



# Proceedings of IR Conclave

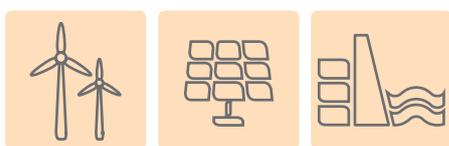
Building Integrated Thinking and Culture

SITE - CLUSTER - CORPORATE

Amidyala (Anantapur)  
6th & 7th January 2020

Ghani (Kurnool)  
8th & 9th January 2020

Chamba (HP)  
24th, 25th & 26th February 2020



“मुमकिन है...  
It's Possible”

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# Overview

Greenko group has been taking up the initiatives on the Economic, Environmental and Social fronts. Focus on sustainability has been accelerated in the last few years and has taken a new turn because of integrated reporting initiatives taken up. This has started a new conversation within the organization to think about sustainability, integrated thinking to set KPIs, goals aligning with organizational strategies.

At Greenko the rapidly increasing sustainability initiatives are enabling the stakeholders to understand true value; tangible and intangible. Greenko is ensuring that the key focus is not only on financial capital, but also on the material issues of non-financial capitals.

We at Greenko are defining, implementing, measuring and communicating our Value creation model and Business strategy throughout the organization. This process helps to identify and address the concerns of key external and internal stakeholders. It contributes directly to financial and non-financial profitability, mitigates risks, enhances brand image, creates a competitive edge and boosts employee morale. A clear Business strategy helps to provide confidence and reassurance to stakeholders that the organization has a solid foundation for future success.

To communicate further down and deploy the Business Strategy and Value creation model, Greenko has launched its flagship events, <IR> Conclaves as the annual platform to engage our stakeholders at sites and functions and to create a momentum towards adoption of Greenko's Value creation process and Business strategy.

These Conclaves have become the flagship events attracting diverse stakeholders from GAM-Wind, Solar & Hydro and all the functions from Corporate office and bring them all on to the common platforms. The Conclaves have built a continuing dialogue on various topics under financial, Operational, Human, Intellectual, Natural and Social & Relationship capitals.

The <IR> Conclaves were conducted at Anantapur, Kurnool and Chamba. This year the conclave was themed around "IT'S POSSIBLE".

These Conclaves have endeavored to highlight the direction that Greenko has taken to reach its goals. This year the conclaves have focused on the following important issues:

- Integrated Reporting Framework & Integrated thinking
- Embedding Integrated thinking in corporate goals and strategies.
- Focus on KPIs and Goals under 6 capitals i.e. Financial, Operational, Human, Intellectual, Natural and Social & relationship.
- Role of GAM, GEP & functions towards Sustainable Development Goals.

“मुमकिन है...  
It's Possible”

<b>01</b> 200 <IR> champions	<b>02</b> 130 Success Stories	<b>03</b> 30 awards winning stories	<b>04</b> 3500 Training Manhours
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## Objective of the Conclave

- » To deliberate IR process and align with strategic objectives
- » To deploy Integrated thinking
- » To revisit the issues that matter most in our Transformation Journey
- » To share experience and success to learn together

## Registration Process



Safety induction



Participant registration process



Inauguration of Conclave by lighting the lamp



## Welcome Address



Welcome you all to It's Possible IR Conclave. In GAM-Wind, we are on a journey towards operational excellence by combining six capitals- financial, operational, human, intellectual, social and relationship and natural and 360 degrees approach.



I wholeheartedly welcome you to this IR conclave. At GAM-solar we focus on continuous value creation to all our stakeholders through effective implementation of systems and processes.



I welcome you all to this IR conclave. At GAM-Hydro our focus is always on the skill enhancement, excellence and value maximization.

## Leadership Message



We at Greenko have increased focus on cost optimization in operation of existing assets and preparing for major operational transition to Integrated Renewable Energy Projects and Intelligent Energy Platform. Efforts to adapt to consequences of climate change are addressed by adopting technological solutions. During FY 2018-19, we have been able to achieve healthy PLFs of 42.6%, 24.7% and 24.0% in our Hydro, Solar and Wind SBUs' power generations respectively.



