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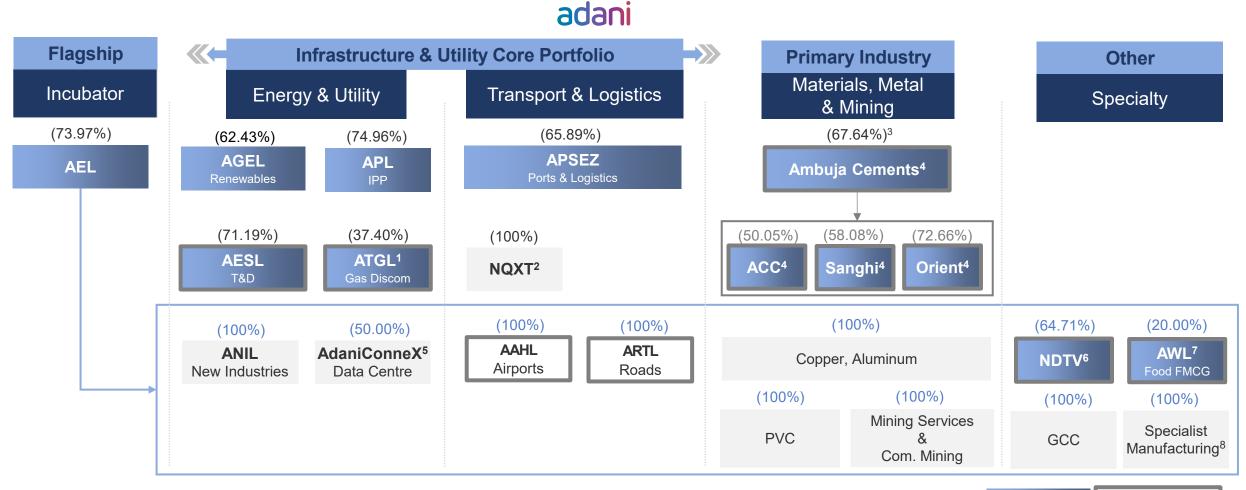
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Adani Portfolio: Overview

Adani Portfolio: A World Class Infrastructure & Utility Portfolio





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

Listed cos Direct Consumer

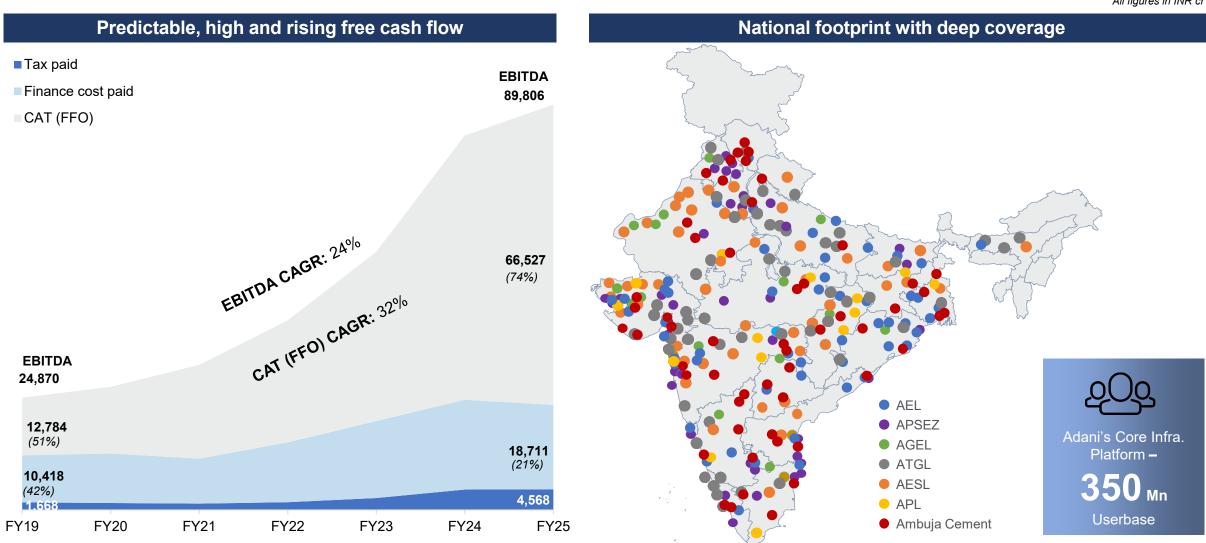
A multi-decade story of high growth centered around infrastructure & utility core

Notes: 1. ATGL: Adani Total Gas Ltd, JV with Total Energies | 2. NQXT: North Queensland Export Terminal. On 17th Apr'25, Board of Directors have approved the acquisition of NQXT by APSEZ, transaction will be concluded post pending regulatory approval. | 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 67.64% (67.68% on Voting Rights basis) stake in Ambuja Cements Ltd. as on 30th Sep'25 which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited. | 5. Data center, JV with EdgeConnex | 6. Promoter holding in NDTV has increased to 69.02% post completion of right issue in the month of Oct'25 | 7. AWL Agri Business Ltd. : AEL to exit Wilmar JV, agreement signed for residual 20% stake dilution. | 8. Includes the manufacturing of Defense and Aerospace Equipment | AEL: Adani Enterprises Limited | APSEZ: Adani Ports and Special Economic Zone Limited | AESL: Adani Entergy 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 30th September. 2025.





All figures in INR cr



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



DEVELOPMENT¹

Adani Infra (India) Limited | Cemindia Projects Ltd. | PSP Projects Ltd.

Origination

- Analysis & market intelligence
- Viability analysis

Site Development

- Site acquisition
- · Concessions & regulatory agreements

Construction

- Engineering & design
- · Sourcing & quality
- Project Management Consultancy (PMC)

OPERATIONS

Operations (AIMSL)

Operation

 Life cvcle O&M planning

Energy Network

Operation Center

(ENOC)

Asset Management plan

Inspired Purpose & Value Creation

 Delivering exceptional products & services for elevated engagement

CONSUMERS

New C.E.O.

Consumer | Employees | Other Stakeholders

· Differentiated and many P&Ls



India's Largest Commercial Port (at Mundra)

Strategic value

Mapping

ERFORMANCE



Line in Asia

Longest Private HVDC (Mundra - Mohindergarh)

Duration Risk Matching

Governance & Assurance

Diversified Source of Capital

Risk Management - Rate & Currency

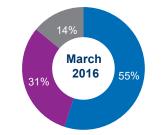
Investment Case Development



World's largest Renewable Cluster (at Khavda)

Infrastructure Financing

Growth Capital - Platform Framework



Adani's Core Infra. Platform -



350 Mn

Userbase

Capex LC

Policy, Strategy & Risk Framework

Continued Focus & Investment

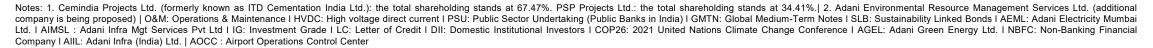
Human Capital Development

- Leadership Development Initiatives
- Investment in Human Capital

23% 26%



- Al enabled Digital Transformation
- Power Utility Business ENOC
- · City Gas Distribution SOUL
- · Transportation Business AOCC



