Management Discussion

Unidentified Speaker
[Technical Issues]

Chairman and Managing Director in the strategic guidance of our Board of Directors, our company has consistently achieved sustainable growth, operational excellence and enhanced shareholder value while meeting the evolving expectations of all shareholders. Although our achievements provide a strong foundation, our attention is firmly fixed on the future. Our focus is on translating emerging opportunities into lasting value. We are privileged to have with us a Board of Directors led by our respected Chairman and Managing Director Shri Gudeep Singh Ji whose distinguished career spans nearly four decades in the power sector.

He has held leadership positions across both the public and private sector bringing with him a wealth of experience and and deep insights into the evolving energy landscape. Under his visionary leadership, NTPC embarked upon a transformational journey evolving from a conventional thermal power generating company into a sustainable integrated energy major. His strategic focus on renewable energy, green molecules, energy storage, carbon capture and other emerging technologies has positioned NTPC at the forefront of India's energy transition by creating long term value for our stakeholders.

Jay Kumar Srinivasan, our Director of Finance brings over three decades of rich and diverse experience across the power and mining sectors. With deep expertise in finance accounts, taxation, commercial regulatory affairs and renewable energy domains, he has played a pivotal role in shaping companies financial and commercial strategies. He has consistently guided the company towards sustained profitability and robust financial performance. His strategic acumen, prudential financial stewardship and forward looking approach continue to reinforce companies position as a financially resilient and future ready organization.

Shivam Shivastava, our Director Fuel brings with him over three decades of experience in power sector. Throughout his career he has made significant contributions across fuel management, plant operations and maintenance, safety and coal mining operations. As Director of Fuel he has ensured availability and affordability of fuel for NTPC's power stations while also overseeing development and safe operations of the company's captive coal mines. His strategic guidance continues to play a vital role in ensuring reliable fuel supply and supporting NTPC's operational excellence.

Shri Khanmuga Sundaram, our Director of Projects brings with him over 38 years of rich and versatile experience in the execution and commissioning of greenfield and brownfield pass projects across India. He has extensive expertise spanning project development, commissioning, operation and maintenance of large power stations. He played a pivotal role in the development of NTBC's first supercritical project at SIPAR and has successfully led several landmark projects during his career. He is also spearheading companies ambitious renewable energy and nuclear plans.

Shri Ravindra Kumar, our Director Operations brings with him over 37 years of rich and diverse experience spanning commissioning, operations and maintenance, engineering and project management. He played a crucial role in the development of first 660 megawatt project of Bangladesh India Friendship Power Co. Ltd. His extensive domain expertise continues to enhance operational efficiency and reliability across NTPC's generating portfolio. Sri Anil Kumar Jadli, our Director HR brings with him over three decades of experience spanning both line and human resource functions.

He has been instrumental in formulating and implementing several strategic HR initiatives that have strengthened the company's human capital practices which has received international recognition. His leadership continues to play a vital role in nurturing NTPC's most valuable asset, its people and aligning human capital strategies with the company's long term growth aspirations. With that now, I would request our respected Chairman and Managing Directors to deliver his opening remarks and set the tone for today's meeting.

Thank you sir.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Thank you Neeraj. Good afternoon. Good. So welcome to this 22nd analyst and investor meet. As you all know that every year we keep it on 1st and 2nd of August. This is little bit advanced by couple of days. But we are here just after declaring our first quarter results as we had been doing earlier. So I am again very glad to welcome all of you and would be very happy to interact with along with the not only the Board of directors but also senior executives. So all the functional directors, Director, Finance, Projects, Operations, Fuel HR is here with me on dais and the senior executives of the different functions.

Whether it is green chemicals which is really making the circular economy or say green chemicals which will be carbon capture and the hydrogen related issues. Mr. Shashwatam, he has just. You can stand up and face him once and please feel free to interact with him. The CEO of NTPC Green Sarit is here, Mr. Panda who is spending a lot of time and he has gained almost 6, 7 years now on hydrogen. You will be having lot of queries on the hydrogen side. So he will be in a position to clarify present situation not only in India but worldwide.

Then we have from nuclear as you will be knowing that we have also recruited a very experienced Executive director from the industry, Mr. Nirvhai Gupta. I am sure that is to know Mr. Samal has been steering over them from the technology site and we have Commodore also from the Navy who has got the good experience from the nuclear site. So with that introduction let me just get into a few of the my initial comments. Then I would request Director Philus to make a detailed presentation and then again we will come back to the discussions on the various issues.

Most of the issues may be clarified during the presentation but all those something which is not clear including some sort of explanations or some sort of more insight we will be able to deal with that. So FY26 has been a remarkable year for both NTPC and ngel which is NTPC Green energy. And it has been marked by the strong performance and the significant milestones. Global energy landscape is changing rapidly and all of you know that what is happening worldwide and energy had never been in the focus in the human history.

What it has come today and invariably any event you will find that everybody will be talking about the energy and there has been many kind of series of incidents or the events which has led to this kind of situation. And let me add here itself that we have started recording a very very healthy growth in the generation. Let me share with you now something which is you will be. And this is the actual. This is yesterday's report. Today's report has to come but this is the yesterday's report which is being collected.

So on all India basis the energy net has increased by till date 9.28%. Coal generation is up by 9%. Whereas the previous day what is happening was this is almost on a on the coal Generation itself is 12% higher. If you see the same thing for LTPC it is around 8% for the year to date. But bringing the perspective in the present situation our generation is increasing by 24% and if you take the rail fed

stations which is the first to be back down it is 40% increase over the last weeks. So this is for the recent delay but even the rail fed power stations have registered 18% higher generation YTD and as we move ahead the rate of increase is increasing which is a clear cut indication that there is a more electrification which is happening.

And our share of electricity which is around 20 21% is increasing and coming days it will be much higher which is giving lot of confidence that we will be growing at a much faster rate. There is a requirement to grow much faster rate. So on the PLF side also so we have started touching even after the backing down during the day still it is almost around 77% kind of thing. So which if you translate into about 5 years, 6 years back it is more than 80% plus this is despite that there is a renewableism astronomer.

So I just. This is the section which I just wanted to cover that the demand is very strong and there is a enough kind of scope for the growth areas in that. And we all know that energy security is the prime importance and both I keep telling that as far as we are concerned we consider three legs of the synergy security which is first one is coal. Second one is renewable plus storage. The third one is nuclear and you should be. We all should be happy that NTPC is participating into all and we are in the mainstream.

Not me kind of that one is. So as we explained that there is a huge growth which is happening and there is no reason that we will be left behind to maintain our market share of around 2524-25%. So this will be. This will be taking the use required CAPEX requirement not only the operational excellence but the lot of new capacity addition which is required to have the lot of capital expenditure both on renewable storage, coal assets, nuclear assets, energy efficiency, etc. Etc. Everything put together peak demand.

