HITACHI

July 24, 2025

The Secretary,
Listing Department,
BSE Limited,
1st Floor, Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400 001
Scrip Code: 543187

The Manager,
Listing Department,
National Stock Exchange of India Limited,
'Exchange Plaza', 5th Floor, Plot No. C/1, G Block,
Bandra Kurla Complex, Bandra (East),
Mumbai - 400 051
Scrip Symbol: POWERINDIA

Sub.: Regulation 34 of the SEBI Listing Regulations - Integrated Annual Report for the financial year 2024-25

Dear Sir/ Madam,

Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations), please find enclosed the Integrated Annual Report of the Company for the financial year 2024-25 along with Notice of the 6th Annual General Meeting (AGM) of the Company, which has been dispatched today i.e., on July 24, 2025, through electronic mode to those Members whose e-mail addresses are registered with the Company's Registrar and Share Transfer Agents viz., KFin Technologies Limited (RTA) or with their respective Depository Participant(s).

The 6th Annual General Meeting of the Company will be held on Wednesday, August 20, 2025 at 11:00 a.m. (IST) at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560055.

The Integrated Annual Report of the Company can also be accessed from the website of the Company at: https://www.hitachienergy.com/in/en/investor-relations/general-meetings#annual-report.

We request you to take this on record and to treat the same as compliance with the applicable provisions of the SEBI Listing Regulations.

Thank you,

Yours faithfully,

For Hitachi Energy India Limited

Ammatanda
Chinnappa Poovanna

Digitally signed by
Ammatanda
Chinnappa Poovanna
Date: 2025.07.24
16:27:48 +05'30'

Poovanna Ammatanda
General Counsel and Company Secretary

Encl.: as above

CC:

1. National Securities Depository Limited
2. Central Depository Services (India) Limited
3. KFin Technologies Limited – Registrar & Share Transfer Agent

HITACHI

Integrated Annual Report 2024-25

75 years of powering India

Hitachi Energy India Limited

Inside the report

Please Scan the QR code to view the Annual Report.

₹ 18,173.8 Crores
Orders received
↑ 228.3%

₹ 6,442.1 Crores
Revenue
↑ 22.8%

₹ 384.0 Crores
PAT
↑ 134.4%

₹ 592.3 Crores
EBITDA
↑ 69.1%

₹ 90.4
Earnings per share
↑ 133.8%

↑ YoY growth

75 years
of powering India

Power grids play a crucial role in modern energy infrastructure; helping in integration and distribution of electricity across a larger area, while ensuring a reliable and efficient energy supply the world over.

To meet India's net zero emission ambitions by 2070, increased electrification and integrating renewables into the grid are key imperatives. Energy transition is driving the need for a more robust and intelligent power grid. There is a compelling need to have flexible, secure and sustainable power grids and modernize them to help drive India's energy transition.

With a purpose of advancing a sustainable energy future for all, your Company has been at the helm of key nation-building projects over the last 75 years.

Hitachi Energy India Limited is aligned with India's carbon neutral journey and the Company's pioneering solutions are capable of delivering energy transition in speed and on scale.

The strong growth momentum in FY 2024-25 was driven by a growing order book, strong revenue visibility, favorable product mix, and a focused approach towards project execution.

Your Company is expanding and upgrading capacities and talent, improving operational efficiencies, strengthening the supply chain, and enabling flexibility through digitalization.

The diverse and meaningful synergies with customers, partners and other stakeholders are aimed at inspiring innovation and making the power systems of today fit for delivering and supporting a carbon-neutral future.

Propelled by its key objective to drive India's energy transition journey, your Company strives to ensure reliable, uninterrupted supply of energy for today's generation and tomorrow's. The Company endeavors to have a real and positive impact on the society, the economy and the environment, paving the way for a more sustainable energy future.

About the report

This Integrated Annual Report of Hitachi Energy India Limited provides a concise and thorough evaluation of how the Company's long-term vision has continued to drive value creation for stakeholders. The Report details the Company's strategy for creating value across economic and non-economic areas, aligned with a commitment to transparency.

Adherence to reporting guidelines

The financial and statutory data presented in the Report is in accordance with international frameworks. These include reporting requirements under the Companies Act, 2013 and the rules made thereunder, Indian Accounting Standards (IndAS), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, in accordance with the core requirement of the Global Reporting Initiative (GRI) Standards 2021, the National Guidelines on Responsible Business Conduct (NGRBC), Business Responsibility and Sustainability Reporting (mandated by SEBI) and the UN Sustainable Development Goals (UN SDGs), among others. The non-financial data in the Report is guided by the International Integrated Reporting Council (IIRC) framework.

Scope of reporting

This Integrated Annual Report has been prepared with reference to the International Integrated Reporting Council's (IIRC) International Integrated Reporting Framework. The Company understands that the Integrated Annual Report framework provides a useful basis for disclosing how it creates sustainable value for its stakeholders.

The Report aims to present a holistic review of how the Company performed in the FY 2024-25. Your Company emphasizes what matters most to the stakeholders and the business, and explains how it identifies and addresses material issues.

To provide business context, the Company outlines the strategic pillars and explains how they influence its business presence and business units. With a well-defined business model, the Company illustrates how its long-term plan has consistently created value for the stakeholders, while ensuring sustainable organizational growth. The Company wants to mention that there are no restatements or corrections to the information provided in the Report from the previous reporting year.

Reporting period

The Company's Integrated Annual Report is produced and published annually. This Report provides information for the financial year April 1, 2024 to March 31, 2025.

Reporting boundary

The information presented in the Report is material to the stakeholders and presents an overview of the businesses and associated activities that help in creating value in the short, medium, and long term. The information presented in the Integrated Annual Report covers information on quantitative as well as qualitative data on environmental, social and governance parameters encompassing all the operational locations within India.
The boundary and coverage considered for financial disclosures and non-financial disclosures is the same and there are no other entities considered.

Board responsibility statement

The contents of this Report have been read and reviewed by the Company's senior management, under the guidance of the Board. This ensures the integrity, accuracy and completeness of the information disclosed in the Report.

Stakeholder feedback

The Company welcomes and appreciates the constructive participation and feedback of all the stakeholders.

Please send your feedback to:

E-mail: investors@hitachienergy.com

Website: https://www.hitachienergy.com/in/en

Resources that shape long-term impact

Capitalwise framework

Financial capital

Manufactured capital

Intellectual capital

Human capital

Social & relationship capital

Natural capital

Creating value for all

Customers

Shareholders

Employees

Regulatory authorities

Suppliers

Communities

UN SDGs catered to

A trusted partner on India's journey towards a carbon-neutral energy system

₹ 19,245.9 Crores
highest-ever order backlog

12 sales offices
7 sales touchpoints

19 manufacturing facilities across **8** locations in India

2,481 employee strength

Aimed at societal progress

Hitachi Energy India Limited is the Indian subsidiary of the Zurich-headquartered Hitachi Energy Ltd, and is committed to driving India's energy transition ambitions by advancing a sustainable energy future for all. The Company's technological innovations are supporting initiatives towards "One Sun, One World, One Grid"; the seamless integration of renewables at scale across multiple projects, while adopting digitalization.

A reliable and resilient technology leader

Hitachi Energy India Limited is a trusted technology partner for modern energy infrastructure. With innovative technologies and services, the Company helps make the energy value chain more efficient, making electricity more accessible to all.

The pioneering solutions of your Company span across the entire value chain making it a holistic lifecycle partner, while also providing reliable and sustainable services. As a pioneering technology leader, the Company collaborates with customers and partners to enable a sustainable energy future – for today's generations and those to come.

Value proposition

Your Company offers innovative solutions and services in the utility, renewables, industry, transport and infrastructure sectors. By collaborating with customers and partners, the Company pioneers innovative technologies to continue an endeavor towards the energy transition movement. With a diverse portfolio of smart solutions, your Company aims to create a sustainable and cleaner energy ecosystem that is enhanced by social and digital innovation.

Your Company's comprehensive energy portfolio offers sustainable solutions to meet the growing demand for electricity. With a wide range of transmission and distribution solutions which include transformers, high voltage, power quality, HVDC, grid integration, automation solutions and Flexible AC Transmission Systems(FACTS), your Company is aligned perfectly with the growing requirement for efficient power evacuation from renewable energy sources to make the grid flexible and reliable, and to drive India's energy transition.

Key partnerships

Your Company engages in meaningful partnerships across sectors including utility, renewables, industry, transport and infrastructure, with a key focus on building truly sustainable power infrastructure. These diverse partnerships are aimed at creating innovative pathways for the customers and other partners with an objective of making today's power systems strong enough to support a carbon-neutral future.

Delivering on strategic priorities of FY 2024-25

Leading towards a future powered by renewable energy

Strengthen

Continuously strengthening the power grids core business

Expand

Doubling up on digital and services and expanding at the edge of the energy system

Evolve

Innovation, synergies, partnerships and M&A to accelerate growth

Creating the Hitachi Energy of tomorrow enabled by the guiding principles and values and with sustainability at the core

Guiding principles

Bringing energy → Achieving more together → Inspiring progress → Having a real impact

Aligned with Hitachi Energy's global vision

Hitachi Energy India Limited is committed to advancing a sustainable energy future for all, delivering social, environmental and economic value, aligned with Hitachi Energy vision.

India's clean energy targets for 2030

50%
cumulative electricity installed capacity from renewable sources[1]

500 GW
non-fossil energy capacity[2]

1 billion
tons of CO_2 reduction[3]

30%
EV penetration[4]

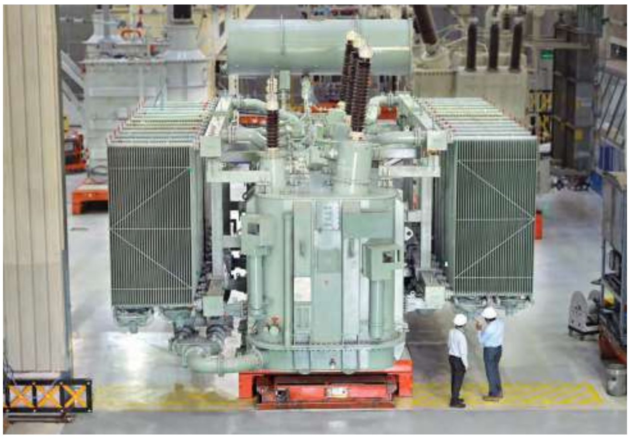
100%
rail electrification*[5]

5 MMT
tons of green hydrogen in annual production[6]

[1] https://www.pib.gov.in/PressReleasePage.aspx?PRID=1795071
[2] https://www.pib.gov.in/PressReleasePage.aspx?PRID=2073038
[3] https://www.pib.gov.in/PressReleaseIframePage.aspx?PRID=1961797
[4] https://www.pib.gov.in/PressReleasePage.aspx?PRID=1941114
[5] https://www.pib.gov.in/PressReleasePage.aspx?PRID=2105892
[6] https://www.pib.gov.in/PressReleasePage.aspx?PRID=2108170
*By FY 2025-26

Business units

Hitachi Energy India Limited has introduced its Service business unit from April 1, 2025.



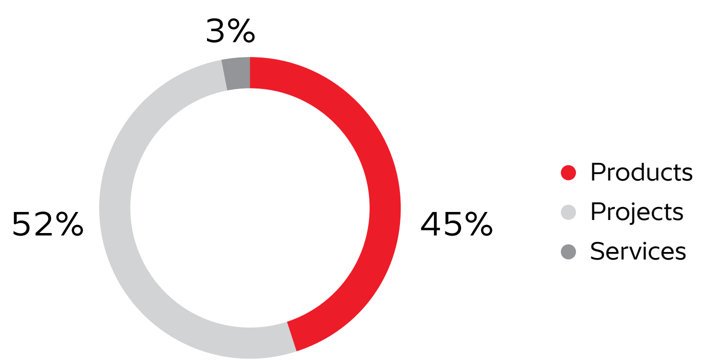
Transformers

High-voltage products

Grid integration

Grid automation

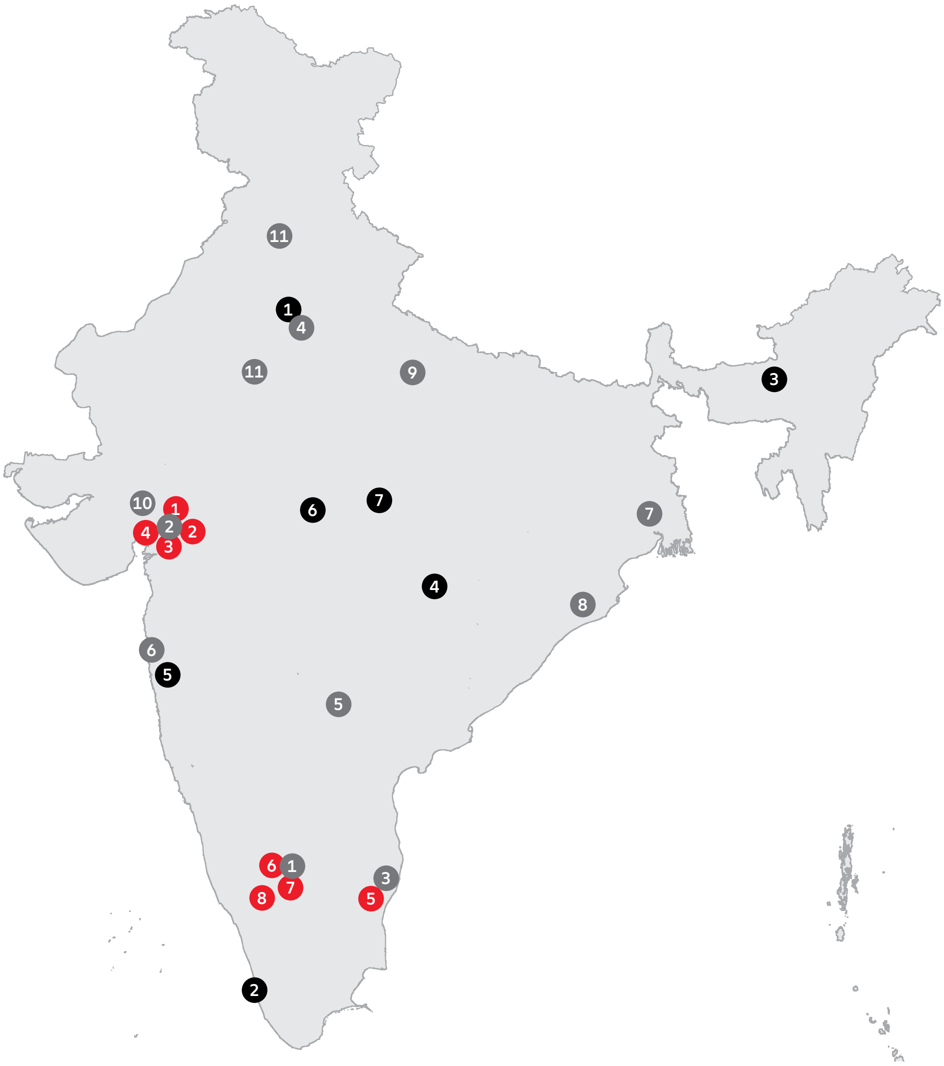
Offering-wise order break-up in FY 2024-25*



*Data is from financial reporting and internally evaluated

A pan-India presence

Your Company's strong presence uniquely positions it to support the nation's ambitious renewable energy targets.



Map not to scale and for representation purpose only
Source : Survey of India

Sales offices

1. Bengaluru (Country Headquarters)
2. Vadodara
3. Chennai
4. Faridabad
5. Hyderabad
6. Mumbai
7. Kolkata
8. Bhubaneswar
9. Lucknow
10. Ahmedabad
11. Chandigarh
12. Jaipur

Sales touchpoints

1. Gurugram
2. Kochi
3. Guwahati
4. Raipur
5. Pune
6. Bhopal
7. Jabalpur

Manufacturing locations

1. Maneja - Vadodara
2. Savli (Main) - Vadodara
3. Savli (Feeder) - Vadodara
4. Halol - Vadodara
5. Chengalpattu - Chennai
6. Peenya - Bengaluru
7. Doddaballapura - Bengaluru
8. Thandavapura - Mysuru

12 Sales offices;
7 Sales touchpoints

Energy digital experience center (Bengaluru)

Energy technology experience center (Maneja)

Large base:

Bengaluru: Head office Energy Digital Experience Center
Peenya: Manufacturing facility
Doddaballapura: Manufacturing facility
Maneja: Manufacturing facility, Energy Technology Experience Center
Halol: Manufacturing facility
Savli: Manufacturing facility
Mysuru: Manufacturing facility
Chennai: Manufacturing facility

Well positioned for growth

Record high order backlog

A strong order book and an improving order backlog, translating into growth and profitability, providing visibility to future revenue streams.

Strong revenue growth, favorable mix and efficient order execution

A wide-ranging portfolio of traditional and digital products and diligent order execution leading to a favorable revenue mix and helping deliver bottom-line growth.

Continuous efforts to enhance overall operational efficiency

Balancing operational complexity and excellence, pursuing efficiencies and increased productivity, and reducing manufacturing cost to grow margins.

Sustainability goals

Environmental

Target FY 2029-30

- Being carbon-neutral in our own operations.
- 50% reduction in CO_2 emissions along the value chain.
- 50% reduction in waste disposed.
- 25% reduction in freshwater usage.
- 25% reduction in hazardous substances and chemicals.

Progress till FY 2024-25

- 84% reduction in absolute emissions from 2019.
- 42% Reduction in energy intensity GigaJoule(GJ) / Crore ₹ revenue since 2019.
- 98.5% waste recycled.
- 58% Reduction in freshwater usage m^3/Crore revenue from 2019.

Social

Target FY 2029-30

- Zero harm.
- Top quartile health absence rates.
- Lifelong learning culture.
- Increase gender diversity from 5.80% to 16-18%.

Progress till FY 2024-25

- Zero fatality and serious injuries.
- ~100 Health Safety and Environment (HSE) online and classroom trainings delivered.
- 8.6% gender diversity.
- 16.8% gender diversity in hiring.

Governance

Target FY 2029-30

- Zero incidents of corruption and bribery.
- Increased involvement in multi-stakeholder partnerships.

Progress till FY 2024-25

- Zero incidents of corruption and bribery.

Making an impact through

Operations

Products

People

Moving focus to maximize the impact

In alignment with the Hitachi Group, we are enabling and supporting a carbon-neutral energy system, ensuring a safe and secure infrastructure with our products and expert services.

We offer a safe, inclusive, equitable and fair energy transition - for today's generations and those to come - focusing on three key pillars: **Planet**, **People** and **Principles**.

Planet

- Accelerating clean energy transition, while boosting circularity and biodiversity.
- Climate.
- Circular economy.
- Biodiversity.

People

- Supporting a safe, inclusive, equitable and just energy transition for today's and for future generations.
- Health and safety.
- Equity & inclusion.
- Human rights and social contributions.

Principles

- Taking responsibility for governance and employee behaviors.
- Ethics and integrity.
- Sustainability supply chain.
- Behaviors and values.

Message from Chairman and MD & CEO

Achim Michael Braun
Chairman

N Venu
Managing Director & CEO

Committed to driving India's energy transition journey

Dear Shareholders,

A significant transformation of the global energy landscape is underway to mitigate the perilous, yet escalating impact of climate change. It has become imperative to strengthen the resilience of energy infrastructure and accelerate the transition to clean and sustainable energy solutions.

Nations, and an increasing number of organizations across the globe are committed to achieving net zero emission targets, even as energy investments are gaining momentum across verticals – be it utilities, industries, transport or infrastructure. Yet, advancing the transition to a cleaner and sustainable energy future remains a critical challenge of our time,

While each nation pursues its distinct path towards clean energy transition, India's journey has been remarkable as it continues to play a pivotal role in the global shift towards a sustainable future. Cognizant of the challenges posed by rising global temperatures and climate risks, the world's fastest growing economy has adopted innovative strategies to foster a cleaner planet.

India has charted out enabling policies and initiatives, strong economic incentives, and technological progress, as key to the realization of its energy transition goals including an ambitious target of achieving net zero emissions by 2070.

Considering that the energy sector accounts for approximately three-quarters of global greenhouse gas emissions, rapid decarbonization is essential to achieve net zero targets. Across the globe, energy transition initiatives have gathered momentum. With increased electrification and integration of renewables, the role of power grids has become increasingly significant – both from a capacity and complexity perspective.

In this evolving scenario, digital transformation is key to addressing the challenges of transitioning power systems.

The transition towards clean energy has generated substantial demand for transformative technologies that deliver the highest efficiency, reliability, flexibility and availability at scale to significantly reduce carbon emissions. As one of India's leading integrated energy companies, Hitachi Energy India Limited is committed to shaping the future of the energy sector through sustainable, digitally-enabled solutions. As a key partner in India's energy transition journey, the Company is at the forefront of several high-growth areas including renewable energy, data centers and railway electrification.

A remarkable journey of 75 years

Since 1949, we have made an enduring contribution to strengthening the country's energy infrastructure systems, which reflects our deep expertise in renewable technologies, robust local manufacturing capabilities, and our strong portfolio of innovative products and solutions. We take great pride in playing an increasingly significant role in a sector strategically vital to India's progress. Over the past 75 years, we have been instrumental in the execution of several nation-building power projects in India, that consistently prioritize minimal environmental impact. Our 75-year legacy stands testament to our unwavering commitment to ushering in a clean, flexible, and sustainable energy future for all.

Smart energy for a sustainable tomorrow

Recognizing that the energy challenge before India is beyond the scope of one company, one team, and one individual, we are poised to leverage digitalization to make India's energy system more flexible and secure, thereby contributing to a sustainable energy future. Our comprehensive portfolio offering a range of digitally-enabled solutions in the renewable energy sector, including energy management automation, evacuation systems and transformers, besides power transmission systems, enables us to capitalize growth opportunities within India's evolving energy landscape.

Our diverse portfolio, strong market presence, technical expertise, expanding reach, steadfast commitment to innovation and extensive capabilities uniquely position us to support India in achieving its ambitious renewable energy targets.

The growing urgency to accelerate energy transition has catalyzed investments in the energy sector, thereby creating favorable market conditions that have translated into increased order intake, with improved revenue and business profitability.

Capitalizing on growth opportunities

India is currently the third-largest producer and consumer of electricity worldwide, with a total installed power capacity of 475.20 GW, as of March 2025. The nation's electricity demand has continued to rise steadily, driven by robust industrial activity, weather conditions (heatwaves and shifting rainfall patterns) besides accelerating economic growth. India's electricity demand is projected to surpass 700 GW by 2047, which is more than 2.50 times the current demand, according to a report jointly released by the Confederation of Indian Industry (CII) and EY India, titled "Energy Transition for Viksit Bharat 2047", outlining a roadmap for India's energy transition and highlights key steps required to ensure a sustainable, low-carbon, and energy-secure future. This demand surge necessitates a substantial expansion in India's power generation, transmission and distribution capacity. The objective of the National Electricity Plan to increase the transmission capacity by 35% by 2032, is ambitious, yet crucial to support the nation's target to provide sustainable and equitable power distribution across the country.

You may be aware that India's renewable energy installed capacity stands at 220.10 GW as of March 2025, which reflects an impressive 15.50% growth over 190.60 GW capacity in March 2024. Further, India has set an ambitious target of achieving 500 GW of non-fossil by 2030. The realization of this goal necessitates renewable capacity additions of about ~50 GW annually, which entails strengthening of grid infrastructure, development of localized supply chains and augmentation of generation capacity.

Several dynamic factors such as the urgency to accelerate energy transition, an evolving workforce, a systematic shift towards adoption of digitalization solutions organization-wide, and an aging installed base have generated enormous growth opportunities. The rising power demand is further set to create significant investment opportunities in the energy sector, particularly in areas such as renewables, HVDC, data centers and electric transportation.

FY 2024-25 was a landmark year for India's power sector, with significant progress in energy generation, transmission, and distribution. The sector demonstrated strong resilience and commitment to sustainable growth by successfully meeting the 250 GW record power demand and reducing energy shortage at the national level to a mere 0.10%. India is firmly advancing on its path to become a "global energy leader" driven by multiple initiatives such as universal electrification, improvement in rural power availability, and the adoption of cutting-edge technologies.

In addition to transmission infrastructure, India's increasing emphasis on key emerging sectors such as energy storage and green hydrogen is adding increased momentum to market growth. With strategic investments in clean energy, transformative infrastructure and digital innovation, India is well-positioned to meet its energy targets and achieve a sustainable energy future for all.

With India's data center capacity growing, alongside an expanding market size, which is projected to grow from USD 4.5 billion (₹ 0.38 Lakh Crores) in 2023 to USD 11.6 billion*(₹ 0.85 Lakh Crores) by 2032 (10.98% CAGR), our offerings including substations, GIS, automation and transformers, are aligned to meet the growing demand for reliable power connection and eco-efficient solutions.

In the transport sector for instance, India's railway modernization remains a key national priority. As a strategic partner to the Indian Railways, our solutions are targeted at electrifying old lines besides supporting massive expansion and modernization to enable high-speed trains. Currently, nearly 80% of India's metro rails use our energy solutions, while our transformers power one-third of the locomotives deployed by Indian Railways.

Leveraging the technological edge

We are committed to operating responsibly, deliver excellence in execution, and pursue new frontiers for sustainable, yet profitable growth in the future. As one of the key suppliers of high-voltage direct current (HVDC) technology in India, we also deliver charging solutions for electric mobility, and grid transmission solutions for renewable energy projects. HVDC transmission is critical to integrating remote renewable energy sources into the national power grid, thereby supporting the rapidly growing demand for power and ensuring the delivery of uninterrupted, reliable and quality electricity across the country.

Targeting sustainable growth

During FY 2024-25, we secured total orders valued at ₹ 18,173.80 Crores despite facing geopolitical uncertainties, and challenges in global supply chains and international trade, as compared with ₹ 5,536.30 Crores worth of orders secured in the previous year. This positive performance reflects our deep market connect and our robust presence in high-growth segments such as renewable energy, transmission, data centers, e-mobility, railways and battery storage provides us with a distinct competitive advantage, our strategic focus on localization, expansion and talent development. Whereas our focused approach on order execution, improved margins and increased operational efficiency demonstrates our commitment to achieving scalable and sustainable growth.

Integrating the portfolio

As part of our commitment to enhancing customer experience through a strengthened and future-focused global service framework, the Company endeavors to introduce Services as its 5th business unit effective from the financial year 2025-26. This is a significant milestone towards developing our service and digital proficiency and unifying the customer service experience. We aim to leverage our strong foundation by tapping into our extensive installed base with a comprehensive portfolio of services ranging from digitized classic services, advanced services and servitized solutions. Our existing business units will play a pivotal role in extending our reach and enabling

Note: The USD exchange rate as on March 28, 2025 is ₹ 85.47.
*Source: India's Economic Survey 2024-25

the development of a holistic end-to-end service ecosystem.

Sustainability – a core priority

As a sustainable value creator, with comprehensive knowledge, we have leveraged our decades of experience, deep domain expertise and culture of continual innovation, to unlock the huge growth potential in our business, by taking strategic steps to deliver growth and enhanced value for all our stakeholders. With this clarity, we have focused on advancing sustainability initiatives and driving social and economic development to contribute to the nation's vision of becoming a USD 5 trillion (₹ 427 Lakh Crores) economy.

We maintain a stringent focus on improving operational efficiency and boosting productivity and quality. Our workforce is unified in its commitment to drive continual improvement across all aspects of performance. We are consistently expanding and upgrading our capacities and talent, to further strengthen our portfolio to drive India’s sustainable energy future. Through agile upskilling, re-skilling and capacity-building initiatives, we have ensured that our competencies remain resilient and stand the test of time to meet present and future energy demand. We have directed our efforts to deliver enhanced experiences for our customers and improve outcomes for the communities within which we operate.

Over the past year, we have continued our mission to make Hitachi Energy India Limited a great place to work. This mission translates to ensuring the safety and well-being of our people; building strong leadership talent pipelines; and investing in capability development across all levels of the organization; and promoting a high performance and high engagement work culture to empower the workforce. Our focus on work safety remains deeply embedded in our DNA. We prioritize safety, integrity and quality through periodic training programs and awareness initiatives to create a secure and supportive work environment for all employees.

In line with our commitment to achieving carbon neutrality, we undertook periodic energy assessments and implemented efficiency enhancing transformations. Our sustainability initiatives across projects and multiple locations, such as smart metering, are designed to minimize the environmental impact, while being in alignment with parent company Hitachi Energy’s Global 2030 strategic growth objectives while adhering with our primary objective of driving India’s sustainable energy future.

Exploring synergies

The Company is actively exploring strategic partnerships and synergies within the industry in an endeavor to foster innovation and create co-efficient solutions that support the development of a comprehensive carbon-neutral energy system.

We have also engaged with academia and developed a social innovation platform that brings together students, researchers, faculties and industries to ideate through hackathons and joint projects. The pace of the transition to clean energy was further accelerated through thought-leadership sessions, collaborations, internal engagement programs and participation at key industry forums. We also enabled system flexibility through digitalization and strengthened our supply chain through partnerships with micro, small and medium enterprises (MSMEs) to scale up component supply in line with demand forecasts.

In conclusion

As India accelerates its pace towards energy transition and sustainable electrification, we are reaffirming our commitment to the vision of ‘Make in India for India and the rest of the world’. By leveraging our strong foundation, industry-leading experience, manufacturing muscle, innovative solutions, deep domain expertise, pioneering technologies, and a collaborative approach, we continue to harness opportunities in key growth areas while remaining strategically positioned to benefit from a growing economy.

On behalf of the Board, we extend our deep appreciation to our employees for their passion and relentless focus on driving business success, developing innovative solutions and strengthening the Hitachi Energy brand.

We express gratitude to our valued customers and remain fully committed to creating sustainable value. We also thank our shareholders for their continued trust and support while being committed to working towards enhancing and delivering value every single day.

At the heart of our journey is a re-energized, re-invigorated purpose – inspire the next era of sustainable energy. In India, this translates into a deep-rooted commitment to powering the nation’s energy transition journey, enabling its ambitious renewable energy ambitions and ensuring that a reliable, uninterrupted supply of energy becomes a tangible reality of today’s generation and the next. Driven by our strong foundation, which is built on our pioneering technologies, industry-leading experience, deep domain expertise and ever-evolving synergies with key stakeholders, we continue to harness opportunities in targeted growth areas while remaining committed to leaving an indelible imprint on people, society, the environment and the economy.

Sincerely,

For **Hitachi Energy India Limited**

Achim Michael Braun
Chairman

N Venu
Managing Director & CEO

Our heritage in India – 75 years of pioneering progress

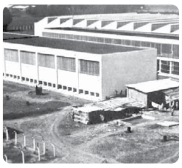
1949

Hindustan Electric Company is incorporated

1960-61

Expands manufacturing of transformers and HT air blast circuit breakers <220kV in Howrah and Baroda (Vadodara) as part of a technical collaboration with Brown Boveri & Cie (BBC)

1962



New manufacturing facility set up in Maneja, Vadodara – the **flagship circuit breaker** factory.

Hindustan Electric Company name changed to Hindustan Brown Boveri Ltd after merging with BBC

1984

ASEA started manufacturing in **Bangalore** (Bengaluru)

1988

ASEA and **BBC** merge globally

1989

Hindustan Brown Boveri Ltd name changed to **ASEA Brown Boveri Ltd**

Commissioned **first back-to-back HVDC transmission link** for NTPC at Vindhyachal, connecting northern and western grids

1990

Commissioned **India's first long distance (814kms) HVDC link** Rihand - Delhi HVDC 1,500 MW, ±500 kV

2007

India Operations Center for Power Grids Business launched in Chennai*

*Not part of the listed entity Hitachi Energy India Ltd

2015

Installed end-to-end power solution for **Delhi Metro**, and **SCADA** to monitor and control the power network

2016

Energized the world's highest rated **1,200kV transformer**

2017

First digital substation for reliable, round the clock power to serve the 350 companies for India's largest information technology park

Commissioned the **world's first multi-terminal UHVDC link** - the 6,000MW, 800kV DC link connecting North-East India to Agra

2018

Partnering **Indian Railways' electrification** ambitions with extensive traction equipment orders

2019

Booked first order for **cyber-security** from POWERGRID

ABB Power Products & Systems India Ltd incorporated

2020

Power Grids business acquired by Hitachi from ABB

Listed on the National Stock Exchange and BSE

2021-22

Name change from ABB Power Products and Systems India Limited to "Hitachi Energy India Limited" thus Hitachi Energy is formed

2022-23

Inaugurated **HVDC & Power Quality factories** in Chennai* & Bengaluru; Global Technology and Innovation Centre* in 2023

75 years of powering India

A hallmark of success

Hitachi Energy recently marked 75 years of its presence in India. Since its inception in 1949 as Hindustan Electric, the company has been a key contributor to India's energy transition, evolving through several identities- including Hindustan Brown Boveri, ABB Power Grids, and Hitachi ABB Power Grids to Hitachi Energy.

With its remarkable presence of 75 years in India, the Company takes pride in having contributed to key nation-building projects. By strengthening the business operations through a prodigious mix of cutting-edge technology and the highest standards of professionalism & corporate governance, your Company is well-equipped to create a smarter and sustainable energy future.

Hitachi Energy India Limited is well entrenched as a technology leader which is advancing India's energy system to be sustainable, flexible and secure. Having significantly expanded its local operations, your Company is making strides towards meeting the nation's evolving power sector needs, facilitating accelerated energy transition and driving digitalization.

A stronger presence. A greater experience.

Reinforcing our commitment towards decarbonization

Deeply rooted in the Indian market since 1949, your Company, today, is a pioneering technology leader playing a critical role in India's energy transition. The Company's purpose strengthens the vision of 'Make in India, for India and for the World'.

Through world-class technologies, and a wide range of eco-efficient products & solutions and services, your Company is strategically positioned to help India realize its ambitions in strengthening and transforming the energy landscape. Driven by the purpose of advancing a sustainable energy future for all, the Company is contributing to the country's growing economy and its sustainability goals over the past seven decades.

75 years of making pioneering progress in India

The Company continues to support the nation's energy transition, and is constantly strengthening its manufacturing capabilities. In line with Hitachi Energy's Global 2030 Mission, the Company is geared towards expanding and upgrading its capacity and talent, strengthening the supply chain, and enabling flexibility through digitalization, and has expanded and modernized over the years.

With the Company having expanded its operations over the years, it is today spread across two entities in India. Its combined workforce of ~7,300 employees is spread across its development and engineering centers, 19 manufacturing facilities, 12 sales units, and its global business services. This enables your Company to reinforce its above-mentioned commitment to "Make in India – for India and for the World".

Envisioning a sustainable world for generations to come

By leveraging innovative technologies and solutions, Hitachi Energy India Limited seeks to create a world suitable for today's generation and those to come. The Company remains focused on accelerating new energy transition and sustainable electrification. The strategic priorities and future plans of the Company are well in sync with India's future and rapidly growing energy requirements.

Strategic developments of the year

Below are the key developments and investments announced in FY 2024-25:

- Significant capacity expansion of a large power transformers factory.
- Upgraded testing capabilities for specialty transformers at small power transformers and relocation of bushings factory, crucial to develop India's transmission projects to meet the increasing energy demands.
- Boosting capacity of traction transformers to support modernization of Indian railway network and increasing manufacturing capacity.
- Expanding network control solutions offering; developing and manufacturing localized Grid-eXpand™ and Grid-eMotion®.
- Introducing maiden medium voltage offering REF650 to the Indian market.
- Nurturing the local supplier base for India and the rest of the world.

Partnering India's net zero ambitions

Strongly aligned with India's power sector	Leading the energy transition with keen focus on customers and opportunities	Continuing to lay the foundation for a sustainable and digital grid

Engaging with stakeholders to celebrate the 75-year legacy

Customers

- Energy & Digital World roadshow events at Hyderabad, Jamshedpur, Pune and Bellary with mega event EDW75 at Delhi

Academia

- Placement officers conclave
- Recruitment drives
- Tech colloquiums

Employees

- The energy run
- Family fiesta
- HR roadshow
- 75,000 sapling plantation
- HR conclave
- SustainaCreate
- Stepathon
- Employee-led Conversations
- Tech talks

Invited Stakeholders

- 75-year launch event

Industry

- Collaborative knowledge sharing events and sessions
- Thought leadership and networking

Communities

- Drive to plant 75,000 tree saplings
- Providing e-mobility solutions

Carrying the 75-year heritage forward

To commemorate 75 years in the country, the Company initiated several campaigns aimed at engaging with all the stakeholders and reinforcing the commitment to power India.

Energy Digital World 75 (EDW75) overview

Two-day mega experiential event in the national capital	25+ thought provoking technical & thought leadership sessions by global and Indian industry experts
	Brought together 2,500 stakeholders: Policymakers, diplomats, industry veterans, and customers, alongside the company's global leadership.
Five cutting edge product launches.	Experiential exhibition zone: Showcased 40 products across 25 technological areas giving all the attendees an interactive, immersive learning experience while proudly showcasing the Make in India, Made for the World vision.

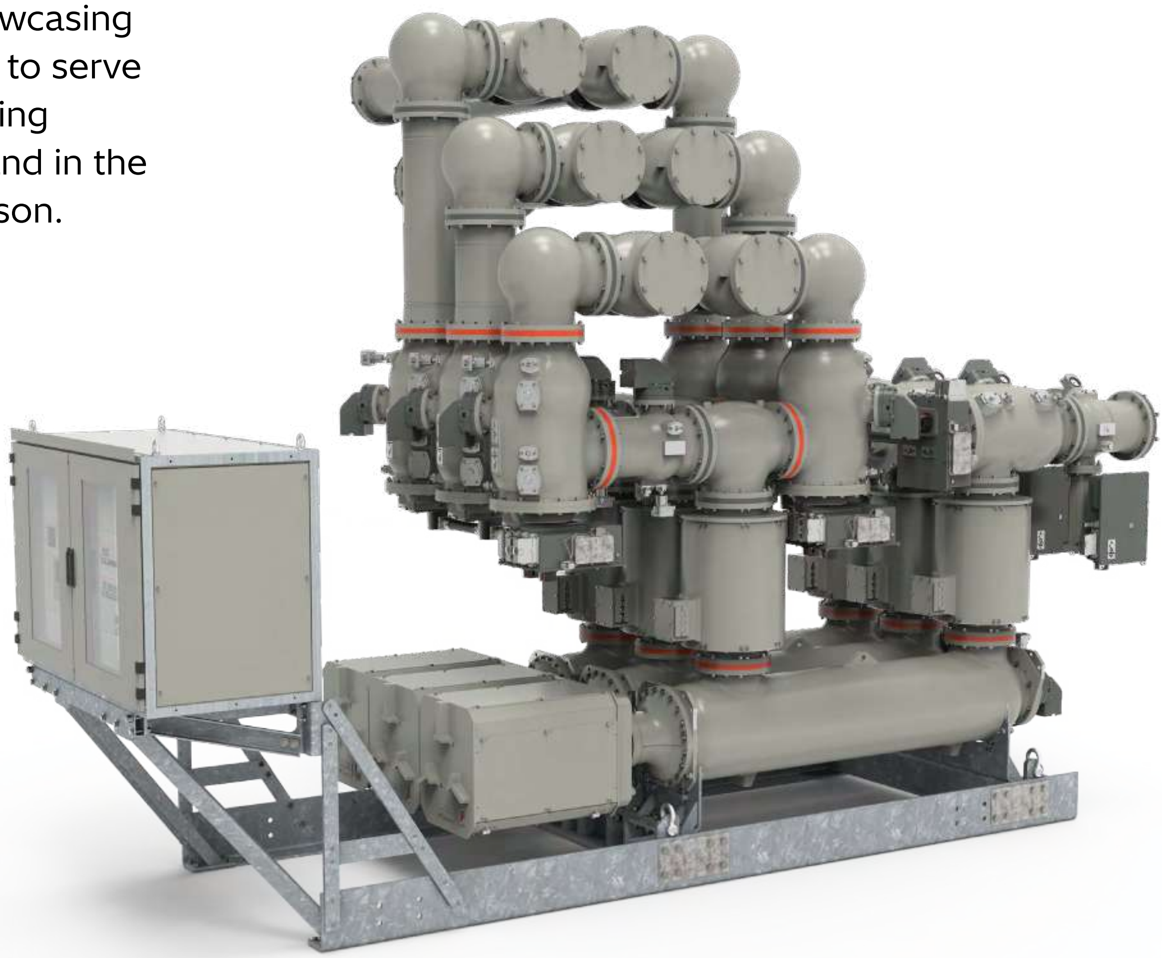
Addressing Delhi's growing power demand during summer

A case study

The Company commissioned the Gas Insulated Switchgear (GIS) Power Transformer Bay extension for Tata Power Delhi Distribution Limited (TPDDL) ahead of the scheduled time, strengthening the grid and showcasing its efficiency to serve Delhi's growing power demand in the summer season.

Hitachi Energy India Limited has completed and commissioned the GIS Bay extension and associated works with supply and installation at 66/11 kV Karala, Delhi for TPDDL.

As against the contractual completion due date of August 2025, the project, was expedited given the growing power demand in Delhi's summer season. Considering this, the customer's early requirement for power was acknowledged by the Company from April 2025. The project was successfully commissioned on March 31,



2025, serving customers ahead of the scheduled time by strengthening the grid.

The achievement depicts another effort by the Company to continuously innovate and introduce new technological initiatives and provide world-class services to the consumers. Another key highlight of the project was its internal sourcing of end-to-end products, solutions and project management.

Project management excellence

To meet the growing customer demand, the Company offered GIS bay with 110V DC control mechanism, and the existing grid having 220V DC source. The engineering team offered a solution coordinating with Grid Automation and High Voltage GIS engineering teams with 110V & 220V DC mix control mechanism in quick time, showcasing your Company's engineering and project management excellence to provide technically-proven solutions to the end-customer before time. The project management team of the Company expedited to get HT cable termination kit of a special design within a short span of fifteen days.

Winning appreciation

Your Company's team worked right from the initial stages to meet customer expectations and contributed immensely, specifically during commissioning period. The customer issued an appreciation letter for completing the commissioning work within a remarkable fifteen days, which again reflects the exceptional capabilities and dedication of the team. The professionalism and efficiency demonstrated throughout the project was commendable and well appreciated.

Enroute to a brighter future for India's rail transportation

A case study

Your Company's solutions promise to transform India's rail network dramatically. The advanced technologies support higher power delivery, leading to faster train speeds, shorter journey times, and enhanced rail capacity.

The upgrade of the rail electrical system underscores the commitment of Indian Railways to enhance the speed, reliability and efficiency of the rail network, and achieve its target of net zero carbon by 2030. Modernization of rail infrastructure is crucial for achieving the vision of Viksit Bharat, as it is a pillar of the nation's infrastructure and economy. By upgrading its rail network, the nation can significantly improve connectivity, reduce travel time, and boost economic activities across regions.

These efforts on modernization are aimed at enhancing efficiency, safety, connectivity, technology, and sustainability, thereby contributing to overall national progress. These advancements not only enhance passenger experience, but also contribute to regional development by connecting industrial hubs and fostering economic growth. By upgrading its rail network, India can significantly improve connectivity, reduce travel time, and boost economic activities across regions.

Once adequate, the current single-phase 27.50 kilovolt (kV) power supply system has become a bottleneck due to the increasing train speeds and higher traffic density. Raising the power rating within this system is impractical, as it causes voltage imbalances, significant drops, and higher power losses, resulting in reduced efficiency and infrastructure limitations.

Key challenge

Understanding the limitations of the existing single-phase 27.5 kV system, Indian Railways decided to adopt the innovative approach of directly supplying power to two separate 27.5 kV railway lines. By doubling the voltage, the 2x27.5 kV system can deliver significantly higher power levels to trains, enabling increased speeds and capacities without the drawbacks of increasing current in a single-phase system.

The solution: Electrification upgrade on Delhi-Mumbai route

Implementing the 2x27.5 kV system requires specialized traction (rail infrastructure) power transformers capable of efficient power conversion and distribution. Indian Railways needed the right partner to develop and execute the required 220 kV and 132 kV traction substations. The substations would power the 2x27.5 kV catenary systems with Scott-connected transformers for the Mumbai-Ratlam and Vadodara-Ahmedabad sections.

Playing a crucial role

Your Company's scope of work included designing and delivering 12x100 Megavolt Ampere (MVA) 132 kV Scott-connected transformers. These are the first Scott transformers produced at the Company's Maneja factory in Gujarat, and the largest among all India Railways systems.

Hitachi Energy India Limited is the first company to have delivered India's largest power-rated Scott transformers, featuring multiple 100 MVA units at 132 kV. In addition to Scott-connected transformers, the Company secured a contract from an EPC company to supply 132 kV and 220 kV, 63 MVA V-connected transformers for the eastern railway section.

Your Company successfully completed a short-circuit test for both 132 kV and 220 kV V-connected transformers. Being at the forefront of developing cutting-edge power solutions for the railway industry, your Company developed Scott-connected and V-connected Specialty Transformers specifically designed to meet the unique requirements of the new 2x27.5 kV system of Indian Railways.

Making a difference

Specialty Transformers (Scott-connected & V-connected) meet a higher power requirement (for increased train speed) and offer key benefits such as better voltage regulation and reduced voltage imbalances in the network compared to conventional single-phase traction power transformers with similar power capacity.

Scott-connected and V-connected transformers: Key benefits

Integrated with the 2x27.5 kV system, Scott-connected and V-connected transformers promise to transform India's rail network dramatically. The key features of the transformers are as below:

- Advanced technologies support higher power delivery, leading to faster train speeds, shorter journey times, and enhanced rail capacity.
- Ability to operate at higher voltages allows for increased spacing between railway substations (known as Traction Substations or TSS) that supply power to the train lines.
- Optimization of rail electrical infrastructure reduces maintenance costs and improves overall system reliability.
- Efficiency and power quality of transformers translate into lower energy losses and a significant reduction in environmental impact, with up to 30% decrease in CO_2 emissions associated with traditional transformers, aligning with India's sustainability goals, contributing to a greener rail network.

Promising to transform India's rail network

By enabling higher power delivery, the technologies support increased train speeds, reduced journey times and enhanced passenger capacity. Furthermore, their special connection and ability to deliver more power allow for increased spacing between railway substations that supply power to the train lines. Optimizing rail electrical infrastructure reduces maintenance costs and improves the overall system reliability.

Empowering India's progress. Enhancing the quality of life.

As India strives to achieve its sustainability goals, the Company's technologies play a crucial role in building a more energy-efficient rail network. These solutions are not just about technology, but more about empowering India's progress.

Beyond delivering environmental benefits, these innovations represent a real enabler for the growth and development of local communities. Faster and more reliable freight transportation is targeted at boosting the economy, while improved passenger services are aimed at enhancing the overall quality of life for millions of Indians.

External operating environment

India's rapid economic growth is having a positive impact on the energy sector. As a leading entity in the power industry, we are well positioned to capitalize on this and drive further success.

India's growing economy

Currently among the **top 5** largest economies in the world*

Projected to become **₹ 5 trillion** by 2030

Source: Niti Aayog's vision for Viksit Bharat

6.50%
GDP growth in FY 2024-25*

India displayed steady economic growth in the financial year ended March 2025 amidst global uncertainties. As per the first advance estimates, India's real GDP is estimated to grow by 6.50% in FY 2024-25 (close to the decadal average) vis-à-vis 9.2% in FY 2023-24, supported by agriculture and services. Private consumption remained stable, reflecting steady domestic demand. Fiscal discipline and strong external balance contributed to macro-economic stability and provided a solid foundation for sustained growth amid external uncertainties.

Consumption is estimated to grow, driven by a rebound in rural demand. On the supply side, agriculture and industrial sectors are also estimated to grow. Industrial expansion is expected to grow by 6.20%, supported by strong growth rate in construction activities and electricity, gas, water supply and other utility services. Further, driven by healthy activity in financial, real estate, professional services, public administration, defense and other services, growth in services is expected to remain robust at 7.20%. Notwithstanding various challenges, India continues to register the fastest growth in

* https://www.pib.gov.in/PressNoteDetails.aspx?NoteId=154660#:~:text=India%20became%20the%204th%20largest,crore%20(2024%E2%80%9325).

manufacturing PMI, driven by new business gains and robust demand.

In the infrastructure sector, the government is implementing schemes, policies, financial incentives and regulatory measure to boost renewable energy and green investments. Some of the power sector-related schemes are – the PM - Surya Ghar: Muft Bijli Yojana, National Bioenergy Programme, National Green Hydrogen Mission and PM-KUSUM. India is also focusing significantly on the growth of Transmission segment because of the growing power demand and increase in renewable and conventional installed capacities. Renewable energy's installed capacity increased by 15.80% YoY (by March 2025) as a result of capacity addition in solar and wind power.

India's economic prospects for FY 2025-26 are balanced, and it is projected to maintain its status as the fastest-growing major economy, supported by sustained growth momentum and strategic fiscal measures. Increased geopolitical tensions and trade uncertainties and possible commodity price shocks are a few of the growth headwinds. Growth is projected to be higher with the order books of private capital goods sector translating into sustained investments, higher consumer confidence, and an increase in corporate wages. A stable macro-economic environment, rebound in agricultural production and easing of food inflation will provide a fillip to rural demand and near-term growth. Moving ahead, to establish its medium-term growth potential, improving global competitiveness through structural reforms and deregulation is a key imperative.

Rising demand in power sector

India is the third-largest consumer of energy in the world. With a population of approximately 1.40 billion and being the world's fastest major growing economy, India's energy demand is growing rapidly. India's electricity demand increased by a CAGR of about 5% during the period 2017-22, while during 2022-24, demand increased by a CAGR of 9.46%.

Advancements in energy generation, transmission and distribution led to FY 2024-25 becoming a landmark year in India's power sector. In FY 2024-25, India successfully met its all-time-high power demand of 250 GW and reduced energy shortage to a meagre 0.10% at a national level. Mid-term review of the 20th Electric Power Survey has projected a peak demand of 277 GW in FY 2025-26 by optimally using the existing and under-construction capacities.

Demand increase is led by rapid industry expansion, development of agriculture, enhanced electricity access and increased use of air conditioning and appliances in residential and commercial sectors. The government is working on developing an efficient, coordinated, economical and robust electricity system to ensure smooth flow of electricity from generating stations to load centers. It also aims at achieving optimum utilization of resources to provide reliable, affordable, uninterrupted and quality power for all.

India's transmission segment has undergone a significant transformation over the years, transitioning from a fragmented network to a well-integrated and inter-connected grid. The segment has taken huge strides in expanding the physical infrastructure of the grid and consolidating it into one of the largest synchronous grids globally. Power transmission is the key link in the overall power sector value chain, facilitating evacuation of power from power-generating units, which are spread across the country and supply to various distribution entities, which in turn supply power to the end-consumers.

The network is being continuously strengthened and transformed with the addition of transmission lines and inter-regional capacity to expand the physical infrastructure of the grid. The nation's power transmission segment is on the cusp of a massive expansion, with an estimated ₹ 9.10-9.20 Lakh Crores investment to double India's power capacity to 900 GW and to ramp up transmission infrastructure by 2032. India's transmission capacity, which currently stands at 2,530 GVA, is set for a five-fold increase over the next few years.

India made significant strides in its renewable energy, with its ambitious target of achieving 500 GW non-fossil energy capacity by 2030. As of March 2025, renewable energy's installed capacity stands at 220.10 GW, in comparison 190.60 GW capacity recorded at the end of March 2024, representing its determination to achieve clean energy targets. The addition of 29.50 GW capacity in FY 2024-25 vis-à-vis 18.60 GW added in FY 2023-24 reflected a 15.50% renewable capacity increase in FY 2024-25. Cumulative installed capacity of solar power increased 29.10% from 81.80 GW in March 2024 to 105.60 GW in March 2025. On the other hand, with 4.10 GW installed capacity added in wind power in FY 2024-25, India's total wind power capacity increased by 8.90% at 50 GW.

As part of its broader strategy to foster energy transition and security, the government is working on reforming the power sector with new rules and introducing new initiatives aimed at strengthening and empowering India's power sector, facilitating ease of doing business for energy-intensive industries. The comprehensive nature of these reforms comprises the potential to make the power sector competitive, efficient and more sustainable; spur industrial growth; increase job creation; accelerate the adoption of renewable energy; and reduce carbon emissions. The government's focus on policy reforms in the power sector are also aimed at attracting investments and providing reliable, quality and cost-effective supplies of power to the consumers, thus paving the way for sustainable energy for a Viksit Bharat.

To become "net zero" by 2070, India is diversifying its areas of focus within renewable energy towards electric mobility, energy storage, carbon credits, and green hydrogen. Besides tenders for solar, wind and hybrid projects, the central government is also considering different forms of procurement of renewable power from other sources, and to meet peak hour requirements of the DISCOMs.

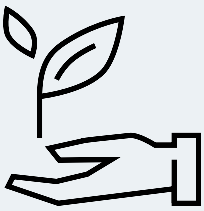
India's transition to cleaner energy by 2030
India's Nationally Determined Contributions Targets 2022:

Reduce emissions intensity of its GDP by 45% by 2030, from 2005 level	Achieve about 50% cumulative electric power installed capacity from renewable energy sources energy resources

India stands committed to put forward and further propagate a healthy and sustainable way of living, based on traditions and values of conservation and moderation, including through a mass movement for 'LIFE'– 'Lifestyle for Environment', as a key to combating climate change.

India's climate achievements & progress - 2025

- Reduced GHG emission intensity per unit of GDP by 36% (2005 to 2020).
- India increased its installed capacity from non-fossil sources to 48% (By March 2025).
- Forest and tree cover increased to 25.17% of total land area (2005-2021).



Source: https://pib.gov.in/PressReleaseIframePage.aspx?PRID=2092311

India's climate change pledge

Indian Government makes five pledges

At the 26th session of the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change held in Glasgow, United Kingdom, in 2022, India presented five elements of its climate action plan:

- India will increase its non-fossil energy capacity to 500 GW by 2030.
- India will meet 50% of its energy requirements from renewable energy by 2030.
- India will reduce the total projected carbon emissions by one billion tons from now to 2030.
- By 2030, India will reduce the carbon intensity of its economy by 45% (from a previous target of 35%).
- By 2070, India will achieve the target of net zero.

Source: https://pib.gov.in/PressReleasePage.aspx?PRID=1795071

India's electricity consumption: Key facts

3rd
largest consumer of electricity worldwide

4th
largest installed renewable energy capacity

3rd
largest emitter of CO_2 emissions

Regulatory environment

In India, the government is working on unifying various renewable energy policies, providing a clear path for renewable energy growth and creating a strong foundation for renewable energy targets and regulation. India has a robust regulatory and policy framework and a favorable business environment for renewable energy projects.

India's path to sustainable and low-carbon growth

India has devised a Long-Term Low Greenhouse Gas Emission Development Strategies (LT-LEDS) to chart a sustainable path forward in addressing climate change. This involves seven key strategic transitions, as below:

1. Low carbon development of electricity systems, consistent with development.
2. Developing an integrated, efficient, inclusive low-carbon transport system.
3. Promoting adaptation in urban design, energy and material-efficiency in buildings and sustainable urbanization.
4. Promoting economy-wide decoupling of growth from emissions and development of an efficient, innovative low-emission industrial system.
5. CO_2 removal and related engineering solutions.
6. Enhancing forest and vegetation cover consistent with socio-economic and ecological considerations.
7. Economic and financial aspects of low-carbon development and long-term transition to Net Zero by 2070.

The AtmaNirbhar policy fosters strong incentives for capacity addition and conducive policies for research-led innovation, aiming to set up a competitive renewable energy ecosystem. This transformative shift is supported by innovative policies, renewable energy expansion and multi-sectoral collaboration, aiming to position India as a global leader in sustainable energy, while safeguarding its developmental aspirations.

The production linked incentive (PLI) Schemes is a key pillar of the government's ambitious efforts to position India as a global manufacturing hub, aiming for a strategic leap towards self-reliance, in addition to fostering innovation, efficiency and competitiveness across industries. It is aligned with the vision of AtmaNirbhar Bharat and the Make in India initiative, aiming to empower the manufacturing sector, reduce reliance on imports, and balance growth with sustainability.

The Ministry of New and Renewable Energy (MNRE) implemented the PLI scheme for the National Programme on high efficiency solar PV modules. The scheme aims to build an ecosystem for manufacturing of high efficiency solar PV modules in India, and thus, reducing import dependence in the area of renewable energy. The scheme aims to promote setting up integrated plants for better quality control and competitiveness, and developing an ecosystem for sourcing local material in solar manufacturing.

As part of the PLI scheme, the government also approved the National Programme on Advanced Chemistry Cell (ACC) Battery Storage, with the objective of strengthening the ecosystem for electric mobility and battery storage and enhance India's manufacturing capabilities.

Awards and recognition

High voltage feeder factory bags awards across multiple projects

At the Kaizen event convened by Quality Circle Forum of India's (QCFI) Vadodara chapter, three teams from the Hitachi Energy India Limited High Voltage Feeder Factory won the Gold Award across projects for productivity enhancement, motion analysis and packaging case improvement.

Transformer bushing team wins gold

The Transformer Bushing team from Hitachi Energy India Limited won a Gold Award at the QCFI convention on having presented a case study on Kaizens for MUDA reduction. Following the recognition, the team is enthused to implement more such Kaizens within the factory.

Winning recognition at businessworld's India's most sustainable companies awards

Hitachi Energy India Limited ranked 3rd in the Electronics and Hardware sector at BW Businessworld's India's Most Sustainable Companies Awards, based on the publicly-disclosed BRSR report for FY 2023-24 (focused on three core pillars including environmental impact, social responsibility, and governance) along with the advisory council's assessment.

Bushing team won Pioneering Spirit Award at inspiration of the year global award 2024

The transformer bushing team from Hitachi Energy India Limited won the Pioneering Spirit Award under Hitachi Group's Inspiration of the Year Global Award 2024 (Regional Award Category) for their project "Empowering India: Establishment of Transformer Bushings (dry type) manufacturing facility in Vadodara", in line with Hitachi's vision, mission, and values (harmony, sincerity & pioneering spirit), and celebrating innovation, solution building and team spirit.

Recognized at tax strategy & planning summit awards 2024

Hitachi Energy India Limited won the award for the Tax Technology Pioneer at the 10th edition of the Tax Strategy & Planning Summit Awards organized by UBS Forums.

Honored with digital transformation excellence award at SSF global forum

Hitachi Energy in India was recognized for its digital transformation efforts related to the Reiwa implementation by the SSF Global Forum during the 13th Annual Conclave. As part of our digital transformation journey, we implemented SAP S4/ HANA and other related tools. The Award was received for the efforts at the SSF Global Forum for Business Process Management & Shared Services.

Board of Directors

Achim Michael Braun
Chairman

N Venu
Managing Director & CEO

Ismo Antero Haka
Director

Akila Krishnakumar
Independent Director

Mukesh Hari Butani
Independent Director

Meena Ganesh
Independent Director

Country Management Committee

From left to right (back row)

1. **Poovanna Ammatanda**
General Counsel and Company Secretary
2. **Manashwi Banerjee**
Head of Communications
3. **Akilur Rahman**
Chief Technology Officer
4. **Karthik Krishnamurthi**
Head of Sales and Marketing
5. **Ajith Kesavan**
Head of Grid Automation
6. **Atul Pandit**
Head of Transformers
7. **Ramkumar D**
Head of Grid Power Quality Solution

From left to right (front row)

1. **Saji S**
Head of High Voltage Direct Current
2. **Rakesh Dwivedi**
Head of High Voltage Products
3. **N Venu**
Managing Director & CEO
4. **Ajay Singh**
Chief Financial Officer
5. **Neha Ahluwalia**
Head of Human Resources

Corporate information

Board of Directors

Achim Michael Braun
Chairman

Nuguri Venu
Managing Director and CEO

Ismo Antero Haka
Director

Akila Krishnakumar
Independent Director

Mukesh Hari Butani
Independent Director

Meena Ganesh
Independent Director

Audit Committee

Mukesh Hari Butani
Chairperson

Akila Krishnakumar
Member

Meena Ganesh
Member

Nuguri Venu
Member

Stakeholders' Relationship Committee

Meena Ganesh
Chairperson

Mukesh Hari Butani
Member

Nuguri Venu
Member

Ismo Antero Haka
Member

Nomination and Remuneration Committee

Akila Krishnakumar
Chairperson

Mukesh Hari Butani
Member

Achim Michael Braun
Member

Corporate Social Responsibility Committee

Akila Krishnakumar
Chairperson

Achim Michael Braun
Member

Nuguri Venu
Member

Risk Management Committee

Mukesh Hari Butani
Chairman

Meena Ganesh
Member

Ismo Antero Haka
Member

Nuguri Venu
Member

Ajay Singh
Member

Environment, Social and Governance Committee

Meena Ganesh
Chairperson

Akila Krishnakumar
Member

Achim Michael Braun
Member

Nuguri Venu
Member

Statutory Auditors

M/s. S.R. Batliboi & Associates LLP
Chartered Accountants
12th Floor, UB City, Canberra Block, No. 24, Vittal Mallya Road, Bengaluru - 560 001

Chief Financial Officer

Ajay Singh

General Counsel, Company Secretary and Compliance Officer

Poovanna Ammatanda

Registered Office

8th Floor, Brigade Opus,
70/401, Kodigehalli Main Road,
Bengaluru - 560 092

Cost Auditors

M/s. Ashwin Solanki & Associates
Cost Accountant
801-2, Goyal Trade Center,
Above Sona Cinema, Shantivan,
Near National Park, Borivali
(East), Mumbai - 400 066

Secretarial Auditors

M/s. BMP & Co. LLP
Company Secretaries
4272, Sapthagiri, 2nd Floor,
Vivekananda Park
Road, Near Seetha Circle,
Girinagar, Bengaluru - 560 085

Registrar and Share Transfer Agent

KFin Technologies Limited
Selenium, Tower B,
Plot 31-32, Gachibowli,
Financial District, Nanakramguda,
Serilingampally Mandal,
Hyderabad - 500 032

Bankers

Axis Bank Limited
Bank of America, N.A.
Bank of Bhutan Limited
Deutsche Bank AG
Druk PNB Bank Limited
HDFC Bank Limited
ICICI Bank Limited
JP Morgan Chase Bank, N.A.
Kotak Mahindra Bank Limited
Standard Chartered Bank
State Bank of India
The Hongkong and Shanghai Banking Corporation Limited
Yes Bank Limited

Corporate Identity Number

L31904KA2019PLC121597

Business model

INPUTS

Financial capital

- ₹ 101.0 Crores capital expenditure.
- ₹ 1,650.6 Crores operating cashflow generated.
- ₹ 4,214.1 Crores shareholder equity.

Manufactured capital

- 2,500+ orders for the period.
- Segmentwise order creation.
- 19 manufacturing facilities across 8 locations.

Social & relationship capital

- 28 sessions during FY 2024-25 to 250 Women in Engineering (WIE) students.
- Engaging with customers on projects in compliance to our ESG practice.
- 13 suppliers were trained and 10 suppliers were assessed in Supplier Sustainability Development Program (SSDP).
- Suppliers contributing to 13% of spend assessed on BRSR core
- Sustainable energy at government schools & healthcare centers.
- Development of greenery on government land at several locations.

Human capital

- 2,481 Number of employees.
- Approx ₹ 6,50,000 investment in learning and development.
- 100% employees trained on ethics, compliance and safety.
- ~8 hours of training per employee.

Intellectual capital

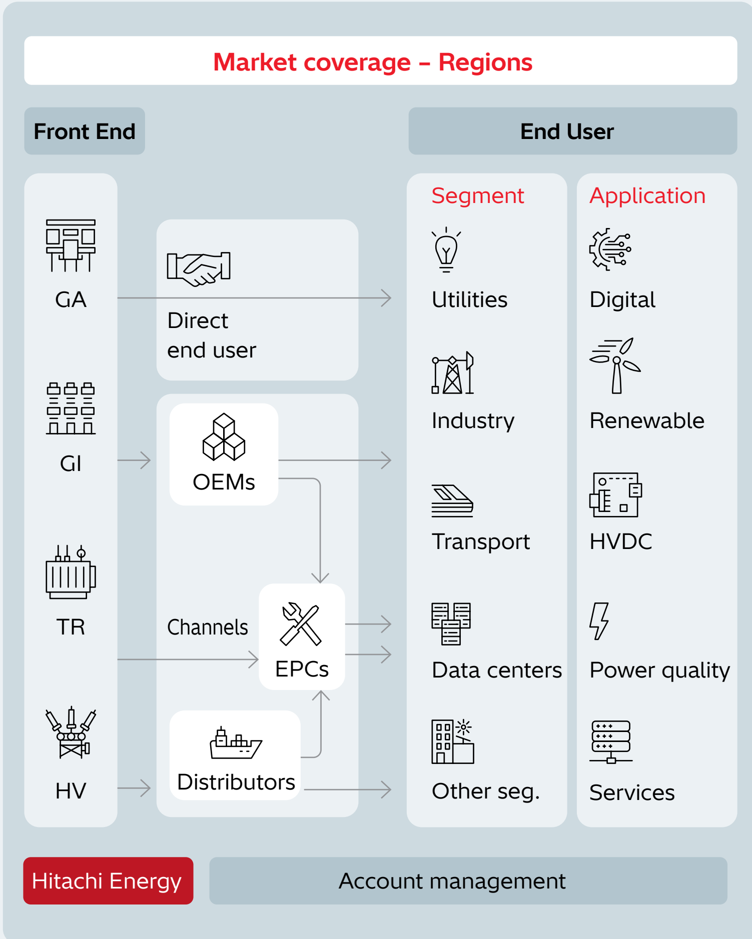
- Close to ₹ 255 Crores spend in royalty and technology.
- 20+ technologies implemented.

Natural capital

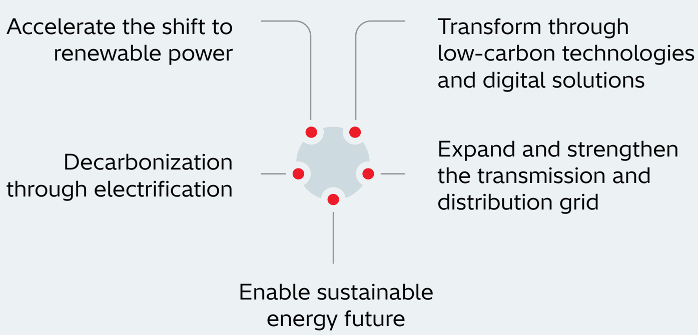
- 4,43,845 GJ total energy consumption.
- 3,67,776 m3 total Fresh water consumption.
- ₹ 10.79 Crores expenditure on environmental initiatives.

Three pillars to drive our culture and performance

Safety | Integrity | Quality



How we serve our customers



OUTPUT	OUTCOMES	LINKAGE WITH UNSDGs
• ₹ 6,442.1 Crores total income. • ₹ 384.0 Crores profit after tax. • 13.8% return on equity.	• Long-term value generation for stakeholders. • Networth per employee. • Climate-resilient infrastructure development.	8, 9, 12, 13
• Create revenue for the firm and help to consolidate on top-line and bottom-line. • Reflect organization's across various segments of our sector. • Positioning the organization ahead of time to meet the growing demand in the sector. • Contribute to the revenue and order backlog.	• Visibility of the Company across segments. • Wide network of sales and marketing capability to meet widespread segments. • Preparation to meet the growing market demands. • Sustainable growth in the sector.	9, 11, 12, 13
• Access to quality education. • Ensuring zero harm and safe working conditions for our employees and partners. • Development of sustainable sourcing through awareness and training programs.	• Customer trust and satisfaction. • Appraising the customers on our health, safety and environment practices. • Sustainable and long-lasting relationships with suppliers.	8, 9, 11, 12, 16, 17
• 8.6% diversity. • Retention rate of >94%. • 92% senior leaders completed HSE master class. • >2,400 person-years of experience acquired	• Highly skilled and motivated employees. • Healthy, safety and fair workplace. • Enhanced productivity with learning and development. • Fair and safe work practices.	3, 4, 5, 8, 10
• 100+ customers served.	• Technological innovations. • Economic benefits due to use of sustainable materials. • Highly motivated and skilled employees. • Market-ready and viable technologies.	9, 11, 12
• Emissions intensity: 0.70 tCO_2e/Crore ₹ revenue. • Energy intensity: 69.51 GJ/Crore ₹ revenue. • Freshwater consumption intensity: 57.6 m^3/Crore ₹ revenue. • Waste: 98.5% recycled.	• Resource efficiency. • Improved environmental stewardship • Community trust. • Enhanced air quality. • Transition to low-carbon infrastructure.	6, 7, 11, 12, 13

Strategies and outlook

Priorities & enablers

Key strategy

Go to market

Focus areas

#Maintaining leadership in core segments
#Shifting the center of gravity to include service, export and digital
#Harnessing new segments and markets

Strategic enablers for progress

- Gaining momentum by strategically working with customers in the industry domain to have greater visibility in the market and attain a unique position with industrial customers in the high-voltage product, project and service market.
- Expediting on new and emerging markets like data centers, electric vehicles, energy storage and green hydrogen to increase presence in these segments.
- Focusing on maintaining exports and leveraging export markets with high-voltage products that contribute the maximum to the exports product market.
- Maintaining an impactful focus on strategies related to services where the Company is working to become a leader in services, leveraging our rich installed base and simultaneously working on key assignments of grid automation that will help in expanding the digital base.

Impact on capitals

- Top-line is enhanced by increasing market presence in segments where it already had a leadership position.
- Bottom-line is enhanced by widening footprint and presence in areas of new and emerging technologies, along with digital and service space.
- Trust from customers in certain product lines and segments such as utilities, renewables, and data centers led to repeat orders based on product capability and quality, helping consolidate on order bookings and build a strong order backlog.
- The Indian market displayed a progressive trend, supported by government announcements such as the National Electricity Plan 2024, giving us the confidence to expand our manufacturing base, operations, and product offerings to serve a wider customer base.

Key strategy

Business excellence

Focus areas

#To leverage large order backlog for revenue accretion
#Operational excellence to improve productivity
#To amplify efforts for sustained margin improvement

Strategic enablers for progress

- On the business front, the Company emphasis remained on striving towards sustainable operations and operational excellence across manufacturing and functional processes, optimizing order backlog execution for revenue and profitability accretion, overcoming external supply chain constraints, driving focus on cash, and most importantly, continuing to reinforce a culture of health, safety and environment by percolating the safety mindset across all project sites and factories.
- The Company is working on key products across its business units, Grid Automation, Grid Integration, Transformers and High Voltage, to supply customers with digital solutions and software, relays, integration of substations at 220 kV, 400 kV and 765 kV levels, power transformers, loco transformers, capacitors and filters, along with latest offerings of SF6 free GIS under the EconiQ range. A wide range of products helps us expand our order backlog and provide quality products to customers and consolidate revenues

- It is strategically working on accounts of product positioning in terms of margin, working on mega-projects like STATCOM and HVDC, increasing market presence in the digital market through Grid Automation products and expanding base in terms of exports to build revenue and increase margins.
- The Company maintains a great connect with customers as the sales & marketing team extends across business units and various zones in India, engaging with customers in constant dialogues on the sector's growth and helping them find solutions from our products through business development professionals.
- A dedicated sales and marketing team has a great connect with customers; it brought together a wide range of customers from all spheres in the Energy and Digital World (EDW) organized in various parts of India, with a mega event in New Delhi in October 2024. The EDW75 event witnessed customers from various segments such as utility, industry, mobility and transport and renewable sector, and displayed a wide range of products and capabilities through seminars, sessions and exhibitions.

Impact on capitals

- Organization with a healthy order backlog had revenue visibility for a considerable number of months ahead and built a well-distributed portfolio of customers.
- Order pipeline looked healthy and helped in taking capex decisions based on revenue visibility.
- Maintained material supply and accumulation for delivery ahead of time, strengthening the supply chain position.

Key strategy

Future growth capital

Focus areas	
	#Reinforce safety culture
	#Upskill and cross-skill talent for agile energy transition
	#Invest in capacities for future growth

Strategic enablers for progress

- It focuses on safety of the employees and partners.
- The events are marked by safety briefings, with employees and partners ingrained with a philosophy of license to operate safely.

Upskilling and cross-skilling programs:

- **ExcelHer:** Focused on empowering women in the workplace.
- **People manager journey:** Aimed at developing effective management skills for the first-time people managers.
- **GAP-M:** Aiming to develop participants to provide customer-centric products and services.
- **Ready to lead (R2L):** Preparing employees for leadership roles.

Diversity 360:

The strategy is Diversity 360 for us, which ensures that equity, and inclusion are at the core of our long-term business success, is underpinned by four key workstreams : Our leadership pillars, female acceleration, live equity and inclusion and attract and grow people.

To promote potential and performance we have **Global Talent Pool**: Build four internal global talent pools for Hitachi Energy India Limited to,

- Drive cross-pollination (business and geography).
- Address some of the workforce challenges we face in the next ten* years with retaining and growing internal talent.
- Develop internal for potential and not a position.
- Strengthen leadership, digital and service capabilities.

* Talent pools were created in the year 2021 hence 10 years denotes here until 2030

These initiatives significantly contribute to employee development and organizational growth.

- It has committed to invest around ₹ 2,000 Crores to expand the existing capacity, broaden the portfolio and strengthen the talent base to support accelerating global demand for clean energy solutions.

Impact on capitals

- Safety culture helped build employee wellbeing and a sense of security, ensuring minimum loss of time on work-related issues and also built the confidence of customers on best practices.
- Investments in human capital and to expand manufacturing operations ensured scaling up in a growing market and met customers' demands.

Stakeholders partnered with to create value

The Company's stakeholders play a vital role in its success. Hitachi Energy India Limited takes pride in its growth and remains committed to maximizing the value provided. Your Company actively engages with its stakeholders to understand their challenges and needs and build stronger relationships along the way.

Your Company regularly engages with its stakeholders to understand their expectations, garner insights and prioritize issues that significantly affect its ability to create value. An ongoing engagement with every stakeholder allows your Company to foster enduring relationships grounded in trust and transparency. These insights and expectations are integrated into the development of its sustainability roadmap.

How it engages with the stakeholders

Shareholders/Investors

Need and expectations

- Sustainable growth and returns.
- Dividend and profitability.
- Effective risk management.
- Continual adoption of best industry practices around corporate governance.
- Timely disclosures, transparency and accurate compliance.

Mode and frequency of engagement

- Annual General Meeting (AGM).
- Quarterly/Annual Results.
- Quarterly earnings call.
- Qualified Institutional Placement (QIP) roadshows.
- Website information.
- Official press releases.
- Shareholder communications / E-mails including quarterly results.
- Periodic meetings including one-on-one or group meetings with analysts/ institutional investors.

Value proposition

- Aiming for consistent and sustainable dividend payout.
- Integrating Environmental, Social & Governance (ESG) principles in our day-to-day business activities.
- Timely submission of quarterly, half-yearly and annual financial results, including corporate governance requirements.
- Conducted conference calls, Investors meet and in-person 5th AGM, facilitating frequent engagement with the management.
- Effective redressal of investor grievances including registrar & transfer agent, external audit through an independent auditor to ensure transparency and compliance.
- Disseminated requisite, adequate and timely information to stock exchanges and updated the Company's website accordingly.

Customers

Need and expectations

- Best-in-class products.
- Product reliability.
- Competitive pricing and positioning.
- Delivery as per committed timeline.
- Technical expertise for effective installation and operation of product.
- Quick resolution to complaints through our proactive "Services" team, part of which is now a separate business unit starting April 1, 2025.

Mode and frequency of engagement

- Invite to regional and national-level Energy and Digital World (EDW) Events.
- Carrying out customer satisfaction surveys.
- Dedicated front-end sales team ensuring business development and progress.
- Sales team at business units well equipped to technically assist customer pains and challenges in terms of products and projects.
- Conducting webinars and virtual sessions to enable existing and potential customers understand business offerings and notify on new products.
- Connecting with customers on national platforms (ELECRAMA and GRIDCON) to showcase offerings to customers.
- Strategic meeting of global business unit heads of the Company and Indian leaders with customer counterparts and strategic leads.
- Conducting seminars and workshops at customer factories and manufacturing facilities to understand technology-related challenges and providing optimal solutions.

Value proposition

- Serving products based on customers' needs.
- Providing timely and world-class service of installed base.
- Offering products in segments like digital automation through our offerings and energy storage through acquisitions and partnerships.
- Offering group of products from different business units to customers on a single project showcasing the wide range of our product portfolio.
- Providing complete solutions to the customers, with the Company always willing to solve customer concerns beyond its own portfolio by partnering with other Hitachi Group companies.
- Arranging visits for customers at factories and manufacturing facilities of the Company to provide a 360-degree overview of the manufacturing process and important HSE practices, reaffirming the Company's objective of "One Hitachi".

Regulatory authorities

Need and expectations

- Compliance with all applicable laws and regulations in true letter & spirit.
- Transparent disclosures (Annual Report, BRSR, CSR initiatives, etc.)

Mode and frequency of engagement

- Timely submissions / filings, regulatory engagements and correspondences.
- Adherence to regulatory mandates, notifications and guidelines including latest amendments as applicable from time-to-time.

Value proposition

- Maintaining a healthy and transparent approach to aim for accurate, timely compliances without compromising the government regulatory requirements.
- Making positive & sustainable contributions, particularly in the sector where the Company operates.

Employees

Need and expectations

- Two-way dialogue with all the employees for continuous engagement.

Mode and frequency of engagement

- Location and business town halls every month and quarterly town halls at the country level.

Value proposition

- A strong value proposition that leverages engagement and drives productivity can significantly enhance a company's success. By fostering an engaging work environment, employees feel more connected and motivated, which in turn boosts their productivity.

Suppliers

Need and expectations

- Long-term agreement covering business volume commitment.
- Supplier quality improvement projects, based on NCR report.
- Supplier quality audits covering critical items and based on NCR report.
- Supplier sustainability development and GHG Emissions regulation training.

Mode and frequency of engagement

- Business review meet with key suppliers with senior business team members.
- Kaizen workshop at supplier-end (vendor training & development).
- Working with suppliers to ensure sustainable supply chain.
- Supplier visit every quarter.
- Organizing management meeting / supplier events.

Value proposition

- Aiming for stable partnership to deliver with quality and time commitments.
- Developing future-ready partnerships through continuous development and commitment to sustainable sourcing.
- Leveraging existing base of approved / preferred vendors for any market surge / opportunities.
- Supplier lifecycle management tool enables pre-assessment and due diligence on their financials, quality, technical aspects, sustainability, cyber security and in all legal compliances encompassing the supplier qualification process.
- Managing supplier onsite surveillance audits, supplier sustainability development process, CMRT declarations, sustainability assessment, supplier performance assessment, classification of supply base, MSME supply base management.

Society

Need and expectations

- In line with United Nations' Sustainability Development Goals (SDG).
- CSR programs framed under four core values.

Mode and frequency of engagement

- "Women in Engineering" multiyear program "for girl students" in core engineering involving continuous trainings, factory visits, mentoring and preparing for employability.
- "Smart classes" at government schools with refurbished classrooms and sustainable solar power.
- Healthcare: Providing sustainable energy (solar power) at critical healthcare area in government hospitals.
- Environment: Greenery development and maintenance undertaken at government land at several locations.
- Continuous engagement with academia: Including technology colloquium at government universities.