Adani Portfolio: Broad based ESG Commitment and Credentials



				1	1				
		adani Ports and Logistics	adani	adani Energy Solutions	adani Renewables	adani Gas	adani Adani Enterprises	ACC	Ambuja Cement
TAX	Tax Transparency Audit	✓	✓	√	✓	✓	✓	✓	✓
TCFD	TCFD Supporter	✓	\checkmark	✓	✓	√	✓	✓	✓
SCIENCE BASED TARGETS DRYNIG AMERICAS COPPONE & CLAMATE ACTION	Net Zero Commitment	2040	2070	I ✓ I 2050	2050	2070	2070	√ * 2050	√ * 2050
United Nations Global Compact	UNGC Participant	✓	✓	√	✓	✓	NC	✓	✓
INDIA BUSINESS & BIOOVERSITY INITIATIVE	IBBI	✓	✓	✓	✓	✓	In Progress	✓	✓
S&P Dow Jones Indices A Division of S&P Global	DJSI (2024 Score)	68 (from 65)	68 (from 48)	73 (from 62)	74 (from 70)	62 (from 54)	60 (from 49)	64 (from 61)	60
ORIVINO SUSTAINABLE ECONOMIES	CDP – CC (2024 Score)	A-	В	В	A -1	В	A- formerly- B	A -1	A -1
ORIVING SUSTAINABLE ECONOMIES	CDP – WS (2024 Score)	A- formerly- B	В	I A- I formerly- B	-	-	-	B1	B¹
	Sustainalytics	13.4 Low Risk	32.2 High Risk	19.9 Low Risk	12.6 Low Risk	23.4 Medium Risk	28.0 Medium Risk	22.2 Medium Risk	26.7 Medium Risk
CRISIL An S&P Global Company	CRISIL (2024)	61 (from 57) Strong	54 (from 55) Adequate	61 (from 58) Strong	66 (from 61) Strong	61 (from 59) Strong	51 (from 50) Adequate	57 (from 55) Adequate	56 (from 53) Adequate
Sustainability Ratings & Analytics	NSE (2024)	69/100	63/100	67/100	74/100	64/100	63/100	62/100	63/100

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





02a

Adani Portfolio: Strong Business Performance

Adani Portfolio: Resilience, Strength and Stability



All figures in INR cr

Sector EBITDA	FY25	FY24	Growth	% of Total	Q4FY25	Q4FY24	Growth	% of Total
Utility	43,375	44,504	(2.54%) ▼	48.30%	10,439	9,638	8.31% 🔺	45.90%
AESL included in Utility above	7,747	6,323	22.53% 🔺	8.63%	2,262	1,770	27.83% 🔺	9.95%
Transport	20,471	17,202	19.00% 🔺	22.79%	5,456	4,313	26.50% 🔺	23.99%
AEL - Infrastructure Businesses	10,085	5,945	69.64% 🔺	11.23%	2,359	1,593	48.09% 🔺	10.38%
A. Sub-total (Infrastructure)	73,931	67,651	9.28% 🔺	82.32%	18,254	15,544	17.43% 🔺	80.27%
B. Adjacencies (Cement)	8,644	7,589	13.90% 🔺	9.63%	2,451	1,937	26.54% 🔺	10.78%
Sub-total (Infra +Adjacencies)	82,575	75,240	9.75% 🔺	91.95%	20,705	17,481	18.44% 🔺	91.05%
C. AEL- Existing Businesses	7,231	7,736	(6.53%) ¹ ▼	8.05%	2,036	2,312	(11.94%) ¹ ▼	8.95%
Portfolio EBITDA (A+B+C)	89,806	82,976	8.23% 🔺	100%	22,741	19,793	14.89% 🔺	100%
APL prior period income/ (provision) included in above	2,433	9,322			13	94		

1. AESL Raised INR 8,373 crs via QIP, making it the largest fundraise in the Indian power sector.

Key Highlights

- 2. AESL Q4 FY25 EBITDA has grown by \sim 28% on yoy basis and \sim 23% on FY basis.
- 3. AESL contribution to Continuing Utility EBITDA is ~19% on FY basis.

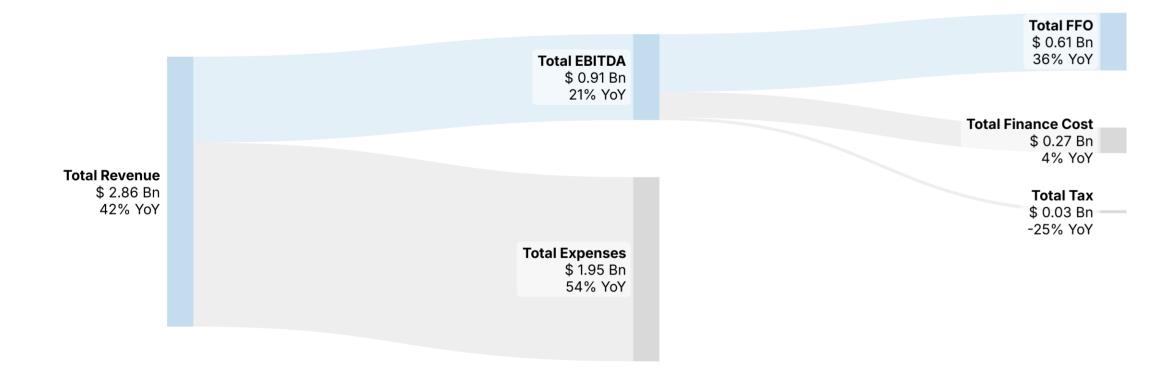
Growth powered by Core Infra supporting multi decadal predictability & stability



AESL: Core Infra Platform is Powering Free Cashflow



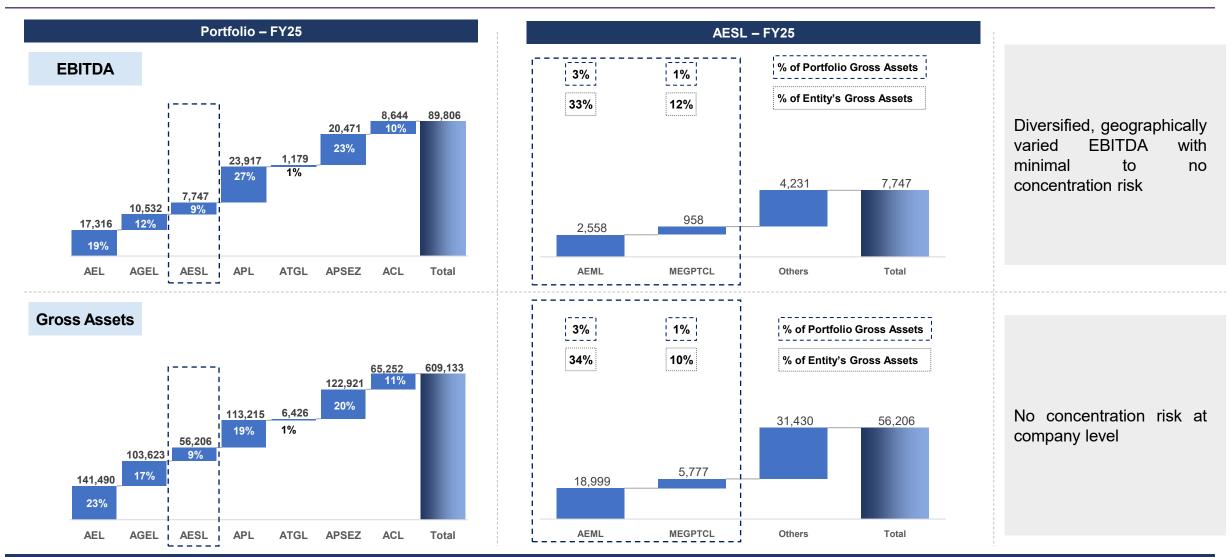
Revenue – FFO Conversion & FY25 YoY Growth



