

July 30, 2026

To
The Manager,
Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai - 400 001
Scrip Code: 544277

To
The Manager,
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, C-1 Block G,
Bandra - Kurla Complex, Bandra (East)
Mumbai - 400 051
Trading Symbol: WAAREEENER

Dear Sir/Madam,

Subject: Analysts/Institutional Investors Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Investors/ Earnings Presentation for the Quarter ended June 30, 2026. The Company will use this presentation for the Earnings Call scheduled today, i.e., July 30, 2026 at 11:00 AM. (IST) with analysts/institutional investors.

The above information is also available on the website of the Company i.e. www.waaree.com.

Kindly take the information on record.

**Thanking you,
Yours faithfully,**

For Waaree Energies Limited

**Rajesh Ghanshyam Gaur
Company Secretary & Compliance Officer
M.No. A34629**

WAAREE Energies Ltd.

Registered Office:

602, Western Edge – 1, Western Express Highway, Borivali (E), Mumbai – 400 066, INDIA.

Tel: +91-22-6644 4444. Fax: +91-22-6644 4400.

Email: waaree@waaree.com. Website: www.waaree.com

Corporate Identity Number: L29248MH1990PLC059463

Earning Presentation | Q1FY27

One Integrated Energy Ecosystem

Manufacturing | EPC Services | Infrastructure Platform



Safe Harbour

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Waaress Energies Limited (WEL)** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation, or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties, and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the Company’s ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cashflows, the Company's market preferences, and its exposure to market risks, as well as other risks. The Company's actual results, levels of activity, performance, or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.

All Maps used in the Presentation are not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness, or completeness.

Table of Contents

03 Quarterly Overview

12 Strategic Roadmap

16 Business Segments Updates

28 Company Overview

42 Sustainability

45 Historical Financials



Quarterly Overview



Strong Performance. Consistence Growth



Q1FY27 Consol Highlights



₹7,932 Cr

Revenue from operations

+79.2% YoY



₹1,440 Cr

Operating EBITDA

+44.4% YoY | 18.2% Margin



₹892 Cr

Profit after Tax

+15.4% YoY | 11.0% Margin

Strategic Edge



~₹61,500 Cr

Order Book¹



~26 GW

Module Capacity

Largest Non-Chinese Company in the World[#]



5.4 GW

Cell Capacity

India's Largest

Strong Return Ratios



-0.08x

Net Debt to Equity[^]



28.5%

ROCE^{*}



24.8%

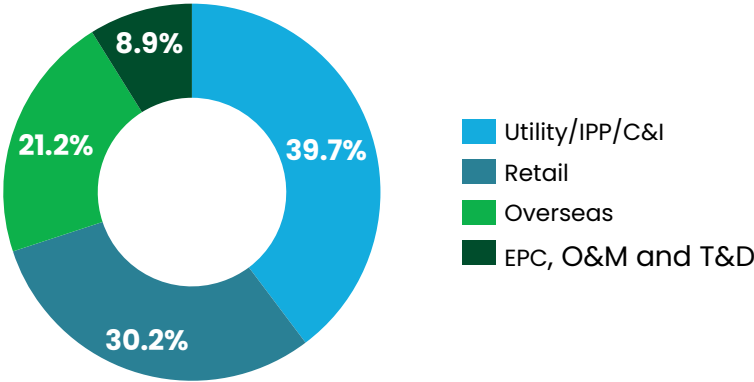
ROE^{*}

*Calculations based on trailing 12M numbers and adjusted for unutilized portion of IPO proceeds; # Courtesy BNEF and Internal Assessment; 1. For WEL solar manufacturing + WRTL + Others (Transformer, Battery, Inverter & Electrolyser) as on 28th July 2026; ^ As on 30th June 2026

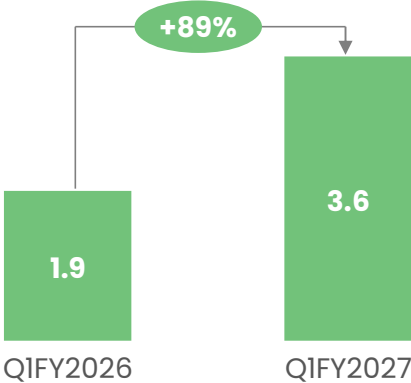
Healthy Revenue mix with Retail Continues to take Strong Strides



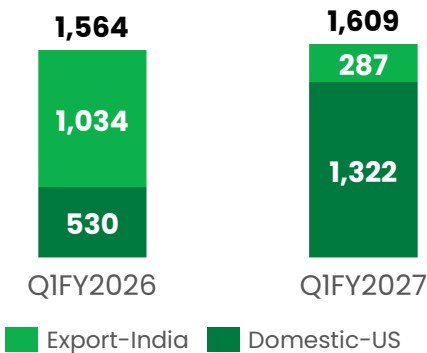
Diversified Revenue Mix (Q1 FY2027)



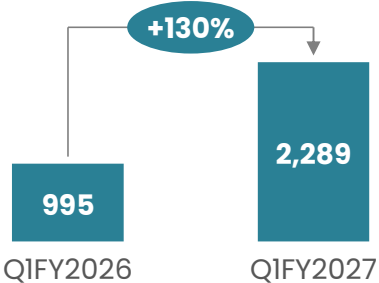
Module Sold (GW)



Overseas Revenue Break-up (₹ Cr)



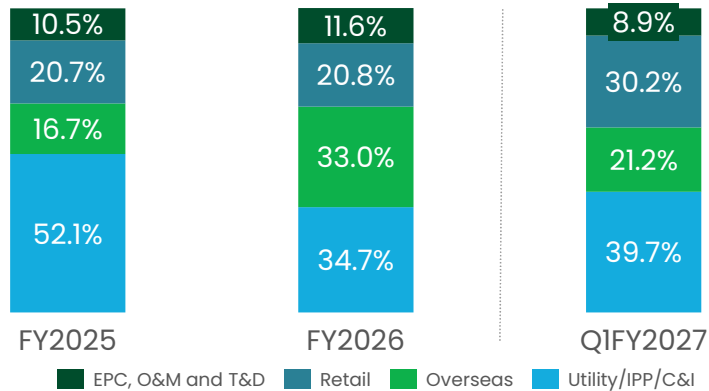
Retail Revenue (₹ Cr)



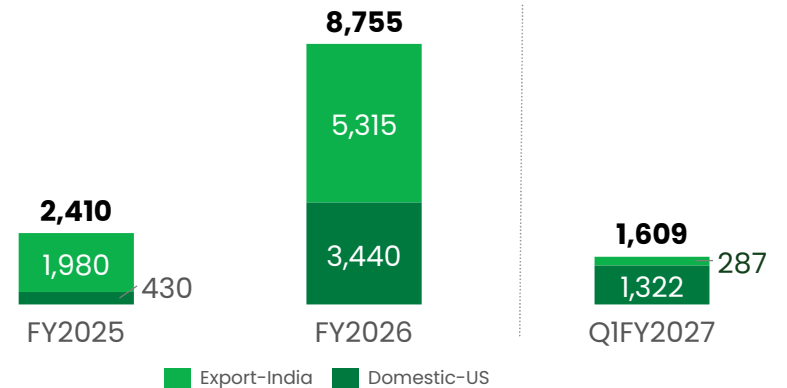
Retail Revenue Heading Towards ₹9,000-₹10,000Cr in FY27

Growing Scale with De-concentration

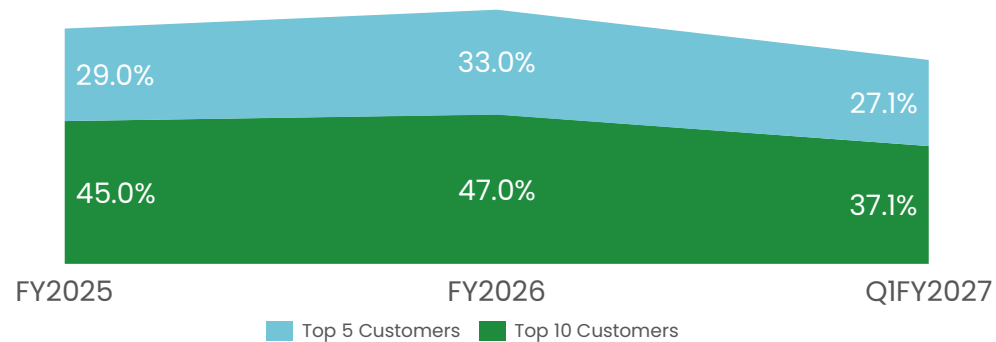
Diversified Revenue Mix (%)



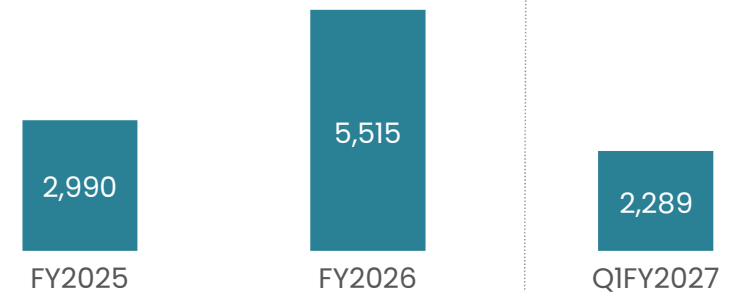
Overseas Revenue Break-up (₹ Cr)



Concentration Mix (%)

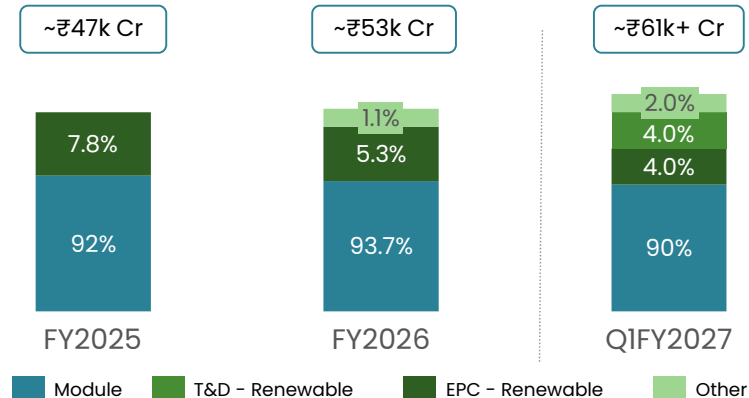


Retail Revenue (₹ Cr)



Order Book Continues to Strengthen

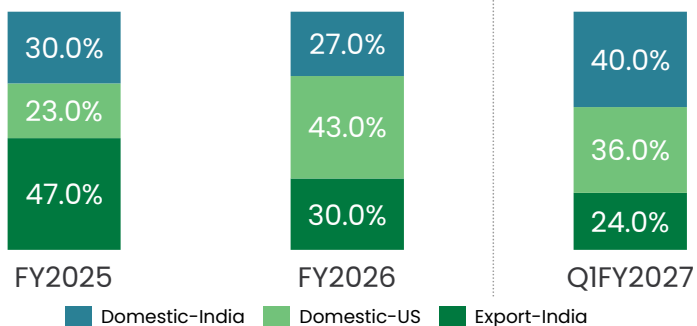
Total Order Book Mix (%)



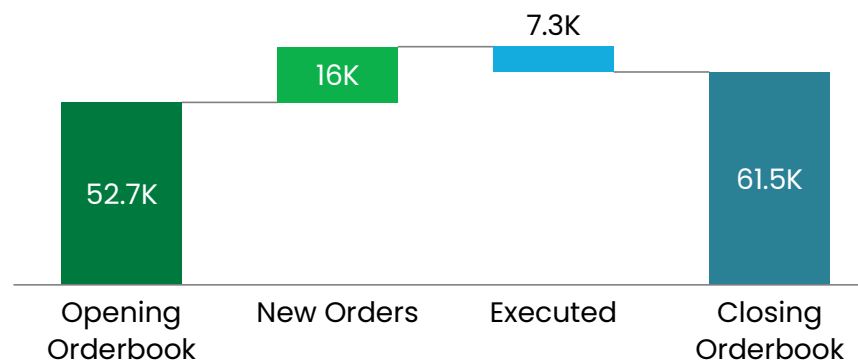
Module Order Book (GW)



