Suzlon Energy Limited
One Earth, Hadapsar, Pune - 411 028, India
Ph.: +91.20.61356135 / 67022000, www.suzlon.com

12th June 2026.

National Stock Exchange of India Limited,
"Exchange Plaza",
Bandra-Kurla Complex, Bandra (East),
Mumbai-400051.

BSE Limited,
P.J. Towers,
Dalal Street,
Mumbai-400001.

Dear Sirs,

Sub.: Investors' Meet.

In continuation to our earlier communication in the subject matter, enclosed please find the copy of the Presentation, which is also available on the website of the Company (www.suzlon.com).

This is for your information as also for the information of your members and the public at large.

Thanking you,

Yours faithfully,
For Suzlon Energy Limited

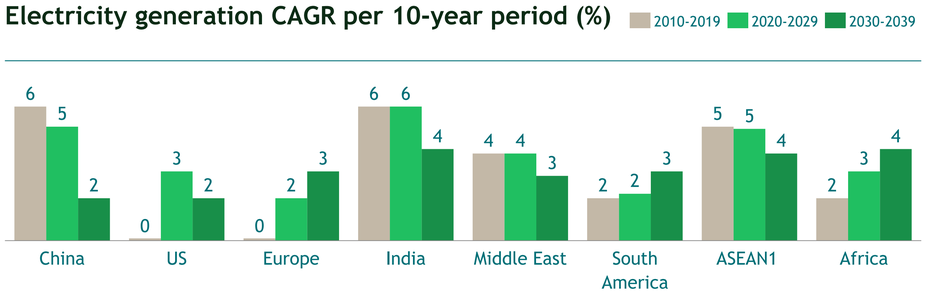
Geetanjali Santosh Vaidya
Digitally signed by Geetanjali Santosh Vaidya
Date: 2026.06.12 16:53:46 +05'30'

Geetanjali S.Vaidya,
Company Secretary.

Encl.: As above.

Industry Outlook

Global electricity generation has entered a structural super-cycle fueled by…



India forecasted to have fastest growth pace over next 1.5 decade

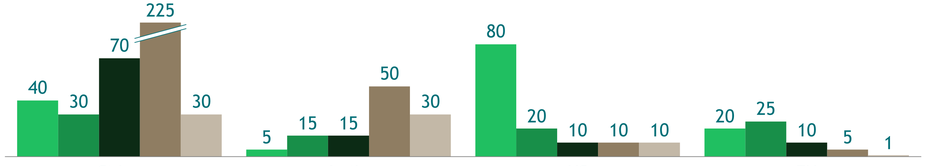
Sources: Energy Institute; Enerdata; EIA; IEA; BCG Analysis
Note: Based on Enerfuture Base Case scenario, EIA Reference Case, IEA Stated Policies (STEPS). All decade intervals run from January 1 of the start year through December 31 of the end year. CAGR = compound annual growth rate; PWh = petawatt-hour.
1. Includes data from Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam.

Total absolute increase in global power generation by decade

2010-2019	+5300 TWh
2020-2029	+7100 TWh
2030-2039	+7400 TWh

…structural demand drivers across major economies (esp. China + India)

Projected annual electricity growth by driver, 2025-2030 (TWh)[1]



The Global South is leading this shift - China and India alone are expected to drive 30% to 50% growth in national consumption by 2030, with many ASEAN and African economies on similar trajectories

Sources: Energy Policy Simulator; Energy Institute; EIA; IEA; TSE Research; Vasudha (2024); BCG Analysis
Note: Sectoral global split follows the IEA and BCG data center model. TWh = terawatt-hours.
1. Data is for the EPS BAU and IEA STEPS scenario.

Global split by driver (TWh)

+110-170 Data Centers
~**3X** jump in DC power demand by 2030

+120-140 Transport
50% of new vehicle sales electric by 2035; 50M EVs already on road in 2025

+240-300 Buildings
~**50%** growth in floor area and building electrification helps drive 3× rise

+300-600 Industry
Power for **Green H2/molecules** a significant driver for growth

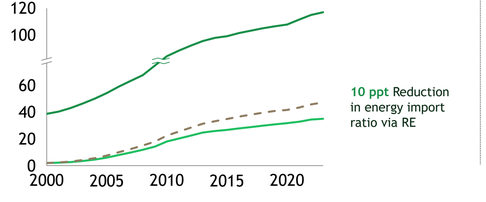
+80-120 Cooling
AC to drive **>20%** of India's electricity demand growth by 2030

Energy security is replacing climate ambition as the primary policy driver – and renewables form the backbone of an electro-state

Trajectories of China & Germany show that scaling renewables structurally reduces dependence on imported energy

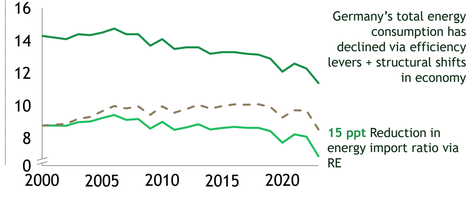
China: Growth economy - RE contained imports below what demand growth would have implied

Annual net energy imports and total energy consumption (EJ)



Germany: Mature economy - imports fell in absolute EJ terms driven by efficiency + accelerated by RE

Annual net energy imports and total energy consumption (EJ) - Estimated



Total Energy Supply / TES (EJ) — Actual Net Energy Imports (EJ) — Net Energy Imports if no RE growth (EJ)

Sources: IRENA; IEA World Energy Balances 2024; Energy Institute Statistical Review of World Energy 2024; World Bank WDI (EG.IMP.CONS.ZS); Energy Institute Statistical Review of World Energy 2024; IEA World Energy Balances 2024; ODYSSEE-MURE Germany Country Profile; World Bank WDI (EG.IMP.CONS.ZS); Umweltbundesamt; BCG Energy Transition's Next Chapter (Sep25); BCG analysis
Note: Counterfactual assumes each additional EJ of domestic RE directly displaces 1 EJ of fossil fuel imports (IEA marginal fuel convention for Germany). EJ = exajoule;

#1

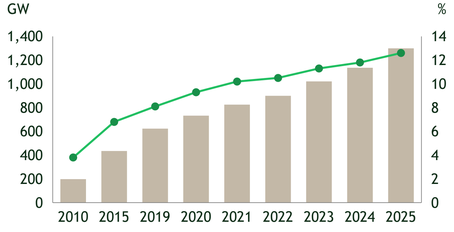
Energy security now cited as #1 transition driver across US, EU, China, and India policy frameworks

The policy shift from "climate subsidy" to "energy sovereignty mandate" fundamentally changes the durability of RE policy — it is now backed by national security logic as indigenous generation reduces import exposure and stabilizes industrial energy costs

Globally wind is sustainably outpacing total power capacity growth; In India, Opportunity for Industry to drive inflection in trajectory to 13-15 GW/year

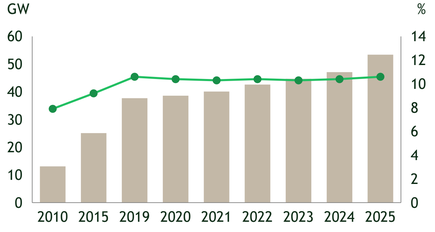
Global | Wind has steadily increased power capacity share to 13%; ~2X abs. capacity growth in last 5 years

Global | Wind installed capacity (GW) & share of total installed capacity (%)



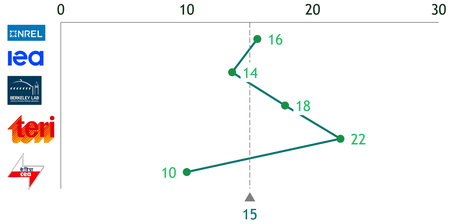
India | Accelerating pace of capacity addition in recent years – need for industry to sustain trajectory

India | Wind installed capacity (GW) & share of total installed capacity (%)



India | All scenarios forecast 100GW+ (avg. ~130 GW) of wind by 2030; 13-15 GW/year avg. required pace

India | Annual pace of wind addition needed to meet 2030 target wind capacity in scenario (GW/year)



