July 28, 2026

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai-400001

Scrip Code: 535754

National Stock Exchange of India Limited
"Exchange Plaza", Plot No. C-1, Block G
Bandra – Kurla Complex, Bandra (East)
Mumbai – 400 051

Symbol: ORIENTCEM

Sub.: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015

Dear Sir / Madam,

In continuation of our letter dated July 14, 2026, regarding Analyst/Institutional call scheduled on July 28, 2026, we are enclosing herewith Presentation titled **'Operational & Financial Highlights'** of the Company for the quarter ended June 30, 2026.

The above intimation is also available on the website of the Company at www.orientcement.com.

Kindly take the above on your record.

Thanking You

Yours Faithfully
For Orient Cement Limited

Pranjali Dubey
Digitally signed by Pranjali Dubey
Date: 2026.07.28 14:47:31 +05'30'

Pranjali Dubey
Company Secretary and Compliance Officer

Encl: As above

Ambuja Cements

Investor Presentation | Q1 FY2027

1. Adani Group Profile
2. Strategic Initiatives
3. Performance Highlights
4. ESG Updates
5. Annexures

01 Adani Group Profile

Landmark Project (Built using Adani Cement): Navi Mumbai International Airport Limited (NMIAL)

Adani Portfolio: A world class infrastructure and utility portfolio

adani
Cement

adani

Flagship
Incubator
(74.84%)
AEL[1]

Infrastructure & Utility Core Portfolio

Energy & Utility
(62.43%) **AGEL** Renewables
(74.96%) **APL** IPP
(74.71%) **AESL** T&D
(37.40%) **ATGL[2]** Gas Discom

Transport & Logistics
(66.03%) **APSEZ** Ports & Logistics

Primary Industry
Materials, Metal & Mining
(67.29%)[3]
Ambuja Cements[4]
(50.05%) **ACC[4]**
(72.66%) **Orient[4]**

Other
Specialty

(100%) **ANIL** New Industries
(50.00%) **AdaniConneX[5]** Data Centre
(100%) **AAHL** Airports
(100%) **ARTL** Roads
(100%) Copper, Aluminum
(100%) PVC
(100%) Mining Services & Com. Mining
(69.02%) **NDTV**
(100%) GCC
(100%) Specialist Manufacturing[6]

(%): Adani Family equity stake in Adani Portfolio companies (%): AEL equity stake in its subsidiaries (%): Ambuja equity stake in its subsidiaries | Listed cos | Direct Consumer

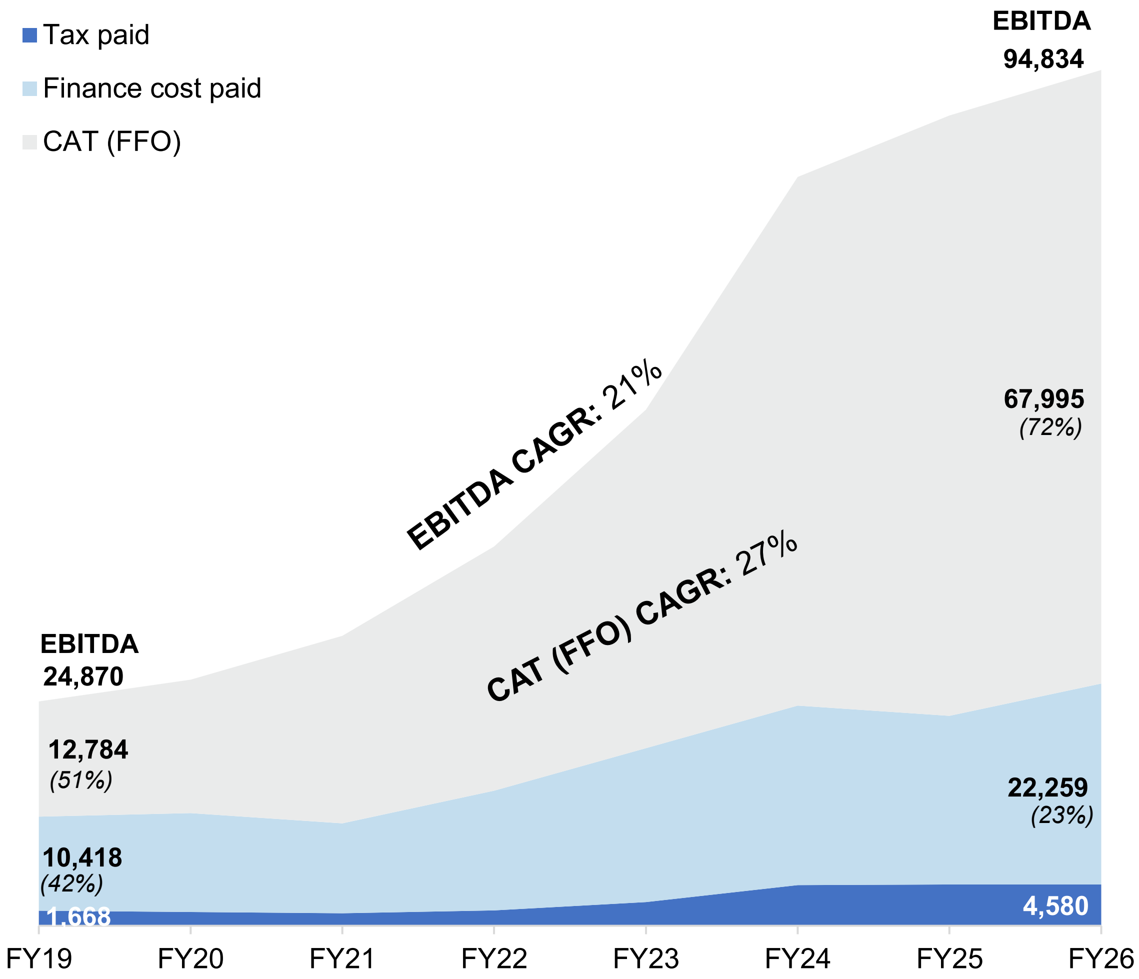
A multi-decade story of high growth centered around infrastructure & utility core

1. AEL has raised INR 15,000 Cr through Qualified Institutional Placement ('QIP') during July'26. Accordingly, promoter's shareholding stands revised to 71.97%. | 2. ATGL: Adani Total Gas Ltd, JV with Total Energies | 3. Ambuja Cement's shareholding does not include Global Depository Receipt of 0.04% but includes AEL shareholding of 0.35% received as part of the consideration against transfer of Adani Cementation Limited as per NCLT order dated 18th July'25 | 4. Cement includes 67.29% (67.33% on Voting Rights basis) stake in Ambuja Cements Ltd. as on 30th June'26 which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited & Ambuja Cements Ltd. holds 72.66% stake in Orient Cement Ltd.| 5. Data center, JV with EdgeConnex | 6. Includes the manufacturing of Defense and Aerospace Equipment | AEL: Adani Enterprises Limited | APSEZ: Adani Ports and Special Economic Zone Limited | AESL: Adani Energy Solutions Limited | T&D: Transmission & Distribution | APL: Adani Power Limited | AGEL: Adani Green Energy Limited | AAHL: Adani Airport Holdings Limited | ARTL: Adani Roads Transport Limited | ANIL: Adani New Industries Limited | IPP: Independent Power Producer | NDTV: New Delhi Television Ltd | PVC: Polyvinyl Chloride | GCC: Global Capability Centre I Promoter's holdings are as on 30th June, 2026.

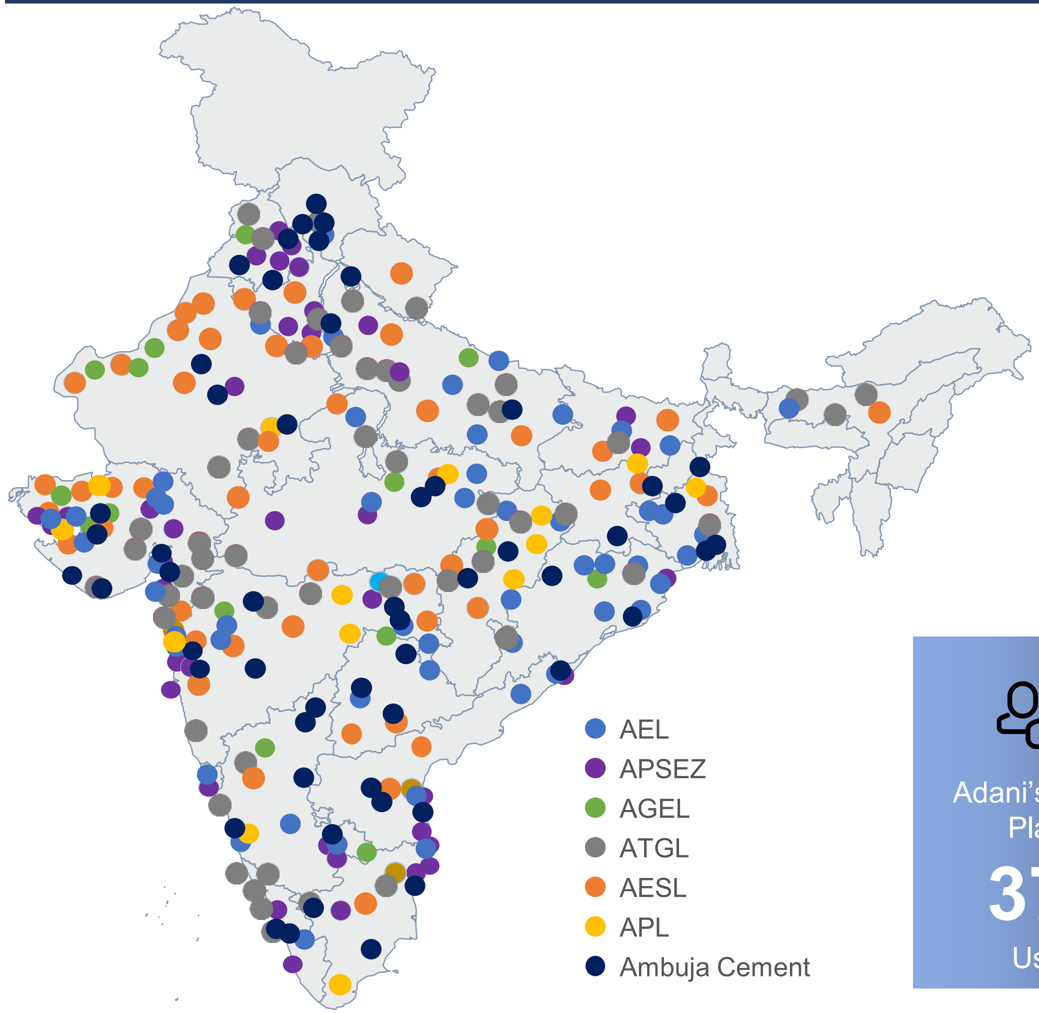
Adani Portfolio: Best-in class growth with national footprint

