

# BUILDING NATIONS WITH GOODNESS



# Adani Group

Adani Group is the largest and fastest-growing portfolio of diversified businesses in India with interests in Logistics (seaports, airports, logistics, shipping and rail), Resources, Power Generation and Distribution, Renewable Energy, Gas and Infrastructure, Agro (commodities, edible oil, food products, cold storage and grain silos), Real Estate, Public Transport Infrastructure, Defence & Aerospace, and other sectors. It has created a world class transport and utility infrastructure portfolio that has a pan-India presence. Headquartered in Ahmedabad, India, Adani Group has positioned itself to be the market leader in its transport logistics and energy utility portfolio businesses focusing on large scale infrastructure development in India with O & M practices benchmarked to global standards. Adani owes its success and leadership position to its core philosophy of 'Nation Building' driven by 'Growth with Goodness' - a guiding principle for sustainable growth. Adani is committed to increase its ESG footprint by realigning its businesses with emphasis on climate protection and increasing community outreach through its CSR programme based on the principles of sustainability, diversity and shared values.

## Vision

To be a world class leader in businesses that enrich lives and contribute to nations in building infrastructure through sustainable value creation.

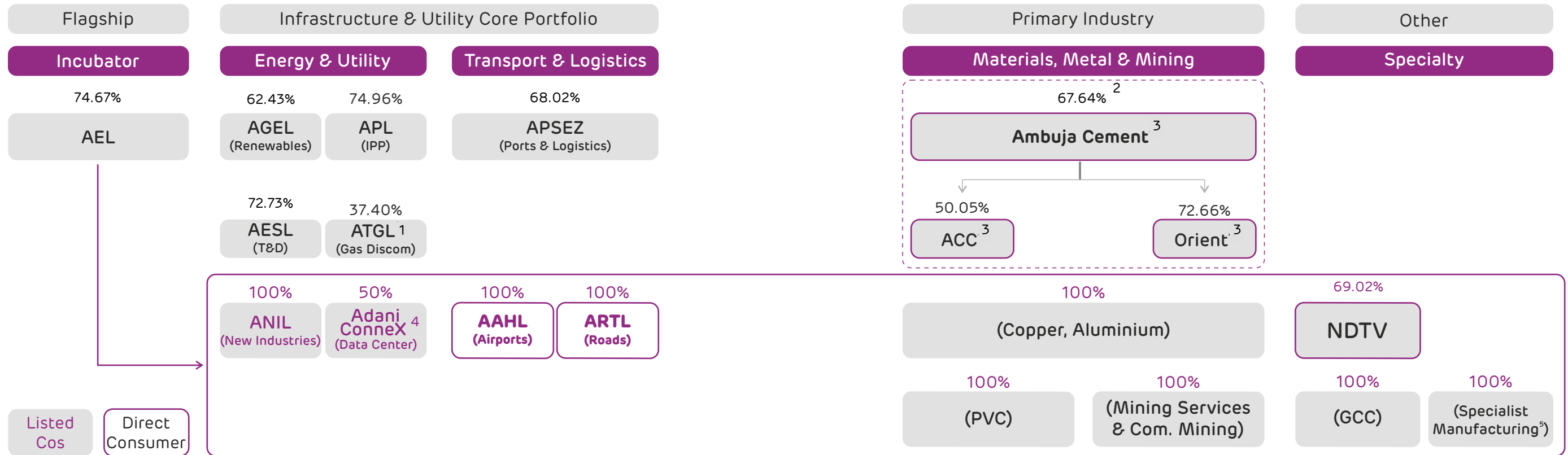
## Growth, the way it is meant to be

Growth, to us, isn't about the businesses we're involved in. Growth is about the real impact we can create. It's about the lives we can touch, the communities we can nourish, the future we can inspire. With our sheer size of operations, we have been able to reach out to the remotest of geographies with ease. Be it power transmission or solar energy generation or agri logistics, we go for large scale execution that benefits millions of Indians. We are proud of this quality of our operations, which we have consciously extended beyond our businesses, to impact healthcare, education, employment generation and creation of sustainable livelihoods for the communities that deserve them. It is the belief that growth can lead to goodness, which inspires us and drives us.



