

Training Data – India			Training Data – North America			Training Data – ROW		
Category	FY24	FY23	Category	FY24	FY23	Category	FY24	FY23
Total hours of Training	1,416,956	1,711,297	Total hours of Training	6,554	9,348	Total hours of Training	27,016	16,219
Total amount spent on Training (INR)	132,678,981	65,309,762	Total amount spent on Training (INR)	31,519,666	29,613,557	Total amount spent on Training (INR)	22,854,727	28,859,219

Opportunities for Continuous Learning

Ascent Program for R&D division

We introduced a 4-year PhD program, a collaboration between Manipal and Symbiosis universities, exclusively sponsored by Lupin. Ascent offers a unique opportunity for Lupin professionals to advance their academic pursuits while contributing to cutting-edge research in their respective fields.

25 Participants in FY24

2 Participants were awarded their PhD degrees this year

Advanced Program in Sales Management, IRF

An 11-month virtual program covering eight modules. 100% of sessions are delivered virtually over weekends, minimizing work disruption. ASMs are exposed to global learnings.

65 Participants in FY24

Postgraduate Diploma in Advanced Biotechnology

A partnership with Fergusson College to upskill our employees in biotechnology.

Notable features of this program are:

- Industry-academia collaboration with joint curriculum and faculty
- Hands-on experience for students in an industrial work environment

4 Participants in FY24

Management Development Program, IRF

A 5-day certification program for our National Sales Managers, in partnership with IIM Lucknow:

- Accelerate personal and professional growth
- Strengthen leadership, team building, and value-driven mindset

The impact of the certification course is measured through the outcome of the project assigned to each NSM.

23 Participants in FY24

Nurturing Academic Aspirations through ASCENT

Partnering with esteemed institutions such as Manipal Academy of Higher Education, Karnataka and Symbiosis International University, Lavale, Pune, this four-year PhD journey presents a transformative opportunity for Lupin's R&D division to pursue academics while contributing to cutting-edge research in their fields. This fully sponsored initiative goes beyond mere classroom learning, enabling participants to embark on a research journey under the guidance of a Doctoral Advisory Committee. With a

primary guide from Lupin, a co-guide from the partnering university, and Subject Matter Experts from the company and academia, participants benefit from a wealth of expertise and perspectives. Regular progress reviews with the DAC serve as vital checkpoints, ensuring that our employees' research stays on track while aligning with academic and industry objectives. Upon completing their research phase, participants submit their thesis for an evaluation to ensure that their work meets the highest standards of quality, originality, and contribution to their respective fields.

Employee Participation

25

Total Participants in FY24

2

PhD Degrees Awarded in FY24

Financial Overview

INR 763,625 Total Spending FY24

Includes participants' fees, cost of two mandatory courses, and two defense viva sessions organized for final evaluation of PHD

Courses and Training

Research Methodology

7 Number of Candidates who pursued this course

33 hours Total Training Hours

Research Publication and Ethics

6 Number of Candidates who pursued this course

30 hours Total Training Hours

- Classroom Training: 15 hours
- Experiential Learning: 15 hours

We are immensely proud of this program as it embodies our belief in investing in our people and supporting them to reach their full potential.

Empowering leadership

Influential leaders are crucial to driving our purpose-led strategy to develop a pipeline of talented leaders within the organization. We have created a series of programs designed to cultivate leadership skills and capabilities among our employees, from entry-level managers to senior management positions.

Lupin's Leadership Development Programs

For Senior Leaders

- **Lead, Accelerate, Motivate, Perform:**
Recently launched flagship senior leadership development program

For Mid-Managers and Technical Leads

- **Area Managers Excellence**
An eight-month program to equip our area managers with leadership skills, brand standards knowledge and customer service excellence.
- **ELITE**
A comprehensive program to shape managerial and leadership capabilities through psychometric assessments, team activities, workshops, development clusters, action learning projects and coaching led by the L&D team with external expert inputs.
- **ENHANCE**
A three-year developmental program for selected leaders, facilitated through engagements like development centers, action learning projects, executive education, mentoring and site immersions to groom them as future site heads.

For Entry-level managers

- **Leader Plus**
Designed to empower young leaders by addressing soft skills gaps, providing insights and tools to enhance leadership capabilities, communication, teamwork, problem-solving and supervisory skills for driving team performance.

LAMP: Lead, Accelerate, Motivate, Perform is a flagship senior leadership development initiative designed to enhance the leadership skills of our General Managers, Senior General Managers, and Vice Presidents. Launched in February 2024, it is a 6-month blended journey developed in partnership with the Indian Institute of Management (IIM) Nagpur and esteemed faculties from IIMs across the country.

The program offers a well-rounded learning experience, featuring in-person modules focused on developing Lupin's 8 leadership competencies, virtual masterclasses on contemporary leadership topics,

immersive experiences with changemakers, industry speaker sessions, and interactive business simulations. Participants also engage in action learning projects, applying their learnings to real-world business challenges.

The first cohort includes 200 senior leaders from diverse functions like Corporate, R&D, Manufacturing, Quality, and IRF in four batches. Batch 1 has completed the on-campus module and is engaged in ongoing masterclasses and ALPs. More such programs are planned in the upcoming months.





Companies often face the challenge of developing a robust succession pipeline for critical site leadership roles, especially those instrumental in maintaining operational excellence and regulatory compliance. Lupin's ENHANCE program directly addresses this need by systematically grooming a select group of high potential managers over three years to assume the responsibilities of a site head in the future. Investing in this initiative mitigates the risks associated with leadership transitions and ensures seamless knowledge transfer. The program safeguards business continuity by fortifying the leadership pipeline of individuals well-versed in the company's operations and culture.

The program follows a comprehensive nine-step approach facilitated through three broad areas: Engage, Challenge, and Measure. Engagement is achieved through a variety of touchpoints, including Development Centers, 1:1 interactions, Action Learning projects, world-class executive education and exposure to prestigious institutions like the Indian Institutes of Management Lucknow, mentoring by our senior leadership team, coaching from business leaders and industry veterans, and site immersions. This engagement is closely tracked by the senior leadership team, ensuring a structured and impactful journey.

The core of the program is a series of dynamic workshops led by industry experts and seasoned leaders. These workshops delve into crucial leadership competencies, such as team management, impactful presentations, executive presence, decision-making, and effective communication, equipping participants with the skills necessary to thrive in a competitive business environment.

Quantitative benefits of LAMP

Lupin Leadership Development Program, LAMP, incorporates **Action Learning Projects** as a core component.

20 live projects to be allocated among 187 senior leaders, organized into groups of 9-10 members each. These participants work on live organizational challenges, providing practical solutions and driving impactful change within the company.

Action learning Projects: **20 live projects**

- Mentors: Senior leaders across functions
- Sponsors: Company Presidents
- The structured **interim and final reviews** of each project by MD Nilesch Gupta and the Executive Leadership Committee ensure that the projects align with our strategic goals and deliver meaningful impact.

ELITE at Pithampur: ELITE (Evolving Leaders Inspire Team Effectiveness): A comprehensive multidisciplinary intervention where each leader's unique requirements are addressed. It aims to enhance Managerial and Leadership capabilities through a Psychometric Assessment and Profiling tool, team activities, workshops, development clusters, action learning projects, coaching, and more. The complexity necessitated a co-partnered approach where the L&D team drives over 90% of the developmental activities, and external experts were brought in at regular intervals for focused inputs.

The intervention integrates key insights with proven innovative development methods to deliver significant and lasting business results. The journey convened with onboarding participants and key stakeholders, followed by a psychometric profiling tool on Leadership paradoxes. Post report debriefing, development areas were identified and addressed through the IDP.

Quantitative Benefits of ELITE

- Action Learning Projects taken by 19 participants
 - A. Cost price reduction of tablets in OSD: The team overachieved the target of reducing the cost price from INR 5.10 to 4 to 3.53, leading to savings of INR 48 Mn over the last year.
 - B. Market complaints reduction and closure enhancement in Albuterol inhaler: Achieved reduction in complaints by 94%.
 - C. Reduction in COGM of Levothyroxine Sodium Tablets USP, U.S. market, by reducing CC/PC cost/pack by ~20%, with an increase in the batch size from 2.6 Mn to 5.2 Mn. Impact:
 - a. Yield increased by 0.2% (97.3 % to 97.5%)
 - b. OEE of Packing increased by 2% (38% to 40%)
 - c. OEE of Comp. increased by 4%.(39% to 43%)
 - d. Changeovers reduced by 50%
 - e. Capacity increased by 10%
 - f. Inventory buildup went up to 400+ Mn
 - g. Inventory was less than 5 months
 - 21% Promotions and 21% identified as future Site Heads
 - Positive shift in behaviors: The most impacted behaviors, as confirmed by the stakeholders, were productive cross functional interactions, being assertive, empathetic and flexible and having a focused approach toward next line development.





Shaping Promising Talent

We have implemented the Global Talent Management and Leadership Development program, an initiative designed to identify, assess, and foster the growth of our high potential and high performing individuals. Anchored around the eight Lupin Leadership Competencies, the framework focuses on three key areas: succession plans for critical positions, career plans for top talent and individual developmental plans. The program covers employees from mid to senior management (Vice Presidents). For senior management, the program is applicable globally. The initiative was launched in 2022 with over 200 participants from across the globe, encompassing a talent assessment process, including 360-degree feedback, Thomas Profiling and talent reviews by Presidents and key stakeholders. The comprehensive review helps chart individual development plans tailored to each employee's needs.

In FY24, all employees who underwent assessments were evaluated by the Talent Council and the President. Top performing talents were identified within each department and the organization. Detailed career development plans were created for these high potential employees to enable continued growth. Additionally, successors were designated for all critical roles to ensure seamless leadership transition when required. Progress reviews will be conducted periodically to track the development of identified talents and successors against their personalized career plans.

Diversity, Equity and Inclusion

We take pride in DEI being a priority and a business objective for us. Our belief is simple. Our differences make us stronger. We are committed to creating a world where everyone feels included, valued and thrives. We have a system where we oversee diversity centrally and measure success with clear metrics but entrust local teams to implement it in ways that suit their context.

Our DEI Programs



Groups of Support for Different Voices

Lupin Women's Network is a platform for women employees to network, share ideas, and drive growth, support, and well-being initiatives.

iImpact is a mentoring program for women at Lupin that provides career advice and support from certified mentors. Through structured sessions and feedback, women are guided to elevate their voices and perspectives in their careers.

Returnity supports employees returning after their maternity leave with comprehensive programs to ease them into the workforce, including workshops and tailored support for both mothers and their managers. We run pre-maternity dialogues, ensure periodic check-ins during their leave, and offer a structured return-to-work program.



Gender Sensitization Workshops

Gender Sensitization Workshops are conducted annually to raise awareness, promote gender equality, and create an inclusive environment, addressing discrimination and empowering individuals. This year, we also hosted virtual best practices sessions, gathering insights from industry leaders to drive continuous improvement and innovation.

D&I Drives were organized in Delhi, Mumbai, Bangalore and Hyderabad, promoting awareness for an equitable workplace. The event witnessed active participation of over 200 women.



Celebrations

International Women's Day, Men's Day, and Pride Month were celebrated through talks, health camps, themed activities, and LGBTQ+ inclusivity workshops to embrace diversity and honor contributions.

Unstoppables is an annual self-defense program for female employees. It equips them with safety and self-defense skills for various situations, including cybercrime, and prepares them to tackle these challenges as effectively as possible.

Building a family-friendly work culture is important to create positive, connected and trusting teams. LWN organized various activities for our employees' children, including a painting competition, public speaking contest, and Waste to Wow challenge. 135 children from Lupin Pune participated enthusiastically in these events.

To drive Lupin's diversity strategy and targets, we have refreshed and reformed our diversity councils to facilitate central control over strategy and local control over implementation. The strategy has been reformed to establish a governance mechanism for tracking and monitoring DEI progress. Our five business diversity councils include:

- Research and Development for Pune
- Biotech R&D and manufacturing division of Pune
- Corporate
- Manufacturing and Quality, and
- IRF

FY24 Women Workforce, India		FY24 Women Workforce, ROW		FY24 Women Workforce, U.S.	
Category	FY24	Category	FY24	Category	FY24
Share of women in junior management positions	39%	Share of women in junior management positions	14%	Share of women in junior management positions	45%
Share of women in STEM-related positions	3%	Share of women in STEM-related positions	31%	Share of women in STEM-related positions	37%
Share of women in management positions in revenue generating functions (such as sales or that contribute directly to the output of products or services)	9%	Share of women in management positions in revenue generating functions (such as sales or that contribute directly to the output of products or services)	20%	Share of women in management positions in revenue generating functions (such as sales or that contribute directly to the output of products or services)	32%
Share of women in management positions	8%	Share of women in management positions	23%	Share of women in management positions	26%
Share of women in top management positions	0%	Share of women in top management positions	1%	Share of women in top management positions	25%

Gender Pay Gap, Mean and Median Pay Gap, India		
Category	Women	Men
Mean (INR)	1,141,668	894,127
Median (INR)	652,688	578,173

Gender Pay Break Up, India				
Level	Number of Women	Number of Men	Average Women Salary	Average Men Salary
Executive level (base salary + other cash incentives)	21	193	8,143,530	11,458,111
Management level (base salary only)	248	1,908	2,063,817	2,120,855
Management level (base salary + other cash incentives)	248	1,908	2,105,882	2,220,621
Non-management level (base salary only)	716	15,165	620,369	557,425

Assessing Performance

As the future of work evolves, our approach to performance management must align with it, too. We continuously refine our annual performance process to ensure transparency, fairness, and robustness through:

- Collaborative goal setting and development plans with employees, rather than a traditional unilateral approach
- Performance conversation documents that track progress in Key Result Areas that enable us to identify development needs and provide timely support
- Continuous feedback through a newly launched platform, Success Factor, in addition to annual reviews
- Introduction of self appraisal forms for all employees, allowing them to rate themselves against objectives
- Upgraded portal capturing metrics from ratings to calibration

Linking Performance to ESG and Materiality

Our leaders guide their teams through this process and ensure that individual goals are aligned with Lupin's Leadership Competencies and Values Framework. Further to ascertain our commitment to our ESG goals and material KPIs, all Presidents have ESG goals as their individual goals and Lupin has ESG goals in its corporate goals – if the goals are met or not met/achieved, then the compensation of the Executives is affected.

Our materiality assessment has identified the top 3 material KPIs for enterprise value creation

- Accessibility and Affordability
- Responsible Supply Chain and Decarbonization
- Data Privacy and Protection

All these 3 KPIs are covered under the ESG goals as well as directly linked to the performance assessment of responsible executives.

Supporting the well-being of all

We believe that nurturing employee well-being is crucial to cultivating resilience in our workplace. We want to create a welcoming environment in the company that people are proud to be a part of, where they can build successful careers while contributing to improving patients' lives. We provide a competitive total rewards program covering pay, benefits (health insurance, parental and adoption leave, sabbatical), learning opportunities and well-being initiatives. While local cultures and regulations influence the specifics of our offerings in each country, our employee well-being strategy remains global in its scope.

To support physical well-being, we offer diverse fitness programs and workshops, including yoga, zumba, nutritional guidance, mindfulness practices and other

engaging activities. These initiatives encourage our employees to incorporate regular exercise into their daily routines. Annual health checkups are also organized to monitor the overall well-being of our workforce. Our Sikkim Lupin Women's Network organized a women's football tournament on International Women's Day this year. The event brought together employees from various peers, including Cipla, Zydus and Golden Cross, to celebrate inclusivity and a spirit of togetherness.

The scope of our well-being programs extends beyond physical health as we understand that true well-being encompasses more than just an active lifestyle. We conduct webinars on holistic health and wellness, providing valuable insights and strategies to help our employees thrive personally and professionally. We offer work from home and flexible working hours if needed. This approach allows employees to maintain a healthy work-life balance when faced with unique circumstances or obligations outside the workplace.

Ensuring our employees feel seen, heard, and appreciated is fundamental to our strategy. This year, we launched BRAVO 2.0!, an online platform to celebrate individuals who champion Lupin's core values. New features include spot recognition and the option for users to nominate any deserving colleague across all our India locations (excluding IRF, which continues using the Shabaash program).

The Desh Bandhu Gupta Spirit of Lupin Awards is our apex awards program, named after our visionary Founder. The program pays homage to his belief in recognizing and honoring individuals who embody the values of innovation, dedication, and compassion in advancing healthcare for all. Last year, we witnessed over 10,000 nominations across six regions and our six core values. Such an outpour of recognition for our employees' exceptional contributions inspired us to extend our gratitude beyond the walls of our company. Motivated by the nominations, we planted 10549 trees, one for each nomination across various locations.

Prioritizing Mental Health through WeCare

We are taking deliberate actions to destigmatize mental health at work to help us lead with empathy and openness. We organize stress management workshops to equip employees with coping strategies and resilience-building techniques, while mindfulness programs, meditation sessions, and relaxation techniques have been introduced to promote mental clarity and emotional balance.

Through the WeCare program, we support our employees in managing personal and workplace stress. Employees can access curated content on emotional and mental health tailored for the Indian context through an online platform. Counseling is confidential and options include telephone, online, and video sessions, with support also extended to immediate family members.

Employee Engagement

In order to improve employee engagement, the renowned McKinsey framework of the Organizational Health Index was administered by the said. The survey had a Global Employee response rate of 85%. The overall engagement score was 80% globally and 89% for India. Post administration of the survey, a structured communication plan was rolled out for the respondents. Detailed action plans were formulated subsequent to business/function-wise focused group discussions. These action plans will be monitored over a period of time as the OHI is a Biennial process.

Human Rights

Lupin signed on to the United Nations Global Compact in April 2023 and is committed to the UNGC’s Ten Principles on respecting internationally proclaimed human rights and operating responsibly labor, environment and anti-corruption. Guided by our Human Rights Policy, we respect and promote human rights across our operations, business relationships, and communities we work with. We do this through:

- **Sensitization Efforts:** As it’s a shared responsibility to uphold these values, we conduct periodic human rights awareness sessions to build an understanding

and respect for human rights within our workforce. This year, we organized a mandatory annual human rights refresher for our Indian teams led by Mr. Amit Patil, a renowned social and sustainability expert and trainer. We also ensure that all new hires receive human rights training during onboarding.

- **Responsible Management:** To support the implementation of our human rights policies, we have established site-level Human Rights Core Committees led by the respective site heads. Each committee has a fair representation from departments, managers, junior employees, female employees, and contract employees, and meets every quarter. They ensure policy governance, track key metrics every quarter and address any related concerns or grievances that may arise. Through human rights audits, we aim to identify potential risks arising from our activities and effectively manage them. We have expanded the coverage of the audits, starting with five sites last year to encompass all manufacturing facilities across India for Lupin and Lupin Manufacturing Solutions this year. During the human rights assessment audits, our sites undergo thorough evaluation against the key parameters listed below that are essential for ensuring human rights excellence.



- Engaging our suppliers and business partners: We expect and encourage all our third parties to uphold our values and follow our human rights standards as outlined in our Third party Code of conduct.

For details about our framework for safeguarding human rights and reporting concerns, see our Human Rights Policy.

Third-party Audits at Manufacturing Sites

Independent third-party auditors conducted the audits to ensure on-site compliance with Lupin's Human Rights Policy.

Out of Lupin's 15 total sites, 10 have been rated 'Platinum' while the others have received a 'Gold' rating. To sustain and enhance the overall site level score and the site rating, we have rolled out a few special projects at every site.

One such project was the 'Process Improvement in the vendor billing cycle.' During a Human Rights Audit, it was observed that while third-party contractors were paying their employees within the stipulated period, the pay dates varied across vendors. This posed a risk of perceived discrimination since Lupin's permanent employees were paid on the last day of the month. To address this issue, a cross-functional team comprising HR location leads, administration, financial shared services, and procurement was formed.

The team renegotiated agreements with contractors, allowing for shorter credit periods and a priority payout partner every month. Standard Operating Procedures were developed, approved, and implemented to standardize the payment date for vendors and their third-party contractual employees across all locations in India. This initiative improved engagement among third-party contractual employees across our locations in India by ensuring a uniform and fair pay date aligned with Lupin's permanent employees.

Health and Safety

Protection of our workforce is of utmost importance to the organization. Our Environment, Health, Safety & Sustainability (EHSS) policy is a guiding principle in fostering a safe and healthy workplace environment. We are committed to complying with all relevant laws and regulations while promoting the adoption of health and safety management standards across our manufacturing locations, R&D units, and offices.

We have implemented well-defined OHS management systems that delineate roles and responsibilities. This approach ensures the successful integration of OHS practices across all business processes and supports the effective participation of workers in determining and implementing preventive measures.

Proactive Risk Mitigation Strategies

Our robust Hazard Identification and Risk Assessment systems, coupled with comprehensive risk management processes, enable us to identify and implement effective control measures for potential risks. We employ a multifaceted approach, including HAZOP assessments for API products and processes, risk assessments for formulation units, and job safety analyses to gain a thorough understanding of potential hazards. To ensure readiness in emergencies, our team conducts regular mock drills to verify the operational effectiveness of our mitigation strategies. We prioritize rapid access to medical services, including the provision of ambulances

and the availability of antidotes, ensuring prompt and effective response in critical situations.

Continuous Improvement and Stringent Oversight

Ensuring effective health and safety initiatives is an ongoing process. We conduct monthly reviews of our environmental, health, and safety (EHS) performance at both site and corporate levels. These reviews play a crucial role in identifying constraints and developing improvement measures. Our sites are equipped with dedicated EHS units that facilitate the integration of safety management systems with annual performance appraisals, establishing clear safety performance targets. Our health and safety systems undergo rigorous internal and external audits to maintain the highest standards. In the event of an incident, our Incident Management System enables thorough investigation and implementation of appropriate remedial actions.

Established channels for reporting

We actively encourage our employees and workers to report any work-related hazards or potentially dangerous situations. Individuals can report near misses, injuries, and incidents to their respective department heads. Our specialized safety team is responsible for conducting root-cause analyses of incidents and implementing preventive actions to avoid recurrences.

Celebrating Excellence through the Lupin Environment, Health and Safety Awards and Accolade System

The EHSAAS initiative acknowledges and rewards employees and partners for their exceptional contributions towards EHS aspects of our operations, including EHS performance improvements, greenhouse gas reduction measures, resource conservation efforts, and injury reduction. This reward and recognition system will strengthen the EHS-driven culture within our facilities.