adani Cement

Predictable, high and rising free cash flow



National footprint with deep coverage



Adani's Core Infra. Platform –

375 Mn

Userbase

EBITDA: Earning before Interest Tax Depreciation & Amortization I EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Forex Loss / (Gain) + Exceptional Items | FFO: Fund Flow from Operations I FFO : EBITDA – Actual Finance cost paid (excl. Capitalized Interest, incl. Int. on Lease Liabilities)– Tax Paid I AEL: Adani Enterprises Limited I APSEZ: Adani Ports and Special Economic Zone Limited I AGEL: Adani Green Energy Limited | ATGL: Adani Total Gas Limited I AESL: Adani Energy Solutions Limited I APL: Adani Power Limited

Adani Portfolio: Repeatable, robust & proven transformative model of investment

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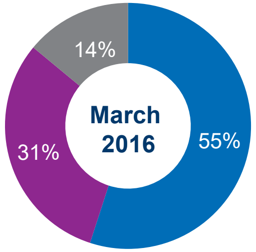
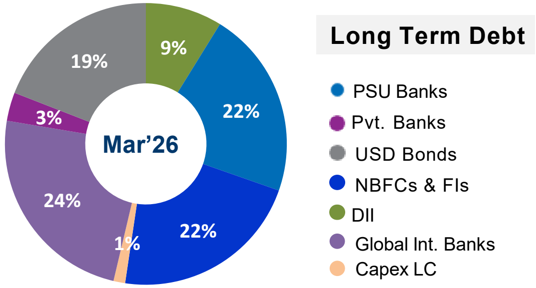
	DEVELOPMENT[1]			OPERATIONS	CONSUMERS
	Adani Infra (India) Limited | Cemindia Projects Ltd. | PSP Projects Ltd.			Operations (AIMSL)[2]	New C.E.O. Consumer | Employees | Other Stakeholders
ACTIVITY	**Origination** • Analysis & market intelligence • Viability analysis	**Site Development** • Site acquisition • Concessions & regulatory agreements	**Construction** • Engineering & design • Sourcing & quality • Project Management Consultancy (PMC)	**Operation** • **Life cycle O&M planning** • Asset Management plan	**Inspired Purpose & Value Creation** • Delivering exceptional products & services for elevated engagement • Differentiated and many P&Ls
PERFORMANCE	 **India's Largest Commercial Port** (at Mundra)	 **Longest Private HVDC Line in Asia** (Mundra - Mohindergarh)	 **World's largest Renewable Cluster** (at Khavda)	 **Cement Intelligent Network Operations Centre (CiNOC)**	Adani's Core Infra. Platform – **375 Mn** Userbase
CAPITAL MANAGEMENT	Strategic value Mapping **Policy, Strategy & Risk Framework**	Investment Case Development **Duration** Risk Matching **Risk Management –** Rate & Currency **Governance & Assurance** **Diversified Source of Capital**	Growth Capital – Platform Infrastructure Financing Framework		
ENABLER	**Continued Focus & Investment**	**Human Capital Development** • Leadership Development Initiatives • Investment in Human Capital		**AI enabled Digital Transformation**	• Power Utility Business - ENOC • City Gas Distribution - SOUL • Transportation Business - AOCC

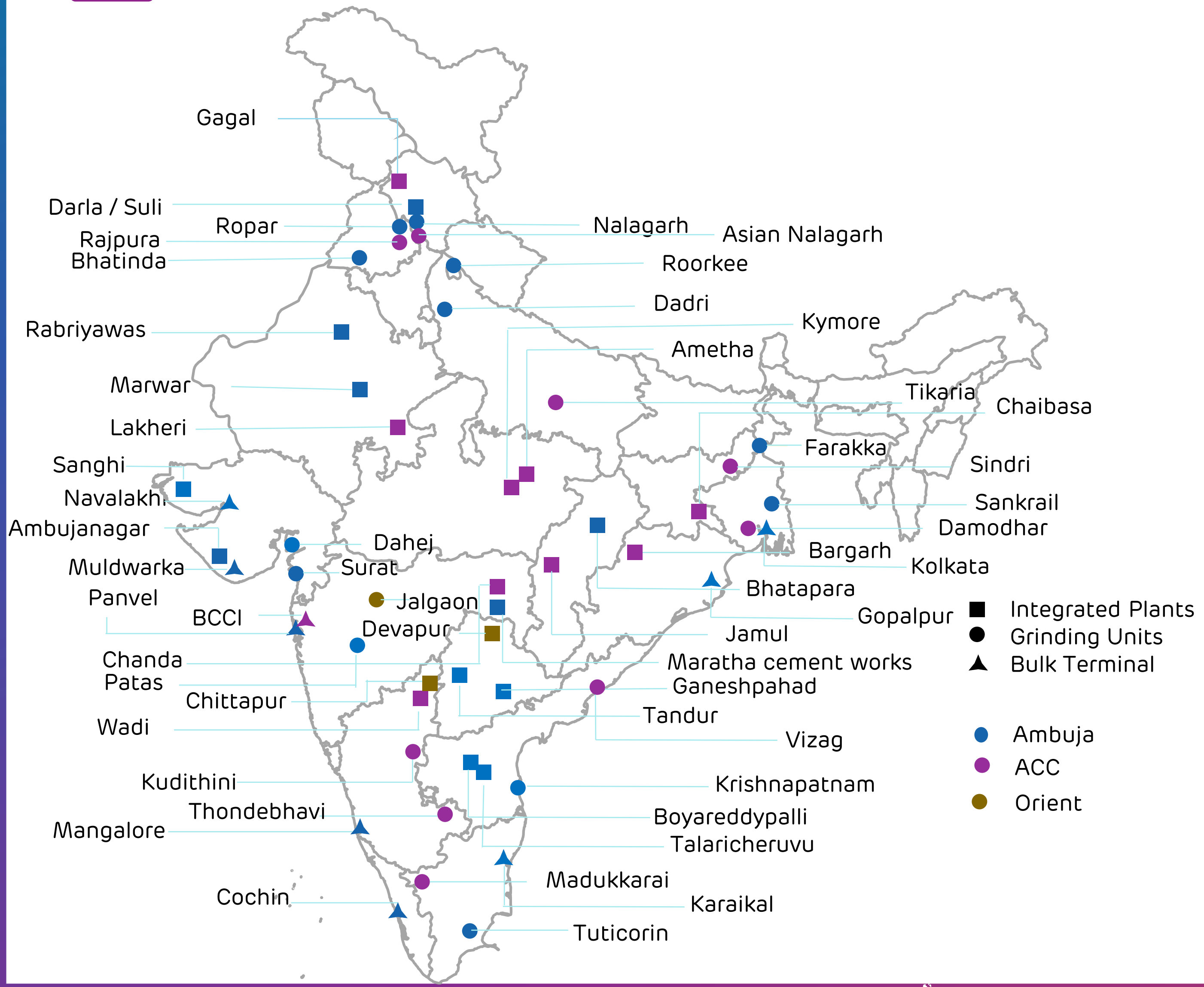
Note : 1. Cemindia Projects Ltd. (formerly known as ITD Cementation India Ltd.): the total shareholding stands at 67.46%. PSP Projects Ltd.: the total shareholding stands at 34.41%.| 2. Adani Environmental Resource Management Services Ltd. (additional company is being proposed) | O&M: Operations & Maintenance I HVDC: High voltage direct current I PSU: Public Sector Undertaking (Public Banks in India) I GMTN: Global Medium-Term Notes I SLB: Sustainability Linked Bonds I AEML: Adani Electricity Mumbai Ltd. I AIMSL : Adani Infra Mgt Services Pvt Ltd I IG: Investment Grade I LC: Letter of Credit I DII: Domestic Institutional Investors I COP26: 2021 United Nations Climate Change Conference I AGEL: Adani Green Energy Ltd. I NBFC: Non-Banking Financial Company I AIIL: Adani Infra (India) Ltd. | AOCC : Airport Operations Control Center