# Adani Portfolio:

A World Class Infrastructure and Utility Portfolio



(%) Adani Family equity stake in Adani Portfolio companies. (%) AEL equity stake in its subsidiaries.

(%) Ambuja equity stake in its subsidiaries.

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

1. ATGL: Adani Total Gas Ltd. JV with Total Energies | 2. 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 | 3. Cement includes 67.64% (67.68% on Voting Rights basis) stake in Ambuja Cements Ltd. as on 31st March'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. With the effect from 12th March'26, Sanghi Industries Ltd. has been merged into Ambuja Cements Ltd. as per NCLT order dated 9th February'26. On 10th April'26, Ambuja issued 1,29,93,708 equity shares to the eligible shareholders of Sanghi. Accordingly, Promoters Shareholdings in Ambuja stands revised to 67.29% (67.33% on voting rights basis) w.e.f. 10th April'26 | 4. Data center, JV with EdgeConnex | 5. 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 | Promoter's holdings are as on 31st March, 2026.

Over a Century of Excellence

2025

Navi Mumbai International  
Airport, Maharashtra  
Among Asia's largest aviation hubs

adani  
Cement

To bolster the cement business in India, Adani Group has been progressing steadily towards solidifying its presence in the building materials and solutions space. It has achieved a significant milestone by acquiring major stakes in Ambuja Cements Limited, ACC Limited & Orient Cement Limited. This has cemented Adani Group's commitment to nation-building by becoming the 9th largest building materials solutions provider globally.

For decades, Ambuja Cements and ACC have been the stalwarts of the building materials industry and have garnered their place amongst the most trustworthy brands in India. Our footprint under Adani Group includes 24 integrated units, 22 grinding units, 117+ ready-mix concrete plants and over 1,20,000+ channel partners across India. Adani Group through its cement business has established a new pillar of growth in its business. It is a strategic move for Adani, as it has been working on renewable power generation capabilities such as waste heat recovery systems, which have successfully minimised the effects of carbon emission. Consequently, Adani has embarked on the road to harnessing green energy in the cement industry by upholding the ethics of sustainability.