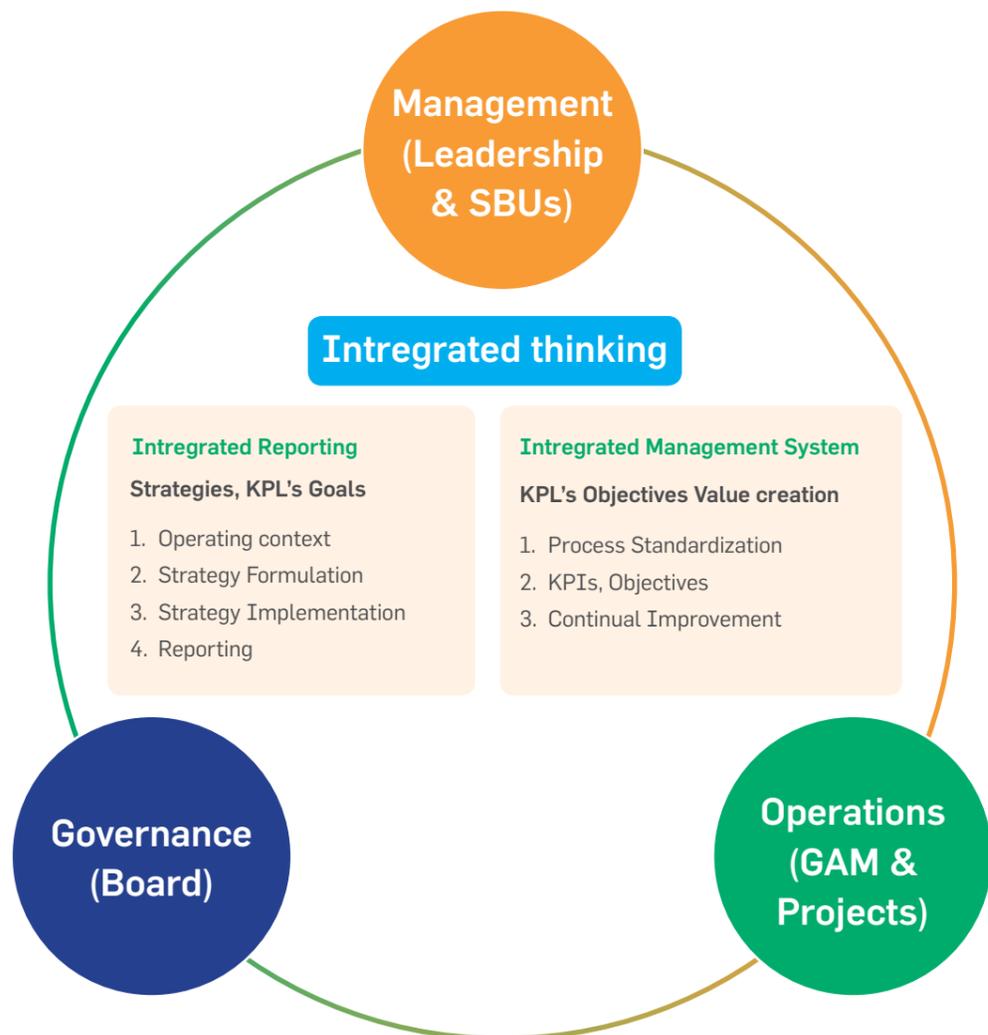
“मुमकिन है...  
It's Possible”

# Introduction to Integrated Reporting



Under the direction and guidance of the vision, mission and values, Greenko studies its external environment and identifies Risks and Opportunities. Then scrutinizes the internal environment and identifies the Strengths and weaknesses. Then conducts stakeholder engagement and materiality assessment to identify the Strategic directions, Key focussed areas and KPIs under the six capitals.

Once the strategies are formulated they will be implemented by SBUs and functions to achieve the organizational vision and missions.



# About "It's possible" theme

## Electricity Demand is increasing continuously

Current RE share in India is 21.12%  
Goal is to 50% by 2030

RE with technology in storage, pumped up hydro etc. can now provide on demand, affordable, 24\*7 electricity

For India **It's Possible** to supply **Clean, Reliable, Affordable Energy**

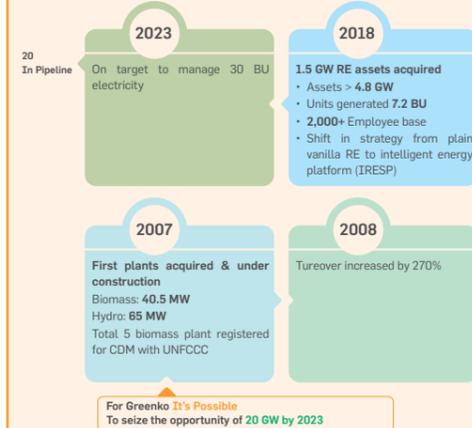
Throughout the world electricity demand is increasing continuously. But the imperative of climate change would require phase out of non-renewables even from the stock and increased share of Renewable energy.

The current RE share in India is 21.12% and the goal is 50% by 2030.

The developments in storages and especially early opportunity in pumped storage, will turn renewables to deliver 24x7 firm power. This convergence is increasingly is making #it'sPossible clean reliable and affordable power in India.

So for India #it's possible to supply Clean, Reliable and Affordable Energy.

## Greenko - poised for opportunity



When such historical possibility at the doorstep of India, Greenko because of its scale, experience and expertise is uniquely positioned to harness this opportunity, combine this with trust the patient capital across the globe reposes in us.

That's why, we believe that Greenko and Greenko alone is uniquely positioned to harness this historical opportunity. We must deliver this historical responsibility for India.

## Only You Can Make it's possible

What is GAM 1.0, GAM 2.0, GAM 3.0 & GAM 4.0?

What **It's Possible** for you?

What is your role to make

**It's Possible 20 GW for Greenko**



Be Transformative, Be Integrative, Be the Owner

When Greenko is poised to transform to GKO 3.0 and 4.0 and on its way to making #It'sPossible, to achieve 20GW by 202, and be a part of mitigating climate change, what is our role then?

We cannot be doing our activities the way we have done earlier the old ways were best for that part of Greenko's journey.

We must be transformative- ready for disruptive changes, innovation at every step but anchored to Greenko values. We have to be integrative- think nonlinear, create new solutions, new business models from alternatives that are available to us.

We have to own outcomes- not just leaders, all of us. This journey and path may be less familiar but at the end, this journey will drive us to address larger societal purpose and business success. us to address larger societal purpose and business success.