02 Strategic Initiatives

Landmark Project (Built using Adani Cement): Ganga Expressway

adani Cement

Presence in 31 states & union territories and 665+ districts



For the Quarter Ended June 30, 2026

109 MTPA Cement Capacity	**63.7%** Clinker factor
24 Integrated Units	**22** Grinding Units
85% Share of Blended Cement	**119** Ready-Mix Concrete plants
10 Bulk Cement Terminals	**11** Captive Ships
7.1% Thermal Substitution Rate	**1,25,000+** Channel partners across India

Strategic Initiatives to Drive Performance

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Sales

- Hyperlocal and Segmented Sales strategy basis market share and contribution.
- Focus on value over volumes, trade and premium products
- Sales operating model based on lowest cost of sales
- AI enabled sales and logistics operating model

Manufacturing

- Focus on blended cement production, long term sourcing of Flyash
- Maximize RE share to optimize power cost
- Reliability and maintenance capex for bringing acquired assets to Ambuja standards
- Maximize domestic coal to mitigate the West Asia Crisis

Logistics

- BCFC rakes induction
- Implementation of DIGIPIN
- Use of AI in logistics cost optimization
- EV truck induction

Procurement

- Source mix optimization
- Modal shift in transport; maximizing rail mode
- Longterm sourcing of raw material supplies to optimize costs

03 Performance Highlights

Landmark Project (Built using Adani Cement): Atal Setu (MTHL)

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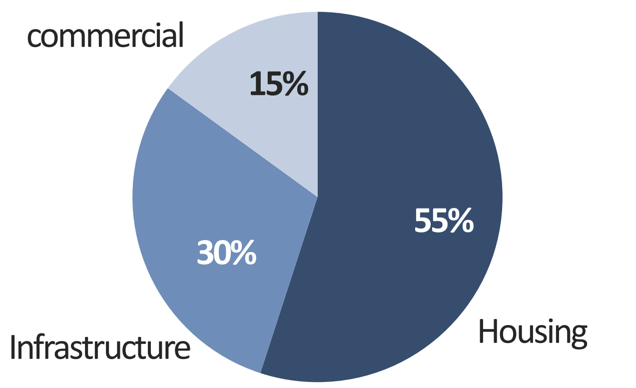
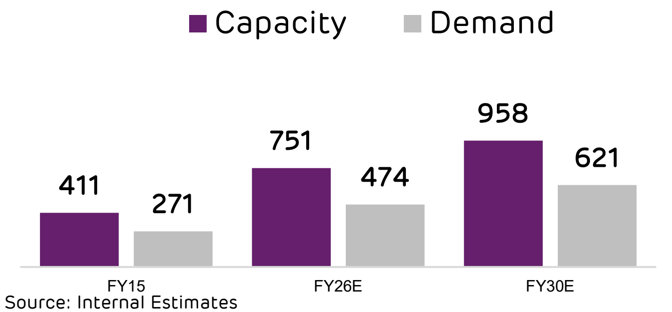
West Asia Conflict may impact the Indian Economy

Segment wise Cement Demand



Source: CRISIL

Industry Capacity and Demand (MT)



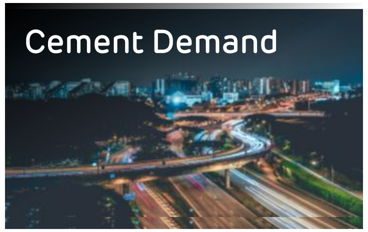
Source: Internal Estimates

Macro Economic Factors

- Strong domestic economic fundamentals and demand to drive economic growth
- GDP projected to grow by 6.6%-6.8% in FY2027
- CPI inflation expected to be average 5% in FY2027, reflecting elevated food and fuel costs
- Economic momentum expected to recover as geopolitical and fuel-related uncertainties should gradually subside

Policy Tailwinds

- Trade agreements with developed/developing nations to support growth
- The India–US trade agreement reduces policy uncertainty and supports export visibility
- INR 12 trillion infrastructure spend to deliver long term growth
- RBI's Monetary Policy (Jun'26) maintained Repo rate at 5.25% to increase credit flow and support growth



Cement Demand Drivers

- Demand to benefit from rapid urbanization, increasing housing demand & Govt. led investments
- Ongoing mega projects to drive cement demand in near to long term; most impactful projects fueling demand include:
  - Highspeed rail and expressways
  - Urban and transit infrastructure
  - Mass housing and rural development

Cement demand likely to stay soft at ~5% in FY27 amid headwinds, while secular demand long-term story remains intact

Impact of West Asia War

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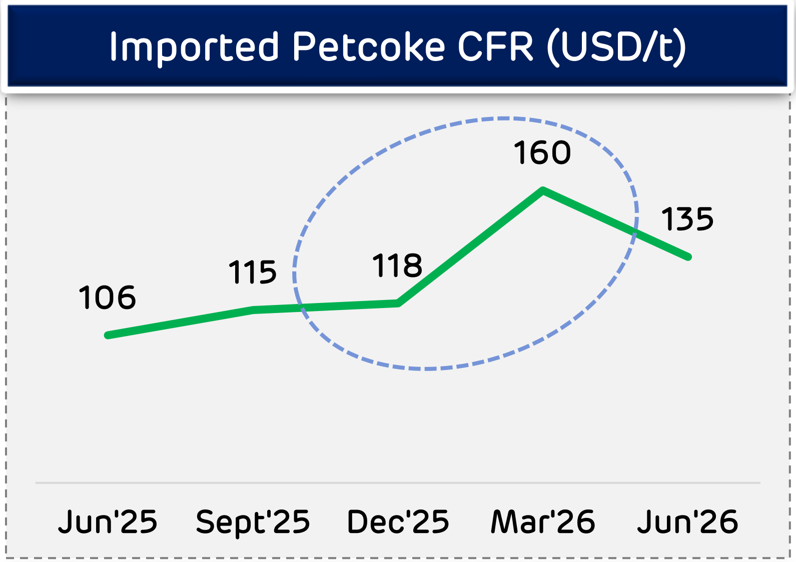