Geographical Order Mix (%)

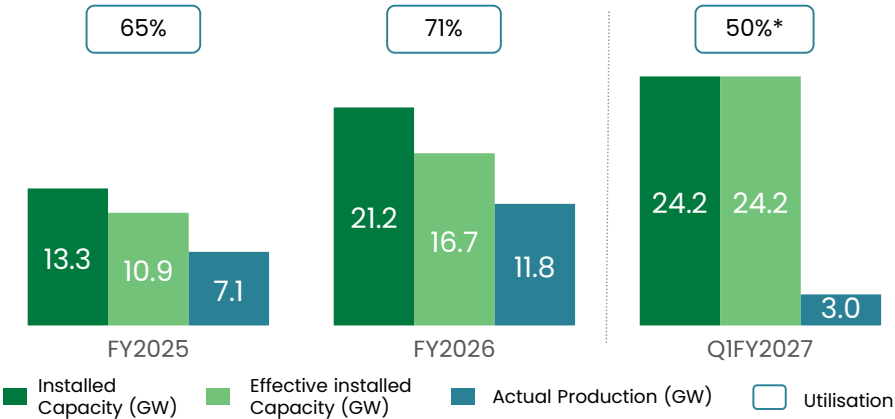


Order Book Movement (₹ Cr)

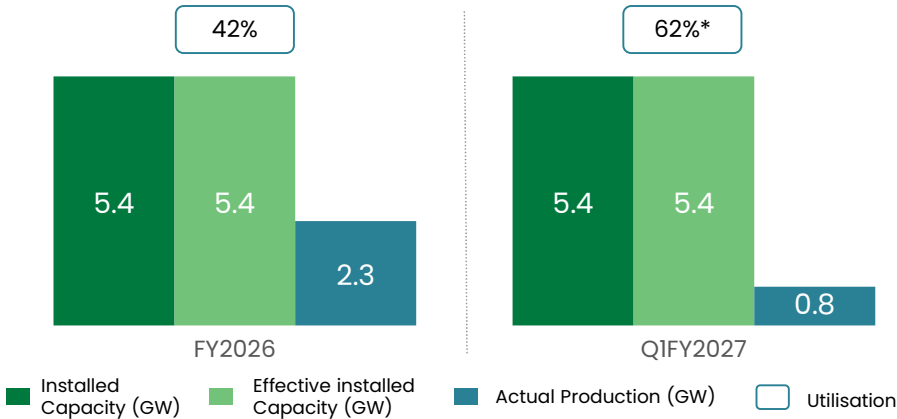


Scaling Capacity Accelerating Growth

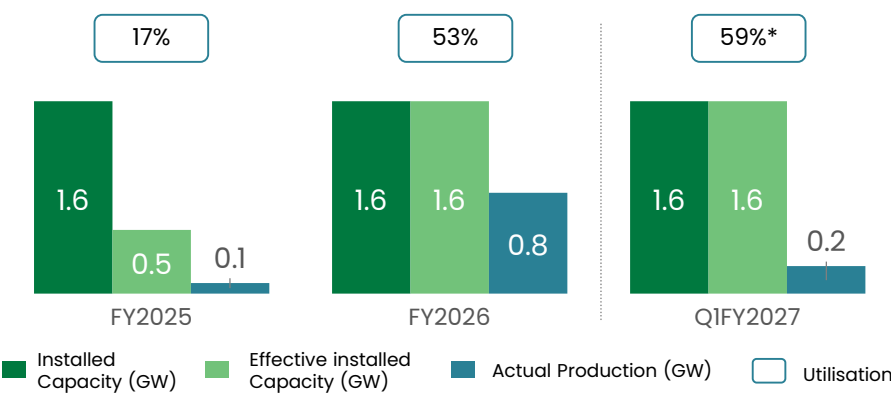
Module Capacity (GW) – India



Cell Capacity (GW) – India



Module Capacity (GW) – USA



* Q1FY2027 numbers are annualized

Maximizing Momentum: Key Company Updates



Capacity Expansion

Commissioned additional module capacity of 3 GW at Samakhiali, Gujarat in April 2026

Waaree Energy Storage Solutions commenced 5.15 GWh automated BESS container capacity (vs. 3.5 GWh planned).

Waaree Transpower received approval and started production of its 17.6 MVA inverter duty transformer

EPC & Services

Waaree RTL received 1,520 MWh BESS EPC order

Waaree RTL signed an ECI agreement for a utility-scale solar PV project integrated with BESS in New Zealand

Waaree RTL received 2 ground mounted solar EPC 800 MWac

Other Update

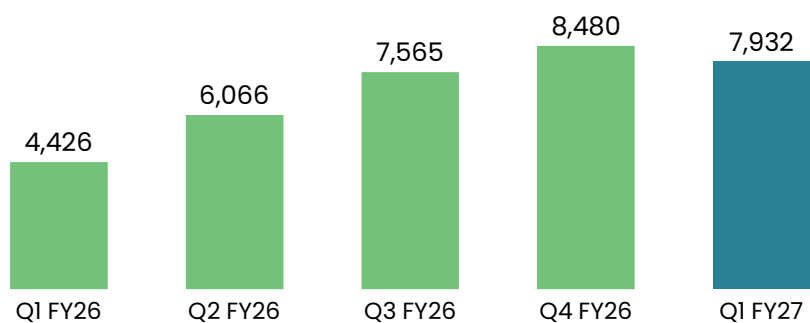
Waaree Group Secures First HJT Module order of 125 MW HJT Module Order under Waaree Solar Americas

Waaree RTL acquired ~55% equity stake in Associated Power Structures Pvt. Ltd. (APSPL) for ~₹1,225 crore

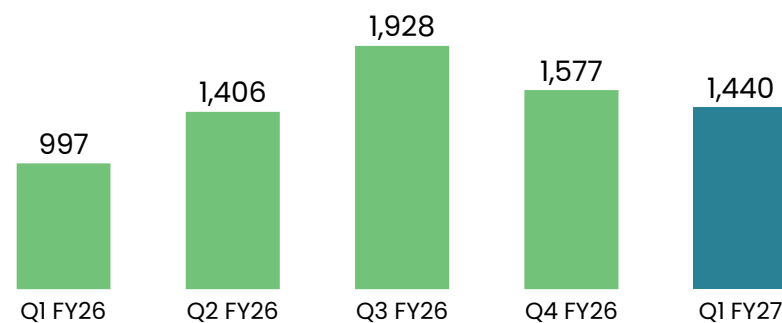
Reaffirming Operating EBITDA Guidance for FY27: ₹7,000 – 7,700 Cr

Demonstrating Sustainable Growth Over Quarters

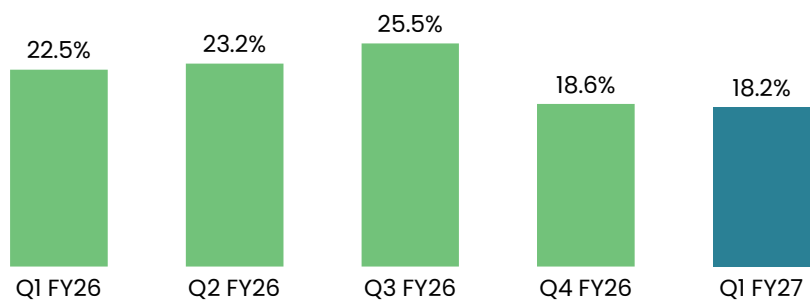
Revenue from Operations (₹ Cr)



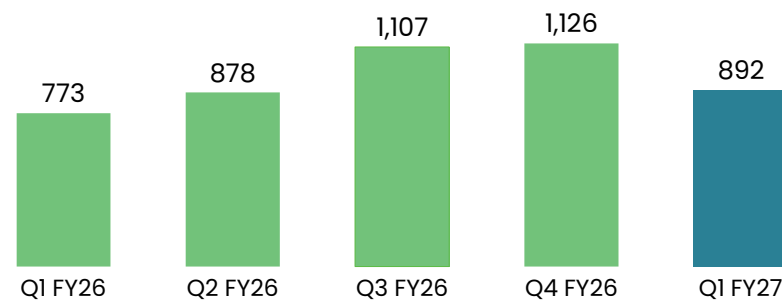
Operating EBITDA (₹ Cr)



Operating EBITDA Margin (%)



Profit After Tax (₹ Cr)



Consolidated Profit and Loss Statement

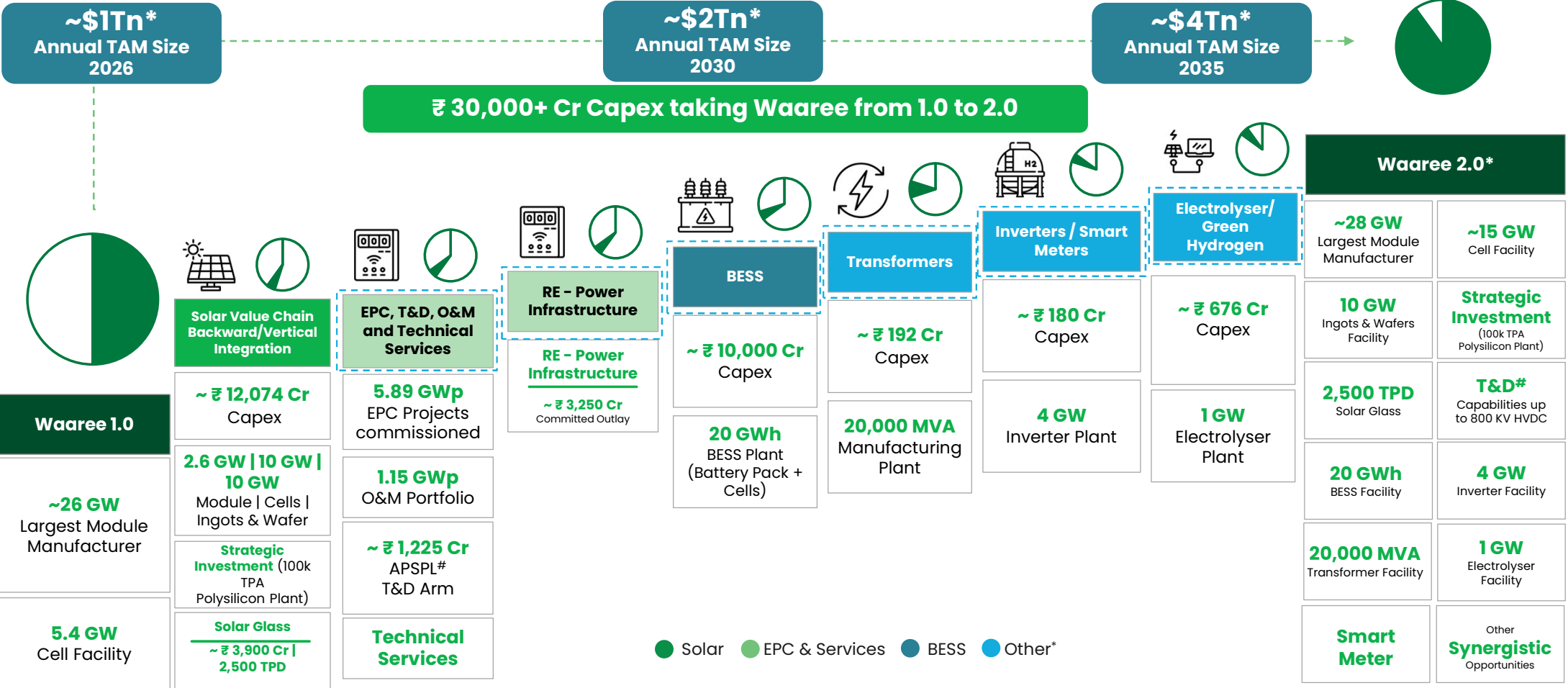


Particulars (₹ Cr)	Q1 FY2027	Q1 FY2026	Y-O-Y	Q4 FY2026	Q-O-Q
Revenue from Operation	7,931.79	4,425.83	79.22%	8,480.25	-6.47%
Cost of materials consumed	4,843.93	2,962.43		6,738.63	
Purchases of stock-in-trade	525.46	614.02		-256.42	
Changes in inventories of finished goods, stock in trade & work in progress	97.41	-760.07		-702.61	
Other manufacturing and EPC project expenses	416.2	185.27		473.26	
Employee benefits expense	169.86	135.28		143.71	
Sales, administration and other expenses	439.01	291.58		506.93	
Operating EBITDA	1,439.92	997.32	44.38%	1,576.76	-8.68%
% Margin	18.15%	22.53%		18.59%	
Depreciation and amortization expense	329.98	182.06		300.64	
Finance costs	70.37	43.25		47.89	
Other Income	170.81	171.35		179.73	
Profit before tax and exceptional items	1,210.38	943.36	28.31%	1,407.95	-14.03%
Exceptional items	0.00				
Profit before tax (after exceptional items)	1,210.38	943.36		1,407.95	
Tax expenses	318.51	170.47		281.69	
PAT	891.87	772.89	15.39%	1,126.26	-20.81%
% Margin	11.01%	16.81%		13.01%	

