adani

Growth With Goodness



Adani Portfolio ESG Snapshot – H1FY27

November 2026

Adani Portfolio: Broad based ESG commitment and Credentials

	adani Ports and Logistics	adani Power	adani Energy Solutions	adani Renewables	adani Gas	adani Enterprises	Ambuja Cement
Tax Transparency Audit	✓	✓	✓	✓	✓	✓	✓
TCFD Supporter	✓	✓	✓	✓	✓	✓	✓
Net Zero Commitment	✓ 2040	✓ 2070	✓ 2050	✓ 2050	✓ 2070	✓ 2070	✓* 2050
UNGC Participant	✓	NC	NC	✓	NC	NC	✓
IBBI	✓	✓	✓	✓	✓	✓	✓
DJSI (2025 Score)	**68** (from 68)	**71** (from 68)	**90** (from 73)	**80** (from 74)	**80** (from 62)	**64** (from 60)	**80** (from 60)
CDP – CC (2025 Score)	**A-**	**B**	**B**	**A-** formerly- D	**A-** formerly- B	**A** formerly- A-	**B**
CDP – WS (2025 Score)	**A** formerly- A-	**B**	**A-**	**A-**	-	**A**	**A** formerly- B
Sustainalytics	**10.50** Low Risk	**31.69** High Risk	**18.29** Low Risk	**12.91** Low Risk	**22.95** Medium Risk	**36.66** High Risk	**21.01** Medium Risk
CRISIL (2026)	**67 (from 61)** Strong	**58 (from 54)** Adequate	**65 (from 61)** Strong	**69 (from 66)** Strong	**66 (from 61)** Strong	**60 (from 51)** Adequate	**60 (from 56)** Adequate
NSE (2026)	**70 (from 66)** Aspiring	**66 (from 63)** Aspiring	**71# (from 67)** Leader	**78# (from 74)** Leader	**75 (from 73)** Leader	**72 (from 68)** Leader	**61 (from 65)** Adequate
CARE (2026)	**84.3 (Leadership)** I/O – 26%	**80.0 (Leadership)** I/O – 36%	**86.2 (Leadership)** I/O – 49%	**87.3 (Leadership)** I/O – 47%	**84.0 (Leadership)** I/O – 38%	**83.1 (Leadership)** I/O – 73%	**80.3 (Leadership)** I/O – 44%

Monitored by 100% Independent Corporate Responsibility Committee at each listed entity

ESG Credentials updated as on date| * Ratified SBTI commitment | # NSE Ratings for 2025 | TCFD: Task Force on Climate-Related Financial Disclosures I IBBI: Indian Business & Biodiversity Initiative I UNGC: United Nations Global Compact I CC: Climate Change | WS: Water Security | NC: No stated commitment | I/O – denotes Outperformance with respect to Industry Median

Adani Enterprises Limited: ESG Updates

Material Topic	FY 30 Targets
Climate Change Mitigation and Adaptation	**45%** Reduction in energy intensity*
	51% Electricity consumed from Renewable Energy sources
Water Management	**50%** Reduction in water consumption intensity*
Waste Management	**95%** Waste diverted away from landfill
Occupational Health and Safety	Health and Safety assessment of all Plants and Offices
	0 Zero health & safety related injuries

Key ESG Initiatives/Achievements

Climate Change Mitigation and Adaptation

- 53% electricity consumption in the Airport business sourced from RE.
- 90% of electricity consumption in the Data Center business sourced from RE.
- 29% reduction in Scope 1 & 2 emission intensity[1] in the Data Center business

Biodiversity

- 4,29,622 tree saplings planted and 262 mature trees transplanted by AEL in H1 FY'27

Water Management

- 46% of water consumption requirements for AEL met through non-competing sources.
- ZLD implemented at more than 80% of operational sites
- 62% and 26% of water consumption was met through water reuse/recycling in the Solar Manufacturing and Airports businesses, respectively.

Waste Management

- More than 97% of waste diverted from going to landfill.
- 20% decrease in waste generation quantity for Airports business
- ZWL Status: Achieved for seven airports and three data center locations

Occupational Health and Safety

- All operational sites assessed for health and safety.
- Zero employee fatality in H1FY27

Awards and Recognition

- Hyderabad Data Center Operation became the India's 1st Data Center in India to achieve TRUE Certification for Zero Waste to Landfill.
- Data Center business was awarded the SKOCH ESG Gold Award 2026, under the Governance Category.

Ratings:

- NSE Sustainability Ratings & Analytics has categorized Adani Enterprises in the "**Leader"** category with score of 72 for the FY'26.
- Care Edge ESG ratings categorized Adani Enterprises in the **"Leadership"** category with a score of 83.1 for FY'26.

