# PRE-DEVELOPMENT PLAYBOOK – WIND POWER PROJECT

**Comprehensive Pre-Development Guide for Wind Project Execution**

Part 2/6 | Playbook Series for Project Nav Saksham

*Developed for Torrent Power*

| Revision | Date | Purpose of Issue | Prepared by | Reviewed by | Approved by |
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# Contents

## Abstract

This playbook serves as a comprehensive guide to the pre-development phase of wind 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 and evacuation capacity identification to securing land parcels, 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 wind 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 wind 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 wind 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 wind projects at Torrent Power. The scope includes:

- **Process Steps –** Detailed guidelines for each phase of the pre-development process, from site and evacuation capacity identification to securing land parcels, 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 wind 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**
Details the process of finalization of land parcels 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/Purchase 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/purchase agreement and obtaining required approvals for developing wind power plant

**4.2 – Land Parcel Agreement & Legal Approvals**

Describes the process of finalizing lease/ purchase 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]<br>– 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 –<br>– In case view on available transmission evacuation and land is available within PDIR –<br>– LM communicates the procurement team to engage the regional Land Aggregator for initiating Grid Study[5] and Wind Resource Assessment[6] | **I1** | Annual Growth Outlook | **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] WRA Report to include basic information about the land parcel, including parcel's suitability for wind project, legal and title status, landowner's willingness for a leasing/ selling the land parcel, technical feasibility (soil type, wind resource assessment, 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 –<br>  – LM communicates the land parcel and evacuation capacity requirements to the Procurement Lead<br>– If a view on available transmission evacuation capacity (only) is available in the PDIR,<br>  – LM communicates the Procurement Lead to engage the regional Land Aggregator for initiating Grid Study[1]<br>– LM communicates the corresponding land parcel requirement to the Procurement Lead | **I2** | PDIR | | | |
| **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 –<br>  – For regions where both transmission evacuation and land are identified, Grid Study & Wind Resource Assessment Report (WRA Report) are shared<br>  – 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<br>– 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 WRA Reports (received from the Land Aggregator) with Chief Land & Connectivity | **I4** | Substation Shortlist | | | |
| **P8** | – Chief Land & Connectivity reviews the WRA Reports to assess whether the land parcels meet the preliminary criteria for proceeding to detailed technical and commercial evaluation | **I5** | WRA Reports | **O4** | Land Parcel Shortlist *(Template Provided)* | - |

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

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

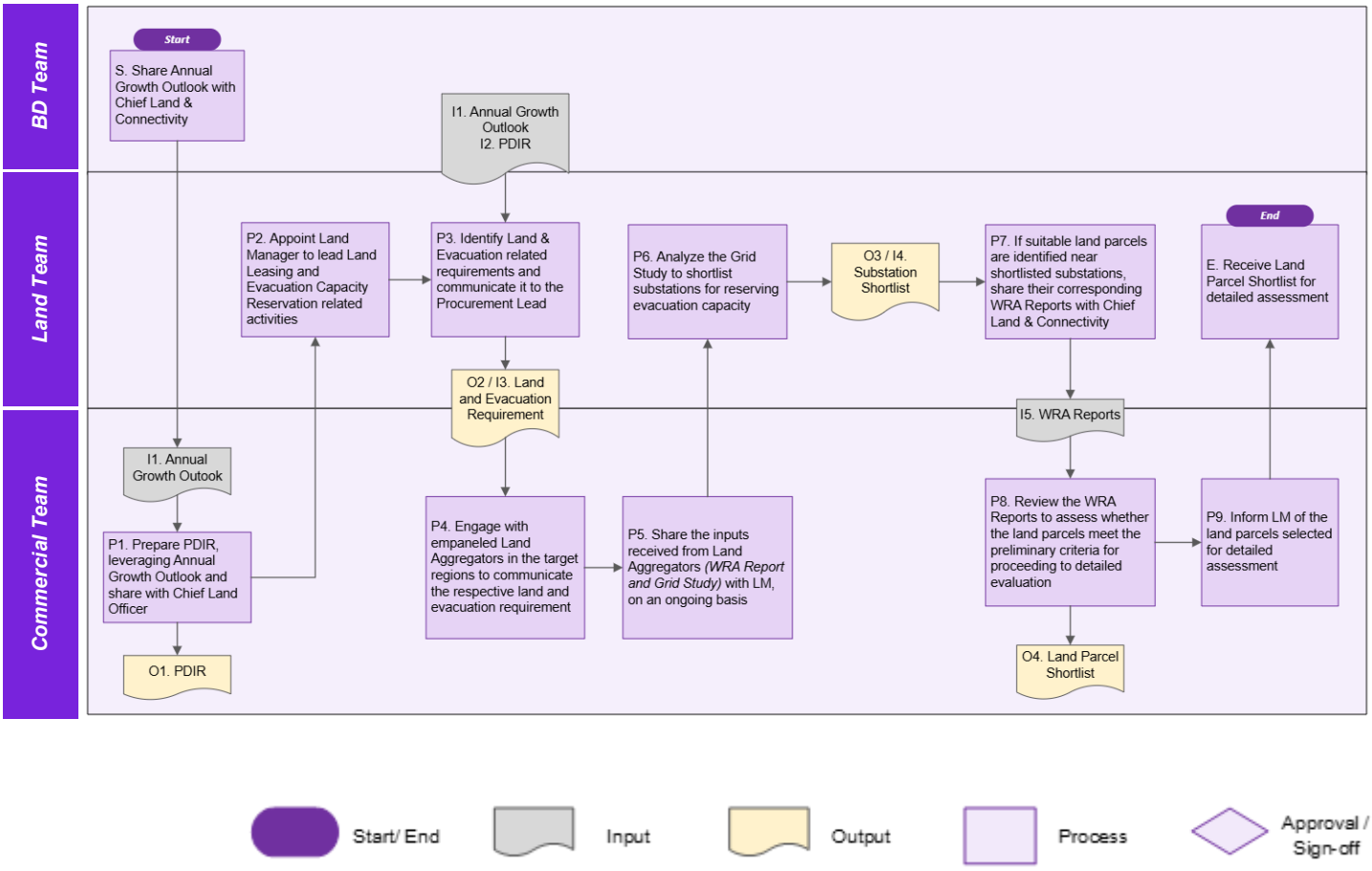
**KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks**

## 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 Wind 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 WRA Report with Chief Procurement | Land Manager | Land Manager | | Chief Procurement |
| **P8** | Review the WRA 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 | **WRA:** Wind 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 |
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### 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 |
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### 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 |
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### 4. Land Parcel Shortlist

| Location (State / District) | Land Parcel ID / Name | Nearby Substation | Parcel Area (Acres) | WRA Report Shared? (Yes/No) | Meets Preliminary Criteria? (Yes/No) | Shortlisted for Detailed Assessment? (Yes/No) | Remarks |
|---|---|---|---|---|---|---|---|
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# 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 and corresponding Wind Resource Assessment Reports *(WRA Reports)* with Wind Engineering Head (WEH) for technical evaluation of the land parcel | | | | | - |
| **P2** | – WEH appoints an Engineering Manager (EM) to lead the preparation of the Detailed Feasibility Report for shortlisted land parcels<br>– WEH shares the Land Parcel Shortlist and corresponding WRA Reports with EM | | | | | 0.5 |
| **P3** | – EM, in consultation with the third-party consultant[1], conducts a preliminary assessment of land parcels to evaluate land parcel (location of land parcel) suitability for wind project, and creates Preliminary Feasibility Reports for each land parcel<br>– EM coordinates with Chief Wind for any on-site evaluation requirements, if deemed necessary | **I1**<br>**I2** | Land Parcel Shortlist<br>WRAs | **O1** | Preliminary Feasibility Reports | 1 |
| **P4** | – EM reviews the Preliminary Feasibility Reports to eliminate the non-viable land parcels, and shortlist land parcels for detailed feasibility assessment | **I3** | Preliminary Feasibility Reports | **O2** | Shortlist of Land Parcels for Detailed Feasibility Assessment | 0.5 |
| **P5** | – EM leverages the Detailed Feasibility Report Outline (DFR Outline), to create DFR Requirement, which is a list of feasibility assessments[2] to be conducted on each of the shortlisted land parcels | **I4**<br>**I5** | Shortlist of Land Parcels for Detailed Feasibility Assessment<br>DFR Outline | **O3** | DFR Requirement *(Template Provided)* | 0.5 |

