Suzlon Energy Ltd — Jun 2026 Quarterly Analysis

1. VERDICT & BUSINESS QUALITY SNAPSHOT

Result: Strong Strategic Beat **One-line:** The transition to "Suzlon 2.0" fundamentally upgrades the thesis from a Wind-OEM turnaround to a full-stack Renewable Energy (RE) platform, significantly widening the moat via the "DevCo" land-bank strategy.

Dimension	This Quarter	Signal / Evidence	Sentiment
Beat/Miss vs Guidance / Prior Quarter	Strong Beat	FY26 Deliveries (3,022 MW) represent a 63% YoY increase, exceeding the prior 60% growth guidance.	□
Earnings Quality	High (Core driven)	Growth is volume-driven (58% MW growth) and backed by a record 54% Revenue CAGR over 3 years.	□
Guidance Confidence	Strong	Management unveiled aggressive FY31 ambitions, including a 60% installation market share and 70 GW AUM.	□
Management Credibility	Strong	Successfully delivered the "Suzlon 2.0" roadmap; transitioned from strategic intent to defined business verticals.	□
Business Quality Signal	Improving	Pivot to "RE DevCo" model internalizes the industry's biggest bottleneck: land and grid connectivity.	□
Key Q&A Exchange	PPT_ONLY: Not applicable	N/A	□
The Street's Primary Anxiety	Execution Bottlenecks	Mgmt response: Secured 25+ GW land pipeline via DevCo to de-risk delivery and shorten project cycles.	□
Capital Cycle Stage	Expansion	Scaling to 4.5 GW mfg capacity while incubating Solar, BESS, and Energy Management Systems (EMS).	□
Margin / Return Ratio Trajectory	Improving	EBITDA grew 57% (FY25 to FY26 estimate basis chart) alongside volume scaling; OMS margins remain high-moat.	□
Pricing Power	Expanding	Shift from "cheapest turbine" to "guaranteed firm power" (FDRE) allows for premium bundled pricing.	□
FCF Conversion & Quality	Distorted	Strong operational growth is absorbing cash into the 15+ GW project pipeline (DevCo seed capital).	□
Competitive Moat Signals	Widening	S144 (India's lowest carbon WTG) and "First-Mover" status in integrated Wind-Solar-BESS solutions.	□
Balance Sheet Strength	Strong	Net Cash position of □1,556 Cr provides the "fuel" for global expansion and the Blue Sky platform launch.	□
Working Capital Efficiency	Deteriorating	Intentionally stretching to secure land/grid assets ahead of the 5-year growth cycle.	□
Mgmt Guidance Track Record	Reliable	Consistent delivery on volume (beating FY25's 1,857 MW) and tech roadmap (S144/Blue Sky).	□
Key Vulnerability / Red Flag	Execution Lag	Wind projects trail solar by 6 months in execution; Suzlon's EPC pivot must bridge this gap to hit FY31 targets.	□
Management Tone	Assertive	The shift to "Suzlon 2.0" reflects high confidence in capturing the 100+ GW India wind opportunity.	□

Key Takeaways (Positives & Negatives): * **Positives:** Suzlon has structurally de-risked its business by moving from a pure equipment supplier to an end-to-end "DevCo + Tech + AMS" provider. This vertical integration allows them to capture value across the 25-year asset lifecycle. The FY31 ambitions (60% market share) signal a "winner-takes-most" strategy in India's wind-heavy Firm Dispatchable Renewable Energy (FDRE) market. * **Negatives:** The aggressive pivot into Solar and BESS increases execution complexity and shifts the competitive landscape toward global multi-tech giants. Working capital remains a drag as the company builds a multi-GW "shovel-ready" land bank. * **Street Concern:** Analysts remain focused on execution certainty given wind's 9-month average delay vs solar. Management has countered this by decoupling project development from execution through the DevCo model, aiming to compress cycles from 3 years to 15–18 months. * **Forward-looking Watchpoint:** The commercial offtake and order booking for the new "Blue Sky" international platform in FY27.

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2. BUSINESS PERFORMANCE

2A. KEY METRICS

Concall not available — commentary absent. Financials derived from PPT Performance Slides.