# IR Journey @ Greenko



Till now the reporting has been short term focussed, backward looking and compliance box ticking. They were too long, too complex without telling the holistic story. Investors were not getting the right information they need. The Integrated reporting done as per the IIRC framework is a solution to all these problems. Integrated reporting is strategic and future oriented communication about how organization creates value over time.

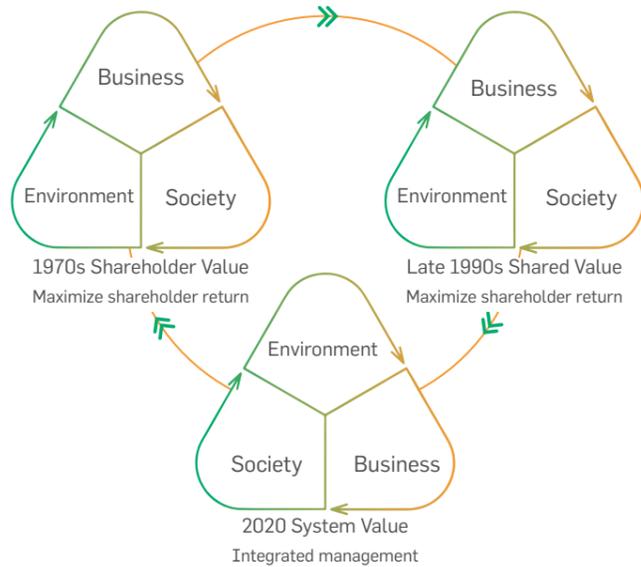
We at Greenko have started our journey of sustainability reporting in 2018 by publishing our first Sustainability report 2016-17, then embarked on Integrated reporting and published our first Integrated report 2017-18 and now published the second Integrated report 2018-19.



### Road Ahead

- » To be Recognized by IIRC
- » Dow Jones Sustainability Index (DJSI)
- » GRESB Rating. GIC
- » Wining Awards nationally and internationally

**Changing business reality in the globe capitalistic system**  
Create and protect value for long-term business success.



