PRE-DEVELOPMENT PLAYBOOK – SOLAR POWER PROJECT

Comprehensive Pre-Development Guide for Solar Project Execution

Part 2/6 | Playbook Series for Project Nav Saksham

Developed for Torrent Power

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Abstract

This playbook serves as a comprehensive guide to the pre-development phase of solar projects at Torrent Power. Its primary objective is to standardize, streamline, and optimize the pre-development process, ensuring seamless execution as the organization scales up its RE portfolio.

The playbook establishes a structured approach to each stage of the pre-development journey—from site ad evacuation capacity identification to securing land leases, grid connectivity, and evacuation capacity. Each chapter outlines clear process steps, process maps, RACI matrices, and KPIs to enhance operational efficiency, ensuring consistency across projects.

By implementing standardized operating procedures (SOPs) and integrating industry best practices, this playbook will enable Torrent Power to scale solar projects efficiently while maintaining high standards of quality, compliance, and performance.

Objectives

- **Establish a Standardized Approach** – Provide a unified, repeatable methodology for the Pre-development function, ensuring consistency across all solar projects
- **Streamline Pre-development Processes** – Optimize key stages through well-defined steps and roles, enabling efficient project execution
- **Monitor and Improve Performance** – Track and analyze progress using KPIs and RACI matrices, identifying bottlenecks and enhancing accountability
- **Support Scalable Growth** – Facilitate Torrent Power's expansion in solar energy by developing a robust Pre-development framework that adapts to increasing project complexity
- **Enhance Collaboration** – Foster seamless communication and decision-making by clearly defining processes, roles, and stakeholder expectations

Scope

This playbook outlines structured approach to pre-development function for solar projects at Torrent Power. The scope includes:

- **Process Steps –** Detailed guidelines for each phase of the pre-development process, from site ad evacuation capacity identification to securing land leases, grid connectivity, and evacuation capacity. This ensures that all pre-development activities are consistent, systematic, and aligned with the overall project goals
- **Process Maps –** Visual representations of the key workflows and steps involved in the pre-development stages. These maps help to clarify the sequence of activities, decision points, and dependencies, facilitating seamless understanding of cross-team collaboration
- **KPIs –** Clearly defined metrics for tracking team performance throughout the pre-development stages. These KPIs facilitate efficient monitoring and help identify potential bottlenecks, ensuring timely intervention to optimize project flow.
- **RACI –** Clear RACI matrices that define roles and responsibilities for each step of pre-development process. This ensures accountability and transparency, clarifying who is responsible for each task and who needs to be consulted or informed at each step.

This playbook serves as the foundation for establishing consistent and efficient practices, supporting the successful execution of future solar projects at Torrent Power.

Coverage

Chapter 1 – Identification and Feasibility Assessment of Evacuation Capacity and Land Parcels

1.1 – Evacuation Planning, Land Identification & Prioritization
Outlines the process for identifying land and evacuation capacity requirement, engaging with empaneled land aggregators for communicating the requirement, identifying evacuation capacity and shortlisting land parcels for detailed assessment

1.2 – Technical Feasibility Assessments for the Shortlisted Land Parcels
Defines the process for conducting feasibility assessments of shortlisted land parcels, ensuring technical viability before proceeding with procurement

1.3 – Commercial Feasibility Assessment for the Shortlisted Land Parcels
Outlines the process of evaluating commercial feasibility of technically viable land parcels. It covers financial modeling, sensitivity analysis, and categorization of parcels based on viability

1.4 – Finalizing Feasible Land Parcels for Leasing
Details the process of finalization of land parcels for leasing based on technical feasibility, financial feasibility and cost optimization

Chapter 2 – Grid Connectivity and Evacuation Capacity Reservation

Outlines the process of finalizing substations to be applied to, and securing evacuation capacity in the shortlisted substations

Chapter 3 - Land Finalization after Term Sheet Signing

Covers the process of verifying land parcel availability post-bid win, finalizing the most feasible option, or restarting site selection, if required

Chapter 4 - Leasing Agreement and Demarcation of Finalized Land Parcels

4.1 – Legal Consultant Appointment

Details on the process steps of appointing a legal consultant for executing lease agreement and obtaining required approvals for developing solar power plant

4.2 – Land Leasing Agreement & Legal Approvals

Describes the process of finalizing lease agreement for finalized land parcels, conducting due diligence to verify ownership, securing all necessary approvals (CLU, construction permit etc.), and conducting Environment and Social Impact Assessment, if required

4.3 – Land Demarcation and Handover

Outlines the process of physical demarcation of land parcel boundary by government official (patwari), and handover of the land parcel to project team

Chapter 5 - Land Aggregator and Technical Consultant Management

Defines the process of empaneling land aggregators and technical consultants as per the requirements laid out in Annual Growth Outlook

Who is this playbook for?

- **Pre-development Team –** Team directly responsible for the pre-development functions, which includes securing land parcels and reserving evacuation capacity. The playbook provides a structured approach across processes, enhancing process consistency, efficiency, and clarity
- **Cross-Functional Teams** – Departments involved in the pre-development process, such as commercial, legal, regulatory and project team. The playbook helps align each team's contributions, clarifies roles and responsibilities through RACI, and ensures seamless coordination during the pre-development stages

Chapter 1 – Identification and Feasibility Assessment of Evacuation Capacity and Land Parcels

Chapter 1.1 – Evacuation Planning, Land Identification & Prioritization

1.1.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Business Development (BD) team shares the Annual Growth Outlook[1] [2] with the Chief Land & Connectivity[3]					-
P1	– Chief Land & Connectivity prepares Pre-development Intelligence Report (PDIR)[4] – Chief Land & Connectivity shares the PDIR and Annual Growth Outlook with the Chief Land Officer	**I1**	Annual Growth Outlook	**O1**	PDIR *(Template Provided)*	1
P2	– Chief Land Officer appoints a Land Manager (LM) and shares the PDIR and Annual Growth Outlook with appointed LM					-
P3	– LM leverages Annual Growth Outlook and PDIR to identify Land & Evacuation related requirements for each target region, and communicates the requirements to the Procurement Lead – – In case view on available transmission evacuation and land is available within PDIR – – LM communicates the procurement team to engage the regional Land Aggregator for initiating Grid Study[5] and SRA Report[6]	**I1** **I2**	Annual Growth Outlook PDIR	**O2**	Land and Evacuation Requirement *(Template Provided)*	1

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

[1] Annual Growth Outlook is prepared based on the overall growth strategy in Renewable Energy. It outlines projected evacuation and land requirements, based on market trends, Torrent's current market standing and growth projections, and central and state-level renewable energy policies. The document covers locations to focus on (states/regions), target capacity for each location, characteristics sought for in the land parcels, making it a critical input for Pre-Development Team

[2] Annual Growth Outlook to be published once a year by BD Team, with subsequent updates issued on a quarterly basis

[3] Chief Land & Connectivity is a position in the proposed organizational structured and is a member of the commercial team

[4] Contains list of target states, capacities required across states, distribution of CTU and STU infrastructure

[5] The Grid Study covers –

- Assessment of the existing transmission infrastructure and available capacity at substations
- Identification of the nearest and most suitable substations for grid connection
- Analysis of potential transmission line routes, considering distance, terrain, and Right of Way (RoW) availability

Recommendation on proceeding with the grid connectivity application, specifying the optimal substation, required capacity, and necessary documentation

[6] SRA Report to include basic information about the land parcel, Legal and title status, Landowner's willingness for a 25-year solar lease agreement, technical feasibility (soil type and suitability for solar installation, flood risk, drainage conditions) etc.

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*

	– If a view on available transmission evacuation capacity and land is not available in the PDIR –
	  – LM communicates the land parcel and evacuation capacity requirements to the Procurement Lead
	– If a view on available transmission evacuation capacity (only) is available in the PDIR,
	  – LM communicates the Procurement Lead to engage the regional Land Aggregator for initiating Grid Study[1]
	– LM communicates the corresponding land parcel requirement to the Procurement Lead					

P4	– Procurement Lead engages with empaneled Land Aggregators in the target regions to communicate the respective land and evacuation requirement	**I3**	Land and Evacuation Requirement			-

P5	– Procurement Lead shares inputs received from Land Aggregators with LM on an ongoing basis –
	  – For regions where both transmission evacuation and land are identified, Grid Study[1] & Solar Resource Assessment Report[2] (SRA Report) are shared
	  – For regions where only transmission evacuation capacity is identified, Grid Study is shared
						-

P6	– LM analyzes the Grid Study to shortlist substations for reserving evacuation capacity – LM considers factors such as grid stability, available capacity at the grid, etc.			**O3**	Substation Shortlist *(Template Provided)*	0.5
P7	– If suitable land parcels are identified near shortlisted substations, LM selects them and shares their corresponding SRA Reports (received from the Land Aggregator) with Chief Land & Connectivity	**I4**	Substation Shortlist			

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

[1] The Grid Study covers –
- Assessment of the existing transmission infrastructure and available capacity at substations
- Identification of the nearest and most suitable substations for grid connection
- Analysis of potential transmission line routes, considering distance, terrain, and Right of Way (RoW) availability

Recommendation on proceeding with the grid connectivity application, specifying the optimal substation, required capacity, and necessary documentation

[2] SRA Report to include basic information about the land parcel, Legal and title status, Landowner's willingness for a 25-year solar lease agreement, technical feasibility (soil type and suitability for solar installation, flood risk, drainage conditions) etc.

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P8	– Chief Land & Connectivity reviews the SRA Reports to assess whether the land parcels meet the preliminary criteria for proceeding to detailed technical and commercial evaluation	**I5**	SRA Reports	**O4**	Land Parcel Shortlist *(Template Provided)*	-
P9	– Chief Land & Connectivity informs LM of the land parcels selected for detailed assessment					-
E	– Land Manager (LM) receives Land Parcel Shortlist for detailed assessment					***Total –*** *3 – 3.5 weeks*