As all of you know that it is going it has already crossed to 70 gigawatt and as per the projections I think we will be having around 450 plus by financial year 36. During the last financial year, as you all will be knowing, we had added the ever highest capacity which is 9.6 gigawatt with nearly 60% coming from addition coming from the renewable energy sources. Our capacity addition target for FY27 remains as we had been discussing and we will deliberate on that further. We have generated around 432 billion units which is again around 1/4 of the total generation.

This is despite of some of the curtailments. This is despite of some lot of backing down on the coal based problems we have acquired along with Mahajenko Syner Thermal power station which is 1350 megawatt and we are putting best efforts to commission that the first unit in this calendar year and then one after the other. While this we have already acquired. There are some discussions which are going on with the different states come TSU to explore the possibility to acquire some medicinal plants which we will not be in a position to share in detail today because this is in a discussion stage.

As and when this comes to that level we will be able to say everything. All of you know that TSDC has commissioned its storage plant 1000 megawatt pump storage plant. Aswani has started construction and this is becoming in the advanced phase. Ashwani is our joint venture with NPCIL for 4 into 700 megawatt nuclear power plant. Our present pipeline is around 37 gigawatt which is under construction and another around 12 gigawatt under tendering space so that those details will be given during the presentation.

We are giving the top most priority for delivering the projects on time by developing different strategies and the business models. We have reduced the forced outage which was 4.1% about a year back, not the previous year but so that has come in the previous year 3.9 and in this year it is maintained at about 3.75. Generation from NGL is around 15 billion units as compared to 7 billion

units in the it is almost doubled coal production which is very very important part as you know that we have transferred all mines now to NML which is NTPC Mining limited and take a note that it is not coal mining limited, it is a mining limited so we are trying to have some other mines also into the that and this has produced around 47.8 million ton which is a growth of around 8 and half percent and we intend to take our coal production to a level where we can meet around 25% in next three to four years.

Outstanding receivable days improved from 15 days to 15 days from 31 days. So it's a huge improvement in that. You may be saying that OK we were getting some LPs which has come down late payments such as But I think the cash flow is more important in the business than anything else. We are also working on something which is not mentioned on the coal to dash which I am sure that during the discussion we will be able to explain and this will also be coming in the presentation. Our biomass co firing has started now gathering steam and this is being done in the NCR region and the next one will be how to utilize the torrefied biomass which is going to be much more important going forward because this will be considered as a green.

Because of the biomass. Our ESG rating has been upgraded which is a very healthy and that will also be explained in detail during the presentation. In the year financial year 26 we have done a capex of 49,000 plus crores as compared to 44,636 in the previous year and on stand alone capex was 28,462 as compared to 22,965 crore in the future. So which shows that yes, this is going to be how it is going to be converted into revenue and the finally the bottom line. I would like to thank to each one of you for your continued support and investment in NTPC and NTPC Green and obviously for those who have been waiting, watching or analyzing please make the decision as soon as possible to be part of that dividend front.

I think we have already you will be knowing that 5 rupees 50 paise we have already paid as interim dividend board has recommended 3 rupee 50 paise which will make almost 9 rupees for NDPC as a dividend when once it is approved this is going to be 33rd consecutive years of the dividend distribution and this has been steadily going up. One of the most important thing which I would like to share considering the revised capacity addition target which is around 149 gigawatt by 2032 but if we consider around FY37 so almost in the next 10 years we are the estimate is that we are going to incur around 16 point.

So that is the kind of the size of the investment which is weighted. This is in almost all the weighted average interest rate on the borrowing stood at 5.98% compared to 6.61 in the financing year 25. And our finance team led by Director Finance deserves all compliments for that and we keep the tab how to keep the cost of fund at the minimum possible level. With this I would like to assure all of you that we will continue to put tireless efforts to maximize profitability in a sustainable manner and create value for the shareholders year after year.

It is not a short term but on a long term basis. Please be rest assured that no effort is going to be left out. Let me thank the government of India and the state government sold utilities, customers and investors for the continued support. With that let me request Director Finance to make his presentation and then we will come back.

Thank you. Thank you.

Jaikumar Srinivasan - Director, Finance, NTPC Limited
Good afternoon everyone.

Welcome to the NTPC's 22nd analyst and institutional investor meet. The opening comments of

CMD was very comprehensive in itself, but nevertheless, just to kind of take you through the detailed presentation so that the figures remain in your mind, let me go through the presentation. I will begin with an overview of the Indian economy and the evolving power sector landscape providing the backdrop to the NTPC's growth story followed by our energy transition roadmap, emerging opportunities and then probably an update about our operational excellence and the sound financials that position NTPC for the sustainable long term value creation Beginning with Indian economy and the sectoral outlook.

India continues to be the fastest growing major economy with IMF projecting GDP growth of 6.4% in 2026, well above all G7 nations and key BRICS member countries. Now, despite global uncertainties, Indian economy's fundamentals remain strong. Supported by robust domestic demand, infrastructure investment and policy reforms. The economy also outperformed expectations in 2025 calendar recording 7.7% growth and against the IMF estimates of 6.2%. For the power sector, this growth story is highly significant.

Large scale industrialization, rapid urbanization, technology led digitalization and widespread electrifications are expected to drive sustained growth in electricity demand for decades to come. This provides a strong foundation for NTPC's consistent and enduring growth as we continue to support India's development journey while creating long term value for our stakeholders. Recently, NITI Aayog released guiding report on Vikasit Bharat, the Developed India and Net Zero, projecting that India is poised to become a developed country by 2047 with GDP of US$30 trillion.

This transformation is expected to be driven by a sustained 9% CAGR supported by India's favorable demographic profile, abundant renewable energy potential and continued investment in infrastructure and industrial development. India has set an ambitious target of achieving net zero emission but 2070 driven by a significant expansion of renewable energy, strategic deployment of nuclear power and large scale adoption of energy storage technologies. The non fossil fuel share, as you can see, would be 90% in the year 2050 from the current 53%.

In generation terms, share of non fossil sources would be 78% by 2050 from 29% as of FY26. Going further, by 2070 non fossil sources are expected to account for nearly 98% of installed capacity. That's when we achieve the net zero and deliver 100% electricity generation. Achieving this vision will require cumulative investment of a whopping US$22.7 trillion, of which the power sector alone is expected to account for world US$2 12.3 trillion. Underscoring its pivotal role in India's decarbonization journey as at 30 June 2026, India's total installed power capacity has grown to over 549 gigawatt with 297 gigawatt of non fossil fuel capacity, highlighting the significant progress being made in the nation's energy transition journey.

Solar power continues to lead this transformation, driving renewable capacity growth and reinforcing India's position among the world's leading clean energy markets. India further achieved the milestone of 50% cumulative installed capacity from non fossil fuel source in June 2025, five years ahead of its target set by its nationally determined contribution to Paris Agreement commitment. India's electricity requirement is projected to grow from 1708 billion units in FY26 to 8100 billion units by FY50 and further to 13,000 billion units by FY70.

