

## Suzlon 2.0 – New management, new strategy, new growth phase

We recently interacted with Mr. Girish Tanti (Executive Vice Chairman) and Mr. Rahul Jain (CFO) of Suzlon Energy Limited (SUEL) to discuss the recent leadership restructuring under its Suzlon 2.0 vision. The company has announced a new management framework, including the formation of a Group Executive Council (GEC). Mr. J. P. Chalasani has transitioned from Group CEO to a member of the GEC, while Mr. Ajay Kapur has been appointed as Group CEO and Mr. Rahul Jain continues as CFO. The revised structure is designed to support expansion into solar and battery energy storage systems (BESS), while retaining leadership in the core wind business.

- SUEL has launched DevCo, a dedicated project development vertical, to decouple early-stage development from EPC execution. This initiative strengthens pipeline visibility, enhances readiness for large long-term mandates, and positions the company as a full-stack renewable energy solutions provider.
- With an order book of ~6.5GW, SUEL has full coverage of our estimated WTG deliveries for 4QFY26/FY27 (0.9GW/3.4GW) and over 50% coverage of our estimated 4GW deliveries in FY28, providing strong medium-term visibility.
- We reiterate our BUY rating with a TP of INR66. We cut our valuation multiple to 27x (earlier: 30x), which is broadly in line with its historical average two-year forward P/E and reflects relatively weaker sentiment across the broader market and within the power and renewables sector.

## New management to power SUEL into its new phase of growth

- SUEL has announced a leadership restructuring under its 'Suzlon 2.0' vision, including the formation of a GEC to steer its medium- to long-term strategy. Mr. J. P. Chalasani has been elevated from Group CEO to a member of the newly constituted GEC.
- The company appointed Mr. Ajay Kapur as Group CEO. He has served in leadership roles across several large listed entities, with his most recent role being Managing Director of Ambuja Cements.
- Mr. Rahul Jain has been appointed CFO and brings over 17 years of experience from SRF Limited, where he successfully led the company's financial transformation journey.
- The strengthened leadership team underscores SUEL's strategic shift to expand beyond wind power into solar and BESS.

## DevCo to strengthen integrated RE project development capabilities

- SUEL has launched DevCo, a dedicated project development vertical aligned with its strategy to evolve into a full-stack RE solutions provider across wind, solar, and BESS.
- The initiative aims to decouple early-stage project development from EPC execution, enabling advanced groundwork for large, long-term client mandates and enhancing pipeline preparedness.
- DevCo will focus on identifying high-potential wind and hybrid sites 3–5 years in advance using proprietary resource data, securing land, obtaining regulatory approvals, and arranging grid connectivity. This separation is expected to reduce execution bottlenecks, contract timelines, and improve multi-year revenue visibility.
- Early project incubation allows customer engagement at the pre-construction stage (after ~25% of land aggregation is complete), lowering the interest during construction (IDC) burden and expediting financial closure, with projects subsequently transitioning to the EPC division for execution.

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## Suzlon Energy



**Mr. Girish Tanti, Vice Chairman**

Girish Tanti, SUEL's founding member and technology-business specialist, has nearly three decades of experience in renewables. Leading multiple corporate functions, he played a pivotal role in positioning SUEL among the world's top five wind energy companies.



**Mr. Rahul Jain, CFO**

Rahul Jain is a Chartered Accountant by qualification. He was associated with SRF Limited for 17 years, where he led financial transformation by streamlining systems and strengthening financial discipline.

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- SUEL has identified over 23GW of potential sites, with land development underway for ~7GW currently being marketed to clients. Given the growing preference for FDRE solutions over standalone solar amid grid stability considerations, the company is well-positioned to reorient its wind pipeline toward FDRE offerings.

### Expanding EPC scope; broadening OMS across RE assets

- Management had earlier shared its objective of expanding the share of EPC projects in the order book to 50% by FY28 from 27% (end-3QFY26). Suzlon 2.0 adds a new layer to this strategy, with the company broadening the scope of its EPC offerings beyond wind to include solar, BESS, and FDRE projects.
- The company also aims to scale its OMS portfolio (15.5GW of wind assets under management as of 3QFY26) by incorporating other forms of RE assets into its servicing capacity.
- These initiatives are currently at the preliminary stage, with greater strategic clarity expected to emerge by 1QFY27.