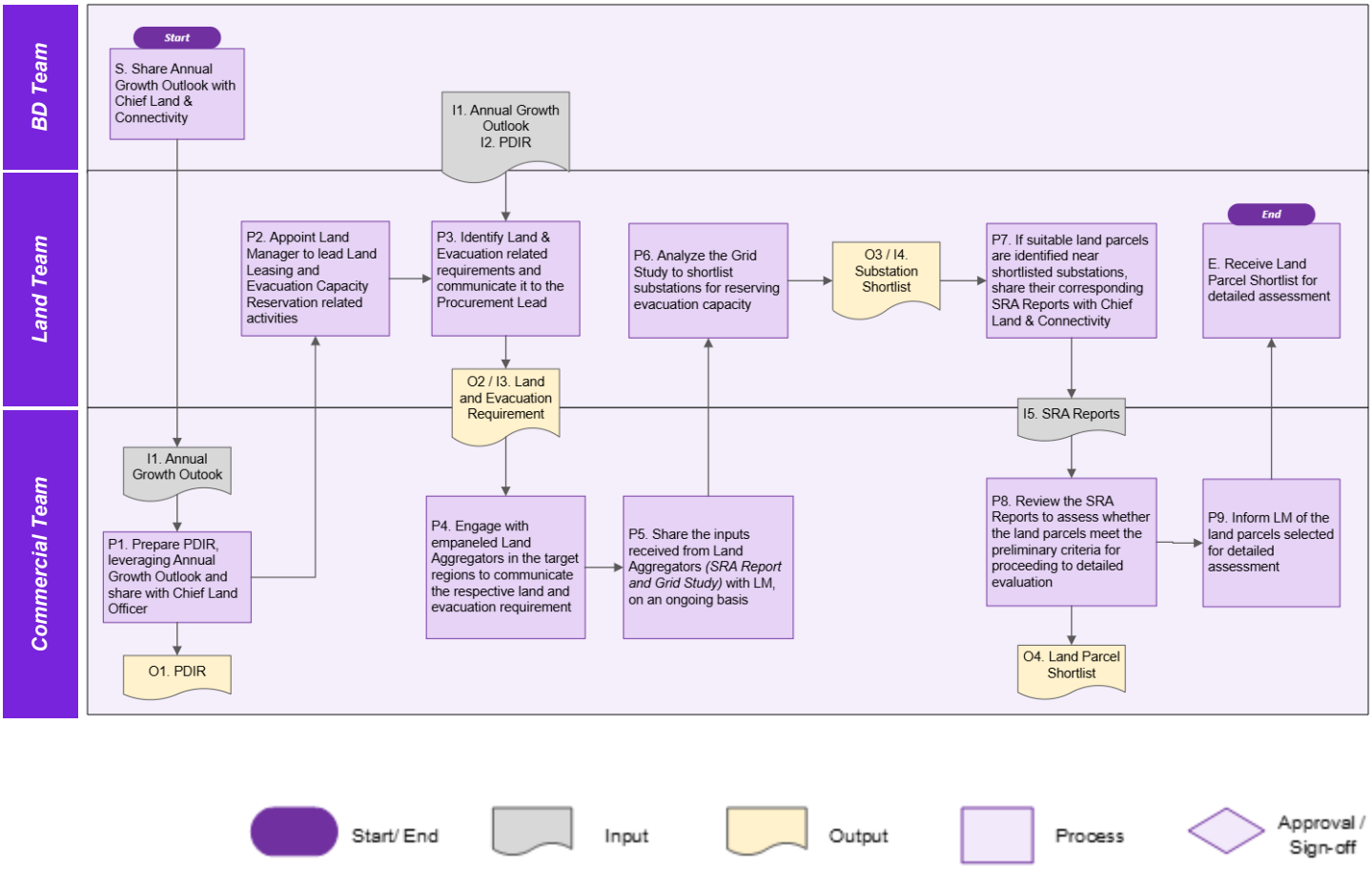
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

1.1.2 RACI

#	Key Activities	Responsibility	Accountability	Consult	Inform
S	Share Annual Growth Outlook with Chief Land & Connectivity	BD Team			Chief Land & Connectivity
P1	Prepare Pre-development Intelligence Report (PDIR) based on Annual Growth Outlook, and share both with the Chief Land Officer	Chief Land & Connectivity			Chief Land Officer
P2	Appoint Land Manager to lead Land Leasing and Evacuation Capacity Reservation related activities and share Annual Growth Outlook and PDIR	Chief Land Officer			Land Manager
P3	Identify Land & Evacuation related requirements and communicate it to the Procurement Lead	Land Manager			Procurement Lead
P4	Engage with empaneled Land Aggregators in target regions to communicate land and evacuation requirements received from Land Manager	Procurement Lead			Land Manager
P5	Share inputs *(Grid Study and Solar Resource Assessment Report)* received from Land Aggregators with Land Manager on an ongoing basis	Procurement Lead			Land Manager
P6	Analyze Grid Study to shortlist substations for reserving evacuation capacity	Land Manager			
P7	If Land Parcel is also identified for any of the shortlisted substations, shortlist that Land Parcel and share its SRA Report with Chief Procurement	Land Manager	Land Manager		Chief Procurement
P8	Review the SRA Reports to assess whether the land parcels meet the preliminary criteria for proceeding to detailed evaluation	Chief Land & Connectivity	Chief Land & Connectivity		
P9	Inform LM of the land parcels selected for detailed assessment	Chief Land & Connectivity			Land Manager
E	Receive Land Parcel Shortlist for detailed assessment	Land Manager	Land Manager		

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

1.1.3 Process Map



[1] **Map Glossary – LM:** Land Manager | **PDIR:** Pre-development Intelligence Report | **BD:** Business Development | **CLO:** Chief Land Officer | **SRA:** Solar Resource Assessment

1.1.4 Templates for Input/ Output

1. PDIR

State	District / Location	Substation Name	Planned Capacity (MW)	Evacuation Mode (CTU/STU)	Available Capacity (MW)	Potential Land Parcel Details (with area)	Ownership Type	Remarks / Risks

2. Land and Evacuation Requirement

Location (State / District)	Planned Capacity (MW)	Evacuation View Available in PDIR? (Yes/No/Partial)	Land View Available in PDIR? (Yes/No/ Partial)	Detailed Action Required by Procurement Team	Grid Study Required? (Yes/No)	Land Aggregator Engagement Needed? (Yes/No)	Remarks

3. Substation shortlist

Location (State / District)	Substation Name	CTU / STU	Available Capacity (MW)	Grid Stability Observations	Grid Study Shared? (Yes/No)	Shortlisted for Reservation? (Yes/No)	Remarks

4. Land Parcel Shortlist

Location (State / District)	Land Parcel ID / Name	Nearby Substation	Parcel Area (Acres)	SRA Report Shared? (Yes/No)	Meets Preliminary Criteria? (Yes/No)	Shortlisted for Detailed Assessment? (Yes/No)	Remarks

Chapter 1.2 – Technical Feasibility Assessments for the Shortlisted Land Parcels

1.2.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Land Manager (LM) receives Land Parcel Shortlist for detailed assessment					-
P1	– LM shares the Land Parcel Shortlist along with their respective Solar Resource Assessment Reports *(SRA Reports)* with Solar Engineering Head (SEH) for technical evaluation of the land parcel					-
P2	– SEH appoints an Engineering Manager (EM) to lead the preparation of the Detailed Feasibility Report for internal assessment of shortlisted land parcels – SEH shares the Land Parcel Shortlist, along with their respective SRA Reports with EM					0.5
P3	– EM leverages the Detailed Feasibility Report Outline (DFR Outline), to create DFR Requirement, which is a list of feasibility assessments[1] to be conducted on each of the shortlisted land parcels	**I1** **I2**	Land Parcel Shortlist DFR Outline	**O1**	DFR Requirement *(Template Provided)*	0.5
P4	– EM shares the DFR Requirement with the Procurement Lead and requests them to obtain quotes from empaneled technical consultant(s) for conducting feasibility assessments					●
P5	– Procurement Lead collates quotes and selects Technical Consultants(s) based on appropriate evaluation criteria – Procurement Lead informs EM of the selected Technical Consultant(s) *Multiple Technical Consultants may be engaged for different regions or distinct feasibility assessments within a region*	**I3**	DFR Requirement			●
P6	– EM shares the SRA Report *(shared by Land Aggregators)* for the respective land parcels with the selected Technical Consultant(s), providing preliminary insights and required data					0.5

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

[1] The feasibility assessments for the solar power plant will encompass initial design evaluations, including generation profile, site layout, and solar insolation analysis. The assessments will also identify potential power generation and project risks such as flooding, land leveling, site infrastructure constraints, shading, proximity to railway lines, land fragmentation, and transmission line feasibility, Right of Way (RoW) challenges and overall site suitability for optimal project execution.

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P7	– EM coordinates with technical consultant(s) to support them with any input required for conducting feasibility assessments – If required, EM facilitates site visits for Technical Consultant(s)					4 – 6
P8	– EM receives Detailed Feasibility Reports (DFRs) from Technical Consultant(s)					-
P9	– EM analyses DFR for each shortlisted land parcel, eliminates the infeasible ones, and creates a List of Technically Feasible Land Parcels	**I4**	DFRs	**O2**	List of Technically Feasible Land Parcels *(Template Provided)*	2
P10	– EM shares the List of Technically Feasible Land Parcels with LM					-
E	– LM further shares the List of Technically Feasible Land Parcels with Chief Business Development for Commercial Feasibility Assessment					***Total –*** *8 – 10 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

1.2.2 – RACI

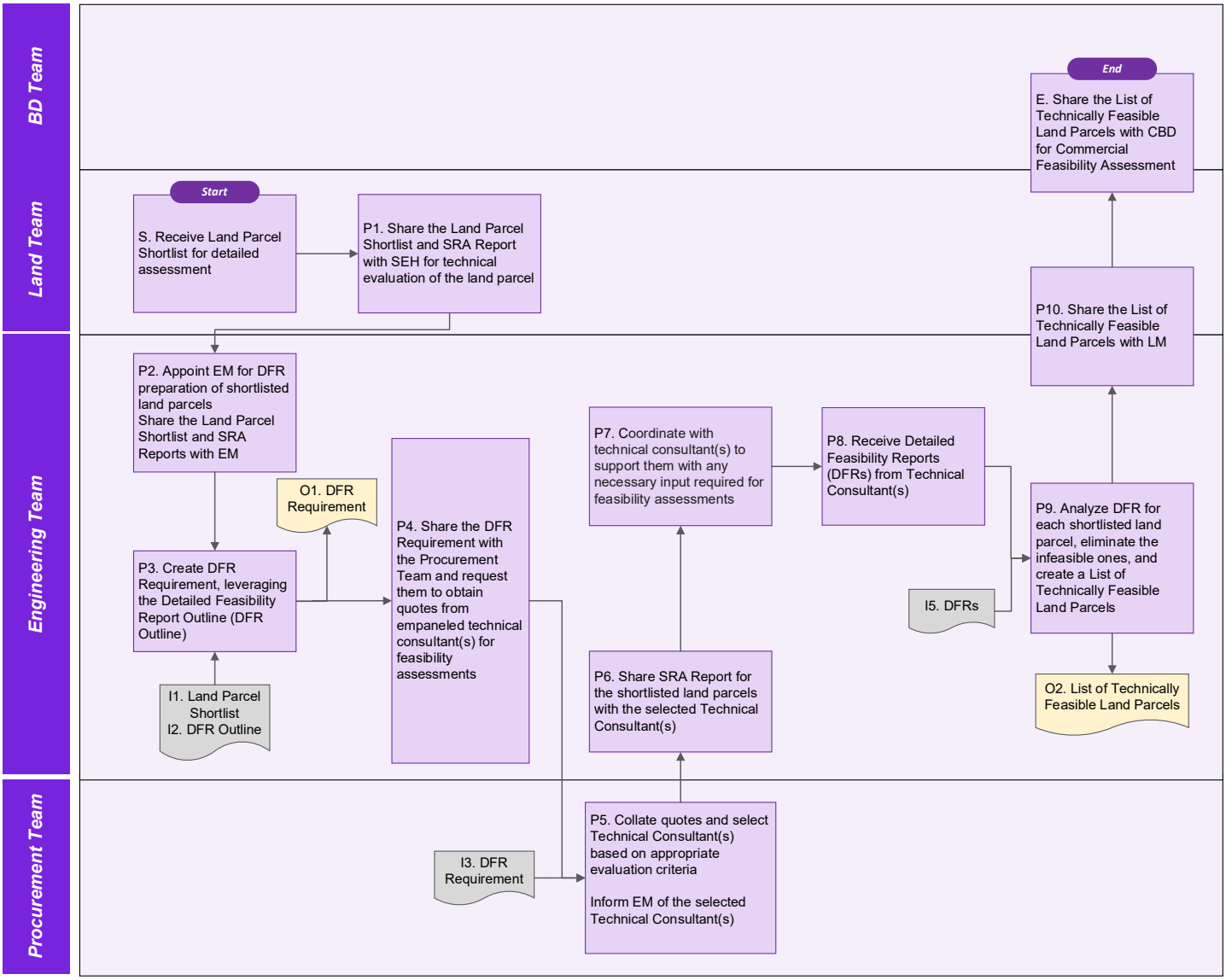
#	Key Activities	Responsibility	Accountability	Consult	Inform
S	Receive Land Parcel Shortlist for detailed assessment	Land Manager	Land Manager		
P1	Share Land Parcel Shortlist along with their respective Solar Resource Assessment Reports *(SRA Reports)* with Solar Engineering Head (SEH) for technical evaluation	Land Manager			Solar Engineering Head
P2	Appoint Engineering Manager (EM) for the preparation of Detailed Feasibility Report Share the Land Parcel Shortlist, and their respective SRA Reports with EM	Solar Engineering Head	Solar Engineering Head		Engineering Manager
P3	Leverage DFR Outline to create DFR Requirement, which is a list of feasibility assessments to be conducted on each of the shortlisted land parcels	Engineering Manager	Engineering Manager		Chief Land Officer
P4	Share DFR Requirement with Procurement Lead and request them to obtain quotes from empaneled technical consultant(s)	Engineering Manager			Procurement Lead
P5	Collate quotes and select Technical Consultant(s) based on evaluation criteria	Procurement Lead	Procurement Lead		
	Inform LM about the selected Technical Consultant(s)	Procurement Lead			Land Manager
P6	Share Solar Resource Assessment Reports with Technical Consultant(s), providing preliminary insights and data	Engineering Manager			
P7	Coordinate with Technical Consultants and provide necessary inputs	Engineering Manager	Engineering Manager		
P8	Receive Detailed Feasibility Reports (DFRs) from Technical Consultants	Engineering Manager	Engineering Manager		

