Strides

July 21, 2026

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400 001

Scrip Code: 532531

National Stock Exchange of India Limited
Exchange Plaza, Bandra-Kurla Complex,
Bandra (E), Mumbai – 400 051

Scrip Code: STAR

Dear Madam/ Sir,

Sub: Intimation under Regulation 34 of the SEBI Listing Regulations
Reg: Notice of 35th Annual General Meeting and Annual Report for FY2025-26

This is to inform you that **35th Annual General Meeting** (AGM) of the Company is scheduled to be held on **Friday, August 14, 2026 at 12:15 hrs IST** through Video Conference/ Other Audio-Visual Means (VC/ OAVM).

AGM is being convened in compliance with the applicable provisions of the Companies Act, 2013 and Rules made thereunder ("Act"), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and applicable circulars/ notifications issued by the Ministry of Corporate Affairs ("MCA") and SEBI from time to time.

In compliance with the aforesaid MCA and SEBI Circulars, please find enclosed a copy of Notice of 35th AGM along with Annual Report for FY 2025-26 (including Business Responsibility and Sustainability Report) being sent through electronic mode to those Shareholders whose email addresses are registered with the Company/ Depositories/ Registrar and Transfer Agent (RTA).

Further, please find enclosed a copy of the communication being sent to those shareholders whose email addresses are not registered with the Company/ Depositories/ RTA, providing the web link and the exact path through which the Annual Report can be accessed. Physical copy of Annual Report for FY 2025-26 shall be sent to those Shareholders who request for the same.

Key event dates relating to 35th AGM are provided below, for ready reference:

Particulars	Details
Cut-off date for eligibility for e-voting	Thursday, August 7, 2026
Link for remote e-voting	https://evoting.kfintech.com/
Time period for e-voting	Starts from **Monday, August 10, 2026 at 09:00 hrs IST**

	Ends on **Thursday, August 13, 2026 at 17:00 hrs IST**
Record Date for Dividend	Friday, July 31, 2026
Last date for publishing results of e-voting	On or before Tuesday, August 18, 2026

This is for your information and records.

Thanks & Regards,
For **Strides Pharma Science Limited,**

MANJULA RAMAMURTHY
Digitally signed by MANJULA RAMAMURTHY
Date: 2026.07.21 14:43:30 +05'30'

Manjula Ramamurthy
Company Secretary & Compliance Officer
ICSI Membership No.: A30515

Encl. As above

STRIDES PHARMA SCIENCE LIMITED
CIN: L24230MH1990PLC057062
Regd. Office: Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703, Maharashtra, India
Tel No: +91 22 2789 2924/ 2789 3199
Corp. Office: 'Strides House', Bilekahalli, Bannerghatta Road, Bengaluru – 560 076, Karnataka, India.
Tel No.: +91 80 6784 0000/ 6784 0290
Website: www.strides.com; Email: investors@strides.com

Dear Shareholders,

Sub: Invitation to attend Thirty-fifth Annual General Meeting Annual General Meeting of the Company to be held on Friday, August 14, 2026.

You are cordially invited to attend Thirty-fifth Annual General Meeting (AGM) of the Company scheduled to be held on **Friday, August 14, 2026** at **12:15 hrs IST** through Video Conferencing (VC)/ Other Audio-Visual Means (OAVM). Notice convening the AGM is enclosed herewith.

To enable ease of participation, please find below key details regarding the meeting:

#	Particulars	Details
1)	Link for live webcast of the AGM and for participation through VC	https://emeetings.kfintech.com/ Shareholders may attend the AGM through VC by accessing the above link or by using the remote e-voting credentials. Please refer the instructions of this Notice for further information.
2)	Link for remote e-voting	https://evoting.kfintech.com/
3)	Cut-off date for e-voting	Friday, August 7, 2026
4)	Time period for e-voting	Starts on Monday**, August 10, 2026 at 09:00 hrs IST** Ends on **Thursday, August 13, 2026 at 17:00 hrs IST**
5)	Last date for publishing results of e-voting	On or before Tuesday, August 18, 2026
6)	Contact details of Registrar and Share Transfer Agent (RTA)	Mr. Sashidhar Mannava, Vice President-Corporate Registry/ Mr. Mohan Kumar A, Senior Manager KFin Technologies Limited (formerly known as KFin Technologies Private Limited) Unit: Strides Pharma Science Limited E-mail:einward.ris@kfintech.com; evoting@kfintech.com Toll Free No.: 1800 309 4001
7)	Helpline number for VC participation and e-voting	

8)	Scrutinizer Details	Mr. Gigi Joseph K J, Practicing Company Secretary (ICSI Membership No. F6483 and CP:5576) of M/s. Joseph and Chacko LLP, Company Secretaries, Bengaluru Email: gigi@jandc.in
9)	Strides contact details	Email: investors@strides.com Tel No.: +91 80 6784 0732/ 0734

Best Regards,

For **Strides Pharma Science Limited**

Sd/-
Manjula Ramamurthy
Company Secretary
ICSI Membership No.: A30515

AGM NOTICE

NOTICE is hereby given that **Thirty-fifth Annual General Meeting (AGM)** of the Shareholders of Strides Pharma Science Limited (Company) will be held on **Friday, August 14, 2026, at 12:15 hrs IST** through Video Conference (VC)/ Other Audio-Visual Means (OAVM) to transact the following businesses:

ORDINARY BUSINESS

Item No.1: To receive, consider and adopt the Audited Financial Statements of the Company (including Consolidated Financial Statements) for the financial year ended March 31, 2026, together with the Reports of the Board of Directors and Auditors thereon.

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED that Audited Standalone & Consolidated Financial Statements of the Company for the financial year ended March 31, 2026, together with the Reports of the Board of Directors and Auditors thereon, as circulated to the members, be and are hereby received, considered and adopted."

Item No.2: Declaration of Final Dividend for the Financial Year ended March 31, 2026.

To declare a Final Dividend of Rs. 5 per equity share of face value Rs. 10/- each for the Financial Year ended March 31, 2026.

To consider and if thought fit, to pass the following resolution as an ordinary resolution:

"RESOLVED that pursuant to recommendation of Board of Directors of the Company, approval of shareholders of the Company be and is hereby accorded for the payment of a final dividend of Rs. 5/- per equity share of ₹ 10/- each, for the financial year ended March 31, 2026, to all the Shareholders whose names appear in the Register of Members and the records of the Depositories as on July 31, 2026 ("Record Date")

RESOLVED FURTHER that any Director or Company Secretary of the Company be and are hereby severally authorised to do all such acts, deeds, matters and things and sign and file all such papers, documents, forms and writings as may be necessary and incidental to give effect to the aforesaid resolution".

Item No.3: Re-appointment of Retiring Director.

Pursuant to Section 152 of the Companies Act, 2013, **Mr. Arun Kumar** (DIN: 00084845) retires by rotation and being eligible, offers himself for re-appointment as Director of the Company. Arun is the Founder, Non-Executive Director & Chairperson of the Company.

Relevant details of Mr. Arun Kumar pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India is enclosed as an Annexure 1 to this Notice.

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

"RESOLVED that pursuant to the provisions of section 152 of the Companies Act, 2013 and rules made thereunder (including any statutory modification and re-enactment thereof and other applicable provisions, if any of the Companies Act, 2013, Mr. Arun Kumar, (DIN: 00084845) who retires by rotation and being eligible has offered himself for re-appointment, be and is hereby re-appointed as a Non-Executive Director of the Company, liable to retire by rotation."

Strides

SPECIAL BUSINESS

Item No.4: Payment of Commission to Non-Executive Directors of the Company in the event of inadequacy of profit.

To consider and if thought fit to pass, with or without modification, the following resolution as a **Special Resolution:**

"RESOLVED that pursuant to the provisions of Sections 197, read with Schedule V and other applicable provisions, if any, of the Companies Act, 2013 (the Act) and Rules framed thereunder, and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) (including any statutory modification(s) or re-enactment thereof to the Act and Listing Regulations), based on the recommendations of Board of Directors of the Company, consent of Shareholders of the Company be and is hereby accorded for payment of Commission to Non-Executive Directors (including Independent Directors) (NEDs) of the Company, in the event in any financial year the Company has absence or inadequacy of profit, for an amount not exceeding Rs. 50,00,000 (Rupees Fifty lakhs only) per NED per financial year.

RESOLVED FURTHER that the said Commission be paid to and distributed amongst the NEDs in such amounts or proportions and in such manner as may be directed by the Board of Directors of the Company.

RESOLVED FURTHER that the above payment shall be in addition to the sitting fees payable to NEDs for attending meetings of the Board and/ its Committees or for any other purpose whatsoever, as may be decided by the Board and reimbursement of expenses for participation in the said meetings.

RESOLVED FURTHER that the said approval shall be valid for a period of three years commencing from FY2026-27.

RESOLVED FURTHER that any Director or Company Secretary of the Company be and are hereby severally authorised to do all such acts, deeds, matters and things and sign and file all such papers, documents, forms and writings as may be necessary and incidental to give effect to the aforesaid resolution".

Item No. 5: Appointment of Mr. Aditya Arun Kumar as Non-Executive Director of the Company.

To consider and if thought fit to pass, with or without modification, the following resolution as an **Ordinary Resolution:**

"RESOLVED that pursuant to the provisions of Sections 149, 152, 160 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with the rules made thereunder and the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, and in accordance with the recommendation of the Nomination and Remuneration Committee and the Board of Directors, consent of Shareholders be and is hereby accorded for appointment of Mr. Aditya Arun Kumar (DIN: 06999081) as Non-Executive Director of the Company with effect from June 1, 2026, liable to retire by rotation.

RESOLVED FURTHER that pursuant to the provisions of Sections 149, 197, Schedule V and other applicable provisions, if any, of the Act read with the rules made thereunder, and the applicable provisions of the SEBI Listing Regulations, Aditya shall be entitled to receive the following benefits:

Sitting fee	For attendance at Board and Committee meetings, as per the sitting fees approved and paid to other Non-Executive Directors.
Commission/ Profit sharing	Shall be payable in compliance with Sections 197, read with Schedule V and other applicable provisions, if any, of the Act; And subject to applicable approvals of the Nomination and Remuneration Committee, the Board of Directors and Shareholders of the Company.
Other Benefits	Reimbursement of expenses incurred in connection with business of the Company and in accordance with the Company's applicable policies. Club membership which was made available to Aditya in his capacity of Executive Director shall continue as a transitional/ residual facility for FY2026-27 and shall not be renewed thereafter.

RESOLVED FURTHER that any Director or Company Secretary of the Company be and are hereby severally authorised to do all such acts, deeds, matters and things and sign and file all such papers, documents, forms and writings as may be necessary and incidental to give effect to the aforesaid resolution".

Item No. 6: Appointment of Mr. Venkata Seetharama Raju Pakalapati as Executive Director of the Company.

To consider and if thought fit to pass, with or without modification, the following resolution as a **Special Resolution:**

"RESOLVED that in accordance with the provisions of Sections 196, 197 and 203 read with Schedule V and other applicable provisions of the Companies Act, 2013 ("the Act"), The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 & other applicable Rules framed there under, applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("the Listing Regulations") (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), & Articles of Association of the Company, recommendation of the Nomination and Remuneration Committee ("NRC") and approval of the Board of Directors of the Company, consent of Shareholders of the Company is accorded for appointment of **Mr. Venkata Seetharama Raju Pakalapati (DIN: 07500141) ("Ramaraju/ Ram")** as Executive Director of the Company for a period of three years with effect from June 1, 2026 upto May 31, 2029 (both days inclusive), liable to retire by rotation.

RESOLVED FURTHER THAT pursuant to the provisions of Sections 197 and 203 read with Schedule V and other applicable provisions, if any, of the Act read with Rules made thereunder, and the applicable provisions of the SEBI Listing Regulations, Ram shall be entitled to receive the following remuneration/ benefits:

Fixed Pay	Rs. 3.60 crores per annum
Variable Pay	40 % of Fixed pay i.e., Rs. 1.44 Crores per annum Pay-out shall be linked to Company's performance against the Board-approved Annual Business Plan KPIs as per the Variable Pay Framework

	which forms part of the Strides' Nomination & Remuneration Policy.
Total	Rs. 5.04 crores per annum
Incentive for achievement of Long Term Goals	Long Term Goals of Ram is linked to aspects such as Manufacturing and Supply Chain Leadership, Sustainable Strategy and aligned operations, ESG Integrations across manufacturing, operational excellence, capability & talent development, Digital manufacturing, AI & Automation and Cost Management. Incentive payment shall be considered at the end of the three-year tenure of Ram, depending upon the achievement of the above goals agreed between Ram and the Board. The achievement of long-term goals shall be tracked on an annual basis. Quantum of pay out shall be recommended by NRC and approved by the Board, which shall be further subject to Shareholders' approval.
Other benefits	a) Insurance and other Employee Benefits as per Company Policy; b) Encashment of unavailed leave as per Company's Policy. c) Reimbursement of business-related expenses. d) One Club Membership e) Chauffeur driven car for Company business.
Stock Options	Ram was granted 25,000 Stock Options with an exercise price Rs. 635/- per on May 22, 2024 pursuant to Strides Employee Stock Option Plan 2016. Exercise price for the options were adjusted to Rs. 567/- per option during Jan 2025 to factor the impact of demerger of Identified Business to OneSource Specialty Pharma Limited. Of the options granted, 5,000 options were vested and exercised by Ram during July 2025. Status of vesting and exercise of remaining stock options are as under: • FY 2026: 7,500 options – Vested and due for exercise during FY 27 • FY 2027: 12,500 options – Unvested. Perquisites arising out of exercise of ESOPS shall form part of the remuneration in addition to the remuneration approved above.
Annual Increment	Ram shall be entitled for an annual increment in Fixed Pay, which shall be in line with the average pay hike of Strides' employees for the respective financial year, subject to a cap of 15% of the then Fixed Pay – as recommended by NRC and approved by Board of Directors of the Company. Variable Pay shall be 40% of the revised Fixed Pay.
Minimum remuneration in case of Inadequacy of profits.	In terms of the applicable provisions and Schedule V of the Companies Act, 2013, where in any financial year during the tenure of Ram, the Company has no profit, or its profits are inadequate, remuneration comprising of salary, perquisites and other benefits and emoluments approved herein (including the revision in remuneration as may be approved by the Nomination & Remuneration Committee and Board of Directors from time to time) be continued to be paid as Minimum Remuneration to Ram for a period not exceeding three years.

RESOLVED FURTHER that any Director or Company Secretary of the Company be and are hereby severally authorised to do all such acts, deeds, matters and things and sign and file all such papers, documents, forms and writings as may be necessary and incidental to give effect to the aforesaid resolution".

By Order of the Board
For Strides Pharma Science Limited

Sd/-
Manjula Ramamurthy
Company Secretary
ICSI Membership No.: A30515

Place: Bengaluru
Date: July 20, 2026

Strides

EXPLANATORY STATEMENT

(Pursuant to Section 102 of the Companies Act, 2013)

Pursuant to Section 102 of the Companies Act, 2013 (**Act**), Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) and the applicable Secretarial Standards, the following explanatory statement sets out all the material facts relating to the business mentioned under **Item No. 4, 5 and 6** of this Notice:

Item No.4: Payment of Commission to Non-Executive Directors of the Company in the event of inadequacy of profit.

Pursuant to the provisions of Section 197 read with Schedule V of the Companies Act, 2013 ('Act'), payment of commission to NED is permissible as under:

1	In case of adequacy of profits	Where the Company has adequate profits in a financial year and has a Managing Director, Whole-time Director or Manager, the Non-Executive Directors are eligible to receive commission not exceeding one percent of the net profits of the Company.
2	In case of absence/ inadequacy of Profits in any financial year	Where the Company has no profits or inadequate profits in any financial year, remuneration may be paid to Non-Executive Directors in accordance with the limits prescribed under Schedule V of the Act. Further, pursuant to the proviso to Section II of Part II of Schedule V of the Act, remuneration in excess of the prescribed limits may be paid upon approval of the shareholders by way of a Special Resolution. Such commission shall be in addition to the sitting fees payable for attending meetings of the Board and its Committees and reimbursement of expenses incurred in connection with the business of the Company. Further, pursuant to Section 197 of the Act and Regulation 17(6)(a) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, payment of remuneration, fees or compensation to Non-Executive Directors, including Independent Directors, requires approval of the shareholders.

Existing shareholders' approvals obtained by Strides in line with the statutory provisions is listed hereunder:

1 In the case of adequacy of profits

Shareholders of the Company at their Annual General Meeting held on July 30, 2019 had approved payment of Commission to Non-Executive Directors (including Independent Directors) (NEDs) of the Company for an amount not exceeding 1% of Net Profits of the Company.

The said approval shall continue to be valid for payment of Commission to NEDs in the event of adequacy of profits.

2 In the case of absence/ inadequacy of profits

Shareholders of the Company at their Annual General Meeting held on August 28, 2023, had approved payment of Commission to NEDs of the Company in case of inadequacy of profits, in accordance with the limits prescribed under Schedule V of the Act.

The approval was valid for a period of three years commencing from FY 2023-24 and ending with FY 2025-26.

Accordingly, fresh approval of the shareholders is being sought for a further period of three years commencing from FY 2026-27.

Historical Commission Paid (last three financial years)

Financial Year	Amount	Remarks
2023-24	Rs. 20 Lakhs per NED	Commission was paid in proportion to the period of office held by respective Directors during the financial year.
2024-25	Rs. 25 Lakhs per NED	
2025-26	Rs. 28 Lakhs per NED	

Current proposal

Pursuant to the recommendations of NRC and Board of Directors of the Company, as approved at their meeting held on May 18, 2026, it is proposed to pay Commission of an amount not exceeding Rs. 50,00,000 (Rupees Fifty lakhs only) per Director per financial year to Non-Executive Directors (including Independent Directors), in the event the Company has no profit or has inadequacy of profit in any financial year. The said approval shall be valid for a period of three years commencing from FY 2026-27.

Payment of such Commission shall be in addition to the sitting fees for attending Board/ Committee meetings and reimbursement of expenses for attending the meetings of the Board, Committee and/ or other meetings.

Commission shall be paid to the Non-Executive Directors in such amount or proportion and in such manner as may be determined by the Board of Directors from time to time, having regard to the performance of the Company and the evaluation of each such Director.

Amount of commission is being recommended keeping in view roles and responsibilities of the Non-Executive Directors including Independent Directors and expectations from NED's in terms of time commitment, knowledge & expertise across several areas such as specific industry knowledge, business strategy, risk management, financial management, corporate governance etc.

In determining the commission payable to each NED, Board may consider, inter alia, factors such as the strategic oversight and guidance provided, level of Board engagement, contribution to Committee deliberations, role in ESG and risk oversight, attendance at Board and Committee meetings, chairmanship or membership of Committees, time commitment, contribution to special assignments, if any, and the outcome of the Board evaluation process.

Shareholders may kindly note that if annual remuneration payable to any single NED exceeds fifty percent of the total annual remuneration payable to all NEDs (in any financial year) separate approval of shareholders by special resolution shall be obtained in terms of Regulation 17(6)(ca) of Listing Regulations.

Strides

Non-Executive Directors and Promoter Directors of the Company may be deemed to be concerned/ interested in the said resolution to the extent of commission that may be payable to them.

None of the Executive Directors, Key Managerial Personnel and other Promoters or their relatives are in any way concerned or interested, financially or otherwise, in the resolutions except to the extent of their shareholding, if any in the Company.

Board recommends passing of the proposed resolution stated in Item No. 4 of the Notice for approval by the Shareholders by way of Special Resolution.

Item No. 5: Appointment of Mr. Aditya Arun Kumar as Non-Executive Director of the Company.

Aditya was appointed as Executive Director – Business Development for a term of three years with effect from June 1, 2024.

With a view of professionalizing Strides' management and reducing Promoter Group's direct involvement in operational responsibilities, Aditya has expressed his intention to **transition from executive role to a non-executive role** on the Board of the Company with effect from **June 1, 2026.**

Board of Directors of the Company, pursuant to the recommendation of Nomination & Remuneration Committee in their meeting held on May 18, 2026, unanimously approved appointment of Mr. Aditya Arun Kumar as a Non-Executive Director, liable to retire by rotation.

Consequent to the proposed transition as Non-Executive Director, Aditya ceased to hold office as Executive Director – Business Development with effect from end of business hours of May 31, 2026, and is not in employment of the Company.

Relevant details of Aditya pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India is provided hereunder:

About Aditya

Aditya, aged about 37 years, is a Promoter Director of the Company. He holds a bachelor's degree in biomedical sciences from Newcastle University and a Master of Research in Biophysics from Kings College, London.

Aditya has been associated with the Strides Group since 2013. Over the last thirteen years, he has held multiple roles across Strides and the Promoter Family Office, contributing meaningfully across business development and strategic initiatives. As Executive Director, Aditya led business development across Africa and New Markets and played an instrumental role in expanding partnered and B2B businesses.

Aditya has over 13 years of experience in the pharmaceutical industry, predominantly in Business Development and strategy roles. Prior to heading the B2B business at Strides, he was responsible for the integration of two acquired consumer healthcare divisions.

Between 2017 and 2022, Aditya led a promoter funded pharmaceutical start up focused on oral lyophilized dosage forms, which represents one of the limited technology platforms globally with integrated development and manufacturing capabilities.

Since June 2022, he has been leading Strides' Global Partnered Business, where he has played a key role in onboarding new customers across geographies and scaling the business in terms of size, scope, and sustainability. In the new role as Non-Executive Director, shall continue to provide strategic guidance and direction to Business Development initiatives of the Company.

Disclosures/ Declarations received from Aditya

Company has received all statutory disclosures/ declarations from Aditya including:

a) Consent in writing for appointment as Non-Executive Director in Form DIR-2, pursuant to Rule 8 of the Companies (Appointment and Qualifications of Directors) Rules, 2014 ("the Appointment Rules").

b) Intimation in Form DIR 8 in terms of the Appointment Rules to the effect that he is not disqualified under sub-section (2) of Section 164 of the Act.

c) Declaration pursuant to BSE Circular No. LIST/ COMP/ 14/ 2018-19 dated June 20, 2018, and NSE Circular No. NSE/ CML/ 2018/ 24 dated June 20, 2018 that he has not been debarred from holding office of a Director by virtue of any order passed by the SEBI or any other such authority.

Other Directorships held by Aditya is as under:

#	Name of entity	Position held
	Strides Group entities	
1	Strides Consumer Private Limited	Director
2	UCL Brands Limited, Kenya	Director
3	Universal Corporation Limited, Kenya	Director
4	Amexel Pte Limited, Singapore	Director
	Other Companies	
5	Velbiom Probiotics Private Limited	Director
6	InstaPill Private Limited, United Kingdom (formerly known as Tenshi Kaizen Private Limited, U.K.,)	Director
7	Steriscience Private Limited, United Kingdom	Director
8	Karuna Group LLP	Designated Partner
9	Oleander Pharmaceuticals Pte. Limited	Director

Note: Aditya has not resigned from the directorship of any listed entity during the last three years, except for his resignation from his executive position in Strides. He does not hold Membership/ Chairmanship of any committee of other companies.

During FY 2025-26 till the date of this Notice, attendance of Aditya in Board/ Committee meetings is as under:

Board/ Committee	No. of Meetings held.	No. of meetings attended
Board Meetings	9	9
Risk Management & Sustainability Committee	3	1
CSR Committee	1	1

Note: Aditya is also part of the CSR Committee effective January 31, 2026.

Shareholding and other pecuniary relationships with the Company

a) Aditya is part of Strides' Promoter Group and holds 58,422 equity shares of Strides as at the date of this Notice which is ~ 0.06% of Strides' paid-up capital.

b) Details of last drawn remuneration:

Financial Year	Fixed Pay	Variable Pay	Total Remuneration
2023-24	Rs. 75 Lakhs	Rs. 25 Lakhs	Rs. 1 Cr
2024-25	Rs. 1.37 Cr	Rs. 50.65 Lakhs	Rs. 1.87 Cr
2025-26	Rs. 1.61 Cr	Rs. 80.50 Lakhs	Rs. 2.42 Cr

Notes

- Variable Pay for a particular financial year is paid in the immediately succeeding financial year. For FY 2025-26, variable pay is yet to be paid and shall be paid during FY 27 post evaluation of performance and approval of NRC and Board.
- A club membership facility was originally made available to Aditya during his tenure as Executive Director, this shall be treated as a transitional / residual facility only for FY2026-27 and shall not be renewed thereafter.

c) Proposed remuneration as Non-Executive Director: As set out in the resolution.

Recommendation of NRC & Board

NRC at their meeting held on May 18, 2026, considered the proposal for appointment of Aditya as Non– Executive Director of the Company effective June 1, 2026. Declarations provided by Aditya including his consent for the proposed appointment was taken on record.

Aditya's appointment in an executive capacity was undertaken with the objective of providing focused leadership and ensuring stability in driving key strategic growth initiatives of the Company.

NRC noted that during his tenure over the past two years, he has made significant contributions towards scaling the business operations and establishing robust governance frameworks to support sustainable growth. With substantial achievement of the objectives, Aditya has expressed his intention to step down from his executive responsibilities and transition to a Non-Executive role on the Board.

Aditya's transition into Non-Executive position is aligned with the promoters stated objective of further professionalizing the management of the Company and maintaining high standards of corporate governance by adhering to the principle of avoiding potential conflicts of interest and not holding executive positions across listed entities in which they are promoters.

Aditya's profile was mapped with the Board Skill matrix, and it was confirmed that Aditya possesses the requisite qualifications, experience, expertise, and integrity and that his continued association with the Board is aligned with the Company's Board Skill Matrix and Nomination and Remuneration Policy.

NRC ascertained that with over 13 years of experience in various capacities in pharmaceutical industry, Aditya has the right mix of Industry experience and thorough knowledge of Company's internal and external business environment.

Considering the above assessment and rationale, NRC accorded it's assent for Aditya's appointment as Non–Executive Director and accordingly recommended Board for appointment of Aditya as Non-Executive Director of the Company.

Board of Directors at their meeting held on May 18, 2026, concurred with the evaluation and recommendations of NRC and accorded its approval for appointment of Aditya as Non-Executive Director of the Company effective June 1, 2026 (including proposed remuneration).

Recommendation to Shareholders

Considering the above, Board of Directors of the Company recommends appointment of Mr. Aditya Arun Kumar as Non-Executive Director of the Company effective June 1, 2026.

In terms of Section 160 of the Companies Act, 2013, the Company has received notice in writing from a shareholder proposing the candidature of Aditya to be appointed as a Non-Executive Director of the Company.

Aditya is son Mr. Arun Kumar, Non-Executive Director & Chairperson of the Company. He is not related to any other Director/ Key Managerial Personnel of the Company.

Except Mr. Arun Kumar and Mr. Aditya Arun Kumar, who are part of the Promoter Group, and their relatives, none of the other Directors, Key Managerial Personnel, and their relatives are in any way concerned or interested, financially or otherwise, in the resolution except to the extent of their shareholding as Members, if any.

Board recommends passing of the resolution as set out in Item No. 5 of the Notice as Ordinary Resolution and requests Shareholders' approval for the same.

Item No. 6: Appointment of Mr. Venkata Seetharama Raju Pakalapati (DIN: 07500141) as Executive Director of the Company.

Mr. Venkata Seetharama Raju Pakalapati ("Ramaraju/ Ram") is proposed to be appointed as the Executive Director effective June 1, 2026.

Relevant details of Ram pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India is provided hereunder:

About Ram

Ram (Aged about 53 years) has been associated with the Strides Group since 2007. With effect from March 1, 2024, he was appointed as the Chief Operating Officer (COO) of Strides.

Ram holds a master's degree in Pharmaceutical Chemistry and has vast experience in the pharmaceutical and healthcare sectors.

A dynamic and results-oriented executive, Ram has a proven history of spearheading operational strategies that drive business expansion and efficiency. With over two decades of experience in the pharmaceutical and healthcare industry, he excels in developing and implementing innovative solutions that streamline operations, enhance productivity, and yield outstanding outcomes. In his role at Strides, Ram assumes responsibility for overseeing the entirety of Global Operations.

During his association with the Group, Ram has held multiple leadership roles across Strides Pharma and Stelis Biopharma (OneSource), with core responsibilities spanning across quality, manufacturing, and operations. He brings over thirty years of experience in the pharmaceutical industry, of which more than nineteen years have been with the Strides Group, reflecting strong institutional knowledge and long-term commitment.

Prior to joining Strides, Ram was associated with reputed pharmaceutical organizations including Dr. Reddy's Laboratories, USV, and Unichem Laboratories. He holds a post graduate degree in Pharmaceutical Chemistry from BITS Pilani.

With over a decade-long tenure at Strides, he has held various leadership roles within the organization. His leadership approach is characterized by strategic foresight, collaborative synergy, and an unwavering commitment to excellence.

Key areas for roles and responsibilities of Ram as Executive Director, including the short-term and long-term goals agreed with the NRC & Board is as under:

Short term goals	Long term goals
• Cost Management and financial discipline. • Compliance & Quality Assurance. • Supply Chain Resilience & Service Levels. • Strategic Project & Facility Execution. • Capital Expenditure & Growth Enablement and • Digital Stability & Analytics Enablement.	• End to End Manufacturing & Supply Chain Leadership • Sustainable & Strategy Aligned Operations • ESG Integration Across Manufacturing • Operational Excellence & Capability Development • Talent Development & Leadership Pipeline • Digital Manufacturing, IT, AI & Automation • Cost Management & Value Creation

Confirmations received from Ram:

Company has received all statutory disclosures/ declarations from Ram including:

a) Consent in writing for appointment as Executive Director in Form DIR-2, pursuant to Rule 8 of the Companies (Appointment and Qualifications of Directors) Rules, 2014 ("the Appointment Rules").

b) Intimation in Form DIR 8 in terms of the Appointment Rules to the effect that he is not disqualified under sub-section (2) of Section 164 of the Act.

c) Declaration pursuant to BSE Circular No. LIST/ COMP/ 14/ 2018-19 dated June 20, 2018, and NSE Circular No. NSE/ CML/ 2018/ 24 dated June 20, 2018 that he has not been debarred from holding office of a Director by virtue of any order passed by the SEBI or any other such authority.

Other Directorships & Whole-time positions held by Ram

Ram holds the position of director (promoter) of Sunspire Life Sciences Private Limited since February 13, 2026. Ram has confirmed that Sunspire Life Sciences is an investment holding company and it's business does not conflict with Strides business.

Except for the said Directorship, Ram does not hold any Directorships/ whole-time positions in any Company/ Body Corporate. Also, he does not hold Membership/ Chairmanship of Committees in other companies.

Ram has not resigned from any listed entity in the past three years.

Till the date of this Notice, Ram has attended two meetings of Board of Directors of the Company.

Shareholding in the Company and other pecuniary relationships

a) As on date of this notice, Ram holds 44,000 equity shares of the Company, representing approximately 0.048% of the paid-up share capital. He also holds 20,000 stock options exercisable during FY 27 and FY 28, which, upon exercise, would result in a holding of approximately 0.069% of the paid-up share capital.

b) Details of last remuneration drawn:

Financial Year	Fixed Pay	Variable Pay*	Total remuneration
2024-25	Rs. 2.68 Crs	Rs. 0. 88 Crs	Rs. 3.56 Crs
2025-26	Rs. 2.90 Crs	Rs. 0.80 Crs	Rs. 3.70 Crs

Note: Variable Pay for a particular financial year is paid in immediately succeeding financial year. For FY 2025-26, variable pay is being paid during FY 27.

Other benefits:

a) One club Membership;
b) Chauffeur driven car for Company business
c) ESOP perquisite of Rs. 16,68,250/- during FY 2026.

c) **Proposed remuneration:** As set out in the resolution.

Quantum of variable pay shall be linked to Company's performance against the Board-approved Annual Business Plan KPIs, as per the following matrix:

Company Performance Score	Pay out as % of allocated Variable Pay
<70%	NIL
70–79%	60% of the target variable pay
80–89%	70% of the target variable pay
90-100%	Linear increase up to 100%
>100%	*Incremental increase of 1% payout for every 1% increase in Company performance (e.g., at 101% achievement, payout will be 102%)* *For Executive Directors, any payout exceeding 100% of the target variable pay shall be subject to prior approval of the shareholders, as per applicable laws and regulations.*

Recommendation of NRC & Board

Nomination and Remuneration Committee ("NRC"), at its meeting held on May 18, 2026, considered the proposal for appointment of Mr. Venkata Seetharama Raju Pakalapati ("Ram") as Executive Director of the Company, including the proposed terms of remuneration. NRC took on record the statutory disclosures and declarations submitted by Ram, including his consent to act as Director.

NRC noted Ram's extensive experience in the pharmaceutical industry, deep institutional knowledge of the Strides Group, and proven leadership track record across manufacturing, quality, supply chain and global operations. His experience across diverse operating environments and complex pharmaceutical businesses has enabled him to develop a strong end-to-end understanding of the Company's operational ecosystem, along with the ability to translate strategy into execution, drive operational efficiencies, and strengthen systems and processes across the value chain.

Ram's profile was evaluated against the Board Skill Matrix, and the NRC confirmed that his experience, expertise and competencies are well aligned with the skills and capabilities identified as critical for the Board, particularly in the areas of operations, strategy execution, governance, digital transformation and leadership continuity.

NRC further observed that Ram's proposed elevation is aligned with the Company's strategic priorities and succession planning framework, and is consistent with the Company's philosophy of nurturing internal talent, strengthening a professional management structure, and ensuring continuity of leadership.

Considering the above assessment and rationale, the NRC accorded its approval for Ram's appointment as Executive Director and recommended the same to the Board.

Board of Directors, at their meeting held on May 18, 2026, concurred with the evaluation and recommendation of the NRC and approved the appointment of Ram as Executive Director of the Company with effect from June 1, 2026, including the proposed remuneration, subject to approval of the Shareholders.

Recommendation to Shareholders

Board of Directors of the Company recommends appointment of Ram as an Executive Director effective, June 1, 2026.

A copy of the Memorandum of Terms of Appointment with Ram is available for e-inspection by the shareholders of the Company.

In terms of Section 160 of the Companies Act, 2013, the Company has received notice in writing from a Shareholder proposing the candidature of Ram as an Executive Director of the Company.

Ram is not related to any Director/ Key Managerial Personnel of the Company.

None of the other Directors, Key Managerial Personnel, and their relatives are in any way concerned or interested, financially or otherwise, in the resolutions except to the extent of their shareholding as Members, if any.

Board recommends passing of the resolution as set out in Item No. 6 of the Notice as Special Resolution and requests Shareholders' approval for the same.

ANNEXURE 1

DISCLOSURE FOR ITEM NO. 3 OF THE NOTICE UNDER REGULATION 36 OF THE SEBI LISTING REGULATIONS AND SECRETARIAL STANDARD ON GENERAL MEETINGS

#	Particulars
1)	**Brief resume, Qualification, Experience and Nature of expertise in specific function**

Arun Kumar (Aged about 66 years) is the Company's Founder and Promoter Director. Arun is a first-generation entrepreneur with an illustrious track record of pursuing "difficult to operate" domains with high scarcity value. Effective April 5, 2025, Arun has transitioned as Non-Executive Chairperson on the Board of Strides.

Arun founded the Company in 1990 and has since led the Company in establishing a global reputation with a differentiated business model and delivering value to its stakeholders, including distribution of the most extensive dividend by a pharmaceutical company in India.

Arun was awarded the E&Y Entrepreneur of the Year for the Healthcare Industry in 2000. In 2014, he also received the "India's Best CEO Award (Mid-Sized Companies Category)" and "Best CEO in the Pharma and Healthcare Industry" from Business Today.

2) Terms and conditions of Appointment or Reappointment and details of remuneration sought to be paid.

Mr. Arun Kumar was appointed as Non-Executive Director & Chairperson of the Company effective, April 5, 2025, liable to retire by rotation.

Pursuant to Section 152 of the Companies Act, 2013, Mr. Arun Kumar (DIN: 00084845) who retires by rotation and being eligible, offers himself for re-appointment as Director of the Company.

As a Non-Executive Director, Arun receives sitting fees for attending Board & Committee meetings and Commission in line with the payouts to other Non-Executive Directors. Arun is also eligible for Chairman's Office and related expenses as permissible under Listing regulations.

3) Details of last drawn remuneration

As Executive Chairperson (up to April 4, 2025):

Financial Year	Fixed Pay	Variable Pay*	Total remuneration
2023-24	Rs. 6 Crs	Rs. 6 Crs	Rs. 12 Crs
2024-25	Rs. 6.60 Crs	Rs. 2.40 Crs	Rs. 9 Crs
2025-26	Rs. 0.49 Crs	NIL	Rs. 0.49 Crs

As Non-Executive Chairperson (From April 5, 2025 to March 31, 2026):

As a Non-Executive Director, Arun has been paid the following remuneration
- Rs. 10 Lakhs for attending meetings of Board of Directors and Board Committees.
- Rs. 28 Lakhs as Commission for FY 2025-26. Payout of this commission was completed

during May 2026.

4) Shareholding in Strides as at date of this Notice including shareholding as a beneficial owner.

Arun is the Founder and Promoter of the Company and holds along with his relatives ~14.73% of the of the paid-up capital of the Company (including the shares held Directly/ Indirectly).

5) Relationship with other Directors, Managers and Key Managerial Personnel of the Company

Except for Aditya Arun Kumar (Son of Mr. Arun Kumar) none of the other Directors/ Key Managerial Personnel are related to Arun.

6) Membership/ Chairmanship of the Committees of Strides

Arun is a member of Stakeholders Relationship Committee and Nomination & Remuneration Committee of Strides.

7) Number of Board and Committee Meetings attended during FY26 of Strides

During the financial year, Arun was entitled to attend 17 meetings (comprising of Board and Committee meetings). He has attended all the meetings and has an attendance record of 100%.

8) Directorship held in other Companies including listed entities as at date of this Notice

#	Entity Name	Designation
1	Onesource Specialty Pharma Limited	Director
2	Solara Active Pharma Sciences Limited	Director

9) Other Membership/ Chairmanship of Committees of the Board as at date of this Notice

Arun holds the following committee memberships in other entities:

Company Name	Committee Name	Chairman/ Member
Onesource Specialty Pharma Limited	Management Committee	Chairperson
	Environmental, Social and Governance Committee	Member
	Strategic Advisory Committee	Member
Solara Active Pharma Sciences Limited	Management Committee	Member

10) Names of the listed entities from which the Director has resigned in the past three years

Arun has not resigned from the directorship of any listed entity during the last three years.

Statement of Disclosures as required under schedule V of the Act for payment of remuneration to Executive Director and Commission to Non-Executive Directors when the company has absence or inadequacy of profits in any financial year (item Nos. 4 and 6 of this Notice respectively).

#	Particulars	Details
1	**General Information:**	
a)	Nature of Industry	Pharmaceutical Industry
b)	Date or expected date of commencement of commercial production	Not applicable, as the Company is an existing Company
c)	In case of new companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus.	
2	**Financial performance based on given indicators**	

(Rs. In millions)

Particulars	**Standalone**			**Consolidated**		
	FY 26	**FY 25**	**FY 24 (Restated)**	**FY 26**	**FY 25**	**FY 24 (Restated)**
Total Income	23,031.98	21,856.11	19,248.28	50,093.96	46,240.57	39,298.27
Total Expenses (before exceptional items and tax)	21,000.97	21,075.01	19,423.96	43,143.36	42,036.34	38,016.07
Profit After tax	1,836.35	591.56	(242.75)	6,686.86	4,869.21	(1,147.92)

3	Foreign investments or collaborations, if any	As at June 30, 2026, Foreign Holding in the Company was at 30.53%. There are no Foreign Collaborations as at the date of this Notice.
4	**Information about Directors whose remuneration is under approval**	
a)	**Background details, Recognition/ Awards, Job Profile and Suitability to the role**	
	For Non- Executive Directors (Including Independent Directors): Brief profile of Non-Executive Directors, details of their Committee membership at Strides and details of their other Directorships are available in the website of the Company and can be accessed at the weblink given below: https://www.strides.com/about-us/board-of-directors For Executive Director (Mr. Ramaraju PVS) – as detailed out in explanatory statement of	

	Resolution no. 6.
b)	**Past Remuneration and Proposed Remuneration.**
	Past Remuneration for Non-Executive Directors:

(in Rs. Actuals)

	FY 26		FY 25		FY 24	
Name of Director	**Sitting fee**	**Commission**	**Sitting fee**	**Commission**	**Sitting Fee**	**Commission**
Homi Rustam Khusrokhan	16,00,000	28,00,000	20,00,000	25,00,000	20,00,000	20,00,000
Dr Kausalya Santhanam	18,00,000	28,00,000	22,50,000	25,00,000	20,00,000	20,00,000
Ameet Hariani	17,00,000	28,00,000	19,00,000	25,00,000	4,00,000	4,00,000
Subir Chakraborty	17,00,000	28,00,000	12,50,000	2,083,333	-	-
Mukta Arora	15,00,000	28,00,000	1,00,000	516,667	-	-
Arun Kumar	10,00,000	28,00,000	-	-	-	-
Total	**93,00,000**	**1,68,00,000**	**75,00,000**	**1,01,00,000**	**44,00,000**	**44,00,000**

Note: The above information is limited to Directors for whom commission payouts are proposed to be made during the forthcoming financial years. Mr. Aditya Arun Kumar transitioned to the Non-Executive category with effect from June 1, 2026; accordingly, details relating to sitting fees and commission are not applicable to him for the periods covered above.

Past remuneration to Executive Director whose appointment is proposed under item 6 of this Notice.

Please refer to the Explanatory Statement pertaining to this item.

Proposed Remuneration to Ram: As mentioned in the respective resolution.

c) Comparative remuneration profile with respect to industry, size of the company, profile of the position and person.

For Executive Director:

Existing remuneration drawn by Ram as Chief Operating Officer of the Company has been detailed out in explanatory statement pertaining to Item No. 6.

Proposed remuneration recommended by NRC and approved by the Board is in line with the guidelines of the Company's Nomination and Remuneration Policy and aligns with the short-term, medium term and long-term goals of the Company.

Considering Ram's skill set and expertise & the requirement of effective leadership to drive a challenging operation at Strides, remuneration proposed for Ram is comparable and is in the range for similar positions in similar sized companies of the Indian Pharma Industry.