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

[1] Third-party consultant to be engaged on a long-term contractual basis, rather than a project-specific arrangement

[2] The feasibility assessments for the Wind power plant will encompass initial design evaluations, including generation profile, site layout, and wind speed analysis. The assessments will also identify potential 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)* |
|---|---|---|---|---|---|---|
| **P6** | – EM shares the DFR Requirement with the Procurement Lead and requests them to obtain quotes from empaneled technical consultant(s) for conducting feasibility assessments | | | | | - |
| **P7** | – Procurement Lead collates quotes and selects Technical Consultants(s) based on appropriate evaluation criteria<br>– Procurement Lead informs EM of the selected Technical Consultant(s)<br>*Multiple Technical Consultants may be engaged for different regions or distinct feasibility assessments within a region* | **I6** | DFR Requirement | | | ● |
| **P8** | – EM conducts a kickoff discussion with the Technical Consultant(s) to align on DFR requirement<br>– EM shares the WRA Report *(from Land Aggregators)* and Preliminary Feasibility Reports for shortlisted parcels to provide initial inputs | | | | | 0.5 |
| **P9** | – EM coordinates with technical consultant(s) to support them with any required input for conducting feasibility assessments<br>– If required, EM facilitates site visits for Technical Consultant(s) | | | | | 4 – 6 |
| **P10** | – EM receives Detailed Feasibility Reports (DFRs) from Technical Consultant(s) | | | | | - |
| **P11** | – EM reviews each DFR, eliminates infeasible parcels based on defined evaluation criteria, and compiles the List of Technically Feasible Land Parcels in consultation with the WEH | **I7** | DFRs | **O4** | List of Technically Feasible Land Parcels *(Template Provided)* | 2 |
| **P12** | – 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 –*** *9 – 11 weeks* |

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

## 1.2.2 RACI

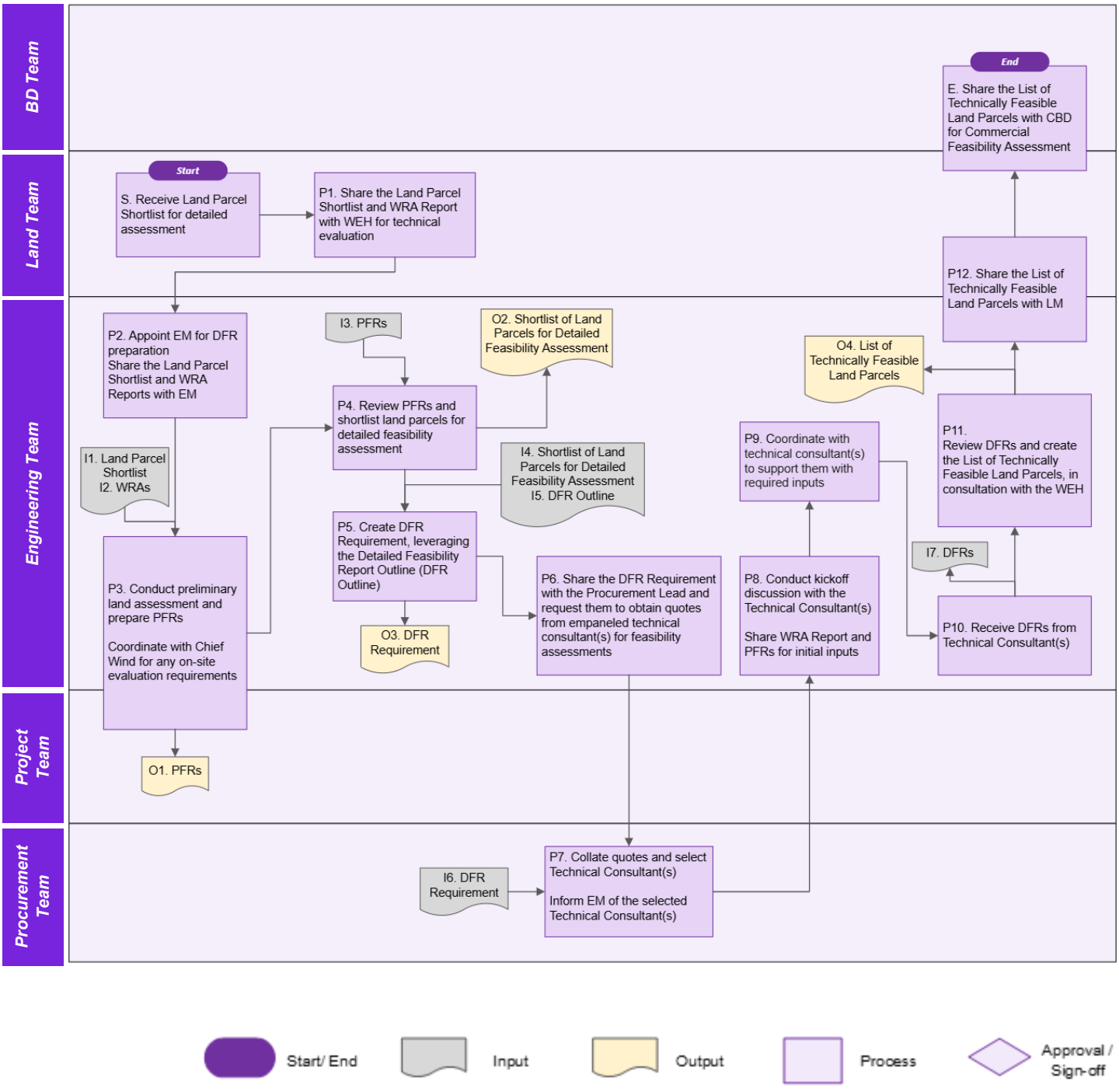
| # | Key Activities | Responsibility | Accountability | Consult | Inform |
|---|---|---|---|---|---|
| **S** | Receive Land Parcel Shortlist for detailed assessment | Land Manager | Land Manager | | |
| **P1** | Share Land Parcel Shortlist along with corresponding Wind Resource Assessment Reports *(WRA Reports)* with Wind Engineering Head (WEH) for technical evaluation | Land Manager | | | Wind Engineering Head |
| **P2** | Appoint Engineering Manager (EM) for the preparation of Detailed Feasibility Report<br>Share the Land Parcel Shortlist, and their respective WRA Reports with EM | Wind Engineering Head | Wind Engineering Head | | Engineering Manager |
| **P3** | Conduct preliminary land (location) assessment and prepare Preliminary Feasibility Reports, in collaboration with third-party consultant | Engineering Manager | Engineering Manager | | |
| | Coordinate with Chief Wind for any on-site evaluation requirements | Engineering Manager | Engineering Manager | | Chief Wind |
| **P4** | Review PFRs and shortlist viable land parcels for detailed feasibility | Engineering Manager | Engineering Manager | | Wind Engineering Head |
| **P5** | Leverage DFR Outline to create DFR Requirement *(list of feasibility assessments to be conducted)* | Engineering Manager | Engineering Manager | | |
| **P6** | Share DFR Requirement with Procurement Lead and request them to obtain quotes from empaneled technical consultant(s) | Engineering Manager | | | Procurement Lead |
| **P7** | Collate quotes and select Technical Consultant(s) based on evaluation criteria | Procurement Lead | Procurement Lead | | |
| | Inform EM about the selected Technical Consultant(s) | Procurement Lead | | | Engineering Manager |