AESL: Well Distributed EBITDA Contribution and Asset base

JV + Tax + Deferred Tax + Depreciation + Finance Cost + Forex Loss / (Gain) + Exceptional Items





Highly Resilient, Diverse Portfolio RoA built to withstand macro economic uncertainty and volatility

Notes: AESL: Adani Energy Solutions Limited | AEML: Adani Electricity Mumbai Limited | MEGPTCL: Maharashtra Eastern Grid Power Transmission Company Limited | AGEL: Adani Green Energy Limited | AEL: Adani Enterprises Limited | APL:





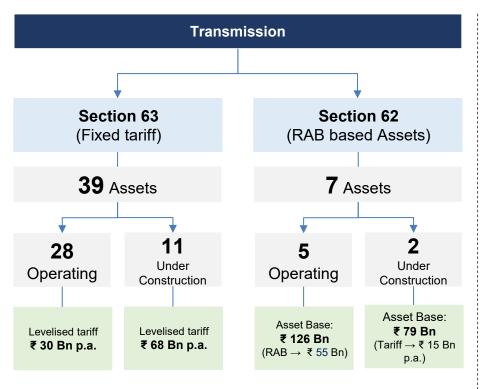


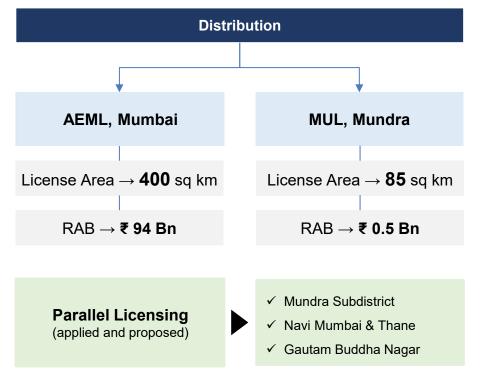
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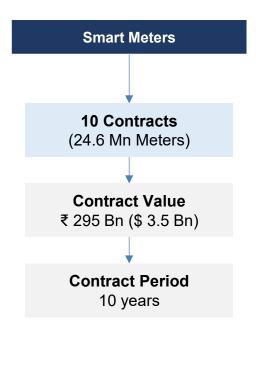
Adani Energy Solutions Limited: Business Snapshot

AESL: Business Snapshot









AESL: Business Update

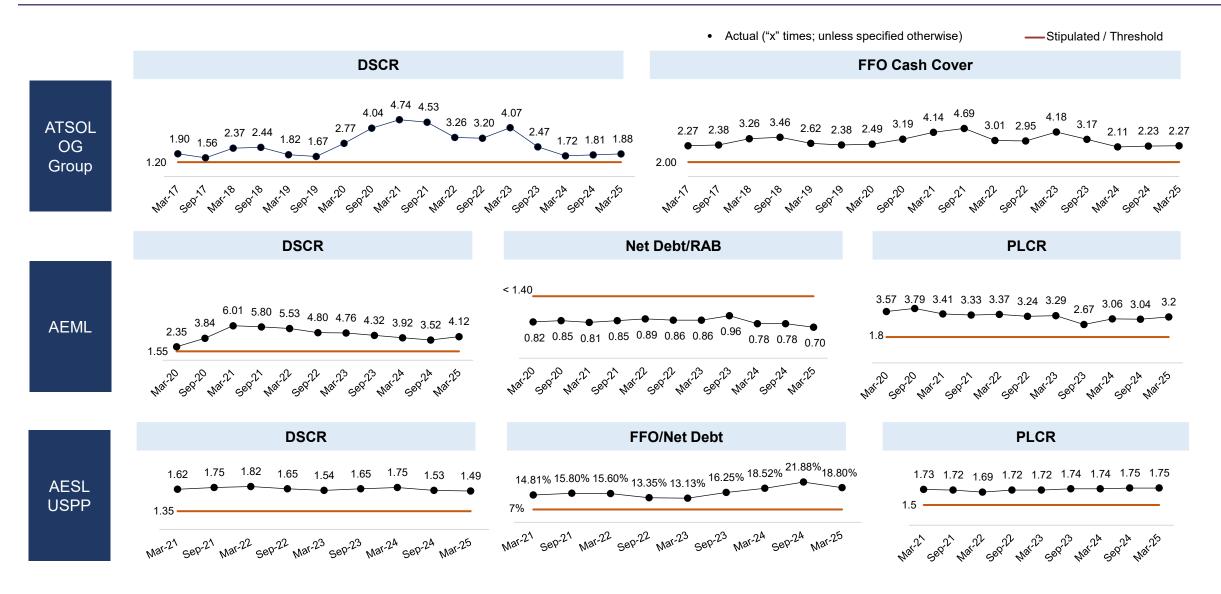


Segment	Our Current Capability And Reach	Key Contractual & Regulatory Strength	Growth Potential
Transmission	 28 Transmission assets under fixed tariff framework and 5 Transmission assets under cost-plus (RAB) framework Presence in 14 Indian states Current orderbook → Capex of ₹59,304 Cr & Annual Tariff of ₹ 8,271 Cr 	 Concession life → 35 Years Counterparty → Network Pool (Centre & State) Availability based Tariff → No Throughput Risk Efficiency Linked Incentives → Higher Returns 	 ₹ 89,864 Cr (\$ 10.5 Bn) near term tendering opportunity under RFP/RFQ stage ₹ 9.15 Tn (\$ 107 Bn) overall transmission opportunity by 2032 as per CEA
Distribution	 Adani Electricity Mumbai (400 sq. km license area) MUL Mundra (85 sq. km license area) Preferred #1 supplier in Mumbai and Mundra ~9% of Distribution market privatized in India 	 License → 25 Years; Perpetual Business Counterparty → Pool for 13 Mn Consumers RAB based Returns → No Throughput Risk O&M costs → Pass Through 	 Growth in RAB and Consumer base in current distribution regions DISCOM privatization is gaining traction in Uttar Pradesh (population – 241+ million) are already in advanced stages Parallel licensing in Navi Mumbai & Thane, Gautam buddha nagar and Mundra Subdistrict
Smart Metering	 24.6 Mn smart meter contracts covering 98+ Mn customers Presence in 5 Indian states Order book of ₹146 Bn with revenue potential of ~₹ 295 Bn over 7.5 years 	 DBFOOT Model (Capex + Opex) Assured Revenue to AMISP Revenue begins flowing instantly at Operational Go-Live Payment Security via Direct Debit Facility Agreement 	 Untapped public tendering of 95+ million smart meters Perennial business opportunity with limited life and replacement demand of meters
District Cooling & C&I	 Pioneering concept of Cooling-as-a-Service (CaaS) in centralized cooling and disrupting conventional cooling practices & Orderbook of 52,700 TR (~₹5.27 Bn¹) Digitally enabled distribution platform providing 	 Tailormade and end-to-end energy solutions Serving premium customers focused on reliability and sustainability Futuristic levers powering the next growth phase 	 District Cooling has Identified target market of 250k Ton Refrigeration (TR) with India's cooling demand set to rise 8x C&I, Captive and non-captive opportunities with an identified target market of 5-7 GW