For Non-Executive Directors:

Amount of commission is being recommended keeping in view roles and responsibilities of the Non-Executive Directors including Independent Directors and expectations from NED's in terms of time commitment, knowledge & expertise across several areas such as specific industry knowledge, business strategy, risk management, financial management, corporate governance etc.

d) Reasons of loss or inadequate profits and steps taken or proposed to be taken for improvement and expected increase in productivity and profits in measurable terms

Shareholders' approval by way of a Special Resolution is being sought, having regard to the quantum of remuneration proposed and to ensure continued compliance with the applicable provisions of the Act and Schedule V thereto, including in the event that the Company has no profits or inadequate profits in any financial year during the approved tenure.

Company continues to pursue initiatives aimed at sustaining and improving its operational and financial performance. These include strengthening manufacturing and supply chain efficiencies, enhancing cost discipline, improving product mix, expanding business development opportunities, optimizing working capital, driving digital and automation initiatives, and maintaining focus on quality, regulatory compliance and customer service levels. These measures are expected to support improved operating leverage, productivity and profitability over the medium term.

Company has consistently delivered profits over the years. Accordingly, the proposed resolution is being placed before the Shareholders as an enabling approval, to provide flexibility and ensure continued compliance with the applicable provisions of Schedule V of the Act, should there be any absence or inadequacy of profits during the approved tenure.

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NOTES

1) **Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 (Act) with respect to the special businesses' forms part of the Notice.**

2) Ministry of Corporate Affairs (**MCA**), Government of India, vide its General Circular No. 14/ 2020 dated April 8, 2020, General Circular No. 17/ 2020 dated April 13, 2020, General Circular No. 20/ 2020 dated May 05, 2020, General Circular No. 10/ 2022 dated December 28, 2022, General Circular No. 09/ 2023 dated September 25, 2023, General Circular No. 09/ 2024 dated September 19, 2024 and General Circular No. 03/ 2025 dated September 22, 2025, and any subsequent circulars issued in this regard (collectively, "**General Circulars**"), and Securities and Exchange Board of India (**SEBI**), vide its Circular No. SEBI/ HO/ CFD/ CFD-PoD-2/ P/ CIR/ 2023/ 167 dated October 07, 2023, Circular No. SEBI/ HO/ CFD/ CFD-PoD-2/ P/ CIR/ 2024/ 133 dated October 03, 2024, read with any subsequent circulars/ relaxations issued by SEBI in this regard (**SEBI Circulars**), have permitted companies to conduct General Meetings through Video Conference (**VC**) or Other Audio-Visual Means (**OAVM**), subject to compliance with the conditions prescribed therein.

3) In compliance with the provisions of the Act, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (**Listing Regulations**), General Circulars and SEBI Circulars, AGM of the Company is being held through VC/ OAVM.

   Shareholders can attend and participate in the AGM through VC/ OAVM only.

   In compliance with the applicable provisions of the Companies Act, 2013, the Listing Regulations and applicable circulars, the Notice of the 35th AGM and the Annual Report for FY 2025-26 are being sent electronically to those shareholders whose email addresses are registered with the Company/ Depositories/ RTA.

   Further, in terms of Regulation 36(1)(b) of the SEBI Listing Regulations, the Company shall send a physical communication containing the web-link, including the exact path, to access the complete Annual Report and AGM Notice, to those shareholders whose email addresses are not registered with the Company / Depositories / RTA. Shareholders may request a physical copy of the Annual Report by writing to the Company / RTA.

   Shareholders may note that the AGM Notice and Annual Report for FY26 shall also be available on the Company's website www.strides.com; website of the Stock Exchanges i.e., BSE Limited (www.bseindia.com) and National Stock Exchange of India Limited (www.nseindia.com), and on the website of KFin Technologies Limited (Formerly known as KFin Technologies Private Limited) (**KFintech/ RTA**) at https://evoting.kfintech.com.

   Shareholders who require printed copy of the Annual Report may write to the RTA/ Company at einward.ris@kfintech.com or investors@strides.com.

   Deemed venue for the AGM shall be Registered Office of the Company.

   Company has appointed KFintech to provide VC/ OAVM facility for 35th AGM of the Company.

   Further, in compliance with the provisions of Section 108 of the Act, read with relevant Rules, Secretarial Standard on General Meetings (SS-2), Regulation 44 of Listing Regulations and General Circulars, the facility for remote e-voting and e-voting in respect of the businesses to be transacted at the AGM is being provided by the Company through KFintech.

General instructions for accessing and participating in the AGM through VC/ OAVM Facility and voting through electronic means including remote e-voting is enclosed as **Annexure 2.**

Shareholders who have cast their vote by remote e-voting prior to the meeting may attend the meeting but will not be entitled to cast their vote again at the meeting.

4) AGM Live Webcast and two-way conference Facility

Pursuant to Regulation 44 of Listing Regulations and Para 3 Clause A (III) of General Circular No. 14/ 2020 dated April 8, 2020 issued by MCA, Government of India, read with General Circular No. 09/ 2024 dated September 19, 2024, General Circular No. 03/ 2025 dated September 22, 2025 and any subsequent General Circular(s) issued by MCA in this regard, the Company has made arrangements for two-way live webcast of the proceedings of AGM.

Details of webcast link shall be made available on the website of the Company at www.strides.com.

Facility for joining the AGM through VC/ OAVM shall be open 30 minutes before the scheduled time for commencement of AGM and shall be closed 30 minutes after such scheduled time.

5) In view of AGM being held by VC/ OAVM

i) Physical attendance of Shareholders has been dispensed with;

ii) The facility for appointment of proxies by the Shareholders shall not be available for the AGM and hence Proxy Form and Attendance Slip are not annexed to this Notice;

iii) Shareholders attending the AGM through VC shall be counted for the purpose of reckoning quorum under Section 103 of the Act; and

iv) Route map for the location of the meeting is not provided.

6) Dividend for FY26

Board of Directors of the Company in their meeting held on May 18, 2026 have recommended a Final Dividend of Rs. 5/- per equity share of face value of Rs.10/- each for the Financial Year ended March 31, 2026, subject to approval of Shareholders of the Company at the ensuing AGM.

Record Date for entitlement of dividend is Friday, July 31, 2026. The said dividend, if approved by Shareholders, will be paid within 30 days from the date of declaration, subject to deduction of tax at source.

7) **Shareholders who have multiple folios in identical names or joint names** in the same order are requested to intimate the RTA about these folios to enable consolidation of all such shareholdings into one folio.

Strides

GENERAL INFORMATION TO SHAREHOLDERS

1) KYC updation

To prevent fraudulent transactions, Shareholders are advised to exercise due diligence and notify the Company of any change in address, as soon as possible. Further, in case of demise of a Shareholder, their legal heirs are requested to notify the Company, at their earliest convenience.

Shareholders are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant(s) and holdings should be verified from time to time.

Non-Resident Indian Shareholders are requested to inform RTA/ respective Depository participants, immediately of any:

a) Change in their residential status on return to India for permanent settlement; and

b) Particulars of their bank account maintained in India with complete name, branch, account type, account number and address of the bank with pin code, if not furnished earlier.

Procedure for KYC Updation

Shareholders holding shares in electronic form and who have not updated their PAN and KYC are requested to submit the details to their Depository Participant(s).

Shareholders holding shares in physical mode and who have not updated their details are requested to furnish the documents/ details, as per the table below, to Kfintech at their earliest convenience:

Type of Holder	Particulars	Form
Physical	Form for availing investor services to register PAN, email address, bank details and other KYC details or changes/ update thereof for securities held in physical mode.	Form ISR – 1
	Update of signature of securities holder	Form ISR – 2
	Declaration to opt out Nomination	Form ISR-3
	Form for requesting issue of Duplicate Certificate for shares held in physical form.	Form ISR-4
	Request for transmission of Securities by Nominee or Legal Heir.	Form ISR-5
	Nomination form	Form: SH-13
	Cancellation of nomination by the holder(s) (along with ISR-3)/ Change of Nominee	Form: SH-14
Demat	Shareholders to contact their Depository Participants and register their email address and bank account details in their demat account, as per the process advised by the Depository Participants.	

The aforesaid forms can be downloaded from the website of the Company and RTA at:
https://www.strides.com/Shareholders_service_request.html; &
https://ris.kfintech.com/clientservices/isc/isrforms.aspx

Shareholders are requested to forward the duly filled in and executed documents along with the related proofs as mentioned in the respective forms to the following address:

Kfin Technologies Limited
(Formerly known as Kfin Technologies Private Limited),
Unit: Strides Pharma Science Limited
Selenium Tower B, Plot 31-32, Gachibowli, Financial District, Nanakramguda,
Hyderabad – 500 032
Toll Free No.: 1800 309 4001
E-mail: einward.ris@kfintech.com

The above-mentioned ISR Form(s) and the supporting documents can be provided by any one of the following modes:

c) Through 'In Person Verification' (IPV): the authorized person of the RTA shall verify the original documents furnished by the investor and retain copy(ies) with IPV stamping with date and initials;

d) Through hard copies which are self-attested, which can be shared on the address below;

Name	KFIN Technologies Limited Unit: Strides Pharma Science Limited
Address	Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana India – 500 032.

e) Through electronic mode with e-sign by following the link:
https://ris.kfintech.com/clientservices/isc/isrforms.aspx

Detailed FAQ can be found on the link: https://ris.kfintech.com/faq.html

For more information on updating the email and Mobile details **for securities held in electronic mode**, please reach out to the respective DP(s), where the DEMAT A/c is being held.

2) Withdrawal of the requirement of Freezing of Folios

SEBI, vide its Circular No. SEBI/ HO/ MIRSD/ POD-1/ P/ CIR/ 2023/181 dated November 17, 2023, has done away with the requirement of freezing of folios and referring frozen folios to the administering authority under the Benami Transactions (Prohibitions) Act, 1988 and/ or Prevention of Money Laundering Act, 2002.

The aforesaid circular has been incorporated/ updated in the applicable SEBI Master Circular for Registrars to an Issue and Share Transfer Agents issued from time to time, including the Master Circular No. SEBI/ HO/ MIRSD/ MIRSD-PoD/ P/ CIR/ 2025/91 dated June 23, 2025.

3) Dividend Payout to Physical Folios only through Electronic Mode

SEBI vide its Master Circular No. SEBI/HO/MIRSD/ POD-1/P/CIR/2024/37 dated May 7, 2024, has mandated that, with effect from April 1, 2024, dividend to security holders who are holding securities in physical form shall be paid only through electronic mode. Such payment shall be made only after the shareholders furnish their PAN, contact details (postal address with. PIN and mobile number), bank account details and specimen signature (" KYC") and choice of Nomination. As per the aforesaid SEBI Circular, members holding securities in physical form may note that Dividend payable against their shareholdings would be withheld if their KYC details are not updated with the RTA.

Accordingly, Shareholders holding shares in physical form are requested to update their folios with all requisite KYC details, namely PAN, Choice of Nomination, Contact Details including Mobile Number, Bank Account details and Specimen Signature, by submitting the prescribed ISR forms and supporting documents to the RTA.

Upon updation of the aforesaid details in entirety, such Shareholders shall be eligible to receive all unpaid/ unclaimed dividend declared during the period from April 1, 2024, till the date of updation, pertaining to the securities held in such physical folios, automatically through electronic mode.

4) Issue/ Transfer of Shares in dematerialized mode only

Pursuant to Regulation 40 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (**Listing Regulations**), as amended from time to time, requests for transfer of securities of listed companies shall be processed only if the securities are held in dematerialized form, except in cases permitted under the applicable SEBI Regulations, circulars or directions issued from time to time.

Further, as an ongoing measure to enhance ease of dealing in securities by investors, SEBI, vide Circular No. SEBI/ HO/ MIRSD/ MIRSD_RTAMB/ P/ CIR/ 2022/ 8 dated January 25, 2022, read with applicable provisions of the SEBI Master Circular for Registrars to an Issue and Share Transfer Agents issued from time to time, including Master Circular No. SEBI/ HO/ MIRSD/ MIRSD-PoD/ P/ CIR/ 2025/ 91 dated June 23, 2025, has mandated that listed companies shall issue securities only in dematerialized form while processing investor service requests such as issue of duplicate securities certificate, claim from unclaimed suspense account, renewal/ exchange of securities certificate, endorsement, sub-division/ splitting of securities certificate, consolidation of securities certificates/ folios, transmission and transposition.

Accordingly, in terms of the applicable SEBI framework:

1. Claimant/ Securities Holder shall submit the relevant service request in Form ISR-4, as hosted on the websites of the Company and RTA, together with requisite documents and details, including demat account particulars, as may be prescribed;

2. The RTA shall verify the request and documents submitted and process the request in accordance with the applicable SEBI Regulations/ circulars, including issuance of Letter of Confirmation, wherever applicable, or such other process as may be prescribed by SEBI from time to time;

3. Where a Letter of Confirmation is issued, the same shall be valid for such period as may be prescribed under the applicable SEBI framework, presently 120 days from the date of its issuance;

4. Claimant/ Securities Holder shall make a request to the Depository Participant for dematerializing the securities within the prescribed period, wherever such step is required under the applicable process;

5. **In case the Claimant/ Securities Holder fails to complete the dematerialization process within the prescribed period, the securities shall be dealt with in the manner prescribed under the applicable SEBI Regulations/ circulars, including credit to the Suspense Escrow Demat Account of the Company, wherever applicable.**

Claimant/ Securities Holder shall thereafter follow the process prescribed by SEBI/ Depositories/ RTA for claiming such securities from the Suspense Escrow Demat Account of the Company or for completion of dematerialization, as applicable.

5) KPRISM – Unified platform for investment monitoring

KPRISM is a unified platform launched by Kfintech for your Equity Investment Monitoring with multiple Self-Help Features.

You may access KPRISM on their website link provided below or through the mobile app named 'KPRISM'.

https://kprism.kfintech.com/

Shareholders can download this android mobile application from play store and view their portfolios serviced by KFintech.

In addition, Shareholders may also visit the Investor Support Center (ISC) webpage at https://ris.kfintech.com/clientservices/isc/default.aspx and access various services such as post or track a query, upload tax exemptions forms, view the demat/ remat request, check the dividend status, download the required ISR forms and check KYC status for physical folios, amongst others.

6) Unclaimed Dividends and Transfer of Dividend and Shares to Investor Education and Protection Fund (IEPF)

In accordance with the provisions of Sections 124 and 125 of the Act and Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 (**IEPF Rules**), Dividends not encashed/ claimed within 7 (seven) years from the date of declaration are to be transferred to the Investor Education and Protection Fund (IEPF) Authority.

IEPF Rules mandates companies to transfer shares of Shareholders whose Dividends remain unpaid/ unclaimed for a continuous period of 7 (seven) years to the demat account of IEPF Authority. Shareholders whose Dividend/ shares are transferred to the IEPF Authority can claim their shares/ Dividend from the Authority.

In accordance with the said IEPF Rules and its amendments, Company has sent reminders to respective Shareholders informing them to claim their unclaimed dividends and shares before it is transferred to IEPF. Transfer of Dividend/ Shares of Shareholders who responded to Company's correspondence was facilitated.

Shareholders may note that no claim shall lie with the Company in respect of unpaid/ unclaimed Dividends and related shares that are already transferred to IEPF.

However, they may claim the same by following the procedure prescribed in the IEPF Rules and by applying in the prescribed Form IEPF-5 available at the MCA Portal at weblink https://www.mca.gov.in/content/mca/global/en/foportal/fologin.html and sending a physical copy of the same to the Nodal Officer of the Company

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

Company has uploaded details of unpaid/ unclaimed amounts lying with the Company and shares that are transferred to IEPF as at March 31, 2026 on the Company's website at https://www.strides.com/investors/shareholder-information/dividend-shares

7) Inspection of Documents

All documents referred in this AGM Notice shall be available for inspection electronically.

In addition, following documents shall also be available for inspection electronically:

- Certificate from the Secretarial Auditor relating to the Company's Stock Options under SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.

- Register of Directors and Key Managerial Personnel and their shareholding, and the Register of Contracts or Arrangements in which the Directors are interested, maintained under the Companies Act, 2013.

Shareholders seeking to inspect the above documents can also send an email to investors@strides.com.

8) Scrutinizer for the AGM

Mr. Gigi Joseph K J, Practicing Company Secretary (ICSI Membership No. F6483 and CP:5576) of M/s. Joseph and Chacko LLP, Company Secretaries, Bengaluru, has been appointed as the Scrutinizer to scrutinize the remote e-voting process and e-voting at the AGM in a fair and transparent manner.

Scrutinizer shall submit his Report on the resolutions proposed to be passed at the AGM to the Chairperson or Company Secretary of the Company after completion of the scrutiny.

Results of the meeting along with Scrutinizer Report shall be declared by the Chairperson or the Company Secretary of the Company on or before Tuesday, August 18, 2026, and shall be communicated to BSE Limited and The National Stock Exchange of India Limited ("Stock Exchanges") where the equity shares of the Company are listed.

Results of the meeting shall also be displayed on the notice board at the Registered Office of the Company for a period of 3 (Three) days, on the Company's website at www.strides.com and on the website of Kfintech at https://evoting.kfintech.com/.

ANNEXURE 2

General instructions for accessing and participating in the AGM through Video Conference/ Other Audio-Visual Means (VC/ OAVM) Facility and voting through electronic means including remote e-voting

I PROCEDURE FOR REMOTE E-VOTING

1 In compliance with the provisions of Section 108 of the Act, read with Rules 20 and 22 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India (ICSI), Regulation 44 of the Listing Regulations, SEBI Circular No. SEBI/ HO/ CFD/ CMD/ CIR/ P/ 2020/ 242 dated December 9, 2020 relating to e-voting facility provided by listed entities, as incorporated/ updated in the applicable SEBI Master Circular for compliance with the provisions of the Listing Regulations issued from time to time, Shareholders are provided with the facility to cast their vote electronically through the e-voting services provided by KFin Technologies Limited (Formerly, KFin Technologies Private Limited) (KFintech/ RTA), on the Resolutions set forth in this Notice.

Shareholders are advised to update their mobile number and email Id in their Demat accounts to access e-Voting facility.

2 Shareholders whose names appear in the Register of Members/ list of Beneficial Owners as on **August 7, 2026 (Cut-off Date)**, are entitled to vote on the Resolutions set forth in this Notice.

Voting rights of the Shareholders shall be in proportion to their shares in the paid-up equity share capital of the Company as at the Cut-off date.

A person who is not a Shareholder as at the Cut-off date should treat this Notice for information purposes only.

Once the vote on a Resolution is cast by the Shareholder, the Shareholder shall not be allowed to change it subsequently.

In case of joint holders, the Shareholder whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote at the AGM.

Shareholders are requested to apply for consolidation of folios, in case their holdings are maintained in multiple folios.

The e-voting facility will be available during the following period:

- **Commencement of e-voting:** 09:00 hrs IST on Monday, August 10, 2026; and
- **End of e-voting:** 17:00 hrs IST on Thursday, August 13, 2026

The remote e-voting will not be allowed beyond the aforesaid date and time and the remote-e-voting module shall be forthwith disabled by KFintech upon expiry of the aforesaid period.

The process and manner of e-voting shall be as under:

Step 1: Access to Depositories e-voting system in case of individual Shareholders holding shares in demat mode.

Step 2: Access to KFintech e-voting system in case of Shareholders holding shares in physical form and non-individual Shareholders in demat mode.

2.1 Details on Step 1 are mentioned below:

Login method for remote e-voting for Individual Shareholders holding securities in demat mode.

NSDL Individual Shareholders holding securities in demat mode with National Securities Depository Limited (NSDL)

I Instructions for existing Internet-based Demat Account Statement ("IDeAS") facility Users:

1) For OTP based login you can click on: https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp.

   You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on the company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

2) Alternatively, you can visit the e-services website of NSDL https://eservices.nsdl.com.

3) On the e-services home page, click on the "**Beneficial Owner**" icon under "Login" under 'IDeAS' section.

4) A new page will open. Enter existing user ID and password for accessing IDeAS.

5) After successful authentication, Shareholders will be able to see e-voting services under 'Value Added Services'.

6) Please click on "Access to e-voting" under e-voting services, after which the e-voting page will be displayed.

7) Click on Company name, i.e., 'Strides Pharma Science Limited', or e-voting service provider, i.e., KFintech.

8) Shareholders will be re-directed to KFintech's website for casting their vote during the remote e-voting period.

II Instructions for those Shareholders who are not registered under IDeAS:

1) Visit https://eservices.nsdl.com for registering.

2) Select "Register Online for IDeAS Portal" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp

3) Visit the e-voting website of NSDL https://www.evoting.nsdl.com/.

4) Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section. A new screen will open.

5) Shareholders will have to enter their User ID (i.e., the sixteen digits demat account number held with NSDL), password/ OTP and a Verification Code as shown on the screen.
6) After successful authentication, Shareholders will be redirected to NSDL Depository site wherein they can see e-voting page.

7) Click on company name, i.e., 'Strides Pharma Science Limited' or e-voting service provider name, i.e., KFintech, after which the Shareholder will be redirected to e-voting service provider website for casting their vote during the remote e-voting period.

III Users may alternatively vote by directly accessing the e-Voting website of NSDL

1) Open https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.

2) Click on the icon "Login" which is available under 'Shareholder/ Member' section.

3) A new screen will open. You will have to enter your User ID (i.e., your sixteen digit Demat account number held with NSDL), Password/ OTP and a Verification Code as shown on the screen.

4) Post successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page.

5) Click on company name, i.e., 'Strides Pharma Science Limited' or e-voting service provider name, i.e., KFintech, after which the Shareholder will be redirected to e-voting service provider website for casting their vote during the remote e-voting period.

IV NSDL Mobile App

Shareholders can also download the NSDL Mobile App "NSDL Speede" facility by scanning the QR code for seamless voting experience.

CDSL Individual Shareholders holding securities in demat mode with Central Depository Services (India) Limited (CDSL)

1) Users who have opted for CDSL Easi/ Easiest facility, can login through their existing user ID and password. Option will be made available to reach e-voting page without any further authentication.

2) The users to login to Easi/ Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon and New System Myeasi Tab.

3) After successful login, Easi/ Easiest user will be able to see the e-voting option for eligible companies where the e-voting is in progress as per the information provided by company.

4) On clicking the evoting option, the user will be able to see e-voting page of the e-voting service provider for casting your vote during the remote e-voting period or joining virtual meeting and voting during the meeting, as applicable.

5) Additionally, there is also links provided to access the system of all e-voting Service Providers, so that the user can visit the e-voting service providers' website directly.

6) **If the user is not registered for Easi/ Easiest**, option to register is available at CDSL website www.cdslindia.com and click on login and New System Myeasi Tab and then click on registration option.

7) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from an e-Voting link available on www.cdslindia.com home page.

8) The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account.

9) After successful authentication, user will be able to see the e-Voting option where the e-voting is in progress and also able to directly access the system of all e-Voting Service Providers.

I Individual Shareholders login through their demat accounts/ Website of Depository Participant (DP)

1) Shareholders can login using the login credentials of their demat account through their DP registered with the Depositories for e-voting facility.

2) Once logged-in, Shareholders will be able to view e-voting option.

3) Upon clicking on e-voting option, Shareholders will be redirected to the NSDL/ CDSL website after successful authentication, wherein they will be able to view the e-voting feature.

4) Click on options available against 'Strides Pharma Science Limited' or KFintech.

5) Shareholders will be redirected to e-voting website of KFintech for casting their vote during the remote e-voting period without any further authentication.

Important note:

Shareholders who are unable to retrieve User ID/ Password are advised to use 'Forgot user ID' and 'Forgot Password' option available at respective websites.

Strides

Helpdesk for individual Shareholders holding securities in demat mode for any technical issues related to login through NSDL/ CDSL

Login type	Helpdesk details
Securities held with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or Contact at 022-48867000
Securities held with CDSL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or Contact at Toll free no.: 1800 22 55 33

2.2 Details on Step 2 are mentioned below:

Login method for Shareholders holding shares in physical form and non-individual Shareholders in demat mode

(A) Instructions for Shareholders whose email IDs are registered with the Company/ Depository Participant(s)

Shareholders whose email IDs are registered with the Company/ Depository Participants will receive an email from KFintech which will include details of E-voting Event Number (EVEN), USER ID and password.

They will have to follow the following process:

a) Launch internet browser by typing the URL: https://evoting.kfintech.com/

b) Enter the login credentials (i.e., User ID and password). In case of physical folio, User ID will be EVEN followed by folio number.

c) In case of Demat account, User ID will be your DPID and Client ID.

d) However, if a Shareholder is registered with K-Fintech for e-voting, they can use their existing User ID and password for casting the vote.

e) After entering these details appropriately, click on "LOGIN".

f) Shareholders will now reach password change Menu wherein they are required to mandatorily change the password.

g) New password shall comprise of minimum 8 characters with at least one upper case (A-Z), one lower case (a-z), one numeric value (0-9) and a special character (@,#,$, etc.,).

h) System will prompt the Shareholder to change their password and update their contact details viz., mobile number, email ID etc.

i) On first login, Shareholders may also enter a secret question and answer of their choice to retrieve their password in case they forget it. It is strongly recommended that Shareholders do not share their password with any other person and that they take utmost care to keep their password confidential.

j) Shareholders would need to login again with the new credentials.

k) On successful login, the system will prompt the Shareholder to select the "EVEN", viz., '**Strides Pharma Science Limited'**, and click on "Submit".

l) On the voting page, the number of shares (which represents the number of votes) held by you as on the cut-off date will appear. If you desire to cast all the votes assenting/ dissenting to the resolution, enter all shares and click 'FOR'/'AGAINST' as the case may be or partially in 'FOR' and partially in 'AGAINST', but the total number in 'FOR' and/or 'AGAINST' taken together should not exceed the total shareholding as mentioned herein above.

m) A Shareholder may also choose the option ABSTAIN.

n) If a Shareholder does not indicate either "FOR" or "AGAINST" it will be treated as "ABSTAIN" and the shares held will not be counted under either head.

o) Shareholders holding multiple folios/ demat accounts shall choose the voting process separately for each folio/ demat account.

p) Shareholders may then cast their vote by selecting an appropriate option and click on "Submit".

q) A confirmation box will be displayed. Click "OK" to confirm else "CANCEL" to modify.

r) Once Shareholder have voted on the resolution(s), they will not be allowed to modify their vote. During the voting period, Shareholder can login any number of times till they have voted on the Resolution.

s) Corporate/ Institutional members (corporate / FIs / FIIs / trust / mutual funds / banks, etc.,) are required to send scanned copy (pdf format) of the relevant board resolution to the Scrutinizer through e-mail to gigi@jandc.in with a copy to evoting@kfintech.com.

t) The file scanned image/ pdf file of the board resolution should be in the naming format "Corporate Name".

(B) Instructions for Shareholders whose email IDs are not registered with the Company / Depository Participant(s), and consequently the AGM Notice and e-voting instructions cannot be serviced:

Shareholders are requested to follow the process as guided to capture the email address and mobile number for receiving the soft copy of the AGM Notice and e-voting instructions along with the User ID and Password. In case of any queries, Shareholders may write to einward.ris@kfintech.com.

(C) Method for obtaining used id and password for Shareholders who have forgotten the User ID and password

Shareholders who have forgotten the user id and password, may obtain/ retrieve the same in the manner mentioned below:

If the mobile number of the Shareholder is registered against Folio No. / DP ID Client ID, the Shareholder may send SMS: MYEPWD<space>E-voting Event Number (EVEN) +

Folio No. or DP ID Client ID to +91 9212993399

Example for NSDL: MYEPWD<SPACE>IN12345612345678
Example for CDSL: MYEPWD<SPACE>1402345612345678
Example for Physical: MYEPWD<SPACE> XXXX1234567890

If email ID of the Shareholder is registered against Folio No. / DP ID Client ID, then on the home page of https://evoting.kfintech.com, the Shareholder may click 'Forgot password' and enter Folio No. or DP ID Client ID and PAN to generate a password.

Shareholders may send an email request to einward.ris@kfintech.com.

If the Shareholder is already registered with the KFintech e-voting platform then such Shareholder can use his/ her existing User ID and password for casting the vote through remote e-voting.

Shareholders may call KFintech toll free number 1-800-309-4001 for any clarifications / assistance that may be required.

(D) In case of any queries, you may refer the Frequently Asked Questions (FAQs) for shareholders and e-voting User Manual for shareholders available at the download section of https://evoting.kfintech.com/public/Faq.aspx.

II INSTRUCTIONS FOR ATTENDING THE AGM OF THE COMPANY THROUGH VC/ OAVM AND E-VOTING DURING THE MEETING

(i) Shareholders shall be provided with a facility to attend the AGM through VC/ OAVM platform provided by KFintech.

Shareholders may access the same at https://emeetings.kfintech.com/ by using the e-voting login credentials provided in the email received from the Company/ KFintech.

The link for attending the meeting will be available in Shareholders login, where the EVENT and the name of the Company can be selected.

Click on the video symbol and accept the meeting etiquettes to join the meeting. Please note that the Shareholders who do not have the User ID and Password for e-voting or have forgotten the User ID and Password may retrieve the same by following the remote e-voting instructions mentioned above.

Shareholders are encouraged to join the meeting through devices (Laptops, Desktops, Mobile devices) with Google Chrome for seamless experience.

Further, Shareholders registered as speakers will be required to allow camera during e-AGM and hence are requested to use internet with a good speed to avoid any disturbance during the meeting.

Shareholders may join the meeting using headphones for better sound clarity.

(ii) While all efforts would be made to make the meeting smooth, participants connecting through mobile devices, tablets, laptops, etc., may at times experience audio/ video loss due to fluctuation in their respective networks. Use of a stable Wi-Fi or LAN connection can mitigate some of the technical glitches.

(iii) Facility of joining the AGM through VC/ OAVM shall be available for at-least 1,000 Shareholders on first come first served basis.

However, the above restriction shall not be applicable to Shareholders holding 2% or more shareholding, Promoters, Institutional Investors, Directors, Key Managerial Personnel(s), the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors, Scrutinizers etc.

Institutional Shareholders are encouraged to attend and vote at the AGM through VC/ OAVM.

(iv) Facility for joining the AGM through VC/ OAVM will be open 30 minutes before the scheduled time for commencement of AGM and shall be closed 30 minutes after such scheduled time.

Only bona fide Shareholders of the Company whose names appear on the Register of Members, will be permitted to attend the meeting through VC/ OAVM.

The Company reserves its right to take all necessary steps as may be deemed necessary to restrict non-Shareholders from attending the meeting.

(v) A Shareholder can opt for only single mode of voting i.e., through remote e-voting or e-voting at the AGM.

If a Shareholder cast votes by both modes, then voting done through remote e-voting shall prevail and voting at the AGM shall be treated as invalid.

Shareholders who have not cast their vote through remote e-voting shall be eligible to cast their vote through e-voting system available during the AGM.

E-voting during the AGM is integrated with the VC/ OAVM platform. Shareholders may click on the voting icon displayed on the screen to cast their votes.

(vi) Speaker Registration and Post your Questions facility

Shareholders, who would like to express their views or ask questions during the AGM will have to register themselves as a speaker by visiting the URL https://emeetings.kfintech.com/ and clicking on the tab 'Speaker Registration' during the period starting from Monday, August 10 , 2026 (09:00 hrs IST) up to Wednesday, August 12, 2026 (17:00 hrs IST).

Only those Shareholders who have registered themselves as a speaker will be allowed to express their views/ ask questions during the AGM.

When a pre-registered speaker is invited to speak at the meeting but he/ she does not respond, the next speaker will be invited to speak.

Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM. Only questions of the Shareholders holding shares as on the **cut-off** date will be considered.

A video guide assisting the Shareholders attending AGM either as a speaker or participant is available for quick reference at URL https://emeetings.kfintech.com/, under the "How It Works" tab placed on top of the page.

Shareholders who need technical assistance before or during the AGM can contact RTA at Helpline: 1800 309 4001.

(vii) In case a person has become a Shareholder of the Company after dispatch of AGM Notice but on or before the **cut-off** date for e-voting, he/ she may obtain the User ID and Password in the manner as mentioned below:

If the mobile number of the Shareholder is registered against Folio No. / DP ID Client ID, the Shareholder may send SMS: MYEPWD <space> E-voting Event Number (EVEN) + Folio No. or DP ID Client ID to +91 9212993399

Example for NSDL: MYEPWD<SPACE>IN12345612345678
Example for CDSL: MYEPWD<SPACE>1402345612345678

Example for Physical: MYEPWD<SPACE> XXXX1234567890

If email ID of the Shareholder is registered against Folio No. / DP ID Client ID, then on the home page of https://evoting.kfintech.com, the Shareholder may click 'Forgot password' and enter Folio No. or DP ID Client ID and PAN to generate a password.

Shareholders may send an email request to einward.ris@kfintech.com.

If the Shareholder is already registered with the KFintech e-voting platform then such Shareholder can use his/ her existing User ID and password for casting the vote through remote e-voting.

Shareholders who may require any technical assistance or support before or during the AGM are requested to contact KFintech at toll free number 1-800-309-4001 or write to them at evoting@kfintech.com.

(viii) In case of any query and/ or grievance, in respect of voting by electronic means through KFintech, Shareholders may:

- Refer to the Help and Frequently Asked Questions (FAQs) and e-voting user manual available at the download section of https://evoting.kfintech.com ;or

- Contact Mr. Sashidhar Mannava, Vice President-Corporate Registry or Mr. Mohan Kumar A, Senior Manager of M/s. KFin Technologies Limited, Selenium, Tower B, Plot 31 and 32, Financial District, Nanakramguda, Serilingampally Mandal, Hyderabad – 500 032, India; or

- Reach out to the Toll Free No.: 1800 309 4001; or E-mail: einward.ris@kfintech.com; evoting@kfintech.com.

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Strides

Delivering with Discipline, Diversifying for Tomorrow.

Strides Pharma Science Limited

Annual Report
2025-26

Contents

Delivering with Discipline, Diversifying for Tomorrow.

There is a difference between growth that is pursued and growth that is built.

At Strides Pharma Science Limited (Strides), the last few years have focused on strengthening profitability, driving operational efficiency and creating a stronger platform for sustainable growth. This has been achieved through disciplined execution, portfolio maximisation and cost optimisation. In a market where scale is often chased at the cost of margins, we have chosen a different path: one focused on improving the quality of business through disciplined choices, measured growth and sustained value creation.

That discipline is now shaping the next phase of the journey.

As we look ahead, the contours of growth are becoming broader and more balanced. The U.S. business continues to provide scale and stability, while the Ex-U.S. markets are steadily gaining prominence, supported by strong partnerships, expanding reach and improving execution. Together, they are creating a business that is less concentrated, more resilient and better positioned for long-term growth.

This diversification is deliberate.

It is about calibrated expansion, ensuring that every new layer of growth is built on the same principles that have driven performance so far. Because ultimately, the future of Strides will not be defined by how fast we grow, but by how well we sustain that growth.

> 'Delivering with Discipline, Diversifying for Tomorrow' is, therefore, not just a theme; it is a reflection of a business that is evolving with intent, strengthening its core while quietly building what comes next.

The FY26 Report Card

A year of disciplined growth

Over the course of the year, Strides delivered steady performance improvement, with margin expansion and profitability strengthening on the back of a more calibrated business mix and consistent operational execution.

We maintained a clear focus on improving the quality of earnings, supported by disciplined portfolio management and a sharper alignment between growth and profitability. Our performance was further supported by a stable U.S. business, while Ex-U.S. markets gained momentum and contributed more meaningfully to overall growth, reflecting early outcomes of ongoing efforts to broaden the revenue base.

Operationally, we continued to demonstrate consistency across key parameters, with strong compliance standards, supply reliability and process efficiencies reinforcing execution across markets.

Investments in capability building also progressed during the year, including research and development (R&D), quality transformation efforts such as Project RISE and digital initiatives such as SAP S4 HANA, aimed at strengthening long-term operational excellence.

Overall, the year reflects a period of measured progress, with improvements across key performance metrics and continued focus on strengthening the business for sustained growth.

Financial Discipline

₹48,587 Mn
Revenue
↑ 6.4%

₹5,181 Mn
Operational Profit After Tax (PAT)
↑ 50.3%

₹9,253 Mn
EBITDA
↑ 15.3%

15.8%
Return on Capital Employed
↑ 90bps

19.0%
EBITDA Margin
↑ 140 bps

1.6x
Net Debt to EBITDA
↑ From 1.9x

People & Culture

4,050
Number of Employees
Hired 987 employees

1,50,000
Learning Hours
↑ From 1,30,000

↑ indicates Year-on-Year change

CSA score of 80/100, in S&P Global's 2025 Corporate Sustainability Assessment, improved by 5 points over 2024.

Community Resilience

Vidyadhama
Handed over Strides Model Government Higher Primary School in FY26

100%
Beneficiaries from under-served groups

Environmental Sustainability

~55%
Water Recycled
↑ 46.4%

15k CO_2e MT
Of GHG emissions saved
↑ From 14.2K co2e MT

76
Score in Environment in S&P Global's 2025 CSA
↑ 17 points

~20%
Of total waste generated was co-processed

Robust Governance

62.5%
Independent Directors

98.5%
Committee meeting attendance

97.9%
Board meeting attendance

↑ ↓ indicates Year-on-Year change

Corporate Information

Registered Office

Cyber One, Unit No. 902,
Plot No - 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703

Tel.: +91 22 2789 2924/ 3199
Email: corpcomm@strides.com
Website: www.strides.com
CIN: L24230MH1990PLC057062

Corporate Office

'Strides House',
Bilekahalli, Bannerghatta Road,
Bengaluru - 560 076

Tel.: +91 80 6784 0000

R&D Centre

165/ 2, Bilekahalli,
Bannerghatta Road,
Opp. Kalyani Magnum Tech Park
JP Nagar, Bengaluru - 560 076

Statutory Auditors

BSR & Co. LLP
Chartered Accountants,
Embassy Golf Links Business Park,
Pebble Beach, B Block, 3rd Floor,
No. 13/2, Off Intermediate Ring
Road, Bengaluru - 560 071

Internal Auditors

Grant Thornton Bharat LLP
5th Floor, No. 65/2, Block A,
Bagmane Tridib,
Bagmane Tech Park,
C V Raman Nagar,
Bengaluru - 560 093

Registrar & Share Transfer Agent

KFin Technologies Limited
(formerly, KFin Technologies
Private Limited)
Selenium, Tower B, Plot No. 31 & 32,
Financial District, Nanakramguda,
Serilingampally Mandal,
Hyderabad - 500 032

Toll-Free No. 1 800 309 4001
Email: einward.ris@kfintech.com

Bankers and Financial Institutions

Bandhan Bank Limited
ICICI Bank Limited
IDFC First Bank Limited
IndusInd Bank Limited
Karnataka Bank Limited
RBL Bank Limited
State Bank of India Limited
Union Bank of India Limited
Yes Bank Limited

Global Hubs

Singapore

Strides Pharma Global Pte. Limited
1 Gateway Drive, #06-06
Westgate Tower,
Singapore - 608 531

U.S.A.

Strides Pharma Inc
200, Crossing Blvd,
Suite 110, Bridgewater,
New Jersey

United Kingdom

Strides Pharma UK Ltd
56 Clarendon Road, Watford,
WD17 1DB,
United Kingdom

Italy

Beltapharm S.R.L
Via Stelvio 66,
20095, Cusano Milanino (MI), Italy

Kenya

Universal Corporation Limited
Club Road, Past Post Office,
Plot No. 13777, P.O. Box 1748- 00902,
Kikuyu Town, Kenya

South Africa

Trinity Pharma Proprietary Limited
3 Gwen Lan, Fourth Floor,
Santon 2031

Canada

Strides Pharma Canada Inc
400 Applewood Crescent, Unit 100
Vaughan, Ontario, L4K0C3, Canada

Switzerland

Strides Pharma International AG
Industriestrasse 9, 6300 Zug,
Switzerland

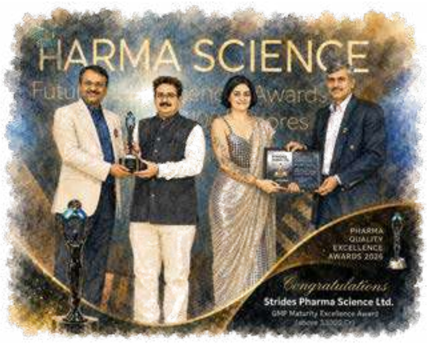
Denmark

Strides Nordic ApS
Nordre Fasanvej 215,
2000, Frederiksberg,
Denmark

Awards & Recognitions

Earning industry accolades by setting higher standards of excellence.

The accolades received during the year mirror our focus on sustained delivery and our ongoing journey towards a broader, more resilient growth platform.



GMP Maturity Excellence Award 2026

Strong Commitment to HR Excellence Award

S&P Sustainability Yearbook Member, 2026

National Safety Council, Utthama Suraksha Puraskar

NPC 5S Workplace Management Award

India's Leading General Counsel In Pharma

Top 100 Chief Sustainability Officers

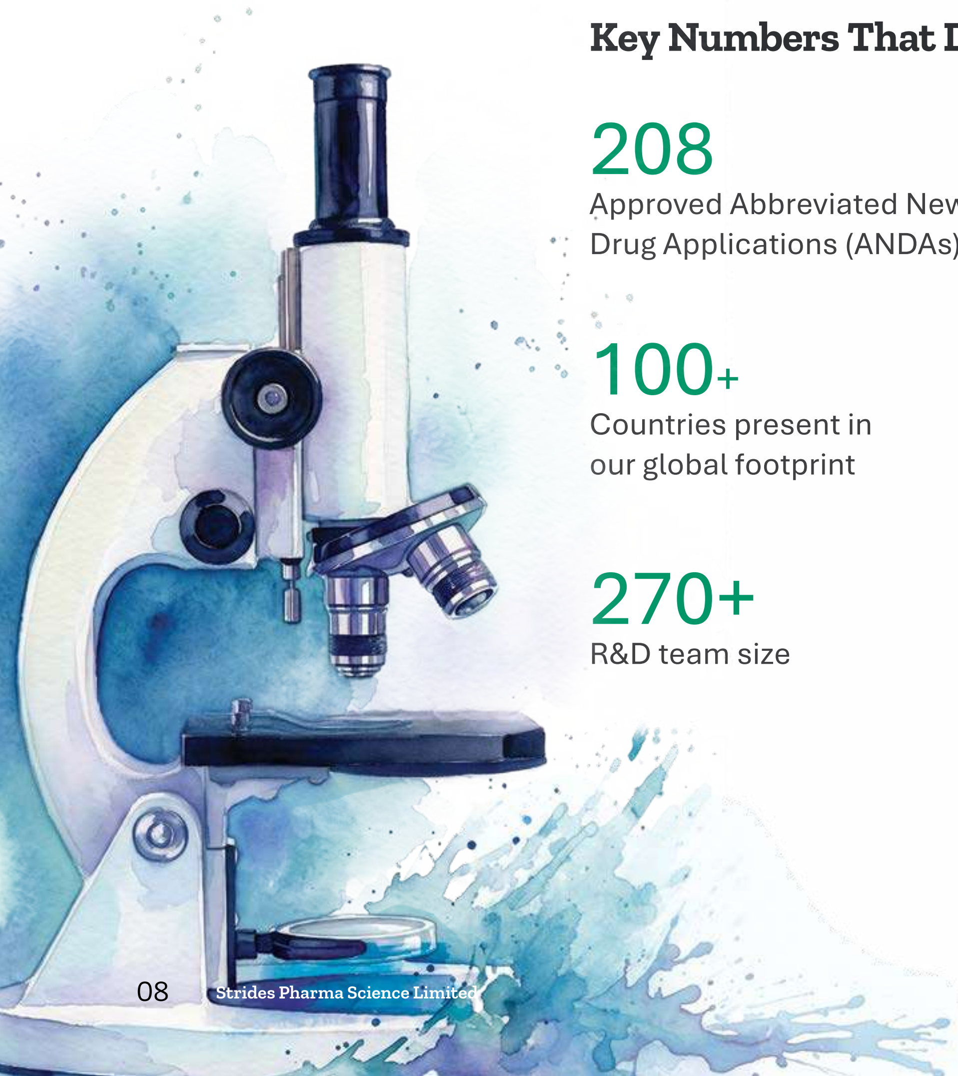
Excellence in Driving Digital Transformation

We develop medicines. We make them accessible. And we do it at scale.