UN SDGs



Achieved in Q1FY27 as compared to Q1FY26 | 1: Per MWh of IT Load | RE: Renewable Energy | ZWL: Zero Waste to Landfill | ZLD: Zero Liquid Discharge
ESG: Environmental, Social and Governance I UNSDG: United Nations Sustainability Development Goal |* Reduction in intensity on a revenue basis, against the base year of FY 2021-22

Adani Enterprises Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs
Statutory Committees		
- Audit	☑	
- Nomination & Remuneration	☑	
- Stakeholders' Relationship		☑
- Corporate Social Responsibility		☑
- Risk Management		☑
Non-statutory Committees		
- IT & Data Security		☑
- Corporate Responsibility	☑	
- Mergers and Acquisition		☑
- Legal, Regulatory & Tax		☑
- Reputation Risk		☑
- Commodity Price Risk		☑
- Public Consumer	☑	

40%
Comprised of only Independent Directors

100% of Statutory Committees Chaired by Independent Directors

7
Additional Business specific committees

29%
Fully comprised of Independent Directors

100%
Chaired by Independent Directors

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Board of Directors

Independent Directors



Vijayalaxmi Joshi

40+ Yrs of Experience
Skill & Expertise
- Corporate affairs
- Regulatory & legal



Bharat Sheth

40+ Yrs of Experience
- Leadership
- Entrepreneurship
- Business transformation



Omkar Goswami

40+ Yrs of Experience
Skill & Expertise
- Economist
- Financial planning



Anju Abrol

30+ Yrs of Experience
Skill & Expertise
- Expert of Banking industry
- Business development
- Risk Management

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
- Entrepreneurial Vision
- Business Leadership



Rajesh Adani
Managing Director

Skill & Expertise
- Business relationship
- Execution



Pranav Adani
Director

Skill & Expertise
- Business relationship
- Industry leader



Vinay Prakash
Director

Skill & Expertise
- Project planning & execution
- Leader of natural resources industry

Chairman of Audit committee; Chairperson of Nomination and Remuneration committee; Chairman of Corporate Responsibility committee I ID: Independent Director | CEO: Chief Executive Officer

Adani Green Energy Limited: ESG Updates

2050 Net Zero

adani | Renewables

Material Topic	Targets
Climate Change	Committed to avoid GHG emissions through development of **50** GW RE project by 2030
	Committed to adopt **65**% EV by FY 2029-30
Resource conservation	Net Water Positive certified company for **100%** operational locations by FY26
Waste Management	Zero-Waste-to-Landfill (ZWL) Certified Company for **100**% of operating plants
Biodiversity	No Loss of biodiversity Committed to plant 27.86 Lac trees by FY30
Social Initiatives	**0** Zero harm and Zero leak
	100% ESG Evaluation of Suppliers

Focus UN SDGs



Key ESG Initiatives/Achievements

Climate Change

- 17.51 Mn tons CO2 emissions avoided in H1FY27
- GHG emission reduction: 99.9% less operational emission intensity per unit of generation (0.0008 GHG tCO2 / MWh) in H1FY27 v/s Indian grid average of 0.68 tCO2 / MWh
- Achieved 51% target against 65% EV commitment by FY30
- Engaged with CII Net Zero Program

Water Management

- Achieved and sustained Net Water Positive Goal for 100% operational portfolio with a water balance index of 2.14 (30% YoY improvement)
- 99.8% less operational freshwater consumption per unit of generation (0.006 kl/MWh) in H1FY27 as against 3.5 kl / MWh, statutory limit for thermal power
- 73.5% of solar operational capacity are using robotic technology for cleaning PV modules helping us avoid 863.84 million liters of water consumption annually

Waste Management

- 100% of AGEL's operating capacity is single-use plastic free
- Achieved and sustained ZWL certification for 100% operational locations in FY 2022-23 and sustained the same in H1FY27

Biodiversity Management

- Signed IBBI 2.0 Declaration reaffirming our commitment to IBBI's vision
- Committed to plant 27.86 Lac trees by FY30

Occupational Health & Safety

- 15.14 Mn continuous safe man hours; 0.10 LTIFR and 98,457 safety training hours in H1FY27

Sustainable Supply Chain

- Conducted ESG evaluation including biodiversity risk for 100% critical and important manufacturing suppliers

