, comprising wood, metal, paper, and plastic, was reclaimed, representing 69.55% of all packaging material used. In addition, at our SE Forge Coimbatore Castings Unit, the use of 90% recycled sand and 75–80% steel scrap has optimized raw material consumption and reduced energy intensity, contributing to the production of low-carbon castings.

Materials Consumption

(ESRS DISCLOSURE STANDARDS E5 – 4; SASB Materials Sourcing RR103 (05, 08 & 10; GRI 301 -1)

In FY24-25, 69.55% of packaging material under IB is reclaimed. The overall waste was accounted as 28.12 tonnes across all locations which includes wood, metal, paper and plastic waste

The volume of renewable materials used went up. 119.92 T of steel scrap was used in the manufacturing of steel plate towers for 533 nos. of WTGs

Approximately 75% of the steel scrap and 90% of recycled sand are utilized in the casting production. During FY24-25, 1507 MT steel scrap was used for manufacturing castings.

We take a strategic approach to managing critical materials by diversifying our supplier base, maintaining material stockpiles, exploring or sourcing suitable alternatives and substitutes, and investing in recycling technologies. Among the critical materials essential to our operations are graphite, antimony, and magnesium, which cumulatively make up 0.1% of the total cost of procurement. Of all materials used, Balsa wood qualified as a renewable product.

Sr No	Top 5 Raw Material	Quantity in MT
1	Steel	2,42,121
2	Cement	481
3	Iron	8,654
4	Silica Sand	7,395
5	Aluminium	2,573
Total		2,70,223

During FY24–25, we consumed a diverse mix of raw materials such as steel, silica sand, iron, cement, and aluminum, amounting to a total of 270223 MT out of which steel consumption overall was 86% of the overall raw material consumption. The most extensively used semi-processed materials by weight were cement, ground granulated blast furnace slag (GGBS), steel components, tower hardware, and zinc wires. In terms of volume, 471 kL of paint and thinners were used as semi-processed inputs. Our packaging relies on various materials, including masking tape, end covers, plastic and rubber sheets, foam padding, wooden crates, and bubble wrap.



Reducing Resource Use Through Design Innovation – Conventional Turbines vs. Suzlon S144–140

Conventional wind turbine tower designs required large volumes of new steel plates for fabrication, particularly for transition pieces, collar strips, and reinforcements. This practice not only added significantly to raw material costs but also increased the carbon footprint of manufacturing. With steel being one of the most resource-intensive inputs in wind turbine production, reducing consumption was essential to align with our sustainability goals and cost optimization strategy.

With the introduction of the S144–140 turbine, we optimized tower design and adopted Kaizen-led process improvements. Instead of purchasing and cutting new steel plates (16x2920x6200 mm), we began reusing off-cut scrap plates from transition piece shells to manufacture collar strips for both middle and bottom reinforcements. This shift allowed us to stop procuring large steel plates exclusively for this purpose. Through these design innovations and Kaizen implementation, we achieved measurable improvements in both cost efficiency and sustainability performance. The reuse of scrap materials directly reduced steel demand, lowering emissions and reinforcing our commitment to circularity in manufacturing.

Impact

- **Resource Optimization:** The S144–140 model reduced overall tower weight by optimizing section lengths (top, intermediate, and adapter sections) compared to conventional models.
- **Scrap Reuse:** Off-cut plates were repurposed for collar strips, eliminating the need for fresh plate procurement.
- **Cost Savings:** The initiative delivered significant raw material cost reductions by minimizing reliance on newly purchased plates.
- **Carbon Reduction:** Recycling steel scrap reduced embedded carbon emissions in manufacturing.
- **Kaizen Benefits:** Process innovation not only improved efficiency but also enhanced workplace safety (HSE) and productivity (PSP).

We will continue to replicate this model across new turbine designs and explore further opportunities for material reuse and set new benchmarks in resource efficiency and support India's transition to a low-carbon energy ecosystem.



Type of Material	UoM	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Raw Materials	MT	51,697	42,713	145,944	280,226
Packaging Materials	MT	86	72	116	375
Packaging Materials	m	197,840	178,960	192,458	243,750
Associated Materials	MT	78	85	214	468
Associated Materials	kL	5,312	0	1,163	1,211
Semi-manufactured Materials	MT	40,705	21,659	27,098	42,365
Semi-manufactured Materials	kL	249	205	329	471
Semi-manufactured Materials	m2	377,312	214,602	0	622,643

Our packaging materials comprised masking tape, end covers, rubber sheet, 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 process to integrate reclamation strategies, as presently we do not reclaim our products or packaging materials. We are cognizant that there are certain risks

associated with 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, development 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

The S144 model demonstrates reduced resource use with a tubular tower using just 38.98 MT of steel compared to 103.82 MT in conventional turbines, and 225 kg of steel per tower sourced from scrap to minimize virgin steel procurement. Suzlon remains focused on optimizing resource consumption across all stages of manufacturing. As part of this effort, the S144 (3.x MW model make) Wind Turbine Generator (WTG) design has been enhanced to reduce steel usage, thereby minimizing resource intensity and product carbon footprint across the Cradle to Grave lifecycle. The S144 model features a tubular section of 13.5 meters and an adaptor flange of 3.3 meters (coming to a total of 16.8 meters), with a steel consumption of only 38.984 metric tonnes (MT) per tubular tower section—

significantly lower than the 103.82 MT consumed in conventional Suzlon turbines. Additionally, the use of 225 kg of steel scrap per tower in the manufacturing of steel plate towers helps reduce reliance on virgin steel, reinforcing resource optimization at source and lowering environmental impacts across the product lifecycle.

The manufacturing of casting at SE Forge in Coimbatore incorporates the use of reused and recycled materials. Approximately 75% of the steel scrap and 90% of recycled sand are utilized in the casting production process.

To know more about our materials management initiatives, refer to the section on product stewardship in this report.

Way Forward: Six Levers to Strengthen Materials Management

Going ahead, we will continue to build on the progress we have made on managing our material use sustainably, led by these levers. Our focus will be on strengthening material recovery, minimizing virgin material use, and enhancing sustainability at every stage of our product lifecycle.

Biodiversity Impact Mapping Program

Expand the reuse of scrap and recycled materials, such as steel, aluminum, and composites, as inputs in manufacturing and forging processes.

Scale up product and packaging reclamation efforts.

Work with suppliers on take-back programs for used materials and packaging.

Sustainable Sourcing

Source steel and alloys from certified green steel suppliers, including members of the India Green Steel Council (IGSC), to reduce the embodied carbon of our products.

Material Substitution

Strengthen R&D programs to identify and test alternative materials that can replace higher-impact inputs without compromising product performance or safety.

Green Vendor Development

Introduce green procurement criteria into sourcing contracts to encourage and reward sustainable practices within our supplier base.

Biodegradable or Recyclable Packaging Materials

Transition from plastic wraps and foams to recyclable or biodegradable alternatives to further reduce our packaging footprint.

Data Monitoring and Reporting

Strengthen KPI tracking for material efficiency and sustainability, including yield percentage, scrap rate, percentage of sustainable sourcing, and R&D spend on sustainable materials research.



Our People Our Strength

Our social responsibility is deeply embedded in the way we operate and grow. We believe that true progress comes from creating value for all stakeholders, including our employees, communities, partners, suppliers, customers, and society at large. Guided by the values of inclusivity, fairness, and sustainability, we strive to foster long-term relationships of trust while contributing to the development of a resilient and equitable society.



Our social and labour policies are aligned with both global frameworks and national laws. These include the United Nations Sustainable Development Goals (SDGs), International Labour Organization (ILO) conventions, and the Universal Declaration of Human Rights (UDHR), alongside compliance with Indian labour laws such as the Factories Act, Payment of Wages Act, Minimum Wages Act, and the Employees' Provident Fund Act. Governance is overseen by our Board and Senior Leadership Team, supported by our Human Resource Management team, ensuring alignment with evolving regulations, benchmarks, and stakeholder expectations.

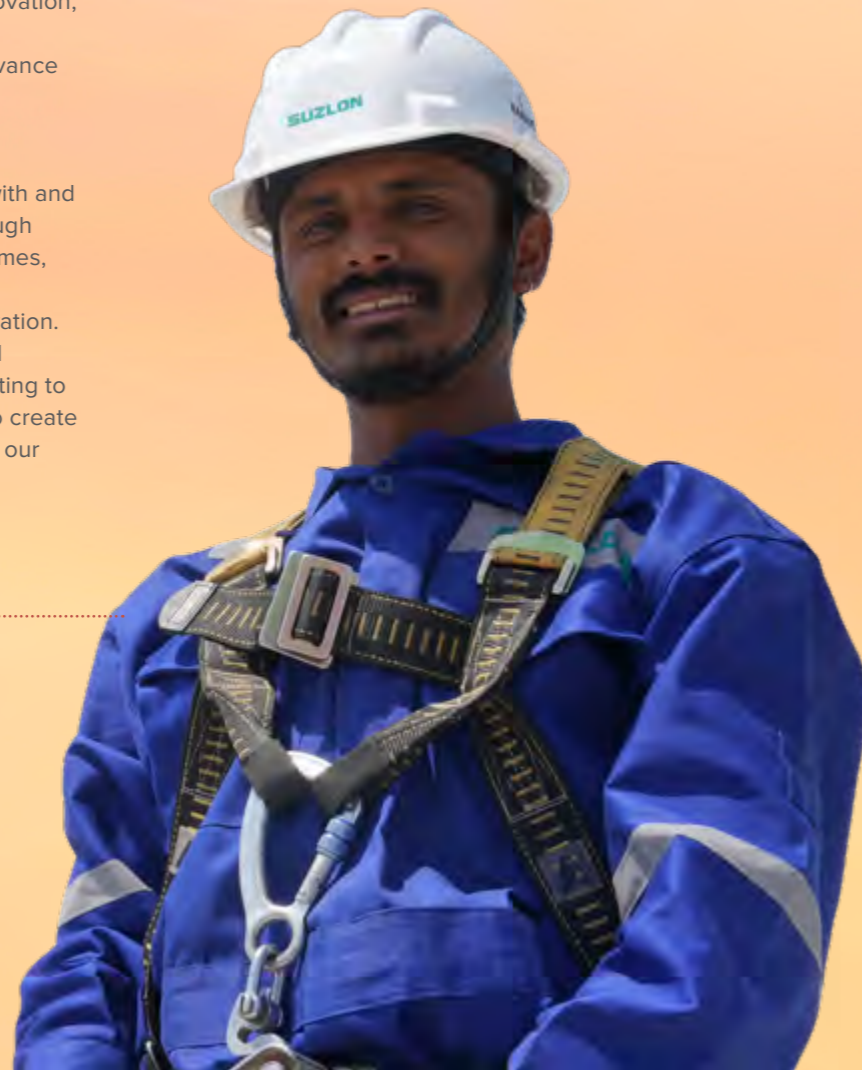
We benchmark our practices against recognised global and national standards. Reporting and disclosures align with frameworks such as the Global Reporting Initiative (GRI), Business Responsibility and Sustainability Reporting (BRSR), and the World Economic Forum (WEF). This reinforces transparency, accountability, and alignment with international best practices, while ensuring compliance with local laws and regulatory expectations.

Employees are at the core of our social vision. We prioritise fair treatment, equal opportunities, and diversity across our workforce. Our practices safeguard fundamental human rights, while ensuring safe and healthy working conditions underpinned by robust Environment, Health, and Safety (EHS) standards. We invest in continuous learning, professional growth, and leadership development, fostering a culture of innovation, respect, and collaboration. Employee well-being is strengthened by inclusive workplace policies, grievance redressal systems, and programmes that promote physical, emotional, and financial health.

Suzlon has a long-standing tradition of engaging with and uplifting the communities where we operate. Through our Corporate Social Responsibility (CSR) programmes, we focus on education, healthcare, livelihoods, women's empowerment, and environment conservation. Our initiatives are designed to be participatory and sustainable, addressing local needs while contributing to India's broader developmental priorities. We aim to create shared value by linking community well-being with our long-term business goals.

Our value chain is built on principles of transparency, integrity, and fairness. We expect our partners and suppliers to uphold the same standards of ethics, human rights, and environmental responsibility that we follow. Supplier codes of conduct, audits, and capacity-building initiatives strengthen accountability across our ecosystem. For customers, we commit to delivering reliable, clean, and sustainable energy solutions that not only meet their needs but also support their sustainability goals.

We have established a transparent grievance mechanism that enables employees and other stakeholders to raise concerns about social, labor, and human rights practices without fear of retaliation. The Board oversees the implementation of this policy and reviews related management systems periodically to ensure their continued relevance to our operations and stakeholder expectations. We commit to reviewing our people-focused policies annually to maintain compliance with evolving standards and to drive continuous improvement. The Senior Leadership Team leads implementation, supported by HR and other functional teams, with quarterly reviews of performance. Progress is measured against defined targets and shared transparently with stakeholders.



Human Capital Development

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Training and Development/ Human Capital Development	Increase the share of women employees across operations, including leadership levels, to 10% by 2030	 	GRI 2-7, GRI 3-3, GRI 401-1, GRI 405-1 ----- WEF - ESG Employment and Wealth Generation ----- WEF ESG Dignity and equality ----- IFC PS 2 Working Conditions and Management of Worker Relationships

At Suzlon, our people are the driving force behind our purpose and progress. Our approach to human capital management reflects our belief that each employee brings unique value to the organization.

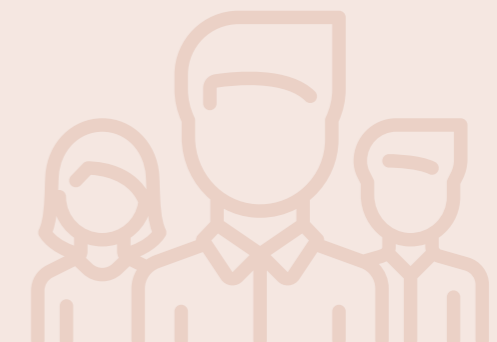
Suzlon's journey toward holistic and sustainable development is grounded in five core values: agility, creativity, value addition, commitment, and integrity. These values guide the actions of every employee across the organization. We are committed to creating a work environment that encourages individuals to learn, grow, and make meaningful contributions throughout every stage of their careers. An entrepreneurial mindset is embedded in all aspects of our operations. Our high-performance culture provides employees with operational freedom and significant growth opportunities, supported by insights gained from our global presence and network.

Suzlon believes that Human Capital Development and focus on people is integral to long-term growth, organizational resilience and contribution to India's green energy future.

Suzlon continues to be an excellent career option for individuals who are passionate about making a difference in the renewable energy sector.

In FY24-25, our total employee count increased by 11.6% from FY24 to 6,662.

Increased women representation by 104% in FY 24-25, as compared to FY 23-24.



Our Approach

(GRI 3-3; ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5)

Our goal is to protect the rights of our employees, foster safe and inclusive environments, and strengthen accountability across our value chain. In March 2025, we introduced our Social and Labour Policy to promote fairness, equity, and dignity in the workplace. The policy underscores our belief that renewable energy leadership must go hand in hand with respect for people and communities.

This policy applies to all our operations, employees, customers, suppliers, and partners. It extends across business functions and covers the full lifecycle of our projects. We expect every stakeholder in our ecosystem to uphold the principles embedded in the policy.

We have aligned the policy with global and national standards, including the United Nations Sustainable Development Goals (SDGs), International Labour Organization (ILO) conventions, and the Universal Declaration of Human Rights (UDHR). We also draw on Indian legislation such as the Factories Act, Trade Unions Act, and Child and Adolescent Labour Act, and reporting frameworks like GRI and BRSR.

Our Senior Leadership Team is responsible for implementing this policy, supported by the Human Resource Management team. The Board oversees compliance, reviews progress annually and incorporates best practices and regulatory changes. We have also established grievance redressal mechanisms to address employee concerns transparently. Performance against this policy will be reviewed quarterly, and results will be communicated openly to our stakeholders.

Our Commitments

We are committed to equitable opportunities, social protection, and fair treatment for all. Our commitments include:

Respecting work-life balance through reasonable hours, paid leave, maternity and paternity benefits, and mental health support.

Ensuring fair wages aligned with the cost of living and regularly reviewed for inflation.

Eliminating forced labour and upholding freedom of association.



Promoting safe, healthy, and supportive workplaces that prioritise employee well-being.

Guaranteeing income security during illness, disability, or unforeseen circumstances, and extending support to next of kin.

Encouraging employee engagement in decision-making through structured platforms.

Strengthening living conditions by ensuring access to clean water, sanitation, housing, and healthcare.

Performance Highlights

(IFRS S1. Metrics and Targets)

In the reporting year, we undertook several future-focused initiatives to strengthen our people practices, with an emphasis on enhancing skills, fostering employee well-being, and building an inclusive culture to benefit both our workforce.

Initiative	Achievement
Employer of choice for renewable energy professionals and women	Increased workforce by 11.6% Increased women representation by 104% in FY25, as compared to FY24.
Leadership Access & Dialogue	Quarterly CEO Townhalls: Transparent strategy sharing, real-time feedback, and open Q&A with senior leadership. This is attended by 100% of the organization. All-Women Employee Connect: Institutionalized direct interactions with leadership to voice experiences and co-create change every Women's Day New Joiner CEO Connect: Monthly connects between the CEO and new employees joining Suzlon across locations
Employee Survey	New Employee Experience Survey: A 555 survey that ensures 5th day, 5th week, and 5th month feedback from employees. Annual Great Place to Work (GPTW) Survey: Suzlon has been awarded the GPTW badge for the second consecutive year (2023-24 and 2024-25) with an improvement of three points score in year 2.



Our Employees

(GRI 2-7 a, b, c d & e; GRI 405-1 b; WEF ESG Dignity and equality; ESRS Disclosure Standards S1-6; S1-9; S1-12)



We remain committed to enhancing gender diversity across our operations. In FY24–25, the representation of women employees grew by 104% compared to FY 23–24.

We follow a structured approach to managing the employee experience, from recruitment and onboarding to development, engagement, and long-term retention. Each stage is designed to deepen connection, enhance performance, and build a shared sense of purpose. Learning and development play a vital role in preparing our teams for the future. We offer extensive opportunities for upskilling, leadership development, and cross-functional

learning. These initiatives equip our people to meet evolving business needs while advancing their careers.

We are committed to building a diverse workforce, recognizing that a blend of gender, age, experience, background, and expertise strengthens collaboration and innovation. Inclusion is integrated into our ways of working, ensuring equal access to opportunity and respect for individual contributions.

Health, safety, and well-being are essential components of our employee support framework. We also promote a workplace culture rooted in open communication, appreciation, and mutual respect. This helps individuals perform at their best in a positive and inclusive environment.

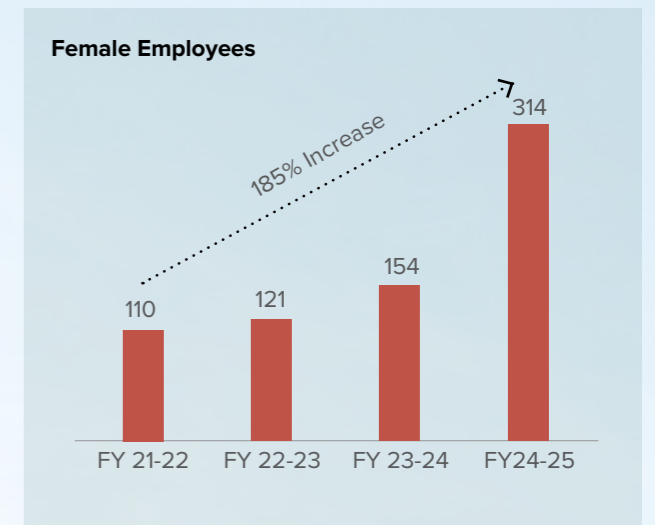
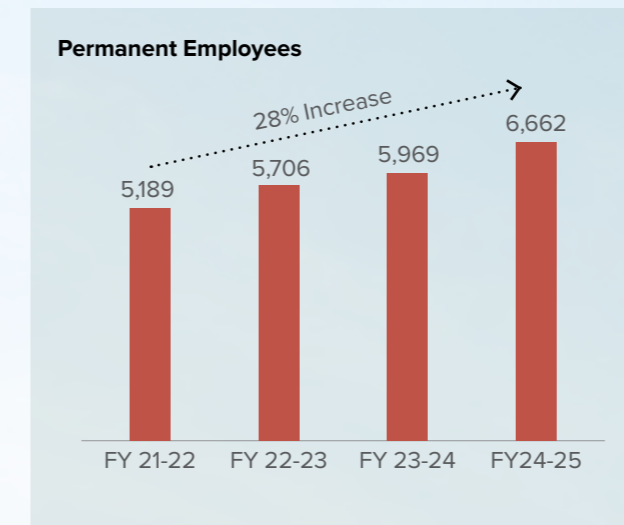
Permanent Employees

As we expand our operations, we continue to strengthen our workforce by retaining talent with expertise and passion for renewable energy, while also adding new skills where they are not currently available within the company. In FY 24–25, our workforce grew by 11.6%, reflecting both the momentum of our business expansion and our commitment to building long-term organizational capacity.

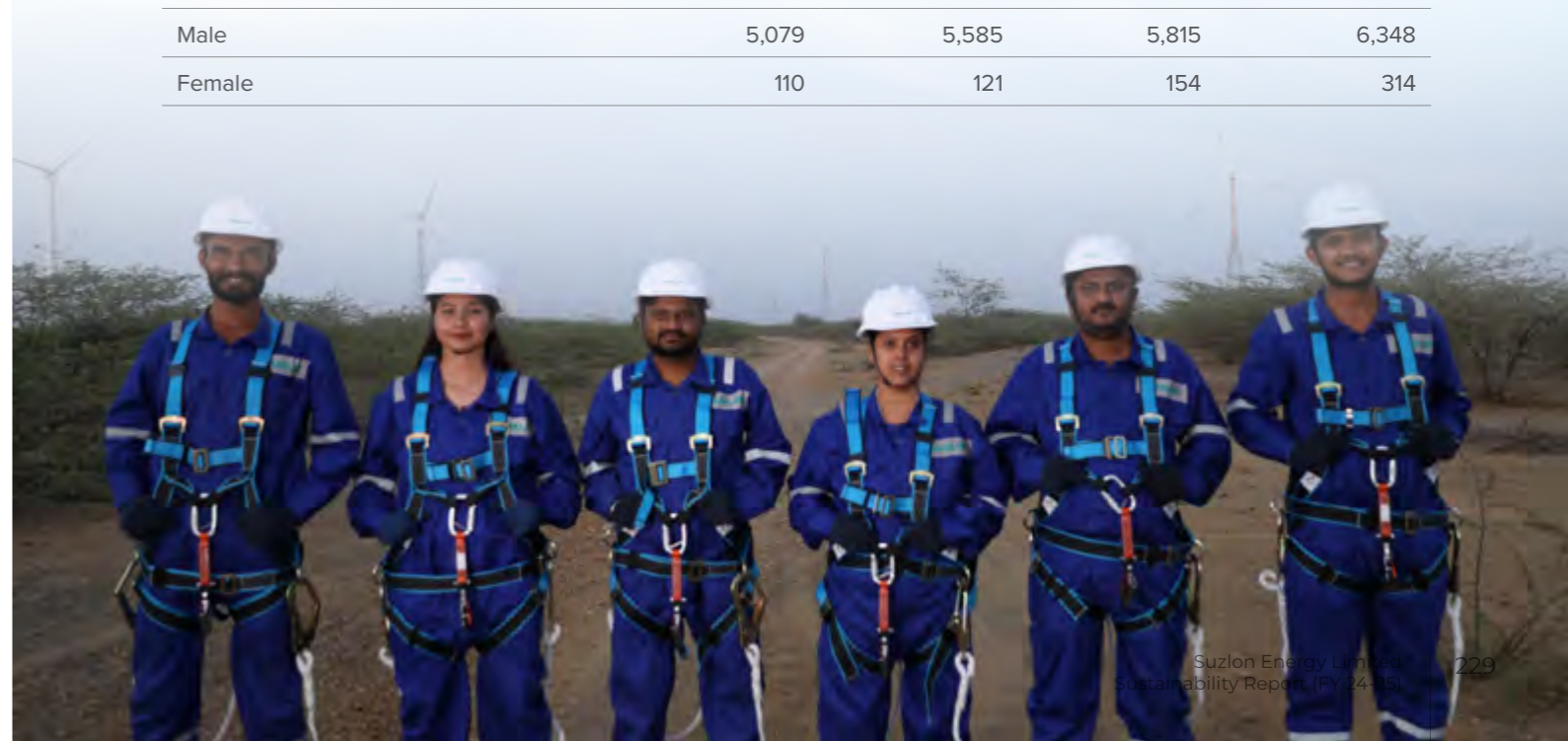
Women now represent 5% of our total workforce, an increase of 2 basis points over FY 23–24. While this shows progress, we recognize that more needs to be done. We remain committed to fostering an inclusive, diverse, and empowering workplace, with a goal of doubling female representation to 10% by 2030 across all management levels. More details on this journey can be found in our Diversity, Equity, and Inclusion (DEI) section.

We recognize the importance of a balanced organizational structure that enables effective execution while fostering employee growth, career development, and mentoring, with junior managers learning from the experience of middle and senior leaders.

In FY24–25, our share of middle management employees rose by 155% compared to FY23–24, driven by internal promotions and lateral hiring.



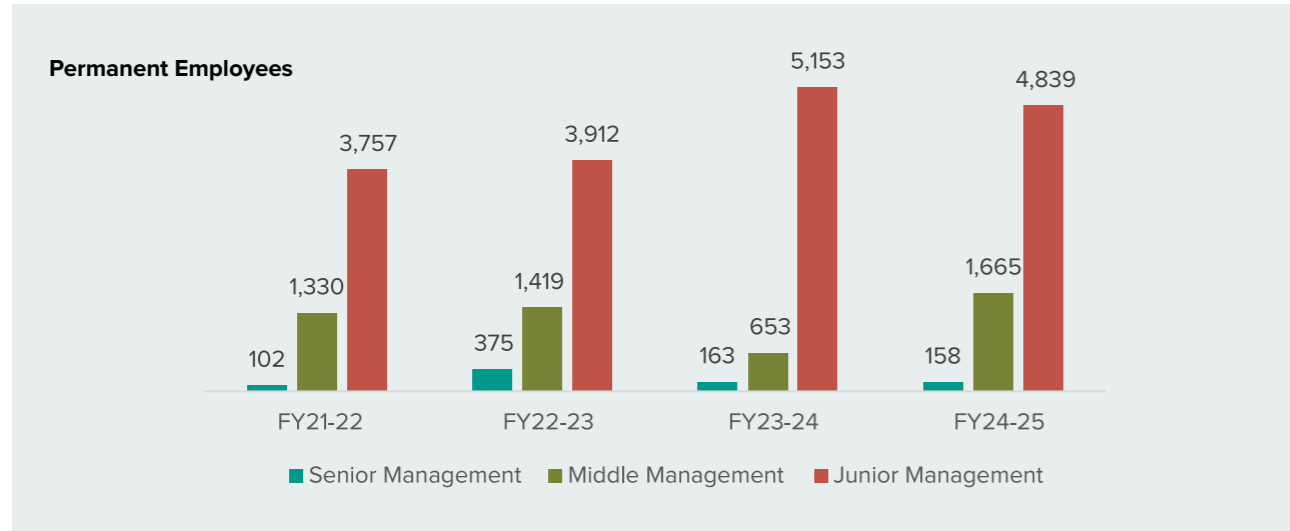
Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total	5,189	5,706	5,969	6,662
Male	5,079	5,585	5,815	6,348
Female	110	121	154	314



Permanent Employees Breakdown

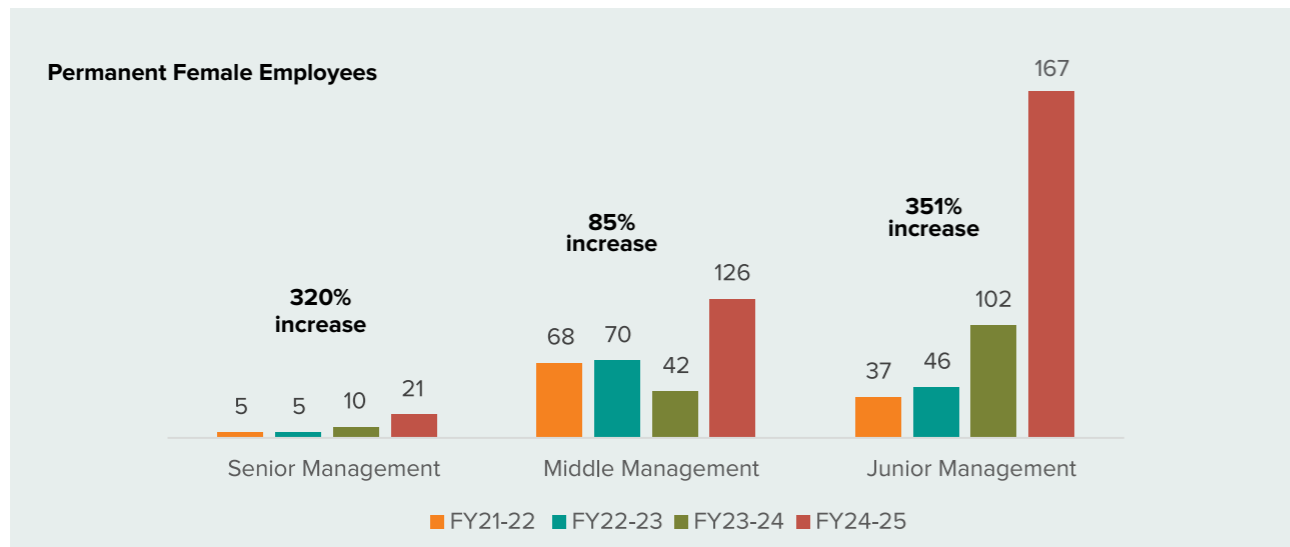
Suzlon believes in principles of Equal Employment Opportunity (EEO) and does not discriminate against employees based on race, colour, religion, sex, national origin, age, disability or genetic information.

1. By Management Category



Category	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Senior Management	102	375	163	158
Male	97	370	153	137
Female	5	5	10	21
Middle Management	1,330	1,419	653	1,665
Male	1,262	1,349	611	1,539
Female	68	70	42	126
Junior Management	3,757	3,912	5,153	4,839
Male	3,720	3,866	5,051	4672
Female	37	46	102	167

The management-wise categorization further shows an increase in number of female employees in FY 24-25 by 49% from FY 23-24.

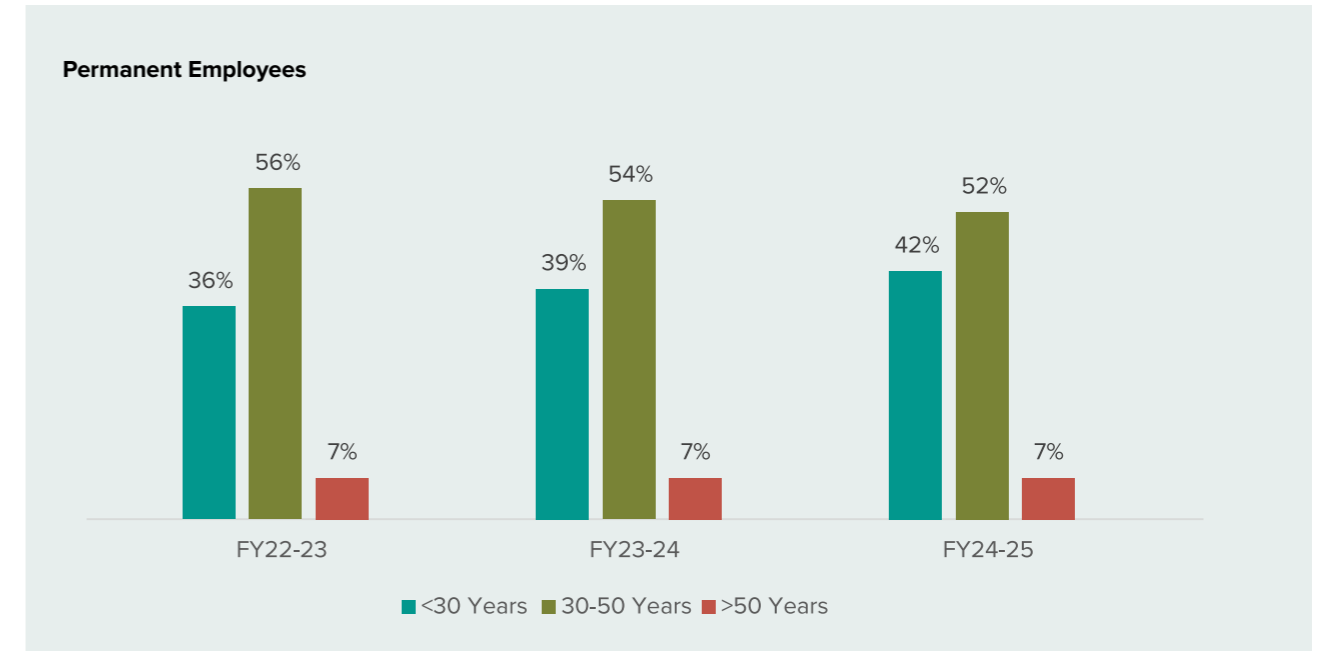


We have witnessed a significant rise in the representation of permanent female employees across all levels of management. At the senior management level, female participation has grown more than

three-fold, while middle management has recorded close to a doubling in representation. The most notable progress has been achieved at the junior management level, where female participation has expanded

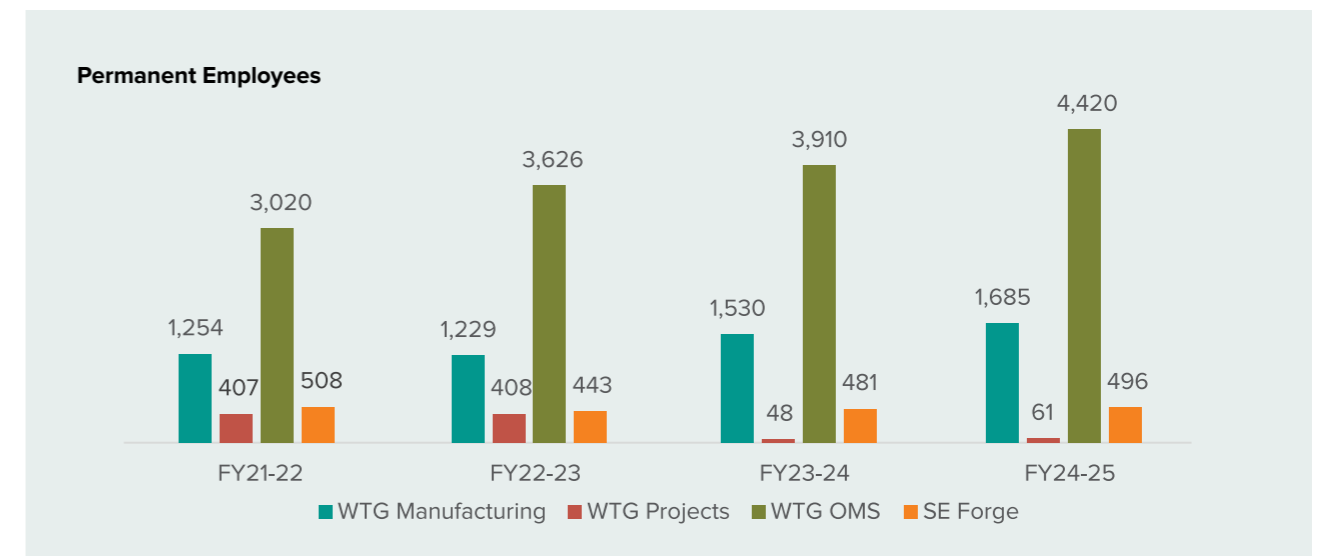
nearly eight times, underscoring our strong commitment to advancing gender diversity and building a more inclusive workforce pipeline.

2. By Age Group (%)

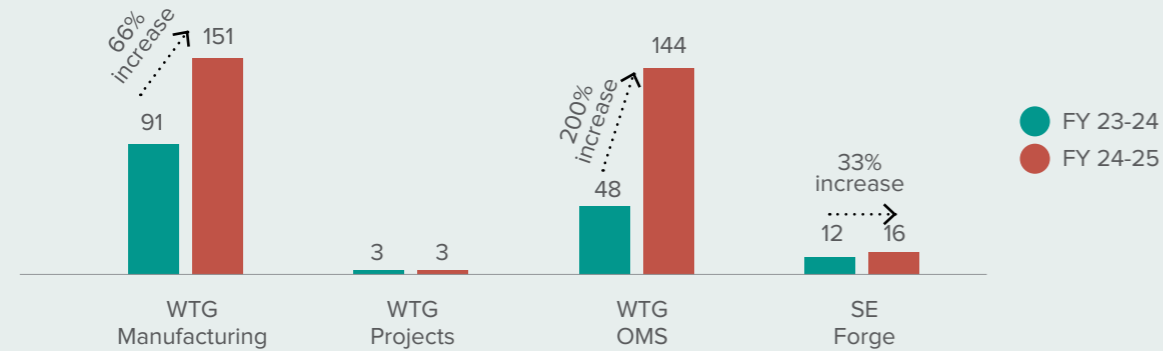


Suzlon believes in hiring talents across all age groups to work together with innovation led growth.

3. By Business Vertical



Permanent Female Employees



We have recorded a steady increase in the number of permanent female employees across key business verticals. In WTG Manufacturing, representation of women has grown by nearly two-thirds, while in WTG

OMS, female participation has tripled, marking the most significant progress. SE Forge has also reported a healthy one-third rise in women employees, further strengthening diversity. While WTG Projects has

remained stable, the overall upward trend reflects our continued efforts to enhance gender balance and inclusivity across operations.

4. By Region

Suzlon being an Equal Employment Opportunity player provides opportunity to all ethnic minorities and religions. The hiring of locals, within the adjoining areas of our operations and of Indian origin was recorded in FY 24-25.

Category	FY 21-22	FY 22-23	FY 23-24	FY 24-25
India	5,189	5,706	5,969	6,662

Please refer to the ESG Data Book for further details on employee headcount across various categories and business verticals.

Attracting Talent

(GRI 401-1 a; WEF ESG Employment and wealth generation; ESRS Disclosure Standards S1-6)

In FY 24-25, we onboarded 2,577 new employees, representing a 45% growth in new hires count compared to FY 23-24.

Our recruitment and talent sourcing approach is designed to align with our vision of driving innovation in sustainable energy. We do more than hire for roles; we build careers. Our internal processes are geared toward providing growth pathways, skill development, and leadership opportunities for all. We have designed hiring strategies to attract individuals who bring fresh ideas,

diverse perspectives, and a shared commitment to building a cleaner future. Every interaction with candidates, from recruitment to onboarding and beyond, delivers a meaningful experience and reinforces our culture of purpose and belonging. In FY24-25, our hiring cost totaled to INR 1.14 Crore for hiring 2577 numbers, which includes the cost of hiring consultancy charges, employee relocation benefits etc.

A structured sourcing and onboarding process helps strengthen our talent pipeline:

Strategic Sourcing Channels

We engage with candidates through a mix of digital job platforms, campus hiring, employee referrals, and industry partnerships to access a wide and diverse talent pool.

Inclusive Hiring Framework

Our hiring processes are built to eliminate bias and promote equal opportunity. We seek talent across age groups, gender identities, backgrounds, and professional experiences to create a workforce that reflects the communities we serve.

Strong Employer Branding

Consistently communicating our values and purpose strengthens our position as an employer of choice, especially for women and early-career professionals aspiring to shape the renewable energy space.



As we continue to evolve our hiring strategies, we remain focused on building a workforce that brings together capability, creativity, and commitment. Our hiring strategy also reflects a balanced approach, combining fresh talent with experienced professionals to ensure effective execution and leadership continuity. This approach enables us to nurture internal talent pipelines while bringing in external perspectives that strengthen our capabilities and prepare us for future challenges.

Women at Suzlon are making their mark across both technical and non-technical domains. From engineering, R&D, and manufacturing to field operations, women are actively contributing in core STEM roles—challenging long-standing industry norms where such positions remain largely male-dominated. To accelerate this shift, Suzlon has also introduced dedicated women-centric leadership and capability-building programs aimed at enhancing their representation in technical and managerial positions, fostering a more inclusive and future-ready workforce.

The Inclusive Hiring opportunities emphasizes equal opportunity and encourages women to apply for roles in innovation, engineering, and sustainability. Through the Suzlon Foundation and vocational partnerships, Suzlon support STEM education and training for young women in rural areas, helping build a future talent pipeline.

In FY 2024–25, we onboarded 2,577 new employees, representing a 45% growth in new hires count compared to FY 2023–24. This strong hiring momentum reflects both the expansion of our business and our commitment to building sustainable organisational capacity.

Encouragingly, female representation among new hires has grown significantly over the years from just 15 in FY 21–22 to 199 in FY24–25, an almost 13-fold increase. Women now make up 8% of all new hires in FY24–25, compared to 4% in FY23–24, demonstrating encouraging progress in gender diversity.

71% of new hires in FY 2024–25 were below the age of 30, reinforcing our focus on building a dynamic talent pool equipped to drive innovation and long-term growth.