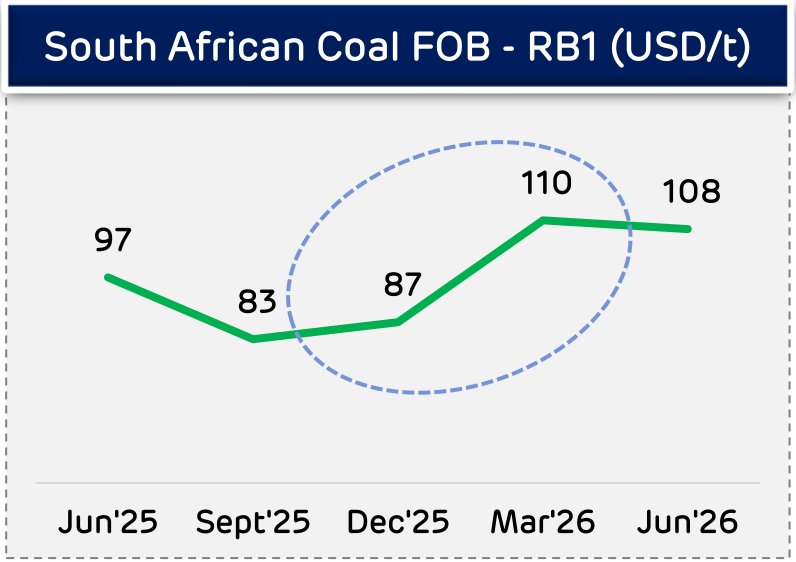

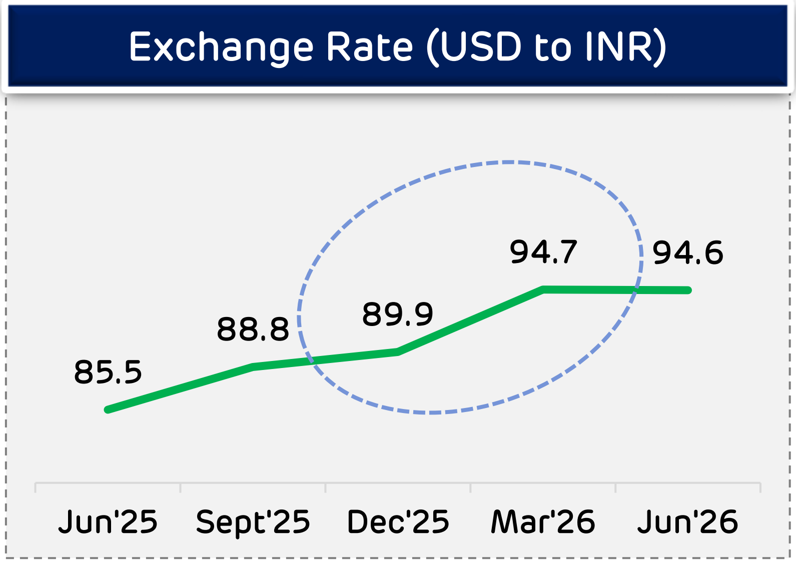

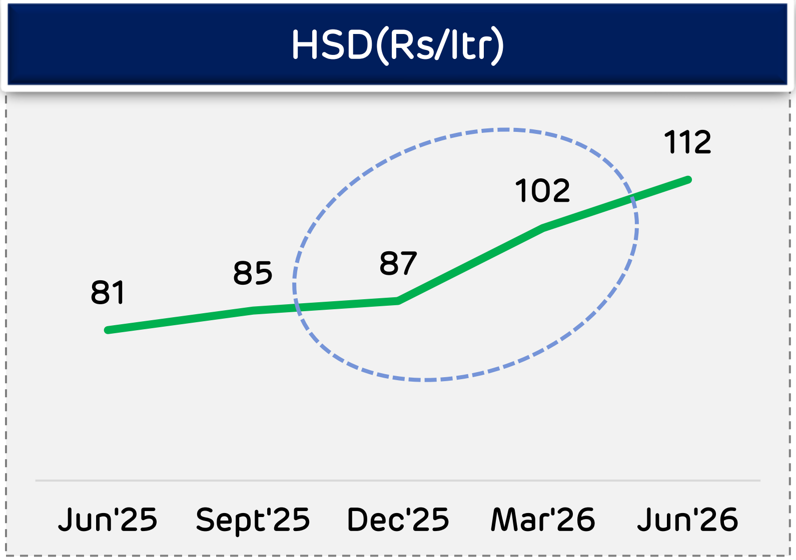

- The Indian cement sector witnessed cost pressures during Q1 FY'27 from higher prices of imported fuels along with elevated freight and logistics costs resulting from geopolitical developments in West Asia.
- Packaging costs witnessed a significant 25–30% increase during the quarter.
- Given the 60–90 day fuel inventory cycle, the impact of peak fuel cost inflation is expected to coincide with the seasonally weaker Q2, potentially impacting industry profitability in the near term.
- The Company continues to mitigate these pressures through fuel mix optimisation, greater renewable energy adoption, logistics efficiencies, a focus on higher-margin markets and disciplined cost management.

Source: ARGUS, RBI, Internal sources

Consolidated Performance Highlights

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EBITDA IMPROVEMENT

by Rs 196 PMT

EBITDA PMT improved sequentially to Rs 931 PMT

Value Focus

01 COST REDUCTION

by Rs 206 PMT

Achieved sequentially through focused optimization

02 TRADE CEMENT

78%

Trade Share up by 4 pp YoY

03 PREMIUM PRODUCT

34%

Stable premium product volume share

04 BLENDED CEMENT

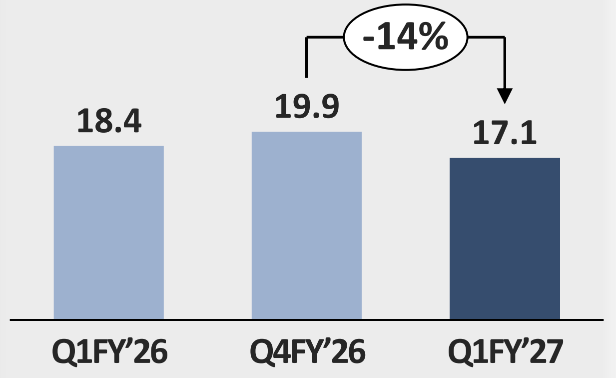
85%

Share up 5 pp YoY. Clinker factor improved by 2.1 pp YoY to 63.7%

Consolidated Q1FY'27 Highlights: Focused on Quality Earnings

Sales Volume (MnT)

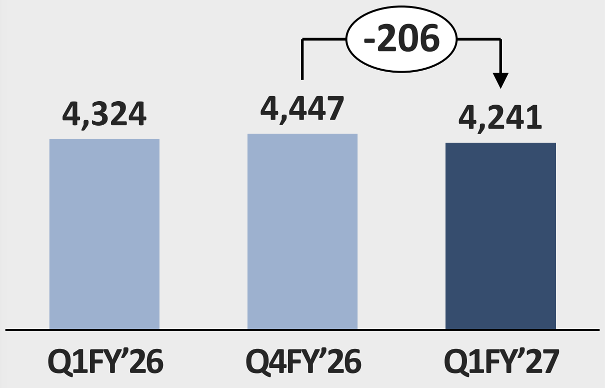
Trade Sale up by 4 pp Q-o-Q



Trade Sale (%)		
74%	74%	78%

Cement Cost (Rs/t) *

Cost Reduction Q-o-Q

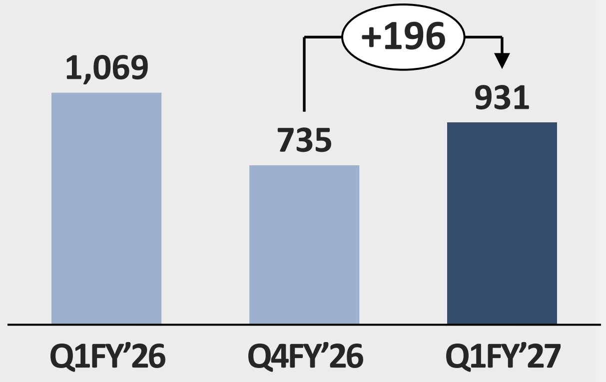


Clinker Factor (%)		
65.8%	65.5%	63.7%

* Net off Power and Fly Ash sale

EBITDA (Rs PMT)

Improvement Q-o-Q



EBITDA Margin (%)		
19.1%	13.4%	16.7%

Achieved a cost reduction of Rs 206 PMT sequentially through focused cost optimization initiatives, despite headwinds from West Asia conflict

Builders of Progress in India

adani Cement

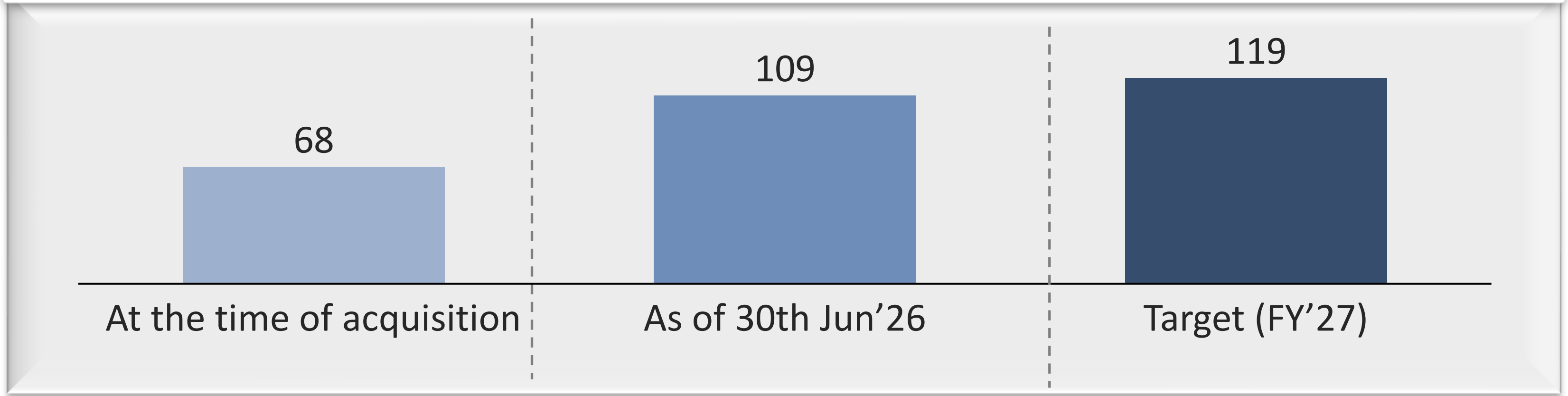
Key Investment Highlights

1 Capacity Roadmap	• Cement capacity stood at **109 MTPA** as on 30th June 2026 and is expected to increase to **119 MTPA** by FY'27. • Trial production commenced: Dahej (1.2 MTPA), Salai Banwa (2.4 MTPA), Bathinda (1.2 MTPA) and Jodhpur (2 MTPA). • Kalamboli (1 MTPA), Warisaliganj (2.4 MTPA) will have trials in Q2 and Maratha clinker line (4 MTPA) will be commissioned in 2027.
2 Cost Reduction Journey	• Achieved cost reduction of **Rs 206 PMT sequentially** in Q1FY'27 through focused cost optimization initiatives, despite headwinds from the West Asia conflict • Ambuja remains firmly on track to deliver a **Rs 250 PMT** cost reduction in FY'27, to achieve committed cost target of **Rs 4,250 PMT**
3 Digitalisation	• **In-Plant Automation:** Automated inbound and outbound logistics processes, vehicle tracking, and man-less weighbridge operations are improving plant productivity, visibility, and turnaround time • **IoT-Based Reliability:** IoT-enabled condition monitoring provides real-time visibility into equipment health, enhancing asset reliability, reducing downtime, and enabling predictive maintenance
4 Market Leadership	• Clear focus on **value-led growth** and **improving the quality of earnings**; **Trade Share up by 4 pp to 78% YoY** • With a comprehensive focus on value and market share, **premium cement** sustained at **34%** of trade sales • **Blended cement** share up by **5 pp to 85%** YoY; Clinker Factor improved by 2.1 pp to 63.7% YoY
5 Balance Sheet Strength	• Highest AAA / A1+ credit ratings from CRISIL and CARE. • Healthy cash flows continue to sustain the Company's capex programme