Wind as % of Total Installed Capacity (%) - right axis

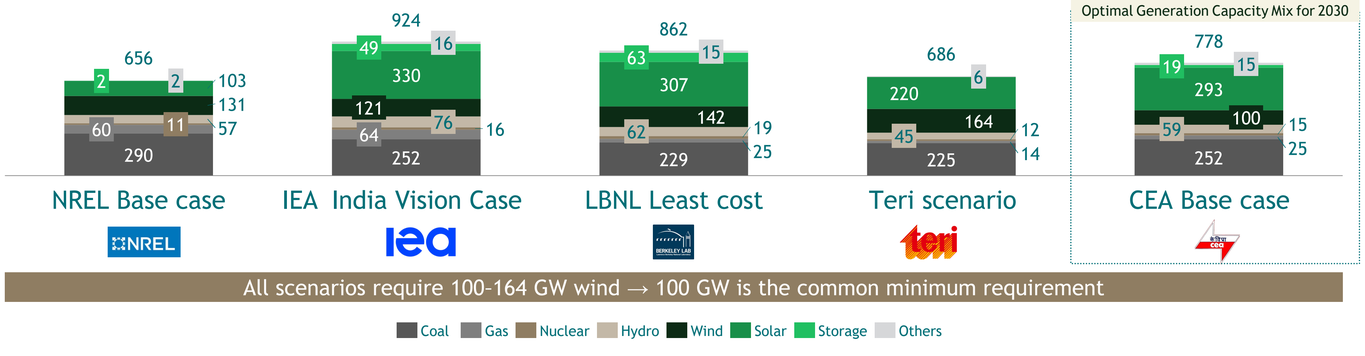
Wind Installed Capacity (GW) - left axis

Source: IRENA, GWEC, LBNL; NREL; IEA; CEA – Apr 2023; Teri

Wind already on track to become 100GW+ by 2030 …

General Consensus on avg. 130 GW Wind in India by 2030

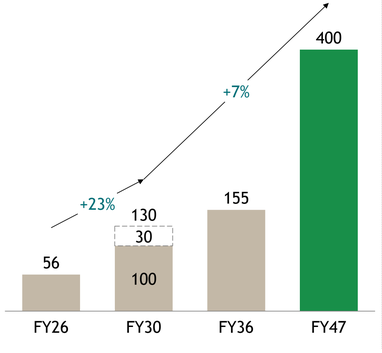
Planned supply mix for 2030 GW



Source: LBNL; NREL; IEA; CEA – Apr 2023; Teri; MEC+ analysis

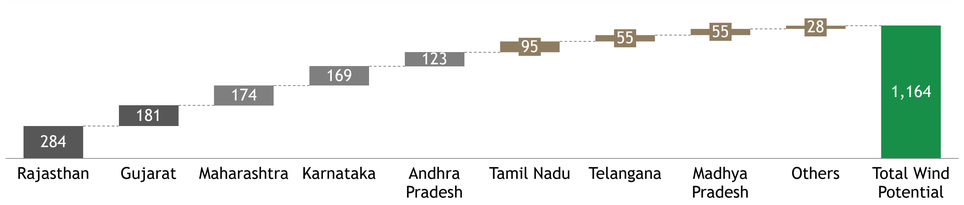
… and even at projected 2047 capacity, accounts for <35% of total wind potential

Wind capacity addition is expected to reach 400 GW by 2047…



… this will be 1/3rd of Wind Energy Potential of 1164 GW

Wind Energy Potential in India at 150 m hub height (in GW)



- India has 1,164 GW of wind potential, primarily concentrated in eight states
- Rajasthan has the highest potential at 284 GW, followed by Gujarat with 181 GW
- With 56 GW of installed capacity, India still has 1,108 GW of untapped wind energy potential

Source: India's Wind Potential at 150m; NIWE; Global Wind Atlas; CII report "Energy transition for Viksit Bharat 2047"; CEA Optimal Generation Mix 35-36

Key Market Trends

We see 3 key trends for the industry to capitalize on

1

Dispatchability is the new value driver & wind can play a critical role in lowering system LCOE

As grids shift from baseload to peak-demand logic, wind's evening profile naturally complements solar

Paired with solar and storage, wind lowers system LCOE by cutting the storage burden solar-only FDRE requires

Recent auctions validate this by pricing in wind's firm-power contribution, not just generation cost

2

Wind in India faces a supply (not demand) gap; Building execution capacity is a key unlock

Demand for wind in India is unambiguous — every credible scenario requires 100+ GW by 2030

The binding constraint is execution: wind trails on delivery due to land acquisition, skilled-manpower, and grid-connectivity challenges

Closing this execution gap will determine the realization rate of India's wind ambition

3

ALMM (Wind) equalizing with global frameworks - rewarding deep domestic supply chains

India's ALMM framework for wind turbines now mirrors EU and US trade and industrial policy

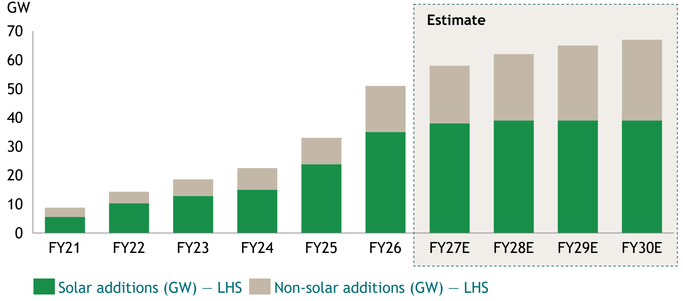
Both actively incentivise domestic content in clean-energy manufacturing and tighten cyber-security in critical infrastructure

This rewards OEMs and developers with deep, localised supply chains, building durable competitive advantage

Implications on capacity planning given need for improved system dispatchability

Solar to lead absolute capacity addition (as low cost) but growth to flatten/slow due to large surplus in solar hours

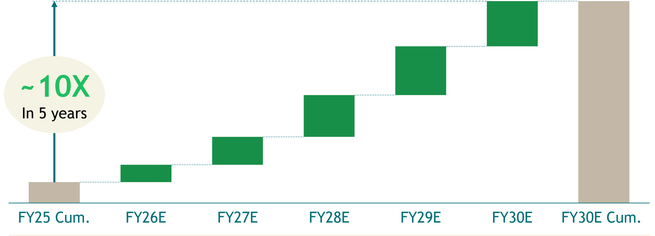
India annual capacity additions (GW) by source



Source: Central Electricity Authority - Optimal Genration Mix & Capacity addition data
Note: FY27-FY30E is.a derived path basis FY30E Optimal Generation Mix

Need for storage (BESS + PSP) at urgent levels given solar curtailement risks - capacity addition needs ~10x ramp up

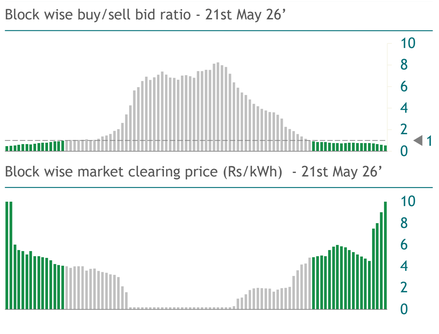
India annual BESS + PSP energy storage capacity addition required to be meet FY30 optimal mix target (GWh)



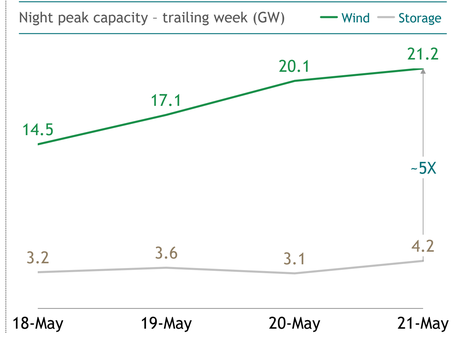
In addition to storage, significant Wind capacity (~2x by 2030) needed to improve system dispatchability (as Solar + Wind + Storage creates ideal profile)

Market trends show growing role of wind in improving dispatchability of system

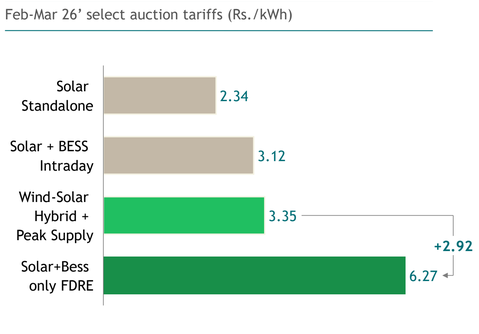
Merchant market dynamics indicate a growing supply gap in evening/ night peaks which command a premium



Wind plays a ~5x larger role than storage in filling this gap; Recent week has shown a ~50% uptick in night wind