customized energy solutions to C&I consumers

AESL: Current Issuances Credit Performance History







03

Borrowings & Leverage Risk



03a

Leverage Risk

AESL: Sustainable Financial Growth





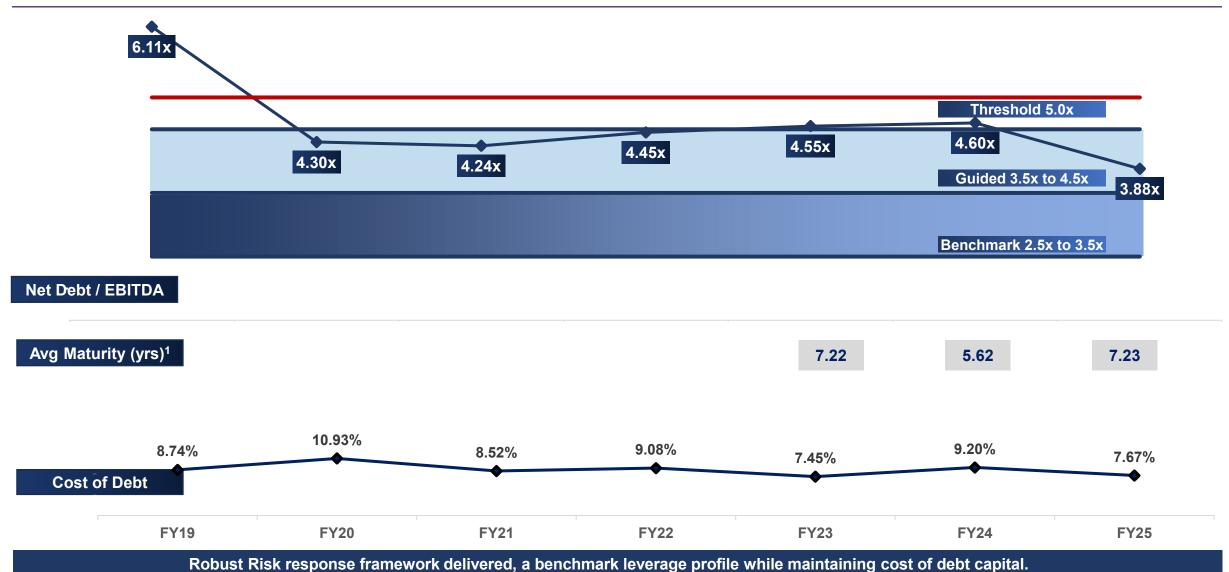
Resilient & Predictable Business Growth independent of Global & Regional headwinds – yet to fully reflect in Mkt Cap Growth

Notes: 1. The PAT of FY25 includes an exceptional item of INR 1,506 crores which pertains to loss on divestment of Dahanu Thermal Power Plant (ADTPS). EBITDA: Earning before Interest Tax Depreciation & Amortization I Run-rate EBITDA considers annualized EBITDA for assets commissioned after the start of the year.| EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Unrealized Forex Loss / (Gain) + Exceptional Items | PAT: Profit after tax excl share of profit from JV | CAGR: Compounded Annual Growth Rate | FFO: Fund Flow from Operations| FFO: EBITDA-Finance cost paid-Tax paid

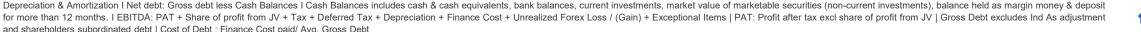


AESL: High Growth Profile and Credit Discipline





Notes: 1. Formal reporting started from FY23. | Net Debt: Gross Debt-Cash Balances | Debt includes the acquisition debt of Cement business | EBITDA for Cement business has only been included from FY23 onwards. EBITDA: Earning before Interest Tax



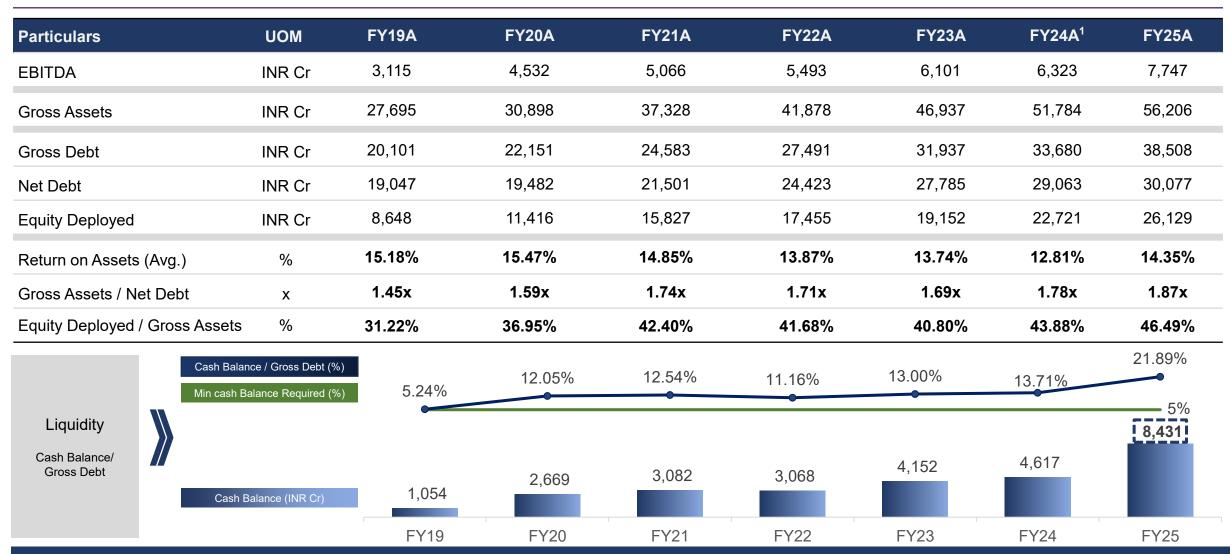


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Liquidity Risk

AESL: Derisking Balance Sheet





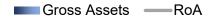
~22 % of Gross Debt is in form of cash balances providing liquidity cover ~ 26 months of debt servicing

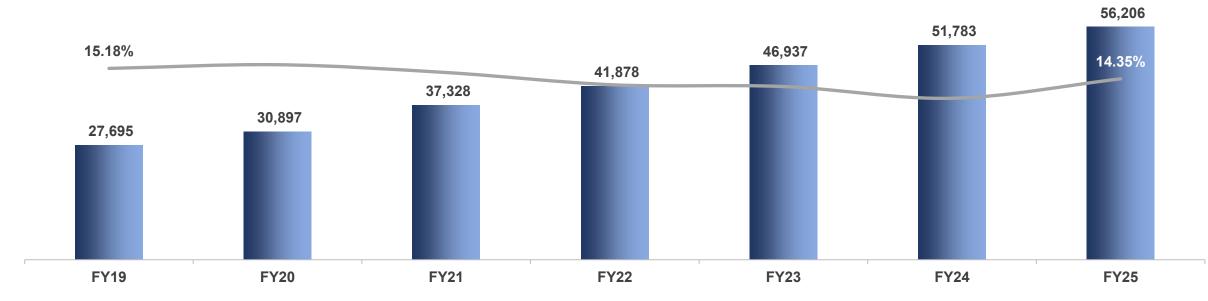
Notes: 1. FY24: Restated Numbers | A: Audited nos I Gross Debt excludes Ind AS adjustments & shareholder's subordinated debt | EBITDA: Earning before Interest Tax Depreciation & Amortization I Net debt: Gross debt less Cash Balances I Cash Balances includes cash & cash equivalents, bank balances, current investments, market value of marketable securities (non-current investments), balance held as margin money & deposit for more than 12 months. I Gross Asset includes Property, Plant and Equipment, Capital Work In Progress, Intangible Assets, Right of Use, Goodwill, Investment Property and Intangible Asset under development I EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Unrealized Forex Loss / (Gain) + Exceptional Items | Equity Deployed: Gross Asset-Net Debt | Return on Assets: EBITDA / Average Gross Assets | UOM: Unit of Measurement