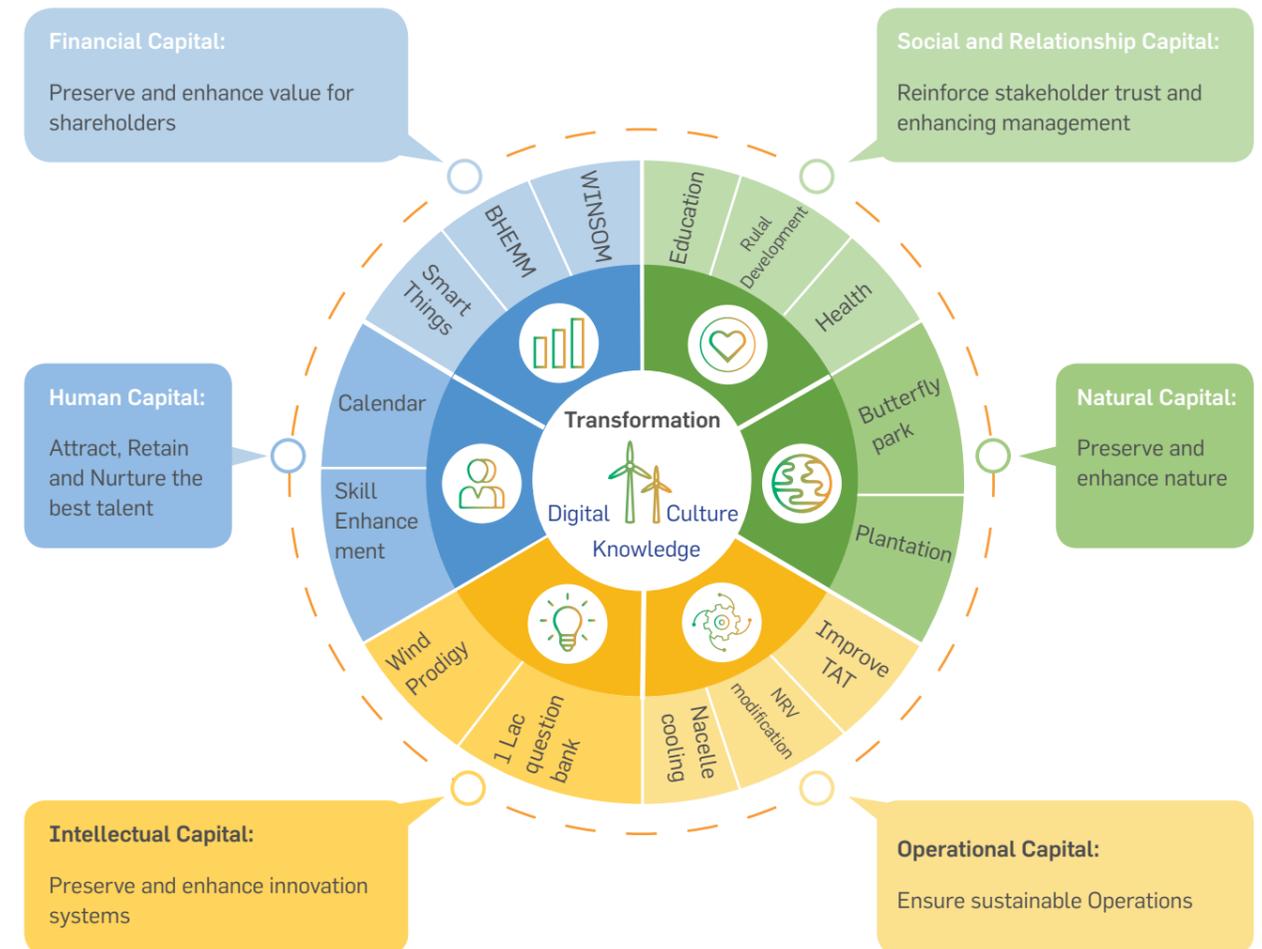
# IR Implementation @ GAM



GAM-Wind's assets are in accordance with the highest standards of performance, availability and efficiency. In FY 2018-19 GAM-Wind achieved 24% PLF, 98.3% Machine availability and 98.6% Grid availability. We have prepared our Strategic Value Creation Plan by setting goals on the key KPIs under the Key focused areas covering all the six value crating capitals i.e. Financial, Operational, Human, Intellectual, Natural and Social & relationship capitals.



### <IR> Success Stories



IR Implementation @ GAM



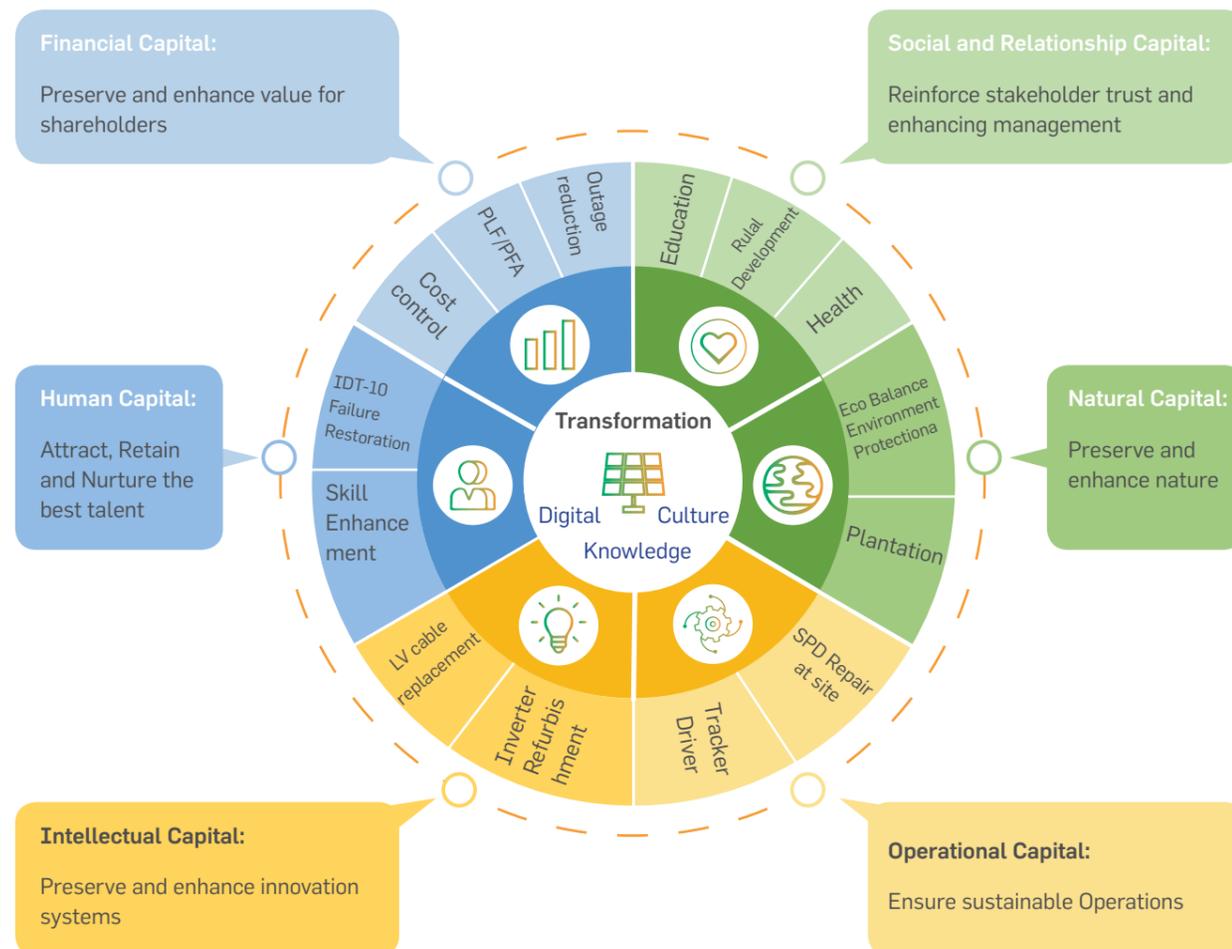
**“**  
 The size and spread of GAM-Solar assets, the experience, expertise and agility of people, the systems and processes make it more adaptive. In FY 2018-19 GAM-Solar achieved 24.7 PLF, 99.65% Machine availability and 99.41% Grid availability. GAM-Solar has prepared its Strategic Value Creation Plan by setting goals on the key KPIs under the Key focused areas covering all the six value crating capitals i.e. Financial, Operational, Human, Intellectual, Natural and Social & relationship capitals. The main Strategy of GAM Solar is to ensure Sustainable Operations through Digital transformation, Cultural transformation and knowledge transformation. **”**