Awards and Recognition

- AGEL is now **'Ranked Top'** in ESG ratings by:
  - Ranked among the Top 10 companies in ESG benchmarking across seven leading ESG rating agencies
  - Ranked no. 1 globally in the Alternative Electricity Subsector by FTSE Russell for second consecutive year
  - Ranked among the top 3% of companies globally in CSRHub's ESG performance assessment
  - Ranked no. 1 in the Utility sector by NSE Sustainability Ratings and Analytics for second consecutive year
  - Ranked no. 1 in the Power Generation sector by CRISIL for fifth consecutive year
  - Achieved CareEdge-ESG 1+ Rating with a record-high score of 87.3, the highest ever assigned across all sectors for second consecutive year
  - Achieved a sector-leading ESG Risk Rating score of 77, the highest in the power sector, as assessed by ESG Risk Assessment & Insights Ltd., a SEBI-registered Category I ESG Rating Agency
  - Ranked No. 1 in Energy Intelligence's Global Top 100 Green Utilities 2025, rising from third place to lead the world's green power transition
- Recognized globally as the winner of the Clean Power Generation Award at the Reuters Energy Industry Awards 2026 at New York
- Awarded the Golden Peacock Award for Business Excellence 2026 for excellence in sustainability integration, ESG governance, risk management, and operational performance
- Recognized at the ET EnergyWorld Leadership Awards 2026 for leadership in renewable energy scale-up, energy storage advancement, AI-driven innovation, and impactful sustainability initiatives
- Recognized with the Largest Project of the Year award at IESW 2026 for the Khavda Battery Energy Storage System (BESS) project
- CII Performance Excellence Awards 2026, a reflection of the dedication and operational excellence demonstrated across our renewable energy portfolio

GHG: Greenhouse gases I MWh: megawatt-hour I tCO2: total carbon dioxide I LTIFR: Lost Time Injury Frequency Rates I ESG: Environmental, Social and Governance | IBBI: India Business & Biodiversity Initiative

Adani Green Energy Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs	Chaired by NID
Statutory Committees			
- Audit	☑		
- Nomination & Remunerations	☑		
- Stakeholder Relationship		☑	
- Corporate Social Responsibility		☑	
- Risk Management		☑	
Non-statutory Committees			
- IT & Data Security			☑
- Corporate Responsibility	☑		
- Mergers and Acquisition		☑	
- Legal, Regulatory & Tax	☑		
- Reputation Risk			☑

40%
Comprised of only Independent Directors

100% of Statutory Committees Chaired by Independent Directors

5
Additional Business specific committees

40%
Fully comprised of Independent Directors

60%
Chaired by Independent Directors

Board of Directors

Independent Directors



Neera Saggi

40+ Yrs of Experience
Skill & Expertise
- Stakeholder partnership
- Regulatory matters



Raminder Singh Gujral

40+ Yrs of Experience
Skill & Expertise
- Risk Mgt.
- Financial management



Dinesh Kanabar

30+ Yrs of Experience
Skill & Expertise
- Taxation
- Business restructuring
- Mergers & Acquisitions



Romesh Sobti

45+ Yrs of Experience
Skill & Expertise
- Leadership
- Governance
- Banking & Finance



Anup Shah

25+ Yrs of Experience
Skill & Expertise
- Capital Market Regulation
- International taxation

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
- Entrepreneurial Vison
- Business Leadership



Rajesh Adani
Director

Skill & Expertise
- Business relationship
- Execution



Sagar Adani
Executive Director

7+ Yrs of Experience
Skill & Expertise
- Strategic leadership
- Technology
- Partnerships & Investment



Vneet Jaain
Managing Director

30+ Yrs of Experience
Skill & Expertise
- Industry leader
- Strategic leadership
- Project planning & execution

Nominee Director



Sangkaran Ratnam

20+ Yrs of Experience
Skill & Expertise
- Global Investments
- Business acumen
- Industry expertise

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Chairman of Audit committee; Chairman of Nomination and Remuneration committee; Chairperson of Corporate Responsibility committee I ID: Independent Director I NID: Non-Independent Director | | CEO: Chief Executive Officer

Adani Energy Solutions Limited: ESG Updates

2050 Net Zero

Material Topic	FY 30 Targets	Key ESG Initiatives/Achievements	UN SDGs

Climate Change Mitigation and Adaptation	**70%** Renewable energy share in power procurement by FY30
	
	60% reduction in GHG emission intensity [tCO2e/ EBITDA] by FY29
	
	"Net Water Positive" Company for **100%** of its assets under O&M Business
		Climate Change Adaptation and Mitigation
		• Continue to be signatory to IRENA's - Utilities for Net Zero Alliance
		• FY26 GHG intensity @ AEML w.r.t. FY2019 [2,254 [tCO2e/ INR EBITDA]
		  • 84% < FY2019 [-744 tCO2e/ EBITDA]
		• Renewable energy share in power procurement,
		  ○ AEML 38.25% (without REC's) ; ASL 100%
		• 1st/113 Electric Utilities - Low Carbon Transition Rating by Sustainalytics
		• Net Water Positive Company recertification onsite assessment completed
		• **Zero Waste to Landfill recertification obtained and SUP certified**
		• **Occupational Heath and Safety**
		• LTIFR Employee : 0.0 , Worker : 0.25, Employee + worker: 0.12
		• Safety Training : 1,22,058 Man hour
		• **Other Initiative:**
			