Multi-tiered Hiring Strategy to Build a Vibrant Workforce

We adopt a multi-tiered hiring strategy, drawing talent from top universities, regional colleges, and technical schools to build a workforce that is skilled, diverse, and inclusive.

Premier Engineering Talent

We recruit from IITs, NITs, and other top engineering institutions, strengthening our expertise in renewable energy technology and innovation.

Technical Excellence

Drawing talent from ITIs and polytechnics helps build a robust pipeline for site and plant operations.

Gender Inclusion

Focused hiring from all-women engineering and technical colleges is playing a key role in

increasing the representation of women in our company and STEM-related professions.

Local and Regional Talent

We partner with state universities, regional engineering colleges, and tier-2 and tier-3 institutions, creating equitable opportunities for aspiring professionals across geographies.

In FY 24 - 25, 40% Management Trainees (MTs) and Graduate Engineer Trainees (GETs) hired from across all tiers of college were women, furthering our efforts to strengthen gender.

Building Skills for a Renewable Future: Andhra Pradesh Skill Development Program

We believe that skill development is central to empowering youth and preparing them for meaningful careers in the renewable energy sector. In partnership with the Andhra Pradesh State Skill Development Corporation (APSSDC), we launched the Suzlon Excellence Academy to equip young people with technical and practical capabilities aligned with industry needs. The program blends classroom learning with hands-on training. Each student undergoes 420 hours of classroom and laboratory sessions combined with 120 hours of on-the-job training (OJT). This model ensures that participants not only gain theoretical knowledge but also develop real-world skills that improve employability.

Implementation

- Centers at Uravakonda and Vijayawada are actively running skill development batches.
- 127 students are currently enrolled, with 18% women participation, reflecting our efforts to make technical education more inclusive.
- The first batch is scheduled to progress to OJT from September, providing students with workplace exposure and practical learning.
- Branding initiatives, including highway hoardings and local newspaper advertisements, have been rolled out to raise awareness and attract talent and faculty.

Expanding Reach

Over the next three years, we will train 12,000 youth in areas such as wind turbine technology, site operations, blade manufacturing, and wind resource development. These skills will prepare participants for careers in India's fast-growing renewable energy sector and open pathways to global opportunities, strengthening India's position as a hub for green talent.

Women Empowerment in STEM

A cornerstone of this initiative is our focus on increasing female participation in renewable energy. We have set a target of 30% women trainees to help close the gender gap in STEM, where women currently represent only 16% of India's workforce. By enabling more women to join

the wind energy sector, we are not only advancing gender inclusivity in a traditionally male-dominated industry but also unlocking wider social and economic benefits. Research shows that increasing female workforce participation could boost India's GDP by as much as 27%. Empowering women through renewable energy careers, therefore, contributes to both equality and economic growth.

Curriculum Development and Certification

Our program is built on industry-designed curricula, developed in collaboration with Suzlon engineers and experts. These courses focus on sector-specific skills, are aligned with global best practices, and are accredited through recognized Indian and international bodies. This ensures that trainees gain certifications that are valued both within India and abroad.

Skill Labs and On-the-Job Learning

We are creating advanced skill labs to provide hands-on experience, including wind turbine simulation systems, live project work at wind farms, and AR/VR-enabled digital learning tools. To further enhance employability, we are also working with global universities on faculty exchange programs and cross-border apprenticeships. This immersive, learning-by-doing approach ensures that participants graduate with practical expertise and international exposure.

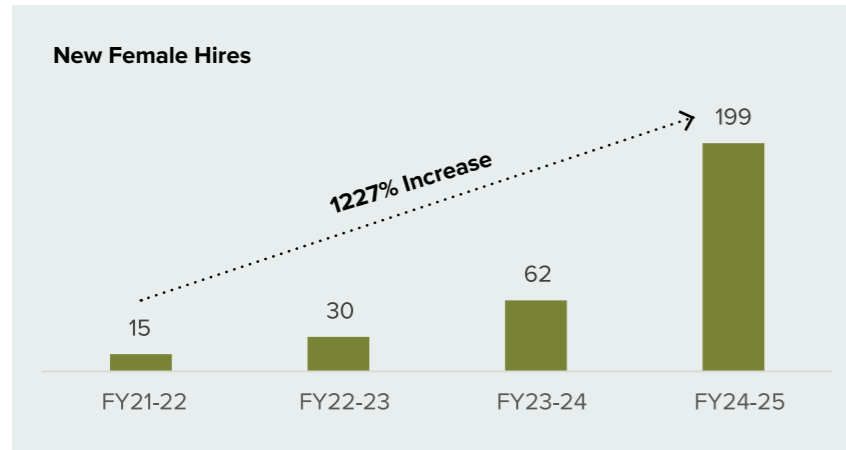
Impact

The Suzlon Excellence Academy has created a strong foundation for renewable energy-focused skill-building in Andhra Pradesh. By offering structured learning and hands-on experience, we are bridging the gap between academic education and industry requirements. Importantly, the program has expanded opportunities for women and youth from diverse backgrounds, contributing to inclusive growth.

As we look ahead, we remain committed to scaling the program to reach more students across the state and beyond.

New Hires Data

Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total	1,235	1,987	1,772	2,577
Male	1,220	1,957	1,710	2,378
Female	15	30	62	199



New Hires Breakdown

1. By Management Category

In FY25, we strengthened our workforce with the addition of 2,577 new hires across all management levels. The majority of recruitment took place at the junior management level with 2,068 hires, reflecting our focus on building a strong talent pipeline for the

future. This was supported by 459 hires at the middle management tier, ensuring depth of expertise and leadership continuity. At the senior management level, 50 new appointments were made, bringing in strategic leadership and industry experience to further reinforce our organizational capabilities and long-term growth objectives.

2. By Age Group (%)

Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
<30 Years	66%	74%	68%	71%
30-50 Years	32%	24%	30%	28%
>50 Years	2%	2%	2%	1%

3. By Region (%)

Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
India	1,235	1,987	1,772	2,577

Category	FY24-25
% of open positions filled by internal candidates	2.63%

Onboarding and Integration

Our structured onboarding program ensures that new employees feel welcomed, informed, and equipped to contribute from day one. New joiners are introduced to our mission, vision, and values through orientation sessions that also highlight our history, strategic direction in renewable energy, and commitment to sustainability. Each new employee is paired with a mentor who offers guidance, shares organizational insights, and supports integration into the workplace.

Targeted Training Modules

Onboarding includes tailored training across key areas:

- Company culture and values
- Role-specific responsibilities
- Health, safety, and environment
- Sustainability practices
- Compliance and ethical conduct

College to Campus Initiatives support fresh graduates as they transition into corporate roles with structured mentorship and career development plans.

New Joiner CEO Connect

We understand that a strong onboarding experience shapes the way new employees view their journey with us. To make this experience meaningful, we introduced the New Joiner CEO Connect program, an initiative that gives every new employee the chance to engage directly with our CEO. The program helps our new team members feel valued and connected right from the start.

As part of this program, our new hires hear firsthand about our values, vision, and leadership perspectives, breaking down barriers and creating a culture where leadership feels approachable and relatable. The program also allows new employees to raise questions, share thoughts, and see that their voices matter, reinforcing our culture of transparency and trust early on.

Since its inception, more than 1,200 employees have participated in these sessions, beginning their journey with Suzlon on a foundation of inclusion, engagement, and belonging.



Succession Planning

We have established a robust succession management plan that prepares our leaders to step into broader roles and ensures continuity across the business. As part of this approach, functional heads are encouraged to take on responsibilities outside their core roles to expand their perspective and readiness, while senior leaders engage in shadowing business unit heads to build cross-functional insight and strengthen leadership capability across management levels.

At Suzlon, leadership is not confined to expertise in a single domain—it is about developing the agility to navigate complex challenges, collaborate across functions, and drive innovation with a holistic vision. To cultivate the next generation of enterprise leaders, we have embedded structured cross-functional exposure into our leadership development framework, ensuring that leaders gain firsthand experience across multiple facets of the business, from engineering and operations to strategy and commercialization.

This enterprise leadership building approach is reinforced through several developmental opportunities. Cross-functional teams, deployed under our Alpha X initiative, work together on high-impact projects such as optimizing wind turbine efficiency, strengthening supply chain resilience, and expanding our renewable energy footprint. Leaders also participate in an annual role rotation program, where they exchange responsibilities with peers from other verticals for a short but intensive period, enabling them to broaden their perspective, sharpen their strategic thinking, and foster stronger collaboration networks. In addition, high-potential employees (HIPOTS) are provided with role deputation opportunities and assignments in business areas beyond their current domain, allowing them to develop a comprehensive understanding of our operations and contribute to enterprise-wide transformation.

Together, these initiatives create a strong and diverse leadership pipeline. By integrating succession planning with enterprise leadership building, Suzlon is cultivating versatile leaders who can ensure business continuity, strengthen organizational resilience, and steer the company toward a sustainable future.

XCEL: Building the Next Generation of Leaders

We believe that strong succession planning starts with our frontline employees. The XCEL Program was created to prepare them for future managerial responsibilities and to build a resilient leadership pipeline that supports our long-term growth. XCEL is crucial in strengthening Suzlon's talent pipeline, ensuring that the next generation of leaders is nurtured from within the company.

Selection Funnel:

- Thomas Assessments: Cognitive Ability (General Intelligence Assessment).
- Behavioral Aptitude (Personal Profile Analysis).
- IDP Conversations: Career aspirations mapped to either becoming: Subject Matter Expert (SME) or People Manager.
- Final selection based on performance, assessment scores, and leadership endorsement.

This rigorous multi-stage process ensures that only the most promising talent enters the Suzlon Talent Pool, which forms the foundation of the XCEL cohort.

In FY 2024–25, XCEL engaged 150 employees, providing them with opportunities to strengthen leadership, functional, and people management skills. Each participant was assessed objectively to identify their potential and align development with the organization's future needs.

The program goes beyond training by offering personalized development plans that focus on both strengths and growth areas. This ensures that employees are not only equipped with the skills required for their current roles but are also prepared to take on greater responsibilities as managers and leaders.

Core Competencies Developed:

- Result Orientation
- Collaboration
- Adaptability
- Planning & Organizing
- Drive to Excel
- Learning Agility
- Interpersonal Intelligence
- Cognitive Flexibility

Mindsets Cultivated:

- Growth Mindset: Encouraging continuous learning and resilience.
- Enterprise Thinking: Understanding cross-functional dynamics and business impact.
- Mobility Readiness: Preparing talent for geographic and functional mobility.

These competencies are aligned with Suzlon's strategic goals and future leadership needs, ensuring that XCEL participants are equipped to take on critical roles and projects.

XCEL has become a cornerstone of our succession strategy, enabling us to nurture talent from within, reduce leadership gaps, and reinforce a culture of growth and opportunity. By investing in our frontline employees today, we are creating a strong foundation for tomorrow's leaders.



Attrition

(GRI 401-1 b; IFC PS 2 Working Conditions and Management of Worker Relationship; WEF ESG Employment and wealth generation; ESRS Disclosure Standards S1-6; IFRS S1.Metrics and Targets)

We are strengthening well-being initiatives, expanding career growth opportunities, and reinforcing support systems across work locations to strengthen employee retention recognizing that working in the wind energy sector comes with challenges of physically intensive roles, remote site conditions, and constant exposure to the elements.

We believe that managing employee separation with fairness and respect is a strategic part of responsible workforce management, leaving opportunity for future collaborations and sustained positive sentiments towards our company and brand. Our separation practices are structured to ensure a smooth and dignified transition for

both the individual and the organization, honouring the contributions of every employee. We follow well-defined processes for resignations, retirements, and terminations. Each case is handled with professionalism, guided by established protocols that support consistency and care. In cases of dismissals, we carry out an analysis of alternatives to retrenchment. If the analysis does not identify viable alternatives to retrenchment, a retrenchment plan is developed and implemented to reduce the adverse impacts of retrenchment on workers.

Exit interviews form an integral part of our approach. They offer valuable insights into employee experiences and help us identify opportunities to improve the workplace. Feedback received is reviewed closely and used to strengthen our engagement and retention efforts.

During FY24-25, total employee turnover rate is 30.4%, out of which total voluntary turnover rate is 29.4%.

Employee Turnover Rates

Gender	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total Turnover Rate	18.2%	22.1%	25.6%	30.4%

1. Turnover Rate by Age Group

Gender	FY 23–24	FY 24–25
<30	39.6%	24.9%
30-50	17.9%	34.8%
>50	10.9%	1.7%

2. Turnover Rate by Gender

Gender	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Male	18.2%	22.0%	25.8%	30.9%
Female	17.4%	23.9%	17.5%	17.1%

3. By Region (%)

Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
India	18.2%	22.1%	25.6%	30.4%

Way Forward – Four Levers for Strengthening Human Capital

As we look ahead, we will build on four strategic levers to strengthen our human capital management strategies and implementation plans, with the aspiration of being the employer of choice for both current and future talent



Explore updating parental leave policy to extend caregiver provisions to family members during times of illness
Reskill legacy roles to adapt to automation, digitalization, and predictive maintenance

Establish peer-to-peer mentorship programs for knowledge transfer and professional development
Actively hire and develop women in field operations, business development, and technical design

Continue conducting employee engagement surveys
Implement targeted initiatives across business units to address concerns most frequently highlighted by employees

Strengthen talent attraction, hiring, and employee benefits to maintain Great Place to Work certification by tracking :

1. Average hiring cost per FTE (with breakdowns by category, age, and management level)
2. Employee engagement score and NPS
3. Participation rate in engagement surveys



Diversity, Equity, and Inclusion

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Diversity, Equity, and Inclusion	Increase the share of women employees across operations, including leadership levels, to 10% by 2030	5 GENDER EQUALITY	GRI 3-3, GRI 202-1, GRI 202-2, GRI 401-1, GRI 405-2 WEF - ESG Dignity and Equality Women Empowerment Principles (WEP) 1-7 ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5; S1-10; S1-6; S1-16 IFRS S1.Metrics and Targets

At Suzlon, Diversity, Equity, Inclusion, and Belonging (DEIB) is not a side initiative—it is a strategic imperative woven into every stage of the employee lifecycle.

Suzlon’s unwavering commitment to diversity, equity, inclusion, and belonging is exemplified by the fact that our CEO personally chairs the DEIB Council, ensuring that inclusion remains central to strategy and decision-making.

Suzlon is committed to increasing the representation of women employees across all operations and leadership levels to 10% by 2030. As of FY25, the Company has achieved 5% representation of women in its overall workforce, reflecting steady progress towards this goal.

At Suzlon, we believe the strength of our organization lies in the diversity of our people and the sense of belonging they experience. We are committed to creating an environment where individual differences are welcomed and respected, strengthening our culture and fostering trust across teams. Diversity at Suzlon goes beyond gender to include a broad spectrum of identities such as race, ethnicity, age, abilities, sexual orientation, and life experiences. These varied perspectives enhance collaboration and contribute to a more innovative and inclusive environment.

Our Approach

(GRI 3-3; WEP Principle 1: Establish high-level corporate leadership for gender equality; ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5)

We believe that creating a work environment where every individual feels respected, supported, and fully engaged is essential to attracting, retaining, and empowering diverse talent. Such an environment strengthens our ability to innovate, fuels creativity in our services, and enables us to better understand and serve our diverse client base.

At Suzlon, 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 color, creed, race, nationality, ethnic or national origin, association with a national minority, marital or civil partnership status, pregnancy, age, disability, religion or belief, sexual orientation, gender identity or reassignment, 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 (DEIB) initiatives across the organization. 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 an inclusive workplace.
- Creating a safe and secure environment with a strict zero-tolerance policy on sexual harassment.
- Building a robust framework to attract, engage, and retain talent of all ages, genders, nationalities, and abilities.
- Fostering diversity across gender, generations, differently abled groups, cultural backgrounds, and the LGBTQIA+ community.

We are strengthening our diversity and inclusion agenda across our production sites and plants. In partnership with the Andhra Pradesh State Skill Development Corporation (APSSDC), the Suzlon Foundation is equipping women with technical skills in wind turbine operations, preparing

them for technical roles in renewable energy. These efforts support our commitment to achieving 10% women's representation across operations and management by 2030, ensuring a balanced and inclusive workforce.

Board Diversity

We are equally committed to ensuring diversity within our leadership. Board appointments are made on merit, reflecting the skills, experience, independence, and integrity required for effective governance. We value differences in background, race, gender, age, and professional experience as essential to a well-rounded Board. Looking ahead, we intend to further enhance gender diversity at the Board level, aligning our practices with global best standards for inclusive governance. For further details on board diversity, please refer to the governance chapter of this report.

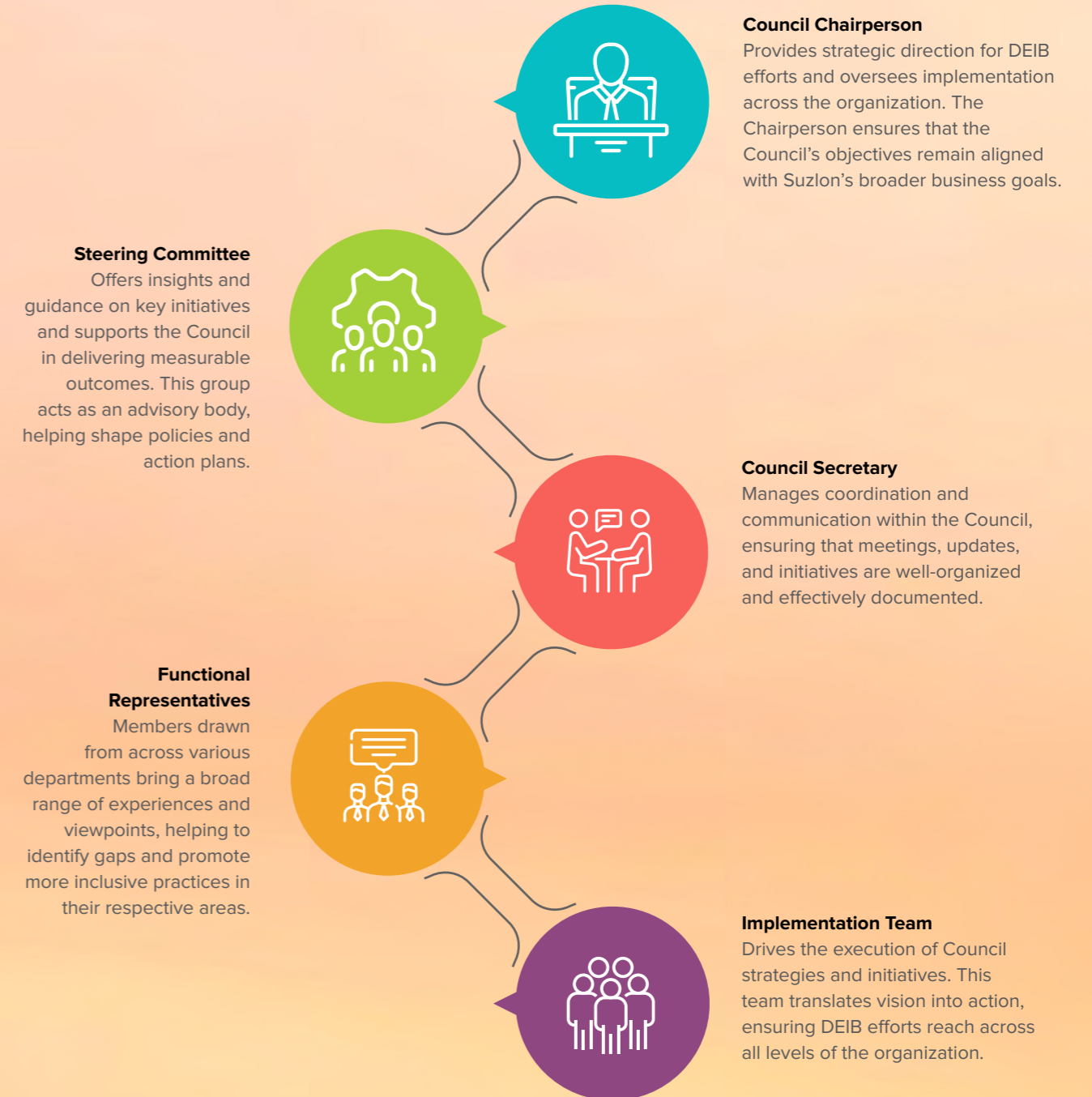
Strengthening DEI Governance

The DEIB Council advocates for the professional development of underrepresented groups within the Company, ensuring equitable access to opportunities, resources, and career advancement across all levels.

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.



Structure and Responsibilities of the DEIB Council



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.

Performance Highlights: FY 24-25

(IFRS S1. Metrics and Targets)

In the reporting year, we advanced our DEI agenda through initiatives that enhanced workforce diversity, encouraged inclusive practices, and supported equal access to career development.

Initiative	Achievement
Diverse Hiring	<ul style="list-style-type: none"> Increased women representation by 104% in FY24-25, as compared to FY23-24, with 10% in mid-management roles. 8% of new hires in the reporting year were women 71% of new hires belonged to the <30 age group The share of women employees in the workforce has increased by 230% over the last three reporting years. Internationally, women form 10% of our workforce, up by 25% over FY 23-24.
Leadership Access & Mentorship	<ul style="list-style-type: none"> Women in leadership have doubled from 2023-24 to 2024-2025. All-Women Employee Connect: Institutionalized direct interactions with leadership to voice experiences and co-create change every Women's Day
DEI Trainings & Workshops	<ul style="list-style-type: none"> 700+ employees trained in DEIB via Spectrum workshops. Women Development Program (WDP) with 60+ participants, building the next line of women leaders. 4,000+ active users on the VIBE platform make DEIB engaging, digital, and two-way. 18% women participation in Suzlon Excellence Academy, a Joint Initiative of Suzlon Foundation and APSSDC (Andhra Pradesh State Skill Development Corporation)
WEPs Gender Gap Analysis Tool	"Achiever" rating with a 66% score , placing Suzlon as a leader in advancing gender equality and embedding the UN Women's Empowerment Principles across its business practices.

DEIB Pillars: Deepening Inclusivity from Hiring to Retiring

(GRI 202-2; WEP Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination)

Suzlon has made a significant commitment to advancing gender equality by aligning with the United Nations Women's Empowerment Principles (WEPs). Our CEO formally endorsed the WEPs by signing the commitment letter on 8th March 2024 during Women's Week celebrations, reaffirming our pledge to embed gender equity across our business.

Suzlon undertook the WEPs Gender Gap Analysis Tool and achieved a score of 66%, placing us in the 'Achiever' category.

This demonstrates that we have developed and implemented several policies and practices that promote gender equality across enterprise development, supply chain, leadership, community engagement, workplace culture, and transparency. Guided by all seven principles of the WEPs, Suzlon is working towards strengthening implementation, integrating gender considerations into our sustainability strategy, and enhancing accountability mechanisms. These steps will enable us to transition from Achiever to Leader

status, positioning Suzlon as a frontrunner in driving gender parity within the renewable energy sector.

Building an Inclusive and Diverse Workforce at Suzlon

At Suzlon, Diversity, Equity, Inclusion, and Belonging (DEIB) is a strategic imperative woven into every stage of the employee lifecycle. Anchored in the belief that innovation and sustainability thrive in inclusive environments, our DEIB vision seeks to create a workplace where every individual feels respected, valued, and empowered to grow.

Our approach is built around three pillars: acquisition, development, and engagement. We are committed to eliminating barriers to entry and ensuring that hiring processes are fair, transparent, and merit-based. Talent is recognized irrespective of gender, educational background, social identity, or economic status.

- Inclusive Recruitment Practices: Women representation in our workforce doubled from 2.6% to 5% in FY 24–25.

Of our new hires this year, 10% were Assistant Manager to Manager roles. We have set a goal to reach 10% gender diversity by 2030, with our DEIB Council guiding strategies to include underrepresented groups.

- Outreach to Underrepresented Talent Pools: We recruit actively from engineering colleges, vocational training institutes, and technical schools to bring in a balance of fresh talent, experienced professionals, and industry specialists.
- Geographic and Global Reach: Hiring from over 100 locations across India, including the North Eastern states,

we are expanding opportunities for talent nationwide. Internationally, we employ around 200 people across Europe, Latin America, and Australia, with women representing 10% of this global workforce. In FY24-25, 100% of total new hires were hired locally, of which 100% were senior management personnel that were hired locally.

Our DEIB strategy has helped us bridge gender gaps, strengthen generational continuity, and expand geographical diversity, led by our long-term vision of building a vibrant workforce that reflects a broad spectrum of perspectives, skills, and experiences.

SPECTRUM – Driving Inclusive Transformation

At Suzlon, we believe that building a truly inclusive workplace is key to unlocking innovation, creativity, and collective progress. Our equal opportunity policy reinforces fair and unbiased growth for all employees, and through the flagship SPECTRUM Program, we bring DEIB principles to life.

SPECTRUM is a long-term, HR-led initiative that integrates DEIB into every part of our organization through awareness building, learning, and the removal of barriers to participation or progression. We are embedding inclusive practices across all levels of the company. The program is aligned with our values, empowers our people, and strengthens our sustainability journey.

Inclusive Leadership

Through Inclusive Leadership Training and Leadership Sensitization Workshops led by Padmashree Dr. Niru, 100% of our leaders have been trained to recognize unconscious biases, foster inclusion, and strengthen gender intelligence. This has created a leadership culture that actively values diverse perspectives and sets the tone for inclusive practices across the organization.

Awareness and Skill Building

Beyond leadership, more than 700 employees have participated in SPECTRUM Awareness and Sensitization Workshops. These sessions have given our people the tools to understand DEIB concepts and apply them in their daily work. The impact has been a noticeable shift toward more inclusive team dynamics and greater employee engagement.

Women's Wellness and Representation

We recognize the importance of addressing the unique needs of women employees. Our Wellness of Women initiatives include dedicated leave policies, tailored health workshops, and support programs that directly address women's well-being. The All Women Employee Connect program provides a direct channel for women to engage with senior leadership, ensuring their voices are heard and acted upon. These steps are contributing to our broader goal of achieving 10% women's representation across all levels by 2030.

Inclusive Platforms

Platforms like Widen Your Spectrum communication series have created a steady flow of dialogue and awareness around diversity, equity, and belonging. Our Employee Resource Groups (ERGs) serve as self-sustaining communities where employees with shared identities or experiences connect, support one another, and co-create change. These ERGs provide mentorship, networking, and leadership opportunities while building a culture of belonging. Their impact is evident in the way employees take ownership of advancing inclusivity and find pride in shaping the workplace culture.

Leaders are more conscious and equipped to drive inclusive practices, employees are better informed and engaged, and women in our workforce are supported with policies and programs that address their unique needs. As we expand our business, we will continue strengthening DEIB initiatives across our manufacturing sites, OMS, and SE Forge business units, and scale model Diversity Sites.

DEIB Programs in FY24-25

(WEP Principle 3: Ensure the health, safety and well-being of all women and men workers; WEP Principle 4: Promote education, training and professional development for women; WEP Principle 5: Implement enterprise development, supply chain and marketing practices that empower women)

Advancing Gender Representation

Our Women Development Program currently includes 60 participants across business verticals, helping them strengthen their skills and confidence to advance their careers.

As part of our commitment to increasing women's participation at every level of the organization, we offer flexible work options, foster a safe and supportive environment, and create pathways for smooth re-entry after career breaks. We also run initiatives that build leadership and growth opportunities for women. Together, these programs are creating a strong, multi-level leadership pipeline where women are included and empowered to take on decision-making roles.

Suzlon actively integrates gender inclusivity into its enterprise development, supply chain, and marketing practices with the aim of empowering women. The Company encourages supplier diversity, thereby creating equitable business opportunities across its value chain. Targeted capacity-building initiatives and skill development programs are designed to strengthen the participation of women professionals, particularly in technical and renewable energy-related fields. In addition, Suzlon's customer and community engagement strategies consciously highlight women's contributions, reinforcing the belief that women's empowerment is not only a social imperative but also a driver of sustainable growth.

Cohort-Based Workshops

We design tailored workshops to support specific employee groups:

Women in the Workplace workshops focus on career progression and work-life integration.

Working Parents Support Groups provide resources and flexible policies to help parents balance family and professional responsibilities.

Accelerated Career Excellence – The ACE Program

In FY25, eight women leaders were chosen for the ACE program. Built on the Aspiration–Capability–Engagement model and delivered in collaboration with SPJIMR, the program combines classroom learning, coaching, ideathons, and live projects. As part of ACE, participants gain exposure to strategic problem-solving and cross-functional leadership, and many have since taken on expanded project leadership and strategy roles.

Nurturing Women Leaders

The Leadership Capability (LC) program develops senior leaders to foster ethical, visionary leadership. In FY24-25, six women leaders joined the LC cohort, participating in Leadership Circle assessments, one-on-one coaching, and an academic immersion at ISB. These women are now part of our succession pipeline, serve as mentors, and actively contribute to the DEIB Council, championing inclusive leadership.



Ignite – Suzlon Women Development Program (WDP): Empowering Women, Enabling Growth

Recognizing the importance of empowering women professionals and creating pathways for their growth and leadership, we launched Ignite – the Women Development Program (WDP).

A structured initiative designed to accelerate the career progression of women across functions, grades, and geographies, Ignite is built around four core leadership dimensions:

Self-Leadership

Customer Centricity

Business Processes

Financial Acumen

The program runs for six months and combines instructor-led sessions, digital learning, hands-on projects, leadership talks, and a three-day immersion program. Each participant is guided through a customized learning journey, supported by assessments, mentoring, and coaching. Mentors from Suzlon's DEIB Council and experienced coaches play a critical role in strengthening confidence, building leadership skills, and providing cross-functional exposure.

Selection & Support

- **Eligibility:** Women employees with a minimum of 6 months tenure, across grades M2 to S1.
- **Selection Criteria:** Nomination form + Performance Rating.
- Dedicated onboarding via WeAce platform
- Psychometric and Functional assessments
- Individual Development Plans to be created for every participant using 180 Feedback from Managers and 6 peers (direct peer, senior, skip, inter-dependencies)
- Assigned mentors from DEIB Council (Leadership of Suzlon) – Every mentor has 5 participants allocated for group mentoring
- Group Coaching – Every coach has 6 participants allocated for group coaching

- Internal and external industry leaders conducted workshops on leadership, digital transformation, and customer centricity – building a Suzlon context and Industry context in depth

Reach and Representation

Out of 172 eligible women across six business units and international offices, 62 women were selected based on performance ratings and nomination forms. These participants represent a diverse mix of roles from head office, plants, sites, and global operations. Their active participation, commitment to learning, and mentorship engagement demonstrate the readiness and potential of women to take on expanded responsibilities within Suzlon.

Impact Created

Ignite has delivered measurable and meaningful impact for both participants and the organization:

- **Leadership Growth:** Participants gained clearer career pathways and practical leadership skills. Several have already stepped into larger roles, taking on expanded responsibilities in project leadership and cross-functional strategy.
- **Higher Engagement:** Women in the program reported feeling more valued, supported, and motivated. This has strengthened retention and overall engagement across the organization.
- **Visibility and Representation:** Ignite has given women greater visibility within Suzlon and positioned them as part of the leadership pipeline, advancing our goal of stronger gender diversity across all levels.
- **Confidence and Empowerment:** Through mentorship, coaching, and exposure to industry leaders, participants developed the confidence to bring forward new ideas, lead change, and contribute at a higher level.

As we continue to expand the program, our focus remains on breaking barriers, accelerating growth, and ensuring women leaders play an active role in shaping Suzlon's future.

WePOWER SAR100-2.0 – South Asia Regional Infrastructure Connectivity (SARIC) Training 2024

In 2024, we nominated two of our high-potential women engineers to participate in the prestigious SAR100-2.0 program, a regional initiative led by the Asian Institute of Technology.

We identified participants based on their leadership potential, technical expertise, and alignment with our renewable energy priorities. Suzlon provided full sponsorship for training, travel, and accommodation. Beyond logistics, we also offered pre-training orientation, visibility in DEIB forums, and post-training integration into strategic projects.

Program Experience

SAR100-2.0 brought together 100 mid-career women professionals from across South Asia. The curriculum focused on regional power system operations, renewable energy scaling, and integration of hydropower and solar across the BBIN countries. Delivered through a hybrid model of online learning, in-country practicum, and a capstone seminar in Bangkok, the program also included modules on gender awareness, unconscious bias, and leadership development.

Impact

- **Regional Exposure and Knowledge Sharing:**

Our engineers gained deep technical knowledge of renewable grid integration and presented case studies on gender-inclusive energy planning at the Bangkok capstone.

- **Visibility and Networking:** Participation gave them regional visibility and the opportunity to network with peers and experts across South Asia, positioning them as future-ready leaders in infrastructure and energy.

- **Leadership in Action:** Post-program, both engineers were inducted into Suzlon’s AlphaX Transformation Team, where they are contributing to hybrid energy and grid optimization projects.

- **Cultural Impact:** Their success has amplified awareness internally, reinforcing the importance of gender-inclusive opportunities in shaping the renewable energy sector.

Bridging Generations

Our workforce brings together individuals at different life and career stages. We encourage intergenerational collaboration and shared learning, creating a culture enriched by diverse perspectives and experiences.

Gen Z made up 42% of our new hires in the last year, joining primarily in entry-level engineering and technical roles. Millennials now represent 38% of our workforce, with many advancing into mid-management positions—24% of promotions in the last year came from this cohort. Gen X and Baby Boomers currently hold 90% of our Senior Manager to General Manager roles, and we are focused on building a strong succession pipeline to ensure continuity of knowledge and leadership.

Our current generational mix is 17% Gen X, 49% Millennials,

and 34% Gen Z. Notably, the Gen Z workforce grew in FY 24-25 compared to FY 23-24, strengthening our talent base with fresh perspectives and digital-native skills.

Creating an Accessible Workplace

We are committed to empowering individuals with disabilities through fair hiring practices and investments in accessible infrastructure. Currently, 17 employees with disabilities are part of our workforce across Manufacturing, IB, and OMS businesses.

Our Corporate Headquarters in Pune serves as a model for inclusive design, offering ease of access for people with diverse physical needs. As part of our DEIB agenda, we are enhancing accessibility across all facilities so every employee can contribute fully and thrive in their roles.

Championing LGBTQIA+ Inclusion

We recognize and respect the full spectrum of gender identities and sexual orientations. Our policies and culture are designed to ensure a safe, affirming environment where every individual feels welcome, valued, and included.

We embed everyday practices that strengthen inclusion across the organization, helping employees translate our DEIB values into action.

The “Widen Your Spectrum” communication Series offers us a platform to run regular campaigns and learning nudges on allyship, age diversity, neurodiversity, and the use of inclusive language.

Diversity Data

(GRI 202-1; GRI 401-1; GRI 405-2; WEP Principle 7: Measure and publicly report on progress to achieve gender equality)

New Hires

We have seen steady growth in our workforce from FY 21-22 to FY 24-25. The biggest increase has been in employees under 30, who now make up 71% of all new hires in FY 2024-25. This reflects our focus on building a younger talent pool to drive long-term sustainability.

We have also made strong progress in gender diversity. Women hires have grown almost 13 times, from just 15 in FY 21-22 to 199 in FY 24-25. Women now represent 5% of our total workforce, showing our commitment to greater inclusivity across all levels and age groups.

New Hires	FY 21–22	FY 22–23	FY 23–24	FY 24–25
<30 years	810	1,477	1,208	1,821
Men (<30)	803	1,466	1,177	1,689
Women (<30)	7	11	31	132
30-50 years	401	476	524	728
Men (30-50)	394	459	496	662
Women (30-50)	7	17	28	66
>50 years	24	34	40	28
Men (>50)	23	32	37	27
Women (>50)	1	2	3	1
Total	1,235	1,987	1,772	2,577
Total Men	1,220	1,957	1,710	2,378
Total Women	15	30	62	199

Share of Women in Permanent Employee categories

From FY 21-22 to FY 24-25, we strengthened gender diversity across all levels of permanent employees. The overall share of women employees grew from 2% to 5%.

In senior management, women’s representation rose from 5% to 13%, surpassing our 10% target and demonstrating commitment to increasing gender diversity in leadership roles.

Share of Women	FY 21–22	FY 22–23	FY 23–24	FY 24–25
Total Employees	2%	2%	3%	5%
Senior Management	5%	1%	6%	13%
Middle Management	5%	5%	6%	8%
Junior Management	1%	1%	2%	3%

Women’s representation at Suzlon extends into critical STEM-related functions as well as management roles in revenue-generating areas. In FY25, women accounted for 2.5% of employees in STEM-linked roles such as engineering, R&D, manufacturing, and field operations—fields that continue to be male-dominated industry-wide.

At the management level, women comprised 2.2% of leadership positions in revenue-generating functions, reflecting Suzlon’s ongoing efforts to foster inclusivity not only in enabling functions but also in core business operations. Through targeted leadership programs, skill development initiatives, and mentorship opportunities, the Company is working to steadily increase these numbers and create a more balanced and future-ready workforce.

Gender Pay Parity

In FY 24-25, our effort and initiatives towards gender pay parity have led to 260% increase in ratio of basic salary of Women to men under middle management category, 163% under junior management and 53% under senior management category.

In FY 24-25, we made strong progress toward equitable pay across management levels, with all categories moving closer to parity. Junior management achieved full parity, and middle management reached near-equal pay with just a 2% gap. At the senior level, pay shifted compared to last year, but the overall trend shows a steady narrowing of disparities.

Ratio of the basic salary of women to the men	FY 24-25
Senior Management	0.92:1
Middle Management	0.98:1
Junior Management	1:1

Category	Average Salary – Female Employees	Average Salary- Male Employees
Executive level (base salary only)	55 Lakh	490.73 Lakh
Executive level (base salary + other cash incentives)	71.50 Lakh	876.46 Lakh
Management level (base salary only)	12.40 Lakh	7.65 Lakh
Management level (base salary + other cash incentives)	15.25 Lakh	9.25 Lakh

Category	Difference between male and female employees (%)
Mean gender pay gap	0
Median gender pay gap*	-57%
Mean bonus gap	0
Median bonus gap **	-94%

*Female Median is 57% higher than male ** Female Median is 94% higher than male

Pay Gap

Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25
The ratio of annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all other employees	90:1	143:1	139:1	136:1
The ratio of the percentage increase in annual total compensation for the organization’s highest-paid individual to the median percentage increase in annual total compensation for all other employees	21:4	59:5	77:12	5:8

We are committed to ensuring that all employees receive a living wage that meets or exceeds the basic cost of living in their respective work locations. In FY25, 99% of our workforce received wages higher than the prescribed minimum wage applicable in their respective locations. For more information on Suzlon’s approach to living wage, please refer to the Human Rights chapter.

Way Forward – Levers for Strengthening DEI

We will continue strengthening our DEI practices through five strategic levers to be recognized as a leader in building inclusive workplaces:

- Women in Wind: Skilling & Recruitment**

Launch focused skilling and apprenticeship programs for women across operational sites to expand representation in all facilities.
- Accessibility Upgrades in Plants & Sites**

Install ramps, wider walkways, accessible toilets, as required
- Multilingual & Cultural Inclusion Toolkit**

Provide resources, SOPs, training, and digital tools in local languages for greater inclusivity.
- Gender Sensitization & Bystander Training**
 - Deliver scenario-based workshops for line managers and shift leaders.
 - Encourage peer-led sessions and anonymous feedback.
- Data Monitoring and KPIs**

Track KPIs such as women/PWD/LGBTQ+ hires as applicable and training, and share of women in STEM roles.



Learning & Development

Material Topic	UN SDGs supported	Sustainability standards supported
Training and Development / Human Capital Development		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; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5; S1-13

In FY 24–25, our employees completed 230,406 hours of training, underscoring our strong commitment to continuous learning and to building a culture of growth and excellence across the organization.

At Suzlon, we see continuous learning as the cornerstone of both individual growth and organizational progress. In a fast-changing sector like renewable energy, staying ahead means nurturing a workforce that is agile, skilled, and ready to meet emerging challenges. Our learning strategy is designed to build long-term capability while supporting the personal and professional goals of our employees.

Our goal is to build a resilient, capable, and forward-looking workforce prepared for the challenges of a dynamic industry. We are committed to nurturing talent from within and providing the resources, platforms, and mentorship needed for growth at every level.

Our Approach

ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5

Suzlon's "One Learn" platform has received recognition for its excellence in delivering high quality learning including the ATD Award (Washington DC) and the Golden Peacock Award.

Talent development is a structured and evolving journey that ensures employees at every level, from entry-level professionals to senior leaders, have access to world-class learning opportunities, leadership programs, and career growth frameworks. We design programs tailored to different levels of the organization, giving every employee the chance to grow according to their potential.

We follow a blended learning model that combines self-paced digital modules with live virtual sessions, classroom learning, and experiential projects. This approach gives employees flexibility to learn at their own pace while minimizing time away from regular responsibilities. It also ensures that learning is applied directly to their roles.



Learning Architecture

<p>70% On-the-Job Training: Employees gain real-time exposure to business challenges and work on strategic projects.</p>	<p>20% Classroom Training: Functional and behavioral workshops, leadership sessions, and business simulations strengthen skills.</p>	<p>10% E-Learning: Curated modules on the 1Learn platform cover leadership, communication, and business acumen.</p>
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Recognizing that each employee's career path is unique, we support individual aspirations through customized Individual Development Plans (IDPs). Co-created by the employee, the L&D team, and the functional manager, these plans align career goals with learning opportunities by tracking progress across competency gaps and milestones. This personalized approach helps employees focus on targeted development while contributing to the organization's evolving needs.