Established in 1990 and headquartered in Bengaluru, India, Strides is a global pharmaceutical company focused on developing and manufacturing high-quality, difficult-to-manufacture formulations for regulated and emerging markets.

We possess a diverse portfolio that spans multiple dosage forms, including tablets, hard capsules, sachets, liquids, nasal sprays, topicals and controlled substances. Supporting this broad portfolio is a global manufacturing network of seven facilities across India, the U.S., Europe and Africa, complemented by R&D capabilities and stringent quality systems, with approvals from leading regulators, including the U.S. Food and Drug Administration (USFDA).

We are aligned to an 'in-market, for-market' strategy that enhances supply reliability and regulatory compliance. Through this approach, we serve customers across more than 100 countries, with a strong presence in regulated markets and an expanding footprint across growth markets worldwide.



Key Numbers That Define Us

208
Approved Abbreviated New Drug Applications (ANDAs)

400+
Registrations for Other Regulated Markets

100+
Countries present in our global footprint

7
Manufacturing facilities (4 USFDA-approved)

270+
R&D team size

Purpose

To make better and fairer healthcare a reality through agility, care and meaningful innovation that delivers quality and lasting value for patients, partners and shareholders.

Credo

Guiding Purpose and Ethos

We exist to provide equitable access to quality medicines globally, driven by entrepreneurial courage, operational consistency and absolute integrity.

Responsibility to Customers and End Users

We never compromise on quality, delivering agile, responsible innovation that ensures safe, reliable and trusted healthcare outcomes.

Responsibility to Employees: The Culture We Create

We empower a bold, accountability-driven workforce united by a shared entrepreneurial spirit to challenge what is possible.

Responsibility to Our Shareholders

We fortify our infrastructure to drive sustainable commercial growth, accelerating performance and generating enduring value for our investors.

Responsibility to Communities, Society and the Planet: Our Wider Contribution

We balance performance with purpose, anchoring community relationships in transparency to foster a healthier, more equitable world.

Our Core Values

Integrity

We adhere to ethical practices and maintain transparency in our conduct, fostering a culture of trust and integrity in the organisation.

Efficiency

We are agile and collaborative to deliver quicker and better results.

Competency

We develop and effectively apply our knowledge, abilities and skills to successfully and consistently deliver desired outcomes.

Our Journey

36 years of taking bold moves and making disciplined choices.

Over three decades, our journey at Strides has been shaped by a series of bold decisions taken with conviction and carried forward with the discipline needed to deliver lasting results.

1990-2007: Foundation and early growth

1990

- Incorporated as Strides Pharmaceuticals Private Limited in Bombay

1996-2007

- Commenced own manufacturing
- Established first sterile facility, GSK being the first CMO partner
- Created oral solid dosage capabilities
- Increased focus on regulated markets

2008-2015:
Strategic scaling and value realisation

2008
- Built scale and capabilities in Australasia

2009-10
- Restructured business divisions into Pharma and Specialty
- Rebranded Specialty Division as ‘Agila’
- Raised ~$100 Mn via QIP

2012
- Divested Australasia business to Watson, realising AUD 375 Mn in value

2013
- Sold Injectables business to Mylan for an EV of $1.6 Bn, distributed $655 Mn among partners, employees and stakeholders

2015
- Raised ~$150 Mn via QIP
- Merger of Shasun Pharmaceuticals into Strides to form ‘Strides Shasun’
- Re-entered Australia through Arrow

2016-2026:
Era of portfolio focus and global expansion

2018
- Demerged commodity API business to Solara Active Pharma Sciences

2019
- Sold Australia business for AUD394 Mn

2021
- Acquired manufacturing facility at Chestnut Ridge, New York

2023
- Announced creation of OneSource—India’s first specialty pharma pure play CDMO

2025
- Delivered ₹78,800 Mn in value to shareholders through the listing of OneSource

2026
- Strengthened our Africa business with the acquisition of multiple generic brands from Sandoz

Geographical Presence

We have built an infrastructure that is global in scale and locally agile.

At Strides, our geographical presence continues to evolve through disciplined growth and its 'in-market, for-market' strategy, creating a more balanced and resilient global business footprint across key markets.

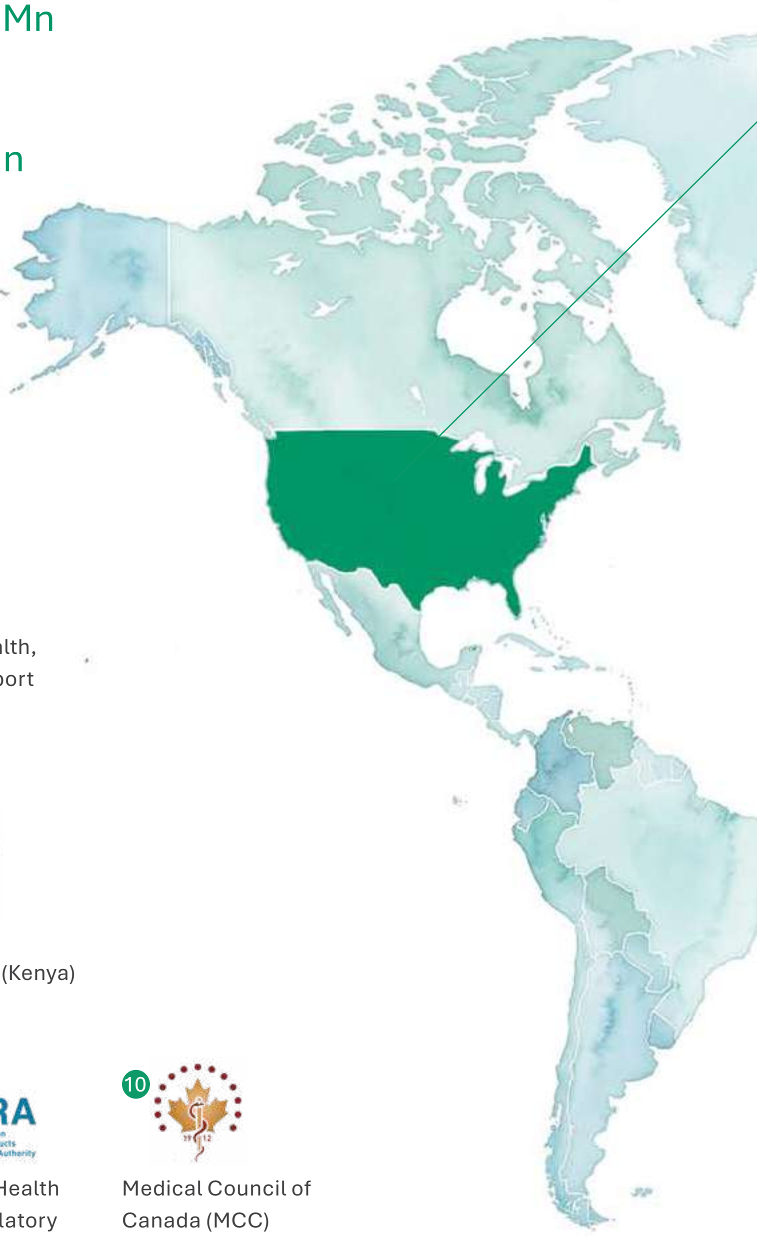
Market-Wise Revenue Split

₹48,587 Mn
Total Revenue

₹24,897 Mn
U.S. Business

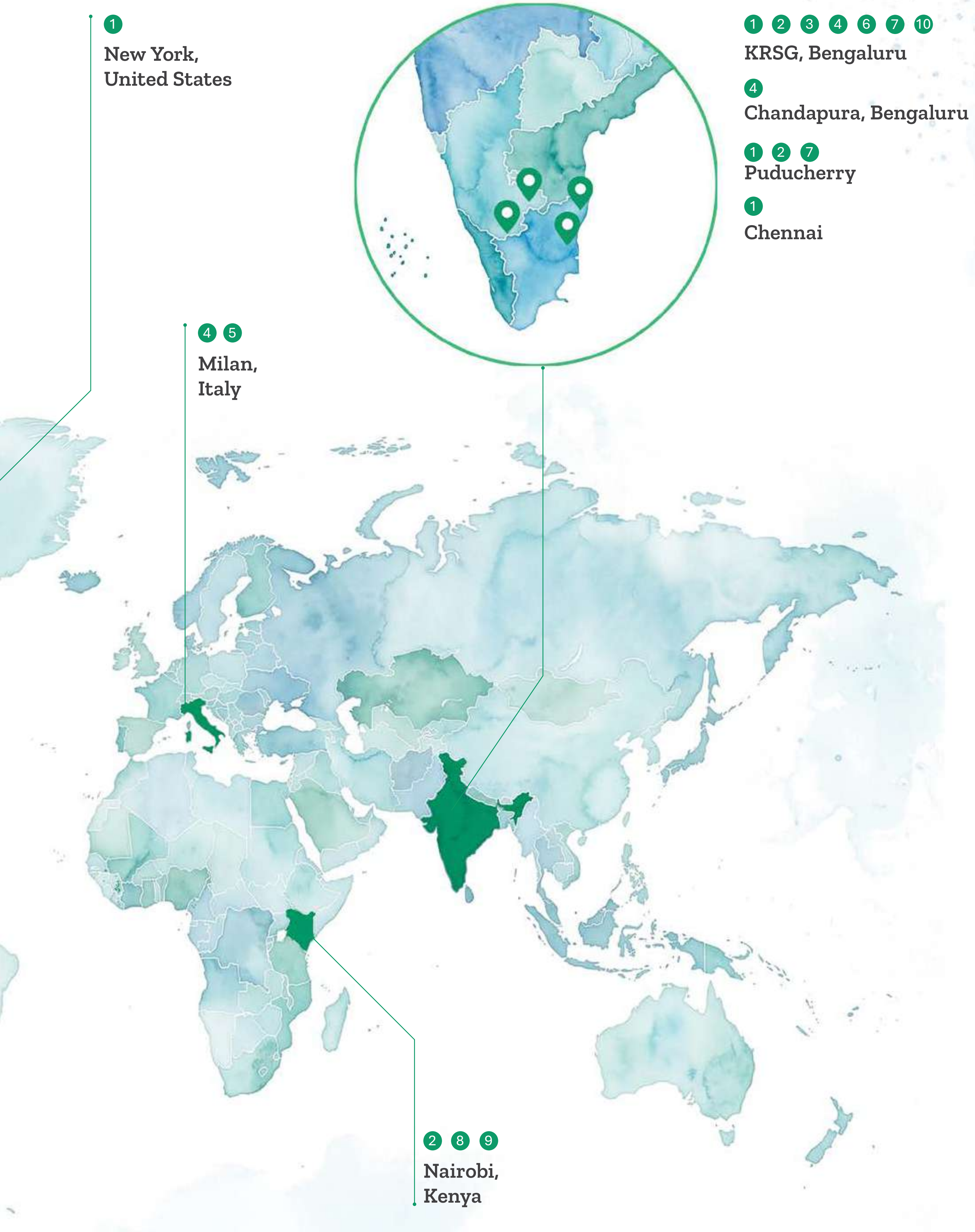
₹22,404 Mn
Ex-U.S. Business
(Other Regulated Markets & Growth Markets)

₹1,286 Mn
Access Markets



Regulatory Approvals

1. U.S. Food and Drug Administration
2. World Health Organisation
3. MHRA – Medicines and Healthcare Products Regulatory Agency (UK)
4. Therapeutic Goods Administration (Australia)
5. Agenzia Italiana del Farmaco (Italy)
6. ANVISA – Agência Nacional de Vigilância Sanitária (Brazil)
7. Ministry of Health, Welfare and Sport (Netherlands)
8. Pharmacy and Poisons Board (Kenya)
9. South African Health Products Regulatory Authority (SAHPRA)
10. Medical Council of Canada (MCC)


1
New York,
United States
1 2 3 4 6 7 10
KRSG, Bengaluru
4
Chandapura, Bengaluru
1 2 7
Puducherry
1
Chennai
4 5
Milan,
Italy
2 8 9
Nairobi,
Kenya

Message from the Chairperson

Dear Shareholders,

FY26 marks an important milestone in Strides' journey, not only for the performance we delivered, but for the culmination of a strategic transformation that began several years ago.

Over the last three years, we have systematically reset the Company across multiple dimensions, strengthening our portfolio, improving operational discipline, enhancing profitability, deleveraging the balance sheet and sharpening our focus on sustainable value creation. This has been a period of purposeful change, requiring difficult choices, disciplined execution and a long-term perspective.

The results of this transformation are now visible. FY26 was our strongest year on record, with the Company delivering its highest-ever Revenue of ₹48,587 Mn, EBITDA of ₹9,253 Mn and Operational Profit After Tax of ₹5,181 Mn.

"More importantly, these outcomes reflect the quality of the business we have built: one that is more resilient, more diversified and better positioned to create long-term value for all stakeholders."

These achievements assume even greater significance against a backdrop of increasing global uncertainty. The year witnessed heightened volatility across markets, beginning with evolving trade and tariff discussions and later compounded by geopolitical conflicts and disruptions.

"Such developments serve as a reminder that businesses must be built not only for growth, but also for resilience."

₹48,587 Mn
Highest-ever Revenue

₹5,181 Mn
Highest-ever Operational PAT

At Strides, our diversified geographic presence, prudent capital allocation and disciplined operating model have strengthened our ability to navigate an increasingly complex external environment.

The Board remains focused on striking the right balance between delivering near-term performance and investing in the Company's long-term competitiveness.

Our continued commitment to research and development exemplifies this approach.

"With profitability firmly established and the business now generating strong operating cash flows, we have, meaningfully increased our R&D investments to build our future pipeline."

These investments are focused on differentiated and niche domains including controlled substances, nasal sprays, transdermal patches and oral films, segments that require specialised capabilities and offer attractive long-term opportunities. The filing of our second nasal spray product during the year is an important milestone in this journey.

"Collectively, these programmes provide greater visibility into a differentiated future pipeline and reinforce our confidence in the Company's medium-term growth prospects."

Our confidence in the future is equally supported by the opportunities emerging in Ex-U.S. markets. The acquisition of multiple products from Sandoz for the Sub-Saharan Africa region represents a strategically significant step in expanding our presence across key international markets. This move is in line with our long-term strategy to grow our branded business franchise across regions. It strengthens our ability to leverage our product portfolio while creating a scalable platform for growth in Ex-U.S. markets over the coming years. As global pharmaceutical supply chains continue to evolve, such partnerships enhance our relevance and competitiveness in an increasingly interconnected marketplace.

Strong businesses are built on strong governance and leadership depth. During the year, we strengthened our leadership team with the appointments of Peter Hardwick as CEO, North America and Nandini Matiyani as EVP – Human Resources. Their extensive global experience and leadership capabilities will play an important role as Strides pursues its next phase of growth and transformation.

We also welcomed Ramaraju PVS to the Board as Executive Director, reflecting our commitment to leadership continuity, succession planning and robust governance. Together, these appointments reinforce the institutional strength that underpins Strides' long-term success.

This year also marks another notable milestone: 25 years since Strides' listing on the National Stock Exchange of India. Over this period, the Company has evolved significantly, navigating industry cycles, market disruptions and periods of transformation while remaining committed to creating value for shareholders. Such longevity is made possible by the trust and support of our investors, employees, customers, partners and communities.

As we look ahead, we do so with confidence and humility. Confidence, because the foundations of the business are stronger than they have been in many years. Humility, because the global environment continues to evolve rapidly, demanding constant adaptation and disciplined execution.

On behalf of the Board, I would like to thank you, dear shareholders, for your continued trust and support. I also extend my appreciation to our employees, management team, customers and partners for their commitment and contribution to Strides' success. Together, we will continue to build a stronger, more innovative and more resilient organisation for the future.

Warm regards,

Arun Kumar
Non-Executive Chairperson

Message from the MD & Group CEO

Dear Shareholders,

FY26 has been a year of steady progress and disciplined execution for Strides. Over the past few years, we have remained focused on strengthening the foundations of our business by improving profitability, enhancing operational efficiency and building a more diversified portfolio. This consistent focus is enabling us to deliver resilient performance today while positioning the Company for sustainable growth in the future.

This year was marked by external volatility and market-specific challenges, where our emphasis on disciplined execution helped us deliver a stable top line along with a strong improvement in profitability. At the same time, our ongoing efforts to diversify across markets and portfolios have strengthened the resilience of our business model.

During the year under review, we reported revenues worth ₹48,587 Mn, reflecting a growth of 6.4% YoY. While our overall growth was impacted by a weaker flu season in the U.S. and continued donor funding challenges in Access Markets, the underlying performance of the business remained healthy at 10% YoY growth, supported by a strong momentum in the Ex-U.S. markets.

More significantly, FY26 was characterised by continued expansion in margins and earnings. Our Gross Margins improved to 59.7%, expanding by 310 basis points, reflecting a favourable portfolio mix and disciplined pricing. EBITDA grew by 15.3% to ₹9,253 Mn, with margins improving further to 19%. At the bottom line, operational PAT increased by 50% to ₹5,181 Mn, translating into an Operational EPS of ₹56.2.

Our strong performance underscores a key outcome of our strategy: growth is increasingly translating into profitability and cash generation, supported by sharper execution and a more focused portfolio. Our focus on discipline is equally reflected in the strength of our balance sheet. During the year, we generated Operating Cash Flows of ₹7,025 Mn, enabling us to invest in growth while continuing to deleverage. We reduced our Net Debt to ₹13,250 Mn on a constant currency basis and reported Net Debt stood at ₹14,365 Mn, factoring in currency movements.

310 bps YoY
Increase in Gross Margin

15.3% YoY
Increase in EBITDA

50.3% YoY
Growth in Operational PAT

₹56.2
Operational EPS Increased from ₹37.5

Our leverage metrics strengthened further, with Net Debt-to-EBITDA improving to 1.6x. In parallel, our return on capital employed improved to 15.8%, reflecting better asset productivity and disciplined capital allocation. These improvements highlight the progress we have made in building a financially stronger and more resilient organisation.

1.6x

Net Debt-to-EBITDA

From 1.9x

15.8%

Return on Capital Employed

90bps

Over the past few years, we have been deliberate in diversifying our business across geographies and this strategy is now delivering clear outcomes. While the U.S. market continues to remain an important pillar, Ex-U.S. markets have grown steadily, increasing their contribution to approximately 46% of revenues in FY26 and nearing 50% on a quarterly exit basis.

Our U.S. business recorded a revenue of ₹24,897 Mn in FY26, when our performance during the year was impacted by a softer-than-expected flu season in the second half of the fiscal year. Over the last couple of years, we have consciously reshaped our portfolio transitioning from smaller revenue products to more meaningful opportunities. In line with this strategy, we launched six products during the year. At the same time, increased competition in certain molecules led us to rationalise market share while maintaining our focus on profitability.

We also relaunched controlled substances from the Chestnut Ridge-acquired ANDA portfolio. With a full year of operating track record now established, we are better positioned to secure improved allocations going forward.

In parallel, we have made targeted investments in long-term growth drivers. We expect these investments to begin contributing from the second half of FY27. Our strategic partnerships in the U.S., particularly in the OTC segment, are also progressing well and are expected to support incremental growth.

Our Ex-U.S. markets delivered strong growth of 21% YoY, reaching ₹22,404 Mn. This performance was driven by consistent execution across Europe, the UK, Nordics and Australia as well as continued momentum in Africa. More importantly, these markets are not only scaling well but are also contributing meaningfully to profitability, reinforcing their role as both a growth and earnings driver.

From an ESG standpoint, we are pleased to report a 5-point improvement in our score and our inclusion in the Sustainability Yearbook for the second time, reflecting our continued commitment to responsible growth, strong governance and long-term value creation for all stakeholders.

> “Strides achieved a 5-point improvement in its ESG score and secured its second consecutive inclusion in the Sustainability Year book.”

I would also like to acknowledge the external recognition received by our teams during the year, reflecting the depth of capability and excellence across the organisation. Across functions from treasury and operations to quality, supply chain and HR, our teams have been recognised by leading industry bodies for their contribution to innovation, operational excellence and leadership. These recognitions reinforce the discipline, innovation and execution excellence embedded across Strides.

The global environment remains dynamic, shaped by geopolitical uncertainties, input cost pressures and currency movements. However, our strengthened fundamentals, diversified business mix and disciplined financial management provide us the resilience to navigate these challenges with confidence.

> "Our priorities remain clear: delivering profitable growth and maintaining financial discipline across all markets."

As we look ahead, our priorities remain clear. We will continue to focus on delivering profitable growth and strengthening our presence across both U.S. and Ex-U.S. markets. At the same time, we remain committed to financial discipline, strong cash flow generation and prudent capital allocation.

In closing, FY26 reflects the progress we have made in delivering with discipline while steadily building a more diversified and future-ready organisation. We believe this approach will continue to drive sustainable growth and long-term value creation for our stakeholders.

I would like to thank our Board for its guidance, our employees for their dedication and our partners for their trust. Most importantly, I thank you, our shareholders, for your continued confidence in our journey.

Warm regards,

Badree Komandur

MD & Group CEO

Board of Directors

The Board that oversees Strides.

A Board that combines disciplined oversight with strategic foresight, guiding Strides as we strengthen performance and build a more balanced future.

Arun Kumar
Non-Executive Chairperson

Dr. Kausalya Santhanam
Independent Director

Mukta Arora
Independent Director

Homi Rustam Khusrokhan
Independent Director

Ameet Hariani
Independent Director

Subir Chakraborty
Independent Director

Aditya Kumar
Non-Executive Director[1]

Badree Komandur
Managing Director & Group CEO

Ramaraju PVS
Executive Director[2]

Note: 1. Aditya held executive position upto May 31, 2026.
2. Ramaraju was appointed as Executive Director effective June 1, 2026.

Leadership Team

The Team executing the strategy.

A leadership team that translates strategy into execution, driving disciplined performance while shaping the Company's evolving growth journey.

Badree Komandur
Managing Director & Group CEO

Ramaraju PVS
Executive Director

Sormistha Ghosh
Group General Counsel, Chief Risk Officer & Chief Sustainability Officer

Nandini Matiyani
Executive Vice President - Human Resources

Manjula Ramamurthy
Company Secretary & Compliance Officer

Umesh Kale
Chief Quality Officer

Vikesh Kumar
Group CFO

Peter Hardwick
Chief Executive Officer, North America

Amol Mehta
Chief Executive Officer, Other Regulated Markets

Region-Wise Performance

We are broadening our growth drivers across markets and portfolios.

Across markets, Strides is delivering with discipline while gradually shaping a more balanced and diversified growth footprint.

In the U.S., we are strengthening the quality of our business.

The U.S. remained the company's largest and most established market, delivering stable performance through the year despite a competitive pricing environment and temporary headwinds in select segments. Our business continued to reflect a disciplined approach, with a clear focus on profitability, portfolio quality and execution consistency, reinforcing its role as a strong and reliable revenue base.

₹24,897 Mn
Revenue from U.S. operations

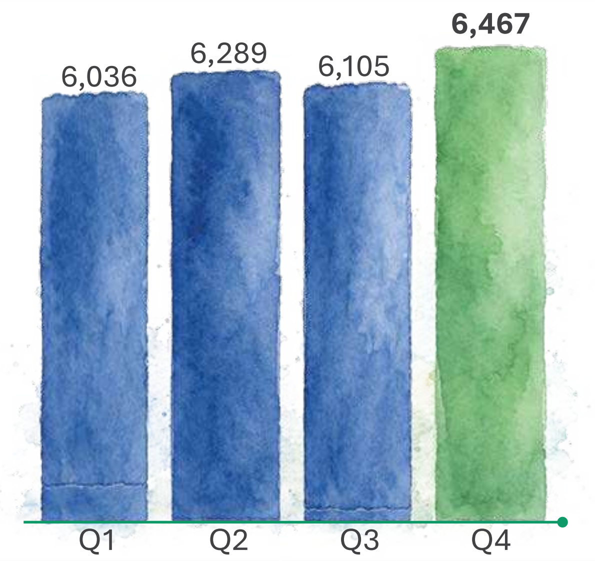
2%
YoY growth

70
Products commercialised in the U.S.

6
Products launched during the year

- Maintained strong market positioning with Top 3 rank in 37 products, accounting for ~75% of U.S. revenue.
- Appointed Peter Hardwick as the CEO of the North American business, marking a significant step in strengthening leadership depth to support future growth.
- The pipeline for future growth remains well-supported, with 223 ANDAs filed and 208 approvals, complemented by ongoing site transfers, source changes and lifecycle extensions.
- Filed second Nasal Spray product.

Revenue from U.S. Markets
(in ₹ Mn)



In Ex-U.S. markets,
we are converting momentum into a structurally stronger business.

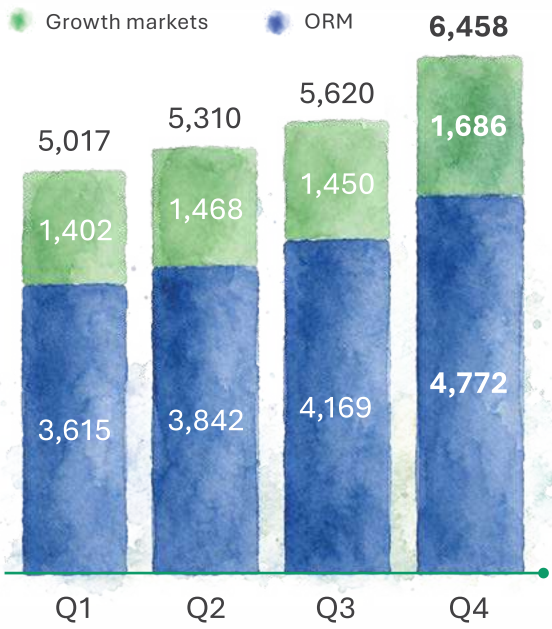
The Ex-U.S. markets emerged as the primary growth engine during the year, delivering strong momentum and contributing an increasing share to overall revenues. Performance in these regions was broad-based across regulated and emerging markets, reflecting our Company's strategic focus on building a more balanced and diversified geographic footprint while strengthening our presence across multiple growth corridors.

- Strategic objective to 'mirror the U.S. market' in size over the next 2 years, reflecting a clear diversification agenda.
- Margins remained robust despite rapid scale-up, with increasing convergence towards U.S. margin levels, validating the quality of Ex-U.S. earnings.
- Other Regulated Markets (ORM) delivered ₹16,398 Mn in revenue, representing 21% YoY growth.

₹22,404 Mn
Revenue from Ex-U.S. operations

21%
YoY growth

Revenue from Ex-U.S. Markets
(in ₹ Mn)



In Australia,

we are more than just a supplier; we are a market leader.

- Continued as a mature and stable market, with sustained market share and consistent growth.
- Ranked among the Top Indian generic suppliers, supported by high compliance and reliable supply.
- Growth driven by a strong B2B partnership-led model.

Our European momentum is building today for a breakthrough tomorrow.

United Kingdom

- Shift towards a value-led portfolio, focusing on niche oral solids.
- Growth supported by higher-margin product mix and new launches.

Europe (EU)

- Witnessed a step-change in scale, driven by pan-European partnerships and onboarding of large partners.
- Increased traction with new deal wins and expanding partnerships that strengthen long-term customer stickiness.
- In Germany, our OTC portfolio emerged as the most profitable segment in the region, supported by focused consumer healthcare positioning and effective wholesale channel engagement.
- The Nordics form part of the broader strategy to build a branded presence in regulated markets.

Focusing our reach on the emerging markets where patient needs and growth potential intersect.

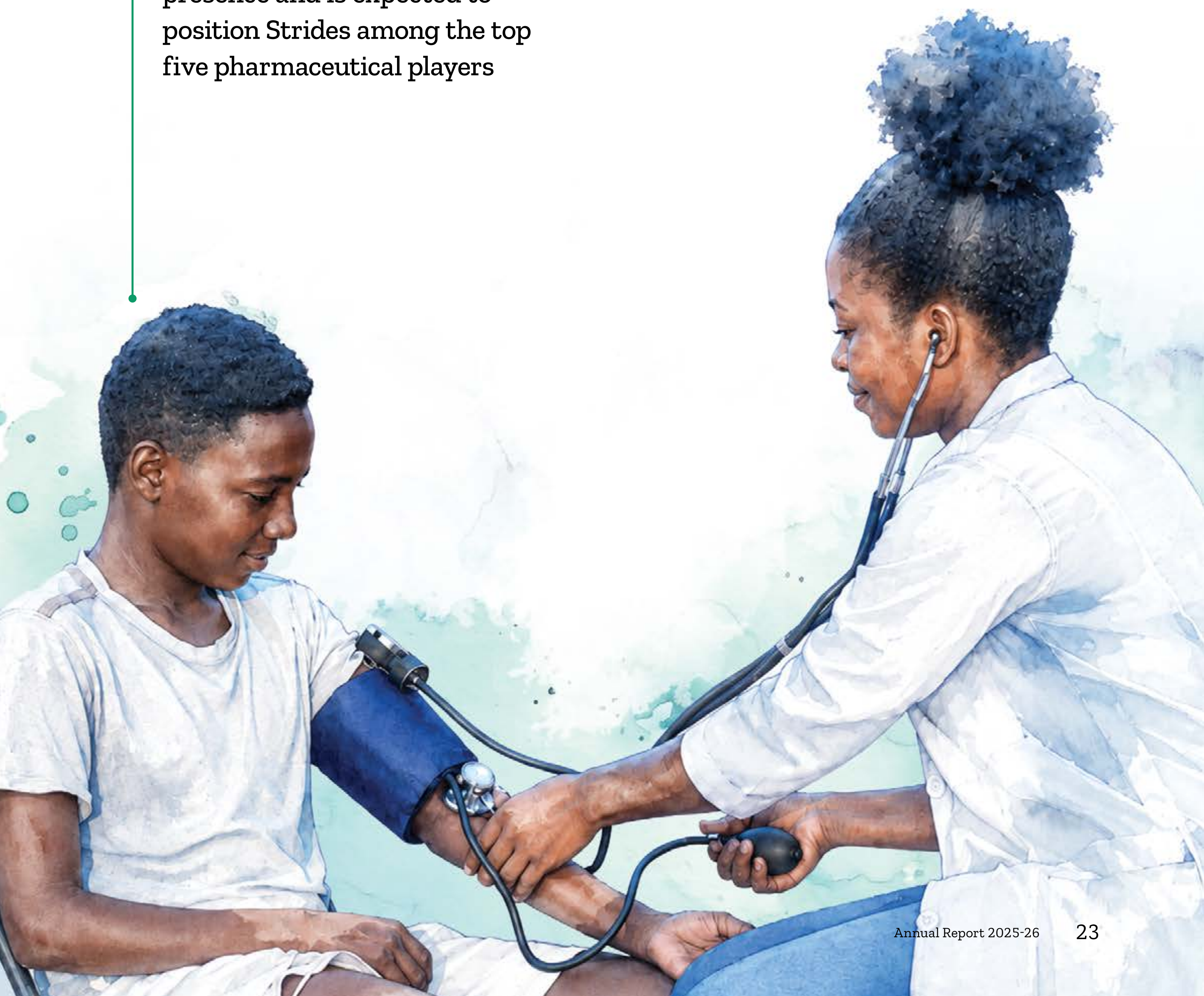
- A branded generics business operating across Francophone African nations is a strategic focus area for us.
- Growth markets (Africa, LATAM, MENA, APAC) delivered 22% YoY growth, reaching ₹6,006 Mn, led primarily by Africa operations.
- ‘In Africa, for Africa’ strategy remains a key contributor.
- Expanding into chronic care segments including cardiovascular, diabetes, CNS and women's health.

Strengthening the Branded Generics Business in Africa

During the year, we strengthened our Africa business through the acquisition and in-licensing of branded generic products from Sandoz across key Sub-Saharan African markets, including Ghana, Nigeria, Kenya and Western Sahara.

The $12 Mn transaction more than doubles our regional presence and is expected to position Strides among the top five pharmaceutical players in SSA by sales and within the top two in the representable market. Moreover, the portfolio spans anti-infective, cardiovascular and dermatology therapies, with several brands individually generating over $1 Mn in annual sales.

Note: The transaction is subject to customary regulatory and antitrust approvals



The integrated thinking approach.

At Strides, integrated thinking shapes how we create sustainable value for patients, customers, employees, shareholders and society. Our business model is built on the effective deployment of six interconnected capitals—Financial, Manufactured, Intellectual, Human, Social & Relationship and Natural Capital.

Rather than managing these capitals in isolation, we recognise the interdependencies between them. Investments in manufacturing strengthen supply reliability, innovation expands our product portfolio, people capabilities accelerate execution and stakeholder partnerships enhance market access and trust. Together, these drivers support resilient growth, operational excellence and long-term value creation. Through disciplined capital allocation, strong governance and a patient-centric approach, we continuously transform these resources into sustainable outcomes while advancing our purpose of making better and fairer healthcare accessible worldwide.

Intellectual Assets

Intellectual capital encompasses Strides' R&D expertise, product development capabilities, regulatory knowledge, intellectual property, digital systems and innovation ecosystem. It enables the development of differentiated products, supports portfolio expansion and strengthens our ability to respond to evolving patient needs and market opportunities.

Manufacturing Excellence

Manufactured capital comprises Strides' global manufacturing network, production facilities, quality systems and supply chain infrastructure. Supported by robust regulatory compliance, advanced technologies and operational excellence programmes, our manufacturing platform enables reliable supply, scalable growth and the delivery of high-quality pharmaceutical products across global markets.

Financial Prudence

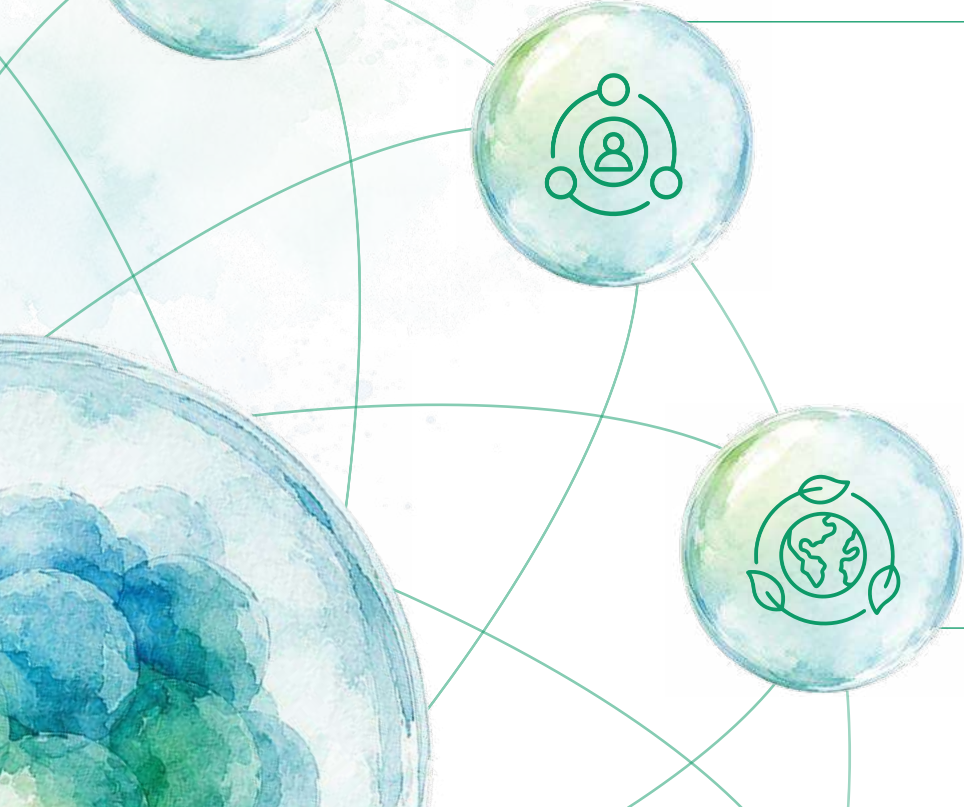
Financial capital represents the resources that enable Strides to invest in growth, innovation, manufacturing capabilities and market expansion while maintaining financial resilience. It includes shareholder equity, borrowing capacity and internally generated cash flows that support disciplined execution, sustainable profitability and long-term value creation.

People Capabilities

Human capital reflects the knowledge, expertise, leadership capabilities and commitment of our people. Through a culture of accountability, continuous learning, collaboration and inclusion, our workforce drives innovation, operational excellence and sustainable business performance across our global operations.

Social & Relationship Capital

Social and relationship capital represents the trust-based relationships we build with patients, healthcare professionals, regulators, customers, suppliers, communities and other stakeholders. Through ethical conduct, responsible business practices and initiatives that improve access to affordable healthcare, we strengthen stakeholder confidence and contribute to broader societal well-being.



Environmental Sustainability

Environmental sustainability reflects the natural resources that support our operations and the responsibility with which we manage them. Through efficient use of energy, water and materials, emissions reduction initiatives and environmental stewardship programmes, Strides seeks to minimise its ecological footprint while enhancing long-term operational resilience.

Value Creation Model

How we deliver long-term, sustainable value.

Drivers

Purpose and Ethos
- Affordable Healthcare
- Patient-First Philosophy

Operating Landscape
- Regulatory Demand
- Global Development

Stakeholders
- Internal Stakeholders
- External Stakeholders

Risks & Opportunities
- Leveraging Opportunities
- Risk Management and Mitigation

Inputs

Financial Prudence
- Net Debt: ₹14,365 Mn
- Net Worth: ₹31,493 Mn
- Net Debt-to-Equity Ratio: 0.46x

Manufacturing Excellence
- Manufacturing Facilities: 7 across 4 continents
- USFDA-approved facilities: 4
- Capex: ₹4,179 Mn

Intellectual Assets
- Spent on IP purchase and partnered R&D programe: ₹1,820 Mn
- R&D Team Size: 270+

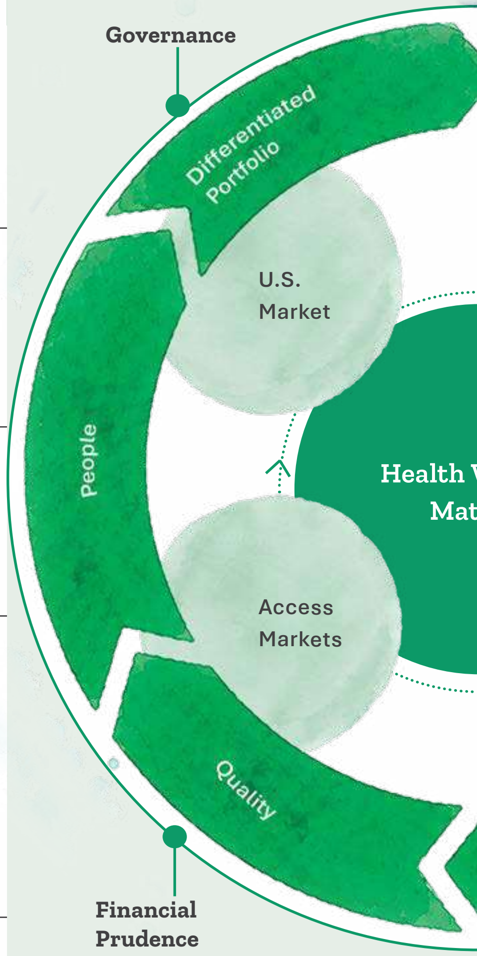
People Capabilities
- Total Employees: 4,050
- New Hires: 987

Social & Relationship Capital
- Spend on Corporate Social Responsibility: ₹29.1 Mn
- Supplier Capacity Building Programmes: 2

Environmental Sustainability
- Energy Consumption: 2.80Lakh GJ
- Water Withdrawal: 1.90 Lakh kL
- Installed Rainwater Harvesting Systems: 3

Our Purpose & Values

We exist to make better and fairer healthcare a reality— through agility, care and meaningful innovation that delivers quality and lasting value for patients, partners and shareholders.



Our Credo

- Guiding purpose and ethos
- Responsibility to employees – the culture we create
- Responsibility to our shareholders

Sustainable enhancement of value

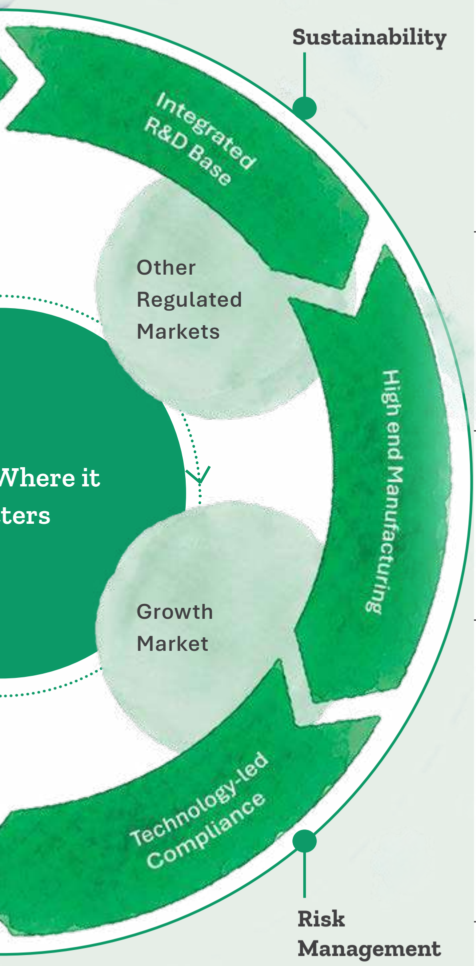
At Strides, our business model combines global manufacturing capabilities, scientific expertise, operational excellence and disciplined financial management to deliver affordable and high-quality healthcare solutions. By leveraging our six capitals and responding proactively to evolving market needs, regulatory expectations and stakeholder priorities, we create sustainable value for patients, customers, employees, shareholders and society.