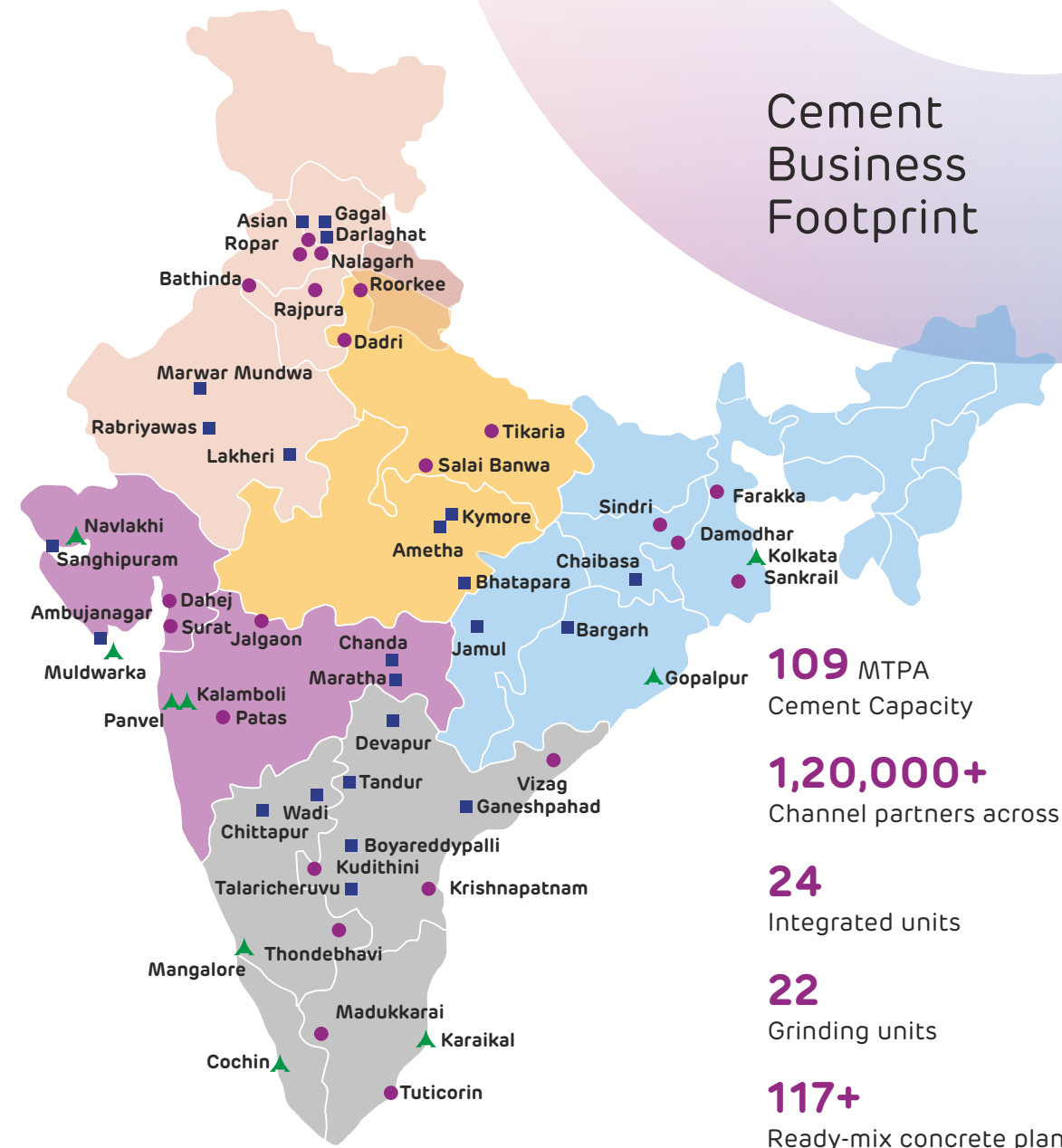
Over a Century of Excellence

2025

Umiya Dham Temple, Ahmedabad  
 World record for largest raft  
 foundation for spiritual infrastructure,  
 for the world's largest Jagat Janani  
 Umiya Maa Temple



Cement  
 Business  
 Footprint



Over a Century of Excellence

# 2025

Chenab Railway Bridge, Jammu & Kashmir  
World's highest railway arch bridge

**adani**  
**Ambuja**  
**Cement**

Ambuja Cements Limited is the 9th largest building materials solutions company globally, a key part of the diversified Adani Group – the country's fastest-growing portfolio of sustainable businesses. With a cement capacity of 109 MTPA across 24 integrated manufacturing plants and 22 grinding units.

Ambuja Cements is at the forefront of building a greener, stronger India. The Company is accelerating its decarbonisation journey through investments in 1 GW of renewable energy (solar + wind), 376 MW of Waste Heat Recovery Systems (WHRS) by FY'28. The Company has strategic partnerships with Leilac to develop commercial-scale Low-Carbon Cement and with Coolbrook to deploy zero-carbon RotoDynamic Heater™ (RDH™) technology. Ambuja Cements has achieved 12x water positivity and 7x plastic negativity. It is committed to net-zero by 2050, being amongst the four large-scale building materials companies in the world, with its near-term and net-zero targets validated by the Science Based Targets initiative (SBTi). Its innovative products are listed in the GRIHA product catalogue, and the Company operates a captive port network with ten terminals for cleaner, cost-effective bulk cement shipments. Recognised among 'India's Most Trusted Cement Brands' by TRA Research, Ambuja Cements holds a 'Leadership Score' of A by CDP and is the world's first cement manufacturer to join the Alliance for Industrial Decarbonization (AFID), a global alliance facilitated by IRENA.

