

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

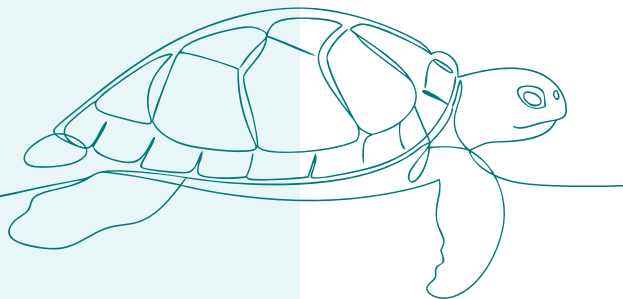
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Our ESG Approach

Progressing Towards a Resilient Future

At Adani Total Gas Limited, our ESG approach fuels our purpose and growth, defining the way we conduct our operations and engagement with stakeholders. We have set clear strategic priorities to guide decision-making, drive operational excellence, and integrate ESG considerations in every aspect of the business.

We are also investing in advanced technologies and innovation to strengthen environmental stewardship, climate resilience, and social responsibility, aligning us with the evolving regulatory landscape and stakeholder expectations.



Our ESG Mission

To position the organisation as a top ranked sustainability performer by ESG ratings across India's energy utility sector, while leading the gas utility industry through responsible practices, transparent governance, and meaningful stakeholder engagement.



Anchored in our role as a city gas distribution company, ATGL strives to build a cleaner, safer, and more resilient energy future through responsible operations and continuous sustainability advancement. Strong governance underpins our approach, guiding transparent decision-making and accountability across the organisation. Our efforts integrate environmental stewardship, operational excellence, and community well-being into every aspect of our work. With a focused push on decarbonisation, resource efficiency, and digital enablement, we continue to strengthen our ESG performance while expanding access to cleaner energy solutions.

Pranab Kumar Ghosh
Chief Sustainability Officer



Our Approach

Environmental Responsibility



Our climate strategy is aligned with India's decarbonisation and energy goals to ensure a sustainable and climate-resilient future. We have adopted a climate-risk aligned approach to manage carbon footprint through energy efficiency, clean energy solutions for customers, investments in low carbon innovative technologies, solarisation in operations, etc. We prioritise resource efficiency, circular practices and biodiversity conservation & ecosystem restoration for positive environmental impact.

Social Responsibility: Maximising Shared Value



Inclusive growth of our people and communities, along with collaboration with our business partners, is vital to accelerating our ESG roadmap. We remain committed to upskilling our people, strengthening workplace safety, upholding human rights & fair labour practices, empowering communities where we operate and engaging & developing our suppliers, to achieve lasting positive outcomes.

Governance Excellence: Strengthening Trust and Accountability



Ethical governance drives accountability, transparency and responsible business conduct. At ATGL, our Board, its committees and executive management oversee ESG risks and drive implementation of policies and strategies across all levels. We provide transparent disclosures to our stakeholders regarding our ESG performance and compliance with statutory requirements.

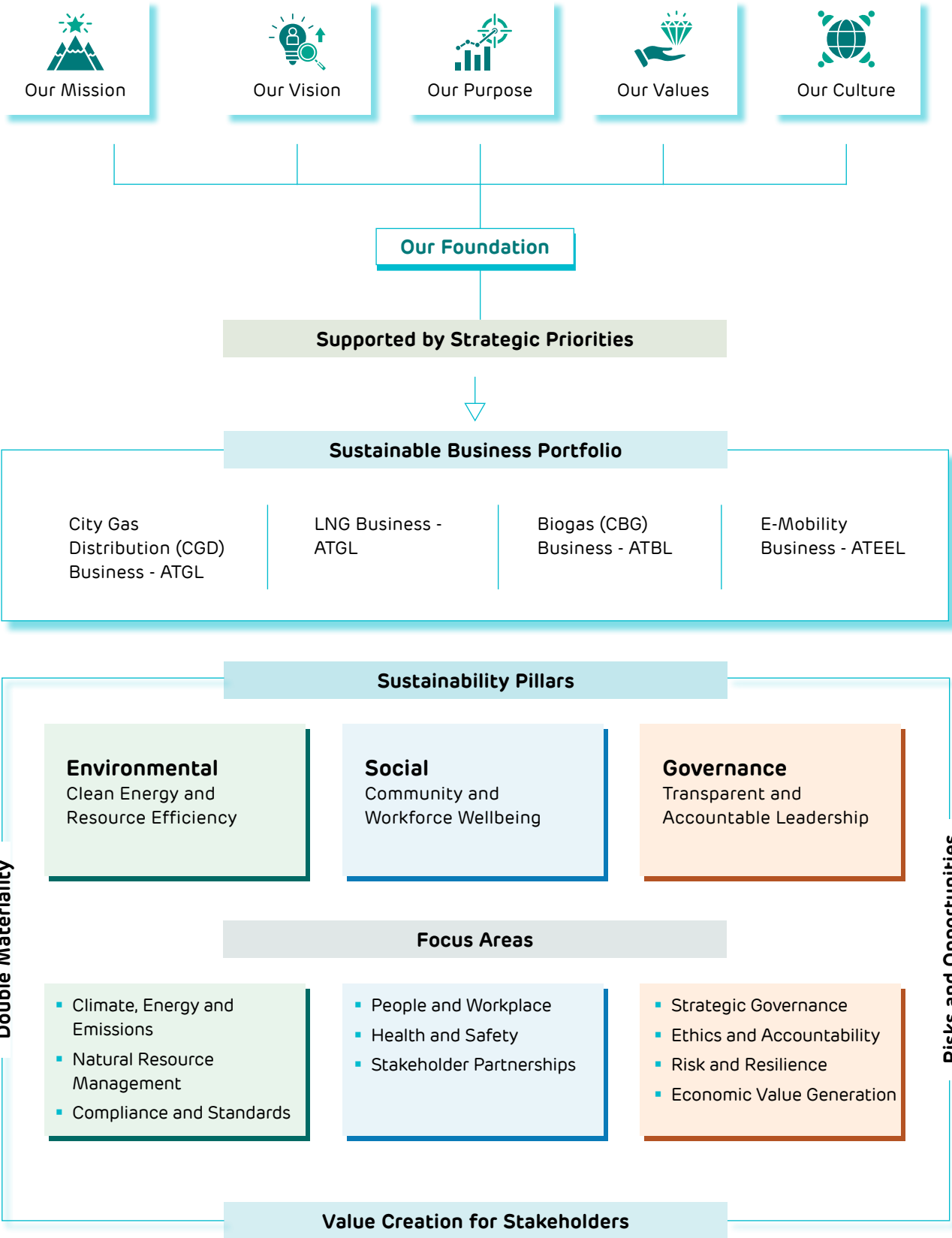


United Nations Global Compact (UNGC) Participant
Participation in the UNGC to align operations with its principles on human rights, labour, environment, and anti-corruption.



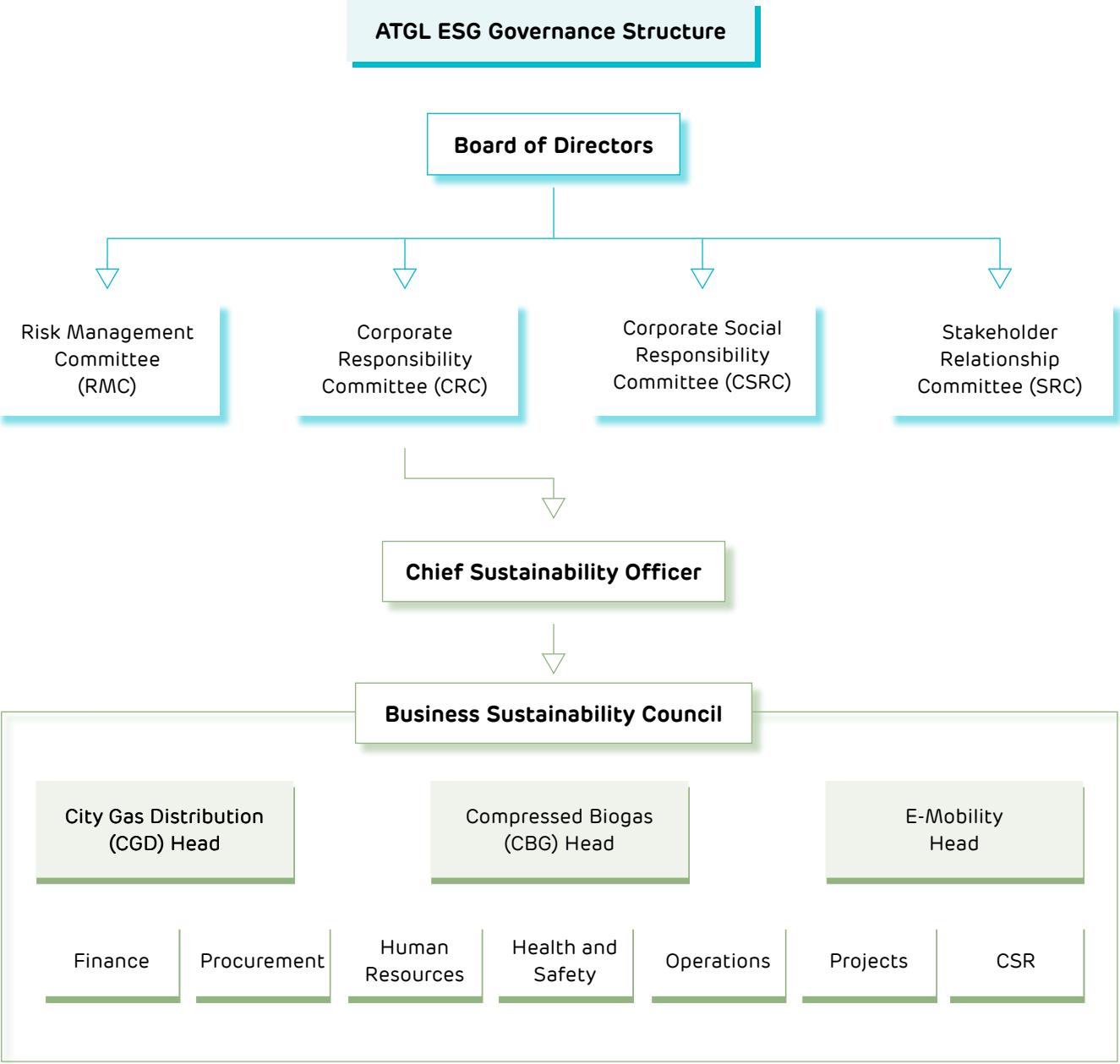
Indian Business and Biodiversity Initiative (IBBI) Signatory
Endorsement of biodiversity conservation and integration of biodiversity considerations into business decisions.

ATGL's ESG Value Creation Framework



Sustainability Governance Structure

ATGL's Board, along with its designated committees and especially the Corporate Responsibility Committee (CRC) comprising 100% Independent Directors, oversee sustainability priorities and ensure its integration into our strategy and risk management processes. Each of these committees operates under its own dedicated Charter, which are accessible on our website. The ESG accountability flows through the management, the Business Sustainability Council, and site-level governance for effective implementation and reporting.



[Read further](#)
Board and Committees Charter

Responsibilities at the Board-Level

Frequency of Review: Quarterly

The Board

- Annually reviews and approves ATGL's sustainability strategy and action plans for the upcoming financial year
- Finalises ESG targets, climate action plans and environmental initiatives
- Approves capital allocation for climate initiatives and sustainable investments

Corporate Responsibility Committee (CRC)

- Assist the Board in overseeing ESG and climate-related risks, strategies, activities and policies in alignment with global and evolving statutory frameworks
- Monitor ESG and climate performance against defined Key Performance Indicators (KPIs) and targets on a quarterly basis
- Review the progress of ATGL's climate adaptation and mitigation plans
- Sanction annual budgets and update on progress related to capex initiatives to address climate-related risks and opportunities
- Review sustainability, ESG and climate-related disclosures and align them with GRI standards and UNSDGs
- Provide assurance to the Board on discharge of its key responsibilities from time-to-time

Risk Management Committee (RMC)

- Assists the Board in identifying, evaluating, and managing internal and external risks, including the sustainability, climate-related (physical & transition) and emerging risks to enhance organisational resilience

Responsibilities at the Leadership/Executive Management Level

Frequency of Review: Quarterly

Chief Executive Officer (CEO)'s

- Oversees Company's operations, obtains internal approvals for key strategic initiatives, including climate action
- Presents proposals for Board approval
- Oversees execution of climate-change agenda in alignment with the Board's vision, budget and strategic plan

Chief Sustainability Officer (CSO)

- Leads cross-functional coordination for development and implementation of sustainability strategies
- Tracks and evaluates sustainability progress across business functions
- Prepares for quarterly sustainability business reviews with the CRC

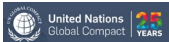
Chief Financial Officer (CFO)

- Leads economic evaluation of investment plans and actions, including climate change & mitigation strategy

Chief Risk Officer (CRO)

- Leads and reviews climate-related risks and opportunities assessment, presented quarterly to the RMC

Guiding Principles and Disclosure Standards

 United Nations Global Compact (UNGC)	 UN Sustainable Development Goals (UNSDGs)	 Task Force on Climate-related Financial Disclosures (TCFD)	 International Financial Reporting Standard (IFRS)	 Corporate Sustainability Reporting Directive (CSRD)
 Integrated Reporting (IR)	 India Business Biodiversity Initiative (IBBI)	 SEBI's Business Responsibility and Sustainability Reporting (BRSR)	 Global Reporting Initiative (GRI)	 GHG Protocol

Integrated Management Standards

We have implemented Integrated Management Systems (IMS) across our operations to align processes and practices with the globally recognised standards and benchmarks. The effectiveness of these systems continually strengthened and validated through regular internal reviews and third-party independent audits, certifications and assurance processes.

Our Sites are Certified for:

- ISO 14001:2015 (Environmental Management System)
- ISO 9001:2015 (Quality Management System)
- ISO 45001:2018 (Occupational Health & Safety Management System)



National Process Safety Awards, New Delhi given by International Process Safety Council

Sustainability Policy Framework

Our ESG commitment and initiatives are guided by a robust framework of corporate governance and sustainability policies. The implementation of these policies across our organisation is overseen by ATGL's Board and Management. Employee awareness is built through mandatory induction, regular training and refresher programmes and various awareness campaigns. Regular audits, inspections and independent assurance by third parties ensure our compliance with these policies.

Read more about our policies in the Governance section on Pg. 255



Mr Gautam Adani with HSE Leadership team members at the launch of Adani ProTech 2026 - Safety Technology Exposition event

Accountability through Sustainability-Linked Performance

At ATGL, incentives of the leadership and employees are closely aligned with ESG and climate-related performance, ensuring accountability from the boardroom to the frontline. The incentives of the Board, CEO, CSO, CFO and CRO are directly linked to ESG and climate excellence through a remuneration framework recommended by the Nomination and the Remuneration Committee.

Climate-Linked Performance

The incentives are linked to the achievement of sustainability targets, improvement in ESG ratings, and regulatory compliance. Environmental and climate-related performance KPIs include reduction in GHG emission & emission intensity, solarisation, achieving Zero Waste to Landfill certification for our sites, tree plantations, decarbonisation of fleet, etc.

Safety-Linked Performance

Health and Safety KPIs are included in the Key Responsibility Areas (KRAs) and performance evaluation of the concerned executives, with 15% of total KRA weightage directly linked to their HSE performance.

➕ Read more our Safety-linked Performance and Accountability on **Pg. 210**

Employee Engagement Through 'Maadhyam'

'Maadhyam', the Adani Group's online reward scheme, aims to stimulate action and innovation at the grassroots level. Employees are incentivised to contribute impactful ideas on sustainability and earn implementation rewards between ₹ 5,000 and ₹ 50,000, fostering participation.

Our ESG Ratings

Indices	FY 2023-24	FY 2024-25	FY 2025-26
CDP Climate Change 	B-	B	A
 S&P Global	54/100	62/100	72/100
 SUSTAINALYTICS	24.5 (Medium Risk)	24.5 (Medium Risk)	24.3 (Medium Risk)
 Crisil a company of S&P Global	–	58/100 (Adequate)	61/100 (Strong)
 CareEdge ESG RATINGS A subsidiary of CARE Ratings Limited	–	–	83.3
 NSE Sustainability Ratings & Analytics	–	67	73
 SES Stakeholders Empowerment Services Analyze Educate Empower	–	72.4	73.3



Awards and Recognitions in FY 2025-26

 Won prestigious **Gold Award for Safety Excellence** at the **Apex India Safety Award 2025** held in Udaipur

 Honoured with the **"Gold Award"** under the **Safety Category** from **OHSSAI HSE & ESG Excellence Global Awards 2025**

 **India's Highest Recognition in Process Safety Excellence** in city gas distribution sector

 Bhandara GA recognised as **Leader in Safety integrity and technical excellence** from PNGRB

 Cuddalore GA honoured for **Leader in Sustainability and Green Initiative** from PNGRB

 Bhilwara GA honoured for **Leader in Customer Care and Service Delivery** from PNGRB

Performance Against ESG Targets – FY 2025-26

Environmental			
Key Performance Indicators	Baseline Performance	Performance in FY 2025-26	Target (FY 2026-27)
Fleet decarbonisation through CNG adoption	50% in FY 2021-22	99%	Sustain 100%
Renewable energy acceleration through captive solar installation/ RE purchase	550 KW installed capacity in FY 2021-22	967 KW	10 MW
Gas grid coverage through Advanced Leak Detection Survey	1,000+ Km in FY 2022-23	7,520 Km	5,000+ Km
Zero Waste to Landfill (ZWL) certification for ATGL sites	Zero sites in FY 2023-24	4 out of 34 GA Sites	19 sites
Number of sites with rainwater harvesting infrastructure	18 sites in FY 2023-24	18 sites	20 sites
Afforestation	2.2 lakhs (cumulative) trees planted by FY 2022-23	3.21 lakhs (cumulative) with 51,000 trees planted during the year	50,000 trees to be planted

Social

Key Performance Indicators	Baseline Performance	Performance in FY 2025-26	Target (FY 2026-27)
ESG training coverage for employees	31% by FY 2022-23	80%	90%
Employee coverage under performance and career development reviews	100% in FY 2022-23	100%	Sustain 100%
Coverage of plants and offices under assessments of HSE and working conditions	100% in FY 2022-23	100%	Sustain 100%
Employee workplace fatality	Zero in FY 2021-22	Zero	Zero
Lost Time Injury Frequency Rate (LTIFR)	Zero in FY 2022-23	0.32	Less than 0.5
Vision care program coverage	–	23,000 Students, 1,053 Drivers	25,000 Adults

Performance Against ESG Targets – FY 2025-26

Governance			
Key Performance Indicators	Baseline Performance	Performance in FY 2025-26	Target (FY 2026-27)
Human Rights training coverage for employees	25% in FY 2022-23	80%	100%
Anti-Bribery and Anti-Corruption training coverage for employees	Zero in FY 2022-23	100%	Sustain 100%
Board coverage under ESG upskilling	Zero in FY 2022-23	100%	Sustain 100%
Incidents of discrimination and harassment, including sexual harassment	Zero in FY 2022-23	Zero	Zero
Incidents of corruption, bribery or anti-competitive behaviour	Zero in FY 2022-23	Zero	Zero
Incidents of breach of data privacy and cybersecurity	Zero in FY 2022-23	Zero	Zero



Women's Day Celebration at ATGL

Environmental

Leading Climate and Environmental Stewardship

ATGL has embedded environmental stewardship into the core of its growth strategy, in line with India's transition to a low-carbon economy. Through investments in decarbonisation, circular economy practices, ecosystem conservation and strong governance mechanisms, we strengthen operational sustainability while supporting India's energy transition and environmental security.

Material Topics

- M1** E&S Impact of Products and Services
- M2** Climate Change, Adaptation and Mitigation
- M3** Land Use and Biodiversity
- M4** Energy Management
- M5** Waste & Recycling
- M6** Water Use
- M7** Carbon Emission
- M8** Pollution

Strategic Priorities

- S1** Infrastructure Development
- S4** Responsible Corporate Citizenship
- S5** Preparing for Low Carbon Future

Key Risks and Opportunities

- R1** Regulatory & Compliance Risk

Capitals Impacted

-  Natural Capital
-  Financial Capital
-  Social & Relationship Capital
-  Intellectual Capital
-  Manufactured Capital

SDGs Aligned



We emphasise resource efficiency and are taking significant measures to progress toward a net zero future.

Key Highlights, FY 2025-26

Climate Change and Decarbonisation

5.22%
— Reduction in Scope 1 & 2 emissions intensity

0.967 MW
— Installed in-house solar energy capacity

657 Nos.
— Low emission HCV Fleet vehicles

Water

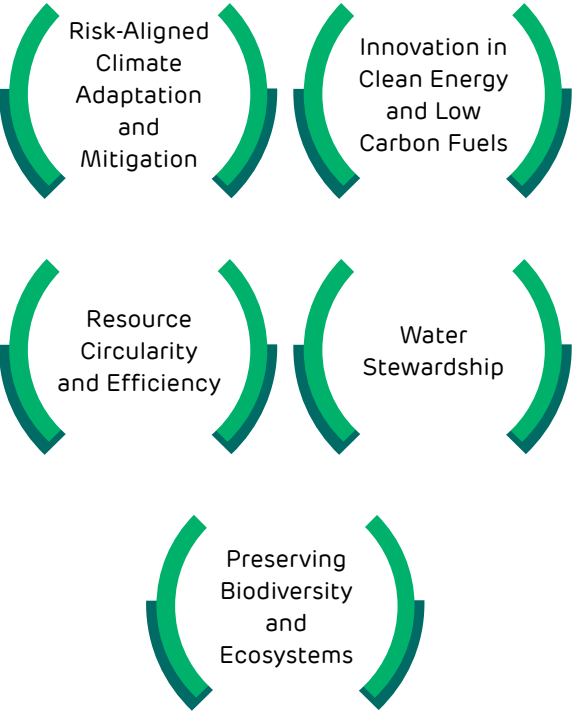
35,303 Kilo Litres
— Water saved through rainwater harvesting

Waste

23%
— Reduction in waste generation intensity

99%
— Waste diverted from landfill

Strategic Focus Areas



Solar carport at ATGL's Faridabad office

ATGL's Approach to Environment Management

Governance and Oversight

Our environmental agenda is driven from top to bottom ensuring accountability at every level of the organisation.

Policy Guidance

Our actions are formally guided by a strong framework of our Climate Change Policy, ESG Policy and the Quality, Health, Safety & Environment (QHSE) Policy

⊕ Read more about our policy on **Pg. 255**

Board Level Oversight

The Board-led Corporate Responsibility Committee (CRC), comprising 100% Independent Directors oversee climate and ESG strategies and assures the Board on the performance

Management Level Oversight

The CEO and CSO oversee the day-to-day execution of the Board-led ESG agenda across operations and provide quarterly updates to the Board

⊕ Read more about our ESG Governance **Pg. 142**

Integrated Management System (IMS)

In the Oil & Gas Sector, we stand as a pioneer with an Integrated Management System (EMS) that addresses regulatory requirements in a systematic and cost-effective manner. Our EMS framework looks beyond traditional compliance boundaries and tackles non-regulated issues, such as energy conservation, while fostering stronger operational control, robust monitoring mechanisms and enhanced employee participation.

Integration of Controls Across GAs

Compliance is strengthened through IMS-aligned internal audits and independent third-party assurances across all GAs to validate design and effectiveness of operational controls. This is supported by periodic regulatory inspections and continuous monitoring systems.

100%

— of Geographical Areas (by revenue contribution) are audited under ISO 14001 (EMS), of which 6 are audited by accredited third-party agencies and 28 through certified internal auditors

Capability Building

Structured employee training and awareness workshops on energy efficiency, water conservation, waste management and pollution prevention drives progress towards our climate and environmental goals.

Environmental and Social Impact Assessment (ESIA)

ATGL voluntarily conducts ESIA's to evaluate environmental and social risks across project lifecycles. This guides proactive risk mitigation through Environmental and Social Management Plans (ESMPs), ensuring regulatory alignment and protecting ecosystems and communities.

ZERO

— Instances of violations in FY 2025-26 that incurred significant fines or penalties related to environmental or ecological concerns

⌕ Read further
Climate Change and Environmental Policies

Operational Excellence and Compliance

Our Integrated Management System is certified to ISO 9001 (Quality), ISO 14001 (Environment), ISO 45001 (Occupational Health & Safety) and is implemented across our Ahmedabad, Faridabad, Vadodara, Khurja, Mahendrakar and Palwal GAs. We aim to extend these certifications to all our GAs by 2027.

Climate Action

Climate Adaptation and Mitigation Plan

The Indian Scenario

The rapid expansion of the Indian economy, coupled with its continued dependence on fossil fuels to support economic growth and modernisation, has positioned India as the world's third-largest emitter of greenhouse gases, despite its per capita emissions remaining significantly lower than those of developed countries. ATGL is committed to establishing a comprehensive decarbonisation strategy to minimise its carbon footprint while contributing to energy security and economic growth in an environmentally responsible manner.

In response to India's growing gas and energy demand, our business sector is pivotal in promoting sustainable practices. As a significant player in the sector, we recognise our role in supporting India's low-carbon transition while ensuring reliable energy access for residential, commercial, industrial, and transportation sectors. By setting annual environmental performance targets and continuous monitoring, we drive accountability and impact, fostering a sustainable future while meeting the nation's energy needs.

India's Climate Ambitions

As part of Nationally Determined Contribution (NDC) under the Paris Agreement, India has set a target of becoming Net Zero by 2070. Additionally, India intends to achieve 500 GW of non-fossil energy capacity, and source 50% of its energy requirements from renewable energy by 2030. It also aims to reduce the emission intensity of its economy by 45%

and create an additional carbon sink of 2.5 - 3.0 billion tonnes of CO₂ equivalent through additional forest and tree cover.

Presently in India, the share of natural gas in energy basket is 6.7% and the Government has set a target to raise the share of natural gas in energy mix to 15% in 2030. Furthermore, India is developing a domestic carbon market to encourage industries to adopt low-carbon technologies and trade carbon credits, fostering emission reductions across key sectors.

ATGL's Climate Change Strategy: Aligned with Nation's Ambitions

ATGL's decarbonisation approach closely aligns with India's Net Zero ambition by 2070 and is designed to create long-term, resilient value for stakeholders. Our Net Zero and decarbonisation commitments directly support India's Nationally Determined Contribution (NDC) under the Paris Agreement and align with evolving global climate commitments articulated through

the Conference of Parties (COP). These priorities are fully integrated with the ESG frameworks of our promoter partners, the Adani Group and TotalEnergies, ensuring strategic consistency across the value chain.

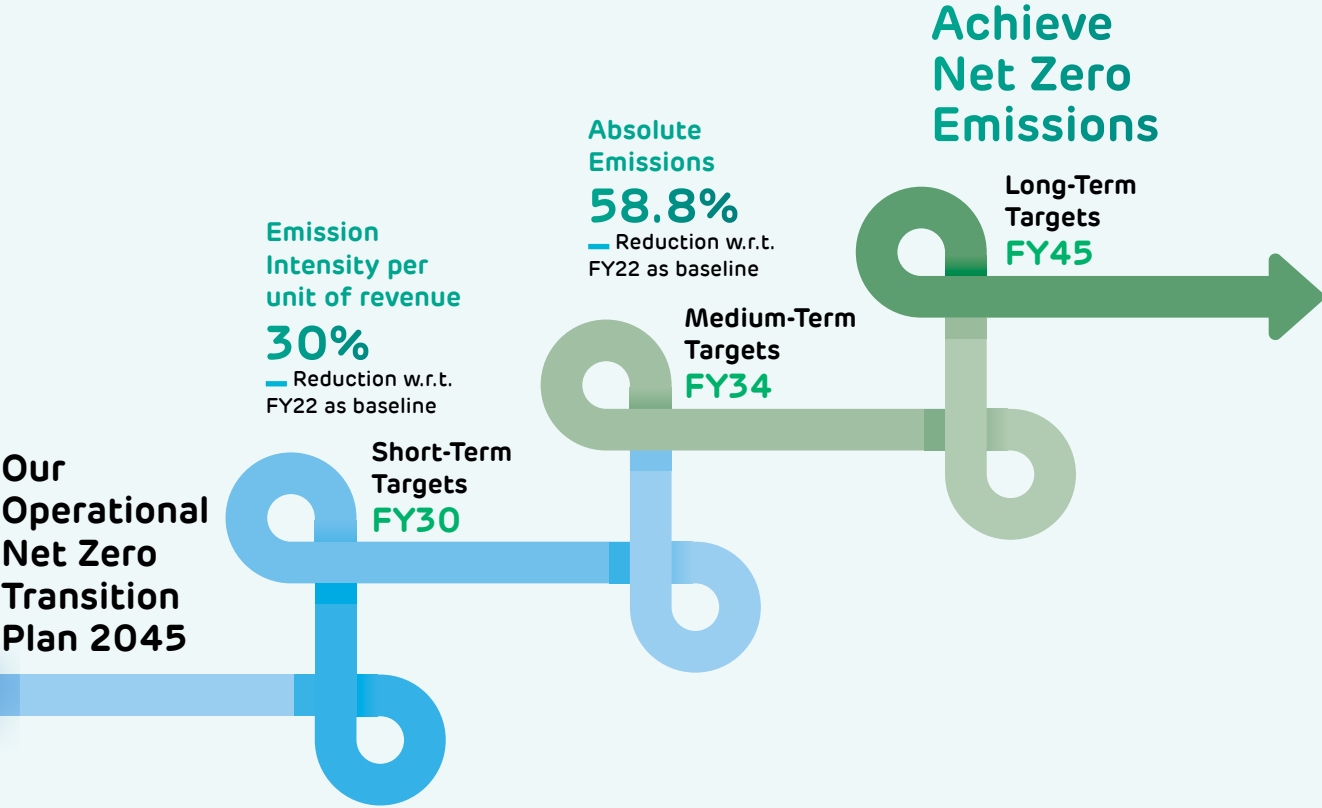
We translate these commitments into action through clearly defined annual environmental performance targets, supported by robust monitoring systems and active leadership oversight. This governance-led approach strengthens accountability, enables disciplined capital allocation, and mitigates transition risks. By systematically improving energy efficiency, reducing greenhouse gas emissions, and scaling renewable energy adoption across operations, ATGL is positioning itself to enhance operational efficiency, manage climate-related risks, and capitalise on opportunities arising from India's low-carbon transition.

[Read further](#)
Climate Change Policy



Water body at Greenmosphere Park, Gota, Ahmedabad

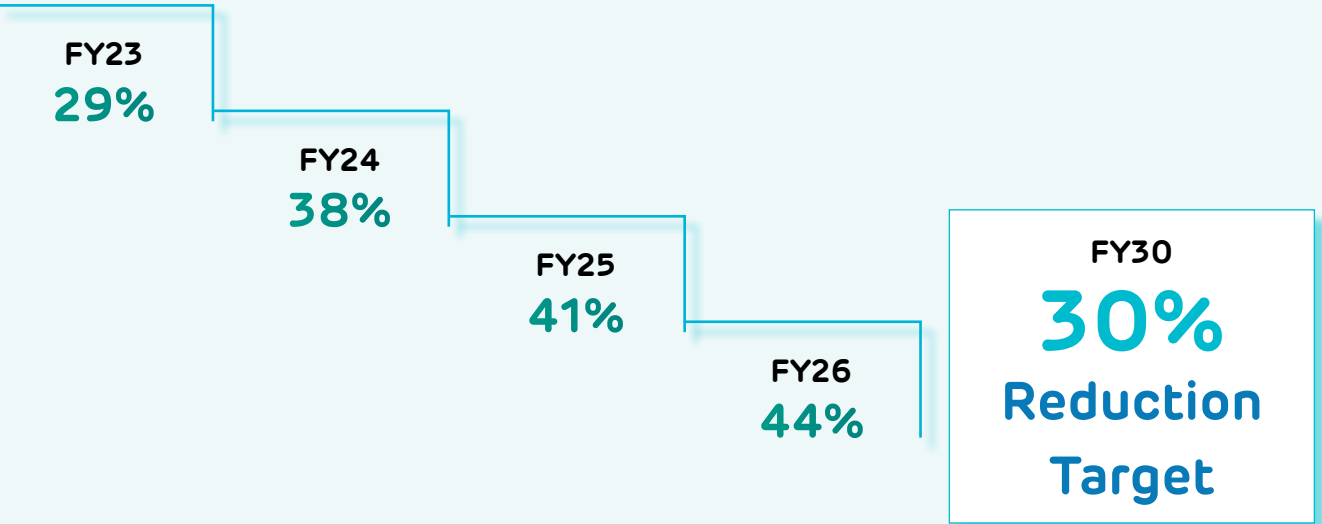
Our Operational Net Zero Transition Plan 2045



The above targets are for Scope 1 and 2 categories

Performance Against Emission Intensity Reduction Targets w.r.t. FY22 Baseline

Scope 1 and 2 Categories



Board's and Management's Oversight to Climate Strategy

Board-Level - CRC and RMC

- Oversee and provide strategic guidance to the assessment and management of climate-related risks and opportunities
- Ensure systematic integration of climate risks into Enterprise Risk Management (ERM) framework

Management-Level

Chief Sustainability Officer (CSO)

- Supports RMC in identifying key risks and provides insights for their effective management

Chief Risk Officer (CRO)

- Holds accountability for managing and mitigating identified climate risks

CRC: Corporate Responsibility Committee

RMC: Risk Management Committee

⊕ Read more about our ESG and Climate Governance on Pg. 138 in our ESG Approach section

– Climate risks and opportunities are systematically integrated into our Enterprise Risk Management (ERM) framework, ensuring effective oversight, accountability at all levels and robust mitigation and adaptation plans.

Driving Accountability through Performance-Linked Remuneration

At ATGL, incentives of the leadership and employees are closely aligned with ESG and climate-related performance, ensuring accountability from the boardroom to the frontline.

Leadership and Management's Accountability

The incentives of the Executive Board, CEO, CSO, CFO, CRO and Sustainability Manager are directly to ESG excellence through a remuneration framework recommended by the Nomination and the Remuneration Committee.

Performance Metrics

The incentives are linked to the achievement of sustainability targets, improvement in ESG ratings, and regulatory compliance. Environmental and climate-related performance KPIs include reduction in GHG emission & emission intensity, solarisation, achieving Zero Waste to Landfill certification for our sites, Tree plantations, decarbonisation of fleets, etc.

Employee Engagement: Maadhyam

Through 'Maadhyam', the Adani Group's online reward scheme, we incentivise employees to contribute. Impactful ideas on sustainability earn implementation rewards between ₹5,000 and ₹50,000), stimulating grassroots action.

Climate Risks and Opportunities Assessment

ATGL views climate change as a material factor significantly impacting long-term resilience, competitiveness, and value creation potential. However, we also recognise it as an opportunity to lead the transition towards a low carbon economy. Climate considerations are embedded into our overall business strategies, investment decisions and risk management processes to navigate emerging climate challenges effectively. Our climate adaptation and mitigation plan is informed by the physical and transition risks and is monitored through measurable science-based climate goals and targets.

Climate-Related Scenario Analysis

In alignment with IFRS S2/TCFD framework, we conducted a comprehensive climate risk assessment in FY 2024-25. The assessment helped us identify, assess and manage climate-related risks and opportunities across our upstream, downstream and own operations. The approach is guided by four core pillars: Governance, Strategy, Risk Management and Metrics & Targets. The assessment evaluated both physical and transition risks across short, medium and long-term time horizons, using globally recognised climate scenarios and pathways. These scenarios are crucial to assess the vulnerability of our assets and operations under climate stress and comprehend potential long-term financial implications. The findings directly shape our business strategy and adaptation & mitigation plans, including capital deployment and resource prioritisation for long-term operational resilience.