IR Implementation @ GAM

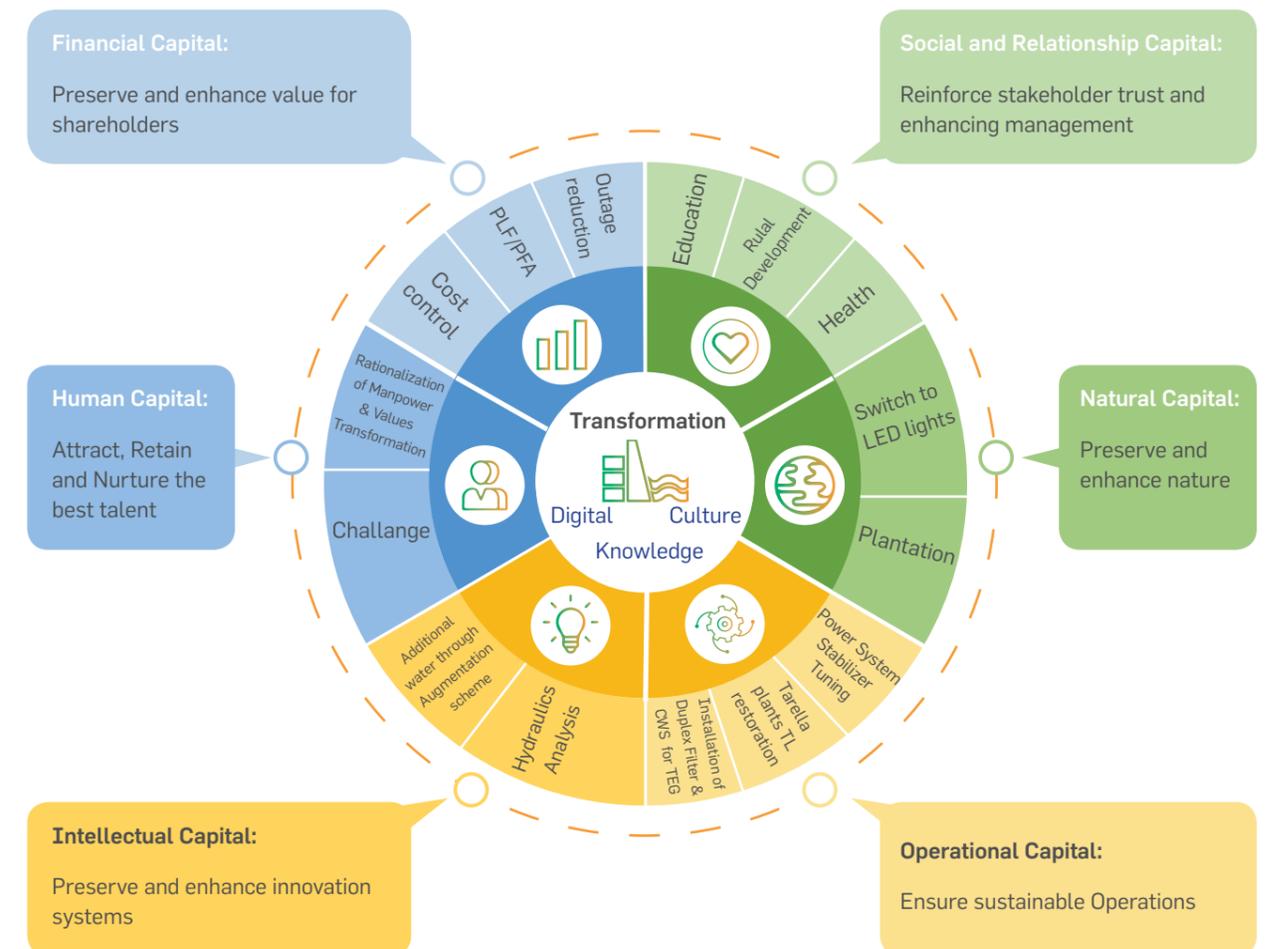


**“**  
 Continuous improvement and innovation are an essential element of GAM-Hydro. We focus on creating value in all the six capitals. We achieved 42.6 PLF, 99.6% Machine availability and 97.9 % Grid availability. We are geared to enable our employees to realize their full potential. Zero harm to life is our philosophy. Through our socially responsible initiatives we reach to the needs of our neighboring communities. **”**