Over a Century of Excellence

2024

Atal Setu, Mumbai  
Coastal road connectivity and engineering marvel



adani  
Ambuja  
Cement



69

million tonnes  
of cement capacity



13

Integrated  
manufacturing units



14

Grinding units



10

Bulk Cement  
Terminals

The promise of 'Giant Compressive Strength'



- Cement**
- Ambuja Cement
  - Ambuja Plus
  - Ambuja Kawach
  - Ambuja Compocem
  - Ambuja Powercem
  - Ambuja Buildcem
  - Ambuja Railcem

- Solutions & Products**
- Concrete Blocks
  - Manufactured Sand
  - Jointing Mortar
  - Alccofine Micro Materials

Over a Century of Excellence

# 2024

Coastal Road, Mumbai  
Coastal road connectivity and engineering marvel



ACC Limited, a subsidiary of Ambuja Cements and part of the diversified Adani Group, is one of India's most trusted building materials and concrete solutions companies. With a legacy of nearly nine decades, ACC operates 20 cement manufacturing sites, over 117+ ready-mix concrete plants, and a nationwide network of channel partners, serving its customers.

ACC is actively advancing its sustainability roadmap with a strong focus on green energy, circular economy, and digital transformation. The Company alongside Ambuja Cements is among the four large-scale building materials companies in the world committed to net-zero by 2050, with its near-term and net-zero targets validated by the Science Based Targets initiative (SBTi). ACC continues to drive operational excellence through synergies with the Adani Group in logistics, power, project execution, and digital infrastructure.

ACC has also been recognised with a 'Leadership Score' of A by CDP for its climate change mitigation efforts. Its innovative products are listed in the GRIHA product catalogue, supporting India's transition to low-carbon construction. ACC has been recognised as one of 'India's Most Trusted Cement Brands' by TRA Research for the third consecutive year.



Over a Century of Excellence

2017

Metro, Nagpur



adani  
**ACC**



40.4

million tonnes  
of cement capacity



11

Integrated  
manufacturing units



8

Grinding  
units



117+

Ready-mix  
Concrete Plants

Building India since 1936

Cement	RMX	Solutions & Products	Green Building Centers
Gold Water Shield Concrete Plus F2R Cement HPC Suraksha Power Suraksha Power Plus Super Shaktimaan	Ready Mix Concrete  Value added Concrete Solutions	Waterproofing Solutions  Tile Adhesives Plasters	Wall Solutions Pavement Solutions Roofing & Pavement Solutions



Over a Century of Excellence

2017

Chenani–Nashri Tunnel,  
Jammu & Kashmir  
India's longest highway tunnel



## adani Concrete

In 1994, ACC, part of Adani Cement, pioneered India's first commercial Ready Mixed Concrete (RMX) plant in Mumbai. Today, Adani Concrete operates over 117+ RMX plants across the country, delivering comprehensive solutions for projects of every scale – from basic requirements to high-specification needs for landmark developments.

Adani Concrete is supported by a robust portfolio of Value-Added Solutions (VAS) for specialised and critical applications, tailored to meet diverse customer requirements. Backed by a world-class R&D centre, Adani ensures superior product quality, technological innovation, and sustainability at the core of its strategy, making it a trusted name in building materials.

With rapid urbanisation, technological advancements, and stringent environmental norms driving growth in the RMX sector, Adani Concrete is positioned to meet the rising demand for high-quality, consistent concrete. Its expansion reinforces infrastructure development and economic progress, cementing Adani Group's leadership in the ready-mix industry.



Over a Century of Excellence

2013

Aldona - Calvim Bridge, Goa  
Enhancing regional connectivity



# adani

Concrete

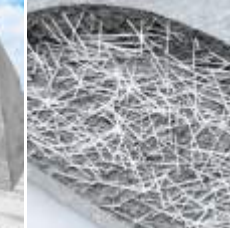
Coolcrete



Feathercrete



Fibercrete



Imprintcrete



Permecrete



## Our top products

**Coolcrete:** Temperature-controlled concrete that prevents thermal cracking and ensures durability in large pours.

**Feathercrete:** Lightweight concrete, 50-75% lighter than standard, offering thermal and sound insulation with reduced structural load.

**Fibercrete:** Fibre-reinforced concrete that enhances strength, controls shrinkage cracks, and is ideal for tough flooring.