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

| # | Key Activities | Responsibility | Accountability | Consult | Inform |
|---|---|---|---|---|---|
| **P8** | Conduct kickoff meeting with Technical Consultant(s) and share initial inputs | Engineering Manager | Engineering Manager | | |
| **P9** | Coordinate with Technical Consultants and provide necessary inputs | Engineering Manager | Engineering Manager | | |
| **P10** | Receive Detailed Feasibility Reports (DFRs) from Technical Consultants | Engineering Manager | Engineering Manager | | Wind Engineering Head |
| **P11** | Analyze DFRs, eliminate infeasible land parcels, and create a List of Technically Feasible Land Parcels | Engineering Manager | Engineering Manager | Wind Engineering Head | |
| **P12** | 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 | **WRA:** Wind Resource Assessment | **WEH:** Wind Engineering Head | **LM:** Land Manager | **CBD:** Chief Business Development | **PFR:** Preliminary Feasibility Assessment

## 1.2.4 Templates for Input/ Output

**1. DFR Requirement**

| Assessment Area | Purpose | Assessment Status (Required/ Not Required) | Remarks for assessment |
|---|---|---|---|
| **Wind Resource Assessment** | Estimate the wind power generation 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) | WRA Report Received | Technical Assessments Completed | Technical Feasibility Status | Summary of Technical Assessment | Remarks |
|---|---|---|---|---|---|---|---|
| **Parcel 1** | Region A | 50 | Yes | Wind Resource, Grid Connectivity | Feasible | | No major risks identified |
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# 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 of the Land Parcels | | | | | - |
| **P2** | – Chief Business Development shares the following with appointed CM –<br>– List of Technically Feasible Land Parcels, and<br>– 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<br><br>– FFR includes –<br>– Detailed financial model[1]<br>– Financial metrics and its interpretation[2]<br>– IRR sensitivity with respect to total cost of land (lease and acquisition)<br>– Sensitivity analysis of other key variables and interpretation[3]<br><br>– FFR categorizes each land parcel as "Go," "Optimize Cost," or "No Go" based on financial feasibility assessment | **I1**<br><br>**I2** | List of Technically Feasible Land Parcels<br><br>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] 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.
[2] Financial metrics including, but not limited to, NPV, IRR, and Payback Period.
[3] Sensitivity analysis to be done by adjusting key assumptions (e.g., Wind irradiance, electricity prices, interest rates) to evaluate potential risks and their impact on project viability.

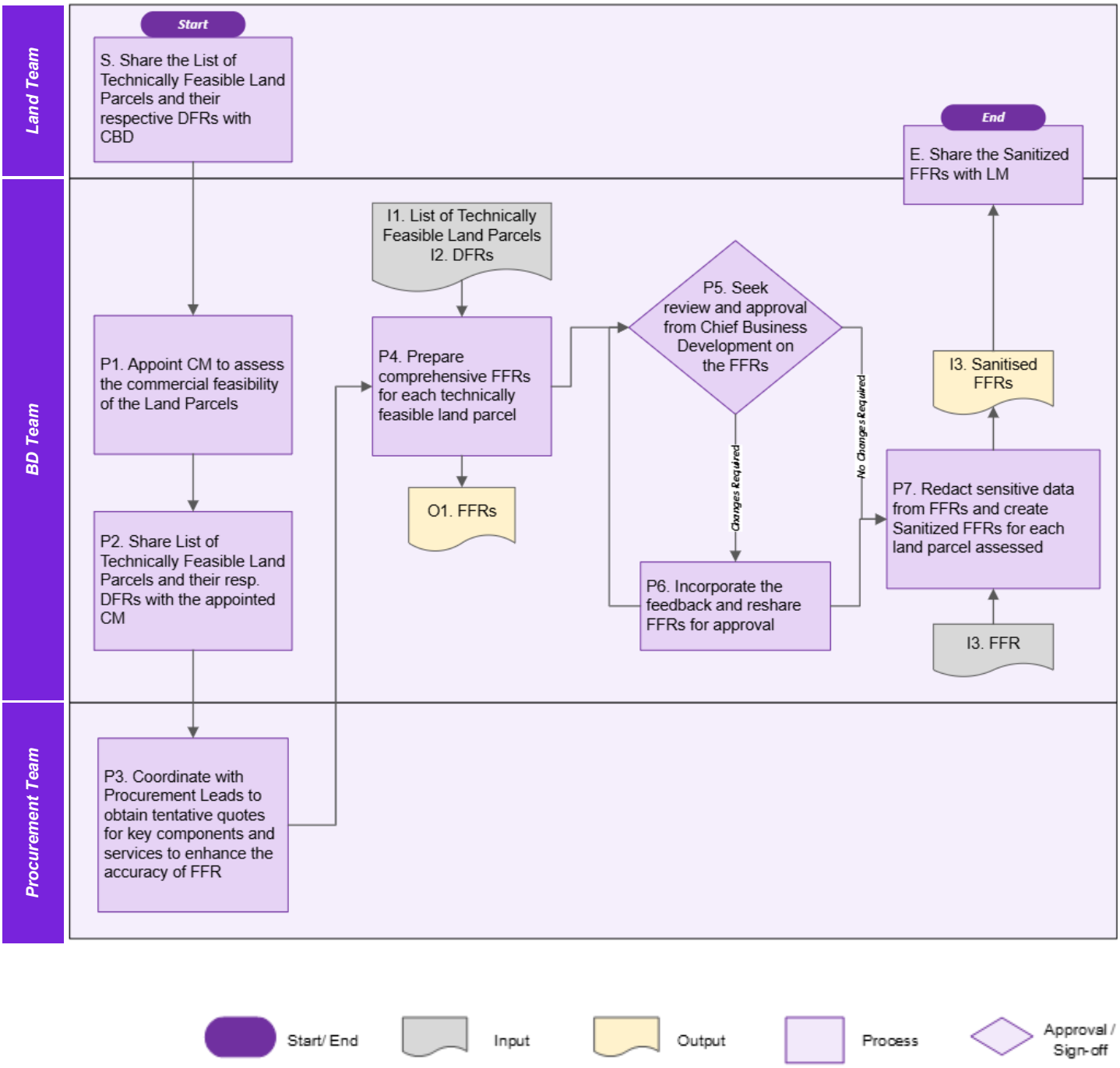
| # | Activity | # | Inputs | # | Outputs | Timeline *(in weeks)* |
|---|---|---|---|---|---|---|
| **P5** | – CM seeks review and approval from Chief Business Development on the FFR | | | | | 0.5 |
| **P6** | – If changes are required, CM incorporates the feedback and reshares for approval to finalize 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<br>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