Strategic Roadmap – Building the New Energy Value Chain



Emerging as India's Only Fully Integrated Energy Transition Player



End-to-end integration. Unmatched scale. Waaree expands its offerings to deepen client wallet share and lead India's green revolution

Represents Waaree Energies post completion of committed Capex; The stated capex correspondence to the total planned capacity, part of which is already operational, *Include Inverters, Transformers & Electrolyser
Represents Associated Power Structures Private Limited investment; * Total Addressable Market (TAM) size at the end of 2025, 2030, and 2035 based on industry sources and Internal Assessment

Capital Allocation Strategy

5 PILLARS OF CAPITAL STRATEGY



Asset Allocation

Solar: 51% | Services: 14% | BESS: 32% | Others: 3%

Leadership in solar and services while accelerating expansion into BESS, inverters, renewable infrastructure, and the broader energy ecosystem.



Partnership & Tech Tie-ups

Solar | BESS | Inverter | Electrolysers

First-mover advantage driven by technology partnerships across Solar, BESS, Inverters & Electrolysers and early adoption of G12/G12R & HJT.



Policy-Led, Capital-Efficient Growth

- Capital de-risking via favourable Government Policy framework
- ROCE and ROE accretive
- Disciplined capital allocation
- Expansion backed by strong order visibility



Phasing:

FY27: 30% | FY28: 40% | FY29: 30%

Optimized deployment of capital to ensure limited risks and calibrate early results, additional capital deployment only post pre-defined milestones are achieved



Funding

- Strong operating cash flow
- Advances from customer
- Significant cash balance

STATUS OF PROJECTS ANNOUNCED

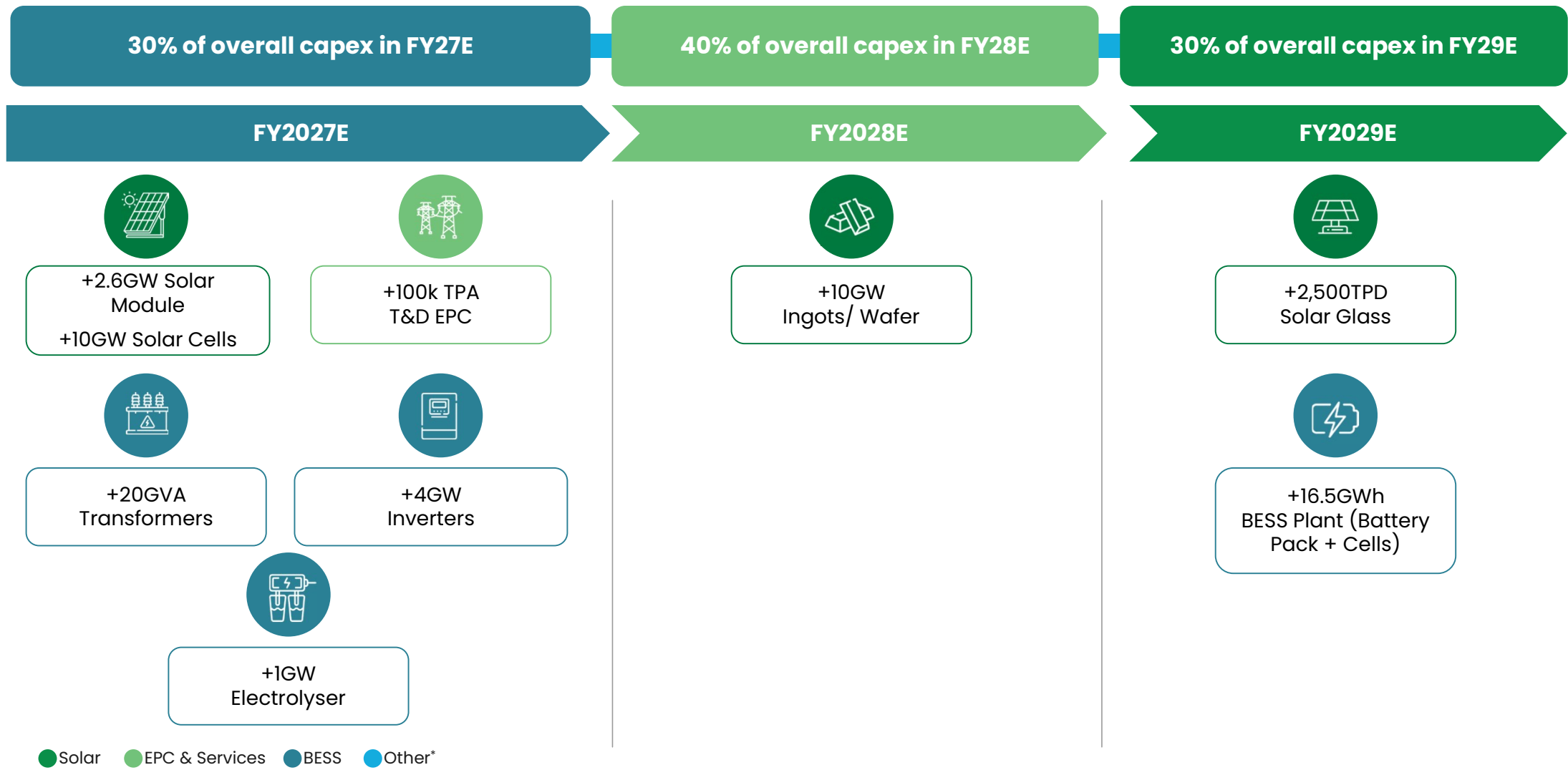
Solar Value Chain¹	₹ 12,047 Cr	₹ 4,429 Cr	₹ 7,645 Cr	C S
Solar Glass	₹ 3,900 Cr	₹ 309 Cr	₹ 3,591 Cr	S
RE-Power Infrastructure & T&D	₹ 4,475 Cr	₹ 2,770 Cr	₹ 1,705 Cr	
BESS	₹ 10,000 Cr	₹ 1,398 Cr	₹ 8,602 Cr	S
Transformer	₹ 192 Cr	₹ 192 Cr		
Inverter	₹ 180 Cr	₹ 159 Cr	₹ 21 Cr	S
Electrolyser	₹ 676 Cr	₹ 193 Cr	₹ 483 Cr	C S
Total	₹ 31,497 Cr	₹ 9,450 Cr	₹ 22,047 Cr	C S

Capital Deployed* (as on 30th June 2026) **Balance Capex**

● Solar
 ● EPC & Services
 ● BESS
 ● Other*
 C Central Subsidy including PLI
 S State Subsidy

Capital Deployed is calculated using Gross Block plus CWIP; * Include Inverters, Transformers & Electrolyser; Includes strategic investment in United Solar Holding in OMAN

Phased Capacity Expansion to Build an Integrated Energy Transition Platform



*Include Inverters, Transformers & Electrolyser

Business Segments Update

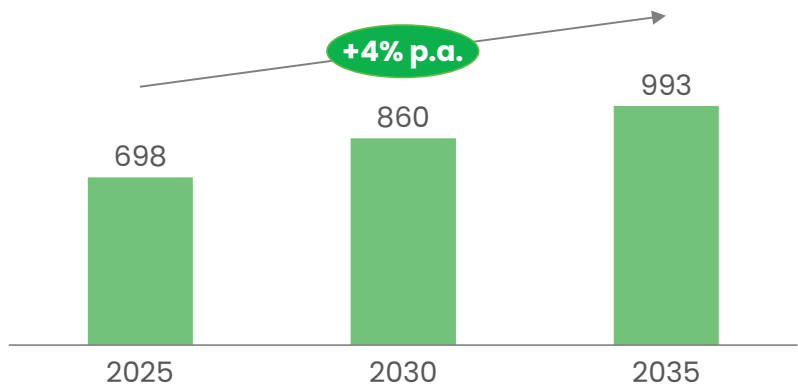


Solar: Demand Outlook Set for Sustained Long-Term Stability

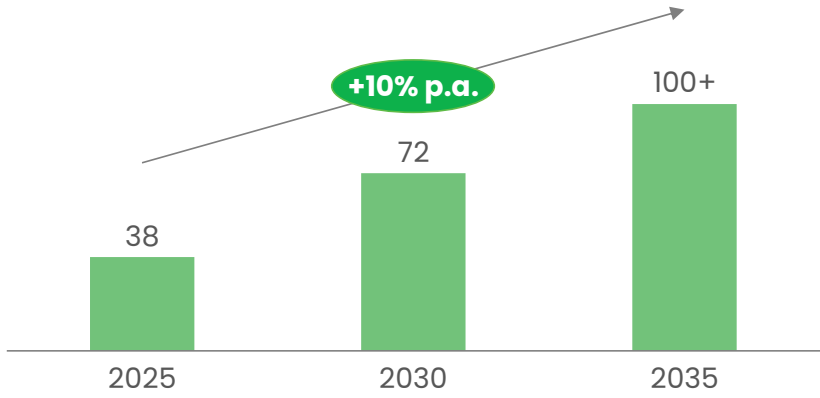


From Foundation to Leadership – A Decade of Accelerated Growth

Global Annual Solar Addition (GW)



India Annual Solar Addition (GW)



Global Growth Drivers



Energy Transition
Global Solar Capacity surpassed the 3 TW milestone in early 2026



Data Centers
Data Center Physical Infras. market posted 28% YoY growth to \$12bn in Q1'26



Grid Investments
Stronger transmission and storage buildout



India Growth Drivers



Energy Transition
26GW solar added in H1'26 vs 18GW in H1'25



AI / Data Centers
Growing demand from digital economy



Grid Investments
~\$100B in transmission, battery storage & pumped hydro



Energy Security and Decarbonization Continue to Accelerate Solar Adoption

Source: MNRE; SEIA; PIB; Reuters and Industry sources; Internal Assessment

Continuous Policy Tailwinds to Favor Integrated Local Manufacturers

	India	Global
 Solar	Manufacturing-led Incentive Stack - PLI incentive for high-efficiency solar PV modules; ALMM Lists I-III; 20% BCD on imports - PM Surya Ghar (~US\$9bn) & PM-KUSUM – rooftop / agri solar schemes	Demand Pull and Supply-Chain Rules - US policy (IRA, UFLPA, Section 232 & FEOC) is accelerating solar deployment, domestic manufacturing, and traceable non-China supply chains - EU represents a structural opportunity for competitive manufacturer outside China which score well on reliability parameters
 EPC & Services	Grid-Evacuation Programmes - Green Energy Corridor Phase-II to add ~10,750 ckm of lines and ~27,500 MVA of substations - The National Electricity Plan to increase large transmission capacity to 168 GW by 2032	Global Grid Super-Cycle Policies - US GRIP funds grid resilience and FERC Order 1920 mandates long-term transmission planning - The EU Grids Action Plan and CEF-Energy commit €584bn+ to grids and interconnectors
 BESS	BESS Indigenization Initiatives - BESS VGF, ISTS waivers and mandatory 2-hour ESS norms are accelerating grid-scale energy storage deployment - ACC battery PLI builds local cell making, while FAME subsidies to push EV demand growth	Tax Credit and Policy Support - US IRA gives a 30% storage tax credit & EV / battery manufacturing incentives - EU battery rules plus German and Australian schemes back local supply and hydrogen
 Others	Distribution Infrastructure and Clean Fuel - Mandatory 100% grid forming inverters for upcoming BESS in India - The Green Hydrogen Mission and SIGHT fund 5 MMTPA of hydrogen and electrolyzers	Hydrogen Hub - European Union's Net-Zero Industry Act (NZIA) targets 40% domestic manufacturing of net-zero technologies, including solar inverters, by 2030 - US Clean Hydrogen Hubs and the national strategy seed large hydrogen ecosystems