**Imprintcrete:** Decorative concrete designed for stamped, natural stone or wood-like finishes in various grades.

**Permecrete:** Pervious concrete engineered to allow water infiltration, reducing flooding and recharging groundwater.

## Our advanced VAS range includes:

- EcoMaxX
- Imprintcrete
- Coolcrete
- Jetsetcrete
- Permecrete
- UTWT 8 & 24
- Ultivaccrete
- Sustainocrete
- Flowcrete
- Fibercrete
- Feathercrete
- Column 4 & 6
- Bagcrete
- Shieldcrete
- Colorcrete



Over a Century of Excellence

2010

Bandra Worli, Sea Link



## World-Class R&D Facilities: Innovation at the Core

Adani Cement's state-of-the-art R&D Centre at Kalamboli, Navi Mumbai, is a cornerstone of our commitment to excellence. Equipped with advanced labs, robotics, and AI-driven analytics, the facility supports product innovation, durability testing, and customer-centric solutions. Our R&D teams pioneer new materials, sustainability initiatives, and digital integration, ensuring Adani Cement remains at the forefront of industry advancement.

Spanning across 31 states and union territories, Adani Cement's manufacturing sites are equipped with state-of-the-art testing facilities and best-in-industry quality control systems. Backed by over a century of research and expertise, these R&D-ready locations drive innovative product development, rigorous quality assurance, and sustainability-led solutions.



Over a Century of Excellence

# 2008

Hyderabad International Airport  
Modern aviation infrastructure  
milestone



## Digital Leadership

Adani Cement's CiNOC (Cement Intelligent Network Operations Centre) platform and Industry 4.0 tools, including AI, robotics, smart sensors, and automated systems, drive real-time visibility, efficiency, and predictive maintenance across all operations, setting new benchmarks for digital transformation.



Over a Century of Excellence

# 2001

JJ Flyover, Mumbai  
One of the longest flyovers in India



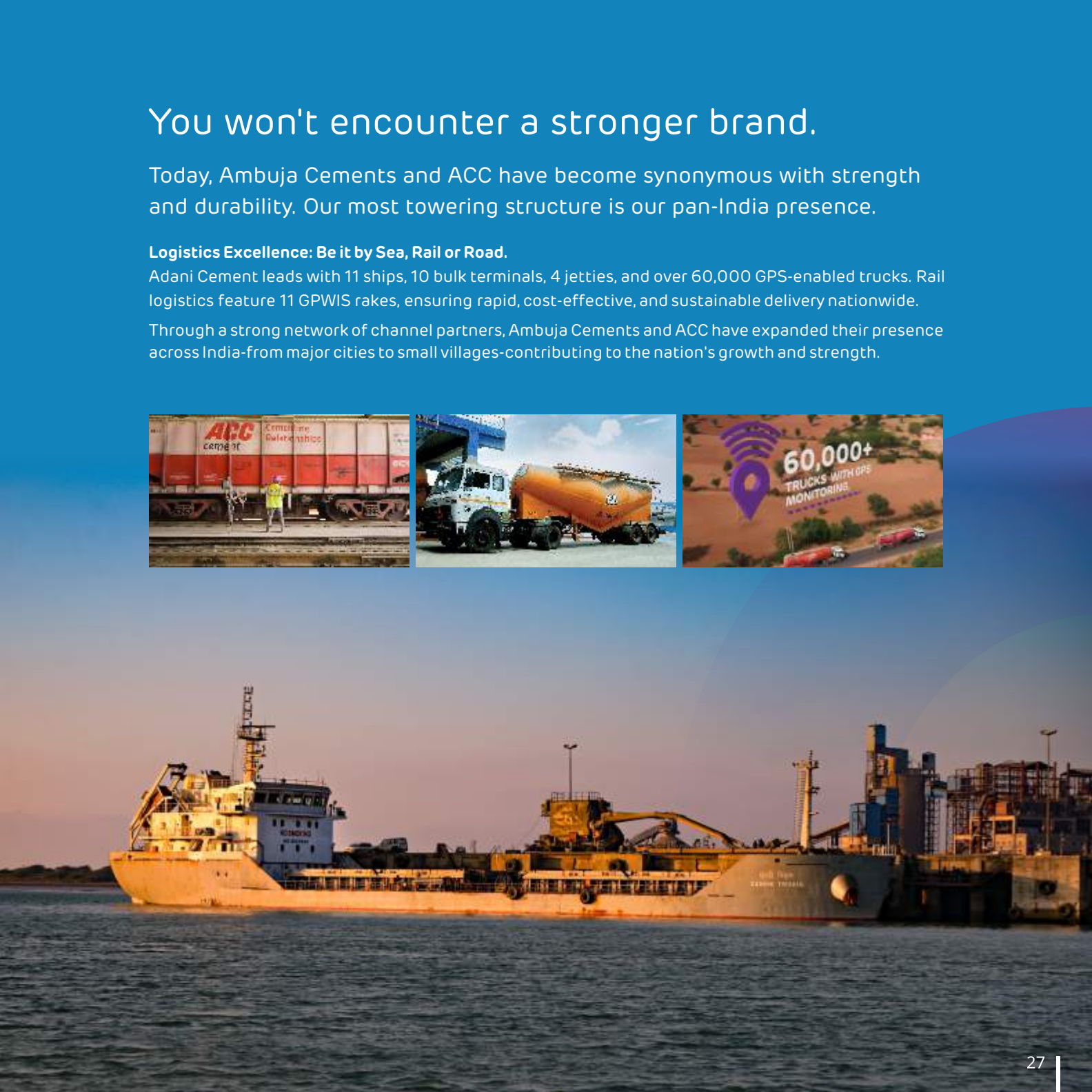
## You won't encounter a stronger brand.