Waste Management	Maintain **Zero Waste to Landfill (ZWL)** across all operational sites		
Occupational Health and Safety	**Zero** health & safety related injuries		

- S&P GLobals' CSA 2025 Score improved to 90/100 [Sep'26], AESL among Top 1 %ile of 264 Global Electric Utilities.
- FTSE Russell ESG score improved to 4.5/5 (FY2026) from 4.4/5 (FY2025), AESL among Top 3 Electric Utilities
- Sustainalytics ESG Risk rating improved from 19.5/100 [Mar'26] to 18.3/100 [Sep'26], AESL among
  - Top 7 percentile of 204 Global Electric Utilities.
- Niche99 ESG Ratings assigned 75/100 [Sep'26] - Topmost in Indian Power Distribution sector
- SES ESG Ratings improved from 74.2 (Jul'25) to 75.7 (Jul'26) - Topmost in Indian Power sector
- CRISIL ESG rating-(FY2026) to 65/100 [Jul'26] from 61/100 [Jul'25] Topmost in Indian Power Distribution sector
- ESG RISK AI ESG Risk Rating to 73/100 [Jun'26] from 68/100 [Feb'26] 2nd in Indian Power sector
- Care*EDGE* 86.2/100 Leading Electric Utilities Industry against Median score of 57.7 2nd in Indian Electric Utilities

SUP: Single Use Plastics I MWp: Mega Watt Peak I O&M: Operation & Maintenance I GHG: Green House Gases I AEML: Adani Electricity Mumbai Limited I UNSDG: United Nations Sustainability Development Goals I ESG: Environmental , Social and Governance |IAR: Integrated Annual Report| * with REC compliance certificates BRSR: Business Responsibility and Sustainability Reporting; SEBI : Securities and Exchange Board of India

Adani Energy Solutions Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs	Chaired by NID
Statutory Committees			
- Audit	☑		
- Nomination & Remuneration	☑		
- Stakeholders' Relationship		☑	
- Corporate Social Responsibility		☑	
- Risk Management		☑	
Non-statutory Committees			
- Public Consumer	☑		
- IT & Data Security			☑
- Corporate Responsibility	☑		
- Mergers and Acquisition			☑
- Legal, Regulatory & Tax			☑
- Reputation Risk			☑

40%
Comprised of only Independent Directors

100% of Statutory Committees Chaired by Independent Directors

6
Additional Business specific committees

33%
Fully comprised of Independent Directors

33%
Chaired by Independent Directors

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Board of Directors

Independent Directors



Hemant Nerurkar

35+ Yrs of Experience
Skill & Expertise
- Business transformation
- Supply chain & marketing
- Quality control



Lisa MacCallum

25+ Yrs of Experience
Skill & Expertise
- ESG
- Brand Strategy
- Global Affairs



Chandra Iyengar

50+ Yrs of Experience
Skill & Expertise
- Regulatory matters
- Policy framework



Anil Ahuja

40+ Yrs of Experience
Skill & Expertise
- investment Banking
- Governance & Risk

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
- Entrepreneurial Vision
- Business Leadership



Rajesh Adani
Director

Skill & Expertise
- Business relationship
- Execution



Anil Sardana
Managing Director

40+ Yrs of Experience
Skill & Expertise
- Industry veteran
- Strategic leadership
- Transition & Development



Kandarp Patel
Whole-time Director & CEO

25+ Yrs of Experience
Skill & Expertise
- Business Development
- Legal & Regulatory Acumen
- Commercial Management

Chairman of Audit committee; Chairperson of Nomination and Remuneration committee; Chairperson of Corporate Responsibility committee I ID: Independent Director I NID: Non-Independent Director | CEO : Chief Executive Officer

Adani Power Limited: ESG update

Material Topic	FY 27 Targets
Climate Change Mitigation and Adaptation	Reduction in GHG emission intensity to **0.84** tCO2e/MWh
	To be in top-5 companies in India for ESG benchmarking of Electric Utility Sector
	Explore Net carbon Neutral possibilities and public disclosures
Waste Management	**100%** Single-use-Plastic-Free (SuPF) Certified Company for of operating locations
	Zero-Waste-to-Landfill (ZWL) certified for **100%** Of operating plants
Health and Safety	**Zero** Health and Safety related injuries

Key ESG Initiatives/Achievements

Climate Change

- Average Emission intensity for Q2 - 0.89 tCO2e/MWh

Water & Waste Management

- Water consumption intensity stood at 2.18 m³/MWh YTD, approximately 37% below the statutory limit of 3.50 m³/MWh, supported by continued ZLD and water stewardship initiatives.
- Achieved 84% ash utilization YTD.
- All APL sites are third party certified as Single-Use Plastic (SUP)-Free.

