

24th August, 2026

BSE Limited

P.J. Towers, Dalal Street, Fort,
Mumbai- 400 001
BSE scrip code: 543635

National Stock Exchange of India Limited

Exchange Plaza, Bandra-Kurla Complex,
Bandra (East), Mumbai – 400 051
NSE symbol: PPLPHARMA

Dear Sir / Madam,

Sub: Sustainability Report of Piramal Pharma Limited ('the Company') for the financial year 2025-26

Please find enclosed herewith Sustainability Report of the Company for the financial year 2025-26.

The said information is also available on the website of the Company at <https://www.piramalpharma.com/sustainability/index>.

Request you to please take the above on record.

Thank you.

Yours truly,
For **Piramal Pharma Limited**

Maneesh Sharma
Digitally signed
by Maneesh
Sharma
Date: 2026.08.24
16:48:09 +05'30'

Maneesh Sharma
Company Secretary & Compliance Officer

Encl: a/a

Piramal Pharma Limited

CIN: L24297MH2020PLC338592

Registered Office: Ananta Building, Piramal Corporate Park, Opp. Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai – 400070, Maharashtra, India

Tel No. +91 22 3802 3000 / 4000; Email Id: shareholders.ppl@piramal.com

www.piramalpharma.com



**Advancing
Innovation,
Leveraging
Sustainability.**



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Key Sustainability Pillars

P20



Business Resilience



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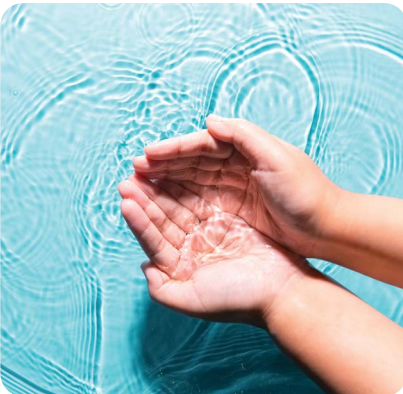
Quality and Excellence



P76



Responsible Operations



P104



Stakeholder Centricity



Reporting Suite 2025-26



Annual Report 2025-26



To know more about us, explore piramalpharma.com



Overview of This Report¹

At Piramal Pharma Limited (PPL), sustainability shapes how we operate, how we make decisions and how we stay accountable to those who place their trust in us. It is reflected in the discipline with which we follow through on our commitments and in the clarity with which we communicate our progress. Against this backdrop, we present our Sustainability Report for FY2026, covering non-financial performance for the period from April 1, 2025, to March 31, 2026.

The past year represented an important phase in PPL’s sustainability journey. It was marked by visible outcomes and also by stronger systems, sharper priorities and a more embedded approach to responsible growth. Across operations, governance and community engagement, sustainability considerations increasingly informed the way we planned, invested and executed.

This report brings together our actions and outcomes across the Environment, Social and Governance pillars. During the year, our focus areas included accelerating the shift towards energy-efficient technologies, increasing the share of renewable energy in our operations and strengthening circular practices through improved waste segregation and resource management. We advanced water conservation efforts and expanded community programmes with a sustained emphasis on education and skill development. At our sites, health, safety and employee well-being stayed central to how work is designed and delivered.

We saw renewed attention on governance foundations during the year. We strengthened internal policies to further embed ethical business practices and undertook structured risk assessments to reinforce transparency, oversight and decision-making across the organisation.

Together, these efforts represent our steady progress in translating intent into action. This report is intended to offer stakeholders a clear, coherent view of PPL’s sustainability priorities, the choices we are making and the impact we are creating.

Reporting Frameworks and Standards

This Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021. It addresses all nine disclosure requirements under GRI 1: Foundation, GRI 2: General Disclosures and GRI 3: Material Topics.

Our disclosures are also aligned with the United Nations Sustainable Development Goals (UN SDGs), reflecting our commitment to responsible business practices that are relevant in a global context.

Reporting Period, Scope and Boundary²

The information disclosed in this report relates to FY2026, covering the period from April 1, 2025, to March 31, 2026. The reporting scope includes three business units: Piramal Pharma Solutions (PPS), Piramal Critical Care (PCC) and Piramal Consumer Healthcare (PCH).

These businesses operate development and manufacturing facilities across India, the United Kingdom and North America. The scope and boundary of the report are consistent with PPL’s consolidated annual financial statements. The Company is headquartered in Mumbai, India.

Materiality

The set of material topics reported this year is consistent with previous reporting periods, unless stated otherwise. These topics were identified through structured stakeholder engagement and a rigorous materiality assessment process.

The report is designed to communicate PPL’s key sustainability priorities, long term objectives and targets, progress achieved during the year and the outcomes generated for relevant stakeholder groups.

Accountability

PPL’s sustainability disclosures are aligned with applicable regulatory requirements and stakeholder expectations. All disclosures undergo internal review and validation by cross functional teams, with appropriate management oversight to ensure accuracy, completeness and consistency.

Contact³

We value transparent and continuous engagement with our stakeholders. Queries, comments or feedback on this report may be directed to our sustainability spokesperson at ganesh.tripathy@piramal.com or through ppl.sustainability@piramal.com.

Forward-Looking Statement

This report includes forward-looking statements relating to the Company’s strategies, initiatives, targets and expected performance. Such statements are based on current assumptions and estimates and are subject to known and unknown risks and uncertainties. Terms such as “will”, “believes”, “estimates”, “aims”, “anticipates” and “plans” are intended to identify forward looking intent.

Actual results may differ materially. The Company does not undertake any obligation to update forward-looking statements considering future events or new information.

External Assurance⁴

Key sustainability disclosures in this report have been independently assured to enhance credibility and reliability. The external assurance has been carried out by DNV Business Assurance India Pvt Ltd. The assurance statement is provided as an annexure to this report.

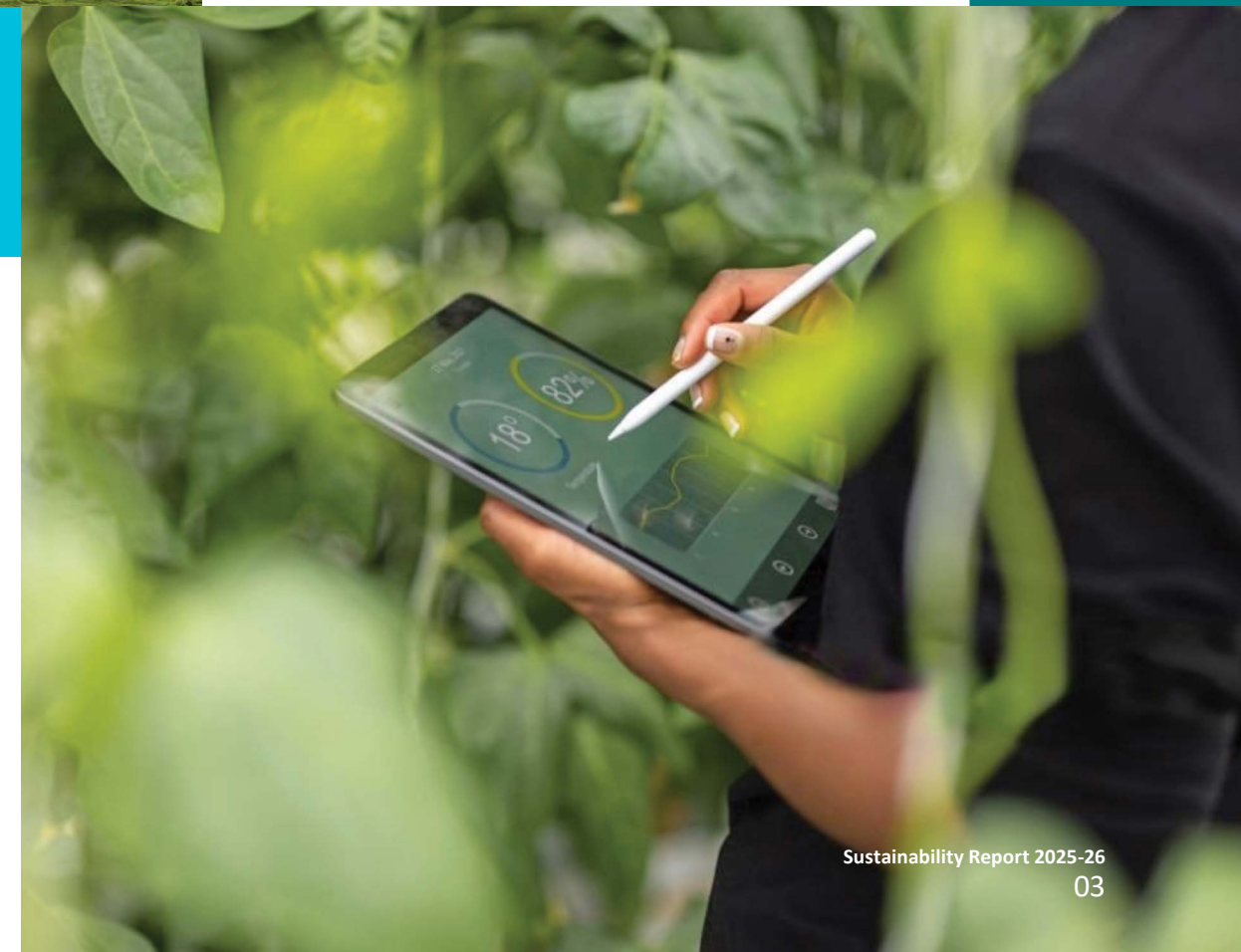
Restatements⁵

There were no material restatements during the reporting period.

¹2-1 | ²2-2 | ³2-3 | ⁴2-5 | ⁵2-4



Rooftop Solar at Piramal Corporate Office



Advancing Innovation, Leveraging Sustainability.

Piramal Pharma is entering its next phase of growth with a sharper focus on innovation that addresses critical healthcare needs. We are advancing scientific solutions with precision and care while embedding sustainability into the way we operate, making our systems smarter, more resilient and forward-looking. Every step forward is guided by a commitment to scale responsibly, reduce our environmental footprint, enhance operational excellence and create lasting value for all stakeholders. This integrated approach enables us to grow with purpose while delivering meaningful impact for patients, communities and our business.

Awards and Accolades

ET NOW's Best Organisations for Women 2025 for Piramal Pharma Limited.

Foundation for Innovative Packaging and Sustainability Awards (FIPSA) for Piramal Consumer Healthcare.

Diamond Five Star Excellence Award from the Madhya Pradesh Safety Council for Pithampur facility, India.

Bronze Award for Excellence in DEIB at the ET Human Capital Awards across Piramal Pharma Limited.

Great Place To Work® Certification for Piramal Consumer Healthcare.

NQCQ Excellence Award for Dahej facility, India.

Gold Award for Excellence in Leadership Development at the ET Human Capital Awards for Piramal Pharma Limited.

Gold Awards at the e4m Health & Wellness Marketing Awards 2025 for Piramal Consumer Healthcare.

CII National Award for Environmental Best Practices for Digwal facility, India.

Top 15 Pharma Supply Chain Champions in India 2025 by ISCM for Piramal Pharma Limited.

RoSPA Gold Award, recognising safety excellence at Grangemouth facility, UK.

Excellent Energy-Efficient Unit at the CII National Awards for Digwal facility, India.

Platinum Award for Yield & Quality Improvement at the 52nd CII National Kaizen Competition for Turbhe facility, India.

Two Silver Awards for Process Improvement at the 52nd CII National Kaizen Competition for Ennore facility, India.

Notable Achievements

Economic

₹8,869 Crore
Revenue

₹890 Crore
Capital Expenditure

₹1,135 Crore
EBITDA

₹8.98 Crore
Spent on CSR projects

47%
CDMO revenue from innovation-related work

22%+ CAGR
Growth in Power Brands in Last 3 Years

Business Resilience

30%
Women's Representation on Board

Zero
Cases of Data Breaches

38%
of critical suppliers assessed on sustainability criteria

Quality and Excellence

38
Successful Regulatory Inspections

3
Successful USFDA Inspections

209
Successful Customer Audits

Zero
OAI's across all the USFDA inspections

Responsible Operations

SBTI Approved Decarbonisation Roadmap

22.6%
lower overall GHG emission (compared to FY2022 baseline)¹

41%
of total energy consumption being met through renewable sources

6,520
saplings planted

65%
of total waste managed was sent for recycling

Stakeholder Centricity

20.1%
of the global workforce are women

100%
completion of ESG training by employees

Zero
Fatalities in Last 5 Years

87%
PCC Customer Satisfaction Score

85%
PPS Customer Satisfaction Score

Zero
Human Rights Violations

63
S&P Global ESG score

65 (78th percentile)
EcoVadis score (Bronze Medal)

Certifications, Memberships and Partnerships²

Certifications



Memberships and commitments



Sustainability Ratings



¹Scope 1 and Scope 2 GHG Emissions| ²2-28

Leadership Message¹



"At Piramal Pharma, we believe innovation is most meaningful when it creates lasting value. By advancing innovation, we are strengthening our ability to deliver better outcomes for patients, support our stakeholders and contribute to a more sustainable future."

At Piramal Pharma Limited, we recognise that our responsibility extends far beyond the products we manufacture and the services we deliver. We are part of a larger ecosystem that touches millions of lives through patients, healthcare professionals, customers, communities and partners. The decisions we make today have implications that extend well into the future. This understanding shapes the way we approach growth, innovation and sustainability. For us, sustainability is embedded in how we create value and fulfil our purpose of "Doing Well and Doing Good".

The pharmaceutical industry is undergoing significant transformation. Advances in science and technology are unlocking new possibilities in healthcare, while expectations around quality, transparency and responsible business conduct continue rising. Layered onto these challenges are the realities of climate change, resource constraints and evolving regulatory requirements.

Against this backdrop, we stay focused on building a business that is equipped for the future. During FY2026, we strengthened the foundations that supported sustainable growth across our three business verticals. From enhancing operational excellence and advancing digital transformation to reducing environmental impacts and investing in our people,



our efforts have been guided by a long-term perspective that seeks to balance business performance with societal value.

As we present our fifth Sustainability Report, we reflect on a year defined by progress, learning and purposeful action. This year's theme, "Advancing Innovation, Leveraging Sustainability", captures our belief that innovation and sustainability are not parallel priorities but powerful enablers of one another. We are focused on ensuring that innovation is pursued responsibly and supported by sustainable practices that create value for our stakeholders.

Building Trust through Quality and Excellence

A defining focus area during the year was strengthening the systems and capabilities that will support our future ambitions. Customers, regulators and patients place immense confidence in the quality and reliability of the products we manufacture. During the year, customer satisfaction scores reached 85% in our CDMO business and 87% in our hospital generics business.

Supported by our quality management systems, we successfully completed 38 regulatory inspections as well as 209 customer audits. We also laid the groundwork for initiating a unified digital quality management system to enhance standardisation and end-to-end visibility along with establishing an integrated quality cockpit combining our programmes 'Sensor', 'Predict' and 'Calculus' for real-time and predictive insights.

Preparing for the Next Phase of Growth

As the healthcare landscape becomes increasingly interconnected and data-driven, technology has emerged as a critical enabler of efficiency, agility and decision-making. Through Catalyst NxGen, our enterprise-wide ERP transformation programme, we modernised our technology infrastructure and created a more integrated operating environment. Under the programme, the implementation of

SAP S/4HANA progressed, enhancing enterprise integration and enabling data-driven decision-making across functions. In parallel, the Laboratory Information Management System footprint was also expanded to strengthen data integrity.

Reducing Environmental Impact Through Responsible Operations

We stay conscious of the environmental impact associated with our manufacturing. We rely on significant consumption of energy, water and material resources, making it imperative to actively manage our environmental footprint. Guided by our Science-Based Targets initiative-validated commitments.

During FY2026, we made encouraging progress across several environmental performance indicators. Increased focus on sourcing renewable power and Green Fuel resulted in 41% of total energy consumption. We achieved a 22.6% reduction in emissions compared to the FY2022 baseline, marking it the lowest-ever Scope 1 and Scope 2 emissions for PPL. Alongside our efforts to decarbonise operations, we continued improving our water stewardship efforts. During the year, we were able to save over 2.63 Lakh kilolitres of freshwater.

Environmental stewardship extends beyond energy and water management. During the year we continued progressing towards higher recycling rates for non-hazardous waste across our sites. More than 6,520 saplings were planted during the year, helping maintain over 30% green cover across our Indian operations, contributing to healthier local ecosystems.

Enabling Our People for Exponential Success

The strength of Piramal Pharma has always been rooted in its people. Our employees bring expertise, dedication and a shared sense of purpose to everything we do. During FY2026, there was a 20.1% share of women in the total workforce, a 19% share in management positions in revenue-generating functions and a 21% share in STEM-related positions. Through initiatives such as ScaleUp, Piramal Leadership Series, Piramal Executive Council and our Diversity, Inclusion, Belonging and Accessibility programmes, our managers participated in efforts designed to foster a culture where every individual feels respected and included. Learning and development stayed a priority, with 500+ employees participating in various programmes delivered through the Functional Academies, supporting both individual growth and organisational capability building.

Equally important is our commitment to safeguarding the Well-being of our workforce. Safety is fundamental to our operations because behind every performance metric is a person, a family and a community. Through targeted interventions and transformation initiatives, such as implementation of safety frameworks, namely BICFT, IICFT, CCFT and SCFT, along with promotion of a Behaviour-Based Safety (BBS) culture, we have strengthened safe practices and employee engagement across our operations. Our aspiration is to build a culture where safety is instinctive, deeply embedded and embraced by everyone across the organisation.

Extending Responsibility across Our Value Chain

Our responsibility does not end at the boundaries of our operations. We believe that meaningful progress requires collaboration across the value chain. Through our Sustainable Procurement Policy and our participation in the Pharmaceutical Supply Chain Initiative, we continued engaging suppliers on environmental, social and governance priorities. This year 38% of our critical suppliers were assessed against ESG criteria and supported through capability-building initiatives designed to build responsible business practices throughout the supply chain.

Creating Meaningful Social Impact

Beyond business operations, we stay committed to creating positive social impact through the work at Piramal Foundation. During the year, investments of ₹8.98 Crore supported health and education programmes across 112 aspirational districts, positively impacting approximately ~1.8 Million people. These initiatives reflect our belief that business success should contribute to broader societal progress and help create opportunities for underserved communities.

Strategic Partnerships and Expansions

Building forward-looking capabilities is a key priority as we position Piramal Pharma to address emerging therapeutic needs and support the next generation of healthcare innovation. Through partnerships with IntoCell, Blue-Zone Technologies, Aji Bio-Pharma and NewAmsterdam Pharma, we expanded innovation capabilities, enhanced manufacturing excellence and advanced sustainability-focused initiatives across our business.

We strengthened our advanced therapeutics platform through a US\$90 Million investment across our Lexington and Riverview facilities. We are also expanding our formulation, sterile injectable, payload-linker and bioconjugation capabilities to support next-generation drug development and manufacturing.

As we look ahead, we are encouraged by the opportunities emerging across the healthcare sector. At Piramal Pharma, we will continue investing in the capabilities, technologies and partnerships that support our business and enable responsible growth.

We are grateful for the trust placed in us by our employees, customers, investors, partners and communities. Their support continues inspiring us as we work towards creating enduring value and contributing to a healthier, more sustainable future.

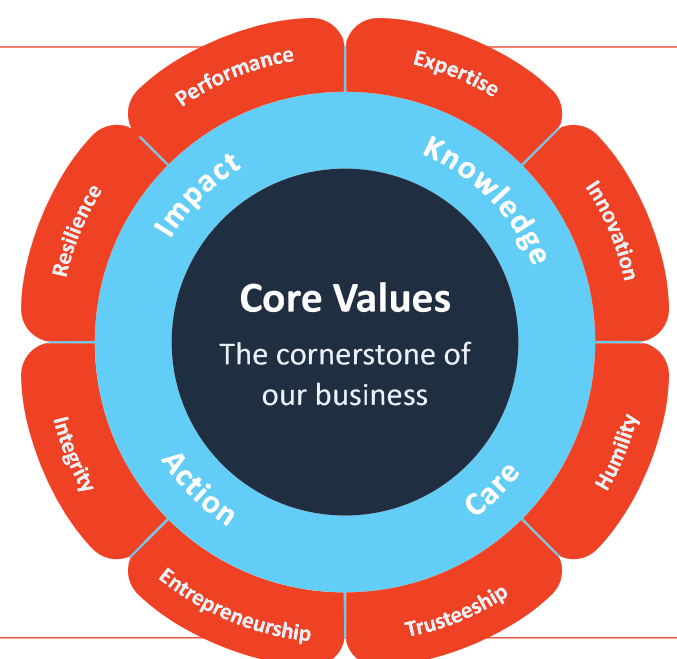
With warm regards,

Nandini Piramal **Peter DeYoung**
Chairperson CEO, Global Pharma

¹2-22

Piramal Pharma in Focus

Piramal Pharma Limited was founded in March 2020 with a clear global orientation. Since its inception, the Company has built a commercial presence across more than 100 countries, supported by a network of 17 development and manufacturing facilities. Together, these capabilities enable end-to-end solutions across a broad pharmaceutical spectrum and form the operational backbone of PPL’s offerings.



The origins of the Company, however, extend further back. PPL traces its lineage to Piramal Enterprises Limited (PEL), a long-standing participant in the pharmaceutical sector. As part of a strategic realignment, the pharmaceutical business was consolidated under Piramal Pharma Limited in October 2021. On October 19, 2022, Piramal Pharma Limited was listed on both the BSE and NSE, establishing its position as a standalone entity with a distinct strategic mandate and governance structure.

Who We Are¹

Today, Piramal Pharma Limited offers a portfolio of differentiated products and services delivered through its 17 global development and manufacturing facilities and an extensive distribution network spanning over 100 countries. The Company operates through three distinct businesses, each addressing specific segments of the pharmaceutical value chain while collectively shaping PPL’s integrated model.

- Piramal Pharma Solutions (PPS) functions as an integrated Contract Development and Manufacturing Organisation, supporting pharmaceutical innovation from early development through commercial manufacturing.
- Piramal Critical Care (PCC) focuses on the Complex Hospital Generics space, serving critical care requirements across global markets.
- Piramal Consumer Healthcare (PCH) complements these businesses by offering over the counter healthcare and wellness products to consumers.

Beyond its core operations, PPL’s ecosystem includes strategic partnerships and investments. AbbVie Therapeutics India Private Limited, an associate company, operates as a joint venture with AbbVie Inc. and has emerged as a market leader in the ophthalmology therapy area. PPL also maintains a minority investment in Yapan Bio Private Limited. In October 2020, the Company received a 20% strategic growth investment from the Carlyle Group, advancing its long-term expansion plans. This structure exists in service of a single, unifying purpose that guides everything we do.

Doing Well and Doing Good

PPL’s purpose is anchored in advancing healthcare outcomes that create meaningful impact. This commitment shapes the development of specialised, high-quality therapies and differentiated products designed to address critical and unmet patient needs. The emphasis on purpose-led growth reflects the belief that sustainable value creation and positive societal impact are inherently linked.

Knowledge



Expertise Innovation

We believe that progress is built on a foundation of deep knowledge, it is refined through expertise and is elevated by a drive to innovate.

Care



Trusteeship Humility

Being in the service of healthcare, to care is our ethical compass, trusteeship is our duty and humility is our constant guide to ensure wellness for all.

Action



Entrepreneurship Integrity

Our actions are driven by an entrepreneurial thought-process and integrity in every step forward fuelling progress.

Impact



Performance Resilience

Amidst a dynamic landscape of healthcare, we believe impact is a culmination of both performance that delivers value to our people and the resilience to adapt and lead.

These values find practical expression in how our business blueprint is designed to respond to the complexity of modern healthcare.

Our Belief System: Our Tenets

- Making a positive difference to the health of our patients and customers through our products and services.
- Serving our patients, customers, consumers, community, employees, partners, stakeholders, and our planet.
- Living our values in our everyday actions, decisions, and conduct at a personal and corporate level.

Our Business Blueprint for Purposeful Impact¹

The complexity of modern diseases demands approaches that extend beyond traditional models. As healthcare challenges become more nuanced, responding to unmet patient needs requires agility, along with a foundation of care and trust. PPL’s business blueprint reflects this reality, delivering healthcare and well being solutions across the pharmaceutical value chain.

Piramal Pharma Solutions serves a customer base of over 500 organisations, including large pharmaceutical companies, generic manufacturers and emerging biotech firms. Its capabilities span discovery, development and large-scale manufacturing, supported by a global footprint across North America, the UK and Europe, and India. This network enables flexibility, speed and consistent quality across the drug development lifecycle.

With operations in more than 100 countries, Piramal Critical Care is a global provider of hospital generics, with strength in inhaled anaesthetics and specialty injectable products.

Its portfolio includes intrathecal therapies and pain management solutions, reaching over 6,000 hospitals, surgical centres and veterinary clinics worldwide. This scale positions PCC as a trusted partner in acute and critical care delivery.

Addressing everyday health needs, the Piramal Consumer Healthcare business offers trusted OTC solutions spanning pain management, skin care, nutritional supplements, analgesics, children’s wellness and women’s health and hygiene. Its portfolio of over 30 OTC products is further strengthened through a strategic agreement with Bayer Pharmaceuticals Private Limited for the distribution of established brands such as Saridon, Supradyn, Becozym and Benadon.

Together, these businesses, Piramal Pharma Solutions, Piramal Critical Care and Piramal Consumer Healthcare, define Piramal Pharma Limited’s integrated operating model, aligning purpose, performance and impact across the healthcare landscape.

¹2-6

Global Presence

PPL’s global presence is anchored in a network of 17 advanced manufacturing facilities positioned across North America, Europe, and India. This geographically balanced footprint enables the Company to tap into international growth opportunities while strengthening export efficiency. Proximity to key markets allows PPL to respond swiftly and effectively to evolving customer requirements, reinforcing reliability and agility across its worldwide operations.

North America

- 1) **Lexington**

Sterile Development and Manufacturing
USFDA, PMDA
- 2) **Riverview**

HPAPI Development and Manufacturing
USFDA, PMDA, Health Canada
- 3) **Aurora**

API Development and Manufacturing
USFDA, PMDA, Health Canada
- 4) **Sellersville**

Formulation Development and Manufacturing
USFDA, EMA
- 5) **Bethlehem**

Inhalation Anesthesia Manufacturing
USFDA, MHRA, PMDA



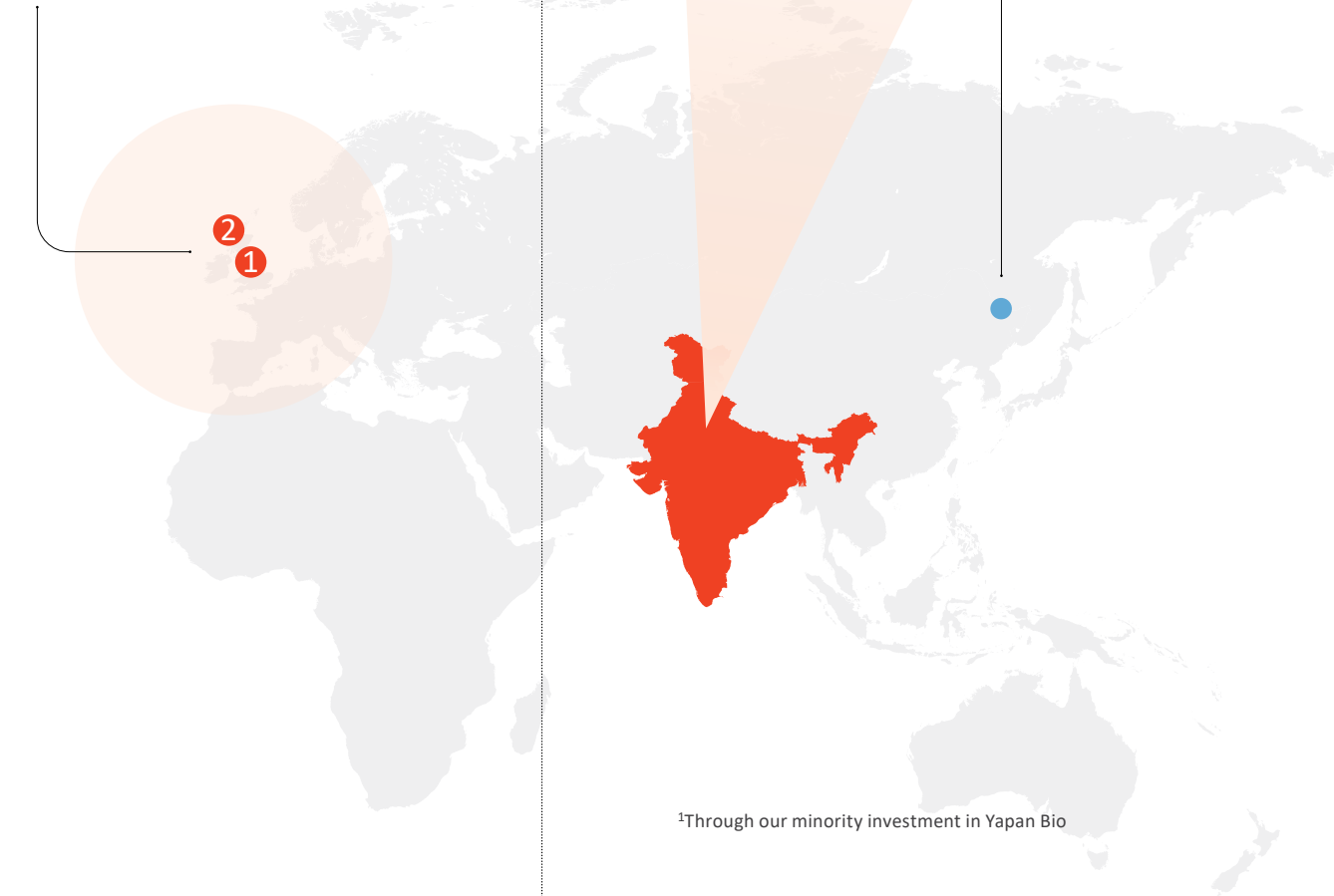
Map not to scale.

UK

- 1) **Morpeth**

API and Formulation Development and Manufacturing
USFDA, MHRA, PMDA, Health Canada
- 2) **Grangemouth**

ADC Development and Manufacturing
USFDA, MHRA, PMDA



¹Through our minority investment in Yapan Bio

India

- 1) **Ahmedabad PDS**

R&D - Discovery services
- 2) **Ahmedabad PPDS**

Formulation Development
USFDA, EU Finland
- 3) **Pithampur**

Formulation Manufacturing
USFDA, EU Finland, ANVISA
- 4) **Dahej**

Specialty Fluorochemicals
WHO-GMP
- 5) **Digwal**

API Development & Manufacturing
Inhalation Anesthesia Manufacturing
USFDA, MHRA, PMDA
- 6) **Ennore**

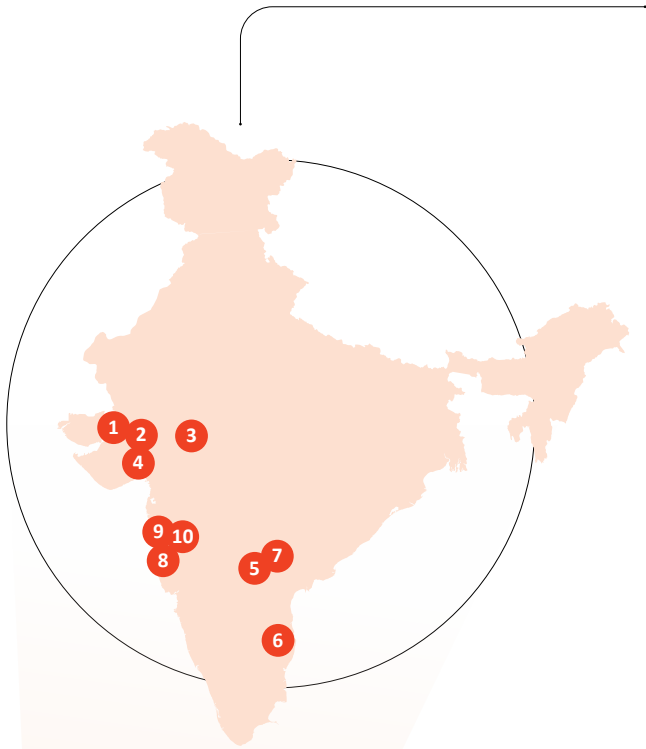
API Development and Manufacturing
WHO-GMP
- 7) **Hyderabad¹**

Vaccines and Biologics
Process Development and Manufacturing
- 8) **Mahad**

Vitamins and Minerals Premixes
USFDA, WHO-GMP
- 9) **Turbhe**

Peptide API Development and Manufacturing
USFDA, WHO-GMP, EDQM, KFDA
- 10) **Rabale**

R&D-API Development

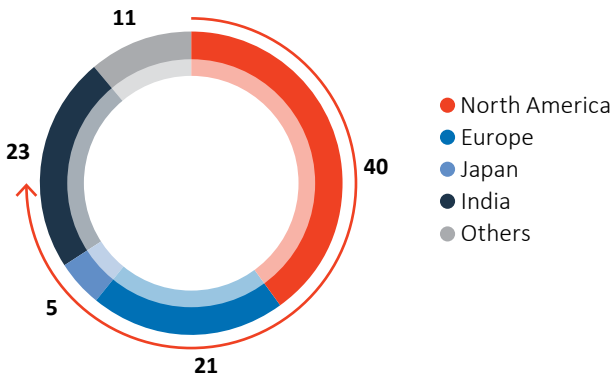


China

Shanghai (Sourcing Office)

Revenue Share by Geography

66%
Revenue from Regulated Markets



Business Performance

FY2026 represented a year of measured and resilient performance for Piramal Pharma Limited, reflecting steady execution in a challenging global environment. Supported by balanced contributions across all three business segments-Piramal Pharma Solutions, Piramal Critical Care, and Piramal Consumer Healthcare, our total revenue reached ₹8,869 Crores, demonstrating the strength of the Company’s diversified operating model.

The CDMO business played a central role in overall performance, accounting for 55% of total revenue with ₹4,915 Crores; our Hospital Generics business brought in ₹2,703 Crores, contributing to 30% of total revenue; and our consumer health portfolio contributed to 14% of the total revenue with ₹1,274 Crores.



CDMO
Piramal Pharma Solutions



₹4,915 Crore
55% of the total FY2026 revenue

www.piramalpharmasolutions.com

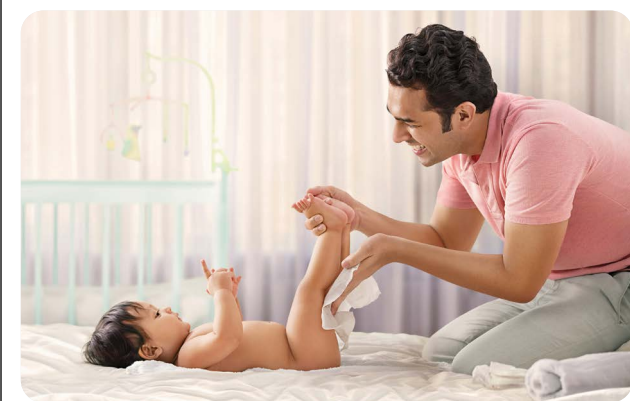


Complex Hospital Generics
Piramal Critical Care



₹2,703 Crore
30% of the total FY2026 revenue

piramalcriticalcare.com



Consumer Healthcare
Piramal Consumer Healthcare



₹1,274 Crore
14% of the total FY2026 revenue

www.piramalpharma.com/businesses/consumer-products

During the year, PPL effectively navigated external headwinds while continuing to build its global platform. This expanding footprint supported customer engagement across markets and contributed to long-term growth continuity.

FY2026 was a transition year, shaped by inventory destocking, slower early-stage order inflows during the first half and slower demand for inhalation anaesthesia in ex-US markets. Excluding the impact of inventory destocking, the business recorded growth during the year. Cost optimisation and operational excellence initiatives helped mitigate the impact on EBITDA, while continued investments in capacity, capabilities and

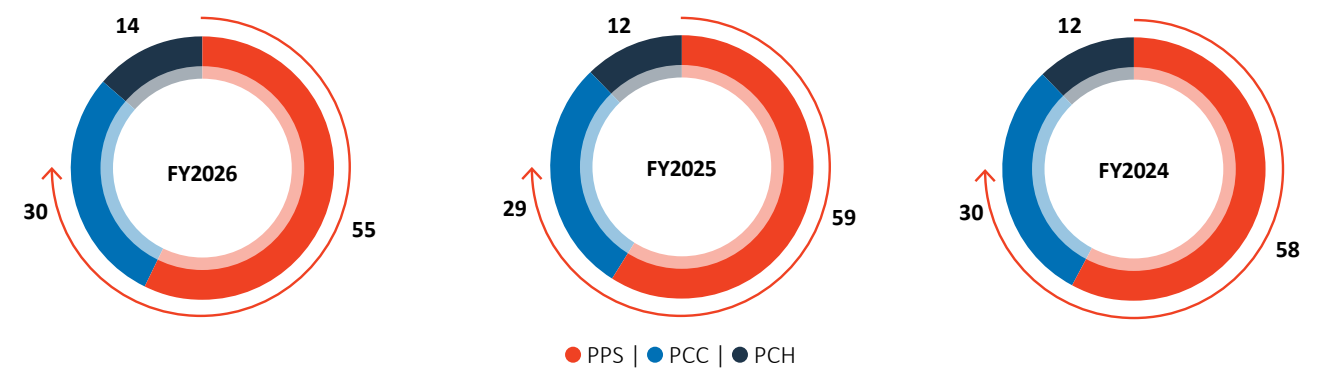
new products have positioned the business for a return to growth in FY2027. Financial performance was underpinned by equally disciplined attention to the non-financial risks that could affect it.

Sustainability and risk oversight were integral to business operations throughout the year. Climate-related risks and opportunities were actively monitored, with no material impact on operations, revenues, or expenditures reported. This experience highlighted the robustness of PPL’s business model and its ability to perform consistently amid an increasingly complex and dynamic global landscape.

Economic Value Generated ¹	FY2026 (in Crore)	FY2025 (in Crore)	FY2024 (in Crore)
Revenue from operations ²	8,869.08	9,151.18	8,171.16
Operating cost	3,238.54	3,231.65	2,954.00
EBITDA	1,134.92	1,579.64	1,371.65
Net profit/loss	(325.94)	91.13	17.82
Interest payment to providers of credit	296.35	438.40	461.78
Payment to government (taxes)	210.15	334.36	156.84
Employee wages and benefits	2,415.92	2,307.47	2,029.50
CSR expenditure	8.98	5.34	5.28

²Includes foreign exchange gains/ losses

Business-Wise Revenue Highlights (%)





Sustainability is fundamental to our long-term value creation strategy. By embedding ESG considerations into decision-making across our businesses, we strengthen operational resilience, enhance stakeholder trust, manage emerging risks, and position Piramal Pharma for sustainable growth. Our focus remains on advancing healthcare responsibly while creating enduring value for all stakeholders."

Vivek Valsaraj
Executive Director and Chief Financial Officer

¹201-1, 201-2

Business Strategy

Responsible growth calls for clear ambition, but achieving it depends on a practical path that respects both people and the environment at every stage. PPL approaches this responsibility with intent, ensuring that progress is guided by principles rather than power alone.

A well-defined sustainability framework shapes how the organisation operates across the business. Ethical conduct, environmental stewardship and social responsibility are integrated into everyday decisions, enabling PPL to manage sustainability risks thoughtfully while reducing potential impacts. This disciplined approach supports long-term value creation and reinforces accountability across operations. At its core, the sustainability framework is built on four pillars:

Business Resilience, Quality and Excellence, Responsible Operations, and Stakeholder Centricity.



 Sustainability scales when it becomes the smarter way of doing business. At Piramal Consumer Healthcare, our focus is to embed responsible choices into how we design, source, manufacture, package, and distribute—so that sustainability strengthens both consumer value and environmental impact. Sustainability creates the greatest impact when it is built into the business model itself—making products better for consumers, operations more efficient, and growth more responsible."

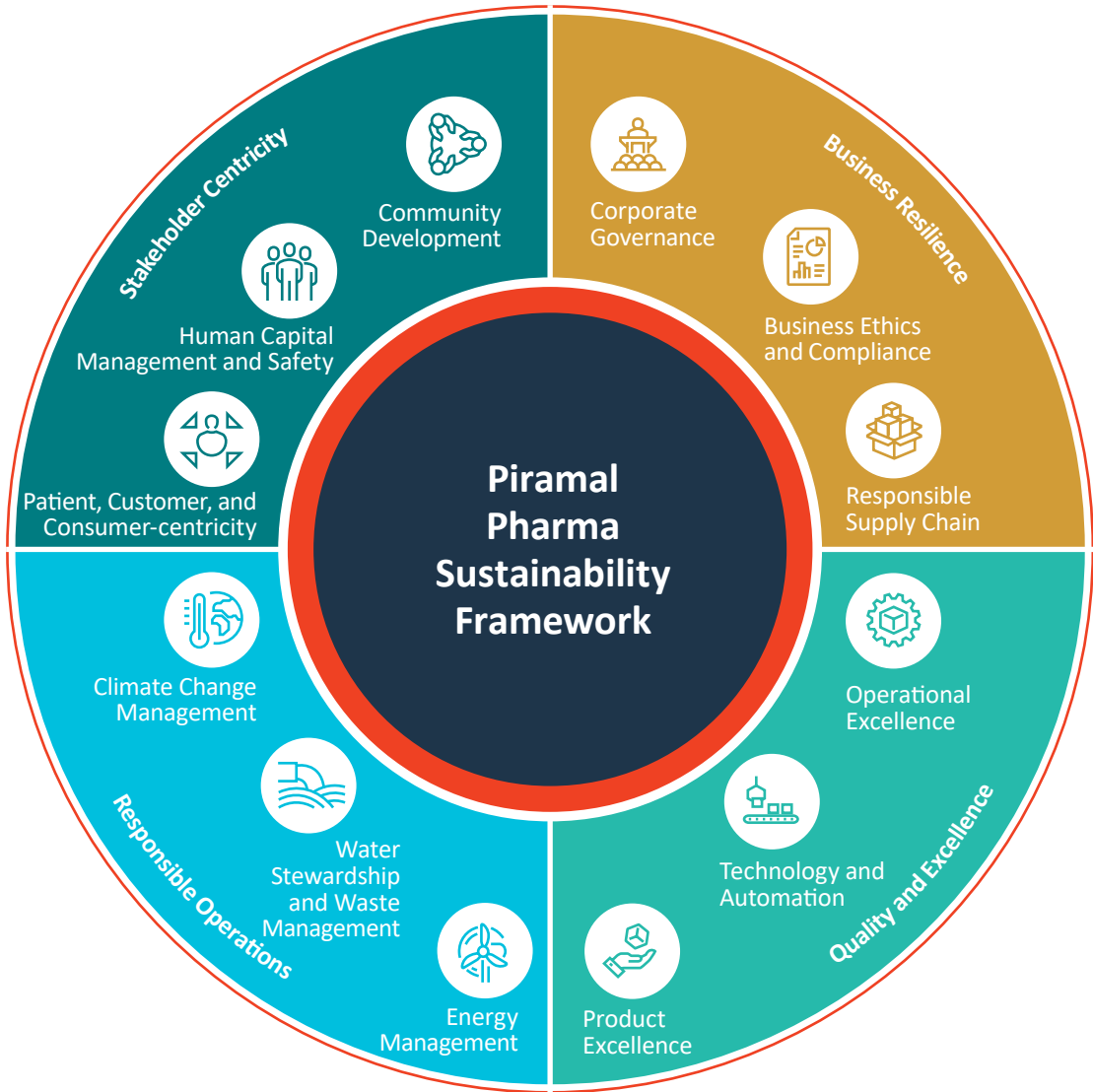
Sai Ponugoti
CEO – Piramal Consumer Healthcare

Sustainability Purpose

Operating Responsibly.
Growing Sustainably.

Sustainability Vision

To become a globally leading integrated pharmaceutical company, operating on the principles of sustainability, inclusivity, and ethics.



Our Sustainability Strategy

PPL's sustainability strategy is built on a clear and structured foundation. At its core are four strategic pillars that provide direction and stability, together supporting 12 defined sustainability focus areas across the organisation.

These focus areas address 17 material topics identified through detailed engagement and deliberation with stakeholders. To ensure clarity and accountability, each material topic is further translated into more than 50 specific, time-bound targets. This granular structure allows progress to be tracked in a measurable and systematic manner.

Oversight of the sustainability agenda rests with the Sustainability and Risk Management Committee, chaired by the Chairperson. The Committee is responsible for monitoring performance against established targets and ensuring that initiatives stay aligned with the Company's broader risk and governance framework.

Through this disciplined approach, PPL strengthens its ability to honour sustainability commitments and deliver tangible outcomes across operations, reinforcing responsibility as an integral part of long-term business performance.

Stakeholder Engagement¹

Stakeholder engagement is a central element of how PPL sustains operational effectiveness and creates long-term value. The Company prioritises active engagement and collaboration with stakeholders across the value chain, recognising their role in shaping resilient and responsible business outcomes. Through structured materiality assessments, stakeholders directly contribute to identifying sustainability priorities and informing organisational goals.

Key internal and external stakeholder groups are identified based on their potential influence on, or exposure to, business activities. This deliberate mapping ensures that sustainability efforts stay inclusive, relevant and forward looking. By anchoring decisions in stakeholder perspectives, PPL works to

reinforce transparency, build trust, and align business practices with evolving expectations.

Ongoing engagement is maintained through a range of mechanisms calibrated to the level of mutual influence. Regular interactions take place through meetings, surveys, digital platforms and forums, enabling continuous dialogue and timely responses to stakeholder concerns. These exchanges support informed decision-making, help refine sustainability priorities and build accountability across the value chain.

Through this structured and inclusive approach, PPL fosters durable relationships with stakeholders, supporting sustained collaboration and shared value creation over the long-term.



■ Annual Leadership Workshop, Confluence 2026

Investors and Shareholders Not Identified as Vulnerable and Marginalised Group Channels of Communication - Investor calls - Investor presentations - Conferences - One-on-one meetings - Annual reports - Press releases - Company website Frequency of Engagement - Monthly - Quarterly - Half Yearly - Annually Purpose and Scope of Engagement - Financial performance - Responsible investment - Ethical business conduct - Long-term business growth - Risk management - Corporate governance - Brand management	Government and Regulators Not Identified as Vulnerable and Marginalised Group Channels of Communication - Legal filings - Industry representations - Forums Frequency of Engagement - Quarterly - Annually Purpose and Scope of Engagement - Regulatory compliance - Participation in public policy - Corporate governance - Disclosures	Employees Not Identified as Vulnerable and Marginalised Group Channels of Communication - Online surveys - Townhalls - Newsletters - Policies - Training and development Frequency of Engagement - Monthly - Quarterly - Half Yearly Purpose and Scope of Engagement - Environment, health, and safety - Training and learning - Career progression - Growth opportunities - Recognition - Job security - Fair remuneration - Diverse, inclusive, and enabling work culture - Work-life balance	Patients and Customers Not Identified as Vulnerable and Marginalised Group Channels of Communication - Surveys - Web portals - Performance review - Meetings - Customer meetings - Audits Frequency of Engagement - Monthly - Half Yearly - Annually Purpose and Scope of Engagement - Accessibility and affordability of healthcare - Product quality and safety - Data privacy and security - Value added services - Patient and customer experience - Supply chain management	Industry, Organisations, and NGOs Not Identified as Vulnerable and Marginalised Group Channels of Communication - Industry forums Frequency of Engagement - Need-based Purpose and Scope of Engagement - Partnership for CSR project implementation	Community Identified as Vulnerable and Marginalised Group Channels of Communication - CSR projects - Employee social impact - Awareness programmes Frequency of Engagement - Continuous - Need-based - Annually Purpose and Scope of Engagement - Contributions for community welfare - Adherence to community expectations and needs
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Double Materiality Assessment¹

During FY2026, our materiality assessment was refreshed using a Double Materiality approach based on the principles of EFRAG and the Global Reporting Initiative (GRI) Standards. As part of this process, we covered a wide spectrum of impact areas, including the environment, people, human rights, supply chain, governance, community and the economy.

To ensure breadth and depth of insight, a wide range of stakeholder groups were actively engaged. This inclusive engagement approach ensured that material topics reflected both internal priorities and external expectations. In line with our materiality assessment cycle, this assessment is undertaken once every three years to ensure continued alignment with the evolving business context, stakeholder expectations and sustainability priorities.

Our Approach

The exercise began with clearly defining the boundaries. PPL developed a holistic understanding of its organisational context, encompassing business activities, relationships, stakeholder interactions, and the broader sustainability landscape.

Step 1 Assessment Scoping

We established a comprehensive understanding of the value chain and principal business activities, assessed the Company's ESG performance, priorities and emerging sustainability trends.

- Collaborated with business representatives to evaluate sustainability-related impacts, risks and opportunities (IROs).
- Refined the identified impacts and risks by aligning them with our enterprise and site-level risk registers, eliminating overlaps and consolidating the assessment across environmental, social and governance themes for subsequent departmental discussions.

Step 2 Conducting the Assessment

The next phase focused on identifying and prioritising key stakeholder groups and designing a comprehensive stakeholder engagement process.

- We mapped and validated impacts with business functions and leadership to finalise the assessment scope, considering impacts on people, the environment and financial performance.
- The assessment covered all entities under the Company's control or influence, including Piramal Pharma Solutions, Piramal Consumer Health, and Piramal Critical Care.

Severity Assessment

Stakeholders evaluated identified impacts based on scale, scope and likelihood, assigning High, Medium or Low ratings based on the magnitude, extent and probability of occurrence to refine the impact universe for financial assessment.

