

adani

Growth
With
Goodness

Adani Portfolio ESG Snapshot – Q1FY27

August 2026



Adani Portfolio: Broad based ESG commitment and Credentials



		adani Ports and Logistics	adani Power	adani Energy Solutions	adani Renewables	adani Gas	adani Enterprises	Ambuja Cement
	Tax Transparency Audit	✓	✓	✓	✓	✓	✓	✓
	TCFD Supporter	✓	✓	✓	✓	✓	✓	✓
	Net Zero Commitment	✓ 2040	✓ 2070	✓ 2050	✓ 2050	✓ 2070	✓ 2070	✓* 2050
	UNGC Participant	✓	NC	NC	✓	NC	NC	✓
	IBBI	✓	✓	✓	✓	✓	✓	✓
	DJSI (2025 Score)	66 (from 68)	69 (from 68)	81 (from 73)	78 (from 74)	72 (from 62)	62 (from 60)	69 (from 60)
	CDP – CC (2025 Score)	A-	B	B	A- formerly- D	A- formerly- B	A formerly- A-	B
	CDP – WS (2025 Score)	A formerly- A-	B	A-	A-	-	A	A formerly- B
	Sustainalytics	10.50 Low Risk	31.69 High Risk	18.29 Low Risk	11.24 Low Risk	24.65 Medium Risk	35.78 High Risk	21.14 Medium Risk
	CRISIL (2026)	67 (from 61) Strong	58 (from 54) Adequate	65 (from 61) Strong	69 (from 66) Strong	66 (from 61) Strong	60 (from 51) Adequate	60 (from 56) Adequate
	NSE (2025)	66 (from 69) Aspiring	65 (from 63) Aspiring	71 (from 67) Leader	78 (from 74) Leader	73 (from 64) Leader	68 (from 63) Aspiring	65 (from 63) Aspiring
	CARE (2026)	84.3 (Leadership) I/O – 26%	80.0 (Leadership) I/O – 36%	86.2 (Leadership) I/O – 49%	87.3 (Leadership) I/O – 47%	84.0 (Leadership) I/O – 38%	83.1 (Leadership) I/O – 73%	80.3 (Leadership) I/O – 44%

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

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

Adani Enterprises Limited: ESG Updates

Material Topic	FY 30 Targets	Key ESG Initiatives/Achievements	UN SDGs
Climate Change Mitigation and Adaptation 	45% Reduction in energy intensity* 51% Electricity consumed from Renewable Energy sources	Climate Change Mitigation and Adaptation 42% electricity consumption from RE sources for Airports business 72% electricity consumption from RE sources for Data Center business 41% reduction in Scope 2 emission intensity² for ANR Biodiversity - Adopted the Nature related financial disclosures (TNFD) and published its maiden report 1,18,627 trees planted by AEL in Q1FY27 Water Management 43% of water consumption requirements met from noncompeting sources - ZLD implemented at more than 80% of operational sites 33% and 28% water recycled by Solar manufacturing and Airports business respectively. Waste Management - More than 97% of waste diverted from going to landfill. 46% decrease in waste generation intensity¹ for Airports business - ZWL Status: - Achieved for seven airports and three data center locations Occupational Health and Safety - All operational sites assessed for health and safety. - Zero employee fatality in Q1FY27 Awards and Recognition - KCL has been recommended for Copper Mark Certification following a successful independent assessment by external auditors - Adani Solar was conferred with the Leadership Performance award under the Solar PV Module Manufacturing Category at the CII Performance Excellence Award 2026 Ratings: Care Edge ESG ratings categorized Adani Enterprises in the “Leadership” category with a score of 83.1 for FY’26.	
Water Management 	50% Reduction in water consumption intensity*		
Waste Management 	95% Waste diverted away from landfill		
Occupational Health and Safety 	Health and Safety assessment of all Plants and Offices 0 Zero health & safety related injuries		

Achieved in Q1FY27 as compared to Q1FY26 | 1: Per million Pax | 2: Per ton of mineral (coal + iron ore) produced | RE: Renewable Energy | ZWL: Zero Waste to Landfill | ZLD: Zero Liquid Discharge
 ESG: Environmental, Social and Governance | RE: Renewable Energy | UNSDG: United Nations Sustainability Development Goal | * Reduction in intensity on a revenue basis, against the base year of FY 2021-22