Health, Safety and Well-being

- CSR initiatives reached 548,000+ direct and indirect beneficiaries.
- 196,456 trees planted across APL sites.
- LTIFR 0.14; Achieved 16.11 million safe man-hours
- Delivered 530,829 safety training hours.

Rating

- APL achieved an ESG score of 66 from NSE Sustainability Ratings & Analytics Limited, ranking ahead of major Indian thermal, mixed-fuel, and integrated energy peers.
- CSR Hub assigned APL an ESG rating of 84, reflecting a 6-point improvement over the previous rating

UN SDGs



SUP: Single Use Plastics, **O&M**: Operation & Maintenance , **GHG :** Green House Gas , **UNSDG:** United Nations Sustainability Development Goals, **ESG** : Environment Social Governance , **APL:** Adani Power Limited, **CSR**: Corporate Social Responsibility

Adani Power Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs	Chaired by NID
Statutory Committees			
- Audit	☑		
- Nomination & Remuneration	☑		
- Stakeholders' Relationship		☑	
- Corporate Social Responsibility		☑	
- Risk Management		☑	
Non-statutory Committees			
- IT & Data Security		☑	
- Corporate Responsibility	☑		
- Mergers and Acquisition		☑	
- Legal, Regulatory & Tax	☑		
- Reputation Risk			☑
- Commodity Price Risk		☑	

40%
Comprised of only Independent Directors

100% of Statutory Committees Chaired by Independent Directors

6
Additional Business specific committees

33.33%
Fully comprised of Independent Directors

83.33%
Chaired by Independent Directors

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Board of Directors

Independent Directors



Shailesh Haribhakti

45+ Yrs of Experience
Skill & Expertise
- Financial Planning
- Internal Audit
- Technology



Sangeeta Singh

35+ Yrs of Experience
Skill & Expertise
- Taxation
- Strategy Formulation



Manmohan Srivastava

40+ Yrs of Experience
Skill & Expertise
- Restructuring
- Project Finance



Narendra N Misra

40+ Yrs of Experience
Skill & Expertise
- Human Resources
- Power Sector & Operation Services

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
- Entrepreneurial Vision
- Business Leadership



Rajesh Adani
Director

Skill & Expertise
- Business relationship
- Execution



Anil Sardana
Managing Director

40+ Yrs of Experience
Skill & Expertise
- Industry veteran
- Strategic leadership
- Transition & Development



Shersingh Khyalia
Whole-time Director & CEO

35+ Yrs of Experience
Skill & Expertise
- Finance & Accounts
- PPA management
- Regulatory & Commercials

Chairman of Audit committee; Chairman of Nomination and Remuneration committee; Chairman of Corporate Responsibility Committee I ID: Independent Director I NID: Non-Independent Director | CEO: Chief Executive Officer

Adani Total Gas Limited: ESG Updates

Material Topic	FY27 Targets
Climate Change Adaptation and Mitigation	**Sustain 100%** Decarbonization of Fleets
	10.0 MW Solar capacity
	Planting of **50,000** Trees
Waste & Water Management	**18 GAs** Zero waste to landfill Certification
Health, Safety and Well-being	**<0.5** Lost Time Injury Frequency (LTIFR)
	25,000 Adults for vision care under CSR

Key ESG Initiatives/Achievements

Climate Change Adaptation and mitigation

- 100% of the HCV fleet (657 vehicles) is powered by cleaner, low-carbon CNG fuel.
- 10 MW renewable energy project (Open access solar) under planning stage.
- 10,000 trees plantation taken up as a part of mass plantation drive at Pusad location.
- Site survey has conducted for additional 1.0 Lakh trees at Bhilwara GA.
- 2,118 km length covered under the Leak Detection and Repair (LDAR) survey to reduce methane emissions.

Waste Management

- To accelerate circularity training impaired for respective employees on Zero Waste to Landfill concept.

Health, Safety and Well-being.