## 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<br>  – If the Land Aggregator successfully optimizes the land cost, LM notifies CM, and the parcel is reclassified as "Go"<br>  – If the Land Aggregator is unable to optimize the land cost, LM notifies CM, and the parcel is designated as "No Go" | **I1** | Sanitized FFRs | **O1** | Final Sanitized FFRs | 2 |
| **P2** | – LM analyses the Final 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/ acquiring | **I3**<br>**I4**<br>**I5** | List of Feasible Land Parcels<br>DFRs<br>FFRs | **O3** | Land Parcel Shortlist | 0.5 |
| **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<br>*Chairman’s approval is mandatory for all land parcels, irrespective of whether they are leased or acquired* | **I6** | Land Parcel Shortlist | | | 0.5 |

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

| # | Activity | # | Inputs | # | Outputs | Timeline *(in weeks)* |
|---|---|---|---|---|---|---|
| **P6** | – Chairman evaluates the proposed land parcels and grants approval for those deemed suitable for wind project development | | | | | 0.5 |
| **P7** | – Chairman notifies the Chief Procurement about the approved land parcels, to be pursued for leasing/ purchasing | | | | | - |
| **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* |

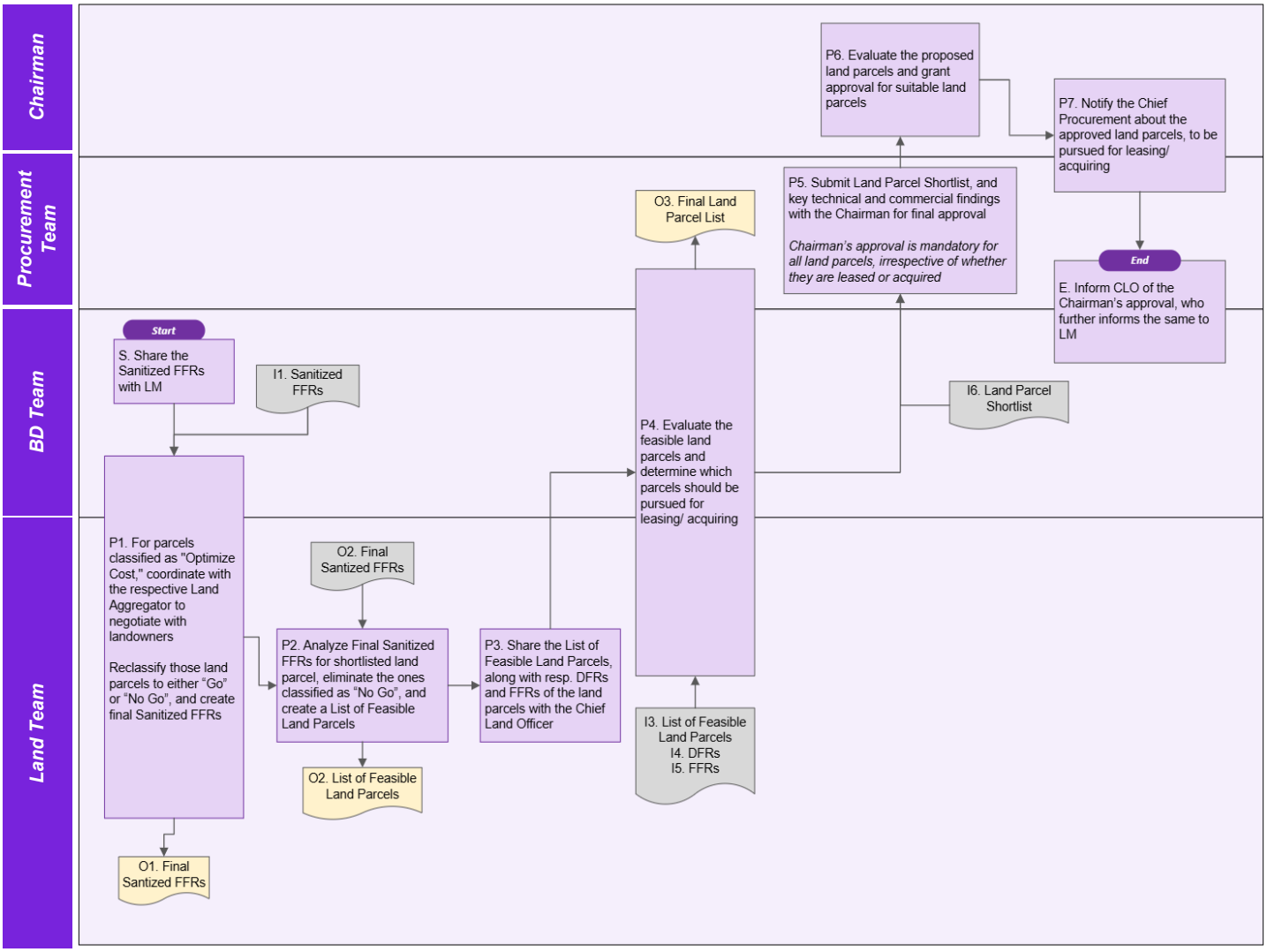
**KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks**

## 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"<br>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/ purchasing | 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 the development of wind project | Chairman | | | |
| **P7** | Notify the Chief Procurement about the approved land parcels, to be pursued for leasing/ purchasing | 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

## 1.4.4 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/ purchasing for wind projects | | | | | - |
| **P1** | – LM finalizes the substation application list, which includes:<br>– Substations near selected land parcels to be pursued for leasing/ purchasing *(mentioned in Final Land Parcel List)*<br>– 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 the Substation Application List and Grid Study of shortlisted substations with the Procurement Lead and requests them to secure evacuation capacity in the shortlisted substations | | | | | - |
| **P3** | – Procurement Lead conducts the process of securing Evacuation capacity. For this, Procurement Lead –<br>– Identify regulatory requirements for grid connectivity and evacuation reservation.<br>– Submit application with required documents and Bank Guarantee.<br>– Secure Evacuation Capacity and obtain Rights to Inject Power.<br>– Authorize payment of reservation fees and deposits per utility regulations.<br>– Receive Grid Connectivity Approval Letter from the transmission utility<br>*Procurement Team periodically sends updates to the Land Manager on the Evacuation Capacity Reservation Process* | **I2**<br>**I3** | Substation Application List<br>Grid Study for shortlisted substations | | | ● |