Today, Ambuja Cements and ACC have become synonymous with strength and durability. Our most towering structure is our pan-India presence.

**Logistics Excellence: Be it by Sea, Rail or Road.**

Adani Cement leads with 11 ships, 10 bulk terminals, 4 jetties, and over 60,000 GPS-enabled trucks. Rail logistics feature 11 GPWIS rakes, ensuring rapid, cost-effective, and sustainable delivery nationwide.

Through a strong network of channel partners, Ambuja Cements and ACC have expanded their presence across India-from major cities to small villages-contributing to the nation's growth and strength.



Over a Century of Excellence

2000

Bhatan Tunnel, Mumbai - Pune Expressway  
First major tunnel on  
India's first expressway



## Adani Certified Technology (ACT): Technical Excellence Delivered On-Site

ACT is Adani Cement's hallmark of technical expertise, delivered by dedicated Technical Services teams to ensure every project benefits from advanced material science, quality assurance, and hands-on support. Through ACT, our experts provide tailored consultancy, on-site testing, and capacity-building workshops, empowering builders and contractors with the latest know-how in construction technology. ACT integrates certified contractors, premium products, and proven methodologies, helping customers build smarter, stronger, and more sustainably.



Over a Century of Excellence

1979

Vidyasagar Setu, Kolkata  
India's longest cable-stayed bridge at the time



## Ambuja Cements & ACC

are India's Most Trusted Cement Brands and rank amongst the Most Sustainable Building Materials Companies Globally

### Sustainability Stewardship

Adani Cement is among the four large-scale building materials companies in the world committed to net-zero by 2050, with its near-term and net-zero targets validated by the Science Based Targets initiative (SBTi).