Building on these personalized plans, we further enable growth by fostering internal mobility through our Internal Job Posting (IJP) system. Employees are empowered to explore opportunities across functions, business units, and geographies with real-time updates on roles, eligibility, and timelines. A structured, merit-based selection process, along with managerial guidance and mentorship, supports employees as they transition into new roles, enriching their experience and strengthening organizational capability.

Our commitment to career growth is reinforced through a structured framework that offers both vertical advancement via career ladders and lateral movement through career lattices. By providing clarity and flexibility, this framework allows employees to diversify their skills and experiences while aligning with long-term career aspirations.

To ensure these initiatives translate into measurable outcomes, governance mechanisms are embedded throughout the learning and development strategy. Training mandates are tracked by unique headcount to ensure comprehensive coverage, and progress is regularly shared with top management to reinforce accountability and transparency. Together, these efforts create an environment where employees are supported, empowered, and equipped to navigate their professional journeys while driving organizational success.

Performance Highlights: FY 24-25

In the reporting year, we undertook several future-focused initiatives to strengthen our people practices, with an emphasis on enhancing skills, fostering employee well-being, and building an inclusive culture to benefit both our workforce.

Initiative	Achievement
% Internal Growth	27% high-potential employees have transitioned into expanded roles or promotions aligned with their 3-year and 5-year Individual Development Plans.
Learning Hours	<ul style="list-style-type: none"> • 2,30,406 total employee training hours • 23,453 learning hours availed by high-potential cohorts • 100% of Board of Directors, Key Management Personnel, and Employees received training on NGRBC Principles covering Biodiversity, Human Rights, ESG awareness, GHG inventory, POSH, SPECTRUM (DEIB)
LinkedIn Learning	10000+ courses with personalized learning across languages and levels—over 250,000 hours clocked last year.

Learning and Development (L&D) Programs

(GRI 404-2 a; GRI404-2 b; WEF ESG Skills for the future; ESRS Disclosure Standards S1-1)

The percentage of employees provided with skill upgradation training improved from 15% in FY22 to full coverage (100%) in FY25, marking a more than five-fold increase over the period.

Our programs strengthen core competencies, sharpen technical skills, and reinforce critical areas such as health and safety, compliance, ethics, and customer service. This alignment ensures that talent development contributes directly to our business performance and sustainability goals. Our in-house faculty of experienced trainers delivers programs covering technical skills and facilitation techniques for leadership development.

We use Darwinbox, a centralized human capital management platform, to deliver streamlined and personalized learning experiences across the company.

The number of unique learners continues to increase every month, reflecting strong employee engagement with our learning platform. We have democratized access to learning so that any employee can take part in any training module, regardless of their role or designation.

LinkedIn Learning & ILTs: 10000+ courses with personalized learning across languages and levels—over 250,000 hours clocked last year.

For leadership development, we partner with ISB to support 71 N-1 level leaders through a blended program that combines 10% in-campus learning, 20% one-to-one coaching with global industry experts over six months, and 70% action learning groups. At the N-2 level, employees under the age of 45 with A-B performance ratings undergo psychometric assessments to gain deeper insights into their skills and potential.

Our hub-and-spoke model allows business units to manage their own learning and development while leveraging a centralized platform. All training content and assessments are available in local languages to ensure accessibility. To further expand outreach and convenience, we are working to integrate WhatsApp into the learning platform.

In FY24-25, there were no cases where skilled positions were left unfilled or had to be filled by unskilled

candidates. At the same time, our L&D programs remain equipped with strong technical training modules to support new employees and ensure they gain the skills and knowledge needed to succeed in their roles.

Centers of Excellence: Learning Infrastructure and Leadership Development

Suzlon's commitment to learning is further supported by our Global Learning & Development Centre (GLD), which focuses on building world-class capabilities within the wind energy domain. Located at our Suzlon One Earth campus in Pune, the Suzlon Excellence Academy (SEA) is a state-of-the-art, 100,000 sq. ft. learning hub equipped with dedicated training spaces, a library, an amphitheater, a wind gallery, and simulation labs.

Course offerings are tailored to job roles and developmental needs, and span across:

- Compliance, onboarding, and quality systems
- Domain-specific and technical training
- Health, Safety, and Environment (QHSE) standards
- Strategic thinking, ethical conduct, and customer engagement
- Confidentiality and performance management

Employees are guided toward relevant courses based on their roles, promoting self-driven learning and accountability.

- 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.



Training Category	Topics Covered
Technical Training	<ul style="list-style-type: none"> • Wind turbine technology • Renewable energy systems • Advanced engineering practices • Technological advancements
Leadership Development	<ul style="list-style-type: none"> • Functional to general management • First-time managers • High potentials • Leadership skills: strategic thinking, decision-making, and team management • Executive Leadership Development Program to identify and groom high-potential employees to become future leaders of the organization.
Professional Certifications	<ul style="list-style-type: none"> • Professional certifications to enhance expertise and credibility • Continuous education through e-learning modules
E-Learning Platforms	<ul style="list-style-type: none"> • Technical skills • Soft skills • Continuous, self-paced learning modules adaptable to individual needs
Cross-Functional Trainings	<ul style="list-style-type: none"> • Knowledge-sharing across different business functions • Insights into collaboration, innovation, and the understanding of various functions contributing to overall business success
Human Rights Trainings	<ul style="list-style-type: none"> • Non-Discrimination & Equality • Health & Well-Being • POSH • Ethical Conduct & Compliance • Workplace Harassment Prevention
Transition Assistance Trainings	<ul style="list-style-type: none"> • Career Counseling & Coaching • Digital & Technical Upskilling • Soft Skills Development • Networking and Mentorship support • Wellbeing & Stress Management Workshops

Building a Future-Ready Leadership Bench

Suzlon's high-potential employee development programs prepare leaders for the future while also placing them in critical roles today. With structured programs like ACE, a selected HipotS, a dedicated training for first-time managers, and others, we are giving our talent opportunities to deepen strategic skills. These initiatives are helping us build a resilient and future-ready leadership bench that spans functions, geographies, and generations.

First Time Managers Program

Designed to support employees transitioning into managerial roles, the First Time Managers Program

focuses on developing essential leadership competencies that drive operational excellence.

The program prepares new managers to lead effectively by developing their ability to manage teams, align goals with organizational objectives, and deliver measurable results. It incorporates tools such as psychometric assessments, simulations, peer learning groups, and sessions with senior leaders and guest faculty.

Outcomes include improved team accountability, retention, and motivation. Participants reported better customer-centric practices, greater attention to safety, and a stronger ability to generate actionable business insights. These results reflect the program's success in building capable, confident managers who can lead with purpose.

ACE: Accelerating Career Excellence

We launched the Accelerating Career Excellence (ACE) program to identify and nurture high-potential talent across the organization. Our goal has been to empower employees to pursue rapid career progression through structured learning, real-world exposure, and leadership development.

The program is conducted in partnership with the S.P. Jain Institute of Management and Research (SPJIMR), which allows participants to experience academic excellence combined with practical business application. Over a series of immersive modules, participants explore the future of business technology, sustainability and ESG, legal and commercial acumen, and transformative leadership. This blend of classroom learning, coaching, and applied projects ensures they gain the tools, perspectives, and resilience required for enterprise-wide leadership.

Every participant in the ACE program embarks on a journey mapped through an Individual Development Plan (IDP). These three to five-year plans integrate competency assessments, strengths mapping, and long-term career goals, whether in functional leadership or specialist expertise. This ensures that our people are not only developing broad skills but are preparing for the specific roles and responsibilities they aspire to.

Outcome and Impact

75 middle managers have engaged in structured development journeys that combine classroom learning, coaching, and live projects, with 37% progressing into higher roles within the first year of completing ACE.

Integration into AlphaX teams has improved problem-solving capacity across OMS, India Business, SE Forge, and Strategy.

The blended learning approach with SPJIMR has strengthened digital fluency, sustainability awareness, and commercial acumen.

Aligning personal aspirations with business needs is critical to help us create a talent pipeline that is agile, capable, and strategically prepared to lead the company into the future.

AlphaX

ACE participants contribute to AlphaX, our cross-functional business transformation teams, where they take on live challenges such as cost optimization, energy efficiency, and supply chain strategies. These projects are reviewed directly by BU CEOs and the Executive Group, giving participants both visibility and accountability. The outcomes lead to tangible business and leadership through experiential learning.



Selected HiPots program

The Selected HiPots program is one of our most ambitious leadership development journeys and empowers our high-potential talent to learn, act, innovate, and lead with measurable impact. The program is key to strengthening a leadership pipeline that is future-ready and deeply aligned with Suzlon's long-term vision.

Lasting between eighteen and thirty-six months, it is designed to transform high-potential employees into leaders who can navigate complexity, drive innovation, and deliver sustainable impact. The program's structure rests on five reinforcing pillars: digital learning, classroom immersion, coaching and mentoring, stretch assignments, and live projects with ideathons, each carefully designed to build both capability and character.

The program is guided by a structured framework that links learning with deployment. From initial development conversations and learning path mapping to milestone reviews and role deployment, progress is carefully monitored to ensure outcomes are meaningful. Graduates of the program often step into larger roles, succession-ready responsibilities, and positions of strategic influence within Suzlon.

The journey begins with digital learning through our 1Learn platform, where participants follow curated paths aligned to their individual development plans. Modules range from strategic negotiation and smart contracting to sustainability, digital transformation, and business acumen. Progress is tracked throughout the journey, ensuring participants stay committed to their growth while enjoying the flexibility of scalable learning across geographies.

Classroom immersion adds another dimension. In partnership with leading academic institutions, we deliver sessions that combine academic rigor with practical business application. Over three structured sessions, participants explore emerging technologies such as AI, blockchain, and IoT, examine sustainability frameworks, and strengthen resilience and self-leadership. They

also build legal and commercial acumen while developing the skills to inspire and manage high-performing teams. These experiences encourage debate, reflection, and application through group work, case studies, and interactive discussions.

Participants also engage in group coaching sessions with globally certified coaches, which helps strengthen emotional intelligence, decision-making ability, and executive presence while sharpening strategic agility. Further, senior leaders, including BU heads, CXOs, and our Group CEO, serve as mentors and guide participants through project reviews, career conversations, and quarterly connects, offering leadership engagement and feedback.

HiPots are embedded into AlphaX cross-functional teams, where they take on live business transformation projects such as cost optimization, fleet health improvements, revenue generation, and supply chain ramp-up. Role rotations and job shadowing across OMS, WTG, SE Forge, and Strategy expand their cross-functional agility and enterprise-wide perspective.

Live projects and ideathons encourage participants to innovate and experiment, and deepen entrepreneurial skills. Ideathons, in particular, foster foresight and creativity as cross-functional teams pitch bold business proposals to leadership panels.

Integrated Review and Deployment Framework: The journey is governed by a five-stage framework:

1. IDP Conversations
2. Learning Path Mapping
3. Development Milestones
4. Feedback and Review
5. Role Deployment

Progress is reviewed quarterly, and successful completion of milestones leads to internal promotions, expanded responsibilities, and succession readiness.

Transforming Potential into Leadership

At Suzlon, our high-potential employee development programs are designed not just to prepare leaders, but to place them in roles where they can create immediate and lasting impact. The journeys of several ACE participants demonstrate how structured development, strategic exposure, and performance-linked deployment are accelerating careers and strengthening our leadership pipeline.

Manjiri Khanzode began her ACE journey as a Learning & Development Lead in Corporate Services. Through classroom immersion and her leadership of AlphaX projects focused on organizational capability ramp-up, she built a strong foundation in strategic leadership. Today, she has been promoted to Head of Learning & Development for India Business, where she now shapes talent strategy at a national scale.

Vrushali Kaul, also previously a Learning & Development Lead in Corporate Services, pursued a specialized track with a focus on manufacturing strategy and sustainability. This deep expertise prepared her to step into the role of Head of L&D, Manufacturing. In her new capacity, she drives workforce skill development across Suzlon's plant operations, ensuring that our manufacturing teams are equipped for the future of renewable energy.

Dhirendra Jha started as a Finance Lead before joining ACE. His journey included leading strategic finance projects under AlphaX and

completing modules on commercial orientation and ESG-linked finance. The program prepared him to take on expanded responsibilities, and he is now the CFO of Renom, Suzlon's O&M subsidiary. In this role, he oversees financial strategy and governance for a multi-brand fleet, directly impacting operational efficiency and financial resilience.

Ashlesha Wagh entered the program as a Compensation & Benefits Analyst in the Corporate function. Through focused coaching on influencing and decision-making and her leadership of HR analytics projects, she built both capability and confidence. She now serves as Lead for Compensation & Benefits in OMS, Suzlon's largest business unit. In this role, she has introduced performance-linked incentives and retention frameworks, aligning rewards more closely with organizational outcomes.

Together, these journeys highlight the tangible results of Suzlon's investment in leadership development. By combining classroom immersion, coaching, mentorship, live projects, and strategic deployment, we are not only accelerating the careers of our high-potential talent but also driving measurable business impact. Our programs are creating a resilient, future-ready leadership bench that spans functions, geographies, and generations—ensuring that Suzlon remains equipped to lead the energy transition with confidence.



Development: Creating Opportunities for Growth

We see talent development as a continuous journey that helps our people achieve their potential. We have developed programs tailored to different levels of the organizational pyramid, ensuring that every employee has the opportunity to grow according to their potential.

Leadership Capability Development (LC) Program

We have designed the LC program for our senior leaders, combining immersive experiences with globally recognized frameworks. This initiative is anchored in building ethical, visionary leadership that aligns with Suzlon's long-term strategy.

- **55 leaders impacted:** The program has already shaped the growth of 55 senior leaders, helping them refine leadership styles and adopt new strategies to guide teams more effectively.

- **Leadership Circle framework:** Leaders assess both creative and reactive tendencies, building self-awareness and enabling balanced, impactful decision-making.
- **Personalized coaching:** Each participant works closely with an executive coach to strengthen individual leadership capabilities and align them with Suzlon's strategic objectives.
- **ISB partnership:** Our collaboration with the Indian School of Business (ISB) adds academic rigor, sharpening decision-making skills through immersive learning.

The LC program has created a visible shift in how our leaders approach strategy, people management, and ethical decision-making. Participants report greater clarity in aligning personal growth with organizational goals, which cascades into stronger team engagement, higher productivity, and a culture of responsible leadership.



Aspirational Wellbeing

As part of our Aspirational Wellbeing initiatives, we are creating opportunities that empower employees to develop the skills, knowledge, and confidence needed to grow their careers and contribute meaningfully to Suzlon's vision.

Learning for All: LinkedIn Learning Partnership

To make learning accessible to everyone, we partnered with LinkedIn Learning, a globally recognized digital learning platform. This initiative opens access to more than 10,000 courses covering leadership, digital transformation, technical expertise, and personal development. Employees can learn anytime, anywhere, and on any device, ensuring flexibility and inclusion across all functions and geographies.

Key features include:

- ✓ 10,000+ courses across technical, leadership, and personal effectiveness domains.
- ✓ Anytime, anywhere access on desktops, tablets, and mobile devices.
- ✓ BU-specific libraries that align learning paths with functional needs.
- ✓ Personalized recommendations tailored to job roles, aspirations, and skill gaps.
- ✓ Multi-lingual content for easy understanding across diverse employee groups.
- ✓ Dedicated helpdesk support for guidance and technical queries.

The integration of LinkedIn Learning into our 1Learn platform has transformed how employees approach career development. Employees now have the tools to chart their own learning journeys, closing skill gaps while preparing for future roles. Participation rates continue to rise, with employees reporting higher engagement, confidence

Total Training Hours for Permanent Employees

Category	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Senior Management	296	1,222	1,202	3,436
Middle Management	13,950	21,583	35,842	27,599
Junior Management	1,72,978	2,23,518	2,14,450	1,99,371
Total	1,87,224	2,46,322	2,51,493	2,30,406

In FY 2024-25, senior management training hours rose sharply by 186% compared to the previous year, underscoring Suzlon's enhanced commitment to continuous leadership development.

in applying new skills, and readiness for career mobility. This initiative has also strengthened Suzlon's collective capability to innovate, adapt, and lead in the renewable energy sector.

Instructor-Led Training (ILT): Hands-On Learning for Real-World Impact

While digital learning is a core pillar of Suzlon's GLD framework, hands-on learning remains irreplaceable. Suzlon's ILT programs provide structured in-person and virtual training to enhance technical expertise and soft skills.

Training Performance

(GRI 404-1; WEF ESG Skills for the future; ESRS Disclosure Standards S1-13)

Suzlon provides an environment that prioritizes continuous learning. To this end, we have:

- ✓ 11,000+ Learning Hours: Over 11,000 learning hours have been invested in developing around 148 top talents, supporting employees with a range of developmental opportunities.
- ✓ One Learn Platform: One Learn is an on-the-go learning platform offering access to over 10,000 courses through LinkedIn Learning. Over 53,555 videos have been consumed on the platform, helping employees acquire new skills and knowledge.
- ✓ In-Person Skills Training: Over 5,432 employees have benefited from in-person skills training, ensuring that practical skills are developed alongside theoretical knowledge.
- ✓ Sampark Induction Program: Over 1,200 employees have participated in Sampark, a structured induction program designed to familiarize new employees with the company's values, processes, and goals.

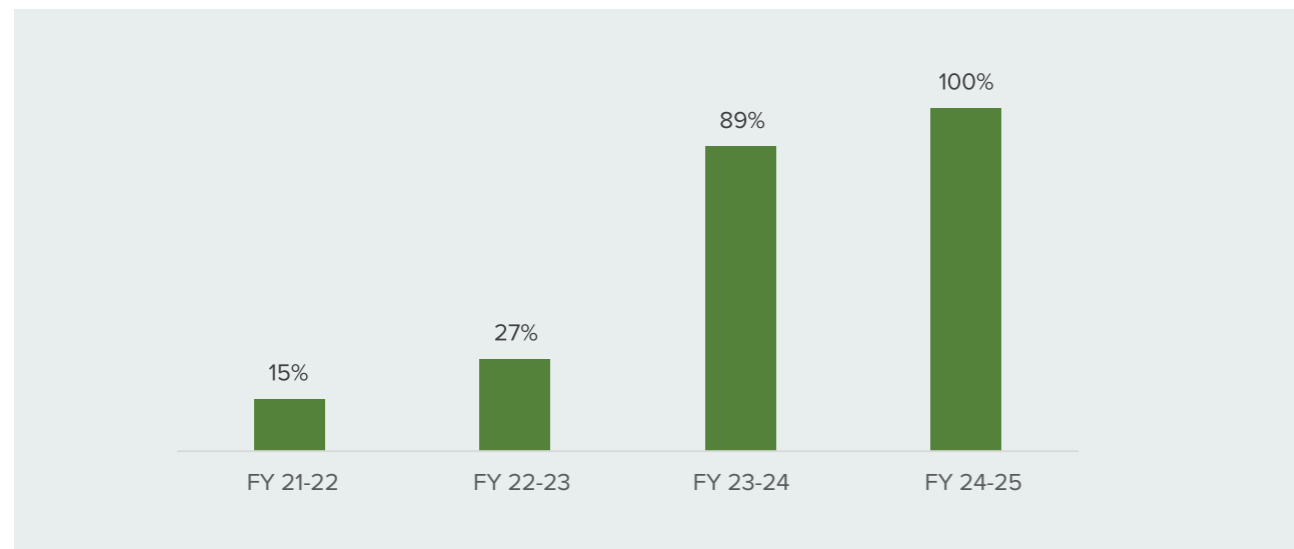
Average Training Hours by Management Level

Category	FY 22-23	FY 23-24	FY 24-25
Senior Management	3.3	7.4	21.75
Middle Management	15.2	54.8	16.58
Junior Management	55.8	41.6	41.2

Average Training Hours by Gender

Category	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Male	23.5	43.5	42.7	35.15
Female	17.4	5.3	18.7	23.14
Total	23.3	42.3	42.1	34.59

Percentage of Employees Given Skill Upgradation Training



Percentage of Employees Given Skill Upgradation Training by gender

Category	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Male	15.4%	27.1%	88.4%	100%
Female	7.3%	14.1%	92.9%	93.3%

Average Training And Development Expenditure Per Full-Time Employee

Category	FY 24-25
Average Training And Development Expenditure Per Full-Time Employee (INR)	0.12 Lakhs

Performance Evaluation

(GRI 404-3; ESRS Disclosure Standards S1-13)

Our performance management system is a transparent, structured, and development-focused process that empowers individuals while aligning their contributions with the company's strategic direction and deepening accountability across all levels of the organization. Our annual performance evaluation process ensures alignment of individual goals with organizational priorities and supports continuous professional growth.

79% of employees received a performance evaluation in FY24-25.

Structured and Transparent Evaluation

Every employee's performance is assessed against well-defined objectives that reflect Suzlon's strategic goals. The evaluation framework includes multiple stages, such as self-assessment, peer feedback, and managerial review, for a fair and holistic view of each individual's impact.

Anchored in Our Core Values

Our evaluation process reflects the principles that define our culture. We are mindful of the potential for unconscious bias in decision-making and have introduced awareness and mitigation training for managers and evaluators.

Ongoing Feedback and Development

Regular feedback and developmental dialogue help employees stay aligned with their goals and make adjustments in real time. Employees are encouraged to identify areas for growth and have access to targeted

training programs, mentorship, and skill-building workshops.

Your Voice Matters for Managerial Effectiveness (10 questions every quarter) to understand the efficacy of Managerial trainings alongside touchpoints for managerial development programs.

Integrating ESG into Performance Metrics

We use a balanced scorecard system that integrates Environmental, Social, and Governance (ESG) indicators into performance evaluations and variable compensation, particularly for the management team. Linking individual performance with sustainability outcomes helps nurture a leadership culture that champions long-term value creation beyond financial results to generate sustainable business outcomes.

Career Ladder & Lattice: Creating Pathways for Growth

We are in the process of developing a structured Career Ladder & Lattice framework to provide our employees with clear and transparent pathways for growth. This initiative is designed to support both vertical progression through defined career ladders and lateral movement across functions through career lattices. By expanding opportunities in this way, we enable our people to explore diverse roles, broaden their skills, and build fulfilling careers within Suzlon. As part of our commitment to career mobility and professional development, we will be sharing more details on this framework soon. By integrating these pathways with targeted learning opportunities, we are ensuring that our employees are well-equipped to progress, diversify, and excel as they shape the future of our organization.

Performance and Career Development Reviews

Percentage of employees receiving performance and career development reviews	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Total	86.6%	85.6%	85.3%	79.4%
Male	86.5%	85.5%	85.3%	81.3%
Female	93.6%	90.9%	85.2%	40.1%

Way Forward – Levers for Strengthening L&D

As we look ahead, we will continue to invest in building a workforce that is agile, skilled, and aligned with Suzlon's long-term vision. Our learning and development strategies will be anchored in two strategic levers that drive both individual growth and organizational resilience.


Future-Ready Workforce Program

- ▶ Promote peer-to-peer mentorship programs to encourage knowledge transfer and professional growth.
- ▶ Conduct foundational awareness sessions on Sustainability framework at Suzlon and implementation protocols for employees, including the Board.
- ▶ Deliver detailed training for key personnel, including plant heads, administration, HSE, utilities, and CSR teams, on material topics relevant to their roles.

Data Monitoring

- ▶ Continue tracking KPIs such as the number of employee development programs conducted and the number of promotions earned by employees who participated in these programs.

Employee Wellbeing

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Talent Management/ Employee Engagement	Ensuring physical, mental and social well-being of employees	 3 GOOD HEALTH AND WELL-BEING	GRI 201-3 ----- GRI 401-2 & 401-3 ----- WEF ESG Health & wellbeing (Well-Being) ----- ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5; S1-11, S1-15 ----- IFRS S1.Metrics and Targets

Suzlon certified as a Great Place to Work (GPTW) for the second consecutive year, with a 3-point rise in Trust Index score in FY 24-25.

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

(GRI 3-3; ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5)

At Suzlon, the wellbeing 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 emphasize respect for human rights, fair work practices, and opportunities for personal and professional growth. We view wellbeing 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 labor standards.

We recognize that our operations and business relationships may create both positive and potential negative impacts on people. Our initiatives deliver outcomes such as improved health, safety, inclusivity, and employee engagement, while we remain vigilant about risks like workplace stress, imbalance, or safety incidents. It is our responsibility to prevent and mitigate risks, remedy any harm, and continually enhance outcomes for employees and their families.

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 townhalls, 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 wellbeing. Embedding employee wellbeing into governance and operations ensures that our collective business growth moves forward alongside the dignity, safety, and fulfilment of our people.



Performance Highlights: FY 24-25

(S&P CSA Trend of Employee Wellbeing)

In the reporting year, we undertook several future-focused initiatives to strengthen our people practices, with an emphasis on enhancing skills, fostering employee well-being, and building an inclusive culture to benefit both our workforce. 86% of employees responded to the survey.

Initiative	Achievement
Great Place to Work (GPTW) Certification	Suzlon awarded the GPTW badge for the second consecutive year (FY 23–24 and FY 24–25) with a 3-point improvement in the Trust Index score. As per the GPTW survey, 78% employees have a positive perception of the organizational culture and 82% feel it is a Great Place to Work.
Employee Engagement	90%+ employee participation in quarterly CEO townhalls globally, strengthening transparency, alignment with strategy, and direct dialogue with leadership
Health & Accidental Insurance Coverage	100% of employees covered under health and accidental insurance in FY 24-25, an 11% increase from FY 23-24.
Mental Health and Counseling (EAP)	3,256+ employees and families accessed 24/7 counseling services; 157+ employees received on-call support; Mansik Swasth sessions rolled out across sites.
Physical Wellbeing – SuzSehat	80+ health-focused events organized; 7,716+ employees benefited from Suzlon clinics; 2,563+ employees participated in yoga and online wellness challenges.
Social Wellbeing – VIBE Platform	Over 4,000 employees engaged; 200+ celebrations and cultural/team-building activities organized, enhancing employee connections.

Employee Satisfaction: Great Place to Work Survey 2025

Annual GPTW Survey: Suzlon has been awarded the GPTW badge for the second consecutive year (2023-24 and 2024-25) with an improvement of three points score in year 2. Suzlon Energy has made remarkable progress in employee experience, as shown by our recent GPTW: Trust Index 2025 survey results and testimonials. We are proud to share how our collective efforts have shaped a positive and impactful workplace. The survey covers aspects related to Job satisfaction, purpose, happiness, wellbeing and stress management.

Key Improvements in the Trust Index 2025

This year, Suzlon Energy has seen a significant boost in our Grand Mean score, increasing by 3 points compared to the previous year. Our emotional connect as a workforce is stronger, an achievement powered by everyone's engagement.

Scores for all five GPTW pillars have risen:

- Credibility: Up by 4 points
- Respect: Up by 4 points
- Fairness: Up by 3 points
- Pride: Up by 1 point
- Camaraderie: Up by 4 points

Areas of Significant Improvement

We have made great strides in several important areas:

- Management makes expectations clear: Increased by 6 points
- Celebration of events: Increased by 5 points
- Taking time off when necessary: Increased by 5 points
- Management approachable and easy to talk to: Increased by 6 points
- Appreciation for good work and extra effort: Increased by 5 points
- Special recognition opportunities for everyone: Increased by 6 points

Testimonials from Employees



“Making profits with positive impact on the environment -Developing wind turbines to generate electricity naturally. Every idea, logical suggestion gets heard, analyzed technically, and based on the output, actions are taken in the technology team.”



“I would say management truly encourages our talent, ideas, and innovations. They are open to new work approaches and methodologies. We can get the leadership roles based on our initiatives.”



“Great places to work generally embrace employees of all experience levels and backgrounds. They understand the value of an inclusive work environment and make efforts to develop and promote policies that focus on diversity, equity, inclusion, and belonging, including in their hiring practices.”



“Management listens to employee feedback and implements changes when appropriate. In other words, the whole management cares about the physical and emotional health of their people.”



GPTW Survey – FY24-25 Key Highlights

86% of employees take pride in Suzlon as an organization

88% believe in Suzlon's commitment to social responsibility

87% are proud of their team's achievements

86% have confidence in management competence

85% feel physically safe at work

81% experience a friendly and welcoming environment

Suzlon Cares

SUZLON CARES is a manifestation of our deep commitment to employee centricity, recognizing that the well-being, growth, and engagement of our people are central to Suzlon's sustainable success. The program is driven by our belief that empowering employees at every stage of their personal and professional journey creates lasting value for individuals, their families, and the organization.

It is a holistic employee wellbeing initiative designed to foster a supportive, inclusive, and empowering work environment to cover all employees. Suzlon Cares is structured around five key pillars, each addressing critical aspects of employee wellbeing:

- Physical Wellbeing (SuzSehat): Promoting health, fitness, and safety at work.
- Emotional Wellbeing (Employee Assistance Program): Supporting mental health and emotional resilience.
- Beneficial Wellbeing (Suz Niti): Offering fair policies, benefits, and meaningful work practices.
- Social Wellbeing (Spectrum for DEIB initiatives, VIBE platform, Worksmiles Celebrations): Fostering connection, inclusivity, and a sense of belonging.

- Aspirational Wellbeing (Learning for All): Enabling continuous learning, career growth, and personal development.

Through SUZLON CARES, we are committed to creating an ecosystem where employees feel valued, motivated, and supported, aligning with our core values and reinforcing our purpose of driving sustainable energy solutions with a people-first approach.

Physical Wellbeing

(WEP Principle 3: Ensure the health, safety and well-being of all women and men workers; S&P CSA Employee Support Programs)

Health and Wellness Support

We provide comprehensive health insurance and wellness programs that emphasize preventive care, fitness, and mental well-being. Regular health check-ups are conducted, including at operational sites before workforce deployment, to ensure early detection and management of health concerns. Employees also have access to on-site fitness facilities, yoga sessions, and organized sports activities that encourage a healthy lifestyle across all locations.

On-site Medical Support

Our major facilities and offices are equipped with on-site medical clinics that provide employees with immediate access to healthcare, routine check-ups, first aid, and emergency support. Qualified medical professionals are available to ensure health concerns are addressed promptly. As part of our SuzSehat program, we also run online yoga initiatives, engaging more than 2,563 employees over the year and helping them relax, recharge, and strengthen both mental and physical well-being.

Emotional Wellbeing

(S&P CSA Employee Support Programs)

Mental Health and Counseling

We recognize the importance of emotional well-being and offer confidential counseling services through our Employee Assistance Program (EAP). This 24/7 mental health support has been used by more than 3,256 employees and their families to navigate personal and work-related challenges with professional guidance. We also provide regular health check-ups for all employees, helping with early detection and management of potential health concerns. In addition, our offices and sites offer fitness facilities, including gyms and yoga spaces, encouraging employees to stay active and maintain a healthy lifestyle. The trend analysis for employee well-being is also being witnessed which also covers Job Satisfaction, Purpose, Happiness and Stress.

Employee Assistance Program

Recognizing the importance of emotional well-being, we have built a strong framework under Suzlon Cares to ensure our employees and their families receive the right support when needed. The Employee Assistance Program (EAP) provides confidential counseling and mental health services, available 24/7. So far, more than 3,256 employees and their families have benefited from this program, with 157 employees receiving on-call counseling support during critical times.

The program includes a wide range of tools and resources to promote mental wellness. Employees have access to podcasts, webinars, audiobooks, and video content on topics such as stress management, resilience, and mindfulness. Workshops and awareness sessions further equip employees with strategies to balance personal and work-related challenges.

Dedicated initiatives extend to our plants and remote locations, where Mansik Swasth Sessions are organized to provide personalized mental health support. Fitness facilities such as gyms and yoga spaces, along with regular health check-ups, complement these efforts by encouraging overall well-being and early detection of potential health issues.

The Employee Assistance Program has emerged as one of the five key pillars of Suzlon Cares, creating tangible value for employees and their families while reinforcing our culture of care and inclusivity.

Social Wellbeing

Continuous Employee Engagement

Our quarterly CEO Townhalls bring leadership and employees together, creating alignment with our vision and goals while fostering open dialogue and meaningful exchange. Each session features business updates on performance, strategic priorities, and upcoming projects, recognition of individual and team achievements that build pride and motivation, and open Q&A segments that encourage candid conversations and fresh ideas. With more than 90% of employees worldwide participating each quarter, these townhalls have become a vital forum for strengthening engagement, trust, and a shared sense of belonging across the organization.

More than 4,000 employees regularly use VIBE to share ideas, connect with colleagues, and join community activities.

VIBE Platform

VIBE is Suzlon's intranet platform that connects employees across geographies, fostering engagement and collaboration. Alongside the platform, over 200 celebrations and engagement events are held each year, from team-building sessions to cultural festivities, creating stronger bonds and enhancing morale across the workforce.



SuzSehat : Physical Wellbeing

SuzSehat is our flagship program for promoting the physical health and fitness of employees, offering a wide range of initiatives that support a healthy work-life balance and personal health goals. The program includes regular fitness challenges, walkathons, and fitness camps that encourage an active lifestyle, along with periodic health screenings and medical camps across our locations to ensure access to essential healthcare. Nutrition workshops and consultations guide employees toward healthier eating habits, while "Wellness Wednesdays" and habit challenges with digital trackers help build awareness and sustain positive lifestyle changes. Over the year, we organized more than 80 health-focused events and reached more than 7,716 employees through Suzlon Clinics, making preventive care and medical consultations easily accessible.



Employee Support Programs-

1. Breast-feeding/lactation facilities or benefits - Suzlon has a dedicated lactation room where new mothers can breastfeed their newborn child. This room is located at the workplace and offers privacy, comfort, storage and hygiene.
2. Paid parental leave for the primary caregiver: Female employees shall be entitled to take maternity leave up to Twenty-six weeks. Female Employees shall notify the Company in writing in 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 company not less than eight weeks in advance before the commencement of maternity leave.
3. Paid parental leave for the non-primary caregiver: All the married male employees shall be entitled to 15 working days of paternity leave immediately after a child birth / miscarriage on production of relevant certificate.

4. Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition)-

In case of miscarriage, employee shall be entitled for 7 days of Family Care leave, on production of relevant certificate. Such leave shall be given only twice during service tenure of such employee.

In case of Critical illness or Partial / Permanent disability as per Suzlon Mediclaim Policy, any employee can Gift his / her leaves to any employee, if he/she is suffering from Critical illness or Partial/Permanent disability. Company to contribute equal leaves as Gifted by an employee to the suffering employee

In case of Medical Emergency to self/immediate family, Own Marriage, Death in the immediate family, negative leave balance can be allowed for up to minus 26 days (extendable in two periods of 13 days each) if approved by the BU HR and BU Head.



Beneficial Wellbeing

(ESRS S1-7, S1-14; GRI 201-3 (a, b, d, e), GRI 401-2, GRI 401-3 (a, b, c, d, e))

Parental Support and Family Care

Our parental leave policies support both mothers and fathers during early parenthood. Maternity and paternity leave benefits are complemented by options for unpaid leave or flexible work schedules, allowing employees to extend time at home. On-site daycare facilities are also available at key locations to ease the transition back to work.

Flexibility and Work-Life Integration

We understand the diverse needs of our workforce and offer flexible working hours and remote work options where applicable. These arrangements support employee productivity while maintaining a healthy balance between work and personal responsibilities.

Financial Security and Retirement Benefits

We provide a broad range of financial benefits, including life, health, and accident insurance; gratuity; and workers' compensation. Employees are also covered under defined contribution schemes such as Provident Fund, Employee

State Insurance, Superannuation, and pension plans. Contributions are made following statutory requirements and recognized as part of our responsibility to long-term employee welfare.

We manage a domestic Provident Fund in compliance with the Employees' Provident Fund and Miscellaneous Provisions Act, 1952. Both employer and employee contributions are made at prescribed rates, with interest guaranteed by the Employees' Provident Fund Organisation. Benefits under this plan vest immediately and are payable upon separation or retirement.

Gratuity is provided under the Payment of Gratuity Act, 1972, to employees with at least five years of service. It is calculated as 15 days' wages for each completed year and is determined through actuarial valuation at each financial year-end.

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.

Health & Accidental Insurance Benefits

Category	Health Insurance – No. of Employees	Health Insurance - % of Employees	Accidental Insurance – No. of Employees	Accidental Insurance - % of Employees
Male	6348	100%	6348	100%
Female	314	100%	314	100%
Total	6662	100%	6662	100%

Parental Benefits Coverage

Category	Parental Benefits - % of Employees	Employees Aailed Parental Benefits	Total Employees
Male	100%	195	6348
Female	96%	3	314
Total	99%	198	6662

In FY 24-25, 93.45% employees were covered by Provident Fund, 85.33% eligible for gratuity, and 8.74% covered by the ESI.

Gender	Permanent Employees			
	Return to work rate	Return to work rate (No. of employees)	Retention rate	Retention Rate (No. of employees)
Male	82%	159	82%	159
Female	67%	2	67%	2
Total	81%	161	81%	161

Suz Niti

Easy access to information builds trust and helps employees manage both work and personal milestones with confidence. Suz Niti was created as a one-stop platform that brings all company policies together in a transparent and accessible way. A built-in chatbot enhances the experience, providing instant answers to employee queries on benefits, guidelines, and procedures.

The impact of Suz Niti is seen in how employees engage with policies that matter to their lives. Wedding Gift and

Education Grant policies help employees celebrate important moments and invest in their families' future. Car Lease options provide convenience and flexibility, while policies on wellness leave, medical benefits, retirement, and performance appraisal are all available in one place.

With more employees using the chatbot and policy portal each year, Suz Niti has strengthened transparency, improved access to benefits, and created a culture where employees feel informed, valued, and supported.

Way Forward – Levers for Strengthening Employee Wellbeing

As we look ahead, we will build on three strategic levers to strengthen our employee wellbeing strategies.

Employee Voice and Engagement

- ▶ Expand surveys, pulse feedback, and town halls with modules on inclusivity, psychological safety, and leadership trust.
- ▶ Use insights to shape policies and people-focused actions.

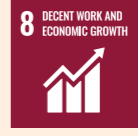
People Analytics Framework

- ▶ Strengthen business unit-specific metrics across management levels, track retention plans, and update regularly.

Employee Growth & Engagement KPIs

- ▶ Define development programs, engagement scores, and survey participation, integrating them into performance evaluations.

Human Rights

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Human Rights and Labor Conditions	Human rights assessments across all manufacturing operations by 2026	 	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 to Principle 6 IFC Performance Standard 2, IFC Performance Standard 7, IFC Performance Standard 8 ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5; S4-1; S4-2; S4-2; S4-5; S1-8

Suzlon places human rights at the core of its values and business conduct. We recognize that upholding these rights is integral to operating responsibly and sustainably. Our approach extends to everyone connected with our operations, including employees, contractors, suppliers and local communities, ensuring that each is treated with fairness, dignity and respect. Guided by our Human Rights Policy, we translate this commitment into concrete actions that reinforce accountability and alignment with global human rights standards. A well-documented SUZNITI policy, aligned with leading global standards, outlines this commitment and the actions we take to put it into practice. Our policy and approach apply to all our subsidiaries, Board of Directors, joint ventures, employees, workers, customers, vendors, contractors, communities, and every stakeholder connected to our business.

Our Approach

(GRI 3-3; IFC Performance Standard 8 Cultural Heritage; IFC PS 7 Indigenous Peoples; ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5; S4-1; S4-2; S4-2; S4-5; IFC Performance Standard 5 Land Acquisition and Involuntary Resettlement)

We aim to complete human rights assessments across all manufacturing operations by 2026.

We are committed to upholding fundamental human rights across our operations and value chain, guided by our Suzniti policy. We believe every individual is entitled to dignity, equality, and fair treatment, regardless of race, gender, nationality, religion, sexual orientation, or any other

status. Our commitment covers non-discrimination, safe working conditions, fair wages, freedom of association, prevention of child and forced labor, and respect for indigenous people and migrant workers. We work closely with our suppliers through monitoring, audits, and training to ensure these standards are upheld. Environmental responsibility, community engagement, fair compensation and benefits, protection from harassment, and transparent processes for retrenchment are key aspects of our human rights policy.

Our policies are aligned with local regulations and internationally recognized frameworks, including:

- The Universal Declaration of Human Rights
- The United Nations Global Compact
- International Labor Organization (ILO) Conventions
- United Nations Sustainable Development Goals (SDGs)

The Board of Directors reviews the Human Rights Policy on a periodic basis to ensure its continued effectiveness and compliance with regulatory requirements. Performance on social and labor metrics is reviewed quarterly, while implementation of human rights and associated strategies is assessed annually. The outcomes of these reviews are transparently communicated to stakeholders and used to guide continuous improvement and future strategies.

The Board provides active oversight of human rights-related matters, with specific indicators tracked on a periodic basis, including compliance with the Prevention of Sexual Harassment (POSH) framework, monitoring of “zero human rights violations” as a key organisational target, with exploration ongoing for future inclusion of human rights indicators as formal Board-level targets.

At the operational level, implementation of human rights, social, and labor policies and strategies is the responsibility of the Senior Leadership Team, supported by the Human Resource Management team. The Chief Human Resource Officer (CHRO) acts as the designated point of contact for all human rights-related matters within the organisation, ensuring accountability and responsiveness.

Human Rights Implementation Strategy

Suzlon has integrated several governance mechanisms to manage human rights risk in its extended value chains. We have two board members who have a background in non-profit work and social themes; and in 2024; eight new policies covering several key human rights and just transition topics were released.