Our integrated business model enables us to convert strategic inputs into measurable outcomes through innovation, responsible operations and efficient execution, while reinforcing long-term resilience and growth.

Integrity

Competency

Efficiency



- Responsibility to communities/society/ the planet
- Responsibility in products and services to end users and customers

Outputs	Outcomes
• Revenue: ₹48,587 Mn • Gross Margin: ₹29,000 Mn • EBITDA: ₹9,253 Mn • RoCE: 15.8%	• Improved long-term business resilience • Strengthened investor confidence
• Unit Capacity Across Dosage Formats: 16 bn+ • Commercial Products in U.S.: 70+ • All Facilities are cGMP Compliant • Presence: 100+ Countries	• Globally competitive and compliant manufacturing network ensuring reliable supply, supported by operational efficiency and scale advantages
• ANDAs Filed: 223 • Registrations in Ex-U.S. Markets: 400+	• Differentiated product pipeline enabling accelerated commercialisation and sustained future growth visibility
• Women in Global Workforce: 22% • Employee Engagement Score: 82.40% • Total Learning Hours Achieved: 1,50,000	• High-performance and agile organisation driven by enhanced workforce engagement backed by strong leadership
• People Impacted Through the Programme, Arogyadhama: 14,228 • Individuals Trained Under the Employability Empowerment Programme: 760	• Enhanced stakeholder trust and community relations • Expanded access to affordable healthcare
• Renewable Energy Used: ~45% • Rainwater Harvesting: 0.64 Lakh kL • Total Water Recycled: 1.06 Lakh kL	• Reduced GHG emissions contributing to climate stabilisation • Improved resource efficiency and reduced risk

Our Contribution to SDGs

Sustainable enhancement of value

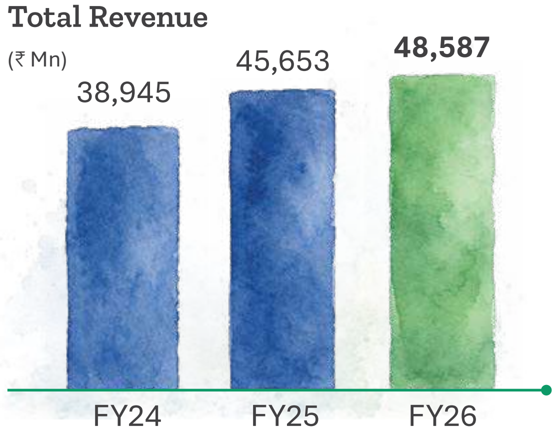
Financial Prudence

Building a strong financial foundation through disciplined execution and profitable growth.

We are strengthening our financial capital through disciplined performance, while steadily building a more resilient and well-balanced earnings profile.

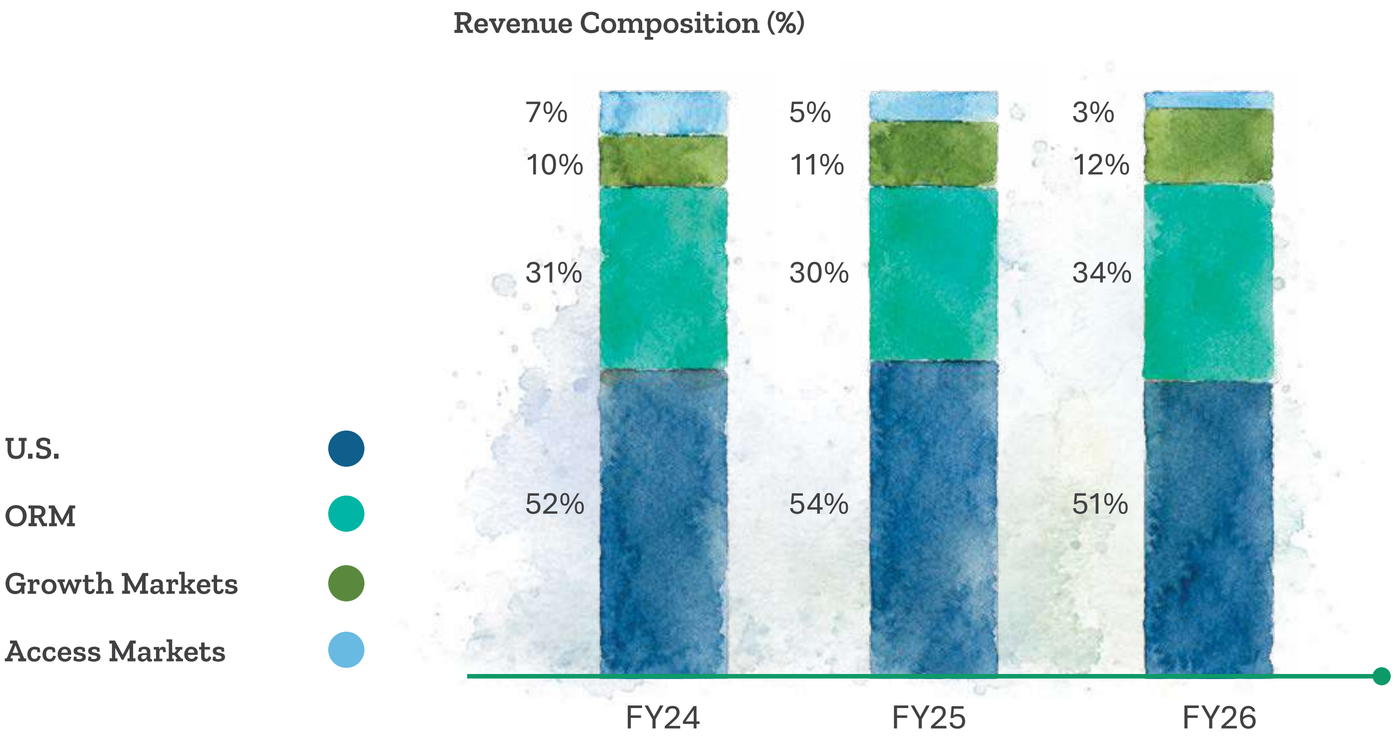
Driving Profitable Growth

FY26 was a year of consistent, profitability-led financial performance for Strides, reflecting the continued execution of its strategic priorities around portfolio quality, disciplined growth and balance sheet strength. Our Revenue for the year stood at **₹48,587 Mn**, representing a YoY growth of **6.4%**. Excluding Access Markets, the core business delivered growth of **10% YoY**, while **Ex-U.S. markets grew 21%** and emerged as the principal driver of incremental revenues during the year.



Growth Driven by Diversified Ex-U.S. Markets

A key catalyst for improvement in performance of the Ex-U.S. segment has been the deliberate, structural evolution of our business mix, characterised by an increased revenue contribution from these markets. These markets, defined by higher entry barriers, stable pricing environments and strong partner relationships, have not only supported top-line growth but have also enhanced the quality, resilience and long-term sustainability of our revenue base.

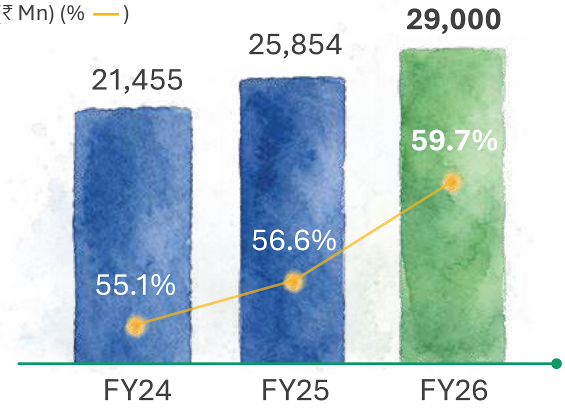


Structural Margin Expansion

The impact of this calibrated strategy is most visible in our Gross Margin profile, which expanded to **59.7%** in FY26, reflecting an improvement of 310 basis points YoY. This expansion is structural in nature and driven by a favourable business mix, disciplined pricing and continued optimisation of the product portfolio. The deliberate shift away from low-margin institutional business, combined with calibrated product launches and sharper market positioning, enabled us to sustain margins in the **58%–60%** range despite external cost pressures and competitive intensity.

Gross Margin

(₹ Mn) (% —)

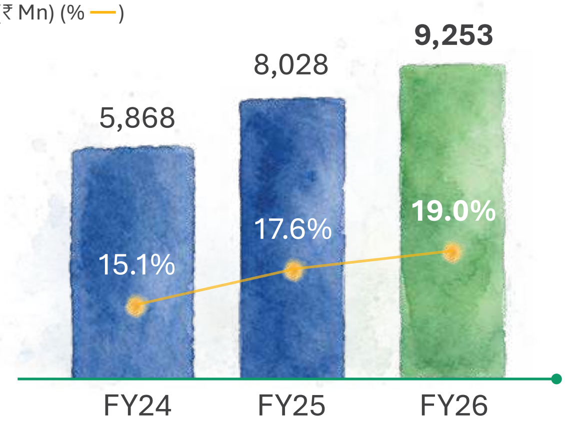


Operating Leverage Driving EBITDA Growth

This margin expansion has translated effectively into operating performance, with **EBITDA increasing by 15.3% to ₹9,253 Mn and EBITDA margins improving to 19%**. Strides continues to demonstrate strong operating leverage, with incremental revenues translating into disproportionate growth in profitability. This operational momentum was sustained through optimal fixed-cost absorption, disciplined operating expense management and progressive supply chain efficiencies. Even in the latter half of the year, when margins were temporarily pressured by a sudden escalation in geopolitical logistics and air freight costs, we consistently maintained a growth trajectory in absolute EBITDA, underscoring the inherent resilience and adaptability of our operating network.

EBITDA

(₹ Mn) (% —)

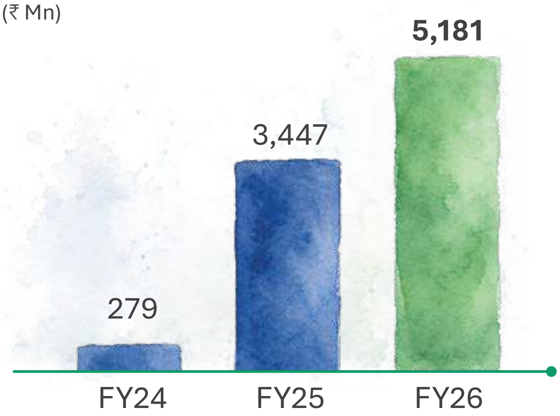


Operational PAT Growth and Earnings Quality

At the bottom line, we reported an **Operational PAT of ₹5,181 Mn**, crossing the ₹500-Crore milestone for the first time and delivering a 50.3% growth YoY. This bottom-line performance significantly outpaced both revenue and EBITDA growth, reflecting a powerful combination of strong operating leverage and enhanced financial efficiency, including lower finance costs driven by deleveraging. The structural improvement in earnings quality is further validated by the robust expansion of our Operational EPS to ₹56.2 per share, reinforcing our proven capability to translate strong operational execution into meaningful shareholder value.

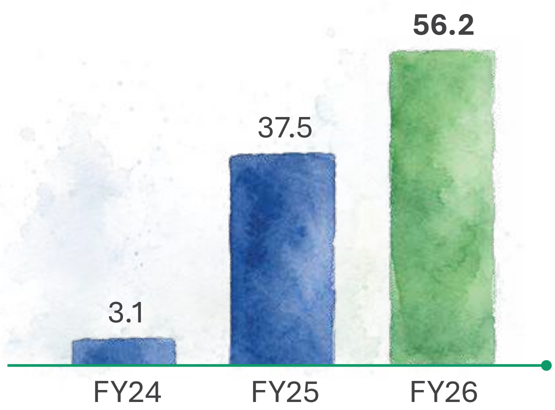
Operational PAT

(₹ Mn)



Operational EPS

(₹)



Disciplined Capital Allocation and Improved Financial Ratios

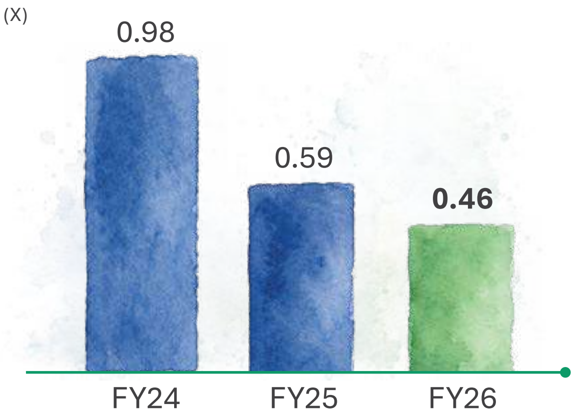
Cash flow generation remained strong during the year under review as we delivered **Operating Cash Flows of ₹7,025 Mn** in FY26. This liquidity profile effectively funded both our strategic growth platforms and targeted balance sheet deleveraging entirely through internal accruals. While the **cash-to-cash cycle increased to ~124 days**, this was a strategic decision to hold higher inventory levels to support the rapid 21% expansion of our high-margin Ex-U.S. markets and to build supply chain resilience against volatile global macro headwinds. Crucially, this temporary expansion in working capital was closely aligned with business expansion and did not dilute our foundational cash-generating capability.

We deployed **₹4,179 Mn** towards Capital Expenditure and strategic initiatives during the year, including investments in differentiated product portfolios and long-term R&D programmes. These investments, particularly in complex generics such as nasal sprays and controlled substances, are expected to support future growth and strengthen positioning across markets. At the same time, Net Debt reduced to **₹13,250 Mn** on a constant currency basis, despite continued investment in growth, while Reported Net Debt stood at **₹14,365 Mn** due to currency movements.

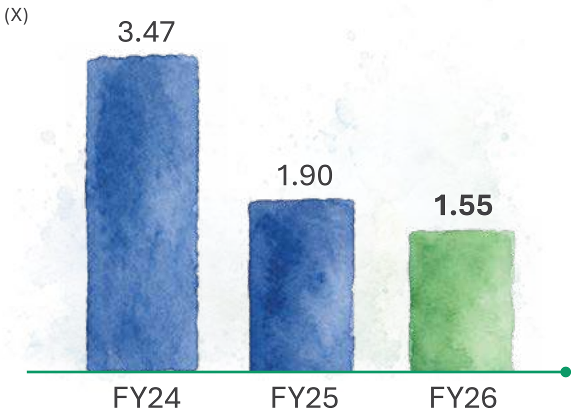
Our financial discipline is also reflected in our improved leverage profile. **Net Debt-to-EBITDA improved to 1.6x**, compared with **1.90x** in the previous year, while **Net Debt-to-Equity reduced to 0.46x**, indicating a more conservative capital structure. Return on Capital Employed improved to **15.8%**, driven by stronger profitability and better asset efficiency and the current ratio strengthened to **~1.3x**, pointing to improved liquidity. Despite the increase in working capital, we continue to manage cash conversion carefully to support growth without compromising stability.

Particulars (₹ Mn)	March 2025	March 2026
Working Capital Loans	11,364	9,476
Long Term Loans	6,593	5,907
Gross Debt	17,956	15,383
Cash and Cash Equivalents	(2,734)	(2,133)
Net Debt at Constant Currency	**15,222**	**13,250**
Currency Impact		1,115
Reported Net Debt		**14,365**

Net Debt-to-Equity

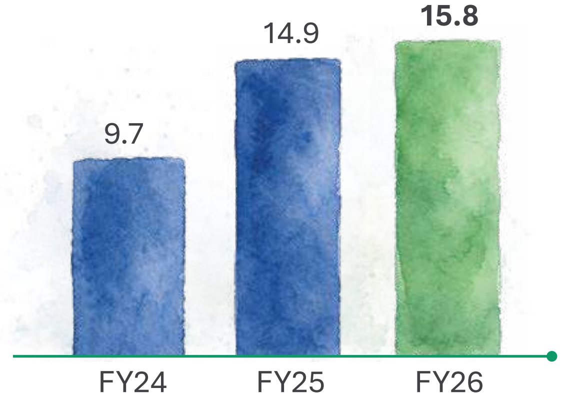


Net Debt-to-EBITDA



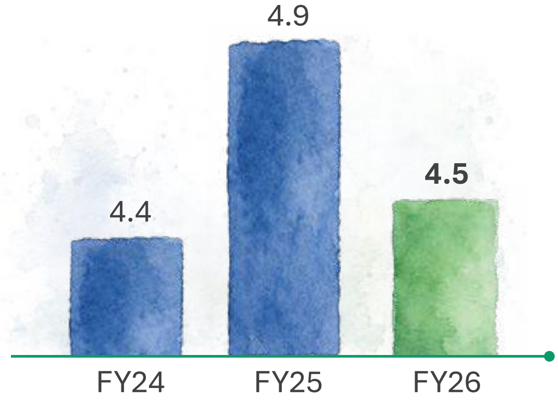
Return on Capital Employed (RoCE)

(%)



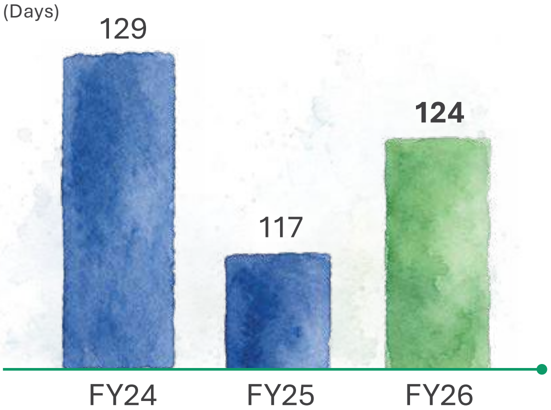
Fixed Asset Turnover Ratio

(X)



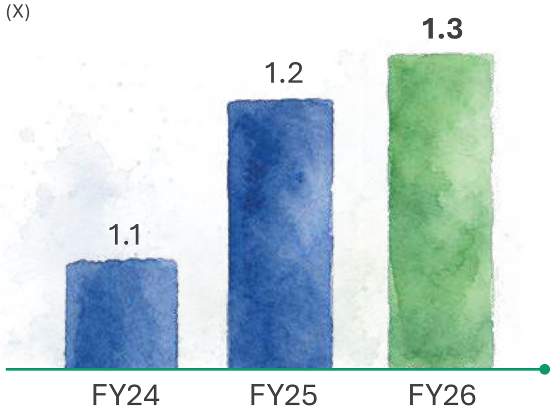
Cash-to-Cash Cycle

(Days)



Current Ratio

(X)



Overall, FY26 marks a continuation of our transition towards a structurally stronger and more resilient financial model, characterised by sustained margin expansion, strong operating leverage and disciplined capital allocation. Despite short-term external headwinds, including geopolitical disruptions and elevated logistics and freight costs, we demonstrated our ability to protect margins, deliver consistent profitability growth and strengthen our balance sheet, while continuing to invest in future capabilities.

Looking ahead, we remain focused on sustaining this financial strength and enhancing capital efficiency, while balancing R&D-led investments with progressive debt reduction to support long-term value creation.

Manufacturing excellence today is creating the differentiated capabilities of tomorrow.

By advancing automation, strengthening digital maturity and expanding complex and niche product capabilities, we continue to enhance execution, quality and operational resilience.

Building a Differentiated Manufacturing Capabilities

At Strides, we continue to build a differentiated position by concentrating on technically complex, niche, regulated and capital-intensive manufacturing segments capabilities that are difficult to replicate and create durable competitive advantage.

Specialised Dosage Forms

Expanded capabilities in nasal products and modified-release formulations, which demand advanced formulation expertise, proprietary process know-how and significant investment.

Controlled Substances

Manufacturing at Strides reinforces operational discipline and compliance rigour, enabling participation in highly regulated, limited-competition segments.

Advanced Infrastructure

Backed by sophisticated equipment, containment systems and an expanding footprint in continuous manufacturing technologies for scalable, efficient and compliant production.

Regulatory Access

With facilities regularly approved by global regulators, including in the U.S. and Europe, Strides maintains strong access to regulated markets.

This blend of complexity and scale in niche segments strengthens margins, deepens customer stickiness and reinforces long-term partnerships.

Capital, Automation and Capability

Manufacturing capital expenditure during the year was directed towards advanced automation and scalable technologies to improve efficiency, precision and compliance.

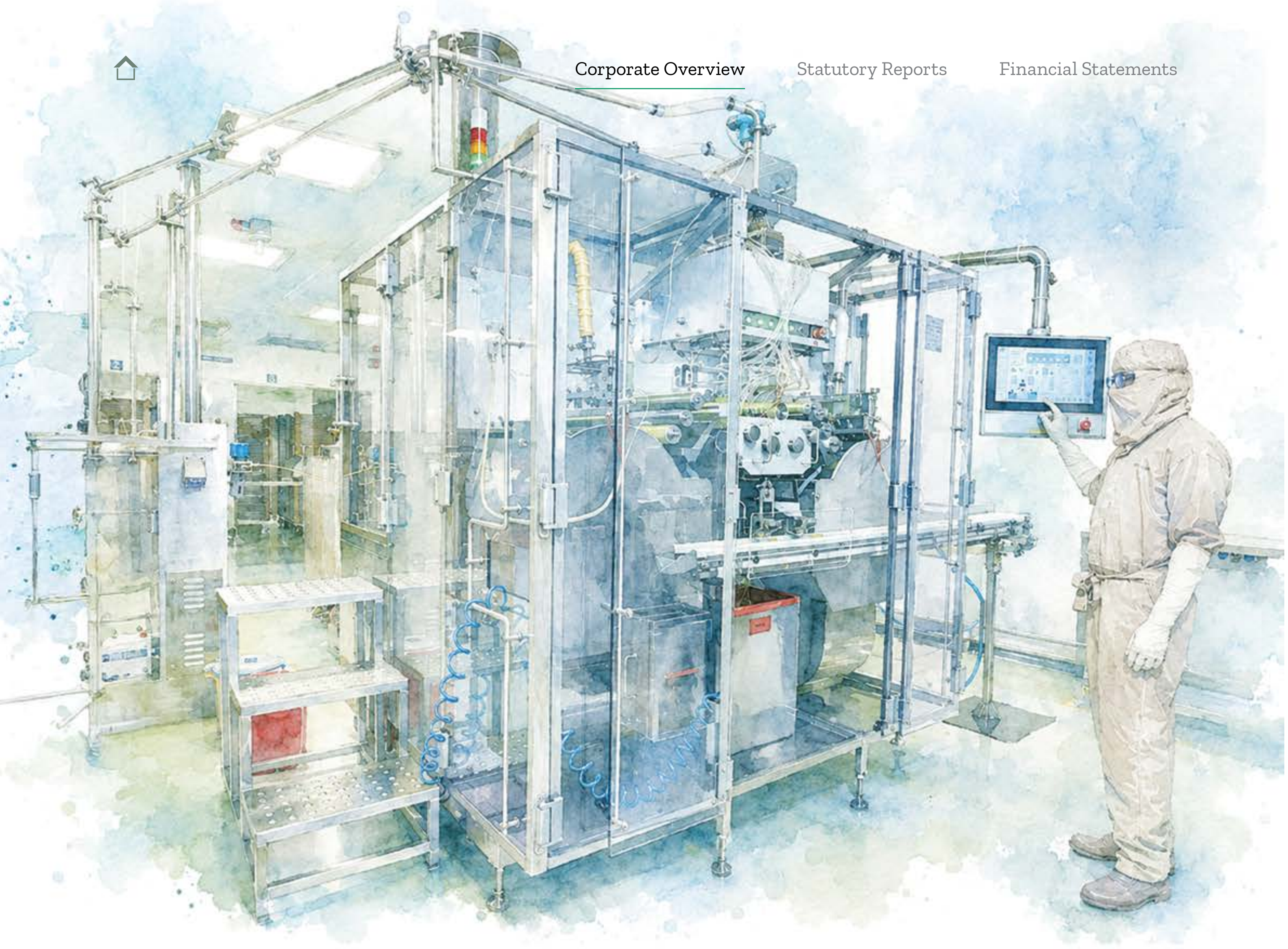
Robotic Packing Milestone

We commissioned a fully automated robotic sachet packing line operating at 300 BPM, integrating cartoning, case packing and palletisation. The system eliminates manual inconsistencies such as count variation, sachet damage and packaging errors, while supporting multiple SKUs with minimal human intervention, reducing contamination risk and ensuring cGMP-compliant, error-free packaging.

Workforce Capability Building

To match rising process complexity, we expanded our VR-based training programmes, with immersive learning modules lifting operator proficiency, first-time pass rates and overall competency. This strengthens process adherence, reduces dependency on guided interventions and supports 'Right-First-Time' performance across critical lines.

Together, these initiatives reflect a clear shift toward digitally controlled, high-precision manufacturing environments that enhance reliability and strengthen quality assurance.



Charting the Shift to High-Complexity Manufacturing

FY26 marks a clear inflection point in our manufacturing journey. It is a sustained shift from commoditised products toward complex, higher-margin segments. The portfolio now draws a growing contribution from nasal products and modified-release formulations, supported by an increasing presence in regulated markets.

This progress rests on parallel investments in formulation science, process development and scale-up capabilities, alongside closer alignment across R&D, manufacturing and quality teams, together enhancing control over product performance, stability and manufacturability. Continued improvements in automation, process control and regulatory compliance have reduced execution variability and strengthened overall process maturity.

Collectively, these advancements are upgrading the value chain by:

- Improving pricing power
- Expanding flexibility
- Reinforcing competitiveness across global markets

A Resilient, De-Risked Network

In FY26, we strengthened our manufacturing platform by accelerating our shift towards complex, high-value products while deepening automation and digital integration across operations. Our de-risked, multi-site manufacturing network and globally compliant facilities continue to ensure supply continuity, operational resilience and responsiveness across diverse markets.

Backed by integrated capabilities spanning development, manufacturing and supply chain, we have sharpened our execution discipline, technical capability and regulatory readiness, positioning manufacturing as a core driver of long-term competitiveness.

7

Manufacturing facilities

Turning Technology into Performance

The combined effect of robotic automation, digital GMP systems and workforce upskilling shows up directly on the shop floor. Operational discipline continued to improve during the year, reflected in steady gains in equipment effectiveness and throughput. Our key products achieved near-maximum validated speeds, while packaging efficiencies improved over the course of the year.

These trends point to stronger process stability, improved asset utilisation and a more mature execution environment, supporting consistent output, better service levels and cost efficiency.

The Digital Pulse of Production

FY26 marked a significant step-up in digital maturity with the deployment of the Strides Digital GMP Excellence Platform, integrating enterprise systems, automation and advanced analytics into a unified governance framework.

Fully integrated systems

Quality, manufacturing, laboratory and enterprise platforms are now seamlessly connected, enabling real-time visibility, automated workflows and centralised oversight.

AI-Based Audit Trail Review

A standout advancement that continuously monitors manufacturing and laboratory data to flag anomalies, strengthen data integrity and improve inspection readiness through automated escalation.

Scaled Automation

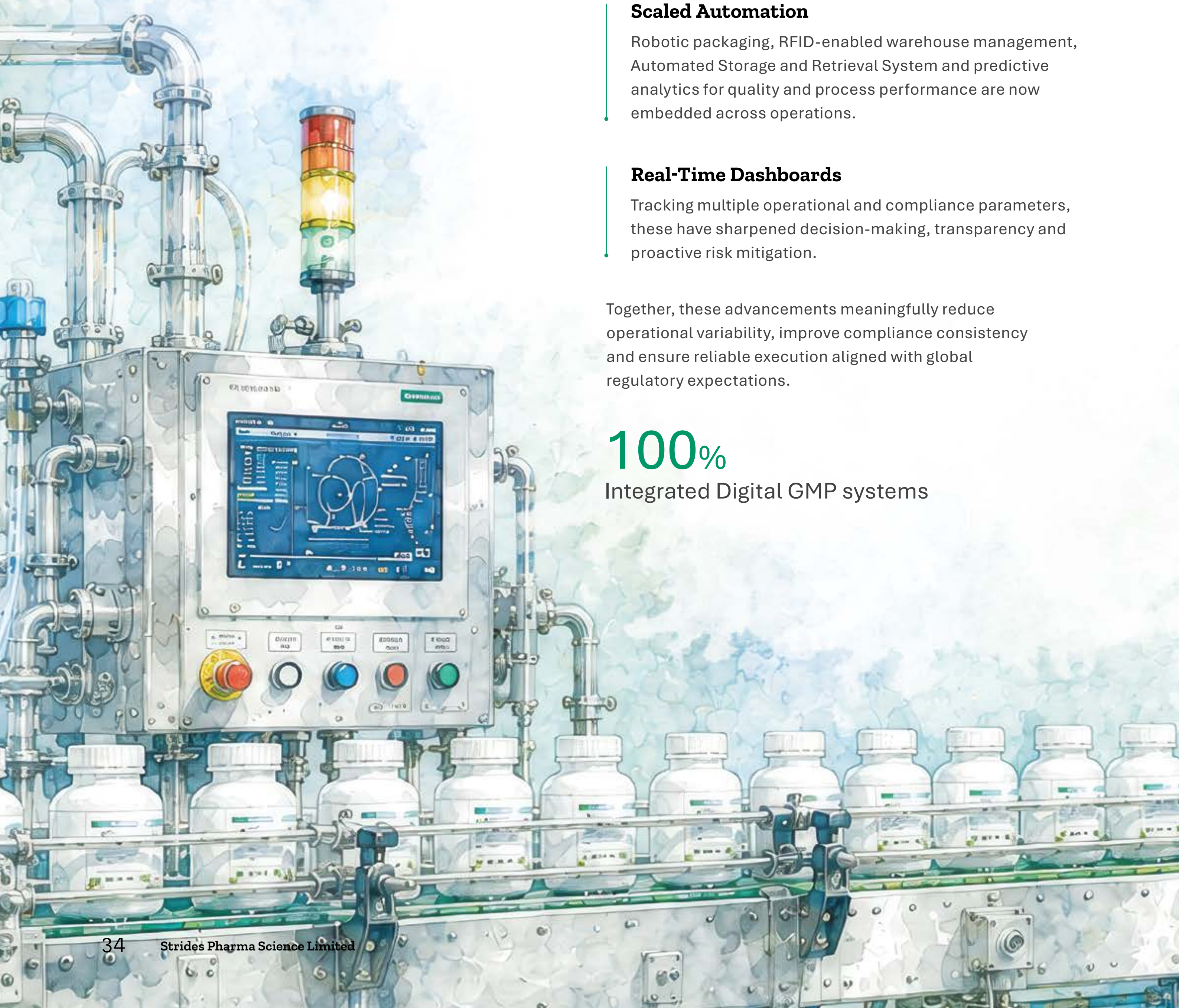
Robotic packaging, RFID-enabled warehouse management, Automated Storage and Retrieval System and predictive analytics for quality and process performance are now embedded across operations.

Real-Time Dashboards

Tracking multiple operational and compliance parameters, these have sharpened decision-making, transparency and proactive risk mitigation.

Together, these advancements meaningfully reduce operational variability, improve compliance consistency and ensure reliable execution aligned with global regulatory expectations.

100%
Integrated Digital GMP systems



Resource Stewardship and a Zero-Injury Culture

Sustainability remains embedded within manufacturing operations, with continued focus on efficient resource utilisation and environmental responsibility.

Water Conservation

We implemented extensive water stewardship initiatives, including rainwater harvesting and recycling across multiple sites.

Resource Responsibility

These efforts have led to a measurable reduction in overall consumption, strengthening long-term resource sustainability.

Uncompromising Safety

Our structured approach to EHS (Environment, Health and Safety) excellence resulted in Zero Lost Workday Injuries during the period.

This structured approach reinforces a culture of accountability, continuous monitoring and safe, reliable operations across the manufacturing network.

Zero
Lost Workday Injuries

The Road Ahead

Looking ahead, Strides will continue to scale automation, deepen digital integration and expand capabilities in complex and specialty product segments. Investments in AI-driven quality systems, advanced manufacturing technologies and workforce readiness will further strengthen operational excellence.

Supported by our resilient global network and integrated operating model, we are well positioned to deliver sustained growth, consistent quality and dependable supply across global markets.

In a world of complexity, our commitment to quality remains simple: zero compromise.

At Strides, our commitment to quality is not merely a compliance requirement but a core strategic pillar that ensures patient safety and operational excellence across our global network. During FY26, we continued to evolve our systems from reactive remediation to a proactive, predictive and digitally led quality ecosystem.

Our Integrated Quality Framework

The bedrock of our operations is a **globally integrated and standardised Quality Management System (QMS)** designed to ensure consistent product quality and data integrity. This framework is supported by risk-based controls, robust documentation practices and continuous monitoring. To ensure consistency across all manufacturing facilities, we utilise centralised digital systems, such as **TrackWise**, which supports real-time quality event initiation, deviation tracking and CAPA management. This ensures that global policies, SOPs and quality standards are applied uniformly across all sites, regardless of their geographic location.

Advancing Quality Through Strategic Initiatives

During FY26, we undertook several initiatives to strengthen our preventive quality management:

Automated Artwork Control

This system aligns artwork and MBPR effective dates, automatically blocking obsolete versions to ensure controlled usage and regulatory compliance.

Analyst Allocation Tool

We implemented a data-driven approach to resource planning that optimises workload distribution based on analyst competency and training requirements.

Prevention-Led Analytical Method Transfer (AMT)

Following a proactive assessment of peer-level USFDA observations, we revised our AMT SOP to incorporate scientifically justified variability. The updated procedure now requires a minimum of three variables, such as different analysts, instruments and days, to be challenged during execution to ensure robust method performance.

Sustaining Global Compliance Maturity

Our primary strength lies in a high level of compliance maturity and a sustained state of inspection readiness. Our key strengths identified during the year in this area included:

Operational Stability

Our quality systems operate in a sustained state of control, reducing the need for reactive remediation and providing stability to regulators and partners.

Zero Enforcement Actions

There were no Official Action Indicated (OAI) outcomes, warning letters, or consent-related enforcement actions reported across our global network during FY26.

Leadership Engagement

Quality culture is embedded on the shop floor through Gemba Walks and daily governance reviews where leaders reinforce expectations and shared ownership.

Employee Empowerment

Personnel are empowered to halt processes and escalate abnormalities proactively, ensuring that 'Right-First-Time' execution is prioritised.

Project RISE: Elevating Operational and Analytical Reliability

The **RISE (Resetting Quality Improvement and Sustainable Excellence)** programme remained central to our quality evolution in FY26.

Objective

To strengthen QC robustness and foster a sustainable quality culture through structured oversight.

Progress

Through Project RISE, we achieved enhanced instrument stewardship and implemented Standardised Investigation Quality (IQ) rubrics. These scientific root-cause assessment frameworks have directly improved investigation quality and CAPA effectiveness across our laboratories and manufacturing operations.

The programme also strengthened QC robustness through structured SME oversight and Centre of Excellence (CoE) initiatives, further reinforcing leadership-driven Gemba engagement across all sites.

1.1

Invalid OOS per 1,000 tests: Improved to 1.1 in FY26 v/s 1.8 FY25

100%

Digitalisation of QMS modules

Strategic Integration: The Turnstile System

The Turnstile system integration serves as a leading example of our high-tech compliance discipline. This system is integrated with TrackWise to restrict facility access for personnel with overdue quality activities, which has significantly improved our on-time closure performance for OOS (Out of Specification) and OOT (Out of Trend) records.

Navigating Global Inspections

During FY26, we successfully completed multiple regulatory inspections across key global markets, including audits by the USFDA, NNGYK, AIFA, WHO and the Hungarian regulatory authority.

13
Regulatory inspections completed successfully

Puducherry

The Puducherry site underwent a Regulatory Inspection by the National Centre for Public Health and Pharmacy (NNGYK), Hungary, between 25–29 August 2025 for renewal of its GMP certificate. The certificate was duly granted.

WHO Inspection

We successfully underwent a WHO inspection during FY26. GMP certification was received, further affirming the robustness and international acceptability of our quality systems.

Beltapharm (Italy)

A successful AIFA inspection was completed in March 2026, resulting in the award of a GMP certificate.

Global Success

We successfully cleared inspections by the NNGYK (Hungary) in August 2025 and AIFA (Italy) in March 2026, receiving GMP certificates for all sites inspected during the year.

Chestnut Ridge (New York)

A critical USFDA inspection was conducted between 17–23 December 2025, covering cGMP and a Pre-Approval Inspection (PAI) for nasal spray capabilities. The inspection concluded with a VAI (Voluntary Action Indicated) classification and an EIR closure in February 2026.

Transitioning to Predictive Quality

Digital transformation is at the heart of our shift from reactive compliance to a data-driven ecosystem.

LIMS Integration

This integration enables real-time deviation initiation for equipment reliability, allowing for faster closure of quality risks.

SAP–TrackWise Integration

Seamless laboratory digitisation has eliminated manual data entry, establishing a single source of truth for analytical results.

Advanced Stability Analytics

We now leverage LIMS stability modules for predictive and trend-based analysis using regression tools and control charts, allowing for the early detection of quality risks.

Future-Proofing Global Quality Standards

Looking forward, our focus will remain on deepening our digital capabilities and further harmonising global processes. A key priority is the transition from TrackWise On-Prem to TrackWise Digital, which will further modernise our QMS with enhanced real-time visibility and predictive risk management.

Besides, we will continue to invest in cybersecurity and audit readiness through robust governance and validated electronic systems. We are also committed to sustained investment in capability building to reinforce ‘Right-First-Time’ execution and ensure compliance ownership at every level.

Emerging Quality Trends

Our internal data indicates a clear trend toward enhanced process control and analytical reliability. By moving towards a more predictive model, we are now using statistical evaluations to make data-driven quality decisions before issues manifest as deviations. This proactive stance is further reinforced by an automated regulatory intelligence process that uses a BOT to proactively monitor global regulatory updates and log them in our RUMS system for impact assessment.

Research and Development

Building a resilient and future-ready R&D engine.

Our R&D strategy remains anchored in disciplined portfolio selection, scientific rigour and execution excellence. In FY26, our priorities shifted towards a more balanced approach that encompasses pipeline expansion, capability building and improved conversion efficiency from development to commercialisation. This strategic evolution ensures that every development programme is strictly aligned with global market opportunities and patient needs.

223
ANDAs filed

270+
R&D team size

208
ANDAs approved

₹1,820 Mn
Spent on IP purchase and partnered R&D programme

Our Blueprint for Innovation

Specialised Infrastructure: A state-of-the-art, integrated R&D facility in Bengaluru—our global hub for innovation.

Scientific Talent: Powered by a dedicated team of over 225 professionals specialising in formulation development, analytical sciences and process optimisation.

Balanced Investment Model: A comprehensive strategy that combines internal R&D spend, partnered development programmes and strategic investments in acquired intellectual property and other intangibles.

Governance and Prioritisation: A structured framework to prioritise development based on market attractiveness, technical feasibility, regulatory pathways and strategic fit, ensuring the efficient deployment of capital.

Robust Pipeline and Portfolio Expansion

Our development engine has achieved a state of high maturity, maintaining a robust ANDA pipeline that includes multiple products currently in various stages of development, filing and review. This pipeline provides clear visibility for a steady cadence of future approvals and launches, with a meaningful proportion of products already in advanced stages to support near-term conversion.

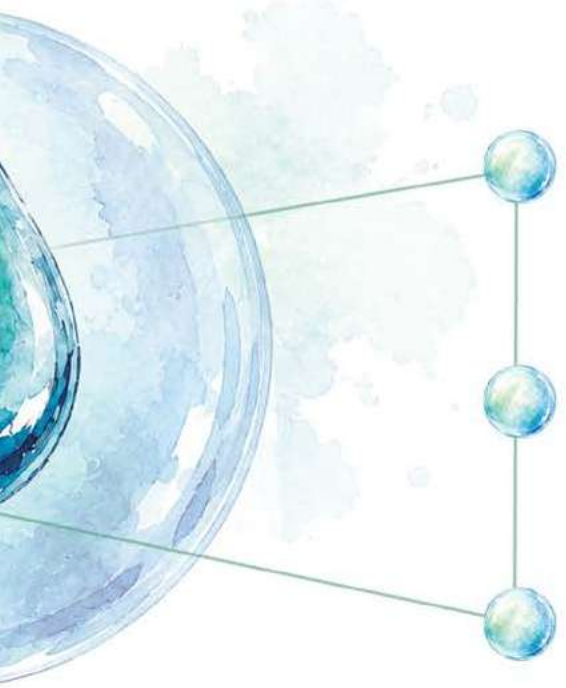
One of our defining strengths is our ability to develop products across multiple dosage forms and technology platforms, ranging from traditional oral solids and liquids to complex, high-barrier modalities such as modified-release formulations, topicals, nasal sprays, transdermal patches and oral films. This breadth of capability allows us to enter differentiated segments, enhancing overall pipeline quality and differentiation.

Specialised Technology and Strategic Alliances

We continued to leverage strategic partnerships to access specialised technology platforms and accelerate entry into high-value segments. At Strides, our collaborative efforts are funded by an overall spend of ₹1,820 Mn, which combines internal R&D spend, partnered development programmes and strategic investments in acquired intellectual property and other intangibles. This balanced investment model enables us to synergise internal scientific strengths with external expertise and selective asset acquisitions to accelerate pipeline development and ensure future readiness.

Navigating Development and Regulatory Hurdles

To mitigate the risks inherent in a dynamic regulatory environment, we have integrated a regulatory strategy directly into the early stages of development planning.



Digital Enablement

We have digitised our execution through platforms such as **Jira and Lighthouse**, which enhance project visibility and coordination. These tools have notably improved timeline adherence and resource allocation across the R&D lifecycle.

The 'Right-First-Time' Approach

We use structured stage-gated processes and robust risk management frameworks to improve approval outcomes and reduce the need for costly rework.

Lifecycle Management

Active initiatives in portfolio optimisation support the competitiveness and longevity of our existing product range.

