



FAMILIARIZATION PROGRAMME FOR INDEPENDENT DIRECTORS



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1. Independent Directors are made aware of their roles, rights and responsibilities at the time of their joining the Board, through a formal letter of appointment which stipulates the various terms and conditions of their engagement;
2. At Board and Committee Meetings, the Chief Executive Officer, Managing Director and Executive Directors familiarise the Independent Directors about the strategy, operations, functions, policies and procedures of the Company and its subsidiaries;
3. Functional Heads make presentations at Board Meetings periodically about the performance of strategic business units vis-à-vis the industry peers;
4. The Head of Finance makes presentations at Board and Committee Meetings analysing the performance of the Company including subsidiary companies;
5. The Head of Technical operations makes presentations at Board Meetings periodically about Environment, Health and Safety measures taken at various manufacturing facilities of the Company;
6. The Head of Finance makes presentations at Board and Committee Meetings periodically about the foreign exchange exposures and steps taken by the Management to de-risk adverse exchange rate movements;
7. Minutes of various Committee meetings are placed before the Board;
8. Minutes of meetings of Board of Directors of all subsidiaries are placed before the Board;
9. Independent Directors are informed about risk assessment and minimization procedures;
10. Independent Directors interact with the senior leadership team of the Company which helps them to understand its organization structure, business model, products, technology, markets, human resources etc.;
11. Independent Directors are invited to Investor meets which provides them with an opportunity to interact with analysts, financial advisors and investors which helps them to familiarize with external customers;
12. Press releases disseminated on the Exchanges and articles/write-ups about the Company published in reputed business magazines are circulated to Independent Directors; and
13. Details of familiarization programmes imparted to independent directors shall be displayed on the website of the Company.



Details of Programs attended by Independent Directors during the Financial Year 2025-26.

Name of Independent Directors	No. of Programs attended	No. of approx. hours spent in such Programs (hh:mm)
Mr. Jean-Luc Belingard [^]	2	05:00
Mr. K. B. S. Anand	4	05:00
Dr. Punita Kumar-Sinha [^]	2	02:00
Mr. Mark D. McDade	8	20:00
Mr. Jeffrey Kindler	8	20:00
Mr. Alfonso Zulueta	7	19:00
Ms. Punita Lal [#]	15	21:00
Mr. Anand Kripalu [*]	12	12:00

Details of Programs attended by Independent Directors on a cumulative basis:

Name of Independent Directors	No. of Programs attended	No. of approx. hours spent in such Programs (hh:mm)
Mr. Jean-Luc Belingard [^]	35	74:00
Mr. K. B. S. Anand	24	39:00
Dr. Punita Kumar-Sinha [^]	22	39:00
Mr. Mark D. McDade	28	67:00
Mr. Jeffrey Kindler	13	34:00
Mr. Alfonso Zulueta	14	36:00
Ms. Punita Lal [#]	15	21:00
Mr. Anand Kripalu [*]	12	12:00

[^] Ceased to be Director due to completion of term effective August 11, 2025.

[#]Appointed as an Independent Director of the Company effective May 14, 2025.

^{*}Appointed as an Independent Director of the Company effective February 01, 2026.