Suzlon emphasized its longstanding commitment to sustainability, rooted in its motto of “powering a greener tomorrow.” Although not mandated by regulations or investors, Suzlon is proactively aligning its reporting with frameworks like the International Financial Reporting Standards (IFRS) and Corporate Sustainability Reporting Directive (CSRD), including conducting double materiality assessments. Historical practices such as working with local suppliers and upholding human rights are now being formalized into binding policies and systems, including the company’s Environmental, Health, Safety, and Social Management System. Implementing the new policies launched in 2024 is mandatory across all Suzlon’s subsidiaries, especially as the company expands through mergers and acquisitions, ensuring that sustainability is not just in a policy but also integrated into operations.

No human rights violations were identified within the company or across its value chain. As a result, there are currently no sites that necessitate mitigation plans.

Respect for Indigenous People and Communities

Suzlon’s approach to respecting indigenous rights is embedded throughout the entire wind farm project lifecycle—from pre-feasibility and land acquisition to construction, operations, and decommissioning. In regions like Gujarat and Rajasthan, where tribal communities may be present, the company conducts assessments to identify potential impacts on Indigenous Peoples, including their land, livelihoods, and access to common resources such as grazing lands. These considerations are part of the company’s Environmental and Social Due Diligence and Land Acquisition Procedures, which include stakeholder consultations and efforts to avoid tribal land acquisition altogether.

If avoidance is not possible, engagement with affected communities becomes a last resort, guided by protocol. The company also distinguishes between designated Scheduled Tribe areas and regions where

tribal populations reside informally, ensuring both are considered during initial surveys and consultations. Even when no direct negative impact is identified, the company integrates need-based CSR initiatives to create positive outcomes for these communities. Site selection is not solely based on technical feasibility but also on ENS criteria, including biodiversity and cultural heritage. Final due diligence reports include recommendations and red flags from the Corporate Sustainability & ESG Team to guide Suzlon’s Business Units in making responsible decisions.

Respect for Tribal Rights

While there is legislation in India that addresses the protection of tribal groups—particularly in the context of land acquisition—it tends to be broad and somewhat limited in scope. Suzlon chooses to go beyond these legal obligations voluntarily. This approach is rooted in its internal code of conduct. This includes proactive measures in site selection, stakeholder engagement, and community impact assessments, even when not legally required.

Free, Prior and Informed Consent (FPIC)

Suzlon ensures alignment of FPIC explicitly in land acquisition, setting new projects. All stakeholder consultations are rooted in on-the-ground practices, including visits to the villages, surveys, photo documentation, and input collection from local communities.

The company prioritizes avoiding land acquisition from Scheduled Castes and Scheduled Tribes altogether. If acquisition becomes unavoidable, it undergoes rigorous internal due diligence, including an analysis of alternatives and multiple layers of approval.

Land transactions are conducted on a willing buyer–willing seller or willing lessee–willing lessor basis, with compensation exceeding market rates. Community consultations involve local governance bodies like the Gram Panchayat and Sarpanch, and all feedback is documented and factored into decision-making. The company assesses not only financial compensation but also broader impacts—such as access to common property resources, income generation opportunities, women’s employment, literacy levels, and infrastructure needs.

Suzlon is aware that without informed consent from communities there may be obstacles to the development of new projects and said it is open to considering an explicit commitment.

Suzlon aims to avoid triggering resettlements entirely, maintaining a buffer zone of at least 500 meters from residential areas. In leasing arrangements, provisions are made to ensure that lessors retain autonomy, including options to exit the agreements and receive fair compensation over time.

Suzlon has Environmental and Social Due Diligence Procedure for Land Acquisition. For every land parcel, the company ensures informed consent, evaluates whether the land is fully or partially acquired, and assesses potential risks—including those related to Scheduled Castes and Scheduled Tribes and economic displacement. All relevant permissions, consents, and No Objection Certificates (NOCs) are collected and documented. In addition to social considerations, Suzlon integrates climate risk assessments into its due diligence process.

Zero Tolerance of Reprisals against Human Right Offenders

The company ensures monitoring in its locations as well as along value chain. Suzlon is already engaged in human rights due diligence, having assessed 91.1% of tier one suppliers (direct business partners) for human rights violations. This effort is part of a broader strategy that includes site-level risk assessments, focusing on commodity and geographic risks, and a seven-pillar methodology for supplier evaluation, supported by independent third-party assurance. Suzlon’s approach incorporates responsible procurement and social performance metrics that enables us to be identified as preferred suppliers in the future. These efforts have already earned recognition, including award from the UN Global Compact for sustainable supply chain practices

Monitoring and Management

Suzlon uses a scorecard system with a comprehensive set of KPIs including that of Human Rights that span across various business units such as manufacturing, projects, etc. Each unit is assessed individually, and underperformance in any area can lower the overall score for that unit.

Human rights have been explicitly included in these KPIs. For example, last year Suzlon set a goal to implement

human rights assessments across 100% of its locations, which was successfully achieved. The scorecard also extends to supplier evaluations, recognizing that procurement practices vary across business units thus KPI must be tailored to them. Suppliers are rated based on their performance in these areas, and their scores contribute to the overall evaluation.

Performance Highlights: FY 24-25

(WEF- ESG Dignity and equality)

In the reporting year, we advanced several forward-looking initiatives to strengthen our commitment to human rights, with a focus on safeguarding dignity, equity, and well-being across our workforce and communities.

Initiative	Achievement
Human Rights Assessment	<ul style="list-style-type: none"> 72.41% of our plants and offices were assessed for human rights concerns with no significant risks observed. 0 human rights violations in company and along value chain
Supply Chain Human Rights Assessment	91.1% of Tier-1 critical suppliers were assessed on human rights concerns.
Human Rights Training	<ul style="list-style-type: none"> 92.55% of employees and 100% of the Board and Key Management Personnel were trained on human rights. 54 number of security personnel trained on human rights. 100% of our board, key management personnel, and employees completed POSH and integrity training.



Protecting People and Promoting Equity

(GRI 402-1 a; WEP Principle 2)

At Suzlon, we believe that every individual is entitled to fundamental human rights, regardless of their race, gender, nationality, religion, sexual orientation, or any other status. Our recruitment, promotion, and compensation practices are based on merit, skills, and experience, ensuring that everyone has an equal chance to succeed.

The Social and Labor Policy aims to foster equity, social protection, and respectful treatment by addressing systemic inequalities, safeguarding individual rights, and improving the quality of life across the workforce.

Targeted strategies are in place to prevent, mitigate, and manage potential human rights risks. We ensure that employees and business partners are well-informed about these policies and their practical implications.

We communicate any significant operational changes to employees and their representatives 2 weeks prior to implementing such changes into operations. However, in FY 24-25, no such significant changes were made that required informing the relevant stakeholders.

Extending Protection to Third-Party Workers

(IFC PS 2 Workers Engaged by Third Parties)

We ensure that the third parties we engage with are reputable and legitimate enterprises and have or intend to develop an appropriate ESMS. We are implementing an enterprise module for third-party payroll employees to ensure transparency in employment records, including PAN, gender, and age details. This system provides access to whistleblowing and grievance mechanisms, ensuring fair treatment. Geotagged attendance tracking has also been introduced for off-roll staff to promote accurate and fair compensation.

Our processes ensure inclusion and protection for migrant, contract, or temporary workers and ensure that any vulnerable groups are treated fairly and with respect at the workplace.

Human Rights Due Diligence and Monitoring

(GRI 408-1 a & b; GRI 409-1; WEF- ESG Dignity and equality; IFC PS 2 Protecting the Work Force; ESRS Disclosure Standards S1-1)

72.41% of our plants and offices were assessed for human rights concerns

We undertake structured due diligence and periodic audits to assess compliance with human rights standards. Areas under review include:

- **Labor Practices and Conditions:** Fair wages, reasonable working hours, freedom of association, and occupational health and safety.
- **Child and Forced Labor:** Ensuring that business units, suppliers, and partners have systems to prevent child or forced labor and can identify and address such risks.
- **Discrimination and Harassment:** Evaluation of policies and workplace culture to ensure non-discriminatory practices and a safe, inclusive environment.
- The assessment covers key stakeholders, including own employees, women, children, indigenous people, migrant workers, and third-party employees.

72.41% of our plants and offices were assessed for human rights concerns based on BRSR, GRI, SDG, ISO 45001, ILO, GRI, SASB, UNGC, and other best management practices and international standards. The assessment found zero risks related to Labor Practices and Conditions, Child and Forced Labor, and Discrimination and Harassment across our operations in FY25.

Supply Chain Assessment on Human Rights

91.1% of Tier - 1 critical suppliers were assessed on human rights concern.

We are committed to upholding and protecting human rights across our supply chain. Our policies explicitly prohibit child labor, forced or involuntary labor, workplace discrimination, and harassment. Human rights parameters are embedded within our supplier assessment process, including onboarding questionnaires and ongoing evaluations.

To ensure compliance, we monitor and audit suppliers, identifying risks related to weak labor conditions or potential human rights violations. Our supply chain human rights assessment covers key areas, including prevention of sexual harassment, workplace equality, prohibition of child and forced labor, and fair wages. Where gaps are observed, corrective action plans are implemented. No significant risks were observed during the assessment in FY24-25 of A (Tier-1 critical) class suppliers. In parallel, we provide training, resources, and collaborative engagement to help suppliers strengthen their practices and align with Suzlon's standards.

Findings from our assessments guide action plans and inform our sourcing strategy. We prioritize partnerships with suppliers demonstrating strong human rights practices

and exercise ethical sourcing to encourage higher standards. Conversely, we avoid and replace suppliers operating in high-risk regions or those failing to meet our expectations, in favour of transparent and responsible local sourcing.

Through our Supplier Code of Conduct, we extend these expectations to subcontractors and closely track adherence to social metrics such as prevention of child labor, elimination of forced labor, and protection against workplace discrimination.

Freedom of Association and Collective Bargaining

(GRI 2-30; GRI 407-1 a; GRI 407-1 b; IFC PS 2 Working Conditions and Management of Worker Relationship; WEF- ESG Dignity and equality)

We respect the rights of all employees and do not prohibit anyone from joining an association or a labour/trade union. We maintain open and transparent communication with employee representatives and uphold the rights of workers to form and join trade unions. As of FY24-25, 1.56% of our workforce is covered under collective bargaining agreements. Our collective bargaining agreements include notice periods and provisions for consultation and negotiation. In FY24-25, none of our operations and suppliers were in violation of workers' rights to exercise freedom of association or collective bargaining.

In cases of collective dismissals, we first analyse alternatives to retrenchment and ensure all alternative options are actioned before retrenchment. If no viable options are identified, a retrenchment plan is developed and implemented, with two weeks' notice provided to reduce the adverse impacts on workers.

For employees not represented by trade unions, terms and conditions of employment are governed by standard contractual agreements, ensuring clarity of responsibilities and protection of rights. Across all employment arrangements, we are committed to providing a safe, fair, and respectful working environment.

Human Rights Training

(GRI 410-1; IFC PS 4 Security Personnel)

92.55% of employees and 100% of the Board and Key Management Personnel were trained on human rights.

We conduct regular awareness-building sessions and training programs to reinforce understanding of human rights and ethical conduct across our operations. In FY24-25, comprehensive human rights training was successfully completed across all Business Units.

Further, recognising the importance of safeguarding human rights in all aspects of our operations, we have initiated specialized training for security personnel, including those deployed through third-party agencies. In FY24-25, 54 number of security guards received training on Suzlon's human rights policies, with a particular focus on responsible engagement, respect for community members, and interactions with human rights defenders. Going forward, we plan to extend the coverage of these trainings to include all security personnel, ensuring consistent awareness and adherence to our human rights commitments. Additionally, we will, where applicable, investigate all allegations of unlawful or abusive acts of security personnel, take action (or urge appropriate parties to take action) to prevent recurrence, and report unlawful and abusive acts to public authorities.

Indigenous People and Vulnerable Groups

(GRI 411-1; IFC PS 7 Indigenous Peoples; ESRS Disclosure Standards S3-1; S3-4)

We respect the rights of Indigenous Peoples and communities, including their rights to land, resources, culture, and self-determination. While none of Suzlon's operations and project sites are located in regions where Indigenous People, Vulnerable Groups, or Scheduled Tribe communities reside, we remain committed to upholding their rights and minimizing any potential adverse impacts. In FY24-25, there were zero identified incidents of violations involving the rights of indigenous peoples.

We conduct site-level social and environmental impact assessments prior to project development and engage directly with local communities to ensure their perspectives are reflected in decision-making. Mechanisms such as community consultations, grievance redressal systems, and impact monitoring are in place to safeguard rights and foster mutual trust.

Our approach emphasises Free, Prior, and Informed Consent (FPIC) as a guiding principle, ensuring that local and Indigenous communities are meaningfully consulted and empowered to make informed choices about projects that may affect them. Where relevant, partnerships are developed with local institutions, NGOs, and government bodies to support community development initiatives and enable Indigenous Peoples' self-determination.

In parallel, we recognize Human Rights Defenders (HRDs) as integral stakeholders in the communities where we operate. HRDs play a critical role in highlighting risks, advocating for vulnerable groups, and enhancing accountability within the value chain. Concerns raised by HRDs are taken seriously, and Suzlon respects their right to freedom of expression and peaceful protest.

Free, Prior, and Informed Consent (FPIC) framework

(IFC PS 7 Indigenous Peoples)

Our policies and processes ensure that our projects do not cause the displacement of people or communities. Land for our operations is carefully selected to avoid any resettlement requirements or conflicts with Indigenous Peoples and local communities.

Even though there is no need for resettlement, we have established an FPIC framework as a safeguard. This framework provides for adequate and fair compensation, along with livelihood restoration support, should individuals or communities voluntarily agree to relocate in the future.

Human Rights Grievance Redressal

(GRI 408-1 c; IFC PS 2 Working Conditions and Management of Worker Relationship; WEF ESG Dignity and equality; ESRS Disclosure Standards S1-1; S2-1)

We maintain effective channels for individuals and communities to voice concerns and seek resolution, reinforcing our commitment to accountability, inclusivity, and respect for human rights. Employees, contractors, and supply chain workers have access to anonymous and secure platforms such as Group CEO Connect and CHRO Connect, which allow grievances, including those related to human rights, to be raised confidentially.

Our Grievance Redressal Mechanism functions as a structured system that ensures:

- Accessible channels for individuals and communities to raise concerns and seek redress.
- Defined reporting processes, including anonymous reporting and the use of CEO Connect and CHRO

Connect portals.

- Detailed and impartial investigations, with strict safeguards to protect the anonymity of complainants.
- Implementation of corrective or disciplinary action through a transparent, time-bound process.

The Grievance Redressal Mechanism is supported by an independent, third-party-monitored Code of Ethics Helpline, available 24x7 in regional languages, ensuring accessibility and impartiality. All grievances are tracked, addressed in a time-bound manner, and disclosed appropriately for continuous improvement.

In high-risk or conflict-affected regions, we collaborate with NGOs and third-party organizations to provide on-ground remediation, advice, and support services to both our company and affected communities, ensuring that human rights concerns are addressed effectively and responsibly.

Preventing Workplace Harassment

In FY 2024–25, 100% of our board, key management personnel, and employees completed POSH and integrity training.

Our POSH (Prevention of Sexual Harassment) policy is gender-neutral and aims to foster a safe, respectful, and inclusive workplace for all employees. In line with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, we have established an Internal Complaints Committee (ICC) to handle all cases of sexual harassment with care, diligence, and strict confidentiality. Recognizing the sensitivity of such concerns, we maintain robust confidentiality protocols to create an environment where individuals feel safe and supported in raising issues.



In FY24–25, zero cases of sexual harassment were reported, showcasing our commitment to fostering a safe, respectful, and inclusive workplace environment.

Compensation and Fair Pay

(GRI 202-1; WEF ESG Dignity and equality; ESRS Disclosure Standards S1-10)

We uphold the principle of equal pay for equal work as a cornerstone of our compensation philosophy. Our remuneration practices are regularly reviewed and benchmarked against industry standards to ensure fairness, transparency, and competitiveness. We remain committed to equitable compensation for all employees based on their roles, responsibilities, and performance, reinforcing a culture of trust, accountability, and inclusion across the organisation. Looking ahead, we will continue to conduct periodic pay equity assessments and implement corrective actions where required, to proactively address and narrow any potential pay gaps.

Living Wage

We have committed, through our Social and Labor Policy, to ensuring that all employees receive a living wage that meets or exceeds the basic cost of living in their respective work locations. The approach to living wage considers

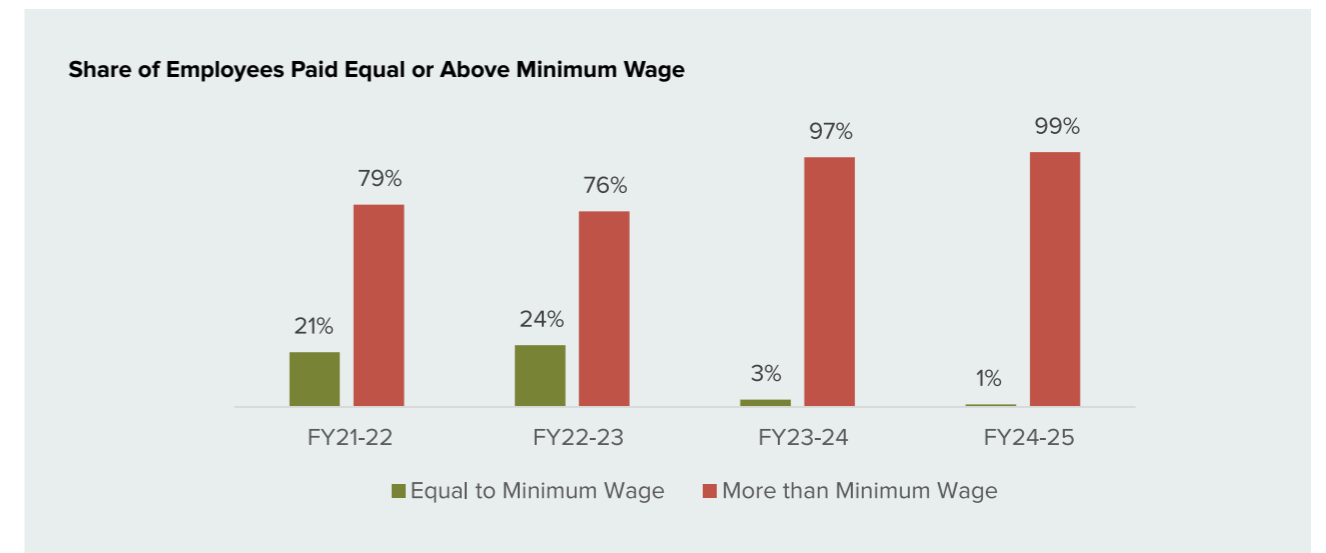
essential needs such as food, housing, healthcare, and education, ensuring that employees and their families can live with dignity. In addition, we provide benefits such as insurance coverage and childcare facilities to further ease the cost-of-living burden on our workforce.

Wages are reviewed and adjusted regularly to reflect changes in the cost of living and inflation. These mechanisms help us align wage practices with fair labor standards, while ensuring that compensation remains equitable, transparent, and responsive to the needs of our workforce.

Across all our operations and geographies, 100% of our workforce earns at least the minimum wage. The share of employees earning above the minimum wage has increased from 79% in FY21-22 to 99% in FY24-25, illustrating our strong commitment to fair compensation and progressive labor practices.

Suzlon is already aligned with minimum wage requirements across all operations. This includes not only direct employees but also contractors and subcontractors. This is monitored rigorously, including through legal registers and external audits. Additionally, Suzlon ensures that overtime compensation and statutory benefits are provided in accordance with state-specific regulations.

Category	Equal to Minimum Wage (%)				More than Minimum Wage (%)			
	FY21-22	FY22-23	FY23-24	FY24-25	FY21-22	FY22-23	FY23-24	FY24-25
All employees	21%	24%	3%	1%	79%	76%	97%	99%
Male	22%	24%	3%	1%	78%	76%	97%	99%
Female	8%	6%	3%	0%	92%	94%	97%	100%



Way Forward

As we expand our operations and advance our sustainability mission, we are committed to ensuring that the protection of human rights remains central to our growth journey. We will strengthen our efforts through the following levers:



Human Rights Due Diligence

- ▶ Conduct thorough due diligence across 100% of our operations, covering employees and contractors at Suzlon sites, in alignment with the UN Guiding Principles and ILO standards.
- ▶ Extend this due diligence to all suppliers, identifying risks and designing targeted mitigation plans to safeguard rights throughout our value chain.

Monitoring and Disclosure of Human Rights KPIs

- ▶ Monitor progress in our units.
- ▶ Track key KPIs such as incidents of child or forced labor, with potential linkage to performance evaluations to reinforce accountability.

Occupational Health & Safety

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Occupational Health & Safety	Maintain LTIFR (Lost Time Injury Frequency Rate) at 0.5	 	GRI 403-1 to GRI 403-10 IFC Occupational Health and Safety WEF ESG Health & Well-being SASB Workforce Health & Safety ESRS Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5

In FY 24-25, 100% of our plants and offices and 91.1% of our Tier-1 value chain partners were assessed on health & safety practices and working conditions.

Good International Industrial Practices (GIIP) is carried out for hazard identification, risk assessment, and incident investigation practices. We emphasize on employee training, worker participation, and promoting worker health to achieve an accident-free project environment that supports Suzlon's sustainability goals.

Our OHS strategy is centered on prevention, responsibility, and continuous improvement. We focus on creating safe workplaces by:

- Promoting occupational health and well-being for all employees and contractors.
- Conducting all activities in a safe manner to avoid injury.
- Protecting the environment through responsible use of resources and effective waste management practices.
- Meeting statutory requirements and global sustainability goals.
- 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. We emphasize shared responsibility—safety starts with each of us, and every individual is accountable for acting responsibly, reporting unsafe conditions, and ensuring the well-being of colleagues.

We have established a strong governance framework to ensure compliance, accountability, and transparency in OHS practices. This includes:

- Clear rules, guidelines, and procedures that are mandatory for all personnel.
- Training and competency-building programs that ensure employees and contractors are equipped to manage risks.
- Regular consultation and active participation of employees, contractors, and stakeholders in shaping safety practices and reporting concerns.
- Continuous monitoring of performance, including

Safety is an absolute and core principle and organizational commitment at Suzlon. Suzlon is committed to provide a safe and healthy work environment for all its stakeholders. Keeping 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 protecting our people.

Our Approach

We recognize 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 overarching procedure for hazard identification, risk assessment, and incident investigation as part of their Occupational Health and Safety (OHS) management system. Our HSE Management Plan across Plants and Sites and ESG Management Manual and procedures thereunder provides details of how these assessments lead to the implementation of control measures to minimize risks.

Our HSE practices are aligned with industry-specific requirements ensuring robust procedures for hazard identification, risk assessment, and incident investigation. We prioritize employee training, active worker participation, and the promotion of occupational health to foster an accident-free work environment. These efforts directly support Suzlon's commitment to zero harm across all operations.

The alignment to industry specific requirements and

incident reporting, near-miss tracking, and corrective action planning.

- Direct oversight from senior leadership, with periodic reviews shared with the Board and top management.

We are committed to fostering a strong OHS culture where safety is seen as a shared value. Every individual is empowered to stop unsafe work without fear of reprisal and encouraged to take ownership of workplace safety. Recognizing safe practices, reporting unsafe conditions, and reinforcing accountability, we build trust and ensure that safety remains central to our long-term success.

Performance Highlights: FY 24-25

Initiative	Achievement
Safety Trainings	42% increase in OHS training provided to female employees
High-consequence work-related injury	Zero high-consequence work-related injury to employees second year in a row.

Safety Governance at Suzlon

(GRI 403-4 (b))

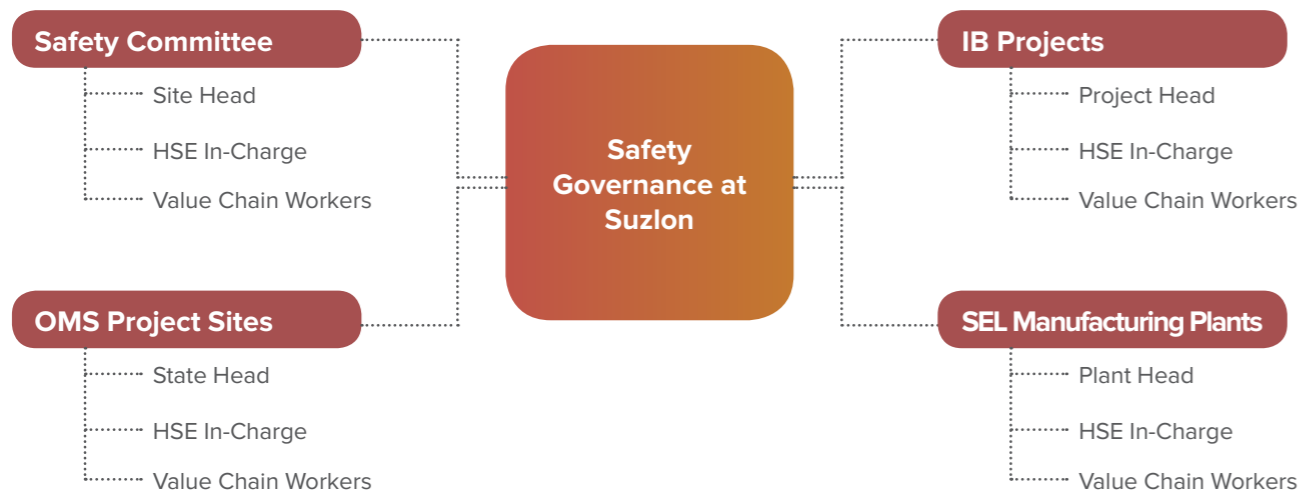
Each site and plant have a safety committee led by the site head and composed of equal representation from management and value chain workers, including contractors. The committee evaluates risks, develops hazard prevention guidelines, and recommends safety improvements.

Site-specific safety committee members include:

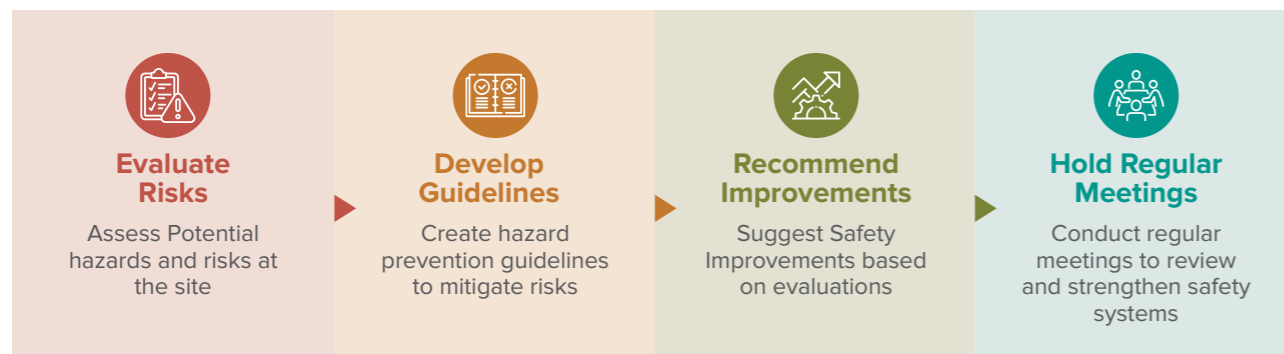
- Project Head (SEL-Projects)
- Plant Head (SEL/SE Forge)
- State Head (SEL-OMS)
- HSE In-Charge (Secretary)
- Value Chain Workers (Members)

Meetings are held regularly to review and strengthen safety systems.

Site-Level Safety Governance at Suzlon



Achieving Site Safety Governance



Our Approach to Health and Safety

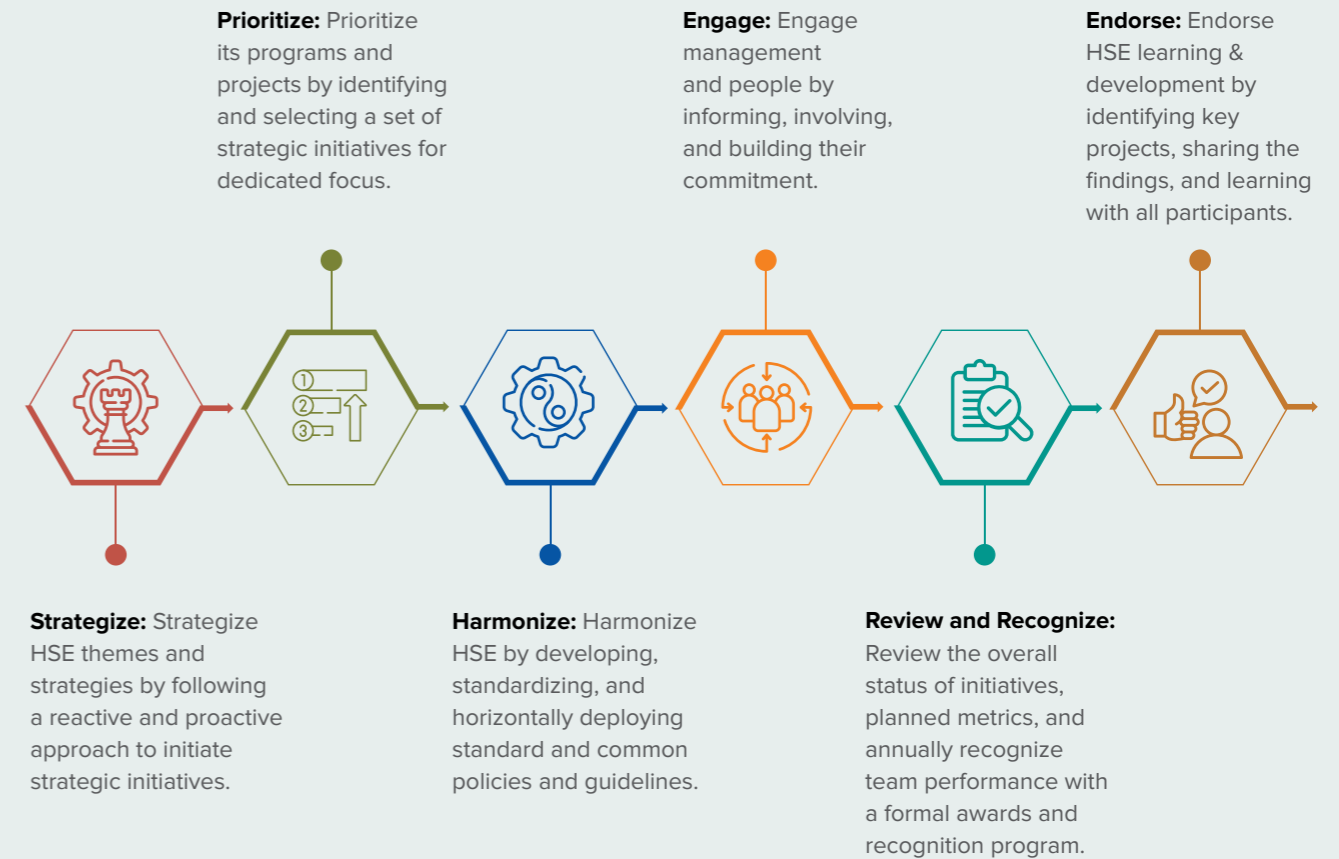
(IFC PS2 (I) identification of potential hazards to workers, particularly those that may be life-threatening; GRI 3-3, GRI 403-1(a, b), GRI 403-2 (a), GRI 403-3, GRI 403-8, GRI 403-9 (c), GRI 403-10 (c); ESRs Disclosure Standards S1-1; S1-2; S1-4; S1-5; S2-1; S2-2; S2-4; S2-5)

We take a proactive and structured approach to managing health and safety across all our operations. Using the Hazard Identification and Assessment of Risk and Opportunity (HIARO) method, we carefully assess

potential risks—whether physical, chemical, mechanical, or biological. This helps us take preventive action and maintain a safe working environment for everyone. The following steps are being taken for Health & Safety monitoring and continuous improvement.

- Hazard Management & Risk Reduction
- Stakeholder & Worker Management
- Performance Monitoring and Transparency in Disclosures
- Continuous Improvement

The Sphere Model



We have a well-established and publicly available Health, Safety, and Environment (HSE) Policy. Our Occupational Health and Safety Management System (OHSMS) covers all workplaces, including manufacturing plants, project sites, and operations and maintenance locations. All employees and value chain workers fall under the scope of this system.

Occupational Health & Safety (OHS) Management System Coverage

Metric	Number of Employees	Percentage
Total employees covered by OHS system	6,662	100%
Employees covered by internally audited OHS system	6,662	100%
Employees covered by externally certified OHS system	6,662	100%

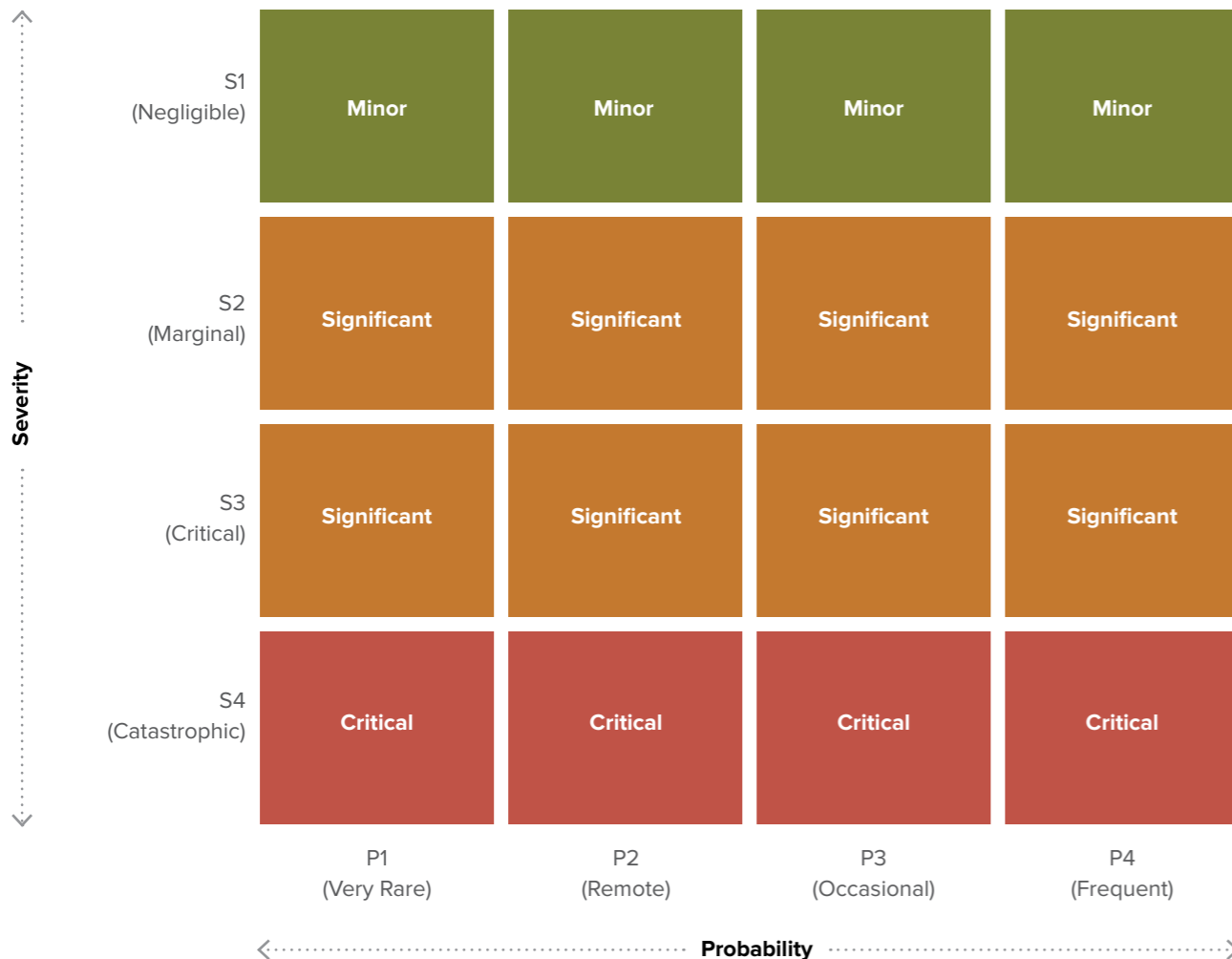
We also adhere to our Quality, Health, Safety, and Environment (QHSE) procedures, which are externally validated through ISO 45001:2018 certification standards. Additionally, a Social and Labor Policy reflects our commitment to fair working conditions, including reasonable hours, living wages, and accessible grievance mechanisms. We adhere to all applicable legal and regulatory requirements and regularly review our practices to stay aligned with evolving industry standards through strong leadership and stakeholder involvement. New technologies and best practices are integrated to support ongoing improvement across our operations.

HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

We follow the HIARO (Hazard Identification and Assessment of Risk and Opportunity) methodology to evaluate both routine and non-routine risks, including physical, chemical, mechanical, and biological hazards. Risks are rated based on severity and likelihood:

- **Critical:** P1xS4 to P4xS4
- **Significant:** P1xS3 to P4xS2
- **Minor:** P1xS1

We maintain comprehensive HIRA documentation across all locations.



Safety Practices

(WEF ESG; GRI 403-5, GRI 403-6 (a, b))

Each location maintains emergency response plans (ERPs), a first aid register, and an accident investigation register. We conduct mock drills, safety walks, and toolbox talks regularly. Job Safety Analyses (JSA) and a Permit to Work (PTW) system—developed in consultation with workers—are implemented to ensure that hazardous tasks are not undertaken without appropriate controls. Workers are encouraged to report and document unsafe conditions for supervisory action.

All tools and equipment are routinely tested, calibrated, and maintained. Our Life Saving Rules guide employees in recognizing high-risk situations and taking immediate action, including stopping work if necessary. These rules are simple, operation-aligned, and central to our HSE program.

We ensure all employees and contractors are equipped with and properly use the required PPE. Management is responsible for maintaining PPE inventory, inspection, and availability at all times.

5S for Safety and Efficiency

We apply the Kaizen 5S methodology—Sort (Seiri), Set in Order (Seiton), Shine (Seiso), Standardize (Seiketsu), and Sustain (Shitsuke)—as part of our effort to improve workplace organization, safety, and operational excellence. Initially introduced in select units, the positive outcomes led to its adoption across all our locations. This structured system supports cleaner, more efficient workspaces and strengthens a culture of safety awareness and continuous improvement among our employees.



Ladder Fabrication and Installation for Safe Roof Access

At SE-FORGE Ltd., Vadodara, ensuring workplace safety is a top priority. A critical gap was identified in accessing the roof of the shed for sheet repair or replacement. In the absence of a safe approach, workers faced risks while performing essential maintenance tasks. The objective of this initiative was to provide employees with an easy and safe way to reach the roof of the shed through the fabrication and installation of a dedicated ladder at the crane platform walkway.

The engineering team fabricated and installed the ladder in-house. The ladder was designed to extend from the crane platform walkway, providing a direct and secure approach to the roof. This solution was both practical and cost-efficient, allowing safe access for routine maintenance and emergency repairs.

Before the implementation, there was no safe means of climbing to the roof for sheet replacement or repair. Workers faced heightened risks due to the lack of proper access, which could have resulted in accidents, delays, or additional costs.

The initiative resulted in safer working conditions for maintenance personnel, improved operational efficiency, and measurable cost savings. It demonstrated our commitment to occupational health and safety while reinforcing the value of innovative, in-house solutions.

With this improvement, the roof is now easily accessible for safe maintenance. In FY 25–26, we plan to continue enhancing workplace safety by identifying other high-risk areas and implementing similar cost-effective and practical solutions.

Impact Created



Enhanced Safety: The installation significantly improved the safety of personnel by providing secure roof access, thereby reducing the risk of accidents.



Cost Efficiency: In-house execution saved approximately INR 20,000, demonstrating effective resource utilization.



Operational Readiness: The new access system ensures timely and safe maintenance of roof sheets, preventing disruptions to operations.



EMPLOYEE HEALTH AND WELLNESS

Health check-ups are conducted at the time of onboarding and annually thereafter. Healthcare services are extended to employees, their families, contractors, and community members through on-site clinics. Additionally, we offer routine health examinations and annual screenings, and organize medical camps and fitness and well-being sessions for employees and workers.

SAFETY TRAINING AND CAPACITY BUILDING

We offer a combination of general and specialised training programs to ensure the safety of employees and value chain partners. General modules cover induction, first aid, fire safety, and emergency preparedness. Specialized training includes working at height, confined space entry, energy isolation/LOTO, and electrical safety for qualified professionals.

We conduct regular mock drills, life-saving techniques, and other safety-related sessions in line with an annual training calendar. Defensive driving training was delivered to both light and heavy motor vehicle drivers, and GPS systems were installed in all light vehicles to enhance road safety.

In addition, third-party experts conduct specialised training on crane safety, Behaviour-based safety (BBS), and Global Wind Organisation (GWO) protocols. Under the swift programme, 500 new employees underwent a structured 20-day training module and completed 67 mandatory certifications before being deployed on-site.