Fuelling Momentum in Ex-U.S. Markets

Our R&D division plays a critical role in enabling growth across Ex-U.S. markets by engineering products that are specifically tailored to meet diverse regional regulatory and commercial requirements. Through close collaboration with commercial, R&D and market access teams, development efforts are aligned with local demand, pricing dynamics and specific access pathways.

The process involves adapting programmes through appropriate formulation, packaging and documentation to meet regional expectations while strictly adhering to global GxP and ICH compliance standards. By expanding into new technology platforms like transdermal patches and oral films, R&D has broadened the opportunity set across both regulated and emerging international markets.

Future Horizons

Looking ahead, we are well-positioned to deliver consistent R&D output, enhanced regulatory success and sustained portfolio renewal. The strengthening of the pipeline, coupled with expanded formulation capabilities and improved execution frameworks, provides a solid foundation for future growth. Moreover, we remain committed to a focus on innovation, efficiency and global alignment, which will continue to be central to driving long-term value creation for all stakeholders.

IT and Digital Infrastructure

Digital and technology capabilities are enabling smarter, more agile ways of operating.

Technology continues to play an increasingly strategic role across Strides, connecting functions, streamlining workflows and strengthening enterprise-wide visibility. Through integrated platforms, intelligent automation and data-driven insights, we are enhancing execution, improving decision-making and building a more agile, resilient organisation.

IT and Digital Strategy

At Strides, technology is a mission-critical pillar for ensuring regulatory compliance, product quality and enterprise resilience across our global R&D and manufacturing network.

During FY26, we accelerated our digital transformation with a mandate to build a compliant, resilient, cloud enabled and data driven digital backbone. This strategy marked a definitive shift from a legacy, site-specific technology landscape to a standardised and integrated enterprise ecosystem aligned with our global regulatory obligations. Our approach remains intentionally compliance-led, prioritising data integrity, system validation and audit readiness across all manufacturing and laboratory operations.

Key Initiatives and Impact

- Large-scale migration from on-premises infrastructure to cloud platforms for business-critical applications. This shift significantly improved system availability, scalability and disaster recovery capabilities across our global locations.
- Executed an infrastructure modernisation programme that upgraded compute, storage and network platforms to address technology obsolescence and improve uptime for plant-critical systems.
- Upgraded over 60 standalone manufacturing systems to vendor-supported, validated versions, materially reducing operational risk and audit exposure.
- Establishment of an enterprise data lake has provided near real-time visibility into operations, enabling faster exception resolution and more informed decision-making.

60
Standalone manufacturing systems upgraded to vendor-supported versions

Paperless and Digital Operations

In alignment with global best practices, we have made substantial progress in transitioning toward paperless operations.

We replaced traditional paper-based logbooks with electronic logbooks (eLog), improving data accuracy and audit readiness.

Our Electronic Batch Manufacturing Records (eBMR) programme saw significant scaling, with approximately 800 batch executions completed in FY26, representing 60% of our annual plan.

We strengthened the integrity of our critical manufacturing and laboratory systems by digitising access governance through ITSM workflows, ensuring superior control and audit readiness.

ERP Systems

The modernisation of our core enterprise applications reached a pivotal milestone with the **SAP programme**, which achieved full readiness in FY26. Launched in May, this system enables tighter integration between manufacturing execution, inventory management, batch costing and financial reporting. By transitioning to this advanced ERP platform, we are better positioned to streamline our supply chain and finance operations through a unified, scalable digital architecture.

Cybersecurity and Data Protection

We significantly enhanced our cybersecurity maturity in FY26, adopting a proactive governance posture to manage emerging risks. A key risk-mitigation achievement was the implementation of IT–OT segregation at our manufacturing sites, which protects critical operational technology environments from external threats. Our security stack was further bolstered by the rollout of Google SecOps for SIEM, Privileged Access Management and advanced phishing protection. We also maintain robust backup and disaster recovery solutions using Acronis and Veeam to ensure business continuity. The effectiveness of these controls was underscored by the conclusion of FY26 with **zero major IT security audit observations.**

Integrated Systems and Business Impact

Strides now operates an increasingly integrated digital ecosystem where MES, SAP, TrackWise Digital, Chromeleon CDS and LIMS work in tandem to provide end-to-end traceability across the product lifecycle. This integration has reduced manual reconciliations and minimised system dependencies, enabling a seamless flow of information from the shop floor to financial reporting. The business impact is reflected in improved speed and responsiveness; automation initiatives and dashboard-driven reporting have significantly reduced turnaround times for critical service functions.

Advanced Analytics and Digital Maturity

By the end of FY26, we achieved a high level of digital maturity characterised by validated enterprise platforms and a centralised data foundation.

We implemented the Pharma Quality Monitor (PQM) system for CDS instruments to enable proactive quality monitoring.

Advanced analytics and Power BI dashboards now allow our leadership teams to monitor over 10 operational datasets in near real-time, fostering a culture of data-driven performance tracking.

Road Ahead

Looking ahead, our IT investments will focus on scaling and optimising established digital capabilities. Our roadmap includes completing the TrackWise Digital rollout, stabilising the SAP RISE environment and scaling eBMR, MES and laboratory automation globally. Additionally, we will expand our enterprise data lake with AI-enabled predictive analytics, implement zero-trust security, upgrade LIMS to version 8 with 'review-by-exception' capabilities and decommission legacy on-premises systems for SaaS-based platforms.

These strategic investments will ensure that our digital backbone remains compliant, supported and capable of driving long-term cost efficiency and agility.

42%

Reduction in infrastructure costs as a result of Azure migration

~800

Batch executions completed under the Electronic Batch Manufacturing Records (eBMR) programme

₹30 Mn

Annual savings

People Capabilities

Empowering a global workforce to lead with agility and purpose.

At Strides, our people capabilities remain central to how we execute with agility, strengthen leadership depth and build a resilient organisation prepared for the future.

Building a Future-Ready Organisation

People and capability continued to play a defining role in our value creation journey in FY26. Building on the strategic reset of the last two years, the focus during the year shifted towards deeper execution capability, stronger leadership resilience and a more durable organisational base. The people agenda centred on strengthening business performance, widening succession pipelines and nurturing a high-ownership culture rooted in Strides' ICE values: Integrity, Competency and Efficiency.

Workforce Composition

As of March 31, 2026, our global operations are powered by a dedicated workforce of approximately 4,050 permanent employees (3,535 in India and 517 overseas), supported by nearly 2,300 contract professionals across our manufacturing ecosystem. This global talent pool, spanning India, the U.S., Europe and Africa, enables us to combine localized execution with uncompromising global standards of quality and compliance. While 85% of our team is anchored in India, our organisational structure is highly focused on technical and operational mastery, with 68% of the workforce dedicated to manufacturing and quality and 6% driving our specialised R&D engine, followed by other corporate and commercial functions.

4,050
Permanent employees

2,300
Contract professionals

Key Focus Areas

The primary focus of our people function in FY26 was the transition from a period of stabilisation to sustainable capability building. The key priorities included:

Strengthening Succession Pipelines

We achieved coverage across 5% of leadership and approximately 220 critical roles, building a deep bench for future success.

Productivity and Efficiency

Disciplined review of addition of new headcount for growth and new products has helped in saving $4 Mn in costs due to productivity increases and better utilisation of existing manpower.

Evolving Workforce Composition

In response to increasing business complexity and regulatory expectations, we targeted the strengthening of capabilities in quality, regulatory and analytics.

Internal Talent Development

Internal mobility served as a key lever, with 9% of roles filled through internal moves or promotions, reflecting the growing depth of internal talent pools.

Diversity, Equity and Inclusion (DEI)

Diversity, Equity and Inclusion (DEI) are fundamental pillars of our people strategy. At Strides, we believe inclusive leadership is a catalyst for high performance. As of FY26, women represent 22% of our global workforce, with 15% serving in critical management roles. We are institutionalising gender diversity through targeted talent pipelines.

AspireHER

A technical upskilling initiative for junior-level women, designed to build advanced domain expertise and groom future subject matter experts. Two batches have been successfully concluded.

HERStrides

A flagship leadership development programme for middle management that fosters entrepreneurial and strategic thinking. To date, 17 high-potential women have participated over two batches in this rigorous developmental journey.

Our commitment to a safe and equitable workplace is reinforced by robust **PoSH frameworks and equal opportunity policies**, ensuring a culture of respect across all global locations.

I joined Strides in 1990 and began my journey in packing before moving into production, where I now work in inspection. Over the years, I have felt that men and women are treated equally here and that sense of respect makes it easy to work with confidence. Furthermore, the company supports us with safe transport and good facilities, which help us work peacefully and build a better future for our families.

Geethamma Y
Operator, KRSG

HR Initiatives Taken

FY26 marked a pivotal shift in our talent strategy as we accelerated our digital maturity. By establishing a dedicated Digital Function, we successfully onboarded specialised technology talent, including data scientists, engineers and software architects. Approximately **12% of new hires** were dedicated to building these future-critical capabilities, ensuring our workforce is equipped to lead in a data-driven pharmaceutical landscape.

Other key digital HR initiatives included:

Lighthouse Digital and AI Capability

An 8-week structured journey designed to build digital and AI literacy from foundational to intermediate levels.

AI-Enabled Touchpoints

The rollout of an AI-enabled HR Chatbot to enhance accessibility and employee experience.

Advantage AI

A digital recognition platform through which over **1,500 employees were rewarded** across various categories and spot awards.

HR Practices

Our people practices are designed to institutionalise accountability and align individual performance with our strategic imperatives. Key practices at Strides include:

Continuous Feedback

We have evolved our framework to include continuous feedback loops, a **360-degree feedback mechanism** for senior leadership and rigorous goal-setting.

Meritocracy

Differentiation for high performance and strong role clarity supports a culture of accountability. Recognition is formalised through the **'Employee of the Quarter'** programme and the **RISE Awards**, which celebrate contributions aligned with strategic priorities.

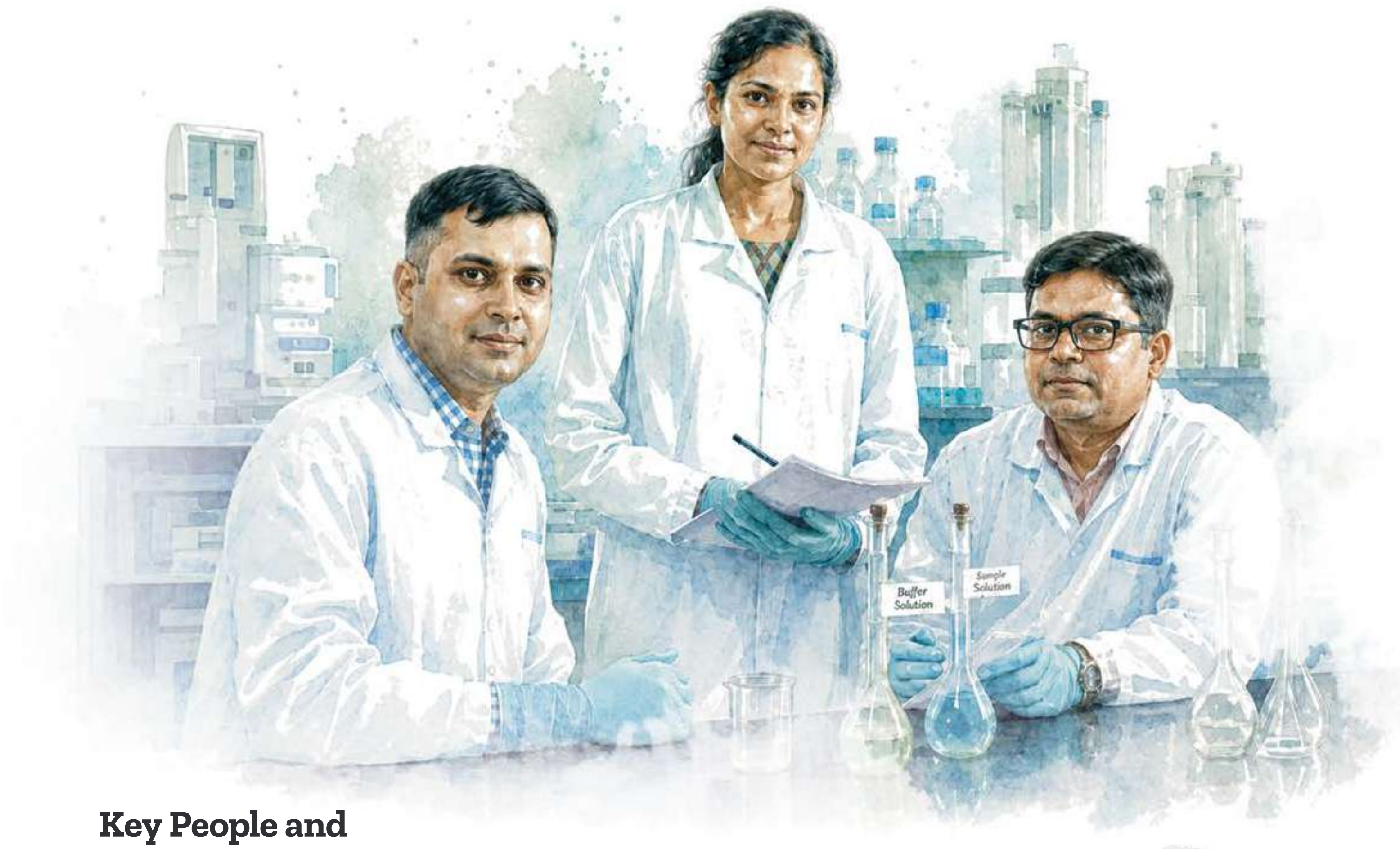
Engagement and Transparency

Regular leadership communication, including **Open-House sessions by CHRO, HODs (Heads of Department)** and town halls, provides transparency on business performance. These sessions are enablers of organisational trust, contributing to an overall **employee engagement score of 82.40%.**

82.40%
Employee engagement score

Having been with Strides since 1998, I have seen my journey grow from supporting senior management to taking on a leadership role as Company Secretary and Compliance Officer. Over the years, the organisation has supported me to study further, prepare for exams and keep upgrading myself while balancing work and learning. Strides gave me the space, trust and support to grow into the role I hold today.

Manjula Ramamurthy
Company Secretary & Compliance Officer



Key People and Culture Developments

FY26 marked a pivotal transition in our people agenda, shifting from foundational stabilisation to the construction of sustainable, future-ready capabilities. We have institutionalised leadership accountability for talent outcomes and increasingly embedded data-driven people analytics into our decision-making. Throughout this evolution, the OneStrides global identity continues to be the cultural anchor, unifying our diverse teams across every geography.

Employee Retention

Attracting and retaining high-calibre talent in a competitive landscape remains a strategic priority, with an Employee Value Proposition (EVP) anchored in the mastery of complex, high-impact science and exposure to stringent global regulated markets.

While our overall India attrition for the year was 15.6% (with voluntary attrition at 13.8%), retention remained significantly stronger among our most vital intellectual assets. **Notably, only 5% of total exits occurred within critical talent segments**, reflecting the success of targeted retention initiatives, such as leadership visibility and differentiated reward frameworks. Insights derived from structured exit analytics have facilitated enhanced career dialogues and focused capability building for people managers to effectively address and mitigate early-career movement patterns.

"I have worked at Strides for 25 years, beginning as a contract employee before becoming permanent after my performance was recognised. The company has guided me throughout my journey and I have always felt safe and supported at work. Even with limited education, being part of Strides has given me dignity, social respect and the confidence that comes from being associated with a company that values its people."

Vedavati
Operator, KRSG

Employee Well-Being and Safety

Workplace safety and employee well-being are foundational to our operational resilience. In FY26, we continued to mature our safety culture through proactive hazard identification and direct leadership involvement in safety reviews. Well-being initiatives adopt a holistic approach, addressing physical, mental and emotional health through structured preventive care and health programmes. This mandate is supported by robust incident management systems and continuous EHS (Environment, Health and Safety) training for both our permanent employees and contract workforce.

The Road Ahead

Over the next two to three years, we will focus on deepening leadership benches and accelerating capability development across critical functions. Key priorities include:

Technical Competency Framework

Institutionalising a comprehensive framework for objective capability assessment and targeted development pathways.

Cross-Functional Collaboration

Prioritising enterprise-wide ways of working across manufacturing, R&D, quality and commercial functions to improve speed of execution and manage complexity.

Overseas Commercial Strength

Placing specific emphasis on strengthening sales and business development capabilities in international markets to enhance market responsiveness and front-end execution.

Digital Evolution

Continuing the responsible adoption of AI-enabled tools to enhance productivity and decision quality, supported by strong ethical oversight.

Value Embedding

A sustained focus on embedding ICE values and the Credo into everyday behaviours and leadership practices.

Learning and Development

At Strides, capability building is never transactional; it is a long-term investment in our competitive advantage. In FY26, we accelerated our learning velocity, delivering approximately **1,50,000 total learning hours**, an average of 45 hours per employee. This commitment to continuous improvement is reflected in our **94% participation rate** across the permanent global workforce.The Strides Academy remains the heartbeat of our developmental efforts, facilitating over 11,000+ hours of specialised leadership and role-based training. Key strategic pathways include:

Strides Leadership Pathway (SLP)

A programme that empowers managers with the cross-functional skills required to lead complex operations while securing a robust succession pipeline for critical leadership roles.

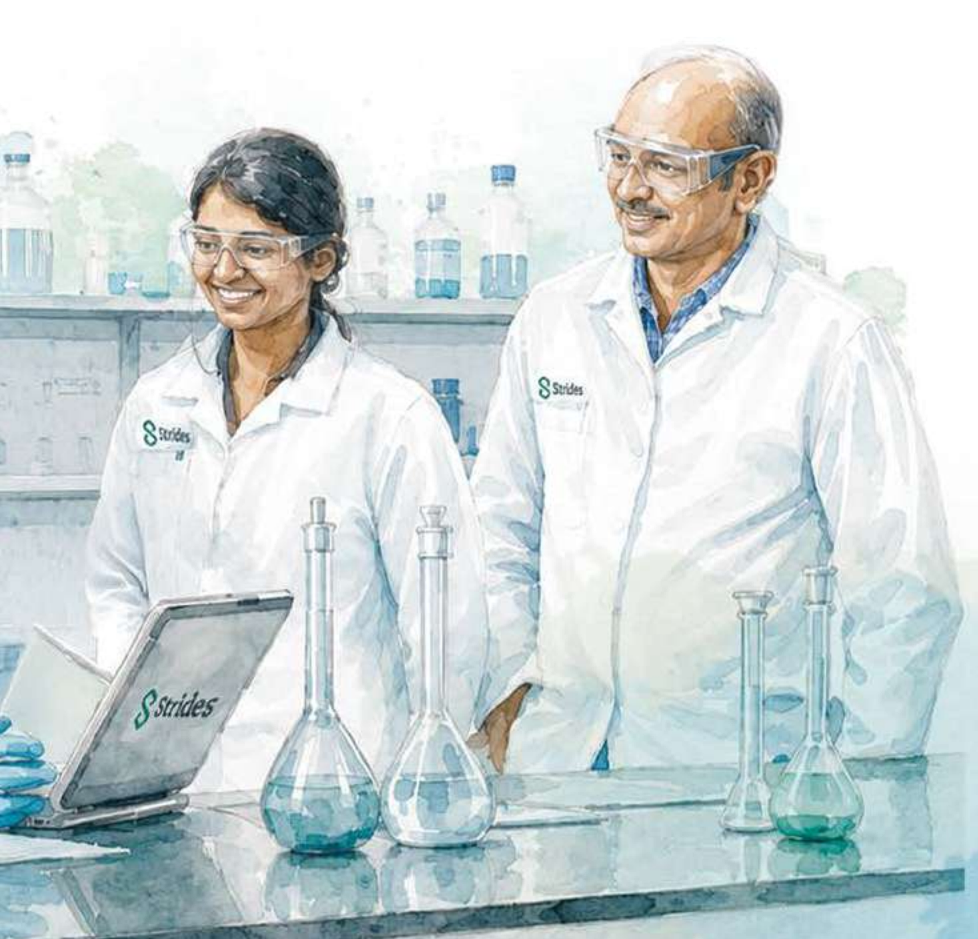
Leadership Empowerment Acceleration Programme (LEAP)

A high-impact initiative designed to identify and fast-track high-potential managers, preparing them for senior executive responsibilities through structured development journeys.

Functional Academies

Targeted interventions focused on manufacturing, quality and plant leadership to ensure execution reliability and compliance.

1,50,000
Total Learning Hours



Sustainability at Strides

Building a resilient business with focus on people, planet and profit.

In a world of increasing complexity, our commitment to sustainability remains unwavering—guiding our decisions, shaping our actions and creating long-term value.

At Strides, sustainability is embedded in every aspect of our business, from how we operate and invest to how we grow. ESG principles shape our strategic and operational priorities, enabling us to create long-term value for patients, communities, shareholders and the planet.

The global operating environment throughout FY26 was shaped by extraordinary headwinds, including escalating conflict in the Middle East, disruptions to critical shipping lanes and volatility in oil and freight markets. As a globally integrated pharmaceutical company, these developments tested our supply chain agility and strategic planning in equal measure. Despite this turbulence, our commitment to sustainability remained unwavering, serving as a critical tool for navigating complexity and sustaining growth.

Our Sustainability Blueprint

Our sustainability strategy is integrated across operations, governance and stakeholder engagement, guided by our core ICE Values: Integrity, Competency and Efficiency. We pursue a balanced approach that combines business expansion with environmental stewardship and social impact.

Strategic Pillars of our Approach

Operational Resilience

Strengthening the business through responsible manufacturing

Environmental Footprint

Reducing our impact through decarbonisation, renewable energy adoption and efficient resource management

Human Capital

Building a diverse, inclusive and future-ready workforce through capability development

Healthcare Access

Expanding affordable, high-quality healthcare solutions across global markets

Raising the Bar: Our ESG Scores and Recognition

FY26 reflected the continued evolution of our ESG journey. We achieved improved scores in both the S&P Global Corporate Sustainability Assessment (CSA) and EcoVadis.

These independent assessments provide valuable benchmarks against leading global practices, helping us continuously enhance our disclosures, performance and impact across the Environment, Social and Governance pillars.

80/100

S&P Global CSA Score*

Bronze

EcoVadis Medal

*S&P Global Corporate Sustainability Assessment

Sustainability Through Stronger Systems

All our Indian manufacturing facilities and the R&D Centre are ISO 14001 certified and two of our largest manufacturing facilities carry ISO 45001:2018 certification, demonstrating our commitment to environmental and occupational health management systems of international standing. Furthermore, KRSG is ISO 50001: 2018 certified.

Key Sustainability Initiatives: FY26

In FY26, we have significantly deepened the rigour of our ESG framework through a set of focused initiatives designed to strengthen and sharpen our long-term sustainability roadmap:

Product Lifecycle Assessment (LCA)

Evaluating environmental footprint for our major products to drive informed decision making.

Risk Assessments

Conducting comprehensive climate transition and biodiversity risk assessments to enhance our preparedness for environmental risks.

Vendor Management

Strengthening sustainability across a value chain of over 2,000 suppliers.

Living Wage Assessment

Validating our compensation practices across a global workforce.

Decarbonisation Roadmap

Continued progress in alignment with the Science Based Targets initiative (SBTi).

Governance: The Bedrock of Our ESG Commitment

Our ESG agenda is steered from the highest levels of governance to ensure sustainability is operationalised across all functions.

Board Oversight

The Board of Directors defines the overall framework and approves all sustainability goals and policies.

Risk Management & Sustainability Committee

Chaired by an Independent Director, this committee provides focused oversight on initiatives and framework implementation.

Chief Sustainability Officer (CSO)

Ensures that ESG considerations are integrated into decision-making, supported by a dedicated team that strengthens alignment and accountability across the organization.

This top-down governance structure, supported by our comprehensive policy framework, KPI tracking mechanisms and continuous focus on improvement, drives our overall sustainability performance.

Aligning with International Frameworks

Our disclosures are aligned with Global Reporting Initiative (GRI) Standards, International Sustainability Standards Board (ISSB) Standards under the International Financial Reporting Standards (IFRS) Foundation, including consideration of Sustainability Accounting Standards Board (SASB) industry-based metrics, mapped to the UN Sustainable Development Goals and adhere to SEBI's Business Responsibility and Sustainability Reporting standards, in line with the National Guidelines on Responsible Business Conduct (NGRBC) principles issued by India's Ministry of Corporate Affairs.

Our engagement with the United Nations Global Compact (UNGC), EcoVadis and S&P Global Corporate Sustainability Assessment (CSA) provides external benchmarks to continuously strengthen our ESG performance.

Social and Relationship Initiatives

We nurture strong community partnerships and responsible supply chain practices to support resilient operations.

Community Impact

Through the Strides Foundation, flagship programmes like Arogyadhama (healthcare), Vidyadhama (education) and our Employability Empowerment initiatives drive social progress. (For more details, refer to the Corporate Social Responsibility section on Page 54)

Supply Chain Maturity

During FY26, we carried out supplier assessments on sustainability for 50 critical suppliers accounting for 73.5% of our total procurement value.

Pathways to Net Zero

Strides continues to reduce its ecological footprint through a comprehensive decarbonisation roadmap and efficient resource management. We have set a clear target to achieve Net Zero by FY50.

Key Environmental Metrics and Actions

Renewable Energy

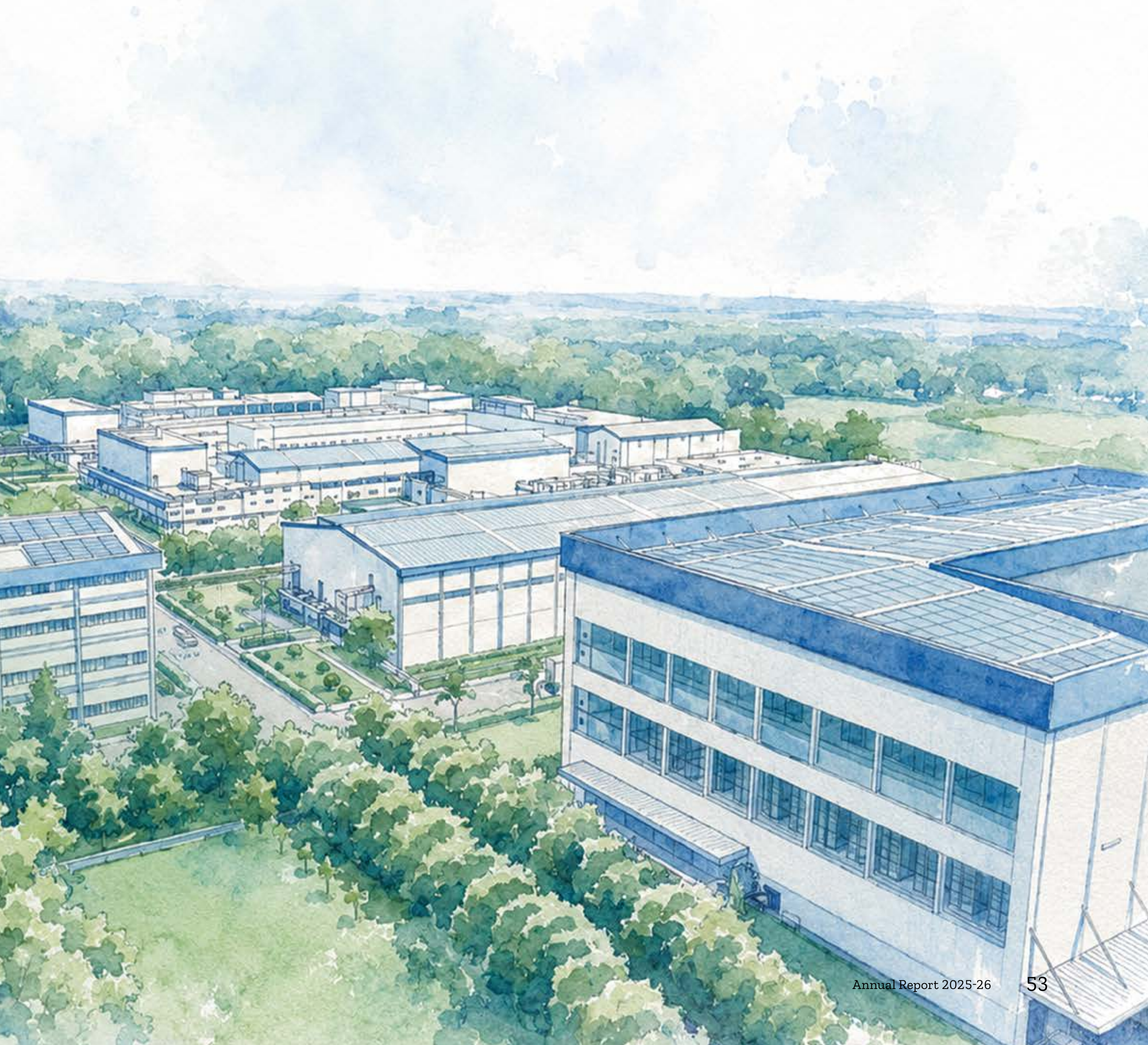
Achieved ~45% renewable energy usage during FY26 across Indian operations.

Water Management

~1.06 Lakh kL water recycled, in addition to rain water harvesting systems installed across three sites.

Climate Resilience

Conducted Climate Risk Assessments (CRA) covering 100% of operations and processes.



Corporate Social Responsibility

How we empower the communities we serve.

At Strides, our Corporate Social Responsibility (CSR) vision is deeply rooted in the belief that business success is inseparable from the well-being of the communities we serve.

Our philosophy transcends mere regulatory compliance, focusing on creating a sustainable and meaningful impact through innovation, quality and continuity. Our interventions provide high-quality solutions to systemic societal issues rather than offering merely short-term assistance.

Our initiatives are strategically aligned with the Social Pillar of our ESG commitments, contributing directly to four UN SDGs:

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

6 CLEAN WATER AND SANITATION

8 DECENT WORK AND ECONOMIC GROWTH

₹29.1Mn
Total CSR spend

100%
Beneficiaries from underserved groups

Our Key Focus Areas

Health and Hygiene

Education

Employability

Community Welfare

Governance and Strategic Oversight

Our CSR framework is governed by a rigorous structure led by the Board of Directors and a dedicated CSR Committee. The Committee is responsible for formulating policy, recommending expenditure and monitoring the progress of all initiatives through periodic reviews.

We maintain full compliance with the Companies Act, 2013, through robust Board-level oversight, statutory disclosures and periodic audits. Every project is aligned with our focus area identified through Community Need Analysis and evaluated for its relevance, scalability and sustainability.

Core Pillars of Intervention: Our Flagship Programmes

At Strides, we prioritise communities located near our manufacturing hubs, specifically Haragadde (Bengaluru Rural) and Kalapet (Puducherry), to ensure we drive meaningful development in the areas where we operate.

Education

Vidyadhama

Vidyadhama-Strides Model Government Higher Primary School at Haragadde reflects our strategic focus on upgrading public educational infrastructure. By delivering a modern, engaging and future-ready ecosystem, the campus sets a new benchmark for rural learning environments.

A major milestone in FY26 was the completion and operationalisation of a state-of-the-art new campus, with students transitioning to the facility in December 2025. The school is built in an area of 2.2 acres with all modern learning facilities to support a capacity of 400+ students, providing them with a high-quality learning environment.

305

Students directly benefited from the newly operationalised Vidyadhama School

LeAPS

Leadership Adoption Programme for Schools (LeAPS) empowers government school students with essential life skills, academic excellence and self-belief. Through a holistic development framework, the initiative integrates academic guidance with core soft-skill enhancement, equipping young minds to confidently navigate an ever-changing world.

620

Students supported through the LeAPS programme

Healthcare:

Arogyadhama

As our flagship rural healthcare initiative, Arogyadhama, Strides Multi Specialty Day Care Centre, in Bengaluru, continues to serve as a vital medical hub for 12 neighbouring villages. Grounded in the core pillars of preventive, promotive and curative care, the centre is dedicated to bridging healthcare inequities within rural ecosystems.

By providing free or deeply subsidised consultations, essential diagnostics and high-quality medicines, Arogyadhama ensures that uncompromising clinical care remains accessible, equitable and affordable for underserved populations.

14,228

Patients received medical treatment at Arogyadhama

35

School health camps

9

Specialty health camps

Employability and Livelihood:
SVRCC

Our Employability Empowerment Programme equips youth from underserved and fisherman communities with industry-relevant skillsets. By sponsoring 100 students annually for vocational training at the Swami Vivekananda Rural Community College (SVRCC) in Puducherry, the initiative bridges the skills gap and creates viable pathways to meaningful employment.

100%
Placement success achieved

Community Welfare:
Sponsorship to Siva Sakthi Homes

Partnering with the Siva Sakthi Sathya Sai Charitable Trust in Bengaluru, we support residential care for senior citizens and individuals with cognitive challenges. Our sponsorship of their annual grocery and medicinal needs ensures sustained well-being, nutrition and dignity for every resident.

Evaluation-Based Impact

We believe in the power of data-driven outcomes. Our performance is evaluated using the **REES framework.**

We also undergo periodic impact assessments by reputed third-party social auditors. In our most recent evaluation, we achieved an exceptional overall impact rating of **9.2 out of 10 in FY24.**

Cultivating a Culture of Giving: Employee Engagement

At Strides, CSR is not just a corporate mandate but a culture of empathy shared by our employees. We encourage active participation through awareness programmes and volunteering opportunities, which help foster leadership and a sense of purpose beyond the workplace.

- **Blood Donation:** During the year, our employees donated over 100 units of blood, contributing to life-saving medical resources.
- **Joy of Giving:** This initiative saw employees from across the Strides Group donate a total of 24 boxes containing clothes, groceries, stationery and healthcare products to support local families.

Planning for the Future

As we look toward the future, our focus remains on scaling and deepening the impact of our existing programmes. Our priorities for the coming years will continue to be Health, Education, Employability and Community Welfare.

Risk Management

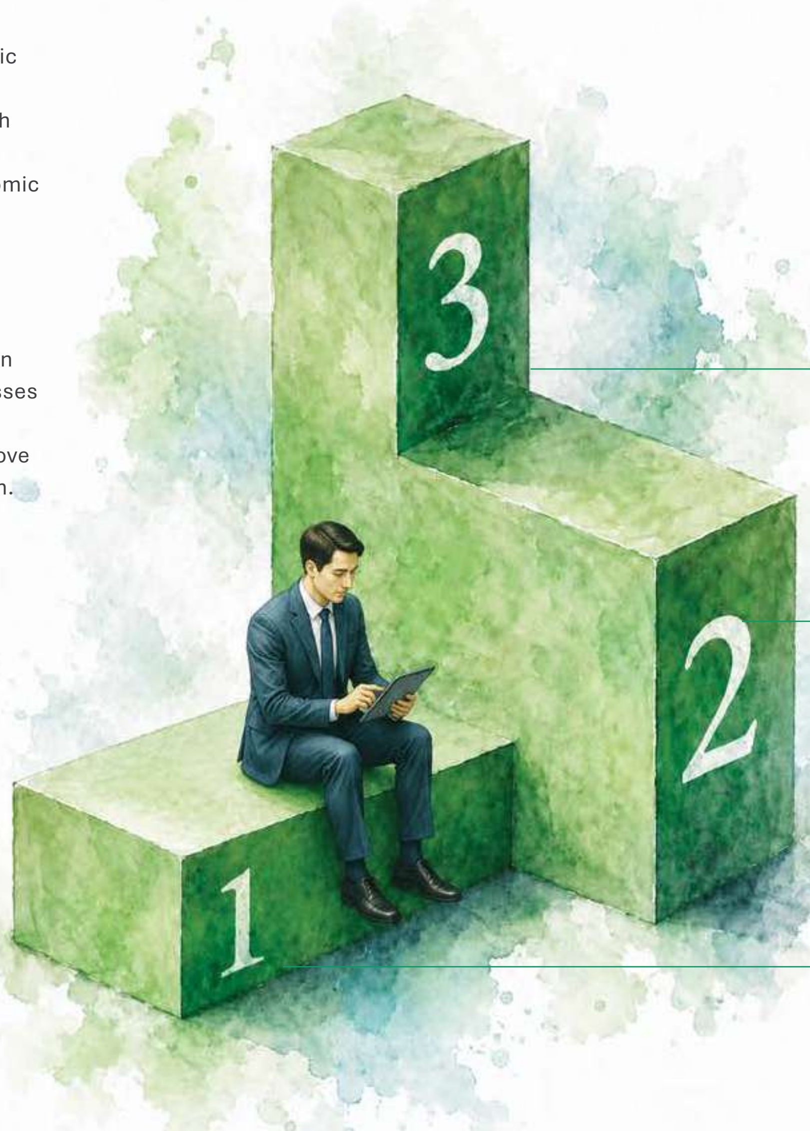
We see risk not as a constraint on growth, but as an enabling discipline.

As the business continues to evolve across markets and capabilities, a proactive approach to risk management is strengthening resilience, protecting value and enabling sustainable growth.

Managing Risk in an Increasingly Complex Landscape

The pharmaceutical industry operates in an increasingly dynamic and complex global environment, making risk management to long-term resilience and sustainable growth. For a business with a hybrid B2B and B2C model and significant global exposure, geopolitical developments, regulatory shifts and broader economic conditions remain key focus areas. Trade changes, regional conflicts, supply chain disruptions and evolving compliance requirements can affect logistics, market access, pricing and operations.

In response, we continue to strengthen our risk framework within clearly defined Board-approved risk appetite levels. Risk processes are regularly reviewed, employee awareness is continuously reinforced and digital transformation is being leveraged to improve reporting, visibility and decision-making across the organisation.



Robust Risk Management Framework

Our Enterprise Risk Management (ERM) framework provides a structured approach to identifying, assessing, mitigating and monitoring risks across strategic, operational, financial and compliance areas. Embedded in governance and decision-making, it reinforces accountability and risk-aware thinking across the organisation.

During the year, the framework was further strengthened by revisiting risk appetite and tolerance thresholds, refining assessment scales and updating the enterprise risk register to reflect revised priorities, existing exposures and emerging risks.

The register was also decentralised across business units and functions globally to improve visibility, ownership and responsiveness. In parallel, Key Risk Indicators (KRIs) were defined for critical risks, enabling early warning and timely mitigation.

Our ERM Governance Structure

To strengthen ERM across the organisation, we have established a three-level risk governance structure with clearly defined roles and responsibilities.

Level 3

Risk Ownership

Direct execution, tracking and mitigation of risks rest with functional heads, who maintain frontline accountability for their respective business areas. These leaders continuously monitor internal and external environments to detect emerging risk vectors early. By regularly reviewing risk statuses, functional heads ensure that mitigation blueprints are effectively executed and integrated directly into routine operational workflows.

Level 2

Risk Infrastructure and Management

The operational infrastructure is managed by the Group-Level Steering Committee (GLSC) and the Chief Risk Officer (CRO). The GLSC deliberates on enterprise-wide risks, escalates insights to the Risk Management & Sustainability Committee (RM&SC), and drives a strategic approach and operational coordination for effective risk mitigation across functions. The CRO anchors all ERM activities through the Risk Office, fostering a strong risk culture and ensuring unified organisational alignment. Together, they enable the organisation to identify, assess and address risks proactively in both the short term and long term, while supporting the Board in safeguarding the independence of the risk function.

Level 1

Risk Oversight

The Board of Directors and the RM&SC handle the risk governance framework, developing core ERM policies and guidelines. While the Board holds ultimate accountability for governance and provides strategic direction, the RM&SC serves as the principal forum for evaluating critical risks, overseeing policy implementation and continuously assessing the adequacy of risk management systems.

Internal Auditor

The Internal Auditor operates as our independent third line of defence, providing the Board with objective assurance on control effectiveness while maintaining strategic connectivity with the Risk Office.

Resilient Risk Management Across Key Risks

Our risk universe provides a comprehensive view of internal and external risks that could influence strategic objectives, operational performance and long-term value creation.

Key Risk Themes and Scores

Risk Theme	Residual Score
Regulatory Compliance (Pharma Quality)	High
Litigation and Contract	High
Liquidity	Medium
Geopolitical Changes	High
Cyber, Data Protection and Privacy Risks	High
Statutory Compliance	Medium
Patient Safety and Product Efficacy	High
Product Pipeline and Approval	Medium
Business Continuity	Medium
Environmental Sustainability	Medium
Mergers and Acquisitions	Medium
Cost Competitiveness	Medium
Product Supply	Medium
Sustainable Market Presence	Medium
Human Capital (Talent, Development and Inclusion)	Medium
Confidential Information	Medium

Risk Rating	Criteria (Score out of 30)
Very High	>= 25
High	>=15 and <=24
Medium	>=6 and <=14
Low	<=5

Our Comprehensive Risk Universe

Comprehensive Risk Universe Across Risk Categories

Financial

Operational

Reputational

Regulatory

Technological

Talent

Sectoral

Strategic

Sustainability - ESG

Extended Enterprise

Prioritising Risks

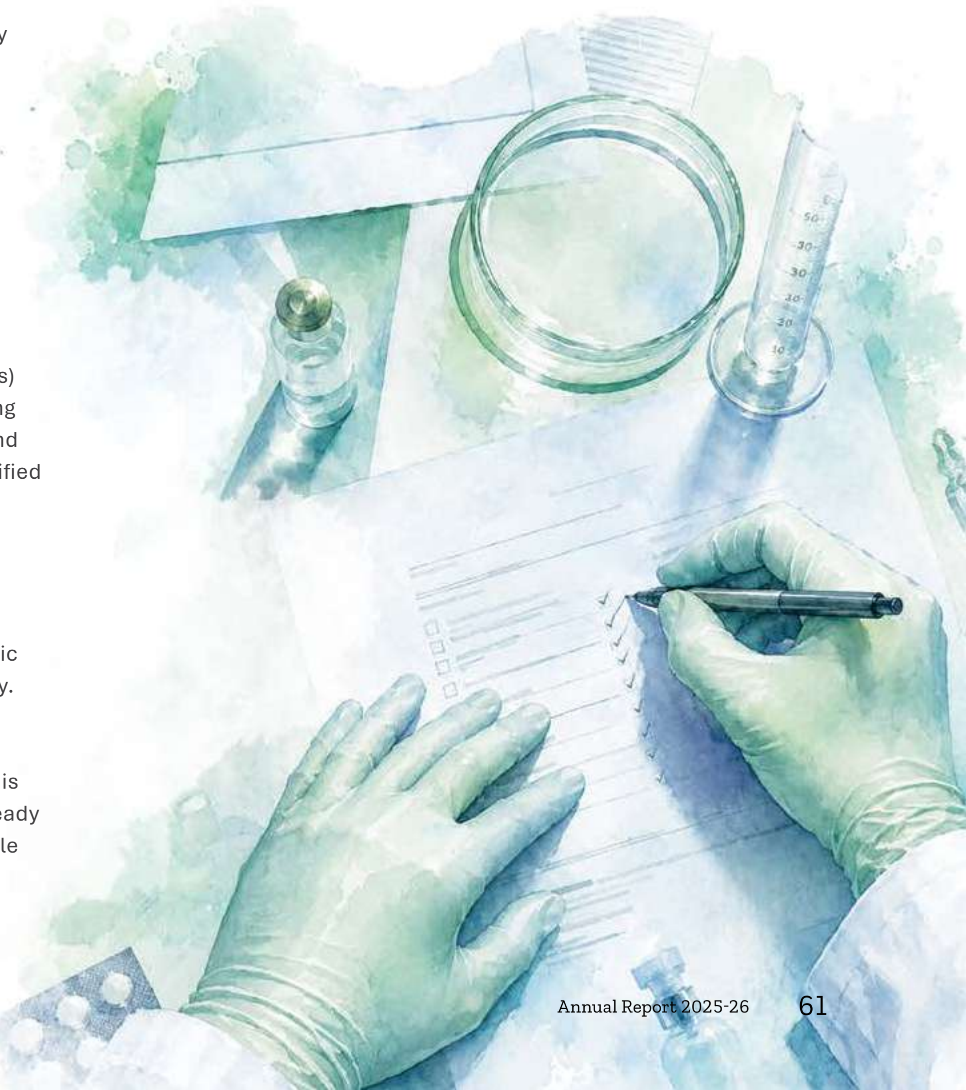
Based on the risk scores derived through the assessment process, risks are prioritised for focused management attention, with appropriate mitigation strategies defined for higher-priority exposures. Risks are classified using the severity matrix and managed according to their level of criticality.

