

Rating Rationale

Adani Green Energy Limited (AGEL)	Previous Score	Rating Symbol	Current Score	Rating Symbol	Rating Movement
ESG Rating	87.3	CareEdge-ESG 1+	87.3	CareEdge-ESG 1+	↔

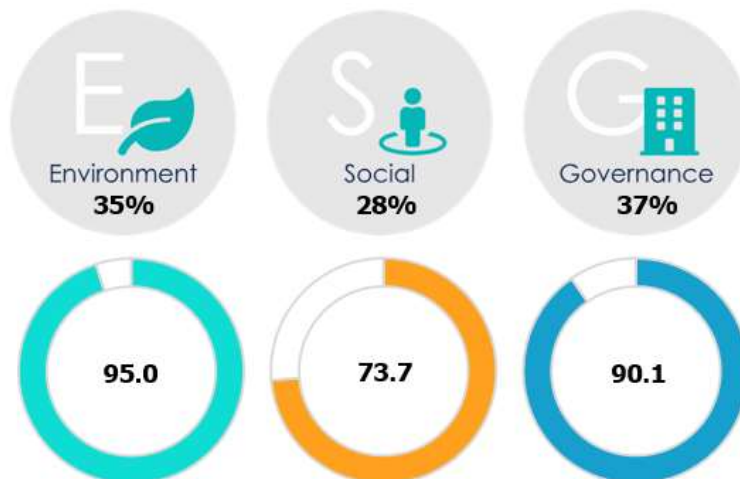
* Please refer to www.careedgeesg.com for detailed understanding of CareEdge-ESG's rating symbols and definitions.

Leadership position in managing ESG Risk through **best-in-class** disclosures, policies, and performance

ESG Score



Pillar Weights & Scores



Data Transparency Level: **High**

Data Reporting Boundary: **Consolidated**

Overall Transition Pathway Trajectory: **Leadership**

Environment Transition Pathway Trajectory: **Leadership**

Social Transition Pathway Trajectory: **Leadership**

Rating Scale



Please note: all scores mentioned in this document are on the scale of 0–100.

CareEdge-ESG Rating Assessment Criteria



India & globally aligned



Physical risk evaluation



Comprehensive analysis

AGEL's Policy Analysis



Comprehensive



Board approved



Regularly reviewed

AGEL's Initiatives Impact



Adaptation /Transition



Mitigation



Resilience

ESG Disclosures



BRSR Report

2023-2024

2024-2025

2025-2026



Integrated Annual Report

2023-2024

2024-2025

2025-2026



ESG Report

2023-2024

2024-2025

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Rating Rationale

The ESG rating assigned to Adani Green Energy Limited (AGEL) reflects the company's strong positioning as a large-scale renewable energy developer with an increasingly integrated approach to managing environmental, social, and governance risks across its operations. As one of the largest renewable energy platforms globally, AGEL benefits structurally from operating in a low-carbon sector; however, its rating is driven not only by the inherent advantages of its business model, but also by the depth of its management systems, governance structures, and ability to scale sustainably while managing emerging risks associated with rapid capacity expansion.

AGEL's ESG profile is characterized by a high degree of alignment between its strategic growth trajectory and long-term sustainability objectives. The company's continued expansion, particularly through large integrated renewable energy developments such as the Khavda Renewable Energy Park, has reinforced its leadership in clean energy deployment. At the same time, this scale introduces complexities in managing environmental intensities, workforce safety, and supply chain risks, making the company's ability to integrate ESG considerations into execution critical for maintaining its current performance.

From an environmental standpoint, AGEL benefits significantly from its core business model, with renewable energy generation contributing to climate change mitigation and relatively lower operational emissions compared to conventional power generation. Beyond this inherent advantage, the company demonstrates a

structured and forward-looking approach to climate risk management. Climate considerations are embedded within the broader enterprise risk management framework, supported by scenario-based assessments covering both physical and transition risks. Alignment with globally recognized pathways and frameworks further strengthens the company's preparedness for evolving climate-related regulations, technology shifts, and market expectations.

The company's environmental performance is further supported by its focus on operational efficiency and resource optimization. Deployment of advanced technologies across solar and wind assets enhances generation efficiency and supports lower lifecycle environmental intensity. At the same time, the company has established structured frameworks across water stewardship, waste management, and biodiversity protection, indicating a comprehensive approach toward managing environmental impacts beyond emissions. Initiatives such as water-efficient operations, circular waste practices, and integration of biodiversity considerations into project planning reflect a broadening of focus toward lifecycle environmental management.

Notwithstanding these strengths, environmental performance continues to be influenced by the pace and scale of capacity expansion. During the reporting period, a significant increase in installed capacity, driven largely by large-scale projects such as Khavda, resulted in temporary increases in certain environmental intensity indicators, particularly Scope 2 emissions and energy intensity. This was primarily linked to construction-phase activities, higher auxiliary power consumption, and the need for supporting infrastructure to enable large-scale deployment. Such trends are characteristic of expansion phases in capital-intensive infrastructure projects and are considered transitional in nature, with moderation expected as projects transition toward stabilised operations and higher utilisation levels.

Across the social pillar, AGEL demonstrates structured frameworks to manage workforce, safety, and community-related risks. However, social risk exposure remains elevated especially during the project construction phase relative to other ESG dimensions, primarily due to the company's significant construction footprint, geographically dispersed operations, and reliance on contractor ecosystems. Occupational health and safety continue to be the most material social consideration, given the scale and complexity of project execution activities.

The company has established formal health and safety systems aligned with international standards, supported by defined policies, governance mechanisms, and monitoring tools. These frameworks provide a strong foundation for managing workplace risks; however, safety outcomes during the reporting period were influenced by the rapid scale-up of construction activities and increased workforce intensity. The increase in safety indicators and the occurrence of high-severity incidents highlight the importance of continued focus on

execution-level controls, particularly within contractor operations. The ability to maintain consistent safety performance across a rapidly expanding project base remains a key area for ongoing monitoring.

Human capital management practices reflect a structured approach to workforce development and employee engagement, supported by formal policies and training initiatives. The company's transition toward a partner-led operating model has influenced workforce composition and turnover trends, reflecting a shift in execution strategy rather than underlying operational weakness. While this transition supports scalability and efficiency, it also increases reliance on EPC/Partners workforce management, requiring stronger oversight mechanisms to ensure alignment with internal standards. Workforce diversity remains an area for improvement, with incremental progress observed but overall representation remaining relatively low.

AGEL's approach to human rights, supply chain management, and community engagement is comparatively well-developed, supported by formal policies, due diligence processes, and stakeholder engagement mechanisms. The company integrates ESG considerations into supplier management through structured frameworks, including codes of conduct, risk assessments, and audit processes. Community engagement practices, including grievance redressal mechanisms and structured CSR programmes, indicate a systematic approach to managing social impacts and maintaining stakeholder relationships. Improvements in targeted CSR deployment toward underserved regions and vulnerable communities indicate a more focused approach to inclusive development, although further strengthening of beneficiary reach may be required to align with industry benchmarks.

Governance practices represent a key strength for AGEL and act as an enabling factor across environmental and social dimensions. The company maintains a well-established governance framework characterized by strong oversight, clear delineation of responsibilities, and integration of ESG considerations into decision-making processes. Board-level engagement, supported by dedicated committees and management structures, ensures that sustainability-related risks and opportunities are regularly reviewed and incorporated into strategic planning.

The company's governance framework is further strengthened by robust risk management practices aligned with globally recognized standards. Integration of environmental, social, and operational risks within the enterprise risk management architecture supports a comprehensive and structured approach to risk identification, assessment, and mitigation. Transparent reporting practices, adherence to regulatory requirements, and alignment with global disclosure frameworks enhance accountability and provide visibility into performance across ESG dimensions.

Ethical business practices, supported by a formal code of conduct, whistleblower mechanisms, and compliance systems, contribute to a strong governance foundation. Supply chain governance is also strengthened through the extension of ethical standards to vendors and partners, supporting consistency across the broader ecosystem. While governance structures are largely aligned with regulatory requirements, incremental improvements in areas such as board diversity and alignment of executive compensation with evolving ESG practices may further enhance governance outcomes over time.

Overall, AGEL's ESG rating of 87.3 reflects a combination of strong structural positioning, well-established management systems, and the ability to integrate sustainability considerations within a rapidly scaling business model. Leadership in environmental management and governance practices is balanced against operational and social challenges associated with large-scale infrastructure deployment. Continued progress in improving safety outcomes, strengthening workforce development, enhancing diversity, and maintaining consistency in ESG performance across expanding operations will be critical to sustaining the company's current ESG positioning over the medium to long term.

Environment Score

Transition Pathway Trajectory
Leadership

The renewable energy sector inherently presents a lower environmental footprint compared to conventional energy generation, primarily driven by its contribution to climate change mitigation and relatively lower resource intensity across operations. Consequently, the environment pillar carries a substantial weight of 35% for the sector. With an environmental score of 95.0, Adani Green Energy Limited (AGEL) continues to maintain a leadership position among its industry peers, demonstrating strong performance across key environmental themes including climate change risk management, water stewardship, waste management, biodiversity and product footprint management.

AGEL maintains a leadership position among its peers in the climate change risk management theme, supported by a comprehensive, structured, and forward-looking approach to emissions management and energy efficiency across its operations. This performance is anchored in the company's clearly articulated commitment to emissions reduction and energy optimization, embedded within its energy and emissions policy and supported by formal management systems aligned with International Organization for Standardization (ISO) standards such as ISO 14001 and ISO 50001. These certifications reinforce the company's systematic approach toward environmental risk mitigation and continuous improvement, enabling alignment with global best practices.