Value proposition

- Empowering 250 meritious girls students from underprivileged families, from tier 2/3 towns and making them employable.
- Opportunity for digital learning/teaching and use of sustainable power supply.
- Sustainable uninterrupted power supply at critical healthcare area.
- Offsetting carbon footprint, promoting sustainable energy.
- Collaborating with academia and infrastructure sector for futuristic research.
- Enabling employability in core engineering for masters and research scholars.

Financial institutions

Need and expectations

- Establish compliance with RBI and other regulatory bodies.
- Transparency and enhanced data security.
- Ensuring secure infrastructure and processes.
- Partnering in business growth plans.

Mode and frequency of engagement

- Actively engaging in service review meetings and feedback through quarterly meetings.
- Monthly and ad-hoc meetings as per agenda.

Value proposition

- Competitive pricing.
- Propose latest banking technologies and innovations.
- Updates on recent regulatory changes and guidelines.

Risk assessment and management

Building resilience for the future

Risk management is crucial for sustaining our growth and achieving strategic vision. Your Company understands the need for proactive identification and management of risks. In order to address these challenges, several strategies have been devised that align well with the Company's goals.

Integrated risk management is well embedded into the strategy planning process, business targets and day-to-day operations. Your Company's ability to create long-term value depends on how the risks are managed and mitigated, and how the emerging opportunities are capitalized on.

Some of the key risks by the Company are populated here. Depending on the gravity of impact, the Company has devised and applied relevant mitigation strategies for each risk.

Key risk

License to operate

Description of the risk

Health Safety and Environment (HSE) culture and operational discipline

How we manage these risks

1. Ensuring culture and leadership.
2. Communication of best practices and learnings from failures.
3. Strengthening digitalization and analytics practice to have real time information.
4. Ensuring health & safety risk management practice in operations.
5. Ensuring Governance and competencies on Health, Safety and Environment (HSE) across the organization.
6. Improving our HSE metrics YoY and meeting regulatory compliances and other requirements to enhance performance.
7. We identify and assess HSE risks and opportunities across our organization, ranging from individual actions to enterprise-level activities. A specialized and standardized audit program monitors the accuracy of our risk analysis, the program's efficiency, and the identification of opportunities.
8. We assess the environmental impacts of each of our operating units according to the ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards. This information is used to identify and report hazards and opportunities for improvement available in a company-wide web-based tool.

Capitals impacted

Key risk

People

Description of the risk

Scale our ability to hire, develop and retain to enable growth ambitions

How we manage these risks

1. Ensure the total compensation concept is well communicated in every action we take in Compensation & Benefits (C&B).
2. Key hiring with quality and speed.
3. ROI on key talent and learning initiatives.
4. Improve speed and quality of market data collection.
5. Continuous attrition monitoring and mitigation actions if any needed.
6. Succession planning of key positions for business continuity and long-term vision.
7. Further promote Leadership Pillars trainings and focus on the People to Potential.

Capitals impacted

Key risk
Digital & service

Description of the risk
Optimize our service approach to capture full-service potential

How we manage these risks
1. Strengthen the service workforce, by continuous competency enhancement and retention.
2. Visible career path for service resources for sustainable service growth.
3. Balance service profitability and growth expectations.
4. Develop clarity around service digitalization and cascade strategic intent into the organization.
5. Clear identification of Digital Solutions v/s Digitally enabled services and strategize the Go-to-Market based on specific requirements.
6. Supplement strategic service objectives with investments into people and innovation.
7. Innovative approach to increase ability to think more in terms of service and digital on how to best meet customers' needs.
8. Identify the problem statement or the key concerns to be addressed through Digital solutions and propose the Digital Solutions including one Hitachi approach collaborating with other Hitachi group companies.

Capitals impacted

Key risk
Sustainability and regulatory compliances

Description of the risk
Compliance to Climate Change and Carbon Neutrality

How we manage these risks
1. The Company is actively engaged in helping tackle climate change, starting with its own operations. Through market scenarios, it is also looking at potential climate impacts on economic growth and market/energy transition drivers such as pace of acceleration, bottlenecks, and governmental plans and targets.
2. The Company has, defined and validated ambitious greenhouse gas (GHG) reduction targets to set its own net-zero trajectory.

Capitals impacted

Key risk
Cybersecurity

Description of the risk
Inadequate modernization, governance, and security practices may expose the organization to advanced cyber threats, leading to data loss, financial impact, and reputational harm.

How we manage these risks
1. Secure end-of-life applications as they represent excessive vulnerability to target cyber posture.
2. Re-calibrate industrial cybersecurity target posture to align with digital innovation.
3. Inventorize third-party applications accessing our applications/systems and establish adequate governance.
4. Get visibility into product portfolio and secure compliance with emerging cybersecurity requirements.
5. Be secure from external threats currently used by countries in wars, such as device disruption/ malfunction and financial account access/compromise.
6. Promote a robust cybersecurity culture. Engage, educate and raise awareness among all employees and customers.
7. Ensure compliance to cybersecurity regulations and maintain certifications to cybersecurity standards.
8. Ensure the implementation and operation of robust and secure IT infrastructure.

Capitals impacted

Key risk

Capital expansion

Description of the risk

Enhance organizational resilience across the value chain

How we manage these risks

1. Indian factories to serve as an export hub or feeder factories.
2. Building local competencies in key areas and technologies – HVDC, E-Mobility, BESS, etc. to ensure market visibility and leadership.
3. Loss of market / opportunity on account of delay in construction of new factory is analyzed and action plan is created around it.
4. Operational risk e.g. logistics disturbance due to inbound or outboard value chain issues are analysed and alternate plans are calibrated.
5. Loss of production capacity due to gap in productions on account of Natural calamities and mitigating measures considered.
6. Expansion of capex activities to meet customer demands and reduce order backlogs.

Capitals impacted

Key risk

Market & competition

Description of the risk

Failing to address customer needs in high growth markets and segments

How we manage these risks

1. Increased degree of localization in existing products; to localize new products catering to emerging sectors.
2. Expand capacities in products, such as transformers, to improve lead times.
3. Ensure proper market surveys through internal tools Global Target Setting (GTS) and Market Insight & Market Outlook (MIMO).
4. Unconstrained market analysis by top consulting firms to leverage growth.
5. Understanding and capturing risks related to market contingencies based on headwinds.
6. Updating the customers on product offerings and solutions through our front-end sales team at periodic intervals by organizing technical seminars.
7. Proper analysis and updates of the competitor moves.

Capitals impacted

Robust governance

Your Company's robust corporate governance framework ensures integrity, fairness, equity and transparency. This, combined with the effective governance practices, well-defined policies and a dedicated leadership team, Board and Committees, fosters an organizational culture built on core values.

Hitachi Energy India Limited maintains the highest ethical standards in transparency which instills confidence in all the stakeholders. The governance framework draws inspiration from the Company's ethics and values and strives to build a sense of security and respects the interests of every stakeholder.

Your Company takes pride in conducting business with integrity, achieving the highest standards of corporate governance and ensuring adherence to all rules and regulations. This approach strengthens relationships with all the stakeholders, creates long-term value and enables the Company to adapt to a changing environment.

Governance structure

The governance structure at Hitachi Energy India Limited is designed to ensure effective oversight and accountability across all levels of the organization. It comprises a well-defined hierarchy that facilitates clear communication and decision-making processes. The Board of Directors, along with various Committees, play a pivotal role in guiding the strategic direction of the Company, while ensuring compliance with regulatory requirements and best practices. This structure not only enhances transparency, but also fosters a culture of integrity and ethical conduct throughout the organization.

Responsible leadership

Your Company is built on promising leadership pillars that provide purposeful direction, fostering connections among individuals to promote their potential, enhance performance and achieve purpose-driven growth. The Board of Directors, composed of esteemed individuals recognized for their competence and integrity, exemplifies a strong commitment to the Company through their active participation in meetings. Their collective wisdom, strategic guidance and unwavering dedication to excellence are instrumental in shaping your Company's trajectory as a leader in delivering innovative, reliable and sustainable energy solutions. This robust leadership framework not only drives operational success, it also reinforces the commitment to creating value for all the stakeholders.

Governance framework

The Company's governance structure plays a crucial role in shaping the decision-making process, ensuring that it is aligned with the strategic objectives and the interests of all the stakeholders at large. Our governance structure, aligned with the global code of ethics and business conduct, is crucial in supporting the delivery of our strategic objectives, while ensuring ethical conduct and transparency at every level. Further, our corporate governance framework also promotes ethical practices throughout the organization, while transparent communication ensures effective engagement with the stakeholders. Your Company is also certified for ISO 37001:2016 for anti-bribery management system.

Internal control framework

Our internal control framework is designed to safeguard the interests of all stakeholders by fostering an environment conducive to effective operations. It addresses both financial and operational risks through a comprehensive structure that includes a country management committee, group directives and instructions, local management instructions, entity-level controls, process level controls and management testing programs. This holistic approach ensures that our control processes are proportionate to the size and complexity of the Company.

Internal audit

Your Company has a well-established, independent, multi-disciplinary internal audit team which operates in accordance with governance best practices, providing valuable insights to the management and the audit committee regarding compliance with internal controls, operational efficiency and key process risks.

Compliance

Compliance is a vital foundation of the Company's operations, ensuring that all the relevant laws and industry standards are met. Our commitment to integrity and accountability is reflected in the comprehensive compliance framework, supported by the "Legatrix software", which automates the mapping of applicable laws and assigns responsibilities to all the stakeholders. Quarterly compliance certificates are collected from various departments/functions and reviewed at quarterly board meetings, reinforcing the dedication to compliance and governance.

Ethics

The Company's code of ethics and business conduct consists of rules and principles to assist leaders and employees in making decisions and acting ethically and in line with the Company's identity. Your Company has developed and implemented a systematic approach designed to prevent, detect and resolve any potential integrity concerns. This is supported by tools and processes and a zero-tolerance policy for any violations. The policy is available at https://www.hitachienergy.com/in/en/investor-relations/board-of-directors

Whistle-blower policy/vigil mechanism

The Company has adopted a whistle-blower policy/vigil mechanism for all the directors, employees and third-parties to report their concerns about unethical or inappropriate behavior, actual or suspected fraud or violation of the company's code of conduct, leak of unpublished price-sensitive information and related matters. The whistle-blower policy is available at https://www.hitachienergy.com/in/en/about-us/our-people-and-culture/integrity/reporting-channels/whistleblower-protection-policy

Financial capital

With a robust balance sheet and prudent financial management, the Company delivers constant value to our stakeholders. This is on the back of favorable order mix, best-in-class order execution and improving operational efficiencies. The Qualified Institutional Placement (QIP) raised in FY 2024-25 enhances its financial flexibility and fortifies the capital structure further, reinforcing the Company's ambitious growth plans.

Report card

Cash and cash equivalent stood at ₹ 3,806.6 Crores.

Order backlog stood at a record high of ₹ 19,245.9 Crores, providing revenue visibility for about 36 months.

The Company is debt free in the current financial year.

Export accounted for 27% of total revenue accounted.

₹ 56,400.3 Crores
Market capitalization
(As on March 31, 2025)

Key financial highlights, FY 2024-25

The Company reported its highest-ever yearly order intake of ₹ 18,173.8 Crores in FY 2024-25, with a year-on-year growth of 228.3%. This was achieved on the back of the large HVDC order received to transmit renewable energy over a distance of 1,200 kms from Khavda in Gujarat to Nagpur in Maharashtra. The order intake provided future revenue visibility.

Raising funds through QIP

In FY 2024-25, the Company successfully raised ₹ 2,520.82 Crores through a Qualified Institutional Placement (QIP), reflecting strong investor confidence in Hitachi Energy and its pivotal role in the energy transition. The funds will be used, in part, to expand capacity and diversify the product portfolio across large and small power transformers, dry and traction transformers, HVDC systems, components, and network control solutions over the next four years.

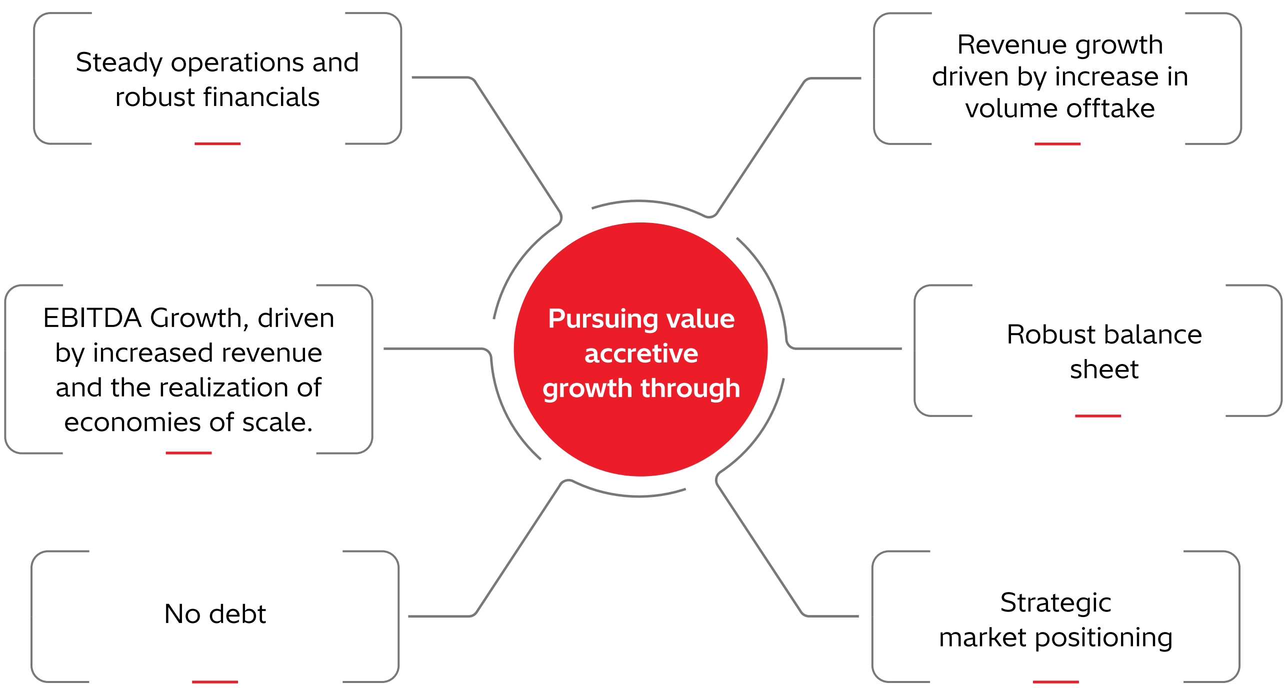
Segment-wise order distribution

Orders in the transmission segment increased in FY 2024-25. Orders from industries increased 27% year-on-year, while orders from data centers grew 1.5 fold. Renewable doubled and with aggressive push for renewable generation in the country, the Company expects significant demand from the segment.

Sectorwise, utilities emerged as the top segment, whereas on the channel-side, direct end-users ranked at the top with HVDC orders. Whereas on the channel-side, direct end-users emerged at the top. Share of exports for FY 2024-25 was 37.1% of the total orders booked for the period excluding the HVDC order.

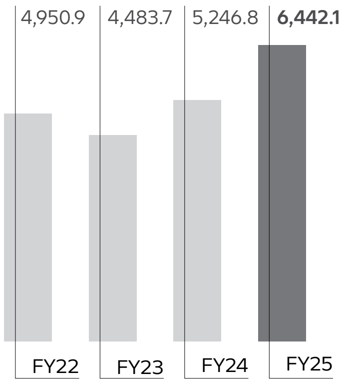
Maintaining future growth trajectory

In order to maintain the growth trajectory, the Company continues to reinforce its leadership in the core segments, including utilities and HVDC. It is also strengthening its presence in segments like data centers and industries. Furthermore, it is making concerted efforts towards enhancing exports to its overall growth.

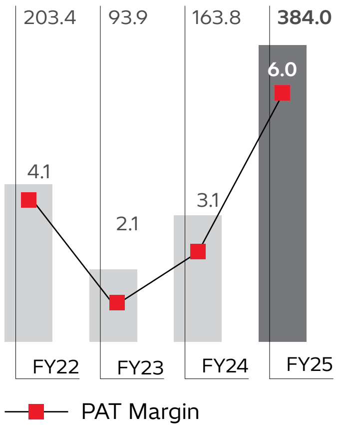


Strong and consistent growth

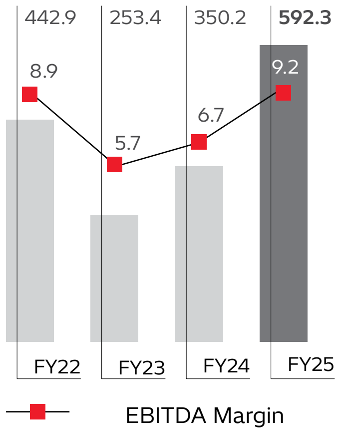
Revenue (₹ Crores)



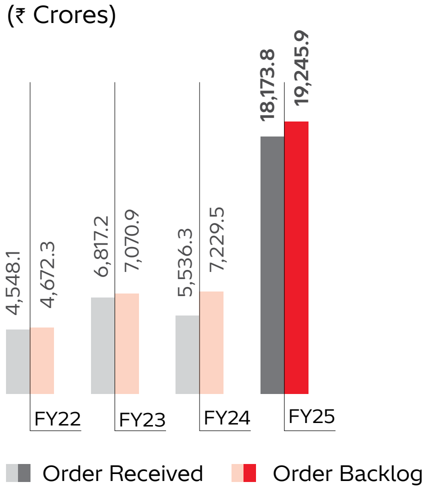
Profit after tax (₹ Crores)
PAT margin (%)



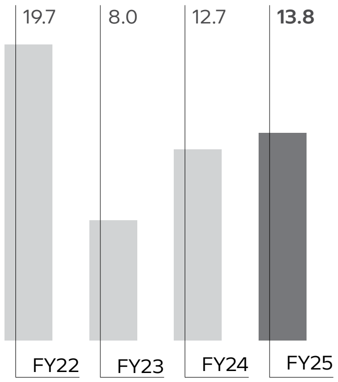
Operational EBITDA (₹ Crores)
EBITDA margin (%)



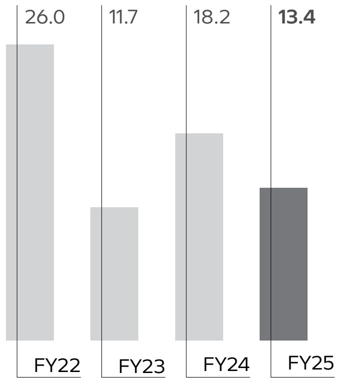
Order received and order backlog (₹ Crores)



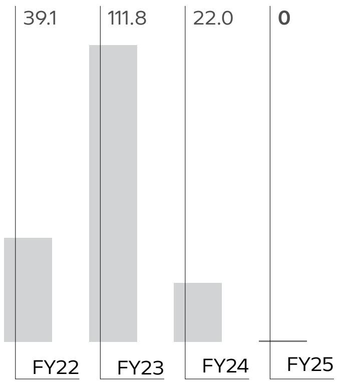
Return on equity (%)



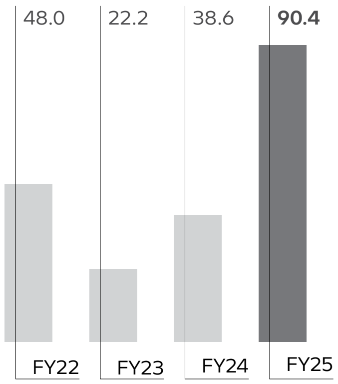
Return on capital employed (%)



Net debt (₹ Crores)



Earnings per share (₹)



Note: FY 2022 is fifteen months period viz., from January 2021 to March 2022.

Manufactured capital

The Company steers ahead on its mission of building tangible assets and infrastructure. It maintains a strategic focus on leveraging state-of-the-art technologies to build a diverse suite of advanced solutions and capabilities, and maintain high standards of operational efficiency.

In the pursuit to stay ahead of the market, the Company continues making investments around implementing new technologies in its processes and adopting sustainable resources. This is aimed towards building an unparalleled installed base, and serving customers across the core sectors.

The Company's solutions are based on the pioneering high voltage direct current (HVDC) technology, which is the most effective and cost-efficient way of transmitting clean energy over long distances. The flexibility of two-way power flow materially enhances the grid's strength and responsiveness. This helps support India's strategic ambition to integrating more renewable energy into its energy mix.

The HVDC technology plays a crucial role in enabling a sustainable and reliable power system to meet India's energy transition goals. The technology is a transformative force that has revolutionized power transmission and enabled the integration of renewable energy on a global scale.

Key orders received

In FY 2024-25, order book has increased to an all-time high of ₹ 18,173.80 Crores. Orders were received from a combination of sectors – from utilities, renewable industries, rail, infrastructure and data centers. These orders encompassed the 400 kV AIS substation for a renewable utility, 400 kV GIS order for thermal generating station, 220 kV substation for prominent industrial customers, transformer supply to prominent railway networks and for a leading metro in the southern part of the country and dry type transformer supply for data centers.

In February 2025, the transformer business unit rolled out 1,000th locomotive transformer as a part of an order placed in 2017 to supply 1,600 units manufactured at the Savli facility.

Power Grid Corporation of India Ltd (POWERGRID) has awarded the consortium of Hitachi Energy India Limited and Bharat Heavy Electricals Limited (BHEL) to design and execute the high voltage direct current (HVDC) link to transmit renewable energy from Khavda in Gujarat to the industrial center of Nagpur in Maharashtra. Through such projects, your Company is contributing towards the energy transition targets of the country as it transmits bulk power from renewable energy rich zone to other parts of the country.

The new HVDC link will provide sufficient energy for ~60 million households, supporting India's journey in becoming the world's third-largest economy by ensuring robust energy infrastructure to meet the growing power consumption and demand.

Capex to increase capacities

The company has plans to invest around ₹ 2,000 Crores over the next few years in expanding its capacity, portfolio, and talent base, to drive sustainable energy future in India. The Company raised a capital ₹ 2,520.82 Crores through a Qualified Institutional Placement (QIP) that will be utilized in expanding the business units, increasing the portfolio offerings and upgrading the operations. These will be contingent on the underlying trends as India marches towards becoming the world's 3rd largest economy.

The capacity of the traction transformers factory is being increased to support modernization of the Indian railway network. Additionally, plans are underway to expand the network control solutions offering, and to develop and manufacture localized Grid eXpand and Grid eMotion. The capex plan encompasses significant capacity expansion of the large power transformers factory, upgraded testing capabilities for specialty transformers at the small power transformers and relocation of the bushings factory.

These investments are aimed towards buoying the capacity of the manufacturing facilities and are aimed at developing India's transmission projects further to meet its increasing energy requirements.

Make in India – For India and for the world

Your Company's manufacturing facilities are spread across four locations in India – Bengaluru, Vadodara, Mysuru and Chennai, and demonstrate a sustained commitment to "Make in India – For India and for the World".

Anticipating the growing demand for HVDC and power quality solutions, we inaugurated our advanced power systems factory in Chennai in February 2023. This facility supports the acceleration of the energy transition and enables the Company to significantly increase its production capacity for high-voltage direct current (HVDC) systems and power quality products. The facility serves the fast-growing Indian market, caters to large global demand for clean energy solutions, and serves the rising number of HVDC projects in India and export to support global HVDC installations.

With strong manufacturing capabilities, the Company takes pride in being a catalyst in the nation's energy system evolution and supporting the development of India's power infrastructure with the speed and scale required to fulfill the 2030 commitments.

Intellectual capital

In line with the Hitachi Energy's Global 2030 vision, your Company is working on the application of core technologies with digitalization to help customers navigate the increasingly complex energy transition and a smarter electric grid.

In addition to physical assets for manufacturing, engineering and services, your Company has been developing and creating intellectual capital in terms of knowledge, skills, information, organizational processes. The Company is also developing relationships that are used to create value for the customers and the stakeholders.

Complementing these, the Company has access to intellectual properties, technologies and design from the parent company's pool of intellectual assets. These help Hitachi Energy India Limited to innovate, introduce new products and services, improve processes, and to be technology leader and more competitive in the market.

Customer-centric approach

Based on its intellectual capital in core technology areas of transformers, HV switchgear, grid automation, grid integration, power quality and HVDC, the Company is working in the evolving areas of:

1. **Power electronics:** HVDC, STATCOM and EV Charging.
2. **Sustainable products:** EconiQ portfolio: including greener material in transformer and SF6-free HV switchgear.
3. **Digitalization:** Digitally-enabled transformer, asset & work performance management, and vegetation management.

The Company is creating additional values and intellectual assets in terms of:

- Human knowledge, skills, and competency.
- Organizational processes, systems, and infrastructure that support applying technologies in customer projects and installations.
- Relationships and collaboration framework with policy makers, customers, academia and the society.

Decarbonization is transforming the energy system, leading to a complex "system of systems" that must be integrated and managed. The developed intellectual capital is helping manage the complexity for advancing sustainable energy future.

Human capital

People are the soul of this organization. From fostering equity and inclusion to providing support and opportunities for growth, the Company recognizes the pivotal role team members play in driving success. It achieves collective goals with a diverse team of talented individuals, with each bringing their unique skills and perspectives.

Key performance indicators

2,481
total employee strength

8.6%
gender diversity

0.38
lost time injury ratio

8
average hours of training/employee

89%
employee engagement ratio*

Hitachi Energy India Limited understands the significance of people as its assets. We are committed to nurturing an environment where they feel at home and perform with 100% productivity. Its vision centers around creating an inclusive workplace where diverse talents are not just welcomed, but encouraged to thrive and progress.

Human capital's performance

	FY 2024-25	FY 2023-24	FY 2022-23
Employee strength	2,481	2,375	2,323
Gender diversity	8.6%	7.9%	7%
Employee Engagement ratio	89%	87.40%	87.30%
Lost time injury rate	0.38	0.40	0.46

* It is an average score of employees, who have answered "Strongly Agree" and/or "Agree" to the questions tagged under Drivers of engagement in Hitachi Insights Survey.

Key HR initiatives

Talent acquisition and management

The Company's constant endeavor is to find and hire the right employees, while also focusing on developing and retaining them within the organization with several initiatives on performance management, succession planning, and compensation and benefits.

Placement officers' conclave

As part of its ongoing 75-year celebrations, it convened the first-ever Placement Officers' conclave across Bengaluru, Chennai and Vadodara in order to prepare dynamic individuals for the future. The key objective of this conclave was to collaborate with universities and colleges to identify true potential across the educational institutions and prepare dynamic individuals for future generations. The conclave also explored pathways to deepen the ties between the academia and industry.

Recruitment drive

To tap into the best talent, a mega recruitment drive was organized in Chennai, Bengaluru and Vadodara, themed 'Energize Your Career'. This showcased the Company's talent management and people strategy, and discussed how its positive organizational culture and development occupies a central position across all its endeavors.

Employee engagement

The Company remains focused on improving and prioritizing engagement to enhance employee retention. It continues to engage its employees through clear, consistent, and personalized communication, retain talent and create a sense of belonging and purpose.

International women's day

International Women's Day was celebrated to honor the achievements of women worldwide. The celebration highlighted the importance of equity and inclusion, and showcased the commitment to fostering an equitable workplace. To felicitate "International Women in Engineering Day", a virtual session was organized for 130 Women in Engineering (WIE) students to enable the employees share their experiences as engineers.

SustainaCreate

As part of SustainaCreate, a prototype competition was organized, which targeted at providing employees a dynamic opportunity to showcase their innovation and creativity with the use of sustainable material.

Stepathon

A stepathon challenge was organized to encourage fitness among the employees. The individual and team challenges resulted in a significant environmental impact saving 154,468 kg of carbon emissions and conserving 66,869 liters of fuel.

Tech talks: Future of science, technology and innovation

In continuation of the 75th year celebrations, a unique webcast Tech talks was helmed, knit around the themes of science, technology and innovation, and it witnessed participation from 800+ employees.

HR roadshows

HR roadshows were designed across locations to inculcate an understanding of HR functions such as compensation and benefits, employee lifecycle management, payroll, talent management, learning & development and Diversity, Equity & Inclusion (DEI).

HR conclave 2024

The first HR conclave organized in 2024, themed "Diversity 360 for Transformative Growth", brought the entire HR team together. The HR team engaged in insightful discussions, workshops, and networking sessions designed at fostering a deeper understanding of diversity as a strategic asset.

Equity & inclusion

Equity & inclusion is an integral part of the Company's work culture. By fostering equity and inclusion and nurturing talent through mentorship and support programs, it remains committed to building a strong, inclusive workforce.

The equal opportunity, equity, and inclusion policy is targeted at cultivating a culture of equity, and inclusion and to create and sustain an environment where everyone feels valued and respected. It offers several benefits to support its employees' well-being and to deliver meaningful experiences to the employees. Further, it fosters a culture of mentorship to train the employees for future leadership roles, thereby promoting individual and organizational growth.

Ignite 2.0

Ignite 2.0, a special recruitment drive initiative, is designed to support female employees returning to work by helping them re-enter the workforce with confidence and purpose.

We believe in the power of equity and inclusion, and recognize the immense talent and potential that women contribute to the organizational culture. Whether they take time off from work to care for their family and health, to pursue further education, or for any other reason, we are keen to support them and help them relaunch their career and embark on a new journey.

Exemplifying what it means to be Hitachi Energy.

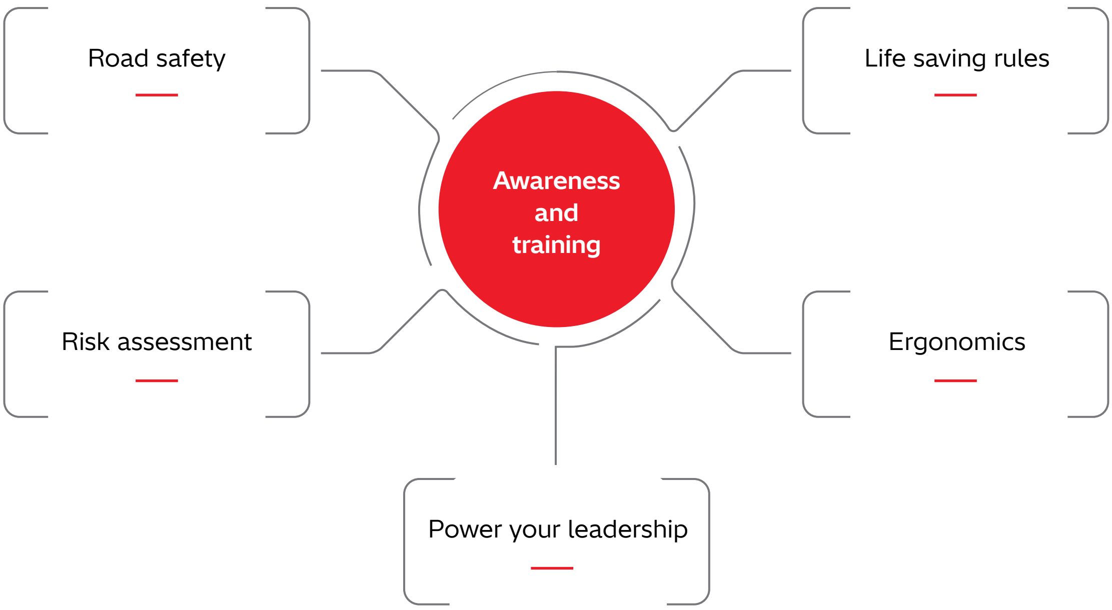
The energy run

This grand display of over 2,000 enthusiasts racing down Cubbon Park and Vidhana Soudha in Bengaluru evoked the passion and spirit to be part of "One Team" and surge ahead together with a universal goal.

Family fiesta

As the nation celebrated its 78th Independence Day, the employees celebrated Family Fiesta. As part of the 75-year celebrations, all the offices and manufacturing facilities were decorated.

Learning and development



Employee wellness

Employees are invaluable assets of the company, and ensuring their excellent mental and physical health is an utmost priority. Comprehensive wellness programs organized by the HR team is targeted at promoting emotional, physical, mental and financial wellness of the employees.

Safety – a key priority

Safety, integrity and quality form the foundation of the Company. During FY 2024-25, the Company continued its efforts towards strengthening its safety practices and through multiple initiatives. Multiple awareness, training sessions and health camps were organized across all the offices, facilities and project sites to ensure employees' well-being. Sessions were conducted on taking health precautions during monsoon, lifestyle diseases, mental health, yoga and manual handling ergonomics. Multiple health camps were organized on diabetes, lifestyle diseases, pulmonary health, and blood donation camps were held.

Focus on safety performance

The Company prioritizes Health, Safety and Environment (HSE) by fostering a culture of safety awareness and proactive risk management. This commitment manifests through comprehensive safety programs, regular training sessions, and the provision of a safe work environment.

To ensure proper implementation of life-saving rules across its project sites and factories, it conducted nearly 800 on site inspections with more than 3,000 time out for safety. Actions were taken on time to achieve 99% closure of high risk hazards.

Key priorities on safety

Building a safe work environment	Occupational health and safety training	Continual improvement & open reporting

Safety-related initiatives

- High risk hazards closed on time.
- Reiteration of reporting safety incidents.
- Refreshed HSE policy to ensure positive health, well-being and safe work conditions.

Safety performance: outcomes of the safety initiatives

Zero fatality and serious injuries

12.60 safety observation tours per manager

~100 safety online and classroom trainings delivered

760 life saving rules inspections

92% Senior leaders completed HSE Masterclass

Being recognized by industry peers

The Company's Employee Health and Well being friendly policies reflect its importance and outline how the company will fulfill its obligations and support people. Health and well-being initiatives are driven under three main areas - Physical health, mental health and occupational health.

Targets and outcomes

Targets

Elimination of fatalities and lifechanging injuries	Lifelong career development and ownership through learning culture	16-18% Gender diversity by 2030

Key outcomes

Zero fatality and serious injury	~100 HSE virtual and in-person trainings	8.6% gender diversity

Health and well being programs organized

Training and awareness programs

- Nutrition and health.
- Lifestyle diseases in the modern era.
- Mental health in workplace.
- Yoga, ergo stretches.
- Ergonomics: Manual material handling.
- Heat-related illness and prevention.

Health camps

- Blood donation camp.
- General health screening.
- Diabetes and hypertension screening.
- Pulmonary function.

Social and relationship capital

The Company is driven by a profound dedication to fostering positive social impact through innovation and empowerment. Beyond its organizational boundaries, it is deeply committed to enriching and uplifting local communities, actively seeking avenues to contribute meaningfully.

Embedded in its core values of social responsibility, the Company is propelled towards the goal of cultivating a fairer and more equitable world for all. In its social journey, it is ambitious enough to set goals for driving positive changes to empower its stakeholders.

Social capital

CSR policy of the Company

Hitachi Energy India Limited ("the Company") as a responsible Corporate entity strives to reach out to the wider community to ensure the well-being of the needy as a part of its Corporate Social Responsibility ("CSR"). The Company has always believed in and contributed to society.

Along with sustained economic performance, environmental and social stewardship is also a key factor for holistic business growth and is internalized as an integral part of the Company's strategy.

The Company views corporate social responsibility as a channel to further its cause of "bringing power to all by shaping the future of sustainable energy". The Company is committed to sustainable and inclusive development of the community's social capital through active engagement.

The Company has formulated a policy for its CSR and also identified the following key areas for undertaking CSR activities:

Promote gender equality and empowering of women in the engineering workforce

To promote gender equality by ensuring initiatives to empower / advancement of women and in the engineering workforce, thereby increasing equity and inclusion.

Endorse education & health care

To create infrastructure and resources to enable the promotion of primary education and healthcare among children.

Social impact projects

To collaborate with communities by providing innovative off-grid solutions to improve access to sustainable electricity at societal healthcare and education area.

Support national disaster management and other government initiatives

To actively support national disaster management for their relief, rehabilitation and reconstruction activities and support in other initiatives for promoting, including preventive measures for healthcare systems, hygiene and sanitation.

Aid in sustainable development goals

To promote an ecosystem for sustainable development goals by encouraging the usage of indigenous, innovative and sustainable solutions by aiding, developing, promoting, facilitating and undertaking testing of new frontiers of science, technology, engineering, and environment in partnership with like-minded institutions, incubators and sponsors.

Governance

Hitachi Energy India Limited CSR policy has been formulated in consonance with section 135 of the Companies Act 2013 read with CSR rules notified by Ministry of Corporate Affairs, Government of India and as amended from time to time. The policy shall apply to all CSR projects being undertaken by the Company.

CSR objectives:

The Company is committed to sustainable and inclusive development of the community's social capital through active engagement.

Following are key focus areas:

- Promote gender equality and empowering of women in engineering workforce.
- Endorse education, employability & healthcare.
- Social impact projects.
- Support national disaster management and other government initiatives.
- Aid in sustainable development goals.
- In Academia support, designed and developed lab, conducted INNOTHON, Tech Colloquium, provided electric mobility carts, research scholarship, internship, curriculum development.

Women In Engineering

Women in Engineering is a multiyear program for 250 girl students from underprivileged families and hailing from tier 2/3 towns, pursuing their UG course in core engineering are adapted under this program. The students are spread across seven states and one union territory, Karnataka, Tamil Nadu, Gujarat, Delhi, Haryana, Telangana, Andhra Pradesh and Maharashtra. These students are provided with several trainings on soft skills, technical, mentoring for career planning and preparing for employability. The students are provided industry visits, sponsored resident training programs, internship and potential employment opportunities. The students also receive annual scholarship and laptop with backpack.

Education

Developed five smart classes at two government schools in Mysuru and provided 8 kW of solar power electricity at each school and rain water harvesting as an educational model for the students.

Sustainable energy at healthcare

Provided 28 kW of sustainable power at four Public Health centers and 30 kW of sustainable power with inverter and battery backup for operation theater and maternity section at district government hospital at Kodaikanal, Tamil Nadu.

Environment and sustainability

Developed and continue to maintain traffic circle with greenery with 2,500 saplings and water body fountain at Varodara. Developed dry area at three locations in Vadodara city with greenery, by planting about 10,700 saplings with automated drip irrigation and continuing to maintain. Designed and developed dry area at fire department campus in Bengaluru by planting over 5,000 saplings with automated drip irrigation, creating play area and rain water harvesting and maintenance. Also planted 19,300 sapling on National Highway median in Bangalore. Planting of over 200 saplings and maintenance at government schools, universities such as NIT Warangal and BVM engineering college, Anand, Gujarat and at government office campus at Vadodara.

In all, planted and continuing to maintain 37,500 saplings across various locations in FY 2024-25 contributing to the Company's ambition of planting 75,000 by FY 2025-26.

Developed access road and installed 20 Solar powered street lights for local villagers at Mysuru near the Company business location.

Smart infrastructure

At NIT Warangal, provided green mobility e-carts and supporting operations including charging stations for use by students and staff thereby reducing the use of personal vehicles at the campus and reduce the carbon emissions.

Funding four PhD scholars for continuous development of "Smart Electric Grid (SEG) Lab" and mentoring other scholars. The SEG lab has been designed and developed by Hitachi Energy India Limited in previous years under CSR.

Conducted 30 hours Innovation contest INNOTHON 2.0 at NIT Warangal campus, wherein 120 students participated. The Company funded the participants to develop working models at the event. The winners received cash prizes and certificates and all others received participation certificates. Further, the Company will fund the winning ideas for implementation. Provided internship opportunities for Masters and PhD scholars eventually resulting in employment.

Academia

Technology Colloquiums were conducted at IIT Delhi, NIT Warangal and BVM engineering college. There were participants from 44 Institutions including students, PhD scholars and academia.

Conducting "Academia Industry Interactive sessions" at the Company facilities in Chennai, including technical interactive sessions, laboratory and factory visits for academicians from NIT Warangal, IIT Roorkee, IIT Kharagpur, Anna University and BVMEC.

At IIT Roorkee – "Collaborative Monitoring & Analytics Centre" (C-MAC) lab which has been designed and developed by Hitachi Energy India Limited for masters and research scholars and continuously upgraded to meet the requirements. Provided e-carts with charging stations for use by students and staff thereby reducing the use of personal vehicles within the campus and reduce the Carbon emissions. Microgrid system provided by Hitachi Energy India Limited is continuously upgraded to optimize the energy utilization.

CSR budget

₹ 4.26 Crores
FY 2024-25

₹ 3.68 Crores
FY 2023-24

CSR program	Beneficiaries
Women in Engineering (WIE)	**250**
Trainings conducted	**28** sessions during FY 2024-25 to **250** WIE students
Smart class & solar power at government schools	About **1,600** students
Smart infrastructure at government universities	Over **4,000**
Solar power at government healthcare hospital-maternity & operation theater	Thousands of patients at district hospital
Greenery development at Public places: Urban forest at 3 locations and greenery development along national highway median over a stretch of 1.20 Km	General public
Students benefited by electric mobility (e-carts) at NIT Warangal and IIT Roorkee campus	Over 10,000 students

The CSR programs are executed by obtaining approvals from local government authorities and involving local suppliers and NGOs with competence in the field.

Relationship capital

Your Company continues to work with its partners and customers to advance energy security through various projects. Its 360-degree efforts have led us to engage and partner with multiple nation-building projects.

Energy and Digital World
Energy and Digital World 75 (EDW75) was a mega event in New Delhi that witnessed 2,500+ attendees from industry such as customers, partners, from academia, associations, policymakers and more. It was complemented by regional roadshows in Hyderabad, Jamshedpur, Pune, and Bellary as an extension of our flagship Energy and Digital World events. These events featured product and solution showcases and helped us engage large number of customers, further strengthening existing relationships. These multi-city roadshows were designed to drive customer engagement and strengthen brand recall, while showcasing cutting-edge technology solutions tailored to accelerate the energy transition for India's net zero journey.

World's first Sulfur hexafluoride (SF6) free 420-kilovolt (kV) gas-insulated switchgear (GIS) technology

Natural capital

Your Company's commitment to environment conservation is well-defined and clear. Its business strategy encompasses conserving the environment and minimizing the impact of its business on the planet. It follows a responsible approach in delivering its solutions, aligning with its overall sustainability plan, and its core purpose of advancing a sustainable energy future for all.

Key performance indicators

4,447 tCO_2e
total emissions

100%
fossil fuel electricity

1,240 kWp
rooftop solar added to existing 291 kWp

44%
renewable electricity sourced through PPA

27,564 MWh
IREC Purchased

123 GWh
total energy consumed

5%
reduction in energy intensity / Crore ₹ revenue from FY 2023

Bio-fuels for boilers
Transitioning to low-carbon fuels
Replacement of R22 refrigerants
Energy monitoring
Electrical retrofit

*IGC = 1MWh

3,67,776 m³

Total freshwater consumed

32%
water recycled and reused for irrigation and flushing

58%
Reduction in freshwater consumption m³/Crore ₹ revenue from FY 2019

10
rainwater recharge wells installed
(7 in Maneja and 3 in Halol)

8,834 MT

Total waste recycled

98.50%
waste recycled
(vs 97% last FY)

6%
reduction in waste intensity MT/Crore ₹ revenue from last FY

41%
reduction in total waste disposed by incineration and landfill last FY

Sustainability is central to the Company's value creation journey and its enduring purpose in the society. It has ingrained into its organizational fabric a mission to pursue environmental sustainability measures. It has made continued progress on its environment-related goals. By enhancing its renewable energy footprint and incorporating several green features in its processes and systems, the Company has mapped its future journey along sustainability-led metrics.

Sustainability is a key cornerstone of the Company's day-to-day activities across all its functions. Transitioning to cleaner energy and to advance the sustainable energy future for all is one of the Company's most pertinent challenges and the key to ensure a favorable environment for a secured future. It remains committed to accelerating the pace of transition through important forums, collaborations, and internal engagement.

Making sustainability a part of the DNA

The Company is globally realigning its Sustainability 2030 program in an endeavor to become more measurable and impactful. To maximize the positive outcomes, its focus remains on three key strands of Planet, People and Principles, which covers all its sustainability pillars.

Below are some of the sustainability initiatives undertaken by the Company in FY 2024-25:

Emissions management

1,531 kWp

rooftop solar

- Electricity sourced through PPA.
- International renewable energy certificates (IREC) purchased.
- Biofuel used in boilers.
- Energy conservation activities listed below.

Energy management

- Commissioned microgrid with additional rooftop solar of 640 kW at Maneja, totaling 932 kW of solar capacity. The microgrid includes 250 kVA of Battery Energy Storage System (BESS).
- Replaced diesel-fueled trucks with battery-operated forklifts and reach trucks.
- Generated energy savings with solar streetlights and oven modifications at Halol.
- Switched to Piped Natural Gas (PNG) from High Speed Diesel (HSD) in transformer and instrument transformer factories, reducing CO_2 emission by ~220T.
- Installed motion sensors in washrooms and meeting rooms, resulted in energy savings by controlling operation of lights during day time.
- Replaced conventional lights with LED lights, saving 39,000 kWh/annum.
- Replaced conventional and T5 fixtures with energy-efficient LED at gas insulated switchgear factory. This resulted in avings of ~21,000 kWh. All upcoming infrastructure investment includes installing LED lights.
- Maintained power availability of 99%+ in distribution network, leading to reduced HSD consumption and energy saving by reducing reprocess time.
- Installed VFDs in air handling units in GIS factory to gain reliability and efficiency of blowers, along with energy conservation, saving 55,000+ kWh.
- Maintained power factor 0.99 by automatic power factor control panel, gaining rebate in energy bill.
- Enabled stabilized voltage in lighting circuits in dry and traction transformer factory by installing lighting transformer in plant and office area light fixtures, also saving energy.
- Installed solar tubes on factory roof, resulting in improving lux level in factory area and energy savings.
- Installed HVLS (High Volume Low Speed) fans by discarding multiple industrial fans, resulting in improved uniform cooling and energy saving of 500+ kWh/annum.
- Modified capacitor manufacturing process and improved energy efficiency in heating systems, resulting in saving of energy and process time by occupying less space compared to earlier processes. New heating process consumes 40% less energy.

Water stewardship

- Constructed 7 rainwater harvesting structures in Maneja.
- Installed Flowmeter in Maneja.
- Substituted water-cooled vacuum with air-cooled vacuum pump in helium plant.
- Reused STP treated water in 15% garden area in Maneja.
- Installed water meter and aerator taps in Peenya.

Waste management

- Saved shell daila flushing oil.
- Created sustainable solutions for hazardous waste disposal (circular economy - zero waste to landfill)(initiated oily quartz disposal as a co-process fuel instead of landfill).
- Re-used and reduced wooden waste at Peenya and Savli.
- Paper cups free facilities - Peenya and Doddaballapur.

The sustainability strategy for 2030

Strategic roadmap for responsible and sustainable performance

Three strands of the sustainability approach

Planet
Accelerating the clean energy transition while boosting circularity and biodiversity

People
Supporting a safe, inclusive, equitable and just energy transition for today's generations and those to come

Principles
Taking responsibility for company governance and employee behaviors, as well as the value chain

SDG targets to maximize positive impact

Planet

- Climate
- Circular economy
- Biodiversity and ecosystems

SDG target

People

- Health and safety
- Equity and inclusion
- Human rights and social contributions

SDG target

Principles

- Ethics and integrity
- Sustainable supply chain
- Behaviors and values

SDG target

Key focus areas

Climate

100% fossil fuel free electricity in operations

28% increase in renewable energy from last FY

5% reduction in energy consumption per Crore ₹ revenue from last FY

Circular economy

41% Reduction in waste sent to landfill and incineration from last FY

98.50% waste recycled

Health and safety

4 lost time injuries

3% reduction in LTIR from last FY

0.38 total lost time injuries frequency rate

Equity and inclusion

8.6% gender diversity

13.3% increase in gender diversity since last FY

Taking steps towards circularity by:

- Recycling and reuse of water.
- Finding solutions to divert waste disposed to landfill.

Key environment initiatives

Achieving sustainability in the Company's core operations is critical in helping the customers become sustainable in their business operations. Your Company deploys advanced technologies and energy-efficient strategies in an endeavor to create an eco-friendly environment.

Green energy

A 930-kilowatt solar plant was commissioned at the factory at Maneja in Gujarat. The Company has taken several initiatives to transition to low carbon fuels such as PNG in its operations. Further, retrofit emission control devices were installed on the existing two diesel generators at the Mysuru facility.

Water management

Water meters and rainwater recharge wells were installed at the Peenya and Maneja facilities. Furthermore, the Company uses 32% of Sewage Treatment Plant (STP) treated water for gardening purposes at all manufacturing facilities and has taken initiatives to recharge groundwater through rainwater harvesting wells.

Waste management

A slew of measures have been undertaken on waste management, which included plastic segregation, recycling, diverting oily quartz as refuse-derived fuel at the Maneja facility from landfill.

Conferred a green leader certification in L&T's responsible supply chain assessment for ESG practices

Surpassing the sustainability matrix

	FY 2024-25	FY 2023-24	FY 2022-23
Total energy consumption (GWh)	123	106	110
Renewable energy (GWh)	107	91	96
CO_2 emissions intensity - tCO_2e per Crore revenue (₹)	0.70	0.63	0.83
Fresh water consumption (kL)	3,67,776	3,68,556	4,27,427
Waste generated (MT)	8,968.39	7,825.80	8,479
Waste recycled (%)	98.50%	95%	91%

Business Responsibility & Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

	Particulars	Response
1	Corporate Identity Number (CIN) of the Listed Entity	L31904KA2019PLC121597
2.	Name of the Listed Entity	Hitachi Energy India Limited ("the Company")
3.	Year of incorporation	2019 (February 19, 2019)
4.	Registered office address	8th Floor, Brigade Opus, 70/401, Kodigehalli Main Road, Bengaluru-560092
5.	Corporate address	8th Floor, Brigade Opus, 70/401, Kodigehalli Main Road, Bengaluru-560092
6.	E-mail	investors@hitachienergy.com (For investors) poovanna.ammatanda@hitachienergy.com (email id of Compliance Officer and Nodal Officer)
7.	Telephone	080-68473700
8.	Website	https://www.hitachienergy.com/in/en
9.	Financial year for which reporting is being done	FY 2024-25 (April 01, 2024 to March 31, 2025)
10.	Name of the Stock Exchange(s) where shares are listed	BSE Limited (BSE) and National Stock Exchange of India Limited (NSE)
11.	Paid-up Capital	₹ 8,91,44,726/- divided into 4,45,72,363 Equity shares of ₹ 2/- each
12.	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Binupriya A R (Telephone: 080-68473719) Email: binupriya.a-r@hitachienergy.com
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Standalone basis
14.	Name of assurance provider	SGS India Pvt. Ltd.
15.	Type of assurance obtained	Reasonable assurance

II. Products/ services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Sale of products	Design, manufacturing/configuration & supply of system, equipment, devices and accessories products	67.47
2	Execution of contracts for projects and services	Project and service engineering, installation, commissioning and support	27.82

17. Products / Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product / Service	NIC Code	% of total Turnover contributed
1	Manufacture of electric motors, generators, transformers and electricity distribution and control apparatus	271	67.47
2	Projects and services of related manufactured electrical equipment.	279	27.82

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of Manufacturing locations	Number of offices	Number of Sales touch points	Total
National	8*	12	7	27

* 8 Plants with factory licenses containing 19 unique manufacturing units.

19. Markets served by the entity:

a. *Number of locations*

Locations	Number
National (No. of States)	All states & Union Territories
International (No. of Countries)	70+ countries

b. *What is the contribution of exports as a percentage of the total turnover of the entity?*

27.03

c. *A brief on types of customers*

The Company serves a wide range of customers – Public & Private Power & Energy Utilities, renewables, Industries, Transportation, data centers and Infrastructure companies. These include EPCs (Engineering, Procurement & Construction) & OEMs (Original Equipment Manufacturer) operating in the above segments.

IV. Employees

20. Details as at the end of the Financial Year:

a. *Employees and workers (including differently abled):*

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	EMPLOYEES					
1	Permanent (D)	1933	1722	89	211	11
2	Other than Permanent (E)	80	53	66	27	34
3	**Total employees (D + E)**	**2013**	**1775**	**88**	**238**	**12**
	WORKERS					
4	Permanent (F)	548	546	100	2	0.4
5	Other than Permanent (G)	596	521	87	75	13
6	**Total employees (F + G)**	**1144**	**1067**	**93**	**77**	**6.7**

b. ***Differently abled Employees and workers:***

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	DIFFERENTLY ABLED EMPLOYEES					
1	Permanent (D)	8	6	75	2	25
2	Other than Permanent (E)	2	2	100	0	0
3	**Total employees (D + E)**	**10**	**8**	**80**	**2**	**20**
	DIFFERENTLY ABLED WORKERS					
4	Permanent (F)	10	9	90	1	10
5	Other than Permanent (G)	0	0	0	0	0
6	**Total employees (F + G)**	**10**	**9**	**90**	**1**	**10**

21. *Participation / Inclusion / Representation of women*

Particulars	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	6	2	33.33
Key Management Personnel	3	0	0

22. *Turnover rate for permanent employees and workers*

(Disclose trends for the past 3 years)

Particulars	Turnover rate in the current FY								
	FY 2024-25 April 1, 2024-March 31,2025			FY 2023-24 April 1, 2023 - March 31, 2024			FY 2022-23 April 1, 2022 - March 31, 2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	6.51%	11.08%	6.99%	10.37%	19.64%	11.24%	11.20%	21.02%	12.00%
Permanent Workers	0.00%	0.00%	0.00%	1.79%	28.57%	1.96%	0.20%	0.00%	0.20%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) *Names of holding/ subsidiary / associate companies / joint ventures*

S. No.	Name of the holding/ subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Hitachi Energy Ltd.	Holding	71.31	No

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of the Companies Act, 2013: (Yes / No) - Yes

(ii) Turnover (in ₹): 6,384.93 Crores (For the year ended on March 31, 2025)

(iii) Net worth (in ₹): 4,214.11 Crores (As on March 31, 2025)

VII. Transparency and Disclosures Compliances

25. *Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:*

Stakeholder group from whom the complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for the grievance redress policy)	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
		Number of complaints filed during the year.	Number of complaints pending resolution at the close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at the close of the year	Remarks
Communities	Yes https://www.hitachienergy.com/in/en/contact-us	0	0	Nil	0	0	Nil
Investors (other than shareholder)	Yes https://www.hitachienergy.com/in/en/investor-relations#quick-links	0	0	Nil	0	0	Nil
Shareholder	Yes https://scores.sebi.gov.in/scores-home	13	0	Nil	13	0	Nil

Stakeholder group from whom the complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for the grievance redress policy)	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
		Number of complaints filed during the year.	Number of complaints pending resolution at the close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at the close of the year	Remarks
Employees and workers	Yes https://secure.ethicspoint.eu/domain/media/en/gui/109107/report.html	7	0	Nil	11	0	Nil
Customers	Yes https://www.hitachienergy.com/in/en/contact-us	605	89	Nil	620	47	Nil
Value Chain Partners	Yes https://www.hitachienergy.com/in/en/contact-us	0	0	Nil	0	0	Nil
Other (Media, General enquiries, sales)	Yes https://www.hitachienergy.com/in/en/contact-us	0	0	Nil	0	0	Nil

26. ***Overview of the entity's material responsible business conduct issues***

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Health and Safety	R/O	Performance on health, safety, and environment (HSE) is critical and comes first in the Company's decision-making, with safety being a key element in our 'license to operate'. We foster a healthy, productive work environment, believing those working for the Company can only perform at their best when feeling safe, healthy, and well.	We are striving towards world-class HSE performance across the Company and have a framework setting out the focus areas for improvement: • Culture and leadership • Communication and learnings • Digitalization and analytics • Operations and risk management • Governance and competencies . The Company's specific improvement activities reflect the scale of potential risk, its performance, and its evolving legal and regulatory requirements.	Negative
2	Climate change	R/O	Natural disasters will exacerbate damage to production facilities, increase downtime of assets, worsen working environments, and disrupt supply chains, leading to delays in deliveries and the procurement of parts Increased need for mitigation activities will divert capital away from decarbonization activities such as grid expansion, renewables connection, and technology research and development	The Company is actively engaged in helping tackle climate change, starting with its own operations. Through market scenarios, it is also looking at potential climate impacts on economic growth and market/energy transition drivers such as pace of acceleration, bottlenecks, and governmental plans and targets. The Company has made efforts to accommodate internet of things (IoT) products.	Negative

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3	Carbon neutrality	R	Unprecedented demand creating pressure on the sector to expand the supply chain and dilute levels of ESG performance Investment in capacity extension might dilute the strategic focus on accelerating development of new technologies and/or business models to thrive after the peak of the industry super-cycle Unbalanced grid development from the perspective of intermittent energy supply and storage might critically affect power quality Investment in achieving the reduction targets is not balanced out by an increase in revenue or reduction in costs, increasing the costs of our products and services and reducing competitiveness Carbon reduction targets are not achieved, reducing our competitiveness in the market	The path towards limiting global warming, as envisioned by the Paris Agreement, is a critical challenge for governments, businesses, and organizations. The Company has, therefore, defined and validated ambitious greenhouse gas (GHG) reduction targets to set its own net-zero trajectory. The Company ensures compliance with emerging and future GHG emissions regulation or legislation.	Negative
4	Innovation	R/O	The risks landscape around innovation of sustainable products and solutions in our industry is quite complex. Some of the risks are customer-facing (for example, inadequate, or insufficient infrastructure, lack of grid capacity to connect renewable energy resources or electrification solutions for energy intensive industries, new product range price or usage and adoption anxiety), while others are design and manufacturing related (for example, availability of sustainable materials, quality control, upgrading of production lines, service, circularity and end of life recovery, training and recruitment of specialized resources, compliance with regulatory and legal requirements, investment costs). Another risk area relates to regulatory environment, which may require technology providers to invest vast amount of funding to develop new sustainable solutions while the market adoption of them is relatively low. Therefore, the regulatory actions need to balance between creating sustainability markets and developing sustainable technology, for a healthy development of sustainable solutions.	The Company's innovative technologies and solutions help increase access to affordable, reliable, and sustainable energy vital for society to prosper and progress. As consumer needs and lifestyles continue to evolve, our forward-looking technologies help make the energy system more sustainable, flexible, and secure. The opportunity of innovating and bringing to the market sustainable products and solutions in its field of business is significant and it expects frontrunners to become the brand, supplier, employer, and investment of choice for its stakeholders. As electrification is one of the key pillars of decarbonization, the most innovative companies will also have the biggest contribution to a net-zero future. The Company identifies innovation as part of its DNA and strategy on a short-, medium-, and long-term basis.	Positive

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Responsible Sourcing	R	Managing sourcing of materials across the supply chain and comply with regulatory and customer requirements regarding the prohibition and restriction of substances, including hazardous substances and responsible sourcing of conflict minerals.	Integrating sustainable practices in to supply chain procedures. Follow the OECD (Organization for Economic Cooperation and Development) due diligence guidance and be involved in relevant industry associations to define and improve best practices and encourage responsible sourcing.	Negative
6	Well-being of employees	O	Good personal health and wellbeing also require everyone to do what they can to look after themselves and others. Health is an opportunity to motivate behavior change and increase engagement with better health practices; increase our support for mental wellbeing and provide safe workplaces and working conditions for all our employees	NA	Positive
7	Diversity	O	The company believes in integrating diversity and inclusion into all our practices and policies and foster female acceleration through our Female Talent Development Program. The Company's sustainability 2030 targets include increasing female diversity from 5.8% in 2019 to 16-20% by 2030.	NA	Positive
8	Human rights and labor conditions	R	Identification, evaluation and managing Human Rights risks in its operation and supply chain and its consequences which includes child labor, modern slavery, forced or compulsory labor, association and collective bargaining, living wage, non-discrimination, natural and cultural impacts, remedy for adverse impacts. The speed and scope of the energy transition comes with risk of real harm that also hollows out public trust, as threats to environment, livelihoods, land, indigenous peoples' rights and culture, and labor rights along the supply chain	Human Rights policy and control standard is in place to evaluate Human Rights risks at all levels of o perations. The Company fully commits to respecting all internationally recognized human rights within and across its activities and value chain. It openly commits to respecting human rights, adhering to regulations and legislations, and developing a comprehensive due diligence process.	Negative
9	Integrity and anti-corruption	R	The Company behaves in an ethical, legal, and responsible way. Lack of adherence can have consequences i.e. reputational damage with the top line adverse effect; unattractive employer for top talent; regulatory fines and penalties etc.	The Company has a very stringent policy on integrity that applies to all. The Company's Code of Conduct provides a framework for employees and stakeholders to put business principles into practice with utmost integrity. The Company regularly evaluates culture of integrity, and noncompliance is strictly acted upon.	Negative

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
10	Cybersecurity	R	Embedding security into every layer of the organization—from technology to people and processes, as well as extending these requirements throughout our value chain—requires expertise, commitment, collaboration, and ongoing vigilance.	The Company runs a cybersecurity risk-based approach and related management program based on ISO 27005, which provides guidance on systematically identifying, addressing, evaluating, and treating relevant risks. Treated as a continuous process involving all IT initiatives, services, and suppliers' engagement, our risk management function is subject to security, legal, and regulatory requirements. The Company follows industry best practices such as ITIL 4 and National Institute of Standards and Technology (NIST) recommendations to manage detected cybersecurity incidents effectively. Incidents are recorded, analyzed, confirmed, classified, and prioritized so that appropriate remediation and response actions are implemented while, at the same time, the impacted data, service, or application is restored/recovered.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

P1	Businesses should conduct and govern themselves with integrity and in a manner that is ethical, transparent and accountable
P2	Businesses should provide goods and services in a manner that is sustainable and safe
P3	Businesses should respect and promote the well-being of all employees, including those in their value chains
P4	Businesses should respect the interests of and be responsive to all its stakeholders
P5	Businesses should respect and promote human rights
P6	Businesses should respect and make efforts to protect and restore the environment
P7	Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent
P8	Businesses should promote inclusive growth and equitable development
P9	Businesses should engage with and provide value to their consumers in a responsible manner

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes								
b. Has the policy been approved by the Board? (Yes/No)	Yes								
c. Web Link of the Policies, if available	Please refer to the section on 'Links to the Company Policies and Programs' at the end of this Report.								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes								
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
4. Name of the national and international codes/ certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	The following management systems have been implemented. ISO 9001: 2015 Quality Management System ISO 14001: 2015 Environment Management System ISO 45001: 2018 Occupational Health & Safety Management System. ISO 37001: 2016 Anti-Bribery Management System								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	The Company in alignment with its global Sustainability 2030 strategic business plan has taken the following goals against 2019 baseline. - 50% CO_2 emissions reduction along the value chain - 50% reduction in waste disposed. - 25% reduction in freshwater use - Zero harm - Top quartile health absence rates - Life-long learning culture - Increase female diversity from 5.8% in 2019 to 16-18% by 2030. - Zero incidents of corruption and bribery - Increase involvement in multi-stakeholder partnerships								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met	The Company's global goals and targets are cascaded to business units who work on achieving the targets. Performance is monitored at the company level and support extended to local teams where required. The Company is steadily progressing towards achieving its 2030 target.								
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure) We are serious in our commitment to drive our business in a sustainable way. We have been consistent in our efforts to decarbonize our operations and in ensuring welfare of our stakeholders. We have made considerable progress towards achieving our Sustainability 2030 goals in all areas.									
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Nuguri Venu, Managing Director & CEO								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes, Environmental, Social and Governance (ESG) Committee (constituted w.e.f. October 22, 2021) Composition of Committee: Ms. Meena Ganesh (DIN: 00528252) Chairperson of Committee - Independent Director (Non-Executive Director) Ms. Akila Krishnakumar (DIN:06629992) Member of Committee - Independent Director (Non-Executive Director) Mr. Achim Michael Braun (DIN:08596097) Member of the Committee - Non-Executive Director and Chairman of the Company Mr. Nuguri Venu (DIN :07032076) Member of Committee - Executive Director (Managing Director and CEO)								

10. Details of Review of NGRBCs by the Company:

Subject for review	Indicate whether review was undertaken by Director/ Committee of the Board / Any other Committee									Frequency (Annually/ Half yearly/ Quarterly / Any other - please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against the above policies and follow up action	Yes									Annually and / or on a need basis								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Yes									Quarterly and / or on a need basis								

	P1	P2	P3	P4	P5	P6	P7	P8	P9
11. Has the entity carried out independent Assessment / evaluation of the working of its policies by an external agency? Yes/No. If yes, provide name of agency.	No								
12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:	Not Applicable								

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
The entity does not have the financial or/human and technical resources available for the task (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
It is planned to be done in the next financial year (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
Any other reason (please specify)	NA	NA	NA	NA	NA	NA	NA	NA	NA

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

PRINCIPLE 1 BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY, AND IN A MANNER THAT IS ETHICAL, TRANSPARENT AND ACCOUNTABLE.

Integrity, transparency, and accountability

The Company's Code of Ethics and Business Conduct consists of rules and principles to assist leaders and employees in making decisions and acting ethically and in line with the Company's Identity. The Company has developed and implemented a systematic approach designed to prevent, detect and resolve any potential integrity concerns. This is supported by tools and processes and a zero-tolerance policy for any violations.

Essential indicators

1. ***Percentage coverage by training and awareness programmes on any of the Principles during the financial year:***

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	2	Ethics and Code of Conduct Anti-bribery and anti-corruption Antitrust and Competition Law	100
Key Managerial Personnel	4	Ethics and Code of Conduct Anti-bribery and anti-corruption Antitrust and Competition Law	100
Employees other than BOD and KMP	12*	Ethics and Code of Conduct Anti-bribery and anti-corruption Antitrust and Competition Law	100
Workers	32	Ethics and Code of Conduct Anti-bribery and anti-corruption Antitrust and Competition Law	100

*Conducted as part of induction to new employees and yearly once through e-learning platform for management staff; trainings are available in 2 levels – basic and advanced.

2. ***Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):***

		Monetary			
Particulars	**NGRBC Principle**	**Name of the regulatory / enforcement agencies/ judicial institutions**	**Amount in ₹**	**Brief of the case**	**Has an appeal been preferred? Yes/No**
Penalty/Fine	NIL	NIL	NIL	NIL	NIL
Settlement	NIL	NIL	NIL	NIL	NIL
Compounding	NIL	NIL	NIL	NIL	NIL
		Non-Monetary			
Imprisonment	NIL	NIL	NIL	NIL	NIL
Punishment	NIL	NIL	NIL	NIL	NIL

3. ***Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.***

Case details	Name of the regulatory/ enforcement agencies/ judicial institutions
NA	NA

4. ***Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.***

   The Company's anti-corruption policy is stated explicitly in its Corporate Regulation PGR-LI-02 on anti-bribery and anti-corruption and emphasizes key components which are essential to ensuring a strict compliance to anti-bribery laws but also refraining from corruption because it's the right thing to do.

   https://www.hitachienergy.com/about-us/integrity/commitment

   The Company is certified for ISO:37001:2016 for Anti-bribery management systems.

5. ***Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

6. ***Details of complaints with regard to conflict of interest:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year		April 1, 2023 - March 31, 2024 Previous Financial Year	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issue of conflict of Interest of the Directors	Nil	Nil	Nil	Nil
Number of complaints received in relation to issue of conflict of Interest of the KMPs	Nil	Nil	Nil	Nil

7. ***Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.***

Not applicable

8. ***Number of Days of Accounts payables (Accounts payable *365)/ Cost of goods/services procured) in the following format:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Number of days of accounts payables	134	135

9. ***Openness of business***

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties in the following format:

Parameter	Metrics	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	5%	4%
	b. Number of trading houses where purchases are made from	118	3
	c. Purchases from top 10 trading houses as % of total Purchases from trading houses	4%	4%
Concentration of Sales	a. Sales to dealers/ distributors as % of total sales	5%	9 %
	b. Number of Dealers / distributors to whom sales are made	83	94
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	40%	35%

Parameter	Metrics	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Share of RPTs in	a. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	0%	0%
	b. Sales (Sales to related parties / Total Sales)	22%	24%
	c. Loans & advances (Loans & Advances given to related parties / Total loans & advances)	Nil	Nil

Leadership Indicators

1. ***Awareness programmes conducted for value chain partners on any of the Principles during the financial year:***

   In India, supplier trainings on all 9 BRSR core principles were conducted twice in FY2024-25. Training material was made available in the Company's supplier portal for all suppliers. For suppliers with higher sustainability risks, we offer a Supplier Sustainability Development Program (SSDP) that prioritizes partners according to a risk matrix, aggregating country and commodity risks, operational characteristics, the supplier's criticality, and spending level. This program includes training, awareness, and capacity-building. In the year 2024-25, as a part of supplier sustainability development program, the Company trained 13 suppliers within India. The Supplier Sustainability Development Program (SSDP) is a supplier engagement to uphold human rights and decent working conditions, ensure safe and environmentally sound operations and comply with relevant regulatory requirements in the supply chain

Total number of awareness programmes held	Topics / principles covered under the training	% age of value chain partners covered (by value of business done with such partners) under the awareness programmes
2	All 9 Principles of BRSR Core	13%

2. ***Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.***

   Yes, the Company has in place a Code of Ethics and Business Conduct, that is also applicable to the members of the Board. There is also a global policy PGR-LI-21 specifically governing Conflict of Interest. This provides guidance on identifying, disclosing, assessing and mitigating actual, potential and perceived conflicts of interest, approval process. Further, conflict of interest can also be flagged by any person through whistle blower mechanism.

PRINCIPLE 2 BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE AND SAFE.

Essential Indicators

1. ***Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.***

	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year	Details of improvements in environmental and social impacts
R&D	NA	NA	Considering the nature of research and development, complexity, competency required, time frame, amount and to optimize overall cost, all major R&D efforts are pooled centrally at the Group level. We invest over four percent of our revenue in R&D annually at Group level. The expenditure has been mainly in the nature of payment of license fee for use of technology know-how reported as royalty and technology fees under other expenses. Around 255 Crores spend in royalty and technology and more than 20 new/ incremental technologies implemented. Certain development activities carried out by the Company have been billed to the Group central technology center. Local R&D activities undertaken by the Company were mainly in localizing the products, adoption of global products for the local environment, carrying out cost-saving actions and other improvements.

	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year	Details of improvements in environmental and social impacts
Capex	₹ 10,78,62,940	₹ 1,35,63,252	Key energy and water conservation projects include roof top solar and integration to microgrid and substation at Maneja, construction of 10 rainwater harvesting structures in 2 locations with flow meter. Purchase of battery operated forklift and reach truck. Substituting the water-cooled vacuum with air-cooled vacuum pump in Helium plant; installation of 8 solar streetlights and water meters installation

Social and environmental aspects are incorporated into R&D through:

Environmentally Conscious Design (ECD). ECD aims to reduce a product's environmental impact, while maintaining or improving its functionality of the product. Integration of environmental aspects as early as possible into the product design and development process offers flexibility to make changes and improvements to our products. This enables us to make effective decisions about environmental aspects that we control.

Safety in Design: Incorporating design solutions for identified hazards and reasonably foreseeable risks that may occur as the product is manufactured, transported, installed, serviced and disposed of. The Company's designers also consider the behavior of design components in context of the product life span – for example, how often a component might fail during the product life and the potential impacts of such failures. Consideration is also given to post-life aspects through the elimination or minimization of exposure to toxic or environmentally damaging materials designed into the product.

HSE Checklist for the Company's Gate Model: The HSE Checklist helps to identify key Health, Safety, Environmental (HSE) and Sustainability aspects in the Company's product and technology development projects. R&D systematically and comprehensively identifies and assesses health, safety and environmental risks and opportunities.

Guideline for material selection: Environmental impact of a product is determined by the material and energy inputs and outputs generated at all stages of its life cycle: raw-material acquisition, manufacture, distribution, use and disposal. Material selection guidance on for energy conservation, pollution prevention, resource conservation, promotion of a safe work environment is provided to reduce impact of product on the environment.

Every year projects focusing on environmental improvements are identified in our operations as part of their environment management program and budget allocated.

1. *a.* ***Does the entity have procedures in place for sustainable sourcing? (Yes/No)***

Yes

Our Supplier Code of Conduct (SCoC) defines the principles by which we require our partners to conduct business. We are committed to sourcing goods and services from suppliers who fully comply with these standards.

The Company also has several programs in place to ensure sustainable sourcing

- The supply base management process enables the Company to partner with suppliers across the entire supply chain lifecycle, from registration and qualification to performance evaluation and classification.
- The Supplier Sustainability Development Program (SSDP) targets suppliers with higher sustainability risks and offers the program by prioritizing the partners according to a risk matrix.
- The Sustainability Assessment via EcoVadis evaluates suppliers across four areas: environmental, social, ethics, and supply chain. This assessment was launched in 2021 as to augment the SSDP.
- The Responsible Minerals Sourcing Program identifies suppliers in the conflict minerals survey and offers regular training and communications for our suppliers and internal teams to work toward ensuring compliance with our Conflict Minerals Policy.

The Company's non-negotiable requirement is only to do business with fully-qualified, compliant, and high-performing suppliers. The Supply Chain Management (SCM) team implements dedicated programs to monitor, assess, and report performance and progress against various indicators, including health and safety, environmental impact, integrity, quality, and human rights. Among these is the Supplier

Sustainability Development Program, which directs our strategy across the business and encompasses goal setting, performance assessment (internal and external, EcoVadis), monitoring and reporting processes, strengthening relations with external stakeholders, and ensuring overall accountability

The Company works with its suppliers to facilitate conflict-free sourcing that contributes to economic growth. As a member of the Responsible Minerals Initiative (RMI), the Company adheres to the OECD guidelines and supports transparency and responsible minerals sourcing. The Company is a downstream consumer of 3TG and cobalt and does not directly purchase raw minerals or ores. Although the Company does not perform direct audits of those second or third tier suppliers, it proactively assesses indirect links using a Reasonable Country of Origin Inquiry report at the Group level.

Under the SSDP program, we have a new stream, the Greenhouse Gases Assessment Program, for our suppliers. This program aims to educate our suppliers about GHG emissions and their environmental effects, benchmark their GHG emissions, and monitor performance. The Company has partnered with Bureau Veritas India, who will train suppliers on carbon emissions and assist them in calculating and, ultimately, reducing their footprint.

c. ***If yes, what percentage of inputs were sourced sustainably?***

In transformer business, the major components include transformer oil, electric steel, copper, Insulation material which comprises of 80% of the total input which are sourced sustainably.

The Company's Supplier Sustainability Assessment Process is dedicated to systematically assess, manage, monitor and report the sustainability risks associated with our external suppliers' operations and performance by assessing their environmental, social, and governance (ESG) practices.

2. ***Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.***

The Company is dedicated to minimizing the use of water, materials, and hazardous substances and reducing and designing out pollution and waste across the lifecycle of our offerings through a circular mindset. Steel, copper, aluminum, plastics, and insulating oil are the main materials of our products and are mostly recoverable at end-of-life. The Company recycles plastics from packaging and fulfills its extended producer responsibility requirement. Product manual has specific instructions on safe disposal of products after end of life as per local legislation.

3. ***Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.***

Yes, EPR is applicable. Waste collection plan is in line with the EPR plan and is periodically submitted to Central pollution control board as per the regulatory requirement.

Leadership Indicators

1. ***Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?***

The Company's lifecycle perspective on managing environmental risks, aspects, and impacts extends beyond its operations. It includes its supply chain, the use of its products, and their end-of-life. The application of lifecycle assessments (LCAs) is key to improving the environmental performance of our products, systems, and services. LCAs provide us with quantitative environmental information to improve the design of our products, systems, and services. Beyond that, LCAs quantify the environmental footprint of our products, systems, and services as requested by our customers.

LCAs are performed as per ISO 14040 and ISO 14044 on request. For our main product groups, we have assessed lifecycle environmental impact and provided transparent environmental information to our customers and regulators. Where needed, we verify LCAs according to ISO 14025 to provide an Environmental Product Declaration (EPD) based on LCAs. The Company understands the complexity of its portfolio and that systems it delivers are customized to its customer's needs and specifications.

Over previous years, however, the Company has also performed LCAs for its solutions of complex systems such as High Voltage Direct Current (HVDC), Flexible Alternating Current Transmission Systems (FACTS), grid connections, e-mobility solutions, and others. The LCAs helped identify the next focus areas for eco-design and improvements. The Company is investigating the quantification of the environmental impact and potential benefits of its service solutions and project installations. It is also implementing highly automated LCA tools that directly assess project-specific configurations, providing decision support at all project stages and during discussions with its customers.

EcoSmartTM is the Company's in-house lifecycle assessment calculator for transformers, components, and services. This tool is based on lifecycle modeling by ISO 14040 and ISO 14044 standards on environmental lifecycle assessment and the applicable product category rules (PCR) of the International EPD System. It evaluates energy and resource consumption and environmental emissions from all lifecycle stages of transformer solutions (production and transportation of materials and parts to manufacturing sites; unit manufacturing; assembly and testing; transportation to customer site; product use, maintenance, and end-of-life).

Through its Service and Digital offerings, the Company is convinced that more trusted lifecycle partnerships will drive increased asset sustainability, given that service activities are designed to improve the sustainability footprint of installed assets, ensure efficient and safer operation, and extend asset life. To enable circularity, the Company has introduced eco-design for all new products, following the IEC 62430 approach.

NIC Code	Name of Product / Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No). If yes, provide the web-link.
27102	Transformer including Distribution Transformer / Power Transformer and Traction Transformer	90% of transformer business unit (LCA models available)	From raw material acquisition, through production and use, to waste management	Yes	Yes Published EPD – EPD Italy
27102	Mineral oil immersed transformers (25 MVA)		From raw material acquisition, through production and use, to waste management	Yes	Yes Published EPD – EPD Italy
27102	PASS M0S 245 kV (Plug and Switch System)		From raw material acquisition, through production and use, to waste management	Yes	Yes Published EPD – EPD Italy
27102	Mineral and vegetable oil immersed transformers (40 MVA)		From raw material acquisition, through production and use, to waste management	Yes	Yes Published EPD – EPD Italy
27102	Mineral and vegetable oil immersed transformers		From raw material acquisition, through production and use, to waste management	Yes	Yes Published EPD – EPD Italy
27102	PASS M0 DCB 145/170kV, hybrid high-voltage module standard device and alternative drive device		From raw material acquisition, through production and use, to waste management	Yes	Yes Published EPD – EPD Italy
27102	EconiQ™ GIS ELK-04, 145 kV		cradle-to-grave model	No	Hitachi Energy Publisher

2. ***If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.***

Name of Product / Service	Description of the risk / concern	Action Taken
Transformers including Power / Distribution and Traction transformer	End of life disposal of Product	Decommissioning guidelines prepared
Instrument Transformers	Oil Spillage – Land Contamination / Water Pollution	Preventive maintenance program in place, oil collection trays, spill kit and safe disposal
Circuit Breakers	SF6 Leakage – Global Warming	SF6 Management system with Mass balance. Leakage sensors.
Gas Insulated & Hybrid Switchgear	SF6 Leakage – Global Warming	SF6 Management system with Mass balance. Leakage sensors.
All products - manufacturing	Resource consumption including electricity, water, raw materials, CO2 emissions, waste generation	Energy and water monitoring, use of low carbon fuel, renewable electricity, reduction in waste generation, zero waste to landfill of wastes using authorized recyclers.