Source: IEA and public sources

Notes: AT&C – Aggregate Technical & Commercial; AMI – Advanced Metering Infrastructure; SAF – Sustainable Aviation Fuel; DRI – Direct Reduced Iron; T&D – Transmission & Distribution

Differentiated Domestic Market Positioning with Deep Vertical Integration



India's largest solar module capacity — gigawatt scale achieved among the peers

Track record of delivering capacity expansion ahead of competitors

Scale as a moat: Drives procurement advantages, operational leverage, and bankability

Long-term relationships with marquee IPPs, EPCs, and institutional buyers

	Module	Cell	Ingot + Wafer	Polysilicon	Glass
WAAREE®					
Peer 1					
Peer 2					
Peer 3					
Peer 4					
Peer 5					
Peer 6					
Peer 7					

None Low Medium High

Waaree's end-to-end Integration ensures control, superior quality, lower cost and faster execution



Glass/ BOS
Upcoming (2,500TPD)



Polysilicon
Strategic stake in United Solar Holding for traceable, non-FEOC Polysilicon



Ingots
Under-construction facility of 10GW



Wafer
Under-construction facility of 10GW



Cell
Operating (5.4GW) & Upcoming (10GW)



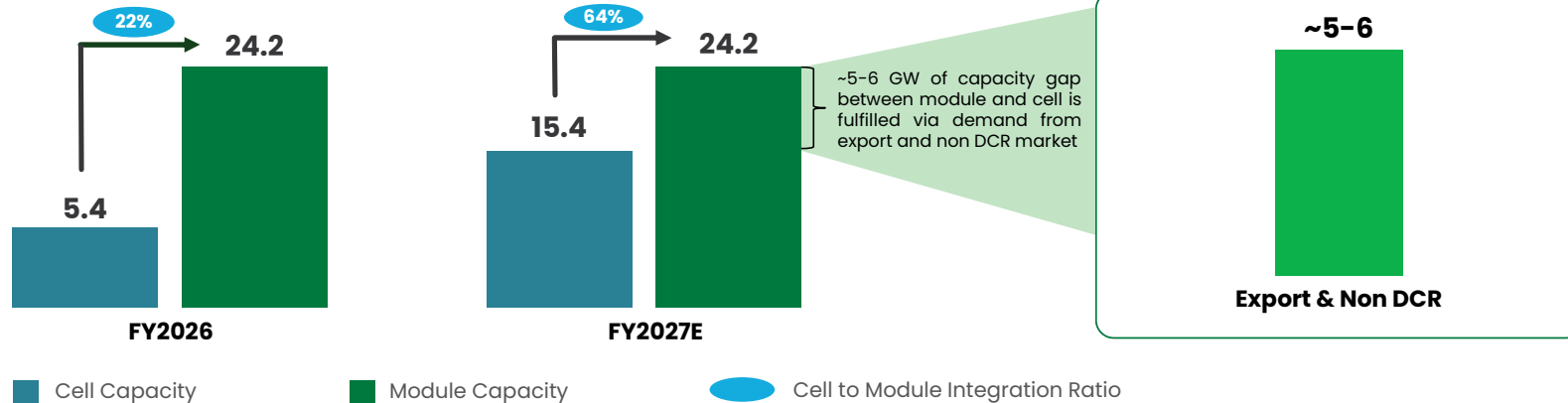
Module
Operating (25.8GW) & Upcoming (2.6GW)

Source: Industrial Sources and Internal Assessment

Notes: High refers to complete / operational. Medium refers to under-construction/ announced. Low refers to announced. None refers to segment yet not captured.

Scaled Cell Capacity to Support Margin Expansion

Waaree India Module and Cell Capacity (GW)



Unlocking Value through Cell Integration



Scaling Integration

Integration growing to 66% representing a growth of 3x



Margin Expansion

Growing cell integration will directly contribute to margin expansion



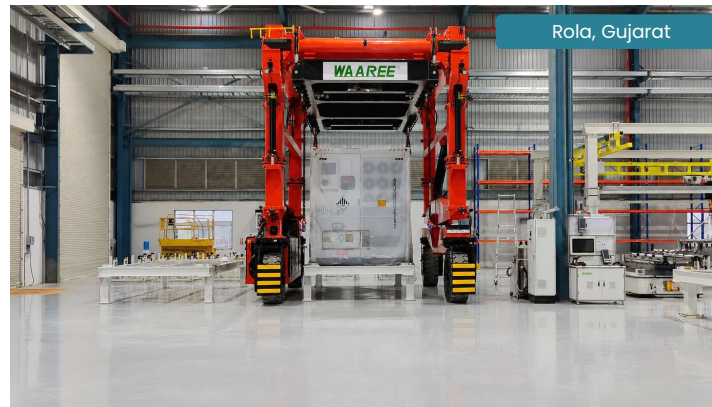
New Market Avenues

Capacity gap opens export market viz Europe, MEA and Australia and Non DCR markets like Green Hydrogen

BESS as a Core Enabler of Grid Stability and Renewable Integration



Rola, Gujarat



Rola, Gujarat



Battery Cell

Battery Pack

BESS Container

~1 TWh

Global Annual BESS Addition by 2035

~100 GWh*

India Annual BESS and EV Addition by 2035

20 GWh

Waaree's Planned Capacity by FY28

Industry Outlook

- ✓ Annual global BESS addition ~1 TWh by 2035E (247 GWh 2025)
- ✓ India BESS Installed Capacity to increase to 236 GWh by FY32 from 1.1GWh during 2025
- ✓ India to add ~80 GWh* annually between FY27-35 primarily driven by BESS and EV segment
- ✓ Backed by favorable policy tailwinds includes viability gap funding (VGF), PLI for advanced chemistry cell (ACC) & BESS and Transmission & Grid reforms
- ✓ Mandatory requirement of minimum 2 hrs duration ESS for solar PV tenders

Source: Mercom; PIB; ;CES; MNRE; * Internal Assessment

Waaree's Positioning

- ✓ Plant capacity: 20 GWh by FY28; Phase-I 3.5GWh by FY27; Phase-II 16.5 GWh by FY28
- ✓ Capex outlay of ~₹10,000 Cr and raised ~ ₹ 1,000 cr equity till date
- ✓ Facility will emerge as one of India's largest integrated Advanced Cell Chemistry Cell and Pack manufacturing hub
- ✓ Offering includes LFP Cells, Pack, Container and further backward integration to indigenize large part of the value chain
- ✓ Customers span the Residential segment as well as Commercial & Industrial (C&I) segment, includes Telecom, Data Centres, and Aerospace & Defence

Inverters: Building the Backbone of India's Energy Ecosystem



Sarodhi, Gujarat



Sarodhi, Gujarat



~\$46Bn*

Annual Global Market by 2035

~\$1.6Bn

Annual Indian Market by 2035

4GW

Waaree's Planned Capacity by FY27

Industry Outlook

- ✓ Annual global solar inverter market currently in 2025 at ~\$16Bn* is expected to grow at ~11% CAGR over next 10 years
- ✓ Annual India solar inverter market currently in 2025 at ~\$1Bn* is expected to grow at ~6%* CAGR over next 10 years
- ✓ India is seen as a reliable alternative to China for US/EU buyers due to geopolitical stability and free-market compliance
- ✓ Energy Security and Data Localization is key driver providing fillip to Make-in-India story

Waaree's Positioning

- ✓ Plant Capacity of 4 GW with capex outlay of ~₹180 cr
Commissioned Phase-I of 3 GW; Phase-II of 1 GW by FY27
- ✓ Capitalizing Waaree retail reach, providing "One Stop Shop" solutions
- ✓ Advanced manufacturing line with scalability across different inverter technologies
- ✓ Inverters are the "brain" of solar—controlling power flows and capturing critical user data; India-hosted data enables DPDP Act# readiness and builds stronger customer trust

Transformers as the Backbone of Grid Expansion and Energy Transition



Alwar, Rajasthan

~\$132Bn

Annual Global Market by 2035



Alwar, Rajasthan

~\$6.5Bn*

Annual Indian Market by 2035



20,000 MVA

Waaree's Planned Capacity

Industry Outlook

- ✓ Annual Global transformer market currently in 2025 at ~\$68Bn is expected to grow at ~7% CAGR over next 10 years
- ✓ Annual India transformer market currently in 2025 at ~\$3Bn is expected to grow at ~8% CAGR over next 10 years
- ✓ Total outlay of ~\$33Bn* under Revamped Distribution Sector Scheme (RDSS)
- ✓ Distribution Transformer sanctioned ~5.89 lacs vs installed ~1.97 lacs pointing to huge supply gap under RDSS

Waaree's Positioning

- ✓ Current Capacity – 9,530 MVA
Additional Capacity – 10,470 MVA
- ✓ Planned capex ~₹192 Cr
- ✓ Planning to expand the product portfolio: Distribution Transformers; Inverter Duty Transformers; Extra High Voltage Transformers upto 500MVA 400kV Class
- ✓ Order book of ₹295 Cr including a large order from a global MNC validating our quality benchmarks and global aspirations

Source: Precedence Research; Mordor Intelligence; MoP; # Internal Assessment
Note: (*) USD/INR – 96.00

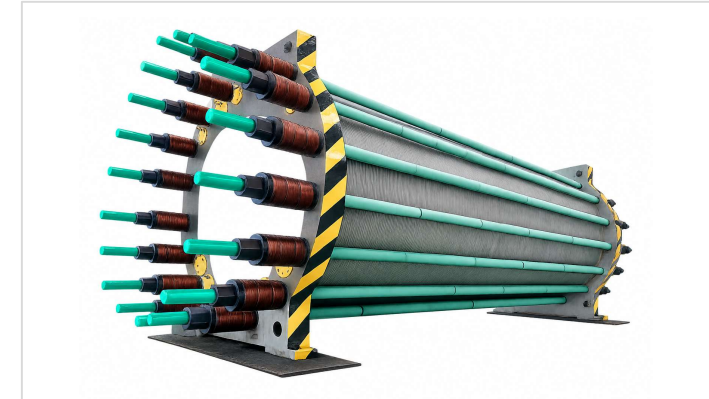
Electrolyser Scale-Up Driving the Global and India's Green Hydrogen Market



Dungri, Gujarat



Dungri, Gujarat



~\$231Bn

Annual Global Green Hydrogen Market by 2035

~\$12Bn

Annual Global Green Hydrogen Market in 2025

1 GW

Waaree's Planned Capacity by FY27

Industry Outlook

- ✓ Global Green Hydrogen market currently in 2025 at ~\$12Bn is expected to grow at ~34% CAGR over next 10 years
- ✓ Expected investment of ~\$89Bn* to support National Green Hydrogen Mission (NGHM)
- ✓ NGHM targets green hydrogen production of 5 MMTPA by 2030, equivalent to 50-75 GW# of electrolyser demand
- ✓ Target segment: Refinery, Fertilizer, Chemicals, Steel, Specialty Chemicals, Mobility

Waaree's Positioning

- ✓ Target capacity of 1 GW by FY2027 with planned capex ~₹676 Cr
- ✓ Electrolyser PLI for 300 MW worth ₹ 444 Cr and Hydrogen production PLI for 90,000 TPA worth ₹510 Cr
- ✓ Starting with electrolyser manufacturing, Build Own Operate (BOO) Projects and transitioning to green derivatives
- ✓ In India, we have already secured an order book of ~₹ 155Cr

Source: Precedence Research; IEA; PIB; MNRE; # Internal Assessment
Note: (*) USD/INR – 96.00