Financial Assessment

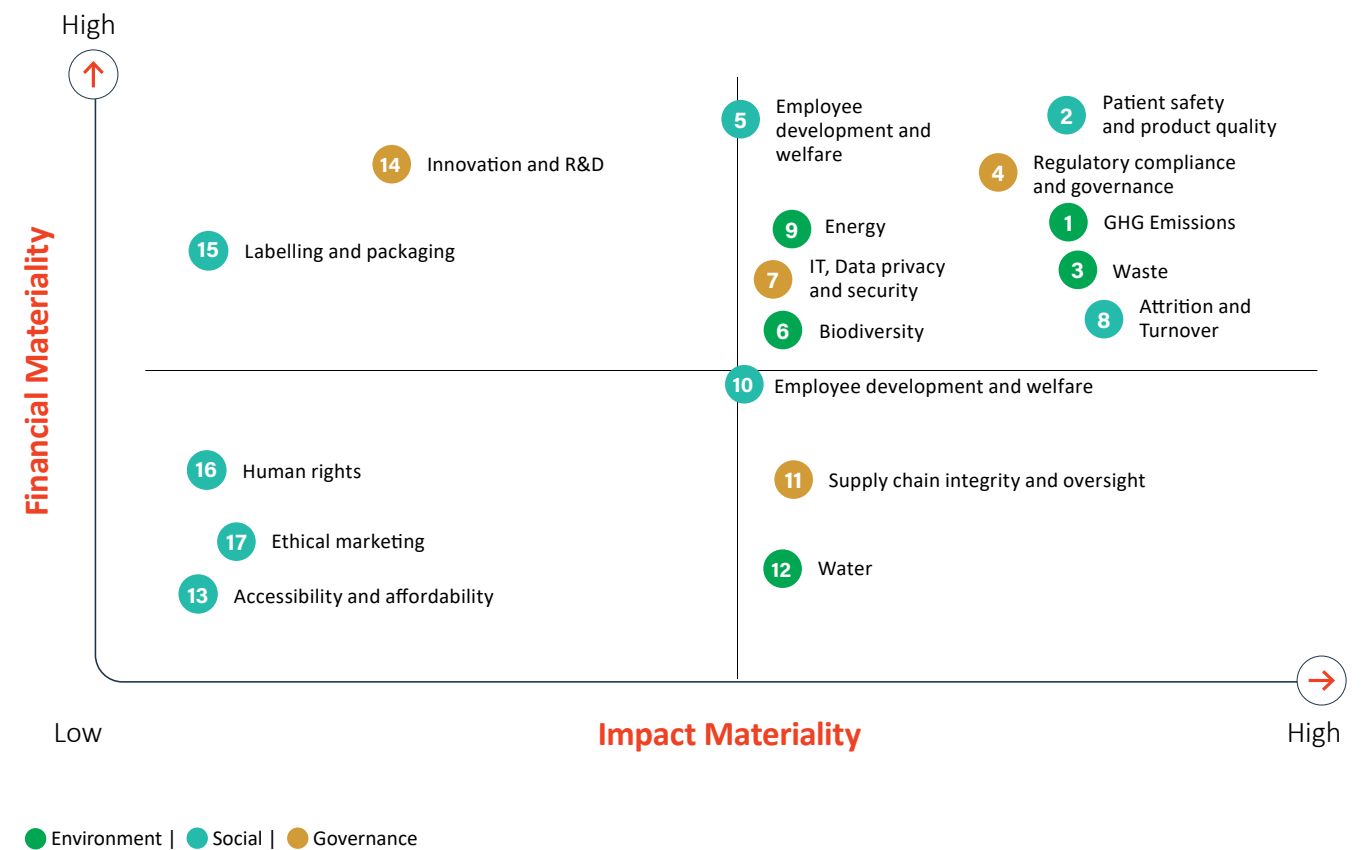
Shortlisted impacts were assessed for their potential influence on financial performance and long-term value creation and prioritised using predefined financial materiality thresholds. These thresholds enabled a consistent and objective evaluation of financially material sustainability topics.

Step 3 Material Topic Determination

Our assessment identified 17 material topics that shape our sustainability strategy, risk management approach, and ESG disclosures. The topics remain largely consistent with the previous assessment, with select refinements to enhance relevance and clarity. The assessment was approved by the Board, independently assured, and embedded within the Company's Enterprise Risk Management (ERM) framework.

Our Materiality Matrix

The outcomes of the materiality assessment played a critical role in aligning the Company's business strategy, long-term objectives and planning horizons. The topics were then prioritised according to their relative importance and have been presented in the form of a materiality matrix.



A Strategic Link Between Materiality and Sustainability

Our Double Materiality Assessment establishes a direct linkage between our material topics and our Sustainability Framework by aligning the Company's most significant impacts, risks and opportunities with its strategic priorities. The foundation of our Sustainability Framework is formed by four strategic pillars, forming a strong base for 12 key sustainability focus areas.



Business Resilience

Material topics such as ethical marketing, data privacy and security, supply chain integrity and risk management support the Business Resilience pillar by enhancing governance, regulatory compliance, cybersecurity and supply chain continuity.



Responsible Operations

Climate-related topics including greenhouse gas emissions, energy, water, waste and biodiversity underpin the Responsible Operations pillar, guiding actions to strengthen resource stewardship, environmental performance and operational resilience.



Quality and Excellence

This pillar is driven by innovation and R&D together with sustainable labelling and packaging, reflecting Piramal Pharma's commitment to product quality, responsible innovation and lifecycle stewardship.



Stakeholder Centricity

Material topics related to patient safety and quality, access and affordability, occupational health and safety, employee development, human rights and talent retention shape the Stakeholder Centricity pillar, reinforcing the Company's focus on patient outcomes, workforce well-being, ethical business practices and lasting stakeholder relationships.

This alignment ensures that the Company's sustainability priorities are embedded within the business strategy, enabling informed decision-making and resilience

¹3-1,3-2



Business Resilience

We remain dedicated to enhancing business resilience by upholding strong governance, ethical conduct, and responsible supply chain management. Our priorities include expanding independent directorship, promoting women in leadership roles, investing in workforce development, and driving sustainability initiatives in alignment with multiple UN Sustainable Development Goals (SDGs). This section sets out how these priorities translated into action during the year.

- 50% Independent Directors on Board
- 30% Women Representation on Board
- 11.5% Women in Senior Leadership Roles
- 100% Workforce Trained on Code of Conduct
- Zero Corruption Incidents Reported

Focus Areas

-  **Corporate Governance**
 - 100% of Board members participated in sessions focused on Sustainability, Compliance, and Risk Management.
 - 100% of security personnel have received formal training in the organisation's human rights policies.
-  **Business Ethics and Compliance**
 - Zero Trust architecture implemented for all Global Production Systems.
 - Zero identified leaks, thefts, or losses of customer data.
-  **Responsible Supply Chain**
 - Virtual ESG training has been conducted for suppliers, covering 38% of the critical supplier base.
 - 100% of the suppliers are governed by the Supplier Code of Conduct (SCoC).

UN SDGs Impacted



Corporate Governance

Governance that Strengthens Trust, Resilience and Long-term Value

At PPL, governance is the foundation of responsible growth. As a global pharmaceutical company operating across regulated markets, our governance approach is designed to uphold ethical conduct, strengthen oversight, manage enterprise risks and protect stakeholder trust.

Our governance framework is anchored in transparency, accountability, independence and responsible decision-making. It enables the Board and Management to guide the Company’s strategy while ensuring disciplined execution, regulatory compliance, ethical business conduct and alignment with our sustainability priorities.

In FY2026, we strengthened governance across the organisation through strong Board oversight, clearly defined committee responsibilities, transparent policies, responsible remuneration practices, risk-based decision-making and continuous engagement with stakeholders.



Governance at a Glance: FY2025-2026¹



Board Leadership and Strategic Oversight²

Guiding Long-term Value Creation

PPL’s Board of Directors provides strong strategic leadership, anchored in integrity, accountability and long-term value creation. The Board brings together accomplished leaders with deep expertise across general management, pharmaceuticals, public health, science and innovation, marketing and commercial, finance, economics, taxation, legal, technology, risk management, governance, human resources, sustainability & ESG, entrepreneurship, business leadership, manufacturing, quality, operations, supply chain and business development. This breadth of perspectives strengthens the Board’s ability to navigate complexity, anticipate emerging risks and guide the Company toward sustainable growth. The Board operates

within a well-defined one-tier governance framework, ensuring clarity of roles, effective decision-making and strong oversight. Its functioning is fully aligned with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (‘SEBI Listing Regulations’), the Companies Act, 2013 and other applicable statutory requirements. The Board is chaired by Ms Nandini Piramal, who serves as the Executive Director and Chairperson, providing strategic direction and leadership oversight to the Company’s governance framework. The Company has received independence declarations from all Independent Directors and maintains high standards of transparency and regulatory compliance.



¹405-1 | ²2-9, 2-11

Board of Directors



- 1

Ms. Nandini Piramal
Executive Director, Chairperson
SRMC SRC NRC CSRC
- 2

Mr. Peter DeYoung
Executive Director, CEO, Global Pharma
- 3

Mr. Vivek Valsaraj
Executive Director, Chief Financial Officer (CFO)
SRC CSRC
- 4

Mr. Amit Jain
Non-Executive Director
SRMC
- 5

Mr. Peter Stevenson
Non-Executive, Independent Director
SRMC
- 6

Mr. Jairaj Purandare
Non-Executive, Independent Director
AC CSRC NRC SRMC
- (a) Mr. Amit Soni was appointed as a Non-Executive, Independent Director with effect from February 9, 2026.

(b) Mr. Amit Jain was appointed as a Non-Executive Director (as a representative nominated by CA Alchemy Investments, shareholder of the Company) with effect from May 14, 2025.
- 7

Ms. Vibha Paul Rishi
Non-Executive, Independent Director
SRC NRC SRMC

8

Mr. Sridhar Gorthi
Non-Executive, Independent Director
NRC AC SRMC

9

Mr. Amit Soni
Non-Executive, Independent Director
AC

10

Ms. Nathalie Leitch
Non-Executive Director
- Committees

AC

Audit Committee

NRC

Nomination and Remuneration Committee

SRC

Stakeholders Relationship Committee

CSRC

Corporate Social Responsibility Committee

SRMC

Sustainability and Risk Management Committee

Chairman | Chairperson

Member
- Piramal Pharma Limited
24
- Sustainability Report 2025-26
25

Board Committees¹

To ensure effective governance, sound oversight and focused decision-making, PPL has constituted multiple board-level committees, each mandated to oversee specific functional areas. These committees operate within clearly defined terms of reference and are aligned with the applicable regulatory framework.

Each committee is empowered to make informed decisions or provide recommendations within its delegated authority, consistent with board-approved policies. The deliberations and outcomes of committee meetings are regularly reported to the Board, enabling comprehensive review, informed discussion and timely approval. This structured committee framework supports transparency, accountability and sound governance across the organisation.

Board of Directors			
Audit Committee		Corporate Social Responsibility (CSR) Committee	
Provides oversight of financial reporting integrity and control environment.		Guides the Company's social responsibility agenda aligned with long-term priorities. Oversees impact, governance, and statutory compliance of CSR initiatives.	
Ensures transparency, compliance, and effective risk oversight.		CSR policy & strategy	
Financial reporting & disclosures		Programme monitoring & impact	
Internal controls & risk framework		Fund utilisation & compliance	
Regulatory compliance			
Auditor oversight & independence			
Nomination and Remuneration Committee		Stakeholders Relationship Committee	
Ensures effective Board composition and leadership continuity. Oversees fair, transparent remuneration aligned with strategic objectives.		Protects the interests of shareholders and security holders. Ensures timely, effective resolution of investor-related matters.	
Board composition & independence		Investor grievance redressal	
Director appointments & evaluations		Shareholder communication	
Remuneration framework		Registrar & transfer oversight	
Governance & regulatory alignment		Securities-related issues	

Board Composition and Experience¹

The Board is structured to bring together a strong balance of independence, experience and sector-relevant expertise. As on March 31, 2026, PPL's Board comprised 10 Directors, in full conformity with Regulation 17(1) of the SEBI Listing Regulations, Section 149 of the Companies Act, 2013 and other applicable regulatory requirements Independent Directors constituted 50% of the Board, reinforcing objective oversight, balanced governance and effective decision-making. The Company has a one-tier governance system.

The Board includes five Independent Directors, namely Mr. Jairaj Purandare, Mr. Sridhar Gorthi, Mr. Peter Stevenson, Ms. Vibha Paul Rishi and Mr. Amit Soni. The five Non-Independent Directors comprise Executive Directors Ms. Nandini Piramal, Chairperson, Mr. Peter DeYoung and Mr. Vivek Valsaraj, along with Non-Executive, Non-Independent Directors Ms. Nathalie Leitch and Mr. Amit Jain.

This breadth of expertise strengthens strategic oversight and supports the Company's ambition to be a globally leading

integrated pharmaceutical company operating on the principles of sustainability, inclusivity and ethics.

The Company also follows disciplined norms on external commitments. Seven Non-Executive and Independent Directors hold three or fewer external board mandates of listed companies, supporting focused engagement, informed participation and effective contribution to Board deliberations.

More details of our Board of Directors are available in the Company's Annual Report 2025-26 on pages 16-17.

Number of Members (as on March 31, 2026)		
05	03	02
Independent Directors	Executive Directors	Other Non-Executive Directors

Board Tenure

The Company follows a defined Board tenure framework that balances continuity, independence and periodic renewal. The average tenure of Board members is 3.52 years. Executive Directors are appointed for a term of three years and are eligible for reappointment, enabling focused leadership with periodic review. Non-Executive Independent Directors are appointed for a term of five years and may be re-appointed, subject to a maximum of two consecutive terms, in line with applicable regulatory requirements. Non-Executive Directors do not have a fixed tenure and are governed by retirement and re-appointment provisions under the Companies Act, 2013.

This structured approach supports Board stability while enabling timely refreshment of skills, experience and perspectives. It also reinforces governance discipline, strengthens succession planning and ensures continued alignment with evolving regulatory expectations, business priorities and stakeholder interests.

Executive Directors: 3 Years
Independent Directors: 5 Years

Board Engagement and Effectiveness

During FY2026, the Board met six (06) times, with meetings scheduled in advance to support disciplined deliberation. Detailed agenda papers were shared at least seven days prior to each meeting, except in case of urgent business to be transacted at shorter notice enabling informed discussions and effective decision-making.

The average Board meeting attendance stood at 95%, reflecting strong commitment and active participation by Directors.

Board Nomination, Evaluation and Remuneration¹

The Company has instituted a comprehensive framework governing Board composition, evaluation and remuneration, aligned with regulatory requirements and governance practices. The Board-approved Nomination Policy sets out clear criteria for the selection and appointment of Directors and Senior Management, including qualifications, experience,

independence and other attributes in line with Section 178(3) of the Companies Act, 2013.

Aligned with the terms of applicable provisions of the Companies Act, 2013, and SEBI Listing Regulations, the Board carried out an annual performance evaluation of its own performance, that of directors and also Committees of the Board. Board Evaluation was conducted through a structured questionnaire designed based on the criteria for evaluation and the process set by the NRC. Board performance is evaluated taking into consideration various performance related aspects. The performance of the Executive Directors is evaluated by the NRC on the basis of achievement of their key responsibility areas and other factors in line with the Remuneration Policy of the Company. A report summarising the evaluations, is placed before the Board by the Chairman of the NRC, which contains the collective impression of the Directors on the functioning of the Board, its Committees and Individual Directors.

During the year, all Directors participated in dedicated sessions focused on sustainability, compliance, risk management, macroeconomic developments, and business performance.

Independent Directors were further supported through dedicated Familiarisation Programmes to enhance their understanding of the Company's strategy, industry dynamics and evolving regulatory landscape.

Remuneration and Compensation²

The remuneration framework is designed to be fair, transparent and aligned with performance. Executive remuneration comprises fixed components and variable pay linked to strategic initiatives, individual roles, responsibilities and overall Company performance. Non-Executive Directors are compensated through sitting fees for participation in Board and Committee meetings, along with commission linked to net profits, subject to shareholder approval and statutory limits.

The Company also ensures pay equity and transparency through periodic disclosures. In FY2026, the ratio of remuneration of the highest-paid individual to the median employee stood at 126:1. Compensation for top earners increased by 74%, while the median employee remuneration increased by 0.33% during the year. This balanced approach reinforces accountability, incentivises performance and supports the Company's long-term value creation objectives.

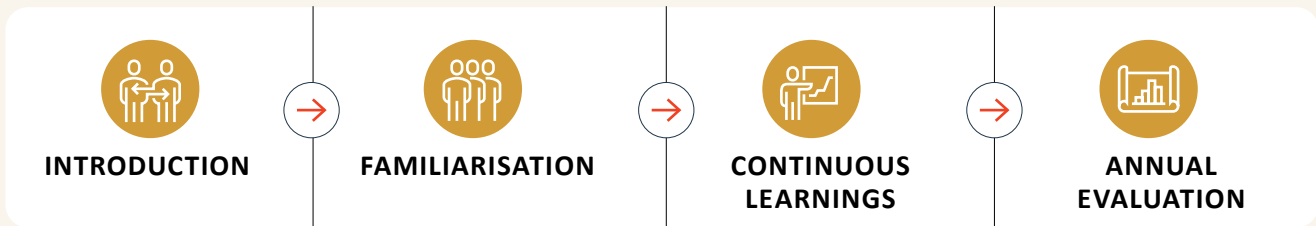



Strong governance is the foundation on which we build trust and long-term value. Our focus remains on maintaining rigorous oversight, strengthening accountability, and ensuring that every decision reflects transparency, resilience, and alignment with stakeholder interests."

Sandeep Rathod
Senior Vice President – Legal and Compliance

¹2-9

¹2-10, 2-17, 2-18, 2-20 | ²2-19



Employee to CEO pay Ratio	
CEO Compensation ¹	Total CEO Compensation
Total annual compensation of the Chief Executive Officer	8.5 Crore
Annual median compensation of all employees, except the Chief Executive Officer	0.067
The ratio of the CEO's total annual compensation to the median annual compensation of employees	126:1

Sustainability Governance and Oversight²

The Company has established a Board-level Sustainability and Risk Management Committee, chaired by the Chairperson, to steer its sustainability agenda and provide oversight of ESG performance. The Committee offers strategic guidance to ensure alignment with the UN Sustainable Development Goals (SDGs), global sustainability frameworks and evolving stakeholder expectations.

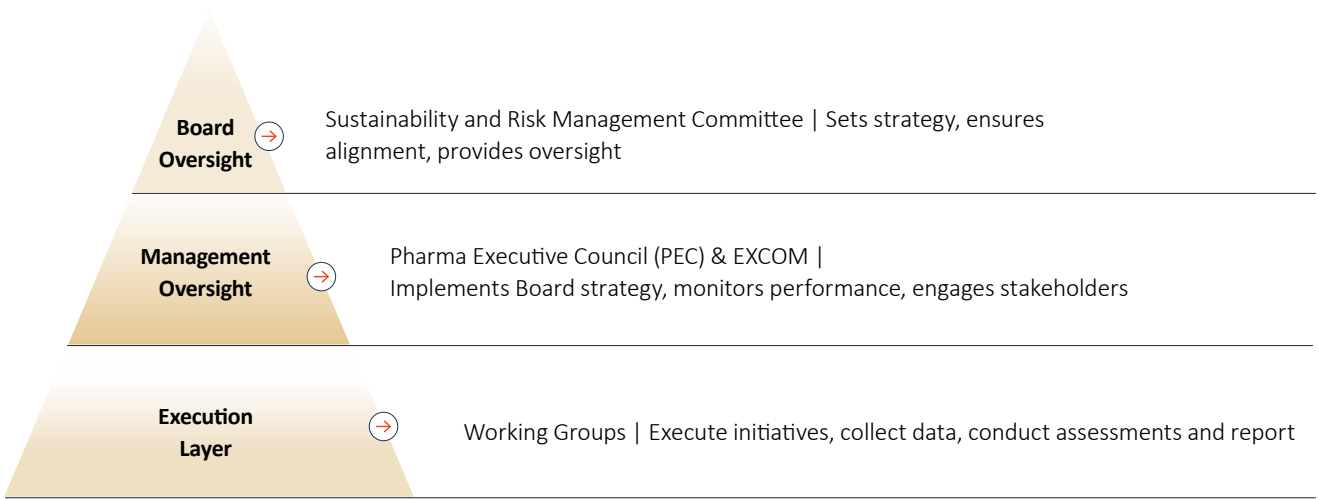
It plays a pivotal role in integrating ESG considerations into the Enterprise Risk Management (ERM) framework by

identifying and monitoring sustainability-related risks and opportunities and tracking progress against defined targets. The Committee also reviews performance across external ESG ratings and indices, supporting continuous improvement and benchmarking against global best practices.

Through biannual reviews, the Committee approves sustainability strategies for material topics, oversees ESG disclosures and facilitates structured stakeholder engagement on key issues. The Company's ESG Policy underpins this governance framework, reinforcing accountability, resilience and a proactive response to emerging sustainability trends.

Board Governance	Management-level Governance
➤ Oversight of the sustainability framework is by the Sustainability and Risk Management Committee (a Board Committee), chaired by the Chairperson of the Board. ➤ Provides strategic direction and oversight on sustainability matters. ➤ Ensures and oversees due diligence processes to mitigate the organisation's impacts on the economy, environment and people. ➤ Ensures alignment of sustainability initiatives with the Company's strategy and goals.	➤ The Pharma Executive Council (PEC) and the respective Business Executive Committee (EXCOM) meet the Board periodically to appraise sustainability performance. ➤ Implements board-approved sustainability strategies and policies; monitors sustainability performance. ➤ Engages with stakeholders to address sustainability concerns and opportunities.

Working Group
➤ Guides policy development. ➤ Executes specific sustainability initiatives and conducts detailed assessments and data collection on sustainability metrics. ➤ Provides regular updates and recommendations to the management.



Embedding Governance through a Strong Policy Framework¹

At PPL, policies extend beyond regulatory compliance to serve as strategic enablers that guide responsible decision-making, reinforce accountability and embed sustainability across the organisation. Grounded in ethical governance and a commitment to long-term value creation, the Company's policy framework provides a clear and consistent foundation for informed actions across all levels of the business.

All statutory policies pertaining to Companies Act, 2013 and SEBI Listing Regulations are reviewed and approved by the Board or its delegated committees, ensuring sound oversight, collective stewardship and alignment with regulatory requirements. These policies apply across the organisation and are periodically reviewed to reflect evolving global standards, emerging risks and stakeholder expectations. Together, they enable management to take informed, ethical and forward looking decisions that support sustainable value creation.

A cohesive policy ecosystem underpinning ESG excellence includes the following:

Anti-Corruption and Anti-Bribery Policy

Corporate Social Responsibility (CSR) Policy

Environmental, Health and Safety (EHS) Policy

Global Human Rights Statement

Vigil Mechanism and Whistle Blower Policy

Nomination Policy

Code of Conduct and Ethics

Environmental, Social and Governance (ESG) Policy

Board Diversity Policy

Risk Management Policy

Sustainable Procurement Policy

Tax Strategy

Collectively, these policies reinforce a culture of integrity, inclusion and accountability, while enabling the Company to proactively manage risks, uphold human rights and drive sustainable growth. All policies are publicly accessible under the 'Policies, Code & Compliances' section on the Company's website at <https://www.piramalpharma.com/>

¹2-21 | ²2-12, 2-13, 2-14

¹2-23, 2-24

Business Ethics and Compliance¹

At PPL, compliance is embedded in the way we conduct business and engage with stakeholders. It is a shared responsibility that guides our actions, decisions and interactions across the Company.

We have instituted a strong compliance framework to support adherence to applicable laws, regulations, regulatory requirements, internal policies and established standards across our operations, facilities, partnerships and value chain. Strengthened by clear governance, defined accountability and continuous oversight, this framework provides a strong foundation for responsible decision-making and consistent ethical conduct. A key element of this framework is our Code of Conduct, which sets out the standards expected from our Directors, senior management and employees. It guides professional conduct, supports full regulatory compliance, helps prevent conflicts of interest, protects confidential information and ensures that decisions are taken in a fair, transparent and responsible manner.



¹2-15, 2-27, 206-1

Code of Conduct and Ethical Guidelines

PPL's Code of Conduct and Ethical Guidelines define the principles that shape our everyday conduct. They cover critical areas including conflict of interest, anti-bribery and anti-corruption, asset protection, animal welfare, product quality, responsible sourcing of minerals and fair competition.

Employees are encouraged to report unethical behaviour, misconduct or compliance concerns through the anonymous 'SpeakUp' hotline. This provides a secure channel to raise concerns without fear of retaliation and supports a culture of openness, accountability and trust.

Our governance approach is supported by a strong Zero Tolerance Policy towards corruption, bribery and related practices. Anti-corruption measures are embedded within PPL's governance and internal control systems. During the year, risk assessments were conducted across 100% of our operations. No significant corruption-related risks were identified.

Led by the Board and carried forward by our employees, partners and stakeholders, we stay committed to strengthening a culture anchored in integrity, transparency and responsible conduct.

Zero Tolerance. Zero Compromise.

PPL maintains a strict zero tolerance approach towards corruption, bribery, insider trading and money laundering.

100%
Operations assessed for
corruption-related risks¹

Key Highlights of our Policy

- **Zero Tolerance for Corruption and Bribery:** Strict prohibition of any form of bribery, kickbacks, or corrupt practices.
- **No Discrimination:** Commitment to an inclusive workplace, free from bias based on gender, caste, religion, or other personal attributes.
- **Information Confidentiality:** Protection of sensitive and proprietary company information is mandatory.
- **Conflict of Interest Disclosure:** Employees must avoid personal or financial interests that may conflict with company interests.²
- **Fair Dealing:** Engagement in anti-trust or anti-competitive behaviour is not permitted under any circumstances.
- **Prohibition of Insider Trading and Money Laundering:** Strict adherence to laws against unlawful financial practices.
- **Focus on Environment, Health and Safety:** Adherence to all relevant standards to ensure sustainable and safe operations.
- **Whistleblower Protection:** Safe and anonymous channels provided to report violations without fear of retaliation.
- **Political and Regulatory Integrity:** PPL maintains transparency and neutrality in its engagements with political and governmental bodies. All interactions are disclosed in line with legal requirements.

These commitments were upheld in practice throughout the year, as reflected in our compliance record. During the reporting period, no legal actions were pending or completed against the company related to anti-competitive behaviour, anti-trust, or monopoly practices. The Company remains committed to fair competition and adheres to all applicable competition laws and regulations.

In FY2026, 1 instance of non-compliance led to penalty. Otherwise, there were no major disciplinary actions involving Directors, key managerial personnel, or employees.

¹205-1 | ² 2-15

Whistleblower Protection and Reporting¹

PPL’s Whistleblower Policy enables employees and stakeholders to raise concerns through a confidential and secure ‘SpeakUp’ portal for reporting fraud, misconduct or ethical violations. The Company has established a clearly defined whistleblowing mechanism, supported by dedicated personnel and departments, to ensure that every concern is handled responsibly and with appropriate oversight.

The Policy enables the reporting of all known or suspected misconduct, malpractices and all unethical, illegal or improper activities that have taken place or are suspected to have taken place. Its coverage includes abuse of authority; negligence causing substantial and specific danger to public health and safety; financial irregularities, including fraud or suspected fraud; criminal offences; pilferation of confidential/proprietary information; misappropriation of company funds/property; breach of Code of Conduct & Ethics Policy; harassment of any kind; any instances of leak of UPSI; violation of laws and regulations of any jurisdiction in which the Company or

its subsidiaries operate; and any other unethical, immoral or illegal events. By clearly defining this scope, the Policy strengthens transparency, accountability and ethical conduct across PPL and its subsidiaries.

To maintain impartiality, the reporting channels are managed by an independent third party. Whistleblowers can report concerns anonymously, with strict confidentiality maintained at every stage of the process. Retaliation against whistleblowers is not tolerated under any circumstances.

Employees receive regular training to understand the use of the reporting channel and the process for raising concerns. All reported breaches are reviewed through a transparent and structured investigation process. The outcomes are placed before senior management and the Chairperson of the Audit Committee, reinforcing transparency, accountability and trust in the system. This same standard of accountability extends to how we prevent bribery and corruption across the Company.



Grievance Redressal

PPL has a strong internal grievance redressal mechanism to ensure that employee concerns are addressed fairly, confidentially and in a timely manner. All grievances are reviewed in line with the Code of Conduct, with appropriate disciplinary or corrective actions recommended to the management, wherever required.

In compliance with the POSH Act, Internal Complaints Committees (ICCs) have been established across all sites to support the timely and fair resolution of sexual harassment

cases. During FY2026, the Company received 03 complaints, all of which were resolved with due care and in accordance with the stipulated procedures.

Concerns relating to any leak of Unpublished Price Sensitive Information (UPSI) are directed to the Compliance Officer in line with the Company’s fair disclosure practices. This reinforces transparency, accountability and responsible information management across the organisation.



¹2-16, 2-25, 2-26

Anti-bribery and Anti-corruption Measures¹

PPL is firmly committed to conducting business with integrity and transparency. The Company has established strong anti-bribery and anti-corruption measures, reinforced by a Zero Tolerance Policy towards bribery, corruption and related practices.

These measures support the prevention, detection and mitigation of potential corruption risks while ensuring compliance with applicable anti-corruption laws. Our internal control systems enable ongoing monitoring of ethical practices across operations and business relationships, helping strengthen accountability and responsible conduct across the organisation.

Key Highlights of our Policy

- The policy is endorsed at the highest level by the Board of Directors or Executive Management.
- We endorse zero tolerance for bribery and corruption across all business operations and have defined procedures for reporting and investigating policy breaches. Additionally, disciplinary actions are enforced for any violations.

- There is clear guidance on the acceptance of gifts, charitable donations, contributions or sponsorships and political contributions.
- We conduct mandatory training for employees to recognise and prevent corrupt practices

PPL conducts mandatory training for all employees and management on business ethics, covering topics like anti-corruption, conflict of interest, competitive practices and the Code of Conduct. In FY2026, 100% of employees completed training, strengthening the organisation’s commitment to ethics and accountability.

Reporting Areas	Number of Breaches in FY2026 ²
Corruption or Bribery	0
Discrimination or Harassment	3
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering	0



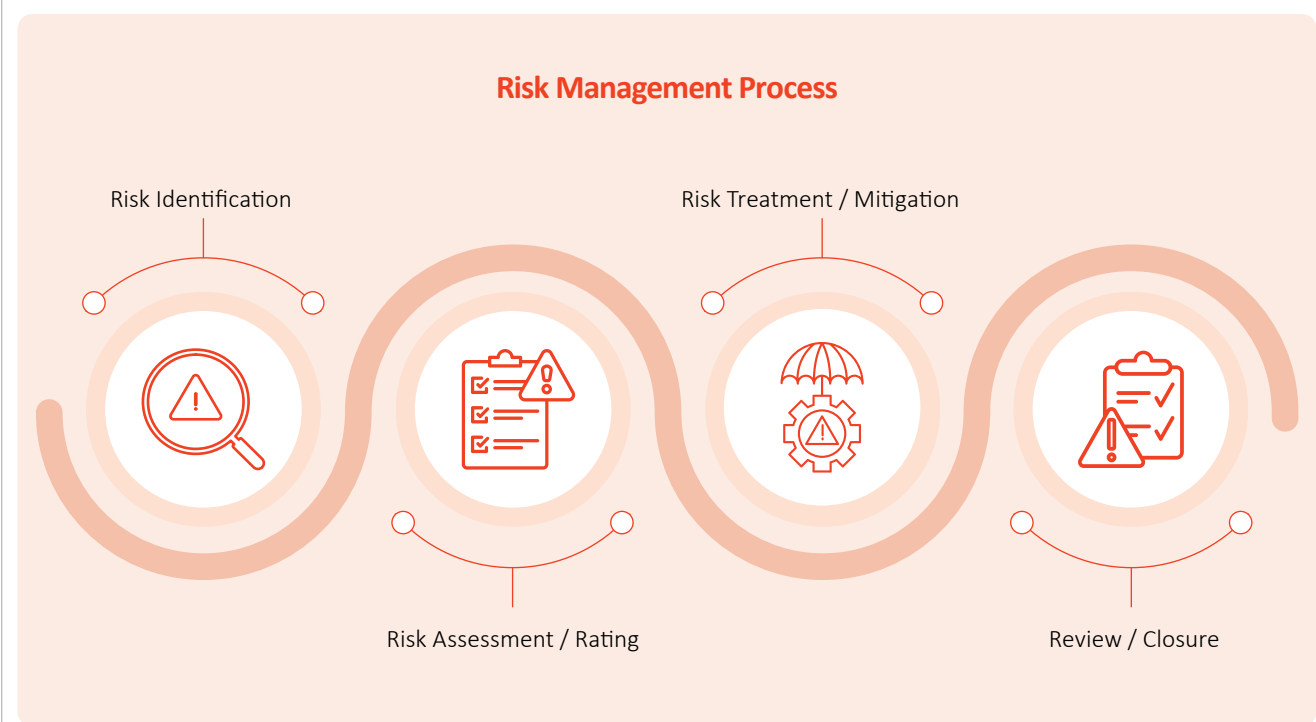
Debashish Chakravorty
Executive Vice President, India and UK Formulations

Ethics at our organisation is not a stated principle, it is a practiced discipline. We continue to reinforce a culture where integrity guides everyday actions, supported by robust systems that ensure compliance, transparency, and responsible conduct across all operations."

¹205-2, 205-3 | ²205-3

Enterprise Risk Management

PPL follows a well-defined Enterprise Risk Management (ERM) framework to identify, assess and mitigate risks that may affect operational performance, reputation or long-term sustainability. Risks are assessed across locations and functions through a structured process, then analysed based on their likelihood and potential impact. They are subsequently prioritised to ensure timely action. Targeted mitigation strategies are implemented to minimise exposure, enhance organisational resilience and support uninterrupted operations. Integrating ERM into core decision-making strengthens accountability across the business and enables us to respond effectively to emerging uncertainties while safeguarding stakeholder value.



Risk Identification

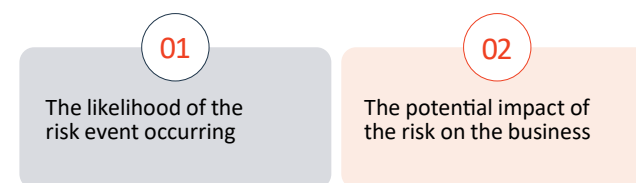
We continuously review both internal operations and the external business environment to recognise potential events or conditions that may affect the achievement of our objectives. This includes engagement with multiple stakeholders through workshops and leadership interactions, analysis of loss events, periodic review of strategic documents and business reports, ongoing tracking of industry trends and assessment of regulatory and market developments.

Risk registers are maintained at the site level, material subsidiary level and enterprise level. These are refreshed annually and updated as required. Key observations and outcomes are presented to the Risk Management Committee on a half-yearly basis. This structured approach ensures risks are identified early and comprehensively, forming a strong foundation for effective assessment and mitigation.

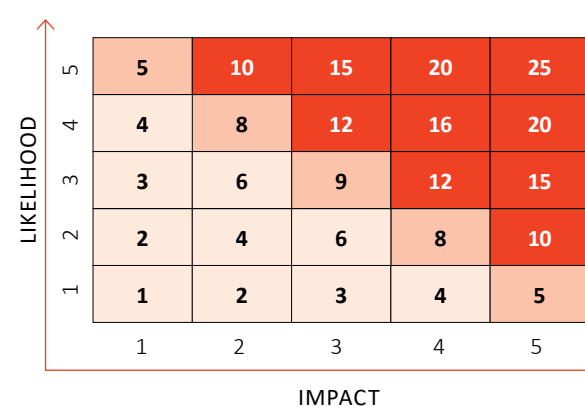
Risk Assessment / Rating

Based on the combined assessment of likelihood and impact, risks are systematically prioritised and classified as High, Medium or Low. Key risks are then ranked for treatment, and appropriate mitigation strategies are developed to address them. This systematic approach ensures resources are directed towards the most material exposures, strengthening organisational resilience and supporting business continuity.

Identified risks are assessed using two key criteria:



Risk Treatment Approach



- Most critical. Need active monitoring.
- High impact/ likelihood. Need periodic monitoring.
- Low likelihood & Impact. Need annual review.

Risk Treatment / Mitigation

Multiple treatment options are considered based on the nature of each risk. Our approach is designed to balance risk exposure with business opportunity. Depending on the severity and potential impact, the response may include:

Category	Risk Response
Risk Avoidance	Exiting or modifying activities that create unacceptable exposure
Risk Acceptance	Accepting the risk where it falls within the defined risk appetite
Risk Reduction	Implementing controls and mitigation measures to reduce likelihood or impact
Risk Transfer	Using insurance, outsourcing or hedging mechanisms

Mitigation actions for critical risks are monitored periodically to assess effectiveness and enable timely course correction.

Risk Review / Closure

Risk profiles and registers are reviewed periodically to validate ratings and evaluate the progress of mitigation plans. Risks that have been adequately addressed or are no longer relevant due to shifts in the external environment are deprioritised following approval from the respective business heads and the Chief Risk Officer (CRO).

This ongoing process of review and closure reinforces discipline and ensures the risk register stays current and relevant.

Risk Governance Structure

Three-tier Risk Governance Structure

Our risk governance framework follows a three-tier structure, ensuring effective oversight, clear accountability and independent evaluation:

1 Board of Directors

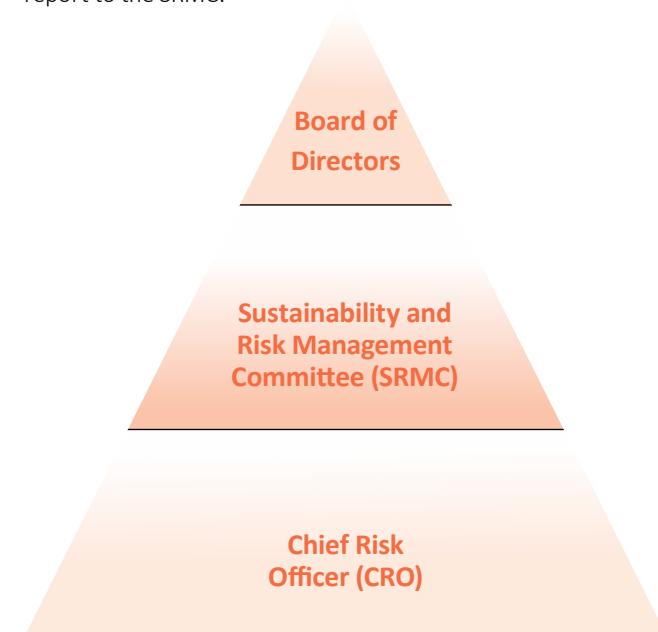
The Board of Directors is responsible for reviewing and approving the risk management process and policy as well as for providing guidance to executive management.

2 Sustainability and Risk Management Committee (SRMC)

The SRMC, a board-level committee, provides focused oversight of enterprise-level risks. It reviews risk reports, monitors mitigation progress and evaluates emerging risk themes. The Committee meets on a half-yearly basis to assess the effectiveness of the ERM framework.

3 Chief Risk Officer (CRO)

The CRO acts as the central coordinating authority for risk management across the Organisation. The CRO consolidates risk information from business units, reviews controls as well as mitigation plans and presents the consolidated risk report to the SRMC.



Major Risks and Mitigating Actions

The major risks perceived by the Company, along with the measures taken to mitigate them, are as follows:

Probable Risks	Risk Description	Mitigation Measures
Macroeconomic Environment E	Macroeconomic uncertainties, including trade tariffs, geopolitical developments, supply chain disruptions, inflationary pressures and their impact on interest rate cycles, as well as volatility in cross-currency exchange rates, pose potential risks to our operations, business model, financial performance and customer preferences.	We operate a global network of development and manufacturing facilities designed to meet the evolving geographic preferences and requirements of our customers. To minimise supply chain disruptions, such as extended transit times from longer shipping routes or container shortages, we proactively adjust inventory levels, production schedules and sourcing plans. Additionally, we maintain a Board-approved Currency Hedging Policy and a dedicated Forex Risk Management Committee, which periodically reviews and manages cross-currency exposures and hedging positions.
Biotech Funding Environment E	An incomplete and inconsistent recovery in biotech funding could reduce CDMO orders, particularly for early-stage discovery and development projects, and may also lead to order deferments due to delays in customer decision-making.	We serve a diversified customer base comprising large pharmaceutical companies, emerging biotech firms and generic drug manufacturers. To strengthen engagement, we have expanded our Business Development team and tailored our marketing strategies to evolving market dynamics, enabling more effective outreach to both large pharma and mid-size biotech customers. Across our global network, we stay committed to delivering a consistent, reliable experience that drives customer satisfaction and delight.
Site Concentration I	Certain manufacturing sites contribute significantly to our overall revenues. Disruptions at these critical manufacturing sites may have a material impact on order execution, which in turn may have an adverse impact on our financial performance.	We operate a network of 17 development and manufacturing facilities across India, the UK and North America. Strong order inflows and consistent execution across most sites help us mitigate and reduce concentration risk. For facilities with higher revenue contributions, we stay focused on minimising operational challenges and ensuring regulatory compliance, while simultaneously investing in capacity expansion and capability enhancement at other sites across our global network.

E External Risk I Internal Risk

Probable Risks	Risk Description	Mitigation Measures
Client and Product Concentration I	Client concentration: We maintain certain high-value contracts with large customers. Any loss of business or adverse developments involving these customers could materially impact our financial performance. A material share of PCH revenues is derived from distribution arrangements with customer concentration risk. Non-renewal or modification of such agreements may materially affect business performance. Product concentration: A limited number of high-margin products contribute significantly to our results. A decline in sales of these products may adversely affect our overall financial performance.	Our Commercial teams continue to pursue targeted initiatives to diversify both our client base and product portfolio, thereby mitigating concentration risk. We currently serve over 500 customers in our CDMO business, and have a deep pipeline of 157 molecules at various stages of development which should reduce product concentration risk and strengthen long-term growth. We are also actively building a pipeline of new products / SKUs in CHG and PCH business through development or acquisition of new products.
IT and Cyber Security E	Adverse impact on our operations due to cyber-attacks, viruses and malware on IT and OT systems. Additionally, AI-driven fraud such as phishing emails and deepfake content may result in data breaches, financial loss and reputational loss.	We have a strong cybersecurity framework in place, which uses antivirus, anti-spyware protection and firewalls to protect against any possible breach. Additionally, we use remote data back-ups and deploy updated versions of software through secure and controlled computers and servers to mitigate technology risks. We are also upgrading our systems with enhanced, latest technology and support. We also run multiple Cyber Security Awareness programmes to sensitise employees regarding phishing and other cyber-attacks.
Capex Project Management I	The Company has made substantial investments in capacity expansion and capability development, supported by major ongoing capital expenditure projects. Delays in project execution, clinical and regulatory attrition, lower order inflows, or site-level challenges could result in lower-than-expected IRR. In addition, continued capex commitments will heighten liquidity requirements and add pressure to the balance sheet.	We have a strong governance framework for capex evaluation, approval and post-approval monitoring. Capex proposals undergo multi-functional review prior to approval and are closely monitored for adherence to budgets and timelines. To support timely execution, the Corporate Projects team has been strengthened, with continued emphasis on working capital management and operational efficiencies to mitigate liquidity and balance sheet risks.

Major Risks and Mitigating Actions

Probable Risks	Risk Description	Mitigation Measures
Clinical / Regulatory Attrition E	In the CDMO business, as customer molecules progress through the discovery, development, and commercial manufacturing stages, there could be a high level of clinical and regulatory attrition, which may result in molecules failing to progress to subsequent stages of development or manufacturing.	While clinical and regulatory attrition is an inherent risk in innovation-led work, a strong order pipeline helps mitigate the impact of such failures. We currently have 157 molecules in development across multiple phases and are expanding this pipeline to further build resilience and growth.
Manufacturing and Site Interruption I	Frequent machinery breakdowns, ageing sites / equipment, and inadequate maintenance procedures could potentially result in production losses and interruptions.	We maintain a comprehensive asset management process that tracks performance trends and lifecycle stages, with defined plans for equipment replacement. Where feasible, we refurbish equipment through OEMs to extend its lifecycle. Preventive maintenance practices are periodically assessed, and a five-year plan for maintenance and replacement is developed, with prioritisation based on risk and impact.
Talent Acquisition and Retention I	Human capital is an important pillar for the Company's growth, making it imperative to attract and retain quality talent. Elevated attrition rates could adversely impact our performance.	Employee retention is supported by several learning and skill development programmes, employee engagement initiatives and rewards and recognition programmes, which help us motivate employees and increase employee loyalty.
Environment I	We are committed to environmental preservation and the conservation of natural resources, supported by established Environment, Health, and Safety (EHS) practices. Any non-adherence to these standards could expose the Company to regulatory, operational, or reputational risks.	We have adopted the 5R principles: reduce, reuse, recover, recycle, and rethink, for managing natural resources. Multiple sustainability initiatives are underway, including water conservation, reuse and recycling, and carbon footprint reduction. Our decarbonisation roadmap has been approved by the Science Based Targets initiative (SBTi).

E External Risk I Internal Risk

Responsible Tax Practices¹

Tax Strategy

PPL is fully committed to complying with all applicable tax laws and regulations in every jurisdiction where it operates. This commitment is reflected in accurate tax reporting, timely filings and payments, and adherence to audit requirements. The Company also maintains thorough documentation to support its transactions and ensure the fulfilment of all tax obligations.

Tax Governance

Strong tax governance at PPL is central to reducing business risks and ensuring regulatory compliance. The Company follows a proactive approach through regular audits and transparent disclosures. These practices are aligned with PPL's ethical standards and sustainability objectives, reinforcing responsible and accountable tax conduct.

Tax Risk Management

PPL's tax risk management strategy focuses on ensuring full compliance while minimising financial and reputational risks associated with uncertain tax positions. It is underpinned by well-defined policies, strong oversight mechanisms, continuous risk assessment and proactive stakeholder engagement, enabling the Company to operate responsibly in evolving tax environments.

Responsible Tax Governance | FY2026

- Enterprise-wide tax governance framework
- Full regulatory compliance across jurisdictions
- Periodic tax risk assessments and internal reviews
- Transparent documentation and audit readiness



Our approach to taxation reflects our commitment to transparency, compliance, and responsible business conduct. We ensure that our tax practices are aligned with regulatory expectations and supported by strong governance, enabling us to manage risks effectively while contributing fairly to the economies in which we operate."

Jeffrey Hampton

President and Chief Operating Officer, PCC

¹207-1, 207-2

Financial reporting	FY2026 (in crore)	FY2025 (in crore)
Earnings before Tax	(176.06)	414.64
Reported Taxes	149.88	323.51
Effective Tax Rate (in %)	(85.13)	78.2
Cash Taxes Paid	210.15	334.36
Cash Tax Rate (in %)	(119.57)	80.64



Data Protection and Cyber Security¹

PPL’s advancement in technology and automation plays a critical role in enhancing operational efficiency, effectiveness and safety. By focusing on the integration of smart technologies, the Company aims to reduce manual intervention, an important requirement for managing increasingly complex and expanding workloads. The ‘CATALYST’ initiative is a key example of this approach, reinforcing PPL’s commitment to continuous improvement in IT operations and more streamlined business processes.

The Company’s key security protocols include multi-factor authentication, advanced encryption technologies and scheduled security audits. Together, these measures strengthen the integrity of PPL’s data protection framework.

Safeguarding the Digital Core

We made measurable progress in strengthening our systems and building readiness for future risks:

- Zero trust architecture implemented across all global production systems
- Privileged access controls, endpoint protection and email security enhanced
- Cyber awareness programmes rolled out globally, including gamified training, phishing simulations and privacy education
- Gap assessment and planning initiated to support compliance with India’s upcoming data protection regulations

Zero Data breaches

Oversight and Governance

PPL has well-established a governance framework to provide continuous oversight of information security and cybersecurity measures. The responsibility for advancing initiatives and driving their implementation rests with the Chief Information Security Officer (CISO) and the Chief Technology Officer (CTO), both of whom report to the Chief Information Officer.

Security-related updates are presented to the Board of Directors every six months. Quarterly review meetings are also conducted with the Chairperson to monitor progress, assess ongoing initiatives and address any security-related challenges. Quarterly reviews involve active participation from business heads

to ensure alignment with security goals, with the Executive Committee receiving updates twice a year for ongoing oversight.

This multi-layered governance structure facilitates prompt decision-making, strengthens risk management and ensures accountability across all functions. It is complemented by a formal escalation mechanism that allows internal stakeholders to quickly report incidents, vulnerabilities or suspicious activities through designated channels.

Ethical Information Technology and Privacy Policy

PPL has implemented a comprehensive Privacy Policy to safeguard personal and sensitive data while ensuring adherence to applicable data protection laws and regulations. This is supported by a structured IT Policy that governs the use of digital infrastructure, manages access controls and maintains system integrity. In addition, the Company has established an IT Incident Management Policy designed to enable the timely detection, response and resolution of cybersecurity threats and data breaches.

Collectively, these policies form a sound and resilient framework for managing digital risks and ensuring responsible governance of technology.

Information Security Management Programmes

In line with its commitment to responsible business practices, PPL has established information security-focused business continuity plans to ensure the uninterrupted functioning of critical operations during potential cyber incidents or data-related disruptions. To proactively manage risks, the Company conducts regular and structured vulnerability assessments, enabling the timely identification and remediation of security gaps.

The effectiveness and compliance of the Company’s internal IT infrastructure and information security management systems are evaluated through periodic audits and self assessments. In addition, these systems were subjected to external audits during the last fiscal year, aligned with internationally recognised standards such as ISO 27001 and the NIST Framework.

To maintain high levels of accountability and transparency, compliance is continuously monitored through a combination of internal reviews and independent third-party assessments. Alongside established technical safeguards, including security controls and incident response protocols, PPL undertakes periodic evaluations to further strengthen its cybersecurity framework and overall resilience.

To foster a proactive security culture, the Company also conducts regular information security awareness programmes and training sessions. These initiatives are designed to enhance employee awareness, build internal vigilance, and strengthen defences against evolving cyber threats.

Key Features of our IT Policy

- The Company’s policy commits to continuously enhancing information security systems to ensure data integrity and protection.
- It emphasises proactive monitoring and response to security threats, while clearly defining information security responsibilities for all employees.
- The policy also lays down strict security requirements for third parties to maintain a secure ecosystem.

No of data breaches

Indicator	FY2026
Complaints received from outside parties and substantiated by the organisation	0
Complaints from regulatory bodies	0
Total number of identified leaks, thefts or losses of customer data	0

Protection and Disposal of Data

The Company retains data for defined durations in accordance with business and legal requirements, following which it ensures secure disposal. To enhance website functionality and enable analytics, cookies are used to collect non-identifiable visitor information for statistical purposes.

Users are empowered with defined privacy rights, including the ability to access their data, correct inaccuracies, and request deletion, thereby strengthening transparency and trust in digital interactions. Robust security controls are implemented across all digital systems to safeguard against unauthorised access and data breaches.

PPL continues to prioritise the development of a secure and privacy-oriented IT ecosystem that aligns with its business objectives while ensuring the protection of data and digital assets. As part of its forward-looking approach, the Company is strengthening its cybersecurity posture through investments in advanced technologies, enhanced employee capability-building programmes, and deeper collaboration with value chain partners to proactively manage risks.

Alongside these efforts, regular evaluation and refinement of policies remain a key focus area, ensuring they stay aligned with emerging threat landscapes, evolving operational needs, and changing regulatory expectations.

Key Features of our Privacy Policy

- The policy applies across all operational areas, including supplier engagements
- The Company’s Privacy Policy provides clear directives on the collection, use, sharing, transfer and secure disposal of personal data through digital platforms
- Personal and sensitive information is collected only when required, with consent obtained in accordance with applicable laws
- Third-party data sharing is governed by stringent contractual safeguards to ensure confidentiality and security
- A designated department Data Privacy Officer is entrusted with oversight of privacy matters
- The policy is integrated into the broader group-wide risk and compliance management system
- Breaches are addressed with a zero-tolerance approach



Technology and AI is at the heart of our transformation journey. By harnessing digital platforms, automation, AI-powered intelligence and data-driven insights, we are transforming the way we work - enhancing operational reliability, accelerating efficiency, empowering smarter decision-making and unlocking new opportunities for innovation and sustainable growth. Together, we are building an intelligent, agile and future-ready organisation."

Viral Gandhi
President & Group CIO

¹418-1

Responsible Supply Chain

A transparent, responsive and responsible supply chain is central to PPL’s sustainability and risk management strategy. In a business environment shaped by global complexity, operational disruptions, cost volatility and evolving regulatory expectations, PPL is strengthening its supply chain framework to support efficiency, resilience and business continuity.

During FY2026, PPL focused on deepening the responsible supply chain practices established in the previous year. The emphasis was on stronger implementation, improved ESG risk visibility and enhanced supplier capability across the value chain. The Company’s supply chain spans multiple geographies and includes suppliers of raw materials, intermediates, services, logistics and other critical inputs. Given this scale and diversity, PPL follows a risk-based, collaborative and continuous improvement-led approach to responsible sourcing.



