

Tax Transparency

We hold ourselves to the highest standards of ethical, transparent, and responsible tax practices, aligned with our values and our Code of Business Conduct. Our tax strategy emphasizes full compliance with applicable laws in all jurisdictions where we operate, while prudently managing our tax responsibilities. Oversight of our tax function rests with the Chief Financial Officer (CFO) and is supported by our global corporate tax teams. We prioritize adherence to transfer pricing regulations and OECD guidelines, ensuring transparent and accurate reporting to tax authorities and stakeholders.

In FY26, we made direct and indirect tax contributions of approximately INR 16,831 million, supporting the economies in which we operate. Additionally, we have collected tax of INR 22,372 million in the form of withholding tax, payroll tax, and social security contributions, which were subsequently paid to governments globally.

Our commitment to tax transparency goes beyond statutory compliance, reinforcing trust, accountability, and confidence in our financial governance while supporting inclusive growth and strong institutions, aligned with SDGs 8, 10, 16, and 17.

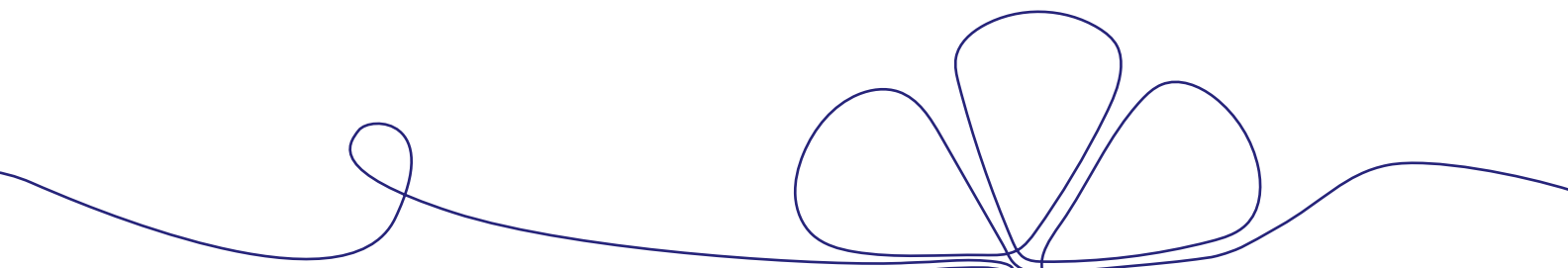
For more detailed information on our tax approach and contributions, refer to the Lupin Limited Tax Transparency Report FY26.

Way Forward

We are steadfastly guided by our purpose to dedicate our financial and operating resources to ensuring access to quality care and catalyzing treatments that transform hope into healing.

We will continue to allocate capital with discipline, prioritizing high-value segments such as complex generics, respiratory, biosimilars, and specialty products, while selectively advancing adjacencies in diagnostics and digital therapeutics, and optimizing our research, development, and manufacturing solutions, thereby expanding access to meaningful healthcare outcomes for patients.

We remain mindful of the need to preserve balance sheet strength and financial flexibility as we navigate a volatile global landscape and pursue opportunities with clarity and discipline. Sustainability-led considerations are deeply reflected in how we plan and deploy capital that optimizes long-term value creation. Guided by prudent and transparent financial practices, we will continue to leverage Financial Capital responsibly to support sustainable performance and meaningful outcomes for patients and the communities we serve.





Manufacturing Capital

Propagating hope to healing through smart, safe, and resilient manufacturing

Manufacturing at Lupin goes beyond serving as an operational backbone; it mirrors our enduring commitment to earning patients' trust by providing access to high-quality, reliable medicines. Built on decades of scientific expertise, innovation, and rigor, our manufacturing capabilities enable us to deliver safe, effective, and affordable medicines to patients worldwide. Our Manufacturing Capital is a global ecosystem grounded in quality, safety, compliance, reliability, and efficiency, spanning the production of Active Pharmaceutical Ingredients (APIs) and a wide range of formulations, including oral solids, inhalation, injectables, biosimilars, ophthalmic, topical, nasal, and other therapies.

Guided by our heritage and purpose of promoting health, we continue to fortify this foundation through investments in technology, quality systems, operational excellence, and resilient supply chains. These efforts help ensure that every product meets rigorous quality standards and reaches patients with responsibility and care.

In FY26, we continued to invest in capacity expansion, infrastructure modernization, and technology upgrades to improve efficiency, strengthen supply reliability, and build resilience across our manufacturing network. Our efforts were driven by four priorities – digital and data-led manufacturing enablement, process innovation and technology advancement, operational excellence and productivity, and manufacturing capability building and development.

Underpinning these initiatives is our steadfast commitment to 'Quality First', a leadership-led culture of excellence that shapes how we deliver consistent, compliant, and high-quality outcomes across markets.

15

Global
Manufacturing Sites

15

U.S. FDA
Approved Units

22,538 Mn

Total Formulation Units
Manufactured

3,372 MT

API Quantity
Manufactured

Material Topics



Compliance



Customer Health
and Safety



Artificial Intelligence
(AI) and Digitalization



Circularity and
Waste Management



Water Management



Product Quality, Safety,
and Recall Management

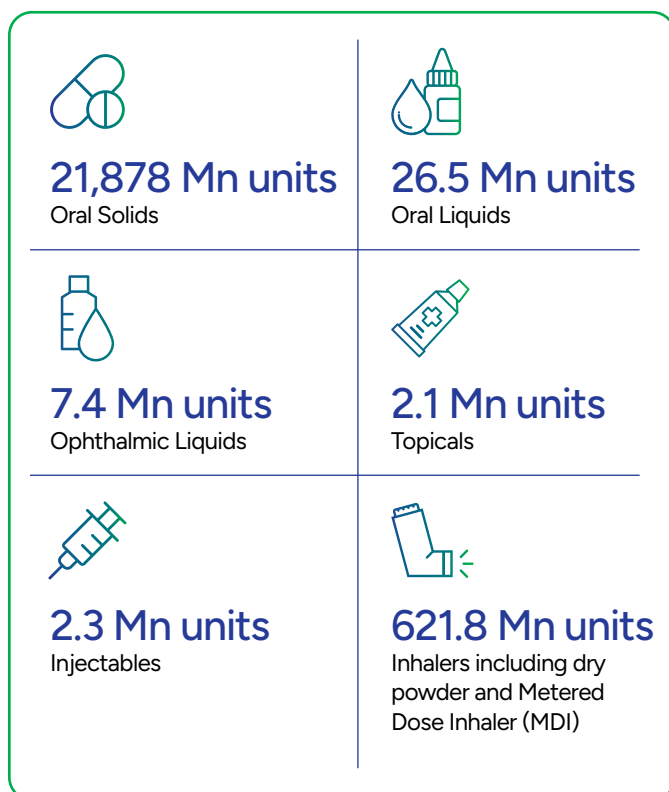


Management Approach

Manufacturing excellence is integral to how we deliver on our purpose of catalyzing treatments that transform hope into healing. At Lupin, manufacturing embodies both pride and purpose, with patient safety at the heart of everything we do. Our systems are designed to embed quality at each step of production, while ensuring reliability, transparency, regulatory compliance, and right-first-time execution. Supported by strong research and development capabilities, advanced technology platforms, and resilient supply chains, our global manufacturing capabilities enable efficient and sustainable production across our operations.

In FY26, our manufacturing capabilities supported the large-scale production of 22,538 million formulation units and 3,372 MT of APIs across oral, injectable, topical, ophthalmic, and inhalation therapies, each produced with a deep sense of responsibility to patients globally.

Units Manufactured



Global Manufacturing Network

Lupin operates a diversified, globally compliant manufacturing network through 15 world-class facilities across Asia, Europe, and the Americas. Our facilities integrate cutting-edge technology, environmental stewardship, quality systems, and operational excellence to create a manufacturing ecosystem that is resilient, resource-conscious, and future-ready. This approach supports access to safe, affordable medicines produced in accordance with stringent current Good Manufacturing Practice (cGMP) standards while also contributing to sustainable long-term value creation.



Manufacturing excellence is built, not inherited. By integrating world-class quality systems, advanced technologies, resilient supply chains, and exceptional people, we ensure patients around the world can rely on Lupin every day.

Christoph Funke
Chief Technical Operations Officer

In FY26, we continued to invest in capacity expansion, debottlenecking, infrastructure modernization, automation, and process efficiency. These investments were focused not only on capacity creation but also on improving asset utilization, cost competitiveness, supply reliability, and sustainable margin improvement.

Investment Area	Purpose
Capacity enhancement and debottlenecking across key API and formulation facilities	To improve supply reliability, increase throughput, and maximize capacity utilization while supporting growing demand
Infrastructure modernization to improve reliability, safety, and compliance	To augment operational resilience, minimize downtime, and maintain consistent regulatory compliance with global standards
Technology upgrades to support complex dosage forms and long-term growth	To improve manufacturing efficiency, reduce variability, and support future product portfolios and growth
Targeted investments in automation and process efficiency	To reduce manual intervention, improve productivity, and drive cost efficiencies, contributing to margin improvement

Global Technical Operations – Integrated Operating Model

Our Global Technical Operations (GTO) drives Lupin's manufacturing performance by unifying Manufacturing, Supply Chain, Procurement, Engineering, Operational Excellence, and Environment, Health and Safety (EHS) under an integrated operating model.



By aligning these functions within a unified framework, GTO enables seamless cross-functional decision-making, standardized execution, and consistent performance across the manufacturing network. This integrated model ensures that efficiency, quality, cost competitiveness, supply reliability, compliance, and sustainability are managed holistically.

Manufacturing Advancement Priorities

The GTO operating model provides a common execution foundation across facilities and functions, enabling enterprise priorities to be translated into focused actions across the manufacturing network. During the year, we drove progress by targeting four priority areas.

Key Focus Areas



Digital and Data-Led Manufacturing Enablement



Process Innovation and Technology Advancement



Operational Excellence and Productivity



Manufacturing Capability Building and Development



Digital and Data-Led Manufacturing Enablement

In FY26, digital enablement in manufacturing focused on improving agility, traceability, compliance confidence, and execution reliability. We broadened the adoption of sophisticated digital platforms, including Manufacturing Execution Systems (MES), Laboratory Information Management Systems (LIMS), PAS-X Manufacturing IT Solutions (PAS-X), Industrial Internet of Things (IIoT), Robotic Process Automation (RPA), and real-time monitoring systems. These platforms improved process visibility, reduced manual intervention, enabled earlier issue detection, and accelerated data-driven decision-making across manufacturing and quality operations.

Together, these initiatives strengthened data integrity, reduced the risk of human error, lowered the documentation burden, and supported consistent right-first-time execution.

Key Enterprise-Wide Initiatives

- Advancing digital manufacturing through Centralized Data Acquisition System (CDAS) and IIoT integration at Tarapur and Nagpur, enabling real-time batch monitoring and batch-to-batch analytics



- Expanding paperless execution through MES/PAS-X, EBR deployment, automated batch archiving, Manufacturing Statistical Unit (MSU)-based material traceability, and digital annexure management, elevating ALCOA++ compliance and enabling faster batch release
- Driving productivity through automation and RPA-led workflows that reduce repetitive documentation tasks, improve accuracy, shorten cycle times, and expand workforce efficiency
- Enabling data-driven operations through real-time dashboards tracking throughput, WIP, and packing-line performance, facilitating bottleneck identification, and optimizing cycle times across facilities

Facility-Level Digital Milestones

At the facility level, our teams leveraged digital tools to reinforce execution discipline, deepen compliance confidence, and increase operational reliability.

Facility	Digital Milestone
Goa	Implemented paperless packing operations through e-BPR, enabling online verification of approved packaging artwork and digital execution of checklists and annexures.
Chhatrapati Sambhajinagar	Installed PLC-based Human Machine Interface (HMI) systems for centralized Heating, Ventilation, and Air Conditioning (HVAC) auto-control and interval-based digital logging, eliminating manual records and supporting cGMP compliance.
Nagpur	Enabled IP and finished product testing in LIMS and optimized High Performance Liquid Chromatography (HPLC)/Ultra Performance Liquid Chromatography (UPLC) calibration processes.
Pithampur	Advanced digitalization through SAP-based material verification at Unit-1 and e-BPR implementation for MDI formulations at Unit-3.
Ankleshwar and Nagpur	Successfully went live with the PRISM project in December 2025, marking the first API facility implementation at Ankleshwar and Formulation (FML) facility implementation at Nagpur.
Pithampur (Unit-3)	Completed Electronic Batch Record (EBR) implementation, transforming paper-based batch execution into fully digital workflows with real-time equipment data capture, faster batch review, and improved investigation support. This delivered annual savings of INR 12 million with strong long-term Return on Investment (ROI).

By implementing these digital initiatives, we are reducing sources of human error, minimizing manual documentation, improving real-time data capture, amplifying traceability, and enabling automated checks across manufacturing and quality workflows. This allows teams to spend less time reconciling information and more time improving process control, quality assurance, and patient-focused supply reliability.



Process Innovation and Technology Advancement

At Lupin, process innovation focuses on making manufacturing processes simpler, more robust, scalable, and efficient while maintaining product quality and regulatory compliance. In FY26, this agenda progressed across Active Pharmaceutical Ingredient (API) and formulation operations through process simplification, yield improvement, impurity control, resource efficiency, and future portfolio readiness. These actions contributed to lower material intensity, better asset utilization, stronger process consistency, and improved cost performance.

Sustainability-oriented process improvements were also undertaken, including initiatives to reduce solvent usage, minimize waste, and improve resource efficiency. In parallel, process development teams bolstered risk-mitigation approaches for emerging regulatory concerns, including process-related impurities and nitrosamine risk in selected API processes, thereby enhancing regulatory readiness and product safety.

Process innovation also supported future manufacturing readiness with the development of new API processes for regulated and emerging markets. These initiatives proceeded through defined stage gates, including process design, exhibit batches, stability studies, and regulatory filing preparation.

Together, they are helping build a manufacturing platform that is more agile, cost-competitive, resource-efficient, and capable of supporting future growth.

Action Taken	Outcome
Simplified multi-step manufacturing pathways and reduced process complexity across selected API categories	Improved cycle efficiency, better asset utilization, and stronger cost competitiveness
Implemented yield improvement and resource optimization initiatives across selected therapeutic categories	Reduced material losses, better conversion efficiency, and reinforced operational efficiency
Strengthened impurity control and risk mitigation strategies, including nitrosamine risk management	Sharpened product safety, regulatory compliance, and process robustness
Progressed selected sustainability-oriented process improvements to reduce solvent use and waste generation	Better resource efficiency and more responsible manufacturing practices
Accelerated new process development through structured stage gates for regulated and emerging markets	Augmented future manufacturing readiness and portfolio resilience

Case Study Packaging Development for Responsible Growth

Why it matters

Packaging is an integral component of Lupin's manufacturing system. It influences product protection, patient experience, regulatory compliance, supply chain efficiency, and environmental impact. Thoughtful packaging design not only helps ensure medicines remain safe and protected but also bolsters material efficiency, logistics performance, and resource use.

What we did

In FY26, packaging development initiatives were aligned with broader manufacturing priorities, with a focus on design optimization, material efficiency, and logistics performance while ensuring product integrity and compliance with regulatory requirements.

Targeted interventions were undertaken to simplify packaging configurations and boost efficiency across the value chain. These included adopting digital alternatives to physical patient information wherever permitted by regulations, removing redundant packaging layers through design improvements, and optimizing carton and shipper configurations to improve packing density and transportation efficiency. The initiatives were implemented selectively, with careful consideration to patient safety, product protection, and regulatory expectations.



Impact

Our efforts contributed to improved material efficiency, reduced packaging intensity, better logistics utilization through pallet and packing density optimization, and lower handling complexity across manufacturing and distribution operations. They also helped reduce our environmental footprint through lower material usage and resource consumption.

The initiatives delivered measurable improvements in cost efficiency and resource conservation, demonstrating how packaging innovation supports operational performance while advancing Lupin's sustainability objectives.



Operational Excellence and Productivity

In FY26, operational excellence at Lupin emphasized better capacity utilization, productivity, cost efficiency, and execution reliability across the manufacturing network. Our approach remained people-led and systems-enabled, combining disciplined execution with structured improvement programs to support consistent, high-quality manufacturing outcomes and reliable supply.

During the year, we prioritized targeted debottlenecking, equipment upgrades, batch scale-ups, process optimization, automation solutions, and Lean Six Sigma-led improvements across API and formulation operations. These initiatives helped improve throughput, reduce process variability, optimize shop-floor traceability, and improve right-first-time execution across facilities.

Key Enterprise-Wide Initiatives

• Capacity and Throughput Enhancement

Initiative – Targeted debottlenecking, equipment upgrades, and batch scale-up initiatives were implemented across API and formulation operations, supported by GTO acceleration programs.

Outcome – These efforts delivered capacity improvements of approximately 8–15% across selected manufacturing lines, improving asset utilization and supply reliability across key therapeutic categories.

• Yield Performance and Cost Efficiency

Initiative – Targeted process optimization, QC interventions, and Lean Six Sigma initiatives were implemented across multiple facilities to improve yield performance and reduce variability.

Outcome – These initiatives delivered yield improvements of approximately 3–10% across selected processes, contributing to cost efficiency while maintaining quality and compliance standards.

• Process Consistency and Overall Equipment Effectiveness (OEE)

Initiative – SOP simplification, process standardization, shop floor improvement initiatives, and structured continuous improvement programs were implemented to improve process consistency and equipment effectiveness.

Outcome – These actions improved OEE, reduced execution variability, and supported right-first-time performance.

• Automation and Execution Efficiency

Initiative – Automation solutions, digitized scanning, and improved process controls were deployed across manufacturing and packaging operations to reduce manual intervention and improve traceability.

Outcome – These interventions delivered cycle time reductions of approximately 10–20%, lowered manpower dependency, minimized sources of human error, and improved shop floor traceability.

• Packaging and Logistics Efficiency

Initiative – Packaging optimization and related process improvements were prioritized to increase packing density, improve packing efficiency, and simplify material handling across operations.

Outcome – These initiatives delivered step-change improvements in packing efficiency, including up to approximately 2x improvement in packing density in select cases, resulting in better logistics utilization and reduced handling complexity.

• Network-Wide Productivity and Cost Discipline

Initiative – Structured productivity programs and continuous improvement practices were implemented across multiple facilities to drive operational efficiency and cost discipline.

Outcome – These efforts delivered measurable efficiency gains, improved cost performance, and reinforced Lupin's position as a competitive and cost-efficient manufacturing network.

These actions improved throughput, reduced variability, reinforced traceability, and elevated cost performance across manufacturing operations.

Case Study

Process Optimization and Resource Efficiency in Ankleshwar

Why it matters

Responsible manufacturing requires constant attention to resource use, process efficiency, environmental performance, and cost competitiveness. At Ankleshwar, teams identified opportunities to reduce waste and optimize resource efficiency without compromising productivity, quality, and compliance.

What we did

The Ankleshwar facility implemented process optimization and resource efficiency initiatives across its manufacturing operations. Key interventions included raw material and solvent optimization in Ethambutol Raw Material Cost (RMC), achieved through a 6% improvement in IPA (Iso-Propyl Alcohol) recovery. Further, through new vendor development, fresh sulfuric acid was substituted with spent sulfuric acid.



Impact

These initiatives delivered cumulative cost savings of INR 24.3 million while deepening sustainability and operational resilience. They demonstrate how site-level teams can convert process insight into measurable value for the business, the environment, and patients who rely on uninterrupted medicine supply.



Manufacturing Capability Building and Development

In FY26, capability building focused on elevating people, leadership practices, technical expertise, and execution discipline required to support a future-ready manufacturing network. Our approach was inspired by the belief that technology, systems, and processes create sustained value only when supported by capable, confident, and accountable teams.

Capability development during the year was closely aligned with the GTO framework and embedded into daily operations through leadership programs, technical training, and frontline development initiatives.

Key Enterprise-Wide Initiatives

- GTO Operating Framework**
Initiative – Capability building was aligned with the GTO operating framework, which integrates manufacturing, supply chain, procurement, engineering, and EHS into a unified operating system. Through the deployment of the GTO toolbox across facilities, teams adopted more consistent ways of working and embedded structured problem-solving practices.
Outcome – This approach improved cross-functional alignment, standardized problem-solving, and helped teams translate strategic priorities into measurable operational outcomes across the network.
- Leadership Capability and the 45-Degree Zone**
Initiative – Leadership programs such as ENHANCE and SEED were deployed to build strategic thinking, execution excellence, and people leadership across manufacturing and technical operations. A key principle embedded in these programs is the 45-Degree Zone, which guides leaders to balance performance delivery with team capability and commitment.
- The 45-Degree Zone represents the optimal balance between performance delivery and capability development. Overemphasis on delivery may produce short-term results that are difficult to sustain, while capability building without execution can weaken performance outcomes.

Outcome – Embedding this principle enabled leaders to make more balanced decisions across short-term and long-term priorities, supporting sustained operational performance without compromising capability depth.

- Technical and Functional Depth**

Initiative – Targeted technical training and external partnerships were leveraged across manufacturing, quality, and engineering functions with a focus on process understanding, regulatory expectations, analytical capability, and emerging technologies.

Outcome – These initiatives deepened technical expertise, improved problem-solving capability, and supported robust, reliable, and compliant manufacturing operations.

- Frontline Capability and Execution Discipline**

Initiative – Focused initiatives were implemented through structured shop-floor training, leadership interventions, GTO-aligned programs, and role-specific learning modules to build frontline capability. These efforts emphasized accountability, communication, and adherence to standardized practices.

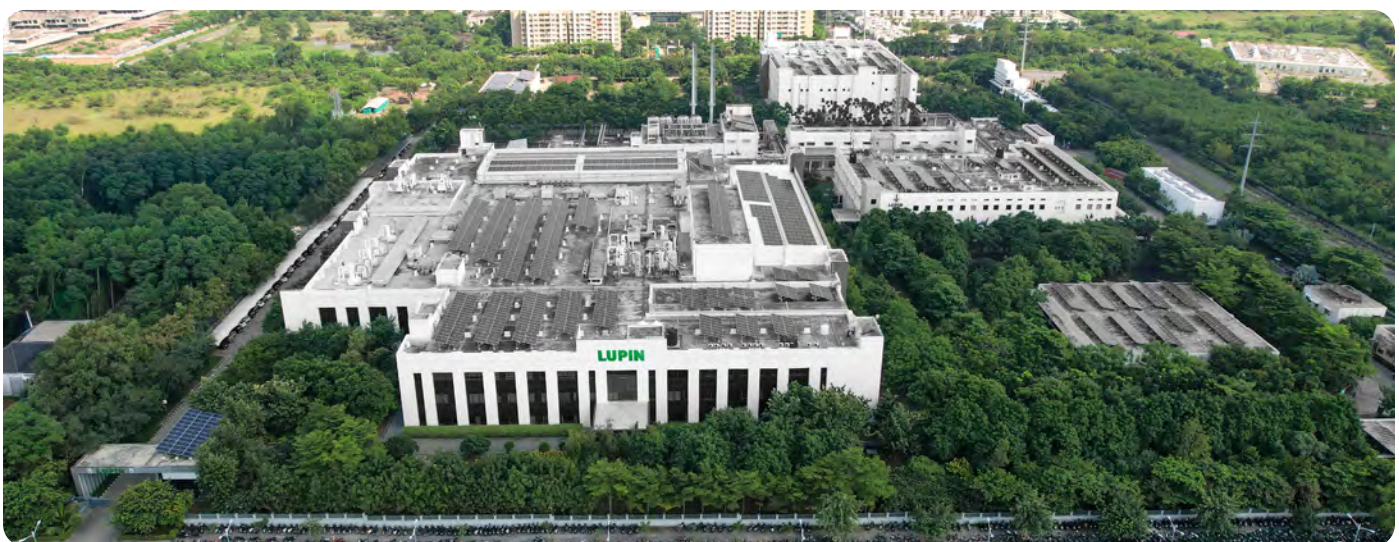
Outcome – These efforts improved right-first-time execution, operational consistency, and ownership, while reducing variability across manufacturing processes.

- Exposure to Global Best Practices and Emerging Risks**

Initiative – Leaders and technical teams participated in industry forums, technical platforms, and specialized programs focused on manufacturing excellence, regulatory trends, impurity management, and product safety.

Outcome – This exposure improved regulatory awareness, broadened technical perspectives, and sharpened organizational preparedness for evolving industry expectations.

Through these initiatives, we are integrating strategy, systems, and people development to build a more resilient and capable manufacturing organization.

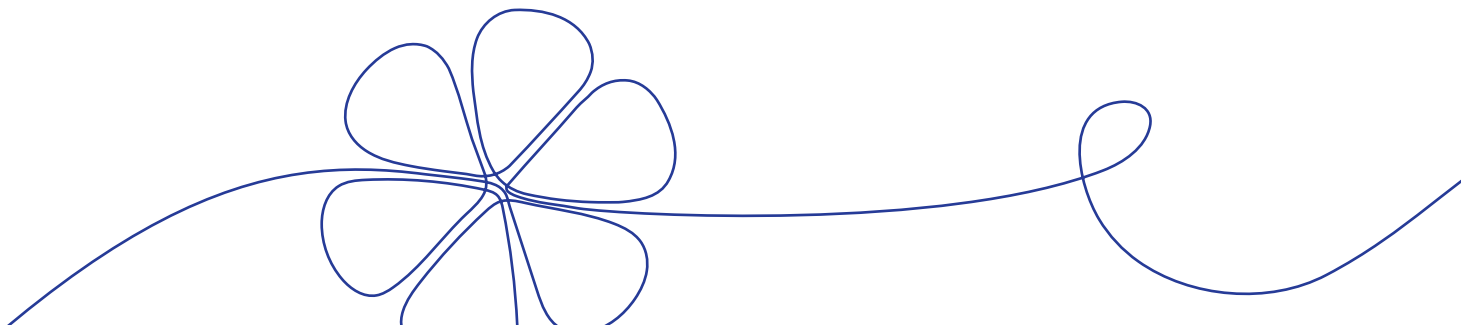


Strategic Performance Areas

Execution is guided by clearly defined Strategic Performance Areas (SPAs), which translate long-term priorities into measurable outcomes, frontline actions, and shared accountability across facilities and functions.

Introduced in FY24, the six SPAs have matured into effective performance enablers. After two years of focused execution, several three-year commitments have been achieved ahead of schedule, reflecting disciplined implementation and shared ownership across teams.

Strategic Performance Areas	Future State	Progress to Date
Quality and Regulatory Compliance 	We aim to build a digitally enabled, inspection-ready, integrity-driven 'Quality First' culture where empowered employees, strong governance, and modern technologies ensure ethical, reliable, and continuously improving operations.	Excellence in quality was institutionalized enterprise-wide as a non-negotiable standard, anchored in discipline, transparency, and audit-readiness. This commitment was reinforced through rigorous Gemba practices, SOP harmonization, and frontline capability building. In parallel, digital quality transformation was accelerated by deploying platforms such as Chromeleon, LIMS dashboards, Electronic Batch Manufacturing Record (EBMR), and Quality Centers of Excellence. These initiatives have enabled real-time visibility, improved process control, and reinforced our ability to anticipate and respond to emerging risks with precision. Manufacturing and quality resilience were further refined through facility modernization, increased automation, rollout of Quality Systems, adoption of AI-enabled tools, and phased virtual reality training for oral solid dosage forms. Collectively, these interventions are enhancing data integrity, improving predictability, and reinforcing regulatory confidence.
Customer Focus and Growth 	We play in and lead the top league with unprecedented performance. We are known among customers for our relentless capability to provide quality with the highest reliability. This is what fuels our continued growth.	Customer service performance reached new levels of excellence, with On-Time In-Full (OTIF) achieving all-time highs. This contributed to lower Failure-to-Supply (FTS) penalties and improved Anti-Retroviral (ARV) service levels, reinforcing our position as a trusted and preferred partner in institutional markets. End-to-end supply reliability was further fortified by institutionalizing Integrated Business Planning and Kinaxis-enabled real-time global visibility. These measures have enabled more agile and proactive demand-supply balancing, ensuring continuity, responsiveness, and consistency across our supply network. Integrated planning and cost efficiency were augmented through harmonized product planning across key formulation facilities, including Nagpur, Indore, Goa, and Chhatrapati Sambhajinagar. Despite a challenging geopolitical environment, these efforts helped maintain logistics costs at all-time lows, reflecting disciplined execution and resilience across operations. Collectively, these advancements reflect a supply chain that is increasingly agile, integrated, and dependable. They elevate our ability to deliver with consistency, build customer trust, and ensure that patients have timely access to the medicines they rely on.



Strategic Performance Areas	Future State	Progress to Date
Cost Leadership 	We have unconstrained thinking to become cost-efficient. We constantly work in collaboration to ensure that we are among the top 10 most competitive players in the industry.	In FY26, disciplined execution across the value chain translated into notable performance outcomes, surpassing savings targets across manufacturing, procurement, logistics, and network optimization initiatives. These achievements demonstrate a sustained focus on embedding efficiency as a core operational principle. Margin expansion was further supported through targeted Operational Expenditure (OPEX) optimization, yield enhancement, and raw material efficiency programs across both API and formulation operations. These efforts were backed by structured Continuous Improvement (CIP) initiatives that reinforce a culture of ongoing refinement. Cost discipline was deepened through strategic logistics optimization, including modal shifts from air to ocean freight and proactive renegotiation of freight contracts. In parallel, the adoption of zero-based budgeting introduced greater rigor in resource allocation, unlocking incremental efficiencies while reinforcing accountability across functions.
Technology Leadership 	We are leveraging our technologies effectively and keep investing to stay ahead of the competition. We continuously evaluate and invest in new technology (i.e., Gen AI, continuous manufacturing, etc.) that contributes to our winning strategy.	End-to-end operational visibility was improved through the implementation of throughput dashboards, supply chain control towers, EBM, and LIMS/QC schedulers. These enabled faster decision-making and shorter release timelines. Manufacturing performance was enriched through IIoT-led improvements and advanced analytics, delivering greater consistency, sustained yield gains, lower deviations, and reduced operating costs. Quality and decision effectiveness were elevated through predictive quality tools such as RADAR, along with GenAI solutions, including Manufacturing and Maintenance Insights Hub (MMIH) and quality document co-author. These tools help reduce batch risk and accelerate documentation cycles.
Environmental, Social, and Governance (ESG) 	We take a proactive approach to ESG, moving from a leadership-driven to a workforce-driven culture. ESG is a differentiator and an integral part of our strategy. This will be driven on three pillars – Sustainability, Diversity, and EHS (manufacturing facilities).	ESG priorities were integrated more deeply into business planning and operational execution. A science-based Scope-3 roadmap was defined, targeting approximately 61% emission intensity reduction by FY33. Supplier engagement for this is underway. Health and safety programs were institutionalized across global operations, refining preventive controls and workforce ownership. Diversity and inclusion governance was established through a diversity council, second-shift enablement, and long-term gender diversity targets at the facility level.
Capability Building 	We want to accomplish capability building as an integrated part of our strategy and of every manager's job. It is not enough to deliver results today; we need to always build capabilities for the future, linked to our strategy.	Leadership capability was elevated through institutionalized Coaching Essentials, ENHANCE, and SEED programs, supported by OHI-led interventions to improve cross-functional performance, ownership, and engagement. Operational and project execution were standardized through the enterprise-wide rollout of the GTO Toolbox, embedding consistent project management and problem-solving discipline across facilities. Critical technical capabilities were scaled through domain excellence platforms, including inhaler engineering, aseptic and sterile manufacturing, device procurement, and engineering innovation. This was complemented by the launch of Mission-Based Training at Pithampur Unit-2 in February 2026.

Product Quality, Safety, and Compliance

Quality is central to our purpose, and delivering safe, high-quality medicines across global markets is integral to our operations. Quality is deeply embedded across the organization, forming the basis of trust with patients, regulators, and other stakeholders.

Our Global Quality Management System integrates best-in-class practices across worldwide operations, creating a unified and robust quality ecosystem supported by more than 2,500 quality professionals.



Quality First – A Leadership-Led Culture of Excellence

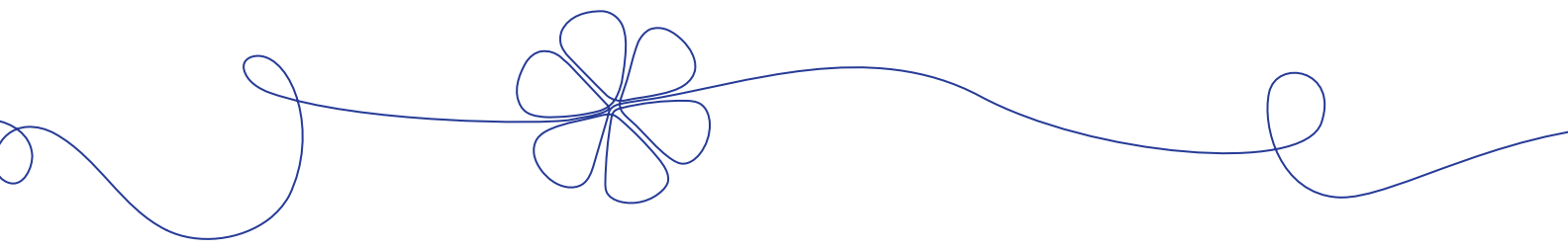
Quality at Lupin extends beyond systems and inspections; it is a leadership-led, organization-wide commitment anchored in patient trust. We have embedded a culture of excellence in Quality through a deliberate, leadership-driven transformation that prioritizes patient outcomes and long-term institution building over short-term trade-offs.

This approach has improved governance as well as organizational capability and delivered sustained improvements in execution reliability and service performance.

Key Actions and Outcomes

- Quality governance and digital oversight were sharpened by deploying Digital Process Capability Index (Cpk) Governance and Quality Pulse, which enabled real-time performance visibility, trend monitoring, and early risk detection across operations.
- Focused product robustness programs delivered a year-on-year reduction of 27% in Out-of-Specification (OOS) occurrences (FY26 vs FY25), driving improved process reliability and consistency across manufacturing operations.
- Through the World Class Lab (WCL) initiative, laboratory robustness, analytical discipline, and sigma performance were elevated across quality control laboratories.
- Under the OPEX framework, the EPIC initiative yielded 35% reduction in invalid OOS driven by checklist simplification, targeted capacity building, harmonized instrument handling, and laboratory practices.
- Lean Six Sigma capability was expanded across the organization by developing certified Green Belts and Black Belts, refining problem-solving maturity, and reinforcing data-driven decision-making at scale.

- At the Tarapur site, the Lean Six Sigma-led initiative delivered tangible outcomes, including –
 - Yield improvements in the range of ~1-5% across key product classes, contributing to meaningful cost benefits and better performance
 - Improvements in conversion efficiency and right-first-time execution decreased material losses and increased operational discipline across manufacturing operations
- World-class manufacturing and 5S initiatives elevated audit readiness, equipment reliability, workplace organization, and overall utility efficiency across operations.
- Through process improvement, yield enhancement, and capacity expansion for anti-depressant products, cost savings of approximately INR 40 million were delivered alongside reduced water consumption of nearly 70%, thus supporting sustainability goals.
- Enterprise-wide manufacturing governance was upgraded by implementing the Quality Management System across multiple facilities, fortifying standardized quality processes, digital traceability, and consistent execution.





Quality is not a function at Lupin – it is the thread that weaves everything we do. Every decision, every process, and every product reflects our commitment to earning the trust of patients, healthcare professionals, and regulators around the world.

Dr. Ranjana Pathak
Chief Quality Officer

Integrated Quality Governance and Oversight

Quality governance is anchored in an integrated, tiered framework designed to enable disciplined escalation and robust two-way communication across the organization. Matters relating to quality and compliance are addressed at the site level through Site Quality Council Meetings (SQCMs) and escalated, as appropriate, through the Divisional Quality Council Meetings (DQCMs) to the Corporate Quality Council Meeting (QCM) for enterprise-wide governance.

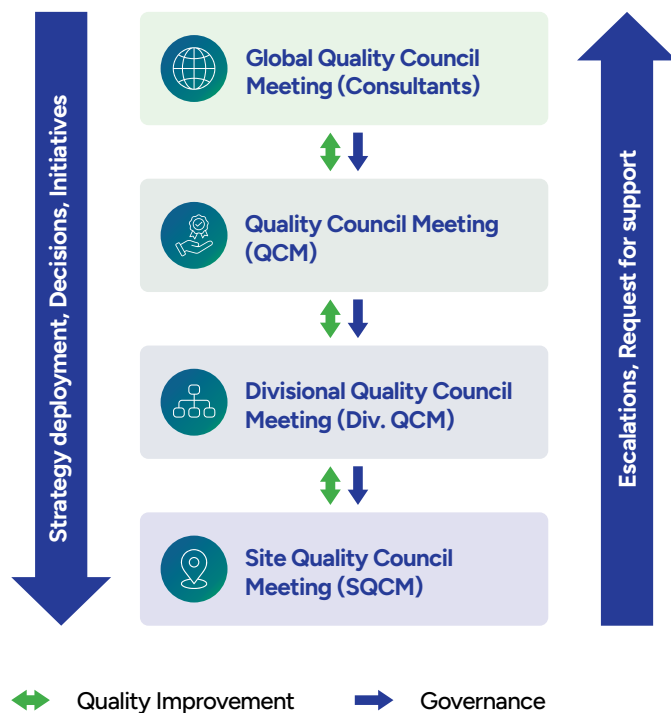
Enterprise quality leadership is driven by the Chief Quality Officer (CQO) and Chief Technical Operations Officer (CTOO), with the CQO accountable for the effectiveness of the Quality Management System and the integrity of quality governance.

Outcomes and directives from Corporate Quality Council Meetings are systematically cascaded through divisional forums to site-level teams, ensuring alignment, clear ownership, and disciplined execution, while enabling proactive management of quality risks across all levels.

Corporate Quality Audits

In FY26, we maintained strong regulatory readiness through a structured, risk-based audit program across manufacturing facilities and suppliers. Internal audits covered all India manufacturing locations, while supplier quality assurance across India and the U.S. was aligned to qualification standards and risk prioritization.

Extensive employee training on QMS, data integrity, SOPs, and cGMP bolstered consistent quality practices, underscoring our continued focus on compliance, supplier assurance, and a culture of quality excellence.



Lupin operates 21 laboratories across regulated facilities, all certified at the 5S level. During the year, we expanded the implementation of technology-enabled solutions to further elevate laboratory excellence.

Indicators	FY23	FY24	FY25	FY26	Target
Corporate internal audit on Lupin facilities	16	17	20	15	Driven by internal quality metrics, all India facilities are audited at least once a year by an internal audit team to ensure compliance and audit preparedness
Training for employees covering QMS, data integrity SOP, and Annual cGMP	6,385	10,090	8,057	9,812	100% of applicable employees

Case Study Virtual Reality (VR)-Based Training

Why it matters

To reduce human error and ensure safe, compliant execution, it is essential to build operator capability before exposure to critical manufacturing environments. VR-based training helps teams understand procedures, anticipate operational risks, and develop confidence before performing critical process steps on the shop floor.

What we did

VR-based training was provided for selected critical operational processes. These immersive, simulation-based modules enable operators to practice key process steps in a controlled, risk-free environment, improving procedural understanding and situational awareness.

The VR platform complements the ERR framework by sharpening human performance through innovative learning methods.



Impact

This initiative expanded operator preparedness, procedural adherence, and execution confidence, contributing to safer operations, improved compliance, and reduced risk of human error across manufacturing processes.