Adani Enterprises Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs	
Statutory Committees			
- Audit	✓		40% Comprised of only Independent Directors
- Nomination & Remuneration	✓		
- Stakeholders' Relationship		✓	100% of Statutory Committees Chaired by Independent Directors
- Corporate Social Responsibility		✓	
- Risk Management		✓	
Non-statutory Committees			
- IT & Data Security		✓	7 Additional Business specific committees
- Corporate Responsibility	✓		
- Mergers and Acquisition		✓	29% Fully comprised of Independent Directors
- Legal, Regulatory & Tax		✓	
- Reputation Risk		✓	100% Chaired by Independent Directors
- Commodity Price Risk		✓	
- Public Consumer	✓		

Pathway to strengthen Corporate Governance

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

Board of Directors

Independent Directors



Vijayalaxmi Joshi

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



Bharat Sheth

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



Omkar Goswami

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



V Subramanian

40+ Yrs of Experience
Skill & Expertise
• Expert of aviation industry
• Business development

Non-Independent Directors



Gautam Adani
Chairman

Skill & Expertise
• Entrepreneurial Vision
• Business Leadership



Rajesh Adani
Managing Director

Skill & Expertise
• Business relationship
• Execution



Pranav Adani
Director

Skill & Expertise
• Business relationship
• Industry leader



Vinay Prakash
Director

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

Adani Green Energy Limited: ESG Updates

2050
Net Zero

Material Topic	Targets	Key ESG Initiatives/Achievements
Climate Change 	Committed to avoid GHG emissions through development of 50 GW RE project by 2030 Committed to adopt 65% EV by FY 2029-30	Climate Change 9.70 Mn tons CO₂ emissions avoided in Q1FY27 - GHG emission reduction: 99.9% less operational emission intensity per unit of generation (0.0008 GHG tCO₂ / MWh) in Q1FY27 v/s Indian grid average of 0.71 tCO₂ / MWh - Achieved 51% target against 65% EV commitment by FY30 - Engaged with CII Net Zero Program
Resource conservation 	Net Water Positive certified company for 100% operational locations by FY26	Water Management - Achieved and sustained Water Positive Goal for 100% operational portfolio with a water balance index of 2.14 (assured by Intertek, an independent global assurance agency) improvement of 30% in water balance index in FY26 99.8% less operational freshwater consumption per unit of generation (0.007 kl/MWh) in Q1FY27 as against 3.5 kl / MWh, statutory limit for thermal power - Waterless Robotic cleaning deployed over 12.4 GW solar capacity, India's largest, representing 72.2% of total solar fleet of 17.2 GW which will save ~ 840 Million Liters of water
Waste Management 	Zero-Waste-to-Landfill (ZWL) Certified Company for 100% of operating plants	Waste Management 100% of AGEL's operating capacity is single-use plastic free - Achieved ZWL certification for 100% operational locations in FY 2022-23 and sustained the same in FY26
Biodiversity 	No Loss of biodiversity Committed to plant 27.86 Lac trees by FY30	Biodiversity Management - Signatory to India Business Biodiversity Initiative (IBBI) 2.0 Declaration - Committed to plant 27.86 Lac trees by FY30 - Adopted the Nature related financial disclosures (TNFD)
Social Initiatives 	0 Zero harm and Zero leak 100% ESG Evaluation of Suppliers	Occupational Health & Safety 1.74 Mn continuous safe man hours; 0.15 LTIFR and 75349 safety training hours in Q1FY27 Sustainable Supply Chain - Conducted ESG evaluation including biodiversity risk for 100% critical and important manufacturing suppliers at the time of onboarding - Participating in United Nations Global Compact (UNGC) – SPARK Program aimed at building ESG capacity across our value chain and strengthen sustainable supply chain practices