Warehouse at Digwal, India

The Company’s Sustainable Procurement framework forms the foundation of this approach. It enables stronger engagement with suppliers across upstream and downstream operations, improves inventory visibility and reinforces ethical, regulatory and compliance standards across the wider value chain ecosystem. It also supports PPL in identifying and addressing environmental, social and governance risks while building long-term partnerships with suppliers.

PPL’s approach is aligned with globally recognised frameworks and initiatives, including the GRI Standards, ISO 20400, ISO 26000, the United Nations Global Compact principles, EcoVadis and the Pharmaceutical Supply Chain Initiative (PSCI), of which PPL is a full-time member.

Supply Chain Framework

At the heart of PPL’s Sustainable Procurement framework are four pillars that align supply chain partners with the Company’s sustainability vision.



The first pillar is anchored in PPL’s Sustainable Procurement Policy, which sets the direction for responsible sourcing and reinforces the Company’s commitment to ethical, compliant and sustainable procurement practices.

The second pillar focuses on supplier screening, with assessment processes designed to evaluate suppliers against environmental, social and governance criteria. This enables early identification of potential risks and opportunities in the supplier relationship.

The third pillar focuses on supplier capability building. Through structured training programmes, workshops and access to practical toolkits, PPL supports

suppliers in understanding and aligning with evolving sustainability expectations.

The fourth pillar moves beyond compliance to collaboration. It encourages deeper engagement with suppliers to foster innovation, strengthen circular practices and improve resource efficiency across the value chain.

100%
Suppliers covered under SCoC

The Supplier Code of Conduct (SCoC) serves as the foundation of PPL’s responsible supply chain framework and the overarching anchor for its four Sustainable Procurement pillars. It defines clear, non-negotiable expectations for all suppliers on ethical conduct, compliance and responsible business practices across the value chain.

The Code applies to PPL’s entire supplier base, including product suppliers, service providers and personnel suppliers.

It sets out minimum expectations across human rights, labour practices, environmental responsibility, occupational health and safety and business ethics.

The SCoC is aligned with the four pillars of the EcoVadis assessment framework, covering Environment, Labour and Human Rights, Ethics and Sustainable Procurement. It is also aligned with the PSCI Principles, underpinning responsible practices specific to the pharmaceutical industry.

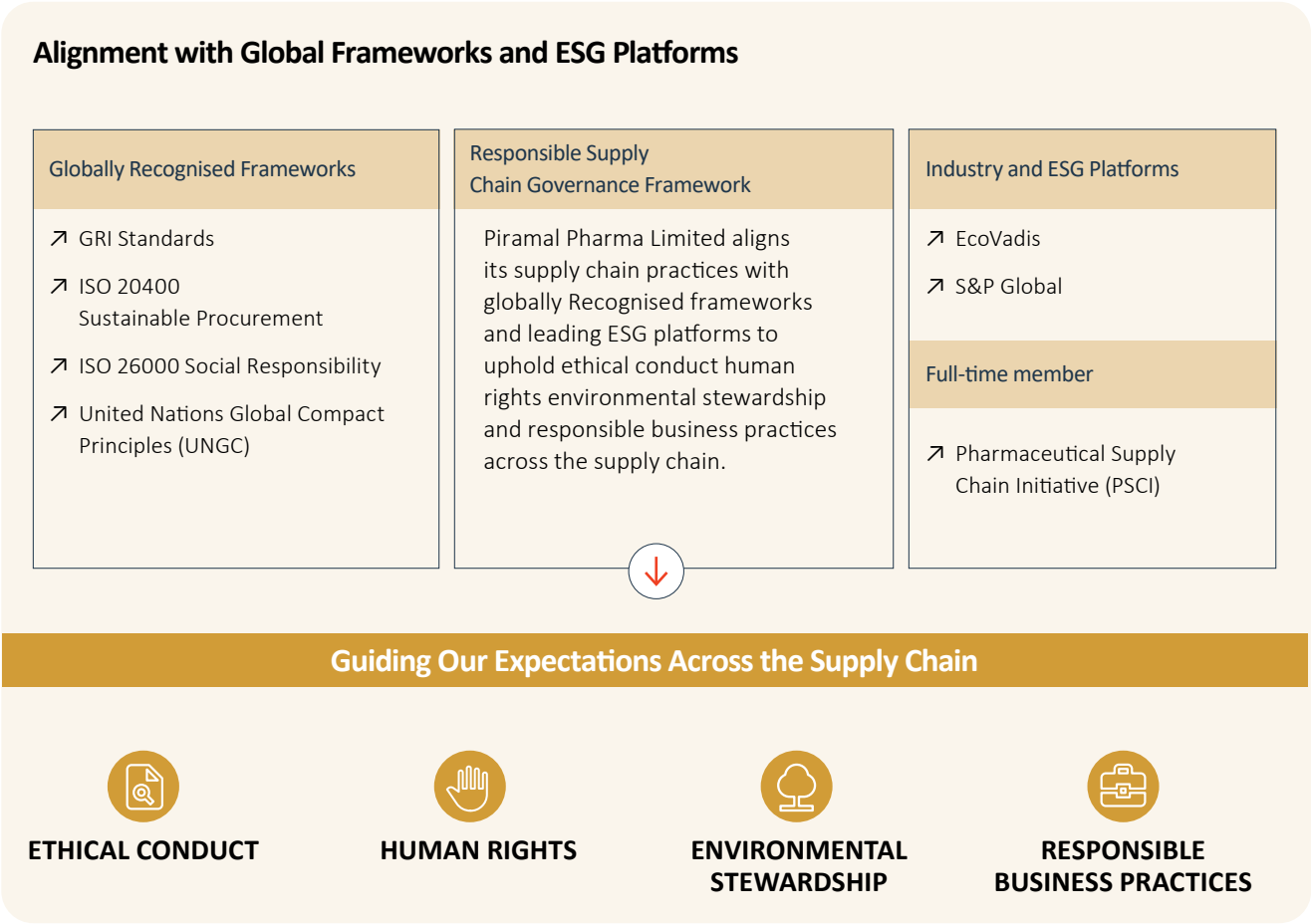
Our Supplier Code of Conduct (SCoC) is a comprehensive policy framework anchored in international and domestic regulatory standards. It applies to all supplier categories, including product suppliers, service providers and personnel suppliers.

The SCoC sets clear expectations across three critical areas:

- Fair working conditions: Reasonable working hours, fair wages, benefits and a safe work environment.
- Human rights protection: Prohibition of forced labour, child labour, discrimination and harassment.

➤ Environmental sustainability: Focus on resource efficiency, GHG emissions management, energy use, biodiversity, land conservation, pollution prevention and waste management.

The Code also enforces strong standards on anti-corruption, anti-competitive practices and conflict of interest avoidance. It reinforces compliance with Occupational Health and Safety requirements and supports freedom of association and collective bargaining.

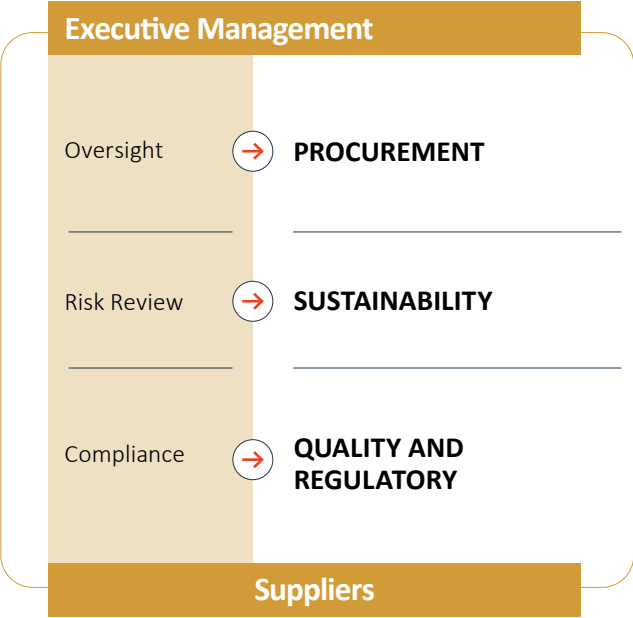


Supplier ESG Governance and Accountability

PPL has an embedded governance framework to oversee responsible supply chain management and ensure effective implementation of supplier ESG requirements. Executive management provides oversight of the Supply Chain Management programmes and drives accountability through structured monitoring, risk management, escalation protocols and periodic supplier performance reviews.

Governance responsibilities are integrated across existing organisational structures to enable clear ownership and cross-functional collaboration. The Procurement function embeds ESG considerations into supplier selection, contracting and performance management. The Sustainability team provides subject-matter expertise, supports ESG risk assessment methodologies and ensures alignment with global frameworks such as EcoVadis and PSCI. The Quality and Regulatory teams support supplier oversight through audits, compliance reviews and risk mitigation initiatives, particularly for critical suppliers.

The governance framework also ensures compliance with the Supplier Code of Conduct and reinforces ESG clauses within supplier contracts. Periodic reviews of supply chain risks, supplier performance trends and ESG priorities are conducted at appropriate management levels. This helps embed sustainability into day-to-day procurement practices as well as strategic sourcing decisions.



PPL also integrates sustainability and ESG considerations into buyer performance scorecards and procurement performance reviews. Suppliers demonstrating strong ESG performance are recognised, with top performers acknowledged at annual supplier meetings. This approach strengthens accountability, encourages continuous improvement and supports responsible value creation across the supply chain.



Commitment to Sustainable Sourcing

PPL’s commitment to responsible sourcing is guided by its Sustainable Procurement Policy and reinforced through a structured Supplier Code of Conduct. Together, they define clear expectations for suppliers across human rights, labour practices, environmental responsibility and business ethics.

The Sustainable Procurement Policy sets the direction for responsible and inclusive procurement. It encourages preference for materials with lower environmental impact, supports supplier diversity and integrates ESG risk considerations into sourcing decisions. It also promotes innovative solutions that can help reduce Scope 3 emissions, enabling a more responsible, resilient and forward-looking supply chain.

Responsible Sourcing Safeguards

In line with PPL’s sustainability commitments, suppliers and partners directly sourcing palm oil are expected to procure Certified Sustainable Palm Oil / Roundtable on Sustainable Palm Oil and undertake third-party verification. This verification is aligned with no-deforestation, no-development on peat and no-exploitation principles from oil producers where palm oil is directly sourced.

PPL also promotes responsible mineral sourcing and requires suppliers to ensure that conflict minerals, including tantalum, tin, tungsten and gold, are not sourced from high-risk or conflict-affected areas within the supply chain.

In alignment with local animal welfare laws, PPL follows the 3Rs principle of Replacement, Reduction and Refinement in animal testing. This approach prioritises scientifically valid alternatives wherever possible and seeks to minimise harm and distress.

Sustainable Procurement

PPL's Sustainable Procurement Management Programme is designed to create long-term environmental, social and economic value for stakeholders. The programme addresses key ESG risks across the supply chain, including climate change, water security, deforestation, labour practices, human rights and governance. It recognises the critical role of suppliers and partners in delivering sustainable outcomes.

The programme covers supplier screening, ESG risk assessment, training, guidance and compliance assessments, aligned with the Supplier Code of Conduct and international best practices. It is supported by coordinated oversight and procurement-level accountability, helping ensure that ESG expectations are embedded into sourcing decisions and supplier engagement.

PPL also reviews its purchasing practices to ensure consistency with ESG requirements and to proactively identify potential risks. Updated purchase and service order agreements include provisions requiring suppliers to provide assurance on adherence to ESG best practices, strengthening governance and accountability across procurement activities.

Supplier Screening and Assessments¹

Screening Process

Supplier screening is an integral part of responsible supply chain management. The process integrates environmental, social and governance criteria along with overall business relevance into supplier selection and onboarding. The screening methodology considers country-specific, sector-specific, commodity-specific, financial stability and regulatory compliance risks to ensure thorough due diligence.

This risk-informed and multidimensional approach helps build a responsible, resilient and value-aligned supplier base. ESG expectations are embedded from the outset through the Supplier Code of Conduct, which applies to all suppliers, including new suppliers. The code incorporates key social criteria aligned with international standards and reinforces expectations on responsible business conduct.

Assessments and Development

Supplier performance evaluation is a key component of supplier lifecycle management. Sustainability performance is assessed through the Supplier Sustainability Assessment Questionnaire (SAQ), developed in alignment with ISO 20400, ISO 26000, PSCI Principles, UN Global Compact, CDP, EcoVadis and S&P Global CSA.

Local Sourcing

Local sourcing is an important part of this approach. PPL prioritises procurement from local suppliers, including Micro, Small and Medium Enterprises and women-led enterprises, to reduce environmental impact, strengthen supply chain resilience and support regional economic development. Procuring locally helps lower transportation-related emissions while fostering inclusive growth, innovation and stronger engagement with local supplier ecosystems.

Local Sourcing for Responsible Growth

In FY2026, 25% of PPL's total procurement spend was with MSME suppliers and 49% of total procurement spend was with India-based suppliers.

Alongside local sourcing, every supplier we onboard is subject to a structured screening process which will be discussed in the following section.

The SAQ evaluates suppliers across key areas, including:

- ESG management systems
- Climate and environmental performance
- Labour and human rights
- Business ethics and integrity
- Sustainable procurement practices

To assess supplier ESG maturity, the Company also accepts globally recognised ESG scorecards, including EcoVadis, Sustainalytics, S&P Global CSA and PSCI-aligned assessments. These inputs help provide a broader view of supplier performance and support informed engagement.

Assessments are primarily desk-based and are supplemented by on-site or remote audits conducted by independent third-party auditors or PPL team auditors for critical suppliers. Based on these reviews and audits, suppliers receive scorecards and feedback. Suppliers with lower ESG maturity are supported through corrective action plans, technical guidance, resources and targeted training. Regular follow-ups are conducted to monitor progress and encourage continuous improvement.

Completed so far



160+

Assessment Type



Desktop ESG Assessments Conducted

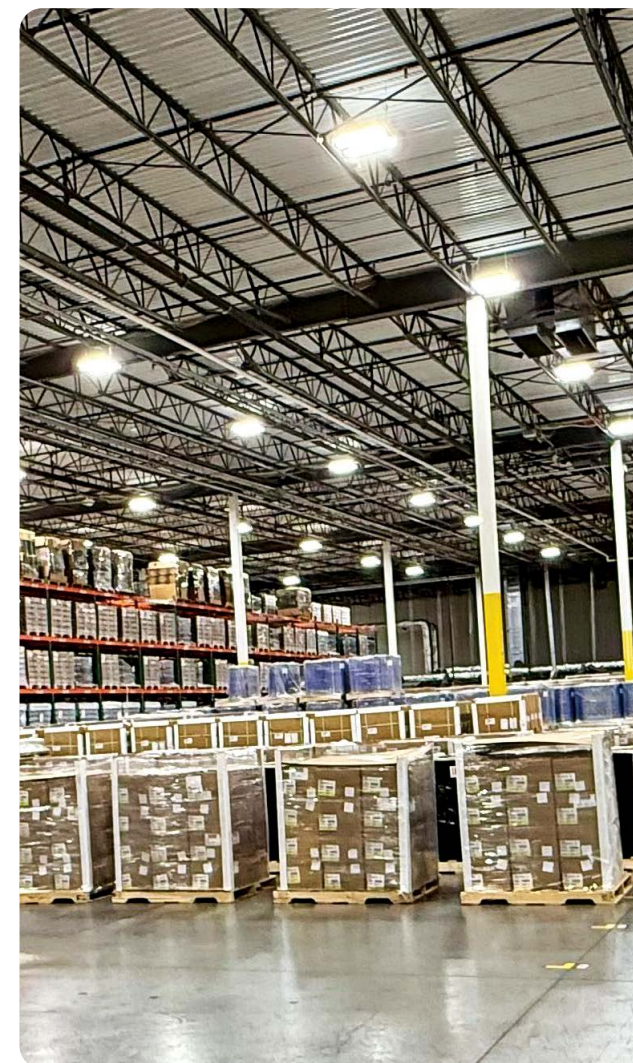
10+

On-site Audits Conducted

Based on assessments carried out during the reporting year, zero concerns related to child labour, forced labour or compulsory labour were identified. These assessments support the ongoing strengthening of safeguards to address potential risks associated with child labour, hazardous work involving young workers and forced or compulsory labour across operations and the supply chain.

Supplier Assessment Focus Areas

Strategic suppliers are assessed through a self-assessment questionnaire, which gathers essential information to support the long-term sustainable growth of both the Company and its supplier ecosystem. The questionnaire is being revised to strengthen disclosures across the following focus areas:



■ Brodhead warehouse, Bethlehem, US



Environment

- GHG inventorisation for Scope 1 and Scope 2 emissions
- Percentage of green energy sourced
- Waste and water management practices



Human and Labour Rights

- Human rights protection
- Child and forced labour prevention
- Prisoner labour
- Migratory labour
- POSH complaints
- Anti-corruption and anti-bribery compliance
- Health and safety practices
- Whistle-blower mechanisms



Sustainable Procurement

- Procurement of certified palm oil
- Traceability of all raw materials
- Safety training
- Procedures to monitor continuous improvement



Governance and Compliance

- Data privacy and security
- Animal welfare
- Compliance with local regulations

¹308-1, 414-1, 414-2

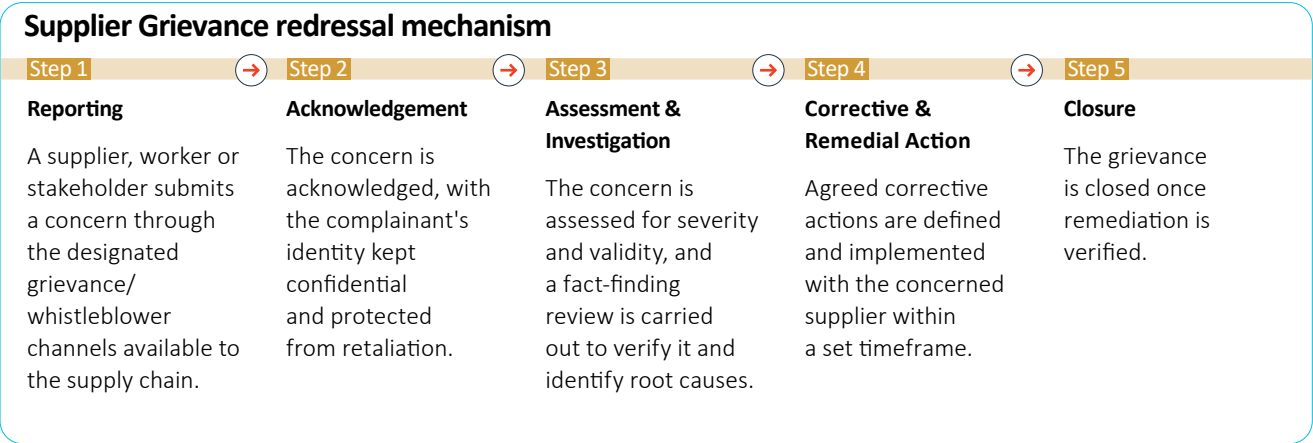
Supplier Grievance Redressal and Escalation Mechanism

PPL recognises the importance of providing accessible mechanisms for raising concerns related to ethical conduct, human rights, labour practices, health and safety or other ESG-related issues within the supply chain.

Suppliers, their employees and other relevant stakeholders may raise concerns through PPL's established grievance and whistleblower mechanisms, which are extended to cover supplier-related issues. These mechanisms allow concerns

to be reported confidentially and, where appropriate, anonymously, without fear of retaliation.

Reported concerns are reviewed and addressed in accordance with PPL's internal procedures, with appropriate escalation, investigation, and corrective actions undertaken as required. Where supplier-related issues are identified, PPL engages with the relevant supplier to ensure timely remediation and alignment with PPL's ethical and sustainability expectations.



Training and Capacity Building – Suppliers

Following sustainability assessments, PPL adopts a structured supplier development approach to address identified gaps and strengthen ESG performance across the supply chain. Suppliers are supported through tailored technical guidance, resources and training interventions based on their assessment outcomes and ESG maturity levels.

Suppliers with identified gaps are provided with formal corrective action plans covering areas such as environmental management, labour and human rights, business ethics and governance systems. These plans are complemented by customised guidance and focused training to strengthen internal processes and controls.

Training programmes are designed to enhance awareness and implementation of sustainability practices. The modules cover PPL's sustainability framework, requirements and expectations; Sustainability at Piramal; the pillars of sustainability; PPL's SBTi commitment; ESG requirements; industry best practices aligned with PSCI Principles and EcoVadis pillars; climate action; decarbonisation awareness; responsible sourcing; and supplier expectations on ESG performance.

Progress is monitored through regular follow-ups and periodic reviews to track implementation of corrective actions, assess improvement over time and ensure accountability. This approach enables suppliers to progressively align with PPL's sustainability standards while fostering a culture of continuous improvement and long-term collaboration across the supply chain.

As part of Phase 1, virtual ESG training has been initiated for critical suppliers, covering 12% of the critical supplier base. An additional 66 suppliers have received targeted training sessions to deepen understanding and implementation of sustainability practices

180+

Participants trained across 120+ global suppliers.

35%

Of critical suppliers covered

To date, over 180+ participants from more than 120+ global companies have been covered under supplier capability-building initiatives, including 35% of critical suppliers. PPL will expand these programmes to cover a wider supplier base. Building supplier capability is only half of the equation, we are equally focused on strengthening our own teams' ability to manage these relationships which is discussed in the next section.



Internal Stakeholder Capacity Building

PPL recognises that a responsible and resilient supply chain is enabled not only by supplier performance, but also by the capability of internal procurement and supply chain teams. Accordingly, PPL is investing in structured capability-building initiatives to strengthen supply chain effectiveness while integrating sustainability considerations into day-to-day decision-making.

Internal training and development programmes are designed to enhance functional and cross-functional competencies across procurement and supply chain roles. These initiatives cover key supply chain management areas, including sourcing and procurement processes, supply planning and inventory management, supplier qualification and performance management, quality and regulatory requirements, logistics and risk mitigation, digital procurement tools and commercial and negotiation skills.

Alongside core SCM topics, relevant sustainability and ESG considerations are integrated into training programmes where applicable, enabling sourcing professionals to balance cost, quality, delivery, and sustainability parameters in procurement decisions. This supports responsible supplier selection, effective supplier engagement, and improved alignment with PPL's sustainability objectives.

These initiatives are supported by broader capability-building programmes such as Catalyst Unleash, PPL's Global SCM Capability Programme, which has strengthened functional expertise and essential skills across sourcing and supply chain teams. The year-long programme includes learning paths covering procurement, planning, logistics, supplier management, and sustainability integration.

Through continuous internal capability building, PPL aims to strengthen supply chain resilience, improve execution excellence and ensure that sustainability principles are consistently embedded across procurement and supply chain operations. This internal capability building feeds directly into NAVIGATE, our structured programme for de-risking relationships with critical suppliers.

De-risking Supply Chains – NAVIGATE Programme

PPL strengthened supply chain resilience through the NAVIGATE Programme, a structured supplier engagement forum developed in collaboration with the Quality and Regulatory Affairs teams. The programme focuses on identifying, assessing, developing and mitigating risks linked to critical suppliers, enabling stronger oversight and more reliable supply continuity.

NAVIGATE supports enhanced quality oversight, regulatory compliance, business continuity, supplier performance improvement, knowledge sharing, OTIF performance, ESG and decarbonisation awareness. Through regular supplier engagement, site visits, vendor audits and performance improvement initiatives, the programme helps reduce supply disruptions, minimise product rejections, improve quality outcomes and strengthen long-term supplier partnerships.

The programme also enables faster response to supply chain disruptions by supporting strategic adjustments in inventory levels and modifications to production or sourcing schedules. In addition, PPL is diversifying its vendor base to reduce reliance on single-source suppliers for critical materials, further strengthening supply chain flexibility and operational continuity.





Supply Chain Capability Building

Supplier Collaboration: Scope 3 Emission Reduction and Management

Value chain emissions represent a significant portion of PPL’s overall emissions profile. In the previous year, value chain emissions accounted for 85% of overall emissions, highlighting the need for focused supplier engagement. During FY2026, the Company advanced its five-year Scope 3 supplier engagement roadmap, with a focus on strategic and high-spend suppliers.

The roadmap is centred on deeper supplier collaboration, emissions measurement, decarbonisation awareness and annual data collection. Key actions during the year included supplier capability-building sessions on emissions measurement, decarbonisation awareness sessions and systematic annual reporting. PPL initiated Life Cycle Assessments (LCA) for select consumer healthcare products to evaluate environmental impacts across the value chain, identify footprint reduction opportunities, and plans to expand LCA coverage to support product innovation, focusing on reducing lifecycle emissions and improving material efficiency.

These efforts are aligned with PPL’s broader sustainable procurement objectives and support improved transparency, preparedness and accountability across the supply chain. The Company also prioritises sustainable procurement, local suppliers and materials wherever possible as part of its approach to reducing Scope 3 emissions.

Looking Ahead

PPL will strengthen responsible supply chain practices in line with evolving regulatory requirements, stakeholder expectations and industry best practices. Key focus areas include:

- Deeper alignment with EcoVadis and PSCI principles
- Enhancement of ESG data quality and supplier coverage
- Increased supplier engagement on Scope 3 emissions reduction
- Expansion of supplier capability-building initiatives
- Adoption of digital tools to improve transparency and monitoring

Through these efforts PPL aims to build a resilient, ethical and sustainable supply chain that supports long-term business success and responsible growth.

Proportion of Spending on Local Suppliers¹

Metric	FY2026
Total spent on raw materials	32.5%
Percentage of total spent budget used for significant locations of operation that is spent on suppliers local to that operation	84.03%
Geographical definition of ‘local’	“Local” suppliers are those within the defined regional borders
Definition used for ‘significant locations of operation’	India, USA, Canada, UK

Negative Environmental Impacts in the Supply Chain and Actions Taken²

Metric	FY2026
Total number of suppliers	5,980
Total number of suppliers assessed for environmental impacts	100
Number of suppliers identified as having significant actual and potential negative environmental impacts	0
Significant actual and potential negative environmental impacts identified in the supply chain	0
Number of suppliers identified as having significant actual and potential negative environmental impacts, with improvements agreed upon as a result of assessment	0
Number of suppliers identified as having significant actual and potential negative environmental impacts, with relationships terminated as a result of assessment and why	0

Supplier Assessment and Development

Metric	FY2026
Total number of unique suppliers	5,980
Number of unique significant suppliers	131
Number of unique significant suppliers supported with development measures (Includes a dedicated supplier development workshop conducted during the year)	31
Number of unique significant suppliers assessed via desk assessments/on-site assessments	50
Number of unique significant suppliers assessed with substantial actual/potential negative impacts	0
Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan.	0

As a sustainable supply chain organisation, we recognise that meaningful climate action requires collaboration across the entire value chain. Building on our focus to map and reduce Scope 3 emissions, we are deepening engagement with our supply partners to drive transparency, improve resource efficiency, and reduce the carbon footprint of our offerings. Together, we are embedding sustainability into the way we source, build, and deliver value for our customers and communities."

Nihar Medh
Senior Vice President and Global Head Supply Chain, PPS

¹204-1 | ²308-2



Quality and Excellence

At PPL, quality and excellence are central to how we create long-term value. Across the year, we upheld high-quality benchmarks, embedded digital and AI capabilities into our operations and drove continuous improvement at every level. Anchored in disciplined execution, scientific rigour and a culture of ownership, our focus spans predictive quality systems, enterprise-wide digital transformation and operational excellence, placing patients, customers and regulators at the centre of all we do.

Focus Areas



Product Excellence and Quality

- Quality Long Range Plan fully operational, aligned to our FY30 vision and anchored on four foundational pillars.
- Chief Quality Officer reporting directly to the Chairperson, ensuring the Quality Group's independence.
- Project RESOLVE launched to strengthen deviation management and reduce the Cost of Poor Quality.
- DDRC Centre of Excellence was operationalised and scaled across North America and the UK.



Technology and Automation

- Phase-1 go-live of Catalyst NxGen ERP across India and select global entities.
- Predictive maintenance, MES and industrial IoT enabling smart, connected manufacturing.
- AI, ML and GenAI scaled from pilots to enterprise-wide deployment.
- Zero trust architecture expanded, with security by design and privacy by design embedded across systems.



Operational Excellence

- Virtual ESG training has been initiated for critical suppliers as part of Phase 1, covering 12% of the critical supplier base.
- 100% of the suppliers are governed by the Supplier Code of Conduct (SCoC).

38

Global Regulatory Inspections Completed

209

Customer Audits Completed

US\$1.6 Mn

Savings from Yield-Improvement Initiatives

58%

Reduction in Yield Losses Year-on-Year

2.18%

Cost of Poor Quality (PPS), against a 2.5% Target

UN SDGs Impacted



Product Excellence

Product Excellence, Technology and Automation and Operational Excellence are central to how we create long-term value at PPL. During the year, we upheld high-quality benchmarks, encouraged innovation and placed customer satisfaction at the core of our operations.

Product Quality and Safety¹

Quality is a foundational pillar of PPL's governance framework guiding how every product is developed, manufactured, released and monitored with discipline, scientific rigour and accountability as a critical driver of sustainable value creation. It underpins our ability to consistently deliver compliant, reliable products, maintain regulator confidence and safeguard long-term shareholder value.

At PPL, Product Quality and Safety is strengthened through strong quality standards, innovative methodologies and a focus on customer satisfaction. A well-defined, company-wide quality model governs our global operations, anchored by a high-level quality policy which is supported by defined procedures, processes and review mechanisms. These systems are periodically assessed to ensure adaptability, continuous improvement and alignment with evolving regulatory expectations.

During FY2026, we advanced our transformation from a compliance-led model to a predictive, intelligence-driven quality ecosystem. Our priorities focused on strengthening global harmonisation, enhancing early risk detection and sustaining a state of perpetual inspection readiness across our network. We also strengthened product quality through enhanced governance and stronger regulatory preparedness.

Embedded across the organisation, Quality operates as a disciplined and independent system that informs decision-making, mitigates risk and reinforces stakeholder trust. In pursuit of empowerment and autonomy, the reporting structure of the entire Quality group culminates in the Chief Quality Officer (CQO), who directly reports to the Chairperson. This arrangement ensures the independence of the Quality group from operational and commercial verticals, enabling objective oversight, timely escalation and strong governance.



■ Pithampur, India

¹416-1, 416-2

Strengthening Quality Foundations for Sustainable Excellence

In pursuit of proactively adapting to evolving regulatory expectations, PPL remain focussed on positioning quality as a sustainable strategic differentiator.

During FY2026, the Quality Long Range Plan became fully operational, providing a forward-looking roadmap anchored on four pillars Process, Systems, People and Technology (including Automation). Aligned with our FY2030 strategic vision, The LRP reinforces our commitment to patient, customers, regulators and investors.

Significant progress was made across all strategic priorities during the year, including strengthening the Quality Organisation Structure, accelerating digitisation initiatives, enhancing quality culture and maturity, driving process simplification, proactively responding to evolving regulatory requirements and advancing One PPL projects to foster greater alignment and harmonisation across the network.

Driving Quality Excellence Through Governance, Oversight and Capability

As we continue our transformation from a compliance-focused model towards a predictive and intelligence-driven quality ecosystem, our efforts remain focused on strengthening governance, enhancing oversight mechanisms and building organisational capability to sustain long-term quality excellence.

Our Quality Management Framework is founded on the principles of consistency, transparency and accountability. Critical quality systems across the network are aligned to centrally defined standards and governed through structured review forums, performance monitoring mechanisms and risk-based escalation processes. This enterprise-wide approach enables harmonised execution, strengthens decision-making and reinforces a culture of quality ownership across all sites and functions.

To further enhance oversight and risk visibility, we have established a multi-tier vigilance framework that supports proactive identification and management of emerging quality risks. Through robust governance forums, data-driven reviews and early warning indicators, potential issues are identified and addressed before they impact product quality, compliance or business continuity. These mechanisms strengthen regulatory assurance while promoting a preventive and risk-based quality culture.

During FY2026, the Central Quality team continued to strengthen inspection readiness and quality oversight through a combination of scheduled corporate inspections and unannounced site assessments. This dual-layer approach provided independent assurance regarding the effectiveness of quality systems, enabled early risk identification and ensured consistent application of corporate quality standards across the network. Insights generated from these assessments were leveraged to drive continuous improvement and reinforce sustainable compliance practices.

People and Competence: Building a Future-Ready Quality Organisation

Sustained quality performance is driven by empowered people and a strong culture. Our focus remains on developing agile, skilled and accountable teams capable of navigating an evolving regulatory and business landscape. Through continuous capability building, collaboration and shared ownership, we strengthen organisational resilience while advancing our commitment to patients, customers and long-term growth.

Our flagship capability-building initiative, Quality Academy 2.0, was successfully completed during FY2026. The programme offers a structured, long-term certification journey covering critical and industry-relevant competencies. It helps strengthen technical expertise, build future-ready capabilities and embed a consistent quality culture across locations.

Knowledge-sharing platforms such as Evolve and Quality Alerts supported the systematic dissemination of best practices and important quality updates across the organisation. Quench, our quality intelligence and regulatory tracking engine, continued to support timely monitoring of regulatory updates and consistent compliance across sites.

Together, these platforms support a stronger culture of learning, introspection and continuous improvement.



Delivering product of good quality consistently, is central to our commitment to patients and partners. We continue to strengthen our quality systems, ensuring that excellence is built into every stage of the product lifecycle."

Rashida Najmi
Chief Quality Officer



Aurora, Canada

Digital Enablement for Scalable, Compliant Operations

Digital transformation remains central to PPL's Quality strategy, helping strengthen data integrity, improve visibility and support scalable, compliant operations.

Under the CATALYST NexGen programme, implementation of SAP S/4HANA progressed during FY2026, strengthening enterprise integration and enabling more data-driven decision-making. The footprint of the Laboratory Information Management System (LIMS) was also expanded, enhancing data integrity, laboratory efficiency and operational control.

The iLearn LMS was extended to 12 sites, supporting consistent training, competency management and capability building across the network. The eXForms platform further digitised shop-floor workflows by replacing manual processes with structured digital records, improving visibility, traceability and data reliability.

During the year, AI-enabled assistive tools were introduced within a human-in-the-loop framework to augment expertise, enhance documentation quality and improve decision-making. Strict human oversight is maintained for all critical quality decisions.

In addition, the CLEEN cleaning validation platform was implemented to enable a risk-based, standardised and efficient validation lifecycle. Together, these digital initiatives are consolidating quality oversight, improving compliance management and supporting a forward-looking quality ecosystem across PPL's operations.

Futuristic Process and Measurement

During FY2026, Piramal Pharma made significant progress in embedding data-driven intelligence within its quality governance framework, enhancing predictability, transparency and leadership oversight. Our Quality team uses proprietary instruments designed to evaluate quality health, identify risks early and support timely mitigation. These advanced tools, built on defined algorithms, enable us to strengthen quality performance and achieve our quality objectives with greater precision.

Our quality tools, including SENSOR, CALCULUS and PREDICT, analyse raw data from multiple locations and convert it into actionable insights for leadership teams and vigilance groups. These tools support:

- Early identification of emerging and adverse quality trends
- Real-time alerts for high-risk or critical events
- Harmonised monitoring of regulatory commitments and updates

The integration of advanced analytics has strengthened our proactive intervention capabilities and reduced reliance on reactive remediation. This has improved compliance robustness, enhanced transparency across the network and reinforced our ability to maintain a state of perpetual audit readiness.



Launched in FY2026, Project RESOLVE Continues to strengthen deviation management and investigation effectiveness through enhanced capability building, robust performance monitoring and proactive risk identification. The initiative has improved root cause analysis, investigation quality and preventive decision-making, supporting a culture of continuous improvement across the network.

The Document, Data Review and Creation (DDRC) Cell is designed to augment the efficiency of site teams by expediting document creation and analytical data review processes. It reflects our core principle of collaboration, ensuring smooth coordination between our quality teams in India and overseas.

The framework was further scaled across sites in North America and the UK, supported by well-defined governance, structured capability building and KPI-driven performance management. The DDRC has delivered measurable value through cost optimisation and improved operational efficiency. From a compliance perspective, the model has strengthened inspection readiness, reduced backlogs and improved turnaround times, supporting timely batch release and adherence to regulatory commitments.

96.3%

First-time right batches produced because of our robust quality system

Notably, this model has enabled our site teams to focus on higher-value strategic activities. In doing so, we have reinforced a more resilient operating model that balances efficiency with robust quality oversight.

Quality Management System: Best-in-Class Quality and Compliance Track Record

Beyond manufacturing and compliance, the Company places strong emphasis on post-marketing pharmacovigilance to ensure patient safety. We have mechanisms in place for external stakeholders to submit complaints about defective products. Our experienced regulatory and pharmacovigilance team manages regulatory filings, approvals and safety monitoring post-launch, helping ensure continued product responsibility across the lifecycle.

This enables the consistent application of global standards, objective decision-making and sustained regulatory confidence. During FY2026, PPL successfully navigated through 38 global regulatory inspections and 209 customer audits. These outcomes reflect the robustness of our systems, disciplined execution and a deeply embedded culture of continuous inspection readiness.

Successfully completed 38 global regulatory inspections and 209 customer audits

The Company routinely evaluates the health and safety impacts of key product and service categories, reflecting its proactive approach to risk mitigation and commitment to protecting end-user well-being. Sustaining our track record depends on staying ahead of an evolving and increasingly complex regulatory landscape.



Sellersville, US



Aurora, Canada

Summary of Inspections



Compliance with Evolving Regulatory Expectations¹

At PPL, we maintain a proactive, science-led approach to regulatory compliance, with a strong focus on anticipating evolving global expectations we have strengthened our capabilities in complex areas such as Nitrosamine risk management through structured risk assessments, validated analytical methods and enhanced in-house testing.

By continuously expanding our knowledge base, investing in scientific capability and staying ahead of industry trends, we are well-positioned to respond effectively to regulatory evolution.

Zero

Class I recalls since FY2021

R&D and Innovation Management

PPL's commitment to R&D and Innovation Management is reflected through focused initiatives across its key business segments: Piramal Pharma Solutions (PPS), Piramal Critical Care (PCC) and Piramal Consumer Healthcare (PCH). Across these businesses, innovation is directed towards improving product quality, improving patient and customer outcomes, supporting regulatory compliance and responding to evolving market and healthcare needs.

Piramal Pharma Solutions (PPS)

As a leading Contract Development and Manufacturing Organisation (CDMO), Piramal Pharma Solutions (PPS) anchors its innovation strategy in end-to-end R&D services across the drug development life cycle. From early-stage development to commercial-scale manufacturing, PPS focuses on delivering customised, client-centric solutions that help reduce time-to-market and improve quality outcomes. Our R&D teams bring strong expertise in global regulatory frameworks and apply advanced technologies to support drug discovery, process optimisation and scalable manufacturing.

Piramal Critical Care (PCC)

Piramal Critical Care (PCC) focuses its R&D initiatives on advancing anaesthetics and critical care therapeutics. These efforts are supported by state-of-the-art research infrastructure and collaborations with globally recognised medical institutions. PCC's innovation agenda enables it to respond to evolving clinical needs while maintaining regulatory compliance and product quality. This proactive R&D focus helps address the complex demands of critical care and supports healthcare professionals with reliable, evidence-based therapeutic options.

Piramal Consumer Healthcare (PCH)

In Piramal Consumer Healthcare (PCH), R&D investments are directed towards strengthening and diversifying the consumer product portfolio. The focus is on developing novel health and wellness solutions that respond to changing consumer preferences and emerging health trends. PCH's innovation engine works across product formulation, alternative delivery systems and consumer insight analysis to ensure that products are effective, user-friendly and safe.

Responsible Investment

PPL directs investments towards sustainability-focused initiatives that support responsible and long-term growth. These initiatives contribute to environmental and social priorities while supporting business productivity and value creation. Our focus areas include renewable energy procurement, integration of product sustainability insights from Life Cycle Assessment (LCA) studies and continued investment in innovation and research and development. Together, these efforts support our ability to meet evolving stakeholder expectations and stay attractive to responsible investors. This same focus extends beyond development into how we track and trace every product once it reaches the market.

Product Tracking

Product Tracking strengthens regulatory compliance, quality control and patient safety by improving visibility across the supply chain. It enables faster identification of safety concerns, supports timely action, reduces the risk of counterfeit products and improves recall preparedness, wherever required. PPL complies with applicable regulatory requirements and is progressing towards the implementation of Quick Response (QR) codes or authentication codes on the primary packaging of relevant products.



Sellersville, US

¹416-2

Quality and Safety Commitment

Product Recall Management

During the reporting period, PPL initiated 01 Class II product recalls. These actions were precautionary, with no related customer complaints or reported instances of non-compliance with product health and safety regulations. Our systems support timely identification, escalation and resolution, helping maintain product quality and safety across the lifecycle.

Product Recalls

Class I	FY2026	FY2025	FY2024	FY2023
Number of Class I recalls (or equivalent)	0	0	0	0
Total value of recalled products (in USD Millions)	NA	NA	NA	NA

Class II	FY2026	FY2025	FY2024	FY2023
Number of Class II recalls (or equivalent)	1	2	2	-
Total value of recalled products (in USD Millions)	0	0.00123	1.07984	-

Compliance with Regulatory Standards

Regulatory Agency Inspections	FY2026	FY2025	FY2024	FY2023
Number of inspections	38	36	36	36

Form 483 Observations and FDA Warning Letters	FY2026	FY2025	FY2024	FY2023
Form 483 Observations (or equivalent)				
Number of Form 483 Observations (or equivalent)	8	6	7	8 ¹

FDA Warning Letters (or equivalent)	FY2026	FY2025	FY2024	FY2023
Number of FDA Warning Letters (or equivalent)	NA	NA	NA	NA

¹Form 483 Observations have been updated to reflect correct data.

Looking Ahead

As we enter FY2027, our key priorities include:

- Initiate a unified digital QMS platform to enhance standardisation and end-to-end visibility
- Establish a Quality Cockpit integrating SENSOR, PREDICT, and CALCULUS for real-time, predictive insights
- Strengthen Quality Capability to build a forward-looking organisation
- Integrate DDRC, RESOLVE, Digital and Quality Excellence initiatives to optimise cost of Quality and improve efficiency
- Expand predictive analytics and digital workflow automation across quality domains
- Reduce recurring and systemic risks through proactive, data-driven interventions
- Reinforce regulatory preparedness and inspection readiness

By embedding excellence across the value chain, we stay committed to delivering safe, reliable and compliant products while sustaining the trust of our patients, customers and stakeholders worldwide.

Technology and Automation

Technology and automation are integral to PPL’s strategy to drive operational excellence, scalability and resilience. As the organisation advances its digital transformation journey, the focus is on embedding data, automation and AI across core functions to enable smarter, faster and more consistent decision-making.

Through Project Catalyst and targeted digital initiatives, the Company is strengthening its technology backbone, integrating systems and building enterprise-wide capabilities across manufacturing, quality, supply chain and support functions. This approach is enabling greater visibility, improved compliance and enhanced operational efficiency.



PPL’s progress in technology and automation is instrumental in driving operational efficiency, effectiveness and safety across the organisation. By prioritising the integration of smart technologies, the Company is focused on reducing manual intervention, which is critical in managing increasingly complex and expanding workloads. Through strategic use of automation, digitalisation and advanced technologies, workflows are being optimised to enhance reliability, responsiveness and high-quality service delivery

in dynamic market conditions. This progress in execution was matched by a shift in how the technology function itself operates within the business.

FY2026 marked the continued evolution of the technology function from being a strategic business partner to increasingly co-owning business outcomes through technology-driven transformation initiatives across the enterprise.

Aligning Technology with Digital Strategy

During the year, PPL advanced Project Catalyst, its digital transformation strategy, into enterprise-wide execution. This phase is aligned with the Company’s long-range plan and growth priorities.

The Company’s IT Long Range Plan (LRP), spanning a five-year horizon, aligns technology priorities with business objectives of driving long-term scalable growth, enhanced profitability and operational resilience. Anchored in the Catalyst Digital Transformation Strategy, the LRP is built around four strategic pillars:



**DATA-DRIVEN
ENTERPRISE
ENABLEMENT**



**SECURE AND
SCALABLE
INFRASTRUCTURE**



**TECHNOLOGY
INNOVATION TO
DRIVE BUSINESS
IMPACT**



**PROCESS
DIGITISATION AND
AUTOMATION**

These pillars guide enterprise-wide transformation initiatives while building agility, compliance and operational scalability across global operations.

The focus was on

- Process digitisation and automation
- Secure, scalable infrastructure
- Data-driven and AI-enabled enterprise capability
- A technology-led culture of innovation

The year emphasised integration of digital, data and AI capabilities into core processes. This enabled proactive, insight-led decision-making across functions. It strengthened operational efficiency, compliance levels and enterprise responsiveness.



CATALYST



Catalyst: Portfolio of Technology Initiatives

Catalyst NxGen – ERP Go-Live

We marked a significant milestone with the successful Phase-1 go-live of Catalyst NxGen, the Company's flagship ERP transformation programme, this year. The platform was implemented across India and select global entities.

Key achievements included:

- End-to-end process automation across manufacturing, quality, finance and supply chain
- Harmonised global processes with aligned governance frameworks to drive consistency
- Effective change management with strong user adoption, ensuring smooth transition
- Creation of a unified digital core with enhanced data visibility and consistency to support scalability

The ERP has established a unified digital core with improved data visibility and consistency, providing a scalable foundation for future growth. As the system stabilises, it is expected to deliver improved efficiency, stronger decision-making and enhanced operational control.

The next phase of deployment is planned to extend coverage across remaining global locations and further enhance system capabilities.



Sellersville, US

Manufacturing Automation – Enabling Smart and Connected Operations

The Company strengthened its manufacturing ecosystem through increased adoption of automation, data integration and AI-enabled insights.

Key initiatives included integration of manufacturing systems with enterprise platforms such as ERP, quality and asset management systems, enabling smooth data flow across operations. Predictive maintenance models using sensor data were deployed to improve asset reliability and reduce downtime.

Additional automation initiatives included the digitisation and automation of manufacturing logbooks to enhance documentation traceability, regulatory compliance, operational efficiency and patient safety. Increased deployment of connected manufacturing technologies is further enabling smarter and more compliant shop floor operations.

Progress in Manufacturing Execution Systems (MES) and Industrial IoT enabled real-time monitoring of operations, while digital tools supported production tracking, maintenance planning and energy optimisation.

These interventions are improving throughput, enhancing compliance and driving operational reliability, with a reduction in unplanned downtime estimated at approximately 15-25%.

Quality IT Automation – Towards Intelligent and Predictive Quality

Quality transformation efforts gained momentum with the expansion of digital and analytics-led capabilities.

Deployment of Laboratory Information Management Systems (LIMS) across sites has improved data integrity, traceability and accessibility. Deviation and change management systems were reinforced through analytics-driven trend identification, enabling more proactive quality management. The Company also continued expanding Learning Management Systems (LMS) across global locations to strengthen employee training, competency management and regulatory compliance. These initiatives support the development of a harmonised and digitally enabled quality ecosystem across sites.

AI-enabled investigation tools enhanced root cause analysis, while digital initiatives such as electronic batch manufacturing records (eBMR) and paperless validation improved documentation efficiency and compliance.

These initiatives have contributed to a reduction in deviation investigation timelines by approximately 20-30% and are supporting a shift towards predictive, data-driven quality systems. Digital transformation extended beyond quality into how we plan, forecast and manage our supply chain.

Strengthening the Supply Chain through Digital Integration

The Piramal Partner Connect Platform (PPaCt) has evolved, with enhanced analytics and planning capabilities. Advanced planning tools enabled improved demand forecasting and scenario modelling, while catalogue-driven procurement supported automation and cost optimisation. AI-based models were deployed to enhance inventory management and working capital efficiency.

Expanded supplier collaboration capabilities improved visibility across the value chain, improving coordination and responsiveness. These initiatives have improved demand forecasting accuracy by approximately 10–15%, supporting better service levels and inventory outcomes.

Business and Functional Automation

PPL continued expanding automation initiatives across multiple business functions to improve efficiency, governance and collaboration.

Key initiatives included

As we enter FY2027, our key priorities include:

- Business development automation for the CDMO business, with the first phase of automation enabling streamlined RFP-to-proposal processes, improved turnaround times, enhanced standardisation and stronger cross-functional collaboration
- Contract lifecycle management through the establishment of a centralised digital repository to improve contract accessibility, revision tracking and performance evaluation
- Expense automation for the field sales team within the PCH division through rule-based workflows that reduced administrative effort while improving policy compliance and accuracy

Collectively, these initiatives are reducing manual intervention, strengthening governance frameworks and improving enterprise responsiveness across business functions.

These functional gains were reinforced by a broader push to scale artificial intelligence and analytics across the enterprise.

Scaling Artificial Intelligence and Analytics

The adoption of artificial intelligence, machine learning and advanced analytics progressed from pilot applications to broader enterprise deployment.

Use cases expanded across manufacturing, quality, supply chain and R&D, driving improvements in yield optimisation, planning efficiency and process insights. GenAI-based tools were introduced to enhance knowledge management, document handling and productivity.

AI models are increasingly embedded into operational workflows, enabling real-time decision support. A structured governance framework has been established to ensure responsible, secure and scalable adoption of AI technologies. The focus is on delivering measurable business impact through continued scaling of AI and analytics capabilities.

Enhancing Cloud Infrastructure

Cloud infrastructure was further strengthened to support the Company's growing digital and analytics ecosystem.

The strengthened cloud ecosystem is also supporting enterprise-wide collaboration, smooth integration of digital platforms and scalable deployment of AI, ML and GenAI solutions across geographies.

Investments were directed towards scaling cloud-based platforms, enhancing processing capabilities and enabling effective collaboration across geographies. Infrastructure readiness was further enhanced to support ERP, AI/ML and GenAI workloads.

Cloud adoption is a key enabler in integrating data systems, accelerating deployment of digital solutions and supporting enterprise-wide intelligence. This expanded digital footprint made strengthening cybersecurity an equally urgent priority.

Information and Cybersecurity

Cybersecurity capabilities were further reinforced in line with increasing digitalisation and adoption of advanced technologies.

Key initiatives included expansion of zero trust architecture, reinforcing identity and access management, enhancing endpoint and email security and implementing strong data classification and encryption frameworks.

Security-by-design and privacy-by-design principles were embedded across systems, supported by continuous employee awareness programmes. These measures ensure protection of enterprise data and digital assets while enabling secure and compliant operations.



■ PDS, India

Looking Ahead

Looking ahead, the focus will be on stabilising and maximising value from ERP implementation while continuing to scale digital and AI capabilities across the enterprise.

Key priorities include advancing the next phase of ERP deployment; deepening digitisation across manufacturing, quality and supply chain; expanding AI and GenAI use cases; strengthening data platforms; and maintaining a strong focus on cybersecurity and compliance.

Project Catalyst is central to PPL's ambition of building a forward-looking, technology-enabled and responsible

enterprise. As the Company progresses towards its long-term growth aspirations, sustainability, operational resilience and digital innovation will stay deeply embedded within transformation priorities.

Going forward, the focus will be on using automation, AI and intelligent digital platforms to minimise manual intervention, strengthen decision-making and create scalable, compliant and efficient operations across the value chain.

PPL is committed to building a data-driven, technology-enabled organisation that drives operational excellence and supports long-term, sustainable growth.