Strengthening Business Continuity Across Global Operations

In line with our focus on operational resilience, comprehensive Business Continuity Plans (BCPs) have been implemented across all manufacturing facilities in India and the U.S., the R&D Centre and the Corporate Office in India and other key identified operational entities.

Outlook

Strides remains steadfast in cultivating a dynamic risk culture that anchors long-term sustainability. By embedding our adaptive ERM framework into core operations, we proactively navigate complexities and capitalise on opportunities. This disciplined focus on resilience builds a future-ready organisation, safeguarding global continuity while delivering enduring value for all stakeholders.



Double Materiality Assessment

How global shifts shape our business and how our business shapes the world.

At Strides, we identify the issues that matter most to both business performance and stakeholder impact, ensuring that decision-making remains disciplined, forward-looking and value-creating.

Our Approach to Materiality

In FY23, Strides conducted its inaugural double materiality assessment to identify and prioritise the ESG topics most critical to our business and stakeholders. This process involved a systematic review of over 50 sustainability topics, integrating insights from internal and external stakeholders, industry frameworks and our enterprise risk register. By assessing both the impact of our business on the environment and society (inside-out) and the financial risks and opportunities arising from external ESG factors (outside-in), we ensured a comprehensive understanding of material issues aligned with evolving regulatory standards, including the European Sustainability Reporting Standards (ESRS).

Strides' Double Materiality Assessment Process

4 Integrate Strides' risk register to align Scales and Scope, assigning weights and scores based on existing risk factors

6 Stakeholder validation and calibration for the finalised set of the material topics

5 Conducted Impact, Risk and Opportunity analysis for the 21 material topics

During FY26, Strides initiated another double materiality assessment which followed a structured six-step process and the outcome of this assessment is a prioritised list of 21 material topics that guide our sustainability strategy, risk management and reporting disclosures. To maintain relevance amid changing external conditions and stakeholder expectations, Strides has established a governance framework for periodic review and integration of materiality into enterprise-wide decision-making. Further details on the assessment, governance framework and outcome shall be explained in detail in the Company's forthcoming FY26 Sustainability Report.

Management Discussion & Analysis

Economic Environment

Global Economy

The global economy remains closely linked through trade, investment and financial flows, which continue to drive growth across regions. In 2025, it grew by 3.4%, a rate similar to that observed in 2024 and is expected to ease to 3.1% in 2026 before rising slightly to 3.2% in 2027. At the same time, geopolitical tensions, particularly in the Middle East, are putting pressure on the global economy through changes in energy prices, uncertainty and disruptions to trade and financial systems.

Global Economy GDP Growth Rate (%)

Particulars	2024	2025	2026P*	2027P*
World	**3.4**	**3.4**	**3.1**	**3.2**
United States (U.S.)	2.8	2.1	2.3	2.1
Euro Area	0.9	1.4	1.1	1.2
Australia	1.0	2.0	2.0	1.7
Advanced Economies	**1.8**	**1.9**	**1.8**	**1.7**
China	5.0	5.0	4.4	4.0
South Africa	0.5	1.1	1.0	1.3
Latin America and the Caribbean	2.4	2.4	2.3	2.0
Emerging Market and Developing Economies (EMDEs)	**4.5**	**4.4**	**3.9**	**4.1**

*P - Projection

Source: IMF World Economic Outlook – April 2026

U.S.

The U.S. economy remained steady, growing by 2.1% in 2025. It is expected to grow by 2.3% in 2026 and 2.1% in 2027. While overall activity has been stable, there are signs of some slowdown, including a softer labour market and slower job growth. Growth also eased slightly toward the end of 2025 due to fiscal challenges and weaker demand in the technology sector, although investment activity continued to aid the economy.

Emerging Market as per the IMF and Developing Economies (EMDEs)

Emerging market and developing economies remain important contributors to global growth. They grew by 4.4% in 2025 and are expected to grow by 3.9% in 2026 and 4.1% in 2027. While growth remains relatively strong, these economies are more exposed to global risks and have limited flexibility to manage external shocks.

Eurozone

The Eurozone grew by 1.4% in 2025 and is expected to grow by 1.1% in 2026 and 1.2% in 2027. The recovery remains gradual, with growth affected by weaker demand and ongoing geopolitical uncertainties. However, improving stability is expected to strengthen moderate growth in the coming years.

Outlook

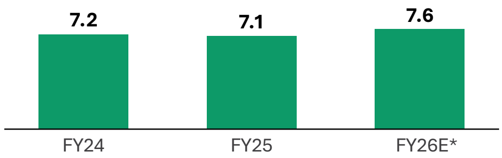
As per the IMF, the global economy is expected to remain resilient, with growth slowing slightly in 2026 before improving in 2027. The outlook is being shaped by the rising use of Artificial Intelligence (AI) and changes in U.S. tariff policies. AI is driving productivity, innovation and new opportunities across industries, while U.S. tariffs may disrupt trade, increase costs and add pressure on supply chains. The impact is uneven across regions, with emerging and conflict-affected economies facing sharper slowdowns, while advanced economies are likely to see more moderate growth. Overall, growth across most regions is expected to continue, augmented by steady demand and gradually improving financial conditions.

Despite ongoing geopolitical uncertainties and occasional disruptions in energy and trade, the global economy is expected to stay on track. Over time, factors such as shifting population trends, evolving demand patterns and improved access across regions are likely to drive stability. However, the outlook remains delicate, influenced by geopolitical tensions, trade fragmentation and demographic changes, with medium-term growth depending on productivity improvements driven by technology adoption and better policy coordination.

Indian Economy

India's economy continues to be one of the fastest-growing major economies in the world, supported by strong domestic demand, a young workforce and ongoing reforms. In FY26, the economy maintained strong momentum, with GDP expected to grow by 7.6%, up from 7.1% in the previous year. This growth was driven mainly by good performance in the services and industrial sectors, along with steady consumer spending throughout the year. Investment activity also picked up, especially in the second half, which aided overall growth. Manufacturing remained a key contributor, growing by 11.5% compared to 9.5% last year. In April 2026, the Reserve Bank of India kept the repo rate unchanged at 5.25% and maintained a neutral stance to drive growth while keeping inflation under control.

Indian GDP Growth (%)



*E - Estimate

Source: Ministry of Statistics & Programme Implementation (MoSPI)

While global challenges such as higher trade tariffs and geopolitical tensions in West Asia have put some pressure on India's exports, their impact has been partly mitigated by stronger engagement with key markets such as the U.S. and Europe. These regions remain important for India, supported by consistent demand for generics, ongoing supply chain diversification and a growing preference for trusted, high-quality manufacturing capabilities. Improving regulatory alignment and easier market access are also boosting export growth. India signed a Free Trade Agreement (FTA) with the UK in July 2025 to strengthen bilateral trade, improve market access and enhance investment opportunities across sectors. The agreement is expected to aid exports, deepen economic cooperation and create long-term growth opportunities for businesses in both countries. India has also signed a free trade agreement with New Zealand to further strengthen trade and investment ties. At the same time, domestic reforms such as the simplification of the Goods and Services Tax (GST) and the easing of compliance requirements have improved the business environment and augmented overall economic growth.

Outlook

Geopolitical tensions and war-related disruptions in energy-producing regions may adversely impact global supply chains and energy markets. Higher crude oil, LPG and aviation fuel prices could increase transportation and operating costs, contributing to inflationary pressures across economies. For India, elevated energy import costs may widen the trade deficit and current account deficit, given the country's significant dependence on imported crude oil and LPG.

However, India's economic outlook remains positive, supported by rising disposable incomes and steady urbanisation. Major players are expected to expand their footprint, deepen customer engagement and increasingly adopt technology-led operating models to capture new opportunities.

Continued infrastructure development and an improving business environment should further enable expansion into emerging markets. While global uncertainties and input cost pressures persist, strong domestic demand and evolving consumption patterns are expected to drive sustained long-term growth.

Industry Overview

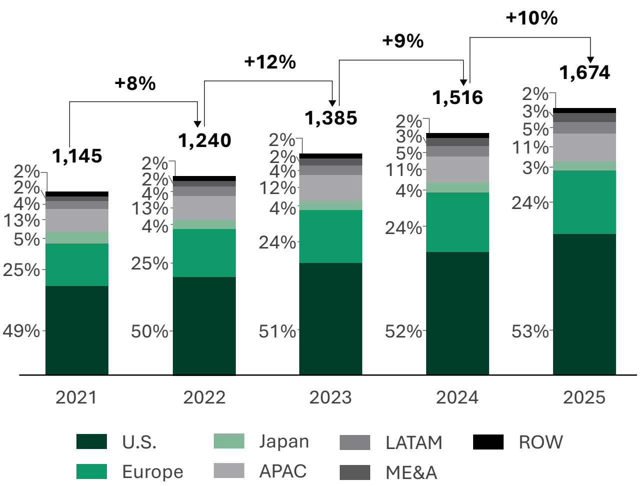
Global Pharmaceutical Industry

The global pharmaceutical industry reached a key milestone in 2025, strengthened by scientific progress, evolving policies and changing market dynamics. However, upcoming patent expiries are expected to moderate overall growth, mirroring the industry's need for continued innovation. The pharma industry growth is also becoming increasingly concentrated in a few high-value therapy areas. Oncology, immunology and diabetes together accounted for about 43% of global pharmaceutical value in 2025, while obesity treatments have emerged as a major new growth driver.

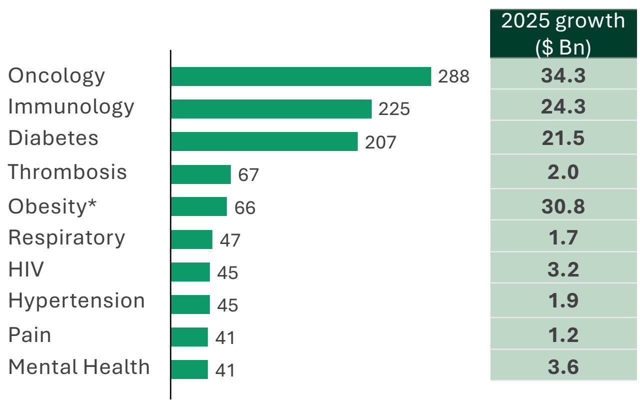
In 2025, the global pharmaceutical market remained heavily skewed toward the U.S., which accounted for 53% of total sales, up from 49% in 2021. Europe maintained a stable 24% share, led by key markets such as Germany and France. The Asia-Pacific region accounted for 11% of global sales, with China remaining the second-largest pharmaceutical market. Meanwhile, the Middle East and Africa emerged as the fastest-growing region, registering annual growth of around 18%, aided by policy reforms, improved healthcare access and rising treatment demand.

Global Market by Region and Therapies

Global Rx List Price Sales ($ Bn)



Therapy Area List Price Sales in 2025 ($ Bn)



Notes: *Obesity therapy area calculated using Forecast Link data: sales and growth shown at Constant Exchange Rates (CER) and using list price sales; COVID-19 vaccines and treatments excluded.

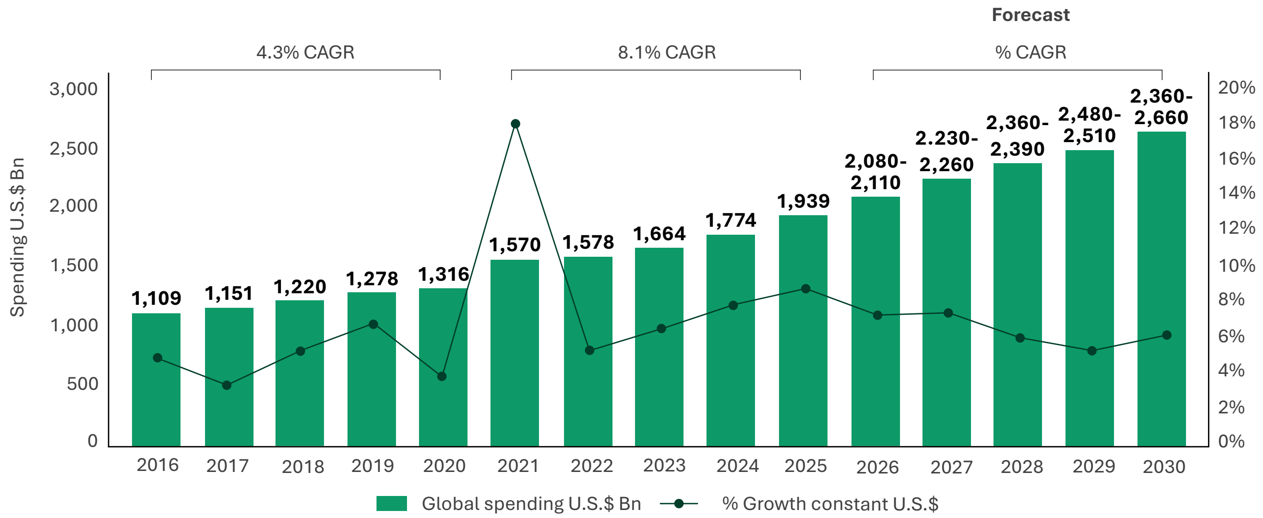
Sources: IQVIA Thought Leadership; IQVIA MIDAS MAT November 2025; IQVIA March 2026 Report

Medicine Market

Broader availability of medicines and healthcare services, continued innovation and evolving pricing dynamics are driving more stable and balanced growth across global markets. The global medicine market expanded from approximately U.S.$ 1,774 Bn in 2024 to around U.S.$ 1,939 Bn in 2025, supported by sustained demand for established therapies and the launch of new products. During the year, 73 new active substances were introduced, adding further momentum to growth. Looking ahead, global medicine spending is expected to reach U.S.$ 2,630 Bn by 2030.

Developed economies are expected to remain the primary growth engines, driven by continued uptake of new therapies and increased utilisation of existing branded medicines, even as this is partially offset by ongoing patent expiries. Growth momentum is expected to be sustained by continued innovation and deeper penetration of advanced treatments. Overall, the growth outlook for the global medicine market is expected to remain at a 5–8% CAGR through 2030. This growth is primarily aided by strong expansion in immunology, oncology, diabetes and obesity, which continue to be the key structural drivers of global pharmaceutical demand.

Global Medicine Market Size (Market Value in U.S.$ Bn and Growth in %)



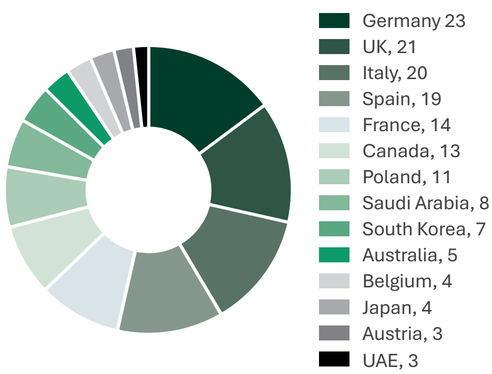
Source: IQVIA February 2026 Report

Around 15 high-income countries with GDP per capita (PPP) above U.S.$ 50,000 are expected to add over U.S.$ Bn in pharmaceutical spending by 2030. Together, the U.S. and 14 other developed markets are projected to account for nearly 76% of total global growth during this period. Within these markets, growth is largely driven by the adoption of innovative medicines, which are typically launched within a year of global approval. In addition, 14 large developed markets outside the U.S. are expected to contribute approximately U.S.$ 155 Bn in incremental growth by 2030, with nearly 83% of this coming from the top eight countries.

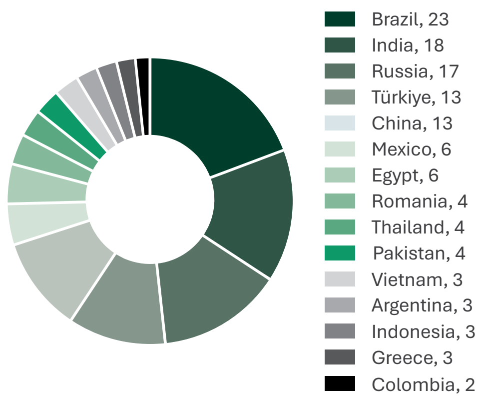
At the same time, pharmerging markets—defined as countries with GDP per capita below U.S.$ 50,000 but with expected pharmaceutical growth exceeding U.S.$ 2 Bn through 2030—continue to expand steadily. These markets are projected to add around U.S.$ 120–121 Bn in incremental spending by 2030, slightly higher than the growth seen over the previous five years. As in developed markets, the top eight countries in this group are expected to account for about 83% of the total, mirroring their growing importance in the global pharmaceutical landscape.

High Growth Developed and Pharmerging Markets Spending and Growth, Constant U.S.$, 2015–2030

High Growth Developed Markets, Growth 2026-2030→U.S.$ 155.1 Bn



Pharmerging Markets, Growth 2026-2030→U.S.$ 120.8 Bn



Source: IQVIA: Global Medicine Use Trends 2026

Region-Wise Pharma Industry Overview

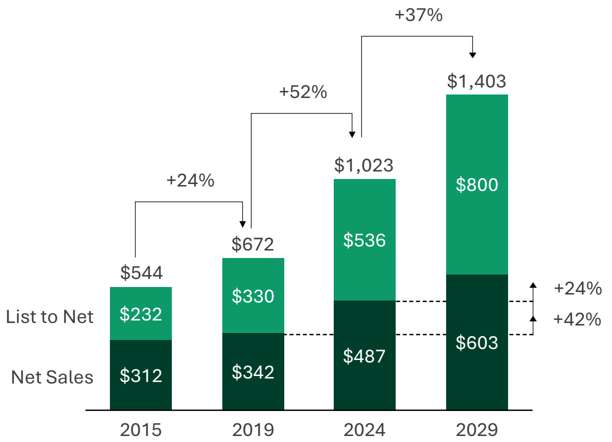
U.S. Pharma Industry Landscape

The U.S. is the largest pharmaceutical market globally and remains the primary driver of industry growth. It plays a structurally important role, with expected absolute market expansion between 2025 and 2030 projected to exceed the combined growth of all other global markets. From an overview perspective, the U.S. pharmaceutical market is supported by strong underlying demand drivers. The rising incidence of chronic diseases such as diabetes and obesity is increasing long-term medicine consumption. In addition, the rapid uptake of innovative therapies, particularly Glucagon-Like Peptide (GLP-1) drugs, along with the expanding use of biologics, is further strengthening market growth. Over time, this has led to a significant rise in overall medicine spending, with total list price expenditures increasing from U.S.$ 544 Bn in 2015 to U.S.$ 1,023 Bn in 2024.

Looking ahead, the outlook for the U.S. market remains positive, although growth is expected to be more measured after accounting for rebates, discounts and payer concessions. According to the IQVIA Institute, net pharmaceutical spending is projected to grow at a CAGR of around 4–7% during 2025–2030. This growth will be primarily driven by high-value therapeutic areas, including oncology, immunology and obesity treatments. Overall, U.S. medicine spending is expected to continue its upward trajectory, reaching an estimated U.S.$ 1,403 Bn by 2029. This reflects sustained long-term expansion, pushed by innovation, disease-burden trends and continued demand for advanced therapies.

The U.S. pharmaceutical industry is creating strong opportunities for generic medicine companies as healthcare providers increasingly focus on affordable medicines, stable supply chains and better patient access. According to IQVIA, the U.S. Food and Drug Administration FDA reported 102 active drug shortages as of June 2024, with more than 57% of them lasting over 2 years. At the same time, a large number of generic medicines that have already received U.S. FDA approval are yet to be commercially launched. IQVIA estimates that between 2013 and Q1 2024, nearly 37% of approved generic drugs had still not entered the market. In addition, around 62% of medicines currently facing shortages already have approved generic versions on file, while nearly 84% of these shortage cases have at least one approved generic product that is yet to be launched commercially. This highlights a significant opportunity for pharmaceutical companies with strong manufacturing, regulatory and supply capabilities to launch approved products, improve medicine availability and expand their presence in the U.S. generic pharmaceutical market.

U.S. Medicine Spending (U.S.$ Bn)



Source: IQVIA August 2025

U.S. Generics Market

The U.S. generics market plays an important role in keeping medicines affordable while still supporting healthcare innovation, but its overall growth remains structurally limited. Generic medicines play a vital role in improving access to affordable healthcare in the country. They account for nearly 90% of all prescriptions filled by volume, while representing only 13.1% of total prescription drug spending and about 1.2% of overall healthcare expenditure. This highlights the significant value generics provide by helping patients access essential medicines at a lower cost. Although generics account for the majority of prescription volumes, they contribute a much smaller share of total pharmaceutical spending due to intense price competition and commoditisation. As a result, the industry is gradually shifting toward more complex generics, specialty generics and biosimilars, where entry barriers are higher and margins tend to be more sustainable. This ongoing transition is important for ensuring the long-term stability and viability of the U.S. generics ecosystem.

Regulatory and Policy Landscape

The U.S. pharmaceutical policy environment is undergoing significant change, with a stronger focus on drug pricing, patient access and increasing domestic manufacturing. Recent discussions, including 'Most Favoured Nation' (MFN) pricing frameworks, reflect efforts to align U.S. drug prices more closely with global benchmarks in order to reduce healthcare costs. At the same time, regulatory changes are driving innovation. The use of Artificial Intelligence (AI) in healthcare and drug development is being actively encouraged through initiatives led by the U.S. Food and Drug Administration (FDA), as well as the greater adoption of Real-World Evidence (RWE). These measures aim to speed up drug approvals, improve clinical trial efficiency and enhance patient outcomes. Another key focus area is strengthening supply chain resilience and increasing domestic manufacturing driven by geopolitical concerns and lessons learned from the COVID-19 pandemic.

As of April 2026, trade policies, tariffs and incentives to localise production are expected to influence global pharmaceutical supply chains. However, potential reductions in the capacity of key federal agencies, such as the FDA, the National Institutes of Health (NIH) and the Centers for Disease Control and Prevention (CDC), along with ongoing healthcare reforms, may create execution risks and regulatory uncertainty. The global pharmaceutical industry may witness some impact from proposed U.S. tariff measures on patented and specialty drugs, particularly for products manufactured outside the U.S. However, generic medicines and biosimilars are expected to remain largely unaffected, supporting continued access to affordable healthcare. The evolving trade environment is also encouraging pharmaceutical companies to diversify supply chains, strengthen domestic manufacturing capabilities and improve long-term supply resilience across global markets.

Ex-U.S. Markets

- **European Union**

  The European pharmaceutical policy framework is increasingly focused on strengthening medicine security, improving supply chain resilience and supporting innovation-led growth. Key initiatives such as the Critical Medicines Act, the Critical Medicines Alliance, the Health Technology Assessment (HTA) Regulation and the European Health Data Space (EHDS) aim to reduce drug shortages, improve access and enable better data-driven decision-making across member states. These reforms are also encouraging the diversification of Active Pharmaceutical Ingredient (API) sourcing toward reliable EU-GMP-compliant suppliers, creating meaningful export opportunities for Indian API manufacturers and strengthening their role in global supply chains. Regulatory updates led by the European Commission and the European Medicines Agency (EMA) are further tightening quality standards, improving risk monitoring and enhancing transparency across supply networks. Overall, the policy direction is clearly shifting toward stronger supply security, sustainable manufacturing and diversified sourcing. This creates a favourable environment for compliant Indian API exporters to expand their presence in Europe. In addition, ongoing India–EU Free Trade Agreement (FTA) discussions could further aid market access by simplifying regulatory pathways and improving tariff predictability for pharmaceutical products, including APIs.

- **Australia**

  The Australian pharmaceutical market was valued at $25.3 Bn in 2025 and is expected to reach $31.9 Bn by 2034, growing at a 2.5% CAGR between 2026 and 2034. The market is growing steadily due to rising healthcare spending, increasing demand for advanced medicines and a strong government drive for affordable healthcare. The Pharmaceutical Benefits Scheme (PBS), which helps Australians access subsidised medicines, continues to play a major role in accelerating the industry. The Australian government has also allocated AUD 3.2 Bn toward cheaper medicines and healthcare reforms to improve access to treatment nationwide.

  Generic medicines held the highest market share at 57.4%, aided by government policies encouraging the use of lower-cost alternatives and biosimilars. Prescription medicines also dominated the market, with a 72.9% share, driven by the strong PBS reimbursement structure.

  The market is also being driven by rapid digital transformation in healthcare. Since 2020, more than 219 million electronic prescriptions have been issued across Australia, helping expand telehealth services, online pharmacies and digital medicine dispensing. Although the industry faces challenges such as pricing pressure, dependence on imported APIs and lengthy reimbursement processes, the long-term outlook remains positive due to continued healthcare investments, regulatory improvements and growing access to innovative medicines.

- **Africa**

  The African pharmaceutical industry is experiencing steady growth, with the market projected to increase from U.S.$ 27.7 Bn in 2024 to U.S.$ 37.0 Bn by 2033 at a CAGR of 3.3%. The market's expansion reflects the ongoing transformation of healthcare systems across the continent, driven by rising healthcare needs, rapid urbanisation and improved access to medicines. While infectious diseases such as malaria, tuberculosis and HIV/AIDS continue to remain significant healthcare challenges, the growing prevalence of chronic diseases, including diabetes, hypertension, cardiovascular disorders and cancer, is further increasing demand for a broader range of pharmaceutical products, including generics, biologics, biosimilars and specialty medicines. Increased healthcare awareness, improved diagnostic capabilities and a stronger focus on preventive care are also contributing to higher medicine consumption in both urban and rural regions.

  At the same time, governments and private-sector participants across Africa are actively investing in healthcare infrastructure, hospitals, clinics and pharmaceutical supply chains to improve healthcare accessibility and strengthen medicine availability. Several countries are encouraging local pharmaceutical manufacturing to reduce dependence on imports and build more resilient domestic supply chains. Regulatory initiatives such as the African Medicines Agency (AMA) and the African Medicines Regulatory Harmonisation (AMRH) programme are helping streamline approval processes and improve cross-border access to medicines. In addition, investments in cold-chain logistics, warehousing and distribution infrastructure are strengthening the overall pharmaceutical ecosystem. Countries such as South Africa, Nigeria, Kenya, Senegal and the Côte d'Ivoire are emerging as important pharmaceutical hubs, augmented by rising healthcare spending, improving manufacturing capabilities and continued healthcare reforms across the region.

Company Overview

Strides Pharma Science Limited (hereafter referred to as 'Strides' or "Our Company") is a global pharmaceutical company headquartered in Bengaluru, India. We are engaged in the development, manufacturing and marketing of pharmaceutical products, with a strong focus on providing high-quality, affordable medicines across global markets. We specialise in niche and technically complex (difficult to manufacture) generic finished dosage formulations.

Our products are trusted and supplied in more than 100 countries worldwide. We have a strong presence in regulated markets, including the U.S., Europe and Australia. At the same time, we are also focused on emerging markets and through our 'in Africa, for Africa' strategy, which aims to improve access to essential medicines. In addition, we run a dedicated institutional business that drives donor-funded healthcare programmes, helping address critical public health needs. We operate a global manufacturing network with facilities across India, Italy, Kenya and the U.S. Several of our facilities are approved by leading global regulatory authorities, including four by the U.S. Food and Drug Administration (FDA), reflecting our strong commitment to quality, safety and compliance in everything we do. We are among the few listed Indian pharmaceutical companies that derive 100% of our business from global markets.

Our Strengths

Diversified Global Presence

- Extensive footprint across regulated and emerging markets, reducing geographic concentration risk and enabling multiple growth drivers.

Strong Regulatory and Quality Track Record

- Robust regulatory and quality track record, backed by strong compliance systems and continuous audits, strengthening customer confidence.

Technology-Driven Operations

- Advanced technology platforms improve operational efficiency, scalability and customer service capabilities.

Experienced Leadership Team

- Industry-experienced management enabling disciplined execution, strategic expansion and long-term value creation.

Strong Customer Relationships

- Long-standing partnerships with customers and distributors strengthen market positioning and revenue stability.

Diversified Product Portfolio

Our portfolio covers complex generics across multiple dosage forms, including tablets, hard capsules, sachets, liquids, nasal sprays, topical formulations and controlled substances. We have built a strong presence across core therapeutic segments while continuing to expand into niche opportunities and differentiated products that address unmet patient needs and strengthen our competitive position.

Over the past year, we have prioritised the expansion of our branded products portfolio in key markets such as the UK, Nordics and Africa. Our efforts have focused on entering new categories and deepening our presence in areas that address region-specific healthcare requirements and patient needs.

Our portfolio strategy is increasingly focused on driving value-led growth by addressing unmet market needs, strengthening brand equity and enhancing product differentiation. This approach enables us to improve pricing power while building a more resilient and sustainable business.

Robust Manufacturing Network

We have built a strong global manufacturing footprint with 7 facilities across 4 countries, including India, the U.S., Italy and Kenya. In India, we operate 4 plants located in Bangalore (two facilities), Puducherry and Chennai. Internationally, we have one facility each in the U.S., Italy and Kenya (serving the African market). Four of these facilities are approved by the FDA, enabling us to meet stringent international quality and regulatory standards while serving diverse markets. We also maintain strong compliance standards across our operations, with multiple regulatory inspections conducted annually.

Our network is designed to deliver scale, flexibility and reliability, aided by a multi-site, multi-format manufacturing model aligned with evolving product needs and regulatory requirements. Our facilities consistently maintain zero outstanding regulatory observations, reflecting our strong commitment to quality and compliance. In FY26, we strengthened digital integration, enabled smooth new product launches and enhanced our focus on sustainability and safety, improving operational resilience.

Financial Overview

Financial Results (in ₹ Mn)

Particulars	Standalone			Consolidated		
	FY26	FY25	YoY Change (%)	FY26	FY25	YoY Change (%)
Revenue	21,801	21,394	2%	48,587	45,653	6%
Gross Margins	10,701	10,559	1%	29,000	25,854	12%
Gross Margin (%)	49.1%	49.4%	(30 bps)	59.7%	56.6%	310 bps
EBITDA	2,850	2,624	9%	9,253	8,028	15%
EBITDA Margin (%)	13.1%	12.3%	80 bps	19.0%	17.6%	150 bps
Operational PAT	1,004	592	70%	5,181	3,447	50%
Operational EPS (I)	10.9	6.4	70%	56.2	37.5	50%

Standalone

We delivered a strong financial performance during the year, driven by our focus on operational efficiency and sustainable growth. In FY26, our Standalone Revenue stood at ₹21,801 Mn, up from ₹21,394 Mn in FY25, representing 2% YoY growth. Gross Profit was ₹10,701 Mn, up from ₹10,559 Mn in the previous year, with a Gross Margin of 49.1%, compared to 49.4% in FY25. EBITDA stood at ₹2,850 Mn in FY26 compared to ₹2,624 Mn in FY25, translating into an EBITDA Margin of 13.1% versus 12.3% last year. Operational Profit After Tax was ₹1,004 Mn compared to ₹592 Mn in FY25. Operational Earnings Per Share stood at ₹10.9 in FY26, as compared to ₹6.4 in FY25.

Consolidated

Our Consolidated Revenue for FY26 stood at ₹48,587 Mn compared with ₹45,653 Mn in FY25, representing a YoY change of 6%. Our Gross Profit stood at ₹29,000 Mn in FY26, up from ₹25,854 Mn in the previous year, with a Gross Margin of 59.7%, up from 56.6% in FY25. We reported EBITDA of ₹9,253 Mn in FY26, up from ₹8,028 Mn in FY25, resulting in an EBITDA Margin of 19%, up from 17.6% in the previous year. Our Operational Profit After Tax stood at ₹5,181 Mn for FY26, compared with ₹3,447 Mn in FY25. We delivered Operational Earnings Per Share of ₹56.2 in FY26, compared with ₹37.5 in FY25. We have recommended a final dividend of ₹5 per equity share for FY26, subject to approval at the forthcoming Annual General Meeting.

Significant Change in Key Financial Ratios (Consolidated)

Particulars	FY26	FY25
Debtors' Turnover (x)	3.90	3.89
Inventory Turnover (x)	1.35	1.65
Interest Coverage (x)	5.24	3.12
Current Ratio (x)	1.28	1.24
Debt Equity (x)	0.53	0.69
EBITDA Margin (%)	19.0%	17.6%
Operational PAT Margin (%)	10.7%	7.6%

All the P&L numbers have been adjusted to reflect the impact of the demerged Softgel business to OneSource.

All the Balance Sheet numbers till FY24 include the discontinued Softgel-related numbers.

Business Performance

Strides generates revenue from the U.S., Ex-U.S. markets and Access Markets. Effective from Q3 FY26, Other Regulated Markets (ORM) and Growth Markets have been categorised under Ex-U.S. markets to provide a clearer view of the performance and growth dynamics of our international business outside the U.S. ORMs include all regulated markets outside the U.S., while Growth Markets cover our Africa operations and new geographies in Latin America (LATAM), the Middle East and North Africa (MENA) and Asia-Pacific (APAC).

Our total Consolidated Revenue for FY26 stood at ₹48,587 Mn, registering a YoY growth of 6.4%, driven by steady execution despite external volatility across key markets. The year also reflected a meaningful improvement in business mix, with a more diversified revenue base across geographies and portfolios. The U.S. contributed 51% of revenues, while Ex-U.S. markets accounted for 46%, reinforcing the growing balance and resilience of the overall business model.

U.S. Markets

Our U.S. business continued to demonstrate resilience during FY26 despite a challenging operating environment.

Our U.S. revenue stood at ₹24,897 Mn in FY26, reflecting 2% YoY growth over FY25, despite a challenging market environment characterised by pricing pressure and intense competition. The year was marked by a clear focus on strengthening the business's foundation through deeper customer relationships, improved portfolio governance and disciplined execution.

The U.S. portfolio consists of 70 commercialised products, securing a Top 3 market position in 37 of them, which contributes 75% of our U.S. revenues. We prioritise enhancing portfolio quality through selective product rationalisation, lifecycle extension strategies and value optimisation initiatives.

In a volatile and challenging environment, we reinforced a three pronged approach: defending leadership positions, maintaining strict profitability thresholds and selectively launching products where value can be maximised. We have also strengthened internal processes around portfolio selection, governance and launch execution to ensure that every decision from product continuation to new launches is aligned with sustainable value creation.

In FY26, nine products were discontinued as they did not meet profitability thresholds, reinforcing the emphasis on quality of earnings over scale. While six new products were launched during the year, certain launches were intentionally delayed to align with better market conditions. We continued to maintain our Top 3 positions across core molecules, ensuring continuity and stability of the revenue base.

We are building a stronger presence in high-barrier, differentiated segments, with a focus on Controlled Substance. Controlled Substance manufactured at the Chestnut Ridge facility present a distinct market opportunity due to the regulated quota system. With a few products already commercialised and a full year of execution completed, FY26 marked a critical phase in establishing our operating track record. Having demonstrated consistent execution against allocated quotas, we are well positioned to secure higher allocations going forward, which will be a key driver of incremental growth.

Alongside this, we are expanding into niche formats such as nasal sprays, transdermal patches and films, with two nasal spray products already filed.

We are also building our Over-The-Counter (OTC) and business-to-business (B2B) presence through selective partnerships that can unlock new channels over time.

Cross-functional governance frameworks have been established to improve execution discipline and enhance go-to-market performance.

Outlook

The U.S. market is expected to remain our key growth driver over the coming years and continued investments in research and development will aid future launches and long-term growth. At the same time, we remain focused on improving operational excellence while managing industry challenges, including seasonal demand shifts and regulatory timelines.

Ex – U.S. Markets

Our Ex-U.S. operations encompass the UK, Europe, Nordics, Australia, Africa (including South Africa and Francophone Africa), as well as select countries across MENA, APAC and LATAM.

We continue to strengthen our Ex-U.S. portfolio through a balanced mix of core therapeutic products, niche offerings and branded products tailored to local market needs. The strategy is increasingly focused on differentiated, value-added products across key markets, supporting enhanced brand equity, improved pricing realisation and a gradual transition toward value-driven growth.

In FY26, Ex-U.S. markets delivered revenue of ₹22,404 Mn, representing a YoY growth of 21%. This growth was driven by strong execution across regions, supported by high quality B2B partnerships, stable pricing environments, strong entry barriers and long-standing customer relationships.

Other Regulated Markets (ORM) generated revenue of ₹16,398 Mn, registering YoY growth of 21%, led by robust performance in the UK, Nordics and Australia.

Growth Markets recorded revenue of ₹6,006 Mn, reflecting YoY growth of 22%. Performance was supported by continued geographic expansion, with Africa and other key emerging markets delivering strong growth, while ongoing regulatory filings are expected to support future expansion.

The strong performance of the Ex-U.S. business reflects the growing scale and diversification of our international operations. We are now transitioning from a build-out phase to the next stage of scale-up and portfolio monetisation, supported by sustained investments in portfolio expansion, regulatory capabilities and strategic partnerships over the past few years.

Region-Wise Performance Highlights

i. UK

The UK remains our anchor market where we have established a strong, credible position, supported by a diversified distribution network across both the prescription (Rx) and OTC segments. Our distribution footprint includes Tier-1 and Tier-2 wholesale partners, NHS supply chains and Clinical Commissioning Groups (CCGs). We actively participate in NHS tenders through the Commercial Medicines Unit (CMU), which is recognised for our commitment to quality, reliability and supply assurance.

The UK business continued to strengthen its market position through targeted launches in niche and underserved therapeutic areas, including a branded product. A disciplined focus on operational excellence, coupled with strong commercial execution, strengthened our market presence. Improving demand conditions in the latter part of the year created additional opportunities, while growing traction in the OTC segment is expected to contribute meaningfully to future growth.

ii. Australia

Australia remains a stable and strategically important market for us, where we are one of the largest Indian suppliers of generic medicines. Our strong market position is supported by a preferred supplier agreement with a partner, which is the market leader in the local generic market. A long-term supply agreement provides future business visibility and scale. During the year, improved DIFOT (Delivery in Full, On Time) performance strengthened customer confidence and deepened our reputation for reliability, while our market expansion initiatives drove higher volumes and new customer acquisitions. Operating in a highly advanced pharmaceutical market characterised by strong generic adoption, broad access to medicines and support from the Pharmaceutical Benefits Scheme (PBS), we remain focused on deepening customer relationships, expanding our partnership network and pursuing opportunities in niche and differentiated segments to drive sustainable growth.

iii. Europe

In Europe, we operate in highly regulated markets with strong barriers to entry, which make these relationships stable and long-lasting. The European pharmaceutical market is highly diverse, with different dynamics across Western, Eastern and Southern Europe. We recognise that success in one region does not automatically translate to another, so we take a tailored approach for each market we operate in. This strategy has helped us deliver steady and consistent growth across the region. Our strong network of strategic partnerships continues to drive our momentum and drive expansion across key European markets.

The European business delivered steady progress during FY26, supported by portfolio expansion and strong execution. Strides operates in highly regulated markets with high barriers to entry, which helps build stable, long-term partnerships across the region. Germany remained a key market, where the OTC portfolio performed strongly and became the most profitable segment in Europe. The contract manufacturing business also grew, augmented by better service reliability and new customer additions. Overall, we expect momentum to improve across European markets.

iv. Nordics

The Nordic markets represent an emerging growth opportunity within the Ex-U.S. portfolio, supported by multiple product launches during the year. While revenue realisation has been gradual due to longer market access and reimbursement timelines, we continue to strengthen our capabilities in the region. The Nordics remain an important part of the strategy to build a branded presence in regulated markets and drive long-term growth.

v. Africa and Francophone Africa

Africa remains a key growth engine for Strides, supported by strong demand fundamentals and an increasing focus on branded generics. The region is central to our Ex-U.S. strategy, where we are building a scalable, patient-centric and locally relevant pharmaceutical platform. Over the years, we have strengthened our presence across Africa through our branded business and targeted expansion initiatives. This growth has been aided by a strong regional supply chain and increasing brand recognition across key markets.

We are among the Top Five players in French West Africa, which includes 12 French speaking African countries. The branded business is built on a localised, patient-centric model that combines global quality standards with strong regional understanding, improving access and affordability of medicines. We are steadily expanding our portfolio from acute therapies into chronic care areas such as cardiovascular, diabetes, central nervous system and women's health.

We have further strengthened our Africa platform through the acquisition and in-licensing of select branded generic products from Sandoz across key Sub-Saharan African markets, including Western Africa, Ghana, Nigeria and Kenya, across key therapeutic areas such as anti-infectives, cardiovascular and dermatology, augmented by long-term manufacturing and supply arrangements, with expected synergies from wider market reach, deeper stakeholder engagement and cross-selling opportunities.

In South Africa, we delivered a strong performance, driven by expansion into differentiated and branded products, strengthened field force capabilities, improved governance and compliance focus and disciplined cost management, supported by strong participation in branded OTC and seasonal categories. These factors position the business for sustained growth through planned new launches.