Permanent Inspection Readiness

Regulatory compliance is a continuous commitment that reinforces patients' confidence in our medicines and the systems that support them. In FY26, we sharpened our focus on Permanent Inspection Readiness (PIR) and corrective and preventive actions to maintain a state of continuous audit assurance.

Compliance was further embedded as an everyday responsibility rather than a reactive response to inspections. Corporate audit processes were refined and supported by targeted mock inspections, where appropriate. Increased emphasis on independent verification of Investigations and Corrective and Preventive Actions (CAPA) effectiveness ensured that actions taken are meaningful, sustainable, and aligned with patient safety.

Ongoing tracking of evolving regulatory requirements, guidance documents, and industry expectations improved risk identification and enabled timely, systemic responses. These efforts improved confidence in how teams operate across regulated environments.

Investigations and Corrective and Preventive Actions

Every quality event is treated as an opportunity to learn, improve, and broaden patient protection. We conduct investigations in line with the Pharmaceutical Quality System principles, using structured, science- and risk-based root cause analysis supported by clear ownership and management oversight.

Investigation outcomes are systematically integrated into quality risk management and Corrective and Preventive Actions (CAPA) processes to prevent recurrence, drive continuous improvement, and protect product quality, patient safety, and regulatory compliance.

This disciplined approach enables teams to move beyond issue resolution toward sustained, system-level improvement, reiterating quality as the foundation of patient trust.

Our Process Development and R&D teams play a pivotal role in upholding manufacturing integrity. From careful management of input material attributes to the definition of product specifications and rigorous end-product testing, each stage reflects a disciplined approach to quality. Centered on critical quality attributes and process consistency, this approach helps prevent deviations and maintain sigma levels above 4.0, ensuring that products reach patients with uncompromised quality and safety.

Error Risk Reduction

Human performance plays a critical role in manufacturing quality. To address risks arising from human error, we have implemented an Error Risk Reduction (ERR) framework across all facilities, enabling more consistent and high-quality investigations.

Through this framework, we identify key Risk Influencing Factors (RIFs) and analyze investigation trends to understand the underlying causes of errors. Insights are regularly reviewed by the training council, ensuring that learnings are translated into targeted training and practical improvements on the shop floor.

This structured approach helps reduce recurring errors, build workforce capability, and ensure safer, more reliable ways of working, while supporting continuous improvement across operations.

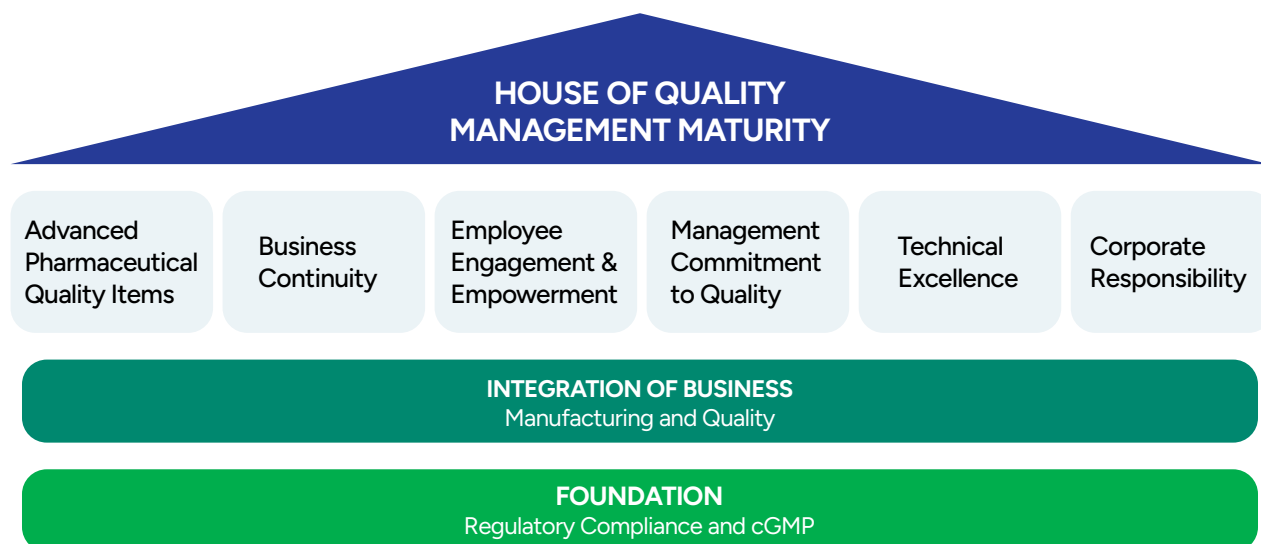
Quality Management Maturity

During the year, we furthered our Quality Management Maturity (QMM) journey, reinforcing our commitment to responsible manufacturing and sustainable operations.

Facility-level maturity assessments, with ratings largely between Level 3 (Defined) and Level 4 (Quantitatively Managed), demonstrate how quality principles are being embedded into everyday decision making, supported by robust corporate

responsibility practices, leadership accountability, and employee empowerment.

Continued focus on augmenting business continuity and technical excellence supports reliable access to medicines and helps mitigate operational risk. Data-driven assessments and external benchmarking remain central to our approach, enabling continuous improvement while reinforcing ethical conduct, product integrity, and long-term societal value.



Supplier Quality Audit and Assessment

A medicine is only as reliable as the value chain behind it. At Lupin, a resilient and responsible supply chain is integral to delivering safe, high-quality medicines to patients. Our Supplier Quality Audit and Assessment framework helps uphold quality, regulatory, and sustainability expectations while fostering long-term partnerships grounded in trust, transparency, and continuous improvement.

Suppliers of APIs, key starting materials, intermediates, excipients, gases, and primary and secondary packaging materials are governed by a structured, risk-aligned audit framework. Each supplier is assessed at least once within a three-year cycle,

with oversight based on criticality, risk profile, category-specific requirements, and defined review intervals.

In FY26, around 316 suppliers were covered under this program. Suppliers of materials critical to product performance, patient safety, and regulatory compliance are subject to focused audits, while suppliers of chemicals and solvents are evaluated through structured questionnaire-based assessments to ensure due diligence and efficient use of audit resources.

Through this multi-tiered framework, we audited 626 suppliers in the last two financial years, bolstering our supply chain integrity, improving risk oversight, and reinforcing consistent quality standards across the value chain.

Indicators	FY23	FY24	FY25	FY26	Target
Total supplier quality audits (third-party finished product site) for the India market	74	64	58	71	Driven by supplier quality metrics, every supplier site is audited once every three years, and at the time of new vendor qualification
Total supplier quality audits (third-party finished product site) for the U.S. markets	6	3	2	10	
Total supplier quality audits (raw materials) for all markets	250	265	167	316	

Emerging Technologies for Quality Excellence

Technology enhances quality by enabling better decisions, earlier risk detection, and consistent execution across manufacturing operations. In FY26, we accelerated the adoption of digital and automation-led solutions across the product lifecycle, from development and commercial manufacturing to post market surveillance.

Key Initiatives

- Advancing cleaning validation through the CLEEN application, improving efficiency, data integrity, and compliance
- Progressing AI-based DocuMind to elevate SOP management, with planned expansion into risk assessments and regulatory vulnerability analysis
- Driving the Veeva–NorthStar program toward a unified Document Management System (DMS), QMS, and Learning Management System (LMS) platform, aiding in more integrated and standardized quality management
- Expanding smart lab integrations across LIMS, SAP, Chromeleon, and analytical instruments to improve end-to-end digital traceability and laboratory data flow
- Initiating review-by-exception automation to support risk-based oversight, focused review, and exception handling

These initiatives are helping to build a more connected, transparent, and responsive quality ecosystem. They are also bolstering process robustness, reinforcing compliance, and supporting more dependable patient outcomes.



Case Study Project NorthStar



Why it matters

A unified quality, document, and learning platform is essential for consistent governance across global operations. It helps standardize processes, improve visibility, support compliance, and facilitate teams across regions to work with greater alignment.

What we did

Project NorthStar was implemented as a strategic digital transformation initiative to implement the Quality Management System, Document Management System, and Learning Management System across operations in India, the U.S., and Europe.

The program spans across 25 facilities, 17,000 employees, and over 20 quality processes and lifecycles. It is being executed in phases, with rollout underway in India, which will be followed by implementation at Somerset, Coral Springs, and Nanomi in August 2026.



Impact

Project NorthStar is helping create a more connected and standardized quality ecosystem. It supports streamlined compliance processes, improved cross-regional collaboration, faster onboarding, and scalable capabilities for future growth.

By integrating quality, documentation, and learning workflows on a common platform, the initiative increases regulatory confidence, improves process consistency, and supports patient safety.

Case Study Quality Prism



Why it matters

Quality control operations depend on data integrity, traceability, audit preparedness, and timely testing decisions. A digitally enabled QC ecosystem boosts reliability, reduce manual effort, and drive more consistent quality outcomes.

What we did

Quality Prism was driven forward as a QC digital and automation initiative to develop a leaner, more efficient, and future-ready quality control operating model.

Through Quality Prism, we were able to automate workflows across the testing lifecycle, from specification selection to Certificate of Analysis. It also introduced smart machines, IoT-enabled connectivity, and barcode-based testing to increase control, reduce manual intervention, and shorten turnaround times.



Impact

The QC function achieved approximately 85% digital maturity, supporting consistent compliance and more reliable decision-making. Following a successful pilot, the initiative will be scaled across the QC network in phases during FY27.

Quality Prism has delivered a scalable and standardized QC operating model, elevated audit preparedness, and accelerated Lupin's journey toward smart manufacturing and sustainable quality excellence. For patients, this means greater confidence in the systems behind every quality decision.

Leveraging AI, IoT, and Advanced Analytics to Bolster Quality Excellence

Modernized technologies are changing how quality is monitored, understood, and managed across manufacturing operations. By combining AI, IoT, and advanced analytics, we are improving process predictability, enabling earlier risk identification, and supporting timely interventions before quality is impacted. These capabilities help to sharpen process predictability, elevate batch consistency, and reinforce patient protection.

Predictive Quality Using AI and ML

A key milestone in this journey is the development of an AI/ML-based predictive analytics model built on Critical Process Parameters and Critical Material Attributes. The model facilitates real-time identification of potential quality risks and provides early alerts for proactive corrective action before batch failure.

Value Delivered

- Reduced risk of batch rejection through early risk identification
- Improved process predictability and reliability
- Better ability to anticipate process risks and safeguard quality

The model is currently in proof-of-concept for a single product, with plans to scale across formulations and APIs.

Enterprise-Wide Analytics – Quality Pulse

Quality Pulse is an enterprise analytics platform that makes it possible to continuously monitor Critical Quality Attributes through Statistical Process Control. It provides greater visibility, consistency, and accountability to quality performance across operations.

Key Capabilities

- Real-time monitoring of Process Capability Index (Cpk)
- Early detection of trends and drifts
- Timely cross-functional intervention to prevent quality failures

By allowing teams to identify early signals, respond quickly, and sustain process capability, Quality Pulse is fostering a more proactive and disciplined quality culture across the company.

Advanced Analytics for New Product Stabilization

At the Nagpur site, advanced analytics supported the early-stage stabilization of new products by bringing together IoT-enabled process data, quality outcomes, and enterprise data lakes.

This Approach Enables Teams to:

- Identify the key drivers of variability
- Define optimal operating ranges with greater precision
- Stabilize new products more rapidly during early-stage rollout
- Reduce off-specification batches and improve ramp-up efficiency

We have plans for an enterprise-wide rollout of this advanced analytics approach to support smoother product scale-up, stronger process understanding, and improved right-first-time outcomes. This approach propels our journey towards a more predictive and resilient manufacturing ecosystem, grounded in quality, reliability, and patient trust.

Pharmacovigilance and Product Safety

We believe that patient safety extends beyond manufacturing and continues across the entire lifecycle of every product. At Lupin, this responsibility is supported by a robust pharmacovigilance system aligned with global regulatory standards and Good Pharmacovigilance Practices (GVP).

Our Drug Safety and Risk Management (DSRM) function provides lifecycle-wide safety oversight across markets. It supports adverse event reporting, proactive signal detection, product quality coordination, and timely regulatory submissions, ensuring that safety information is captured, assessed, and acted upon with rigor.

To make reporting accessible, dedicated channels have been established for patients and healthcare professionals to contact Lupin for product inquiries or to report safety concerns, quality issues, or defects. These include a call center and e-mail facility, with contact information displayed on product packaging and the company's official website.

All reported product quality complaints are routed to manufacturing teams for evaluation and investigation. Adverse events are reviewed by the DSRM team, processed within a validated safety database, and submitted to relevant health authorities where reporting criteria are met.

Beyond reporting and response, the DSRM team adopts a proactive approach to safety monitoring through global literature surveillance, periodic risk-benefit assessments, and structured signal detection activities. Emerging safety signals are identified, evaluated, and acted upon in a timely and responsible manner.

Working closely with teams across research and development, clinical, manufacturing, supply chain, and global medical affairs, DSRM ensures integrated safety oversight across the product lifecycle. Pharmacovigilance performance is monitored using defined Key Performance Indicators (KPIs), including adherence to regulatory submission timelines for expedited and periodic safety reports to authorities such as the U.S. FDA, TGA Australia, Health Canada, DCGI India, and the U.K. MHRA. These KPIs are reviewed on a monthly basis and presented during Global Quality Council Steering Committee meetings.

Building a culture of vigilance is equally critical. All employees undergo mandatory annual training and are empowered to promptly report adverse events. Employees directly involved in pharmacovigilance activities receive structured onboarding and refresher training, aligned with internal standards and global best practices.

This disciplined approach ensures that safety signals are addressed with rigor, regulatory obligations are met with integrity, and patients are supported by systems designed to protect their well-being.

Key Highlights

- Achieved 100% employee coverage through structured pharmacovigilance training programs, reinforcing shared accountability for patient safety covering U.S., Canada, Australia, and Europe
- Maintained inspection readiness through regular internal audits conducted by the Pharmacovigilance Quality Assurance (PVQA) team, covering systems, processes, and regulatory compliance requirements
- Conducted six internal PVQA audits during FY26, supporting compliance oversight, system robustness, and process effectiveness
- Continued engagement with industry associations such as PIPA, Pharma Deutschland, E.V., and AIPM, supporting alignment with global best practices and evolving regulatory expectations

In-Process Quality Assurance

The in-process quality assurance personnel withdraw finished product samples that are tested against approved specifications by the Quality Control department. If the samples meet the specifications, the Quality Assurance department provides approval.



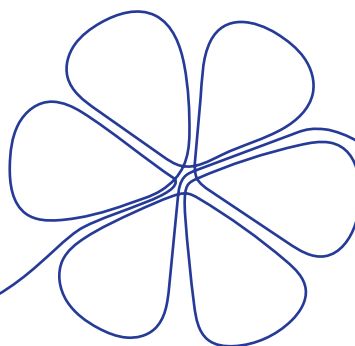
Batch Testing

Batch testing is conducted by qualified analysts in accordance with approved specification and standard testing procedures.



Finished Goods Warehouse

On completion of testing, the batch records, along with analytical records, are sent to QA for review. On review and subsequent compliance (if any) to the batch records, analytical records, marketing authorization, and regulatory approvals, the batch is released by Quality Assurance for further distribution.



Case Study Combating Counterfeit Medicines

Why it matters

Counterfeit medicines pose serious risks to patient safety and public trust. Safeguarding product authenticity is fundamental to Lupin's commitment to responsible healthcare delivery.

What we did

Lupin has established a multi-layered anti-counterfeiting framework spanning packaging, traceability, and logistics. These measures are designed to prevent tampering, provide better visibility across the value chain, and support product authentication at every point of access.

Key interventions

- Deploying QR codes across key brands in the India market, enabling patients and stakeholders to verify product authenticity
- Introducing tamper-evident, glue-sealed packaging for EU markets to prevent unauthorized access and ensure product integrity
- Applying robust security features, including UV-coated and holographic foils, to top-selling brands to deter counterfeiting
- Implementing multi-color security printing on selected high-value and high-volume products to support authentication
- Supporting end-to-end shipment tracking through secure chain-of-custody documentation to elevate traceability across the distribution network



Impact

These measures help prevent counterfeiting, improve traceability, and protect patient safety from manufacturing facilities to final delivery. They also reiterate Lupin's commitment to regulatory compliance, responsible distribution, and trust in the medicines patients receive.

Regulatory Compliance and Recalls

At Lupin, we view regulatory compliance as foundational to responsible manufacturing and a key enabler of patient trust. Accordingly, adherence to global regulatory standards is integral to our approach to quality, accountability, and continuous improvement.

Across all operating geographies, Lupin maintains a disciplined focus on compliance, with regulatory outcomes serving as important indicators to strengthen governance, deepen learning, and drive sustained performance excellence.

In FY26, this commitment was demonstrated in a strong regulatory track record, with zero Warning Letters and one Official Action Indicated (OAI) outcome at Pithampur Unit-II. During the year, the U.S. FDA conducted nine inspections across Lupin's manufacturing facilities, resulting in eight Form 483 observations with 29 total observations, which are being systematically addressed.

FDA Inspections	FY23	FY24	FY25	FY26
U.S. FDA Inspection (Manufacturing Facilities)	9	3	6	9
No. of Form 483	7	2	3	8
No. of Total Observations	55	3	17	29
U.S. FDA Inspection (Manufacturing Facilities) Warning Letters	1	1	0	0

Recall Type	FY23	FY24	FY25	FY26
Class 1 Recalls	0	1	0	0
Class 2 Recalls	7	6	9	9
Class 3 Recalls	0	1	3	0

All quality incidents are addressed through a robust quality governance system, which captures the nature of the issue, affected products or batches, and the underlying technical root causes. Further, each recall is mapped to its originating trigger, such as market complaints, adverse drug events, or stability failures.

The response to each recall is guided by a structured CAPA framework. Every event initiates a cross-functional investigation to diagnose root causes and implement targeted interventions, including process adjustments, enhanced controls, supplier actions, or equipment improvements. The effectiveness of these measures is monitored to prevent recurrence, and the financial and operational impact of each recall is evaluated to support transparent reporting.

External Recognitions for Manufacturing Excellence

Awards and recognitions reflect the commitment of teams across facilities to safety, quality, sustainability, inclusion, and operational discipline. In FY26, our manufacturing facilities were recognized across these dimensions, showcasing the strength of our culture and the progress of our manufacturing excellence journey.

Tarapur site has been recognized for leadership in sustainability and inclusion, earning the 'Competitors' Award at GMEA 2025 for Green Manufacturing Excellence and being named a "Diversity Trailblazer" at the Diversity Champions Awards 2024–25.	Pithampur site has earned multiple recognitions for safety, quality, and manufacturing excellence, winning the Quarterly Safety Performance Rolling Trophy, the top two positions at the All India ESLS Contest 2025, and the WCM Winner of the Month (April 2025).	Mandideep site has received multiple national recognitions for sustainability, safety, and governance, securing IGMG Gold (IRIM), Gold Medal and Safety-First Factory Award, the Golden Peacock Environment Management Award, the National Safety Council Award, and a 4-Star Platinum rating under BEC 1500:2024 for strong sustainability and human rights governance.
Grin Lab, Mexico (Laboratorios Grin) earned the "Most Ethical Companies (E+E)" certification from AMITAI (September 2025), recognizing its strong ethical practices and governance standards.	Goa site earned Platinum recognition at the CII competition for SMED (Quick Changeover), demonstrating excellence in operational efficiency and changeover reduction.	Pithampur site received the Gold Award for Environment at the 10th Annual HSE and ESG Excellence Global Awards 2025, recognizing its strong environmental performance and governance.
Nagpur site has been recognized with the Pharmaceutical Category Award and Change Maker Award at the Global Nagpur Awards 2025 for the Lupin Human Welfare and Research Foundation (LHWRF) Nagpur initiative, acknowledging its healthcare impact and community leadership. The site also received the Exide Award 2025.	Tarapur and Jammu sites were recognized as Gold Medal winners at IRIM NAMC FY26 for excellence in lean manufacturing	Ankleshwar site won the Green Manufacturing Excellence Award (GMEA) for FY26 under the Sustainable Front Runners (Leaders) category
Sikkim has been recognized with the Quality Excellence Award for Customer Satisfaction and Operational Excellence, and the Global IT Performance Award.	Vizag has been recognized with the Champion (Outstanding) Award at the 19th Exceed Environment Awards 2025 in the Water Management category in the Pharmaceutical Sector. The site also won the Platinum Award at the 16th Apex India Occupational Health and Safety Awards, in recognition of its best safety practices.	

Way Forward

As we look ahead, manufacturing excellence will remain central to how Lupin serves patients and creates long-term value. We will continue to build our manufacturing platform through disciplined execution, selective capacity expansion, operational efficiency, quality leadership, and digital enablement across the network. We are focused on creating a more agile, reliable, and cost-competitive ecosystem that can respond to growing global demand with consistency and confidence.

Our quality and compliance priorities remain clear – zero product recalls, sustained inspection readiness, and continuing the record of zero U.S. FDA warning letters across all facilities. These goals reflect our commitment to trust, reliability, and patient safety. We will continue to further Quality Management Maturity, proactive risk management, CAPA effectiveness, and inspection-readiness systems, while sharpening our focus on impurity control, nitrosamine risk mitigation, and predictive quality oversight. This will help us refine our quality system, making it more preventive, resilient, and globally trusted.

At the same time, we are accelerating the adoption of automation, digital, and AI-enabled technologies to improve precision, reduce manual risk, and enable faster, more informed decision-making. The continued expansion of MES, LIMS, real-time monitoring, analytics, and digital quality platforms will improve data integrity, traceability, and process visibility across manufacturing and quality operations.

People capability will remain a core enabler of this journey. We will continue investing in technical depth, frontline capability, leadership development, and future-ready skills so that our teams can operate confidently in an increasingly digital, complex, and regulated environment. Disciplined execution, visible leadership, and continuous learning will guide how we build capability while delivering performance.

With these as our priorities, Lupin will continue to build a manufacturing ecosystem that is resilient, efficient, compliant, and patient-focused. Ultimately, excellence in manufacturing is not an end in itself; it is the foundation through which we fulfill our purpose – we catalyze treatments that transform hope into healing. Every process we improve, every system we strengthen, and every decision we make is guided by this commitment – driven by care, enabled by innovation, and sustained with conviction.



Intellectual Capital

Driving innovation to shape a more promising future

Our Intellectual Capital serves as a bridge between scientific possibility and human need. Our purpose of catalyzing treatments that transform hope into healing inspires us to meet evolving healthcare needs through scientific excellence, patient-centric innovation, and global reach. By combining deep research expertise, strong development capabilities, digital maturity, and robust governance, we continue to advance solutions that improve access to high-quality and affordable healthcare across India and global markets.

In FY26, we further strengthened our innovation ecosystem through a research model aligned with global healthcare priorities. This is reflected in the depth of our scientific talent, the strength of our intellectual property portfolio, the rigor of our development processes, and our growing capabilities across complex and differentiated therapies. It enables us to convert scientific insight into commercially viable products, support sustainable business growth, and create lasting value for patients, healthcare systems, and society.



INR 20,631 Mn

Research and Development Investments in FY26

742

Cumulative Filings

584

Cumulative Patents

584

Cumulative Approvals

Material Topics



Innovation Management and Research and Development



Artificial Intelligence (AI) and Digitalization



Risk Management and Business Continuity



Ethical Clinical Trials and Animal Testing



Customer Privacy and Data Security



Customer Health and Safety

Management Approach

Our Intellectual Capital is shaped by a cohesive framework that integrates scientific talent, research infrastructure, intellectual property, digital and AI capabilities, knowledge systems, partnerships, and continuous learning underpinned by strong governance. This approach enhances product quality, accelerates development timelines, reinforces regulatory discipline, and enables better patient outcomes.

Over 1,400 scientists and professionals across geographies anchor innovation spanning research, development, quality, manufacturing, supply chain, and enterprise operations. Together, they translate deep expertise into value creation through complex product advancement, protection of proprietary knowledge, data-driven decisions, and capability building for the future, strengthening our standing as a globally relevant healthcare company.

Research and Development

Research and development remain central to our innovation-led growth strategy. In FY26, we invested INR 20,631 Mn in R&D, representing 7.5% of total sales, reinforcing our long-term commitment to innovation and portfolio expansion.

In FY26, our research team contributed 31 publications based on work conducted at our research facilities. These publications reflect our commitment to scientific excellence, knowledge creation, and continuous advancement. They also reinforce our belief that Intellectual Capital grows when research is not only protected but responsibly shared to advance science.

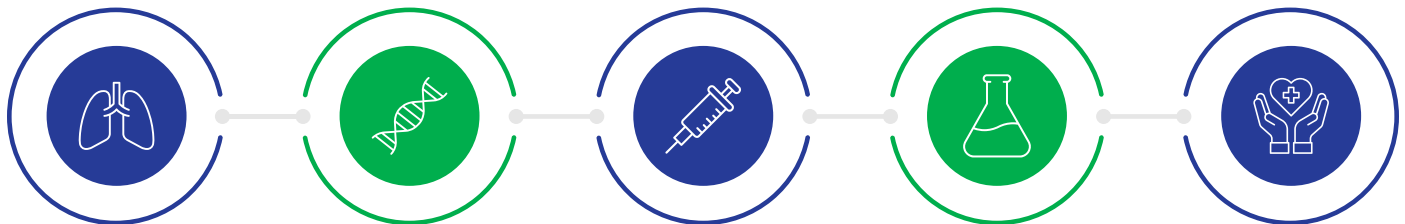


At Lupin, our commitment to innovation is guided by patient needs and strengthened by scientific excellence. By integrating expertise across complex products, biosimilars, novel science, and intellectual property, we are building a differentiated pipeline for the future.

Dr. Shahin Fesharaki
Chief Scientific Officer

Our research and development is closely aligned with portfolio and market priorities. We continue to build focused capabilities across inhalation, complex injectables, biosimilars, specialty, and new chemical entities, with development activities spanning markets such as U.S., India, Europe, Canada, and Australia, and our Global Institutional Business, enabling us to respond to differentiated market needs while adhering to the highest global standards in quality, compliance, and regulatory excellence.

We leverage enhanced market intelligence and research capabilities to support timely development and filings in areas of high unmet medical need. This work is enabled by seven specialized research centers, each dedicated to addressing complex scientific challenges while upholding the highest standards expected by patients, regulators, and healthcare systems worldwide.



Inhalation

Globally launching and rolling out our robust pipeline of MDIs, DPIs, and SMLs

Biosimilars

Commercial momentum in ex-US and evolving commercial capabilities in the U.S. backed by strong R&D

Injectables

Robust suite of depot, liposomal, peptide, and iron injectable products in development

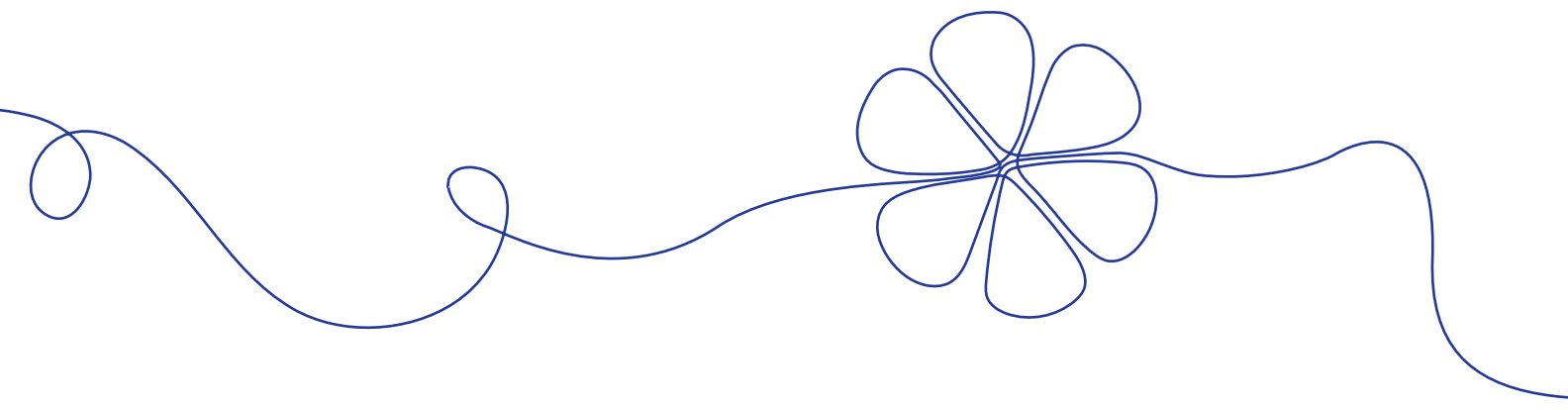
Specialty

Leveraging Nanomi and Respi platforms to launch value-added Gx and 505(b)(2) products

New Chemical Entities

Focusing on research of oncology therapies

Through disciplined execution, quality-driven development, and strategic investment, we continue to advance our innovation engines and create long-term value for our stakeholders.



Our Product Portfolio

Consistent with our product strategy, we continued to progress during the year towards more complex products while expanding our presence across both existing and new markets. Our filings and approvals in FY26 reflect the depth of our development pipeline, the resilience of our global portfolio, and our ability to navigate diverse regulatory pathways.

During the year, we filed 38 products and received 31 approvals, taking our cumulative filings to 742 and cumulative approvals to 584.

Type of Filing	Filings in FY26	Approvals in FY26	Cumulative Filings	Cumulative Approvals
NDA	3	0	14	11
ANDA	7	12	430	344
ANDSs (Canada)	2	3	29	16
MAAs (Europe)	7	2	57	47
MAAs (AU)	6	0	61	54
MAAs (NZ)	2	1	14	10
MAAs (GIB)	1	3	27	24
MAAs (Brazil)	1	0	8	6
MAAs (MENA)	4	0	7	1
MAAs (South Africa)	0	6	52	44
MAAs (Mexico)	1	1	11	7
MAAs (Philippines)	4	3	31	20
MAAs (China)	0	0	1	0
Total	38	31	742	584



Intellectual Property Protection and Progress

Intellectual property is a strategic enabler of innovation, trust, responsible access, and enduring stakeholder value. We focus on preserving and advancing ideas, data processes, and proprietary knowledge that enable differentiated medicines, while remaining committed to improving access in underserved regions.

Our intellectual property governance is structured around well-defined policies and processes that protect proprietary information, research output, confidential data, and company assets. The Lupin Code of Business Conduct and Ethics sets stringent requirements for intellectual property protection and data privacy, ensuring responsible handling of research data and confidential information. Compliance with these standards is monitored across the organization to protect against unauthorized use or disclosure. The Intellectual Property Management Group (IPMG) plays a pivotal role in securing innovations, shaping our patent estate, and supporting our business strategy. Our IP portfolio spans key global markets, including the U.S., Canada, Europe, Australia, the Philippines, India, and our Global Institutional Business.

As of FY26, our suite comprised 924 active patents and patent applications, including 584 patents granted and 340 pending. These encompass Active Pharmaceutical Ingredients (APIs), formulations, novel chemical entities, and biologics, reflecting our sustained focus on innovation and commitment to delivering high-quality, differentiated solutions for patients worldwide.

Patent Applications	FY26
Formulations	44
Active Pharmaceutical Ingredients (APIs)	16
Biotech	5
Novel Drug Discovery and Development Application	1
Total Patent Applications	66
Patents Secured	FY26
Formulations	5
Novel Drug Discovery and Development Applications	120
Total Patents Secured	125

Driven by our commitment to advancing access in underserved regions, we refrain from filing or enforcing patents on treatments addressing priority diseases outlined in the Access to Medicine Index (ATMI) 2021 across least developed, low-income, and lower-middle-income countries. This helps reduce barriers and enables broader access to life-saving therapies.



Biosimilars demand scientific excellence, robust quality systems, and long-term commitment. At Lupin, we bring these capabilities together to expand access to complex biologic medicines, bringing our purpose to fruition.

Dr. Cyrus Karkaria
President – Biotech Business

Biosimilar Research

Biosimilars enable us to translate our purpose into action and are a critical expression of our scientific depth and access-oriented innovation. Advancement in this area is driven by complex development pathways, supported by global regulatory expertise, and strategic expansion of access to high-quality biologic therapies.

In FY26, we continued to expand our biosimilar research and development capabilities across key global markets, including the U.S., Europe, Japan, India, and emerging economies. We ensure that all our programs adhere to stringent regulatory standards and robust quality systems, maintaining consistent safety, efficacy, and reliability.

We advanced commercialization agreements across the U.S., Europe, Latin America, Russia, and India. Our key regulatory milestones included U.S. FDA approval of Pegfilgrastim and EMA approval of Ranibizumab. We also submitted a marketing authorization for Ranibizumab in the U.S., while securing approvals from Health Canada and the Australian TGA. We also submitted Denosumab to Japan's PMDA and India's DCGI and filed Aflibercept with India's DCGI.

We initiated two new global biosimilar programs, extending across critical stages such as cloning, process development, and toxicology studies. Our India-focused programs for Nivolumab and Pembrolizumab also progressed into the clinical development stage.

In FY26, we completed key validation milestones for our biosimilar advancements, with pivotal trials successfully meeting primary endpoints for biosimilars of Aflibercept, Denosumab, Nivolumab, and Pegfilgrastim.

New Chemical Entities

Our work in New Chemical Entities reflects our commitment to advancing differentiated science for areas of significant unmet medical needs. In FY26, we furthered our novel drug discovery efforts across three priority therapeutic areas: oncology, immunology, and metabolic disorders. Our New Chemical Entity (NCE) pipeline continues to move from early research toward clinical development, with the aim of translating scientific innovation into meaningful patient outcomes. Our strategy remains centered on a disciplined, evidence-led approach, balancing organic innovation with strategic partnerships to accelerate development.

Research and Development Partnerships and Collaborations

Partnerships are an important extension of our innovation model. In a rapidly evolving healthcare landscape, collaboration enables us to access external science, advanced technologies, cross-sector expertise, and new commercialization pathways.

- Expanding Access to Drug Resistant Tuberculosis Treatment**

In FY26, we entered into a strategic collaboration with the TB Alliance to support the clinical development and commercialization of Telacebec, also known as Q203, an investigational therapy for tuberculosis, leprosy, and Buruli ulcer. While TB Alliance leads clinical development, Lupin contributes to manufacturing, regulatory, and supply chain capabilities to enable broad patient access.

We also hold a non-exclusive license to manufacture and commercialize Pretomanid, a key component of the BPaL regimen for drug-resistant tuberculosis. This enables supply to over 140 countries and territories and remains central to our commitment to improving global TB outcomes.

- Advancing Sustainable Respiratory Care**

Respiratory care is a key domain where innovation, access, and sustainability intersect. Building on our FY25 milestone as the first pharmaceutical company in India to adopt Solstice® Air (HFO-1234ze cGMP), we are progressing towards next-generation pressurized metered-dose inhalers (pMDIs) with near-zero global warming potential. Regulatory filings are underway in key global markets to support timely commercialization.

Low Global Warming Potential (GWP) inhalers account for approximately 35% of our Scope-3 emissions reduction potential. Products for asthma and Chronic Obstructive Pulmonary Disease (COPD) are under development, with launches planned over the next few years.



Lupin's case study on 'Green Inhalers with Near-Zero Climate Impact' was presented at the U.N. Climate Change Conference 2025 (UNFCCC COP30).

Research Accessibility and Transparency

Scientific progress is anchored in trust, transparency, and responsible sharing of knowledge. At Lupin, research accessibility is part of our commitment to stronger evidence, better health decisions, and improved patient outcomes.

We actively share clinical trial and post-launch outcomes, together with anonymized patient data, participant demographics, and health economic insights. This information is made available to a diverse stakeholder ecosystem, including researchers, participants, payors, regulators, healthcare professionals, and patient advocacy groups.

We systematically undertake post-launch observational studies to generate patient-level clinical evidence, with emphasis on safety and effectiveness. These studies are regularly published on our website and clinical research registries, such as clinicaltrials.gov. We believe responsible data sharing is integral to accelerating scientific discovery and, over time, extending access to healthcare.



ESMO Congress Presentation (FY26)

Session: Phase 1 Dose Escalation Study of LNP3693 (STING Agonist)

Category: Investigational Immunotherapy

Clinical Trial Registration Number:
CTRI/2023/10/059147

Advancing Equitable Access to Healthcare

Equitable access serves as a guiding principle shaping our decisions across innovation, intellectual property, clinical development, and portfolio strategy. Our R&D strategy is directed toward addressing critical gaps in care and evolving health challenges, coupled with enabling timely and affordable access where it delivers the greatest patient impact.

The clinical development programs we undertake are structured to enable diverse participation across gender, age, and geographies. Together, these efforts ensure that Lupin's innovation pipeline advances inclusive, responsible, and accessible healthcare.

Animal Testing and Welfare

We uphold ethical and responsible use of animals in research, limiting studies to instances of clear scientific necessity and absence of validated alternatives, in compliance with applicable regulations. Our practices align with the globally recognized 3Rs framework – Replacement, Reduction, and Refinement – minimizing animal use while strengthening welfare standards.

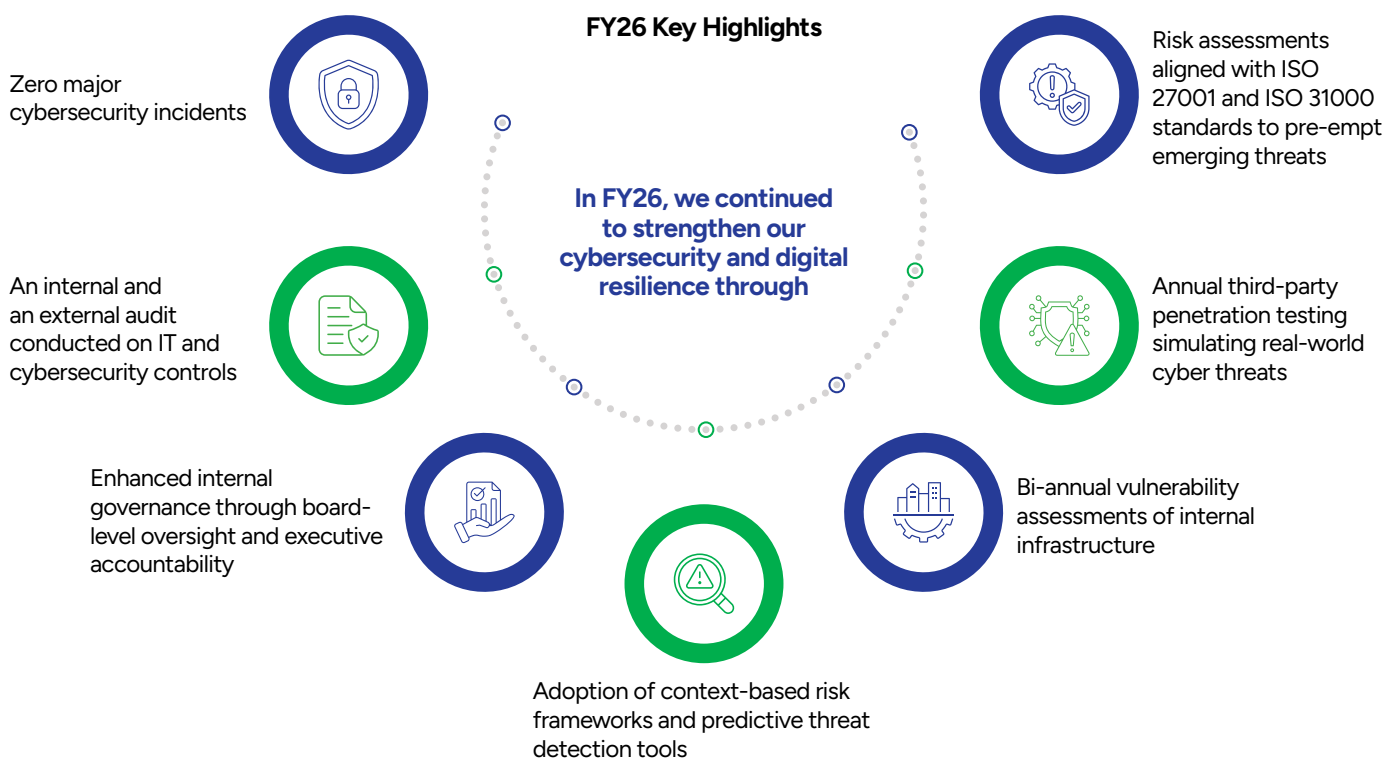
All studies are reviewed and approved by the Institutional Animal Ethics Committee (IAEC) and conducted in line with applicable national and international regulations. Our programs ensure humane housing, enrichment, veterinary care, trained personnel, and regular audits, including independent third-party reviews.