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

#	Key Activities	Responsibility	Accountability	Consult	Inform
P9	Analyze DFRs, eliminate infeasible land parcels, and create a List of Technically Feasible Land Parcels	Engineering Manager	Engineering Manager		Chief Land Officer
P10	Share List of Technically Feasible Land Parcels with LM	Engineering Manager	Engineering Manager		Land Manager
E	Share the List of Technically Feasible Land Parcels with Chief Business Development for commercial evaluation	Land Manager			Chief Business Development

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

1.2.3 Process Map



[1] **Map Glossary** – **DFR:** Detailed Feasibility Report | **EM:** Engineering Manager | **SRA:** Solar Resource Assessment | **SEH:** Solar Engineering Head | **LM:** Land Manager | **CBD:** Chief Business Development

1.2.4 Templates for Input/ Output

1. DFR Requirement

Assessment Area	Purpose	Assessment Status (Required/ Not Required)	Remarks for assessment
Solar Resource Assessment	Estimate solar irradiance potential		
Grid Connectivity Assessment	Check grid access, available capacity, substation proximity		
Hydrology & Drainage Study	Identify flood zones, waterlogging risk, natural drainage		
Soil Bearing Capacity Test	Evaluate load-bearing capacity of soil		
Contour & Topographical Survey	Assess elevation, slope, grading requirements		
Shadow Analysis	Identify obstructions and shading impact		
Substation Proximity Verification	Confirm distance and right-of-way to evacuation point		
Legal Due Diligence	Title search, land ownership, encumbrance, conversion status		
Statutory Restrictions Check	Forest, CRZ, airport clearance, defense zoning		
Environmental Sensitivity	Assess ecological impact, proximity to protected areas, EIA need		
Social Impact Assessment	Evaluate displacement, local support/resistance		
Water Availability Assessment	Check feasibility for construction and module cleaning water		
Right of Way (RoW Check	Assess RoW feasibility for transmission and approach roads		
Local Permitting Risk Assessment	Risk assessment of approvals from local government / panchayat		
Security & Vandalism Risk	Risk of theft, encroachment, vandalism		
Cost of Site Development Estimate	Initial cost estimate for fencing, roads, grading, water pipeline etc.		
….			
….			

2. List of Technically Feasible Land Parcels

Land Parcel ID	Location	Area (Acres)	SRA Report Received	Technical Assessments Completed	Technical Feasibility Status	Summary of Technical Assessment	Remarks
Parcel 1	Region A	50	Yes	Solar Resource, Grid Connectivity, Soil Bearing Capacity	Feasible		No major risks identified

Chapter 1.3 – Commercial Feasibility Assessment for the Shortlisted Land Parcels

1.3.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Land Manager (LM) shares the List of Technically Feasible Land Parcels and their respective Detailed Feasibility Reports (DFRs) with Chief Business Development					-
P1	– Chief Business Development appoints Commercial Manager (CM), to assess the commercial feasibility[1] of the Land Parcels					-
P2	– Chief Business Development shares the following with appointed CM – – List of Technically Feasible Land Parcels, and – their respective DFRs					-
P3	– CM coordinates with Procurement Leads to obtain tentative quotes for key components and services, required to enhance the accuracy of the Financial Feasibility Report *(if required)*					0.5
P4	– CM prepares a comprehensive Financial Feasibility Report (FFR) for each technically feasible land parcel – FFR includes – – Detailed financial model[2] – Financial metrics and its interpretation[3] – IRR sensitivity with respect to land leasing cost – Sensitivity analysis of other key variables and interpretation[4] – FFR categorizes each land parcel as "Go," "Optimize Cost," or "No Go" based on financial feasibility assessment	**I1** **I2**	List of Technically Feasible Land Parcels DFRs	**O1**	Financial Feasibility Reports (FFR)	1

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

[1] Preliminary commercial feasibility may be conducted by the Commercial Team, and may serve as input for the commercial feasibility conducted by the BD Team

[2] Financial Model covers projected costs and revenue, financial incentives from government's subsidies and incentive schemes, and model assumptions related to discounting rate, inflation rate, debt to equity ratio assumed etc.

[3] Financial metrics including, but not limited to, NPV, IRR, and Payback Period.

[4] Sensitivity analysis to be done by adjusting key assumptions (e.g., solar irradiance, electricity prices, interest rates) to evaluate potential risks and their impact on project viability.

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P5	– CM seeks review and approval from Chief Business Development on the FFR					0.5
P6	– If changes are required, CM incorporates the feedback and reshares for approval to finalize FFRs					
P7	– CM redacts sensitive data from FFRs, (such as financial metric calculations, tariff assumed) and creates Sanitized FFRs for each land parcel assessed	**I3**	FFRs	**O2**	Sanitized FFRs	0.5
E	– CM shares the Sanitized FFRs with LM					***Total –*** *2.5 – 3 weeks*

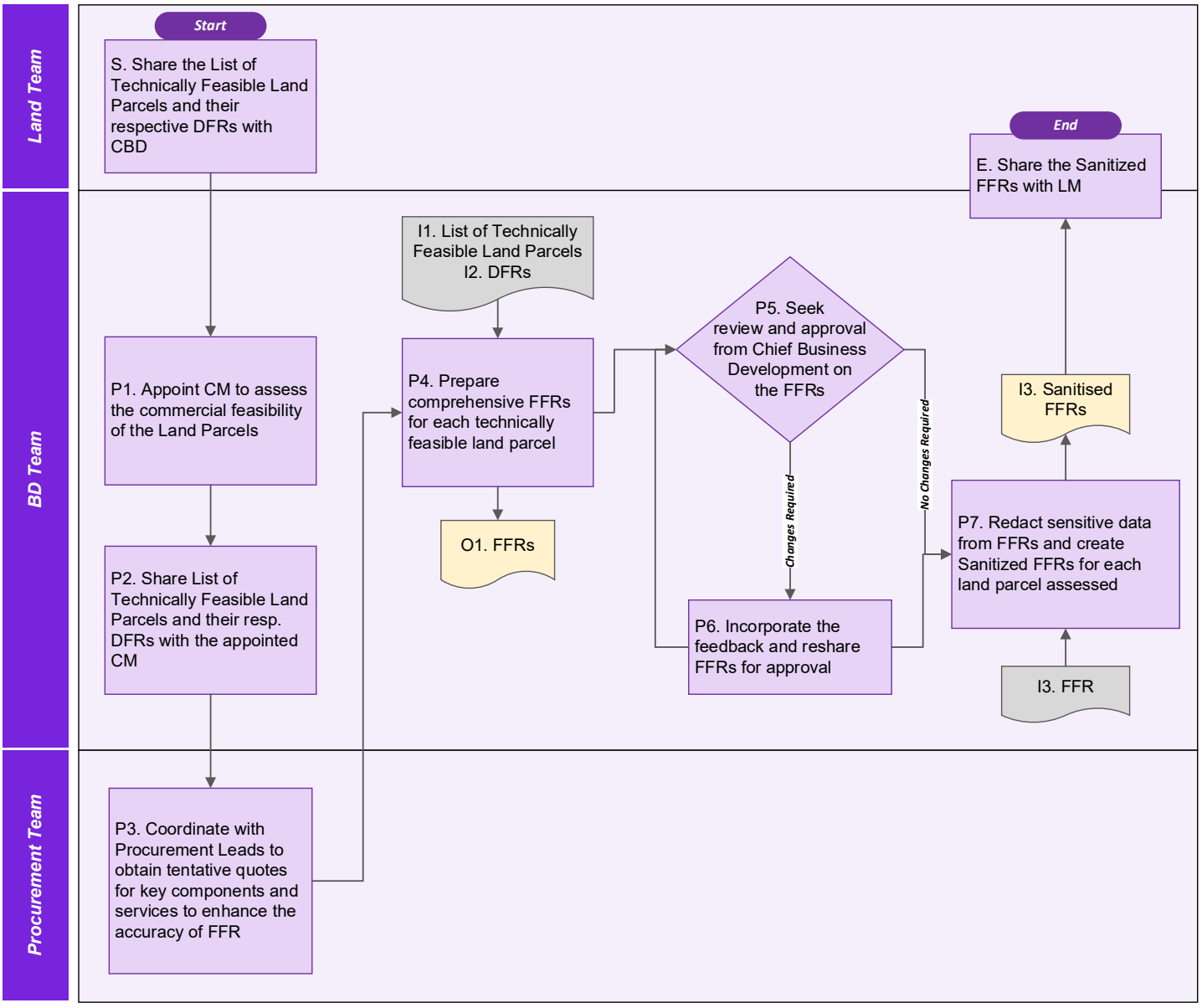
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

1.3.2 RACI

#	Key Activities	Responsibility	Accountability	Consult	Inform
S	Share the List of Technically Feasible Land Parcels and respective DFRs with Chief Business Development	Land Manager			Chief Business Development
P1	Appoint Commercial Manager (CM) to lead commercial feasibility assessment of land parcels	Chief Business Development			Commercial Manager
P2	Share the List of Technically Feasible Land Parcels and their respective DFRs with appointed CM	Chief Business Development			Commercial Manager
P3	Coordinate with Procurement Leads to obtain indicative quotes to enhance FFR accuracy *(if required)*	Commercial Manager	Commercial Manager	Procurement Leads	
P4	Prepare Financial Feasibility Report (FFR) for each technically feasible land parcel Categorize land parcels as “Go,” “Optimize Cost,” or “No Go” based on commercial feasibility	Commercial Manager	Commercial Manager		
P5	Seek review and approval on FFR from Chief Business Development	Commercial Manager	Commercial Manager	Chief Business Development	
P6	Incorporate feedback received on FFR, make necessary revisions, and finalize FFRs	Commercial Manager	Commercial Manager		Chief Business Development
P7	Redact sensitive data and create Sanitized FFRs for each land parcel	Commercial Manager	Commercial Manager		
E	Share Sanitized FFRs with LM	Commercial Manager			Land Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

1.3.3 Process maps



[1] **Map Glossary** – **CM:** Commercial Manager | **CBD:** Chief Business Development | **DFR:** Detailed Feasibility Report | **FFR:** Financial Feasibility Report | **LM:** Land Manager