Operational Excellence

PPL places strong and consistent emphasis on quality and excellence, integrating both into the core of its operations. The Company follows rigorous process and product quality protocols and uses digitisation to improve operational efficiency, safety and effectiveness. A comprehensive quality management system is implemented across all locations, enabling alignment with evolving regulatory requirements and strengthening PPL’s position as a trusted and preferred partner. This system is further reinforced through the Company’s strategic Quality Empowering Strategic Transformation programme (QuEST).



■ Lexington, US

Driving Performance through Operational Excellence

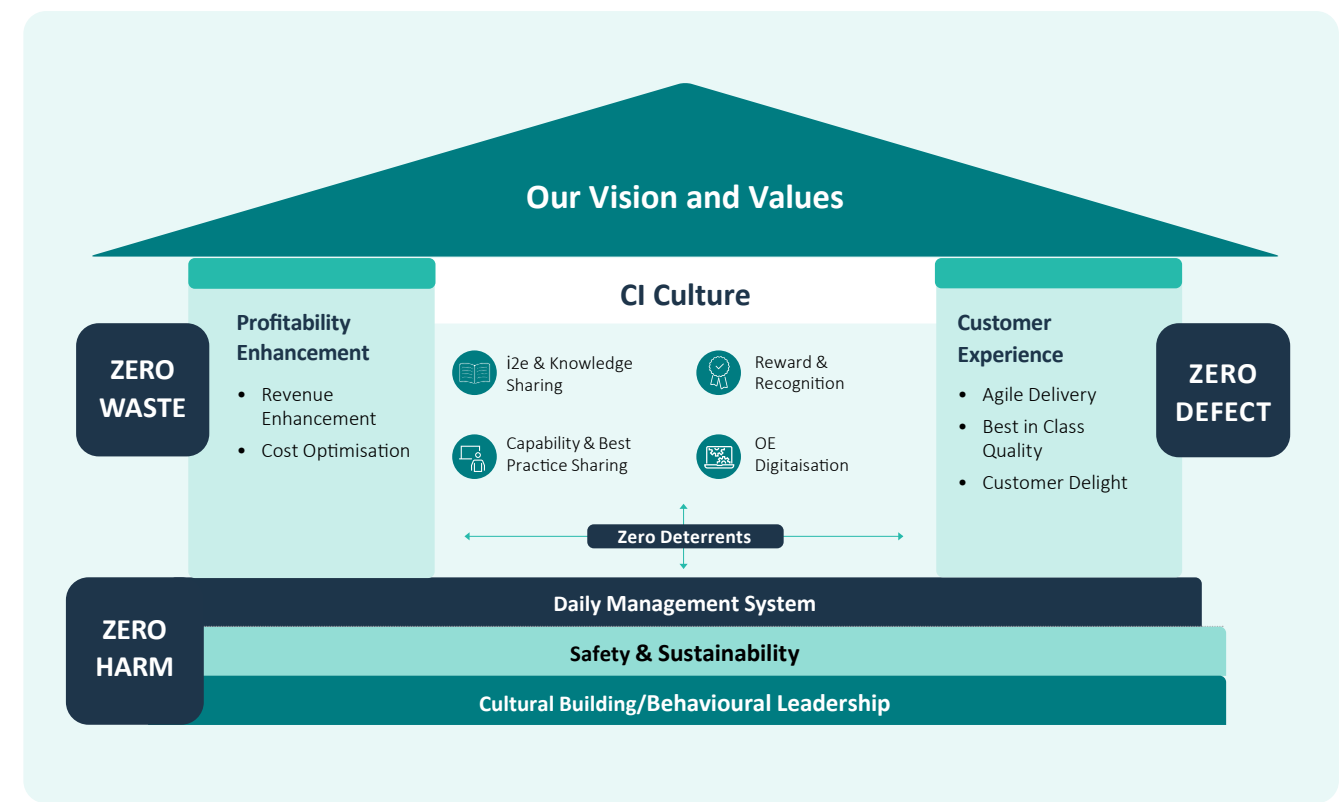
In a rapidly evolving environment shaped by technology and innovation, PPL identifies opportunities that improve resource efficiency, strengthen product stewardship and optimise costs. Operational Excellence (OE) serves as a key enabler of industry leadership by improving performance across critical pillars such as safety, quality, service and delivery, cost competitiveness and people.

Operational Excellence, as a global programme, aims to embed continuous and sustainable improvements across every facet of PPL’s operations. It supports disciplined execution, continuous improvement and stronger alignment between business priorities and operational outcomes.

Vision and Values Anchored in Purpose

PPL’s approach to people and performance is anchored in its guiding philosophy of ‘Doing Well and Doing Good’. This purpose is supported by the Company’s core values of Knowledge, Action, Care and Impact, which guide employees in contributing to individual success as well as organisational progress.

These values influence how PPL serves patients, consumers and customers across the world. They also ensure that every Operational Excellence (OE) initiative stays purpose-driven, people-centric and aligned with the Company’s commitment to creating meaningful impact.



Embedding Sustainability in the OE Framework

PPL has remodelled its operational excellence framework to place sharper focus on profitability, customer experience and sustainable performance. The framework is supported by strong foundational elements, including cultural and behavioural leadership, standard work practices, safety and sustainability.

Key practices such as daily management systems and workplace organisation help drive disciplined execution and consistent on-time project delivery. The broader aspiration of the framework is reflected in the goals of Zero Defects, Zero Deterrents, Zero Harm and Zero Waste.

Digitalisation plays a pivotal role in enabling these outcomes, serving as a catalyst for achieving operational excellence objectives with greater speed, consistency and visibility. The OE framework also contributes to various United Nations Sustainable Development Goals, reinforcing PPL’s commitment to responsible growth and long-term value creation.



Driving Operational Excellence through Culture, Efficiency and Digitalisation

PPL’s Operational Excellence model is closely aligned with the Company’s vision and core values and is structured around three strategic pillars: Culture Building and Behavioural Leadership, Operational Leadership and Digitalisation. These pillars work together to strengthen operational capability and support consistent progress across efficiency, quality, safety and sustainability.

The Company’s approach to manufacturing efficiency is centred on systematically uncovering and eliminating hidden process wastes. By applying Lean and Six Sigma tools, PPL improves product yields, optimises capacity and enhances OTIF (On Time in Full) performance. These efforts also help reduce the cost of poor quality and encourage more efficient use of resources, including power, water, solvents and catalysts. Together, they contribute to higher productivity, sharper cost control and stronger operational resilience.

Embedding a Culture of Leadership and Accountability

PPL is building its Operational Excellence culture through behavioural leadership and active participation across the organisation. Senior leaders provide long-term direction through a top-down strategic approach, while teams across levels are encouraged to drive continuous improvement from the ground up, creating a stronger sense of ownership and accountability.

The Daily Management System (DMS) forms the foundation of this shift. It helps teams detect issues early, solve them systematically and raise operating standards. By linking daily performance reviews with process standards and KPI objectives, it converts strategy into action at the shop floor. It also builds reliability, consistency and responsiveness across sites, keeping patient needs at the centre of execution.

Core Elements of DMS

The DMS framework is built around three priorities: detect, solve and improve.

Detect the problem:

The Performance Management System (PMS) uses visual control, standard and rapid response and tiered accountability processes to make performance gaps visible and ensure timely escalation.

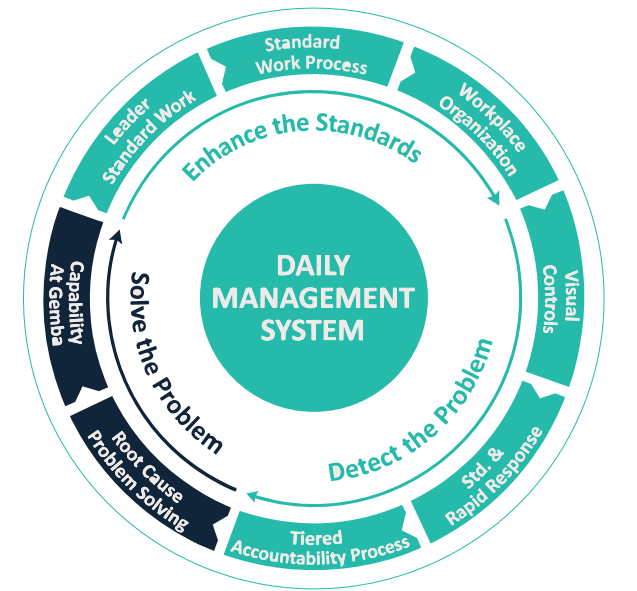
Solve the problem:

Root Cause Problem Solving (RCPS) helps teams address the underlying cause of issues instead of treating symptoms, reducing recurrence and improving execution discipline.

Enhance the standard:

Capability at Gemba (CAG), Leader Standard Work (LSW), Standard Work Process (SWP) and Workplace Organisation (WO) strengthen capability at the point of work, reinforce standard practices and improve team ownership.

Together, these elements create a consistent operating rhythm that supports lean thinking, faster decision-making and sustained improvement.



Implementation Approach

DMS is being implemented through a structured, phased approach. Each DMS standard is sponsored by an SLT member, ensuring leadership ownership and direction. At the site level, the Operational Excellence (OE) team begins deployment through a DMS Boot Camp, followed by a site-specific roadmap.

Sites identify their top SQCDP KPIs based on current operational priorities. KPI trees are then developed to understand performance drivers, identify root causes and focus improvement efforts where they matter most.

As deployment progresses, tier structures are established across the organisation. RCPS practices are initiated, leadership teams adopt LSW and CAG, and WO is piloted to reinforce discipline and standardisation. Leaders sustain progress through process confirmations, while DMS maturity assessments help evaluate progress, identify gaps and guide the next stage of improvement.

The maturity of DMS implementation is defined across four levels:

Maturity Level	Description
Level 1 - Beginning	DMS is piloted in select areas with active involvement from senior leaders.
Level 2 - Growing	Implementation expands to cover approximately 50% of the site, with increased engagement and training of leaders at SLT-1 and SLT-2 levels.
Level 3 - Maturing	DMS is implemented across the entire site, with supervisors consistently practising DMS routines.
Level 4 - Guiding	DMS becomes fully embedded into site operations, delivering consistent results, strong ownership and long-term sustainability.

Capability Building

The DMS deployment is supported by a formal capability-building ecosystem anchored in Lean Six Sigma (LSS) programmes. Covering White, Yellow and Green Belt certification levels, these programmes combine classroom learning, project-based application and coaching. Implemented across all sites, they enable data-driven problem-solving and support measurable improvements in process performance.

Lean Six Sigma (LSS): Strengthening Structured Problem-Solving Capability

Objective

To build and institutionalise organisational capability in structured problem-solving through Lean Six Sigma, enabling data-driven decision-making, process optimisation and a sustained culture of continuous improvement across all sites.

Goal

To develop and drive high-impact Lean Six Sigma projects aligned with critical SQCDP priorities and deliver measurable business outcomes. The programme also aims to build organisational capability through structured coaching, governance and early leadership involvement.

Approach/Enablers

This capability-building journey is supported by three key enablers:

Guided Project Book

A standardised Lean Six Sigma project playbook covering DMAIC methodology, business case development, financial validation and review templates to ensure structured execution.

Leadership Alignment and Governance

Active involvement of HODs, Site Heads and mentors through structured reviews and accountability mechanisms to strengthen ownership and execution discipline.

Digital Integration through i2e Platform

End-to-end project tracking, review management and documentation through a unified digital workflow, improving transparency, consistency and governance.

Key Highlights

Over 50 Yellow Belts have been successfully certified across India sites, strengthening the foundation of structured problem-solving. Green Belt training has been completed across SLT and SLT-1 levels, resulting in 86 projects launched across PQCDs, with 10 Green Belts certified so far. A structured roadmap is in place to scale up future certifications and sustain capability-building momentum across the organisation.



Turning Routines into Results

The DMS journey has gained strong momentum across the network. Boot camps have been completed at all PPS sites, along with PCC Digwal and Dahej. Aurora, Riverview, Sellersville, Ennore, Mahad, PDS and Digwal have achieved Level-1 maturity, while Pithampur became the first PPS site to achieve Level-2 maturity.

The impact is visible in reduced downtime, improved right-first-time performance and smoother shift handovers across sites, including Aurora, Sellersville, Riverview, PDS, Digwal and Pithampur.

DMS Driving Excellence across Sites

The table below captures how gains are translating into results at individual sites.

Site	Key Impact
Riverview	49% reduction in Cost of Poor Quality; OTIF improved from 67% to 90% YTD FY2026;
PDS	LCMS TAT improved from 55% to 75%; approximately 700 tray spaces saved for chemicals in the UCB store; approximately 23 minutes saved in the LCMS process.
Sellersville	NexlizetAQL Defects – Prevented ~\$80K batch loss while stabilising product quality Nexlizet ATIM Low Yield– Improved yield and eliminated repeat defects in subsequent batches.
Morpeth	QC testing time reduction – Campaign testing of 4 batches instead of sequential testing with standardised work (SWP) significantly improved efficiency, reducing FG testing TAT from 33 days to 11 days (annual average). Bempedoic Acid throughput improvement – Enabled rapid recovery and cleared 30 backordered batches within 2.5 months, restoring supply stability.
Pithampur	Bempedoic acid throughput improvement \$0.3 Million FFS throughput improvement ₹30 Lakh Yield improvement in Clopi 75mg Glipizide 5&10mg ₹85 Lakh
Aurora	Efficiency improved by 30% in the Downflow Booth with implementation of WO

Strengthening the Operating Rhythm

Through daily accountability, structured escalation, visible performance tracking and capability building at Gemba, PPL is creating a more responsive and performance-oriented organisation. Supported by behavioural leadership and Lean Six Sigma capability building, improvement is being owned at every level. As maturity deepens across the network, PPL is better positioned to deliver reliable outcomes for patients, customers, regulators and stakeholders.

Operational Leadership: Driving Profitability and Customer Experience

The Operational Leadership pillar focuses on improving profitability while enhancing customer experience. It is driven through key strategic levers such as yield improvement, solvent efficiency, raw material (RM) cost control, Total Effective Equipment Performance (TEEP) improvement, operational expense optimisation, OTIF improvement, Cost of Poor-Quality (COPQ) reduction and stronger performance on Customer Satisfaction Index (CSI) and Net Promoter Score (NPS).

Each lever is supported by a focused improvement agenda, measurable goals and site-level execution. Together, these initiatives help reduce cost, improve asset productivity, sharpen delivery performance and enhance customer experience.

Objective	Goal / Target	Approach/Enablers	FY2026 Highlights
Solvent Efficiency			
To reduce fresh solvent consumption and maximise value from spent solvent sales, strengthening cost efficiency and sustainability across manufacturing operations.	Achieve year-on-year reduction in solvent spend, progress to the 50th percentile of the True North target by FY2026, advance to the 75th percentile by FY2027 and sustain performance through FY2028.	- Site-level KPI selection, end-to-end solvent mapping to understand mass balance, PMS-led performance monitoring, project identification, charter sign-off and disciplined execution. - R&D collaboration to refine solvent recovery methods and strengthen solvent usage protocols. - Process automation to reduce manual intervention and improve accuracy and efficiency in solvent management. - DMS-enabled structured problem-solving and shop floor performance tracking to support timely action.	Digwal: Advanced solvent optimisation through critical solvent THF recovery via third party and improved solvent recovery plant efficiency. Digwal and Ennore: Enhanced solvent dashboards to improve visibility, tracking and performance management. Turbhe: Undertook crude loading optimisation and cleaning solvent reduction to improve solvent efficiency.
Yield Improvement			
To systematically improve product yields across manufacturing sites, reducing Cost of Goods Sold (COGS) and strengthening EBITDA performance.	To progress towards True North benchmarks by reaching the 50th percentile by FY2026, 75th percentile by FY2027 and the 95th percentile by FY2028, while sustaining True North performance by FY2029.	- Real-time performance monitoring through the Qlik Sense-based Yield Dashboard to track yield trends, identify gaps early and drive timely improvements. - Process optimisation in collaboration with R&D, TSD and cross-functional teams to refine process parameters. - Structured Design of Experiments (DoE) to identify optimal process conditions and improve yield performance. - DMS-enabled problem-solving, root cause analysis and daily performance tracking to sustain improvements at the shop floor level.	- Achieved US\$1.6 Million in cost savings through targeted yield improvement initiatives. - Key product-level improvements included Trazadone, Vibegron, Amiodarone and Paroxetine at Digwal; FCI 2579 at Ennore; Desmopressin, Leuprorelin, Buserelin and S. Calcitonin at Turbhe; EXK-5 at Aurora; and Bempedoic at Pithampur. - The Yield Dashboard was deployed at Digwal, Ennore, Morpeth and Riverview to strengthen performance visibility and tracking.

TEEP Improvement

To establish Total Effective Equipment Performance (TEEP) reporting and reduce losses across Availability, Performance, Quality and Utilisation, maximising asset potential while improving capacity utilisation, productivity and product quality.

To implement a standardised TEEP framework in FY2026 to establish baseline performance and drive throughput improvements, targeting a 5% improvement in API and a 5% improvement in Formulations by FY2027.

- Transition from siloed OEE and Availability reporting to an integrated TEEP-based framework.
- Enable digital TEEP reporting through standardised data collection and analysis across all operating parameters.
- Identify and address losses across the four TEEP drivers: Availability, Performance, Quality and Utilisation.
- Develop site-specific action plans to remove bottlenecks and maximise equipment output.

- TEEP pilot on Pithampur CVC packing lines improved performance from 29% to 32% over six months, with better OEE and shift optimisation during low-volume months.
- At Turbhe, filtration-stage debottlenecking improved TEEP from 48% to 58%.
- Building on these results, FY2027 focus will be on scaling TEEP-led improvements across priority sites and strengthening equipment productivity, throughput and utilisation.

OTIF Improvement

To enhance delivery performance, improve customer satisfaction, drive repeat business and strengthen operational and supply chain efficiency.

To achieve 92% OTIF by FY2026 and sustain 95%+ OTIF from FY2027 to FY2029, supported by stronger alignment across operations, supply chain and commercial teams to ensure a smooth customer experience.

- Digitalisation and automation through real-time reporting tools to support proactive tracking, faster decisions and timely interventions.
- Cross-functional collaboration with SCM and BD to resolve customer issues, strengthened through Sales and Operations Planning (S&OP) alignment.
- TEEP implementation to improve equipment performance, reduce losses and strengthen adherence to production plans.
- DMS-led execution to detect delivery risks early, enable rapid problem-solving and improve coordination across teams and functions.

- Achieved 71% OTIF at PPS level in FY2025.
- Improvement initiatives are underway at Digwal, Turbhe, Morpeth and Grangemouth, supported by digital tools and stronger cross-functional collaboration to address external OTIF performance.

COPQ Reduction

To optimise the Cost of Poor Quality (COPQ) by systematically eliminating waste and reducing process variability, thereby improving profitability and enhancing customer satisfaction through consistent quality improvements.

To reduce COPQ by 10% annually in FY2026 and FY2027, and by 5% annually in FY2028 and FY2029 at the PPS level, sustained through robust quality systems and effective corrective and preventive actions.

- Drive yield improvement and reduce rework and reprocessing through structured problem-solving and root cause identification, using DoE, real-time analytics, CPP and R&D collaboration to optimise process parameters, improve yield and eliminate variation and inefficiency.
- Strengthen deviation and lab error reduction through Project RESOLVE, in partnership with Quality, by improving investigations, enhancing controls and proactively reducing deviations and lab errors. This supports a culture of excellence and consistent compliance across all sites.
- Advance automation and digitalisation to reduce manual errors and variability in quality-critical operations.
- Use the Daily Management System (DMS) to enable real-time issue visibility, strengthen frontline accountability and support swift resolution, contributing directly to sustained COPQ reduction.

- COPQ at PPS level stood at 2.18%, outperforming the target of 2.5%.
- Yield losses reduced by 58% over last year, supported by site-level reductions at Digwal 47%, Turbhe 39% and Grangemouth 36%.
- Deviations reduced by 20%, while COPQ deviation costs declined by 18% at PPS level, driven by initiatives at Grangemouth, Digwal, Lex, Morpeth and Turbhe.
- Lab errors reduced by 15%, with associated costs down by 4%, supported by improvements at Digwal, Aurora, Lex and PPDS.
- PTP has been identified as a key FY2027 focus area, with continued focus on reducing batch rejections at Lex, Mahad, Morpeth, PTP and Turbhe.

Core Focus Areas and Strategic Approach

PPL’s operational leadership approach begins with a detailed assessment of performance gaps against defined baselines or benchmarks. Based on this assessment, improvement opportunities are identified using OE tools. Structured action plans are then developed and implemented to close these gaps, strengthen execution and drive measurable improvements across priority areas.

Material and Cost Efficiency Initiatives

PPL drives focused initiatives that improve material efficiency and strengthen cost discipline across operations.

Material Savings

The Company is working to improve product yield and optimise the specific consumption of key raw materials. Efforts also include increasing solvent recovery and reuse, supporting both cost efficiency and responsible resource use.

Operational Expenses

PPL is also focused on improving productivity excellence through initiatives that optimise HR costs. In parallel, the Company advances energy conservation measures aimed at the efficient use of power, fuel and water resources.

Further details on energy conservation initiatives across sites are covered in the Responsible Operations section of this report.

Digitalisation for Enhanced Efficiency and Governance

Digitalisation has been central to sustaining efficiency gains over time. By using technology and Gen AI, PPL is automating governance processes, lowering dependence on manual intervention and enhancing accuracy and stability in operations. This digital shift is improving productivity while enabling more disciplined, transparent and efficient ways of working. Through value stream mapping, the Company identifies process inefficiencies, bottlenecks and delays and applies innovative technologies to eliminate waste and streamline workflows. These efforts are helping PPL build faster, more reliable and better-governed operations.

Asset Integrity

Driven by rapid technological progress that is making superior assets more attainable, PPL is focused on upgrading its infrastructure. This is helping improve efficiency, boost productivity and support consistent, long-term growth across operations.



Responsible Operations



FY2026 marked a defining year in our environmental journey. We advanced climate action, energy efficiency, water stewardship and circular waste management across our global operations, embedding responsible resource use into how we source energy, run our sites and manage our footprint.

Guided by our FY2030 targets and science-based decarbonisation pathways, we delivered the lowest Scope 1 and Scope 2 emissions in the Company's history, strengthening long-term resilience while lowering our environmental impact.

22.6%

Lower Scope 1 & 2 Emissions vs FY 2022 Baseline

41%

Total Energy Consumption from Renewable/Green Sources

84%

Hazardous Waste Recycled, Co-processed and Recovered

6,520

Saplings Planted, at 90% Survival Rate

40%+

Water Consumed is Recycled/Reused

Focus Areas

Climate Change

- Carbon Reduction Plan guiding Scope 1, Scope 2 and Scope 3 reduction milestones
- Biomass conversion at Digwal is cutting emissions by 25,569 tCO₂e, nearly 18% of baseline
- Sustainable Supply Chain initiative launched to address Scope 3 value-chain emissions

Energy Management

- Strategy-led, execution-led and technology-led approach to energy performance
- More than 50 energy conservation measures implemented across sites
- Digwal recognised as an "Excellent Energy Efficient Unit" at the 26th CII National Award

Water Stewardship

- Comprehensive Water Use Assessment completed across India, UK and North America
- Zero Liquid Discharge systems operational at five API sites
- Reduce, Reuse and Recycle micro-projects delivering measurable site-level savings
- Rainwater harvesting supporting groundwater recharge and circular water use

Waste Management

- Waste streams mapped and channelled to co-processing, recycling and recovery
- Hazardous and non-hazardous streams segregated for higher material recovery
- Sludge management and pre-processing reducing landfill dependency
- Grangemouth programme cutting waste-related repacking charges by 84%

UN SDGs Impacted



Climate Change

Climate change has implications not only for our environmental footprint but also for the resilience of our business. Our climate approach therefore brings together emissions management, energy transition and preparedness for climate-related risks. These priorities help us respond to the changing operating environment while supporting the continuity and sustainability of our business over the long term. Our focus extends from improving energy performance to identifying opportunities across our operations and value chain. By tracking emissions and strengthening our understanding of climate-related risks and opportunities, we continue to build a more informed approach to climate action.

Climate Governance

Climate-related risks and opportunities are managed through a structured governance framework that supports accountability and long-term resilience. To guide our transition towards a lower-carbon future, we have developed a comprehensive Carbon Reduction Plan (CRP), which outlines key actions, milestones and timelines to support achievement of Scope 1, Scope 2 and Scope 3 emission reduction targets. Climate considerations are integrated into business planning, enabling timely responses to emerging risks and supporting sustainable growth.



Lexington, US

Climate Targets and Progress¹

Target

- Reduce Scope 1 and Scope 2 emissions by **42%** by FY2030 (with a baseline of FY2022), which aligns with the 1.5°C decarbonisation pathway as recommended by the Science-Based Targets initiative (SBTi).
- Reduce Scope 3 emissions with absolute contraction by **25%** by FY2030 with a baseline of FY2022, which aligns with the 2.0°C decarbonisation pathway.

Progress

The transition gained momentum through a combination of renewable power procurement, biomass-based energy, cleaner fuels and focused energy improvement projects. Together, these actions contributed to meaningful emission reductions and reinforced the resilience of our operations.

Lowest-Ever Scope 1 and Scope 2 Emissions, with emissions declining by 22.6% against the FY2022 baseline.

~49,787 tCO₂e

Total emissions reduced

¹305-5

Decarbonisation Highlights FY2026

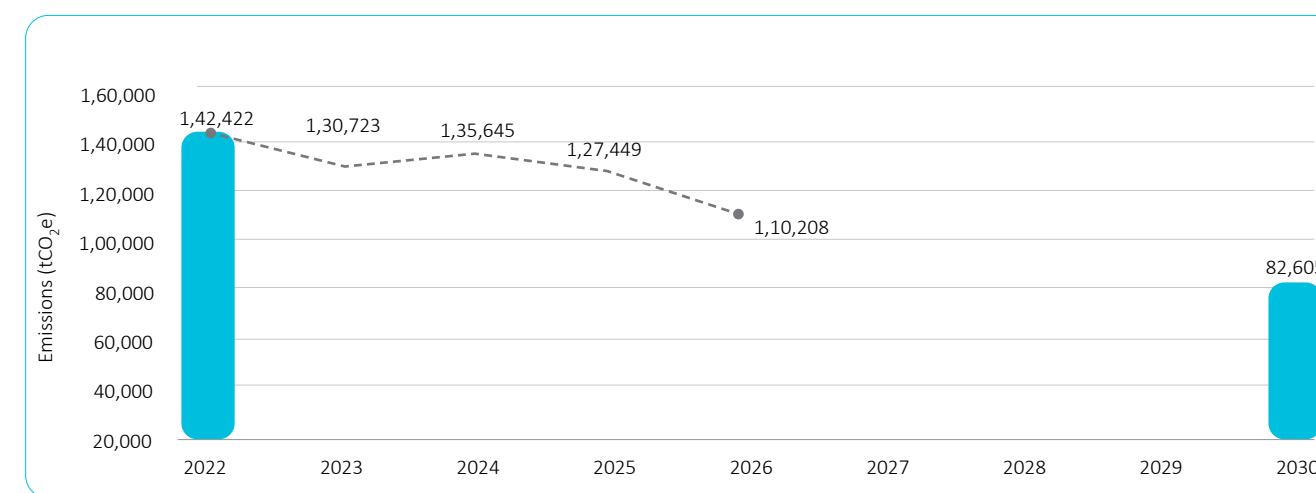
41%

Of total energy consumption is met through renewable/Green sources (Power & Fuel)

50+

Implemented energy conservation opportunities across all sites to enhance energy efficiency, reduce emissions and achieve operational savings.

Emission targets vs Actuals



--- Actual Scope 1 & Scope 2 Emissions | ● Emission reduction plan as per SBTi 1.5

Carbon Reduction Plan (CRP) for Scope 1 and Scope 2

To address Scope 3 emissions, which are indirect emissions arising from activities across our value chain, we have introduced a Sustainable Supply Chain initiative. This programme focuses on engaging closely with our suppliers to support them in adopting their own emission reduction strategies through active collaboration. By working closely with supply chain partners, we aim to reduce emissions across the full lifecycle of our products and services.

GHG Scope 1 and Scope 2

GHG Emissions	Total Emissions (tCO ₂ e)			
	FY2026	FY2025	FY2024	FY2023
Scope 1 (tCO ₂ e) ^{1, 3}	47,796	61,351	56,230	55,229
Scope 2 (tCO ₂ e) location based ^{2, 4}	92,626	91,998	86,658	80,390
Scope 2 (tCO ₂ e) market based ⁴	62,412	66,098	79,415	75,494
Bio-briquette/Biomass (tCO ₂ e)	39,458	19,960	12,849	13,324
Scope 3 (tCO ₂ e) ⁵	6,48,835	4,91,081	4,99,659	4,50,639
Scope 1 & 2 Emissions Intensity (tCO ₂ e/₹ Crores of Revenue) (market based) ⁶	12.43	13.93	16.60	18.46
Scope 1 & 2 Emissions Intensity (tCO ₂ e/₹ Crores of Revenue) (location based) ⁶	15.83	16.76	17.49	19.15

Note: ¹Scope 1 emissions (tCO₂e) were calculated using emission factors based on the World Resources Institute (WRI) GHG Emission Factors Compilation (2024) from the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines for National Greenhouse Gas Inventories.

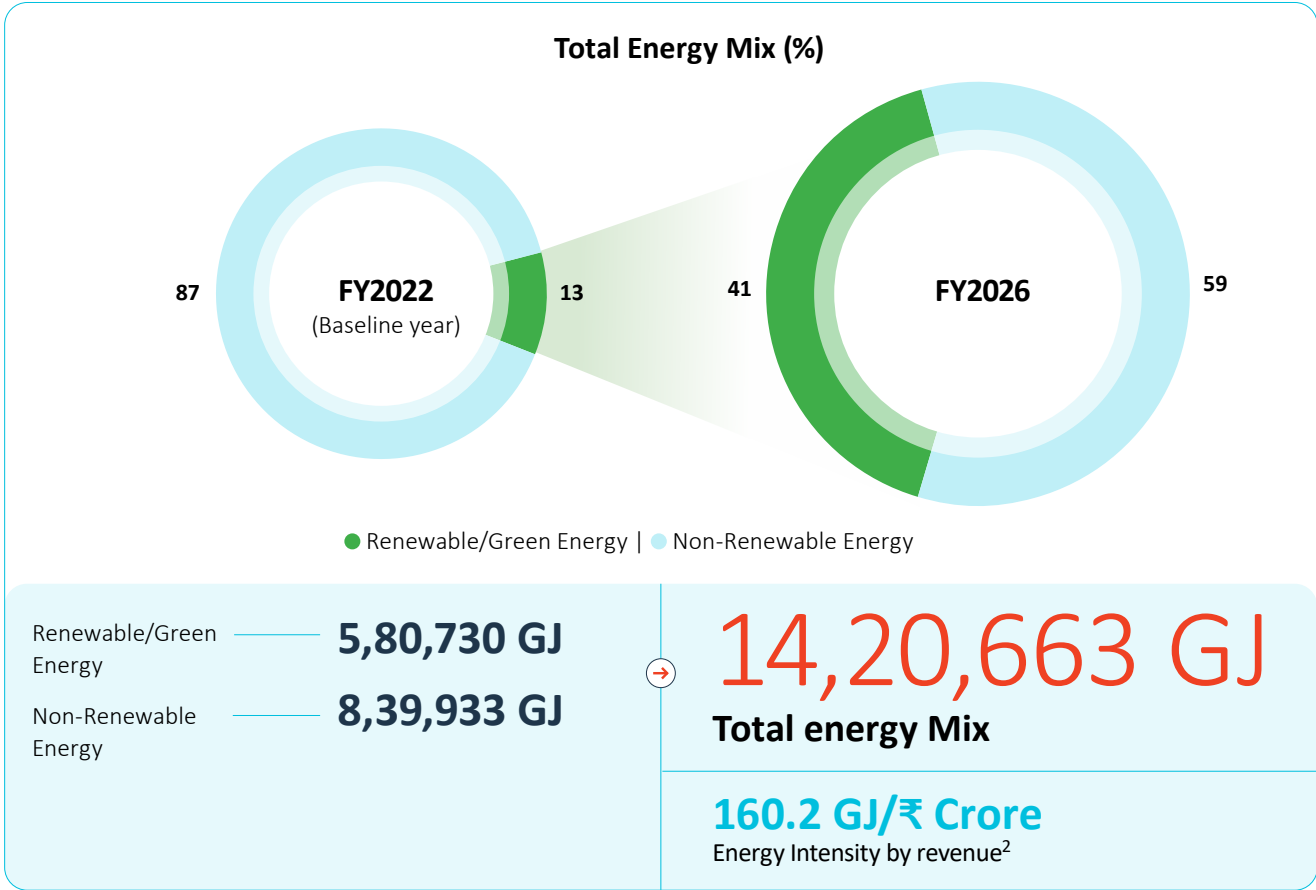
Note: ²Location-based scope 2 emissions for prior years have been restated following the correction of emission factor application for renewable electricity consumption to align with location-based accounting requirements. Consequently, the reported scope 1 & 2 emissions intensities (location-based) have also been revised.

³305-1 | ⁴305-2 | ⁵305-3 | ⁶305-4

Scope 3 inventory is of 13 categories. Applicable out of 15 categories.

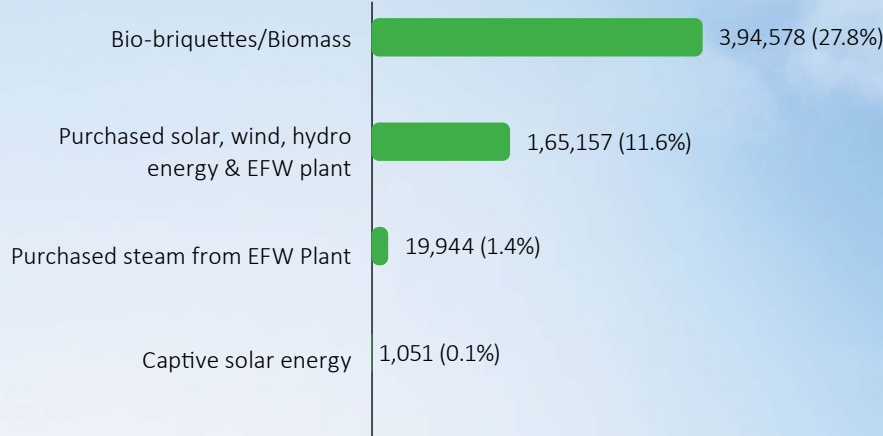
Scope 3 Categories	Total Emissions (tCO ₂ e)		
	FY2026	FY2025	FY2024
Category 1: Purchased Goods and Services	2,53,946	2,13,221	1,91,060
Category 2: Capital Goods	3,691	7,937	14,917
Category 3: Fuel- and Energy-Related Activities (not included in Scope 1 or Scope 2)	90,781	35,987	40,854
Category 4: Upstream Transportation and Distribution	97,370	88,273	1,00,368
Category 5: Waste Generated in Operations	235	350	633
Category 6: Business Travel	2,025	2,297	2,473
Category 7: Employee Commuting	23,785	11,699	10,941
Category 8: Upstream Leased Assets	570	1,496	976
Category 9: Downstream Transportation and Distribution	29,977	6,182	9,378
Category 10: Processing of Sold Products	7,413	8,376	6,718
Category 11: Use of Sold Products	1,35,224	1,14,359	1,13,702
Category 12: End-of-Life Treatment of Sold Products	3,316	175	5,742
Category 15: Investments	500	728	1,897
Total	6,48,835	4,91,081	4,99,659

Energy Mix¹

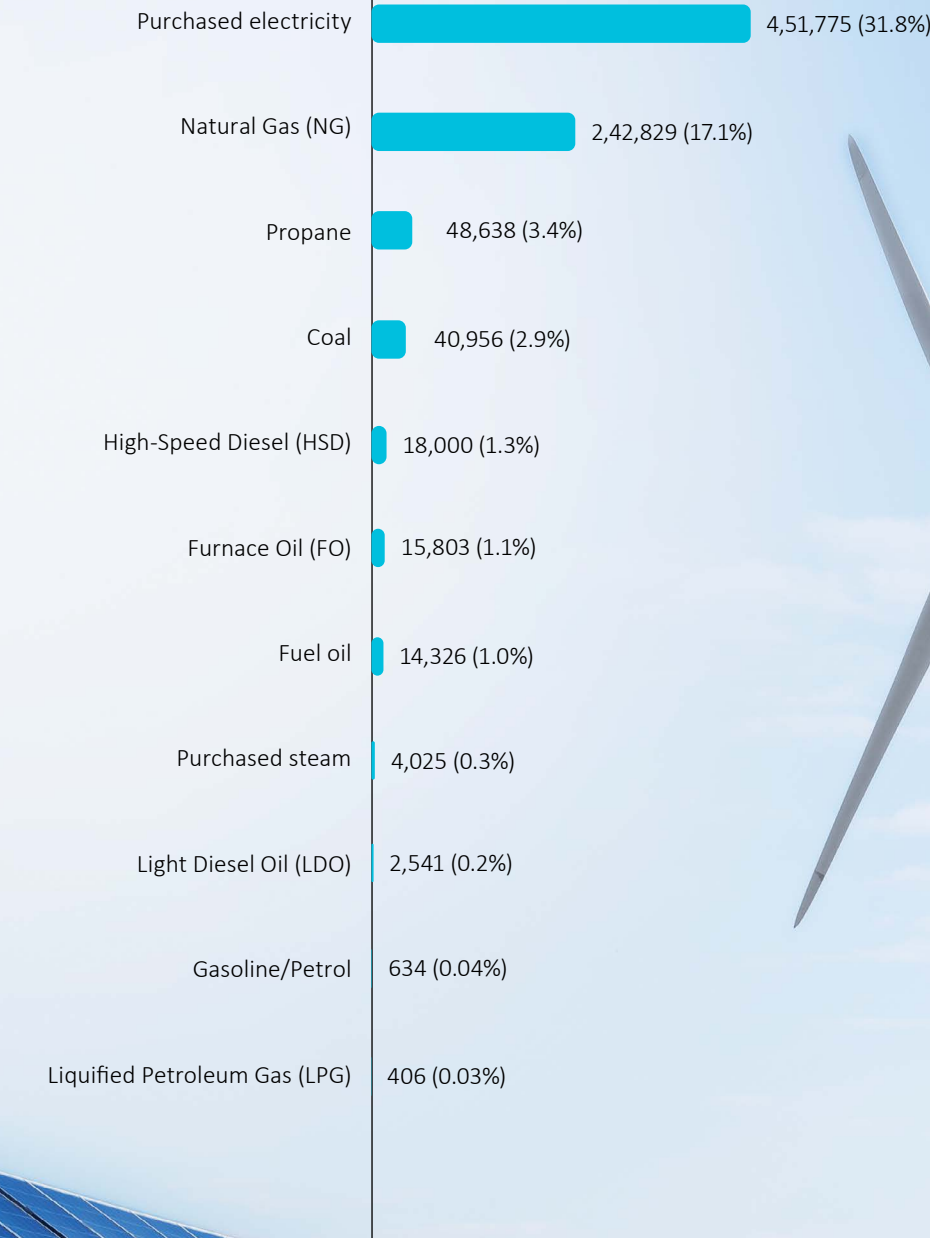


¹302-1 | ²302-3

Renewable/Green Fuel Mix (Unit in GJ)



Non-Renewable Energy Mix (Unit in GJ)



Energy Management

Guided by our commitment to responsible operations, we continuously improve energy performance through detailed assessments, utility optimisation, and technology upgrades. By expanding renewable energy use, transitioning to low-carbon fuels, and advancing energy efficiency programmes, we are driving sustainable growth while reducing environmental impact.

Decarbonisation Journey

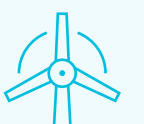
Driving Progress through Three Strategic Priorities

Climate action was the defining theme of our environmental agenda. Our decarbonisation roadmap is built around three focus areas that support progress towards our FY2030 climate goals.



Energy Stewardship

Continuous energy assessments and conservation measures across sites are helping reduce energy consumption and improve process performance. Together, these priorities are enabling a gradual shift towards a lower-carbon energy mix across our operations.



Increasing Renewable Energy Adoption

We are expanding renewable electricity sourcing through Open Access arrangements, Green Day Ahead Market procurement, rooftop solar installations and Energy-from-Waste projects.



Transitioning Towards Low-Carbon Fuels

Replacing conventional fuels with cleaner alternatives is a key pillar of our climate strategy and contributes significantly to emission reduction.

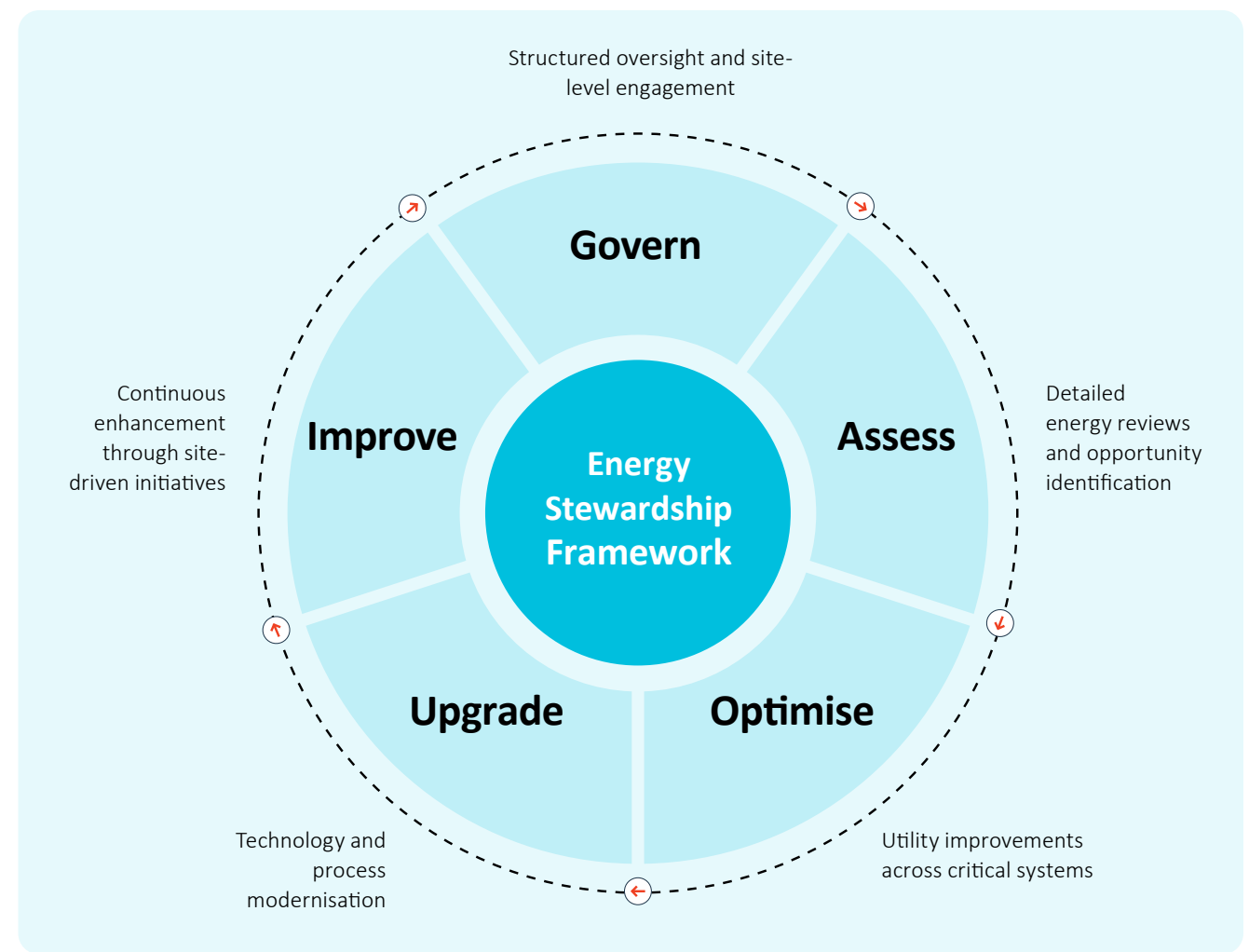


Solar Panel at Digwal, India

Energy Stewardship

Our Energy Stewardship framework is built on three pillars: Strategy-led, Execution-led, and Technology-led, ensuring a structured and holistic approach to energy management. Driven by strong governance and site-level engagement, we continuously Govern, Assess, Optimise, Upgrade, and Improve energy performance, enabling operational improvement, enhanced efficiency, and sustainable growth across our facilities.

Three Themes of Energy Stewardship		
Strategy-led	Execution-led	Technology-led
Building the Foundation for Continuous Energy Improvement	Improving Utility Performance across Operations	Modernising Systems and Strengthening Reliability
Key Actions		
➤ Energy assessments across sites	➤ Steam and boiler optimisation	➤ Heat recovery technologies
➤ Identification of Energy Conservation Measures (ECMs)	➤ Pumping system upgrades	➤ Process optimisation projects
➤ Phased implementation roadmaps	➤ Compressed air efficiency improvements	➤ Utility system modernisation
➤ Performance reviews and monitoring	➤ HVAC and cooling optimisation	➤ Digital control systems
	➤ Electrical system enhancements	➤ Equipment reliability improvements
	➤ Lighting efficiency initiatives	➤ AI-enabled predictive maintenance





Energy Governance and Assessment

Energy stewardship is integrated into day-to-day operations through regular reviews and site-level engagement, ensuring that opportunities for improvement are identified and translated into action. Oversight is provided through the Sustainability and Risk Management Committee, which supports timely identification, assessment and management of risks. Regular assessments are conducted at all sites to find opportunities for reducing energy demand and improving utility performance. Based on these findings, we developed a roadmap to prioritise structured adoption and implementation of initiatives. Our governance structure has translated into tangible upgrades across our utility systems.

Utility Optimisation and Technology Upgrades

Comprehensive energy audits were conducted across all sites to identify opportunities for reducing energy consumption and improving utility efficiency. Based on the findings, a structured implementation roadmap was developed to prioritise projects according to impact and feasibility. Several initiatives have been successfully implemented, while others are being executed in phases.

We implemented more than 50 energy conservation measures, resulting in significant reductions in energy consumption and greenhouse gas emissions during the year.¹

50+ Energy conservation measures implemented during FY2026

During the year, site teams implemented energy-saving initiatives and focused on improving the efficiency of key utility systems, which contribute significantly to overall energy consumption.

Technology	ESG Linkage	SDG Linkage	Site	Initiative
Steam & Boiler Optimisation	Energy Efficiency and GHG Emissions Reduction	 	Bethlehem	Installed condensate return pump to recover steam condensate
			Digwal PPS	Improved boiler efficiency through steam-to-fuel ratio optimisation
			PPDS	Optimised steam loads to reduce fuel consumption in boiler
			Sellersville	Replaced defective steam traps Installed condensate recovery pumps
			Mahad	Installed energy-efficient hot water systems
			Turbhe	Implemented steam conservation initiatives
			Morpeth	Improved boiler controls to ensure energy efficiency
Pumping System Optimisation	Energy Efficiency and Resource Optimisation	  	Dahej	Replaced chilled brine pumps with energy-efficient pumps
			Digwal PCC	Upgraded chilled water pump with IE5 motor & VFD
			Mahad	Replaced secondary pumps with energy-efficient pumps
			Digwal PPS	Replaced low-efficiency pumps
Compressed Air System Efficiency	Energy Efficiency and Emissions Reduction	 	Dahej	Installed energy-efficient air compressor
			Mahad	Replaced air compressor
			Sellersville	Replaced air compressors
			Digwal PPS	Compressed air leak detection
Thermal Systems & Heat Recovery	Waste Heat Recovery and Carbon Footprint Reduction	  	Dahej	Installed Thermal Vapour Recompressor (TVR)
HVAC & Cooling System Optimisation	Energy Efficiency, Climate Action and Resource Conservation	 	Digwal PCC	Installed VFD for AHU motor Optimised cooling water loop Installed auto valves in AHU system Optimised cooling tower fan usage Utilised low-capacity cooling tower pump
			Digwal PPS	Optimised chiller network Improved brine system efficiency Optimised warehouse AHU operation
			Ennore	Interconnected cooling towers Extended AHU duct & replaced window ACs
			Mahad	Replaced the chiller with an energy-efficient chiller Replaced split AC with ductable systems
			PDS	Installed AHU-DX system
			Pithampur	Replaced AHUs with an efficient system Replaced cooling tower fills & fan
			PPDS	Installed 130 TR VFD-driven chiller
			Morpeth	Installed new HVAC system with energy efficient pump. Installed energy efficient chiller in Chem-1 facility
Electrical, Power Quality & Motor Efficiency	Efficient Energy Management and Emissions Reduction	 	Ennore	Installed VFD in ID fan motor
			Mahad	Installed APFC panel
			Pithampur	Installed VFDs on AHUs, fans & Pumps
			Turbhe	Activated HT feeder to reduce DG fuel consumption

¹302-4

Technology	ESG Linkage	SDG Linkage	Site	Initiative
Lighting Efficiency	Energy Conservation and Carbon Reduction	 	Ennore	Segregated lighting circuits
			Mahad	Installed motion sensors for lightings
			Pithampur	Installed LED lightings
			Morpeth	API area lighting replaced with LED lightings
Process Optimisation & Controls	Operational Efficiency and Resource Optimisation	 	Pithampur	Replaced Old plant with Multicolumn Distillation Plant (MCDP) plant
			PPDS	Optimised utility operations
			Pithampur	Installed energy-efficient nitrogen plant
Operation Improvement	Fuel Efficiency and Emissions Reduction	  	Digwal PCC	Optimised fuel consumption by synchronising DGs with a single control panel
			Pithampur	Optimised fuel consumption during upgrade
			Rabale	Optimised usage of non-critical equipment
System Upgrades	Digital Transformation, Energy Efficiency and Sustainable Operations	 	Morpeth	Replaced 22 old servers with the latest technology
			Morpeth	Installed new blowers on the ETP

Our Commitment to Continuous Improvement¹

Energy stewardship is an ongoing journey. Through structured assessments, focused interventions and technology upgrades, we continue to strengthen our energy performance across operations. By embedding energy management into day-to-day operations, we are creating a strong foundation for responsible growth while supporting long-term sustainability goals.

Good practices and initiatives

Improving Performance of MEE through Heat Recovery and TVR Integration at Dahej

Challenge

The Multiple Effect Evaporator (MEE) plant consumed nearly 1,100 kg/hr of steam for effluent treatment operations. High steam demand increased energy consumption, operating costs and associated emissions, creating the need for a more effective steam management approach.

Our Approach

A two-phase programme was implemented to improve steam utilisation and recover waste heat.

Phase 1 – Heat Recovery

- Installed an additional heat exchanger to recover heat from the Vacuum Thin Film Dryer (VTFD).
- Used recovered heat to preheat MEE feed streams.
- Increased feed temperature and reduced steam demand during evaporation.

Phase 2 – Thermo Vapour Recompressor (TVR) Integration

- Installed a Thermo Vapour Recompressor in the VTFD system.
- Reused process vapours to recover latent heat.
- Reduced dependence on fresh steam by circulating available thermal energy within the process.

Impact

The initiative delivered measurable improvements in energy performance.

- Approximately 55% reduction in steam consumption.
- Significant reduction in energy costs.
- Lower carbon emissions.
- Improved process performance and resource utilisation.