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Indicate input material	Recycled or re-used input material to total material	
	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
	-	-

The Company manufactures and delivers transformers to customers. Transformers are designed by prioritizing their efficiency, resilience, and longevity, by strategically selecting special component materials to accommodate high electrical, mechanical, and thermal loads and stresses. They are customized designs with rigorous technical specifications to ensure efficient, reliable, and safe operations that would last 30 to 40 years or even longer. Transformer services contribute to extending the service life and to increasing the productivity of the built-in materials. We are also providing declarations on recyclability rates of our transformers at their end of life and delivering decommissioning and materials recovery guidelines to maximizing material recovery and to support an environmentally friendly and safe end of life management. With our supply chain we are continuously gathering data on recycled content in sourced materials and partnering with stakeholders on establishing more circular material value chains. As of today, the recycled content rate in sourced main materials varies between 10 and 100% for materials such as e-steel, carbon steel, aluminium, copper and insulating mineral oil.

4. ***Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	-	-	-	-	-	-
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

All products and packaging Majority of packaging material used are wood and recyclable plastic. Packaging wastes are disposed by the end user as per local pollution control board requirements to authorized recyclers.

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
-	-

PRINCIPLE 3 BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS

People well-being

The Company is committed to Diversity 360—diversity, equity, and inclusion. We aim to create the environment and opportunity for all facets of diversity to thrive, enabling employees to reach their full potential. The Company fosters a growth mindset and has a lifelong and collaborative learning philosophy. Tools and resources are available for people at every career level, from technical to 'soft' skills. The employee value proposition (EVP) forms the basis of talent attraction strategy. It reflects the Purpose, the scale and impact of the Company's work, how diversity leads to great innovation, and how employees are empowered to develop their careers. The Company encourages its people to mentor or learn from others as a mentee regardless of their level, tenure, or age. There are four types of mentorships available: leadership mentoring, career mentoring, reverse mentoring, and onboarding mentoring. The Company is committed to the UN Sustainable Development Goal of Quality Education (GRI 404-2). In 2021, the Company promoted learning for all within the organization through new on-demand learning platforms and Female Talent Development Program. Externally, we created partnerships with schools to promote our industry and activate interest in science, technology, engineering, and mathematics (STEM). The Company is also committed to closing the gender representation gap to promote a gender balanced workplace and elevate equity. The aim is to ensure women are promoted and platformed to succeed within the company at every level of the organization. The Company grades jobs objectively and follows the internal standard process to assess the level of each job profile consistently and fairly. The Company offers various career progression opportunities and enable employees with relevant experience and qualifications to move across different levels and career paths, allowing them to grow professionally and financially within the organization.

Health Safety and Environmental performance is critical for the Company and comes first in its decision-making. Safety is a key element in our 'license to operate'. The company's Health and Safety policy defines the health and safety approach and covers organization, responsibilities, and accountabilities. The approach to health and wellbeing is informed by numerous sources, including implementing key international principles from the World Health Organization and relevant international conventions and standards, such as those governed by the International Labor Organization. The Company has nearly 50 professionals focused on occupational health and industrial hygiene across its locations. They are helping provide positive health and wellbeing work environments in line with the three elements of our health wheel: 1. Physical health: Participation-based wellness programs to motivate behavior change, drive engagement, and increase engagement with better health practices 2. Mental health: Proactive mental wellbeing management is a part of our upcoming strategies 3. Occupational health: Ensuring safe workplace and working conditions by complying with the applicable occupational health and industrial hygiene standards.

Essential Indicators

1. a. ***Details of measures for the well-being of employees:***

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/ A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	1722	1722	100	1722	100	NA	NA	1722	100	811	47
Female	211	211	100	211	100	211	100	NA	NA	113	54
Total	**1933**	**1933**	**100**	**1933**	**100**	**211**	**100**	**1722**	**100**	**867**	**45**
Other than Permanent employees											
Male	53	53	100	53	100	NA	NA	53	100	40	75
Female	27	27	100	27	100	27	100	NA	NA	17	63
Total	**80**	**80**	**100**	**80**	**100**	**27**	**100**	**53**	**100**	**57**	**71**

1. b. ***Details of measures for the well-being of workers:***

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities*	
		% of workers covered by									
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/ A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	546	546	100	546	100	NA	NA	546	100	453	83
Female	2	2	100	2	100	2	100	NA	NA	1	50
Total	**548**	**548**	**100**	**548**	**100**	**2**	**1**	**546**	**100**	**454**	**83**
Other than permanent workers											
Male	521	521	100	521	100	NA	NA	521	100	373	72
Female	75	75	100	75	100	75	100	NA	NA	43	57
Total	**596**	**596**	**100**	**596**	**100**	**75**	**8**	**521**	**92**	**416**	**70**

*Day Care facilities are available in Peenya and Maneja

1. c. ***Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format –***

	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year*
Cost incurred on well-being measures as a % of total revenue of the company	0.1%	0.1%

2. ***Details of retirement benefits, for Current FY and Previous Financial Year.***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	No of employee covered as a % of total employees	No of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No of employee covered as a % of total employees	No of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	Y	100	100	Y
Gratuity	100	100	Y	100	100	Y
ESI	1.29	2.55	Y	1	2.47	Y
Others-superannuation	8.69	0	Y	29	0	Y
Others - NPS	32.74	0	Y	NA	0	Y

Note:

- 25 white collar employees + 14 blue collar workers covered under ESI
- Superannuation is an optional retirement benefit for employees. 168 employees have availed the scheme.
- Superannuation & Gratuity is deposited with respective trusts.

3. ***Accessibility of workplaces***

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes, the premises / offices of the entity are accessible to differently abled employees and workers.

4. ***Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.***

Yes

5. ***Return to work and Retention rates of permanent employees and workers that took parental leave.***

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	100%	100%	100%
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

Note: 110 employees have availed maternity/ paternity and 100% of them have resumed work.

6. ***Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.***

Yes, there are multiple ways, the employees can report their concerns/ grievances. The employees may use the Ethics helpline/dedicated email id, inform the Immediate reporting manager/ HR representative for the function or the country Integrity officer, Internal committee – Prevention of sexual harassment (POSH) etc.

The Grievances received will be thoroughly examined and enquires will be done in the given timeframe to resolve the same.

Particulars	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent workers	POSH policy, Ethics Global email
Other than permanent workers	POSH policy, Ethics Global email
Permanent employees	POSH policy, Ethics Global email
Other than permanent employees	POSH policy, Ethics Global email

7. ***Membership of employees and worker in association(s) or Unions recognized by the listed entity:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	Total employees / workers in respective category (A)	No of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No of employees / workers in respective category, who are part of association(s) or Union (D)	% (C/D)
Total permanent employees	**1933**	**0**	**0**	**1810**	**0**	**0**
- Male	1722	0	0	1625	0	0
- Female	211	0	0	185	0	0
Total permanent workers	**548**	**548**	**100**	**565**	**565**	**100**
- Male	546	546	100	562	562	100
- Female	2	2	100	3	3	100

8. ***Details of training given to employees and workers:***

Yes, all the Company employees underwent training on health & safety measures.

Skill upgradation programs are conducted on a periodical basis.

The casual/contractual employees are subjected to skill-based training depending on the work and job roles. Training matrix is designed based on their job risk profiles. As and when required, refresher trainings are provided to upgrade skills based on any changes in the work/job profiles of employees.

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year					April 1, 2023 - March 31, 2024 Previous Financial Year				
	Total (A)	On health and safety measures*		On skill upgradation		Total (D)	On health and safety measures*		On skill upgradation#	
		No. (B)	% (B/A)	No C	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	1722	1722	100%	1722	100%	1625	1625	100	1625	100
Female	211	211	100%	211	100%	185	185	100	185	100
Total	**1933**	**1933**	**100%**	**1933**	**100%**	**1810**	**1810**	**100**	**1810**	**100**
Workers										
Male	546	546	100%	546	100%	562	562	100	562	100
Female	2	2	100%	2	100%	3	3	100	3	100
Total	**548**	**548**	**100%**	**548**	**100%**	**565**	**565**	**100**	**565**	**100**

*More than 100 health safety and environment trainings conducted regularly for all employees and workers.

9. ***Details of performance and career development reviews of employees and worker:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	Total (A)	No. (B)	% (B/A)	Total (C)	No (D)	% (D/C)
Employees						
- Male	1722	1459	85%	1625	1342	83
- Female	211	157	74%	185	121	65
Total	**1933**	**1616**	**84%**	**1810**	**1463**	**81**
Workers						
- Male	546	Refer note below				
- Female	2	Refer note below				
Total	**8**	Refer note below				

Above numbers for employees are based on the Annual Salary Revision eligibility of the financial year.

At the Company, Non-Management Staff (NMS) are also eligible for meritorious increment /promotion according to practice of respective location in addition to normal increment. This practice differs based on the location and terms agreed with the Union. Details given below:

1. **Peenya:** Appraisal period April to March

   Each workman eligible for promotion after every 3rd year

2. **Mysore:** Appraisal period January to December

   All NMS eligible for promotion once in 4 years.

3. **Maneja:** Appraisal period April to March

   35% of total strength eligible for promotion. Meritorious increment 15% of total strength discontinued w.e.f April 1, 2023, as agreed in settlement with the Union dated December 23, 2022.

10. ***Health and safety management system:***

    a. ***Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?***

    Yes, all our manufacturing sites have implemented and are certified for Occupational Health and Safety management system as per ISO 45001:2018.

b. ***What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?***

The Company identifies and assesses HSE risks and opportunities across the organization, ranging from individual actions to enterprise-level activities. A specialized and standardized audit program monitors the accuracy of our risk analysis, the program's efficiency, and the identification of opportunities. Health Safety and Environmental impacts of each of our operating units are also assessed according to the ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards. This information is used to identify and report hazards and opportunities for improvement available in a company-wide web-based tool. Based on findings within our assessment program, tasks carried out by or on behalf of the Company involving hazards with a high level of risk receive deeper analysis. Additional controls are implemented to ensure the safety and health of all employees and contractors, as well as to prevent environmental harm or damage.

c. ***Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)***

Yes, a company-wide web-based tool is available to report work related hazards and incidents. Each Accountable Manager is aware of the entity's top five risks and, considering these in conjunction with its top five incident categories, develops appropriate action plans for reducing the risks and implementing improvements. Action plans are reviewed twice annually and updated as necessary. We believe that a person who feels ownership of the safety process shifts from a reactive worker to a proactive business partner who shares decision rights to protect and sustain a workplace free of injury, illness, or other loss.

d. ***Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)***

Yes

11. *Details of safety related incidents, in the following format:*

Safety Incident / Number	Category	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.00	0.07
	Workers	0.38	0.32
Total recordable work-related injuries	Employees	2	9
	Workers	9	3
No. of fatalities	Employees	0	0
	Workers	0	1
High consequence work-related injury or ill - health (excluding fatalities)	Employees	0	0
	Workers	0	0

12. *Describe the measures taken by the entity to ensure a safe and healthy workplace.*

Safety is vital to our 'license to operate' and being a business that people want to work for or with. We minimize risk of harm and are committed to eradicating fatalities, life-changing injuries, and major environmental incidents.

Workers are protected against reprisals. Errors are accepted and expected, regardless of seniority, geography, or experience. These errors are addressed through a dedicated consequence management approach — Fair Process — that favors error prevention through learning.

The Company's leaders and managers create an open and transparent reporting environment without fear of retaliation to promote the early detection and honest reporting of errors. Strong workers' participation at the local level manages early detection, helping define relevant solutions to prevent errors that may lead to injuries and/or environmental and asset damages Fair Process assessments address an individual's behaviors and, most importantly, their line management. People act according to, but not limited to, their leadership environment. When breaches to HSE requirements are identified, they are openly reported by workers and managed accordingly by the individual's line management. This open reporting of breaches is understood as the best way to improve current practices and related standards to prevent harm to people, the environment, and assets. This open reporting environment is free from disciplinary action and retaliation when performed in due time.

Our long-term Health Safety and environment commitments are:

- Positive health and wellbeing work environments
- Safe working conditions as well as continual improvement
- Environmental protection to minimize our impact.
- Learnings from successes and failures
- Trust by open reporting and through external validation

Our key safety programs include

- The Life-saving rules (LSRs) apply to all employees and contractors regardless of work location or their role. Life-saving rules – eLearning is now mandatory for the Company's employees.
- Electrical safety awareness (PICW) programs are organized for employees and contractors who perform an electrical work.
- Contractor management – Management of contractors is critical to achieving good safety.
- Risk management – We aim to reduce risks to the lowest practical level. Activity based risk assessment is conducted for all activities which present a risk to HSE. Risk Assessments periodically and on need basis. Controls are established to reduce risks and communicated.
- Manual material handling - The manual handling and transport of heavy loads can cause discomfort, muscular aches, back pain or even injuries. Techniques for safe manual handling is provided as a guide to minimize manual material handling risks and improve workplace ergonomics.
- Safety observation tour (SOT) – SOT helps us learn and improve safety.
- HSE training - Training plans are developed based on the assessment of the current level of competence and awareness. Trainings are in consideration of individual capabilities and cultural aspects. All trainings shall consider the differing levels of responsibility, risks, ability, language skills and literacy. All relevant staff and persons working on behalf of the Company shall participate in trainings as defined in the training plan.
- Internal & external audits are carried out to check the adequacy of systems, procedures, and control are implemented.
- Management reviews the status of the HSE Management System with regards to suitability, effectiveness and adequacy and opportunities for improvement.
- HSE Management system has been implemented as per ISO 14001 & 45001 and continual improvements are carried out.

13. *Number of Complaints on the following made by employees and workers:*

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	0	0	Nil	0	0	Nil
Health & Safety	0	0	Nil	0	0	Nil

14. *Assessments for the year:*

Particulars	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100 %
Working conditions	100 %

15. ***Provide details of any corrective action taken or underway to address safety-related incidents (if any)and on significant risks / concerns arising from assessments of health & safety practices and working conditions.***

Owing to our operations, our significant risks are in areas involving electrical work, excavation/trenching, machine work, mechanical lifting – suspended loads, work at height, confined spaces, working with chemical and work environments such as mines, offshore works. The Company uses a simple-5 phase approach to manage HSE and Sustainability risks at all levels of our organization which allows our risk owners to make good decisions based on sound risk assessments. Our approach is:

- Identify the risks.
- Assess/ Prioritize the risk of each hazard exposure.
- Implement the controls.
- Communicate the risks and controls.
- Monitor & review controls for effectiveness.
- Stop! Take 5 is the name given in the Company for a risk assessment that is conducted just before start of any activity.
- The Life-saving rules (LSRs) apply to all employees and contractors regardless of work location or their role. Our safety rules and procedures create 'barriers' that prevent potential incidents from happening. When fully applied they should prevent incidents. A key role of the life-saving rules is to help keep our safety 'barriers' solid and everyone safe from harm. Our 10 Life Saving Rules protect our employees and contractors from the activities most likely to cause serious harm or death if safety rules are not fully and properly applied.

Leadership Indicators

1. ***Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).***

(A) Employees – Yes

(B) Workers – Yes

2. ***Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.***

Periodic compliance audit of value chain partners is done to ensure the statutory dues paid properly. Awareness sessions are also being conducted on the latest practices.

3. ***Provide the number of employees / workers having suffered high consequence work-related injury / ill- health / fatalities (as reported in Q11 of Essential Indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:***

Zero

Particulars	Total Number of affected Employees / Workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	April 1, 2024 – March 31, 2025 Current Financial Year	April 1, 2023 – March 31, 2024 Previous Financial Year	April 1, 2024 – March 31, 2025 Current Financial Year	April 1, 2023 – March 31, 2024 Previous Financial Year
Employee	0	0	0	0
Workers	0	1	0	0

4. ***Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)***

No

5. ***Details on assessment of value chain partners:***

Particulars	% of value chain partners (by value of business done with such partners) that were assessed
Health and Safety Practice	13%
Working Condition	13%

6. ***Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.***

   Category managers classify suppliers as potential partners based on their long-term operational and sustainability performance, integrity, and anti-bribery compliance. This classification process also considers de-sourcing and blocking suppliers in cases of non-compliance For suppliers with higher sustainability risks, we offer a Supplier Sustainability Development Program (SSDP) that prioritizes partners according to a risk matrix, aggregating country and commodity risks, operational characteristics, the supplier's criticality, and spending level. This program includes: Training, awareness, and capacity-building; Assessments and audits conducted remotely and on-site; Monitoring of supplier sustainability performance. Through assessments and corrective action plan (CAP) closures lasting from eight months to two years, we help suppliers assess their strengths and weaknesses. The Company works with suppliers to detect and implement corrective actions when potential risks are identified. If those are not implemented within a reasonable timeframe, the supplier is recommended for desourcing.

PRINCIPLE 4: BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS

Essential Indicators

Sustainability performance forms an important basis for the Company's dialogue with its stakeholders. A comprehensive dialogue with key stakeholders and its inputs and feedback enabled the Company to revisit its materiality matrix and developed the next level 2030 objectives. The Sustainability 2030 Objectives are established by the Group and the legal entity has incorporated the same along with the local objectives.

The Company had dialogues with various Government entities central and state with regards to policy and presentation on the Company's innovative sustainable solutions such as electric vehicle charging and "Make-in-India", smart cities, sustainable mobility solutions, energy efficiency, efficiency upgradation in the railways sector, renewable energy, growth developments & technology keeping the climate change, job skilling, etc. The Company also carried out its Supplier Sustainable Development Program (SSDP) across chosen vendors.

As a part of continuous improvement in supplier sustainability, The Company have introduced a program to monitor and improve Greenhouse gases emissions originating in the Company's suppliers. In this direction, the Company collaborated with its third-party service providers M/s Bureau Veritas India Ltd, to provide training to its key suppliers to identify, measure and monitor the emission levels within their area of manufacturing.

The Company during the period also organized several customer engagements events to bring the Company's technologies closer to the customers. The Company organized multiple customers connect programs on sustainability aspects to hear the voice of the customer to further improve the performance and to include the inputs of the customer into the strategy of the Company.

1. ***Describe the processes for identifying key stakeholder groups of the entity.***

   Leadership teams across businesses and functions review various audiences - primary to tertiary - to identify.

   - those that we have most interactions and exchanges
   - those whom we impact economically and socially, and vice versa
   - with whom we create value and enable the energy transition
   - communities and those whom we can support

   These groups have been classified broadly as our key stakeholders, as listed below.

2. ***List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.***

Stakeholder group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of Communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ Others-please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Business				
Customers	No	Emails Meetings, Trainings Webinars	Ad hoc	Knowledge sharing Presentation of innovative sustainable solutions
Suppliers	No	Development programs Meetings & Emails	Annual Ongoing	Supplier Sustainable Development program
Investors	No	Email, newspaper advertisement, Boards' report, quarterly financials, annual financials, website, analyst call, annual general meeting	Annual, quarterly and on a need basis	Welfare of investors by management of business operations in best possible way, timely identification of risks and its mitigation and imbibed with principles of integrity and sustainability in all aspects of the Company Business performance Annual general body meeting
Employees	No	HSE & Sustainability Programs & trainings Townhalls, Employee welfare programs Emails	Ongoing	Communication & feedback
Competitors	No	Seminars Industry events & Associations	Event based	Networking & knowledge sharing
Government				
Government and regulators	No	Meetings	Need based	Presentation of innovative sustainable solutions
Legislators and the law	No	Meetings	Need based	Compliances
Trade bodies	No	Seminars & conferences	Event based	Networking & knowledge sharing
Civil society				
International organizations	No	Meetings	Ad hoc	Partner for Sustainability programs
Local communities	Yes	Community Meetings	Ongoing	Engagement for CSR activities
Academia and scientific community	No	Seminars Meetings, Campus connect programs	Ad hoc	R&D and educational partnerships
Media	No	Meetings, Press Release, and events	Quarterly	Thought leadership, Communication & branding
NGOs and civil society organizations, trade unions	No	Interactions & Meetings	Ad hoc	Implementation of CSR projects Employee welfare

Leadership Indicators

1. ***Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.***

   Priority stakeholders, including policymakers, regulators, institutions, and industry analysts, are identified through collaborative approaches and stakeholder dialogue. The Company's engagement is aligned with it's Purpose. Meaningful engagement with key stakeholders is managed through the respective function supported by the Company's senior management. The Company continually engages with key stakeholders throughout the year. This engagement is through major platforms and events, such as COP or Climate Week, alongside our stakeholders to accelerate the energy transition. The Company also works with trade associations and public-private institutions to deliver collaborative inputs and feedback to policy and regulatory proposals impacting the energy sector. The Government and Institutional Relations team at the Company oversees government and institutional stakeholder engagement.

2. ***Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.***

   To ensure meaningful stakeholder engagement, the Company prioritizes thought leadership. Company representatives share expertise and lessons learned from different global markets. The Company also values transparent collaboration across stakeholder groups on topics that can contribute to the acceleration of global energy transition and climate change mitigation. For example, senior leadership strategically consider the World Economic Forum's Annual Risk Report in 2024, highlighting that within 10 years, environment-related risks will identify four out of the top five global risks. The Company engages with business and social institutions across the world. Sustainability is a key topic for collaborations with many of these institutions and the pursuit of efforts to accelerate the shift towards a carbon-neutral economy.

3. ***Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.***

   Yes. The Company has identified vulnerable/ marginalized stakeholder groups and is creating an impact through its CSR projects by providing quality education in technology institutes for girl students and through Women in Engineering program providing scholarships across 6 states for nearly 250 young women. The Company launched the Women in Engineering (WIE) initiative in 2020. Currently spreading to six states, WIE's objective is to sponsor and mentor students from underprivileged families. A merit-based system is used in the selection process, and participants receive financial support, career guidance, mentorship, scholarships, industrial visits, internships, and job placement opportunities.

PRINCIPLE 5 BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS

The Company values are rooted in respect, including respect for the human rights of every single person who works for or with us. Respecting and promoting human rights in its business activities is one of its priorities in its community's impact area. The Group recognizes that respect for human rights is a basic requirement and that failure to do so can cause harm to people and adversely affect business, with potential legal, financial and reputational consequences.

The Company follows its Human Rights Policy and a Social Policy to respect human rights and to avoid causing or contributing to adverse human rights impacts through own activities. The policy draws on the Universal Declaration of human rights, the International Labour Organization (ILO) core conventions on labor standards, United Nations Global Compact (UNGC), The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, UN sustainable development goals (SDG) and the Social Accountability (SA) 8000 standard. All employees have access to the human rights e-learning, which describes the human rights principles and risks for the Company. The Company has made a provision, employees shall report any human rights risk or violation that might occur during projects, services and operations of the Company. Human Rights performance are being monitored based on relevant indicators to evaluate and to prevent human rights impacts in all the Company's operations and workplaces. The Company's Human Rights and Social Policies specifically refer to the ILO core conventions as the minimum to be achieved, with respect to non-discrimination, prohibition of child and enforced labor, freedom of association and the right to engage in collective bargaining. The United Nations (UN) guiding principles are central to the Company's human rights training. A global awareness-raising program for all focuses on understanding how the Company can potentially impact human rights, the importance of due diligence and how the Company is embedding human rights in business processes, a global capacity building program is under way.

During the year under review, the Company has not received any grievances related to human rights. The Company, in line with the Group policy, seeks to raise its standards, and increase its understanding, and mitigation of human rights risks.

Essential Indicators

1. ***Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:***

Particulars	April 1, 2024- March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	Total (A)	No of employees / workers covered (B)	% (B/A)	Total (C)	No of employees / workers covered (D)	% (C/D)
Employees						
Permanent	1,933	1,933	100	1,810	1,810	100
Other than permanent	80	80	100	64	64	100
Total employees	**2,013**	**2,013**	**100**	**1,874**	**1,874**	**100**
Workers						
Permanent	548	548	100	565	565	100
Other than permanent	596	596	100	532	532	100
Total workers	**1,144**	**1,144**	**100**	**1,097**	**1,097**	**100**

2. ***Details of minimum wages paid to employees and workers, in the following format:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year					April 1, 2023 - March 31, 2024 Previous Financial Year				
	Total (A)	Equal to Minimum wage		More than minimum wage		Total (D)	Equal to Minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No C	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent										
Male	1,722	0	0	1,722	100	1,625	0	0	1,625	100
Female	211	0	0	211	100	185	0	0	185	100
Other than Permanent										
Male	53	0	0	53	100	53	0	0	53	100
Female	27	0	0	27	100	11	0	0	11	100
Workers										
Permanent										
Male	546	0	0	546	100	562	0	0	0	100
Female	2	0	0	2	100	3	0	0	0	100
Other than Permanent										
Male	521	0	0	521	100	491	0	0	491	100
Female	75	0	0	75	100	41	0	0	41	100

3. ***Details of remuneration/salary/wages, in the following format:***

a. **Median remuneration / wages:**

Particulars	Male		Female	
	Number	Median remuneration / salary / wages of respective category ₹	Number	Median remuneration / salary / wages of respective category
Board of Directors (BOD)	2*	3,81,16,423	2	40,02,500
Key managerial personnel (KMP)	3	2,36,92,232	0	NA
Employees other than BOD and KMP	1719	12,92,231	211	12,67,488
Workers	546	11,02,986	2	12,62,916

* For the calculation of Median Remuneration, the remuneration paid to Managing Director & CEO relates to fixed component of salary and excludes the performance bonus and long-term Incentive Plan payout as per the amount disclosed elsewhere in the Board's Report.

b. ***Gross wages paid to females as % of total wages paid by the entity, in the following format:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Gross wages paid to females as % of total wages	8.35%	6.78%

4. ***Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No) -*** Yes

5. ***Describe the internal mechanisms in place to redress grievances related to human rights issues.***

The Company has Internal committees to redress various grievances.

6. ***Number of Complaints on the following made by employees and workers:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year			April 1, 2023 - March 31, 2024 Previous Financial Year		
	Filed during year	Pending resolution at the end of the year	Remarks	Filed during year	Pending resolution at the end of the year	Remarks
Sexual harassment	0	0	Nil	0	0	Nil
Discrimination at workplace	07	0	Nil	11	0	Nil
Child labour	0	0	Nil	0	0	Nil
Forced labour / Involuntary labour	0	0	Nil	0	0	Nil
Wages	0	0	Nil	0	0	Nil
Other human rights related issues	0	0	Nil	0	0	Nil

7. ***Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
Complaints on POSH as a % of female employees / workers	0	0
Complaints on POSH upheld	0	0

8. ***Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.***

Policies are made and awareness been given to employees on the same.

9. ***Do human rights requirements form part of your business agreements and contracts? (Yes/No)***

Yes

10. Assessments for the year:

Particulars	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100
Forced/Involuntary labour	100
Sexual harassment	100
Discrimination at workplace	100
Wages	100
Others-please specify	NA

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

Not applicable

Leadership Indictors

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

None received.

2. Details of the scope and coverage of any Human rights due diligence conducted.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Provisions are available.

4. Details on assessment of value chain partners:

Particulars	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	100
Discrimination at workplace	100
Child labour	100
Forced Labour / Involuntary labour	100
Wages	100
Others-please specify	NA

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

None

PRINCIPLE 6: BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT.

Driven by the responsibility to our planet and future generations, the Company has aligned it's internal climate goals and product strategies with a critical threshold: preventing global warming from exceeding 1.5°C above pre-industrial levels. By 2030, the Company aims to achieve carbon neutrality within it's own operations, with a minimum 80 percent reduction in absolute Scope 1 and 2 emissions and a 55 percent reduction in GHG emission intensity of it's Scope 3 emissions. The Company is dedicated to reducing emissions across it's entire value chain and is working collaboratively with customers, partners, and suppliers. The Company recognizes the risks of climate change and is determined to mitigate them, aligning it's efforts with UN Sustainable Development Goal 7 (Affordable and Clean Energy) and the Paris Agreement. World-class management of SF6 to reduce emissions to as low as technologically possible is critical for it's journey to carbon neutrality.

Climate-related changes pose significant risks to communities, economies, and biodiversity, necessitating comprehensive adaptation strategies to build resilience. As a business directly involved in accelerating the energy transition, the Company has a responsibility to act accordingly. Adaptation involves adjusting practices, processes, and infrastructure to reduce vulnerability and enhance the capacity to cope with climate-related stresses. The transition to a low-carbon economy involves a shift from fossil-fuel dependency to renewable energy sources and the adoption of best practices in sustainability across all sectors. This transition not only contributes to mitigating future climate risks but also presents opportunities for innovation, economic growth, and the creation of a more sustainable and equitable society.

The Country Management Committee along with the ESG Committee comprising of Board members regularly reviews sustainability-related issues at the Company level, providing strategic oversight and governance responsibilities to support management in delivering strategy and achieving business objectives and is supported by the ESG steering committee comprising of key stakeholders at location and business unit level.

The Company's Climate Transition Plan-focused actions include addressing the sources of CO2 emissions along the value chain, sourcing fossil-free electricity in its operations, reducing energy use in its factories, continuing to invest in alternatives for SF6 and minimizing its use in our products and operations and maximizing energy efficiency in its products.

Essential Indicators

1. ***Details of total energy consumption (in Giga Joules) and energy intensity, in the following format:***

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
From renewable sources		
Total electricity consumption (A)	183316*	177402*
Total fuel consumption (B)	200600	168300
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	383916	345702
From non-renewable sources		
Total electricity consumption (D)	0	0
Total fuel consumption (E)	59929	49821
Energy consumption through other sources (F)	0	0
Total energy consumed from non- renewable sources (D+E+F)	59929	49,821
Total energy consumed (A+B+C+D+E+F)	**443845**	**395523**
Energy intensity - Total energy consumed in GJ / Cr ₹ revenue from operations	69.51	75.52
Energy intensity - Total energy consumed in GJ / mUSD of revenue adjusted for purchasing power parity (PPP)	156	169
Energy intensity in terms of physical output	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-

*International Renewable Energy Certificates purchased for Grid Electricity consumed.

2. ***Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.***

Not applicable

3. ***Provide details of the following disclosures related to water, in the following format:***

Parameter	**April 1, 2024 - March 31, 2025 Current Financial Year**	**April 1, 2023 - March 31, 2024 Previous Financial Year**
Water withdrawal by source (in m^3)		
(i) Surface water	1,99,127	2,04,179
(ii) Groundwater	1,49,156	1,32,012
(iii) Third party water	19,493	32,365
(iv) Sea water / desalinated water	0	0
(v) Others	0	0
Total volume of water withdrawal (in m^3) (i + ii + iii + iv + v)	**3,67,776**	**3,68,556**
Total volume of water consumption (in m^3)	**3,67,776**	**3,68,556**
Water intensity - Total water consumed in m^3 / mUSD of revenue adjusted for purchasing power parity (PPP)	129.03	157.63
Water intensity - Total water consumed in m^3 / Cr ₹ revenue	57.60	70.37
Water intensity in terms of physical output	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. SGS India Pvt. Ltd.

4. ***Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.***

Parameter	**April 1, 2024 - March 31, 2025 Current Financial Year**	**April 1, 2023 - March 31, 2024 Previous Financial Year**
Water discharge by destination and level of treatment (in m^3)		
(i) To Surface water With treatment Water treated in own sewage treatment plant and discharged to municipal sewage	50,736	26,996
(ii) To Groundwater	0	0
(iii) To Seawater	0	0
(iv) Sent to third-parties	0	0
(v) Others With treatment Water treated in own sewage treatment plant and utilized to irrigate garden and flush toilets.	1,18,730	1,19,260
Total water discharged (in m^3)	**1,69,466**	**1,46,255**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. SGS India Pvt. Ltd.

5. ***Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.***

Yes. The Company has taken various initiatives on water conservation to reduce freshwater consumption. All facilities have installed sewage treatment plants to treat domestic sewage. In line with zero liquid discharge approach, the facilities reuse treated wastewater for irrigating garden as well as for flushing purposes thereby reducing use of freshwater for the activity. Only Maneja facility discharges treated sewage to municipal sewer. The facility is currently working towards utilizing the treated wastewater within the site for irrigation, flushing and construction activities.

6. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Please specify unit	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
NOx	PPM	Complied	Complied
SOx	PPM	Complied	Complied
Particulate matter (PM)	μg/m³	Complied	Complied
Persistent organic pollutants (POP)		NA	NA
Volatile organic compounds (VOC)	μg/m³	Complied	Complied
Hazardous air pollutant (HAP)		NA	NA
Others – please specify		-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, Environment assessment done by Pollution control board approved Laboratory in respective states.

7. ***Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:***

Parameter	Unit	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	MT CO_2 eq	4,447	3,286
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	MT CO_2 eq	0	0
Total Scope 1 and Scope 2 GHG emissions tCO2e / Cr ₹ of turnover(Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	tCO_2 e/Cr ₹	0.70	0.63
Total Scope 1 and Scope 2 GHG emissions / mUSD revenue from operations adjusted to purchasing power parity (PPP)	tCO2e/ mUSD from operations adjusted for PPP	1.56	1.41
Total Scope 1 and Scope 2 emission intensity in terms of physical output		-	-

The CO_2 emission is calculated considering International Renewable Energy Certification (IREC) procured for grid electricity consumed. In FY2024-25 fugitive emissions from refrigerants included.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. SGS Pvt. Ltd.

8. *Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.*

The main sources of the Company's direct (Scope 1) Greenhouse Gas (GHG) emissions are the fuels used in our operations, such as natural gas usage and SF6 losses during production processes and gas handling on site. Indirect (Scope 2) GHG emissions from purchased electricity. The Company recognizes the need to limit global warming to no more than 1.5°C above pre-industrial levels, in order to avoid the worst affects of climate change. As such, our ambition is to become carbon neutral in our own operations by 2030 and achieve Net Zero across the entire value chain by 2050. To achieve this, we have implemented several projects and initiatives which include: Solar roof top installations at Maneja where 932 kW and Doddaballapur where 600 kW were commissioned. Mysore facility has Power Purchase Agreements which caters to nearly 90% of its electricity requirement. The remaining carbon from grid electricity is offset by purchasing International Renewable Energy Certificates (IREC). Going forward the Company will focus on more direct, and potentially value adding methods such as green tariffs, Power Purchase Agreements (PPAs) and own generation to meet its renewable electricity targets.

At project site, solar roof top installations are used to power offices at Adani HVDC project and 6 GPQS sites totaling 47.7 kW capacity. 6 sets solar based mobile charging facility with 3 lights and 2 USB installed in rest sheds and worker colony and 7 CNG vehicles are used at HVDC site.

Energy conservation activities include replacing conventional lamps with LED, installation of solar lights, electrical retrofits such as replacement of old drives and compressors with energy efficient equipment; process improvements such as optimizing operations of HVAC and AHUs and thermal insulation of hotlines to prevent heat loss. At Maneja, energy monitoring systems were installed to monitor energy consumption patterns and take appropriate actions. 7 nos. of HT/LT substations and 53 Energy meter are connected to the monitoring system. At Halo and Maneja, LPG was replaced by low carbon PNG while Mysore uses biofuel such as paddy husk and waste dust from own operations to fuel its boilers. Replacing old R22 based HVAC systems to high COP R410A at Maneja has also resulted in reduction in carbon emissions.

9. *Provide details related to waste management by the entity, in the following format:*

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Total Waste generated (in metric tonnes)		
Plastic waste (A)	77	89.3
E-waste (B)	1.59	13.2
Bio-medical waste (C)	0.03	0.1
Construction and demolition waste (D)	NA	NA
Battery waste (E)	4.08	7.2
Radioactive waste (F)	NA	NA
Other Hazardous waste. Please specify, if any. (G) (Used Oil, Resin, oily quartz & papers, glass wool, discarded containers)	431.61	277.8
Other Non-hazardous waste generated (H). Please specify, if any. (Ferrous - MS & SS) & Nonferrous (Copper, Aluminum) Wood waste & dust) (Break-up by composition i.e. by materials relevant to the sector)	8,454	7,438.3
Total (A+B + C + D + E + F + G + H)	**8,968.4**	**7,825.8**
Waste intensity - Waste in MT / Cr ₹ revenue from operations	1.40	1.49
Waste intensity - Waste in MT / mUSD revenue from operations adjusted for purchasing power parity (PPP)	3.15	3.35
Waste intensity in terms of physical output	-	-
Waste intensity (optional) – the relevant metric may be selected by the entity	-	-

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	8,834	7,438
(ii) Re-used	-	0
(iii) Other recovery operations	-	0
Total	**8,834**	**7,438**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	96	206
(ii) Landfilling	39	24
(iii) Other disposal operations	-	-
Total	**135**	**230**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. SGS India Pvt. Ltd.

10. ***Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.***

The Company constantly monitors its supply chain to identify and replace hazardous substances in its products and operations. The Company has established processes to meet the requirements from the following legislations:

- The European Union Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals (REACH)
- The European Union Directive on the Restriction of the use of certain Hazardous Substances in Electrical and Electronic Equipment (RoHS)
- European Union Waste Framework Directive (WFD) Database created and maintained by the European Chemicals Agency for information on Substances of Concern in articles as such or in complex objects (SCIP–Products)
- The US Polyfluoroalkyl substances (PFAS) restriction proposal
- The US Toxic Substances Control Act (TSCA)

To facilitate compliance and protect ecosystems, as well as workers, customers, and other stakeholders, the Company maintains a list of Prohibited and Restricted Substances. This is aligned with the global standards IEC62474 (Material Declarations for the Electrical and Electronics Industry) and the Railway Industry Substance List (RISL). The list's scope includes goods supplied for product development, production processes, products and components, packaging materials, service activities, construction sites, and end-of-life phases. Embedded within the Company's general terms and conditions of purchase, the list comprises a table of regulated substances most relevant to the Company's products. While it does not replace specific national or international regulatory obligations, it is biannually reviewed along with REACH Candidate List updates. As a manufacturer, importer, and supplier of products in the EU, the Company understand's the importance of environmental and regulatory management. The Company is registered with the European Chemicals Agency's (ECHA) SCIP database for substances of concern for particular items ('articles') and products ('complex objects'). This enables the identification of any items containing substances of very high concern (SVHCs) on the Candidate List at a concentration above 0.1 percent weight by weight. Those substances in the Company's products are recorded in a blockchain web database tool that reports information about such products to the SCIP database. The Company works closely with all its vendors and suppliers to keep the ledger updated.

The Company future-proofs its business with resource efficiency as a key operational driver. This includes a commitment to send zero waste to landfill from its manufacturing sites and achieve 100 percent plastic waste recovery in our operations by 2030. Additionally, it extends its focus to enable circularity across its value chain—or 'value loop,' Through the Company's Service and Digital offerings, it is convinced that more trusted lifecycle partnerships will drive increased asset sustainability, given that service activities are designed to improve the sustainability footprint of installed assets, ensure efficient and safer operation, and extend asset life.

To enable circularity, the Company has introduced eco-design for all new products, following the IEC 62430 approach. The Company holds a lifecycle perspective in mind, working with ISO 14040/44 principles while recognizing that system benefits can only be recovered if the focus is too narrow on individual products. The Company strives to create value sustainably, finding new ways to optimize resource use while minimizing or eliminating waste The Company is committed to creating resource efficient solutions to help achieve a truly circular economy by implementing our 5R principle – Rethink, Reduce, Reuse, Repair, Recycle.

11. *If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:*

Not applicable

S. No.	Location of operations / offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
	Nil		NA

12. *Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:*

Not applicable

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

13. *Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:*

Yes, the Company has complied with the applicable environmental law/ regulations/ guidelines in India.

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken if any
	NA			

Leadership Indicators

1. *Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources, in the following format:*

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
From renewable sources		
Total electricity consumption (A) [#] GJ	1,83,316	1,77,402
Total fuel consumption (B)	2,00,600	1,68,300
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**3,83,916**	**3,45,702**
From non-renewable sources		
Total electricity consumption (D)	0	0
Total fuel consumption (E)*	59,929	42,886
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**4,43,845**	**3,66,936**

[#] Total electricity consumption from renewable source consists of renewable energy from Power Purchase Agreements, in-house solar roof top electricity generation and purchasing of International Renewable Energy Certificates (IRECs)

*Fuel consumption does not include the fuels consumed from fleet operations.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, SGS India Pvt Ltd

2. ***Provide the following details related to water discharged:***

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	0	0
- With treatment – treated in own STP as per local pollution control board norms and discharged to municipal sewage in Maneja	50,736	26,996
(ii) To Groundwater		
- No treatment	0	0
- With treatment - please specify level of treatment	0	0
(iii) To Seawater		
- No treatment	0	0
- With treatment - please specify level of treatment	0	0
(iv) Sent to third - parties		
- No treatment	0	0
- With treatment - please specify level of treatment	0	0
(v) Others		
- No treatment	0	0
- With treatment – treated in own STP as per local pollution control board norms used for irrigation and flushing	1,18,730	1,19,260
Total water discharged (in kLs)	**1,69,466**	**1,46,255**

Water is treated in own sewage treatment plant as per local pollution control board norms to meet sewage treated water quality requirements.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. SGS India Pvt Ltd.

3. ***Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):***

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area:

As per World Resources Institute, Karnataka and Gujarat high to extremely water stressed zones. All our manufacturing facilities are located in Karnataka and Gujarat making water material for us.

(ii) Nature of operations:

Manufacturing of Transformers, Bushings & Breakers

Manufacturing of control panels, substation automation system & grid automation products

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Water withdrawal by source (in kilolitres)		
(i) Surface water	1,99,127	2,04,179
(ii) Groundwater	1,49,156	1,32,012
(iii) Third party water	19,493	32,365
(iv) Seawater / desalinated water	0	0
(v) Others	0	0
Total volume of water withdrawal (kL)	3,67,776	3,68,556
Total volume of water consumption (in kL)	3,67,776	3,68,556

Parameter	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Water intensity per rupee of turnover (Water consumed kL / Cr ₹)	58.52	70.37
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kL)		
(i) Into Surface water	-	-
- No treatment	0	0
- With treatment – treated in own STP as per local pollution control board norms	50,736	26,996
(ii) Into Groundwater		
- No treatment	0	0
- With treatment - please specify level of treatment	0	0
(iii) Into Seawater		
- No treatment	0	0
- With treatment - please specify level of treatment	0	0
(iv) Sent to third parties		
- No treatment	0	0
- With treatment - please specify level of treatment	0	0
(v) Others		
- No treatment	0	0
- With treatment – STP treated and used for irrigation and flushing	1,18,730	1,19,260
Total water discharged (in kilolitres)	**1,69,466**	**1,46,255**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, assessment done by SGS India Pvt Ltd.

4. ***Please provide details of total Scope 3 emissions & its intensity, in the following format:***

The company has developed the criteria for measurement and calculation of emissions of relevant categories as per GHG protocol guidance. The scope 3 emission of significant categories shall be reported from FY 2023-24 onwards.

Parameter	Unit	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available) Only Category I Purchased Goods and Services	Metric tonnes of CO_2 equivalent	7,29,348.61	5,97,439.70
Total Scope 3 intensity: tCO2e / Cr ₹ revenue	tCO2e/Cr ₹	114.23	114.07
Total Scope 3 intensity: tCO2e / mUSD revenue from operations adjusted for purchasing power parity (PPP)	tCO2e/ mUSD from operations adjusted for PPP	255.87	255.52

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. No

5. ***With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along- withprevention and remediation activities.***

Not applicable

6. ***If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:***

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Rooftop Solar and integration to microgrid and substation in Maneja	No	12,00,000 kWh/Year fossil free electricity
2	Purchased - Battery Operated Fork Lift -01 and Reach Truck - 01	No	5 kL Diesel consumption reduced
3	Substituted the water-cooled vacuum with air-cooled vacuum pump in Helium plant	No	9 kL Water consumption reduced
4	8nos of 0.06kW Solar street Lights installed	No	2,765 kWh / annum usage of grid electricity avoided
5	Installation of energy meters	No	Real time energy monitoring
6	Installation of water meters	No	Monitoring water consumption and leakage
7	Installation of 10 rainwater harvest structures	No	3 wells recharge groundwater equivalent to >32% of total annual water consumption in Halol. At Maneja 7 recharge wells recharge ground water equivalent to 23% of its annual water consumption.
8	Water meter installation, aerator taps	No	20 kL annual water consumption reduced

7. ***Does the entity have a business continuity and disaster management plan? Give details in 100 words / web link.***

Yes, Business Continuity Planning (BCP) is part of the Company's organizational resilience program. It is designed to reduce the impact of a business interruption which could occur due to a range of events ranging from financial, natural causes or man-made events. It helps Business Unit/Function to respond effectively to the disruption and restore its essential services and mission critical processes as quickly as possible to ensure timely recovery. It provides a reference tool for the actions required during or immediately following an emergency or incident that threatens to disrupt Business Unit/Function normal business activities.

The key objectives of this business continuity plan are to:

- Identify advanced preparations and procedures that will enable Business Unit/Function to respond quickly to disruptive incidents and ensure continuity of critical business functions.
- Reduce employee injury or loss of life, and minimize damage and losses
- Have documented plans and procedures to ensure effective execution of recovery strategies for critical business functions.
- Reduce and mitigate disruptions to business operations.
- Identify teams which would need to respond to incidents and define specific responsibilities.
- Quantify the impact of incidents in terms of monetary, time, operations, and work force.
- Recover quickly from an emergency and resume full operations.

The various steps are:

Key Business Processes & Recovery Priorities

List all the key processes and sub processes of that must be maintained or quickly restored in the event of a disruptive incident. It provides a high-level description for each of the process and assigns a priority (criticality) ranking to each of them.

Risk assessment

Risk assessment is one of the main parts of the BCM system. The RA process involves identification, analysis, and evaluation of all possible risks, hazards, and threats to the operating environment, and defines likelihood / impact of disruptive events caused by such threats.

Once the risks have been identified, their impact on different aspects of operations are gauged. Those risks which affect mission-critical operations should be handled first. The following strategy is used to handle risks:

- **Prevent –** Risks which are of high probability with high impact. These risks must be attended first by using mitigation, prevention or any other strategy to lessen or avoid its impact.
- **Accept –** Risks which have low probability and low impact. Nothing specific needs to be done for such risks, but the organization should be vigilant. If a back-up strategy is put in place for such a risk, all the better
- **Contain –** Risks which have a high probability of occurring but having low impact on operations. Use mitigation strategies to minimize impact of the risk on business operations.
- **Plan –** Low probability but high impact events. Though this may be once in a lifetime event, its impact could be disastrous. The business should plan the steps to be taken if such a risk occurs. Once the steps to be taken are in place, production can be resumed in the shortest possible time with the least loss.

Business Impact Analysis

The Business Impact Analysis (BIA) identifies and prioritizes the mission-critical business processes and key functions, disruption related operational impacts, and the resources (internal and external) required to recover critical operations.f

A properly executed BIA will guide in reducing the overall operational and financial impacts, reduce potential losses, and enhance the business operations.

Business Continuity Strategy

Business Continuity Plan describes the strategy devised to maintain business continuity in the event of a disruption to operations. This strategy will be invoked when the primary facility(ies) somehow be damaged or inaccessible, and business critical operations are interrupted.

Recovery priorities

The strategy is to recover critical business functions at an alternate site location (if an off-site strategy has been put into effect to provide recovery service). Critical business functions are the most critical for immediate recovery at the secondary location.

8. ***Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.***

   Not available

9. ***Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.***

   Not available

PRINCIPLE 7 BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT

The Company is operating in a dynamic, competitive, and regulated environment, making the operations and compliance more complex.

The Company is committed to follow the law of the land and has a policy of zero tolerance to non-compliance which is an integral part of its culture and operating philosophy. To support, streamline and adapt quickly with the ever-changing policy framework, The Company have key industry memberships as given below

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/ associations - 5

   b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

Sl. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry Chambers / associations (State/ National)
1	Confederation of Indian Industries	State & National
2	Indian Electrical and Electronics Manufacturers' Association	National
3	Sweden Chamber of Commerce India	National
4	Central Board of Irrigation and Power	National
5	Bangalore Chamber of Industry and Commerce	State

2. ***Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.***

   Not applicable since the Company has not received any adverse order from regulatory authorities towards issues related to anti-competitive conduct.

Name of authority	Brief of the case	Corrective action taken

Leadership Indicators

1. ***Details of public policy positions advocated by the entity:***

Sl. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain (Yes/No)	Frequency of Review by Board Annually/ Half yearly/ Quarterly / Others - please specify)	Web Link if available
			-	-	-

PRINCIPLE 8 BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT

The Company's Social Policy covers engagement in Society, Human Rights, Child and Forced Labor, Freedom of Engagement, and Health and Safety

The policy is drawn principally on six sources:

a. The Universal Declaration of Human Rights

b. The UN Guiding Principles on Business and Human Rights

c. The International Labour Organization's Declaration on Fundamental Principles and Rights at work

d. The OECD Guidelines for Multinational Enterprises

e. The Global Sullivan Principles and

f. The Social Accountability 8000 (SA 8000) standard

The Company has its Corporate Social Responsibility (CSR) policy and framework for action along with clear focal areas against which community engagement projects are taken up predominantly in and around its factory locations.

The details of beneficiaries of CSR Projects are given in response to clause 6 of Leadership indicators.

Essential Indicators

1. ***Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.***

   Not applicable

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/no)	Relevant web link
NA	NA	NA	NA	NA	NA

2. ***Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:***

   Not applicable

Sl. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R
NA	NA	NA	NA	NA	NA

3. ***Describe the mechanisms to receive and redress grievances of the community.***

   The company is committed to sustainable and inclusive development of the community's social capital through active engagement. Social surveys are organized through NGO partners to receive the grievances of community, if any. CSR projects are identified and implemented in the following focus areas

   - Promote gender equality and empowering of women in engineering workforce.
   - Endorse Education, employability & healthcare.
   - Social impact projects to collaborate with communities to provide innovative off-grid solutions to improve access to electricity in the country, especially in rural areas for its development.
   - Support national disaster management and other government initiatives.
   - Aid in sustainable development goals.

4. ***Percentage of input material (inputs to total inputs by value) sourced from suppliers:***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2022 - March 31, 2023 Previous Financial Year*
Directly sourced from MSMEs/small producers	13.77%	18%
Directly from within India	65.56%	86%

5. ***Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost***

Pariculars	April 1, 2024 - March 31, 2025 Current Financial Year	April 1, 2023 - March 31, 2024 Previous Financial Year*
Rural	53%	14%
Semi-urban	0%	5%
Urban	9%	74%
Metropolitan	38%	7%

(Place to be categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

Data from previous year not included as information has been sourced and calculated from the current financial year only

Leadership Indicators

1. ***Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):***

   Not applicable

Details of negative social impact identified	Corrective action taken
Nil	NA

2. ***Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:***

Sl. No.	State	Aspirational district	Amount spent (In MINR)
1	Karnataka	Bangalore, Mysore Mandya, Chickballapur, Chamrajnagar	9.09
2	Gujarat	Vadodara, Anand	6.69
3	Tamil Nadu	Chennai	6.91
4	Telangana	Warangal	1.27
5	Uttarakhand	Roorkee	0.20
6	West Bengal	Kharagpur	0.20
7	Delhi	Delhi	1.07
8	Assam	Bongaigaon	0.36
9	Haryana	Gurugram	0.39
10	Maharashtra	Mumbai	0.72

3. **(a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No) -** No

   (b) From which marginalized /vulnerable groups do you procure? - Not Applicable

   (c) What percentage of total procurement (by value) does it constitute? - Not Applicable

4. ***Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:***

   Not applicable

Sl. No.	Intellectual property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share

5. ***Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved***

   Not applicable

Name of authority	Brief of the case	Corrective action taken
NA	NA	NA

6. ***Details of beneficiaries of CSR Projects:***

Sl. No.	CSR project	No of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalized groups
1	Women in Manufacturing, Engineering – empowering Girl students	250	100%
2	Digital class rooms & Sustainable energy at Government School in Mysore	900	100%
3	Healthcare project -Sustainable Energy at Govt Hospital Operation theatre & Maternity ward	General Public	100%
4	Development of village road with Solar street lighting	General Public	100%

Sl. No.	CSR project	No of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalized groups
5	Green initiative – Maintenance of traffic islands at Vadodara	General public in the city	100%
6	Green initiative- Development of greenery at Fire Department, Bangalore	General public in the city	~50%
7	Urban afforestation at Manjalpur, Kendra nagar & Sayyajibaug Road. Green cover development under Vadodara Municipal Corporation	General public in the city	100%
8	Technology Colloquium at NIT Warangal, IIT Delhi & BVM Engg College, Anand	700	~ 20%
9	Women in Manufacturing, Engineering – empowering Girl students	250	100%
10	Digital class rooms & Sustainable energy at Government School in Mysore	900	100%
11	Healthcare project -Sustainable Energy at Govt Hospital Operation theatre & Maternity ward	General Public	100%

PRINCIPLE 9 BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER

Essential Indicators

1. ***Describe the mechanisms in place to receive and respond to consumer complaints and feedback.***

   The company customers have following channels through which complaints can be sent and following mechanism is in place to respond to the same:

   i) Customers can place the complaints through:

      a. Contact Center

      b. Through e-mail / Letter to the concerned area sales office or project management/order handling or through the EPC/OEM/Distributor from which they have purchased the finished product.

   ii) Upon receipt of the complaint, the sales team or the factory team who have received the complaint, will raise in the system thru Customer compliant resolution process (CCRP) tool. The progress of these CCRP tickets is tracked monthly.

   iii) Customers if not satisfied with pace of resolution or the resolution itself, can also request for an escalation matrix.

   iv) Transactional NPS (Net Promoter Score) is used to track the customer feedback and analyzed to take corrective action if necessary.

   v) High severity customers complaints are monitored on monthly basis at management meetings.

   vi) Feedback from Customer visits are monitored at various steering committee levels.

2. ***Turnover of products and/ services as a percentage of turnover from all products / service that carry information about:***

   The product manual provides information on Environmental and social parameters wherever it is relevant to the product.

   For products installed in the field, the Company can offer lifecycle management solutions through its Service operations. This will support decision-making for customers to manage and maintain their assets, including when it is time for upgrades and decommissioning of assets. The Company is expanding its solutions for product end-of-life management, which have already contributed to large amounts of recycled material in certain markets. One of the key pillars of its service strategy is extending the life of its customers' electrical infrastructure.

Particulars	As a percentage of total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. ***Number of consumer complaints in respect of the following***

Particulars	April 1, 2024 - March 31, 2025 Current Financial Year		Remarks	April 1, 2023 - March 31, 2024 Previous Financial Year		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	None	None	Nil	None	None	Nil
Advertising	None	None	Nil	None	None	Nil
Cyber-security	None	None	Nil	None	None	Nil
Delivery of essential services	None	None	Nil	None	None	Nil
Restrictive trade practices	None	None	Nil	None	None	Nil
Unfair trade practices	None	None	Nil	None	None	Nil
Other						

4. **Details of instances of product recalls on account of safety issues:**

Particulars	Number	Reason for recall
Voluntary recalls	NIL	NA
Forced recalls	NIL	NA

5. ***Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.***

   Yes, the link is as follows - https://www.hitachienergy.com/offering/solutions/cybersecurity

   The Company is certified for ISO/IEC: 27001:2013 for information security management systems.

6. ***Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products/ services.***

   No action taken or underway on issues relating to data privacy of customer.

7. ***Provide the following information relating to data breaches:***

   a) Number of instances of data breaches None

   b) Percentage of data breaches involving personally identifiable information of customers NA

   c) Impact, if any, of the data breaches NA

Leadership Indicators

1. ***Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).***

   Yes, Web Link is as : https://www.hitachienergy.com/offering

2. ***Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.***

   The Company give the following to inform and educate consumers about safe and responsible usage of products and/or services.

   - Product operational Manual
   - Customer training on product, if required
   - Factory Acceptance Test (FAT) confirmation
   - On site commissioning support
   - On-site Service support to the customer

3. ***Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.***

   In case of disruption / discontinuation of essential services the Company will ensure communication of the same through the Company website and press releases.

4. ***Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief.***

   No

5. ***Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)***

   Yes. The Net Promoter Score (NPS) survey methodology is adopted to understand how the Company is perceived by its customers. The surveys are administered online through a web-based application at planned interval.

5. ***Provide the following information relating to data breaches:***

   a. Number of instances of data breaches along-with impact - None

   b. Percentage of data breaches involving personally identifiable information of customers - Not Applicable

Annexure I

Links to the Company Policies and Programs' section

Health, Safety, Environment Commitments

Health, Safety and Environment | Hitachi Energy

Commitment to Human Rights

https://www.hitachienergy.com/sustainability/sustainability-at-hitachi-energy/our-commitment-to-human-rights

Corporate Social Responsibility Policy (Company)

https://www.hitachienergy.com/in/en/investor-relations/corporate-governance

Sexual harassment of women at the workplace Policy (Company)

https://publisher.hitachienergy.com/preview?DocumentID=8DBR000676&LanguageCode=en&DocumentPartId=&Action=launch

Code of Conduct (Company)

https://www.hitachienergy.com/about-us/integrity/standards/code-of-conduct

Supplier Code of Conduct (Hitachi Energy Group)

https://www.hitachienergy.com/in/en/about-us/supplying/supplier-code-of-conduct

Sustainability commitment

https://www.hitachienergy.com/in/en/sustainability/sustainability-overview#our-commitment

Corporate Governance (Company):

https://publisher.hitachienergy.com/preview?DocumentID=8DBR000673&LanguageCode=en&DocumentPartId=&Action=launch

Integrity Program (Hitachi Energy Group):

https://www.hitachienergy.com/in/en/about-us/integrity

Hitachi Energy Whistleblower - Protection Policy (Company):

https://www.hitachienergy.com/in/en/about-us/integrity/reporting-channels/whistleblower-protection-policy

Vulnerability Disclosure Policy:

https://www.hitachienergy.com/products-and-solutions/cybersecurity/vulnerability-disclosure-policy

Privacy Policy:

https://www.hitachienergy.com/privacy-policy

Conflict minerals policy

https://publisher.hitachienergy.com/preview?DocumentID=9AKK107991A3811&LanguageCode=en&DocumentPartId=&Action=Launchz

Modern Slavery and human trafficking transparency statement

Modern Slavery and Human Trafficking Transparency Statement | Hitachi Energy

INDEPENDENT ASSURANCE STATEMENT

Independent Assurance Statement to Hitachi Energy India Limited on its BRSR for the FY 2024-25

The Board of Directors,
Hitachi Energy India Limited ,
No. 70/401, 8th Floor,
Brigade Opus, Kodigehalli Main Rd,
Sanjeevini Nagar, Bengaluru,
Karnataka 560092

NATURE OF THE ASSURANCE

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged by Hitachi Energy India Limited (the 'Company' or 'HEIL') to conduct an independent assurance of the Company's Business Responsibility and Sustainability Reporting (BRSR) (the 'Report') pertaining to the reporting period of April 1, 2024, to March 31, 2025. SGS India has conducted a Reasonable level of Assurance for BRSR core parameters. This assurance engagement was conducted in accordance with "International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410.

REPORTING FRAMEWORK

The Report has been prepared following the

1) BRSR Core–Framework for assurance and ESG disclosures for value chain (SEBI vide Circular No.SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122) dated July 12, 2023

2) MASTER CIRCULAR (SEBI vide Circular No.SEBI/HO/CFD/PoD2/CIR/P/2023/120) dated July 11, 2023

3) Greenhouse Gas Protocol standard

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all Hitachi Energy India Limited's Stakeholders.

RESPONSIBILITIES

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope.

ASSURANCE STANDARD

SGS has conducted an engagement in accordance with the International Standard on Assurance Engagement (ISAE) 3000(revised) and ISAE 3410 (Assurance Engagements other than Audits or Reviews of Historical Financial Information). Our evidence-gathering procedures were designed to obtain a 'Reasonable' level of assurance, which is a high level of assurance in accordance with ISAE 3000(revised) standard but is not absolute certainty. It involves obtaining sufficient appropriate evidence to support the conclusion that the information presented in the report is fairly stated and is free from material misstatements.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Hitachi Energy India Limited, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance.

SCOPE OF ASSURANCE

The assurance process involved assessing the quality, accuracy, and reliability of BRSR Indicators (KPIs) within the report for the period April 1, 2024, to March 31, 2025. The reporting scope and boundaries include 8 manufacturing Plants and 4 offices spread across different states in India

ASSURANCE METHODOLOGY

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy.
- Interaction with key personnel responsible for collecting, consolidating, and calculating the BRSR core KPIs and assessing the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the aggregation process of data at the Head Office level.
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIS.

LIMITATIONS

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in “Findings and Conclusion.”
- The assurance engagement considers an uncertainty of ±5% based on the materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company’s statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in the Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of the data entirely lies with the Company. The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party audited financial reports of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

FINDINGS AND CONCLUSIONS

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its report, on the Core Indicators (as per annexure A) is complete, accurate, reliable, has been fairly stated in all material respects, and is prepared in line with the BRSR requirements.

For and on behalf of SGS India Private Limited

Ashwini K. Mavinkurve,
Technical reviewer
Head – ESG & Sustainability Services, SGS India
Pune, India
27th May,2025

Abhijit M. Joshi
Lead Verifier – ESG & Sustainability Services,
SGS India Pune, India
Team Members: Harishanker Tiwari, Dheeraj Sindhe,
Anisha Udaykumar

ANNEXURE A

The list of BRSR Core Indicators that were verified within this assurance engagement is given below:

S.No.	BRSR Core Attributes	BRSR Core Indicators
1	Greenhouse gas (GHG) footprint	• Total Scope 1 emissions • Total Scope 2 emissions • GHG Emission Intensity (Scope 1 +2)
2	Water footprint	• Total water Extraction • Total water consumption • Water consumption intensity • Water Discharge by destination and levels of Treatment
3	Energy footprint	• Total energy consumed • % of energy consumed from renewable sources • Energy intensity
4	Embracing circularity	• Plastic waste • E-waste • Bio-Medical Waste • Construction and Demolition waste • Battery waste • Radioactive Waste • Other hazardous waste • Other non-hazardous waste • Total waste generated • Waste intensity • Total waste recovered through recycling, re-using or other recovery operations • Total waste disposed by nature of disposal method
5	Employee well-being and safety	• Spending on measures towards well-being of employees as a % of total revenue from operations of the Company • Details of safety related incidents for employees
6	Enabling gender diversity in business	• Gross wages paid to females as % of total wages paid • Complaints on POSH
7	Enabling inclusive development	• Input material sourced from MSMEs/ small producers as % of total purchases directly sourced from MSMEs/ small producers and directly from within India • Job creation in smaller towns - Wages paid to persons employed in smaller towns as % of total wage cost
8	Fairness in engaging with customers and suppliers	• Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events • Number of days of accounts payable
9	Open-ness of business	• Concentration of purchases & sales done with trading houses, dealers, and related parties • Loans and advances & investments with related parties

GHG Assurance Statement

HITACHI ENERGY INDIA LIMITED
No. 70/401, 8th Floor,
Brigade Opus, Kodigehalli Main Rd,
Sanjeevini Nagar, Bengaluru,
Karnataka 560092

SGS India Private Limited (hereinafter referred to as SGS India) was contracted by Hitachi Energy India Limited (the 'Company' or 'HEIL') to conduct an independent assurance of its annual Greenhouse Gas (GHG) inventory for Scope-1 and Scope-2 pertaining to the reporting period of 1st April 2024 to 31st March 2025. The Company has developed its GHG inventory in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1 standard. SGS India has conducted a Reasonable level of Assurance for Scope-1 & Scope-2 data. This assurance engagement was conducted in accordance with the "International Standard on Assurance Engagements (ISAE) 3410".

SGS India verified the following parameters given in the Table below:

Scope 1 and Scope 2 Data

Locations	Actual emission (tCo2)
Scope 1 emission (Group level)	4447.48
Scope 2 emission (Group level)	19847.66
REC certificate from projects that reduce or sequester carbon dioxide to offset emissions	-19847.66

Note: Hitachi Energy India Limited has purchased a REC certificate from projects that reduce or sequester carbon dioxide to offset emissions.

Verification Statement no: BA_ESG_6664820_GHG_V1

Statement Date: 27th May 2025

This Statement is issued, on behalf of Client, by SGS India ("SGS") under its General Conditions for ESG Assurance Services. A full copy of this statement may be consulted at SGS India. This Statement does not relieve Client from compliance with any regulations that applied to it. Stipulations to the contrary are not binding on SGS and therefore SGS shall have no responsibility vis-à-vis parties other than its Client.

This Statement is not valid without the full verification scope, objectives, criteria and findings available on the Statement.

INDEPENDENT ASSURANCE STATEMENT

Independent Assurance Statement to Hitachi Energy India Limited on its GHG Inventory for FY 24-25

The Board of Directors,
Hitachi Energy India Limited
No. 70/401, 8th Floor,
Brigade Opus, Kodigehalli Main Rd,
Sanjeevini Nagar, Bengaluru,
Karnataka 560092

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as SGS India) was contracted by Hitachi Energy India Limited (the 'Company' or 'HEIL') to conduct an independent assurance of its annual Greenhouse Gas (GHG) inventory for Scope-1 and Scope-2 pertaining to the reporting period of 1st April 2024 to 31st March 2025. The Company has developed its GHG inventory in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1 standard. SGS India has conducted a Reasonable level of Assurance for Scope-1 & Scope-2 data. This assurance engagement was conducted in accordance with the "International Standard on Assurance Engagements (ISAE) 3410".

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, calculation, and statements within the defined scope of verification, aiming to inform the Management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific purpose, and it is not intended for use in interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope. The Company holds the responsibility for preparing and ensuring the fair representation of the verification scope.

Assurance Standard

SGS India has conducted Reasonable level Assurance for Scope 1 & Scope 2 data. This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3410. Our evidence-gathering procedures were designed to obtain a 'Reasonable level of assurance' which involves the underlying assumption that the control environment and controls are reliable.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Hitachi Energy India Limited, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance.

Scope of Assurance

The assurance exercise included the evaluation of quality, accuracy, and reliability of the GHG Inventory on Scope 1 and Scope 2 data for the period 1st April 2024 to 31st March 2025. The scope of verification covers the following aspects:

- The reporting scope and boundaries include 8 manufacturing Plants and 4 offices spread across different states in India and this is aligned with the GHG inventory consolidation approach.

Assurance Methodology

The assurance comprised a combination of pre-assurance research, interaction with the key personnel engaged in the process of developing the company's GHG inventory, on-site visits, and remote desk review & verification of data. Specifically, SGS India executed the following activities:

- Interaction with key personnel from the head office and selected manufacturing locations to understand and review the current processes in place for developing the Company's GHG inventory.
- Assessment of internal control mechanism to ensure the reliability and accuracy of emission data.
- Review of the data management system used for collection and consolidation of emission data.
- Review of consistency of data/information within the GHG inventory and between the inventory and source.
- Evaluation of the appropriateness of the quantification methods used to arrive at the Scope 1 and Scope 2 emissions with respect to the specific requirements of the GHG Protocol
- Assurance of emission data on a sample basis, including conversion factors and emissions factors.

Limitations

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in "Findings and Conclusion."
- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company's statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of data entirely lies with the Company The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Findings and Conclusions

Scope 1 and Scope 2 inventory:

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its report is complete, accurate, reliable, has been fairly stated in all material respects, and is prepared in line with the reporting criteria.

SGS India verified the following parameters given in the Table below:

Scope 1 and Scope 2 Data

Locations	Actual emission (tCo2)
Scope 1 emission (Group level)	4447.48
Scope 2 emission (Group level)	19847.66
REC certificate from projects that reduce or sequester carbon dioxide to offset emissions	-19847.66

Note: Hitachi Energy India Limited has purchased a REC certificate from projects that reduce or sequester carbon dioxide to offset emissions.

For and on behalf of SGS India Private Limited

Ashwini K. Mavinkurve,
Technical reviewer
Head – ESG & Sustainability Services,
SGS India Pune, India
27th May,2025

Abhijit M. Joshi
Lead Verifier – ESG & Sustainability Services,
SGS India Pune, India
Team Members: Harishanker Tiwari,
Dheeraj Sindhe, Anisha Udaykumar

Notice to the Members

NOTICE is hereby given that the **SIXTH ANNUAL GENERAL MEETING ('AGM')** of the Members of Hitachi Energy India Limited ("the Company") will be held on Wednesday, August 20, 2025, at 11:00 a.m. (IST) at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560 055 to transact the following businesses:

ORDINARY BUSINESS:

Item No. 1 - Adoption of Financial Statements and Reports of the Board of Directors and the Auditors thereon for the financial year ended March 31, 2025:

To receive, consider and adopt the financial statements of the Company for the financial year ended March 31, 2025, including (i) the Audited Balance Sheet; (ii) Statement of Profit & Loss Account and (iii) the Cash Flow Statement for the year ended on that date together with (iv) the Reports of Board of Directors and the Auditors thereon:

To consider and, if thought fit, to pass with or without modification(s) the following Resolution as an **Ordinary Resolution:**

"RESOLVED THAT the Audited Financial Statements of the Company as at March 31, 2025, Audited Statement of Profit & Loss Account and Cash Flow Statement for the financial year ended March 31, 2025, the statement of changes in equity, if any, explanatory notes annexed to or forming part of, the documents referred above and the Report of the Board of Directors and the Auditors attached thereto, be and are hereby received, approved and adopted."

Item No. 2 - Declaration of Dividend:

To declare a dividend on Equity Shares of ₹6/- per Equity Share (300%) of face value of ₹2/- each for the financial year ended March 31, 2025.

To consider and, if thought fit, to pass with or without modification(s) the following Resolution as an **Ordinary Resolution**:

"RESOLVED THAT a final dividend at the rate of ₹6/- (Rupees Six only) per equity share of ₹2/- (Rupees Two only) each fully paid up of the Company, be and is hereby declared for the financial year ended March 31, 2025 and that the same be paid as recommended by the Board of Directors of the Company for the financial year ended March 31, 2025.

RESOLVED FURTHER THAT the Board of Directors and/or any of the Key Managerial Personnel of the Company for the time being, be and are hereby authorized severally to do all such acts, deeds and things as the Board may, in its absolute discretion, consider necessary, expedient or desirable in order to give effect to this Resolution."

Item No. 3 - Re-appointment of Mr. Ismo Antero Haka (DIN: 08598862), who retires by rotation at this Annual General Meeting and being eligible, offers himself for re-appointment:

To consider and, if thought fit, to pass with or without modification(s) the following Resolution as an **Ordinary Resolution**:

"RESOLVED THAT Mr. Ismo Antero Haka (DIN: 08598862), who retires by rotation and being eligible, offers himself for re-appointment, be and is hereby re-appointed as a Director of the Company."

Item No. 4 – Re-appointment of M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Registration No. 101049W/ E300004), as the Statutory Auditors of the Company:

To consider and, if thought fit, to pass with or without modification(s) the following Resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 139, 141, 142 and other applicable provisions, if any, of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment thereof, for the time being in force) and based on the recommendation of Audit Committee and the Board of Directors of the Company, M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Firm Registration No. 101049W/ E300004), be and is hereby re-appointed as the Statutory Auditors of the Company, for a second term of five consecutive years to hold office from the conclusion of the 6th Annual General Meeting (AGM) until the conclusion of the 11th AGM of the Company, on such remuneration plus applicable taxes, reimbursement of out-of-pocket and other incidental expenses in connection with the audit, as may be mutually agreed upon between the Board of Directors of the Company and the Statutory Auditors.

RESOLVED FURTHER THAT the Board of Directors of the Company (including its Committee thereof), be and is hereby authorized to do all such acts and take all such steps as may be necessary, proper or expedient to give effect to this Resolution."

SPECIAL BUSINESS:

Item No. 5 – Appointment of M/s. V. Sreedharan and Associates, Practicing Company Secretaries as the Secretarial Auditors of the Company:

To consider and, if thought fit, to pass with or without modification(s) the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 204 of the Companies Act, 2013 read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, Regulation 24A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), (including any statutory modification(s) or re-enactment thereof for the time being in force) and based on the recommendation of the Board of Directors, M/s. V. Sreedharan and Associates (Peer Review Certificate No. 5543/2024), Practicing Company Secretaries, be and are hereby appointed as the Secretarial Auditors of the Company for conducting Secretarial Audit and issue the Secretarial Compliance Report for a term of five consecutive years commencing from Financial Year April 01, 2025 to March 31, 2030, on such remuneration plus applicable taxes, reimbursement of out-of-pocket and other incidental expenses in connection with the audit, as may be mutually agreed upon between the Board of Directors and the Secretarial Auditors.

RESOLVED FURTHER THAT the Board of Directors of the Company (including its Committee thereof), be and is hereby authorized to do all such acts and take all such steps as may be necessary, proper or expedient to give effect to this Resolution."

Item No. 6 - Approval of remuneration payable to the Cost Auditors of the Company for the financial year 2025-26:

To consider and, if thought fit, to pass with or without modification(s) the following Resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, as amended from time to time, the payment of remuneration of ₹23,00,000/- (Rupees Twenty Three Lakhs only) per annum plus applicable taxes and reimbursement of out-of-pocket expenses actually incurred during the course of audit to M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration No. 100392) appointed as Cost Auditors, by the Board of Directors of the Company to conduct the audit of the cost records of the Company for the financial year ending March 31, 2026, be and is hereby approved.

RESOLVED FURTHER THAT the Board of Directors of the Company (including its Committee thereof), be and is hereby authorized to do all such acts and take all such steps as may be necessary, proper or expedient to give effect to this Resolution."

Item No. 7 – Approval of Material Related Party Transactions with Hitachi Energy Sweden AB for the financial year 2025-26:

To consider and, if thought fit, to pass with or without modification(s) the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to Regulation 23(4) and other applicable Regulations of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the applicable provisions of the Companies Act, 2013 ('Act'), if any, read with related rules, if any, each as amended from time to time and the policy on Related Party Transaction(s) of Hitachi Energy India Limited ('the Company') and as per the recommendation/ approval of the Audit Committee and/ or the Board of Directors of the Company, the approval of the Members of the Company be and is hereby accorded to the Company for contract(s)/ arrangement(s)/ transaction(s) (whether by way of an individual transaction or transactions taken together or series of transactions or otherwise) entered / to be entered into, as detailed in the explanatory statement annexed to this notice, with Hitachi Energy Sweden AB ('HE Sweden'), a fellow subsidiary of the Company and accordingly a related party under Regulation 2(1)(zb) of the SEBI Listing Regulations, on such terms and conditions as may be agreed between the Company and HE Sweden, for an aggregate value of up to ₹2,000 Crores during financial year 2025-26 (i.e., April 01, 2025 to March 31, 2026), in respect of sale or purchase of product(s), component(s), system(s), spares and / or rendering or receipt of services under multiple orders, at arm's length and in the ordinary course of business of the Company.

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committees thereof) be and is hereby authorized to do all such acts, deeds, matters and things and to finalize the terms and conditions as may be considered necessary, expedient or desirable, in its absolute discretion and to take all such steps as may be required in this connection including finalizing and executing necessary contract(s), arrangement(s), agreement(s) and such other documents as may be required, seeking all necessary approvals in order to give effect to this Resolution, for and on behalf of the Company and settling all such issues, questions, difficulties or doubts whatsoever that may arise and to take all such decisions with regard to the powers conferred herein.

RESOLVED FURTHER THAT the Board of Directors of the Company be and are hereby authorised to delegate all or any of the powers conferred on it to the Managing Director and CEO or Chief Financial Officer or the

Company Secretary or any other Officer(s), or Authorised Representative(s) of the Company, to do all such acts and take such steps, as may be considered necessary or expedient, to give effect to the aforesaid Resolution.

RESOLVED FURTHER THAT all actions taken by the Board of Directors of the Company (including any Committees thereof) in connection with any matter referred to or contemplated in this resolution, be and are hereby approved, ratified and confirmed in all respects."

By Order of the Board of Directors
For **Hitachi Energy India Limited**

Poovanna Ammatanda
General Counsel & Company Secretary
FCS-4741

Place: Bengaluru
Date: May 14, 2025

Registered Office:
8th Floor, Brigade Opus, 70/401,
Kodigehalli Main Road, Bengaluru - 560092
CIN: L31904KA2019PLC121597
Phone: 080 68473700

Notes:

1. A Statement setting out material facts pursuant to the provisions of Section 102(1) of the Companies Act, 2013 ("the Act") in respect of special businesses set out at Item Nos. 5 to 7 of the Notice is annexed hereto. Further, the information pursuant to Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") read with the applicable provisions of Secretarial Standards-2 issued by the Institute of Company Secretaries of India with respect to Item No. 3 is also appended hereto.

2. A MEMBER ENTITLED TO ATTEND AND VOTE AT THE MEETING IS ENTITLED TO APPOINT ONE OR MORE PROXIES TO ATTEND AND VOTE INSTEAD OF HIMSELF/ HERSELF AND A PROXY NEED NOT BE A MEMBER OF THE COMPANY. PROXIES IN ORDER TO BE EFFECTIVE MUST BE DULY FILLED, STAMPED, SIGNED AND SHOULD BE DEPOSITED AT THE COMPANY'S REGISTERED OFFICE NOT LATER THAN FORTY-EIGHT HOURS BEFORE THE COMMENCEMENT OF THE MEETING. PROXIES SUBMITTED ON BEHALF OF LIMITED COMPANIES, SOCIETIES, PARTNERSHIP FIRMS, ETC., MUST BE SUPPORTED BY APPROPRIATE RESOLUTION /AUTHORITY AS APPLICABLE, ISSUED ON BEHALF OF THE APPOINTING ORGANISATION. A PERSON CAN ACT AS PROXY ON BEHALF OF MEMBERS NOT EXCEEDING FIFTY (50) AND HOLDING IN THE AGGREGATE NOT MORE THAN 10% OF THE TOTAL SHARE CAPITAL OF THE COMPANY CARRYING VOTING RIGHTS. IF A PROXY IS APPOINTED FOR MORE THAN FIFTY MEMBERS, HE/ SHE SHALL CHOOSE ANY FIFTY MEMBERS AND CONFIRM THE SAME TO THE COMPANY BEFORE THE COMMENCEMENT OF PERIOD SPECIFIED FOR INSPECTION OF PROXY LODGED. IN CASE THE PROXY FAILS TO DO SO, THE COMPANY SHALL CONSIDER ONLY THE FIRST FIFTY PROXIES RECEIVED AS VALID. IN CASE A PROXY IS PROPOSED TO BE APPOINTED BY A MEMBER HOLDING MORE THAN 10% OF THE TOTAL SHARE CAPITAL OF THE COMPANY CARRYING VOTING RIGHTS, THEN SUCH PROXY SHALL NOT ACT AS A PROXY FOR ANY OTHER PERSON OR MEMBER. THE PROXY-HOLDER SHALL PROVE HIS IDENTITY AT THE TIME OF ATTENDING THE MEETING. AN INSTRUMENT OF PROXY DULY FILLED, STAMPED AND SIGNED IS VALID ONLY FOR THIS ANNUAL GENERAL MEETING INCLUDING ANY ADJOURNMENT THEREOF.

   IN CASE OF JOINT HOLDERS ATTENDING THE MEETING, ONLY SUCH JOINT HOLDER WHO IS HIGHER IN THE ORDER OF NAMES WILL BE ENTITLED TO VOTE.

3. During the period beginning 24 hours before the time fixed for the commencement of the Meeting and ending with conclusion of the Meeting, a Member can inspect the proxies lodged at any time during business hours of the Company, provided that not less than three days of notice in writing is given to the Company.

4. Members / Proxies / Representatives are requested to bring the attendance slip, annexed herewith for attending the Meeting, duly completed and signed mentioning therein details of their DP ID and Client ID / Folio No.

5. Only Members / Proxies / Representatives / Invitees of the Company are permitted to attend the Meeting at the venue. Attendance of any other individuals, including relatives and acquaintances accompanying Members, is strictly prohibited.