We also continue to invest in the development and adoption of alternative testing methods to reduce dependence on animal studies over time.

Driving Digital Trust and AI-Led Transformation

As Lupin continues to scale its capabilities in AI, data platforms, and connected enterprise systems, digital trust remains central to our transformation. Our framework integrates robust cybersecurity, disciplined data governance, responsible AI, and operational resilience, enabling innovation while reinforcing stakeholder confidence.

Our Information Security Management System (ISMS) is aligned with ISO 27001:2022 across manufacturing, R&D, and corporate functions, supported by a Zero Trust security architecture, real-time threat detection and response, and adherence to CERT-In requirements.



Cybersecurity governance is led by the Board of Directors through the Risk Management Committee, with the Global CFO serving as its principal authority. Oversight and execution are carried forward by the Global Chief Information Officer, who reviews and implements SOPs and policies and ensures ongoing compliance.

Empowering Our People in Cybersecurity and Responsible AI

Secure. Fair. Transparent. Accountable.

Digital transformation is driven not only by technology, but by the people who use it. At Lupin, we foster a culture of shared responsibility, continuous learning, and disciplined governance to build digital trust, resilience, and the secure, compliant use of technology.

Digital Ambition

From Labs to Lives – an **intelligent** and **connected ecosystem** where **science, data, and technology unite** to enable **faster healing**.

Frontier Technologies is the **catalytic force** powering our digital ambition.

In FY26, our focus on cybersecurity awareness and vigilance was reinforced through enterprise-wide training and simulation programs. Internal and external audits conducted by professionally qualified auditors further validated the effectiveness and operating rigor of our security controls. These initiatives continue to strengthen our security-conscious culture and enhance the resilience of our digital foundation.

100% employees completed the KAVACH/SHIELD information security training program.

74% employees participated in a cybersecurity awareness program delivered through the Learning Management System (LMS).

100% employees were covered by quarterly phishing simulations in FY26 to further strengthen cyber vigilance.

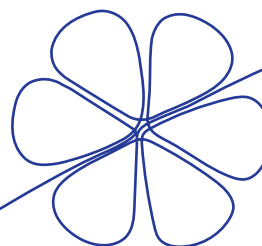
90% users successfully passed the quarterly phishing simulations.

Advancing Responsible AI and GenAI Transformation

We continue to embed AI and GenAI across research, manufacturing, quality, supply chain, and enterprise operations to further our purpose of delivering better health outcomes. These capabilities enable greater innovation, agility, and decision support, while reinforcing operational excellence and responsible governance.

We have established a robust AI policy and governance framework to uphold data privacy, mitigate bias, ensure transparency, maintain human oversight, and ensure accountability. Human oversight remains integral to critical and high-impact AI applications, ensuring ethical deployment, regulatory compliance, and trusted outcomes.

In FY26, AI-led initiatives delivered INR 428 Mn in cost savings and reclaimed 34,336 man-days.



Scaling AI-Led Transformation Across the Value Chain

Our agentic AI solutions are being developed across the enterprise value chain, including sales, research, manufacturing, quality, supply chain, HR, and Finance. These solutions are designed to augment human judgment, improve the speed and consistency of decision-making, and create scalable digital capabilities that strengthen business outcomes.

This progress reflects the sector’s growing digital and AI maturity and highlights the transformative impact of enterprise technology in improving quality, efficiency, and productivity. From an initial pool of 250+ ideas, we are working on over 25 high-impact use cases across core functions. These are being built on reusable enterprise platforms and are progressing toward scale, now enabling over 15,000 users. Adoption is being strengthened through targeted AI fluency initiatives and robust governance frameworks.

Agentic AI Solutions Across the Value Chain

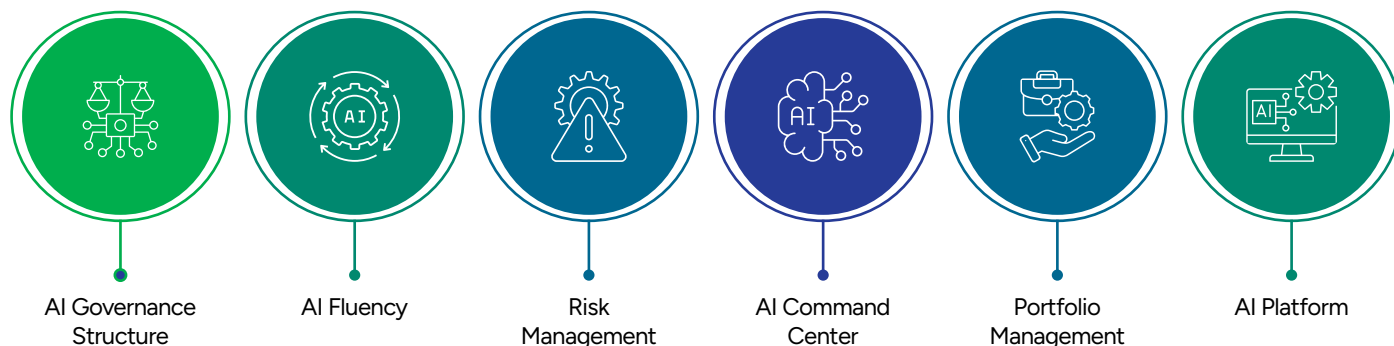
Solution	Purpose
Sales Rep Digital Assistant, Smart Buddy	AI-powered co-pilot supporting call planning, content generation, and competitive intelligence for field teams.
Quality Documentation Co-Author	Multi-agent solution, supporting intelligent authoring, compliance validation, and risk insights across quality processes.
Manufacturing and Maintenance Insights Hub	Context-aware assistant enabling troubleshooting, trend analysis, and intelligent insights across manufacturing and maintenance domains.
Supply Chain Insights Hub	Scenario analysis solution enhancing responsiveness to demand and supply signals.
OOS Navigator	AI-enabled support for more efficient and effective out-of-specification investigations through insights, root cause recommendations, and CAPA support.



Enterprise GenAI Platform and AI Operating System

These solutions are underpinned by an enterprise-grade GenAI platform with reusable services, modular architecture, LLM orchestration, and enterprise-grade security, designed to accelerate responsible scale.

To operate AI, we have established an Enterprise AI Operating System with the purpose of scaling responsible intelligence, anchored on six building blocks.



Together, these capabilities provide a unified framework for scaling AI responsibly, from ideation and deployment to monitoring and value realization.

Building Talent for an AI-Powered Enterprise

Know AI. Use AI. Lead with AI.

AI transformation is as much a people imperative as a technology priority, and at Lupin, we are building an AI-ready enterprise by design through capability development, data and digital fluency, and new ways of working.

This model extends across the ecosystem through co-creation with partners, domain experts, and cross-functional teams, strengthening adoption, accelerating innovation, and enabling sustained value creation. Backed by responsible governance, scalable platforms, and empowered talent, we are building an interconnected enterprise where science, data, and technology translate into better patient outcomes.

Resilience Through Business Continuity

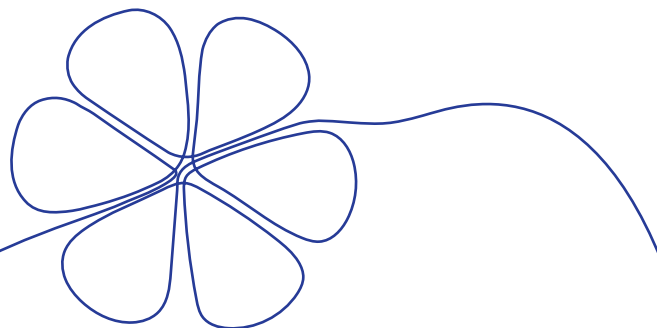
Business continuity is fundamental to sustaining patient access, dependable supply, stakeholder trust, and organizational readiness. In line with this, we have implemented a Business Continuity Management framework aligned with globally recognized BCMS standards, informed by a comprehensive Business Impact Analysis and reinforced through tabletop recovery exercises at our Head Office.

The Business Continuity Plan (BCP) is deployed across manufacturing sites, research centers, and corporate offices, ensuring uninterrupted critical operations during disruptions.

Way Forward

Our Intellectual Capital strategy will continue to be driven by scientific excellence, responsible innovation, digital strength, and equitable access. We will further expand biosimilars and novel drug programs, enhance AI integration across the value chain, and reinforce data governance, cybersecurity, and business continuity.

Going forward, our innovation model is defined by scientific capability, research discipline, digital maturity, and innovation talent. Integrating innovation with sustainability, access, quality, and trust positions us to deliver sustained, purpose-led value for patients and stakeholders globally.





Human Capital

Empowering people who bring hope to life

At Lupin, our purpose of catalyzing treatments that transform hope into healing is anchored in the collective strength and conviction of our people. A global workforce of over 26,000 colleagues across geographies, functions, and cultures brings deep expertise, intent, and commitment to this shared endeavor every day. In FY26, we sharpened our Human Capital agenda with greater clarity and intent, supported by the digital transformation of our processes – reinforcing a resilient organizational core, elevating ownership, and instilling a stronger sense of individual and collective impact across Lupin.

Our focus on building next-generation capability, advancing inclusive growth through equitable leadership pathways, and strengthening holistic well-being across physical, mental, and financial dimensions reflects a clear conviction – when our people realize their full potential, the impact we deliver for patients is truly unmatched.

26,000+

Competent Permanent Workforce

1,528,456

Total Hours Spent on Training and Development

10.8%

Women in the Permanent Workforce

252 Mn+

Total Investment Made for Training and Development

Material Topics



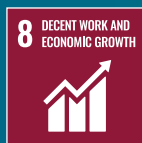
Human Capital Development



Occupational Health and Safety



Diversity, Equity and Inclusion



Management Approach

Our people bring to life the scientific rigor, operational excellence, and patient focus that support long-term value creation. We invest in and retain high-performing talent through structured learning and leadership development programs that build technical, digital, and managerial depth. Our performance management framework reinforces meritocracy, maintains clear goal alignment, and drives sustained performance improvement, with emphasis on Diversity, Equity and Inclusion (DEI) to create an environment where individuals are empowered to contribute meaningfully and improve patient outcomes.

Employee well-being is central to our people agenda, with holistic programs addressing physical, mental, and financial wellness to enhance engagement and resilience. Occupational Health and Safety is deeply embedded across operations through rigorous risk assessments, preventive controls, and emergency preparedness systems. This integrated approach cultivates a skilled, motivated, and safe workforce that drives innovation, operational excellence, and sustainable value creation.

Building a Future-Ready Workforce

At Lupin, we are shaping a future-ready workforce by advancing digital and scientific capabilities and nurturing agile leadership.

Workforce - Global FY26

Category	Male	Female	Total
Employees (Permanent)	22,184	2,755	24,939
Workers (Permanent)	1,025	57	1,082
Total Permanent	23,209	2,812	26,021
Employees (Non-Permanent)	841	602	1,443
Workers (Non-Permanent)	481	192	673
Total Non-Permanent	1,322	794	2,116
Total Workforce (Permanent + Non-Permanent)	24,531	3,606	28,137

Empowering the Lupin of the Future – Talent Attraction, Retention, and Skill Transformation

Our talent philosophy reflects a sustained commitment to cultivating an environment where people are empowered to perform at their fullest potential and grow with intent. We take pride in fostering a culture of continuous skill development and capability building, where our people excel and deliver enduring impact.



Lupin's greatest competitive advantage is our people. By investing in leadership, learning, and an inclusive culture, we are building an organization where talent thrives, innovation flourishes, and every Lupinytt has the opportunity to make a meaningful difference.

Yashwant Mahadik
President – Global Human Resources

Through continuous learning and reskilling, we equip our people to navigate evolving therapeutic and regulatory landscapes, while fostering strong execution discipline. We also cultivate a culture of innovation, encouraging bold thinking and cross-functional collaboration to translate ideas into meaningful outcomes. This shared spirit of inclusion, trust, and ambition shapes us collectively.

Strengthening Talent Pipelines

Our hiring strategy bridges current capability needs with long-term capability creation across critical functions and growth drivers. We are shaping a diverse talent base aligned to evolving business priorities through a disciplined mix of campus hiring, lateral induction, and internal mobility.

This approach is further enabled by robust digital platforms that enhance transparency, speed, and agility in talent decisions. 'PARICHAY', our employee referral program, and 'GROW', our internal job posting initiative, enable employees to pursue meaningful career opportunities within a dynamic ecosystem. We continue to prioritize early-career talent as a critical lever. Structured pipeline programs linking academia and industry support a sustained inflow of skilled professionals.



The Lupin Program for Research Interns (LPRI) engages students from leading institutions, including top National Institutional Ranking Framework (NIRF) colleges in pharmacy and biotechnology, providing 8-9 months of immersive research exposure and mentorship. This initiative serves as a key talent pipeline, with selected participants transitioning into research trainee roles for a year before being confirmed in critical positions at our state-of-the-art research facility, Lupin Research Park, situated in Pune.

Innovative pathways are also enabled to broaden access to employment and development opportunities. **The Learn and Earn Program** allows meritorious students in line operations to continue their education while gaining practical, on-the-job experience.

Our Talent Pipeline Initiatives

The Genesis Program works toward creating a talent pool of HR professionals from premium HR management schools who, after a year-long rotational program across HR functions and locations, are absorbed in critical roles in our HR team. In parallel, Management Trainees and Graduate Engineer Trainees are onboarded from premier institutions such as IIMs and NITs to strengthen the leadership pipelines across commercial, operations, and functional domains.

To complement early-career initiatives, development programs such as the **New Managers' Program** and the **Excellence in Supervisory Leadership Skills Program** focus on enhancing managerial effectiveness, driving behavioral change, and aligning frontline leadership with organizational goals.

Each of our programs emphasizes long-term career progression. A rigorous, integrated talent framework – spanning assessments, talent reviews, and succession planning, is supported by regular check-ins and development plans, providing clear growth pathways and enabling sustained, high-impact careers.

Internal mobility has become a critical lever in strengthening engagement and retention. Our GROW platform enables seamless movement across functions and geographies, equipping employees to broaden their experience while aligning with evolving business priorities. This integrated approach helps reduce regretted attrition while preserving continuity in leadership pipelines and critical capabilities.

Global exposure and capability building through talent mobility initiatives, particularly within the R&D ecosystem, are core pillars for us. Lupin EXCEL (Excellence through Cross-functional Exposure and Learning) has been scaled to operate across geographies, including the U.S. and entities such as Nanomi. It is designed to accelerate both individual development and organizational innovation by providing scientists with opportunities to work on advanced, cross-border projects in collaboration with global teams.

Through structured international exposure and cross-functional assignments, particularly in specialized areas such as inhalation and analytical, EXCEL facilitates knowledge exchange and capability building across global R&D centers. This approach not only deepens technical expertise but also fosters a culture of collaboration and innovation, ultimately contributing to stronger research outcomes and a greater patient impact.

These strategic initiatives ensure that our team members receive differentiated learning experiences, fostering long-term engagement and loyalty.

Embedding Fair, Inclusive, and Digitally-Enabled Hiring

Fair hiring is foundational to how we build our workforce. Enabled through SuccessFactors (SF), our fully digitized recruitment process brings transparency, consistency, and governance across the talent acquisition journey. As part of our evolving AI fluency agenda, we are progressively embedding AI-powered capabilities to further strengthen these outcomes, leveraging skills-based screening, anonymized candidate profiling, and advanced data-driven evaluation insights to reduce subjectivity and elevate decision quality. Additionally, AI models will continuously analyze hiring data to identify patterns of bias across shortlisting trends, interviewer feedback, and hiring decisions, enabling HR teams to take timely, targeted action and reinforce fairness throughout the recruitment process.

Structured, capability-based assessments, complemented by AI-driven insights, support objective evaluation and informed hiring decisions, allowing us to identify talent aligned with our values, capabilities, and business priorities while ensuring a seamless experience for both candidates and hiring teams. Concurrently, continuous sensitization efforts reinforce inclusive decision-making with AI-enabled insights helping identify potential bias patterns and strengthen accountability. Hiring managers and recruiters undergo regular training to mitigate unconscious bias and promote equitable evaluation practices, embedding inclusivity as a core behavioral expectation.

In the U.S., we actively engage with emerging talent by participating in leading career fairs and collaborating with platforms such as HireLifeSciences and premier educational institutions.

Parameter	FY26
Total number of new hires	5,705
% of open positions filled by internal candidates	44%
Average hiring cost/FTE (INR)	53,360

Parameter	FY26
Total employee turnover rate	16.8%
Voluntary employee turnover rate	16%
Data coverage (as % of all FTEs globally)	100%

A Thoughtfully Designed Onboarding Experience

We recognize that early experiences shape an employee's journey. Our onboarding model, grounded in empathy, clarity, and connection, helps every new colleague connect with their role in advancing patient impact.

- The induction journey is led by Udbhav, a comprehensive onboarding program that provides role-relevant orientation and organizational context. For early-career employees, the program spans four days, enabling detailed familiarization with organizational values, policies, systems, and workplace practices. Mid-level managers participate in a more focused two-day quarterly induction, with an emphasis on people leadership, governance frameworks, and functional alignment. In FY26, more than 587 executives and managers commenced their journey with us through Udbhav.
- Senior leader onboarding is structured around ALIGN, a two-day, centrally-led leadership assimilation program held annually at the Lupin Research Park (LRP) in Pune. It provides a strategic perspective on the business, equipping leaders with insights into organizational priorities, the external environment, and long-term growth strategy. Direct engagement with senior leadership across businesses and entities is a defining element, enabling an enterprise-wide perspective while reinforcing cross-functional alignment and peer connectivity.
- Onboarding is further reinforced through structured integration mechanisms beyond formal induction. A buddy program facilitates the seamless integration of new employees into the organization, while a 30-60-90-day feedback framework, introduced during the year, supports continuous evaluation of the onboarding process. In FY26, over 263 buddies were equipped with the skills needed to deliver a more engaging and participative onboarding experience.
- Additional initiatives, including cross-functional "new joiner coffee meets," facilitate early relationship-building and strengthen collaboration across teams. A carefully curated welcome experience reinforces the Lupin identity and establishes a strong sense of affinity from the outset, enabling new colleagues to build a lasting connection with our values.
- At Nanomi, new employees are introduced to teams across various departments, and Dutch language lessons are offered to support foreign employees in their integration into the Netherlands.

All these efforts ensure that onboarding is not just about joining a company; it is about joining a community with shared purpose and pride.

Empowering People Through Learning and Growth

Ideas power progress, and our people power those ideas. In an era defined by rapid change, digital acceleration, and shifting industry expectations, our competitive edge lies in our ability to learn faster, adapt smarter, and grow stronger together.

Learning and Development (L&D) is central to our capability building and performance enhancement. Our ecosystem is continuous and digital-led, where our people sharpen expertise, build leadership capability, and adapt with agility as part of everyday work.

From strengthening functional expertise to cultivating leadership excellence, we invest in measures that ensure that our people are equipped to unlock new opportunities and shape the future of healthcare.

Building on Lupin University and our AI fluency agenda, AI is accelerating the shift from program-led learning to career-pathway-driven development. By mapping employee skills, roles, and future capability needs, AI agents can recommend personalized learning journeys aligned with business priorities. Real-time tracking of skill progression and role readiness, supported by clearly defined success profiles, provides greater visibility into growth opportunities. This creates transparent and structured career pathways, helping employees understand how to build capabilities, gain relevant experience, and advance within the organization.

1,528,456

Training hours provided in FY26



RISE – Transition Point Leadership Program

Lupin RISE is a flagship transition point leadership program designed to enable a seamless shift from middle to senior management. The program is conducted annually following the promotion cycle, ensuring timely capability-building at a critical career milestone.

Delivered through a four-day immersive, in-person module at IIM Nagpur, followed by a 6-month Action Learning Project (ALP), RISE integrates leadership learning with real world problem-solving, enabling participants to build organization perspective, cross functional influence, and execution readiness.

Business Benefits and Impact

The program recorded a strong Net Promoter Score (NPS) of 85%, reflecting high participant engagement and perceived value.

Quantitative Impact

- 18 materials were identified for code harmonization across 135 excipient codes, enabling smarter inventory management
- INR 5 million worth of inventory evaluated for reduction, embedding sustainable operational efficiencies
- ~65% reduction in URS approval cycle time (from ~3 weeks to ~1 week), accelerating project execution and PO releases
- Scalable URS frameworks supporting consistent equipment procurement across sites

RISE continues to strengthen the senior leadership pipeline while embedding a culture of operational discipline, collaboration, and continuous improvement.

ENHANCE – Flagship Leadership Development Program

ENHANCE is our flagship leadership development program designed to build a strong pipeline of future-ready middle-level leaders.

Structured as a two-year immersive journey, the program targets high-potential talent and supports leadership readiness, succession planning, and internal mobility across functions and geographies.

The program combines robust assessment centers, psychometric tools, and structured Individual Development Plans to bring clarity to career progression. Learning interventions are delivered through partnerships with premier institutions such as IIM Indore, along with executive coaches and global subject matter experts, thus strengthening strategic thinking, decision-making, and leadership effectiveness. Strong engagement from senior leadership ensures alignment with business priorities.

Business Benefits and Impact

ENHANCE has significantly strengthened the internal leadership pipeline and talent retention.

Quantitative Impact

- 82% internal fill rate for key roles, reducing dependency on external hiring
- Near-zero attrition among program participants, reflecting strong engagement and commitment
- Improved leadership readiness and capability to manage complex business challenges

ENHANCE remains a cornerstone of our talent strategy, enabling sustainable leadership development and creating opportunities for growth across functions, businesses, and geographies.

COMPASS – Coaching Leaders for a Connected Organization

COMPASS is our flagship coaching initiative, enabling leader-led development and driving meaningful, high-quality people conversations.

Structured as a one year journey, the program focuses on embedding coaching as a core leadership capability to enhance performance, engagement, and collaboration across geographies and SBUs.

At the core of the programs are Spot Coaching Conversations – real-time, focused interventions that equip leaders to respond to day-to-day challenges, offer timely guidance, and enhance team engagement. Supported by structured frameworks, guided practice, peer learning, and application in live scenarios, the program drives sustained behavioral change and builds a scalable coaching ecosystem within the organization.

Business Benefits and Impact

COMPASS has strengthened leadership effectiveness, engagement, and cross functional collaboration while embedding a coaching-led culture.

Quantitative/Qualitative Impact

- Certified cohort of internal leader coaches, enabling scalable people development
- Improved manager effectiveness through structured coaching interventions
- Enhanced employee engagement and quality of manager-employee conversations
- Stronger cross-functional collaboration through shared problem solving

COMPASS reinforces a culture of continuous development by embedding coaching into the leadership DNA, enabling leaders to develop talent and drive performance at scale.

Building Engaging and Inclusive Learning Experiences

We are passionate about creating learning experiences that are engaging, relevant, and accessible for all employees. E-learning continues to be a cornerstone of our strategy, delivered through a blend of external and in-house platforms. These include:

Lupin EDGE – Learning Management System

EDGE is a comprehensive digital learning platform to drive a culture of continuous, self-directed development. It provides employees with access to curated learning content from global sources, enabling capability building aligned to evolving business and industry needs.

Key Highlights

- Personalized, on-demand learning journeys
- Curated content across functional and leadership capabilities
- Enables anytime, anywhere access to learning
- Strengthens a self-driven and continuous learning culture

Veeva Platform – Integrated Quality and Learning Ecosystem

As part of the NorthStar transformation program, a unified Veeva platform integrates quality, document, and learning systems into a single digital ecosystem. It includes Veeva QMS and QualityDocs, followed by Vault Training, creating a more integrated, standardized, and compliant learning environment across regulated operations. As a leading provider of cloud-based software, data, and consulting solutions for the global life sciences industry, Veeva enables seamless integration of quality and learning processes.

The transition has improved workflows, enhanced accessibility, and bolstered consistency across operations. We have now fully migrated from our legacy systems, Caliber QAMS, BIOVIA DMS, and SABA LMS, to the integrated Veeva ecosystem comprising Veeva QMS, QualityDocs, and Vault Training, marking a significant milestone in our digital transformation journey.

Immersive Learning Through Virtual Reality

Experiential learning is further augmented through the introduction of Virtual Reality (VR)-based training. This creates immersive, interactive, and risk-free learning experiences that propel employees in developing essential critical skills with greater confidence, accuracy, and operational readiness.

The platform includes two models – Guided and Assessment – and is fully compliant with 21CFR Part 11 standards. At Lupin, the VR-based training platform for critical interventions in aseptic filling was successfully implemented at the Nagpur Unit-II site in March 2025. Building on this success, VR training development is underway for three-dose manufacturing machines – Tablet Compaction (Fette Compaction 3200i), Blister Packing (CAM Blister Packaging nMX), and Bottle Packaging (CVC-3 Bottle Packaging).

Our learning programs, whether classroom-based, virtual, or self-paced, are accessible to all employees, including contractual, part-time, and full-time colleagues, reinforcing our belief that capability-building must be inclusive and organization-wide.

Other Learning Interventions

• Advanced Degree Programs

To strengthen our internal research capabilities and innovation ecosystem, we support employee development through advanced degree programs.

• ASCENT Program for R&D

This fully sponsored program supports consistent performers in pursuing PhDs alongside their roles at Lupin, leveraging our certified R&D labs and guidance from internal and external experts. Structured, credit-based modules, including research methodology and publication ethics, ensure alignment with UGC guidelines. Currently, 27 Lupin research scholars are enrolled, supported by 19 internal guides.

• M.Tech. Program

This is a collaborative Master's program with BITS Pilani, which integrates academic learning with practical workplace applications, culminating in individual projects. 43 employees are currently enrolled in this program.

Strengthening Our Culture of Integrity

This mandatory training program, offered in several languages, educates employees on Lupin's Code of Business Conduct and Ethics. It covers key areas such as anti-bribery and anti-corruption practices, interactions with third parties, guidelines for gifts and hospitality, prevention of harassment and discrimination, and management of conflicts of interest. The program clarifies expected standards of professional behavior and informs employees about secure, retaliation-free channels for reporting violations, misconduct, or unethical practices.

Prevention of Sexual Harassment (PoSH)

During the year, we reinforced our Prevention of Sexual Harassment (PoSH) framework, anchored in strong governance, rigorous compliance, and sustained sensitization. Internal Committees (ICs) and Local Internal Committees (LICs) function across seven Lupin entities, supported by structured quarterly meetings to ensure regulatory compliance, confidentiality, effective case handling, and audit readiness, alongside improved adherence to SHe-Box requirements and enhanced digital record keeping. Leadership transitions, including the appointment of a new ICC Chairperson were undertaken. We also had awareness programs through mandatory PoSH e-learning modules, achieving 100% completion, complemented by in-person training sessions across locations. Policy frameworks and sustained communication ensured clarity, accessibility, and continued alignment with regulatory requirements.

Global Initiatives



Brazil

- Educamed is a corporate education program that supports employees' continuous technical and behavioral development through funded English courses, undergraduate and postgraduate degrees, and role specific professional training. It currently benefits 105 employees, enhancing internal capabilities, talent retention, and long-term business growth.
- Lidera+ is a structured leadership development journey that builds behavioral, managerial, and business impact capabilities through modules on self-awareness, cross-functional collaboration, emotional intelligence, leadership didactics, and more. The program culminates in a practical improvement project, strengthening leadership readiness, internal talent pipelines, and alignment between people development and business results.



Germany

- The HMS DEVELOP program supports skill development for selected non-managerial employees through sessions led by senior leaders. The program focuses on self-understanding, effective communication, basic project management techniques, and improved time management.



United Kingdom

- 100% of employees completed mandatory training conducted by the Compliance and Ethics teams, covering the Code of Conduct, Anti-Bribery and Anti-Corruption, annual Pharmacovigilance refresher for patient safety, ABPI Code of Conduct, and U.K. Data Privacy and GDPR refresher modules.



United States

- A Women's Day Learning Challenge encouraged employees to engage with curated digital learning content on confidence building, leadership presence, and workplace effectiveness, helping them develop skills for professional growth and inclusive leadership.
- Digital learning initiatives, such as Tech Tuesdays, monthly learning challenges, and career spotlight stories, promoted continuous capability building and knowledge sharing across the organization. Access to LinkedIn Learning further enabled employees to develop leadership, technology, and professional skills through on-demand learning.



Netherlands

- Our talent pipeline was bolstered through an India-Netherlands exchange program, internship partnerships across B.Sc./M.Sc. institutions, and leadership development sessions incorporating Belbin profiles.

Enabling Aspirations, Enriching Lives

Driven by a strong commitment to expanding opportunity in rural communities, we create pathways for young talent to build meaningful, long-term careers. Through the Lupin Learn and Earn Program, rural youth pursue higher education alongside industry experience, with structured on-the-job training integrated with academic learning, culminating in a B.Voc. degree in Pharmaceutical Chemistry.

To ensure participants can focus fully on their development, we offer comprehensive support, including subsidized meals, accommodation, transportation, and behavioral skills training. The initiative primarily engages Grade 12 science graduates from rural colleges in Maharashtra, Karnataka, and Goa, creating meaningful opportunities for personal advancement and professional growth.

In Somerset, U.S., Lupin has partnered with the New Jersey Department of Workforce Development to offer internships to students pursuing vocational training at local schools, providing practical laboratory experience.

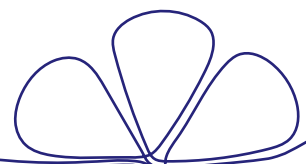
Structured Approach to Talent and Leadership Development

Our talent management approach supports individual growth while cultivating a strong talent pipeline through a structured, insight-led framework. Anchored in three key pillars – talent assessment, talent reviews, and talent development – it provides a consistent, integrated approach to identifying, nurturing, and accelerating talent across Lupin.

The journey begins with in-depth talent assessments for mid- to senior-level employees, with globally recognized psychometric tools. Mid-level employees receive DISC and 360-degree feedback, while senior management receives Hogan assessments, 360-degree feedback, and Assessment Development Centers. These externally administered, multi-dimensional evaluations provide a deeper understanding of individual strengths, leadership potential, and areas for development, with a focus on fostering self-awareness and growth.

Insights from these assessments feed into talent reviews, which serve as a critical platform for calibration and talent differentiation. Through a structured, objective review process, high-potential talent is identified, and succession pipelines for critical roles are strengthened, thereby enhancing leadership continuity and long-term organizational readiness. Over 350 employees globally have been covered by this framework, which is now fully digitized through SuccessFactors, bringing greater transparency, consistency, and scalability to the talent management process.

These inputs are translated into personalized development journeys, supported by Individual Development Plans and regular quarterly check-ins that track progress, address emerging needs, and sustain engagement. This continuous feedback loop not only fortifies accountability but also helps employees visualize clear career pathways and build confidence in their long-term growth within the organization.





Lupin EXCEL – Global R&D Talent Mobility Program

The EXCEL program within the inhalation team has helped develop multi-skilled scientists who understand global scientific requirements and can advance critical inhalation programs at our Coral Springs location in the U.S. This program has also helped to keep retention under control, as employees are looking beyond monetary benefits. This has also strengthened organizational agility in utilizing resources optimally and helped to implement best practices at both our R&D centers. This program is a talent mobility initiative that helps scientists get exposure to other geographic areas.

Celebrating Legacy Through a Seamless Retirement Transition

At Lupin, a career is more than a professional journey; it is a reflection of years of contribution, growth, and shared purpose. We aim to ensure that each person's transition into retirement is marked by respect and appreciation. Our retirement transition program is designed to guide employees through this journey with personalized support, financial transparency, and emotional acknowledgment.

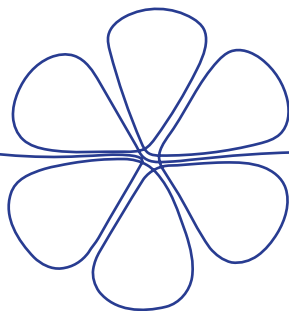
The process begins with one-on-one assistance with retirement payout options, enabling employees to make informed decisions

with confidence. Retiring colleagues continue to have access to our group health insurance plan, which covers pre-existing conditions and ensures uninterrupted care even after they step away from active employment.

Throughout this transition, our HR operations team and business partners remain closely involved, offering reassurance, addressing logistical queries, and ensuring a smooth and supportive experience. In the month leading up to retirement, we arrange engagement activities to honor the individual's contributions, culminating in the presentation of a commemorative silver plaque, a tribute to their lasting impact on the organization. We believe that recognizing years of contribution and commitment is an important part of celebrating the values, culture, and institutional knowledge that have shaped Lupin over time.

Transition Program for Former Employees

In instances of involuntary separation, we remain equally guided by a commitment to fairness and dignity, ensuring severance is managed in accordance with policy and local regulations. At every stage, we act with care and integrity – recognizing that how we part ways reflects our values as profoundly as how we welcome individuals into the organization.



Diversity, Equity and Inclusion

We believe that diversity and inclusion enrich decision-making, spark innovation, and drive superior business outcomes by bringing together a broad range of perspectives, backgrounds, and experiences. We are committed to shaping a workplace that is equitable and truly representative by identifying and removing barriers that may hinder participation or opportunity.

Our DEI approach combines global direction with strong local ownership. We set clear, organization-wide goals and track

progress through centralized metrics, while individual teams are empowered to design and implement initiatives tailored to their specific environments and needs. Progress against these commitments is reviewed periodically through a formal Diversity Council governance structure, with councils at the enterprise and site levels, supported by dashboards and scorecards that track indicators of hiring, retention, progression, and engagement.

Share of Women in Total Workforce



This year, we initiated a phased approach to advancing the inclusion of Persons with Disabilities (PwD), with emphasis on accessibility, role suitability, and long-term integration into the workforce. The initiative commenced with a pilot across key manufacturing locations, including the Nagpur plant and biotech operations, where accessibility audits and comprehensive role mapping have been completed to identify meaningful opportunities for PwD talent. This ensures roles are assessed based on capabilities, aligning job requirements with functional strengths across diverse forms of disabilities.

A comprehensive inclusion framework has been designed in partnership with a specialized external organization to enable expert-led interventions across the talent lifecycle. Initial efforts have focused on sensitization of managers and teams to build awareness, foster empathy, and encourage inclusive behaviors. This is complemented by structured accessibility audits across facilities to assess infrastructure readiness, safety protocols, and workplace adaptability. To ensure effective deployment, job analysis and mapping exercises are undertaken to redesign roles, identify essential and non-essential tasks, and define reasonable accommodations required for successful performance. These insights help shape inclusive hiring practices and ensure that recruitment efforts are aligned with both business needs and accessibility considerations.

Additionally, structured onboarding and post-hiring support mechanisms have been instituted to enhance employee experience and long-term retention. These include customized induction journeys, buddy support, and sustained engagement through regular manager interactions and team sensitization – creating a supportive and inclusive work environment.

Our DEI Programs and Initiatives

Inclusive Hiring

Parichay – Enhancing Employee Referrals for Diversity

We proactively promote employee referrals of women candidates, helping expand our talent pipeline and strengthen gender diversity right from the hiring stage.

Focused Recruitment Initiatives for Women

We run targeted recruitment drives and walk-in campaigns to increase women's participation in entry-level roles across multiple functions, marking an important milestone in advancing inclusivity within our manufacturing operations.

Hire Right – Bias-Free and Gender Sensitization Workshops

Our hiring managers, talent acquisition teams, and HR professionals are trained to adopt unbiased recruitment practices, ensuring that every hiring decision is fair and equitable.

Strengthening Our Culture of Diversity – EMERGE 2.0 – Women Enablement Program

EMERGE 2.0 is Lupin's flagship women enablement program anchored under the Lupin Women's Network (LWN), designed to support women across all life and career stages – early, emerging, and established professionals. The program addresses the evolving personal and professional challenges women face at different points in their careers.

With an experiential learning framework, EMERGE 2.0 is curated for women's well being, professional effectiveness, confidence, and visibility. It centers around three core capability areas –

- Energy prioritization to address time poverty and invisible labor
- Proactive visibility to enable articulation of impact and career progression
- Constructive communication to strengthen boundary setting, collaboration, and help seeking behaviors

Program Design and Scale

EMERGE 2.0 is delivered through a Train-The-Trainer (TTT) and cascade model, empowering LWN leaders across locations to facilitate sessions contextualized to local realities. This design ensures scale, consistency, and sustainability, while enabling peer learning and safe spaces for dialogue among women at different life stages, roles, and aspirations.

Through its cascade approach, EMERGE 2.0 created a multiplier effect – training internal facilitators who collectively reached 500+ women employees across multiple locations.

Diversity Recognition Initiative

Launched last year, this initiative celebrates significant strides in gender diversity at our manufacturing sites and India Region Formulations (IRF) divisions, with awards for both increasing hiring and overall representation.

Supporting Working Parents Through Revitalized Returnity Program

Mothers rejoining the workplace after maternity leave participate in a structured three-month mentorship journey. Each returning employee is paired with both a mentor and a peer ally to ensure a smooth, well-supported transition back into their role. Returnity equips both the returning mother and her immediate manager with the guidance and tools needed to re-integrate effectively and confidently.

Culture and Awareness

Pride Month, International Women's Day, and Other DEI Events

We consistently promote a culture of belonging and allyship through periodic awareness campaigns, webinars, and events marking days of global significance. These cultural awareness initiatives are extended across employees and contractual staff.

The Unstoppables

Through this annual program, we provide all our female employees with self-defense and safety training. It encompasses physical safety, home security, and cybercrime awareness.



Comprehensive Approach to Performance and Development

Our performance management framework is anchored in collaboration, transparency, and shared accountability. Employees are expected to take ownership of their goals and development journeys, with support from regular performance dialogues that facilitate continuous feedback and timely course correction. During the year, we further refined this framework by transitioning to a Continuous Performance Management (CPM) model – moving beyond annual reviews to sustained, forward-looking conversations about performance and development.

The Mid-Year Review (MYR) serves as a key milestone in the continuous performance cycle, embedded in this framework and delivered through EmployeeKconnect (EK). The activation of the Continuous Performance and Continuous Feedback modules provides real-time visibility into goals, progress, and developmental priorities, promoting timely feedback and course correction. While the core PMS structure remains unchanged, this marks a significant step forward – one that embeds continuous performance dialogue and a sustained focus on development throughout the year. To support effective adoption, we rolled out Engage-to-Know sessions for employees, conducted training and communication sessions for HR Business Partners, and shared detailed user manuals for employees and managers, ensuring consistency, ease of use, and capability-building across the organization.

For mid- to senior-level employees, development objectives are integrated directly into the performance framework, sharpening the link between performance evaluation and talent development.