Suzlon Cares: Safety & Compliance Training

Under the Aspirational Wellbeing pillar of Suzlon Cares, we have institutionalised safety and compliance training as a cultural cornerstone. The Global Learning and Development (GLD) team drives organisation-wide participation in regulatory and compliance-based programs, reinforcing Suzlon's commitment to accountability, operational excellence, and employee well-being.

- All employees undergo mandatory safety certifications aligned with global renewable energy regulations.
- Site engineers, maintenance teams, and

operations professionals receive high-risk safety training on fire awareness, working at heights, and first aid.

- Employees working with digital monitoring systems are provided SCADA training to strengthen control and automation capabilities, improving wind farm efficiency.

With structured learning integrated across 91 OMS sites in India, this initiative not only ensures compliance with safety standards but also fosters a culture of accountability—enabling progress towards our aspiration of a zero-incident workplace.

EMPLOYEES COVERED UNDER HEALTH & SAFETY TRAININGS

Employee Category	FY 22-23	FY 23-24	FY 24-25
Male	68.8%	72.7%	69.5%
Female	91.1%	19.5%	27.7%
Total	67.5%	71.3%	67.5%

SAFETY TRAININGS FOR EMPLOYEES AND VALUE CHAIN WORKERS

Category	FY 22-23	FY 23-24	FY 24-25
Average Training Hours	3.8	4.0	Employees: 13.46 Value Chain Workers: 17.24
Total No of people covered under HSE induction training for employees	324	556	2577 All new hires undergo HSE training as part of induction. Job-specific refresher trainings are given to employees at the business unit level.

GLOBAL WIND ORGANIZATION (GWO) -CERTIFIED TRAINING

As a GWO-certified organization, we adhere to the highest standards of occupational health and safety within the wind energy sector. To engage and educate our employees and workers on these best practices, we have set up a GWO-certified training center in Satara that has trained over 1946 participants to date. These learning sessions focus on:

- Advanced Rescue
- Blade Repair
- Safe Use and Maintenance of Lifting Equipment
- Wind Technician Skills
- Slings and Signalling
- Managing Risks Related to Hazardous Energies

These efforts raise safety standards in the wind energy sector and help cultivate a safety-conscious workforce.

Promoting A 'Safety First' Culture

(GRI 403-3, GRI 403-4(a))

Our leadership promotes a safety-first culture and encourages every employee to actively participate in safety initiatives. Employee-driven programs include regular safety training, hazard identification, risk assessment, and reward and recognition mechanisms to promote safe behaviour. Safety awareness is strengthened through targeted communications on best practices through emails, meetings, banners, posters, desktop wallpapers, and digital signage across our sites.

Our Health, Safety, and Environment (HSE) Policy is shared via email, prominently displayed at our sites, and included in induction training. It is also made available in local or national languages for ease of understanding.

All internal and external stakeholders are encouraged to contribute their ideas, expertise, and feedback on matters related to health and safety.



Restricting Chip Flow from Drilling Machines

During drilling operations at SE Forge, machine operators faced the challenge of metal chips flowing onto the shop floor. This not only created unsafe working conditions but also posed risks near the operating panel. Our objective was to restrict chip flow effectively while improving workplace safety and avoiding unnecessary maintenance costs.

We carried out an in-house modification of the drilling machine door. The process involved marking, cutting, welding, and fitting, supported by fabrication work done entirely by our team. By managing the modification internally, we eliminated the need for external support and kept the process efficient and cost-effective.

Before this initiative, chips would flow onto the floor during drilling, creating unsafe conditions for machine operators. There was also a recurring cost for machine repairs, which added to operational expenses.

Chip flow during drilling operations was successfully restricted, and unsafe conditions were avoided. The initiative delivered both safety improvements and measurable cost savings, reflecting our commitment to occupational health and safety.

Impact Created



Improved Safety: Restricted chip flow ensured safer conditions for machine operators, reducing the risk of slips, falls, or contact with chips near the operating panel.



Cost Savings: We achieved savings of INR 0.16 lakhs in FY 24–25 by avoiding outsourcing and repeat repair costs.



Operational Efficiency: Modifying the machines in-house minimized downtime and created a more

SAFE PLACEMENT OF SAMPLE CUT SEGMENTS

At SE-FORGE Ltd., Vadodara, we identified a safety gap in the way sample cut segments were being handled and stored. Previously, there was no specific arrangement for placing samples, and segments were left in unsafe conditions near the sample ring pile in the cutting area. This created risks for workers and made it difficult to locate and collect samples efficiently.

To address this, we fabricated a spider in-house to safely hold sample cut segments in sequence. This simple yet effective solution ensured that samples could be stored neatly and collected quickly whenever needed. The fabrication was completed internally, avoiding the need for outsourcing and saving approximately INR 5,000 in costs.

Impact Created

The initiative enhanced workplace safety by eliminating unsafe conditions in the sample cutting area. Samples are now stored in an organized manner, which has reduced time spent on collection and improved overall efficiency. The spider not only improved safety but also contributed to better aesthetics and orderliness in the workplace. By taking ownership of the fabrication process in-house, we strengthened our culture of innovation and resourcefulness while ensuring that safety standards remain uncompromised. Looking ahead, this practice will continue to support safer operations and more efficient sample handling across the unit.



LNG GAS PIPELINE REROUTING – SE-FORGE LTD., VADODARA

At SE-FORGE Ltd., Vadodara, the underground LNG gas pipeline posed both operational and safety risks. Being underground, the line was difficult to monitor and maintain, while also being prone to corrosion that could potentially lead to leakage. The objective of this initiative was to reroute the LNG gas pipeline above ground, ensuring greater safety, longer asset life, and improved cost efficiency.

The project was executed between 1st and 15th September 2025. The existing underground pipeline was cut and disconnected on both ends, after which a new line was fabricated and repositioned above ground. This rerouting

not only prevents corrosion but also makes visual inspections and maintenance far more convenient. All fabrication, cutting, welding, and testing activities were carried out in-house, allowing the team to complete the modification efficiently while saving costs.

Previously, the underground line created challenges in maintenance and heightened the risk of gas leaks due to undetected corrosion. By rerouting the pipeline, SE-FORGE significantly improved safety conditions, ensured easier monitoring, and extended the pipeline's operational life.

Impact Created



Enhanced Safety: Above-ground positioning makes leakage detection faster and reduces risks associated with hidden corrosion.



Cost Savings: In-house fabrication and installation resulted in savings of approx. INR 0.30 lakhs in FY 24–25.



Asset Longevity: Relocating the pipeline above ground reduces corrosion risk and extends the lifecycle of the LNG infrastructure.



Operational Efficiency: Simplified maintenance and easier inspection processes strengthen reliability and minimize downtime.

HSE IMPROVEMENTS AT WTG MANUFACTURING--TOWER UNIT, CHOPADVA

At the SEL-Tower Unit in Chopadva, we identified several opportunities to enhance health, safety, and ergonomics in both maintenance and production operations. These improvements reflect our continued focus on creating a safer and more efficient workplace by addressing key safety gaps through simple yet effective solutions.

Permanent Platform with Step Ladder for Maintenance

Previously, workers faced difficulty accessing the crane platform during maintenance activities, increasing the risk of falls.

- **Improvement:** A permanent platform with a step ladder was provided.
- **Benefit:** Enabled safer and easier access to the crane platform, significantly reducing the potential for falling hazards.

Fixture Support System for GMAW Welding

Accessing both sides of the rib for GMAW welding involved multiple handling steps, increasing ergonomic strain and the risk of accidents.

- **Improvement:** A fixture/support system was developed on the rotator to access both sides efficiently.
- **Benefit:** Reduced handling from three separate movements to just one, lowering the risk of handling-related injuries and improving work efficiency.

Battery Operated Trolley

Earlier, two persons were required to operate heavy trolleys, increasing ergonomic risk and handling time.

- **Improvement:** Introduced a battery-operated trolley.
- **Benefit:** Enabled single-person operation, improving ergonomics, reducing handling time, and enhancing productivity.

Cable Rewind Device (CRD) for Trolley

Cable handling posed a risk of cuts and potential electrocution, with manual winding during trolley movement.

- **Improvement:** A CRD was provided to the trolley for automated cable winding.
- **Benefit:** Reduced the risk of cable cuts and electrocution while making cable management easier during trolley movement.

Green Color Walkway Throughout the Plant

Movement within the plant lacked visual guidance, increasing the risk of trips or wrong movement.

- **Improvement:** A green-colored walkway was provided throughout the plant.
- **Benefit:** Improved visual demarcation of walkable areas, enhancing safety and overall workplace organization.

Impact Created

These targeted HSE improvements have significantly strengthened workplace safety, reduced ergonomic and operational hazards, and enhanced overall productivity. The practical solutions implemented reflect Suzlon's culture of continuous improvement, innovation, and a strong commitment to employee well-being. Going forward, these practices will continue to support safer and more efficient operations across the unit.



Deepening a Safety Culture

(WEF ESG Health & well-being; SASB RR0103-01-1; IFC PS2 Occupational Health and Safety; GRI 403-2 (a(i), b, c, d), GRI 403-9 (a, b, c, e), GRI 403-10(a, b, c); ESRs Disclosure Standards S1-3; S1-4; S1-14)

Documented procedures have been instituted that encourage our employees and workers to report work-related hazards on time and without fear of retaliation. Employees and value chain partners can raise issues with the designated HSE officer or supervisor, who escalates them to the location head for corrective and preventive actions. We empower employees and contractors with the authority to refuse unsafe work and exercise their "Stop Work" rights until safety is ensured.

All safety incidents are thoroughly investigated. Corrective and Preventive Actions (CAPA) are identified, implemented across all locations, and monitored periodically to ensure effectiveness and to prevent recurrence.

At Suzlon, ensuring the safety and well-being of our employees is a key priority. We proactively manage work-related hazards that pose a risk of high-consequence injury, such as Work at Heights activities, as well as hazards that may lead to ill health, including those arising from ergonomic challenges related to manual handling operations, where applicable.

The cost of occupational incidents is systematically measured to monitor safety performance and drive continuous improvement. In FY 24-25, we are proud to report that there were no regulatory fines or penalties incurred related to occupational health and safety.



Training And Capacity Building

We strengthened our safety culture by expanding training and certification across all BU's extending to our plants and sites. The SWIFT program trained 500 new employees through a 20-day module with 67 mandatory certifications before site deployment. Every employee completed Behaviour-Based Safety training, achieving 100% coverage. Defensive driving sessions were held for drivers of both light and heavy vehicles, supported by GPS installation for monitoring. We also partnered with external agencies for crane safety, first aid, and GWO protocols. As a result, employees and contractors are better prepared to handle risks, and unsafe practices are being reduced through daily safety briefs, QR code reporting, and photo uploads of unsafe conditions. The health and safety risks if any across all plants and sites can now be reported immediately even by means of anonymous reporting through a third-party helpline.



Audits, Evaluations, And Compliance

We enhanced accountability by integrating ESG parameters into supplier and contractor evaluations. Screening now includes a questionnaire, HSE compliance checks and alignment with Suzlon's requirements and best-in-class industry practices, and document uploads through the Savr portal. Site verification and quarterly performance evaluations ensure continuous improvement, while unsafe conditions can be reported digitally with photographs. Evaluation reports now include scoring, giving suppliers a clear view of where they must improve. This structured approach has strengthened compliance, improved safety practices across our supply chain, and increased transparency in performance monitoring.



Leadership Engagement and Safety Outcomes

We embedded leadership into health and safety by conducting a one-day workshop where management set clear targets, including maintaining LTIFR at 0.5. With strong ownership from project heads and HODs, who now conduct regular audits, we successfully achieved a 233% reduction in LTIFR. Family members were also invited to site sessions, reinforcing the importance of safety beyond the workplace. Through this top-down commitment, we have built a culture where leadership engagement directly translates into safer operations.

WORK-RELATED INJURY AND HEALTH PERFORMANCE METRICS

Parameter	Category	FY 22-23	FY 23-24	FY 24-25
Lost Time Injury Frequency Rate (LTIFR)	Employees	0.75	0.27	0.58
Lost Time Injury Frequency Rate (LTIFR)	Value chain workers	0.38	0.38	0.41
No. of fatalities (Work-related injuries)	Employees	0	2	1
No. of fatalities (Work-related injuries)	Value chain workers	3	3	1
Fatality Rate (Work-related injuries)	Employees	0.09	0.18	0.1
Fatality Rate (Work-related injuries)	Value chain workers	0.19	0.19	0.05
No. of fatalities (Work-related ill health)	Employees	0	0	0
No. of fatalities (Work-related ill health)	Value chain workers	0	0	0
Total recordable work-related injuries	Employees	11	9	20
Total recordable work-related injuries	Value chain workers	13	13	23
Total recordable work-related ill health	Employees	0	0	0
Total recordable work-related ill health	Value chain workers	0	0	0
Total Recordable Incident Rate (TRIIR)	Employees	1.03	0.80	1.95
Total Recordable Incident Rate (TRIIR)	Value chain workers	0.82	0.83	1.04
High-consequence work-related injury	Employees	7	0	0
High-consequence work-related injury	Value chain workers	3	2	0

Notes:

- The rates have been calculated as (statistic count x 1,000,000) / total number of hours worked by all employees in the year reported. Hours worked by employees & workers in FY 24-25 were 1,02,63,915 hours and 2,20,55,490 hours respectively .
- Lost time is an indicator of the loss of productivity for an organization 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 FY x 1,000,000) / (Total hours worked by all staff in same FY) was calculated & reported in the report as required under BRSR.
- Rate of fatalities as a result of work-related injury or Fatality Rate = (No. of fatalities as a result of work-related injury in FY x 1,000,000) / (Total hours worked by staff in the same FY)
- Total Recordable Incident Rate or Rate of Recordable work-related injuries = (No. of recordable work-related injuries x 1,000,000) / (Total hours worked by staff in the same FY)
- Rate of high consequence work-related injury or ill-health (Excluding fatalities) = (No. of high consequence work-related injuries excluding fatalities x 1,000,000) / (Total hours worked by staff in the same FY)

Way Forward – Six Levers for Strengthening Health and Safety

As we look ahead, we will focus on six strategic levers to strengthen our health and safety practices and ensure safer workplaces across all operations.

Automation for Hazardous and Repetitive Tasks

- Explore deployment of automated systems for welding, cutting, and heavy lifting
- Reduce manual handling of heavy materials to prevent ergonomic injuries
- Install remote operating systems for high-risk processes such as chemical handling

Advanced Fire Safety Systems

- Upgrade to intelligent multi-sensor fire detection and suppression systems
- Install automated fire suppression in high-risk areas such as paint booths and chemical stores

Fall Protection and Safety at Heights

- Install permanent anchor points and lifelines on turbines and high structures
- Provide full-body harnesses and self-rescue kits for technicians
- Conduct advanced rescue drills tailored to turbine and tower environments

Noise and Air Quality Monitoring

- Deploy real-time noise and vibration sensors across production and maintenance sites
- Implement engineering controls such as silencers and ventilation systems

Real-Time Tracking and Alert Systems

- Set up automated alerts for workers in distress or out-of-communication zones
- Analyze movement data to improve site emergency response times

Severe Weather and Emergency Response Preparedness

- Install automated weather alert systems integrated with site operations
- Conduct annual mock drills for emergency evacuation

Corporate Social Responsibility

Material Topic	UN SDGs supported	Sustainability standards supported
Community Support and CSR		<p>GRI 3-3, GRI 413-1 & 413-2</p> <p>WEF – ESG Community and Social Vitality; WEF ESG Employment and wealth generation</p> <p>WEF Principle 6</p> <p>ESRS Disclosure Standards S3-1; S3-2; S3-3; S3-4; S3-5</p>

As a renewable energy leader, we recognize that our responsibility extends beyond generating clean power. We are committed to shaping a sustainable, inclusive future through purposeful, community-driven action actions.

Corporate Social Responsibility (CSR) is an integral part of our identity and operations. Our CSR journey began alongside our mission to harness wind energy for a greener planet. While our turbines generate renewable power, our CSR efforts extend beyond energy to create lasting impact for people and the planet. From the start, we have believed that progress must be grounded in sustainability,

equity, and shared value. For us, sustainability is a long-term commitment to create positive outcomes across environmental, social, and economic dimensions. Our CSR actions are derived from need based assessment and from the overarching Sustainability Policy.

Our initiatives are aligned with the UN SDGs, particularly those addressing clean energy, climate action, education, and sustainable communities. Whether addressing climate change or improving rural livelihoods, we strive to be part of the solution to the world's most pressing challenges.

CSR Goals



Our Approach

(GRI 3-3; ESRS Disclosure Standards S3-1; S3-2; S3-3; S3-4; S3-5)

The “SUZTAIN” model, anchored in the principles of Engage – Empower – Sustain, aligned with UN SDGs reflects an evolved approach to CSR. It moves away from the traditional provider–beneficiary framework and fosters collaborative partnerships. Under this model, local communities, development experts, employees, CSR teams, government bodies, and NGOs work together on sustainable development projects at the grassroots level.

Suzlon’s wind farms are often located in remote rural areas, which makes our employees, local communities, and the environment our most important stakeholders. Our CSR goals are built on this belief and are supported by clear strategies and plans to achieve them. We also acknowledge that our operations across India can have potential impacts on local communities. This awareness strengthens our commitment to place communities at the center of our CSR strategy and drives us to continually enhance the scope and effectiveness of our initiatives.

The Suzlon Foundation, a Section 8 Company, leads our CSR efforts with a mandate to uplift underprivileged communities and promote inclusive development. It engages directly with marginalized groups to understand their challenges and design targeted interventions.

A comprehensive CSR Policy, available on our website, guides how we identify and address the impacts of our business on people, the environment, and other resources. It also sets out how we monitor, evaluate, and improve our initiatives to reduce negative impacts and create positive outcomes. All CSR programmes are carried out in line with the requirements of the Companies Act, 2013, and the CSR Rules, 2014. These programmes form the foundation of our efforts to contribute to sustainable development.

CSR Strategy - Engage. Empower. Sustain.

Suzlon’s CSR strategy is need-based, beginning with community engagement to identify local priorities rather than replicating past projects. Each initiative is aligned with the company’s sustainability methodology. For example, livelihood projects may include mechanized

agriculture integrated with renewable energy, while health interventions vary by region, addressing issues like leprosy or blindness. Education efforts are tailored to local literacy

Suzlon conducts a pre-feasibility study, followed by technical evaluations and ESG risk assessments, including climate, biodiversity, human rights, and social impact. These assessments inform the CSR team’s decisions – for example on irrigation in areas where agriculture is a key source of livelihood.

Suzlon also described the evolution of village development initiatives toward self-sustaining models and the role of Committees. In many areas, communities have progressed to independently financing and expanding their activities, including employment generation beyond basic skills like tailoring. These models include both men and women and aim to ensure long-term sustainability and growth.

Suzlon has made efforts to promote menstrual hygiene and women’s empowerment as part of its broader CSR initiatives. Women in the communities are benefiting from Suzlon’s support but also leading menstrual hygiene efforts in their own and neighboring villages – a positive ripple effect. In some cases, this creates earning opportunities – e.g. through involvement in menstrual waste management, which is being integrated into broader waste management systems. Women are now involved in waste segregation, watershed management, and even biodiversity restoration projects, such as grassland habitat restoration.



The Suzlon Foundation plays a central role in engaging with underprivileged and marginalised communities. The Foundation's programs span diverse thematic areas and are guided by continuous dialogue with vulnerable stakeholder groups. These consultations have provided crucial insights into environmental and social issues that are material to both the organisation and the communities we serve.

We hold regular meetings with community members, NGOs, government officials, and employees to gather feedback. This input is reviewed across four key areas—relevance, adequacy, efficiency, and sustainability—to improve our work continuously.

The community engagement efforts are fundamentally rooted in stakeholder consultation. Inputs from local communities have been instrumental in designing initiatives that are responsive to their unique needs and challenges. Similarly, feedback from employees—an integral stakeholder group—has informed initiatives focused on well-being, work-life balance, diversity and inclusion, and occupational health and safety.

To facilitate open dialogue, Suzlon has institutionalized regular engagement platforms such as stakeholder forums, roundtable discussions, and public consultations. These

are complemented by grievance redressal and issue resolution mechanisms, which ensure that all stakeholder concerns are addressed transparently and on time. This inclusive, consultative approach not only strengthens trust and accountability but also enhances Suzlon's capacity to respond proactively to emerging environmental and social risks—thereby creating long-term value for both the company and its stakeholders.

Every initiative is rooted in our core principle—Engage, Empower, Sustain.

Engage: The process begins with listening to communities and understanding their unique needs through need-based assessments and open consultations. Stakeholders are involved at every stage of the project, from design to delivery, including collaboration with local bodies like Village Panchayats and district authorities.

Empower: We invest in building local capacity so communities can lead their own development. By fostering ownership and trust, we help create programs that endure beyond our direct involvement. This participatory model reinforces our belief that real change happens when people are given the tools and agency to shape their own future.

Sustain

Our CSR strategy is structured across short-, medium-, and long-term objectives to deliver sustained, inclusive development.

Short-Term

We respond to immediate community needs across six key focus areas—livelihoods, education, healthcare, environment, infrastructure, and social inclusion.

<p>Zero Darkness Lighting up unelectrified households and hamlets</p>	<p>Zero Garbage Managing plastic and wet waste responsibly and sustainably</p>	<p>Zero Cataract Restoring eyesight to operable cataract-blind neglected senior citizens.</p>	
<p>Zero Dependency Upholding the dignity of the specially abled through gainful means</p>	<p>Zero Sparrow Deaths Creating bird nests, feeders, and water troughs</p>	<p>Zero Malnutrition Reducing the deaths of children under five due to malnutrition</p>	<p>Zero Tolerance Piloting increased awareness about sexual abuse in rural areas</p>

Long-Term

Our long-term goal is to enable lasting socio-economic transformation at the grassroots. To achieve this, we form and mentor Village Development Committees (VDCs) or local bodies made up of community representatives who take charge of identifying needs, planning interventions, and driving development independently.

CSR Governance

Our CSR efforts are overseen by a dedicated Board-level CSR Committee that is responsible for preparing the annual CSR Action Plan, which covers:

- A comprehensive list of CSR projects and programs
- Detailed execution plans with project timelines, budgets, and resource allocation
- Modalities for fund utilization to keep all expenditures aligned with the CSR policy and statutory requirements
- Monitoring and reporting mechanisms to track progress and measure impact
- Provisions for need and impact assessments where required

All CSR activities are reviewed regularly and publicly disclosed through our website and annual reports. The Committee reviews the progress of CSR initiatives regularly and shares updates and recommendations with the Board. This process keeps CSR activities consistent with policy while remaining responsive to community

These interventions aim to provide quick, high-impact support where it is needed most.

Medium-Term

Over a 0–3 year horizon, we address critical but often overlooked “Zero Needs”—issues affecting marginalised groups or emerging from unmet community priorities. These needs may not be widely visible, but are vital to ensure no one is left behind in the development process.

needs and regulatory developments.

CSR Focus Areas and Model for Value Creation

(GRI 203-1; WEF ESG Employment and wealth generation)

Suzlon's CSR model is built on the belief that clean energy must go hand in hand with environmental and social sustainability.

Our CSR value creation model brings together financial, natural, human, physical, and social resources to advance sustainable development. It is designed around collaboration with internal and external stakeholders and guided by the principles of Engage – Empower – Sustain. The focus is on empowering communities, supporting education, sustaining livelihoods, and fostering long-term transformation.

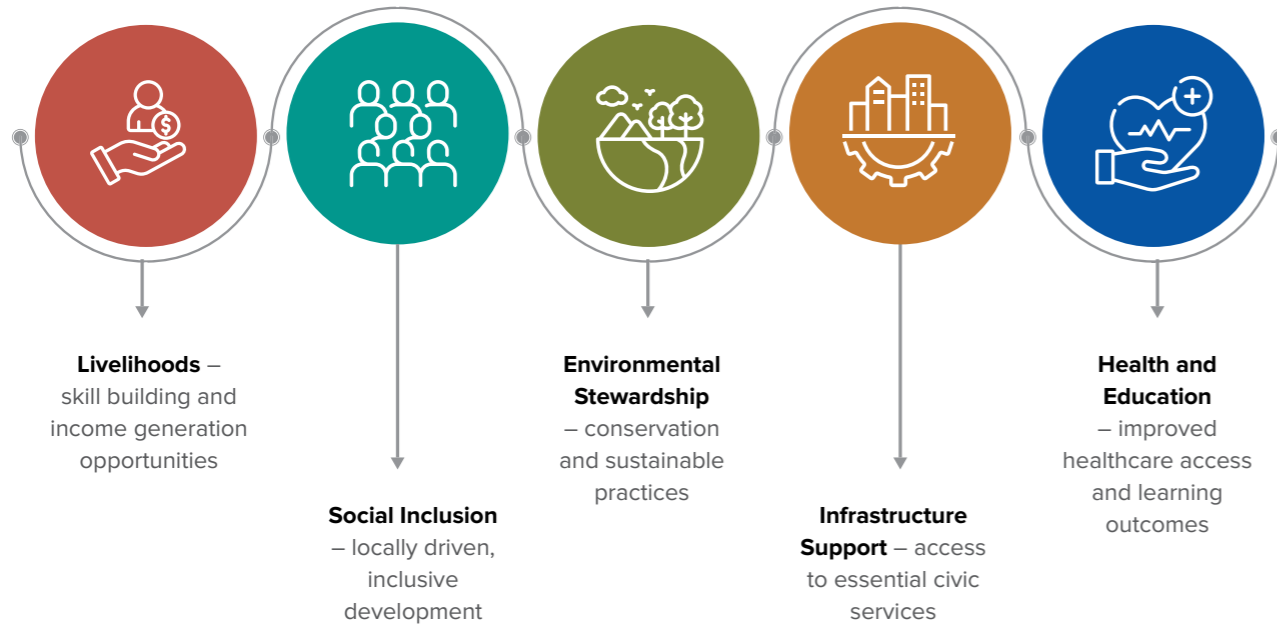
The model seeks to:

- Strengthen community sustainability
- Drive transformational social change
- Promote environmental responsibility
- Support neighborhood sustainability by reducing environmental footprints

We focus on improving environmental sustainability by promoting conservation, responsible resource use, and climate resilience. At the same time, we strengthen



The outcomes of this model are reflected across five core themes:



social sustainability by raising awareness, empowering communities, and supporting inclusive development.

Program Types

Our CSR initiatives fall into three categories:

- **Transformative Programs:** Embedding sustainability into business operations and reducing social and environmental impacts
- **Responsive Programs:** Addressing immediate community needs and mitigating adverse impacts
- **Proactive Programs:** Contributing to climate resilience, disaster response, and social cohesion

Vision

At its heart, this model aims to create long-term value for both communities and the planet. By equipping stakeholders with knowledge and involving them in decision-making, Suzlon fosters a collaborative approach to CSR. This holistic framework integrates resources and stakeholder perspectives to deliver meaningful outcomes that contribute to sustainable development.

Co-funding from employees, customers & community members	INR 1.17 Crore
Number of NGO's engaged for CSR	25
No of Volunteers - Employees	7,164
No of Volunteers - Contractual Employees	3,370
No of Volunteering Hours - Employees	51,852
No of Volunteering Hours - Contractual Employees	19,815

Geographical Reach and Impact



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

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.

No. of Persons Benefitted from CSR Projects – By State

State/Region	FY 24-25
Gujarat	7,41,400
Tamil Nadu	3,99,324
Rajasthan	1,84,121
Maharashtra	1,71,611
Karnataka	2,64,089
Madhya Pradesh	1,41,271
Andhra Pradesh	1,44,748
Daman	2,27,296
Telangana	2,670
Pondicherry	20,489



Outreach, Outcome, and Impact

(GRI 3-3; ESRS Disclosure Standards S3-1; S3-2; S3-3; S3-4; S3-5)

We set measurable targets for our CSR goals, based on our focus areas. These targets are shaped with input from teams across different business units and the states where our programs run. This helps us build stronger, more inclusive plans.

Progress is tracked using key indicators like the number of people supported through livelihood programs, help provided to especially abled individuals, and co-funding raised from partners. Our CSR team and state representatives review these regularly to make sure we stay on track. This simple, scorecard-based approach helps us stay focused and true to our goal of creating sustainable impact.

FY 24-25 Highlights

3,818 Impactful CSR activities

Activities Conducted in 1,024 villages

22,97,019 Lives Impacted

Households Reached: 4,49,740

Parameter	FY 24-25
Impactful CSR activities	3,818
Villages reached	1,024
Lives impacted	22,97,019
Households reached	4,49,740
Volunteer hours contributed	71,667
Co-funding from employees, customers & community members	1.17 Crore
Patients benefited from equipment and medicines	19,024
Specially abled individuals supported	174
Water conserved (cubic meters)	1,86,993
Livelihood beneficiaries	7,223
Students benefited from education initiatives	149,496
Operational stage VDCs with profit (INR 29 lakh)	97 VDCs with 8.38 lakh

Stakeholder Consultation and Community Engagement

(GRI 3-3; GRI 413-1a; ESRS Disclosure Standards S3-1; S3-2; S3-3; S3-4; S3-5)

We engage with vulnerable and marginalized groups to understand their needs and address their concerns. Through direct conversations with these communities, we gain valuable insights into their daily challenges, priorities, and aspirations. During project initiation till the entire life of the project lifecycle, our CSR Plan is designed to meet specific needs and aspirations of the community and locals. The social perception surveys, focussed group discussions including womenfolk

Most of our CSR work is in rural areas where wind farms are located alongside local communities. These communities are more than neighbors—they are our partners. Our programs are shaped around their specific needs, such as education, healthcare, water conservation, and livelihoods. Each initiative is developed through ongoing dialogue to ensure it makes a real and lasting difference. The CSR initiatives are aligned with needs of the community and alignment of all thematic areas is being mapped to our sustainability goals.

Implementation and Monitoring

Our CSR programs are implemented and monitored through a combination of in-house teams, our foundation, and trusted external partners. Each model ensures efficiency, transparency, and strong alignment with community needs.

Multi-Channel Delivery

- **Internal Teams:** Direct implementation by Suzlon personnel ensures alignment with business values and seamless execution.
- **Suzlon Foundation:** A core partner in CSR execution, the Foundation applies a gender-just, community-led approach focused on long-term sustainability.
- **External Partners:** We collaborate with accredited, government-registered agencies to expand reach and bring in specialized expertise where needed.
- **Transparency and Reporting:** We disclose our CSR policy and activities on our corporate website and in our annual report, providing stakeholders with comprehensive insights into our efforts and achievements.
- Suzlon works with both local and international NGO's as well as through its own teams given its broad presence, depending on who is the most competent resource in the project area. Suzlon still consults the communities even if it is working with NGOs and audits the NGOs as well to verify their practices.

Need-Based CSR Interventions

Our Approach through Village Development Committees (VDCs)

During the reporting period, Suzlon Foundation invested INR 7.5 crore in CSR initiatives, implementing programs across 8 states and 1 union territory of India. These efforts are shaped by direct engagement with communities to understand their needs and identify effective solutions. At the core of our approach is the strengthening of VDCs, which provide a structured platform for villagers to address challenges collectively, manage resources, and lead local development projects. We are working with a guiding principle of "Improving livelihoods and strengthening communities,

Strategic Priorities

Our CSR priorities are defined by both geographic and thematic considerations:

- Geographic priorities are guided by business footprint (including the presence of wind turbines), the stage of the

wind energy production cycle, community development indices, and the extent of community participation.

- Thematic priorities address the social and environmental impacts of the wind energy cycle, covering land acquisition, infrastructure development, manufacturing, system commissioning, and energy distribution.

Governance and Accountability

CSR data is subject to internal audits to strengthen implementation and improve data collection processes. In addition, stakeholder consultations are integral to our approach. For major initiatives, we convene meetings with NGO partners, government representatives, employees, and community members. These sessions assess program effectiveness against four dimensions—relevance, adequacy, efficiency, and sustainability—while also enabling anonymous feedback.

Community and Employee Engagement

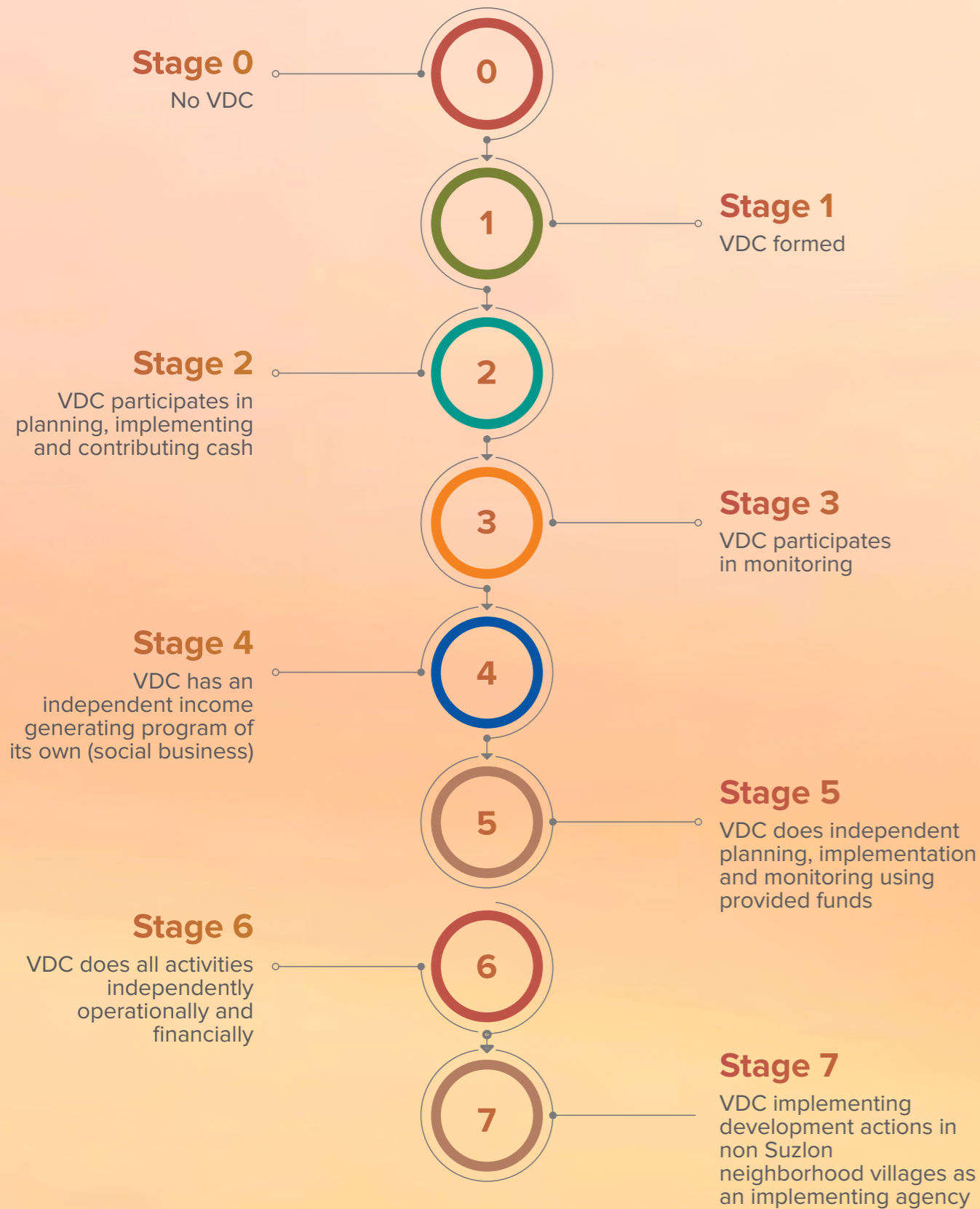
To further refine our interventions, we conducted community satisfaction surveys and assessed employee participation in volunteering programs. These insights help us improve the inclusiveness and effectiveness of our initiatives. The trust we have built with our stakeholders has also inspired voluntary contributions, with donations amounting to INR 55.45 lacs from employees, customers, and community members during the reporting period.

Suzlon's CSR efforts prioritize Project Affected Persons and Project Affected Families. These are the primary beneficiaries of support—whether through employment, economic upliftment, or other interventions. However, the company's outreach extends beyond these groups to include adjoining villages and districts. The goal is to help communities become self-sufficient. Projects identify wins that generate immediate impact while longer-term initiatives are underway. Suzlon tracks progress month by month, using KPIs across activities, districts, and states to measure effectiveness.

In addition to planned thematic CSR activities, Suzlon also responds to emergency situations such as cyclones and extreme rainfall events. These efforts include climate risk training, turning community members into "climate warriors" who are equipped to protect their villages. These relief efforts are not always formally reported.

A recent third-party analysis, initiated voluntarily by Suzlon, revealed that for every rupee spent, there was a calculated return of 65 rupees across thematic areas such as civic amenities, health, livelihood, empowerment, environment, and education.

7 Stages of Village Development Committees development



Village Development Committees (VDCs): Building Institutions for Sustainable Community Progress

Community Need

We recognize that community development should not end when our presence in a village concludes. For long-term impact, there must be strong local institutions with a mindset of development, capable of carrying forward activities independently. Villages often lacked such organized groups, and without a local driver for development, many initiatives risked losing momentum once external support was withdrawn.

Suzlon Solution

To address this, we introduced the Village Development Committee (VDC) model through the Suzlon Foundation. The VDC is a local people's organization designed to take ownership of developmental activities in the village.

Forming a VDC is a careful and inclusive process. We begin with village-level meetings and detailed discussions on the purpose and benefits of VDCs, investing more than six months in rapport-building. While we initially started with men's and mixed VDCs, practical challenges led us to transition some into women-led VDCs, which have since shown remarkable effectiveness.

To strengthen the VDCs, we provided a small corpus fund to support their operations and to implement early-stage activities. As VDCs matured and reached the fifth stage, where they demonstrated the ability to plan, implement, and

sustain activities independently, we extended CSR funds to support long-term development programs. Our collaboration with local NGOs further enhanced their capacity, ensuring that VDCs became robust and resilient institutions.

Outcome and Societal Impact

Today, 15 VDCs have reached stage 6 and are now independent operationally and financially with sufficient corpus funds, actively driving community-led initiatives. They identify and address village needs, mobilize resources, and implement projects that improve livelihoods, health, education, and infrastructure. As they work independently while continuing to access Suzlon's CSR support, they strengthen both their leadership and sustainability.

The transformation is evident: VDCs are no longer dependent committees but self-reliant institutions shaping the progress of their communities. Women-led VDCs, in particular, have emerged as powerful platforms for empowerment, giving women a voice in decision-making and leadership in village development. Through VDCs, we have created a model of sustainable community empowerment, where development is not an external intervention but a homegrown process. This approach ensures that villages continue to thrive long after our direct presence, reinforcing our belief in shared responsibility and lasting impact.



Partners and Collaborators

We collaborate with NGOs and community-based organizations to design and implement need-based CSR initiatives, especially in rural areas with vulnerable and indigenous populations. Our network includes around 25 NGOs working across sectors such as health, education, water, agriculture, gender equality, youth development, livelihoods, environment, and disaster response. Key partners include Mass Education & Organization Society (MASS), Blind People's Association, Navodaya Educational and Environment Development Service (NEEDS), and CEOEDECON, among others. These organizations operate across states, including Andhra Pradesh, Gujarat, Karnataka, Maharashtra, Madhya Pradesh, Rajasthan, and Tamil Nadu.

Employee Volunteering

Volunteering is an integral part of our culture and is reflected in employee performance goals. Employees contribute their time, skills, and resources to various causes that deliver direct benefits to communities.

Community Support and Grievance Resolution

In FY 2024–25, the grievance redressal improved from 60% in FY2023-24 to 89%, demonstrating our commitment to addressing issues on time, respectfully, and effectively.

Suzlon has established a structured grievance redressal mechanism to provide community members and external stakeholders with a clear and accessible way to raise concerns. For this mechanism, community refers to

individuals in villages where our wind turbines or factories are located, as well as those in nearby or transit villages impacted by our operations.

In FY 24–25, we received 27 grievances from communities, of which 85% were promptly addressed and 3 cases are pending on 31st March 2025, and we are working with our stakeholder and communities to resolve pending cases.

Submission and Reporting

Complaints can be raised at any manufacturing facility, project site, or operational area. Employees who receive a grievance are required to report it to the State CSR Manager within 48 hours, including details such as the complainant's name, contact information, nature of the issue, and the resolution sought.

Review and Resolution

The Grievance Redressal Cell reviews all submissions and provides a formal response within 45 days. If the complainant is unsatisfied, the matter is escalated to the company's Grievance Redressal Committee, which strives to resolve the issue within a further 15 days. The process is concluded within a maximum of 60 days, and the outcome is communicated through phone, written correspondence, or email. If dissatisfaction remains, complainants may pursue external avenues for resolution.

Strengthening the System

We have introduced a multilingual helpline operated by a third-party, independent agency, strengthening transparency, accountability, and reporting to management. This helpline addresses a wide range of issues, including ethics, prevention of sexual harassment (POSH), environmental health and safety (EHS), data security, workplace conduct, community concerns, and suspected asset misappropriation.

Environmental and Social Return on Investment Study (ESROI)

The foundation's six thematic areas received a combined investment of Rs. 425.57 lakhs, which has created a total societal wealth of Rs. 6,012 lakhs for the targeted beneficiaries, thereby, yielding an overall ESROI of 6,008%. This implies that there is a return of Rs. 65.6/- for every rupee of investment that has been made by the foundation.