Health and Safety, India

Category	FY24				FY23			
	Lost Time Injury Frequency Rate	Total recordable work-related injuries	Number of Fatalities	Accident Frequency Rate (per one million man hours worked)	Lost Time Injury Frequency Rate	Total recordable work-related injuries	Number of Fatalities	Accident Frequency Rate (per one million man hours worked)
Employee	0.00	34	0	1.62	0.05	37	0	1.75
Contractual	0.12	60	0	2.48	0.09	86	0	3.85
Total	0.07	94	0	2.08	0.069	123	0	2.83

Category	FY22				FY21			
	Lost Time Injury Frequency Rate	Total recordable work-related injuries	Number of Fatalities	Accident Frequency Rate (per one million man hours worked)	Lost Time Injury Frequency Rate	Total recordable work-related injuries	Number of Fatalities	Accident Frequency Rate (per one million man hours worked)
Employee	0.26	65	0	2.81	0	79	0	3.58
Contractual	0.16	145	0	5.82	0.21	179	0	7.63
Total	0.21	210	0	4.37	0.11	258	0	5.67

zero
Fatalities

of employees and contractors
over the last five years.

Defensive Driving Training

We have proactively raised awareness about road safety and promoted a culture of defensive driving among our employees.

With top management's endorsement, we have partnered with specialized trainers to conduct comprehensive on-site defensive driving training programs across our manufacturing sites in India, including LRP, Lupin Diagnostics, Lupin Digital Health, and the Head Office.

Physical and online training sessions were conducted for the IRF business employees.

This initiative extends to new hires during induction, and road safety kits are distributed to employees.

In FY24, we provided defensive driving training to 7,021 employees, aiming to contribute to reducing accidents and creating a safer environment for everyone on the road.

Safety and Health Trainings

Effective safety and health practices stem from a well-trained and informed workforce. To that end, we conduct safety and health training across all Lupin manufacturing sites, utilizing a diverse array of training modes. These include:

Classroom Training: Interactive sessions facilitated by subject matter experts.

- **On the Job Training:** Hands-on, practical training sessions conducted at the workplace, ensuring direct application of safety procedures.
- **Toolbox Talks:** Brief, focused discussions on specific safety topics, reinforcing best practices and raising awareness.
- **Digital Learning:** Leverage the L2LMS/SABA training platform to provide accessible and engaging online safety training modules.

A few examples of safety training programs are material safety data sheet, laboratory safety, chemical safety, near-miss reporting, process safety, and basic firefighting.

A few examples of health training topics are first-aid training, health and hygiene, prevention of eye injury, awareness on hypertension and diabetes.



Natural Capital

Contributing to a Cleaner, Better Tomorrow

Our commitment to environmental sustainability is fundamental to building trust with society and aligns with our goal of manufacturing high-quality, affordable medicines. Sustainable operations are paramount to our mission of improving lives, ensuring our efforts are not compromised by adverse environmental impact.

We continue to reduce emissions, water consumption, and waste disposal in our operations, in line with our 2025 targets. In 2023, we integrated environmental sustainability as a criteria into supplier contracts and started working with them to define actions to reduce emissions across our supply chain.



A photograph of several wind turbines against a sunset sky with soft clouds. The sun is low on the horizon, creating a warm orange and yellow glow. The turbines are dark silhouettes against the bright sky. A large green semi-circle is overlaid on the bottom half of the image, containing four white text boxes.

21%

Reduction in Absolute GHG
Emissions (Scope 1 and 2)

33.8%

Share of Renewable
Energy Across Operations

400%

Water Positivity

6

Sites are Zero-Liquid
Discharge

Progress and Highlights

Focus Area	Target	Progress
 Climate and Energy	Reduce our Scope 1 and Scope 2 GHG emissions by 38% from 2022-23 levels by 2030 (aligned to a 1.5 degree science-based reduction pathway)	Achieved 21% reduction in Scope 1 & 2 from the previous year (Scope 1: 29% reduction and Scope 2: 19% reduction)
 Addressing Water Security	Recycling 50% of our total water withdrawal in our Indian operations by 2025	44% of total water withdrawn recycled in FY24
 Waste Management	70% of the hazardous waste generated in our Indian operations will be sent to cement plants for co-processing by 2025	89% of total incinerable hazardous waste sent to cement plants for co-processing Goal Achieved

Ensuring Good Governance Practices

Our environmental governance, guided by our EHSS policy, focuses on resource efficiency, pollution prevention, energy conservation, water recycling, and waste reduction. Our ESG Committee monitors compliance with environmental legislation and measures the effectiveness of our management systems.

All our sites are ISO 14001 certified and adhere to robust environmental management systems. We regularly monitor our EHSS practices and performance, reporting findings comprehensively. Our EMS audit strengthens this process, ensuring regulatory compliance. Results are shared with the Board once in six months, facilitating discussions around critical EHSS aspects and identifying areas for improvement. This enables us to address gaps and continuously enhance our environmental performance and management system. We have initiated an EHSAS reward recognition program for employees and contractors for exemplary contributions to ESG targets, GHG emission reductions, water-saving initiatives, etc.

EHS Audits

13

Internal Audits

24

External Audits

Climate Strategy and Action

As a responsible and resilient business, we acknowledge the potential impact of climate change on the environment, society, governance, and the economy. Our comprehensive decarbonization strategy enables us to understand our environmental impact better and ensure we implement necessary measures to reduce it. This includes procurement of renewable energy, comprising captive solar and wind generation and a switch over to briquette boiler operations with renewable fuel sources.

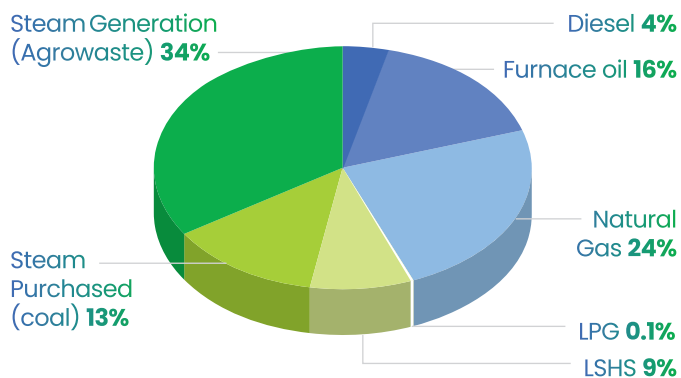


Lupin Limited joins the Science Based Targets initiative and sets 2030 GHG emission targets.

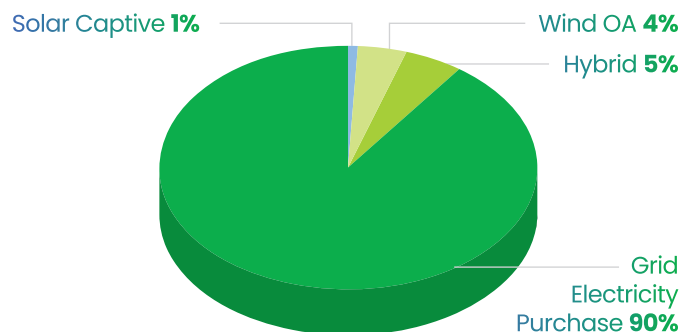
Addressing Energy Security

In FY24, our global energy consumption stood at 2,842,807 GJ, of which India manufacturing operations accounted for 97% of consumption.

Our primary energy consumption is from grid-purchased electricity, with additional sources including diesel for DG sets and fuel for company owned vehicles. We have been lowering our consumption and improving the efficiency of our physical infrastructure. Additionally, we are increasing the contribution of renewable energy sources in our energy mix YoY.



Fuel Consumption by Source



Electricity Consumption by Source

Share of renewable fuel in the energy mix increased by 4 times, from 109,049 GJ in FY23 to 487,713 GJ, contributing to 33.8% of total energy derived from fuel sources in FY24.

Our energy management strategy is multifaceted, encompassing several key elements:

Energy Management



Energy Efficiency

We have undertaken a phased study across all our facilities to evaluate their energy efficiency potential. This comprehensive assessment helps us identify opportunities for improvement and determine the optimal energy sources for each site.

Replacement of outdated conventional luminaires with energy efficient LED lights.

Upgrading conventional AC motors to DC electronically commutated motors in air handling units.

Optimizing refrigeration plants, fine-tuning pumping systems, and improving the efficiency of boiler and utility equipment. These efforts have yielded substantial improvements in energy efficiency and significant reductions in power costs.

We have installed screw press for dewatering of sludge over conventional methods thereby reducing the energy consumption and CO₂ reduction.



Renewable Energy Adoption

We have significantly bolstered our commitment to renewable energy at our Ankleshwar and Dabhasa sites, adding approximately 5.3 MW to our renewable power capacity. We are constantly looking to scale up the utilization of renewable electricity to power our operations by installing rooftop solar panels and through open access of solar and wind energy. Our overall total renewable energy mix has enhanced from 5.3% to 10.6%.



Embracing Alternate Fuels

We embrace the use of alternate fuels for our operational processes to reduce our reliance on non-renewable sources, such as the use of biomass. We have introduced Agro waste boilers as a more environmentally friendly fuel source at all our sites including Nagpur, Mandideep, Pithampur, Sikkim, Tarapur, Dabhasa and Vizag.

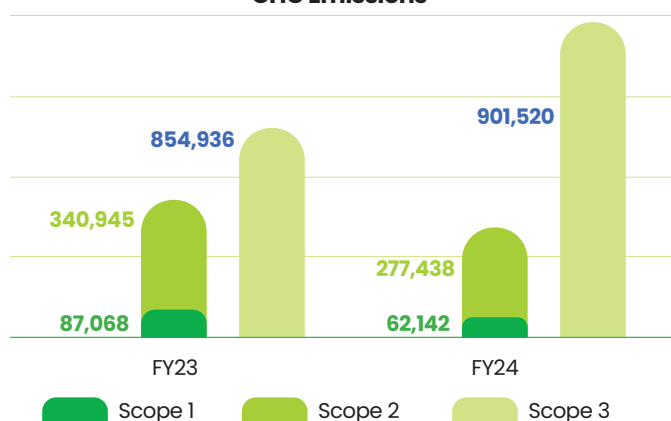
Through our energy saving interventions, we avoided the use of approximately 29,684 MWh of energy across India manufacturing operations in FY24.

Carbon Footprint

Reducing GHG emissions, particularly CO₂ emissions, is critical to mitigating the adverse effects of climate change. We are taking concrete steps towards decarbonizing our operations.

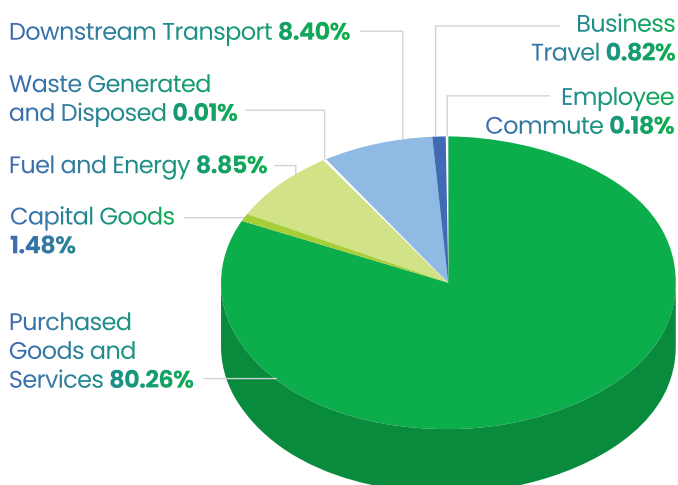
Of our total emissions, Scope 1 and Scope 2 emissions comprise 5% and 21% of our GHG footprint, respectively. 74% are emitted from our value chain (Scope 3). Most of our Scope 1 (direct) emissions originate from boilers used in operations for producing steam, electricity, and wastewater treatment facilities, while our Scope 2 (indirect) emissions are from purchased electricity for running facilities and operations. Our Scope 3 (indirect) emissions include those from purchased goods and services, capital goods, processing of sold products, and others. We align our reporting and monitoring practices with the SBTi requirements and develop systems to reduce our Scope 1 and Scope 2 emissions, reaffirming our commitment to responsible environmental stewardship.

GHG Emissions



The scope 1 and scope 2 emissions reduced by 29% and 19% respectively, owing to dedicated investments into phase out of fossil fuels and adoption of renewable power for our operations.

Scope 3 Emissions



By 2030, we aim to reduce our Scope 1 and Scope 2 GHG emissions by 38%, benchmarked against FY23 levels.

Biomass Boilers

Fuel consumption in boilers forms a significant part of our Scope 1 emissions. To reduce this, we have replaced oil-fueled boilers with biomass briquette boilers.

Biomass briquettes, made from biodegradable waste, significantly lower GHG emissions compared to FO/LSHS/LDO. They are typically produced from organic waste such as rice husk, sawdust, bagasse, groundnut shells, and other agricultural or forest waste. Biomass briquette boilers not only have lower emissions but also provide farmers with an alternative to monetize agro-waste. Additionally, the biomass briquette supply chain has strengthened over time to fulfill the necessary demand.

Ten of our twelve manufacturing sites in India make use of biomass briquette boilers for steam generation. Installation is underway at one additional site and is expected to be completed in FY25.

Climate Risk Assessment

At Lupin, we recognize the importance of being resilient and protecting our business and stakeholders against external threats. To this end, we prioritize monitoring and addressing a wide range of external factors to ensure that we are able to mitigate any risk. In our commitment to combating climate change, we fully support the Paris Agreement and aim to reinforce our response to risks posed by climate change. We will do this by limiting the rise in the global average temperature to well below 2°C and endeavor to limit the temperature increase to 1.5°C to minimize severe climate change.

To achieve this goal, we launched strategic initiatives to comprehensively understand the effects of climate change on our business and therefore have put in place, measures to combat the same. Further to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), we conducted a climate risk assessment, including scenario analysis, in FY23 to study the impact of climate change on the business in different climate scenarios. This risk assessment covered both physical climate risks and transition-related risks to the business, adhering to leading internal frameworks and guidelines, such as the TCFD and the Carbon Disclosure Project.

Physical Risk Assessment

Our physical risk assessment encompassed 16 locations/sites globally, based on the IPCC AR5 Risk Assessment Framework. We analyzed two climate scenarios: SSP 2 (Middle of the Road) and SSP 5 (Fossil-fueled Development). Anomaly (difference from the average or baseline) was calculated for various indicators such as

temperature, precipitation, cooling degree days, cyclones, and water stress. For both scenarios, we have considered two time periods – 2020–2039 and 2040–2059, to develop a composite climate risk index and a vulnerability index, taking into account exposure, sensitivity, and adaptive capacity. Key risks that Lupin's units potentially might face include:

Risk Type	Location	Impact	Adaptation Measure
Cyclones	Mumbai Visakhapatnam USA	Disconnection or disruption of internet and/or phone services or electricity leading to disruption in operations. Infrastructure failures due to cyclones/winds, such as the collapse of the Galvalume roofing system, failure of connections/structures, progressive collapse of roof steel trusses, and breakage of window panes at the plants and office locations.	- Policy on building all new infrastructure considering the cyclone and wind impacts. - Retrofit all existing structures as per IS:875 (Part 3) codes for various types of buildings and structures. - Provision of shelter and resilient assembly places for staff in case of climate or industrial disasters. - Identify cyclone weak spots (roofing, shafts, chimney stacks etc.) and review transmission lines and potential consequences of power cuts.
Sea Level Rise	Mumbai Visakhapatnam	Saltwater inundation.	- Business interruption/relocation plans. - Additional insurance for buildings/assets. - Flood barriers and plantations. - Avoid new projects in low-lying coastal zone.
High Temperature	Vadodara Kalpataru, Mumbai Aurangabad Mandideep	Temperature increase impacting the building structures. Building energy use will increase if climate extremes become the norm. High temperature variability impacting the comfort level and the productivity of the staff. Heat waves are the leading causes of weather-related morbidity and mortality and will directly impact the health of the staff/community in the vicinity.	- Conduct an internal survey on heat-related impacts on staff. - Heat Resistant Roofing, Heat Resistant Tiles. - Install efficient heating, ventilation and air-conditioning (HVAC) systems. - Assess high temperature impacts on energy usage/ product storage/ development. - Conduct a detailed study on lowering the increasing cost of cooling due to increased temperatures.
Dry Spell and Water Stress	Mumbai Vadodara Indore Mandideep	Dry spells may not directly impact the Lab's infrastructure except through water scarcity. This will impact its cooling systems, water requirements, pools etc. Water scarcity can cause Health and Safety issues. Reduced water availability may also impact sanitation and hygiene needs.	- Grey water reuse and Recycling systems. - Rainwater harvesting is also an important measure that may be installed. - Annual training programs on water-saving measures. - Site-based water usage minimization program. - Exploration of alternate sources of water other than groundwater.

Transition Risk Assessment

We conducted a scenario analysis up to 2050 to assess risks from anticipated changes in the policies, regulations, markets, and technologies due to climate change. Using Network for Greening the Financial System Scenarios, we partnered with an academic consortium from the Potsdam Institute for Climate Impact Research, International Institute for Applied Systems Analysis, University of Maryland, Climate Analytics and Eidgenössische Technische Hochschule Zürich for this assessment. The transition pathways for the NGFS Scenarios are differentiated by several key design choices relating to long term temperature targets, net zero targets, short term policy, overall policy coordination and technology availability.

Addressing Water Security

Water stewardship is integral to our Sustainable Development Plan 2030, underscoring its critical role in our business operations and broader societal well-being. Recognizing the significance of water quality and availability, we remain steadfast in our commitment to developing sustainable water supply systems across our operations. Operating in water-scarce regions, we prioritize compliance with all water related regulations and maximize the use of recycled water from our effluent treatment and reverse osmosis facilities for utilities.

At the community level, we extend our water conservation efforts through initiatives such as rainwater harvesting projects facilitated by our CSR team. Furthermore, we continuously optimize freshwater usage and enhance water efficiency within our operations. To mitigate groundwater risks, we implement projects that place emphasis on surface water sources and deploy desalination plants. Moreover, our commitment to responsible wastewater management is evident through the establishment of wastewater recycling and zero liquid discharge in most of our sites. These initiatives ensure the safe disposal of treated waste, minimizing the

risk of groundwater contamination and reinforcing our commitment to environmental sustainability.

Water Savings League

Water conservation plays a critical role in our sustainability journey. We actively invest in the latest technologies to reduce our freshwater consumption and are constantly exploring newer avenues to strengthen it.

We launched the Water Saving League 2023, a gamified initiative under 'Mission Jal Shakti' to optimize water usage in our Pithampur facility. As part of this program, awareness camps were held, and employee participation was actively sought to discuss innovative ideas to reduce water usage at the site. Our employees shared several novel ideas, which were implemented at Pithampur. Some of them include:

- Rooftop rainwater harvesting system
- Use of rainwater in the fire hydrant tank by replacing fresh water for makeup during the monsoon season
- Retrofitted flow restrictors in water taps to improve water use efficiency
- Removal of unwanted tappings from the mains water supply line
- Identification of unaccounted water use points and installation of water flow meters at those points for effective monitoring

Collective participation by employees helped us to reduce our freshwater consumption by 16863 KL.

In FY24, we recycled 43.8% of the total water withdrawn for our India operations. We aim to achieve 50% recycling of the water used in India operations by 2025.



Enabling Circular Economy

Lupin's waste management strategy is driven by the 3R principle: Reduce, Reuse and Recycle. We diligently inventory our waste streams, including hazardous waste, non-hazardous waste, e-waste, biomedical waste, and more, and ensure their recycling or disposal through third parties, adhering to all relevant government regulations.

43,523 tons of waste disposed globally

8,129 tons of waste recycled

89.4% of incinerable hazardous waste is sent for co-processing to cement plants

Hazardous Waste

At our sites, hazardous waste comprises 3% plastic liners and drums, 13% chemical gypsum, 22% spent solvents, and 62% other hazardous wastes designated for landfilling, disposal, incineration without energy recovery, and co-processing. In collaboration with our suppliers, we ensure responsible disposal of both hazardous and non-hazardous waste. Over the last two years, we have consistently repurposed 70% of disposed waste as alternate raw material or fuel for co-processing, underscoring our commitment to sustainability.

Non-Hazardous Waste

All non-hazardous waste produced in our facilities undergoes recycling or reuse processes. This encompasses STP sludge, paper, and food waste from our canteens. We have also implemented biomass composting systems, transforming biodegradable waste into high-quality organic compost within our premises.

Other Waste

All other waste, including e-waste, plastic waste, and biomedical waste, is disposed of as per regulatory requirements. We comply with the 'Plastic Waste Management Rules' of the Central Pollution Control Board, including Extended Producer Responsibility for the management of plastic waste and e-waste. We have recycled 2803 MT of post-consumer plastic waste, fulfilling 100% of our EPR target.

Biocomposter

The non-hazardous canteen waste from most of the sites was sent to piggeries/cattle farms. The horticulture waste, i.e., dry leaves, dry grasses, dead branches, etc., was stored inside the premises as it was not disposed of outside the plant.

Our Goa plant utilizes a biocomposter system to convert organic waste from canteens and gardens into compost, which is used as manure within the plant. The biocomposter operates odor-free, with minimal electricity consumption, and produces nutrient rich compost in 15 to 20 days, eliminating the requirement of storing the compost further for maturing and curing.

Antimicrobial Resistance

Lupin recognizes the importance of Antimicrobial Resistance stewardship in our sustainability strategy, as it directly impacts human and ecological well-being. AMR poses a significant threat to public health by reducing the effectiveness of antibiotics and other anti microbial drugs.

The excessive use and improper disposal of these drugs can lead to contamination of water bodies, soil, and food chains, leading to further adverse conditions. We actively assess the ecological impact of the Active Pharmaceutical Ingredients used in the manufacturing processes, discharge into water bodies, potential bioaccumulation in ecosystems, and overall toxicity to organisms. We frequently analyze the anti microbial content in the treated water discharge and ensure that the PNEC values of those AMRs are below the quantification limit. 6 manufacturing plants are Zero Liquid discharge plants where the treated effluent is recycled in the utilities, and there is no discharge outside the premises. We also undertake lifecycle assessments of our top 10 revenue generating products, from cradle to gate, to understand and mitigate the cumulative environmental impact of APIs. The lifecycle assessments will help us to assess the opportunities for reducing the ecological footprint.

Biodiversity

Biodiversity holds immense significance for us due to the role it plays in the discovery and development of nutraceuticals. Natural resources serve as invaluable reservoirs for novel chemical compounds and active ingredients, making the preservation of biodiversity crucial to our industry's innovation and sustainability. Last year, we formalized our commitment to zero deforestation, recognizing the integral link between forest ecosystems and the availability of key resources for drug development. Building upon this commitment, we have embarked on a comprehensive assessment of biodiversity.

We undertook a biodiversity risk assessment in three of our manufacturing sites: Tarapur, Mandideep, and Pithampur. Detailed surveys of flora and fauna within the core and buffer zones (10 km radius) of each site were conducted, focusing on biodiversity aspects. Utilizing the WWF Risk Filter and Encore tools, we identified key risks and dependencies, including physical, political, and reputational risks. Notable physical risks identified are extreme heat, tropical cyclones, pollution, and possible disruptions in water supply.