Focus UN SDGs



Awards and Recognition

- AGEL is now **'Ranked Top'** in ESG ratings by:
 - 'FTSE Russell' ESG score in the Alternative Electricity Subsector globally
 - AGEL secured CareEdge ESG 1+ rating with the highest score of 87.3 by any company in India
 - ESG Risk Assessment & Insights Ltd rated AGEL highest in the power sector
 - 'NSE ESG' highest ratings in power and utilities sector
 - 'CRISIL' in the Power Sector for Fifth consecutive year
- AGEL's is among top 6% of companies accessed by CSRHUB
- Improved Sustainalytics global ranking from 6th to 5th, retained #1 position in India, and enhanced ESG Risk Score from 11.8 to 11.2
- Award' winner of the Clean Power Generation Award at the Reuters Energy Industry Awards 2026 at New York
- Recognized as 'Generation Company of the Year' at the 2026 India Power & Renewable Leadership Awards
- Recognized by MNRE on Global Wind Day for achieving the highest commissioning under C&I projects for FY26
- MNRE Recognized AGEL for the Highest Wind Power Installation in FY26

Adani Green Energy Limited – Board of Directors and Management overview

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

40%
Comprised of only Independent Directors

100% of
Statutory Committees
Chaired by Independent Directors

5
Additional Business specific committees

40%
Fully comprised of Independent Directors

60%
Chaired by Independent Directors

Pathway to strengthen Corporate Governance

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

Board of Directors

Independent Directors



Neera Saggi ✓

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



Raminder Singh Gujral ✓

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



Dinesh Kanabar ✓

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



Romesh Sobti

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



Anup Shah

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

Non-Independent Directors



Gautam Adani

Chairman

Skill & Expertise
• Entrepreneurial Vision
• Business Leadership



Rajesh Adani

Director

Skill & Expertise
• Business relationship
• Execution



Sagar Adani

Executive Director

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



Vneet Jaain

Managing Director

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



Sangkaran Ratnam

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

Nominee Director

Material Topic	FY 30 Targets	Key ESG Initiatives/Achievements	UN SDGs
Climate Change Mitigation and Adaptation 	70% Renewable energy share in power procurement by FY30 60% reduction in GHG emission intensity [tCO2e/ EBITDA] by FY29 “Net Water Positive” Company for 100% of its assets under O&M Business	Climate Change Adaptation and Mitigation - Continue to be signatory to IRENA’s - Utilities for Net Zero Alliance - FY26 GHG intensity @ AEML w.r.t. FY2019 [2,254 [tCO2e/ INR EBITDA] 133% < FY2019 [-744 tCO2e/ EBITDA] with REC’s 91.26% < FY2019 [197 tCO2e/ EBITDA] without REC’s - Renewable energy share in power procurement, - AEML 48.34% (without REC’s) - ASL 100% 1st/113 Electric Utilities - Low Carbon Transition Rating by Sustainalytics - Net Water Positive Company recertification onsite assessment completed - Zero Waste to Landfill recertification obtained and SUP certified Occupational Health and Safety - Fatalities : 0 LTIFR Employee : 0.0 , Worker : 0.31, Employee + worker: 0.31 - Safety Training : 26,841 Man hour Other Initiative: - FTSE Russell ESG score improved to 4.5/5 (FY2026) from 4.4/5 (FY2025), AESL among Top 2%ile [Electric Utilities] - Sustainalytics ESG Risk rating improved from 19.5/100 [Mar’26] to 18.5/100 [Jun’26], AESL among Top 7 percentile of 214 Global Electric Utilities and Top 9 percentile of 605 Global Utilities - CRISIL ESG rating-(FY2026) to 65/100 [Jul’26] from 61/100 [Jul’25] Rating Category: Strong - ESG RISK AI ESG Risk Rating to 73/100 [Jun’26] from 68/100 [Feb’26] Rating Category: Excellent - CareEDGE 86.2/100 Leading Electric Utilities Industry against Median score of 57.7	       
Waste Management 	Maintain Zero Waste to Landfill (ZWL) across all operational sites		
Occupational Health and Safety 	Zero health & safety related injuries		