An independent Environment and Social Return on Investment (ESROI) has been undertaken for CSR projects across 62 districts in 9 states with a total budget of Rs. 425.57 lakhs, under the six thematic areas of Empowerment, Environment, Livelihood, Health, Education, and Civic Amenities.

Suzlon Foundation carried out ESROI for assessment of the – (a) benefits delivered & wealth created for the targeted and impacted beneficiaries; and (b) Environmental and Social Returns on Investment (ESROI) delivered by the CSR projects.

Sample Selection Process: A total of 3,790 projects which have been funded by Suzlon have been covered under the assessment process.

Sample Projects Selected for the Engagement: (a) Civic Amenities theme: Constructed water canal in Maharashtra; (b) Livelihood theme: VDC- IGA solar powered mill and revolving fund in Tamil Nadu and Gujarat; (c) Empowerment theme: SHG Exposure visit in Gujarat; (d) Health theme: Health Camp in Tamil Nadu; (e) Environment theme: Plastic Waste and Tree Plantation in Karnataka; (f) for Education: Education kit distribution in Gujarat. These samples cover all the thematic areas across the CSR activities.

Methodology of Conducting the Assessment: The ESROI assessment was conducted through a structured approach, comprising desk reviews, documentations review, primary and secondary research, site visits, consultations with targeted beneficiaries and other relevant stakeholders. Based on the assessment of the projects that have carried out for respective thematic area, various objectives and Key Performance Indicators (KPIs) were identified. For each of the KPIs, progress was assessed over the baseline. In cases, where baseline data was unavailable, it was established retrospectively, through field interactions and consultations.

The wealth creation and ESROI have been assessed for one year of implementation of the project activities, as well as forecasted savings, for a period of 5 years, wherever practicable.

Derivates Applied: Following are the derivates that have been applied to arrive at the desired results of the engagement:

- Wealth Created = Total monetary value created by the project for the impacted beneficiaries – Cost of investment made in the project
- Wealth Created (i.e. Impact or Returns) for every rupee invested by Suzlon = (Total monetary value created by the project for the impacted beneficiaries – Cost of Investment) / Cost of Investment
- Environmental and Social Returns on Investment (ESROI) for Suzlon (in %) = (Wealth Created x 100%) / Cost of Investment

KEY HIGHLIGHTS

Assessment of Projects of the 'Civic Amenities' Thematic Area:

The investment in this thematic area is Rs 119 Lakhs, which is approx. 28% of the total investment made by Suzlon Foundation in FY 24-25, which has so far performed as the best thematic area. Based on the review of the project carried out by us, it could be inferred that following are the results/benefits that have been derived by the foundation from the investment made in this thematic area, both for the year of implementation, as well as on the basis of forecasting for additional 5 years:

- Wealth created = Rs. 5,074.51 Lakhs
- Wealth Created (i.e. Impact or Returns) for every rupee invested by Suzlon = Rs. 42.6/- per Re. invested
- Environmental and Social Returns on Investment (in %) for Suzlon = 4260%

Broad Narration of Impacts: Erstwhile reduced length of canal, low awareness of sustainable farming and increased hours in maintenance of the canal impacted agricultural production and better livelihood, in addition to resulting in migration of the local villagers for finding alternate sources of livelihood. A concrete water canal was constructed to channel water from the nearest natural source directly to the village. This new canal ensures consistent water supply for agricultural use, a significant improvement over the unreliable mud-based canal system it replaced. The old system frequently broke and required constant maintenance, disrupting vital water access and irrigation. With the new canal, the village has seen improved irrigation and an increase in arable land, which has resulted in availability of better fodder. This additional fodder has in turn increased the milk production, which has resulted in increased earnings for the impacted beneficiaries. The erstwhile time which used to get lost in mud-bank maintenance has been resolved through the construction of concrete canal, which in turn has created additional opportunities for the villagers to earn additional income through part-time jobs. With active community participation from the project beneficiaries, inclusive of financial and in-kind contributions made by the impacted beneficiaries, this project has not only solved a critical water problem but also enhanced climate resilience; improved food security, as well as reduced the villager's reliance on rainfall.



Societal Empowerment in Action

Focus Area: Livelihood Enhancement - Strengthening Income Opportunities and Resilience (GRI 413-2) (WEP Principle 6)

Reviving Tradition, Restoring Livelihoods: The Millet Story of Anantapur

Community Need

Anantapur in Andhra Pradesh is one of India's most drought-prone districts, where erratic rainfall and depleting groundwater make farming increasingly difficult. Once known for millet cultivation, the region shifted over the years to water-intensive crops such as groundnuts, which demanded heavy irrigation and government support. This change not only worsened water scarcity but also contributed to frequent crop failures, malnutrition, and rising farmer indebtedness. Women, who played a central role in agriculture, struggled with shrinking income opportunities. The decline of millet farming threatened both food security and livelihoods, leaving families vulnerable to financial and social instability.

Suzlon Solution

As part of our SUZTAIN model, we partnered with CERA and worked with farmers, Self-Help Groups (SHGs), and local experts to revive millet cultivation as a sustainable alternative. Under the guidance of Dr. Khader Vali, renowned environmentalist and advocate for traditional farming, we promoted millet cultivation for its resilience to low rainfall, minimal water requirements, and nutritional value.

We distributed millet seeds to farmers, trained them on eco-friendly cultivation techniques, and supported

women through SHGs with tools such as the Bujji Mixi for household-level millet processing. To strengthen economic sustainability, four millet processing machines were provided and revolving funds established, enabling SHG women to purchase, process, and market millets. By building market linkages and promoting value addition, we created a self-sustaining local economy around millets.

In total, 118 beneficiaries, including 78 farmers and 40 SHG women, directly participated in the initiative, supported by 10 of our employees who ensured smooth implementation and farmer engagement.

Outcome and Societal Impact

The millet initiative has yielded positive change in multiple dimensions. Farmers have successfully revived millet cultivation, achieving reliable yields even with limited rainfall, while reducing dependence on costly fertilizers and irrigation. Women's SHGs are now actively engaged in millet processing and value addition, creating a new stream of income and strengthening their role in household decision-making. For instance, farmer J. Shyamala from P. Kothapalli village shifted part of her land to millet farming and experienced both higher profitability and lower risk compared to groundnut cultivation.

Collectively, farmers produced approximately 20,000 kg of millets, processed and marketed locally by SHGs at profitable rates. The initiative generated income of nearly ₹ 195,000 across participating SHG members within just 45 working days, demonstrating the potential of millet-based livelihoods.

Beyond economic outcomes, the program has advanced food and nutritional security, ecological restoration, and community confidence. By reducing groundwater extraction and reintroducing millets into local diets, the initiative links climate resilience with improved health. For over 3,200 family members across these villages, millet revival has brought not only financial stability but also dignity, empowerment, and hope for the future.

The initial success of the early adopters has encouraged many other farmers in the village to take up millet farming, creating a ripple effect of sustainable agriculture and economic independence. What began as an effort to improve farming has now transformed into a community-driven movement toward food security, financial stability, and empowerment for rural families.

Said J. Shyamala, a farmer,

"At first, I wasn't sure if millet farming would work. We had always grown groundnut and red gram, even though they often failed. But after attending Dr. Khader Vali's session, I decided to try. When I saw my millets growing with just three rounds of rainfall, I felt something I hadn't in years—hope. Processing them using the Bujji Mixi and selling them with CERA's support changed everything. For the first time, I didn't have to borrow money. Now, I save for my family, and my neighbours ask me for advice. This has not just improved my income, but given me a sense of pride and self-reliance."



Sewing a New Beginning: The Microenterprise Journey of Parkaneri's Women

Community Need

Parkaneri, a rural village in the Radhapuram block of Tirunelveli district in Tamil Nadu, faces significant challenges due to its remoteness and limited infrastructure. Located 10 km from the nearest Taluka, the village has only one bus service each morning and evening, restricting access to nearby towns. Farming and dairy are the primary sources of livelihood, leaving few opportunities for other forms of employment.

For the women of Parkaneri, this meant limited options to earn an income. Although many possessed the willingness to work and learn, mobility constraints and lack of local job opportunities forced them to remain financially dependent on their families. Their potential remained untapped, and the absence of sustainable livelihood avenues kept them excluded from the community's economic growth.

Suzlon Solution

To address this challenge, we partnered with CCD to launch a six-day microenterprise training program focused on tailoring and related skills. The training provided hands-

on learning in saree mat making, Aari embroidery, and core tailoring techniques. To ensure long-term sustainability, we equipped the women with four sewing machines, training materials, and USHA CSR technical books, empowering them to continue learning and practicing independently.

A total of 15 women participated in the program, many of whom later began training others in the village, creating a ripple effect of skill transfer. Beyond providing tools and training, we supported the establishment of a local tailoring academy, ensuring that opportunities for skill development and employment could expand to more women in the future.

Outcome and Societal Impact

What began as a small tailoring initiative has grown into a movement of livelihood enhancement, enabling women to contribute meaningfully to their families and communities. This initiative placed women at the center of change, equipping them with skills, resources, and confidence to become financially independent, thereby transforming them from passive participants



“I never imagined I could earn my own money. Before this training, I depended entirely on my husband for every little expense. Now, with my tailoring skills, I not only support my family but also help other women in the village learn. It feels empowering to stand on my own feet.”

Shares one of the beneficiaries

“The best part of this journey is that I am now teaching other women in my village. We are no longer waiting for opportunities to come to us; we are creating them ourselves. Suzlon Foundation didn't just give us sewing machines; they gave us confidence and a new beginning.”

Shares one of the beneficiaries

in household economies to empowered contributors driving community progress. The women of Parkaneri have proven that with the right training, resources, and support, even the most remote villages can become centers of entrepreneurship and hope.

Today, participants are earning between ₹2,000 and ₹3,000 per month through tailoring and embroidery, while also saving money by stitching their own garments. By becoming financially independent, these women have

reduced their reliance on families, gained self-confidence, and improved their household economies.

The program's success extends beyond individual incomes. The establishment of the tailoring academy has created a sustainable platform for livelihood generation, enabling more women in the village to learn new skills and pursue microenterprise opportunities. The initiative has fostered solidarity and collective progress among women, creating a sense of shared empowerment and resilience.



Solar-Powered Sewing Machine: Empowering Women Through Renewable Livelihoods

Community Need

Bellampatti, a small village in Tamil Nadu's Tiruppur district, faces limited employment opportunities, particularly for women. Poor transport facilities and frequent power cuts further restrict the scope for home-based enterprises. Women with valuable skills, like tailoring, often find themselves unable to earn a steady income and are forced into irregular labor under government schemes.

Jothimani, a skilled tailor from Bellampatti, is one such example. Despite her expertise, she had no means to pursue tailoring work due to unreliable electricity and a lack of equipment. To support her family, she undertook hard labor under the National Rural Employment Guarantee Scheme (NREGS). With her husband's income also unstable, the family slipped into debt, and the absence of reliable livelihood options left her future uncertain.

Suzlon Solution

Through our Suzlon Foundation, we recognized Jothimani's potential and supported her with a **solar-powered sewing machine**, a solution that eliminated dependency on erratic grid electricity. This intervention allowed her to pursue tailoring uninterrupted, even during frequent power outages.

To strengthen her business prospects, we also facilitated training on managing work orders, tracking expenses, and improving stitching efficiency. Additionally, we helped her husband secure bulk textile orders from Tiruppur, creating a more stable household income. By removing energy barriers and providing practical support, we not only enabled self-employment but also highlighted how renewable energy solutions extend beyond wind power into community-level livelihood enhancement.



Outcome and Societal Impact

The solar-powered sewing machine transformed Jothimani's life. She now earns ₹5,000 per month from tailoring, has cleared her debts, and saves ₹500 each month for her children's education. Power cuts, once a major hurdle, no longer affect her ability to complete orders, ensuring reliable income and financial stability.

Beyond income, the intervention has been deeply empowering. Jothimani has gained confidence, becoming a role model for other women in Bellampatti. Several women have approached her to learn tailoring, and she dreams of expanding her business into a training hub for women, multiplying the benefits across her community.

By leveraging solar power, we created a sustainable solution that improved economic conditions, strengthened women's empowerment, and reduced dependence on conventional energy. Jothimani's journey proves that with the right resources and renewable innovations, women in even the most remote villages can build brighter, more independent futures.



Focus Area: Social Inclusion – locally driven, inclusive development

(WEP Principle 6)

Women Centric Intervention in Gujarat: Advancing Health, Livelihoods, and Digital Inclusion

Community Need

Women in rural communities of Okhamandal and Kalyanpur blocks face multiple systemic challenges that hinder their socio-economic progress. Poor health status, lack of access to government health and training resources, and persistent gender inequality significantly restrict their opportunities. The absence of adequate educational tools further marginalizes women and girls, limiting their ability to break out of cycles of poverty. Specially abled women are disproportionately excluded from mainstream livelihoods and social participation, resulting in lower quality of life and financial dependence. Addressing these interconnected needs required a holistic approach focused on healthcare, capacity building, financial inclusion, education, and livelihood support.

Suzlon Solution

Suzlon, through its CSR interventions, implemented multi-pronged initiatives to empower women and adolescent girls across 26 villages in Okhamandal and Kalyanpur.

Healthcare Access:

- Conducted **279 health check-ups** for women and adolescents with the support of the government health department.
- Organized **637 special health camps** for women, and **277 beneficiaries** availed treatment in general health camps with MD doctors.

- Facilitated **4 cataract surgeries** for women to restore their vision.
- Focused particularly on lactating and pregnant mothers, providing check-ups for BP, blood, and weight.

Skill Development & Financial Inclusion:

- Delivered **tailoring and entrepreneurship training** for women's SHGs in Bhogat and Gandhvi villages, with trainers guiding them on how to sell products and work from home.
- Enabled **90 women** (including 69 trained intensively) to use digital platforms such as UPI for SHG loan repayments, EMLs, and day-to-day expenses.

Education Enhancement:

- Installed **49 digital e-learning units (32" Android TVs)** in schools, benefiting teachers and creating engaging learning experiences.
- This intervention helped spark curiosity among children while improving teaching satisfaction.

Livelihood and Inclusion Support:

- Provided **₹45.3 lakh** in livelihood funds to **55 women**, enabling investments in both off-farm and on-farm activities such as animal husbandry (buffalo purchases), farming seeds, and home improvements.
- Extended **livelihood support to 5 specially abled women**, including sewing machines, cows, hearing equipment, and novelty support, ensuring they could pursue dignified income-generating activities.



Outcome and Societal Impact

Suzlon's initiatives have created measurable and lasting impact:

Healthcare Outcomes:

- **1,193 women and adolescents** benefitted from health check-ups, saving approximately ₹2,38,600 in medical costs.
- **4 cataract surgeries** restored vision and quality of life for women.

Economic Empowerment:

- **55 women accessed livelihood and infrastructure development** loans through Suzlon's revolving fund, contributing to a cumulative income increase of ₹57,500 as of March 31, 2025.
- **31 women are now digitally enabled**, regularly paying EMIs through UPI platforms such as Google Pay and BHIM UPI.

Educational Advancement:

- **3,127 female students** across 49 schools benefitted from digital e-learning support, enhancing their access to modern education and improving learning outcomes.

Inclusion of Specially Abled Women:

- **5 specially abled women** improved their quality of life and achieved financial independence through tailored livelihood support.

Collectively, these initiatives have not only addressed immediate healthcare and livelihood challenges but also fostered long-term empowerment. By improving access to healthcare, digital literacy, livelihoods, and education, Suzlon has created pathways for women—particularly marginalized and specially abled—to lead healthier, more dignified, and economically independent lives.



Women Centric Intervention in Gujarat: Reviving Kala Cotton Spinning and Cultural Heritage

“My name is Janakba Devubha Jadeja, and I belong to the Darbar community of Bhadra village in Lakhpat, Kachchh. By tradition, women of our community have never gone out to take up occupations outside the home. Our dignity was always tied to household-based practices, and one of the most important among them was cotton spinning. For generations, women spun cotton yarn on the Ambar charkha, a practice that provided livelihood while keeping us rooted within our homes. However, over the last four decades, this craft disappeared from our villages. With the arrival of mill-spun yarn and industrial production, the rhythmic sound of the charkha went silent, and spinning was nearly forgotten.

For me, spinning is no longer just a household task or a way to earn a little money. It is a responsibility—a duty to continue this profession and ensure that it is not lost again. I believe it is important to inspire younger women to join this movement, to see spinning not as outdated labor but as a skill that holds both meaning and value. Together, we can build a regional identity around Kala Cotton, one that strengthens our community and preserves the heritage of Kachchh for future generations. As I sit by my charkha each day, spinning cotton into fine yarn, I feel I am weaving not only threads but also a future where our craft, our culture, and our dignity remain alive for the world to see.”

Three years ago, our lives changed when the Suzlon Foundation and Khamir supported us to revive this tradition. They brought back the Ambar charkha, provided training, and encouraged us to spin with Kala Cotton, a hardy and indigenous variety grown in Kachchh without irrigation or chemicals. This initiative helped us reconnect with a skill our grandmothers once practiced, and for the first time in years, the spinning wheel returned to our homes. As of now 25 women from many villages across the region felt inspired, and one after another, they too began to take up spinning again. What was once considered a dying tradition has now become a living activity once again



Spinning has brought not only cultural pride but also a modest source of income. Since it is part-time work, we manage it alongside household duties, and depending on the hours we dedicate, each of us earns between ₹500 and ₹2,500 per month. This may not seem large, but for us it is significant. More importantly, it restores dignity to a practice once looked down upon and gives us a sense of being part of something bigger. Every thread we spin forms the first link in the larger craft value chain of Kachchh. The yarn we create is woven by local weavers into cloth using unique extra-weft techniques, which is then passed on to block printers and dyers for further finishing. Eventually, these textiles become garments and products that travel from our villages to markets across the world. In this way, our simple act of spinning at home keeps alive an entire ecosystem of craftspeople and sustains Kachchh's cultural identity.

Women Centric Intervention in Gujarat: Strengthening Water Security and Climate Resilience

Community Need

Water scarcity and poor resource management have long posed a challenge for farmers and rural households in villages such as Aniyari, Khatumba, Manaba, Mulvel, and Modpar. Declining groundwater levels, coupled with frequent droughts and floods due to climate change, made it increasingly difficult to sustain agriculture and animal husbandry. Many villagers depended on wells and ponds that dried up during summer, forcing women and families to walk several kilometers daily in search of water. This situation not only strained livelihoods but also compromised access to drinking water for both people and animals, directly impacting health, productivity, and food security.

Suzlon Solution

Suzlon Foundation, in collaboration with partner NGOs — Gramya Vikas Trust (GVT), J.V. Naria Education & Charitable Trust (JVNT), and Utkarsh Foundation — implemented large-scale pond rejuvenation and desilting initiatives.

Water Conservation:

- Through desilting works across Manaba, Aniyari, Khatumba, Mulvel, and Modpar villages, 19,000 cubic meters of water was conserved, directly benefiting 9,502 farmers, villagers, and animals.
- Desilting was carried out during summer when ponds were dry, using a combination of manual and mechanical methods.

Soil Utilization & Lake Deepening:

- Excavated silt was transported to nearby farms, enriching soil fertility, while portions were placed on pond banks to prevent water leakage.
- In consultation with sarpanches and village leaders, deeper lakes were created to enhance storage capacity and ensure long-term water security.

Community Participation:

- The projects were executed with active involvement of villagers, farmers, and local leaders, ensuring ownership and sustainable maintenance of the rejuvenated water bodies.

Outcome and Societal Impact

The interventions resulted in significant improvements in water availability and rural resilience:

Enhanced Water Security:

- Conserved ponds now provide reliable water for irrigation, livestock, and household needs, reducing vulnerability to droughts and floods.
- 9,502 farmers and villagers gained sustained access to water, directly boosting crop and animal productivity.

Improved Livelihoods:

- Farmers now have access to more efficient irrigation systems, supporting higher agricultural yields and stable incomes.
- Access to drinking water for rural households and animals has reduced stress and improved quality of life.

Impact Story – Aniyari Village:

- Aniyari, a coastal village in Okhamandal block, faced acute water shortages each summer. With Suzlon's partner GVT and villagers' support, a lake with 2,500 cubic meters depth was dug in the village wadi area.
- Post-monsoon rains filled the lake, directly benefiting 376 rural citizens and animals with assured summer drinking water.
- A water motor was installed, saving women from walking several kilometers daily to fetch water, giving them time for income-generating and household activities.

Cumulative Impact:

- 19,000 cum of water storage created across multiple villages.
- 9,502 beneficiaries supported (farmers, villagers, and animals).
- 376 direct beneficiaries in Aniyari gained immediate relief from water scarcity.
- Reduced drudgery for women through elimination of long water treks, enhancing dignity and well-being.

By improving water storage and access, Suzlon's initiative has strengthened the resilience of rural communities, safeguarded livelihoods, and promoted climate adaptation in some of the most water-stressed regions.

Focus Area: Environmental Stewardship – Preserving Ecosystems, Promoting Sustainability

Restoring Grasslands. Reviving Ecosystems. Strengthening Ecological Balance

Community Need

Gulunche village in Purandar taluka of Pune district lies in the semi-arid Deccan rain shadow region. For generations, livestock rearing has been a primary source of income for families here. However, shrinking grasslands caused by erratic rainfall, overgrazing, and forest fires left communities struggling for nutritious fodder. This degradation not only weakened rural livelihoods but also triggered soil erosion, biodiversity loss, and declining land productivity. As the natural resource base eroded, families faced growing economic stress from rising fodder costs and reduced cattle yields, threatening both their income and way of life.

Suzlon Solution

In January 2024, we partnered with The Grasslands Trust to launch a community-led grassland restoration project in Gulunche. With funding, training, and resources provided through the Suzlon Foundation, the initiative focused on

reviving native grass species and rebuilding ecological balance.

Key interventions included:

- Planting indigenous grasses across 5 hectares of degraded land.
- Enforcing a community-agreed grazing ban through the Gram Panchayat to allow regeneration.
- Installing soil conservation structures, such as check-dams, to retain moisture and curb erosion.
- Removing invasive species and repurposing them for fencing.
- Creating local employment by engaging over 20 villagers in restoration activities and employing two resource persons for supervision.
- Introducing wildlife monitoring through camera traps, documenting the return of species like Black-naped hare and Chinkaras.
- Conducting training sessions for students and villagers on ecological surveying and conservation practices.



Outcome and Societal Impact

The initiative has begun to reverse years of ecological decline. Grass cover has regenerated, improving fodder availability for livestock while reducing household dependence on costly external sources. Grazing restrictions have allowed seed banks to recover, ensuring long-term grassland sustainability.

The economic benefits are equally tangible: employment opportunities boosted household incomes, and livestock-dependent families reported reduced fodder costs and improved productivity. For students and community members, training and awareness programs instilled a deeper appreciation of conservation and equipped them with practical skills.

The Grassland Restoration Initiative demonstrates how community-driven efforts, supported by Suzlon, can protect and preserve natural resources while delivering both

ecological resilience and socio-economic stability. It stands as a replicable model of environmental stewardship, balancing livelihoods with ecosystem restoration.

The return of wildlife species is a visible sign of ecological renewal, while collaboration with the Gram Panchayat and the Maharashtra Forest Department has strengthened governance for long-term resource protection. As one villager expressed, “The sight of green fields where once there was only dry, cracked land brings tears to my eyes. This project is not just about saving grasslands, it’s about saving our way of life.”



Impact at a Glance

Impact Category	Short-Term Impacts / Results (0–1 year)	Medium-Term Impacts / Results (1–5 years)	Long-Term Impacts / Results (5+ years)
Environmental	<ul style="list-style-type: none"> 50,000 grass saplings planted over 5 hectares, increasing vegetation cover Removal of 300+ invasive Prosopis Juliflora plants, reused for fencing 	<ul style="list-style-type: none"> Survival and thriving of grass saplings despite the harsh summer Root systems well-developed, improving soil and water retention Fireline created to reduce the risk of large-scale fires 	<ul style="list-style-type: none"> Thriving, resilient ecosystem with improved soil health, biodiversity, and carbon sequestration Community adoption of rotational grazing and sustainable land-use practices
Social	<ul style="list-style-type: none"> 3 awareness sessions, reaching 1,000+ people (village, school, urban employees) 22 Suzlon employees engaged in plantation drives 20+ community members employed as laborers; 2 locals hired as resource persons 	<ul style="list-style-type: none"> Development of rotational grazing protocols with cattle owners and pastoralists Ongoing community awareness programs 	<ul style="list-style-type: none"> Expanded restoration across more communities and landscapes Community-driven governance of grasslands at scale
Economic	<ul style="list-style-type: none"> Daily wages of ₹2,500–₹4,000 per month for 20+ laborers (Aug–Sep) 2 local resource persons earning ₹10,000/month Combined wages over ₹1.6 lakh generated 	<ul style="list-style-type: none"> Gradual transition from water-intensive non-native grasses to native, drought-tolerant fodder species Development of local, cost-effective nurseries 	<ul style="list-style-type: none"> Sustainable livelihoods supported through reduced fodder costs, soil conservation, and local nursery enterprises
Governance	<ul style="list-style-type: none"> Community leaders' co-learning visit (25 participants) Policy dialogues with Maharashtra Forest Department and PCCF (Wildlife) Training of 50+ forest staff on restoration techniques 	<ul style="list-style-type: none"> Establishment of village-level committees for grazing protocols and seed bank management 	<ul style="list-style-type: none"> Community-led governance and sustainable management of grasslands institutionalized
Climate Impact	<ul style="list-style-type: none"> Commitment to monitoring ecological health despite a short timeframe 	<ul style="list-style-type: none"> Anticipated 50% increase in carbon sequestration within 3 years 	<ul style="list-style-type: none"> Significant long-term carbon sequestration, improved land-use practices, and sustainable resource use
Biodiversity	<ul style="list-style-type: none"> 5 native grass species introduced (Cenchrus ciliaris, C. setiger, Dicanthium annulatum, Chrysopogon fulvus, Sehima nervosum) Natural regeneration observed in 4 species Wildlife sightings: Black-naped hare, Chinkaras, Jackals, Striped Hyena 	<ul style="list-style-type: none"> Check-dams improved the natural regeneration of grasses 50,000 saplings thriving with inflorescence, expected natural dispersal 	<ul style="list-style-type: none"> Long-term conservation of native and threatened species, restoration of ecosystem services

Maintaining Water Security: Pond Desilting and Recharge for Community Well-being

Community Need

Water is the lifeline for both farming and livestock, yet many of our villages face growing challenges in managing this vital resource. Farmers in Gujarat, particularly in villages such as Aniyari and Khatumba, are experiencing the impacts of climate change in the form of recurring droughts and occasional floods. Groundwater levels are steadily declining, while ponds and wells that communities depend on dry up during the summer. This forces villagers—especially women—to walk long distances to fetch water, adding to their daily hardships. Without adequate water storage and recharge, crop yields, livestock health, and rural livelihoods are placed at constant risk.

Suzlon Solution

To address this, we partnered with Gramya Vikas Trust (GVT), JVNT (Late J.V. Naria Education & Charitable Trust), and UTKARSH Foundation to restore and deepen ponds across several villages, including Manaba, Aniyari, Khatumba, Mulvel, and Modpar.

The desilting work was carried out during the summer months, when ponds were dry, using both manual and mechanical methods. Excavated silt was distributed to nearby farms as fertile soil or laid along the pond banks to strengthen embankments and prevent water seepage. Discussions with village sarpanches and leaders helped expand the project to include the deepening of lakes to enhance storage capacity.



Outcome and Societal Impact

The restored ponds have significantly improved water availability for irrigation, drinking, and livestock use. Farmers now have reliable access to water for their crops, resulting in stronger yields and greater food security. Livestock have consistent drinking water, improving animal health and productivity. Importantly, the ponds have also reduced the burden on women, who no longer have to walk long distances daily to fetch water.

Drawing on the participation of local communities and required technical expertise, we conserved 19,000 cubic meters of water, directly benefiting more than 9,500 farmers, villagers, and livestock across these communities.

A striking example comes from Aniyari village, located near the sea in the Okhamandal block. Facing acute summer water shortages, the community—with the support of GVT and Suzlon Foundation—excavated and deepened a village pond by 2,500 cubic meters. Once filled with rainwater during the monsoon, the pond provided drinking water to 376 villagers and their animals, and a water pump was installed to make access easier. Women reported saving several kilometers of walking each day, freeing time for household, childcare, and income-generating activities. This initiative demonstrates the power of environmental stewardship in action that not only strengthens ecological resilience but also uplifts livelihoods, fosters gender equity, and secures long-term well-being for entire communities.



Focus Area: Health and Education - Better Health, Better Education, Brighter Futures

Powering Classrooms with Solar: Enabling Learning Through Renewable Energy

Community Need

In the schools of Barmer district, Rajasthan, frequent and prolonged power cuts—lasting two to three hours daily and often indefinite during the rainy or windy season—disrupted learning. Students were left in poorly lit and hot classrooms, which affected their concentration and productivity. Essential teaching tools such as smartboards, computers, and projectors could not be used reliably, reducing the effectiveness of digital learning.

High electricity bills added another layer of difficulty. Many schools struggled with mounting costs for lighting, fans, and basic administrative functions, diverting resources away from essential educational needs like books and teaching materials. Despite the abundant solar potential in the region, the adoption of renewable energy in schools remained minimal. Without intervention, schools risked continued disruptions to education, increased reliance on fossil fuels, and lost opportunities for children to learn in a healthy and supportive environment.

Suzlon Solution

Recognizing this challenge, we launched a community-focused renewable energy initiative under our SuzTain program. In partnership with CECOEDCON, we installed rooftop solar lighting systems with backup batteries in eight schools across the Sheo block in the Barmer district.

These installations provided reliable, uninterrupted power to classrooms, ensuring that students could learn in a comfortable environment. By equipping schools with solar systems, we reduced their dependence on grid electricity and cut monthly power loads by 1,368 kW, translating into savings of up to ₹10,851 per month. These funds could then be redirected to improve teaching resources and student facilities.

Beyond infrastructure, we also engaged students and teachers on the importance of renewable

energy, fostering awareness and encouraging the community to adopt clean and low-cost energy practices. By making schools the hub of renewable adoption, we sought to create young change agents who will carry forward the sustainability message.

Outcome and Societal Impact

The solar lighting systems transformed the learning environment. Students now benefit from well-lit, ventilated classrooms even during power outages, enabling uninterrupted study and digital teaching. Teachers have reliable access to smartboards, projectors, and computers, strengthening the quality of education. Administrative functions, too, are running more smoothly without sudden disruptions.

Economically, schools have reduced their electricity bills, allowing precious resources to be invested in books, technology upgrades, or infrastructure improvements. Environmentally, the shift to solar has lowered carbon emissions, reinforcing our commitment to combating climate change.

The intervention has had a ripple effect across the community. Parents and local leaders, seeing the benefits of solar energy in schools, are increasingly encouraged to explore renewable solutions for their households and businesses. For the children, learning under solar power not only improves educational outcomes but also instills awareness of sustainability as a way of life. The program testifies to our commitment to provide renewable energy solutions and to embed clean energy into the fabric of community life.

Impact Summary – Solar Lighting for Schools

- Total Students Benefited: 1,865
- Solar Capacities Installed: 2 KVA and 3 KVA rooftop solar systems across 8 schools
- Total Monthly Savings: ₹10,851.84 in electricity bills

Digital E-Learning in Schools: Improving Learning Outcomes



In the Kutch district of Gujarat, many government primary schools face challenges such as teacher shortages and high dropout rates. With only three to four teachers covering grades one through seven, delivering quality education becomes difficult. Teachers shared that the availability of an LED TV that could facilitate digital e-learning could make lessons more engaging and accessible, particularly in today's digital era, helping children learn the curriculum more effectively. The situation was especially concerning for girls, as dropout rates were higher among them.

To address this need, we provided an LED TV that enabled teachers to use digital content to support classroom teaching. Building on this pilot, during FY 24–25, we scaled up the initiative by installing digital e-learning systems in 41 government schools across the district. This effort directly benefited 3,395 students, including 1,531 girls and 1,864 boys.

The digital e-learning initiative has transformed the learning environment in these schools. Students find lessons more interactive and easier to remember, while teachers can manage multi-grade classrooms more effectively. Importantly, the availability of digital tools has contributed to reducing dropout rates among girls, ensuring they continue their education and benefit from improved learning outcomes.

Clearer Vision, Stronger Communities: Suzlon's Rural Healthcare Impact

Community Need

In the remote villages of Jaisalmer, Rajasthan, eye health had long been a neglected concern. Harsh desert conditions, constant exposure to UV rays, and frequent sandstorms accelerated the prevalence of cataracts and other eye-related ailments, particularly among the elderly. Despite the severity of the problem, most villagers had never undergone a basic eye examination in their lives.

Access to medical facilities was another major barrier. With the nearest eye care centers located 60–110 km away in towns like Pokhran or Barmer, villagers were forced to endure deteriorating vision, often believing that failing eyesight was a natural and irreversible part of aging. Myths, lack of awareness, and limited transportation reinforced this sense of helplessness. Without diagnosis and treatment, villagers risked blindness, threatening not only their independence and dignity but also their ability to contribute to family livelihoods.

Suzlon Solution

To address this challenge, we launched a cataract screening camp in partnership with CEOEDECON, under our Suz-Tain model aligned with the Sustainable Development Goals (SDGs). The intervention was designed not only to detect cataracts but also to educate and empower the community around eye health.

A Village Development Committee (VDC) was established to ensure local ownership and sustainability. The VDC engaged villagers, leaders, and healthcare providers to identify cataracts as a major issue and organize a medical camp accessible to multiple villages. With doctors on board, the camp provided eye check-ups, cataract screening, and guidance for follow-up treatments.

Beyond screening, the initiative focused on health education, dispelling myths, teaching eye hygiene, and raising awareness about the benefits of early detection.



The partnership model ensured both medical expertise and grassroots mobilization, creating a system of care that was accessible, trusted, and community-driven.

Outcome and Societal Impact

The cataract screening camp reached 296 villagers and 511 patients overall, diagnosing cataracts and other eye conditions, and offering pathways to treatment that restored or protected vision. For many, this was their first eye examination, giving them a chance to act before blindness set in.

The impact extended far beyond medical benefits. Villagers who had resigned themselves to fading eyesight regained hope, independence, and dignity. Elders

expressed joy at the possibility of once again recognizing family faces, watching cultural performances, or simply walking confidently without relying on memory.

Community engagement was a cornerstone of the initiative. With the VDC in place, villagers saw that local leadership was taking responsibility for their health needs, creating lasting trust in the system. Doctors' involvement broke down hesitation around seeking medical care, while trained community members became advocates for regular check-ups and preventative practices. By combining local leadership, medical expertise, and community awareness, we created a replicable framework for addressing preventable diseases. Moving forward, VDCs are empowered to extend such interventions to other areas of healthcare, such as diabetes and hypertension.



Sustainable Supply Chain

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Sustainable Supply Chain Management	100% acceptance of the Supplier Code of Conduct by 2025	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	<p>GRI 308 GRI 407-1 GRI 408-1 GRI 409-1 GRI 414 GRI 204</p> <p>UNGC Human Rights and Labour Principles 1 to 6</p> <p>WEF- ESG Dignity and equality (Freedom of Association and Collective Bargaining at Risk) and ESG Dignity and equality (Human rights review, grievance impact and modern slavery)</p> <p>IFC PS2 Supply Chain</p> <p>ESRS Disclosure Standards G1-2; S1-1; S2-1</p> <p>IFRS S1. Strategy; IFRS S1.Metrics and Targets; IFRS S1.Governance, and IFRS S1.Risk Management</p>

Suzlon follows a Sustainable Sourcing Policy supported by internal supply chain procedures that prioritize procurement from Indian companies, MSMEs, and marginalized or vulnerable groups across our Manufacturing, IB, OMS, and SE Forge businesses, to the extent possible.

At Suzlon, we uphold the highest ethical standards, minimize environmental impact, and promote responsible practices across our supply chain. We believe that transparency, innovation, and collaboration are key to building a sustainable future, and we are committed to working with partners who share this vision.

A Supplier Code of Conduct (SCoC) that sets clear expectations for our business partners. This policy promotes sustainability by guiding our suppliers on social, ethical, and environmental performance in alignment with our values. We expect all suppliers 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, and the UN Guiding Principles on Business and Human Rights. We expect our suppliers to respect human rights, uphold fair labor practices, protect the environment,

prevent corruption, and demonstrate accountability in their operations.

This policy applies to all of our 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.

Our Approach

(GRI 3-3; ESRS Disclosure Standards G1-2; S1-1; S2-1)

FY 24-25 Highlights

83.25% local sourcing from Tier-1 critical suppliers in India, enhancing domestic value chains and supply resilience.

91.1% of Tier-1 critical suppliers are assessed for ESG risks, including commodity and geographical risks related to environmental and social safeguards.

Building and managing a responsible supply chain is a critical aspect of expanding the reach and impact of our sustainability efforts. We aim to engage suppliers as strategic partners in running a responsible business and delivering on our sustainability goals through structured processes, including formal onboarding, regular ESG performance reviews, and defined improvement plans. These practices support consistent progress across ESG goals and targets.

A Sustainable Sourcing Policy ensures that all suppliers adhere to the ethical, environmental, and social standards set by the company. All our suppliers are guided by a Supplier Code of Conduct (SCoC), which outlines expectations on fair labor practices, respect for human rights, environmental responsibility, business integrity, and compliance with all applicable laws and international frameworks. Every supplier must align with these principles as a condition of engagement.

Looking ahead, we are in the process of developing a comprehensive supply chain management framework to strengthen sustainable practices across the value chain by identifying areas for improvement, mitigating risks, and unlocking opportunities for value creation.

Performance Highlights: FY 24-25

(GRI 204-1; ESRS Sustainable Supply Chain G1-2)

In the reporting year, we advanced several forward-looking initiatives to strengthen our commitment to a sustainable supply chain.

Initiative	Achievement
Awards	Received UNGC's Award for Sustainable Supply Chain
Supply Chain Assessment	91.1% of Tier-1 critical suppliers were assessed for : <ul style="list-style-type: none"> BRSR Core Pillar and a seven-pillar methodology ESG risks Commodity and geographical risks related to E&S safeguards
Local Sourcing	83.25% local sourcing from tier-1 critical suppliers in India

Supplier ESG Governance and Oversight

Our Board and senior management provide oversight of responsible business conduct, including supply chain sustainability, through policies and practices that extend to our value chain partners. Board-approved policies,

aligned with the NGRBC principles, apply to both suppliers and contractors.

We conduct regular supplier audits and vendor interactions to identify potential concerns, share best practices, and drive continuous improvement. In addition, we evaluate our suppliers annually as part of our ongoing supply chain due diligence framework.

Supplier Selection and Onboarding

(ESRS GI-2, S1-1, S2-1; IFC PS 2 Supply Chain; GRI 308-1, GRI 414-1(1), GRI 408-1, GRI 409-1)

Low-Carbon Procurement
We prioritize preferential sourcing of low-carbon steel, a key raw material, from Tier-1 critical suppliers with an emission intensity of less than 2.2 tCO₂e per ton of production aligned with our climate goals.

All vendors and suppliers in our supply chain undergo rigorous screening based on applicable social and environmental standards, including ISO 14001, ISO 19001, and OHSAS 18001, where relevant. All purchasing practices are guided by the SCoC, which all suppliers are required to sign as part of the onboarding process. Materials are sustainably sourced from 100% of our Class A suppliers.

A detailed supplier assessment questionnaire is used to evaluate ESG performance and support ongoing review of supplier practices.

We onboard suppliers only when they meet our predefined criteria, which include quality, cost-effectiveness, timely delivery, and compliance with ESG requirements. These requirements explicitly address human rights considerations such as the elimination of child labor, fair wages, and ethical working conditions, strengthening operational reliability led by our sustainability commitments.

In FY 24-25, Suzlon strengthened its supplier screening process to ensure that all suppliers align with our ESG standards and sustainability commitments. The key performance indicators demonstrate our focus on responsible sourcing and supplier due diligence:

KPI	FY24-25
Total Tier-1 Suppliers	191
Significant Tier-1 Suppliers	191
% of Total Spend on Significant Tier-1 Suppliers	74.77%
% of New Suppliers Screened on Environmental and Social Criteria	15.52%

All screening data is independently assured by SGS, a third-party verifier, ensuring data accuracy, transparency, and reliability.

Through this structured supplier screening process, Suzlon strengthens its supply chain by partnering with vendors that meet stringent ESG requirements, driving responsible sourcing and sustainable growth.

Business Ethics and Compliance

We expect our suppliers and subcontractors to follow the highest standards of integrity and adhere to ethical business practices, avoid conflicts of interest, maintain transparency in all interactions, and stay accountable. To monitor compliance, we conduct regular audits and vendor meetings to address concerns, share insights, and encourage continuous improvement.

Supplier performance is reviewed on an ongoing basis across several key areas, as outlined below.

Environmental Impact	Social Impact	Governance
Measures to reduce carbon footprint, conserve resources, and manage emissions, water, and waste in line with global environmental standards.	Reviews focused on key human rights areas, including prevention of child and forced labor, workplace safety, fair pay, non-discrimination, freedom of association, and sexual harassment, aligning with our inclusive and ethical values. Implementation of ISO-certified systems, regular audits, and safety training for workers.	Compliance with labor laws, fair wages, and support for freedom of association and collective bargaining. Transparent operations, full legal compliance, and zero tolerance for bribery or unethical conduct. Responsible collection, storage, and use of personal data, ensuring transparency and safeguards. Respect for human and labor Rights, including zero tolerance for child labor, forced labor, or discrimination. Promoting diversity and inclusion.