This makes the system more agile, holistic, and aligned with ongoing professional growth. Managers are equipped to conduct in-depth career conversations as part of the performance cycle, translating insights into structured, actionable development plans for all employees. Additionally, our assessment process incorporates shared accountability by assigning teams responsibility for achieving relevant corporate ESG goals, strengthening a team-based evaluation approach across functions.

As part of our broader digital and AI transformation, we are embedding AI-driven capabilities across our performance management ecosystem to enhance objectivity, agility, and development outcomes. Leveraging AI-powered insights, the system is evolving to provide real-time visibility into feedback quality and goal progress, enabling more consistent and data-informed decision-making. AI is also enabling the identification of emerging capability gaps, recommend personalized development actions, and prompt timely manager–employee interactions, elevating the quality of performance conversations. This approach strengthens fairness and transparency while fostering a more forward-looking, skills-based performance culture aligned with enterprise priorities.

Performance Management

Category	FY26
Total permanent employees	24,939
Employees eligible for performance appraisal	24,939
% of eligible employees receiving performance appraisals	100%

Holistic Employee Well-Being and Engagement Programs

WellBeing360 Programs

- Employee well-being continues to be a strategic priority, anchored in a holistic approach that addresses physical, emotional, nutritional, and financial wellness. The WellBeing360 framework is designed to create a supportive and inclusive work environment where employees can thrive both personally and professionally. It is supported through a structured governance model, comprising Wellness Navigators, Initiators, and Implementers, ensuring strong leadership oversight and effective execution across locations. A comprehensive strategy encompassing need-based assessments, awareness-building, and calendarized interventions enables consistent deployment and monitoring of well-being initiatives.
- During the year, the initiative achieved significant scale, covering 13 locations across India and delivering over 210 wellness interventions across multiple well-being dimensions. These initiatives included health check-ups, fitness sessions, emotional wellness programs through Employee Assistance Program (EAP), financial literacy sessions, and nutritional awareness campaigns, ensuring a well-rounded approach to employee well-being.
- A key focus area has been augmenting emotional well-being, supported through the introduction of certified Emotional Care Champions (ECC) across locations. Over 50 HR representatives and Factory Medical Officers have been trained to provide structured support and promote early intervention, reinforcing a culture of care and psychological safety.
- Continuous monitoring through real-time dashboards and periodic reviews facilitates effectiveness coupled with data-driven improvements. It also enhances productivity, engagement, safety, and overall organizational resilience while supporting long-term ESG commitments aligned with global well-being goals.

- Furthermore, we provide flexible work arrangements, including hybrid, on-site, and remote options, tailored to job roles and business requirements, supporting employees in balancing work and personal responsibilities.

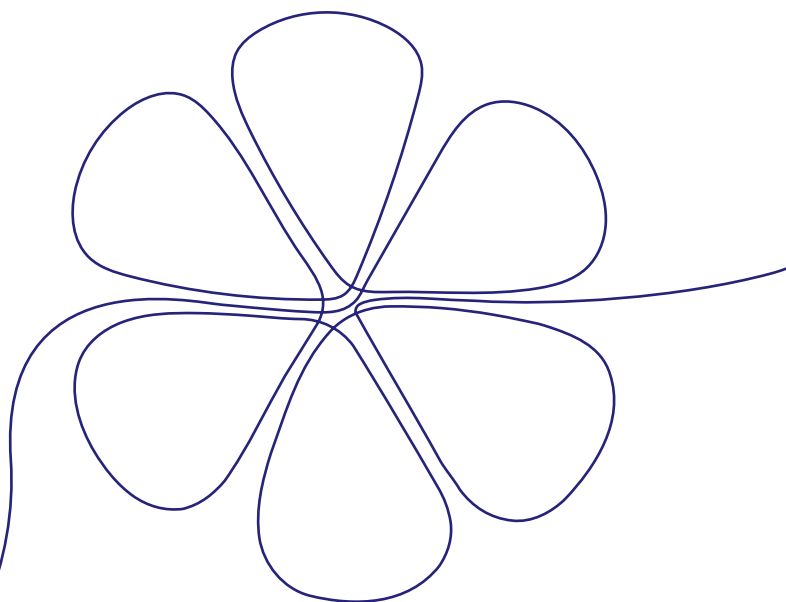
Employee Sports and Wellness Initiatives

We have fortified our culture of health and well-being through the WellBeing360 program, implementing structured, year-round sports and fitness initiatives across India.

- We actively participate in industry platforms such as Pharmathon/marathons, with strong employee representation, and extend our support as a sponsor while contributing to broader community wellness.
- Inter-departmental cricket tournaments are organized for both men and women, fostering inclusive participation, teamwork, and collaboration across locations.
- We also curate initiatives such as International Yoga Day sessions, including neuroplasticity exercises, to support employees' mental resilience and physical fitness.
- We facilitate regular sporting activities, including football, table tennis, and badminton, encouraging sustained fitness, cross-functional bonding, and a more engaged workforce.

Family-Friendly Support Programs

- We are committed to supporting our employees through childbirth and the caregiving journey, with care and understanding.
- In India, primary caregivers receive 26 weeks of paid leave, while non-primary caregivers receive one week. Benefits in other regions vary according to local regulations. For instance, updated Swiss legislation now provides 10 days of paid leave for the wife of the new mother for eligible same-sex couples.
- We also offer daycare facilities for employees' children. In the U.S., our offices include dedicated 'Mothers' Rooms', offering comfortable, private spaces for nursing mothers.



Recognizing Everyday Excellence

Our recognition initiatives celebrate not only exceptional accomplishments but also the actions that bring our core values to life and shape our collective success.

Desh Bandhu Gupta Spirit of Lupin Awards

The Desh Bandhu Gupta Spirit of Lupin Awards represent Lupin's highest recognition and honor individuals who exemplify the innovative, entrepreneurial, and compassionate spirit of our founder. These awards recognize employees who consistently exceed expectations across all our geographies to improve healthcare outcomes, enhance organizational capabilities, and bring Lupin's core values and purpose to life. We adhere to a structured and transparent evaluation process. The Awards culminate in a global recognition ceremony that celebrates excellence and purpose-driven impact, and is a testament to the belief that integrity, collaboration, and meaningful contribution are as important as business outcomes. We received a total of 12,701 entries, an increase of almost 23% over the previous edition, with a selection of eight winners.



BRAVO 2.0 and Shabaash 2.0

At Lupin, we believe that appreciation should be simple and continuous, not limited to major awards. BRAVO 2.0 and Shabaash 2.0 promote peer recognition, encouraging employees to acknowledge colleagues who exemplify our core values in action. This consistent, peer-driven appreciation reinforces collaboration, uplifts morale, and fosters a more connected and engaged workplace.

BRAVO 2.0

"Mão na Massa" Program

This program is MedQuímica's continuous improvement initiative, following the Kaizen and Lean principles, encouraging employees to propose and implement ideas that reduce waste, enhance efficiency, improve quality, and strengthen safety. Employees whose ideas are implemented are awarded "Medcoins," in recognition of their contribution. These are redeemable for curated rewards. The program has been fully institutionalized, with ideas actively evaluated and executed, and leading contributors formally recognized at the Unifica event.



Workplace Satisfaction

At Lupin, we are unwavering in our commitment to creating an environment where our people feel valued, inspired, and empowered to achieve excellence. This year, we advanced our employee engagement journey by participating in the Great Place To Work® (GPTW) Global Survey, encompassing all Lupin entities and subsidiaries across 13 geographies. Conducted by the Great Place To Work® Institute globally, via a secure and confidential digital platform, the survey enabled employees to share open and honest feedback on their experiences, providing valuable insights into building an even more inclusive and engaging workforce across the organization.

The GPTW methodology evaluates workplace culture through a trust-centric framework, including critical dimensions such as leadership credibility, fairness and respect, pride in work and the organization, camaraderie, collaboration, inclusiveness, and overall employee experience.

The survey witnessed a strong global participation rate of 85%, reflecting high employee engagement and confidence in the

process. We recorded 85% positive responses across survey parameters and achieved a 90% overall score on the Great Place To Work® index, leading to the global Great Place To Work® certification. This milestone reflects the depth and character of our culture, shaped by the lived experiences of our people across geographies, and affirms our commitment to a values-led, people-first organization.

At Lupin, we view this as an opportunity to gain deeper insights into how our people experience the organization and to identify areas for sustained progress. We also examined key dimensions of the employee experience – including job satisfaction, sense of purpose, overall well-being, and stress – thereby providing a more comprehensive and nuanced view of workforce engagement and resilience.

The feedback from the survey will guide focused interventions across teams and functions, ensuring we continue to be a place where people feel supported and engaged, and can thrive with purpose and pride.

Employee Satisfaction and Well-Being

CORE FOCUS AREA	PARAMETER	FY26
Employee Satisfaction and Well-Being	Percentage of employees with top level of engagement, satisfaction, and well-being	85%
Coverage	Percentage of employees who responded to the survey	85%

Great Place To Work® Certified across 13 Geographies





Accountability for Sustainable Impact

Our definition of performance extends beyond financial outcomes to encompass the long-term value we create for patients, employees, communities, shareholders, and the environment. In alignment with this philosophy, we have embedded Environmental, Social, and Governance (ESG) priorities into the core of our performance management and rewards system. Every Lupinytt participates in a structured performance evaluation anchored in our Leadership Competencies and Values Framework. For senior leaders, including the Chief Executive Officer, Managing Director, Business Unit Heads, and other relevant managers, performance assessments incorporate sustainability-linked objectives aligned with Lupin's material priorities, creating a clear link between strategic ambitions and individual accountability.

Our FY26 ESG goals are aligned with insights from our updated double-materiality assessment, helping us prioritize areas such as climate action, emissions reduction, water stewardship, circularity, biodiversity, DEI, patient-centric innovation, access and affordability, ethical clinical trials, social impact, and responsible use of AI.

These goals are assigned to relevant Presidents and then cascaded to functional teams, with appropriate weightage built into annual performance reviews and the year-end rewards cycle. Achievement against these ESG-linked KPIs influences both

financial and non-financial outcomes, including bonuses, salary increments, and ESOP allocations.

All ESG-related performance results for executive roles are reviewed and approved annually by the Nomination and Remuneration Committee (NRC) of the Board of Directors. Additionally, the Board's Sustainability and Corporate Social Responsibility (SCSR) Committee periodically evaluates progress toward our sustainability commitments, reinforcing robust governance, oversight, and accountability across the organization.

Fair Work as a Cornerstone of Our Culture

We believe that fair work is not just a principle, but a responsibility we uphold every day. Our approach centers on ensuring that every individual feels safe, respected, protected, and supported, curating an experience and environment where each member contributes meaningfully and thrives.

To safeguard the well-being of all employees and contract workers, we maintain transparent frameworks on working hours, rigorously monitor overtime, and ensure that all additional work is fully visible and equitably compensated. Ongoing engagement enables us to surface concerns early, respond promptly, and reinforce a culture grounded in trust and accountability.

Compensation is regularly benchmarked against industry standards to promote equity and address gender-pay disparities. At many of our global locations, benchmarking is reinforced

through partnerships with specialized compensation and benefits advisory firms, complemented by market intelligence from established databases such as Mercer, which conducts semi-annual surveys within the national pharmaceutical sector.

These surveys provide comprehensive insights into compensation and benefits across roles, enabling a robust assessment of market positioning and facilitating periodic adjustments to salary ranges. This ensures that compensation remains competitive and not merely limited to statutory minimum requirements, particularly for entry-level positions.

Every Lupinytt is entitled to paid annual leave and encouraged to take adequate time to rest. Our compensation framework is designed to be fair, unbiased, and consistent across gender, role, and background. We extend social protections beyond statutory requirements, complementing public systems with company-supported structures. We maintain respect and dignity during workforce transitions by ensuring an adequate notice period and offering reskilling initiatives to support adaptation to industry changes. We believe that fairness underpins our workplace, where individuals are secure in their growth, confident in their potential, and inspired to create enduring impact.

Human Rights

Our Framework and Assessment

Human rights are upheld through a robust governance framework that measures our social footprint through continuous sensitization and independent assessments, ensuring a consistent and rights-based approach across the organization. Oversight is driven through site-level Human Rights Core Committees, led by site heads, which regularly review compliance, grievances, and remediation actions, reinforcing accountability at the operational level.

Strong emphasis is placed on building awareness and capability across the workforce. Mandatory annual training on human rights and the Prevention of Sexual Harassment (PoSH), along with onboarding sensitization, ensures a consistent understanding among both permanent and contractual employees. Over the past year, focused capability-building initiatives have further strengthened internal expertise, with human rights implementers being trained as internal auditors to improve first-line risk identification and enable proactive compliance.

To mark Human Rights Day in FY26, a global webinar on Human Rights and Responsible Business Conduct was organized, bringing together employees across geographies to deepen awareness and understanding of responsible business practices. The session was led by an external expert from the International

Labor Organization (ILO), who shared global perspectives on integrating human rights into business operations. It focused on raising awareness of ethical conduct, corporate responsibility, and employees' roles in upholding human rights in the workplace and beyond. The webinar also provided insights into global best practices and the evolving role organizations play in building a culture grounded in respect, fairness, and human rights. In addition our security personnel are trained on human rights.

During the year, human rights due diligence was expanded to cover 100% of manufacturing sites, supported by site-specific action plans to address identified gaps. These assessments were conducted in collaboration with third-party experts, enhancing objectivity and ensuring alignment with globally benchmarked standards. Internal audit capabilities were significantly enhanced through close collaboration between trained internal auditors and external partners, enabling comprehensive audits across sites on a pan-India basis.

All 17 locations have now achieved Platinum certification under the globally benchmarked BEC 1500:2024 Human Rights Excellence Standards, following rigorous independent assessments conducted by VSQC in alignment with BEC guidelines. This milestone underscores the maturation of our approach – from compliance-driven oversight to a more integrated, forward-looking, and proactive human rights management framework.

The human rights issues evaluated include Leadership, Discrimination, Diversity and Inclusion, Forced Labor and Human Trafficking, Child Labor, Freedom of Association and Rights to Collective Bargaining, Anti-Harassment, Environment, Health and Safety, Community Engagement, Fair Wages, Equal Remuneration and Benefits, Reporting Concerns, and Non-Retaliation.

These initiatives foster a robust culture of accountability, respect, and ethics in the workplace, creating an environment where employees feel safe, heard, and valued. They also boost confidence among employees, partners, and external stakeholders, ensuring continued alignment with global human rights standards.

Based on our assessment, no operations or suppliers were found to pose any risk to the right to freedom of association or collective bargaining. While the company did not cause or contribute to any adverse human rights impact during the reporting year, we continue to run targeted improvement projects at each site. These initiatives truly reflect our commitment and align with our human rights policies. We are dedicated to ensuring everything we do upholds these important values.

Occupational Health and Safety - Approach and Governance

Occupational Health and Safety remains a core pillar of our sustainability strategy and is guided by our Environment, Health, Safety and Sustainability (EHS&S) Policy. During the reporting year, we reviewed and updated the EHS&S Policy and refreshed our goals to align with evolving regulatory expectations and organizational priorities. Our comprehensive OHS management system clearly defines the roles and responsibilities of EHS personnel, enabling seamless integration of safety practices and active worker participation in preventive measures. In FY26, third-party EHS risk assessments were conducted across all global



manufacturing sites using a structured hazard identification and likelihood-severity risk-matrix approach to enhance risk visibility and support informed decision-making. These efforts form a crucial part of our EHS and sustainability approach, reflecting our commitment to long-term value creation for stakeholders, patients, and society.

We conduct monthly EHS performance reviews at sites and corporate offices to identify challenges and drive continuous improvement. Safety performance targets form part of the performance appraisal systems, reinforcing accountability at all levels.

To reinforce strong governance practices, we undertake rigorous internal and external occupational health and safety audits. All our manufacturing facilities are certified to ISO 45001, providing independent verification of our approach to health, safety, and well-being.

12 Internal Occupational Health and Safety Audits

17 External/Third-Party Occupational Health and Safety Audits

FINDINGS

Identification of high-risk activities, primarily related to mechanical handling, chemical storage, working at heights, and confined space entries

Recognition of gaps in procedural controls, competency levels, and equipment integrity at a few locations

Enhanced visibility into emerging risks such as automation-related hazards and contractor management challenges

Benchmarking of risk levels across sites, enabling better prioritization of mitigation actions

Risk Prevention and Emergency Preparedness

We take a proactive approach to identifying and mitigating workplace risks through comprehensive hazard identification and risk assessment. These include HAZOP assessments, formulation unit risk evaluations, job safety analyses, and structured workplace inspections.

A robust emergency preparedness framework ensures a rapid and effective response during unforeseen events. Regular mock drills help test readiness, focusing on quick access to medical support, antidotes, and emergency services. We maintain structured investigation mechanisms for all work-related injuries, illnesses, and incidents. Detailed root-cause analyses are conducted by our specialized safety teams, with actions implemented to reduce the likelihood of recurrence and promote a culture of learning.

In FY26, a comprehensive risk assessment study was successfully conducted by third-party assessors across all our global manufacturing sites as part of our ongoing commitment to augmenting our Environmental, Health and Safety (EHS) performance. The assessment covered all critical operational areas, including production processes, material handling, utilities, maintenance activities, storage facilities, and emergency response systems. A systematic methodology was deployed, incorporating mainly Hazard Identification and Risk Matrix evaluation based on likelihood and severity.

RISK MITIGATION AND ACTION UNDERTAKEN

Engineering controls and equipment upgrades

Strengthening SOPs and work permit systems

Targeted competency-building programs for employees and contractors

Enhancing preventive maintenance and inspection frequencies

Improved emergency preparedness and response infrastructure

The action plan for the above focuses on strengthening asset integrity through upgrades in fire protection, gas detection, electrical and structural safety, while enhancing preventive maintenance, training, competency, and behavioral and administrative controls.

Capacity Building and Value Chain Integration

We champion a strong safety-first culture through regular and structured OHS training programs for employees and relevant stakeholders. These initiatives promote awareness, strengthen skills, and help prevent operational safety incidents.

We have launched a series of EHS training programs on Lupin EDGE, our new digital Learning Management System (LMS).

These include the following training topics:

 Workplace Safety	 Hazard Identification	 Process Safety	 Accident Prevention
 Chemical Safety	 Lab Safety	 Electrical Safety	 Behavior-Based Safety
 Defensive Driving Safety	 ISO 14001/45001 Guidelines		

These training courses are live on the Lupin EDGE system and easily accessible to users. Employees complete these training courses, and the training data is recorded in the system.

~9,200 hours

of training were completed in the Lupin Edge digital LMS system in FY26

1,054,660 hours

of EHS training were completed across all locations in FY26

In addition, we deliver health-related training on first aid, personal health and hygiene, prevention of eye injuries, and awareness sessions on conditions such as hypertension and diabetes.

A total of 20 safety and 12 health campaigns were conducted across all facilities.

To extend safety stewardship across our value chain, OHS criteria are embedded into procurement and contractual processes. This ensures that suppliers and contractors remain aligned with our safety standards and commitments under the EHS&S Policy.

Reporting and Incident Response

We encourage employees to report hazards and incidents through our well-established Incident Management System. Our specialized safety professionals conduct detailed root-cause analyses and implement corrective and preventive measures.

Category	FY26			
	Lost Time Injury Frequency Rate	Total Recordable Work-Related Injuries	Number of Fatalities	Accident Frequency Rate (Per 1 Mn Man-Hours Worked)
Employee	0.00	0	0	1.72
Contractual	0.124	3	0	2.10
Total	0.061	3	0	1.91

Recognition and Culture Building

Our Environment, Health and Safety Awards and Accolades System (EHSAAS) recognizes exceptional contributions across our facilities. The initiative showcases achievements in EHS

performance, including greenhouse gas reduction, resource conservation, and outstanding safety practices. EHSAAS reinforces our "EHS First" culture, encouraging continuous excellence and innovation in workplace health and safety.

Way Forward

We are committed to building a workforce defined by capability, resilience, and enduring readiness, with a clear focus on the future. We will scale our investments in talent development, fast-track capability building through digital and experiential learning, and build a strong, globally connected team.

Guided by a legacy of scientific excellence, responsibility, and institution-building, we remain firmly committed to developing talent equipped to respond to the evolving healthcare landscape with agility and purpose. We will continue to place equal emphasis on upholding the highest standards of occupational health and safety – recognizing that a safe, secure, and healthy workplace is fundamental to sustained performance, trust, and long-term employee engagement.

Inclusion, well-being, and safety will remain integral to how we shape the employee experience. We will advance diversity and equity through targeted hiring and leadership development, while further building on our safety-first

culture by proactively preventing risks and fostering workforce participation in OHS programs. Preventive health, mental well-being, and safe working conditions for employees, workers, and contractors, ensuring that care extends across our operations and value chain, will constitute our priorities.

We are embedding rigorous accountability for ESG, human rights, and occupational health and safety outcomes directly into performance and leadership evaluation. Through data-led insights, real-time safety intelligence, and continuous employee-listening, we convert insight into disciplined, forward-looking action. Our progress is shaped by our people and anchored in the conviction that enduring healthcare institutions are built through sustained commitment and shared responsibility. At Lupin, the future of work extends beyond growth and innovation – it is about shaping workplaces where individuals thrive with dignity, responsibility, and purpose, and where every effort contributes to our collective impact, fuelled by our purpose of catalyzing treatments that transform hope into healing.



Natural Capital

Catalyzing climate action

At Lupin, environmental sustainability is not merely an obligation – it is intrinsic to our philosophy and the way we operate. We recognize the inseparable link between people's health and the natural environment – the air we breathe, the water we depend on, and ecosystems that sustain life – all of which are fundamental to patient well-being, resilient healthcare systems, and the trust stakeholders place in us.

This understanding drives our actions to bring to life our founder's vision and purpose of catalyzing treatments that transform hope into healing. Our Natural Capital stewardship, therefore, underpins our decision-making, manufacturing processes, and efforts to ensure access to medicines for patients worldwide.

In FY26, we enhanced our commitment to strengthening Natural Capital across climate action, water management, circularity, biodiversity, product responsibility, and environmental risk management. Our efforts are directed toward responsibly reducing our environmental footprint while enhancing operational resilience, improving resource security, and contributing to healthier communities – today and in the future.



41%

Reduction in Absolute GHG Emissions (Scope-1 and 2)

48%

Share of Renewable Energy in Global Operations

5

Years of Water Positivity

91%

Incinerable Hazardous Waste Sent for Co-Processing

45%

Water Recyclability in India Operations

10%

Absolute Fresh Water Reduction in India Operations

Material Topics



Energy Management



Sustainable Supply Chain and Responsible Procurement



Compliance



Circularity and Waste Management



Water Management



Climate Change (Overall Value Chain)



Pollution



Biodiversity and Ecosystem

Management Approach

Our approach to Natural Capital management is shaped by our dependence on natural resources and the environmental impact of our business. Our operations depend on energy, water, raw materials, land, and ecosystem services. Additionally, across our value chain, suppliers' practices, product use, and end-of-life activities also have a bearing on our environmental footprint. It is essential to manage this impact responsibly to support public health, improve operational reliability, protect community resources, and build long-term value for patients, healthcare systems, and society.

We adopt a comprehensive and integrated approach to Natural Capital management, spanning energy, Greenhouse Gas (GHG) emissions, water, wastewater, waste, circularity, biodiversity, pollution prevention, climate risk, and product stewardship. We minimize GHG emissions through energy-efficiency measures, process optimization, renewable energy adoption, fossil-fuel substitution, and value chain collaboration. Our water management efforts include recycling, recovery systems, strict wastewater treatment, Zero Liquid Discharge facilities, and a focused approach to managing facilities in water-stressed regions. Additionally, waste is reduced through source minimization, recovery, recycling, co-processing, responsible disposal, and compliance with Extended Producer Responsibility requirements.

Environmental risk management is embedded in our Enterprise Risk Management (ERM) framework, which integrates climate-related physical and transition risks. These insights inform facility-level resilience-building, transition planning, and business continuity strategies, ensuring that our operations remain robust in a changing environmental landscape.

Together, these efforts strengthen our ability to operate responsibly while building a future-ready business that delivers sustained value for stakeholders.

EHS and Sustainability Governance

At Lupin, purposeful governance is fundamental to the way we operate. Our Environment, Health, Safety and Sustainability (EHS&S) governance framework goes beyond compliance by embedding accountability, transparency, and ethical responsibility into every decision that affects our people, our operations, and the communities we serve.

Our Sustainability and Corporate Social Responsibility (SCSR) Committee provides oversight on climate and sustainability matters, while performance is monitored through internal systems, audits, external assessment, and periodic reporting to the Board. This governance framework enables us to track performance across key environmental indicators, enhance compliance, and continually improve our approach to responsible pharmaceutical operations.

The EHS&S Policy reinforces the importance of resource efficiency, pollution prevention, waste reduction, energy conservation, biodiversity protection, and water conservation across operations. All our manufacturing facilities in India are certified to ISO 14001 and ISO 45001, demonstrating adherence to international standards in environmental and occupational health and safety management. Our international facilities undergo rigorous internal assessments, aligned with global environmental management systems practices.

We continuously monitor and evaluate our EHS&S systems and performance. Our Environmental Management System (EMS) is supported by internal audits and periodic assessments conducted by accredited external agencies, covering key parameters such as energy, water, and waste. These evaluations reinforce regulatory compliance, identify opportunities for improvement, and support operational excellence.

In FY26, we maintained a strong compliance record, with zero environmental violations across all facilities. This reflects the robustness of our environmental management systems, audit mechanisms, strong governance, and preventive controls, ensuring continued alignment with applicable statutory requirements.

Through structured oversight, robust audit trails, digital monitoring tools, and a culture anchored in integrity, we ensure that EHS&S risks are proactively identified, managed, and continually improved. This purposeful approach strengthens trust, safeguards long-term value, and ensures that safe, responsible, and sustainable practices are integrated into the way Lupin delivers excellence.

EHS&S Audit Coverage

17

Internal Audits
Internal EHS Audits

30

External Audits
ISO Audits, Safety Risk Assessment, Energy Audits, Zero Waste to Landfill (ZWTL) Gap Assessment

No Environmental Violations

Energy Management

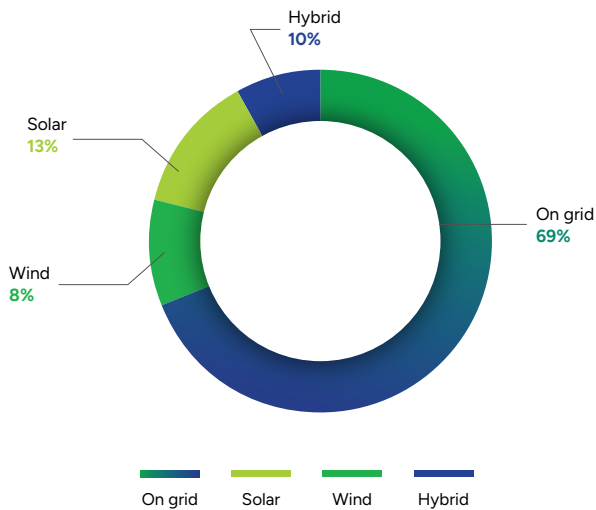
Access to reliable, lower carbon energy supports the continuity of medicine supply and contributes to reducing our Scope-1 and Scope-2 emissions. Energy efficiency and renewable energy underpin our decarbonization roadmap and efforts to build manufacturing resilience.

Our approach to energy management centers on optimizing energy consumption, accelerating the adoption of energy efficient technologies, progressively reducing dependence on fossil fuels, and increasing the share of renewable energy across our operations.

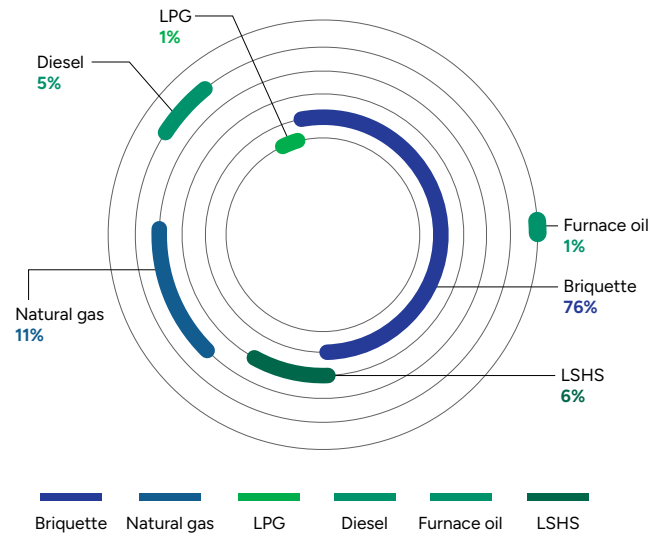
Our Global Energy Consumption

Energy Consumption (GJ)	FY24	FY25	FY26
Non-Renewable Energy	2,214,003	1,766,290	1,490,075
Renewable Energy	634,443	1,133,412	1,372,142
Total Energy Consumption	2,848,446	2,899,702	2,862,217

FY26 Electricity Consumption by Source



FY26 Fuel Consumption by Source



In FY26, we conducted detailed energy audits across four energy-intensive manufacturing facilities. These audits systematically identified opportunities to reduce energy consumption, improve equipment performance, enhance utility efficiency, and integrate renewable energy, supporting reductions in Scope-1 and Scope-2 emissions.

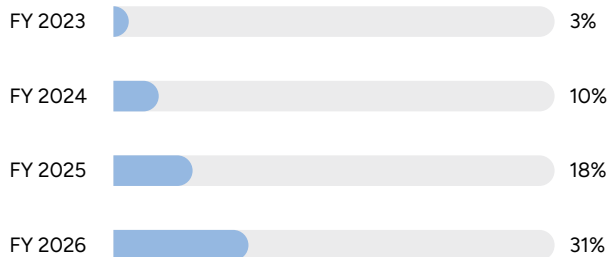
These findings support transition planning, guide technology upgrades, and bolster our long-term decarbonization roadmap by pinpointing inefficiencies and enabling targeted, measurable emission reductions.

Renewable Energy Transition

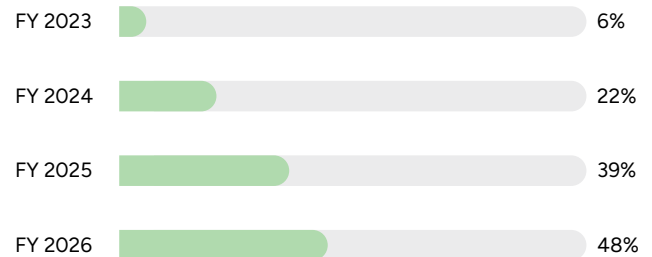
We are scaling up our use of renewable energy to reduce reliance on fossil fuels, lower operational emissions, and support long-term energy resilience. Our renewable energy strategy combines on-site generation, sourcing renewable electricity, and transitioning from fossil-fuel boilers to low-carbon alternatives.

Increase in Global Renewable Energy Share

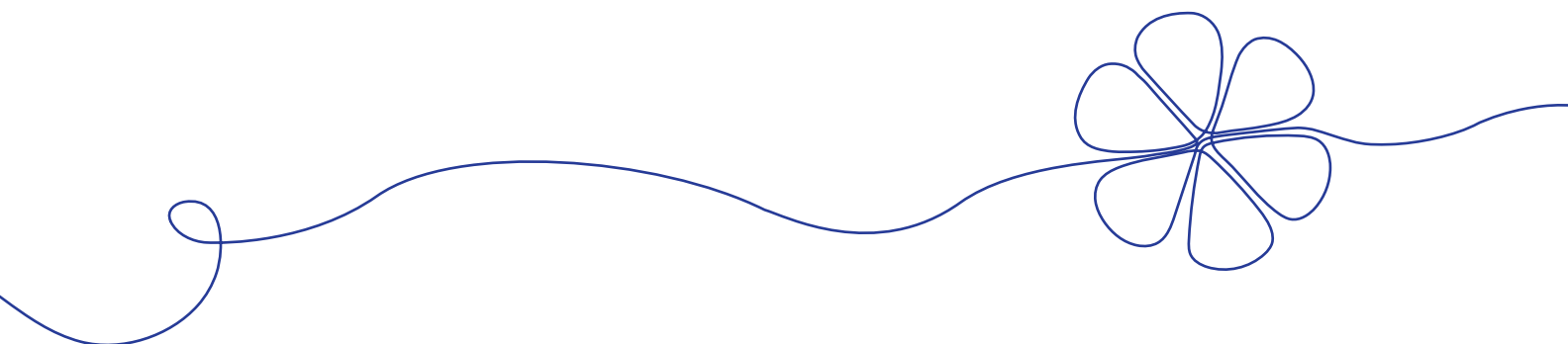
Percentage Share of Renewable Electricity



Percentage Share of Renewable Energy



***Note:** Renewable electricity refers only to electricity sourced from renewable sources such as solar, wind, and hybrid. Renewable energy includes renewable electricity as well as other renewable energy sources used in operations, such as biomass briquettes.



Driving the Shift Toward Alternative Energy Sources



Transition from Fossil Fuel Boilers to Briquette Boilers

We have transitioned from conventional fossil-fuel-based boilers to biomass briquette boilers across all our manufacturing facilities in India. In FY26, this intervention at two manufacturing facilities contributed to a reduction of 2,308 tCO₂e Scope-1 emissions, supporting our shift toward renewable and lower-carbon fuel alternatives.



On-Site Solar Power Plants

We have expanded on-site renewable energy capacity by installing solar power plants at key manufacturing facilities. These installations offset grid electricity consumption and contribute directly to reducing our Scope-2 emissions. We currently operate 6 MW of on-site solar power capacity across our manufacturing facilities.



Purchase of Renewable Electricity

We procure renewable electricity through green power contracts to enhance the share of clean energy within our overall energy mix. We currently source 52 MW of renewable electricity, significantly enhancing our clean energy footprint. In addition to reducing emissions, this transition has delivered cost-optimization benefits through improved energy price stability and reduced exposure to volatility in conventional energy prices.

Employee Engagement in Energy Management

Decarbonization requires more than technology; it is also driven by employee awareness, ownership, and behavior. At Lupin, we actively engage teams across engineering, operations, production, maintenance, utilities, and shop floor functions to integrate energy efficiency into everyday decision-making.



Training Programs

In FY26, we delivered 125,555 hours of energy management training, encompassing utility optimization, operational efficiency, renewable integration, and energy-efficient practices. These programs helped in raising employee awareness of our climate goals, enabled energy-saving actions, and reinforced accountability for energy performance.



Energy Savings League

The Energy Savings League promotes active participation and healthy competition among teams. This program recognizes and rewards facilities for improvements in energy efficiency, encourages the adoption of low-cost and no-cost energy-saving initiatives, and supports cross-functional collaboration. Through periodic evaluations and site-wise performance tracking, the league helps institutionalize energy-efficient practices across our manufacturing footprint.



Greenhouse Gas Emissions Reduction Targets and Science-Based Targets Initiative Validation

We have advanced our climate ambition by aligning our GHG reduction targets with the Science-Based Targets initiative (SBTi). SBTi validation boosts the credibility of our climate pathway by confirming that our targets are aligned with climate science expectations and the Paris Agreement's objective of limiting global warming to 1.5°C.

SBTi Validation Statement

"Lupin Ltd. commits to reducing absolute Scope-1 and Scope-2 GHG emissions by 42.0% by FY30 from a FY23 base year. Lupin Ltd. also commits to reducing Scope-3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, business travel, employee commuting, downstream transportation and distribution, processing of sold products, use of sold products, and franchises, by 61.07% per INR value added by FY33 from a FY24 base year."



For more details, please visit:

<https://sciencebasedtargets.org/target-dashboard>

Target Type	GHG Emissions	Base Year	Target Value	Target Year	Performance as of FY26 from the Base Year
Absolute GHG Emission Reduction Target	Scope-1 and 2	2023	42% reduction	2030	41% absolute reduction
Intensity GHG Emission Reduction Target	Scope-3	2024	61.07% reduction	2033	35% intensity reduction

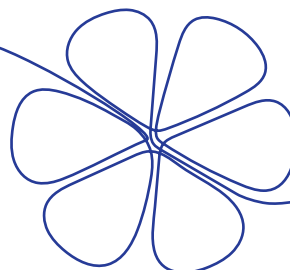
Emissions and Carbon Footprint

We manage our GHG footprint across direct operations, purchased energy, and value-chain emissions. Our climate strategy focuses on reducing Scope-1 and Scope-2 emissions through renewable energy, energy efficiency, and fossil-fuel substitution, while addressing Scope-3 emissions through supplier engagement.

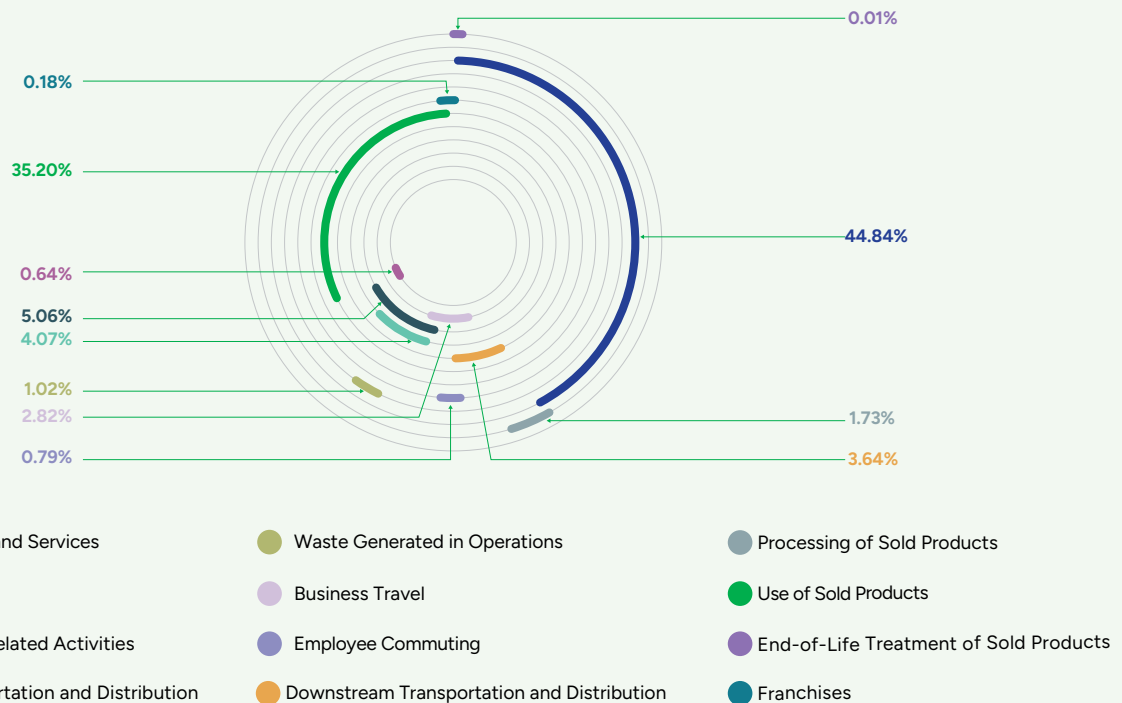
In FY26, our global GHG footprint comprised 5% Scope-1 and 15% Scope-2 emissions, with the balance attributable to value-chain Scope-3 emissions. In accordance with the GHG Protocol, biogenic CO₂ is disclosed outside the Scopes, while all other related GHG emissions are accounted for within the relevant Scopes.