Physical Risk Assessment

The assessment was conducted under various IPCC scenarios and analysed the direct and indirect impacts of climate change on ATGL's operations, assets, and supply chain.

Scenarios Considered for Physical Risks

- SSP1-2.6 (Low GHG Emissions Scenario)
- SSP2-4.5 (Moderate GHG Emissions Scenario)
- SSP5-8.5 (High GHG Emissions Scenario)

Time Horizons Assessed

- Short-Term: 0-3 years
- Medium-Term: 3-10 years
- Long-Term: More than 10 years

– The physical risk assessment covered four key Geographical Areas (GAs) — Ahmedabad, Vadodara, Faridabad and Khurja, which collectively contribute approximately 62% of ATGL's revenue as of the fiscal year ending March 31, 2026.

Transition Risk Assessment

The assessment analysed key risks related with transitioning to a low-carbon economy, driven by changing regulations, market dynamics, technological advancements, and shifting stakeholder expectations.

Scenarios Considered for Transition Risks

- Scenarios under Stated Policies Scenario (STEPS)
- Scenarios under Net Zero Emissions (NZE) 2050

Time Horizons Assessed

- Short-Term: 0-3 years
- Medium-Term: 3-10 years
- Long-Term: More than 10 years

Financial Implications and Cost Involved in Managing Climate-Related Risks and Opportunities

The financial implications of risks and opportunities are integrated into ATGL's strategic planning, driving its transition to a low-carbon economy and supporting its operational Net Zero emissions target by 2045.

Climate-Related Risks

Risk	Risk Category	Financial Implication	Cost of Managing Risks (annualised)
Physical Risks			
Tropical Cyclones	Acute	₹ 0.010–0.013 crore annually	₹ 0.006 crore
Pluvial Flooding	Acute	₹ 0.374–0.382 crore annually	₹ 0.165 crore
Temperature Extremes	Chronic	₹ 0.974–1.177 crore	₹ 0.541 crore
Transition Risks			
Carbon pricing mechanisms	Policy & Legal	- STEPS Scenario: ₹ 2.14–6.42 crore annually - NZE 2050 Scenario: ₹ 1.06–3.20 crore annually	- STEPS Scenario: ₹ 12.1 to 36.3 crore - NZE 2050 Scenario: ₹ 6.78 to 20.3 crore
Increased stakeholder concern or negative stakeholder feedback	Reputational Risk	- STEPS Scenario: ₹ 16.21–32.43 crore annually - NZE 2050 Scenario: ₹ 11.85–23.70 crore annually	- STEPS Scenario: ₹ 10.97 crore - NZE 2050 Scenario: ₹ 22.25 crore

Climate-Related Opportunities

Opportunity	Opportunity Description	Financial Impact Implication	Cost of Capitalising Opportunities (annualised)
Energy source	Use of lower emission sources of energy by investing into Renewable Energy	- STEPS Scenario: ₹ 20.92 crore annually - NZE 2050 Scenario: ₹ 5.91 crore annually	- STEPS Scenario: ₹ 7.72 crore - NZE 2050 Scenario: ₹ 1.94 crore
Products & services	Ability to diversify business activities by investing into Compressed Biogas (CBG) initiatives	- STEPS Scenario: ₹ 611.87 crore annually - NZE 2050 Scenario: ₹ 339.64 crore annually	- STEPS Scenario: ₹ 377.83 crore - NZE 2050 Scenario: ₹ 189.07 crore

Implications for Strategy and Business Model

Operational Adjustments

ATGL is investing in renewable energy and low-carbon technologies to reduce emissions and operational costs while ensuring compliance with regulatory requirements.

Business Diversification

The company is expanding into low-carbon businesses like e-mobility and Compressed Biogas (CBG) to align with sustainability goals and capture emerging market opportunities.

Risk Mitigation

ATGL is implementing robust risk management frameworks to address physical and transitional risks, ensuring business continuity and resilience.

Climate Adaptation and Mitigation Roadmap

ATGL's climate risk-aligned roadmap is designed to accelerate progress towards a low-carbon and climate-resilient future.

[Read further](#)
Climate Risk Assessment Report

Strategic Focus Areas of Decarbonisation Roadmap

Reducing Emissions Across Operations

- Maximising energy efficiency
- Process optimisation
- Adoption of cleaner fuel sources

Driving Shift Toward Clean Energy Solutions for Customers

- Expanding natural gas accessibility
- Fast-tracking other low-carbon alternatives such as EV charging stations

Investing in Emerging Low-Carbon Technologies

- Hydrogen-blending, biogas, and renewable energy solutions
- Technologies enabling permanent carbon neutral/offset solutions



ATEL team member along with Mr JS Ranawat, Additional Commissioner, CGST at the inauguration of EV Charging Station at Indore Airport

Expansion of Low-Carbon Businesses
(E-mobility and Biomass)

Our E-Mobility and Compressed Biogas (CBG) businesses are offering sustainable mobility and low-carbon energy solutions to the broader communities.

Current Progress

02 CBG plants with a combined capacity of 13 tonnes have been commissioned, while 1,765 electric vehicle charging stations are now operational. These ventures broaden access to low-carbon energy while supporting wider adoption of alternative fuels.

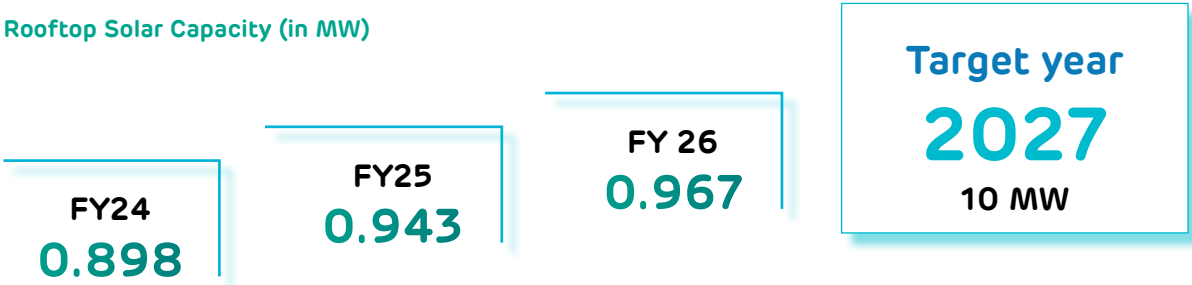
Solarisation of Operations

We have been progressively installing captive solar plants to integrate renewable energy into our operational framework and reduce dependency on conventional power sources, lowering overall GHG emissions.

Current Progress

55
— Sites including CNG stations, city gate facilities, and offices are installed with rooftop solar systems, generating 0.967 MW of solar power.

Rooftop Solar Capacity (in MW)



Low-Carbon Operational Mobility

To reduce GHG footprint of our logistics mobility, we have transitioned all owned and contracted vehicles from HSD to CNG, cutting down on GHG emissions significantly.

Current Progress

3,865 tCO₂e
— Emissions were averted in FY 2025-26

Strategic Investments in Low-Carbon Technologies

We are accelerating cleaner fuel alternatives by blending hydrogen into the natural gas supply to reduce emissions. We are also evaluating alternatives such as carbon offsets, and technologies that offer permanent carbon neutral/ offset solutions, based on their effectiveness and alignment with nation's readiness.

Current Progress

In Ahmedabad, a pilot introduced a 2% hydrogen mix into the PNG distribution system, targeting up to 8% blend. The pilot is expected to reduce emissions by ~4% in the test geography and will guide future scale-up.

Carbon Sequestration

As part of Adani Group's pledge to grow and conserve 100 million trees by 2030, we conduct mass plantation which also act as natural carbon sinks.

Current Progress

Total 0.321 million
— Trees have been planted by ATGL so far, with 51,000 trees plantation (on-going)
+ Read more under Biodiversity on Pg. 170

Carbon Credits

We are exploring offset opportunities through credible and high-quality carbon credits from the Varanasi Smart City Bio-Conversion project (registered under Verra's Verified Carbon Standard) and the ATBL Bio-CNG projects (registered under the Gold Standard for the Global Goals).

Internal Carbon Pricing (ICP)

ATGL has implemented an Internal Carbon Pricing (ICP) mechanism to capture the financial implications of emissions in business decisions. The framework enables us to factor in carbon costs while evaluating projects, investments, operational choices, and overall decision-making, strengthening our preparedness for evolving climate regulations.

Type of ICP	Coverage	Price (₹/tCO ₂)	Price-setting approach
Shadow Pricing	Organisation-wide for Scope 1 & 2. Emission considerations are integrated into the evaluation of major capital investments, projects, and strategic business decisions	₹ 1,795–2,137	Internal deliberations informed by global carbon price benchmarks, emerging regulatory signals, and long-term decarbonisation pathways relevant to ATGL's operating context

Climate Action Through Public Policy Engagement

ATGL champions climate action through a dedicated 'Responsible Advocacy Framework', in line with Paris Agreement. By partnering with key industry bodies and trade associations, we influence policy discussions and promote sustainable alternatives. These strategic collaborations amplify our advocacy and foster supportive regulatory environments for meaningful progress toward global climate and decarbonisation targets.

Managing Methane Emissions

Our Leak Detection and Repair (LDAR) enables early detection and control of any methane leakages which are accounted under our Scope 1 emissions.

Current Progress

7,520 kilometres
— of pipeline infrastructure was surveyed in FY 2025-26, enabling proactive reduction in fugitive emissions into the environment and reinforcing operational safety.



Greenmospere Biodiversity Park, Gota, Ahmedabad

Energy and Emissions Management

Our Approach Toward Energy Efficiency and Emissions Reduction

Our Board has approved the Climate Change Policy and Energy Management Policy that steer our energy and low-carbon roadmap for a greener future.

1

Driving Performance Excellence
Optimising operations and energy use across our network to reduce emissions and enhance overall efficiency

2

Expanding the Energy Mix
Incorporating cleaner fuels and renewable sources to diversify energy supply and lower carbon intensity

3

Green Energy Transition
Deploying innovative technologies and low-carbon solutions to support a sustainable energy future

Driving Operational Energy Excellence

At ATGL, we are reducing our energy footprint through high-efficiency technology with data-driven optimisation across our City Gas Distribution (CGD) framework.

Smart Infrastructure and Innovation

Grid Electricity and fuel used in compressors at gas dispensing facilities are the primary drivers of energy consumption. We are minimising it by integrative smart solutions across our CGD operations, including:

- Deploying SCADA-based monitoring systems to slash energy waste and methane losses
- Implementing innovative solutions such as vortex-based pressure reduction and natural gas-based HVAC systems
- Secured IGBC Gold green building certification for our corporate office at Inspire Business Park, with plans to scale these standards for our CNG stations

Continuous Improvement

Rigorous energy audits across our sites, quantified energy targets and employee training institutionalise 'Efficiency-First' culture:

- Site-Retrofits:** LED lights, occupancy sensors, and AC savers
- Clean Mobility:** Phasing out petrol/diesel-based transport by switching to EVs and LNG options

Energy Performance

11,12,830 GJ
Energy consumed from non-renewable sources in FY 2025-26

4,067 GJ
Energy consumed from renewable sources FY 2025-26

Energy Consumption within Organisation

Consumption within the Organisation (in GJ)

FY26	11,16,897
FY25	10,19,132
FY24	8,84,486
FY23	6,98,842

Energy Consumption Intensity (GJ per crore rupees of turnover)

FY26	174
FY25	188
FY24	184
FY23	149

Energy Consumption Outside Organisation (in GJ)

FY26	28,140
FY25	16,637
FY24	7,305
FY23	872

Read more in BRSR-Principle 6 on Pg. 388

Emissions Management

Key Enablers for Reducing GHG Footprint

Scale EV charging network to accelerate clean mobility for customers	Increase renewable energy sourcing across operational facilities	Expand methane leak detection and repair (LDAR) surveys to reduce fugitive leaks
Blending hydrogen into PNG networks for low carbon fuel option	Ramp-up CBG production in Barsana biogas plant to support circularity	Deepen Scope 3 coverage to engage with a greater number of suppliers and customers to slash lifecycle emissions

GHG Emissions Profile

(in MTCO₂e)

Total Direct GHG Emissions (Scope 1)

FY26	91,721
FY25	80,662
FY24	80,497
FY23	1,02,607

Total Indirect GHG Emissions (Scope 2) – Market-Based

FY26	47,991
FY25	45,200
FY24	33,578
FY23	25,869

Total GHG Emissions (Scope 1 and 2)

FY26	1,39,712
FY25	1,25,862
FY24	1,18,014
FY23	1,31,755

Total Indirect GHG Emissions (Scope 2) – Location-Based

FY26	47,991
FY25	45,200
FY24	37,517
FY23	29,148

Total Indirect GHG Emissions (Scope 3)

FY26	26,29,219
FY25	20,74,877
FY24	20,34,619
FY23	17,77,626

Note:
ATGL's Scope 2 emissions are calculated using both location-based and market-based methods, in line with the GHG Protocol - Corporate Standard, Scope 2 Guidance, 150 14064, and IPCC 2006 Guidelines. This ensures reporting remains consistent, transparent, and aligned with actual electricity consumption.

- Location-Based Method: Uses Central Electricity Authority (CEA) grid emission factors to represent the average emissions intensity of the Indian grid
- Market-Based Method: Due to the unavailability of a residual mix in the Indian context, a simplified method permitted by the GHG Protocol is adopted, applying CEA grid factors for non-renewable electricity and zero emissions for renewable purchases

Emissions Intensity (tCO₂e/ ₹ in crore)
(Scope 1 & 2 emissions)

FY26		21.80
FY25		23.00
FY24		25.00
FY23		40.00

- Note:
- Methane leaks are the primary source of our Scope 1 emissions
 - Our Advanced Leak Detection System has significantly improved quantification and reporting of methane leaks, which was earlier done using assumption-based reporting. Methane leaks account for 0.17% of the total gas sold during the reporting period
 - ATGL sources its grid electricity directly from the local grid. ATGL's Scope 2 emissions are reported solely using the location-based method, representing emissions from the local grid electricity used
 - Scope 2 emissions are offset using rooftop solar power for captive consumption

Value Chain Emissions Across Scope 3 Categories

88.26% of our value chain emissions are from categories 'Use of sold products' category which was 98.40% in FY 2024-25. We currently report our value chain emissions across the following Scope 3 categories:

Category	FY 2024-25	FY 2025-26
Category 1: Purchased goods & services	–	2,76,184
Category 2: Capital goods	8,026	21,222
Category 3: Fuel-and-energy related activities	24,359	8,465
Category 5: Waste generated in operations	41	0.58
Category 6: Business travel	376	2,490
Category 7: Employee commute	421	264
Category 11: Use of sold products	20,41,654	23,20,593

Note:
The other Scope 3 categories are not applicable for ATGL business and hence are not reported in the table above.

⊕ Read more in BRSR-Principle 6 on Pg. 388

Non-GHG Emissions and Ozone-Depleting Substances (ODS)

Fuel combustion in compressors at gas dispensing facilities, vehicular exhausts and dust emissions in certain activities are the major sources of non-GHG emissions. We have already replaced high Ozone-Depleting Potential (ODP) and high Global Warming Potential (GWP) refrigerants in our HVAC systems with sustainable alternatives. We are mapping and quantifying these emissions to ensure accurate reporting and drive continuous improvement in environmental performance.

Air Emissions

Parameters	Unit	FY 2024-25	FY 2025-26
SO ₂	Kg/year	0	0.96
NOx	Kg/year	108.66	111.39
Particulate Matter	Kg/year	93.42	84.98

Note: Air emissions data covers point source stack emissions from the Company's relevant operating locations, including Ahmedabad, Vadodara & Faridabad.

⊕ Read more in BRSR-Principle 6 on Pg. 388



CNG Cascade Vehicle

Sustainable Water Management



Goal: Become Water Positive by 2030

Water scarcity poses one of the most pressing environmental challenges in these times. As water stress deepens globally, our approach to water management has evolved from compliance to strategic value creation. We recognise that sustainable water stewardship is not just an operational necessity, but also a fundamental pillar of long-term resilience and community wellbeing.

A Clear Vision: Water Positive by 2030



Our water positivity target for 2030 is underpinned by a Board-approved Water Stewardship policy and a phased implementation roadmap that translates vision into measurable action. This commitment addresses both environmental responsibility and risk mitigation in water-stressed geographies.

⌵ Read further
Water Stewardship Policy

Our Water Stewardship Approach

Efficiency

Expanding metering and audit practices across all facilities for monitoring and identifying improvements

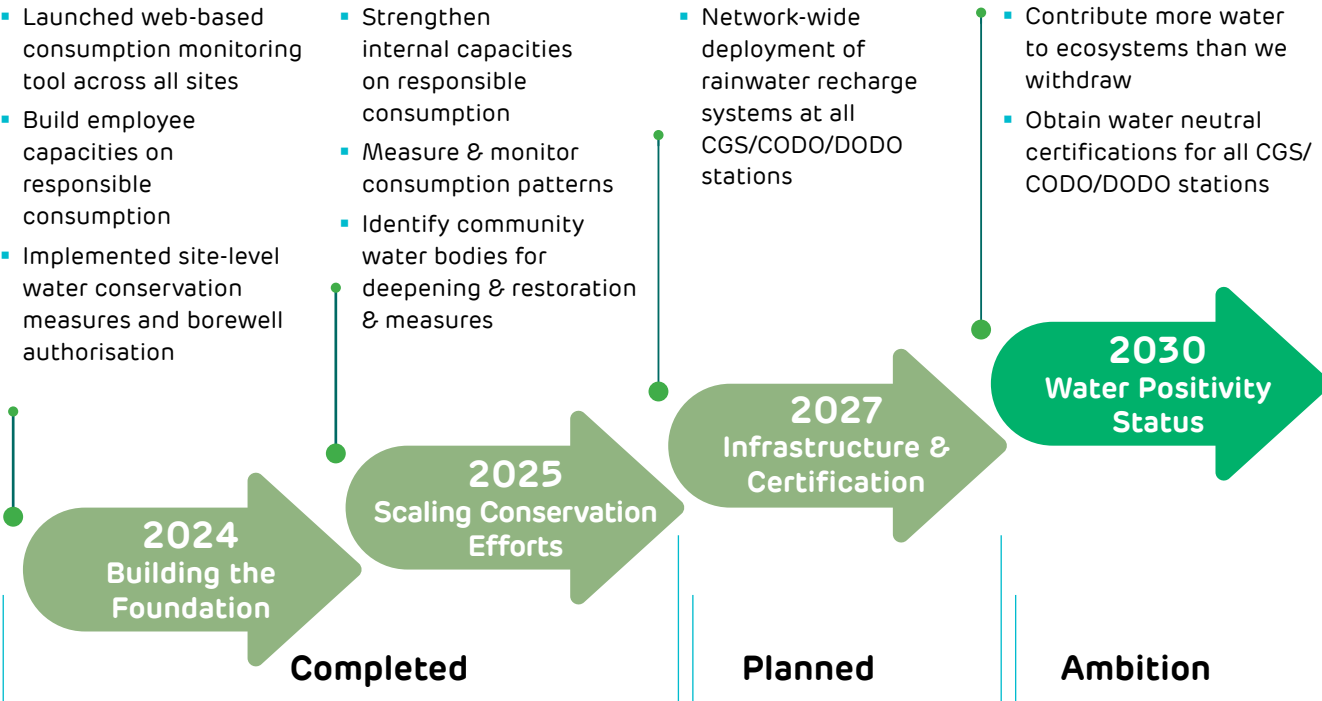
Conservation & Replenishment

Implementing rainwater harvesting systems and community water restoration projects to replenish groundwater

Circular Solutions

Exploring opportunities for recycling, reuse and community water restoration project to enhance groundwater levels

Water Stewardship Roadmap



Decisive Actions for Water Stewardship

Efficiency Monitoring

Water meters have been deployed across operational sites to monitor consumption patterns, detect leakage & inefficiencies and avoid wastage.

Environmental Impact Assessments

Environmental Impact Assessments (EIAs) with specific water focus are conducted across geographical areas, integrating water considerations into operational planning from the beginning.

Compliance and Continuous Improvement

Third-Party audits have been conducted at all 75 sites, identifying targeted improvement opportunities. These audits ensure transparency and continuous enhancement of our water management practices.

72

Of our sites have undergone third-party water audits

Zero Industry Effluent

100%

Of domestic wastewater is discharged to municipal sewage networks or soak pits. No industrial effluent is generated from our operations. Periodic water audits ensure full compliance with statutory standards and continuous improvement in wastewater quality.

CASE STUDY

Water-Efficient Afforestation

To promote sustainable greening, we planted a total of 856 saplings of water-containing trees using Rakshak Self-Watering Tree Guards. This innovative system ensures:

- 15 litres water storage with gradual release at the root zone
- Up to 70% water saving through elimination of evaporation losses
- Deep root irrigation that promotes faster and healthier vertical growth
- Protection from external threats like cattle and human interference
- Higher survival rate of saplings, ensuring their transformation into trees within two years

Performance Against Water-Related KPIs

Water Consumption (in KL)

Water Intensity (in KL per crore rupees of turnover)

FY26	19.44	1,24,587
FY25	20	1,07,709
FY24	15	72,323
FY23	12	54,055

Water Consumption Water Intensity

Note:

- All water withdrawals equate to recorded water consumption
- Recorded water consumption refers to the water meter-based value and in some cases, it is based on average footfall of visitors and employees where water meter is not available
- Third-party water refers to water provided by municipal water suppliers through tankers
- Out of the total water withdrawal above, the freshwater water withdrawal ($\leq 1,000$ mg/L Total Dissolved Solids) in FY 2025-26 is: 1,24,587 kilolitres
- Out of the total water withdrawal above, the other water ($> 1,000$ mg/L Total Dissolved Solids) in FY 2024-25 is: Zero

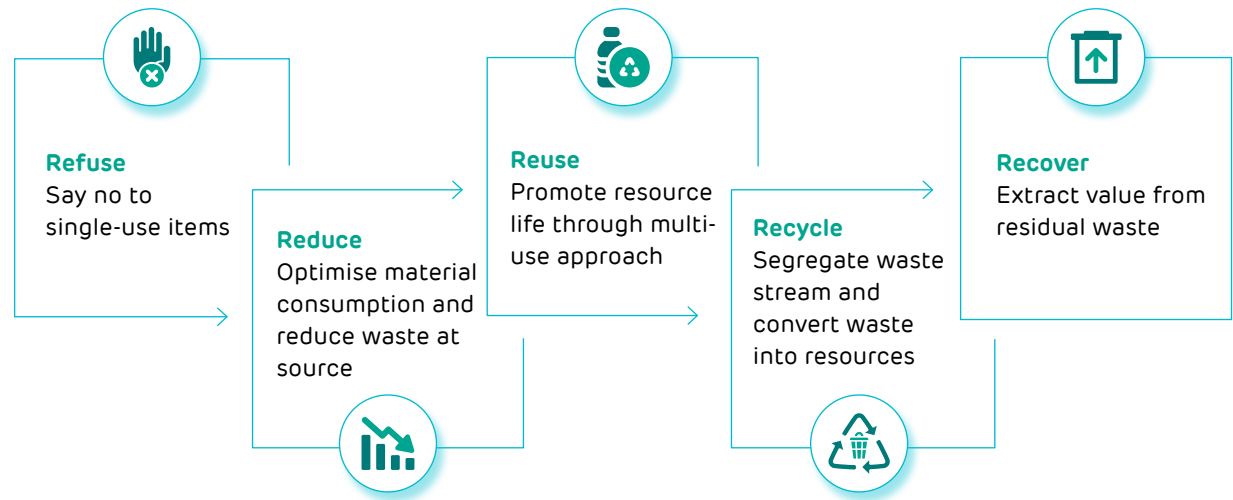
Read more about our water management in BRSR - Principle 6 on Pg. 388



Making barren to green forest; 50,000 trees plantation (ongoing) at Pusad, Maharashtra

Circular Waste Management

5R Approach for Circular Resource Efficiency



Driving Circular Value

We implement waste management framework rooted in 5R philosophy to minimise environmental footprint, strengthen compliance and improve resource efficiency. This approach is guided by robust policies, well-defined procedures and efficient monitoring systems. We have set quantified waste reduction targets to prioritise waste avoidance, material recovery and circularity across operations. Circular economy principles are also embedded into daily operations and supply-chain practices, ensuring consistent implementation across the organisation's footprint.

Performance Highlights

Our commitment to circular resource management is backed by rigorous monitoring and quantified targets:

126.35 MT
— Total Waste Recycled

99% MT
— (of total waste generated) Recycling Rate

— Our operational footprint has no major land degradation impact, with all generated waste traceable to our direct activities.

Responsible Waste Handling

Our waste streams are managed through structured processes in compliance with applicable waste management rules.

Waste Categories	Waste Types	Waste Handling
Hazardous Waste	E-waste and battery waste generated from own operations	Safely collected, segregated, and disposed through PCB-authorized recyclers
	Used oil collected from the customers at CNG stations and generated by own operations	
Non-Hazardous Waste	Plastic waste (small MDPE pipe, empty barrels), generated from own operations	Directed to certified vendors for diversion from landfills through recycling and reuse
	Metal scraps generated from decommissioned assets	

— Committed to circular resource management, we successfully recycled 125.01 MT of waste, accounting for 99% of the total waste generated in FY 2025-26.

Strategic Initiatives and Controls

End-to-End Waste Management Programme

Structured waste management prioritising minimisation, segregation and disposal through reuse and recycling channels, systematically reducing landfill dependency

Operational Controls

Site-level waste audits, independent third-party verification and vendor partnerships for material recovery strengthens transparency, compliance and continuous improvement

Paper-Saving and Plastic Elimination

Paper-Saving measures and progressive phase out of single-use plastics in office operations

05
— Offices are certified as Single-Use-Plastic-Free

Zero Waste to Landfill Certification

ATGL achieved and sustained Zero Waste to Landfill (ZWL) status across its Corporate Office and key operational locations, including Ahmedabad, Faridabad, Khurja, and Vadodara, collectively covering 62% of its revenue-generating sites. This achievement has lowered our disposal costs, and regulatory risks through enhanced resource efficiency.

04 sites
— Of ATGL are now Zero Waste to Landfill-certified as of FY 2025-26

99%
— Waste diverted from landfills in FY 2025-26

Performance Against Waste-Related KPIs

In Metric Tonnes

Indicators	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Waste Generated					
Hazardous Waste	55.97	63.60	33.61	37.30	52.34
Non-Hazardous Waste	183.99	129.78	130.60	102.47	75.01
Total Waste Generated	239.96	193.38	164.21	139.77	127.35
Waste Diverted from Disposal					
Hazardous Waste	55.97	63.60	33.61	37.30	52.34
Non-Hazardous Waste	183.99	129.78	130.60	102.47	74.01
Total Waste Diverted from Disposal	239.96	193.38	164.21	139.77	126.35

⊕ Read more about our waste management in BRSR -Principle 6 Pg. 388

Biodiversity and Ecosystem Preservation



Goal: Achieve a net positive impact by 2030

As signatories to India Business and Biodiversity Initiative (IBBI), we align with global best practices that promote responsible interaction with ecosystems. This partnership ensures that our biodiversity management remains world-class and transparent.

Our Biodiversity Lens

Our biodiversity blueprint is aimed at not just protecting nature but giving back more than we take by 2030.

Our Board-approved Biodiversity Policy reframes our relationship with the nature. We do not view ecosystems merely as resources, but as partners in progress. This policy establishes a rigorous framework for assessing, managing, and mitigating potential risks across our operations. Our structured hierarchy of mitigation involves preventing ecological impacts as the first line of defence. Where impacts cannot be fully avoided, we try to reduce them and undertake restorative measures, including habitat restoration and large-scale plantation drives. We have also introduced a biodiversity integration framework, covering ten key areas ranging from incorporating biodiversity into Environmental Management Systems to engaging stakeholders in conservation programmes.

Avoid – Reduce – Restore Framework

Avoid: Prioritising prevention where impact is unavoidable

- Avoid operations in ecologically sensitive zones
- Avoid tree cutting especially during bird nesting seasons

Reduce: Minimising the footprint where operations are unavoidable

- Routing gas pipelines away from wildlife habitats, wherever possible, to minimise disturbance

Restore: Returning Ecosystems to their natural states

- Greenmosphere Biodiversity Park, Ahmedabad
- Forest and habitat restoration via the 'Revival of Roots' initiative in Kajalgaon, Assam
- Mass Plantation by Miyawaki techniques in Washim district of Maharashtra. (On-going project)



Greenmosphere Biodiversity Park, Gota, Ahmedabad

Managing Biodiversity Risks

Biodiversity risks are integrated into our Enterprise Risk Management (ERM) framework for continuous oversight and systematic management.

Pre-Operations Assessment for Risk Identification

Comprehensive Environmental Impact Assessments (EIAs) are undertaken for all Geographical Areas (GAs) before commencing the operations

Biodiversity Management Plans

EIA findings inform the development of comprehensive Biodiversity Management Plans (BMPs) to address the impacts related to land, water and biodiversity

Compliance and Reporting

- EIA reports are submitted to the concerned regulators for compliance verification
- Regular audits and assessments identify areas of improvement and ensure compliance

Read further
EIA Reports

100%

Sites covered under biodiversity/ environment impact assessments

Zero

Significant biodiversity risks identified as per the ESIA study

Biodiversity/Environment Impact Assessment of Sites

Parameters	FY 2023-24	FY 2024-25	FY 2025-26
Total number of Geographical Areas (GAs)	33	33	34
Total sites covered under biodiversity / environment impact assessments	19	23	24
Total sites which are in close proximity to critical biodiversity / environment	0	0	0
Total sites in close proximity to critical biodiversity/environment for which biodiversity/environment management plans are prepared	NA	NA	NA
Other low-priority sites for which biodiversity/environment management plans are prepared	03	04	00

Green Initiatives through Stakeholder Engagement

Tree Plantation for a Greener Future

ATGL undertakes extensive tree plantation activities to create natural carbon sinks, reduce GHG concentrations and enhance climate resilience. We plant trees as part of our Greenmosphere and Revival of Roots projects, consulting and engaging with the local authorities and communities throughout the execution and maintenance phase.

Tree Plantation Pledge on WEF's 1t.org Forum

As part of the Adani Group's pledge to plant 100 million trees by 2030, under the World Economic Forum's Trillion Trees Platform (1t.org), ATGL has committed to planting 0.4 million trees by 2030.

51,000 trees plantation (on-going)
FY 2025-26

0.321 million trees planted
Cumulative Progress

Social: Employees

Empowering an Agile Workforce

At the Adani Group, we unlock human potential by blending early career empowerment with a culture of continuous learning. We invest in world-class infrastructure and a supportive environment to foster innovation and a deep sense of belonging. As an industry leader, we provide meaningful pathways for rapid growth, ensuring our people are ready to navigate future challenges. To stay ahead, we are moving from traditional HR processes to an AI and analytics-based employee model that empowers and grows our workforce.

Material Topics

- M11 Human Capital Management
- M12 Occupational Health and Safety

Strategic Priorities

- S4 Responsible Corporate Citizenship

Key Risks and Opportunities

- R1 Regulatory & Compliance Risk
- R8 Reputational Risk
- R11 Human Resource Risk

Capitals Impacted

- Human Capital
- Social & Relationship Capital

SDGs Aligned



ATGL's Key Highlights for FY 2025-26



By strengthening skills, leadership and digital capabilities, upholding human rights, and enabling equitable opportunities and fair practices, we empower our people to thrive.

People Philosophy and Strategic Human Capital Framework

People Vision

To nurture a future-ready, Adani values-driven workforce on the foundations of safety, inclusivity and, empowerment – where continuous learning, technical upskilling, leadership development and technology-led transformation enable our people to become self-reliant, Saksham, and confident contributors to nation-building, steadily progressing in culture of trust, care, transparency and well-being. This vision is underpinned by our commitment to equity and inclusion, ensuring accessible workplaces, equal opportunity and a sense of belonging for all.

People Mission

To attract, develop and retain diverse talent and make them future-ready by strengthening technical and leadership capabilities, enabling technology-led transformation, promoting safety, wellness and employee care, ensuring equity and inclusion across accessible workplaces, and nurturing open communication – so that while realising their full potential, our people are empowered, resilient and, aligned to long-term value creation and contribute to our shared purpose of nation-building.

The Adani Group's People Strategy

At the Adani Group, our people strategy is centred on building a future-ready, inclusive and responsible workforce. By strengthening skills, leadership and digital capabilities, upholding human rights, and enabling equitable opportunities and fair practices, we empower our people to thrive.



Our Employee Value Proposition (EVP)

At the Adani Group, we offer purpose-driven careers at the forefront of nation-building. The Group operates across diverse large scale, mission critical infrastructure domains spanning energy, green hydrogen, data centers, manufacturing, transport, logistics, utilities, resources and next-generation infrastructure. This unmatched scale of operations, complexity of businesses, and high-growth platforms create opportunities rarely available at comparable scale elsewhere.

The EVP is closely aligned with the evolving needs of infrastructure and energy development, enabling employees to build future-relevant capabilities. This drives long-term sustainable growth, preparing talent not only for today, but for emerging business and next-generation leadership roles.