Our methodology for conducting biodiversity risk assessment included desk research, primary and secondary data collection to conduct vegetation and faunal assessments (including the computation of biodiversity indices) and reporting. Primary data comprises direct field observations across the three sites and remote sensing data. The core zone (plant area) and

buffer zone (defined as a radius of 10 km from the plant) at each of the three locations were physically surveyed. Secondary data included details of Environmental Impact Assessments, Plant Operation and Production Reports, Corporate Social Responsibility / Sustainability Reports, Satellite Imagery, etc.

Ashoka and Teak are two Flora species identified for conservation. Faunal surveys highlighted River Tern and Black Rail species for conservation efforts.

Utilizing the established methodologies endorsed by the Intergovernmental Platform on Biodiversity and Ecosystem Services, we have identified and analyzed dependencies and pressures exerted on biodiversity within the operational areas of the assessed manufacturing plants. The detailed Biodiversity Management Plan outlines recommendations to ensure no net loss of biodiversity, enhance ecological health, avoid degradation of critical habitats, and achieve our long-term sustainability goals.

Product Sustainability

Lupin employs Life Cycle Assessment tools to evaluate and communicate the environmental performance of



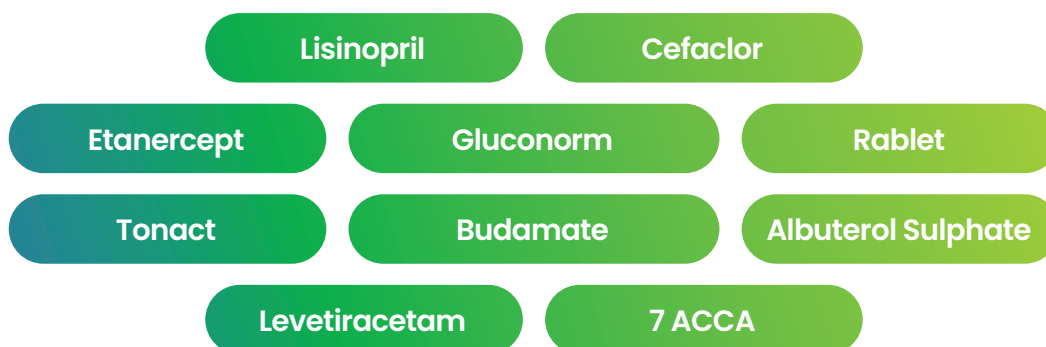
our products across their lifecycle. Guided by ISO 14040 and ISO 14044 standards, we completed LCA studies for 10 products this year. The LCA study adopted a cradle-to-gate assessment, which includes emissions from raw material production and the final stage of production. Furthermore, the product use phase and end-of-life stage are excluded as per the system boundary. The LCA software used was SimaPro, and the EcolInvent Database was used for the LCA Database to model the environmental impact of the selected products.

The report presents the data in the form of eleven midpoint indicators (including Ecotoxicity and resource depletion indicators) to evaluate the environmental impacts such as: Climate change/Global Warming Potential (GWP, kg CO₂ equivalent), Ozone Depletion

Potential (ODP, kg R-11 equivalent, Human toxicity, cancer (CTUh), Human toxicity, non-cancer (CTUh), Particulate matter (kg PM_{2.5} eq), Ionizing Radiation (kBq U235), Photochemical Ozone Creation Potential (kg NMVOC eq.)/ Photochemical Ozone formation, Acidification Potential (mole H⁺eq.), Eutrophication, Terrestrial (mole N eq) Eutrophication, Freshwater (kg P eq), Eutrophication, marine (mole N eq), Freshwater Ecotoxicity Potential (FAETP, CTUe), Land use (kg C deficit), Water Use (m³ water eq), Mineral, fossil and renewable resource depletion (kg Sb eq).

Further to the study, environmental hotspots which were identified are being addressed through decarbonization strategy and other environment action plans.

Products



Social & Relationship Capital

Enriching Lives of Our Communities

The Lupin Human Welfare and Research Foundation was established by our Founder, Dr. Desh Bandu Gupta, in 1988, dedicated to promoting good health and fostering economic growth through sustainable livelihood in India's most marginalized regions. Over the last three decades, LHWRF's efforts have centered around agriculture, animal husbandry, women's empowerment, and rural industries. Through structured long term programs and strategic partnerships with governmental and non-governmental entities, international development agencies, and philanthropic organizations, we have reached out to over 1.57 Mn beneficiaries in more than 4,771 villages across eight states in India. Various initiatives, such as upgrading local infrastructure and enhancing access to healthcare and education, have led to a positive impact on the lives and livelihoods of these communities. This demonstrates our unwavering dedication to social upliftment and economic development through collaborations with community-based organizations as well as local institutions.





₹256 Mn
CSR Spend

233,383
Beneficiaries

300+
Suppliers Assessed
on ESG Parameters

100%
Suppliers Covered
under Supplier Code of
Conduct

In FY24, we intensified our efforts in focus districts, benefiting over 195,000 families through our Livelihood program, screened over 25,000 villagers and treated 12,257 individuals through our Lives program.

Our Relationship with Communities

Strong relationships are crucial to the success of our CSR initiatives, and through LHWRF, we remain deeply committed to nurturing these bonds. We have fostered a culture of trust and honesty within our communities, laying the groundwork for meaningful change. We work with community-based institutions comprising local catalysts and influencers, playing a pivotal role in inspiring and motivating their fellow villagers. These grassroots leaders exemplify the Foundation's values, driving social

transformation and empowering their communities to embrace positive change.

Strategic Focus Areas

Understanding the aspirations and perspectives of our communities is paramount in crafting effective programs. By prioritizing their voices and needs, we ensure that our initiatives are not just responsive but also tailored to address the specific challenges and opportunities within our communities. This approach underscores the importance of a nuanced, need-based strategy that places the empowerment and fulfillment of individuals at its forefront, driving sustainable change from within the community.

Lives Programs

Our Lives program, in collaboration with the governments, addresses service delivery challenges related to cardiovascular and chronic respiratory diseases. Over the past year, LHWRF has conducted 214 camps (154 in Alwar and 60 in Palghar), reaching 12,257 individuals in Maharashtra and Rajasthan.

Mobile Medical Van

- Inaugurated in July 2023
- Offers a comprehensive range of diagnostic services and medical support
- 18 health camps are held twice a month in nine selected health facilities in the Alwar district
- Improved access to essential healthcare services in the Alwar's Rajgarh, Laxmangad, Reni, and Kherali blocks
- Enables early intervention, fostering the overall well-being of residents

Non-Communicable Disease Awareness

- Specialized NCD corners, offering tailored care and information, are set up in nine government health facilities in Alwar
- 130 street plays conducted, and over 500 wall paintings done in project villages to raise awareness

Livelihood Programs

Our Livelihood Program empowers economically vulnerable rural communities in North and West India by offering locally tailored, sustainable solutions to improve incomes. It operates through internally and

externally funded projects developed in collaboration with grassroots institutions, municipalities, and community members, ensuring relevant, impactful interventions and effectively meeting community needs.

Highlights, FY24

Key Projects	Impact	Locations
Desh Bandhu Jan Utkarsha Pariyojna	850 households supported	Rajasthan and Maharashtra
Natural Resource Management and Efficient Resource Utilization	Water Storage capacity of 2,28,141 cubic meters was achieved	Rajasthan and Maharashtra
Skill Development and Enterprise Promotion	689 young individuals	Rajasthan and Maharashtra
Better Cotton Initiative	95,000 farmers	Maharashtra's Dhule and Nandurbar
Soil Protection and Rehabilitation for Food Security	24,000 marginal women farmers	Six districts of Maharashtra
Farmers' Producer Organizations	19,411+ farmers	Maharashtra, Rajasthan, and Madhya Pradesh



Desh Bandhu Jan Utkarsh Pariyojna

- Flagship program launched in FY22
- Implemented in select villages of Bharatpur, Alwar, Pune, and Dhule districts of Rajasthan and Maharashtra, respectively
- The program seeks to reduce dependency on rain fed agriculture by promoting alternative income sources, ensuring sustainable economic empowerment
- Irrigation Facilities: Offered based on feasibility to enhance agricultural productivity
- Vegetable Cultivation: Encouraged among households with access to irrigation, promoting dietary diversity and income
- Goat Rearing and Poultry Units: Aimed at landless and artisan households to provide them with stable income sources
- Skill and Enterprise Development: Facilitates skill upgrading and provides job placement support for establishing small enterprises, both farm and off-farm

Key Impact

- Supported over 850 households in reducing their dependence on rainfed agriculture and facilitated the development of alternate sources of income
- Achieved a total water storage capacity of 2,28,141 cubic meters through the construction of 53 water harvesting structures, including check dams and ponds
- 689 young individuals trained in General Duty Assistant and Tailoring

Pioneering Initiatives for the Advancement of Cotton Agriculturists

- Implemented in Maharashtra's Dhule and Nandurbar districts in partnership with the Better Cotton Initiative
- Supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit, the initiative aims to elevate cotton farming practices in Maharashtra, fostering sustainability, fair labor and better returns on investment
- Supported over 95,000 farmers in the Dhule and Nandurbar regions of Maharashtra to promote a holistic approach to sustainable cotton production
- Aims to double Better Cotton production by 2030

Elevating Agriculture Through Digital Innovation and Sustainability Practices

- Deploys an innovative educational framework, employing 2D animated videos in vernacular languages,
- Targeting women at the grassroots level who have access to smartphones.

Key Impacts of the Project

- Two project beneficiaries, Ms. Surekha Desale, a Woman Farmer, and Ms. Rekha Sonavane, the field facilitator, **received recognition at an International Conference in Amsterdam**

Strong Governance

Robust governance mechanisms drive our social initiatives and optimize social capital. The Board of Trustees, supported by the CSR Committee and the LHWRF, oversees the implementation of our programs. The Board ensures effective CSR policy implementation and fund allocation, while the CSR Committee moderates plans, monitors projects, and evaluates impact. LHWRF directly manages project execution, ensuring ethical practices and compliance. Collaborations with government agencies, local partners, institutions, self help groups, NGOs, and experts enable us to leverage resources and expertise for successful implementation.

Impact Assessment Study

As responsible corporate citizens, we are cognizant of

the importance of regular evaluations to ensure that our programs make a meaningful impact. Such assessments also serve to reorient our programs to meet the needs of the community. In adherence to this, during FY24, we conducted an independent third-party impact assessment of district development programs in Dhule, Sindhudurg, Pune, Bharatpur, and Alwar. Conducted by CSR Box, this assessment evaluated key sub-programs implemented by LHWRF, including agriculture, animal husbandry, skill and enterprise development, women empowerment, water resource development, tree plantation, upgradation of healthcare services, digitalization of schools and infrastructure development in rural areas. The study provided a comprehensive analysis of the social value of these programs, guiding our investment assessments.

Areas	Intervention	Social Return on Investment				
		Sindhudurg	Bharatpur	Alwar	Pune	Dhule
Agriculture	Crop Yield Enhancement	44.61	3.06	12.56	16.90	5.69
	Promotion of Horticulture	11.60				12.20
	Bee Keeping			7.10		
	Land Levelling					7.40
Animal Husbandry	Dairy		5.58	5.91	33.21	5.91
	Goat Rearing			2.93	0.43	4.76
	Poultry			6.00	1.45	2.24
	Fish Rearing	22.31				
Rural Industrialization	Skill and Enterprise Development	43.98	4.66	22.30	6.95	5.04



Employee Volunteering

Our Employee Volunteering initiatives have significantly impacted the communities we serve, with our team dedicating 19,188 hours of service to various meaningful activities. These efforts reflect our strong commitment to environmental, social, and governance (ESG) principles, reinforcing our role as responsible corporate citizens.



Environmental Sustainability: We organized cleanliness drives and planted 63,355 trees across multiple locations, contributing to ecological conservation and enhancing green cover



Community Health: Our teams organized and participated in blood donation drives, supporting local healthcare efforts



Education and Social Development: We conducted educational sessions, delivered guest lectures in schools, and distributed mid-day meals, ensuring that children received essential nutrition to support their education and overall development



Cultural and Social Cohesion: By celebrating important cultural days, we fostered community unity and promoted social cohesion



Rural Infrastructure: Our contributions to farm road development projects have improved accessibility in rural areas, enhancing the quality of life for local communities

Empowering Patients: Access, Care, and Outcomes

At the heart of our business philosophy lies our commitment to fostering profound relationships built on

transparency, trust, and open communication grounded in shared values. We nurture respectful and mutually beneficial connections with stakeholders, underpinning our business conduct. Our diverse network spans patients, healthcare professionals, channel partners, government entities, suppliers, shareholders, industry bodies, media, regulatory authorities, employees, and society.

Enhancing Patient Experiences

Throughout its history, Lupin has significantly impacted patients' lives, particularly in the fight against TB, where we are the largest supplier of primary anti-TB medications. Our commitment to ensuring access to safe, effective, and quality medicines and health products is fundamental to preserving and improving the health of millions. Leveraging our global presence, we have pioneered health solutions for both regulated and non-regulated markets.

Recognizing the importance of comprehensive patient-centric care, we have expanded our scope to include diagnostics and healthcare solutions, initially focusing on cardiovascular and diabetes care. In response to evolving priorities and the demands of the digital era, Lupin has initiated a robust digital transformation program. This initiative aims to streamline patient interactions and internal processes, aligning with our commitment to improving healthcare accessibility and connectivity. By leveraging digital technologies, we facilitate timely interventions and enhance treatment efficiency, ultimately leading to better patient outcomes. Concurrently, we focus on optimizing processes across various functions to drive quality and efficiency improvements.

Through our digital platform connecting cardiovascular and diabetes patients with healthcare professionals and practitioners, we have significantly enhanced accessibility in healthcare delivery. This seamless integration facilitates quicker interventions, placing patient well-being at the forefront of our endeavors.



Flagship Initiatives Targeted Towards Improving Patient Awareness

SAARTHI Say Yes to Life



Revolutionary tool for mental health professionals in customized, regional languages. Improves treatment outcomes and supports patients and caregivers. Fosters open discussions and coping tips for anxiety, low mood, stress, and sleeplessness.

320,000

Patients Reached

Pan-India

Geographical Presence

Jeet



Launched this year, Jeet is a trusted partner in cardiovascular care, offering a range of benefits including savings on medical costs, disease counselling, medication reminders and lifestyle support. The program promotes a healthy lifestyle by offering features like timely medication reminders and daily wellness activities, all designed to support heart health.

6000

Patients Reached

Pan-India

Geographical Presence

Jai



We launched the Joint Airway Initiative (JAI), India's first digital asthma educator platform, to provide comprehensive inhalation techniques to guide patients suffering from asthma and enable effective asthma symptom management.

11521+

Patients Reached

Pan-India

Geographical Presence

Achieving Accessibility and Affordability

We are committed to ensuring that everyone, regardless of their geographical location or socio-economic status, benefits from our pharmaceutical innovations. In our efforts to combat TB, particularly in regions with limited resources, we operate multiple state-of-the-art facilities dedicated to anti-TB products. As one of the largest manufacturers of Rifampicin, Pyrazinamide, and Ethambutol Active Pharmaceutical Ingredients, we have expanded our production capabilities in Aurangabad, increasing our output by 40% from our specialized anti-TB formulation blocks. Our generics offer significant cost savings worldwide. In the U.S., Lupin ranks #3 by prescriptions, holding a 4.7% share of total prescriptions, contributing to USD 373 Bn in savings. Similarly, in South Africa, Lupin has helped reduce healthcare expenditures by 35%, and in the U.K., our products have generated 30-50% savings for the government.

Creating Affordable Drugs in Low and Middle Income Countries

Bedaquiline, one of the three new drugs developed against TB in over half a century, is crucial for treating drug-resistant TB infections. Lupin has made this vital medication more accessible in LMICs by reducing its six-month treatment course price by 33%.

We are also launching 2-3 programs in India and building capacities in healthcare systems where we operate. Our commitment to not patenting or enforcing patents on intellectual property related to products for diseases covered by ATMI 2021 in least developed and low income countries ensures affordable and accessible medications for those in need.

Through Lupin Access Business, we have successfully registered our products in low and middle income countries, surpassing 115 registrations to date. In FY24, we secured 80+ registrations across various nations, marking significant milestones in expanding the global reach of Lupin's antiretroviral and tuberculosis treatments, fostering greater accessibility to life-saving medications worldwide.

Access to medication for COPD patients in the U.S.

Lupin Limited has partnered with Mark Cuban Cost Plus Drug Company and the COPD Foundation to improve access to affordable medications for COPD patients in the U.S. This initiative addresses the urgent need for cost-effective respiratory treatments for the 15 million adults affected by COPD in the U.S., enhancing patient access and supporting Lupin's commitment to health care innovation and affordability.

Supporting Healthcare professionals

At the core of our mission is the commitment to advancing healthcare and fulfilling patient needs. This necessitates a collaborative relationship with health care organizations and health care professionals to leverage scientific expertise effectively. We offer compensation to HCPs for their invaluable time and expertise and provide financial assistance to HCOs for patient care, NHS initiatives, and R&D endeavors.

We strictly adhere to the guidelines set forth by the Association of the British Pharmaceutical Industry, maintaining transparency by disclosing all payments and benefits. Our flagship programs are meticulously designed to enhance understanding and knowledge with regard to the optimal use of our products. Through comprehensive educational initiatives for both healthcare providers and patients, we ensure that they are well informed about the benefits and appropriate usage of our treatments.

Flagship Initiatives Targeted Towards Improving Medical Professional Awareness

EHFA Certification Courses on Heart Failure



In collaboration with the European Society of Cardiology, Lupin has launched a program for cardiologists, focusing on the latest advancements in managing heart failure. This aims to enhance awareness and knowledge about cutting-edge approaches in cardiac care among medical professionals.

1,863

Medical Professionals

Pan-India

Geographical Presence

International Symposium on Diabetes



Lupin collaborates with Joslin Diabetes to conduct a flagship program for Indian endocrinologists and diabetologists, promoting advancements in diabetes management and providing updates on the latest advances in the field.

2,200

Medical Professionals

Pan-India

Geographical Presence

Experience the Expertise



Lupin raises awareness about dry and refractory cough among chest and respiratory physicians by disseminating scientific material and enabling discussions. We provide valuable insights on diagnosis and treatment advancements and foster a collaborative environment for sharing expertise and addressing challenges.

1,175

Medical Professionals

Pan-India

Geographical Presence

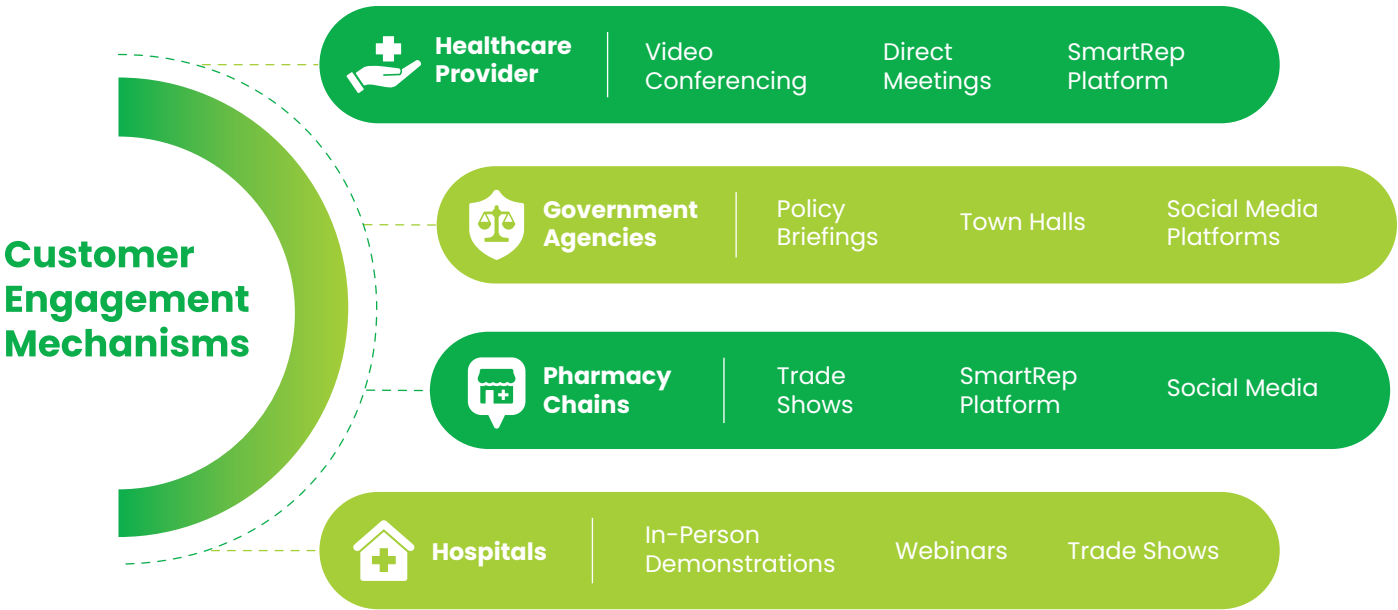


Customers

At Lupin, our focus is on building strong relationships with our diverse customer base, which includes healthcare providers, government agencies, pharmacies, and hospitals. Our commitment is to deliver exceptional

service and ensure customer satisfaction in every interaction. We believe that outstanding customer service is key to consistently exceeding expectations.

Customer Engagement Mechanisms



Our proactive involvement in notable industry events allows us to directly engage with our customers, providing a platform for sharing insights, discussing industry trends, and fostering collaborative opportunities.

Our senior leadership’s accessibility underscores our customer-centric commitment. Executives, including

the CEO and other senior leaders, actively engage with customers to align strategic objectives. Regular updates on sales activities, product launches, and opportunities for collaborative growth during business reviews demonstrate our dedication to transparency and mutual success.

In the Philippines, our wholly owned subsidiary, Multicare Pharma, uses Pocketwise, our Sales Force Effectiveness Customer Relationship Management system, to manage interactions with doctors, key accounts, and trade accounts. It records daily call activities and supports initiatives such as medical consultancy. By integrating marketing programs, sales-initiated activities,

and corporate activities, Pocketwise enhances operational efficiencies. It enables personalized interactions, seamless data tracking, and informed decision-making. The system’s nudge engine guides sales representatives in achieving key performance indicators, driving demand generation, and fostering positive business outcomes.

Responsible Supply Chain Management

We prioritize delivering best-in-class service levels through trustworthy and long-term partnerships within our global supplier network. This dedication allows us to consistently provide high quality healthcare solutions to our customers.