Waaree Green Glass – Converting Dependency into Pricing Power



~5,400 TPD

Supply Gap (India 2030)

5-Year

Anti-Dumping Duty on China/Vietnam

2,500 TPD

Waaree's Planned Capacity

Industry Outlook

- ✓ India domestic demand set to grow 7–8% CAGR through 2033; global PV glass demand projected at 1,32,000–1,41,000 TPD by 2030*
- ✓ India's PV glass demand projected at ~17,386 TPD by 2030, versus 12,000 TPD domestic capacity, leaving a ~5,400 TPD gap
- ✓ Glass accounts for ~23% of module cost and ~70% of module weight, making it a critical component influencing module quality, efficiency, and durability
- ✓ 5-Year Anti-Dumping Duty imposed on Chinese & Vietnamese solar glass (effective Dec 2024); creating a structurally protected domestic market

Waaree's Positioning

- ✓ Target plant capacity of 2,500 TPD, capacity is enough to produce ~17GW of module annually
- ✓ Planned Capex: ₹3,900 Cr
- ✓ Waaree has substantial requirement for FEOC compliant glass, ensuring offtake from day 1
- ✓ Total cost at target yield: would be cheaper than Chinese landed cost providing strong margin cushion on current pricing

* IEA Moderate Scenario; IMARC Group; DGTR; IEA 2025; Solarbe Global; Mordor Intelligence; * Internal Assessment

From Generation to Grid: EPC Fueling Renewable & T&D Growth



~\$250Bn*

Annual Global Solar EPC and O&M Market by 2035



~\$25Bn*

Annual Indian Solar EPC and O&M Market by 2035



~2.4 GWp

Waaree's Projects Under Execution

Industry Outlook

- ✓ Annual Global solar EPC and O&M market currently in 2025 at ~\$115Bn is expected to grow at ~8% CAGR over next 10 years*
- ✓ Annual India solar EPC and O&M market currently in 2025 at ~\$6Bn is expected to grow at ~6% CAGR over next 10 years*
- ✓ Robust demand for solar installations, offers a tremendous opportunities for scalable players with proven execution track record
- ✓ Indian market lacks reliable and large-scale EPC contractors in the industry

Waaree's Positioning

- ✓ Fully integrated EPC player—from concept to commissioning & O&M—with a proven track record serving marquee clients
- ✓ Executed ~6 GWp on Solar EPC with unexecuted order book of ~₹ 5,300 Cr, including ₹ 2,700 Cr+ of APSPL
- ✓ Demonstrated history of scalability and financial performance backed by an asset light business model

Source: Courtesy Bloomberg NEF; PIB; # Refers to Associated Power Structures Private Limited company acquisition * Internal Assessment

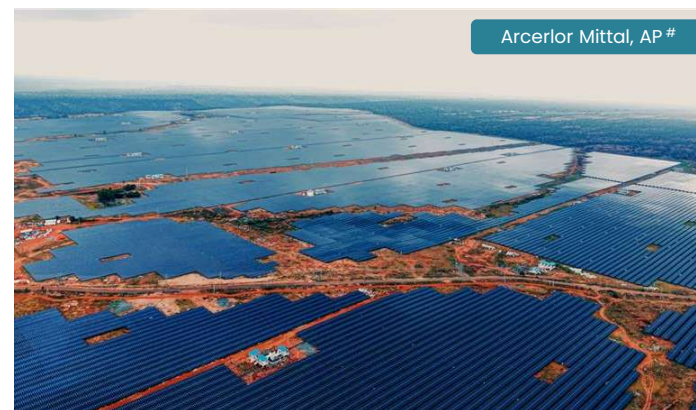
Renewable Power Infrastructure: Enabling Full Stack Solar Value Chain



Rubamin, Gujarat #



O&M Continuum, Gujarat #



Arcerlor Mittal, AP #

1,000+ MW

PPA signed

~8 GW

Renewable / BESS Projects pipeline

₹3,250+ Cr*

Total Commitment

Industry Outlook

- ✓ Critical infrastructure for the entire value chain drives demand for data center, green hydrogen
- ✓ Utilities and corporates seeking renewable solutions, optimizing LCOE and backed by secured infrastructure
- ✓ Robust frameworks allowing bankable power purchase agreements (PPAs) providing the required financial predictability
- ✓ Strong interest from domestic and foreign investors, with large M&A and PE deals in the sector

Waaree's Positioning

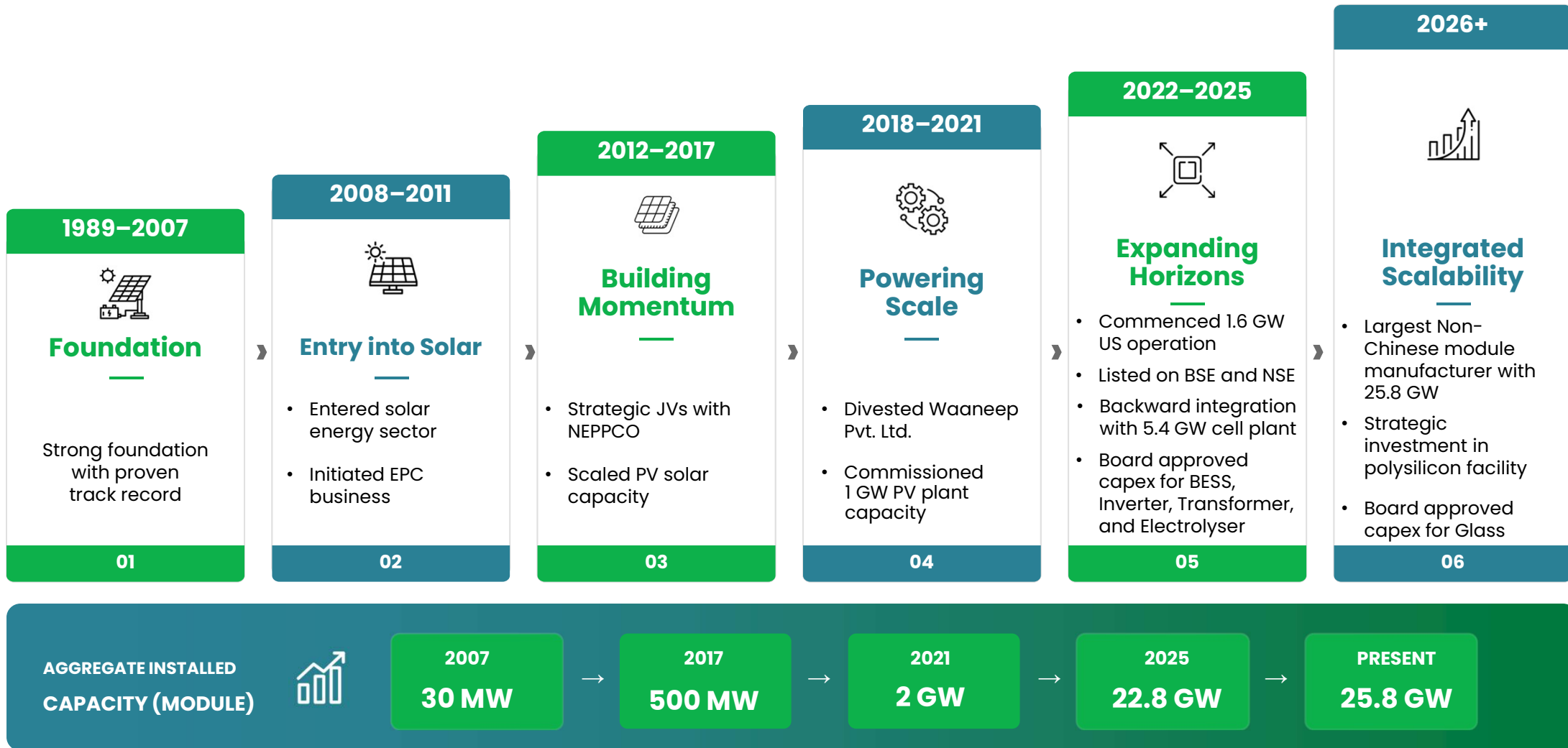
- ✓ PPA signed for 1,000+ MW with creditworthy utilities and global C&Is
- ✓ Secured connectivity for developing ~10 GW Projects comprising of solar, wind and BESS across central and state transmission network
- ✓ Total Commitment of ₹3,250+ cr*
- ✓ Building a de-risked value driven IPP portfolio for marquee clients and creating long-term order visibility for the group
- ✓ Targeting marquee C&Is, Utilities and Global RE Investors

* Commitment includes Debt/Equity/Guarantees; # Images are project sites of Waaree Renewable Technologies Limited

Corporate Overview



Our Evolution. Our Strength.



Our Key Differentiators



Integrated Business Model

Backward to forward integration

- **Full Stack Vertical Integration** Integrated approach & ecosystem play to enable supply chain reliability, cost competitiveness and wide product offerings. Solar value chain integration is already live starting right from Polysilicon to Ingots & Wafer to Cell to Modules to EPC and O&M offerings
- **Horizontal Integration in Action** Similar approach for Energy Storage, Inverters, Transformers, GH₂ Electrolysers and more within the energy value chain



Speed to Execute

Fastest capacity ramp-ups in India and US

- **Record Capacity Expansion**
 - Expanded overall module manufacturing capacity by ~17x to 25.8 GW (within 7 years) ahead of schedule
 - Rapid expansion of India cell manufacturing capacity by ~3x to 15.4 GW is expected in a record time of ~2 years
 - Built 1.6 GW of greenfield module manufacturing capacity in the US in 12 months—among the fastest of its kind—and taking total capacity to 4.2 GW within the next 6 months



Efficient Financial & Capital Management

Benchmark efficiency and margins

- **Financial Discipline:**
 - ~2 decades of operations across 5+ industry cycles, the company has been delivering consistent profitability and growth
 - Maintained D/E ratio of <1 despite heavy capex cycles for nearly a decade
- **Capital allocation:** Driven by “book & build” principle, exemplified by:
 - Before commissioning US facility, secured 3+ years of firm orders
 - Cell capex initiated post long-term orders and policy visibility



De-Risked Global Distribution Engine

Channel Mix across products & markets

- **Distributed Sales Channel / Segment**
 - Retail, Services and Oversees segment contribute 60-70% of revenue
- **Diversifying Supply Chain through:**
 - Manufacturing across multiple geographies
 - Focus on localized supply chain
 - Diversifying raw material procurement
 - Full stack backward integration