Chapter 1.4 – Finalizing Feasible Land Parcels for Leasing

1.4.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Commercial Manager shares the Sanitized Financial Feasibility Reports (Sanitized FFRs) with Land Manager (LM)					-
P1	– For parcels classified as "Optimize Cost," LM coordinates with the respective Land Aggregator to negotiate with landowners – If the Land Aggregator successfully optimizes the land cost, LM notifies CM, and the parcel is reclassified as "Go" – If the Land Aggregator is unable to optimize the land cost, LM notifies CM, and the parcel is designated as "No Go"[1]	**I1**	Sanitized FFRs	**O1**	Final Sanitized FFRs	2
P2	– LM analyses Sanitized FFRs for shortlisted land parcel, eliminates the ones classified as “No Go”, and creates a List of Feasible Land Parcels	**I2**	Final Sanitized FFRs	**O2**	List of Feasible Land Parcels *(Template Provided)*	0.5
P3	– LM shares the List of Feasible Land Parcels, along with the Detailed Feasibility Reports (DFRs) and Financial Feasibility Reports (FFRs) of the land parcels with the Chief Land Officer					-
P4	– Chief Land Officer, in consultation with the Chief Business Development Officer and Chief Procurement, reviews the list of feasible land parcels—drawing on insights from the DFRs and FFRs—and shortlists the land parcels to be recommended for leasing	**I3**	List of Feasible Land Parcels	**O3**	Land Parcel Shortlist	0.5
		I4	DFRs			
		I5	FFRs			
P5	– Chief Procurement submits the Land Parcel Shortlist, along with a summary of key technical and commercial findings *(drawn from DFR and FFR)*, to the Chairman for final approval	**I6**	Land Parcel Shortlist			0.5

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

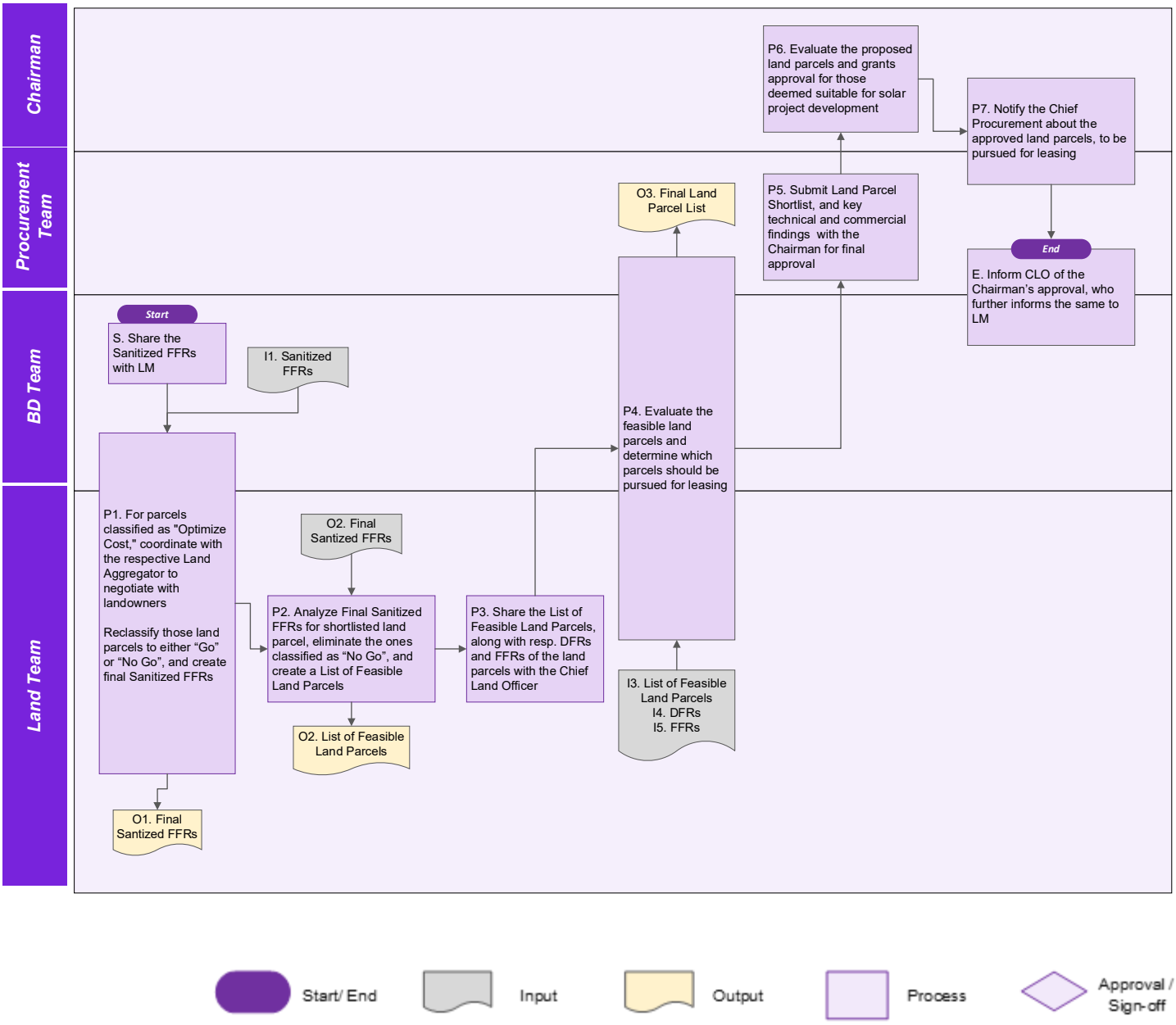
[1] Commercial Manager to define the criteria for reclassifying a land parcel from 'Optimize Cost' to 'Go' in the FFRs

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P6	– Chairman evaluates the proposed land parcels and grants approval for those deemed suitable for solar project development					0.5
P7	– Chairman notifies the Chief Procurement about the approved land parcels, to be pursued for leasing					-
E	– Chief Procurement Officer informs the Chief Land Officer of the Chairman's approval, who further informs the same to Land Manager (LM)					***Total –*** *4 – 5 weeks*
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks						

1.4.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Receive Sanitized Financial Feasibility Reports (FFRs) from Commercial Manager	Land Manager	Land Manager		
P1	Coordinate with the respective Land Aggregator to negotiate with landowners, for parcels classified as “Optimize Cost” Reclassify Land Parcels based on negotiation outcome	Land Manager	Land Manager		
P2	Review Sanitized FFRs, eliminate “No Go” parcels, and prepare final List of Feasible Land Parcels	Land Manager	Land Manager		
P3	Share Feasible Land Parcel List, DFRs, and FFRs with Chief Land Officer	Land Manager			Chief Land Officer
P4	Review the list of feasible land parcels and shortlists the land parcels to be recommended for leasing	Chief Land Officer		Chief Business Development; Chief Procurement	
P5	Submit the Land Parcel Shortlist, along with a summary of key technical and commercial findings to the Chairman for final approval	Chief Procurement	Chief Procurement		Chairman
P6	Evaluate the proposed land parcels and grant approval for those deemed suitable for solar project development	Chairman			
P7	Notify the Chief Procurement about the approved land parcels, to be pursued for leasing	Chairman			Chief Procurement
E	Inform the Chief Land Officer of the Chairman’s approval, who further informs the same to Land Manager (LM)	Chief Procurement			Chief Land Officer
	Further inform the Land Manager about the same	Chief Land Officer			Land Manager
KEY – S: Start | P: Process Steps | E: End					

1.4.3 Process Map



[1] **Map Glossary** – **FFR:** Financial Feasibility Report | **LM:** Land Manager | **DFR:** Detailed Feasibility Report | **CLO:** Chief Land Officer

1.1.4 Templates for Input/ Output

1. Land Parcel Shortlist

Land Parcel ID	Location	Area (Acres)	Technical Feasibility Status	Commercial Feasibility Status / FFR Outcome	Cost Optimization Status	Feasible (Go/No Go)	Remarks
Parcel 1	Region A	50	Feasible	Positive	Optimized	Go	Successfully optimized cost
Parcel 2	Region B	75	Feasible	Negative	Not Optimized	No Go	Land cost could not be reduced

Chapter 2 – Grid Connectivity and Evacuation Capacity Reservation

2.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Chief Land Officer informs the Land Manager (LM) on the selected land parcels to be pursued for leasing for solar projects					-
P1	– LM finalizes the substation application list, which includes: – Substations near selected land parcels to be pursued for leasing *(mentioned in Final Land Parcel List)* – High-priority substations[1] with available capacity, even if land parcel hasn't been identified yet *(as mentioned in Substation Shortlist from chapter 1.1)*	**I1**	Final Land Parcel List	**O1**	Substation Application List *(Template Provided)*	1
P2	– LM shares Substation Application List and Grid Study of respective shortlisted substations with Procurement Lead – LM requests Procurement Lead to secure Evacuation Capacity in the shortlisted substations					-
P3	– Procurement Lead conducts the process of securing Evacuation capacity. For this, Procurement Lead – – Identify regulatory requirements for grid connectivity and evacuation reservation. – Submit application with required documents and Bank Guarantee. – Secure Evacuation Capacity and obtain Rights to Inject Power. – Authorize payment of reservation fees and deposits per utility regulations. – Receive Grid Connectivity Approval Letter from the transmission utility *Commercial Team periodically sends updates to the Land Manager on the Evacuation Capacity Reservation Process*	**I2** **I3**	Substation Application List Grid Study for shortlisted substations			●

KEY – S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

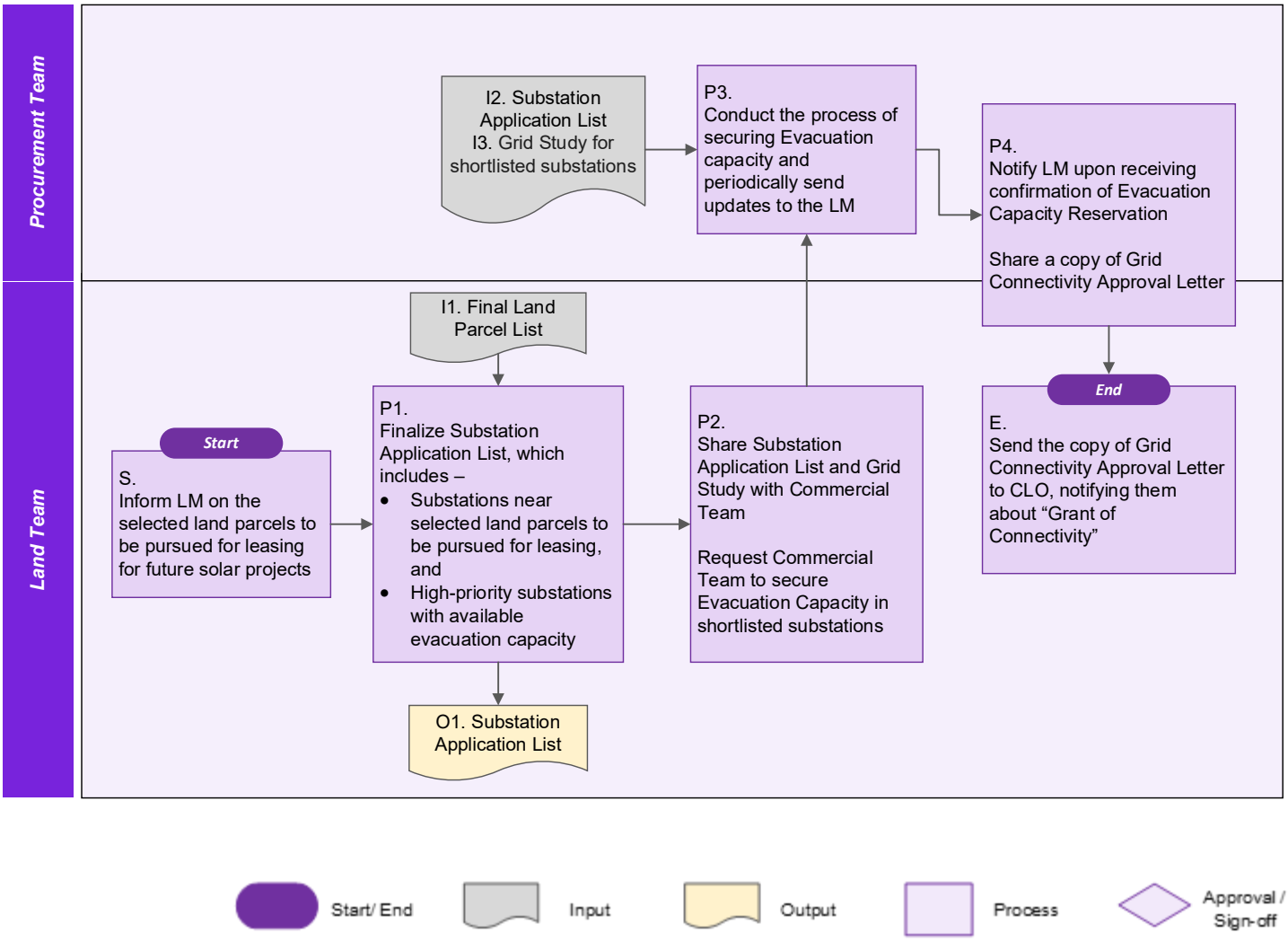
[1] High-priority substations are identified based on the regions with highest capacity planned, as outlined in the Annual Growth Outlook