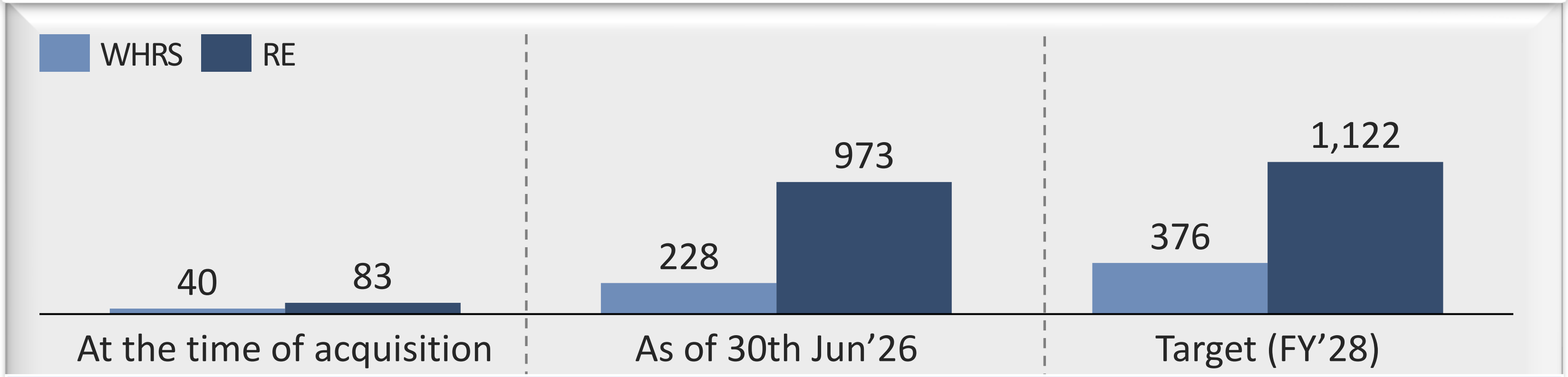
Growth Trajectory

adani Cement

Capacity (MTPA)



Green Power Capacity (MW)



Green Power Share		
7%	34%	60%

Cost Reduction Journey

Rs 4,447 PMT (Mar'26 Q)

Rs 4,241 PMT (Jun'26 Q)

Rs ~4,250 PMT (FY'27 E)

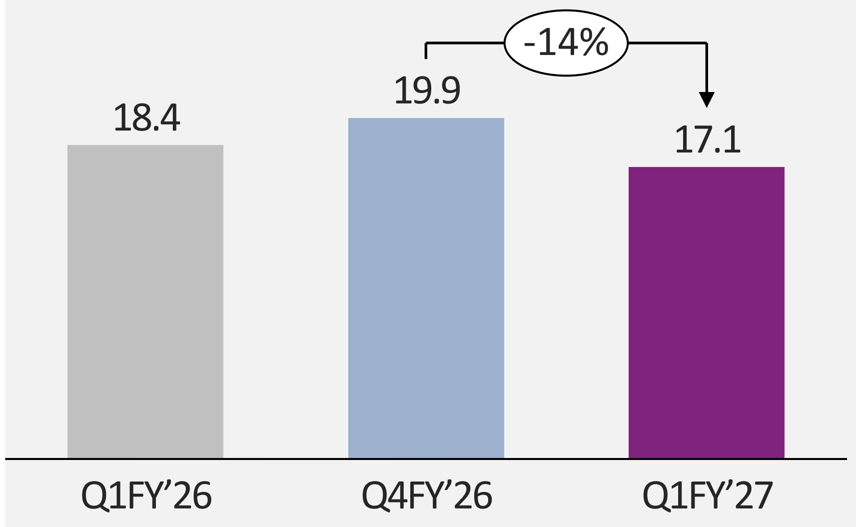
Rs ~4,000 PMT (FY'28 E)

Consolidated Performance Highlights

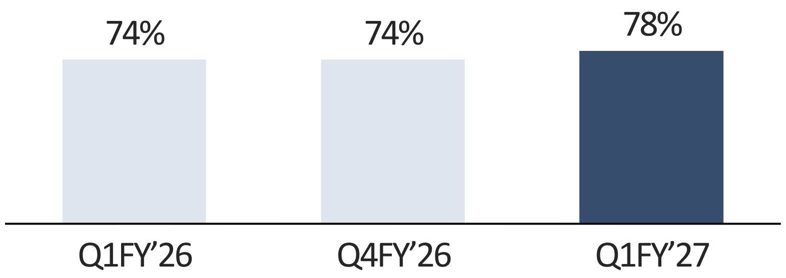
Ambuja Cements – Cement Volumes

Cement Volumes (MnT)

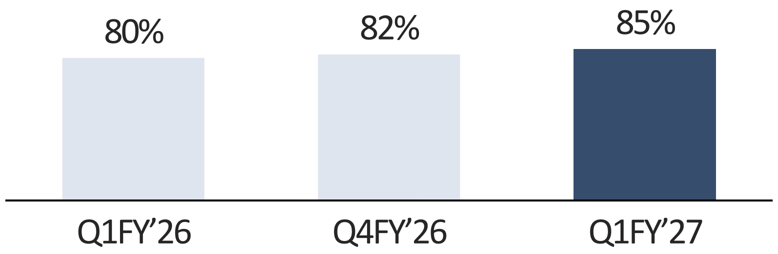
Trade Sale up by 4 pp Q-o-Q



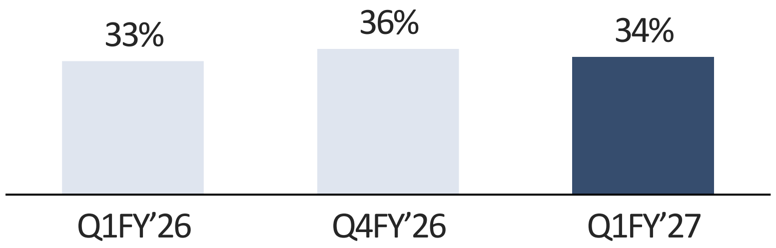
Trade Cement Sale (%)



Blended Cement Mix (%)



Premium Cement (%) (As % of Trade Sale)



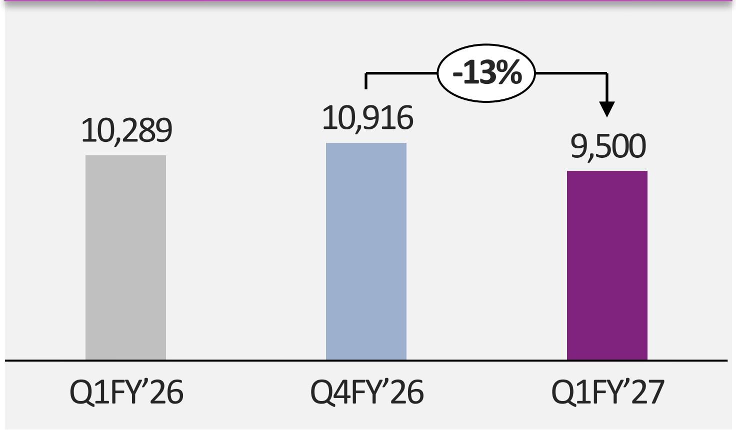
Sales volumes moderated as the Company remained focused on improving trade mix, rationalizing low margin volumes and push for blended cement. This strategic approach is intended to support value over volume.

Consolidated Performance Highlights

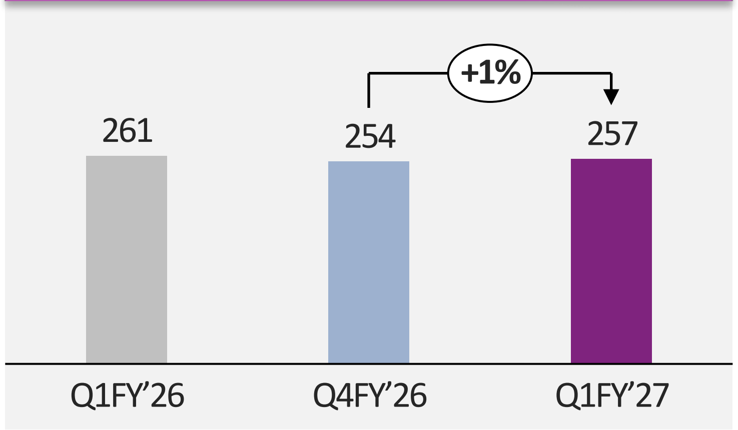
adani Cement

Ambuja Cements – Key Financial Metrics

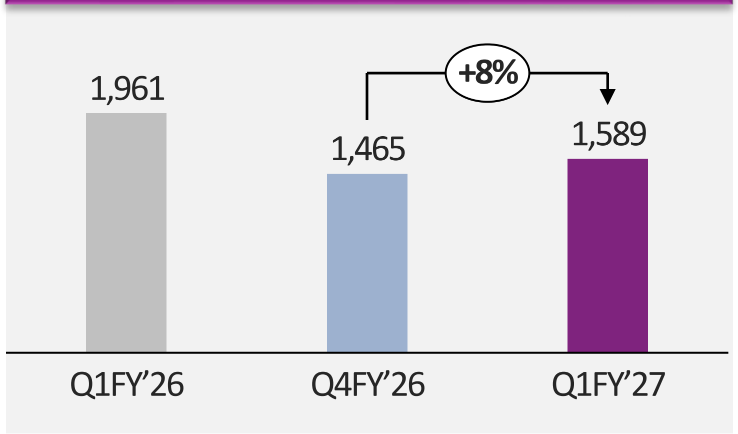
Revenue (₹ Cr)