- 1091 workers trained on health & safety by 156 Nos. safety program.
- 3.26 Million continuous safe man hours, 0 LTIFR and 7546 safety training hours.
- 233 CNG stations covered Under the Hydro-Test Campaign to Strengthen Community Awareness.
- ~500 Nos. drivers trained on defensive driver training for enhancing logistic safety.
- 10,216 Nos. community people screened under vision care program.

ESG Ratings and Recognitions:

- DJSI score improved to 80/100, securing 5th position globally in the Gas Utilities sector.
- ATGL achieved ESG score “75” and recognized as a Leader category from NSE sustainability ratings & Analytics
- Recognized with the HSSE Excellence Award by PNGRB.

UN SDGs



HCV: Heavy Cascade Vehicles I MW: Mega Watt I CNG: Compressed Natural Gas I Km: Kilo Meter I LDAR: Leak detection & repair I LTIFR: Loss Time Injury Frequency Ratel I ATGL: Adani Total Gas Limited I GA : Geographical Area I ESG: Environmental, Social and Governance | DJSI: Dow Jones Sustainability Indices | CSR: Corporate Social responsibility | NSE: National Stock Exchange | PNGRB: Petroleum and Natural Gas Regulatory Board

Adani Total Gas Limited – Board of Directors and Management overview

	100 % IDs	Chaired by IDs	Chaired by NID
Statutory Committees			
- Audit	☑		
- Nomination & Remuneration	☑		
- Stakeholder Relationship	☑		
- Corporate Social Responsibility		☑	
- Risk Management		☑	
Non-statutory Committees			
- IT & Data Security	☑		
- Corporate Responsibility	☑		
- Mergers and Acquisition		☑	
- Legal, Regulatory & Tax		☑	
- Public Consumer	☑		
- Reputation Risk			☑
- Commodity Price Risk		☑	

60% Comprised of only Independent Directors

100% of Statutory Committees Chaired by Independent Directors

7 Additional Business specific committees

43% Fully comprised of Independent Directors

86% Chaired by Independent Directors

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Board of Directors

Independent Directors



Gauri Trivedi

40+ Yrs of Experience
Skill & Expertise
- Business leadership
- Regulatory matters
- Risk Mgt



Shashi Shankar

35+ Yrs of Experience
Skill & Expertise
- Industry expert
- Business leadership
- Governance



Mukesh Shah

45+ Yrs of Experience
Skill & Expertise
- FEMA & Regulatory matters
- Audit & Assurance
- Corporate Restructuring



Bharat Vasani

30+ Yrs of Experience
Skill & Expertise
- Regulatory matters
- Risk Mgt
- Governance



K. Jairaj

45+ Yrs of Experience
Skill & Expertise
- Business Leadership
- Regulatory Matters
- Governance
- Risk Management

Non-Independent Directors



Gautam Adani

Chairman

Skill & Expertise
- Entrepreneurial Vison
- Business Leadership



Pranav Adani

Director

Skill & Expertise
- Business relationship
- Industry leader



Thibault Lesueur

Director

27+ Yrs of Experience
Skill & Expertise
- Global Affairs
- Industry expertise
- Business leadership



Sangkaran Ratnam

Director

20+ Yrs of Experience
Skill & Expertise
- Global Investments
- Business acumen
- Industry expertise



Suresh Manglani

Executive Director

30+ Yrs of Experience
Skill & Expertise
- Industry veteran
- Value chain management
- Corporate Strategy

KMP



Sanjay Pandita

CEO

25+ Yrs of Experience
Skill & Expertise
- Industry veteran
- Value chain management
- Corporate Strategy

Chairman of Audit committee; Chairman of Nomination and Remuneration committee; Chairman of Corporate Responsibility committee I ID: Independent Director I NID: Non-Independent Director I CEO: Chief Executive Officer I KMP: Key Managerial Personnel

Adani Ports and Special Economic Zone Limited: ESG Updates

2040 Net Zero

adani | Ports and Logistics

Material Topic	2030 Targets
Climate Change	Reduction in energy intensity[1] **20%**
Water Management	Water consumption intensity[1] reduction **20%**
Waste Management	Zero waste to landfill **16** Ports
Biodiversity and Land use	Total afforestation **48** Million
Diversity & Inclusion	Women share in total workforce **10** %
Trainings	Training Mandays **8 mandays**

Key ESG Initiatives/Achievements

Environment:

- Dhamra port became India's first private large-scale multi-cargo port powered entirely by renewable electricity, meeting over 9 million units of monthly demand through a mix of captive renewable power (~25–30%), third-party renewable procurement (~10–15%) and green utility power
- In partnership with CMA CGM, flagged off the country's largest electric truck fleet for container movement at ICD Tumb, Vapi, with the deployment of 50 electric trucks. The initiative integrates electric mobility into inland cargo transportation, connecting ports, depots, warehouses and factories through cleaner logistics solutions, while supporting APSEZ's decarbonization and green logistics agenda.
- 34% Renewable share in total electricity
- 20% of Energy intensity reduction
- 32% Emission intensity reduction
- 12 No of ports with Zero waste to landfill certification
- 100% recycle and reuse of consumed water
- 40% Water consumption intensity reduction

