

BOARD DIVERSITY

1. PURPOSE

This Board Diversity Policy ('Policy') sets out the approach to diversity on the Board of Directors ('Board') of Ador Fontech Limited.

2. SCOPE

This policy applies to the Board. It does not apply to employees generally.

3. POLICY STATEMENT

- a. Ador Fontech Limited recognises and embraces the importance of a diverse Board in its success. Ador Fontech Limited believes that a truly diverse Board will leverage differences in thought, perspective, knowledge, skill, regional and industry experience, cultural and geographical background, age, ethnicity, race and gender, which will ensure that Ador Fontech Limited retains its competitive advantage.
- b. Ador Fontech Limited believes that a diverse Board will contribute to the achievement of its strategic and commercial objectives, including:
 - Drive business results
 - Make corporate governance more effective
 - Enhance quality and responsible decision making capability
 - Ensure sustainable development and
 - Enhance the reputation of Ador Fontech Limited
 - The Nomination, Development and Remuneration Committee ('NDRC Committee') is responsible for reviewing and assessing the composition and performance of the Board, as well as identifying appropriate qualified persons to occupy Board positions.
 - Further, the Committee will ensure that no person is discriminated against on grounds of religion, race, gender, national origin or ancestry, marital status, age or any other personal or physical attribute which does not speak to such person's ability to perform as a Board Member.

ADOR FONTECH LIMITED

Regd. and Head Office: Belview, 7 Haudin Road, Bangalore 560 042, Karnataka - India.

☎ +91 80 25596045 / 73 | 📞 +91 80 25596073 | ✉ customerservice@adorfon.com

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- Accordingly the Committee shall
 - Assess the appropriate mix of diversity, skills, experience and expertise required on the Board and assess the extent to which the required skills are represented on the Board.
 - Make recommendations to the Board in relation to appointments and maintain an appropriate mix of diversity, skills, experience and expertise on the Board and
 - Periodically review and report to the Board requirements, if any, in relation to diversity of the Board.
 - The Board shall have an optimum combination of executive, non-executive and independent Directors in accordance with the requirements of the Articles of Association of Ador Fontech Limited, the Companies Act, 2013, Listing agreement and the Statutory, Regulatory and Contractual obligations of Ador Fontech Limited.
 - The effective implementation of this Policy requires that Shareholders are able to judge for themselves whether the Board as constituted is adequately diverse. To this end, Ador Fontech Limited shall continue to provide sufficient information to Shareholders about the size, qualifications and characteristics of each Board Member.

4. RESPONSIBILITY AND REVIEW

The Committee will review the Policy periodically and recommend appropriate revisions to the Board.

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