Employee Value Proposition (EVP)					
Purpose-Driven / Scaled Impact / Future-Ready					
Purpose Nation-Building through infrastructure leadership	Scale Large, complex, mission-critical platforms	Ownership Early accountability and merit-based progression	Mobility Cross-business career pathways	Culture Entrepreneurial, performance driven, high impact	Philosophy Growth with Goodness

What Sets Us Apart

1

Unmatched Scale with National Impact
Unmatched opportunities to contribute to projects shaping India's long-term economic and sustainability agenda

2

Capability Through Complexity
Exposure to multi-stakeholder, high-responsibility environments, and large integrated value chains, accelerating employees' technical, commercial and leadership capabilities

3

Future-Focused High Growth Platforms
Participation in business creation, scale-up and transformation through exposure to high growth and future facing

4

Early Ownership and Leadership Opportunities
Career progression driven by outcomes, impact and capability, rather than tenure or hierarchy

5

Cross Business Mobility and Limitless Exposure
Diverse career paths across varied domains within a single ecosystem, accelerating learning, adaptability and leadership readiness

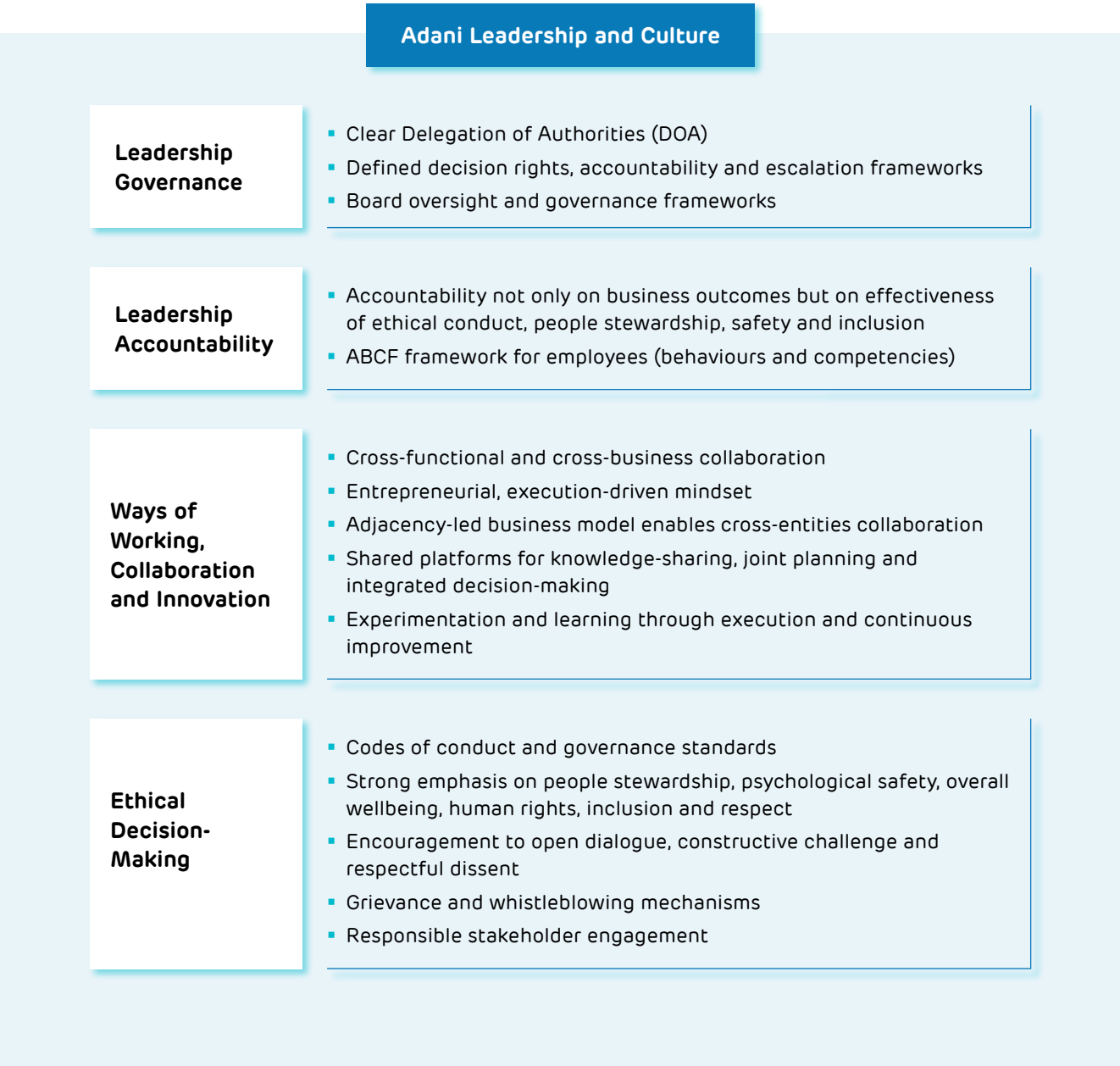
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Value-Led Growth
Growth guided by core values - Courage, Trust and Commitment, and rooted in the Growth with Goodness philosophy, which balances scale and performance with responsibility, safety, inclusion and sustainability

EVP Aligned with Future Capabilities		
AI, Advanced Analytics and Digital Transformation Providing employees with exposure to: - Enterprise-scale AI and analytics - Smart Infrastructure and integrated digital platforms - Capability building aligned to digital skills and evolving business models	Sustainability and Climate-Aligned Capabilities Positioning employees for future economy through: - Participation in Renewable energy, green hydrogen and energy transition initiatives - Climate-aligned infrastructure development - Responsible resource management and ESG-led decision-making - Capability enhancement in green skills, sustainability leadership and climate-conscious business acumen	Future Leadership & Adaptive Skills Fostering employee adaptability and leadership-readiness through: - Exposure to complex, multi-stakeholder environments - Cross-business and cross-sector mobility - Leadership roles that require speed, judgement and accountability

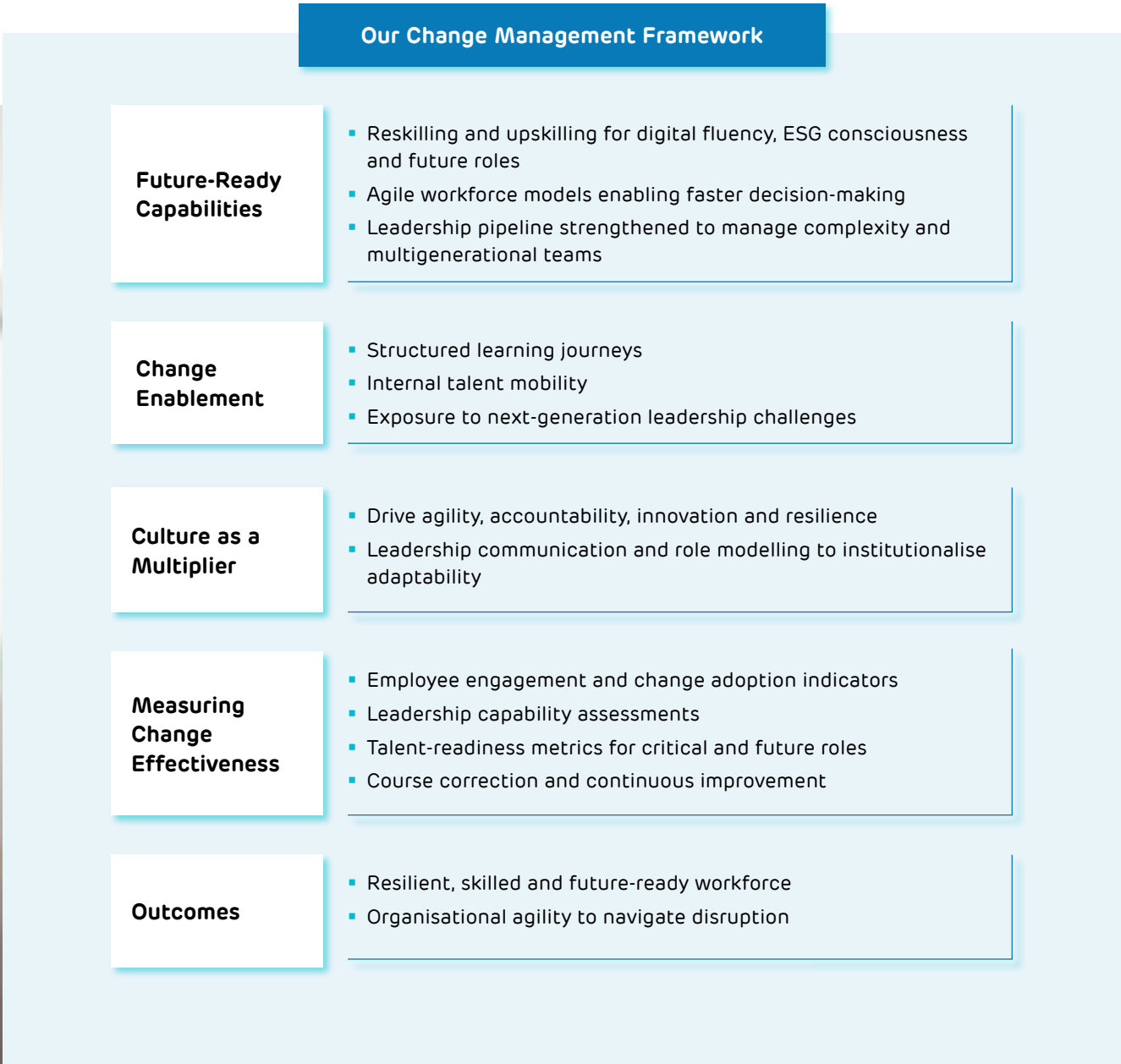
Leadership, Culture and Ways of Working

At the Adani Group, leadership, culture and ways of working are shaped by strong governance and entrepreneurial culture that enables speed, scale and responsible execution. Clear governance frameworks, defined decision rights and Board oversight ensure alignment with strategy, execution and long-term value creation. Our leadership culture is rooted in the values of Courage, Trust and Commitment that guides leaders to demonstrate ownership, integrity and accountability.



Change Management: A People-Led Journey

In a rapidly evolving global business landscape with shifting workforce expectations, the Adani Group embeds change management as a core leadership and people capability. This approach enables workforce agility, future-ready skills and organisational resilience to support long-term sustainable growth.



Preparing for the Future

Strategy for Long-Term Growth

At ATGL, our people strategy supports the organisation's long-term growth ambitions and energy transition objectives by focusing on developing a future-ready, resilient workforce. We are progressively enabling an AI and technology-supported workforce transition to enhance operational efficiency, safety, and productivity.

Key Enablers of Long-Term Growth

Building capabilities in digital operations, ESG, and sustainability	O&M partnership model
Data-driven decision-making	Strengthening safety-critical roles
Local hiring and equitable workforce participation	Progressive learning frameworks

– Our HR strategy aims to strengthen the business continuity and resilience planning, ensuring leadership depth, role-readiness, and continuity of critical operations across Geographical Areas.

Organisational Effectiveness

In an increasingly evolving business environment marked by rapid technological changes, shifting customer expectations, and a developing regulatory landscape, we are accelerating future preparedness and competitiveness through an agile and scalable operating framework. The framework emphasises enhancing productivity, enabling workforce agility, and developing future critical capabilities to support sustainable growth.

– Scalable organisational design and structured capability transitions ensure continuity, adaptability, and responsible value creation, while strengthening readiness to respond to the dynamic business and regulatory landscape.

HR Governance Model

At the Adani Group, a centralised HR governance framework with decentralised execution ensures consistency in HR policies, standards, and regulatory compliance across the Group. This model reinforces a unified organisational culture and empowers individual businesses with the flexibility at the operating level.

Group HR – Overarching Guidance

HR policies, frameworks and standards

Business Units and Sites – Decentralised Execution

Local workforce management and implementation

Outcomes

- Consistent People Practices
- Scalable Growth
- Cohesive Group Culture



Safety Governance Training



ATGL Faridabad Office

Workforce Planning & Talent Acquisition

The organisation follows a forward-looking workforce planning methodology that leverages analytics-based insights to anticipate evolving business needs and future skill requirements. This approach enables proactive identification of critical capabilities, supports timely reskilling and upskilling interventions, and strengthens workforce-readiness to sustain growth in a dynamic operating and regulatory environment.

Talent Acquisition Strategy

Internal Mobility

Internal job mobility plays a vital role in employee engagement and retention. We fill open positions through a balanced mix of internal talent mobility and external hiring. A defined proportion of vacancies is addressed through internal placements to support career progression and workforce continuity.

— 56.82% of open positions filled by internal candidates

Cadre Hiring

The Adani Group's Cadre Hiring approach is designed to attract and groom engineering and management talent. It helps build a robust pipeline of young leaders with strong technical depth, leadership potential, and alignment to organisational values. This strategy supports cross-functional capability, workforce rejuvenation, and sustained long-term growth.

Strategic Highlights

- 3,174+ graduate and postgraduate engineers onboarded over the past three years, strengthening the early career talent base at scale
- Progressive reduction in average workforce age, strengthening agility, and succession preparedness
- Structured first year development journeys encompassing Group induction, BU-specific technical training, behavioural and soft skills development, on-the-job technical exposure and higher education sponsorships for high performers
- Performance-linked development opportunities, including higher education sponsorships for high-performing talent
- Quarterly performance and assimilation reviews to enable effective integration, continuous capability building, and ongoing refinement of the programme

528

— Permanent Workforce in FY 2025-26

93

— Contractual Workforce in FY 2025-26

7

— Average monthly new hires

— The organisation follows a fair and inclusive hiring framework that promotes equal opportunity, diversity, and merit-based selection across all roles.

Inclusive Development and Local Hiring

The Adani Group is committed to enhancing the quality of life of the communities where it operates. The organisation promotes local hiring to leverage regional talent and support community employment & inclusive development, while ensuring operational continuity through familiarity with local conditions, language, and socio-economic context. Though there was no local hire representation in the senior management during the reporting year, we strive to increase representation of local talent, including in the senior management levels, through structured talent identification, development and career progression pathways.

In our organisation, 'local hires' refers to employees who are recruited from the same city, district, or geographical area where the business operations or project site is located. These employees are ordinarily resident in the local area and do not require relocation support, long-term travel arrangements, or transfer-related benefits.

— Local community employability initiatives focus on skill development, capability building, and job readiness, enabling sustainable livelihoods. These interventions improve employability and foster socio-economic progress, leading to stronger community relationships and lasting positive impact

Employee Turnover Rate in FY 2025-26

19.3%

— Total employee turnover rate

13.2%

— Total voluntary employee turnover rate

60%

— Of local hires in the overall talent pool in FY 2025-26

Employee Turnover		FY 2023-24			FY 2024-25			FY 2025-26		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	Average Turnover rate	95.5	4.4	100	97.8	2.1	100	95.04	4.95	100
	Average Voluntary Turnover rate	95.3	4.6	100	97.6	2.3	100	94.5	5.5	100
Permanent Workers	Average Turnover rate	00	00	00	100	100	100	71.4	28.5	100
	Average Voluntary Turnover rate	00	00	00	100	00	100	00	00	00

Learning & Development

Purposeful / Business-Aligned / Impact-Driven

At the Adani Group, learning is recognised as one of the key drivers of organisational excellence, leadership preparedness and future-critical skill building. The organisation follows a strategically aligned Learning & Development approach designed to build capabilities critical for strengthening the leadership pipeline and achieving business goals and long-term growth.

Strategic Capability-Building

Future-Critical Skills

- Digital Application and Analytical Skills
- Sustainability and Climate-Related Competencies
- Agentic AI
- RPA
- Language Models & Machine Learning

Technical and Behavioural Skills

- Functional Excellence
- Ethical Conduct
- Effective Collaboration
- Leadership Development

Blended Learning Model

- Digital Learning Through Percipio
- Classroom-based programmes
- Interventions led by internal experts and external training partners

Training Highlights in FY 2025-26

₹ 71,75,723

— Average training and development expenditure per FTE (↑ 31% from the previous year)

52.8 average hours per FTE of training provided, with 38.8 average hours for female employees

1.24 hours

— Of training provided for digital and analytical skills upgradation

1.48 hours

— Of training provided for behavioural skills upgradation

2.26 hours

— Of training provided for technical skills upgradation

Enabling a Just and Inclusive Workforce Transition

As the organisation evolves, we remain committed to ensuring that workforce transitions are managed responsibly by focusing on fairness, capability development and long-term employability.

We adopt a data-driven strategy to mitigate workforce transition risks that anticipates emerging skill requirements and proactively addresses capability gaps. Through analytics-based insights, we assess workforce-readiness, identify skill gaps and implement timely reskilling and upskilling programmes to support smooth workforce transition.

Transition Support Programmes

We have implemented various transition support programmes, including structured learning, capability building, and role-readiness interventions to support employees through organisational change. These are designed to safeguard employability and promote long-term well-being and workforce resilience.

Adani Skills & Education (ASE): Building Livelihoods through Future-Ready Skills at the Adani Group

Adani Skills & Education (ASE) promotes inclusive growth by equipping the workforce and youth from tier 3 and tier 4 towns near the operational locations with industry-relevant skills. The target group includes women, first-generation learners, and existing employees. The focus is on creating and enhancing social impact and business sustainability by generating livelihoods with dignity and fostering inclusive economic participation.

Group-Level Impact

10,000+

Individuals trained

9,000+

Placed in first time employment

Ongoing upskilling of existing employees on digital capabilities

Future-Ready Learning Highlights at the Adani Group through Digital e-Vidyalaya Platform in FY 2025-26

Scaling Learners' Participation

8,22,033 course completions reflecting strong learner engagement

8,03,167 learning hours averaging 30.2 hours per learner

Learner Satisfaction and Advocacy

Net Promoter Score (NPS) of 70.1 indicates strong learner advocacy

89% average learner satisfaction rate confirms the quality, relevance, and delivery excellence of the content

95% of learners successfully applied new skills at their work, demonstrating the practical relevance of the content

Strengthening Competencies Through Industry Certifications

494 employees completed industry-recognised certification prep programmes such as PMP, CAPM, CISSP, Power BI and others through the LIVE Bootcamp series

Bespoke Content Strategy

97 custom learning assets were developed in-house and made available on the platform
1,822 functional and business-specific content assets were curated to meet specialised role requirements

Digital Dexterity Program Achievements

Adani Digital Dexterity Program successfully developed, with all 14 journeys launched in the first week of March 2026
58,355 Digital Dexterity journeys completed, driving digital fluency and future-readiness across the organisation

Performance Management and Talent Enablement

There is a unique digital performance management scorecard designed for each role in the organisation and is completely integrated with ERP for periodic evaluation of KPI and KRA. Each employee will have an insight to the digital performance scorecard and a detailed discussion will be conducted for performance development and enhancements. The learning journeys are closely integrated with performance scorecards and there is a robust framework for developing employees for current performance and future roles. Sound governance mechanisms ensure that evaluations remain fair, objective and consistent, thereby enhancing transparency and employee well-being.

Succession Planning

Performance management serves as a key input to succession planning by helping identify high-performing employees and emerging leaders. Through differentiated performance outcomes, critical roles are ring-fenced to ensure leadership continuity. Identified talent is provided with management exposure, stretch assignments, and access to world-class training and development opportunities to strengthen leadership readiness and build a sustainable succession pipeline.

100% of permanent employees and workers are covered under performance and career development reviews in FY 2025-26

Diversity, Equity and Inclusion

At the Adani Group, Diversity, Equity and Inclusion (DEI) is guided by the belief that an inclusive, safe and high-performance organisation with diverse talent and perspectives strengthens innovation and long-term value. The Group's formal gender diversity aspirations are supported by leadership ownership and enabling policies that enhance the representation of women across the workforce and management levels, including leadership, technical, STEM and revenue-generating roles. These efforts are monitored through structured governance mechanisms and disclosed as part of the Group's Integrated Reporting, ESG and BRSR framework.

Our DEI commitment reflects across the employee lifecycle, including talent acquisition, leadership development, performance management and workplace practices. It emphasises meritocracy, equal opportunity, dignity at work and zero tolerance for discrimination or harassment.

1.77:1
Gender pay ratio
(Male to female)

0.52:1
Ratio of basic salary and remuneration of women to men

Care and Motivation

Employee Wellbeing and Support

For the Adani Group, employee wellbeing is not just an HR strategy; it is a direct driver of organisational performance. We recognise that the physical, mental, emotional, financial, occupational, social and spiritual wellbeing of our people is interconnected with their productivity and sustained excellence. This understanding is woven into everyday reality through a host of focused health, safety and wellbeing initiatives for the employees and workers at plants, project sites and remote locations. Overtime and compensatory off are governed by fair and transparent mechanism. Our people-centric policies aim at promoting dignity, recovery and work-life balance. We periodically review and reform these policies & measures and monitor & disclose the progress as part of our Integrated Reporting, ESG and BRSR framework.

Integrated Wellbeing Ecosystem at the Adani Group

Site-Level Health & Well-Being Initiatives

- First aid and CPR training for emergency preparedness
- Health awareness sessions on communicable and non-communicable diseases
- Anti-substance abuse drives on smoking and consumption of tobacco and alcohol
- Periodic health camps for nearby communities, extending healthcare access
- Women's health programmes to promote gender-responsive healthcare practices

Group Level Healthcare Initiatives

- Health insurance & pre-employment health screening
- Annual health check-ups to track year-on-year health trends
- Cashless hospitalisation support for employees and their families
- Teleconsultation programme through OccuCare Platform for primary and specialist care
- Digital health enablement via EmCare Mobile Application

Wellness & Lifestyle Management Programs

- Diet & nutrition consultation to prevent lifestyle-related disorders
- Yoga & mental well-being sessions for employees and their families
- Ergonomic & physiotherapy programmes for posture and musculoskeletal issues

Other Wellbeing Initiatives

- Email-based awareness campaigns on seasonal illnesses and lifestyle disorders
- Annual blood donation drives across the site and corporate offices to commemorate Chairman's birthday, with 28,000 employees participating in FY 2025-26

All our employees and workers (both at project sites and remote locations) have access to safety and wellbeing measures including on-site medical support, safety-led infrastructure, secure accommodation, nutritious food, transport safety and continuous engagement. The Adani Group places strong emphasis on psychological safety, enabling employees to express views, raise concerns and share ideas without fear of retaliation.

100%
Percentage of workforce covered under wellbeing benefits

₹ 12.56 crore
Spend on employee well-being and benefits in FY 2025-26

The Adani Group's Workmen Welfare Initiatives at Remote Project Locations

Ensuring safety and wellbeing of our workers, both skilled and unskilled, at the remote operational and manufacturing locations is an utmost organisational priority. The organisation implements several measures to ensure their physical safety, mental wellbeing and dignified living conditions.

Worker Welfare Infrastructure

Safe and Hygienic Accommodation

Large scale residential facility created for ~25,000 workers with medical rooms, recreation and green areas

Centralised kitchen with a capacity of ~1.2 lakh meals per day ensures nutritious and hygienic meals

Rest Shelters for Occupational Health and Safety

Introduced rest shelters at construction sites, with clean drinking water, shade and dining spaces, protecting refuge against harsh weather and reducing fatigue-related risks

Currently, 16 shelters are operational at Mundra

Sanitation Infrastructure Across Project Sites

Deployed 55+ sanitation blocks with eco-friendly systems to prevent groundwater contamination and environmental degradation

Standardised Accommodation Labour Colonies

Modular, scalable housing (1,000 – 5,000 pax configurations) is being implemented near construction sites for unskilled and construction labour

Meaningful Employee Engagement

The Adani Group follows an integrated engagement strategy to build an empowered and high-performance workforce. Engagement is a proactive commitment woven throughout the entire employee journey. Our leadership sets the cultural tone, the line managers drive day-to-day engagement, and the HR provides diagnostics, governance and enablement.

Engagement Across Employee Lifecycle

- Meaningful work by connecting roles to impactful, rewarding challenges
- Continuous capability development by investing in skill growth and career paths
- Transparent communication across all levels
- Recognising achievements and prioritising holistic wellbeing
- A strong sense of purpose by unifying employees around a shared mission and values

Group-Level Engagement Initiatives

Blood Donation Drive

Since 2011, we have commemorated our Chairman's birthday on June 24 each year with a blood donation camp across all our business locations. In FY 2025-26, widespread participation from our employees, their family members and our contractors led to a total collection of 28,090 units and ~11,236 litres of blood. Since 2011, we have donated total 1,43,151 units of blood, which has contributed towards saving approximately 4.5 lakh lives.

Leadership-Led Townhalls

During the year, the employees were engaged through the Parivar Ki Baat Townhall series led by Shri Karan Adani.

Enabling Employee Voice

The Group enables multiple accessible channels for employees to raise their voice. We utilise formal and informal channels, including

organisation-wide engagement surveys, digital feedback platforms and leadership interactions, to ensure all perspectives are heard. The employee feedback is systematically used to strengthen people practices and policies.

To maintain objectivity, engagement outcomes are assessed by an independent third-party survey. The survey

covers parameters such as pride, trust in leadership, manager effectiveness, collaboration, inclusion and growth. The results are reviewed at senior levels and necessary actions are taken through structured governance mechanisms to enhance employee experience.

Adani Group Engagement Survey: Acting on Employees' VoiceGuided

VoiceGuided by the insights from a Chairman-led, organisation-wide employee engagement survey, conducted between November 2023 and March 2024, the Adani Group has strategically refined its policies, processes, and systems to elevate the overall employee experience. The following major strategic outcomes can be attributed to the survey-driven insights:

Pay-for-Performance Revamp

- Introduced a transparent, tiered variable pay system impacting 36,000+ employees across the Group
- Improved earnings potential for employees – Top performers: up to 120% of variable pay; Strong performers: 100%; Good performers: 70%

Internal Talent Mobility Enhancement

- Launched a new IJP policy enabling cross-BUs career opportunities
- Saksham platform prioritises internal job postings for internal candidates
- 59+ successful internal transitions, boosting retention and career growth (till March 31, 2026)

HR Services Digitisation

- Shifted to a 24/7 self-service model via Oracle, reducing service turnaround from 3–5 days to instant access
- Employees can now complete tasks like updating bank details or applying for loans in just 3 clicks

Travel & Claims Policy Overhaul

- Reduced travel approval chain from 8 to 2 levels and introduced a Per Diem model for faster reimbursements
- Launched Quest Travel portal for dynamic bookings and improved guesthouse experiences
- Travel benefits extended to family members of Adani Parivar

Way Forward: Setting Priorities for FY 2026-27

- Implementation of 3-tier organisation for faster decision-making, employee empowerment and to flatten the hierarchy
- Introduction of automated digital PMS scorecards linked directly with ERP for each role in the organisation
- Longitudinal learning path to prepare the employees for future leadership roles, for succession planning and for enhancing the current performance
- Full scale adoption of new labour code rules
- Deepening community livelihood partnerships and O&M partnership models blended with a focus on local hiring

Leveraging AI, Digitalisation & Analytics in Talent Management

The Adani Group is transforming Human Resources from a functional department into a strategic partner. By integrating advanced technology, and analytics into our HR strategy, we leverage data to enhance employee experience and drive organisational productivity.

The Data-Driven Foundation

Our expanded HR analytics aligns with global annual reporting guidance, focusing on decision-readiness through three pillars:

Visibility Real-time dashboards for hiring, attrition, diversity and learning	Precision Skill-gap analytics that move training from generic to targeted	Insights Continuous monitoring of productivity and engagement trends
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We are shifting the needle from HR-led processes to Employee-Driven Career Ownership, through the following initiatives:

Saksham Platform	▶ Deepened the scope and coverage of Saksham Platform to cover all employee events and choices during time with the Adani Group
Seamless Talent Portability	▶ Individually created talent profiles allow employees to explore and enable movement across the organisation, and allow managers to find the “best-fit” for job requirements using analytics
Enhanced Career Mapping	▶ Employees design their own career paths across the Group-level opportunities, map their readiness and development needs, while the managers engage in informed career discussions with the team members
Employee-Driven Career Ownership Model	▶ Replacing traditional HR-led processes with technology-enabled self-service platform, that have policies embedded directly into the workflow

Human Rights and Labour Relations

Upholding Human Rights

The Adani Group's commitment to upholding human rights is guided by the Universal Declaration of Human Rights, ILO Core Labour Standards and the UN Guiding Principles on Business and Human Rights. We recognise human rights not just as a compliance requirement, but as a fundamental pillar of our operational excellence and integrity.

Core Pillars of Human Rights Approach

Policy Framework A Board-approved Human Rights Policy, Code of Conduct and People Policies are in place, strengthened through periodic reviews	Board-Level Oversight Oversight and accountability rest with the Board-level committees and senior management to ensure effective implementation	Policy Integration Human Rights are embedded across operations and value chain through procedures, contractual obligations, training and monitoring mechanisms
Zero-Tolerance Approach Strict enforcement against child labour, forced or involuntary labour, discrimination and harassment, in line with applicable laws and global standards	Safe Workplace (POSH) A Prevention of Sexual Harassment (POSH) policy is in place, supported by Internal Committees, structured grievance redressal and regular awareness initiatives	

Human Rights Due Diligence

The organisation follows a risk-based Human Rights Due Diligence (HRDD) framework aligned with the UN Guiding Principles on Business and Human Rights. HRDD is conducted by in-house expertise and validated by independent third-party assessments where required, across our own operations and the value chain. The process is integrated with enterprise risk management, supplier governance and community engagement processes. We prioritise due diligence across material operations, high-risk suppliers/contractors and areas of community interface, with findings reviewed by senior management under Board-level oversight.

– Salient human rights risks relating to child labour, forced labour, discrimination, harassment (including POSH), occupational safety and community impacts are assessed based on severity and likelihood. Mitigation is embedded through policies, contracts, audits, grievance mechanisms and corrective action tracking.

Remediation Mechanism

The organisation has structured remediation mechanisms to address adverse human rights impacts, including grievance redressal systems, POSH mechanisms, corrective action processes and defined escalation protocols, with monitoring by senior management and Board-level oversight. These mechanisms are strengthened through ongoing employee engagement, including inputs from grievance trends, POSH committees, employee forums and feedback channels, ensuring accessibility, trust and effectiveness.

100%

— Of security personnel trained on human rights policies and procedures, including the third-party security personnel

100%

— Of new hires covered through human rights training sessions

Zero

— Complaints received regarding the violation of the human rights of indigenous people

Zero

— Incidents reported of violation of human rights, including discrimination, harassment, child labour and forced labour

Respecting Labour Relations

In compliance with the New Labour Codes, as notified by the Government of India on November 21, 2025, we have implemented all the applicable provisions across our HR systems. We have also established cross-functional compliance committees for future-readiness. Digitalisation of registers, wage structures, and contractor related documentation are other key facets of this strategy. We have initiated awareness programmes to update our employees and contractors with the new codes.

— The Group is fully prepared to comply with the remaining provisions once the necessary rules (which are expected to be effective from April 1, 2026) are released. Internal systems and SOPs have been pre-aligned for swift adoption, underlining the organisation's commitment to stringent adherence with all the relevant legislations and rules.

Annexures for HR Metrics

Breakdown of the Workforce Composition

Workforce Composition	Male (Age in years)				Female (Age in years)				Grand Total	Percentage
	<30	30-50	>50	Total	<30	30-50	>50	Total		
Permanent Workforce Categories										
Top Management (A)	0	0	1	1	0	0	0	0	1	0.19%
Senior Management (B)	0	6	17	23	0	0	0	0	23	4.36%
Middle Management (C)	0	75	15	90	1	0	0	1	91	17.23%
Junior Management (D)	151	236	14	401	7	5	0	12	413	78.22%
Management Trainees (E)	0	0	0	0	0	0	0	0	0	0%
Employees from Non-Management Categories (F) (Please specify which employees fall in this category e.g., staff, workmen, etc).	0	0	0	0	0	0	0	0	0	0%
Permanent Workers (G)	0	0	0	0	0	0	0	0	0	0%
Total Permanent Workforce (H) H= A+B+C+D+E+F+G	151	317	47	515	8	5	0	13	528	100%
Non-Permanent Workforce Categories	0	0	0	0	0	0	0	0	0	0%
On-roll Workers (I)	0	0	0	0	0	0	0	0	0	0%
Contractual Workers (J)	50	41	0	91	1	1	0	2	93	100%
Total Non-Permanent Workforce (K) K= (I+J)	50	41	0	91	1	1	0	2	93	100%
Total Workforce (L) L=(H+K)	201	358	47	606	9	6	0	15	621	100%

- **Employee:** Individuals who are directly engaged by the organisation on its rolls, under an employment contract, and whose terms and conditions of service are governed by the organisation's HR policies and applicable labour laws. Employees may be appointed on permanent, probationary and trainee.
- **Contractual Workers:** Individuals engaged through third-party contractors, service providers, or agencies to perform specific tasks or services for the organisation. These workers are not on the organisation's direct rolls and are employed by the contractor, while the organisation exercises supervision or control over the nature, quality, and safety of the work performed



ATGL Cafeteria

New Hires in FY 2025-26

New Hires	Male (Age in years)				Female (Age in years)				Grand Total	Percentage
	<30	30-50	>50	Total	<30	30-50	>50	Total		
Top Management	0	0	0	0	0	0	0	0	0	0%
Senior Management	0	0	1	1	0	0	0	0	1	1%
Middle Management	0	12	2	14	0	0	0	0	14	16%
Junior Management	28	40	0	68	2	0	0	2	70	82%
Management Trainees	0	0	0	0	0	0	0	0	0	0%
New hires in Non-Management categories (Please specify which employees fall in this category e.g., staff, workmen, etc).	0	0	0	0	0	0	0	0	0	0%
Total New Hires	28	52	3	83	2	0	0	2	85	100%

Employee Turnover in FY 2025-26

Employee Turnover	Male (Age in years)				Female (Age in years)				Grand Total	Percentage
	<30	30-50	>50	Total	<30	30-50	>50	Total		
Top Management	0	0	0	0	0	0	0	0	0	0%
Senior Management	0	0	2	2	0	0	0	0	2	3%
Middle Management	0	5	0	5	0	0	0	0	5	7%
Junior Management	34	28	0	62	4	0	0	4	66	90%
Management Trainees	0	0	0	0	0	0	0	0	0	0%
Turnover in Non-Management categories (Please specify which employees fall in this category e.g., staff, workmen, etc).	0	0	0	0	0	0	0	0	0	0%
Total	34	33	2	69	4	0	0	4	73	100%

Average Hiring Cost/FTE

Average Hiring Cost/FTE	Numbers
Average hiring cost (in ₹) of FY 2025-26	44,482.90
Average hiring cost (in ₹) of FY 2024-25	57,768.05
Average hiring cost (in ₹) of FY 2023-24	59,190.33
Average hiring cost (in ₹) of FY 2022-23	29,078.80
Average hiring cost (in ₹) of FY 2021-22	15,523.80

- Average Hiring Cost = Total Recruitment Cost ÷ Total Number of Hires
- Total hiring cost includes all direct and indirect recruitment expenses such as recruitment agency fees, job portal subscriptions, advertisement costs, background verification charges, interview travel expenses, joining bonuses (if applicable), and internal recruitment operational costs
- The total number of hires includes all employees who have joined the organisation during the reporting period, including permanent and fixed-term hires (as defined in the scope of reporting)
- FTE (Full-Time Employee) is a standardised measure used to represent an employee's workload in relation to a full-time employee. One FTE corresponds to one employee working the organisation's defined full-time hours. It is used to normalise workforce strength by converting part-time, contractual, or reduced-hour roles into their full-time equivalent values, enabling consistent manpower planning, cost analysis, productivity measurement, and reporting across the organisation

Learning and Development in FY 2025-26

Employee Category	Number of Employees		Total Training Hours		Average Training Hours	
	Male	Female	Male	Female	Male	Female
Top Management	1	0	6	0	6	0
Senior Management	23	0	4,062	2	176	2
Middle Management	90	1	8,400	2	93	2
Junior Management	401	12	14,839	503	37	42

Diversity Indicators

Women Representation in Workforce During FY 2025-26

Women Representation	Percentage
In total workforce (as % of total workforce)	2.46%
In all management positions (as % of total management positions)	2.46%
In top management positions (governance bodies)	0%
In senior management roles (maximum two levels away from the CEO or comparable positions as a percentage of total top management positions)	0%
In junior management roles (first level of management as a percentage of total junior management positions)	3%
In management positions (in revenue-generating management functions such as sales as a percentage of all such managers)	30%
In STEM-related positions (as a percentage of total employees)	15%

Target for total women in workforce is **2.7%**

Gender Pay Indicators

Employee Level	Average Women's Salary (in ₹)	Average Men's Salary (in ₹)
Executive level (base salary only)	0	22,07,334
Executive level (base salary + other cash incentives)	0	9,38,00,000
Management level (base salary only)	38,343	64,864
Management level (base salary + other cash incentives)	12,74,304	22,52,277
Non-Management level (base salary only)	27,604	30,370

Human Capital Return on Investments (ROI)

Particulars (In ₹ Crore)	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
(a) Total revenue	3,247.86	4,720.24	4,860.51	5,442.48	6,446.40
(b) Total operating expenses	2,568.82	4,005.05	3,982.1	4,582.68	5,586.50
(c) Total employee-related expenses (salaries + benefits)	54.73	55.68	66.71	56.68	57.42
Resulting HC ROI (a - (b-c)) / c monetary units	13.41	13.84	14.17	16.16	15.97
Total employees	466	550	549	578	528

Social: Customer Delight

Responsibility with Service Excellence

Customer experience and service excellence differentiate us in a regulated utility environment. By consistently delivering safe, reliable and accessible gas, integrating digital tools with physical infrastructure and ensuring continuous dialogue, we enhance customer experience across the lifecycle.