GHG Emissions (tCO₂e)

	FY23	FY24	FY25	FY26
Scope-1	108,371	86,345	82,174	67,482
Scope-2 Market-Based	340,945	277,320	249,975	194,670
Scope-3	854,936	1,119,125	1,018,683	1,065,547



In FY26, purchased goods and services and use of sold products were the largest contributors to our Scope-3 footprint, collectively accounting for approximately 80% of value chain emissions. This reflects the emissions intensity of our upstream and downstream product-use phase, making supplier engagement and low-carbon product innovation key priorities for Scope-3 reduction.



Transition Plan and Decarbonization Levers

Our transition plan is aligned with climate targets and strategic priorities. It is built around projected growth in production volumes, upcoming expansion projects, and the anticipated mitigation potential of emerging low-carbon technologies. The plan also recognizes uncertainties, including future business growth trajectories that may increase resource consumption. Our transition pathway encompasses both our direct operations (Scope-1 and 2 emissions) and our value chain (Scope-3 emissions).

Key Climate Actions

Supplier Engagement

As a substantial share of our Scope-3 emission footprint originates from purchased goods and services, supplier engagement is a key priority. To address this, we are driving a structured set of initiatives, as follows:

- Engaging more than 400+ critical and strategic suppliers to build awareness and capability around GHG measurement and reduction
- Encouraging suppliers to adopt science-based targets, renewable energy sourcing, resource efficiency, and low carbon manufacturing practices
- Integrating sustainability criteria into sourcing decisions to drive long-term value chain transformation

Optimizing Transportation and Distribution

We manage logistics and distribution-related emissions through:

- Shifting to lower emission modes of transport, including air-to-ocean movement, wherever feasible
- Improved packaging, load efficiency, and route planning

- Collaboration with logistics partners to explore low-carbon fleets

Strategic Collaboration

Industry collaboration amplifies impact and accelerates decarbonization. We partner with:

- Technology innovators
- Suppliers and contract manufacturers
- Industry associations and sustainability platforms

Low Carbon Innovation

Product innovation is central to addressing use phase emissions. Our collaboration with Honeywell to develop next-generation respiratory inhalers using near-zero Global Warming Potential (GWP) propellants is one of the most impactful climate levers in reducing carbon footprint. This innovation:

- Reduces lifecycle emissions from inhaler propellants
- Enables the availability of climate friendly alternatives for patients
- Aligns with global industry trends toward low GWP medical devices

Enhancing Circularity

Embedding circular economy principles across operations and the supply chain helps us reduce lifecycle emissions. Our focus areas include:

- Supporting suppliers in waste minimization and resource recovery
- Exploring opportunities to increase recycled content in raw materials and packaging

We also implemented a comprehensive Internal Carbon Pricing (ICP) framework that covers Scope-1, Scope-2, and Scope-3 emissions. The ICP mechanism is integrated into our business decision-making processes, serving as a strategic lever to align financial planning, operational decisions, and investment strategies with its long-term climate objectives.

Climate Social Implications and Just Transition

As we advance our climate transition plan, we recognize that the shift to renewable energy, low-carbon technologies, and new operating practices will require operational adjustments and new skills, create cost pressures for small suppliers, and cause disruptions for surrounding communities. We aim to manage this transition in a fair and inclusive manner, with a focus on supporting our employees, Small and Medium-sized Enterprises (SME) across our supplier base, and community members in the vicinity of our operations.

Stakeholder Group	Impact	Actions to Support
Own Workforce	The shift to renewable energy, efficient technologies, and digital tools may require new skills and adjusted roles.	We offer ongoing training in energy efficiency, renewable energy, low carbon technologies, and digital systems to help employees adapt and thrive.
SME Suppliers	Smaller suppliers may face financial or technical challenges in adopting renewable electricity, low carbon materials, and improved energy practices.	We support suppliers, especially SMEs, through technical guidance, capacity building sessions, and promotion of cost effective low carbon solutions.
Community	Clean energy transitions improve air quality but may require careful change management to avoid local disruptions.	We focus on implementing biomass boilers and increasing the use of renewable energy which enhances community air quality.

Net Zero Factory, Driving Site-Level Decarbonization

Our journey toward Net Zero has moved from strategy to action. We are progressing our Net Zero ambition through a focused, factory-level approach to emission reduction. This enables targeted carbon abatement, improves cost efficiency, and strengthens facility-level ownership by embedding energy and emissions management into day-to-day operational decisions.

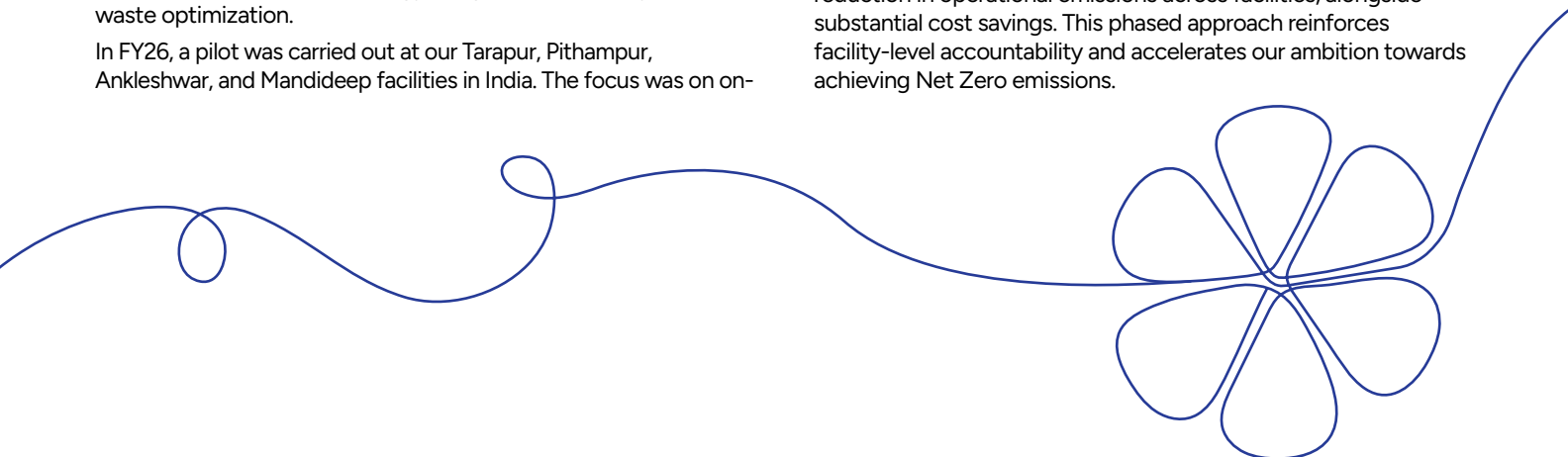
We are implementing a structured three-phase approach, including planning, execution, monitoring and reporting. This enables us to identify carbon hotspots, prioritize high impact interventions, and track progress through digital systems. Our efforts are focused on key levers, including energy efficiency, fuel transition, renewable energy integration, circularity, and waste optimization.

In FY26, a pilot was carried out at our Tarapur, Pithampur, Ankleshwar, and Mandideep facilities in India. The focus was on on-

site assessments, carbon hotspot identification, and prioritization of high-impact interventions such as energy-efficiency upgrades, boiler optimization, cleaner fuel sourcing, renewable energy deployment, and solvent-recovery initiatives.

In FY27, we plan to convert findings from the previous year into facility-level implementation plans, with defined ownership, timelines, investment requirements, and performance tracking. This phase will focus on executing priority interventions and monitoring their contribution to emission reduction, operational efficiency, resource productivity, and cost performance.

Over the medium term, we plan to extend the Net Zero factory model across 100% manufacturing facilities. Based on identified opportunities, the program is expected to support up to a 25% reduction in operational emissions across facilities, alongside substantial cost savings. This phased approach reinforces facility-level accountability and accelerates our ambition towards achieving Net Zero emissions.



Lupin U.K. Healthcare – Carbon Credits

In the U.K., we are advancing responsible, patient-centered healthcare by embedding sustainability across our operations and partnerships. As a long-standing partner to the National Health Service (NHS), Lupin Healthcare U.K. recognizes its responsibility to support the NHS's environmental ambitions and augment its own sustainability performance.

During FY26, Lupin Healthcare U.K. completed the NHS Evergreen Sustainable Supplier Assessment and achieved Level 2. This milestone reflects progress beyond initial commitment, demonstrating the establishment of comprehensive Net Zero targets, transparent emissions reporting, and a structured approach to sustainability and social value creation. The Evergreen Sustainable Supplier Assessment is a core NHS self assessment framework that enables suppliers to evaluate alignment with NHS priorities, including carbon reduction, energy efficiency, and broader environmental sustainability.

Key Actions in FY26

- Completed a comprehensive GHG assessment to develop a clear understanding of the emissions profile across relevant Scopes.
- Developed a Carbon Reduction Plan (CRP) with a clear roadmap toward achieving Net Zero.
- Achieved carbon neutral certification for the respiratory product portfolio Luforbec® and Beclu®, reflecting efforts to reduce emissions across the product lifecycle and responsibly address residual impact.
- Purchased and retired 30,000 tCO₂e carbon credits in FY26 from recognized carbon standards encompassing:
 - Gold Standard-certified solar power project in India (GS7762)
 - VCS-certified wind power project in India (VCS1904) and (VCS1856)
- Continued progress in reformulation of products within the pressurized metered-dose inhaler (pMDI) portfolio, with the objective of incorporating propellants with near-zero GWP.

Together, these initiatives demonstrate Lupin U.K. Healthcare's integrated approach to emissions management, product innovation, and alignment with NHS priorities.



We reduced 10% of the total fresh water withdrawn for our India operations as against FY21.



We recycled 45% of the total water withdrawn for our India operations.

Responsible wastewater management is supported by wastewater recycling and Zero Liquid Discharge (ZLD) facilities at six of our manufacturing facilities. Recovered water is reused in utilities, reinforcing our approach to resource circularity. In FY26, we reduced total fresh water withdrawals across our India operations by 10% and recycled 45% of the total water withdrawn.

We adhere to all applicable national and local water regulations, supported by robust monitoring systems, advanced treatment technologies, periodic audits, real-time monitoring, and strong standard operating procedures to ensure that treated water meets or exceeds regulatory discharge standards. Effluent quality is monitored regularly in accordance with statutory requirements.

We have conducted water risk assessments at all our manufacturing facilities using the Aqueduct tool. Facilities in water-stressed regions are prioritized for recycling and efficiency improvements. Achieving water positive status for five consecutive years is a clear reflection of our steady and sustained progress.

Training Programs

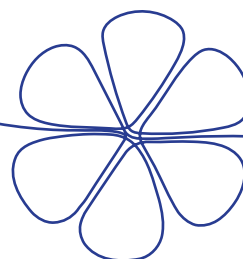
In FY26, we conducted targeted water conservation and water management training programs. These programs equipped employees with practical knowledge on efficient water use, wastewater handling, freshwater optimization, and circular water practices such as recycling and reuse. The sessions were tailored for engineering teams, utility and Effluent Treatment Plant (ETP) or ZLD operators, production staff, maintenance personnel, and workers.

These sessions improved awareness and ownership of our water management goals, deepened understanding of water-intensive processes, and empowered teams to identify and implement water-saving opportunities.

Water Management

Water stewardship plays a vital role in safeguarding public health, strengthening community resilience, and ensuring reliable manufacture of medicines. Our approach to managing water focuses on reducing freshwater withdrawals, improving water recovery, increasing recycling and reuse, ensuring responsible wastewater management, and prioritizing action at facilities located in water-stressed regions.

For five consecutive years, we have upheld our position as a water-positive organization – driven by rigorous water optimization across manufacturing sites and sustained investment in community-level conservation programs.



Water Savings League

The Water Savings League is an employee engagement and training program designed to improve water conservation practices across our operations. Through workshops, team-based challenges, and continuous learning activities, employees identify opportunities to optimize water use within their work areas. The League promotes healthy competition while encouraging innovative ideas and measurable savings.



In FY26, 51% of the total waste generated from operations was sent for recycling.



91% of incinerable hazardous waste was sent for co-processing or pre-processing in FY26.

Anti-Microbial Resistance

We evaluate the environmental impact of Active Pharmaceutical Ingredients (APIs) by assessing water discharge quality, bioaccumulation potential, and toxicity. Treated wastewater is routinely tested to ensure that Predicted No-Effect Concentration (PNEC) values remain below quantifiable limits.

Over the last two years, we have assessed five antibiotics (Ethambutol, Linezolid, Isoniazid, Moxifloxacin, and Doxycycline) for AMR risk. The wastewater samples analyzed showed limits of quantification well below the established PNEC thresholds for all antibiotics, demonstrating safe manufacturing practices and robust wastewater management controls.

Circularity and Waste Management

We follow a structured, data-driven, and accountable approach to waste management. Periodic comprehensive waste audits across manufacturing facilities and corporate operations help identify performance gaps and opportunities to improve efficiency in current practices. The insights from these audits inform targeted interventions to reduce waste generation at the source.

To translate these learnings into action, we have established clear, quantifiable waste reduction targets and monitor progress through internal governance mechanisms. Continuous improvement enables us to evaluate and adopt emerging technologies and operational practices that support waste minimization.

We conduct capacity building and awareness programs on waste reduction practices. We have established a well-defined recycling and resource recovery system that minimizes the volume of waste. Our waste diversion performance is independently verified by an accredited third-party agency, reinforcing transparency and accountability.

Aiming to strengthen our waste management practices, we have completed a comprehensive Zero Waste to Landfill (ZWL) gap assessment across four operations and are implementing corrective actions. We anticipate achieving third-party ZWL certification in the upcoming year.

Aligned with the 3R framework – Reduce, Reuse, and Recycle – we maintain a detailed inventory of hazardous, non-hazardous, and biomedical waste. All waste is recycled or disposed off through authorized service providers, in compliance with applicable regulatory requirements.

End-of-Life Management

- Plastic waste is collected from the market under Extended Producer Responsibility (EPR) obligations and handed over to authorized vendors for recycling and energy recovery.
- Hazardous waste is sent to authorized vendors for safe disposal through landfill, incineration, or co-processing in cement kilns.
- E-waste and battery waste are sent to approved recyclers to ensure safe and compliant disposal.
- Biomedical waste is sent to authorized biomedical waste management facilities for incineration and safe disposal in line with regulatory requirements.
- Non-hazardous waste is transferred to approved vendors for environmentally responsible disposal.

We adhere to the Central Pollution Control Board (CPCB) guidelines and the Plastic Waste Management Rules, including the EPR framework for plastic waste management. We remain 100% compliant with EPR obligations. In FY26, we facilitated the collection and disposal or recycling of 3,717 MT of plastic waste through authorized waste management partners.

Case Study Hazardous Waste Management

We advanced our commitment to responsible waste management by transitioning incinerable hazardous waste disposal practices at our Chhatrapati Sambhajnagar, Jammu, and Nagpur facilities, from conventional incineration to co-processing.

Historically constrained by regulatory approvals and infrastructure limitations, these facilities relied on 100% incineration. Through proactive engagement with regulators and waste management partners, we secured consent amendment and authorizations, and enabled pre-processing capabilities, thus facilitating a shift toward co-processing in cement kilns.

We diverted 259 MT of incinerable hazardous waste from direct incineration to heat recovery through co-processing at cement plants across our three facilities. The initiative contributed to annual cost savings of INR 3.2 million, driven by lower treatment costs per metric ton.

"Less Plastic, More MedQuímica"

At one of our manufacturing facilities in Brazil, the "Less Plastic, More MedQuímica" initiative was launched to raise awareness about the environmental impact of single use plastics and encourage behavior change among employees. As part of this effort, disposable items were gradually replaced with reusable alternatives, reinforcing the message that reducing waste is a shared responsibility.

To encourage participation, each employee received a symbolic 'magic seed' that revealed the word MedQuímica as it sprouted. The activity demonstrated the power of individual actions that collectively have a positive environmental impact.

Within three months of implementation, the initiative resulted in approximately one ton of waste being diverted from the landfill.

Climate Risk Assessment

Our climate risk assessment is aligned to the Taskforce on Climate-related Financial Disclosures (TCFD) framework. The assessment covers physical risks from climate hazards and transition risks associated with the shift to a low-carbon economy.

Climate-related risks are integrated into the ERM framework and inform strategic planning, site resilience, transition readiness, and business continuity. We have enhanced our governance structures, defined relevant metrics, set improvement targets, and allocated clear responsibilities and resources to support execution.

In line with the TCFD requirements and Carbon Disclosure Project (CDP) expectations, we conduct comprehensive climate risk assessments supported by scenario analysis. During the reporting year, we undertook a detailed review of climate-related risks and opportunities, with outcomes benchmarked against prior TCFD findings. The results were reviewed by the Sustainability and Corporate Social Responsibility (SCSR) Committee and considered appropriate to guide ongoing strategic planning, risk mitigation, and climate action.

Our TCFD report can be downloaded from this link:

<https://www.lupin.com/esg-report/img/reports/tcf-d-report.pdf>

Physical Risk Assessment

We have conducted a forward looking climate resilience assessment using the Intergovernmental Panel on Climate Change (IPCC), Shared Socioeconomic Pathway SSP 2 and SSP5 scenarios for 2040 and 2060. The assessment evaluated business as usual and rapid decarbonization futures and supports planning for site resilience and the company's broader decarbonization roadmap. The analysis covered geographic regions encompassing all our manufacturing facilities globally and evaluated physical risks, including coastal flooding, drought, temperature extremes, tropical cyclones, water stress, and wildfires. The water-risk assessment was based on a hazard metric that considers current baseline water-stress data from the World Resources Institute (WRI) Aqueduct tool and projections from the 2020s through the 2040s.

Findings indicate that the geographic areas hosting our six major manufacturing facilities in India are exposed to risks from temperature extremes, cyclones, flooding, and water stress, while other risks are not expected to pose significant threats to current infrastructure.



Physical Climate Risk Exposure by Geographic Area

Geographical Area	Temperature Extremes	Cyclones	Drought	Water Stress	Coastal Flooding	Wildfire
Mumbai	●	●	●	●	●	●
Dabhasa, Vadodara	●	●	●	●	●	●
Mandideep	●	●	●	●	●	●
Pithampur, Indore	●	●	●	●	●	●
Chhatrapati Sambhajnagar	●	●	●	●	●	●
Visakhapatnam	●	●	●	●	●	●
Pune	●	●	●	●	●	●
Jammu	●	●	●	●	●	●
Sikkim	●	●	●	●	●	●
Nagpur	●	●	●	●	●	●
Ankleshwar	●	●	●	●	●	●
Goa	●	●	●	●	●	●
Mexico City, Mexico	●	●	●	●	●	●
Rio de Janeiro, Brazil	●	●	●	●	●	●
New Jersey, U.S.	●	●	●	●	●	●

● Less Impact ● Impact

Physical Risk Measures

Physical Risk	Impact	Adaptation Measures
 Temperature Extremes	- Rising global temperatures can degrade infrastructure and increase cooling energy demand - Extreme heat affects employee health, comfort, and productivity - Temperature variability may disrupt supply chains and cause power outages, affecting business continuity	- Conduct internal surveys assessing heat related impact on workers and appropriate actions - Deploy heat-resistant roofing and tiles, wherever applicable - Install efficient HVAC systems - Assess and implement measures to manage high temperature impact on energy use and product storage - Continue actions to reduce costs associated with cooling
 Cyclones	- Increase in major cyclones (Category 3 and above) may result in severe asset damage - High wind speeds can destroy physical infrastructure and disrupt operations - Power outages and logistical disruptions can affect productivity and supply chains	- Ensure new infrastructure is designed to withstand major natural calamities - Establish resilient shelter and assembly areas for emergencies - Identify cyclone-vulnerable areas such as roofing, shafts, and chimney stacks, and review transmission lines and the potential impact of power outages on operations
 Drought	- Prolonged low rainfall reduces water availability for manufacturing, utilities, and sanitation - Production cycles, cooling towers, and cleanroom operations may be disrupted - Increased reliance on tanker water or external sources can increase operating costs - Regulatory restrictions and higher water tariffs may arise due to regional scarcity	- Conduct regular water risk assessments incorporating seasonal variability - Improve water efficiency through recycling, optimization, and ZLD or near-ZLD systems - Build on site water storage and enhance groundwater recharge efforts - Collaborate on watershed development with local agencies and communities

Physical Risk	Impact	Adaptation Measures
 Water Stress	- Increasing competition for water due to population growth can cause scarcity - Water stress can affect operations and result in potential financial losses - A constrained water supply can create challenges in maintaining effluent treatment performance and compliance	- Conduct annual water conservation training courses for employees - Encourage water reuse and recycling among employees - Invest in and encourage rainwater harvesting systems in local watershed areas - Implement site level initiatives to minimize water consumption, including our Water Savings League - Explore alternatives to groundwater extraction
 Coastal Flooding	- Extreme rainfall and sea level rise can trigger flooding in coastal areas - Floodwater and debris can damage infrastructure and require costly repairs - Flooding may interrupt operations, disrupt energy supply, and reduce profitability	- Install flood barriers and greenbelt or plantation buffers - Assess relocation options during business interruption - Opt for supplementary insurance for assets - Avoid new projects in low-lying coastal zones
 Wildfire	- Higher frequency of wildfires due to heat and low humidity exposes facilities near dry vegetation zones to fire risk - Smoke and particulates can affect indoor air quality and sensitive pharmaceutical operations - Wildfires may disrupt logistics and supply chains due to transport shutdowns - Direct damage to assets and utilities can cause operational downtime	- Conduct site specific wildfire risk assessments and maintain defensible vegetation-free zones - Use fire-resistant materials and install outdoor sensors and early warning smoke detectors - Improved coordination with fire departments and emergency services - Maintain electrical and outdoor equipment to prevent spark ignition - Train employees on wildfire emergency procedures - Maintain insurance coverage tailored to fire prone areas

Asset Value at Risk

The climate risk assessment estimates potential financial exposure from physical climate risks. The impact is expressed as a percentage of asset value across locations, scenarios, and time horizons. This analysis helps identify sites with higher potential

exposure to climate-related hazards. It also supports prioritization of resilience and adaptation measures across our manufacturing footprint.

The table below summarizes the estimated asset value under SSP2 and SSP5 scenarios for FY40 and FY60.

Location	Asset Value at Risk (%)			
	SSP2		SSP5	
	2040	2060	2040	2060
Chhatrapati Sambhajinagar	●	●	●	●
Mandideep	●	●	●	●
Dabhasa, Vadodara	●	●	●	●
Pithampur, Indore	●	●	●	●
Visakhapatnam	●	●	●	●
Mumbai	●	●	●	●



The heatmap illustrates the percentage of asset value at risk

Transition Risk Assessment

We performed a transition risk scenario analysis extending through 2050 to assess risks associated with anticipated changes in policy, regulation, markets, technology, and socio-economic conditions due to climate change.

In collaboration with an academic consortium comprising the Potsdam Institute for Climate Impact Research, International

Institute for Applied Systems Analysis, University of Maryland, Climate Analytics, and ETH Zurich, we employed Network for Greening the Financial System (NGFS) scenarios. These scenarios assess transition pathways based on long-term temperature targets, Net Zero objectives, short-term policies, policy coordination, and technology availability.

We have evaluated policy and legal risk, reputational risk, market risk, and technology risk for different scenarios.



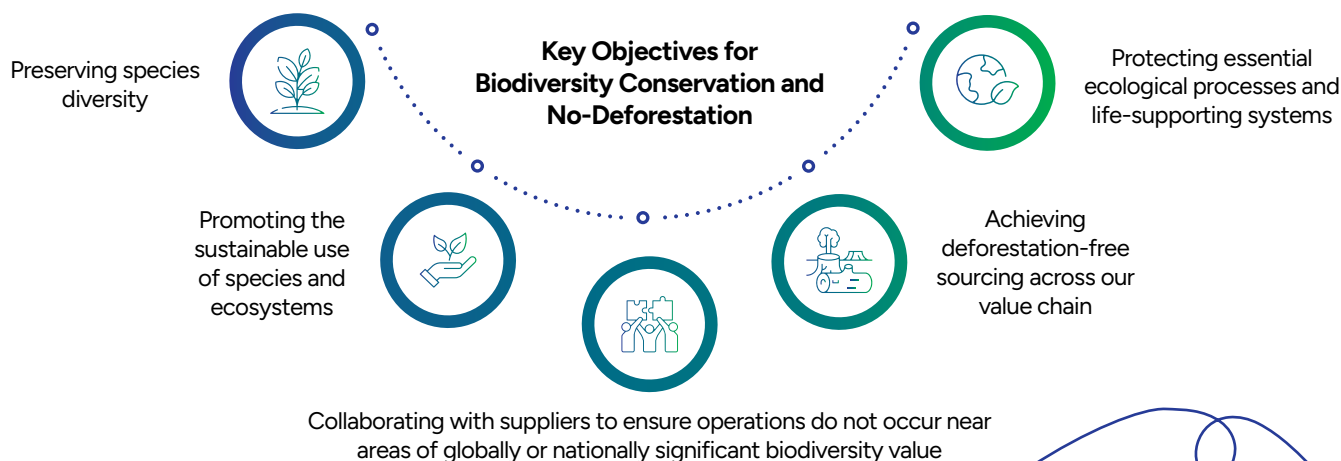
Transition Risks Identified

Risk Type	Risk Description	Lupin Actions	Primary Financial Effect of the Risk	Likelihood of the Risk Having an Effect Within the Anticipated Time
Policy and Legal Risk – Carbon Pricing Mechanisms and Emission Reduction Targets	Carbon pricing mechanisms, carbon taxes, stricter emission norms, and climate-related regulations may increase operational and compliance costs. While India's current carbon intensity targets for hard-to-abate sectors do not apply to the pharmaceutical sector, policy developments in international markets such as France, the U.K., and Mexico may affect energy and operational expenses.	We are reducing direct and indirect GHG emissions across global facilities through energy-efficiency measures, renewable energy adoption, fuel transition, and other decarbonization initiatives, aligned with our target to reduce Scope-1 and Scope-2 GHG emissions by 42% by FY30.	Increased compliance costs, fines, penalties, or enforcement orders.	Likely

Risk Type	Risk Description	Lupin Actions	Primary Financial Effect of the Risk	Likelihood of the Risk Having an Effect Within the Anticipated Time
Reputational Risk – Increased Stakeholder Concern or Negative Stakeholder Feedback	Failure to meet SBTi-aligned emission reduction targets or demonstrate sufficient progress may lead to negative stakeholder perception, reputational damage, increased scrutiny, and reduced customer trust.	We monitor progress against our climate targets, disclose performance periodically, and continue implementing emission reduction initiatives across operations and the value chain to demonstrate credible progress against our SBTi-aligned targets.	Brand damage and decreased revenues due to reduced demand for products and services.	Unlikely
Market Risk – Exposure to Increasing Energy and Raw Material Costs	Climate-related market shifts may increase the cost of key inputs such as fuel, electricity, raw materials, and low-GWP alternatives. These cost pressures may increase product costs and affect affordability in certain markets.	We are improving energy efficiency, increasing renewable energy use, optimizing logistics, and exploring lower-carbon product and process alternatives, including low-GWP propellant transition, to manage cost exposure and support business continuity.	Increased operational costs leading to higher product prices, resulting in potential demand reduction and diminished revenues.	Likely
Technology Risk - Increased Costs and Operational Impact from Transition Technologies	Transitioning to low-carbon operations requires investment in renewable energy, energy-efficient technologies, cleaner fuels, and related infrastructure. These changes may increase capital expenditure and require operational adjustments and workforce upskilling.	We have expanded renewable energy use through on-site solar, wind, and hybrid open-access solutions, and biomass/agro-waste boilers. Renewable power consumption increased from 3% in FY21 to 31% in FY26, supported by planned technology upgrades and capability building.	Increased capital and operational expenditure associated with technology upgrades, renewable energy adoption, and transition aligned infrastructure.	Likely

Biodiversity

We are committed to conserving and protecting biodiversity by embedding related considerations into day-to-day operations and promoting sustainable business practices. This commitment is reinforced through our Biodiversity Policy and No Deforestation Policy, which guide our actions and decision-making across the value chain. We take a pledge to eliminate deforestation and strive for a net positive impact on biodiversity.





We are a member of the India Business and Biodiversity Initiative (IBBI). Through this membership, we reaffirm our commitment to integrating biodiversity considerations into our operations and supporting the objectives of the Kunming-Montreal Global Biodiversity Framework.

Over the past two years, we have completed biodiversity assessments across 10 of our manufacturing facilities, including four sites assessed in FY26. These assessments focused on understanding dependencies, impacts, and risks across our operations and supply chain. They covered both the core site area and a 10-kilometer buffer zone around each location. Data was collected through field studies using systematic plot sampling. Floral species were assessed using the quadrat method, while faunal species were evaluated through line and belt transect methods. Species diversity was analyzed using Simpson's Diversity Index and Simpson's Evenness Index.

To complement field assessments, we used the ENCORE tool to evaluate biodiversity impacts and dependencies. Inputs such as land use, water consumption, waste generation, and chemical usage helped identify areas of high biodiversity value and vulnerability. The World Wide Fund (WWF) for Nature Biodiversity Risk Filter was also applied to assess physical and reputational risks related to biodiversity. The assessment and analysis revealed areas of focus covering pollution, high dependencies on ecosystem services, including education and research services, water supply and purification, and water flow regulation.

Findings of the Biodiversity Assessment

- No Lupin facilities are located near any UNESCO World Heritage site
- No Lupin facilities are near any of UNESCO's Man and the Biosphere Reserves
- No Lupin facilities are located near any Ramsar site
- None of the faunal species at these plants feature in the IUCN RED list or have a protected status
- None of the manufacturing plants is located within or near legally protected or biodiversity habitat areas

Additionally, we have not modified any land or sea ecosystems at the locations where we operate, and no conversion of natural ecosystems or conversion from one intensively used or modified ecosystem to another occurred during FY26.



Core Zone Tree Diversity Index for Our Manufacturing Facilities



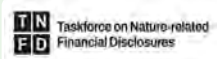
Lupin Facilities	Simpson's Diversity Index (D) ¹	Simpson's Evenness Index (E) ¹
Tarapur	0.89	0.96
Mandideep	0.85	0.93
Pithampur	0.72	0.83
Goa	0.86	0.74
Ankleshwar	0.88	0.78
Nagpur	0.89	0.79
Pune LRP	0.93	0.95
Pune Biotech	0.85	0.88
Chhatrapati Sambhajnagar	0.96	0.90
Sikkim	0.96	0.99

- ¹ Simpson's Diversity Index (D)
- D = 1: Maximum diversity, perfect evenness.
- 0.7 ≤ D < 0.9: High diversity.
- ¹ Simpson's Evenness Index (E)
- E = 1: This indicates perfect evenness, where all species have the same abundance.
- E close to 1 suggests high evenness, meaning that most species have similar abundance levels.
- E = 0.5: This represents moderate evenness, indicating that the community has some variation in species of abundance but is not perfectly even.
- E close to 0: This indicates low evenness, meaning that a few species dominate the community while others are much less abundant.

Our actions focus on reducing impact across land, freshwater, and the atmosphere while responsibly managing our dependencies. The strategy aligns with the recommendations of the Taskforce on Nature-Related Financial Disclosures (TNFD) and incorporates the Locate, Evaluate, Assess, and Prepare (LEAP) approach. This methodology enables the identification and management of material nature related Dependencies, Impacts, Risks, and Opportunities (DIRO).

As part of our enterprise-wide environmental management efforts, biodiversity related risks – both dependency-driven and impact-driven – are integrated into our multidisciplinary ERM processes, while supplier-related biodiversity considerations are addressed through responsible sourcing and ESG assessment processes. By assessing how our global operations rely on and affect biodiversity, we ensure that these insights inform strategic planning and mitigation measures. By embedding biodiversity considerations into enterprise risk assessment, we proactively manage potential disruptions and contribute to the protection of the natural ecosystem.

Taskforce on Nature-Related Financial Disclosures



In FY26, we became a TNFD adopter to strengthen how we assess and manage nature-related risks. TNFD adoption supports a more transparent nature-related reporting, better decision making, and responsible value-chain practices across our suppliers and operations.

By embedding nature-related considerations across value chain operations, we can:

- Enhance supply chain stability by identifying ecological risks that could affect raw material availability
- Improve operational resilience amid biodiversity loss, water scarcity, or land use changes
- Bolster investor and stakeholder confidence through transparent, future-ready reporting
- Support innovation in sourcing, product development, and environmental management

We are committed to leveraging nature-related opportunities to improve sustainability performance. We aim to address ecological risks through site specific actions that enhance local biodiversity and support surrounding communities.

For more details, please visit: <https://tnfd.global/lupin>

Focus Area	Approach
Sustainable Manufacturing	We are committed to minimizing the environmental impact of manufacturing operations by maximizing process efficiency and adopting low-carbon energy technologies.
Packaging and Distribution	We continue to advance eco-friendly packaging by reducing material use, optimizing pack dimensions, and integrating digital solutions to eliminate unnecessary paper use. These initiatives help lower transportation-related emissions, enhance resource efficiency, and deliver cost savings without compromising product quality or patient experience.
Operations and Maintenance	We carry out regular preventive maintenance of processes and engineering equipment in line with predefined schedules and Original Equipment Manufacturer (OEM)-recommended maintenance standards. This proactive approach enhances operational reliability and productivity, minimizes equipment downtime and associated losses, improves energy optimization, lowers energy consumption, and contributes to reducing GHG emissions per unit of manufactured product.

Product Sustainability

Product management helps us reduce environmental impact across the value chain while upholding product quality, patient experience, operational reliability, and cost efficiency. Our approach covers sustainable product design, responsible sourcing, manufacturing process optimization, packaging improvement, distribution, and operational practices that support resource conservation.

We recognize the role of value-chain engagement in sustainable product design that spans upstream and downstream partners, as well as our own operations.

We have established mechanisms to ensure the responsible sourcing of raw materials from suppliers that adhere to recognized sustainability standards, including ISO 14001, ISO 50001, and ISO 45001. As part of our ESG commitments, we have set a target to assess 100% of critical suppliers through ESG frameworks within a three year cycle.

Product Design Criteria

These commitments are translated into actionable design and operational priorities across the product lifecycle. The following focus areas outline how we embed product sustainability into manufacturing, packaging and distribution, and operations and maintenance practices to reduce our environmental impact.

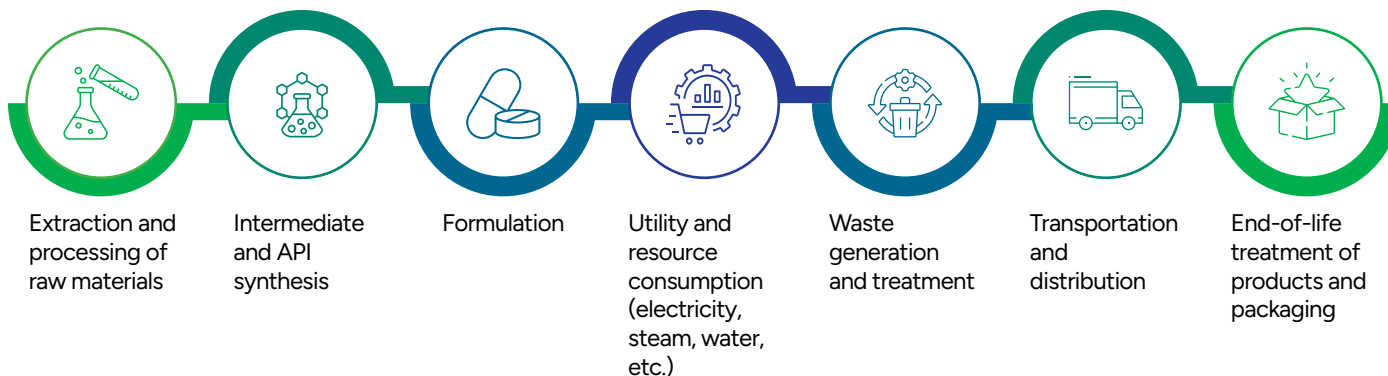
Life Cycle Assessment

Life Cycle Assessment (LCA) helps us understand the environmental impact of products across the value chain and identify opportunities for improvement. In FY26, we completed LCA studies for 20 of our products. These products were selected based on significant revenue contribution, associated emissions, and strong market demand, ensuring that the assessment focused on products with high commercial relevance and sustainability impact. Building on the work completed over the past two years, we have now completed a LCA of 50 key products.

The primary objective of the FY26 study was to develop a baseline environmental profile for the selected products. The findings help identify environmental hotspots across the production chain and provide insights to guide future improvements in resource efficiency and environmental performance. Using the SimaPro LCA software and Ecolnvent database, we modeled environmental impacts across fourteen midpoint indicators, including the following –

Climate Change/Global Warming Potential (GWP), Ionizing Radiation, Water Use, Ozone Depletion Potential (ODP), Photochemical Ozone Creation Potential, Abiotic Resource Depletion (Minerals and Fossils), Human Toxicity (Cancer and Non-Cancer), Acidification Potential, Renewable Resource Depletion, Dust and Particulate Matter, Terrestrial/Freshwater/ Marine Eutrophication, Species Richness.

The Study Covers the Following Major Life Cycle Stages



20 Products Covered in the LCA Study

Simvastatin, Quetiapine, Desvenlafaxine Succinate, Duloxetine, Ketoprofen, Semi Sodium Valproate (DIVALCOTE), Prednisolone, Tramadol, Ethambutol, Testosterone, Tolvaptan, Sertraline, Lansoprazole, Cefdinir, Cephalexin, Cefpodoxime Proxetil, Metformin, Nebistar®, Clopitab, Rivaroxaban

The LCA was conducted in accordance with ISO 14040:2006 and ISO 14044:2006, ensuring that the methodology, data quality, and system boundaries align with internationally recognized standards.

The findings highlighted opportunities to improve environmental performance through improved solvent recovery and wider adoption of green chemistry principles. The study's findings supported strategic decision-making to further reduce the environmental impact of manufacturing, supporting our commitment to environmentally responsible healthcare practices.

***ISO 14040:2006:** Defines the principles and framework for conducting Life Cycle Assessments.

***ISO 14044:2006:** Provides detailed requirements and guidelines for performing LCAs.

Way Forward

Looking ahead, our focus will be on turning our environmental priorities into practical actions that deliver measurable outcomes. A key priority is to progress our Science-Based Targets initiative (SBTi)-aligned decarbonization roadmap through facility-level emission-reduction plans, increased use of renewable energy, lower-carbon fuels, energy-efficiency measures, and supplier engagement across the value chain.

We will also use product-level insights to reduce environmental impact beyond our own operations. Findings from the LCA will help guide our decisions regarding solvent, recovery, green chemistry, packaging, manufacturing, and end-of-life management. Low-GWP product innovation in our respiratory portfolio will continue to play an important role in reducing emissions from product use.

Our water priorities will focus on reducing freshwater dependence, increasing reuse and recovery, and maintaining strong wastewater management practices, including ZLD where applicable. For waste, the emphasis will be on reducing generation at source, improving material recovery, meeting EPR obligations, and preparing facilities for Zero Waste to Landfill certification.

Climate and nature-related risk insights will support resilience planning and business continuity. Biodiversity assessment findings and TNFD adoption will help translate nature-related considerations into practical facility-level actions, supplier engagement, and ERM processes.

By integrating environmental resilience into strategic planning and day-to-day operations, we aim to reduce our impact on nature while supporting the health and well-being of the communities we serve. In doing so, we continue to live our purpose of transforming lives – through the medicines we provide and the responsible way in which we produce them.



Social and Relationship Capital

Extending the reach of healing to communities and patients

At Lupin, creating value is defined as much by the relationships we build with patients, healthcare professionals, communities, and value chain partners as by our commitment to the highest standards of quality. As a global healthcare company, we focus on broadening access to affordable healthcare while also contributing to building more resilient and inclusive communities.