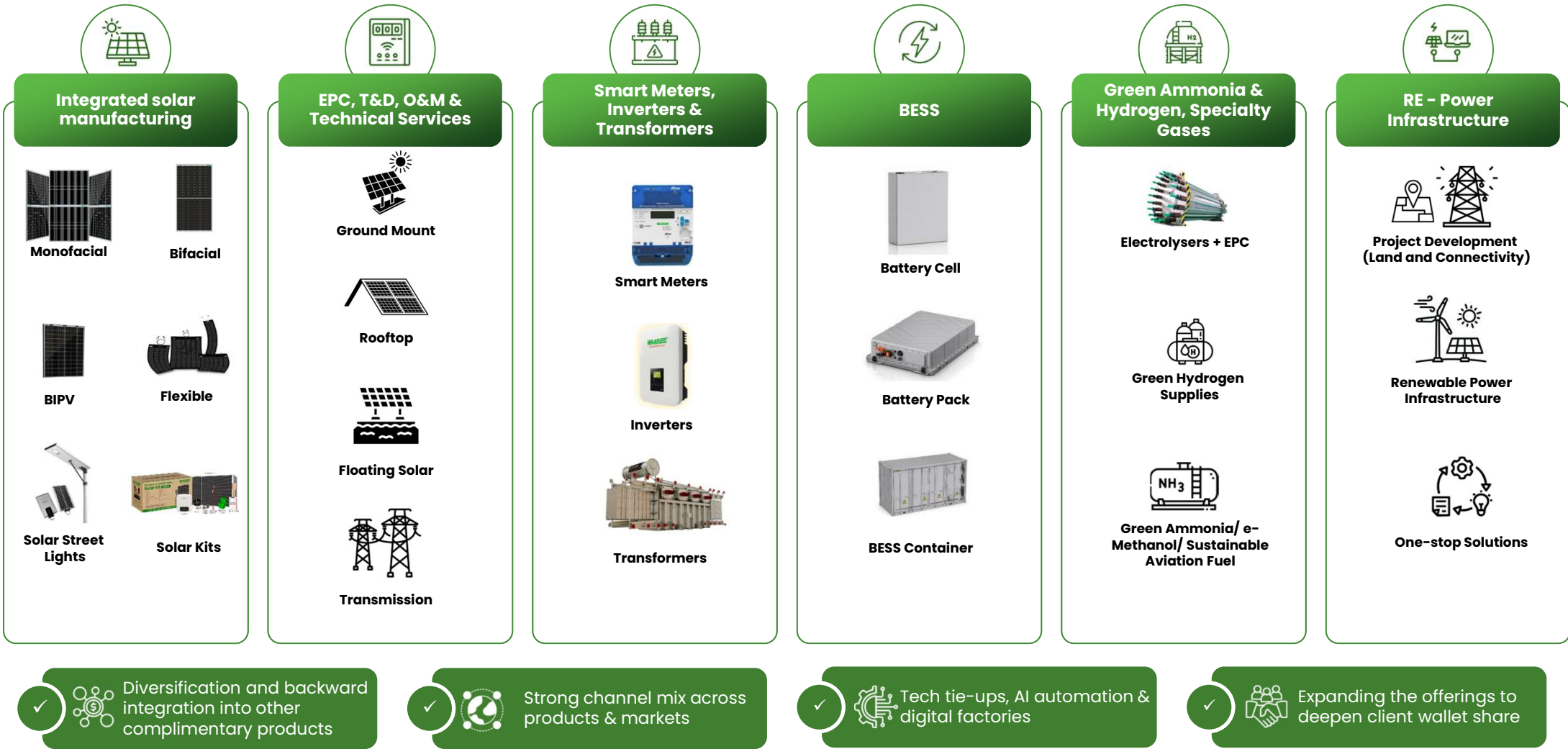


Technology Leadership / Smart Manufacturing

Next-gen cells, AI automation, digital factories

- **Technology Tie-up:** Creating a strong business moat and first mover advantage through technology tie-ups across BESS, Inverters, Green Hydrogen Electrolyser and Solar value chain
- **Early Technology Adoption:** Early adoption of upcoming technologies like G12/G12R to offer an expanded range of certified technologies/products
- **Smart Manufacturing:** Adoption of AI/ Digital/ Automation/ Robotics in Manufacturing

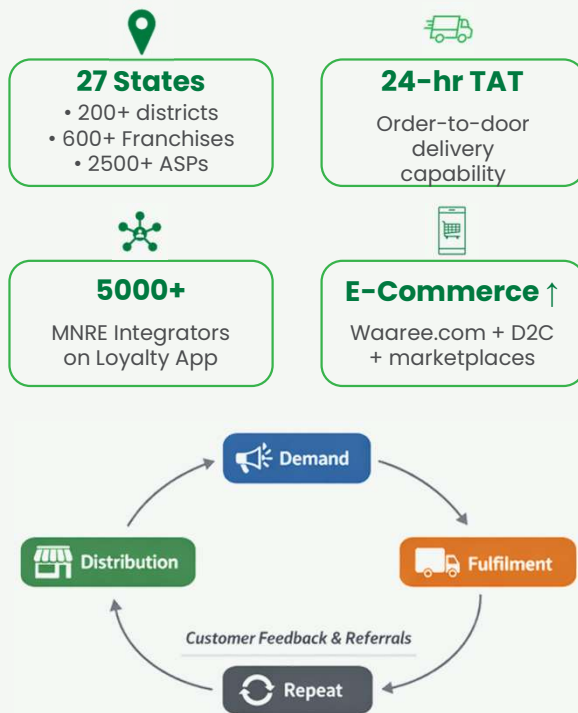
Waaree's Integrated Product and Services Suite



India's Deepest Solar Retail Engine

Engine built. Moat established. Ready to scale across products becoming India's largest Retail Energy Ecosystem

Retail Engine Build

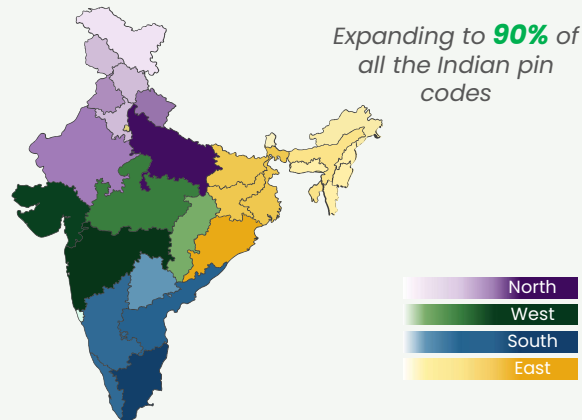


A scalable - unified distribution engine

Structural MOAT

Regional Reach + Last Mile Control

- Deep presence across **key solar demand clusters** in India - ~15000 Pin codes
- **Strong last-mile access** via installer & franchise network
- Ability to **influence customer decision** at point of sale



Owning the last mile converts distribution into a repeatable monetisation ecosystem

Channel Leverage

- Same channel enables **rapid rollout** of kits, BESS & future products
- **No incremental GTM build required** across categories
- **Lower customer acquisition cost** with every additional product

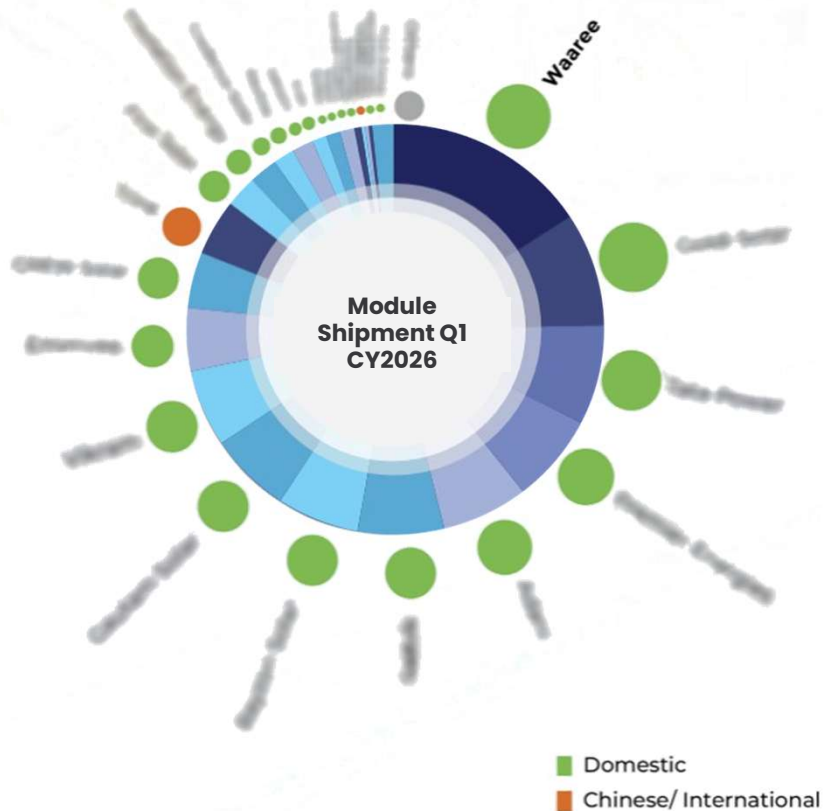


Market Leadership | New Products Shipping Now



India's #1 solar retail brand¹, now scaling from panels into agri kits and fleet-level data

Waaree Energies leads India's Solar Revolution |
~1 in every 6 Installations



Source – JMK Research

Two new launches | Expanding the product line and the data layer

2 NEW LAUNCHES — SHIPPING NOW

Radiance Kusum Agri Kit

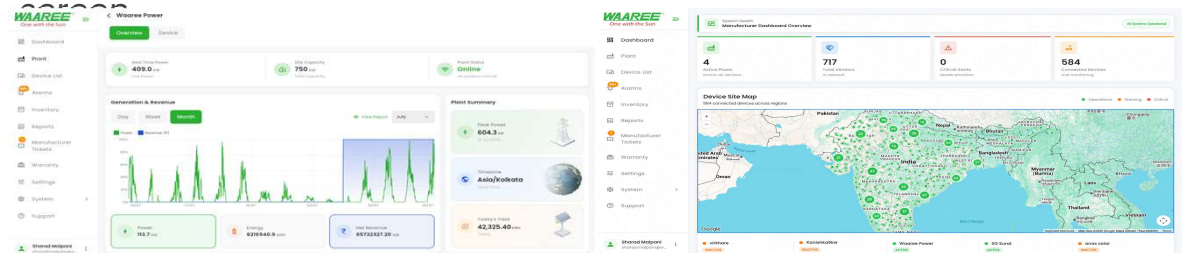
Our entry into agri solar — a packaged kit that moves us from selling components to owning the whole installation.

0.6–4.8
MW kit range



Inverter Data Portal

Live generation, alarms and plant history — the whole fleet on one



Hardware that ships in weeks. Data that proves performance every day.

Manufacturing Footprint Across India, US and Middle East



Presence Across World

US

India

Oman



Nearly **20**
Manufacturing
Locations[^]



Across
4+ States In India, **2**
States in US and Middle
East



Diverse
Product
Portfolio



Integrated Value
Supply Chain
Strength



Driving India's
Green Energy
Independence

[^]Include Inverters, Transformers & Electrolysers; [^]Include investment facility and under finalisation location

#	Region	Product	Capacity	Technology	Timeline
1	Gujarat – Chikhli	Module/Cell	14.51 GW / 5.4 GW	Topcon, PERC, HJT / Monocrystalline cell	Operational
2	Gujarat – Surat	Module	0.23 GW	Merlin, M10, M6, M2.5	Operational
3	Gujarat – Tumb	Module	1 GW	Topcon, PERC, HJT	Operational
4	Gujarat – Nandigram	Module	1.11 GW	Topcon, PERC, HJT	Operational
5	Gujarat – Samakhiali	Module	6 GW	Topcon, PERC, HJT	Operational
6	Uttar Pradesh – Noida	Module	1.3 GW	Topcon, PERC, HJT	Operational
7a	US – Texas – (Phase I)	Module	1.6 GW	Topcon, PERC, HJT	Operational
7b	US – Texas (Phase II)	Module	1.6 GW	Topcon, PERC, HJT	FY2027
8	US – Arizona	Module	1 GW	Smart wire connection	FY2027
9	Gujarat – Unn	Cell	10 GW	N type Monocrystalline	FY2027
10	Maharashtra – Nagpur	Ingots-Wafers	10 GW	Czochralski Process	FY2028
11	Gujarat	Glass	2,500 TPD	Solar PV Glass	FY2029
12	Oman	Polysilicon	100 KTPA	Advanced Siemens Process	Operational
13	Gujarat – Manglej	T&D	72,000 MT	Hot-dip galvanization	Operational
14	Gujarat – Bamangam	T&D	36,000 MT	Hot-dip galvanization	Operational
15	Gujarat – Azamnagar	T&D	1,00,000 MT	Hot-dip galvanization	FY2028
16a	Gujarat – Rola	Cell Pack Container	3.5 GWh 5.15 GWh 5.15 GWh	LFP Prismatic	FY2027
16b	Gujarat – Phase II	Cell Pack Container	16.5 GWh 15 GWh 15 GWh	LFP+	FY2029
17a	Gujarat – Sarodhi	Inverters	3.05 GW	String Inverter	Operational
17b	Gujarat – Sarodhi	Inverters	~1 GW	String Inverter	FY2027
18a	Rajasthan – Alwar	Transformers	9.5 GVA	Distribution, Inverter Duty, High Voltage	Operational
18b	Rajasthan – Alwar	Transformers	10.5 GVA	Distribution, Inverter Duty, High Voltage	FY2027
19	Maharashtra – Nashik	Smart Meter	6 lakh PA	Smart Electricity Meter	Operational
20	Gujarat – Dungri	Electrolysers	1 GW	Alkaline	FY2027

● Solar ● EPC & Services ● BESS ● Others*

High Entry Barriers Enabled by Industry-Leading Certifications



BNEF TIER – 1

Ranked as a Tier- 1 PV Module Maker for **40** Quarters



RETc HIGHEST ACHIEVER

Across Performance, Reliability & Quality Test Categories



KIWA TOP PERFORMER

Recognized for Superior Module Reliability



ECOVADIS GOLD (TOP 5%)

Sustainability Leadership Recognized

Waaree – The Only Indian Company with A rating in Product Performance



Bankability & Credit Strength



BANKABILITY RATING



CREDIT RATING UPGRADED TO

AA-



Operational Excellence



ALMM
Approved



25.54%
TOPCon Cell
Efficiency



23.55%
PERC Cell
Efficiency

GLOBAL MANAGEMENT SYSTEM CERTIFICATIONS

ISO 50001:2018
Energy Management System

ISO 9001:2015
Quality Management System

ISO 45001:2018
Occupational Health & Safety Management System

ISO 14001:2015
Environmental Management System

Transformation Across People, Process & Technology



Building a Smarter, Faster & Future-Ready Waaree



PEOPLE

Empowered. Engaged. Enabled.