6. The Integrated Annual Report of the Company for the year ended March 31, 2025, along with Notice including, process and manner of remote e-voting, Attendance Slip and Proxy form are being sent by e-mail to those Members who have registered their e-mail address with Company's Registrar and Share Transfer Agents viz., KFin Technologies Limited ('KFintech'') (''RTA'') or with their respective Depository Participant(s) (''DP''). Further, pursuant to SEBI Listing Regulations (Third Amendment) with effect from December 13, 2024, a letter containing the web link, along with the exact path to access the complete details of the Integrated Annual Report, is being sent to shareholders who have not registered their e-mail address with the Company's RTA or DP. Furthermore, Members who are desirous of obtaining the physical copy of the Integrated Annual Report 2024-25 along with Notice of the AGM are requested to send an e-mail, mentioning their Folio number / DP ID and Client ID to the Company's e-mail id at investors@hitachienergy.com.

   The AGM notice and Integrated Annual Report of the Company are made available on the Company's website at https://www.hitachienergy.com/in/en/investor-relations/general-meetings#annual-report and also on the website of the Stock Exchanges where the shares of the Company have been listed viz., BSE Limited – https://www.bseindia.com/ and National Stock Exchange of India Limited – www.nseindia.com and on the website of KFintech at https://evoting.kfintech.com.

   For convenience of Members, route map of the venue of the AGM forms part of this Integrated Annual Report for the financial year 2024-25.

7. Members are encouraged to regularly check the Company's website viz; Annual General Meeting section for important updates regarding safety measures, security protocols, logistics and other

important notifications related to the upcoming AGM to be held at the registered office of the Company.

8. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and Register of Contracts or arrangements in which directors are interested maintained under Section 189 of the Act and relevant documents referred to in this Notice of AGM and explanatory statement, will be available for inspection by the Members during the AGM. All documents referred to in the Notice will also be available for electronic inspection without any fee by the Members on all working days (except Saturdays, Sundays and Public Holidays) between 10:00 a.m. (IST) to 5:00 p.m. (IST) from the date of circulation of this Notice up to the date of AGM, i.e., Wednesday, August 20, 2025. Members seeking to inspect such documents can send an e-mail in advance to investors@hitachienergy.com.

9. The Register of Members and the Share Transfer Books of the Company will remain closed from Thursday, August 14, 2025 to Wednesday, August 20, 2025 (both days inclusive) for ascertaining entitlement of Members eligible to receive the dividend if declared in the Meeting.

10. The dividend as recommended by the Board of Directors of the Company, if declared by the Members at the AGM, will be paid after applicable deduction of tax on and from Friday, August 22, 2025, to those Members:

a) whose names appear as Beneficial Owners as at the end of business hours on Wednesday, August 13, 2025, in the list of Beneficial Owners to be furnished by National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) in respect of shares held in dematerialized form; and

b) whose names appear as Members in the Register of Members of the Company as at the end of the business hours on Wednesday, August 13, 2025, after giving effect to valid request(s) received for transmission/ transposition of shares, if any.

11. ADDITIONAL FACILITY TO PARTICIPATE IN THE AGM THROUGH VIRTUAL MEANS

Your Company is pleased to provide the facility of one-way live webcast of the proceedings of the AGM on Wednesday, August 20, 2025, from 11:00 a.m. IST onwards. Members who are entitled to participate in the AGM can view the proceedings of AGM by logging on the eMeetings website of KFintech at https://emeetings.kfintech.com/ using their secure login credentials. On successful login shareholders will reach at the link "live streaming" from where you can ONLY VIEW the proceedings of our 6th AGM. Members are encouraged to use this facility of webcast.

The Company aims to provide an additional opportunity for participation of members who are unable to attend the AGM in person. Such registered members will be allowed to participate in the AGM through a video conferencing/ other audio-visual means platform and express their views or ask questions. Shareholders interested in availing this facility should send their request in advance to investors@hitachienergy.com, including their name, demat account number/folio number, e-mail id and mobile number. The deadline for requesting participation is Sunday, August 17, 2025, at 5:00 p.m. (IST). The Company or its RTA officials will contact the selected members to complete the registration process. It may be noted that the attendance of the members participating through video conferencing/ other audio-visual means shall not be counted for the purpose of quorum.

12. Members who are attending the Meeting in person and would like to express their views/have questions, may register themselves as a speaker by sending their request in advance mentioning their name, demat account number/ folio number, e-mail id, mobile number at investors@hitachienergy.com up to Sunday, August 17, 2025, (5:00 p.m. IST). The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM. Members are requested to share their questions if any in advance on investors@hitachienergy.com.

In case of any query and/or help, in respect of attending AGM kindly contact the Company at investors@hitachienergy.com, or Ms. C Shobha Anand, Vice President, KFintech at Selenium, Tower B, Plot No. 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad, Telangana – 500 032 or at the e-mail ID einward.ris@kfintech.com or on phone No.: 040-6716 2222 or call KFintech's toll free No.: 1800-3094-001 for any further clarifications.

13. The Board of Directors of the Company has recommended a dividend of ₹6/- per share of ₹2/- fully paid for the financial year ended March 31, 2025. Also, this being the sixth financial year of the Company, there was no requirement to transfer any dividends not encashed or remaining unclaimed for a period of 7 (seven) years from the date of transfer to the Company's Unpaid Dividend Account, to the Investor Education and Protection Fund ("IEPF"), established under Section 125 of the Act. Further, there was no requirement to transfer all shares on which dividend has not been paid or claimed for seven consecutive years or more to IEPF Authority as notified by the Ministry of Corporate

Affairs. As the Company was incorporated on February 19, 2019, it may be noted that there is no Unclaimed Dividend lying in IEPF Account

Pursuant to the Scheme of Arrangement (Demerger), 1,07,421 Equity shares were allotted directly to the IEPF account. Further, 1,05,336 Equity shares were still in IEPF account as on August 14, 2024, being the record date for FY 2023-24 final dividend and accordingly, a dividend of ₹4,17,845/- (after deduction of taxes) was also paid and deposited directly into the IEPF account after 5th AGM. The concerned Members/claimants may claim the shares and corresponding dividend amount (declared for FY 2023-24) by making an application to IEPF Authority in Form IEPF 5 (available on www.iepf.gov.in) along with requisite fee and documents as decided/prescribed by it from time to time.

It is in the Member's interest to claim any un-encashed dividends and for future, opt for Electronic Clearing Service, so that dividends paid by the Company are credited to the Member's account on time.

The details of the unclaimed dividend including fractional shares amount transferred directly into IEPF account and Equity shares directly allotted to IEPF pursuant to Scheme of Demerger are available on the Company's website at https://www.hitachienergy.com/in/en/investor-relations/shareholder-information#iepf. Members are requested to contact KFin Technologies Limited, Unit: Hitachi Energy India Limited, Selenium Tower B, Plot 31-32, Financial District, Nanakramguda, Gachibowli, Serilingampally Mandal, Hyderabad – 500 032, Telangana, the Registrar and Share Transfer Agents of the Company, to claim the unclaimed/ unpaid dividends, aforementioned fractional shares sold amount and equity shares.

Due dates for transfer to IEPF are as under:

Type	Declaration Date	Due Date
Transfer of unclaimed Fractional shares amount (arising of fractional shares sold in the Financial Year January to December 2020)	July 27, 2020	September 30, 2027
Transfer of unclaimed/ unpaid dividends and corresponding Equity shares for the Financial Year January to December 2020	May 27, 2021	July 31, 2028
Transfer of unclaimed/ unpaid dividends and corresponding Equity shares for the Financial Period January 2021 to March 2022	July 22, 2022	September 26, 2029
Transfer of unclaimed/ unpaid dividends and corresponding Equity shares for the Financial Year April, 2022 to March 2023	August 17, 2023	October 22, 2030
Transfer of unclaimed/ unpaid dividends and corresponding Equity shares for the Financial Year April, 2023 to March 2024	August 21, 2024	October 22, 2031

14. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the Listed Companies to issue securities in demat form only while processing service requests viz. Issue of duplicate securities certificate; claim from Unclaimed Suspense Account; Renewal/Exchange of securities certificate; Endorsement; Sub-division/ Splitting of securities certificate; Consolidation of securities certificates/ folios; Transmission and Transposition.

Accordingly, Shareholders are requested to make service requests by submitting a duly filled and signed Form ISR-4, the format of which is available on the Company's website under the weblink at https://www.hitachienergy.com/in/en/investor-relations#-p-revised-process-for-updationof-details-for-physical-sharehol. It may be noted that any service request can be processed only after the folio is KYC compliant. SEBI vide its notification dated January 24, 2022, has mandated that all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialized form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or RTA, for assistance in this regard.

15. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant in securities market. Members holding shares in Dematerialized form are, therefore requested to submit their PAN to the Depository Participant(s) with whom they are maintaining their Dematerialized accounts. Members holding shares in physical form can submit their PAN details to the Registrar and Transfer Agent.

16. SEBI has made it mandatory for all companies to use the bank account details furnished by the Depositories and the bank account details maintained by the RTA for payment of dividend to Members electronically. The Company has extended the facility of electronic credit of dividend directly to the respective bank accounts of the Member(s) through the Electronic Clearing Service (ECS)/ National Electronic Clearing Service (NECS)/ National Electronic Fund Transfer (NEFT)/ Real Time Gross Settlement (RTGS)/ Direct Credit, etc. As directed by SEBI, Members holding shares in physical form are requested to submit particulars of their bank account in Form ISR 1 along with the original cancelled cheque bearing the name of the Member to KFintech/ Company to update their bank account details. Members holding shares in demat form are requested to update their bank account details with their respective Depository Participant(s) ("DP"). The Company or KFintech cannot act on any request received directly from the Members holding shares in demat form for any change of bank particulars. Such changes are to be intimated only to the Depository Participant(s) of the Members. Further instructions, if any, already given by them in respect of shares held in physical form will not be automatically applicable to shares held in the electronic mode. Shareholders are requested to ensure that their bank account details in their respective demat accounts are updated, to enable the Company to provide timely credit of dividend in their bank accounts.

17. Members holding shares in physical form, whose folio(s) lack PAN, Choice of Nomination, Contact Details, Mobile Number, Bank Account Details, or updated Specimen Signature, will only be eligible for any payment, including dividends, interest, or redemption, through electronic mode from April 01, 2024, as per SEBI directives. Therefore, Members holding shares in physical form are requested to update the mentioned details by completing the appropriate forms with the RTA by Wednesday, August 13, 2025, to ensure receipt of dividends.

18. Procedure to be followed by the Members for updation of bank account mandate for receipt of dividend:

I. Send a request to KFintech at einward.ris@kfintech.com by providing the following details along with Form ISR 1:

a) Folio No., Name of the Member/s;

b) Name and Branch of the Bank in which you wish to receive the dividend;

c) Bank Account type;

d) Bank Account Number allotted by their bank after implementation of Core Banking Solutions;

e) 9 digit MICR Code Number; and

f) 11 digit IFSC Code

II. Along with the request, attach the scanned copy of Share Certificate (front and back), PAN (self-attested scanned copy of PAN card), scanned copy of cancelled cheque bearing the name of the first Shareholder.

19. Members are requested to note that, in order to avoid any loss/ interception in postal transit and also to get prompt credit of dividend through NECS/ECS they should submit their NECS/ECS details to the Company's RTA. The requisite NECS/ECS application form can be obtained from the Company's RTA. Alternatively, Members may provide details of their bank account quoting their folio numbers, to the Company's RTA to enable them to print such details on the dividend warrants.

20. The Members may send their complaints/queries including clarification on Integrated Annual Report 2024-25, if any to the Company's RTA at e-mail id: einward.ris@kfintech.com or to the Company's designated/exclusive e-mail id: investors@hitachienergy.com.

21. Members can avail of the facility of nomination in respect of shares held by them in physical form pursuant to the provisions of Section 72 of the Act and Rule 19(1) of the Companies (Share Capital and Debentures) Rules, 2014. Members desiring to avail of this facility may send their nomination in the prescribed Form No. SH-13 duly filled in to KFintech at the aforementioned address. Members holding shares in electronic form may contact their respective DP for availing this facility.

22. Members may kindly note that in accordance with SEBI Circular reference SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/191 dated December 20, 2023, the Company has registered on the newly launched SMART ODR Portal (Securities Market Approach for Resolution through Online Disputes Resolution Portal). This platform aims to enhance investor grievance resolution by providing access to Online Dispute Resolution Institutions for addressing complaints. Members can access the SMART ODR Portal via the following link: https://smartodr.in/login. Members may feel free to utilize this online conciliation and/or arbitration facility, as outlined in the circular, to resolve any outstanding disputes between Members and the Company (including RTA). Further, during the financial year 2024-25, we have received one complaint in the aforesaid SMART ODR portal, which was successfully resolved within the statutory timeline.

23. As per Regulation 40 of the SEBI Listing Regulations as amended, securities of listed companies can be transferred only in dematerialised form with effect from April 01, 2019, except in case of transmission or transposition of securities. Further, SEBI vide its Master Circular dated May 17, 2023, has mandated that securities shall be issued only in dematerialised mode while processing duplicate/ unclaimed suspense/ renewal/ exchange/ endorsement/ sub-division/ consolidation/ transmission/ transposition service requests received from physical securities holders. In view of the above and to eliminate risk associated with physical shares and to avail various benefits of dematerialisation, Members are advised to dematerialize their shares held in physical form.

Members are accordingly requested to get in touch with any Depository Participant(s) having registration with SEBI to open a Demat account or alternatively, contact the nearest branch of KFintech to seek guidance in the demat procedure. Members may also visit website of depositories viz. National Securities Depository Limited at https://nsdl.co.in/faqs/faq.php or Central Depository Services (India) Limited at https://www.cdslindia.com/investors/open-demat.html for further understanding the demat procedure.

24. Effective April 1, 2020, dividend income is taxable in the hands of shareholders. Hence the Company is required to deduct tax at source ("TDS") from the amount of dividend paid to shareholders at the prescribed rates. A Resident individual shareholder with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 15G/15H, to avail the benefit of non-deduction of tax at source by e-mail to einward.ris@kfintech.com on or before Friday, August 08, 2025. Further no tax shall be deducted on the dividend payable to a resident individual shareholder if the total amount of dividend to be received from the Company during the Financial Year 2025-26 does not exceed ₹10,000/-. Shareholders may note that in case PAN is not updated with the Depository Participant(s)/ Registrar of the Company, the tax will be deducted at a higher rate of 20%. Further, if the PAN is not as per the database of the Income-tax Portal or it is not linked with the Aadhar (for those who are required to link to the PAN with Aadhar as per the provisions of the Act), it would be considered as inoperative PAN and higher tax rate of 20% would be deducted.

Non-resident shareholders can avail beneficial tax rates under Double Tax Avoidance Agreement ("DTAA") i.e., tax treaty between India and their country of residence. Non-resident shareholders are required to provide details on applicability of beneficial tax rates and provide following documents:

- Copy of PAN card, if any, allotted by Indian Income Tax Authorities duly self-attested by the member
- Copy of Tax Residency Certificate ("TRC") for the FY 2025-26 obtained from the revenue authorities of country of tax residence duly self-attested by the member
- Online Self Declaration in Form 10F using https://eportal.incometax.gov.in/
- No-PE [permanent establishment] certificate - Self-Declaration of beneficial ownership by the non-resident shareholder
- Lower withholding Tax certificate, if any, obtained from the Indian Tax Authorities

25. The Members/Shareholders are required to provide above documents/declarations by sending an E-mail to einward.ris@kfintech.com on or before Friday, August 08, 2025. The Shareholders in the category of Mutual Funds are required to submit their respective SEBI Registration Certificates to einward.ris@kfintech.com on or before Friday, August 08, 2025. The aforesaid documents are subject to verification by the Company and in case of ambiguity, the Company reserves its right to deduct the TDS as per the provisions of the Income Tax Act, 1961. In case of Foreign Institutional Investors / Foreign Portfolio Investors tax will be deducted under Section 196D of the Income Tax Act @20% plus applicable Surcharge and Cess or at the rate as per the relevant DTAA, whichever is beneficial. Further, communication on Tax Deduction is also being sent separately to the shareholders through electronic mode to those shareholders whose e-mail ID's are registered with the Company / Depository Participant(s). Shareholders are requested to refer the aforesaid communication in addition to the above notes for detailed process and clarity.

26. e-Voting:

1. In compliance with the provisions of Section 108 of the Act and Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended from time to time and the provisions of Regulation 44 of the SEBI Listing Regulations, the Company is pleased to provide members the facility to cast their vote electronically, through the remote e-voting services provided by KFintech on all resolutions set forth in this Notice. The resolutions as set out in this Notice are being conducted through e-voting. The said resolutions will not be decided by show of hands at the AGM.

2. The remote e-voting period commences on Saturday, August 16, 2025 at 9:00 a.m. IST and ends on Tuesday, August 19, 2025 at 5:00 p.m. IST. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date i.e., Wednesday, August 13, 2025, may cast their vote electronically in the manner and process set out here in above. The remote e-voting module shall be disabled for voting thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently.

3. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at evoting@kfintech.com. However, if he/ she is already registered with KFintech for remote e-Voting then he/ she can use his/ her existing User ID and password for casting the vote.

4. In case of Individual Shareholders holding securities in demat mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned below under "Other Instructions".

5. The details of the process and manner for remote e-Voting are explained herein below:

   Step 1: Access to Depositories e-Voting system in case of individual shareholders holding shares in demat mode.

   Step 2: Access to KFintech e-Voting system in case of shareholders holding shares in physical and non-individual shareholders in demat mode.

   Step 3: Voting during the AGM.

Details on Step 1 are mentioned below:

I) Login method for remote e-Voting for Individual shareholders holding securities in demat mode.

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL	**1. User already registered for IDeAS facility** I. Visit URL: https://eservices.nsdl.com. II. Click on the "Beneficial Owner" icon under "Login" under 'IDeAS' section. III. On the new page, enter User ID and Password. Post successful authentication, click on "Access to e-Voting". IV. Click on company name or e-Voting service provider and you will be re-directed to e-Voting service provider website for casting the vote during the remote e-Voting period. **2. User not registered for IDeAS e-Services** I. To register click on link: https://eservices.nsdl.com. II. Select "Register Online for IDeAS" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. III. Proceed with completing the required fields. IV. Follow steps given in point 1. **3. Alternatively by directly accessing the e-Voting website of NSDL** I. Open URL: https://www.evoting.nsdl.com/. II. Click on the icon "Login" which is available under 'Shareholder/Member' section. III. A new screen will open. You will have to enter your User ID (i.e., your sixteen digit demat account number held with NSDL), Password / OTP and a Verification Code as shown on the screen. IV. Post successful authentication, you will be requested to select the name of the company and the e-Voting Service Provider name, i.e., KFintech. V. On successful selection, you will be redirected to KFintech e-Voting page for casting your vote during the remote e-Voting period.
Individual Shareholders holding securities in demat mode with CDSL	**1. Existing user who have opted for Easi / Easiest** I. Visit URL: https://web.cdslindia.com/myeasitoken/home/login or URL: www.cdslindia.com. II. Click on New System Myeasi. III. Login with your registered user id and password. IV. The user will see the e-Voting Menu. The Menu will have links of ESP i.e., KFintech e-Voting portal. V. Click on e-Voting service provider name to cast your vote.

Type of shareholders	Login Method
	2. User not registered for Easi/Easiest I. Option to register is available at https://web.cdslindia.com/myeasitoken/home/login. II. Proceed with completing the required fields. III. Follow the steps given in point 1. **3. Alternatively, by directly accessing the e-Voting website of CDSL** I. Visit URL: https://evoting.cdslindia.com/Evoting/EvotingLogin. II. Provide your demat Account Number and PAN No. III. System will authenticate user by sending OTP on registered Mobile & E-mail as recorded in the demat Account. IV. After successful authentication, user will be provided links for the respective ESP, i.e., KFintech where the e-Voting is in progress.
Individual Shareholder login through their demat accounts / Website of Depository Participant(s)	I. You can also login using the login credentials of your demat account through your DP registered with NSDL /CDSL for e-Voting facility. II. Once logged-in, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL / CDSL Depository site after successful authentication, wherein you can see e-Voting feature. III. Click on options available against Company name or e-Voting service provider – KFintech and you will be redirected to e-Voting website of KFintech for casting your vote during the remote e-Voting period without any further authentication.

Important note: Members who are unable to retrieve User ID / Password are advised to use Forgot user ID and Forgot Password option available at respective websites.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e., NSDL and CDSL.

Login type	Helpdesk details
Securities held with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 1020 990 and 1800 224 430
Securities held with CDSL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 022-23058738 or 022-23058542-43

Details on Step 2 are mentioned below:

I) Login method for e-Voting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

Members whose e-mail IDs are registered with the Company / Depository Participant(s), will receive an e-mail from KFintech which will include details of e-Voting Event Number (EVEN), USER ID and password. They will have to follow the following process:

i. Launch internet browser by typing the URL: https://evoting.kfintech.com/.

ii. Enter the login credentials (i.e., User ID and password). In case of physical folio, User ID will be EVEN (e-Voting Event Number) 8973, followed by folio number. In case of Demat account, User ID will be your DP ID and Client ID. However, if you are already registered with KFintech for e-voting, you can use your existing User ID and password for casting the vote.

iii. After entering these details appropriately, click on "LOGIN".

iv. You will now reach password change menu wherein you are required to mandatorily change your password. The new password shall comprise of minimum 8 characters with at least one upper case (A-Z), one lower case (a-z), one numeric value (0-9) and a special character (@,#,$, etc.,). The system will prompt you to change your password and update your contact details like mobile number, e-mail ID etc. on first login. You may also enter a secret question and answer of your choice to retrieve your password in case you forget it. It is strongly recommended that you do not share your password with any other person and that you take utmost care to keep your password confidential.

v. You need to login again with the new credentials.

vi. On successful login, the system will prompt you to select the "EVEN" i.e., "Hitachi Energy India Limited - AGM" and click on "Submit".

vii. On the voting page, enter the number of shares (which represents the number of votes) as on the Cut-off Date under "FOR/AGAINST" or alternatively, you may partially enter any number in "FOR" and partially "AGAINST" but the total number in "FOR/AGAINST" taken together shall not exceed your total shareholding as mentioned herein above. You may also choose the option ABSTAIN. If the Member does not indicate either "FOR" or "AGAINST" it will be treated as "ABSTAIN" and the shares held will not be counted under either head.

viii. Members holding multiple folios / demat accounts shall choose the voting process separately for each folio / demat accounts.

ix. Voting has to be done for each item of the notice separately. In case you do not desire to cast your vote on any specific item, it will be treated as abstained.

x. You may then cast your vote by selecting an appropriate option and click on "Submit".

xi. A confirmation box will be displayed. Click "OK" to confirm else "CANCEL" to modify. Once you have voted on the resolution(s), you will not be allowed to modify your vote. During the voting period, Members can login any number of times till they have voted on the Resolution(s).

xii. Corporate / Institutional Members (i.e., other than Individuals, HUF, NRI etc.,) are also required to send scanned certified true copy (PDF Format) of the Board Resolution / Authority Letter etc., authorizing its representative to attend the AGM on its behalf and to cast its vote through remote e-voting together with attested specimen signature(s) of the duly authorised representative(s), to the Scrutinizer at e-mail id cs.skannan@gmail.com with a copy marked to evoting@kfintech.com. The scanned image of the above-mentioned documents should be in the naming format "Hitachi Energy India 6th Annual General Meeting".

Details on Step 3 are mentioned below:

The Members who have not cast their vote(s) through remote e-voting can exercise their voting rights at the AGM. The Company will make necessary arrangements in this regard at the AGM Venue. The facility for voting through electronic voting system (Insta Poll) shall be made available at the Meeting. Members who have already cast their votes by remote e-Voting are eligible to attend the Meeting; however, these Members are not entitled to cast their vote again in the Meeting. A Member can opt for only single mode of voting i.e. through Remote e-Voting or voting at the AGM.

27. Other Instructions:

i. Members holding shares in electronic mode, who have not registered their e-mail addresses are requested to register their e-mail addresses with their respective Depository Participant(s) (DP).

Members holding shares in physical mode are requested to update their e-mail addresses with KFintech by following the process detailed below:

Members holding shares in physical mode are hereby notified that based on SEBI Master Circular number: SEBI/HO/MIRSD/MIRSD-PoD/P/CIR/2025/91 dated June 23, 2025, shall register the e-mail ID, mobile number, postal address with PIN code for their corresponding folio numbers. Members can register/update the contact details through submitting the requisite ISR 1 Form along with the supporting documents. ISR 1 Form can be obtained by following the link: https://ris.kfintech.com/clientservices/isr/isr1.aspx?mode=f3Y5zP.

ISR Form(s) and the supporting documents can be provided by any one of the following modes.

a) Through 'In Person Verification' (IPV): The authorized person of the RTA shall verify the original documents furnished by the investor and retain copy(ies) with IPV stamping with date and initials; or

b) Through Post: Hard copies which are self-attested, can be sent to the address below; or

Name	KFin Technologies Limited
Address	Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana India - 500 032.

c) Through electronic mode with e-sign service through the link: https://ris.kfintech.com/clientservices/isc/default.aspx#.

Detailed FAQ can be found on the link: https://ris.kfintech.com/faq.html For more information on updating the e-mail and Mobile details for securities held in electronic mode, please reach out to the respective DP(s), where the Demat A/c is being held.

ii. In case of any other queries, you may refer Help & FAQ section of https://evoting.kfintech.com or call KFintech Toll Free No.: 1800 309 4001.

iii. In case a person has become a Member of the Company after dispatch of AGM Notice but on or before the cut-off date for e-Voting, he / she may obtain the User ID and Password in the manner as mentioned below:

   a. If the mobile number of the member is registered against Folio No./ DP ID Client ID, the member may send SMS: MYEPWD <space> e-Voting Event Number+Folio No. or DP ID Client ID to 9212993399

      I. Example for NSDL:
      MYEPWD <SPACE> IN12345612345678

      II. Example for CDSL:
      MYEPWD <SPACE> 1402345612345678

      III. Example for Physical:
      MYEPWD <SPACE> XXXX1234567890

   b. If e-mail address or mobile number of the member is registered against Folio No. / DP ID Client ID, then on the home page of https://evoting.kfintech.com/ the member may click “Forgot Password” and enter Folio No. or DP ID Client ID and PAN to generate a password.

   c. Members who may require any technical assistance or support before or during the AGM are requested to contact KFintech at toll free number 1800 309 4001 or write to them at evoting@kfintech.com.

iv. However, if you are already registered with KFintech for remote e-voting then you can use your existing user ID and password for casting your vote. If you forgot your password, you can reset your password by using “Forgot User Details / Password” option available on https://evoting.kfintech.com or call KFintech Toll Free No.: 1800 309 4001.

v. The voting rights of Members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date i.e., Wednesday, August 13, 2025.

vi. The Board of Directors has appointed Mr. S Kannan, (Membership No. FCS 6261/CP No. PCS 13016), Practicing Company Secretary and in his absence Mr. B L Vinay, Practicing Company Secretary, Bengaluru, (Membership No. F9159 and CP No. PCS 10760), Bengaluru as the Scrutinizer to scrutinize the voting process in a fair and transparent manner.

vii. The scrutinizer shall immediately after the conclusion of voting at the general meeting, count the votes cast at the meeting and votes cast through remote e-Voting in the presence of at least two witnesses who are not in the employment of the Company and within a period not exceeding two working days from the conclusion of the meeting, submit a consolidated Scrutinizer’s Report of the total votes cast in favour or against, if any, to the Chairman or person authorized by the Chairman in writing for counter signature.

viii. The Results shall be declared either by the Chairman or the person authorized by the Chairman in writing and the resolutions will be deemed to have been passed on the AGM date subject to receipt of the requisite number of votes in favour thereof.

ix. Promptly after declaration of results, the same shall be placed along with the Scrutinizer’s Report on the Company’s website at www.hitachienergy.com/in and on the KFintech's website at https://evoting.kfintech.com and communicated to BSE Limited and National Stock Exchange of India Limited, where the shares of the Company are listed for placing the same in their website.

x. A person who is not a member as on the cut-off date, should treat this Notice for information purpose only.

For **Hitachi Energy India Limited**

Poovanna Ammatanda
General Counsel & Company Secretary
FCS-4741

Place: Bengaluru
Date: May 14, 2025

Registered Office:
8th Floor, Brigade Opus, 70/401,
Kodigehalli Main Road, Bengaluru - 560092
CIN: L31904KA2019PLC121597
Phone: 080 68473700

ANNEXURE TO NOTICE

STATEMENT SETTING OUT MATERIAL FACTS PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013

Item No. 4:

This Explanatory Statement is being provided as an additional information to the Members and in terms of Regulation 36(5) of the SEBI Listing Regulations though statutorily not required in terms of Section 102 of the Act.

The Members at the First AGM held on August 13, 2020 had approved the appointment of M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Firm Registration No.: 101049W/ E300004), as the Statutory Auditors of the Company, for a term of 5 (five) consecutive years to hold office from the conclusion of said AGM i.e., 1st AGM till the conclusion of the 6th AGM. Accordingly, their first consecutive term of 5 years as Statutory Auditors of the Company will expire at the conclusion of this 6th AGM.

In terms of the provisions of Section 139 of the Act the Companies (Audit and Auditors) Rules, 2014 and other applicable provisions, the Company can appoint or re-appoint an audit firm as statutory auditors for two terms of five consecutive years.

After evaluating and considering various factors such as review of performance, industry experience, competency of the audit team, quality of audit, skills, efficiency in conduct of audit, independence, etc., the Board of Directors of the Company ('the Board'), at their Meeting held on Wednesday, May 14, 2025, based on the recommendation of the Audit Committee have approved and recommended to the Members, the re-appointment of M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Firm Registration No.: 101049W/ E300004), as the Statutory Auditors of the Company, for a second term of five consecutive years, to hold office from the conclusion of 6th AGM till the conclusion of 11th AGM of the Company.

The proposed remuneration payable to M/s. S. R. Batliboi & Associates LLP, for audit services for the financial year 2025-26 is ₹1,78,58,018/- (Rupees One Crore Seventy Eight Lakhs Fifty Eight Thousand and Eighteen only), plus applicable taxes, excluding reimbursement of out-of-pocket and other incidental expenses in connection with the audit, as may be mutually agreed between the Board and the Statutory Auditors. The remuneration payable to the Statutory Auditors for the subsequent years of their term shall be determined by the Board, based on the recommendation of the Audit Committee and as mutually agreed with the Statutory Auditors.

M/s. S. R. Batliboi & Associates LLP, Chartered Accountants have consented to their appointment as the Statutory Auditors and have confirmed that the appointment, if made, would be within the limits specified under Section 141(3)(g) of the Act and that they are not disqualified to be appointed as the Statutory Auditors in terms of the provisions of Section 139 and 141 of the Act and the Rules framed thereunder.

M/s. S. R. Batliboi & Associates LLP is a chartered accountancy firm registered with the Institute of Chartered Accountants of India and audits various companies listed on stock exchanges in India in diverse sectors. Further, the same was founded in 1914 by Sohrab Rustom Batliboi, the firm now operates under the network of S. R. Batliboi & Affiliates, which includes other firms like S. R. Batliboi & Co. LLP. They offer a range of services, including audits, assurance and financial accounting advisory services, catering to various market segments.

M/s. S. R. Batliboi & Associates LLP, Chartered Accountants, was paid statutory audit fees of ₹ 1,55,28,711 (plus applicable taxes and out-of-pocket expenses) and other certification fees (Qualified Institutional Placement) of ₹ 180,00,000/- for the financial year 2024-25.

Members are requested to consider the same and accord their approval towards re-appointment of M/s. S.R. Batliboi & Associates LLP, Chartered Accountants as Statutory Auditors of the Company for their second term of five years.

None of the Directors and/ or Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 4. The Board recommends the resolution set forth in Item No. 4 for the approval of Members as an Ordinary Resolution, for the re-appointment of M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Firm Registration No.: 101049W/ E300004), as the Statutory Auditors of the Company, for a second term of five consecutive years, to hold office from the conclusion of 6th AGM till the conclusion of 11th AGM of the Company, considering various factors such as review of performance, industry experience, competency of the audit team, quality of audit, skills, efficiency in conduct of audit, independence, etc.

Item No. 5:

Pursuant to the provisions of Regulation 24A of the SEBI Listing Regulations and provisions of Section 204 of the Act and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, M/s. BMP & Co. LLP, Company Secretaries, a leading firm of practicing Company Secretaries have served as the Secretarial Auditors of the Company for conducting Secretarial Audit for the past 5 financial years, upto and including financial year 2024-25. Further, in terms of Regulation 24A of the SEBI Listing Regulations read with SEBI Circular SEBI/HO/CFD/CFD-PoD-2/CIR/P/2024/185 dated December 31, 2024, every listed entity shall appoint a Secretarial Auditor with the approval of its Shareholders in its Annual General Meeting.

Accordingly, the Board of Directors of the Company based on the recommendation of the Audit Committee and after considering various factors such as industry experience, competence of the audit team, efficiency in conduct of audit, independence, etc., at their Meeting held on May 14, 2025, proposed the appointment of M/s. V. Sreedharan and Associates (Peer Review Certificate No. 5543/2024), Practicing Company Secretaries, as the Secretarial Auditors of the Company for a term of five consecutive years commencing from Financial Year April 01, 2025 to March 31, 2030 at such remuneration, as may be mutually agreed between the Board of Directors of the Company and the Secretarial Auditors.

M/s. V. Sreedharan & Associates is a distinguished firm of Company Secretaries established in 2008, evolving from a proprietorship that dates back to 1988. The firm, led by Founder Partners CS V. Sreedharan and CS Pradeep B. Kulkarni, brings over three decades of professional expertise in corporate legal and secretarial services. With a strong foundation in company law, governance and compliance, the firm has earned accolades, including a Certificate of Appreciation from the Institute of Company Secretaries of India in 2021.

The firm's areas of practice span across secretarial audits, incorporation and restructuring of companies and LLPs, corporate governance audits, NCLT representations, FEMA and SEBI compliance, IPO support and handling of complex corporate legal procedures such as mergers, capital reduction and delisting. Their client base includes reputed listed companies and the partners are well-regarded speakers and contributors in professional forums.

M/s. V. Sreedharan and Associates have provided their consent and confirmed their eligibility for appointment under SEBI Listing Regulations and Section 204 of the Act and rules made thereunder.

The remuneration proposed for conducting the Secretarial Audit for the financial year 2025-26 is ₹ 3 Lakhs (Rupees Three Lakhs only) plus applicable taxes and reimbursement of out of pocket expenses, conveyances or incidental expenses as may be incurred during the audit process. Further, the remuneration paid to the outgoing Secretarial Auditor i.e., M/s. BMP & Co. LLP, for the financial year 2024-25 was ₹ 5 Lakhs (Rupees Five Lakhs only) plus applicable taxes and reimbursement of out-of-pocket expenses, conveyances or incidental expenses as incurred during the audit process.

The Board of Directors based on recommendation of Audit Committee, shall consider approval of revisions to the remuneration of the Secretarial Auditors for the remaining part of the tenure. The Board of Directors may alter and vary the terms and conditions of appointment, including remuneration, in such manner and to such extent as may be mutually agreed with the Secretarial Auditors.

None of the Directors and/ or Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 5. The Board recommends the resolution set forth in Item No. 5 for the approval of Members as an Ordinary Resolution, considering various factors such as industry experience, skills, independence, etc.

Item No. 6:

The Board of Directors of the Company, based on the recommendation of the Audit Committee, has approved the re-appointment and remuneration of M/s. Ashwin Solanki & Associates, Cost Accountant (Registration No.: 100392) as Cost Auditor at their Meeting held on May 14, 2025, to conduct the audit of the cost records of the Company for the financial year ending March 31, 2026. In accordance with the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors requires to be approved by the Members of the Company.

Accordingly, approval of the Members is sought as referred to in the Resolution No. 6 of the Notice for the payment of the remuneration amounting to ₹23 Lakhs only (Rupees Twenty Three Lakhs only), for Cost Audit plus applicable taxes and out-of-pocket expenses incurred during the course of audit for the financial year ending March 31, 2026.

The Board of Directors recommends the Resolution for approval of Members as an Ordinary Resolution as set out in Resolution No. 6 of the accompanying Notice, considering the continued association of M/s. Ashwin Solanki & Associates, Cost Accountant with the Company.

None of the Directors and/or Key Managerial Personnel of the Company and / or their respective relatives is concerned or interested, financially or otherwise, in the Ordinary Resolution as set out in Resolution No. 6 of the Notice.

Item No. 7:

As per the provisions of Section 188 of the Act, transactions with related parties which are undertaken on an arm's length basis and in the ordinary course of business, are exempted from the obligation of obtaining prior approval of Shareholders. However, with effect from April 01, 2022, Regulation 23 of SEBI Listing Regulations, mandates obtaining prior approval of the Shareholders through an ordinary Resolution for all 'material' related party transactions.

In terms of Regulation 23 of the SEBI Listing Regulations, as amended, any transactions with a related party shall be considered material, if the transaction(s) entered into/ to be entered into individually or taken together with the previous transactions during a financial year exceeds ₹1,000 Crores or 10% of annual consolidated turnover of the Company as per the last audited financial statements of the Company, whichever is lower and shall require prior approval of shareholders by means of an ordinary resolution. The said limits are applicable, even if the transactions are in the ordinary course of business of the concerned company and at an arm's length basis.

In the financial year 2025-26, the Company propose to enter into certain Related Party Transaction(s) ('RPT') with Hitachi Energy Sweden AB ("HE Sweden"), on mutually agreed terms and conditions and the aggregate of such transaction(s), are expected to cross the applicable materiality thresholds (i.e., ₹638.49/- Crores for the financial year 2025-26) as mentioned above. Accordingly, as per the SEBI Listing Regulations, prior approval of the Members is being sought for all such arrangements / transactions proposed to be undertaken by the Company. All the said transactions shall be in the ordinary course of business of the Company and on an arm's length basis.

These transactions help in generating revenue and enhancing the business operations of both the Company and HE Sweden. Further, all transactions entered into with HE Sweden complement and are integral to the Company's export strategy. The transactions with HE Sweden support the Company for improved business volumes, feeder factory contract manufacturing and for procurement of items which are generally not available in the open market.

HE Sweden is a fellow subsidiary of Hitachi Energy India Limited ("the Company") and a wholly owned subsidiary of Hitachi Energy Ltd., Switzerland. Therefore, HE Sweden and the Company are part of common group entities of Hitachi Energy Ltd., Switzerland, which is the holding company of Hitachi Energy India Limited. Accordingly, financials of HE Sweden and the Company is consolidated at group level.

The Management has provided the Audit Committee with the relevant details, as required under law, of RPT's including material terms and basis of pricing from time to time. The Audit Committee, after reviewing all necessary information, has granted approval for entering into the below mentioned RPTs during the financial year 2025-26 (i.e., April 01, 2025 to March 31, 2026), subject to approval by the Members at the ensuing Annual General Meeting. The Committee has noted that the said transactions are carried out on an arms' length basis and in the ordinary course of business of the Company.

Details of transactions between the Company and HE Sweden, being a related party of the Company, including the information pursuant to SEBI Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 are as follows:

Sr. No.	Particulars	Details
1.	Details of Summary of information provided by the Management to the Audit Committee	
	Name of the Related Party	Hitachi Energy Sweden AB ("HE Sweden")
	Nature of relationship with the Company including nature of its concern or interest (financial or otherwise)	Fellow Subsidiary (HE Sweden is a fellow subsidiary of the Company, both being under the common control of Hitachi Energy Ltd., Switzerland, which is the holding company of Hitachi Energy India Limited). The transactions are proposed in the ordinary course of business and at arm's length basis.
	Type / Nature of contract or material terms and particulars of the transaction	Sale or purchase of product(s), component(s), system(s), spares and / or rendering or receipt of services under multiple orders for an aggregate value of up to ₹2,000 Crores entered into/ to be entered during the financial year 2025-26 (i.e., April 01, 2025 to March 31, 2026). Terms and conditions vary based on various order(s)/ contract(s)/ agreement(s) • Delivery of Materials – generally FCA/ FOB/ DAP/CPT/ as per order booking • Payment terms – generally 30-120 days or based on the FeS Agreement • Indirect Taxes as applicable • Currency – primarily Swedish Krona (SEK)/ United States Dollar (USD) • Such other conditions customary to the context of the contract(s) / agreement(s) All transactions are in the ordinary course of business and at arm's length basis.
	Value and tenure of the transaction	Up to ₹2,000 Crores during the financial year 2025-26 (i.e., April 01, 2025 to March 31, 2026). The estimated value of the transaction(s) with HE Sweden as on date has not exceeded, however, it is expected to exceed the threshold limits of material related party transactions (RPT's) during the financial year 2025-26 (i.e., April 01, 2025 to March 31, 2026). The upper limit mentioned is an enabling limit to help the business operate smoothly without interruption.
	Percentage of the Company's annual consolidated turnover for the immediately preceding financial year that is represented by the value of the proposed transaction	Approximately 31% of the Company's annual standalone turnover for the financial year 2024-25 (consolidated reporting is not applicable to the Company).
	Total actual transactions undertaken with HE Sweden for the past three years	Financial Year 2024-25: ₹653.67 Crores Financial Year 2023-24: ₹490.09 Crores Financial Year 2022-23: ₹229.23 Crores

Sr. No.	Particulars	Details
2.	Reason and Justification as to why the RPT is in the interest of the Company.	Hitachi Energy is a global technology leader that is advancing a sustainable energy future for all. The Company serves customers in the utility, industry and infrastructure sectors with innovative solutions and services across the value chain. Together with customers and partners, the Company pioneers' technologies and enable the digital transformation required to accelerate the energy transition towards a carbon-neutral future. The Company is advancing the energy system to become more sustainable, flexible and secure whilst balancing social, environmental and economic value. India is becoming a leader in clean tech and its investments have made India a node for exports. Exports are a growth lever for the Company. The Company has been working towards consistent export orders and has invested in building capabilities and networks to sustain the same. Export includes transactions with related party entities and the Company procures and sells products, component, system, renders and receives services from related party entities, including HE Sweden. Further, business transactions with HE Sweden for Projects in India and export are necessitated by manufacturing footprint of some of key components and availability of key competencies. There are certain products / components which are tailor made and having proven technology. Some of these products are high in value and least options are available in the market as well. The transactions with HE Sweden support the Company for improved business volumes, Feeder factory contract manufacturing and for procurement of items which are not available in the open market. These transactions are necessary, normal and incidental to business and also plays a significant role in the Company's business growth considering global contracts to aid operational efficiency and achieve business objectives. These transactions are conducted at arm's length and have been undertaken in the past by the Company from time to time, depending on needs of its business. These transactions also help in generating revenue and enhancing the business operations of both the Company and HE Sweden. Further, all transactions entered into with HE Sweden complement and are integral to the Company's export strategy. The Company has expanded its export operations, positioning India as a key global hub for clean-tech manufacturing and delivery. Transactions with HE Sweden are central to this strategy, enabling access to high-value, tailor made components and specialized competencies that are not available in the open market. These transactions support feeder factory manufacturing, global contract execution and operational efficiency. The proposed increase in previous year actual RPT with HE Sweden vis-a-vis the RPT limit sought for this year is driven by a substantial rise in actual transaction volumes, which has increased in financial year 2024-25 when compared to earlier years. This reflects the Company's growing reliance on HE Sweden for critical inputs and services. All transactions are conducted at arm's length, reviewed by the Audit Committee and are necessary, normal and incidental to business operations. They are integral to both revenue generation and the Company's long-term export strategy. To substantiate that the transactions are conducted at arm's length and in the ordinary course of business, the Company has obtained an independent report from M/s. B B S R & Associates LLP, a sublicensee of KPMG, confirming that the above related party transactions satisfies the principle of arm's length and ordinary course of business.
3.	Details of transaction relating to any loans, inter-corporate deposits, advances or investments made or given by the listed entity or its subsidiary:	
	a) Details of the source of funds in connection with the proposed transaction	Not Applicable, as the transactions are not related to any loans, inter-corporate deposits, advances or investment made or given by the Company or its subsidiary
	b) Where any financial indebtedness is incurred to make or give loans, inter-corporate deposits, advances or investments, nature of indebtedness; cost of funds; and tenure	

Sr. No.	Particulars	Details
	c) Applicable terms, including covenants, tenure, interest rate, repayment schedule, whether secured (nature of security) or unsecured	
	d) Purpose for which funds will be utilised	
4.	A copy of the valuation or other external party report, if any such report has been relied upon	Company has obtained an independent report from M/s. B B S R & Associates LLP, a sub-licensee of KPMG, confirming that the above related party transactions satisfies the principle of arm's length and ordinary course of business This report is available on the website of the Company at https://www.hitachienergy.com/in/en/investor-relations/general-meetings#annual-general-meeting
5.	Any other information relevant or important for the members to make a decision	These Related Party Transactions are being carried out at arm's length and in the ordinary course of business of the Company.

The Members of the Audit Committee confirms that disclosures provide all the necessary information to the public shareholders for informed decision-making. Further, the relevant disclosures for decision making were placed before them and they have determined that the promoter(s) will not benefit from the RPT at the expense of public shareholders.

All the said transactions with HE Sweden shall be in the ordinary course of business and on an arm's length basis and have been undertaken in the past by the Company from time to time, depending on needs of its business.

Mr. Achim Michael Braun, Mr. Ismo Antero Haka and Mr. Nuguri Venu, Directors of the Company are nominated on the Board of the Company by Hitachi Energy Ltd., Switzerland (Promoter Group). Mr. Achim Michael Braun and Mr. Ismo Antero Haka are also in full time employment of Hitachi Energy Ltd. and Mr. Nuguri Venu is in the whole-time employment in the capacity of the Managing Director and Chief Executive Officer of the Company and Mr. Ismo Antero Haka is also a Director on the Board of HE Sweden. Hence, they and/or their relatives, may be concerned or interested, financially or otherwise, in this Resolution. None of the other Directors or Key Managerial Personnel of the Company and/or their relatives are concerned or interested, financially or otherwise, in this Resolution except to the extent of their shareholding (if any) in the Company.

The Members may note that as per the provisions of the SEBI Listing Regulations, the related parties as defined thereunder (whether such related party(ies) is a party to the aforesaid transactions or not), shall not vote to approve the Resolution set out in Item No. 7.

Basis the consideration and approval of the Audit Committee, the Board of Directors recommend the Ordinary Resolution forming part of Item No. 7 of the accompanying Notice for the approval of the Members.

For **Hitachi Energy India Limited**

Poovanna Ammatanda
General Counsel & Company Secretary
FCS-4741

Place: Bengaluru
Date: May 14, 2025

Registered Office:
8th Floor, Brigade Opus, 70/401,
Kodigehalli Main Road, Bengaluru - 560092
CIN: L31904KA2019PLC121597
Phone: 080 68473700

Annexure I to AGM Notice

Mr. Ismo Antero Haka (DIN: 08598862), the Non-Executive and Non-Independent Director of the Company is liable to retire by rotation and being eligible, has offered himself for re-appointment. Mr. Ismo Antero Haka was first appointed as a Director on the Board of the Company with effect from February 25, 2021.

Details of Mr. Ismo Antero Haka seeking re-appointment at the 6th Annual General Meeting pursuant to Secretarial Standard 2 (SS-2) issued by The Institute of Company Secretaries of India (ICSI) and Regulation 36 of The SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 is appended below:

Name of the Director	Mr. Ismo Antero Haka
DIN	08598862
Date of Birth & Age	May 16, 1963 (62 Years)
Nationality	Finnish
Date of Appointment on the Board	February 25, 2021
Qualifications	M.Sc. in Economics from the Hanken School of Economics, Finland.
Expertise in specific functional area	Power grid business and please refer information mentioned above and brief profile section.
Shareholding in the Company	NIL
Directorship held in other companies	1. Hitachi Energy Sweden AB 2. Hitachi Energy (China) Ltd
Committee positions held in other companies	NIL
Number of Board Meetings attended during the financial year 2024-25	During the Financial Year 2024-25, he has attended all the 6 Board Meetings
Relationships with other Directors, Manager and other Key Managerial Personnel of the Company	He is not related to any other Director and / or Key Managerial Personnel of the Company
Remuneration details (last drawn remuneration including Sitting Fees & Commission)	Not drawing any remuneration or commission or sitting fees in the capacity of Director from the Company.
Details of remuneration sought to be paid	NIL
Occupation	Service
Brief Profile	Mr. Ismo Antero Haka is the Non-Executive and Non-Independent Director of the Company. Ismo Haka is the CFO of Hitachi Energy Ltd. Before this, he held numerous senior financial positions in ABB: CFO of ABB Power Grids (2016-2020); CFO of Power Products Division (2012-2016) which was then merged into the Power Grids Division; North America Regional and USA Country CFO (2008-2012) and Process Automation Division CFO (2004 to 2008).
Key terms and conditions of appointment	He is a Non-Executive, Non-Independent Director of the Company. He is required to comply with the applicable provisions of the Act and SEBI Regulations and other applicable laws.

Board's Report

Dear Members,

The Board of Directors is pleased to present the 6th Integrated Annual Report covering the business and operations of Hitachi Energy India Limited ("the Company") along with the Company's audited financials for the year ended March 31, 2025.

1. FINANCIAL SUMMARY AND HIGHLIGHTS:

(Amount in ₹ Crores)

Particulars	FY 2024-25 From April 01, 2024 to March 31, 2025	FY 2023-24 From April 01, 2023 to March 31, 2024
Revenue from Operations	6,384.93	5,237.49
Add: Other Income	57.17	9.29
Total Income	**6,442.10**	**5,246.78**
Less: Total Expenses	5,925.71	5,025.08
Profit before tax	**516.39**	**221.70**
Tax expense	132.41	57.92
Profit after tax	**383.98**	**163.78**
Add: Other Comprehensive Income	(4.42)	(4.81)
Total Comprehensive Income	**379.56**	**158.97**
Balance brought forward from the previous year	835.87	691.31
Amount available for appropriation	**1,215.43**	**850.28**
Appropriations:		
Equity dividend paid	(16.95)	(14.41)
Balance carried forward	**1,198.48**	**835.87**
Key ratios:		
Earnings per share (₹)	90.36	38.64

2. PERFORMANCE REVIEW:

During the financial year ended March 31, 2025, orders touched ₹18,173.80 Crores as against ₹5,536.30 Crores during the year ended March 31, 2024. The orders witnessed a healthy growth reflecting the technology push and continued traction in grid integration, transformers and high voltage products. The order backlog at the end of the year stood at ₹19,245.95 Crores (March 31, 2024 was ₹7,229.53 Crores) which continued to provide visibility to the future revenue streams. The total income for your Company for the financial year ended March 31, 2025 stood at ₹6,442.10 Crores (March 31, 2024 was ₹5,246.78 Crores), reflecting stability of operations. Profit before tax was ₹516.39 Crores (March 31, 2024 was ₹221.70 Crores). Accordingly, net profit after tax was ₹383.98 Crores (March 31, 2024 was ₹163.78 Crores). The earnings per share for the financial year ended March 31, 2025 stood at ₹90.36 (March 31, 2024 was ₹38.64).

For detailed analysis of the performance, including industry overview, changes and outlook, please refer to the Management's Discussion and Analysis section of this Report.

There has been no change in the nature of business during the financial year under review.

3. MANAGEMENT DISCUSSION AND ANALYSIS:

Management Discussion and Analysis for the year under review, as stipulated under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), is presented in **Annexure-A**, forming part of the Board's Report.

4. QUALIFIED INSTITUTIONAL PLACEMENT (QIP):

Your Company has been on a consistent growth trajectory, as reflected in its financial and operational performance. Focused on advancing India's energy system to be more sustainable, flexible and secure, the Company strives to provide maximum value to its customers through pioneering technology, sustainable products and solutions, expertise in digitalisation and a wide and highly organised network that combines manufacturing, sales and service.

To capitalise on further growth opportunities in its existing operations and to evaluate both organic and inorganic options to improve its market share and accelerate its business growth on a consolidated basis and after taking into account the ongoing requirement for working capital and capital expenditure (capex) for the upgradation and expansion of the Company's businesses and ongoing projects, it was assessed that the Company would require sufficient funds to cater such growth and expansion plans from time to time.

Accordingly, during the year under review, your Company has decided to raise capital through Qualified Institutional Placement (QIP), by allotting equity shares to the eligible investors in accordance with the applicable laws.

In view of the same, the Board of Directors of the Company at their Meeting held on January 18, 2025, had approved the proposal for raising of capital by way of public or private offering including through a QIP to eligible investors through an issuance of equity shares or other eligible securities for an amount aggregating up to ₹4,200 Crores and had recommended the same for the approval of the Shareholders. Further, the Board has constituted a Committee known as "Fund Raise Committee" and delegated their powers to ensure all decisions and approvals related to the fund-raising matters were taken in a timely manner, including the appointment of Book Running Lead Managers, Legal Counsels and other intermediaries.

Furthermore, the Shareholders by way of Postal Ballot on February 20, 2025, had approved the proposal for raising of capital by way of public or private offering including through a QIP to eligible investors through an issuance of equity shares or other eligible securities for an amount aggregating up to ₹4,200 Crores. Based on the Board and Shareholders' approval, all other necessary actions were taken into consideration such as the appointment of a monitoring agency, opening of an escrow account, obtaining Independent Chartered Accountant certificates, finalization of Preliminary Placement Document and Placement document, etc.

Accordingly, the Fund Raise Committee, on March 13, 2025, had approved the allotment of 21,90,688 equity shares having face value of ₹2 each through QIP under the provisions of Chapter VI of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended ("SEBI ICDR Regulations") and Section 42 and 62 of the Companies Act, 2013 (the Act) including the rules made thereunder, each as amended to the eligible Qualified Institutional Buyers (QIB), at the issue price of ₹11,507 per equity share, including a premium of ₹11,505 per equity share post considering a discount of ₹605.50 per equity share (i.e., 5% of the floor price) in terms of Regulation 176(1) of the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018, aggregating to approximately ₹2,520.82 Crores, pursuant to the QIP of equity shares. Due to the aforesaid allotment, the Shareholding percentage of Promoter entity i.e., Hitachi Energy Ltd. was reduced from 75% to 71.31% thereby increasing the public shareholding from 25% to 28.69%.

The subscription was open from March 10, 2025 to March 13, 2025.

The utilisation of proceeds/funds raised from the QIP would be reviewed by the Audit Committee as part of quarterly review of financial results and the details of the same will also be filed with the Stock Exchanges on a quarterly basis, pursuant to Regulation 32 of the SEBI Listing Regulations. During the year under review, the Company has not utilized the net proceeds raised through the QIP. The proceeds from the QIP issuance will be used towards one or more of the objectives specified in the Placement Document and a statement towards the same forms part of the Corporate Governance Report.

5. SHARE CAPITAL:

As of March 31, 2025, the authorized share capital of the Company was ₹10 Crores comprising of 5,00,00,000 equity shares of ₹2 each and the issued, subscribed and paid-up equity share capital as of March 31, 2025, was ₹8.92 Crores comprising of 4,45,72,363 equity shares of ₹2 each.

During the year under review, the Company issued and allotted 21,90,688 equity shares to eligible QIB's at the issue price of ₹11,507 per equity share, including a premium of ₹11,505 per equity share post considering a discount of ₹605.50 per equity share (i.e., 5% of the floor price), aggregating to approximately ₹2,520.82 Crores, pursuant to the QIP of equity shares.

The issued, subscribed and paid-up equity share capital of the Company has increased from 4,23,81,675 equity shares of ₹2 each to 4,45,72,363 equity shares of ₹2 each due to the aforesaid allotment of equity shares during the financial year.

During the year under review, the Company has not issued any instruments convertible into equity shares of the Company or with differential voting rights nor has granted any sweat equity shares.

6. DIVIDEND & RESERVES:

a) Declaration and payment of dividend:

The Board of Directors at their Meeting held on May 14, 2025 has recommended a final dividend of ₹6/- (Rupees Six only) per equity share for the financial year ended March 31, 2025 on 4,45,72,363 equity shares of ₹2/- each fully paid.

The dividend recommended is in accordance with the Company's Dividend Distribution Policy.

b) Dividend Distribution Policy:

In terms of the provisions of Regulation 43A of the SEBI Listing Regulations, the Company has in place a Dividend Distribution Policy, which contains various parameters, basis which the Board of Directors may recommend or declare Dividend. The same is accessible at the Company's website at: https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies.

c) Book Closure:

The Register of Members and Share Transfer Books of the Company will remain closed from August 14, 2025 to August 20, 2025 (both days inclusive) to determine the eligible shareholders to receive the dividend for the year ended March 31, 2025 and accordingly, the record date for dividend will be August 13, 2025.

According to the Finance Act, 2020, dividend income will be taxable in the hands of the Members w.e.f. April 01, 2020 and the Company is required to deduct tax at source from the dividend paid to the Members at prescribed rates as per the Income Tax Act, 1961.

d) Transfer to Investor Education and Protection Fund:

As per Section 124 of the Act read with IEPF Authority (Accounting, Audit, Transfer and Refund) Rules 2016 ('the Rules') all unpaid or unclaimed dividends are required to be transferred by the Company to the IEPF established by the Central Government, after completion of seven years and the shares in respect of which dividend has not been paid or claimed by the members for seven consecutive years or more shall also be transferred to the Demat account created by IEPF Authority. In line with the applicable provisions and after completion of seven consecutive years, the Company will transfer the said shares, after sending an intimation of the proposed transfer in advance to the concerned Shareholders, as well as publish a public notice in this regard.

Further, pursuant to the Scheme of Arrangement [entered into between (i) ABB India Limited ("INABB"/"Transferor") and (ii) Hitachi Energy India Limited ("the Company") and their respective Shareholders and creditors] approved by National Company Law Tribunal, Bengaluru Bench vide its order dated November 27, 2019, the Company directly allotted 1,07,421 Equity Shares to the Shareholders of ABB India Limited in accordance with the Share Entitlement Ratio pertaining to the relevant shares of ABB India Limited lying with IEPF.

Accordingly, the Dividend declared up to Financial year 2024-25 pertaining to the shares remaining with IEPF authorities has also been transferred to the Investor Education and Protection Fund account from time to time.

The details of the above are provided on the website of the Company at: https://www.hitachienergy.com/in/en/investor-relations/shareholder-information#iepf.

e) Transfer to Reserves:

For the financial year under review, your Company has proposed not to transfer any amount to the General Reserves.

7. MATERIAL CHANGES AND COMMITMENT AFFECTING THE FINANCIAL POSITION:

There were no material changes affecting the financial position of the Company that took place after the close of the financial year 2024-25 till the date of this Report.

8. SUBSIDIARY/ JOINT VENTURE OR ASSOCIATE COMPANY:

During the financial year under review, the Company did not have any subsidiary, joint venture or associate Company.

9. **EXPANSION/ ADDITION OF NEW MANUFACTURING FACILITIES:**

Your Company had no addition of any new manufacturing facilities.

The details of existing manufacturing facilities are provided under Management Discussion and Analysis section of this Report.

10. **CREDIT RATING:**

The Company had no outstanding borrowings as on March 31, 2025. Accordingly, no fund-based limits were utilized from the established credit lines with banks.

CRISIL Ratings Limited has reaffirmed the long-term and short-term credit ratings for ₹6,000 Crores bank loan facilities of the Company.

CRISIL has assigned 'CRISIL A1+' as Short-Term Rating and assigned 'CRISIL AAA/Stable' ratings as a Long-Term Rating effective from October 17, 2024. CRISIL reaffirmed Long Term ratings as 'CRISIL AAA/Stable' as on March 24, 2025, an event driven review followed by QIP of Equity shares issuance.

The Company's financial discipline and prudence are reflected in the strong credit ratings ascribed by rating agencies. The details of credit ratings are also disclosed in the Management Discussion and Analysis section, which forms part of the Board's Report.

11. **BOARD OF DIRECTORS AND KEY MANAGERIAL PERSONNEL:**

The Board of Directors of the Company comprises of eminent persons with proven competence and integrity. Besides the experience, strong financial insight and leadership qualities, they have a significant degree of commitment towards the Company and devote adequate time to the Meetings.

As at March 31, 2025, the Board of Directors comprised 6 Directors of which 1 is Executive Director, 2 are Non-Executive Directors and 3 are Non-Executive, Independent Directors.

- Mr. Nuguri Venu (DIN: 07032076), Managing Director and Chief Executive Officer is the Executive Director.
- Mr. Ismo Antero Haka (DIN: 08598862) and Mr. Achim Michael Braun (DIN: 08596097) are the Non-Executive, Non-Independent Directors.
- Mr. Mukesh Butani (DIN: 01452839), Ms. Akila Krishnakumar (DIN: 06629992) and Ms. Meena Ganesh (DIN: 00528252) are the Non-Executive, Independent Directors.

The composition of the Board of Directors is in due compliance with the Act and SEBI Listing Regulations.

None of the Directors of the Company are disqualified under Section 164(2) of the Act.

Key Managerial Personnel:

Mr. Nuguri Venu (DIN: 07032076), Managing Director and Chief Executive Officer, Mr. Ajay Singh, Chief Financial Officer and Mr. Poovanna Ammatanda, General Counsel, Company Secretary and Compliance Officer are the Key Managerial Personnel in accordance with the provisions of Section 203 of the Act. There was no change in the Key Managerial Personnel during the year.

Appointment/ Re-Appointment of Directors:

Based on the recommendation of the Board of Directors and the shareholders at the 5th Annual General Meeting held on August 21, 2024, approved the Re-appointment of Mr. Achim Michael Braun (DIN: 08596097), Non-Executive Director who retired by rotation.

Further, in accordance with the Articles of Association of the Company and the provisions of Section 152(6)(e) of the Act, Mr. Ismo Antero Haka (DIN: 08598862), Director, will retire by rotation at the ensuing Annual General Meeting and being eligible, offer himself for re-appointment.

A brief resume of Mr. Ismo Antero Haka, proposed to be re-appointed, the nature of his expertise in specific functional areas and names of the Companies in which he hold Directorship/ Membership/ Chairmanship of the Board or Committees, as stipulated under SEBI Listing Regulations has been provided as an Annexure to the Notice convening the 6th Annual General Meeting.

Details of Directors, Key Managerial Personnel and Composition of various Committees of the Board are provided in the Corporate Governance Report forming part of this report.

Declaration of Independent Directors:

The Company's Independent Directors have submitted requisite declarations confirming that they continue to meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) read with Regulation 25 of SEBI Listing Regulations and they have registered their names in the Independent Directors' Databank.

The Independent Directors have also given their undertaking that they are not aware of any event or incident that exists or might reasonably be anticipated that could impair or damage their capacity to fulfil their duties objectively and independently.

Familiarization Program for Independent Directors:

The Company has a program in place to familiarize its Independent Directors. The program's primary objective is to familiarize Independent Directors on our Board with the Company's business, industry in which the Company operates, business model, challenges and so on, through a variety of programs that include regular meetings with our business leads and functional heads, as well as interaction with subject matter experts within the Company.

The familiarization program and other disclosures as specified under the SEBI Listing Regulations is available on the Company's website at https://www.hitachienergy.com/in/en/investor-relations/board-of-directors.

Selection and Procedure for Nomination and Appointment of Directors and Nomination and Remuneration Policy of the Company:

The Nomination and Remuneration Committee (NRC) of the Company is entrusted to determine the criteria for the requirements of the Board. NRC, while recommending candidature to the Board, takes into consideration the qualification, attributes, experience and independence of the candidate.

Pursuant to Section 178(3) of the Act, the Nomination and Remuneration Committee of the Board has formulated, amongst others, a Policy on Nomination and Remuneration which provides the framework for remunerating the members of the Board, Key Managerial Personnel, Senior Management and other employees of the Company. This Policy is guided by the principles and objectives enumerated in Section 178(4) of the Act.

The details of the Nomination and Remuneration Policy are mentioned in the report on Corporate Governance and the same is also placed on the Company's website at https://www.hitachienergy.com/in/en/investor-relations/board-of-directors.

Disclosures pertaining to Remuneration and other details as required under Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are provided in the prescribed format and annexed as **Annexure-B** to this Report.

Annual Performance Evaluation of the Board, its Committees and individual Directors:

The Board, along with the Nomination and Remuneration Committee, approved a criteria framework in the form of a questionnaire for annual evaluation of the Board, Board Committees and Individual Directors pursuant to the provisions of the Act and the Corporate Governance requirements under Regulation 25(4) of SEBI Listing Regulations read with SEBI's Guidance Note on Board Evaluation.

During the year under review, the Board of Directors has carried out an annual evaluation of its own performance, Board Committees and Individual Directors. The Board evaluation was conducted through a questionnaire designed with qualitative parameters and feedback based on ratings.

Further, the performance evaluation of the Independent Directors was carried out by the entire Board. The performance evaluation of the Chairman, the Board as a whole and the Non-Independent Directors was carried out by the Independent Directors at their separate Meeting held during the year.

The questionnaire was circulated to all the Board members of the Company in a transparent and confidential manner. The key parameters considered for Board evaluation are Board Membership, Board's Culture and Relationships with Key Constituencies, Board Responsibilities, Decision Making and Board Committees. During the evaluation process, the Directors have given ratings of either 'Strongly Agree' / 'Agree' on various assessment questions.

A consolidated report was shared with the Chairman of the Board for his review and giving feedback to each Director. Accordingly, feedback was provided to Directors.

12. BOARD MEETINGS:

During the year under review, the Board of Directors of the Company met six (6) times viz. (1) May 21, 2024; (2) July 24, 2024; (3) August 21, 2024; (4) October 29, 2024; (5) January 18, 2025 and (6) January 29, 2025.

In accordance with the provisions of the Act, a separate Meeting of the Independent Directors of the Company was held on May 21, 2024.

The attendance of the Directors in the Meetings are provided in the Corporate Governance Report forming part of this Report.

Committees of the Board:

As required under the Act and the SEBI Listing Regulations, the Company has constituted the following, including the statutory committees:

i. Audit Committee

ii. Nomination and Remuneration Committee

iii. Stakeholders' Relationship Committee

iv. Risk Management Committee

v. Corporate Social Responsibility

vi. Environment, Social and Governance Committee

vii. Fund Raise Committee

A detailed note on the composition of various Committees of the Board and their Meetings including the terms of reference were given in the Corporate Governance Report forming part of the Board's Report.

13. DIRECTORS' RESPONSIBILITY STATEMENT:

Pursuant to the provisions of Section 134(5) of the Act, the Directors confirm that, to the best of their knowledge and belief:

a. in the preparation of the annual financial statements, the applicable accounting standards have been followed along with proper explanation and that there are no material departures;

b. they had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the Financial year and of the profit of the Company for that period;

c. they had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d. they have prepared the annual financial statements on a going concern basis;

e. they have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively; and

f. they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

14. CORPORATE GOVERNANCE REPORT:

The Company is committed to upholding the highest standards of Corporate Governance and follows the Corporate Governance requirements set out by the Securities and Exchange Board of India ("SEBI"). In addition, the Company has included various best governance practices.

In terms of Regulation 34(3) read with Schedule V of the SEBI Listing Regulations, a separate section on Corporate Governance including a certificate from M/s V. Sreedharan & Associates, Practicing Company Secretaries confirming compliance is annexed as **Annexure-C**, forming an integral part of this Report.

15. STATUTORY AUDITORS:

Pursuant to provisions of Section 139 of the Act read with the Companies (Audit and Auditors) Rules, 2014, M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Registration No.: 101049W/ E300004) were appointed as Statutory Auditors, for a period of five years, to hold office from the conclusion of 1st Annual General Meeting until the conclusion of the 6th Annual General Meeting at such Remuneration as may be mutually agreed amongst by the Board of Directors and the Statutory Auditors.

The Statutory Auditor's Report on the financial statements for the financial year ended March 31, 2025, does not contain any qualifications, reservation, adverse remarks or disclaimer which requires any explanation from the Board of Directors.

As the term of M/s. S. R. Batliboi & Associates LLP as the Statutory Auditors of the Company expires at the conclusion of 6th AGM, the Board of Directors of the Company at their Meeting held on May 14, 2025, based on the recommendation of the Audit Committee, has recommended to the Members the re-appointment of M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Registration No.: 101049W/ E300004), as Statutory Auditors of the Company, for the second term of five consecutive years from the conclusion of 6th AGM till the conclusion of the 11th AGM.

Accordingly, a Resolution seeking Shareholders' approval for re-appointment of M/s. S. R. Batliboi & Associates LLP, as the Statutory Auditors of the Company for the second term of five consecutive years pursuant to Section 139 of the Act, forms part of the Notice convening the 6th Annual General Meeting of your Company and same is recommended for your consideration. The Company has received the written consent and a certificate that M/s. S. R. Batliboi & Associates LLP, Chartered Accountants satisfy the criteria provided under Section 141 of the Act and that the appointment, if made, shall be in accordance with the applicable provisions of the Act and Rules framed thereunder.

16. COST AUDIT AND COST AUDITORS OF THE COMPANY:

As per requirements of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, the Company is required to make and maintain cost records for certain products as specified by the Central Government. Accordingly, the Company has, during the year under review, in accordance with Section 148(1) of the Act, maintained the accounts and cost records, as specified by the Central Government.

In terms of the provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, the Board of Directors, on the recommendation of the Audit Committee, appointed M/s. Ashwin Solanki & Associates, Cost Accountants (Registration No.: 100392) as the Cost Auditor of the Company, for the financial year 2025-26, on a remuneration as stated in notice convening the 6th Annual General Meeting dated May 14, 2025 for conducting the audit of the cost records maintained by your Company.

A certificate from M/s. Ashwin Solanki & Associates, Cost Accountants has been received to the effect that their appointment as Cost Auditor of the Company, if made, would be in accordance with the limits specified under Section 141 of the Act and Rules framed thereunder and they are not disqualified to be appointed as Cost Auditor.

A Resolution seeking Shareholders' approval for remuneration payable to Cost Auditor forms part of the Notice convening the 6th Annual General Meeting of your Company and same is recommended for your consideration. Cost Audit and Compliance reports for the financial year 2023-24 were filed with the Registrar of Companies, within the prescribed time limit.

17. SECRETARIAL AUDIT:

Pursuant to provisions of Section 204 of the Act read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and amendments thereto, the Board of Directors of the Company had appointed M/s. BMP & Co. LLP (LLPIN: AAI-4194), Company Secretaries, Bengaluru, to conduct the Secretarial Audit for the Financial year 2024-25.

The Secretarial Audit Report (Form MR-3) for the Financial year ended March 31, 2025, is annexed herewith and marked as **Annexure-D** to this Report.

The Secretarial Audit Report does not contain any qualification, reservation, adverse remark or disclaimer.

Further, pursuant to Regulation 24A of the SEBI Listing Regulations (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force) and SEBI Circular SEBI/HO/CFD/CFD-PoD-2/CIR/P/2024/185 dated December 31, 2024, the Board of Directors have recommended the appointment of M/s. V. Sreedharan and Associates (Peer Review Certificate No. 5543/2024), Practicing Company Secretaries, as the Secretarial Auditors of the Company, for a period of five years, to hold office from the conclusion of the 6th Annual General Meeting until the conclusion of 11th Annual General Meeting at such remuneration as may be mutually agreed between the Board and the secretarial auditors.

Accordingly, a resolution seeking Shareholders' approval for appointment of M/s. V. Sreedharan and Associates (Peer Review Certificate No.: 5543/2024), Practicing Company Secretaries, as the Secretarial Auditors of the Company for a term of five consecutive years commencing from financial year April 01, 2025 to March 31, 2030, forms part of the Notice convening the 6th Annual General Meeting of your Company and same is recommended for your consideration. The Company has received the written consent and a certificate that M/s. V. Sreedharan and Associates satisfy the criteria provided under SEBI Listing Regulations and that the appointment, if made, shall be in accordance with the SEBI Listing Regulations and the Act.

18. SECRETARIAL STANDARDS:

The Board of Directors affirms that the Company has complied with applicable Secretarial Standards on Board Meetings and General Meetings issued by the Institute of Company Secretaries of India (ICSI).

19. BRANCH OFFICES:

During the year under review, the Company had branch offices in Nepal, Bangladesh and Sri Lanka. All these branch offices continue to be operational. The branch offices are undertaking business operations in respective countries. The branches play a key role in supporting the Company to penetrate the market, by providing local support for various business activities.

Through these branches, your Company is engaged with a wide spectrum of customers (Utilities, Industries, Distributors, etc.,) in their respective countries.

20. BRANCH AUDITORS:

In terms of provisions of sub-section (8) of Section 143 of the Act read with Rule 12 of the Companies (Audit and Auditors) Rules, 2014, the audit of the accounts of the Branch Offices of the Company located outside India is required to be conducted by the person(s) or firm(s) qualified to act as Branch Auditors in accordance with the laws of that country.

In this regard, the Company has secured the Shareholders' approval in the Third Annual General Meeting held on July 22, 2022 for authorizing the Board of Directors/ Audit Committee to appoint

Branch Auditors of any Branch Office of the Company from time to time.

The Board of Directors at their Meeting held on May 21, 2024 has appointed the following branch auditors for the Branch Offices of the Company to conduct the audit for the Financial year 2024-25:

Branch office of the Company	Name of Branch Auditors
Bangladesh Branch	Md. Abdus Sattar Sarkar, FCA, Partner of Mahfel Huq & Co., Chartered Accountants (Firm Registration Number: P-46323)
Sri Lanka Branch	Keerthi Mihiripenna & Co, Chartered Accountants (Firm Registration Number: WP 1419), Colombo
Nepal Branch	Shashi Satyal, Partner of TR Upadhya & Co., Chartered Accountants (Firm Registration Number: 6)

21. ENVIRONMENT, SOCIAL AND GOVERNANCE COMMITTEE AND BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (BRSR):

The Company is on a continuous improvement journey for creating long-term value for its stakeholders.

The Company has constituted Environment, Social and Governance (ESG) Committee in the Board Meeting held on October 22, 2021.

The details of the performance and reporting under ESG as a part of mandatory disclosure from the Financial year under review are included under the Business Responsibility and Sustainability Report forming part of the Board's Report.

Further, the sustainability initiatives taken by the Company including sustainable development goals from an environmental, social and governance perspective is available on the Company's website and can be accessed at https://www.hitachienergy.com/in/en/sustainability/sustainability-overview.

22. SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS IMPACTING THE GOING CONCERN STATUS OF THE COMPANY:

During the Financial year under review, no significant and material orders were passed by the regulators or courts or tribunals impacting the going concern status of the Company.

23. DEPOSITS:

During the year under review, the Company has neither invited nor accepted any deposits falling under the ambit of Section 73 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 framed thereunder.

24. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS:

During the Financial year under review, the Company has not granted any Loans or made investments within the meaning of Section 186 of the Act.

25. BORROWING LIMITS:

The existing borrowing limits of the Company as of the beginning of the financial year 2024-25 was ₹6,500 Crores (Rupees Six Thousand Five Hundred Crores only) consisting of ₹1,500 Crores towards fund based limits and ₹5,000 Crores towards non-fund based borrowings facilities.

Considering the likely increase in business opportunities and new orders in the near future with high value projects in pipeline, the Board of Directors of the Company at their Meeting held on January 29, 2025, provided their approval and recommended the same to the Shareholders to increase the existing borrowing limits from ₹6,500 Crores to ₹11,500 Crores by enhancing the non-fund based limit by ₹5,000 Crores. It may be noted that the proposal for increase was only towards non-fund based limits and no increase was sought for the already approved fund based limits of ₹1,500 Crores. Accordingly, the Shareholders of the Company provided their approval through Postal ballot for increase of the aforementioned non-fund based limits by ₹5,000 Crores on March 23, 2025.

As a result, the borrowing limits has been increased during the financial year from ₹6,500 Crores to ₹11,500 Crores consisting of ₹1,500 Crores towards fund based limits and ₹10,000 Crores towards non-fund based borrowing facilities.

26. RELATED PARTY TRANSACTIONS:

The Board of Directors has adopted a Policy on Related Party Transactions. The objective is to ensure proper approval, disclosure and reporting of transactions as applicable, between the Company and any of its related parties. The Policy on Related Party Transactions is available on the website of the Company at https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies.

Particulars of the Contracts or Arrangements with related parties referred to in Section 188(1) in the format specified as Form AOC-2 forms part of this Report as **Annexure-E**. Further details of Related Party Transactions are provided in Notes to financial statements.

All contracts or arrangements with related parties were entered into only with prior approval of the Audit Committee, except transactions that qualified as Omnibus transactions as permitted under law. In addition, during the financial year 2024-25, the Company has obtained the Shareholders' approval for certain material Related Party Transactions by passing the Ordinary Resolutions at the 5th Annual General Meeting held on August 21, 2024. These transactions were with Hitachi Energy related party entities i.e., Hitachi Energy Sweden AB for an aggregate value of up to ₹1,000 Crores during financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025), Hitachi Energy Australia Pty. Ltd., for an aggregate value of up to ₹1,000 Crores during financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025) and Hitachi Energy Ltd., Switzerland, for an aggregate value of up to ₹1,200 Crores during financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025).

There were no materially significant Related Party Transactions that could have potential conflict with the interests of the Company at large.

Details of the transaction(s) of the Company with the entity(ies) belonging to the promoter/promoter group which hold(s) more than 10% shareholding in the Company as required under para A of Schedule V of the SEBI Listing Regulations are provided as part of the financial statements.

27. INTERNAL FINANCIAL CONTROL SYSTEMS AND THEIR ADEQUACY:

Your Company has in place adequate internal financial controls with reference to the financial statements commensurate with the size, scale and complexity of its operations and is in line with the requirements of the Regulations. Further, the Directors had laid down internal financial controls to be followed by the Company and such policies and procedures adopted by the Company for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and the timely preparation of reliable financial information.

The Audit Committee evaluates the internal financial control system periodically. The details of Internal Control System and their adequacy are provided in the Management Discussion and Analysis section of this report which forms part of this report.

28. AUDIT COMMITTEE:

During the year under review, there was no change in the composition of the Audit Committee. The powers and role of the Audit Committee are included in the Corporate Governance Report, which forms an integral part of the Integrated Annual Report. All the recommendations made by the Audit Committee were accepted by the Board of Directors.

29. REPORTING OF FRAUDS:

During the year under review, there have been no instances of fraud, reported by the Statutory Auditors, Cost Auditors and Secretarial Auditors under Section 143(12) of the Act and Rules framed thereunder either to the Audit Committee and/or Board or to the Central Government.

30. WHISTLE BLOWER POLICY/ VIGIL MECHANISM:

Pursuant to Section 177(9) of the Act and Regulation 22 of the SEBI Listing Regulations, the Company has adopted a Whistle Blower Policy/ Vigil Mechanism for Directors, Employees and third parties to report their concerns about unethical or inappropriate behavior, actual or suspected fraud or violation of the Company's Code of Conduct, leak of unpublished price sensitive information and related matters.

This mechanism also provides adequate safeguards against the victimization of whistle blowers who avail of the whistle blower/vigil mechanism. The whistle blowers may also access their higher level/ supervisors and/ or the Audit Committee. The Whistle Blower Policy is available on the Company's website at https://www.hitachienergy.com/in/en/about-us/integrity/reporting-channels/whistleblower-protection-policy.

During the year under review, the Complaints received under the said policy were / are being investigated.

31. RISK MANAGEMENT POLICY:

The Company has in place the Risk Management Policy and constituted the Risk Management Committee as required under the Companies Act 2013 and Regulation 21 of the SEBI Listing Regulations. The Committee is chaired by an Independent Director, which assists the Board in monitoring and overseeing implementation of the Risk Management Policy, including evaluating the adequacy of risk management systems and such other functions as mandated under the SEBI Listing Regulations and as the Board may deem fit from time to time.