These are all the NITI Aayog figures. Correspondingly, peak demand is expected to raise from 245 gigawatt in FY26 to 750 gigawatt by FY and further on to 1200 gigawatt by FY17 with demand already touching a record 271 gigawatt in May 2026. As per Niti IO per capita electricity consumption is expected to nearly grow by SEI GR of 6% to 6400 units by 2050 and further to 10,000 units by 2070, aligning it to the than global average. These strong fundamentals underpin the

power sector potential for sustained growth, positioning it as a compelling avenue for long term value creation for the investors.

With these favorable sectoral outlook, let me now discuss NTPC's plans and its roadmap for long term growth and value creation. As the nation's largest power producer, NTPC continues to serve as the backbone of India's energy infrastructure, economic growth and prosperity. Our vision is to emerge as the leading player in the global energy landscape. This vision is anchored in our unwavering commitment to NTPC Group's core values which you can able to see here. We call it Acronym I Commit which is integrity, customer centric approach and agility, organizational pride, mutual trust and respect, innovation and learning and a clear focus on total quality and safety.

NDPC Group currently operates over 90 gigawatt of commercial capacity while another 35.7 gigawatt is under construction, underscoring the scale of its growth ambitions. Our share as CMD sir was saying in the the country's Electricity generation is 24% with just 17% of installed capacity. Even at this huge scale we have been continuously demonstrating exceptional all round performance. In FY26 we added 9.6 gigawatt of new capacity and 1.9 gigawatt has already been added in FY27. Till date. We continue to set benchmarks in operational excellence, consistently outperforming the All India Average in both availability factor and plant load factor.

As can be seen in the slide, our Group portfolio stands at around 127 gigawatt with around 91 gigawatts operational and another 36 gigawatt as under construction assets. Further, with an ambitious growth plan, we hope to continue our leadership position. Nearly 41% of the capacity would be contributed from our JVs and subsidiaries. Turning to our mining business, NTPC Group manages an asset base of nine coal mines with a combined peak capacity of 92 million metric ton per annum. In FY26 the company achieved a production milestone of 48.66 million tonnes reflecting a strong operational efficiency in mining and we have now carved it out as a separate company.

As we all know, this is the NTPC Mining Limited all the existing assets in NTPC has been transferred. Presently 18% of our coal requirement is met through our captive coal mines which would go up to 25% fulfillment through captive mining by FY30, thus enhancing the fuel security and supply reliability Coming to some of the International Ventures our first international thermal project 2x 660 in Bangladesh through a 50:50 joint venture with Bangladesh Power Development Board is fully operational since 2024.

First solar project 50 megawatt under construction in Sri Lanka through a 5050 joint venture with Electricity Generation Lanka Private Limited. First phase of the project is under development and second phase of 70 megawatt is under planning. Recently NTPC has incorporated a subsidiary company in Mauritius for developing its first floating solar PV project 15 megawatt with Bess in Mauritius at Tamarind Fall reservoir. NTPC continues to expand its consultancy footprint securing PMC contracts for 6.6 gigabyte of solar projects under the International Solar alliance and training nearly 560 plus participants from 40 countries.

This initiative reinforces our role as a trusted global partner in clean energy development and capacity building. Now we turn to some of our strategic plans and transition goals. Energy transition is reshaping NTPC's future growth trajectory. We are strategically balancing energy security with sustainability, ensuring reliable power supply while steadily increasing the share of low carbon and clean energy source in our portfolio. NTPC is steadily transforming into an integrated energy major with interest spanning renewables, hydrogen storage, nuclear mobility, mining, trading and international business.

Guided by our new corporate plan, NTPC is charting an ambitious growth trajectory targeting a

capacity portfolio of 150 gigawatt by FY32 on to 250 gigawatt by FY37. This is as per our latest business plan with renewable energy driving a significant share of this expansion. As you can see, the share of fossil fuel based capacity is expected to gradually decline from 82% today to 56% by FY32 and further to 39% by 2037. Much as in absolute terms the coal capacity will go down but from point of view of proportion it will shrink.

This would be supported by rapid renewable expansion, our entry into nuclear energy as well in billion unit terms. While the overall generation will grow by nearly 7% to reach 943 billion units by FY37. The share of renewable energy is expected to increase from the current 4% to nearly 33% by FY37. In the process the share of posin base generation would have declined from 93% to 58% which augurs quite well with our larger national goal of achieving net zero by 2070. As can be seen in the slide, our CAPEX projection as per the revised corporate plan is shown in three phases.

The first phase is the two year phase FY26 and 27 group level capex is 1,8000 crores estimates we have already achieved incurred 56,000 crores in FY26. Out of this in the second phasing comprising 5 years from FY28 to FY32 total capex would be 5,97,000 crores driven primarily by renewable energy projects. As we move towards our goal of becoming a 60 gigawatt company in the renewable space, the third phase will be five years from FY33 to FY37. We will see a major shift towards nuclear power as well while continuing with the RE project as well with approximately rupees 9.63,000 crores as capex.

So the total capex envisaged is 17 lakh crores as PMD sir was mentioning over the next 11 years that is up to financial year 37. Renewable energy of course would be the key driver of NTPC's future growth. Led by NTPC Green Energy Limited our renewable portfolio is targeted to reach 60 GHz by FY32 and expand further to 136 gigawatt by FY37. Presently the operational capacity of RE portfolio stands at 12 gigawatt during FY26 we have added around 4.2 gigawatt and further subject to transmission infrastructure, we are targeting to add another 7 to 8 gigawatt for the renewable capacity in FY27.

As regards battery energy storage systems, NTPC Group has a portfolio of 38.9 GWh which comprise of 6.62 GWh under construction execution including 5 GWh at the thermal power station. Under the regulated returns framework, a further 1.8 gigawatt of BESS projects are under planning to strengthen our near term storage portfolio. Beyond this NTPC is developing a substantial non solar hour base pipeline of 30.4 GWh of of which 18.6 GWh are already been tendered. Coming to newer frontiers steps being undertaken on the nuclear front we have an ambitious goal of installing 30 gigawatt of nuclear capacity by FY47 I.e.

The Vikasit Bharat milestone we which will contribute to nation's 100 gigawatt target. We are advancing essentially two key initiatives on the nuclear site. Ashwini, our joint venture with NPCIL is developing a 2,800 megawatt project at Mai Banswara. All necessary government approvals are in place and we have recently floated NIT for Nuclear Island Mega EPC package on recently 15th July 2020. The other initiative is NPUNL. Our newly formed subsidiary, 100% subsidiary is dedicated to harnessing advanced nuclear technologies.

We will share more details with you on this. As part of our strategic entry into nuclear energy, NTPC has initiated site studies across multiple locations and through MOUs with state governments is identifying suitable land parcels for the development of future nuclear projects. We are also exploring formation of JVs with key players in the nuclear value chain. High penetration of renewable necessitates massive expansion of energy storage and grid flexibility which would require a mix of pump storage and battery energy storage system to address the variable RA

integration, NTBC Group has an ambitious plan to develop 80 plus gigawatt of pump storage capacity.