<IR> Success Stories



<IR> Success Stories

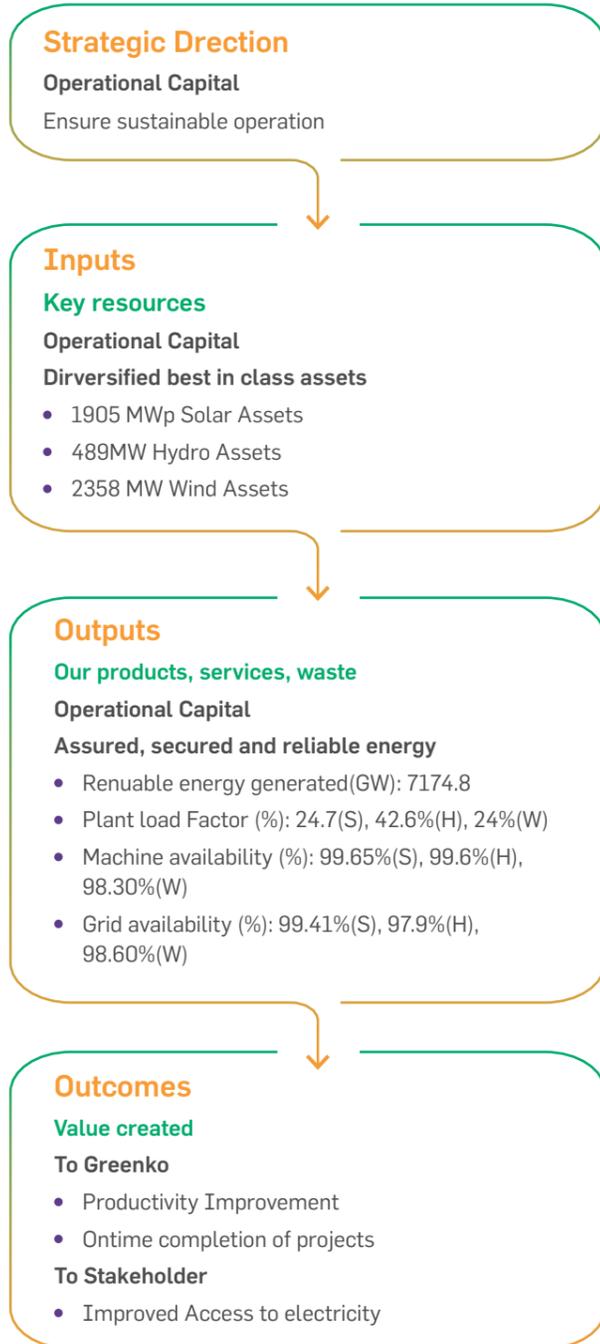


# Greenko Integrated Framework

The scanning and analysis of external and internal operating environment further guided Greenko to derive strategic directions, approaches, focus areas and KPIs to

- i) Mitigate risks,
- ii) Harness opportunities
- iii) Reinforce and address weaknesses.

These strategic directions, approaches, focus areas and KPIs are designed to steer Greenko to GKO 3.0 and GKO 4.0 and stay on course to preserve and enhance the value creation philosophy.



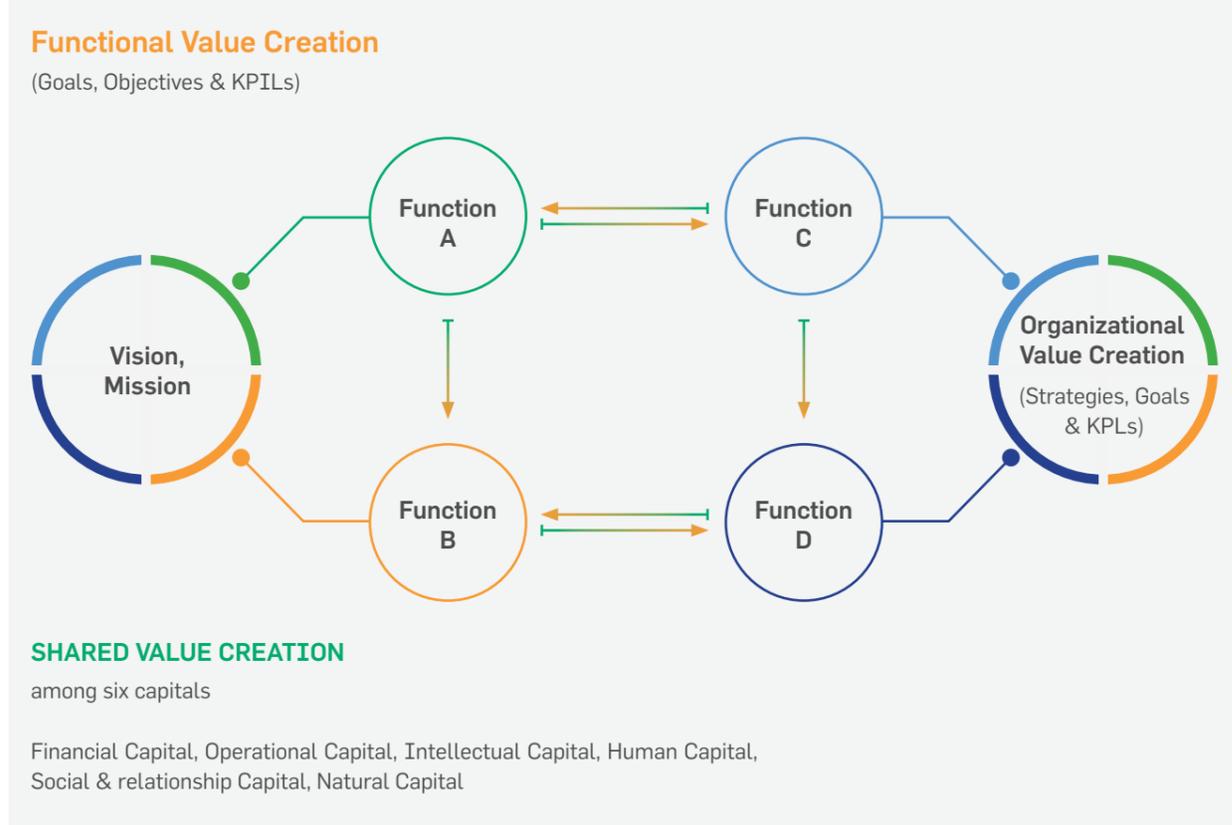
# Integrated Thinking

- » How should the management of modern business operate?
- » Are there good practices we can learn from?
- » Is there a goal that managers should be aiming for managing multiple resources beyond financial capital, including human, natural, intellectual, Operational, and social and relationshipcapitals?