Community engagement and development are central to our ethos and focus on addressing some of the most pressing challenges in underserved populations. During FY26, programs delivered through the Lupin Human Welfare and Research Foundation (LHWRF) positively impacted over 510,805 beneficiaries across 5,519 villages, with interventions spanning healthcare, education, livelihoods, women's empowerment, and water security.

Our suppliers are integral partners in value creation, contributing to resilience, innovation, and responsible growth across our value chain. We view collaboration as essential to creating long-term value and support our suppliers in aligning their businesses with sustainability principles through ESG assessments, continuous improvement frameworks, and structured trainings. This partnership-led approach enables us to move from traditional transactional relationships to a more integrated ecosystem, where suppliers actively contribute to innovation, risk mitigation, and the advancement of responsible sourcing practices. By emphasizing transparent evaluation processes, targeted capacity building, and shared accountability, we strengthen trust, enhance operational reliability, and promote sustainability in the supply ecosystem.

510,805

Beneficiaries Impacted Through CSR Interventions

2,641,833

People Reached Through Access to Healthcare Programs

400+

Suppliers Engaged on Sustainability

73,500

Healthcare Professionals Trained

Material Topics



Access to and Affordability of Medicines



Social Impact Through Community Engagement



Customer Health and Safety



Sustainable Supply Chain and Responsible Procurement



Human Capital Development



Management Approach

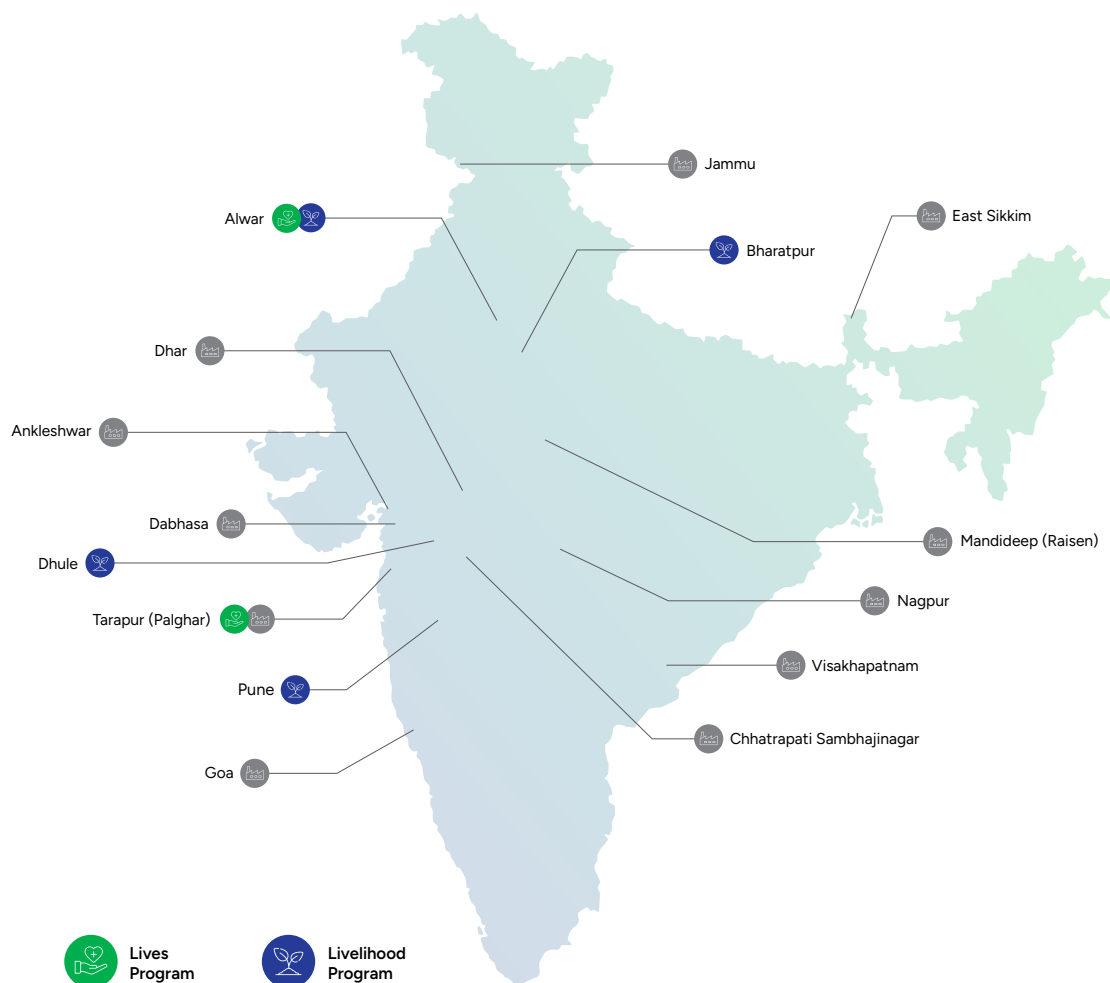
Our approach to society is rooted in the belief that meaningful healthcare outcomes are built on strong partnerships. The relationships we forge with patients, healthcare professionals, communities, suppliers, regulators, and partners shape our ability to deliver on our purpose of catalyzing treatments that transform hope into healing. As a healthcare company nurtured in India and trusted across global markets, we are committed to delivering quality medicines responsibly while leveraging patient-centric and digitally enabled solutions to widen access.

Trust is earned through consistent action, meaningful engagement, and a willingness to listen. Accordingly, we have institutionalized structured stakeholder engagement mechanisms to better understand their evolving needs, address concerns, and collaboratively develop solutions that create long-term value. The insights from these interactions inform our strategy, risk management processes, and materiality priorities, while reinforcing our emphasis on ethical business practices, responsible supply chains, and sustainable community development.

Driving Inclusive Community Development

At Lupin, community development is an extension of our purpose. Guided by our founder, Dr. Desh Bandhu Gupta's philosophy of selfless service, LHWRF has been working with communities for over three decades, driving scalable and impact-led interventions. Through flagship initiatives such as the Desh Bandhu Jan Utkarsh Pariyojana (Livelihood Program) and Desh Bandhu Jan Aarogya Seva (Lives Program), we continue to expand access to healthcare, strengthen livelihoods, and support environmental resilience in underserved communities.

Over the years, our integrated interventions have positively impacted over 2.53 million beneficiaries across more than 5,500 villages in eight Indian states, reflecting the scale and depth of our community engagement efforts. By addressing critical social determinants of health through community-led and technology-enabled programs, we are helping to create more resilient, self-reliant, and health-aware communities.



8
States

26
Districts

5,519
Villages Positively
Impacted across India

2.53 Mn
Beneficiaries

Desh Bandhu Jan Utkarsh Pariyojana (Livelihood Program)



Agriculture forms the economic foundation of rural India, yet farming communities face persistent challenges arising from climate variability, resource constraints, and limited access to modern agricultural practices. Through the Desh Bandhu Jan Utkarsh Pariyojana, LHWRF partners with rural communities to advance technology-enabled and climate-resilient livelihood solutions. Implemented across eight states, the program supports rural families in building sustainable livelihoods through interventions focused on agriculture, natural resource management, and community institutions.

Target FY30

Empower 2.5 million individuals across more than 5,000 villages through the Livelihood Program

Status as of FY26

266,955 individuals empowered across 1,279 villages

Desh Bandhu Jan Aarogya Seva (Lives Program)



Non-communicable diseases present a growing public health challenge in rural India, particularly in regions with limited access to preventive care and early diagnosis. The Desh Bandhu Jan Aarogya Seva program brings healthcare closer to underserved communities through structured screening programs, door-to-door outreach, and mobile medical camps, as well as investments in public healthcare infrastructure. The program promotes early detection, disease awareness, and continuity of care, and focuses on chronic conditions such as diabetes, COPD, cardiovascular diseases, hypertension, and asthma. Through these interventions, individuals gain greater access to timely healthcare services and improved health outcomes.

Target FY30

Screen 500,000 individuals in 3,000 villages through the Lives Program

Status as of FY26

243,850 individuals screened across 1,148 villages

Livelihood Program

Across India's rural landscape, where aspirations often clash with structural challenges, our Livelihood Program continues to drive meaningful and lasting change. Anchored in a commitment to deliver measurable community outcomes, the program has evolved into a cohesive, multi-dimensional model that advances both economic resilience and environmental sustainability.

In FY26, our approach transitioned from standalone interventions to a more integrated, systems-led model that brings together agriculture, natural resource management, and community institutions. Under the Desh Bandhu Jan Utkarsh Pariyojana, the Agriculture-Based Livelihood Empowerment (ABLE) program remained central to this effort, supporting marginal farmers across Rajasthan and Maharashtra through structured capacity building initiatives and the Lupin Farmer School model. These interventions have accelerated the adoption of scientific and climate-resilient agricultural practices, contributing to increased productivity, income stability, and long-term farm resilience.

Recognizing the growing impact of climate variability on rural livelihoods, we broadened our focus on watershed development, water security, and clean energy solutions. These targeted interventions are helping communities to improve resource-use efficiency, reduce environmental vulnerability, and build climate resilience.

At the same time, Farmer Producer Organizations (FPOs) have emerged as key enablers of collective progress, strengthening governance, widening market access, and unlocking diversified income opportunities. With continued emphasis on tribal communities and women-led collectives, these institutions are driving more inclusive participation in value chains and supporting diversified, sustainable income generation.

As we move forward, we remain focused on further extending this integrated livelihood model, ensuring that rural communities are not only better equipped to navigate present challenges but also empowered to build sustainable, self-reliant futures.



After a recent harvest of okra, several farmers from nearby villages have been visiting my farm to learn about the organic methods I follow. It feels good to see my journey inspiring others to adopt sustainable farming.

Nanabhau Somji Mali

Aarni, Naval Nagar, Dhule, Maharashtra



Learning new skills at 67 has been a rewarding experience. From growing azolla and making vermicompost to preparing silage for my animals, I have adopted sustainable farming practices that support higher milk production of 20-30 liters per day.

Chotelal Saini

Rajgarh, Alwar, Rajasthan



Key Impact in FY26

Water Storage

Capacity of 833,869 Cu. M was created in FY26 through the Livelihoods Program.

Training and Capacity Building

18,701 farmers were trained in efficient, climate-resilient agricultural practices.

Livestock

1,996 artificial inseminations were conducted to increase livestock births; 19,901 animals were supported through animal health camps, providing essential veterinary care and support to livestock owners.

Soil Health

- 1,059 vermicompost units were established, promoting sustainable agricultural practices and enhancing soil fertility.
- 6,790 soil tests were conducted, enabling improved soil health management and informed agricultural practices.

Farmer Producer Organization

10,038 out of 20,000 farmers under the ABLE program are now members of FPO, with a total share capital contribution of INR 6.5 million, with an annual turnover of INR 55 million.

Convergence

INR 95 million was mobilized through convergence with various government schemes, enabling the scale-up of program interventions.

These interventions have enabled better year-round access to safe drinking water for communities and livestock, strengthened responsible water stewardship practices among farmers, and encouraged the adoption of clean energy alternatives such as biogas and solar energy.

Our Impact

833,869 Cu. M

Water storage capacity created in FY26

18,701

Farmers were trained in efficient water use practices

66

Water harvesting structures constructed

948

Farmers supported with micro-irrigation systems

42,667

Trees planted

Lives Program

In FY26, we widened our Lives Program to increase access to preventive and primary healthcare services for underserved rural communities facing a growing burden of Non-Communicable Diseases (NCDs). Implemented in partnership with the Departments of Medical, Health and Family Welfare in Rajasthan and Maharashtra, India, we operate the program across the Alwar and Palghar districts through an integrated model focused on awareness, early detection, diagnosis, and continuity of care.

Through structured community-based and door-to-door screenings, we identified 101,036 high-risk individuals, vulnerable to conditions such as diabetes, hypertension, cardiovascular diseases, asthma, and Chronic Obstructive Pulmonary Disease (COPD). We also facilitated timely referrals to mobile medical vans for on-site diagnostics and medical consultations, significantly improving access to early intervention and treatment at the community level.

We conducted over 1,320 health and medical camps, provided free medicines, and enhanced NCD management through dedicated care corners at Primary Health Centers (PHCs) and Community Health Centers (CHCs). Additionally, we promoted preventive healthcare awareness through village campaigns, street plays, wall paintings, and community fitness initiatives such as open gyms, encouraging greater health awareness, early action, and community participation.

Our Commitment to Water Conservation

This year, our Natural Resource Management initiatives focused on fortifying rural resilience through integrated soil, water, and land conservation measures. Community-led watershed development programs addressed water scarcity and climate variability by reducing soil erosion, improving groundwater recharge, and enhancing water retention across landscapes. These efforts were supported with the building of contour trenches, bunds, check dams, farm ponds, and wells, contributing to the long-term sustainability of local water resources.



I was battling diabetes, blood pressure, paralysis, and thyroid together. The camp brought medicines, regular follow-ups, and for the first time in years, I felt stable.

Sito Bai

Mubarikpur, Alwar, Rajasthan



Earlier, I could not manage the household work and had difficulty breathing. Now I can do my work and breathe freely.

Champa

Dahanu, Palghar, Maharashtra



Key Impact in FY26

Geographic Presence

Across 15 blocks in the Alwar and Palghar districts of Rajasthan and Maharashtra, supported by seven Mobile Medical Vans (MMVs).

Community-Based Screening

243,850 individuals screened through the Lives program for NCDs, enabling early detection, timely intervention, and improved access to preventive healthcare services.

High-Risk Individuals Identified

101,036 individuals were identified as high-risk through the screening process.

Stakeholder Capacity Building

Over 60 training sessions were conducted for more than 700 healthcare workers (ANMs, ASHAs, and medical officers) over the past three years, focusing on NCD risk factors and symptoms, community-based screening, patient education and counseling, NCD management and treatment, and the use of diagnostic tools such as ECG and spirometry.

Infrastructure Support

18 PHCs/CHCs and 121 sub-centers were supported with infrastructure development and essential medical equipment such as glucometers, digital blood pressure monitors, digital weighing machines, stethoscopes, pulse oximeters, and peak

flow meters. Community Health Officers (CHOs) were provided electronic tablets for efficient data entry into the NCD portal. Infrastructure support also covered patient examination tables, office furniture such as tables and chairs, and stadiometers to ensure accurate height measurement, thereby enhancing the overall quality of healthcare service delivery.

Social and Behavior Change Communication

676 wall paintings were created across project villages to raise awareness about NCDs.

Case Study Strengthening Public Health Infrastructure for NCD Care

Context

In rural communities where access to healthcare services is often constrained, limited diagnostic equipment and inadequate infrastructure at primary healthcare facilities can delay the early detection and effective management of NCDs.

Intervention

To address these gaps, LHWRF strengthened public healthcare infrastructure across government healthcare facilities in Rajasthan and Maharashtra. In Alwar, 36 PHCs/CHCs and 161 sub centers were supported, while in Palghar, 27 PHCs/CHCs and 116 sub centers were benefited. Facilities were equipped with essential diagnostic kits, including glucometers, digital blood pressure monitors, weighing machines, stethoscopes, pulse oximeters, and peak flow meters. CHOs were provided with electronic tablets to enable real-time reporting and more efficient integration with the national NCD portal. Infrastructure upgrades further included patient examination tables, seating, and stadiometers.



Impact

These interventions improved diagnostic readiness and infrastructure availability, strengthened frontline healthcare capacity and enabled more consistent screening, monitoring, and management of NCDs at the primary care level.

Case Study Strengthening the Fight Against Tuberculosis

Context

Timely and accurate diagnosis remains critical to India's goal of eliminating tuberculosis, particularly in rural and underserved regions where access to advanced diagnostic infrastructure is often limited.

Intervention

In alignment with the National Tuberculosis Elimination Program (NTEP), LHWRF bolstered diagnostic capacity by deploying targeted technology and equipping 16 CHCs with TrueNat molecular diagnostic machines. The machines make it possible to perform rapid, point-of-care testing, in turn improving detection of drug-resistant TB cases.



Impact

The initiative enabled testing of 10,821 individuals and resulted in identifying 618 TB patients. All patients were successfully linked to appropriate treatment under the national program, ensuring timely intervention and better continuity of care.

Key Highlights



Agro-Horticulture: 15,800 saplings planted, contributing to greener community landscapes, enhanced biodiversity, and improved environmental resilience.



Nutrition Support for TB Patients: 1,407 TB patients supported with six months of nutritional supplements under the Nikshay Mitra initiative as part of the Pradhan Mantri TB Mukh Bharat Abhiyaan, enhancing treatment adherence and recovery outcomes.



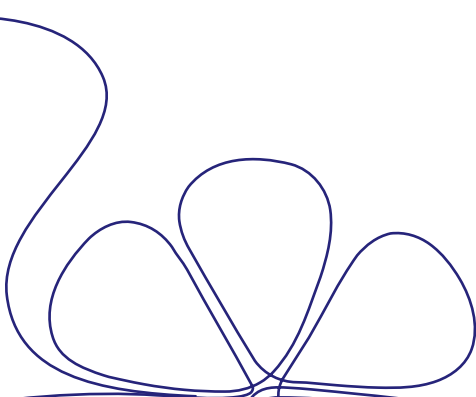
WASH Access in Schools: 6,406 students gained access to upgraded sanitation and safe drinking water facilities through targeted WASH infrastructure development across 16 schools, raising hygiene levels and reducing health risks.

Our WASH Program focuses on improved health outcomes, dignity, and equitable access to sanitation in communities with limited access to infrastructure. Implemented across Visakhapatnam, Tarapur, Ankleshwar, Chhatrapati Sambhajnagar, and Mandideep, the program implements targeted interventions addressing local needs across schools and public healthcare facilities.

Improved sanitation and hygiene infrastructure in schools supports higher attendance and retention rates, particularly among girls. In healthcare settings, upgraded sanitation facilities for women across nine government centers in Alwar and Palghar have enhanced safety, comfort, and dignity for patients and frontline healthcare workers. Through these interventions, we aim to reduce barriers to essential services and promote more equitable access to safe sanitation infrastructure.

Community Interventions at Manufacturing Locations

In FY26, we adopted a more focused and outcome-driven approach to boost community engagement across 12 manufacturing sites. Our CSR initiatives are now strategically aligned with three core themes: Agro-Horticulture, Health and Nutrition, and Water, Sanitation and Hygiene (WASH). Developed in close collaboration with local stakeholders, these interventions are tailored to community needs and designed to deliver tangible long-term social impact. This approach reinforces LHWRF's intent to deliver measurable outcomes and improve quality of life through sustainable, community-led development.



Impact Assessment – Measuring What Truly Matters

Impact Assessment of LHWRF's Livelihood and Lives Programs

LHWRF undertook a comprehensive, independent impact assessment of its flagship Livelihood and Lives programs implemented during FY24. The assessment, conducted in FY26 by an independent third-party agency, evaluated program effectiveness, beneficiary outcomes, and the social value created across agriculture, livestock, skill development, non-farm enterprises, and community healthcare.

Livelihood Interventions – Key Outcomes

The assessment covered five livelihood models spanning irrigated farming, livestock and dairy development, skill development, and farm allied enterprises in Maharashtra and Rajasthan. In the first year of intervention, participating households reported meaningful income growth, driven by productivity improvements and cost efficiencies.

The programs also demonstrated strong financial viability, with Social Return on Investment (SROI) analyses highlighting sustained value creation for beneficiaries over both one-year and five-year periods.

Aggregate SROI

2.43:1
Year 1 SROI

8.15:1
5-Year Cumulative

Lives Intervention – Key Outcomes

The impact assessment of the Lives program highlighted improved access to affordable healthcare services. Beneficiaries reported reduced out-of-pocket expenditure on consultations, diagnostics, and treatment, as well as lower wage loss due to shorter service delivery times.

The program also led to higher treatment adherence and follow-up rates compared to non-beneficiaries, demonstrating the effectiveness of community-based healthcare interventions. Overall, it generated a strong social return, reducing the economic burden on vulnerable populations.

Aggregate SROI

1.77:1
Year 1 SROI

5.31:1
5-Year Cumulative

Process Evaluation Study of the ABLE Program

LHWRF, in partnership with the independent third-party agency Sattva, conducted an impact assessment of the Agriculture-Based Livelihood Empowerment (ABLE) program across select locations in Maharashtra and Rajasthan to evaluate early outcomes. In the first year, participating farmers reported an average income increase of approximately 19%, demonstrating the program's ability to deliver early, measurable economic benefits at the household level. This growth was driven by yield improvements resulting from better agronomic practices and optimized input utilization, as well as savings in input costs. The assessment highlighted the program's ability to generate tangible livelihood gains within a short timeframe while establishing a scalable model for long-term rural resilience and prosperity.

Private and Institutional Partnerships

- Better Cotton
- GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)
- Small Farmer Agribusiness Consortium
- Indian Council of Agricultural Research
- National Bank for Agriculture and Rural Development
- Atlas Copco (India) Private Limited
- Whirlpool Corporation
- BAIF Development Research Foundation (*formerly registered as the Bharatiya Agro Industries Foundation*)

Partnerships with State Governments

- Government of Maharashtra
- Government of Rajasthan

CSR – Industry Collaboration on Talent Development

We are collaborating with leading pharmaceutical industry stakeholders through the PAGE Foundation (Foundation for Pharmaceutical Academy for Global Excellence), a Section 8 company, to strengthen talent development across the pharma sector. The partnership focuses on establishing a world-class skilling institution that equips future talent with capabilities aligned with the industry's evolving scientific, regulatory and technology requirements. We support the initiative with financial contributions, active leadership participation, and strategic governance inputs, highlighting our long-term commitment to industry-led capability building and strengthening India's healthcare and pharmaceutical ecosystem.

Empowering Youth and Expanding Access to Education in South Africa

Pharma Dynamics, our South African subsidiary, showcased its focus on youth development and community upliftment in FY26 through investments in employability and education. The company partnered with the Youth Employment Service (YES) Program, offering 76 young participants paid work experience,

structured workplace exposure, and skills development opportunities. The initiative strengthened key employability competencies such as teamwork, effective communication, problem-solving, and leadership readiness, supported by YES learning modules and hands-on mentorship.

The initiative also supports Pharma Dynamics’ transformation agenda, contributing to progress toward the organization’s 5% B-BBEE absorption target and creating pathways for sustained workforce participation and inclusion. Through this program, the company is equipping young South Africans with practical skills, workplace experience, and the confidence to pursue sustainable careers and continued education.

Pharma Dynamics also expanded its efforts to promote equitable access to education through its longstanding collaboration with the Tutudesk Campaign, an initiative of the Desmond Tutu Legacy Foundation which focuses on elevating learning environments in under-resourced schools. The company invested an additional ZAR 650,000 during FY26, bringing its total investment since 2020 to over ZAR 8 million. By providing children, particularly in

rural areas, with essential learning tools, the Tutudesk partnership supports stronger educational outcomes and contributes to more resilient and inclusive communities across South Africa.

Employee Volunteering – Engaging Employees for Social Impact

We have set a clear goal of contributing 50,000 employee volunteering hours annually by 2030, underscoring our belief that social impact is most meaningful when it is employee-led. We are making steady progress through structured programs delivered in partnership with LHWRF and local NGOs.

In FY26, 12,264 Lupinytts contributed more than 35,462 volunteering hours, participating in initiatives spanning healthcare, education, environmental stewardship, and community development. This collective effort reflects the values of empathy, care, and service that continue to shape our culture and strengthen our connection with the communities we serve.

TARGET	IMPACT IN FY26	KEY ACTIVITIES	
Collectively contribute 50,000 volunteering hours annually by 2030	12,264 Lupinytts contributed 35,462 volunteering hours	• Tree Plantation • Seed Ball Preparation • Water Conservation • Blood Donation	• Cleanliness Campaigns • TB Nutrition Kits • Other Community Activities

Among these initiatives, our tree plantation drives emerged as a key contributor, resulting in the planting of 7,222 saplings and accounting for ~50% of the total volunteering hours achieved during the year.



Volunteering Highlights from Our Global Locations



United States/ Canada

Strengthened employee well-being through mental health workshops, lifestyle and financial wellness sessions, and a relaunched metabolic health program. Health and wellness fairs were conducted across offices to promote preventive care. Updated work model guidelines (hybrid, onsite, remote) were rolled out in alignment with role requirements.



United Kingdom

Enhanced community engagement through annual volunteering opportunities and employee-led social initiatives. Support for local causes included festive donation drives, Easter campaigns, and prostate cancer awareness efforts, with employees receiving two paid volunteering days each year to contribute to causes they care about.



Brazil (MedQuímica)

The team contributed 588 volunteering hours to employee driven community initiatives focused on dignity and employability. Key programs included Children's Day support for families of incarcerated women, cancer care partnerships with AACI, environmental education events, and an employability initiative with the Brazilian Bar Association.



Australia

Worked towards community well-being through volunteering initiatives aligned with emerging community needs. Employee participation in food drives and a Cancer Charity Silent Auction reflected a shared commitment to supporting local causes and community outreach.



Netherlands (Nanomi)

Introduced a formal volunteering policy to institutionalize employee community engagement. Plans are in place to expand participation in 2–3 structured volunteering initiatives annually through partnerships with diverse social organizations.



South Africa (Pharma Dynamics)

Partnered with the Jabulani Feeding Scheme to serve meals to over 200 underprivileged children, supporting local nutrition and child welfare efforts, with 135 hours contributed to the initiative.



Philippines (Multicare)

Employees contributed 4,384 volunteering hours across healthcare and education initiatives. Efforts included blood donation drives with Red Cross Philippines, cancer patient outreach at Bahay Aruga, community medical clinics, and the Balik Eskwela program supporting students with school essentials.



Mexico (Lab Grin S.A. De C.V.)

The volunteering program recorded participation from 952 employees, contributing approximately 2,708 hours across climate action, health, inclusion, and community support initiatives.

Access to Healthcare Programs – Products, Drugs, and Partnerships

In FY26, we strengthened access to affordable healthcare by expanding the availability of essential medicines and healthcare services for underserved populations, particularly across low- and middle-income countries and emerging markets. Our access strategy is guided by a systems-based approach that integrates global quality manufacturing, research and clinical partnerships, patient and healthcare provider education, innovative financing models, digital health solutions, and community engagement.

We focus on high-burden disease areas, including tuberculosis, cardiovascular diseases, diabetes, respiratory conditions, and mental health. We have expanded our diagnostics reach, to enable patients to proactively manage their conditions by either visiting a

nearby diagnostic lab or availing at-home collection services.

Through patient-centric innovations such as affordable inhalers, fixed-dose combinations, once-daily therapies, complex generics, and biosimilars, we aim to improve accessibility, affordability and treatment adherence. Digital health platforms, including LYFE®, further enable continuous patient engagement and disease management beyond traditional care settings.

Together, these efforts extend the reach of essential medicines and healthcare services to more patients and communities. Our community-led interventions promote health awareness, preventive care, and early intervention, while capacity-building initiatives strengthen healthcare skills, infrastructure, and institutional capabilities across the healthcare ecosystem, enabling more equitable and sustainable access to quality care.

Prevention and Awareness	Early Diagnosis	Treatment and Rehabilitation	Digital End-to-End Care
Flagship initiatives such as HuMrahi and Joint Airway Initiative (JAI) promote disease awareness, adherence, and patient empowerment across key therapeutic areas.	Structured screening programs expand access to FeNO and spirometry testing for respiratory diseases, along with breast cancer screening in women for early detection.	Atharv Ability, our outpatient neuro rehabilitation program, provides specialized care for patients with neurological conditions, including strokes and spinal injuries.	LYFE®, India's first evidence-based digital therapeutics program for cardiac rehabilitation and LYFE® HF for heart failure, supports post acute and chronic cardiac care. The platform is clinically supported through collaboration with the American College of Cardiology and backed by robust regulatory approvals.

Target

Support 300,000 patients by 2030.	Reach 2 million patients through respiratory diagnostics and support the diagnosis of 5,000 women with breast cancer by 2030.	Deliver 100,000 neuro rehabilitation sessions by 2030.	Reach 100,000 patients by 2030.
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Status as of FY26

401,764

Patients covered with prevention and awareness.

1,243,005

Patients covered with respiratory diagnostics.

52,000

Patients were covered with neuro rehabilitation sessions.

15,000

Patients covered with end-to-end care.

2,064

Women supported with a diagnosis of breast cancer.

Provider Education – Healthcare Professionals Support Programs

We invest in patient education and capacity building for healthcare professionals to enhance health outcomes and strengthen healthcare systems. Our digital patient support programs have reached over 800,000 patients across therapy areas such as asthma, diabetes, cardiac care, and mental health.

In FY26, our structured education and engagement initiatives reached 73,500 healthcare professionals, including doctors. Partnerships with leading institutions such as the European Society of Cardiology and Joslin Diabetes Center bring global expertise and evidence-based learning to healthcare professionals. All engagements and related disclosures are conducted transparently, in accordance with the Association of the British Pharmaceutical Industry (ABPI) guidelines.

Through these collaborations, we have also expanded access to advanced learning in cardiac care and diabetes management. These programs delivered education aligned with international clinical guidelines and best practices, reaching over 4,000 medical professionals and contributing to higher standards of patient care.

Advancing Access Through Innovation, Affordability, and Scale

Expanding Equitable Access to Life-Saving Therapies

For nearly five decades, we have remained committed to advancing equitable access to life saving therapies, particularly in tuberculosis, while progressively improving health outcomes across other high burden diseases. Building on our leadership in TB, we continued to widen access to care through innovation and affordability. In FY26, we further reduced the global price of Bedaquiline by 30%, building on significant reductions achieved in the previous year. This has enabled healthcare systems and global health partners to expand patient coverage and accelerate the adoption of modern treatment regimens. These sustained price interventions help address persistent treatment gaps, improve continuity of care, and broaden treatment coverage in regions where the burden of disease remains highest.

Innovation for Access

Innovation remains central to our access strategy, enabling differentiated, patient-centric solutions across disease areas. We became the first generic company globally to develop

pediatric Bedaquiline 20 mg dispersible tablets, addressing a critical unmet need in child friendly TB treatment. Building on our TB legacy, we extended our access footprint into HIV/AIDS by supplying differentiated antiretroviral therapies, including TAF based fixed-dose combinations tailored for patients with osteoporosis and renal conditions. We also launched pediatric ALD in FY26 to support the transition to WHO-aligned child friendly treatment regimens and developed Darunavir/Ritonavir tablets to improve access to optimized second line HIV treatments.

Complementing these efforts, we partnered with the TB Alliance to advance the clinical development and potential commercialization of Telacebec for tuberculosis, leprosy, and Buruli ulcer, diseases that disproportionately affect underserved populations. This collaboration reinforces our commitment to innovation for neglected diseases, strengthening the availability of effective, affordable therapies while advancing global public health outcomes.

Through Lupin Access Business, we have secured approximately 75 registrations across low- and middle-income countries in Africa and Asia, including 25+ high-burden countries, significantly expanding the geographic reach of essential medicines and supporting global infectious disease control efforts.

Beyond Medicines – Expanding Access Through Preventive Innovation

Beyond product supply, we are expanding the scope of healthcare access through preventive, patient-centric interventions that address the underlying drivers of chronic disease. In South Africa, our subsidiary Pharma Dynamics supports Cooking From The Heart (CFTH), a free, heart-healthy nutrition education initiative developed with the Heart and Stroke Foundation, South Africa, which, since 2012, has helped prevent and manage non-communicable diseases such as hypertension and diabetes through practical dietary guidance and culturally relevant meal plans. This is complemented by the continued expansion of MyDynamics, Pharma Dynamics' free digital health platform, accessible via QR codes on medicine packs, which provides personalized care journeys, treatment reminders, lifestyle tips, and health education. Together, these initiatives demonstrate how scalable, low-cost interventions can improve treatment adherence, patient empowerment, and continuity of care, contributing to more sustainable and inclusive healthcare systems.

Partnership for Access

Co-Pay Savings and Affordability Programs

We continue to expand our partnerships to enhance patient access and affordability across key therapies in the U.S. Through our co-pay savings programs, eligible commercially insured patients receive financial assistance, reducing out-of-pocket costs to as low as USD 0 (subject to program limits). In FY26, these programs supported Doxycycline, Glycerol Phenylbutyrate Oral Liquid, Lapatinib, Risperidone Injection Suspension, Tiotropium Bromide Inhalation Powder, and Tolvaptan, delivering a total patient benefit of approximately USD 8.3 million, with Tolvaptan accounting for the largest share. In addition, we launched a point-of-sale coupon

partnership with GoodRx for Tiotropium Bromide to support cash-paying patients, enabling approximately USD 534,550 in direct patient savings in FY26. Together, these initiatives help reduce financial barriers to treatment and enable greater continuity of care for patients who rely on our medicines.

Savings Card LUPIN

RxBIN# 637765
RxCN# CRX
RxGRP# TCSLUP1
RxID# 10841913601

Pay ^{as little as} \$25 for a 30 day supply

Building on the momentum from the previous year, we further strengthened our commitment to widening access to affordable healthcare in the Philippines by expanding our free in-store medical consultation program. This initiative is delivered through partnerships with primary care physicians and supported by drugstore partners to ensure access to affordable, high-quality medicines at the point of care. In the second half of FY26, the program was extended to additional national and regional pharmacy chains, including South Star Drug, Rose Pharmacy, St. Joseph Drug, and Carlos Super Drug, while maintaining a consistent monthly presence across 200+ Mercury Drug branches. Through collaboration with nearly 170 physicians and valued trade partners, the program enabled us to serve close to 18,000 patients during the year. Each patient served represents an impact on a Filipino household that has been able to access affordable healthcare.

Health Economic Evaluation

While symptom relief is a critical measure of a medicine's value, its ability to reduce the overall burden on healthcare systems is equally important. We assess the impact of our products through rigorous health economic evaluations, particularly for NaMuscla®, our flagship orphan drug for non-dystrophic myotonic disorders. In FY26, NaMuscla® generated sales of INR 1,589 million, contributing 0.58% of total sales and 100% of innovative product revenues. Health economic evaluations in the U.K., Norway, and other European markets have consistently demonstrated its clinical value and cost-effectiveness, with leading HTA bodies, including NICE (U.K.), IQWiG (Germany), NoMA (Norway), and MSCBC (Spain), supporting national reimbursement and expanded patient access. The NICE price approval process evaluates cost-effectiveness for the NHS using the Incremental Cost-Effectiveness Ratio (ICER), comparing additional costs against additional health benefits. Building on this evidence, we broadened access in key Latin American Access to Medicine Index countries by initiating regulatory pathways in Argentina, Colombia, and Mexico, including dossier submission in Argentina in FY26 and regulatory filing in Mexico in March 2026. Through these evaluations, we demonstrated the clinical and economic value of innovative therapies, supporting improved patient outcomes while contributing to the affordability and sustainability of the healthcare system.

Medical Product Donations and Access to Medicines

We undertake medical product donations in accordance with the World Health Organization (WHO) Guidelines for Drug Donations, ensuring that all donated medicines are appropriate to local needs, of assured quality, safely handled, and fully traceable. All donations are executed through controlled and transparent channels and in compliance with applicable statutory and regulatory requirements, with the objective of addressing urgent healthcare requirements and improving the availability of essential medicines for vulnerable people.

During the reporting year, our global operations supported humanitarian and public health responses across multiple geographies. In Brazil, we donated over 1,900 units of essential medicines to populations impacted by localized health emergencies, particularly benefiting low-income and underinsured individuals, children, and patients requiring urgent care. These donations included antibiotics, pain and fever management therapies, gastrointestinal treatments, and pediatric formulations and were distributed through authorized, EHS managed pharmacy channels and licensed healthcare professionals. In France, our Medisol unit contributed 31,500 boxes of Nefopam Medisol injectable (five vials per box) through an ANSM-authorized humanitarian distributor to support acute pain management for hospitalized and vulnerable patients.

Additionally, our South Africa plant donated approximately 52,000 units of Efferflu-C Immune Booster effervescent products, with adequate remaining shelf life, supporting immune health needs in the community while ensuring compliant handling and responsible distribution.

Through these targeted initiatives, we reinforce our commitment to improving access to essential medicines for vulnerable and underserved populations, while upholding the highest standards of governance, patient safety, and responsible pharmaceutical practices.



Sustainable Supply Chain and Responsible Procurement

We operate in a VUCA (Volatile, Uncertain, Complex, and Ambiguous) environment, where market volatility, supply disruptions, evolving regulatory expectations, and sustainability pressures require collaboration across the operational ecosystem. In this highly competitive pharmaceutical landscape, we remain

focused on building a resilient and diversified supply chain that can effectively respond to disruptions through supplier diversification, risk mitigation, contingency planning, and responsible sourcing practices.

We actively promote supplier diversity across our network through a structured and inclusive sourcing approach. We identify and onboard suppliers across geographies, categories, ownership types, and enterprise sizes, including MSMEs. This supports supply continuity, resilience, and the seamless delivery of life-saving and essential medicines. Diversity considerations are integrated into supplier identification, selection, and evaluation processes, supported by defined criteria for quality, reliability, cost, and sustainability.

We also assess alternative sources for critical raw materials to further improve supply reliability and risk management. Every supplier we engage with is expected to comply with our Supplier Code of Conduct and Third-Party Sustainable Procurement Policy, which outlines our standards on product quality, ethics, environmental sustainability, and human rights. Regular audits help ensure that raw materials consistently meet our quality specifications as well as statutory and sustainability requirements. Oversight of sustainable procurement and supply chain resilience is anchored within our Global Procurement Organization (GPO), with senior leadership driving accountability for supplier risk management, ESG integration, and business continuity. Supplier ESG performance, critical risks, and corrective actions are periodically reviewed through internal governance mechanisms and are integrated into sourcing decisions, supplier segmentation, and escalation processes.

Our commitment to responsible sourcing is reflected in our robust Supplier ESG Assessment Program, conducted through independent third-party evaluations, and supported through our dedicated Supplier Portal. The portal enables structured onboarding, performance monitoring, collaboration, and transparency across the value chain.

Through a sharp focus on process excellence and capability building, we build cost competitiveness, supply reliability, and long-term resilience across our operations. This partnership-led approach enables us to move from traditional transactional relationships to a more integrated ecosystem, where suppliers actively contribute to innovation, risk mitigation, and the advancement of responsible sourcing practices.

ESG Assessment of Suppliers/Vendors

In FY26, we further embedded environmental, social, and governance considerations into supplier onboarding and performance evaluation processes through a risk-based framework. Suppliers are assessed using ESG questionnaires, third-party databases, and due diligence checks, followed by segmentation based on criticality and risk exposure. This framework enables systematic tracking and continuous improvement of ESG performance of key suppliers, with a focused emphasis on material vendors. Recognizing that suppliers are partners at different stages of their sustainability journey, we have adopted a collaborative, capability-building approach to advancing responsible sourcing practices across our value chain. This includes structured capacity-building initiatives such as supplier webinars, ESG self-assessments, and on-site audits, supported by well-defined Corrective and Preventive

Action (CAPA) plan. Through these efforts, we strengthen accountability, enable continuous improvement, and promote stronger sustainability integration across our supplier ecosystem. Beyond risk management, we focus on building resilience, enhancing transparency, and creating shared value with our partner ecosystem.

Our Engagement with Suppliers on ESG Encompasses the Following Activities:

Supplier Training on ESG

- Suppliers receive mandatory training material and capability-building support from internal and external experts.
- In FY26, 400+ suppliers were covered in seven ESG capacity building programs, covering Biodiversity, Human Rights, Quality and Compliance, Climate Change, Water and Waste Management.
- Seven high-impact suppliers were shortlisted and enrolled in specialized training programs, e.g., Supplier Clean Energy Program by Clean Energy Buyer's Association (CEBA).