Currently NTPC Group has 1 gigawatt of Tehiri PSP under commercial operation. We have been allocated 13.2 gigawatt of PSP project across Tamil Nadu, Maharashtra, Chhattisgarh, Madhya Pradesh and over Odisha and we aim to commission 3 to 5 gigawatt of capacity by FY33 and nearly 6 gigawatt by FY 2037. With these plans, NTPC is positioned to leverage PSP as a key enabler of grid stability and seamless renewable integration. NTPC is developing a flagship green hydrogen hub at Puddi Madakas. We have shared with you already to support India's emergence as a global leader in green hydrogen.

Spread across 1200 acres with an envisage investment of around 1 lakh crores, the project will create an integrated ecosystem encompassing hydrogen production, derivative manufacturing and export infrastructure producing green chemicals such as green methanol, ammonia, ethanol, sustainable aviation fuel and green urea. NTPC is building a robust green hydrogen ecosystem through innovative applications in transportation, gas blending and micro grids. Flagship initiative has been hydrogen fuel cell buses in Lehman and Delhi, India's first green hydrogen blending project at Kawas and hydrogen based micro grid at Ladakh.

NTPC Energy Technology Research alliance the Netra, which is a R&D wing of NTPC was established in 2009 focusing on pioneering technologies in energy production, environmental management and sustainable power solutions. Some of the Pilot projects are 3 megawatt hours vanadium redox flow battery, 144 megawatt hours CO2 battery storage at Kudgi station of NTPC and CCUS at Vindhyachal for production of methanol. NTPC is also working on all four verticals of current carbon capture, CO2 capture, compression, utilization and storage in various thermal power projects as well.

Now coming to the operational excellence, NTPC's operational efficiency has remained consistently strong underpinned by the adoption of best in class maintenance practices and a relentless focus on performance excellence and adoption of highest standards of safety. As can be seen in the slide, NTPC also continues to maintain a significant lead over all India plant load factors consistently reflecting its superior asset utilization and operational reliability. The payment security mechanism in our PPAs are very robust which ensures timely and reliable payments from customers thereby maintaining effective control over trade receivables.

Strong payment discipline is reflected in debtors days of just 15 days in FY25 26 enabling trade receivable realization to consistently outperform the industry branch mark of 45 days. 45 days is the normal due date that should be allowed to the customers as per the power purchase agreement. So if you see our this thing it is just 15 days. Next, NTPC has secured long term fuel supply agreements with coal companies ensuring a reliable and consistent supply of our operations. To strengthen fuel security we have diversified procurement channels through bridge linkages, captive mines and E auctions while resorting to coal imports only when necessary.

No coal was imported in financial year 26. In FY26 this measure enabled us to maintain adequate coal availability across all stations, ensuring uninterrupted power generation. Backing our growth ambition is a strong financial foundation. Let me now walk you through the key highlights of NTPC's financial performance. Demonstrating strong performance, the Group's profit after tax grew from 16,960 crores in FY22 to 27,546 crores in FY26, delivering a healthy CAGR of 12.89%. On a stand alone basis, PAT increased from 16,282 crores to 23,162 crores over the same period, reflecting a CAGR of 9.2.

The group's net worth has crossed 2 lakh crores in FY26 from 1 34,657 crores in FY22 at a CAGR of 11%. Our consolidated financial performance has shown consistent growth underpinning by strategic investment in value accretive joint ventures and subsidiaries. In FY26, the group achieved a notable 15% increase in profits from JVs and subsidiaries at Rupees 27,540 crores. The group's EBITDA also recorded significant increase underscoring our capability to deliver strong operational earnings. Next over the last five years our balance sheet has expanded steadily with the gross fixed assets growing at a cagr of over 11% to nearly 4.7 lakh crores, reflecting sustained asset creation and execution of our capacity expansion program.

Despite significant investment in growth, our leverage remained comfortable. The debt equity ratio has improved to 1.32 while stable cash accruals provide ample headroom to support future future capital expenditure and resource mobilization. The same time we remain committed to delivering value to shareholders. NTPC maintains a balance between retained earnings for expansion plans and rewarding the shareholders with dividends. Next NTPC's financial performance has been consistently outstanding, marked with sustained growth and robust profit levels over the years.

In FY20 the company achieved its highest ever stand alone profit of 23,162 crores. The momentum has continued in FY27 with company posting strong financial results for Q1FY27. The profit after tax for Q1FY27 stood at 5,343 crores, an increase of 12% over Q1 of FY26. Now we turn to our sustainable milestones and community impacts through CSR initiatives. Climate change and sustainability has emerged as defining global challenges, compelling energy companies to balance growing demand for power with an urgent need to protect our planet.

NTPC's group net energy intensity reduced to 9.69 mega mega joules per kilowatt hours in FY26 from 10.01% in FY22 through efficiency measures water conservation via three Rs which is reduce, reuse and recycle zero liquid discharge use of air cooled condenser instead of water cooled condenser and rainwater harvesting lowered consumptions from 2.76 in FY22 to 2.56 liter per kilowatt hours in FY26. On group level, the biomass co firing rose sharply from 20 kilo tonnes during FY23 to 1544 kilotons in FY26, reducing pollution and supporting farmers.

NTPC leads in adoption of supercritical ultra supercritical technologies and is exploring advanced ultra for higher efficiencies. We have planted 41 million trees, created a carbon sink of 0.82 million tonnes CO2. Recently Sustain analytics has upgraded NTPCs to medium risk ESG rating reflecting our continued commitment to strengthening sustainability and governance excellence. According to S and P Global, as per February 2026, NTPC's ESG score has increased to 50 out of 100 which is higher than the industry norm of 41.

In FY26, Morgan Stanley Capital Introduction International upgraded NTPC's ESG rating from CCC to B and again from B to bb, acknowledging our strengthened corporate governance practices and significant improvement in sustainability and ESG performance, including health safety management. NTPC remains deeply committed to creating lasting social impact and has consistently met its statutory CSR obligation of spending 2% of the average profits of the preceding three years. In FY26, the company incurred 527 crores on CSR initiatives focused on healthcare, sanitation, safe drinking water, education and community development.

Our flagship Girl Empowerment mission has passed positively impacted over 16,000 girls through residential training and mentorship programs. Collectively, these initiatives benefited around 2.21 million people, particularly in remote and undeserved regions. Underprivileged people fostering inclusive sustainable development. At NTPC we believe in continuous growth and development of our people. Equip them with skills and knowledge through comprehensive training programs on the

latest technological advancements as well as operational and management practices.