Access Markets

In FY26, our Access Markets segment recorded a decline in revenue, largely reflecting the inherently uneven nature of this business. The Access Markets reported revenues of ₹1,286 Mn, down 52% YoY. The segment, which comprises tender-based and institutional sales across low- and middle-income countries, is characterised by variability in order volumes and timing.

The Access Markets business remains tactical, contributing to volume and advancing its broader objective of improving access to affordable medicines in underserved regions. The segment also helps offset manufacturing facility operating costs, thereby driving its efficient utilisation.

Innovation-Led R&D

We believe meaningful innovation is essential to delivering sustainable value for patients and partners. We continue to strengthen our portfolio with specialised, differentiated products that address unmet clinical needs and improve patient outcomes. Our state-of-the-art Global Formulation R&D Centre in Bengaluru serves as the core innovation hub, where ideas are translated into differentiated therapies using advanced pharmaceutical technologies. We further enhanced our capabilities during FY26 through investments in advanced technologies, scientific talent and development excellence, including a strategic partnership with Kenox.

We maintained a pipeline of multiple products across development, filing and review stages, aiding a steady flow of future approvals and launches. We have expanded our expertise across dosage forms and drug delivery platforms, including nasal sprays, transdermal patches, oral films, oral liquids and topicals. We continue to leverage disciplined portfolio selection, integrated regulatory planning and digital tools to improve execution efficiency and accelerate the journey from development to commercialisation. Strides remains committed to advancing science-led innovation and expanding access to affordable, high-quality healthcare across regulated and emerging markets.

Quality and Compliance

We believe quality, compliance and patient safety are fundamental to our long-term success. We maintain a globally integrated Quality Management System supported by harmonised processes, digital platforms, risk-based controls and continuous training to ensure consistent product quality, regulatory compliance and operational excellence across all locations. During FY26, we successfully completed multiple regulatory inspections across key global markets with no Official Action Indicated (OAI) outcomes, warning letters or significant enforcement actions, reflecting the strength and maturity of our quality framework. We also achieved strong pharmacovigilance performance, with 99.9% compliance in Individual Case Safety Report submissions, 97% quality compliance and 100% aggregate reporting compliance.

We continued to strengthen quality systems through digitalisation, automation and predictive analytics, improving visibility, traceability and risk management across operations. We strengthened quality ownership through leadership engagement, employee empowerment and a culture of continuous improvement, while remaining focused on advancing digital quality capabilities, strengthening data integrity and maintaining the highest standards of compliance and patient safety across our global operations.

Information Technology (IT) Infrastructure

At Strides, we have continued to strengthen our IT and digital capabilities, which are key enablers of our global pharmaceutical operations. During FY26, our focus was on building a compliant, resilient, cloud-enabled and integrated digital ecosystem across the manufacturing, quality, supply chain, finance and laboratory functions. We advanced the migration of key applications to cloud platforms, modernised infrastructure and upgraded critical systems, including more than 60 manufacturing and quality applications, to improve reliability, compliance and scalability. We also strengthened cybersecurity through IT–OT segregation, enhanced access controls and advanced monitoring tools, ensuring strong governance and zero major audit observations during the year.

We are increasingly using data, automation and analytics to improve decision-making and operational efficiency. An enterprise data platform now integrates data from core systems, enabling near-real-time dashboards for better visibility and faster decision-making. We have also progressed towards paperless operations through electronic logbooks and large-scale adoption of electronic batch manufacturing records, improving traceability and compliance. Looking ahead, our priorities include scaling cloud adoption, expanding automation and AI-led analytics, strengthening integrated platforms such as SAP RISE, MES, TrackWise Digital and laboratory systems and further enhancing cybersecurity. These initiatives aim to improve speed, efficiency, compliance and overall digital maturity across the organisation.

Our People Capital

We believe that a strong, inclusive and supportive people culture is fundamental to sustainable success and long-term value creation. Our people are at the heart of our organisation and we are committed to creating a workplace where individuals from diverse backgrounds feel respected, empowered and encouraged to contribute their best. Our focus on diversity and inclusion extends beyond policy to the promotion of equal opportunities, collaboration and a genuine sense of belonging. As of March 31, 2026, we employed approximately 4,050 permanent employees globally, driven by around 2,300 contract workers across manufacturing locations, reflecting the scale and diversity of our operations.

We continued to invest in learning and capability building to develop a future-ready workforce equipped to meet evolving business needs. During FY26, we delivered approximately 150,000 learning hours, averaging around 45 learning hours per employee, with over 94% of employees participating in at least one learning intervention. We enabled employees to continuously enhance their skills and broaden their career opportunities through structured development programmes, mentorship, leadership initiatives, digital capability-building efforts and cross-functional exposure. We also strengthened our internal talent pipeline, with around 9% of positions filled through internal mobility and promotions.

We remained focused on creating a safe, healthy and engaging work environment that aids employees both professionally and personally. Our approach combines strong safety practices, wellness initiatives and open communication to promote employee well-being and encourage a positive workplace experience. During the year, we achieved an employee engagement score of 82.4%, reflecting strong levels of commitment, trust and alignment among employees across the organisation. We also continued to strengthen workforce diversity and inclusion, with women representing approximately 22% of our global workforce during the year. We remain committed to strengthening organisational resilience and building a high-performing, values-driven workforce that can support our long-term growth ambitions.

Risk Management

We recognise that effective risk management is essential to sustaining long-term growth, operational resilience and stakeholder confidence in an increasingly complex and uncertain business environment.

Accordingly, Enterprise Risk Management (ERM) and Business Continuity Management (BCM) form integral components of our governance framework. Our ERM framework is embedded within strategic and operational decision-making processes and is continuously strengthened to reflect evolving business priorities and emerging global risks. It enables us to proactively identify, assess and mitigate a broad spectrum of risks, including financial, operational, geopolitical, compliance and ESG-related exposures. During FY26, we further enhanced our risk management capabilities by refining risk appetite thresholds, strengthening risk assessment methodologies, updating enterprise-wide risk registers and implementing Key Risk Indicators (KRIs) for critical risks.

Our proactive approach to risk management has helped us navigate geopolitical uncertainties, supply chain disruptions and other external challenges while maintaining business continuity and operational effectiveness. Cybersecurity remains a key focus area and we continue to strengthen our digital resilience through investments in advanced security infrastructure, including a dedicated Security Operations Centre (SOC) that enables real-time monitoring and response. Through these initiatives, we enhance our preparedness for emerging risks, safeguard stakeholder interests and support our ability to operate effectively in an increasingly interconnected global environment.

Internal Control Systems and Adequacy

At Strides, we have established a strong internal control environment, supported by advanced IT systems, that enables reliable operations and transparent financial reporting. Our framework focuses on protecting assets, ensuring regulatory compliance and improving overall organisational efficiency. We undertake periodic internal audits conducted by Grant Thornton to assess critical processes, identify areas for improvement and enhance controls. The Audit Committee reviews these findings and tracks the progress of corrective actions, ensuring effective oversight. This structured approach supports sound governance practices, strengthens accountability and promotes disciplined operations across the organisation.

Cautionary Statement

The Management Discussion and Analysis contains certain statements relating to the Company's objectives, plans, estimates, projections and expectations that may be regarded as forward-looking statements under applicable laws and regulations. These statements are based on assumptions, estimates and informed judgments made by the management. Actual results, however, may differ materially from those expressed or implied due to various risks, uncertainties and other factors. These include changes in political, economic and technological conditions, fluctuations in demand, supply and pricing in domestic and international markets and changes in government policies, regulations and tax laws. The Company's performance may also be affected by factors such as the availability and cost of key inputs, competitive intensity, foreign exchange rate movements and other unforeseen developments beyond its control.

Board's Report

Dear Shareholders,

On behalf of the Board of Directors of the Company, it gives us immense pleasure in presenting the 35th Board's Report, along with the Audited Financial Statements (Consolidated & Standalone) for the financial year ended March 31, 2026.

1. Financial performance

Company has prepared the Consolidated and Standalone Financial Statements for the financial year ended March 31, 2026, in accordance with the Indian Accounting Standards (Ind AS) as prescribed under the Companies Act, 2013 (Act).

Key highlights of Consolidated and Standalone Financial performance of the Company for the financial year ended March 31, 2026 is provided below:

(₹ in Million)

Particulars	Consolidated			Standalone		
	FY26	FY25	YoY	FY26	FY25	YoY
Revenues[1]	48,587	45,653	6.40%	21,801	21,394	2.00%
Gross Margin	29,000	25,854	12.20%	10,701	10,559	1.00%
Gross Margin (%)	59.70%	56.60%	310bps	49.10%	49.40%	(30bps)
EBITDA[2]	9,253	8,028	15.30%	2,850	2,624	9.00%
EBITDA Margin (%)	19.00%	17.60%	140bps	13.10%	12.30%	80bps

[1]Revenues referred in this section excludes interest income, guarantee commission, rental income and other non-operating income.

[2]EBITDA referred in this section is post employee benefit expenses and operating expenses.

2. Company's performance

FY26 marks another year of strong and profitable growth for the Company, underpinned by its strategic focus on Profitability, Efficiency, and Growth. Company continues to maintain a disciplined approach to profitability-led growth, prudent capital allocation and building a resilient and sustainable business model.

Over the past 12 quarters, Company has consistently strengthened its profitability metrics, enhanced cash flow generation, and reinforced its balance sheet, reflecting sustained execution excellence and improved financial discipline.

During FY26, the operating environment remained dynamic and volatile, primarily due to geopolitical uncertainties. These factors resulted in incremental cost pressures, particularly in the manufacturing and supply chain operations. Despite these challenges, Company demonstrated resilience, delivering consistent quarter-on-quarter growth in absolute EBITDA and Operational Profit After Tax.

Company's strong fundamentals, diversified business mix, and disciplined financial management continue to position it well to navigate uncertainties with confidence.

Consolidated Financial Performance for the year

During FY26, Company reported Consolidated Revenue of ₹48,587 million, as compared to ₹45,653 million in FY25, registering a growth of 6.4% year-on-year. Gross Margins expanded by 310 basis points to ₹29,000 million, as compared to ₹25,854 million in FY25, reflecting a growth of 12.2%.

EBITDA for FY26 stood at ₹9,253 million, as against ₹8,028 million in FY25, representing a growth of 15.3%, with EBITDA Margin improving to 19.0% from 17.6% in FY25.

Operational Profit After Tax for FY26 increased significantly to ₹5,181 million, compared to ₹3,447 million in FY25, registering a growth of 50.3%. Operational Earnings Per Share (EPS) improved to ₹56.2 per share from ₹37.5 per share in FY25, reflecting a growth of 50.1%.

Reported Profit After Tax for FY26 increased to ₹5,745 million from ₹4,094 million in FY25, reflecting a growth of 40.3%. Reported EPS improved to ₹60.3 per share in FY26 from ₹44 per share in FY25, reflecting a growth of 37%.

As at March 31, 2026, reported net debt stood at ₹14,365 million, after foreign exchange impact of ₹1,115 million. The net debt-to-equity ratio improved to 0.46x in FY26, as compared to 0.59x in FY25. The current ratio improved to 1.28x in FY26 from 1.24x in FY25, and Return on Capital Employed (ROCE) increased to 15.76% in FY26 from 14.86% in FY25, reflecting improved capital efficiency.

Market Wise Performance for the year

U.S. Market

Revenue from the U.S. business stood at ₹24,897 million in FY26, as compared to ₹24,457 million in FY25. The business remained stable despite competitive pressures in recent product launches and a weaker flu season during the second half of the year.

During the year, Company launched six products and discontinued nine products that did not meet internal margin thresholds, reinforcing its continued focus on portfolio rationalisation and profitability.

Out of 70 commercialised products, Company maintained leadership (top three ranking) in 37 products, contributing ~75% of U.S. revenues.

As at March 2026, Company had filed 223 ANDAs and received approvals for 208 ANDAs, covering ~ 150 products.

Company continues to focus on its generics business in North America with a focus on relaunching products from its dormant and acquired ANDA portfolio. Multiple products are currently under various regulatory stages, including Prior Approval Supplements (PAS) and will be launched at opportune time. In parallel, Company continues to invest in building a differentiated and sustainable pipeline to support long-term growth.

Ex-U.S. Market

Ex-U.S. business, comprising Other Regulated Markets (ORM) and Growth Markets, delivered strong performance during the year.

Revenue from this business stood at ₹22,404 million in FY26, as compared to ₹18,512 million in FY25, reflecting a growth of 21% year-on-year.

Growth in the Ex-U.S. business was driven by consistent execution across key markets, including Europe, the UK, the Nordics, Australia, and continued momentum in Africa. These markets are scaling effectively and contributing meaningfully to profitability, reinforcing their position as key drivers of both growth and earnings.

Growth in Ex-U.S. business is expected to be driven by expansion of the product portfolio, new customer partnerships, conversion of a robust pipeline of opportunities, and continued progress in filings and approvals.

Access Market

Revenue from this business stood at ₹1,286 million in FY26, as compared to ₹2,684 million in FY25, reflecting a decline of ~52% year-on-year.

The segment, which comprises tender-based and institutional sales across low-and middle-income countries, is characterised by variability in order volumes and timing.

The Access Markets business remains tactical, contributing to volume and advancing its broader objective of improving access to affordable medicines in underserved regions. The segment also helps offset manufacturing facility operating costs, thereby driving its efficient utilisation.

Other Key achievements during FY26

- **ESG & Sustainability** - Company continues to make strong progress on ESG front which is reflected in a 5-point improvement in its S&P Global's Corporate Sustainability Assessment (CSA) and its inclusion in the S&P Global Sustainability Yearbook for the second consecutive year.

  Company achieved a CSA score of 80, placing it amongst a select group of global companies recognised for strong sustainability performance. This reflects continued commitment to environmental stewardship, social responsibility, and governance excellence.

- **Organizational Recognition** - During the year, Company and its teams received multiple recognitions from leading industry bodies for contributions to innovation, operational excellence, and leadership. These accolades underscore the depth of capabilities and execution excellence across the organisation.
- **Corporate Social Responsibility** - During the year, Company successfully completed Vidyadhama – Strides' Model Government Higher Primary School at Haragadde, Bengaluru Rural. This flagship initiative reflects Company's sustained commitment to strengthening public education infrastructure and creating meaningful, long-term impact for underserved communities. Spread across 2.16 acres, the campus has been thoughtfully designed to provide a safe, inclusive, and future-ready learning environment.

In summary, FY26 reflects strong operational execution, sustained improvement in profitability, and disciplined financial management. Growth in Ex-U.S. business, margin expansion, and strengthened balance sheet position have enhanced the Company's resilience.

As we look ahead, we will continue to focus on delivering profitable growth and strengthening our presence across both U.S. and Ex-U.S. markets. At the same time, we remain committed to building a structurally resilient business, driven by sustainable growth, disciplined capital allocation, and continued strengthening of the balance sheet.

3. Dividend for FY26

Board of Directors, at their meeting held on May 18, 2026, have recommended a Dividend of ₹5 per equity share of face value ₹10 each (50%) for the financial year ended March 31, 2026, subject to approval of the shareholders at the ensuing Annual General Meeting (AGM). The total dividend payout, if approved, would amount to ~₹461 million, representing a payout ratio of 25% on a standalone basis and 8% on a consolidated basis.

Dividend has been recommended in accordance with the Dividend Distribution Policy of the Company and shall be paid out of profits for the financial year ended March 31, 2026.

If approved by the shareholders at the AGM, Dividend shall be paid within 30 days from the date of AGM, after deduction of tax at source, as applicable, to those shareholders whose names appear in the Register of Members or in the list of beneficial owners furnished by the depositories as on the Record Date fixed for this purpose.

Strides' Dividend Distribution Policy is drafted in accordance with the provisions of Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations).

During the year under review, the Policy was reviewed and amended to incorporate guidance on dividend payout parameters. The Dividend Distribution Policy is available on the Company's website, and the web link thereto is provided on page 138 of this Annual Report.

4. Transfer to General Reserve

Movement in Reserves and Surplus for the financial year ended March 31, 2026, is set out in the Statement of Changes in Equity forming part of the Consolidated and Standalone Financial Statements (Refer Note No. 20 and 19, respectively).

5. Update on Corporate Actions

During the year under review, your Company has undertaken/ initiated the following key corporate actions:

5.1. De-merger of Identified Business of Arco Lab Private Limited, a Wholly owned Subsidiary of the Company

Arco Lab Private Limited (Arco Lab), a wholly owned subsidiary of the Company, operates as a Global Life Sciences Capability Centre providing life sciences consulting, digital innovation, and business solutions.

Pursuant to a Scheme of Arrangement under Sections 230 to 232 of the Act, Arco Lab has proposed to demerge its Life Sciences and Digital Innovation Capabilities business into Pivot Path Private Limited (Pivot Path), a company incorporated under the Act on April 10, 2025, and currently a wholly owned subsidiary of Arco Lab.

Appointed Date for the proposed Scheme is April 10, 2025.

Upon the Scheme becoming effective, investment held by Arco Lab in Pivot Path shall stand cancelled, and Pivot Path shall issue shares to Strides Pharma Science, and consequently shall become a wholly owned subsidiary of Strides.

Arco Lab and Pivot Path have jointly filed a petition with the Hon'ble NCLT, Bengaluru Bench, seeking approval of the Scheme. As at the date of this Report, the Scheme is pending for final approval from Hon'ble NCLT. The proposed restructuring is not expected to have any financial or operational impact on the Company.

5.2 Acquisition of balance stake in Neviton Softech Private Limited, India (Neviton)

Neviton Softech Private Limited (Neviton), India, is engaged in providing IT services and engineering solutions to a diverse client base, with core capabilities in development of machine interfaces using IoT devices and integration of live data into real time applications.

Arco Lab Private Limited (Arco Lab), a wholly owned subsidiary of the Company, had acquired an initial equity stake of 25% in Neviton in August 2022, followed by an additional 25% equity stake in January 2024.

On February 16, 2026, Arco Lab acquired the remaining 50% equity stake in Neviton from the existing shareholder for a cash consideration of EUR 2 million ~₹218 million.

Consequently, with effect from the said date, Neviton has become a wholly owned subsidiary of Arco Lab and a step down subsidiary of the Company.

The acquisition is expected to strengthen synergies between Arco Lab and Neviton, enhance the Group's knowledge based and IT service offerings, and support operational efficiencies, cost optimisation, and increased digitisation across the Group.

5.3 Agreement to acquire stake in Asaco Trinity Proprietary Limited, South Africa

Strides Pharma Asia Pte. Ltd., a wholly owned subsidiary of the Company in Singapore has entered into a Sale of Shares Agreement on March 11, 2026, for acquisition of 12.5% equity stake in Asaco Trinity Proprietary Limited (Asaco).

Asaco is one of the shareholders of Trinity Pharma Proprietary Limited (Trinity), South Africa. Trinity is a step-down subsidiary of the Company with business operations in South Africa.

The said transaction shall enable Strides' group to increase its effective shareholding in Trinity by ~2.5% from 51.76% to 54.26%. The proposed transaction is subject to certain closing conditions and is expected to be completed by Q2FY27.

5.4 Strengthening Presence in Sub-Saharan Africa

During the year under review, Strides Pharma International AG (SPIAG), a step-down subsidiary of the Company, entered into definitive agreements with Sandoz AG, Switzerland, and its group entities for acquisition and in-licensing of a portfolio of branded generic products across Sub-Saharan Africa (SSA).

The transaction covers key SSA markets, including Western Africa (comprising 10 countries), Ghana, Nigeria and Kenya. The acquired portfolio comprises multiple well-established brands across anti-infective, cardiovascular and dermatology therapeutic segments, several of which individually generate annual sales exceeding U.S.$ 1 million. In addition to outright acquisitions, select products will continue to be marketed by Strides under in-licensing arrangements. To ensure uninterrupted supply, Strides will also enter into a manufacturing and supply agreement with Sandoz.

The said acquisition significantly expands Strides' footprint in SSA, more than doubling its presence in the region. With the integration of Sandoz's branded portfolio into Strides' existing operations, the Group is expected to emerge among the top five pharmaceutical companies in SSA by sales and among the top two players in the representable market.

The transaction is expected to create strong strategic synergies by expanding Strides' market reach, strengthening therapeutic leadership and enhancing engagement with prescribers across the region. The expanded portfolio provides access to new therapeutic areas, facilitates cross-selling opportunities and enables deeper penetration across pharmacies, clinics and healthcare institutions. These benefits, together with operational efficiencies from an enhanced commercial and supply chain platform, are expected to support sustainable growth and long-term value creation.

The initial consideration for the transaction is U.S.$ 12 million, payable at closing and funded through internal accruals. The transaction is expected to be EPS accretive. Completion is expected by the end of Q2 FY27, subject to customary regulatory and antitrust approvals.

6. Composition of the Board

The Company's Board of Directors comprises a diverse group of accomplished professionals who bring a broad range of industry expertise, strategic perspective, and strong governance stewardship to the decision making process.

The Board plays a pivotal role in shaping Strides' strategic direction and supporting the long term sustainability of the business. Through its focus on governance practices, risk management, and performance monitoring, Strides' Board provides effective leadership to drive responsible growth and long term value creation.

List of Board of Directors and movement during the year forms part of the Corporate Governance Report which forms part of Annual Report.

Retirement by Rotation and Re-appointment at the ensuing AGM

In accordance with the provisions of Section 152 of the Act and the Company's Articles of Association, Mr. Arun Kumar (DIN: 00084845), is liable to retire by rotation at the ensuing AGM and being eligible, offers himself for his re-appointment.

Board recommends his re-appointment to the Board.

Relevant details including profile of Mr. Arun Kumar is provided in the AGM Notice.

KMP of the Company during the year and as at the date of this report, are set out below:

- Mr. Arun Kumar (Whole Time Director and KMP upto April 4, 2025)
- Mr. Badree Komandur (Managing Director & Group CEO)
- Mr. Aditya Arun Kumar (Executive Director – Business Development)
- Ms. Manjula Ramamurthy (Company Secretary & Compliance Officer)
- Mr. Vikesh Kumar (Group Chief Financial Officer)

7. Board Meetings

Board meets at regular intervals to review performance of the Company, to discuss and decide on various business strategies, policies and other matters.

During FY26, Board of Directors met six times. The intervening gap between meetings was within the period prescribed under the Act and SEBI Listing Regulations.

Details of meetings of Board held during FY26 along with information relating to attendance of each director is provided in the Corporate Governance Report which forms part of Annual Report.

8. Board Committees

Board has constituted sub-committees to focus on specific areas and make informed decisions within the authority delegated to each of the Committees. Each Committee of the Board is guided by its Charter, which defines the scope, powers and composition of the Committee.

Board has constituted the following Statutory Committees:

1) Audit Committee
2) Nomination and Remuneration Committee
3) Stakeholders' Relationship Committee
4) Corporate Social Responsibility Committee; &
5) Risk Management & Sustainability Committee

Board has also constituted a non-statutory committee titled 'Management Committee'. This Committee primarily considers matters that may be delegated by the Board of Directors of the Company under Section 179 of the Act and other delegable matters for administrative convenience.

Management Committee comprises of two Independent Directors and an Executive Director. Chairperson of the Committee is appointed on a rotation basis amongst the Independent Directors. This Committee meets at such intervals, based on requirements of the Company.

Details pertaining to composition, terms of reference, details of meetings held during FY26 along with attendance of each of the committee members for all the above Committees are provided in the Corporate Governance Report, which forms part of this Annual Report.

During the year, all recommendations made by the Committees were approved by the Board.

9. Share Capital

Authorized Share Capital

During the year under review, there was no change in the Authorized Share Capital of the Company.

Authorised Share Capital of the Company as at March 31, 2026 stood at ₹2,183,700,000/- divided into 218,370,000 equity shares of ₹10 each.

Issued, Subscribed and Paid-up Share Capital

Issued, Subscribed and Paid-up Share Capital of the Company as at March 31, 2026, stood at ₹921,727,140/- divided into 92,172,714 equity shares of ₹10/- each.

Movement in issued, subscribed and paid-up share capital during the year is as under:

Particulars	Number of Shares	Amount (₹)
April 1, 2025	92,162,714 equity shares of face value of I10/- each	921,627,140
Additions during the year	10,000 equity shares of face value I10/- each issued pursuant to exercise of ESOPs during the year	1,00,000
March 31, 2026	92,172,714 equity shares of face value of I10/- each	921,727,140

10. Subsidiary, Joint Ventures and Associate Companies

Strides operates through a global structure comprising over 30 entities across North America, Africa, Europe, Asia and Australia.

These entities play a critical role in strengthening market presence, supporting regulatory filings, enabling manufacturing operations and undertaking marketing and distribution of pharmaceutical products.

Details of Subsidiaries, Joint Venture, and Associate entities as at March 31, 2026 are provided below:

Nature of Relationship	India	Overseas	Total
Subsidiaries	4	27	31
Joint Ventures	-	1	1
Associates	-	3	3
Total	**4**	**31**	**35**

List of Subsidiaries, which have become or ceased to be part of the Group during the year is also mentioned below:

#	Name of Entity	Event Date	Remarks
1	Pivot Path Private Limited, India	April 10, 2025	Incorporated as a wholly owned subsidiary of Arco Lab Private Limited (Arco Lab) and became part of Strides' Group.
2	Strides CIS Limited, Cyprus	June 16, 2025	Divested to a third-party effective June 16, 2025.
3	Apollo Life Sciences Holdings (Pty) Ltd, South Africa	August 22, 2025	Voluntarily de-registered with the Companies and Intellectual Property Commission.
4	Beltapharm S.R.L, Italy	May 14, 2025	Change in legal status of the entity from S.P.A to S.R.L

#	Name of Entity	Event Date	Remarks
5	Neviton Softech Private Limited, India	February 16, 2026	Acquisition of remaining 50% equity stake in Neviton. Consequently, effective February 16, 2026, Neviton has become a WOS of Arco Lab and a step-down subsidiary of the Company. Pursuant to the above, Neviton Technologies Inc. a WOS of Neviton has also become a step-down WOS of Arco Lab and the Company.

Policy on Material Subsidiaries

Company has formulated a Policy for determination of Material Subsidiaries in accordance with Regulation 16(1)(c) of the SEBI Listing Regulations.

The said Policy is available on the Company's website, and the web link for accessing the same is provided on page 138 of this Annual Report.

Governance Framework at Subsidiaries

Governance practices across the subsidiaries, particularly material subsidiaries, are harmonized with Strides' compliance standards. Governance frameworks at the subsidiary level, including Board processes, financial controls, legal & regulatory filings and statutory compliances, are closely aligned with those of the parent Company.

11. Accounts of Subsidiaries

During the year, Board of Directors have reviewed affairs of the subsidiaries. As part of the quarterly/ annual board meeting, Audit Committee and Board of Directors of the Company are provided with requisite updates/ information/ reports relating to subsidiaries as required under the Act and SEBI Listing Regulations.

In accordance with Section 129 (3) of the Act, Company has prepared a consolidated financial statement.

A statement containing salient features of financial statements of the Company's subsidiaries, joint ventures and associate companies, and their contribution to the overall performance of the Company, as required in Form AOC 1 is enclosed as **Annexure-1** to this Report.

12. Corporate Governance Report

As per SEBI Listing Regulations, Corporate Governance Report along with Statutory Auditor's Certificate thereon for FY26 forms part of this Annual Report.

Further, disclosure about following matters is provided in the Corporate Governance Report (which forms part of this Board's Report):

- Vigil Mechanism/ Whistle Blower Policy
- Policy on Directors Appointment and Remuneration (Strides' Nomination and Remuneration Policy)
- Policy on Prevention of Sexual Harassment at workplace
- Declaration by the Independent Directors of the Company
- Board Evaluation
- Investor Education and Protection Fund

13. Management Discussion and Analysis Report

Management Discussion and Analysis Report (MD&A) prepared in accordance with the SEBI Listing Regulations, provides a comprehensive overview of the Company's operations, industry trends, financial performance, and strategic outlook.

MD&A Report for FY26 forms part of this Annual Report.

14. Business Responsibility and Sustainability Report

As per SEBI Listing Regulations, Business Responsibility and Sustainability Report for FY26 forms a part of this Annual Report.

15. Employee Stock Option Scheme

Presently, your Company has one Stock Option Plan viz., Strides' Employee Stock Option Plan 2016 (ESOP Plan).

A statement giving detailed information on stock options granted to Employees under the ESOP Plan as required under Section 62 of the Act, read with Rule 12 of Companies (Share Capital and Debentures) Rules, 2014 and Regulation 14 of SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 is enclosed as **Annexure-2** to this Report and is also available at https://www.strides.com/investors/shareholder-information/general-meeting.

16. Particulars of Employees and Remuneration

The percentage increase in remuneration, ratio of remuneration of directors and key managerial personnel (KMP) (as required under the Act) to the median of employees' remuneration forms part of this report and is appended herewith as **Annexure-3**.

Further, as per the provisions of Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, a statement containing names of top ten employees in terms of remuneration drawn and the particulars of employees employed throughout the year and in receipt of remuneration of ₹1.02 Crore or more per annum and employees employed for part of the year and in receipt of remuneration of ₹8.50 Lakh or more per month is to be provided.

However, in terms of the second proviso to Section 136(1) of the Act, Annual Report, excluding the aforesaid information, is being sent to Shareholders of the Company and others entitled thereto.

The said information is available for inspection at the registered office of the Company up to the date of ensuing AGM. Any Shareholder interested in obtaining a copy thereof, may write to the Company Secretary in this regard.

17. Corporate Social Responsibility (CSR)

Strides' CSR initiatives help address socio-economic challenges in the realms of Health & Hygiene, Education, Employability & Livelihood and Community Welfare.

A detailed report on the CSR activities undertaken during FY26 is enclosed as **Annexure-4** to this Report. Group CFO of the Company has certified that CSR funds disbursed for the projects have been utilized for the purposes and in the manner as approved by the Board.

During the year, CSR Policy was reviewed and amended to enhance clarity, strengthen governance roles, and encourage employee volunteering.

Strides' CSR Policy is available on Company's website and weblink to access the same is provided in Page 138 of the Annual Report.

18. Particulars of Loans given, Investments made, Guarantees given or Security provided by the Company

Company has disclosed the full particulars of loans given, investments made, guarantee given or security provided during the year, as required under Section 186 of the Act, Regulation 34(3) and Schedule V of the SEBI Listing Regulations in Note no. 40 to the standalone financial statements, which forms part of this Annual Report.

19. Particulars of Contracts or Arrangements with Related Parties

In accordance with the requirements of the Act and the SEBI Listing Regulations, your Company has framed a Policy on Materiality and Dealing with Related-Party Transactions (RPTs).

During the year under review, the said Policy was reviewed by the Audit Committee and Board to align with the regulatory amendments, amongst other changes. The updated Policy is available on the Company's website and web link to access the same is provided in Page 138 of the Annual Report.

Company has a process in place to periodically review and monitor RPTs. All RPTs entered into by the Company during FY26 were in ordinary course of business and at arm's length basis. There are no materially significant related party transactions made by the Company which may have potential conflict with interests of the Company.

Information on transactions with related parties pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014 is enclosed as **Annexure-5** to this Report.

All transactions with related parties are also disclosed in Note no. 45 to the Standalone Financial Statements in the Annual Report.

20. Auditors and Audit Reports

20.1 Statutory Auditors

In terms of the provisions of Section 139 of the Act, a company shall appoint/ re-appoint an audit firm as Statutory Auditors for not more than two terms of five consecutive years.

M/s. B S R & Co. LLP, Chartered Accountants (Firm Registration no. 101248W/ W-100022) were re-appointed as Statutory Auditors of the Company at the AGM held on September 9, 2022 for the second term of five years i.e., from the conclusion of the 31st AGM till the conclusion of the 36th AGM of the Company to be held in the year 2027. Accordingly, BSR will be completing their final term as Statutory Auditors of the Company in 2027.

Statutory Auditors' Report for the financial year ended March 31, 2026, is enclosed along with the financial statements in the Annual Report. The said report was issued by the Statutory Auditors with an unmodified opinion and does not contain any qualifications, observations or adverse remarks.

Appointment of Deloitte Haskins & Sells, LLP as Statutory Auditors from FY28

Based on the recommendation of Audit Committee, Board of Directors of the Company at their meeting held on May 18, 2026 has approved and recommended the appointment of M/s. Deloitte Haskins & Sells, LLP, Chartered Accountants (Firm Registration No. 117366W/ W-100018) as its Statutory Auditors for a first term of five consecutive years commencing from the conclusion of 36th AGM of the Company (to be held in the year 2027). Their first term of five years shall be valid upto the conclusion of 41st AGM of the Company (to be held in the year 2032).

The said appointment is subject to approval of shareholders of the Company in their AGM to be held in the year 2027, further subject to fulfilment of all applicable regulatory requirements including Auditors independence in accordance with the relevant laws and regulations.

20.2 Internal Auditors

M/s. Grant Thornton Bharat LLP (formerly known as Grant Thornton India LLP) (LLPIN: AAA-7677) are the Internal Auditors of the Company.

During the year under review, Internal Auditors were satisfied with the management response on observations and recommendations made by them during course of their audit.

20.3 Cost Auditors

Pursuant to the provisions of Section 148(1) of the Act, Company is required to maintain cost records, and accordingly, such cost accounts and records are duly made and maintained.

Cost Audit for FY26

Board of Directors of the Company, at their meeting held on May 22, 2025, based on the recommendation of Audit Committee, approved the appointment of M/s. Rao, Murthy & Associates, Cost Accountants (Firm Registration No. 000065), as the Cost Auditors of the Company for FY26. The remuneration payable to Cost Auditors for FY26 was approved by the Members at the Annual General Meeting held on August 7, 2025.

Cost Audit for FY27

Members may further note that, over the last few financial years, Company's export revenues in foreign currency have consistently exceeded 75% of its total standalone turnover. During FY26, revenue from exports in foreign currency constituted ~96% of the total standalone turnover.

Accordingly, as per the provisions of the Act, Company is eligible for and has availed the exemption from cost audit for FY27. Assessment relating to cost audit requirement shall be carried out by the Company on a year-on-year basis.

20.4 Secretarial Auditors

M/s. V Sreedharan and Associates (Firm Registration no. P1985KR14800), a Peer Reviewed Practicing Company Secretaries, based out of Bengaluru, is the Secretarial Auditor for the Company.

Secretarial Audit for FY26, inter alia, included audit of compliance with the Act and the Rules made thereunder, SEBI Listing Regulations and other applicable Regulations prescribed by SEBI, amongst others. Copy of the said Report is enclosed as **Annexure-6** to this report.

Secretarial Auditor has observed that Company intimated the Stock Exchanges regarding changes in Senior Management Personnel (cessation/ appointment) on May 10, 2025, which was beyond the timeline prescribed under applicable regulatory provisions, and in this regard, BSE Limited, vide its letter dated July 18, 2025, sought clarification from the Company.

Company has responded to BSE Limited vide its letter dated July 22, 2025 that the delay in intimation was due to administrative reasons. Since then, Company has strengthened its internal processes and coordination mechanisms to ensure timely identification and disclosure of events in compliance with Regulation 30 of the SEBI Listing Regulations. No fines or penalties have been imposed on the Company in this regard as on the date of this Report.

20.5 Secretarial Audit Report of Material Unlisted Subsidiary

In accordance with the provision of 24(A) of the SEBI Listing Regulations, a listed company is required to annex the secretarial audit report of its material unlisted subsidiary in India to its Annual Report.

Arco Lab Private Limited (Arco Lab) was identified as a Material Unlisted Subsidiary of the Company in India for FY26.

Secretarial Audit for Arco Lab was conducted by Vijayalakshmi K, a Peer Reviewed Practicing Company Secretary. The said Report, enclosed as **Annexure 7** to this report, does not contain any qualifications, observations or adverse remarks.

21. Internal Financial Controls

Company has in place adequate framework for Internal Financial Controls as required under Section 134(5)(e) of the Act.

During the year under review, such controls were tested and no material weaknesses in their design or operations were observed.

22. Risk Management

Risk Management has always been an integral aspect of our organisational activities and control systems.

Company has in place Enterprise Risk Management (ERM) Policy which provides a structured and disciplined approach to identify, assess, mitigate, and monitor risks across the organisation. Our ERM framework is dynamic and deeply integrated into our decision-making processes continuously evolving to align with our strategic priorities and the shifting global risk landscape. It addresses a wide range of potential exposures, including financial, operational, geopolitical, compliance and Sustainability-ESG risks, ensuring that Company remain agile and future-ready.

ERM Policy is available on Company's website and weblink to access the same is provided in Page 138 of the Annual Report.

Pursuant to the SEBI Listing Regulations, Company has constituted a Risk Management Committee. During the year, Committee's mandate was expanded to include oversight of sustainability goals, and it was consequently renamed as the 'Risk Management and Sustainability Committee'.

Details pertaining to composition, terms of reference, details of meetings held during FY26 along with attendance of each of the committee members are provided in the Corporate Governance Report, which forms part of this Annual Report.

23. Other Disclosures

23.1 Nature of Business of the Company

During the year under review, there has been no change in nature of business of the Company.

23.2 Deposits

During the year under review, Company has neither accepted nor renewed deposits from the public falling within the ambit of Section 73 and 74 of the Act read with the relevant Rules framed thereunder. Hence, the requirement for furnishing of details relating to deposits covered under Chapter V of the Act or the details of deposits which are not in compliance with Chapter V of the Act is not applicable.

Requisite return for FY26 with respect to amount(s) not considered as deposits shall be filed with the Registrar of Companies within the prescribed timelines. The Company does not have any unclaimed deposits as at the date of this report.

23.3 Disclosure on compliance with Secretarial Standards

Company complies with all applicable mandatory Secretarial Standards issued by the Institute of Company Secretaries of India.

23.4 Reporting of Fraud

No frauds were reported by Auditors of the Company as specified under Section 143 of the Act for FY26.

23.5 Significant and material orders passed by Regulators or Courts

During the year under review, there were no significant and material orders passed by the regulators or courts impacting the going concern status of your Company and its operations in future.

23.6 Annual Return of the Company

Pursuant to Section 92 of the Act and Rules made thereunder, Annual Returns of the Company for FY26 has been uploaded on the website of the Company and can be accessed at https://www.strides.com/Upload/PDF/annual-return-2026.pdf.

23.7 Conservation of Energy, R&D, Technology Absorption and Foreign Exchange Earnings/ Outgo

Details of Energy Conservation, R&D, Technology Absorption and Foreign Exchange Earnings/ Outgo is enclosed as **Annexure-8** to this Report.

23.8 Confirmation regarding compliance to Maternity Benefit Act

During the year under review, Company has complied with the provisions of Maternity Benefit Act, 1961 along with all applicable amendments and undertook necessary measures to ensure compliance for all eligible employees.

23.9 General

Further, your Directors' state that no disclosure or reporting is required in respect of the following matters as there were no transactions on these items during the year under review:

- Issue of equity shares with differential rights as to dividend, voting or otherwise as per Section 43(a)(ii) of the Act;
- Issue of Sweat Equity Shares under any scheme as per provisions of Section 54(1)(d) of the Act;
- Company does not have any scheme of provision of money for purchase of its own shares by employees or by trustees for the benefit of employees;
- No instances of non-exercising of voting rights in respect of shares purchased directly by employees under a scheme pursuant to Section 67(3) of the Act;
- MD & CEO of the Company does not receive any remuneration or commission from any of its Subsidiaries;
- There was no revision in the Financial Statements and Board's Report of the Company during the year under review;
- Company has not made any application under the Insolvency and Bankruptcy Code, 2016 (IBC). Further, there are no proceedings admitted against the Company under IBC; and
- There was no one-time settlement done with the Banks or Financial Institutions. Therefore, the requirement to disclose details of difference between valuation done at the time of taking the loan from Banks or Financial Institution and at the time of one-time settlement is not applicable.

24. Material changes and commitments

There were no material changes and commitments affecting the financial position of the Company between end of the Financial Year and the date of this report.

25. Directors' Responsibility Statement

Pursuant to the requirement under Section 134 (3)(c) of the Act with respect to the Directors' Responsibility Statement, Board of Directors of your Company state that:

(a) in preparation of annual accounts, the applicable accounting standards have been followed along with proper explanation relating to any material departures.

(b) directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period;

(c) directors have taken proper and sufficient care for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

(d) directors have prepared the annual accounts of the Company on a going concern basis;

(e) directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and are operating effectively;

(f) directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

26. Acknowledgements

Your Directors' place on record their sincere appreciation for the collective dedication, commitment, and valuable contributions of all employees of the Company, across locations and levels, whose efforts have been instrumental in achieving the overall growth and progress of the Company.

Directors also express their gratitude to the Company's vendors, suppliers, bankers, financial institutions, employee unions, members, customers, Government and regulatory authorities, stock exchanges, consultants, and all other business associates and stakeholders for their continued cooperation, support, and confidence in the Company.

Company remains committed to building strong and enduring relationships with all its stakeholders and values their feedback and inputs as it continues to strengthen its operations and pursue sustainable growth.