Key Highlight

~55%

Reduction in steam consumption through heat recovery and process integration

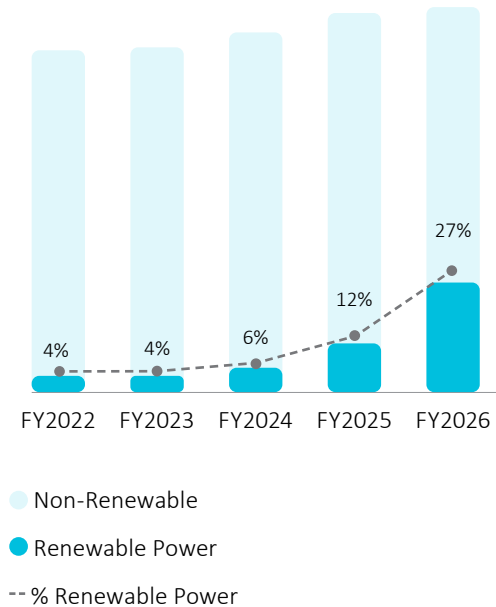
Renewable Energy Adoption

Renewable energy was a key pillar of our decarbonisation strategy. Through Green Day Ahead Market (G-DAM) procurement, open access arrangements, Energy-from-Waste (EfW) solutions and on-site solar generation, we expanded clean energy sourcing across operations and reduced dependence on conventional power.

Key Highlights of FY2026

- **G-DAM (Digwal):** Avoided 11,243 tCO₂e through renewable power procurement.
- **Open Access arrangements:** Sites including Ennore, Mahad, Turbhe, Pithampur, Dahej, PDS and PPDS sourced renewable electricity through group captive and third-party open access mechanisms, using solar and wind-solar hybrid projects. These initiatives contributed to an emissions reduction of 10,097 tCO₂e in FY2026.
- **Energy-from-Waste:** EfW supplied 85% of the total energy demand of the Grangemouth facility.
- **On-site Solar:** Installed rooftop solar capacity across Digwal, Dahej and Pithampur, generating renewable energy and avoiding 207 tCO₂e.

Renewable Power



Overall Impact

These initiatives accelerated our transition to cleaner energy, strengthened energy security and supported our long-term decarbonisation goals.

27%
Of total electricity consumption sourced from renewable energy



Good practices and initiatives

Expanding Renewable Power through a Wind-Solar Hybrid Open Access Model at Ennore

Challenge

The Ennore site depended entirely on grid electricity, with annual power consumption around 1.3 Crore units. Reliance on conventional power sources resulted in higher emissions and increased electricity costs.

Our Approach

A phased Power Purchase Agreement (PPA) strategy was adopted to progressively increase renewable energy procurement while aligning with site demand and regulatory requirements.

The Initiative Involved

- Integration of wind-solar hybrid power under an open access arrangement.
- Phased expansion of renewable energy capacity.
- Alignment of renewable sourcing with the site's consumption profile.

Impact

The project supported a major shift in the site's energy mix and strengthened energy resilience.

- Transitioned from complete dependence on grid power to nearly 54% renewable power integration.
- Reduced electricity procurement costs.
- Improved energy security and supply resilience.
- Supported long-term sustainability commitments.

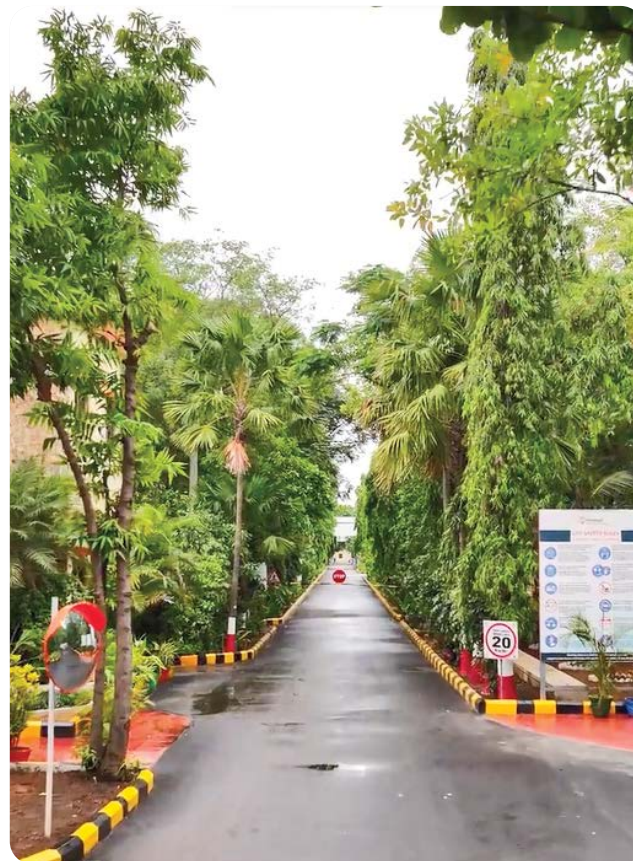
Key Highlight

54%

Of electricity demand is now met through renewable energy, marking a significant impact



■ Solar Park - Power Purchase Agreement



■ Ennore, India

Transitioning towards Low-Carbon Fuels

Green fuel remained a key pillar of our decarbonisation strategy, with the increased adoption of biomass-based and other low-carbon alternative fuels helping to reduce carbon emissions across our operations. Mahad, Ennore, Pithampur sites are utilizing biomass briquettes as a primary green fuel source.

Key Highlights of FY2026

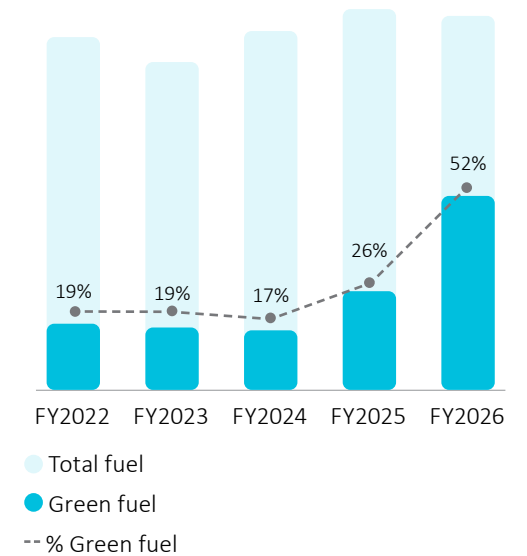
Biomass Conversion at Digwal Marks a Major Milestone

One of the most significant achievements during FY2026 was the conversion of the coal-fired steam boiler at the Digwal facility to biomass briquettes. The project contributed to reducing emissions by 25,569 tCO₂e, accounting for nearly 18% of the Company's baseline emissions. This transition represents a major milestone in the Company's decarbonisation journey and highlights the growing role of Green fuels in our energy mix.

Fuel Conversion at Sellersville Facility

The Sellersville facility completed the conversion of boiler fuel from fuel oil to propane gas, a lower-carbon alternative. This initiative resulted in an emissions reduction of 589 tCO₂e, while also supporting cleaner and more sustainable operations.

Green Fuel



52%

Contribution of Green Fuels to the Overall Fuel Mix



■ Pithampur, India



Our sustainability commitment is defined by what we deliver, not what we promise. We are taking decisive action to reduce emissions, use resources more efficiently, accelerate renewable energy, and integrate sustainability into the way we operate and invest. By turning targets into measurable results, we are building a stronger, more resilient business for the future."

Mayank Mattu

Senior Vice President and Global Head -Engineering and Projects

Good practices and initiatives

Transitioning Boiler Fuel from Fuel Oil to Propane at Sellersville

Challenge

The Sellersville facility operated three boilers using fuel oil for steam generation. Dependence on conventional fuel resulted in higher emissions, increased operating costs and greater complexity in fuel handling and maintenance. This created an opportunity to adopt a cleaner fuel while improving operational performance.

Our Approach

A fuel conversion programme was undertaken to transition all three boilers from fuel oil to propane, a lower-carbon alternative.

Key actions included

- Conversion of all three boiler burners into propane-based systems.
- Installation of supporting infrastructure and propane storage facilities.
- Integration of systems to ensure reliable and flexible boiler operations.



Impact

The transition delivered both environmental and operational benefits:

- Approximately 10% reduction in greenhouse gas emissions compared to fuel oil.
- Shift to a cleaner-burning fuel with lower carbon intensity.
- Around 20% reduction in annual fuel costs.
- Improved reliability and operational flexibility.
- Reduced complexity in fuel handling and maintenance.

Key Highlight

Emission reduction of 589 tCO₂e & ~20% reduction in annual fuel costs



■ Sellersville, US

Recognition for Energy and Climate Performance

Piramal Pharma Limited, Digwal Site, was recognised as an “Excellent Energy Efficient Unit” at the 26th National Award for Excellence in Energy Management 2025, organised by the Confederation of Indian Industry (CII) at HICC, HYDERABAD. The site stood out for its impactful initiatives aimed at optimising energy use, reducing carbon footprint and fostering a culture of continuous improvement in energy efficiency. This national recognition reflects our commitment to sustainability, energy conservation and innovative energy management practices.



Air Emissions¹

The Company monitors emission levels in line with applicable regulations, and these stay well within the prescribed limits. Air pollution control measures are built in from the design stage, supporting both compliance with statutory requirements and the Company’s commitment to sustainability and environmental responsibility in its pharmaceutical operations. These efforts contribute to maintaining regulatory standards while supporting long-term environmental goals.

Key Measures Implemented for Air Emission Control

- **Continuous Emission Monitoring Systems (CEMS):** Implemented at API sites in India for emissions monitoring.
- **Gaseous Emissions:** Controlled using new scrubbers with continuous pH monitoring as well as using bag filters.
- **Fugitive Emissions:** Nitrogen blanketing on solvent storage tanks to prevent emissions.
- **Two-Stage Scrubbing Systems:** Installed at major sites for regulatory compliance.
- **VOC Control:** Double-stage condensers and activated carbon filters for effective Volatile Organic Compounds (VOC) management.
- **PM control at Coil Boiler:** Equipped with Electrostatic Precipitators (ESPs) to filter particulate matter.
- **PM control at Briquette Boiler:** Fitted with bag filters and cyclones to minimise particulate emissions.

We have focused on using safer, less toxic substances across our operations by applying green chemistry principles. This approach helps lower the risk of harmful emissions and supports our broader commitment to sustainability. Through these efforts, we continue building our environmental responsibility while promoting the well-being of people and the environment. Our responsibility extends beyond air quality to how we also manage noise across our sites which is described in the following section.

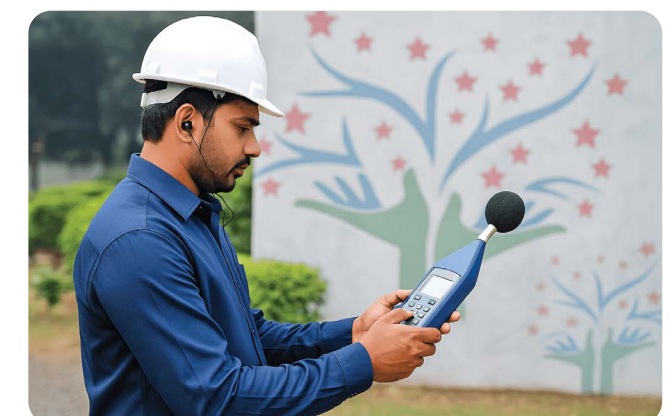
¹305-7

Noise Pollution

As part of our commitment to sustainability and environmental responsibility, the Company stays focused on managing noise pollution across its pharmaceutical operations. Controlling noise levels is essential to reduce environmental impact and support the well-being of our employees.

Key Noise Control Measures Implemented

- Power-Generating Sets:** Acoustic insulation has been installed to absorb and reduce noise generated by power-generating equipment, helping to minimise noise pollution.
- Equipment Noise Control:** Enclosures and barriers have been fitted around noisy equipment such as compressors and pumps to contain and reduce noise emissions.
- Noise Control Considerations:** Work areas have been planned with noise control in mind, ensuring that operations are carried out in locations designed to mitigate noise impact.
- Employee Safety:** High-quality hearing protection devices, such as earplugs and earmuffs, are provided to employees working in areas with significant equipment noise.
- Noise Impact Minimisation:** Equipment has been strategically located in areas that minimise noise impact on work areas and surrounding environments.



Biodiversity¹

Protecting and Enhancing Natural Ecosystems

Piramal Pharma recognises the importance of biodiversity in maintaining healthy ecosystems and supporting a sustainable future. Our approach focuses on responsible land use, site-level habitat enhancement and restoration initiatives that help preserve ecological balance and minimise environmental impacts.

Through these efforts, we seek to strengthen natural ecosystems within and beyond our operational boundaries while complementing our broader climate and decarbonisation agenda. Enhanced green cover and ecosystem restoration contribute to carbon sequestration and support long-term environmental resilience.

30%+

Of plot area across Indian sites maintained as a green belt

6,520

Saplings planted and achieved a survival rate of 90%

Our Biodiversity Approach



Protect: Responsible Land Use and Biodiversity Conservation¹

Most of the Company's manufacturing facilities are located within notified industrial estates, reducing the risk of significant impacts on biodiversity and sensitive ecosystems. As part of our approach towards responsible growth, the Company is committed to ensuring that future production sites are not established near protected areas, particularly those supporting vulnerable species and regions with high biodiversity value. Through careful site selection and responsible land use practices, we seek to minimise potential impacts on ecosystems and preserve biodiversity.

Enhance: Strengthening Green Cover across Operations

We continue identifying opportunities to enhance green spaces within our facilities. In India, approximately 30% of the plot area has been developed as a green belt, contributing to improved ecological balance around operations.²

These efforts are supported through internal plantation drives, guided by detailed surveys and soil characterisation studies to improve plantation success and increase green cover density.

During FY2026, 6520 saplings were planted across Indian sites as part of ongoing efforts to enhance green cover and promote environmental stewardship.

For FY 2027, the Company has set a target to plant 2,000 saplings across Indian operations, while continuing to evaluate additional opportunities for plantation activities on available land.



■ Ennore, India

Restore: Extending Ecological Restoration beyond Site Boundaries

Our biodiversity efforts extend beyond operational boundaries through social forestry initiatives and partnerships that contribute to environmental restoration. During the year, we collaborated with Sadbhavna Seva Foundation in support of environmental conservation and enhancement of green spaces.

Social forestry initiatives were also undertaken outside Company sites at Dahej, PDS and PPDS. Opportunities to expand plantation activities on available vacant and leased land are being explored wherever feasible.

These initiatives support the restoration of green spaces and complement the Company's wider efforts towards climate action and responsible environmental management.

In Focus: Dahej – Enhancing Green Cover through Miyawaki Garden and Social Forestry

To strengthen local biodiversity and support ecosystem restoration, the Dahej site expanded green cover through the development of a Miyawaki garden within the facility and social forestry initiatives beyond the site boundary.

➤ **Miyawaki Garden:** 900 saplings planted, with 840 surviving plants, resulting in a survival rate of 93.3%.

➤ **Social Forestry:** 2,500 saplings planted, with 1,750 surviving plants, corresponding to a survival rate of 70%.

Healthy ecosystems and increased green cover support the Company's broader environmental ambitions by complementing long-term climate action efforts. Through green belt development, plantation drives and social forestry initiatives, we seek to bolster ecosystem resilience and support natural carbon sequestration. These efforts contribute to our wider decarbonisation journey and reinforce the interconnection between biodiversity conservation and climate action.

Water Stewardship and Waste Management

Responsible management of water and waste is integral to our approach towards responsible operations. Our focus extends across day-to-day operations and long-term environmental priorities. Water stewardship is supported through efforts to manage consumption and increase opportunities for reuse, while our waste practices focus on reduction, segregation, recovery and responsible disposal. Continued attention to water conservation and waste management supports our efforts to strengthen environmental performance. By building these practices into operational processes, we are working towards greater resource stewardship and more sustainable ways of operating.



Digwal, India

Water Stewardship¹

Water security is integral to the continuity, resilience and responsibility of our operations at PPL. We are committed to being responsible towards our water usage and disposal by improving our water-use efficiency, reducing freshwater dependence, increasing reuse and recycling, ensuring responsible treatment and discharge across our sites.

Our water management approach is supported by structured interventions, continuous monitoring and targeted investments. During the year, the Company undertook a

Comprehensive Water Use Assessment (CWA) across its sites in India, UK and North America. These assessments help us identify site-level opportunities to optimise consumption, improve reuse and strengthen long-term water resilience.

Across operations, we have implemented measures to minimise environmental impact by optimising water usage, treating and recycling wastewater and improving sustainable water use throughout our processes. We actively invest in and undertake CapEx and OpEx projects to systematically increase the quantity of reusable water and reduce overall water intake.

¹303-1, 303-2, 303-4, 303-5

All our facilities are located within designated Industrial Development Corporation (IDC) areas and comply with government-mandated effluent discharge norms. Across our India sites, Sewage Treatment Plants (STPs) and Common Effluent Treatment Plants (CETPs) support responsible wastewater treatment and discharge with five sites equipped with Zero Liquid Discharge systems. Wastewater is treated and disposed of through authorised systems, ensuring adherence to applicable Central and State Pollution Control Board standards.

Performance Snapshot (FY2026)¹

- Rainwater harvested during the year: 29,413 KL
- Sites operating under Zero Liquid Discharge framework: 5
- 5,80,845 KL Total water consumed
- Water recycled and reused resulting in reduction in fresh-water intake during FY2026: 2,33,947 KL
- 3,44,418 KL Total water discharged

29,413 KL

Rainwater harvested

5 Sites

Operating under Zero Liquid Discharge framework

2,63,360 KL

Water Saved during Financial Year

40%+

Water Consumed has been Recycled/Reused

Comprehensive Water Use Assessment (CWA)²

The Comprehensive Water Use Assessment (CWA) is designed to uncover opportunities for reducing water consumption and to shape focused strategies that improve water management practices across sites. It facilitates a combination of near-term improvements and longer-term investments by encompassing a broad spectrum of initiatives, ranging from micro projects and quick wins to larger capital expenditure (CapEx) programmes.

¹303-4, 303-5 | ²303-1

By implementing the CWA, we are improving visibility into site-level water usage, enabling the identification of optimisation opportunities, and directing efforts towards interventions that enhance water efficiency. The assessment establishes a systematic framework for responsible water stewardship, supporting sites in lowering freshwater dependence, increasing reuse and integrating sustainable water management practices throughout operations.

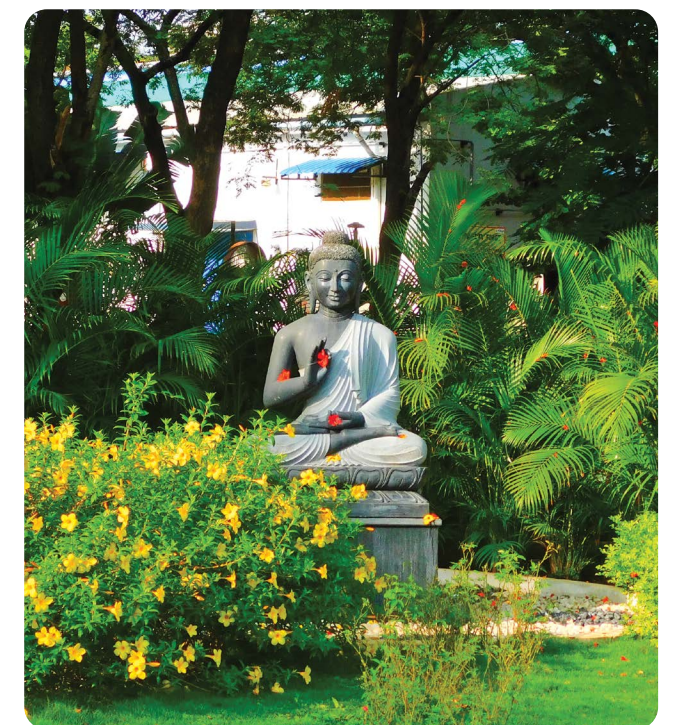
Micro Projects (Reduce, Reuse and Recycle)

Using the Reduce, Reuse and Recycle approach, we have identified and executed site-specific micro-projects that have delivered measurable water savings. These efforts focus on optimising consumption, recovering usable water streams and creating practical opportunities for reuse within day-to-day operations.

At the same time, the Company is advancing a series of long-term capital expenditure (CapEx) initiatives involving the adoption of new technologies and infrastructure upgrades to strengthen water reuse and recycling capabilities across its operations.

Reduce, Reuse and Recycle Implemented

- Condensate recovery
- Auto backwash for multigrade filters
- Flow-regulating guns for equipment washing
- Water-less urinals
- Reuse of sanitised hot water
- Drip sprinkling systems for green belt development



Digwal, India

Site-level Initiatives Strengthening Water Stewardship

We implemented focused, site-level interventions to improve water efficiency, enhance reuse and support responsible wastewater management across operations. These initiatives reflect our commitment to reducing freshwater dependency, increasing treated water reuse and embedding circularity into daily operations.

- At Ennore, four water-saving projects were undertaken, including the installation of pressurised pipes for drum cleaning. This improved cleaning efficiency and enabled more judicious water use, reducing consumption from 300 KL to 200 KL.
- At Ahmedabad PDS, a new RO plant was established to improve water quality efficiency and reduce wastewater rejection, saving 4 KL per day. The site also treats 70 KLD of water. Engineering controls supported further water optimisation and contributed to 10–15% compound savings at Ahmedabad PPDS.
- 100% water is recycled for afforestation and cooling purposes at Pithampur. A total of 37,169 KL has been recycled through ETP and STP, reinforcing the site's focus on circular water use. ZLD and RO installation is also under planning, along with a groundwater recharge pit to support percolation of runoff water.
- At Mahad, treated water is reused for gardening, reducing dependence on domestic water. The site has used 3,500 KL of water for gardening so far. An additional 100 KL storage capacity has been created for ETP water storage during periods when CETP operations are impacted by rising water levels, and a 30 KL STP plant has also been installed.
- Overall water utilisation was studied and mapped in detail at our Turbhe site. Based on this assessment, the water piping system was modified to reduce wastage. These measures reduced daily water consumption from 125–130 KL to 90–100 KL. The site also commissioned a water treatment plant to treat rejected water and reuse it in utilities, enabling savings of up to 20 KL per day. It operates an ETP capacity of 100 KLD and an STP capacity of 25 KLD.
- At Rabale, daily COD analysis is carried out to monitor water quality and compliance. A dedicated water project has been undertaken, and the ETP plant has been refurbished to enhance both efficiency and capacity. Condensate water generated from TFA AHUs is collected in a dedicated tank and transferred to the rainwater harvesting system at the site lab. With a collection capacity of approximately 800 litres per day at 70–80% humidity, this amounts to nearly 2,00,000 litres annually, excluding dry winter conditions. The recovered condensate water is reused for gardening, reducing freshwater demand and supporting water conservation and resource optimisation.
- Treated water is reused for cooling, with 60–70 KL treated every day at Dahej. The site has also installed a new ETP and a new MEE with a heat recovery system as part of its ZLD



Ennore, India

approach. This has reduced steam consumption by 300–350 kg while lowering the amount of energy and water used in the process.

- At the Digwal location, treated rainwater and sanitisation water were utilised as boiler feed, resulting in a reduction of freshwater consumption by 29,413 KL.

Collectively, these initiatives reflect our structured and multi-dimensional approach to water management.

Zero Liquid Discharge (ZLD)

As part of its continued focus on water conservation, the Company has implemented Zero Liquid Discharge (ZLD) systems across its API sites in India. These systems facilitate the recovery and reuse of treated water within utility processes, as well as for gardening and cooling applications, thereby significantly lowering wastewater discharge and reducing reliance on freshwater resources.

During the year, 1,91,887 KL of water was recycled and reused using ZLD system, leading to a corresponding reduction in freshwater intake. Building on ongoing improvements in engineering controls, the Company is targeting a further reduction in freshwater consumption.

At present, ZLD systems are operational across Rabale, Dahej, Ennore, Pithampur and Digwal plants.

Rainwater Collection and Reuse

The Company collected 29,413 KL of rainwater during the year, which was treated and reused in utility operations wherever feasible.

Rainwater harvesting also supports groundwater recharge and strengthens our water reuse commitment. By improving collection, treatment and reuse systems across sites, we continue advancing circular water use and reduce reliance on fresh water.

Good practices and initiatives

Smarter Cleaning, Lower Water Use at Ennore

Objective

At PPL, product quality and process integrity are central to responsible manufacturing. Equipment cleanliness plays a critical role in preventing cross-contamination and ensuring product purity. At the Ennore site, the objective was to improve drum cleaning efficiency while reducing water wastage, manual effort and safety risks.

Key Intervention

Earlier, drum cleaning was carried out using pipes with a 1"–1.5" opening, leading to high and uncontrolled water flow. The process also required workers to manually shake the drums to remove residual material, which increased physical effort, extended cleaning time and resulted in avoidable water consumption.

To address this, the site introduced pressure guns designed for controlled and efficient cleaning. These guns provide better surface coverage, improved cleaning angles

and stronger water pressure, enabling effective residue removal with reduced water use. The intervention also reduced manual handling, making the process safer and easier for workers.

Impact / Value Created

The initiative improved cleaning effectiveness while supporting responsible water use at the site. It helped reduce avoidable water wastage, improved process efficiency and made the cleaning activity safer for workers. The intervention reflects PPL's focus on identifying practical on-ground improvements that create measurable environmental and operational value.

Good practices and initiatives

Raising the Bar on Wastewater Quality

What We Identified

During routine monitoring in August 2025, PPL identified that ammoniacal nitrogen levels in the plant's wastewater effluent had reached 64 mg/L. The site team acted with urgency to understand the trend, trace the source and strengthen control over the treatment process.

How We Responded

The team began daily monitoring of ammoniacal nitrogen levels at the ETP inlet and outlet and analysed samples from each lab shaft to identify the source of variation. Multiple treatment trials were conducted using different dosing chemicals to arrive at the most effective reduction approach.

To improve treatment efficiency, air blowers were replaced to enhance aeration and maintain defined dissolved oxygen levels. Critical units, including the equalisation tank, treated water holding tank, secondary settling tank and oil and grease tank, were also thoroughly cleaned.

Impact Created

Through focused monitoring, root-cause analysis and strong site-level ownership, ammoniacal nitrogen levels were reduced from 64 mg/L to 6.4 mg/L, well below the permitted limit of 10 mg/L. The site is currently maintaining levels at 4–5 mg/L.

This initiative reflects PPL's commitment to proactive environmental management, disciplined execution and continuous improvement in wastewater quality.



■ Morpeth, UK

Water Withdrawal by Source¹

Type of Source (KL)	FY2026	FY2025	FY2024
Ground water	1,49,092	1,38,636	1,34,832
Third party water	7,71,782	7,27,788	8,93,141
Others (Catchment water and other sources)	4,390	26,958	24,292
Total water withdrawn	9,25,263	8,93,382	10,52,265

For us, sustainability is built into the way we operate. Water and waste management remain critical priorities, guiding how we reduce consumption, improve recycling and manage our environmental footprint with care and accountability. Through responsible practices, stronger compliance and continuous improvement, we aim to create long-term value for our customers, communities and the planet.”

Ganesh Tripathy
Senior Vice President and Global Head – Sustainability and EHS

¹303-3



■ Morpeth, UK

Waste Management¹

We generate both hazardous and non-hazardous waste across our operations. Effective waste management is critical to ensuring environmental protection, public health and safety and regulatory compliance. Our approach continues evolving with a clear focus on reducing landfill dependency, improving recovery across waste streams and building circularity.

PPL has established waste management guidelines across its operations, supported by site-specific Environment, Health and Safety (EHS) procedures. A structured programme is in place to identify, segregate, monitor and manage different categories of waste in line with applicable local regulations and internal standards.

A detailed mapping of waste streams enables informed decision-making on treatment and disposal pathways. Based on material characteristics, waste is channelled towards co-processing, pre-processing, recycling, incineration or other authorised disposal routes. This ensures that waste with energy recovery potential is effectively utilised, while low calorific fractions are managed through approved facilities.

Non-hazardous waste is categorised and systematically directed towards authorised recyclers, strengthening material recovery and reducing landfill load. This practice supports the Company’s sustainability goals and helps minimise impact on the environment.

Performance Snapshot (FY2026)

84%

Hazardous Waste Disposed is sent for Recycling, Co-processing and Recovery

93%

Non-Hazardous Waste Disposed is sent for Recycling, Composting and Recovery

65%

Of total waste managed is recycled

¹306-1

Good practices and initiatives

Advancing Responsible Waste Management Practices

Objective and Initiative

To strengthen waste management practices, improve regulatory compliance and reduce costs associated with waste handling non-conformances, the EHS team at Grangemouth undertook a targeted waste management improvement programme. The initiative included enhanced employee training, tighter operational controls and a comprehensive review of waste management procedures. In collaboration with Veolia, our waste service provider, waste management procedures were segregated into dedicated hazardous and non-hazardous waste streams, enabling the adoption of best practices and improved waste segregation across the site.

Impact

The initiative significantly improved waste management performance and compliance. Repacking charges resulting from waste-related non-conformances were reduced by 84%, from approximately £26,000 to £4,000. In addition to delivering substantial and sustainable cost savings, the program reduced compliance issues and enhanced overall environmental management at the site.

Waste and Effluent Management: Site-wise Initiatives¹

PPL has undertaken multiple site-specific initiatives to improve waste management and effluent treatment practices across operations, with a focus on regulatory compliance, resource efficiency and reduction in environmental impact.

- Ahmedabad PPDS reduced wastewater generation through engineering controls and process optimisation, improving overall resource efficiency.
- Sludge management at Pithampur was enhanced through the installation of a paddle dryer with 100 KL/hour capacity. The system reduced sludge generation by approximately 25% compared to the previous year and improved moisture reduction from 80% to 1-5%, lowering disposal volume and associated costs.
- In Dahej, effluent management infrastructure was strengthened through the installation of a new ETP and the adoption of advanced treatment systems, including a Multiple Effect Evaporator (MEE) with heat recovery. These measures have reduced steam consumption by 300-350 kg and supported the achievement of a zero-landfill target.
- Wastewater treatment infrastructure at Mahad was strengthened with the installation of a 30 KL STP and operation of an existing 140 KLD ETP, enhancing treatment capacity and operational resilience.
- Turbhe adopted sludge drying practices to reduce moisture content prior to disposal, thereby minimising waste volume and improving handling efficiency.
- Effluent treatment systems at Rabale, were upgraded through refurbishment of the ETP, including improvements to pumps, calibration and overall

infrastructure. Additional measures included dedicated transportation for hazardous waste disposal, compliant handling of biomedical waste through authorised agencies, BMC, and development of underground storage to enhance STP capacity and retention time.



■ Waste Segregation at Turbhe Site

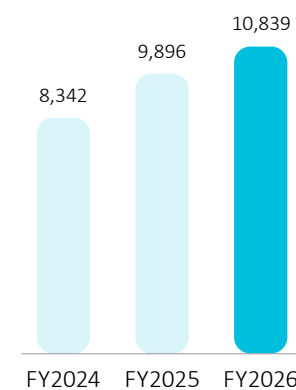


Pre-processing for Co-processing

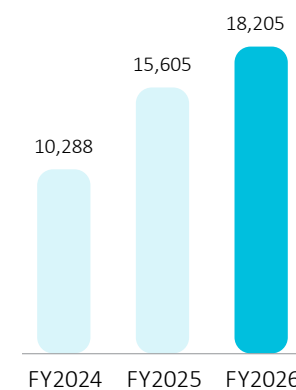
To improve the suitability of certain hazardous waste streams for co-processing, pre-processing techniques were applied to enhance their calorific value. This enabled better recovery of waste as an alternative resource and helped reduce landfill dependency through responsible and approved pathways.

Sludge management initiatives, including the paddle dryer at Pithampur and sludge drying practices at Turbhe, further support waste minimisation by reducing moisture content, lowering disposal volume and improving handling efficiency.

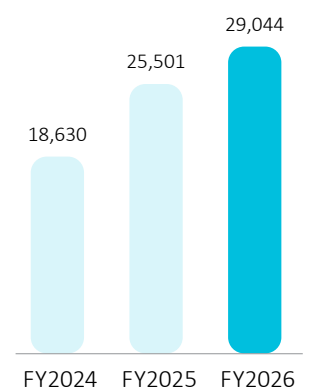
Non-hazardous Waste (MT)



Hazardous Waste (MT)



Total Waste Generated (MT)



In FY2026, 25,569.03 MT of total waste managed was diverted from disposal through recycling, reuse, and other recovery operations, while 3,271.42 MT was directed to disposal through incineration, landfill, and other disposal operations.¹

¹306-2

¹306-3, 306-4, 306-5

Good practices and initiatives

Mechanised Sludge Drying at Pithampur

Objective and Initiative

At PPL, responsible waste management is driven by the need to reduce waste volume, improve handling efficiency and minimise environmental and safety risks. At the Pithampur site, the objective was to improve the sludge drying process by reducing drying time, lowering disposal volume and creating safer working conditions for employees involved in waste handling.

Key Intervention

Earlier, sludge from the Effluent Treatment Plant was dried through a conventional process. This method required longer drying duration, large open areas, significant manual effort and higher use of energy and materials. It also increased disposal costs due to higher sludge volume and created potential health and odour-related concerns during handling, packaging and transportation.

To address these challenges, the site mechanised the process by installing a steam-based paddle dryer with a processing capacity of 100 KL/hour. The system enables rapid and uniform drying of sludge while reducing manual intervention and improving process control.

Impact

The intervention significantly improved waste handling efficiency at the site. Drying cycle time reduced by 99.3%, enabling faster processing and better operational reliability. Sludge moisture content reduced from nearly 80% to 1–5%, resulting in a 50% reduction in sludge volume by weight.

The initiative has helped reduce disposal costs, improve energy efficiency and maintain safer, more hygienic working conditions. It reflects PPL's focus on adopting practical technology-led solutions that improve environmental performance while strengthening workplace safety and operational efficiency.



■ Sludge Dryer, Pithampur



Environmental Emergency Response Measures

Disaster Management Preparedness

The Company has established a comprehensive Business Continuity Plan (BCP) to maintain critical operations during disruptive events such as natural disasters, technological failures or other significant incidents that may affect normal business functions.

The BCP covers a range of emergency scenarios across the organisation and sets out a structured approach for response, rescue and recovery. This strengthens operational resilience and supports timely restoration of critical activities.

As part of its business continuity efforts, the Company has installed automatic fire suppression systems supported by the Network of Volcanic and Atmospheric Change (NOVAC) system. This arrangement is designed to quickly contain and extinguish fires within designated areas, reinforcing overall safety preparedness and facility resilience. Preparedness for emergencies is complemented by equally disciplined management of the materials we use.

Material Management

PPL uses a diverse range of raw materials and substances across its operations. We are committed to responsible sourcing and to embedding sustainability considerations across the value chain. Our approach focuses on selecting materials, products and services that are environmentally and socially responsible while meeting the required standards of performance, safety and long-term value. We also work to reduce the use of hazardous materials by optimising processes, redesigning procedures and minimising the quantity of hazardous substances required wherever feasible.



■ Lexington, US



Stakeholder Centricity



Our stakeholders, employees, customers, patients and communities are at the heart of how we do business. Guided by our values of Knowledge, Action, Care and Impact, we invest in our people, safeguard health and safety across every site, put the customer at the centre of every decision and enable long-term change in the communities around us. From building an inclusive, capable workforce to advancing patient-centric innovation and grassroots development, we work to create shared value that lasts.

Focus Areas



People and Culture

- Permanent workforce of over 6,617 employees across India, North America, the UK and other key markets
- Design Your Destiny employee value proposition, with the Career Opportunity Programme enabling internal mobility
- Leadership Academy, ScaleUp and the Piramal Leadership Series building leadership depth, recognised with a Gold Award at the ET Human Capital Awards 2026
- Zero confirmed incidents of child labour, forced labour or discrimination across operations and the value chain



Occupational Health and Safety

- Global EHS Policy with 12 mandatory Life Safety Rules; all Indian manufacturing sites ISO 45001 and ISO 14001 certified
- Project Lighthouse embedding behaviour-based safety across geographies
- Zero fatalities across the last five years
- Zero harm achieved at Dahej, PPDS Ahmedabad and Lexington; RoSPA Gold Award for a second consecutive year



Customer Centricity

- Three business units, PPS, PCC and PCH, serving distinct segments to a single customer standard
- Annual customer satisfaction and Net Promoter surveys across all businesses
- Patient Awareness Councils translating patient needs into action at every site
- Zero data breaches and zero marketing or labelling non-compliance during the year



Community Development

- ₹8.98 Crore invested in CSR programmes across 112 aspirational districts
- Aspirational Bharat Collaborative and Piramal School of Leadership driving system-level change
- Project Vardhana skilling local women for careers in manufacturing
- School of Climate & Sustainability advancing water security and natural farming

20.1%

Women in Our Total Workforce

Zero

Fatalities Across the Last Five Years

87%

Customer Satisfaction Score (PCC)

₹8.98 Crore

Invested in CSR Programmes

14.4 Lakh+

Lives Reached through the Aspirational Bharat Collaborative

UN SDGs Impacted



Our People and Culture

Knowledge, Action, Care and Impact, our four core value pillars, shape our decisions across talent development, leadership practices and workplace culture. Care is reflected in the priority placed on fairness, respect and opportunity, guiding how we attract, develop and support our people across the organisation.

Human capital management is deeply integrated into the way we plan for growth and build long-term capability. A strong focus on skill development, leadership readiness and organisational resilience supports our ability to respond to evolving business needs while staying aligned with our purpose in healthcare.



PLU Kurla, India



Dahej, India

With a permanent workforce of over 6,617 employees across India, North America, the United Kingdom and other key markets, we foster an environment that values diverse perspectives and experiences. Our people practices are anchored in a comprehensive ESG framework and guided by the Global Human Rights Statement, ensuring alignment with internationally recognised labour standards and a commitment to safe, inclusive and positive workplaces.

Capability building stays closely connected to business priorities. Structured policies, a consistent performance

management framework and continuous learning opportunities support professional development and career progression. Through our Employee Value Proposition, Design Your Destiny, employees are encouraged to take responsibility for their growth, expand their capabilities and contribute meaningfully to organisational outcomes.

We strengthen leadership pipelines, reinforce ethical conduct and prioritise employee health, safety and well-being across operations.

Total Workforce¹

Employee category	Total Number	Age Group (no.)			Gender (no.)	
		<30 yrs	>50 yrs	30-50 yrs	Male	Female
Permanent	6,617	1,766	4,109	742	5,259	1,358
Contractual	157	136	19	2	63	94
Total	6,774	1,902	4,128	744	5,322	1,452
Management Category						
Junior	6,039	1,763	3,718	558	4,804	1,235
Middle	525	3	373	149	408	117
Senior	53	-	18	35	47	6
Total	6,617	1,766	4,109	742	5,259	1,358

At Piramal Pharma, we believe that an inclusive workplace is fundamental to creating long-term value for our people and the organisation. We are committed to fostering a culture where diversity is embraced, every individual is treated with dignity and respect, and everyone has equal opportunities to grow and succeed. By strengthening inclusive leadership, encouraging collaboration and creating an environment where every voice is heard, we build a workplace that empowers our people and supports sustainable business success.”

Puneet Rajput
Chief HR Officer

¹2-7 | 2-8 | 405-1

Workforce Development and Progression

Hiring Framework and Practices¹

Transparency and fairness underpin our talent acquisition philosophy. Every applicant is evaluated on clearly defined, role-specific criteria that focus on capability, experience and long-term potential. Decisions are made without consideration of age, gender, religion, race or any other personal attribute. This commitment to equal opportunity is not a guiding statement alone; it is embedded in each stage of recruitment to ensure consistency and impartiality for all candidates.

To support this, oversight mechanisms are built into the hiring framework. Recruitment processes and internal controls are periodically examined through independent third-party audits. Performance indicators such as sourcing efficiency, selection ratios, channel effectiveness and turnaround timelines are tracked via Qlik Sense dashboards. These insights are reviewed regularly by business leadership to maintain accountability and drive continuous improvement.

At the foundation of this system lies a future-orientated hiring strategy designed to attract talent aligned with organisational values and long-term sustainability goals. The entire recruitment lifecycle operates on a digital platform, with Oracle Recruiting Cloud enabling end-to-end management. Clearly articulated standard operating procedures govern every step, ensuring that the process stays structured, repeatable and resilient as workforce needs evolve.

Candidate evaluation combines technology with judgement. Online assessments, including psychometric tools and reasoning-based tests, form the initial layer of screening and are followed by formal interviews. Feedback from each interaction is formally recorded and reviewed, supporting objectivity and enabling informed comparisons across candidates.

Background verification is conducted through authorised external agencies and adheres strictly to applicable legal and regulatory requirements, including age verification at the time of appointment. Given the fully digital nature of recruitment, the Company does not retain original physical copies of candidate documentation, aligning operational efficiency with responsible data practices.

1,493
New hires in our workforce
accounting for 22.6% of total
employees in FY2026



PLU Kurla, India

New Hires

	Unit	Age Group (no.)			Gender (no.)	
Breakup of personnel joining the organisation (New Hires)	Nos	<30	30-50	>50	Male	Female
Senior management	6	0	2	4	5	1
Middle management	67	0	58	9	53	14
Junior management	1,419	730	657	32	1,131	288
Workmen	1	1	0	0	1	0
Total	1,493	731	717	45	1,190	303

Retention, Engagement and Internal Mobility

Sustained organisational effectiveness is anchored in a closely linked focus on engagement, capability building and retention. These priorities are treated as interdependent rather than standalone initiatives, enabling the organisation to stay resilient while preparing for evolving business needs. Regular talent reviews form a critical part of this framework, allowing leadership to identify internal strengths and develop pipelines for roles that are both business-critical and future-ready.

role transitions and skill enhancement while ensuring that existing talent is utilised more strategically.

This emphasis on building from within is reflected in progression outcomes. During FY2026, approximately 7.6% of employees were promoted following the year-end review cycle. In parallel, 17.4% of open roles were filled through internal movement, highlighting the organisation’s sustained focus on developing and deploying internal capability.

Career growth within the organisation is supported through deliberate structures. The Career Opportunity Programme (COP) serves as an internal job marketplace, giving employees visibility into available roles and pathways across functions. By formalising internal mobility, the programme facilitates

By aligning career development opportunities with long-term workforce planning we strengthen continuity while staying adaptable in a changing operating environment.

Employee Turnover

	Age Group (no.)			Gender (no.)		FY2026
Breakup of personnel leaving the organisation	<30	30-50	>50	Male	Female	Total
Senior management	0	0	1	1	0	1
Middle management	0	5	2	7	0	7
Junior management	133	103	5	209	32	241
Workmen	0	0	0	0	0	0
Total	133	108	8	217	32	249

During FY2026, the Company reported a 23% turnover rate among its permanent workforce, with voluntary attrition accounting for 15%.¹

Performance Evaluation and Goal Alignment²

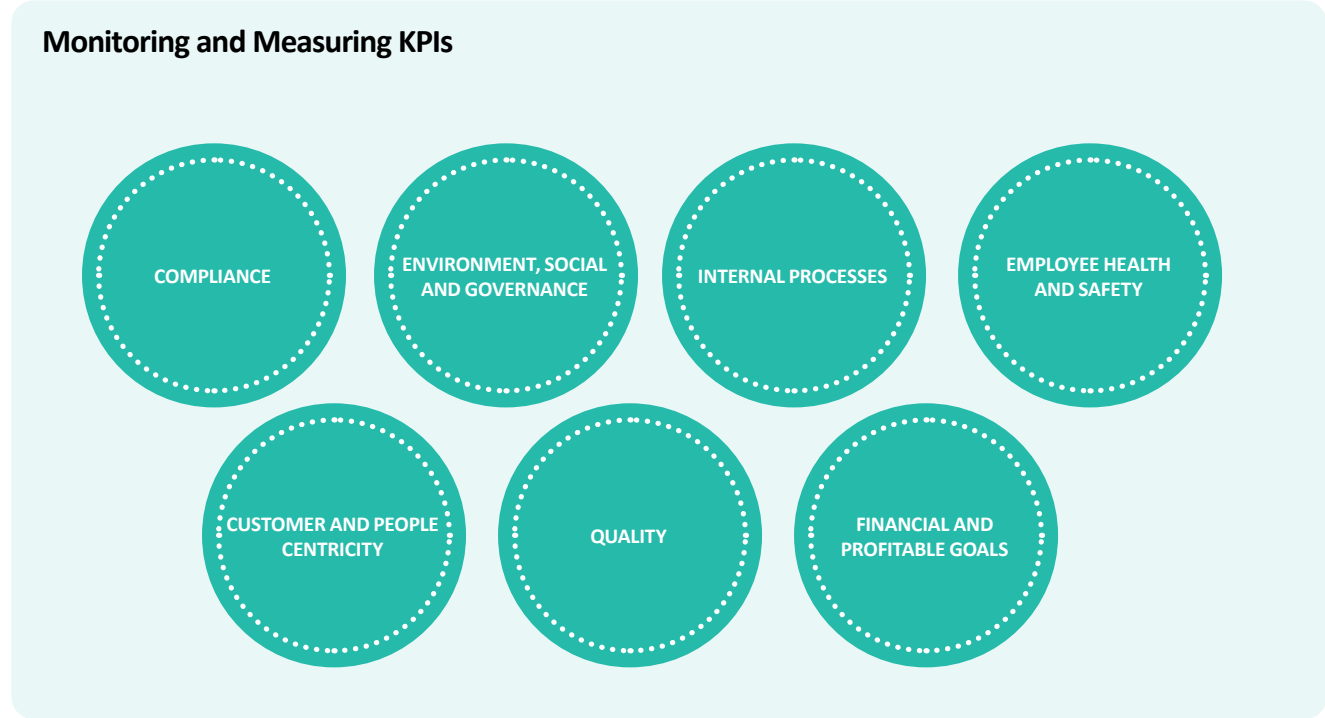
Performance management is treated as a disciplined, enterprise-wide process. A defined appraisal framework ensures that individual contributions stay tightly linked to broader organisational priorities. This structure spans the full performance cycle, from annual objective setting and mid-year performance conversations to formal year-end evaluations. For middle management and senior roles, the process is further strengthened through dedicated talent reviews that provide a well-rounded view of performance and capability.

Strategic alignment is built into the system at the outset. Goal setting follows a top-down approach, translating organisational priorities into measurable objectives across functions and levels.

Evaluation outcomes are measured against clearly articulated metrics that balance business outcomes with sustainability considerations. By integrating these dimensions into performance assessment, the framework builds accountability while encouraging behaviours and results that support long-term value creation. This performance framework is anchored in a broader set of KPIs monitored consistently across the Company.

¹401-1

¹401-1 | ²404-3



Employee Category

Total No. of Employees receiving performance and career development reviews			
	Male	Female	Total
Top Management	1	1	2
Senior Management	46	5	51
Middle Management	400	115	515
Junior Management	4,612	1,199	5,811
Total	5,059	1,320	6,379

Employee Experience and Engagement

Employee engagement is shaped as an ongoing, organisation wide endeavour. The focus is on creating connection, recognition and a shared sense of belonging across roles, locations and teams. This approach blends virtual and on-ground engagement formats, allowing relationships to form and strengthen regardless of geography.

At PPL, growth, capability and engagement are closely interlinked. Well defined talent management processes support long-term development, including periodic talent reviews, succession planning and individual development plans. Regular check-ins in Connect conversations provide a structured forum for dialogue between managers and employees, covering performance, aspirations and development needs. Through these mechanisms, every employee receives formal feedback on both performance and career progression.

100%

Participation in regular performance and career development reviews in FY2026

Performance support mechanisms also contribute directly to engagement. The Performance Improvement Plan framework is designed to address performance gaps in a constructive and methodical manner. By identifying root causes and offering targeted guidance, feedback and resources, the framework balances accountability with practical support, enabling employees to meet role expectations more effectively.

Employee Voice and Feedback

We recognise that regular listening and meaningful response to employee feedback are essential to sustaining engagement and performance. As part of this commitment, global town halls, skip level meetings, leadership connect forums, site-

specific interactions and regular internal communications provide multiple platforms for dialogue across levels.

Additionally, our anonymous platform Speak Up provides employees the opportunity to report concerns via a secure website or hotline number.

Rewards and Recognition

Recognition plays an important role in encouraging behaviours that reflect our values. Our rewards and recognition framework is designed to celebrate excellence, collaboration and meaningful contribution while creating an environment where employees feel acknowledged and valued.

As an equal opportunity employer, we ensure that all employment-related decisions, including recognition, are based on merit. The rewards and recognition framework is structured to acknowledge a broad range of contributions, from consistent everyday effort to initiatives that drive significant business outcomes. Programmes are adapted to local cultural and operational contexts across geographies to ensure relevance and equitable participation at all levels.

Recognition Mechanisms

Recognition and shared experiences play a central role in building connection and is delivered through multiple channels to encourage timely and meaningful appreciation:

- Gratitude Notes and Thank You Cards recognise employees who demonstrate commitment and support beyond routine responsibilities.
- On-the-Spot Awards provide immediate recognition for individuals who display initiative or deliver exceptional outcomes.
- Excellence Awards form a formal programme that recognises individuals and teams for value creation through efficiency, performance and sustainable practices. Employees may self-nominate, and awardees are selected through leadership evaluation at each site.

Employee Benefits¹

We provide a comprehensive benefits framework designed to support employee safety, well-being and long-term

financial security across geographies. The Company's approach extends beyond statutory requirements, reflecting a sustained focus on employee care throughout the employment lifecycle.

In India, enhanced benefits include future service gratuity, term insurance, flexible benefit pay and bereavement leaves, supporting both financial security and family-related needs. Globally, core benefits such as group medical insurance, life and disability coverage, and retirement provisions are extended to all eligible employees. 100% of employees earning above the minimum wage receive full benefit coverage. These benefits are not extended to third-party contractual staff who are not on PPL's payroll.

We ensure adherence to minimum wage laws and statutory mandates across all locations, supported by periodic audits. Employees are typically provided a minimum notice period of 12 weeks², or a notice period aligned with employment agreements, prior to the implementation of significant operational changes that may substantially affect them. Temporary employees receive all benefits mandated under local regulations, excluding select programmes such as employee stock options and performance-linked pay revisions.

Employee well-being is supported through targeted programmes and daily welfare facilities. The Piramal Rx programme, active across India and North America, provides a structured mental health and wellness framework supported by a year-round calendar of activities. Additional support is offered through subsidised transportation and canteen facilities, while work-life balance is promoted through a flexi-work policy and employee engagement initiatives. Site-level engagement calendars ensure that long-service milestones and local celebrations stay aligned with global recognition standards.

Retirement Plans and Long-Term Security³

To strengthen long-term financial stability, we offer structured retirement benefits through Provident Fund, Gratuity and Superannuation schemes. During FY 2025–26, Company's contributions amounted to ₹108.28 crore towards the Provident Fund, ₹8.08 crore towards Gratuity, and ₹0.32 crore towards the Superannuation Fund.



Every decision we make today carries the opportunity to create a more resilient business and a more sustainable future. By embedding sustainable practices across our operations, we are raising the standard for what responsible manufacturing can achieve."

Manoj Zalpuri

Executive Vice President, NA Operations, PPS

¹401-2 | ²402-1 | ³201-3

Family Care Benefits and Support

Parental support leave is extended to all parents, irrespective of gender, under a dedicated parental support framework. For FY2026, the return-to-work rate following parental leave was 99.6%, and the retention rate stood at 79%.