Our key performance metric such as revenue per employee, value added per employee and the MAN megawatt ratio shows continuous improvement. Over the years, NTPC has earned widespread recognition across diverse domains including operations, finance, corporate governance, quality, human resource, CSR and safety. We take immense pride in fostering a workplace culture defined by high trust and high performance, empowering our employees to deliver excellence every day. To conclude, NTPC's investment proposition rests on strong foundation, a proven business model, a visible growth trajectory, strong financial fundamentals and a future ready energy portfolio.

As we lead India's energy transition, we are balancing growth with sustainability, innovation with reliability and ambition, with disciplined execution. With a clear path to 250 gigawatt by FY37 and a diversified portfolio spanning conventional, renewable, nuclear and emerging energy businesses, NTPC is well positioned to create enduring value for all the stakeholders. The future of India is being built today and NTPC is proud to be leading that journey.

Thank you so much.

Questions & Answers

Operator
Thank you very much CMD sir and DF sir for your deep insights into the Indian economy, power sector, NTPC's operational and financial highlights and its growth strategies. Now I would invite the analysts and representatives of the institutional investors community to have an interaction with the management. Thank you.

Unidentified Participant
Good afternoon sir. I am slightly worried about NTPC last 15 days back a train running on hydrogen 3200 HP is equal to 2.4 megawatt was running so I thought now there is no transmission, no distribution will be there and all electrical engineering will come into problems. And what I seen that 1 kw costs around 1 lakh to 6 kw. 6 lakhs from different makes. And I personally feel that this hydrogen cells will have a different role totally in electrical engineering, sir. And my second question is that when I have seen all your presentation the cost of employment cost is not seen. Whether it is more than the pact or less than the pact. And the third is whatever brochure you are given me all this type of information is not there. So that I would like to have. Thank you sir.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
One by one or whether we should tell any. No, I think. Let me. I think respond to this. What's your good name? Sir,

Unidentified Participant
My name is Sarath Kumar, sir.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Sharadji Sarad bhai. Let me. I think try to tell you something then which is the hydrogen is a kind of at the influx point. But there is a long way to go. And that is the reason I had in the beginning itself said that we have Mr. Panda here who has been working in a kind of very deep into this subject for the last six years. Commercial operation of the hydrogen is still kind of far away. And this. This is a very welcome step that what the Indian Railway has taken that this very small patch where on the

kind of experimental basis this hydrogen train is run.

And that is I think gene 2 rotator for something like that. We know that Indian Railway story where from it has started then I think the place very near where we are sitting. And that has how many people in this audience will be knowing that coal mines were exploited for railway not for the power generation. This is a very less known fact. Actually the coal mines started in the beginning for the railway to meet the railway requirement for the steam engines. So after that it has changed to diesel.

Diesel to electric, electric to now hydrogen. But do not get surprised some day if the storage becomes so effective that you can put up one wagon of the battery and you you do not require hydrogen. So there will be many things so we can have. That is fascinating talk may be on a different aspect, but this is a good step and which we have energy landscape is going to change. There is no doubt in that. And dre this is a distributed renewable energy is changing. And we are at it. We are also participant to that.

But at the same time the energy requirement what is increasing, really resisting growth is that we require all kind of generations. And for foreseeable future that is going to be the scenario. So while I share your concern, but at the same time I would like to dispel that any kind of worries which you should be having at this point of time. Maybe when People like us will be in a kind of. If I can assume that you are in the late 60s. So maybe I think the people then who are younger may be. After two decades I think these worries will start. So this is why Very, very measured Jain a kind of response as far as the first point, cost of employment etc. I think we have completely in our accounts which we disclose but nevertheless we will share with you on that side. And the third one was what? Very good. So we can thank.

Unidentified Participant
Okay.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Okay, not a problem. So thank you. So we can go to the next. Yes please.

Unidentified Participant
Hi, good evening. My first question is how do you think about the incremental portfolio accretion? Incremental portfolio accretion or under customer portfolio portfolio in thermal and nuclear over the next few years?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
I think we have shown.

Unidentified Participant
No, no. We have the 36 gigawatt in thermal. Sorry, overall we have 16 gigawatt in thermal. How do you think this 16 gigawatt?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
But at the same time it was also said that most of the generation this out of the 9.6 gigawatt the maximum was commissioned was renewable. So as of now what we have planned is for the last 30, 31, 32 our coal capacity group coal capacity will go up to almost around 97 gigawatt and then we will see then every year we will keep reviewing how much more capacity is required on that side. But the sizeable investment will start going into renewable plus storage and nuclear And parallelly we may have the another businesses like mining etc. Etc. Which is.

Unidentified Participant
So my question was given that technology challenges nuclear, do you think you'll be able to build a pipeline of 4 to 5 gigawatt over next two to three years given the RU. And are you getting domestic technologies Take domestic

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Little closer.

Unidentified Participant
Are you getting domestic technology for all your under development nuclear power project or do you need to depend on the imported technology?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
We have the option of going for different technologies technology once it is adopted it's not as a foreign technology or the domestic technology. Technology is a technology. So our Mahibhaswada is going to be PSWR which is pressurized heavy water reactor. We are also working on the PWR and other whatever the other technologies, fast breeder etc. We are studying on that. So as you know that we have not kept only BHEL units so not necessary that we will be having only one technology. So there is a lot of work which is going on.

But let me take this opportunity to inform everyone through this question that we are working in the different states. I think I did mention that we are working in the different states to identify and carry out the studies for the setting up of the nuclear plants. And I would request the director project who is the consent director to just add how many locations, what we are working on that and then parallelly we have to acquire those land patches so that we are becoming Future ready. Not for 4,5 gigawatt but 30 gigawatts

Unidentified Participant
Are being stored.

K. Shanmugam Sundaram - Director, Projects, NTPC Limited
My last question is on the RE capacity addition. I think last year we missed the target. This year we have capacity target addition of 7 gigawatt. We have done merely 0.6 gigawatts. We understand that there are challenges but given everything, what are we doing to improve the pace of RE capacity addition in our balance sheet? Thank you.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
See the first thing is that RE may don't consider megawatts. That is what I would say. There are the concerns on the trans. But I think. Okay, Diprasav, you want to add anything on that? Nuclear

K. Shanmugam Sundaram - Director, Projects, NTPC Limited
In case of nuclear we are presently doing it around 10 states and more states are also coming up. AP MP, Gujarat, Maharashtra, Odisha, Bihar, Chattisgarh and we are also exploring with Tamil Nadu and Karnataka. Already we have completed one study and we have submitted also. So things are moving in a pace. And as regarding technology it is the combination of both Edwal and PWR and asap as rightly said the target is 30 gigawatt and regarding thermal right now what we are at 16 so it may mature around 20. Then it has to be seen how it moves.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
So coming to your renewable thing which is as I was explaining, this is not only the megawatt on the solar or the wind side. I think there is a equal amount which will be requiring for the storage side. Maybe more than that because this is in the megawatt hour rather than the only purely megawatt. And 1 per megawatt hour is roughly about crore plus on that side. So as an investor my request will be that start considering from that side that it will be not only the purely the megawatt of solar plus wind but also along with the storage.