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

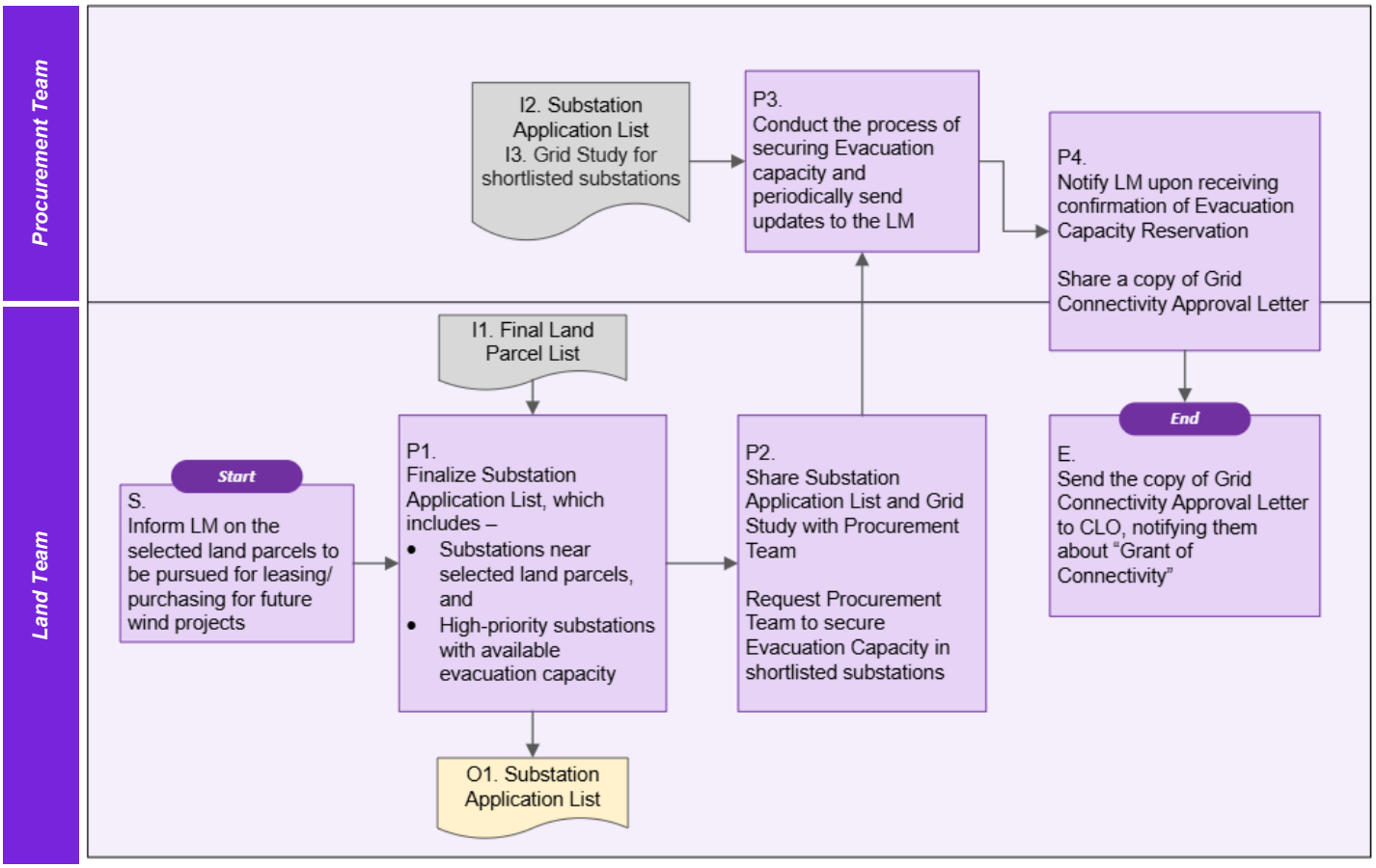
[1] High-priority substations are identified based on the regions with highest capacity planned, as outlined in the Annual Growth Outlook

| # | 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 Wind projects | Chief Land Officer | | | Land Manager |
| **P1** | Finalize Substation Application List, which includes substations near selected land parcels to be pursued f, 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 Procurement Lead 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/ purchasing process and build its land bank independently, even without a signed Term Sheet*

## 3.1 Process Steps

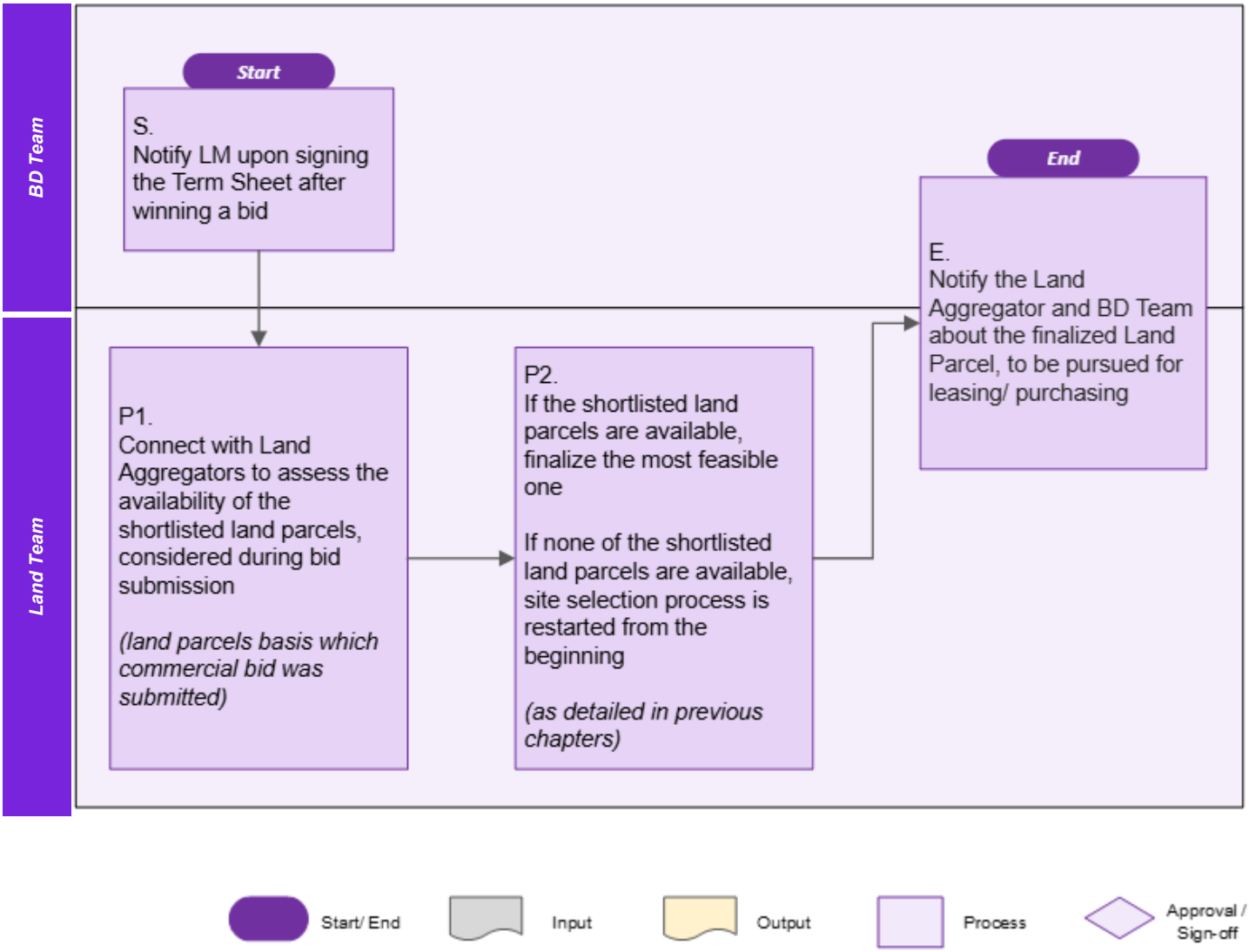
| # | Activity | # | Inputs | # | Outputs | Timeline *(in weeks)* |
|---|---|---|---|---|---|---|
| **S** | – Business Development team notifies Land Manager (LM) upon signing the Term Sheet after winning a bid | | | | | - |
| **P1** | – LM connects with Land Aggregators to assess the availability of 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<br>– 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 Parcels, to be pursued for leasing/ purchasing | | | | | ***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<br>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/ purchasing | Land Manager | | | Business Development Team |
| **KEY - S: Start \| P: Process Steps \| E: End** | | | | | |