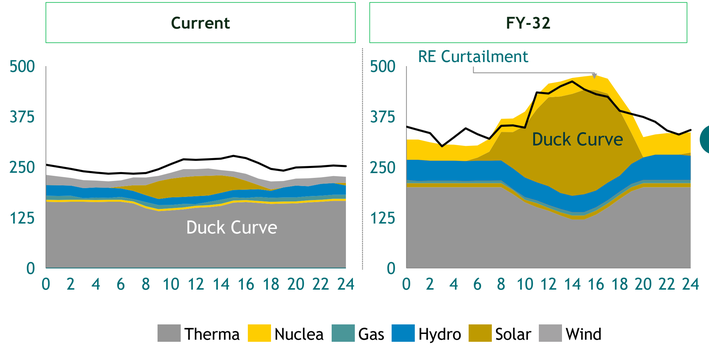
Recent tender results also price wind's complementarity in FDRE at a Rs. ~2.9/kWh discount



Source: IEX Market Data – 21st May 26', NLDC / SCADA daily generation reports, Select auction results

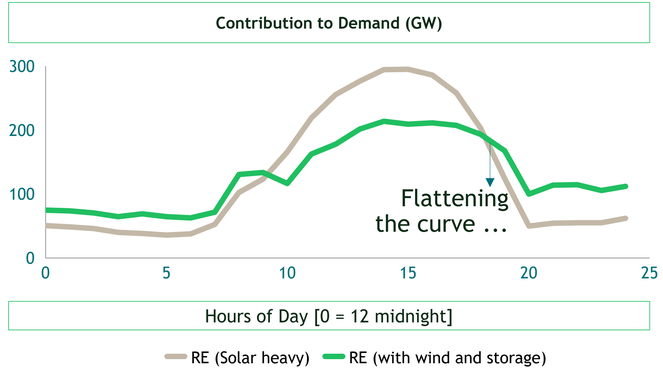
Favorable profile driving acceleration in pace of wind addition

As we exceed 15% intermittent RE in Generation mix, continued solar heavy growth will accentuate Duck curve



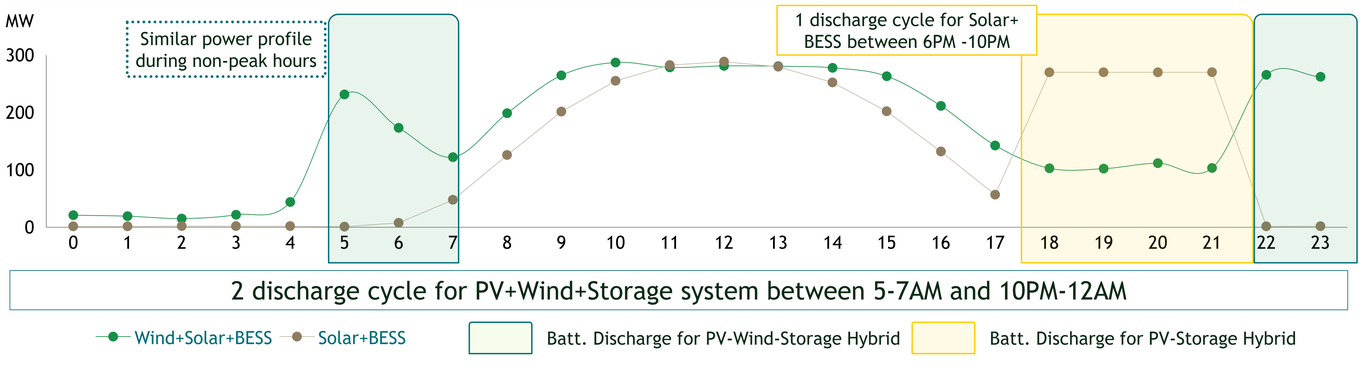
Source: CEA Optimal Generation Mix 2029-2030; MEC+ Analysis

Forward looking solar addition pace to be capped by Wind and storage addition



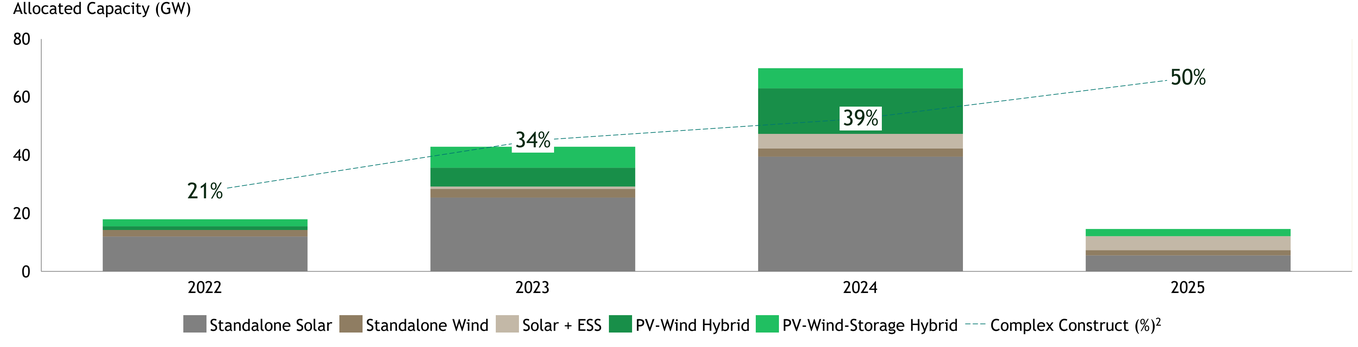
Solar+Wind+BESS Hybrid best suited for meeting baseload req. with 2 peak scenario whereas Solar+BESS preferred for peak need augmentation

Sample power profile comparison of Solar+BESS and Solar+Wind+BESS



… same reflected in share of complex constructs in tenders

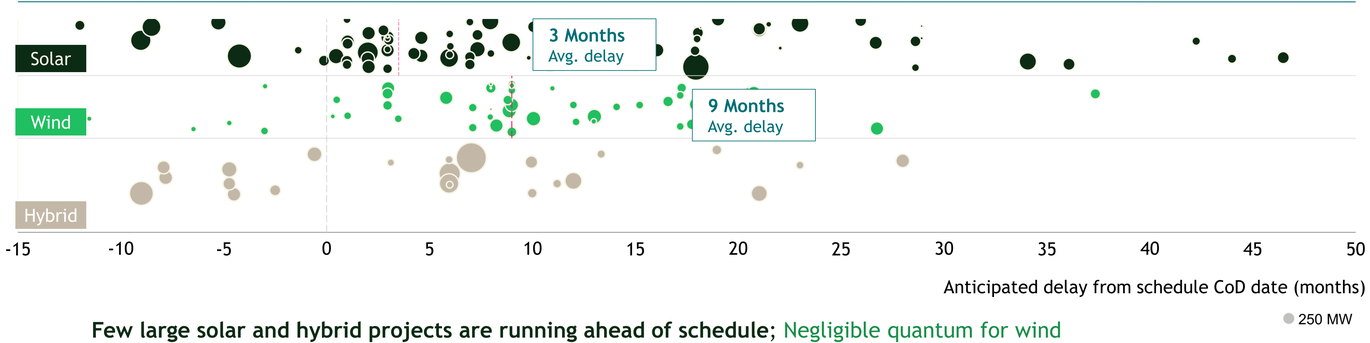
Shift already visible through increase in share of Hybrid/RTC tenders



Source: Tender allocation data from public sources

Industry needs to ramp up execution reliability to support growth momentum

Wind projects are running on avg. ~9 months delayed vs. ~3 months delay for Solar projects (for which few large projects running ahead of schedule)



Few large solar and hybrid projects are running ahead of schedule; Negligible quantum for wind

Source: Central Electricity Authority, Renewable Project Monitoring Division, Quarterly Report on Under-Construction RE Projects, December 2025

Wind-specific industrial-policy levers have converged across India, EU, and US

Tailwind for players with deep domestic supply chains – to build durable competitive advantage