AGEL's climate strategy is underpinned by a lifecycle-based approach to decarbonization, encompassing both operational emissions and upstream and downstream value chain impacts. The company continues to deploy advanced renewable energy technologies to enhance generation efficiency and reduce lifecycle emissions intensity. These include bifacial and n-type solar photovoltaic modules, horizontal single-axis trackers that

optimize solar capture, and high-capacity wind turbines designed to improve energy yield and reduce the Levelized Cost of Electricity (LCOE). Such technologies contribute not only to improved operational performance but also to reduced environmental intensity per unit of electricity generated.

Beyond operational initiatives, AGEL has undertaken a detailed and granular site-level climate risk assessment covering a broad spectrum of physical climate risks. These include coastal flooding, fluvial and pluvial flooding, drought, water stress, extreme temperatures, tropical cyclones, and wildfires. The assessment is conducted across multiple climate scenarios aligned with the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6), including Shared Socioeconomic Pathways (SSPs) such as SSP1-2.6, SSP2-4.5, and SSP5-8.5. By incorporating multiple scenarios, the company is able to evaluate potential climate impacts under varying levels of global warming and emissions trajectories. The analysis extends over a long-term horizon up to 2050, with financial implications of physical risks quantified across different scenarios, thereby strengthening decision-useful climate risk disclosures.

Climate risk identification, assessment, and mitigation are integrated within AGEL's enterprise risk management (ERM) framework. This integrated approach ensures that climate-related risks, both physical and transitional, are treated with the same level of rigor as other strategic and operational risks. The risk management process involves systematic identification of risk sources, assessment of likelihood and severity, evaluation of potential impacts on business objectives, and development of mitigation strategies. Each risk is analyzed based on causal pathways, potential consequences, and effectiveness of mitigation measures, and is assigned a severity score that informs prioritization within the ERM framework. This structured methodology enables continuous monitoring and proactive risk management across the organization.

Transition risks, arising from the global shift toward a low-carbon economy, are also comprehensively assessed. AGEL evaluates the potential impact of evolving climate regulations, technological advancements, market expectations, and policy changes on its operations and long-term strategy. The company has modelled a bespoke transition scenario aligned with its aspiration to achieve net-zero emissions by 2050, benchmarking its emissions trajectory against the International Energy Agency's Net Zero Emissions (IEA NZE) scenario. This alignment with globally recognized decarbonization pathways reflects a high degree of strategic coherence and forward planning.

As part of its transition risk assessment, AGEL also evaluates regulatory developments related to solar panel waste management and end-of-life treatment of renewable energy assets. The company has established a structured end-of-life management framework, including authorized recycling, disposal documentation, employee training, internal audits, monitoring of waste management partners, and continuous improvement mechanisms. This proactive approach helps the company to remain compliant with evolving regulatory

requirements and mitigate potential liabilities associated with extended producer responsibility (EPR) frameworks.

To further strengthen resilience against transition risks, AGEL has undertaken scenario analysis to evaluate potential impacts on business operations across short, medium, and long-term horizons. These analyses inform strategic decision-making, enabling the company to identify potential vulnerabilities and implement mitigation measures to ensure business continuity under changing market and regulatory conditions. The integration of such analyses into strategic planning reflects a high level of maturity in climate risk management practices.

In parallel, AGEL has implemented a comprehensive set of measures to address physical climate risks across its operational sites. Adaptive measures have been identified for key risks such as floods, cyclones, extreme temperatures, and wildfires. Standard operating procedures (SOPs) have been developed to guide climate risk assessments for future projects, ensuring that climate considerations are embedded at the design and planning stage. Emergency response plans are implemented across sites to minimize disruption and enhance resilience against climate-related events. Climate risk assessments are also conducted for all new projects during the planning phase, with mitigation recommendations incorporated into project design and emergency management frameworks.

AGEL's commitment to climate action is further demonstrated through its participation in global initiatives and alliances. The company has joined international platforms aimed at accelerating the transition to a low-carbon economy, reinforcing its commitment to collaborative climate action and knowledge sharing. Such participation also aligns the company with global best practices and enables benchmarking against leading international peers.

With respect to greenhouse gas (GHG) emissions management, AGEL adopts a comprehensive approach covering Scope 1, Scope 2, and Scope 3 emissions. Scope 1 and Scope 2 emissions are relatively limited given the nature of renewable energy operations, primarily arising from fuel consumption, fugitive emissions (such as sulfur hexafluoride from electrical equipment), refrigerants, and grid electricity consumption for administrative functions. Despite the low baseline, the company has implemented measures to further reduce these emissions. These include adoption of electric vehicles under an Affirmative Action Policy aligned with the World Business Council for Sustainable Development (WBCSD), deployment of energy-efficient equipment across facilities, and utilization of renewable-powered infrastructure at construction sites.

Energy efficiency measures are implemented through the use of high-efficiency equipment, including energy-rated appliances and optimized operational practices. The company also deploys renewable energy-based solutions such as solar-powered mobile lighting towers for construction activities, reducing reliance on diesel-based generators and contributing to emissions reduction. These initiatives collectively support reductions in energy intensity and GHG emission intensity on a year-on-year basis.

Scope 3 emissions, which constitute the majority of the company's carbon footprint, are primarily associated with purchased goods and services, capital goods, upstream transportation, construction activities, and other value chain elements. During FY26, Scope 3 emissions intensity declined significantly from approximately 240 tCO₂e/million units in FY25 to around 93 tCO₂e/million units, primarily driven by lower emissions associated with Category 2 (Capital Goods), attributable to a phased procurement approach and the use of supplier-specific emission factors wherever available. These emissions are closely linked to the scale and pace of project development. The company continues to monitor and report these emissions, with a focus on improving supply chain efficiency and engaging with suppliers to reduce upstream emissions intensity.

In FY26, AGEL reported a decrease in Scope 1 emission intensity and an increase in Scope 2 emission intensities, marking a deviation from the declining trend observed in prior periods. This increase is primarily attributable to the initial operational phase and ongoing construction activity at the Khavda Renewable Energy Park, which represents one of the largest global renewable energy developments. As of March 31, 2026, approximately 9.4 GW of the planned 30 GW capacity has been commissioned, with substantial capacity still under development.

The increase in emissions intensity is largely driven by higher auxiliary power consumption associated with workforce accommodation, site infrastructure, and supporting facilities established to enable large-scale deployment. During FY26, the company added approximately 5.1 GW of new renewable capacity, a significant increase compared to the previous year, along with deployment of battery energy storage capacity, resulting in higher manpower presence and associated infrastructure requirements at Khavda.

Consequently, Scope 2 emissions increased significantly, with Khavda contributing a dominant share to overall grid electricity consumption. The company also transitioned from diesel generator-based power sources to grid electricity for site offices and facilities at Khavda, resulting in a partial shift of emissions from Scope 1 to Scope 2 categories. While non-Khavda operational sites recorded moderate increases in energy consumption associated with incremental expansion, the sharp rise at Khavda drove the consolidated increase in emissions intensity. This increase is viewed as transitional in nature, reflecting construction-phase dynamics rather than structural inefficiencies. As the project progresses toward higher levels of operational capacity and stabilization, emissions intensities are likely to moderate as projects transition from construction to stabilised operations, supported by improved utilisation levels.

Building on its climate-focused strategy and risk integration approach, AGEL demonstrates strong performance across additional environmental dimensions, particularly in water stewardship, waste management, biodiversity protection, and product footprint management. These themes are of increasing relevance for large-scale renewable energy developers, especially in the context of expanding project footprints, resource intensity during construction phases, and growing regulatory scrutiny on lifecycle environmental impacts.

AGEL held a leadership position among its peers in water stewardship, reflecting a comprehensive, circular, and efficiency-oriented approach to water management across operations. The company's performance is anchored in a formal Water Stewardship Policy, which outlines principles for responsible water use, conservation, and risk mitigation. The policy framework is supported by operational practices designed to optimize water consumption, minimize environmental impact, and ensure compliance with regulatory requirements across multiple geographies.

Water use in renewable energy operations is primarily associated with solar module cleaning, construction activities, and domestic use at sites. AGEL has implemented targeted interventions to minimize water intensity, with a particular focus on reducing dependence on freshwater sources. Efficiency measures are embedded in operational design and supported by continuous monitoring and performance assessment, enabling the company to identify areas for improvement and optimize resource utilization. The company reported a Water Balance Index of approximately 2.14 in FY2026, indicating that water recharge and conservation activities exceeded freshwater consumption across its operations.

A key component of AGEL's water management strategy is the deployment of advanced technologies aimed at reducing water consumption. The company has significantly invested in robotic cleaning systems for solar modules, which eliminate or substantially reduce the need for water-intensive cleaning methods. These robotic systems operate using optimized cleaning cycles and precision mechanisms that effectively remove dust and debris while minimizing or eliminating water usage. The deployment of such technologies has resulted in substantial water savings across operational sites, while also enhancing operational efficiency by ensuring consistent cleaning quality.

In addition to technological interventions, AGEL adopts a broader circular water management approach that includes wastewater treatment, recycling, and reuse wherever feasible. The adoption of robotic module cleaning has significantly reduced water requirements for solar panel cleaning across operational sites. Water consumption is largely associated with domestic purposes, while wastewater is managed through site-level treatment and soak pit systems, resulting in minimal discharge and supporting efficient water utilisation.

AGEL also undertakes water risk assessments for all new projects during the planning phase. These assessments evaluate potential impacts on local water resources, identify areas of water stress, and inform project design and mitigation strategies. By integrating water risk considerations at the early stages of project development, the company is able to proactively manage potential resource constraints and minimize environmental impacts.