AESL: Maintaining RoA at rapidly increasing Asset base



All figures in INR cr





Particulars	FY19A	FY20A	FY21A	FY22A	FY23A	FY24A ¹	FY25A
EBITDA	3,115	4,532	5,066	5,493	6,101	6,323	7,747
Gross Assets	27,695	30,897	37,328	41,878	46,937	51,783	56,206
Avg. Gross Assets	20,523	29,296	34,112	39,603	44,407	49,360	53,995
ROA Avg. (%)	15.18%	15.47%	14.85%	13.87%	13.74%	12.81%	14.35%

RoA Avg.: Return on Assets (Avg.) - EBITDA (Reported) / Average Gross Assets

AESL maintained healthy return profile, after growing asset base by ~2x, in last 6 years





030

System Risk

Adani Portfolio: Eliminating System Risk



Leverage Ratio	Listed Entity	Net Debt / RR EBITDA	FFO INR cr.	Cash Balance INR cr.	Long Term Debt INR cr.	Net Long Term Debt INR cr.	Net LTD/FFO	Avg. Maturity of LTD (Years)
i I	ATGL	1.05x	872	521	1,716	1,195	1.37x	2.97
0.0x - 2.5x	APL	1.39x	20,506	7,311	28,784	21,473	1.05x	7.73
!	APSEZ	1.72x	16,341	8,991	44,459	35,468	2.17x	4.75
	AESL	2.65x	5,179	8,431	36,526	28,095	5.42x	7.23
2.5x – 3.5x	AEL	2.54x	10,558	9,586	51,186	41,600	3.94x	8.09
i I	ACL	2.98x	6,581	10,126	35,968	25,842	3.93x	2.32
3.5x – 5.5x	AGEL	5.13x	6,490	8,877	67,078	58,201	8.97x	9.42
	Total	2.47x	66,527	53,843	265,717	211,874	3.18x	7.01

- Significant Debt, ~75% of total term debt, of portfolio is in the leverage ratio range of 0x 3.5x
- Maturity profile exceeds cover period in all cases ensuring the refinancing protection.
- ~90% of FFO is now in target zone (other than AGEL).

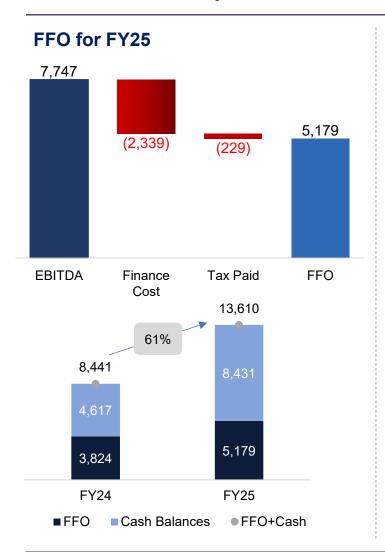
Duration risk matched with underlying long dated nature of contracted cash flow generation across the portfolio

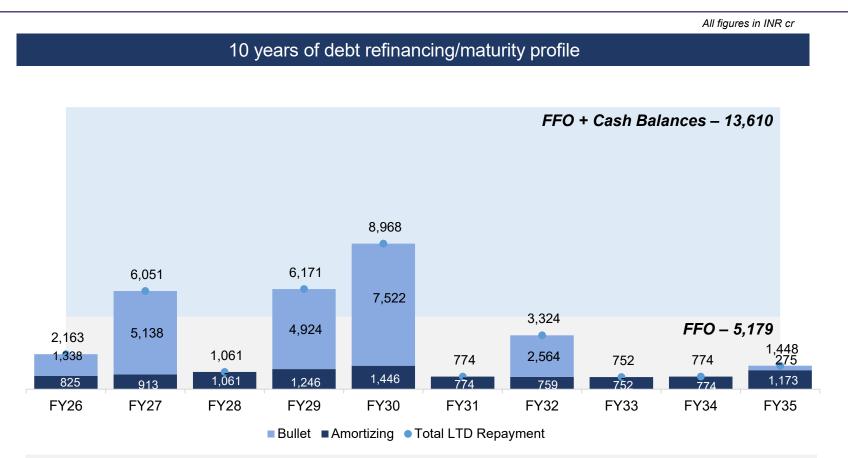
Notes: Leverage Ratio: Net Debt/ RR EBITDA | Run-rate EBITDA considers annualized EBITDA for assets commissioned after the start of the year. | FFO: Fund Flow from Operations | LTD: Long Term Debt | FFO: EBITDA – Actual Finance cost paid (excl. Capitalized Interest, incl. Int. on Lease Liabilities) – Tax Paid | EBITDA: Earning Before Int. Depreciation Tax & Amortization | EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Unrealized Forex Loss / (Gain) + Exceptional Items | ATGL: Adani Total Gas Limited | APEL: Adani Enterprises Limited | APEL: Adani Enterprises Limited | APEL: Adani Forem Energy Limited. | Net debt: Gross debt less Cash Balances | Cash Balances includes cash & cash equivalents, bank balances, current investments, market value of marketable securities (non-current investments), balance held as margin money & deposit for more than 12 months. | PAT: Profit after tax excl share of profit from JV



AESL: No Maturity Outside of Cash & FFO Envelop Page

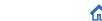






- 1. 10 years Amortizing Maturity- INR 9,725 Cr.
- 2. Each year debt maturity is covered by FFO and Cash balance.

All debt maturities are within Cash & cash after tax (FFO) envelope





030

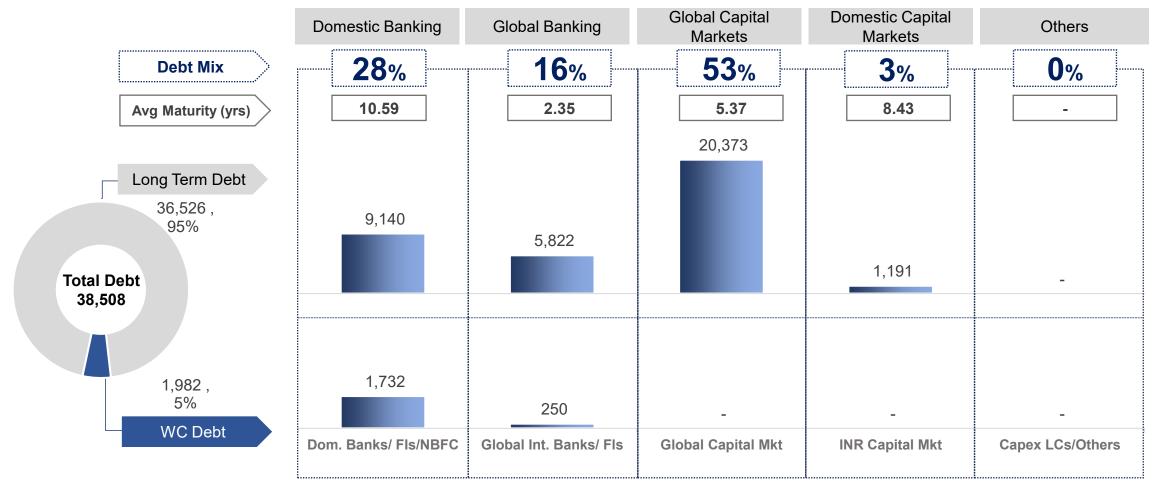
Concentration Risk

AESL: Concentration Risk Management



Debt mix profile of AESL as on 31st March 2025

All figures in INR cr



Diversified debt capital book with balanced exposure to domestic banking, global banking and capital markets