Material Topics

- M1** E&S Impact of Products and Services
- M9** Energy Security and Accessibility
- M13** Data Privacy and Security
- M15** Product Quality & Safety
- M19** Customer Satisfaction
- M22** Grievance Redressal Mechanisms

Strategic Priorities

- S4** Responsible Corporate Citizenship
- S5** Preparing for Low Carbon Future

Key Risks and Opportunities

- R1** Regulatory & Compliance Risk
- R2** Business Risk
- R3** Competition Risk
- R4** Project Risk
- R5** Technology Risk
- R6** Market Entry Risk
- R7** Health and Safety Risk
- R8** Reputational Risk

Capitals Impacted

-  Social & Relationship Capital

SDGs Aligned



Our customer-first approach builds enduring trust across households, commercial establishments, and industrial clients, translating into strong loyalty, high retention and long-term business growth.

Key Highlights, FY 2025-26



Customer-first Approach

We are committed to delivering a superior value proposition to our household, commercial, and industrial customers. Building long-term relationships rooted in reliability and responsiveness is central to our customer strategy.

We achieve this through uninterrupted gas supplies, with the highest safety standards and fair pricing across all customer segments. We work closely with government stakeholders to safeguard our customers from extreme market volatility. Superior customer experiences are delivered through ongoing service innovation and the integration of digital capabilities.

We further maintain continuous dialogue across the customer lifecycle through a multi-channel architecture to address their evolving requirements and improve service. These structured efforts help enhance customer retention, contributing to long-term business growth and value creation.

Our Customer Relationship Strategy

- 1

Key Focus Areas
 - 24x7 gas supply with the highest safety standards
 - Ongoing feedback and improvement
 - Superior digital-driven experiences
 - Timely grievance redressal and after-sales services
- 2

Value Proposition
 - Faster gas delivery
 - Multi-fuel solutions via CNG outlets
 - Moderating gas price fluctuations in volatile markets
 - Advocating responsible gas pricing with government stakeholders
- 3

Multi-channel, Lifecycle Engagement
 - Emails and customer satisfaction surveys
 - Online grievance and feedback mechanism
 - Customer meets, reports and brochures
 - Website, AdaniGas Mobile App and Social Media platforms
 - Customer delight centres and 24x7 call centre
 - Promotional and digital campaigns



CNG Fillers Training

Energy Security and Accessibility

Gas is an essential service, and its reliable and affordable access is a necessity. Through investments in best-in-class infrastructure and expertise in the gas value chain, we have strengthened our reputation as a dependable energy distributor.

How We Ensure Service Reliability and Quality

Resilient Infrastructure

- Extensive network of gas stations and pipelines for uninterrupted supply with consistent, timely, and quality services
- Preventive maintenance and safety audits

Strategic Partnerships and Sourcing

- Administered Pricing Mechanism (APM) Gas allocation: Contracts with Gas Authority of India Limited (GAIL) and Indraprastha Gas Limited, in line with Ministry of Petroleum and Natural Gas (MoPNG) guidelines
- Non-priority sourcing: Contracted and spot RLNG procurement from diverse sources for commercial and industrial PNG customers; intent-based RLNG and domestically-produced gas sourcing for non-priority consumers
- Domestic gas tie-ups: Agreements with Bharat Petroleum, Exploration (Alpha) Limited and Reliance Industries Limited

- RLNG diversification: Short and medium-term contracts with GAIL and Gujarat State Petroleum Corporation Limited, linked with Henry Hub and Japanese Crude Cocktail indices

Managing Volatility and Uncertainty

- Short and medium-term contracts to manage price fluctuations in spot contracts
- Hedging to manage price volatility, ensure stable supply and protect cashflows



Launch of 1st Adani Gas Mitra Kiosk in Ahmedabad

Elevating Service Delivery Digitally

Tech-led innovations play a critical role in service excellence and customer-centric experiences. We have embedded digital tools across the customer lifecycle, empowering them to better connect, interact and transact.

GRI 418-1 requires one of the following:

Number of substantiated complaints regarding breaches of customer privacy, or

A clear statement that no substantiated complaints were received during the reporting period.

Digitising Transactions at Scale

Makes everyday transactions simpler, faster and more accessible for customers

100%

Online name transfer and digital registration for DPNG connections

99.04%

Revenue collection via various online channels

70%

Refunds processed via mobile app

Self-Service Kiosks (SSKs) and Self-Billing

Empowers customers to complete routine transactions independently, improving convenience and turnaround times

12K+

Monthly digital tickets raised via App, Website, IVRS and Kiosk funnels

1 million+

Self-billed invoices generated by customer and delivered via WhatsApp

Cloud-based SAP-integrated IVRS

Enables efficient management of customer interactions and emergency calls through automated digital channels

60%/32%

Of emergency calls/total calls handled through IVRS

Digital Ticket and Request Management

Facilitates handling of service ticket via app, website, and IVRS for faster resolution

40%

Of service requests registered digitally

Automated Resolution

Prompt information delivery and resolution for customers through automated answering via an agentic AI email bot and WhatsApp

65%

Emails auto-answered



CASE STUDY

Adani Gas Mitra: Expanding Digital Reach Through Hyper Local Access

The Idea

In FY 2025-26, ATGL launched Adani Gas Mitra, a neighbourhood kiosk model, strategically designed to bring customer services closer to the communities. The first kiosk at Patel Pharmacy in South Bopal, Ahmedabad, marked a shift towards locally embedded, accessible service delivery.

What It Delivers

These compact, intuitive kiosks replicate a full-scale customer office and offer services, including bill payments, name transfers, after-sales requests, pipeline modifications, new connection applications, account statement access, contact detail updates, and refund requests. Integrated back-end systems ensure real-time request logging, instant confirmations, and seamless ticket routing.

Trained local shopkeepers guide customers in navigating digital systems, making this model unique. This grassroots approach improves service access, reduces footfall at physical offices, and promotes community-centred engagement.

Way Forward

ATGL plans to scale to 50 such kiosks across Ahmedabad and other operating regions, building a dense, citywide network of self-service touchpoints that will expand digital access and strengthen neighbourhood service presence.



Doorstep CDC Initiative

CASE STUDY

Doorstep CDC (Mobile Van)

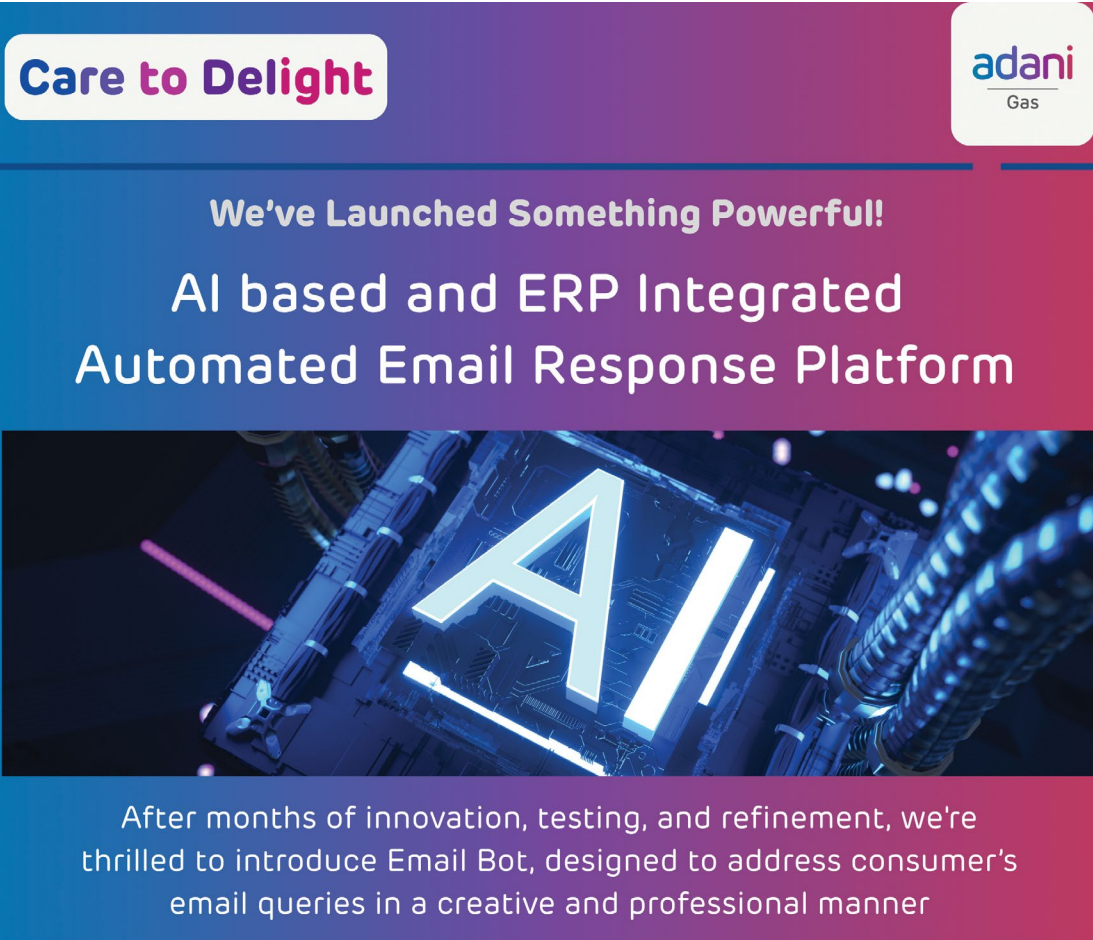
A branded mobile CDC with two executives visits multiple residential societies to resolve on-site queries, promote digital tools and reinforce PNG safety. Across the drive, 5,000+ requests, complaints and enquiries were addressed, and significant new connection and geyser point were sold through targeted engagement.

Key Focus Areas

- **Lead Generation** – Engaging with potential customers to increase the adoption of PNG (Piped Natural Gas) connections
- **Complaint Handling** – Providing immediate assistance to resolve customer grievances on-site
- **Promotion of Digital Platforms** – Educating customers about ATGL's online services and encouraging the use of digital platforms for bill payments, service requests, and other utilities

Way Forward

We are targeting to deploy 05 more vans at different geographical locations to increase doorstep service and customer satisfaction. |



CASE STUDY

Agentic AI Email Automation Platform (GenAI + ERP Integrated)

The Challenge

Customer emails were earlier handled manually, with executives retrieving data from the backend ERP systems and drafting responses. This would typically take up to 48 hours, limiting speed and scalability in a growing service environment.

The Transformation

In FY 2025-26, ATGL operationalised its Agentic AI-powered Email Automation Platform that integrated Gen AI and SAP. The system transformed email communication into a fast, intelligent, and fully automated workflow. It interprets natural language queries, understands customer intent, retrieves relevant service records or billing details from ERP, and generates a personalised response within 10 seconds.

The Impact and Way Forward

Today, over 65% of customer emails are auto-responded with minimal manual validation, with a target of 80% next year. Built-in governance checkpoints ensure compliance, and audit-readiness.

The platform enhances response speed, accuracy and consistency while freeing teams to focus on complex cases that require deeper human engagement. Upcoming enhancements include multilingual email support, adaptive learning, and advanced analytics to further strengthen ATGL's intelligent service architecture. |

CASE STUDY

Project Phase Automation (PPA) – Full-Journey Transparency

ATGL has strengthened the customer onboarding and PNG installation journey by enabling **end-to-end real-time status visibility**, from application through commissioning. Customers are provided with clearly-defined milestones, transparent communication on charges, and structured escalation mechanisms, resulting in improved service predictability and faster processing timelines.

During the year, the **PPA platform was scaled to support 100% of PNG move in connections, with approximately 80% of move-ins completed within 15 days** across covered geographies. This has contributed to a more consistent customer experience and enhanced operational efficiency.

CASE STUDY

Computer Vision-Based Isometric Drawing Solution

In parallel, the Company is advancing the implementation of a **computer vision-based isometric drawing solution** for PNG installations. The solution enables automated capture of the **Bill of Materials (BOM)** and identification of applicable additional charges through visual scanning of installed pipelines. This initiative is expected to **significantly reduce pilferage of free issue materials, enhance accuracy and transparency in billing, and minimise customer grievances** related to billing discrepancies.

Enabling 360° Digitalisation with MyAdaniGas Mobile App

MyAdaniGas Mobile App serves as a single platform for multiple service functionalities, simplifying customer journeys and boosting digital service adoption. Available in Hindi, English and Gujarati, it enables seamless digital completion of transactions, including managing PNG service requests, billing, payments with flexible options, name transfers, and refunds. The app also supports Optical Character Recognition (OCR) based self-billing, installation journey tracking, complaint registration, and multi-lingual billing.

The app has emerged as a preferred and transparent platform for customers, serving their diverse needs in real time. It has also contributed significantly to environmental sustainability, eliminating the need for physical visits and lowering travel-related carbon emissions.

320K

MyAdaniGas App downloads

Building Awareness on Safety and Services

As a responsible gas distributor, we recognise our duty of care toward customers. Sensitising and keeping them updated through engagements is therefore integral to our operations.

Our Unique Engagement Platforms

Digital Drive Campaigns and Social Media

- High-footfall outreach, influencer-led social media promotions, campaigns to raise customer awareness on PNG safety, benefits, and discount schemes

Fraud Awareness Campaigns

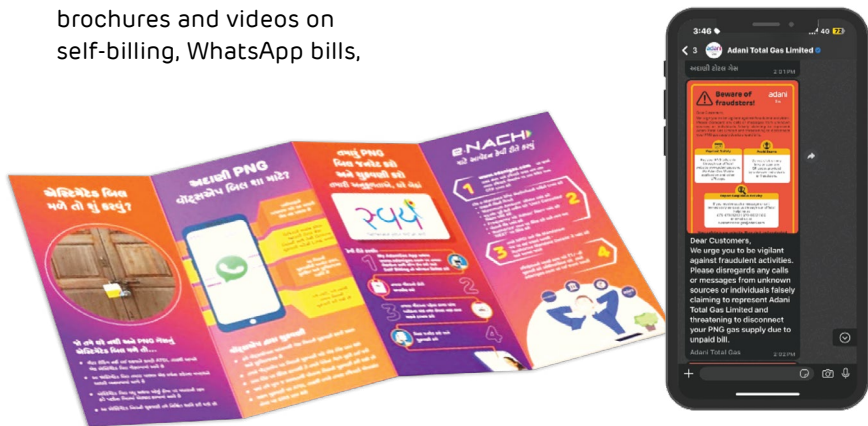
- Dissemination of vernacular brochures and videos on self-billing, WhatsApp bills,

e-NACH, digital payments, PNG benefits and safety, and CNG benefits, via meter readers/offices and amplification through WhatsApp and social channels

- Fraud messages are also broadcasted through WhatsApp for customer awareness

Transparent Grievance Redressal (PNGRB-Aligned)

- A multi-layer funnel spans Call Centre, 24x7 CDC, Social/WhatsApp, App, Chatbot, Website, Email, SMS/Missed Call and Kiosk
- Nodal and Appellate Officers details visible on invoice for transparent escalation and resolution of grievance
- Provision for escalation through MoPNG CPGRAMS and the proposed PNGRB portal



Elevating Customer Service Excellence

Infrastructure and System Support

We have established customer support centres to address diverse customer needs and grievances. Our ATEL Contact Centre provides 24x7 assistance for timely and reliable support. The Customer Delight Centres (CDCs) facilitate direct engagement with the team for complex or high-touch requirements.

Grievance and Feedback Management

We are focused on maintaining responsiveness, transparent communication, and consistent service outcomes. Our grievance redressal framework ensures swift acknowledgement, tracking, and closure of customer complaints. Aligned with Petroleum and Natural Gas Regulatory Board (PNGRB) guidelines, it has a defined mechanism for reporting, escalation and timely resolution.

We further conduct regular Customer Satisfaction (C-SAT) surveys via mobile app to gain real-time insight into customer expectations, service gaps, and evolving requirements. These are systematically analysed towards refining processes and improving service quality.

Customer Satisfaction Score

Particulars	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY 2026-27
Customer satisfaction rate (%)	80	85	73	82	87.94	90
% customers covered through engagement survey	0.38	0.13	0.23	0.11	0.14	



Social: Occupational Health and Safety

Safety as a Foundation for Sustainable Growth

The health and safety of our people, communities and business partners is a priority to us. Proactive management of health and safety risks is central to our overall sustainability strategy to ensure operational integrity and long-term value creation.

Material Topics

- M11 Human Capital Management
- M12 Occupational Health and Safety

Strategic Priorities

- S4 Responsible Corporate Citizenship

Key Risks and Opportunities

- R1 Regulatory & Compliance Risk
- R7 Health and Safety Risk
- R8 Reputational Risk

Capitals Impacted

- Social & Relationship Capital
- Human Capital

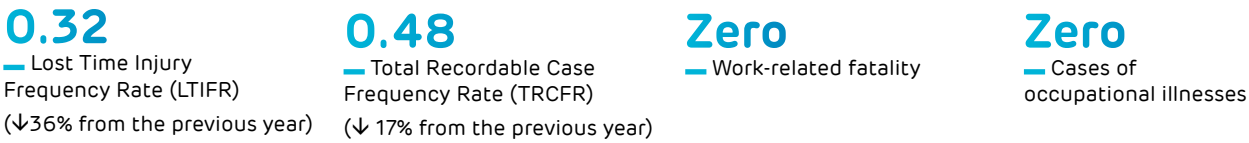
SDGs Aligned



Our safety approach is guided by a Zero Harm vision and is embedded in our day-to-day operations and behaviour through robust policies, structured risk management, continuous capability building initiatives and active workforce participation.



Key Highlights,* FY 2025-26



*For both employees and Contractual workers combined

Strategic Focus Areas



Level 3 Mock Drill

Zero Harm Safety Vision

Occupational health and safety are foundational to our operations and long-term sustainability. We remain committed to building a Zero Harm culture, where safety is not just a compliance obligation but a shared value and a behavioural norm. Zero Harm reflects our belief that every individual, including employees, contractors and partners, has the right to a safe workplace and the responsibility to contribute to it.

Our zero harm vision is reinforced through leadership commitment, participatory processes and continuous improvement. Safety expectations are consistently communicated, driven through training and engagement, and embedded into operational processes.

Policy Commitment

Our health and safety approach is guided by a comprehensive Quality, Health, Safety and Environment (QHSE) policy, approved by the Chief Executive Officer. The policy puts forth clear expectations for safe and healthy working practices across all sites and the supply chain.

[Read about our QHSE Policy](#)



Level 3 Mock Drill

ATGL's HSE Landscape

Leadership Commitment	Field HSE Assurance and Behaviour-Based Safety (BBS)	Safety Communication, Training and Competency Development	Safety Interactions
Site Supervision Yojna (SSY)	Samarthan - A Capability Building Program for BPs & GAs (Business Partners & Geographical Areas)	Safety Risk Field Audit (SRFA)	Monthly HSE Score Card
Safety & Legal Audits	HSE Risk Management	Contractor Safety Management System	Incident Management System

Integrated Health and Safety Management System

We operate under a certified Integrated Management System (IMS) that unifies quality, environmental, health and safety requirements into a common framework. This system enables consistent identification, assessment, mitigation and monitoring of risks across all operations. A dedicated QHSE management department oversees the safety performance and ensures its alignment with the health and safety management systems.

Our Key Certifications for Regulatory Alignment



– As of FY 2025-26, sites contributing to 74.78% of the Company's revenue are ISO 45001 certified.

– ATGL's QHSE Policy applies uniformly to all persons engaged in its operations. As documented in the ATGL HSE Manual, the QHSE Policy is formally established, implemented, and maintained across the organisation and is communicated to all employees and contract workers. The policy is disseminated through structured training programmes and is displayed at prominent locations, including in local languages where required, to ensure universal understanding. The management ensures that the policy is understood, implemented, and sustained at all levels, thereby confirming that no segment of the workforce is excluded from its scope.

The Occupational Health and Safety Management System (OHSMS) is applicable to all employees and contractors at ATGL. It defines clear roles, responsibilities, controls, emergency preparedness requirements and performance-monitoring mechanisms. OHSMS enables proactive management of health and safety risks using the hierarchy of controls. Life Saving Safety Rules (LSSR) form part of OHSMS and establish non-negotiable requirements to prevent incident.

Compliance and Audits

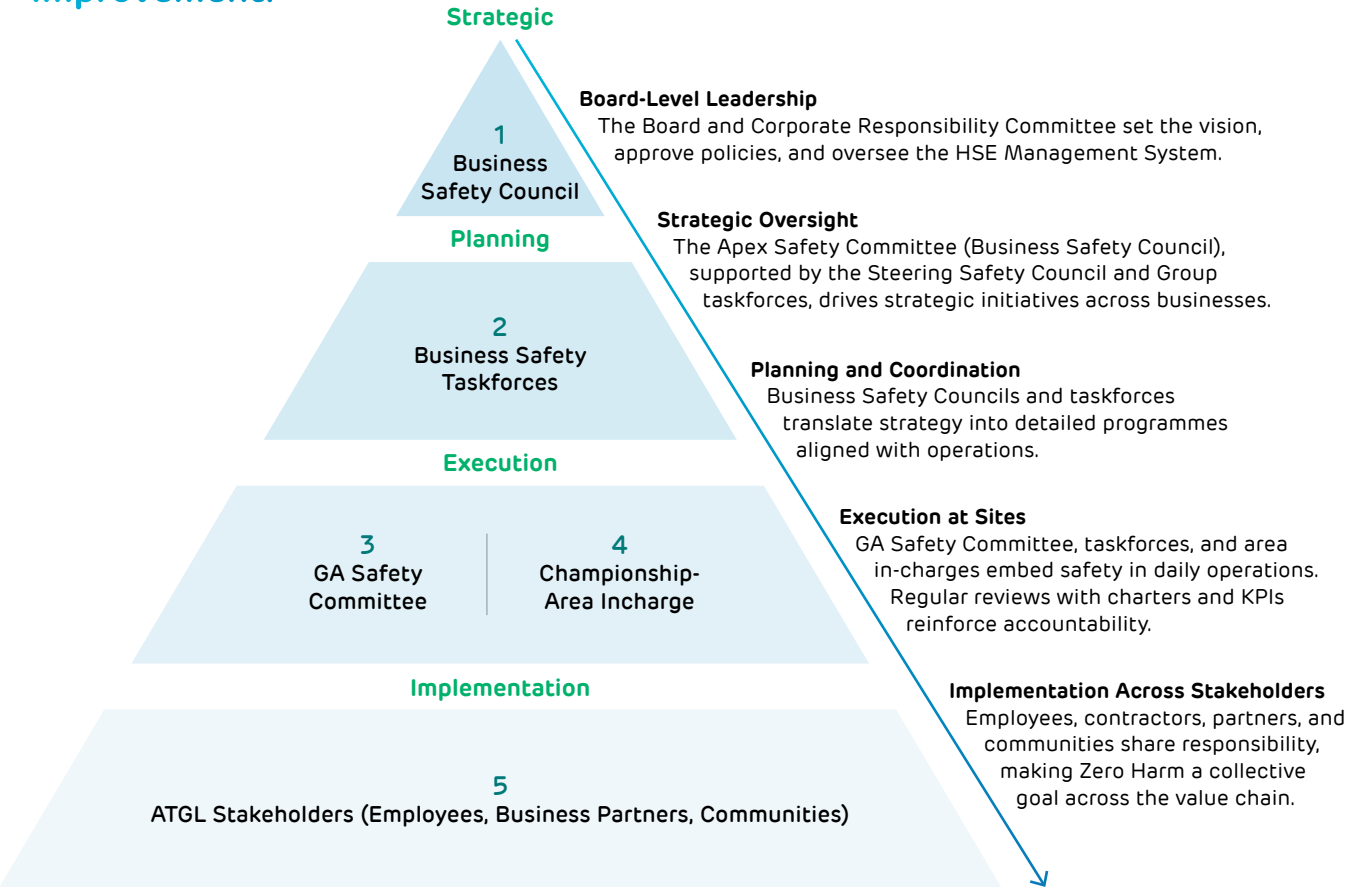
We strengthen our compliance with health and safety standards through regular workforce training and mock drills. We undertake periodic audits, both internally and through independent third parties, to seek assurance on compliance with PNGRB regulations, and applicable safety standards covering workplace, asset integrity and Business Partners. These audits provide an opportunity to identify areas for improvement.

¹ Petroleum & Natural Gas Regulatory Board
² Petroleum and Explosives Safety Organisation

Governance and Accountability

Health and safety governance is integrated within our overall corporate governance framework. Oversight is embedded through a multi-tier governance framework that aligns strategic direction, operational execution and frontline accountability. Clearly-defined roles and responsibilities ensure accountability at each level.

– The safety committees and task forces operate under dedicated HSE charters and KPIs, and conduct bi-monthly reviews of the safety management system to ensure continuous improvement.





Level 3 Mock Drill

Safety-Linked Performance and Accountability

Safety is not just a priority; it is a performance mandate at ATGL. HSE outcomes are formally embedded into Key Responsibility Areas (KRAs), annual performance evaluation and remuneration structure of employees and executive levels, reinforcing a strong safety culture and accountability at every level.

Performance Weightage

~15%

— of total KRA weightage for relevant roles is linked to HSE performance

(May vary slightly by role, grade and function, however, HSE accountability remains mandatory across operational and managerial positions)

Performance-Linked Safety Indicators

- Hazard / Near-Miss Reporting (such as 12 Number reports per year, depending on role)
- Safety Interactions (SI) Completion (such as 24 Number SIs per year or as specified per function)
- SSY (Site Supervision Yojana) Completion (such as 24 SSY rounds per year)

Equal Voices at the Table

Our QHSE policy encourages meaningful consultation with workers and their representatives, ensuring their participation in decision-making whenever required. The Management actively promotes an inclusive culture that supports the effective functioning and continual improvement of the QHSE management system through the involvement and participation of all workers.

- All employees and workers are encouraged to share improvement ideas through suggestion schemes, HSE talks and HSE meetings
- Employees and workers are actively consulted in the identification and assessment of OHS hazards and environmental

aspects, and contribute in the development of HSE policies, programmes, operational controls, change management processes, and HSE audits

- Both employees and workers participate in safety committees, where they can raise and contribute to improving HSE practices

— ATGL has established formal joint management HSE Committees across all GAs, ensuring active participation of employees and contractor representatives in safety governance. These committees meet monthly to review compliance status, incidents, near misses, emergency preparedness, and contractor safety performance, while also providing a structured platform for workers to contribute to hazard identification, risk assessment, and the formulation or revision of HSE policies and operational controls. Chaired by the GA Head with defined decision-making authority, the committees assign responsibilities, track action closures, and enable transparent and inclusive implementation of ATGL's HSE management systems.

Transparency in HSE Disclosures

- External communication with interested parties is managed by the concerned HODs/Asset Heads, as relevant and required
- Legal compliances and periodic reports are shared with statutory authorities, as required
- Key QHSE performance updates are disclosed on the Company's website

Managing Process and Operational Safety

Multiple Layers to Strengthen Operational Safety



Process safety is a critical focus area, given the inherent risks associated with gas distribution and related infrastructure. Our safety practices go beyond routine activities to anticipate and mitigate risks. Critical equipment and systems are continuously monitored, and deviations from normal operating conditions are promptly investigated. Regular safety audits are an integral part of our process safety framework, with insights from audits and near-miss incidents used to strengthen procedures and controls.

— Oversight and Accountability in High-Risk Activities

Formal risk assessments are mandatory for high-risk activities, such as gas leaks, fires, or comparable hazards. They are performed either in the presence of the designated Area Emergency Officer (AEO), a supervisor, or a safety engineer, or conducted only after receiving the formal clearance.

Structured Approach to Identify and Manage Safety Hazards

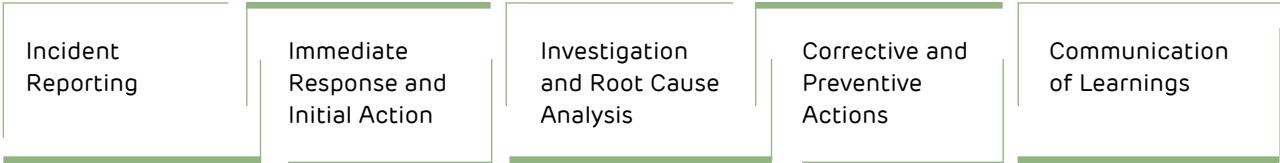
We recognise health and safety as a material sustainability risk. Effective management of occupational health and safety risks reduces the likelihood of serious incidents, regulatory non-compliance and reputational impacts, while strengthening workforce engagement and productivity.

The health and safety risks are systematically identified and managed using a range of structured tools reflecting our risk-prevention approach. These tools are integrated with Hazard Identification and Risk Assessment (HIRA) and Job Safety Analysis (JSA) processes to ensure risks are consistently identified, evaluated and controlled at every level. Routine inspections, surveillance, and reporting ensure hazards are tracked, risks are mitigated, and learnings are applied across the operations continuously.

Tools and Techniques to Identify and Manage Risks

Workforce Engagement	Vulnerability Safety Risks (VSR) Assessments Assess potential safety risks and vulnerabilities in the systems and operations at early stages, to enable proactive implementation of preventive measures
On-site Evaluations	Safety Risk Filed Audit (SRFA) - Involve comprehensive inspections and reviews of safety practices, equipment, and procedures to ensure regulatory compliance Safety Interactions - Active engagement between site teams and leaders to observe operations, identify hazards, and promote safe practices through continuous communication Site Supervision Yojana (SSY) - A structured, technology-enabled field safety oversight programme designed to strengthen on-ground supervision, enhance leadership visibility at worksites, and ensure consistent compliance with safety protocols across all GAs
Process-Level Analysis	Process Hazard Analysis (PHA) - Detailed evaluation of processes to identify potential hazards and deviations from design intent Hazard and Operability Study (HAZOP) - Cross-functional review of process diagrams to detect operability issues and prevent unsafe outcomes
Pre-operational Safety	Pre-Startup Safety Reviews (PSSR) - Thorough safety checks before initiating new or modified facilities to verify the preparedness of the equipment, procedures, and personnel Quantitative Risk Assessments (QRA) - Data-driven assessment of hazard likelihood and impacts for informed decision-making on risk mitigation

Incident Management



We maintain a transparent and structured framework for reporting and managing incidents, unsafe acts and near misses.

Incident Reporting

The Adani Group's SAFEX (Benchmarkdigital) digital platform empowers employees and contractors to report any health, safety, environment and property damage related incidents and hazards. The SAFEX platform enables reporting, investigation, action tracking, and closure of incidents in a structured manner.

Incident Investigation

All reported incidents are investigated duly, with root cause analysis (RCA) undertaken for significant incidents. Critical Vulnerable Factor (CVF) is deployed to track corrective and preventive actions, ensuring accountability and timely closure. The progress on CVF implementation is reviewed at the Adani Apex Group Safety Steering Council and Business Safety Council meetings.

Integration of Learnings

Emphasising continuous improvement and the prevention of recurrence, we share learnings from incidents with the organisation through safety alerts, training modules, videos, the "Learning from Incidents" booklet, and knowledge-sharing forums.

– We actively encourage workers to raise safety concerns and report hazards without fear. SAFEX digital platform allows reporting safety incidents and hazards anonymously. Additionally, a safety committee is in place to protect workers from reprisals when reporting incidents, hazards, risks, and improvement opportunities.



Dealers and ATGL employees at the launch of CNG Safety Handbook and awareness session

Emergency Preparedness and Response

Emergency preparedness is a critical component of our safety risk framework. We have implemented an Emergency Response and Disaster Management Plan (ERDMP) across all geographical areas, in line with the PNGRB requirements. The plan provides a structured approach to risk prevention, emergency response and recovery, safeguarding people, assets and communities. The plan is comprehensively reviewed and updated at a frequency as defined by the PNGRB regulations.

Our Emergency Response Framework

Comprehensive Planning

ATGL's ERDMP Framework outlines a structured, tiered emergency classification system (Level 1, Level 2 and Level 3) to ensure proportionate response, escalating from site-level containment to multiagency coordination involving fire services, police, district administration, SDRF and NDRF as required.

ATGL maintains a clearly-defined emergency organisation structure including Chief Incident Controller, Site Incident Controller, Area Emergency Officers, and Specialised Coordinators supported by detailed communication flows and an established Emergency Control Centre. The framework further incorporates pre-emergency planning through periodic mock drills, mutual aid partnerships, medical-readiness, and integration with district-level disaster management authorities. Additionally, ATGL's ERDMP mandates preventive planning, real-time information flow to control rooms, emergency mitigation and recovery procedures, evacuation planning, and comprehensive documentation of post incident learning. Together, these measures enable ATGL to ensure rapid, coordinated, and effective emergency preparedness and response across its operational footprint.

Technology-Enabled Preparedness

Emergency Response Management System (ERMS): ATGL has strengthened its organisational resilience through the deployment of a digital ERMS on the SOUL platform, enabling real-time reporting, tracking, and closure of emergency incidents across all Geographical Areas. The ERMS section on SOUL platform allows to register gas leaks, fires, and other emergency events, while providing GPS-based

patrolling, automated escalation workflows, and end-to-end monitoring by Area Emergency Officers, significantly reducing response time and enhancing regulatory compliance

Call Before You Dig (CBuD): Call Before You Dig (CBuD) mobile application serves as a preventive safety tool, offering communities, contractors, and utility partners a direct channel to notify ATGL prior to excavation activities. This helps prevent third-party damages, pipeline strikes, and associated safety risks, thereby reinforcing ATGL's commitment to proactive risk mitigation and public safety

Testing-Readiness through Mock Drills

Regular mock drills test the effectiveness of our emergency preparedness systems, enhancing response capability and inter-agency coordination. 150 mock drills were conducted during the year

Level 1 – Mock Drills

Frequency: Quarterly
Incidents that can be fully contained on-site with available resources

Level 2 – Mock Drills

Frequency: By Annually
Incidents with potential off-site impact, with support required from external agencies

Level 3 – Mock Drills

Frequency: Annually
Incidents with potential catastrophic off-site impact, managed under district authority



Business Partners doing Christmas Cake mixing

Ensuring Wellbeing of Employees and Workers

ATGL further enhances accessibility to healthcare through telemedicine consultations and online medical support, enabling timely medical attention irrespective of geographical constraints. Onsite wellbeing is strengthened through empanelled hospitals and medical support services, complemented by awareness and wellness programmes such as yoga sessions and health education drives. Together, these initiatives ensure that employees and Business Partners operating in remote areas receive continuous, reliable, and equitable health and wellbeing support aligned with ATGL's commitment to safe and responsible operations.

Ensuring Workers' Wellbeing at Remote Sites

ATGL extends its health, safety and wellbeing framework to the last mile, ensuring comprehensive protection for workers across remote and dispersed operational sites through structured wellbeing measures, intended to enhance their quality of life.

Read more in our Employees section on Pg. 172

Non-Occupational Healthcare for Workers

We extend the health and well-being support beyond the workplace by offering non-occupational benefits, including:

- Life insurance and compensatory packages to permanent employees and workers in the event of death
- Periodic health checkups
- Access to healthcare services through online platform, such as telemedicine consultation and yoga

Extending the Safety Boundary: Business Partners and Supply Chain Safety

Health and safety risks extend beyond our direct operations into the supply chain. To mitigate this, we integrate contractor and supply chain safety into the core Occupational Health and Safety (OHS) framework.