Supplier Evaluation and Requirements

No significant environment or social risks (child labour, forced labour, or compulsory labour) observed during the assessment in FY24-25 across 91.1% Tier-1 critical suppliers assessed for BRSR Core compliance and 7-Pillar ESG assessment questionnaires.

We conduct risk-based assessments of our suppliers to ensure compliance with ESG requirements. Supplier onboarding takes place only after evaluating responses to a detailed Supplier Assessment Questionnaire that covers environmental, social, and governance aspects. This process helps us identify potential risks related to labor practices, human rights, occupational health and safety, and environmental performance.

Strengthening Sustainability Across the Value Chain

At Suzlon, we believe that long-term, trust-based partnerships with our suppliers are fundamental to building a resilient and responsible business. We cultivate long term, trust based partnerships with suppliers, underpinned by a shared commitment to quality, service excellence, and cost effectiveness. Our governance framework ensures that all value chain partners operate in full compliance with applicable regulations, while meeting stringent environmental, social, and ethical standards. These mechanisms are designed to uphold Suzlon's core values and sustainability commitments throughout the supply chain.

The Sustainable Supply Chain Management framework comprises of the following:

- Screening of suppliers and due diligence while onboarding
- Assessment and Evaluation of Suppliers
- Capacity building and Refresher training sessions
- Alignment of suppliers for Monitoring w.r.t. Scorecards
- Management of Suppliers' Performance and continuous improvement

In FY 24 25, we advanced this commitment through the launch of a digital value chain assessment platform. This assessment comprises of detailed evaluation of our value chain partners as per Business Responsibility and Sustainability Report (BRSR) framework which is used as a tool internally by Suzlon to assess compliance of our suppliers to Suzlon's protocols and SEBI's BRSR framework. We also assess supplier/s on 7 Pillar Assessment model aligned to global frameworks and reporting standards, best-in-class industry practices. The

evaluation and assessment is carried out through review of documents and records, discussions with suppliers', key initiatives and measures adopted at facility level and on-site audits, as applicable.

By leveraging these frameworks, we aim to ensure that every partnership we foster contributes meaningfully to our shared vision of sustainable growth.

BRSR Assessment

The BRSR framework, developed in alignment with SEBI's 9 principles, provides a structured approach for evaluating suppliers against essential ESG indicators and act internally as a tool for evaluating compliance of suppliers w.r.t. ESG requirements. This methodology ensures that our value chain partners are assessed on parameters that reflect our broader environmental, social, and governance (ESG) goals.

7-Pillar Assessment

The 7 Pillar assessment evaluates suppliers across key dimensions — risk management (inclusive of geographical risk, industry sector specific risk & commodity risk), business ethics, health & safety, social impact, climate change, environment & biodiversity, and responsible sourcing to identify sustainability risks and opportunities. This assessment is aligned with leading global frameworks such as BRSR, TCFD, SASB, DJSI, EcoVadis, CDP Climate Change, GRI, and ILO, ensuring that Suzlon's value chain practices meet international standards and support its broader ESG objectives.

The geo-tagging of suppliers is carried out and performance is evaluated across all 7 pillars to identify areas of concern and adoption of best management practices. The use of Sustainable Supply Chain Management at Suzlon is carried out to ensure traceability, ethical and responsible sourcing, ensuring no conflict of minerals and metals, and understanding human rights risks and other ESG hazards.

The Risk Pillar is for understanding geographical risks in procurement of goods and services and for identifying critical risks in value chain in certain geographies. Furthermore, the commodity risks is also identified and assessed for ensuring responsible and sustainable sourcing of raw materials such as Steel with low product emission footprint.

The Risk Pillar is a tool aligned to our Sustainable Supplier Code of Conduct and Sustainable Sourcing Policy being used to ensure traceability principles and encourage preferential sourcing from suppliers aligned with Suzlon's Sustainable Sourcing Principles.

Supplier Assessment (6 Pillar Approach + Mandatory Risk Pillar)

 <p>Social</p> <ul style="list-style-type: none"> • Child & Forced Labour • Freedom of Association & Collective Bargaining • Work Hours & Wages • Employee Well & Benefits • Gender Equality • Inclusion & Diversity • Community Investment 	 <p>Health & Safety</p> <ul style="list-style-type: none"> • General Health & Safety • Occupational Safety • Emergency Safety • High Hazard Activities 	 <p>Environment</p> <ul style="list-style-type: none"> • Materials & Waste Management • Water Management • Air Emissions (non-GHG) • Biodiversity
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 <p>Climate Change</p> <ul style="list-style-type: none"> • Climate Resilience • Energy Management • GHG Emission • Product Carbon Footprint 	 <p>Business Ethics</p> <ul style="list-style-type: none"> • Governance • Sustainability Reporting • Anti-bribery • Ethical Business Conduct • Data Confidentiality & Privacy 	 <p>Responsible Sourcing</p> <ul style="list-style-type: none"> • Governance • Sustainable Procurement: Social & Ethics • Sustainable Procurement: Environment • Conflict Resources
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Impact of the Assessment

By systematically assessing value chain partners, Suzlon will be able to proactively identify and mitigate potential risks, enhance operational resilience, and ensure ethical and sustainable practices throughout the supply chain. This holistic approach not only safeguards compliance but also drives efficiency, fosters innovation, and strengthens stakeholder trust ultimately contributing to the long-term success and sustainability of the organization.

Risk Identification

The value chain partners have been onboarded in the digital platform with detailed mapping of their geographical locations and industry sectors. This structured onboarding enables Suzlon to identify and assess geographical, commodity and sector-specific risks more effectively, such as regional regulatory changes, climate vulnerabilities, or industry-specific compliance challenges. By understanding these contextual factors, Suzlon use this assessment for targeted risk mitigation strategies, ensuring supply chain stability and continuity even in dynamic market and environmental conditions.

Management and Sustainable Supply Chain Excellence

The evaluation and assessment of suppliers is also used for determining intensity of water, waste, energy and carbon footprint to determine potential suppliers with highest environmental footprint and accordingly work with them for imbuing approach of adopting sustainability considerations on ongoing basis.

Furthermore, evaluation is also carried based on industry segment and key suppliers aligned to Suzlon's BRSR and 7 pillar methodology and to identify the suppliers including MSME's that require attention and efforts to strengthen issues in their Sustainability journey.

Suzlon furthermore prefers to work along with local indigenous suppliers including MSME's. The capacity building sessions and alignment towards sustainable sourcing principles helps in building momentum for sustainability excellence.

In FY 24-25; the WTG manufacturing involves use of 83.25% of Tier-1 critical suppliers sourced domestically. Furthermore, Use of Low-Carbon & Sustainable Raw Materials for Manufacturing with an emission intensity < 2.2 tCO₂e/tonne was carried out. In case of castings, - 93.7% of raw materials were sourced domestically within India, minimizing transport-related emissions.



Highlights of ESG assessments – Environmental and Social for FY 24-25

(WEF- ESG Dignity and Equality; GRI 308-2 (a, b, d, e), GRI 407-1 (a), GRI 414-2 (a, b, d, e); ESRs Disclosure Standards G1-2; S1-1; S2-1)

In line with our commitment to a responsible and sustainable supply chain, Suzlon conducted comprehensive Environmental, Social, and Governance (ESG) assessments of our suppliers during FY 24-25. These assessments help us identify potential risks, ensure compliance with ESG standards, and drive continuous improvement across our value chain.

Key Assessment Highlights:

Total Suppliers Assessed: 174 suppliers underwent a combination of desk assessments and on-site audits.

Coverage of Significant Tier-1 Suppliers: 91.1% of significant Tier-1 suppliers were assessed for ESG risks, including commodity and geographical risks, using the BRSR Core Framework and the 7-Pillar ESG Assessment model during the reporting period, demonstrating extensive ESG oversight.

Environmental and Social Impact Assessment: All 174 assessed suppliers were evaluated for both environmental and social performance criteria, covering areas such as resource management, emissions control, human rights practices, workplace safety, and labor standards.

Substantial Negative Environment or Social Impact: No suppliers were identified with substantial actual or potential negative environmental or social impacts during the assessment process.

Corrective Action Plans: As no substantial negative impacts were identified, there were no corrective action plans required or initiated, nor any terminations based on non-compliance.

Capacity Building Initiatives: 156 suppliers (81.67% of significant suppliers) participated in targeted capacity-building programs designed to improve ESG practices, enhance compliance awareness, and foster sustainable growth.

Through these structured assessments, Suzlon reinforces its commitment to transparency, risk mitigation, and continuous ESG performance improvement, contributing to the long-term resilience and sustainability of our supply chain.

Supplier Development Programs

We run comprehensive supplier development initiatives to strengthen ESG performance across our value chain as outlined below:

- **Information and Training:** Suppliers are provided with training and information sessions on Suzlon's ESG program, processes, and requirements.
- **Access to Benchmarks:** Suppliers are benchmarked against peers through performance dashboards, enabling them to understand their position relative to others in the supply chain.
- **Support on Corrective Actions:** We offer both remote and on-site support to suppliers for the implementation of corrective and improvement measures.

- **In-depth Technical Support:** We collaborate with suppliers through knowledge sharing, upgrading of management systems, and fit-for-purpose capacity-building programs that enhance ESG performance and resilience.

Supplier Capacity Building

We have undertaken targeted training and capacity-building initiatives to equip our suppliers with the knowledge and tools needed to strengthen their ESG performance and compliance. In FY 24–25, 91.1% of our Tier I critical suppliers participated in these training programs.

During the year, we conducted three dedicated awareness sessions:



Freedom of Association and Collective Bargaining

We recognize the importance of protecting workers' rights to freedom of association and collective bargaining across our value chain. Our Supplier Code of Conduct requires all suppliers to align with international frameworks such as the UN Global Compact, OECD Guidelines for Multinational Enterprises, and the UN Guiding Principles on Business and Human Rights. This helps us address potential risks in regions where labor rights and governance standards are weakly enforced.

During the reporting period, we assessed our Tier I suppliers. We confirmed that none were identified as being at risk of violating workers' rights to freedom of association or collective bargaining.

During the reporting period, Suzlon carried out assessments of its Tier I suppliers and confirmed that none were identified as being at risk of violating workers' rights to freedom of association or collective bargaining.

We have developed a comprehensive supply chain management dashboard that tracks key performance indicators, helping us identify areas for improvement, mitigate risks, and enhance supply chain resilience and sustainability.

- These sessions covered a wide range of topics, including:
- Global and Indian ESG landscape and evolving regulatory requirements for supply chains
 - Value chain disclosures and SEBI requirements
 - Alignment with our Sustainable Sourcing Policy and Supplier Code of Conduct
 - SEBI's BRSR requirements, NGRBC principles, and assurance processes
 - Challenges, opportunities, and roles in implementing value chain disclosures with evidence-based reporting
 - BRSR Core Assessment Questionnaire and 7-Pillar ESG Assessment through Suzlon's Sustainable Supply Chain Assessment platform

Strengthening Local Ecosystems and Sourcing

Promoted import substitution and localization of suppliers, thereby shortening supply chains and reducing transportation-related emissions

As part of our CSR efforts, we promote rural livelihoods by providing training and resources to artisans in Gujarat and Tamil Nadu. We conduct programs that teach community members to create handcrafted products such as palm leaf crafts, traditional embroidery, and woven items. These high-quality goods are promoted in local markets and, where possible, purchased by Suzlon for use as gifts for employees and visitors.

We are also launching a new program in Kutch focused on training women in uniform stitching. Participants will receive the necessary tools and equipment, and, subject to meeting quality and safety standards, the stitched uniforms may be procured for our factory workforce. This initiative aims to create sustainable income opportunities while supporting our operational needs.

Way Forward: Key Levers

As we grow and advance our sustainability mission, we are focusing on the following key levers to strengthen the integration of human rights and environmental responsibility across our supply chain.

Scope 3 Emissions Reduction

Identify top-emitting Tier-1 suppliers and support them in working towards reducing carbon emissions

Green Procurement

Roll out criteria for sustainable materials (e.g., recycled steel, scrap) and integrate lifecycle metrics into sourcing decisions.

Waste and Circularity

Create systems for reuse, packaging, recycling and recover; and scrap reuse

Water Stewardship

Map water risks across supplier regions, promote reduction or treatment initiatives.

Supplier Capacity Building

Provide sustainability training for all suppliers, launch joint innovation projects on sustainable materials and design

Data Monitoring

Track KPIs on supplier performance, corrective actions, recognition for ESG excellence, and participation in capacity-building programs, with data shared through digital platforms.

Customer Relationship Management

Material Topic	Target	UN SDGs supported	Sustainability standards supported
Customer Satisfaction	Ensuring Customer Engagement and Transparency in communication and disclosures	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	GRI 3-3; GRI 418 – 1 a, b, c; ESRS Disclosure Standards S4-1; S4-2; S4-3; S4-4; S4-5 IFC PS 4 Community Health and Safety

Suzlon secured India's largest wind energy order of 1,166 MW from NTPC Green Energy Ltd., reinforcing its leadership in the wind energy sector.

Strong customer relationships are the foundation of our business. We view each engagement not as a single transaction, but as a long-term partnership built on mutual success and a shared commitment to sustainability.

Our customer relationship strategy delivers value across the full lifecycle—from wind turbine manufacturing and installation to operations and maintenance. We tailor our services to each customer's goals, supporting their transition to clean energy through reliable technology and on-time execution.

Our Approach

(GRI 3-3; ESRS Disclosure Standards S4-1; S4-2; S4-3; S4-4; S4-5)

Operational excellence remained central to our CRM strategy in FY 24–25. During the year, Suzlon installed 1,555 MW through SEL, 337 MW through OMS, and 336

MW through IB Projects, reflecting our strong execution across business segments. This highlights our customer-first approach, where delivering commitments with precision and efficiency builds lasting trust.

Our integrated service model—covering manufacturing, installation, and operations & maintenance (O&M)—ensures continuous support across the lifecycle of customer assets. Through robust O&M practices, we maintain high machine availability and efficiency, enabling customers to maximize performance and returns on their wind energy investments.

Digitalization continues to strengthen customer engagement. By providing real-time data and insights, we empower customers to make informed decisions that improve operational efficiency. At the same time, our diversified supply chain and strong service capabilities allow us to deliver consistently, even in challenging conditions.

For Suzlon, CRM is more than delivering products and services—it is about building enduring partnerships that enhance customer value, drive long-term success, and contribute to the sustainability of the planet.

Customer-Centric Operational & Product Innovations

Innovation is at the heart of Suzlon's customer-centric approach, with the company continuously developing new products and enhancing operational efficiencies to provide cost-effective renewable energy solutions. Suzlon focuses on reducing the Levelized Cost of Energy (LCoE) and increasing efficiency. Recent innovations include:

- **S144 – 3.x MW Wind Turbine Series:** This new turbine series has been designed to optimize energy yields, thereby improving efficiency and making renewable energy more accessible and affordable for customers.
- **Expansion of Manufacturing Capacity to 4.5 GW:** Suzlon has expanded its manufacturing facilities in Daman, Puducherry, Ratlam, and Jaisalmer, enhancing its ability to meet the growing demand for wind energy solutions.
- **Acquisition of Renom Energy Services:** By acquiring Renom Energy Services, Suzlon has strengthened its operations and maintenance capabilities, ensuring high-quality service and support for its customers.

Consumer Health and Safety

(GRI 418-1 a, b, c, IFC PS 4 Community Health and Safety)

While we do not have direct consumers, we conduct electrical safety awareness programs in nearby communities. Our wind turbine generators (WTGs) carry statutory safety markings, and our compliance is validated through certifications issued by regulatory authorities. During FY 23–24, there were no reported

incidents concerning the health and safety impacts of our products. Furthermore, there were zero incidents of leaks, thefts, or losses of customer data. During FY 24–25, Suzlon recorded 43,334 complaints, reflecting stronger engagement and open communication with customers. Of these, 42,825 complaints were resolved, achieving a resolution rate of 98.8%, with 509 cases pending at the close of the fiscal year. This performance underscores our focus on timely redressal and commitment to maintaining high standards of customer service. This approach enables the reporting of even minor queries and grievances, which Suzlon addresses promptly to ensure customer satisfaction.

Operational excellence, responsive service, and integrated technology enable us to achieve high machine availability and performance. We remain a trusted partner by combining technical strength with a strong service mindset, helping customers meet their clean energy goals.

Customer Grievances

Suzlon has put in place both online and offline grievance redressal mechanisms to ensure effective handling of customer complaints. For online support, customers can access the CRMS Help Desk portal (<https://crms.suzlon.com>) to register their grievances directly. In addition, complaints can also be raised through offline channels such as email, telephone, or WhatsApp.

To enable timely and effective resolution, technical concerns are directed to the respective Site In-charge, while commercial issues are escalated to designated Key Account Managers (KAMs). These representatives are responsible for ensuring that customer complaints are addressed promptly and resolved efficiently.



Product Transparency

We are preparing EPDs for our S120 and S144 turbine models, aligned with ISO 14025 and EN 15804. These declarations will improve transparency and help customers better understand the environmental impact of our products.

EPD Roadmap

- Publish EPDs for S120 and S144 models
- Disclose the percentage of revenue from eco-labelled products
- Adopt global labelling standards for customer communication

Our internal processes require documentation on the following aspects:

- Component sourcing
- Material content and hazardous substances
- Guidelines for safe use
- Disposal and recyclability instructions

We communicate the environmental and social impacts of our products through Life Cycle Assessments (LCAs), which confirm no significant risks during production or disposal. In addition, we provide comprehensive manuals for assembly, disassembly, maintenance, repair, and end-of-life management—ensuring safe and responsible use throughout the product lifecycle.

Although we do not sell directly to end consumers, we maintain a strong sense of responsibility toward the communities around our installations. We conduct electrical safety awareness programs in Indian villages near power transmission lines.

We also issue mass communications, such as precautionary alerts during cyclones or other events that may disrupt turbine operations. These messages support customer awareness and preparedness related to environmental or health-related risks.

Safety Communication and Compliance

All WTG products meet local regulatory requirements and include detailed Product Safety Manuals. Each customer receives a complete documentation set covering safety, operation, maintenance, troubleshooting, and service protocols. Safety signs and symbols are prominently displayed inside and outside each turbine unit, reinforcing safe operating practices.

We comply fully with all statutory and regulatory obligations. Compliance Certificates, including Grid Code certifications, are issued by relevant authorities. While these documents are not physically displayed on the equipment, they are maintained as part of our commitment to product safety and regulatory adherence.



INDEX



ESRS Mapping

ESRS Indicator	Indicator Description	Chapter	Subsection	Page Number
IRO-1	Process to identify and assess material impacts, risks & opportunities	Suzlon's Sustainability Approach	Revisiting Materiality Assessment	57
IRO-2	Material impacts, risks & opportunities identified	Engaging Stakeholders & Materiality	Revisiting Materiality Assessment	57
IRO-3	Actions & resources to manage IROs	Strengthening Our Governance	Risk Management	96
MDR-T	Tracking effectiveness of policies & actions through targets	Suzlon's Sustainability Approach	Delivering on Our ESG Ambition	46
BP-1	Basis for sustainability statement preparation	About the Report	Reporting Methodology; Restatements	14
ESRS 2	General disclosures	About the Report	Overview of the Report; Reporting Scope & Boundary; External Assurance	14
E1-2	Climate-related policies	Environmental Stewardship	Climate Change and Emissions Management	131
E1-3	Actions & resources for climate policy	Environmental Stewardship	Climate Change and Emissions Management	131
E1-4	Climate-related targets	Environmental Stewardship	Climate Change and Emissions Management	131
E1-5	Energy consumption & mix	Environmental Stewardship	Energy Management	164
E1-7	GHG removals & mitigation projects	Environmental Stewardship	Emissions Management	157
E1-9	Financial effects of climate risks & opportunities	Environmental Stewardship	Climate Change and Emissions Management	131
E1-19	Methodologies & assumptions for GHG emissions	Environmental Stewardship	Climate Change and Emissions Management	131
E1-66	Scope 1 GHG emissions	Environmental Stewardship	Emissions Management	157
E1-67	Scope 2 GHG emissions	Environmental Stewardship	Emissions Management	157
E2-1	Pollution-related policies	Environmental Stewardship	Water Management	173
E2-2	Actions & resources for pollution policies	Environmental Stewardship	Water Management	173
E2-3	Pollution-related targets	Environmental Stewardship	Water Management	173
E2-4	Actions taken for pollution prevention & control	Environmental Stewardship	Water Management	173
E3-1	Policies on water & marine resources	Environmental Stewardship	Water Management	173
E3-2	Actions/resources for water policies	Environmental Stewardship	Water Management	173

ESRS Indicator	Indicator Description	Chapter	Subsection	Page Number
E3-3	Targets for water & marine resources	Environmental Stewardship	Water Management	173
E3-4	Water withdrawals, consumption & discharges	Environmental Stewardship	Water Management	173
E4-1	Biodiversity & ecosystems policies	Environmental Stewardship	Biodiversity – Protection & Conservation	200
E4-2	Actions/resources for biodiversity policies	Environmental Stewardship	Biodiversity – Protection & Conservation	200
E4-3	Targets for biodiversity & ecosystems	Environmental Stewardship	Biodiversity – Protection & Conservation	200
E4-4	Impacts, risks & opportunities related to biodiversity	Environmental Stewardship	Biodiversity – Protection & Conservation	200
E4-5	Biodiversity-sensitive areas & affected species	Environmental Stewardship	Biodiversity – Protection & Conservation	200
E5-1	Circular economy/resource use policies	Environmental Stewardship	Materials Management; Waste Management: Driving Circularity Across Operations	215, 185
E5-2	Actions/resources for circular economy policies	Environmental Stewardship	Materials Management; Waste Management: Driving Circularity Across Operations	215, 185
E5-3	Targets for resource use & circular economy	Environmental Stewardship	Product Stewardship	120
E5-4	Resource inflows (materials, recycled content, critical raw materials)	Environmental Stewardship	Product Stewardship	120
E5-5	Resource outflows (waste generation, recycling, circular outputs)	Environmental Stewardship	Waste Management: Driving Circularity Across Operations	185
E5-6	Anticipated financial effects of circularity	Environmental Stewardship	Product Stewardship	120
S1-1	Workforce policies	Our People Our Strength	Human Capital Development; Diversity, Equity, and Inclusion; Learning & Development; Employee Wellbeing; Occupational Health & Safety	225, 241, 252, 265, 281
S1-2	Processes for engaging with workforce	Our People Our Strength	Human Capital Development; Diversity, Equity, and Inclusion; Employee Wellbeing	225, 241, 265
S1-3	Actions & resources for workforce policies	Strengthening Our Governance	Business Ethics	104
S1-4	Workforce-related targets	Our People Our Strength	Human Capital Development; Diversity, Equity, and Inclusion; Employee Wellbeing	225, 241, 265

ESRS Indicator	Indicator Description	Chapter	Subsection	Page Number
S1-5	Workforce-related actions	Our People Our Strength	Human Capital Development; Diversity, Equity, and Inclusion; Learning & Development; Employee Wellbeing	225, 241, 252, 265
S1-6	Workforce characteristics (number, type, region, gender, etc.)	Our People Our Strength	Diversity, Equity, and Inclusion	241
S1-8	Training & skills development (HR focus)	Our People Our Strength	Human Rights	273
S1-9	Training & skills development indicators	Our People Our Strength	Human Capital Development	225
S1-10	Diversity indicators (gender, age, disability, etc.)	Our People Our Strength	Diversity, Equity, and Inclusion	241
S1-11	Employee turnover & retention	Our People Our Strength	Employee Wellbeing	265
S1-12	Collective bargaining coverage & social dialogue	Our People Our Strength	Human Capital Development	225
S1-13	Pay gap indicators (gender pay gap, equity)	Our People Our Strength	Diversity, Equity, and Inclusion	241
S1-15	Employee satisfaction & engagement	Our People Our Strength	Employee Wellbeing	265
S1-16	Work-related incidents, H&S performance	Our People Our Strength	Occupational Health and Safety	281
S1-17	OHS programs & initiatives	Our People Our Strength	Occupational Health and Safety	281
S2-1	Policies for value chain workforce	Our People Our Strength	Human Capital Development; Sustainable Supply Chain	225, 326
S2-2	Engagement with value chain workforce	Our People Our Strength	Human Capital Development; Sustainable Supply Chain	225, 326
S2-4	Targets for value chain workforce	Our People Our Strength	Human Capital Development; Sustainable Supply Chain	225, 326
S2-5	Actions taken for value chain workforce	Our People Our Strength	Human Capital Development; Sustainable Supply Chain	225, 326
S3-1	Policies for affected workers	Our People Our Strength	Corporate Social Responsibility	296
S3-2	Engagement processes with affected workers	Our People Our Strength	Corporate Social Responsibility	296
S3-3	Targets for affected workers	Our People Our Strength	Corporate Social Responsibility	296
S3-4	Actions taken for affected workers	Our People Our Strength	Corporate Social Responsibility	296
S3-5	Characteristics of affected workers	Our People Our Strength	Corporate Social Responsibility	296
S4-1	Policies for affected communities & customers	Our People Our Strength	Customer Relationship Management	335

ESRS Indicator	Indicator Description	Chapter	Subsection	Page Number
S4-2	Engagement with affected communities/customers	Our People Our Strength	Customer Relationship Management	335
S4-3	Targets for affected communities/customers	Our People Our Strength	Customer Relationship Management	335
S4-4	Actions for affected communities/customers	Our People Our Strength	Customer Relationship Management	335
S4-5	Community/customer composition & progress	Our People Our Strength	Customer Relationship Management	335
GOV-1	Governance structure & responsibilities	Strengthening Our Governance	Our Governance Structure	73
GOV-2	Information provided to governing bodies	Leadership Messages	Leadership Messages	16
GOV-3	Board committees & their roles	Strengthening Our Governance	Our Governance Structure	73
GOV-4	Board oversight of sustainability performance	Strengthening Our Governance	Our Policies; Risk Management	91, 96
GOV-5	Processes for board oversight of ESG	Strengthening Our Governance	Our Governance Structure	73
G1	Overall governance framework	Strengthening Our Governance	Our Governance Structure	73
G1-1	Policies related to governance	Strengthening Our Governance	Our Policies; Business Ethics	91, 104
G1-2	Governance structure & composition	Our People Our Strength	Sustainable Supply Chain	326
G1-3	Processes for implementing governance policies	Strengthening Our Governance	Risk Management; Business Ethics	91, 104
G1-4	Governance monitoring & evaluation mechanisms	Strengthening Our Governance	Business Ethics	104
G1-5	Reporting & accountability of governance activities	Strengthening Our Governance	Business Ethics	104

IFRS S1 Mapping

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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);	Strengthening Our Governance	Our Governance Structure	73
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;	Strengthening Our Governance	Our Governance Structure	73
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;	Strengthening Our Governance	Our Governance Structure	73
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;	Strengthening Our Governance	Our Governance Structure	73
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.	Strengthening Our Governance	Our Governance Structure	73
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	Strengthening Our Governance	Our Policies	91

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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	Strengthening Our Governance	Our Policies	91
IFRS S1	IFRS S1. 30(a)	Describe sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
IFRS S1	IFRS S1. 30(a)	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;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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.	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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).	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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;	Strengthening Our Governance	Risk Management	96
IFRS S1	IFRS S1. 33(b)	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
IFRS S1	IFRS S1.33(C)	Trade-offs between sustainability-related risks and 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).	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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);	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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).	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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;	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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;	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
IFRS S1	IFRS S1 35 (d)	How the entity 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.	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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;	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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.	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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,	Environmental Stewardship	Financial Quantification of Climate-Related Risks and Opportunities	148
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);	Strengthening Our Governance	Our Policies	91
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;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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);	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
IFRS S1	IFRS S1 44 (a)(v)	An entity shall disclose information about how the entity monitors sustainability-related risks; and	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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.	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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;	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
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	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
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	About the report	Reporting Methodology	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	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
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 qualitative measure (such as a red, amber, green - or RAG - status)	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
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	About the report	Assurance Statement	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	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
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	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
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	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
IFRS S1	IFRS S1 51 (c)	For each target, an entity shall disclose: the period over which the target applies	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46

Framework	Indicator Number	Indicator Description	Chapter	Sub-section	Page Number
IFRS S1	IFRS S1 51 (d)	For each target, an entity shall disclose: the base period from which progress is measured	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
IFRS S1	IFRS S1 51 (e)	For each target, an entity shall disclose: any milestones and interim targets	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
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	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
IFRS S1	IFRS S1 51 (g)	For each target, an entity shall disclose: any revisions to the target and an explanation for those revisions	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46
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	Suzlon's Sustainability Approach	Delivering on our ESG Ambition	46

IFRS S2 Mapping

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
6(a)	Governance body oversight of climate risks/opportunities		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(a)(i)	Governance responsibilities for climate risks/opportunities		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(a)(ii)	Board climate skills and competencies		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(a)(iii)	Frequency of board updates on climate issues		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(a)(iv)	Board consideration of climate issues in strategy, risk, and decisions		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(a)(v)	Board oversight of climate targets and link to remuneration		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(b)(i)	Management role in climate governance (delegation and oversight)		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
6(b)(ii)	Management controls and procedures for climate oversight		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
8	Strategy for managing climate risks and opportunities		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
9(a)	Climate risks/opportunities affecting prospects		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
9(c)	Climate risks/opportunities impact on strategy and transition plan		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
9(d)	Financial effects of climate risks/opportunities (current & anticipated)		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
9(e)	Climate resilience of strategy and business model		Climate Change and Emissions Management	Transition Risk and Opportunities	142
10(a)	Description of climate risks and opportunities		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
10(b)	Classification: physical or transition risks		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
10(c)	Time horizons for climate risks/opportunities		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
10(d)	Definition of short, medium, long term horizons		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
13(a)	Effects of climate risks/opportunities on business model/value chain		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
13(b)	Concentration of climate risks/opportunities in value chain		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
14(a)	Strategic and business model responses to climate risks/opportunities		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151
14(a)(ii)	Direct mitigation and adaptation actions		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities; Decarbonization Strategy and Way Forward	135, 142, 151

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
14(a)(iii)	Indirect mitigation and adaptation actions		Climate Change and Emissions Management	Transition Risk and Opportunities	142
14(a)(iv)	Climate transition plan and assumptions		Climate Change and Emissions Management	Transition Risk and Opportunities	142
14(a)(v)	Plans to achieve climate targets		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151
14(b)	Resourcing for climate actions		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151
14(c)	Progress on previously disclosed climate plans		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151
15(a)	Current financial effects of climate risks/opportunities	Not Applicable (Climate-related risks are based on contingent and probability based events and in alignment with accounting standards we do not see any impact on our current year financial statements)			
15(b)	Anticipated financial effects of climate risks/opportunities		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
16(a)	Quantitative/qualitative disclosure of financial effects		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
16(b)	Risks with potential material adjustment within one year		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
16(c)(i)	Expected changes in financial position (strategy, investments)		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
16(c)(ii)	Expected changes in financial position (funding sources)	Not Reported (Details required if this indicators needs to be disclosed - Planned sources of funding for Suzlon to implement the initiatives mentioned in the decarb roadmap)			
16(d)	Expected changes in financial performance and cash flows		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
18(b)	Disclosure approach commensurate with resources		About the report	Reporting Methodology	14
21(a)	Explanation if quantitative financial info not provided	Not Applicable (Financial quantification provided)			
21(b)	Qualitative financial effects when quantitative not disclosed	Not Applicable (Financial quantification provided)			
21(c)	Combined financial effects disclosure	Not Applicable (Financial quantification provided for the different climate-risks identified)			
22(a)(i)	Implications of scenario analysis for strategy and business model		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(a)(ii)	Assessment of climate resilience and uncertainties		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(a)(iii)(1)	Capacity to adapt strategy (financial resources)		Climate Change and Emissions Management	Business Adaptation and Future Readiness	156
22(a)(iii)(2)	Capacity to adapt strategy (assets redeployment/ retirement)		Climate Change and Emissions Management	Business Adaptation and Future Readiness	156

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
22(a)(iii)(3)	Capacity to adapt strategy (investment in mitigation/adaptation)		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151
22(b)(i)(1)	Scenario analysis inputs: scenarios used and sources		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(b)(i)(2)	Scenario analysis inputs: diversity of scenarios		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(b)(i)(3)	Scenario analysis inputs: transition vs physical risks		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(b)(i)(4)	Scenario aligned with international climate agreement		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(b)(i)(5)	Relevance of chosen scenarios		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(b)(i)(6)	Scenario analysis time horizons		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
22(b)(i)(7)	Scope of operations in scenario analysis		Climate Change and Emissions Management	Climate Risk Assessment	134
22(b)(ii)(1)	Scenario assumptions: policy environment		Climate Change and Emissions Management	Transition Risk and Opportunities	142
22(b)(ii)(2)	Scenario assumptions: macroeconomic trends		Climate Change and Emissions Management	Transition Risk and Opportunities	142
22(b)(ii)(3)	Scenario assumptions: regional/local variables		Climate Change and Emissions Management	Physical Risk and Mitigation Measures	135
22(b)(ii)(4)	Scenario assumptions: energy use and mix		Climate Change and Emissions Management	Transition Risk and Opportunities	142
22(b)(ii)(5)	Scenario assumptions: technology developments		Climate Change and Emissions Management	Transition Risk and Opportunities	142

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
22(b)(iii)	Period of scenario analysis		Climate Change and Emissions Management	Climate Risk Assessment	134
24	Processes to identify, assess, monitor climate risks/opportunities		Risk Management	ESG Integration into Risk Management	101
25(a)(i)	Risk identification inputs and parameters		Our Policies	Our Policies	91
25(a)(ii)	Use of scenario analysis for risk identification		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
25(a)(iii)	Risk assessment: nature, likelihood, magnitude		Climate Change and Emissions Management	Physical Risk and Mitigation Measures; Transition Risk and Opportunities	135, 142
25(a)(iv)	Risk prioritization approach		Climate Change and Emissions Management	Risk Management	133
25(a)(v)	Monitoring climate risks		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
25(a)(vi)	Changes in risk processes vs prior period	Not Applicable (the entity has not changed the processes it uses compared with the previous reporting period to manage climate-related risks)			
25(b)	Processes to identify and assess opportunities		Climate Change and Emissions Management	Risk Management; Physical Risk and Mitigation Measures; Transition Risk and Opportunities	133, 135, 142
25(c)	Integration of climate risk processes into ERM		Climate Change and Emissions Management	Risk Management	133
27	Performance against climate targets and progress		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151
29(a)(i)(1)	Scope 1 GHG emissions		Emission Management	Monitoring GHG Emissions	159
29(a)(i)(2)	Scope 2 GHG emissions		Emission Management	Monitoring GHG Emissions	159

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
29(a)(i)(3)	Scope 3 GHG emissions		Emission Management	Monitoring GHG Emissions	159
29(a)(ii)	Methodology for GHG measurement		Emission Management	Monitoring GHG Emissions	159
29(a)(iii)(1)	GHG measurement approach, inputs, assumptions	Covered in GHG Inventory Report			
29(a)(iii)(2)	Rationale for chosen GHG methodology	Covered in GHG Inventory Report			
29(a)(iii)(3)	Changes to GHG methodology and reasons	Covered in GHG Inventory Report			
29(a)(iv)(1-2)	Disaggregation of Scope 1 & 2 emissions		Emission Management	Monitoring GHG Emissions	159
29(a)(v)	Location-based Scope 2 and contractual instruments		Emission Management	Monitoring GHG Emissions	159
29(a)(vi)(1)	Categories included in Scope 3		Emission Management	Monitoring GHG Emissions	159
29(b)	Assets/business vulnerable to transition risk		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
29(c)	Assets/business vulnerable to physical risk		Climate Change and Emissions Management	Climate Change and Emissions Management; Financial Quantification of Climate-Related Risks and Opportunities	131,148
29(d)	Assets/business aligned with climate opportunities		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
29(e)	Capital expenditure on climate risks/opportunities	Not Reported (Details required if this indicators needs to be disclosed - Expenditure or investment already done towards the measures already taken to tackle climate-related risks)			
29(f)(i)	Use of carbon price in decision-making		Climate Change and Emissions Management	Decarbonization Strategy and Way Forward	151

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
29(f)(ii)	Carbon price per tCO2e applied	Not Reported			
29(g)(i)	Climate factors in executive remuneration		Our Governance Structure	Performance Evaluation; CEO Compensation Considerations	263, 89
29(g)(ii)	% of executive pay linked to climate factors		Our Governance Structure	Board Remuneration	87
32	Industry-based climate metrics	Covered in LCA study			
33(a)	Climate targets: metrics used		Climate Change and Emissions Management	Climate Change and Emissions Management	131
33(b)	Climate targets: objectives		Climate Change and Emissions Management	Climate Change and Emissions Management	131
33(c)	Climate targets: scope of applicability		Climate Change and Emissions Management	Climate Change and Emissions Management	131
33(d)	Climate targets: timeframes		Climate Change and Emissions Management	Climate Change and Emissions Management	131
33(e)	Climate targets: base period	Not Reported			
33(f)	Climate targets: milestones and interim targets		Emissions Management	Performance Highlights: FY24-25	157
33(g)	Climate targets: absolute or intensity		Climate Change and Emissions Management	Climate Change and Emissions Management	131
33(h)	Climate targets: alignment with climate agreements		Climate Change and Emissions Management	Our Approach	132
34(a)	Target setting/review processes and third-party validation		Climate Change and Emissions Management	Our Approach	132
34(b)(c)	Target review and monitoring metrics		Climate Change and Emissions Management	Our Approach	132
34(d)	Target revisions and rationale	Not Applicable (No revisions made to the target)			
35	Performance against targets and trends		Emission Management	Monitoring GHG Emissions	159
36(a)	GHG targets: gases covered		Climate Change and Emissions Management	Climate Change and Emissions Management	131
36(b)	GHG targets: scopes covered		Climate Change and Emissions Management	Climate Change and Emissions Management	131

IFRS S2 Indicator	Indicator Description	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
36(c)	GHG targets: gross vs net		Climate Change and Emissions Management	Climate Change and Emissions Management	131
36(d)	GHG targets: sectoral decarbonization approach		Climate Change and Emissions Management	Our Approach	132
36(e)(i)	Planned use of carbon credits		Emissions Management	Emissions Management	157
36(e)(ii)	Verification of carbon credits		Emissions Management	Emissions Management	157
36(e)(iii)	Type of carbon credits		Emissions Management	Emissions Management	157
36(e)(iv)	Integrity factors of carbon credits		Emissions Management	Emissions Management	157
RT-CH-140a.1	Water withdrawal and consumption (high stress regions)		ESG Databook	ESG Databook	377
RT-CH-140a.2	Non-compliance incidents: water permits/regulations		Water Management	Water Quality	183

GRI Mapping

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
2-1	Organizational details		About the report; Suzlon at a Glance	Overview of the Report; Suzlon in Brief	14, 28
2-2	Entities included in the organization's sustainability reporting		About the report	Reporting Scope & Boundary	15
2-3	Reporting period, frequency, and contact point		About the report	Reporting Timeframe; Overview of the Report	14
2-4	Restatements of information		About the report	Restatements	14
2-5	External assurance		About the report	External Assurance	15
2-6	Activities, value chain and other business relationships		Suzlon at a Glance	Suzlon in Brief	28
2-7	Employees		Human Capital Development	Our Employees	228
2-8	Workers who are not employees	Not applicable. We do not employ permanent workers at Suzlon. Our Value chain workers are workers of our value chain partners whose work is not directly controlled by us			
2-9	Governance structure and composition		Our Governance Structure	Board of Directors; Board Profiles	74, 76
2-10	Nomination and selection of the highest governance body		Our Governance Structure	Board Nomination and Selection	79
2-11	Chair of the highest governance body		Our Governance Structure	Board of Directors	74
2-12	Role of the highest governance body in overseeing the management of impacts		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
2-13	Delegation of responsibility for managing impacts		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
2-14	Role of the highest governance body in sustainability reporting		Our Governance Structure; Suzlon's Sustainability Approach	Role of the Board in Ensuring Sustainable Development; Sustainability Governance	82, 44
2-15	Conflicts of interest		Business Ethics	Managing Conflicts of Interest	108
2-16	Communication of critical concerns		Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
2-17	Collective knowledge of the highest governance body		Our Governance Structure	Enhancing the Collective Knowledge of the Board	80
2-18	Evaluation of the performance of the highest governance body		Our Governance Structure	Performance Evaluation	88
2-19	Remuneration policies		Our Governance Structure	Board Remuneration	87
2-20	Process to determine remuneration		Our Governance Structure	Board Remuneration	87
2-21	Annual total compensation ratio		Our Governance Structure	Board Remuneration	87
2-22	Statement on sustainable development strategy		Leadership message	Leadership message	16
2-23	Policy commitments		Our Policies	Our New Policies; A snapshot of all our policies	92, 93
2-24	Embedding policy commitments			Strengthening Our Governance; Environmental Stewardship; Our People Our Strength	70, 116, 222
2-25	Processes to remediate negative impacts		Engaging Our Stakeholders and Materiality Approach	Managing Impacts, Risks, and Opportunities Associated with Material Topics; Feedback & Grievance Redressal at Suzlon	60, 69
2-26	Mechanisms for seeking advice and raising concerns		Business Ethics	Business Ethics- Our Approach; Whistleblowing Mechanisms	105, 109