The Committee oversees the Risk Management process including risk identification, impact assessment, effective implementation of the mitigation plans and risk reporting. The purpose of the Committee is to assist the Board of Directors in fulfilling its oversight responsibilities with regard to enterprise risk management.

The details of the Committee and its terms of reference are set out in the Corporate Governance Report and Management's Discussion and Analysis Report forming part of this Report.

32. CORPORATE SOCIAL RESPONSIBILITY (CSR):

Corporate Social Responsibility (CSR) Committee has been constituted in accordance with Section 135 of the Act. The details of the composition of the Committee, scope and functions are listed in the Corporate Governance Report annexed to this Integrated Annual Report.

The CSR Policy formulated by the Corporate Social Responsibility Committee and approved by the Board continues unchanged. The Policy can be accessed on the Company's website at https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies.

For the Financial year 2024-25 the Company has spent ₹2.69 Crores on CSR activities. The Annual Report on CSR activities as required under Section 135 of the Act read with Rule 8(1) of the Companies (Corporate Social Responsibility Policy) Rules, 2014 is annexed as **Annexure-F** to this Report.

33. ANNUAL RETURN:

Pursuant to Section 92(3) of the Act, the Company has placed a copy of the Annual Return on its website and the same is available at: https://www.hitachienergy.com/in/en/investor-relations/general-meetings#annual-general-meeting.

34. CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO:

The particulars relating to the Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo, as required to be disclosed under Section 134(3)(m) of the Act read with Rule 8(3) Companies (Accounts) Rules, 2014, is provided in **Annexure-G** to this Report.

35. PARTICULARS OF EMPLOYEES INCLUDING REMUNERATION OF DIRECTORS AND EMPLOYEES:

The details related to remuneration and other details of the employees drawing remuneration under Section 197(12) of the Act read with Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forms part of this Report. None of the employees listed as per above are related to any Director / KMP of the Company.

In terms of Section 136(1) of the Act, the Integrated Annual Report is being sent to the Shareholders and others entitled thereto excluding the aforesaid disclosure. In pursuance of second proviso of Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, if any Shareholder is interested in obtaining the same may write to the Company Secretary & Compliance Officer at investors@hitachienergy.com.

In accordance with Section 136 of the Act, this disclosure is available for inspection by Shareholders through electronic mode.

36. DISCLOSURE AS PER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013:

The Company has in place a Policy in accordance with the provisions of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules made thereunder that mandates no tolerance against any conduct amounting to sexual harassment of women at the workplace.

The Company has also constituted an Internal Complaints Committee (ICC) for reporting and conducting inquiries into the complaints made by the victim on harassment at the workplace. Throughout the year, training and awareness events are held to instill sensitivity toward creating a respectful workplace.

During the Financial year under review, no complaints pertaining to sexual harassment of women employees were received. Further, the Company has a web portal known as "Hitachi Energy Ethics Web Portal" wherein employees can report/raise inter-alia the workplace harassment concerns/related incidents. The sexual harassment complaints as received via this Portal was investigated / being investigated and brought to the attention of the Audit Committee of the Board from time to time.

37. INSOLVENCY AND BANKRUPTCY CODE, 2016:

During the Financial year under review, neither any application nor any proceeding was initiated against the Company under the Insolvency and Bankruptcy Code, 2016.

38. DETAILS OF DIFFERENCE BETWEEN AMOUNT OF THE VALUATION DONE AT THE TIME OF ONE-TIME SETTLEMENT AND THE VALUATION DONE WHILE TAKING LOAN FROM THE BANKS OR FINANCIAL INSTITUTIONS ALONG WITH THE REASONS THEREOF:

During the Financial year under review, the Company has not made any one-time settlement with the banks or financial institutions, therefore, the same is not applicable.

39. FRACTIONAL SHARES:

Pursuant to the Scheme of Arrangement, entered into between (i) ABB India Limited ("INABB"/ "Transferor") and ii) the Company ("Company"/ "Transferee") and their respective shareholders and creditors, pursuant to the provisions of Section 230 to 232 and other applicable provisions of the Act, the Company has allotted shares of the Company to the Shareholders of ABB India Limited in accordance with the share entitlement ratio.

Out of the total shares allotted to the Shareholders of ABB India Limited, the Company allotted 9,266 Equity shares (pursuant to fractional entitlements of Members of ABB India Limited as per share entitlement ratio) to Hitachi Energy India Limited Fractional Shares Trust 2019 ("Trust") on December 24, 2019. Catalyst Trusteeship Limited ("Catalyst") is acting as Trustee to the Trust effective April 30, 2020.

The total amount paid as on March 31, 2025, stood at ₹61.17 Lakhs consisting of 19,897 Members eligible for the value of such fractional shares and the total amount remained unpaid as on March 31, 2025 stood at ₹2.10 Lakhs pertaining to 722 Members eligible for the value of such fractional shares.

Further, on November 26, 2022, May 30, 2023 and June 28, 2024, reminder letters was sent through registered post to all unpaid shareholders wherein the Company has requested the unclaimed shareholders to claim the unclaimed fractional share sale proceeds by submitting the Letter-Cum-Indemnity in the format shared with them.

40. ACKNOWLEDGEMENTS:

The Board of Directors wishes to place on record their appreciation for all the guidance and cooperation received from its parent Company and all its customers, members, suppliers, investors, vendors, partners, bankers, associates, government authorities and other stakeholders for their consistent support to the Company in its operations.

The Board of Directors also record their appreciation of the dedication of all the employees at all levels and their commitment to ensuring that the Company continues to grow.

By order of the Board
For **Hitachi Energy India Limited**

Achim Michael Braun
Chairman
DIN: 08596097

Place: Bengaluru
Date: May 14, 2025

Annexure - A to Board's Report

Management discussion & analysis

Economic overview

India economy

The Indian economy is projected to continue with its growth trajectory, with an estimated growth of 6.50% in FY 2024-25, according to the second advance estimates released by the National Statistical Office (NSO), as compared to 9.20% economic growth in FY 2023-24. India's economic growth reflects a steady and resilient performance in a dynamic global economic environment. The Indian economy continues to be driven by a revitalised manufacturing base and a thriving services sector, and supported by key reform-based policies of the government.

Source: https://www.mospi.gov.in/sites/default/files/press_release/PRESS-NOTE-ON-SAE-2024-25-Q3-2024-25-FRE-2023-24-and-FE-2022-23-M1.pdf.

In spite of challenges like stagnant wages affecting domestic consumption, slowing global demand and climate disruptions, India maintains its status as the fastest growing economy, set to dominate the global economic landscape. With global growth expected to be around 2.70% in 2025 and 2026, India's performance underscores its resilience and growing significance in shaping the world's economic trajectory and establishing its role as a key driver of economic stability.

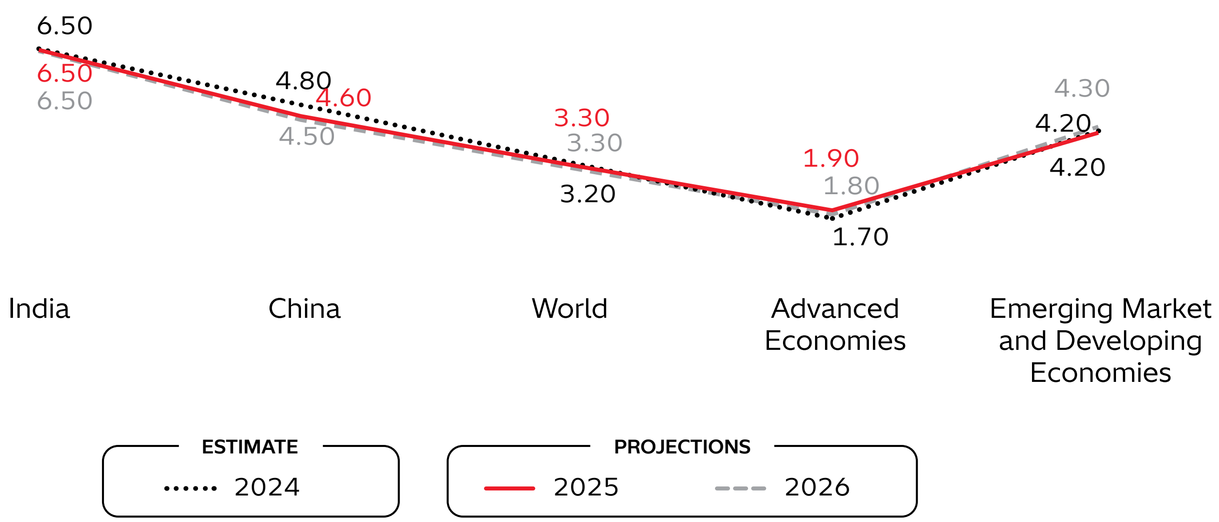
As per International Monetary Fund's (IMF) list of World GDP Rankings 2025, India is currently among the top five largest economies in the world, with a GDP of USD 3.89 trillion (₹ 332.50 Lakh Crores) at current prices, having grown at an impressive rate in FY 2023-24. Despite global uncertainties, the Indian economy demonstrated remarkable resilience in 2024, characterised by strong GDP growth, substantial foreign exchange reserves, and record levels of foreign direct investment (FDI) inflows. Additionally, it is currently the third-largest economy in the world in terms of GDP based on purchasing power parity (PPP) with a GDP size of USD 16.02 trillion (₹ 1,369.31 Lakh Crores), as per the data from IMF.

Industry structure and developments

Strong growth in electricity demand

Global electricity demand rose by 4.30% in CY 2024 and is forecast to continue to grow at close to 4% out to CY 2027. Rising global electricity demand is primarily fueled by growing expansion of electrification, industrial production, growing electricity consumption by data centers and growth in electric vehicles. Over the next three years, global electricity consumption is forecast to rise by an unprecedented 3,500 TWh, at its fastest pace in years over the Calender Year (CY)

Economic outlook – growth projections (%)



Source: https://www.imf.org/en/Publications/WEO/Issues/2025/01/17/world-economic-outlook-update-january-2025

Note: The USD exchange rate as on March 28, 2025 is ₹ 85.47.

2025-27 period. While the electricity consumption of the advanced economies as a whole remained almost unchanged in CY 2024 compared with CY 2021, these economies are expected to account for 15% of global demand growth over the CY 2025-27 period. Most of the additional demand for electricity over the next few years is projected to come from the emerging economies, which is expected to make up 85% of this growth.

More than half of the global electricity demand in CY 2024 came from China. Overall electricity demand in CY 2024 grew 7%, similar to CY 2023. Supported by economic expansion and with the growing ownership of air conditioners, the South-East Asian countries, India and other emerging markets are recording strong demand growth. Electricity demand in China is forecast to increase by 6% on an average annually by 2027. India's electricity demand is forecast to grow at an average 6.30% annually over the next three years till 2027, stronger than the 5% average growth rate of demand for electricity recorded during FY 2015 to FY 2024.

Source: Electricity 2025 Report by IEA

India power sector

On the path to becoming a global energy leader

FY 2024-25 was a landmark year for India's power sector, with significant progress in energy generation, transmission, and distribution. From meeting peak power demand of 250 GW to reducing energy shortages at the national level to 0.10% during FY 2024-25, India's power sector exhibited resilience and commitment to sustainable growth. The government's efforts to ensure reliable, affordable, and clean energy for all is evident from important strides made in energy conservation.

India is set on the path to becoming a global energy leader with pioneering initiatives such as universal electrification, increasing availability of rural power, and by embracing cutting-edge technologies. India is the third-largest producer and consumer of electricity worldwide. Power demand has increased rapidly in India and is projected to rise further. India's diversified sources of power generation range from conventional sources (such as coal, lignite, natural gas, oil and nuclear power) to viable non-conventional sources (such as wind, solar, hydro, agricultural, and domestic waste). Among the G20 nations, India is the only country to have achieved the targets under the Paris Agreement. However, to be able to meet the increasing demand for electricity, there is a need for massive addition in India's installed generating and transmitting capacity.

During FY 2024-25, India's total installed electricity generation capacity increased by 4.9% to 1,821 billion units, as per data from the Central Electricity Authority, compared with 1,739 billion units in the previous financial year. With 33.24 GW of new generation capacity added in FY 2024-25, capacity addition also witnessed a strong momentum, taking the total installed capacity to 475 GW. Renewable energy contributed 89% to the new capacity additions, compared with 71% in FY 2023-24. As on March 31, 2025, India's renewable energy installed capacity reached 220.10 GW, compared to 190.57 as on March 31, 2024.

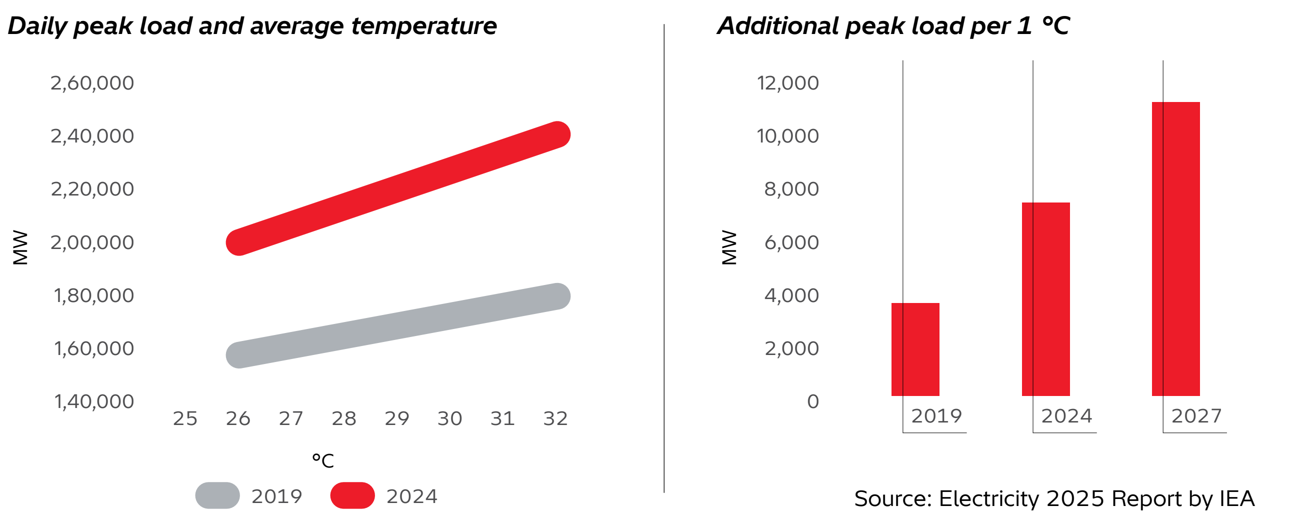
Source: https://www.ibef.org/industry/power-sector-india

India – Peak electricity load amid economic growth

Following a strong 8.30% increase in 2023, electricity demand in India grew 5.80% in 2024 amid strong economic growth. Peak electricity load in India has shown strong growth in recent years, rising from 148 GW in 2014 to 250 GW (+68%) in 2024, led by the rapid expansion of its industry, development of agriculture, enhanced electricity access and increased use of air conditioning and appliances in residential and commercial sectors.

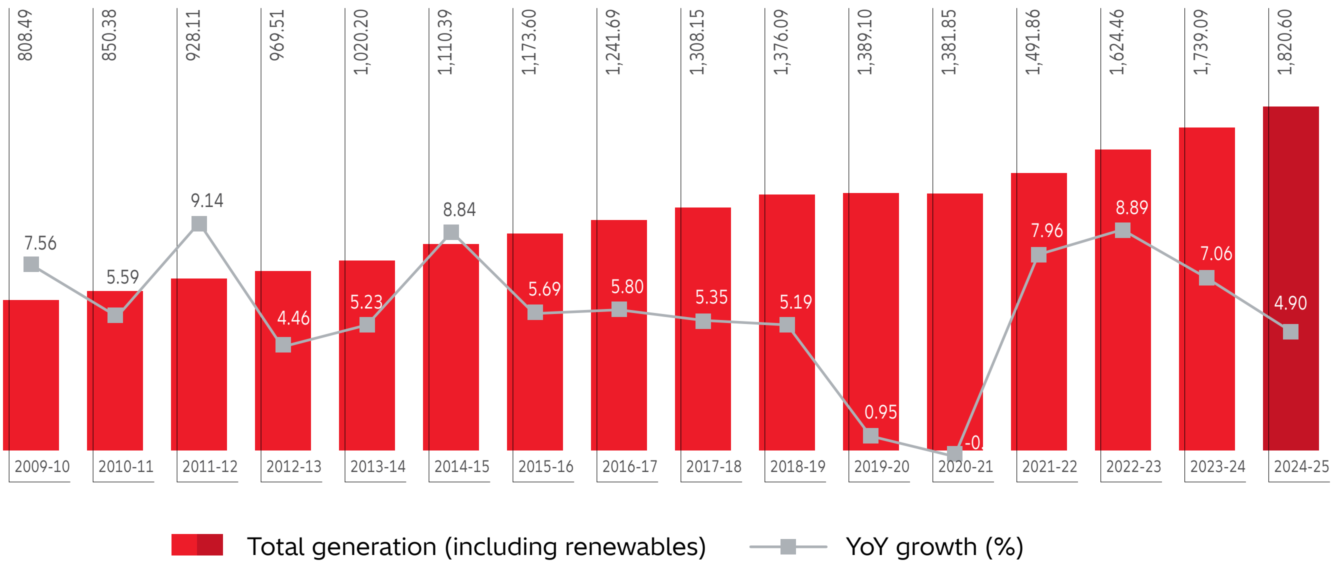
Source: Electricity 2025 Report by IEA

Daily peak load in cooling season compared to average temperature in India, 2019-2027



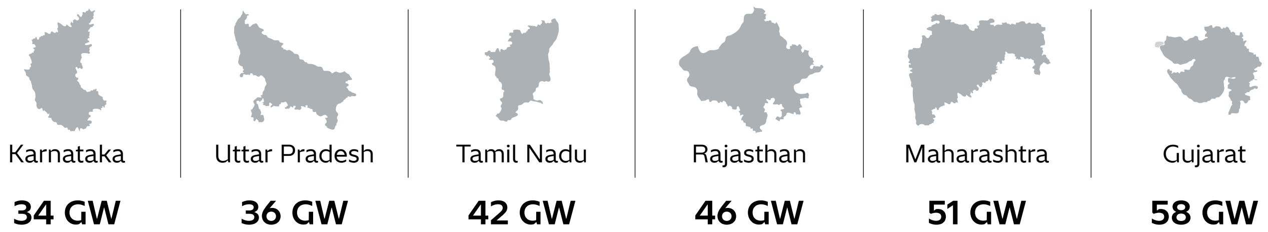
Source: Electricity 2025 Report by IEA

Total electricity generation in India (including renewable sources) Billion unit (BU)



Source: https://iced.niti.gov.in/energy/electricity/generation/power-generation

Top power-producing states in India



Maps are not to scale (for representation purpose only)

Rising power demand, transmission & distribution (T&D) network expansion and upgradation, and reduction in energy intensity are some of the growing opportunities in India's power industry. With the government's focus on enabling 24/7 electricity supply and on transforming the energy mix, the sector is poised to witness significant growth. However, the nation continues to face several key challenges such as fuel supply, timely investments and execution of transmission, intermittency & load-balancing as proportion of renewables increase, counter-party risk posed by distribution companies, monopoly restrictions on open access, and the availability of project finance.

Improvement in power supply position

- **Meeting record demand:** During FY 2024-25, India catered to a peak power demand of 250 GW.
- **Sharp reduction in power shortages:** Owing to significant addition in power generation and transmission capacities, energy shortages at the national level reduced to 0.10% in FY 2024-25, as compared with a shortage of 4.20% in FY 2013-14.
- **Increase in per capita electricity consumption:** Per capita electricity consumption in India increased to 1,395 kWh in FY 2023-24, indicating an increase of 45.80% or 438 kWh over electricity consumption of 957 kWh recorded in FY 2013-14.
- **Universal electrification:** With the launch of Pradhan Mantri Sahaj Bijli Har Ghar Yojana – Saubhagya in 2017, all states in India reported 100% electrification of all villages by March 31, 2021.
- **Improved power availability:** There is a drastic improvement in the reliability and reach of electricity services in India between FY 2013-14 and FY 2023-24. In rural areas, the average availability of electricity has drastically increased from 12.50 hours in FY 2013-14 to 22.60 hours in FY 2024-25. On the other hand, urban areas enjoy up to 23.40 hours of power supply in FY 2024-25, as compared to 22.10 hours in FY 2013-14.

Source: Economic Survey, 2024-25

India power – total installed generation capacity

(As on March 31, 2025)

Source: https://iced.niti.gov.in/energy/electricity/generation

India's power sector is entering a transformative phase, with a massive investment opportunity of ₹ 42 Lakh Crores over the next decade. This investment is driven by the need to upgrade aging power infrastructure, meet growing energy demand, and achieve the country's ambitious renewable energy goals.

Trend in power sources – installed capacity (GW)

Particulars	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total	305	327	344	356	370	382	400	416	442	475
Net capacity addition	30.26	21.68	17.17	12.10	14.01	12.04	17.34	16.57	25.92	33.24

Source: https://iced.niti.gov.in/energy/electricity/generation

Source-wise capacity addition (As on March 31, 2025)

Source	Capacity in GW	Generation in BU	Plant Load Factor (%)
Coal	221.81	1,331.92	68.55
Oil & Gas	25.12	31.91	14.50
Nuclear	8.18	56.66	79.07
Hydro	47.73	148.50	35.52
Wind	50.04	82.86	18.90
Solar	105.65	142.60	15.41
Bio-Power	11.58	14.81	14.59
Small Hydro	5.10	11.33	25.37
Total	475	1,821	NA

Source: https://iced.niti.gov.in/energy/electricity/generation

Opportunities and threats

Power sector: In a transformative phase

India's power sector is entering a transformative phase, with a massive investment opportunity of ₹ 42 Lakh Cores over the next decade. This investment is driven by the need to upgrade aging power infrastructure, meet growing energy demand, and achieve the country's ambitious renewable energy goals, including 500 GW of renewable capacity by 2030.

Around 85% of this capex directed towards power generation, which will play a pivotal role in India's energy transition. Power demand in India is projected to accelerate at a 6%+ CAGR, up from the previous estimate of 5%, fueled by new demand drivers such as electric vehicles, data centers, and increased electrification across industries. This surge in demand highlights the critical need for expanded generation capacity, especially with the country moving from a surplus phase to a potential supply gap.

Over the next five years ending in FY 2029-30, India aims to add 250 GW of new power generation capacity, with a focus on renewable energy, battery storage, and other supporting infrastructure. This represents a three-fold increase compared to the previous five years ending in FY 2024-25. Moreover, India's infrastructure development is set for substantial growth, with investments planned in roads, airports, and logistics, further strengthening the demand for energy.

India's energy targets

India's energy targets remain intact as the country marches towards its Net Zero goal, and energy investment gains momentum across verticals.

- The renewable generation sector in India is set to attract close to ₹ 18.80 Lakh Crores between FY 2024-25 and FY 2029-30.

- The National Electricity Plan outlines an increase in the country's power transmission capacity by 35% by 2032, with an estimated investment of ₹ 9.16 Lakh Crores.
- India's data center market value is expected to touch close to USD 6 billion (₹ 0.51 Lakh Crores) to USD 7 billion (₹ 0.60 Lakh Crores) by 2027, at a growth rate of 12% to 14% CAGR between 2024 and 2027.
- India's railway modernization is on track, with major advancements in high-speed rail, freight corridors, renewable energy, station infrastructure and safety systems.
- India has become the third-largest metro network in the world, with the government focusing on making it more powerful and advance and laying multiple development projects, reshaping urban travel and furthering connectivity.
- India has set an ambitious target of achieving 100 GW nuclear power capacity by 2047 to reduce carbon emissions and meet future energy demands. The government's larger objective of Viksit Bharat ensures energy reliability and reducing fossil fuel dependency.

These expected and committed investments indicate the country's energy segment's growth trajectory for the immediate and upcoming future.

Investment in the energy sector

Growth in power consumption will be in tandem with growth in India's nominal GDP, which is expected to cross USD 7 trillion (₹ 598.33 Lakh Crores) by FY 2030-31 from US$ 3.60 trillion (₹ 307.71 Lakh Crores) in FY 2023-24, according to an estimate by S&P's Global Market Intelligence. Companies in the Indian power sector ecosystem have witnessed robust revenue growth and growing return on equity in the past few years, driven by a clean-up of stressed power assets, higher capacity utilisation and multi-decadal infrastructure policies aimed at doubling India's installed capacity by 2030. Adequate financing of power projects led by renewable energy will be instrumental in achieving the near-doubling of installed capacity in India by 2030.

Strengthening transmission and distribution

In the supply of power to consumers, the transmission system plays a key role, acting as the vital link between power-generating stations and the distribution system. India's major power load centers are in the northern, western and southern regions. The skewed resource distribution makes the robust transmission system an imperative. This includes the establishment of inter-regional corridors to seamlessly transfer power from surplus regions to the areas that are deficient in power generation to enable consumers across the country to gain access to power. The power sector's transformation is driven by the nation's energy goals of achieving energy independence by 2047 and net-zero emissions by 2070.

With an inter-regional transmission capacity of 1,12,250 MW, the National Grid ensures reliable power transmission. Transmission lines spanning 4,64,286 ckm and a transformation capacity of 11,48,167 MVA underscore India's prowess. Fueling this momentum, plans envision adding 17,500 ckm of transmission lines and 80,000 MVA transformation capacity annually over the next three years.

The power transmission sector in India is on the cusp of a massive expansion. It has transitioned into a congestion-free, well-integrated and interconnected network, upon being consolidated into one of the world's largest synchronous grids. An estimated investment of ₹ 10 Lakh Crores is required to double the power capacity to 900 GW by 2032. The transmission sector is being continuously strengthened and transformed with the addition of transmission lines and inter-regional capacity to expand the physical infrastructure of the grid.

The earlier strategic initiative of "One Nation – One Grid – One Frequency" seamlessly connected regional grids and enabled enhanced power availability and transfer across the nation. The Government's visionary 'Transmission System for Integration of over 500 GW Renewable Energy Capacity by 2030' identifies potential renewable energy sites, aligning with sustainable goals. The 'Revamped Distribution Sector Scheme' further solidifies reliable power supply, with a significant USD 36.74 billion (₹ 3.14 Lakh Crores) allocation and USD 11.81 billion (₹ 1.01 Lakh Crores) support from the Central Government.

Source: https://indiainvestmentgrid.gov.in/sectors/transmission-and-distribution

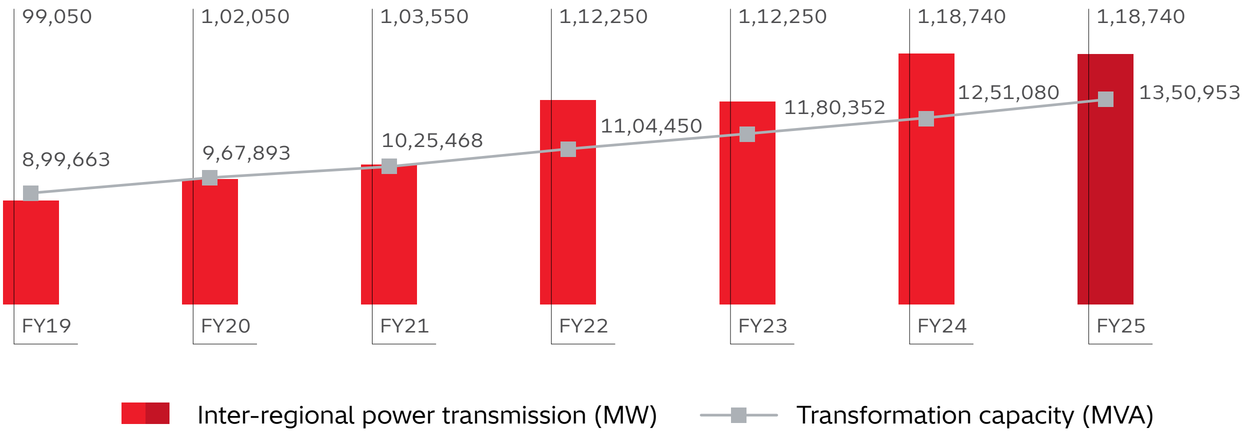
The expansion of transmission and distribution networks, alongside renewable generation, will ensure that India's power infrastructure can meet future consumption needs efficiently. The country's power sector is benefiting from improved asset quality and supportive policy reforms, reducing risks and enhancing financial stability across projects.

Addition in India's transmission capacity

Source	Addition in transmission lines (ckm)	Addition in transformation capacity (MVA)
FY 2014-15	22,101	65,554
FY 2015-16	28,114	62,849
FY 2016-17	26,300	81,816
FY 2017-18	23,119	86,193
FY 2018-19	22,437	72,705
FY 2019-20	11,664	68,230
FY 2020-21	16,750	57,575
FY 2021-22	14,895	78,982
FY 2022-23	14,625	75,902
FY 2023-24	14,203	70,728
FY 2024-25	8,830	86,433

Source: https://powermin.gov.in/en/content/overview-0

Growth in transformation capacity and inter-regional power transmission capacity



Source: https://powermin.gov.in/en/content/overview-0

Opportunities and threats

India's renewable energy sector – an overview

The renewable energy sector in India is growing rapidly and presents an opportunity for strong financial returns. India has a golden opportunity to shape its energy mix. Social and economic growth are at the top of the government's agenda, and new energy sources to serve this demand are increasingly coming from renewable energy, with a number of factors having contributed to this.

Renewable energy contributes a significant portion of the overall power mix, as India's total electricity generation capacity touches 475 GW. As on March 31, 2025, the nation's total renewable energy installed capacity stood at 220.10 GW, a rise of 15.50% from 190.57 GW in the previous fiscal year. Renewable energy now constitutes about 46.30% of India's total installed capacity, highlighting a growing dependence on cleaner, non-fossil fuel-based energy sources.

Source: Economic Survey, FY 2024-25

About 220.10 GW of renewable energy capacity was installed till March 31, 2025, crossing a key milestone of 200 GW. This includes 105.65 GW of solar power, 50.04 GW of wind power, 11.58 GW of bioenergy, and 5.10 GW of small hydro power, demonstrating India's strong commitment to clean energy.

Source: https://mnre.gov.in/en/physical-progress/

The government policy has been supportive and a wider set of actions – incentives, infrastructure and investment promotions were taken up. Technology development, larger-scale projects and the learning effect have allowed the use of efficient designs, making renewable energy attractive to power utilities that are contracting new long-term capacity.

Growing reliance on renewables (% of installed capacity)

Particulars	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Fossil	61.40	59.10	57.00	55.00	51.96
Non-Fossil	38.60	40.90	43.00	45.00	48.04

Source: https://cea.nic.in/executive-summary-report/?lang=en

Installed capacity of renewable energy

Total Capacity: 220.10 GW in FY 2024-25

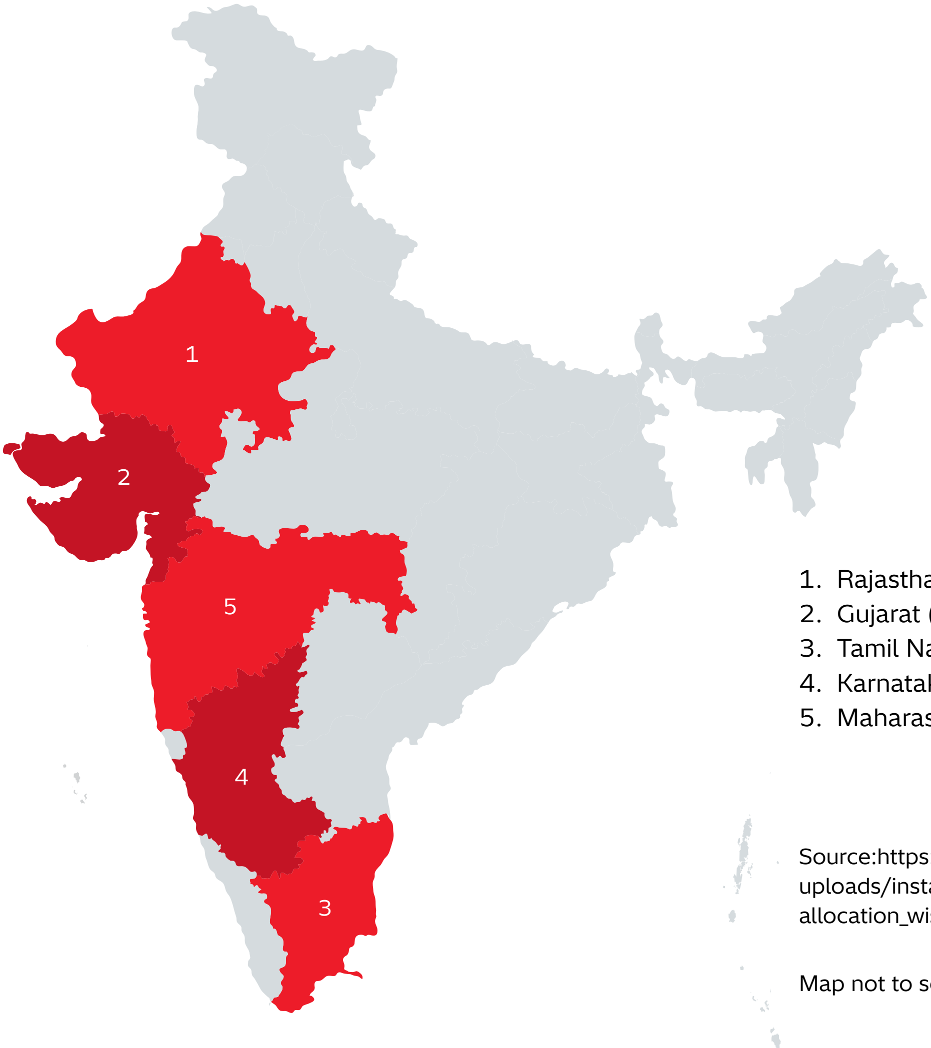
Solar 105.65 GW	**Large hydro** 47.73 GW
Wind 50.04 GW	**Bio-energy** 11.58 GW

Source: Executive Summary Report, May 2025, Central Electricity Authority

The renewable energy sector in India is growing rapidly and presents an opportunity for strong financial returns. India has a golden opportunity to shape its energy mix.

Top five states with renewables capacity

(As on March 31, 2025)



1. Rajasthan (35.75 GW)
2. Gujarat (32.17 GW)
3. Tamil Nadu (25.29 GW)
4. Karnataka (23.86 GW)
5. Maharashtra (22.68 GW)

Source:https://cea.nic.in/wp-content/uploads/installed/2025/03/IC_March_2025_allocation_wise.pdf

Map not to scale (for representation purposes only)

Contribution to renewable energy sources

A variety of renewable energy resources contribute to this impressive figure:

1. **Solar power** leads the way with 105.65 GW, playing a crucial role in India's efforts to harness its abundant sunlight.
2. **Wind power** follows closely with 50.03 GW, driven by the vast potential of the coastal and inland wind corridors across the country.
3. **Hydroelectric power** is another key contributor, with large hydro projects generating 47.73 GW and small hydro power adding 5.10 GW, offering a reliable and sustainable source of energy from India's rivers and water systems.
4. **Biopower**, including biomass and biogas energy, adds another 11.58 GW to the renewable energy mix. These bioenergy projects are vital for utilizing agricultural waste and other organic materials to generate power, further diversifying India's clean energy sources.

Together, these renewable resources are helping the country reduce its dependence on traditional fossil fuels while driving progress towards a more sustainable and resilient energy future.

This milestone reflects the result of years of dedicated efforts to harness India's natural resources. From sprawling solar parks to wind farms and hydroelectric projects, the country has steadily built a diverse renewable energy base. These initiatives have not only reduced reliance on fossil fuels but also strengthened the nation's energy security. When factoring in the 8.18 GW of nuclear capacity, the total non-fossil fuel-based power now accounts for almost half of the country's installed electricity generation capacity, signaling a strong move toward clean energy leadership on the global stage.

Source: https://pib.gov.in/PressReleaseIframePage.aspx?PRID=2073038

Strategic Opportunities

Key growth drivers for power sector

Demand for energy: Rising incomes and improving living standards will drive the demand for appliances, air conditioners and vehicles. India is now the world's third-largest energy consumer, with a significant increase in energy consumption since year 2000. With a growing population and increasing urbanization, India needs to expand its power system equivalent to the size of the European Union to address its growing need for electricity by 2040. (Source: IEA)

Climate change: With a focus on self-reliance, India aims to generate 500 GW of non-fossil energy by 2030, reducing dependence on fossil fuels and mitigating climate change. These efforts align with India's commitment to a sustainable and resilient future. To tackle environmental challenges, the Indian government implemented energy-efficient initiatives like the Gram Ujala program, providing affordable LED bulbs to rural areas.

Cost-effective: Renewable energy is cheaper than traditional energy sources, with lower costs on setting up generation infrastructure.

Geographical advantage: India's tropical climate, high solar irradiation, extensive coastline and strong winds offer significant potential for developing renewable energy resources.

Scalable: Renewable energy is a clean and sustainable energy source. It is a scalable and effective solution to fight global warming.

Government support: The Indian government actively encourages the adoption of renewable energy and acknowledges its potential to meet the country's growing power demand. It provides customs and excise duty provisions for solar rooftops and offers incentives to promote private sector investments.

It has also introduced solar parks under the 'Make in India' initiative.

Government policies and initiatives

The Government has identified the power sector as a key sector of focus to promote sustained industrial growth. Some initiatives by the Government to boost the Indian power sector are as below:

- The Government implemented multiple initiatives aimed at ensuring uninterrupted power supply to every household. Under the Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY), Integrated Power Development Scheme (IPDS) introduced in 2014, and the Pradhan Mantri Sahaj Bijli Har Ghar Yojana (SAUBHAGYA), introduced in 2017, about ₹ 1.85 Lakh Crores has been invested to boost distribution infrastructure across various states. Consequently, 18,374 villages have been electrified under DDUGJY, and 2.90 Crores households have gained access to electricity through SAUBHAGYA.
- Since July 2021, the government is implementing the Revamped Distribution Sector Scheme to enhance the quality and reliability of the power supply for consumers. This initiative aims to create a financially sustainable and operationally efficient distribution sector. With a total outlay of ₹ 3.00 Lakh Crores and gross budgetary support of ₹ 97,631 Crores allocated for the period from FY 2021-22 to FY 2025-26, projects worth ₹ 2.80 Lakh Crores have been approved to develop distribution infrastructure and implement smart metering solutions.
- The Government has approved new Inter State Transmission System (ISTS) schemes to evacuate 9 GW of RE power from Rajasthan and Karnataka. These schemes will be implemented through Tariff Based Competitive Bidding (TBCB) mode. These schemes are part of the 500 GW renewable energy capacity by 2030, out of which 200 GW has already been connected.
- The Union Cabinet has sanctioned the PM-Surya Ghar: Muft Bijli Yojana. This initiative, with a total budget of ₹ 75,021 Crores aims to install rooftop solar systems and offer complimentary electricity of up to 300 units per month to one crore households.
- In the Union Budget FY 2024-25, the government's power sector initiatives have been allocated funds that are 50% higher. Increased funds have been allocated to green hydrogen, solar power, and green-energy corridors in line with the renewable energy target for 2030.
- In the Union Budget FY 2022-23, the government allocated ₹ 7,327 Crores for the solar power sector, including grid, off-grid, and PM-KUSUM projects.
- In the Union Budget FY 2022-23, the government announced the issuance of sovereign green

bonds, as well as conferring infrastructure status to energy storage systems, including grid-scale battery systems.

- The Green Energy Corridor projects have been initiated to facilitate renewable power evacuation and reshaping the grid for future requirements.

Source: https://www.ibef.org/industry/power-sector-india

Revision of SHAKTI policy

The Government of India is reviewing the coal allocation policy to encourage private sector participation. The revised policy proposes two simplified windows. Window-I permits allocation of coal at “Notified Price” to Central Generating Companies and State Governments. Window-II allows allocation to all generating companies (Central, State, or Private) at a premium over the “Notified Price”, irrespective of ownership or nature of PPAs. The new policy aims to support the development of an additional 80 GW of thermal capacity.

Union budget 2025-26: Initiatives for the power sector

The government is working towards incentivizing electricity distribution reforms and enhancing intra-state transmission capacity by states, which will lead to an improvement in the financial health and capacity of electricity companies.

Below are some other key initiatives proposed by the government towards India’s power sector:

- The government proposed setting up a Nuclear Energy Mission for Viksit Bharat, aimed towards research and development of small modular reactors (SMR) with a ₹ 20,000 Crores outlay, positioning nuclear energy as a key pillar in India’s energy mix.
- The basic customs duty on solar cells has been revised from 25% to 20%, and that of solar modules from 40% to 20%. It has imposed an agriculture and infrastructure cess on solar cells and solar modules at 7.50% and 20%, respectively.
- The government has allocated ₹ 20,000 Crores towards Pradhan Mantri Surya Ghar Muft Bijli Yojana to boost India’s solar rooftop sector, solarise one Crore households by providing free electricity up to 300 units per month.
- The government allocated ₹ 2,600 Crores towards the Pradhan Mantri Kisan Urja Suraksha evam Utthaan Mahabhiyan Scheme to push demand for solar components and solarized pumps and to ensure energy security for farmers.
- The government announced support for clean technology manufacturing with an aim to enhance domestic value addition and strengthen the ecosystem for producing solar photovoltaic cells, electric vehicle batteries, motors, electrolyzers, wind turbines, high voltage transmission equipment and grid scale batteries.
- The government allocated a sum of ₹ 600 Crores towards the National Green Hydrogen Mission to drive self-sufficiency through clean energy. With this, it aims to serve as a model for global transition towards sustainable energy solutions.
- A sum of ₹ 600 Crores has been allocated towards the Green Energy Corridor for the expansion of inter-state transmission infrastructure.
- A total of ₹ 16,021 Crores has been allocated towards the Revamped Distribution Sector Scheme to improve the quality of power supply by eliminating the gap between the average cost of supply and average revenue realized.

Outlook

Outlook for India’s power sector

India’s growing demand for electricity, coupled with its focus on clean energy, presents a bright outlook for the sector. As power consumption continues to rise, especially with India’s per capita electricity usage still well below the global average, the sector is set for sustained growth and robust returns for investors over the next decade.

India’s electricity sector is witnessing a major transformation in the current decade of CY 2020-29 with respect to demand growth, energy mix and market operations. India wants to ensure that everyone has reliable access to sufficient electricity at all times, while also accelerating the clean energy transition by lowering its reliance on dirty fossil fuels and moving towards more environmentally friendly, renewable sources of energy. Future investments will benefit from strong demand fundamentals, policy support and increasing government focus on infrastructure.

The Government of India is preparing a 'rent a roof' policy for supporting its target of generating 40 GW of installed capacity through solar rooftop projects by 2026, and further to generate 100 GW by 2030. It also plans to set up 21 new nuclear power reactors with a total installed capacity of 15,700 MW by 2031. The Central Electricity Authority (CEA) estimates India’s power requirement to grow to reach 817 GW by 2030. Also, by CY 2029-30, CEA estimates that the share of renewable energy generation would increase from 18% to 44%, while that of thermal energy is expected to reduce from 78% to 52%.

Source: https://www.ibef.org/industry/power-sector-india

Company overview

Hitachi Energy India Limited (referred to as "the Company") is a part of Hitachi Energy Ltd., a global technology leader that is advancing a sustainable energy future for all.

Headquartered in Zurich, Switzerland, Hitachi Energy Ltd. has a proven track record and unparalleled installed base in more than 140 countries, serving customers in utility, industry, transportation, data centers and infrastructure sectors. It's innovative technologies and services include the integration of more than 150 gigawatts of HVDC links into the power system. Together with its stakeholders across sectors and geographies, it enables digital transformation to accelerate the energy transition towards a carbon-neutral future. It has a presence in 60 countries, employs 50,000 people and generates business volumes of around USD 16 billion (₹ 1.37 Lakh Crores).

Your Company powers 9 out of 17 HVDC links in India, and its transformers power 1 out of 3 Indian railways locomotives. Furthermore, the Company's technology connects over 60 GW of renewable energy and 80% of metros run on its solutions. The Company has 19 manufacturing facilities across 8 locations in India. With an employee strength of 2,481, it has 12 sales offices and 7 sales touchpoints. It offers innovative solutions and services in the utility, industry and infrastructure sectors, powering digital transformation to fast-forward the nation's energy transition to a carbon-neutral future. It helps make India's energy value chain more efficient and make electricity more accessible to all.

The Company operates through four business units – Grid Automation, Grid Integration, Transformers and High-Voltage Products, that offer a variety of products, software, systems and services for energy networks. The solutions ensure a quality power supply to the customers for operations in the field of transmission networks, utilities, transport networks, renewable energy, data centers, industries and many other enterprises.

Hitachi Energy India Limited operates on a sustainable business model that supports carbon-neutral and Net Zero operations of our clients' sites by implementing modern technologies thus saving energy.

With a vision to provide the customers with solutions, products and services, the Company focuses on profitable operations by continuously upgrading the existing products and introducing new products in the market to meet the demands of customers.

The Company continues leveraging 'Service, Export and Digital' for growth, while also strengthening its capabilities for high-growth segments that will see your Company benefits as it moves into the future.

Adding a new Business Unit

Hitachi Energy Ltd., the parent company, introduced its service business unit from April 1, 2025, in order to intensify lifecycle engagement with its partners. The unit will provide services to various sectors throughout the asset lifecycle - from installation to sustainable end-of-life solutions. This is aimed at enhancing customer experience with a strengthened and future-focused service system globally. From FY 2025-26, the Service business unit will be added to Hitachi Energy India Limited's businesses too. As part of this, all in-scope service teams have been integrated into this business unit. All the business units will work closely with this unit to maximize its reach and to shape an end-to-end service opportunity.

Segment-wise or product-wise performance

Core segments

With its business units of Grid Automation, Grid Integration, High-Voltage Products and Transformers, your Company serves its clients in the areas of renewables, transmission, utilities, data centers and railways. The Company continues leveraging 'Service, Export and Digital' for growth, while also while strengthening its capabilities for high-growth segments that will see your Company advantageously into the future. It continues its focused approach toward improving the overall operational efficiency to further boost productivity and keep increasing the quality level.

Customer-centricity

The Company adheres to a principle of collaboration and co-creation with those most familiar with the challenges. It works closely with its customers and partners to foster a sustainable energy future for present and future generations. Under the banner of Energy and Digital World (EDW), customer roadshows were organized across different locations, including Hyderabad, Jamshedpur and Pune, culminating with mega event- Energy and Digital World 75 (EDW75) in New Delhi. The Company also participated in several industry-level events by CII, Solar Congress, IEEMA, and others.

Discussion on financial performance with respect to operational performance

Operational performance

The Company remained focused on improving its operational efficiencies, which helped achieve a sustainable inflow of orders and pushed the order backlog to a high of ₹ 19,245.90 Crores at close of FY 2024-25, providing revenue visibility for several quarters.

It works towards maximizing efficiencies in converting the significant order backlog to revenue, while in the short-term staying agile regarding the evolving situation on trade routes. Nevertheless, such execution, when coupled with operational excellence across manufacturing and functional processes, will result in value accretion. This was achieved by the Company through various efforts that included setting a standard operational process through Leading Operating Model (LOM) deployment, and process visibility and transparency through digital project reviews.

It also achieved efficiencies by removing waste through Quality On Time (QOT) (Kaizen) culture. Lean 6-Sigma culture development was reinforced through capability building and employee engagement, which also helped drive customer focus. Enhanced customer value was driven by a deep understanding of customer expectations and management of perceptions with proactive feedback from tender to execution. Additionally, customer value was delivered while optimizing costs through design optimization, DtV (Design to Value) and excellence in supply chain management (SCM).

The Company adheres to a principle of collaboration and co-creation with those most familiar with the challenges. It works closely with its customers and partners to foster a sustainable energy future for the present and future generations.

Key developments, FY 2024-25

- Hitachi Energy India Limited bagged its largest single order in FY2024-25. Renewables led the charge – from studies across utilities and industries to large scale grid integration projects, along with several power quality projects. Secured an order for ±800 kV, 6,000 MW Line Capacity Bi-pole and bi-directional, Khavda-Nagpur HVDC link.
- Share of exports for FY 2024-25 was 37.10% of the total orders booked for the period excluding the HVDC order. Diverse geographies and industries help sustain the exports momentum during the year.
- Orders for transformers, power quality technologies and other key products were booked from markets like Europe, the Middle East, Australia and neighboring countries in South Asia.
- Expansion, upgrades and improved efficiency also resulted in orders from existing power plants. It received orders from distribution utilities, for the upgrade of digital solutions to provide better real-time visibility and network management. These expansion projects were across transformers and interrupters facilities. The expansion project at Mysuru is currently operational.
- Service orders included GIS upgrades, Annual Maintenance Contracts and replacement equipment as well as overhaul of key transformer components.
- The transformer business unit at Savli rolled out 1,000th locomotive transformers as part of an order placed in 2017 to supply 1,600 units.

Segment-wise and product-wise performance

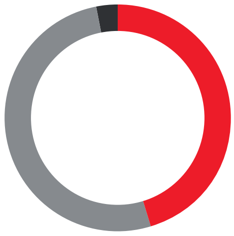
Below are some of the key orders received sector-wise:

- **Renewables:** 400 kV AIS substation order in Siyambar, Rajasthan
- **Thermal:** 18X400 kV GIS order from traditional power plants, Odisha
- **Industries:** 7x220 kV Substation for captive renewable generation by cement major
- **Metro rail:** Multiple Transformer orders for deploying in Bangalore Metro
- **Rail:** ICF67 MEMU – 120 units of Traction Transformers
- **Data centers:** 2x90 MVA 220/33kV Transformer for facility in Hyderabad; 51 x 2000 kVA, 33 kV dry type transformers
- **Steady momentum of renewable energy projects**
  - 400 kV, 375MW substation in Jaisalmer, Rajasthan
  - 500 MW Solar integration s/s in Fatehgarh, Bhimsar
  - 600 MW s/s for NHPC in Baiya, Rajasthan
  - 300 Mvar Statcom at Anantapur

Financial performance

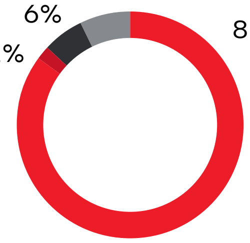
Order breakup

Segment*



*Data is from financial reporting and internally evaluated

Channel#



Data is from Salesforce and internally evaluated

Snapshot of financial performance

Source	FY 2024-25	FY 2023-24
Orders	18,173.8	5,536.3
Revenue	6,442.1	5,246.8
PBT	516.4	221.7
PBT %	8.0	4.2
PAT	384.0	163.8
PAT %	6.0	3.1
Operating EBITDA	592.3	350.2
Operating EBITDA %	9.2	6.7

All figures in ₹ Crores

During the year, the Company completed a fund raise of ₹ 2,520.82 Crores through a Qualified Institutional Placement (QIP), and plans to ensure its effective utilization.

Key financial ratios

Details of significant changes (i.e. change of 25% or more as compared to the immediately previous financial year) in key financial ratios, along with detailed explanations thereof:

Key financial ratios	FY 2024-25	FY 2023-24	Change (%)	Reason for change
Trade receivables Turnover	3.55	3.44	3.20	-
Inventory Turnover	4.37	3.99	9.52	-
Interest Coverage Ratio	11.51	6.45	78.45	Increased mainly due to increase in profits during the year.
Current Ratio	1.76	1.16	51.72	Increased mainly on account of proceeds received through QIP.
Debt- Equity Ratio*	-	0.11	-100.00	Decreased due to repayment of borrowings during the year.
Operating Profit Margin (%)	9.19	6.67	37.78	Due to Increase in profits primarily on account of higher revenue and higher profit margins.
Net Profit Margin (%)	5.96	3.12	91.03	Increased due to improvement in operational profit margin.

*Debt Equity Ratio = Short term borrowing / Shareholder's Equity'

Return on net-worth is 13.78% in FY 2024-25 vs 12.72% in FY 2023-24

Sustainability

The Company places sustainability at the heart of everything it does. In line with this purpose, it remains committed to driving business with a focus on four key areas - Planet, People, Peace and Partnerships - with a specific target to be achieved by the respective pillars by 2030. In FY 2024-25, initiatives were taken on emissions reduction, energy and water conservation and waste reduction. From the baseline year 2019, the Company achieved emissions reduction by 84%, energy intensity per Crores ₹ revenue by 42%, reduction in absolute water by 18% and reduction in waste sent to landfill and incineration by 69%. Our refreshed sustainability strategy, which now consists of three strands of action, People, Planet and Principles, provides guidance on the way forward into FY2025-26 and beyond, as we have set our sustainability targets and commitments for 2030 and our overall transition to net-zero by 2050.

Certified as a "Green Leader" in L&T's Responsible Supply Chain Assessment for ESG

Industry collaborations

In FY 2024-25, the Company contributed to thought leadership and technology sessions in the CII Karnataka ESG Summit, where it emphasized the importance of concerted efforts to accelerate the country's energy transition by adopting ESG practices.

The Company also participated in Tamil Nadu's growth strategy, where, as part of focus group discussions of IT and IT-enabled services, segment development through strategic research, technology transfer and skill development in the state.

The Company convened the Power System Communication User Forum 2024 and organized a comprehensive technical training program on HVDC and STATCOM at its Peenya and Maneja facilities. Also, a technical seminar on transformer On-Load Tap Changer (OLTC) and bushings was arranged for Bhutan Power Corporation Limited.

Under the banner of Energy and Digital World (EDW), customer roadshows were organized across different locations, including Hyderabad, Jamshedpur and Pune, culminating mega event Energy and Digital World 75, which witnessed over 2,500 attendees from customers, government, academia, analysts and media.

Outlook

Management outlook

The Company is a pioneering technology leader with a purpose of advancing a sustainable energy future for all. As India underscores its commitment to economic development, the energy transition will be critical in ensuring sustainable and reliable electricity to power this growth. Deployment of technologies to make the grid flexible, digital, and secure will continue to be key drivers providing attractive medium to long-term opportunities for power technologies, especially in our identified high-growth segments – renewables, HVDC, data centers, and electrification of transport.

A growing urgency to accelerate energy transition in India and globally has significantly boosted investments in India's energy sector. This momentum is expected to continue in the coming years, creating more opportunities in the energy segment for the portfolio of Hitachi Energy India Limited, especially in the renewable space. It remains steadfast to its parent company Hitachi Energy's 2030 vision and overarching goal, and maintains a singular focus on cementing its leadership in core segments.

Moving ahead, the Company is set to focus on operational excellence to improve productivity, quality and opportunities in One Hitachi. It shall also continue its focus on maintaining its leadership in core businesses, harness new and high-growth segments like renewables, HVDC, datacenters, battery energy storage, and increase penetration in industries to maintain its growth trajectory. Furthermore, Hitachi Energy India Limited is accentuating its focus on exports, strengthen its margins and cash focus, and shifting the centre of gravity to digital, increasing its digital contributions to overall growth, as part of its key growth levers. It will leverage its largest ever backlog to deliver on revenue and margin accretion and profitability and also maintain its focus on improving its overall operational efficiency to boost productivity and quality.

License to operate: Safety, integrity and quality

At Hitachi Energy India Limited, safety will always be paramount as it is entrenched in the DNA of the organization. It will continue to implement a safety work culture across functions. It is committed to safety, integrity and quality and takes continuous efforts towards reiterating the importance of reporting safety incidents at its work sites. The Company has refreshed its health, safety and environment policy to ensure positive health, well-being and safe working conditions for all its employees. It continues to strengthen its safety practices across all its manufacturing locations and offices, thus achieving 100% on-time closure of high-risk hazard situations. During the year, the Company reported total recordable injury frequency rate of 0.09 vs 0.10 targeted for the year.

The Company's Sustainability 2030 commitments set out 'Zero Harm' as one of the key priorities. In FY 2024-25, the Company organized multiple awareness training sessions and health camps across its offices, facilities, and project sites for the well-being of the employees. To mention a few, it conducted sessions on health precautions during monsoon, lifestyle diseases, mental health, yoga and ergonomics – manual material handling. Also, it had multiple health camps for diabetes and pulmonary health and held a blood donation camp as well.

Integrity is the foundation of our business principles and operational excellence. The Company is committed to maintaining the highest standards of ethical conduct, transparency, and compliance in all areas. The Hitachi Code of Ethics and Business Conduct is emphasized through onboarding sessions, annual refresher trainings, and creative awareness campaigns. Integrity is a regular topic in leadership team meetings, often illustrated with real-life case studies to promote ethics and leadership. Hitachi Energy in India is certified for our Anti-Bribery Management System under ISO 37001, showcasing our strong framework to prevent, detect, and respond to bribery, thereby reducing financial and reputational risks.

Research and development

Your Company's legacy of innovation and deep expertise in the power technology sector have enabled it to continually provide enhanced value to customers, foresee industry trajectory, anticipate the next phase of growth and stay ahead of the curve. Its focus and targeted actions towards sustainability while staying at the forefront of the clean energy tech and digital-led revolution have helped it consolidate its position as a leader in this sector. Encompassing every customer's journey in its entirety – right from site reviews, customized solutions, maintenance cycles, technical handholding, and planning for the future today – helps us go beyond creating value to becoming a strategic partner in their growth journey.

To understand this, your Company's R&D activities are conducted globally in the R&D and technology centers of Hitachi Energy, and are then locally

The Company believes its employees are the most valuable assets and core strength in preserving its high-quality standards and facilitating its growth.

embedded in businesses basis local inputs and requirements. This approach leverages local competence to create social, environmental, and economic value on a global scale. By developing new and localized products, features, and solutions, your Company can secure existing revenue streams while creating additional revenue by increasing customer engagement and installed bases. Your Company's large pool of expert technologists, shopfloor specialists, solution providers, technicians and R&D teams, capacity to innovate, and investment in the creation of modern technologies have ensured it remains a well-regarded voice in the industry now and in the years to come. It remains committed to identifying and developing key powergrid technologies that will enable a digital-led future more focused on renewable energy sources. During the FY 2024-25, your Company has incurred ₹ 254.49 Crores as royalty fees to Hitachi Energy Ltd.

Material developments in human resources / industrial relations front

People have always been at the center of the Company's key strategies and priorities, powering it for over 75 years. The Company believes its employees are the most valuable assets and core strength in preserving its high-quality standards and facilitating its growth. Embracing the ethos of empowering its workforce, the Company has meticulously crafted an HR policy, aimed at establishing a secure, harmonious, and transparent work environment. It ensures that employees' goals are in harmony with the organisation's vision for growth. The HR team consistently organizes training and engagement initiatives aimed at enhancing the skills and capabilities of employees. The Company is set to reinforce its safety culture, upskill and cross-skill talent for agile energy transition, and also build capacities for future growth. Aligned with the Company's values, and guided by its foundational pillars of transparency and agility, the Company's talented workforce is motivated to elevate the organization to new levels of success. As on March 31, 2025, the Company's total employee strength stood at 2,481.

Risks and Concerns

An effective and well-planned risk management framework enables the Company to implement its strategy and deliver long-term value to all the stakeholders. It helps in identifying and evaluating the business risks and opportunities, both in the short and long term. Over the past year, your Company worked to reduce its exposure to risks and introduce more risk management practices and to insulate the Company. The approach of integrated quantitative risk analysis into day-to-day management and performance management of the Company guides corporate decision-making. To effectively mitigate these risks, your Company has employed a risk management framework, which helps in proactively identify, prioritize, and mitigate risks. The framework is based on principles laid out in the globally recognized standards. The risk management structure addresses the risks in complete interest of the shareholders and equips the Company to continue creating value. Your Company made continuous efforts to promptly identify business risks and implement effective risk mitigation action plans to monitor and address these risks.

Internal control systems and their adequacy

The Company's internal control framework is meticulously designed to safeguard all stakeholders' interests by fostering an environment conducive to effective operations. This framework comprehensively focuses on maintaining effective controls over financial reporting and addresses financial & operational risks through a multi-layered structure, including a country management committee, group directives and instructions, local management instructions, entity-level controls, process-level controls, and management testing programs. This holistic and rigorous approach ensures that control processes are proportionate to the Company's size and complexity.

Enhancing this robust framework, the Company boasts a well-established, independent, multi-disciplinary Internal Audit, Risk & Internal Control team. This team operates strictly with governance best practices, delivering valuable insights to management and the audit committee regarding compliance with internal controls, operational efficiency, and key process risks. Their independent evaluations and recommendations are crucial in maintaining the integrity and effectiveness of the Company's control environment. All audit findings and reports are submitted to the Audit Committee every quarter, ensuring continuous oversight and improvement.

Cautionary statement

Certain statements made in the Management Discussion and Analysis Report relating to the Company's business are forward-looking statements. These include all statements other than those of performance highlights and historical facts, including those regarding the market and financial position, business strategy, and objectives for future operations. Forward-looking statements shall be identified by words such as anticipates, expects, intends, may, will, believes, estimates, outlook, and other words of similar meaning in connection with a discussion of future operational, environmental, social and financial performance. Forward-looking statements are necessarily dependent on projections and trends and constitute our current expectations based on reasonable assumptions. Actual results could differ from the projected in any forward-looking statements due to risks and uncertainties and other external factors.

By proactively identifying, prioritizing, and mitigating risks, your Company effectively addresses potential challenges through its risk management framework.

Annexure - B to Board's Report

Statement of Disclosure of Remuneration

The information relating to the remuneration of Directors / Key Managerial Personnel as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

1. Ratio of the remuneration of each Executive Director to the median remuneration of the employees of the Company for the Financial Year 2024-25, the percentage increase in remuneration of Managing Director & Chief Executive Officer, Chief Financial Officer and General Counsel & Company Secretary during the Financial Year 2024-25 (April 01, 2024 to March 31, 2025).

Sl. No.	Name of the Director/ Key Managerial Personnel	Designation	Ratio of remuneration of each Director to median remuneration of employees	Percentage increase in Remuneration
1.	Mr. Nuguri Venu	Managing Director and Chief Executive Officer	55:1	9.99%
2.	Mr. Ajay Singh	Chief Financial Officer	-	11.99%
3.	Mr. Poovanna Ammatanda	General Counsel & Company Secretary	-	14.00%

Percentage of increase in remuneration relates to fixed component of salary. Other components of the remuneration are as disclosed elsewhere in the Board's Report.

<u>Notes:</u>

a) Annual revision in remuneration was with effect from July 01, 2024, for all the Key Managerial Personnel.

b) Independent Directors of the Company are entitled for sitting fees and commission as per the statutory provisions and within the limits approved by the Shareholders. As a policy, the Non-Executive Non-Independent Directors are neither paid sitting fee nor paid any commission. The details of remuneration of Non-Executive Directors are provided in the Corporate Governance Report. The ratio of remuneration and percentage increase for Non-Executive Directors Remuneration is therefore not considered for the above purpose.

2. Percentage increase in the median remuneration of employees for the financial year: 10%.

3. Number of permanent employees on rolls of the Company as on March 31, 2025: 2,481 employees.

4. Average percentiles increase already made in the salaries of employees other than Managerial Personnel in the last financial year and its comparison with the percentile increase in the Managerial Remuneration and justification thereof and to point out if there are any exceptional circumstances for increase in the Managerial remuneration.

   The average increment of all employees and Managerial Personnel is based on performance targets, inflation, prevailing industry trends and benchmark. The same is as per Company's increment guideline.

5. Affirmation that the remuneration is as per the Remuneration Policy of the Company:

   It is hereby affirmed that the remuneration paid to Directors, KMPs and employees is as per the Remuneration Policy of the Company.

By order of the Board
For **Hitachi Energy India Limited**

Achim Michael Braun
Chairman
DIN: 08596097

Place: Bengaluru
Date: May 14, 2025

Annexure - C to Board's Report

Report on Corporate Governance

1. COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE:

The Company's Code of Governance philosophy is to establish and manage sustainable growing businesses with the highest standards of honesty, openness and accountability to maximize stakeholders' value while adhering to all applicable laws, rules and regulations. Your Company believes that effective leadership, robust policies, processes and systems and a rich legacy of values form the hallmark of the best corporate governance framework.

The Company fully realizes its Shareholders' entitlement to information on the Company's performance and considers itself a trustee of its Shareholders. The Company provides thorough information to its Shareholders on a variety of subjects impacting the Company's business and financial performance. The Company's basic corporate governance concept is to achieve business excellence and devote itself to growing long-term Shareholder value while keeping all stakeholders' requirements and interests in mind. The Company is dedicated to transparency in all of its dealings and values corporate ethics. Good corporate governance is the basis for decision-making and control processes.

2. BOARD OF DIRECTORS:

(a) As on March 31, 2025, the Board of Directors consists of 6 Directors viz., three Independent and three Non-Independent, out of which two Independent Directors are women Directors. Out of the three Non-Independent Directors, one is a Managing Director and CEO and which is in conformity and in compliance with the requirements of Regulation 17 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the SEBI Listing Regulations). The Chairman of the Board is a Non-Executive and Non-Independent Director.

(b) Except for the Managing Director and Independent Directors, the remaining two Non-Independent, Non-Executive Directors are liable to retire by rotation. Mr. Achim Michael Braun (DIN: 08596097) and Mr. Ismo Antero Haka (DIN: 08598862), are the Nominee Directors of Promoter i.e., Hitachi Energy Ltd. (formerly known as Hitachi ABB Power Grids Ltd), holding 71.31% of the paid-up equity share capital of the Company. In the ensuing Annual General Meeting, Mr. Ismo Antero Haka (DIN: 08598862), Non-Executive and Non-Independent Director, who is liable to retire by rotation being eligible has opted for re-appointment. There is no relationship between the Directors inter-se during the financial year under review, other than payment of sitting fees, payment of commission and reimbursement of expenses incurred by them for the purpose of attending meetings of the Company.

(c) **Composition / Category of Board of Directors as on March 31, 2025:**

Name of the Director	Category[1]	Number of Director ships in other Indian companies[2]	Committee membership / Chairmanship in Public Companies[3]		No. and % of Equity Shares held in the Company (%)
			Member	Chairman	
Mr. Nuguri Venu	MD & CEO	2	2	Nil	Nil
Mr. Achim Michael Braun	Chairman, NED	Nil	Nil	Nil	Nil
Mr. Ismo Antero Haka	NED	Nil	1	Nil	Nil
Mr. Mukesh Butani	NED (ID)	7	7	4	Nil
Ms. Akila Krishnakumar	NED (ID)	4	2	Nil	Nil
Ms. Meena Ganesh	NED (ID)	11	5	1	Nil

(1) Category: **NED** - Non-Executive Director, **MD** - Managing Director, **CEO** - Chief Executive Officer, **NED (ID)** - Non-Executive, Independent Director.

(2) Includes directorships in Private Limited Companies, Section 8 (Non-Profit) Companies and Company Limited by Guarantee (excluding Hitachi Energy India Limited).

(3) Includes only the Audit Committee and the Stakeholders' Relationship Committee of Public Limited Companies (including Hitachi Energy India Limited). None of the Directors on the Board is a Member of more than 10 Committees and Chairperson of more than 5 Committees across all listed companies in which they are Directors.

All Directors on the Board comply with the requirements stated in Regulation 26(1) of the SEBI Listing Regulations. They are not members of more than 10 Committees or Chairpersons of more than 5 Committees across all public companies in which they hold Director positions. The necessary disclosures regarding committee positions have been made by all the Directors.

None of the Directors holds office in more than 10 public companies as prescribed under Section 165(1) of the Act. Furthermore, in compliance with Regulation 17A of the SEBI Listing Regulations, none of the Non-Executive Directors serve as Independent Directors in more than 7 listed companies. It is important to note that Mr. Nuguri Venu, Managing Director and CEO (DIN: 07032076) does not serve as an Independent Director in any listed company.

Directors of the Company do not hold any shares in the Company. The Company has not issued any convertible instruments, during the year under review.

(d) No. of Board Meetings held in the financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025) and the dates on which held:

Six (6) Board Meetings were held during the financial year 2024-25 viz., (1) May 21, 2024; (2) July 24, 2024; (3) August 21, 2024; (4) October 29, 2024; (5) January 18, 2025 and (6) January 29, 2025.

The gap between the two Meetings did not exceed 120 days and the Meetings were conducted in compliance with all applicable laws. The necessary quorum was present for all the Board Meetings.

(e) Attendance of Directors at the Board Meetings and Annual General Meeting (AGM) held during the financial year 2024-25:

Sl. No.	Name of the Director	Attendance		
		Board Meetings held during the year	Board Meetings attended	Whether present at AGM held on August 21, 2024
1.	Mr. Nuguri Venu	6	6	Yes
2.	Mr. Achim Michael Braun	6	6	Yes
3.	Mr. Ismo Antero Haka	6	6	Yes
4.	Mr. Mukesh Butani	6	6	Yes
5.	Ms. Akila Krishnakumar	6	6	Yes
6.	Ms. Meena Ganesh	6	6	Yes

(f) Directorship in Others Listed Entities as on March 31, 2025 and Category of Directorship:

Sl. No.	Name of the Director	Name of the other listed entities	Category of directorship
1.	Mr. Nuguri Venu	NIL	NIL
2.	Mr. Achim Michael Braun	NIL	NIL
3.	Mr. Ismo Antero Haka	NIL	NIL
4.	Mr. Mukesh Butani	Latent View Analytics Limited	Independent
		Dabur India Limited	Independent
		United Spirits Limited	Independent
		Bata India Limited	Independent
5.	Ms. Akila Krishnakumar	IndusInd Bank Limited	Independent
		TTK Prestige Limited	Independent
		Matrimony.com Limited	Independent
6.	Ms. Meena Ganesh	Pfizer Limited	Independent
		Pidilite Industries Limited	Independent
		Axis Bank Limited	Independent

(g) Board's Core Skills/ Expertise/ Competencies:

For effective functioning of the Board, the Company's Board needs to have skills/expertise/competencies in the areas of Business, Finance & Accounting and Governance/Legal. The Company's Board comprises of people from diverse fields and across Globe.

The Company's Directors are qualified and possess the appropriate knowledge, skills, experience, expertise, diversity and independence, covering Business, Finance & Accounting and Governance/ Legal. In the table given below, various skills/ expertise/ competencies of the Board of Directors are given:

Sl. No.	Name of the Director	Areas of Skills / Expertise / Competencies			
		Business	Finance & Accounting	Governance / Legal	Leadership
1.	Mr. Nuguri Venu	√	√	√	√
2.	Mr. Achim Michael Braun	√		√	√
3.	Mr. Ismo Antero Haka	√	√	√	√
4.	Mr. Mukesh Butani	√	√	√	√
5.	Ms. Akila Krishnakumar	√		√	√
6.	Ms. Meena Ganesh	√		√	√

(h) Succession Planning for the Board and Senior Management:

The Company has a robust system in place to ensure smooth transitions in leadership, including for our Directors, Executive Director, Senior Management Team and other critical talents and key roles.

This is an annual global process where employees across all levels are rated on their Potential Index in the 9 Box grid, retention risk loss impact and successors for Key positions are identified. Additionally, the Company regularly reviews talents for Senior Management and other executive officers. This process provides a comprehensive overview of our leadership level talent inventory and capabilities, ensuring that we meet our critical talent needs in alignment with our business drivers.

(i) Compliance Framework:

The Company has a robust and effective framework for monitoring compliances with applicable laws within the organization and providing updates to Senior Management and the Board periodically. The Board of Directors periodically review the status of the compliances with the applicable laws.

(j) Independent Directors:

- The Independent Directors are from diverse fields of expertise and have long-standing experience and expert knowledge in their respective fields are very relevant as well as of considerable value for the Company's business.

  As a part of the familiarization program as required under the SEBI Listing Regulations, the Directors have been appraised during the Board/Committee Meetings about the amendments to the various enactments viz., Companies Act, 2013 (the Act) and the SEBI Listing Regulations. Further, as a part of Board and Committee Meetings members of the Board are also appraised on various developments in business both from an internal and external perspective.

- During the period under review, the Company has conducted the familiarization program and pursuant to Regulation 46 of the SEBI Listing Regulations, details of the same are available on the Company's website at: https://www.hitachienergy.com/in/en/investor-relations/board-of-directors.

- The terms and conditions of appointment of the Independent Directors are disclosed on the Company's website at: https://www.hitachienergy.com/in/en/investor-relations/board-of-directors.

- Independent Directors of the Company have provided a declaration as required under the Act and the SEBI Listing Regulations. The Board has noted the said declarations and opinion that all Independent Directors fulfil the conditions of independence and are independent of the Management of the Company.

  All Independent Directors fulfil the requirements stipulated in Regulation 25(1) of the SEBI Listing Regulations and the Act.

  The Key Managerial Personnel (KMP) of the Company provide regular updates to all the Directors by making presentation(s) on key business developments, business & financial performance, new strategic initiatives, financial outlook, financial reports, risk, compliance, market outlook/evolving trends, sustainability initiatives, CSR, Human Resources, safety, key regulatory updates.

- During the financial year under review, one separate meeting of the Independent Directors was held on May 21, 2024 without the presence of Non-Executive Directors/ Managing Director/ Management, to discuss the matter as required/ agreed amongst them in accordance with the provisions of the Act and SEBI Listing Regulations. The Meeting was attended by all the Independent Directors.

(k) The Board periodically reviews the compliance reports submitted by the Management in respect of all laws applicable to the Company.

(l) Certificate of Non-Disqualification of Directors pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI Listing Regulations is enclosed to this Report.

3. AUDIT COMMITTEE:

(i) Terms of Reference:

The Audit Committee acts on the terms of reference given by the Board pursuant to Section 177 of the Act and Regulation 18 of the SEBI Listing Regulations.

The terms of reference are briefly described below:

- Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible.
- Recommending the Board, appointment, re-appointment, replacement or removal (in the event of necessity) of Statutory Auditors, Cost Auditors, Secretarial Auditors and/ or any other auditors including terms of their appointment and fixation of remuneration.
- Approval of payment to Statutory Auditors for any other services rendered by the Statutory Auditors.
- Reviewing, with the Management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:-
  (a) Matters required to be included in the Director's Responsibility Statement to be included in the Board's Report in terms of clause (c) of sub-section (3) of Section 134 of the Act.
  (b) Changes, if any, in accounting policies and practices and reasons for the same.
  (c) Major accounting entries involving estimates based on the exercise of judgment by Management.
  (d) Significant adjustments made in the financial statements arising out of audit findings.
  (e) Compliance with listing and other legal requirements relating to financial statements.
  (f) Disclosure of any related party transactions; and
  (g) Modified opinion(s) in the draft audit report.
- Reviewing, with the Management:-
  (a) The quarterly financial statements before submission to the Board for approval.
  (b) Performance of Auditors, Internal Auditors, adequacy of the internal control systems.
- Reviewing, with the Management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public issue or rights issue or preferential issue or qualified Institutional placement (QIP) and making appropriate recommendations to the Board to take up steps in this matter.
- Review and monitor the auditor's independence and performance and effectiveness of the audit process.
- Review the adequacy of the Internal Audit function including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit.
- Approval or any subsequent modification of transactions of the Company with the related parties.
- Approval of appointment of Chief Financial Officer including the Whole-time Director - Finance or any other person heading the finance function or discharging that function after assessing the qualification, experience and background etc., of such incumbent.

- Reviewing the proposal for discontinuation / closure of any of the business operations of the Company.
- Scrutiny of inter-corporate loans and investments.
- Valuation of undertakings or assets of the Company, wherever it is necessary.
- Monitoring the end use of funds raised through public offers and related matters.
- Review proposals for mergers, demergers, acquisitions, carve-outs, sale and transfer of business and its valuation report and fairness opinion, if any, thereof.
- Evaluation of internal financial controls and risk management systems.
- Discussing with internal auditors of any significant findings and follow up thereon.
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.
- Discussion with statutory auditors before the audit commences, about the nature and scope of the audit as well as post-audit discussion to ascertain any area of concern.
- To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, Shareholders (in case of non-payment of declared dividends) and creditors.
- Review the functioning of the Whistle Blower mechanism.
- Carry out such other functions as may be delegated by the Board from time to time.
- Review various investment proposals before the same is submitted to the Board of Directors and also review the guidelines for investing surplus funds of the Company.
- To appoint valuers for the valuation of the undertakings or assets of the Company, wherever it is necessary including stocks, shares, securities, goodwill or any other assets or net worth of a Company or liability of the Company under the provisions of the Act.

In addition to the above, the following items are reviewed by the Audit Committee:

- Management discussion and analysis of financial condition and results of operations.
- Management letters/letters of internal control weaknesses issued by the statutory auditors.
- Internal audit reports relating to internal control weaknesses.
- Appointment, removal and terms of remuneration of the chief internal auditor.
- Statement of Deviations:
  - (a) Quarterly statement of deviation(s), including the report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1).
  - (b) Annual statement of funds utilized for purposes other than those stated in the offer document/ prospectus/notice in terms of Regulation 32(7).

The Audit Committee is vested with the necessary powers to achieve its objectives.

The Committee has discharged such other role/function as envisaged under Regulation 18(3) read with Part C of Schedule II of the SEBI Listing Regulations and the provisions of Section 177 of the Act.

The Chairman of the Audit Committee was present at the last AGM (5th AGM held on August 21, 2024).

(ii) Composition, Name of Members & Chairperson, Meetings held during the Financial Year and Attendance at Meetings:

The Audit Committee presently consists of three Independent Directors and one Executive Director (Managing Director and CEO). The Committee has held 4 meetings during the financial year 2024-25 (April 01, 2024 to March 31, 2025) on May 21, 2024; July 24, 2024; October 29, 2024 and January 29, 2025.

The composition of the Audit Committee as on March 31, 2025 and the attendance of members at the Meetings held during the financial year 2024-25 were as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Mr. Mukesh Butani	Chairman, Independent Director	4	4
Ms. Akila Krishnakumar	Independent Director	4	4
Ms. Meena Ganesh	Independent Director	4	4
Mr. Nuguri Venu	Managing Director and CEO	4	4

Mr. Poovanna Ammatanda, General Counsel, Company Secretary and Compliance Officer is the Secretary to the Audit Committee.

The gap between the two Audit Committee Meetings did not exceed 120 days and the Meetings were conducted in compliance with all applicable laws. The necessary quorum was present for all the Audit Committee Meetings.

4. NOMINATION AND REMUNERATION (NRC) COMMITTEE:

(i) Terms of Reference:

The terms of reference and role of the Nomination and Remuneration Committee are as per the provisions of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations which includes formulating the criteria to:

- Determine qualifications, positive attributes and independence of a director and recommend to the Board a Policy, relating to the remuneration of the directors, KMP and other employees.
- For every appointment of an Independent Director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an Independent Director. The person recommended to the Board for appointment as an Independent Director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
  (a) use the services of an external agency, if required;
  (b) consider candidates from a wide range of backgrounds, having due regard to diversity; and
  (c) consider the time commitments of the candidates.
- Evaluation of performance of Independent Directors and the Board.
- Devising a policy on Board diversity.
- Identifying persons who are qualified to become directors and who may be appointed in Senior Management in accordance with the criteria laid down and recommend to the Board their appointment and removal.
- Recommending to the Board on remuneration, Performance Bonus etc., payable to the Executive Director(s) / Managing Director, Commission payable to Independent Directors.
- Recommend to the Board, all remuneration, in whatever form, payable to Senior Management.

The Policy is framed by the Nomination and Remuneration Committee and approved by the Board. The terms and conditions of appointment are disclosed on the website of the Company at: https://www.hitachienergy.com/in/en/investor-relations/board-of-directors.

