Date: January 07, 2025

To,
The Board of Directors,
ARC Insulation & Insulators Limited
Village - Ramdevpur, Po-Bawali Bishnupur2, Parganas South,
Bishnupur, West Bengal-743384, India

Dear Sir/Madam,

Ref: Proposed Initial Public Offer (IPO) of ARC Insulation & Insulators Limited (the "Company")
Sub: Consent Letter

I, **Neelam Bajoria (DIN: 02250051),** Executive Director of the Company, do hereby give consent to include my name as '**Executive Director**' of the Company to the Proposed Public Issue of '**ARC Insulation & Insulators Limited'** on the Emerge Platform of National Stock Exchange of India Limited ("NSE Emerge") ssspursuant to the provisions of Section 26, 28 and Section 32 of the Companies Act, 2013 and have no objection in my name being inserted as "**Executive Director**" in the Draft Red Herring Prospectus / Red Herring Prospectus / Prospectus which the Company intends to issue in respect thereof.

I authorize '**ARC Insulation & Insulators Limited'** to deliver a copy of this consent letter to SEBI / Stock Exchanges / Registrar of Companies, pursuant to the provisions of Section 26, 28 and Section 32 of the Companies Act, 2013 and SEBI (ICDR) Regulations 2018, as amended.

Thanking you,

Yours faithfully,
ARC Insulation & Insulators Limited
neelam

Neelam Bajoria **Director**
(DIN: 02250051)
Address: Tower-1, Flat-25B, South City,
375 Prince Anwar Shah Road, Jodhpur Park,
Kolkata WB-700068