Notes

- 1. The WC Debt does not include NFB facility drawls
- 2. The above table does not include any Forex Hedging related Banking Exposure, Related Party Debt and Shareholder Subordinated Debt
- 3. Cash Balances includes cash & cash equivalents, bank balances, current investments, market value of marketable securities (non-current investments), balance held as margin money & deposit for more than 12 months

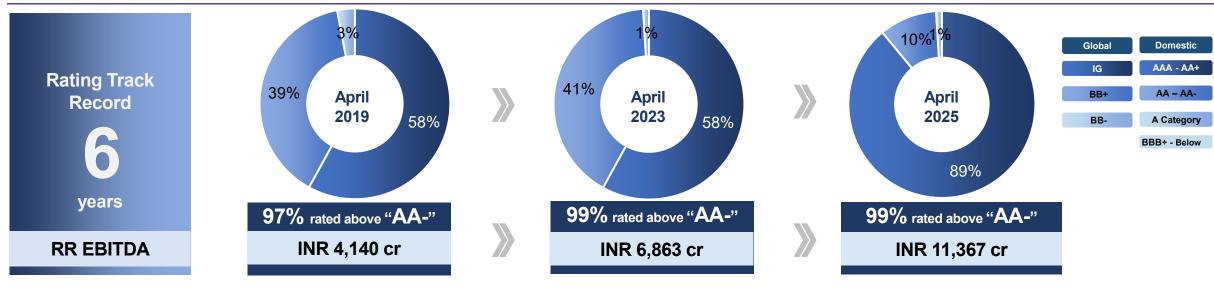


04

Rating Affirmations

AESL: Continuously Improving Credit Profile with Deep Rating Coverage





Listed Entities	April 2019	April 2023	April 2025
AESL	AA+/Stable	AA+/Stable	AA+/Stable
WTGL	AA+/ Stable	AAA/Stable	AAA/Stable 1 notch ▲
ATL ¹	-	AAA/Stable	AAA/Stable
FBTL	A-/Stable	AA/Stable	AAA/Stable 6 notches ▲
BKTL	-	-	AAA/Stable
KBTL	-	-	AAA/Stable

¹ Acquired in November'20

Significant milestone achieved – 99% of Portfolio RR EBITDA is rated "AA-" and above.



APPENDIX

Business Credit Update

Adani Energy Solutions Limited: Q1 FY26 Highlights



Business Updates

- Achieved robust system availability of 99.8% at portfolio level in Q1FY26.
- Total transmission network stands at 26.696 ckm as on 30th June 2025.
- Total transmission capacity of **93,236 MVA** as on 30th June 2025.
- Secured one new transmission project WRNES Talegaon line taking the underconstruction order book to INR 59,304 Cr.
- The company expects to fully commission NKTL, WRSR, Mumbai HVDC and Khavda Phase-III-A (Halvad) in FY26.
- Installed 24.08 (2.4 mn) lakh meters in Q1FY26, thereby reaching 55.44 lakh (5.5 mn) cumulative meters with a daily run-rate of 25,000-27,000 meters. On track to install 70 lakh (7 mn) new meters this year with cumulative target of 1 Cr (10 mn) meters.

Superior Operating Metrics



3. PAT of Q1FY25 & June'24 TTM includes an exceptional item of INR 1,506 Crs which pertains to divestment of Dahanu Thermal Power Plant.

Consumer centricity:

- Distribution loss in the Mumbai utility is consistently improving and stands at 4.24% and Maintained supply reliability (ASAI) of more than 99.9%.
- Total units sold at AEML slightly declined by 1% to 2,939 MUs, due to subdued energy consumption led by early monsoon.
- The share of renewable power supplied to the Mumbai circle stands at 36% and on track to achieve 60% by FY27.
- The untapped smart meter market opportunity remains robust at ~95 mn meters

Key Financials (INR Cr)

Particulars	Q1 FY26	Q1 FY25	% Change	June'25 TTM¹	June'24 TTM ¹	% Change
Revenue ²	7,025	5,490	27.97% 🛦	25,982	18,936	37.21%▲
EBITDA	2,017	1,762	14.48%▲	8,002	6,707	19.31%▲
EBITDA %	28.71%	32.10%		30.80%	35.42%	
PAT	539	(1,191) ³	n.m.	2,651	(177) ³	n.m.
PAT %	7.67%	(21.69%)		10.20%	(0.93%)	



^{1.} TTM: Trailing Twelve Months - Jun'25 TTM: FY25-Q1 FY25+Q1 FY26, Jun'24 TTM: FY24-Q1 FY24+Q1 FY25



Revenue Includes other income

Adani Energy Solutions Limited: Credit Updates



International Ratings

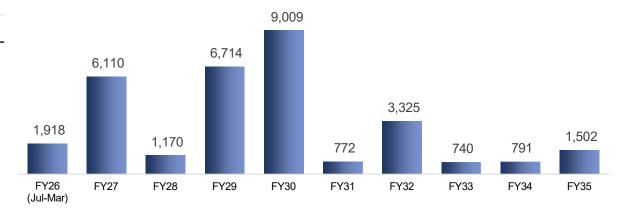
Entity	Rating			
AESL USPP	BBB- (Fitch) / Baa3 (Moody's)			
Adani Electricity Mumbai Ltd	BBB- (Fitch) / Baa3 (Moody's) / BBB- (S&P)			
ATSOL – Obligor Group	BBB- (Fitch) / Baa3 (Moody's)			

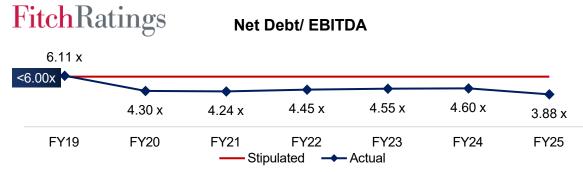
Domestic Ratings

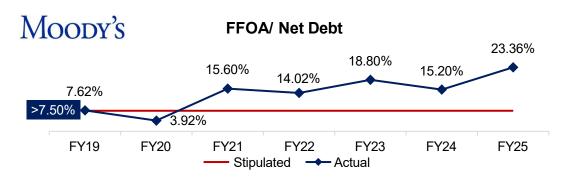
Entity	Rating Agency	Rating
AESL Consolidated	India Ratings/CRISIL	AA+/ Stable
Alipurduar Transmission Limited	India Ratings/CRISIL	AAA/ Stable
Western Transmission (Gujarat) Ltd	India Ratings	AAA/ Stable
Fatehgarh-Bhadla Transmission Limited	CARE	AAA/ Stable
Khavda-Bhuj Transmission Limited	CRISIL	AAA/ Stable
Bikaner-Khetri Transmission Limited	CRISIL	AAA/ Stable
Lakadia Banaskantha Transco Limited	CRISIL/CARE/ICRA	AAA/ Stable
Warora-Kurnool Transmission Ltd.	India Ratings	AAA/ Stable
WRSS XXI (A) Transco Limited	CRISIL/ICRA	AAA/ Stable

10 Years LTD Maturity Profile as on June 30, 2025 (INR Cr)

Cash Balances¹: INR 6,919 Cr RR EBITDA²: INR 12,513 Cr







Notes

^{1.} Cash Balance as on 30th June 2025. Includes cash & cash equivalents, bank balances, current investments, market value of marketable securities (non-current investments), balance held as margin money & deposit for more than 12 months.