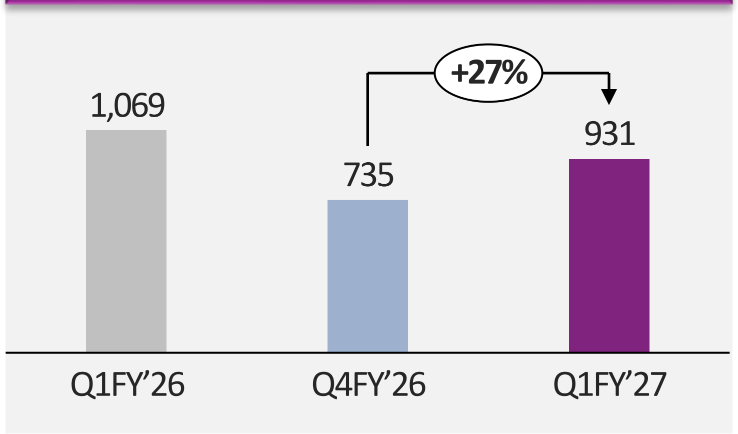
NSP (₹/bag Cement)



EBITDA (Inc RMX) (₹ Cr)



EBITDA PMT (Inc RMX)



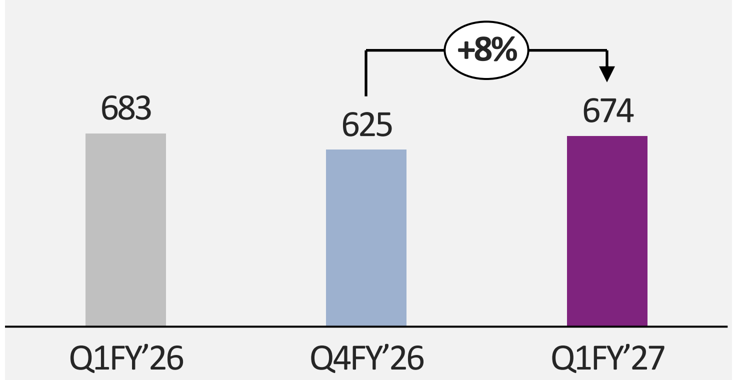
- ✓ Focus on trade sales and premium cement.
- ✓ Higher share of blended cement, lower clinker factor, increasing share of green power, improved energy efficiency, lower brand promotional spend leading to reduction in overall cost.
- ✓ We will continue our leadership in the industry with improved product offerings of blended and green cement.

Consolidated Performance Highlights

adani
Cement

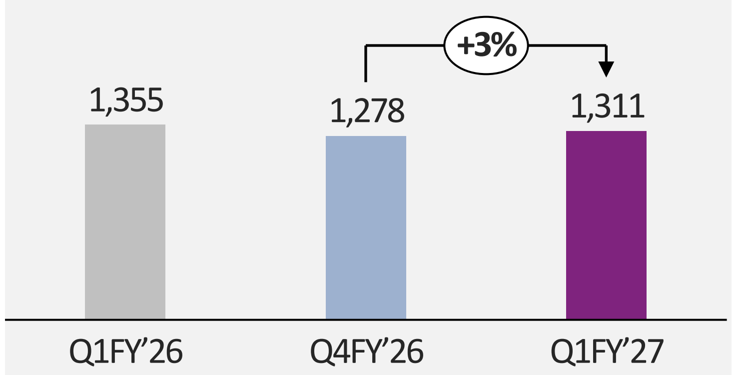
Ambuja Cements – Raw Material and Power & Fuel Costs

Raw Material (₹/ton)*

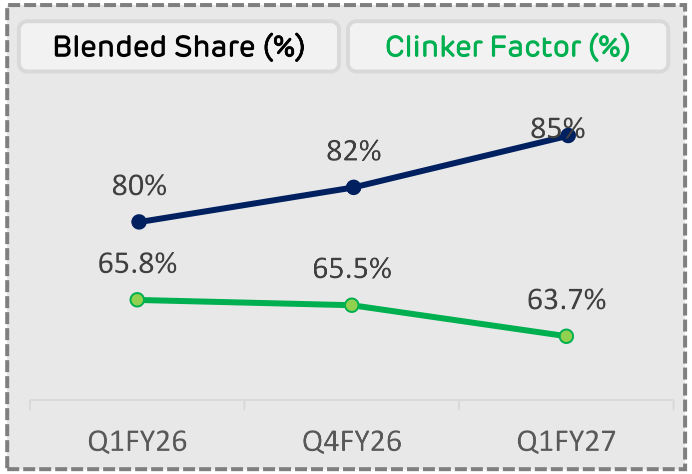


* Net off Fly Ash Sale

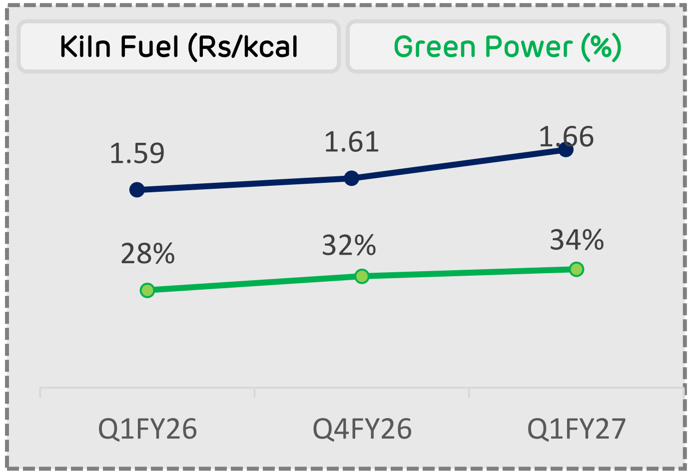
Power and Fuel (₹/ton)#



Net off Power Sale



- Source mix optimization
- Rail mode transportation of Fly Ash
- Higher share of Blended cement, resulting on lower clinker factor



- Strategic sourcing of fuel
- Fuel mix optimization, reducing reliance on imports
- Petcoke consumption optimized in kiln with more use of domestic coal
- Maximizing RE power share

Consolidated Performance Highlights

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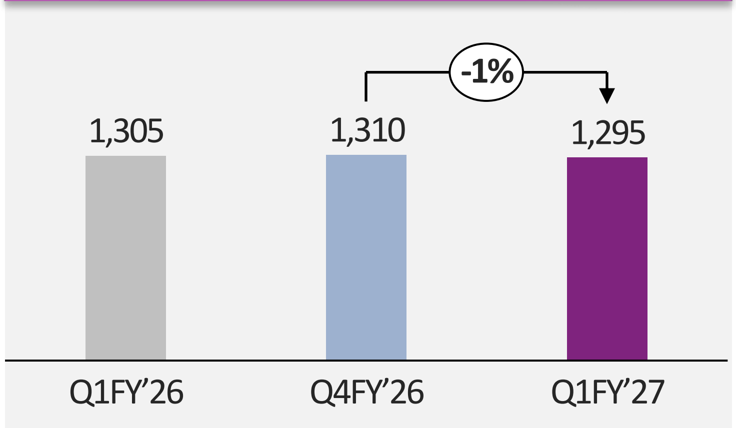
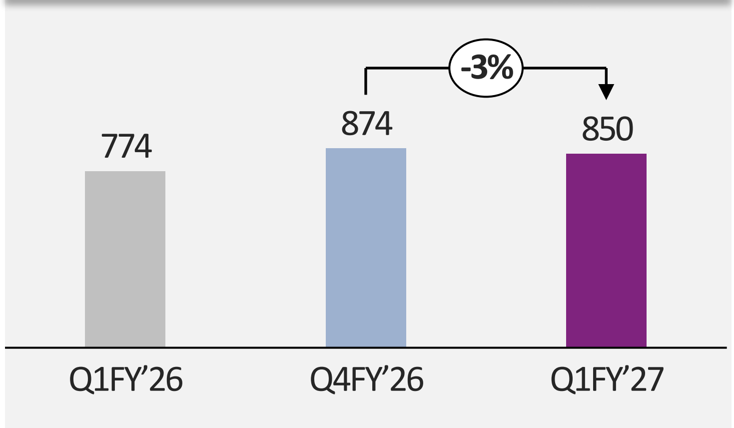
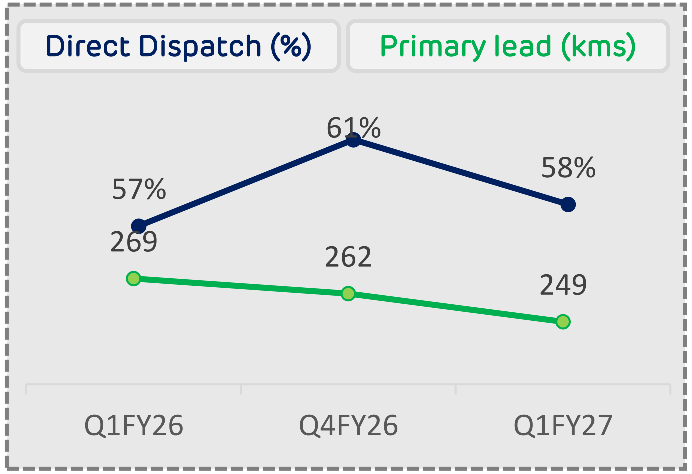
Ambuja Cements – Freight & Forwarding Cost and Other Expenses

Freight & Forwarding cost (₹/ton)



Other Expenses (₹/ton)





- Maximizing home market sales at each plant level
- Source to market mapping, optimizing the lead
- Modal shift in transport mode,
- Fleet optimisation

✓ Cost are higher YoY mainly due to
  - Higher packing material cost impacted due to West Asia crisis
  - Planned shutdowns

✓ Unified business model, digital initiatives and synergies between cement businesses and group will bring down these cost in the coming quarter