### Actively exploring export markets; contribution expected from FY28 onwards

- SUEL has appointed Mr. Paulo Soares as President of its Europe business, with an aim to scale up exports. Export potential to Europe is further boosted through the Free Trade Agreement with EU announced this month.
- Export opportunities are being explored for Europe, Australia, South Africa, and the Middle East.
- Management expects to start receiving WTG export orders from FY27, which should contribute to the company's revenue by FY28.

### Validation of incremental wind demand thesis

- We had highlighted that data centers, C&I consumers, and PSUs could together drive incremental wind demand of 20-24GW by 2030 (comprising ~20% from data centers, 45% from C&I consumers, and 35% from PSUs), over and above India's targeted 100GW wind capacity by FY30 ([Link](#)).
- Early signs of this trend are emerging, as PSUs advance their renewable energy plans—illustrated by GAIL India recently announcing an investment of INR17b to set up a 178.2MW wind power project in Maharashtra ([link](#)).

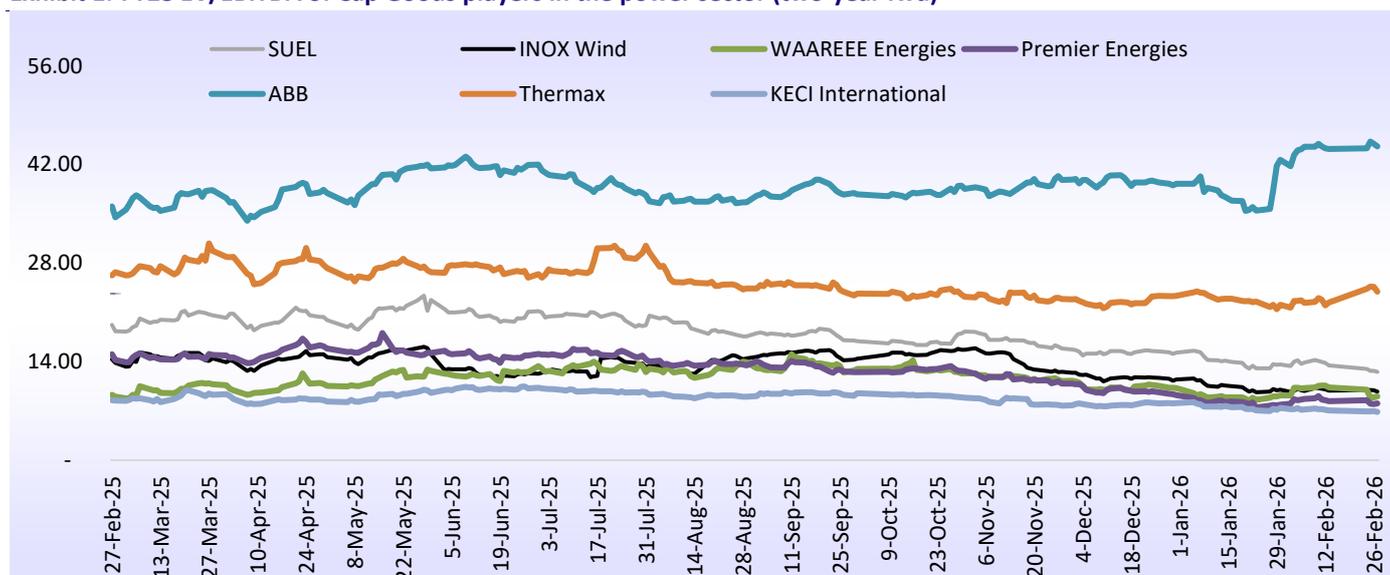
### Rebidding/reconfiguration of ~40GW of projects pending PPAs to improve bidding trajectory

- Currently, there are still 40GW of RE projects in India pending Power Purchase Agreements (PPAs), as highlighted in our earlier report ([Link](#)). Of the 40GW pending PPAs, according to our industry channel checks, plain vanilla solar represents 17GW, while wind accounts for a negligible portion.
- Management highlighted that there is active engagement among state governments to have these projects rebid or reconfigured. Once this blockade is cleared, the bidding trajectory should scale up, with states also playing a role in building renewable capacity, leading to a broader revival.