Lever	India - ALMM (Wind), Jul 2025	EU - Wind Power Package & NZIA	US - IRA 45X & Section 232
National security framing	Wind classified as critical infrastructure; data sovereignty mandate (no real-time data export)	European Wind Charter signed by 26 member states + EC commits to "Made in Europe" wind supply base	Section 232 national-security investigation into wind turbine imports launched Aug 2025 — tariffs likely 25-50%
Mandatory local supply chain	ALMM-WTC component list: blades, towers, gearboxes, generators & bearings must be sourced from approved domestic vendors	"Resilience" criterion mandatory in >30% of wind auction volume from Dec 2025	Per-MW manufacturing tax credit for US-made wind blades, nacelles, towers & offshore platforms
In-country R&D / IP	R&D centres & control systems must be physically located in India; domestic prototyping required for ALMM listing	"Innovation" weighted as award criterion (15–30%); EU-developed IP preferred in non-price scoring	Credits tied to US-produced technology; advanced energy project credit for US wind manufacturing facilities
Cyber-security & quality	Wind farms must implement cyber risk-management; incidents reported to national CSIRT; type cert tailored to Indian conditions	Cyber-security & data security as mandatory pre-qualification criterion under NZIA (binding from Jan 2026)	NERC CIP cyber standards mandatory for grid-connected wind; FERC Order 2222 cyber compliance for aggregators
Market access enforcement	Non-listed turbines barred from all government-supported tenders; physical plant inspection by MNRE	Non-price criteria carry 15–30% of auction scoring weight; supply chain depth a pre-qualification gate	Steel/aluminium content already subject to 50% Section 232 tariffs from Aug 2025; direct-pay credits conditional on domestic content

Source: Secondary research on select policy documents

We see 2 key themes in conversations with the Industry: Need for execution certainty + shift towards integrated/firm constructs

Theme 1 | Wind demand is unambiguous; Execution is the binding constraint

"We want to do far more wind than we are doing — but we are struggling to execute at the pace we need"

— Central public-sector generator

"Wind fits our tender load profile better than solar — but solar + BESS gives us the execution certainty we need to bid."

— Large IPP

"We need OEMs to deliver to schedule — execution reliability is now the decisive factor"

— Recurring theme, multiple customers

Theme 2 | Shift toward hybrid and firm-dispatchable constructs as the new procurement norm

"We need a hybrid profile to maximise our green replacement"

— Cement major (C&I offtaker)

"We will have to back down our thermal PPAs to accommodate must-run solar — wind fits better with the load profile.

— State Discom

Net implication: Across central PSUs, DISCOMs, C&I offtakers and large IPPs, the ask is no longer the cheapest turbine — it is firm, dispatchable RE delivered on time

Key considerations to capitalize on the opportunity

#1

Value chain integration as the engine of market development

The market has moved from “who has the lowest turbine cost” to “who can deliver guaranteed firm power across a 25-year lifecycle”

Players with the right vertical and technological stack stand to capture greater share of the opportunity

#2

E2E ownership required to build a competitive moat and lead the industry

Efficiently managing risk for the customer requires controlling the full asset lifecycle — from site development and turbine supply through to long-term O&M and performance guarantees

E2E players will command stronger customer relationships, higher margin capture, and a flywheel that pure-play equipment suppliers cannot replicate

Suzlon Investor Meet

JUNE 2026

Suzlon

Seeded, shaped and scaled the Indian wind market

1 The challenge for wind

Unviable technology to support growth

Unattractive commercially to drive scale

2 Suzlon innovated for…

1. **Tailored technology:** Market-defining products for Indian conditions
2. **New business model:** End-to-end delivery plus long-term wind parks
3. **Manufacturing excellence:** Vertically integrated production base
4. **Customer-first delivery:** Reliability and trust built into the offering

3 …growing the Industry and…

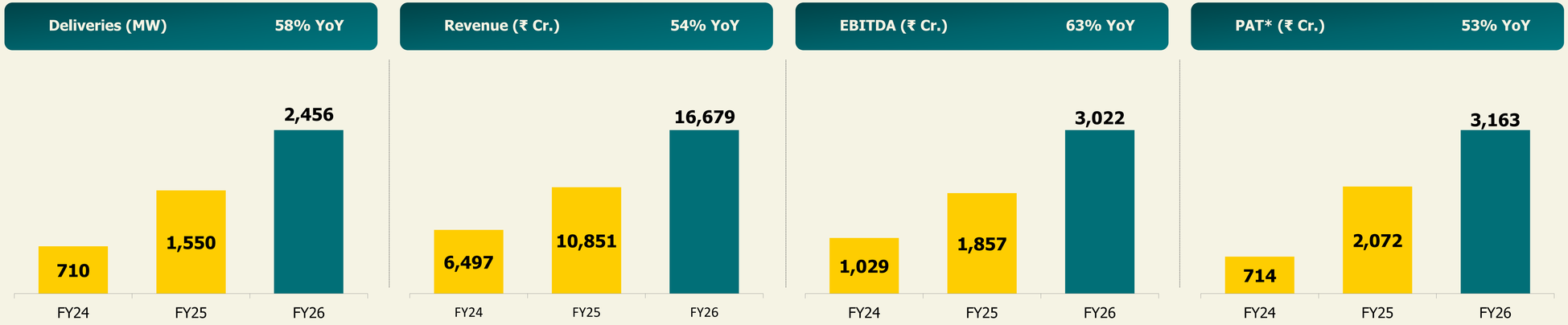
- 100x scale-up to 56 GW
- 3x headroom, to 1.1 TW
- 20 GW manufacturing base
- 20x turbine size, to 5 MW

4 …delivering e2e growth

1. **33% share, 18 GW fleet**
   1,900 customers, 100 wind clusters
2. **Two decades of mfg leadership**
   80% localisation + 2000 MSME suppliers
3. **Differentiated model**
   E2E, GW wind parks, lifetime service
4. **Tech leadership for India**
   20x turbine size, lowest carbon intensity

Suzlon

Strong Performance
Stronger Momentum



*Note: Based on Consolidated Financials| Includes Deferred Tax Recognition

Market Evolution

1. World has entered an electricity super-cycle with 2x growth by 2050
2. India one of the leaders with 5x growth by 2050
3. Wind complements dispatchability and helps lower system LCOE
4. FDRE the new normal across all customer segments
5. E2E integrated delivery to drive scale and value creation

Four structural market shifts powering the next growth phase

1 Dispatchability is the next key value driver

- **Wind naturally complements solar** through stronger evening generation profile
- **Wind + Solar + Storage lowers system LCOE** by reducing storage and grid requirements
- Auctions increasingly **reward firm & dispatchable power value**, not just generation cost

2 Building execution capacity is a key unlock

- India requires **130+ GW** of wind capacity by 2030 for meeting non-solar peak demand
- Key execution bottlenecks includes **– land, manpower, infrastructure** and **grid connectivity**
- Addressing these constraints is critical to **converting demand into installed capacity**

3 ALMM equalizing with global frameworks

- India's ALMM **framework mirrors** the direction of **policy across developed markets**
- Policies are actively **incentivizing domestic content** in clean energy manufacturing
- **Localized OEMs** with deep supply chains **gain durable competitive advantage**

4 Large export opportunity in sight

- Industrialization, electrification and data center **expansion driving electricity growth**
- Geopolitical developments are making **energy security critical**
- Supply-chains diversification and **growing preference for China + 1** sourcing destinations

Late Shri. Tulsi Tanti's Dream

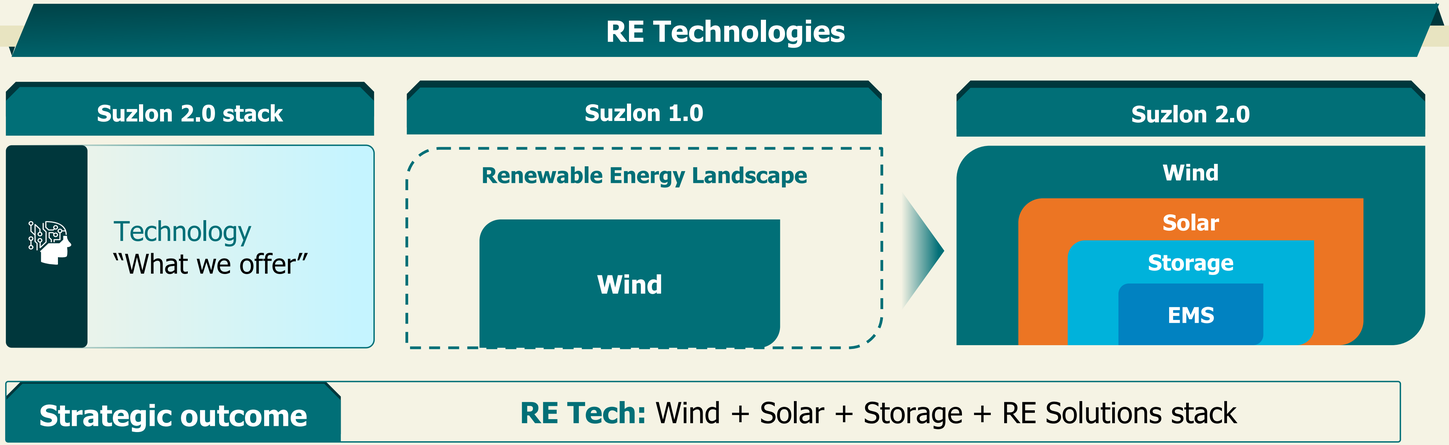
"Be the best **Renewable Energy** Company in the world"