High Impact HR Initiatives Building a High-Performance Culture

Learning & Development

- Curated MDPs with IIM-A, IIM-B, IIM-C & ISB
- Product Knowledge: Continuous product capability enhancement
- Digital Upskilling: Advanced IT and AI proficiency building

Change Management:

- ADKAR-based Enterprise Change Management Framework
- Leadership Sponsorship for Strategic Initiatives
- Enterprise-wide Operating Model Alignment

Governance & Integration

- Quarterly CXO Sponsor Reviews
- Centralised HR Shared Services
- Integration Playbook for M&A
- ISO 27001 – Information Security management system



IMPACT

Stronger governance, ownership, and faster decision-making through empowered people, recognition, and capability building.



PROCESS

Standardized. Automated. Scalable.

AI-Driven Process Excellence Streamlining Workflows. Driving Efficiency.



Customer Connect & Experience

- AI-led dealer & customer engagement
- Order-anywhere CRM + e-commerce
- Voice / WhatsApp outreach | AI-agent service



3A Approach

- AI · Agentic Automation · Analytics
- Self-driving order-to-cash
- HR & tender workflows | Marketing automation



Operations Excellence

- IoT + predictive maintenance
- AI defect detection | MES integration
- Central plant monitoring



IMPACT

Scale without added headcount through intelligent automation, standardization, and real-time visibility.



TECHNOLOGY

Intelligent. Integrated. Innovative.

Technology-Led Transformation Data-Driven. AI-Powered. Future-Ready.



AI and AI Agents

- Augmenting & replacing manual work across functions
- AI – Machine learning models and GPT



Waaree COE

AI-made marketing – videos & reels that engage E-pathshala



₹1,000+ Cr

Receivables automated for faster cash cycles



700+

Channel partners run with intelligence and real-time enablement



IMPACT

Lower cost, higher plant uptime driven by intelligent systems, automation, and data insights.

Accomplished Board of Directors



Dr. Hitesh Chimanlal Doshi
Chairman and MD

- 38+ years of experience
- Founder and visionary leader driving Waaree's long-term strategy, innovation and leadership across the integrated clean energy value chain.
- Founded Waaree in 1990, transforming it into India's leading solar and energy transition company.



Viren Chimanlal Doshi
Whole Time Director

- 37+ years of experience
- Leads EPC execution, project delivery and strategic expansion across Waaree's renewable energy and transmission businesses.
- Associated with Waaree since 2007, driving large-scale project execution and business transformation.



Hitesh Pranjivan Mehta
Whole Time Director

- 38+ years of experience
- Provides strategic leadership across manufacturing, operations and business development, supporting Waaree's diversified growth initiatives.



Jignesh Rathod
Whole Time Director and CEO

- 20+ years of experience
- Leads Waaree's corporate strategy, global expansion, manufacturing scale-up and operational excellence across the integrated clean energy value chain.



Rajender Mohan Malla
Independent Director

- 40+ years experience
- Provides strategic oversight on banking, finance, corporate governance and risk management.
- Previously associated with SIDBI Venture Capital, IDBI Capital and IDBI AMC



Richa Manoj Goyal
Independent Director

- 25+ years experience
- Provides strategic guidance on corporate governance, legal affairs, regulatory compliance and ESG best practices.
- Currently, Managing Partner of the law firm Richa Goyal and Associates



Rajinder Singh Loona
Independent Director

- 40+ years experience
- Provides strategic guidance on securities law, corporate governance and regulatory compliance.
- Previously associated with Securities and Exchange Board of India (SEBI), Alliance Law.



Mahesh Chhabria
Independent Director

- 40+ years experience
- Provides strategic oversight on finance, audit, governance and enterprise risk management.
- Former Managing Director at Kirloskar Industries Ltd

Experienced Senior Management Team



Jignesh Rathod
Whole Time Director and CEO

- 20+ years of experience
- Leads Waaree's corporate strategy, global expansion, manufacturing scale-up and operational excellence across the integrated clean energy value chain..



Abhishek Pareek
Chief Financial Officer

- 20+ years experience
- Leads financial strategy, capital allocation, treasury and investor engagement, driving sustainable growth & shareholder value creation.
- Previously associated with Shubhalakshmi Polyesters Ltd.



Sunil Rathi
Director, Sales

- 30+ years experience
- Leads domestic & international sales, strategic customer engagement and market expansion across Waaree's integrated clean energy portfolio.
- Previously associated with Vikram Solar Ltd



Pankaj Vassal
President & Business Head, Retail

- 25+ years experience
- Leads Waaree's retail business, driving channel expansion, customer experience and distributed solar adoption across India.
- Previously associated with Havells India Ltd., Pidilite Industries Ltd...



Varun Goenka
President – Growth & Strategy

- 20+ years experience
- Leads corporate strategy, strategic investments, business development and new growth initiatives across Waaree Group.
- Previously associated with Nippon India Mutual Fund and Value Quest



Dr. Avadhut Parab
Chief Information Officer

- 25+ years experience
- Leads digital transformation, enterprise technology, cybersecurity and AI-driven operational excellence across the Group.
- Previously associated with Parle Agro Pvt Ltd, Wockhardt Ltd



Vijay Shimpi
Chief Executive – Projects

- 30+ years experience
- Leads utility-scale solar EPC execution, engineering excellence and project delivery across domestic and international markets.
- Previously associated with GMR Group, Tata Power Solar System



Rajesh Gaur
Company Secretary and Compliance Officer

- 20+ years experience
- Leads corporate governance, Board affairs, regulatory compliance and secretarial excellence, reinforcing stakeholder confidence.
- Previously associated with Ambuja Cements Limited

Experienced Senior Management Team



Shyam Ragupathy
COO, Battery

- 25+ years experience.
- Leads Waaree's Battery business, driving manufacturing excellence, product industrialisation and capacity expansion.
- Previously associated with Elest Pvt Ltd, Indo National Ltd



Anuj Sharma
CEO, Hydrogen

- 25+ years experience
- Leads Waaree's Green Hydrogen business, driving technology leadership, strategic partnerships and commercial deployment.
- Previously associated with Linde Malaysia, Praxair India



Pawan Agarwal
CEO, Infrastructure

- 25+ years experience
- Leads Waaree's renewable power Infrastructure business, driving project execution, expansion and business growth.
- Previously associated with Azure Power, Yes Bank, Crisil.



Prantik Dasgupta
CEO, Aluminium and Smart Meter

- 20+ years experience
- Leads Waaree's Aluminium & Smart Meter businesses, driving product innovation, manufacturing excellence and market expansion.
- Previously associated with Infosys, Adani Group and Vedanta Resources Ltd



Nitin Kapadnis
President, EMS Business

- 30+ years experience.
- Leads Waaree's EMS business, driving customer acquisition, strategic partnerships & manufacturing scale-up
- Previously associated with Reliance Communications, Bharti Airtel Ltd, Sify Technologies Ltd and ESOS Software Solutions.



Pankaj Srivastava
COO - Glass

- 25+ years experience
- Leads Waaree's Glass business, driving manufacturing excellence, backward integration and supply chain resilience.
- Previously associated with The Luminaz Safety Glass Pvt Ltd, Hindustan National Glass & Industries Ltd and Guardian Industries



Rajiv Agrawal
COO - Infrastructure

- 25+ years experience
- Leads infrastructure development, driving project execution and business growth.
- Previously associated with Skeiron Group, Qubit Mobiles and Suzlon Green Power Ltd



Ashish Sharma
President, Strategic Growth

- 30+ years experience
- Leads Waaree's strategic growth initiatives, driving corporate strategy, business development and new growth platforms.
- Previously associated with Bhojsons GP PLC, Morphy Richards

Experienced Senior Management Team



Manmohan Sharma
Chief Financial Officer, WRTL

- 30+ years experience
- Leads WRTL's finance function driving capital allocation, finance strategy, shareholder value creation
- Previously associated with GMR Energy Ltd, Suzlon Group, Ispat Ind. Ltd.



Ravikesh Singh
Chief Operating Officer, WRTL

- 23+ years experience
- Leads WRTL's Solar EPC business, driving strategic business development, project execution and profitable growth across utility and C&I
- Previously associated with CleanMax Solar, Cable Corporation of India Ltd



Mayur Mehta
Chief Procurement Officer, WRTL

- 27+ years experience
- Leads global procurement, driving strategic sourcing, supply chain resilience and cost optimisation.
- Previously associated with Blue Star Ltd, DHL, Astarc Group



Vikas Patel
Head Operation, WSA

- 25+ years experience
- Leads manufacturing operations, driving productivity, quality excellence and continuous improvement
- Previously associated with Illuminate USA, Trulite Glass and Aluminium Solutions, Brightstar Corp.



Syed Ahmed
Head of Finance, WSA

- 25+ years experience
- Leads business finance, driving financial planning, commercial and strategic decision making.
- Previously associated with Lummus Technology, U. S. Silica Holdings Inc., Bridgepoint Consulting, TF Warren Group



Satish Desai
Founder & Director, T&D

- 30+ years experience
- Founder of Associated Power Structures Private Limited, leading engineering, fabrication and EPC execution of galvanized tower solutions for power transmission and telecom infrastructure.



Ajay Patel
Founder & Director, T&D

- 30+ years experience
- Founder of Associated Power Structures Private Limited, leading finance, governance and organizational excellence to support business growth.

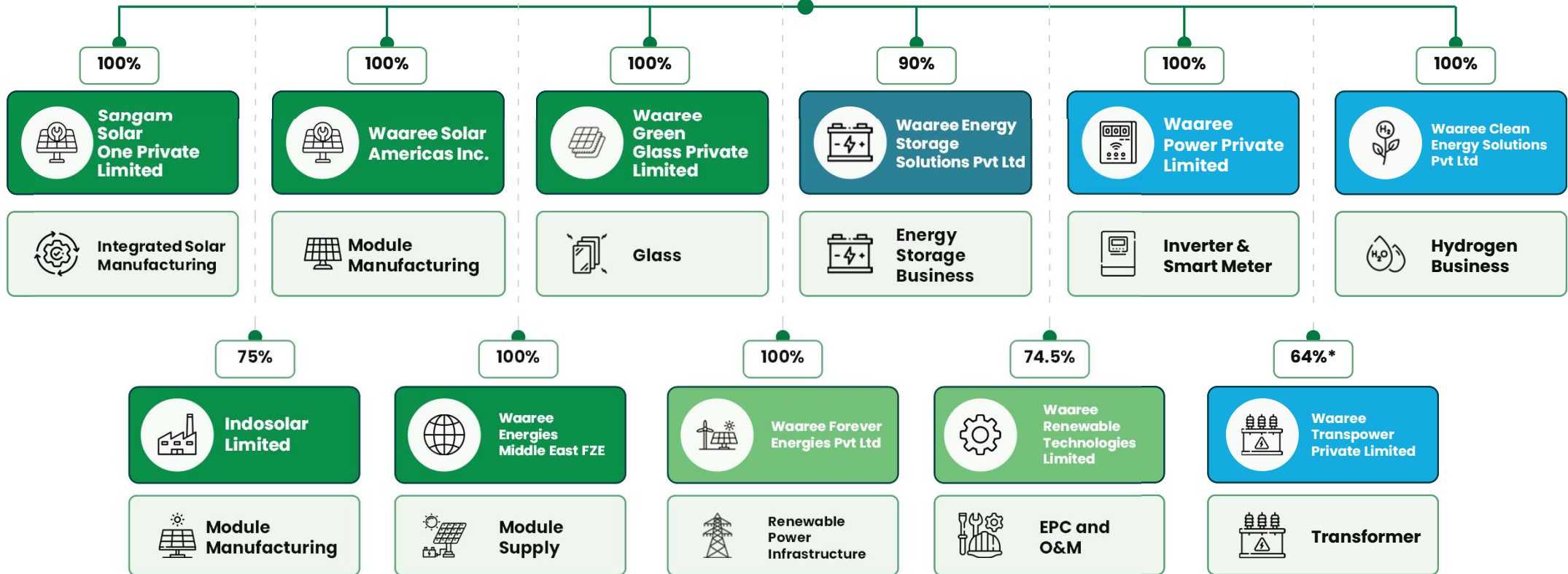


Parag Kothari
Founder & Director, T&D

- 30+ years experience
- Founder of Associated Power Structures Private Limited, leading business development, project execution and commercial strategy for galvanized tower and EPC solutions.