Consolidated Performance Highlights

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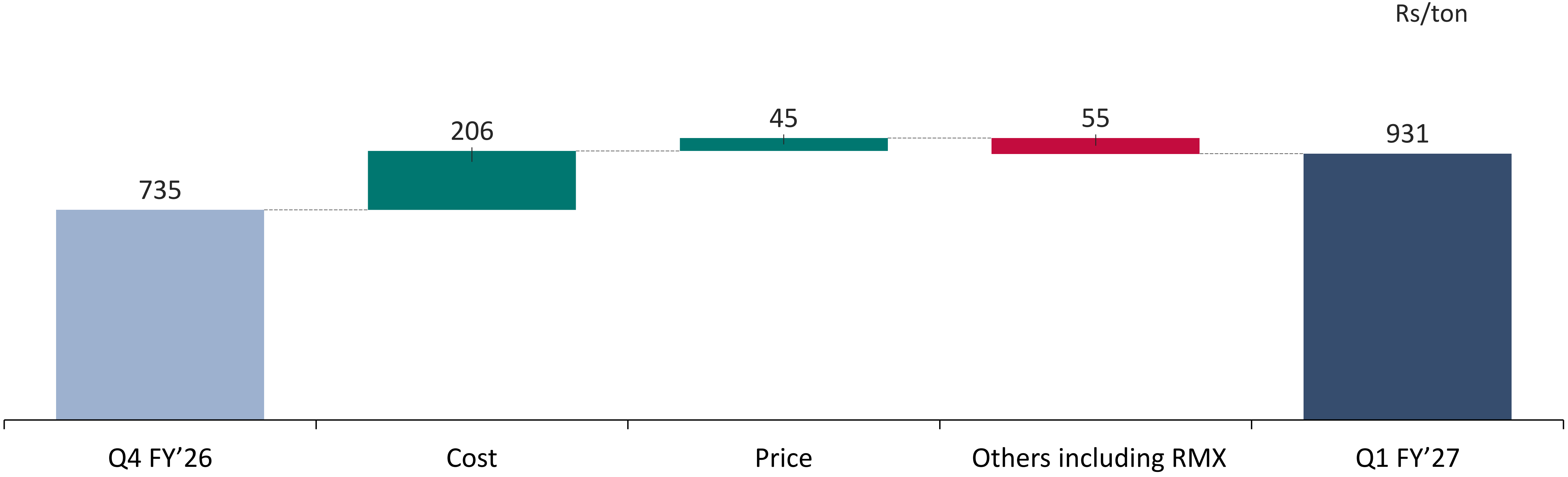
EBITDA PMT Bridge (Q-o-Q)



Achieved a cost reduction of Rs 206 PMT sequentially through focused cost optimization initiatives, despite headwinds from West Asia conflict

Consolidated Performance Highlights

adani Cement

Ambuja Consolidated

Particulars	UoM	Quarter Ended				
		Jun’26	Jun’25	YoY Change	Mar’26	QoQ Change
Volume	MnT	17.1	18.4	(7%)	19.9	(14%)
Revenue from Operations	₹ Cr	9,500	10,289	(8%)	10,916	(13%)
EBITDA	₹ Cr	1,589	1,961	(19%)	1,465	8%
EBITDA Margin	%	**16.7%**	**19.1%**	(2.3pp)	**13.4%**	3.3pp
EBITDA (PMT)	₹ /Ton	931	1,069	(13%)	735	27%
PAT (Reported)	₹ Cr	660	1,041	(37%)	1,857	(64%)
EPS (diluted)	₹	**2.32**	**3.53**	**(34%)**	**7.37**	**(68%)**

Consolidated Performance Highlights

adani Cement

Ambuja Consolidated – PAT Reconciliation (QoQ)

Particulars	Jun'26 (Q1 FY'27)	Jun'25 (Q1 FY'26)	Mar'26 (Q4 FY'26)
Reported PAT	660	1,041	1,857
Add:			
Stamp Duty			90
Impact of new labour code			13
Voluntary Severance Scheme	24[1]		
Tax Impact	22	10	
Less:			
Deferred Tax credit			(604)[3]
Income Tax provision reversal			(761)[3]
Indemnification Claim received		(40)	
Interest on Income Tax	(111)[2]		
Tax Impact			(26)
Normalised PAT	595	1,011	569

1. Termination benefit under voluntary severance scheme. Refer Note no 7(a) to the consolidated financial statements.
2. Interest income pursuant to the CIT (A) order for AY 2004-05 Note no 5 (ii) to the consolidated financial statements.
3. There has been reversal of tax provisions in both the standalone and consolidated financials of Ambuja Cements during FY26, primarily on account of the mergers of Sanghi (wef 1st April 2024), and Penna (wef 16th August 2024), both of which have now been successfully completed. These mergers have provided benefits of tax shields arising from unabsorbed depreciation and accumulated business losses of the merged entities. As a result, there has been a reversal of tax provisions pertaining to prior periods in case of both standalone and consolidated accounts. This impact has also been disclosed in Note 9 of the financial statements.

Consolidated Performance Highlights

Clinker and Cement (CLC) Sales Volumes

MnT

Companies	Jun'25 Q	Mar'26 Q	Jun'26 Q	vs QoQ	vs YoY
Listed companies					
Ambuja (Incl Sanghi, Penna)	12.7	14.4	12.0	*(17%)*	*(6%)*
ACC (Incl Rajpura)	10.8	12.2	10.2	*(16%)*	*(6%)*
Orient	1.2	1.6	1.5	*(2%)*	*23%*
Gross Cement Sales	24.8	28.2	23.7	*(16%)*	*(4%)*
(-) Cement Sales (under MSA)	(6.4)	(8.3)	(6.7)	*(19%)*	*4%*
Net Cement Sales (Ambuja Consolidated)	**18.4**	**19.9**	**17.1**	***(14%)***	***(7%)***
Net Clinker Sales	0.5	0.2	0.3	*16%*	*(46%)*
Net CLC Sales Volume	**18.8**	**20.1**	**17.3**	***(14%)***	***(8%)***

Standalone Performance Highlights

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Ambuja Standalone

Particulars	UoM	Quarter Ended				
		Jun'26	Jun'25	YoY Change	Mar'26	QoQ Change
Volume	MnT	11.7	11.5	2%	13.2	(11%)
Revenue from Operations	₹ Cr	6,328	6,148	3%	6,974	(9%)
EBITDA	₹ Cr	935	1,024	(9%)	649	44%
EBITDA Margin	%	**14.8%**	**16.7%**	(1.9pp)	**9.3%**	5.5pp
EBITDA (PMT)	₹ /Ton	797	887	(10%)	491	62%
PAT	₹ Cr	504	797	(37%)	1,644	(69%)
EPS (diluted)	₹	**2.03**	**3.22**	**(37%)**	**6.61**	**(69%)**

NOTE: Previous periods have been restated on account of merger of Sanghi & Penna with Ambuja

04 ESG Overview

Landmark Project (Built using Adani Cement): Chenab Railway Arch Bridge

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Impressive ESG credentials and resilient credit ratings

Ratings confirm a differentiated ESG position; priority is to convert leadership into investor confidence, disclosure credibility and targeted upgrades in low-scoring areas.

Sustainalytics Rating
#8 / #9 of 114
Ambuja / ACC in Sustainalytics; lower score is better

S&P CSA net strength
69/ 72
Ambuja / ACC net CSA scores; top within peer table

Indian validation
ESG 1+
CareEdge leadership category for Ambuja and ACC

Company	S&P CSA Net / Gross	CDP Climate / Water / SEA	Sustainalytics Risk rank	MSCI	Indian ratings CareEdge | CRISIL | NSE
Ambuja	69 / 90	B / A / A	21.1 (8/114)	BBB Average	80.3 ESG 1+ | 56 Adequate | 65
ACC	72 / 89	A / A / A	21.8 (9/114)	Not rated	84.1 ESG 1+ | 57 Adequate | 65

Strategic implication: Continue focused engagement with rating agencies; improve public disclosures for low-score areas build a visible improvement roadmap.

S&P Global CDP SUSTAINALYTICS MSCI CRISIL An S&P Global Company CareEdge ESG RATINGS A subsidiary of CARE Ratings Limited

ESG updates

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ESG Dashboard

Material topic	Ambuja Q1FY'27	ACC Q1FY'27
Climate & Energy (Gross specific CO_2 emissions - Kg/T)	574	470
Climate & Energy (Green Power) *	33%	31%
Circular Economy (Use of waste derived resources in MnT)	2.7	2.5
Water & Nature (Water Positive)	4.7x	0.4x
Water & Nature (Trees Planted - Million)	2.27 (till Q1FY'27)	4.55 (till FY'26)
People & Community (beneficiaries – million)	3.72 (till FY'26)	2.76 (till FY'26)

UN SDGs

* Based on consumption

BLENDING PROGRESS WITH SUSTAINABILITY... GRIHA CERTIFIED!

Ambuja Cement and ACC, entire blended cement range - including B2B focused products BuildCem and BuildCem Pro, features in the GRIHA catalogue.

NP26GPC00838

GRIHA

GRIHA Council

This is to certify that the products of

"Ambuja Cements Ltd."