Lifecycle-Based Supply Chain Safety Framework



Strengthening Safety and Sustainability through SAMARTHAN 5.0

ATGL has strengthened the SAMARTHAN 5.0 framework, reinforcing its commitment to continuous improvement, EHS excellence, asset integrity and sustainable contractor practices. With the enhanced CAP categorisation system, we have introduced a new Gold Cap category as the highest level of EHS recognition for both Business Partners and Geographical Areas, followed by Purple, Green, Orange, and Red categories.

Promoting High-Performing and Responsible Partners

Business Partners achieving Gold, Purple, and Green Cap status are recognised as preferred partners, reflecting consistent adherence to safety standards and responsible operational practices.

To encourage sustained high performance, ATGL follows a structured and transparent work allocation mechanism. In cases where such partners do not qualify as L1 contractors:

- Preference is extended through the first right of refusal for new contracts
- Opportunity is provided to match auction outcomes during bidding
- 70% of the work scope is awarded to L1 contractors, while 30% is reserved for Purple and Green Cap partners under the SAMARTHAN assessment framework

This approach enables balanced business distribution while actively incentivising

partners who demonstrate strong safety culture and sustainability commitment.

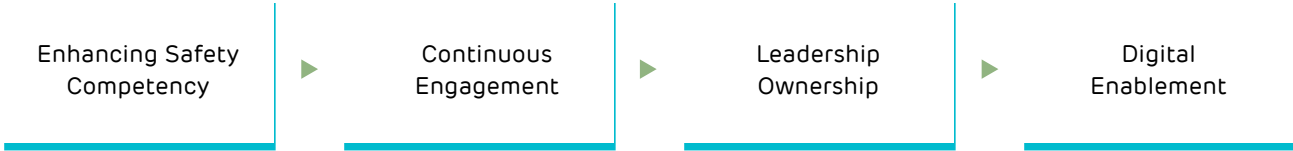
Driving Accountability and Risk Mitigation

The Red Cap classification highlights critical safety and compliance gaps. Business Partners receiving two consecutive Red Cap ratings are removed from the system, reflecting ATGL's zero-tolerance stance to repeated non-performance. This approach strengthens governance, mitigates operational risks, and reaffirms our commitment to protecting people, assets, and the environment.

Strengthening the Safety Culture

From Compliance to Collective Ownership

Safety Culture Framework



Sustaining safety performance requires continuous investment in people and culture. At ATGL, our safety culture is shaped by how people think, act and decide in their everyday operations. We move beyond procedural compliance by empowering our workforce, encouraging dialogue and reinforcing safe behaviours through leadership presence and technology integration.

Capability as a Cultural Anchor

At ATGL, we have institutionalised a structured training and competency development framework, based on training needs identification (TNI) and operational risk profiling, to ensure employees and business partners are equipped to handle role-specific risks.

- A mandatory learning programme for all individuals covering safety induction, refresher sessions, and annual safety programmes
- Risk-based and role-specific training for different skill groups
- Role-based Safety Technical and Operational Competency (STOC) training, covering critical HSE procedures, is mandatory for all business partner's employees who are engaged in Projects, Operation and Maintenance (O&M) activities across PNG, CNG, Steel, AEO, etc.
- Periodic review of training effectiveness to support continuous improvement

Clear Accountabilities for Safe Performance

Defined roles across the organisation ensure safety responsibilities are well-understood and consistently applied.

- Process owners and Management/HR functions identify competencies for personnel whose activities influence QHSE performance and compliance
- The GA Head ensures personnel can safely perform tasks and identify hazards through appropriate education, training and experience
- The HSE function delivers focused safety and environmental training to employees and the contractor workforce

Engagement That Influences
Everyday Behaviour

At ATGL, we meaningfully engage with the workforce to transform safety into a personal value.

- Induction programmes, trainings and regular interactions aligned with ATGL's vision, mission and safety expectations
- Workforce needs and feedback are considered to strengthen QHSE management
- Celebration of National Safety Week and Road Safety Month, Environment Day, Fire Service week
- Positive behaviours are reinforced through appreciation, rewards and recognition

Visible Leadership
on Ground

Our leaders build trust, accountability and shared responsibility for safety by engaging with teams at the site, influencing safe behaviours.

- **Boots on Ground:** Regular site visits, safety tours and field audits by managers, engineers and EICs
- **Site Supervision Yojana:** Regular site visits by employees and senior leadership to ensure safety, quality, and productivity
- **Suraksha Samwaad:** Direct safety conversations between leaders and site teams
- **Safety Walks:** Involves leaders in demonstrating desired safety behaviours

Digital Enablement for
Safer Operations

We leverage advanced digital tools and platforms to ensure safety in our daily operations, improve oversight and enable proactive risk management.

- **Permit-to-Work (ePTW) mobile app:** Digitised mechanism to monitor compliance with permit-to-work procedures and enhance focus on high-risk jobs
- **Driver Management System (DMS):** AI-based video cameras in cascade vehicles carrying hazardous goods, to improve driver behaviour towards safety
- **Logistic Control Centre (LCC):** Enables centralised oversight of fleet movement and emergency response for safer logistics
- **Site Supervision Yojana (SSY) Mobile App:** Encourages more boots on ground and monitors employees' site visits for enhancing HSE practices
- **Supervisory Control and Data Acquisition (SCADA):** Real-time surveillance and monitoring of networks and operations to detect anomalies early

Business Partners and
Third-Party Safety

Our safety protocols and practices extend beyond our workforce, ensuring the safety of our contractors and third parties. Our key initiatives for them include:

- **Samarthan Programme:** A capability Building programme to enhance contractor competency through structured performance evaluation and safety training
- **Self-assessment Checklist:** Empowers contract workers to evaluate themselves on safety parameters

Ensuring Asset Integrity

- **Dial Before You Dig (CBuD):** A safety helpline not just for employees, but also for Business Partners, communities and all others to contact ATGL before digging, to prevent excavation-related risks, such as gas leaks, fires, and damage to pipelines
- **Indradhanush:** Enables benchmarking of GA-wide asset performance against industry KPIs and informs improvement plans for asset health

Major Safety Highlights of the Year

Model GA Programme –
Faridabad

Launched a Model GA Pilot at Faridabad, Palwal, Tirupur GA establishing demonstrable benchmarks in emergency preparedness, PTW compliance, training performance, safety adherence, hazard reporting, and SSY excellence.

Digital Safety Transformation
& Governance Enhancements

- Achieved full scale **digital integration of ePermit-to-Work (ePTW) workflows** across operating GAs, incorporating authorisation flows, EV/Biogas business integration, common contractor credentials, and enhanced safety compliance
- **Embedded Gensuite - SSY integration**, enabling real-time hazard reporting, near-miss capture, audit closure tracking,

and site-level leadership supervision insights

- Introduced structured **LSSR (Life Saving & Safety Rules) Campaigns**, reinforcing behavioural compliance and frontline awareness through toolbox interactions and digital learning elements

Enhanced Emergency
Preparedness & Multi-Agency
Readiness

- Conducted 51 Level-2 and 16 Level-3 Emergency Mock Drills, including multi-agency drills involving district authorities, fire services, and police as per the Emergency Organogram
- Strengthened mutual aid collaboration frameworks, ensuring cross-GA support at various GAs, equipment mobilisation, and coordinated response-readiness

Competency Building &
Advanced Technical Training

- Delivered Defensive Driving Training (DDT) at all GAs to strengthen safe-fleet operations and reduce transport-related risks
- Conducted Work-at-Height (WAH) training with emphasis on harness systems, fall-arrest procedures, and equipment inspection
- Delivered Cable Locator Training and STOC Training, strengthening underground utility management, excavation safety, and frontline behavioural safety coaching
- Expanded First Aid & Emergency Medical Response programmes including CPR, AED usage, triage, and trauma care

Safety Training Footprint in FY 2025-26

47,609

— Manhours of safety training conducted

5,012

— Manhours for employees

42,597

— Manhours for contractors and business partners

Progress Against Key Metrics and KPIs Particulars

Particulars	FY 2024-25		FY 2025-26	
	E	W	E	W
Fatalities	0	0	0	0
LTI (Lost Time Injury)	0	6	0	4
LTIFR (Lost Time Injury Frequency Rate)	0	0.50	0	0.36
High-consequence work-related injury	0	0	0	0
Total recordable work-related injuries	0	7	1	5
TRCFR (Total Recordable Case Frequency Rate)	0	0.58	0.86	0.54
Near Miss + High Potential Near Miss (Numbers)	Total: 406		Total: 1,610	

Notes:

'E' denotes Employees and 'W' denotes Workers in the above table

LTIFR calculation: (Total LTI*1,000,000)/Total Manhours at ATGL

TRCFR calculation: (Total Recordable cases*1,000,000)/Total Manhours at ATGL

Work-related ill-health hazards that occurred on the ATGL sites during FY 2025-26: Zero

➔ Read more in BRSR-P3 on Pg. 376

Social: Corporate Social Responsibility

Creating Shared Value for Communities

We engage deeply with our communities to understand their evolving aspirations and co-create solutions that deliver long-term value. In collaboration with the Adani Foundation, we are committed to empowering marginalised communities and shaping a brighter future for them. Rooted in the Adani Group's philosophy of 'Growth with Goodness' and guided by the ethos of Seva - selfless service, we undertake purposeful actions that reinforce our social licence to operate and grow.

Key Linkages

Material Topics

- M2

Climate Change, Adaptation and Mitigation
- M10

Community Relations
- M14

Human Rights
- M22

Grievance Redressal Mechanisms

SDGs



Capitals

- Social and Relationship Capital

Key Risks

- R8

Reputational Risk

Strategic Priorities

- S4

Responsible Corporate Citizenship

CSR Philosophy of the Adani Group of Entities

At the heart of the Adani Group's approach to CSR lies Seva, the ethos of selfless service. Seva is the guiding emotion that shapes our social interventions and reflects our deep commitment to nation-building, sustainability, and community empowerment, aligned with the Group's overarching philosophy of 'Growth with Goodness'. It is about laying the foundation for a future defined by inclusion, equity, dignity and opportunities. Our CSR efforts extend beyond addressing immediate needs to creating pathways for multifaceted growth and development, ensuring that individuals and communities are equipped to drive their own futures.

A primary feature of the Group's CSR strategy is its focus on sustainable empowerment. With this belief, the Adani Foundation designs programmes with a long-term perspective, ensuring sustainable and long-term empowerment of community.



A primary feature of the Group's CSR strategy is its focus on sustainable empowerment.

Core Tenets Guiding Our CSR Approach



Leave No
One Behind



Enabling
Dreams and
Aspirations



Sustainable
and Long-Term
Empowerment

About The Adani Foundation-
Seva Since 1996

We implement our CSR initiatives through the Adani Foundation, the social welfare and development arm of the Adani Group, established in 1996. For nearly three decades, the Foundation has served as a catalyst for inclusive and sustainable development, translating the Adani Group's purpose and philosophy into meaningful, on-ground action across India. It continues to walk alongside communities – listening, learning, and partnering to create pathways for opportunity, resilience, and shared progress.

The Foundation works across geographies with a life-cycle approach and inclusive framework to enable change where it matters the most. Currently operating in 7,247 villages & Urban wards across 22 states, positively impacting 13.3 million lives. Its interventions span critical development areas, including education, health and nutrition, sustainable livelihoods, climate action, and community development, with a strong focus on children, women, youth, and marginalised population. The strategies of the Foundation are aligned with national priorities and Sustainable Development Goals (SDGs), ensuring that its initiatives contribute to nation-building and holistic development.

Read more about the Adani Foundation here
<https://www.adanifoundation.org/>

Vision

To accomplish a passionate commitment to social obligations towards communities, fostering sustainable and integrated development, thus improving quality of life.

Mission

To play the role of a facilitator for the benefit of the people without distinction of caste or community, sector, religion, class or creed, in the fields of education, community health, and promotion of social and economic welfare and upliftment of the people in general.

Our CSR Impact

Total CSR Spend

(₹ crore)

FY26	17.00
FY25	15.50

9.67%

Increase in CSR spending as compared to the previous year

Expanding
Our Community
Impact

CSR Target FY 2026-27

Health outreach 20 lakhs

Education 1,250+ Adani & Utthan schools; 2.06 lakh students; 2.00 lakh students through other education programmes

Sustainable Livelihoods: 1.22 lakh women; 40,000 farmers; 12,000+ youths

Climate Action: 73+ crore litres additional water storage capacity; 2.00 lakh plantation

Community Development: 55 Adani Samrudhh Gram

Total Lives Touched

(numbers)

FY26	1,17,416
FY25	1,42,964

Strategic Approach to
Promoting Self-Reliance and
Lasting Empowerment

The Adani Foundation's CSR approach is closely aligned with the Sustainable Development Goals (SDGs), addressing national priorities such as poverty reduction, livelihoods, human rights, and indigenous rights. Its bottom-up, community-driven model operates through village-level institutes, ensuring participation from local leaders, civil society, experts, and marginalised groups, and is supported by an integrated grievance redressal system.

The Foundation prioritises inclusiveness, focusing on vulnerable communities including fisherfolk, tribal groups, children and women. Flagship initiatives like SuPoshan enhance women's nutrition, social status, and incomes through dairy livelihood cooperatives and self-help groups. Environmental sustainability is ensured through green cover restoration, water conservation projects such as pond deepening and rainwater harvesting, and localised groundwater mitigation efforts across.

Biodiversity conservation is another focus area, with initiatives designed around the protection of coastal and terrestrial ecosystems across industrial sites. The Foundation also demonstrated empathy during crises, such as floods, cyclones, and the COVID-19 pandemic, through relief efforts and volunteer engagement. Collaboration with government bodies and civil society organisations strengthens programmes such as Utthan and Swabhiman. Across all initiatives, our priority remains on generating meaningful impact and enhancing the overall well-being of communities.

Target Communities

The target communities consist of populations – children from low-income families living in urban area of Ahmedabad. The primary target groups are **school-going children, women, and the elderly** who face persistent challenges such as **restricted access to education, healthcare and basic infrastructure**.

Strategy to Strengthen
Community Relationships and
Social Licence to Operate

The entity follows a participatory, community-centric model, building trust through regular household visits, need-based assessments, and partnerships with education department, urban development authority and community organisations. A consistent on-ground presence, transparent communication, and grievance mechanisms strengthen inclusion and accountability. Development initiatives – such as health, education, and climate action – are designed around local priorities, ensuring community ownership and reinforcing the entity's role as a long-term development partner.

Creating Systematic Impact
and Expanding Grassroots
Opportunities

The entity promotes inclusive community development through free education to children from low-income group, and healthcare support for clear vision. Students passing out from the education institute – Adani Vidya Mandir has long-lasting impact on families lifted through education, first-generation professional breaking cycles of poverty, pursuing higher education with purpose. Eye screening of driver and defensive driving training significantly reduces the likelihood

of collisions by teaching drivers to anticipate hazards, maintain safe distances, and respond quickly to road risks. Eye screening of school-going students resulted in early detection of vision problems. This indicates similar benefits for **women and elderly groups**, where refractive errors are also highly prevalent and correctable with appropriate eyewear.

Community Risk
Management

Key community risks in target community include limited education, healthcare access. These risks are integrated into the **Enterprise Risk Assessment Process** through regular social risk assessments, stakeholder feedback, and site-level risk registers. Risks are categorised by severity, likelihood, community and operational impact. Baseline studies, consultations, and periodic reviews ensure systematic identification and monitoring of community risks alongside operational and environmental risks for comprehensive oversight.

Mitigation Approach,
Monitoring and Review
Mechanism

Community risks are mitigated through targeted interventions in education, healthcare. Low education and healthcare challenges are addressed through enrolment of students in Adani Vidya Mandir, eye screening camps, awareness and providing appropriate spectacles. Livelihood vulnerabilities are reduced by providing free education, Defensive Drivers Training programme. Environmental risks are managed through green belt development, continuous monitoring, and compliance with statutory norms. Water and climate risks are mitigated through

rainwater harvesting, conservation structures, and efficient water-use practices. All interventions are monitored through defined indicators, field reviews, beneficiary feedback, audits, impact assessments, and third-party evaluations, ensuring adaptive and responsive management.

Investments in Risk Management and Mitigation

- Sustained investments are made in education, healthcare infrastructure support, environmental safeguards, and community capacity-building initiatives to ensure long-term risk mitigation and resilience

- Focused investments are made in running free education in Adani Vidya Mandir, healthcare access, Defensive Driver Training to enhance community resilience and reduce long-term risks

CSR Spend and Impact as per Focus Areas

CSR Thematic Areas	Core Objective	CSR Spend (₹ crore)	Lives Impacted	Contribution to UNSDGs
Education	Education is a powerful catalyst for social transformation and a fundamental right that the Adani Foundation champions by making quality learning accessible and aspirational	5.75	996	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 6 CLEAN WATER AND SANITATION
Health & Nutrition	By focusing on both preventive and curative solutions – from early intervention for non-communicable diseases to holistic nutrition support – the Foundation’s healthcare ecosystem is improving the well-being of India’s most vulnerable populations	7.91	24,053	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES
Community Development	The Adani Foundation is dedicated to fostering thriving, self-reliant communities across India, driving holistic development rooted in inclusion, dignity, and partnership. Through a comprehensive strategy, the Foundation aims to raise the quality of life, enhance human potential, and bolster economic growth via sustainable interventions.	2.23	1,097	3 GOOD HEALTH AND WELL-BEING 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 15 LIFE ON LAND
Climate Action	Adani Foundation is pioneering a forward-thinking blueprint for community-led climate resilience. By integrating water stewardship, biodiversity preservation, and renewable energy adoption, the Foundation addresses urgent ecological challenges while laying the groundwork for thriving, self-reliant communities.	1.11	856 Saplings	4 QUALITY EDUCATION 6 CLEAN WATER AND SANITATION 7 AFRORDABLE AND CLEAN ENERGY 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION 15 LIFE ON LAND 17 PARTNERSHIPS FOR THE GOALS



Voluntary food distribution by Adani Vidya Mandir, Ahmedabad (AVMA) students

CSR Governance and Accountability

Our CSR policy forms the foundation of our community development efforts. This policy provides a structured framework to plan, execute, and monitor social responsibility initiatives in line with regulatory requirements. Guided by this policy, our CSR strategy focusses on addressing the real needs and priorities of local communities.

- CSR Policy and the focal points of the policy
- We have Board-level CSR Committee which drive the CSR infinitives/projects & its governance across all levels. The committee reviews the progress of the implementation of CSR activity and gives directions for effective implementation
- Roles and responsibilities at each level e.g., strategic guidance & oversight, approval of annual action plan, resource allocation, internal review of the programmes, presentation to the top-level authorities
- Frequency: Periodically
- Access link for latest impact assessment report for public viewing

Participatory Approach for CSR Implementation

Our CSR implementation follows a participatory approach, driven by continuous engagement with communities and stakeholders across our operations. We proactively identify and engage peripheral communities to foster meaningful dialogue and participation. Structured engagement and consultation processes enable communities to share their perspectives on operational and project-related risks, environmental and social impacts, and potential mitigation measures. These insights are systematically integrated into project planning and decision-making, ensuring alignment with evolving community needs.

Robust grievance redressal and reporting mechanisms are in place to address concerns promptly, strengthening trust and transparency throughout the process. By prioritising

listening, partnership, and shared decision-making, we deliver meaningful project outcomes that support sustainable development of communities.

The target communities were identified through a combination of socio-economic profiling, geographic vulnerability assessment, and an understanding of local livelihood patterns. The target groups were selected based on:

- **Rural and socio-economic vulnerability:** Households with limited income sources and reliance on single source of livelihoods
- **Social inclusivity needs:** Women-led households, youth, and persons with disabilities (Divyangjan) requiring enhanced access to opportunities
- **Geographic proximity to development corridors:** Economically vulnerable households living near gas stations

- **Socially and geographically marginalised groups:** Community located in urban, with poor access to basic services

- **Economic vulnerability:** Children, families, and drivers with limited income diversification opportunities

Feedback:

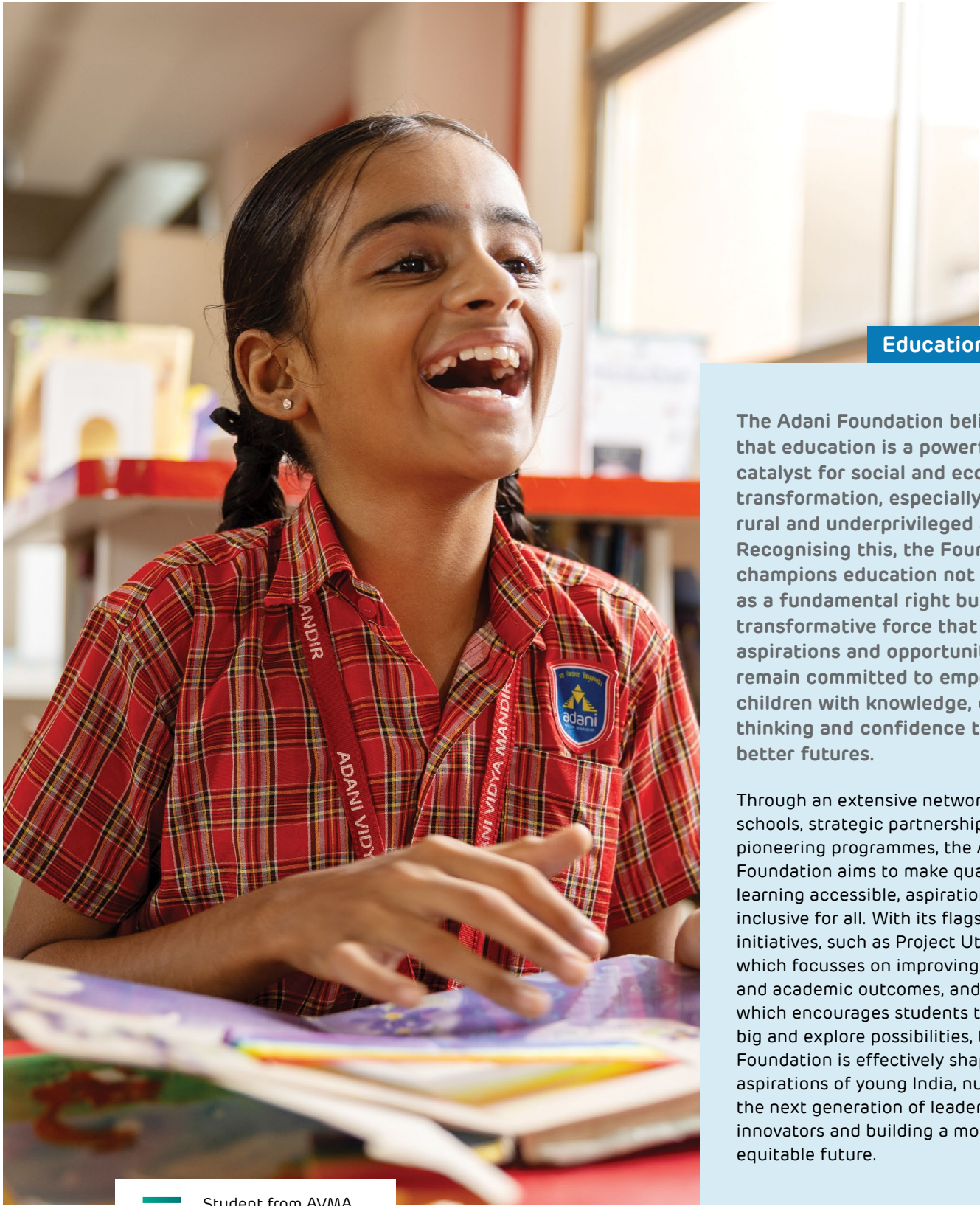
Across all stages, feedback is captured systematically through regular visits to household visits, parent-teachers meeting, interaction with community leaders & local committees, monitoring tools, and evaluation platforms. This feedback is continuously analysed and integrated to **refine strategies, realign resources, and strengthen interventions**, ensuring that the programme remains dynamic, community-driven, and responsive to changing needs.

Stakeholder Consultation and Engagement

Phase of the Programme Lifecycle	Stakeholder Involved Purpose and Process of Consultation and Engagement
Identification of primary stakeholders	Identify and consult with key stakeholders for CSR projects such as local community members, NGOs, government officials Gather and document their feedback, concerns and expectations
Need identification and assessment	1. Gather and document their feedback, concerns and expectations 2. Conduct participatory need assessment with rural communities, identifying and prioritising their needs
Program Planning & Implementation	1. Develop detailed program plan catering to the community needs: Outline activities, milestones, timelines and responsible parties 2. Allocate budget and manpower for project execution: Incorporate feedback from affected communities into operational and project decision-making
Monitoring and evaluation	1. Execute project in partnership with stakeholders adhering to the project plan 2. Keep communities informed of the project progress, seeking their inputs
Impact assessment	1. Close monitoring of the project against the timelines 2. Conduct Impact Assessment to evaluate impact on communities 3. Seek feedback from affected communities: Deploy findings from monitoring and evaluation and community feedback to enhance project effectiveness

Note: The narrative will be linked to the BRSR for information on community grievance redressal.

Major CSR Interventions



Education

The Adani Foundation believes that education is a powerful catalyst for social and economic transformation, especially in rural and underprivileged areas. Recognising this, the Foundation champions education not only as a fundamental right but as a transformative force that fuels aspirations and opportunities. We remain committed to empowering children with knowledge, critical thinking and confidence to build better futures.

Through an extensive network of 43 schools, strategic partnerships, and pioneering programmes, the Adani Foundation aims to make quality learning accessible, aspirational, and inclusive for all. With its flagship initiatives, such as Project Utthan, which focusses on improving learning and academic outcomes, and Udaan, which encourages students to dream big and explore possibilities, the Foundation is effectively shaping the aspirations of young India, nurturing the next generation of leaders and innovators and building a more equitable future.

Student from AVMA

Adani Vidya Mandir, Ahmedabad

A Place to Learn; A Space to Grow

Adani Vidya Mandir Ahmedabad (AVMA) continues to uphold its founding belief that education is the most powerful means to transform not just a child, but an entire family and future generation.

- Established in 2008 with a mission to empower children from humble homes
- Provides 100% free, high-quality CBSE education to the admitted students
- Rooted in the philosophy: "Educate One Child. Empower One Family"
- Focus on values, dignity, and opportunity, not just academics
- Ensures continuity of support for 9 formative years

- Creates a safe, nurturing space where children discover confidence and self-worth

Education as a Catalyst for Inclusive Growth and Nation-Building

AVMA is built on the belief that continuity, not charity, creates transformation. By supporting children from underserved communities for ten uninterrupted years and beyond, the school ensures dignity, aspiration, and upward mobility for entire families.

Scale and Impact

Beyond numbers, the school's journey is reflected in lives changed and aspirations rebuilt:

- 2,100+ students educated, many being the first learners in their families

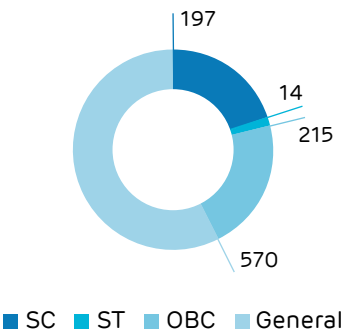
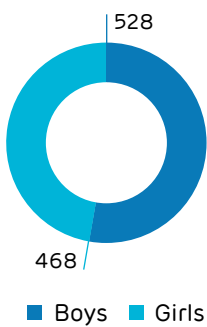
- 8,000+ lives impacted, including families lifted through education
- 100% first-generation professionals, breaking cycles of poverty
- 553 alumni pursuing higher education with confidence and purpose
- 207 alumni employed, supporting their families with dignity
- Each student represents a family's hope turning into reality
- The "one child per family" approach ensures wider social reach and fairness

Key Highlights FY 2025-26

996

Students enrolled in AVMA

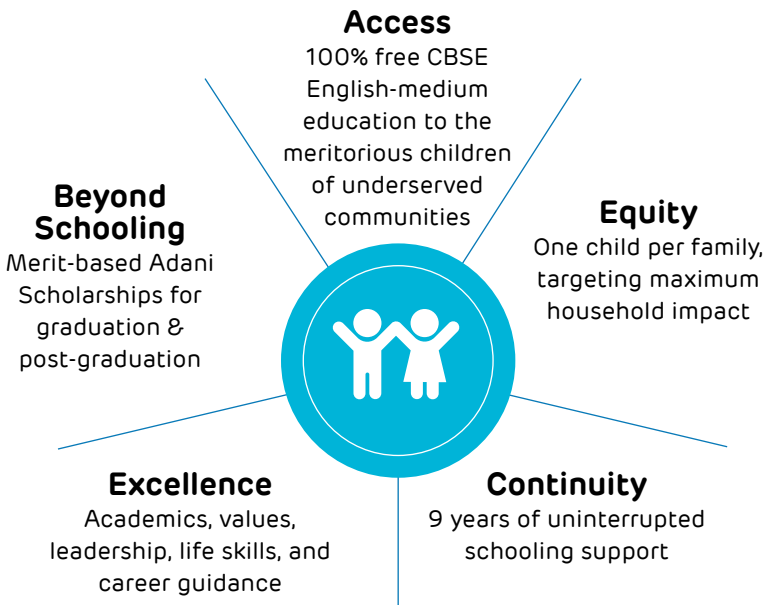
Students



996
Total

132
Single-parent households

Core Model



Academic Commitment

The school's academic success is not just about marks, but about building belief in children who once doubted their own potential.

- 100% Pass Rate** | Consistently across all board examinations
- Class XII:** Highest Score – **97.6%** (2024-25)
- Class X:** Highest Score – **97.8%**
- Strong culture of effort, discipline, and teacher support
- Special focus on individual attention and bridging learning gaps
- Classrooms encourage curiosity, questioning, and understanding
- Students are guided to believe: "I can; I can become"



ATGL Leadership with Adani Vidya Mandir students

Research, Creativity and Expression

AVMA children are not just learners; they are thinkers, creators, and contributors.

- 30+ research papers published in international journals
- Students exploring real-world themes: health, environment, technology, society
- Participation in international academic conferences
- 200+ books written by students, expressing their thoughts and experiences
- Research and writing are helping students find their voice and confidence
- A proud moment: students presenting research inspired by Ramanujan's legacy

Exposure and Expanding Horizons

For many students, AVMA opens doors to a world they had never imagined.

- Students selected for fully funded international programmes
- Exposure across Japan, Brazil, China, Croatia, and Canada
- Many travelled abroad for the first time in their lives

- Participation in global forums, interacting with peers across cultures
- Builds confidence, awareness, and aspiration beyond boundaries

Recognition and Credibility

The recognition received is a reflection of consistent effort, integrity, and impact.

- 25+ national and 4 international awards
- Ranked among Top Schools in India for Social Impact and Philanthropy
- Highest NABET score in India (232/250)
- Featured among Top 50 Inclusive Schools in the world

Character, Responsibility and Innovation

The school strives to nurture responsible individuals who care for society and the environment.

- Students leading innovation projects solving real-life problems
- Climate initiatives including 25,000+ saplings and eco-clubs
- Kitchen garden and hands-on activities building respect for nature

- SEL programmes nurturing empathy, teamwork, and emotional strength
- Students growing as responsible citizens, not just successful individuals

Teachers – The Core Strength

At the heart of AVMA are committed teachers who go beyond teaching to mentoring and shaping lives.

- Teachers act as guides, mentors, and role models
- Continuous training and exposure to global best practices
- Recognised at national and international platforms
- Deep belief in every child's potential
- A culture of care, patience, and dedication defines the school

Value Creation & Social Return

- Long-term educational continuity
- Near-zero dropout risk
- High employability and income progression
- Creation of first-generation professionals
- Intergenerational social mobility
- Strong alignment with All SDG's

Socio-Economic Transformation

AVMA's model delivers measurable Social Return on Investment (SROI). Students from low-income families secure professional roles across diverse sectors, including technology & global IT, banking & public sector, research & innovation, legal & corporate, engineering, cybersecurity, hospitality, and public services, among others.

Our Students Have Gained Significant Accolades and Experiences Across National Platforms:

- 6 students selected for the IIRS-ISRO Programme, Dehradun
- 2 students selected for Changemakers 2.0 at IIT Delhi
- 1 student selected for IISER-Bhopal
- 27 students participated in the School Connect Programme with IIT Madras
- 630 students took part in Technothlon by IIT Guwahati
- Yug Prajapati (Class XI) was selected in the Physical Research Laboratory (PRL), Ahmedabad National Talent Hunt, where he will undertake a one-month research programme under PRL professors on Number Theory (p-adic numbers) & Cryptography under Mathematics

- Three AVMA students presented and pitched a research paper on Biothermocool at the Climate Conference, IIT Gandhinagar. AVMA was the only school to pitch for a research paper among all colleges from across the nation

Research & Publications in Various International Journal

FY26		15
FY25		9
FY24		5

Notable Recognitions

- AVMA achieved an impressive score of 232 out of 250 in NABET accreditation, awarded by the National Accreditation Board for Education and Training (NABET) under the Quality Council of India (QCI), placing it among the top-rated schools in the country
- AVMA was ranked among India's Top 2 Schools for the Community Social Impact Award 2025 at the Education World Grand Jury India School Rankings
- AVMA was recognised as one of the Top 3 Philanthropic Schools in India at the Education World Awards 2025, while securing the Rank 1 position in Gujarat and Ahmedabad
- AVMA received recognition at the World Inclusion Congress 2025 in Almaty, Kazakhstan, reaffirming its commitment to fostering an environment where every child feels valued, heard, mentored, and empowered
- AVMA was featured among the '50 Inclusive Schools of the World' in a special publication by the International Forum of Inclusion Practitioners (IFIP), a remarkable recognition
- AVMA ranked 3rd nationally at the CANVA National Participation Award for highest student participation
- Ms Shahina Shaikh, a dedicated teacher of AVMA, featured among the Top Teacher Champions (CANVA Education)

Alumni Footprint: Higher Education, Careers, and Global Presence

Category	Details
Higher Education & Employment	553+ in higher education; 200+ employed across sectors
Alumni Abroad	58 alumni studying internationally
Top Countries	Canada (54%), USA (17%), Australia (10%)
Other Countries	UK, Russia, UAE, Germany, New Zealand, Ethiopia, Malta
Engineering & Technology	273 alumni (largest segment)
Business & Commerce	167 alumni
Medicine & Healthcare	77 alumni, including doctors and medical professionals
Professional Courses	57 in CA / CS / CFA
Adani Group Presence	10 Alumni working across various companies within the Adani Group
Emerging Fields	Hospitality, Arts & Design, Law, Liberal Arts
Career Stage	Mix of higher education and early employment
Impact	Globally exposed, socially responsible alumni network

Adani Vidya Mandir Ahmedabad is not just school, it is a mission of hope, dignity, and opportunity.



Cultural Programme at AVMA

STORY OF CHANGE
ACTION ON GROUND

AVMA to IIM: Vatsal's Journey of
Grit and Glory

Born to a diamond cutter in Ahmedabad, Vatsal Gupta grew up with limited means but big dreams. He joined Adani Vidya Mandir in Class 3, where he found belief, guidance, and purpose. With quiet determination, he excelled in academics, completed his BBA, and chased an ambitious dream to

secure admission to the Indian Institute of Management (IIMs).

He scored an outstanding 99.51 percentile in CAT, 100 percentile in CMAT (Logical Reasoning), earning admission to IIM Rohtak. Adani Vidya Mandir remains committed to supporting through a scholarship and mentorship, standing by him as with every AVMA student, as they rise with confidence and passion.

Alumni Connect

Adani Sangam:

Connect | Grow | Inspire
<https://edusecure.org/sangam/alumni/home/index.aspx>

Adani Sangam, the official alumni portal of Adani Foundation Schools, was launched during the Adani Schools Principals' Meet 2025, held from October 30 to November 1 in Ahmedabad.