Supplier Commitment to Lupin Code of Conduct

- 100% of our suppliers are committed to compliance with our third-party code of conduct and sustainable procurement policy.

Supplier ESG Assessment

- Developed an independent ESG Assessment Digital Tool with strong audit trails to ensure transparency and objectivity in supplier assessment on ESG factors.
- 77 suppliers were covered in the ESG assessments.

Supplier Corrective Action Plan/Improvement Plan

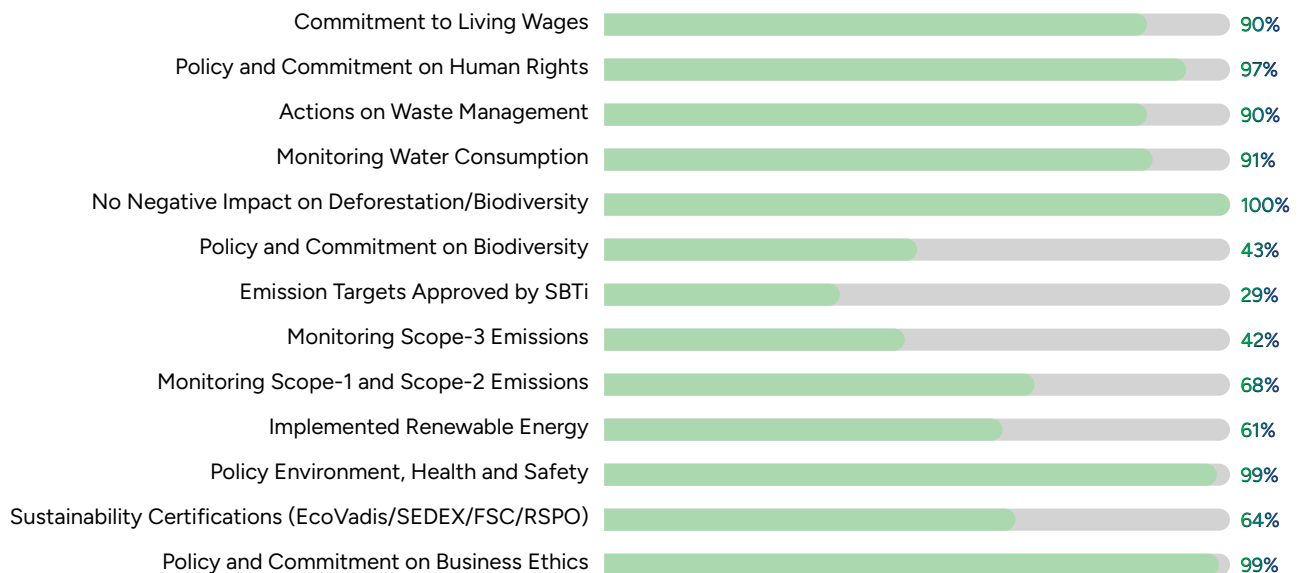
- 100% of the suppliers identified with potential or actual ESG-related risks were given CAPA.
- All suppliers received support for CAPA implementation from our in-house experts and third-party specialists.

Supplier Collaborative Programs

- Supported 40+ suppliers by providing GHG Emissions Monitoring Tool
- Collaborated with packaging material suppliers to develop product-level carbon footprint
- Conducted one on one engagements with select suppliers to identify and prioritize low carbon product alternatives
- Ongoing engagement with 100+ CMO suppliers to identify opportunities for reducing their GHG emissions

This year's assessment highlighted a strong foundation of ESG practices across our supplier ecosystem, supported by well-established policies and management systems covering ethics, EHS, and human rights. Environmental stewardship is increasingly reflected in supplier operations through resource monitoring, responsible environmental practices, and a growing focus on climate-related initiatives. Efforts across emissions management, renewable energy adoption, biodiversity, and sustainability certifications continue to gain momentum, contributing to stronger alignment with our responsible sourcing priorities. The graph below illustrates supplier ESG maturity levels in greater detail.

Supplier Adoption and Compliance Percentage





We work closely with our partners to address gaps and strengthen standards by leveraging targeted capacity-building initiatives. When potential or actual ESG-related risks are identified, we extend CAPA support to facilitate improvement. Beyond ensuring compliance, we equip suppliers with practical tools, guidance, and educational resources, including case studies and leading practices from benchmark organizations. By raising standards collectively, we strengthen not only our own processes but also the resilience, transparency, and sustainability of the broader value chain.

Building Procurement Team Capability

Capability building within the procurement team is a key focus area for the company. During the year, we conducted targeted training programs for procurement managers encompassing inclusive procurement, supplier ESG risk, and climate change and GHG emissions. The team also received training on advanced negotiation techniques, including reverse auctioning, organized by IIM Mumbai, to support more strategic and value-driven sourcing. In addition, an AI literacy program was conducted during the year for all team members to build awareness of emerging digital tools and their application in procurement processes. These interventions deepened sustainability integration into sourcing decisions, enhanced supplier engagement, and reinforced the role of procurement in supporting sustainable and responsible value creation.

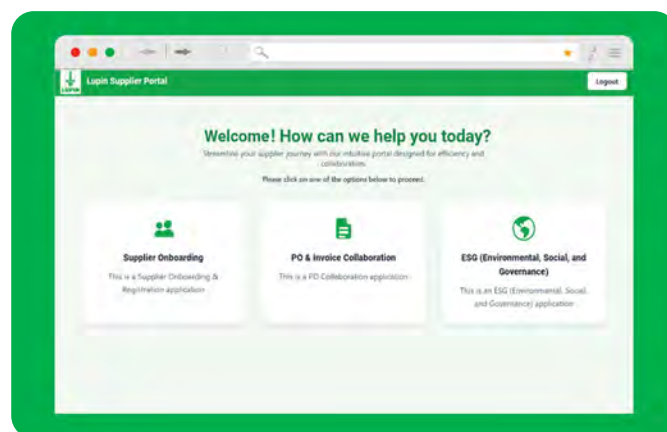
Lupin Supplier Portal

In FY26, we further strengthened our Supplier Portal by integrating a comprehensive ESG Assessment Tool, reinforcing our commitment to responsible and transparent sourcing. The Lupin Supplier Portal now enables structured supplier onboarding and enhanced collaboration, with all new vendors undergoing a detailed ESG assessment. The enhanced platform

provides a standardized and auditable framework for annual ESG assessments of critical suppliers, covering questionnaire distribution, response capture, CAPA validation, and approval workflows. This enables systematic evaluation of supplier ESG performance, supports risk mitigation, and promotes greater accountability across the supply base.

For Lupin users, the portal delivers faster supplier onboarding, streamlined post-PO collaboration, improved compliance and controls, enhanced visibility across post-PO processes, reduced administrative effort, quicker issue resolution, and stronger data-driven insights to evaluate and monitor supplier ESG performance.

For vendors, it provides unified access to purchase orders, advance shipment notifications, invoice submission, and payment visibility, along with self-management of supplier profiles, improved collaboration on ESG with our teams, and faster query resolution. Together, these enhancements strengthen long-term partnerships and reinforce our belief that ESG excellence and operational efficiency are shared responsibilities across the value chain.

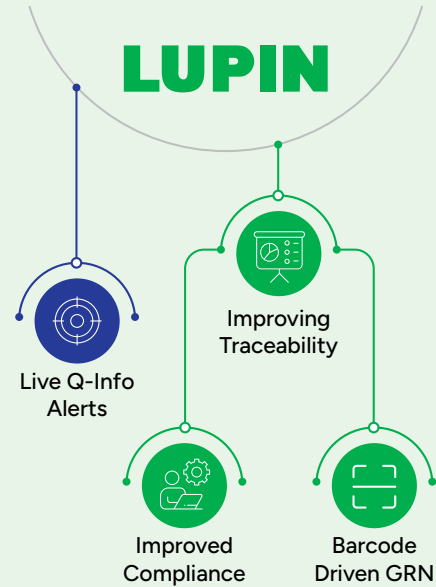


Reimagining Procurement Through Digital Transformation

Our Business Process Reengineering-led procurement transformation initiative is designed to standardize, automate, and digitize end-to-end procurement. Powered by SAP Ariba, upgraded SAP S/4HANA, MoSymphony, and an enhanced Supplier Collaboration System (SCS), the initiative integrates multiple platforms into secure, low-touch, and scalable workflows.

The initiative has significantly improved data accuracy, enabled real-time visibility across procurement systems, and reduced manual interventions. Suppliers benefit from enhanced purchase order to goods receipt visibility (PO to GRN), touchless document management, smarter sourcing, proactive alerts, and intuitive collaboration tools, creating a more seamless and responsive supplier experience.

Through this initiative, we have improved procurement efficiency, transparency, and collaboration, positioning the company to scale with greater agility while supporting sustainable long-term growth.



Decarbonization of Value Chain

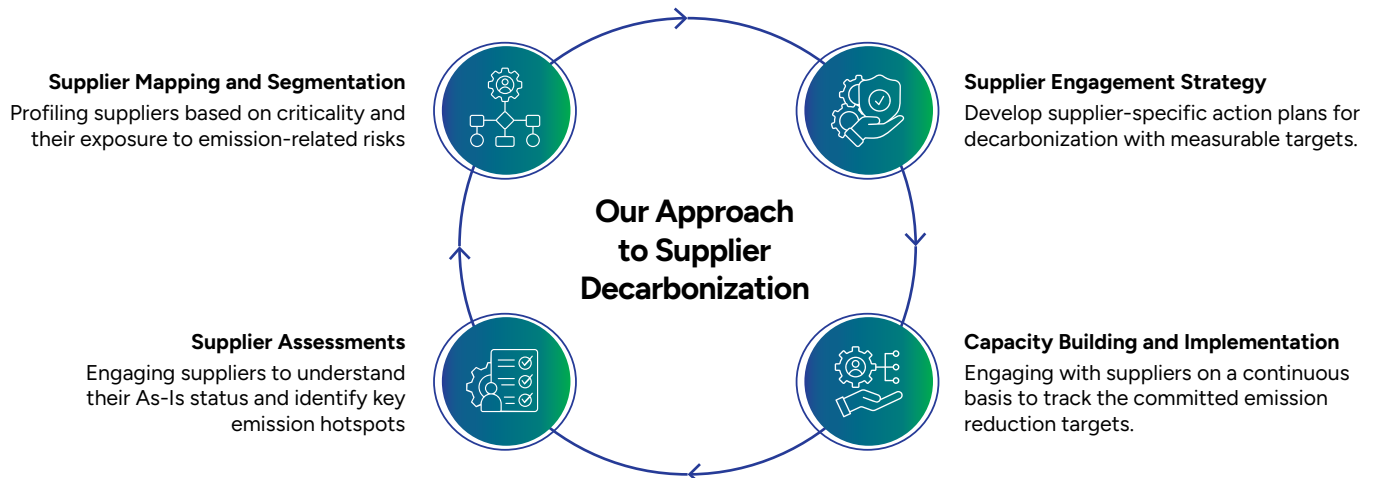
Suppliers play a critical role in supporting meaningful Scope-3 emission reduction efforts. As a result, advancing decarbonization across our supply chain is a core pillar of our climate strategy. In the pharmaceutical sector, supply chains account for a significant share of environmental impact. Scope-3 emissions represent around 80% of our total carbon footprint, with approximately 46% arising from purchased goods and services. Recognizing this material impact, we set a bold ambition in FY25, formally defining our Scope-3 target and committing to 61% reduction in emissions by FY33 in alignment with the Science-Based Targets initiative (SBTi) guidelines, which was successfully validated.

Over 300 key suppliers who contribute significantly to emissions from purchased goods and services have been identified and

prioritized. We are working closely with them to drive shared emission reduction outcomes by encouraging the adoption of science-based targets, renewable energy sourcing, resource efficiency measures, product lifecycle assessments, and low-carbon manufacturing practices. By fostering transparency, capability building, and joint ownership of sustainability goals, we are deepening collaboration and building long-term relationships across our partner ecosystem.

Complementing this engagement, we are implementing operational initiatives such as shifting from air to sea transportation, exploring greener logistics solutions, transitioning from paper inserts to QR codes, packaging optimization, and improved IT asset lifecycle management to reduce environmental impact across the value chain. Together, these actions support a more resilient and lower-carbon supply chain built on collaboration, accountability, and responsible business practices.

By actively engaging and collaborating with our supplier ecosystem, we are enabling smarter sourcing decisions, greener operations, and sustained carbon reduction. Together with our partners, we are building a future-ready value chain that delivers excellence with responsibility.



Key Progress

Logistics

Transitioning to Sea Transportation

Our global supply chain is transitioning from air transportation to sea transportation to reduce logistics costs and lower carbon emissions. Sea transportation offers a significantly lower carbon footprint per ton-kilometer compared to air transportation, while also improving cost efficiency and customer service. To monitor progress, we track the metric "Percentage (%) of Air Pallets," which measures the proportion of shipments sent to the U.S. from manufacturing sites through air cargo. In FY26, this metric declined to an all-time low of 17%, compared to 34% in FY24.

Packaging Material

Multiple interventions were undertaken to reduce packaging material use, improve information delivery to patients, and streamline packaging operations across products and markets.

- We eliminated the outer carton for Mirabegron following technical and regulatory validation, without impacting patient safety or product protection. This initiative removed 1.3 million cartons, saving ~13 MT of paper and INR 2.8 million in costs, while improving resource efficiency.

Before: Carton and Bottle



After: Only Bottle



- We replaced paper package inserts with QR code-based digital access across multiple products, enabling patients to access up-to-date information while maintaining regulatory compliance. This initiative eliminated 10 million paper inserts, saving 43 MT of paper and INR 21 million in costs. The transition also improved information accessibility and streamlined packaging operations.

Before: Paper Insert



After: QR Code



- We redesigned carton and tray dimensions in select markets to improve packing density and logistics efficiency. The optimization reduced pallets per shipment by approximately 62%, delivering INR 0.9 million in packaging cost savings and approximately INR 2 million in logistics savings per shipment, while lowering the carbon footprint per shipment.



Employee Commute

We implemented a structured approach to optimize employee travel by transitioning to SOTC/Thomas Cook with Concur integration and promoting ridesharing for local commutes. These initiatives improve operational efficiency, strengthen data visibility, and support systematic tracking and reduction of travel-related emissions over the long term.

Green Inhalers

Inhalers account for ~35% of our Scope-3 emissions potential. To address this, we are working with propellant suppliers to develop next generation pMDIs using propellants with low global warming potential, enabling a 90–99% reduction in emissions. Key technical challenges in reformulation and redesign have been successfully addressed, with patient-safe, efficacious, and high-quality asthma and COPD products planned for launch before the end of the decade.

Optimizing IT Resources

A holistic approach to reducing IT-related emissions and e-waste has been implemented by maximizing asset utilization, extending hardware lifecycles through refurbishing, buy back, and CSR programs, and reducing physical infrastructure via public cloud adoption. Additional efficiencies are achieved by prolonging laptop use for up to seven years and optimizing consumable use through managed print services.

In addition to engaging suppliers across our value chain, we also operate as suppliers to global customers and are committed to meeting and exceeding their sustainability expectations. As part of this commitment, we have made strong progress in customer-led supplier assessments and external sustainability ratings.



In the U.K., we demonstrated robust performance in the NHS Evergreen Sustainable Supplier Assessment

Achieved a Silver rating in the EcoVadis assessment. Moving our score from 69/100 in FY25 to 79/100 in FY26

Received an 'A' rating from CDP for Climate Change, Water, and Supply Chain

These recognitions reinforce our commitment to responsible business practices and the continual strengthening of a sustainable and resilient supply chain.

Way Forward

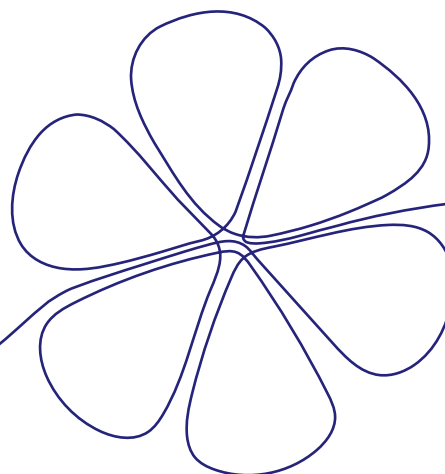
Trust-based relationships and collaborations will continue to underpin our community outreach efforts, with data-led insights and digital tools playing a critical role in expanding the reach of quality and affordable healthcare. This approach will support better outcomes across early intervention, treatment adherence, and continuity of care in high-burden diseases, particularly among communities with limited healthcare access. Importantly, it will also support our purpose of catalyzing treatments that transform hope into healing.

Community initiatives will progressively transition towards a more integrated model. Led by LHWRP, programs spanning livelihood development, preventive healthcare, and natural resource management will be converged to address the structural determinants of health and well-being. Greater emphasis will be placed on building community resilience through capacity building, local institution strengthening, and the creation of self-sustaining ecosystems. A structured scale-up roadmap will enable replication across geographies, while embedding robust impact measurement frameworks

to track long-term social value creation. Concurrently, deeper employee engagement will be fostered through purpose-led volunteering and skill-based contributions, strengthening alignment between organizational purpose and on-ground impact.

In parallel, advancing a responsible, transparent, and low-carbon value chain will remain a strategic imperative. In line with the ambition to reduce Scope-3 emissions intensity by 61% by FY33, engagement with suppliers will evolve from assessments to collaborative partnerships. Focus areas will include accelerating renewable energy adoption, enabling science-based target setting, improving resource efficiency across operations, and greater transparency in reporting. Additionally, the advancement of greener logistics and circularity-oriented practices will further contribute to decarbonization and resource optimization.

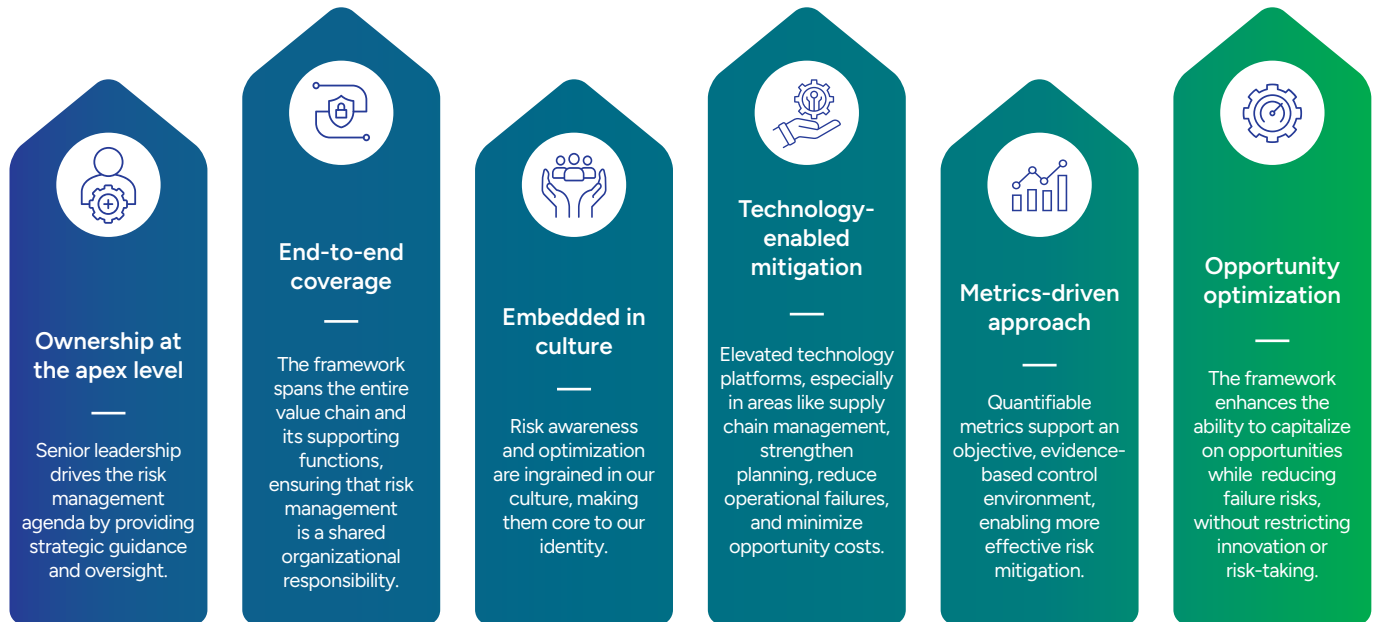
Collectively, these initiatives will shape a more connected, inclusive, and resilient ecosystem, strengthening trusted relationships with communities and partners, embedding accountability across the value chain, and enabling sustainable, long-term value creation in alignment with our purpose of catalyzing treatments that transform hope into healing.



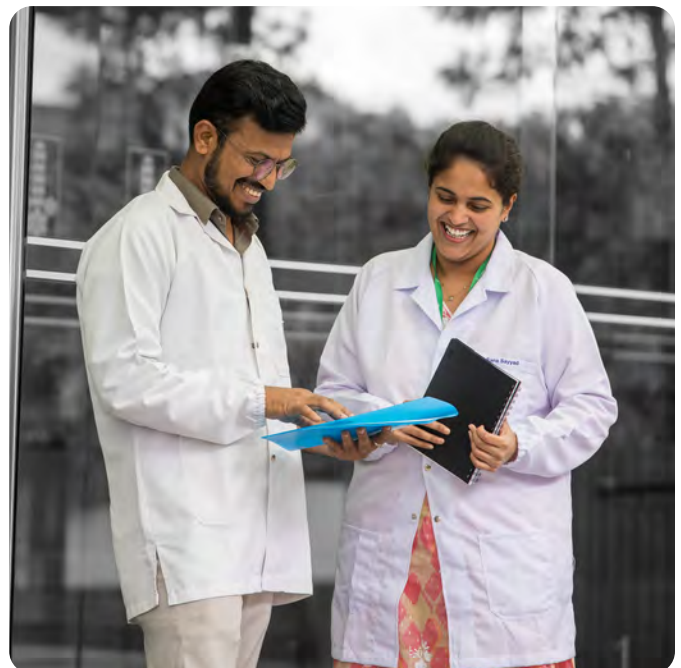
Enterprise Risk Management

We integrate Enterprise Risk Management into the heart of our strategy and operations, ensuring resilience throughout our value chain, driven by our mission to accelerate life-changing treatments. We adopt a proactive and rigorous approach to risk management. This integrated approach reinforces innovation, elevates decision-making, and underpins sustained value creation for patients, stakeholders, and the communities we serve.

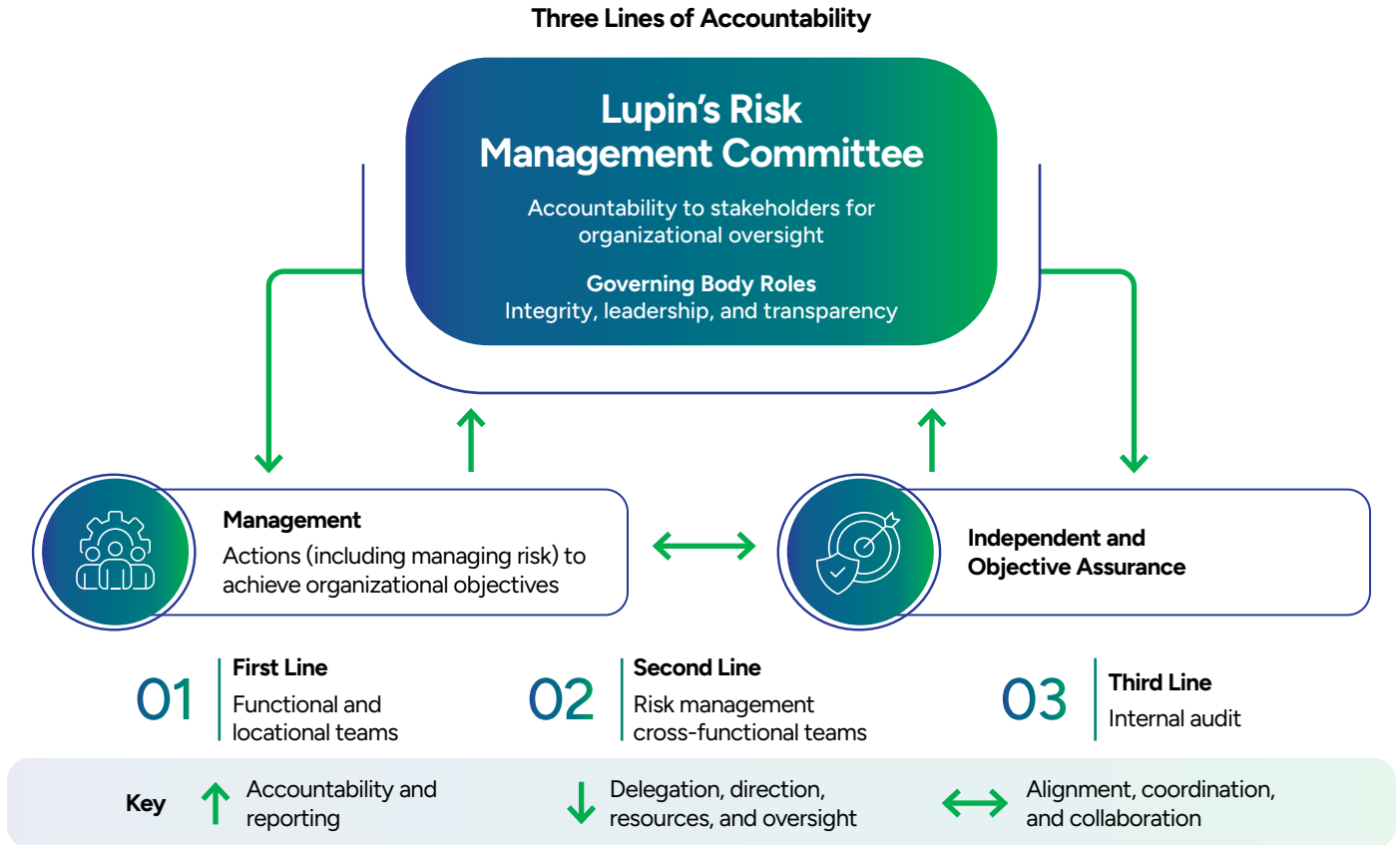
Our Risk Management Framework is Anchored in Six Core Pillars



Our Enterprise Risk Management (ERM) Policy is designed to proactively identify and address internal and external risks across strategic, financial, operational, geopolitical, technological, ESG, climate, governance, social, cybersecurity, information security, and third-party domains. It establishes clear reporting lines, accountability structures, and robust systems and processes for effective risk oversight, ensuring business continuity, transparency, responsiveness, and sustainable growth.



Risk Governance



We use the 'three lines of defense' model to uphold strong and comprehensive risk governance. The oversight rests with the Board of Directors, supported by the Risk Management Committee (RMC), which guides the effectiveness of our risk management and internal control systems. The RMC reviews and endorses the enterprise risk portfolio and defines risk appetite, taking into account global interdependencies and emerging risks. Meeting biannually, the Committee evaluates management actions, ensuring our responses remain proactive, thoughtful, and closely aligned with our strategic priorities.

The Risk Management Cross-Functional Team leads the execution of this framework, working with designated risk owners to assess mitigation effectiveness, track evolving exposures, and recalibrate risk thresholds. Risk assessments and mitigation strategies are elevated to the RMC, while functional and site teams sustain continuous oversight and disciplined execution across the organization.

Assurance on the design and operating effectiveness of controls that underpin the ERM framework is provided by the independent internal audit team. The annual audit plan follows a risk-based approach and is guided by the enterprise risk portfolio, reflecting changes in the internal and external environment, regulatory developments, prior audit outcomes, and management insights. Audit coverage is prioritized based on risk likelihood and impact, including emerging and systemic risks, and aligned with defined risk appetite and governance priorities.

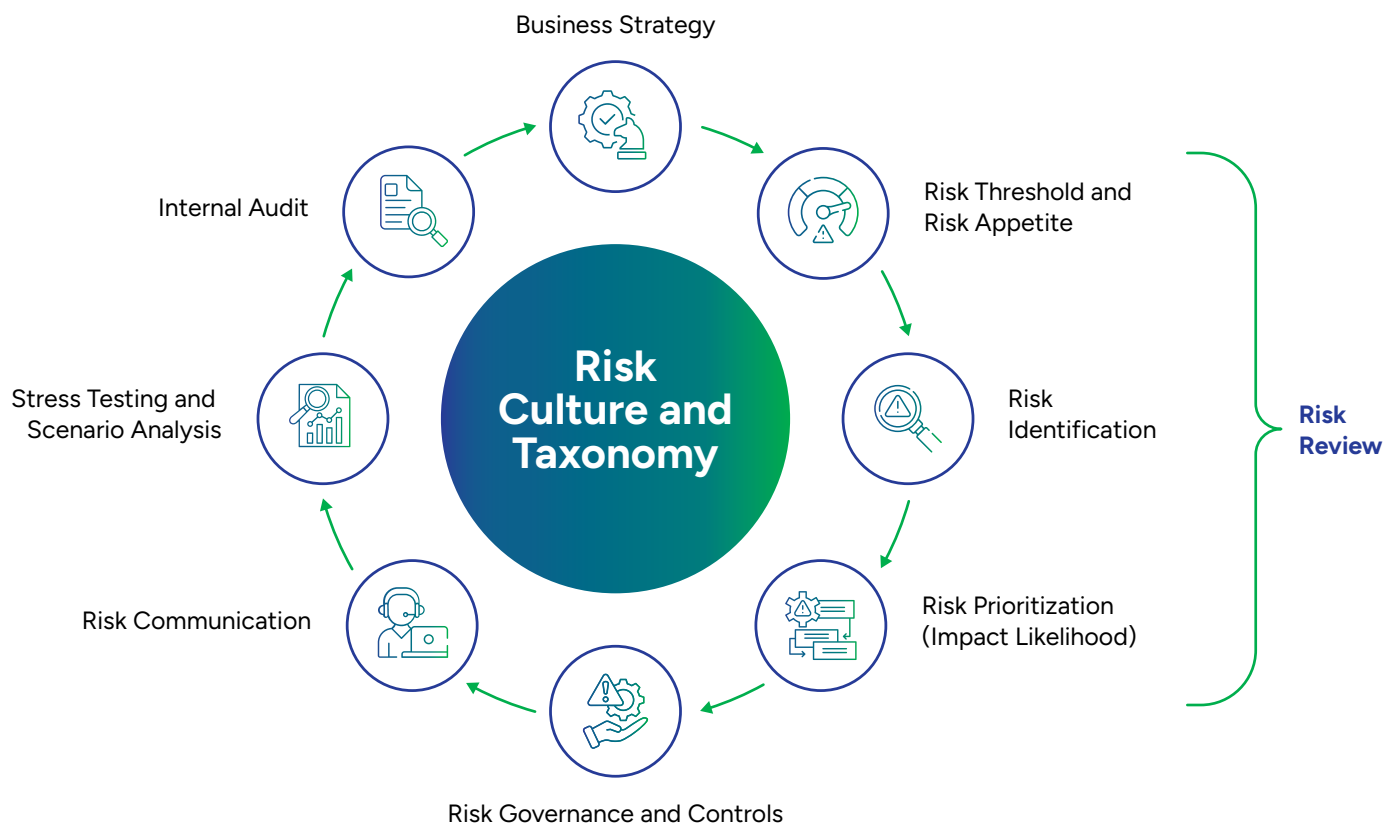
The internal audit team systematically reports key observations, control gaps, and improvement opportunities to the management and governance forums, while rigorously tracking the closure of

Corrective and Preventive Actions (CAPA). Audit insights and emerging trends actively inform the continuous refinement of risk assessments, recalibration of risk ratings, and advancement of mitigation strategies and internal control frameworks.

To sustain adherence to global benchmarks, external experts are engaged every two years to independently review our audit processes. Reflecting our commitment to global best practices, ISO 31000 Risk Management Principles are being progressively integrated into our enterprise risk management approach, further strengthening its depth, rigor, and resilience.

The Global CFO, serving as Chief Risk Officer, steers the integration of risk management practices across business units and global functions and provides regular oversight updates to the Risk Management Committee of the Board on the effectiveness of risk management processes and internal controls.

Risk Management Framework



We continuously monitor the business landscape to identify emerging risks and opportunities, both internally and externally. An annual Double Materiality Assessment evaluates risks from both financial and impact perspectives. Risk prioritization is further guided by inputs from risk owners across the organization.

Annually, we undertake a comprehensive assessment of risk exposure by evaluating the likelihood and potential impact of identified risks. Scenario planning and sensitivity analyses are continually strengthened to enhance preparedness for strategic and operational risks and to anticipate potential disruptions.

Each identified risk and opportunity is assigned to designated risk owners, typically senior leadership (Lupin Presidents), who are supported by site and functional teams, to develop and implement appropriate mitigation plans. Progress is monitored through quarterly risk reviews, with biannual updates, including the refreshed risk register, presented to the Board-level Risk Management Committee.

The achievement of risk mitigation actions and objectives is integrated into annual performance evaluations, with direct implications for executive and employee compensation and incentives, thus reinforcing accountability across the organization.

Strengthening Our Risk Culture

We facilitate structured, periodic risk management training for the Board of Directors and the Risk Management Committee (including Non-Executive Directors) to strengthen governance oversight and enable informed decision-making.

Through structured training, skill development initiatives, and expert-led workshops throughout the year, we build risk awareness and capability across our corporate offices and manufacturing sites, enabling employees at all levels to effectively identify, assess, and manage risks.

Guided by our purpose and values-led culture, we foster an environment where employees are empowered to speak up and raise potential risks. Concerns can be reported through leadership channels or the office of the Ombudsperson, which ensures careful, confidential, and professional handling. Employees and contractors are encouraged to identify and report various early risk signals, including near-miss incidents, changes in market dynamics, and updates in statutory and regulatory requirements, thereby reinforcing a culture of integrity, accountability, and resilience.

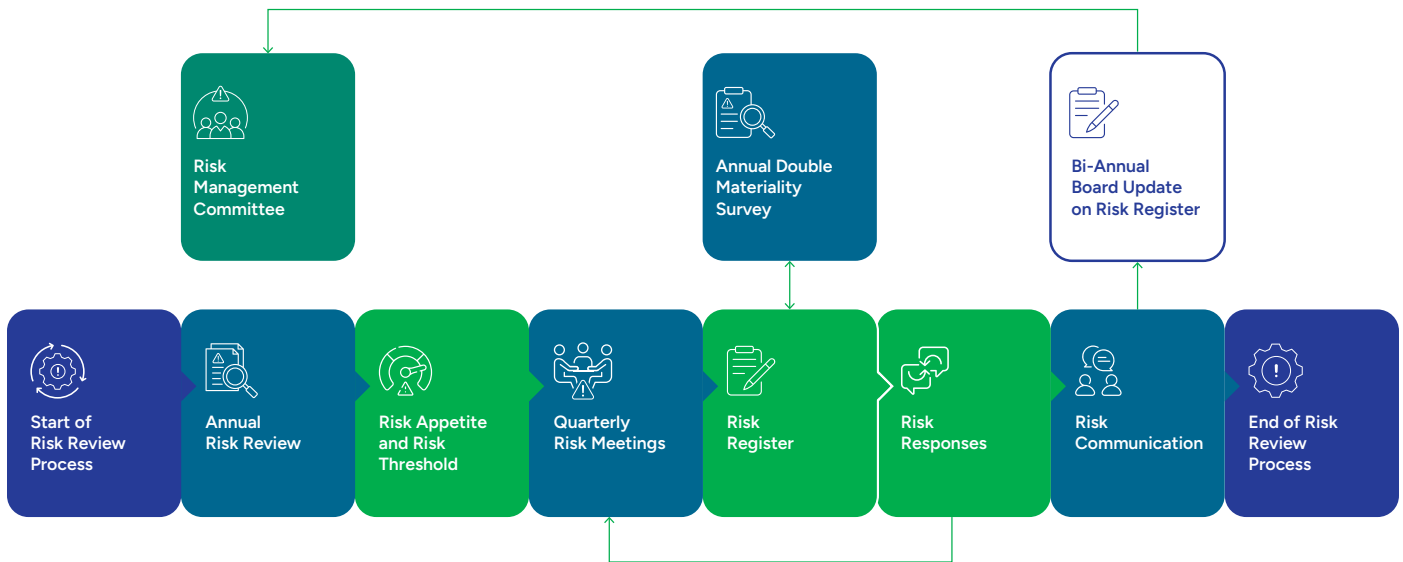
Recognizing occupational health and safety as a critical priority, we have embedded reinforcement mechanisms such as the EHSAAS (Environment, Health and Safety Awards and Accolade System) to strengthen vigilance and promote timely reporting. We also integrate a rigorous risk management approach into the development of new products and services, ensuring safety and regulatory compliance at every stage.

Some measures include:

Adhering to Standard Operating Procedures (SOPs) anchored in the Hazard Identification and Risk Assessment (HIRA) methodology, focusing on risk mitigation through engineering controls and the effective use of Personal Protective Equipment (PPE).

Structuring SOPs to holistically address risk impacts, mitigate adverse environmental effects, and support sustainable operations.

Maintaining readiness for rigorous regulatory audits, including those conducted by the U.S. FDA and U.K. MHRA. Employees are prepared through targeted initiatives such as the Audit Readiness film, which simulates real-world audit scenarios.

Annual Risk Process**Lupin's Risk Portfolio 2026**

During FY26, we undertook a comprehensive review of our risk landscape, reflecting evolving regulatory requirements and emerging risks across business, trade, geopolitical, and environmental factors.

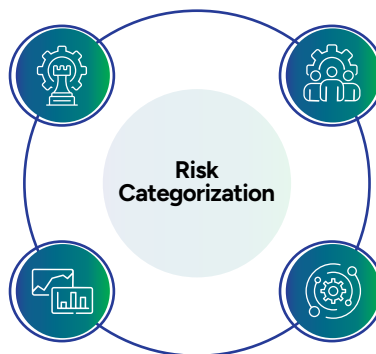
Insights from the Double Materiality Assessment and the Taskforce on Climate-related Financial Disclosures (TCFD) study

are integrated into our Enterprise Risk Management (ERM) framework. Our consolidated risk portfolio offers an enterprise-wide perspective and is reviewed bi-annually. Risks are classified into four categories – strategic, operational, emerging, and systemic – with exposure ratings assigned based on likelihood and potential impact, enabling effective prioritization and response.

Risk Categorization

Strategic risks that may impede the achievement of an organization's strategic goals, stemming from key strategic decisions and initiatives.

Emerging risks which are new or rapidly evolving threats characterized by uncertainty, driven by societal changes or trends.



Operational risks that arise from internal processes, systems, or human errors that can disrupt day-to-day operations.

Systemic risks that are long-term industry or environmental trends that have the potential to significantly impact an organization over time.