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P4	– Procurement Lead notifies the LM upon receiving confirmation of Evacuation Capacity Reservation from any applied substation and shares a copy of Grid Connectivity Approval Letter					-
E	– LM shares the copy of Grid Connectivity Approval Letter with Chief Land Officer to notify them about “Grant of Connectivity”					***Total –*** *1 – 2 weeks*
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks						

2.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Inform LM on selected land parcels to be pursued for leasing for solar projects	Chief Land Officer			Land Manager
P1	Finalize Substation Application List, which includes substations near selected land parcels to be pursued for leasing, and high-priority substations with available evacuation capacity	Land Manager	Land Manager		Chief Land Officer
P2	Share Substation Application List and Grid Study with Procurement Lead, and request Commercial Team to secure Evacuation Capacity in shortlisted substations	Land Manager			Procurement Lead
P3	Conducts the process of securing Evacuation capacity and periodically sends updates to the LM	Procurement Lead	Procurement Lead		Land Manager
P4	Notify LM upon receiving confirmation of Evacuation Capacity Reservation from any applied substation and share a copy of Grid Connectivity Approval Letter	Procurement Lead	Procurement Lead		Land Manager
E	Share the copy of Grid Connectivity Approval Letter with Chief Land Officer to notify them about “Grant of Connectivity”	Land Manager	Land Manager		Chief Land Officer
KEY - S: Start | P: Process Steps | E: End					

2.3 Process Map



[1] **Map Glossary** – **LM:** Land Manager | **CLO:** Chief Land Officer

2.4 Templates for Input/ Output

1. Substation Shortlist

Substation ID	Location	Proximity to Land Parcel (Yes/No)	Capacity Available	Capacity to be reserved	Priority (High/ Medium/Low)	Remarks
Substation 1	Region A	Yes, Land Parcel 3	200 MW	50 MW	High	Suitable capacity and proximity to land
Substation 2	Region B	No	150 MW	50 MW	Medium	Land parcel not identified yet

Chapter 3 - Land Finalization after Term Sheet Signing

Note - This chapter is optional; Torrent can initiate the land leasing process and build its land bank independently, even without a signed Term Sheet

3.1 Process Steps

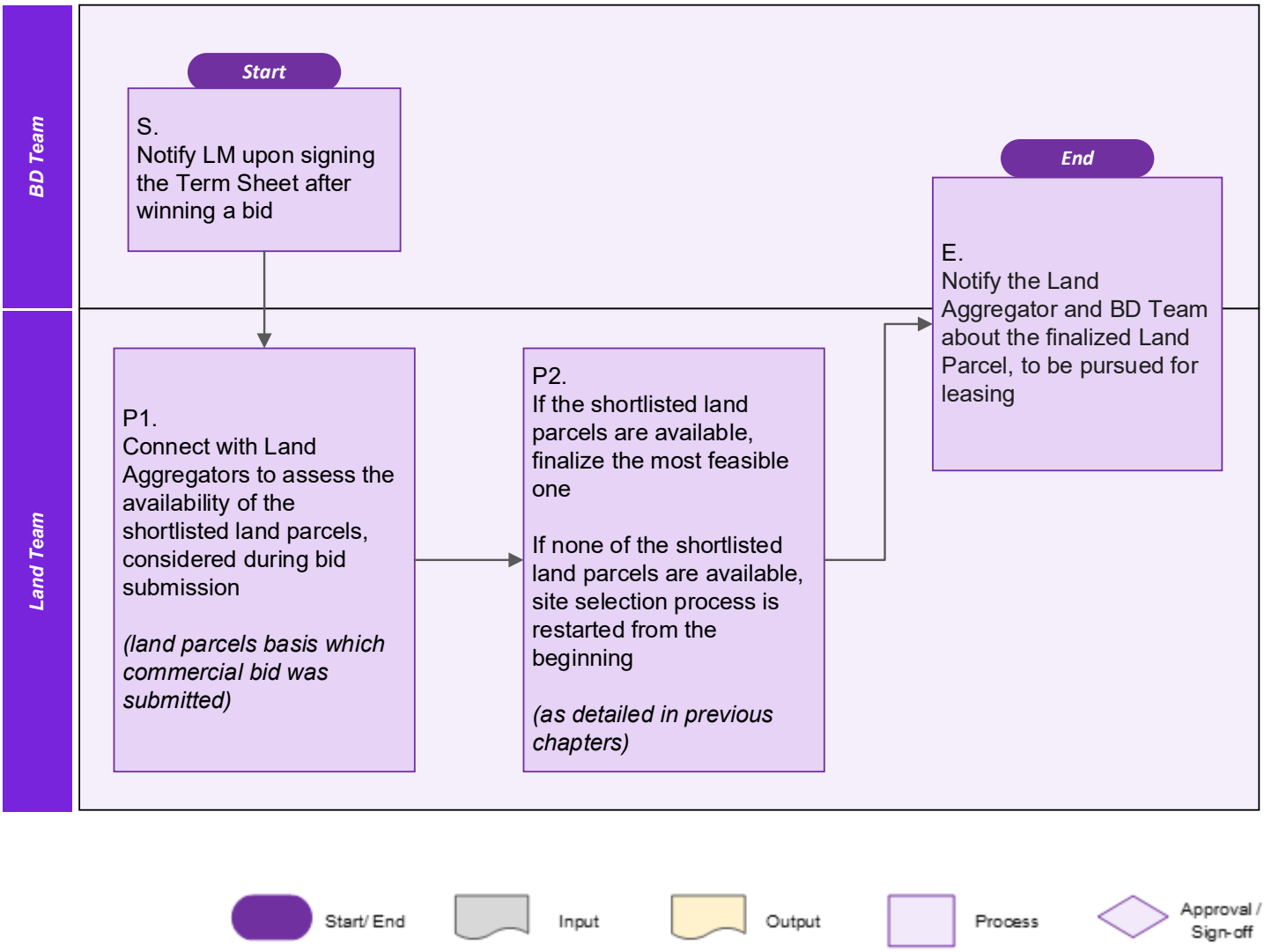
#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Business Development team notifies Land Manager (LM) upon signing the Term Sheet after winning a bid					-
P1	– LM connects with Land Aggregators to assess the availability of the shortlisted land parcels, considered during the bid submission *(land parcels basis which commercial bid was submitted)*					1
P2	– If the shortlisted land parcels are available, LM finalizes the most feasible one, as decided during bid submission / based on appropriate assessment criteria – If none of the shortlisted land parcels are available, site selection process is restarted from the beginning, including identifying land parcels, conducting feasibility assessments and finalizing them *(as detailed in 1.1,1.2, 1.3 and 1,4)*					1
E	– LM notifies the Land Aggregator and BD Team about the finalized Land Parcel, to be pursued for leasing					***Total –*** *2 – 3 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

3.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Notify LM upon signing the Term Sheet after winning a bid	Business Development Team			Land Manager
P1	Assess availability of shortlisted land parcels considered during bid submission	Land Manager			
P2	Finalize the most feasible land parcel, as decided during bid submission / based on appropriate assessment criteria Restart site selection process if shortlisted land parcels are unavailable	Land Manager	Land Manager		Chief Land Officer
E	Notify Land Aggregator and BD Team about the finalized land parcel for leasing	Land Manager			Business Development Team
KEY - S: Start | P: Process Steps | E: End					

3.3 Process Map



[1] **Map Glossary** – **BD:** Business Development | **LM:** Land Manager

Chapter 4 - Leasing Agreement and Demarcation of Finalized Land Parcels

Chapter 4.1 – Legal Consultant Appointment

4.1.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– Land Manager finalizes the Land Parcel, to be pursued for leasing					-
P1	– LM prepares the Legal Consultant Requirement Document, detailing the legal support required for the land leasing process—including due diligence, lease agreement drafting, and securing necessary approvals and clearances for the Solar Power Plant—along with defined timelines for each activity			**O1**	Legal Consultant Require-ment Document *(Template Provided)*	0.5
P2	– LM shares the Legal Consultant Requirement Document with the Procurement Lead and requests them to float RFI for the appointment of Legal Consultant					-
P3	– Procurement Lead leverages the Legal Consultant Requirement Document and creates an RFI for the appointment of Legal Consultant and floats it to seek responses	**I1**	Legal Consultant Requirement Document	**O2**	RFI for Legal Consultant	•
P4	– Procurement Lead consolidates RFI responses and shares them with LM for technical evaluation			**O3**	RFI Responses for Legal Consultants	•
P5	– LM reviews the responses to assess technical suitability and alignment with timeline requirements, and prepares a shortlist of Legal Consultants	**I2**	RFI Responses for Legal Consultants	**O4**	Shortlist of Legal Consultants *(Template Provided)*	1
P6	– LM shares the shortlist of Legal Consultants with the Procurement Lead					-

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | •: Detailed in cross-functional playbooks

