

## NELCO LIMITED

### Programme for familiarisation/development of Board Members

The Regulation 25(7) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 mandates the Company to familiarize the Independent Directors with the nature of the industry in which the Company operates, its business model, etc. through various programmes.

The following initiatives were taken to update the Directors on a continuous basis during the year 2025-26. This is for noting by the Board:

- A Board meeting on 28<sup>th</sup> November 2025 was arranged in which inter alia, three of the most prominent global leaders and industry experts in the arena of Satellite based communication services and emerging technologies were invited to talk about the developments and trends in the global market and likely impact in the Indian market in the coming years. The current engagement of the Company with them, the way forward and the challenges were explained.
- The Company held a separate Board Meeting on 21<sup>st</sup> February 2026 to discuss the long-term business strategy during which presentations were made to the Directors on Company's long-term vision, business strategy, associated risks and their possible mitigation, etc. The Managing Director & CEO and Senior Management team also presented their respective business plans and priorities to the Board. A number of references were drawn from the global trends which were discussed during the presentations made by the global partners on 28<sup>th</sup> November 2025.
- Quarterly presentations on finance and operations were made to the Board and Committees from time to time. This included information on Company's business performance, operations, financial parameters, Risk assessment and mitigation plans, change in senior management, if any, major litigations, compliances, changes in the regulatory environment applicable to the company's business and to the industry in which it operates..
- The Directors were informed from time to time of any major events happening in the Company.

Thus, all efforts were made to ensure that the Directors are updated on the Company's affairs and the industry in which it operates. All the Board members attended the aforesaid programs.

### Summary of Familiarization programme of Directors

Number of Board familiarization programs attended by Independent Directors (IDs) during FY26: 2	Number of Board familiarization programs attended by Independent Directors (IDs) on cumulative basis since 28 <sup>th</sup> January 2020: 17
Number of hours spent by IDs in such programs during FY 26: 11 hours approx. (including specific items at Board meetings)	Number of hours spent by IDs in such programs on cumulative basis since 28 <sup>th</sup> January 2020: 80 hours approx. (including specific items at Board meetings)