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Annexure - AGEL: ESG
Adani Group: A world class infrastructure & utility portfolio

Opportunity identification, development and beneficiation is intrinsic to diversification and growth of the group.

1. As on Sep 14, 2021, USD/INR – 73 | Note - Percentages denote promoter holding & light blue color represent public traded listed verticals
2. NQXT – North Queensland Export Terminal | 3. ATGL – Adani Total Gas Ltd | 4. Data center, JV with EdgeConneX

Adani

- Marked shift from B2B to B2C businesses –
  - ATGL – Gas distribution network to serve key geographies across India
  - AEML – Electricity distribution network that powers the financial capital of India
  - Adani Airports – To operate, manage and develop eight airports in the country
- Locked in Growth –
  - Transport & Logistics - Airports and Roads
  - Energy & Utility – Water and Data Centre
Adani Group: Decades long track record of industry best growth rates across sectors

**Port Cargo Throughput (MMT)**
- Industry: 2014: 972 MMT, 2021: 1,246 MMT
- Adani: 2014: 320,000 ckm, 2021: 441,821 ckm

**Renewable Capacity (GW)**
- Industry: 2014: 46 GW, 2021: 140 GW
- Adani: 2014: 0.3 GW, 2021: 19.3 GW

**Transmission Network (ckm)**
- Industry: 2014: 320,000 ckm, 2021: 441,821 ckm

**CGD (GAs covered)**
- Industry: 2015: 62 GAs, 2021: 228 GAs
- Adani: 2015: 6,950 ckm, 2021: 18,801 ckm

**Transformative model driving scale, growth and free cashflow**
- APSEZ: Highest Margin among Peers globally, EBITDA margin: 70%\(^1,2\), Next best peer margin: 55%
- AGEL: World’s largest solar power developer, EBITDA margin: 91%\(^3,4\), Among the best in Industry
- ATL: Highest availability among Peers, EBITDA margin: 92%\(^1,3,5\), Next best peer margin: 89%
- ATGL: India’s Largest private CGD business, EBITDA margin: 41%\(^1\), Among the best in industry

Note: 1 Data for FY21; 2 Margin for ports business only; Excludes forex gains/losses; 3 EBITDA = PBT + Depreciation + Net Finance Costs – Other Income; 4 EBITDA Margin represents EBITDA earned from power supply 5. Operating EBITDA margin of transmission business only, does not include distribution business. 6. Contracted 8 awarded capacity 7. CGD – City Gas distribution 8. GAs - Geographical Areas - Including JV | Industry data is from market intelligence 9. This includes 170GW of renewable capacity where PPA has been signed and the capacity is under various stages of implementation and 290GW of capacity where PPA is yet to be signed
Adani Group: Repeatable, robust & proven transformative model of investment

**Phase**

**Activity**
- Analysis & market intelligence
- Viability analysis
- Strategic value

**Performance**

- India's Largest Commercial Port (at Mundra)
- Longest Private HVDC Line in Asia (Mundra – Mohindergarh)
- 648 MW Ultra Mega Solar Power Plant (at Kamuthi, Tamil Nadu)
- Energy Network Operation Center (ENOC)

**Development**

**Origination**
- Site acquisition

**Site Development**
- Concessions and regulatory agreements
- Investment case development

**Construction**
- Engineering & design
- Sourcing & quality levels
- Equity & debt funding at project

**Operations**
- Life cycle O&M planning
- Asset Management plan

**Post Operations**
- Redesigning the capital structure of assets
- Operational phase funding consistent with asset life

**India’s Largest Commercial Port (at Mundra)**
- Highest Margin among Peers

**Longest Private HVDC Line in Asia**
- (Mundra – Mohindergarh)
- Highest line availability

**648 MW Ultra Mega Solar Power Plant**
- (at Kamuthi, Tamil Nadu)
- Constructed and Commissioned in nine months

**Energy Network Operation Center (ENOC)**
- Centralized continuous monitoring of solar and wind plants across India on a single cloud based platform

- Revolving project finance facility of $1.35Bn at AGEL – fully funded project pipeline
- First ever GMTN1 of USD 2Bn by an energy utility player in India - an SLB2 in line with COP26 goals - at AEML
- Issuance of 20 & 10 year dual tranche bond of USD 750 mn - APSEZ the only infrastructure company to do so
- Green bond issuance of USD 750 mn establishes as India’s leading credit in the renewable sector