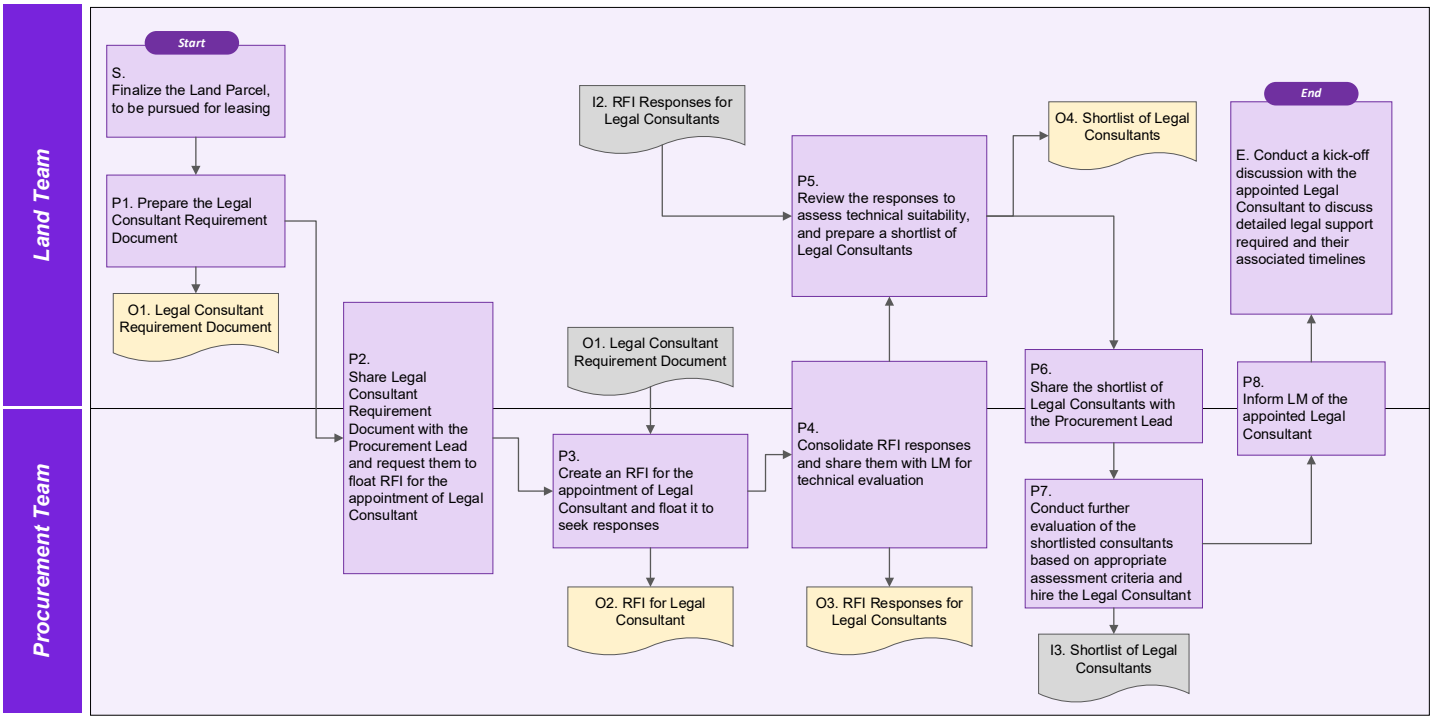
#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P7	– Procurement Lead conducts further evaluation of the shortlisted consultants based on appropriate assessment criteria and hires the Legal Consultant	**I3**	Shortlist of Legal Consultants			•
P8	– Procurement Lead informs LM of the appointed Legal Consultant					-
E	– LM conducts a kick-off discussion with the appointed Legal Consultant to discuss detailed legal support required and their associated timelines					***Total –*** *2 – 3 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | •: Detailed in cross-functional playbooks

4.1.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Finalize the land parcel to be pursued for leasing	Land Manager	Land Manager	–	Chief Land Officer
P1	Prepare Legal Consultant Requirement Document, detailing legal support scope and timelines	Land Manager	Land Manager	–	–
P2	Share the Legal Consultant Requirement Document with Procurement Lead and request RFI initiation	Land Manager	Land Manager	–	Procurement Lead
P3	Create and float RFI using the Legal Consultant Requirement Document	Procurement Lead	Procurement Lead		–
P4	Consolidate RFI responses and share with Land Manager for technical evaluation	Procurement Lead	Procurement Lead	–	Land Manager
P5	Review RFI responses for technical suitability and prepare shortlist of Legal Consultants	Land Manager	Land Manager		
P6	Share shortlist of Legal Consultants with Procurement Lead	Land Manager	Land Manager	–	Procurement Lead
P7	Evaluate shortlisted consultants based on appropriate assessment criteria and hires the Legal Consultant	Procurement Lead	Procurement Lead		Solar Procurement Head
P8	Inform Land Manager of the appointed Legal Consultant	Procurement Lead	Procurement Lead	–	Land Manager
E	Conduct kick-off discussion with appointed Legal Consultant to align on legal support and timelines	Land Manager	Land Manager		
KEY - S: Start | P: Process Steps | E: End					

4.1.3 Process Map



[1] **Map Glossary – RFI:** Request for Information | **LM:** Land Manager

4.1.4 Templates for Input/ Output

1. Land Parcel Requirement Document

Land Parcel ID	Location (Village/Tehsil/District)	Legal Support Required	Activity Description	To Be Concluded By	Remarks
LP-001	Village A, Tehsil X, District Y	Title Due Diligence	Verify ownership, encumbrances, mutation, etc.	DD/MM/YY	Urgent due to early lease signing
		Drafting of Lease Agreement	Draft and vet lease deed with standard clauses	DD/MM/YY	Align with internal legal policy
		Regulatory Approvals	Support in registering lease, land conversion, RoW, etc.	DD/MM/YY	

2. Shortlist of Legal Consultants

Consultant Name	Region/ State	Scope Covered (Due Diligence / Lease Drafting / Approvals)	Compliance with Timelines	Experience (Projects/States)	Remarks	Shortlisted (Y/N)
ABC Legal Associates	Gujarat	All	Yes	3 solar projects in Gujarat & MP	Strong presence in region	Y
XYZ Legal	Gujarat	Due Diligence, Approvals only	No	Worked on 2 solar projects	Needs to expand team	N

Chapter 4.2 - Land Leasing Agreement & Legal Approvals

4.2.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– LM conducts a kick-off discussion with the appointed Legal Consultant to discuss detailed legal support required and their associated timelines					0.5
P1	– LM, in coordination with Land Aggregators, initiates discussion with Landowners / Holders of finalized parcels to negotiate and align on terms and conditions of lease agreement			**O1**	Lease Agreement T&C	1
P2	– LM shares the Lease Agreement T&C with the Legal Consultant, requesting them to draft and execute[1] the lease agreement – Legal Consultant requests support from Land aggregators, as needed *Lease Agreement to be executed, subject to satisfactory Due Diligence and Environmental Impact Study (if needed) results*	**I1**	Lease Agreement T&C	**O2**	Lease Agreement	3 - 4
After Lease Agreement is finalized, LM initiates the following simultaneously – – Due Diligence Process – Environment and Social Impact Assessment, if needed – Other required approval and clearances						

P3A	– LM coordinates with Legal Consultant to initiate a comprehensive Due Diligence process to verify land ownership, including:
	  – Reviewing land ownership records and land titles
	  – Assessing encumbrances (e.g., liens, disputes)
	  – Identifying potential land-related risks
	List of Land Documents for Due Diligence to be leveraged for the same
						5 – 6

P3B	***Optional Step – Executed Only If Required*** – LM requests the Procurement Lead to obtain quotes for conducting the Environmental and Social Impact Assessment (ESIA) on the land parcel – Procurement Lead solicits quotes, awards the ESIA contract, and shares the assessment report with LM upon receiving it from the contractor					
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks						

[1] Drafting and executing the lease agreement includes preparing contract documents, securing signatures, ensuring proper stamping and registration, distributing executed copies, and maintaining legal records.

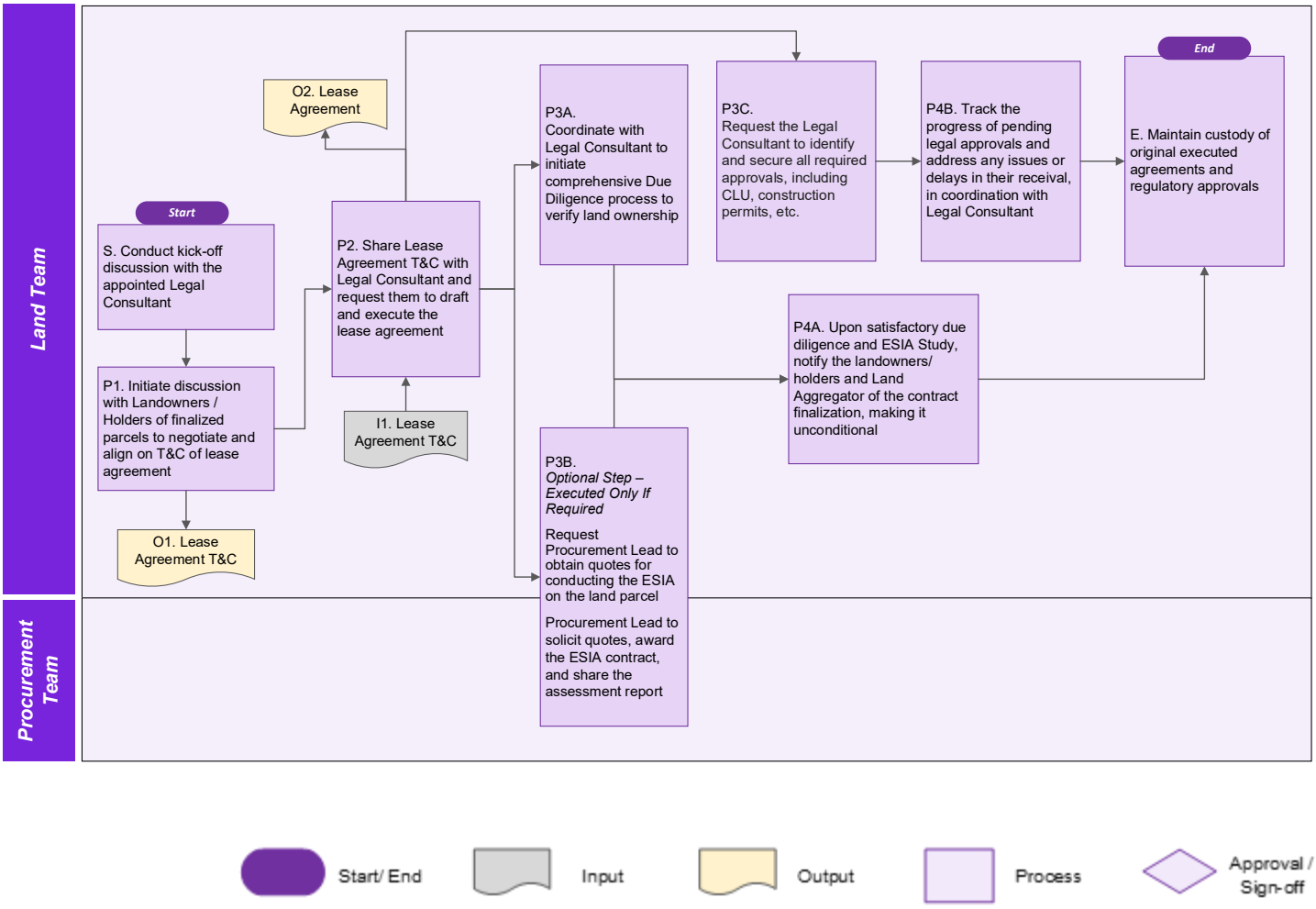
#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P3C	– LM requests the Legal Consultant to identify and secure all required approvals, including CLU, construction permits, and local government clearances *Land Handover checklist to be leveraged for the same*					
P4A	– Upon satisfactory due diligence and Environmental and Social Impact Study, LM notifies the landowners/ holders and Land Aggregator of the contract finalization, making it unconditional					3 – 4
P4B	– LM, in coordination with the Legal Consultant, tracks the progress of pending legal approvals and addresses any issues or delays in their receival.					
E	– LM maintains custody of original executed agreements and regulatory approvals					***Total –*** *13 – 16 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

4.2.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Conduct kick-off discussion with appointed Legal Consultant to align on legal support and timelines	Land Manager	Land Manager		
P1	Initiate discussion with Landowners/Holders of finalized land parcels to discuss and negotiate lease terms	Land Manager	Land Manager		
P2	Share lease agreement T&C with Legal Consultant and request drafting and execution	Land Manager	Land Manager		
P3A	Coordinate with Legal Consultant to initiate comprehensive Due Diligence on land ownership	Land Manager			
P3B	Request Procurement Lead to obtain quotes for Environmental and Social Impact Assessment (if required)	Land Manager	Land Manager		Procurement Lead
	Solicit quotes, award ESIA contract, and share the report with LM	Procurement Lead			Land Manager
P3C	Request Legal Consultant to identify and secure all required approvals	Land Manager	Land Manager		
P4A	Upon satisfactory due diligence and Environmental Impact Study, notify landowners/holders and Land Aggregator of the contract finalization, making it unconditional	Land Manager	Land Manager		
P4B	Track and manage progress of legal approvals, address issues or delays	Land Manager	Land Manager		
E	Maintain custody of original executed agreements and regulatory approvals	Land Manager			
KEY - S: Start | P: Process Steps | E: End					