This dynamic platform brings together alumni from across all Adani schools, creating a vibrant community that connects, engages, and celebrates shared experiences. Adani Sangam enables alumni to stay updated on school initiatives, reconnect with peers and mentors, share their success stories, and contribute to programmes that inspire the next generation of learners. Key features include personalised

profiles, alumni networking, event updates, volunteering opportunities, mentorship spaces, and career support.

Serving as a bridge between the past and the present, Adani Sangam strengthens lifelong relationships and fosters professional and personal growth. It embodies the spirit of belonging, collaboration, and giving back, celebrating every alumnus as a changemaker and role model for future generations.

STORY OF CHANGE
ACTION ON GROUND

From Modest Beginnings to Remarkable
Milestones

In 2011, a quiet yet determined boy, Siddharth Bhuvra, joined Adani Vidya Mandir, Ahmedabad (AVMA) as a Class 3 student. A decade later, he secured an All-India Rank (AIR) 171 in JEE Advanced (AIR 10 in the EWS category) and earned admission to IIT Bombay's Computer Science programme, one of the most competitive courses in the country. Today, he is working with a leading technology firm in Bengaluru, earning a top-tier international package, while preparing to pursue a global master's degree.

Behind his success stands Adani Vidya Mandir, Ahmedabad, not merely as a school, but as a strong support system that nurtured his potential. AVMA believed in Siddharth, mentored him, celebrated his milestones, and stood by him at every stage. From hosting his parents as guests of honour, to supporting his JEE preparation, AVMA helped turn his dreams into direction and potential into purpose. Siddharth now aspires to build technology that transforms lives. His journey is nothing short of extraordinary; he is AVMA's pride, a role model, and a promise fulfilled.



Health and Nutrition

In rural and remote areas, where distance and limited infrastructure restrict access to essential healthcare, the Adani Foundation is bridging critical gaps by reaching the unreached and strengthening local health systems. Our mobile healthcare units, multi-speciality health camps, and rural clinics are vital in ensuring access to primary care to underserved and elderly people with limited mobility. By focusing on both preventive and curative approaches, the Foundation's healthcare ecosystem is improving the well-being of India's most vulnerable populations.

Our SuPoshan initiative is instrumental in mitigating malnutrition and anaemia among children, adolescent girls, and women of reproductive age. The project empowers village-level volunteers, SuPoshan Sanginis, who serve as catalysts for behavioural change by monitoring health, providing nutritional counselling, and facilitating life-saving medical treatment.

Eye Check-up camp for students

Adani Eye Care Programme

As per the World Health Organisation (WHO), visual impairment affects 314 million people globally, including 45 million who are blind, despite over 80% of cases being preventable or treatable. Nearly 90% of those affected reside in the low- and middle-income

countries, where access to eye care remains out of reach. Launched in August 2024, the Adani Foundation's Vision Care Programme aims to address this gap by providing eye screenings, primary eye-care services, and awareness on eye health to the school-going children, women, the elderly, and

truck drivers. The initiative focusses on early detection and prevention of vision problems. Eyeglasses are also provided to the beneficiaries requiring corrective vision support. Through this programme, the Adani Foundation reaffirms its commitment to preventive eye care, improving overall health and well-being.

Key Highlights FY 2025-26

24,053

— Screening conducted across 8 states and 23 locations

23,000

— Children screened

1,053

— Drivers screened

3,030

— Eyeglasses provided (10.5% children and 65% drivers)

231

— Referrals made for further treatment

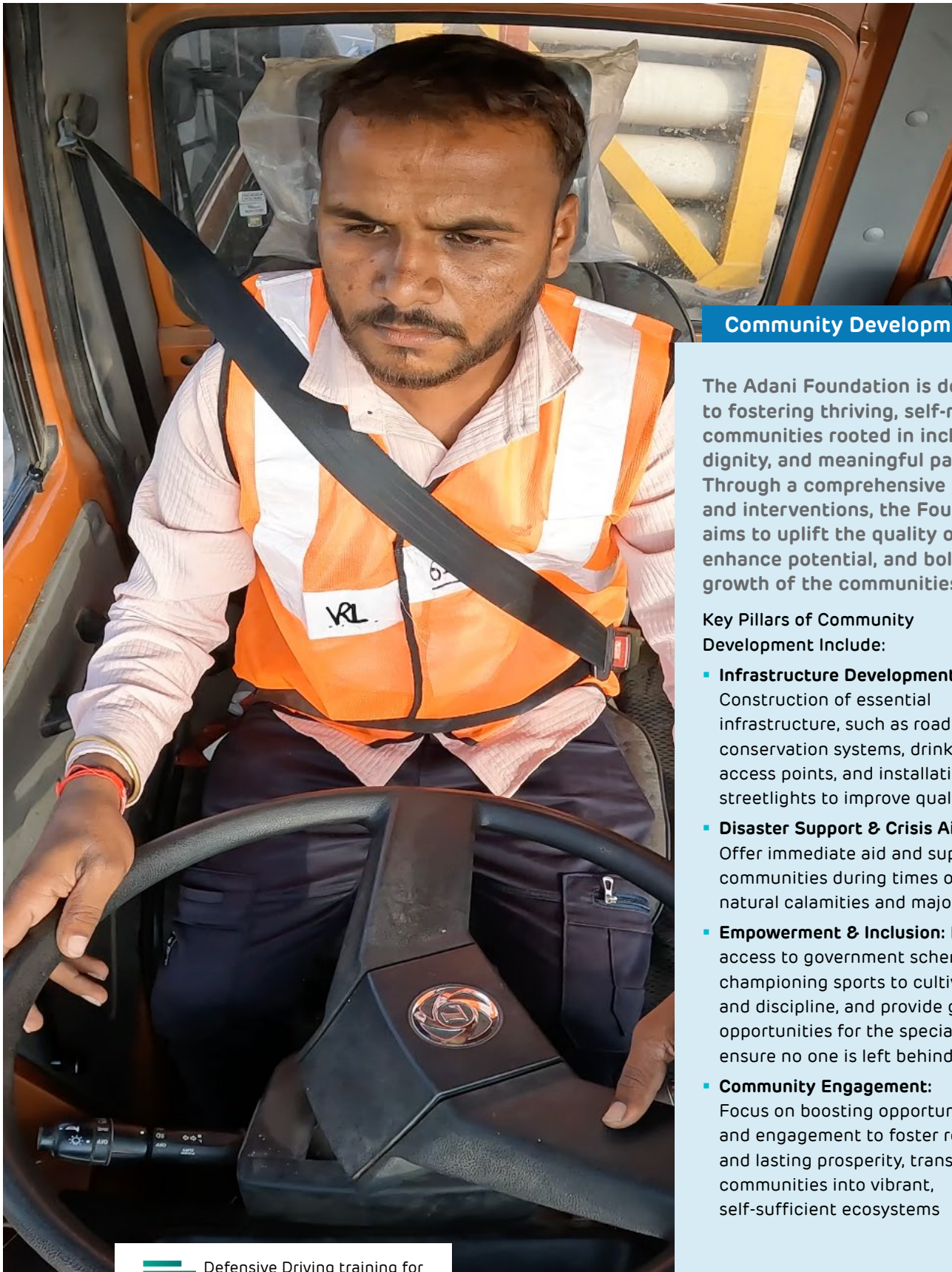
STORY OF CHANGE
ACTION ON GROUND

Restoring Vision and Confidence of a Commercial Driver

For Shree Kant Kumar, a 46-year-old commercial driver, declining vision had begun to affect both his work and daily life. Routine tasks such as reading documents, checking messages, and reviewing vehicle paperwork became increasingly difficult, reducing his efficiency and confidence.

During a vision screening conducted under the Adani Foundation's Vision Care Programme, Shree Kant underwent a detailed eye assessment, which identified the need for corrective eyeglasses. He was provided with prescription glasses as per his requirements.

The impact was immediate and transformative. With improved near vision, Shree Kant can now read clearly, handle documentation effortlessly, and perform daily tasks with greater ease and comfort. This intervention not only enhanced his functional ability but also contributed to safer driving practices and boosted overall confidence. Today, Shree Kant Kumar enjoys a better quality of life, professionally and personally, owing to restored vision and independence.



Community Development

The Adani Foundation is dedicated to fostering thriving, self-reliant communities rooted in inclusion, dignity, and meaningful partnership. Through a comprehensive strategy and interventions, the Foundation aims to uplift the quality of life, enhance potential, and bolster the growth of the communities.

Key Pillars of Community Development Include:

- **Infrastructure Development:** Construction of essential infrastructure, such as roads, water conservation systems, drinking water access points, and installation of streetlights to improve quality of life
- **Disaster Support & Crisis Aid:** Offer immediate aid and support to communities during times of crisis, natural calamities and major accidents
- **Empowerment & Inclusion:** Facilitate access to government schemes, championing sports to cultivate unity and discipline, and provide greater opportunities for the specially-abled to ensure no one is left behind
- **Community Engagement:** Focus on boosting opportunities and engagement to foster resilience and lasting prosperity, transforming communities into vibrant, self-sufficient ecosystems

Defensive Driving training for CNG Cascade vehicle drivers

Defensive Driver Training

As part of our continued commitment to road safety and responsible mobility, we conducted comprehensive Defensive Driver Training (DDT) programmes across 22 operational locations. The initiative focused on enhancing driver awareness, improving response to real-world road conditions, and ensuring adherence to the Road, Vehicle, Driver & Traffic Safety Standards (RVDTs).

The training encompasses structured theoretical and practical modules, including mandatory driving rules, hazard identification, fatigue management, and on-road skill assessments. This programme has led to significant improvements in driving behaviour, increased awareness of pedestrian and cyclist safety, better understanding of blind spots and high-risk scenarios. By aligning with national road

safety priorities and integrating continuous learning mechanisms, the DDT initiative plays a vital role in reducing road-related risks and reinforcing a strong safety culture within the community and our operations.

Key Highlights FY 2025-26

1,097

— Drivers equipped with critical competencies for safe driving



Mr Jeet Adani and Mrs Diva Adani at Mangal Seva beneficiaries

CASE STUDY

Adani Mangal Seva: A Pathway to Dignity, Security & Independence

The Mangal Seva initiative by Adani Foundation is a targeted social welfare programme designed to promote dignity, financial independence, and long-term security for newly married women with disabilities. Under this model, each selected beneficiary is supported through the creation of a fixed deposit of ₹ 10 lakh for a period of 10 years. While the principal amount remains with them and is released at maturity, while a steady monthly interest payout (approximately ₹ 5,416) provides regular income, enabling beneficiaries to meet household needs, investment towards livelihoods, access to healthcare, or pursuance of higher education

The programme adopts a structured, transparent selection and verification process involving field outreach, document validation, and home

visits, ensuring that support reaches deserving candidates. Beyond financial assistance, Mangal Seva aims to strengthen social security and inclusion by enhancing the economic agency of women with disabilities and reducing their vulnerability post marriage. By combining financial planning with social empowerment, the initiative creates a sustainable pathway for improving quality of life and fostering long-term resilience among beneficiaries

So far, the project has enrolled 500 beneficiaries and envisages to reach to 2,000 candidates over next four years. It is a collaborative programme with multiple group companies participating in it ATGL supported 20 women of Vadodara district of Gujarat.



CASE STUDY

Nation Building through Healthcare Excellence

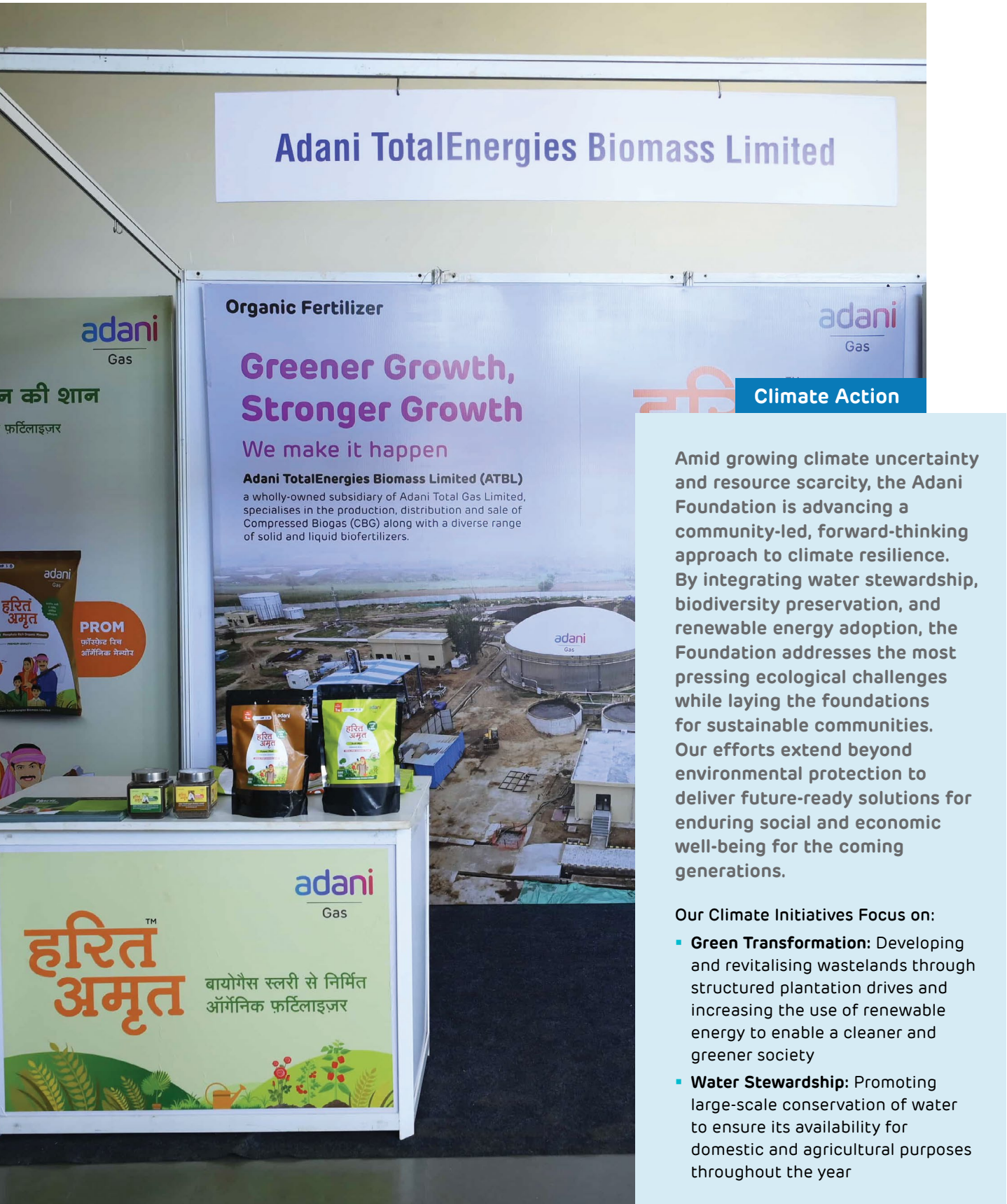
Datta Meghe Institute of Higher Education & Research (DMIHER), Sawangi (M), Wardha, is an eminent deemed university recognised for its integrated approach to **sustainable healthcare and health professions education**. With a strong foundation in community-oriented and evidence-based learning, the institute has developed a comprehensive academic ecosystem comprising 15 constituent units across disciplines such as medicine, dentistry, nursing, physiotherapy, pharmacy, and allied health sciences. It offers over 260 academic programs with a student strength exceeding 12,000, supported by competency-based, outcome-driven education and technology-enabled learning systems that prepare future-ready healthcare professionals.

The institution has recently strengthened its role as a leading healthcare provider through its expansive **AROGYA-SETU healthcare network**, which includes 10 hospitals, 2,700 beds, more than 200 ICU beds, and 25 operation theatres. Backed by over 350 consultants and multiple specialty and super-specialty units, the institution delivers a wide continuum of care – ranging from primary and preventive services to advanced tertiary care, including transplants, cancer treatment, robotics, and traditional systems like Ayurveda and Homeopathy. Its services are particularly focused on underserved populations in Central

India, including rural and tribal communities, thereby aligning clinical excellence with social responsibility.

A significant recent emphasis at DMIHER has been on **community outreach and inclusive healthcare delivery**, reflected in its adoption of 86 villages and outreach to over 26,000 households through satellite centers, health schemes, and extensive screening programs. Nearly 1.97 million patients have been screened, with large-scale referral and treatment linkages established. The institute's holistic model integrates education, service, and research with initiatives such as comprehensive healthcare programmes, digital learning platforms, and interprofessional training. Through its mission of fostering resilient, technology-driven and socially responsive healthcare systems, DMIHER continues to evolve as a nationally significant institution working towards equitable and sustainable health development.

As part of a collaborative project involving multiple companies of Adani group, the Adani Foundation has partnered with DMIHER to establish a global Centre of Excellence in healthcare education and delivery. This collaboration, announced in June 2025, aims at upgrading DMIHER's 15 institutes and 5 hospitals to enhance medical education and clinical research.



Tree Plantation Drive

As part of its commitment to environmental sustainability, the Adani Foundation organised a large-scale tree plantation drive in Bilaspur, Chhattisgarh. The initiative aimed at enhancing urban green cover and driving community participation in ecological conservation.

The plantation drive witnessed active participation from dignitaries, officials, and employees, reflecting a shared commitment to sustainability and community well-being. This programme reaffirms the Adani Foundation's focus on ecological balance, sustainable resource management, and building a greener future for communities.

Key Highlights FY 2025-26

856

Saplings of water-sustaining tree species planted using Rakshak Self-Watering Tree Guards technology

70%

Reduction in water loss

15

Litres of water stored through this initiative

70-80%

Saplings survival rate



Tree plantation drive by ATGL Team

Social: Responsible Sourcing

Ethical, Secure and Future-ready Supply Chains

At ATGL, responsible sourcing is integral to ensuring energy security, operational excellence and sustainable value creation. Our supply chain approach embeds ESG considerations into procurement decisions, supplier relationships and performance management.



Through strong governance, risk-based processes and collaborative engagement, we work with our suppliers to build a responsible supply chain.

Material Topics

- M11** Human Capital Management
- M18** Risk and Crisis Management

Key Risks and Opportunities

- R1** Regulatory & Compliance Risk
- R7** Health and Safety Risk
- R8** Reputational Risk

Capitals Impacted

- Social & Relationship Capital
- Natural Capital

Strategic Priorities

- S4** Responsible Corporate Citizenship

SDGs Aligned



Key Highlights for FY 2025-26

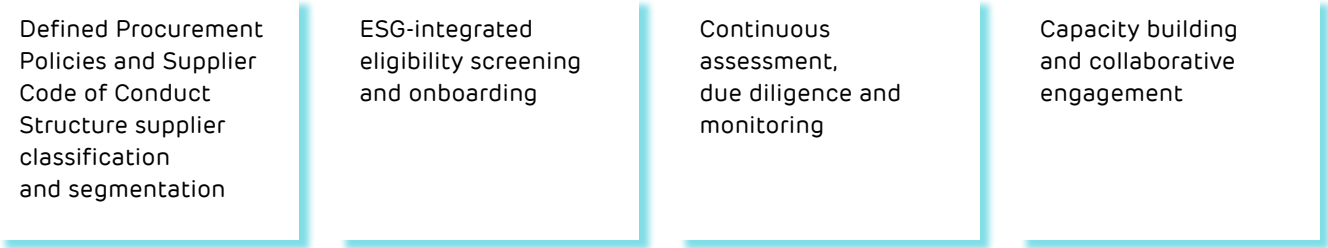
- 848**
— Total suppliers
(↑4% from the previous year)
- 320**
— New suppliers added
(out of which 8 are significant suppliers)
- 100%**
— New suppliers screened on ESG criteria



Our Responsible Sourcing Framework

Our supply chain framework is steered by clear policies, robust governance and systematic processes that guide supplier engagement and performance management. We have established a structured, risk-based and ESG-integrated supply chain framework that governs supplier engagement from onboarding through performance monitoring. This framework ensures the procurement of the right materials and services of the right quality, at the right time, and at an optimal cost, while embedding ESG considerations across the supply chain.

Strategic Focus Areas of Sustainable Supply Chain Framework



Governance and Oversight for the Supplier ESG Programme

The Board of Directors provides oversight of the supplier ESG programme, ensuring alignment with ATGL's sustainability strategy. The supply chain and HSE-Sustainability team jointly manage supplier training, HSE assessments and compliance monitoring, ensuring consistency with ATGL's commitments. Our Supplier ESG programme is driven by well-defined targets, KPIs and continuous monitoring and tracking of progress.



– Our Supplier ESG Programme integrates measurable ESG objectives and performance indicators into procurement decisions, ensuring sustainability considerations are embedded across supplier relationships.

Business Partners at Samarthan 4.0 and Indradhanush Awards ceremony

Supplier Code of Conduct

Our Supplier Code of Conduct establishes clear expectations for responsible, ethical and lawful behaviour across the supply chain. It is aligned with Core Conventions of the International Labour Organisation (ILO), the Principles of UN Global Compact, the Universal Declaration of Human Rights, and relevant industry and regulatory standards. During the year, we have enhanced the ESG aspects covered in our Supplier Code of Conduct to further strengthen supply chain sustainability.

Read further
Supplier Code of Conduct

Applicability of the Supplier Code of Conduct

The code applies globally to all our suppliers and third parties, including material and service providers, contractors, sub-contractors, vendors, traders, consultants, agents, and their employees and representatives. All suppliers must mandatorily comply with the Code.

Key Elements of Supplier Code of Conduct



Our Diversified Supplier Base

Reliable energy delivery and operational continuity depend significantly on the robustness of our supply chain. Suppliers are therefore key stakeholders in our sustainability journey and in strengthening ESG maturity across the value chain. At ATGL, we follow a systematic supplier classification framework to identify significant suppliers, those that have the greatest influence on our operations based on factors such as the scale of business engagement, criticality to core operations, supply risk, and potential impact on safety, environment, and service continuity. This structured approach enables focused engagement, effective risk management, and responsible value creation across our supplier ecosystem.

Supplier Classification

- Critical Suppliers**

 - Essential to business continuity
 - Linked to safety compliance and operational risk
 - Require enhanced monitoring and frequent assessments
- Tier 1 Suppliers**

 - Direct, strategic suppliers
 - High business dependency and spend concentration
 - Integral to operational performance
- Non-Tier 1 Suppliers**

 - Support non-critical needs
 - Provide flexibility

Spend and Coverage Indicators

Indicators	FY 2025-26
Total number of suppliers in Tier-1	848
Total number of significant suppliers in Tier-1	70
% of total spend with significant suppliers in Tier-1	89.66%
Total number of significant suppliers in non-Tier-1	00
Total number of suppliers in capacity-building programmes	64
% of unique significant suppliers in capacity-building programmes	100%

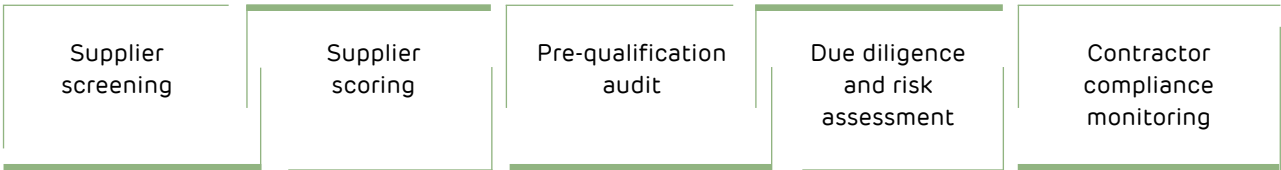
Supplier Eligibility Screening and Onboarding

At ATGL, new suppliers are onboarded through a structured and technology-based process using the Contractor Safety Management Portal and SAP Ariba platform. Prospective suppliers submit their detailed business and technical information and are carefully assessed on various ESG and techno-commercial parameters. Suppliers that meet defined criteria are formally registered, while the critical suppliers undergo enhanced scrutiny through pre-qualification audits and safety assessments. Contractor selection has also been enhanced through structured performance scorecards and site registers, enabling sustained engagement with high-performing partners.

This approach ensures early and consistent alignment with ATGL's Supplier Code of Conduct and Sustainable Procurement Policy.

– Suppliers must meet defined minimum ESG thresholds to qualify for engagement. Those failing to do so may be excluded, while partners demonstrating strong ESG performance are prioritised and preferred.

Onboarding Process Flow



New Supplier Screening Parameters



Supplier Assessment and Due Diligence

Our supplier assessments are based on a risk-based approach that includes country-specific, sector-specific and commodity-specific risks, enabling focused and proportionate due diligence.

Comprehensive Due Diligence

New and existing suppliers are evaluated through audits and reviews conducted by internal teams or independent third-party consultants, covering:

- Financial stability
- Anti-bribery and anti-corruption controls
- Labour and environmental practices
- ESG compliance
- Operational reliability

Enhanced Oversight for Critical Suppliers

Critical suppliers and contractors undergo annual safety audits under the Samarthan Green Cap Programme, strengthening safety performance and operational continuity.

Risk Mitigation and Resilience Measures

All desk-based and on-site assessments align with recognised industry standards. Risks are further mitigated through supplier diversification, contingency planning, and supply chain insurance, ensuring resilience against geopolitical, climatic and other unforeseen disruptions.

ATGL has established a structured mechanism for monitoring supplier compliance with the Company's Code of Conduct (CoC) and General Terms and Conditions (GTCs). As part of periodic assessments and reviews, any significant non-adherence identified is evaluated based on its nature and severity. Depending on the outcome of this evaluation, the company may require the submission of a corrective action plan, initiate enhanced monitoring, impose contractual remedies, or take decisions relating to continuation of business engagement.



Mr Pranav Adani and Mr Suresh Manglani presenting Samarthan Award

Supplier Engagement and Capability Enhancement

Supplier Capability Enhancement

Our Supplier ESG Programme extends beyond assessments, focusing on enabling supplier capability development. ATGL strengthens supplier ESG performance through structured workshops, technical guidance and capacity building initiatives. We train buyers, contractors and internal teams on their roles under the supplier ESG programme. These sessions emphasise continuous feedback for performance improvement, rapid issue resolution, and shared accountability to maximise positive supply chain outcomes.

Key ESG Pillars of Supplier Capability Development

Environmental protection and carbon reduction	Human rights, labour standards and social welfare	Diversity, equity and inclusion
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– Suppliers are encouraged to benchmark their ESG practices against globally recognised standards, such as SA 8000, ISO 9001, ISO 14001, and ISO 45001, with periodic evaluations conducted to validate compliance with the Supplier Code of Conduct.

Supplier Collaboration and Engagement

Post assessment, we share corrective action plans with the suppliers and closely monitor their progress through follow-ups, mock audits, feedback and targeted training programmes. The collaborative approach promotes transparency, learning and continuous improvement.

Inclusive Growth

ATGL places strong emphasis on MSME suppliers. We ensure timely payments to them, in line with government guidelines and support their alignment with social and environmental standards.

100%

— Of procurement from local suppliers*

11%

— Of input materials were directly sourced from MSMEs in FY 2025-26

*Local suppliers here mean domestic/Indian suppliers

CASE STUDY

Samarthan 5.0: Advancing Safety Excellence Across the Value Chain

Samarthan 5.0 is ATGL's flagship Health, Safety and Environment (HSE) initiative aimed at strengthening safety standards across the contractor ecosystem and Geographical Areas (GAs). The programme assesses HSE maturity and builds capabilities through structured evaluations, focused training and clear accountability, promoting a shared culture of supply chain safety.

Balanced Assessment Framework

The programme integrates contractor audits (40% weightage), and GA performance (60%) weightage, including internal audits, third-party reviews and site supervision. Performance is classified under a four-cap system, reflecting varying levels of safety maturity.

- Highest safety performance
- Strong safety maturity
- Moderate gaps with improvement required
- Significant gaps

Outcomes

Contractors rated **Red Caps are required to close gaps** within three months and undergo re-audits. Two consecutive Red Caps may lead to a holiday listing. All results are reviewed and validated by an independent jury to ensure fairness and transparency. The current assessment cycle for ATGL contractors and GAs is currently underway.



Training session for contract manpower

Governance

Accountable Oversight, Responsible Decision-Making

Governance at ATGL is driven by our responsibility to stakeholders and a commitment to building a resilient and enduring entity. Our governance structure is therefore aligned with global standards, with well-defined processes and policies and ongoing oversight by the senior leadership. Through these efforts, we safeguard our stakeholder interests and ensure long-term value creation for all.

Key Highlights for FY 2025-26

ZERO

— Incidents of violations in the Code of Business Ethics and Conduct (CBEC), including corruption, bribery and anti-competitive behaviour

ZERO

— Incidents of cybersecurity and data privacy breaches reported by external parties or regulatory authorities in current financial year

100%

— Directors and Key Managerial Personnel trained on CBEC

ZERO

— Incidents of sexual harassment

Material Topics

- M1 E&S Impact of Products and Services
- M2 Climate Change, Adaptation and Mitigation
- M3 Land Use and Biodiversity
- M4 Energy Management
- M5 Waste & Recycling
- M6 Water Use
- M7 Carbon Emission
- M8 Pollution
- M9 Energy Security and Accessibility
- M10 Community Relations
- M11 Human Capital Management
- M12 Occupational Health and Safety
- M13 Data Privacy and Security
- M14 Human Rights
- M15 Product Quality & Safety
- M16 Innovation, Patents, and Technology Transfer
- M17 Corporate Governance
- M18 Risk and Crisis Management
- M19 Customer Satisfaction

Strategic Priorities

- S1 Infrastructure Development
- S2 Gas Sourcing and Volume Enhancement
- S3 Cost Leadership through Digital-First Approach
- S4 Responsible Corporate Citizenship
- S5 Preparing for Low Carbon Future

Capitals Impacted

- Financial Capital
- Intellectual Capital
- Social & Relationship Capital
- Natural Capital
- Human Capital

Key Risks and Opportunities

- R1 Regulatory & Compliance Risk
- R2 Business Risk
- R3 Competition Risk
- R4 Project Risk
- R5 Technology Risk
- R6 Market Entry Risk
- R7 Health and Safety Risk
- R8 Reputational Risk
- R9 Financial Risk
- R10 Policy Stability Risk
- R11 Human Resource Risk

SDGs Aligned



— At Adani, governance underpins long-term value creation. As we scale, amid heightened stakeholder expectations, we remain committed to integrity, transparency, and accountability.

Governance Practices-in-Action at the Adani Portfolio of Companies

- Family office has transitioned from a promoter-led structure to a professionally-managed institution by filling key leadership roles in each entity with domain experts in investment strategy, legal & compliance, risk management, treasury and governance - Strengthened Board charter and relevant committee structures, maintaining independence on critical matters - Adopted a formal operating model, including investment and	- risk committees with defined mandates, performance-linked evaluation metrics and periodic independent audits and reviews to monitor compliance with the SOPs and policies - Initiated and disclosed the tax transparency audit across all portfolio companies - Established a structured succession planning for seamless intergenerational governance - Clear philanthropic goals and ESG-aligned investment strategies, with a separate	- team to evaluate ESG risks and opportunities, monitor and disclose performance through annual Integrated Reports, and/or ESG Reports - Adopted and implemented secure digital platforms, AI-driven analytics and cybersecurity protocols for robust data governance - Issue regular compendiums to transparently disclose our performance, credit and governance landscape, available on ATGL website
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Planned Initiatives to Strengthen Governance

Based on its strategic roadmap, the Adani Portfolio of Companies is currently in the process of formalising key initiatives and integrating strengthened assurance practices. The transition to the new framework is expected to be adopted within a three-to five-years horizon. These measures are planned to further enhance governance standards, and provide stakeholders with continued confidence in the stability, transparency, and resilience of both the family office and holding company structures within the Adani Portfolio.

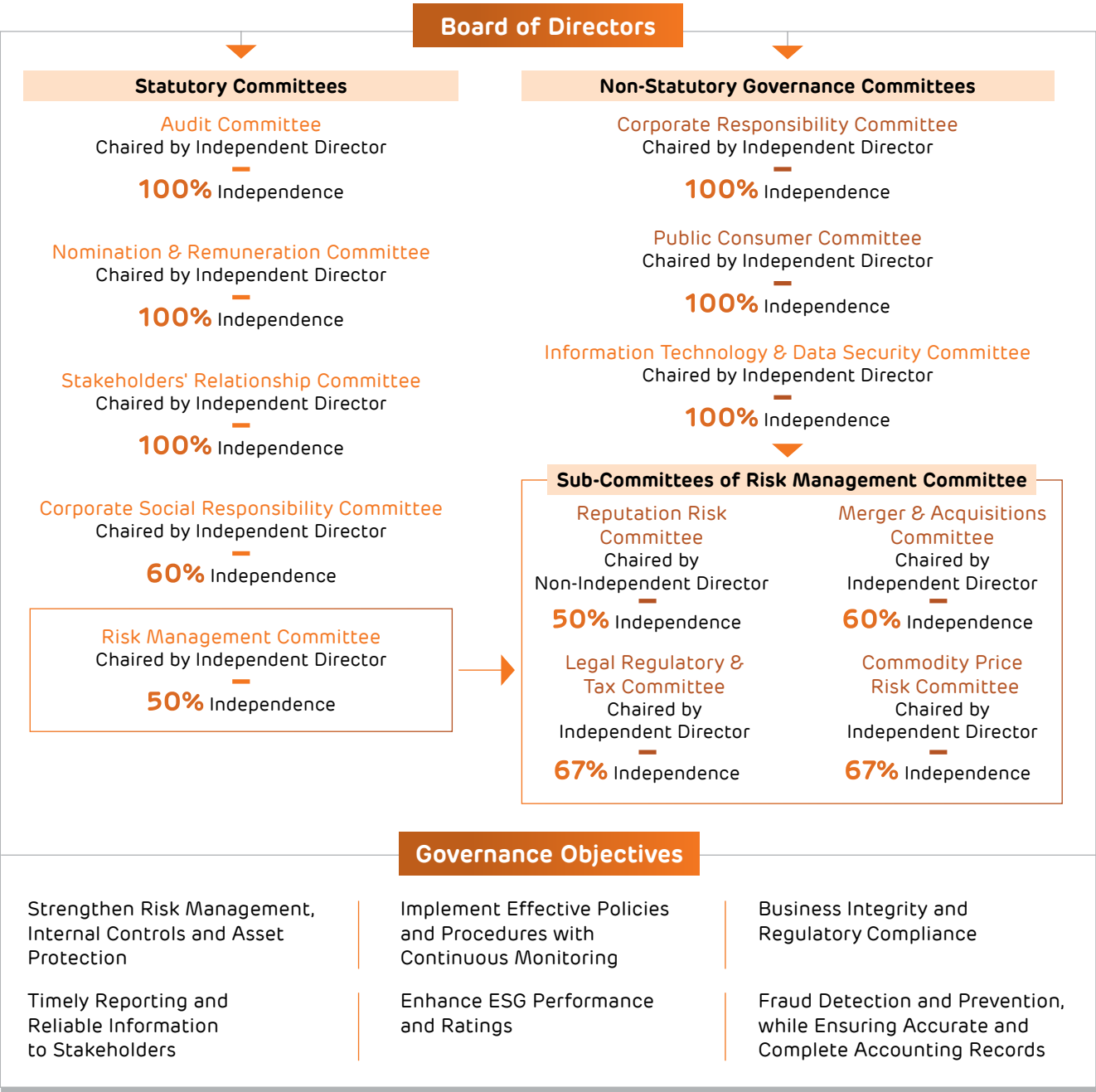
Criteria	Current Practices	Target Practices
Board Strength	06 (minimum as per law) to 12	Minimum Directors on each entity: 10
Board Independence	50%	>50%
Skillsets	Heavier with ex-bureaucrats	Common + specific BU requirements
Selection Process	Unstructured	Engaging third parties
Promoter / Nominee Director	Holds Non-executive positions	Should be Non-executive
Gender Equity	10-20%	Minimum 30%
Geographical diversity	Mr Thibault Lesueur (French)	At least one global Director on the Board
Tenure of IDs	Up to 3 years for maximum 2 terms. Can get re-elected in other Group Company	Up to 3 years for maximum 2 terms. Directors need to be unique for each entity
Training & Education	Minimum 4 sessions	4 Group-level sessions, besides BU-specific engagements
Attendance	No fixed criteria	Min. 75% in Board and each Committee
Lead ID	No	Lead ID in each BU
Evaluation	Mix on internal + external	Mandatory external
Feedback	No formal process	Formal feedback and Action Taken Report (quarterly)

Corporate Governance at ATGL

Our governance framework is guided by the provisions of the Companies Act, 2013, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and other applicable laws and regulations. The framework is underpinned by robust controls, effective policy implementation, regulatory compliance, and safeguarding assets. The Board and leadership actively promote ethical conduct and responsible decision-making.