**Debt structure moving from PSU banks to Bonds**

- March 2016
- March 2021

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1. GMTN – Global Medium Term Notes
2. SLB – Sustainability Linked Bonds
AGEL: Replicating Group’s Simple yet Transformational Business Model

Development

Secure Sites & Connectivity

200,000 acres
Resource rich Sites in strategic locations

Resource Assessment

~ 31 GW potential
85+ Wind data locations
Solar resource assessment completed

Construction Readiness

Geotechnical studies
and detailed design planning, simulations completed

Operations

100% Contracted Capacity

Fixed tariff
PPA life: 25 years Tariff profile
Average Portfolio tariff: INR 3.14/unit

Technology enabled O&M

ENOC
Analytics driven O&M with AI based technology
to maximize generation and perform predictive maintenance

Industry leading EBITDA margin

91%
Sweat assets to its fullest (Highest Generation) +
Lowest Operating Costs = Highest EBITDA per MW

Value Creation

Access to International markets

Diversified sources of funding
Elongated maturities up to 20 years

Efficient Capital Management

Fully Funded Growth

US$ 1.35bn
Revolving construction facility from international banks to fully fund under construction pipeline

Investment Grade (IG) Ratings

First IG rated Issuance

At OPCO level
Broaden capital pools - 144A, REG S, REG D, Indian bond markets

HoldCo green bonds to meet funding needs at SPVs

World’s largest solar power developer, well positioned for industry leading growth

1. Excluding a small merchant solar capacity of 50 MW
2. Average tariff for locked-in growth of 19.8 GW
3. EBITDA margin from power supply in FY21
4. As per ranking by Mercom Capital

PPA - Power Purchase Agreement; ENOC: Energy Network Operations Centre; EBITDA: Earnings before Interest, tax, depreciation & amortization; IG: Investment Grade
Adani TotalEnergies Renewable Partnership

Adani Group and TotalEnergies have a long-term partnership and commitment to expanding the renewable footprint through AGEL

- Amongst Largest infrastructure and real asset platform in India
- Deep expertise and experience in developing large scale infrastructure projects in India
- Fully integrated energy player in India
- Deep capital management capabilities in the platform across other infrastructure sub sectors
- Strong supply chain integration
- Entered renewable sector in India through AGEL in 2015 and setup the then largest solar power project in the world as its first project
- Ambition to add 25 GW by 2025

- One of the largest energy players in the world & a leading liquefied natural gas player globally
- Presence across 130 countries
- Huge focus on adding renewable energy footprint, target to add 35 GW renewable capacity by 2025
- Operating renewable projects all over the world
- Deep focus on new renewable energy technology R&D to reduce cost of energy and assist in grid adoption
- Adani and TotalEnergies have formed a "strategic alliance" across renewables, city gas distribution, LNG terminals.
- TotalEnergies owns 20% stake ¹ in AGEL and 50% Stake ² in Adani Green Energy Twenty-Three Limited

TotalEnergies has board representation in AGEL and is present on Audit Committee of AGEL

Embedded Teams in micro plant O&M and development for exchanging ideas and best practices

Adani and TotalEnergies jointly working to achieve global best practices of governance

R&D: Research & Development; O&M: Operations and Management; LNG: Liquified Natural Gas
1. Through Total Renewables SAS 2. Total Solar Singapore Pte Ltd
Adani Green Energy Limited
Company Profile & Business Philosophy
AGEL: Transformational Renewable Company

Pan India Presence

4x Locked-in Growth

1. The capacities include (i) 150 MW operational wind assets under acquisition from Inox (ii) 40 MW operational solar assets under acquisition from Essel Green Energy
2. Letter of Award received and PPA to be signed
3. Excluding a small merchant solar capacity of 50 MW

5,410 MW - Operational
5,724 MW - Under execution
8,700 MW - Near Construction
19,834 MW - Locked-in Growth

Source-wise Capacity Breakup (in MW)

100% Contracted portfolio
87% Sovereign/sovereign equivalent rated Counterparties
Portfolio spread across 11 resource-rich states 18 different counterparties

