

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS OF ACC LIMITED

The Familiarization Program (“the Program”) for Independent Directors of ACC Limited (“the Company”) has been adopted by the Board of Directors pursuant to Regulation 25(7) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

1. Purpose

The program formulated with the objective of making the Independent Directors of the Company accustomed to their roles and responsibilities is divided into various modules with emphasis on:

- Roles, Rights and Responsibilities - Board dynamics & functions
- Strategy, Operations and Functions of the Company

The Program has been designed considering the specific needs of contemporary Corporate Governance and the expected obligations of Independent Directors in view of the onerous responsibility conferred by the Companies Act, 2013 and the Listing Regulations as amended from time to time.

2. Familiarization Process

The Company shall through its Executive Directors / Senior Managerial Personnel conduct programs / presentations periodically to familiarize the Independent Directors with the strategy, operations and functions of the Company.

The program essentially has two broad components –technical and behavioural. The technical component shall enable the participants to understand Company business, strategies, industry dynamics and its growth plans and prepare them for an active role in Company. The behavioural component shall empower the participants to understand board procedures and help them to be effective in board activities. The Program also aims to offer a conceptual framework based upon current expectations which require the Independent Directors to adhere to a code and standard of ethics and integrity for fulfillment of their responsibilities in a professional and faithful manner to promote confidence of the investment community particularly minority shareholders, regulatory authorities and the stakeholders at large.

The program shall be conducted in such manner as to facilitate and convenience the Independent Directors and enable them to attend the same in view of their busy schedules.

The Company may circulate news and articles related to the Industry on a regular basis and may provide specific regulatory updates from time to time; and

The Company may conduct an introductory familiarization program / presentation, when a new Independent Director comes on the Board of the Company.

3. Disclosure of the Policy

This policy shall be uploaded on the Company's website for public information and a web link for the same shall also be provided in the Annual Report of the Company.

4. Review of the Program

The Board will review this program and make revisions as may be required.

DISCLOSURE UNDER REGULATION 25 AND 46 OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

DETAILS OF FAMILIARIZATION PROGRAMMES IMPARTED TO INDEPENDENT DIRECTORS OF ACC LIMITED ("THE COMPANY") DURING FY 2022- 23:

The Company has an orientation process/familiarization programme for its independent directors with emphasis on:

Roles, Rights and Responsibilities - Board dynamics & functions

Strategy, Operations and functions of the Company

As a process when a new independent director is appointed, a familiarization programme is conducted by the senior management team and whenever a new member is appointed to a Board Committee, information relevant to the functioning of the Committee and the role and responsibility of Committee members is informed.

The Independent Directors have attended such orientation process/ familiarization programme. The Board and Committee meetings of the Company are held at least on a quarterly basis and members of the Board meet key functional/business heads separately to get themselves more familiarized with the business/operations and challenges faced by the industry on an ongoing basis.

Details of familiarization programmes imparted to Independent Directors	21.10.2022 15.12.2022 24.12.2023
Number of programmes attended by Independent Directors	The Company imparts familiarization programmes to all the directors. During the year, three familiarization programmes were imparted to the directors.
Number of hours spent by Independent Directors in such programmes during the year (during the year and on a cumulative basis till date)	Approx. eight hours during the year Cumulative time approx. 112 hours
Purpose of programme	Immersion sessions on business and functions familiarization program of Directors, Overview of Adani Group and ESG program
Training Imparted by:	Business Head – Cement, Latham & Watkins

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DETAILS OF FAMILIARIZATION PROGRAMMES IMPARTED TO INDEPENDENT DIRECTORS OF ACC LIMITED ("THE COMPANY") DURING FY 2023- 24:

The Company has an orientation process/familiarization programme for its independent directors with emphasis on:

Roles, Rights and Responsibilities - Board dynamics & functions

Strategy, Operations and functions of the Company

As a process when a new independent director is appointed, a familiarization programme is conducted by the senior management team and also whenever a new member is appointed to a Board Committee, information relevant to the functioning of the Committee and the role and responsibility of Committee members is informed.

The Independent Directors have attended such orientation process/ familiarization programme. The Board and Committee meetings of the Company are held at least on a quarterly basis and members of the Board meet key functional/business heads separately to get themselves more familiarized with the business/operations and challenges faced by the industry on an ongoing basis.

Details of familiarization programmes imparted to Independent Directors	25.08.2023 29.09.2023 03.10.2023 31.10.2023 24.11.2023 & 25.11.2023 12.12.2023 23.02.2024
Number of programmes attended by Independent Directors	The Company imparts familiarization programmes to all the directors. During the year, eight familiarization programmes were imparted to the directors.
Number of hours spent by Independent Directors in such programmes during the year(during the year and on a cumulative basis till date)	Approx. 40 hours during the year Cumulative time approx. 152 hours

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DETAILS OF FAMILIARIZATION PROGRAMMES IMPARTED TO INDEPENDENT DIRECTORS OF ACC LIMITED ("THE COMPANY") DURING FY 2024 - 25:

The Company has an orientation process/familiarization programme for its independent directors with emphasis on:

- Roles, Rights and Responsibilities - Board dynamics & functions
- Strategy, Operations and functions of the Company

As a process when a new independent director is appointed, a familiarization programme is conducted by the senior management team and also whenever a new member is appointed to a Board Committee, information relevant to the functioning of the Committee and the role and responsibility of Committee members is informed.