### SUEL now trading at multiples at par with leading cap goods players

- Based on our estimates, SUEL is currently trading at 9.9x FY28E EBITDA. This is in line with or below other cap goods players in the power sector (WEL: 9.7x, PEL: 9.9x, Thermax: 24.4x, ABB India: 42.3x).
- According to Bloomberg data, SUEL's FY28 EV/EBITDA multiple was ~21x in Mar'25. It has declined sharply to 12.5x based on Bloomberg estimates.

**Exhibit 1: FY28 EV/EBITDA of Cap Goods players in the power sector (two-year fwd)**



Source: MOFSL

### Valuation and View

- We cut our valuation multiple to 27x (earlier: 30x), reflecting relatively weaker sentiment across the broader market and within the power and renewables sector.
- The revised multiple of 27x is broadly in line with its historical average two-year forward P/E. Our revised TP of INR66 (based on FY28 EPS) implies a 62% upside.

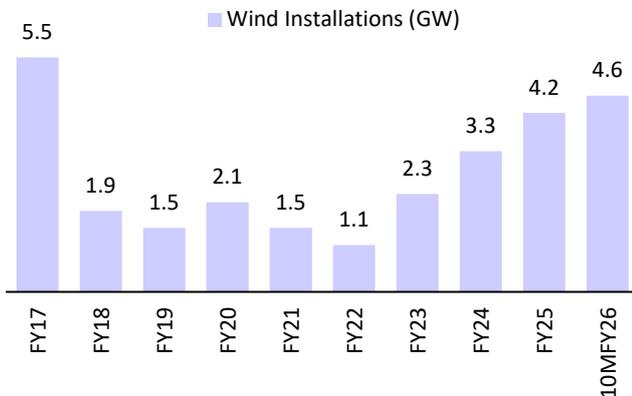
### Exhibit 2: Valuation table

EPS- FY28	INR	2.5
Valuation multiple	(x)	27
<b>Target Price</b>	<b>INR</b>	<b>66</b>
CMP	INR	41
<b>Upside / (Downside)</b>	<b>%</b>	<b>62</b>