Community-focused water initiatives form an integral part of AGEL's water stewardship strategy. The company undertakes projects aimed at enhancing local water availability and strengthening regional hydrological balance. These initiatives include pond rejuvenation, desilting programmes, and groundwater recharge activities, which contribute to improving water storage capacity and supporting community resilience against water scarcity.

Such interventions also help mitigate the broader environmental impacts of large-scale infrastructure development by enhancing ecosystem services and supporting sustainable resource management at the regional level.

AGEL has also introduced innovative solutions such as atmospheric water generation systems, which extract moisture from ambient air to produce potable water. These systems provide an alternative water source in areas with limited freshwater availability and reduce reliance on bottled water, thereby also contributing to plastic waste reduction. The integration of such technologies reflects a broader emphasis on innovation and sustainability in resource management.

Despite these strengths, water consumption intensity may exhibit variability depending on the scale and phase of project development. Large-scale construction activities, particularly in mega renewable energy parks, can lead to temporary increases in water use intensity due to activities such as land preparation, infrastructure development, and workforce requirements. Such trends are typical for the sector and are closely linked to expansion phases. The company's ability to maintain long-term water efficiency will depend on continued integration of water-saving technologies, optimization of construction practices, and sustained focus on water risk management.

Waste generation in renewable energy projects arises from multiple sources, including construction activities, packaging materials, maintenance operations, and end-of-life equipment disposal. The company has implemented a structured waste management framework designed to minimize waste generation, maximize recycling and reuse, and reduce reliance on landfill disposal.

A key feature of AGEL's waste management approach is its adherence to the waste hierarchy, prioritizing reduction, reuse, recycling, and recovery over disposal. This approach is embedded within operational practices and supported by formal policies and procedures governing waste segregation, storage, transportation, and disposal. The company has established dedicated infrastructure at project sites for safe waste handling, including designated storage areas and containment systems to prevent environmental contamination.

AGEL has achieved high levels of waste diversion from landfill through systematic segregation and routing of waste streams to authorized recyclers. The company reports maintaining Zero-Waste-to-Landfill certification across operational sites through third-party verification, with landfill diversion rates exceeding 99%. This demonstrates a high degree of alignment with circular economy principles and reflects effective implementation of waste management systems.

The company's waste streams include both hazardous and non-hazardous materials. Hazardous waste categories include items such as electronic waste, battery waste, used oils, and damaged equipment, while non-hazardous waste includes organic waste, packaging materials, and scrap materials. Each category is managed

through defined protocols in compliance with regulatory requirements, ensuring safe handling, storage, and disposal. Hazardous waste is directed at authorized treatment facilities, minimizing environmental and health risks.

AGEL also integrates waste reduction measures within its operational and procurement processes. Material optimization strategies are implemented to reduce excess consumption, while digital systems such as e-invoicing and paperless documentation help reduce paper waste. Additionally, the company undertakes initiatives to repurpose materials and improve resource efficiency across construction and operational activities.

At large-scale project sites, such as integrated renewable energy parks, AGEL leverages digitalization and centralized monitoring systems to optimize resource use and reduce waste generation. Central control room and analytics-driven systems enable real-time monitoring of operations, facilitating more efficient planning and reducing material wastage. Research and development initiatives further support innovation in waste reduction and resource optimization.

Employee training and awareness programmes are also a key component of the waste management framework. These programmes ensure that personnel across operational levels are familiar with waste segregation practices, environmental requirements, and sustainability objectives. Such initiatives help embed circularity principles within the organizational culture and support consistent implementation across sites.

Biodiversity considerations are particularly relevant for renewable energy projects given their land footprint and potential interaction with terrestrial and avian ecosystems. The company's biodiversity management approach is anchored in a Board-approved Biodiversity Policy and is integrated within its enterprise risk management framework. Governance oversight is provided at both the Board and management levels, ensuring that biodiversity considerations are embedded within strategic decision-making, risk assessment, and operational planning.

AGEL conducts Environmental and Social Impact Assessments (ESIAs) for all projects, supported by Critical Habitat Assessments (CHAs) where required. These assessments evaluate potential impacts on ecosystems, habitats, and species, and inform the development of site-specific Biodiversity Management Plans. The company aligns its practices with internationally recognized standards such as the Equator Principles and the International Finance Corporation (IFC) Performance Standard 6, reflecting adherence to global best practices in biodiversity conservation.

A key element of AGEL's biodiversity strategy is the application of the mitigation hierarchy, which prioritizes avoidance of impacts, followed by minimization, restoration, and compensation. During the site selection phase, the company undertakes screening processes to avoid ecologically sensitive areas and high conservation value

landscapes. The preference for utilizing barren or non-arable land helps minimize habitat conversion and reduces ecological impact.

In the planning phase, baseline assessments are conducted to identify species presence, habitat characteristics, and ecosystem services within the project area and its zone of influence. Mitigation informs the design of mitigation measures and enables the company to address potential impacts on biodiversity proactively. The use of globally recognized data sources and screening tools further strengthens the robustness of these assessments.

Operational measures to minimize biodiversity impact include scheduling of activities to avoid sensitive periods, implementation of dust and noise control measures, and installation of mitigation mechanisms such as bird flight diverters where required. In areas where renewable energy infrastructure intersects with avian habitats, such measures are critical to reducing collision risk and protecting vulnerable species.

Restoration and regeneration initiatives are implemented to rehabilitate temporary disturbance areas and enhance ecosystem functionality. These include plantation of native species, soil conservation measures, and habitat restoration activities. Residual impacts that cannot be fully mitigated are addressed through compensatory measures such as afforestation and habitat enhancement programmes.

AGEL has articulated a target of achieving No Net Loss of biodiversity by 2030, supported by afforestation initiatives and ecosystem restoration efforts. The company reports ongoing tree plantation activities contributing toward long-term biodiversity goals, along with integration of biodiversity considerations into project design and operational practices.

The adoption of globally recognized disclosure frameworks, including the Taskforce on Nature-related Financial Disclosures (TNFD), further strengthens AGEL's approach to biodiversity management. By aligning with emerging global frameworks, the company enhances transparency, improves risk assessment, and positions itself at the forefront of evolving nature-related disclosure practices.

Biodiversity risks within the upstream supply chain, particularly related to raw materials such as steel, cement, and solar modules, are addressed through supplier engagement and ESG screening processes. The company reports assessment of critical suppliers on ESG parameters, providing a foundation for managing indirect environmental impacts. Continued enhancement of supplier-level biodiversity risk assessment will be an important area for further development.

The company addresses product footprint impacts through compliance with Extended Producer Responsibility (EPR) regulations for plastic and battery waste, ensuring that materials are collected, treated, and disposed of through authorized channels. Partnerships with Central Pollution Control Board (CPCB) and State Pollution

Control Board (SPCB) registered vendors ensure regulatory compliance and environmentally sound waste management practices.

AGEL's approach is further supported by its Quality Management System aligned with ISO 9001:2015, which ensures standardization and continuous improvement in operational processes. The Sustainable Procurement Policy provides additional guidance, emphasizing reduction of hazardous substances, efficient use of natural resources, and promotion of recyclability and reuse across the value chain.

Supplier engagement is governed by a comprehensive Supplier Code of Conduct, which establishes expectations related to environmental performance, resource efficiency, waste management, and ethical practices. Supplier screening and evaluation processes incorporate ESG criteria, enabling identification and mitigation of environmental risks within the supply chain.

The company also emphasizes responsible sourcing practices, including local sourcing where feasible, to reduce transportation-related emissions and support regional economic development. Monitoring mechanisms, audits, and performance evaluations ensure compliance with procurement standards and continuous improvement in supplier performance.

Lifecycle considerations are integrated into procurement and operational decisions, with increasing focus on materials that offer improved durability, recyclability, and lower environmental impact. Engagement with suppliers on initiatives such as life-cycle assessment (LCA) and environmental product declarations (EPDs) further supports transparency and informed decision-making.

Social Score



Transition Pathway Trajectory
Leadership

Collectively, these initiatives contribute to reducing the environmental footprint of AGEL's operations and value chain, while supporting the transition toward a more circular and resource-efficient business model. The social pillar constitutes 28% of the sector's overall weight, reflecting the importance of workforce management, health and safety, human rights, and community engagement in large-scale renewable energy operations. With a social score of 73.7, Adani Green Energy Limited (AGEL) maintains performance broadly in line with industry peers across key social parameters, including human rights practices and value chain, with areas of improvement across other social themes. The company's large-scale construction and operational footprint across multiple geographies, coupled with reliance on contractor and partner ecosystems, makes effective social risk management a critical component of its overall ESG performance.

Given the nature of its operations, occupational health and safety (OHS) remains the most material social theme for AGEL. The company operates large utility-scale renewable energy projects involving high-risk construction activities, heavy equipment, electrical infrastructure, and geographically dispersed project sites. AGEL's OHS performance reflects a formalised approach aligned with globally recognised standards, supported by defined policies and management systems.

AGEL complies with applicable occupational health and safety regulations and maintains a Safety Management System certified to the ISO 45001 Occupational Health and Safety Management Standard. The safety framework is guided by Adani's Occupational Health and Safety Policy, along with internal standards such as the Visible Leadership Commandments and Life-Saving Safety Rules. These frameworks establish clear expectations for safe behaviour, hazard control, and risk mitigation across all operational and project sites. The company's safety strategy focuses on proactive identification of risks, regulatory compliance, and continuous improvement, with defined annual safety goals aligned to achieving a zero-harm workplace.