This approach to governance enables integrating preventive measures, accurate reporting, and continuous monitoring. It further supports our strategic objectives by enabling disciplined oversight, risk-aware decision-making, and ongoing engagement with stakeholders. Our robust governance improves ESG outcomes and enables delivering reliable information to stakeholders, strengthening long-term confidence and trust.

Our Governance Framework

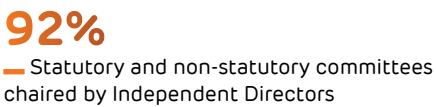


Governance Snapshot
(as of March 31, 2026)

Board Type and Composition



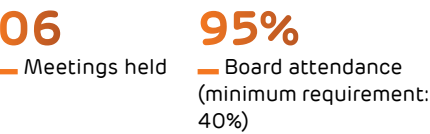
Board Committee Independence



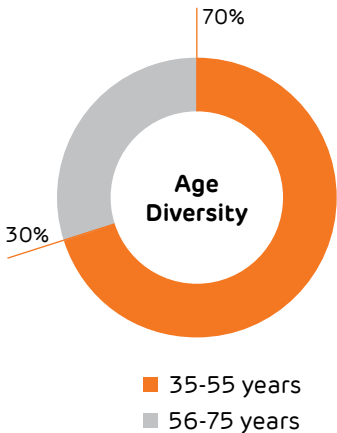
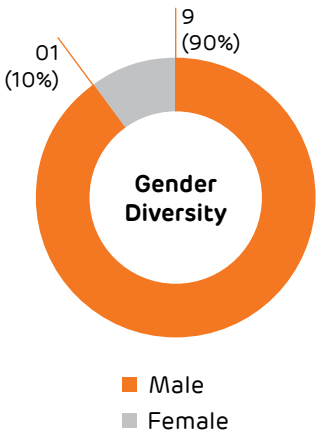
ESG Governance



Board Meetings

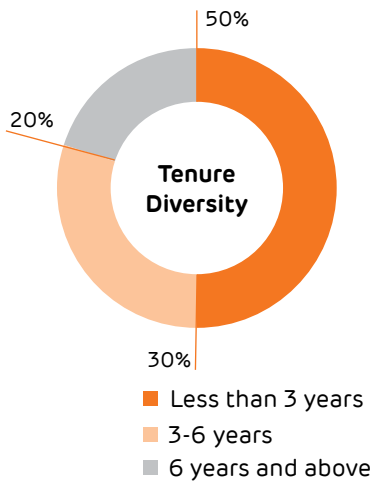
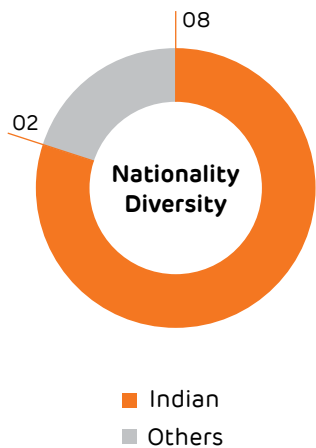


Board Diversity and Inclusion



62.5 years

Average Age



4.5 years

Average tenure

Board's Structure

We follow a one-tier Board system, led by the Board of Directors. The Board is responsible for corporate governance, ensuring that our business operates with ethics, integrity, transparency and accountability in compliance with the regulatory guidelines. The Board-approved statutory and non-statutory committees handle specific business functions, with dedicated roles and responsibilities. Our Board has an optimal mix of Executive and Non-Executive Directors who bring in diverse skills, knowledge and experience.

– The Chair of the Board is separate from the senior executive leadership to ensure independence of governance oversight and operational management.

Board's Oversight on ESG Matters

- Integrating ESG considerations into strategy, risk management, and decision-making processes
- Entrusted the Corporate Responsibility Committee (CRC) to review stakeholder engagement plan, oversee sustainability and social responsibility matters, and report to the Board on ESG performance, risks, and opportunities
- Review and approve the sustainability plan annually, including setting ESG targets, finalising environmental and climate-related initiatives, and making investment decisions for business resilience

Read about our BRSR-Section B Pg. 366

Role of the Board

Company's Board of Directors is responsible for the following:

- Providing strategic direction, overseeing business strategies, ensuring integrity and accountability, and safeguarding stakeholders' interests
- Guiding and overseeing the execution of business plans to achieve organisational goals, while ensuring compliance with legal and statutory requirements

Role of Board Committees

The Board Committees, categorised as Statutory and Non-Statutory, guide the management in conducting business operations in line with governance and sustainability policies. They further help ensure compliance with laws and regulations through oversight in their respective domains. Each committee operates under its dedicated charter, accessible on ATGL's website from [here](#).

Read about our ESG on Pg. 142



Board Nomination and Selection

The Board follows a structured and transparent process for the nomination and selection of Directors, led by the Nomination and Remuneration Committee (NRC). The candidates are evaluated based on their professional expertise, leadership, the ability to address ESG challenges, and alignment with the Company's strategic and governance needs. Directors are appointed/reappointed through a formal process by the Board on NRC's recommendation, subject to shareholder approval at General Meetings or through Postal Ballot. The tenure, retirement, and reappointment processes are aligned with the Companies Act and SEBI Listing Regulations.

We do not impose limitations on the Director's liabilities. The NRC, in concurrence with the Board, has also implemented a robust succession plan for Directors, Key Management Personnel (KMP), and Senior Management.

[Read about our Corporate Governance Report on Pg. 317](#)

Board Accountability and Effectiveness

Board Accountability

Our robust governance practices are a result of Board accountability across several metrics. Our Board maintains healthy attendance at the meetings, averaging 95% across 06 meetings held in FY 2025-26. We take into consideration shareholder interest by ensuring all Company bylaw amendments are approved by them.

Board Remuneration

We maintain an optimal remuneration structure for the Board, KMP, and Senior Management, ensuring its

alignment with our [Nomination and Remuneration Policy](#) and applicable laws, periodic performance review and achievements of the goals. No external consultants are engaged in determining the remuneration for the Board and KMP.

Key factors include:

- Decisions consider responsibilities, time commitment, value addition, profitability, and consistency across roles
- Remuneration of VPs and above is reviewed and approved by the NRC during their joining or increment process
- Compensation includes sign-on bonuses and termination payments, with no Clawback policy
- A portion of CEO and senior leadership compensation is linked to financial and non-financial success metrics, including climate and sustainability performance

[Read about our Directors' Report on Pg. 286](#)

Board's Performance Evaluation

The NRC has devised a performance evaluation criterion for the Board, its committees and individual Directors, to facilitate regular self-assessment. Using this criteria, the Board is assessed for its composition, leadership effectiveness, quality of discussions and ESG oversight, including contributions to climate action, responsible conduct, and stakeholder engagement. The findings from such evaluations guide actions to strengthen the Board's role in these areas, linking performance reviews to resilience and value creation. In FY 2025-26, the performance of the Board was evaluated internally, without any assistance from the external experts.

[Read about our Corporate Governance Report on Pg. 317](#)

Board Capability Development

Board Familiarisation and Upskilling

We conduct an extensive orientation and ongoing education programme for incoming Board members towards capacity-building and awareness. In FY 2025-26, 04 such sessions were held to enhance the Board's knowledge and skills, which covered:

- Introduction to Adani Group's ethos, ATGL's historical evolution and critical achievements
- Insights on structural intricacies, business modalities, and operations
- Specialised risk management instructions to enhance understanding of strategic objectives and risk mitigation frameworks

[Read further Directors-Familiarisation-Programme](#)

ESG Upskilling of the Board and KMP

We engaged a leading ESG practitioner from a large global law firm to impart knowledge on the following topics:

- ESG regulatory and policy landscape
- Identification and management of ESG risks and opportunities
- Key ESG trends, including legal implications for the companies and its Directors

100%

Directors trained on ESG topics

[Read about our BRSR-Principle 1 on Pg. 370](#)

Ethics and Compliance

Policy Commitment

We have implemented Board-approved policies covering corporate governance, environment and social responsibility areas through coordinated action by relevant departments and the management. They help ensure the highest standards of governance and compliance, beyond statutory requirements.

Employees are periodically apprised of these policies through mailers, induction and refresher trainings and awareness sessions. Suppliers and business partners are informed at the time of onboarding and signing business contracts. These policies are periodically reviewed and updated to reflect regulatory and business developments. We also operate an Integrated Management System (IMS), strengthened through internal and third-party audits.

Corporate Governance and ESG Policies

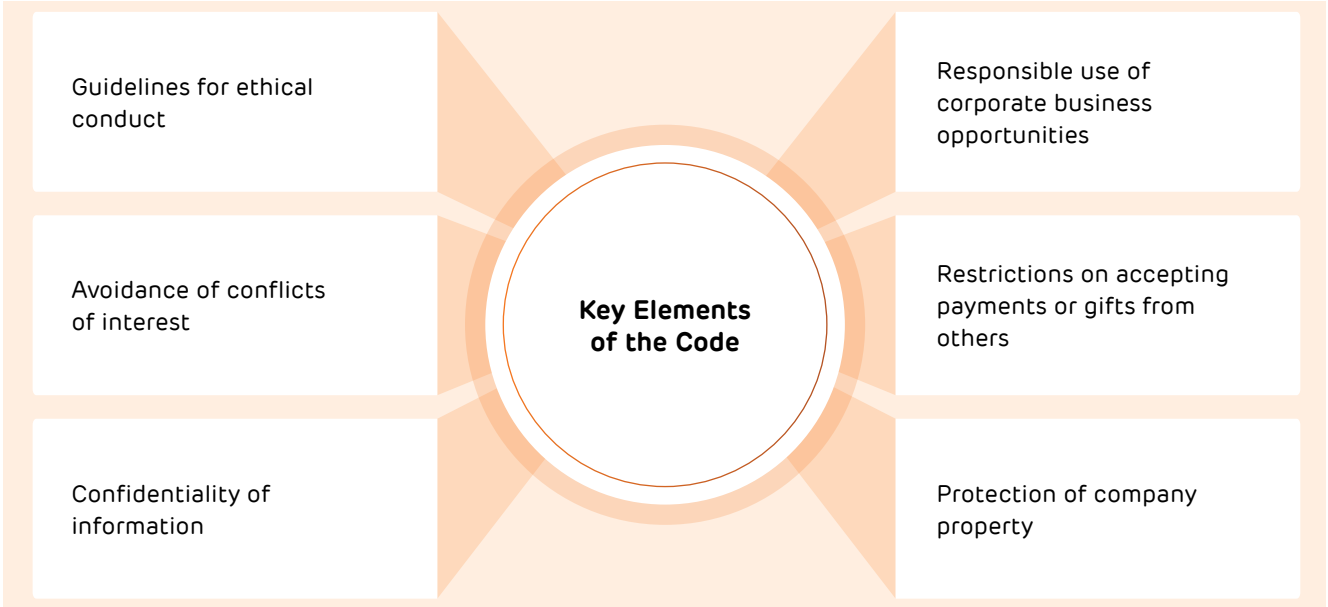
Policy	Stakeholder Coverage	Board Committee Responsible for Policy Development and Review			
ESG Policy					
Resource Conservation Policy				CRC	RMC
Water Stewardship Policy					
Waste Management Policy					
Climate Change Policy				CRC	RMC
Energy Management Policy				CRC	RMC
Biodiversity Policy					
Human Rights Policy				CRC	RMC
				ITDS	CSRC
Quality, Health, Safety & Environment Policy				CRC	
Corporate Social Responsibility Policy				CRC	CSRC
Diversity, Equity and Inclusion Policy				CRC	
Freedom of Association Policy				SRC	AC
Stakeholder Engagement Policy				SRC	
Code of Conduct and Supplier Code of Conduct				CRC	RMC
Prevention of Sexual Harassment				CRC	RMC
Data Privacy Policy					
Cybersecurity Policy				ITDS	
Whistle Blower Policy				AC	
Anti-Corruption and Anti-Bribery Policy				AC	CRC
Customers Shareholders Employees Community Suppliers Regulatory Authority and Rating Agencies					
Board Committees					
CRC	Corporate Responsibility Committee	RMC	Risk Management Committee	AC	Audit Committee
SRC	Stakeholder Relationship Committee	ITDS	Information Technology & Data Security Committee	CSRC	Corporate Social Responsibility Committee

Integrating Policy Commitment Across Operations

Code of Conduct (CoC)

A comprehensive CoC guides ethical behaviour, integrity, and accountability across the organisation. We have a [CoC for the Board Members and Senior Management Personnel](#), prepared in accordance with SEBI listing regulations. It outlines processes to avoid and manage conflicts of interest. In FY 2025-26, all Board members and senior management personnel confirmed compliance with the Code, with a signed declaration from the CEO (refer to page 360). We also have an Employee CoC, applicable to employees of Company and its subsidiaries.

We undertake regular awareness and monitoring efforts to ensure CoC is followed. Any potential breach of the Code can be reported through the Whistleblower Mechanism.



Anti-Corruption and Anti-Bribery

Integrity and ethical conduct are central to our operations, and we have zero tolerance towards corruption and bribery. We integrate this in daily operations and those of value chain partners through our [Anti-Corruption and Anti-Bribery Policy](#), along with robust procedures and governance mechanisms.

Key measures include background verification (employees and business partners) and independent third-party due diligence for the business partners. Our JV partner conducts periodic corruption and bribery assessments.

100%

— of our governance body members, senior management, full-time employees, and business partners have received training on Anti-Corruption and Anti-Bribery policies as of March 31, 2026

Human Rights

Our Human Rights Policy is aligned with the Universal Declaration of Human Rights, ILO principles, and the UN Guiding Principles, on Business and Human Rights. We have embedded these principles into workplace standards, supplier contracts and expectations, and community engagement, reflecting our commitment to protect and promote their human rights. Our focus on this enables early identification and mitigation of risks.

We strengthen these practices through periodic assessments to identify improvement areas and facilitate training and guidance to all stakeholders.

⊕ Read more on Pg. 189

Access to Whistleblower Mechanism

We have deployed a vigil/ whistleblower mechanism under our Whistleblower Policy for employees and Directors to report unethical conduct, financial irregularities, or breach of the Code of Conduct. The policy ensures protection against retaliation or unfair discrimination. The process is overseen by the Audit Committee and the Vigilance and Ethics Officer, who are responsible for investigating and taking corrective actions on substantiated complaints. In FY 2025-26, there were no instances of a whistleblower being denied access to the Chairman of the Audit Committee.

Access to Grievance Redressal Mechanism

We provide our employees, workers, suppliers, business partners, communities and other stakeholders formal channels to raise their concerns and seek effective resolution. We respect their perspectives and considerations and integrate them into our decision-making processes.

⊕ Read more under BRSR

- Principle 5 for human rights grievance on Pg. 384
- Principle 3 for employees and workers' grievances on Pg. 376
- Principle 8 on community grievance on Pg. 396
- Principle 9 for consumer grievance on Pg. 398

Training and Awareness

All our employees are required to complete mandatory training on ethics, human rights, and competition law, with periodic refreshers. The new hires are provided compulsory induction sessions for awareness of ATGL's policies and Code. Fortnightly communications and easily accessible internal resources support awareness of legal, statutory and regulatory requirements.

Reported Violations of the Code in FY 2025-26

Incidents of Violations	Number of Instances
Money Laundering or Insider Trading	00
Corruption & Bribery	00
Conflicts of Interest involving Directors and Senior Management Personnel	00
Anti-Competitive Practices, Anti-Trust and Monopoly	00
Employee Misconduct	02
Workplace Harassment and Discrimination	00
Health, Safety and Environment	00
Others	NA

Regulatory and Statutory Disclosures

Political Contributions

In FY 2025-26, no contributions were made towards political parties, political campaigns, lobbyists or lobbying organisations, trade associations and other tax-exempt groups.

Financial Assistance from the Government

In FY 2025-26, we did not receive any financial assistance of monetary value from any government, including tax reliefs, subsidies, grants, awards, royalty holidays, financial assistance from ECAs, financial incentives or any other financial benefits. Our Company also does not have any government shareholding.

Cybersecurity and Data Privacy

Governance and Oversight

A Board-approved [Cybersecurity Policy](#) and [Data Privacy Policy](#) safeguard our digital infrastructure and information assets, ensuring confidentiality and integrity. These policies are embedded in the organisational risk and compliance management framework, supported by regular internal audits, IT management system certification and independent third-party audits, including Vulnerability Assessment and Penetration Testing (VAPT) assessments.

Building a Secure and Resilient Organisation

Cybersecurity Approach	Governance and Oversight	Training and Capability Building
- Periodic reviews, training & awareness programme and robust controls to safeguard critical systems and customer information - Well-defined information security-related business continuity plan to mitigate cyber risks and ensure operational continuity - Established a reporting mechanism for timely escalation and mitigation of incidents, vulnerabilities, or suspicious activities	Board Oversees cyber threat readiness and regulatory compliance monitoring Board's Information Technology & Data Security (IT&DS) Committee - Oversee IT resource management and security - Assists the Board in implementing policies, strategies and initiatives to manage cybersecurity risks Chief Digital Officer (CDO) - Leads the IT and cybersecurity division - Execute Board directives through actionable strategies to safeguard enterprise assets and information	- Compulsory online learning module on cybersecurity and data privacy policies and procedures for all employees - Mandatory induction training for new hires 100% partner onboarding checks (cybersecurity and data) aligned with ERP, cybersecurity and data policies - Over 90% employees trained on cybersecurity and data privacy policy in FY 2025-26

Scaling Cybersecurity Practices

We have implemented several tools and controls and measures to effectively respond to the rising cyber threats, strengthen customer data protection and privacy, and enhance regulatory compliance. Key measures undertaken include:

Secure Access and Identity Control	Infrastructure and Endpoint Resilience
- Multi-factor authentication for endpoint system access and common applications - Enterprise Mobility Management (EMM) to securely access applications on mobile devices - Restricted access to USBs, public domain emails and file transfer sites	- Regular patch updates for servers and end-user systems to address vulnerabilities - Regular update of anti-virus and malware protection - Monthly VAPT assessments and mitigation for servers and network - Routine iOS version upgrades for DC devices as per OEM recommendations
Network and Perimeter Security	Data Privacy and Protection
- Firewall hardening to strengthen network defences - Continuous monitoring of network activity and threats	- Secure handling and storage of customer data, including masking - Data leak prevention and monitoring controls

– We have initiated the gap assessment for ISO 27001 implementation and certification, targeting completion by September 2026. In parallel, we have also initiated evaluation and compliance actions to implement Digital Personal Data Protection Act 2025, strengthening our information security and data protection practices in line with globally recognised standards.

Customer Data Protection

Safeguarding customer data is fundamental to our commitment to responsible growth. We have policies and controls that ensure the privacy, security, and ethical use of customer information in alignment with applicable laws and global best practices.

What We Protect

- Data collected:** Identification, contact, billing, and service usage information
- Purpose of use:** Billing, customer services and support, enhancing operational efficiency and regulatory compliance

How We Protect		
Being Customer-First by Design Customer Control: Customers decide over how their data is collected, used, retained, and processed Consent: Opt-out options for non-essential processing	Maintaining Strong Data Governance Data Rights: Customers can access, correct, delete, or transfer their data Data Retention: Customer data used only for operational needs or legal obligations; no data used for a secondary purpose beyond core service delivery	Being Secured by Architecture Data Protection Measures: Advanced encryption, strict access controls, and periodic cybersecurity audits Third-party Safeguards: Data shared only with consent or regulatory mandate; partners comply with strict confidentiality norms

Cybersecurity Performance

Particulars	Complaints Reported in FY 2025-26
Number of material cybersecurity incidents	Nil
Complaints related to breach of cybersecurity and customer data privacy/loss	Nil
% of cybersecurity and data privacy/loss complaints resolved within defined timelines	Nil

Board of Directors



Mr Gautam S. Adani

63 years
Indian

Brief Profile

Mr Gautam Adani, the Chairman and Founder of the Adani Group, has more than 33 years of business experience. Under his leadership, Adani Group has emerged as a global integrated infrastructure player with interest across Resources, Logistics and Energy verticals.

Mr Adani's success story is extraordinary in many ways. His journey has been marked by his ambitious and entrepreneurial vision, coupled with great vigour and hard work. This has not only enabled the Group to achieve numerous milestones but also resulted in creation of a robust business model which is contributing towards building sound infrastructure in India.

Experience and Expertise

Industry Experience: More than 36 years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Corporate Governance & ESG, Merger & Acquisition, Technology & Innovation.

Industry Type: Business Conglomerate.

Board and Committee Roles

Current Positions: Chairman and Founder of the Adani Group.

DIN No.: 00006273

Committee Memberships: Mr Gautam S. Adani doesn't occupy position of Chairman/Member in any of the committee.

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Adani Ports and Special Economic Zone Limited	Port	1 Equity Share of ₹ 2/- each	Common Control
Adani Power Limited	Power	1 Equity Share of ₹ 10/- each	Common Control
Adani Energy Solutions Limited	Energy	1 Equity Share of ₹ 10/- each	Common Control
Adani Green Energy Limited	Energy	1 Equity Share of ₹ 10/- each	Common Control
Adani Enterprise Limited	Industrial Conglomerate	1 Equity Share of Re. 1/- each	Common Control
Ambuja Cements Limited	Cement	-	Common Control
Adani Infra (India) Limited	Infrastructure	-	Common Control
Adani Institute for Education and Research [Section 8 Company]	Social Activities	25,000 shares (50%)	Common Control
Adani Medicity and Research Center [Section 8 Company]	Social Activities	5,000 shares (50%)	Common Control
Adani Foundation [Section 8 Company]	Social Activities	-	Common Control
Karansagar Corporation	Social Activities	25% Partner	Common Control
Adani Tradeline Private Limited	Trading in Goods and Services	1%	Common Control
Adani Properties Private Limited	Trading and Finance Activities	20,10,830 shares (15.59%)	Common Control
Adani Education and Research Foundation	Social Sctivities	-	Common Control

Regulatory and Statutory Disclosures

Compliance & Disclosures: There is no pecuniary or business relationship between the Non-Executive and Non-Independent Directors and the Company, except for the remuneration payable to the Non-Executive and Non-Independent Directors, in accordance with the Remuneration



Mr Pranav V. Adani

47 years
Indian

Professional Qualifications

Educational Background: Bachelor of Science in Business Administration from Boston University.

Professional Memberships: An alumnus of the Owners/President Management Program at Harvard Business School.

Brief Profile: Mr Pranav Adani is Director of Adani Total Gas Limited, and heads a diverse portfolio of Adani Group Business heads a diverse portfolio of businesses, including Real Estate, City Gas Distribution, Media, Biogas, Charging Infra, Agro and Natural Resources.

He began his leadership journey in 1999 with Adani Wilmar.

Policy, applicable laws and approval of the shareholders of the Company.

Remuneration: He is a Non-Executive Director and not drawing any remuneration from the Company.

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his

commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com

Today, he spearheads Adani Realty, the Group's real estate arm, which has developed 31 million sq. ft. so far and has a further 400 million sq. ft. under development in Ahmedabad, Mumbai and the NCR.

Under his stewardship, Adani Realty is tasked with one of the most complex resettlement and redevelopment projects in history, the urban regeneration of Mumbai's Dharavi, one of the world's largest and most densely populated slums. As a strong advocate of India's food security and farmers' empowerment, Mr Pranav Adani has enabled the Group's foray into the agriculture sector with Adani Agri Logistics and Adani Agri Fresh. He has also nurtured Adani Total Gas to become India's largest private sector CGD (City Gas Distribution) company, serving 52 regions that together account for 16% of India's population, along with JV partners TotalEnergies of France and the Indian Oil Corporation.

At the Group level, he plays a key role as the chief custodian of brand Adani and oversees its communications and branding arms. An avid squash player, Mr Adani is passionate about sports and is driving talent development not only in domestic sports like

kabaddi and kho-kho but also in major international sports like golf, chess, marathon and cricket, through Adani Sportsline. He has promoted the spectacular success of cricket's Women's Premier League, the world's second-most valued women's sports league, and also holds the team Gujarat Giants, the WPL's Ahmedabad franchise.

Experience and Expertise

Industry Experience: More than 25+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Corporate Governance & ESG, Merger & Acquisition and Technology & Innovation.

Industry Type: Oil and Gas.

Board and Committee Roles

Current Positions: Non-Executive and Non-Independent Director.

DIN No.: 00008457.

Committee Memberships: Reputation Risk Committee (Chairman), Corporate Social Responsibility Committee(Member), Risk Management Committee (Member), Mergers & Acquisitions Committee (Member).

Other Directorships and Interests

Directorships in Other Companies	Industry type	Shareholding in the Company	Inter-se Relationships
Adani Enterprise Limited	Industrial Conglomerate	None	Common Control
AMG Media Networks Limited	Media	None	Wholly-Owned Subsidiary Company
Adani Welspun Exploration Limited	Oil and Gas	None	Wholly-Owned Subsidiary Company
Mundra Synenergy Limited	Developing syngas-derived chemical manufacturing, coal gasification projects, and the production of industrial chemicals through various step-down subsidiaries	None	Wholly Owned Subsidiary Company
Adani Bunkering Limited	Offers end-to-end fuelling solutions – including physical supply, trading, and marine services	None	Wholly-Owned Subsidiary Company
Adani Properties Private Limited	Developing premium residential, commercial, and social club projects across India	2 shares	Common Control
Adani Infrastructure and Developers Private Limited	General construction, alteration, repair, and maintenance of residential and commercial buildings	None	Common Control
Adani Agri Fresh Limited	Agricultural Activities	None	Wholly-Owned Subsidiary Company
Adani Sportsline Private Limited	Manages professional teams in Kabaddi, Cricket, and Kho Kho, alongside organising marathon events and supporting athletes via the #GarvHai initiative	None	Common Control
Karnavati Museum of Leadership Foundation	Social work activities	None	Common Control
Navbharat Mega Developers Private Limited	Large-scale redevelopment and transformation of Dharavi, Mumbai, focusing on urban regeneration, infrastructure development, and community	None	Common Control
Adani Infra (India) Limited	Infrastructure	None	Common Control
Adani Commodities	Trading of goods and services	1% Partner	Common Control
Karansagar Corporation	Social activities	25% Partner	Common Control

Regulatory and Statutory Disclosures

Compliance & Disclosures: There is no pecuniary or business relationship between the Non-Executive and Non-Independent Directors and the Company, except for the remuneration payable to the Non-Executive and Non-Independent Directors, in accordance with the Remuneration Policy, applicable laws and approval of the shareholders of the Company.

Remuneration: He is a Non-Executive Director and not drawing any remuneration from the Company.

Other Noteworthy Information

Awards and Recognitions: He has been conferred with several awards including prestigious Globoil Man of the Year Award 2009.

Code of Conduct: He has read the Company's Code of Conduct

and Ethics and reaffirmed his commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Dr Sangkaran Ratnam

53 years

Malaysia

Professional Qualifications

Educational Background: PhD in Geotechnical Engineering from Cambridge, Master's degree in Geo-Environmental Engineering from the Massachusetts Institute of Technology (MIT, USA), Bachelor's Degree in Civil Engineering (first class) from the Imperial College in London.

Brief Profile: Dr Sangkaran Ratnam read engineering at Cambridge where he completed his PhD in Geotechnical Engineering. He also holds a Master's degree in Geo-Environmental Engineering from the Massachusetts Institute of Technology (MIT, USA) and

a Bachelor's degree in Civil Engineering (first class) from the Imperial College in London. He has been with TotalEnergies in various international assignments since 2002. Following an early engineering career outside TotalEnergies, he joined TotalEnergies UK in Aberdeen in a commercial role, before embarking on an 18 years international business career with resident assignments in Africa, the Middle East, Asia Pacific and Europe. During this period, he held various asset management functions including leading major negotiations, following up challenging E&P assets (exploration, production, LNG mega projects) and managing complex joint venture partnerships and Government relations. He worked on the Angola, Yemen, Ichthys & Gladstone (Australia), Bontang (Indonesia) and Brunei LNG projects in various capacities. He was most recently based in Papua New Guinea as Business Director responsible for the progress to Final Investment Decision (FID) of the multibillion-dollar Papua LNG project. Prior to Papua New Guinea, Dr Ratnam was

based in Paris, France where he was Vice-President, Libya and then Project Director for New Business negotiations for TotalEnergies across the MENA region.

Experience and Expertise

Industry Experience: More than 30+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Technology & Innovation, Industry & Sector Experience.

Industry Type : Oil and Gas

Board and Committee Roles

Current Positions: Non-Executive and Non-Independent Director.

DIN No.: 10333311

Committee Memberships: Reputation Risk Committee (Member), Corporate Social Responsibility Committee (Member), Risk Management Committee (Member), Mergers & Acquisitions Committee (Member).

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
TotalEnergies Gas & Power Projects India Private Limited	Oil & Gas	Nil	Company in which Director is interested
TSSDG India Private Limited	Oil & Gas	Nil	Company in which Director is interested
Adani Green Energy Limited	Renewable and Energy	Nil	Company in which Director is interested
Adani Renewable Energy Nine Limited	Renewable and Energy	Nil	Company in which Director is interested
Adani Green Energy Twenty-Three Limited	Renewable and Energy	Nil	Company in which Director is interested
Adani Renewable Energy Sixty Four Limited	Renewable and Energy	Nil	Company in which Director is interested

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
IndianOil - Adani Gas Private Limited	Oil & Gas	Nil	Company in which Director is interested
Adani Total Private Limited	Energy	Nil	Company in which Director is interested
38 Tremadoc Road Limited (United Kingdom)	Oil & Gas	Nil	Company in which Director is interested
Adani Total LNG Singapore Pte Ltd	Energy	Nil	Company in which Director is interested
TotalEnergies Renewables OA Projects India 1 Private Limited	Renewable and Energy	Nil	Company in which Director is interested
TotalEnergies Eneos Renewables India Projects Private Limited	Renewable and Energy	Nil	Company in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures: There is no pecuniary or business relationship between the Non-Executive and Non-Independent Directors and the Company, except for the remuneration payable to the Non-Executive and Non-Independent Directors, in

accordance with the Remuneration Policy, applicable laws and approval of the shareholders of the Company.

Remuneration: He is a Non-Executive Director and not drawing any remuneration from the Company.

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct

and Ethics and reaffirmed his commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Mr Thibault Lesueur

54 years
French

Professional Qualifications

Educational Background: Degree in Business Administration.

Brief Profile, Experience and Expertise

Brief Profile: Mr Thibault Lesueur, a French national with a degree in Business Administration, serves

as the Chairman & Managing Director of TotalEnergies Marketing India Private Limited and Vice-President, South Asia for the Marketing & Services division of TotalEnergies, based in Mumbai.

With a career spanning 28 years within TotalEnergies, Thibault has held leadership roles across Europe, Africa, and the Middle East. He has managed businesses in diverse sectors including fuel stations, lubricants, LPG, and general trade. He has also served as a Board Director for various TotalEnergies affiliates and joint ventures. Prior to his current position in India, Thibault served as the Managing Director for Lubricants at TotalEnergies Marketing in France, where he pioneered initiatives to build a circular economy for lubricants.

Industry Experience: More than 30+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Corporate Governance & ESG, Merger & Acquisition and Technology & Innovation.

Industry Type: Oil and Gas.

Board and Committee Roles

Current Positions: Non-Executive and Non-Independent Director.

DIN No.: 10658488

Committee Memberships: Mr Thibault Lesueur doesn't occupy position of Chairman/ Member in any of the committee.

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
TotalEnergies Marketing India Private Limited	Oil and Gas	Nil	Company in which Director is interested
IndianOil Total Private Limited	Oil and Gas	Nil	Company in which Director is interested
South Asia LPG Company Private Limited	Oil and Gas	Nil	Company in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures: There is no pecuniary or business relationship between the Non-Executive and Non-Independent Directors and the Company, except for the remuneration payable to the Non-Executive and Non Independent Directors, in accordance with the Remuneration Policy, applicable

laws and approval of the shareholders of the Company.

Remuneration: He is a Non-Executive Director and not drawing any remuneration from the Company.

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his commitment to its adherence during

the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Mr Shashi Shanker

65 years
Indian

Professional Qualifications

Educational Background: Petroleum Engineer from Indian Institute of Technology (ISM), Dhanbad, MBA with specialisation in Finance, Executive education at IIM Lucknow and ISB Hyderabad.

Experience and Expertise

Brief Profile: Mr Shashi Shanker is the former Chairman and Managing Director (CMD) of Oil and Natural Gas Corporation Ltd. (ONGC) – a Fortune 500 company, a premier Maharatna PSU and the flagship National Oil Company. He also served as the Chairman of ONGC group of companies comprising its subsidiaries – ONGC Videsh Limited, MRPL and Joint Ventures – OPaL, OMPL, OTPC and MSEZ. He is an industry veteran with more than four decades of experience in diverse Exploration & Production (E&P) activities.

Industry Experience: More than 40+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global

Experience, Corporate Governance & ESG, Merger & Acquisition and Technology & Innovation.

Industry Type: Oil and Gas.

Board and Committee Roles

Current Positions: Independent and Non-Executive Director.

DIN No.: 06447938

Committee Memberships: Risk Management Committee (Chairman), Commodity Price Risk Committee (Chairman), Audit Committee (Member), Stakeholders' Relationship Committee (Member), Corporate Social Responsibility Committee (Member), Information Technology & Data Security Committee (Member), Mergers & Acquisitions Committee (Member).

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Jindal Hunting Energy Services Limited	Oil and Gas	Nil	Company in which Director is interested
Adani TotalEnergies E-Mobility Limited	E-Mobility (Charging of Vehicles)	Nil	Company in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures:

- There is no pecuniary or business relationship between the Non-Executive Independent Directors and the Company, except for the sitting fees and commission payable to the Non-Executive Independent Directors, in accordance with applicable laws and approval of the shareholders of the Company
- Meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulation

- Registered themselves with the Independent Director's Database maintained by Indian Institute of Corporate Affairs
- Under Regulation 25(8) of the SEBI Listing Regulations have confirmed that they are not aware of such circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence

Remuneration: ₹ 53.05 lakhs in the form of Commission and Sitting Fees.