2. Run-rate EBITDA considers annualized EBITDA for assets commissioned after the start of the year.

FFOA: Fund From Operations as per Rating Agency | FFOA: EBITDA-actual Tax paid- Actual Finance cost paid – Working Capital Changes | USPP: US Private Placement | ATSOL: Adani Transmission Step-One Ltd | LTD: Long Term Debt | EBITDA: Earning before Interest, Tax Depreciation & Amortization | EBITDA: PAT + Share of profit from JV + Tax + Deferred Tax + Depreciation + Finance Cost + Forex Loss / (Gain) + Exceptional Items | Net debt: Gross debt less Cash Balances | The debt maturities includes maturities of the undrawn debt portion of the committed and partially drawn facilities.

Adani Energy Solutions Limited: Credit Updates



		FY25	FY24
EBITDA (INR Cr)		7,747	6,323
EBITDA (USD bn)		0.91	0.76
CAT (FFO) (INR Cr)		5,179	3,824
CAT (FFO) (USD br	1)	0.61	0.46
1 Year EBI Growth R	ate		ear EBITDA CAGR
	Credit Ra	ting Metrics	
Agency	Ratio	Stipulated	FY25
Fitch Ratings [Net Debt / EBITDA	<6.0x	3.88x
Moody's	FFOA / Net Debt	>7.5%	23.36%



- The transmission under-construction order book rose by 3.5x to INR **59,936 crs** from INR 17,000 crs at the start of the year, boosted by higher bidding activity.
- Fully commissioned MP Package II transmission line and acquired Mahan Sipat transmission line.
- The company plans to install new 60 to 70 lakh meters in FY26, thereby, achieving a cumulative number of minimum ~1 crore meters by FY26.



APPENDIX

Ownership Structure

Adani Portfolio: Shareholding Summary



Listed Entity	Total Onshore	Total Offshore	Total Promoter Holding	Others	Total Public Holding
AEL	58.29%	15.68%	73.97%	-	26.03%
APSEZ	42.65%	23.24%	65.89%	-	34.11%
APL	47.20%	27.76%	74.96%	-	25.04%
AGEL	49.75%	12.17%	61.91%	-	38.09%
AESL	58.21%	12.98%	71.19%	-	28.81%
ATGL	37.40%	-	37.40%	37.40%	25.20%
Ambuja¹		67.53%	67.53%	0.04%	32.43%
ACC ¹		6.64%	6.64%	50.05%	43.31%
PSP Projects ²	11.32%	-	11.32%	-	11.32%
ITD Cementations ³		67.47%	67.47%	-	67.47%

Notes: Holding structure are as on 30th June,2025

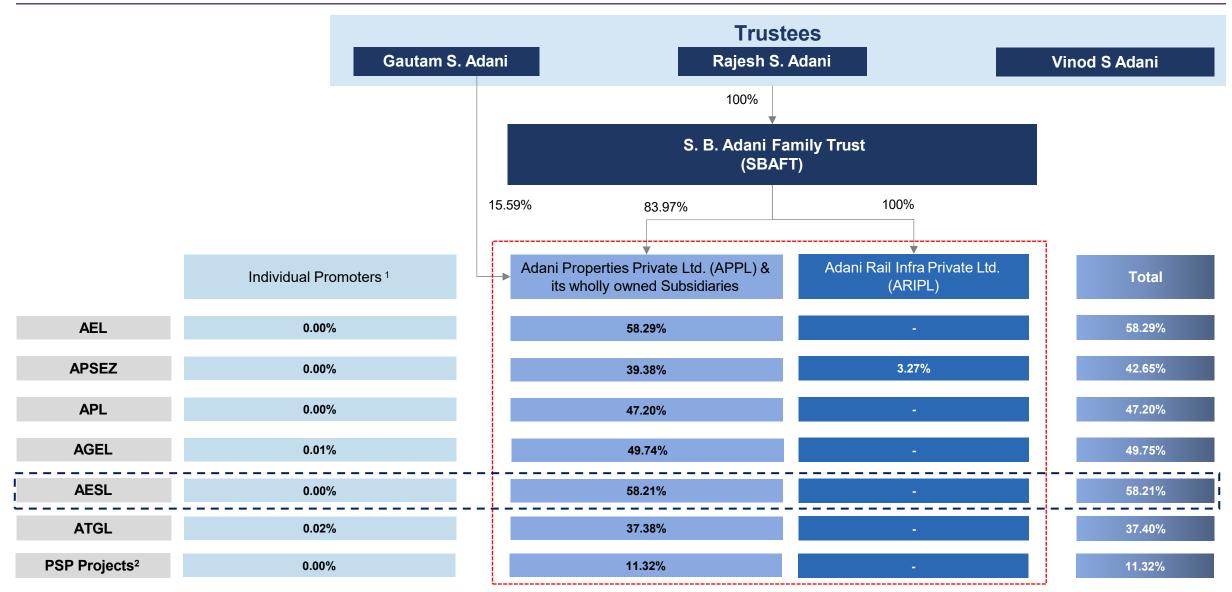
^{1.} Cement includes 67.53% (67.57% on Voting Rights basis) stake in Ambuja Cements as on 30th June,2025 which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited. Ambuja Cements Ltd. holds 58.08% stake in Sanghi Industries Ltd. & 72.66% in Orient Cement Ltd.

^{2.} PSP Projects Ltd.: Completed acquisition of 34.41% shares in Aug'25.

^{3.} ITD Cementation India Ltd.: Completed acquisition of 67.47% shares.

Adani Portfolio: UBO (Onshore)





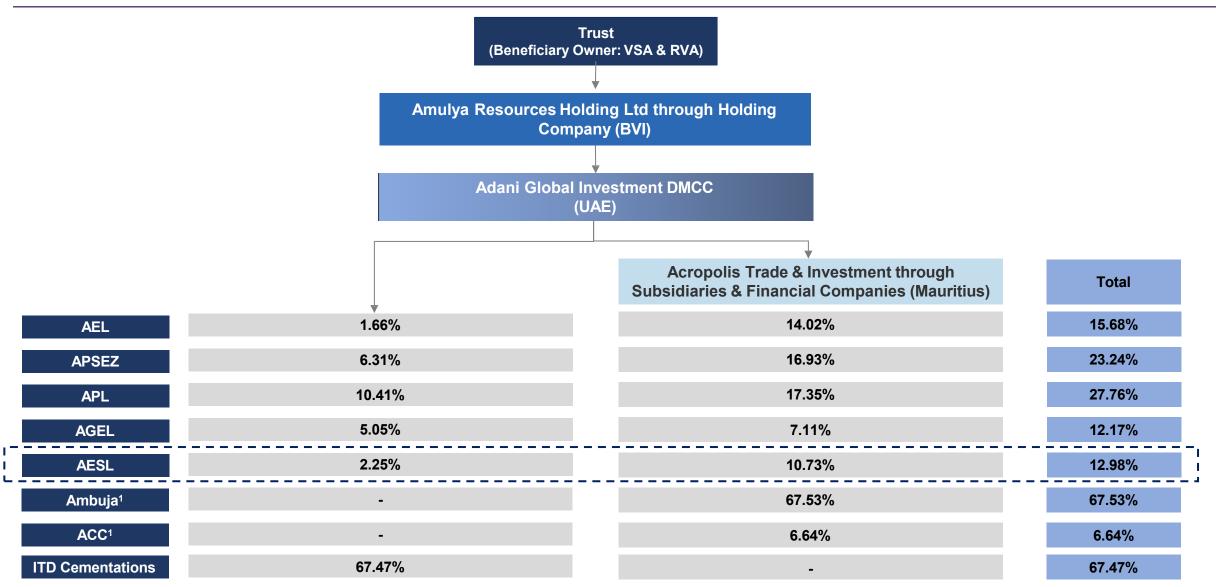
Notes: Holding structure are as on 30th June,2025 I UBO: Ultimate Beneficial Owner

2. PSP Projects Ltd.: Completed acquisition of 34.41% shares in Aug'25.

^{1.} Individual Promoters - GSA: Gautam S Adani, RSA: Rajesh S Adani, RRA: Rahi Rajesh Adani and VRA: Vanshi Rajesh Adani

Adani Portfolio: UBO (Offshore)





Notes: Holding structure are as on 30th June,2025

Cement includes 67.53% (67.57% on Voting Rights basis) stake in Ambuja Cements as on 30th June,2025 which in turn owns 50.05% in ACC Limited. Adani directly owns 6.64% stake in ACC Limited. Ambuja Cements Ltd. holds 58.08% stake in Sanghi Industries Ltd. & 72.66% stake in Orient Cement Ltd.