Employees who Availed Parental leave¹

	Male	Female	Other	Total
Total number of employees who were entitled for parental leave	5,259	1,358	0	6,617
Total number of employees who took parental leave	227	28	0	255
Total number of employees that returned to work in the reporting period after parental leave ended	230	36	0	266*
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	189	44	0	233

*Includes employees returning from parental leave carried over from the previous reporting year.

We support working parents through childcare assistance for employees with children below six years of age. Support is provided through in house crèche facilities and partnerships with external childcare providers, enabling employees to manage professional and personal responsibilities effectively.

Flexible work arrangements are available based on role and operational requirements. These include remote working options, flexible working hours, shift-based schedules and compressed workweeks. Established systems and guidelines ensure consistent implementation while maintaining operational continuity.

Employee Health and Wellness Programmes

During FY 2025-26, the Piramal Rx Employee Wellness Programme was further strengthened, reinforcing the Company’s focus on building a healthier and more supportive workplace. The programme is organised around three pillars: physical wellness, mental wellness and financial wellness.

Over 108 wellness initiatives were conducted during the year, with focused interventions on financial literacy, preventive healthcare and mental resilience. These initiatives reflect the Company’s continued emphasis on care as a core organisational value.

Physical Wellness

Our Physical Wellness initiatives are aimed at promoting active lifestyles, preventive care and community engagement. Employees are encouraged to participate in global fitness initiatives such as International Yoga Day along with activities including Zumba sessions, sports tournaments and large-scale events such as Office Olympics and Winter Olympics. Preventative health sessions cover key topics such as diabetes, hypertension, stroke prevention, lifestyle diseases and seasonal health risks. These efforts further complement our blood donation drives and community health initiatives across sites, sharpening our focus on proactive healthcare and well-being. Investments in employee well-being include the inauguration of facilities such as a new crèche and recreational amenities, alongside initiatives like step

challenges, sports tournaments and wellness competitions to drive sustained participation.

Mental Wellness

Mental well-being is a key pillar of our employee value proposition supported by the Employee Well-being & Assistance Programme (EWAP), offering counselling and support services for employees and their families. Global awareness initiatives, including World Mental Health Day, focus on emotional resilience, while structured interventions across sites addressed stress management, mindfulness and workplace well-being. Wellness Wednesday sessions, mental health risk assessments, and awareness campaigns further reinforce a proactive and supportive approach.

Financial Wellness

Financial wellness initiatives are focused on building financial awareness and enabling informed long-term financial planning. Employees are supported through sessions on personal finance, tax planning, pension awareness and investment fundamentals. Select locations also offer on-site financial advisory support, complemented by dedicated learning modules under Wellness Wednesday sessions, enhancing financial literacy.

This year marked a significant expansion in both scale and impact of our wellness initiatives, with a strong focus on preventive care, sustained engagement and rounded employee well-being.

Building Capabilities and Leadership Skills through Learning and Development Programmes¹

Investing in employee well-being goes hand in hand with investing in their professional growth. Capability building is approached as a long-term investment in leadership depth, functional excellence and organisational readiness. Structured learning interventions across levels strengthen decision-making, collaboration and execution effectiveness in an increasingly complex business environment.

Leadership Academy

The Leadership Academy anchors the Company’s leadership development efforts, offering tailored interventions aligned to organisational priorities and role readiness.

Piramal Executive Council (PEC)

The leadership team, comprising 16 senior leaders, participated in a two-day immersive workshop designed to set strategic direction for the new financial year. The programme focused on building leadership mindsets and capabilities required to operate in a BANl environment. Sessions emphasised resilience, agility, clarity in ambiguity and effective decision-making amid evolving external challenges.

ScaleUp Programme

The ScaleUp initiative focused on strengthening leadership alignment with the organisation’s strategic direction while enhancing the ability to energise, influence and lead teams across functions. The programme reached over 410 leaders globally and integrated Hogan assessments, supported by individual debriefs facilitated by external coaches. Leaders actively co facilitated learning sessions, fostering shared ownership and a common leadership language. The concepts were applied to advance the long-range plan across businesses and functions.

Piramal Leadership Series (PLS):

The Piramal Leadership Series is the flagship programme under the Leadership Academy. Designed as a band wise learning framework, PLS addresses role-specific leadership readiness across Bands 1, 2 and 3. Each journey is a 45-day blended learning experience aligned with the Piramal Success Factors and supports both current role effectiveness and future role transitions.

During FY 2025-26, five PLS journeys were completed:

- Executive Excellence and Leading Self for Band 1
- People Excellence and Business Excellence for Band 2
- People Excellence for Band 3

The total programme coverage was 250 participants. In recognition of the programme’s impact, the Company received the Gold Award at the Economic Times Human Capital Awards 2026 in the category of Excellence in Leadership Development Programme.

Functional Academies

To deepen functional expertise and enable sustainable performance, we operate multiple functional academies across key domains. These include HR, Finance, Shared Services (Gurukul), Quality, Supply Chain Management (Catalyst Unleash) and Global Engineering and Maintenance (iLead).

In FY 2025-26, 514 employees participated in learning programmes delivered through the Functional Academies, supporting both individual growth and organisational capability building. This functional expertise is reinforced by newer programmes designed to build cross-organisational collaboration.

Building a Culture of Learning

To improve collaboration and execution within complex organisational structures, two new leadership capability programmes were launched during FY 2025-26:

- Cross culture Compass engaged 42 employees, focusing on building cross cultural awareness and equipping participants with practical tools to collaborate effectively across geographies.
- Matrix Momentum reached 23 employees and 15 managers, supporting teams working in matrix environments by strengthening role clarity and managing interdependencies aligned with business priorities.



PLU Kurla, India

¹401-3

¹404-1 | 404-2

Digital Learning Enablement

As part of efforts to strengthen leadership capability at senior levels, LinkedIn Learning was introduced as a premium content partner for a curated cohort of 136 senior leaders. The platform provides access to over 10,000 courses and curated executive learning pathways across strategy, leadership, digital transformation, managerial effectiveness, functional excellence and personal effectiveness. The content supports enhanced judgement, broader perspective and leadership agility.

Induction and Integration

A structured induction framework supported the smooth integration of 1,050 new joiners through Day 1 induction programmes. Discover Piramal sessions engaged 48 senior leaders, while a customised induction programme supported the organised onboarding of 83 campus hires.

As a capstone experience, 22 trainees participated in a three-week community immersion programme in Bagar, Rajasthan, in collaboration with the Piramal Foundation. The immersion enabled direct engagement with panchayats, anganwadis and primary health centres to instil Sewa Bhaav and strengthen social awareness.

Inculcating Sustainability through Focused Training

We reinforce sustainability awareness through structured learning initiatives that build shared understanding across the organisation. An in-house e-learning module on sustainability was developed to provide employees with a clear view of sustainability fundamentals, its relevance to the business, the value of integration and our sustainability framework and strategy. The module achieved 100 percent completion among active employees, reflecting strong engagement and affirming the Company’s commitment to embedding sustainability into everyday thinking and practice.

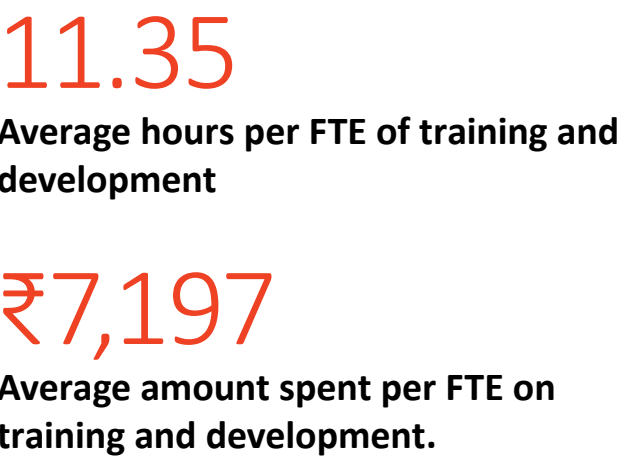
Security and contract worker trainings¹

We place a strong emphasis on equipping contract workers and security personnel with the knowledge required to operate responsibly and safely. All contract workers receive structured training on sustainability principles, human rights and occupational health and safety, aligned with the Company’s global human rights statement and ESG policies. Clear procedures, ongoing guidance and regular monitoring help reinforce adherence and assess the effectiveness of these programmes over time.

Security personnel undergo dedicated and comprehensive training aligned with our Human Rights Statement and sustainability principles. These sessions cover human rights awareness, ethical conduct and strict compliance with security protocols, ensuring that all security staff are well prepared, informed and fully compliant with organisational and regulatory expectations.

Mandatory Learning and Compliance

A strong focus on compliance ensured timely completion of mandatory learning modules for all employee groups. Simplified structures and video-based formats were adopted to improve learner engagement. During FY 2025-26, 100% completion of mandatory learning modules was achieved across permanent and contractual employees. Alongside compliance and capability, we place equal emphasis on building an inclusive workplace culture.



Total Training and Development hours by Management Level

Description	Management Level	Unit	FY2026		FY2025	
			Male	Female	Male	Female
Permanent	Senior Management	Manhours	674	48	1,203	247
	Middle Management	Manhours	10,104	2,186	5,422	1,163
	Junior Management	Manhours	52,762	10,685	37,489	13,307
Total		Manhours	63,540	12,919	44,114	14,717

Hours of training and development by age

Category	Hours
Below 30 years	18,633
Between 30 to 60 years	56,635
Above 60 years	1,189

Hours of training and development by gender

Category	Hours
Male	63,540
Female	12,919

Hours of training and development by nationality

Category	Hours
India	66,121
UK	3,700
USA	4,448
ROW	2,280

Building a Culture of Inclusion and Belonging

At Piramal Pharma Limited, inclusion and belonging are foundational to building a respectful, engaged and high-performing organisation. We are committed to creating a workplace where every individual feels valued, supported and empowered to contribute fully. During FY 2025-26, we strengthened the OnePPL culture through initiatives that foster connection, representation and shared understanding across geographies.

Fostering Inclusion through Awareness and Celebration

Cultural and social observances play a meaningful role in deepening inclusion and allyship across the organisation. Throughout the year, employees across India, the United Kingdom and North America participated in celebrations and awareness initiatives that reflected both global and local contexts.

During Pride Month, employees were engaged through awareness campaigns, dialogue sessions and community-led initiatives aimed at promoting understanding and allyship. International Men’s Day was marked across sites through appreciation-based initiatives recognising the contributions of male colleagues, alongside sensitisation efforts focused on overall well-being, including prostate cancer awareness.

Additional observances included the International Day of Persons with Disabilities, which featured sensitisation sessions to enhance awareness of inclusion for differently abled individuals in the workplace. International Women’s

Day celebrations focused on physical well-being and hormonal health, complemented by storytelling sessions hosted by the Women Employee Resource Group where employees shared personal journeys and experiences. Site-level celebrations included wellness initiatives, interactive engagements and peer appreciation through testimonials and thank-you cards.

Awareness and behavioural change were further reinforced through DIBA sensitisation and unconscious bias workshops. These sessions engaged leaders across levels, prompting reflection and strengthening personal and professional commitment to recognising and mitigating bias in the workplace.

National and global observances such as Independence Day, Republic Day and Veterans Day were also commemorated, reinforcing collective identity, respect and shared purpose.

Company wide events such as Family Day, annual gatherings and milestone celebrations provide common touchpoints, while local initiatives reflected cultural and regional diversity. We also celebrated the third edition of Family Day, “Piramal Kutumbakam 2025”, across our India sites, bringing employees and their families together for a day of joy, connection and shared experiences. The celebrations featured interactive games rooted in the organisation’s values and other thoughtfully curated fun activities around the theme of “World Tour of the Seven Wonders”, offering children an engaging and educational glimpse into global cultures. Festival observances, sports events and site-specific activities created opportunities for informal interaction, reinforcing camaraderie across teams.

¹410-1

Project Vardhana

Project Vardhana serves as a catalyst for community development around PPL's Digwal plant, with a clear focus on building sustainable, women-led impact. Now in its fourth batch, the initiative has trained approximately 140 women in STEM-related skills, opening pathways to employment within Piramal Pharma as well as across other organisations. By developing technical capability and employability, Project Vardhana supports women's economic participation while contributing to long-term, systemic change across local communities and the broader manufacturing ecosystem.

Employee Resource Groups and Belonging Initiatives

Employee Resource Groups play a central role in advancing inclusion by creating platforms for dialogue, learning and representation. During the year, the Women, Pride and Veterans ERGs actively engaged employees across regions through structured programmes and community-building initiatives.

The Women ERG hosted Trailblazers sessions across Piramal Consumer Healthcare and PPL Kurla, creating spaces for storytelling, networking and reflection. The Pride ERG at Riverview led monthly discussions focused on inclusive language, pronoun awareness and visual storytelling

Labour Practices and Human Rights

PPL upholds internationally recognised labour standards and human rights principles across its operations and value chain. These commitments are guided by the Global Human Rights Policy Statement, aligned with the United Nations Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights.

The Company maintains a zero-tolerance approach towards harassment, discrimination, child labour, forced labour and human trafficking. Any form of harassment, whether sexual or non-sexual, and discrimination on the basis of gender, age, ethnicity, religion, disability or other protected characteristics is strictly prohibited. Safeguarding a safe, respectful and secure work environment is a priority across all locations.

celebrating LGBTQ+ history and leadership. The newly launched Veterans ERG engaged its global cohort through focused sessions that strengthened cross site connection and understanding. Collectively, these forums contributed to building a culture where diverse voices are recognised and belonging is actively nurtured. Our commitment to inclusion is underpinned by a broader framework of labour and human rights protections.

20.1%
Share of women in the total workforce

20.5%
Share of women in all management positions

21%
Share of women in STEM-related positions

Working Conditions, Compensation and Well being

The Company ensures that wages meet or exceed applicable living wage benchmarks and that employees are compensated fairly for additional or atypical working hours. Living wage standards are periodically reviewed by the Remuneration Committee to support pay equity. Monitoring of working hours, annual leave utilisation and overtime practices contributes to employee well-being.

The Company offers family-supportive policies, including parental leave, flexible working arrangements, remote work options and childcare support for employees with children below six years of age. Comprehensive healthcare coverage, transparent salary structures, bonus schemes and housing-related benefits further support overall employee welfare.



PLU Kurla, India

Freedom of Association and Collective Bargaining¹

We respect the right of employees to freedom of association and collective bargaining. Employees may freely form, join or refrain from joining trade unions or representative bodies without fear of retaliation, harassment or intimidation.

In India, 96% of permanent workers are members of worker associations or unions and were covered by formally elected employee representatives and collective bargaining agreements. Structured two way communication mechanisms enable open dialogue between employees, representatives and management. Engagement with work councils and employee representatives supports transparency and shared accountability.

During the year, we ensured compliance with local labour laws, strengthened grievance mechanisms and engaged constructively with worker representatives. Select suppliers were evaluated under the Supplier Sustainability Framework, with assessments indicating no identified risks related to human rights, health and safety or working conditions.

Child and Forced Labour Prevention²

To prevent child and forced labour, PPL enforces strict age verification processes and conducts periodic internal and external audits, including social impact assessments for contract workers. Employees receive awareness training to recognise, prevent and report potential risks related to exploitation. While employment of individuals below the age of 18 is prohibited, safeguards are applied in jurisdictions where young workers may be legally employed.

Social Dialogue, Gender Equality and Capability Building

The Company works towards reducing the gender pay gap and ensuring equitable remuneration for men and women. Regular social dialogue with employee representatives supports transparency and trust. Reskilling and upskilling programmes, particularly in the context of industrial and climate-related transitions, are implemented to strengthen adaptability and workforce readiness.

Targeted sensitisation initiatives address unconscious bias and inclusive behaviours. In India, gender-agnostic POSH training is conducted for employees, with ongoing capability development programmes for internal committee members. These efforts reinforce a respectful, safe and gender-neutral workplace. These commitments are reinforced by the accountability mechanisms in place within PPL described in the following section.

¹2-30 | 407-1 | ²408-1 | 409-1

Commitment to Accountability¹

During FY 2025-26, PPL reported zero confirmed incidents² of child labour, forced labour, discrimination or human rights violations involving indigenous communities³ across its operations and value chain partners.⁴

The Company recognises that protecting human rights, promoting inclusion and ensuring fair labour practices are essential to organisational resilience, employee engagement and long-term sustainable growth. Increasingly, this accountability is supported by technology, as we scale the use of AI and machine learning across HR operations.

HR Automation through AI and Machine Learning

Piramal Pharma Limited advances the use of artificial intelligence and machine learning to modernise HR operations and strengthen decision-making across the organisation. The application of AI and ML is focused on improving operational efficiency, enabling predictive insights and enhancing experiences for employees, leaders and business stakeholders.

Through an integrated HR technology and analytics framework, the Company has streamlined HR operations by consolidating dashboards to a focused set of key performance indicators, migrating analytics capabilities to Qlik Cloud and automating multiple HR processes.

Enhancing Employee Experience

Machine learning capabilities have been embedded within the HRMS recruitment module to enable more efficient and data-driven hiring. These models analyse historical hiring data, role requirements and candidate profiles to support improved matching and selection. The recruitment journey is further strengthened through automated onboarding processes that adapt based on data insights, enabling a more personalised experience for new joiners.

Automated feedback mechanisms support continuous refinement of recruitment and onboarding processes, ensuring responsiveness to candidate and employee inputs. In parallel, secure and simplified data access enables HR teams and business leaders to make timely and informed decisions using advanced business intelligence and machine learning tools. These same capabilities extend to giving our leadership clearer visibility into workforce trends.



■ PDS, India



■ S4HANA roll-out Turbhe, India

Strengthening Leadership Visibility

AI- and ML-enabled reporting provides leadership with predictive and forward-looking insights across key people metrics. These include headcount trends, learning investments, succession readiness, quality of hires, diversity indicators, mandatory learning status and attrition forecasts. The availability of these insights supports proactive workforce planning, strategic alignment and agile decision-making across functions and geographies.

Proactive Risk Mitigation

Machine learning models are used to analyse employee sentiment, engagement indicators and attrition trends. By drawing on feedback data, performance information and historical patterns, these models help identify early warning signals related to employee satisfaction, engagement and retention. This enables HR teams to intervene proactively and address potential risks at an early stage. The integration of AI capabilities has also strengthened data security by reducing the risk of unauthorised data access and sharing.

Seamless System Integration

Given the Company's global footprint, system consistency and data integrity are critical. Machine learning supports smooth integration across HR, performance management and learning platforms by monitoring and managing data flows between systems. This approach ensures timely updates, minimises inconsistencies and supports smooth HR operations across regions, contributing to a consistent employee and stakeholder experience.

Accelerating Intelligent Automation

Automation is being scaled across HR processes through the integration of APIs and machine learning algorithms. These initiatives have reduced manual effort associated with data updates, scheduling, validation and routine operational activities across core systems. Progress toward a low-manual intervention The HR model allows HR teams to focus more effectively on strategic priorities such as talent development, leadership planning and workforce engagement, while automation manages repeatable operational tasks.

¹411-1 | ²406-1 | ³411-1 | ⁴409-1

Workforce Breakdown: Gender

Diversity Indicator	Percentage
Share of women in total workforce	20.1
Share of women in all management positions, including junior, middle and top management	20.5
Share of women in junior management positions, i.e., first level of management	20.4
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions	11.3
Share of women in management positions in revenue-generating functions (e.g., sales) as % of all such managers	19
Share of women in STEM-related positions	21

Gender Pay Indicators

Employee Level	Average Women Salary	Average Men Salary
Executive level (base salary + other cash incentives)	3,86,12,113.6	3,04,14,439.5
Management level (base salary + other cash incentives)	29,70,809	13,54,022
Non-management level	6,50,808	6,64,875

Indicator	Difference between men and women employees (%) - India
Mean gender pay gap	14.08
Median gender pay gap	23.31
Mean bonus gap	3.41
Median bonus gap	42.46

Annual Training Compliance as on March 31, 2026

Mandatory/Compliance Training Module Name	Employee due for completion on/before March 31, 2026	Employees who have completed e-modules	% Employees who have completed e-modules
Anti-Bribery and Anti-Corruption Policy FY2025-26	7,145	7,145	100.00%
Code for Prevention of Insider Trading Policy FY2025-26	226	226	100.00%
General Pharmacovigilance Training FY2025-26	753	753	100.00%
Information Security Module FY2025-26	7,145	7,145	100.00%
Life Safety Rules FY2025-26	5,285	5,285	100.00%
MM_Code of Conduct and Ethics Policy FY2025-26	7,145	7,145	100.00%
Office and Road Safety Rules FY2025-26	1,849	1,849	100.00%
PCC Trade Controls Policy and Procedure FY2025-26	279	279	100.00%
PCC US Document and Information Retention Policy FY2025-26	280	280	100.00%
PCC US Media & Social Media FY2025-26	205	205	100.00%
PCC US Promotional Policies and Procedures FY2025-26	70	70	100.00%
Piramal Sustainability Module FY2025-26	7,145	7,145	100.00%
PPL Cybersecurity Module FY2025-26	7,145	7,145	100.00%
PPL Data Privacy FY2025-26	7,145	7,145	100.00%
PPL Global Human Rights Statement FY2025-26	7,145	7,145	100.00%
PPS Trade Controls Compliance Policy & Procedure Document FY2025-26	437	437	100.00%
PPS US Document and Information Retention Policy FY2025-26	513	513	100.00%
Prevention of Sexual Harassment FY2025-26	5,576	5,576	100.00%
Social Media Policy FY2025-26	6,931	6,931	100.00%

Remuneration Ratio of Men to Women¹

Employee Category	Ratio of Basic Salary of Women to Men	Ratio of Total Fixed Pay of Women to Men
Senior Management	0.97	1.11
Middle Management	1.22	1.09
Junior Management	1.77	1.54
Workers	0.86	0.89

¹405-2

Human Rights Assessment

Category	A. % of total assessed in the last three years	B. % of total assessed (column A) where risks have been identified	C. % of risk (column B) with mitigation or remediation process implemented
Own Operations (including Joint Ventures where the company has management control)	100%	NIL	NA

Training and Development Inputs

	FY2026
Average hours per FTE of training and development	11.35
Average amount spent per FTE on training and development.	7197
Currency	(₹)
Data Breakdown	
We break down the data for either of the KPIs above based on the following categories.	Age Group
	Gender
	Management level (e.g. junior/low level, middle, senior/top level management)
	Yes
	Yes
	Yes

Human Capital Return on Investment

Indicator	FY2026	FY2025	FY2024
a) Total Revenue	9,082.38	9,285.99	8,346.55
b) Total Operating Expenses	9,119.50	8,944.28	8,163.96
c) Total employee-related expenses (salaries + benefits)	2,415.92	2,307.47	2,029.50
Resulting HC RO	0.98	-	-
Total Employees	6,617	6,594	6,163

Hiring

Indicator	FY2026	FY2025	FY2024
Total number of new employee hires	1,493	1,970	1,809
Percentage of open positions filled by internal candidates (internal hires)	17.4	22.7%	11%
Total number of internal hires	280	460	189
We break down the new employee hires’ and/or internal hires’ data based on the following categories.	Age Group		Yes
	Gender		Yes
	Management level (e.g. junior/low level, middle, senior/top level management)		Yes
	Race, ethnicity, nationality, country of origin, cultural background		No

Type of Appraisal

Type of performance appraisal	FY2026
Management by objectives	Yes
Multidimensional performance appraisal (e.g., 360-degree feedback)	Yes
Team-based performance appraisal	Yes
Agile Conversations	Yes
Please indicate the frequency at which performance appraisals take place	Half yearly

Occupational Health and Safety

Safety is a core priority at Piramal Pharma Limited and is fundamental to sustaining operational excellence. Our approach to Occupational Health and Safety (OHS) is anchored in a strong belief that every work related injury and illness is preventable. We believe in the philosophy that the health and well-being of our workforce form the cornerstone of responsible and sustainable operations, while also enabling us to consistently deliver safe, reliable and high-quality products to our customers. This philosophy guides how we design systems, engage our people and manage risk across operations involving employees, contractors, visitors and surrounding communities.



■ Sellersville, US

Our Occupational Health framework is driven by a preventive and lifecycle-based approach, encompassing early risk identification, continuous medical oversight and integration of statutory requirements with global best practices. Aligned with the Occupational Safety, Health and Working Conditions (OSHC) Code, 2020, our systems are designed to be compliant, scalable and future-ready.

Our Occupational Health model of execution is driven through 24x7 Occupational Health Centres (OHCs), supported by central governance and integrated digital systems, enabling standardised and responsive healthcare delivery across locations.

Strengthening the OHS Management System¹



PPL's OHS practices are governed by the Global Environmental, Health and Safety (EHS) Policy, applicable to all directors, employees, contractors, sub contractors and visitors. The policy is supported by six guiding codes and 60 EHS guidelines, of which 49 are dedicated to health and safety. To reinforce critical safety behaviours and control high risk activities, 12 mandatory Life Safety Rules (LSRs) are implemented at all sites. Compliance with these rules is monitored closely to reduce exposure to serious incidents.

Audits continue forming a key pillar of the EHS management system. All Indian manufacturing sites are ISO 45001 and ISO 14001 certified. ISO audits were in addition to regular internal audits, customer audits and regulatory inspections to ensure continued adherence to customer, statutory and corporate requirements.

¹403-1



Cultivating a Proactive Safety Culture¹

We are focused on embedding safety as an organisational value rather than a compliance obligation. This transformation is driven through leadership commitment, behavioural engagement and employee empowerment.

Leaders across levels reinforce the importance of safety through visible involvement, site visits and direct engagement with frontline teams. Behaviour based engagement encourages employees to speak up, support peers and take shared responsibility for identifying and addressing risks. Employees are empowered with the authority and tools to intervene and stop unsafe work, strengthening accountability at the point of operation.

Safety Leadership and Responsibility

The OHS leadership framework is supported by subject matter experts in process safety, industrial hygiene and occupational health functioning at both site and central levels. These leaders translate EHS policies into operational practice by embedding safety standards, delivering targeted training and engaging with employees, contractors and communities.

Systematic follow up on corrective and preventive actions ensures closure of gaps and continuous improvement. This approach strengthens ownership and supports sustained safety performance across the organisation.

Project Lighthouse and Behaviour based Safety

Project Lighthouse serves as our flagship safety culture initiative. Originally launched across selected Indian manufacturing sites, the programme has been expanded across operations and integrated with Leadership Gemba Walks in North America and the United Kingdom.

Key elements of the programme include:

- A seven step behavioural intervention framework to identify at risk behaviours and reinforce safe practices
- A nine step incident investigation process to enable structured learning and effective root cause analysis
- Site specific competence matrices and training plans to strengthen frontline capability
- Harmonised safety standards to ensure consistency across geographies

Project Lighthouse has reinforced frontline ownership of safety. The initiative extends beyond capability building, serving as a catalyst for broader cultural change by embedding safety awareness into everyday routines, decision-making and mind set. Through practical simulations, this project facilitates behaviour focused coaching. These efforts move past compliance requirements, nurturing informed vigilance and reinforcing the belief that every individual, regardless of role or designation, contributes to a safe, resilient and sustainable workplace.

Key Safety Performance Indicators

- 0 fatalities in the last five years
- 0.17 Lost Time Injury Frequency Rate (LTIFR-Employees)
- 0.54 Lost Time Injury Frequency Rate (LTIFR-Workers)
- 2 Total Reportable work-related injuries – Employees
- 4 Total Reportable work-related injuries – Workers
- 19.34 hours of safety training per employee and worker annually across manufacturing sites
- 95% CAPA compliance rate

Workforce Engagement in Health & Safety

Sustained safety performance is reinforced through active employee involvement. Platforms such as safety suggestion schemes, Kaizen projects and cross functional safety committees enable teams to proactively identify hazards and drive improvements. Recognition mechanisms acknowledge individuals and teams who demonstrate strong safety leadership and behaviour.

Awareness campaigns and themed initiatives were conducted across locations, including National Safety Week, Fire Safety Week and the Safetron Speaks campaign addressing high

risk topics such as chemical handling, LOTOTO, machine guarding and work permit systems. Bite sized digital learning modules supported wider reach and engagement across employee groups.

Leadership participation in these initiatives reinforced the message that safety responsibility begins at the top. Safety culture surveys conducted at selected sites provided insights into employee perceptions and informed future engagement strategies.

Good practices and initiatives

Green Team Initiative: Turning Employee Ideas into Environmental Action

Objective and Initiative

To build awareness and capability across the Grangemouth site, bespoke sustainability training sessions were delivered in partnership with Scottish Enterprise through the Net Zero Academy. These sessions engaged both the Environment, Health and Safety (EHS) team and the site's cross-functional green team.

Established as an extension of the Employee Forum, the Green Team brings together passionate volunteers from across functions who are committed to identifying and implementing practical sustainability solutions. The team reviews site performance, identifies priority areas and aligns initiatives with broader environmental commitments.

Impact

Key initiatives undertaken include replacing plastic water cooler cups with paper alternatives, introducing dedicated soft-plastic recycling stations, organising a site-wide litter collection drive to mark World Earth Day and exploring the transition from diesel-powered work vans to electric vehicles. Through these initiatives, employees are actively contributing to reducing waste, promoting resource efficiency, and supporting the site's decarbonisation journey.



■ Sellersville, US

¹403-2

Good practices and initiatives

Creating a Space for Connection, Well-being and Biodiversity

Objective and Initiative

The Grangemouth site is developing a dedicated well-being garden designed to provide employees with a peaceful space for relaxation, reflection and connection with nature.

The initiative is being championed by the site's Mental Health First Aiders and Advocate Group, reflecting a culture that prioritises psychological well-being alongside operational excellence. Funding for the project has been raised through employee-led activities, including Christmas raffles and smoothie bar events. The garden will feature green spaces, planting areas and informal seating zones that encourage employees to step away from the demands of the working day and recharge in a restorative setting.

Impact

The project incorporates sustainability principles by promoting biodiversity and embracing circular economy practices. Volunteers have committed to repurposing wooden pallets generated from site deliveries into garden furniture, extending the life of materials that would otherwise become waste. The well-being Garden exemplifies our well-rounded approach to creating positive social and environmental impact within the workplace.



Good practices and initiatives

Observing Earth Month and Safety Week

Objective and Initiative

To mark Earth Month and Safety Week 2025, the Sellersville site organised a series of activities focused on safety, well-being and environmental responsibility. Employees participated in Safety Bingo, shared safety improvement ideas, engaged with PPE vendors for on-site fittings and demonstrated their commitment through a site-wide Safety Pledge. The week also featured wellness initiatives, including health screenings, injury prevention sessions and stretching demonstrations, culminating in a local stream cleanup to support Earth Month.

Impact

The initiative deepened employee engagement, reinforced safe workplace behaviours and fostered environmental stewardship. Reflecting the effectiveness of these efforts, the Sellersville site achieved a significant milestone in November 2025, completing two consecutive years without a lost-time incident.

Good practices and initiatives

Inspiring Future Scientists and Safety Leaders

Objective and Initiatives

As part of its STEM outreach efforts, the site participated in a local primary school's "Big Me" careers day in Dunipace. Through PPE demonstrations and hazard-spotting exercises, employees introduced students to the role of science and safety in improving patient outcomes. The initiative also sparked discussions on expanding STEM ambassador programmes and outreach activities, a topic further explored at the Scottish Patient Awareness Council meeting.

Impact

The programme increased awareness of STEM careers among students while strengthening community engagement. Through ongoing student placements and outreach initiatives, the site continues supporting future talent development and promotes a culture of safety and learning.

Site-wise Key Initiatives

A strong safety culture is encouraged through positive reinforcement, including reward and recognition programmes. We celebrate National Safety Month at all sites to promote safety awareness and engagement. Outlined below are key initiatives undertaken to advance our objectives.

Project Lighthouse Highlights (Dahej, Digwal, Ennore)

- Safety frameworks such as BICFT, IICFT, CCFT and SCFT are implemented and actively monitored.
- Promotion of a Behaviour-Based Safety (BBS) culture is an ongoing effort implemented to strengthen safe practices and employee engagement.
- Zero incidents were reported throughout the year, reflecting strong safety performance.



At Dahej

- Above-ground Class A and Class B solvent tanks have been shifted to underground tanks to enhance safety and reduce exposure to environmental conditions or external hazards, fire sources and vandalism or accidental vehicle impacts.
- Daily toolbox talks (TBT) of 15–30 minutes are conducted, along with general safety awareness sessions that conclude with a safety pledge. Regular training sessions, Intervention of Safety Encouragement and Engagement (ISEE) rounds, work permit systems, incident reporting and control measures are systematically implemented.
- Fifteen Human Factor (HF)-card points covering key safety measures are explained department-wise to build the safety culture.
- LED displays have been installed to communicate and reinforce safety measures across the plant. Random checks are conducted to ensure effective implementation of safety practices and compliance.
- Signage in the local language is displayed throughout the site for better notification of hazards and controls.
- A CO₂ flooding system is available as part of the fire safety infrastructure.
- The plant has achieved zero harm and zero environmentally hazardous incidents.



Trust is built on the security and integrity of the information entrusted to us. As digital connectivity accelerates, we remain committed to safeguarding our data and digital assets through a resilient cybersecurity framework, proactive risk oversight, and continuous enhancement of our systems and capabilities. By embedding cybersecurity into the fabric of our operations, we protect our stakeholders, strengthen business resilience, and support sustainable long-term growth."

Herve Berdou

Chief Operating Officer, PPS



At Ennore

- Ennore Safety Park has been established to improve the competence and safety awareness of workers. It is located away from the plant and includes miniature working models of equipment such as centrifuges.
- In three unloading areas, high-risk operations have been identified, and lifeline protection systems have been installed to improve safety.
- Multiple safety committees are in place, including the Contractors' Safety Committee and department-level safety committees, to ensure continuous focus on safety. Line departments have taken the responsibility to implement Standard Operating Procedures (SOPs) and guidelines, promoting greater ownership and autonomy.

Tamil Nadu Safety Award – First Prize

Ennore received the first prize at the Tamil Nadu Safety Awards in recognition of achieving the Lowest Frequency Rate among participating industries, reflecting our strong commitment to workplace safety.



At Ahmedabad PDS

- There are 18–20 Behaviour-Based Safety (BBS) teams present on site, with each team assigned to one department. Every team consists of two trained interveners. A BBS-MIS (Management Information System) summary is available for monitoring and analysis.
- The number of chemicals stored on site has been reduced to minimise risks related to fire, explosion and toxic hazards. The count has been reduced from around 800 to 200 by implementing defined capping limits set by the Site Head.
- Facilities such as a crèche, Occupational Health Centre (OHC), Factory Medical Officer (FMO) and both male and female nursing staff are available on site.
- Industrial 4.0 standards are being followed, with advanced systems such as NOVAC fire suppression systems and tubing systems in place.



At Ahmedabad PPDS

- A common QR-based system for MySafe data has been installed across departments to improve accessibility and tracking.
- A total of 320 observations were reported in the last financial year, the majority being positive, marking the highest number recorded in the past five years. Corrective and Preventive Actions (CAPA) are being effectively implemented and complied with.



At Pithampur

- BBS rounds, along with regular training sessions, are conducted to strengthen safety awareness and practices.
- Safety competitions are organised, supported by a rewards-based system to encourage participation and reinforce safe behaviour.
- Four nursing assistants are available on site 24/7 to provide continuous medical support.
- A crèche facility is available on site to support working parents.
- Quarterly meetings are conducted specifically for women employees to address their concerns and promote well-being. Third-party training sessions are conducted focusing on women's health and well-being.

5-Star EHS Recognition

The Pithampur site received the 5-Star EHS Award from the MP Safety Council, acknowledging the strong commitment to maintaining high standards of environmental, health and safety performance.



At Mahad

- Thirty participants have received certified first-aid training through a third-party certification programme.
- The new warehouse is equipped with a VESDA (Very Early Smoke Detection Apparatus) system for advanced fire detection and safety.



At Turbhe

- Safety Week is celebrated with great enthusiasm to promote awareness and engagement across the site.
- The Occupational Health Centre (OHC) is now equipped with a 24/7 available nurse and ambulance facilities. A Factory Medical Officer (FMO) is available during daytime hours.
- In the new manufacturing block, a well-designed containment system has been established for handling OEB Level 5 products, ensuring higher safety standards.
- A NOVEC fire suppression system is present as part of the advanced safety infrastructure.



At Rabale

- A blood donation drive was organised as part of employee welfare and social responsibility initiatives.
- The firefighting system has been strengthened through enhanced training programmes and upgraded equipment.
- Expert sessions by doctors have been conducted on kidney-related health functions and awareness.
- First-aid training programmes are regularly conducted for employees.
- Engineering equipment has been upgraded to improve safety and operational efficiency.
- A crèche facility is available on site to support employees with childcare needs.
- The Factory Medical Officer (FMO) visits the site twice a week for medical support and consultations. Six to seven training programmes have been conducted, covering topics such as Rabies awareness, First Aid, Kidney health, Snake bite management, external first-aid certification and cardiac health.
- A NOVEC fire suppression system is installed as part of the safety infrastructure.



At Aurora

- Process Safety Management (PSM) programmes, hazard assessments and process hazard reviews are conducted to proactively identify and manage operational risks.
- Gas storage methodologies, chemical handling practices, occupational exposure controls and industrial hygiene programmes are regularly evaluated and reinforced to support safe operations.
- Emergency preparedness measures are continuously enhanced to improve incident response capabilities and ensure the safe management of materials throughout their lifecycle.
- Behaviour-Based Safety (BBS) programmes, safety observations and leadership GEMBA walks are conducted to encourage employee participation in EHS initiatives.
- Monthly EHS campaigns, training programmes and safety recognition activities are organised to build safety awareness and promote a culture of ownership and accountability.
- Employee-led improvement initiatives provide opportunities for team members to identify hazards, contribute to risk reduction efforts, and support continuous improvement.
- The site achieved three consecutive years without a lost time injury.

Safety Milestone: Zero Harm

Our sites, Dahej, PPDS Ahmedabad and Lexington achieved Zero Harm during the year, demonstrating the effectiveness of our safety-first approach. Through continuous vigilance, preventive measures and employee commitment, we have maintained an incident-free workplace.



Process Safety and Operational Reliability

Employee engagement and awareness sit at the core of our safety philosophy. Safety is treated as a shared responsibility, woven into everyday behaviour and reinforced through inclusive participation.

During FY2026, we continued enhancing our Process Safety Management (PSM) systems through structured maturity assessments and certified training programmes for cross functional teams. Process safety considerations were integrated into major capital projects at early design stages to enable hazard identification and appropriate control measures.

The Company aligned with global best practices through membership of Centre for Chemical Process Safety, enabling access to global frameworks, technical guidance and benchmarking tools. We conducted a workshop in collaboration with CCPS for creating awareness related to chemical compatibility, reactivity and prevention of similar hazards supporting consistent application of safety measures across sites.

Town halls and open feedback forums promote transparent dialogue, while structured recognition programmes acknowledge individuals who demonstrate safe behaviours that extend beyond basic compliance.

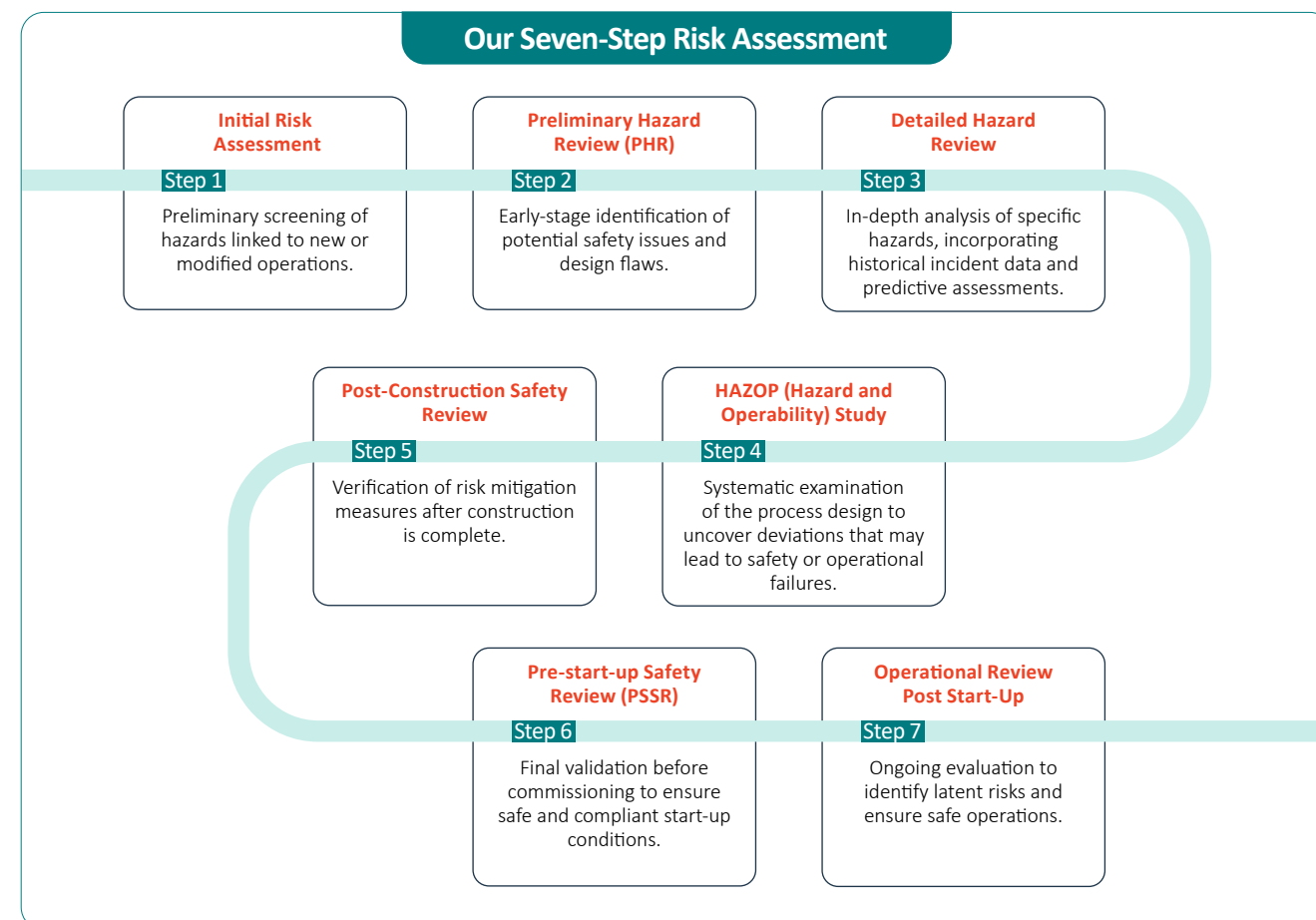
World Environment Day activities focused on tree plantations, environmental pledges, and waste-management awareness, reinforcing shared responsibility towards a greener workplace.

Digital learning has complemented on site engagement through bite sized e learning modules covering topics such as the Work Permit System. Leadership visibility during these initiatives has stayed a critical enabler, with leaders actively conducting floor walks and recognising contributions first hand.

Insights from internal safety culture surveys conducted at 06 sites in India have further informed engagement strategies, enabling more targeted and effective interventions. Access to CCPS global standards and best practices continues supporting strengthened process safety and operational resilience.

Hazard Assessment Process¹

To maintain high standards of safety and compliance across its operations, PPL has embedded a structured Seven Step Hazard Study Process within its risk assessment framework. This systematic approach ensures that every new product, process or operational change is evaluated with rigor. Risks are identified early, understood in depth, and addressed through clearly defined control measures before implementation.



¹403-2

We ensure that employees and their representatives are informed at least three weeks in advance of any significant operational changes. This advance communication allows time for dialogue, feedback and preparedness, building collective ownership of safety and supporting a workforce that is informed, engaged and confident.

Driving Excellence in Process Safety¹

Capability building is a cornerstone of our safety approach. Developing competence across all functions is a strategic priority, enabling employees to understand safety requirements clearly and apply them with confidence in day to day operations.

In FY2026, employees across manufacturing sites received an average of 19.34 hours of safety training each. The curriculum covered critical areas such as process safety, emergency preparedness, ergonomics, permit to work systems and contractor safety management. Training programmes were tailored to job roles, exposure levels and evolving operational risks, ensuring relevance and practical application.

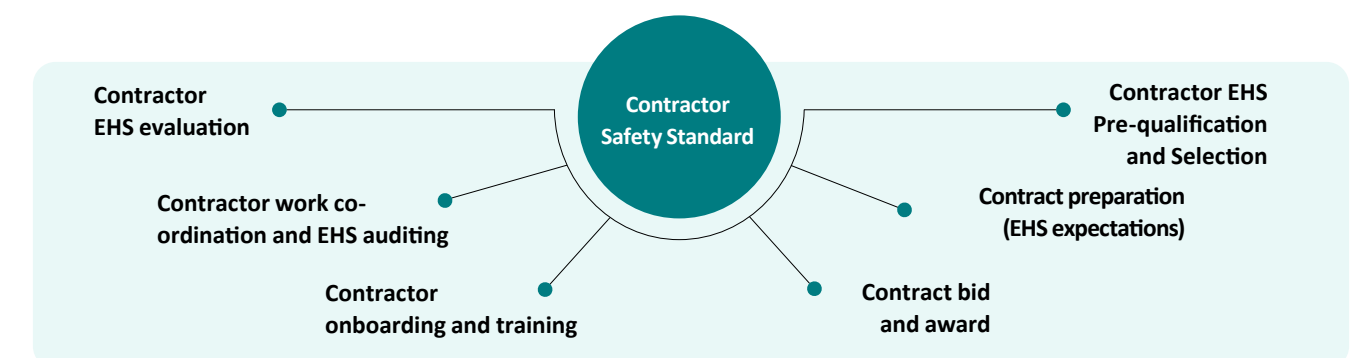
Learning opportunities at PPL span the entire employee lifecycle, ranging from induction programmes to advance on the job capability building initiatives, covering both permanent and contract workforce. With a focus on improving accessibility and flexibility, the Company actively promotes virtual self-learning through the extensive use of the Piramal Learning University for Environment, Health and Safety (EHS) education.

To further strengthen learning effectiveness, we adopted a blended learning approach that integrates:

- Classroom based training sessions
- Hands on practical learning and on-site demonstrations
- Digital and self-paced learning modules

This integrated model enabled:

- Stronger employee engagement and participation
- Improved knowledge retention and practical application
- Wider learning outreach across the workforce
- Greater flexibility in accessing training resources anytime, anywhere



¹403-4 | 403-5

Elevating Contractor Safety Standards

Over the past year, noticeable strides have been made in strengthening the way contractor safety is handled across all manufacturing locations at PPL. What once operated with variations has been brought into closer alignment, resulting in shared standards, simpler processes and clearly defined expectations. It signals a deliberate move toward a more unified and dependable safety environment, one that supports both consistency and long-term sustainability.

At the centre of this effort sits a structured Contractor Safety Management approach, anchored in our global Environmental Health and Safety policy. The system follows a six-step framework designed not only to ensure compliance but also to actively reduce risk at every stage of contractor engagement. Its core elements stay unchanged in intent yet have become sharper in execution:

- Pre-qualification to assess readiness and capability
- Induction to familiarise contractors with site requirements
- Training tailored to role and exposure
- Supervision to reinforce safe working conditions
- Incident management to respond and learn effectively
- Performance evaluation to track outcomes and improvements

Together, these components continue shaping how contractors are integrated into operations. Greater importance is now placed on building individual capability and encouraging safe behaviour in day-to-day work.

This evolution naturally brings training into sharper focus. It is a key driver of improvement, delivered through a clearly defined three tier structure that supports both awareness and practical execution:

- Basic safety as the starting point for all contractors
- Job specific safety aligned to the nature of assigned roles
- Task oriented training targeting the risks within specific activities

By linking structured systems with behavioural development, we continue to reinforce contractor safety as a core priority, ensuring that progress is both measurable and meaningful.

Occupational Health and Well being¹

A strong foundation in workplace health begins with systems that can respond quickly, reliably and at scale. Across all our sites, Occupational Health Centres play this critical role. Positioned to offer immediate support, these centres act as the first point of intervention for health protection, early diagnosis and preventive care. Each facility is equipped with experienced Factory Medical Officers, trained nurses and allied healthcare professionals who ensure consistent medical oversight. Their presence strengthens the organisation's ability to address risks early while maintaining continuity of care.

Supporting these centres is a broader occupational health system that integrates preventive monitoring with structured medical oversight. Regular health assessments are conducted in line with statutory requirements, while digital records are maintained through My Safe to ensure accuracy and continuity. The system extends beyond routine care into preparedness, with established emergency response protocols that enable swift and coordinated action. Key elements include:

- Periodic and statutory medical examinations for employees
- Continuous monitoring of workplace health risks with preventive controls embedded into operations
- Emergency Response Systems at all locations with defined coordinators and clear contact protocols
- 24x7 availability of Basic Life Support (BLS) ambulances with drivers trained in BLS and defensive driving
- Partnerships with nearby multi-specialty hospitals for swift referrals and advanced care access

Preparedness at the ground level further underpins this framework. Each department maintains an adequate number of trained First Aiders across shifts, aligned with legal requirements. Their readiness is supported through regular training delivered by certified professionals, ensuring confidence in real situations. In parallel, infrastructure is maintained with equal rigor, ensuring accessibility and reliability:

- Fully stocked First Aid boxes placed across operational zones
- Routine inspections to maintain readiness and compliance
- Scheduled mock drills and emergency simulations to test response capability and coordination

While systems form the backbone, the wider impact depends on how effectively these practices are understood and adopted by the workforce. Programmes are designed with accessibility in mind, incorporating site level alignment and language sensitive content to engage a diverse contractor base. Increasing attention is now directed toward behaviour and safety culture, recognising that awareness alone is not enough. Contractors are encouraged to internalise safety expectations through repeated engagement and practical exposure.



■ Pithampur, India

¹403-3, 403-6, 403-4

This shift is reinforced through structured interactions that connect policy with practice:

- Comprehensive inductions that establish expectations from the outset
- Toolbox talks that address real time risks and reinforce safe habits
- Interactive sessions at the Safety Park to simulate and internalise critical controls
- Leadership walkthroughs and joint safety reviews that promote shared accountability

We continue to prioritise the physical, mental, and social well-being of our workforce through initiatives aligned with statutory requirements and international standards. This alignment ensures that employees stay informed, supported and protected at every stage of employment. Alongside preventive healthcare programmes, employees benefit from expert-led health awareness sessions promoting healthy lifestyles and well-being. These efforts are complemented by clean, hygienic, and ergonomically designed workplaces, supporting a healthy workforce, improved well-being, and sustained productivity.



■ Usage of PPE at Turbhe, India

In focus: Initiatives from Grangemouth

Over the year, the site has been adapting to changes within the shared infrastructure, while continuing to advance site-level sustainability and engagement initiatives aligned with our global ESG commitments. With changes to ERT support, the site implemented a well-structured internal model to ensure continuity of emergency preparedness:

- Enhanced reliance on trained first aiders and fire wardens across all operational areas.
- Reinforced incident response protocols and escalation pathways, maintaining clear linkage with external emergency services.
- Continued coordination through established emergency contact systems and response channels.
- Ongoing implementation of structured Safety Intervention and Engagement programmes to foster a proactive safety culture.

This transition has deepened internal ownership of safety while maintaining effective coordination with external responders.