A structured governance framework supports the implementation of OHS practices across the organisation. Oversight mechanisms include participatory platforms such as Location Safety Councils, which enable worker consultation and facilitate communication between management and the workforce. Leadership accountability is strengthened through initiatives such as Personal Safety Action Plans (PSAPs) assigned to functional leaders, regular safety walkthroughs at project sites, and periodic reviews conducted by senior management. The OHS management system follows the Plan-Do-Check-Act (PDCA) cycle, ensuring systematic identification of hazards, risk assessment, implementation of control measures, and continuous monitoring of performance.

Operational safety is further reinforced through execution-level controls and monitoring mechanisms. Pre-Startup Safety Reviews are conducted to ensure that facilities are commissioned in a safe and controlled manner, while Safety Interactions encourage proactive communication and reporting of potential hazards. Incident investigation mechanisms are in place to identify root causes and implement corrective and preventive actions to avoid recurrence. Safety Risk Field Audits provide a standardised approach to evaluating safety performance across projects and contractors, enabling consistent assessment of risks and implementation of mitigation measures.

AGEL has also integrated digital monitoring and analytics into its safety management systems. Platforms such as safety reporting portals enable the recording of unsafe acts, near-misses, incidents, and corrective actions, enhancing transparency and accountability across operations. Risks are categorised based on severity, and work stoppage protocols are implemented for high-risk activities until appropriate control measures are established.

Additional mitigation measures include traffic management systems at project sites, supported by trained personnel to regulate movement of vehicles and minimise accident risks.

Emergency preparedness forms an integral part of AGEL's safety framework. The company has developed comprehensive Emergency Response Plans addressing a range of operational and natural risks, including fire incidents, extreme weather events, and site-specific emergencies. These plans outline procedures for evacuation, emergency response coordination, rehabilitation, and restoration of operations. Mock drills and scenario-based training exercises are conducted periodically to ensure preparedness and effective response capabilities across sites.

Employee health and wellbeing are supported through a combination of preventive and responsive measures. Pre-employment medical assessments, regular health check-ups, and on-site medical facilities are provided across major operational locations. Emergency medical services, including ambulances and tele-emergency support, are available to ensure timely response to health incidents. Additional wellbeing initiatives include access to healthcare services, wellness programmes, and support systems aimed at improving physical and mental health outcomes.

AGEL extends its safety management framework to contractors and partners, recognising the material exposure associated with outsourced construction and operational activities. Contractor Safety Management standards are integrated into procurement processes and contractual agreements, ensuring that third-party personnel adhere to the company's safety requirements. Training programmes, safety briefings, and certification processes are conducted for contractors to enhance awareness and compliance with OHS standards.

Workforce awareness and capability building are critical components of AGEL's safety strategy. Regular safety training is conducted for employees, contractors, and visitors, covering topics such as electrical safety, hazard identification, emergency response, and safe work practices. Digital induction programmes and role-specific training modules are used to ensure consistent knowledge dissemination across sites. Campaigns and targeted initiatives aimed at improving safety awareness further support behavioural change and risk mitigation.

Safety performance is tracked through defined metrics and monitoring systems. During the reporting period, LTIFR moderated from approximately 0.27 to 0.19, while TRIR increased significantly from around 0.01 to 0.057. The workforce fatality rate also increased during the year, reflecting higher incident occurrence. This increase is primarily attributable to the scale-up in construction activity and workforce expansion associated with large renewable energy projects, particularly at Khavda. The addition of new capacity and increased contractor deployment led to higher exposure to construction-related risks. These trends are reflective of execution-phase

dynamics, with the company continuing to strengthen monitoring, training and contractor oversight mechanisms to mitigate risks.

However, the occurrence of fatalities, including those involving contractual workforce, remains a critical area of concern. While the company has established comprehensive safety systems and governance structures, incidents resulting in loss of life underscore the importance of continued focus on execution-level safety practices, particularly in large-scale and complex construction environments. Strengthening contractor oversight, improving real-time monitoring, and enhancing behavioural safety practices will remain important to further mitigate safety risks.

Overall, AGEL demonstrates a structured and comprehensive approach to occupational health and safety management, supported by robust governance frameworks, digital monitoring tools, and alignment with international standards. While structured frameworks are in place and improvements are observed across certain areas, the persistence of high-severity incidents underscores the need for continued focus on execution-level controls and contractor safety management.

Beyond occupational safety, AGEL's human capital management practices reflect a structured approach to workforce development, capability building, and employee engagement. The company operates with a diverse workforce comprising permanent employees as well as contractual and project-based workers, reflecting the nature of large-scale infrastructure development activities. Human capital management is guided by formal policies, including the Human Capital Development Policy and the Policy on Human Rights and Diversity, Equity, and Inclusion (DEI). These frameworks establish principles for fair employment practices, non-discrimination, equal opportunity, and workforce diversity. Recruitment processes, compensation structures, and employee engagement initiatives are aligned with these policies, ensuring consistency across operations.

AGEL provides employee benefits aligned with regulatory requirements and internal policies, including parental leave provisions and welfare programmes. Workplace accessibility is addressed through measures designed to support employees with disabilities, including infrastructure modifications and equal opportunity initiatives. The company's approach to inclusion is further supported by targeted programmes aimed at increasing workforce diversity and participation.

Performance management and workforce development are supported through structured training and capacity-building initiatives. Employees receive role-specific training, leadership development opportunities, and access to digital learning platforms. Programmes aimed at identifying and developing high-potential employees

contribute to building leadership pipelines and enhancing organisational capability. Training delivery is aligned with defined competency requirements, supporting both operational efficiency and employee growth.

AGEL has aligned its labour practices and social accountability approach with the principles of internationally recognised standards such as the SA8000 Social Accountability Standard, incorporating relevant requirements into its policies and management practices. Internal audits and monitoring mechanisms support implementation and oversight across operations. Employee engagement is supported through structured communication platforms and grievance redressal mechanisms, enabling employees to raise concerns, provide feedback, and participate in organisational processes. Mechanisms are designed to ensure confidentiality and protection against adverse consequences for complainants, supporting a culture of transparency and trust.

During the reporting period, employee turnover increased to 38% from 30% in the previous year. This increase is primarily attributable to a strategic shift in AGEL's operating model, transitioning from a self-execution approach to a partner-led framework. The increased engagement of Engineering, Procurement and Construction (EPC) contractors and Operations and Maintenance (O&M) partners resulted in the transfer of certain roles and functions to partner organisations, leading to a reduction in the internal workforce base. This shift reflects an operating model realignment rather than a decline in business activity or operational performance. The transition is consistent with industry practices for large-scale infrastructure development, where outsourcing of specialised functions can enhance efficiency and scalability.

While workforce restructuring has influenced turnover metrics, the company continues to focus on employee retention, capability development, and succession planning. Initiatives such as long-term career development programmes, leadership training, and targeted retention strategies are implemented to maintain organisational stability and ensure continuity in critical roles.

A marginal improvement in the female-to-male employee ratio was observed during the reporting period, indicating gradual progress in workforce diversity, although overall representation remains low. The company has articulated targets to improve female representation over the medium term and has initiated diversity programmes aimed at enhancing inclusion. Continued progress in this area will be important for strengthening workforce diversity and aligning with evolving ESG expectations.

Compensation practices are governed by internal policies ensuring equitable pay structures. Variations in gender pay ratios may arise due to changes in workforce composition, particularly at senior levels. Monitoring of compensation metrics and implementation of diversity initiatives will be important for addressing disparities over the long term.

Employee wellbeing initiatives extend beyond health and safety to include broader welfare measures. The company provides support systems aimed at enhancing quality of life, including access to healthcare, wellness programmes, and financial protection measures such as insurance coverage. These initiatives contribute to employee satisfaction and support retention, particularly in remote and project-based locations. Employee wellbeing expenditure increased from approximately 0.05% to 0.09% of revenue during the reporting period.

AGEL's approach to human rights is embedded within its operational and governance framework, ensuring alignment with international standards such as the International Labour Organization (ILO) conventions. The company enforces policies addressing key human rights issues, including prevention of child labour, forced labour, discrimination, and harassment. Human rights considerations are integrated into employment practices as well as supplier and contractor engagements.

Human rights due diligence is conducted across operations, with assessments covering all project sites and business units. Risks are identified, monitored, and mitigated through structured processes, supported by stakeholder engagement and benchmarking against global standards. The company also maintains grievance mechanisms accessible to all workforce categories, including contractors and third-party personnel.

Training and awareness programmes are conducted to strengthen understanding of human rights principles among employees and contractors. Policies such as the Prevention of Sexual Harassment (POSH) framework are implemented to ensure a safe and respectful workplace environment. The absence of reported complaints... suggests effectiveness of grievance mechanisms and awareness initiatives, although continued vigilance remains important.

AGEL extends its human rights framework to its value chain through supplier codes of conduct, contractual obligations, and audit mechanisms. Suppliers are required to comply with defined standards related to labour practices, working conditions, and human rights protections. Monitoring and evaluation processes ensure adherence to these standards and support risk mitigation across the supply chain.

Building on its human capital and occupational safety framework, AGEL demonstrates a structured approach to managing broader social risks and opportunities across its value chain and communities. As the company continues to expand its operational footprint and scale of project execution, the management of supply chain practices, community engagement, and social accountability becomes increasingly material in sustaining long-term operational resilience and social license to operate.

AGEL demonstrates strong performance in value chain management, supported by a comprehensive framework for supplier engagement, ethical sourcing, and oversight across its procurement ecosystem. The company's supply chain spans a wide range of activities, including procurement of solar modules, wind turbines, construction materials, logistics services, and contractor-based execution. Given the scale and complexity of these operations, effective supply chain governance is essential to mitigate risks related to labour practices, health and safety, and environmental compliance.