Source: MOFSL

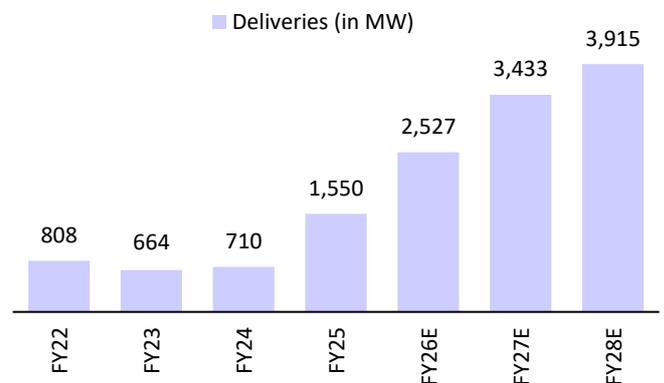
## Story in charts

**Exhibit 3: Yearly wind installations in India (GW)**



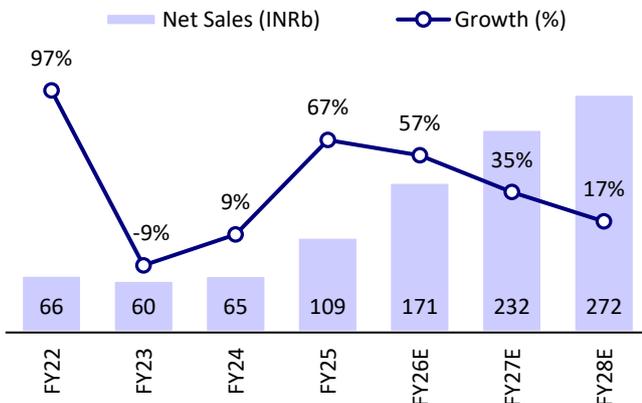
Source: Company, MOFSL

**Exhibit 4: Deliveries by SUEL (in MW)**



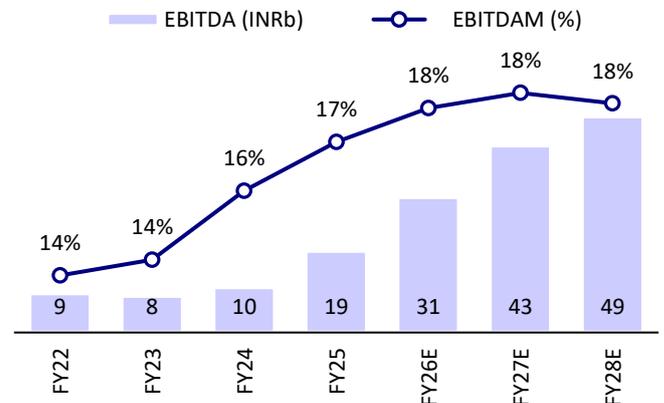
Source: Company, MOFSL

**Exhibit 5: Net sales growth over the years**



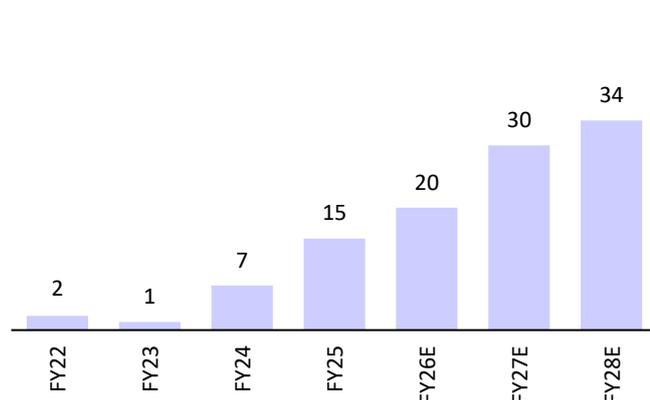
Source: Company, MOFSL

**Exhibit 6: EBITDA and EBITDA margin trends**



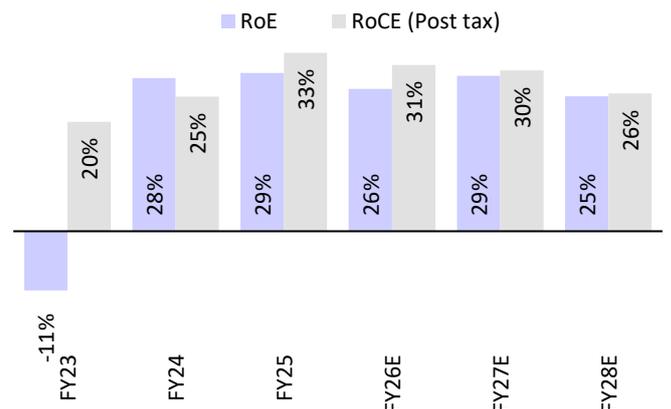
Source: Company, MOFSL

**Exhibit 7: Adj. PAT over the years (INR b)**



Source: Company, MOFSL

**Exhibit 8: RoE and RoCE (post-tax) over the years**



Source: Company, MOFSL

## Financials and valuations

### Consolidated Income Statement

(INR m)