By Adopting Integrated thinking Greenko can foster a culture of collaboration and integration.

Rather than using a narrow focus on financial tools, today's best performers are basing their business decisions on interconnected information across multiple capitals, including Natural, Social and Relationship, Human, Operational and Intellectual. Financial Capital, it turns out, is just one capital of many.

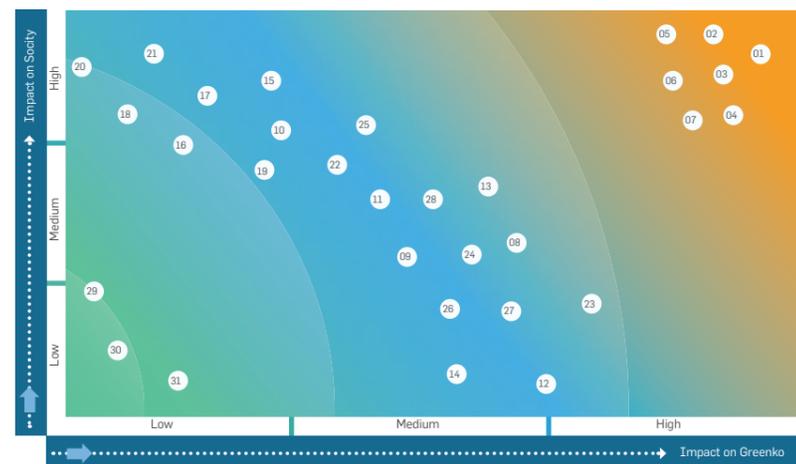
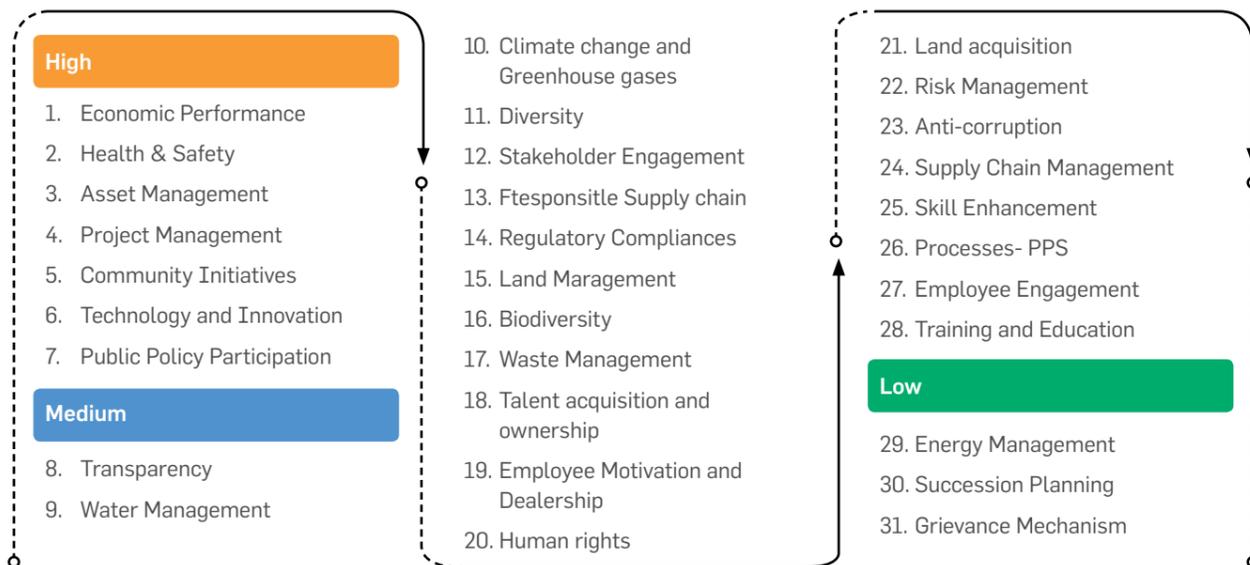
**Integrated thinking** is the inter-relationship among the operational / functional units in creating value under each capital in achieving organizational strategies. It is how each function is creating value while interacting with other function and finally achieving organizational goals.