## 3.3 Process Map



# Chapter 4 – Land Lease/ Purchase Agreement and Demarcation of Finalized Land Parcels

## Chapter 4.1 – Legal Consultant Appointment

### 4.1.1 Process Steps

| # | Activity | # | Inputs | # | Outputs | Timeline |
|---|---|---|---|---|---|---|
| **S** | – Land Manager finalizes the Land Parcel, to be pursued for leasing/ purchasing | | | | | - |
| **P1** | – LM prepares the Legal Consultant Requirement Document outlining the legal support needed for the land leasing/ purchasing process, including due diligence, contract drafting, and securing necessary approvals and clearances, with clearly defined timelines for each activity | | | **O1** | Legal Consultant Requirement 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**

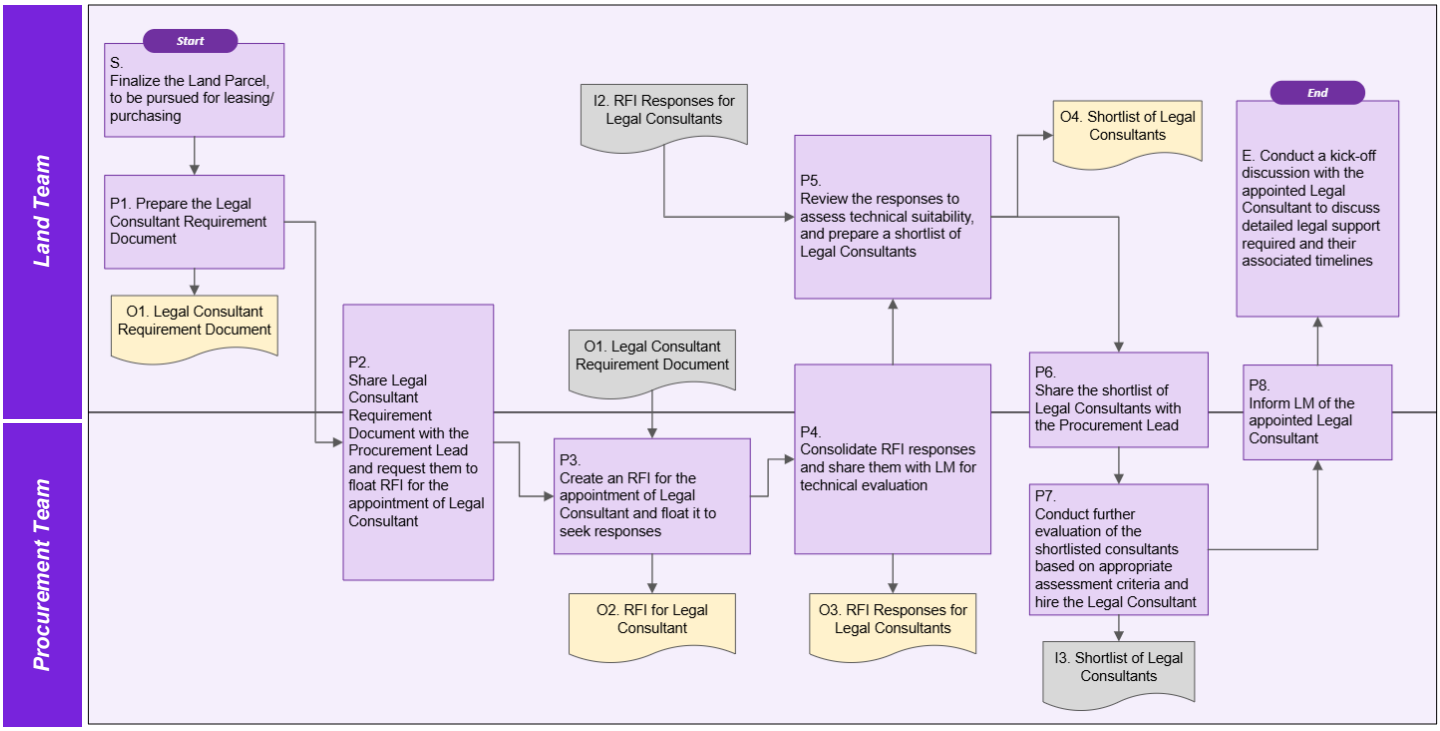
| # | Activity | # | Inputs | # | Outputs | Timeline |
|---|---|---|---|---|---|---|
| **P7** | – Procurement Lead conducts further evaluation of the shortlisted consultants based on appropriate assessment criteria and hires the Legal Consultant | **I3** | Shortlist of Legal Consultants | | | ● |
| **P8** | – 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 the 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/ acquiring | 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 hire a Legal Consultant | Procurement Lead | Procurement Lead | | Wind 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 wind projects in Gujarat & MP | Strong presence in region | Y |
| **XYZ Legal** | Gujarat | Due Diligence, Approvals only | No | Worked on 2 wind projects | Needs to expand team | N |
| | | | | | | |
| | | | | | | |

# Chapter 4.2 - Land Lease/ Purchase 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/ purchase agreement | | | **O1** | Lease/ purchase Agreement T&C | 1 |
| **P2** | – LM shares the Lease/ Purchase Agreement T&C with the Legal Consultant, requesting them to draft and execute[1] the agreements<br>  – Legal Consultant requests support from Land aggregators, as needed<br>*Agreements to be executed, subject to satisfactory Due Diligence and Environmental Impact Study (if needed) results* | **I1** | Lease/ purchase Agreement T&C | **O2** | Lease/ purchase Agreement | 3 - 4 |
| After Lease/ Purchase Agreement is finalized, LM initiates the following simultaneously –<br>– Due Diligence Process<br>– Environment and Social Impact Assessment, if needed<br>– Other required approval and clearances | | | | | | |
| **P3A** | – LM coordinates with Legal Consultant to initiate a comprehensive Due Diligence process to verify land ownership, including:<br>  – Reviewing land ownership records and land titles<br>  – Assessing encumbrances (e.g., liens, disputes)<br>  – Identifying potential land-related risks<br>*List of Land Documents for Due Diligence to be leveraged for the same* | | | | | 5 – 6 |
| **P3B** | ***Optional Step – Executed Only If Required***<br>– LM requests the Procurement Lead to obtain quotes for conducting the Environmental and Social Impact Assessment (ESIA) on the land parcel<br>– 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/purchase 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, clearances required from the local government<br><br>*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 about 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 | | | | | |
| **E** | – LM maintains custody of original executed agreements, ESIA Report *(if required)*, and regulatory approvals | | | | | ***Total –*** *13 – 16 weeks* |