Ranked as Largest Solar Power Developer in the World by US based MERCOM Capital

1. The capacities include (i) 150 MW operational wind assets under acquisition from Inox (ii) 40 MW operational solar assets under acquisition from Essel Green Energy
2. Letter of Award received and PPA to be signed
3. Excluding a small merchant solar capacity of 50 MW
AGEL: Majority Operating Portfolio by 2022 reducing Development Risk

Assets contracted under 25 year PPA, \textbf{87\% of capacity contracted to sovereign / sovereign equivalent rated counterparties}

\begin{itemize}
  \item Development risk to reduce with increasing proportion of Operating Capacity
    \begin{itemize}
      \item Operating capacity as \% of Operational + Legal Completion Risk Capacity
        \begin{itemize}
          \item Mar-18: 0.6\%\hspace{1cm} Mar-19: 0.6\%\hspace{1cm} Mar-20: 0.6\%\hspace{1cm} Mar-21: 3.0\%
          \item Mar-22: 8.2\%\hspace{1cm} Mar-23: 12.3\%\hspace{1cm} Mar-24: 18.3\%\hspace{1cm} Mar-25: 25.0\%
        \end{itemize}
    \end{itemize}
  \item High quality portfolio with low development & counterparty risk
    \begin{itemize}
      \item Operational (GW)
      \item Legal Completion Risk (GW)
    \end{itemize}
\end{itemize}

\begin{itemize}
  \item Counterparty mix by capacity for fully built portfolio
    \begin{itemize}
      \item Sovereign / Sovereign equivalent rated: 87\%
      \item Others: 13\%
    \end{itemize}
\end{itemize}

Note:
The capacities shown above include (i) 150 MW operational wind assets under acquisition from Inox (ii) 40 MW operational solar assets under acquisition from Essel Green Energy

‘Legal Completion Risk’ includes under construction projects which are projected to be commissioned within next 12 months.
AGEL: Development and de-risking philosophy

Origination
- Resource Assessment: 85+ Wind locations assessed
- Land Identification: 2,00,000+ acres land identified across India
- Design Optimisation: Relentless focus on design optimization to drive Cost Efficiency

Development
- Land Acquisition: Land tied-up for entire project pipeline
- Statutory Approvals: Stage-I connectivity Approval for Prospective Land is already obtained
- Transmission Connectivity: 100% of sites under execution

Construction
- Engineering: Centre of Excellence – Project Management & Assurance Group (PMAG)
- Supply Chain Management: 20,000+ Vendor Base across India
- Site Execution: Experience of execution at 320+ sites across India

Advance de-risking for potential pipeline with focus on most critical resource – Strategic Sites
AGEL: Technology Enabled Operational Excellence

- AGEL operating assets currently spread across 11 states. Portfolio managed by O&M team of 630 personnel
- Cluster based operating model enabling smooth governance and efficient utilization of manpower and spares: Personnel spread across Central office ➔ Cluster teams (5 regional cluster teams) ➔ Site personnel

ENOC driven Predictive Analytics leading to cost efficient O&M and high performance

- Remote management of all sites from single location - to help rapid scale-up of capacity
- Analytics platform from Italy based BAX Energy, which has connected 100+GW globally
- Cutting-edge advanced analytics cloud-based platform
  ✓ Provides predictive maintenance inputs reducing frequency of scheduled maintenance and reduced mean time between failure
  ✓ Automatically recommends smart corrective actions in real time reducing mean time to repair
  ✓ Detailed insights into plant and portfolio performance with access across multiple devices /locations
  ✓ Backend machine learning and artificial intelligence for continuously improving insights

Robust Operational Performance enabled by analytics driven O&M

<table>
<thead>
<tr>
<th>Plant Availability (Solar)</th>
<th>CUF (Solar)</th>
<th>FY21 EBITDA margin (power supply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 19: 99%</td>
<td>FY 19: 22%</td>
<td>FY 21: 99% 91%</td>
</tr>
<tr>
<td>FY 20: 99%</td>
<td>FY 20: 23%</td>
<td></td>
</tr>
<tr>
<td>FY 21: 99%</td>
<td>FY 21: 23%</td>
<td></td>
</tr>
</tbody>
</table>