4.2.3 Process Map



[1] **Map Glossary – T&C:** Terms and Conditions | **ESIA:** Environmental and Social Impact Assessment | **CLU:** Change in Land Use

Chapter 4.3 – Land Demarcation & Handover

4.3.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– LM receives confirmation of execution of Lease Agreement from Legal Consultant					-
P1	– LM, in consultation with Legal Consultant, reviews applicable land demarcation regulations, zoning laws, and compliance requirements set by Revenue Department (ReD) and local authorities *(Patwari)*					0.5
P2	– LM requests the Legal Consultant to – – Draft and submit the land demarcation application[1] to the registrar's office, ensuring alignment with local laws, and compliance requirements set by Revenue Department (ReD) and local authorities (Patwari) – Ensure the registrar's official/local patwari reviews the application and performs mutation to update records – Arrange for a local authority (patwari) to physically mark land boundaries					2
P3	– LM coordinates with the Legal Consultant to check whether the notifications for the physical demarcation date have been obtained from the local authority					
P4	– LM informs Project Team, Chief Land Officer, and landowner/holder about the date and time of physical demarcation process, as discussed with Legal Consultant – LM nominates a Site Land Coordinator for any future project on that land parcel, and requests him to attend					-
P5	– LM oversees the execution of Physical Demarcation Process – Local authority official (patwari), in the presence of Project Team, Land Team and landowner/holder, marks the boundaries according to the legal records – Local authority official (patwari) documents GPS coordinates, site photographs, maps, and records any discrepancies or disputes					0.5

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

[1] The application to contain details of land parcel including total area, coordinates etc.

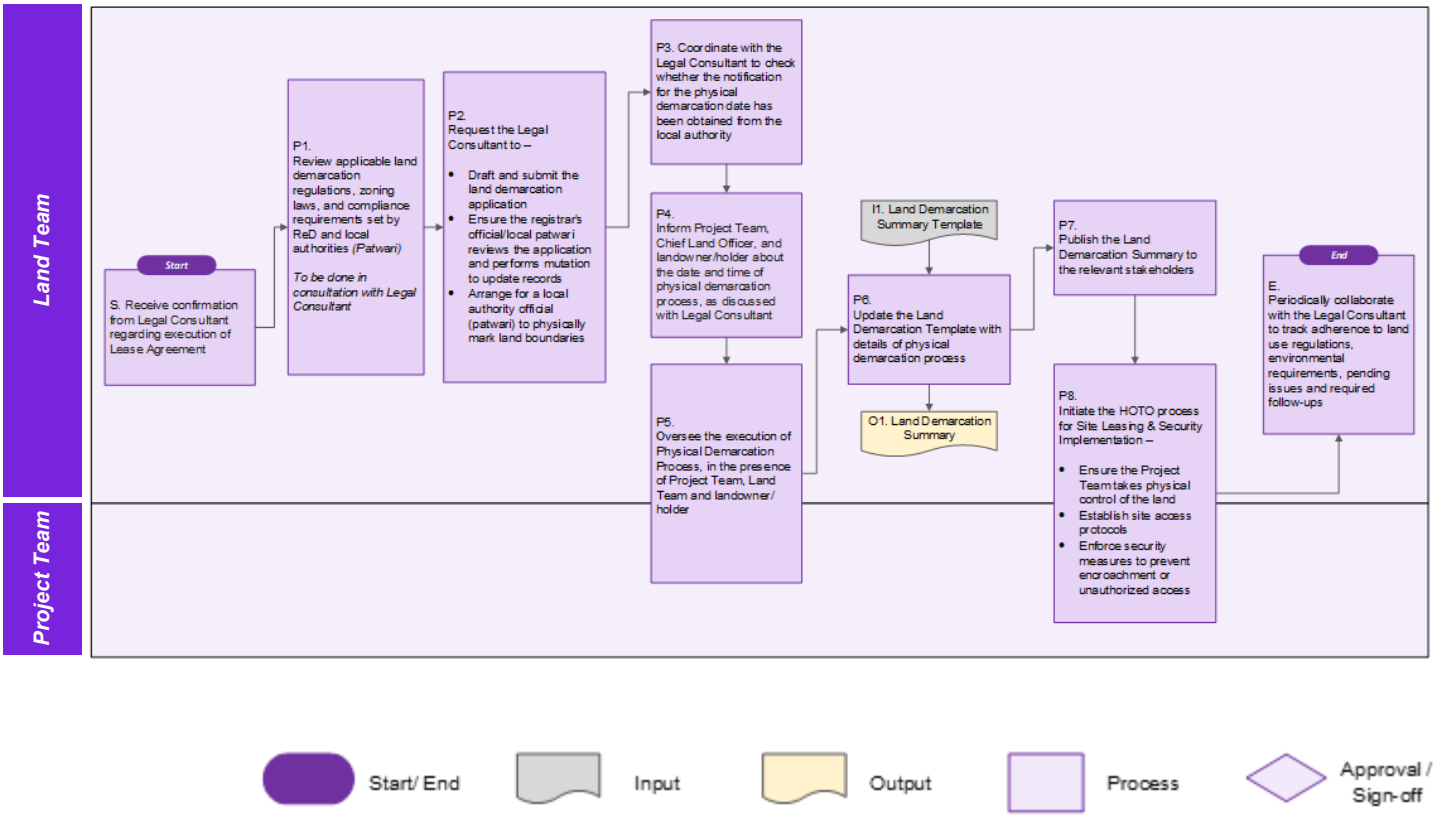
#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P6	– LM updates the Land Demarcation Template with details of physical demarcation process	**I1**	Land Demarcation Summary Template	**O1**	Land Demarcation Summary *(Template Provided)*	0.5
P7	– LM publishes the Land Demarcation Summary to the relevant stakeholders, including Chief Land Officer, Site Land Coordinator, Chief Regulatory, and Chief Solar					
P8	– LM initiates the Handover-Takeover (HOTO) process for Site Leasing & Security Implementation by: – Ensuring the Project Team takes physical control of the land – Establishing site access protocols – Enforcing security measures to prevent encroachment or unauthorized access					0.5
E	– LM periodically collaborates with the Legal Consultant to track adherence to land use regulations, environmental requirements, and pending issues and required follow-ups *(as identified in Land Demarcation Summary)*					***Total –*** *4 – 5 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

4.3.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Receive confirmation from Legal Consultant regarding execution of Lease Agreement	Land Manager	Land Manager		
P1	Review land demarcation regulations, zoning laws, and compliance requirements set by Revenue Department (ReD) and local authorities (Patwari)	Land Manager	Land Manager		
P2	Request Legal Consultant to Draft and submit land demarcation application Ensure registrar's official/local patwari reviews application and performs mutation Arrange for local authority official (patwari) to mark land boundaries	Land Manager			
P3	Coordinate with Legal Consultant to confirm demarcation date notification from local authority	Land Manager			
P4	Inform Project Team, Chief Land Officer (CLO), and Landowner about Physical Demarcation date	Land Manager			Project Team; CLO
P5	Oversee execution of Physical Demarcation process	Land Manager		Project Team, Site Land Coordinator	
P6	Update Land Demarcation Template with details of physical demarcation process	Land Manager			
P7	Publish Land Demarcation Summary to relevant stakeholders	Land Manager			CLO; Site Land Coordinator Chief Regulatory; Chief Solar
P8	Initiate HOTO process for site leasing & security – site access, physical control, encroachment prevention	Land Manager		Project Team, Site Land Coordinator	
E	Periodically track adherence to land use regulations, environmental requirements, and follow-ups	Land Manager	Land Manager	Site Land Coordinator	
KEY - S: Start | P: Process Steps | E: End					

4.3.3 Process Map



[1] **Map Glossary – ReD:** Revenue Department | **HOTO:** Handover & Takeover

4.3.4 Templates for Input/ Output

1. **Land Demarcation Summary**

Field	Details
Land Parcel ID	
Land Parcel Address Village / Tehsil / District / State	
Total Area Demarcated (in acres)	
Lease Agreement Execution Date	
Legal Consultant Name	
Demarcation Application Submission Date	
Mutation Completed (Yes/No)	
Demarcation Date & Time	
Authority Conducting Demarcation (e.g., Patwari Name & ID)	
Torrent Team Members Present (with designation and team names)	
Discrepancies Noted (Yes/No)	
Details of Discrepancies (if any)	
GPS Coordinates of Boundaries	
Site Photographs Attached (Yes/No)	
Comments by Local Authority (if any)	
Any further action needed	

Chapter 5 – Assessment of Land Aggregator and Technical Consultant Requirement

5.1. Process Steps

Process to be initiated on a bi-annual basis

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
S	– BD team shares the Annual Growth Outlook *(and its subsequent quarterly updates)* with the Chief Land Officer (CLO) and Chief Engineering (CE)					-
P1	– CLO and Chief Engineering designate a Land Manager (LM) and Engineering Manager (EM) to oversee recruitment for Land Aggregator and Technical Consultants respectively.					0.5
P2	– CLO and CE share the Annual Growth Outlook with the appointed LM and EM respectively					
P3	– LM analyzes the Annual Growth Outlook to identify target regions and assess the demand for Land Aggregator for each target region – EM analyzes the Annual Growth Outlook to identify target regions and assess the demand for Technical Consultant for each target region	**I1**	Annual Growth Outlook			1

P4	– For each target region, LM and EM assess the adequacy of empaneled Land Aggregators and Technical Consultants respectively, based on:
	  – Their number in each region
	  – Their competence and work quality, evaluated through Land Team's feedback[1] on past engagements with them					

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

[1] Land Aggregator feedback to be captured on metrics such as regional expertise, efficiency and responsiveness, reliability, resourcefulness, and deal execution & post-deal support
Technical Consultant feedback to be captured on metrics such as domain expertise, assessment accuracy, analytical rigor, report quality, and adherence to timelines.