So this is recent what I was explaining that there has been some kind of constraint which is more on the transmission side which has come and there is a curtailment which has been observed. And to avoid this curtailment etc. We will have to start also some kind of regulating and seeing that this assets or the investment what we are doing that is giving the good returns. And in that context I think this is a combination of the storage plus solar and wind is more important. So this is what you have to keep in mind. Maybe pure 8 gigawatt or 7 gigawatt with storage you can bring it to almost even 4 gigawatt. So maybe I think the 7 gigawatt is higher than the 8 gigawatt in this case. That's what I am just trying to.

Jaikumar Srinivasan - Director, Finance, NTPC Limited
Battery. Today storage is not having a capacity attribute from the point of view of growth. But however from the investors point of view it is what has been invested and what is the returns, is not it? So same view trying to explain that yes, we are in ecosystem where we do not control everything. There can be a transmission thing which is beyond our domain. So we have to ensure some kind of a coordinated development. But it cannot be with a perfect finesse. Sometimes we may add capacity, transmission will follow.

And the current imperative is that any kind of continued, you know, large scale integration will happen only will be laced with batteries different storage technology. So those storage technologies may not have capacity attribute. But definitely we are going to heavily invest. So we are going to see that, you know, from the investment in returns point of view. We maintain that.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
That is sodium Sodium battery cable lithium is larger size. So this can be vanadium flow battery. Can be iron flow battery. Tomorrow it can be sodium battery. It is another technology. What we are going to commission very soon by October, November is the CO2 battery what we discuss. So I would encourage all of you to take the advantage of our head of R and D Sashvotam who is sitting here to have discussion on that subject in net sell. What DF was trying to explain that from the investment side there looks to be upside rather than any kind of. And so is the on the return side. So we should not be carried away by only one kind of system. This curtailment is kind of really putting pressure on many of the balance sheets. We are still large company, but there are some companies which are smaller. They may find it extremely difficult in that situation. Okay. Yeah. Yes please.

Unidentified Participant
Thank you for the wonderful presentation. Sir, I would like to ask recently there was a project government has announced to coal India. That is coal gasification Coal India. So are we bidding for that? Because methane and this we do have right from over coal mines. Yes, yes. So are we bidding for it? Because just. Yeah. And second question sir. Why it has taken from 2026-20. It's almost now 2030-40. You know, power pump, any derailment which has happened out for Tihari. Yeah.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
D is what? Storage,

Unidentified Participant
Power storage that you know, it was supposed to be in 2026 that completion. But now it has been shifted I suppose. No, no. Terry

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Is already coming. Okay. That the another ongoing project. Okay. Yeah

Unidentified Participant
That is. And third last question sir. Since he has asked for nuclear recently our Prime Minister made you know with Australia the nuclear. So are we venturing out into it? That's my question. Thank you sir.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
So the last part is first it is too early to share something with you from our side. But as I was mentioning that this is the NTPC Mining limited so we are exploring all kind of possibilities within outside whatever it is. Nuclear will also open many other things rather than only power generation. So this is the fuel side is a big one like the coal side coal mining is etc. Is there similarly there will be something fuel processing fuel. But I think that is. Let us wait then till the rules and regulations are coming from Visanti act which is enacted and some time back. And these are being in the formation stage on Terry. I think this is the storage plant is commissioned the Tapovan

K. Shanmugam Sundaram - Director, Projects, NTPC Limited
Pipul

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Koti. Yeah that's nearby to that. So people Koti is progressing. Progressing fast. I think this is going to be what 28, 29, 28

K. Shanmugam Sundaram - Director, Projects, NTPC Limited
Next financial year. Next financier. Yes.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Okay. So our endeavor is to commission next financing year and But I think then just maybe you'll have to be that. My estimate is that it may slip by another few months because of the whatever some guidelines where then there is a further precautions etc has to be used on that. That side coal gasification. I think I did mention that coal gasification is a big. I think 37,000 crore which is government of India is marking. We are also one of the not serious contender for that. And we have already done lot of work on this both from our R and D side as well as from the mining side.

That where it will be how the coal will be utilized. Where which technology is going to be utilized. And very soon you will start finding some kind of tender for that on this. Let me. Let me take half a minute and try to explain that this gas. What. What we are trying to do is convert the coal into SNG which is called synthetic natural gas. So there are possibilities to convert into chemicals at that point itself. But also there is a possibility to convert into the synthetic natural gas which is similar to the natural gas which is mainly methane.

And we are also looking at how we will be able to utilize our gas based flower plants. We can. We

can inject gas at the near to our coal gasification and draw the gas at the power stations and Run those power stations during the peak hours. So all kind of thought process and the planning is under process. But as of now we are quite confident that coal gasification is also going to be one of the significant business opportunity along with the mining. That's it. Next question please. Yes,

Sumit Kishore - Analyst, Axis Capital
Sumit Kishore from Access Capital From SS Access Capital how is it NTPC navigating the challenge of select thermal capacity falling below technical minimum in peak solar generation periods? We have heard about NTPC looking to co locate 5 GWh of best projects at thermal power plants. So is that going to suffice or would you sort of. How would you look to manage this challenge given that incremental capacity is going to be more renewable?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
This is a very good question in the sense that how to integrate the renewables going forward and reduce the curtailment on the renewable side? The first and foremost the best thing can happen is that like what is happening these days that demand has gone up. So the increasing demand is taking care by the renewables at least the coal based plants can come up to technical minimum which is 55% if it is less than 55%. Now we have worked with the regulator and thankful to the regulator that they have considered that if it is less than 55 we will stop the unit and then we can start after about a day or something like that.

But I think this is. So the next option is that what else how I can inject I can induce the demand or how I can induce demand during the day and try to create the capacity for the peak hours and that one is through the battery. This is what has been done and this is the first time and you must appreciate that NTPC had worked with the regulator and the ministry to come out with this policy that it will become the part of the thermal plant itself so that during the daytime when if it is going to be then a required we can store that energy and in the evening we can feed that energy in the grid.

So it it really helps both way and 5 gigawatt is going to be very helpful which is on the same regulated tariff similar regulated, not the same similar regulated tariff. It is being allow. Having said that there is another phenomena you should not be getting surprise that if it has to be curtailed for one hour or two hour it is better to curtail the renewable rather than the stopping the thermal units. I think this point I am not sure that how many people will be aware of but this is also a fact.

We have put up the condition and our director operation and his team has been able to demonstrate that which one is in the overall benefit to the country. So if it is about an one hour or two hours, it is better to curtail the renewable rather than stopping the thermal plant because in the evening you will be left without power. So that is what is requirement. So these situations are transitory in nature. As we are moving forward, we are finding the solution to that. And I had been telling almost every meeting every year that what the problems which are being faced today will find a solution very soon and next year we will discuss some other issue. So I think this is the similar thing. I hope that next year this issue will be minimized, if not eliminated on that side.