The company's supply chain strategy is guided by a structured set of policies and codes, including a Supplier Code of Conduct that establishes expectations across key ESG dimensions. Suppliers are required to adhere to standards related to human rights, health and safety, environmental performance, and ethical business conduct. These requirements are integrated into procurement processes and contractual agreements, ensuring that ESG considerations are embedded at the point of onboarding and throughout the supplier lifecycle.

Supplier evaluation and monitoring are conducted through a combination of desk-based assessments, on-site audits, and ongoing performance reviews. Critical and strategically important suppliers, particularly those involved in manufacturing and high-risk operations, are subjected to enhanced scrutiny to identify potential risks related to labour conditions, safety practices, and regulatory compliance. Third-party audits complement internal assessments, providing an additional layer of assurance on supplier performance.

AGEL also emphasises capacity building and awareness among its value chain partners. Training programmes are conducted to familiarise suppliers with ESG expectations, regulatory requirements, and best practices in sustainable operations. Engagement mechanisms include workshops, site visits, and digital platforms that facilitate continuous communication and knowledge sharing. This approach supports improvement in supplier performance and strengthens alignment with the company's sustainability objectives.

The integration of ESG criteria into supplier selection and evaluation processes reflects a risk-based approach to procurement. Suppliers are assessed based on factors such as geographical location, industry exposure, and nature of services provided, enabling the company to identify high-risk areas and implement targeted mitigation measures. Continuous monitoring and periodic reassessment ensure that risks are managed proactively and that suppliers remain compliant with evolving standards.

In addition to risk mitigation, AGEL incorporates circular economy principles within its supply chain practices. Initiatives such as the use of recycled materials, optimisation of resource utilisation, and engagement with suppliers on lifecycle assessments contribute to reducing environmental impact across the value chain. The

company also encourages suppliers to adopt responsible practices in areas such as waste management, emissions reduction, and biodiversity protection, reinforcing alignment with broader ESG goals.

AGEL's supply chain framework also includes compliance with statutory requirements related to labour laws, including minimum wages, social security benefits, and safe working conditions. Regular reviews and checks are undertaken to ensure adherence to these requirements, particularly in contractor-heavy operations. The presence of grievance mechanisms accessible to value chain partners further strengthens accountability, allowing suppliers and contractors to raise concerns or report non-compliance issues. The company's engagement with micro, small, and medium enterprises (MSMEs) and domestic suppliers supports local economic development and reduces supply chain vulnerabilities. Local sourcing also contributes to minimising logistical complexities and associated risks, while reinforcing community linkages around project sites. The increasing share of domestic procurement and supplier training initiatives reflects a broader focus on building resilient and responsible supply chains.

AGEL demonstrates strong community support and development performance, supported by compliance with applicable corporate social responsibility (CSR) requirements under the Companies Act, 2013, and the presence of a structured policy framework guiding community initiatives. The company's CSR strategy is focused on key areas such as education, healthcare, sustainable livelihoods, community infrastructure, and climate action, reflecting alignment with national development priorities and stakeholder needs.

During the reporting period, the company increased its allocation of CSR expenditure toward aspirational districts, indicating a more targeted focus on underserved regions. Separately, approximately 41% of CSR beneficiaries were from vulnerable and marginalised groups, as reported by the company. This reflects an improved focus on inclusive development, although the share of beneficiaries remains below the industry median, indicating scope for further strengthening the inclusivity and reach of CSR interventions.

CSR governance is anchored at the Board level through a dedicated CSR Committee, which oversees planning, implementation, and monitoring of community development initiatives. The policy framework provides guidance on identifying priority areas, selecting projects, allocating resources, and evaluating outcomes. Implementation is supported by structured processes and adherence to recognised frameworks such as ISO 26000, reinforcing a systematic approach to social responsibility.

AGEL undertakes Environmental and Social Impact Assessments (ESIAs) for its projects, evaluating potential impacts on local communities and identifying mitigation measures. These assessments support informed decision-making and ensure that potential adverse impacts are addressed proactively. Impact assessments are

also conducted for CSR programmes to evaluate effectiveness and guide improvements, ensuring that initiatives deliver measurable outcomes.

The company's community engagement approach emphasises continuous interaction with local stakeholders, including community members, local authorities, and civil society organisations. Engagement mechanisms include consultations, feedback channels, and participatory processes that enable communities to express concerns, provide inputs, and influence project-related decisions. Such engagement is critical in maintaining social license to operate, particularly in large-scale infrastructure projects.

AGEL has established formal grievance redressal mechanisms for communities affected by its operations. These mechanisms are supported by defined standard operating procedures that enable confidential and, where necessary, anonymous reporting of grievances. Grievances are recorded at project sites, investigated systematically, and resolved within defined timelines, with oversight at higher management levels. This structured approach enhances transparency and accountability in community relations.

The company's community initiatives contribute to socio-economic development in project locations, including job creation, skill development, and infrastructure improvement. By supporting local employment and livelihoods, AGEL helps mitigate potential social impacts associated with land use changes and project development. Programmes aimed at improving access to healthcare, education, and basic infrastructure further strengthen community resilience and wellbeing.

While community engagement practices are structured and comprehensive, large-scale projects may present challenges related to land use, resource access, and stakeholder expectations. Effective management of these challenges requires continuous engagement, transparent communication, and adaptive strategies to address evolving community concerns. The company's ability to anticipate and respond to such issues will remain important as project scale and geographic spread expand.

AGEL's social accountability framework is further strengthened through its alignment of internationally recognised standards such as SA8000, which provides a structured approach to labour practices, human rights, and workplace conditions. The implementation of this standard reflects a commitment to ensuring fair treatment of workers and maintaining compliance with global norms. Internal and external audits support monitoring of compliance, while training programmes ensure awareness and understanding across the workforce.

The company maintains a strong focus on continuous capability development across both employees and value chain partners, supported by structured training frameworks and digital learning platforms. However, training

coverage across key areas such as health and safety, human rights, and skill development has declined from the previous year, reflecting changes in workforce composition associated with the transition toward a partner-led execution model. Strengthening the depth and coverage of training initiatives, particularly across contractor workforce, will remain important to support consistent capability development and risk management.

AGEL's human rights framework extends beyond internal operations to include value chain partners and contractors. Suppliers are required to comply with defined standards related to human rights and labour practices, with regular audits and training programmes ensuring adherence. This integrated approach helps mitigate risks associated with indirect workforce exposure and enhances overall social performance across the value chain. The company also demonstrates alignment with national and international frameworks, including the Business Responsibility and Sustainability Reporting (BRSR) requirements and global standards such as the ILO conventions. Training programmes covering BRSR principles and human rights policies contribute to strengthening awareness and compliance across the organisation.

In terms of workforce structure, the ongoing transition toward a partner-led execution model continues to influence workforce composition and associated metrics. As previously noted, the increase in employee turnover is linked to this strategic shift rather than underlying operational challenges. The move toward outsourcing specialised functions to EPC and O&M partners allows the company to scale operations more efficiently while leveraging external expertise. However, this transition also necessitates stronger oversight of partner workforce practices, particularly in areas such as safety, labour conditions, and training.

AGEL's ability to effectively manage this evolving ecosystem of partners and contractors will be critical in maintaining consistency in social performance. Strengthening monitoring mechanisms, enhancing contractual safeguards, and expanding training coverage across partner organisations will be important to ensure alignment with internal standards and ESG commitments.

Gender diversity and workforce inclusion remain areas for continued improvement. While the company has initiated programmes aimed at increasing female participation and supporting diversity, representation remains relatively low compared to broader ESG expectations. Expanding recruitment pipelines, implementing targeted inclusion initiatives, and providing supportive workplace environments will be important for improving diversity outcomes over time. Employee wellbeing continues to be supported through a range of initiatives addressing health, safety, and quality of life. These include access to healthcare services, insurance coverage, wellness programmes, and financial support mechanisms. Such measures are particularly important in remote project locations, where workforce conditions may be more challenging.

Overall, AGEL demonstrates a structured and multi-dimensional approach to managing social risks and responsibilities across its operations and value chain. The company's performance reflects strong alignment with recognised standards, supported by structured policies and governance mechanisms, with improvements observed in areas such as workforce diversity trends and targeted CSR deployment, while certain operational indicators, particularly safety metrics, remain influenced by increased construction intensity.

Governance Score

The governance pillar carries a weight of approximately 37% for the sector, reflecting its critical importance in ensuring oversight, accountability, transparency, and effective management of ESG risks. With a governance score of 90.1, Adani Green Energy Limited (AGEL) maintains a leadership position among its industry peers, demonstrating a well-established governance framework supported by

structured policies, strong oversight mechanisms, and integration of ESG considerations into strategic decision-making.

The company's approach is anchored in a Board-approved Code of Conduct (CoC), which defines expected standards of behavior for employees, management, and directors. The CoC is supported by a suite of policies addressing key areas such as anti-bribery and anti-corruption (ABAC), conflict of interest, insider trading, and related party transactions, ensuring alignment with applicable regulatory frameworks including the Securities and Exchange Board of India (SEBI) regulations.

The company has implemented structured mechanisms to ensure awareness and compliance with ethical standards. Training programmes covering the Code of Conduct, whistleblower policy, and ABAC practices are conducted regularly for employees across levels and are extended to supply chain partners where relevant. These training initiatives support consistent understanding of compliance requirements and promote a culture of ethical behavior across the organization. A formal whistleblower framework provides avenues for reporting concerns related to unethical conduct, with provisions for confidentiality and protection against retaliation.