As the site underwent significant infrastructure changes, a series of strategic adaptations were implemented to ensure continued safety and compliance.

- Revised storage and access controls for hazardous materials in response to significant infrastructure changes.
- Ensured safe and uninterrupted handling of flammable and hazardous substances during site transitions.
- Maintained compliance with regulatory and landlord requirements while strengthening operational resilience.

RoSPA Gold Award

The Grangemouth facility of Piramal Pharma Solutions has been honoured with the 'RoSPA Gold Award' for a second consecutive year by the Royal Society for the Prevention of Accidents. The award was based on a comprehensive independent review of the site's safety systems, which covered key areas such as leadership, key risk prioritisation, incident investigation and safety performance monitoring.



■ PDS, India

Industrial Hygiene Excellence¹

We safeguard the health and well-being of our employees through a structured and data-driven Industrial Hygiene (IH) programme. We continuously monitor, assess and minimise workplace exposures to protect our workforce while supporting operational excellence and regulatory compliance.

Aligned with Code 3 of PPL's EHS Management Framework, our Industrial Hygiene (IH) programme is anchored in a prevention-focused philosophy that emphasises exposure reduction and effective control at source, enabled through a structured framework of exposure assessment, risk evaluation and control verification.

The mode of execution integrates exposure science, toxicological risk assessment, engineering controls, digital risk management tools and performance monitoring to ensure occupational health risks are systematically identified, assessed and controlled.

Our quantitative exposure assessments focus on key occupational risks, including:

- Chemical agents and airborne contaminants
- Noise exposure
- Ergonomic and biomechanical stressors

The insights generated support targeted preventive measures and stronger workplace controls. As part of our exposure monitoring initiatives, site-wide quantitative assessments are conducted at key locations including PPDS Ahmedabad, Digwal, Dahej and Morpeth, with over 100 personal and area samples collected across activities such as charging, dispensing, blending, sampling and cleaning. These efforts resulted in achieving 100% compliance with Occupational Exposure Limits (OELs), supported by effective containment systems and appropriate PPE usage.

To further strengthen hazard banding and exposure limit setting, we continuously review Occupational Exposure Bands (OEBs) for over 120 APIs and intermediates. Occupational Exposure Limits (OELs) were derived and verified using toxicological data and route-specific No-Observed-Effect Levels (NOELs), enabling alignment with international standards and supporting safer scale-up and technology transfer activities.

Our controls and containment programme include:

- Validation of containment performance for critical equipment
- Surrogate trials using potent or analogous compounds
- Strengthening the Respiratory Protection Programme through fit testing and APF evaluations
- Standardisation of PPE selection and usage across India sites

During the year, systematic ergonomic risk assessments were conducted using validated tools such as RULA, REBA and MAC to evaluate postural and operational stresses across manual handling, packaging and warehouse logistics activities. Based on assessment outcomes, engineering redesigns and administrative interventions were implemented to reduce musculoskeletal disorder (MSD) risks and improve workplace ergonomics.

This integrated industrial hygiene strategy reflects our commitment to occupational health excellence by embedding prevention-focused practices into our EHS governance framework and reinforcing our leadership in pharmaceutical health and safety performance.

In Focus: Initiatives at Morpeth

An in-house Industrial Hygiene sampling unit equipped with calibrated sampling instruments available at Morpeth enhanced our internal monitoring capabilities. This capability supports timely exposure monitoring, improved data quality and greater responsiveness in managing workplace health risks across operations.

We conducted comprehensive industrial hygiene (IH) assessments to evaluate employee exposure to physical, biological and chemical hazards using both qualitative and quantitative methods.

- Traditional IH techniques, including active and passive sampling pumps/media methodologies, were used to assess airborne solids, active pharmaceutical ingredients (APIs), vapours and gases against established occupational exposure limits (OELs).
- Real-time monitoring equipment, including photo ionisation detectors (PID), digital micromanometers and flow hoods, was also deployed to assess volatile organic compounds (VOCs), airflow velocities, volumes, pressures and the effectiveness of local exhaust ventilation (LEV) and general ventilation (GV) systems.
- Furthermore, octave band sound level meters, personal noise dosimeter and environmental noise meters were used to assess occupational and environmental noise exposure, including the impact of continuous site-generated noise during both daytime and nighttime operations.



■ IH Sampling Pumps and Flow Meters

IH Training and Capability Building

Building internal expertise is a key component of our Industrial Hygiene strategy. During the year, selected employees participated in Industrial Hygiene training programmes conducted by Johnson & Johnson, facilitating cross-industry learning, benchmarking of best practices and building organisational capability in exposure assessment, risk management and occupational health protection. Building this expertise also supports our broader commitment to safety across plants, processes and transport networks.

Plant, Process and Transport Safety

PPL is committed to safeguarding everyone connected with its operations, including Directors, full-time and part-time employees, contractors, subcontractors and consultants. This commitment covers activities within plants, production areas and transportation networks. The Company regularly reviews its plant and process safety measures in line with established EHS and ESG policies.



At Piramal Pharma, sustainability is not a side initiative—it is embedded in how we operate. Across our sites, we are committed to reducing our environmental footprint, enhancing energy efficiency, and driving operational excellence, all while delivering value to our customers and communities. Sustainability drives how we operate—efficient, responsible, impactful."

Surinder Gulati

Executive Vice President – Manufacturing (PPS – India API)

¹403-7

In Focus: Safer Operations Initiatives at Morpeth

- Completed site-wide replacement of windows and doors to enhance workplace safety and facility integrity.
- Installed a new BMS in the Chemistry Laboratory to improve safety monitoring and operational control.
- Continued efforts to identify and rectify compressed air leaks, improving workplace safety, system reliability and resource efficiency.

Safe storage, handling and transportation of pharmaceutical compounds stay central to our operating discipline. Employees are trained to handle and manage hazardous substances safely, while process-level controls are continuously strengthened to reduce potential risks. A structured governance framework supports ongoing monitoring of incident-related risks, enabling effective oversight, accountability and corrective action management within our operations and value chain.

PPL follows defined protocols for the labelling, storage, handling and transportation of hazardous substances. For new operations, process modifications and periodic risk reviews, formal assessments are conducted to identify and document environmental risks in line with established hazard study guidelines. These measures help prevent workplace accidents, production disruptions, chemical exposures, spills and leaks. At our Ennore site, lifeline protection system was installed making three manual unloading areas and the entire process safer and more efficient.

During the reporting period, there were zero incidents of workplace accidents, production disruptions, chemical exposures or leaks.

Advanced recovery systems enable the recovery and reuse of solvents within our processes. This supports efficient resource use, reduces material intensity and strengthens circularity in operations.

Our environmental approach is guided by accountability, continuous improvement and long-term sustainability. Through focused action on emissions reduction, responsible resource use, waste management, biodiversity protection and climate action, we continue reducing our environmental impact across operations.

By integrating environmental responsibility across the value chain, PPL supports a cleaner, safer and more resilient future.



Workforce covered by Occupational Health and Safety management System¹

Indicator	FY2026		FY2025		FY2024	
	Total Number	%	Total Number	%	Total Number	%
The number and percentage of all employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation, who are covered by such a system	2,646	100	4,700	100	4,600	100
The number and percentage of all employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited	2,646	100	2,800	100	2,100	100
The number and percentage of all employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party.	2,646	100	2,800	100	2,100	100

Work-related injuries¹

Sr. No	For all Employees	Parameter	FY2026	FY2025	FY2024
1	The number of fatalities as a result of work-related injury	Nos	0	0	0
2	The number of high-consequence work-related injuries (excluding fatalities);	Nos	2	4	6
3	The number of recordable work-related injuries;	Nos	21	18	25
4	The number of hours worked	Nos	1,17,40,274	1,59,25,621	1,09,48,912

For all workers who are not employees, but whose work and/or workplace is controlled by the organisation		Parameter	FY2026	FY2025	FY2024
1	The number of fatalities as a result of work-related injury	Nos	0	0	0
2	The number of high-consequence work-related injuries (excluding fatalities);	Nos	4	2	2
3	The number of recordable work-related injuries;	Nos	17	4	5
4	The number of hours worked	Nos	74,29,440	77,98,667	70,85,369

Work-related ill health²

Sr. No	For all Employees	Parameter	FY2026	FY2025	FY2024
1	The number of fatalities as a result of work-related ill health	Nos	0	0	0
2	The number of cases of recordable work-related ill health	Nos	0	0	0
3	The main types of work-related ill health.	Type	NA	NA	NA

For all workers who are not employees, but whose work and/or workplace is controlled by the organisation		Parameter	FY2026	FY2025	FY2024
1	The number of fatalities as a result of work-related ill health	Nos	0	0	0
2	The number of cases of recordable work-related ill health	Nos	0	0	0
3	The main types of work-related ill health.	Type	NA	NA	NA

Fatalities

Category	FY2026	FY2025	FY2024
Employees	0	0	0
Contractors	0	0	0

Lost-time Injury Rate (LTIR)

Category	FY2026	FY2025	FY2024
Employees	0.03	0.05	0.11
Contractors	0.11	0.05	0.06

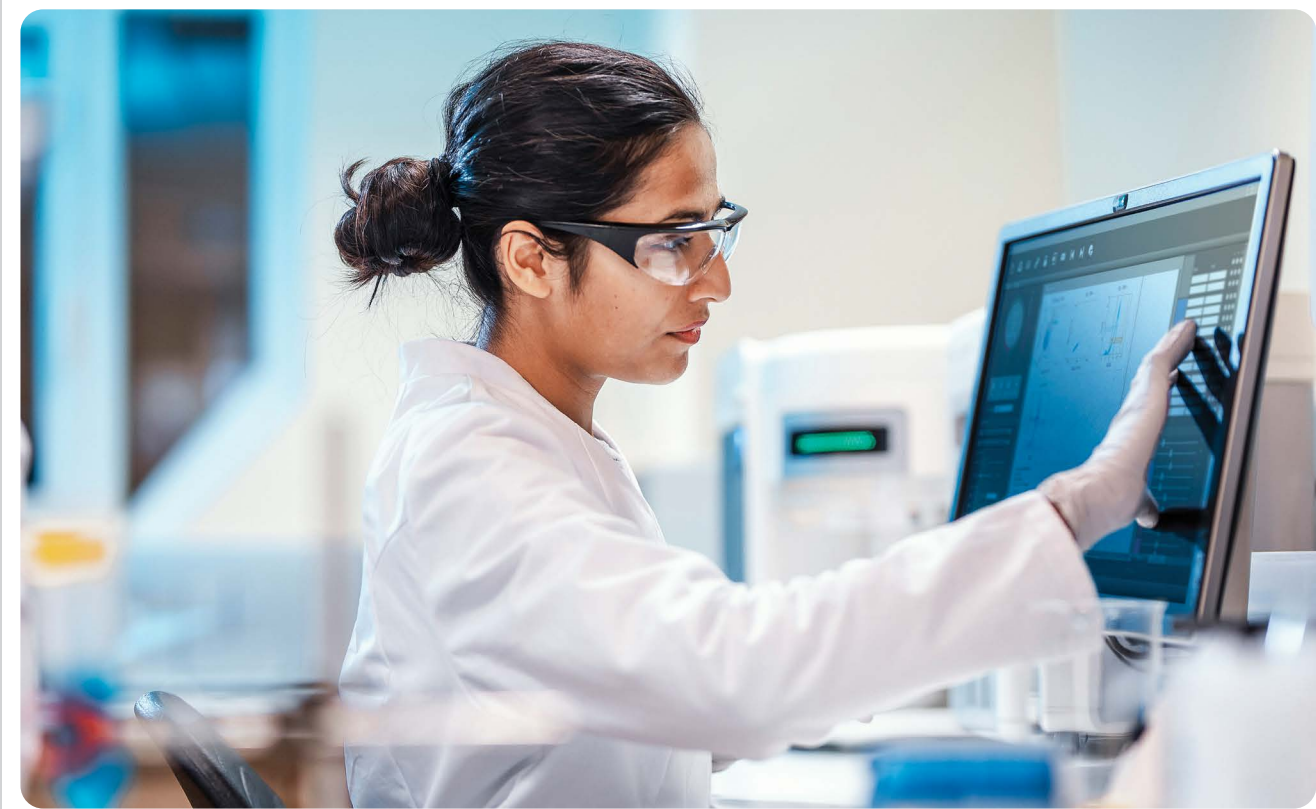
¹403-8

¹403-9 | ²403-10

Customer Centricity

At Piramal Pharma Limited, customer centricity is not a principle we aspire to; it is how we operate. Guided by our core values of Knowledge, Action, Care and Impact, every decision across our businesses begins and ends with one question: what does the customer need? This approach extends well beyond product quality. It encompasses reliability in supply, precision in execution, genuine responsiveness and the kind of trust that is built and sustained over years of consistent partnership.

Our diversified business model gives us an unusually broad and nuanced understanding of customer expectations across the pharmaceutical and consumer healthcare value chain. Through our three core business units, Piramal Pharma Solutions (PPS), Piramal Critical Care (PCC) and Piramal Consumer Healthcare (PCH), we address distinct customer segments with tailored solutions, strong quality systems and agile execution. Each business operates differently, but all are held to the same standard: put the customer at the centre of everything.





 By embedding patient centricity into our sustainability journey, we are advancing responsible healthcare solutions that create meaningful impact, improve access to care and support healthier communities for generations to come"

Stuart Needleman
Chief Commercial Officer

Three Businesses, One Standard

Piramal Pharma Solutions (PPS) serves pharmaceutical innovators who demand more than a contract manufacturer. They need a development and manufacturing partner who can move with them through complexity. PPS delivers customised, flexible solutions across the full drug development and manufacturing lifecycle, backed by a global footprint, advanced technical capabilities and a deeply collaborative working model. The result is timely delivery, high-quality outcomes and partnerships built to last.

Piramal Critical Care (PCC) operates where the stakes are at their highest. Serving specialised hospital needs in anaesthetics and intrathecal therapies, PCC combines vertically integrated manufacturing across the United States and India with distribution reaching more than 100 countries. This breadth of reach and depth of capability means that clinicians and healthcare systems can depend on PCC for the supply reliability and precision delivery that critical and emergency care settings simply cannot compromise on.

Piramal Consumer Healthcare (PCH) takes a direct and dynamic approach to engaging the end consumer. Using digital platforms, modern trade, e-commerce channels and targeted communication, PCH delivers accessible healthcare solutions on a meaningful scale. Built on strong, trusted brands and an asset-light operating structure, PCH is designed to stay close to evolving consumer needs and respond quickly as expectations shift.

Measuring What Matters

Commitment to customers must be measurable to be meaningful. We conduct annual customer satisfaction and Net Promoter surveys across all business units, and the insights we gather are reviewed systematically and translated into concrete improvement plans spanning service delivery, communication quality and the depth of customer engagement. These are not benchmarking exercises. They are accountability mechanisms that keep us honest about where we are delivering and where we must do better.

Key customer metrics during the reporting period included:

85%

PPS Customer Satisfaction Score

60

PPS Net Promoter Score

87%

PCC Customer Satisfaction Score

76

PCC Net Promoter Score

Strong scores are an encouragement, not a destination. We use these insights to sharpen our focus, deepen our partnerships and stay genuinely responsive to the customers and communities we serve.



Caring for the Health and Safety of our Customers

Safeguarding customer health and safety is a priority across all product categories. We promote transparent communication and responsible product use through multiple channels, including our website, product documentation and Safety Data Sheets. Customer outreach is supported through initiatives such as periodic surveys, seminars and structured forums, alongside direct customer engagement led by senior leadership.

Each manufacturing site hosts a Patient Awareness Council consisting of cross-functional employees who advocate patient-centric practices and develop targeted communication approaches. Our Patient Moments campaign, led by these councils, shares real patient stories to build employee awareness of the end use impact of their work.

Driving Patient-Centric Impact through PAC Initiatives

Patient Awareness Councils (PACs) across all our sites play a vital role in strengthening patient-centric thinking throughout our operations and communities. Through awareness programmes, stakeholder engagement and feedback-driven initiatives, PACs help translate patient needs into meaningful actions and outcomes.

Initiatives undertaken by PAC teams:

- Conducted burn safety awareness sessions and distributed educational booklets in local schools.
- Conducted a “Healthy Living & Graceful Ageing” awareness session for senior citizens on preventive healthcare and well-being.
- Hosted a “Speak Up” session for underprivileged girls to promote empathy, responsibility and patient-centric thinking.
- Gathered feedback from local pharmacies and healthcare facilities on ophthalmic products to understand patient experiences and product performance.
- Extended patient-centricity and patient safety awareness across raw material and packaging suppliers.
- Showcased patient-centric best practices at the Scotland–India Data-Driven Healthcare Roundtable, encouraging global collaboration and knowledge sharing to advance patient outcomes.

Translating patient insight into action also means investing directly in the manufacturing capabilities that serve them.

Key Investments: Strengthening Advanced Manufacturing Capabilities

- Expanded formulation and manufacturing capabilities through the introduction of commercial-scale tablet-in-capsule technology in India, enabling flexible, stable and patient-centric oral drug delivery solutions.
- Enhanced production infrastructure at the Morpeth facility with the installation of a state-of-the-art Korsch X3 Tablet Press to support the safe and scalable manufacture of highly potent and personalised therapies.
- Expanded sterile injectables, payload-linker and bioconjugation capabilities across our Lexington, Kentucky, and Riverview, Michigan, facilities through a US\$90 Million investment, strengthening our integrated development and manufacturing platform for advanced therapeutics.

Strategic Partnerships Driving Patient-centric Innovation

This year, we strengthened our capabilities across advanced therapeutics, manufacturing excellence and sustainable healthcare solutions through a series of strategic partnerships and investments. By combining innovative technologies, specialised expertise and expanded production capabilities, these initiatives enhance our ability to deliver differentiated solutions, support environmental stewardship and accelerate the development and commercialisation of advanced therapies.

- Through our partnership with IntoCell, we expanded our ADCelerate™ offering by integrating proprietary drug-linker technologies, expanding our Payload-Linker Platform and enhancing our bioconjugation capabilities for the development of targeted therapies.
- Through the collaboration between Piramal Critical Care and Blue-Zone Technologies, we advanced our commitment to environmental sustainability by implementing solutions to capture, collect and recycle waste anaesthesia gases.
- Through a strategic investment by Piramal Pharma Solutions and NewAmsterdam Pharma, we enhanced oral solid dosage manufacturing capabilities at our Sellersville, Pennsylvania facility through the establishment of a dedicated production suite.
- Through our collaboration with Aji Bio-Pharma, we integrated AJICAP™ site-specific conjugation technology with our ADC GMP manufacturing capabilities, improving development efficiency, streamlining scale-up and simplifying technology transfer.

These partnerships strengthen innovation capabilities, improve development speed and manufacturing efficiency and help accelerate patient access to safer, more precise and life-changing therapies worldwide. Just as we invest in advancing new therapies, we place equal weight on protecting the information entrusted to us by our customers and patients.



Data Privacy and Information Security¹

Protecting customer data and maintaining confidentiality are critical to sustaining trust. We have implemented a multi layered information security framework designed to safeguard customer and business information across digital platforms. Our systems are routinely updated to address emerging vulnerabilities. In parallel, organisational safeguards are strengthened through employee awareness programmes and data protection training to reinforce responsible information handling.

Security measures include antivirus and anti spyware solutions, firewalls, secure server environments and regular remote data backups. Access to sensitive information is governed through strict role-based controls, secure authentication protocols and audit trails.

Zero data breaches were reported during the reporting period, reflecting the effectiveness of our implemented controls.

Marketing and Labelling²

We ensure that our marketing and product labelling practices are governed by a strong framework of regulatory compliance, transparency and ethical responsibility. Marketing practices are designed to provide accurate, clear and meaningful information to stakeholders, with a strong focus on patient safety and responsible usage. Product labels and accompanying patient information leaflets are developed to support informed decision-making and the safe use of medicines, while staying aligned with regulatory expectations and industry best practices.

All communications adhere to the requirements prescribed by Drug Regulatory Authorities in the countries where the Company operates, covering detailed standards for product and service labelling.

During FY2026, zero instances of non compliance were reported in relation to marketing communications, product or service information, or labelling standards.³

Brand-building initiatives are undertaken with a consistent emphasis on ethical communication and consumer well-being. Alongside compliance, PPL continues investing in building the visibility and equity of key consumer brands such as Little's, Lacto Calamine, i range, Polycrol and Tetmosol.

Accessibility and Affordability

The Company recognises that equitable access to healthcare is essential for improving public health outcomes and supporting long-term sustainable growth. Improving access to healthcare products and ensuring affordability across population segments is both a business priority and a social responsibility for us.

PPL's products are made widely available across diverse geographies and income groups through a strong and expanding distribution network. The Company maintains a broad retail footprint across India, with approximately ~180K chemists, cosmetics shops and gift stores, complemented by a presence in over 8000 modern trade outlets.

In response to shifting consumer preferences and the growing importance of digital channels, we have significantly strengthened our e-commerce presence. Products are available on more than 20 leading e-commerce platforms, increasing convenience and reach. In addition, the Company operates its own direct-to-consumer platform, Wellify, which supports smooth digital engagement and currently processes over 8000 consumer orders each month.

We continue expanding into emerging towns and semi-urban markets while exploring innovative fulfilment models such as last-mile delivery partnerships. These efforts support timely product availability and reinforce the Company's commitment to addressing healthcare access gaps. Through an integrated approach that combines physical retail strength with digital innovation, we work to ensure that essential healthcare products stay accessible, affordable and responsive to evolving consumer needs.

Community Development

At Piramal Pharma Limited, community development is guided by the Group’s purpose of Doing Well and Doing Good. Our approach focuses on enabling long-term, sustainable change through system-level interventions, strong partnerships and active employee involvement. Through close collaboration with the Piramal Foundation, we work across priority themes of health, education, gender, livelihoods and water, with a focus on creating measurable impact at scale.

All PPL operations are located within notified Industrial Development Corporation (IDC) areas. During the reporting period, no significant actual or potential adverse impacts of our operations on local communities were identified.¹ We engage constructively with stakeholders to maintain strong, transparent and mutually beneficial relationships



₹8.98 Crore invested in CSR programmes, ensuring continuous learning and development through the Piramal School of Leadership and a strong focus on uplifting marginalised communities in the aspirational districts of India.

Beneficiaries Reached

14.4 Lakh+

Aspirational Bharat Collaborative (ABC)

8.2 Lakh+

Piramal School of Leadership (PSL)

¹413-2

Our Initiatives with a Focus on System Change¹

PPL’s CSR initiatives were designed with a clear focus on strengthening foundational education and enhancing community well-being. The programme was implemented across 112 aspirational districts in India with efforts directed toward upgrading government school infrastructure while building the capabilities of key stakeholders.

A wide set of activities formed part of the CSR programme, each aimed at reinforcing education systems and supporting community participation. The implementation of BaLA (Building as Learning Aid) introduced child-centric school infrastructure, while school assemblies and Bal Sansad (Children’s Parliament) encouraged student engagement in governance and learning processes. Strengthening School Management Committees (SMCs) and libraries stayed a parallel priority, ensuring that institutional support systems were reinforced alongside physical upgrades.

Capacity building was central to the programme, with structured sessions conducted for master trainers, teachers, headmasters and education officials such as CRCs and BRCs. These efforts were supported by continuous on-site engagement to ensure that new teaching methodologies were not only understood but effectively applied in classroom settings. Mohalla classes were introduced within communities to reach children who had limited access to formal schooling, thereby extending learning opportunities beyond conventional spaces.

The programme also worked closely with local governance bodies, including Sarpanchs and PRI members, by building awareness around their responsibilities in education and school development. At the same time, public health awareness was addressed through training sessions for women on safe drinking water practices, which contributed to improved health outcomes at the community level.

Aspirational Bharat Collaborative (ABC)

The Aspirational Bharat Collaborative (Bharat Collab), initiated by the Kaivalya Education Foundation and Piramal Foundation in partnership with NITI Aayog, is a strategic alliance aiming at a developed India by 2047. It aims to improve the lives of 100 Million citizens across 140+ least developed districts, including 100+ aspirational districts, and covers 170+ aspirational blocks as defined by NITI Aayog across India. These districts and blocks face significant developmental challenges, including poor socio-economic indicators, low literacy rates, high dropout rates and inadequate infrastructure for quality education.

Focusing on grassroots development through decentralisation and local governance, Bharat Collab is engaging a broad network of local partners such as PRI members, SHGs, faith leaders, local media, NGOs and youth.

¹413-2, 413-1, 203-1

This inclusive model ensures that development is community-led. Bharat Collab, committed to a collective vision, seeks to build an inclusive, empowered and sustainable India, inviting all stakeholders to contribute to the vision of a 'Viksit Bharat' by 2047.

Impact and Outcomes

The programme resulted in noticeable improvements in classroom engagement and learning outcomes, particularly for students from Grades 1 to 5 with a strong emphasis on foundational literacy and numeracy. Enhanced child-friendly infrastructure played a role in improving student attendance while creating a more supportive learning environment.

Educators experienced growth in both competence and confidence, allowing them to deliver more effective instruction within classrooms. Local governance bodies demonstrated increased participation in school development, which strengthened accountability and community ownership. The initiative also supported health awareness efforts and enabled scholarships for students contributing to broader developmental outcomes.

All interventions were carried out between April 2025 and March 2026 as part of pro bono engagements supported through CSR funds. These efforts stayed fully aligned with the objective of advancing inclusive and sustainable community development across the regions served.

Key Initiatives Undertaken through the Bharat Collaboration:

Panchayat for Education

The PfE programme has been designed with deeper engagement and ownership at the Panchayat level to improve quality of education and convergence amongst various departments.

Building Strong Foundations through an ECD Programme

During the year, we worked across 900 demonstration Anganwadi centres in Maharashtra and Madhya Pradesh. Additionally, an ECD ecosystem study was conducted in 50 Anganwadi centres across eight districts in Jharkhand, Chhattisgarh and Assam, engaging over 750 children, 300 parents and 25 sarpanches. The initiative ensured a healthier and more nurturing start for every child. These early interventions are reinforced by continued investment in improving learning outcomes at the school level.

Improving Learning Outcomes

Through the year, 5,000+ demonstration schools were established across 15 states, covering 3,13,625 students, to serve as replicable benchmarks for quality education and student leadership. Over 55 Gram Panchayats have formally integrated and allocated funds for school development within their Gram Panchayat Development Plans (GPDP).

In 2025-26, strategic advocacy and training for local officials facilitated the allocation of ₹47.6 Lakh for education by the Panchayati Raj Department, Gram Panchayats and District Administrations across the intervention geographies.

3.1 Lakh+

Students covered

55+

Gram Panchayats integrating school development into GPDPs

₹47.6 Lakh

Education funding facilitated through local institutions

Enabling Life Skills, Scholarships and Transitions

A total of 44,500 adolescent girls across five districts were mobilised and engaged in life and vocational skills interventions. 36,000+ girls were trained on all four life skills modules, strengthening their confidence and decision-making abilities. 2,000+ girls were trained and certified in various vocational courses, enhancing their employability and readiness for livelihood opportunities. Through Shiksha Se Samridhhi Abhiyaan, the initiative orientated 1.2 Lakh+ adolescent girls on the application processes and facilitated scholarships for 2 Lakh+ students across 28 districts. In addition, over 3.7 Lakh community members were sensitised through the initiative.

2 Lakh+

Students supported through scholarship facilitation and outreach initiatives

1.2 Lakh+

Adolescent girls engaged through higher education opportunities and support programmes.



Carbon-Neutral Schools

The Carbon Neutral Schools initiative promotes climate action by expanding infrastructure interventions that enhance carbon offsetting and sequestration. A carbon footprint calculator has been developed and piloted across 8 schools in Nuh, enabling baseline assessment of emissions across key domains such as energy, water, waste, and transport. Early insights have helped identify emission hotspots and informed the design of targeted interventions, including energy optimisation and improved waste systems. This marks an important shift towards data-driven planning and measurable outcomes, positioning schools not only as centres of learning but also as demonstration units for climate action within Panchayats and communities. This focus on climate resilience is complemented by a parallel initiative on water security at the panchayat level.



Bal Sabha led by Bal Sansad members in Hivara ZP school, Dharashiv



Community class by volunteer (Mohalla class)

Water Secure Panchayat Initiative

Our initiative has been launched to foster community-led campaigns and engage citizens in building self-sufficient panchayats through effective drinking water management, water conservation and greywater management. As part of this initiative, over 200 Village Water and Sanitation Committees (VWSCs) were activated to lead local water efforts, and 2800 VWSC members were trained on planning, implementation and monitoring of water resources. Additionally, 180 pump operators received training on their roles and responsibilities to ensure effective water service delivery, and more than 20,000 community members were sensitised on safe drinking water practices.

Digwal Story: Education as a Catalyst for Community Transformation

Piramal Foundation for Education Leadership is currently implementing two major projects in the Sangareddy district, Telangana. The first, driven by the School of Climate & Sustainability (SoCS), aims to promote climate-resilient and sustainable development practices at the community level. The second, Vardhana, is a women's skilling initiative led by the School of Gender, with support from PPL (Digwal Plant).

School of Climate & Sustainability (SoCS)

Building on efforts from the previous year, SoCS expanded its reach to six panchayats (including four new additions) across two mandals in Sangareddy district, Telangana. The initiative now covers 3,201 households and approximately 14,000 people, with 85% belonging to marginalised communities.

Key interventions centred on water-resilient agriculture, water conservation, solid and liquid waste management and women's livelihoods. These were carried out in collaboration with block and frontline functionaries from five government departments, PRI representatives (Sarpanch/Ward Members), Panchayat secretaries and technical partners such as Krishi Vigyan Kendra.

Impact during the Year:

Farmer engagement

Four Gandhi Fellows and four Karuna Fellows, along with the Foundation team, conducted awareness campaigns for 300 farmers on soil testing, soil health cards and Rabi crop planning.

Waste management

Campaigns in schools encouraged waste segregation, composting and the reuse of greywater for kitchen gardens.

Institution strengthening

Newly elected PRI members and Panchayat secretaries from 6 panchayats were orientated on Village Water and Sanitation Committee (VWSC) roles, with support provided to establish new committees, ensuring women's representation.

Education and youth development

Around 40 girls from a madrasa in Digwal received training in digital literacy and English communication. Additionally, 75 children accessed computer education through Community Learning Centres, 5 Anganwadi workers were supported to enhance pre-school education for 100 children and 2 school libraries were set up, benefiting over 150 children.

Vardhana

Project Vardhana was initiated in November 2024 in collaboration with Piramal Pharma Limited (PPL), Digwal, with the objective of strengthening women's agency and enhancing their participation in the workforce, particularly in the manufacturing sector.

Since its inception, the Skill Development Centre at Digwal has trained 139 Sanginis, local young women aged 20 to 27, from 5 mandals and 20 gram panchayats in the Sangareddy district. Of these, 112 were trained during the reporting period, with 75% belonging to marginalised communities, including minorities. The Sanginis underwent six structured immersions designed to build market-relevant skills and sharpen professional competencies.

As a result, 72% of the trained Sanginis have secured career opportunities with reputed organisations such as MRF, Mahindra, Piramal Pharma, CBM Foundation and Stream Digital Services.

The Skill Development Centre has also gained recognition and established partnerships with over 20 stakeholders across industry, academia, and government departments, broadening its ecosystem for scale, impact and excellence. The impact of this programme is best captured through the experience of one participant's journey.



■ Sangini working at PPL Plant, Digwal



Gousiya's Journey

Gousiya's childhood was shaped by resilience and sacrifice. Despite excelling in her studies, due to several barriers she was forced to discontinue her education early.

With newly acquired skills and renewed confidence, she secured a position at MRF, taking a strong step toward financial independence and personal growth.



Testimonial

We would like to extend our heartfelt gratitude to Vardhana Team, for their professional approach towards supporting the unemployed female youth from the surrounding villages of Zaheerabad Municipality. We look forward to working with Vardhana team in future and onboarding candidates who are trained and can contribute for establishing operations and improve their social and economic standards.

The School of Climate & Sustainability Success Stories

In rural India, decisions about water are shaped every day – when a farmer chooses how much to irrigate, when a Gram Panchayat sets its annual priorities and when households form habits around waste and sanitation. The School of Climate and Sustainability is built on the belief that lasting water security emerges only when these choices evolve. Such change is possible when communities, government systems and scientific knowledge move in step, guiding decisions that protect water resources for generations to come together.

In FY2026, the School of Climate & Sustainability (SoCS) worked across Sehore in Madhya Pradesh, Ranchi in Jharkhand, Telangana, Maharashtra and Jammu & Kashmir, weaving together three streams of work:

- Helping farmers use water more efficiently in their fields
- Strengthening the conservation structures and governance systems that determine how much water is available
- Improving the quality of soil and water through better waste management

This work reached over 1,500 farmers and community members and deepened collaboration with key government departments and programmes, including the Integrated Watershed Management Programme, Jal Jeevan Mission, Soil and Water Conservation Department, Swachh Bharat Mission, Watershed Department, Panchayati Raj Department, Ministry of Agriculture and Ministry of Jal Shakti, helping advance efforts in water conservation, sustainable agriculture, sanitation and rural development.

Shaping the Ecosystem

In Madhya Pradesh, a formal agreement was established with the Agriculture Department for district-wide natural farming implementation, and SoCS engaged with government forums, including ICAR, ICARDA and the National Pulse Research Centre. SoCS is also working with 3 divisions of the Ministry of Agriculture, i.e., NRM, IFS and IPM.

At the national level, SoCS engaged with the Ministry of Jal Shakti under RWPF, provided policy inputs to the Ministry of Agriculture, and developed an MIS dashboard now used by 21 state nodal officers to track RAD scheme progress.

In Jammu & Kashmir, two state-level trainings were conducted with the Soil & Water Conservation Department, one on leadership and one on GIS-based technical planning, equipping government officials with the skills and tools to lead water conservation work independently. In J&K we are partnering with 5 departments, i.e., IWMP, JJM, SWCD, SBM and IMPARD. A new partnership with PSI Dehradun deepened the technical foundation of the J&K programme.

Some Glimpses from SoCS Fieldwork



Soil Health Awareness Campaign, Chintal Ghat, Kohor Mandal



Sangini working at PPL Plant, Digwal



Facilitating English Communication session at Madarasa, Digwal



Participation in Gram Sabha

Empowering Grassroots Governance

SoCS invested significantly in strengthening grassroots governance by empowering village committees, panchayat bodies and farmers. This included reactivating 12 Village Water and Sanitation Committees (VWSCs) in Jharkhand and the formation of 2 VWSCs, while 43 were trained on their roles & responsibilities. 150 PRI members were trained on leadership and water conservation across Madhya Pradesh and Jharkhand, while 377 Last Mile Cadres were trained on natural farming in line with SoCS' "One Water Approach".

Water Source Sustainability

SoCS strengthened water source sustainability across Madhya Pradesh and Jharkhand by training 726 farmers on water conservation practices. Additionally, 786 farmers were linked to govt schemes like Didi Wadi Yojna, Soil Health Card, Udyan Vikas Yojna and MGNREGA-linked schemes. 300 water conservation structures were constructed in Madhya Pradesh, creating an additional storage capacity of 7.5 Crore liters. Strengthening water sources is only half of the equation, using that water more efficiently in agriculture completes it.

Optimising Demand for Water in Agriculture

In Sehore, Madhya Pradesh, 560 farmers were trained on water-efficient Good Agricultural Practices (GAPs) across 37 sessions, with 30 demonstration sites established influencing 100 acres of land towards natural farming. Two packages of practice for soybean and wheat, co-developed with institutions including ICARDA, were formally adopted by the Madhya Pradesh Agriculture Department for district-wide implementation. ₹1 Crore in government scheme funds was unlocked for farmers, with 620 individuals linked to Soil Health Cards and MGNREGA.

In Ranchi, Jharkhand, 870 farmers were trained across 88 sessions on Good Agricultural Practices, with 54 demonstration sites established covering 176 acres. 240 women were trained as part of this programme, recognising that agricultural knowledge must reach women farmers as well.

Improving Quality of Soil & Water

In Jharkhand, 210 farmers were trained on solid and liquid waste management practices like vermicomposting, kitchen gardens, etc., and 12 structures were built with 13 kgs of vermicompost being created by the community. In MP, 25 farmers were trained under the WASH on Wheels programme. Our efforts to improve soil and water quality

focused on building technical capacity, enhancing monitoring systems and enabling evidence-based decision-making across states.

In Maharashtra, over 120 block officials were trained in collaboration with the Department of Water Supply and Sanitation (under the Ministry of Jal Shakti) and the Swachh Bharat Mission (Gramin) ecosystem, while targeted leadership training supported effective implementation of water and sanitation programmes. To strengthen water quality management, verification surveys of electro-chlorination units were conducted across 10 villages. Additionally, 18 surveys have been done so far to encapsulate the status of solid liquid waste management. Piramal Foundation is also a partner in RWPF (Rural WASH Partners Forum) with the Ministry of Jal Shakti.

In Jammu & Kashmir, capacity-building initiatives reached over 80 officials across the Public Health Engineering Department (PHED), Department of Rural Development, Department of Agriculture, and Department of Horticulture, including specialised training on water quality challenges such as ammoniacal nitrogen contamination. System-level improvements were further supported through sanitation and Swachhata Green Leaf Rating (SGLR) surveys across tourism facilities, in partnership with the Department of Drinking Water and Sanitation, Ministry of Jal Shakti, generating actionable insights and enabling the identification of model sites for improved waste and sanitation management.

Good practices and initiatives

From Chemicals to Confidence: Advancing Soil Health and Crop Resilience in Sehore

Shri Anup Verma, a farmer from Amajhir village in Sehore district, Madhya Pradesh, was previously reliant on chemical fertilisers and pesticides for onion cultivation. The onions produced had a short storage life, resulting in significant post-harvest losses.

Through continuous field-level support from the agriculture extension team, he transitioned to incorporating Good Agricultural Practices (GAP), Integrated Pest Management and Nutrient Management. Chemical inputs were replaced with locally prepared natural solutions such as Amrit Khad and neem-based formulations, along with the use of sticky traps and Trichoderma for pest control. He implemented these practices on 40 decimals of land for onion cultivation and subsequently expanded to wheat cultivation across one acre.

The transition resulted in improved soil health, better moisture retention and a significant reduction in pest attacks. Crop quality improved, and naturally grown onions

demonstrated enhanced storage life, staying unspoiled for extended periods. Encouraged by these outcomes, Shri Verma scaled these practices and began influencing other farmers in his community to adopt similar approaches. His efforts have been formally recognised at the district level, and he has further strengthened his knowledge through advanced training.



Good practices and initiatives

Natural Farming Takes Root in Sehore

Rising chemical input costs, degraded soil from years of pesticide uses and no local access to organic alternatives led to farmers facing low, unsustainable yield. Due to lack of resources and heavy monetary implications, sustainable farming was a distant aspiration for them.

SoCS along with the Green Farm BRC Hub established one Bio-Input Resource Centre (BRC) per village across five villages in the Sehore district to provide aid and relief in this situation. Each centre is run by a progressive farmer selected and trained to locally produce organic inputs, including Jeevamrit, bio-pesticides and Panchpati Kadha. They then distribute them to the surrounding farming community at a fraction of market cost. The model is rooted in the principle of **देखो, सुनो, सीखो** (see it, hear it, and learn it), turning each BRC into a living demonstration site where farmers observe, learn and replicate natural farming practices.

Today five BRCs serve over 600 farmers across 625 acres. Organic inputs produced locally have reduced input costs by 50–60%, easing the economic burden that had long made sustainable farming unviable for smallholders. With reduced chemical use, soil fertility is being restored across participating farms. Each centre trains approximately 125 farmers annually, building a self-sustaining network of natural farming knowledge anchored within the community.



Good practices and initiatives

Bridging Systems and Communities: Shri Gulab Ahirwar's Path to Strengthening Rural Development

In Sehore district of Madhya Pradesh, Shri Gulab Ahirwar's work as an Assistant Programme Officer (APO) under MGNREGA reflects a deep commitment to social welfare and grassroots development. With over 17 years in the field, he gained experience across multiple blocks. He has consistently sought to uplift marginalised communities by bridging administrative systems with on-ground realities.

Shri Ahirwar collaborated with the PF team to strengthen water conservation efforts. By equipping GRSs with the skills to lead water conservation and Solid & Liquid Waste Management (SLWM) efforts under the Gram Panchayat Development Plan (GPDP), he helped drive measurable progress. Supported by Gandhi Fellows, the Sehore block witnessed significant achievements, including the construction of 454 farm ponds, the creation of 785 dug wells and the rejuvenation of 44 ponds, largely enabled by a network of 64 active Jaldots.

Looking ahead, he aims to scale these efforts across 30 Gram Panchayats in the Sehore district by using MGNREGA resources and influencing GPDP fund allocation in collaboration with fellows and the PF team. Over his 17 years in the field, he has gained a greater understanding of the system, while the constant support of our fellows has helped him to gain trust in the system. Through

continuous encouragement in his journey, he has moved from a highly individual-driven approach to recognising the value of trust, teamwork and collaboration. This shift has deepened his leadership and reinforced his belief that collective action and open communication are essential to overcoming systemic challenges and achieving sustainable impact.



Good practices and initiatives

From Hesitation to Leadership: Urmila Devi's Journey toward Safe Water Access

In Paika village of Angara block, Jharkhand, Urmila Devi's journey reflects determination shaped by lived experience. Growing up in poverty and witnessing persistent water scarcity, she was driven to improve both her family's circumstances and her community's well-being. She has been actively involved in water, sanitation and hygiene initiatives, mobilising community participation since 2013. Urmila, a Jalsahiya (a female community mobiliser appointed by the Gram Panchayat to oversee water quality, sanitation and hygiene), received structured training and hands-on support that gradually built her skills and confidence, enabling her to independently test water sources and ensure regular monitoring. She soon extended her impact by training other Jalsahiyas and raising awareness about safe water practices within her village. Today, Urmila plays a proactive role in improving local water management systems, contributing to improved water quality monitoring and community awareness.



■ Urmila Devi sharing of challenges faced by community members in Ranchi

Strengthening Employee Volunteering

Change at this scale is not driven by community members alone, our own employees play an active role too. Employee participation is a key enabler of our community engagement efforts. To strengthen leadership alignment with social priorities, the Piramal School of Leadership ensured newly joined senior leaders from India participated annually in the Community Immersion Programme, which offers direct exposure to the Piramal Foundation's work alongside district administrations and local communities. During FY 2025-26, senior leaders contributed approximately 150 volunteering hours, gaining firsthand insight into grassroots realities and consolidating values-based leadership.

Beyond leadership immersion, employees across sites volunteered across four thematic areas: Environment, Healthcare, Education and Youth Development and Livelihoods. Collectively, employees contributed approximately 1,500 volunteering hours, reinforcing a culture of empathy, participation and purpose-driven engagement.

1,500+ Hours Contributed by employee volunteers across community initiatives

Enhancing Local Community Bonds

PPL sites actively participate in local community engagement through transparent communication and inclusive initiatives. Partnerships with NGOs supporting children with diverse abilities provide platforms for creative expression, skill development and confidence building, while also fostering empathy and awareness among employees.

Across all community initiatives, PPL is guided by the belief that sustainable development must be inclusive, locally rooted and collaborative. Through continued investment, partnerships and employee participation, the Company seeks to enable communities to thrive with dignity, opportunity and resilience.

Annexure 1: GRI Index

Statement of Use	Piramal Pharma Limited has reported in accordance with the GRI Standards for the period between April 1, 2025 to March 31, 2026
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
General Disclosures						
GRI 2 General Disclosures 2021	2-1	Organisational details				1
	2-2	Entities included in the organisation's sustainability reporting				1
	2-3	Reporting period, frequency and contact point				1
	2-4	Restatements of information				1
	2-5	External assurance				1
	2-6	Activities, value chain and other business relationships				8-9
	2-7	Employees				107
	2-8	Workers who are not employees				107
	2-9	Governance structure and composition				23, 26
	2-10	Nomination and selection of the highest governance body				27
	2-11	Chair of the highest governance body				23
	2-12	Role of the highest governance body in overseeing the management of impacts				28
	2-13	Delegation of responsibility for managing impacts				28
	2-14	Role of the highest governance body in sustainability reporting				28
	2-15	Conflicts of interest				30-31
	2-16	Communication of critical concerns				32
	2-17	Collective knowledge of the highest governance body				27
	2-18	Evaluation of the performance of the highest governance body				27
	2-19	Remuneration policies				27
	2-20	Process to determine remuneration				27
	2-21	Annual total compensation ratio				28
	2-22	Statement on sustainable development strategy				6-7
	2-23	Policy commitments				29
	2-24	Embedding policy commitments				29
	2-25	Processes to remediate negative impacts				32
	2-26	Mechanisms for seeking advice and raising concerns				32
	2-27	Compliance with laws and regulations				30
	2-28	Membership associations				5
	2-29	Approach to stakeholder engagement				16-17
	2-30	Collective bargaining agreements			Principle 3 (Uphold the freedom of association and the effective recognition of the right to collective bargaining)	117
GRI Material Topics 2021	3-1	Process to determine material topics				18-19
	3-2	List of material topics				18-19

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
Specific Standard Disclosures (Category: Economic)						
GRI 201: Economic Performance 2016	3-3	Management of material topics				13
	201-1	Direct economic value generated and distributed				13
	201-2	Financial implications and other risks and opportunities due to climate change				13
	201-3	Defined benefit plan obligations and other retirement plans				111
	201-4	Financial assistance received from government			PPL does not receive financial assistance from Government	
GRI 202: Market Presence 2016	3-3	Management of material topics				162
GRI 203: Indirect Economic Impacts 2016	3-3	Management of material topics				142
	203-1	Infrastructure investments and services supported				143
GRI 204: Procurement Practices 2016	3-3	Management of material topics				51
	204-1	Proportion of spending on local suppliers				51
GRI 205: Anti-Corruption	3-3	Management of material topics				31
	205-1	Operations assessed for risks related to corruption				31
	205-2	Communication and training about anti-corruption policies and procedures				33
	205-3	Confirmed incidents of corruption and actions taken				33
GRI 206: Anti – competitive Behaviour	3-3	Management of material topics				30
	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices			Page 78 of the Annual Report FY2025.	30
GRI 207: Tax 2019	3-3	Management of material topics				39
	207-1	Approach to tax				39
	207-2	Tax governance, control, and risk management				39
Category: Environment						
GRI 101: Biodiversity 2024	3-3	Management of material topics				92
	101-1	Policies to halt and reverse biodiversity loss			Principle 7 (Adopt a precautionary approach to environmental challenges) Principle 8 (Conduct environmentally responsible activities)	92-93
	101-2	Management of biodiversity impacts				93
	101-5	Locations with biodiversity impacts				93

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
GRI 301: Materials 2016	3-3	Management of material topics				84
GRI 302: Energy 2016	3-3	Management of material topics				84
	302-1	Energy consumption within the organisation				80
	302-3	Energy Intensity				80
	302-4	Reduction of energy consumption				84-86
GRI 303: Water and Effluents 2018	3-3	Management of material topics				94
	303-1	Interactions with water as a shared resource				94-95
	303-2	Management of water discharge related impact				94
	303-3	Water withdrawal			BRSR Report Principle 6 L1 (Page 150, PDF page 77)	98
	303-4	Water discharge			BRSR Report Principle 6 L1 (Page 150, PDF page 77)	94-95
	303-5	Water consumption			BRSR Report Principle 6 L1 (Page 150, PDF page 77)	94-95
GRI 305: Emissions 2016	3-3	Management of material topics				79
	305-1	Direct (Scope 1) GHG emissions		Principle 7 (Adopt a precautionary approach to environmental challenges) Principle 8 (Conduct environmentally responsible activities)		79
	305-2	Energy indirect (Scope 2) GHG emissions				79
	305-3	Other indirect (Scope 3) GHG emissions				79
	305-4	GHG Emissions Intensity				79
	305-5	Reduction of GHG emissions				78
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			The Company's emissions levels are monitored in compliance with applicable regulations and are well-below the permissible limits	91
GRI 306: Waste 2020	3-3	Management of material topics				99
	306-1	Waste generation and significant waste-related impact		Principle 7 (Adopt a precautionary approach to environmental challenges) Principle 8 (Conduct environmentally responsible activities) Principle 9 (Encourage the development and diffusion of environmentally friendly technologies)		99
	306-2	Management of significant waste related impacts				100
	306-3	Waste generated				101
	306-4	Waste diverted from disposal				101
	306-5	Waste directed to disposal				101

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
GRI 308: Supplier Environmental Assessment 2016	3-3	Management of material topics				46
	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management HC-BP 430a.1			46
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management HC-BP 430a.1			51
Category: Social						
GRI 401: Employment 2016	3-3	Management of material topics				109
	401-1	New employee hires and employee turnover	Employee Recruitment, Development & Retention HC-BP 330a.1 HC-BP-330a.2	Principle 6 (Eliminate discrimination in employment and occupation)		108-109
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees				111
	401-3	Parental Leave				112
GRI 402: Labor/ Management Relations 2016	3-3	Management of material topics				111
	402-1	Minimum notice periods regarding operational changes				111
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics				122
	403-1	Occupational health and safety management system				123
	403-2	Hazard identification, risk assessment, and incident investigation				124,130
	403-3	Occupational health services				132
	403-4	Worker participation, consultation, and communication on occupational health and safety				131
	403-5	Worker training on occupational health and safety				131
	403-6	Promotion of worker health				132
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				134
	403-8	Workers covered by an occupational health and safety management system				136
	403-9	Work-related injuries				137
	403-10	Work-related ill health				137
GRI 404: Training and Education 2016	3-3	Management of material topics				108
	404-1	Average hours of training per year per employee				113
	404-2	Programmes for upgrading employee skills and transition assistance programmes				113
	404-3	Percentage of employees receiving regular performance and career development reviews				109
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics				106
	405-1	Diversity of governance bodies and employees				23,107
	405-2	Ratio of basic salary and remuneration of women to men				120

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./ Remarks
Non-discrimination 2016	3-3	Management of material topics				118
	406-1	Incidents of non-discrimination and corrective actions taken	Business Ethics HC BP-510a.2		BRSR Principle 5 E6 page 146 (PDF page no 75)	118
407: Freedom of Association and Collective Bargaining 2016	3-3	Management of material topics				117
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk				117
GRI 408: Child Labour 2016	3-3	Management of material topics				117
	408-1	Operations and suppliers at significant risk for incidents of child labour	Business Ethics HC-BP-510a.2			117
GRI 409: Forced or Compulsory Labour 2016	3-3	Management of material topics				117
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Business Ethics HC- BP-510a.2			117-118
GRI 410: Security Practices 2016	3-3	Management of material topics				114
	410-1	Security personnel trained in human rights policies or procedures				114
GRI 411: Rights of Indigenous Peoples 2016	3-3	Management of material topics				118
	411-1	Incidents of violations involving rights of indigenous peoples				118
GRI 413: Local Communities 2016	3-3	Management of material topics				143
	413-1	Operations with local community engagement, impact assessments, and development programmes				143
	413-2	Operations with significant actual and potential negative impacts on local communities				142-143
GRI 414: Supplier Social Assessment 2016	3-3	Management of material topics				46
	414-1	New suppliers that were screened using social criteria	Supply Chain Management HC-BP 430a.1			46
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management HC-BP 430a.1			46
GRI 416: Customer Health and Safety 2016	3-3	Management of material topics				54
	416-1	Assessment of the health and safety impacts of product and service categories				54
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				54,59
GRI 417: Marketing and Labelling 2016	3-3	Management of material topics				141
	417-1	Requirements for product and service information and labelling				141
	417-2	Incidents of non-compliance concerning product and service information and labelling				141
	417-3	Incidents of non-compliance concerning marketing communications				141
GRI 418: Customer Privacy 2016	3-3	Management of material topics				40
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data				40, 141

Annexure 2: Stakeholder Engagement and Double Materiality Assessment¹

Sr. No	Material Topic	Risk/ Opportunity	Rationale	Mitigation Approach	Financial Implication	Relevant SDGs
1	GHG Emissions	Risk	Global warming, greenhouse gas emissions and climate change continues to intensify risks, making climate preparedness and robust transition planning essential to address stakeholder expectations and mitigate long-term business risks.	We have undertaken a detailed exercise to strengthen our decarbonisation strategy to mitigate the risk. We have initiated to switch to agro-briquettes and renewable energy.	Positive implication due to process improvement, energy efficiency and improved stakeholder output.	  
2	Patient Safety and Product Quality	Risk	Product quality and patient safety are fundamental to regulatory compliance, patient well-being and stakeholder confidence. Maintaining robust quality standards is essential to mitigate operational, financial and reputational risks.	We are on a quality advancement journey from 'Quality for Compliance' to 'Quality as a Culture', with a focus on systems, processes, technology and people. We have a dedicated Corporate Quality Assurance Group which actively monitors adherence to the prescribed product quality standards.	Potential positive implication due to maintenance of customer loyalty and long-term strategic partnerships.	 
3	Waste	Risk	Rising waste generation and stricter waste management regulations require responsible handling to minimise environmental impacts and compliance risks.	We have enhanced waste segregation, recycling, resource recovery and responsible disposal practices while promoting circularity across operations.	Negative implication due to higher waste management and disposal costs, regulatory penalties, environmental liabilities and reputational risks.	 
4	Regulatory compliance and Governance	Risk	Evolving regulatory requirements, ethical governance expectations, and increasing stakeholder scrutiny necessitate the continuous strengthening of corporate ethics practices and organisational preparedness.	Established robust guiding principles ensuring ethical functioning across our value chain. Our Code of Conduct for Board members, senior management, employees, suppliers, vendors and contractors aligns with our commitments to ethical and transparent business practices.	Negative implication due to cost incurred on systems and processes to ensure strict compliance with applicable/ emerging regulations.	 
5	Occupational Health & Safety	Risk	Occupational exposure to hazardous chemicals, biological materials, and heavy machinery presents potential health and safety risks for employees and workers, reinforcing the need for robust workplace safety practices and preventive measures.	We have implemented robust global EHS standards for all business operations inclusive of guidelines and a Company-level EHS Policy, which acts as a guiding tool to identify and mitigate potential hazards and provide a secure working environment for all our employees/workers/visitors.	Negative impact due to increased operational cost incurred on safety training and protective gears.	 