(ii) Composition, Name of Members & Chairperson, Meetings held during the Financial Year and Attendance at Meetings:

The Nomination and Remuneration Committee presently consists of three Non-Executive Directors, two being Independent. The Chairman is a Non-Executive and Independent Director.

During the financial year under review, 2 meetings were held on May 21, 2024 and August 21, 2024.

The composition of the Nomination and Remuneration Committee as on March 31, 2025 and the attendance of members at the Meetings held during the financial year 2024-25 were as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Ms. Akila Krishnakumar	Chairperson, Independent Director	2	2
Mr. Mukesh Butani	Independent Director	2	2
Mr. Achim Michael Braun	Non-Executive Non-Independent Director	2	2

The necessary quorum was present at the above Meetings.

(iii) Remuneration Policy / Criteria for Payments to Directors / Senior Management Employees:

The Company has a credible and transparent Policy in determining and accounting for the remuneration of the Executive / Non-Executive Independent Directors. Independent Directors' remuneration is governed by the external competitive environment, track record of the individuals, effective participation in the Meetings, comparable industry standards and performance of the Company. The remuneration determined for the Executive / Independent Directors is subject to the recommendation of the Nomination and Remuneration Committee and approval of the Board of Directors.

The Nomination and Remuneration Policy covers the following aspects:

- Lays down the criteria and terms and conditions with regard to identifying persons who are qualified to become Directors (Executive and Non-Executive) and persons who may be appointed at Senior Management and Key Managerial positions and to determine their remuneration.
- Formulation of criteria for evaluation of the performance of the Board of Directors, KMP and Senior Management Personnel as required under the law.

The Board and the Nomination and Remuneration Committee also reviewed the performance of the Board on the basis of the criteria such as the contribution of the individual director to the Board and Committee Meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in Meetings, etc. In addition, the Chairman was also evaluated on the key aspects of his role.

The Board of Directors based on the recommendation of the Nomination and Remuneration Committee has adopted the performance review criteria. After the conclusion of the period under review, the revision was carried out by the Nomination and Remuneration Committee in the performance evaluation criteria. Subsequently, the Nomination and Remuneration Committee and the Board of Directors have reviewed the performance of the Directors and the Board as a whole for the financial year under review.

The Non-Executive Independent Directors were compensated by way of commission for the financial year 2024-25 in the financial year 2025-26 and the criteria being their attendance in the Board / Committee Meetings, apart from sitting fees and reimbursement of other expenses as approved by the Shareholders at the 3rd Annual General Meeting held on July 22, 2022.

As per Policy, the Non-Executive Non-Independent Directors are neither paid a sitting fee nor paid any commission.

The Independent Directors are entitled to sitting fees for attending the Board/Committee Meetings.

Sitting fees for Board and Audit Committee Meetings is ₹60,000/- per Director per Meeting and for other Committees, the sitting fee is ₹30,000/- per Director per Meeting. No sitting fees was paid to any Committee members of Fund Raise Committee.

The remuneration payable to the Managing Director and CEO and Senior Management personnel including KMP are structured as fixed and variable components. The fixed remuneration comprises salaries, perquisites and retirement benefits and the variable component comprises an annual performance bonus which is linked to the achievement of the scorecard fixed at the beginning of the year and Long Term Incentive Plan (LTIP) which is subject to achievement of performance measures as attached to the Grant Letter issued from time to time in line with Hitachi Energy group Policy.

5. DETAILS OF REMUNERATION PAID TO ALL THE DIRECTORS DURING THE FINANCIAL YEAR 2024-25:

A. Salary, Performance Bonus and Commission to Directors:

The Remuneration paid to all the Directors of the Company containing salary, performance bonus and commission to Directors is as tabled below:

(Amount in ₹lakhs)

Name of the Director	Sitting fees	Salary & Perquisites	Commission	Stock Option	Pension
Mr. Nuguri Venu	-	1,181.41*	-	-	-
Mr. Achim Michael Braun	-	-	-	-	-
Mr. Ismo Antero Haka	-	-	-	-	-
Mr. Mukesh Butani	8.70	-	40.50**	-	-
Ms. Akila Krishnakumar	8.40	-	37.00**	-	-
Ms. Meena Ganesh	8.40	-	26.25**	-	-

* Remuneration of ₹1,181.41 Lakhs was for the financial year 2024-25 (April 01, 2024 to March 31, 2025) which includes a performance bonus of ₹324.10 Lakhs pertaining to the financial year April 01, 2023 to March 31, 2024 which was paid during financial year 2024-25. Further, remuneration includes Long Term Incentive Plan payout of ₹397.88 Lakhs pertaining to KPIs measured over three financial years, from April 01, 2021 to March 31, 2024 which was paid during financial year 2024-25.

** Commission for the financial year 2023-24 was paid during the financial year 2024-25.

Commission to Independent Directors for the Financial Year 2024-25 (April 01, 2024 to March 31, 2025):

1. For Board Meetings: a fixed amount of ₹25 lakhs per Independent Director based on 100% participation by way of attendance in the Meetings.

2. For Committee Meetings: a fixed amount of ₹3 lakhs per Independent Director based on 100% participation by way of attendance in the Meetings.

3. For the Chairman of the Audit Committee: a fixed amount of ₹8 lakhs for 100% participation by way of attendance in the Meetings.

   The above commission payable to Independent Directors of the Company, however, shall not exceed the aggregate 1% per annum of the net profits of the Company computed in the manner laid down in the Act.

4. Commission payable for the financial year 2024-25 will be paid in the financial year 2025-26 as follows:

Sl. No.	Name of the Directors	Amt in ₹
1.	Mr. Mukesh Butani	42,00,000
2.	Ms. Akila Krishnakumar	37,00,000
3.	Ms. Meena Ganesh	37,00,000

B. Fixed Component / Performance Linked Incentive / Criteria:

Performance-related Bonus including Long Term Incentive Plan is payable to the Managing Director only as per the terms of the Contract entered into between the Company and the Managing Director.

C. Service Contract / Notice Period / Severance Fees:

(a) The Contract of Service entered into by the Company with Mr. Nuguri Venu, Managing Director and Chief Executive Officer provides that the Company and the Managing Director shall be entitled to terminate the agreement by giving twelve months' notice in writing on either side.

(b) No severance fee is payable by the Company to the Managing Director on termination of the agreement.

D. Stock Option:

The Company does not have a stock option scheme therefore the same is not applicable. No Director holds any Equity shares of the Company.

None of the Non-Executive Directors have any pecuniary relationship or transactions with the Company.

E. **Performance Evaluation of Directors:**

The performance Evaluation of Directors including that of Independent Directors as required under the Act and the SEBI Listing Regulations for the financial year 2024-25 was undertaken during the financial year 2025-26.

F. **Senior Management:**

The Board of Directors of the Company, based on the recommendations of NRC, has identified category of Senior Management Personnel(s), pursuant to the provisions of Regulation 16(1)(d) of the SEBI Listing Regulations. Details of Senior Management Personnel(s) as on March 31, 2025, are as follows:

Name of Senior Management	Designation
Nuguri Venu	Managing Director & CEO
Poovanna Ammatanda	General Counsel and Company Secretary
Ajay Singh	Chief Financial Officer
Akilur Rahman	Chief Technology Officer
Karthik Krishnamurthi	Head of Sales and Marketing
Ajith Kesavan	Head of Grid Automation
Atul Pandit	Head of Transformers
Neha Ahluwalia	Head of Human Resources
Manashwi Banerjee	Head of Communications
Ramkumar D	Head of Grid Power Quality Solutions
Rakesh Dwivedi	Head of High Voltage Products
Saji S	Head of High Voltage Direct Current

During the year under review, there were no changes in Senior Management.

6. STAKEHOLDERS' RELATIONSHIP COMMITTEE:

The Stakeholders Relationship Committee has been authorized to approve the transfer/ transmission/ transposition/ demat/ remat of shares/ deletion of name and issue of duplicate share certificates and taking note of Members' grievances.

Following are the terms of reference of the Stakeholders Relationship Committee:

1. Resolving the grievances of the security holders of the listed entity including complaints related to the transfer/ transmission of shares, non-receipt of the annual report, non-receipt of declared dividends, issue of new/ duplicate certificates, General Meetings, etc.

2. Review of measures taken for the effective exercise of voting rights by Shareholders.

3. Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent (RTA).

4. Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the Shareholders of the Company.

The Stakeholders Relationship Committee shall discharge such other role/ function as prescribed by the Board of Directors and/ or envisaged under Regulation 20 read with Part D of Schedule II of the SEBI Listing Regulations and the provisions of Section 178 of the Act.

In order to expedite the process, the Board of Directors has also delegated the authority to any two of the Managing Director and CEO, Chief Financial Officer and Company Secretary to approve the transfer/ transmission/ transposition of shares/ remat/ demat / deletion of name, issue of duplicate shares requests as and when required from time to time.

4 Meetings of the Committee were held during this financial year viz., on May 21, 2024; July 24, 2024; October 29, 2024 and January 29, 2025.

The composition of the Stakeholders' Relationship Committee as of March 31, 2025 and the attendance of members at the Meetings held during the financial year 2024-25 are as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Ms. Meena Ganesh	Chairperson, Independent Director	4	4
Mr. Mukesh Butani	Independent Director	4	4
Mr. Nuguri Venu	Managing Director and CEO	4	4
Mr. Ismo Antero Haka	Non-Executive, Non-Independent Director	4	4

Mr. Poovanna Ammatanda, General Counsel, Company Secretary and Compliance Officer is the Secretary to the Committee.

There were no investor queries/ investor grievances pending during the period under review. Continuous efforts are made to ensure that grievances are more expeditiously redressed to the complete satisfaction of the investors.

The details of investors' complaints received and resolved during the financial year 2024-25 are as under:

No. of investors' complaints received during FY 2024-25	No. of investors' complaints resolved during FY 2024-25	No. of Investors' complaints pending at the end of FY 2024-25
13	13	0

7. RISK MANAGEMENT COMMITTEE:

The Company has in place a mechanism to inform Board Members about the risk assessment and minimization procedures and review to ensure that executive management controls risk by means of a properly defined framework. The Company has formulated a Policy on Risk Management and constituted a Risk Management Committee.

The terms of reference and Role of the Risk Management Committee are as per the provisions of Regulation 21 of the SEBI Listing Regulations which includes formulating the criteria to:

1) To formulate a detailed Risk Management Policy which shall include:-
   (a) A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks, or any other risk as may be determined by the Committee.
   (b) Measures for risk mitigation including systems and processes for internal control of identified risks.
   (c) Business continuity plan.
2) To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company.
3) To monitor and oversee the implementation of the Risk Management Policy, including evaluating the adequacy of risk management systems.
4) To periodically review the Risk Management Policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity.
5) To keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken.
6) The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee.

Further, the list of tentative risks was also revisited and adopted in consonance with the industry and market trends.

Two meetings were held during the financial year viz., May 21, 2024 and October 29, 2024.

The Committee is chaired by Mr. Mukesh Butani, Independent Director. Mr. Poovanna Ammatanda, General Counsel, Company Secretary and Compliance Officer is the Secretary to the Risk Management Committee.

The composition of the Risk Management Committee as on March 31, 2025 and the attendance of members at the Meetings held during the financial year 2024-25 are as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Mr. Mukesh Butani	Chairman, Independent Director	2	2
Ms. Meena Ganesh	Independent Director	2	2
Mr. Nuguri Venu	Managing Director and CEO	2	2
Mr. Ismo Antero Haka	Non-Executive, Non-Independent Director	2	2
Mr. Ajay Singh	Chief Financial Officer	2	2

8. CORPORATE SOCIAL RESPONSIBILITY COMMITTEE:

Pursuant to Section 135 of the Act, a Corporate Social Responsibility (CSR) Committee of the Board has been constituted.

The terms of reference and Role of the Corporate Social Responsibility Committee are as per the provisions of Section 135 of the Act.

The CSR Committee shall be responsible for formulating and recommending to the Board the CSR Policy and an Annual Action Plan, which shall include the following:

- list of CSR projects or programs that are approved to be undertaken in areas or subjects as specified in Schedule VII of the Act;
- the manner of execution of such projects or programs.
- the modalities of utilization of funds and implementation schedules for the projects or programs.
- monitoring and reporting mechanism for the projects or programs.
- details of need and impact assessment, if any, for the projects undertaken by the Company.
- to monitor the Corporate Social Responsibility Policy of the Company from time to time.

During the financial year under review 4 Meetings were held viz., May 21, 2024; July 24, 2024; October 29, 2024 and January 29, 2025.

The Committee is chaired by Ms. Akila Krishnakumar, Independent Director. The composition of the Committee as of March 31, 2025 and the attendance of members at the Meetings held during the financial year 2024-25 are as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Ms. Akila Krishnakumar	Chairperson, Independent Director	4	4
Mr. Nuguri Venu	Managing Director and CEO	4	4
Mr. Achim Michael Braun	Non-Executive, Non-Independent Director	4	4

The Company has formulated a Policy for its CSR and also identified the following key areas for undertaking CSR activities:

- **Promote gender equality and empowering of women in the engineering workforce**

  To promote gender equality by ensuring initiatives to empower / advancement of women and in the engineering work force, thereby increasing diversity and inclusion.

- **Endorse education, employability & health care**

  To create necessary infrastructure and resources to enable the promotion of primary education among children and impart vocational skills training to the youth, promoting health care including preventive health care.

- **Social impact projects**

  To collaborate with communities to provide innovative off-grid solutions to improve access to electricity in the country, especially in rural areas for its development.

- **Support national disaster management and other government initiatives**

  To actively support national disaster management including relief, rehabilitation and reconstruction activities and support in other initiatives for promoting, including preventive measures for health care systems, hygiene and sanitation.

- **Aid in sustainable development goals**

  To promote an ecosystem for sustainable development goals by encouraging usage of indigenous, innovative and sustainable solutions by aiding, development, promoting, facilitating and undertaking testing of new frontiers of science, technology, engineering and environment in partnership with like-minded institutions, incubators and sponsors.

The Company's CSR policy may be viewed on the Company's website at: https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies.

Further details on CSR expenditure and projects are provided in the Annexure to Board's Report.

9. ENVIRONMENT, SOCIAL AND GOVERNANCE (ESG) COMMITTEE:

Sustainability is in the DNA of Hitachi Energy's business strategy, shaping the approach the Company takes towards environment, society and governance. The Company is dedicated towards the reduction of its carbon footprint and for its social and employee's welfare and governance causes. The Company has constituted Environment, Social and Governance (ESG) Committee in the Board Meeting held on October 22, 2021. The work under ESG continued during the financial year under review. The details of the performance and reporting under ESG is included under Business Responsibility and Sustainability Report forming part of this report.

Charter and Objectives of ESG Committee:

Drivers of ESG:

- Hitachi Energy's Sustainability 2030 strategy based on UN SDGs based on four key areas: Planet, People, Peace, and Partnerships
- Investor Expectations
- Evolving Compliance and Stock Exchange Listing Requirements
- Contribution to an Integrated Strategic Approach-Increased revenues and innovation
- Cost savings and efficiencies
- Improved access to capital
- Improvements in staff morale
- Improved reputation and stakeholder relations
- Doing "the right thing"

Sustainability vs ESG: ESG Factors for Better Business Performance:

Hitachi Energy has placed sustainability at the heart of its purpose to advance a sustainable energy future for all.

Company ESG Purpose and Charter Purpose:

ESG Committee has been constituted with the objective to assist the Board of Directors of the Company in fulfilling its oversight responsibilities in relation to Hitachi Energy's objectives, policies and practices pertaining to:

- Environment: Interaction with the physical environment
- Social: Impact on society and communities
- Governance: How the company is governed

with Sustainability 2030 strategy based on four pillars of:

- Planet - Towards carbon neutral
- People - Diversity plus collaboration equals great innovation
- Peace - Peaceful inclusive and sustainable societies
- Partnerships - Foster multi stakeholder partnerships

- The Committee shall meet at least once during the financial year. Meetings of the ESG Committee shall be held either in person or by virtual audio/ video conference mode.
- The Committee shall invite such other employees or engage third parties to attend the Meetings and / or to monitor the implementation of ESG objectives.
- The Committee shall make available to the Board the minutes of its Meetings.

Roles & Responsibilities of ESG Committee:

ESG Committee shall undertake the following:

1. Monitor and implement ESG targets of the Company and review its adequacy.
2. To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken.
3. To facilitate reporting of ESG-related matters in the Business Responsibility and Sustainability Report as may be statutorily required.
4. To perform such functions or duties as may be prescribed under the Act, the SEBI Listing Regulations and any other applicable laws from time to time and discharge such other functions as may be specifically delegated to the Committee by the Board from time to time.
5. The ESG Committee of Directors shall be vested with the following powers:
   (a) The Committee shall have the authority to scrutinize programs and initiatives to ensure transparency and oversee the implementation of programs/initiatives across the Company.
   (b) Obtain external legal or other independent professional advice, whenever necessary.
6. The ESG Committee shall:
   (a) oversee the effectiveness of sustainability programs and provide inputs related to matters of ESG and corporate responsibility.
   (b) review and provide inputs on sustainability goals.
   (c) advise on the Business Responsibility & Sustainability Report and any other issue-specific reports (if any) prior to reporting to the Board.
   (d) consider and recommend to the Board positioning on relevant emerging sustainability issues.
   (e) review and approve the Sustainability roadmap.
   (f) provide direction and oversight to the internal sustainability function.

The Committee was chaired by Ms. Meena Ganesh. Mr. Poovanna Ammatanda, General Counsel, Company Secretary and Compliance Officer is the Secretary to the Committee. During the financial year under review, one meeting was held on May 21, 2024.

The composition of the ESG Committee as of March 31, 2025 and the attendance of members at the Meeting held during the financial year 2024-25 are as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Ms. Meena Ganesh	Chairperson, Independent Director	1	1
Ms. Akila Krishnakumar	Independent Director	1	1
Mr. Achim Michael Braun	Non-Executive Non-Independent Director	1	1
Mr. Nuguri Venu	Managing Director and CEO	1	1

10. DETAILS OF OTHER COMMITTEE MEETINGS AND MEMBERSHIP:

- **Committee of Independent Directors for an annual evaluation:** During the financial year, one Meeting was held on May 21, 2024.

  Mr. Poovanna Ammatanda, General Counsel & Company Secretary acted as the Secretary to the Committee of Independent Directors for annual evaluation.

The composition of the Committee of Independent Directors as of March 31, 2025 and the attendance of members at the Meeting held during the financial year 2024-25 are as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Mr. Mukesh Butani	Chairman, Independent Director	1	1
Ms. Akila Krishnakumar	Independent Director	1	1
Ms. Meena Ganesh	Independent Director	1	1

- **Fund Raise Committee:** The Fund Raise Committee was constituted on January 18, 2025, by the Board of Directors for the purpose of making all decisions related to fund-raising matters. By exercising these powers, the Fund Raise Committee provided the necessary approvals for raising funds through QIP.

  During the financial year under review, three meetings were held viz., one on March 10, 2025 and the remaining two on March 13, 2025.

  The composition of the Committee of Fund Raise Committee as of March 31, 2025 and the attendance of members at the Meeting held during the financial year 2024-25 are as follows:

Members of the Committee	Designation	No. of Meetings	
		Held	Attended
Mr. Mukesh Hari Butani	Chairman, Independent Director	3	3
Mr. Nuguri Venu	Member, Managing Director & CEO	3	3
Mr. Ismo Antero Haka	Member, Non-Executive, Non-Independent Director	3	2

Mr. Poovanna Ammatanda, General Counsel, Company Secretary and Compliance Officer acted as the Secretary to the Committee.

11. SUBSIDIARY COMPANY:

The Company did not have any subsidiaries during the period under review. Accordingly, the requirements of providing details of material subsidiaries of the listed entity as on March 31, 2025, including the date and place of incorporation, name and date of appointment of the statutory auditors of such subsidiary(ies) does not arise.

Policy for Material Subsidiary:

The policy on material subsidiaries is not applicable as the Company does not have any Subsidiaries as of reporting date.

12. MANAGING DIRECTOR (MD) & CHIEF EXECUTIVE OFFICER (CEO) AND CHIEF FINANCIAL OFFICER (CFO) CERTIFICATION:

As required under Regulation 17 read with Part B of Schedule II of the SEBI Listing Regulations, the MD and CFO certification on the financial statements, the cash flow statement and the internal control systems for financial reporting has been obtained from Mr. Nuguri Venu, Managing Director and Chief Executive Officer and Mr. Ajay Singh, Chief Financial Officer. The said certificate is annexed as **Annexure-1** to this report.

13. GENERAL BODY MEETINGS:

(a) Annual General Meeting:

The Annual General Meetings of the Company were held through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM") at the registered office of the Company until the last Meeting. Further, 5th Annual General Meeting was held in physical mode at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560 055.

Details of the last three AGMs held are as below:

Financial Year	No. of AGM and Venue	Day & Date	Time (IST)	Special Resolutions passed
2023-2024 (April 2023-Mar 2024)	5th AGM was held at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560 055	Wednesday, August 21, 2024	11:00 am	-

Financial Year	No. of AGM and Venue	Day & Date	Time (IST)	Special Resolutions passed
2022-2023 (April 2022 - Mar 2023	4th AGM held through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM") at the registered office of the Company	Thursday, August 17, 2023	11:00 am	1. Increase in the Borrowing Limits of the Company under Section 180(1)(c) of the Act. 2. Appointment of Ms. Meena Ganesh (DIN: 00528252) as an Independent Director of the Company.
2021-2022 (Jan 2021 - Mar 2022)	3rd AGM held through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM") at the registered office of the Company	Friday, July 22, 2022	11:00 am	1. Re-appointment of Mr. Mukesh Hari Butani (DIN: 01452839) as an Independent Director of the Company. 2. Re-appointment of Ms. Akila Krishnakumar (DIN: 06629992) as an Independent Director of the Company. 3. Re-appointment of Ms. Nishi Vasudeva (DIN: 03016991) as an Independent Director of the Company.

(b) Extraordinary General Meeting:

There were no extraordinary general meetings held during the year.

(c) Postal Ballot:

During the year under review, the Company had passed the following Special Resolutions through Postal Ballot through remote e-voting process:

Details of Postal Ballot Notice	Special Resolutions Passed	Approval date	Scrutinizer	Link of Postal Ballot Notice and results
January 18, 2025	Approval to raise capital by way of public or private offering including through QIP to eligible investors through an issuance of equity shares or other eligible securities for an amount aggregating up to ₹4,200 Crores	February 20, 2025	Mr. S Kannan (Membership No. FCS 6261/ CP No. 13016), Practicing Company Secretary	Postal Ballot Notice: https://publisher.hitachienergy.com/preview?DocumentID=8DBR002125&LanguageCode=en&DocumentPartId=&Action=launch Postal Ballot Results: https://publisher.hitachienergy.com/preview?DocumentID=8DBR002203&LanguageCode=en&DocumentPartId=&Action=launch
January 29, 2025	Approval for increase in borrowing powers of the Company under Section 180(1)(c) of the Act	March 23, 2025	Mr. S Kannan (Membership No. FCS 6261/ CP No. 13016), Practicing Company Secretary	Postal Ballot Notice: https://publisher.hitachienergy.com/preview?DocumentID=8DBR002197&LanguageCode=en&DocumentPartId=&Action=launch Postal Ballot Results: https://publisher.hitachienergy.com/preview?DocumentID=8DBR002279&LanguageCode=en&DocumentPartId=&Action=launch

The Board of Directors of the Company at their Meetings held on January 18, 2025 and January 29, 2025 respectively, approved the Postal Ballot Notice for seeking Shareholders' approval for certain Resolutions which are detailed in the table above.

Mr. S Kannan (Membership No. FCS 6261/CP No. PCS 13016) Practicing Company Secretary, was appointed as the Scrutiniser for conducting both the Postal Ballot/ e-voting process in a fair and transparent manner. The Notice of Postal Ballot dated January 18, 2025 was emailed to the shareholders on January 20, 2025 and the Notice of Postal Ballot dated January 29, 2025 was emailed to the shareholders on February 20, 2025. Further, the remote e-voting was conducted for both the Postal Ballot process as below:

Postal Ballot Notice	Special Resolutions	Remote e-voting		Results announcement date
		Commencement date	End date	
January 18, 2025	Approval to raise capital by way of public or private offering including through QIP to eligible investors through an issuance of equity shares or other eligible securities for an amount aggregating up to ₹4,200 Crores	January 22, 2025	February 20, 2025	February 20, 2025
January 29, 2025	Approval for increase in borrowing powers of the Company under Section 180(1)(c) of the Act	February 22, 2025	March 23, 2025	March 24, 2025

The agenda items along with the summary of Voting Results as per the Scrutinizer's Report is as under:

Agenda Item of the Postal Ballot Notice	Type of Resolution	Votes In favor			Votes Against			Result
		No of Person Voted	No. of Votes	%*	No of Person Voted	No. of Votes	%*	
Approval to raise capital by way of public or private offering including through QIP to eligible investors through an issuance of equity shares or other eligible securities for an amount aggregating up to ₹4,200 Crores	Special	574	36628691	99.99	36	3201	0.01	Passed with requisite majority

*** % to the total No. of shares voted in the e-voting process**

Notes:

1. 7 Shareholders holding 559 shares abstained from voting.

2. 5 Shareholders have voted less number of shares as compared to their holdings to the extent of 23933 shares.

Agenda Item of the Postal Ballot Notice	Type of Resolution	Votes In favor			Votes Against			Result
		No of Person Voted	No. of Votes	%*	No of Person Voted	No. of Votes	%*	
Approval for increase in borrowing powers of the Company under Section 180(1)(c) of the Act	Special	569	36485687	99.999	10	510	0.001	Passed with requisite majority.

*** % to the total No. of shares voted in the e-voting process**

Notes:

1. 2 shareholders holding 7522 shares abstained from voting.

2. 6 shareholders have voted less number of shares as compared to their holdings to the extent of 22464 votes.

The aforesaid resolutions are deemed to be passed on the last date specified for e-voting, i.e., February 20, 2025 and March 23, 2025 respectively, in terms of the Secretarial Standards on General Meeting (SS2) issued by the Institute of Company Secretaries of India.

The detailed note on procedure involved in passing of resolutions through Postal Ballot is provided as a part of the outcome of Postal Ballot and Scrutinizer's Report is uploaded on the website of the Company at https://www.hitachienergy.com/in/en/investor-relations/general-meetings#postal-ballot. Furthermore, no special resolution is proposed to be passed through Postal Ballot as on the date of this report.

14. MEANS OF COMMUNICATION:

Financial Results:

The quarterly/ half-yearly/ annual financial results are filed with stock exchanges and displayed on stock exchange websites. The results are also made available on Company's website. The results are published in The Hindu Business Line (English newspaper – all India edition) and Vijaya Karnataka (Regional Newspaper), containing a Quick Response code and the details of the webpage of the Company where complete financial results is accessible to the investors, as specified in Regulation 33 of the SEBI Listing Regulations. This is pursuant to the recent amendment in the SEBI Listing Regulations vide SEBI (Listing Obligations and Disclosure Requirements) (Third Amendment) Regulations, 2024 dated December 12, 2024. Additionally, quarterly financial results, were emailed as well to the Shareholders whose email addresses are registered with the Company/ Depository Participants.

Website:

The financial results, press releases and the official news releases are also placed on the Company's website at: https://www.hitachienergy.com/in/en.

The Company has a dedicated e-mail ID: investors@hitachienergy.com of the Secretarial Department for providing necessary information/ assistance to the investors.

Press Releases and Analysts/Investors' Presentations:

In addition to the above, after announcement of results, the Company holds conference call with investors / analysts. The presentations made to institutional investors / analysts and transcript of the said conference call, if any, is uploaded on the Company's website at: https://www.hitachienergy.com/in/en/investor-relations/analyst-section.

Integrated Annual Report:

Integrated Annual Report containing audited standalone financial statements together with Board's Report, Auditors' Report and other reports/ information are circulated to members entitled thereto and is also made available on the Company's website at https://www.hitachienergy.com/in/en/investor-relations/general-meetings#annual-report.

The Indicative Calendar of Events for the Financial Year 2025-26 (April 01, 2025 to March 31, 2026) is as follows:

First Quarter financial results	July 2025
Second Quarter financial results	October 2025/ November 2025
Third Quarter financial results	January 2026/ February 2026
Fourth quarter financial results	May 2026

In continuation with the MCA General Circulars No. 20/2020 dated May 05, 2020, SEBI Circular Nos. SEBI/ HO/ CFD/CMD2/CIR/P/2021/11 dated Jan 15, 2021 and in accordance with the General Circular No. 09/2024 dated Sep 19, 2024 SEBI/HO/CFD/ PoD-2 PCIR/2024/133 dated Oct 3, 2024 the financial statements (including Board's Report, Auditor's Report or other documents required to be attached therewith) for the financial year ended March 31, 2025 pursuant to Section 136 of the Act and Notice calling the Annual General Meeting (AGM) pursuant to Section 101 of the Act read with the Rules framed thereunder, such statements including the Notice of AGM are being sent only in electronic mode to those Members whose e-mail addresses are registered with the Company / KFin Technologies Limited (KFin) or the Depository Participant. A letter containing the web link, along with the exact path to access the complete details of the Annual Report, is being sent to shareholders who have not registered their email address with the Company's RTA or Depository Participant. The physical copies of such statements and Notice of AGM will be dispatched only to those shareholders who request for the same.

15. GENERAL SHAREHOLDER INFORMATION:

a) Annual General Meeting:

Corporate Identity Number (CIN)	L31904KA2019PLC121597
Day, Date and Time	Wednesday, August 20, 2025 at 11:00 a.m.
Venue/ Mode	The Company is conducting 6th Annual General Meeting at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560 055

Financial year	April 01, 2024 to March 31, 2025
Date of Book Closure	The Company's Register of Members and Share Transfer Books will remain closed for the purpose of the Annual General Meeting from August 14, 2025 to August 20, 2025 (both days inclusive).

As required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard 2, particulars of Director seeking re-appointment at this AGM are given in the Annexure to the Notice convening AGM.

b) **Dividend Payment Date:**

The dividend of ₹6/- per Equity Share (300%) of face value of ₹2/- each as recommended by the Board of Directors, if declared at the ensuing Annual General Meeting will be paid on and from Thursday, August 21, 2025, to those Shareholders whose names appear on the Company's Register of Members as on Wednesday, August 13, 2025.

c) **Listing on Stock Exchanges:**

The equity shares of the Company are currently listed with BSE Limited (BSE) and the National Stock Exchange of India Limited (NSE). The Company has paid to date, the appropriate listing fee to both stock exchanges.

d) **Name & Address of each stock exchange(s) at which the Company's securities are listed:**

BSE Limited (BSE), Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001.	**National Stock Exchange of India Limited (NSE),** Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra-Kurla Complex, Bandra (E), Mumbai 400 051

e) **Address for Correspondence:**

Registrar and Share Transfer Agents:

KFin Technologies Limited
Unit: Hitachi Energy India Limited
Selenium Tower B, Plot 31-32, Financial District,
Nanakramguda, Gachibowli, Serilingampally Mandal,
Hyderabad – 500 032, Telangana
Phone No. 1- 800-309-4001
e-mail: einward.ris@kfintech.com
Website: www.kfintech.com

Name, designation & address of Compliance Officer:

Contact Person	Address	Contact details
Mr. Poovanna Ammatanda, Company Secretary & Compliance Officer	Hitachi Energy India Limited Registered Office Address: 8th Floor, Brigade Opus, 70/401, Kodigehalli Main Road, Bengaluru - 560 092	**Phone No:** 080 68473700 **Corporate Secretarial e-mail ID:** investors@hitachienergy.com **Corporate Website:** https://www.hitachienergy.com/in/en

f) **Share Transfer System:**

To enhance the ease of dealing in securities markets by investors, SEBI has mandated that listed companies shall henceforth issue the securities in dematerialized form only (vide Gazette Notification no. SEBI/ LADNRO/ GN/2022/66 dated January 24, 2022) while processing the service request mentioned in the above notification (viz., Issue of duplicate securities certificate, Claim from Unclaimed Suspense Account, Transmission, Transposition, etc.,). The transmission or transposition of shares is being processed by the Registrar and Share Transfer Agents and approved by the Stakeholders' Relationship Committee. In order to expedite the process, the Board of Directors has also delegated the authority jointly to any two of the Managing Director (MD), CFO and the Company Secretary to approve share transmission, transposition, deletion of a name, etc., of shares and accordingly, the same is being approved as per the request received and the report is placed for noting before the Stakeholders' Relationship Committee and Board of Directors on a quarterly basis.

Further, SEBI vide its circular dated November 03, 2021, has introduced common and simplified norms for processing any service request received from the Shareholder related to furnishing PAN, KYC details and Nomination by the Registrar and Share Transfer Agents ("RTA"):

1. Electronic interface for processing investor's queries, complaints and service request.
2. Mandatory furnishing of PAN, KYC details and Nomination by holders of physical securities.
3. Freezing of folios without valid PAN, KYC details and Nomination.
4. Compulsory linking of PAN and Aadhaar by all holders of physical securities.

The Company has already sent the request letter to all those Shareholders whose PAN and KYC details are not updated in the records of the Company and/ or Registrar and Transfer Agent. Communication was sent through registered post to all those Shareholders wherein it was requested to update the required details in line with the aforesaid SEBI circular.

SEBI vide its Circular dated January 25, 2022, has made it mandatory for compulsory credit of shares in demat form in case of the request processed for the issue of duplicate shares, claim from Unclaimed suspense account, renewal/ exchange of securities certificate, endorsement, Sub - division / Splitting of securities certificate, Consolidation of securities certificates/ folios, share transfer, share transmission, share transposition, issue of duplicate shares.

Hence, the Members holding shares in physical form are requested to consider converting their holdings in a dematerialized form. The Members who are desirous to convert their physical holdings into dematerialized form, may contact the Depository Participant of their choice. The request for share transfer, transmission, transposition of shares, and deletion of name are being processed by the Registrar and Share Transfer Agents and approved by the Stakeholders' Relationship Committee.

The following compliances pertain to share transfers, grievances, etc.:

- Pursuant to Regulation 7(3) of the SEBI Listing Regulations, certificates are filed with the stock exchanges on yearly basis by the Company Secretary & Compliance Officer of the Company and the representative of the Registrar and Share Transfer Agent for maintenance of an appropriate share transfer facility. For the Financial Year March 31, 2024, the Company has filed this certificate within the prescribed time limit. Further, pursuant to the recent amendment in the SEBI Listing Regulations vide SEBI (Listing Obligations and Disclosure Requirements) (Third Amendment) Regulations, 2024 dated December 12, 2024, filing of this certificate under Regulation 7(3) from March 31, 2025 and onwards is omitted.

- Pursuant to Regulation 13 of the SEBI Listing Regulations, a statement on pending investor complaints is filed with the stock exchanges and placed before the Stakeholders' Relationship Committee and Board of Directors on a quarterly basis. Further, pursuant to the NSE Circular and in accordance with SEBI's integrated reporting initiative, this statement under Regulation 13 of the SEBI Listing Regulations is now being consolidated with the Integrated Governance file along with few other compliance requirements.

- Pursuant to Regulation 39(3) of the SEBI Listing Regulations, information regarding the loss of share certificates and the issue of duplicate certificates, are submitted to the stock exchanges within 2 days of the Company receiving the information. Further, pursuant to the recent amendment in the SEBI Listing Regulations vide SEBI (Listing Obligations and Disclosure Requirements) (Third Amendment) Regulations, 2024 dated December 12, 2024, submission of information regarding the loss of share certificates and the issue of duplicate certificates effective from December 12, 2024 is omitted.

- Pursuant to Regulation 40(9) of the SEBI Listing Regulations, the Company obtained the yearly certificate from a Practicing Company Secretary certifying that, the RTA has issued all share certificates within 30 days of the date of lodgment for transfer, subdivision, consolidation, renewal, exchange or endorsement of calls/ allotment monies and this certificate is simultaneously filed with the Indian Stock Exchanges pursuant to Regulation 40(10) of the SEBI Listing Regulations. For the Financial Year ended March 31, 2024, the Company has filed this certificate within the prescribed time limit. Further, pursuant to the recent amendment in SEBI Listing Regulations vide SEBI (Listing Obligations and Disclosure Requirements) (Third Amendment) Regulations, 2024 dated December 12, 2024, filing of this certificate under Regulation 40(9) from March 31, 2025 and onwards is omitted.

  In terms of Regulation 40(1) of the SEBI Listing Regulations, as amended, securities can be transferred only in dematerialized form w.e.f. April 01, 2019, except in case of request received for transmission or transposition of securities. Further, w.e.f. January 01, 2022, the securities can be credited only in demat form after completion of the process of request for deletion of a name, share transfer, transmission and transposition of shares.

The Company's shares are compulsorily traded in dematerialized form. Members holding shares in physical form are urged to have their shares dematerialized so as to be able to freely transfer them.

g) Shareholding Pattern:

Shareholding		March 31, 2025		March 31, 2024	
Sl. No.	**Description**	**Total Shares**	**% Equity**	**Total Shares**	**% Equity**
1.	Mutual Funds	37,51,510	8.42	26,92,688	6.35
2.	Foreign Portfolio – Corp	15,95,054	3.58	14,75,062	3.48
3.	Foreign Institutional Investors	NIL	0.00	NIL	0.00
4.	Trusts	6,190	0.01	6,463	0.02
5.	Alternative Investment Fund	3,20,158	0.72	1,14,508	0.27
6.	Resident Individuals	41,66,023	9.35	40,82,109	9.63
7.	Non-Resident Indians	1,64,395	0.37	1,31,693	0.31
8.	Clearing Members	670	0.00	450	0.00
9.	Indian Financial Institutions	369	0.00	369	0.00
10.	Banks	1,353	0.00	1,353	0.00
11.	Provident Funds/ Pension Funds	3,38,923	0.76	Nil	Nil
12.	Foreign Promoter Bodies Corporate - Promoter and Promoter group	3,17,86,256	71.31	3,17,86,256	75.00
13.	Non-Resident Indian Non-Repatriable	1,78,660	0.40	1,53,974	0.36
14.	Bodies Corporates	3,01,315	0.68	3,42,145	0.81
15.	NBFC	5,196	0.01	15,197	0.04
16.	Directors and their relatives	Nil	0.00	Nil	Nil
17.	IEPF	1,05,025	0.24	1,05,389	0.25
18.	HUF	1,48,671	0.33	1,65,086	0.39
19.	Foreign Nationals	829	0.00	817	0.00
20.	Foreign Portfolio Investors	6,15,630	1.38	Nil	Nil
21.	Insurance Companies	10,82,797	2.43	13,07,317	3.08
22.	Unclaimed Shares	3,339	0.01	799	0.00
Total		**4,45,72,363**	**100.00**	**4,23,81,675**	**100.00**

h) Distribution of Shareholding (as on March 31, 2025):

Category	No. of Shareholders	% of Cases	Total Shareholding	% of equity capital
1 – 5,000	90416	99.66	78,38,150	8.79
5,001 – 10,000	129	0.14	9,26,698	1.04
10,001 – 20,000	58	0.06	8,00,856	0.90
20,001 – 30,000	31	0.03	7,51,768	0.84
30,001 – 40,000	13	0.01	4,39,228	0.49
40,001 – 50,000	10	0.01	4,41,112	0.49
50,001 – 100,000	24	0.03	18,14,156	2.04
100,001 and above	43	0.05	7,61,32,758	85.40
Total	**90,724**	**100.00**	**8,91,44,726**	**100.00**

i) Dematerialization of Shares and Liquidity:

The equity shares of the Company are available under the dematerialized form with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL).

The Company's equity shares are compulsorily traded in the dematerialized form. The shares are assigned the International Securities Identification Number (ISIN) INE07Y701011 under the Depository system.

As on March 31, 2025, out of 4,45,72,363 equity shares of the Company 4,43,81,976 equity shares have been dematerialized representing 99.57%. The Company confirms that the promoters' holdings continued to be in electronic form and the same is in line with the circulars issued by SEBI.

Members who are still holding shares in physical form are requested to dematerialize their shares at the earliest, this will be more advantageous to deal in securities. For queries/ clarification/ assistance, shareholders are advised to approach the Company's Registrar and Share Transfer Agents.

j) **Outstanding GDRs / ADRs / Warrants or any Convertible Instruments, Conversion Date and Likely Impact on Equity:**

The Company has not issued GDRs, ADRs or any other Convertible Instruments and as such, there is no impact on the equity share capital of the Company.

k) **Commodity Price Risk / Foreign Exchange Risk and Hedging activities:**

The Company is exposed to foreign exchange risk on account of import and export transactions entered and it is exposed to commodity price risk on account of procurement of base metals (Copper and Aluminum) to be used in manufacturing activities. Details of commodities exposure during the year under review are provided below:

a) Total Exposure of the Company to commodities is ₹2,86,02,36,546/-.

b) Exposure of the Company to various commodities:

Commodity Name	Exposure in INR towards the particular commodity	Exposure in Quantity terms toward the particular commodity	% of such exposure hedged through commodity derivatives				
			Domestic market		International market		Total
			OTC	Exchange	OTC	Exchange	
Copper	2,24,03,06,163	4054 MT	-	-	4%	-	4%
Aluminum	61,99,30,383	2850 MT	-	-	-	-	-

c) Commodity risks faced by the Company during the financial year and how they have been managed.

The Company is a sizable user of various commodities which exposes it to price risk on account of the procurement of commodities. The Company is proactively mitigating these risks by entering into commensurate hedging transactions with banks as per applicable guidelines and group risk management instructions.

As a part of your Company's risk management strategy, the customer contracts are generally negotiated with price variation clause to mitigate the commodity price risk.

l) **Plant Locations:**

The plant locations of the Company are as detailed below:

Particulars of Plant Location	State
Plot No. 4A, 5 & 6, 2nd Phase, Peenya Industrial Area, Peenya, Bengaluru- 560058	Karnataka
Sy No.30, Thammashettihalli Village, Kasaba Hobli, Dodaballapura Taluk, Bengaluru Rural -562163	
Mysuru-Ooty Road, Thandavapura, Mysuru- 571302	
Sy No. 211, Halol-Champaner Road, Panchmahal P.O. Chandrapura, Halol-391520	Gujarat
Plot No. 25 & 26, Alindra Manjusar, Savli - GIDC, Vadodara- 391775	
Plot No. 42 & 43, Alindra Manjusar, Savli - GIDC, Vadodara- 391775	
Maneja, Vadodara-390013	
Plot No. 3, Mahindra World City Industrial Park, Phase-V, 1st Cross Road, 8th Avenue, Etchankaranai Village, Chengalpattu Taluk, Kanchipuram- 603004	Tamil Nadu

m) **Code of Conduct:**

As required under the SEBI Listing Regulations, the Company has in place a Code of Conduct applicable to the Board Members as well as the Senior Management Personnel and that the same has been hosted on the Company's website. Consequent to change in name of the Company, the revised Code of conduct was approved by NRC Committee in the meeting held on November 06, 2023 and by Board of Directors at their meeting held on November 06, 2023. All the Board Members and the Senior Management Personnel have affirmed compliance with the Code of Conduct, as on March 31, 2025. A certificate to that effect is annexed as **Annexure-2**.

In accordance with the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Company has, inter-alia, adopted a Code of Conduct for Prohibition of Insider Trading Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (Code) duly revised on February 09, 2022.

As per the above Code, Mr. Poovanna Ammatanda is the Compliance Officer and Mr. Ajay Singh, Chief Financial Officer is the Chief Investor Relations Officer.

n) Company affirms that all the requirements under the SEBI Listing Regulations are complied with.

o) Debenture Trustees - Not Applicable.

p) Details of utilization of funds raised through preferential allotment or QIP as specified under Regulation 32 (7A) of the SEBI Listing Regulations:

During the year under review, the Fund Raise Committee of the Board of Directors of the Company on March 13, 2025 approved allotment of 21,90,688 Equity Shares of face value ₹2 each at an issue price of ₹11,507.00 per Equity Share (including a premium of ₹11,505.00 per Equity Share, post considering a discount of 5% on the Floor Price amounting to ₹605.50 per Equity Share) aggregating to ₹2,520.82 Crores (gross proceeds) via QIP to Qualified Institutional Buyers. The utilisation of proceeds/funds raised from the QIP are reviewed by Audit Committee as part of quarterly review of financial results and the details are also filed with the Stock Exchanges on a quarterly basis, pursuant to Regulation 32 of the SEBI Listing Regulations. During the year under review, the Company has not utilized the net proceeds i.e., ₹2,476.29 Crores, raised through the QIP out of the total gross proceeds amounting to ₹2,520.82 Crores raised through the issuance. Further, the amount will be utilized for the objects of the issue as stipulated in the Placement Document and the utilization will be reviewed by Audit Committee as part of quarterly review of financial results and the details will also be filed with the Stock Exchanges on a quarterly basis.

q) Where the board had not accepted any recommendation of any committee of the board, which is mandatorily required in the relevant financial year, the same to be disclosed along with reasons thereof - Not applicable.

r) Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm / network entity of which the statutory auditor is a part:

During the financial year under review, the company did not have any subsidiaries. Based on the recommendation of the Audit Committee and Board of Directors, Shareholders approved the appointment of M/s. S.R. Batliboi & Associates LLP, Chartered Accountants (Registration No. 101049W/E300004) as the Statutory Auditors of the Company commencing from the conclusion of the 1st Annual General Meeting to hold such office for a period of 5 years till the conclusion of 6th Annual General Meeting. Remuneration approved was ₹3,35,28,711/- (Rupees Three Crores Thirty Five Lakhs Twenty Eight Thousand Seven Hundred Eleven only) for the financial year 2024-25 (April 01, 2024 to March 31, 2025) plus applicable taxes in connection with the statutory audit of the Company and related services.

The details of the payment to be made for the financial year 2024-25 are as follows:

	Amount in ₹ Lakhs
Statutory audit fees (inclusive of out-of-pocket expenses)	74.00
Tax audit fees	19.29
Limited review fees	45.00
Group audit fees	17.00
Other certification fees (Qualified Institutional Placement)	180.00
Reimbursement of expenses	-
Total	**335.29**

s) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

a. number of complaints filed during the financial year: Nil

b. number of complaints disposed of during the financial year: Nil

c. number of complaints pending as on the end of the financial year: Nil

Further, the Company has a web portal known as "Hitachi Energy Ethics Web Portal" wherein employees can report/ raise the workplace harassment concerns/ related incidents. The sexual harassment complaints as received via this Portal was updated and brought to the attention of the Audit Committee of the Board from time to time.

t) Disclosures on Corporate Governance Report:

The Board hereby confirms that it has complied with all the mandatory requirements of Corporate Governance as specified in sub paras (2) to (10) of Part C of Schedule V of the SEBI Listing Regulations and disclosures on compliance with corporate governance requirements specified in Regulations 17 to 27 have been included in the relevant sections of this report and the Company has obtained a certificate from M/s. V. Sreedharan & Associates, regarding compliance of conditions of Corporate Governance as stipulated in this clause. The said certificate is annexed as **Annexure-3** to this report.

u) Disclosures with respect to Demat Suspense Account / Unclaimed Suspense Account:

Pursuant to the Scheme of Arrangement, 799 Equity shares of ₹2/- each of Hitachi Energy India Limited (formerly known as ABB Power Products and Systems India Limited) was credited into the demat account of Unclaimed suspense account on December 24, 2019. As per SEBI Circular ref no. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 and Advisory note ref. no. SEBI/HO/MIRSD/PoD-1/OW/P/2022/64923 dated December 30, 2022, details of securities holder(s)/ claimant who did not submit the dematerialization request within 120 days from the date of issuance of Letter of Confirmation (LOC). The SEBI had advised the Company to ensure the corresponding shares of all those Shareholders are transferred within 7 days from the date of issuance of consolidated letter of confirmation by RTA to Company Suspense Escrow Demat Account. Accordingly, 3,251 shares were transferred to Company Suspense Escrow Demat Account on December 27, 2024. Further, one Shareholder holding 711 shares approached the Company to release the shares from the Company Suspense Escrow Demat Account to his account, which was successfully credited to Shareholder account on March 27, 2025.

It may be noted that pursuant to the Scheme of Arrangement (Demerger), the Equity shares in demat form were automatically credited into the Unclaimed shares account and Investors Education and Protection Fund (IEPF) Account and the voting rights thereon have been frozen till the shares are claimed by the rightful owners.

Details are given below:

Shares credited to IEPF account: 1,07,421 Equity shares were allotted on December 24, 2019.

During the financial year under review, out of 1,05,389 Equity shares which remained as unclaimed with IEPF authorities as on March 31, 2024 the claim for 364 Equity shares was approved by the IEPF Authorities as claimed by the individual shareholders and approved by the Company from time to time. Balance shares remaining in IEPF account as on March 31, 2025 is 1,05,025.

Shares credited to Unclaimed Suspense account on December 24, 2019:

The aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year.	799 Equity shares – 6 Shareholders
The number of shareholders who approached the Company for the transfer of shares from the suspense account during the year.	3,251 Equity shares - 9 Shareholders
Number of shareholders to whom shares were transferred from the suspense account during the year.	711 Equity shares - 1 Shareholder
The aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year.	3,339 Equity shares – 14 Shareholders

v) Disclosure of certain types of agreements binding listed entities:

Not Applicable

w) **Disclosure by the Listed Entity and its Subsidiaries of 'Loans and Advances in the Nature of Loans to Firms/ Companies in which Directors are Interested by Name and Amount:**

The Company does not have any subsidiaries. The Company has not given any loans or advances to firms/ companies in which Directors are interested during the financial year ended March 31, 2025.

x) **Reconciliation of Share Capital Audit Report:**

A Company Secretary-in-Practice carries out a Reconciliation of Share Capital Audit on a quarterly basis, as per Regulation 76 of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 read with SEBI Circular No. D&CC / FITTC/Cir- 16/2002 dated 31 December 2002, to reconcile the total admitted capital with depositories viz National Securities Depository Limited ('NSDL') and Central Depository Services Limited ('CDSL') and the total issued and listed capital. The audit confirms that the total issued/ paid up capital is in agreement with the aggregate of the total number of shares in physical form and the total number of shares in dematerialized form (held with NSDL and CDSL).

y) **Disclosures:**

i. **Disclosures on Materially Significant Related Party Transactions:**

There were no materially significant related party transaction during the financial year having a potential conflict with the interests of the Company. Transactions with related parties, as per requirements of Indian Accounting Standard 24, are disclosed in the notes to accounts annexed to the financial statements. Further, the Company has not entered into any transaction of a material nature with the Promoters, subsidiaries of Promoters, Directors or their relatives, etc., that may have potential conflict with the interests of the Company.

All the transactions with related parties were in the ordinary course of business and on an arm's length basis except transactions, which are disclosed in the Board's Report. In terms of Regulation 23 of the SEBI Listing Regulations, the Company obtains prior approval of the Audit Committee for entering into any transaction with related parties from time to time.

Policy on dealing with Related Party Transactions can be viewed in the Company's website. The link for the same is: https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies.

ii. **Details of Non-Compliance by the Company, Penalties and Strictures Imposed on the Company by the Stock Exchanges or SEBI or any Statutory Authorities, on any matter related to Capital Markets during the Last Three Years:**

During last three years, neither any penalty nor any stricture has been passed by SEBI, Stock Exchanges or any other Statutory Authority on matters relating to capital markets.

iii. **Whistle Blower Policy and Affirmation that No Personnel has been Denied Access to the Audit Committee:**

The Company has adopted Whistle Blower Policy/ Vigil mechanism for directors and employees to report concerns about unethical or inappropriate behaviour, actual or suspected fraud or violation of the Company's Code of Conduct/ Business Ethics, leak of Unpublished Price Sensitive Information (UPSI) and related matters. This mechanism also provides adequate safeguards against the victimization of whistle blowers who avail of the whistle blower / vigil mechanism. The whistle blowers may also access their higher level/ supervisors and/ or the Audit Committee No personnel has been denied access to the Chairman of the Audit Committee, for making the complaint on any Integrity issue.

The Whistle Blower Policy can be viewed on the Company's website at: https://www.hitachienergy.com/in/en/about-us/integrity/reporting-channels/whistleblower-protection-policy.

iv. **Details of Compliance with Mandatory Requirements and Adoption of the Non-Mandatory Requirements under the the SEBI Listing Regulations:**

During the financial year 2024-25, the Company has fully complied with the mandatory requirements as stipulated in the SEBI Listing Regulations.

The Company has adopted item E of the non-mandatory requirements as provided in Part E of Schedule II to the the SEBI Listing Regulations which are discretionary requirements.

v. **Discretionary Requirements:**

- The Company does not maintain a separate office for the Non-Executive Chairman.
- The quarterly financial results are published in newspapers of wide circulation. Additionally, quarterly / half yearly/ annual results are emailed to Shareholders whose email addresses are registered with the Company/ Depository Participants. Further the financial results are available on the website of the Company and of Stock Exchanges where the shares of the Company are listed i.e., BSE Limited and National Stock Exchange of India Limited.
- The Auditors' opinion on the financial statements is unmodified.
- The Board of Directors of Hitachi Energy India Limited has a Non-Executive Chairman i.e., Mr. Achim Michael Braun and Mr. Nuguri Venu is the Managing Director and Chief Executive Officer of the Company. There is no relationship between the persons occupying these posts.
- Internal Auditor has been appointed and reports directly to the Audit Committee

vi. **Other requirements as stipulated in the SEBI Listing Regulations and for the Corporate Governance Report:**

Confirmation from Board regarding Independent Directors' Criteria:

The Board of Directors confirms that in their opinion, the Independent Directors fulfill the conditions specified under the Act and of the SEBI Listing Regulations and are independent of the management.

Credit Ratings:

The Company does not have any debt instrument, fixed deposit program or scheme or proposal for the mobilization of funds. However, for short-term borrowings, the Company obtained a credit rating. The details are as follows:

CRISIL Ratings has reaffirmed, 'CRISIL AAA/Stable/CRISIL A1+' ratings as on October 17, 2024, on account of Annual ratings review of banking facilities of the company and further as on March 24, 2025, reaffirmed CRISIL AAA/Stable, an event driven review following QIP of equity shares issuance:

Total Bank Loan Facilities Rated	₹6,000 Crore
Long Term Rating	Crisil AAA/Stable
Short Term Rating	CRISIL A1+

vii. Certificate from a company secretary in practice that none of the directors on the board of the Company has been debarred or disqualified from being appointed or continuing as directors of the company by the Board / Ministry of Corporate Affairs or any such statutory authority:

Appended as **Annexure-4**.

By order of the Board
For **Hitachi Energy India Limited**

Achim Michael Braun
Chairman
(DIN: 08596097)

Place: Bengaluru
Date: May 14, 2025

ANNEXURE-1

MD/CFO CERTIFICATE

To,
The Board of Directors,
Hitachi Energy India Limited

We certify that:

A. We have reviewed the financial statements and the cash flow statement of Hitachi Energy India Limited for the financial year ended March 31, 2025 and that to the best of our knowledge and belief:

   1. These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading.

   2. These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

B. To the best of our knowledge and belief, no transactions entered into by the Company during the period are fraudulent, illegal or violates the code of conduct of the Company.

C. We accept responsibility for establishing and maintaining internal controls over financial reporting and that we have evaluated the effectiveness of internal control systems of the Company over financial reporting, and we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls over financial reporting, if any, of which we are aware and the steps we have taken, propose to take, to rectify these deficiencies. In our opinion, there are adequate internal controls over financial reporting;

D. We have indicated to the Auditors and the Audit Committee that there are:

   1. No significant changes in internal control over financial reporting during the period.
   2. No significant changes in the accounting policies; and
   3. No instances of fraud of which we have become aware and the involvement there in, if any, of the management or an employee having a significant role in the Company's internal control systems over financial reporting.

E. We affirm that we have not denied any personnel access to the Audit Committee of the Company, and we have provided protection to whistle-blowers from unfair termination and other unfair or prejudicial employment practices.

We further declare that all Board members and senior management personnel have affirmed compliance with the Code of Conduct and Ethics for the period covered by this report.

	Nuguri Venu	**Ajay Singh**
Place: Bengaluru	Managing Director and CEO	Chief Financial Officer
Date: May 14, 2025	(DIN: 07032076)	

ANNEXURE-2

Declaration by the Managing Director and Chief Executive Officer under Listing Regulations regarding compliance with Business Conduct Guidelines (Code of Conduct)

In accordance with the Listing Regulations, I hereby confirm that all the Directors and the Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct as applicable to them, for the financial year ended March 31, 2025.

For **Hitachi Energy India Limited**

Nuguri Venu
Managing Director and CEO
DIN: 07032076

Place: Bengaluru
Date: May 14, 2025

ANNEXURE-3

CORPORATE GOVERNANCE COMPLIANCE CERTIFICATE

Corporate Identity No : L31904KA2019PLC121597

Nominal Capital : ₹10 Crores

To
The Members of HITACHI ENERGY INDIA LIMITED,

We have examined all the relevant records of **HITACHI ENERGY INDIA LIMITED** for the purpose of certifying compliance of the conditions of the Corporate Governance under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 for the financial year ended March 31, 2025. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of certification.

The compliance of conditions of corporate governance is the responsibility of the Management. Our examination was limited to the procedure and implementation process adopted by the Company for ensuring the compliance of the conditions of the corporate governance.

This certificate is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

In our opinion and to the best of our information and according to the explanations and information furnished to us, we certify that the Company has complied with all the mandatory conditions of Corporate Governance as stipulated in the said Regulations. As regards Discretionary Requirements specified in Part E of Schedule II of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the company has complied with item A, C, D and E.

For **V. Sreedharan & Associates**
Company Secretaries

(Pradeep B. Kulkarni)
Partner
F.C.S.7260; C.P.No.7835
UDIN: F007260G000339218
Peer Review Certificate No. 5543/2024.

Place: Bengaluru
Date: May 14, 2025

ANNEXURE-4

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members of
HITACHI ENERGY INDIA LIMITED
8th Floor, Brigade Opus 70/401,
Kodigehalli Main Road,
Bengaluru - 560092

We have examined the relevant records and disclosures received from the Directors of **HITACHI ENERGY INDIA LIMITED** having CIN: L31904KA2019PLC121597 and having registered office at 8th Floor, Brigade Opus 70/401, Kodigehalli Main Road, Bengaluru - 560092 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended on March 31, 2025 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs.

Details of Directors:

Sr. No.	Name of Director	DIN	Date of appointment in Company
1	Mr. Mukesh Hari Butani	01452839	24/12/2019
2	Ms. Akila Krishnakumar	06629992	24/12/2019
3	Mr. Nuguri Venu	07032076	02/12/2019
4	Mr. Achim Michael Braun	08596097	25/02/2021
5	Mr. Ismo Antero Haka	08598862	25/02/2021
6	Ms. Meena Ganesh	00528252	24/05/2023

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **V. Sreedharan & Associates**

(Pradeep B. Kulkarni)
Partner
FCS 7260; CP No. 7835
UDIN: F007260G000339328
Peer Review Certificate No. 5543/2024

Place: Bengaluru
Date: May 14, 2025

Annexure - D to Board's Report

Form No. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31st MARCH 2025

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Hitachi Energy India Limited
CIN: L31904KA2019PLC121597
Registered Address: 8th Floor, Brigade Opus 70/401,
Kodigehalli, Main Road, Bangalore -560092.

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Hitachi Energy India Limited (hereinafter called the "Company"). The Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2025 complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2025, according to the provisions of:

i. The Companies Act, 2013 ('the Act') and the Rules made thereunder;

ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the Rules made thereunder;

iii. The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;

iv. Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

   a. Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

   b. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   d. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

   e. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 - Not applicable as the Company does not have Employee Stock Option Scheme for its employees;

   f. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 and Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 – Not applicable as the Company has not issued any debt securities during the financial year under review;

   g. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client - Not applicable as the Company is not registered as Registrar to an Issue and Share Transfer Agent during the financial year under review;

h. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 – Not applicable as the Company has not delisted its equity shares from any stock exchange during the financial year under review; and

i. The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 - Not Applicable as the Company has not done any buyback of its securities during the financial year under review.

vi. The following key / significant laws as specifically applicable to the Company: -

1. Factories Act, 1948 & the Central Rules or concerned State Rules, made thereunder
2. Boilers Act, 1923 & Rules made thereunder
3. Electricity Act, 2003
4. Indian Explosives Act, 1884
5. Gas Cylinder Rules, 1981 (under Indian Explosives Act)
6. Static and Mobile Pressure Vessels (Unfired) Rules, 1981 (under Indian Explosives Act)
7. Environment (Protection) Act, 1986
8. The Water (Prevention and Control of Pollution) Act, 1974 & Central Rules/ concerned State Rules.
9. The Air (Prevention and Control of Pollution) Act, 1981 & Central Rules/ concerned State Rules
10. Hazardous Wastes (Management and Handling) Rules, 1989
11. Manufacture, Storage and Import of Hazardous Chemicals Rules, 1989
12. The Contract Labour (Regulation and Abolition) Act, 1970 & its Central Rules/ concerned State Rules.
13. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952 & EPF, FPF Schemes.
14. The Employees' State Insurance Act, 1948 & its Central Rules/ concerned State Rules.
15. The Minimum Wages Act, 1948 & its Central Rules/ concerned State Rules/ Notification of Minimum Wages applicable to various class of industries/ Trade.
16. The Payment of Wages Act, 1936 & its Central Rules/ concerned State Rules if any.
17. The Payment of Bonus Act, 1965 & its Central Rules/ concerned State Rules if any.
18. The Payment of Gratuity Act & its Central Rules/ concerned State Rules if any.
19. The Maternity Benefit Act, 1961 & its Rules.
20. The Equal Remuneration Act, 1976.
21. The Industrial Employment (Standing Orders) Act, 1946 & its Rules.
22. The Apprentices Act, 1961 & its Rules.
23. The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959.
24. The Workmen's Compensation Act, 1923
25. The Industrial Dispute Act, 1947
26. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
27. The Information Technology Act, 2000

We have also examined compliance with the applicable clauses/regulations of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India (ICSI)

(ii) The Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Ltd.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that:-

The Board of Directors of the Company is duly constituted with a proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Except in case of meetings being convened at a shorter notice, adequate notice is given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting members' views, if any, are captured and recorded as part of the minutes.

We further report that based on review of compliance mechanism established by the Company and on the basis of the Compliance Certificate(s) issued by the Company Secretary and taken on record by the Board of Directors at their meeting(s), we are of the opinion that the management has adequate systems and processes commensurate with its size and operations, to monitor and ensure compliance with all applicable laws, rules, regulations and guidelines; and

As informed, the Company has responded to notices for demands, claims, penalties etc. levied by various statutory / regulatory authorities and initiated actions for corrective measures, wherever necessary.

We further report that, during the reporting period:

1. The Company obtained approval from its Board of Directors in the meeting held on January 18, 2025, and from the shareholders by passing a special Resolution through Postal Ballot on February 20, 2025, to raise funds through a Qualified Institutional Placement (QIP) for an aggregate amount not exceeding ₹4,200 Crores. Based on this approval, the Company has allotted 21,90,688 Equity Shares to eligible qualified institutional buyers at an issue price of ₹11,507/- per share on 13th March 2025.
2. The Company has obtained approval from its members for increasing the borrowing powers of the Company upto ₹11,500 Crore by passing a special Resolution through Postal Ballot on 23rd March 2025 in compliance with Section 180 (1) (c) of the Companies Act, 2013 read with rules made thereunder and other applicable provisions if any.

For **BMP & Co. LLP,**
Company Secretaries

Pramod S M
Partner
FCS No: 7834
CP No: 13784
PR No.: 6387/2025
UDIN: F007834G000335293

Place: Bangalore
Date: May 14, 2025

This report to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

Annexure A

To,
The Members,
Hitachi Energy India Limited
CIN: L31904KA2019PLC121597
Registered Address: 8th Floor, Brigade Opus 70/401,
Kodigehalli, Main Road, Bangalore -560092

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on a test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on a test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

7. We further report that, based on the information provided by the Company, its officers and authorised representatives during the conduct of the audit and also on the review of quarterly compliance report issued by the respective departmental heads/Company Secretary/Managing Director & CEO, taken on record by the Board of the Company, in our opinion adequate systems and process and control mechanism exist in the Company to monitor compliance with applicable general laws like labour laws & Environment laws and Data protection policy.

8. We further report that the Compliance by the Company of applicable financial laws like Direct & Indirect tax laws has not been reviewed in this audit since the same has been subject to review by the statutory financial audit and other designated professionals.

For **BMP & Co. LLP,**
Company Secretaries

Pramod S M
Partner
FCS No: 7834
CP No: 13784
PR No.: 6387/2025
UDIN: F007834G000335293

Place: Bangalore
Date: May 14, 2025

Annexure - E to Board's Report

Form AOC-2

[Pursuant to clause (h) of sub-section (3) of Section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014]

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub-section (1) of Section 188 of the Companies Act, 2013 including certain arm's length transactions under third proviso thereto:-

DETAILS OF THE CONTRACT ENTERED INTO WITH RELATED PARTIES DURING THE FINANCIAL YEAR 2024-25 (APRIL 01, 2024 TO MARCH 31, 2025):

1. **Details of contracts or arrangements or transactions not at arm's length basis: -**

   There were no contracts or arrangements, or transactions entered into during the financial year ended March 31, 2025, which were not at arm's length basis.

2. **Details of material contracts or arrangements or transactions at arm's length basis:**

   There were transactions entered into during the financial year ended March 31, 2025, which was material in nature and at an arm's length basis:

Name(s) of the related party and nature of the relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any.	Date(s) of approval by the Board, if any	Amount (in ₹ Crores)
(a)	(b)	(c)	(d)	(e)	(f)
Hitachi Energy Sweden AB ("HE Sweden")	Sale or purchase of product(s), component(s), system(s) and / or rendering or receipt of services under multiple orders, for an aggregate value of up to ₹1,000 Crores entered into/ to be entered during the financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025).	Financial Year 2024-25 (i.e., April 01, 2024 to March 31, 2025)	Terms and conditions vary based on various order(s)/ contract(s)/ agreement(s) • Delivery of Materials – generally FCA/ FOB/ DAP/ CPT • Payment terms – generally 30-120 days • Indirect Taxes as applicable • Currency – primarily Swedish Krona (SEK)/ United States Dollar (USD) • Such other conditions customary to the context of the contract(s) / agreement(s)	May 21, 2024	Up to ₹1,000 Crores
Hitachi Energy Australia Pty Ltd ("HE Australia")	Sale or purchase of product(s), component(s), system(s) and / or rendering or receipt of services under multiple orders, for an aggregate value of up to ₹1,000 Crores entered into/ to be entered during the financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025).	Financial Year 2024-25 (i.e., April 01, 2024 to March 31, 2025)	Terms and conditions vary based on various order(s)/ contract(s)/ agreement(s) • Delivery of Materials – generally FCA/ FOB/ DAP/ CPT • Payment terms – generally 30-120 days • Indirect Taxes as applicable • Currency – primarily Australian Dollar (AUD)/ United States Dollar (USD) • Such other conditions customary to the context of the contract(s) / agreement(s)	May 21, 2024	Up to ₹1,000 Crores

Name(s) of the related party and nature of the relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any.	Date(s) of approval by the Board, if any	Amount (in ₹ Crores)
(a)	(b)	(c)	(d)	(e)	(f)
Hitachi Energy Ltd., Switzerland ("HE Switzerland")	Sale or purchase of product(s), component(s), system(s) and / or rendering or receipt of services (Global operations fees, charge back of R&D services) under multiple orders, for an aggregate value of up to ₹1,200 Crores entered into/ to be entered during the financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025).	Financial Year 2024-25 (i.e., April 01, 2024 to March 31, 2025)	Terms and conditions vary based on various order(s)/ contract(s)/ agreement(s) • Delivery of Materials – generally FCA/ FOB/ DAP/ CPT/ Ex-Works • Payment terms – generally 30-120 days • Indirect Taxes as applicable • Currency – primarily Swedish Krona (SEK)/ Swiss Franc (CHF)/ United States Dollar (USD) • Such other conditions customary to the context of the contract(s) / agreement(s)/ Purchase Orders	May 21, 2024	Up to ₹1,200 Crores

In addition, the Company has entered into following related party transactions which were at arm's length **but not in the ordinary course of business:**

Name(s) of the related party and nature of the relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions (in months)	Salient terms of the contracts or arrangements or transactions including the value, if any.	Date(s) of approval by the Board, if any	Amount (in ₹Crores)
(a)	(b)	(c)	(d)	(e)	(f)
Hitachi Energy Holdings Ltd. [formerly known as ABB PG Power Grids Ltd. (CHPPG)]	Availing IT Service Agreement	12	Extension of Local Service Agreement for availing certain IT related services	May 21, 2024	Up to ₹61.14 Crores
Hitachi Energy Technology Services Private Limited (INAPT)	IS cost allocation	12	Allocating Global Technology and Innovation Center (Indian Operation Center - INOPC) business unit related IS Cost	May 21, 2024	Up to ₹1.90 Crores

By order of the Board
For **Hitachi Energy India Limited**

Achim Michael Braun
Chairman
DIN: 08596097

Place: Bengaluru
Date: May 14, 2025

Annexure - F to Board's Report

Annual Report on Corporate Social Responsibilities (CSR) Activities

1. **BRIEF OUTLINE OF THE CSR POLICY OF THE COMPANY:**

   Corporate Social Responsibility policy of Hitachi Energy India Limited

   Hitachi Energy India Limited ("the Company") as a responsible Corporate entity strives to reach out to the wider community to ensure the well-being of the needy as a part of its Corporate Social Responsibility ("CSR"). The Company has always believed in and contributed to society. Along with sustained economic performance, environmental and social stewardship is also a key factor for holistic business growth and is internalized as an integral part of the Company's Strategy.

   The Company views corporate social responsibility as a channel to further its cause of "bringing power to all by shaping the future of sustainable energy". The Company is committed to sustainable and inclusive development of the community's social capital through active engagement.

   The Company has formulated a Policy for its CSR and also identified the following key areas for undertaking CSR activities:

   - **Promote gender equality and empowering of women in the engineering work force**

     To promote gender equality by ensuring initiatives to empower / advancement of women and in the engineering work force, thereby increasing diversity and inclusion.

   - **Endorse education, employability & health care**

     To create necessary infrastructure and resources to enable the promotion of primary education among children and impart vocational skills training to the youth, promoting health care including preventive health care.

   - **Social impact projects**

     To collaborate with communities to provide innovative off-grid solutions to improve access to electricity in the country, especially in rural areas for its development.

   - **Support national disaster management and other government initiatives**

     To actively support national disaster management including relief, rehabilitation and reconstruction activities and support in other initiatives for promoting, including preventive measures for health care systems, hygiene and sanitation.

   - **Aid in sustainable development goals**

     To promote an ecosystem for sustainable development goals by encouraging the usage of indigenous, innovative and sustainable solutions by aiding, developing, promoting, facilitating and undertaking testing of new frontiers of science, technology, engineering and environment in partnership with like-minded institutions, incubators and sponsors.

     The Company's Corporate Social Responsibility Policy is available at the following link: https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies.

2. COMPOSITION OF THE CSR COMMITTEE:

Sl. No.	Members of the Committee	Designation	No. of Meetings of CSR Committee held during the year	No. of Meetings of CSR Committee attended during the year
1.	Ms. Akila Krishnakumar	Chairperson, Independent Director	4	4
2.	Mr. Nuguri Venu	Member, Managing Director and CEO	4	4
3.	Mr. Achim Michael Braun	Member, Non-Executive, Non-Independent Director	4	4

3. PROVIDE THE WEB-LINK WHERE THE COMPOSITION OF THE CSR COMMITTEE, CSR POLICY AND CSR PROJECTS APPROVED BY THE BOARD ARE DISCLOSED ON THE WEBSITE OF THE COMPANY:

Composition of CSR committee	https://www.hitachienergy.com/in/en/investor-relations/board-of-directors
CSR Policy	https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#policies
CSR projects approved by the board	https://www.hitachienergy.com/in/en/investor-relations/corporate-governance#corporate-social-responsibility-csr

4. PROVIDE THE EXECUTIVE SUMMARY ALONG WITH WEB-LINK(S) OF IMPACT ASSESSMENT OF THE CSR PROJECTS CARRIED OUT IN PURSUANCE OF SUB-RULE (3) OF RULE 8 OF THE COMPANIES (CORPORATE SOCIAL RESPONSIBILITY POLICY) RULES, 2014, IF APPLICABLE:

Not Applicable

5. DISCLOSURES:

(a) Average net profit of the Company as per section 135(5): ₹212.87 Crores

(b) Two percent of the average net profit of the Company as per section 135(5): ₹4.26 Crores for the financial year 2024-25

(c) Surplus arising out of the CSR projects or programs or activities of the previous financial years: Nil

(d) Amount required to be set-off for the financial year, if any: Nil

(e) Total CSR obligation for the financial year [(b)+(c)-(d)]: ₹4.26 Crores for the financial year 2024-25.

6. DETAILS:

(a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹2.60 Crores

(b) Amount spent in Administrative Overheads: ₹0.091 Crores

(c) Amount spent on Impact Assessment, if applicable: NA

(d) Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹2.69 Crores

(e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per the second proviso to section 135(5)		
	Amount	Date of transfer	Name of fund	Amount	Date of transfer
2,69,21,658	1,56,51,675	April 14, 2025	-	-	-

(f) Excess amount for setoff, if any: Nil

Sl. No.	Particulars	Amount (₹)
(i)	Two percent of average net profit of the Company as per section 135(5)	4,25,73,333
(II)	Total amount spent for the financial year	2,69,21,658
(iii)	Excess amount spent for the financial year [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programs or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

7. DETAILS OF UNSPENT CORPORATE SOCIAL RESPONSIBILITY AMOUNT FOR THE PRECEDING THREE FINANCIAL YEARS:

1	2	3	4	5	6		7	8
Sl. No.	Preceding FY	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (₹)	Balance Amount in Unspent CSR Account under subsection (6) of section 135 (₹)	Amount Spent in the Financial Year (₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub- section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (₹)	Deficiency, if any
					Amount (₹)	Date of Transfer		
1	FP 2021-22 (January 01, 2021 to March 31, 2022)	-	-	-	-	-	-	-
2	FY 2022-23 (April 01, 2022 to March 31, 2023)	2,61,87,013	2,15,86,003	1,46,97,550	-	-	68,88,453	-
3	FY 2023-24 (April 01, 2023 to March 31, 2024)	2,16,86,208	2,16,86,208	41,38,565	-	-	1,75,47,644	-

8. WHETHER ANY CAPITAL ASSETS HAVE BEEN CREATED OR ACQUIRED THROUGH CORPORATE SOCIAL RESPONSIBILITY AMOUNT SPENT IN THE FINANCIAL YEAR: Nil

If Yes, enter the number of Capital assets created/ acquired:

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset (s)	Date of creation	Amount of CSR spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Registration Number, if Applicable	Name	Registered address
1	2	3	4	5	6.i	6.ii	6.iii
-	-	-	-	-	-	-	-

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/ Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

9. SPECIFY THE REASON(S), IF THE COMPANY HAS FAILED TO SPEND TWO PERCENT OF THE AVERAGE NET PROFIT AS PER SECTION 135(5):

During the year under review the Company was required to spend ₹4.26 Crores, out of which the Company has spent ₹2.69 Crores and an amount of ₹1.57 Crores remain unutilized due to the work being incomplete/ not due for payment to Vendors / service providers which includes multi-year projects. The Company has transferred the unutilized amount(s) to a specified separate bank account in accordance with the Act and the same will be utilized and spent within the prescribed time limits.

By order of the Board
For **Hitachi Energy India Limited**

	Nuguri Venu	**Akila Krishnakumar**
Place: Bengaluru	Managing Director and CEO	Chairperson - CSR Committee
Date: May 14, 2025	(DIN:07032076)	(DIN:06629992)

Annexure - G to Board's Report

Conservation of energy, technology absorption, foreign exchange earnings and outgo.

Pursuant to provisions of Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014.

A. CONSERVATION OF ENERGY:

1. Steps taken or impact on conservation of energy:

- Installed Microgrid with additional rooftop solar of 640 kW totaling 932 kW of solar capacity at Maneja. The Microgrid includes 250kVA of BESS (Battery Energy Storage System).
- Replaced diesel fueled trucks with battery operated forklifts and reach trucks.
- Solar streetlights and oven modifications at Halol resulted in energy savings.
- Switched over to PNG (Piped Natural Gas) from HSD (High Speed Diesel) in transformer and instrument transformer factories resulting in the reduction of CO2 emission approximately by 220T.
- Installation of motion sensors in washrooms and meeting rooms resulted in energy saving by controlling the operation of lights in day hours.
- Conventional lights with replaced by LED lights with saving of more than 39,000 kWh/annum.
- In GIS (gas insulated switchgear) factory, conventional and T5 fixtures replaced with energy efficient LED lights in offices. It has resulted in saving of more than 21,000 kWh. All upcoming infrastructure investment are planned with installation of LED.
- Maintained power availability of more than 99% in distribution network resulting in reduction in HSD consumption and energy saving by reducing the reprocess time.
- In GIS factory, installed VFDs in Air handling units to get reliability and efficiency of blowers along with energy conservation resulting in saving of more than 55,000 kWh.
- Maintained power factor 0.99 by automatic power factor control panel, thereby getting rebate in energy bill.
- Stabilized voltage in lighting circuits in dry and traction transformer factory by installation of lighting transformer in plant and office area light fixtures while also saving energy.
- Installed solar tubes on the factory roof resulting in improving lux level in factory area and saving in energy.
- Installed HVLS (High volume low speed) fans which has resulted in removal of multiple industrial fans with improved uniform cooling and saving energy of more than 500 kWh/annum.
- Modified capacitor manufacturing process and made energy efficiency improvement in heating system which resulted saving in energy and process time by occupying less space compared to earlier process. New heating process consumes 40% less energy.

2. Steps taken by the Company for utilizing alternate sources of energy:

- To achieve fossil free electricity, various steps were taken during the year such as installing solar rooftop panels, switching electricity contracts to green tariffs, signing Power Purchase Agreements (PPA) for procuring renew electricity and subscribing to International Renewable Energy Certificates (IRECs). Thus achieved 100% fossil-free electricity in own operations as part of Sustainability 2030 target of becoming carbon-neutral.
- Reduced fossil fuel consumption by transitioning to battery operated forklifts, PNG (Piped natural gas) for operations instead of HSD (High Speed diesel).
- Increased the capacity of solar installation in Maneja factory from 292 kW to 932 kW.
- Solar power installation of 600 kW at Doddaballapur factory.