Sumit Kishore - Analyst, Axis Capital
My second question. Yes,

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Please go ahead.

Jaikumar Srinivasan - Director, Finance, NTPC Limited
Just to get it at perspective. I mean, you raised a very pertinent question and the situation was quite different year back. The first thing we did is we impressed upon, we did a policy advocacy that if you are asking us to operate below technical limit, then my obligation to supply during the evening will not remain, isn't it? So I then close down and still get my capacity charge. So the cost, it will go to cost somebody. So there will not be any reckless ups and downs. So that first of all we ensure through policy advocacy.

The second thing we are doing is we are advocating a uniform technical minimum across the country, not selective. So we are pushing the forum of regulators that you take it up with the respective state that if a cheaper power is available anywhere in the country that should be drawn upon, not, you know, a sister company should not be selling to a sister company a costlier power if a cheaper power is available. The third thing is that we try to ameliorate the situation by again through an idea which was noted by SCMD himself that you allow us to set up a BSS co located in the server plants.

So all these three things together has, you know, kind of brought in a thing. But if tomorrow, I mean, if the technical minimum itself is to be redrawn much to our, you know, kind of thing, we may then probably have to secure our assets, secure our returns. So we are the custodians of the investors. We will say that, okay, the situation in the country demands that I run my thermal plant in a certain way. Even creating some kind of a stress, internal stress to the plant, then I have to protect my financial investment so that will be together. So in every circumstance we cannot remain totally unyielding, isn't it? We have to be form of. We are subsystem, the generation is a subsystem. Of the whole thing. We will try to protect our financial interest and also to see that we get our returns on our investment.

Sumit Kishore - Analyst, Axis Capital
Thanks for the comprehensive answer. No, no,

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
No, no. I think there is. Just keep in mind, keep in mind. Just keep in mind that that situation we will try to avoid through the like battery and other things. That is the number. So this is important.

Ravindra Kumar - Director, Operations, NTPC Limited
In addition to that, what we are vouching is plain vanilla solar will not will disturb the grid. I think sir, you forgot so re ARTC is the solution which can be implemented in a pragmatic way so that this ups and downs can be that we are watching and I think people are working on them. So this minimum technical load probably will be resolved after some time.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Sir, other thing is that technical minimum is a technical issue. Keep in mind we will have to work accordingly to that and that is the reason this we had advocated the storage system. We will not put the machines to the risk which can be a further problem for tomorrow. But there will be cost as DF was mentioned and there was another one in this which is not mentioned till now. Let me I think share with you. You would have seen that our engineering income director projects team is working on whether we can design some of the smaller units which is suitable for the cycling in the sense that it can be stopped in the morning and start in the evening sunrise or sunset. So we are also working on those kind of solutions.

Sumit Kishore - Analyst, Axis Capital
Thank you for a very comprehensive answer. My second question is, you know for the FY32 to 37 period, you mentioned re capacity addition of about 76 gigawatt. You know how much of that 60 going to 136 essentially. So how much of that will be planned to be added through ngel? And for the 13 gigawatt of coal capacity addition being planned, I mean how does NTPC see its share in coal capacity addition so broadly? Your coal capacity addition intensity is coming down. How do you see the whole country responding to coal capacity addition in the 5 year period post FY32? Those are my questions. Thank you.

Jaikumar Srinivasan - Director, Finance, NTPC Limited
Capacity. The core capacity is students 66 gigawatt. By March 25th it will go up to 77 gigawatt. For the plan we have a 17 gigawatt in the pipeline which would then go reach 91 gigawatts. This is what is the current flight planning period. Beyond this, I mean we will have to react based on how this thing spans out, how the renewable space grows, what are all the solutions over there. And overall demand keeping nuclear is something which we would have achieved 6 gigawatt out of the 30 gigawatt what we are talking 6 gigawatt will be achieved. So the balancing the between 32 and 37. This is the gigawatt scale that has been planned on a year on year base. So this should fit the overall energy basket and then it kind of tries to align with what has been. What is the overall methiro.

Sumit Kishore - Analyst, Axis Capital
Thank you. Good. Thank you. Sir. Amit binde from access capital. I just wanted to. Amit from access capital. Okay. I'll take the turn later on.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
No, I think you can come at the end if it is time allowed.

Sumit Kishore - Analyst, Axis Capital
Sure.

Unidentified Participant
Yes. Thank you for the wonderful presentation. I wanted to ask you. The board declared 9 rupees per share dividend for FY26. What's the payout ratio target going forward? Given the scale of Capex needs,

Jaikumar Srinivasan - Director, Finance, NTPC Limited
It will be hovering around 36 to 40. That has been the pay pay off ratio and we would be comfortable with that. We will maintain a healthy balance. So our long term projection, or at least the FY37 projection, we have factored that, you know the dividend trend which we have maintained, we will try to maintain that.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
So dividend.

Unidentified Participant
But it is not tax efficient.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
So what do you suggest?

Unidentified Participant
It can be used for the Capex part.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
But when there are, there are Other shareholders. You are young guy.

Unidentified Participant
Yeah,

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Yeah. Chance. You are foregoing your chance.

Unidentified Participant
Sir. Ramesh Bhajwani from Meta and Vakil. In your presentation there was a mention that the cost of finance organized by your Director Finance is 5.89%. It is virtually touching the repo rate. How has it been managed? If you could share the details.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
So on a lighter side you can. That is a fact we have told. We did not say that we will explain you how we are achieving. Correct.

Unidentified Participant
So can you expand or explain or you would like to. That is a finance

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Class. You can, you can, you can, you can check with me

Jaikumar Srinivasan - Director, Finance, NTPC Limited
Questions like how did you achieve your thing? How did you achieve your irr? I can't be discussed. Perfect. Yeah.

Unidentified Participant
Okay. Okay. Thank you. Sorry. Yes.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Seek his time and be there wherever the end it's possible. And his team. Please try to get in details.

Unidentified Participant
Just referring to one of your earlier comments on smaller size thermal units, the subcritical units that I believe you were referring to, which are more flexible. So just wanted to understand that, you know, what kind of potential do you see in terms of these kind of units that can come in and you know, is there a policy or a decision on it yet?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
In my opinion that is going to be sizable again to the tune of let's say tens of gigawatt. It's not only one gigawatt or two gigawatts is not going to help. We were just considering whether we can convert some of the very old units into those things. But I don't think then that is by design. They were beast load. So if we have to look at this would be a something which is ideally not pit head power plant based but I think the load center plants and which may not be required to run 365 days. It may be required let's say around 300 days or less for the kind of during the non solar hours.

So the capacity charges will be an issue but at the same time I think the energy charges will be more or less under control because it will be designed to fast start and fast stop on that side. So our team is working seriously on that. And somehow unless our. Well, there will be lot of pump storage, you know that pump storage, 25% power is wasted. Is everybody aware of that battery? This is almost 10 to 15%. So it is. Nothing is free. So there will be many more issues as we go along and we will have to start. But there is a huge scope for those things.