AGEL: Capital Management leading to Value Creation

Fully Funded Construction Program

- Revolving Construction Framework Agreement for USD 1.35 bn with participation from 12 international banks to enable fully funded construction pipeline
- Tranche 2 & 3 of construction facility expected in near future to fund the development pipeline
- Green bonds of USD 750 mn at holdco level to meet funding needs at SPVs

De-risking through USD Green Bond refinancing

- ‘BB+’ rated USD 500mn Green Bonds issued for refinancing 930MW Restricted Group-1 (RG1)
- ‘BBB-’ IG rated 1 US 362.5mn Green Bonds issued for refinancing 570MW Restricted Group-2 (RG2)

Value unlocking through Strategic partnership

- Monetization of Capital Formation through Strategic Alliance with TotalEnergies with investments to the tune of USD 2.5 bn

✓ Mitigating risk of capital availability during construction

✓ Debt maturity close to PPA term (RG2)
✓ Access to wide pool of capital
✓ Reduced Costs

✓ Fully-funded future growth pipeline
AGEL: Value Creation through Transformative Investment Philosophy
AGEL: Value Creation through Transformative Investment Philosophy

<table>
<thead>
<tr>
<th></th>
<th>FY 17</th>
<th>FY 21</th>
<th>Targeted Growth 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity (MW)</strong></td>
<td>748 MW</td>
<td>3,470 MW¹</td>
<td>25,000 MW</td>
</tr>
<tr>
<td><strong>Capital Employed</strong></td>
<td>INR 50 bn</td>
<td>INR 178 bn</td>
<td>~ INR 1,200 bn</td>
</tr>
<tr>
<td></td>
<td>USD 685 mn</td>
<td>USD 2,438 mn</td>
<td>USD 16,438 mn</td>
</tr>
<tr>
<td><strong>Run-rate EBITDA</strong></td>
<td>INR 8 bn</td>
<td>INR 31 bn</td>
<td>~ INR 200 bn</td>
</tr>
<tr>
<td></td>
<td>USD 110 mn</td>
<td>USD 425 mn</td>
<td>USD 2,739 mn</td>
</tr>
<tr>
<td><strong>EBITDA Return on</strong></td>
<td>~ 16%</td>
<td>~ 17%</td>
<td>~ 17%</td>
</tr>
<tr>
<td>Capital Employed</td>
<td>Consistent</td>
<td>Consistent</td>
<td>Commitment to maintain IG Rating</td>
</tr>
<tr>
<td><strong>Credit Rating</strong></td>
<td>Not Rated</td>
<td>BBB- ²</td>
<td></td>
</tr>
<tr>
<td><strong>Investment Grade</strong></td>
<td></td>
<td>Rating</td>
<td></td>
</tr>
<tr>
<td><strong>Investment Grade</strong></td>
<td></td>
<td>Rating</td>
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</tbody>
</table>

¹ Includes 150 MW of wind projects under-acquisition from Inox
² Fitch Credit rating for RG2
³ Capital Employed for Operational Assets. For locked-in growth the estimated project cost has been considered
⁴ Estimated EBITDA for full year of operations. (Reported EBITDA from Power Supply for FY21 is INR 22 bn)

CAGR: Cumulative Annual Growth Rate; RG: Restricted Group

Fast paced growth with stable returns
AGEL: A Compelling Investment Case

### Strong Sponsorship
- **Pedigree of Adani Group**: leadership in infrastructure energy & utility and transport & logistics sectors
- Robust, reliable supply chain backed by strategic investments
- **Strategic partnership with French Energy major TotalEnergies SE**

### Strong Government Push
- India targets Renewable capacity of 175 GW by 2022 & **450 GW by 2030** from 100 GW currently
- 'Must-run' status to renewable plants in India ensures continuous off-take of energy

### Excellent execution track record
- World class project execution with equipment sourced from **tier 1 suppliers** through **strategic alliances**
- Central monitoring of all project execution by **Project Management & Assurance Group**
- Track record of executing projects ahead of schedule vis a vis execution timeline

### De-risked Project Pipeline
- **Locked in portfolio**: 19.8 GW of which 5.4 GW is operational and 2.8 GW is in final stages of commissioning
- Resource tie up: **Strategic sites with generation potential of ~31 GW** with geotechnical, resource analysis & design work done
- **Fully funded growth** ensured through Revolving Construction Framework Agreement of USD 1.35 bn
- 20,000+ vendor relationships ensuring effective and timely execution