3. **The Capital Investment on energy conservation equipment:**
   - Power factor improvement solutions
   - Solar PV installations
   - Smart energy and water meters
   - Equipment for using PNG (Piped Natural Gas) in thermic fluid heater instead of HSD (High Speed Diesel)

B. TECHNOLOGY ABSORPTION:

1. **Technologies imported during the last three years:**

Details of Technology Imported	Year of Import	Whether the technology has been fully absorbed	If not fully absorbed areas where this has not taken place, reasons thereof
400kV Oil filled Cable box in Tap-less GSU (Generator Step up Transformer) 400kV 306MVA bank for Hydroelectric project in the state of J&K. Dynamic Short Circuit Test successfully done.	2022-23	Yes	Not Appliable
Fully digital power transformer (63 MVA 220kV) equipped with e-Devices, ODGA (CoreSense), CT4 (TXpert hub)	2022-23	Yes	
Traction Transformer design for Vande Bharat Train operated by Indian Railways.	2022-23	Yes	
Largest Solar Transformer engineering solution of 315MVA 400kV 3-phase transformer	2022-23	Yes	
Rectifier duty Transformer (24 pulse) for industrial and metro applications	2022-23	Yes	
Hybrid GIS Pole (145 kV) assembly engineering and cable configuration	2022-23	Yes	
Fabricated Local Control Cubicle for Dead Tank Breakers (DTB)	2022-23	Yes	
Hybrid GIS - 170kV	2022-23	Yes	
Localization and qualification of assembly of HV Switchgear: 63 kA Interrupter; Spring Operated drive (1250J) for 245 kV DTB and Hybrids; Spring Operated drive (2500J) for 420 kV LTB; DTB poles for 420/362 kV, 550 kV with and without PIR; Hybrid GIS pole for 72.5-123-145 and 245 kV; Hybrid GIS pole for Wind Tower Applications for Wind	2022-23	Yes	
Vertical Break Disconnectors 145-170 kV	2022-23	Yes	
Manufacturing/Assembly and Testing of HVDC Light, Classic and STATCOM Valves; HVDC Control and Protection	2022-23	Yes	Not Applicable
Detailed reliability assessment (RelScan) for reliability-centered maintenance (RCM) of power assets and systems.	2022-23	Yes	
Automation products: Development of relays with alternate mounting & connection	2022-23	Yes	
Automation system technologies with: - Remedial Action Schemes - Centralized fault locator for Railways - New SCADA platform adoption for Industrial application	2022-23	No*	In process and planned as multi-year development beyond FY 2024-25
Digital busbar for large system application	2022-23	Yes	Not Applicable
Lumada Asset Performance Management (Lumada APM)	2022-23	Yes	
Vegetation Manager	2022-23	No*	Application area, being updated continuously
Energy Trading & Risk Management (ETRM)	2022-23	No*	Application area, being updated continuously
Network Manager SCADA, SCADA/EMS	2022-23	Yes	Not Applicable

Details of Technology Imported	Year of Import	Whether the technology has been fully absorbed	If not fully absorbed areas where this has not taken place, reasons thereof
Variable Shunt Reactors (VSR) at 245kV and 420kV voltage level.	2023-24	No*	245kV VSR fully absorbed. 420kV VSR ongoing along with manufacturing and competency development
Rolling stock traction transformer for Metro (Chennai Metro, DMRC RS-17 and Train-18 Vande Bharat).	2023-24	Yes	Not Applicable
High power transformer LV winding design improvement with dynamic short-circuit testing	2023-24	Yes	
High Voltage Switchgear - Assembly of 420 kV GIS Disconnector and Earthing Switch drive - Assembly of 420 kV GIS Fast Acting Earthing Switch Drive. - Circuit Breaker (550 kV) Poles assembly - New DTB 245 kV	2023-24	Yes	Not Applicable
High Voltage Switchgear - New Hybrid GIS (PASS) 245 kV - Dead tank current Transformer for Hydro-Quebec - 800 kV - Dead Tank Breaker 245 kV 80 kA Interrupter & Circuit Breaker - Withdrawable Switchgear Module COMPASS - Vertical break disconnector – 550 kV, 63 kA	2023-24	No*	In process and planned as multi-year development beyond FY 2024-25
Capacitive voltage transformer and Coupling capacitor for HVDC application		Yes	
- Latest (Voltage Sourced Converter) HVDC (HVDC Light, version G5) valve technology - Latest HVDC control and Protection (MACH 3) for VSC HVDC Station	2023-24	Yes	Not Applicable
- SVC Light Solutions for Grid Stability applications	2023-24	No*	In process and planned as multi-year development beyond FY 2024-25
Automation and Communication Technologies: MicroSCADA Software, Remote Terminal Unit - RTU500 series, Smart Grid Communication Technology - FOX615	2023-24	Yes	Not Applicable
Process interface unit SAM600 for Digital substations	2023-24	No*	In process and planned as multi-year development beyond FY 2024-25
Transformer for HVDC VSC applications	2024-25	Yes	
Transformers for 400 & 800kV HVDC applications	2024-25	No*	
Design Optimisation of Scott transformers: 220kV-100MVA and 132kV-100MVA for railway applications	2024-25	No*	
Design of 220kV-140MVA transformer with dynamic short circuit capability for Data Centers	2024-25	No*	
Rolling stock Traction Transformers for Vande Bharat train and metro applications	2024-25	Yes	
HV Switchgear: - New Hybrid GIS (PASS) 245kV - New 245kV Dead Tank Breaker (DTB),DTB Interrupter & Circuit Breaker - Withdrawable Switchgear Module COMPASS - 420kV 63kA Metal Enclosed Breaker's Interrupter variant	2024-25	Yes	

Details of Technology Imported	Year of Import	Whether the technology has been fully absorbed	If not fully absorbed areas where this has not taken place, reasons thereof
HV Switchgear: - 245 kV GIS (ELK 14 253 kV) - ToP of SF6 free – EconiQ variant of Live Tank Breaker modules for 72.5 kV & 145kV - SF6 free EconiQ Dead Tank Breaker & Hybrid Switchgear production - ToP of 245kV 50kA Metal Enclosed Breaker's Interrupter variant - ToP of Dead Tank Breaker 800kV Circuit Breaker Module	2024-25	No*	Multi-year project, in-process
Manufacturing/assembly and testing of STATCOM semiconductor valves	2024-25	Yes	
Grid eXpand- Mobile substation	2024-25	No*	
Distribution Relays (REF650 & PS640)	2024-25	No*	

* These imported Technologies are not fully absorbed due to multi-year programs.

2. **Efforts made towards technology absorption (in manufacturing, engineering, products, systems, solutions, services) during financial year 2024-25 (i.e., April 01, 2024 to March 31, 2025):**

Technology absorption during FY 2024-25	Benefits derived as a result of the technology absorption
Transformer technology, design, manufacturing and optimization	- Completed successful supply of eight nos. of units to City in-feed HVDC VSC project. This leads to establishing reference or more HVDC VSC projects in pipeline. - Successful certification of V connected 220kV, 63MVA units after dynamic short circuit test and progressing for serial production of this new product. - Successfully completed supply of eight units of Scott connected transformers 132kV units
HV Switchgear technology, design, manufacturing and optimization	- Complete GIS offering portfolio (66 kV to 420 kV GIS) - Cost competitive in domestic and export market
HVDC technology, design and manufacturing	- First HVDC Light project delivered from Chennai HVDC semiconductor valve factory - First STATCOM project assembly and testing started - Factory qualification for the future HVDC & STATCOM projects by customers
Grid power quality solution technology and design	- SVC Light solutions for grid stability applications: This experience paved the way for new opportunities in engineering activities managed locally. - Secured company's position with bidding and winning customer order and execution. - Grid eXpand- Mobile substation: Acquired expertise to prepare engineering proposals and manage bids and proposals proficiently for customer projects
PGGA technology, design and manufacturing	Enhanced product and solution offerings to market through: - MicroSCADA ensuring the optimized control and reliable operation of the switchyard through seamless integration and connectivity between different devices and systems. - RTU500 series brings information from the physical power grid to the SCADA system. - SAM600 process interface as merging and switchgear control unit for digital substations. Utilities on all voltage levels enhanced flexibility, security, and sustainability as a result.

Technology absorption during FY 2024-25	Benefits derived as a result of the technology absorption
	- FOX615, a multi-service multiplexer enabling the extension of existing communication infrastructure, as well as the smooth migration to future technology. - SDM600 collecting and collating fault records data from protection relays for analysis, reporting, centralized security logging and central account management. - REF650 and PS640 distribution relays delivering advanced protection and control for power distribution applications.

3. **The expenditure incurred on Research and Development:**

Considering the nature of research and development, complexity, competency required, time frame, amount and also to optimize overall cost, all major R&D efforts are pooled centrally at the Group level. The expenditure had been mainly in the nature of payment of license fee for use of technology know-how reported as royalty and technology fees under other expenses. Certain development activities carried out by the Company have been billed to the Group central technology center. Local R&D activities undertaken by the Company were mainly in localizing the products, adoption of global products to local environment, carrying out cost saving actions and other improvements. During the year under review, the Company has paid ₹ 254.49 Crores as royalty and technology fees to Hitachi Energy Ltd., Switzerland (CHAMH).

C. FOREIGN EXCHANGE EARNINGS AND OUTGO:

Total foreign exchange used and earned.

(Amount in ₹Crores)

Particulars	2024-25 (April 01, 2024 to March 31, 2025)	2023-24 (April 01, 2023 to March 31, 2024)
Foreign Exchange earned	1,725.94	1,282.95
Foreign Exchange used	2,001.85	1,563.71

On behalf of Board of Directors
For **Hitachi Energy India Limited**

Achim Michael Braun
Chairman
DIN: 08596097

Place: Bengaluru
Date: May 14, 2025

Independent Auditor's Report

To the Members of Hitachi Energy India Limited

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

We have audited the accompanying financial statements of Hitachi Energy India Limited ("the Company"), which comprise the Balance sheet as at March 31, 2025, the Statement of Profit and Loss, including the statement of Other Comprehensive Income / (Loss), the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information .

In our opinion and to the best of our information and according to the explanations given to us , the aforesaid financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2025, its profit including other comprehensive income / (loss), its cash flows and the changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of our report. We are independent of the Company in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the financial year ended March 31, 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Key audit matters	How our audit addressed the key audit matter
Revenue recognition for long term projects and contract estimates (as described in Note 2.3.1(d), 2.6, 15, 23 and Note 38 of the accompanying financial statements)	
A significant portion of the Company's business comprises of long-term fixed price projects. Revenue from these contracts is recognized in accordance with the principles laid down in Ind AS 115, Revenue from Contracts with Customers and as detailed in "material accounting policies" of the financial statements. In accordance with Ind AS 115, the Company classifies its various contracts with customers and determines whether revenue should be recognized at "point in time" or "over the time" basis. There are various areas involving complexities, judgements and estimates involved in accounting for revenue recognized on "over the time" basis, including: • Estimation of total contract costs at inception and remaining costs to completion, which is a critical factor in measuring progress of a contract and amounts of revenue to be recognized; and	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: • We assessed the revenue recognition accounting policies by comparing with applicable accounting standards. • We tested key controls (both design and operating effectiveness) with respect to revenue recognition and related cost estimations. • We carried out analytical procedures on revenue recognized during the year ended to identify unusual variances. • We performed substantive testing by selecting samples of revenue transactions, recorded during the year ended by testing the underlying documents using statistical sampling. • We evaluated management's estimates (contract costs and risk provisions) by performing analytical procedures on such estimates.

Key audit matters	How our audit addressed the key audit matter
• Assessment of various risks emanating from operational delays, contract terms, changes in estimations and scope, accounting for onerous obligations, technical, legal, external environment etc. This requires the Company to estimate various costs to capture such risks, including liquidated damages and warranties. In view of the above and because the Company and its external stakeholders focus on revenue as a key performance indicator, we determined this area to be an area involving significant risk, an area of audit focus, and accordingly a key audit matter.	• We performed a retrospective review for contracts completed during the current year by comparing the final outcome of the contracts with previous estimates made for those contracts to assess the reliability of the management's estimation process. • We performed tests for completeness and appropriateness of actual cost booked in the correct period, by testing the underlying documents for samples selected using statistical sampling. • We assessed the disclosures made in the financial statements.
Trade receivables (including unbilled revenue) and contract assets (as described in Note 2.3.1(i), 12, 15 and 38 of the accompanying financial statements)	
Trade receivables including unbilled revenue and retention money with customers and contract assets forms a significant part of the financial statements. Customer contracts typically involve time consuming and complex conditions around closure of contracts, including technical acceptances. This generally leads to longer and significant time for realization of receivables. As a result of the above, management's assessment of recoverability of trade receivables (including unbilled revenue) and contract assets, involves critical evaluation of all factors impacting recoverability, including impact of external environment, capability of customers to pay, historical payment records, evaluation of litigations, etc. Management makes an impairment allowance for trade receivables (including unbilled revenue) and contract assets on the basis of it's assessment of recoverability of specific customers and on the basis of expected credit loss model for the remaining customers in accordance with Ind AS 109, Financial Instruments. For the purposes of impairment assessment, significant judgements and assumptions are made, including assessing credit risk, timing and amount of realization, etc. In view of above, we determined this area to be an area of audit focus, and accordingly a key audit matter.	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: • We obtained an understanding of the processes implemented by management over the recognition and the recoverability of the trade receivables (including unbilled revenue) and contract assets. • We tested key controls (both design and operating effectiveness) over the recognition and the recoverability of the trade receivables (including unbilled revenue) and contract assets. • We obtained and tested the ageing of aforesaid receivables / assets on a sample basis. • We performed test of details and tested relevant contracts and documents for material trade receivable balances (including unbilled revenue) and amounts included in contract assets. • We evaluated the model adopted by management to estimate the expected credit loss. We enquired the management in respect of the various judgements and estimates made relating to impairment provision against trade receivable (including unbilled revenue) and contract assets. • We obtained and discussed management assessment of impairment for specific customer balances and understood reasons for the determination. • We have circulated direct confirmations on a sample basis using statistical sampling. In case of non- receipt of such confirmations, alternate test procedures such as testing subsequent receipts and underlying documents have been performed. • We assessed the disclosures made in the financial statements.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the financial statements and our auditor's report thereon. The Annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether such other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions as applicable under the applicable laws and regulations.

RESPONSIBILITIES OF THE MANAGEMENT FOR THE FINANCIAL STATEMENTS

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income / (loss), cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements for the financial year ended March 31, 2025 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in the "Annexure 1" a statement on the matters specified in paragraphs 3 and 4 of the Order.

2. As required by Section 143(3) of the Act, we report to the extent applicable, that:

   (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;

   (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except that the backup of the books of account and other books and papers maintained in electronic mode has not been maintained on server physically located in India on daily basis as detailed in note 44 of the financial statements and as detailed in note 45 of the financial statements for the matters stated in the paragraph (f) and paragraph (i)(vi)) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, as amended;

   (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income / (Loss), the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;

   (d) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;

   (e) On the basis of the written representations received from the directors as on March 31, 2025 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2025 from being appointed as a director in terms of Section 164 (2) of the Act;

   (f) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph (b) above on reporting under Section 143(3)(b) and paragraph (i(vi)) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 as amended;

   (g) With respect to the adequacy of the internal financial controls with reference to these financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;

   (h) In our opinion, the managerial remuneration for the year ended March 31, 2025 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act.

   (i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

      i. The Company has disclosed the impact, if any, of pending litigations on its financial position in its financial statements – Refer Note 35 to the accompanying financial statements;

      ii. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Notes 18 and 22 to the accompanying financial statements;

      iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company;

      iv. a) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 43 to the accompanying financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

b) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 43 to the accompanying financial statements, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) of Rule 11(e) contain any material misstatement.

v. The final dividend paid by the Company during the year in respect of the same declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

As stated in note 16 to the accompanying financial statements, the Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. Based on our examination which included test checks and as described in note 45 to the Ind AS financial statements, the Company has used an accounting software, for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that, audit trail feature is not enabled for certain changes made, if any, using privileged/ administrative access rights. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with, in respect of accounting software where the audit trail has been enabled.

Further, based on our examination which included test checks and as explained in note 45 to the financial statements, the Company, has used certain accounting softwares, which are operated by third-party software service providers for maintaining its books of account and in the absence of reports of the Service Organization confirming compliance with requirement of audit trail, we are unable to comment on whether audit trail feature of the said softwares were enabled and operated throughout the year for all relevant transactions recorded in the softwares or whether there were any instances of the audit trail feature being tampered with, in respect to an accounting software.

Additionally, the audit trail of relevant prior year has been preserved by the company as per the statutory requirements for record retention, to the extent it was enabled and recorded in those respective year, as stated in Note 45 to the financial statements.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Sandeep Karnani**
Partner
Membership Number: 061207
UDIN: 25061207BMNTVQ1448

Place: Bengaluru
Date: May 14, 2025

Annexure 1 to the Independent Auditor's Report

ANNEXURE 1 REFERRED TO IN CLAUSE 1 OF PARAGRAPH ON THE 'REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS' OF OUR REPORT OF EVEN DATE

Re: Hitachi Energy India Limited ('the Company')

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment and relevant details of right-of-use assets.

(B) The Company has maintained proper records showing full particulars of intangibles assets.

(b) Property, plant and equipment and right-of use assets have been physically verified by the management during the year and no material discrepancies were identified on such verification.

(c) The title deeds of immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee and as tabulated below) as disclosed in note 3 to the accompanying financial statements included in property, plant and equipment are held in the name of the Company. Certain immovable properties acquired as per the scheme of arrangement approved by the National Company Law Tribunal vide its order dated November 27, 2019 included in property, plant and equipment and as tabulated below are not held in the name of the Company.

Description of Property	Gross carrying value	Held in name of	Whether promoter, director or their relative or employee	Period held	Reason for not being held in the name of Company
Freehold land and buildings attached to it	₹ 120.62 Crores	ABB India Limited	No	Since 2019	We understand from the management that registration is in process.

(d) The Company has not revalued its property, plant and equipment (including right of use assets) or intangible assets during the year ended March 31, 2025.

(e) As disclosed in note 43 to the accompanying financial statements, there are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) Physical verification of inventory has been conducted at reasonable intervals during the year by management except for inventories lying with third parties and goods in transit. In our opinion, the coverage and procedure of such verification by the management is appropriate. Inventories lying with third parties have been substantially confirmed by them as at March 31, 2025. There were no discrepancies of 10% or more noticed, in the aggregate for each class of inventory.

(b) The Company has not been sanctioned working capital limits in excess of Rupees five Crores in aggregate from banks or financial institutions during any point of time of the year on the basis of security of current assets. Accordingly, the requirement to report on clause 3(ii)(b) of the Order is not applicable to the Company and hence not commented upon.

(iii) (a) During the year the Company has provided interest free loans to other parties (i.e. employees) as summarized below:

Particulars	Loans
Aggregate amount granted/ provided during the year - Others (loans to employees)	₹ 7.25 Crores
Balance outstanding as at balance sheet date in respect of above cases - Others (loans to employees)	₹ 9.52 Crores

Other than the above, the Company has not provided loans, advances in the nature of loans, stood guarantee and provided security to the companies, firms, Limited Liability Partnerships or any other parties.

(b) The terms and conditions of the grant of all loans to employees during the year are, in our opinion, prima facie, not prejudicial to the Company's interest. Other than above, the Company has not made investments, provided guarantees, provided security and granted advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties.

(c) The Company has granted loans during the year to the employees where the schedule of repayment of principal has been stipulated and the repayment or receipts are regular.

(d) There are no amounts of loans or advances in nature of loans granted to companies, firms, limited liability partnerships or any other parties which are overdue for more than ninety days.

(e) There were no loans or advances in nature of loans granted to companies, firms, Limited Liability Partnerships or any other parties which was fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.

(f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company and hence not commented upon.

(iv) There are no loans, investments, guarantees, and securities given in respect of which provisions of section 185 and 186 of the Act are applicable and accordingly the requirement to report on clause 3(iv) of the Order is not applicable to the Company and hence not commented upon.

(v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of sections 73 to 76 of the Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company and hence not commented upon.

(vi) We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under section 148(1) of the Act related to the products manufactured by the Company, and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the same.

(vii) (a) Undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess and other statutory dues have generally been regularly deposited with the appropriate authorities though there has been a slight delay in a few cases. According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.

(b) The dues of goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess, and other statutory dues which have not been deposited on account of any dispute, are as follows:

Name of the statute	Nature of the dues	Amount (₹)	Pre-deposit (₹)	Period to which the amount relates	Forum where the dispute is pending	Remarks, if any
Goods and Services Tax Act, 2017	Goods & Service Tax	₹ 46.43 Crores	₹ 2.58 Crores	December 2019 to March 2020, June 2021 and November 2023	Joint Commissioner (Appeals), Karnataka	
Goods and Services Tax Act, 2017	Goods & Service Tax	₹ 22.97 Crores		October 2020 to June 2021	High Court, Gujarat	
Goods and Services Tax Act, 2017	Goods & Service Tax	₹18.17Crores	₹ 0.03 Crores	April 2019 to March 2020 and October 2021 to June 2022	Commissioner (Appeals), Gujarat	

Name of the statute	Nature of the dues	Amount (₹)	Pre-deposit (₹)	Period to which the amount relates	Forum where the dispute is pending	Remarks, if any
Goods and Services Tax Act, 2017	Goods & Service Tax	₹ 13.45 Crores		April 2020 to March 2021	Appellate Deputy Commissioner, Chennai	
Goods and Services Tax Act, 2017	Goods & Service Tax	₹ 7.57 Crores		April 2020 to March 2021	Deputy commissioner. Lucknow	
Goods and Services Tax Act, 2017	Goods & Service Tax	₹ 0.18 Crores	₹ 0.18 Crores	October 2021 and March 2023	Deputy Commissioner (Appeals), Gujarat	
Goods and Services Tax Act, 2017	Goods & Service Tax	₹ 0.07 Crores		April 2020 to March 2021	Deputy commissioner. Rajasthan	
Goods and Services Tax Act, 2017	Goods & Service Tax-	₹ 0.01 Crores		Nov 2023	Joint Commissioner of Commercial Taxes, Karnataka	
Income Tax Act, 1961	Income Tax	₹ 8.62 Crores		FY 2020-21 and FY 2021-22	Assessing officer	
Income Tax Act, 1961	Income Tax	₹54.39Crores		FY 2019-20	High Court, Karnataka	
The Custom Act, 1962	Custom Duty	₹ 0.57 Crores	₹ 0.57 Crores	March 2020 to October 2022	CC (Appeals), Mumbai	
The Custom Act, 1962	Custom Duty	₹ 0.12 Crores	₹ 0.12 Crores	August, 2022	CC (Appeals), JNCH, Raigad	
The Custom Act, 1962	Custom Duty	₹ 0.09 Crores	₹ 0.09 Crores	January 2020 to April 2021	CESTAT, Mumbai	
The Custom Act, 1962	Custom Duty	₹ 0.02 Crores	₹ 0.02 Crores	October 2022	CC(Appeals), Delhi	

(viii) As disclosed in note 43 to the accompanying financial statements, the Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix) (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.

(b) As disclosed in note 43 to the accompanying financial statements, the Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) The Company did not have any term loans outstanding during the year hence, the requirement to report on clause (ix)(c) of the Order is not applicable to the Company and hence not commented upon.

(d) On an overall examination of the financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) The Company does not have any subsidiary, associate or joint venture. Accordingly, the requirement to report on clause 3(ix)(e) of the Order is not applicable to the Company and hence not commented upon.

(f) The Company does not have any subsidiary, associate or joint venture. Accordingly, the requirement to report on Clause 3(ix)(f) of the Order is not applicable to the Company and hence not commented upon.

(x) (a) The Company has not raised any money during the year by way of initial public offer / further public offer (including debt instruments) hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company and hence not commented upon.

(b) The Company has complied with provisions of Sections 42 and 62 of the Companies Act, 2013 in respect of the private placement of equity shares through Qualified Institutional Placement ("QIP") during the year. As disclosed in note 13 to the accompanying financial statements, the amount raised, to the extent of ₹ 44.53 Crores has been retained in QIP escrow bank account and balance amount has been invested in fixed deposits with various banks through QIP monitoring bank account. The maximum amount of idle/surplus funds invested during the year was ₹ 2,476.29 Crores, of which were outstanding at the end of the year.

The Company has not made any preferential allotment of shares/ fully or partially or optionally convertible debentures or private placement of fully or partially or optionally convertible debentures during the year under audit

(xi) (a) No fraud by the Company or no material fraud on the Company has been noticed or reported during the year.

(b) During the year, no report under sub-section (12) of section 143 of the Act has been filed by auditors as applicable in Form ADT – 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of audit procedures.

(xii) The Company is not a Nidhi Company as per the provisions of the Act. Therefore, the requirement to report on clause 3(xii)(a) to 3(xii)(c) of the Order is not applicable to the Company and hence not commented upon.

(xiii) Transactions with the related parties are in compliance with sections 177 and 188 of the Act where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.

(xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.

(b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.

(xv) The Company has not entered into any non-cash transactions with its directors or persons connected with the directors as referred to in section 192 of the Act and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company and hence not commented upon.

(xvi) (a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company and hence not commented upon.

(b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause (xvi)(b) of the Order is not applicable to the Company and hence not commented upon.

(c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company and hence not commented upon.

(d) There is no Core Investment Company as a part of the Group, hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company and hence not commented upon.

(xvii) The Company has not incurred cash losses in the current financial year and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company and hence not commented upon.

(xix) On the basis of the financial ratios disclosed in note 41 to the accompanying financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Act, in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in note 40 to the accompanying financial statements.

(b) All amounts that are unspent under section (5) of section 135 of the Act, pursuant to any ongoing project, has been transferred to special account in compliance of with provisions of sub section (6) of section 135 of the said Act. This matter has been disclosed in note 40 to the accompanying financial statements.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Sandeep Karnani**
Partner
Membership Number: 061207
UDIN: 25061207BMNTVQ1448

Place: Bengaluru
Date: May 14, 2025

Annexure 2 to the Independent Auditor's Report

ANNEXURE 2 TO THE INDEPENDENT AUDITOR'S REPORT OF EVEN DATE ON THE FINANCIAL STATEMENTS OF HITACHI ENERGY INDIA LIMITED

REPORT ON THE INTERNAL FINANCIAL CONTROLS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ("THE ACT")

We have audited the internal financial controls with reference to financial statements of Hitachi Energy India Limited ("the Company") as of March 31, 2025 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The Company's Management is responsible for establishing and maintaining internal financial controls based on {the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to these financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THESE FINANCIAL STATEMENTS

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls with reference to financial statements were operating effectively as at March 31, 2025, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Sandeep Karnani**
Partner
Membership Number: 061207
UDIN: 25061207BMNTVQ1448

Place: Bengaluru
Date: May 14, 2025

Balance sheet

as at March 31, 2025

All amount in Indian Rupees in Crores, except as stated otherwise

	Notes	March 31, 2025	March 31, 2024
Assets			
Non-current assets			
Property, plant and equipment	3	593.58	596.07
Right-of-use assets	3	90.12	66.48
Capital work-in-progress	4	90.19	62.57
Goodwill	5	31.80	31.80
Other intangible assets	5	1.08	0.60
Financial assets			
Loans	6	2.78	3.15
Other financial assets	7	64.01	13.75
Non-current tax assets (net)	8	27.37	33.08
Deferred tax assets (net)	9	86.05	53.70
Other non-current assets	10	45.36	17.42
		1,032.34	**878.62**
Current assets			
Inventories	11	925.71	887.94
Financial assets			
Trade receivables	12	2,109.58	1,521.71
Cash and cash equivalents	13	3,806.55	128.04
Bank balances other than cash and cash equivalents	14	0.22	0.16
Loans	6	6.74	3.72
Other financial assets	7	71.65	50.65
Other current assets	15	660.53	1,236.53
		7,580.98	**3,828.75**
Total assets		**8,613.32**	**4,707.37**
Equity and liabilities			
Equity			
Equity share capital	16	8.92	8.48
Other equity	17	4,205.19	1,351.39
		4,214.11	**1,359.87**
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities	36(b)	71.48	52.07
Other financial liabilities	18	9.10	4.28
		80.58	**56.35**
Current liabilities			
Financial liabilities			
Borrowings	19	-	150.00
Lease liabilities	36(b)	16.97	11.61
Trade payables			
Total outstanding dues of micro enterprises and small enterprises	20	108.02	50.33
Total outstanding dues of creditors other than micro enterprises and small enterprises	20	1,933.86	1,759.39
Other financial liabilities	18	180.08	130.06
Other current liabilities	21	1,799.73	941.16
Provisions	22	257.74	221.90
Liabilities for current tax (net)		22.23	26.70
		4,318.63	**3,291.15**
Total equity and liabilities		**8,613.32**	**4,707.37**

Summary of material accounting policies 2

The accompanying notes are an integral part of the financial statements

As per our report of even date

For S.R. Batliboi & Associates LLP
Chartered Accountants
Firm registration number: 101049W/E300004

For and on behalf of the Board of Directors of
Hitachi Energy India Limited
Corporate identity number (CIN) : L31904KA2019PLC121597

per Sandeep Karnani
Partner
Membership no. 061207

Achim Michael Braun
Chairman & Director
DIN: 08596097

Nuguri Venu
Managing Director & CEO
DIN: 07032076

Mukesh Hari Butani
Director
DIN: 01452839

Ajay Singh
Chief Financial Officer

Poovanna C Ammatanda
General Counsel & Company Secretary (FCS4741)

Place: Bengaluru
Date: May 14, 2025

Place: Bengaluru
Date: May 14, 2025

Statement of profit and loss

for the year ended March 31, 2025

All amount in Indian Rupees in Crores, except as stated otherwise

	Notes	For the year ended March 31, 2025	For the year ended March 31, 2024
Income			
Revenue from operations	23	6,384.93	5,237.49
Other income	24	57.17	9.29
Total income		**6,442.10**	**5,246.78**
Expenses			
Cost of raw materials, components consumed and project bought outs	25	3,546.11	3,108.60
Purchase of stock-in-trade		143.40	87.59
Decrease / (increase) in inventories of finished goods, work-in- progress and stock-in-trade	26	5.96	22.91
Subcontracting charges		270.22	183.42
Employee benefits expense	27	544.76	490.15
Depreciation and amortisation expense	28	91.35	90.01
Finance costs	29	45.24	46.55
Other expenses	30	1,278.67	995.85
Total expenses		**5,925.71**	**5,025.08**
Profit before tax		**516.39**	**221.70**
Tax expense:			
Current tax	9	158.09	77.41
Adjustment of tax relating to earlier periods	9	-	0.72
Deferred tax credit	9	(25.68)	(20.21)
Total tax expense		**132.41**	**57.92**
Profit for the year		**383.98**	**163.78**
Other comprehensive income/(loss)			
Items that will not be reclassified to profit or loss in subsequent periods:			
Remeasurement gains / (losses) on defined benefit plans	32	(5.90)	(6.43)
Income tax effect	9	1.48	1.62
Other comprehensive income for the year/(loss), net of income tax		**(4.42)**	**(4.81)**
Total comprehensive income for the year, net of income tax		**379.56**	**158.97**
Earnings per equity share of face value of ₹ 2 each	31		
Basic and diluted (₹)		90.36	38.64

Summary of material accounting policies 2

The accompanying notes are an integral part of the financial statements

As per our report of even date

For S.R. Batliboi & Associates LLP
Chartered Accountants
Firm registration number: 101049W/E300004

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Place: Bengaluru
Date: May 14, 2025

Statement of cash flows

for the year ended March 31, 2025

All amount in Indian Rupees in Crores, except as stated otherwise

		For the year ended March 31, 2025	For the year ended March 31, 2024
A.	**Cash flows from operating activities**		
	Profit before tax	516.39	221.70
	Adjustments to reconcile profit before tax to net cash flows from operating activities		
	Depreciation and amortisation expense	91.35	90.01
	Liabilities/ provisions no longer required written back	-	(5.57)
	Unrealised exchange loss/(gains) (net)	6.93	(8.12)
	Mark to market change in forward, commodity contracts and embedded derivative contracts	(48.83)	0.55
	Loss on sale of property, plant and equipment (net)	0.65	0.38
	Impairment allowance/ bad debts/ advances written off	53.48	7.45
	Interest income	(18.62)	(0.59)
	Finance costs	45.24	46.55
	Operating profit before working capital changes	**646.59**	**352.36**
	Movement in working capital		
	Increase/ (decrease) in trade payables	225.68	306.66
	Increase/ (decrease) in other financial liabilities	15.14	15.77
	Increase/ (decrease) in other liabilities and provisions	888.51	427.64
	(Increase)/ decrease in trade receivables	(629.68)	0.02
	(Increase)/ decrease in inventories	(37.77)	(70.04)
	(Increase)/ decrease in other financial assets	(32.20)	(17.29)
	(Increase)/ decrease in loans and other assets	574.35	(712.10)
	Cash generated from operations	**1,650.62**	**303.02**
	Direct taxes paid (net of refunds)	(156.85)	(50.71)
	Net cash flow from / (used in) operating activities	**1,493.77**	**252.31**
B.	**Cash flows from investing activities**		
	Purchase of property, plant and equipment including capital advances	(128.13)	(89.36)
	Proceeds from sale of property, plant and equipment	0.84	0.42
	Purchase of intangible assets	(0.96)	-
	Interest received	18.26	0.22
	Net cash flow from / (used in) investing activities	**(109.99)**	**(88.72)**
C.	**Cash flows from financing activities**		
	Proceeds from issue of equity shares	2,520.82	-
	Repayment of short term borrowings (net)	(150.00)	(125.00)
	Finance costs paid	(40.11)	(40.90)
	Payment of principal portion of lease liabilities	(13.93)	(14.17)
	Payment of interest portion of lease liabilities	(5.16)	(4.32)
	Dividend paid on equity shares	(16.89)	(14.35)
	Net cash flow from / (used in) financing activities	**2,294.73**	**(198.74)**
	Net increase/ (decrease) in cash and cash equivalents (A+B+C)	3,678.51	(35.15)
	Cash and cash equivalents at the beginning of the year	128.04	163.19
	Cash and cash equivalents at the end of the year	**3,806.55**	**128.04**
	Components of cash and cash equivalents (refer note 13)	3,806.55	128.04
		3,806.55	**128.04**

Notes:

i. Cash and cash equivalents at the end of the year represent cash and cheques on hand/ remittance in transit, cash at bank and deposit with original maturity of less than three months.

ii. Cash flow statement is made using the indirect method.

iii. Refer note 13 for details pertaining to changes in liabilities arising from financing activities.

iv. Refer note 3 for details pertaining to acquisition of Right-of-use assets.

Summary of material accounting policies 2

The accompanying notes are an integral part of the financial statements

As per our report of even date

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per Sandeep Karnani
Partner
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Chief Financial Officer

Poovanna C Ammatanda
General Counsel & Company Secretary (FCS4741)

Place: Bengaluru
Date: May 14, 2025

Statement of changes in equity

for the year ended March 31, 2025

A. EQUITY SHARE CAPITAL:

Equity shares of ₹ 2 each issued, subscribed and fully paid

All amount in Indian Rupees in Crores, except as stated otherwise

	Number of shares	Amount
As at April 01, 2023	**42,381,675**	**8.48**
Changes in equity share capital	-	-
As at March 31, 2024	**42,381,675**	**8.48**
Changes in equity share capital	2,190,688	0.44
As at March 31, 2025	**44,572,363**	**8.92**

B. OTHER EQUITY :

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	Attributable to equity shareholders					
	Reserves and surplus					
	Securities premium	General reserve	Retained earnings	Capital reserve	Amalgamation adjustment deficit account	Total equity
As at April 01, 2023	9.80	507.10	691.31	0.18	(1.56)	1,206.83
Profit for the year	-	-	163.78	-	-	163.78
Other comprehensive income for the year (net of tax)	-	-	(4.81)	-	-	(4.81)
Dividend for the year ended March 31, 2023 (₹3.40 per share of face value of ₹ 2 each)	-	-	(14.41)	-	-	(14.41)
As at March 31, 2024	**9.80**	**507.10**	**835.87**	**0.18**	**(1.56)**	**1,351.39**
Profit for the year	-	-	383.98	-	-	383.98
Other comprehensive income for the year (net of tax)	-	-	(4.42)	-	-	(4.42)
On issue of equity share capital through Qualified Institutions Placement ("QIP") (refer note 16 (b))	2,520.38	-	-	-	-	2,520.38
Share issue expenses (net of tax)	(29.19)	-	-	-	-	(29.19)
Dividend for the year ended March 31, 2024 (₹ 4.00 per share of face value of ₹ 2 each)	-	-	(16.95)	-	-	(16.95)
As at March 31, 2025	**2,500.99**	**507.10**	**1,198.48**	**0.18**	**(1.56)**	**4,205.19**

Summary of material accounting policies 2

The accompanying notes are an integral part of the financial statements

As per our report of even date

For S.R. Batliboi & Associates LLP
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per Sandeep Karnani
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Poovanna C Ammatanda
General Counsel & Company Secretary (FCS4741)

Place: Bengaluru
Date: May 14, 2025

Notes to the financial statements

for the year ended March 31, 2025

1 CORPORATE INFORMATION

Hitachi Energy India Limited ('the Company' or 'INHE') is a public limited company domiciled in India and incorporated under the provisions of the Indian Companies Act, 2013 on February 19, 2019. The registered office is located at Bengaluru. The Company serves utility and industry customers, with the complete range of engineering, products, solutions and services in areas of Power technology. The Company has extensive installed base for manufacturing and a countrywide marketing and service presence. Besides catering to Indian domestic market, the Company is also playing an increasing role in the global market.

The equity shares of the Company have been listed and are being traded on BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE").

The financial statements are approved for issue by the Company's Board of Directors on May 14, 2025.

2 MATERIAL ACCOUNTING POLICIES

The material accounting policies applied by the Company in the preparation of its Ind AS financial statements are listed below. Such accounting policies have been applied consistently to all the periods presented in these financial statements, unless otherwise stated.

2.1 Basis of preparation of financial statements

A Statement of compliance

These financial statements of the Company are prepared and presented in accordance with Indian Accounting Standards ("Ind AS") notified under the Companies (Indian Accounting Standards) Rules, 2015, as amended and other relevant provision of the Act as amended from time to time and presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III), as applicable to the financial statements. The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

B Functional and presentation currency

The financial statements are presented in Indian Rupees Crores which is the currency of the primary economic environment in which the Company operated, rounded off to two decimal places, except where otherwise indicated.

C Basis of measurement

The financial statements have been prepared on the historical cost convention and on accrual basis, except for certain financial instruments (refer accounting policy regarding financial instruments), which are measured at fair values at the end of each reporting period, as explained in the accounting policies below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services as at the date of respective transactions.

2.2 Use of estimates

The preparation of the financial statements in conformity with Ind AS requires management to make estimates, judgments and assumptions. These estimates, judgments and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the year. Application of accounting policies that require critical accounting estimates involving complex and subjective judgments and the use of assumptions in these financial statements have been disclosed in Note 2.3. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

2.3 Critical accounting estimates, assumptions and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and future periods affected. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Significant judgements and estimates relating to the carrying values of assets and liabilities include, determination of estimated projected cost and revenue in long term contracts, determination of term of lease contracts, fair value measurement, impairment of goodwill, provision for employee benefits and other provisions, recoverability of deferred tax assets and commitments and contingencies.

2.3.1 Estimates and assumptions

a. Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Company. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Company's assets are determined by management at the time the asset is acquired and reviewed periodically, including at each financial year end. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology.

b. Provision for employee benefits

The cost of the defined benefit gratuity plan and the present value of the gratuity obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date. The parameter most subject to change is the discount rate. In determining the appropriate discount rate for plans operated in India, the management considers the interest rates of government bonds in currencies consistent with the currencies of the post-employment benefit obligation. The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rate and past trends. Further details about gratuity obligations are given in Note 32.

c. Provision for litigations and contingencies

The provision for litigations and contingencies are determined based on evaluation made by the management of the present obligation arising from past events the settlement of which is expected to result in outflow of resources embodying economic benefits, which involves judgements around estimating the ultimate outcome of such past events and measurement of the obligation amount. Due to the judgements involved in such estimations the provisions are sensitive to the actual outcome in future periods.

d. Project revenue and costs

The Company uses the percentage-of-completion method in accounting for its fixed-price contracts. Use of the percentage-of-completion method requires the Company to estimate the efforts or costs expended to date as a proportion of the total efforts or costs to be expended. Efforts or costs expended have been used to measure progress towards completion as there is a direct relationship between input and productivity. Provisions for estimated losses, if any, on uncompleted contracts are recorded in the period in which such losses become probable based on the expected contract estimates at the reporting date. Further, the percentage-of-completion method places considerable importance on accurate estimates to the extent of progress towards completion and may involve estimates on the scope of deliveries and services required for fulfilling the contractually defined obligations. These significant estimates include total contract costs, total contract revenues, contract risks, including technical, political and regulatory risks, and other judgments. This requires the Company to estimate various costs to capture such risks, including liquidated damages and warranties. The Company re-assesses these estimates on periodic basis and makes appropriate revisions accordingly.

e. *Provision*

Significant estimates are involved in the determination of provisions related to liquidated damages, onerous contracts and warranty provision. The Company records a provision for onerous sales contracts when current estimates of total contract costs exceed expected contract revenue. Warranty provision is determined based on the historical trend of warranty expense for the same types of goods for which the warranty is currently being determined, after adjusting for unusual factors related to the goods that were sold or based on specific warranty clause in an agreement. Such estimates are reviewed annually for any material changes in assumptions and likelihood of occurrence. The provision for warranty, liquidated damages and onerous contracts is based on the best estimate required to settle the present obligation at the end of reporting period.

f. *Impairment of non-financial assets*

Impairment exists when the carrying value of an asset or cash generating unit (CGU) exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a Discounted Cash Flow (DCF) model. The cash flows are derived from the budget and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

g. *Fair value measurement of financial instruments*

When the fair values of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using appropriate valuation techniques. The inputs for these valuations are taken from observable sources where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of various inputs including liquidity risk, credit risk, volatility etc. Changes in assumptions/ judgements about these factors could effect the reported fair value of financial instruments.

h. *Taxes*

The Company uses estimates and judgements based on the relevant rulings in the areas of allocation of revenue, costs, allowances and disallowances which is exercised while determining the provision for income tax. Uncertainties exist with respect to the interpretation of tax regulations, changes in tax laws, and the amount and timing of future taxable income. Given the wide range of business relationships differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Company establishes provisions, based on reasonable estimates. The amount of such provisions is based on various factors, such as experience of previous assessments and interpretations of tax regulations by the Company.

i. *Impairment allowance for trade receivables*

The Company uses a provision matrix to calculate Expected Credit Losses ('ECL') for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, customer type, rating and coverage by letters of credit and other forms of credit insurance). The provision matrix is initially based on the Company's historical observed default rates. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions.

j. *Leases: whether an arrangement contains a lease*

The Company determines the lease term as the agreed tenure of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

2.4 Current and non-current classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

All assets and liabilities have been classified as current or non- current as per the Company's operating cycle and other criteria set out in Schedule III to the Companies Act, 2013. Based on the nature of products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current and non- current classification of assets and liabilities, except for long-term contracts. The projects business comprises long-term contracts which have an operating cycle exceeding one year. For classification of current assets and liabilities related to projects business, the Company uses the duration of the individual life cycle of the contract as its operating cycle.

A liability is current when:

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period;

The Company classifies all other liabilities as non-current;

Advance tax paid is classified as non-current assets

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

2.5 Foreign Currency

Functional currency

The functional currency of the Company is the Indian Rupee.

Transactions and translations

Initial recognition transactions in foreign currencies are recorded by the Company at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. The gains or losses resulting from such translations are recognised in the statement of profit and loss.

Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at fair value are translated at the exchange rate prevalent at the date when the fair value was measured. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of the transaction.

Transaction gains or losses realized upon settlement of foreign currency transactions are included in determining net profit for the period in which the transaction is settled. Revenue, expense and cash flow items denominated in foreign currencies are translated into the relevant functional currencies using the exchange rate in effect on the date of the transaction.

2.6 Revenue Recognition

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured to the amount of transaction price (net of variable consideration) allocated to that performance obligation and excluding taxes or duties collected on behalf of the government. The Company has concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated if any. In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, noncash consideration, and consideration payable to the customer (if any).

Revenue are stated exclusive of goods and service tax and net of trade and quantity discount.

Liquidated damages / penalties are provided for as per the contract terms wherever there is a delayed delivery attributable to the Company.

Revenue from the sale of goods .

Revenues are recognised at a point in time when control of the goods is transferred to the buyer, usually on delivery of the goods or on customer acceptance. Revenue from the sale of goods is measured to the amount of transaction price received or receivable, net of variable consideration, returns and allowances, trade discounts and volume rebates.

Revenue from execution of contracts for projects and services

Revenues are recognised on the percentage of completion method, in proportion that the contract costs incurred for work performed up to the reporting date bear to the estimated total contract costs. Contract revenue earned in excess of billing has been reflected under “Other current assets” and billing in excess of contract revenue has been reflected under “Other current liabilities” in the balance sheet. Full provision is made for any loss in the year in which it is first foreseen.

Revenue from sale of services

Revenue from services rendered over a period of time, such as annual maintenance contracts, are recognised on straight line basis over the period of the performance obligation.

Income from development services and other services

Revenue from the development services is recognised as per the contract terms and when accrued. When the contract outcome cannot be measured reliably, revenue is recognised only to the extent that the expenses incurred are eligible to be recovered.

Commission income

Commission income is recognised as per contract terms and when accrued.

Export benefits

Export incentives receivable are accrued for, when the right to receive the credit is established and there is no significant uncertainty regarding the realisability of the incentive.

Other income

Interest income is recognised on time proportion basis.
Fair value gain on financial instruments is recognised using the effective interest method.

2.7 Income tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in net profit in the statement of profit and loss except to the extent that it relates to items recognised directly in equity, or in other comprehensive income.

2.7.1 Current tax

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted. Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Company operates and generates taxable income.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Company shall reflect the effect of uncertainty for each uncertain tax treatment by using either most likely method or expected value method, depending on which method predicts better resolution of the treatment.

The Company offsets tax assets and tax liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

2.7.2 Deferred tax

Deferred tax assets and liabilities are recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised. Also, deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred tax assets and liabilities are measured using tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of changes in tax rates on deferred tax assets and liabilities is recognised as income or expense in the period that includes the enactment or the substantive enactment date. A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. The Company offsets tax assets and tax liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

2.8 Property, plant and equipment

Recognition and measurement

Freehold Land is carried at historical cost, all other item of property, plant and equipment is measured at cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost includes expenditures that are directly attributable to the acquisition of the asset. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of property, plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied.

All other repair and maintenance costs are recognised in statement of profit and loss as incurred. The Company identifies and determines cost of each component/ part of property, plant and equipment separately, if the component/ part has a cost which is significant to the total cost of the property, plant and equipment and has useful life that is materially different from that of the remaining asset. These components are depreciated over their useful lives; the remaining asset is depreciated over the life of the principal asset.

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances and cost of assets not ready for use at the balance sheet date are disclosed under capital work- in- progress is stated at cost less accumulated impairment loss.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate assets are derecognised when replaced. All other repairs and maintenance are charged to statement of profit and loss during the reporting period in which they are incurred.

Depreciation

The Company depreciates property, plant and equipment over their estimated useful lives using the straight-line method. Leasehold assets are depreciated lower of lease period or life of the assets. The estimated useful lives of assets are as follows:

Useful lives estimated by the management in years:

Particulars	Years
Factory buildings	15-30
Other buildings	3-60
Furniture and fixtures	10
Office equipment	3-5
Plant and equipment	3-21
Vehicles	5

Depreciation methods, useful lives and residual values are reviewed periodically, at each reporting date. Further, freehold land are carried at historical cost and is not depreciated.

De-recognition

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognised.

2.9 Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the statement of profit and loss in the period in which the expenditure is incurred.

Amortisation

Amortisation is recognised in the statement of profit and loss on a straight line basis over the estimated useful lives of the intangible assets.

The estimated useful life of assets are as follows:

Particulars	Years
Technical know-how fees	6-10
Capitalized software costs	3-5

Goodwill on business acquisition is not amortized but tested for impairment.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed at each financial year end to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

De-recognition

Intangible assets are de-recognised either on their disposal or where no future economic benefits are expected from their use. Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit and loss when the asset is derecognised.

2.10 Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 2.18 (b) Impairment of non-financial assets.

Lease Liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2.11 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

2.12 Inventories

Inventories consist of raw materials, work-in-progress, finished goods, stock-in-trade and stores and spares. Inventories are measured at the lower of cost and net realisable value. However, materials and other items held for use in the production of inventories are not written down below cost if the finished goods in which they will be incorporated are expected to be sold at or above cost.

The cost of various categories of inventories is arrived at as follows:

- Stores, spares, raw materials, components and stock-in-trade - at rates determined on the moving weighted average method.
- Goods in Transit – at actual cost.
- Work-in-progress and finished goods - at full absorption cost method which includes direct materials, direct labour and manufacturing overheads. Cost is determined on weighted average method.

Cost includes expenditures incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Provision for obsolescence is made wherever necessary.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

The factors that the Company considers in determining the provision for slow moving, obsolete and other non-saleable inventory include estimated shelf life, planned product discontinuances, price changes, ageing of inventory and introduction of competitive new products, to the extent each of these factors impact the Company's business and markets. The Company considers all these factors and adjusts the inventory provision to reflect its actual experience on a periodic basis.

2.13 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

2.13.1 Initial recognition

The Company recognizes financial assets and financial liabilities when it becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are recognised at fair value on initial recognition, except for trade receivables which are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, that are not at fair value through profit or loss, are added to the fair value on initial recognition.

2.13.2 Subsequent measurement

a. Non-derivative financial instruments

(i) Financial assets carried at amortised cost

A financial asset is subsequently measured at amortised cost if it is held within a business where the objective is to hold the asset in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(ii) Financial assets at fair value through other comprehensive income

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business where the objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The Company has made an irrevocable election for its investments which are classified as equity instruments to present the subsequent changes in fair value in other comprehensive income based on its business model. Further, in cases where the Company has made an irrevocable election based on its business model, for its investments which are classified as equity instruments, the subsequent changes in fair value are recognised in other comprehensive income.

(iii) Financial assets at fair value through profit or loss

A financial asset which is not classified in any of the above categories are subsequently fair valued through profit or loss.

(iv) Financial liabilities

Financial liabilities are subsequently carried at amortized cost using the effective interest method, For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts future cash receipts or payments through the expected life of the financial instrument, or where appropriate, a shorter period.

Classification as debt or equity

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

Financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method where the time value of money is significant. Interest bearing bank loans, overdrafts are initially measured at fair value and are subsequently measured at amortised cost using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in the statement of profit and loss.

For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

Off-setting of financial instruments:

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

(v) Derecognition

A financial asset is primarily derecognised when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement's and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

A financial liability is primarily derecognised when:

- The obligation under the liability is discharged or cancelled or expires, or
- The existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

b. Derivative financial instruments

The Company holds derivative financial instruments such as foreign exchange forward and option contracts including commodity contracts to mitigate the risk of changes in exchange rates on foreign currency exposures and fluctuation in commodity prices. The counterparty for these contracts is generally a bank.

Financial assets or financial liabilities, at fair value through profit or loss.

This category has derivative financial assets or liabilities which are not designated as hedges.

Although the Company believes that these derivatives constitute hedges from an economic perspective, they may not qualify for hedge accounting under Ind AS 109, Financial Instruments. Any derivative that is either not designated a hedge, or is so designated but is ineffective as per Ind AS 109, is categorized as a financial asset or financial liability, at fair value through profit or loss.

Derivatives not designated as hedges are recognised initially at fair value and attributable transaction costs are recognised in the statement of profit and loss when incurred. Subsequent to initial recognition, these derivatives are measured at fair value through profit or loss and the resulting exchange gains or losses are included in other income / expenses. Assets/ liabilities in this category are presented as current assets/current liabilities if they are either held for trading or are expected to be realized within 12 months after the balance sheet date.

Certain commercial contracts may grant rights to the Company or the counterparties, or contain other provisions that are considered to be derivatives. Such embedded derivatives are assessed at inception of the contract and depending on their characteristics, accounted for as separate derivative instruments and shown at their fair value in the balance sheet with changes in their fair value recognised through profit or loss.

2.14 Fair value measurement of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

a) In the principal market for the asset or liability, or

b) In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company.

Fair value hierarchy:

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In determining the fair value of its financial instruments, the Company uses a variety of methods and assumptions that are based on market conditions and risks existing at each reporting date. The methods used to determine fair value includes discounted cash flow analysis, available quoted market prices and dealer quotes. All methods of assessing fair value result from general approximation of value and the same may differ from the actual realised value.

2.15 Cash flow statement

Cash flows are reported using the indirect method, whereby profit for the period is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Company are segregated.

2.16 Finance costs

Borrowing costs are recognised in the statement of profit and loss using the effective interest method. The associated cash flows are classified as financing activities in the statement of cash flows.

2.17 Provisions, contingent liabilities and contingent assets

General

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that is reliably estimable, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect of time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

A provision for onerous contracts is recognised when the expected benefits to be derived by the Company from a contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Company recognises any impairment loss on the assets associated with that contract.

Warranty provisions

Provisions for warranty-related costs are recognised when the product is sold to the customer. Initial recognition is based on historical experience. The initial estimate of warranty-related costs is revised annually. Also, refer note 22.

Contingent Liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

Contingent assets

Contingent assets are not recognised or disclosed in financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised.

Provisions, contingent liabilities and contingent assets are reviewed at each balance sheet.

2.18 Impairment

a *Financial assets*

Financial assets (other than at fair value) The Company assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired. Ind AS 109 ('Financial Instruments') requires expected credit losses to be measured through a impairment allowance. The Company recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. For all other financial assets, expected credit losses are measured at an amount equal to the 12-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition. The Company provides for impairment upon the occurrence of the triggering event.

b *Non-financial assets*

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Intangible assets and property, plant and equipment are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the CGU to which the asset belongs.

If such assets are considered to be impaired, the impairment to be recognised in the statement of profit and loss is measured by the amount by which the carrying value of the assets exceeds the estimated recoverable amount of the asset. An impairment loss is reversed in the statement of profit and loss if there has been a change in the estimates used to determine the recoverable amount. An impairment loss in case of goodwill is not reversed. The carrying amount of the asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortization or depreciation) had no impairment loss been recognised for the asset in prior years.

2.19 Earnings per share

The Company presents basic and diluted Earnings per share for its ordinary shares. Basic earnings per equity share is computed by dividing the net profit attributable to the equity holders of the Company by the weighted average number of equity shares outstanding during the year/period. Diluted earnings per equity share is computed by dividing the net profit attributable to the equity holders of the Company by the weighted average number of equity shares considered for deriving basic earnings per equity share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. The dilutive potential equity shares are adjusted for the proceeds receivable had the equity shares been actually issued at fair value (i.e. the average market value of the outstanding equity shares). Dilutive potential equity shares are deemed converted as of the beginning of the period, unless issued at a later date. Dilutive potential equity shares are determined independently for each period presented.

2.20 Retirement and other employee benefits

2.20.1 Gratuity - defined benefit plans

The present value of the obligation under defined benefit plans are determined based on actuarial valuation using the Projected Unit Credit Method. In case of funded plans, the fair value of the plan assets is reduced from the gross obligation under the defined benefit plans to recognize the obligation on a net basis.

Remeasurement comprising of actuarial gains and losses is recognised in other comprehensive income (OCI) and is reflected in reserves and surplus as part of equity and is not eligible to be reclassified to profit or loss.

The Company recognises the following changes in the net defined benefit obligation as an expense in statement of profit and loss:

- Service cost including current service cost, past service cost and gains and losses on curtailments and settlements; and

- Net interest expense or income.

2.20.2 Provident fund - Defined contribution scheme

Retirement benefit in the form of provident fund and pension fund are defined contribution scheme. The Company has no obligation, other than the contribution payable. The Company recognizes contribution payable to provident fund and pension fund as expenditure, when an employee renders the related service.

2.20.3 Superannuation - Defined contribution scheme

Contribution to Superannuation Fund, is made at pre-determined rates to the Superannuation Fund Trust and is charged to the statement of profit and loss during the period in which the employee renders the related services. There are no other obligations other than the contribution payable to the Superannuation Fund Trust. The corpus of which is invested with the Life Insurance Corporation of India.

2.20.4 Compensated absences

Accumulated leave, which is expected to be utilised within the next 12 months, is treated as short-term employee benefits. The Company measures the expected cost of such absences as the additional amount that it expects to pay as a result of the unused entitlement that has accumulated at the reporting date. The Company presents the entire accumulated leave as a current liability in the balance sheet, since it does not have an unconditional right to defer its settlement for 12 months after the reporting date. Such long-term compensated absences are provided for based on the actuarial valuation using the projected unit credit method at each balance sheet date.

2.21 Cash and cash equivalents

Cash and cash equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purpose of statement of cash flows, cash and cash equivalents consist of cash and cheque at hand/ remittance in transit and cash and deposit with bank.

2.22 Cash dividend

The Company recognises a liability to make cash distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. A corresponding amount is recognised directly in equity. Final dividends on shares are recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Company’s Board of Directors.

2.23 Corporate social responsibility (‘CSR’) expenditure

The Company charges its CSR expenditure during the year to the statement of profit and loss.

2.24 Segment

Operating segments are identified as those components of the Company (a) that engage in business activities to earn revenues and incur expenses (including transactions with any of the Company's other components (b) whose operating results are regularly reviewed by the Company’s Chief Executive Officer to make decisions about resource allocation and performance assessment and (c) for which discrete financial information is available. The accounting policies consistently used in the preparation of the financial statements are also applied to record revenue and expenditure in individual segments.

The Company is engaged in the business relating to products, projects and services for electricity transmission and related activities. These activities of the Company are reviewed regularly by the chief operating decision maker from an overall business perspective, rather than reviewing its products/services as individual standalone components and therefore subject to the same risk and reward and accordingly falls within single business segment.

2.25 Climate-related matters

The Company considers climate-related matters in estimates and assumptions, where appropriate. This assessment includes a wide range of possible impacts on the Company due to both physical and transition risks. Even though the Company believes its business model and products will still be viable after the transition to a low-carbon economy, climate-related matters increase the uncertainty in estimates and assumptions underpinning several items in the financial statements. Even though climate-related risks might not currently have a significant impact on measurement, the Company is closely monitoring relevant changes and developments.

2.26 New and amended standards (Ind AS)

The following amended standards as considered applicable were effective during the year, however, these amendments had no material impact on the financial statements of the Company

(i) Ind AS 117 Insurance Contracts

The Ministry of corporate Affairs (MCA) notified the Ind AS 117, Insurance Contracts, vide notification dated August 12, 2024, under the Companies (Indian Accounting Standards) Amendment Rules, 2024, which is effective from annual reporting periods beginning on or after April 1, 2024.

Ind AS 117 Insurance Contracts is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Ind AS 117 replaces Ind AS 104 Insurance Contracts. Ind AS 117 applies to all types of insurance contracts, regardless of the type of entities that issue them as well as to certain guarantees and financial instruments with discretionary participation features; a few scope exceptions will apply. Ind AS 117 is based on a general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach)
- A simplified approach (the premium allocation approach) mainly for short-duration contracts

The application of Ind AS 117 had no impact on the Company's financial statements as the Company has not entered any contracts in the nature of insurance contracts covered under Ind AS 117.

(ii) Amendment to Ind AS 116 Leases – Lease Liability in a Sale and Leaseback

The MCA notified the Companies (Indian Accounting Standards) Second Amendment Rules, 2024, which amend Ind AS 116, Leases, with respect to Lease Liability in a Sale and Leaseback.

The amendment specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendment is effective for annual reporting periods beginning on or after April 1, 2024 and must be applied retrospectively to sale and leaseback transactions entered into after the date of initial application of Ind AS 116.

The amendment does not have a material impact on the Company’s financial statements.

2.27 Recent Indian Accounting Standards (Ind AS)

Lack of exchangeability – Amendments to Ind AS 21

The Ministry of Corporate Affairs notified amendments to Ind AS 21 The effects of changes in foreign exchange rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity’s financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after April 1, 2025. When applying the amendments, an entity cannot restate comparative information.

The amendments are not expected to have a material impact on the Company’s financial statements.

3 PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE (ROU) ASSETS

All amount in Indian Rupees in Crores, except as stated otherwise

	Property, plant and equipment (Owned Assets)									ROU Assets			
	Freehold land	Leasehold improvements	Factory buildings	Other buildings	Plant and equipment	Office equipment	Furniture and fixtures	Vehicles	Total Owned Assets	Leasehold land	Office buildings	Vehicles	Total ROU Assets
Gross carrying value													
As at April 01, 2023	**13.71**	**17.02**	**141.29**	**40.08**	**739.52**	**9.82**	**19.83**	**0.92**	**982.19**	**9.53**	**71.00**	**17.51**	**98.04**
Additions	-	0.82	0.66	3.73	42.67	1.50	2.80	1.47	53.65	-	10.58	8.83	19.41
Disposals	-	(0.11)	(0.03)	(0.08)	(4.18)	(0.08)	(0.21)	-	(4.69)	-	(11.55)	(4.03)	(15.58)
As at March 31, 2024	**13.71**	**17.73**	**141.92**	**43.73**	**778.01**	**11.24**	**22.42**	**2.39**	**1,031.15**	**9.53**	**70.03**	**22.31**	**101.87**
Additions	-	1.71	0.10	2.15	63.91	1.72	2.78	1.04	73.41	-	33.76	6.75	40.51
Disposals	-	-	-	-	(6.95)	(0.04)	(0.69)	-	(7.68)	-	(13.38)	(2.96)	(16.34)
As at March 31, 2025	**13.71**	**19.44**	**142.02**	**45.88**	**834.97**	**12.92**	**24.51**	**3.43**	**1,096.88**	**9.53**	**90.41**	**26.10**	**126.04**
Accumulated depreciation													
As at April 01, 2023	**-**	**5.44**	**26.51**	**11.10**	**308.87**	**5.83**	**7.41**	**0.28**	**365.44**	**1.10**	**25.42**	**7.82**	**34.34**
Depreciation charge for the year	-	2.83	6.52	1.83	58.30	1.56	2.21	0.28	73.53	0.09	11.37	4.54	16.00
Disposals	-	(0.11)	(0.02)	(0.08)	(3.43)	(0.08)	(0.17)	-	(3.89)	-	(11.51)	(3.44)	(14.95)
As at March 31, 2024	**-**	**8.16**	**33.01**	**12.85**	**363.74**	**7.31**	**9.45**	**0.56**	**435.08**	**1.19**	**25.28**	**8.92**	**35.39**
Depreciation charge for the year	-	1.01	6.51	1.59	61.18	1.37	2.19	0.56	74.41	0.10	10.65	5.71	16.46
Disposals	-	-	-	-	(5.50)	(0.04)	(0.65)	-	(6.19)	-	(13.28)	(2.65)	(15.93)
As at March 31, 2025	**-**	**9.17**	**39.52**	**14.44**	**419.42**	**8.64**	**10.99**	**1.12**	**503.30**	**1.29**	**22.65**	**11.98**	**35.92**
Net carrying value as at March 31, 2024	**13.71**	**9.57**	**108.91**	**30.88**	**414.27**	**3.93**	**12.97**	**1.83**	**596.07**	**8.34**	**44.75**	**13.39**	**66.48**
Net carrying value as at March 31, 2025	**13.71**	**10.27**	**102.50**	**31.44**	**415.55**	**4.28**	**13.52**	**2.31**	**593.58**	**8.24**	**67.76**	**14.12**	**90.12**

Notes:

i) There are no property, plant and equipment given on operating lease.

ii) The title deeds of all the immovable properties are held in the name of the Company except as disclosed below:

Relevant line item in the Balance Sheet	Description of Item of Property	Gross Carrying Value	Net Carrying Value	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director/ employee of promoter/ director	Property held since which date (refer note 16(g))	Reason for not being held in the name of the Company
Property, plant and equipment	Freehold land and Buildings attached therewith, Maneja	109.05	71.66	ABB India Limited	No	2019	Refer note below
Property, plant and equipment	Freehold land and Buildings attached therewith, Halol	11.57	8.10	ABB India Limited	No	2019	Refer note below

Note:

Pursuant to the Scheme of arrangement, as detailed in note 16(g), the asset was transferred to the Company from ABB India Limited. As at March 31, 2025, the Company is in process of getting the registered name transferred to the Company and the title deeds of aforementioned properties are not disputed.

4 CAPITAL WORK-IN-PROGRESS

All amount in Indian Rupees in Crores, except as stated otherwise

	Amount
Gross carrying value	
As at April 01, 2023	**48.67**
Additions	67.55
Capitalised during the year	(53.65)
As at March 31, 2024	**62.57**
Additions	101.03
Capitalised during the year	(73.41)
As at March 31, 2025	**90.19**

Capital work-in-progress ageing schedule

As at March 31, 2025

	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress*	75.24	13.67	1.28	-	90.19
Projects temporarily suspended	-	-	-	-	-
	75.24	**13.67**	**1.28**	**-**	**90.19**

*There is no project whose completion is overdue or has exceeded its cost compared to its original plan during the year.

Capital work-in-progress ageing schedule

As at March 31, 2024

	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress**	37.74	17.40	0.04	7.39	62.57
Projects temporarily suspended	-	-	-	-	-
	37.74	**17.40**	**0.04**	**7.39**	**62.57**

**Projects in progress aged more than 3 years includes certain assets transferred to the Company, pursuant to the scheme of arrangement, as detailed in note 16(g), which are yet to be capitalised on account of pending approval from regulatory authorities. Further, there is no cost over run in this regard.

5 GOODWILL AND OTHER INTANGIBLE ASSETS

All amount in Indian Rupees in Crores, except as stated otherwise

	Goodwill	Other intangible assets		Total
		Technical Know-how fees	Capitalised Software	
Gross carrying value				
As at April 01, 2023	**31.80**	**33.36**	**3.96**	**37.32**
Additions	-	-	-	-
Disposals	-	-	-	-
As at March 31, 2024	**31.80**	**33.36**	**3.96**	**37.32**
Additions	-	-	0.96	0.96
Disposals	-	-	-	-
As at March 31, 2025	**31.80**	**33.36**	**4.92**	**38.28**
Accumulated amortisation/ impairment				
As at April 01, 2023	**-**	**33.36**	**2.88**	**36.24**
Amortisation charge for the year	-	-	0.48	0.48
Disposals	-	-	-	-
As at March 31, 2024	**-**	**33.36**	**3.36**	**36.72**
Amortisation charge for the year	-	-	0.48	0.48
Disposals	-	-	-	-
As at March 31, 2025	**-**	**33.36**	**3.84**	**37.20**
Net carrying value as at March 31, 2024	**31.80**	**-**	**0.60**	**0.60**
Net carrying value as at March 31, 2025	**31.80**	**-**	**1.08**	**1.08**

Goodwill impairment testing

The carrying amount of goodwill as at March 31, 2025 and March 31, 2024 has been attributed to power grids business as a cash generating unit ('CGU') . The Company tests whether goodwill has suffered any impairment on an annual basis or in case of any indicator. The recoverable amount of a CGU is determined based on value-in-use calculations which require the use of assumptions. The calculations use pre-tax cash flow projections based on financial budgets approved by the management. An average of the range of each key assumption used as at March 31, 2025 and March 31, 2024 is mentioned below.

	March 31, 2025	March 31, 2024
Growth rate	8.00% - 10.00%	5.00% - 6.00%
Operating margins	4.00% - 7.00%	4.00% - 7.00%
Discount rate	10.00%	10.00%

The above discount rate is based on the Weighted Average Cost of Capital (WACC) which represents the weighted average return attributable to all the assets of the CGU. These estimates are likely to differ from future actual results of operations and cash flows.

Based on the above assessment, there has been no impairment of goodwill.

6 LOANS

(Unsecured considered good, unless otherwise stated)

All amount in Indian Rupees in Crores, except as stated otherwise

	Non-current		Current	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Loans to employees	2.78	3.15	6.74	3.72
	2.78	**3.15**	**6.74**	**3.72**

7 OTHER FINANCIAL ASSETS

(Unsecured considered good, unless otherwise stated)

All amount in Indian Rupees in Crores, except as stated otherwise

	Non-current		Current	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Security deposits	17.86	13.75	1.71	4.02
Security deposits which have significant increase in credit risk	-	-	0.31	0.31
Less: Impairment allowance on security deposits which have significant increase in credit risk	-	-	0.31	0.31
	-	-	-	-
Deposits with customers	-	-	3.04	4.15
Deposits with customers which have significant increase in credit risk		-	2.17	2.64
Less: Impairment allowance on deposits with customers which have significant increase in credit risk	-	-	2.17	2.64
	-	-	-	-
Receivables towards claims / reimbursements (refer note 39)	-	-	50.29	32.93
Receivables towards claims / reimbursements which have significant increase in credit risk	-	-	14.84	1.31
Less: Impairment allowance on receivables towards claims / reimbursements which have significant increase in credit risk	-	-	14.84	1.31
	-	-	-	-
Mark to market gain on forward contracts*	42.01	-	8.19	3.56
Mark to market gain on embedded derivatives*	4.14	-	8.42	5.99
	64.01	**13.75**	**71.65**	**50.65**

* Mark to market gain is identified and accounted based on the underlying contracts. The derivatives are recognised at fair value through statement of profit and loss.

8 NON-CURRENT TAX ASSET (NET)

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Advance income-tax (net of provision for current tax)	27.37	33.08
	27.37	**33.08**

9 INCOME TAX

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31 2025	For the year ended March 31 2024
The major components of income tax expense for the year:		
Statement of profit and loss:		
Current tax	158.09	77.41
Adjustment of tax relating to earlier periods	-	0.72
Deferred tax credit	(25.68)	(20.21)
Income tax expense reported in the statement of profit and loss	**132.41**	**57.92**
Other comprehensive income ('OCI')		
Deferred tax related to items recognised in OCI during the year:	1.48	1.62
Income tax (expense)/ credit to OCI	**1.48**	**1.62**
Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate:		
Accounting profit before income tax	**516.39**	**221.70**
At India's statutory tax rate of 25.17% for the year ended March 31, 2025 and March 31, 2024	129.98	55.80
Adjustments in respect of current income tax:		
Non-deductible expenses for tax purposes	2.43	1.40
Adjustment of tax relating to earlier periods (including impact of deferred tax)	-	0.72
Income tax expense at effective tax rate of 25.64% (March 31, 2024 : 26.13%)	**132.41**	**57.92**

Deferred tax assets/ (liabilities) relates to the following:	**March 31 2025**	**March 31 2024**
Property, plant and equipment and Intangible assets: Impact of difference between tax depreciation and depreciation/ amortization charged for the financial reporting	(51.78)	(55.09)
Right-of-use assets	(20.48)	(14.53)
Provision for doubtful debts and advances	67.17	56.83
Lease liabilities	22.41	16.03
Demerger related expenses	5.26	6.51
Share issue expenses towards QIP	5.19	-
Expenditure debited to the statement of profit and loss but allowable for tax purpose in subsequent years	58.28	43.95
Net deferred tax assets/ (liabilities)	**86.05**	**53.70**
Deferred tax assets	158.31	123.32
Deferred tax liabilities	(72.26)	(69.62)
Deferred tax assets/ (liabilities), net	**86.05**	**53.70**

Reconciliation of deferred tax assets/ (liabilities) (net)	**March 31 2025**	**March 31 2024**
Opening balance as at the commencement of the year	53.70	31.87
Tax income/ (expense) during the year recognised in profit or loss	25.68	20.21
Tax income/ (expense) during the year recognised in OCI	1.48	1.62
Tax income/ (expense) during the year recognised in equity	5.19	-
Tax income/ (expense) during the year recognised in retained earnings	**32.35**	**21.83**
Closing balance	**86.05**	**53.70**

10 OTHER NON-CURRENT ASSETS

(Unsecured considered good, unless otherwise stated)

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Capital advances	45.36	17.42
	45.36	**17.42**

11 INVENTORIES

(valued at lower of cost and net realisable value)

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Raw materials and components (includes goods in transit of ₹ 54.21 Crores (March 31, 2024: ₹ 39.99 Crores))	507.31	462.96
Work-in-progress	296.78	334.85
Finished goods	118.36	87.68
Stock-in-trade	1.82	0.39
Stores and spares	1.44	2.06
	925.71	**887.94**

In relation to inventories being carried at net realisable value ₹ 26.99 Crores and ₹ 14.68 Crores has been recorded as expense for the year ended March 31, 2025 and March 31, 2024 respectively.

12 TRADE RECEIVABLES

All amount in Indian Rupees in Crores, except as stated otherwise

	Non-current		Current	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Unsecured				
Considered good	-	-	2,109.58	1,521.71
Trade receivables which have significant increase in credit risk	-	-	126.98	156.69
Trade receivables - credit impaired	113.69	54.85	-	-
	113.69	**54.85**	**2,236.56**	**1,678.40**
Less: Impairment allowance (allowance for bad and doubtful debts)				
Trade receivables which have significant increase in credit risk	-	-	126.98	156.69
Trade receivables - credit impaired	113.69	54.85	-	-
	-	**-**	**2,109.58**	**1,521.71**

1. Trade receivables from related parties (refer note 39).
2. No trade or other receivable are due from directors or other officers of the Company either severally or jointly with any other person. Nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.
3. Trade receivables are non-interest bearing.
4. Trade receivables is inclusive of the retention receivables.
5. Refer note 33(C)(iv) for details pertaining to credit risk.
6. Refer note 38(b) for details pertaining to contract balances.

Trade receivables ageing Schedule

As at March 31, 2025

	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	126.92	1,512.90	347.58	95.80	24.66	1.72	-	2,109.58
Undisputed Trade Receivables – which have significant increase in credit risk	0.24	3.50	3.10	4.10	30.35	16.36	63.56	121.21
Undisputed Trade Receivables – credit impaired	-	2.95	3.81	1.79	3.88	4.82	37.15	54.40
Disputed Trade Receivables – considered good	-	-	-	-	-	-	-	-
Disputed Trade Receivables – which have significant increase in credit risk	-	-	2.20	2.17	0.67	0.59	0.14	5.77
Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	59.29	59.29
	127.16	**1,519.35**	**356.69**	**103.86**	**59.56**	**23.49**	**160.14**	**2,350.25**
Less: Impairment allowance								240.67
Total recievables								**2,109.58**

As at March 31, 2024

	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	78.78	1,039.80	303.86	60.57	24.82	5.71	-	1,513.54
Undisputed Trade Receivables – which have significant increase in credit risk	0.21	2.24	4.63	4.69	11.34	13.56	69.65	106.32
Undisputed Trade Receivables – credit impaired	-	3.38	-	1.64	6.37	26.33	7.79	45.51
Disputed Trade Receivables – considered good	-	3.60	1.25	2.92	0.40	-	-	8.17
Disputed Trade Receivables – which have significant increase in credit risk	-	-	0.05	0.14	0.09	0.14	49.95	50.37
Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	9.34	9.34
	78.99	**1,049.02**	**309.79**	**69.96**	**43.02**	**45.74**	**136.73**	**1,733.25**
Less: Impairment allowance								211.54
Total recievables								**1,521.71**

13 CASH AND CASH EQUIVALENTS

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Balances with banks		
- on current accounts	220.48	126.87
- QIP escrow account*	44.53	-
- QIP unutilised proceeds in Deposits with original maturity of less than three months#	2,476.29	-
- Deposits with original maturity of less than three months	1,050.01	-
- Interest accrued on deposits with original maturity of less than three months	9.72	-
Cheques on hand/ remittance in transit	5.52	1.17
Cash and cash equivalents in the balance sheet and statement of cash flows	**3,806.55**	**128.04**

* Represents amount received from QIP during the year which is to be utilised for the purpose of estimated QIP issue expenses.

This amount represents unutilised QIP proceeds monitored by monitoring agency to be utilised for the purposes as mentioned in the QIP placement document. Also refer note 16(b).

Changes in liabilities arising from financing activities:

	Lease liabilities		Borrowings	
	March 31, 2025	**March 31, 2024**	**March 31, 2025**	**March 31, 2024**
Balance as at the beginning of the year	63.68	59.31	150.00	275.00
Cash inflows/ (outflows)	(19.09)	(18.49)	(150.00)	(125.00)
Non-cash changes				
-Additions	39.12	19.16	-	-
-Accretion of interest	5.16	4.32	-	-
-Deletions	(0.42)	(0.62)	-	-
Balance as at the end of the year	**88.45**	**63.68**	**-**	**150.00**

14 BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	**March 31, 2024**
Unpaid dividend account	0.22	0.16
	0.22	**0.16**

15 OTHER CURRENT ASSETS

(Unsecured considered good, unless otherwise stated)

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	**March 31, 2024**
Prepaid expenses	46.32	31.25
Contract assets (refer note 38(b) and note 39)	297.14	748.41
Contract assets which have significant increase in credit risk	8.54	10.00
Less: impairment allowance on contract assets which have significant increase in credit risk	8.54	10.00
	-	**-**
Advances other than capital advances (refer note 39)	55.36	95.98
Advances other than capital advances which have significant increase in credit risk	0.34	0.01
Less: impairment allowance on advances other than capital advances which have significant increase in credit risk	0.34	0.01
	-	**-**
Balance with government authorities	261.71	360.89
	660.53	**1,236.53**

16 EQUITY

All amount in Indian Rupees in Crores, except as stated otherwise

	Share capital	Equity shares	
		Number of shares	Amount
a.	**Authorised share capital**		
	At April 01, 2023	50,000,000	10.00
	Changes during the year	-	-
	At March 31, 2024	**50,000,000**	**10.00**
	Changes during the year	-	-
	At March 31, 2025	**50,000,000**	**10.00**
b.	**Issued equity share capital**		
	Equity shares of ₹ 2 each issued, subscribed and fully paid up	Number of shares	Amount
	At April 01, 2023	42,381,675	8.48
	Changes during the year	-	-
	At March 31, 2024	**42,381,675**	**8.48**
	Changes during the year*	2,190,688	0.44
	At March 31, 2025	**44,572,363**	**8.92**

*The Company raised capital of ₹ 2,520.82 Crores through Qualified Institutions Placement ("QIP") of equity shares. The Fund-Raising Committee of the Board of Directors of the Company, at its meeting held on March 13, 2025, approved the allotment of 2,190,688 equity shares of face value ₹ 2/- each to eligible investors at a price ₹ 11,507 per equity share (including a premium of ₹ 11,505 per equity share)

c. Terms/ rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹ 2/- per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian Rupees.

The Board of directors have recommended dividend of ₹ 6.00/- per equity share, which translates to a total dividend of ₹ 26.74 Crores, for the year ended March 31, 2025. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

d. Details of shareholders holding more than 5% of the shares in the Company

Name of the shareholders	March 31, 2025		March 31, 2024	
	Number of shares	% of holding	Number of shares	% of holding
Equity shares of ₹ 2 each, fully paid up				
Hitachi Energy Ltd - the holding company	**31,786,256**	**71.31%**	31,786,256	75.00%

As per records of the Company and other declarations received from shareholders, the above shareholding represents both legal and beneficial ownerships of shares.

e. Shares held by holding/ ultimate holding company and/ or their subsidiaries/ associates

Out of the equity shares issued by the Company, shares held by its holding company, ultimate holding company and their subsidiaries/ associates are as below:

Name of the shareholders	March 31, 2025		March 31, 2024	
	Number of shares	Amount	Number of shares	Amount
Equity shares of ₹ 2 each, fully paid up				
Hitachi Energy Ltd - the holding company	**31,786,256**	**6.36**	31,786,256	6.36
	31,786,256	**6.36**	**31,786,256**	**6.36**

f. **Shares held by promoters**

As at March 31, 2025

Name of the promoters	No. of shares at the beginning of the year	Changes during the year	No. of shares at the end of the year	% of total Shares	% change during the year
Equity shares of ₹ 2 each, fully paid up					
Hitachi Energy Ltd - the holding company	**31,786,256**	**-**	**31,786,256**	**71.31%**	**-3.69%**

As at March 31, 2024

Name of the promoters	No. of shares at the beginning of the year	Changes during the year	No. of shares at the end of the year	% of total Shares	% change during the year
Equity shares of ₹ 2 each, fully paid up					
Hitachi Energy Ltd - the holding company	31,786,256	-	31,786,256	75.00%	-

g. **Aggregate number of shares issued for consideration other than cash during the period of five years immediately preceding the reporting date:**

The Board of directors of ABB India Limited on March 5, 2019 approved the Scheme of Arrangement under Sections 230-232 and other applicable provisions of the Companies Act, 2013 ('the Scheme') between ABB India Limited ('transferor Company'), ABB Power Products and Systems India Limited ('Resulting Company' or 'APPSIL') and their respective shareholders and creditors for the demerger of Power Grid business from ABB India Limited into the Company. The appointment date for the Scheme was April 01, 2019. The Scheme was approved by National Company Law Tribunal (NCLT), Bengaluru Bench vide its order dated. November 27, 2019 and a certified copy has been filed by the Company with the Registrar of Companies, Bengaluru, on December 1, 2019 (effective date). Pursuant to the aforesaid Scheme, on December 24, 2019, the Company issued 42,381,675 number of fully paid equity shares having face value of ₹ 2 each to the existing equity shareholders of ABB India Limited in the proportion of 1 share for every 5 shares held. Further, 50,000 number of shares issued to the ABB India Limited at the time of incorporation of the Company was cancelled as per the aforesaid Scheme.