Our extensive global network of suppliers and business partners, including manufacturers, service providers, wholesalers, and distributors, ensures efficient delivery of our medicines to patients. We proactively explore opportunities to derisk our supply chain by evaluating alternate suppliers for critical or non substitutable raw material. As part of our Supplier Code of Conduct, we expect suppliers to adhere to Lupin's ESG standards. We enforce stringent contractual agreements that mandate compliance with our standards for quality, ethics, environmental sustainability, and human rights

across all third-party engagements. We promote a culture of continuous improvement and collaboration with our partners, emphasizing the development of quality products to enhance consumer safety. We also ensure the quality of raw materials through periodic supplier audits.

Decarbonization of Value Chain

At Lupin, we recognize the importance of long-term commercial partnerships with our suppliers. These relationships are sustained through a robust commitment to social, environmental, and safety standards, ensuring our business value remains uncompromised. Our Supplier ESG Program plays a pivotal role in this commitment. Through our Supplier ESG Program, we meticulously track the environmental, social, and governance impact within our supply chain. This monitoring is particularly focused on critical direct material suppliers, ensuring



they meet our stringent ESG criteria. To align our suppliers with Lupin's organizational goals, we have conducted multiple webinars, educating them on the importance of ESG compliance. These educational efforts are crucial for fostering a shared understanding of our ESG expectations and enhancing supplier performance. In FY24, we undertook a comprehensive ESG evaluation of 309 suppliers who are either strategic or critical to our operations. The assessments enabled us to identify those suppliers needing intervention to meet Lupin's ESG requirements. For those who have certain development areas, we have designed and implemented Corrective and Preventive Action plans. These tailored plans address specific deficiencies, requiring suppliers to submit detailed improvement strategies. We track these CAPA plans periodically to ensure that improvements are being made and that sustainability standards are consistently met.

309Suppliers
Assessed**7+**Awareness
Sessions
Conducted

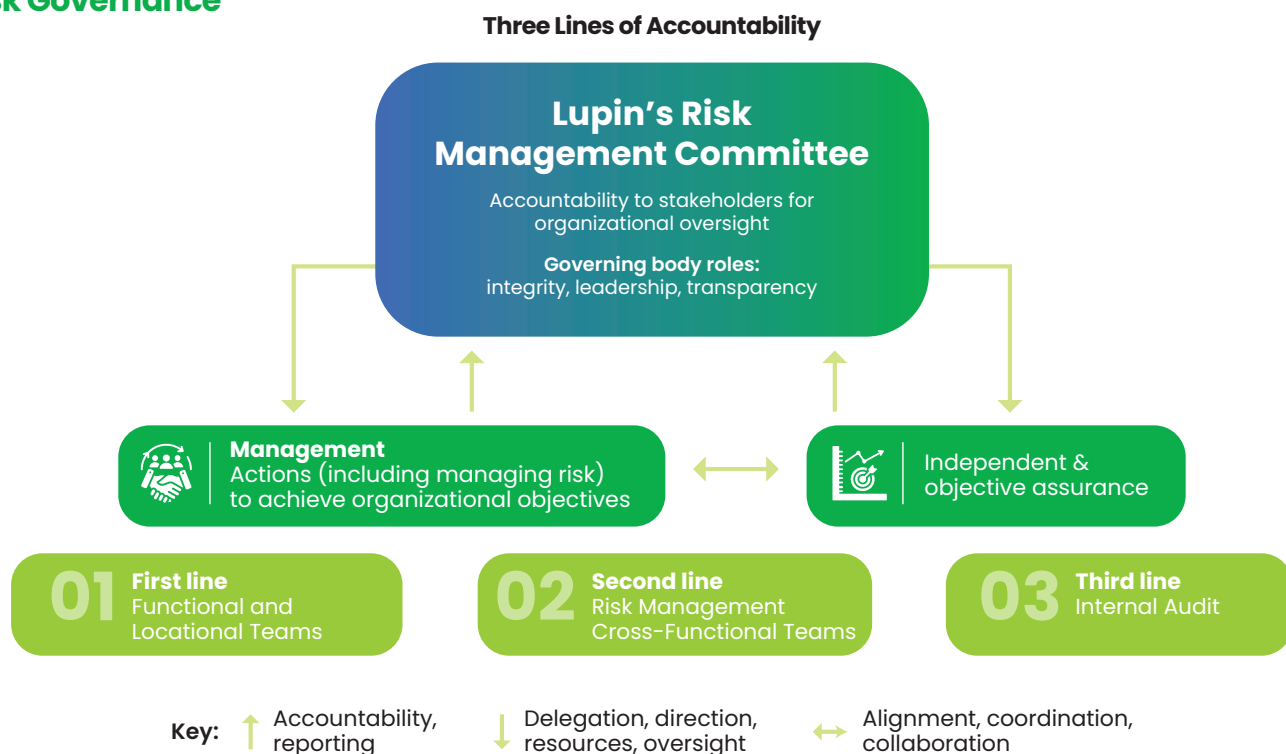
Risk Management

Navigating regulatory pathways, operational complexities, and volatile market conditions call for a robust risk management framework that straddles the entire gamut of business operations. This comprehensive framework necessitates a deep understanding of the factors that cause uncertainty across the value chain and support systems.

At Lupin, our Executive Management team anchors the tone for risk appreciation and management, resonating

across all functions and ably supported by our team members. Various metrics, data analytics and technology platforms form the backbone for the identification, quantification, and control of risks in a comprehensive manner. These factors enable sustained value creation, upholding the spirit of entrepreneurship, which forms an integral part of our ethos.

Risk Governance



Lupin employs a 'three lines of defense' system to govern and manage risks.

The Risk Management Committee, constituted by the Board, holds the ultimate responsibility for our approach to risk management and internal controls. With their extensive experience and expertise, the committee translates strategic directives into tactical guidelines for the risk management function and oversees its effective implementation. The RMC establishes our risk appetite, taking a holistic view of risks across the entire organization and considering their global impact and interdependencies. The committee convenes bi-annually to provide strategic direction and oversight on risk management activities.

Reporting to the Board Committee is the Risk Management Cross Functional Team, which comprises of

individual risk owners. This team meets as frequently as needed to review risk treatment plans, monitor changes in risk exposures, and adjust the risk appetite as required. The risk owners share their reports on risks and mitigation strategies with this team.

At the operational level, our functional and location teams support the risk owners and are responsible for day-to-day risk ownership. They ensure clear assignment of risk management responsibilities and implementation of risk treatment plans. The functional and location teams meet regularly to assess risks and review the risk treatment plans.

We maintain an independent internal audit unit tasked with advising and auditing yearly to ensure that policies are followed and processes align with the company's risk strategy and policies. This unit provides objective

assurance, safeguarding against conflicts of interest arising from other business priorities and ensuring effective risk management practices.

Biennially, the internal audit team may invite external experts for their comments on the audit process. This may

be done to benchmark our practices with global best practices. Further, to strengthen our ERM capabilities, we are set to pursue ISO 31000 Risk Management certification, thus aligning our risk governance systems with global standards.

Risk Management Framework

Our Risk Management Framework guides our approach across all our subsidiaries and partners, ensuring clarity and effectiveness, thereby safeguarding Lupin's objectives and operations.



Key elements include

- **Alignment of strategy and enterprise risk management:** The company's risk management strategy is derived from its overall business strategy. The Board of Directors plays a pivotal role in setting the risk threshold and risk appetite aligned with business expectations. The risk threshold on financial impact and likelihood frames the cornerstone for setting the risk categorization.

- **Risk Identification and Prioritization:** We conduct an extensive assessment of the business landscape, scanning the risk horizon throughout the year to identify external trends that may present opportunities or emerging risks. Additionally, risk owners monitor their business activities and internal environment to identify potential risks.

To feed into the internal risk assessment, an external double materiality exercise is undertaken once every two years, where material risks are assessed for their financial materiality and impact materiality. During this process, material Key Performance Indicators (KPIs) are identified and compared against the

company's risk taxonomy, ensuring all relevant risks are captured and addressed.

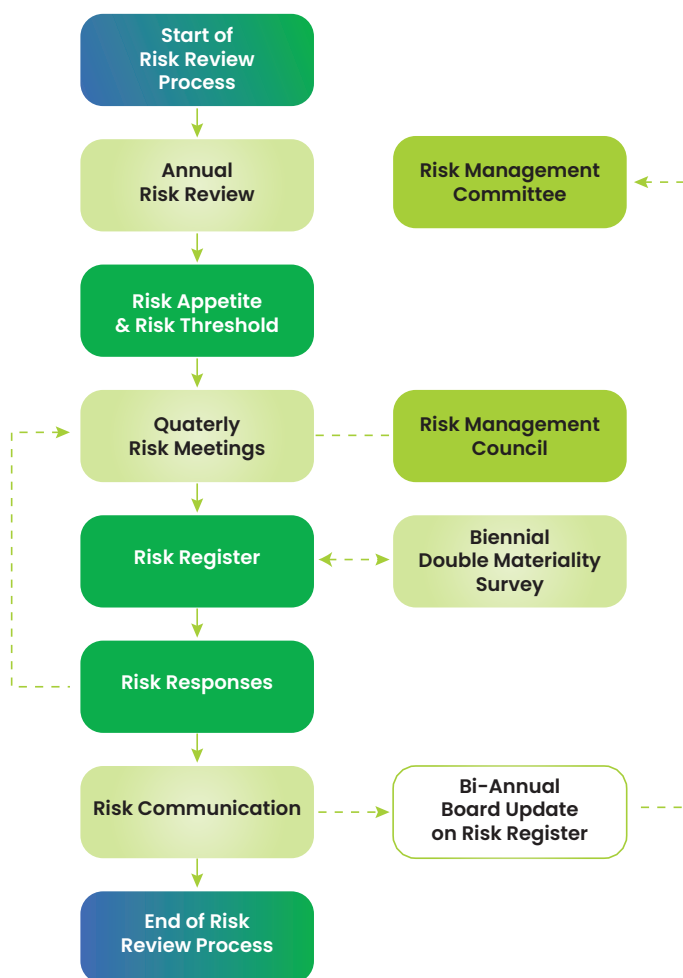
Insights from risk owners across the organization contribute to the risk prioritization process. Risk exposure is assessed once a year by considering the likelihood of occurrence and the overall impact of the identified risks. We utilize our risk appetite framework to define the likelihood and impact of the risk. By combining likelihood and impact, we determine the severity of risks, allowing us to prioritize the risks. Through this evaluation, risks are categorized as strategic, operational, emerging, and systemic.

- **Scenario Testing and Sensitivity Analysis:** We are evolving sensitivity analysis and scenario planning exercises to evaluate our readiness to respond to our strategic and operational risks. This planning will aid us in anticipating contingencies and developing effective risk mitigation strategies.
- **Oversight and Governance:** A Coordinated effort across all three lines of defence enables us to effectively identify, assess, and manage risks

while pursuing our business objectives. The Risk Management Council, with its role in overseeing the implementation of the risk management framework and management of material risks, is the key component in strengthening Lupin's risk governance and oversight mechanisms.

- **Risk Mitigation:** The respective risk owners, with the support of the site and functional teams, ensure the development and implementation of consistent risk mitigation plans. At the start of each fiscal year, the Internal Audit team conducts an internal risk review. Additionally, an independent third-party Internal Audit of the risk management process is conducted once every two years. The findings from these reviews are used to adjust and refine the company's risk treatment strategies as needed.

- **Risk Communication:** Risk owners monitor risk treatment plans on a quarterly basis, and the progress and status of risk treatment are communicated to the Board committee on a bi-annual basis. This regular communication ensures that key stakeholders remain informed about the company's risk exposures and the effectiveness of risk mitigation strategies.
- **Building a strong risk culture:** We are deeply committed to integrating risk processes, procedures and employee awareness initiatives throughout the organizations to embed a strong risk culture. We foster a culture of personal responsibility to understand and manage risks. This robust culture, built on our commitment, helps us fulfill our purpose and meet stakeholder expectations.



Risk Management Committee Education

- Need based education and training specific to risk management for the Board of Directors and Risk Management Committee (including Non-Executive Directors)
- Deepens understanding of the company's risk profile
- Empowers decision making to mitigate potential risks

Employee Training

- Multiple trainings are conducted annually to raise awareness about different risks
- Skill upgradation training sessions are conducted based on training needs identified by the risk response teams
- Interactive sessions for corporate offices and manufacturing sites are held with our risk experts

Recognition and Reward System

- Our leadership encourages employees to identify and report potential risk expressions such as near miss incidents, market dynamics, statutory and regulatory changes
- We have an extensive reward system for employees and contractors, such as EHSAAS Awards and Spirit of Lupin Awards

Reporting Mechanisms

- Employees can report risks to their leadership or via Ombudsperson
- Office of Ombudsperson ensures responsive and professional handling of reports

Risk Criteria in Product / Service Development

- Manufacturing facilities conduct risk management for all activities following Standard Operating Procedures (SOPs) referencing Engineering Controls and Personal Protective Equipment (PPE) usage
- SOPs are prepared based on risks using Hazard Identification and Risk Assessment (HIRA) methodology and aspect impact to control adverse environmental effects
- Rigorous regulatory audits by entities such as the U.S. FDA and UK MHRA necessitate preparedness
- Unique training methods such as the Audit Readiness film simulate real-life audit situations, ensuring employees interact positively and confidently with auditors

Our Risk Categorization

The risks in our portfolio are evaluated based on their likelihood and potential impact and categorized into one of the four risk categories.

Strategic Risks: These are the most critical factors affecting our ability to implement our strategy or accomplish our business objectives. As they stem from the organization's overarching strategy, business model and strategic decisions, their impact can be far-reaching and potentially undermine the company's core mission. We conduct regular risk reviews and scenario planning to manage strategic risks and establish robust mitigation measures to treat the risk. This enables us to reduce the likelihood of the risk materializing.

Operational Risks: These risks pertain to potential losses or disruptions arising from identified inadequacy in internal processes, systems, human errors, or external events. They arise from our day-to-day operations, processes, and systems that enable the organization to function effectively. Our operational risks are managed through robust internal control processes, employee training, business continuity planning, compliance mechanisms, and incident response protocols.

Emerging Risks: These risks are potential threats that are newly formed or rapidly evolving, requiring oversight and monitoring as they may develop into strategic or operational risks in the future. They may not be quantifiable, may contain a high degree of uncertainty, and their full impact on the organization may not be

immediately apparent. These risks are often driven by nascent trends, disruptive technologies, regulatory shifts, or societal changes. Depending on the priority of the risk, respective risk owners are identified for these risks, and appropriate mitigation measures are implemented.

Systemic Risks: These are evolving trends in the industry, over a longer term, that hold the potential to develop into

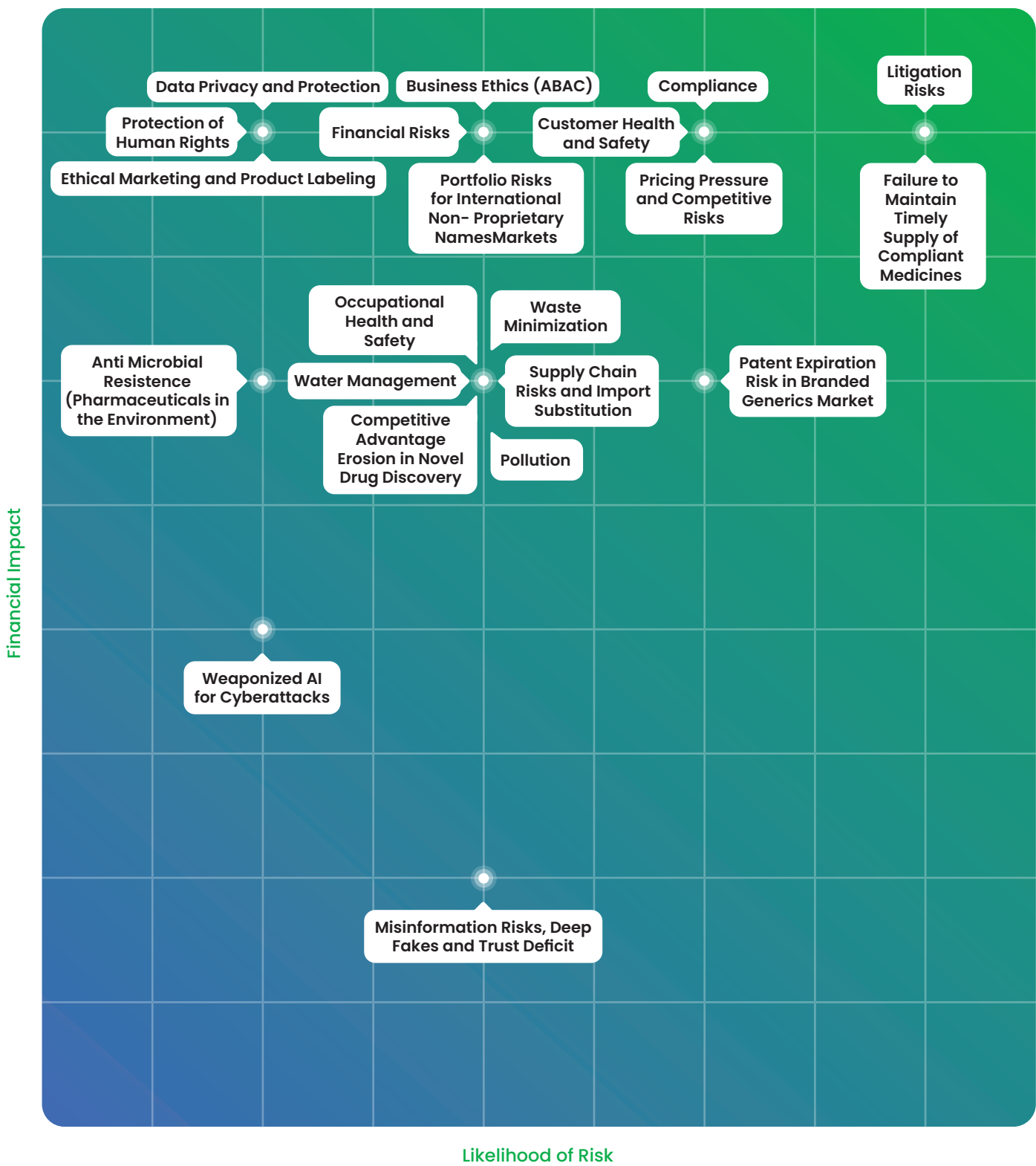
new risks. They are on the radar of the company but do not warrant an immediate risk response. However, these are assessed to see if the future consequence of the risk would be within our risk appetite and tolerances. Both emerging and systemic risks are communicated regularly and escalated appropriately to the Risk Management Committee so that they can guide decision-making.

Our 2024 Risk Register

Taxonomy	Risk	Likelihood	Impact	Trend	Category
Business	Litigation Risks	●	●	↗	Strategic
Business	Failure to Maintain Timely Supply of Compliant Medicines	●	●	↔	Strategic
Business	Pricing Pressure and Competitive Risks	●	●	↔	Strategic
Business	Compliance	●	●	↗	Strategic
Business	Customer Health and Safety	●	●	↗	Strategic
Business	Business Ethics (ABAC)	●	●	↗	Operational
Business	Portfolio Risks for International Non-Proprietary Names Markets	●	●	↔	Operational
Business	Data Privacy and Protection	●	●	↗	Operational
Business	Patent Expiration Risk in Branded Generics Market	●	●	↗	Strategic
Business	Competitive Advantage Erosion in Novel Drug Discovery	●	●	↗	Emerging
Business	Supply Chain Risks and Import Substitution	●	●	↗	Emerging
Business	Weaponized AI for Cyberattacks	●	●	↗	Systemic
Business	Misinformation Risks, Deep Fakes and Trust Deficit	●	●	↗	Systemic
ESG	Protection of Human Rights	●	●	↔	Operational
ESG	Ethical Marketing and Product Labeling	●	●	↔	Operational
ESG	Water Management	●	●	↗	Operational
ESG	Pollution	●	●	↗	Operational
ESG	Waste Minimization	●	●	↗	Operational
ESG	Anti Microbial Resistance (Pharmaceuticals in the Environment)	●	●	↗	Operational
ESG	Occupational Health and Safety	●	●	↔	Operational
Financial Risks	Financial Risks	●	●	↔	Operational

Risk Prioritization Matrix

Prioritization is an outcome of likelihood and magnitude assessment. To illustrate this, we have created a risk prioritization matrix, a heat map that highlights their significance.



Risk Responses for our Strategic and Operational Risks

Failure to Maintain Timely Supply of Compliant Medicines



Risk Description	Supply chain risks are two-fold: securing supplies of APIs and key starting materials for production and maintaining a consistent supply of final products to global customers. Delays at manufacturing sites or in logistics can disrupt the procurement of ingredients and components, as well as the distribution of finished products, leading to potential product shortages, lost sales, and reputational damage.	
Impact Materiality	Heat Map Score	Financial Materiality
-	16	● Magnitude ● Likelihood
Risk Taxonomy	Trend (for 1-3 years)	Risk Type (based on Financial Impact)
Business	Constant	Strategic
Risk Treatment	Aversion/ Reduction /Acceptance/Taking	
Risk Treatment Plan	We work with alternate API suppliers, keep reserve stocks, and use supply chain modeling to foresee disruptions to guarantee the continuous supply of API for high-value products. Building a robust global supply chain is made possible by careful investments in business intelligence solutions. We assess and onboard alternate vendors for essential APIs and intermediates to ensure a steady supply. We are proactively engaging with our customers, particularly in the U.S., so that order books can be maintained in the long term.	

Litigation Risk



Risk Description	Given the nature of our business, the company is exposed to intellectual property claims, product safety-related litigation risks, employment disputes, and legal challenges concerning income tax, excise, customs, sales/VAT tax, and other regulatory matters pertaining to our business operations. Such risks have the potential to significantly impact our financial standing, damage our brand reputation, and erode the trust of our stakeholders.	
Impact Materiality	Heat Map Score	Financial Materiality
-	16	● Magnitude ● Likelihood
Risk Taxonomy	Trend (for 1-3 years)	Risk Type (based on Financial Impact)
Business risk	Decreasing	Strategic
Risk Treatment	Aversion/Reduction/Acceptance/Taking	
Risk Treatment Plan	To reduce legal risks, we focus on intellectual property management, build strong quality standards, and conduct thorough screenings. These include patent searches, tracking expiration dates, and evaluating validity and enforceability. We maintain high-quality standards through defined policies, procedures, thorough testing, and training. We screen all contracts extensively, utilizing robust standard operating processes. All contracts are carefully drafted to protect the interests of Lupin. These efforts reduce litigation risks, prevent product liability claims, recalls, and regulatory actions, and protect our reputation and stakeholder confidence.	

Compliance Risk



Risk Description

Compliance risk can lead to delayed product approvals, penalties, and plant shutdowns. Policy regulations such as bans on certain products or combinations may also impact commercial prospects. Rigorous quality requirements across the value chain increase the chances of quality deviations and batch rejections. Non-compliance with CGMP regulations can jeopardize regulatory certifications from authorities such as the U.S. FDA, UK MHRA, Japan's PMDA, and WHO, affecting Lupin's ability to execute its pipeline and maintain its reputation.