The ethical governance framework is further reinforced by controls related to insider trading and disclosure practices, ensuring compliance with SEBI (Prohibition of Insider Trading) Regulations. Processes are also in place for monitoring related party transactions, including review and approval mechanisms aligned with regulatory requirements, and oversight by the Audit Committee and shareholders where necessary. The presence of these controls supports transparency and reduces risks associated with financial misreporting and governance lapses.

AGEL also extends its ethical expectations across the supply chain through its Supplier Code of Conduct. Suppliers are required to comply with standards related to business integrity, human rights, labor practices, environmental management, and grievance redressal. This integration of ethical principles within procurement processes strengthens governance beyond direct operations and ensures alignment across the value chain.

During the reporting period, the company did not report any material cases related to corruption, anti-competitive conduct, or conflicts of interest. Grievance mechanisms for investors, shareholders, and other stakeholders did not indicate any unresolved complaints, reflecting the effectiveness of established governance systems and internal controls.

AGEL demonstrates strong performance in ESG governance and oversight, supported by a structured framework integrating sustainability considerations into strategic and operational decision-making. ESG oversight is exercised through Board-level committees, including the Corporate Responsibility Committee, which provides directions on sustainability strategy, policy development, and monitoring of ESG performance. The presence of dedicated Board-level oversight reflects alignment with global governance practices and strengthens accountability at the highest level.

The company's ESG framework is supported by a comprehensive suite of policies aligned with Business Responsibility and Sustainability Reporting (BRSR) principles and other global standards. A dedicated management-level sustainability function is responsible for implementation of ESG initiatives, monitoring performance, and coordination across business units. This dual-layer governance structure ensures alignment between strategy and execution, enabling effective delivery of sustainability objectives.

Stakeholder engagement forms a central component of AGEL's governance approach. The company has established a formal stakeholder engagement policy that outlines principles of inclusivity, transparency, responsiveness, and accountability. Stakeholders are systematically identified and prioritized based on their influence, impact, and dependency on the company's operations. The company engages with a diverse range of stakeholders, including employees, communities, suppliers, investors, regulators, and civil society organizations.

Engagement processes are structured and multi-layered, including consultations, surveys, feedback mechanisms, and formal grievance channels. Inputs from stakeholder engagement exercises are integrated into strategic decision-making processes, including financial planning, CSR allocation, and programme design. Materiality assessments are conducted to identify key issues of concern to stakeholders and the business, enabling prioritization of ESG risks and opportunities. This structured approach ensures that stakeholder perspectives are embedded into organizational strategy and risk management.

AGEL also demonstrates a strong focus on resilience and continuity planning. The company has implemented a Business Continuity Management System aligned with ISO 22301 standards, supported by site-level Emergency Response Plans. These frameworks define procedures for managing disruptions arising from operational, environmental, or external risks, including natural disasters and infrastructure failures. Regular drills and simulation exercises are conducted to test preparedness and response effectiveness, strengthening operational resilience.

Risk management is further strengthened through the integration of ESG risks within the enterprise risk management (ERM) framework. The company follows a structured methodology for identifying, assessing, and managing risks, aligned with globally recognized frameworks such as the Committee of Sponsoring Organizations (COSO) ERM model and ISO 31000 Risk Management Standard. ESG-related risks, including climate risks, social risks, and governance risks, are incorporated within this framework, ensuring comprehensive coverage across financial and non-financial domains.

AGEL also maintains in-house capabilities for monitoring and managing operational risks, including weather-related risks that are particularly relevant for renewable energy operations. Advanced forecasting systems and risk assessment tools are used to evaluate potential impacts and inform mitigation strategies. This integration of risk intelligence into governance systems supports informed decision-making and enhances long-term resilience.

In the theme of board composition, AGEL demonstrates compliance with regulatory requirements, although certain areas remain below best practice benchmarks. The company has established a Board Diversity Policy governing the selection and appointment of directors, with an objective of maintaining appropriate balance in skills, experience, and diversity. However, gender diversity at the Board level remains limited, with representation aligned to minimum regulatory requirements rather than exceeding them. Female representation within senior management also remains constrained, indicating scope for improvement in diversity across leadership levels.

The Board structure is compliant with key provisions of the Companies Act, 2013 and SEBI Listing Obligations and Disclosure Requirements (LODR), including requirements related to board size, independence, and committee composition. A majority of the Board comprises non-executive directors, ensuring separation of oversight and management functions. Key committees, including the Audit Committee, Nomination and Remuneration Committee (NRC), Risk Management Committee, Corporate Responsibility Committee, and Stakeholders' Relationship Committee, are established in accordance with regulatory guidelines.

While the composition of certain committees meets regulatory standards, alignment with best practice recommendations, such as higher proportions of independent directors within specific committees, represents

an area for continued improvement. Nonetheless, the company's overall governance structure provides adequate oversight across financial, operational, and ESG domains.

AGEL's enterprise risk management framework is supported by a defined governance structure, including roles and responsibilities across different organizational levels. This includes site-level risk managers, central risk functions, senior management oversight, and Board-level supervision. Risks are identified and categorized based on their nature, likelihood, and potential impact, with defined mitigation strategies and monitoring processes. Regular reviews and updates ensure that the risk framework remains responsive to evolving business conditions and emerging risks.

In the theme of board functioning, AGEL demonstrates strong compliance with statutory and regulatory requirements. The Board meets regularly, exceeding the minimum number of meetings required under applicable regulations. Attendance levels indicate active participation by directors, supporting effective oversight and decision-making. The company also complies with requirements related to director tenure, rotation, and limits on directorships in other listed entities.

Committees such as the Audit Committee meet frequently and fulfil their responsibilities in areas such as financial reporting, internal controls, and audit oversight. The presence of financially literate and experienced members within the Audit Committee supports robust oversight of financial performance and disclosures. Transparency in Board processes is further enhanced through detailed disclosures related to Annual General Meetings (AGMs), including attendance and meeting outcomes.

Capability building at the Board level is supported through structured training programmes, including sessions on ESG topics and regulatory developments such as BRSR requirements. This ensures that Board members remain informed about evolving ESG expectations and are equipped to provide effective oversight on sustainability-related matters.

AGEL demonstrates strong performance in reporting and disclosure practices. Financial reporting is timely and consistent, with adherence to applicable accounting standards and regulatory requirements. The absence of restatements or delays in filings indicates reliability and robustness of financial reporting systems. External audit processes are conducted by independent auditors, with unqualified audit opinions reflecting the quality and integrity of financial disclosures.

The proportion of non-audit fees relative to total audit fees remains limited, supporting auditor independence and reducing potential conflicts of interest. Disclosure practices extend beyond financial reporting to include comprehensive sustainability disclosures aligned with BRSR requirements and global reporting frameworks. This enhances transparency and provides stakeholders with relevant information on ESG performance.

Remuneration practices at AGEL reflect a structured approach aligned with regulatory requirements. Board remuneration constitutes a relatively small proportion of overall employee compensation, indicating restraint in director pay levels. Compensation structures for Key Managerial Personnel (KMP) reflect the complexity and scale of operations, with higher concentration of pay in senior management roles.

The CEO-to-median employee pay ratio indicates a moderate level of pay dispersion, broadly aligned with sectoral benchmarks. While such ratios are common in capital-intensive sectors, they highlight the importance of maintaining equitable compensation practices and ensuring alignment between executive and workforce incentives. Incorporation of ESG-linked performance metrics within remuneration frameworks is an emerging best practice that may further strengthen alignment between executive compensation and sustainability objectives.

Overall, AGEL's governance framework reflects strong alignment with regulatory requirements, structured oversight mechanisms, and integration of ESG considerations into organizational processes. Strengths include robust ethical governance systems, comprehensive ESG oversight, transparent reporting practices, and a well-defined risk management framework. Areas for improvement include enhancing diversity at the Board and senior management levels, as well as strengthening alignment of remuneration practices with ESG outcomes.

Controversy Assessment

CareEdge-ESG defines controversies as any key material event or news that can have a negative ESG impact on the company's operations, products and sustainability. CareEdge-ESG categorizes each controversy based on company's involvement in the controversy, its severity and status.

With respect to Adani Green Energy Limited, governance and disclosure related matters continue to be noted following the civil enforcement action filed by the U.S. Securities and Exchange Commission in November 2024 and parallel proceedings initiated by the United States Department of Justice. The proceedings relate to allegations concerning a solar power project in India and disclosures made to U.S. investors regarding governance, compliance and anti-corruption practices. The matter remained under regulatory and judicial consideration during FY26 and continues to be unresolved.

The company has stated through its public disclosures that Adani Green Energy Limited is not a party to these proceedings and has reiterated the presence of established governance frameworks, compliance systems and ESG policies aligned with applicable regulatory requirements. The company has further indicated that an independent review undertaken in relation to the allegations did not identify any irregularities or non-compliance. CareEdge-ESG continues to monitor developments in the matter, and, at present, the issue does

not have an adverse impact on the company's ESG risk assessment. Any material developments or findings arising from the ongoing proceedings will continue to remain a key monitorable.

Separately, a complaint relating to the allocation of capacity under a manufacturing-linked solar power tender had alleged that the tender structure favoured certain large renewable energy developers, including Adani Green Energy Limited. The matter was examined by the Competition Commission of India (CCI) following allegations of anti-competitive conduct in the award and allocation process. During FY26, the CCI concluded its review and closed the matter, observing no prima facie evidence of anti-competitive conduct warranting further investigation. Accordingly, the issue is considered resolved and does not have any adverse bearing on the company's current ESG assessment.