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Mr K. Jairaj

73 years
Indian

Professional Qualifications

Educational Background: Bachelor of Arts (Honours) degree from Bangalore University, Master of Arts degree in Economics from the Delhi School of Economics, M.P.A. Woodrow Wilson School Of Public

And International Affairs, Princeton University and M.P.A, Kennedy School of Government, Harvard University, U.S.A, where he was Edward's Mason Fellow.

Professional Memberships:

Mr K Jairaj , a member of the 1976 batch of the Indian Administrative Service (IAS). Mr K. Jairaj is active in the National Management Movement and served as President, All India Management Association (AIMA), the only IAS officer to have done so; Past President Bangalore Management Association; currently on the Board of Governors, Indian Institute of Management, Kashipur.

Experience and Expertise

Brief Profile: Mr K. Jairaj, a member of the 1976 batch of the Indian Administrative Service, has held

distinguished appointments in the infrastructure, energy, transport and urban development sectors, including a role as Additional Chief Secretary, Energy Department and Chairman, BESCOM, Managing Director, Bangalore International Airport Ltd; Managing Director, Karnataka Power Corporation Ltd; Managing Director, Karnataka State Road Transport Corporation; Commissioner, Bangalore City Corporation for two terms; Commissioner for Commercial Taxes and Principal Secretary to the Chief Minister. With N.R. Narayana Murthy, Chairman Emeritus of Infosys, Mr Jairaj established the Bangalore International Airport Limited, India's first greenfield airport on public-private partnership basis with Siemens, Germany. And Mr Jairaj served with the World

Bank, Washington D.C. USA, as senior public sector management specialist in the Africa region between 2004-2006.

Industry Experience: More than 45+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global

Experience, Corporate Governance & ESG, Merger & Acquisition.

Industry Type : Oil and Gas.

Board and Committee Roles

Current Positions: Independent and Non-Executive Director.

DIN No.: 01875126

Committee Memberships:

Audit Committee (Member), Nomination and Remuneration Committee (Chairman), Corporate Responsibility Committee (Member), Public Consumer Committee (Chairman), Legal, Regulatory & Tax Committee (Member), Reputation Risk Committee (Member), Mergers & Acquisitions Committee (Chairman).

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Neo Foods Private Limited	Foods	Nil	Company in which Director is interested
SEIL Energy India Limited	Energy	Nil	Company in which Director is interested
Adani Electricity Mumbai Limited	Electricity	Nil	Company in which Director is interested
RPSG Ventures Limited	Industrial Conglomerates	Nil	Company in which Director is interested
Mumbai International Airport Limited	Airport Services	Nil	Company in which Director is interested
Navi Mumbai International Airport Private Limited	Airport Services	Nil	Company in which Director is interested
PCBL Chemical Limited	Chemicals	Nil	Company in which Director is interested
Thejo Engineering Limited	Engineering Services	Nil	Company in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures:

- There is no pecuniary or business relationship between the Non-Executive Independent Directors and the Company, except for the sitting fees and commission payable to the Non-Executive Independent Directors, in accordance with applicable laws and approval of the shareholders of the Company
- Meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulation

- Registered themselves with the Independent Director's Database maintained by Indian Institute of Corporate Affairs
- Under Regulation 25(8) of the SEBI Listing Regulations have confirmed that they are not aware of such circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence

Remuneration: ₹ 22.23 lakhs in form of Commission and Sitting Fees.

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Ms Gauri Trivedi

65 years
British

Professional Qualifications

Educational Background: Master's degree in political science from Jawaharlal Nehru University (JNU), Delhi, M. Phil (Soviet Studies), JNU, Delhi, Doctorate in Philosophy from Institute of Social & Economic Change, Bangalore and Institute of Development Studies, Mysore, PGPPM from Indian Institute of Management (IIM), Bangalore.

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Adani TotalEnergies Biomass Limited	Biomass	Nil	Company in which Director is interested
Adani Airport Holdings Limited	Airport Services	Nil	Company in which Director is interested
The Sandesh Limited	Media Publishing	Nil	Company in which Director is interested
Nikhil Adhesives Limited	Chemicals	Nil	Company in which Director is interested
New Age Education and Skills Foundation	Social Activities	Nil	Company in which Director is interested
Gujarat Ambuja Exports Limited	Agricultural Products & Services	Nil	Company in which Director is interested

Experience and Expertise

Brief Profile: Ms Gauri Trivedi held several administrative posts in Karnataka including Assistant Commissioner, Joint Director (Commerce and Industry), Chief Secretary/Director Rural Development and Panchayati Raj, Deputy Commissioner (Excise), Joint Registrar of Cooperative Societies. She has served as Managing Director of HESCOM, a power distribution company; Managing Director of the Karnataka State Food & Civil Supplies Corporation; Secretary to the Government in the Revenue Department of Karnataka; and Secretary to the Governor of Karnataka. She currently serves on the board of companies such as Adani Airport Holdings, The Sandesh Group, Nikhil Adhesives and Bhaikaka University.

Industry Experience: More than 40+ years of business experience.

Areas of Expertise: Business Leadership, Risk Management, Corporate Governance & ESG, Technology & Innovation.

Industry Type: Oil and Gas.

Board and Committee Roles

Current Positions: Independent and Non-Executive Director.

DIN No.: 06502788

Committee Memberships: Stakeholders' Relationship Committee (Chairperson), Corporate Social Responsibility Committee (Chairperson), Audit Committee (Member), Risk Management Committee (Member), Information Technology & Data Security Committee (Member), Public Consumer Committee (Member), Commodity Price Risk Committee (Member),

Regulatory and Statutory Disclosures

Compliance & Disclosures:

- There is no pecuniary or business relationship between the Non-Executive Independent Directors and the Company, except for the sitting fees and commission payable to the Non-Executive Independent Directors, in accordance with applicable laws and approval of the shareholders of the Company
- Meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulation



Mr Mukesh M. Shah

73 years
Indian

Professional Qualifications

Educational Background: Chartered Accountant with an M. Com. LL.B.and FCA as qualifications.

Professional Memberships: Chartered Accountant.

- Registered themselves with the Independent Director's Database maintained by Indian Institute of Corporate Affairs
- Under Regulation 25(8) of the SEBI Listing Regulations have confirmed that they are not aware of such circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence

Remuneration: ₹ 52.70 lakhs in the form of Commission and Sitting Fees.

Experience and Expertise

Brief Profile: He possesses extensive knowledge in diversified fields of Audit & Assurance, Tax & Regulatory matters, Transactions advisory services, Due Diligence, Corporate Restructuring including Mergers, De-mergers, Valuations, Acquisition and Sale, Project Finance, FEMA & Regulatory matters.

He serves as the Trustee of a leading educational institute that operates 5 colleges and imparts education to more than 6,500 students in Ahmedabad. He has also been a committee member of the Chartered Accountants Association, Ahmedabad and ITAT Bar Association, Ahmedabad.

Industry Experience: More than 50+ years of business experience.

Other Noteworthy Information

Code of Conduct: She has read the Company's Code of Conduct and Ethics and reaffirmed her commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Corporate Governance & ESG, Merger & Acquisition and Technology & Innovation.

Industry Type: Oil and Gas

Board and Committee Roles

Current Positions: Independent and Non-Executive Director.

DIN No.: 00084402

Committee Memberships: Corporate Responsibility Committee (Chairman), Audit Committee (Chairman), Stakeholders' Relationship Committee (Member), Nomination & Remuneration Committee (Member), Risk Management Committee (Member), Public Consumer Committee (Member), Mergers & Acquisitions Committee (Member).

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Aajkal Investment Private Limited	Multi-Sector Holdings	Nil	Company in which Director is interested
Asian Granito India Limited	Construction Materials	Nil	Company in which Director is interested
Inspiron Engineering Private Limited	Engineering Services	Nil	Company in which Director is interested
Adani Solar Energy Four Limited	Energy	Nil	Company in which Director is interested
Adani Solar Energy Kutchh Two Private Limited	Energy	Nil	Company in which Director is interested
Adani Solar Energy Kutchh One Limited	Energy	Nil	Company in which Director is interested
Adani Solar Energy AP Six Private Limited	Energy	Nil	Company in which Director is interested
Adani Infra (India) Limited	Construction Services	Nil	Company in which Director is interested
Chandaria Foundation	Social Activities	Nil	Trust in which Director is interested
Vivek Education Trust	Social Activities	Nil	Trust in which Director is interested
Nav Gujarat Education Trust	Social Activities	Nil	Trust in which Director is interested
Vidhybhavan Trust	Social Activities	Nil	Trust in which Director is interested
Dariyapuri Sthanakwasi Jain Samiti	Social Activities	Nil	Trust in which Director is interested
Tarabai Aryati Sidhant Trust	Social Activities	Nil	Trust in which Director is interested
Vinpack (India) Private Limited	Metal, Glass & Plastic Containers	Nil	Company in which Director is interested
Shreyans and Smruti Investment Limited	Multi-Sector Holdings	Nil	Company in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures:

- There is no pecuniary or business relationship between the Non-Executive Independent Directors and the Company, except for the sitting fees and commission payable to the Non-Executive Independent Directors, in accordance with applicable laws and approval of the shareholders of the Company
- Meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulation

- Registered themselves with the Independent Director's Database maintained by Indian Institute of Corporate Affairs
- Under Regulation 25(8) of the SEBI Listing Regulations have confirmed that they are not aware of such circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence

Remuneration: ₹ 54.30 lakhs in the form of Commission and Sitting Fees

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Mr Bharat Vasani

67 years
Indian

Professional Qualifications

Educational Background: B.Com, LLB, University of Bombay, 1984, Company Secretary, ICSI, India, 1980, Leadership in Corporate Counsel, Harvard Law School, 2010, M&A Training, Harvard Business School, 2007.

Professional Memberships: Company Secretary

Experience and Expertise

Brief Profile: Mr Vasani is a seasoned legal professional with over 41 years of experience. He has a rich experience in large corporates and was the Chief Legal & Group General Counsel of the Tata Group for around 17 years and retired from the Group as the Legal Advisor to the Tata Group Chairman. He was also on the Board of several listed and unlisted companies of the Tata Group. He presently also serves as the Public Interest Director on the Board of Central Depository Services (India) Limited and an Independent Director of Phoenix ARC Private Limited.

In his long stint at senior management levels, Mr Vasani has successfully built and managed the in-house legal departments of large multinationals. He

has steered several large and significant M&A transactions pursued by the Tata Group, including many successful cross-border deals. He has also successfully negotiated many joint ventures with various multinational conglomerates. Mr Vasani has also extensively advised on complex commercial transactions involving nuanced legal issues on various aspects such as the related party transactions (RPT) regime in India, new CSR regime, schemes of arrangement, M&A, joint ventures, etc. and has also extensively advised on aspects relating to inbound and outbound investments and securities law. Mr Vasani has a vast experience in advising clients on the SEBI LODR Regulations, including the recent amendments notified by SEBI.

Mr Vasani's influence extends beyond corporate practice into public policy, where he is highly regarded in government and industry circles. As the Chairperson of Legal Affairs Committee at the Bombay Chamber of Commerce and Industry, he has actively represented corporate interests before key regulators including the MCA, SEBI and RBI. His commitment to legal education and knowledge-sharing is demonstrated through his participation in nearly 250 nationwide seminars, appearances on CNBC, and comprehensive training sessions for Board and Audit Committee members on corporate law and governance matters. He is a keen public speaker and was selected to speak on India's Competition Act at the reputed Chatham House, London. He is a prolific writer and routinely shares his views on various contemporary aspects

related to corporate governance, and other corporate law issues on different public fora. He was also a specialist editor of the 19th Edition of A Ramaiya's celebrated commentary on the Companies Act.

Mr Vasani is presently a Senior Advisor – Corporate Laws at a leading law firm, Cyril Amarchand Mangaldas (CAM). In his role at CAM, Mr Vasani has provided nuanced guidance to clients on strengthening their internal compliance, governance frameworks and advised on complex aspects of corporate and securities laws and crisis management. Mr Vasani has also authored more than 100 blogs on a diverse array of topics ranging from company law, SEBI Regulations, FEMA, and corporate governance.

Industry Experience: More than 40+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Corporate Governance & ESG, Merger & Acquisition and Technology & Innovation.

Industry Type: Oil and Gas.

Board and Committee Roles

Current Positions: Independent and Non-Executive Director.

DIN No.: 00040243

Committee Memberships: Audit Committee (Member), Corporate Social Responsibility Committee (Member), Corporate Responsibility Committee (Member), Legal, Regulatory & Tax Committee (Chairman), Nomination & Remuneration Committee (Member), Information Technology & Data Security Committee (Chairman), Reputation Risk Committee (Member).

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Central Depository Services (India) Limited	Data Processing & Outsourced Services	Nil	Company in which Director is interested
Phoenix ARC Limited	Diversified Financial Services	Nil	Company in which Director is interested
Hero Future Energies Private Limited	Independent Power Producers & Energy Traders	Nil	Company in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures:

- There is no pecuniary or business relationship between the Non-Executive Independent Directors and the Company, except for the sitting fees and commission payable to the Non-Executive Independent Directors, in accordance with applicable laws and approval of the shareholders of the Company
- Meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulation

- Registered themselves with the Independent Director's Database maintained by Indian Institute of Corporate Affairs
- Under Regulation 25(8) of the SEBI Listing Regulations have confirmed that they are not aware of such circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence

Remuneration: ₹ 51.40 lakhs in the form of Commission and Sitting Fees.

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Mr Suresh P. Manglani

60 years

Indian

Professional Qualifications

Educational Background: M.Com, LL.B (Academic), CMA and FCS

Professional Memberships: Fellow Company Secretary

Experience and Expertise

Brief Profile: Mr Suresh P. Manglani has 37+ years of experience in the

oil and gas industry, including approximately 17 years with British Gas and BP Plc joint ventures in India, primarily in midstream and downstream city gas distribution (CGD) businesses.

He joined the Company in September 2018, prior to this, he was associated with GAIL for about five years, followed by over 13 years with Mahanagar Gas Limited and 10 years with Reliance Industries Limited where he held senior leadership positions.

Mr Manglani possesses extensive experience in managing profit and loss responsibilities, CGD operations, and the gas business value chain, as well as petroleum retail and policy advocacy. He is a strong proponent of digitalisation and process transformation, consistently driving operational

excellence across organisations he has served.

Industry Experience: More than 37+ years of business experience.

Areas of Expertise: Business Leadership, Financial Expertise, Risk Management, Global Experience, Corporate Governance & ESG, Merger & Acquisition and Technology & Innovation.

Industry Type: Oil and Gas

Board and Committee Roles

Current Positions: Executive Director & Chief Executive Officer

DIN No.: 00165062

Committee Memberships: Commodity Price Risk Committee (Member), Legal, Regulatory & Tax Committee (Member), Risk Management Committee (Member).

Other Directorships and Interests

Directorships in Other Companies	Industry Type	Shareholding in the Company	Inter-se Relationships
Adani TotalEnergies E-Mobility Limited	E-Mobility (Charging of Vehicles)	Nil	Company in which Director is interested
Adani TotalEnergies Biomass Limited	Biomass	Nil	Company in which Director is interested
Smartmeters Technologies Private Limited	Meter Manufacturing	Nil	Company in which Director is interested
IndianOil - Adani Gas Private Limited	Oil and Gas	Nil	Company in which Director is interested
Association of CGD Entities	Oil and Gas	Nil	Association in which Director is interested

Regulatory and Statutory Disclosures

Compliance & Disclosures: There is no pecuniary or business relationship between the Executive Directors and the Company, except for the remuneration payable to the Executive Directors, in accordance with the Remuneration Policy,

applicable laws and approval of the shareholders of the Company.

Remuneration: ₹ 931.15 lakhs

Other Noteworthy Information

Code of Conduct: He has read the Company's Code of Conduct and Ethics and reaffirmed his

commitment to its adherence during the year, upholding the highest standards of integrity and ethical governance.

Contact and Communication Details

Email: investor.agl@adani.com



Global Tax and Other Contributions

Embedding Responsible Tax Practices

We are committed to meeting our tax responsibilities by ensuring full compliance with applicable tax laws across all jurisdictions in which we operate. Our tax governance framework is structured to uphold transparency, accountability, and adherence to statutory obligation, while supporting value creation for shareholders and enabling sustainable business growth.

Taxes constitute a fundamental source of revenue for the Governments and play a vital role in financing development initiatives and socio-economic programmes. Accordingly, taxation provides a meaningful opportunity for businesses to demonstrate their equitable contributions to nation-building supporting society, public services, infrastructure, economic advancement and social welfare.

Tax is regarded as a material and strategic matter that plays a significant role in enabling economic and social contributions and advancing the achievement of sustainable development goals. This commitment is aligned with our aspiration to become a global leader in businesses that enhance lives and support nations in developing

infrastructure through the creation of long-term sustainable value. We believe that companies are obligated to comply with prevailing tax legislation and Management recognises its responsibility to stakeholders to address expectations of transparent and responsible tax practice.

We are committed to upholding our tax responsibilities diligently in all jurisdictions where we conduct business. Our approach to taxation and governance is structured to support such objectives, with the goal of consistently fulfilling our tax obligations promptly, in alignment with value creation and adhering to the applicable laws in each jurisdiction in which we operate.

As one of the foremost contributors to the exchequers, we acknowledge our responsibility to operate with integrity and accountability. We are guided by the principle of creating sustainable value for all stakeholders over the long term while reinforcing our commitment to transparency, fostering trust among stakeholders and supporting the development of a more accountable and responsible global tax framework.

Principles of Our Tax Approach

1	Compliances and Ethics	All taxes and related compliance reports are filed within statutory due dates. Our operational framework comprises an annual compliance calendar that tracks/monitors statutory due dates. We strive to remain fully compliant with applicable tax legislation in the regions and geographies where we operate. We uphold robust system of checks and balances (preparer-reviewer-approver) to ensure timely and accurate compliance with all statutory obligations. We seek expertise from tax advisors wherever necessary and monitor our tax compliance in real time. We fulfil our obligation to pay a fair share of taxes in the jurisdictions where we generate value.
2	Transparency in Disclosures and Reporting	We provide detailed disclosures on tax practices, payments, and governance framework, going beyond statutory requirements to promote trust and transparency with our key stakeholders including government, regulators and Investors. We view appropriate disclosures and reporting as an opportunity to engage with key stakeholders.
3	Tax Governance Framework	Our Board of Directors, along with the dedicated Tax team, oversees tax governance, closely engaging with the business units. We have established standard operating procedures and internal controls to handle tax-related matters, adhering to best practices and regulatory requirements. Our taxation policies are designed to consider long-term implications and ensure that the policies support both economic and social goals. The Company has a whistle-blower policy pursuant to which the employees and directors can report unethical or unlawful conduct, including tax-related concerns.
4	Stakeholder Engagement	Our tax team collaborates with governments and industry bodies through participatory dialogues, to help shape and influence tax policies, while ensuring compliance with emerging regulations. We are dedicated to interacting with all stakeholders in a manner grounded in integrity and transparency, guided by our defined tax principles. As we adapt to the changing global tax environment, we prioritise meaningful stakeholder engagement, forward-looking advocacy, and organisational responsiveness.
5	Risk Management and Controls	We follow sustainable tax practices with high governance. We identify tax risks with the perspective that they may be avoided / mitigated. Our tax governance framework focusses on how tax risks are identified, managed, monitored and mitigated. Wherever significant positions are taken, we seek advice from external experts / senior counsels. The key positions adopted are appropriately documented along with the basis for the same. Standard operating procedures are built for tax processes, with the objective to follow uniform and standardised procedures. Material tax matters are reported to the committee / sub-committee of Board of Directors, as considered appropriate. Additionally, the Company has established the necessary vigil mechanism for employees and directors to report concerns about unethical or improper activities or any irregularities.
6	Advocacy	We have developed an advocacy framework leading to a constructive and transparent dialogue with governments and policymakers across all tax facets (policy, legislation and administration). These advocacy initiatives are engaged either directly by us or through relevant industry bodies with the objective of appropriate representation before the Government and policymakers on key tax issues / concerns that impact business or lead to unintended consequences.



Tax Governance Structure



The Board periodically reviews all strategic tax matters in its meetings. Comprehensive due diligence is carried for Mergers and Acquisitions, to effectively manage risks and ensure certainty.

Tax Risk Management Approach

- 1 **Risk Assessment**

Continuous tracking and monitoring of changes in tax legislations and policies
- 2 **Self Assessment**

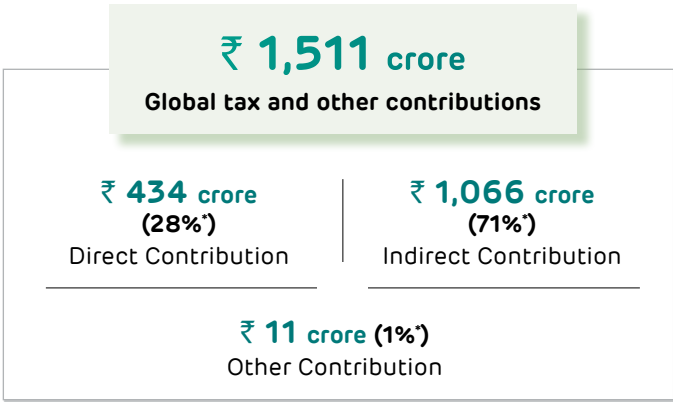
Regular review of controls and governance practices to prevent non-compliances
- 3 **Resource Management**

Engage external tax expertise to get clarity on the tax laws, where needed
- 4 **Industry Benchmark**

Examine industry peers' tax approach to manage tax risks

Our Contribution to the Exchequer

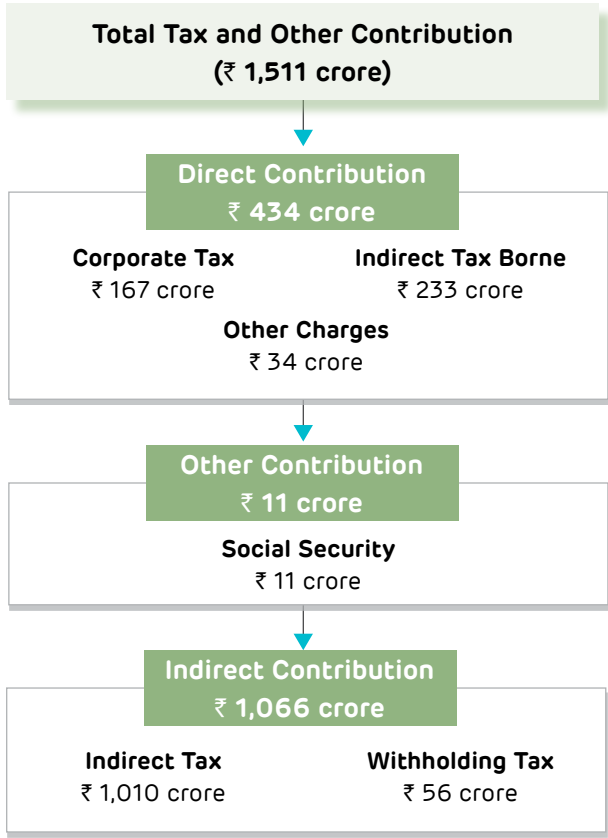
Adani Total Gas Limited (ATGL) contributed ₹ 1,511 crore in tax payments across direct, indirect and other contribution categories in FY 2025-26.



*total contribution

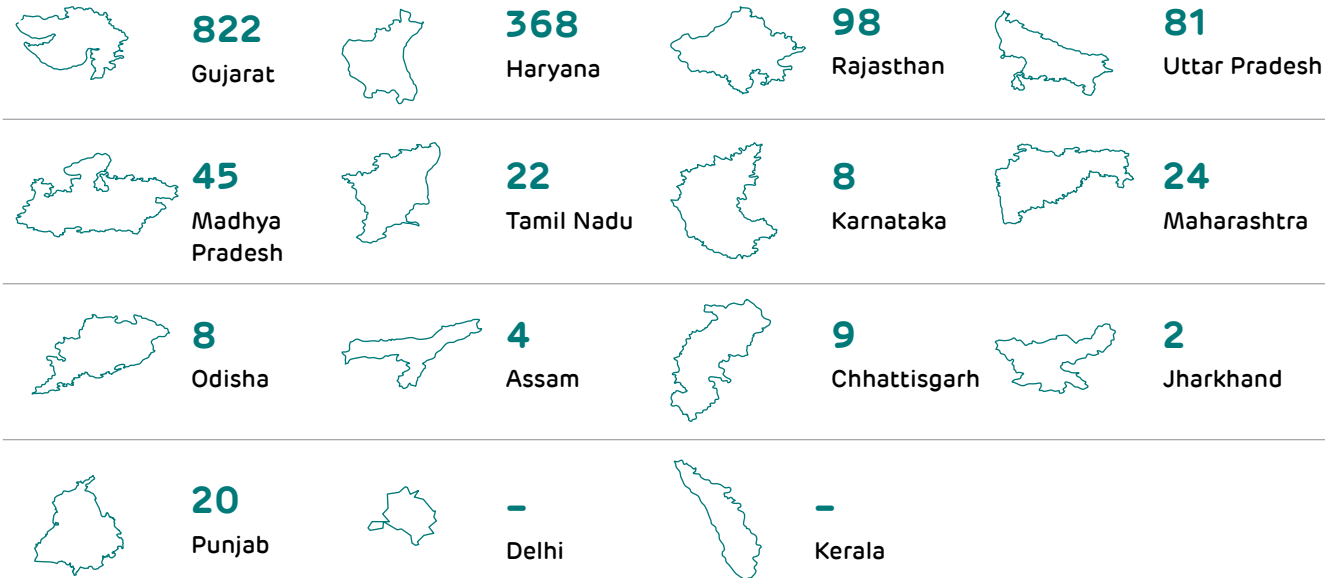
- Direct contributions: Payments made by ATGL and its subsidiaries directly to the exchequer in FY 2025-26
- Indirect contributions: Payments collected and deposited by ATGL and subsidiaries on behalf of the exchequer from other stakeholders in FY 2025-26
- Other contributions: Contributions in the form of social security payments and other statutory obligations in FY 2025-26

Contribution-Wise Snapshot



State-Wise Tax and Other Contributions (India Operations)

(₹ in crore)



Map not to scale
(for representation purposes only)

We have engaged professional consultants to provide an independent assurance report on the Tax and other contributions to the exchequer. The basis for preparation and our approach to tax can be accessed through following link:

[Basis for preparation and our approach to tax](#)



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INDEPENDENT ASSURANCE STATEMENT

Independent Assurance Statement to Adani Total Gas Limited on its Environment, Social and Governance Report for FY 2025-26

Adani Total Gas Limited,
Crest 4-5, Inspire Business Park,
Shantigram Township, Sarkhej - Gandhinagar Highway,
near Nr. Vaishnodevi Circle, Ahmedabad, Gujarat 382421.

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as ‘SGS India’) was engaged by Adani Total Gas Limited(the ‘Company’) to conduct an independent assurance of the disclosures under the Environment, Social and Governance Report (the ‘Report’) pertaining to the reporting period of April 1, 2025, to March 31, 2026. The Environment, Social, and Governance Report has been prepared with reference to the Global Reporting Initiatives (GRI) Standards. This Limited level of assurance engagement was conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), ISAE 3410, and GRI principles.

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all Adani Total Gas Limited’s stakeholders, and it is intended to be a part of the Annual Integrated Report FY 2025-26 of Adani Total Gas Limited.

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope. The Company holds the responsibility for preparing and ensuring the fair representation of the assurance scope.

Assurance Standard

SGS has conducted a Limited Level Assurance Engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), issued by the International Auditing and Assurance Standards Board (IAASB), and the International Standard on Assurance Engagements (ISAE) 3410, and with reference to principles of the Global Reporting Initiative (GRI) Standards. Our evidence-gathering procedures were designed to obtain a ‘*Limited level of assurance*’. The procedures performed in a limited assurance engagement are designed to support expectations regarding the direction of trends, relationships, and ratios rather than to identify misstatements with the level of precision expected in a reasonable assurance engagement.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing, and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social, and ethical auditing and training; and environmental, social, and Environment, Social and Governance Report assurance. SGS affirms our independence from Adani Total Gas Limited, being free from bias and conflicts of interest with the organization, its subsidiaries,



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and stakeholders. The assurance team was assembled based on their knowledge, experience, and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification, and GHG Validation Lead Auditors, and experience on the SRA Assurance

Scope of Assurance

- The assurance process involved assessing the quality, accuracy, and reliability of ESG Indicators within the Environment, Social and Governance Report for the period April 1, 2025, to March 31, 2026. The boundary of this report includes 29 City Gas Stations, 705 CNG Stations, 7 L-CNG Stations, and 27 stores under ATGL, along with 1,765 EV charging stations under ATEL and 2 biogas plants under ATBL, spread across India.

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy.
- Interaction with key personnel responsible for collecting, consolidating, and calculating the ESG KPIs and assessing the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the data reporting process at the Site as well as the Plant level and the aggregation process of data at the Corporate Office level.
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIs.

Limitations

SGS India verified data on a sample basis; the responsibility for the authenticity of the data entirely lies with the Company. The assurance scope excluded forward-looking statements, product- or service-related information, external information sources, and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party financial reports audited by the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in “Findings and Conclusions.”
- The assurance engagement considers an uncertainty of ±5% based on the materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company’s statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in the Reporting Criteria above.

Findings and Conclusions

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the ESG KPIs (listed below) presented by the Company in its Environment, Social and Governance Report are complete, accurate, reliable, fairly stated in all material respects, and are prepared with reference to the Reporting requirements.

The list of ESG KPIs that were verified within this assurance engagement is given below:

GRI Indices	Description
GRI 2: General Disclosures 2021	
2-1	Organizational details



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2-2	Entities included in the organization's Environment, Social and Governance Reporting
2-3	Reporting period, frequency, and contact point
2-4	Restatements of information
2-5	External assurance
2-6	Activities, value chain, and other business relationships
2-7	Employees
2-8	Workers who are not employees
2-9	Governance structure and composition
2-10	Nomination and selection of the highest governance body
2-11	Chair of the highest governance body
2-12	Role of the highest governance body in overseeing the management of impacts
2-13	Delegation of responsibility for managing impacts
2-14	Role of the highest governance body in Environment, Social and Governance Reporting
2-15	Conflicts of interest
2-16	Communication of critical concerns
2-17	Collective knowledge of the highest governance body
2-18	Evaluation of the performance of the highest governance body
2-19	Remuneration policies
2-20	Process to determine remuneration
2-21	Annual total compensation ratio
2-22	Statement on sustainable development strategy
2-23	Policy commitments
2-24	Embedding policy commitments
2-25	Processes to remediate negative impacts
2-26	Mechanisms for seeking advice and raising concerns
2-27	Compliance with laws and regulations
2-28	Memberships associations
2-29	Approach to stakeholder engagement
2-30	Collective bargaining agreements
GRI 3: Material Topics 2021	
3-1	Process to determine material topics
3-2	List of material topics
3-3	Management of material topics
GRI 201: Economic Performance 2016	
201-1	Direct economic value generated and distributed
201-2	Financial implications and other risks and opportunities due to climate change
201-3	Defined benefit plan obligations and other retirement plans
201-4	Financial assistance received from government
GRI 202: Market Presence 2016	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage
202-2	Proportion of senior management hired from the local community
GRI 203: Indirect Economic Impacts 2016	
203-1	Infrastructure investments and services supported
203-2	Significant indirect economic impacts



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GRI 204: Procurement Practices 2016	
204-1	Proportion of spending on local suppliers
GRI 205: Anti-corruption 2016	
205-1	Operations assessed for risks related to corruption
205-2	Communication and training about anti-corruption policies and procedures
205-3	Confirmed incidents of corruption and actions taken
GRI 206: Anti-Competitive Behaviour 2016	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices
GRI 207: Tax 2019	
207-1	Approach to tax
207-2	Tax governance, control and risk management
207-3	Stakeholder engagement and management of concerns related to tax
207-4	Country-by-country reporting
GRI 301: Materials 2016	
301-1	Materials used by weight or volume
301-2	Recycled input materials used
301-3	Reclaimed products and their packaging materials
GRI 302: Energy 2016	
302-1	Energy consumption within the organization
302-2	Energy consumption outside of the organization
302-3	Energy intensity
302-4	Reduction of energy consumption
302-5	Reductions in energy requirements of products and services
GRI 303: Water and Effluents 2018	
303-1	Interactions with water as a shared resource
303-2	Management of water discharge-related impacts
303-3	Water withdrawal
303-4	Water discharge
303-5	Water consumption
GRI 304: Biodiversity 2016	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
304-2	Significant impacts of activities, products and services on biodiversity
304-3	Habitats protected or restored
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations
GRI 305: Emissions 2016	
305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
305-3	Other indirect (Scope 3) GHG emissions
305-4	GHG emissions intensity
305-5	Reduction of GHG emissions
305-6	Emissions of ozone-depleting substances (ODS)
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions
GRI 306: Waste 2020	



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306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated
306-4	Waste diverted from disposal
306-5	Waste directed to disposal
GRI 308: Supplier Environmental Assessment 2016	
308-1	New suppliers that were screened using environmental criteria
308-2	Negative environmental impacts in the supply chain and actions taken
GRI 401: Employment 2016	
401-1	New employee hires and employee turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
401-3	Parental leave
GRI 402: Labor/Management Relations 2016	
402-1	Minimum notice periods regarding operational changes
GRI 403: Occupational Health and Safety 2018	
403-1	Occupational health and safety management system
403-2	Hazard identification, risk assessment and incident investigation
403-3	Occupational health services
403-4	Worker participation, consultation, and communication on occupational health and safety
403-5	Worker training on occupational health and safety
403-6	Promotion of worker health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by an occupational health and safety management system
403-9	Work-related injuries
403-10	Work-related ill health
GRI 404: Training and Education 2016	
404-1	Average hours of training per year per employee
404-2	Programs for upgrading employee skills and transition assistance programs
404-3	Percentage of employees receiving regular performance and career development reviews
GRI 405: Diversity and Equal Opportunity 2016	
405-1	Diversity of governance bodies and employees
405-2	Ratio of basic salary and remuneration of women to men
GRI 406: Non-discrimination 2016	
406-1	Incidents of discrimination and corrective actions taken
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
GRI 408: Child Labor 2016	
408-1	Operations and suppliers at significant risk for incidents of child labor
GRI 409: Forced or Compulsory Labor 2016	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor
GRI 410: Security Practices 2016	
410-1	Security personnel trained in human rights policies or procedures
GRI 411: Rights of Indigenous Peoples 2016	



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411-1	Incidents of violations involving rights of indigenous peoples
GRI 413: Local Communities 2016	
413-1	Operations with local community engagement, impact assessments and development programs
413-2	Operations with significant actual and potential negative impacts on local communities
GRI 414: Supplier Social Assessment 2016	
414-1	New suppliers that were screened using social criteria
414-2	Negative social impacts in the supply chain and actions taken
GRI 415: Public Policy 2016	
415-1	Political contributions
GRI 416: Customer Health and Safety 2016	
416-1	Assessment of the health and safety impacts of product and service categories
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services
GRI 417: Marketing and Labelling 2016	
417-1	Requirements for product and service information and labeling
417-2	Incidents of non-compliance concerning product and service information and labeling
417-3	Incidents of non-compliance concerning marketing and communications
GRI 418: Customer Privacy 2016	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data

For and on behalf of SGS India Private Limited



Kalpesh Thombare

Technical Reviewer and National Manager – ESG & Sustainability Services, SGS India.

19th May 2026.



Chirag Bafna

Senior Technical Associate and Lead Verifier – ESG & Sustainability Services, SGS India.

19th May 2026.