Impact Materiality

-

Heat Map Score

12

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Business

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Strategic

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Lupin's Pharmacovigilance function ensures product safety by implementing effective monitoring systems and adhering to globally accepted cGMP and regulatory requirements. The Quality team conducts audits and follows a Global Quality Action Plan to ensure compliance and prepare for audits. We prioritize product life cycle management and timely recalls to maintain high-quality standards and resolve any adverse events.

Pricing Pressure and Competitive Risk



Risk Description

As a global pharmaceutical manufacturer, Lupin encounters substantial pricing pressures and competitive risks. The U.S. generics market is particularly challenging, with intense competition and consistently declining prices, especially in high-competition dosage forms. In the U.S. and EMEA regions, selling specialty products adds to the pricing pressure due to government initiatives to lower prescription drug costs. The consolidation of drug wholesalers and retailers and the influence of large buying groups and managed care organizations amplify these pressures by enhancing their purchasing leverage. This environment threatens Lupin's financial margins and competitive edge.

Impact Materiality

-

Heat Map Score

12

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Business

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Strategic

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Our emphasis on producing complex generics for major markets such as the U.S. has strengthened our market leadership to offer cost-effective therapies for patients. Moreover, by strategically determining prices for innovative drugs, we guarantee that our research and development investments are appropriately compensated, ultimately leading to better pricing. We have a strategic focus on operational efficiencies and cost optimization for spend reduction. Finally, we established long term with buying groups as well as active pharmaceutical ingredient (API) and essential raw material suppliers to mitigate pricing risks.

Customer Health and Safety



Risk Description

At Lupin, ensuring customer health and safety is a critical priority. The company's rigorous quality standards and compliance with cGMP regulations across its entire supply chain are essential to mitigate risks related to product safety. Any deviations in manufacturing processes or product specifications can lead to batch rejections and potential safety issues, posing significant risks to patients. Regulatory inspections by authorities such as the U.S. FDA, UK MHRA, Japan's PMDA, and WHO play a crucial role in maintaining these standards. Adverse findings can not only affect Lupin's ability to bring products to market but also damage its reputation.

Impact Materiality

-

Heat Map Score

12

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Business

Trend (for 1-3 years)



Risk Type (based on Financial impact)



Strategic

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Lupin places top priority on ensuring the safety and quality of its products, achieved through the dedicated efforts of its Pharmacovigilance function and strict quality management processes. The company's strong systems and adherence to cGMP and regulatory requirements guarantee thorough monitoring and management of product safety. Ongoing compliance at sites is assured through the implementation of a Global Quality Action Plan and regular audits. The diligent Pharmacovigilance team actively monitors adverse events associated with Lupin medications and takes necessary actions. Furthermore, prompt recalls are carried out for products that are discovered to have defects or fail to meet specifications, whether identified by regulatory authorities or through internal assessments.

Patent Expiration Risk in Branded Generics Market



Risk Description

Potential loss of market share and revenue for the company because of the patent expiry opens up the market to competition from other generic manufacturers. The risk lies in maintaining our brand value and market share in such an event.

Impact Materiality

-

Heat Map Score

9

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Business

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Strategic

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

In FY24, Lupin implemented Integrated Business Planning to identify its product portfolio in advance and mitigate risks effectively. The company manages its product portfolio efficiently and evaluates it effectively. With a strategic focus on inhalation and injectables, Lupin is making early investments to identify and plan capacities accordingly.

Financial Risk



Risk Description

Financial risk for Lupin emanates from both core operations in the ordinary course of business and incidental risks arising out of fluctuations in various interest rates and taxes. Being a business with a market reach of over 100 countries, financial risk may arise out of changing demand and prices, the nature of contracts and the competitive environment. A significant portion of our revenues are generated from exports with a definite forex risk exposure. Additionally, tax risks and compliance issues are associated with specific transactions, further contributing to Lupin's overall financial risk profile.

Impact Materiality

-

Heat Map Score

8

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Financial

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Lupin constantly evaluates and takes remediation measures to address financial risks related to the realization of business plans. Through real-time engagement of all key stakeholders, we vigilantly review the performance of our portfolio of products and services globally and adopt necessary steps to ensure planned sales, costs and margins are protected, remediated, and permanent changes are addressed and compensated where possible.

- We further address financial risks through a diversified liability profile and through strategic fundraising from domestic and international markets.
- The company optimizes debt maturity and accesses liquidity pools to reduce financing costs.
- Lupin ensures accurate recording, accounting, and payment of tax liabilities, supported by strong internal tax teams, technical intervention, and compliance checks.
- For forex risk, a comprehensive strategy is adopted involving forecasting, hedging tools, and proactive monitoring to minimize volatility.

Portfolio Risks for International Non-Proprietary Names Markets



Risk Description

Inherent challenges are associated with managing a portfolio of drug products across multiple international markets, targeting the generic markets. These markets are often highly competitive, and the success of a product depends on factors such as timely identification, selection, and development of viable molecules, as well as being among the first companies to launch or file for regulatory approvals.

Impact Materiality

-

Heat Map Score

8

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Business

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

In FY23, Lupin implemented integrated business planning into practice. This helps to define the product portfolio ahead of time, reducing the risk. Lupin keeps its product portfolio optimal, which is achieved through efficient portfolio management and assessment. Since inhalation and injectables represent a strategic area for us, we have been making early investments to determine and schedule capacities appropriately.

Data Privacy and Protection		
		
Risk Description	- Information protection risks have become more critical due to the shift to remote work driven by the COVID-19 pandemic. The increased reliance on digital communication and data sharing has heightened the company's exposure to cyber threats. An attack on Lupin's IT systems or failure to comply with data privacy laws can lead to the loss of vital business intelligence, financial setbacks, and reputational damage. - Emerging challenges for data protection and cybersecurity include: - Complexity of the Digital Ecosystem: The interconnected nature of modern cyberspace, with continuously evolving data elements and integration across platforms, creates a complex environment that is difficult to manage and secure. - Sophistication and Evolution of Cyber Threats: Cyber attackers are getting more sophisticated, leveraging advanced techniques to exploit the larger digital footprints left by remote workforces. - Mobile and IoT Vulnerabilities: The proliferation of mobile devices and IoT technologies introduces new vulnerabilities. Communications and transactions on these platforms are closely tied to individual users, increasing the risk of personal data breaches. - Regulatory Compliance: Adhering to global data privacy laws, such as GDPR and CCPA, is crucial. Non-compliance can result in severe penalties and loss of customer trust. - Social Engineering Attacks: Cyber threats are increasingly targeting human vulnerabilities through social engineering tactics, making it essential to educate and train employees on recognizing and responding to such threats.	
Impact Materiality	Heat Map Score	Financial Materiality
-	4	Magnitude Likelihood
Risk Taxonomy	Trend (for 1-3 years)	Risk Type (based on Financial Impact)
 Business		 Operational
Risk Treatment	Aversion/ Reduction /Acceptance/Taking	
Risk Treatment Plan	All our locations have achieved the ISO 27001:2013 certification, demonstrating a robust information security management system. To stay ahead of evolving regulations, we are planning to upgrade to the latest ISO 27001:2022 standard, ensuring continued compliance with data privacy requirements. We implemented Zero Trust Architecture across the organization. This grants secure access to applications only to authorized users, regardless of their location, safeguarding our data even in remote work environments. Our Security Operations Center diligently monitors security threats and vulnerabilities, enabling us to proactively address them and minimize risks.	

Business Ethics



Risk Description

The pharmaceutical industry faces unique ethical dilemmas that sets it apart from other sectors. The evolving global regulatory environment has led to increased scrutiny and heightened stakeholder expectations. Ethical issues in this industry include product pricing and affordability, counterfeit drugs, transparent disclosures, marketing and advertising practices, and the ethical conduct of employees regarding corruption and bribery. Ensuring fair dealings with all stakeholders is also crucial. Any damage to Lupin's reputation can severely compromise its ability to execute core business operations. Therefore, maintaining high ethical standards is essential for upholding trust and integrity in the global pharmaceutical market.

Impact Materiality

-

Heat Map Score

8

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



Business

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Lupin has implemented policies to safeguard against ethical risks and encourages an integrity-focused culture. These consist of a global Code of Conduct and a strong system to report concerns in confidence to whistleblowers. The required yearly e-training promotes responsible behavior and reduces ethical risks by further ingraining the Code of Conduct throughout the company.

In addition, employees receive training on compliance regulations and ethical marketing practices, and regulatory changes are tracked to safeguard compliance. The organization has established policies pertaining to environmental sustainability, biodiversity, and human rights. It also highlights the ethical responsibilities that go beyond conducting business as usual.

Protection of Human Rights



Risk Description

Without proper safeguards for employee human rights protections, the company will lose its reputation and credibility in the market and see a drastic drop in revenues.

Impact Materiality

2.33

Heat Map Score

4

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

We have established site-level Human Rights Core Committees led by the respective site heads. All our staff and third parties are encouraged to uphold Lupin's values and follow our human rights standards as outlined in our Human Rights Policy and Third-party Code of Conduct. Comprehensive Human Rights Audits are conducted across all sites in India. Periodic human rights awareness sessions are organized to build an understanding and respect for human rights within our workforce.

Water Management



Risk Description

While water shortages can disrupt our operations and affect supply chains, poor water quality affects the quality of medicines we manufacture. Any deterioration of local water quality caused by our operations would subject the company to public and regulatory scrutiny. Continued water withdrawal in high water-risk regions increases the company's operational costs, affects social trust, and can impact manufacturing capabilities, ultimately resulting in revenue loss.

Impact Materiality

2.67

Heat Map Score

6

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

- Dedicated water stewardship efforts and assessment of water footprint.
- Engagement in watershed development initiatives through Lupin Human Welfare and Research Foundation.
- We are committed to responsible wastewater management through the establishment of wastewater recycling and necessary AMR Controls. 6 of our manufacturing plants are Zero Liquid discharge plants.
- Particularly in areas of high-water stress, our focus extends to maximizing the use of recycled water treated at our effluent treatment plants and reverse osmosis facilities.
- We launched Water Saving League-2023 which was a gamified initiative under 'Mission Jal Shakti' to optimize water usage at our Pithampur facility.
- We are 400% water-positive (replenishment is four times our consumption).

Pollution



Risk Description

Pharmaceutical production processes can lead to significant environmental pollution. Air emissions such as volatile organic compounds (VOCs), sulphur oxides (SOx), nitrogen oxides (NOx), particulate matter, and GHG emissions are released during solvent handling, chemical reactions, and boiler operations. Water, air, and soil pollution from our activities can negatively impact direct operations, workforce health, local communities, and ecosystems. Proper management of these pollutants is crucial to mitigate supply issues, health risks, and ecosystem damage.

Impact Materiality

2

Heat Map Score

6

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Compliance with regulations to protect the health of the workforce and environment. Ensuring sustainable operations and biodiversity preservation.

We are commissioning biomass briquette boilers and installing bag filters and electrostatic precipitators at multiple locations for energy optimization and reduction of particulate matters in flue gas.

We have also undertaken various initiatives to reduce GHG emissions from our operations, including procurement of renewable energy and switching to cleaner use of fuels.

We have installed advanced chillers and condensers in our manufacturing plants to improve the effectiveness of condensate recovery and further reduce utility costs.

Occupational Health and Safety



Risk Description

Providing a safe work environment increases employee satisfaction and ensures that they can achieve their highest potential. Ineffective management of health and safety practices can lead to a high number of safety-related incidents. An unsafe workplace can cause distress and could potentially result in reputational and revenue loss for the organization.

Impact Materiality

2.33

Heat Map Score

6

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

All our sites are ISO18001 certified and have management systems to avoid unsafe incidents. Regular training is provided to all site teams to mitigate unsafe acts and report on unsafe incidents. Employees are encouraged to report on near misses and potential near misses to avoid any future incidents. Industrial hygiene and personnel safety standards are maintained as per global best practices to keep the workplace safe.

Our record states that our incident rate and accident rate are reducing YoY in line with our commitment towards the same.

Waste Minimization



Risk Description

Our waste streams include hazardous waste, non-hazardous waste, e-waste, biomedical waste, and others. This typically consists of spent solvents, shelf-life expired products, packaging waste, plastic among others. Directing more waste to landfills and incinerators will increase the company's contribution to air pollution and GHG emissions, along with underground water eutrophication. Improper waste management can lead to material wastage, fines and compliance penalties.

Impact Materiality

1.67

Heat Map Score

6

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

- The 3R principle of 'Reduce, Reuse and Recycle' is the mantra of our waste management practices
- Our waste streams, which include hazardous waste, non-hazardous waste, e-waste, biomedical waste, and others, are inventoried periodically and are sent to third parties for recycling/disposal in compliance with applicable government regulations
- We consistently repurpose majority of our disposed waste as an alternative raw material or fuel for co-processing, aligning with our commitment to sustainable waste management practices.
- The spent solvents produced in the process of manufacturing Active Pharmaceutical Ingredients (APIs) are either reused on-site or sent to certified disposal facilities or recyclers.
- Post-consumer plastic recycling is done to fulfill 100% of our EPR target.

Ethical Marketing and Product Labeling



Risk Description

Miscommunicating drug uses or prescriptions, along with any incorrect labeling, can cause serious harm to patients' health and safety, which presents reputational risks alongside risks related to loss in revenues.

Impact Materiality

3.33

Heat Map Score

4

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

Lupin's Code of Conduct guides our employee behavior in all customer interactions and professional activities. Furthermore, our SOP training with over 30,000 courses enables our field staff to present our products and their therapeutic areas accurately. We, also, train our field in ethical marketing practices and applicable compliance regulations.

All our labels are made to be compliant to applicable regulatory standards. All products of Lupin have the usage/directions mentioned on leaflets/packaging, with information on intended usage and potential hazards.

Anti-Microbial Resistance (Pharmaceuticals in the Environment)



Risk Description

AMR can lead to higher mortality rates as infections that were once treatable become resistant to antibiotics, making them harder to cure, resulting in prolonged illnesses and increased complications. Resistant bacteria can spread within communities and healthcare settings, leading to outbreaks that are difficult to control.

Inaction from Lupin as a pharma company towards AMR stewardship can lead to loss of reputation, leading to loss in customer loyalty and customers.

Impact Materiality

3.33

Heat Map Score

3

Financial Materiality

● Magnitude ● Likelihood

Risk Taxonomy



ESG

Trend (for 1-3 years)



Risk Type (based on Financial Impact)



Operational

Risk Treatment

Aversion/**Reduction**/Acceptance/Taking

Risk Treatment Plan

We actively assess the ecological impact of the Active Pharmaceutical Ingredients (APIs) used in the manufacturing processes, discharge into water bodies, potential bioaccumulation in ecosystems, and overall toxicity to organisms. We frequently analyze the Anti-Microbial content in the treated water discharges and ensure that the PNEC values of those AMRs are below the quantification limit. 6 of our manufacturing units are zero liquid discharge plants, wherein the treated effluent is recycled in the utilities, and there is no discharge outside the premises. Additionally, we have undertaken lifecycle assessments of top-10 revenue-generating products across the value chain to understand the cumulative environmental impact based on the cradle-to-gate approach. The lifecycle assessments will help us to assess opportunities to reduce the ecological footprint.

Furthermore, as part of our training on ethical marketing, we train our field staff and conduct sessions with our HCPs on optimum usage of our products.

● High ● Medium ● Low ● Very Low

↗ Increasing ↘ Decreasing ↔ Constant

Emerging Risks

Competitive Advantage Erosion in Drug Discovery due to AI

The traditional pharmaceutical industry is facing disruption from AI powered drug discovery startups, which are accelerating the drug discovery process, and potentially eroding the advantages of established players. AI brings more efficiency in today's high costs and slow processes and holds the potential to identify new drugs that go beyond traditional methods. As per a report by Markets & Markets published in November 2023, the integration of AI and machine learning in drug discovery is expected to grow significantly, with a compound annual growth rate (CAGR) of 40.2% from 2023 to 2028. Lupin faces the risk of being outpaced by digitally agile competitors, and our advantage in NDD could be threatened by the emergence of AI-enabled startups that offer newer medications and therapies.

Mitigation action: Lupin is investing in technology enabled solutions such as AI and ML, with a potential to disrupt the market.

Supply Chain Disruptions due to Geopolitical and Transition Risk

Our supply chain is always exposed to interruptions in raw material inputs due to factors such as geopolitical risks, physical climate risks and transition risk against import from a specific region. Moreover, international sanctions and trade policies can also cause issues with raw material availability, while conflict ridden trade routes may potentially affect our logistics time.

Mitigation Action: Import substitution strategies can be effective in mitigating the above mentioned supply chain disruptions but require careful consideration of potential risks in sourcing regions. Lupin has an import substitution strategy as part of its broader strategy to de-risk the

company's supply chain, which could be impacted by geopolitical tensions and potential war zones in sourcing regions, particularly in regions such as the Middle East and Eastern Europe. Our Global Sourcing and Contract Manufacturing team engages with suppliers worldwide. However, the emphasis is on collaborating and developing domestic manufacturers to reduce import dependency and contribute to the local economy. We have a cross functional team comprising experts from the Research and Development, Quality Assurance, GSCM, and Regulatory Affairs departments, who collaborate closely with suppliers working on import substitution.

Systemic risks

Misinformation Risks, Deep Fakes and Trust Deficit

The World Economic Forum's 'The Global Risks Report 2023' ranks 'Misinformation' as the 5th most severe global risk over the long term.

As the internet evolves, pharmaceutical companies like Lupin are becoming more susceptible to misinformation campaigns that can spread unreliable evidence on any of the products affecting the public's trust in the brand and the industry at large. With the potential to develop hostility toward the brand, deep fakes and AI-generated content are a novel threat to our credibility and business. It poses higher stakes and more harmful risks due to its capacity to create believable content at scale and at speed, which makes it challenging for us to counter.

Weaponized AI for Cyberattacks

Pharmaceutical companies have experienced an uptick in cyber attacks over the last few years due to valuable data and intellectual property held by these organizations. According to the Journal of the American Medical Association, the frequency of cyberattacks on U.S. hospitals and health systems more than doubled from 2016 to 2021. Another example closer to home is the recent 2023 ransomware attack on one of India's largest drug manufacturers, drawing attention to the industry's vulnerability to data breaches and cyber threats. Cyber criminals are increasingly leveraging AI techniques to enhance the effectiveness of their attacks, making them more difficult to detect and defend against. Generative AI tools can be used to create counterfeit medical records, produce sophisticated phishing emails, create malware, and even manipulate diagnostic imaging results from X-rays and MRIs for ransomware. In diagnostic businesses like Lupin's, medical imagery like MRI and CT scan results are typically stored on a central system and retrieved when required, making them susceptible to weaponized AI attacks without adequate measures to fend them off. AI systems could also be used to analyze and reverse-engineer our proprietary drug formulations, manufacturing processes, or research data, leading to IP infringement and potential legal battles.



ESG Databook

Fines/Settlements/Complaints			
Category	Unit	FY24	FY23
Fines related to Anti-competitive practices	INR Mn	0	0
Settlements related to Anti-competitive practices	INR Mn	0	0
Confirmed cases of Corruption and Bribery	No.	0	0
Current involvement in any ongoing corruption and bribery cases	No.	0	None
Number of incidents of discrimination and harassment	No.	4	2
Number of incidents of Conflicts of Interest	No.	0	0
Number of incidents of Money Laundering or Insider trading	No.	0	0
Number of complaints related to Child Labour/Forced Labour/Involuntary Labour	No.	0	0
Upheld regulatory complaints concerning marketing and selling practices	No.	0	0
Upheld self-regulatory complaints concerning marketing and selling practices	No.	0	0
Class I product recalls	No.	1	0
Class II product recalls	No.	6	7
Class III product recalls	No.	1	
U.S. FDA inspections	No.	9	9
Form 483's	No.	2	7
Total Number of Observations	No.	3	55
U.S. FDA Warning Letters (or equivalent)	No.	1	1
Total number of clients, customers and employees affected by the breaches	No.	0	0
Complaints concerning breaches of customer privacy and losses of customer data	No.	0	0
Total number of information security breaches	No.	0	0

No environmental violation in the past 3 years.

Zero penalties/legal actions from any bodies from the past 3 years.