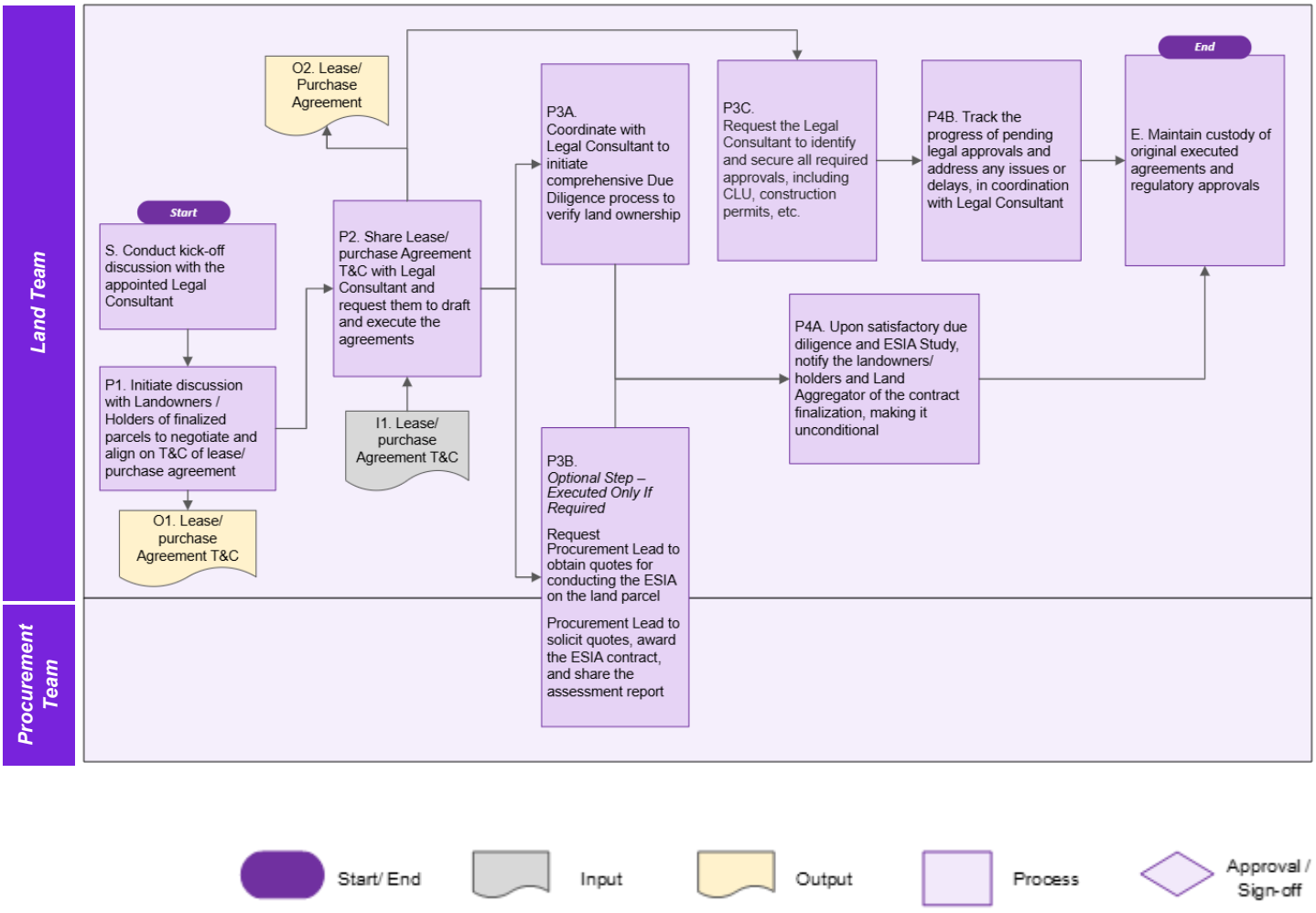
**KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End | ●: Detailed in cross-functional playbooks**

## 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/ purchase terms | Land Manager | Land Manager | | |
| **P2** | Share lease/ purchase agreement T&C with Legal Consultant and request them to draft and execute the contracts | Land Manager | Land Manager | | |
| **P3A** | Coordinate with Legal Consultant to initiate comprehensive Due Diligence of 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 Environment and Social Impact Assessment, notify landowners/holders and Land Aggregator of the contract finalization, making the contract unconditional | Land Manager | Land Manager | | |
| **P4B** | Track and manage progress of legal approvals, and address any 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)* for each land parcel *(leased or acquired)* | | | | | 0.5 |
| **P2** | – LM requests the Legal Consultant to –<br>– Draft and submit the land demarcation applications[1] to the registrar's office, ensuring alignment with local laws, and compliance requirements set by Revenue Department (ReD) and local authorities (Patwari)<br>– Ensure the registrar's official/local patwari reviews the applications and performs mutation to update records<br>– 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 received from the local authority | | | | | |
| **P4** | – LM informs Project Team, Chief Land Officer, and landowner/holder about date and time of physical demarcation process for each land parcel, as discussed with Legal Consultant<br>– 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 for each land parcel<br>– Local authority official (patwari), in the presence of Project Team, Land Team and landowner/holder, marks the boundaries according to the legal records<br>– 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] Land Demarcation Applications to contain details of land parcel including total area, coordinates etc. Separate applications are to be prepared for each parcel, regardless of whether the land is leased or purchased. The demarcation process shall be carried out for all land parcels.

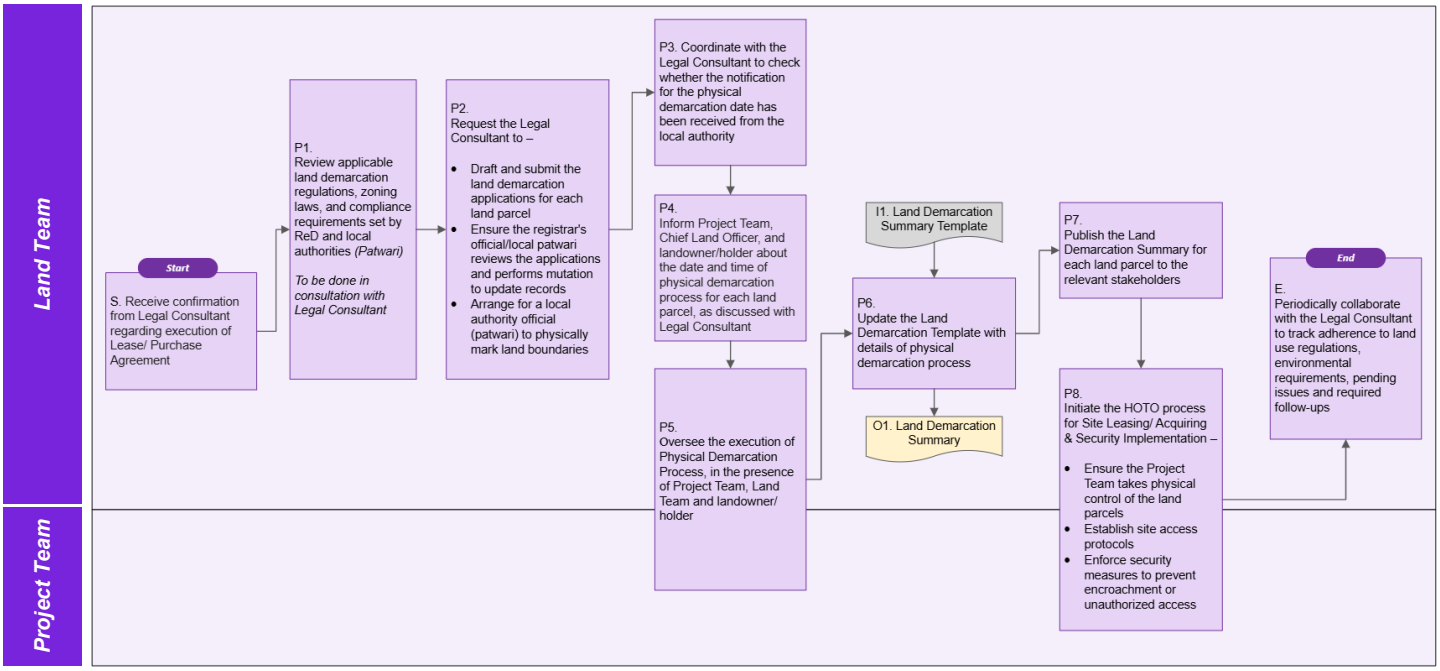
| # | Activity | # | Inputs | # | Outputs | Timeline *(in weeks)* |
|---|---|---|---|---|---|---|
| **P6** | – LM updates the Land Demarcation Template for each land parcel with details of physical demarcation process | **I1** | Land Demar-cation Summary Template | **O1** | Land Demar-cation Summary *(Template Provided)* | 0.5 |
| **P7** | – LM publishes the Land Demarcation Summary for each land parcel to the relevant stakeholders, including Chief Land Office, Chief Regulatory, and Chief Wind | | | | | |
| **P8** | – LM initiates the Handover-Takeover (HOTO) process for Site Leasing/ Acquiring & Security Implementation by:<br>– Ensuring the Project Team takes physical control of the land parcels<br>– Establishing site access protocols<br>– 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/ Purchase Agreements | Land Manager | Land Manager | | |
| **P1** | Review land demarcation regulations, zoning laws, and compliance requirements set by Revenue Department (ReD) and local authorities (Patwari) for each land parcel | Land Manager | Land Manager | | |
| **P2** | Request Legal Consultant to<br>Draft and submit land demarcation applications for each land parcel<br>Ensure registrar's official/local patwari reviews application and performs mutation<br>Arrange for local authority official (patwari) to mark land boundaries | Land Manager | | | |
| **P3** | Coordinate with Legal Consultant to confirm demarcation date notifications 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 for each land parcel | Land Manager | | Project Team, Site Land Coordinator | |
| **P6** | Update Land Demarcation Template with details of physical demarcation process for each land parcel | Land Manager | | | |
| **P7** | Publish Land Demarcation Summary for each land parcel to relevant stakeholders | Land Manager | | | CLO; Site Land Coordinator Chief Regulatory; Chief Wind |
| **P8** | Initiate HOTO process for site leasing/ acquiring & 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<br>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 CE 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<br>– 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:<br>  – Their number in each region<br>  – 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 –<br>– Land Aggregators, and<br>– Technical Consultants | | | | | - |
| **P7** | – LM and EM support the Procurement Lead in preparing their respective RFIs<br>– They define the Pre-Qualification Criteria (PQC) and draft technical assessment section[1] of the RFIs<br>– Procurement Lead drafts all other sections[2] of the RFIs<br>– *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 –<br>– Land Aggregator RFI responses with LM<br>– 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 –<br>– List of feasible Land Aggregators by LM<br>– 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<br>– Procurement Lead shares the following –<br>– List of Empaneled Land Aggregators with LM<br>– 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**

