

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS OF JOHN COCKERILL INDIA LIMITED**1. Purpose**

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

The Program aims to help the Independent Directors to understand the Company, its business and the regulatory framework through various programmes, including the following:

- a. nature of the industry in which the company operates.
- b. business model of the company.
- c. roles, rights, responsibilities of independent directors; and
- d. any other relevant information.

Further, Regulation 46(2) of the Listing Regulations requires the Company to disseminate on its website the details of familiarization programmes imparted to independent directors including the following details:

- a. number of programmes attended by independent directors (during the year and on a cumulative basis till date),
- b. number of hours spent by independent directors in such programmes (during the year and on cumulative basis till date), and
- c. other relevant details.

2. Familiarization Process

At the time of appointment, a formal letter is issued to the Director, outlining the roles, functions, duties, and responsibilities expected of them.

Following the appointment, the Managing Director holds a personal meeting with the newly appointed Director to provide an introduction and facilitate their induction into the Company. This includes interactions with the senior leadership team to help them understand the organizational structure and key responsibilities.

To further aid familiarization, new Directors are encouraged to review past Annual Reports, minutes of Board and Audit Committee meetings, and other relevant documents to gain insight into the Company’s operations, business divisions, market presence, governance practices, internal control systems, and overall strategic direction.

John Cockerill India Limited

Regd. Office: 1902, 19th Floor, Aurum Q2 IT Parc, • TTC Industrial Area, • Thane Belapur Road, Navi Mumbai 400 710 • India • Tel.: +91 9619762727

Workshop: A-84, 2/3 MIDC • Talaja Ind. Area • Dist. Raigad 410 208 • India • Tel.: +91 22 (0) 6673 1500

Workshop: Village Hedavali • Tal. Sudhagadh • Dist. Raigad 410 205 • India

www.johncockerillindia.com • CIN: L99999MH1986PLC039921

3. Disclosure of the Program :

This Program 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.

Review of the Program:

The Board of Directors will review this Program and make revisions as may be required.

DETAILS OF FAMILIARISATION PROGRAMMES TO INDEPENDENT DIRECTORS

[Pursuant to Regulation 46 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

Details of the Programmes conducted and attended by the Independent Directors during the year 2025, as well as cumulatively up to December 31, 2025, are as follows:

Sr. No.	Directors Attendance	Subject Matter of the Programmes / Meetings	No. of Programmes/ Meetings attended		No. of Hours spent	
			F.Y. 2025	Cumulative till F.Y 2025	F.Y. 2025	Cumulative till F.Y 2025
1	Mr. Nandkumar Dhekne (ID)	Board Familiarization Programme Overview Over the course of four meetings, the Board familiarized itself with the Company's operating environment, strategic priorities, key business challenges, and performance improvement initiatives.	4	27	4	18.10
	Ms. Anupama Vaidya (ID)	Business Environment and Market Context The Board reviewed the broader economic outlook, prevailing steel industry trends, and overall market conditions affecting the Company's business. Discussions highlighted the importance of expanding into new markets and strengthening	4	10.30	4	10.30
	Ms. Anjali Gupte (ID)		4	10.30	4	10.30
	Mr. Anand Sen (ID)		4	4	4	4

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		<p>Value Services as key drivers of future growth.</p> <p>Commercial Performance and Operational Challenges The Board considered key commercial and operational concerns, including the declining sales hit rate, loss of projects arising from higher pricing, and financing constraints faced by customers and projects. The Board emphasized the need for cost optimization, improved pricing strategies, and stronger sales conversion to enhance competitiveness and improve order inflow.</p> <p>Execution Discipline, Systems, and Capability Building The Board stressed the importance of stronger accountability of Project Managers in relation to cost control, project execution, and collections. To support improved performance, the Board reviewed the need for enhanced systems, KPI-based performance monitoring, and focused turnaround action plans for both Sales and Execution functions. The Board also discussed technology upgradation, Value Analysis and Value Engineering (VAVE) initiatives, assessment of R&D expenditure effectiveness, adoption of new technologies, and strengthening of manufacturing capabilities.</p> <p>Strategic Initiatives and Performance Recovery The Board reviewed strategic and structural matters and optimization of underutilized real estate assets, and directed management to prepare detailed business cases and</p>				
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		<p>cost-benefit analyses for these initiatives. The Board also noted the Company's disciplined recovery, reflected in improved margins, positive EBITDA, and stronger cash performance, driven by better execution and growth in Value Services. Restructuring initiatives and leadership transition were recognized as important enablers for sustainable growth and improved performance going forward.</p> <p>Overall Familiarization Outcome</p> <p>Through these meetings, the Board gained a comprehensive understanding of the Company's market environment, growth strategy, operational priorities, financial recovery trajectory, and the strategic initiatives being pursued to strengthen long-term performance.</p>				
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¹ Mr. D. J. Balaji Rao completed his term as an Independent Director and retired from the close of working hours of on March 31, 2021.

² Due to new full-time work assignment and time-constraints, Mr. Urjit Patel had resigned as an Independent Director from January 31, 2022.

³ The two consecutive terms of Mr. N. Sundararajan as an Independent Director of the Company expired at the close of working hours of March 31, 2024

⁴ The two consecutive terms of Ms. Roma Balwani as an Independent Director of the Company expired at the close of working hours of October 28, 2024

⁵ Mr. Praveen Kadle, Independent Director of the Company on account of his additional responsibilities in other Group entities of John Cockerill resigned from the close of working hours of November 30, 2024.

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