### Predictable & Stable cash-flows
- 25 year long term PPA's; ~87% **sovereign rated counterparties** significantly reducing counterparty risk
- Technology backed O&M: **ENOC driven Predictive Analytics** leading to cost efficient O&M and high performance
- **EBITDA margin from Power Supply** of ~90% over the past 3 years, ensuring maximum cash generation
- Rapid transition from majority development risk to primary stable operating assets

### ESG Focus
- AGEL's largest solar plant of 648 MW in Kamuthi became the **First net water positive plant** of its kind in the world and the **First single-use plastic free plant** of its kind in the world
- Ranked **3rd best** in Indian Electric Utility sector ESG benchmarking of DJSI-SP Global & Assigned **MSCI ESG Rating of ’A’**

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**EBITDA**: Earnings before Interest, Tax, Depreciation & Amortization; **ENOC**: Energy Network Operations Centre, **O&M**: Operations and Maintenance, **PPA**: Power Purchase Agreement, **ESG**: Environment, Social and Governance
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viral.raval@adani.com
+91 79 2555 8581
Thank You
Annexure

AGEL: ESG
AGEL: Robust ESG Assurance Framework

Guiding principles

- United Nations Global Compact
- Sustainable Development Goals
- SBTi

Disclosure Standards

- TCFD
- GRI Standards
- CDP disclosure

Policy Structure

- E - Biodiversity Policy
- Energy & Emissions as part of IMS policy
- Water Stewardship Commitment

- S - Guidelines on Human Rights
- Corporate Social Responsibility Policy
- Occupational Health & Safety as part of IMS Policy

- G - Board Diversity
- Code of Conduct
- Related Party Transaction Policy

Focus Area - UNSDG

- E - Role in climate Action through de-carbonization of Grid
- Responsible Consumption and Production
- Safety & well-being
- Quality Education
- Sustainable cities & communities

Our Commitment

- To be in Top 10 companies of the world in ESG benchmarking of electric utility sector by 2025
- Became founding member of Global Alliance for Renewable Energy
- To become Single-use-Plastic-Free (SuPF) company by 2024
- To become Zero-Waste-to-Landfill (ZWL) company by 2025
- Committed to Health and Safety of workforce with Zero Harm and Zero Leak objective
- Inclusive growth by sustaining communities to ensure social license to operate


Ranked 3rd best in Indian Electric Utility sector ESG benchmarking of DJSI-SP Global & MSCI assigned ESG Rating of ‘A’
## AGEL – Environmental Philosophy

### Awareness
- **Carbon Emission Reduction**
  - Supporting low carbon Economy
  - Improving Carbon Efficiency
  - Supporting newer and more efficient renewable technologies
- **Natural Resource Conservation**
  - Reduce freshwater withdrawal and water conservation initiatives
  - Land use and cover management
  - Circular Economy
- **Biodiversity Management**
  - Biodiversity Management Plan
  - Green landscaping at operating locations
  - Use of barren/ non-cultivated land for plant development

### Readiness
- 25 GW renewable target by 2025
- Improving energy efficiency with Energy Network Operation Center
- Early adoption of new and efficient technologies such as bifacial modules/ trackers
- Disclosure on Climate Change of Carbon Disclosure Project (CDP)
- Contributing to UN SDG 7 & 13
- DJSI Corporate Sustainability Assessment
- Committed to SBTi
- GRI Standards
- Single Use Plastic free sites by 2024
- Zero waste to landfill by 2025
- Net-Water neutrality for plant capacity >200 MW by 2025
- Critical Habitat Assessment, Bird & Bat Monitoring & various Environment studies at project development stage
- Implementation of initiatives identified through above studies

### Alignment
- **DJSI Corporate Sustainability Assessment**
- Supporting TCFD recommendations
- GRI Standards
- Environment Social Impact Assessment as per IFC Performance Standards
- India Business & Biodiversity Initiative (IBBI)
- DJSI Corporate Sustainability Assessment
- Signatory to IBBI
- GRI Standards

**UN SDG**: UN Sustainable Development Goals; **CDP**: Carbon Disclosure Project; **TCFD**: Task Force on Climate related Financial Disclosure; **SBTi**: Science Based Targets initiative.
### Our Key Social Initiatives mapped to UNSDG