17 OTHER EQUITY

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
a) Securities premium		
Opening balance	9.80	9.80
Changes during the year:		
On issue of equity share capital through QIP (refer note 16 (b))	2,520.38	-
Share issue expenses (net of tax)	(29.19)	-
Closing balance	**2,500.99**	**9.80**
b) Retained earnings		
Opening balance	835.87	691.31
Changes during the year:		
Net profit for the year	383.98	163.78
Other comprehensive income (net of tax)	(4.42)	(4.81)
Less: Appropriations during the year: Equity dividend	(16.95)	(14.41)
Closing balance	**1,198.48**	**835.87**

All amount in Indian Rupees in Crores, except as stated otherwise

		March 31, 2025	March 31, 2024
c)	**Amalgamation adjustment deficit account**		
	Opening balance	(1.56)	(1.56)
	Changes during the year	-	-
	Closing balance	**(1.56)**	**(1.56)**
d)	**Capital reserve**		
	Opening balance	0.18	0.18
	Changes during the year	-	-
	Closing balance	**0.18**	**0.18**
e)	**General reserve**		
	Opening balance	507.10	507.10
	Changes during the year	-	-
	Closing balance	**507.10**	**507.10**
	Total other equity	**4,205.19**	**1,351.39**

Nature and purpose of other reserves

a) *Securities premium*

Securities premium acquired pursuant to scheme of arrangement shall be utilised in accordance with the provisions of Companies Act, 2013.

b) *Retained earnings*

Retained earnings are the profits of the Company earned till date net of appropriations/distributions, includes amount acquired pursuant to scheme of arrangement and other adjustments permitted as per the applicable regulations and accounting standards.

c) *Amalgamation adjustment deficit account*

Amalgamation adjustment deficit account is the deficit between the carrying value of assets, liabilities and reserves transferred to the Company and the consideration discharged by way of the New Equity Shares issued to the shareholders of ABB India Limited pursuant to the demerger of Power Grid Business from ABB India Limited (refer note 16(g)).

d) *Capital reserve*

Capital reserve is acquired pursuant to scheme of arrangement.

e) *General reserve*

General reserve is acquired pursuant to scheme of arrangement. The Company can use this reserve for payment of dividend and issue of fully paid-up shares. As General reserve is created by transfer of one component of equity to another and is not an item of other comprehensive income, items included in the General reserve will not be subsequently reclassified to statement of profit and loss.

18 OTHER FINANCIAL LIABILITIES

All amount in Indian Rupees in Crores, except as stated otherwise

	Non-Current		Current	
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Security deposits received	0.59	0.71	-	-
Unpaid dividend#	-	-	0.22	0.16
Payable towards purchase of capital goods (refer note 39)	-	-	19.27	18.43
Employee related payables	3.88	3.57	90.67	75.26
Interest accrued but not due	-	-	-	0.03
Mark to market loss on forward contracts*	3.55	-	5.04	4.33
Mark to market loss on embedded derivatives*	1.08	-	3.94	4.90
Payables towards share issue expenses	-	-	34.39	-
Other payables (refer note 39)	-	-	26.55	26.95
	9.10	**4.28**	**180.08**	**130.06**

* Mark to market loss is identified and accounted based on the underlying contracts. The derivatives are recognised at fair value through statement of profit and loss.

There are no amounts which are required to be transferred to Investor Education & Protection Fund.

19 BORROWINGS

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Bank loan (Unsecured)	-	150.00
	-	**150.00**

The rate of interest for short term loans from banks during the year ranges from 6.95% to 7.94% (March 31, 2024 - 7.57% to 7.59%) per annum. Refer note 33(C)(iii) for details pertaining to interest rates and related risk.

20 TRADE PAYABLES

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Total outstanding dues of micro enterprises and small enterprises*	108.02	50.33
	108.02	**50.33**
Total outstanding dues of creditors other than micro enterprises and small enterprises		
Acceptances	544.84	549.58
Other trade payables	1,389.02	1,209.81
	1,933.86	**1,759.39**
	2,041.88	**1,809.72**

1) Trade payables to related parties (refer note 39).
2) Refer note 33(C)(v) for details pertaining to liquidity risk.
3) Acceptances pertains to the amounts obtained by the suppliers from banks/financial institutions for supplies made by them to the Company. The banks/financial institutions are subsequently repaid by the Company at a later date basis the agreed timelines as per the contractual arrangement with the supplier and the Company provides no security to the banks/financial institutions.

* The Company has amounts due to Micro and Small Enterprises under The Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act) as at March 31, 2025 and as at March 31, 2024.

All amount in Indian Rupees in Crores, except as stated otherwise

		March 31, 2025	March 31, 2024
(i)	The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
	Principal amount due to micro and small enterprises	105.71	48.06
	Interest due on above	0.53	0.42
(ii)	The amount of interest paid by the Company in terms of Section 16 of the MSMED Act, 2006 along with the amount of the payment made to the supplier beyond the appointed day during each accounting year.	-	-
(iii)	The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding the interest specified under MSMED Act, 2006.	1.36	0.56
(iv)	The amount of interest accrued and remaining unpaid for each accounting year	1.89	0.98
(v)	The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act 2006	0.42	1.29
		108.02	**50.33**

The above disclosures are provided by the Company based on the information available with the Company in respect of the registration status of its vendors/suppliers.

Foreign currency trade payables amounting to ₹ 48.23 Crores (March 31, 2024: ₹ 32.42 Crores) includes ₹ 8.23 Crores (March 31, 2024: ₹ 11.86 Crores) which are payable from more than 3 years, towards purchase of goods and services, which are outstanding beyond permissible time period stipulated under the Master Circular on Import of Goods and Services issued by Reserve Bank of India ('the RBI'), which states that payments against imports of goods are required to be made within 6 months from date of shipment. Considering that the balances are outstanding for more than the stipulated time, the Company is in the process of intimating the appropriate regulatory authorities and seeking requisite approvals for extensions. The management is confident that required approvals would be received and penalties, if any that may be imposed on the Company would not be material. Accordingly, no adjustments have been made by the management to these financial statements in this regard.

Trade payables Ageing Schedule

As at March 31, 2025			Outstanding for following periods from due date of payment				
	Unbilled	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Total outstanding dues of micro enterprises and small enterprises	37.31	65.87	3.88	0.48	0.05	0.37	107.96
Total outstanding dues of creditors other than micro enterprises and small enterprises	839.99	808.16	259.43	16.63	2.33	7.29	1,933.83
Disputed dues of micro enterprises and small enterprises	-	0.06	-	-	-	-	0.06
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	0.03	0.03
	877.30	**874.09**	**263.31**	**17.11**	**2.38**	**7.69**	**2,041.88**

As at March 31, 2024	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
Total outstanding dues of micro enterprises and small enterprises	4.53	42.05	2.20	1.10	-	0.39	50.27
Total outstanding dues of creditors other than micro enterprises and small enterprises	479.84	1,017.75	227.52	11.54	0.61	21.92	1,759.18
Disputed dues of micro enterprises and small enterprises	-	0.06	-	-	-	-	0.06
Disputed dues of creditors other than micro enterprises and small enterprises	-	0.07	-	-	-	0.14	0.21
	484.37	**1059.93**	**229.72**	**12.64**	**0.61**	**22.45**	**1,809.72**

21 OTHER CURRENT LIABILITIES

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Billing in excess of contract revenue (refer note 38(b))	145.17	42.58
Statutory dues payable*	50.17	16.97
Advance from customer (refer note 38(b) and note 39)	1,604.39	881.61
	1,799.73	**941.16**

*Statutory dues payable mainly includes contribution to Provident Fund, Goods and Service tax (GST), Employee State Insurance, withholding taxes etc.

22 PROVISIONS

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Provisions for employee benefits		
Gratuity (refer note 32)	29.29	19.72
Compensated absences	45.98	35.96
Other provisions		
Warranties	163.50	139.31
Loss orders	18.97	26.91
	257.74	**221.90**

Nature of provisions:

i) **Warranties:** The Company provides warranties for its products, systems and services, undertaking to repair or replace the items that fail to perform satisfactorily during the warranty period. Provision represents the amount of the expected cost based on technical evaluation and past experience of meeting such obligations. It is expected that this expenditure will be incurred over the contractual warranty period.

ii) **Loss orders:** A provision for expected loss on construction contracts is recognised when it is probable that the contract costs will exceed total contract revenue. For all other contracts loss order provisions are made when the unavoidable costs of meeting the obligation under the contract exceed the currently estimated economic benefits.

Details of changes in provisions during the year (Figures in brackets are in respect of the previous year)

Class of provisions	As at April 01, 2024	Additions	Amounts used	Unused Amounts reversed	As at March 31, 2025
Warranties	**139.31**	**58.30**	**14.63**	**19.48**	**163.50**
	(139.81)	(34.62)	(20.51)	(14.61)	(139.31)
Loss orders	**26.91**	**14.86**	**22.56**	**0.24**	**18.97**
	(19.13)	(22.11)	(12.89)	(1.44)	(26.91)

23 REVENUE FROM OPERATIONS

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue from contracts with customers		
Sale of products	4,307.79	3,644.34
Revenue from execution of contracts for projects and services	1,776.02	1,319.36
Sale of services	140.28	132.34
	6,224.09	**5,096.04**
Other operating revenues		
Scrap sales	22.58	30.06
Commission income	10.27	4.67
Income from development services and other services	127.99	100.07
Others	-	6.65
	160.84	**141.45**
Revenue from operations*	**6,384.93**	**5,237.49**

*Also refer note 37, 38 and 39

24 OTHER INCOME

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Liabilities/ provisions no longer required written back (refer note 39)	-	5.57
Gain on fair valuation of derivatives and exchange difference (net)	38.55	2.99
Interest income:		
Interest on deposits with bank	18.26	-
Interest on security deposit and others	0.36	0.59
Others	-	0.14
	57.17	**9.29**

25 COST OF RAW MATERIALS, COMPONENTS CONSUMED AND PROJECT BOUGHT OUTS

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Inventory at the beginning of the year	462.96	369.66
Add : Purchases during the year (refer note 39)	3,590.46	3,201.90
Less : Inventory at the end of the year	507.31	462.96
	3,546.11	**3,108.60**

26 (INCREASE)/DECREASE IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Opening stock		
- Finished goods	87.68	113.07
- Work-in-progress	334.85	332.22
- Stock-in-trade	0.39	0.54
	422.92	**445.83**

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Closing stock		
- Finished goods	118.36	87.68
- Work-in-progress	296.78	334.85
- Stock-in-trade	1.82	0.39
	416.96	**422.92**
	5.96	**22.91**

27 EMPLOYEE BENEFITS EXPENSE

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Salaries, wages and bonus	482.91	434.88
Gratuity expense (refer note 32)	8.45	6.99
Contribution to provident fund	17.73	14.56
Contribution to superannuation fund	3.23	6.90
Contribution to other funds*	7.81	4.25
Staff welfare expenses	19.96	20.11
Training, recruitment and transfer expenses	4.67	2.46
	544.76	**490.15**

* Includes contribution to Employee Pension Scheme, Labour Welfare Fund and Employee State Insurance.

28 DEPRECIATION AND AMORTISATION EXPENSE

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Depreciation of property, plant and equipment (refer note 3)	74.41	73.53
Amortisation of intangible assets (refer note 5)	0.48	0.48
Depreciation of right-of-use assets (refer note 3)	16.46	16.00
	91.35	**90.01**

29 FINANCE COSTS

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Interest expenses	30.48	39.21
Interest on income tax	3.44	1.56
Bill discounting and other charges	6.16	1.46
Interest on lease liabilities (refer note 36(b))	5.16	4.32
	45.24	**46.55**

30 OTHER EXPENSES*

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Consumption of stores and spares	38.31	36.83
Royalty and technology fees	254.75	190.71
Freight and forwarding	147.83	99.60
Commission (other than sole selling agent)	7.15	10.31
Power and fuel	63.92	70.70
Travelling and conveyance	71.07	60.13
Insurance	28.97	23.85
Rates and taxes (net)	13.60	3.77
Rent (refer note 36(b))	14.81	4.13
Repairs and maintenance		
Buildings	11.01	1.71
Plant and machinery	37.53	30.99
Others	4.18	6.45
Impairment allowance/ bad debts/ advances written off	53.48	7.45
Loss on sale of property, plant and equipment (net)	0.65	0.38
Bank charges	8.96	10.06
Legal and professional fees**	104.68	69.96
Corporate social responsibility expenditure (refer note 40)	4.26	3.68
Information technology expenses	160.37	128.31
Director's fees and commission	1.42	1.40
Services from third parties	76.05	70.62
Testing and inspection charges	15.31	36.97
Group management fees	84.83	65.00
Miscellaneous	75.53	62.84
	1,278.67	**995.85**

*Also refer note 39.

** Includes auditor's remuneration (exclusive of goods and service tax and inclusive of out-of-pocket expenses and technology surcharge) towards the following:

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Statutory audit fee	0.74	0.68
Tax audit fee	0.19	0.18
Limited review fee	0.45	0.42
Group audit fee	0.17	0.16
Other certification fee*	-	0.15
Reimbursement of expenses	-	0.02
	1.55	**1.61**

* Net of ₹ 1.80 Crores incurred during the year ended March 31, 2025 towards QIP

31 EARNINGS PER SHARE (EPS)

The following reflects the income and share data used in the basic and diluted EPS computations:

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Earnings		
Profit attributable to equity shareholders	383.98	163.78
Shares		
Weighted average number of Equity shares outstanding during the year - basic	42,495,711	42,381,675
Dilutive effect on shares	-	-
Weighted average number of Equity shares outstanding during the year - diluted	42,495,711	42,381,675
Earnings per share of par value ₹ 2/- each - Basic and diluted (in ₹)	**90.36**	**38.64**

32 POST-EMPLOYMENT BENEFIT PLAN

Gratuity plan :

Gratuity is payable to all eligible employees of the Company as per the provisions of the Payment of Gratuity Act, 1972 or as per the Company's scheme, whichever is higher. The plan assets are held by Hitachi Energy India Limited Employees' Gratuity Trust (The said trust was duly set up by Company on September 1, 2020 and the same was approved on February 22, 2021 by Hon'ble Commissioner of Income Tax). Under the Payment of Gratuity Act, 1972, every employee who has completed five years or more of service gets gratuity on departure at 15 days salary (last drawn salary) for each completed year of service. The level of benefits provided depends on the member's length of service and salary at retirement age. The Gratuity scheme provides for a lump sum payment made on exit either by way of retirement, death, disability or voluntary withdrawal. The benefits are defined on the basis of final salary and the period of service and paid as lump sum at exit.

Assumptions relating to future salary increases, attrition, interest rate for discount and overall expected rate of return on assets have been considered based on relevant economic factors such as inflation, market growth and other factors applicable to the period over which the obligation is expected to be settled.

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Gratuity		
The following table sets out movement in defined benefits liability and the amount recognised in the financial statements:		
Gratuity provision	29.29	19.72
Total	**29.29**	**19.72**

i) Changes in the defined benefit obligation and fair value of plan assets :

All amount in Indian Rupees in Crores, except as stated otherwise

	Defined benefit obligation	Fair value of plan assets	Net defined benefit liability
As at April 01, 2023	88.62	80.28	8.34
Service cost	6.46	-	6.46
Net interest expense	6.06	5.53	0.53
Total amount recognised in statement of profit and loss (Note 27)	**12.52**	**5.53**	**6.99**
Remeasurement (gains)/ losses in other comprehensive income:			
Return on plan assets (excluding amounts included in net interest expense)	-	0.34	(0.34)
Actuarial changes arising from changes in financial assumptions	1.41	-	1.41
Actuarial changes arising from changes in experience adjustments	5.36	-	5.36
Total amount recognised in other comprehensive income	**6.77**	**0.34**	**6.43**

All amount in Indian Rupees in Crores, except as stated otherwise

	Defined benefit obligation	Fair value of plan assets	Net defined benefit liability
Contributions by employer	-	-	-
Benefits paid	(8.87)	(6.83)	(2.04)
As at March 31, 2024	**99.04**	**79.32**	**19.72**
Service cost	7.27	-	7.27
Net interest expense	6.65	5.47	1.18
Total amount recognised in statement of profit and loss (Note 27)	**13.92**	**5.47**	**8.45**

All amount in Indian Rupees in Crores, except as stated otherwise

	Defined benefit obligation	Fair value of plan assets	Net defined benefit liability
Remeasurement (gains)/ losses in other comprehensive income:			
Return on plan assets (excluding amounts included in net interest expense)	-	0.70	(0.70)
Actuarial changes arising from changes in financial assumptions	4.04	-	4.04
Actuarial changes arising from changes in experience adjustments	2.56	-	2.56
Total amount recognised in other comprehensive income	6.60	0.70	5.90
Contributions by employer	-	5.00	(5.00)
Benefits paid	(8.02)	(8.24)	0.22
As at March 31, 2025	111.54	82.25	29.29

ii) Amount recognised in balance sheet

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
Present value of funded obligations	111.54	99.04
Fair value of plan assets	82.25	79.32
Net funded obligation	(29.29)	(19.72)
Net defined benefit liability recognised in balance sheet	**(29.29)**	**(19.72)**

iii) Expense recognised in statement of profit and loss (refer note 27)

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Current service cost	7.27	6.46
Net interest expense	1.18	0.53
	8.45	**6.99**

iv) Remeasurements recognised in other comprehensive income

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Actuarial (gain)/ loss on defined benefit obligation	6.60	6.77
Return on plan assets excluding interest income	(0.70)	(0.34)
	5.90	**6.43**

v) The major categories of plan assets of the fair value of the total plan assets are as follows:

	For the year ended March 31, 2025	For the year ended March 31, 2024
Investments		
Scheme of insurance - Conventional products	100.00%	100.00%

vi) The principal assumptions used in determining gratuity obligations are shown below:

	For the year ended March 31, 2025	For the year ended March 31, 2024
Discount rate	6.50%	7.00%
Future salary increases	7.75%	7.75%
Employee turnover	Age 20-24- 12%	Age 20-24- 12%
	Age 25-34 - 9%	Age 25-34 - 9%
	Age 35-44 - 7%	Age 35-44 - 7%
	Age 45-54 - 4%	Age 45-54 - 4%
	Thereafter 2%	Thereafter 2%
Mortality rate	Mortality (2006-08) Ult.	Mortality (2006-08) Ult.

vii) The following are expected payments from the defined benefit plan in future years:

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Within the next 12 months (next annual reporting period)	12.34	8.45
Between 1 and 5 years	37.28	39.05
Beyond 5 years	154.20	140.08
Total expected payments	**203.82**	**187.58**

viii) The following are expected contributions to the defined benefit plan in future years:

All amount in Indian Rupees in Crores, except as stated otherwise

	For the year ended March 31, 2025	For the year ended March 31, 2024
Within the next 12 months (next annual reporting period)	**29.29**	**19.72**

The average duration of the defined benefit plan obligation at the end of the reporting period is 8 years (March 31, 2024: 8 years)

ix) A quantitative sensitivity analysis for significant assumption is as shown below:

All amount in Indian Rupees in Crores, except as stated otherwise

Assumptions	As at March 31, 2025		As at March 31, 2024	
	Discount rate	Future salary increases	Discount rate	Future salary increases
Sensitivity analysis				
1% increase	(7.81)	8.77	(6.69)	7.53
1% decrease	8.96	(7.80)	7.66	(6.71)

Impact on defined benefit obligation

The sensitivity analysis above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analysis are based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analysis may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another.

33 FINANCIAL INSTRUMENTS

This section gives an overview of the significance of financial instruments for the Company and provides additional information on balance sheet items that contain financial instruments.

The details of material accounting policies, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised in respect of each class of financial asset, financial liabilities and equity instrument are disclosed in the financial statements.

A Fair value of financial assets and financial liabilities

The carrying amount of all financial assets and liabilities appearing in the financial statements is reasonable approximation of fair value. The following tables presents the carrying value and fair value / amortised cost of each category of financial assets and liabilities:

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	Carrying and Fair Value / amortised cost	
	As at March 31, 2025	As at March 31, 2024
Financial assets at amortised cost :		
Loans (refer note 6)	9.52	6.87
Other financial assets (refer note 7)	72.90	54.85
Trade receivables (refer note 12)	2,109.58	1,521.71
Cash and cash equivalents (refer note 13)	3,806.55	128.04
Bank balances other than cash and cash equivalent (refer note 14)	0.22	0.16
Financial assets at fair value through profit and loss :		
Derivative instruments (refer note 7)	62.76	9.55
Total financial assets	**6,061.53**	**1,721.18**
Financial liabilities at amortised cost:		
Borrowings (refer note 19)	-	150.00
Trade payables (refer note 20)	2,041.88	1,809.72
Lease liabilities (refer note 36(b))	88.45	63.68
Other financial liabilities (refer note 18)	175.57	125.11
Financial liabilities at fair value through profit and loss :		
Derivative instruments (refer note 18)	13.61	9.23
Total financial liabilities	**2,319.51**	**2,157.74**

Valuation technique and significant unobservable inputs:

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognised and measured at fair value and (b) measured at amortised cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Company has classified its financial instruments into the three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

i) The management assessed the trade receivables, trade payables, loans, cash and cash equivalents, borrowings, other financial assets and other financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

ii) The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

(a) Management uses its best judgement in estimating the fair value of its financial instruments. However, there are inherent limitations in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates presented above are not necessarily indicative of the amounts that the Company could have realised or paid in sale transactions as of respective dates. As such, fair value of financial instruments subsequent to the reporting dates may be different from the amounts reported at each reporting date.

(b) Lease liabilities are carried at discounted value using incremental borrowing rate.

(c) The Company enters into derivative financial instruments with banks/financial institutions. Foreign currency forward contracts are valued using valuation techniques which employs the use of market observable inputs using present value calculations. The model incorporates various inputs including the deal specific fundamental, market conditions, maturity period, transaction size, comparable trades, foreign currency spot and forward rates.

(d) Embedded foreign currency are measured similarly to the foreign currency forward contracts. The embedded derivatives are foreign currency forward contracts which are separated from long-term sales contracts and purchase contracts where the transaction currency differs from the functional currencies of the involved parties. These contracts require physical delivery and will be held for the purpose of the delivery of the commodity in accordance with the buyers' expected sale requirements. These contracts have embedded foreign exchange derivatives that are required to be separated.

B Fair value hierarchy

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis:

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	Amount	Level 1	Level 2	Level 3
Financial assets at fair value through profit and loss :				
Derivative instruments (refer note 7) - As at March 31, 2025	**62.76**	**-**	**62.76**	**-**
Derivative instruments (refer note 7) - As at March 31, 2024	9.55	-	9.55	-
Financial liabilities at fair value through profit and loss :				
Derivative instruments (refer note 18) - As at March 31, 2025	**13.61**	**-**	**13.61**	**-**
Derivative instruments (refer note 18) - As at March 31, 2024	9.23	-	9.23	-

There have been no transfers between Level 1, Level 2 and Level 3 for the year ended March 31, 2025 and March 31, 2024.

C Financial risk management

The Company's principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to support its operations. The Company's principal financial assets include trade and other receivables, and cash and cash equivalents that derive directly from its operations.

The Company is exposed to market risk, foreign currency risk, liquidity risk and credit risk. The Company's senior management oversees the management of these risks. The Company's senior management is supported by a Risk management committee that advises on financial risks and the appropriate financial risk governance framework for the Company. The Risk management committee provides assurance to the Company's senior management that the Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. It is the Company's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

(i) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk and commodity risk. Financial instruments affected by market risk include loans and borrowings, trade payables, deposits, investments, trade receivables, other financial assets and derivative financial instruments.

Commodity contracts

The Company uses commodity future contracts to hedge risk against fluctuation in commodity prices. As at March 31, 2025 and March 31, 2024, there are no outstanding commodity future contracts entered into by the Company.

(ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities. The Company's risk management policy is to hedge foreign currency exposures above certain thresholds.

The Company operates internationally and is exposed to foreign exchange risk arising from foreign currency transactions. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not Company's functional currency (INR).

a) *Unhedged foreign currency exposure*

The following table analyses the unhedged portion of foreign currency exposure:

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	USD	SEK	EUR	CHF	BTN	Others
Receivables						
As at March 31, 2025						
Foreign Currency (In Crores)	2.95	4.24	0.30	0.40	12.11	8.00
Indian rupees (In Crores)	252.17	36.02	27.63	38.74	12.11	13.31
Impact on profit and loss:						
1% increase	2.52	0.36	0.28	0.39	0.12	0.13
1% decrease	(2.52)	(0.36)	(0.28)	(0.39)	(0.12)	(0.13)
As at March 31, 2024						
Foreign Currency (In Crores)	2.53	1.71	0.07	0.31	12.39	9.42
Indian rupees (In Crores)	211.32	13.33	5.88	28.36	12.39	13.44
Impact on profit and loss:						
1% increase	2.11	0.13	0.06	0.28	0.12	0.13
1% decrease	(2.11)	(0.13)	(0.06)	(0.28)	(0.12)	(0.13)

Particulars	USD	CHF	SEK	EUR	CNY	Others
Payables						
As at March 31, 2025						
Foreign Currency (In Crores)	1.76	1.16	21.03	0.95	2.25	19.58
Indian rupees (In Crores)	150.45	112.33	178.77	87.49	26.55	9.36
Impact on profit and loss:						
1% increase	(1.50)	(1.12)	(1.79)	(0.87)	(0.27)	(0.09)
1% decrease	1.50	1.12	1.79	0.87	0.27	0.09
As at March 31, 2024						
Foreign Currency (In Crores)	2.74	1.52	16.08	0.70	2.86	19.47
Indian rupees (In Crores)	228.94	140.33	125.19	63.08	32.94	10.23
Impact on profit and loss:						
1% increase	(2.29)	(1.40)	(1.25)	(0.63)	(0.33)	(0.10)
1% decrease	2.29	1.40	1.25	0.63	0.33	0.10

Particulars	BDT	BTN	LKR	NPR
Cash and cash equivalents				
As at March 31, 2025				
Foreign Currency (In Crores)	0.80	51.30	7.79	0.43
Indian rupees (In Crores)	0.56	51.30	2.24	0.27
Impact on profit and loss:				
1% increase	0.01	0.51	0.02	0.00
1% decrease	(0.01)	(0.51)	(0.02)	(0.00)
Cash and cash equivalents				
As at March 31, 2024				
Foreign Currency (In Crores)	2.90	29.49	5.43	0.53
Indian rupees (In Crores)	2.17	29.49	1.49	0.32
Impact on profit and loss:				
1% increase	0.02	0.29	0.01	0.00
1% decrease	(0.02)	(0.29)	(0.01)	(0.00)

(b) *Forward contracts outstanding:*

All amount in Indian Rupees in Crores, except as stated otherwise

Currency	March 31, 2025			March 31, 2024		
	Number of Contracts	Amount in Foreign Currency Crores	(₹ in Crores)	Number of Contracts	Amount in Foreign Currency Crores	(₹ in Crores)
Exports						
GBP	-	-	-	1	0.02	2.26
CHF	-	-	-	6	0.36	34.22
EUR	35	2.48	236.90	12	0.87	80.99
USD	118	6.86	598.30	118	5.21	437.30
CAD	1	0.11	6.44	1	0.11	6.58
AUD	8	12.85	755.73	-	-	-
			1,597.37			**561.35**

Currency	March 31, 2025			March 31, 2024		
	Number of Contracts	Amount in Foreign Currency Crores	(₹ in Crores)	Number of Contracts	Amount in Foreign Currency Crores	(₹ in Crores)
Imports						
CHF	13	0.15	14.53	8	0.77	74.54
EUR	23	1.15	116.46	7	0.38	34.85
SEK	133	80.77	715.62	31	5.86	47.59
USD	55	6.04	543.44	28	1.50	125.76
CNY	12	4.15	54.00	1	0.14	1.57
			1,444.05			**284.31**

(iii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to changes in interest rates relates primarily to the Company's outstanding working capital facility obtained from banks.

The exposure of the Company’s borrowing to interest rate changes at the end of the reporting year are as follows:

All amount in Indian Rupees in Crores, except as stated otherwise

	March 31, 2025	March 31, 2024
JP Morgan Chase Bank N.A. (Rate of Interest - NA (March 31, 2024: 7.57%))	-	100.00
JP Morgan Chase Bank N.A. (Rate of Interest - NA (March 31, 2024: 7.59%))	-	50.00
	-	**150.00**

The interest rate is fixed, hence there is no interest rate risk applicable for the Company.

(iv) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. Financial instruments that are subject to credit risk and concentration thereof principally consist of loan receivables, trade receivables, derivatives, cash and cash equivalents, bank balances and other financial assets of the Company, as well as credit exposure to customers.

The maximum exposure to credit risk is equal to the carrying value of the financial assets. The objective of managing counterparty credit risk is to prevent losses in financial assets. The Company assesses the credit quality of the counterparties, taking into account their financial position, past experience and other factors.

a) *Trade receivables, financial assets and other current assets*

The Company's customer profile consists of a large number of customers spread across diverse industries include public sector enterprises, state owned companies and large private corporates. Accordingly, the Company's customer credit risk is low. The Company's projects business comprises long-term contracts which have an execution period exceeding one year. General payment terms include mobilisation advance, monthly progress payments with a credit period ranging from 0 to 90 days and certain retention money to be released at the end of the project. In some cases, retentions are substituted with bank/corporate guarantees.

The Company follows 'simplified approach' for recognition of impairment allowance on trade receivable. Under the simplified approach, the Company tracks changes in credit risk. Further, it recognizes impairment allowance based on lifetime ECLs at each reporting date, right from initial recognition.

The Company uses a provision matrix to determine impairment allowance on the portfolio of trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivable and is adjusted for forward looking estimates. At year end, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

Individual receivables which are known to be uncollectible are written off by reducing the carrying amount of trade receivable and the amount of the loss is recognised in the statement of profit and loss within other expenses.

Specific allowance for loss has also been provided by the management based on expected recovery on individual parties.

The provision provided in books for trade receivables, financial assets and other current assets overdue:

Reconciliation of impairment allowance

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
Balance at the beginning of the year	225.81	225.92
Add: Additional ECL/ specific provision	53.48	13.80
Less: Utilisation/ reversal of ECL/ specific provision	12.42	13.91
Balance at the end of the year	**266.87**	**225.81**

Management does not expect any significant loss from non-performance by counterparties on credit granted that has not been provided for.

b) Credit risk from balances with bank and financial institutions is managed by the Company's treasury department in accordance with the Company's policy.

(v) *Liquidity Risk*

Liquidity risk refers to the risk that the Company cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. Due to the dynamic nature of the underlying businesses, Company maintains flexibility in funding by maintaining availability under committed credit lines.

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted payments.

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	On demand	Less than 1 year	More than 1 year	Total
	As at March 31, 2025			
Non-derivatives				
Other financial liabilities	-	171.10	4.47	175.57
Lease liabilities	-	21.86	93.31	115.17
Trade payables	-	2,041.88	-	2,041.88
Total non-derivative liabilities	**-**	**2,234.84**	**97.78**	**2,332.62**
Derivatives (net settled) (refer note 18)				
Embedded derivatives	-	3.94	1.08	5.02
Foreign currency forward contracts	-	5.04	3.55	8.59
Total derivative liabilities	**-**	**8.98**	**4.63**	**13.61**
	As at March 31, 2024			
Non-derivatives				
Borrowings	-	150.00	-	150.00
Other financial liabilities	-	120.83	4.28	125.11
Lease liabilities	-	15.83	70.45	86.28
Trade payables	-	1,809.72	-	1,809.72
Total non-derivative liabilities	**-**	**2,096.38**	**74.73**	**2,171.11**
Derivatives (net settled) (refer note 18)				
Embedded derivatives	-	4.90	-	4.90
Foreign currency forward contracts	-	4.33	-	4.33
Total derivative liabilities	**-**	**9.23**	**-**	**9.23**

34 CAPITAL MANAGEMENT

For the purpose of the Company’s capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the shareholders of the Company. Net debt includes borrowings, trade payables, lease liabilities and other financial liabilities net of cash and cash equivalents.

The primary objective of the Company’s capital management is to maximise the shareholder value.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The net debt has turned negative on account of repayment of borrowings through internal accruals and the proceeds received through QIP during the current year.

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
Borrowings	-	150.00
Trade payables	2,041.88	1,809.72
Lease liabilities	88.45	63.68
Other financial liabilities	189.18	134.34
Less: Cash and cash equivalents	3,806.55	128.04
Net Debt	**(1,487.04)**	**2,029.70**
Total equity	**4,214.11**	**1,359.87**
Capital and net debt	**2,727.07**	**3,389.57**
Gearing ratio	**NA**	**60%**

In order to achieve this overall objective, the Company's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. No changes were made in the objectives, policies or processes for managing capital during the year ended March 31, 2025.

35 CONTINGENT LIABILITIES, OTHER LITIGATIONS AND CONTINGENT ASSETS

All amount in Indian Rupees in crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
i) Contingent liabilities		
Income tax matters in dispute	55.85	8.62
Goods and service tax matters in dispute	82.47	14.42
Other claims against the Company not acknowledged as debts	0.49	0.35
	138.81	**23.39**
ii) Other tax litigations		
Income tax matters in dispute	87.52	51.91
Goods and service tax matters in dispute	84.02	60.46
Custom duty liabilities in dispute	17.06	-
	188.60	**112.37**

iii) The Company does not have any contingent assets at the balance sheet date.

a) The Company is contesting certain legal disputes with customers. The management believes that its position will likely be upheld in the various appellate authorities/ courts. The management believes that the ultimate outcome of these proceedings will not have a material adverse effect on the Company's financial position.

b) In respect of the above contingent liabilities, the future cash outflows are determinable only on receipt of judgement pending at various forums/ authorities.

c) The Company has been granted Export Promotion Capital Goods (EPCG) licenses / Advance Authorizations ("Licenses") towards duty-free imports with a commitment against future export obligations. As at March 31, 2025, the Company is in the process of meeting the export obligations amounting to ₹ 133.47 crores for certain Licenses. Further, for certain Licenses where duty saved amounts to ₹ 9.62 crores the Company is awaiting Export Obligation Discharge Certificate (EODC).

d) The Supreme court of India in the month of February 2019 had passed a judgement relating to definition of wages under the Provident Fund Act, 1952. The management is of the view that there are interpretative challenges on the application of the judgement retrospectively. Based on the legal advice and in the absence of reliable measurement of the provision for earlier periods, the Company has made a provision for provident fund contribution pursuant to the judgement only from the date of Supreme Court Order. The Company will evaluate its position and update its provision, if required, on receiving further clarity on the subject, the Company does not expect any material impact of the same.

e) The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post-employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. Certain sections of the Code came into effect on 3 May 2024. However, the final rules/interpretation have not yet been issued. The Company will assess the impact of the Code when it comes into effect and will record any related impact in the period such final rules/interpretation will be issued.

f) Power Grids business was demerged from ABB India Limited to the Company pursuant to order of National Company Law Tribunal ("NCLT") vide its order dated November 27, 2019 ("Demerger"). ABB India Limited was granted Export Promotion Capital Goods (EPCG) licenses / Advance Authorizations ("Licenses") towards duty-free imports with a commitment against future export obligations prior to the effective date of Demerger. For certain Licenses which were applied for and issued to ABB India Limited, prior to Demerger wherein duty saved aggregated to INR 151.80 crores, Export Obligation Discharge Certificate (EODC) remains outstanding. While the Company on good faith basis has been assisting ABB India Limited to secure EODC, the Company is now unable to assist ABB India Limited as the Letter of Authority issued to the Company for this purpose expired on December 31, 2024. In terms of the aforesaid order of the NCLT, Demerger and the Director General of Foreign Trade rules, the management of the Company based on internal assessment and external expert opinion is of the view that ABB India Limited continues to be responsible for submitting necessary documents to appropriate authorities to ensure closure of the licenses to avoid any financial exposure. Therefore, the Company does not foresee any material financial exposure. Accordingly, no adjustment has been made to the financial statements in this regard.

36 COMMITMENTS

(a) Capital commitments

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
Estimated amount of contracts remaining to be executed on account of capital commitments and not provided for (net of advances)	156.70	55.56

(b) Leases

The Company has lease contracts for building, leasehold land and vehicles used in its operations. Leases of building have lease terms between 2 and 15 years, land is 98 years and motor vehicles have lease terms between 4 and 5 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Company is restricted from assigning and subleasing the leased assets and some contracts require the Company to maintain certain financial ratios. Some of the lease agreements have escalation clause ranging from 0% to 7% (March 31, 2024: 0% to 7%). There are several lease contracts that include extension and termination options and variable lease payments.

The Company also has certain leases of machinery/computer equipments with lease terms of 12 months or less and with low value. The Company applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases. The Company applied a single discount rate to leases of similar economic environment with a similar end date and excluded the initial direct costs from the measurement of the right-of-use asset at the date of initial application.

Refer note 3 for carrying value of right-of-use assets recognised on date of transition and the movements thereof during the year ended March 31, 2025.

Below are the carrying amounts of lease liabilities and the movements during the year:

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
Opening lease liabilities	63.68	59.31
Additions	39.12	19.16
Accretion of interest	5.16	4.32
Payments	(19.09)	(18.49)
Deletions	(0.42)	(0.62)
Closing lease liabilities	**88.45**	**63.68**

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
Current	16.97	11.61
Non-current	71.48	52.07

The following are the amounts recognised in profit or loss for the year ended:

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars	March 31, 2025	March 31, 2024
Depreciation charge of right-of-use assets	16.46	16.00
Interest expense on lease liabilities	5.16	4.32
Expense relating to short-term leases and leases of low-value assets (included in other expenses)	14.81	4.13
	36.43	**24.45**

37 SEGMENT INFORMATION

An operating segment is a component that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the other components, whose operating results are regularly reviewed by the Company’s Chief Operating Decision Maker (CODM) to make decisions about resource allocation and performance assessment and for which discrete financial information is available. The Company is engaged in the business relating to products, projects and services for electricity transmission and related activities. Accordingly, the Company's activities and business is reviewed regularly by the chief operating decision maker from an overall business perspective, rather than reviewing its products/services as individual standalone components. Thus, the Company has only one operating segment, and has no reportable segment in accordance with Ind AS-108 'Operating Segments'.

(i) The entity wide disclosures as required by Ind AS-108 are as follows:

All amount in Indian Rupees in Crores, except as stated otherwise

Description	For the year ended March 31, 2025	For the year ended March 31, 2024
Sale of products	4,307.79	3,644.34
Revenue from execution of contracts for projects and services	1,776.02	1,319.36
Sale of services	140.28	132.34
Other operating revenues	160.84	141.45
Revenue from operations	**6,384.93**	**5,237.49**

(ii) Geographical information

All amount in Indian Rupees in Crores, except as stated otherwise

Revenue from customers	For the year ended March 31, 2025	For the year ended March 31, 2024
India	4,658.99	3,954.54
Other countries (refer note 37 (iii))	1,725.94	1,282.95
	6,384.93	**5,237.49**

Non-current assets**	March 31, 2025	March 31, 2024
India	852.13	774.94
Other countries	-	-
	852.13	**774.94**

** Non current assets does not include deferred tax assets, financial assets and non-current tax assets.

(iii) Adani Electricity Mumbai Infra Limited accounted for more than 10% of Company's total revenue from operations for the year ended March 31, 2025 and March 31, 2024.

Hitachi Energy USA Inc and Hitachi Energy Sweden AB accounted for more than 10% of Company's total export revenue from operations for the year ended March 31, 2025 and March 31, 2024.

38 REVENUE FROM CONTRACTS WITH CUSTOMERS

a) Disaggregated revenue information

All amount in Indian Rupees in Crores, except as stated otherwise

Revenue by geography	For the year ended March 31, 2025	For the year ended March 31, 2024
India	4,658.99	3,954.54
Other countries (refer note 37 (iii))	1,725.94	1,282.95
	6,384.93	**5,237.49**

All amount in Indian Rupees in Crores, except as stated otherwise

Revenue by offerings/ timing	**For the year ended March 31, 2025**	**For the year ended March 31, 2024**
Point in time		
Sale of products	4,307.79	3,644.34
Other operating revenue (Scrap sales and others)	22.58	36.71
Period over time		
Revenue from execution of contracts for projects and services	1,776.02	1,319.36
Sale of services	140.28	132.34
Other operating revenue (Other than scrap sales and others)	138.26	104.74
	6,384.93	**5,237.49**

b)

Contract balances	**March 31, 2025**	**March 31, 2024**
Trade receivables (refer note 12)	2,109.58	1,521.71
Advance from customer (refer note 21)	1,604.39	881.61
Billing in excess of contract revenue (refer note 21)	145.17	42.58
Contract assets (refer note 15)	297.14	748.41
	4,156.28	**3,194.31**

A contract asset is an entity's right to consideration in exchange for goods or services that the entity has transferred to a customer and hence is not a financial instrument. In Company's contracts with customers, since the contractual right to payment arises only upon achievement of milestones specified in the contract, it is believed that the performance completed until the achievement of a particular milestone should be recorded as a contract asset under non-financial assets.

During the year, ₹ 673.61 Crores (March 31, 2024 ₹ 140.72 Crores) from opening balance of contract assets has been reclassified to trade receivables upon billing to customers on completion of milestones.

During the year, the Company has recognised revenue of ₹35.75 Crores arising from opening billing in excess of contract revenue as of April 01, 2024 (April 01, 2023 is ₹ 39.60 Crores).

c) **No significant adjustments are expected in contract price for revenue recognised in statement of profit and loss.**

d) **Performance Obligation**

Information about the Company's performance obligations are summarised below:

i.) **Long term (Construction type) contracts -** The long term contracts are ordinarily presumed to consist of combined obligations which are not distinct in the context of the contract (i.e., single performance obligation). This is highly attributed to the long-term construction nature of the projects, whereby deliverables are typically highly interrelated and combined. The typical scope of turnkey contracts arrangements includes engineering, manufacturing, shipment, delivery installation, testing, erection and commissioning and civil works. Although there are several components to the overall scope of the contract, the turnkey contracts are generally considered one performance obligation.

ii.) **Products manufacturing and erection, commissioning and installation contracts -** These contracts comprising of two performance obligations of supply of products and erection and commissioning thereof. When the manufacturing stage is complete, factory acceptance testing procedures are performed to ensure the equipment meets customer specifications and may involve the customer physically observing the testing procedures. Revenue from contracts, where the performance obligations are satisfied over time and other consideration, is recognised as per the percentage of completion method. The Company uses the percentage of completion method based on the costs expended to the date as a proportion of the total costs to be expended.

Company as part of its contracts, provides warranties of the equipment for defects arising out of poor workmanship, inferior material or manufacturing. Such warranty provided is in the nature of assurance warranty and is not accounted for as a separated performance obligation.

e) **Remaining performance obligations**

The remaining performance obligation disclosure provides the aggregate amount of the transaction price yet to be recognised as at the end of the reporting period and an explanation as to when the Company expects to recognize these amounts in revenue.

The aggregate value of performance obligations that are completely or partially unsatisfied as at March 31, 2025 is ₹19,245.95 Crores (March 31, 2024 is ₹ 7,229.53 Crores). The conversion to revenue is highly dependent on meeting the delivery schedules, contractual terms and conditions with customers, availability of customer sites, changes/ variation in scope/ prices etc. In view of these, it is not practical to define the accurate percentage of conversion to revenue. However, it will be in a range of 1 to 3 years.

f) There was no revenue recognised in the current year ended March 31, 2025 from performance obligations satisfied (or partially satisfied) in previous periods on account of significant changes in transaction price.

39 RELATED PARTY DISCLOSURES

Party where control exists:

Hitachi Limited, Tokyo, Japan (Ultimate Holding Company)

Hitachi Energy Ltd, Zürich, Switzerland (Holding Company)

Entities under common control

Name of the Fellow subsidiaries:

Hitachi Energy Chongqing Transformer Co., Ltd., Chongqing, China
(Formerly known as ABB Chongqing Transformer Company Ltd., Chongqing, China)
Hitachi Energy Engineering Technologies Safat, Kuwait
(Formerly known as ABB Engg. Technologies Co. (KSCC), Safat, Kuwait)
Hitachi Energy Hefei Transformer Co.,Ltd., Anhui, China
(Formerly known as ABB Hefei Transformer Co. Ltd., Hefei, China)
Hitachi Energy High Voltage Switchgear (Xiamen) Company Limited, China
(Formerly know as ABB High Voltage Switchgear (Xiamen) Company Ltd., Xiamen, China)
Hitachi Energy High Voltage Switchgear Co., Ltd., Beijing, Beijing, China
(Formerly known as ABB High Voltage Switchgear Co., Ltd., Beijing, Beijing, China)
Hitachi Energy Jiangsu High Voltage Apparatus Co.,Ltd., Jiangsu, China
(Formerly known as ABB Jiangsu Jingke Instrument Transformer Co., Ltd., Suqian, Jiangsu, China)
Hitachi Energy Power System Co., Ltd., Beijing, China
Hitachi Energy Shanghai Power System Engineering Co., Ltd., Shanghai, China
(Formerly known as ABB Shanghai Power System Engineering Co., Ltd., Shanghai, China)
Hitachi Energy Shanghai Electrical Transformer Co., Ltd, Shanghai, China
(Formerly known as ABB Shanghai Transformer Co., Ltd., Shanghai, China)
Hitachi Energy Xiamen Surge Arrestor Co.,Ltd China
(ABB Xiamen Surge Arrestor Co., Ltd., Xiamen, China)
Hitachi Energy Xi'an Power Capacitor Co.,Ltd., Shanxi, China
(Formerly known as ABB Xi'an Power Capacitor Company Limited, Xi'an, China)
Hitachi Energy Philippines, Inc., NCR, Philippines
(Formerly known asABB Power Grids Philippines, Inc., Paranaque City, Philippines)
Hitachi Energy (China) Ltd., Beijing, China
Hitachi Energy (Thailand) Limited, Bangkok, Thailand
(Formerly known as ABB Power Grids (Thailand) Limited)
Hitachi Energy Argentina S.A.U., Ciudad Autonoma de Buenos Aires, Argentina
(Formerly known as ABB Power Grids Argentina S.A.U.)
Hitachi Energy Austria AG, Guntramsdorf, Austria
Hitachi Energy Australia Pty Ltd, Australia
(Formerly known as ABB Power Grids Australia Pty Ltd)
Hitachi Energy Belgium N.V., Zaventem, Belgium
(Formerly known as ABB Power Grids Belgium N.V.)
Hitachi Energy Brasil Ltda, Guarulhos, Brazil
(Formerly known as ABB Ltda.)
Hitachi Energy Bulgaria EOOD, Sevlievo, Bulgaria
(Formerly known as ABB Power Grids Bulgaria EOOD)
Hitachi Energy Canada Inc., Saint-Laurent, Quebec, Canada
(Formerly known as ABB Power Grids Canada Inc)
Hitachi Energy Chile S.A., Santiago, Chile
(Formerly known as ABB Power Grids Chile SA)
Hitachi Energy Colombia Ltda, Bogotá, Colombia
(Formerly known as ABB Power Grids Colombia Ltda)
Hitachi Energy Czech Republic s.r.o., Trutnov, Czech Republic
(Formerly known as ABB Power Grids Czech Republic s.r.o)
Hitachi Energy d.o.o., Zagreb, Croatia
(Formerly known as ABB Power Grids Zagreb d.o.o.)

Hitachi Energy Denmark A/S, Skovlunde, Denmark
(Formerly known as ABB Power Grids Denmark A/S)
Hitachi Energy Estonia AS, Harjumaa, Tallinn, Valukoja, Estonia
Hitachi Energy Finland Oy, Vaasa, Finland
(Formerly known as ABB Power Grids Finland Oy)
Hitachi Energy France, Les Ulis, France
Hitachi Energy Germany AG, Mannheim, Germany
(Formerly known as ABB Power Grids Germany AG)
Hitachi Energy Greece Single Member Societe Anonyme, Metamorphossis Attica , Greece
(Formerly known as ABB Power Grids Greece Single Member SA)
Hitachi Energy Holdings Ltd, Zurich, Switzerland
(Formerly known as ABB PG Power Grids Ltd)
Hitachi Energy Hong Kong Limited, Hong Kong, Hong Kong Special Administrative Region of China
(Formerly known as ABB Power Grids Hong Kong Limited, Hong Kong Special Administrative Region of China)
Hitachi Energy Hungary Kft, Budapest, Hungary
Hitachi Energy International Marketing FZ-LLC, DUBAI, United Arab Emirates
(Formerly known as ABB Power Grids International Marketing FZ-LC, Dubai, United Arab Emirates)
Hitachi Energy Ireland Limited, Dublin, Ireland
(Formerly known as ABB Power Grids Ireland Limited)
Hitachi Energy Israel Ltd, Nachum Het 5 - Haifa, Israel
Hitachi Energy Italy S.p.A., Milano, Italy
(Formerly known as ABB Power Grids Italy S.p.A.)
Hitachi Energy Japan Ltd., Tokyo, Japan
(Formerly known as ABB Power Grids Japan, Ltd.)
Hitachi Energy Korea Ltd., Seoul, Korea, Republic of
(Formerly known as ABB Power Grids Korea Ltd.)
Hitachi Energy L.L.C, Dubai, United Arab Emirates
(Formerly known as ABB Power Grids LLC)
Hitachi Energy Limited / Jordan, Amman, Jordan
Hitachi Energy LLC, Muscat, Oman., Oman
(Formerly known as ABB PG Muscat LLC)
Hitachi Energy Ltd., Riyadh, Saudi Arabia
(Formerly known as ABB Contracting Company Ltd.)
Hitachi Energy Malaysia Sdn. Bhd., Selangor, Malaysia
(Formerly known as ABB Power Grids Malaysia Sdn Bhd)
Hitachi Energy México, S.A. de C.V., San luis Potosi, Mexico
Hitachi Energy New Zealand Limited, Auckland, New Zealand
(Formerly known as ABB Power Grids New Zealand Limited)
Hitachi Energy Norway AS, Oslo, Norway
(Formerly known as ABB Power Grids Norway AS)
Hitachi Energy Peru S.A., Lima, Peru
(Formerly known as ABB Power Grids Peru S. A.)
Hitachi Energy Poland Sp. z o.o., Warsaw, Poland
(Formerly known as ABB Power Grids Poland Sp. z o.o.)
Hitachi Energy Portugal, S.A., Oeiras, Portugal
(Formerly known as ABB Power Systems Portugal)
Hitachi Energy Romania S.R.L., Bucharest, Romania
(Formerly known as ABB SRL)
Hitachi Energy Services Sp. z o.o., Warsaw, Poland
(Formerly known as ABB PG Business Services Sp. z o.o.)
Hitachi Energy Singapore Pte. Ltd., Singapore, Singapore
(Formerly known as ABB Power Grids Singapore Pte. Ltd.)
Hitachi Energy Solutions FZCO, Dubai, United Arab Emirates
(Formerly known as ABB Power Grids Solutions FZCO)
Hitachi Energy South Africa (Pty) Ltd, Johannesburg, South Africa
(Formerly known as ABB Power Grids South Africa (Pty) Ltd)
Hitachi Energy Spain, S.A.U., Madrid, Spain
(Formerly known as ABB Power Grids Spain, S.A.)
Hitachi Energy Sucursal Panamá, S.A., Panama, Panama
(Formerly known as Sucursal Panama de ABB SA)
Hitachi Energy Sweden AB, Västerås, Sweden
(Formerly known as ABB Power Grids Sweden AB)
Hitachi Energy Switzerland Ltd, Baden, Switzerland
(Formerly known as ABB Power Grids Switzerland Ltd)
(merged with Hitachi Energy Ltd, Zürich, Switzerland w.e.f October 01, 2023)
Hitachi Energy Systems L.L.C., Abu Dhabi, United Arab Emirates
(Formerly known as ABB Power Grids Systems LLC)
Hitachi Energy Taiwan Co., Ltd., Taipei, Taiwan (Chinese Taipei)
(Formerly known as ABB Power Grids Co., Ltd.)
Hitachi Energy Technologies L L C, Doha, Qatar
Hitachi Energy Technologies W.L.L., Bahrain, Bahrain
Hitachi Energy Technology Services Private Limited, Bangalore, India
(Formerly known as ABB Power Technology Services Private Limited)
Hitachi Energy The Netherlands B.V., Rotterdam, Netherlands
(Formerly known as ABB Power Grids The Netherlands B.V.)
Hitachi Energy Trading S.A.E, Cairo, Egypt.
(Formerly known as ABB Holding for Power Grids S.A.E)
Hitachi Energy Transformers S.A.E, Fifth Settlement, New Cairo, Egypt
(Formerly known as ABB Transformers S.A.E.)
Hitachi Energy Turkey Elektrik Sanayi Anonim Şirketi, İstanbul, Turkey
(Formerly known as ABB Power Grids Turkey Elektrik Sanayi Anonim Şirketi)
Hitachi Energy UK Limited, Stone, United Kingdom
(Formerly known as ABB Power Grids UK Limited)
Hitachi Energy USA Inc., Raleigh, NC, United States
(Formerly known as ABB Enterprise Software Inc.)
Hitachi Energy Vietnam Company Limited, Hanoi, Vietnam
(Formerly known as ABB Ltd.)
Hitachi Energy Slovakia, s. r. o., Bratislava, Slovakia
Hitachi Academy Co Ltd, Tokyo, Japan
Hitachi Hi-Rel Power Electronics Private Limited
Hitachi India Pvt. Ltd, Delhi, India
Hitachi Systems India Private Limited, India
(Formerly known as Hitachi Systems Micro Clinic Private Limited)

Johnson Controls-Hitachi Air Conditioning India Limited
Nanjing SAC Automation Co. Ltd., Nanjing, Jiangsu, China
(Formerly known as Nanjing SAC Power Grid Automation Co. Ltd.)
PT. Hitachi Sakti Energy Indonesia, Jakarta, Indonesia
(Formerly known as PT. ABB Power Grids Indonesia)
Pucaro Elektro-Isolierstoffe GmbH, Roigheim, Germany
Trasfor SA, Monteggio, Switzerland, Monteggio, Switzerland
Arteche Hitachi Energy Gas Instrument Transformers S. L., Vitoria, Spain
Hitachi Energy S.A., Panama, Panama
ABB (China) Ltd., Beijing, China*
ABB (Hong Kong) Ltd., Hong Kong, Hong Kong Special Administrative Region of China*
ABB AB, Västerås, Sweden*
ABB AS, Fornebu, Norway*
ABB Australia Pty Limited, Moorebank, NSW, Australia*
ABB Beijing Switchgear Limited, BeiJing, China*
ABB Electrification Sweden AB, Västerås, Sweden*
ABB Global Business Services And Contracting India Private Limited, Bangalore, India
(Formerly known as ABB Substations Contracting India Private Limited)*
ABB India Limited, Bangalore, India*
ABB Information Systems Ltd., Zurich, Switzerland*
ABB Oy, Helsinki, Finland*
ABB Pte. Ltd., Singapore, Singapore*
ABB Schweiz AG, Baden, Switzerland*
ABB Sp. z o.o., Warsaw, Poland*
ABB Transmission & Distribution Limited LLC, Abu Dhabi, United Arab Emirates*

Name of the Fellow associates:

Linxon India Private Limited
Linxon India Engineering Private Limited

Key managerial personnel :

(a) Managing Director & CEO	Nuguri Venu
(b) Non-Executive Director	Achim Michael Braun Ismo Antero Haka
(c) Non-Executive cum Independent Directors	Akila Krishnakumar Mukesh Hari Butani Meena Ganesh (appointed w.e.f. May 24, 2023) Nishi Vasudeva (resigned w.e.f. May 24, 2023)
(d) Chief Financial Officer	Ajay Singh
(e) Company Secretary	Poovanna C Ammatanda

Transactions with related parties

Transaction value in excess of 10% with a fellow subsidiary has been individually disclosed below. All other cases have been grouped and disclosed as 'other fellow subsidiaries'.

All amount in Indian Rupees in Crores, except as stated otherwise

		For the year ended March 31, 2025	For the year ended March 31, 2024
i)	**Revenue from operations**		
	Ultimate Holding Company		
	- Hitachi Limited, Tokyo, Japan	0.62	28.51
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	134.71	71.77

All amount in Indian Rupees in Crores, except as stated otherwise

		For the year ended March 31, 2025	For the year ended March 31, 2024
	Fellow Subsidiaries		
	- Hitachi Energy USA Inc., Raleigh, NC, United States (Formerly known as ABB Enterprise Software Inc.)	372.03	270.50
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	200.05	218.39
	- Other fellow subsidiaries	678.38	615.50
	Fellow Associates		
	- Linxon India Private Limited	35.25	32.11
		1,421.04	**1,236.78**
ii)	**Other income**		
	Fellow Subsidiaries		
	- Hitachi Energy South Africa (Pty) Ltd, Johannesburg, South Africa (Formerly known as ABB Power Grids South Africa (Pty) Ltd)	-	0.33
	- ABB India Limited; Bangalore; India*[1]	-	0.14
		-	**0.47**
iii)	**Purchases of raw materials, components , project items, stock-in-trade**		
	and sub-contracting expenses		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	89.06	84.18
	Fellow Subsidiaries		
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	398.78	252.75
	- Hitachi Energy Vietnam Company Limited, Hanoi, Vietnam (Formerly known as ABB Ltd.)	131.48	109.08
	- Hitachi Energy Xi'an Power Capacitor Co.,Ltd., Shanxi, China (Formerly known as ABB Xi'an Power Capacitor Company Limited)	92.08	43.94
	- Hitachi Energy Brasil Ltda, Guarulhos, Brazil (Formerly known as ABB Ltda.)	0.79	95.22
	- Other fellow subsidiaries	142.77	146.82
		854.96	**731.99**
iv)	**Expenditure on royalty and technology fees**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	254.49	99.65
	Fellow Subsidiaries		
	- Hitachi Energy Switzerland Ltd, Baden, Switzerland (Formerly known as ABB Power Grids Switzerland Ltd)	-	90.50
	- Other fellow subsidiaries	0.26	0.56
		254.75	**190.71**
v)	**Expenditure on information technology, engineering, management, legal and professional fees and other services**		
	Ultimate Holding Company		
	- Hitachi Limited, Tokyo, Japan	-	0.03
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	85.63	63.59

All amount in Indian Rupees in Crores, except as stated otherwise

		For the year ended March 31, 2025	For the year ended March 31, 2024
	Fellow Subsidiaries		
	- Hitachi Energy Holdings Ltd, Zurich, Switzerland (Formerly known as ABB PG Power Grids Ltd)	118.80	74.72
	- Hitachi Energy Technology Services Private Limited, Bangalore, India (Formerly known as ABB Power Technology Services Private Limited)	81.57	56.98
	- Other fellow subsidiaries	29.99	44.38
		315.99	**239.70**
vi)	**Expenses recovered from group companies**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	22.90	10.77
	Fellow Subsidiaries		
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	44.39	2.16
	- Hitachi Energy Holdings Ltd, Zurich, Switzerland (Formerly known as ABB PG Power Grids Ltd)	-	6.98
	- Hitachi Energy Switzerland Ltd, Baden, Switzerland (Formerly known as ABB Power Grids Switzerland Ltd)	-	5.90
	- ABB India Limited; Bangalore; India*[1]	-	3.03
	- Other fellow subsidiaries	4.01	4.93
		71.30	**33.77**
vii)	**Other capital expenditure**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	-	0.05
	Fellow Subsidiaries		
	- Hitachi Energy South Africa (Pty) Ltd, Johannesburg, South Africa	-	4.91
	- Other fellow subsidiaries	-	0.22
		-	**5.18**
viii)	**Dividend paid**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	**12.71**	**10.81**
ix)	**Remuneration to key managerial personnel**		
	The remuneration of key management personnel and a relative of key management personnel of the company are set out below in aggregate for each of the categories specified in Ind AS 24 Related party disclosures		
	Short term employee benefits	15.70	10.74
	Post employment benefits#	0.52	0.45
	Directors' Sitting fees	0.26	0.24
	Commission to Directors	1.16	1.16
	Total	**17.64**	**12.59**

Does not include gratuity and compensated absences as these are provided in the books of accounts on the basis of actuarial valuation for the Company as a whole and hence individual amount cannot be determined.

Amount due to / from related parties

Balances in excess of 10% with a fellow subsidiary has been individually disclosed below. All other cases have been grouped and disclosed as 'other fellow subsidiaries'.

All amount in Indian Rupees in Crores, except as stated otherwise

		As at March 31, 2025	As at March 31, 2024
i)	**Trade receivables**		
	Ultimate Holding Company		
	- Hitachi Limited, Tokyo, Japan	0.34	0.29
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	41.65	45.24
	Fellow Subsidiaries		
	-Hitachi Energy USA Inc., Raleigh, NC, United States (Formerly known as ABB Enterprise Software Inc.)	59.06	47.73
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	47.47	30.88
	-PT. Hitachi Sakti Energy Indonesia, Jakarta, Indonesia (Formerly known as PT. ABB Power Grids Indonesia)	15.91	28.35
	- Other fellow subsidiaries	227.59	165.92
	Fellow Associates		
	- Linxon India Private Limited	24.61	22.17
		416.63	**340.58**
ii)	**Other financial assets**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	4.28	0.05
	Fellow Subsidiaries		
	- Hitachi Energy Holdings Ltd, Zurich, Switzerland (Formerly known as ABB PG Power Grids Ltd)	30.90	16.63
	- Hitachi Energy Technology Services Private Limited, Bangalore, India (Formerly known as ABB Power Technology Services Private Limited)	4.59	-
	- Other fellow subsidiaries	0.68	1.34
		40.45	**18.02**
iii)	**Other current assets**		
	Fellow Subsidiaries		
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	49.95	41.12
	-Hitachi Energy Greece Single Member Societe Anonyme, Metamorphossis Attica , Greece (Formerly known as ABB Power Grids Greece Single Member SA)	7.77	26.68
	- Hitachi Energy Brasil Ltda, Guarulhos, Brazil (Formerly known as ABB Ltda.)	-	12.84
	- Other fellow subsidiaries	0.12	0.90
		57.84	**81.54**
iv)	**Trade payables**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	99.42	148.24

All amount in Indian Rupees in Crores, except as stated otherwise

		As at March 31, 2025	As at March 31, 2024
	Fellow Subsidiaries		
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	187.28	142.01
	- Hitachi Energy Brasil Ltda, Guarulhos, Brazil (Formerly known as ABB Ltda.)	4.83	95.26
	- Hitachi Energy Technology Services Private Limited, Bangalore, India (Formerly known as ABB Power Technology Services Private Limited)	43.63	41.73
	- Hitachi Energy Holdings Ltd, Zurich, Switzerland (Formerly known as ABB PG Power Grids Ltd)	39.80	9.39
	- Other fellow subsidiaries	61.56	77.68
	Fellow Associates		
	- Linxon India Private Limited	-	0.10
		436.52	**514.41**
v)	**Other financial liabilities**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	-	0.58
	Fellow Subsidiaries		
	-Hitachi Energy Turkey Elektrik Sanayi Anonim Şirketi, İstanbul, Turkey (Formerly known as ABB Power Grids Turkey Elektrik Sanayi Anonim Şirketi)	0.77	-
	-Hitachi Energy Italy S.p.A., Milano, Italy (Formerly known as ABB Power Grids Italy S.p.A.)	-	0.13
	-Hitachi Energy High Voltage Switchgear (Xiamen) Company Limited, China (Formerly know as ABB High Voltage Switchgear (Xiamen) Company Ltd., Xiamen, china)	-	0.13
	- Other fellow subsidiaries	0.08	0.06
	Key managerial personnel		
	- Commission to Directors	1.16	1.16
		2.01	**2.06**
vi)	**Other current liabilities**		
	Holding Company		
	- Hitachi Energy Ltd, Zürich, Switzerland	9.79	9.79
	Fellow Subsidiaries		
	- Hitachi Energy South Africa (Pty) Ltd, Johannesburg, South Africa (Formerly known as ABB Power Grids South Africa (Pty) Ltd)	1.48	14.44
	- Hitachi Energy Sweden AB, Västerås, Sweden (Formerly known as ABB Power Grids Sweden AB)	78.63	50.40
	-Hitachi Energy Australia Pty Ltd, Brisbane, Australia	59.41	-
	-Hitachi Energy Spain, S.A.U., Madrid, Spain	24.11	3.16
	- Other fellow subsidiaries	30.81	13.66
	Fellow Associates		
	- Linxon India Private Limited	7.85	0.24
		212.08	**91.69**

[1] Pursuant to demerger of Power Grid business from ABB India Limited ('ABB'), as detailed in note 16(g), the Company has accounted sales and purchases towards the contracts yet to be novated by the Company with customers and vendors. The aforesaid sales and purchases has been included in the revenue from operations and cost of sales of the Company. The receivables and payables on account of the same has been included in trade receivables and payables respectively.

* During the year ended March 31, 2024, ABB Asea Brown Boveri Ltd, ABB Switzerland Ltd, and ABB Ltd have been reclassified from 'Promoter/Promoter Group' to 'Public Category' in the shareholding of the Company with effect from October 6, 2023 basis the necessary approvals from the National Stock Exchange of India Limited and BSE Limited (collectively referred to as the "Stock Exchanges") vide their respective letters dated October 6, 2023. Accordingly, ABB Asea Brown Boveri Ltd, ABB Switzerland Ltd, ABB Ltd and their group companies ceased to be related party w.e.f October 6, 2023.

Terms and conditions of transactions with related parties

All transactions entered into with related parties defined under the Companies act, 2013 were as per the contractual terms with the respective related parties on arm's-length pricing basis and the Company has undertaken necessary steps to comply with the transfer pricing regulations under the Income tax act, 1961. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash as per the credit terms with the respective related parties.

There are no loans or advances in nature of loans granted to promoters, directors or key managerial personnel.

There have been no guarantees provided or received for any related party receivables or payables.

40 CORPORATE SOCIAL RESPONSIBILITY EXPENSES

As per the Section 135 of the Companies Act 2013 ('Act'), the Board shall ensure that the Company spends, in every financial year, at least two per cent of the average of the net profits of the three immediately preceding financial years, in pursuance of its Corporate Social Responsibility ('CSR') Policy. Hence, the Company falls within the ambit of Section 135 of the Act and is required to contribute the amount stipulated under the aforesaid provisions of the Act.

All amount in Indian Rupees in Crores, except as stated otherwise

Particulars		For the year ended March 31, 2025	For the year ended March 31, 2024
a) Gross amount required to be spent by the Company during the year		4.26	3.68
b) Amount approved by the Board to be spent during the year		4.26	3.68
c) Amount spent during the year ended on March 31, 2025:			
	In cash	**Yet to be paid in cash**	**Total**
i) Construction/acquisition of any assets	-	-	-
ii) On purposes other than (i) above	2.69	1.57	4.26
d) Amount spent during the year ended on March 31, 2024:			
	In cash	**Yet to be paid in cash**	**Total**
i) Construction/acquisition of any assets	-	-	-
ii) On purposes other than (i) above	1.51	2.17	3.68

e) Details related to spent/ unspent obligations:	**March 31, 2025**	**March 31, 2024**
i) Contribution to Public Trust	-	-
ii) Contribution to Charitable Trust	2.69	1.51
iii) Amount yet to be paid in cash in relation to:		
-Ongoing project	1.57	2.17
-Other than ongoing project	-	-
	4.26	**3.68**

f) Details of ongoing project

Opening balance		Amount required to be spent during the year	Amount spent during the year		Closing balance	
With Company	**In separate CSR unspent account**		**From Company's bank account**	**From separate CSR unspent account**	**With Company**	**In separate CSR unspent account**
2.17	2.16	4.26	2.69	1.89	1.57	2.44

g) Nature of CSR activities:

i. Promote gender equality and empowering of women in engineering workforce

ii. Endorse Education, employability & healthcare

iii. Social impact projects

iv. Support national disaster management and other government initiatives

v. Aid in sustainable development goals

41 RATIOS

All amount in Indian Rupees in Crores, except as stated otherwise

Ratio	Numerator	Denominator	For the year ended March 31, 2025	For the year ended March 31, 2024	% change
Current ratio[1]	Current Assets	Current Liabilities	1.76	1.16	51%
Debt- Equity Ratio[2]	Short term borrowings	Shareholder's Equity	-	0.11	-100%
Debt Service Coverage ratio[3]	Earnings for debt service = Net profit after taxes + Non-cash operating expenses + Finance costs	Debt service = Interest & Lease payments + Long term principal repayments	10.37	5.31	95%
Return on Equity ratio	Net Profit after taxes	Average Shareholder's Equity	0.14	0.13	8%
Inventory Turnover ratio	Cost of goods sold	Average Inventory	4.37	3.99	10%
Trade Receivable Turnover Ratio	Net credit sales = Gross credit sales - sales return	Average Trade Receivable	3.55	3.44	3%
Trade Payable Turnover Ratio	Net credit purchases = Gross credit purchases - purchase return	Average Trade Payables	2.73	2.70	1%
Net Capital Turnover Ratio[4]	Net sales = Total sales - sales return	Working capital = Current assets – Current liabilities	1.97	9.76	-80%
Net Profit ratio[5]	Net Profit	Net sales = Total sales - sales return	0.06	0.03	100%
Return on Capital Employed[6]	Earnings before interest and taxes	Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability	0.13	0.18	-26%
Return on Investment	Interest (Finance Income)	Investment	NA	NA	NA

Note:

1. Current ratio variance as compared to previous year is on account of proceeds received through QIP.
2. Debt equity ratio variance as compared to previous year is on account of repayment of borrowings during the year.
3. Debt service coverage ratio variance as compared to previous year is mainly due to increase in profits during the year.
4. Net capital turnover ratio variance as compared to previous year is mainly on account of increase in closing working capital due to proceeds received through QIP.
5. Net profit ratio variance as compared to previous year is on account of improvement in operational profit margin.
6. Return on capital employed variance as compared to previous year is mainly on account of increase in closing capital employed due to proceeds received through QIP.

42 The Company is in the process of conducting a transfer pricing study as required by the transfer pricing regulations under the Income Tax Act, 1961 ('regulations') to determine whether the transactions entered during the year ended March 31, 2025, with the associated enterprises were undertaken at "arm's length price". The management confirms that all the transactions with associate enterprises are undertaken at negotiated prices on usual commercial terms and is confident that the aforesaid regulations will not have any impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

43 ADDITIONAL REGULATORY INFORMATION/DISCLOSURES TO THE EXTENT APPLICABLE TO THE COMPANY

- No funds have been advanced or loaned or invested either from borrowed funds or share premium or any other sources or kind of funds by the company to or in any other person or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- There are no funds received by the Company from any person or entity, including foreign entities ("Funding Party") with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- No transactions to report against Benami Property held under Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

- The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income tax Act, 1961.

- The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

44 PHYSICAL SERVER OF BOOKS OF ACCOUNTS

Ministry of corporate affairs has amended the Rule 3 of the Companies (Accounts) Rules, 2014 (the "Accounts Rules") vide notification dated August 05, 2022, relating to the mode of keeping books of account and other books and papers in electronic mode. Back-ups of the books of account and other books and papers of the company maintained in electronic mode are now required to be retained on a server located in India on daily basis as prescribed under Rule 3(5) of the Accounts Rules.

The Company has identified SAP (primary accounting software) and certain other applications for which the aforementioned provision and guidance is applicable and the Company is in compliance with the aforesaid requirement except (a) in case of SAP, the back-ups has not been taken on daily basis throughout the year and (b) for certain other applications operated by third-party service providers such back-ups has not been retained on a server located in India on daily basis.

45 AUDIT TRAIL

The Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software, except that, audit trail feature is not enabled for certain changes made using privileged/ administrative access rights in so far it relates to such accounting software. Further, no instances of audit trail feature being tampered with respect to the above accounting software has been noted where audit trail has been enabled. Also, the Company has used certain accounting softwares which are operated by third-party software service providers for maintaining its books of account. Management is not in possession of necessary information to determine whether audit trail feature of the said software was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature being tampered with during the year.

Additionally, the audit trail of relevant prior year has been preserved by the company as per the statutory requirements for record retention to the extent it was enabled and recorded in those respective year except at the database level where such audit trail was not enabled.

The Company is in the process of initiating the necessary steps to ensure necessary compliance.

46 The management has evaluated the likely impact of prevailing uncertainties relating to imposition or enhancement of reciprocal tariffs and believes that there are no material impacts on the financial statements of the Company for the year ended March 31, 2025. However, the management will continue to monitor the situation from the perspective of potential impact on the operations of the Company.

47 SUBSEQUENT EVENTS

The Board of directors have recommended dividend of ₹ 6.00/- per equity share, which translates to a total dividend of ₹ 26.74 Crores, for the year ended March 31, 2025. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

48 Certain amounts (currency value or percentages) shown in the various tables and paragraphs included in the financial statements have been rounded off or truncated as deemed appropriate by the management of the Company.

As per our report of even date

For S.R. Batliboi & Associates LLP
Chartered Accountants
Firm registration number: 101049W/E300004

per Sandeep Karnani
Partner
Membership no. 061207

Place: Bengaluru
Date: May 14, 2025

For and on behalf of the Board of Directors of
Hitachi Energy India Limited
Corporate identity number (CIN) : L31904KA2019PLC121597

Achim Michael Braun
Chairman & Director
DIN: 08596097

Nuguri Venu
Managing Director & CEO
DIN: 07032076

Mukesh Hari Butani
Director
DIN: 01452839

Ajay Singh
Chief Financial Officer

Poovanna C Ammatanda
General Counsel & Company Secretary (FCS4741)

Place: Bengaluru
Date: May 14, 2025

Hitachi Energy India Limited

CIN: L31904KA2019PLC121597

Registered and Corporate Office: 8th Floor, Brigade Opus, 70/401,

Kodigehalli Main Road, Bengaluru – 560 092,

Phone: 080 68473700 Website: www.hitachienergy.com/in

ATTENDANCE SLIP

Name and address of the Member(s) : ____

Registered Folio No./DP ID & Client ID : ____

No. of Shares : ____

I/We record my/our presence at the 6th Annual General Meeting of the Company being held at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560 055 on Wednesday, August 20, 2025 at 11:00 a.m. (IST)

Full name of the Proxy, if attending the Meeting:

Signature of the Member / Joint Member / Proxy attending the Meeting:

Note:

Persons attending the Meeting are requested to bring this Attendance Slip with them.

Hitachi Energy India Limited

CIN: L31904KA2019PLC121597

Registered and Corporate Office: 8th Floor, Brigade Opus, 70/401,

Kodigehalli Main Road, Bengaluru – 560 092,

Phone: 080 68473700 Website: www.hitachienergy.com/in

FORM NO. MGT - 11
Proxy Form

[Pursuant to Section 105(6) of the Companies Act, 2013 and
Rule 19(3) of the Companies (Management and Administration) Rules, 2014]

6th Annual General Meeting 2024-25

Name of the Member(s) : ____________________

Registered Address : ____________________

____

E-mail ID : ____________________

Folio No./DP ID and Client ID : ____________________

I/We being the Member(s) holding ______________ shares of above-named Company, hereby appoint:

1. Name: ____________________ Address: ____________________

   Email ID: ____________________ Signature: ____________________

2. Name: ____________________ Address: ____________________

   Email ID: ____________________ Signature: ____________________

3. Name: ____________________ Address: ____________________

   Email ID: ____________________ Signature: ____________________

As my / our proxy to attend and vote (on a poll) for me / us and on my / our behalf at the 6th Annual General Meeting of the Company to be held on Wednesday, August 20, 2025, at 11:00 a.m. (IST) at Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram Rajajinagar, Bengaluru – 560 055 and at any adjournment thereof in respect of such resolutions as are indicated below:

Item No.	Summary of Businesses to be transacted at the 6th Annual General Meeting
Ordinary Business	
1.	Adoption of Financial Statements and Reports of the Board of Directors and the Auditors thereon for the financial year ended March 31, 2025
2.	Declaration of Dividend
3.	Re-appointment of Mr. Ismo Antero Haka (DIN: 08598862), who retires by rotation at this Annual General Meeting and being eligible, offers himself for re-appointment
4.	Re-appointment of M/s. S. R. Batliboi & Associates LLP, Chartered Accountants (Registration No.: 101049W/ E300004), as the Statutory Auditors of the Company
Special Business	
5.	Appointment of M/s. V. Sreedharan and Associates, Practicing Company Secretaries as the Secretarial Auditors of the Company
6.	Approval of remuneration payable to the Cost Auditors of the Company for the financial year 2025-26
7.	Approval of Material Related Party Transactions with Hitachi Energy Sweden AB for the financial year 2025-26

Signed this ___________________________ day of ____________________ 2025

Affix
Revenue
Stamp

Signature of Member(s): ____

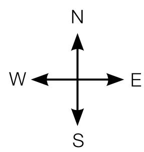
Signature of Proxy holder(s): _______________________________________

Notes:

1. This form of proxy in order to be effective should be duly completed and deposited at the Registered Office of the Company, not less than 48 hours before the commencement of the Meeting.
2. For the Resolutions, Explanatory Statement and Notes, please refer to Notice of the 6th Annual General Meeting.
3. Please complete all details including your membership details in above box before submission. Blank/Incomplete Proxies shall be considered as invalid.
4. A person can act as a Proxy on behalf of members not exceeding fifty and holding in the aggregate not more than 10% of the total share capital of the Company carrying voting rights. A member holding more than 10% of the total share capital of the Company carrying voting rights may appoint a single person as proxy and such persons shall not act as a proxy for any other person or member.
5. In case of joint holders, the signature of any one holder will be sufficient, but names of all the joint holders should be stated.
6. A Member entitled to attend and vote at the meeting is entitled to appoint one or more proxies to attend and vote on a poll instead of himself and such proxy need not be a Member of the company.

Route map to the venue of the AGM

Venue: Sheraton Grand Bangalore Hotel at Brigade Gateway, 26/1 Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru – 560055



MAP NOT TO SCALE

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Additional information

Registered office address

Hitachi Energy India Limited

8th Floor, Brigade Opus, 70/401,
Kodigehalli Main Road, Bengaluru – 560 092
CIN: L31904KA2019PLC121597
Phone: 080 68473700

Concept, Content & Design (info@wyatt.co.in)