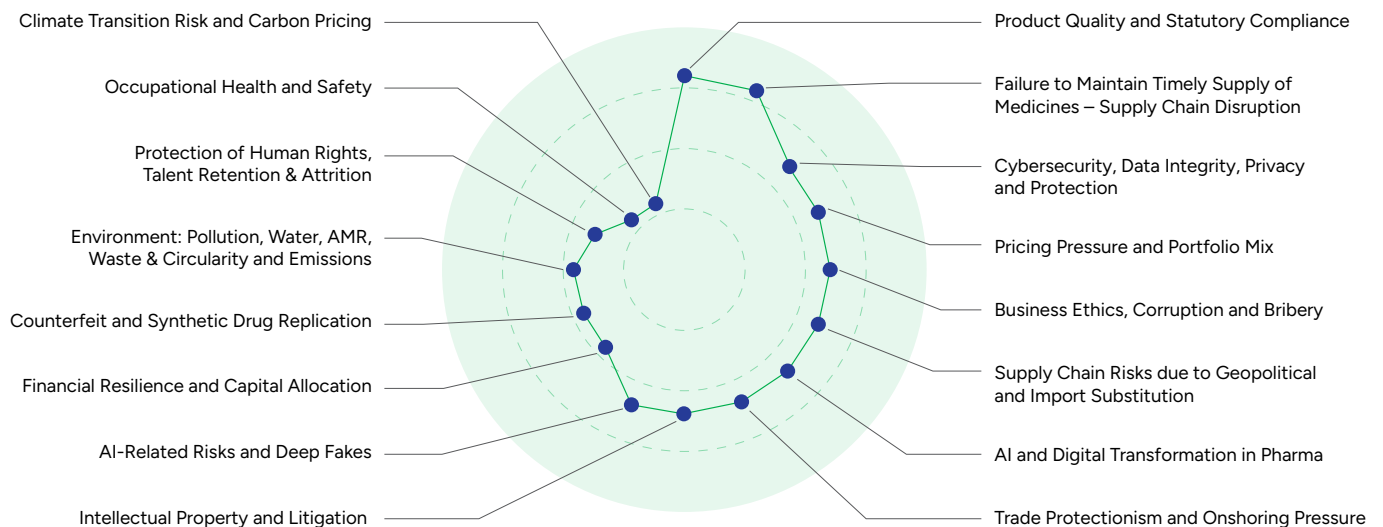
Top Risks

Sr. No.	Taxonomy	Risk	Likelihood	Impact	Trend	Category
1	Business	Product Quality and Statutory Compliance	●	●	↔	Operational
2		Failure to Maintain Timely Supply of Medicines – Supply Chain Disruption	●	●	↔	Strategic
3		Cybersecurity, Data Integrity, Privacy, and Protection	●	●	↑	Operational
4		Pricing Pressure and Portfolio Mix	●	●	↔	Strategic
5		Business Ethics, Corruption and Bribery	●	●	↓	Operational
6		Supply Chain Risks due to Geopolitical and Import Substitution	●	●	↑	Operational
7		AI and Digital Transformation in Pharma	●	●	↑	Emerging
8	Financial	Trade Protectionism and Onshoring Pressure	●	●	↑	Emerging
9	Business	Intellectual Property and Litigation	●	●	↓	Strategic
10		AI-Related Risks and Deep Fakes	●	●	↑	Emerging
11	Financial	Financial Resilience and Capital Allocation	●	●	↔	Operational
12	Business	Counterfeit and Synthetic Drug Replication	●	●	↑	Operational
13	ESG	Environment: Pollution, Water, AMR, Waste and Circularity, and Emissions	●	●	↔	Operational
14		Protection of Human Rights, Talent Retention, and Attrition	●	●	↔	Operational
15		Occupational Health and Safety	●	●	↔	Operational
16		Climate Transition Risk and Carbon Pricing	●	●	↑	Emerging

↑ Increasing ↓ Decreasing ↔ Constant

● 4 ● 3 ● 2 ● 1

Risk Prioritization Matrix



Risk Mitigation Measures



Strategic Risks

Risk	Failure to Maintain Timely Supply of Medicines – Supply Chain Disruption ●
Risk Description	Any delays in procurement, manufacturing, or logistics may result in product shortages, revenue loss, regulatory non-compliance, and reputational harm across global markets, ultimately impacting business profitability through lost sales, higher operating costs, and margin erosion. Also, reliance on an extensive third-party network exposes us to risks of non-compliance and quality failures.
Mitigation Measure	We are actively de-risking our supply chain through diversified sourcing strategies, including qualified partnerships with multiple API manufacturers and accelerated onboarding of alternate vendors for critical inputs. We enforce minimum safety stock norms for essential materials, supported by periodic stress-testing of inventory adequacy. We deploy advanced business intelligence and predictive analytics tools to simulate disruption scenarios, identify bottlenecks early, and trigger predefined contingency actions. In parallel, structured and frequent engagement with customers in priority markets such as the U.S. enables early visibility into demand fluctuations, allowing us to recalibrate production and sourcing plans proactively to ensure uninterrupted supply. We focus on strengthening our change management, documentation readiness, and audit preparedness to ensure continuity of supply without any regulatory non-compliance during disruptions. To further strengthen governance and control effectiveness, planned internal audits are conducted, encompassing Gross-to-Net review, Inventory Management, and Procure-to-Pay (P2P) process to enhance financial discipline, process robustness, and compliance assurance.
Materiality Topic	• Sustainable Supply Chain and Responsible Procurement • Access to and Affordability of Medicines
Financial Implications of Risk	 Delays in supply can directly reduce revenues through lost sales and increase in operating costs, ultimately eroding margins and profitability.

Risk	Pricing Pressure and Portfolio Mix ●
Risk Description	We operate in highly competitive global generics markets, including the U.S., where sustained price erosion, intense competition, and consolidation among drug wholesalers and retailers have resulted in heightened buyer power. These pressures, coupled with government initiatives to reduce healthcare costs across the U.S. and Other Developed Markets, pose ongoing risks to pricing, margins, and long-term competitiveness. Managing a broad and diverse product portfolio across multiple international markets further intensifies these challenges, requiring continuous optimization to sustain profitability and market relevance.
Mitigation Measure	We address pricing and competitive pressures by focusing on complex and differentiated generics in key markets such as the U.S., strengthening market position and margin resilience. Disciplined pricing of innovative and specialty products ensures appropriate returns on research and development investments. Cost optimization and productivity improvements across manufacturing and the supply chain help offset price erosion. Strategic partnerships with group purchasing organizations, key customers, and suppliers of APIs and critical raw materials enhance pricing stability and supply resilience. Integrated business planning supports early portfolio and capacity decisions, while targeted early investments in inhalation and injectable platforms ensure scalable and competitive capabilities in these complex segments. In addition, planned internal audits covering the Order-to-Cash (O2C) process further strengthen revenue controls, billing accuracy, and commercial governance.
Materiality Topic	• Access to and Affordability of Medicines • Innovation Management and Research and Development • Sustainable Supply Chain and Responsible Procurement
Financial Implications of Risk	 Price erosion and competitive pressures reduce margins and profitability, while poor portfolio optimization can limit market share and growth.

● Very high risk ● High risk ● Medium risk ● Low risk

Risk	Intellectual Property and Litigation ●
Risk Description	We are exposed to potential legal challenges such as intellectual property claims, product safety litigation, employment disputes, and regulatory issues related to taxes and compliance, which could impact our financial health and reputation.
Mitigation Measure	We actively manage intellectual property through patent searches, track expiration dates, and conduct thorough screenings to ensure we are protected against infringement claims. We uphold rigorous quality standards with defined policies, procedures, and comprehensive testing, supported by regular employee training. Our contracts undergo extensive screening and are carefully drafted to safeguard our interests, reducing the likelihood of litigation, product liability claims, and regulatory actions, thereby protecting our reputation and stakeholder trust.
Materiality Topic	• Innovation Management and Research and Development • Compliance • Corporate Governance and Business Ethics
Financial Implications of Risk	 IP disputes and litigation can result in expensive legal costs, damages, and delays in product launches, affecting sales and earnings.



Operational Risks

Risk	Product Quality and Statutory Compliance ●
Risk Description	Any deviations from approved manufacturing processes, quality controls, or product specifications may compromise product safety, efficacy, or consistency, posing potential risks to patients. We operate in a highly regulated global pharmaceutical landscape, where constantly evolving requirements and increased regulatory scrutiny elevate compliance risks. Any lapses in meeting regional laws, product approval conditions, or quality standards across manufacturing, sourcing, or distribution could lead to regulatory consequences – such as approval delays, financial penalties, product restrictions, or even suspension of manufacturing activities.
Mitigation Measure	Product safety and quality remain core priorities, supported by a dedicated Pharmacovigilance function and a robust Quality Management System. Our Pharmacovigilance team continuously monitors, assesses, and reports adverse events, ensuring timely risk evaluation and regulatory compliance. We maintain robust compliance through strict adherence to cGMP, ICH Q10, ISO standards, and applicable U.S. FDA 21 CFR requirements, ensuring data integrity and regulatory readiness. Compliance is reinforced through routine internal and external audits, comprehensive gap assessments, and continuous monitoring of global regulatory developments. Planned internal audits of manufacturing plants with a focused review of commercial controls further strengthen governance, control effectiveness, and compliance assurance. Strong governance is ensured through a dedicated Compliance Steering Committee, periodic management reviews, and Quality Council oversight, fostering a culture of quality, accountability, and continuous improvement. Critical IT systems, including LIMS, Quality Management Systems, ERP, and validation platforms, are regularly reviewed, updated, and validated to ensure system integrity and regulatory compliance. Adherence to ALCOA+ principles, supported by robust cybersecurity controls, safeguards data reliability and operational continuity. In addition, structured product lifecycle management, prompt recall mechanisms, and dynamic, risk-based compliance strategies (driven by data analytics, stakeholder feedback, and evolving regulatory expectations) enable timely adaptation to regulatory and quality risks.
Materiality Topic	• Compliance • Customer Health and Safety • Product Quality, Safety and Recall Management • Ethical Clinical Trials and Animal Testing
Financial Implications of Risk	 Regulatory lapses may lead to penalties, import alerts, product withdrawals, recalls, or operational shutdowns, all of which can significantly impact revenues and increase remediation costs.

Risk	Cybersecurity, Data Integrity, Privacy and Protection ●
Risk Description	The increasing complexity and interconnectivity of our digital ecosystem, including cloud platforms, mobile applications, and Internet of Things-enabled systems, heighten exposure to evolving and sophisticated cyber threats. Sophisticated attack vectors such as ransomware, phishing, and social engineering, combined with third-party and supply-chain vulnerabilities, increase the risk of unauthorized access, data breaches, and system disruptions. In parallel, stringent and evolving global data protection and privacy regulations, including General Data Protection Regulation (GDPR) and other jurisdiction-specific laws, amplify compliance risks.
Mitigation Measure	We mitigate cybersecurity and data privacy risks through a robust information security framework aligned with global standards. We are ISO 27001:2022 certified across all locations, demonstrating strengthened data protection and regulatory compliance. A Zero Trust security architecture ensures secure, role-based access to applications, particularly in remote and hybrid work environments. Continuous threat monitoring through a dedicated Security Operations Center enables proactive identification and remediation of vulnerabilities. These measures, supported by regulatory compliance, employee awareness, and tested incident response plans, enhance resilience against evolving cyber threats and protect critical data and operations.
Materiality Topic	• Customer Privacy and Data Security • Artificial Intelligence and Digitalization
Financial Implications of Risk	 Cyber incidents can disrupt operations, cause financial losses from downtime or data breaches, and trigger regulatory penalties for non-compliance.

Risk	Business Ethics, Corruption and Bribery ●
Risk Description	Operating in a highly regulated and globally dispersed pharmaceutical environment exposes us to complex business ethics risks. These include challenges related to ethical pricing practices, prevention of counterfeit products, accuracy and transparency of disclosures, responsible marketing and promotion, and adherence to anti-corruption and anti-bribery laws across jurisdictions. Any failure to uphold ethical standards or comply with applicable laws may result in regulatory actions, financial penalties, operational restrictions, and significant reputational damage, potentially impacting our long-term sustainability and stakeholder trust.
Mitigation Measure	We reinforce ethical conduct through Board/Leadership oversight, clearly defined accountability, and periodic management reviews of ethics and compliance performance. We maintain a robust Code of Conduct and anti-corruption/anti-bribery policies covering gifts, hospitality, sponsorships, donations, conflicts of interest, facilitation payments, and interactions with healthcare professionals (HCPs) and government officials. Targeted communication campaigns reinforce ethical decision-making and a 'speak up' culture. Policies, controls, and training are refreshed in line with evolving global regulations and enforcement trends, and learnings from incidents, audits, and external developments are used to adapt to the program. Further, internal audits of marketing expenses are conducted to strengthen controls and compliance.
Materiality Topic	• Corporate Governance and Business Ethics • Risk Management and Business Continuity
Financial Implications of Risk	 Strong ethical practices reduce the risk of penalties, litigation, and business disruptions while enhancing stakeholder trust, supporting sustainable revenue growth, and financial stability.

Risk	Supply Chain Risks due to Geopolitical and Import Substitution ●
Risk Description	Our supply chain is susceptible to disruptions caused by geopolitical risks, climate-related challenges, and trade policies, which can affect the availability of raw materials. Additionally, international sanctions and conflict-affected trade routes can impede logistics and delay materials.
Mitigation Measure	We have adopted an import substitution strategy aimed at reducing dependency on imports and enhancing supply chain resilience. This strategy involves developing and partnering with domestic manufacturers to ensure a steadier supply of raw materials while supporting the local economy. Our Global Sourcing and Contract Manufacturing team collaborates with global suppliers but prioritizes domestic partnerships across different geographical locations. A cross-functional team, including experts from Research and Development, Quality Assurance, Global Supply Chain Management, and Regulatory Affairs, works closely with suppliers on import substitution initiatives. This approach not only de-risks our supply chain from geopolitical tensions and potential conflicts but also aligns with our strategic goals of sustainability and operational stability.
Materiality Topic	• Risk Management and Business Continuity • Sustainable Supply Chain and Responsible Procurement
Financial Implications of Risk	 Strengthening domestic sourcing and reducing geopolitical dependencies enhances supply continuity, lowers long-term procurement risks, and contributes to more stable production costs and financial performance.

Risk	Financial Resilience and Capital Allocation ●
Risk Description	Potential risks arise from both routine business operations and external factors. This includes fluctuations in interest rates, tax rates, and foreign exchange rates, given our extensive international market presence. Changes in demand, pricing, contractual obligations, and competitive pressures further contribute to financial risk, alongside tax compliance challenges associated with specific transactions. Currently, the geopolitical landscape is marked by uncertainties regarding tariffs and a global inclination towards self-reliance in the countries where we export our products. These uncertainties impact business growth, mergers and acquisitions, disrupt supply chains, increase costs, and drive greater focus on capital allocation.
Mitigation Measure	We actively manage financial risks through continuous portfolio performance reviews and close engagement with key stakeholders to protect and optimize sales, costs, and margins. A diversified liability structure and disciplined capital raising strategy across domestic and international markets strengthen financial flexibility, while proactive debt maturity management and access to multiple liquidity pools help reduce financing costs. Robust internal controls and compliance reviews ensure accurate tax risk management. Foreign exchange exposure is mitigated through structured forecasting, disciplined hedging, and ongoing monitoring to limit volatility. In parallel, we address tariff-related and geopolitical risks through a multi-pronged strategy encompassing policy advocacy, engagement on bilateral trade frameworks, selective localization of manufacturing, and strategic inventory buffers. We continue to reorient our portfolio toward higher-margin segments such as complex generics and biosimilars to enhance resilience and sustain profitability. We also have a robust capital allocation policy with respect to outlays for M&A as well as homegrown adjacencies.
Materiality Topic	• Access to and Affordability of Medicines • Innovation Management and Research and Development • Risk Management and Business Continuity
Financial Implications of Risk	⊖ Volatility in interest rates, foreign exchange, tariffs, and demand can increase financing costs, compress margins, and affect our ability to invest effectively.

Risk	Counterfeit and Synthetic Drug Replication ●
Risk Description	Advances in AI and synthetic technologies are increasing the sophistication and speed with which counterfeiters can replicate pharmaceutical formulations, packaging, labeling, and digital identities. This heightened capability makes detection more challenging and raises exposure to patient safety incidents, regulatory intervention, supply chain penetration, brand dilution, and market credibility risks.
Mitigation Measure	We mitigate counterfeiting risks by strengthening product integrity, digital security, and supply chain monitoring. We employ elevated serialization, track-and-trace systems, and tamper-evident packaging to prevent product diversion and duplication. Digital surveillance tools and analytics help identify anomalies across distribution channels and online marketplaces. Continuous awareness initiatives with partners, distributors, and healthcare stakeholders support early detection and containment, safeguarding patient safety and brand reputation.
Materiality Topic	• Customer Health and Safety • Artificial Intelligence and Digitalization • Compliance
Financial Implications of Risk	⊖ The rise of AI-driven counterfeiting increases the risk of revenue loss, product recalls, and market erosion due to counterfeit products penetrating supply chains and damaging customer trust. Such incidents can lead to significant regulatory costs, legal liabilities, and long-term brand value deterioration.

Risk	Environment: Pollution, Water, AMR, Waste and Circularity, and Emissions ●
Risk Description	Pharmaceutical operations involve solvent handling, chemical synthesis, effluent discharge, and energy-intensive utilities leading to emissions (VOCs, SOx, NOx, particulate matter, GHGs) and diverse waste streams. Poor management can impact environmental quality, employee and community health, and increase regulatory and reputational risks. Water scarcity and quality challenges, especially in water-stressed regions, pose significant risks to manufacturing continuity, cost structures, and supply chain reliability, while also exposing the company to regulatory scrutiny and social license concerns. The global shift to low-carbon economies is intensifying cost and compliance pressures through mechanisms like EU ETS and CBAM, requiring proactive decarbonization to maintain competitiveness. Additionally, inadequate waste management and limited circularity increase pollution, emissions, and resource loss. Emerging risks like Anti-Microbial Resistance (AMR) further heighten reputational and business risks, requiring responsible manufacturing and stewardship practices.
Mitigation Measure	We continue to invest in renewable energy projects and cleaner fuel sources to lower GHG emissions. All of our sites are ISO 14001-certified, and we employ emission control technologies such as biomass briquette boilers, bag filters, wet scrubbers, and electrostatic precipitators to reduce greenhouse gas emissions and particulate matter in flue gas. Water risks are addressed through focused stewardship initiatives, including watershed development programs implemented through the Lupin Human Welfare and Research Foundation. At facilities located in high water stress areas, we maximize reuse of treated wastewater and drive efficiency through initiatives such as the Water Saving League program, enabling continuous optimization of water consumption and contributing to our water-positive status. We follow the 'Reduce, Reuse, Recycle' approach for waste management. Our waste streams are regularly monitored and sent to third parties for recycling or disposal as per government rules, often used as alternative fuel in cement industries. Spent solvents from manufacturing are recovered and reused on-site or sent to certified recyclers or disposal facilities. We recycle post-consumer plastic to meet our Extended Producer Responsibility (EPR) target. Our packaging teams are constantly working on plastic use reduction and circular projects to reduce waste. We have also completed biodiversity assessments covering 10 of our global sites. We evaluate the ecological effects of APIs used in our manufacturing processes, which include monitoring potential discharges into water bodies, assessing bioaccumulation risks in ecosystems, and ensuring that overall toxicity to organisms is minimized. We frequently analyze the antimicrobial content in treated water discharges, ensuring that the Predicted No-Effect Concentration (PNEC) values are below quantifiable limits. Six of our manufacturing units operate as Zero Liquid Discharge plants, recycling treated effluent within the facilities and eliminating any external discharge.
Materiality Topic	• Energy Management • Climate Change • Pollution • Water Management • Circularity and Waste Management • Biodiversity and Ecosystem Services
Financial Implications of Risk	 Failure to manage environmental issues can lead to regulatory penalties, higher compliance costs, and reputational damage that may affect investor, customers, and market confidence.

Risk	Protection of Human Rights, Talent Retention and Attrition ●
Risk Description	Inadequate safeguards to protect workforce human rights, ensure fair labor practices, and support effective talent management may expose us to significant reputational, operational, and financial risks. Any failure to provide a safe, inclusive, and ethical work environment – or to attract, develop, and retain critical talent – can erode employee trust and engagement, disrupt operations, and weaken organizational capability.
Mitigation Measure	We address workforce human rights and talent management risks through a comprehensive Human Capital and governance framework focused on ethical practices, employee well-being, and long-term capability building. We have established clear policies on human rights, fair labor practices, diversity and inclusion, non-discrimination, and workplace safety, aligned with applicable laws and international standards. Regular employee engagement surveys, internal audits on human resource processes, and feedback mechanisms form the basis of targeted interventions, enabling us to adapt policies and practices in line with workforce expectations and evolving business needs. We also conduct regular Human Rights audits with awareness sessions to promote respect for human rights among our global workforce and suppliers.
Materiality Topic	• Human Capital Development • Diversity, Equity, and Inclusion • Social Impact through Community Engagement
Financial Implications of Risk	 Poor labor practices or talent loss can reduce productivity, increase attrition costs, and impair operational effectiveness, affecting financial outcomes.

Risk	Occupational Health and Safety ●
Risk Description	Our operations may expose employees and contractors to occupational health and safety risks arising from hazardous materials, chemical and API handling, complex manufacturing processes, laboratory activities, and heavy machinery. Inadequate safety controls may result in workplace injuries, occupational illnesses, regulatory non-compliance, operational disruptions, and reputational impact.
Mitigation Measure	Our EHS Management system aligns with global standards and is periodically audited to drive continuous improvement. All our sites in India are ISO 45001-certified. Routine and non-routine risks are identified and controlled through Operational Control procedures and Permit-To-Work systems. All employees and contractors receive role-specific training and are encouraged to report unsafe conditions and near misses, with incentives for proactive reporting. Exemplary performance in this area is recognized through periodic EHSAAS awards.
Materiality Topic	Occupational Health and Safety
Financial Implications of Risk	 Strong occupational health and safety practices reduce incident related downtime, legal costs, and insurance liabilities, supporting higher productivity and financial stability.



Emerging Risk

Risk	AI and Digital Transformation in Pharma ●
Risk Description	Rapid advancements in AI and digital technologies are reshaping pharmaceutical operations – from research and development and clinical development to manufacturing, quality, and commercial processes. This introduces emerging risks for us related to data quality, model governance, cybersecurity vulnerabilities, regulatory acceptance, and ethical use of AI. Insufficient oversight, integration, or capability building can lead to operational inefficiencies, compliance challenges, biased outputs, and missed innovation opportunities. Ineffective adaptation to digital acceleration may ultimately weaken decision making and long-term competitiveness in a data-driven global pharma environment. Rationale: AI adoption is expanding faster than regulatory frameworks and internal capabilities can fully align. As we scale digital initiatives, exposure to algorithmic risks, inconsistent data infrastructure, and external cyber threats increases. Competitors are accelerating AI-enabled innovation further to reduce the risk of falling behind.
Mitigation Measure	We have established a Generative AI Center of Excellence (GenAI CoE) to proactively manage AI-related risks and embed responsible innovation across business functions. By collaborating with leading AI solution providers, we apply advanced analytics and AI-driven systems to enhance drug discovery, investigative processes, and decision making accuracy. A controlled adoption model, using selective pilots, phased scaling, and structured digital upskilling, ensures that AI integration strengthens efficiency and competitiveness while maintaining compliance, governance, and operational integrity.
Materiality Topic	- Artificial Intelligence and Digitalization - Customer Privacy and Data Security
Financial Implications of Risk	 AI-driven digital transformation enhances operational efficiency, accelerates research and development outcomes, and reduces decision making and process costs, contributing to stronger margins and long-term financial resilience.

Risk	Trade Protectionism and Onshoring Pressure ●
Risk Description	The potential expansion of tariffs on products and growing policy pressure for domestic manufacturing and supply chain localization in key markets, particularly the United States and Europe, pose a significant risk. The imposition of tariffs, trade restrictions, or changes in import regulations could increase input and finished goods costs, disrupt established supply chains, and adversely affect product pricing and competitiveness. Simultaneously, onshoring and local manufacturing mandates may require significant capital investment, operational restructuring, or changes in sourcing strategies, potentially impacting margins and return on investment. Rationale: Increasing regulatory interventions across key markets – such as trade tariffs and drug price controls aimed at promoting local manufacturing, and improving affordability – may impact pricing flexibility, market access, and overall profitability.
Mitigation Measure	We mitigate tariff expansion and onshoring risks through a diversified global manufacturing footprint and flexible sourcing strategies, enabling rapid adjustment to trade and policy changes. We strengthen backward integration, local manufacturing and alternate sourcing to manage cost volatility and reduce tariff exposure. Selective investments in onshore and nearshore manufacturing, particularly in key regulated markets, support supply security and policy alignment. Trade and tariff scenarios are embedded into portfolio, pricing, and capacity planning to protect competitiveness and ensure continuity of supply. In addition, planned internal audits of Procure-to-Pay and logistics processes are undertaken to strengthen controls and supply chain governance.
Materiality Topic	• Access to and Affordability of Medicines • Sustainable Supply Chain and Responsible Procurement • Risk Management and Business Continuity
Financial Implications of Risk	 Higher tariffs and forced localization may raise the cost of goods, require capital investments, and reduce competitiveness, negatively affecting profitability.

Risk	AI-Related Risks and Deep Fakes ●
Risk Description	As artificial intelligence and machine learning become increasingly embedded across R&D, manufacturing, pharmacovigilance, supply chain, and commercial functions, there is a risk of inaccurate, biased, or non-explainable outputs arising from data limitations, model constraints, or inappropriate use. Inadequate oversight or limited internal expertise could lead to over-reliance on AI-driven insights, with implications for decision quality, patient safety, product integrity, and regulatory compliance. Further, the use of AI in handling sensitive clinical and proprietary data introduces risks related to data privacy, cybersecurity, intellectual property, and evolving regulatory requirements, potentially impacting operational effectiveness and stakeholder trust. AI-enabled deepfakes and synthetic content further amplify this threat by creating highly credible yet false information that is difficult to detect and counter in real time. Such incidents could undermine public confidence, mislead patients and healthcare stakeholders, trigger regulatory scrutiny, and cause lasting reputational and commercial harm if not effectively managed.
Mitigation Measure	We are strengthening our AI governance through clearly defined accountability structures and human oversight for critical decisions. Rigorous model validation and testing protocols are aligned with emerging global regulatory expectations, with specific restrictions on AI deployment in high-risk clinical and regulatory activities. We are also investing in capability building and targeted training, while continuously monitoring AI systems for accuracy, bias, data integrity, privacy, cybersecurity, and third-party risk exposure. We address misinformation risks through active digital monitoring, rapid response protocols, and coordinated engagement across communications, regulatory, and legal teams to counter false narratives. We strengthen data governance, cybersecurity, and content authentication controls to reduce the risk of AI-generated misuse and deepfakes. In parallel, we focus on transparent, science-based communication with regulators, healthcare professionals, and the public to protect trust and brand credibility.
Materiality Topic	• Artificial Intelligence and Digitalization • Customer Privacy and Data Security
Financial Implications of Risk	 The rise of AI-driven risks can lead to significant data loss, cybersecurity issues, regulatory costs, and long-term brand value deterioration.

Risk	Climate Transition Risk and Carbon Pricing ●
Risk Description	Global movement towards low-carbon economies is accelerating regulatory, investor, and customer expectations around greenhouse gas emissions. Expanding carbon pricing mechanisms, such as the EU Emissions Trading System (EU ETS) and the Carbon Border Adjustment Mechanism (CBAM), may elevate operating and supply chain costs for us, particularly in energy-intensive manufacturing and international trade. Failure to adapt may impact competitiveness, profitability, and compliance across key markets. Rationale: The pharmaceutical sector is facing intensifying pressure to decarbonize, and jurisdictions continue to broaden carbon pricing frameworks. As we operate energy heavy manufacturing sites and export globally, exposure to carbon-related cost escalations and regulatory obligations is steadily rising.
Mitigation Measure	We have built a structured decarbonization and supply chain engagement strategy aligned with evolving climate and regulatory requirements. We are improving energy efficiency, increasing renewable energy adoption, and optimizing manufacturing operations to reduce Scope-1 and Scope-2 emissions and mitigate future carbon pricing exposure. Strengthened climate-related disclosures and performance monitoring support compliance with investor expectations and emerging global net zero standards, enabling proactive adaptation while maintaining competitive cost structures and supply chain resilience.
Materiality Topic	• Climate Change • Compliance
Financial Implications of Risk	⊖ Expanding global carbon pricing and tightening climate regulations may substantially increase operational and supply chain costs, impacting margins and international competitiveness. Failure to meet evolving climate expectations could also affect investor confidence and restrict access to capital.

● Very high risk ● High risk ● Medium risk ● Low risk



Opportunities for the Business

AI and Digital	AI and digital transformation present a significant opportunity for us to accelerate innovation, improve productivity, and enhance patient outcomes across the value chain. Evolved analytics and AI can increase precision and speed in drug discovery, strengthen quality and manufacturing efficiency, and enable smarter, data-driven decision making. Digital platforms also improve patient engagement, market responsiveness, and supply chain resilience, strengthening our long-term competitiveness in a rapidly evolving pharmaceutical landscape.
Sustainability and ESG Rating	Sustainability performance and strong ESG ratings create a strategic opportunity for us to enhance access to customers and regulated markets by meeting the growing preference for responsible suppliers. Strong ESG credentials support competitive advantage in public procurement and tenders, including with institutions such as the NHS, where sustainability criteria increasingly influence supplier selection. In parallel, credible ESG leadership strengthens investor confidence, lowers cost of capital, and enhances brand equity with patients, healthcare professionals, and global stakeholders.
Customer Health and Safety	Delivering safe, effective, and high-quality medicines is fundamental to building long-term trust and loyalty among patients, healthcare professionals, and society at large. By consistently prioritizing patient safety and therapeutic efficacy, we reinforce our reputation as a responsible and reliable healthcare partner. Comprehensive customer safety initiatives, spanning pharmacovigilance, quality assurance, and risk mitigation, help prevent adverse outcomes, reduce the burden on healthcare systems, and lower costs associated with treatment failures and corrective actions. Together, these efforts strengthen stakeholder confidence, support sustainable access to medicines, and contribute positively to our financial performance through improved brand equity, reduced risk exposure, and long-term value creation.
Green Chemistry	Investing in green chemistry and sustainable manufacturing processes is a strategic initiative that can significantly optimize and enhance the efficiency of our operations. By adopting environmentally friendly practices, we reduce our reliance on hazardous chemicals and solvents, replacing them with renewable green alternatives and feedstocks. This not only decreases the carbon and water footprints of our products but also contributes to environmental conservation.
Water Management	We aim to recycle 50% of water consumption and to reduce water withdrawal by 2030. Six of our sites are Zero Liquid Discharge facilities, and we treat all wastewater generated during manufacturing. In high water stress areas, we are actively reducing water usage through efficient practices and technologies. We are also working on local watershed development.
Human Capital Development	Investing in employee training can significantly drive growth across various facets. By focusing on developing internal resources, we will be able to reduce hiring costs and foster greater internal mobility. This strategy enables us to leverage existing talent, fill positions more efficiently, and maintain a skilled and future-ready workforce. These initiatives will lead to a more resilient and adaptable organization, better positioned to meet market demands and sustain long-term growth.
Product Accessibility and Affordability	Expanding access to nations with a high disease burden allows us to build trust within society and develop supply chains in untapped markets, thus enhancing credibility with stakeholders. By focusing on product innovation and research, we increase brand value with affordable and diverse offerings, meeting unmet patient needs and improving access in low- and middle-income countries.
Responsible Supply Chain Management	A responsible supply chain reduces costs and strengthens partnerships, enhancing product flow and revenues. By working closely with suppliers to measure and reduce GHG emissions, we can drive operational efficiencies and lower costs over the long-term through energy savings, process optimization, and risk reduction. By adhering to responsible sourcing, we will be better equipped to manage disruptions while continuously improving our social and environmental performance.
Compliance	By embedding industry best practices into our compliance governance framework, we safeguard corporate credibility and build sustained stakeholder trust, unlocking opportunities to strengthen customer loyalty and elevate our market standing.
Business Ethics	Having strong governance policies in place for ethical business conduct minimizes conflicts of interest, enhancing compliance and enabling us to expand into new markets, thereby strengthening our market position.
Combating Counterfeit Medicines	Ensuring robust drug traceability and product authenticity enables end-to-end visibility across the pharmaceutical value chain, reinforcing confidence among regulators, healthcare providers, and patients. By preventing the entry and circulation of counterfeit products, we can protect patient safety, preserve brand integrity, and reduce the financial and operational impact of recalls, investigations, and remediation. Strong traceability systems also enhance accountability across manufacturing and distribution partners, support regulatory compliance, and strengthen our reputation as a trusted, quality-driven pharmaceutical company in global markets.
Risk Management and Business Continuity	Proactive risk identification and management present an opportunity for us to strengthen compliance resilience, avoid regulatory penalties, and ensure uninterrupted operations. This enhances operational reliability while reinforcing credibility and trust with regulators, partners, and markets, supporting the robustness of our long-term compliance portfolio.

ESG Databook

Environment

Global Environment Data

Energy Consumption (Renewable Sources)			
Category	Unit	FY26	FY25
Solar Energy (Captive)	GJ	189,131	20,781
Wind Energy (Purchased)		107,611	158,521
Hybrid (Renewable)		133,480	72,733
Biomass (Steam Generated and Purchased)		941,919	881,377
Total Renewable Energy Consumption		1,372,142	1,133,412

Energy Consumption (Non-Renewable Sources)			
Fuel Type	Unit	FY26	FY25
Diesel	GJ	53,825	73,007
Gasoline		115	2,243
Furnace Oil		15,118	31,302
Natural Gas		124,528	74,974
LPG		12,275	9,644
LSHS		73,288	64,192
Steam Purchased		236,987	370,895
Grid Electricity Purchased		973,939	1,140,034
Total Non-Renewable Energy Consumption		1,490,075	1,766,291

Energy Intensity			
Category	Unit	FY26	FY25
Total Energy Consumption (Renewable and Non-Renewable)	GJ	2,862,217	2,889,703
Energy Intensity	GJ/INR Mn	10.41	13.07

Direct Greenhouse Gas Emissions (Scope-1)			
Category	Unit	FY26	FY25
Total Scope-1 Emissions	tCO ₂ e	67,482	82,174

Indirect Greenhouse Gas Emissions (Scope-2)			
Category	Unit	FY26	FY25
Total Scope-2 Emissions (Location-Based)	tCO ₂ e	279,520	300,872
Total Scope-2 Emissions (Market-Based)		194,670	249,975

Indirect Greenhouse Gas Emissions (Scope-3)			
Category	Unit	FY26	FY25
Total Scope-3 Emissions	tCO ₂ e	1,065,547	1,018,683

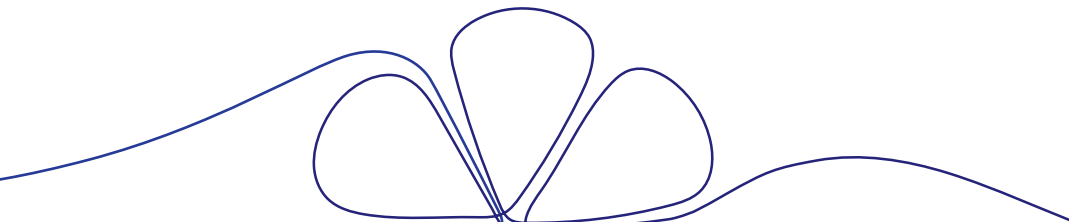
Scope-3 Emissions (Category-Wise)			
Category	Unit	FY26	FY25
1. Purchased Goods and Services	tCO ₂ e	477,762	406,943
2. Capital Goods		6,795	7,428
3. Fuel and Energy Related Activities		53,939	72,735
4. Upstream Transportation and Distribution		43,383	44,802
5. Waste Generated in Operations		10,887	6,840
6. Business Travel		30,022	12,236
7. Employee Commuting		8,413	5,340
8. Upstream Leased Assets		-	-
9. Downstream Transportation and Distribution		38,834	26,418
10. Processing of Sold Products		18,460	20,706
11. Use of Sold Products		375,026	412,630
12. End-of-Life Treatments of Sold Products		19	22
13. Downstream Leased Assets		-	-
14. Franchises		2,008	2,583
15. Investments		-	-
Total		1,065,547	1,018,683

Note: Category 8, 13 and 15 are not applicable.

Emissions Intensity			
Category	UOM	FY26	FY25
Total Emissions (Scope-1, 2 and 3)	tCO ₂ e	1,327,700	1,350,832
Emissions Intensity	tCO ₂ e/INR Mn	4.83	6.09

- Note:**
Emission factors and methodology adopted to prepare GHG inventory
- Scope-1 GHG emissions are based on conversion factors, emission factors considered in 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Sixth Assessment Report and DEFRA 2025.
 - Scope-2 GHG emissions for Indian operations are calculated based on the Grid Electricity EF – CEA, Govt. of India, CO₂ baseline database for Indian Power Sector, version 21, November 2025.
 - Scope-2 GHG emissions for U.S. are calculated based on Grid electricity EF – U.S. Emissions and Generation Resource Integrated Database 2025.
 - Scope-2 GHG emissions for Mexico are calculated based on Grid electricity EF – National Emissions Registry (RENE), Ministry of Environment and Natural Resources | March 31, 2025.
 - Scope-2 GHG emissions for Brazil are calculated based on Grid electricity EF – Average Factor – Corporate Inventories, Ministry of Science, Technology and Innovation, Brazil.
 - Scope-3 GHG emissions are calculated based on emission factors sourced from USEPA Supply chain EF 2022, U.K. Government Greenhouse Gas Conversion Factors 2025.
 - Lupin uses the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) GWP values on a 100-year period (GWP100) excluding feedback loops, as agreed by the United Nations Framework Convention on Climate Change (UNFCCC).
 - Lupin reports Greenhouse Gas (GHG) emissions in accordance with the World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope-3) Accounting and Reporting Standard.

Emissions Avoided Using Renewable Energy Sources			
Category	Unit	FY26	FY25
Solar Energy	tCO ₂ e	37,301	4,197
Wind Energy		21,223	32,012
Hybrid (Renewable)		26,325	14,688
Total		84,849	50,897



Biogenic Emissions			
Emissions from Renewable Sources	Unit	FY26	FY25*
Steam Generated	tCO ₂ e	1,643	1,615
Steam Purchased		3,800	3,302

*We have restated biogenic emissions for FY25 as per updated methodology.

Air Pollutants			
Category	Unit	FY26	FY25
NOx	MT	208	226
SOx		54	58

Note: Air emissions for the previous year have been updated based on revised methodology and recalculated assumptions.

Ozone Depleting Substances			
Category		FY26	FY25
CFC-11 Equivalent (R-22)		0.29	0.37

Water Withdrawal			
Source	Unit	FY26	FY25
Third Party	KL	1,408,170	1,437,254
Surface Water		131,786	140,892
Groundwater		181,529	187,734
Total Freshwater Withdrawal		1,721,485	1,765,879
Others (Rainwater Harvesting and AHU Condensate)		792,032	777,682
Recycled Water		746,350	753,267

Water Withdrawal (in Water-Stressed Areas)			
Source	Unit	FY26	FY25
Third Party	KL	675,557	720,138
Surface Water		-	-
Groundwater		46,078	34,597
Total Freshwater Withdrawal		721,634	754,735
Others (Rainwater Harvesting and AHU Condensate)		-	-
Recycled Water		119,909	217,200

Note: Water-stressed locations – Ankleshwar, Pithampur, Chhatrapati Sambhajnagar, Jammu and Nagpur.

Water Discharged			
Category	Unit	FY26	FY25
Wastewater Generated	KL	1,059,525	1,045,277
Wastewater Disposed to CETP		37,565	72,532

Water Discharged (in Water-Stressed Areas)			
Category	Unit	FY26	FY25
Wastewater Generated	KL	417,720	441,259
Wastewater Disposed to CETP		13,976	40,115