Y/E March	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>Net Sales</b>	<b>59,705</b>	<b>65,291</b>	<b>108,897</b>	<b>171,430</b>	<b>231,595</b>	<b>271,596</b>
<i>Change (%)</i>	-9%	9%	67%	57%	35%	17%
Total Expenses	51,386	55,002	90,325	140,653	189,086	222,499
<b>EBITDA</b>	<b>8,319</b>	<b>10,289</b>	<b>18,572</b>	<b>30,777</b>	<b>42,510</b>	<b>49,098</b>
<i>EBITDAM (%)</i>	13.9%	15.8%	17.1%	18.0%	18.4%	18.1%
Deprn. & Amortization	2,597	1,896	2,592	3,174	4,135	4,535
<b>EBIT</b>	<b>5,722</b>	<b>8,393</b>	<b>15,980</b>	<b>27,603</b>	<b>38,375</b>	<b>44,563</b>
Net Interest and finance cost	4,208	1,643	2,548	4,347	3,803	3,260
Other income	196	384	1,034	1,195	1,616	1,895
<b>PBT before extraordinary items</b>	<b>1,711</b>	<b>7,134</b>	<b>14,466</b>	<b>24,451</b>	<b>36,188</b>	<b>43,198</b>
EO income/ (expense)	27,206	-539	5,999	7,182	-	-
<b>PBT</b>	<b>28,917</b>	<b>6,595</b>	<b>20,465</b>	<b>31,633</b>	<b>36,188</b>	<b>43,198</b>
Tax	44	-9	-251	4,745	6,514	9,504
<i>Rate (%)</i>	0%	0%	-1%	15%	18%	22%
JV/Associates	-	-	-	-	-	-
Minority	383	-	-	54	26	26
<b>Reported PAT</b>	<b>28,490</b>	<b>6,603</b>	<b>20,716</b>	<b>26,834</b>	<b>29,648</b>	<b>33,668</b>
<b>Adjusted PAT</b>	<b>1,328</b>	<b>7,134</b>	<b>14,717</b>	<b>19,652</b>	<b>29,648</b>	<b>33,668</b>
<i>YoY change (%)</i>	-42%	437%	106%	34%	51%	14%

### Consolidated Balance Sheet

(INRm)

Y/E March	FY23	FY24	FY25	FY26E	FY27E	FY28E
Share Capital	24,544	27,217	27,318	27,428	27,428	27,428
Share Warrants & Outstandings	-	291	-	-	-	-
Reserves	-13,553	11,695	33,739	60,627	90,302	123,997
<b>Net Worth</b>	<b>10,991</b>	<b>39,203</b>	<b>61,057</b>	<b>88,056</b>	<b>117,730</b>	<b>151,425</b>
Minority Interest	-	-	-	54	80	107
Total Loans	19,049	1,100	2,833	6,975	6,975	6,975
Deferred Tax Liability	-	-	-	-	-	-
<b>Capital Employed</b>	<b>30,040</b>	<b>40,303</b>	<b>63,891</b>	<b>95,084</b>	<b>124,785</b>	<b>158,506</b>
<b>Net Fixed Assets</b>	<b>8,369</b>	<b>8,595</b>	<b>12,740</b>	<b>13,065</b>	<b>12,931</b>	<b>12,396</b>
Capital WIP	26	162	887	1,387	1,887	2,387
Intangible assets under development	34	35	164	164	164	164
Investments	292	270	258	258	258	258
<b>Curr. Assets</b>	<b>46,512</b>	<b>62,728</b>	<b>115,547</b>	<b>157,148</b>	<b>202,061</b>	<b>245,774</b>
Account Receivables	11,704	18,296	38,664	44,813	60,601	66,769
Current Investments	-	84	429	829	1,229	1,629
Inventories	18,271	22,923	32,336	40,983	56,720	63,576
Cash and Cash Equivalents	3,673	4,268	11,128	37,532	50,520	80,809
Cash balance	3,673	2,496	9,011	35,414	48,402	78,691
Bank balance	-	1,773	2,118	2,118	2,118	2,118
Others	12,863	17,158	32,991	32,991	32,991	32,991
<b>Curr. Liability &amp; Prov.</b>	<b>25,194</b>	<b>31,488</b>	<b>65,705</b>	<b>76,938</b>	<b>92,515</b>	<b>102,473</b>
Account Payables	8,946	17,958	29,351	40,638	56,242	66,225
Provisions & Others	16,247	13,530	36,354	36,300	36,274	36,247
<b>Net Curr. Assets</b>	<b>21,319</b>	<b>31,241</b>	<b>49,842</b>	<b>80,210</b>	<b>109,546</b>	<b>143,301</b>
<b>Appl. of Funds</b>	<b>30,040</b>	<b>40,303</b>	<b>63,891</b>	<b>95,084</b>	<b>124,785</b>	<b>158,506</b>