Board Committees in FY24	Number of Meetings	Attendance %
Audit Committee	5	100%
Risk Management	2	100%
Corporate Social Responsibility	1	100%
Stakeholders' Relationship	2	100%
Nomination and Remuneration	2	100%

Intellectual Capital

Intellectual Property and Patents					
FY24	NDDD	Formulation	API	Biotech	Total
Total Patents Filed	34	32	2	5	73
Total Patents Granted	89	18	1	2	110

As on 31-Mar-2024	NDDD	Formulation	API	Biotech	Total
Total Patents Applications	450	323	50	43	866
Total Patents Granted	209	191	8	32	440

Intellectual Property and Patents				
Type of Filing (Number of dossiers)	Filing FY24	Approval FY24	Cumulative Filings	Cumulative Approvals
NDA	0	1	11	11
ANDA	6	41	431	314
ANDSs [Canada]	6	1	20	13
MAAs – Europe	1	2	51	42
MAAs – AU / NZ	4	4	54	49
MAAs – GIB	6	1	25	16
MAAs – Brazil	0	1	7	6
MAAs – South Africa	6	10	51	39
MAAs – Mexico	0	1	11	1
MAAs – Philippines	4	1	22	15
MAAs – China	0	0	1	0
Total	33	63	684	506

Total Product Portfolio	1,211
Total Research Centers	7
R&D Team Headcount	1,400+

Energy Consumption

Energy from Renewable Sources		India		Global	
Indicator	Unit	FY24	FY23	FY24	FY23
Solar-captive	GJ	17,901	9,141	17,901	9,141
Wind-grid	GJ	62,413	30,727	62,413	30,727
Hybrid	GJ	66,416	0	66,416	0
Steam Generation (Agrowaste)	GJ	487,713	109,049	487,713	109,049

Energy from Non-Renewable Sources		India		Global	
Indicator	Unit	FY24	FY23	FY24	FY23
Diesel	GJ	62,373	96,823	62,971	97,091
Furnace Oil	GJ	232,703	398,3312	232,703	398,332
Natural Gas	GJ	334,579	356,295	342,566	356,593
LPG	GJ	0	0	1,729	1,921
LSHS	GJ	123,486	27,397	123,486	27,397
Steam Purchased	GJ	192,367	358,486	192,367	358,486
Grid Electricity Purchase	GJ	1,184,496	1,267,950	1,252,542	1,343,949

Energy Mix		India		Global	
Indicator	Unit	FY24	FY23	FY24	FY23
Renewable Sources	GJ	634,443	146,674	634,443	146,674
Non-Renewable Sources	GJ	2,130,003	2,505,284	2,208,364	2,583,769
Total	GJ	2,764,446	2,651,958	2,842,807	2,730,443

Emissions Avoided

India			
Renewable Energy Source	Unit	FY24	FY23
Solar Captive	MTCO ₂ e	3,560	1,803
Wind Power	MTCO ₂ e	12,413	6,060
Hybrid	MTCO ₂ e	13,209	
Total	MTCO₂e	29,183	7,863

Total GHG Emissions (Scope 1 & 2)

		India		Global	
Indicator Unit	Unit	FY24	FY23	FY24	FY23
Scope 1 emissions (from energy use in own operations)	MTCO ₂ e	61,474	86,910	62,142	87,068
Scope 2 emissions (from purchased energy sources)	MTCO ₂ e	263,905	323,845	277,438	340,945
Scope 1+2	MTCO ₂ e	325,379	410,755	339,581	428,013
Emission Intensity for Scope 1, 2	MTCO ₂ e/Mn revenue	1.63	2.47	1.70	2.6
YoY Change (Scope 1+2)	%	21%		21%	

Total GHG Emissions (Scope 3)

Global			
Scope 3 (MTCO ₂ e)	Unit	FY24	FY23
Category 1: Purchase goods and services	MTCO ₂ e	723,544	657,535
Category 2: Capital Goods	MTCO ₂ e	13,363	17,160
Category 3: Fuel and Energy	MTCO ₂ e	79,785	82,924
Category 5: Waste Generated and Disposed	MTCO ₂ e	125	121
Category 4: Downstream Transport	MTCO ₂ e	75,700	89,601
Category 6: Business Travel	MTCO ₂ e	7,349	5,996
Category 7: Employee Commute	MTCO ₂ e	1,654	1,599
Scope 3 emissions	MTCO ₂ e	901,520	854,936
Emission Intensity for Scope 3	MTCO ₂ e/Mn revenue	4.51	5.14

Global				
Source	Unit	FY24	FY23	Change
Steam Generated	MTCO ₂ e	11,574	10,713	8%
Steam Purchased	MTCO ₂ e	0	0	0
Total	MTCO₂e	11,574	10,713	8%

Biogenic Emissions

Global					
Source	Unit	FY24	FY23	FY24	FY23
Steam Generated	MTCO ₂ e	48,920	10,938	48,920	10,938
Steam Purchased	MTCO ₂ e	0	0	0	0
Total	MTCO₂e	48,920	10,938	48,920	10,938

Water Withdrawal, Consumption and Discharge

Total water qty	Units	FY 2023-24			FY 2022-23		
		India	Overseas	Global	India	Overseas	Global
Ground water	KL	149,551	28,012	177,563	161,832	30,511	192,343
Municipal Supply, etc	KL	93,465	0	93,465	92,252	0	92,252
	KL	1,243,266	44,757	1,288,023	1,178,659	21,154	1,199,813
Surface Water	KL	135,186		135,186	135,146		135,146
Fresh Water	KL	1,621,468	72,769	1,694,237	1,567,890	51,665	1,619,555
Rain Water	KL	17,583	0	17,583	11,490	0	11,490
AHU Condensate	KL	3,186	0	3,186	4,078	0	4,078
Others	KL	20,769	0	20,769	15,568	0	15,568
Recycled Water (CETP)	KL	24,410	0	24,410	4,217	0	4,217
Recycled Water Consumption	KL	710,664	0	710,664	661,753	0	661,753
Recycled Water Disposed to CETP	KL	24,410	0	24,410	4,217	0	4,217
Total Recycled Water Consumption	KL	686,254	0	686,254	657,536	0	657,536
Total Water Consumption	KL	2,328,491	72,769	2,401,260	2,240,995	51,665	2,292,660
Total water Consumption (GRI)	KL	1,584,942	61,366	1,646,307	1,551,013	51,665	1,602,678

Wastewater Generation	KL	1,000,713	11,403	1,012,116	968,704	NA	968,704
Waste Water Disposed to CETP	KL	12,116	11,403	23,519	12,660	NA	12,660
Water Discharge to CETP	KL	36,526	11,403	47,929	16,877	0	16,877

	India		Global	
Global Water Withdrawal from sources	FY24 (in KL)	FY23 (in KL)	FY24 (in KL)	FY23 (in KL)
Ground Water (Borewell)	149,551	161,832	177,563	192,343
Third Party Water (Municipal Supply, etc.)	1,336,731	1,270,912	1,381,488	1,294,733
Surface Water (River)	135,294	135,146	135,294	135,146

Parameters	Unit	India		Mode of Disposal
		FY24	FY23	
Plastic Waste	MT	2,803	1,956	Authorized Recycler (EPR)
E-Waste	MT	37	30	Authorized Recycler
Bio-medical	MT	80	86	Incineration to Common Bio-medical treatment facility
Construction and demolition waste	MT	2,753	Not monitored	Landfilled to offsite
Battery Waste	MT	38	Not mentioned	Buyback/Dealer
Incineration Hazardous waste and co-processing/ pre-processing	MT	8,199	6,850	TSD/Co-processing to Cement Industry
Hazardous waste sent for Co-processing/Pre-processing	MT	7,332	4,163	Co-processing to Cement Industry
Hazardous waste sent for Landfilling	MT	12,169	9,651	Landfilled to TSD/
Spent calcium sulphate - (Chemical gypsum) - Cement industry	MT	4,471	4,458	Cement industry
Used oil, spent solvent, spent catalyst	MT	7,211	6,490	Authorized Recycler
Plastic liners, drum, containers	MT	918	725	Authorized Recycler
Total other Hazardous waste	MT	32,968	28,167	
Non-hazardous waste Generated and disposal				
Canteen waste and Mycellia waste	MT	4,806	5,713	Mycellia- Composting (Offsite) and Canteen waste On site composting/Handdover to Municipal/Piggaries/ Cattle feed
Agrowaste Boiler Ash	MT	5,395	1,265	Bricks Manufacturere/Landfilled (offsite)
Total Other Non Hazardous Waste	MT	10,201	6,978	
Total waste generated	MT	43,169	35,145	

Parameters	Unit	Global		Mode of Disposal
		FY24	FY23	
Plastic Waste	MT	2,888	1,956	Authorized Recycler (EPR)
E-Waste	MT	39	30	Authorized Recycler
Bio-medical	MT	90	86	Incineration to Common Bio-medical treatment facility
Construction and demolition waste	MT	2,777	Not monitored	Landfilled to offsite
Battery Waste	MT	38	Not monitored	Buyback/Dealer
Incineration Hazardous waste and co-processing pre-processing	MT	8,516	7,009	TSD/Co-processing to Cement Industry
Hazardous waste sent for Co-processing/Pre-processing	MT	7,334	4,178	Co-processing to Cement Industry
Hazardous waste sent for Landfilling	MT	12,169	9,651	Landfilled to TSD/
Spent calcium sulphate -(Chemical gypsum)- Cement industry	MT	4,471	4,452	Cement industry
Used oil, spent solvent, spent catalyst	MT	7,212	6,490	Authorized Recycler
Plastic liners, drum, containers	MT	918	725	Authorized Recycler
Total other Hazardous waste	MT	33,286	28,326	
Non-hazardous waste Generated and disposal				
Canteen waste and Mycellia waste	MT	4,842	5,717	Mycellia- Composting (Offsite) and Canteen waste On site composting/Handover to Municipal/Piggaries/Cattle feed
Agrowaste Boiler Ash	MT	5,395	1,265	Bricks Manufacturere/Landfilled (offsite)
Total Other Non Hazardous Waste	MT	10,237	6,982	
Total waste generated	MT	43,523	35,309	

Global					
Category	Unit	FY24	FY23	FY22	FY21
Recycling/Recovery/Utilisation	MT	12,600	11,679	14,724	14,862
Waste Landfilled	MT	12,169	9,651	12,940	17,397
Incineration and pre-processing and co-processing in cement plants	MT	8,516	6,838	6,954	8,653
Total Hazardous waste disposed	MT	33,286	28,168	34,618	40,912
Waste incinerated without energy recovery	MT	867	2,687	3,854	3,735

Social Performance

Employee Information

Global Workforce

Category	Male	Female	Total
Total Employees (Permanent)	19,030	1,759	20,789
Total Employees (Other than Permanent)	257	220	477
Total Employees	19,287	1,979	21,266
Total Workers (Permanent)	1,051	28	1,079
Total Workers (Other than Permanent)	242	58	300
Total Workers	1,293	86	1,379
Totals	20,580	2,065	22,645
Percentage	91%	9%	

Lupin India (Age, Gender, Level)

Category	<30 years		30-50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	7,124	533	10,902	630	426	38	19,653
Senior Management	0	0	109	17	104	3	233
Middle Management	160	57	3,421	221	155	20	4,034
Junior Management	6,964	476	7,372	392	167	15	15,386
Employees (Other than Permanent)	9	26	236	171	0	0	442
Workers (Permanent)	146	2	661	1	240	9	1,059
Workers (Other than Permanent)	217	38	24	16	0	0	295
Total Workers	363	40	685	17	240	9	1,354

Our Global Workforce (ROW) in 2024

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	69	77	228	268	59	73	774
Employees (Other than Permanent)	2	13	4	5	6	5	35
Workers (Permanent)	2	4	2	11	0	1	20
Workers (Other than Permanent)	1	2	0	2	0	0	5

Our Global Workforce (North America) in 2024

Category	Male	Female
Employee (Permanent)	222	140

Gender representation across Employee Groups in FY24 – India

Category	Total Number of Employees	% Women
Permanent Employees	784	18
Employees (Interns, Trainees/Apprentices, Part-time Employees, etc.)	49	24
Workers (Permanent)	0	0
Workers (Other than Permanent)	0	0

Gender representation across Employee Groups in FY24 – ROW

Category	Total Number of Employees	% Women
Permanent Employees	861	59
Employees (Interns, Trainees/Apprentices, Part-time Employees, etc.)	43	54
Workers (Permanent)	20	22
Workers (Other than Permanent)	5	11

Gender representation across Employee Groups in FY24 – USA (North America)

Category	Total Number of Employees	% Women
Permanent Employees	362	39
Employees (Interns, Trainees/Apprentices, Part-time Employees, etc.)	24	46
Workers (Permanent)	0	0
Workers (Other than Permanent)	0	0

FY24 Women workforce across different positions - India

Category	FY24
Share of women in junior management positions	39%
Share of women in STEM-related positions	3%
Share of women in management positions in revenue generating functions (such as sales or that contribute directly to the output of products or services)	9%
Share of women in management level positions	8%
Share of women in top management positions	0%

FY24 Women workforce across different positions - ROW

Category	FY24
Share of women in junior management positions	14%
Share of women in STEM-related positions	31%
Share of women in management positions in revenue generating functions (such as sales or that contribute directly to the output of products or services)	20%
Share of women in management level positions	23%
Share of women in top management positions	1%

FY24 Women workforce across different positions - USA (North America)

Category	FY24
Share of women in junior management positions	45%
Share of women in STEM-related positions	37%
Share of women in management positions in revenue generating functions (such as sales or that contribute directly to the output of products or services)	32%
Share of women in management level positions	26%
Share of women in top management positions	25%

Gender Pay Gap - Mean and Median Pay Gap (India) - LL

Category	Women	Men
Mean (INR)	1,141,669	894,127
Median (INR)	652,688	578,174

Gender Pay Break Up in FY24 (India) - Lupin Limited

Level	No. of Women	No. of Men	Average Female Salary	Average Male Salary
Executive level (base salary)	21	193	7,272,836	10,127,621
Executive level (base salary + other cash incentives)	21	193	8,143,530	11,458,111
Management level (base salary only)	248	1,908	2,063,817	2,120,855
Management level (base salary + other cash incentives)	248	1,908	2,105,882	2,220,621
Non-management level (base salary only)	716	15,165	620,369	557,425
Share of women in total workforce	18%			

New Employee Hires (ROW) – FY24

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	36	43	55	72	10	9	225
Employees (Other than Permanent) (Apprentices, Trainees, Interns, Part-timers)	14	11	2	5	5	3	40
Workers (Permanent)	15	17	10	12	0	0	54
Workers (Other than Permanent)	1	2	0	1	0	0	4

New Employee Hires (India) – FY24

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employees (Permanent)	3,383	254	1,096	104	15	1	4,853
Senior Management	0	0	13	5	6	0	24
Middle Management	60	33	369	32	5	1	500
Junior Management	3,323	221	714	67	4	0	4,329
Employees (Other than Permanent) (Apprentices, Trainees, Interns, Part-timers)	13	28	3	10	0	0	54
Workers (Permanent)	32	0	15	0	0	0	47
Workers (Other than Permanent)	264	43	4	0	0	0	311

New Employee Hires (North America) – FY24

Category	Women	Men
Employee Permanent	64	50

Hiring Cost

Category	FY24	FY23	FY22	FY21
Total number of new employee hires	5,192	4,099	4,625	NA
Percentage of open positions filled by internal candidates (internal hires)	1223	39	19.2	NA
Average hiring cost/FTE	15,970	56,531	14,400	NA

Employee Turnover**New Employee Hires – FY24– India**

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	1,822	141	1,391	110	46	4	3,514
Employees (Other than Permanent) (Apprentices, Trainees, Interns, Part-timers)	4	12	1	4	0	1	22
Workers (Permanent)	27	0	20	0	37	1	85
Workers (Other than Permanent)	244	24	4	1	0	0	273

Total Employees Separated (Voluntary) FY24

Category	<30 years		30-50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	1,821	141	1,390	110	46	4	3,512
Employees (Other than Permanent such as interns, trainees / apprentices, part time employees, etc)	4	12	1	4	0	1	22
Workers (Permanent)	27	0	20	0	37	1	85
Workers (Other than Permanent)	244	24	4	1	0	0	273

Total Employees Separated FY24- ROW

Category	<30 years		30-50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	15	12	59	57	12	5	160
Employees (Other than Permanent such as interns, trainees/apprentices, part time employees, etc)	12	9	1	1	0	1	24
Workers (Permanent)	27	33	35	29	0	0	124
Workers (Other than Permanent)	0	1	0	0	0	0	1

Total Employees Separated (Voluntary) FY24- ROW

Category	<30 years		30-50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	6	4	33	29	3	3	78
Employees (Other than Permanent such as interns, trainees/apprentices, part time employees, etc)	0	1	1	1	1	1	5
Workers (Permanent)	1	0	5	3	0	0	9
Workers (Other than Permanent)	0	0	0	0	0	0	0

Total Employees Separated (North America) - FY24

Category	Women	Men
Employee (Permanent)	39	25
Employees (Other than Permanent such as interns, trainees/apprentices, part time employees, etc.)	10	6

Total Employees Separated (Voluntary) - FY24

Category	Women	Men
Employee (Permanent)	23	25
Employees (Other than Permanent such as interns, trainees / apprentices, part time employees, etc)	5	4

Training Hours

Training Data per Topic (India) – FY24

Level	Total Training Hours	
	Male	Female
Technical	1,166,233	69,535
Non-Technical	145,258	18,116
Prevention of Sexual Harassment	16,134	1,357
Skill-Upgradation	250	73
Total Training amount spent per FTE	25,675	
Average amount spent per FTE	6,974	

Training Data per Topic (ROW) – FY24

Level	Total Training Hours	
	Male	Female
Technical	3,616	3,463
Non-Technical	80	105
Prevention of Sexual Harassment	0	0
Skill-Upgradation	6,591	11,097
Total Training amount spent	16,400,710	
Average amount spent per FTE	488,255	

Training Data per Topic (North America) – FY24

Level	Total Training Hours	
	Male	Female
Technical	2,694	2,047
Non-Technical	827	692
Prevention of Sexual Harassment	50	43
Skill-Upgradation	130	72

Training Data Across Geographies FY24 – India

Category	2022-23	2023-24
Total hours of training	1,711,297	1,416,956
Total amount spent on training	65,309,762	132,678,981

Training Data FY24 (North America)

Category	FY24	FY23
Total hours training	9,348	6,554
Total amount spent on training (USD)	29,613,557	31,519,666

Training Data FY24 – ROW

Category	FY24	FY23
Total hours training	16,219	27,016
Total amount spent on training (INR)	28,859,219	22,854,727

Rate of Return to Employment (India) – FY24

Category	Unit	Permanent Employees		Permanent Workers	
		Male	Female	Male	Female
Employees entitled for parental leave	No.	174	121	2,694	2,047
Employees that took parental leave	No.	144	105	827	692
Employees that returned to work in the reporting period after parental leave ended	%	66	56	50	43
Rate of Return to work that took parental leave		114	71	130	72

Rate of Return to Employment – FY24 USA (North America)

Category	Unit	Permanent Employees		Permanent Workers	
		Male	Female	Male	Female
Employees entitled for parental leave	No.	236	151	0	0
Employees that took parental leave	No.	8	5	0	0
Employees that returned to work in the reporting period after parental leave ended	No.	7	5	0	0
Rate of Return to work that took parental leave	%	87.5	100	0	0

Rate of Return to Employment – FY24 – ROW

Category	Unit	Permanent Employees		Permanent Workers	
		Male	Female	Male	Female
Employees entitled for parental leave	No.	390	431	5	20
Employees that took parental leave	No.	8	14	0	1
Employees that returned to work in the reporting period after parental leave ended	No.	8	8	0	1
Rate of Return to work that took parental leave	%	100%	57%	0%	100%

Employee Wellbeing

Category	FY24	FY23	What was your target for FY24
% of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS)	80%	NA	80%
% of employees who responded to the survey	89%	NA	100%

Benefits provided to Permanent Employees and Temporary Employees

Category	FY24	
	Permanent Employees	Contractors
Life Insurance	Yes	NA
Health insurance	Yes	Yes
Accident insurance	Yes	Yes
Parental Medical Insurance	Yes	NA
Disability	Yes	NA
Paid parental leave for the primary caregiver (please enter total number of paid leave in weeks offered to the majority of your employees)	Yes - 26 Weeks	NA
Paid parental leave for the non-primary caregiver (please enter total number of paid leave in weeks offered to the majority of your employees)	Yes - 1 Week	
Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition)	No	
Bereavement leave (additional to Normal leaves allotted)	No	NA
Leave for Haj (additional to Normal leaves allotted)	No	NA
Leave for Baptism (additional to Normal leaves allotted)	No	NA
Leave for Circumcision Ceremony (additional to Normal leaves allotted)	No	NA
Retirement provision	Yes	NA
Stock ownership	Yes	NA
Transportation	Yes	NA
Housing	Yes	NA
Food allowance	No	NA
Extra paid holidays	Yes	NA
Citizenship leave	No	NA
Children Education Reimbursement	No	NA
Higher Education Policy	No	NA
Day care facilities	Yes	NA
Employee Car Scheme policies	Yes	NA

Induction	Participants in FY24
1. Udbhav – Induction Program	2,044 participants
2. Buddy Program	499 active buddies. Of these 114 are newly certified, 172 are engaged in experiential learning

Training Program	Participants in FY24
1. PoSH e-module completion rate	84% (among permanent employees), contractual staff trained = 2,350
2. Annual in person refresher	47 Committee members
3. Virtual PosH refresher workshop	23 participants
4. Ascent program	25 participants, 2 recieved PhD in FY24
5. Postgraduate Diploma in Advanced Biotechnology	4 participants
6. Advanced Program in Sales Management (APSM) for IRF	65 participants
7. Management Development Program (MDP) for IRF	23 participants
8. L.A.M.P: Lead, Accelerate, Motivate, Perform	200 senior leaders
9. D&I drive	200+ women
10. Multiple events for employees' children	135 participants
11. Diversity Councils at Lupin	5 councils (Research and Development for Pune, Biotech R&D and manufacturing division of Pune, Corporate, Manufacturing and Quality, IRF)
12. Plantation as part of Desh Bandhu Gupta Spirit of Lupin Awards	10,549 trees

Human Rights Audit

Coverage	"100% of manufacturing sites of Lupin and LMSL 17 total sites (15 of Lupin Limited sites and 2 wholly owned subsidiaries)"
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Human Capital Return on Investment

Category	FY24	FY23	FY22	FY21
a) Total Revenue	200,108	166,417	161,928	149,270
b) Total Operating Expenses	177,087	159,985	179,197	136,241
c) Total employee-related expenses (salaries + benefits)	34,946	30,872	29,893	28,259
Resulting HC ROI (a - (b-c)) / c	1.6	1.2	0.4	1.4

Our India Workforce in 2024

Lupin Limited

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	6,908	436	9,946	509	419	38	18,256
Senior Management	0	0	93	17	102	3	215
Middle Management	137	45	3,276	193	154	20	3,825
Junior Management	6,771	391	6,577	299	163	15	14,216
Employees (Other than Permanent)	0	0	232	161	0	0	393
Workers (Permanent)	146	2	556	1	240	9	954
Workers (Other than Permanent)	217	38	4	0	0	0	259
Total Workers	363	40	560	1	240	9	1213
Grand Total	19,862						

Lupin Digital health

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	26	27	69	16	1	0	139
Senior Management	0	0	7	0	1	0	8
Middle Management	23	12	55	7	0	0	97
Junior Management	3	15	7	9	0	0	34
Employees (Other than Permanent)	9	26	4	10	0	0	49
Workers (Permanent)	0	0	0	0	0	0	0
Workers (Other than Permanent)	0	0	0	0	0	0	0
Total Workers	0	0	0	0	0	0	0
Grand Total	188						

Lupin Diagnostics

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	190	70	304	75	6	0	645
Senior Management	0	0	3	0	1	0	4
Middle Management	0	0	30	20	1	0	51
Junior Management	190	70	271	55	4	0	590
Employees (Other than Permanent)	0	0	0	0	0	0	0
Workers (Permanent)	0	0	0	0	0	0	0
Workers (Other than Permanent)	0	0	0	0	0	0	0
Total Workers	0	0	0	0	0	0	0
Grand Total	645						

Lupin Manufacturing Solutions

Row Labels	Male	Female	Total
Employee (Permanent)	583	30	613
Senior Management	6	0	6
Middle Management	60	1	61
Junior Management	517	29	546
Workers (Permanent)	105	0	105
Workers (Other than Permanent)	20	16	36
Total Workers	125	16	141
Grand Total	754		

Totals Lupin India (Employees + Workers)

Lupin India	Employee (Permanent) (A)	Employees (Other than Permanent) (B)	Employees (Total) (A+B)	Workers (Permanent) (C)	Workers (Other than Permanent) (D)	Workers (Total) (C+D)	Total
Lupin Limited	18,256	393	18,649	954	259	1,213	19,862
Lupin Digital Health	139	49	188	0	0	0	188
Lupin Diagnostics	645	0	645	0	0	0	645
Lupin Manufacturing Solutions	613	0	613	105	36	141	754
Totals	19,653	442	20,095	1,059	295	1,354	21,449