Integrate the Capital thinking in your value creation process

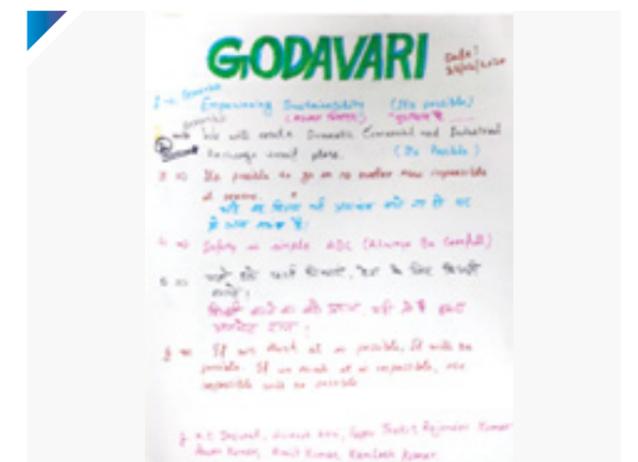
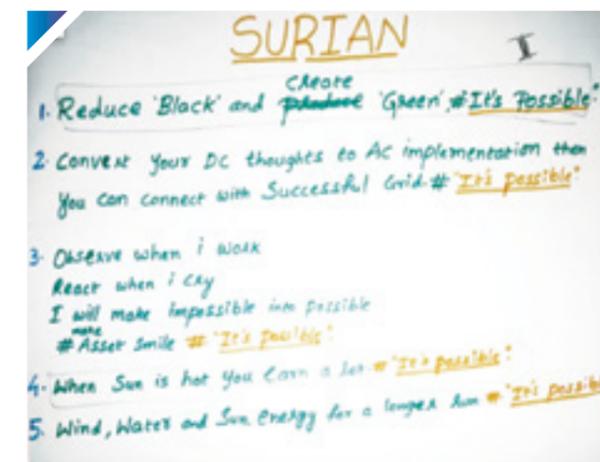
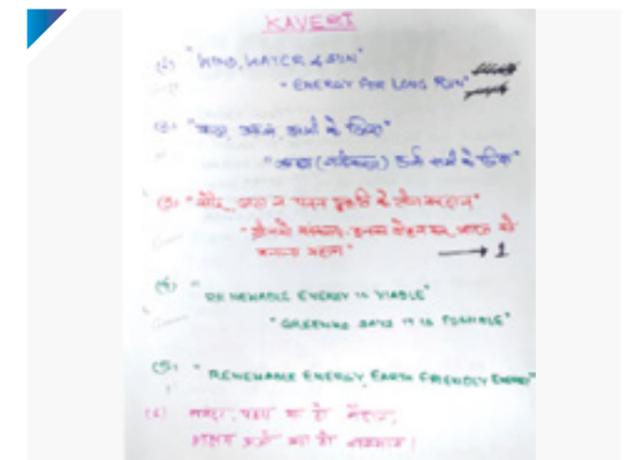
# Material Issues (Key Focused Areas)

Greenko has conducted materiality assessment through stakeholder engagement to identify the most important material issues. An issue has been considered material if it influences or likely to influence our ability to create value in the short, medium and long term. Through materiality assessment, the material issues of the company have been identified, segregated and ranked as High, Medium and Low by considering their level of impact on Greenko and its Stakeholders. These material issues are presented below:



# It's Possible Activity

An activity on the theme of "It's Possible" was conducted. Teams were formed, the activity was structured to foster discussion among the participants around the core theme of "it's possible". The teams came out with some good slogans around #it's Possible.



# Value Creation Stories

About 35 IR champions from GAM-Wind, 52 IR champions from GAM-Solar and 70 IR champions from GAM-Hydro have participated in the IR conclaves. The participants were encouraged to present their value creation case studies they have undertaken during this year and the earlier two years. Each speaker was given 15 minutes to present, followed by 5 minutes for questions.

Value creation Stories were presented by the GAM-wind, GAM-Solar and GAM-Hydro teams in the conclaves at Anantapur, Kurnool and Chamba. Twenty-seven wind, thirty solar and forty seven hydro value creation stories were presented. Six Jury members from Greenko and RSM-GC have chaired the value creation story presentations at each conclave. After evaluation the winners were selected by the jury and Platinum, Gold, Silver awards were presented to the best IR success stories.



# Certificate and Award Ceremony



# Tree Plantation



# Feedback from the participants

This integrated reporting conclave was very edifying and very useful, although there are so many good things to pick, I took the elite one (integrated thinking) for sharing with my team, which will be helpful in our regular works and to upgrade our performance. Finally, we all work towards and make "It's Always Possible" - B. Pranesh

IR conclave is one of the important platforms to express and present the innovative ideas which we implemented across GAM Wind. We as team thank you very much for conducting and providing such opportunity- Mallikarjun U

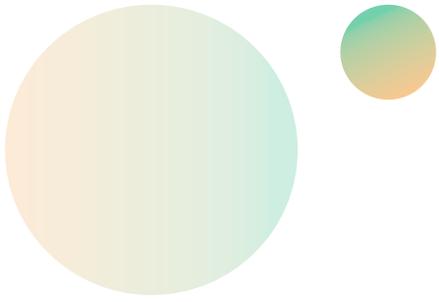
On behalf of all participants I take the opportunity to communicate our sincere gratitude for conducting wonderful Conclave. The program was inspiring and marvelous and have enriched our experience. The insight provided by learned speakers will widen our horizon and concrete our commitment. The event has infused lot of motivation and actionable energy. - Nirmal Kumar Yadav

It's great enhancing skill set awareness program and all the discussions, interactions with both external and internal team members are very useful. The expert team interaction and inclusiveness of team members was directive towards organizational vision and roadmaps in IR aspects. - Srinivas Naidu A

The IR Conclave for the GAM Hydro conducted at Chamba in Himachal Pradesh was very useful and motivated all of us towards the Company's Vision, Mission and Values. It gave us an insight into the scope of growth at both the Organizational level and at an individual level and role that the Company is going play in the energy requirements of the Country - S.K.B. Vali

It was a wonderful opportunity for me to be a part of the <IR> Conclave. This two-day Workshop gave me a chance to integrate with the entire GAM - Wind team. Their enthusiasm, passion and dedication to show their presentations and case studies motivated me to show case the CSR presentation with just as much zeal and enthusiasm. -Rameswara Rao S





**Greenko**™ 

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