Adani Energy Solutions Limited – Board of Directors and Management overview

	100% IDs	Chaired by IDs	Chaired by NID	
Statutory Committees				40% Comprised of only Independent Directors
- Audit	✓			
- Nomination & Remuneration	✓			
- Stakeholders' Relationship		✓		
- Corporate Social Responsibility		✓		
- Risk Management		✓		100% of Statutory Committees Chaired by Independent Directors
Non-statutory Committees				
- Public Consumer	✓			
- IT & Data Security			✓	
- Corporate Responsibility	✓			6 Additional Business specific committees
- Mergers and Acquisition			✓	
- Legal, Regulatory & Tax			✓	33% Fully comprised of Independent Directors
- Reputation Risk			✓	

Pathway to strengthen Corporate Governance

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

Board of Directors

Independent Directors



Hemant Nerurkar ✓

35+ Yrs of Experience
Skill & Expertise

- Business transformation
- Supply chain & marketing
- Quality control



Lisa MacCallum ✓

25+ Yrs of Experience
Skill & Expertise

- ESG
- Brand Strategy
- Global Affairs



Chandra Iyengar ✓

50+ Yrs of Experience
Skill & Expertise

- Regulatory matters
- Policy framework



Anil Ahuja

40+ Yrs of Experience
Skill & Expertise

- investment Banking
- Governance & Risk

Non-Independent Directors



Gautam Adani

Chairman

Skill & Expertise

- Entrepreneurial Vision
- Business Leadership



Rajesh Adani

Director

Skill & Expertise

- Business relationship
- Execution



Anil Sardana

Managing Director

40+ Yrs of Experience
Skill & Expertise

- Industry veteran
- Strategic leadership
- Transition & Development



Kandarp Patel

Whole-time Director & CEO

25+ Yrs of Experience
Skill & Expertise

- Business Development
- Legal & Regulatory Acumen
- Commercial Management

Adani Power Limited: ESG update

Material Topic	FY 27 Targets	Key ESG Initiatives/Achievements	UN SDGs
Climate Change Mitigation and Adaptation 	Reduction in GHG emission intensity to 0.84 tCO₂e/MWh To be in top-5 companies in India for ESG benchmarking of Electric Utility Sector Explore Net carbon Neutral possibilities and public disclosures	Climate Change - Average Emission intensity for Q1 - 0.89 tCO₂e/MWh Water & Waste Management - Water Consumption Intensity 2.24 m³/MWh, ~ 36% lower than the statutory limit of 3.50 m³/MWh Year to Date (YTD). - Achieved 93% fly ash utilization YTD. - ALL sites have been certified as single-use plastic (SUP)–free. Health, Safety and Well-being - CSR program outreach: ~ 120909 including direct and indirect beneficiaries. 73850 Trees planted at APL sites. - OHS Training Hours: 121064.5 (fire training hours: 17449) - Frequency Rate: 0.08 Rating - APL retained an impressive ESG score of 80 (CareEdge-ESG 1+ rating) by CareEdge. This highlights the company's strong environmental and governance performance within the high-impact thermal power sector, driven by efficiency-led decarbonization and robust transparency. - APL holds a CRISIL ESG score of 58 (categorized as Adequate) in the integrated power utilities sector. - APL scored 4.3/5.0 in the FTSE Russell ESG rating for FY25, which remains higher than the world utilities average score 3.0.	
Waste Management 	100% Single-use-Plastic-Free (SuPF) Certified Company for of operating locations Zero-Waste-to-Landfill (ZWL) certified for 100% Of operating plants		
Health and Safety 	Zero Health and Safety related injuries		

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

40%
Comprised of only Independent Directors

100% of Statutory Committees
Chaired by Independent Directors

6
Additional Business specific committees

33.33%
Fully comprised of Independent Directors

83.33%
Chaired by Independent Directors

Pathway to strengthen Corporate Governance

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

Board of Directors

Independent Directors



Shailesh Haribhakti

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



Sangeeta Singh

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



Manmohan Srivastava

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



Narendra N Misra

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

Non-Independent Directors



Gautam Adani

Chairman

Skill & Expertise
• Entrepreneurial Vision
• Business Leadership



Rajesh Adani

Director

Skill & Expertise
• Business relationship
• Execution



Anil Sardana

Managing Director

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



Shersingh Khyalia

Whole-time Director & CEO

35+ Yrs of Experience
Skill & Expertise
• Finance & Accounts
• PPA management
• Regulatory & Commercial