## Financials and valuations

### Ratios

Y/E March (INR)	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>Basic (INR)</b>						
EPS	0.1	0.5	1.1	1.4	2.2	2.5
Cash EPS	0.3	0.7	1.3	1.7	2.5	2.8
BV/Share	0.9	2.9	4.5	6.4	8.6	11.0
<b>Valuation (x)</b>						
P/E	378.8	78.2	38.1	28.6	19.0	16.7
Cash P/E	128.2	61.8	32.4	24.6	16.6	14.7
P/BV	45.8	14.2	9.2	6.4	4.8	3.7
EV/Sales	8.7	8.5	5.1	3.1	2.2	1.8
EV/EBITDA	62.3	53.9	29.7	17.3	12.2	9.9
<b>Return Ratios (%)</b>						
RoE	-11%	28%	29%	26%	29%	25%
RoCE (Post tax)	20%	25%	33%	31%	30%	26%
RoIC (Post tax)	23%	27%	37%	44%	49%	47%
<b>Working Capital Ratios</b>						
Payable (Days)	86	165	156	125	125	125
Inventory (Days)	176	210	171	126	126	120
Debtor (Days)	72	102	130	95	96	90
<b>Leverage Ratio (x)</b>						
Net Debt / EBITDA	1.8	-0.3	-0.4	-1.0	-1.0	-1.5
Net Debt / Equity ratio	1.4	-0.1	-0.1	-0.3	-0.4	-0.5

### Cash Flow Statement

Y/E March (INR)	FY23	FY24	FY25	FY26E	FY27E	FY28E
<b>(INR m)</b>						
<b>PBT</b>	<b>28,917</b>	<b>6,595</b>	<b>14,466</b>	<b>31,633</b>	<b>36,188</b>	<b>43,198</b>
Depreciation	2,597	1,896	2,592	3,174	4,135	4,535
Interest	-196	-383	-1,030	4,347	3,803	3,260
Others	-21,070	3,501	3,809	-	-	-
(Inc)/Dec in WC	-5,188	-10,610	-8,902	-15,197	-31,925	-13,424
Direct Taxes Paid	-149	-203	-15	-44	-	-9,504
<b>CF from Operations</b>	<b>4,911</b>	<b>795</b>	<b>10,920</b>	<b>23,914</b>	<b>12,201</b>	<b>28,065</b>
(Inc)/Dec in FA	-142	-2,264	-3,684	-4,000	-4,500	-4,500
Investments and others	991	748	-3,833	6,585	9,090	9,984
<b>CF from Investments</b>	<b>849</b>	<b>-1,516</b>	<b>-7,517</b>	<b>2,585</b>	<b>4,590</b>	<b>5,484</b>
Equity raised	10,797	20,652	1	110	-	-
Grants etc	-	-	-	-	-	-
Inc/(Dec) in Debt	-13,633	-18,265	4,432	4,141	-	-
Interest Paid	-4,253	-1,071	-1,002	-4,347	-3,803	-3,260
Dividend Paid	-	-	-	-	-	-
<b>CF from Fin. Activity</b>	<b>-7,089</b>	<b>1,316</b>	<b>3,430</b>	<b>-95</b>	<b>-3,803</b>	<b>-3,260</b>
<b>Inc/Dec of Cash</b>	<b>-1,329</b>	<b>596</b>	<b>6,832</b>	<b>26,403</b>	<b>12,988</b>	<b>30,289</b>
Add: Beginning Balance	5,004	3,673	4,268	11,128	37,532	50,520
Effect of exchange difference	-	-	-	-	-	-
Cash and bank balances adjusted on sale and liquidation of subsidiary	2	1	-28	-	-	-
<b>Closing Balance</b>	<b>3,673</b>	<b>4,268</b>	<b>11,128</b>	<b>37,532</b>	<b>50,520</b>	<b>80,809</b>

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