Ambuja Cement, Ambuja Plus, Ambuja Kawach, Ambuja Compocem, Adani Ambuja Buildcem, Adani Ambuja Buildcem Pro

(under Typology: Pozzolana Cement)

have been included in the GRIHA Product Catalogue under the following categories:

GRIHA V.2019: criterion: 19; GRIHA V.2015: criterion: 19
GRIHA V.6: criterion: 19 & SVAGRIHA V2.2: criterion: 11

The products can be used in GRIHA & SVAGRIHA registered projects to meet the GRIHA & SVAGRIHA norms, respectively. This is valid only for the products which have been mentioned above.

The certificate for the above-mentioned products is valid from

21st July 2026 to 20th July 2028

Sanjay Seth
Vice President & Chief Executive Officer

NP26GPC00839

GRIHA

GRIHA Council

This is to certify that the products of

"ACC Ltd."

ACC Suraksha Power, ACC Concrete Plus, ACC Gold, ACC HPC Long Life, ACC F2R, Adani ACC Buildcem, Adani ACC Buildcem Pro

(under Typology: Pozzolana Cement)

have been included in the GRIHA Product Catalogue under the following categories:

GRIHA V.2019: criterion: 19; GRIHA V.2015: criterion: 19
GRIHA V.6: criterion: 19 & SVAGRIHA V2.2: criterion: 11

The products can be used in GRIHA & SVAGRIHA registered projects to meet the GRIHA & SVAGRIHA norms, respectively. This is valid only for the products which have been mentioned above.

The certificate for the above-mentioned products is valid from

21st July 2026 to 20th July 2028

Sanjay Seth
Vice President & Chief Executive Officer

Covers Blended Products for IHBs and B2B projects | Innovation | Life Cycle Assessment Based environmental product

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Corporate Social Responsibility - People and Community

Sustainable Livelihood
Women empowerment SHG formation, Drip Irrigation enterprise development, Livestock and Dairy Development …

Climate Action
Water Resource Management- Rainwater Harvesting, Tree Plantation judicial use of …

Healthcare
General Health Camps Specialty Health Camps Infra Support, CD, NCD, Sanitation, …

Education
Utthan, Infra support to School & Anganwadi, physical education, foundational literacy and WAS

Community Infra Development
Agriculture Based livelihood, access to drinking water Better cotton, Tree plantation, horticulture, agriculture …

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Board & Committee Structure

	100% IDs	Chaired by IDs
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		☑
- Public Consumer	☑	
- Commodity Price Risk		☑

> 50%
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

40+ 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

Skill & Expertise
- Industry expert
- Strategic development
- Operational efficiency

Vinod Bahety
WTD and CEO

25+ Yrs of Experience
Skill & Expertise
- Banking & Finance
- Manufacturing
- Professional Entrepreneur
- Business Strategies & Policies

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

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05 Annexures

Landmark Project (Built using Adani Cement): World One Worli (Mumbai)

Glimpse of Special Events

SamvAAAd B2B event
Creating meaningful conversation that strengthens B2B business relationship and market connect

Dhan Varsha
Driving partner engagement through rewarding experiences and deeper channel partnership

Bharat BuildCon – NAREDCO Conclave
Strengthening our presence with India's evolving construction and real estate ecosystem

Accolades & Awards: Q1 FY'27

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01

Adani Cement's Jamul plant received the distinguished Silver Award, honouring its dedication to high standards in EHS Practices, and conferred at the 18th Edition of the CII National EHS Excellence Award.

02

Adani Cement's Bathinda plant has received the distinguished Bronze Award, honouring its dedication to high standards in EHS Practices, and conferred at the 18th Edition of the CII National EHS Excellence Award.

03

Adani Cement brands – Ambuja Cements & ACC have been honoured with 5 Silver Awards at The Mommys Awards 2026 for a remarkable recognition of Adani Cement's commitment to purposeful storytelling, creative excellence, and impactful brand building.

04

ACC has been recognised among India's Most Sustainable Companies 2026 in the Cement Sector by Business Today. It reinforces the Company's commitment to creating long-term value while driving responsible growth for our stakeholders, communities and the environment.

05

Adani Cement's Ametha plant has been recognised with the British Safety Council International Safety Award 2026 (Merit Category), a recognition that reflects ACC's strong commitment to health, safety and well-being across our operations.

Historical Financial Performance | Consolidated Profit & Loss (Published)

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Particulars	Unit	FY24	FY25	FY26	Q1FY'27
Revenue from Operations	₹ Cr	33,160	35,336	40,656	9,500
Other Income	₹ Cr	1,166	2,654	834	169
Total Income	₹ Cr	**34,326**	**37,991**	**41,490**	**9,669**
Raw Material Cost	₹ Cr	5,526	6,527	6,743	1,389
Employee Benefit Cost	₹ Cr	1,353	1,403	1,603	387
Power and Fuel Cost	₹ Cr	8,086	8,348	10,024	2,389
Freight and Forwarding Cost	₹ Cr	8,001	8,301	9,497	2,258
Other Expenses	₹ Cr	3,795	4,786	6,251	1,488
Total Operating Expenses	₹ Cr	**26,760**	**29,366**	**34,117**	**7,911**
Operating EBITDA	₹ Cr	**6,400**	**5,971**	**6,539**	**1,589**
Depreciation and Amortization	₹ Cr	1,628	2,297	3,570	834
Finance Costs	₹ Cr	276	216	224	57
Taxes	₹ Cr	1,161	810	(2,338)	188
Exceptional Items - Expense/ (Income)	₹ Cr	(212)	21	301	24
Sub-total	₹ Cr	**2,854**	**3,344**	**1,756**	**1,103**
Add: Share of Profit from Associates/ JVs	₹ Cr	23	13	20	5
Reported PAT	₹ Cr	**4,735**	**5,294**	**5,637**	**660**
Normalised PAT	₹ Cr	**4,735**	**2,647**[1]	**2,255**[1]	**595**[2]

Q1FY'27 Insights

17.1 MnT
Volume

₹ 9,500 Cr
Revenue from Operations

₹ 1,589 Cr
EBITDA

₹ 931/ Tonne
EBITDA/ Tonne

16.7%
EBITDA Margin

1. Reconciliation of 'Reported PAT to Normalized PAT' provided in next slide
2. Reconciliation of 'Reported PAT to Normalized PAT' provided in slide no 23

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Ambuja Consolidated – PAT Reconciliation

Particulars (Rs Cr)	Year Ended	
	FY'26	FY'25
Profit after Tax (Reported)	**5,637**	**5,294**
Excise duty refund		(826)
Government Grant (accrual)/provided for	223	(138)
Interest on income tax	(205)	(1,539)
Chhattisgarh IDEC	(205)	
Impact of New Labour / Wage code	119	
Sales tax deposit provided for	114	
Indemnification Claim received	(40)	
Provision for pending litigation and disputed matters		121
Litigation Settlement		62
Impairment of PPE		207
Gain on Sale of Land		(369)
Stamp Duty	90	
Deferred tax credit (Net of Deferred tax liability)	(604)	
Income tax provision reversal	(2,458)	(795)
Tax Impact	(24)	237
Profit after Tax (Normalized)	**2,647**	**2,255**

1. There has been reversal of tax provisions in both the standalone and consolidated financials of Ambuja Cements during FY26, primarily on account of the mergers of Sanghi (wef 1st April 2024), and Penna (wef 16th August 2024), both of which have now been successfully completed. These mergers have provided benefits of tax shields arising from unabsorbed depreciation and accumulated business losses of the merged entities. As a result, there has been a reversal of tax provisions pertaining to prior periods in case of both standalone and consolidated accounts. This impact has also been disclosed in Note 10 of the financial statements. The overall one-time benefit in the consolidated financials for FY26 is approximately Rs 1,365 Cr.

Historical Financial Performance | Consolidated Balance Sheet (Published)

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Particulars	Unit	As on 31-Mar-24	As on 31-Mar-25	As on 31-Mar-26
Assets				
Non-Current Assets				
Property, Plant and Equipments	₹ Cr	19,987	25,049	33,801
Right of Use Assets	₹ Cr	758	1,465	1,483
Capital Work-in-Progress	₹ Cr	2,658	9,793	9,085
Goodwill	₹ Cr	8,803	10,943	13,546
Other Intangible Assets	₹ Cr	2,647	5,375	9,469
Other Non-Current Assets	₹ Cr	6,285	9,039	8,507
Total Non-Current Assets	₹ Cr	**41,137**	**61,664**	**75,891**
Current Assets				
Cash and Cash Equivalents	₹ Cr	15,999	10,125	1,770
Inventories	₹ Cr	3,609	4,248	4,552
Trade Receivables	₹ Cr	1,190	1,590	1,868
Other Assets	₹ Cr	3,169	3,479	5,526
Total Current Assets	₹ Cr	**23,966**	**19,443**	**13,716**
Total Assets	₹ Cr	**65,104**	**81,106**	**89,607**
Liabilities				
Equity				
Equity Share Capital	₹ Cr	440	493	494
Other Equity	₹ Cr	41,012	53,086	58,853
Non-Controlling Interest	₹ Cr	9,391	10,368	12,499
Total Equity	₹ Cr	**50,843**	**63,947**	**71,846**
Liabilities				
Borrowings	₹ Cr	37	27	53
Trade Payables	₹ Cr	2,964	2,995	4,185
Tax Liabilities	₹ Cr	4,013	5,154	4,029
Other Liabilities	₹ Cr	7,247	8,984	9,493
Total Liabilities	₹ Cr	**14,261**	**17,159**	**17,760**
Total Equity and Liabilities	₹ Cr	**65,104**	**81,106**	**89,607**

Note: Cash and Cash equivalents includes Bank Balances, Bank Deposits and Fixed Deposits with banks

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