Material Topic	FY27 Targets	Key ESG Initiatives/Achievements	UN SDGs
Climate Change Adaptation and Mitigation 	Sustain 100% Decarbonization of Fleets 10.0 MW Solar capacity Planting of 50,000 Trees	Climate Change Adaptation and mitigation 99% of the HCV fleet (657 vehicles) is powered by cleaner, low-carbon CNG fuel. - A total of 2,257 km was surveyed under the Leak Detection and Repair (LDAR) program to reduce methane emissions. 10 MW renewable energy purchase at planning/ review stage. 50,000 trees (mass plantation) project under progress for Pusad location & planning additional 1.0 Lakh trees at Bhilwara GA. - Celebrated world Environment Day on 5th June across all operation location by planting 1000+ trees to support environment stewardship. Waste Management - Capacity-building workshop underway for 18 GAs to strengthen Zero Waste to Landfill certification readiness. Health, Safety and Well-being. 5594 workers trained on health & safety by 171 safety program. 6.0 Million continuous safe man hours, 0.0 LTIFR and 5828 safety training hours. - Total 63 emergency mock-drills were performed for emergency preparedness ESG Ratings and Recognitions: - Achieved 66 score out of 100 under strong category from CRISIL ESG Ratings Limited. - Recognized as a Leader in ESG performance, ATGL achieved ESG score of 84 out of 100 from Care Edge ESG Ratings.	7 AFFORDABLE AND CLEAN ENERGY 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 3 GOOD HEALTH AND WELL-BEING 15 LIFE ON LAND 5 GENDER EQUALITY 4 QUALITY EDUCATION 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 8 DECENT WORK AND ECONOMIC GROWTH
Waste & Water Management 	18 GAs Zero waste to landfill Certification		
Health, Safety and Well-being 	<0.5 Lost Time Injury Frequency (LTIFR) 25,000 Adults for vision care under CSR		

Adani Total Gas Limited – Board of Directors and Management overview

	100 % IDs	Chaired by IDs	Chaired by NID
Statutory Committees			
- Audit	✓		60% Comprised of only Independent Directors
- Nomination & Remuneration	✓		
- Stakeholder Relationship	✓		
- Corporate Social Responsibility		✓	100% of Statutory Committees Chaired by Independent Directors
- Risk Management		✓	
Non-statutory Committees			
- IT & Data Security	✓		7 Additional Business specific committees
- Corporate Responsibility	✓		
- Mergers and Acquisition		✓	43% Fully comprised of Independent Directors
- Legal, Regulatory & Tax		✓	
- Public Consumer	✓		86% Chaired by Independent Directors
- Reputation Risk		✓	
- Commodity Price Risk		✓	

Pathway to strengthen Corporate Governance

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

Board of Directors

Independent Directors



Gauri Trivedi

40+ Yrs of Experience
Skill & Expertise

- Business leadership
- Regulatory matters
- Risk Mgt



Shashi Shankar

35+ Yrs of Experience
Skill & Expertise

- Industry expert
- Business leadership
- Governance



Mukesh Shah

45+ Yrs of Experience
Skill & Expertise

- FEMA & Regulatory matters
- Audit & Assurance
- Corporate Restructuring



Bharat Vasani

30+ Yrs of Experience
Skill & Expertise

- Regulatory matters
- Risk Mgt
- Governance



K. Jairaj

45+ Yrs of Experience
Skill & Expertise

- Business Leadership
- Regulatory Matters
- Governance
- Risk Management

Non-Independent Directors



Gautam Adani

Chairman

Skill & Expertise

- Entrepreneurial Vision
- Business Leadership



Pranav Adani

Director

Skill & Expertise

- Business relationship
- Industry leader



Thibault Lesueur

Director

27+ Yrs of Experience
Skill & Expertise

- Global Affairs
- Industry expertise
- Business leadership



Sangkaran Ratnam

Director

20+ Yrs of Experience
Skill & Expertise

- Global Investments
- Business acumen
- Industry expertise



Suresh Manglani

Executive Director

30+ Yrs of Experience
Skill & Expertise

- Industry veteran
- Value chain management
- Corporate Strategy



Sanjay Pandita

CEO

25+ Yrs of Experience
Skill & Expertise

- Industry veteran
- Value chain management
- Corporate Strategy

KMP



Chairman of Audit committee;