Rating update:

- Achieved a score of 68/100 in the S&P Global Corporate Sustainability Assessment (CSA) 2025, ranking in the top 95th percentile globally within the Transportation & Transportation Infrastructure sector.
- NSE Sustainability Ratings & Analytics improved APSEZ's ESG score to 70 from 66, reflecting stronger performance across key environmental, social and governance metrics and continued progress within the "Aspiring" category.
- CARE ESG Ratings (CareEdge ESG) upgraded APSEZ's rating to CareEdge ESG 1+ with a score of 84.3/100 from 81, reflecting continued leadership in ESG disclosure, governance and sustainability performance.

UN SDGs



Ha: Hectares | UN SDG: United Nations Sustainability Development Goals | ESG: Environmental , Social and Governance | MSCI: Morgan Stanley Capital International | SES: Stakeholder Empowered Services | NSE: National Stock Exchange of India
1 - All targets are in intensity per crore revenue and achievements & targets are against FY2025 base year and status is of Q2 FY27 vs FY25

Adani Ports and SEZ Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs
Statutory Committees		
- Audit	☑	
- Nomination & Remuneration	☑	
- Stakeholders' Relationship		☑
- Corporate Social Responsibility		☑
- Risk Management		☑
Non-statutory Committees		
- IT & Data Security	☑	
- Corporate Responsibility	☑	
- Mergers and Acquisition		☑
- Legal, Regulatory & Tax		☑
- Reputation Risk		☑

40%
Comprised of only Independent Directors

100% of
Statutory Committees Chaired by Independent Directors

5
Additional Business specific committees

40%
Fully comprised of Independent Directors

100%
Chaired by Independent Directors

Board of Directors

Independent Directors



M V Bhanumathi

35+ Yrs of Experience
Skill & Expertise
- Regulatory matters
- Taxation



PS Jayakumar

35+ Yrs of Experience
Skill & Expertise
- Banking & Finance
- Entrepreneurship
- Technology



Ravindra Dholakia

40+ Yrs of Experience
Skill & Expertise
- Economist
- Risk Assessment
- Financial matters



P K Pujari

35+ Yrs of Experience
Skill & Expertise
- Policy framework
- Regulatory matters
- Risk Assessment



Manish Kejriwal

30+ Yrs of Experience
Skill & Expertise
- Financial expertise
- Industry expertise
- Regulatory matters

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
- Entrepreneurial Vision
- Business Leadership



Rajesh Adani
Director

Skill & Expertise
- Business relationship
- Execution



Karan Adani
Managing Director

15+ Yrs of Experience
Skill & Expertise
- Industry expert
- Strategic development
- Operational efficiency



Ashwani Gupta
Whole Time Director & CEO

35+ Yrs of Experience
Skill & Expertise
- Corporate Strategy
- Business Leadership
- Operational Efficiency

Nominee Director



Ajay Kumar

15+ Yrs of Experience
Skill & Expertise
- Industry expertise
- Regulatory matters

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Chairman of Audit committee; Chairman of Nomination and Remuneration committee; Chairman of Corporate Responsibility Committee I ID: Independent Director| WTD: Whole Time Director I CEO: Chief Executive Officer

Ambuja Cements Ltd. : ESG Updates

2050 Net Zero

adani | Cement

Material Topic	2030 Targets*	Q2FY'27 Performance
Climate and Energy	Gross specific CO2 (Scope 1) emissions **442** kg /t of cementitious materials	Gross CO2 emissions (Scope 1) **584** kg /t of Cementitious materials
Circular Economy	Consume **21** million tons of waste derived resources per year	Consumed **2.41** million tons of waste derived resources
Water Management	Water Positive **10** Number of times	Water Positive **24.7** Number of Times
Community Development	**5** million beneficiaries	**3.72** million beneficiaries till FY'26

Key ESG Initiatives/Achievements (Q2FY'27)

A) Climate and Energy

- **Scope 1:** 584 kg/tonne of cementitious material
- **Scope 2:** 21 kg/tonne of cementitious material
- **Thermal Energy** – 763 Kcal/kg of clinker
- **Electrical Energy** – 78.5 kWh/t of cement
- **Green Energy Source :** 30.3%
  WHRS: 14.3% ; **Solar:** 15.2% ; **Wind/Bio:** 0.8%
- **Thermal Substitution Rate** – 6.4 %
- **Clinker factor** – 68.89%

B) Circular Economy

- **Alternate Fuels –** 0.13 million ton
- **Alternate raw materials –** 2.28 million ton

C) Water and Nature

- **Water Positive**: 24.7 times

D) People & Community

LTIFR – 0.73

Fatality – 2

E) Other Initiative

Achieved GRIHA certification across the entire blended cement portfolio, reinforcing independent validation of sustainable products.