In AGEL, controversy management is embedded within the enterprise-level risk governance framework, drawing on an integrated ERM approach aligned with established methodologies such as COSO. This structure combines strategic oversight from the Board and designated risk committees with operational-level risk identification across business units, enabling early recognition and structured resolution of potential ESG, regulatory, reputational, or operational issues. Matters assessed as material are transparently disclosed through periodic reporting, with remediation supported by strengthened internal controls, stakeholder engagement, and continuous monitoring mechanisms. The resolution process typically involves structured escalation, defined accountability, periodic review, and closure tracking, supported by governance reviews and risk-register updates.

CareEdge-ESG Ratings continues to monitor the situation and would take appropriate steps based on events unfolding in the future. Any adverse outcome arising from the conclusion of ongoing investigations or proceedings involving AGEL or matters within the Adani Group that may have a bearing on AGEL's operations, governance practices or long-term sustainability, shall remain a key rating monitorable.

Key Rating Drivers

Strengths

Integrated climate risk management aligned with long-term decarbonization strategy

AGEL demonstrates a well-integrated approach to climate risk management, combining scenario-based physical and transition risk assessments with its broader enterprise risk framework. Alignment with global pathways, including the IEA Net Zero scenario, alongside deployment of advanced renewable technologies, supports resilience to climate-related risks and strengthens long-term positioning in a low-carbon energy transition.

Consistent integration of biodiversity considerations across project lifecycle

The company's approach to biodiversity management is embedded within project planning and execution processes through structured impact assessments and alignment with global standards such as IFC Performance Standard 6. Adoption of emerging frameworks such as TNFD further strengthens its ability to identify and manage nature-related risks, supporting long-term sustainability of large-scale renewable developments.

Strong ESG integration across supply chain supporting scalable operations.

AGEL's procurement framework integrates ESG considerations across supplier onboarding, monitoring, and engagement processes. Systematic risk assessments, supplier audits, and ongoing capacity-building initiatives support consistent implementation of environmental and social standards across an expanding contractor and supplier base, which is critical given the scale and pace of capacity addition.

Comprehensive water stewardship supported by efficiency and innovation.

The company demonstrates effective water stewardship through a combination of technology-led efficiency measures and quantified performance monitoring. A positive water balance, supported by a Water Balance Index of approximately 2.14 and independent assurance across operational sites, indicates strong alignment between water consumption and recharge, enhancing operational sustainability in water-stressed regions.

Weaknesses

Scope to enhance coverage and consistency of workforce training initiatives.

While AGEL has established structured training frameworks across health and safety, human rights, and skill development, coverage levels across certain categories have moderated compared to the previous year and remain below industry benchmarks. Strengthening the depth and reach of training programmes, particularly across contractor workforce and high-risk roles, may support improved workforce capability and risk awareness.

Scope for broader gender representation in leadership roles

AGEL currently meets the minimum regulatory requirement for board gender diversity with the presence of a single woman director. Representation within senior management also remains limited, with a relatively small proportion of female leadership at the highest decision-making levels. While this reflects broader sectoral trends, a gradual transition toward enhanced diversity may support broader perspectives in strategic decision-making and strengthen alignment with evolving best-practice governance expectations.

Safety performance impacted by expansion and execution Risks.

While AGEL has established structured health and safety systems supported by ISO 45001 certification and robust governance frameworks, safety outcomes remain influenced by the scale and intensity of ongoing construction activity. The incidence of fatalities and increase in key safety indicators during the reporting period highlight the need to further strengthen execution-level controls, contractor oversight, and behavioural safety practices as operations continue to scale.

Key ESG Parameters of AGEL

Parameters	Unit	FY 2026	Industry Median
Environment			
Scope 1 intensity	tCO ₂ e/unit of production	0.17	0.19
Scope 2 intensity	tCO ₂ e/unit of production	2.0	2.0
Scope 3 intensity	tCO ₂ e/unit of production	92.5	92.5
Water consumption intensity	KL/unit of production	0.013	50.4
Waste generation intensity	MT/unit of production	0.21	0.16
Waste recovery rate	%	100%	30%
Zero waste to landfill	Yes/No	Yes	-
Achieved Zero liquid discharge	Yes/No	Yes	-
Social			
Employee turnover	%	38%	17.8%
Female to male employees' median pay	Per Rs. 100 of male employees' median pay	0.7	0.9
Health & safety complaints	#	0	0
Health insurance coverage	%	100%	100%
Workforce fatality rate	Per employee	0.005	0.0
Total recordable injury rate	#	0.057	0.0
Governance			
No. of female in board	#	1	1
% board members trained on BRSR	%	100%	53.71%
% KMPs trained on BRSR	%	100 %	100%
Income gap ratio (CEO pay to median pay)	X:Y	59.38:1	59.4:1

Data source: company information, public sources, CareEdge-ESG research & analysis

KL = kiloliters | MT = metric tons | GJ = gigajoules

Rating Sensitivities

Positive Factors

- Decrease in LTIFR, fatality and recordable injury rate.
- Improvement in employee retention and reduction in overall workforce turnover.
- Increase in representation of female across all tiers of organization.

Negative Factors

- Substantial increase in environmental intensities such as water consumption, waste generation, or lifecycle emissions.
- Significant rise in employee turnover or gaps in workforce capability development and training coverage.

- Increase in workplace fatalities, LTIFR or other recordable injury rates.

Analytical approach

Rating boundary: CareEdge-ESG has considered consolidated data of AGEL for assessment. The same is in line with their disclosure in BRSR.

Methodology/ Criteria

For detailed understanding of the criteria and methodology used by CareEdge-ESG, please refer to the methodology document available on www.careedgeesg.com. CareEdge-ESG considers transition parameters in its ESG ratings assessment.

About the Company and Industry

Adani Green Energy Limited (AGEL), incorporated in 2015 and headquartered in Ahmedabad, is India's largest pure-play renewable energy independent power producer. The company develops, owns, and operates grid-connected renewable energy projects across solar, wind, and hybrid segments, with a growing focus on integrating energy storage solutions such as battery energy storage systems (BESS). Its revenue model is primarily based on long-term power purchase agreements (PPAs), supplemented by merchant and commercial & industrial (C&I) power sales.

As of FY26, AGEL has an operational renewable energy capacity of 19,294 MW, following the addition of 5,051 MW during the year, the highest annual capacity addition achieved by the company. The portfolio is geographically diversified across multiple resource-rich states, enabling efficient utilization of solar and wind potential. AGEL is also developing large-scale renewable infrastructure, including the 30 GW Khavda renewable energy project in Gujarat, with a portion of the capacity already operational. The company's strong position in the sector is reflected in its market capitalization of approximately INR 2,48,558.88 crore.

AGEL operates within India's renewable energy sector, which has emerged as a critical component of the country's energy transition strategy. The sector is driven by policy support, increasing electricity demand, and national targets for non-fossil fuel capacity expansion. Renewable energy developers such as AGEL play an important role in scaling capacity, supporting grid integration, and reducing dependence on conventional energy sources, thereby contributing to long-term energy security.

Sustainability is embedded in AGEL's operations, with the company maintaining initiatives such as net water-positive operational sites, zero waste-to-landfill practices, and significantly lower emission intensity compared to conventional power generation. It also maintains strong ESG ratings across multiple global and domestic frameworks, reflecting its focus on responsible growth and governance.

Source of information

While assigning ESG Ratings, CareEdge-ESG has considered publicly available information such as integrated annual reports of the company, policies, sustainability reports, certifications, BRSR reports, quarterly presentations, and additional non-public information and comments provided by the company.

Status of non-cooperation with previous ERP: Not applicable

Rating history for last three years:

Sr. No.	Name of Product	Current Rating		Rating history		
		Rating	Score	Date(s) & Rating(s) assigned in 2024-25	Date(s) & Rating(s) assigned in 2023-24	Date(s) & Rating(s) assigned in 2022-23
1	ESG Rating	CareEdge-ESG 1+	87.3	March 30 th , 2026: CareEdge-ESG 1+ - 87.3	-	-

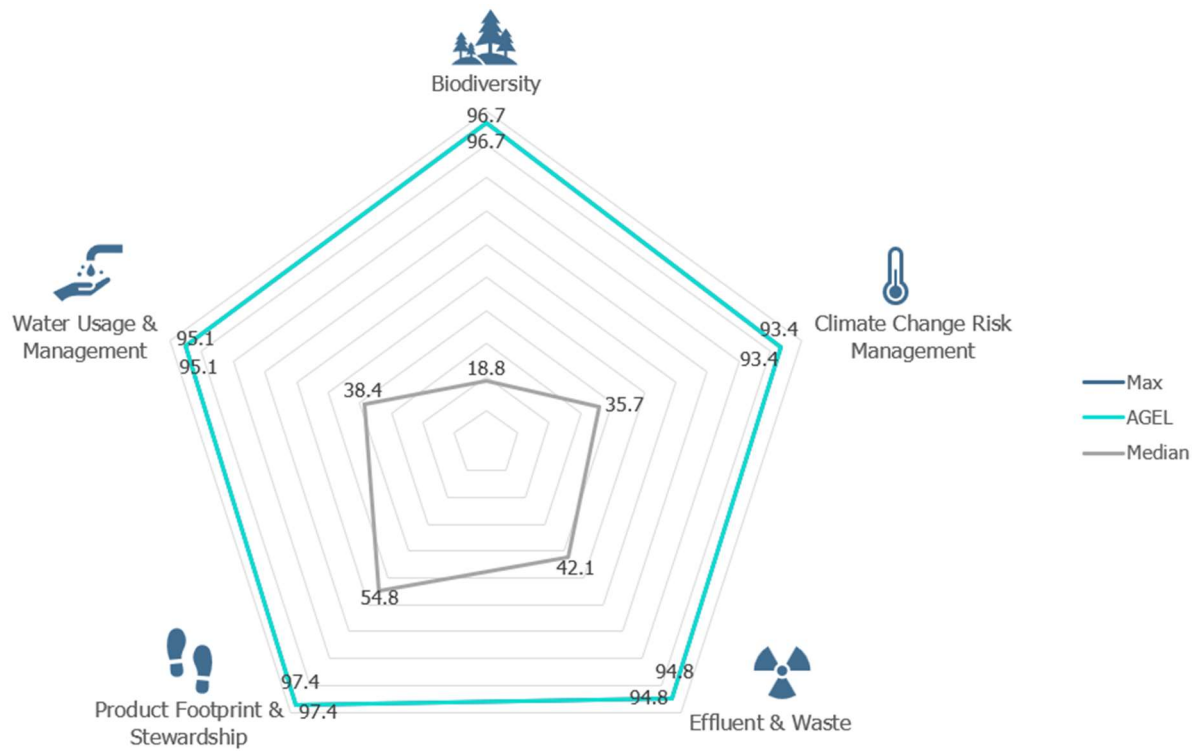
Annexure: Graphical summary of key rating drivers¹