Suzlon 2.0

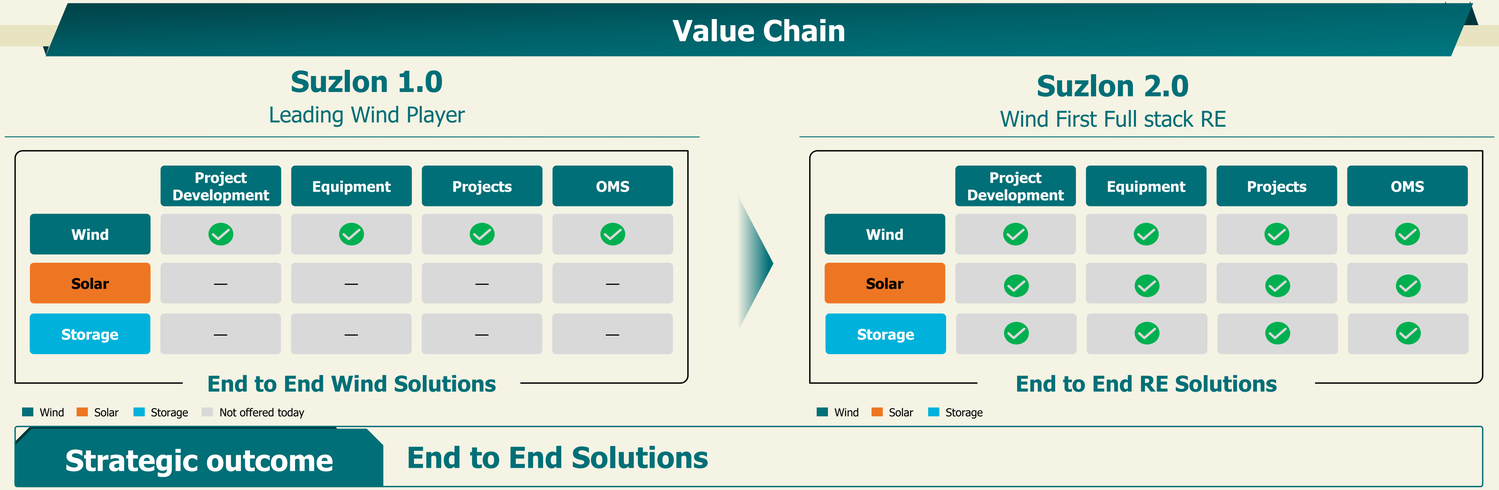
Wind first, full-stack RE solutions company

JUNE 2026

Suzlon 2.0 → Wind first, full-stack RE solutions company



Suzlon 2.0 → Wind first, full-stack RE solutions company



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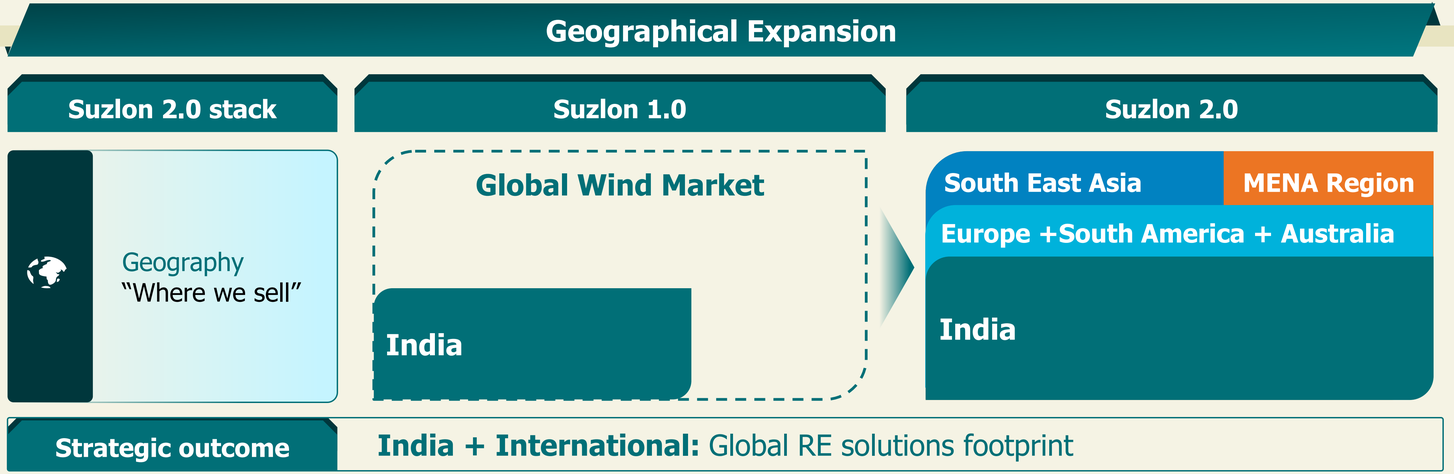

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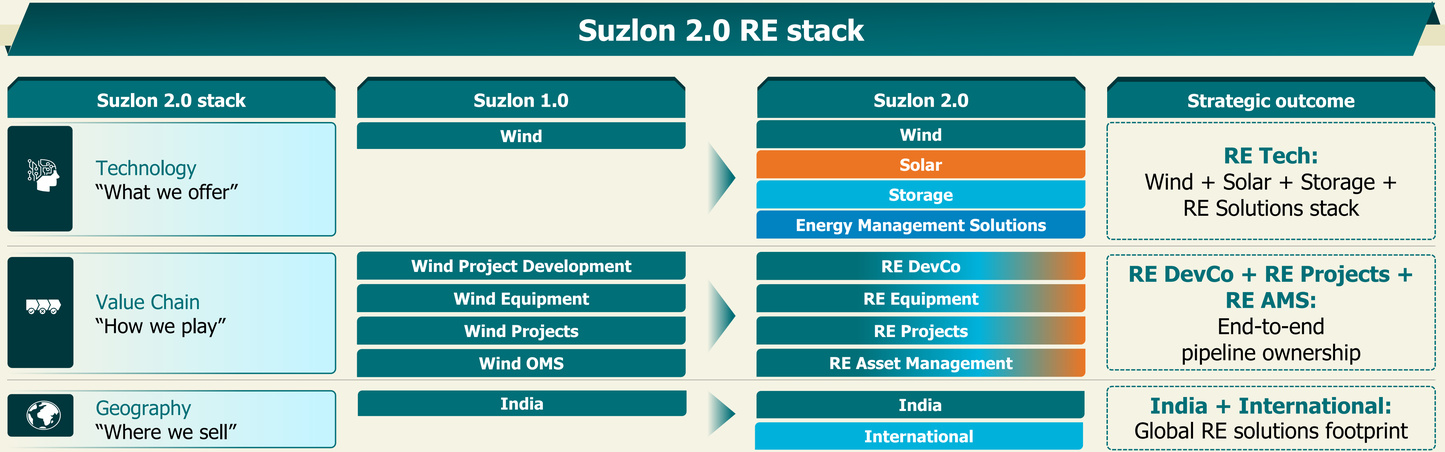
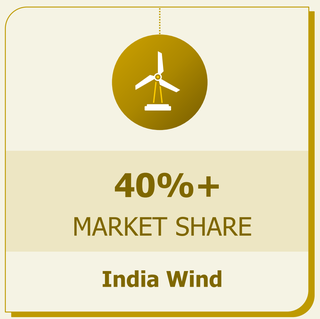
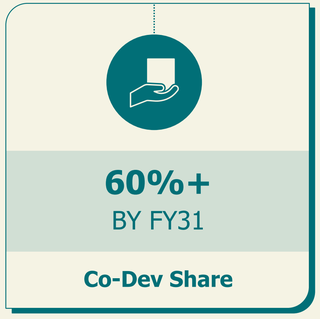
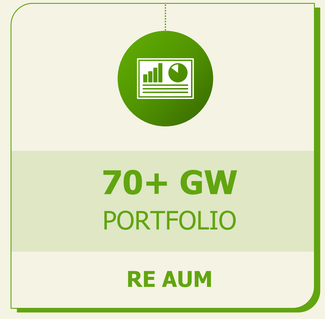