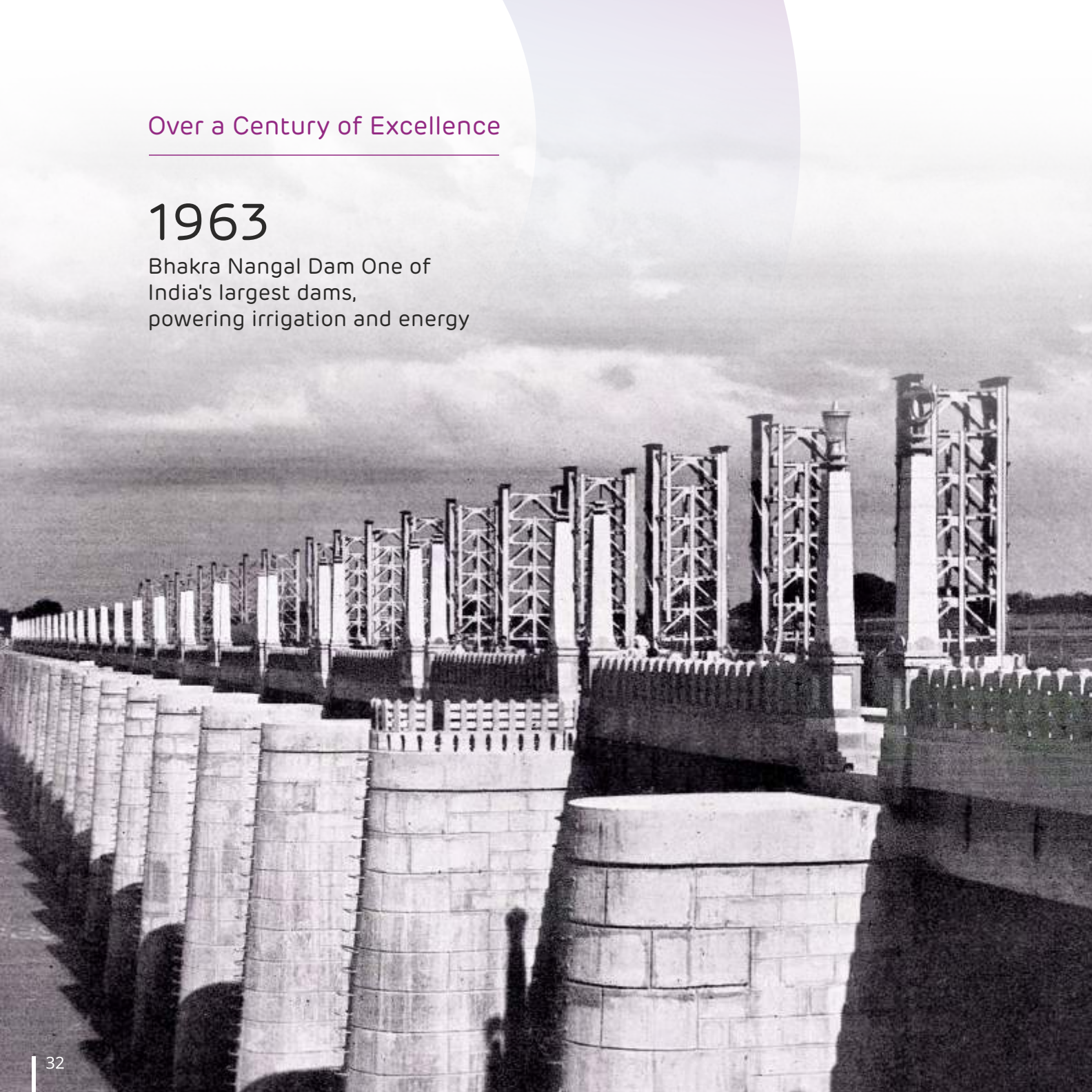
Adani Cement Business is 12x water positive and 7x plastic negative and recognised by CDP for its leadership in water positivity.



Over a Century of Excellence

1963

Bhakra Nangal Dam One of India's largest dams, powering irrigation and energy



## We aim for Zero Harm. Especially when it comes to Health and Safety.

Health and Safety is one of our core values. For the Company, people are its most important resource. The Company is committed to ensure the safety of all employees, contractors, and others connected with our operations, through its Zero Harm policy.

The company has substantially reduced the number of onsite injuries with a strong emphasis on improving health and safety parameters, reducing risks through people engagement, capability building, and strengthening health and safety management systems and processes. However, there is more to be done to achieve the company's ultimate goal of achieving a Zero Harm workplace.



**'We Care' is an umbrella initiative that covers all stakeholders, and has played a seminal role in transforming our operations as well as attitudes towards health and safety.**



Over a Century of Excellence

1937

Marine Drive, Mumbai  
Early urban waterfront development



Some of our responsibilities extend beyond our people.

- Focus on sustainable livelihood & social inclusion for the community
- More than 6 million people benefited through community development projects year to date

The company also works closely with communities that live around its plants, through its CSR arms, the Ambuja Foundation and the Adani Foundation.

It implements need-based and participatory programmes in the thematic areas of water resource development, health and sanitation, women empowerment, rural infrastructure, education and agro-based/skill-based livelihood creation.





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