Hierarchy: While arriving at pillar level scores for AGEL, CareEdge-ESG has assigned theme weights based on relative importance and sectoral hierarchy as depicted in the exhibit below.

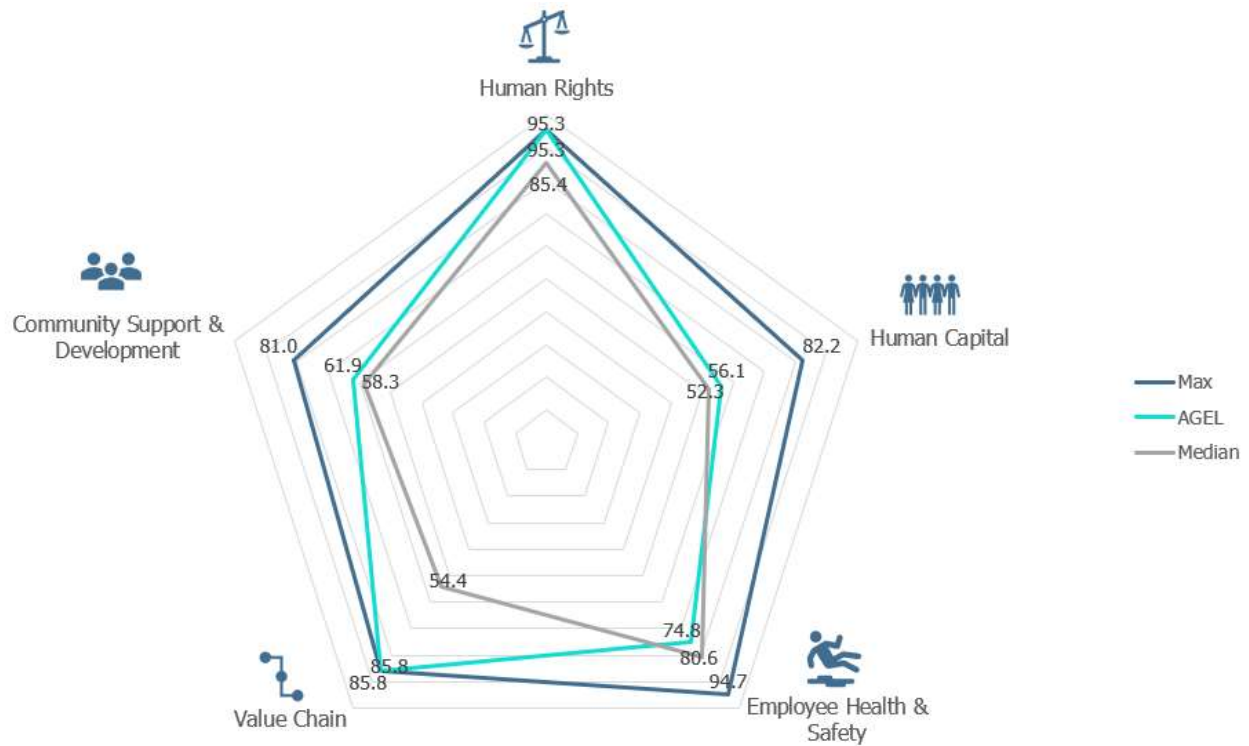
Materiality	Environment	Social	Governance
H I G H	 Effluent & Waste	 Employee Health & Safety	 Business Ethics
	 Water Usage & Management	 Human Capital	 Oversight on ESG
M E D I U M	 Climate Change Risk Management	 Value Chain	 Board Composition
	 Product Footprint & Stewardship	 Human Rights	
L O W	 Biodiversity	 Community Support & Development	 Reporting, Filing & Disclosures
			 Remuneration
			 Board Functioning

¹ Comprehensive analytical insights, inferences and benchmarking is provided in CareEdge-ESG's detailed ESG Report

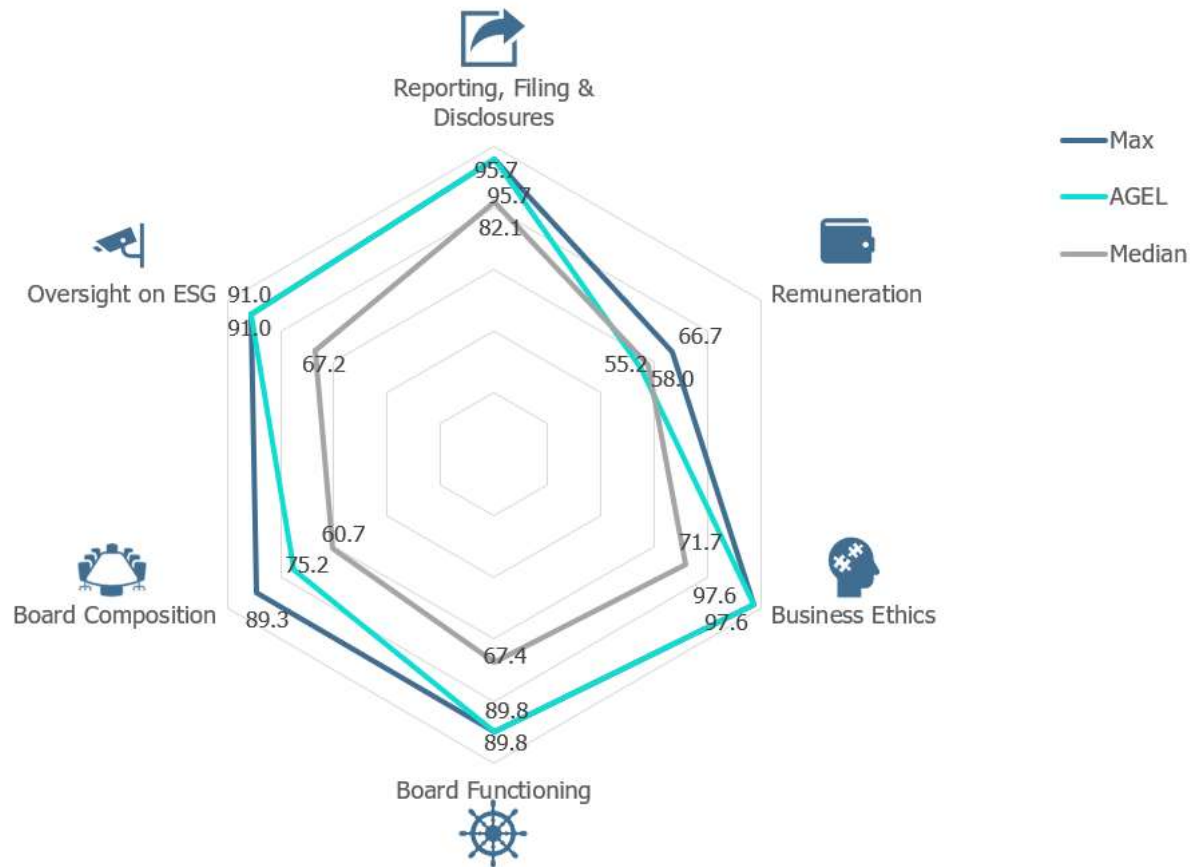
Environment Pillar: AGEL's theme-wise performance and industry benchmarks



Social Pillar: AGEL's theme-wise performance and industry benchmarks



Governance Pillar: AGEL's theme-wise performance and industry benchmarks



Summary Pillars and Theme Scores

Theme	Adani Green Energy Ltd	Industry Median
Biodiversity	96.7	18.8
Climate Change Risk Management	93.4	35.7
Effluent & Waste	94.8	42.1
Product Footprint & Stewardship	97.4	54.8
Water Usage & Management	95.1	38.4
Total Environment Score	95.0	40.7
Human Rights	95.3	85.4
Human Capital	56.1	52.3
Employee Health & Safety	74.8	80.6
Value Chain	85.8	54.4
Community Support & Development	61.9	58.3
Total Social Score	73.7	70.0
Reporting, Filing & Disclosures	95.7	82.1
Remuneration	55.2	58.0
Business Ethics	97.6	71.7
Board Functioning	89.8	67.4
Board Composition	75.2	60.7
Oversight on ESG	91.0	67.2
Total Governance Score	90.1	64.2
Total ESG Score	87.3	59.5

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