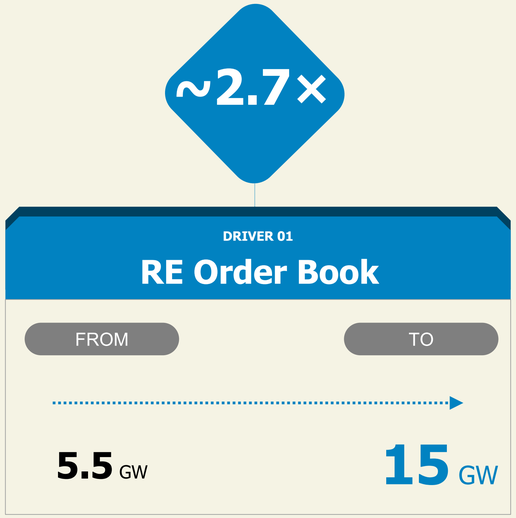
Suzlon 2.0 aims to reshape its business by FY31 through five measurable enterprise ambitions

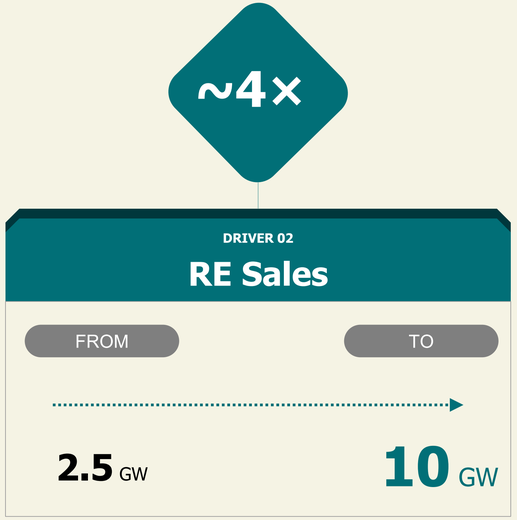


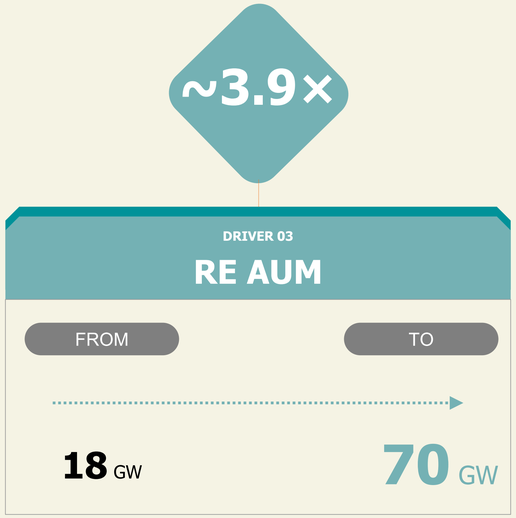




Suzlon 2.0 → 5 Year Growth Path








SUZLON

Suzlon 2.0 pillars are centered around strong growth by solving key industry challenges

Challenges faced by customers

WTGs not perfected for Indian conditions - real-world power curve adherence is poor

No single OEM offers integrated solution (Wind + Solar + BESS) - we are forced to switch OEMs and carry the integration risk ourselves

One integrated stack. One technology partner. Built for India.

- Wind anchored - unmatched depth with 30 years of field operations data and experience
- One integrated technology portfolio across Wind, Solar, BESS
- Made-in-India, made-for-India, resilient supply chain across technologies
- In-house Energy Management System —hardware and software designed to work together

RE Tech

Integrated and Engineered Tech Solution for the project

Execution bottlenecks related to site-readiness

Projects routinely delayed 6–12 months due to land, RoW, and connectivity issues

Securing grid connectivity is getting harder every year — the single biggest threat to the pipeline

Land, connectivity locked-in upfront. Predictable delivery, every time.

- >50% of land secured and early grid connectivity locked in before execution begins, lower IDC
- Captive control over Suzlon-developed sites — tighter discipline, predictable cycles
- Co-development model — Suzlon brings de-risked pipeline, you bring capital and offtake
- Project sales evolve into long-horizon partnerships through framework agreements, not transactions

RE DevCo

Shovel-ready projects with end-to-end site control

RE DevCo

Long-term visibility and a de-risked development pipeline

Turning India's development bottleneck into opportunity

Structural constraints	Land acquisition takes **12-18 months**	Statutory clearances takes **6-12 months**	CTU/STU grid connectivity takes **18-36 months**
Suzlon's Solution	Secures **wind-rich** land through local relationships	**Decoupling** of development from execution	
Pre-developed sites before customer commitment	Locks in grid **connectivity** upfront	Maintains a portfolio of **shovel-ready** projects	

Project Execution Cycle	**Today** **2-3 years**	**With RE DevCo** **15-18 months**

Only player with a unique combination of capabilities creating a differentiated platform

Integrated value chain advantage

End-to-end integration

- Development of land, clearances and connectivity with in-house EPC execution

Domestic manufacturing base

- In-house WTG manufacturing with strong supplier ecosystem

Proven co-development model

Tried & tested platform

- Validated through 3 years of incubation and pilot projects

Long-term partnerships

- 3+ year co-development relationships create visibility ahead of project awards

Structural advantage on-site

Site expansion capabilities

- Wind site can host both wind + solar (Hybrid) but not the other way around

Fungibility

- All of Suzlon's existing customers can benefit from this structural advantage

3-5 years
of forward visibility

Only solution
to industry bottlenecks

Greater
volume pull

Slow execution speed, further challenged by need for FDRE

- Vendor ecosystem for RE projects is immature — reliable EPC partners are hard to find
- Vendor capabilities siloed within Wind or Solar — almost no cross-technology depth
- End to End full scope contracts hard to award — splitting scope needs more bandwidth, slows growth

Full EPC contract. One partner. Full RE stack.

- Wind EPC capability at scale — now extended to bundled Wind + Solar + BESS FDRE delivery
- DevCo pull-through — projects arrive with land and connectivity already secured
- Productionised execution — systematic compression of project delivery cycle time
- Restores the option of full EPC contract to one partner — at full scale

RE Projects

Productionized, full-stack project delivery

RE Projects

Faster, fully de-risked turnkey delivery

Suzlon 2.0 will take it wider and deeper

Suzlon 2.0

Technology solutions

Wind + Solar + BESS + EMS

Sites > Infra > Installations > Grid > Comm.

Project Capabilities

Expand addressable market by leveraging existing capabilities and infrastructure

Efficient and economical execution

Wind

- Project management
- Sub-contractor management
- Field service teams
- SCADA + monitoring
- Customer relationships
- Regulatory navigation

Capability overlap

Buyer universe overlap

Existing customer relationships act as a **natural channel to cross-sell**

Full RE

Enhanced integrated value proposition

Complex, long-life OMS needs; Non-core to the business

- OEMs may not exist for the 25-year asset life - OMS quality is not up to the mark/ Spare availability issues
- Solar and BESS O&M with 3rd parties — OEMs not partnering for full lifecycle
- Multiple 3rd party OMS service providers per customer - increased work for driving efficiencies across the portfolio
- No single O&M provider across technologies — integrated energy management is impossible

One AMS partner. One platform. For the full lifecycle.

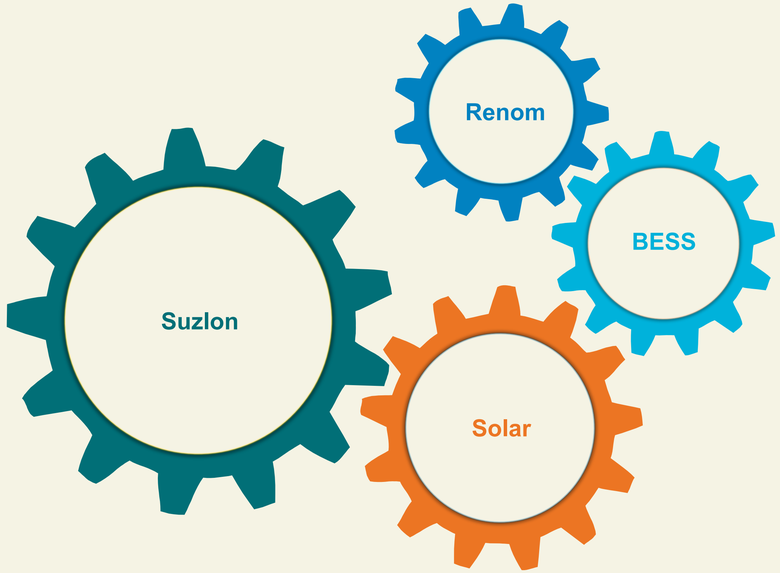
- India's deepest wind AMS fleet — extended seamlessly to Solar and BESS
- Digital-first, tech-enabled — predictive maintenance lowers failures, lifts uptime
- Continuous Upgradation through Value added products & services, Reliable Engineering team
- Repowering and life-extension at end-of-life — relationship continues past warranty