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
2-27	Compliance with laws and regulations		Business Ethics	Compliance with Laws and Regulations	110
2-28	Membership associations		Suzlon at a Glance	Memberships and Associations	36
2-29	Approach to stakeholder engagement		Engaging Our Stakeholders and Materiality Approach	Stakeholder Engagement Process	54
2-30	Collective bargaining agreements		Human Rights	Freedom of Association and Collective Bargaining	277
3-1	Process to determine material topics		Engaging Our Stakeholders and Materiality Approach	Revisiting Our Materiality Assessment; Addressing our Critical Material Issues	57, 66
3-2	List of material topics		Engaging Our Stakeholders and Materiality Approach	Revisiting Our Materiality Assessment	57
3-3	Management of material topics			Strengthening Our Governance; Environmental Stewardship; Our People Our Strength	70, 116, 222
201-1	Direct economic value generated and distributed		Suzlon at a Glance	Economic Performance	39
201-2	Financial implications and other risks and opportunities due to climate change		Climate Change and Emissions Management	Financial Quantification of Climate-Related Risks and Opportunities	148
201-3	Defined benefit plan obligations and other retirement plans		Employee Wellbeing	Beneficial Wellbeing	271
201-4	Financial assistance received from government		Suzlon at a Glance	Economic Performance	39
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Diversity, Equity, and Inclusion	Diversity Data	249
202-2	Proportion of senior management hired from the local community		Diversity, Equity, and Inclusion	DEIB Pillars: Deepening Inclusivity from Hiring to Retiring	244

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
203-1	Infrastructure investments and services supported		Corporate Social Responsibility	CSR Focus Areas and Model for Value Creation	299
203-2	Significant indirect economic impacts		Climate Change and Emissions Management	Transitions Risks; Transition Opportunities; Financial Quantification of Climate-Related Risks and Opportunities	144, 145, 148
204-1	Proportion of spending on local suppliers		Sustainable Supply Chain	Sustainable Supply Chain- Performance Highlights: FY 24-25	327
205-1	Operations assessed for risk related to corruption		Business Ethics	Anti-Bribery, Anti-Corruption	106
205-2	Communication and training about anti-corruption policies and procedures		Business Ethics	Communication and Training	111
205-3	Confirmed incidents of corruption and actions taken		Business Ethics	Anti-Bribery, Anti-Corruption; Compliance with Laws and Regulations	106, 110
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		Business Ethics	Compliance with Laws and Regulations	110
207-1	Approach to tax		Tax Transparency	Tax Transparency	113
207-2	Tax governance, control, and risk management		Tax Transparency	Tax Transparency	113
207-3	Stakeholder engagement and management of concerns related to tax		Tax Transparency	Tax Transparency	113
207-4	Country-by-country reporting		Tax Transparency	Tax Transparency	113
301-1	Materials used by weight or volume		Materials Management	Materials Consumption	218
301-2	Recycled input materials used		Materials Management	Reducing Virgin Material Dependence; Materials Consumption	218

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
301-3	Reclaimed products and their packaging materials		Materials Management	Materials Consumption	218
302-1	Energy consumption within the organization		Energy Management	Energy Consumption	169
302-2	Energy consumption outside of the organization	The information is currently unavailable as we are in the process of collating and calculating data on energy consumption outside the organization.			
302-3	Energy intensity		Energy Management	Energy Intensity	171
302-4	Reduction of energy consumption		Energy Management	Energy Management	164
302-5	Reductions in energy requirements of products and services		Energy Management	Strategic Capital Investments	168
303-1	Interactions with water as a shared resource		Water Management	Water Management- Our Approach; Water Conservation Measures	174, 176
303-2	Management of water discharge-related impacts		Water Management	Water Quality	183
303-3	Water withdrawal		Water Management	Water Withdrawal	180
303-4	Water discharge		Water Management	Water Discharge	182
303-5	Water Consumption		Water Management	Water Consumption	181
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity-value outside protected areas		Biodiversity – Protection and Conservation	Managing Biodiversity Risks	209
304-2	Significant impacts of activities, products, and services on biodiversity		Biodiversity – Protection and Conservation	Managing Biodiversity Risks	209
304-3	Habitats protected or restored		Biodiversity – Protection and Conservation	Community Partnerships for Biodiversity Resilience	210

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
304-4	IUCN red list species and national conservation list species with habitats in areas affected by operations		Biodiversity – Protection and Conservation	Managing Biodiversity Risks	209
305-1	Direct (Scope 1) GHG emissions		Emissions Management	Scope 1 Emissions	159
305-2	Energy indirect (Scope 2) GHG emissions		Emissions Management	Scope 1 Emissions; Scope 2 Emissions	159, 160
305-3	Other indirect (Scope 3) GHG Emissions		Emissions Management	Scope 3 Emissions	161
305-4	GHG emissions intensity		Emissions Management	Emissions Intensity	161
305-5	Reduction of GHG emissions		Emissions Management	Emissions Management	157
305-6	Emissions of ozone-depleting substances (ODS)		Emissions Management	Air Emissions	163
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions		Emissions Management	Air Emissions	163
306-1	Waste generation and significant waste-related impacts		Waste Management: Driving Circularity Across Operations	Waste Generation	196
306-2	Management of significant waste-related impacts		Waste Management: Driving Circularity Across Operations	Designing for Circularity	187
306-3	Waste generated		Waste Management: Driving Circularity Across Operations	Waste Generation	196
306-4	Waste diverted from disposal		Waste Management: Driving Circularity Across Operations	Waste Disposal	197
306-5	Waste directed to disposal		Waste Management: Driving Circularity Across Operations	Waste Disposal	197
308-1	New suppliers that were screened using environmental criteria		Sustainable Supply Chain	Supplier Selection and Onboarding	327

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
308-2	Negative environmental impacts in the supply chain and actions taken		Sustainable Supply Chain	Highlights of ESG assessments – Environmental and Social for FY 24-25	332
401-1	New employee hires and employee turnover		Human Capital Development; Diversity, Equity, and Inclusion	Attracting Talent; Attrition; Diversity Data	232, 239, 249
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Employee Wellbeing	Beneficial Wellbeing	271
401-3	Parental leave		Employee Wellbeing	Beneficial Wellbeing	271
402-1	Minimum notice periods regarding operational changes		Human Rights	Protecting People and Promoting Equity; Freedom of Association and Collective Bargaining	276, 277
403-1	Occupational health and safety management system		Occupational Health & Safety	Our Approach to Health and Safety; Deepening a Safety Culture	283, 292
403-2	Hazard identification, risk assessment and incident investigation		Occupational Health & Safety	Our Approach to Health and Safety; Deepening a Safety Culture	283, 292
403-3	Occupational health services		Occupational Health & Safety	Our Approach to Health and Safety; Promoting A 'Safety First' Culture	283, 288
403-4	Worker participation, consultation and communication on occupational health and safety		Occupational Health & Safety	Safety Governance at Suzlon; Promoting A 'Safety First' Culture	282, 288
403-5	Worker training on occupational health and safety		Occupational Health & Safety	Safety Practices	285
403-6	Promotion of worker health		Occupational Health & Safety	Safety Practices	285
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Occupational Health & Safety	Our Approach to Health and Safety	283

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
403-8	Workers covered by an occupational health and safety management system		Occupational Health & Safety	Our Approach to Health and Safety	283
403-9	Work-related injuries		Occupational Health & Safety	Our Approach to Health and Safety; Deepening a Safety Culture	283, 292
403-10	Work-related ill health		Occupational Health & Safety	Our Approach to Health and Safety; Deepening a Safety Culture	283, 292
404-1	Average hours of training per year per employee		Learning & Development	Training Performance	261
404-2	Programs for upgrading employee skills and transition assistance programs		Learning & Development	Learning and Development (L&D) Programs	254
404-3	Percentage of employees receiving regular performance and career development reviews		Learning & Development	Performance Evaluation	254
405-1	Diversity of governance bodies and employees		Our Governance Structure	Board Diversity	79
405-2	Ratio of basic salary and remuneration of women to men		Diversity, Equity, and Inclusion	Diversity Data	249
406-1	Incidents of discrimination and corrective actions taken		Business Ethics	Anti-Discrimination	111
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Human Rights; Sustainable Supply Chain	Freedom of Association and Collective Bargaining; Highlights of ESG assessments – Environmental and Social for FY 24-25	277, 332
408-1	Operations and suppliers at significant risk for incidents of child labor		Human Rights; Sustainable Supply Chain	Human Rights Due Diligence and Monitoring; Human Rights Grievance Redressal; Supplier Selection and Onboarding	276, 278, 327

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Chapter	Report Section	Page Number
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		Human Rights; Sustainable Supply Chain	Human Rights Due Diligence and Monitoring; Supplier Selection and Onboarding	276, 327
410-1	Security personnel trained in human rights policies or procedures		Human Rights	Human Rights Training	277
411-1	Incidents of violations involving rights of indigenous peoples		Human Rights	Indigenous People and Vulnerable Groups	277
413-1	Operations with local community engagement, impact assessments and development programs		Corporate Social Responsibility	Stakeholder Consultation and Community Engagement; Community Support and Grievance Resolution	302, 306
413-2	Operations with significant actual and potential negative impacts on local communities		Corporate Social Responsibility	Societal Empowerment in Action	308
414-1	New suppliers that were screened using social criteria		Sustainable Supply Chain	Supplier Selection and Onboarding	327
414-2	Negative social impacts in the supply chain and actions taken		Highlights of ESG assessments – Environmental and Social for FY 24-25	Supplier Selection and Onboarding	327
415-1	Political contributions		Business Ethics	Managing Conflicts of Interest	108
416-1	Assessment of the health and safety impacts of product and service categories		Product Stewardship	Strengthening Product Stewardship	122
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Product Stewardship	Product Safety, Transparency and Lifecycle Communication	129
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Customer Relationship Management; Data Privacy and Cybersecurity	Consumer Health and Safety; Cybersecurity Governance	336, 115

TCFD Mapping









Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Section	Report Chapter	Page Number
Governance a)	Board update frequency on climate issues		Role of the Board in Ensuring Sustainable Development	Our Governance Structure	82
Governance a)	Board consideration of climate in strategy, risk, and planning		Role of the Board in Ensuring Sustainable Development	Our Governance Structure	82
Governance a)	Board oversight of climate targets and progress		Role of the Board in Ensuring Sustainable Development	Our Governance Structure	82
Governance b)	Management roles & reporting lines on climate issues		Role of the Board in Ensuring Sustainable Development	Our Governance Structure	82
Governance b)	Processes to inform management on climate issues		Role of the Board in Ensuring Sustainable Development	Our Governance Structure	82
Governance b)	Management monitoring of climate issues		Role of the Board in Ensuring Sustainable Development	Our Governance Structure	82
Strategy a)	Definition of short-, medium-, and long-term horizons		Physical Risk and Mitigation Measures and Transition Risk and Opportunities	Climate Change Action and Emissions Management	135, 142
Strategy a)	Climate issues by time horizon (short/medium/long)		Physical Risk and Mitigation Measures and Transition Risk and Opportunities	Climate Change Action and Emissions Management	135, 142
Strategy a)	Process to determine material climate risks & opportunities		Risk Management	Climate Change Action and Emissions Management	133
Strategy b)	Climate impacts on business, strategy, and financial planning		Physical Risk and Mitigation Measures and Transition Risk and Opportunities	Climate Change Action and Emissions Management	135, 142
Strategy b)	Transition plan and GHG reduction commitments		Decarbonization Strategy and Way Forward	Climate Change Action and Emissions Management	151
Strategy b)	Climate issues in financial planning & prioritization			Climate Change Action and Emissions Management	131
Strategy b)	Impact of climate issues on financial performance & position			Climate Change Action and Emissions Management	131

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Section	Report Chapter	Page Number
Strategy c)	Strategy resilience under climate scenarios (2°C or lower)		Physical Risk and Mitigation Measures and Transition Risk and Opportunities	Climate Change Action and Emissions Management	135, 142
Risk a)	Process for identifying and assessing climate risks		Risk Management	Climate Change Action and Emissions Management	133
Risk a)	Consideration of regulatory & external climate factors		Risk Management	Climate Change Action and Emissions Management	133
Risk a)	Process for assessing scope/scale of climate risks & risk definitions		Risk Management	Climate Change Action and Emissions Management	133
Risk b)	Risk management processes for climate risks (mitigate/accept/transfer)			Climate Change Action and Emissions Management	131
Risk c)	Integration of climate risk into overall risk management			Climate Change Action and Emissions Management	131
Metrics & Targets a)	Internal carbon price & opportunity metrics	ICP Shadow price is available but have chosen not to report it		Environmental Stewardship	117
Metrics & Targets a)	Historical & forward-looking climate metrics		Emissions Management, Energy Consumption, Water Withdrawal, Water Consumption, Waste Generation	Climate Change Action and Emissions Management, Energy Management, Water Management, Waste Management	157, 169, 180, 181, 196
Metrics & Targets a)	Climate performance metrics in remuneration policies			Climate Change Action and Emissions Management	131
Metrics & Targets a)	Key metrics for climate risks & opportunities (incl. resource use)		Emissions Management, Energy Consumption, Water Withdrawal, Water Consumption, Waste Generation	Climate Change Action and Emissions Management, Energy Management, Water Management, Waste Management	157, 169, 180, 181, 196

Standard Disclosure	Disclosure Title	Justification for Omission / Remarks	Report Section	Report Chapter	Page Number
Metrics & Targets b)	Scope 1, 2, and 3 GHG emissions & efficiency ratios		Emissions Management	Climate Change Action and Emissions Management	157
Metrics & Targets b)	Historical GHG emissions data & methodologies		Emissions Management	Climate Change Action and Emissions Management	157
Metrics & Targets c)	Key climate-related targets (GHG, energy, water, etc.)			Climate Change Action and Emissions Management, Energy Management, Water Management, Waste Management	157, 164, 173, 185
Metrics & Targets c)	Target details (absolute/intensity, timeframe, base year, KPIs)			Climate Change Action and Emissions Management, Energy Management, Water Management, Waste Management	157, 164, 173, 185
Metrics & Targets c)	Interim climate targets (medium- and long-term)	Interim target not defined currently		Environmental Stewardship	117
Metrics & Targets c)	Methodologies for calculating climate targets	Suzlon to confirm reason		Environmental Stewardship	117

SDG Mapping

SDG	Description	Report Section	Page Number
	SDG 1: No Poverty End poverty in all its forms everywhere	Corporate Sustainable Responsibility	296
	SDG 2: Zero Hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Corporate Social Responsibility	296
	SDG 3: Good – Health & Well - Being Ensure healthy lives and promote well-being for all at ages	Human Capital Development, Employee Well-being, Occupational Health & Safety, Corporate Social Responsibility	225, 265, 281, 296
	SDG 4: Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Learning & Development, Corporate Social Responsibility	252, 296
	SDG 5: Gender Equality Achieve gender equality and empower all women and girls	Our Governance Structure; Diversity, Equity, and Inclusion;	73, 241
	SDG 6: Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all	Water Management, Corporate Social Responsibility	173, 296
	SDG 7: Affordable and Clean Energy Ensure access to affordable, reliable, sustainable, and modern energy for all.	Product Stewardship, Climate Change and Emissions Management, Corporate Social Responsibility	120, 131, 296
	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 & Safety	225, 273, 281
	SDG 9: Industry, Innovation, and Infrastructure Build Resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Product Stewardship	120

SDG	Description	Report Section	Page Number
	SDG 10: Reduced Inequalities Reduce Inequality within and among countries	Human Rights	273
	SDG 11: Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient, and sustainable	Corporate Social Responsibility	296
	SDG 12: Responsible Consumption and Production Ensure sustainable consumption and production patterns	Product Stewardship, Climate Change and Emissions Management, Waste Management: Driving Circularity Across Operations, Materials Management, Corporate Social Responsibility, Sustainable Supply Chain Management, Customer Relationship Management	120, 131, 185, 215, 296, 326, 335
	SDG 13: Climate Action Take urgent action to combat climate change and its impacts	Product Stewardship, Climate Change and Emissions Management, Waste Management: Driving Circularity Across Operations, Biodiversity – Protection and Conservation, Corporate Social Responsibility	120,131, 185, 200, 296
	SDG 14: Life Below Water Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Product Stewardship, Water Management, Corporate Social Responsibility	120,173, 296
	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	Product Stewardship, Biodiversity – Protection and Conservation, Corporate Social Responsibility	120, 200, 296
	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 Structure, Risk Management, Business Ethics, Data Privacy and Cybersecurity	73, 96, 104, 114
	SDG 17: Partnership for the Goals Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Corporate Social Responsibility	296

UNGC Principles Mapping

Principle No.	UNGC Principle	Report Section	Page Number
HUMAN RIGHTS			
1	Businesses should support and respect the protection of internationally proclaimed human rights	Human Rights, Sustainable Supply Chain	273, 326
2	Make sure that they are not complicit in human rights abuses	Human Rights, Sustainable Supply Chain	273, 326
LABOUR			
3	Businesses should uphold the freedom of association and effectively recognize the right to collective bargaining.	Human Rights, Sustainable Supply Chain	273, 326
4	Elimination of all forms of forced and compulsory labor	Human Rights, Sustainable Supply Chain	273, 326
5	Effective abolition of child labor	Human Rights, Sustainable Supply Chain	273, 326
6	Elimination of discrimination in respect of employment and occupation	Business Ethics	104
ENVIRONMENT			
7	Businesses should support a precautionary approach to environmental challenges	Product Stewardship, Climate Change and Emissions Management, Energy Management, Water Management, Waste Management: Driving Circularity Across Operations, Biodiversity – Protection and Conservation, Materials Management	120,131, 164, 173, 185, 200, 215
8	Undertake initiatives to promote greater environmental responsibility	Product Stewardship, Climate Change and Emissions Management, Energy Management, Water Management, Waste Management: Driving Circularity Across Operations, Biodiversity – Protection and Conservation, Materials Management	120,131, 164, 173, 185, 200, 215
9	Encourage the development and diffusion of environmentally friendly technologies.	Product Stewardship, Climate Change and Emissions Management, Energy Management, Water Management, Waste Management: Driving Circularity Across Operations, Biodiversity – Protection and Conservation, Materials Management	120,131, 164, 173, 185, 200, 215
ANTI - CORRUPTION			
10	Businesses should work against corruption in all forms, including extortion and bribery	Business Ethics	104

WEF – ESG Mapping

Pillar	Theme	Disclosure Title	Report Chapter	Report Section	Page Number
Principles of Governance	ESG Governing Purpose	Setting purpose	Suzlon at Glance	Vision, Mission & Corporate Values	30
	ESG Governing Purpose	Purpose-led management	Suzlon at Glance	Vision, Mission & Corporate Values	30
	ESG Employment and wealth generation	Economic Contribution	Suzlon at Glance	Economic Performance	39
	ESG Employment and wealth generation	Significant indirect economic impacts	Suzlon at Glance	Economic Performance	39
	ESG Wealth creation and employment	Financial investment contribution disclosure	Suzlon at Glance	Economic Performance	39
	ESG Innovation in better products and services	Social value generated	Suzlon at Glance	Economic Performance	39
	ESG Innovation in better products and services	Total R&D expenses	Suzlon at Glance	Economic Performance	39
	ESG Innovation in better products and services	Vitality Index	Suzlon at Glance	Economic Performance	39
	ESG Quality of Governing Body	Progress against strategic milestones	Suzlon's Sustainability Approach	Delivering on Our ESG Ambition	46
	ESG Stakeholder Engagement	Material issues impacting stakeholders	Engaging Our Stakeholders and Materiality Approach	Revisiting our Materiality Assessment Process	57
Strengthening Our Governance	ESG Risk and Opportunity Oversight	Economic, environmental, and social topics in capital allocation framework	Our Governance Structure	Role of the Board in Ensuring Sustainable Development	82
	ESG Quality of Governing Body	Governance body composition	Our Governance Structure	Board Of Directors, Board Profiles	74, 76
	ESG Quality of Governing Body	Remuneration	Our Governance Structure	Board Remuneration	87
	ESG Risk and Opportunity Oversight	Integrating risk and opportunity into business process	Risk Management	Risk Matrix	100
	ESG Ethical Behaviour	Alignment of strategy and policies to lobbying	Business Ethics	Our Approach	105
	ESG Ethical Behaviour	Protected ethics advice and reporting mechanisms	Business Ethics	Whistleblowing Mechanisms	109

Pillar	Theme	Disclosure Title	Report Chapter	Report Section	Page Number
	ESG Ethical Behaviour	Monetary losses from unethical behaviour	Business Ethics	Compliance With Laws and Regulations	110
	ESG Ethical Behaviour	Anti-corruption	Our Governance Structure	Business Ethics	106
	ESG Community and social vitality	Total tax paid	Our Governance Structure	Tax Transparency	113
	ESG Community and social vitality	Total and additional tax breakdown by country for significant locations	Our Governance Structure	Tax Transparency	113
Environmental Stewardship	ESG Innovation	Better products and services	Product Stewardship	Future-Ready Solutions: Innovation-Driven Product Stewardship	127
	ESG Climate change	TCFD implementation	Climate Change Action and Emissions Management	Performance Highlights: FY24-25	134
	ESG Climate change	Paris-aligned GHG emissions targets	Climate Change Action and Emissions Management	Climate Risk Assessment	134
	ESG Climate change	Greenhouse Gas	Climate Change Action and Emissions Management	Climate Risk Assessment	134
	ESG Climate change	Impact of Greenhouse gas emissions	Climate Change Action and Emissions Management	Climate Risk Assessment	134
	ESG Fresh water availability	Impact of freshwater consumption and withdrawal	Water Management	Water Withdrawal	180
	ESG Fresh water availability	Water consumption and withdrawal in water-stressed areas	Water Management	Water Withdrawal	180
	ESG Solid waste	Single use plastics	Waste Management	Waste Management	185
	ESG Solid waste	Impact of solid waste disposal	Waste Management	Waste Management	185
	ESG Solid waste	Impact of solid waste disposal	Waste Management	Waste Management	185
	ESG Nature loss	Land use and ecological sensitivity	Biodiversity	Community Partnerships for Biodiversity Resilience	210
	ESG Resource availability	Resource circularity	Materials Management	Reducing Virgin Material Dependence	218

Pillar	Theme	Disclosure Title	Report Chapter	Report Section	Page Number
Our People Our Strength	ESG Dignity and equality	Diversity and inclusion	Human Capital Development	Our Employees	228
	ESG Employment and wealth generation	Absolute number and rate of employment	Human Capital Development	Attracting Talent	232
	ESG Employment and wealth generation	Absolute number and rate of employment	Human Capital Development	Attrition	239
	ESG Dignity and equality	Wage Level	Diversity, Equity, & Inclusion	Diversity, Equity, & Inclusion	241
	ESG Dignity and equality	Pay Gap %	Diversity, Equity, & Inclusion	Diversity, Equity, & Inclusion	241
	ESG Dignity and equality	Pay Equality	Diversity, Equity, & Inclusion	Diversity, Equity, & Inclusion	241
	ESG Dignity and equality	Living Wage	Diversity, Equity, & Inclusion	Diversity, Equity, & Inclusion	241
	ESG Dignity and equality	Pay Gap %	Diversity, Equity, & Inclusion	Diversity, Equity, & Inclusion	241
	ESG Skills for the future	Training provided	Learning and Development	Learning and Development (L&D) Programs	254
	ESG Skills for the future	Number of Unfilled 'Skilled' Positions	Learning and Development	Training Performance	261
	ESG Skills for the future	Monetized Impacts of Training	Learning and Development	Training Performance	261
	ESG Health & wellbeing	Well-Being	Employee Wellbeing	Employee Wellbeing	265
	ESG Dignity and equality	Freedom of Association and Collective Bargaining at Risk	Human Rights	Performance Highlights: FY 24-25, Human Rights Due Diligence and Monitoring, Freedom of Association and Collective Bargaining, Human Rights Grievance Redressal, Compensation and Fair Pay	275, 276, 277, 278, 279
	ESG Dignity and equality	Human rights review, grievance impact and modern slavery	Sustainable Supply Chain	Highlights of ESG assessments – Environmental and Social for FY 24-25	332
	ESG Employment and wealth generation	Infrastructure investments and services supported	Corporate Social Responsibility	CSR Focus Areas and Model for Value Creation	299
	ESG Community and social vitality	Total social investment	Corporate Social Responsibility	Corporate Social Responsibility	296

IFC Performance Standards

IFC Performance Standards	Indicator Description	Report Chapter	Report Section	Page Number
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Stakeholder Engagement	Engaging Our Stakeholders and Materiality Approach	Stakeholder Engagement Matrix	55
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Ongoing Reporting to Affected Communities	Engaging Our Stakeholders and Materiality Approach	Feedback & Grievance Redressal at Suzlon	69
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	External Communications and Grievance Mechanisms	Engaging Our Stakeholders and Materiality Approach	Feedback & Grievance Redressal at Suzlon	69
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Policy	Our Policies	Our Policies	91
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Environmental and Social Assessment and Management System	Risk Management	Risk Control and Management Policy; Risk Management Process	98,
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Identification of Risks and Impacts	Risk Management	Enterprise Risk Management; Risk Management Process	97, 98
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Management Programs	Risk Management	Risk Management Process	98
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Organizational Capacity and Competency	Risk Management	Enterprise Risk Management	97
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Emergency Preparedness and Response	Risk Management	Risk Control and Management Policy	98
PS 1: Assessment and Management of Environmental and Social Risks and Impacts	Monitoring and Review	Risk Management	Risk Management Process	98
PS 3: Resource Efficiency and Pollution Prevention	Resource Efficiency	Climate Change and Emissions Management; Water Management; Waste Management: Driving Circularity Across Operations	Decarbonization Strategy and Way Forward; Water Conservation Measures; Waste Disposal	151, 176, 197
PS 3: Resource Efficiency and Pollution Prevention	Pollution Prevention	Water Management	Water Discharge	182

IFC Performance Standards	Indicator Description	Report Chapter	Report Section	Page Number
PS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources	General	Biodiversity – Protection and Conservation	Managing Biodiversity Risks	209
PS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources	Management of Ecosystem Services	Biodiversity – Protection and Conservation	Managing Biodiversity Risks	209
PS 2: Labor and Working Conditions	Working Conditions and Management of Worker Relationship	Human Capital Development; Human Rights	Attrition; Freedom of Association and Collective Bargaining; Human Rights Grievance Redressal	239, 277, 278
PS 2: Labor and Working Conditions	Protecting the Work Force	Human Rights	Human Rights Due Diligence and Monitoring	276
PS 2: Labor and Working Conditions	Workers Engaged by Third Parties	Human Rights	Extending Protection to Third-Party Workers	276
PS 7: Indigenous Peoples	Indigenous Peoples	Human Rights	Our Approach; Indigenous People and Vulnerable Groups; Free, Prior, and Informed Consent (FPIC) framework;	273, 277, 278
PS 4: Community Health, Safety, and Security	Security Personnel	Human Rights	Human Rights Training	277
PS 2: Labor and Working Conditions	Occupational Health and Safety	Occupational Health and Safety	Deepening a Safety Culture	292
PS 2: Labor and Working Conditions	Supply Chain	Sustainable Supply Chain	Supplier Selection and Onboarding	327
PS 4: Community Health, Safety, and Security	Community Health and Safety	Product Stewardship; Customer Relationship Management	Our Approach; Consumer Health and Safety	121, 336
PS 5: Land Acquisition and Involuntary Resettlement	Project Design	Human Rights	Our Approach	273
PS 7: Indigenous Peoples	Avoidance of Adverse Impacts	Human Rights	Our Approach	273
PS 7: Indigenous Peoples	Mitigation and Development Benefits	Human Rights	Indigenous People and Vulnerable Groups	277
PS 8: Cultural Heritage	Protection of Cultural Heritage in Project Design and Execution	Human Rights	Our Approach	273
PS 8: Cultural Heritage	Project's Use of Cultural Heritage	Human Rights	Our Approach	273

SASB Mapping

Code/ Indicator	Topic	Activity Metric	Unit of Measure	Justification for Omissions	Response	Report Section	Report Chapter	Page Number
RR0103-02	Design to Mitigate Community & Ecological Impacts	Average A-weighted sound power of wind turbines, by wind turbine class	dB(A)	-	106.5 dB (A)	-	-	
RR0103-03	Design to Mitigate Community & Ecological Impacts	Backlog cancellations associated with community or ecological impacts	Presentation currency	-	There was no backlog cancellations associated with community or ecological impacts	-	-	
RR0103-A	Wind Energy Activity	Number of delivered wind turbines, by wind turbine class	Number	-	Wind Turbine Class: IECS Nos: 533	-	-	
RR0103-B	Wind Energy Activity	Aggregate capacity of wind turbines delivered by wind turbine class	Megawatts (MW)	-	Wind Turbine Class: IECS MW: 1550	-	-	
RR0103-C	Wind Energy Activity	Amount of turbine backlog	Presentation currency	Not reported due to confidentiality constraints, however Suzlon secured more than 5 GW orders.	-	-	-	
RR0103-D	Wind Energy Activity	Aggregate capacity of turbine backlog	Megawatts (MW)	-	5025	-	-	
RR0103-04	Design to Mitigate Community & Ecological Impacts	-	-	-	-	Biodiversity – Protection and Conservation	Biodiversity – Protection and Conservation	209
RR0103-05	Materials Efficiency	-	-	-	-	Materials Consumption	Materials Management	218
RR0103-06	Materials Efficiency	-	-	-	-	Materials Management	Materials Management	215
RR0103-07	Materials Efficiency	-	-	-	-	Materials Management	Materials Management	215
RR0103-08	Materials Efficiency	-	-	-	-	Materials Consumption	Materials Management	218
RR0103-09	Materials Efficiency	-	-	Not applicable	-	-	Materials Management	
RR0103-10	Materials Efficiency	-	-	-	-	Materials Consumption	Materials Management	218
RR0103-01-1	Workforce Health & Safety	-	-	-	-	Deepening a safety culture	Occupational Health & Safety	292

Annexure- ESG Databook

(WEF DISCLOSURE STANDARDS – ESG Fresh water Availability; IFRS RT-CH- 140a(1); GRI 306-4)

Water Withdrawal	FY 23–24	FY 24–25
Total water withdrawal from all areas		
WTG Manufacturing	1,47,443	1,52,557
WTG Projects	14,827	6,803
WTG OMS	1,07,490	52,679
SE Forge	39,420	43,800
Total	3,09,180	2,55,839
Total water withdrawal from water stress regions		
WTG Manufacturing	14,147	27,348
WTG Projects	0	1,068
WTG OMS	35,545	16,776
SE Forge	0	-
Total	49,692	45,192
Percentage of water withdrawal from water stress regions		
WTG Manufacturing	10%	18%
WTG Projects	0.0%	16%
WTG OMS	33.1%	32%
SE Forge	0.0%	0%
Total	16%	18%

Water Consumption (kL)	FY 23–24	FY 24–25
Total water consumption from all areas		
WTG Manufacturing	50,338	1,27,694
WTG Projects	14,847	3,029
WTG OMS	85,288	30,872
SE Forge	39,420	43,800
Total	1,89,893	2,05,396
Total water consumption from water-stressed regions		
WTG Manufacturing	14,147	23,231
WTG Projects	0	68
WTG OMS	24,254	9,554
SE Forge	0	-
Total	38,401	32,853
Percentage of water consumption from water-stressed regions		
WTG Manufacturing	28%	18%
WTG Projects	0%	2%
WTG OMS	28%	31%
SE Forge	0%	0%
Total	20%	16%

Water Consumption by Source	FY 23–24	FY 24–25
Total water consumption from all areas		
Surface water	-	-
Groundwater	64,765	129,087
Third-party water	1,21,113	76,309
Harvested rainwater	4,016	0
Total	1,89,893	2,05,396
Total water consumption from water stress regions		
Surface water	-	-
Groundwater	7,564	18,142
Third-party water	30,837	14,711
Harvested rainwater	0	0
Total	38,401	32,853

Water Discharge (kL)	FY 23–24	FY 24–25
Total water discharge from all areas		
WTG Manufacturing	96,494	24,863
WTG Projects	0	3,774
WTG OMS	2,998	21,807
SE Forge	10,453	0
Total	109,945	50,443
Total water discharge from water-stressed regions		
WTG Manufacturing	5,853	4,117
WTG Projects	0	1,000
WTG OMS	3	7,222
SE Forge	0	0
Total	5,856	12,339
Percentage of water discharge from water stress regions		
WTG Manufacturing	6.1%	17%
WTG Projects	0%	26%
WTG OMS	0.1%	33%
SE Forge	0%	0%
Total	5%	24%

Waste Type	FY23-24	FY24-25
Non-Hazardous Waste		
WTG Manufacturing	5,419	13,259
WTG Projects	16	28
WTG OMS	1,625	285
SE Forge	11,577	11,282
Total	18,637	24,854
Hazardous Waste		
WTG Manufacturing	2,859	3,892
WTG Projects	2	12
WTG OMS	1,884	1,564
SE Forge	442	85
Total	5,187	5,554

Hazardous Waste Disposal Category	FY 23–24	FY 24–25
Incineration (without energy recovery) (MT)		
WTG Manufacturing	1,538.64	435
WTG Projects	0	0
WTG OMS	452.56	0
SE Forge	1.06	4
Total	1,992.26	439
Landfilling (MT)		
WTG Manufacturing	-	-
WTG Projects	-	-
WTG OMS	-	-
SE Forge	-	1,777
Total	-	1,777

Waste Type Diverted from Disposal	FY 24-25
Hazardous waste sent for co-processing (MT)	
WTG Manufacturing	3,457
WTG Projects	11
WTG OMS	1,012
SE Forge	78
Total	4,557
Non-Hazardous waste sent for co-processing (MT)	
WTG Manufacturing	13,080
WTG Projects	17
WTG OMS	266
SE Forge	9,483
Total	22,846

Business Activity	Energy Intensity (in GJ/MW or GJ/Tonnes) – FY23-24	Energy Intensity (in GJ/MW or GJ/Tonnes) – FY24-25
WTG Manufacturing (Dispatched)	111.3 GJ/MW	78 GJ/MW
WTG Projects (Installed)	3.9 GJ/MW	5 GJ/MW
WTG OMS (Running Fleet)	0.7 GJ/MW	165.7 GJ/MW
SE Forge (Metal poured and rolled)	4.8 GJ/Tonnes	6.47 GJ/Tonnes

Note: The intensity for WTG OMS has been calculated based on the cumulative installed capacity base.

Scope 1 and Scope 2 Emissions Intensity by Output

Business Activity	Emissions Intensity (tCO ₂ e/unit) FY23-24	Emissions Intensity (tCO ₂ e/unit) FY24-25
Dispatched WTG Manufacturing (MW)	18.3	29.63
Installed WTG Projects (MW)	0.4	1.34
Running Fleet WTG OMS	0.1	3.3
Tonnes of metal poured and rolled SE Forge	0.8	0.91
Revenue from operations	0.000000696	0.00000045

Permanent Employees by Age Group

Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
<30 Years	29%	36%	39%	42%
30-50 Years	63%	56%	54%	52%
>50 Years	8%	7%	7%	7%

Permanent Employees by Business vertical and gender

Category	FY 21–22	FY 22–23	FY 23–24	FY 24–25
WTG Manufacturing	1,254	1,229	1,530	1,685
Male	1,187	1,157	1,439	1,534
Female	67	72	91	151
WTG Projects	407	408	48	61
Male	395	392	45	58
Female	12	16	3	3
WTG OMS	3,020	3,626	3,910	4,420
Male	3,001	3,605	3,862	4,276
Female	19	21	48	144
SE Forge	508	443	481	496
Male	496	431	469	480
Female	12	12	12	16

Permanent Employees by Business vertical and age group

Category	FY 23–24	FY 24–25
WTG Manufacturing	1,530	1,685
<30 Years	308	382
30-50 Years	1027	1,100
>50 Years	195	203
WTG Projects	48	61
<30 Years	5	5
30-50 Years	35	42
>50 Years	8	14
WTG OMS	3,910	4,420
<30 Years	1861	2,213
30-50 Years	1853	2,003
>50 Years	196	204
SE Forge	481	496
<30 Years	164	167
30-50 Years	290	303
>50 Years	27	26



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INDEPENDENT ASSURANCE STATEMENT

Independent Assurance Statement to Suzlon Energy Ltd on its GHG Inventory for FY 24-25

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 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 2024 to 31st March 2025. 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 24-25 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

GHG Assurance Statement

Suzlon Energy Ltd

Suzlon One Earth,
Tupe Patil Rd, Keshav Nagar, Hadapsar,
Pune, Maharashtra 411028

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 2024 to 31st March 2025. 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

Locations	Actual emission (tCo2)
Scope 1 emission (Group level)	9,002
Scope 2 emission (Group level)	39,924

Scope 3 Data

Locations	Actual emission (tCo2)
Cat 1: Purchased goods and services	7,26,253.05
Cat 2: Capital goods	8,712.59
Cat 3: Fuel & energy related activities (not in Scope 1 & 2)	10,014.21
Cat 4: Upstream transportation and distribution	19,229.70
Cat 5: Waste generated in operations	874.41
Cat 6: Business travel	750.28
Cat 6: Business hotel stays	1,585.98
Cat 7: Employee commuting	1,116.24
Cat 8: Upstream leased assets	3,775.28
Cat 9: Downstream transportation and distribution	5,088.54
Cat 10: Processing of sold products	2,838.67
Cat 11: Use of sold products	506.82
Cat 12: End-of-life treatment of sold products	14,705.86
Cat 15: Investments	1.05
Scope 3 emission (Group level)	7,95,452.67

Verification Statement no: BA_ESG_2402811_GHG_V1
Statement Date: 18th July 2025



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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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 2024 to 31st March 2025. The reporting scope and boundaries include Suzlon offices, plants, projects and OMS sites spread across the Suzlon Energy Limited (SEL), Suzlon Renewable Development Limited (SRDL), and SE Forge Limited (SE Forge) and this is aligned with the GHG inventory consolidation approach.

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

Locations	Actual emission (tCo2)
Scope 1 emission (Group level)	9,002
Scope 2 emission (Group level)	39,924



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Scope 3 Data

Locations	Actual emission (tCo2)
Cat 1: Purchased goods and services	7,26,253.05
Cat 2: Capital goods	8,712.59
Cat 3: Fuel & energy related activities (not in Scope 1 & 2)	10,014.21
Cat 4: Upstream transportation and distribution	19,229.70
Cat 5: Waste generated in operations	874.41
Cat 6: Business travel	750.28
Cat 6: Business hotel stays	1,585.98
Cat 7: Employee commuting	11,116.24
Cat 8: Upstream leased assets	3,775.28
Cat 9: Downstream transportation and distribution	5,088.54
Cat 10: Processing of sold products	2,838.67
Cat 11: Use of sold products	506.82
Cat 12: End-of-life treatment of sold products	14,705.86
Cat 15: Investments	1.05
Scope 3 emission (Group level)	7,95,452.67

For and on behalf of SGS India Private Limited

	
<p>Ashwini K. Mavinkurve, Technical reviewer Head – ESG & Sustainability Services, SGS India Pune, India 18th July, 2025</p>	<p>Abhijit M. Joshi Lead Verifier – ESG & Sustainability Services, SGS India Pune, India Team Members: Ajinkya Sambre</p>



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INDEPENDENT REASONABLE ASSURANCE STATEMENT

Independent Reasonable Assurance Statement to Suzlon Energy Ltd on its Sustainability Report for the FY 2024-25

**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, 2024, to March 31, 2025. 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), 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 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, 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'. Our evidence-gathering procedures were designed to obtain a 'Reasonable' level of assurance, which is a high level of assurance but is not 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



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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, 2024, to March 31, 2025. The reporting scope and boundaries include Suzlon offices, plants, projects and OMS sites spread across the Suzlon Energy Limited (SEL), Suzlon Renewable Development Limited ((formerly Suzlon Gujarat Wind Park Limited) ("SRDL" or "SGWPL"), 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 $\pm 5\%$ 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.

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
Energy	302-1 to 302-5
Water and Effluents	303-1 to 303-5
Biodiversity	304-1 to 304-4
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
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
	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



Indicator	IFC Disclosure
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
Strategy	Management monitoring of climate issues
	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
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



Indicator	ESRS Disclosure
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), 22(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

• **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 delivered wind turbines, 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
Planet	Integrating risk and opportunity into the business process
	Greenhouse gas (GHG) emissions
	Product Innovation
	Solid waste
	Resource availability
People	Land use and ecological sensitivity
	Water consumption and withdrawal in water-stressed areas
	Diversity and inclusion
	Pay equality
	Wage level
Prosperity	Risk of incidents of child, forced or compulsory labour
	Health and Safety
	Training provided
	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 recognise 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.



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• **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

For and on behalf of SGS India Private Limited

	
<p>Ashwini K. Mavinkurve, Technical reviewer Head – ESG & Sustainability Services, SGS India Pune, India 29th September, 2025</p>	<p>Abhijit M. Joshi Lead Verifier – ESG & Sustainability Services, SGS India Pune, India Team Members: Ajinkya Sambre</p>

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