UN SDGs



*The targets will be recalibrated as Sanghi Industries Limited merged with Ambuja on March 12, 2026 and Penna Cement Industries Limited merged with Ambuja with effect from April 10, 2026.

Ambuja Cement – Board of Directors and Management overview

	100% IDs	Chaired by IDs
Statutory Committees		
- Audit	☑	
- Nomination & Remunerations	☑	
- Stakeholders' Relationship		☑
- Corporate Social Responsibility		☑
- Risk Management		☑
Non-statutory Committees		
- IT & Data Security		☑
- Corporate Responsibility	☑	
- Mergers and Acquisition		☑
- Legal, Regulatory & Tax		☑
- Reputation Risk		☑
- Public Consumer	☑	
- Commodity Price Risk		☑

40% Comprised of only Independent Directors

100% of Statutory Committees Chaired by Independent Directors

7 Additional Business specific committees

29% Fully comprised of Independent Directors

100% Chaired by Independent Directors

Pathway to strengthen Corporate Governance

- **Tenure of IDs –** upto 3 years for max. 2 terms
- **Gender Diversity** – Min. 30% female directors
- **Management Ownership –** CEO and member of executive committees to have share ownership
- **Related Party Transactions –** Independent 3rd party review & certification
- **Training & Education** – Min. 4 sessions in a year for education of IDs

Board of Directors

Independent Directors



Purvi Sheth

40+ Yrs of Experience
Skill & Expertise
- Human Resource Management
- Leadership Management



Ameet Desai

30+ Yrs of Experience
Skill & Expertise
- Business strategy & Policies
- Finance
- Regulatory Compliance



Rajnish Kumar

40+ Yrs of Experience
Skill & Expertise
- Banking
- Corporate credit & project finance



Maheshwar Sahu

40+ Yrs of Experience
Skill & Expertise
- Strategic Management
- Corporate Governance



Praveen Garg

33+ Yrs of Experience
Skill & Expertise
- Corporate Strategy
- Finance
- ESG & Climate Change

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
- Entrepreneurial Vision
- Business Leadership



Karan Adani
Director

10+ Yrs of Experience
Skill & Expertise
- Industry expert
- Strategic development
- Operational efficiency



Vinod Bahety
WTD and CEO

25+ Yrs of Experience
Skill & Expertise
- Finance Sector
- Manufacturing Sector

Chairman of Audit committee; Chairperson of Nomination and Remuneration committee; Chairperson of Corporate Responsibility committee I ID: Independent Director | WTD: Whole Time Director I CEO: Chief Executive Officer

ACC Limited : ESG Updates

2050 Net Zero

adani | Cement

Material Topic	2030 Targets	Q2FY'27 Performance
Climate and Energy	Gross specific CO2 (Scope 1) emissions* **421** kg /t of cementitious materials	Gross CO2 emissions (Scope 1) **541** kg /t of Cementitious materials
Circular Economy	Consume **30** million tons of waste derived resources per year	Consumed **2.17** million tons of waste derived resources
Water Management	Water Positive **5** Number of times	Water Positive **5.46** Number of Times
Community Development	**3.5** million beneficiaries	**2.76** million beneficiaries till FY'26

Key ESG Initiatives/Achievements (Q2FY'27)

A) Climate and Energy

- **Scope 1:** 541 kg/tonne of cementitious material
- **Scope 2:** 18 kg/tonne of cementitious material
- **Thermal Energy** – 743 Kcal/kg of clinker
- **Electrical Energy** – 76.5 kWh/t of cement
- **Green Energy Source :** 34.4%
  WHRS: 19.3% ; **Solar:** 12.3% ; **Wind/Bio:** 2.8%
- **Thermal Substitution Rate** – 8.6 %
- **Clinker factor** – 60.1%

B) Circular Economy

- **Alternate Fuels –** 0.11 million ton
- **Alternate raw materials –** 2.06 million ton

C) Water and Nature

- **Water Positive**: 5.46 times

D) People & Community

LTIFR – 0.54

Fatality – 0

E) Other Initiative

Achieved GRIHA certification across the entire blended cement portfolio, reinforcing independent validation of sustainable products.

UN SDGs



Thank You!