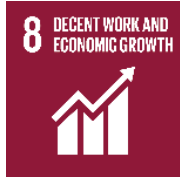


Chairman of Nomination and Remuneration committee;



Chairman of Corporate Responsibility committee | ID: Independent Director | NID: Non-Independent Director | CEO: Chief Executive Officer | KMP: Key Managerial Personnel



Material Topic	2030 Targets	Key ESG Initiatives/Achievements	UN SDGs
Climate Change 	Reduction in energy intensity ¹ 20%	Environment: - APSEZ becomes India's first company in the Transport sector to publish Taskforce on Nature-related Financial Disclosures (TNFD)-aligned disclosure, joining a select group of global port operators embedding nature-related considerations into mainstream business reporting. 20% Renewable share in total electricity 21% of Energy intensity reduction 21% Emission intensity reduction 12 No of ports with Zero waste to landfill certification 100% recycle and reuse of consumed water 22% Water consumption intensity reduction Rating update: - CARE ESG Ratings Limited (CareEdge ESG) has upgraded an CareEdge ESG 1+ rating with a score of 84.3/100 from 81, signifying leadership position in managing ESG risks through best-in-class disclosures, robust policies, and strong performance across environmental, social, and governance parameters. - CRISIL has upgraded APSEZ's overall ESG score to 67 from 61, with the Core ESG score improving to 70 from 67, driven by enhanced performance across key Environmental and Social parameters. - ESGRisk.ai (ESG Risk Assessments & Insights Limited) has assigned APSEZ an ESG rating of 83, with an "Excellent" classification, reflecting an improvement of 7 points over the previous rating.	 
Water Management 	Water consumption intensity ¹ reduction 20%		 
Waste Management 	Zero waste to landfill 16 Ports		 
Biodiversity and Land use 	Total afforestation 48 Million		 
Diversity & Inclusion 	Women share in total workforce 10 %		
Trainings 	Training Mandays 8 mandays		

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

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

40%
Comprised of only Independent Directors

100% of
Statutory Committees
Chaired by Independent Directors

5
Additional Business specific committees

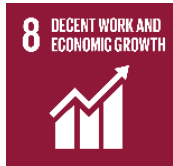
40%
Fully comprised of Independent Directors

100%
Chaired by Independent Directors

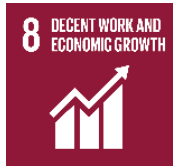
Board of Directors				
Independent Directors				
 M V Bhanumathi 35+ Yrs of Experience Skill & Expertise - Regulatory matters - Taxation	 PS Jayakumar 35+ Yrs of Experience Skill & Expertise - Banking & Finance - Entrepreneurship - Technology	 Ravindra Dholakia 40+ Yrs of Experience Skill & Expertise - Economist - Risk Assessment - Financial matters	 P K Pujari 35+ Yrs of Experience Skill & Expertise - Policy framework - Regulatory matters - Risk Assessment	 Manish Kejriwal 30+ Yrs of Experience Skill & Expertise - Financial expertise - Industry expertise - Regulatory matters

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

Non-Independent Directors				Nominee Director
 Gautam Adani Chairman Skill & Expertise - Entrepreneurial Vision - Business Leadership	 Rajesh Adani Director Skill & Expertise - Business relationship - Execution	 Karan Adani Managing Director 15+ Yrs of Experience Skill & Expertise - Industry expert - Strategic development - Operational efficiency	 Ashwani Gupta Whole Time Director & CEO 35+ Yrs of Experience Skill & Expertise - Corporate Strategy - Business Leadership - Operational Efficiency	 Ajay Kumar 15+ Yrs of Experience Skill & Expertise - Industry expertise - Regulatory matters