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td><strong>Gujarat</strong></td>
<td>Enhancing quality of education through adoption of government primary schools</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td><strong>Rajasthan &amp; other Locations</strong></td>
<td>Winterwear distribution to underprivileged children, distribution of sports material to schools, COVID relief activities, improving health/ sanitization etc</td>
</tr>
<tr>
<td><strong>Livelihood</strong></td>
<td><strong>Multiple Locations</strong></td>
<td>Opportunities given to local talent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inclusive growth of employees / workers along with the organization</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NIL lost time injury frequency rate in FY21</td>
</tr>
<tr>
<td><strong>Ecology</strong></td>
<td><strong>Multiple Locations</strong></td>
<td>Current average portfolio tariff of Rs. 3.14 per unit much lower than APPC of Rs. 3.85 per unit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25 GW renewable capacity targeted by 2025</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Barren/Non-cultivated land used for plants preventing impact on farmers’ livelihood</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Critical Habitat Assessment, Bird &amp; Bat Monitoring &amp; various Environment studies at project development stage</td>
</tr>
<tr>
<td><strong>Sustainable Innovation</strong></td>
<td><strong>Multiple Locations</strong></td>
<td>Cost efficient operation through ENOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of semi-automatic module cleaning system to reduce water usage by 46%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Installation of solar street lights in villages</td>
</tr>
<tr>
<td><strong>Responsible Consumption &amp; Production</strong></td>
<td><strong>Tamil Nadu</strong></td>
<td>Use of Single-use-plastic reduced to ‘zero’ from both supply chain and internal operation at AGEL’s largest solar plant of 648 MW in Kamuthi, Tamil Nadu</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cleaned and de-silted community water ponds to create extra water holding and ground water recharge capacity that is 1.5x of water consumption at the Kamuthi plant</td>
</tr>
</tbody>
</table>

#### Key Focus Areas

- **Education**
- **Health**
- **Livelihood**
- **Ecology**
- **Sustainable Innovation**
- **Responsible Consumption & Production**

#### United Nations Sustainable Development Goals 2030

- **1. No Poverty**
- **2. Zero Hunger**
- **3. Good Health & Well Being**
- **4. Quality Education**
- **5. Gender Equality**
- **6. Clean Water & Sanitation**
- **7. Affordable & Clean Energy**
- **8. Decent Work & Economic Growth**
- **9. Industry, Innovation & Infrastructure**
- **10. Reduced Inequality**
- **11. Sustainable Cities & Communities**
- **12. Responsible Consumption & Production**
- **13. Climate Action**
- **14. Life below Water**
- **15. Peace & Justice**

#### Social licensing through alignment with UNSDGs with focus on renewable energy, inclusive growth & sustainable innovation
AGEL – Governance Philosophy

Policies / Commitment
- Environment Management
- Energy & Emission Commitment
- Water Stewardship Commitment
- Biodiversity Policy
- Corporate Social Responsibility Policy
- Occupational Health and Safety Policy
- Human Rights & Community Relations Policy
- Related Party Transaction Policy
- Dividend Distribution Policy
- Nomination and Remuneration
- Code of Conduct
- Whistle Blower Policy
- Anti-Corruption and Bribery Policy

Committees
- Corporate Responsibility Committee
- Risk Management Committee
- Corporate Social Responsibility Committee
- Stakeholder Relationship Committee
- Audit Committee (100% independent directors)
- Nomination and Remuneration Committee (100% independent directors)
- Risk Management committee
- Info tech and data security committee

Assurance
Corporate Responsibility Committee (CRC)
Establishment of “CRC” of the board to provide assurance for all ESG commitments
(100% Independent directors)

ESG Governance Structure
ESG Apex Committee
ESG Mentors
ESG Head

Roles & Responsibilities of ESG Apex Committee
✓ Provide organizational vision and overall direction to ESG program
✓ Review and approval on public disclosures on ESG (annual report, sustainability report, special disclosures)
✓ Allocate resources required by ESG Core Working Group
✓ Implementation of ESG Strategy

Roles & Responsibilities of ESG Mentors
✓ Provide specific guidance and operational insights to ESG Core Working Group and ESG Champions
✓ Undertake quarterly review of activities led by ESG Champions

Governance philosophy encompassing strong policy and structure backed by robust assurance mechanism