Driving Growth in Broader Energy Transition Value Chain

WAAREE ENERGIES LIMITED (Leading the Energy Transition Ecosystem)



Diverse Portfolio
Spanning the entire energy value chain

Strong Integration
From manufacturing to infrastructure & solutions

Future Ready
Focused on sustainability, innovation & growth

Creating Value
Delivering long-term value for stakeholders

*Board has approved to increase current shareholding to 75.10%; *Include Inverters, Transformers & Electrolyser

● Solar ● EPC & Services ● BESS ● Others# 41

Responsible Growth for a Sustainable Future

WAAREE[®]
One with the Sun

Sustainable Actions, Measurable Impact



Educational Support

- Provided Higher Educational opportunities to individuals
- Improved access to quality learning for deserving students
- One full year of education fees paid directly to 328 students' institutions, reducing dropout rates and enabling uninterrupted academic progress.
- Distributed 1,000 school bags to village students, reducing the financial burden.



School Infrastructure

- Upgraded classrooms and educational facilities
- Enhanced learning environment in rural schools
- Contributed towards establishment of school infrastructure in Maharashtra and Gujarat to support over 2,000 children



Child Welfare

- Supported residential care for underprivileged children
- Created a safe and nurturing living environment



Model Village | 5,000+ Impacted Villagers

- Renovated many village schools and anganwadi to support education
- Donated Cemented benches, water filters, RO system, Children's park equipments for better health and village infrastructure
- Construction of toilet in the village, improving sanitation and water access for rural community
- Provided roof shed structures to families whose homes were damaged in a storm



Women's Empowerment

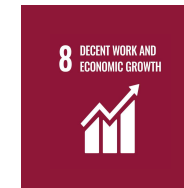
- Developed safe hostel infrastructure for women
- Improved access to higher education opportunities



Environmental Conservation | 18,300+ Saplings Planted

- Undertook large-scale tree plantation initiatives
- Enhanced biodiversity and green cover

Our Purpose led actions aligns with UN SDGs



Demonstrable Commitment Towards Sustainability



Sustainable Operations

- Continuous focus on energy efficiency
- In house recycling of Plastic Waste
- In house repurposing of pallets
- Participated in EcoVadis Reassessment
- Committed to UNGC 10 principles
- Published GRI aligned



Achieved Zero LTI
Achieved ZWL
Received EcoVadis Gold
with 85% score



Sustainable Energy

- Rooftop Solar plants at plant locations
- Renewable Energy addition through PPAs
- Energy Optimization of the operations
- Implementation of ISO 50001
- Engaging suppliers to use Renewables
- SBTi aligned Net Zero



SCIENCE
BASED
TARGETS



1M units of Rooftop Solar
25M units of PPA
~30% RE contribution



Sustainable Collaboration

- ESG assessment of suppliers
- Engagement on GHG reduction
- Collaboration on Carbon footprint reduction
- Partnering with Other Industries on waste management
- Partnering for Climate Action Awareness



More than 90% Suppliers
were assessed on ESG



Sustainable Removal

- Converted 77% of Forklifts to EV
- Achieved 23.5 MW of Rooftop Solar
- Reduced 6% of Scope-1 emission
- Engage to convert waste into alternate fuel
- Focused on Low Carbon Products
- EPD for three Modules



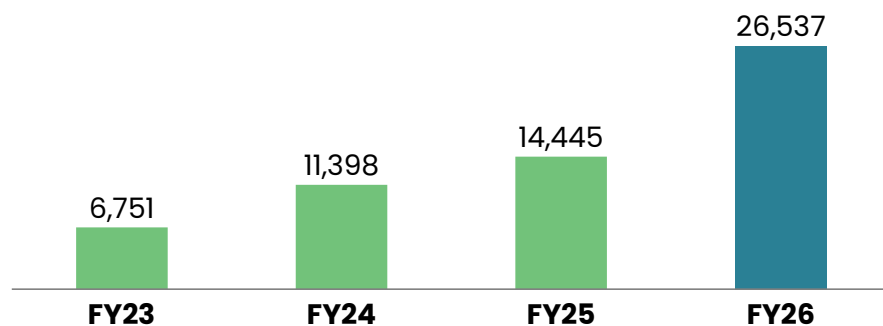
Avoided 17,653 tCO2 e
in our operations

Historical Financials

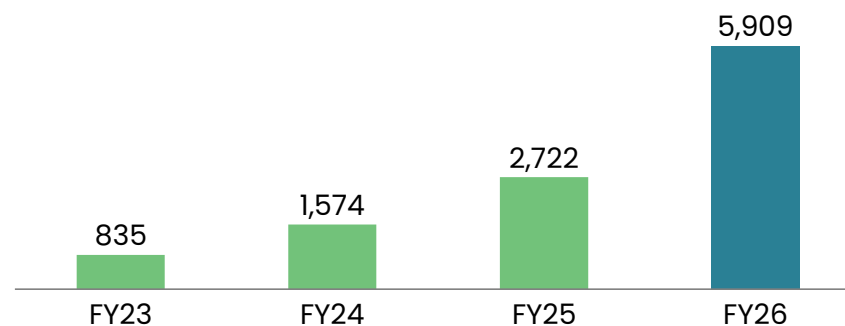


Annual Financial Overview (1/2)

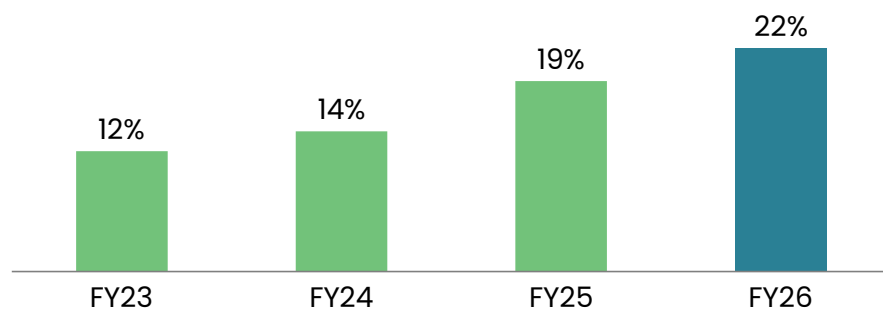
Revenue from Operations (₹ Cr)



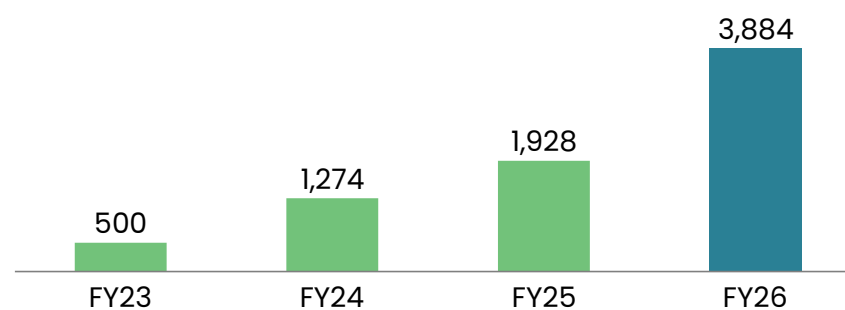
Operating EBITDA (₹ Cr)



Operating EBITDA Margin



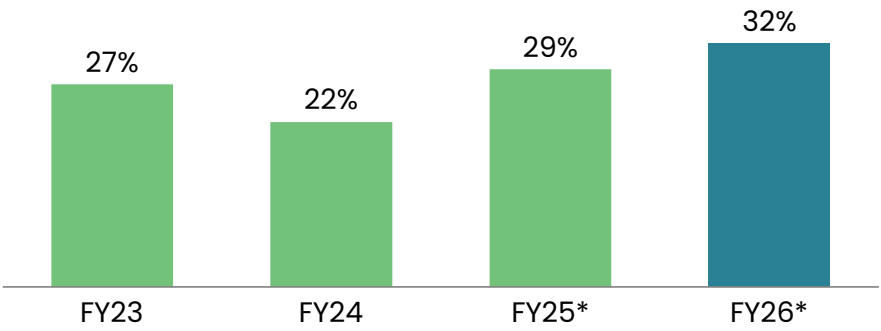
Profit After Tax (₹ Cr)



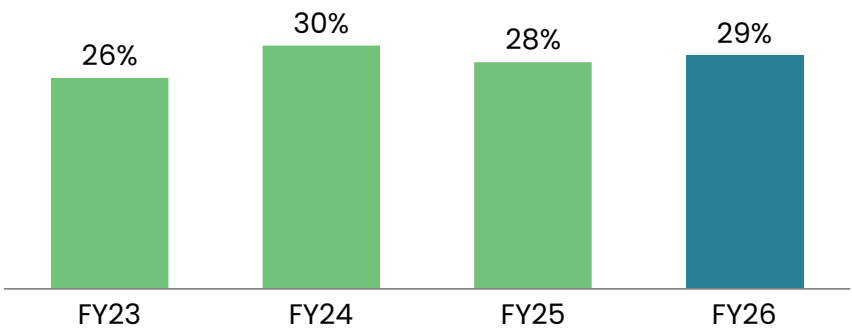
Annual Financial Overview (2/2)



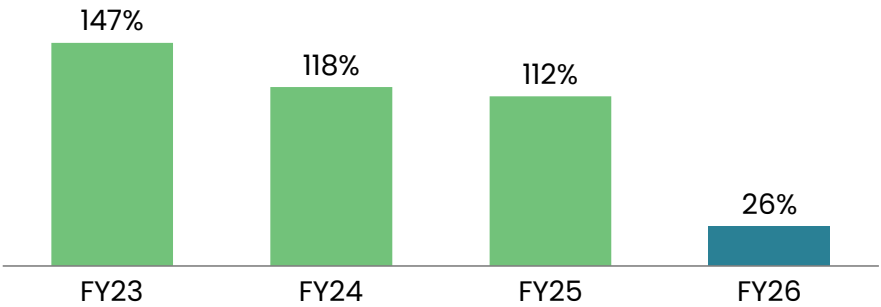
ROCE



ROE



Cash Conversion Ratio



Net Debt to Equity (x)



*FY25 & FY26 numbers are adjusted for unutilized portion of IPO proceeds;

THANK YOU



Waaree Energies Limited
CIN: L29248MH1990PLC059463

Mr. Varun Goenka
President Growth and Strategy
varungoenka@waaree.com

Mr. Rohit Wade
General Manager Investor Relations
investorrelations@waaree.com



MUFG Intime India Private Limited
A part of MUFG Corporate Markets, a division of
MUFG Pension & Market Services

Mr. Nikunj Jain
nikunj.jain@in.mpms.mufg.com

Mr. Prathmesh Parab
prathmesh.parab@in.mpms.mufg.com

Meeting Request [Link](#) 