The Independent Directors have attended such orientation process/ familiarization programme. The Board and Committee meetings of the Company are held at least on a quarterly basis and members of the Board meet key functional/business heads separately to get themselves more familiarized with the business/operations and challenges faced by the industry on an ongoing basis.

Details of familiarization programmes imparted to Independent Directors	01.05.2024 a) Business Strategy and Key Performance Matrix for cement business b) Finance, Banking & Money Market c) Governance (Regulations, M&A, changing business environment) d) Human resource management & capability building, culture e) Industry, manufacturing, business dynamics
	28 - 29 June 2024 a) FY24 Performance (Financials, ESG, Credit) b) Digital Initiatives & Digital Dividend c) Cyber security landscape
	23 - 24 August 2024 a) Adani Foundation b) ESG and Climate: A force multiplier for India's growth including site visit

	<p>26 September 2024</p> <p>a) ESG by KPMG b) Insights on Indian Cement Sector by Nomura IR.</p> <hr/> <p>22 - 23 November 2024</p> <p>a) Customer Centricity b) Employee Relations/ Initiatives c) Risk Management</p> <hr/> <p>20 - 21 February 2025</p> <p>a) Inspired Companies (Learning from around the World) b) AI in Adani c) Adani Brand Purpose, Unlocking Narrative</p>
<p>Number of programmes attended by Independent Directors</p>	<p>The Company imparts familiarization programmes to all the directors. During the year, 6 familiarization programmes were imparted to the directors.</p>
<p>Number of hours spent by Independent Directors in such programmes during the year(during the year and on a cumulative basis till date)</p>	<p>Approx. 34 hours during the year Cumulative time approx. 186 hours</p>

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DETAILS OF FAMILIARIZATION PROGRAMMES IMPARTED TO INDEPENDENT DIRECTORS OF ACC LIMITED ("THE COMPANY") DURING FY 2025 - 26:

The Company has an orientation process/familiarization programme for its independent directors with emphasis on:

- Roles, Rights and Responsibilities - Board dynamics & functions
- Strategy, Operations and functions of the Company

As a process when a new independent director is appointed, a familiarization programme is conducted by the senior management team and also whenever a new member is appointed to a Board Committee, information relevant to the functioning of the Committee and the role and responsibility of Committee members is informed.

The Independent Directors have attended such orientation process/ familiarization programme. The Board and Committee meetings of the Company are held at least on a quarterly basis and members of the Board meet key functional/business heads separately to get themselves more familiarized with the business/operations and challenges faced by the industry on an ongoing basis.

Details of familiarization programmes imparted to Independent Directors	June 6, 2025 Adani Portfolio Credit Updates, Project Excellence, Elevating Audit Committee Engagement, CRISIL Update - India Infrastructure and RPT Governance
	July 10 and July 11, 2025 Update on Cement Sector by CLSA, STRAP - Cement Operations and Ametha and Kymore Plant visits
	August 23 and August 24, 2025 Our Digital Agenda Changing way we work: Data and Agents Digital Culture / Talent Digital and AI in action: sector deep dives Security as #1: OT JV for AI: AI Labs Digital and AI in action: Energy ENOC Cement (CNOC) Logistics (CEO's perspective) (LNOC) Ports How is Digital / AI helping Dharavi redevelopment.

	<p>November 24, 2025</p> <ol style="list-style-type: none"> 1. H1 FY 26Update : Group Finance Team 2. Khavda Project Update: Mr. Ashish Khanna, CEO – Adani Green Energy 3. ESG - Global Trends & Directors' Liabilities: External Expert Speaker 4. Board Effectiveness – Panel Discussion Moderator: Ms. Lisa Maccallum, Independent Director, Adani Energy Solution <p>November 25, 2025</p> <ol style="list-style-type: none"> 1. Adani Group - Building Sustainable Infrastructure with Financial Discipline and Global Competitiveness: Mr. Jugeshinder (“Robbie”) Singh, Group CFO - Adani Group 2.India’s Capex Super Cycle -Created at Scale, Enabling Growth & Delivering Impact 3. Adani ESG paradigm - Green Inclusive & Responsible – Adani Commitment 4.Fireside Chat: Energy Transition, Productivity focus and driving Digital Infra – The Adani Way. 5. Showcase - Digital Transformation <p>February 20, 2026</p> <p>Financing and Capital, Sanctions Compliance, Update on Human Resource, Insider Trading.</p>
<p>Number of programmes attended by Independent Directors</p>	<p>The Company imparts familiarization programmes to all the directors. During the year, 5 familiarization programmes were imparted to the directors.</p>
<p>Number of hours spent by Independent Directors in such programmes during the year(during the year and on a cumulative basis till date)</p>	<p>Approx. 32 hours during the year Cumulative time approx. 218 hours</p>