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P5	– LM and EM create a Gap Assessment Summary, identifying regions where the empaneled Land Aggregators and Technical Consultants respectively are insufficient to meet projected demand			**O1**	Land Aggregator Gap Assessment Summary *(Template Provided)*	0.5
				O2	Technical Consultant Gap Assessment Summary *(Template Provided)*	
P6	– LM shares the Land Aggregator Gap Assessment Summary and EM shares the Technical Consultant Gap Assessment Summary with Procurement Lead and requests them to initiate 2 separate RFIs for empaneling – – Land Aggregators, and – Technical Consultants					-
P7	– LM and EM support the Procurement Lead in preparing their respective RFIs – They define the Pre-Qualification Criteria (PQC) and draft technical assessment section[1] of the RFIs – Procurement Lead drafts all other sections[2] of the RFIs – *RFI to be prepared by modifying RFI template*			**O3**	RFI for Land Aggregator	0.5
				O4	RFI for Technical Consultant	
P8	– Procurement Lead publishes the 2 RFIs, collates and shares the responses for technical evaluation – – Land Aggregator RFI responses with LM – Technical Consultant RFI responses with EM			**O5**	RFI Responses for Land Aggregator	•
				O6	RFI Responses for Technical Consultant	

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | •: Detailed in cross-functional playbooks

[1] PQC includes pre-requisites (e.g., minimum 10 years in land aggregation), and Required Capabilities
[2] RFI Overview & Objectives, Submission Guidelines, Evaluation Process, Commercial Terms, Compliance & Legal Requirements, Vendor Capabilities & Experience, Scope of Work, Confidentiality & Disclosures

#	Activity	#	Inputs	#	Outputs	Timeline *(in weeks)*
P9	– LM and EM evaluate the PQCs and technical assessment section of the RFI responses, and create the following – – List of feasible Land Aggregators by LM – List of feasible Technical Consultant by EM	**I2**	RFI Responses for Land Aggregator	**O7**	List of Feasible Land Aggregators *(Template Provided)*	1
		I3	RFI Responses for Technical Consultant	**O8**	List of Feasible Technical Consultants *(Template Provided)*	
P10	– LM and EM share their respective Lists with Procurement Lead, for further evaluation of shortlisted responses					-
P11	– Procurement Lead further evaluates the shortlisted land aggregators and technical consultants, to finalize the ones to be empaneled – Procurement Lead shares the following – – List of Empaneled Land Aggregators with LM – List of Empaneled Technical Consultants with EM	**I4**	List of Feasible Land Aggregators	**O9**	List of Empaneled Land Aggregators *(Template Provided)*	●
		I5	List of Feasible Technical Consultants	**O 10**	List of Empaneled Technical Consultants *(Template Provided)*	
E	– LM and EM update the Empaneled Land Aggregators and Technical Consultants list respectively with new entries					***Total –*** *4 – 5 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks

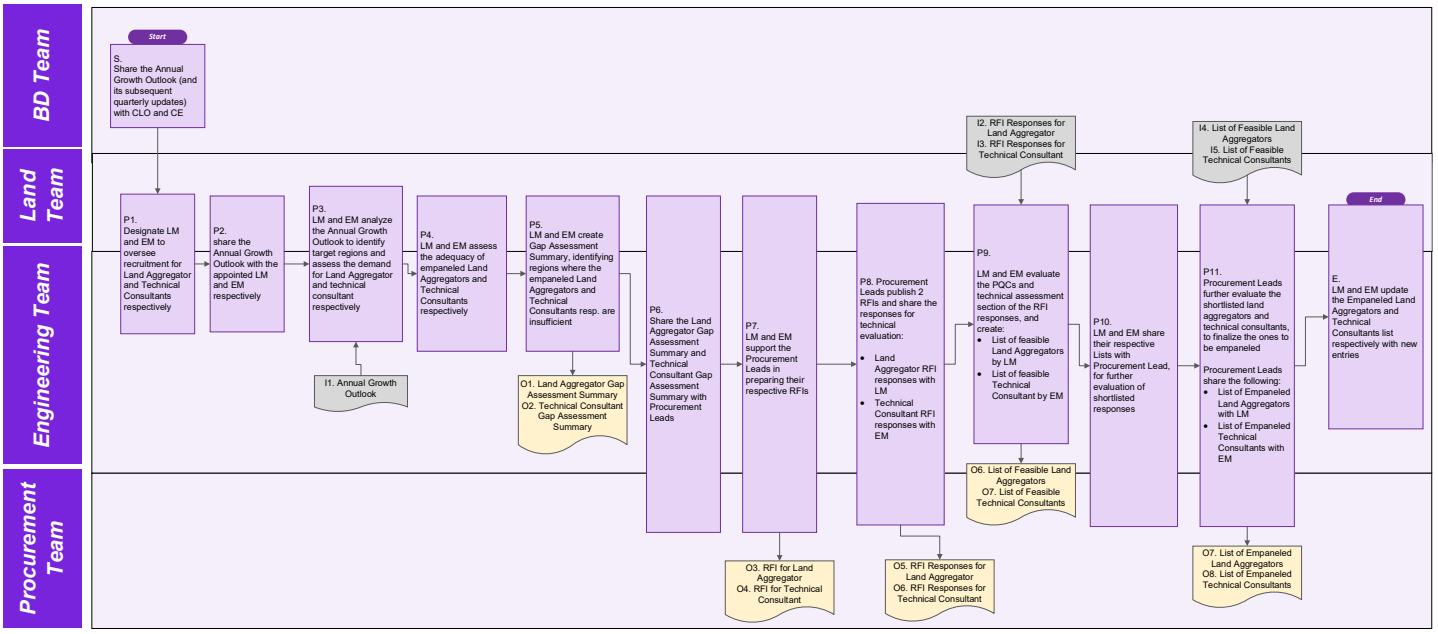
5.2 RACI

#	Key Tasks	Responsible	Accountable	Consult	Inform
S	Share Annual Growth Outlook and quarterly updates	Business Development Team			Chief Land Officer; Chief Engineering
P1	Designate Land Manager (LM) and Engineering Manager (EM) to identify target regions and demand for Aggregators and technical Consultants resp.	LM appointment by Chief Land Officer and EM by Chief Engineering			LM[1] and EM[2]
P2	Share Annual Growth Outlook with appointed LM and EM	Chief Land Officer; Chief Engineering			LM and EM
P3	Analyze Annual Growth Outlook to identify target regions and assess demand for land aggregator and technical consultant in each region	LM and EM	LM and EM		
P4	Assess adequacy of empaneled Land Aggregators and Technical Consultants in each region	LM and EM	LM and EM		
P5	Create Gap Assessment Summary identifying regions with insufficient Land Aggregators and Technical Consultants	LM and EM	LM and EM		
P6	Share Gap Assessment Summary with Procurement Leads and request initiation of RFIs	LM and EM	LM and EM		Procurement Leads
P7	Support Procurement Leads in preparing pre-qualification criteria and technical assessment sections of the RFIs	LM and EM	LM and EM		Procurement Leads
P8	Publish, collate responses and share RFI responses for technical evaluation	Procurement Leads			LM and EM
P9	Evaluate PQCs and technical sections of RFI responses and, LM and EM create List of Feasible Land Aggregators and List of Feasible Technical Consultants respectively	LM and EM	LM and EM		
KEY - S: Start | P: Process Steps | E: End					

[1] Going forward, LM responsible for all activities required for the empanelment of Land Aggregators
[2] Going forward, EM responsible for all activities required for the empanelment of Technical Consultants

#	Key Tasks	Responsible	Accountable	Consult	Inform
P10	Share List of Feasible Land Aggregators and List of Feasible Technical Consultants with Procurement Leads	LM and EM	LM and EM		Procurement Leads
P11	Further evaluate the shortlisted land aggregators and technical consultants, to finalize the ones to be empaneled	Procurement Lead	Procurement Lead		
	Share the List of Empaneled Land Aggregators and List of Empaneled Technical Consultants with LM and EM respectively	Procurement Lead			LM and EM
E	Update the Empaneled Land Aggregators and Technical Consultants list with new entries	LM and EM	LM and EM		
KEY - S: Start | P: Process Steps | E: End					

5.3 Process Map



[1] **Map Glossary – BD:** Business Development | **CLO:** Chief Land Officer | **LM:** Land Manager | **EM**: Engineering Manager | RFI: Request for Information | PQC: Pre-Qualification Criteria

5.4 Templates for Input/ Output

1. Land Aggregator Gap Assessment Summary

Region	Projected Demand for Land Aggregators	Available Empaneled Vendors	Quality of Available Vendors (High / Medium / Low)	Adequacy Status (Adequate / Inadequate)	New to be Empaneled	Remarks / Action Plan
Gujarat	5	2	Medium	Inadequate	2 – 4	Onboard at least 2 new LAs; initiate empanelment process by June

2. Technical Consultants Gap Assessment Summary

Region	Projected Demand for Technical Consultants	Available Empaneled Technical Consultants	Quality of Available Consultants (High / Medium / Low)	Adequacy Status (Adequate / Inadequate)	New to be Empaneled	Remarks / Action Plan
Maharashtra	4	3	High	Adequate	0	None required
Gujarat	6	2	Low	Inadequate	3	Initiate empanelment for 3 new consultants by July

3. List of Feasible Land Aggregator (LA)

TC Name	Region(s) Covered	PQC Compliance	Technical Suitability	Experience (Years)	Previous Engage-ments	Feedback from Engineering Team	Action Required	Reason for Shortlist / Reject
LA 1	Maha-rashtra, Gujarat	Yes	High	10	5 Solar Projects of 100+ MW	Positive	Shortlist	Meets PQC, high industry experience
LA 2	Maha-rashtra, Gujarat	No	Low	7	1 Solar Projects of 100+ MW	Negative	Reject	Does not meet PQC

4. List of Feasible Technical Consultants (TC)

TC Name	Region(s) Covered	PQC Compliance	Technical Suitability	Experience (Years)	Previous Engage-ments	Feedback from Engineering Team	Action Required	Reason for Shortlist / Reject
TC 1	Maha-rashtra, Gujarat	Yes	High	12	8 Solar Projects of 100+ MW	Excellent	Shortlist	Meets PQC, exceptional technical skills
TC 2	Maha-rashtra, Gujarat	No	Medium	6	3 Solar Projects of 100+ MW	Average	Reject	Does not meet PQC, lack of expertise

5. List of Empaneled Land Aggregators

Land Aggregator Name	Region(s) Covered	Empaneled Date
Land Aggregator 1	Maharashtra, Gujarat	15/07/2025
Land Aggregator 2	Rajasthan, MP	15/07/2025

6. List of Empaneled Technical Consultants

Land Aggregator Name	Region(s) Covered	Empaneled Date
Technical Consultants 1	Maharashtra, Gujarat	15/07/2025
Technical Consultants 2	Rajasthan, MP	15/07/2025

Key Performance Indicators

Following KPIs are to be tracked throughout for pre-development function to measure the effectiveness of processes and identify areas for improvement

Metric	Definition	How to Calculate
Project Delay Attributable to Land Acquisition *(calculated in weeks)*	Delay in the overall project timeline caused by delays in securing land	Calculated as the difference between the actual date when land is fully secured and the target date for securing land parcel, which is calculated as x months (duration of construction and commissioning) prior to the scheduled project start date of the plant
Project Delay Attributable to Evacuation Capacity *(calculated in weeks)*	Delay in the overall project timeline caused by delays in securing evacuation capacity	Calculated as the difference between the actual date when evacuation capacity is fully secured and the target date for securing evacuation capacity and grid readiness, which is calculated as x months (duration of construction and commissioning) prior to the scheduled project start date of the plant
Land-Related Issues Faced During Project Lifecycle *(Calculated as absolute Number)*	The number of significant issues encountered during the project lifecycle that are directly attributable to land acquisition. Examples include – – Delays due to land title disputes or encumbrances – Community resistance or legal challenges related to land leasing – Difficulties in obtaining necessary permits or clearances for land use	A cumulative count of land-related issues recorded throughout the project lifecycle
Evacuation-Related Issues Faced During Project Lifecycle *(Calculated as absolute Number)*	The number of significant issues or problems encountered during the project lifecycle that are directly attributable to evacuation capacity. Examples include – – Power curtailment due to inadequate evacuation capacity – Grid connection delays or disruptions – Technical issues with transmission infrastructure	A cumulative count of evacuation-related issues recorded throughout the project lifecycle

Glossary

Abbreviation	Expanded
BD	Business Development
CE	Chief Engineering
CLO	Chief Land Officer
CLU	Change of Land Use
CM	Commercial Manager
CTU	Central Transmission Utility
DFR	Detailed Feasibility Report
ESIA	Environmental and Social Impact Assessment
FFR	Financial Feasibility Report
GPS	Global Positioning System
HOTO	Handover-Takeover
IRR	Internal Rate of Return
LM	Land Manager
NPV	Net Present Value
PDIR	Pre-development Intelligence Report
PQC	Pre-Qualification Criteria
ReD	Revenue Department
RFI	Request For Information
RoW	Right of Way
SEH	Solar Engineering Head
STU	State Transmission Utility
T&C	Terms and Conditions