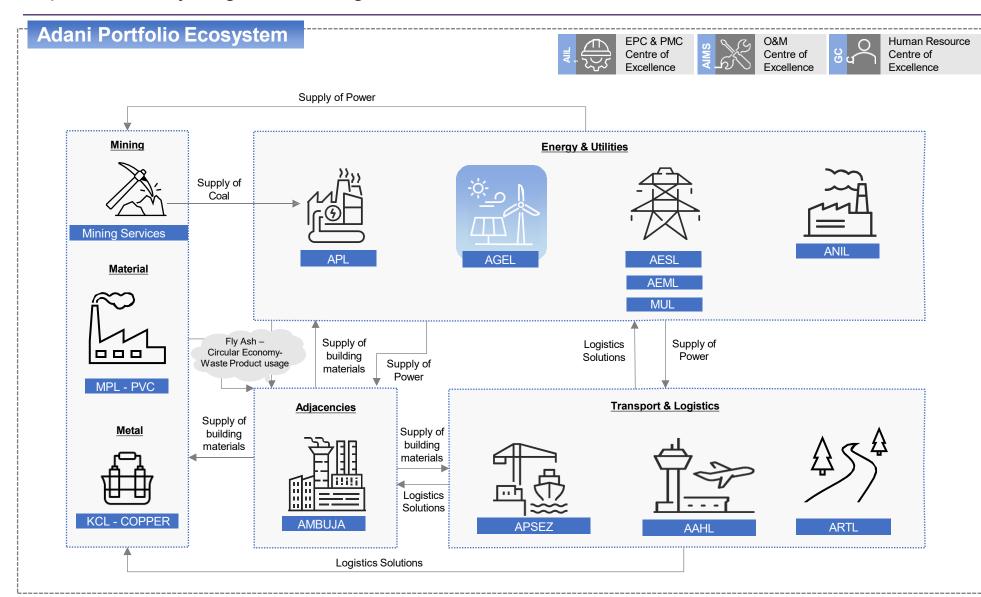


APPENDIX



Operational Synergies accruing to each business in Portfolio





- Synergy benefits between entities providing assurance on Supply chain and off take.
- Further bringing in linkage through Centre Excellences which provides the assurance on execution of projects within budget and time.
- Demonstrated Support and arm's length synergy benefits in the past.
- Infrastructure EBITDA is of Jun'25 Portfolio EBITDA.

Disclaimer



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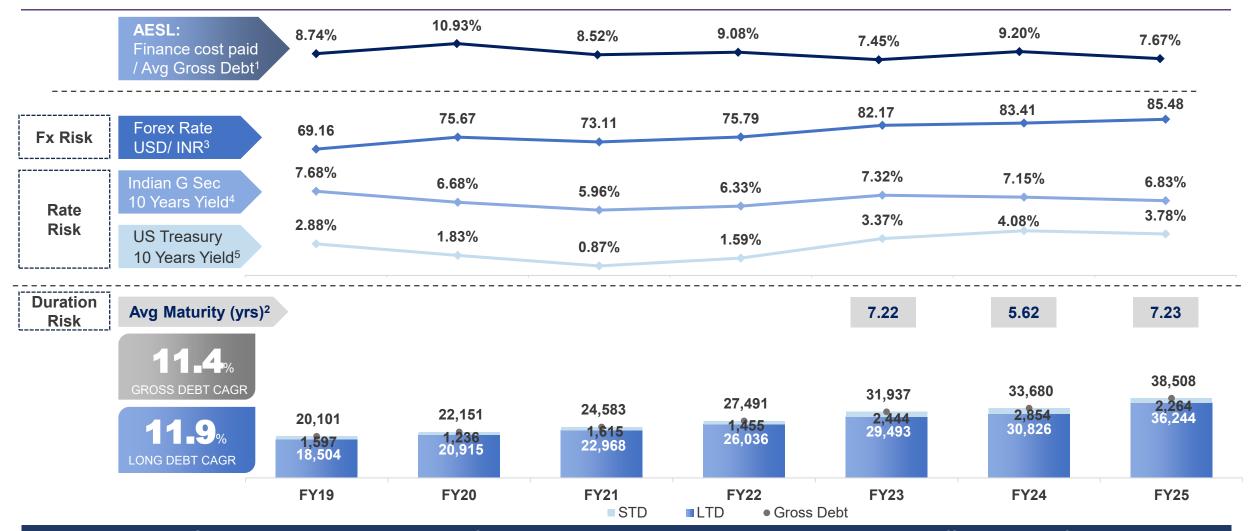


Investor.aesl@adani.com

Thank You

AESL: Stable Weighted average Cost of Debt Capital





Robust Capital Management planning reflected in elongated Debt duration while maintaining efficient cost of debt

- 1. Gross Debt excludes Ind AS adjustments & shareholder's subordinated debt; rate derived basis Actual Finance cost paid (excl. Capitalized Interest, incl. Int. on Lease Liabilities)over average Gross Debt position
- 2. Formal reporting started from FY23.
- 3. USD/ INR: FEDAI rate as on end of respective period.
- 4. Indian Government Securities 10 years yield: 365/ 366 days Average rate of respective year (Source: Bloomberg)
- 5. US Treasury 10 years yield: 365/ 366 days Average rate of respective year (Source: Bloomberg)
- 6. Debt includes the acquisition debt of Ambuja Cements Ltd. | CAGR: Compounded Annual Growth Rate



ESG Credentials Legend Scale





CRISIL An S&P Global Company

> **S&P Dow Jones** Indices A Division of S&P Global

Risk Assessment (Lower the better)

ESG Assessment (Higher the better)

ESG Assessment (Higher the better)

Negligible	Low	Medium	High	Severe
0-10	10-20	20-30	30-40	40+
Leadership	Strong	Adequate	Below Avg.	Weak
71-100	61-70	51-60	41-50	0-40

Highest Lowest 100

Æ		Mec
K	\mathbb{X}	MSC

ESG Assessment (Higher the better)

Rating	Leader/Laggard	Score
AAA	Leader	8.571 - 10.0
AA	Leader	7.143 - 8.571
Α	Average	5.714 - 7.143
BBB	Average	4.286 - 5.714
BB	Average	2.857 - 4.286
В	Laggard	1.429 - 2.857
CCC	Laggard	0.0 - 1.429



ESG Assessment (Higher the better)

Level	Score	Remarks
Leadership	A-/A	environmental leadership- action on climate change, deforestation or water security
Management	B-/B	environmental management- address
Awareness	C-/C	awareness-level management- evaluation
Disclosure	D-/D	need to have disclosed a more extensive set of information
Failure to disclose	F	company fails to disclose through CDP