Sr. No	Material Topic	Risk/ Opportunity	Rationale	Mitigation Approach	Financial Implication	Relevant SDGs
6	Biodiversity	Risk	The long-term sustainability of business operations depends on the responsible stewardship of biodiversity and natural resources. Effective management of resource sourcing, utilisation and disposal is essential to mitigate environmental, regulatory and reputational risks.	We are involved in multiple projects to safeguard ecosystem and biodiversity. Our ESG Policy promotes the conservation of biodiversity, while mitigating the risks and impacts arising from operations	Negative implication due to cost incurred for the protection of ecosystem and biodiversity.	 
7	IT, Data Privacy and Security	Risk	Data integrity and privacy are critical to maintaining stakeholder trust. As regulatory requirements and cybersecurity risks continue to evolve, robust information security measures are essential to minimise financial, operational and reputational impacts.	The Company closely scrutinises its data management systems through the following ways: • Using secure computers and servers • Adopting data back-up software for remote storage • Having robust cyber security framework • Application of anti-virus, anti-spyware protection and firewall • Implementing robust policies for remote workers	Negative implication due to cost incurred on purchase of hardware and software needed for data security management system.	
8	Attrition and Turnover	Risk	High employee attrition may disrupt business continuity, affect productivity and increase recruitment and capability development costs.	We continue to strengthen employee engagement, learning and development, career progression and well-being initiatives to improve retention.	Negative implication due to increased talent acquisition costs, reduced workforce productivity and potential delays in business delivery.	  
9	Energy	Opportunity	Technological advancements in energy efficiency, coupled with the increasing viability of renewable and alternative energy sources, create opportunities to accelerate the transition towards cleaner energy and reduce reliance on fossil fuels.	We are committed to procuring and using energy in an efficient, cost-effective and environmentally responsible manner. We have initiated to switch to agro-briquettes and renewable energy.	Negative impact due to increased cost of fuel and capex in energy-efficient appliances. However, positive financial impact is expected in the long run due to lower cost of energy.	  

Sr. No	Material Topic	Risk/ Opportunity	Rationale	Mitigation Approach	Financial Implication	Relevant SDGs
10	Employee Development & Welfare	Opportunity	A knowledge-driven economy and the availability of a skilled workforce present opportunities to enhance human capital, improve productivity, and drive operational excellence.	We focus on continuous learning to foster professional growth. We have strong talent management systems that nurture human capital through comprehensive learning and career development initiatives, mentoring pathways and employee engagement activities.	Positive implications due to increased productivity of workforce.	  
11	Supply Chain Integrity and Oversight	Risk	An interconnected global supply chain and dependence on a limited supplier base may heighten exposure to procurement disruptions, potentially impacting product availability, commercial performance, and stakeholder confidence.	We have signed up for the membership of Pharmaceutical Supply Chain Initiative (PSCI). We are pro-actively working towards diversifying our vendor base and obtaining alternative suppliers, in order to minimise any risk arising from supply chain interruptions.	Negative implication due to increase in cost of supplier evaluation.	  
12	Water	Risk	Increasing water stress and evolving regulatory expectations may affect operational continuity and resource availability. Efficient water management is essential to strengthen resilience and meet stakeholder expectations.	We have strengthened water stewardship through conservation initiatives, water recycling, process optimisation and site-specific water management practices.	Negative implication due to increased water procurement costs, operational disruptions and capital expenditure to address water scarcity.	  
13	Accessibility and Affordability	Opportunity	Greater accessibility and affordability of healthcare helps us enable wider access to pharmaceutical products, supporting long-term sector growth and improved healthcare outcomes.	We ensure that the products can be accessed by a large number of consumers via traditional distribution channels, e-commerce platforms and own website wellify.in.	Positive implications in the long run due to increased market share, positive stakeholder engagement and development.	
14	Innovation and R&D	Opportunity	Expanding healthcare needs create opportunities for product innovation, with research and development serving as a key enabler of operational excellence and sustainable growth.	We focus on innovation-led research and have a robust R&D and quality team.	Positive impact due to increased productivity and new product development.	 
15	Labelling & Packaging	Risk	Accurate labelling and compliant packaging are essential to ensure patient safety, regulatory compliance and product quality across markets.	We have established robust quality assurance, packaging validation and label review processes to maintain compliance and product integrity.	Negative implication due to product recalls, regulatory penalties, supply chain disruptions and reputational damage arising from non-compliant labelling and packaging.	 

Annexure 3: Sustainability KPI Status FY2026

Sr. No	Material Topic	Risk/ Opportunity	Rationale	Mitigation Approach	Financial Implication	Relevant SDGs
16	Human Rights	Risk	Human rights risks across the value chain require effective oversight to support responsible business conduct. Failure to address such risks may adversely impact stakeholder confidence, corporate reputation, and business resilience.	We have a Human Rights Policy and redressal mechanism to address and mitigate any risk arising from a human rights standpoint. We also have established policies and processes related to ethical conduct, equal opportunities, prevention of sexual harassment, child labour, involuntary labour and sexual harassment.	Negative impact is observed due to costs incurred for the strict applications and compliance with fundamental human rights.	  
17	Ethical Marketing	Opportunity	Ethical marketing practices are critical to maintain stakeholder trust, comply with regulations and uphold responsible engagement with healthcare professionals.	We have implemented employee training and monitoring mechanisms to ensure responsible marketing and promotional practices.	Positive implication through strengthened reputation, reduced legal and compliance risks and sustained business growth.	 

SR No.	Our Material Topics	Sustainability Goals for 2030	Key Initiatives and Updates	Alignment with BRSR (Regulatory), GRI, IFRS and CSRD
1	GHG Emissions	Accelerate our decarbonisation efforts by achieving our short-term science-based targets from the FY2022 baseline.	➤ Reduced 49,787 tCO₂e, including 22,692 tCO₂e through renewable energy and 27,095 tCO₂e through low-carbon fuels. ➤ Lowest-Ever Scope 1 and Scope 2 Emissions with emissions declining by 13.5% in FY2026 compared with FY2025 and by 22.6% against the FY2022 baseline. ➤ Implemented the Carbon Reduction Plan (CRP) ➤ Launched the Sustainable Supply Chain Initiative to reduce value chain emissions.	BRSR Principle 6 GRI 3: Material Topics (2021), GRI 302: Energy (2016), GRI 305: Emissions (2016), IFRS S2 – Climate-related Disclosures, IFRS S1 – General Requirements, ESRS E1 – Climate Change, ESRS 2 – General Disclosures
2	Patient Safety and Product Quality	Ensure the consistent delivery of safe, effective, high-quality medicines by embedding patient-centricity, quality excellence, regulatory compliance, and continuous improvement across the product lifecycle.	➤ 96% first time right commercial batches ➤ Strengthened Quality Management Systems across operations. ➤ Initiated a unified Digital Quality Management System to improve standardisation and end-to-end visibility. ➤ Achieved zero Official Action Indicated (OAI) observations across all USFDA inspections.	BRSR Principle 6 GRI 416: Customer Health and Safety (2016), GRI 417: Marketing and Labelling (2016), IFRS S1, ESRS S4 – Consumers and End-users, ESRS G1 – Business Conduct
3	Risk Management and Compliance Programmes	Strengthen enterprise resilience by embedding proactive risk management, robust compliance, ethical governance, and continuous monitoring across all operations.	➤ 100% of employees completed training, strengthening the organisation's commitment to ethics and accountability. ➤ Undertook initiatives to strengthen risk management, compliance, ethical governance and continuous monitoring across business operations to enhance enterprise resilience.	BRSR Principle 1 & 7 GRI 2: General Disclosures (2021), GRI 3: Material Topics (2021), GRI 205: Anti-corruption (2016), GRI 206: Anti-competitive Behavior (2016), GRI 419: Socioeconomic Compliance (2016), IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, ESRS 2 – General Disclosures,ESRS G1 – Business Conduct
4	Occupational Health & Safety	Create a zero-harm workplace by embedding health, safety, and well-being into every aspect of our operations.	➤ Employees across manufacturing sites received an average of 19.34 hours of safety training each in FY2026. ➤ Maintained zero employee fatalities and zero work-related ill-health cases during FY2026. ➤ Improved employee LTIR to 0.03, demonstrating continued progress in workplace safety performance. ➤ Implemented safety transformation frameworks including BICFT, IICFT, CCFT and SCFT. ➤ Strengthened Behaviour-Based Safety (BBS) culture through targeted interventions and employee engagement initiatives to improve workplace safety. ➤ Training covered process safety, emergency preparedness, ergonomics, permit-to-work systems and contractor safety management.	BRSR Principle 3 GRI 403: Occupational Health and Safety (2018), GRI 3: Material Topics (2021), GRI 2: General Disclosures (2021), IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, ESRS S1 – Own Workforce,ESRS 2 – General Disclosures

SR No.	Our Material Topics	Sustainability Goals for 2030	Key Initiatives and Updates	Alignment with BRSR (Regulatory), GRI, IFRS and CSRD
5	IT, Data Privacy and Security	Strengthen digital trust by safeguarding information assets through robust cybersecurity, data privacy, and resilient digital governance.	➤ Achieved zero data breaches, zero regulatory complaints, and zero substantiated privacy complaints during FY2026. ➤ Conducted security assessments aligned with ISO 27001 and the NIST Framework to enhance cyber resilience. ➤ Implemented Zero Trust architecture across global production systems. ➤ Strengthened security through multi-factor authentication, advanced encryption, privileged access controls, endpoint protection and email security. ➤ Rolled out global cyber awareness programmes, including phishing simulations and privacy education. ➤ Initiated a gap assessment to support compliance with India's upcoming data protection regulations.	BRSR Principle 9 GRI 418 (Customer Privacy), SASB Biotechnology & Pharmaceuticals, IFRS S1/S2 governance expectations.
6	Attrition and Turnover	Attract, develop, and retain a skilled, engaged, and diverse workforce by fostering an inclusive, high-performing, and purpose-driven workplace.	➤ Expanded internal career opportunities, with 17.4% of open positions filled through internal mobility and 280 roles filled by internal candidates. ➤ Advanced employee development and retention through structured career progression programmes, resulting in 7.6% of employees receiving promotions during FY2025-26. ➤ Leveraged AI-driven attrition forecasting and employee sentiment analytics to proactively identify retention risks and strengthen workforce planning	GRI 401 (Employment), GRI 404 (Training and Education), GRI 405 (Diversity and Equal Opportunity), SASB, IFRS S1/S2 human capital disclosure expectations.
7	Energy	Advance the transition to a low-carbon future by improving energy efficiency, expanding renewable energy to meet science-based decarbonisation goals by 2030.	➤ Completed energy audits across manufacturing sites and identified 50+ energy conservation opportunities to improve efficiency and reduce emissions. ➤ Reduced emissions by 22,692 tCO₂e through renewable energy initiatives. ➤ Identified 50+ energy conservation opportunities and assessed potential emission reduction opportunities through energy efficiency initiatives. ➤ Implemented energy-efficient technologies and process optimisation initiatives across manufacturing sites, resulting in 41% of total energy consumption from renewable sources (power and fuel). ➤ Developed site-specific energy retrofit roadmaps to accelerate energy efficiency improvements.	BRSR Principle 6 GRI 302: Energy (2016), GRI 305: Emissions (2016), GRI 3: Material Topics (2021), IFRS S2 – Climate-related Disclosures, ESRS E1 – Climate Change

SR No.	Our Material Topics	Sustainability Goals for 2030	Key Initiatives and Updates	Alignment with BRSR (Regulatory), GRI, IFRS and CSRD
8	Biodiversity	Protect and restore biodiversity by minimising our environmental footprint and promoting nature-positive practices across our operations and value chain.	➤ Planted 6,520 saplings across Indian sites in FY2026 to enhance green cover and promote environmental stewardship. ➤ Established a Miyawaki garden at a site with 900 saplings (93.3% survival rate) and implemented social forestry by planting 2,500 saplings (70% survival rate), strengthening ecosystem restoration and supporting long-term climate action.	BRSR Principle 6 GRI 101: Biodiversity 2024 GRI 3: Material Topics (2021) GRI 2: General Disclosures (2021) IFRS S1 – General Requirements ESRS E4 – Biodiversity and Ecosystems ESRS 2 – General Disclosures
9	Employee Development & Welfare	Create an inclusive and engaging workplace that supports employee growth, well-being, and long-term success.	➤ Expanded employee learning and development through the iLearn LMS across 12 sites and structured capability-building programmes. ➤ Strengthened continuous improvement capabilities, certifying 50+ Yellow Belts and 10 Green Belts, and launching 86 Lean Six Sigma projects. ➤ Enhanced employee engagement through leadership interactions, recognition programmes, feedback forums, and employee-led initiatives. ➤ Promoted employee well-being through focused well-being, awareness, and inclusion initiatives across sites. ➤ Continued Diversity, Inclusion, Belonging and Accessibility (DIBA) initiatives to foster an inclusive workplace. ➤ Conducted leadership development programmes including ScaleUp, Piramal Leadership Series and Piramal Executive Council.	BRSR Principle 3 GRI 401: Employment (2016) GRI 404: Training and Education (2016) GRI 405: Diversity and Equal Opportunity (2016) GRI 403: Occupational Health and Safety (2018) GRI 3: Material Topics (2021) IFRS S1 – General Requirements ESRS S1 – Own Workforce ESRS 2 – General Disclosures
10	Supply Chain Integrity and Oversight	Build a resilient and responsible supply chain by strengthening ethical sourcing, supplier partnerships, transparency, and risk-based oversight across the value chain	➤ Implemented a Sustainable Procurement Framework and achieved 100% supplier coverage under the Supplier Code of Conduct (SCoC), embedding ESG requirements across the value chain. ➤ Strengthened supplier due diligence through 160+ ESG assessments and 10+ on-site audits, enhancing supply chain risk management and oversight. ➤ Enhanced supplier ESG capability through training programmes covering 180+ participants from 120+ global suppliers, including 35% of critical suppliers. ➤ Advanced supply chain resilience through the NAVIGATE Programme and supported 31 significant suppliers through targeted development initiatives. ➤ Reinforced responsible sourcing practices, with 25% of procurement spend from MSMEs and 85.11% local sourcing across significant operating locations. ➤ Achieved zero identified cases of significant environmental impacts, child labour, or forced labour risks across assessed suppliers. ➤ Engaged suppliers on ESG priorities through the Pharmaceutical Supply Chain Initiative (PSCI).	BRSR Principle 3 GRI 204: Procurement Practices (2016) GRI 308: Supplier Environmental Assessment (2016) GRI 414: Supplier Social Assessment (2016) GRI 3: Material Topics (2021) IFRS S1 – General Requirements ESRS S2 – Workers in the Value Chain ESRS G1 – Business Conduct ESRS 2 – General Disclosures



SR No.	Our Material Topics	Sustainability Goals for 2030	Key Initiatives and Updates	Alignment with BRSR (Regulatory), GRI, IFRS and CSRD
11	Waste	Advance a circular economy by minimising waste, maximizing resource efficiency, increasing material recovery, and achieving Zero Waste to Landfill across our operations by 2030.	➤ Achieved 89.6% recycling of non-hazardous waste and zero hazardous waste-to-landfill across operations. ➤ Directed 26% of hazardous waste to recyclers/processors, advancing circular economy and responsible waste management objectives. ➤ Improved waste minimization through technology-driven sludge management projects, reducing sludge generation by 25% at select sites. ➤ Explored opportunities to increase the calorific value of hazardous waste to and diverted it to pre-processing and co-processing ➤ Established waste management guidelines and site-specific EHS procedures to strengthen waste segregation and regulatory compliance. ➤ Enhanced pre-processing techniques to improve the calorific value of hazardous waste for co-processing. ➤ Waste management improvements included enhanced sludge drying, waste segregation, employee training and collaboration with specialised waste management partners.	BRSR Principle 6 GRI 306: Waste (2020) GRI 301: Materials (2016) GRI 3: Material Topics (2021) IFRS S1 – General Requirements ESRS E5 – Resource Use and Circular Economy ESRS E2 – Pollution (supporting for hazardous waste) ESRS 2 – General Disclosures
12	Water	Advance responsible water stewardship by improving water-use efficiency, increasing water reuse and recycling, and strengthening sustainable water management across our operations by 2030.	➤ Implemented water conservation and process optimisation initiatives across operations. ➤ Conducted comprehensive water assessment for Indian and UK sites ➤ Implemented site-specific water management interventions, including process optimisation and responsible water use initiatives, to enhance operational efficiency. ➤ Introduced pressure guns for drum cleaning at the Ennore site, improving cleaning efficiency while reducing avoidable water consumption, manual effort and safety risks.	BRSR Principle 6 GRI 303: Water and Effluents (2018) GRI 3: Material Topics (2021) GRI 2: General Disclosures (2021) IFRS S1 – General Requirements IFRS S2 – Climate-related Disclosures (supporting where water is climate-driven) ESRS E3 – Water and Marine Resources ESRS 2 – General Disclosures
13	Accessibility & Affordability	Advance equitable access to quality healthcare by improving the availability, accessibility, and affordability of innovative and essential medicines.	➤ The Company maintains a broad retail footprint across India, with approximately ~180K chemists, cosmetics shops and gift stores, complemented by a presence in over 8000 modern trade outlets. ➤ In addition, the Company operates its own direct-to-consumer platform, Wellify, which supports smooth digital engagement and currently processes over 8000 consumer orders each month.	BRSR Principle 8 GRI 203: Indirect Economic Impacts (2016) GRI 416: Customer Health and Safety (2016) GRI 3: Material Topics (2021) IFRS S1 – General Requirements ESRS S4 – Consumers and End-users ESRS 2 – General Disclosures

SR No.	Our Material Topics	Sustainability Goals for 2030	Key Initiatives and Updates	Alignment with BRSR (Regulatory), GRI, IFRS and CSRD
14	Innovation and R&D	Embed green chemistry and sustainable innovation to develop safer products and resource-efficient manufacturing processes that accelerate Scope 3 decarbonisation across the product lifecycle by 2030.	➤ Expanded advanced therapeutics capabilities through a US\$90 Million investment in sterile injectables, payload-linker and bioconjugation infrastructure across U.S. facilities. ➤ Advanced the innovation pipeline with 157 molecules in development across multiple phases. ➤ Expanded initiatives focused on green chemistry and sustainable product development to promote safer products, resource-efficient processes and lifecycle-wide Scope 3 emission reductions.	BRSR Principle 2 & 6 GRI 3: Material Topics (2021) GRI 301: Materials (2016) GRI 306: Waste (2020) GRI 302: Energy (2016) GRI 303: Water and Effluents (2018) GRI 305: Emissions (2016) IFRS S1 – General Requirements IFRS S2 – Climate-related Disclosures ESRS E2 – Pollution ESRS E5 – Resource Use and Circular Economy ESRS E1 – Climate Change ESRS 2 – General Disclosures
15	Labelling & Packaging	Enhance product stewardship through accurate labelling and sustainable packaging that promotes patient safety, regulatory compliance, and circular resource use.	➤ All communications adhere to the requirements prescribed by Drug Regulatory Authorities in the countries where the Company operates, covering detailed standards for product and service labelling. ➤ Zero instances of non compliance were reported in relation to labelling standards.	BRSR Principle 2 GRI 417: Marketing and Labelling (2016) GRI 416: Customer Health and Safety (2016) GRI 301: Materials (2016) GRI 306: Waste (2020) GRI 3: Material Topics (2021) IFRS S1 – General Requirements ESRS S4 – Consumers and End-users ESRS E5 – Resource Use and Circular Economy (primary for sustainable packaging) ESRS 2 – General Disclosures
16	Human Rights	Promote equitable and responsible business practices by safeguarding human rights across our workforce, communities, and supply chain.	➤ Zero cases of human rights violation ➤ 100% employees trained all the employees on human rights	BRSR Principle 5 GRI 3: Material Topics (2021) GRI 2: General Disclosures (2021) GRI 412: Human Rights Assessment (2016) GRI 414: Supplier Social Assessment (2016) (primary for value chain) GRI 406, 407, 408, 409 (2016) IFRS S1 – General Requirements ESRS S1 – Own Workforce ESRS S2 – Workers in the Value Chain ESRS S3 – Affected Communities ESRS G1 – Business Conduct ESRS 2 – General Disclosures (supporting
17	Ethical Marketing	Build trust through ethical marketing, transparent stakeholder engagement, and responsible promotion that prioritises patient well-being and scientific integrity.	➤ Marketing practices are designed to provide accurate, clear and meaningful information to stakeholders, with a strong focus on patient safety and responsible usage. ➤ Zero instances of non-compliance were reported in relation to marketing communications, product or service information.	BRSR Principle 9 GRI 417: Marketing and Labelling (2016) GRI 3: Material Topics (2021) GRI 416: Customer Health and Safety (2016) GRI 205: Anti-corruption (2016) GRI 2: General Disclosures (2021) IFRS S1 – General Requirements ESRS G1 – Business Conduct ESRS S4 – Consumers and End-users ESRS 2 – General Disclosures

Annexure 4: GHG Verification Statement



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INDEPENDENT VERIFICATION STATEMENT to the Management of Piramal Pharma Limited

Piramal Pharma Limited (Corporate Identity Number U24297MH2020PLC338592, hereafter referred to as 'PPL' or 'the Company') has commissioned DNV Business Assurance India Private Limited ("DNV", "us" or "we") to conduct an independent verification of its corporate Greenhouse Gas ('GHG') emission data (for the scope 1, scope 2 and selected categories under the scope 3) for the period 01/04/2025 to 31/03/2026 (FY 2025-26).



Our Conclusion:
Based on our verification procedure followed for limited level of assurance, nothing has come to our attention to suggest that the GHG Emissions in the table below and in Annexure I of this statement are not materially correct and / or not a fair representation of the Scope 1, Scope 2 and the selected categories Scope 3 GHG Emissions of the PPL's GHG Inventory calculated with reference to the GHG Protocol, for the period FY 2025-26.

Emissions Scope ¹	Total GHG Emissions (MT CO ₂ e) for FY 2025-26
Scope 1 GHG emissions	47,796
Scope 2 GHG emissions (location-based)	92,626
Scope 2 GHG emissions (market-based)	62,412
Scope 3 GHG emissions	6,48,835

Scope of Work and Boundary

The scope of work as agreed with PPL included a limited level of assurance of the GHG emissions comprising of Scope 1, Scope 2 and Scope 3 emissions data for FY 2025-26. Verification of GHG emissions from the Company's operations, comprising of:

- Scope 1 GHG emissions :** Covering combustion of fossil fuels and other emissions, such as Combustion of coal, Diesel (HSD & LSD), fuel oil, furnace oil, natural gas and Liquefied Petroleum Gas (LPG) and fugitive emissions including refrigerant refilling in air conditioners.
- Scope 2 GHG emissions:** Covering the GHG emissions on account of purchased electricity and purchased steam.
- Scope 3 GHG emissions:** Other Indirect GHG emissions (Scope 3 emissions) arising from value chain covering thirteen categories as per the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Accounting which includes
 - Category-1: Purchased Goods and Services
 - Category-2: Capital Goods
 - Category-3: Fuel-and-energy-related activities
 - Category-4: Upstream Transport & Distribution
 - Category-5: Waste Generated in Operations
 - Category-6: Business Travel
 - Category-7: Employee commute
 - Category-8: Upstream Leased Assets
 - Category-9: Downstream transportation and distribution
 - Category-10: Processing of Sold Products
 - Category-11: Use of Sold Products
 - Category-12: End-of Life Treatment of Sold Products
 - Category-15: Investments

Reporting and verification boundary covers the GHG emissions from all the Piramal Pharma's operations that fall under the direct operational control of the Company's Legal structure. Based on the agreed scope with the Company, the boundary of limited assurance covers the operations of Piramal Pharma across all global locations covering sixteen manufacturing plants (India - 09, USA - 04, UK - 02 & Canada - 01) and one Corporate / Head Office (India).

Our competence, and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019- Conformity Assessment - General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the verification engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement was carried out by an independent team of GHG professionals. During the reporting period i.e. FY 2025-26, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data except for this Verification Statement. DNV maintains complete impartiality toward stakeholders interviewed during the verification process.



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Basis of our conclusion

DNV planned and performed the verification assessment to obtain the necessary evidence to provide limited level of assurance for Scope 1, 2 and 3 GHG emissions while adopting a risk-based approach in selecting samples to assess the robustness of the underlying data management system, information flow, controls, quality verification, and check procedures. DNV carried out the following activities:

- Desk review** of the Scope 1, 2, and 3 emissions for the period from 01/04/2025 to 31/03/2026. Sampling of activity data for verification in line with the requirements for verification.
- Understanding the GHG management procedures**, including formats, assumptions, emission factors, and calculation methodologies, as well as the Company's GHG data management processes used to generate, aggregate, and report the GHG data, assessing completeness and accuracy.
- Site verifications involving** on-site and remote audits in corporate office and selected sites as listed out in Annexure II as part of the process of reviewing the Company's internal protocols, processes, controls related to the collection & collation of its GHG emissions assertions and for verifying the identified activities & GHG emission sources & related evidence at the site level on a sample basis.
- Interactions with key managers and data owners** to review data consolidation systems related to the GHG inventory, including reviews of emission factors and assumptions used in the calculation methodology.
- Evaluation of GHG emissions data** using the reliability principle in conjunction with PPL's methodologies (which are based on GHG Protocol) on data analysis, aggregation, measurement, and reporting.
- Verification of the calibration status** of equipment being used to monitor and generate activity data on a sample basis.

Reporting Criteria and Verification Standards

PPL has prepared its GHG inventory data in reference to the requirements of GHG Protocol: A Corporate Accounting and Reporting Standard.

DNV has carried out this customized engagement in accordance with the principles and requirements as per ISO 14064-3:2019. This provides a limited level of assurance on PPL's GHG performance data based on the principles of Relevance, Completeness, Consistency, Transparency, and Accuracy applying a ±5% materiality threshold for errors and omissions.

Responsibility of the Company

PPL is responsible for the collection, analysis, aggregation, calculations and presentation of data and information related to GHG emission data assertions (based on methodologies defined in Greenhouse Gas Protocol- A Corporate Accounting and Reporting Standard) by adopting the 'operational control' model as a performance data consolidation approach.

DNV's Responsibility

Our responsibility for performing this work is to the management of PPL only and in accordance with the scope of work agreed with the Company; however, this statement represents our independent opinion. The verification engagement assumes that the data and information provided to us are complete, sufficient, and true. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this verification statement.

For DNV Business Assurance India Private Limited,	
Sarkar, Chandan Digitally signed by Sarkar, Chandan Date: 2026.08.14 16:27:30 +05'30'	Sharma, Anjana Digitally signed by Sharma, Anjana Date: 2026.08.14 16:52:09 +05'30'
Chandan Sarkar Lead Verifier	Anjana Sharma Technical Reviewer
Assurance Team: Mohanakrishnan R, Sudharshan K, Shilpa Swarnim, Varsha Bohiya	

14/08/2026, Bengaluru.

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

DNV Business Assurance India Private Limited

Statement Number: DNV-2026-ASR- 880786-1 (GHG)

¹ The Calculation Approach and Emission factors referred in GHG emission calculations are mentioned as Notes at Annexure I

Annexure I - GHG Inventory of Piramal Pharma Limited for FY 2025-26

Emissions Scope	Total Emissions (MT CO ₂ e)
Scope 1 Emissions ²	47,796
Scope 2 Emissions (location-based) ³	92,626
Scope 2 Emissions (market-based) ⁴	62,412
Scope 3 Emissions ⁵	6,48,835
Category 1: Purchased Goods and Services ⁶	2,53,946
Category 2: Capital Goods ⁶	3,691
Category 3: Fuel- and energy-related activities ⁷	90,781
Category 4: Upstream transportation and distribution ⁸	97,370
Category 5: Waste generated in operations ⁹	235
Category 6: Business travel ¹⁰	2,025
Category 7: Employee commuting ¹¹	23,785
Category 8: Upstream leased assets ¹²	570
Category 9: Downstream transportation and distribution ¹³	29,977
Category 10: Processing of Sold Products ¹⁴	7,413
Category 11: Use of sold products ¹⁵	1,35,224
Category 12: End-of-life treatment of sold products ¹⁶	3,316
Category 15: Investments ¹⁷	500
Total Overall Emissions considering Scope-1, scope-2 (Location-based), scope-3	7,89,257
Total Overall Emissions considering Scope-1, scope-2 (Market-based), scope-3	7,59,043

Emission calculation approach & Emission factor references:

²Calculation of Scope 1 (direct) GHG emissions is based on Greenhouse Gas Protocol –A Corporate Accounting and Reporting Standard (Revised edition) published by World Business Council for Sustainable Development, where the activity data is arrived from the company's site-level fuel Bills/Invoices for fuel procurement and the relevant Consumption Logbooks; The net calorific values, emission factors and the fuel density values where referred from Emission_Factors_for_Cross_Sector_Tools_V2.0_0 published by GHG Protocol in March 2024; Global warming potential (GWP) values for Emission calculations are from IPCC Sixth Assessment Report, 2020 (AR6).

³ Calculation of Scope 2 (Indirect) - Location based GHG emissions for the Purchased Electricity is based on GHG Protocol Scope 2 Guidance, where the activity data is arrived from the company's site-level Electricity Bills/Invoices for consumption; The emission factors considered in the GHG emission calculations of purchased Electricity: for India was from Central Electricity Authority: CO₂ Baseline database, CEA Version 21.0 (Dec 2025); for US Locations was from US Environmental Protection Agency (EPA) GHG-Emission-factors-hub-2025, all UK Locations was from the UK Department for Environment, Food and Rural Affairs (DEFRA) Greenhouse gas reporting: conversion factors 2026.

Calculation of Scope 2 (Indirect) GHG emissions for the purchased Steam: the activity data is arrived from the company's site-level Bills/Invoices/logs for consumption. The emission factors considered in the GHG emission calculations of purchased steam are from the UK Department for Environment, Food and Rural Affairs (DEFRA) Greenhouse gas reporting: conversion factors 2026.

⁴Calculation of Scope 2 (Indirect) - Market based GHG emissions considered Renewable Energy (RE) Claims, where the RE power is supplied to PPL by virtue of the power purchase agreements wheeled through respective State-Grid to the location of the PPL's facilities: Hence, the associated GHG emissions were considered as ZERO for the renewable electricity and hence the residual fossil-based power have only been reported in Scope-2 Market based emissions. There were NO Energy Attribute Certificates (EACs) included in the quantification of the Market based emissions associated with purchased electricity for this reporting period.

⁵Calculation of Scope 3 (other-Indirect) GHG emissions is bain on the Corporate Value Chain (Scope 3) Accounting & Reporting Standard published by World Business Council for Sustainable Development.

⁶Calculation of Scope 3 Category-1 Purchased Goods & Category -2 Capital Goods: considered the hybrid Approach of blending both Spent Based Method and Average Data Method, where the data has been arrived from the company's Purchase Registers. The emission factors used for Average Data Method were from the LCA Databases of Eco-Invent and for Spent Based Method it was from US EPA EeIO Supply Chain GHG Emission Factors_v1.3.0_NAICS;

⁷Calculation of Scope 3 Category-3 Fuel- and energy-related activities: considered fuel and imported fossil-based Grid Electricity as activity data for emission calculations using Average Data Method, where the activity data is arrived from the company's site-level fuel Bills/Invoices for fuel procurement, Electricity Bills/Invoices for consumption and the relevant Consumption Logbooks; The emission factors for well-to-tank of fuels, Grid emission factors, & (%) Transmission distribution loss factors were referred from the LCA Databases of Eco-Invent, (UK DEFRA) Greenhouse gas reporting: conversion factors 2026, US Environmental Protection Agency (EPA) GHG-Emission-factors-hub-2025, Central Electricity Authority: CO₂ Baseline database, CEA Version 21.0 (Dec 2025), Handbook of statistics on Indian States (FY 2024-25) published Reserve Bank of India (RBI), and other relevant research articles from scientific journals.

⁸Calculation of Scope 3 Category-4 Upstream transportation and distribution: considered the Approach of blending available weight- and distance-based transportation via Air, Road, Sea as primary data wherever it was feasible and distance-based transportation primary data for few calculations; and in cases where the primary data of weight/distance information is unavailable only the spend-based data was available with the company has it adopted to extrapolate the emissions through cost-based emission intensity from the rest of the calculated emissions. The emission factors were referred from (UK DEFRA) Greenhouse gas reporting: conversion factors 2026.

⁹Calculation of Scope 3 Category-5 Waste Disposal: considered the activity data of the solid & liquid form of the Industrial waste disposed along the wastewater that is discharged into the sewage treatment system emission; The emission factors were referred from (UK DEFRA) Greenhouse gas reporting: conversion factors 2026.

¹⁰ Calculation of Scope 3 Category-6 Business travel: considered the activity data of the available passenger- and distance-based transportation by Air, Train, Road as the primary data and Business-related stay during the travel: considered the activity data of spend-based primary data; The emission factors were referred from (UK DEFRA) Greenhouse gas reporting: conversion factors 2026.

¹¹ Calculation of Scope 3 Category-7 Employee commuting: considered an estimated activity data of the available passenger- and distance-based transportation by Road via company bus through the secondary data arrived by an data estimation done by the company; The emission factors were referred from (UK DEFRA) Greenhouse gas reporting: conversion factors 2025.

¹² Calculation of Scope 3 Category-8 Upstream Leased Assets: considered the primary activity data of the Electricity Consumption and Electricity Consumption as the primary data arrived from the Bills & consumption logs of company's stakeholders; The emission factors for diesel and grid electricity were referred from GHG Protocol's Cross_Sector_Tools_V2.0_0 (2024), (UK DEFRA) Greenhouse gas reporting: conversion factors 2026, CO₂ Baseline database, CEA Ver 21.0 (Dec 2025), US EPA GHG-Emission-factors-hub-2025.

¹³ Calculation of Scope 3 Category-9 Downstream transportation and distribution: considered the Approach of blending available weight- and distance-based transportation via Air, Road, Sea as primary data arrived from the Company's Sales Registers. The emission factors were referred from (UK DEFRA) Greenhouse gas reporting: conversion factors 2026.

¹⁴ Calculation of Scope 3 Category-10 Processing of Sold Products: considered the available weight based primary data for the applicable to products classified as Active Pharmaceutical Ingredients (APIs) and Intermediates, where the data is arrived from the company's Sales Registers (the company consider that these products from their Production undergo further processing by customers for the manufacturing of formulations). The emission factors were referred from research articles from scientific journal under the DOI: ACS Sustainable Chem. Eng. (2021) 9 (39): 13135-13150.

¹⁵ Calculation of Scope 3 Category-11 Use of Sold Products: considered the available weight based primary data for the applicable to products classified as Anesthetics, where the data is arrived from the company's Sales Registers (for GHG Inventory the company considers 95% of overall Product weight is exhaled during the procedure, and leaving aside 5% retained by the patient). The emission factors were referred from research articles from scientific journal under the DOI : 10.1136/bmjoc-2022-001867.

¹⁶ Calculation of Scope 3 Category-12 End-of-life treatment of sold products: considered the available weight based primary data for the applicable to products packaging materials, where the activity data arrived from Company's Sales Registers and consistent with the procurement data mentioned under Scope-3 Category-1, Category-2 & follows similar data approaches). The emission factors were referred from the (UK DEFRA) Greenhouse gas reporting: conversion factors 2026 and the recycling rate versus the type of disposal were referred from the from Extended Producer Responsibility (EPR) Rules, 2024 by Indian Ministry of Environment, research articles from scientific journal under the DOI : 10.1007/s10163-024-02060-z.

¹⁷Calculation of Scope 3 Category-15 Investments: considered the company share-holdings of its investments as per the Company's Audited Annual Reports (FY 2026) and where the activity data arrived and respectively apportioned from the Bills & consumption logs of company's Invested Entity (Yapan Bio Private Limited), where this is not feasible the company referred for the revenue based-Emission intensity published in the Sustainability Report (CY2025) of the company's Invested Entity (AbbVie India) and estimated the emissions by the revenue from the Entity to PPL.

Annexure II - Sites selected for audit

S.no	Site	Location
1.	Corporate Office (remote audit)	Mumbai, Maharashtra
2.	India - Manufacturing Plants (onsite audit)	Digwal, Telangana Ennore, Tamil Nadu
3.	India & International - Manufacturing Plants (remote audit)	Mahad, Maharashtra Riverview, USA Lexington, USA

Annexure 5: Assurance Statement



INDEPENDENT ASSURANCE STATEMENT to the Management of Piramal Pharma Limited

Piramal Pharma Limited (Corporate Identity Number L24297MH2020PLC338592, hereafter mention as ‘Piramal Pharma’ or ‘PPL’ or ‘the Company’) commissioned DNV Business Assurance India Private Limited (“DNV”, “us” or “we”) to conduct an independent assurance of non-financial ESG (Environmental, Social, and Governance) disclosures in its Sustainability Report for Financial Year (FY) 2025-26 (hereafter referred as ‘Report’).

Scope of Work and Boundary

The agreed scope of work is a Limited Level of assurance of non-financial sustainability disclosures in the Report for the reporting period 01/04/2025 to 31/03/2026. The reported topic boundaries of non-financial performance are based on the materiality assessment covering the Company’s operations as brought out in the section ‘Double Materiality Assessment’ of the Report.

The reporting and assurance boundary covers the performance of Piramal Pharma operations that fall under the direct operational control of the Company’s Legal structure across all global locations covering sixteen manufacturing plants (India - 09, USA - 04, UK - 02 & Canada - 01) and one Corporate / Head Office (India).

Reporting Criteria and Standards

- The disclosures have been prepared by Piramal Pharma:
- in accordance with requirements of Global Reporting Initiative (GRI) standards 2021
 - Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Assurance Methodology/ Standard

DNV carried out assurance engagement in accordance with DNV’s VeriSustain™ protocol (V6.0), which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. DNV’s VeriSustain™ Protocol (V6.0) has been developed in accordance with the most widely accepted reporting and assurance standards. Apart from DNV’s VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 - Specification with guidance for the verification and validation of greenhouse gas statements to evaluate disclosures wrt. Greenhouse gases.

Basis of our conclusion

As part of our independent assurance engagement, we have evaluated the reported environmental, social, and governance (ESG) information against the agreed criteria. Throughout the engagement, we exercised professional judgment and maintained professional skepticism to ensure the integrity and reliability of our conclusions. As part of the assurance process, multi-disciplinary team of assurance specialists performed assurance work for selected sites of Piramal Pharma. We carried out the following activities:

- We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company’s business and its key stakeholders. Reviewed the disclosures in the Report. Our focus included general disclosures, GRI topic-specific disclosures, and any other key metrics as per stated reporting criteria.
- Understanding the key systems, processes, and controls for collecting, managing, and reporting the non-financial ESG disclosures in the Report.
- Walk-through of key data sets. Understand and test, on a sample basis, the processes used to adhere to and evaluate adherence to the reporting requirements.

Our competence, and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019- Conformity Assessment - General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement. DNV’s established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements and maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. During the reporting period i.e FY 2025-26, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process.



- Collect and evaluate documentary evidence and management representations supporting adherence to the reporting requirements.
- Interviews with the senior managers responsible for the management of disclosures and review of selected evidence to support environmental KPIs and metrics disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility for monitoring, data collation, and reporting the selected ESG disclosures.
- DNV audit team conducted on-site and remote audits for corporate offices and sites. Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.
- Reviewed the process of reporting as defined in the reporting criteria and assurance methodology.
- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ Protocol V6.0, for a limited level of assurance for the disclosure.

Our Conclusion:

On the basis of the assessment undertaken and agreed scope of work, nothing has come to our attention to suggest that the disclosures (as mentioned in Annexure I of this statement) are not fairly stated and are not prepared, in all material aspects, in accordance with the reporting criteria.

Principles as per DNV VeriSustain™ Protocol (V6.0):

1. Materiality

The process of determining the issues that are most relevant to an organization and its stakeholders.
The Report explains the materiality assessment process carried out by the Company, which has considered concerns of internal and external stakeholders, and inputs from peers and the industry, as well as issues of relevance in terms of impact for Piramal Pharma’s business. The list of topics has been prioritized, reviewed and validated, and the Company has indicated that there is no significant change in material topics from the previous reporting period.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

2. Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.
The Report brings out the stakeholders who have been identified as significant to Piramal Pharma, as well as the modes of engagement established by the Company to interact with these stakeholder groups. The key topics of concern and needs of each stakeholder group, which have been identified through these channels of engagement, are further brought out in the Report.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

3. Responsiveness

The extent to which an organization responds to stakeholder issues.
The Report adequately brings out the Company’s policies, strategies, management systems, and governance mechanisms in place to respond to topics identified as material and significant concerns of key stakeholder groups. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness. However, going forward, Piramal Pharma may, based on its strategic priorities, identify and articulate its medium and long-term sustainability targets and report its performance against these targets.
Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

4. Completeness

How much of all the information that has been identified as material to the organization and its stakeholders is reported?
The Report brings out the Company’s performance, strategies and approaches related to the environmental, social and governance issues that it has identified as material for its operational locations coming under the boundary of the Report, for the chosen reporting period, while applying and considering the requirements of the Principle of Completeness.
Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

5. Accuracy

The extent to which the Report provides correct and sufficiently detailed information to allow an assessment of the organization’s impacts.
The Report brings out the systems and processes that the Company has set in place to capture and report its performance related to identified material topics across its reporting boundary. The Report presents both qualitative and quantitative information in a manner that is consistent with available evidence and other reported disclosures. It clearly distinguishes between measured and estimated data, provides adequate descriptions of measurement methodologies, and outlines assumptions and limitations where applicable. Some of



the data inaccuracies identified in the Report during the verification process were found to be attributable to transcription, interpretation, and aggregation errors. These data inaccuracies have been communicated for correction and the related disclosures were reviewed post correction.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Accuracy.

6. Reliability

The extent to which the Report presents information that can be consistently and dependably verified and used for decision-making.
The Report provides disclosures that are supported by documented evidence, validated data sources, and established internal controls. It outlines the processes used to collect, compile, and review information, ensuring that the data presented is dependable and reproducible. The inclusion of third-party assurance further enhances the reliability of the disclosures and supports informed decision-making by stakeholders.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

7. Neutrality/Balance

The extent to which a Report provides a balanced account of an organization's performance, delivered in a neutral tone.
The Report brings out the disclosures related to Piramal Pharma's performance during the reporting period in a neutral tone in terms of content and presentation, while considering the overall macroeconomic and industry environment.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

8. Sustainability Context

This addresses the requirement related to the presentation of the organization's performance in its own sustainability and general business context, i.e., a local, regional and international context.
The Report outlines how the Company monitors and evaluates its impact across local, regional, and global sustainability contexts. It reflects the Company's efforts to align its performance with broader societal needs and planetary boundaries to monitor, measure and evaluate its significant direct and indirect impacts linked to identified material topics across the Company, its significant value chain entities and key stakeholder groups.
Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Sustainability Context.

Responsibility of the Company

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

DNV's Responsibility

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

Inherent Limitations

DNV's assurance engagement assumes that the data and information provided by the Company to us as part of our review have been provided in good faith, is true, complete, sufficient, and authentic, and is free from material misstatements. The assurance scope has the following limitations:

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



Use and distribution of Assurance statement

This assurance statement, including our conclusion, has been prepared solely for the Company in accordance with the agreement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Company for our work or this assurance statement. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on the Company's website for the current reporting period.

The use of this assurance statement shall be governed by the terms and conditions of the contract between DNV and the Piramal Pharma, and DNV does not accept any liability if this assurance statement is used for an alternative purpose from which it is intended, not to any third party in respect of this assurance statement.

For DNV Business Assurance India Private Limited,			
Sarkar, Chandan	 Digitally signed by Sarkar, Chandan Date: 2026.08.18 16:24:21 +05'30'	Sharma, Anjana	Digitally signed by Sharma, Anjana Date: 2026.08.18 16:51:45 +05'30'
Chandan Sarkar Lead Verifier		Anjana Sharma Assurance Reviewer	
Verifiers: Mohanakrishnan R, Sudharshan K, Varsha Bohiya, Shilpa Swarnim			

18/08/2026, Bengaluru



Annexure I

Disclosures assured for Limited level of assurance:

- GRI 2: General Disclosures 2021 - 2-1 to 2-30
- GRI 3- Material Topics 3-1, 3-2, 3-3
- GRI 101: Biodiversity 2024 - 101-1, 101-2, 101-5
- GRI 201: Economic Performance 2016 - 201-1, 201-2
- GRI 203: Indirect Economic Impacts 2016 - 203-1
- GRI 204: Procurement Practices 2016 - 204-1
- GRI 205: Anti-corruption 2016 - 205-1, 205-2, 205-3
- GRI 206: Anti-competitive behaviour 2016 - 206-1
- GRI 207: Tax 2019 - 207-1, 207-2
- GRI 302: Energy 2016 - 302-1, 302-3, 302-4
- GRI 303: Water and Effluents 2018 - 303-1, 303-2, 303-3, 303-4, 303-5
- GRI 305: Emissions 2016 - 305-1*, 305-2**, 305-3***, 305-4, 305-5, 305-7
- GRI 306: Waste 2020 - 306-1, 306-2, 306-3, 306-4, 306-5
- GRI 308: Supplier Environmental Assessment 2016 - 308-1, 308-2
- GRI 401: Employment 2016 - 401-1, 401-2, 401-3
- GRI 402: Labor/Management Relations 2016 - 402-1
- GRI 403: Occupational Health and Safety 2018 - 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10
- GRI 404: Training and Education 2016 - 404-1, 404-2, 404-3
- GRI 405: Diversity and Equal Opportunity 2016 - 405-1, 405-2
- GRI 406: Non-discrimination 2016 - 406-1
- GRI 407: Freedom of Association and Collective Bargaining 2016 - 407-1
- GRI 408: Child Labor 2016 - 408-1
- GRI 409: Forced or Compulsory Labor 2016 - 409-1
- GRI 410: Security Practices 2016 - 410-1
- GRI 411: Rights of Indigenous Peoples 2016 - 411-1
- GRI 413: Local Communities 2016 - 413-1, 413-2
- GRI 414: Supplier Social Assessment 2016 - 414-1, 414-2
- GRI 416: Customer Health and Safety 2016 - 416-1, 416-2
- GRI 417: Marketing and Labeling 2016 - 417-1, 417-2, 417-3
- GRI 418: Customer Privacy 2016 - 418-1

* Calculation of Scope 1 GHG emissions are based on conversion factors, emission factors sourced from the Intergovernmental Panel on Climate Change's (IPCC) _Cross_Sector_Tools_V2.0_0 published by GHG Protocol in March 2024..

** Calculation of Scope 2 GHG emissions are based on location based and market based emission; where the relevant grid emission factors are referred at country-level, Central Electricity Authority: CO₂ Baseline database, CEA Version 21.0 (Dec 2025); for US Locations the same has been sourced from US Environmental Protection Agency (EPA) GHG-Emission-factors-hub-2025, Central Electricity Authority: CO₂ Baseline database, CEA Version 21.0 (Dec 2025). Handbook of statistics on Indian States (FY 2024-25) published Reserve Bank of India (RBI), and other relevant research articles from scientific journal under the DOI: ACS Sustainable Chem. Eng. (2021) 9 (39): 13135-13150, DOI : 10.1136/bmjoq-2022-001867, DOI : 10.1007/s10163-024-02060-z.

*** Calculations of Scope 3 GHG emissions are based on the , emission factors sourced the LCA Databases of Eco-Invent and for Spent Based Method it was from US EPA EEIO Supply Chain GHG Emission Factors_v1.3.0_NAICS, (UK DEFRA) Greenhouse gas reporting: conversion factors 2026, US Environmental Protection Agency (EPA) GHG-Emission-factors-hub-2025, Central Electricity Authority: CO₂ Baseline database, CEA Version 21.0 (Dec 2025). Handbook of statistics on Indian States (FY 2024-25) published Reserve Bank of India (RBI), and other relevant research articles from scientific journal under the DOI: ACS Sustainable Chem. Eng. (2021) 9 (39): 13135-13150, DOI : 10.1136/bmjoq-2022-001867, DOI : 10.1007/s10163-024-02060-z.

Annexure II - Sites selected for audit

S.no	Site	Location
1.	Corporate Office (remote audit)	Mumbai, Maharashtra
2.	India - Manufacturing Plants (onsite audit)	Digwal, Telangana Ennore, Tamil Nadu
3.	India & International - Manufacturing Plants (remote audit)	Mahad, Maharashtra Riverview, USA Lexington, USA



Registered Office

Ananta Building, Piramal Corporate Park,
Opp. Fire Brigade, Kamani Junction, LBS Marg,
Kurla (West), Mumbai – 400070, Maharashtra, India

CIN: L24297MH2020PLC338592