Material Topic	2030 Targets*	Q1FY'27 Performance	Key ESG Initiatives/Achievements (Q1FY'27)	UN SDGs
Climate and Energy 	Gross specific CO2 (Scope 1) emissions 442 kg /t of cementitious materials	Gross CO2 emissions (Scope 1) 574 kg /t of Cementitious materials	Climate and Energy - Scope 1: 574 kg/tonne of cementitious material - Scope 2: 18 kg/tonne of cementitious material - Thermal Energy – 760 Kcal/kg of clinker - Electrical Energy – 77.1 kWh/t of cement - Green Energy Source : 33 % WHRS: 16.7% ; Solar: 13.5% ; Wind/Bio: 2.8% - Thermal Substitution Rate – 6.8 % - Clinker factor – 67.67%	 
Circular Economy 	Consume 21 million tons of waste derived resources per year	Consumed 2.69 million tons of waste derived resources	Circular Economy - Alternate Fuels – 0.18 million ton - Alternate raw materials – 2.51 million ton	 
Water Management 	Water Positive 10 Number of times	Water Positive 4.7 Number of Times	Water and Nature Water Positive: 4.7 times	 
Community Development 	5 million beneficiaries	3.72 million beneficiaries till FY'26	People & Community LTIFR – 0.34 Fatality – 0 Other Initiative CII Green product certification : Blended cement portfolio certified at plant/product and organization/product levels.	 
				 

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

Material Topic	2030 Targets	Q1FY'27 Performance	Key ESG Initiatives/Achievements (Q1FY'27)	UN SDGs
Climate and Energy 	Gross specific CO2 (Scope 1) emissions* 421 kg /t of cementitious materials	Gross CO2 emissions (Scope 1) 470 kg /t of Cementitious materials	Climate and Energy • Scope 1: 470 kg/tonne of cementitious material • Scope 2: 20.5 kg/tonne of cementitious material • Thermal Energy – 741 Kcal/kg of clinker • Electrical Energy – 75 kWh/t of cement • Green Energy Source : 31.1 % WHRS: 15.6% ; Solar: 13.8% ; Wind/Bio: 1.7% • Thermal Substitution Rate – 6.4 % • Clinker factor – 57.3%	 
Circular Economy 	Consume 30 million tons of waste derived resources per year	Consumed 2.52 million tons of waste derived resources	Circular Economy • Alternate Fuels – 0.09 million ton • Alternate raw materials – 2.43 million ton	 
Water Management 	Water Positive 5 Number of times	Water Positive 0.38 Number of Times	Water and Nature • Water Positive: 0.38 times	 
Community Development 	3.5 million beneficiaries	2.76 million beneficiaries till FY'26	People & Community LTIFR – 0.31 Fatality – 0 Other Initiative CII Green product certification : Blended cement portfolio certified at plant/product and organization/product levels	 
				 

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

40%

Comprised of only Independent Directors

100% of

Statutory Committees Chaired by Independent Directors

7

Additional Business specific committees

29%

Fully comprised of Independent Directors

100%

Chaired by Independent Directors

Pathway to strengthen Corporate Governance

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

Board of Directors

Independent Directors



Purvi Sheth  

40+ Yrs of Experience
Skill & Expertise

- Human Resource Management
- Leadership Management



Ameet Desai

30+ Yrs of Experience
Skill & Expertise

- Business strategy & Policies
- Finance
- Regulatory Compliance



Rajnish Kumar 

40+ Yrs of Experience
Skill & Expertise

- Banking
- Corporate credit & project finance



Maheshwar Sahu

40+ Yrs of Experience
Skill & Expertise

- Strategic Management
- Corporate Governance



Praveen Garg

33+ Yrs of Experience
Skill & Expertise

- Corporate Strategy
- Finance
- ESG & Climate Change

Non-Independent Directors



Gautam Adani

Chairman

Skill & Expertise

- Entrepreneurial Vision
- Business Leadership



Karan Adani

Director

10+ Yrs of Experience
Skill & Expertise

- Industry expert
- Strategic development
- Operational efficiency



Vinod Bahety

WTD and CEO

25+ Yrs of Experience
Skill & Expertise

- Finance Sector
- Manufacturing Sector

Thank You!