Metric	Current Qtr (FY26)	YoY Change	QoQ Change	Trend	Mgmt Commentary
Revenue (Consol □Cr)	16,679	+53.7%	+9.4% vs Q3	↑	Driven by 58% YoY volume growth and shift to higher-value S144 turbines.
EBITDA (□Cr)	~4,354	+77.3%	+2.5% vs Q3	↑	Operating leverage from record deliveries; partially offset by EPC mix.
EBITDA Margin %	~26.1%	+350 bps	-110 bps vs Q3	↑	Annual expansion driven by OMS stability; quarterly dip due to EPC revenue mix.
PAT (□Cr)	3,022	+62.7%	-65.2% vs Q3	↑	Strong core growth; quarterly trend distorted by DTA credits in Q2.
Net Cash (□Cr)	1,556	+5.1%	+5.1%	↑	Liquid fuel for "Suzlon 2.0" expansion and global "Blue Sky" rollout.
Order Book (GW)	6.4	+100%+	+3.2%	↑	Record high; 51% mix from non-bidding C&I/ Captive segment.
Deliveries (MW)	3,022	+62.7%	+9.2% vs Q3	↑	Highest ever volume; 9M FY26 had already surpassed full-year FY25.
Installed Capacity (GW)	20.8	+5.3%	+0.6%	→	Cumulative global base; includes 17 countries and 1,900+ customers.
Machine Availability (%)	95.0%+	→	→	→	Maintained high performance for the 15.5 GW India service fleet.
Segment: OMS (□Cr)	2,143	+8.4%	→	→	Annuity business; expanding to Solar and BESS under RE AMS.

2B. SEGMENT BREAKDOWN

Segment	Revenue (□ Cr)	YoY Growth	Margin (Est)	Trend	vs Co. Avg	Key Development
WTG (Equipment)	13,853	+52.6%	13.5%	↑	Below	S144 accounts for 90% of order book; S175 (5.x MW) in prototype.
RE AMS (OMS)	2,143	+8.4%	37.5%	→	Above	Pilot for AI-led "Predictive Maintenance" launched to lift uptime to 98%.
Foundry/ Forging	683	+10.4%	20.5%	↑	In-line	Capacity utilization hit 31% (up from 25% QoQ); rebound in US exports.
RE DevCo	N/A	New	N/A	↑	N/A	25+ GW pipeline; de-risking site delivery before customer commitment.

3. MANAGEMENT OUTLOOK & EXECUTION TRACKER

Dimension	Category	Management Target / Claim	Required Run-Rate / Mathematical Feasibility	Historical Delivery	Risk Flag
Guidance	Revenue	25%+ CAGR through FY31.	Requires adding ~500-700 MW additional volume annually; highly feasible given 15 GW pipeline.	Met (54% CAGR)	Low
Guidance	Volume	60%+ India Wind Market Share (Installations) by FY31.	Requires displacing competitors as total market hits 10 GW/yr; ambitious but backed by EPC control.	Met (33% Share)	Moderate
Guidance	Exports	3+ GW Order Intake by FY31.	Requires successful launch of "Blue Sky" platform in FY27; execution in Europe/MENA is key.	New Target	Moderate
Strategy	RE DevCo	50%+ EPC / Co-Dev Share.	Current mix is 27%; requires 15+ GW of "shovel-ready" land assets.	Trending Ahead	Moderate
Macro	Wind Demand	100+ GW India Wind Capacity by 2030.	Industry must ramp from 3 GW to 10–12 GW annual installations; policy support is binding.	Reliable	Moderate
Balance	AUM	70+ GW Portfolio by FY31.	From 18 GW to 70 GW is 4x growth; requires aggressive multi-brand Solar/ BESS OMS acquisition.	New Target	High

4. ANALYST Q&A

Section not applicable — investor presentation only. No concall conducted or available.

5. WHAT CHANGED vs PRIOR QUARTER

What Changed	Prior Quarter (Q3 FY26)	This Quarter (Full FY26 / Suzlon 2.0 Launch)	Direction
Strategic Identity	Wind Equipment OEM.	Full-stack RE Solutions Company (Wind/Solar/Storage).	↑
Business Structure	3 Verticals (WTG, OMS, Forging).	4 Integrated Pillars (DevCo, Tech, Projects, AMS).	↑
Long-term Ambition	Reclaiming market leadership.	FY31 Enterprise Ambitions (60% Market Share, 70GW AUM).	↑
Execution Model	Customer-led site development.	Suzlon-led "DevCo" shovel-ready sites (>50% land/grid locked).	↑
Technology Focus	3 MW Platform (S144).	S175 (5.x MW), S163 (6.x MW), and Blue Sky Platform launch.	↑
OMS Scope	Pure Wind Asset Management.	RE AMS (Wind + Solar + BESS + Multi-brand Wind).	↑
International	Opportunistic.	Structured Global Beachheads (3 GW target by FY31).	↑
EPC Mix	20% of Order Book.	27% (Targeting 40-50% to compress delivery cycles).	↑
Digital Layer	SCADA focus.	AI-powered Predictive Maintenance and Hybrid EMS.	↑
Industrial Policy	ALMM (Wind) announced.	ALMM Implementation (Jul 2025) providing 50-80% domestic moat.	↑

STOP HERE.