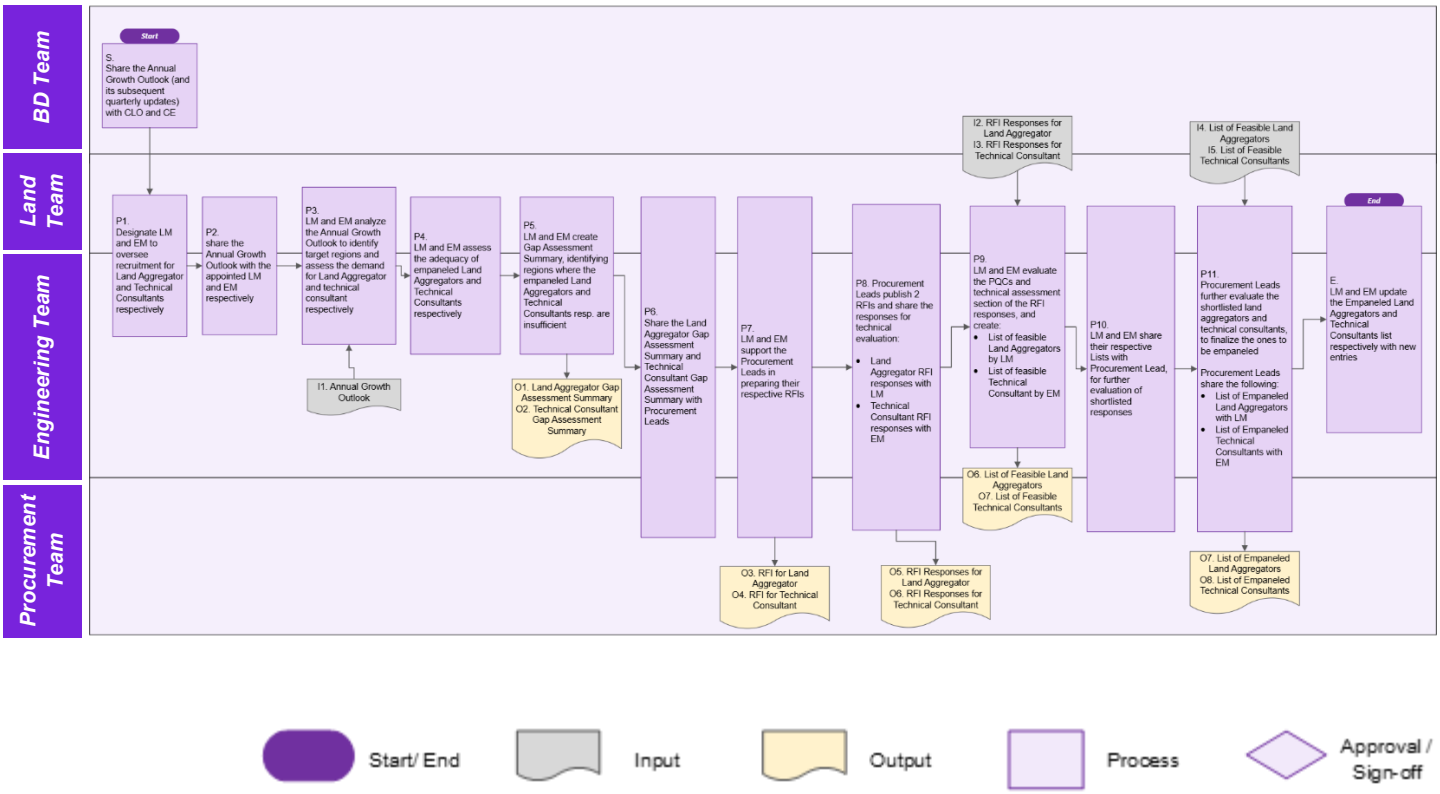
## 5.2 RACI

| # | 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 |
| **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 |
|---|---|---|---|---|---|
| **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 | | |
| **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 Wind Projects of 100+ MW | Positive | Shortlist | Meets PQC, high industry experience |
| **LA 2** | Maha-rashtra, Gujarat | No | Low | 7 | 1 Wind 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 Wind Projects of 100+ MW | Excellent | Shortlist | Meets PQC, exceptional technical skills |
| **TC 2** | Maha-rashtra, Gujarat | No | Medium | 6 | 3 Wind 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/ Leasing** *(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 –<br>– Delays due to land title disputes or encumbrances<br>– Community resistance or legal challenges related to land<br>– 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 –<br>– Power curtailment due to inadequate evacuation capacity<br>– Grid connection delays or disruptions<br>– 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 |
| **WEH** | Wind Engineering Head |
| **WRA** | Wind Resource Assessment |
| **STU** | State Transmission Utility |
| **T&C** | Terms and Conditions |