Unidentified Participant
So this will require regulatory approval. I suppose

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
It may be that we require regulatory approval definitely for connecting to the grid. We may even think of putting as a merchant. So as of now I am not committing anything. If CEA or the government of India or regulator asks us to put on the costless approach then we can think of that. But otherwise we will be free to do what we want.

Unidentified Participant
Understood. Thank you. Yeah, hi sir, I am. Yeah, hi sir. Yeah, sir, just wanted to sumit's question. If an 800 megawatt supercritical unit, if it's run at a lower PLF, then it defeats the basic purpose that we are putting in 800 megawatt supercritical for a higher efficiency. That efficiency achievement won't be there. So doesn't it defeat the basic purpose of putting a supercritical 800 megawatt unit?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
You have replied your question. Yes, efficiency is affected. Our endeavor is that at some stage we will try to see that we are not required to back down. And if it is back down, it is back down to a situation where it remains in the supercritical so that the efficiency impact is minimal.

Unidentified Participant
So in that kind of a scenario will we go back ordering more of

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
No. 220? No, No. We will try to see that this battery storage or the Pump storage etc etc are once these are coming so that the requirement of the coal base. The ideal situation is that your coal based plants whatever capacity that is running at base load and rest of the things are being managed through the note hydro alone. But the other kind of elements in the grid whether it is battery in the form of pump storage, battery itself, whether it is lithium, whether it is vanadium, whether it is sodium or the carbon dioxide what we are seeing or the best part is that during the daytime you increase the load by reducing the cost of power to the consumer and during the non solar hours you start increasing so that the people will start consuming less. So there will be n number of JNA kind of methods which will be required to do that. But the idea is this is not a very good thing to back down the supercritical units.

Unidentified Participant
So this additional CAPEX will be included in your ROE calculations these batteries and all.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Yes, we don't do anything without that.

Unidentified Participant
And sir, just on this renewable 7 gigawatt whatever we are planning how much of that do we have transmission facility so that we will get a realistic approach that this

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
If we don't have the transmission facility then we are not able to commission.

Unidentified Participant
So you had answered that most of the government of the transmission unavailability there is a delay. So of the 7 gigawatt 7 gigawatt

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Is because of that.

Unidentified Participant
So you are confident that 7 gigawatt is kind of an achievable term. But

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
7 gigawatt I explained that 7 gigawatt is more than 8 gigawatt with this storage.

Unidentified Participant
Okay,

Neeraj Sharma - Chief Financial Officer, NTPC Green Energy Limited
Okay. Considering the timelines I would request that you can take only one or two questions. Last question.

Unidentified Participant
Hi sir, just one question. Oh yes, very good. I Incrementally we are seeing states prefer the tendering route for coal plants rather than regulated basis. And the tariffs discovered are actually quite attractive 4 rupees fixed tariffs. We have not participated in them. What is the rationale and any change in our view going forward? And why do you think states are preferring the tendering route versus directly standing with Us? You discuss with all the states. I mean you guys are in touch with all the districts. But then at least ask answer. Why have we not participated?

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
About 67 years back Naya plant mostly brownfield expansion plant. If you had been attending there is a. I think Bharat Bhai and others who are I think long timer they they will be recalling that is what we are doing and we want to have the healthy returns on our Investment. But at the same time we want to keep the prices under control. And that too also very kind of completely transparent. Yes, just give me sir. So this is. This has been our stand and that is what we are doing. There is no plant which we are undertaking which is without ppa.

So we are quite happy to make the return what is regulated return which is at the end when it is commissioned. After that it is around 15.5% which in net sell is around between 12 to 13 which is a healthy kind of returns which is sustainable. That should also be one of the point of sustainability in fact. And so there should not be any impulses that you. And then if the market turns to the other side then who will be. Who will be at the receiving net? We are the bellwether trend.

Jaikumar Srinivasan - Director, Finance, NTPC Limited
May I add something. Let me spin the question to you that you know if we. Equity is a scarce resource. I have around 3500 crores. Would you rather want your money to be deployed in a competitive bidding project or in a cost plus project which you know I am getting it on a platter with assured returns. I have to fight it out. Maybe I have to compromise on the margin as an investor. Would you? Would you? I mean as long as a brownfield project pipeline is there I am able to get on a first place business.

I am not for a moment saying that we will never go for a competitive bidding route, something like that. Today I have a certain scalability, not unlimited scalability. So with that scalability if this route is available to me on a first plus basis which is giving me a steady returns, assured returns. I would like to put your money into thing and optimize that. First of all

Unidentified Participant
No fair point sir. I think both points fair but just the projects the returns seem phenomenal. At least the bids which have happened in private sector. I mean 4 rupee fixed tariff as per US should drive more than 20% equity error for some of those projects. So it would have been great to see NTPC also there. 4 rupee plus fixed tariff in most vendors like Assam, Bihar.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Will you be going for a fixed tariff or whether you will be going for a regulated cost plus tariff from the company like ours? Tell me that

Unidentified Participant
Sir, I would have preferred a higher, Whichever is Higher. Exactly sir,

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
That is not the fair. We have to be fair to our customers also.

Unidentified Participant
Good, that's understandable.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
See another thing, if you are harping on this point, let me. I think explain that also on a Singroli in Shingroli when we are going for expansion, the land which was acquired around 50 years back. I am not paying anything for land. The cost of that system, what was created which is giving return to me till now the benefit of that should also go to the people who had been paying for that. That is the reason that the cost plus is best option for me. So don't compare us with somebody else. That's what I just did. So if there is a kind of the brownfield project, the benefit of that should also goes to those customers who had been paying for this. We can be a greedy investor at times, including me. Let me add it because that is I am at the top of that because when we are taking decision but we have to be fair and we have to look for the continuity and sustainability of that. That is the most important part.

Unidentified Participant
Fair point sir.

Gurdeep Singh - Chairman and Managing Director, NTPC Limited
Thank you.

Unidentified Participant
Thank you so much.

Unidentified Speaker
Thank you very much sir. With this we conclude our 22nd annual analyst and Investors meet. First of all, on behalf of everyone, I extend my sincere gratitude to respected CMD sir and members of the board for sharing their perspectives, NTPC's growth strategies and sharing with us various details like how we are tackling the technical minimum and what are the going forward, what our hydrogen initiatives are going to be. Then I would also like to express our heartfelt appreciation to our analysts, investors, members of the financial community and representatives from the media for their active participation, thoughtful questions and continued confidence in our company.

Also acknowledge the efforts of all colleagues and support teams who worked tirelessly behind the scenes to ensure the smooth conduct of this event. Thank you once again for being with us today. We truly value your continued support and look forward to welcoming you again next year. I now invite all of you to join us for refreshments. Thank you and have a wonderful evening.