Total Permanent (On Payroll)	20,712
Total - Other than Permanent	737
Grand Total (Employees + Workers)	21,449

Lupin India (Age, Gender, Level)

Category	<30 years		30–50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	7,124	533	10,902	630	426	38	19,653
Senior Management	0	0	109	17	104	3	233
Middle Management	160	57	3,421	221	155	20	4,034
Junior Management	6,964	476	7,372	392	167	15	15,386
Employees (Other than Permanent)	9	26	236	171	0	0	442
Workers (Permanent)	146	2	661	1	240	9	1,059
Workers (Other than Permanent)	217	38	24	16	0	0	295
Total Workers	363	40	685	17	240	9	1,354
Grand Total	19,862						

Total Male	19,985
Total Female	1,464
Grand Total	21,449

Category	Male	Female	Totals
Employee (Permanent)	18,452	1,201	19,653
Employees (Other than Permanent)	245	197	442
Total Employees	18,697	1,398	20,095
Percentage	93%	7%	
Workers (Permanent)	1,047	12	1,059
Workers (Other than Permanent)	241	54	295
Total Workers	1,288	66	1354
Percentage	95%	5%	
Totals	19,985	1,464	21,449
Percentage	93%	7%	

Internal (position filled by internal candidates) Hires - FY24 - India

Category	<30 years		30-50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	555	28	516	17	42	1	1,159
Senior Management	0	0	0	0	0	0	0
Middle Management	13	2	193	7	8	1	224
Junior Management	542	26	323	10	34	0	935
Employees (Other than Permanent) (Apprentices, Trainees, Interns, Part-timers)	0	0	0	0	0	0	0
Workers (Permanent)	19	0	239	0	201	0	459
Workers (Other than Permanent)	0	0	0	0	0	0	0

Internal (position filled by internal candidates) Hires - FY24 - ROW

Category	<30 years		30-50 years		>50 years		Total
	Male	Female	Male	Female	Male	Female	
Employee (Permanent)	2	8	8	2	0	0	20
Employees (Other than Permanent) (Apprentices, Trainees, Interns, Part-timers)	0	1	0	0	0	0	1
Workers (Permanent)	0	0	0	0	0	0	0
Workers (Other than Permanent)	0	0	0	0	0	0	0

Internal (position filled by internal candidates) Hires - FY24 - USA

Category	Male	Female	Totals
Employee (Permanent)	30	14	44
Grand Total	1,223		

Health and Safety

Health and Safety (India)

Category	FY24				FY23			
	Lost Time Injury Frequency Rate	Total Recordable Work Related Injuries	No. of Fatalities	Accident Frequency Rate (per one million man hours worked)	Lost Time Injury Frequency Rate	Total Recordable Work Related Injuries	No. of Fatalities	Accident Frequency Rate (per one million man hours worked)
Employee	0.00	34	0	1.62	0.05	37	0	1.75
Contractual	0.12	60	0	2.48	0.09	86	0	3.85
Total	0.07	94	0	2.08	0.069	123	0	2.83

Category	FY22				FY21			
	Lost Time Injury Frequency Rate	Total Recordable Work Related Injuries	No. of Fatalities	Accident Frequency Rate (per one million man hours worked)	Lost Time Injury Frequency Rate	Total Recordable Work Related Injuries	No. of Fatalities	Accident Frequency Rate (per one million man hours worked)
Employee	0.26	65	0	2.81	0	79	0	3.58
Contractual	0.16	145	0	5.82	0.21	179	0	7.63
Total	0.21	210	0	4.37	0.11	258	0	5.67

Suppliers

Critical Supplier Identification

Category	Unit	FY24	FY23	FY22
Total tier 1 suppliers	No.	9,400	10,356	10,982
Critical tier - 1 suppliers	No.	498	516	519
Critical non-tier - 1 suppliers	No.	22	22	3
MSMEs/small producers	No.	3,028	3,021	2,874

Share Of Total Procurement Budget Spent (%)

Category	Unit	FY24	FY23	FY22
MSMEs/small producers	%	12%	11%	9%
Critical non-tier - 1 suppliers	%	12%	10%	20%
Critical tier - 1 suppliers	%	69%	71%	60%
Total tier - 1 suppliers	%	81%	83%	71%

Supplier Assessment

A. Coverage and progress of our supplier assessment program

Sr. No	Supplier Assessment	FY24
1.1	Total number of suppliers assessed via desk assessments/on-site assessments	309
1.2	Number of suppliers assessed with substantial actual/potential negative impacts	Confidential
1.3	% of significant suppliers assessed	Majority of significant suppliers were assessed (~60%+)
1.4	% of suppliers with substantial actual/potential negative impacts with agreed	CAPA agreement is to be initiated
1.5	Number of suppliers with substantial actual/potential negative impacts that were	NA

B. Coverage and progress of suppliers with corrective action plans

Sr. No	Supplier Assessment	FY24
1.1	Total number of suppliers supported in corrective action plan implementation	CAPAs developed; but action plan implementation is to be started
1.2	% of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	NA
1.3	% of significant suppliers assessed	NA
1.4	% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	NA
1.5	Number of suppliers with substantial actual/potential negative impacts that were terminated	NA

C. Coverage and progress of suppliers in capacity building programs

Sr. No	Supplier Assessment	FY24
1.1	Total number of suppliers in capacity building programmes	NA
1.2	% of significant suppliers in capacity building programmes	NA

Healthcare Clinical Pipeline

Global				
Innovation Phase	Share of Projects	Number of Projects	Share of R&D Budget Invested	Success Rate
Total	100%	107	100%	100%
Launch	100%	107	100%	100%

Product Innovations (Healthcare)

Number of projects, breakouts in R&D investments (% total of R&D spend), and success rates (%) for each of the phases of the healthcare innovation process below:

Global				
Innovation Phase	Share of Projects	Number of Projects	Share of R&D Budget Invested	Success Rate
Total	100%	107	100%	100%
Launch	100%	107	100%	100%

Percentage of revenues generated by the different product types and by the different types of product innovations that have been launched in the past fiscal year

India		Global	
Product optimizations launched in the previous 5 years	12%	Product optimizations launched in the previous 5 years	27%
Unchanged or minimally changed product or services	88%	Unchanged or minimally changed product or services	73%
Total (=100% only)	100%	Total (=100% only)	100%

SBTi COMMITMENT LETTER

Version 1.2

April 2023



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INTRODUCTION

- Organizations joining the Science Based Targets initiative (SBTi) must follow the [SBTi step-by-step process](#) and align with SBTi Criteria and Recommendations.
- Please consult the [SBTi FAQ](#) for additional information on the process and expectations.
- SMEs¹ are welcome to join the SBTi by submitting a completed [SBTi Target Validation Application for SMEs](#).

The Science Based Targets initiative (SBTi) is a global body enabling businesses to set ambitious emissions reduction targets in line with the latest climate science. The SBTi's goal is to accelerate companies across the world to support the global economy to halve emissions before 2030 and achieve net-zero before 2050.

The initiative is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF) and one of the We Mean Business Coalition commitments. The SBTi defines and promotes best practice in science-based target setting, offers resources and guidance to reduce barriers to adoption, and independently assesses and approves companies' targets.

INTRODUCTION

Setting a science-based target is a five-step process:

Step 1. Register online and submit the commitment letter

Signing this commitment letter indicates that your organization will work to set a science-based emission reduction target aligned with the SBTi's target-setting criteria. After [registering online](#), submitting your commitment letter to commitments@sciencebasedtargets.org, and passing the due diligence process, your organization will be recognized as "committed" at [SBTi's webpage](#) as well as on our partner websites at [We Mean Business](#). Organizations that are participants of the UN Global Compact will also be recognized on the [UNGC website](#). Companies and financial institutions are urged to aim for the highest level of ambition in their target setting and also commit to set a long-term science-based target to reach net-zero value chain GHGs emissions by no later than 2050. Companies that commit to set these long-term science-based targets to reach net-zero and align their business with a 1.5°C future will also be recognized as part of the [Race to Zero](#) campaign.² The SBTi has developed a [Net-Zero Standard](#) for corporates and the SBTi Net-Zero Standard for Financial Institutions is planned to be launched in 2023.

¹ To find the latest definition of SMEs please see [Small and Medium Sized Enterprises \(SMEs\) FAQ](#).

² Companies that are eligible to join the Race to Zero must follow the SBTi's current fossil fuel policy. For any queries, please contact Race to Zero at racetozero@unfccc.int.



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Step 2. Develop a target

Once your organization has signed the commitment letter you will have a maximum of 24 months to:

1. Develop a science-based target aligned with the SBTi Criteria;
2. Submit the target to the SBTi for validation.

We encourage companies and financial institutions to begin this process and submit targets for validation as early as possible. Please review the [Commitment Compliance Policy](#) to ensure your organization complies with your commitment.

Please note that the SBTi increased the minimum ambition of its near-term targets to 1.5°C for scope 1 and 2 and well-below 2°C for scope 3, and updated the timeframe of near-term targets to be 5 to 10 years. These updates are published in the [V5 of the SBTi Criteria and Recommendations](#). Organizations must ensure that they submit targets for verification in line with the most recent SBTi Criteria. The SBTi offers [resources](#), [case studies](#) and [webinars](#) to help companies develop their science-based targets.

Step 3. Submit your target for official validation

To have your science-based target officially approved and published, your organization must fill in the correct [Target Submission Form](#), according to the type of targets you want to submit, and upload it along with your complementary documents via the [Target Validation Service online Booking System](#). If you find difficulties please contact this email targets@sciencebasedtargets.org. If your submission passes the initial screening, the SBTi target validation team will validate the target against the [SBTi Criteria](#) and the [Target Validation Protocol](#), and inform you when the target has been approved.

Step 4. Announce the target

On confirmation that your target meets the SBTi Criteria, your organization's target will be published on the SBTi website and may be showcased in other communications. Please ensure that your company has reviewed the [SBTi Communications Guidelines](#). The SBTi may contact your nominated communications contact about further opportunities to profile your organization's climate leadership.

Step 5. Disclose your progress

Following approval, you should disclose your organization's emissions annually and monitor progress against your target as stated in the SBTi Criteria. Recommendations for reporting include [disclosure through CDP](#), annual reports, sustainability reports and your company's website.

Please proceed to [page 6](#) of this document to complete this Commitment Letter. Financial institutions and food, agriculture and forest sectors must consult [pages 4](#), and [5](#) respectively before proceeding to complete [page 6](#) and [7](#).



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FINANCIAL INSTITUTIONS

Due to its unique nature, the financial sector has a separate process established by the SBTi. The sector's largest impact comes from its investment and lending activities (known as scope 3, category 15 emissions) and therefore it is imperative that targets for this sector encompass such activities.

The SBTi defines a financial institution as an organization whose business involves the arrangement and execution of financial and monetary transactions, including deposits, loans, investments, and currency exchange. More specifically, the SBTi deems an organization a financial institution if 5 percent or more of its revenue or assets comes from the activities described above.

On October 1, 2020, the SBTi released a framework that allows financial institutions - including banks, investors, insurance companies, and others - to set science-based targets to align their lending and investment activities with the Paris Agreement. Visit the [SBTi finance homepage](#) for more information.

Based on current methods and coverage, the primary financial sector audience includes banks, asset managers, asset owners (pension funds, closed-end funds, insurance companies), private equity firms, and mortgage real estate investment trusts (REITs). The framework is also relevant for other financial institutions that have holdings in the following asset classes where methods are currently available: real estate, electricity generation project finance, corporate and consumer loans, bonds, and equity. The SBTi plans to develop additional methods and criteria for insurance underwriting, sovereign debt, and securities underwriting in 2023.

Asset classes beyond this list are currently out of the SBTi's scope. Bilateral and multilateral development financial institutions (e.g. the World Bank) are not the primary audience of this framework. Equity REITs, namely real estate companies that own or manage income-generating properties and lease them to tenants, are not a target audience of this project and shall pursue the regular target validation route for companies.

Financial institutions are invited to commit to set science-based targets by signing this commitment letter, and to set targets by completing the following steps within a maximum of 24 months:

1. Develop a science-based target aligned with the [SBTi Criteria for financial institutions](#);
2. Submit the target to the SBTi for validation.

Financial institutions have to refer to our [Compliance Policy](#) to ensure that their organization is complying with their commitment.

If a company falls under the definition above but does not consider their investment activities significant/relevant for the purposes of science-based target setting, the company should reach out to the team at info@sciencebasedtargets.org.



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FOREST, LAND AND AGRICULTURE SECTORS

Companies in land-intensive sectors have a critical role to play in the transformation to a zero carbon economy. The [SBTi Forest, Land and Agriculture project \(SBTi FLAG\)](#) developed methods and guidance to enable businesses in FLAG sectors to set science-based targets that fully incorporate deforestation and land-related emissions. Companies with land-intensive operations can commit to the SBTi through signing this letter and setting targets with existing methods. An updated version of the SBTi FLAG Guidance will follow after the [GHG Protocol Land Sector and Removals Guidance](#) is finished to ensure alignment with corporate accounting guidance. As is standard in the SBTi, companies that set targets with the current version of the guidance are still encouraged to update targets with the release of future versions; any target updates should occur as part of the regular target review process or when a target recalculation is warranted, following the SBTi Criteria. The [SBTi FLAG Guidance](#) covers near-term (5-10 year) FLAG targets. For information about setting long-term net-zero FLAG targets, please see the [Net-Zero Standard](#).

Companies are responsible for reviewing SBTi's Criteria and sector pages to understand what methods are available and/or required for them to set science-based targets.



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COMMITMENT SELECTION

By signing this Commitment Letter, our organization indicates an intent to join the growing group of leading corporations that are setting emissions reduction targets in line with what climate science says is necessary. By doing so, we recognize the crucial role the business community can play in minimizing the risk climate change poses to the future of our planet.

Thereby, I am pleased to confirm that [Lupin Limited] is committing to:

☒ **Set near-term science-based emissions reduction targets** in line with the SBTi Criteria and Recommendations, and submit them to the SBTi for validations within a maximum of 24 months.

We acknowledge that our commitment will be recognized on the [SBTi website](#) as well as on our partner websites at [We Mean Business](#). Companies who are participants of the UN Global Compact will also be recognized on [the UNGC webpage](#).

In addition, to align with the most ambitious aim of the Paris Agreement and to what science dictates is necessary to reduce the destructive impacts of climate change on human society and nature - to reach net-zero global emissions by 2050 at the latest in order to limit global warming to 1.5°C - my company is committing to:

☐ **Set net-zero targets, including a long-term science-based target:** My company commits to set long-term science-based targets to reach net-zero value chain GHG emissions by no later than 2050 in line with the [SBTi Net-Zero Standard](#) and submit it for SBTi validation within a maximum of 24 months. By committing to set a net-zero target, I also acknowledge that my company will join the Race to Zero campaign.^{3,4,5}

Near-term science-based targets are 5-10 year GHG mitigation targets in line with 1.5°C pathways.

Net-zero science-based targets are long-term targets that show companies how much they must reduce value chain emissions to align with reaching net-zero at the global or sector level in eligible 1.5°C pathways by 2050 or sooner. The SBTi defines the state of net-zero emissions for companies as reaching a state of no impact on the climate resulting from the organization's GHG emissions. Reaching a status of science-based net-zero emissions implies the following two conditions:

³ Companies that are eligible to join the Race to Zero must follow the SBTi's current fossil fuel policy. If companies have questions, please reach out to Race to Zero at racetozero@unfccc.int.

⁴ Companies must have valid near-term science-based targets (SBTs) that meet the SBTi Criteria to be eligible for a net-zero target, unless the long-term SBT year is 10 years or fewer from the date of submission.

⁵ Companies that are already part of the initiative can raise their ambition by also committing to set a net-zero target.



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- Achieving a scale of value chain emissions reductions consistent with the depth of abatement at the point of reaching global net-zero in pathways that limit warming to 1.5°C with no or low overshoot.
- Neutralizing the impact of any source of any residual emissions by permanently removing an equivalent volume of atmospheric CO₂.⁶

Visit the [SBTi Net-Zero webpage](#) and review the [Net-Zero Standard](#) for more information. For financial institutions, the approach to net-zero emissions targets across the value chain is being developed.

Sign the commitment

Please [register online](#), sign this document, and return a signed copy to commitments@sciencebasedtargets.org. The SBTi reserves the right to carry out due diligence reviews before accepting and publishing commitments.

This SBTi commitment letter can be signed by any organization representative, but the commitment application form requires the contact details of a managerial level point of contact in the organization.

Once this commitment letter is processed and you have received formal confirmation over email, your organization will be recognized as "Committed" on the SBTi [website](#) and the partner websites of UN Global Compact and We Mean Business. Organizations committing to set a net-zero target will also be added to the UNFCCC Race to Zero website provided the organizations are eligible to join at this time.

Company name: Lupin Limited

Signature

Christoph Funke

Chief Technical Operations Officer
Lupin Limited

India

Headquarters Country

04 July 2024

Date

⁶ Residual emissions are emissions sources that remain unabated by the time net-zero is reached at the global or sector level in 1.5°C mitigation pathways with low or no overshoot ([Foundations for Science-based Net-Zero Target Setting](#), pp. 7, 32-34). For most companies this requires emission reductions of at least 90%, which implies neutralization of no more than 10% of base year emissions when reaching net-zero.

UNGC Alignment

	Principle	Statement	Report Chapter	Page Number
 Human Rights	Principle 1	Businesses should support and respect the protection of internationally-proclaimed Human Rights	Human Capital	108-109
	Principle 2	Businesses should make sure that they are not complicit in Human Rights abuses	Human Capital	108-109
 Labour Rights	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Capital	108-109
	Principle 4	Eliminate all forms of forced and compulsory labor	Human Capital	108-109
	Principle 5	The effective abolition of child labour	Human Capital	108-109
	Principle 6	The elimination of discrimination in respect of employment and occupation	Human Capital	108-109
 Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges	Natural Capital	112-121
	Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility	Natural Capital	112-121
	Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	Natural Capital	112-121
 Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Governance, Ethics, and Compliance	56



March 8, 2023

H.E. António Guterres
Secretary-General
United Nations
New York, NY 10017
USA

Dear Secretary-General,

I am pleased to confirm that Lupin supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. With this communication, we express our commitment to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. Lupin will make a clear statement of this commitment to our stakeholders and the general public.

We recognize that a key requirement for participation in the UN Global Compact is the annual submission of a Communication on Progress (CoP) that describes our company's efforts to implement the Ten Principles. We support public accountability and transparency, and therefore commit to report on progress starting the calendar year after joining the UN Global Compact, and annually thereafter according to the UN Global Compact CoP policy. This includes:

- A statement signed by the chief executive expressing continued support for the UN Global Compact and renewing our ongoing commitment to the initiative and its principles. This is separate from our initial letter of commitment to join the UN Global Compact.
- The completion of the online questionnaire of the Communication on Progress through which we will disclose our company's continuous efforts to integrate the Ten Principles into our business strategy, culture and daily operations, and contribute to United Nations goals, particularly the Sustainable Development Goals.

Sincerely yours,

Vinita Gupta

Chief Executive Officer - Lupin

LUPIN LIMITED

Registered Office: 3rd Floor, Kalpataru Inspire, Off W. E. Highway, Santacruz (East), Mumbai - 400 055 India. Tel : (91-22) 8640 2323.

Corporate Identity Number: L24100MH1983PLC029442

www.lupin.com

IFRS S2 Alignment

Principle	Recommended Disclosures	Report Chapter	Page Number	CDP Alignment
Governance Disclose the Company's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	Governance, Ethics and Compliance; Taskforce on Climate Disclosures (TCFD) Report	56, 5-6	4.1.2; 4.3
	Describe management's role in assessing and managing climate-related risks and opportunities.	Governance, Ethics and Compliance; Risk Management, TCFD Report	56, 134, 5-6	
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the Company has identified over the short, medium, and long term.	Natural Capital, TCFD Report	116-117, 7-12	2.2.1; 2.1; 2.2.2
	Describe the impact of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning.	Natural Capital, TCFD Report	116-117, 7-12	
	Describe the resilience of the Company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Natural Capital, TCFD Report	116-117, 7-12	
Risk Management Disclose how the Company identifies, assesses, and manages climate-related risks.	Describe the Company's processes for identifying and assessing climate-related risks.	Risk management, TCFD Report	135, 136, 13-15	3.1; 3.1.1; 3.6; 3.6.1; 5.2; 5.1; 5.1.1; 5.3.1; 5.3.2
	Describe the Company's processes for managing climate-related risks.	Risk management, TCFD Report	135, 136, 13-15	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management.	Risk management, TCFD Report	135, 136, 13-15	
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics the Company uses to assess climate-related risks and opportunities in line with its strategy and risk management process.	Natural Capital and ESG Databook	112-121, 156-158	7.53; 7.53.1; 7.53.2; 7.54.1; 7.54.2; 7.6; 7.7; 7.8; 7.8.1; 7.52
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Natural Capital and ESG Databook	116, 153-158	
	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	Natural Capital	114	



INDEPENDENT ASSURANCE STATEMENT

Introduction

DNV Business Assurance India Private Limited ('DNV'), has been commissioned by Lupin Limited (Corporate Identity Number L24100MH1983PLC029442, hereafter referred to as 'Lupin Ltd or 'the Company') to undertake an independent assurance of the Company's non-financial disclosures in its Integrated Report for the FY 23-24.

The disclosures have been prepared by Lupin Ltd.

- Integrated Reporting (<IR>) framework of the International Integrated Reporting Council (IIRC)- with the KPIs aligned to GRI standards 2021.
- United Nations Sustainable Development Goals (SDGs)
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

DNV has carried out the assurance engagement in accordance with DNV's VeriSustain™ protocol, V6.0, which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - *Assurance Engagements other than Audits or Reviews of Historical Financial Information*. DNV's VeriSustain™ Protocol has been developed in accordance with the most widely accepted reporting and assurance standards. DNV team has also followed the ISO 14064-3 - *Specification with guidance for the verification and validation of greenhouse gas statements*; ISO 14046 - *Environmental management - Water footprint - Principles, requirements, and guidelines* to evaluate indicators with respect to Greenhouse gases and water disclosures respectively in the assessment process.

The intended user of this assurance statement is the Management of Lupin Ltd ('the Management').

As per the agreed scope of work, DNV performed a limited level of assurance of GRI disclosure in IR. Details of Scope are mentioned in the section 'Scope, Boundary and Limitations'. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Company's website for the current reporting period.

Responsibilities of the Management of Lupin Ltd and of the Assurance Provider

The Management of Lupin Ltd has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and also, ensuring the quality and consistency of the information presented in the Report. Lupin Ltd is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on their website.