RE AMS

Towards India's largest RE asset management franchise — across every technology

RE AMS

Target AUM of 70+ GW



Every MW sold creates locked-in revenue

- Long term OMS visibility is integral to the turbine sales
- Every MW commissioned enters the annuity base

32 GW MBAMS TAM

- Multi-brand expertise, 14 OEMs currently in AUM
- Opportunity to grow the Renom AUM significantly

Massive Solar + BESS AMS

- Fully synergistic – Know-how, Infrastructure, Manpower
- 35 GW available within 50 km radius of existing sites

International

A known name, turning stronger: Expands the market beyond India

Massive global opportunity

1,299 GW
Total Wind Installed Capacity (end 2025)

165 GW
Capacity Addition in 2025 – Highest ever

2,000 GW
Est. Wind Installed Capacity (by 2030)

What Is Driving Electricity Demand?

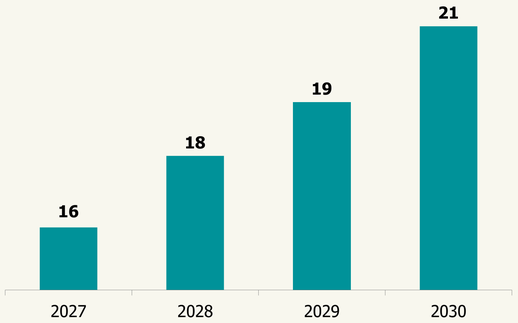
Strong demand
- Industrialization, Electrification and Data center expansion driving Electricity Growth

RE Adoption rising
- Recent Ukraine & Middle East crises have led to Energy Security becoming critical

Repowering supercycle
- Aging fleet, permitting & grid bottlenecks, efficient technologies

Geopolitics + "China-plus-one"
- Diversification in sourcing, securing supply-chains, partnering with preferred countries

Export Opportunity in Addressable Markets



Additional Repowering Opportunity at ~18 GW

Readiness
Launching Blue Sky Platform with country/grid specific certifications

Existing customer relationship with 6+ GW installations

Establish
Entry in select market with 3 GW order intake

Scale
Becoming one of the leading player in each of the selected markets

Four integrated pillars convert Suzlon's wind depth into scalable solutions, execution, and annuity value

RE Tech

Wind
Continue to deliver market-defining turbines – local & global Resilient supply chain, cement leadership

Solar
One stop shop for customer for RE integration for project risk management
Partner-sourced, asset-light
Leverage ecosystem

Storage
Tailored for India BESS solution. BESS Pack Assembly + partnership for end use application with optimum design

System Integration
Digital layer of energy management with Suzlon hybrid controller + smart energy management software

RE DevCo

Predictable Project execution
Long-horizon partnership starting with Joint Project Development

Secured Project Connectivity
>50% of land + early connectivity locked in upfront Lowers late-stage execution risk

Reduce construction risk
De-coupling project development : Secure site readiness before starting construction

Multi year Project Portfolio
large scale multi-GW and long horizon customer partnerships for assured CoD for year 3-4-5

RE Projects

Wind EPC scale- Time compression
Crash Project Delivery Cycle time
Productionized execution (Decentralized Organization design with empowerment)

FDRE EPC End to End Integration
leverage expertise of complex Wind EPC to dive excellence in FDRE EPC. Single point accountability for RE Project integration

DevCo Pull through for timely completion
Ready projects with land + connectivity
Delivery certainty for customers

Reliable Vendor Ecosystem
Leveraging strong Vendor Ecosystem across Wind, Solar and Storage

RE AMS

Single point multi-Brand Wind AMS
Lifetime AMS – Suzlon + multi-brand fleet
Value added products & services, Reliable Engineering team

Responsive on ground Solar AMS
Leverage existing OMS setups of wind clusters from 18 GW wind asset in service

Reliable BESS AMS
Quick TAT via pan-India service network along with reliability in Warranty

Digital first, tech-enabled
Predictive maintenance
Lower failure rates, better uptime, customer experience

International: Wind-led entry — solid product + certainty of execution + long-term service

RE Tech

Suzlon Technology in Brief

We keep advancing

We design for performance and quality

Developing world-class technologies in India and Europe

We offer an enhanced portfolio beyond turbines

Leveraging experience from the largest fleet in India

We are advancing from Wind to RE solutions

Building the capabilities needed for ongoing, long-term success

Suzlon Technology

R&D Centers in Europe, Detailed Engineering in India

R&D Centers in Germany, Denmark and Netherland

Engineering capabilities in India

Overall 400+ Professionals across 4 countries

State-of-the-art testing facilities for key components

Highlights from the Last 3 Years

Selected achievements from a period of strong growth and progress

S144 Launch
Entry into 3 MW class

2023

20 GW installed
worldwide, across 17 countries

Best Turbine

Award for S144
received by 'Wind Power Monthly'

2024

Hybrid Plant Controller introduction

6.17 $g\,CO_2$ / kWh

S144: India's **lowest carbon footprint** WTG

2025

AI-powered advanced tools
incl. forecasting and predictive maintenance

Repowering
workstream started for 2 MW turbines

Grid Simulator
developed to ensure product grid compliance

Blue Sky Launch
at Madrid Wind Fair For International

2026

First Turbine
Installation

World Class Technology

Our products are specifically designed for India – We make India's low-wind sites techno-commercially feasible

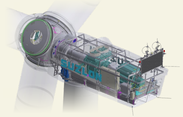
Developed in Europe – Detailed, and manufactured in India

We have R&D centers in Denmark, Netherlands and Germany.

We optimize and manufacture in India.

High efficiency balanced with competitive costs

Rotor design is based on high-efficiency drive trains.



High performant rotor blades

High lift profile blade with flat back carbon girder & advanced aerodynamics.

Optimal for Indians dust heavy air.

Local sourcing and a robust supply chain

>80% local sourcing from Indian Tier-1 suppliers for our S120 and S144 turbines.

Making us less dependent on global supply chain disruptions.

Engineered to minimize CO_2 emissions

The S144's 140 m lattice towers use 100 tons less steel than a competitor's tubular tower.

2.5 less emissions due to use of scrap-based, low-carbon steel.

Designed for a 25-year extended service life.

Engineered for grid compliance

Extensive expertise in grid compliance and grid integration.

Advanced testing against site-specific grid requirements, including voltage, frequency, and fault scenarios .

Trusted by Indian and international grid authorities.

We design to cover 80% of the Indian market - from remote locations to well-accessible wind parks

Technical Highlights

Driving wind energy innovation

Our lightweight lattice towers

- Industry-leading **hub heights** of up to **160 m**
- **Innovative transition unit** – holding together lattice and tubular sections
- **Easier Logistics** compared to equivalent tubular towers

Suzlon Hybrid Park Controller

- **Inhouse developed**
- Allows for **compliance with Indian grid regulatory** requirements
- **Successfully demonstrated:** frequency control, voltage regulation, and reactive power control

S144 HTV – Suited for harshest climates

- S144 HTV (High Temperature Variant) can operate in **air temperatures up to 52°C**
- **Soon be available** for direct ordering
- **Existing S144 units can be upgraded** with an HTV package

Wind turbine drone inspection

- High-resolution **images of inaccessible areas**
- Simultaneous capture of **RGB and thermal imagery**
- Inspection in both **non-operational** and **loaded operating states**

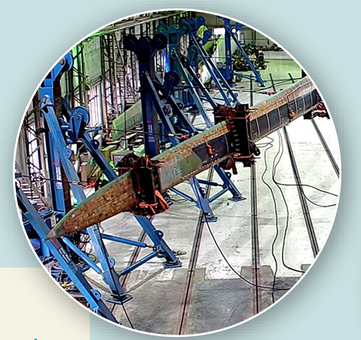
Testing & Validation

We design for high quality

During turbine design,
we **perform several tests**, including:

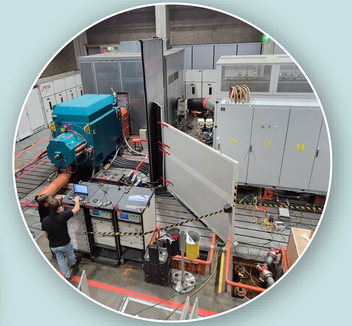
- Blade life-cycle testing
- Grid Compliance testing
- Generator & Converter testing

Our goal is to **deliver best-in-class turbines**, which requires **extensive and rigorous testing** across all critical components and systems



Blade testing in Baroda

Grid Compliance testing at prototype site

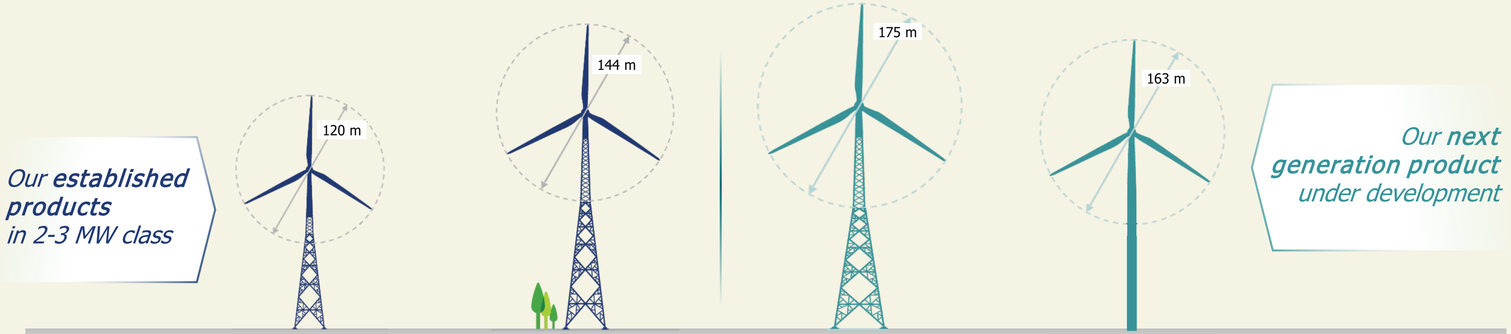


Generator & Converter testing

Turbine Portfolio

We have developed a strong portfolio over the past years

*Our **established products** in 2-3 MW class*



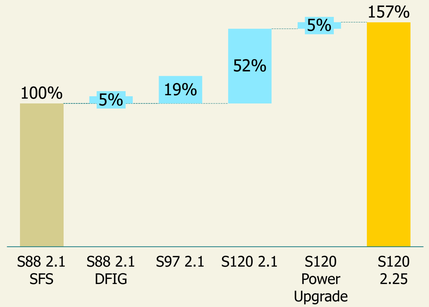
Our next generation product under development

	S120	S144	S175	S163
MW Rating	2.10 MW	3.15 – 3.30 MW	5.x MW	6.x MW
Hub Height	105-140 m	105-160 m	120-160 m	119-149 m
	We repower smaller turbines to this version	**The current go-to turbine for India**	**Our new Low-wind sites flagship**	**Our new Mid – High Wind sites flagship**
			5.X First Turbine installed in May 2026	*First Turbine installation in H1 2027*
			Blue Sky Platform	

Repowering the S88

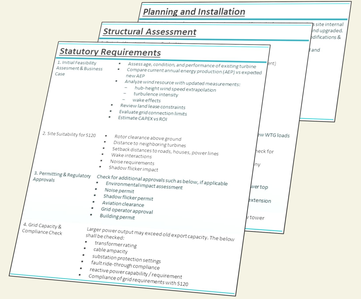
50+% AEP improvement possible

Higher AEP through repowering



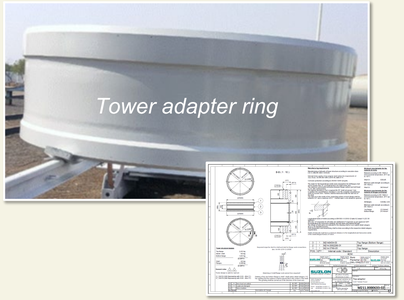
Multiple repowering options available for the S88 platform - increasing **AEP by up to 56%**

Easy repowering feasibility review



Clear **feasibility checklist** available for repowering assessment

Minimal structural modifications



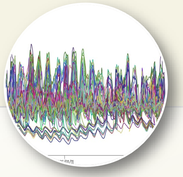
Only **minor structural modifications** required, such as a **tower adapter ring installation**

Portfolio of Value-Added Products

Enhancing our turbine portfolio with innovative, value-adding products

Fleet Services

- Suzlon provides **lifelong service support** of wind energy projects
- **15,000 MW service fleet**
- **4,000+ field technicians**
- **90% repeat customers**

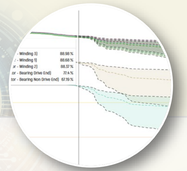


SCADA

- **Real-time SCADA** data available
- **Strong turbine connectivity**
- **Data security** is a key priority
- Improves **reliability, flexibility,** and **operational support**

Power Forecasting

- **Weather forecast** and **SCADA data** are **merged**
- **AI models trained with data**
- **AI** models **generate** and continuously **improve live and day-ahead power forecasts**



Predictive Maintenance

- Historic **SCADA data** is analyzed using **AI models**
- **AI** models **learn the normal operational** behavior
- **Anomalies are detected in real-time**

Suzlon

5.x MW


SUZLON

Suzlon 2.0 differentiates through one accountable partner across the full RE lifecycle

Customer Value Proposition 01
One-stop shop for 100% of customer RE needs

Integrated Wind + Solar + BESS

- Co-developed FDRE pipeline via DevCo → land + STU + turnkey delivery
- RTC-shaped energy outcomes, not just MW supplied

Customer Value Proposition 02
Lifetime service partner across the RE portfolio

Asset Management Services across RE Portfolio

- India's largest wind AMS franchise, extended across Solar + BESS with international heritage
- Co-located portfolio management plus repowering and life-extension at end of life

Customer Value Proposition 03
World-class products, locally tailored

Global-grade tech, India cost base, export-competitive economics

- Proven international R&D and IP, deployed through Indian manufacturing scale
- Reliable RE partner – local + global footprint

Suzlon 2.0 will create value through full-stack leadership, India-led expansion and customer-centric execution

Strategic Vectors

VECTOR 1
Full-stack RE leadership

Wind-anchored, Solar + BESS attached

- One platform: DevCo → Tech → Projects → AMS
- Lead the FDRE shift; own the lifecycle
- Margin uplift from bundling + annuity

VECTOR 2
India first, world next

Lead India, build selective beachheads

- Reinforce India leadership position
- Fuel growth with RE business
- Global expansion

VECTOR 3
Customer centricity

Anchor relationships, not transactions

- Multi-year tie-ups with large customers
- Provide scale & certainty of execution for customers
- AMS expanded to solar, BESS, multi-brand

Foundational Capabilities

Wind heritage
- Deepest India wind track record
  #1 Wind AMS fleet

Tech & R&D
- Next-gen WTG platform
- In-house BESS firmware, EMS

Industrial base
- India-anchored mfg
- Resilient supply chain

Balance sheet
- Net-cash fuel for new BU initiatives and Global expansion

RE DevCo
Shovel Ready Projects

Pipeline (next 5-yr RE)	**25+ GW**
Forward Contract	**3-5 yr**
Wind Market Size	**15+ GW**
Suzlon Market Share (FY31 installations)	**40%+**

Land + Connectivity

RE Tech
Integrated RE Solution

Firm RE orderbook%	**25%**
Wind Export Revenue[1]	**15%**
Storage approach	**Tech. enabled Manufacturing**
Solar approach	**Asset-light**

Resilient Supply Chain

RE Projects
End-to-end projects engine

Co-Dev share	**60%**
FDRE EPC Coverage	**Wind+Solar+ Storage**
Execution speed	**Reduced PDC**
Additional Upside	**Repowering**

Single end-to-end Solutions Provider

RE Asset Management
Lifetime annuity engine

Market Share: Wind AUM (cum.)	**40%**
Market share: Solar + BESS	**15%**
Operating Model	**Digital first**
Enabling Solutions	**VAS, VAP, EMS**

Multi-tech, Multi-brand

1. % of Total Wind Revenue

Suzlon 2.0
5 Year Ambition

25%+
CAGR
Revenue Growth

40%+
MARKET SHARE
India Wind

60%+
BY FY31
Co-Dev Share

3+ GW
ORDER INTAKE
Exports

70+ GW
PORTFOLIO
RE AUM


SUZLON

Vote of Thanks

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