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

Scope, Boundary and Limitations

The agreed scope of work included information on non-financial performance which were disclosed in the Report prepared by Lupin Ltd based on GRI Topic-specific Standards for the identified material topics for the activities undertaken by the Company during the reporting period 01/04/2023 to 31/03/2024. The reported topic boundaries of non-financial performance are based on the internal and external materiality assessment covering Company's operations as brought out in the section 'Reporting boundary and period' of the report.

The scope of work as agreed is a Limited level of assurance of the GRI disclosures indicators in the IR report, assurance was carried out for the indicators disclosures as mentioned in Annexure I.

Boundary covers the performance of Lupin Ltd operations that fall under the direct operational control of the Company's Legal structure. Based on the agreed scope with the Company, the boundary covers the operations of Lupin Ltd across all locations.

Inherent Limitation(s):

DNV's assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith, are true, and is free from material misstatements.

The assurance scope has the following limitations:

DNV Headquarters, Veritasveien 1, P.O.Box 300, 1322 Høvik, Norway. Tel: +47 67 57 99 00. www.dnv.com



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- The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the company. DNV opinion on financial disclosures relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.
- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy, or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Assurance process

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of Lupin Ltd. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders. We carried out the following activities:

1. Reviewed the disclosures in the report. Our focus included general disclosures, management processes, principle wise performance (essential indicators, and leadership indicators) and any other key metrics specified under the reporting framework.
2. Understanding the key systems, processes and controls for collecting, managing and reporting the non-financial disclosures in report.
3. Walk-through of key data sets. Understand and test, on a sample basis, the processes used to adhere to and evaluate adherence to the reporting principles.
4. Collect and evaluate documentary evidence and management representations supporting adherence to the reporting principles.
5. Interviews with the senior managers responsible for management of disclosures. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected GRI disclosures.
6. DNV audit team conducted on-site audits for corporate offices and sites (mentioned in Annexure II). Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.
7. Reviewed the process of reporting as defined in the assessment criteria.

Conclusion

Limited Level of Assurance

On the basis of the assessment undertaken, for GRI disclosures as mentioned in Annexure I, nothing has come to our attention to suggest that the disclosures are not fairly stated and are not prepared, in all material aspects, in accordance with the reporting criteria.

1. Materiality

The process of determining the issues that are most relevant to an organization and its stakeholders.



Page 3 of 6

The Report explains out the materiality assessment process carried out by the Company which has considered concerns of internal and external stakeholders, and inputs from peers and the industry, as well as issues of relevance in terms of impact for Lupin Ltd's business. The list of topics has been prioritized, reviewed and validated, and the Company has indicated that there is no significant change in material topics from the previous reporting period.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

2. Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report adequately brings out the Company's policies, strategies, management systems and governance mechanisms in place to respond to topics identified as material and significant concerns of key stakeholder groups.

Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

3. Reliability/Accuracy

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

The Report brings out the systems and processes that the Company has set in place to capture and report its performance related to identified material topics across its reporting boundary. The majority of information mapped with data verified through our assessments with Lupin Ltd's management teams and process owners at the Head Office and sampled sites within the boundary of the Report were found to be fairly accurate and reliable. Some of the data inaccuracies identified in the report during the verification process were found to be attributable to transcription, interpretation, and aggregation errors. These data inaccuracies have been communicated for correction and the related disclosures were reviewed post correction.

Nothing has come to our attention to believe that the Report does not meet the principle of Reliability and Accuracy.

4. Completeness

How much of all the information that has been identified as material to the organization and its stakeholders is reported?

The Report brings out the Company's performance, strategies and approaches related to the environmental, social and governance issues that it has identified as material for its operational locations coming under the boundary of the report, for the chosen reporting period while applying and considering the requirements of Principle of Completeness.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

5. Neutrality/Balance

The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.

The Report brings out the disclosures related to Lupin Ltd's performance during the reporting period in a neutral tone in terms of content and presentation, while considering the overall macroeconomic and industry environment.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO IEC 17029:2019 - *Conformity assessment - General principles are requirements for validation and verification bodies*, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct¹ during the assurance engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV

¹ DNV Corporate Governance & Code of Conduct - <https://www.dnv.com/about/in-brief/corporate-governance.html>



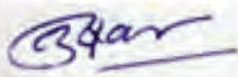
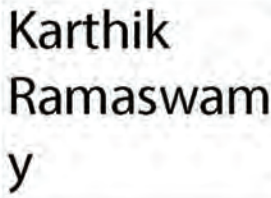
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was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement for internal use of Lupin Ltd.

Purpose and Restriction on Distribution and Use

This assurance statement, including our conclusion has been prepared solely for the Company in accordance with the agreement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Company for our work or this report.

For DNV Business Assurance India Private Limited

 Digitally signed by Chaudhari, Tushar Date: 2024.07.06 21:03:43 +05'30'	 Digitally signed by Karthik Ramaswamy Date: 2024.07.06 21:09:01 +05'30'
Tushar Chaudhari Lead Verifier, Sustainability Services, DNV Business Assurance India Private Limited, India.	Karthik Ramaswamy Assurance Reviewer, Sustainability Services, DNV Business Assurance India Private Limited, India.
Shilpa Swamim (Verifier) Himanshu Babbar (Verifier) Chandan Sarkar (Verifier) 06/07/2024, Pune, India.	

DNV Business Assurance India Private Limited is part of DNV - Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com



Annex I

GRI disclosures assured for Limited level of assurance:

Reference criteria - GRI Standards 2021
Universal Standards
General Disclosures • The organization and its reporting practices: GRI 2-3 • Activities and workers: GRI 2-7, GRI 2-8 • Stakeholder engagement: 2-29, 2-30 • Material Topics: GRI 3-1, GRI 3-2, GRI 3-3
Topic Specific Standards
Environmental • GRI 302: Energy (2016): 302-1, 302-2, 302-3, 302-4 • GRI 303: Water & Effluent (2018): 303-3, 303-4, 303-5 • GRI 305: Emissions (2016): 305-1, 305-2, 305-3, 305-4 • GRI 306: Waste (2020): 306-3, 306-4, 306-5
Social • GRI 401: Employment (2016): 401-1, 401-2, 401-3 • GRI 403: Occupational Health and Safety (2018): 403-2, 403-3, 403-8, 403-9 • GRI 404: Training and Education (2016): 404-1, 404-2, 404-3 • GRI 413: Local Communities (2016): 413-1 • GRI 415: Public Policy (2016): 415-1
Economic • GRI 205: Anti-Corruption (2016): 205-1, 205-2



Annex II

Sites selected for audit

S.no	Site	Location
1.	Head office	Mumbai
2.	India plants	Tarapur, Lupin Research Park-Pune, Lupin Biotech, Mandideep, Goa



INDEPENDENT ASSURANCE STATEMENT

Introduction

DNV Business Assurance India Private Limited ('DNV'), has been commissioned by Lupin Limited (Corporate Identity Number L24100MH1983PLC029442, hereafter referred to as 'Lupin Ltd or 'the Company') to undertake an independent assurance of the Company's disclosures in Business Responsibility and Sustainability Report (hereafter referred as 'BRSR'). The disclosures include non-financial BRSR Core indicators as per Annexure I of SEBI circular dated 12 July 2023.

Reporting standard/framework

The disclosures have been prepared by the Company, in reference to:

- BRSR Core - Framework for assurance and ESG disclosures for value chain as per SEBI (Securities and Exchange Board of India) Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023.
- BRSR reporting guidelines (Annexure II) as per SEBI Circular No. SEBI/HO/CFD/CMD-2/P/CIR/2021/562 dated May 10, 2021, and incorporated Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/2023/120 dated July 11, 2023.
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.
- ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.

Assurance Methodology/Standard

This assurance engagement has been carried out in accordance with DNV's VeriSustain protocol, V6.0, which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - *Assurance Engagements other than Audits or Reviews of Historical Financial Information*. DNV's Verisustain Protocol has been developed in accordance with the most widely accepted reporting and assurance standards.

Apart from DNV's Verisustain protocol, DNV team has also followed ISO 14064-3 - *Specification with guidance for the verification and validation of greenhouse gas statements*; ISO 14046 - *Environmental management - Water footprint - Principles, requirements, and guidelines* to evaluate indicators with respect to Greenhouse gases and water disclosures respectively.

Intended User

The intended user of this assurance statement is the Management of the Company ('the Management').

Level of Assurance

Reasonable Level of assurance for BRSR Core 9 Indicators (Ref: Annexure I of SEBI circular); and

Responsibilities of the Management of Lupin Ltd and of the Assurance Provider

The Management of the Company has the sole responsibility for the preparation of the BRSR Report and is responsible for all information disclosed in the BRSR Core and BRSR Report. The Company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and also, ensuring the quality and consistency of the information presented in the Report. The Company is also responsible for ensuring the maintenance and integrity of its website and any referenced BRSR disclosures on their website.

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

Scope, Boundary and Limitations

Scope

The scope of our engagement includes independent reasonable level of assurance of 'BRSR Core 9 Indicators' (Ref: Annexure I of SEBI Circular) for Financial Year (FY) 2023-24.

Boundary of our assurance work:

Reasonable assurance of BRSR Core indicators: Boundary covers the performance of Lupin Ltd operations that fall under the direct operational control of the Company's Legal structure. Based on the agreed scope with the Company, the boundary of reasonable assurance covers the operations of Lupin Ltd across all locations.

DNV Headquarters, Veritasveien 1, P.O.Box 300, 1322 Høvik, Norway. Tel: +47 67 57 99 00. www.dnv.com



Page 2 of 8

Limitation(s):

We performed a reasonable Level of assurance for the BRSR Core for the BRSR reporting based on our assurance methodology VeriSustain, v06.

The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the Company. DNV opinion on specific BRSR Core indicators (ref- for total revenue from operations; Principle 3, Question 1(c) of Essential Indicators for Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the Company; Principle 8, Question 4 of Essential Indicators, Principle 1, Question 8 of Essential Indicators and Principle 1, Question 9 of Essential Indicators) relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.
- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.
- The assurance engagement is based on the assumption that the data and information provided by the Company are complete, sufficient and authentic.

Assurance process

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of Lupin Ltd. We carried out the following activities:

1. Reviewed the disclosures under BRSR Core, encompassing the framework for assurance consisting of a set of Key Performance Indicators (KPIs) under 9 ESG attributes. The format of BRSR Core used a basis of reasonable level of assurance.
2. Evaluation of the design and implementation of key systems, processes, and controls for collecting, managing and reporting the BRSR Core indicators
3. Assessment of operational control and reporting boundaries
4. Seek extensive evidence across all relevant areas, ensuring a detailed examination of BRSR Core Indicators. Engaged directly with internal stakeholders/data owners to gather insights and corroborative evidence for each disclosed indicator.
5. Interviews with selected senior managers responsible for management of disclosures and review of selected evidence to support environmental KPIs and metrics disclosed the Report. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected indicators.
6. DNV audit team conducted on-site audits for data testing and also, to assess the uniformity in reporting processes and also, quality checks at different locations of the Company. Sites for data testing and reporting system checks were selected based on the percentage contribution each site makes to the reported indicator, complexity of operations at



Page 3 of 8

each location (high/low/medium) and reporting system within the organization. Sites selected for audits are listed in Annex-II.

7. Conduct a comprehensive examination of key material aspects within the BRSR Core framework supporting adherence to the assurance based on applicable principles plus specified data and information.
8. DNV teams conducted the:
 - Verification of the data consolidation of reported performance disclosures in context to the Principle of Completeness.
 - Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ for reasonable level verification for the disclosures.

Conclusion

Reasonable level of Assurance- BRSR Core 9 Indicators

Based on our review and procedures followed for reasonable level of assurance, DNV is of the opinion that, in all material aspects, the BRSR Core indicators (as listed in Annex I of this statement) for FY 2023-24 are reported in accordance with reporting requirements outlined in BRSR Core (Annexure I of SEBI Circular dated 12 July 2023).

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO IEC 17029:2019 - Conformity assessment - General principles are requirements for validation and verification bodies, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct¹ during the assurance engagement and maintain independence wherever required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. During the reporting period i.e FY 2023-24, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement for internal use of Lupin Ltd. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process. We did not provide any services to Lupin Ltd in the scope of assurance for the reporting period that could compromise the independence or impartiality of our work.

Purpose and Restriction on Distribution and Use

This assurance statement, including our conclusion has been prepared solely for the exclusive use and benefit of management of the Company and solely for the purpose for which it is provided. To the fullest extent permitted by law, DNV does not assume responsibility to anyone other than the Company for DNV's work or this assurance statement. The usage of this assurance statement shall be governed by the terms and conditions of the contract between DNV and Lupin Ltd and DNV does not accept any liability if this assurance statement is used for an alternative purpose from which it is intended, nor to any third party in respect of this assurance statement. No part of this assurance statement shall be reproduced, distributed or communicated to a third party without prior written consent.

¹ DNV Corporate Governance & Code of Conduct - <https://www.dnv.com/about/in-brief/corporate-governance.html>



Page 4 of 8

For DNV Business Assurance India Private Limited

 Digitally signed by Chaudhari, Tushar Date: 2024.07.06 21:02:37 +05'30'	Karthik Ramaswamy Digitally signed by Karthik Ramaswamy Date: 2024.07.06 21:07:28 +05'30'
Tushar Chaudhari Lead Verifier, Sustainability Services, DNV Business Assurance India Private Limited, India.	Karthik Ramaswamy Assurance Reviewer, Sustainability Services, DNV Business Assurance India Private Limited, India.
Shilpa Swarnim (Verifier) Himanshu Babbar (Verifier) Chandan Sarkar (Verifier)	

06/07/2024, Pune, India.

DNV Business Assurance India Private Limited is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com



Annex I

Verified Data

Sr. No.	Attribute	Parameter	Unit of Measures	Assured Values
1	Green-house gas (GHG) footprint Greenhouse gas emissions may be measured in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*	Total Scope 1 emissions	MT of CO2e	61,474
		Total Scope 2 emissions	MT of CO2e	263,905
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover	MT CO2e/ Revenue from operations in ₹ Mn	2.27
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	MT CO2e/ Revenue from operations in (Mn USD) adjusted to PPP	52
		Total Scope 1 and Scope 2 emission intensity in terms of physical output	MT CO2e/ total service output	
2	Water footprint	Total water consumption	KL	1,584,941
		Water consumption intensity	KL / Revenue from operations in Mn international dollars adjusted for PPP	253.30
			KL/ Revenue from operations in ₹ Mn	11.07
		Water Discharge by destination and levels of Treatment	KL	36,526
3	Energy footprint	Total energy consumed	Giga Joules (GJ)	2,764,446
		% of energy consumed from renewable sources	In % terms	23
		Energy intensity	GJ/ Revenue from operations in Mn international dollars adjusted for PPP	441.80
			GJ/ Revenue from operations in ₹	19.31
4	Embracing circularity - details related to waste management by the entity	Plastic waste (A)	MT	2,803
		E-waste (B)	MT	38.63
		Bio-medical waste (C)	MT	79.82
		Construction and demolition waste (D)	MT	2,752.6
		Battery waste (E)	MT	38.38
		Radioactive waste (F)	MT	Nil
		Other Hazardous waste		
		Used Oil, Spent Solvents, Spent Catalyst	MT	7,211.40
		Plastic Liners, Drums, Containers		917.73
		Spent Calcium Sulphate (Chemical Gypsum)		4,471.10
		Incinerable Hazardous Waste		8,198.60
		Hazardous Waste for landfill		12,168.97
		Total Hazardous Waste (G)	MT	32,967.80
		Other Non-hazardous waste		
		Canteen waste & mycelia waste	MT	4,805.9
		Agro waste Boiler Ash	MT	5,395.16
		Total Other Non-Hazardous Waste (H)	MT	10,201.06
		Total (A+B + C + D + E + F + G+ H)	MT	48,881.29
		Waste intensity per rupee of turnover from operations	Total waste generated / Revenue from operations in ₹	0.34



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		Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	Total waste generated / Revenue from operations in Mn international dollars adjusted for PPP	7.81
		Waste intensity (optional) - Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations		-
		(i) Recycled	MT	(i) Plastic Waste: 2,803.00 MT (ii) E-waste: 38.63 MT (iii) Other hazardous waste: 8,129.20 MT
		(ii) Re-used	MT	29.83
		(iii) Other recovery operations	MT	(i) Non-hazardous waste: 5,395.16 MT (ii) Hazardous waste: 4,471.10 MT
		Total waste recovered = [(i)+(ii)+(iii)] For each category of waste generated, total waste disposed by nature of disposal method	MT	28,866.92
		(i) Incineration	MT	(i) Bio-medical waste: 79.82 MT (ii) Other hazardous waste: 8,198.62 MT
		(ii) Landfilling	MT	(i) Construction & demolition waste: 2,752.60 MT (ii) Other hazardous waste: 12,169 MT
		(iii) Other disposal options	MT	Non-hazardous waste: 4,805.90 MT
		Total waste disposed = [(i)+(ii)+(iii)]	MT	28,005.94
5	Enhancing Employee Wellbeing and Safety	Spending on measures towards well-being of employees and workers - cost incurred as a % of total revenue of the Company	In % terms	0.07
		Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the Company's construction sites)	Number of Permanent Disabilities Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) No. of fatalities	Employees :0 Worker: 0 Employees :0 Worker: 0.12 Overall: 0.066 Employees :0 Worker: 0
6	Enabling Gender Diversity in Business	Gross wages paid to females as % of wages paid	In % terms	5.05
		Complaints on POSH	Total Complaints on Sexual Harassment (POSH) reported	4
			Complaints on POSH as a % of female employees / workers	0.4
			Complaints on POSH upheld	3
7	Enabling Inclusive Development	Input material sourced from following sources as % of total purchases -and from within India	Directly sourced from MSMEs/ small producers (In % terms - As % of total purchases by value)	11.8



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			Sourced directly from within the district and neighboring districts	78
		Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost	Location	
			Rural	Not Available
			Semi-urban	Not Available
			Urban	Not Available
			Metropolitan	Not Available
8	Fairness in Engaging with Customers and Suppliers	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events	In % terms	Total Loss/breach of Data of Customers: 0% Total Cyber Security breaches: 0%
		Number of days of accounts payable	(Accounts payable *365) / Cost of goods/services procured	82
9	Open-ness of business	Concentration of purchases & sales done with trading houses, dealers, and related parties	Purchases from trading houses as % of total purchases	14.6
		Loans and advances & investments with related parties	Number of trading houses where purchases are made from	389
			Purchases from top 10 trading houses as % of total purchases from trading houses	9.83
			Sales to dealers / distributors as % of total sales	44.63
			Number of dealers / distributors to whom sales are made	7,887
			Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	5.18
			Share of RPTs (as respective %age) in	
			Purchases	30.51
			Sales	35.50
			Loans & advances	0
			Investments	99.41

Note:

* Calculation of Scope 1 GHG emissions are based on conversion factors, emission factors considered in 2006 IPCC Guidelines for National Greenhouse Gas Inventories-DEFRA, IPCC sixth assessment report. Scope 2 GHG emissions for Indian operations are calculated based on the Grid Electricity EF - Central Electricity Authority, Govt. of India, CO₂ baseline database for Indian Power Sector, version 19, December 2023 EF considered (including RES & Captive power injection into grid) is 0.716 kgCO₂ per kWh.



Annex II

Sites selected for audit

S.no	Site	Location
1.	Head office	Mumbai
2.	India plants	Tarapur, Lupin Research Park- Pune, Lupin Biotech, Mandideep, Goa



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Ten Years Financial Summary

CONSOLIDATED BALANCE SHEET

	(₹ in million)									
As at March 31,	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SOURCES OF FUNDS										
Shareholders' funds										
Equity Share Capital	899.0	901.2	903.2	904.2	905.0	906.0	907.4	909.0	910.0	911.4
Reserves & Surplus	90,833.3	110,732.5	134,072.5	134,866.4	136,517.3	124,461.0	137,124.0	120,623.7	123,735.0	141,991.5
	91,732.3	111,633.7	134,975.7	135,770.6	137,422.3	125,367.0	138,031.4	121,532.7	124,645.0	142,902.9
Non-Controlling Interest	241.0	320.8	345.2	400.8	468.6	444.6	549.7	687.1	783.2	831.6
Borrowings	5,371.2	71,775.2	79,660.9	71,428.0	84,961.5	63,053.2	47,829.8	38,441.6	42,440.5	26,699.1
Deferred Tax Liabilities (net)	1,527.5	3,266.8	3,948.5	2,855.3	2,882.8	1,995.4	2,297.7	2,408.3	2,294.3	2,458.7
Other Liabilities (incl. Provisions)	33,737.7	39,252.1	47,142.5	52,599.1	53,758.5	58,978.3	47,395.8	55,142.5	59,396.3	67,079.5
TOTAL	132,609.7	226,248.6	266,072.8	263,053.8	279,493.7	249,838.5	236,104.4	218,212.2	229,559.3	239,971.8
APPLICATION OF FUNDS										
Property, Plant & Equipment and Other Intangible Assets	27,200.3	64,515.2	87,229.2	79,135.0	87,063.9	60,866.3	59,183.4	52,575.2	61,364.6	65,532.6
Capital Work-in-Progress and Intangible Assets under Development (incl. Capital Advances)	6,745.3	32,145.5	24,639.0	26,555.6	17,293.9	10,953.4	11,013.1	12,392.4	13,758.5	8,391.5
	33,945.6	96,660.7	111,868.2	105,690.6	104,357.8	71,819.7	70,196.5	64,967.6	75,123.1	73,924.1
Goodwill	16,252.8	22,654.4	23,100.1	24,484.9	23,803.2	18,514.8	19,624.2	21,241.0	22,187.8	23,250.4
Investments	55.4	143.3	220.0	267.1	317.7	360.7	780.7	776.0	771.3	695.4
Deferred Tax Assets (net)	2,561.7	3,358.5	5,076.4	7,165.6	7,340.0	1,743.1	1,802.1	1,697.3	1,556.5	3,025.3
Other Assets										
Inventories	25,036.1	32,736.5	36,422.8	36,624.9	38,367.7	34,568.7	40,920.1	46,307.3	44,917.6	49,539.0
Receivables	26,475.2	45,487.6	43,073.4	51,922.1	51,498.0	54,459.3	44,743.2	42,619.4	44,807.0	46,920.5
Cash & Bank Balances (refer note iii)	21,304.7	8,237.7	28,135.4	16,431.7	32,523.5	47,935.2	41,203.2	19,214.4	17,505.8	22,169.3
Others	6,978.2	16,969.9	18,176.5	20,466.9	21,285.8	20,437.0	16,834.4	21,389.2	22,690.2	20,447.8
	79,794.2	103,431.7	125,808.1	125,445.6	143,675.0	157,400.2	143,700.9	129,530.3	129,920.6	139,076.6
TOTAL	132,609.7	226,248.6	266,072.8	263,053.8	279,493.7	249,838.5	236,104.4	218,212.2	229,559.3	239,971.8