For and onbehalf of the Board of Directors

	Arun Kumar	**Badree Komandur**
Date: May 18, 2026	Non-Executive Director & Chairperson	Managing Director & Group CEO
Place: Bengaluru	DIN: 00084845	DIN: 07803242

Annexure 1

Form AOC 1

(Pursuant to first proviso to sub section (3) of Section 129 of the Companies Act, 2013, read with Rule 5 of the Companies (Accounts) Rules, 2014)

Part A- Statement containing salient features of Financial Statements of Subsidiaries

₹in Million, except % shareholding and exchange rates

Sl. No.	Name of the Subsidiary	Country of incorporation	Date of Acquisition/ Date of Incorporation/ Effective date of becoming Subsidiary	Reporting Period for the subsidiary concerned	Reporting Currency	Exchange Rate	(a) Capital (Includes Monies pending allotment)	(b) Reserves	(c) Total Assets	(d) Total liabilities (other than Capital & Reserves)	(e) Investments other than in subsidiaries	(f) Turnover	(g) Profit before taxation	(h) Provision for taxation	(i) Profit after taxation	(j) Proposed dividend	(k) Effective Shareholding
1	Apollo Life Sciences Holdings Proprietary Limited*	South Africa	Jan 1, 2018	Apr-Mar	ZAR	5.50	-	-	-	-	-	-	0.02	-	0.02	-	-
2	Arco Lab Private Limited	India	Dec 1, 2018	Apr-Mar	INR	1.00	3.82	2,765.19	3,821.34	1,052.33	2,710.72	853.76	195.88	52.83	143.05	-	100.00%
3	Beltapharm S.R.L	Italy	Jan 10, 2006	Jan-Dec#	EUR	108.21	5.41	7.50	904.06	891.15	-	694.13	(265.89)	-	(265.89)	-	97.94%
4	Strides Pharma International AG^^	Switzerland	Apr 1, 2020	Apr-Mar	EUR	108.21	230.12	55.08	5,944.97	5,659.78	-	5,590.87	873.51	1.02	872.49	-	100.00%
5	Fairmed Healthcare GmbH^^	Germany	Apr 1, 2020	Jan-Dec#	EUR	108.21	22.72	(2,609.68)	1,689.82	4,276.77	-	1,779.24	156.91	7.03	149.88	-	100.00%
6	Neviton Softech Private Limited	India	Jan 5, 2024	Apr-Mar	INR	1.00	0.11	299.10	353.60	54.39	-	309.99	63.15	16.12	47.03	-	100.00%
7	Neviton Technologies Inc.	USA	Jan 5, 2024	Apr-Mar	USD	94.38	0.47	1.38	39.68	37.83	-	73.73	7.78	0.50	7.23	-	100.00%
8	Pharmapar Inc.	Canada	Feb 13, 2019	Apr-Mar	CAD	67.78	338.93	(561.03)	-	222.10	-	-	-	-	-	-	100.00%
9	Strides Arcolab International Ltd.	UK	Nov 18, 2005	Apr-Mar	USD	94.38	6,020.98	(2,600.74)	10,145.77	6,725.53	-	-	(362.69)	(90.26)	(272.43)	-	100.00%
10	Strides CIS Limited**	Cyprus	Jan 1, 2008	Apr-Mar	USD	94.38	0.32	(0.32)	-	-	-	-	5.06	-	5.06	-	-
11	Strides Lifesciences Limited	Nigeria	Apr 10, 2017	Apr-Mar	NGN	0.07	0.73	5.64	29.06	22.69	-	47.32	318.47	0.79	317.68	-	100.00%
12	Strides Pharma (Cyprus) Limited	Cyprus	Dec 3, 2009	Apr-Mar	EUR	108.21	0.31	2,316.30	2,647.41	330.80	-	1,902.35	(73.01)	(0.30)	(72.71)	-	100.00%
13	Strides Pharma (SA) Proprietary Limited***	South Africa	Oct 8, 2015	Apr-Mar	ZAR	5.50	-	(34.14)	452.29	486.43	-	701.59	76.32	3.86	72.46	-	51.76%
14	Strides Netherlands B.V.	Netherland	Oct 17, 2019	Apr-Mar	EUR	108.21	2.16	3.00	99.54	94.37	-	53.12	(9.09)	-	(9.09)	-	100.00%

₹in Million, except % shareholding and exchange rates

Sl. No.	Name of the Subsidiary	Country of incorporation	Date of Acquisition/ Date of Incorporation/ Effective date of becoming Subsidiary	Reporting Period for the subsidiary concerned	Reporting Currency	Exchange Rate	(a) Capital (Includes Monies pending allotment)	(b) Reserves	(c) Total Assets	(d) Total liabilities (other than Capital & Reserves)	(e) Investments other than in subsidiaries	(f) Turnover	(g) Profit before taxation	(h) Provision for taxation	(i) Profit after taxation	(j) Proposed dividend	(k) Effective Shareholding
15	Strides Pharma New Zealand Pty Limited	New Zealand	Jul 26, 2024	Apr-Mar	NZD	54.00	19.73	(3.84)	17.06	1.17	-	-	-	-	-	-	100.00%
16	Amexel Pte. Ltd.#	Singapore	Mar 19, 2025	Jan-Dec##	USD	94.38	-	34.77	70.41	35.64	-	159.82	43.25	8.31	34.94	-	100.00%
17	Strides Consumer LLC	USA	Mar 19, 2025	Apr-Mar	USD	94.38	968.13	(1,352.10)	(94.25)	289.72	-	106.30	(2.66)	-	(2.66)	-	100.00%
18	Stides Pharma Science Pty Ltd.	Australia	Aug 8, 2019	Apr-Mar	AUD	64.67	200.87	(199.26)	1.99	0.37	-	-	(14.12)	-	(14.12)	-	100.00%
19	Strides Pharma Global (UK) Ltd.	UK	Jul 29, 2015	Apr-Mar	GBP	124.46	6,185.87	(3,635.47)	2,227.34	(323.07)	0.21	-	(2.31)	-	(2.31)	-	100.00%
20	Strides Pharma Asia Pte. Ltd.	Singapore	Dec 13, 2011	Apr-Mar	USD	94.38	16,547.59	2,471.30	19,053.28	34.40	-	-	(0.12)	0.01	(0.13)	-	100.00%
21	Strides Pharma Canada Inc.	Canada	May 11, 2017	Apr-Mar	CAD	67.78	681.55	(400.41)	387.93	106.79	-	165.33	(14.33)	-	(14.33)	-	100.00%
22	Strides Pharma Global Pte. Limited	Singapore	Aug 21, 2013	Apr-Mar	USD	94.38	18,543.43	(679.03)	31,524.46	13,660.08	1.24	17,363.18	1,985.48	289.87	1,695.61	-	100.00%
23	Strides Pharma Inc.	USA	Jun 11, 2013	Apr-Mar	USD	94.38	1,902.84	8,568.27	25,027.90	14,556.79	0.12	21,292.40	882.35	208.69	673.66	-	100.00%
24	Strides Pharma International Limited	Cyprus	Dec 3, 2009	Apr-Mar	USD	94.38	41.34	1,582.54	1,641.37	17.50	-	-	4.59	0.47	4.12	-	100.00%
25	Strides Pharma UK Ltd.	UK	Dec 1, 2007	Apr-Mar	GBP	124.46	1.79	1,913.50	3,678.19	1,762.90	-	4,477.22	653.06	180.79	472.27	-	100.00%
26	SVADS Holdings SA	Switzerland	Nov 19, 2015	Apr-Mar	CHF	118.05	466.59	202.84	808.11	138.68	-	121.28	106.22	4.15	102.07	-	100.00%
27	Trinity Pharma Proprietary Limited	South Africa	Jan 1, 2018	Apr-Mar	ZAR	5.50	0.01	792.33	2,724.76	1,932.42	-	2,473.57	169.51	48.65	120.86	-	51.76%
28	UCL Brands Limited	Kenya	May 30, 2023	Apr-Mar	KES	0.73	1.72	1,557.77	1,593.39	33.89	-	531.72	233.12	73.89	159.23	-	51.00%
29	Vensun Pharmaceuticals, Inc.	USA	Jan 30, 2019	Apr-Mar	USD	94.38	5,741.13	(7,242.79)	(1,501.66)	-	-	-	-	-	-	-	100.00%
30	Strides Nordic ApS	Denmark	Dec 4, 2019	Apr-Mar	DKK	14.50	0.58	(46.38)	1,172.97	1,218.77	-	1,026.33	(70.15)	(15.56)	(54.59)	-	100.00%
31	Strides Global Consumer Healthcare Limited	UK	Aug 5, 2024	Apr-Mar	USD	94.38	3,885.34	(4,099.06)	58.28	272.00	-	6.16	(88.78)	-	(88.78)	-	100.00%

₹in Million, except % shareholding and exchange rates

Sl. No.	Name of the Subsidiary	Country of incorporation	Date of Acquisition/ Date of Incorporation/ Effective date of becoming Subsidiary	Reporting Period for the subsidiary concerned	Reporting Currency	Exchange Rate	(a) Capital (Includes Monies pending allotment)	(b) Reserves	(c) Total Assets	(d) Total liabilities (other than Capital & Reserves)	(e) Investments other than in subsidiaries	(f) Turnover	(g) Profit before taxation	(h) Provision for taxation	(i) Profit after taxation	(j) Proposed dividend	(k) Effective Shareholding
32	Strides Consumer Private Limited	India	Aug 5, 2024	Apr-Mar	INR	1.00	726.64	(691.06)	37.60	2.02	-	0.70	126.22	(5.84)	132.06	-	100.00%
33	Pivot Path Private Limited^	India	Apr 10, 2025	Apr-Mar	INR	1.00	0.60	(0.27)	0.53	0.19	-	-	(0.27)	-	(0.27)	-	100.00%
34	Strides Foundation Trust (Not a Susbidiary; however considered for consolidation purpose)	India	NA	Apr-Mar	INR	1.00	-	21.60	23.76	2.16	-	-	(8.14)	-	(8.14)	-	-

Notes:

*Apollo Life Sciences Holdings Proprietary Limited, South Africa was voluntarily de-registered with the Companies and Intellectual Property Commission effective August 22, 2025.

**Strides CIS Limited, Cyprus was divested to a third party effective June 16,2025.

***For Strides Pharma (SA) Proprietary Limited and Amexel Pte. Ltd - Share Capital is negligible.

^Pivot Path Private Limited, India was incorporated as a step-down wholly owned subsidiary of the Company effective April 10, 2025.

^^Shareholding percentage based on equity holding.

#Figures provided are for the period from April 1, 2025 to March 31, 2026.

##Amexel Pte. Ltd has changed its financial year from Jan to Dec to April to March during FY26.

Form AOC 1

(Pursuant to first proviso to sub section (3) of Section 129 of the Companies Act, 2013, read with
Rule 5 of the Companies (Accounts) Rules, 2014)

PART B - Statement containing salient features of Financial Statements of Associates and Joint Ventures

Sl. No.	Name of Associate / Joint Venture	Aponia Laboratories, Inc, USA	Universal Corporation Limited, Kenya	Sihuan Strides (HK), Limited Hong Kong
1	Latest Audited Balance Sheet Date	Mar 31, 2025	Mar 31, 2025	Dec 31, 2024
2	Date on which the Associate/ Joint Venture was associated/ acquired/ categorized as Associate/ Joint Venture	Nov 19, 2015	Sep 30, 2022	Oct 22, 2019
3	**Shares of Associate/ Joint Venture held by the Company on the year end**			
	No.	4,039,651 Common Stock	92,946 shares	2,450,000 shares
	Amount of Investment in Associate/ Joint Venture	Nil	I123.50 Million	I1.24 Million
	Extent of Holding %	18.46%	48.98%	49.00%
4	Description of how there is significant influence	Shareholding and Board representation	Shareholding and Board representation	Shareholding and Board representation
5	Reason why the Associate/ Joint Venture is not consolidated	Not Applicable	Not Applicable	Not Applicable
6	Networth attributable to Shareholding as per latest auditied Balance Sheet	I4.56 Million	I411.88 Million	(I3.76 Million)
7	Profit/ (Loss) for the year			
	Considered in Consolidation	Nil	I10.86 Million	(I6.17) Million
	Not considered in Consolidation	Nil	Nil	Nil

Note: Subsidiaries of Associates are not disclosed above.

For and on behalf of Board of Directors

Arun Kumar
Non-Executive Director & Chairperson
DIN:00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Vikesh Kumar
Group CFO

Manjula R.
Company Secretary
Membership No.: A30515

Date: May 18, 2026
Place: Bengaluru

Annexure 2

Details of Strides' Employee Stock Options pursuant to SEBI Regulations and Companies Act, 2013

During the year under review, Company had one Employee Stock Option scheme namely 'Strides ESOP Plan 2016'.

In this regard, set out below are the details of Employee Stock Options as required under the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the Companies Act, 2013 as at March 31, 2026.

	Particulars	Remarks	
A	Disclosure of any material change in the scheme(s) and whether the scheme is in compliance with the regulations	None during the year	
B	Disclosures in terms of the accounting standards prescribed by the Central Government in terms of section 133 of the Companies Act, 2013 (18 of 2013) including the 'Guidance note on accounting for employee share-based payments' issued in this regard from time to time	Please refer to Note No. 43 of the Standalone Financial Statements	
C	Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with 'Accounting Standard 20 - Earnings Per Share' issued by Central Government or any other relevant accounting standards as prescribed from time to time	Continuing Operations	₹19.92
		Discontinued Operations	-
		Total Operations	₹19.92
D	**Details relating to ESOP**		
	1) Total options approved under the Scheme	30,00,000 Options	
	2) Date of shareholders approval	April 21, 2016	
	3) Vesting requirements	3-year scheme Vesting schedule: Year 1: 20% Year 2: 30% Year 3: 50%	
	4) Exercise Price or Pricing formula	Exercise Price is decided by the Compensation Committee from time to time, which shall be, not less than 75% of the market price of the shares on the date of grant of options.	
	5) Maximum term of options granted	Three years from the date of initial grant, subject to vesting schedule	
	6) Source of shares (primary, secondary or combination)	Primary	
	7) Variation of terms of options	None	
E	Method used to account for ESOP	Fair Value Method	
F	Where the Company opts for expensing of the options using the intrinsic value of the options, the difference between the employee compensation cost so computed and the employee compensation cost that should have been recognised if it had used the fair value of the option, shall be disclosed. The impact of this difference on profits and on EPS of the Company shall also be disclosed.	Compensation Cost has been accounted under fair value.	
G	**Option movement during the year**		
	(i) Outstanding options as at April 1, 2025	30,000 Options	
	(ii) Options granted during the year under review	Nil	
	(iii) Options lapsed during the year under review	Nil	
	(iv) Options vested during the year under review	10,000 Options	
	(v) Options exercised during the year under review	10,000 Options	
	(vi) Number of shares arising as a result of exercise of options	10,000 Options	
	(vii) Money realized by exercise of options	₹3,865,000/-	
	(viii) Total number of options in force as at March 31, 2026	20,000 Options	

	Particulars	Remarks
	(ix) Available for further grant	2,336,950 Options
H	Weighted average exercise price	₹386.50
I	Weighted average fair value of options	₹366.37
J	**Employee-wise details of options granted during the year under review:**	
	(i) Senior Managerial Personnel/ Key Managerial Personnel	None
	(ii) Any other employee who received grant in any one year of option amounts to 5% or more of options during that year	None
	(iii) Identified employees who were granted options, during any one year, equal or exceeding 1% of the issued capital (excluding outstanding warrants and conversion) of the Company at the time of grant	None
K	A description of the method and significant assumptions used during the year to estimate the fair value of options, including the following weighted average information:	The Fair Value of options granted were estimated on the grant date using the Black Scholes method. Details of assumptions used in the estimation of fair value as at grant date for options granted during the previous years are given below:

ESOP 2016

Lot	Grant date	Exercise Price (in ₹)	Repriced on April 24, 2018* (in ₹)	Repriced on January 30, 2025** (in ₹)	Risk free interest rate(%)	Expected life	Expected annual volatility of shares (%)	Expected dividend/ yield (%)	The price of the underlying share in market at the time of option grant (in ₹)
1	June 15, 2016	841.25	711.85	NA	7.52	3 Years	69.47	40.00	1,128.94
2	May 18, 2017	792.45	670.56	NA	6.73		42.86	40.00	1,037.51
3	Aug 14, 2017	656.10	555.18	NA	6.52		38.96	40.00	896.72
4	Aug 8, 2018	301.00	NA	NA	7.78		34.30	40.00	414.85
5	Jan 29, 2019	378.40	NA	NA	7.53		32.65	20.00	504.50
6	July 29, 2019	265.20	NA	NA	6.44		27.28	20.00	352.75
7	Sep 20, 2019	269.70	NA	NA	6.78		32.67	20.00	360.10
8	Oct 25, 2019	257.65	NA	NA	6.66		35.76	20.00	373.00
9	May 20, 2020	311.00	NA	NA	6.04		36.52	20.00	414.40
10	May 26, 2021	599.00	NA	NA	6.02		39.06	20.00	798.60
11	Aug 31, 2021	455.80	NA	NA	6.22		38.26	20.00	607.70
12	May 24, 2022	231.00	NA	206.00	7.36		49.22	20.00	307.25
13	July 29, 2022	251.00	NA	NA	7.41		45.22	20.00	334.45
14	Nov 14, 2022	240.00	NA	NA	7.29		19.06	20.00	319.05
15	Jan 24, 2023	253.00	NA	NA	7.35		42.97	20.00	337.10
16	May 25, 2023	283.50	NA	NA	6.99		38.39	20.00	377.60
17	May 22, 2024	635.00	NA	567.00	7.00		39.26	20.00	846.10

Notes:

Volatility is calculated from the method of historical volatility, based on the three years data of closing market prices of the Company's shares as per the data recorded by NSE and the average number of trading days during that period. It is the percentage co-efficient within the option pricing formulae.

*Pursuant to de-merger of Commodity API business of the Company to Solara Active Pharma Sciences Limited and in terms of the Composite Scheme, exercise price of outstanding stock options held by existing/ retained employees were repriced to adjust effect of de-merger on the stock price.

**Pursuant to demerger of identified business of the Company to OneSource Specialty Pharma Limited, exercise price of outstanding stock options held by existing/ retained employees were repriced to adjust effect of de-merger on the stock price.

Kindly note that this report is also available at https://www.strides.com/investors/shareholder-information/general-meeting

For and onbehalf of the Board of Directors

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Date: May 18, 2026
Place: Bengaluru

Annexure 3

Statement of Disclosure of Remuneration under Section 197 of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

1. Ratio of remuneration of each Director to the median remuneration of the employees of the Company for FY26

As at March 31, 2026, Strides' Board comprised of Eight Directors viz.,

- Non-Executive Chairperson,
- Five Independent Directors (including Two Women Independent Directors) &
- Two Executive Directors

Remuneration to Non-Executive Directors (NED) (including Independent Directors) comprises sitting fees for attending meetings of the Board and its Committees, reimbursement of expenses incurred for participation in such meetings, and commission, in accordance with the provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the year under review, Mr. Arun Kumar, Founder and Promoter Director, transitioned from Executive to Non-Executive role effective April 5, 2025; and was re-designated as a NED and Chairperson of the Board.

Consequently, remuneration paid to Arun for FY26 includes remuneration for the period during which he served in an executive capacity, and thereafter, sitting fees for attending meetings of the Board and its Committees, along with reimbursement of expenses, in his capacity as Non-Executive Chairperson.

Company does not have any pecuniary relationship or transactions with its NED, including Independent Directors, other than those disclosed above.

In view of the nature of remuneration payable to Non-Executive Directors, the ratio of remuneration of each of the NED to the median remuneration of employees and percentage increase in remuneration is not considered for this category.

Details of remuneration paid to NED (including Independent Directors) for FY26 are disclosed in the Corporate Governance Report forming part of this Annual Report (refer page 114).

Remuneration of Executive Directors is as recommended by the Nomination and Remuneration Committee (NRC) and approved by the Board and Shareholders of the Company.

Median remuneration of Employees (calculated on Total CTC) for the period under review is ₹7,00,000 per annum. One-time payment made to employees for individual projects, if any, and Full & Final Settlement at the time of separation are excluded while considering the median remuneration.

Further, Group CFO received remuneration from the Company as well as from Strides Pharma Inc., a step-down wholly owned subsidiary of the Company in USA. Hence, the median remuneration has been calculated after taking into account the remuneration drawn by him from the Company as well as from the said subsidiary.

Ratio of remuneration of Executive Directors to the median remuneration of employees of the Company for the financial year ended March 31, 2026, is as under:

Name of Director	Designation as at March 31, 2026	Ratio of remuneration to median remuneration
Badree Komandur	MD & Group CEO	96
Aditya Arun Kumar	Executive Director – Business Development	34

Note: Effective April 5, 2025, Mr. Arun Kumar was re-designated as Non-Executive Chairperson of the Board. Accordingly, he has not been considered for the purpose of the above assessment & disclosure.

2. Percentage increase in median remuneration of employees during the financial year ended March 31, 2026 was 4.48%.

3. Percentage increase in remuneration of Executive Directors, Chief Financial Officer and Company Secretary during the financial year ended March 31, 2026, is as under:

Name of Director	Designation as at March 31, 2026	Increase in remuneration in FY26
Badree Komandur	MD & Group CEO	10.49%
Aditya Arun Kumar	Executive Director – Business Development	17.95%
Manjula Ramamurthy	Company Secretary & Compliance Officer	23.53%
Vikesh Kumar	Group CFO	16.73%

4. Company had 2,935 permanent workforce (including union members) on its rolls as at March 31, 2026 on a standalone basis.

5. Average percentile increase made in salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and any exceptional circumstances for increase in the managerial remuneration.

Managerial Personnel as per Companies Act, 2013 are Managing Director, Wholetime Director & Manager, if any.

Accordingly, for the purpose of this assessment and disclosure, we have excluded Executive Directors of the Company.

- Average percentage increase made in salaries of employees other than the managerial personnel in the last financial year was 9.74%.
- Average percentage increase made in salaries of managerial personnel in the last financial year was 14.22%.

Based on the experience and the requirement of skills, remuneration paid to managerial personnel including Executive Directors, is considered moderate compared to the remuneration packages of managerial personnel in similar sized companies in the industry.

Further, ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) was 2.34%.

6. Key parameters for any variable component of remuneration received by the Directors

Variable Pay for Executive Directors is linked to Company's performance. Company's performance shall be assessed against Board approved Annual Business Plan, based on predefined Key Performance Indicators (KPIs) outlined in the Company Scorecard.

These KPIs may include financial, operational, strategic, and sustainability metrics, as approved by the Board of Directors and/ or the Nomination and Remuneration Committee (NRC).

Company Performance Score	Payout as % of allocated Variable Pay
<70%	Nil
70-79%	60% of the target variable pay
80-89%	70% of the target variable pay
90-100%	Linear increase upto 100%
>100%	Incremental increase of 1% payout for every 1% increase in Company performance; For Executive Directors, any payout exceeding 100% of the target variable pay shall be subject to prior approval of the shareholders, as per applicable laws and regulations.

Executive Directors shall also be eligible for incentive towards achievement of Long-term goals agreed with NRC and evaluated over the period of office of Director.

Quantum of payout shall be considered at the end of the tenure of such Executive Director depending upon achievement of pre-agreed goals, which shall be recommended by NRC and approved by the Board, which shall be further subject to Shareholders' approval, from time to time.

Payment of Annual Commission to NEDs

NEDs are eligible for Annual Commission as approved by the Board in line with the provisions of the Companies Act, 2013 and SEBI Listing Regulations.

Quantum of Commission for each NEDs is based on Company's performance and outcome of evaluation process which is driven by various factors including attendance and time spent in the Board and Committee meetings, individual contributions at the meetings, amongst others

7. Affirmation that the remuneration is as per the Remuneration Policy of the Company

Company affirms that remuneration to Directors, Key Managerial Personnel and other employees is as per the Remuneration Policy of the Company.

For and onbehalf of the Board of Directors

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Date: May 18, 2026
Place: Bengaluru

Annexure 4

Corporate Social Responsibility Report for FY26

[Pursuant to Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014

1. Brief Outline On CSR Policy Of The Company

At Strides, community development is a core pillar of our sustainability strategy. We are committed to going beyond compliance, creating lasting value for the communities we serve. Our CSR initiatives address key socio-economic challenges across Health & Hygiene, Education, Employability & Livelihood, and Community Welfare.

Our CSR Policy reflects this commitment, outlining our guiding principles and structured approach to implementing impactful, socially beneficial programs that drive sustainable development at scale.

Objectives Of The Policy

a) Serve as the principal guiding document for Strides CSR initiatives.

b) Describe core themes and related impact areas as per Schedule VII.

c) Outline projects and geographies for undertaking CSR initiatives.

d) Provide framework for selection, implementation, management and monitoring of CSR initiatives.

Focus Areas Of Engagement

Strides' CSR initiatives aim to address key socio-economic challenges in areas of Health & Hygiene, Education, Employability & Livelihood, and Community Welfare.

CSR projects and programmes are conceptualized and implemented based on a comprehensive Community Need Assessment, ensuring that interventions are need-based, sustainable, and capable of delivering meaningful social impact.

2. CSR Projects Implementation

CSR activities directly or through Strides Foundation, a not-for-profit organization or such other Implementation Agencies as approved by the CSR Committee of the Company.

2.1 "Vidyadhama" - Strides Model Higher Primary school: Nurturing Responsible Citizens

In FY 2025–26, our CSR efforts were anchored in the successful completion of the Vidyadhama–Strides Model Government Higher Primary School in Haragadde, Bengaluru Rural. This flagship initiative reflects our sustained commitment to strengthening public education infrastructure and creating meaningful, long-term impact for under-served communities.

Spread across 2.16 acres, the campus has been thoughtfully designed to provide a safe, inclusive, and future-ready learning environment. Despite multiple execution challenges, the project was successfully completed and became operational in December 2025, marking a significant milestone in our education-focused CSR agenda.

Project Highlights:

- Total Built-up Area: 37,595 sq. ft. (Ground + First Floor)
- Playground Area: 59,740 sq. ft.
- Green & Open Spaces: 7,209 sq. ft.

The school is equipped with modern, state-of-the-art infrastructure, including smart classrooms, a computer laboratory, a well-resourced library, and a composite science laboratory. In addition, it features specialized learning environments designed to foster experiential and interdisciplinary education, such as:

- Astronomy & Space Lab
- Mathematics & Science Activity Centre
- STEM & Robotics Lab

This model institution sets a benchmark for government school infrastructure, promoting holistic learning and nurturing curiosity, creativity, and innovation among students. It reinforces our vision of bridging educational inequities and empowering young learners with the skills and opportunities needed to thrive in a rapidly evolving world.

Contribution to UNSDGs

2.2 Arogyadhama – Advancing Rural Healthcare Access

Arogyadhama marks 11 years of service, across 12 villages covering about 12,500 population and has impacted over 96,000 lives; and counting.

Highlights of FY26

- Treated 14,228 patients at the centre in FY26;
- Now ISO 9001:2015 certified;
- Vision Centre established and operating effectively;

- Curative, Promotive and Preventive services going strong;
- 35 School Health Camps covering 1,157 students;
- 9 special Health Camps including Derma, Ophthalmology, Pediatrics, OBG, Pulmonology, ENT and Cancer detection;
- Tuberculosis detection drive in collaboration with Government PHC ;
- Immunization and Outreach camps functioning smoothly in collaboration with the Government PHC.

Contribution to UNSDGs

2.3 LeAPS (Leadership Adoption Programme for Schools) - Nurturing Leadership Capabilities

LeAPS continued to be implemented effectively during the FY across Government Higher Primary and Government High Schools, positively impacting 620 students.

The programme focuses on developing leadership, communication, and life skills among rural students, complementing formal education with experiential learning approaches.

A key highlight of the year was the community awareness initiative on responsible usage of social media, conducted in Haragadde village through role plays and street theatre. This initiative received wide appreciation from the local community and Panchayat leaders, demonstrating the programme's strong engagement with the broader ecosystem.

To enhance academic enrichment, the Newspaper in Education (NIE) initiative was introduced through The Times of India. This intervention has significantly contributed to improving students' reading habits, language proficiency, grammar, and general awareness, while fostering a culture of regular learning.

Further, additional teachers were deployed to support both academic learning and life skills development, ensuring more personalized attention and holistic growth for students.

The programme also emphasized enrichment activities and community engagement, which emerged as key differentiators, strengthening students' confidence, awareness, and social responsibility.

Overall, LeAPS continues to play a pivotal role in bridging educational and life skill gaps in rural settings, empowering students to evolve into confident, informed, and responsible citizens of the future.

Contribution to UNSDGs

2.4 Employability - Empowering Youth Through Skills - Potential to Prosperity- Programme in collaboration with SVRCC

Through SVRCC - 9^{th} batch Students completed their training, and all students are placed bringing us 100% success rate.

10^{th} batch commenced from September '25 – classroom sessions are progressing well.

Under this programme, we have successfully trained a total of 860 individuals, with 809 students securing gainful employment.

Contribution to UNSDGs

2.5 Sponsorship to Siva Sakthi homes

The Siva Sakthi Sathya Sai Charitable Trust is a dedicated institution committed to the care and support of intellectually challenged individuals and senior citizens.

Strides Group supports the Trust by sponsoring the annual requirements for groceries and medicines.

Contribution to UNSDGs

3. Composition of the CSR Committee

Pursuant to the provisions of Section 135 of the Companies Act, 2013 and the rules framed thereunder, CSR Committee of the Board is required to comprise a minimum of three directors, including at least one Independent Director.

Strides' CSR Committee is duly constituted in compliance with the aforesaid provisions and comprises three members, of whom two are Independent Directors. Chairperson of the Committee is an Independent Director, ensuring independent oversight of the Company's CSR strategy, implementation, and monitoring.

Composition and Attendance

#	Name of the Director	Designation/ Nature of Directorship	Date of Appointment as Member of the Committee	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Dr. Kausalya Santhanam	Chairperson/ Independent Director	Jan 9, 2020	3	3
2	Homi Rustam Khusrokhan	Member/ Independent Director	May 18, 2017	3	3
3	Arun Kumar*	Member/ Non-Executive Director	May 23, 2014	3	3
4	Aditya Arun Kumar**	Member/ Executive Director*	January 31, 2026	-	-

*Effective January 30, 2026, Arun stepped down as a Member of the CSR Committee.

**No CSR Committee meetings were held after Aditya's appointment into the Committee.

4. Web-link relating to Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the Company's website on CSR | Strides Community & Responsibility

5. Executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable

Not applicable

6.

Particulars	Amount (in ₹)
(a) Average net profit of the company as per sub-section (5) of section 135	332,343,527
(b) Two percent of average net profit of the company as per sub-section (5) of section 135	6,646,871
(c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years.	
(d) Amount required to be set off for the financial year, if any	27,720,654
(e) Total CSR obligation for the financial year [(b) + (c) - (d)].	(21,073,783)

7.

Particulars	Amount (in ₹)
(a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)	29,065,000
(b) Amount spent in Administrative Overheads	-
(c) Amount spent on Impact Assessment, if applicable	-
(d) Total amount spent for the Financial Year [(a) + (b) + (c)]	29,065,000

(e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the FY (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
29,065,000	-	NA	NA	-	NA

(f) Excess amount for set off, if any:

Sl. No	Particulars	Amount (in ₹)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	**6,646,871**
(ii)	Total amount spent for the Financial Year	**29,065,000**
(iii)	Excess amount spent for the financial year [(ii)-(i)]	**22,418,129**
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	**-**
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	**67,822,203**

*Includes un-utilized amount of excess CSR Spent from FY 24 ₹10,037,234 & FY25 ₹35,366,839

8 Details of Unspent CSR amount for the preceding three financial years: None

Sl. No	Preceding Financial Year	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to any Fund specified under Schedule VII as per sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years. (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
1	FY-1: FY 2022-23	-	-	-	-	-	-	-
2	FY-2: FY 2023-24	-	-	-	-	-	-	-
3	FY-3: FY 2024-25	-	-	-	-	-	-	-

9 Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: ~~YES~~/ NO

If YES, enter the number of Capital Assets created/ acquired

Furnish the details relating to such asset(s) so created or acquired through CSR amount spent in the financial year:

Sl. No	Short particulars of the property or asset (s) (including complete address and location of the property)	Pincode of the property or asset (s)	Date of Creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
			NA				

(All the fields should be captured as appearing in the revenue records, flat no. house no. Municipal Office/ Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

10. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per sub-section (5) of section 135: Not applicable

For and on behalf of Board of Directors

Dr. Kausalya Santhanam
Independent Director &
Chairperson of the CSR Committee
DIN: 06999168

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Date: May 18, 2026
Place: Bengaluru

Annexure 5

Particulars of Contracts/ Arrangements with Related Parties referred in Section 188(1) of the Companies Act, 2013 in prescribed Form AOC 2

[Pursuant to Section 134(3)(h) of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014]

1. Details of contracts or arrangements or transactions not at arm's length basis: None

2. Details of material contracts or arrangements or transactions at arms' length basis for the year ended March 31, 2026, are as under:

#	Name of the Related Party	Nature of Relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts/ arrangements/ transactions	Monetary Value (₹ in Million)	Date of approval by the Board/ Audit Committee	Amount paid as advances, if any
1	Strides Pharma Global Pte. Limited, Singapore	Step-down Wholly owned Subsidiary	Transactions are in the nature of sale of materials/ services, support service income, sale of asset, guarantee commission income and reimbursement of expenses	Ongoing	Based on Transfer Pricing guidelines	14,081.29	Appropriate approvals have been taken for the transactions	Nil
2	Strides Pharma UK Limited, UK	Step-down Wholly owned Subsidiary	Transactions are in the nature of sale of materials/ services, purchase of materials/ services and reimbursement of expenses	Ongoing	Based on Transfer Pricing guidelines	2,179.43	Appropriate approvals have been taken for the transactions	Nil
3	Strides Pharma International AG, Switzerland	Step-down Subsidiary	Transactions are in the nature of sale of materials/ services, support service income, royalty income and reimbursement of expenses	Ongoing	Based on Transfer Pricing guidelines	2,837.90	Appropriate approvals have been taken for the transactions	Nil
4	Solara Active Pharma Sciences Limited, India	Enterprise owned or significantly influenced by Directors/ KMP	Transactions are in the nature of purchase of materials/ services, rental income and reimbursement of expenses	Ongoing	Based on Transfer Pricing guidelines	3,328.67	Appropriate approvals have been taken for the transactions	Nil

For and on behalf of Board of Directors

Arun Kumar
Non-Executive Director & Chairperson
DIN:00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Date: May 18, 2026
Place: Bengaluru

Annexure 6

Form No. MR-3
Secretarial Audit Report
For the Financial Year Ended March 31, 2026

[Pursuant to Sub-Section (1) of Section 204 of the Companies Act, 2013
and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,

The Members of

STRIDES PHARMA SCIENCE LIMITED

Cyber One, Unit No. 902, Sector 30A,

Plot No - 4 & 6, Vashi, Navi Mumbai,

Sanpada, Thane, Maharashtra-400703

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by STRIDES PHARMA SCIENCE LIMITED (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's Books, Papers, Minute Books, Forms and Returns filed and other Records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2026 (the audit period) complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed, and other records maintained by the Company during the audit period according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;

(iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

   a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not Applicable to the Company during the Audit Period);

   d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

   e. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 (up to December 14, 2025) and the Securities Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 (from December 15, 2025) regarding the Companies Act and dealing with client;

   f. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (Not Applicable to the Company during the Audit Period);

   g. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; (Not Applicable to the Company during the Audit Period);

   h. The Securities and Exchange Board of India (Buy-Back of Securities) Regulations, 2018 (Not Applicable to the Company during the Audit Period); and

   i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI LODR).

vi) Other following laws applicable specifically to the Company as informed by the management.

   a. Drugs and Cosmetics Act, 1940.

   b. National Biodiversity Act, 2002 and Biodiversity rules.

   c. Bio medical waste (management and handling) Rules, 1998.

   d. Narcotic Drugs and Psychotropic substance Act, 1985.

e. The Hazardous waste management, and handling, trans-boundaries movement Rule, 2008(amended on 2016).

We have also examined compliance with the applicable clauses of the following:

a. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) on Meetings of the Board of Directors and General Meeting.

b. Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc., as mentioned above.

It is observed that the Company intimated the Stock Exchanges regarding changes in Senior Management Personnel (cessation/appointment) on May 10, 2025, which was beyond the timeline prescribed under the applicable regulatory provisions. In this connection, BSE Limited sought clarification from the Company vide its letter dated July 18, 2025. Company submitted its reply on July 22, 2025, stating that the delay occurred due to administrative reasons. No fines or penalties have been imposed on the Company in this regard as on the date of this report.

We have not examined compliance with applicable Financial Laws, like Direct and Indirect Tax Laws, since the same have been subject to review by statutory financial audit and other designated professionals.

We report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notices have been given to all the directors to schedule the Board Meetings. The agenda and detailed notes on agenda were sent at least seven days in advance and in few meetings with Shorter Notice and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairperson, the decisions of the Board were unanimous, and therefore no dissenting views were required to be captured and recorded as part of the minutes.

Based on the review of systems and processes adopted by the Company and the Statutory Compliance, self-certification by the Company Secretary was taken on record by the Board of Directors, there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines including the list of laws as mentioned above in Point No. vi of para 3 of this report.

The following events/actions were having a major bearing on the company's affairs in pursuance of the above-mentioned laws, rules, regulations, guidelines etc., during the audit period.

a) The Company declared a dividend of ₹4/- per Equity Share (40%) of face value of ₹10/- each for the financial year ended March 31, 2025, in the 34th Annual General Meeting dated August 07, 2025.

b) Reclassification of Shasun Leasing and Finance Private Limited, Shasun Enterprises LLP and Ambemata Securities from Promoter Group to Public.

For V. Sreedharan & Associates
Company Secretaries

Dr. Shobha Shridhar
Partner
F.C.S.13360; C.P.No.22649
Firm Registration No: P1985KR14800
Peer Review Certificate No. 5543/2024.
UDIN: F013360H000386249

Place: Bengaluru
Date: May 18, 2026

Annexure to the Secretarial Audit Report

To,

The Members of

STRIDES PHARMA SCIENCE LIMITED

Cyber One, Unit No. 902, Sector 30A,

Plot No - 4 & 6, Vashi, Navi Mumbai,

Sanpada, Thane, Maharashtra-400703

Our report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.

4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For V. Sreedharan & Associates
Company Secretaries

Dr. Shobha Shridhar
Partner
F.C.S.13360; C.P.No.22649
Firm Registration No: P1985KR14800
Peer Review Certificate No. 5543/2024.
UDIN: F013360H000386249

Place: Bengaluru
Date: May 18, 2026

Annexure 7

Form No. MR-3
Secretarial Audit Report
For the Financial Year Ended March 31, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013
and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,

The Members,

ARCO LAB PRIVATE LIMITED

Strides House,

Sy Nos. 154/11 Bilekehalli,

Bannerghatta Road,

Bengaluru - 560076,

Karnataka

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by M/s. **ARCO LAB PRIVATE LIMITED** (CIN: U74999KA2018PTC115573) (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company, the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, the explanations and clarifications given to me and the representations made by the Management, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on 31st March 2026 (the "Audit Period"), complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:-

I have examined the books, papers, minute books, forms and returns filed and other records maintained by **ARCO LAB PRIVATE LIMITED** for the financial year ended on 31st March 2026, according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment. The Company has no Overseas Direct Investment or External Commercial Borrowings;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act") to the extent applicable to the Company:

a) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended).

b) The Securities Contracts (Regulation) Act, 1956 ("SCRA") and the Rules made there under;

(vi) During the period under review, provisions of the following regulations and guidelines were **not applicable** to the Company:

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; - **not applicable**

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; **not applicable**

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009 and the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; **not applicable**

(d) The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999 and the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014; **not applicable**

(e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; not applicable

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; **not applicable.**

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009, the Securities and Exchange Board of India (Delisting of Equity shares) (Amendment) Regulations, 2015 and the Securities and Exchange Board of India (Delisting of Equity shares) (Amendment) Regulations, 2016; **not applicable**

(h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998 and the Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **not applicable**

(vii) Other laws applicable specifically to the company:

a) Employees Provident Fund and Miscellaneous Provisions Act 1952;

b) Employees State Insurance Act1948;

c) Industrial Disputes Act 1947;

d) Payment of Wages Act 1936;

e) The Income Tax Act 1961;

f) The Customs Act, 1962;

g) Goods and Services Tax;

h) Foreign Trade Policy;

i) any other fiscal, labour and environmental laws which are generally applicable to all companies.

I have also examined compliance with the applicable clauses Secretarial Standards issued by The Institute of Company Secretaries of India; pursuant to section 118(10) of the Act, issued by the Institute of Company Secretaries of India (ICSI).

I have not examined compliance by the Company with respect to:

a) Applicable financial laws, like direct and indirect tax laws, maintenance of financial records, etc., since the same have been subject to review by statutory (financial) auditors, tax auditors and other designated professionals.

b) As informed by the Company the Industry specific laws/general laws as applicable to the Company has been complied with. The management has represented and confirmed that all the laws, rules, regulations, orders, standards and guidelines as are specifically applicable to the Company relating to Industry /Labor etc, have been complied with and I have relied upon the same.

I further report that, the Company being an unlisted Private limited Company the compliance with the Listing Obligations were not applicable for the period under review.

I further report that:

- The Board of Directors of the Company is duly constituted with three whole time directors out of which one Director is appointed as CEO of the Company. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
- Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least 07 days in advance and wherever necessary consent for shorter notice were taken on record, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

  All decisions are passed with the unanimous consent of the members and duly recorded in the minutes of the meeting.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

I further report that during the audit:

(i) the Company has not altered the Memorandum of Association and/ or the Articles of Association of the Company.

(ii) the following changes in Board/ KMP took place, and necessary returns were submitted within the specified times, in compliance with the provisions of the Act:

(a) Resignations: Nil

(b) Appointments: Mr. Shashidhar K L (DIN: 07636554) was re-designated as Whole-time Director and Chief Executive Officer of the Company effective May 15, 2025

(iii) The Company has passed board resolutions dated May 15, 2025 approving the Scheme of Arrangement between Arco Lab Private Limited (hereinafter referred to as ‘Demerged Company’) and Pivot Path Private Limited (hereinafter referred to as ‘Resulting

Company') ("the Scheme"). The Company has filed the second motion petition for final approval of NCLT for the Scheme. As on the date of this report the petition is reserved for Orders on May 18, 2025.

(iv) The Company has passed necessary resolutions for incorporating a wholly owned subsidiary under the name of Pivot Path Private Limited and initial investment made into the Company of ₹1,00,000 (Rupees One Lakh) during May 2025. Further investment of ₹5,00,000 (Rupees Five Lakhs) was infused in the WOS on rights issue basis, pursuant to the approval of the Board resolutions dated 22nd July 2025.

(v) The Company vide Board resolutions dated 22nd January 2026, approved to offer 29,000 Equity Shares at an offer price of ₹7,465 per share (including premium of ₹7,455 per share) to the existing shareholders of the Company in proportion to their equity shareholding in the Company, on a Rights Issue basis.

(vi) The Company vide Board resolutions dated 22nd January 2026, approved the further investment in Neviton Softech Private Limited ("Neviton").

This Report is to be read with my letter of even date which is annexed as "ANNEXURE – A" and forms an integral part of this Report.

Vijayalakshmi K
Company Secretary in Practice
ACS No. 23320
CP No.: 12066
Peer Review Certificate no. 7342/2025
UDIN: A023320H000300850

Date: May 7, 2026
Place: Bengaluru

Annexure A to the Secretarial Audit Report

To,

The Members,

ARCO LAB PRIVATE LIMITED

Strides House,

Sy Nos. 154/11 Bilekehalli,

Bannerghatta Road,

Bengaluru - 560076,

Karnataka

My report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the Management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.

2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records.

3. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices, I followed provide a reasonable basis for my opinion.

4. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

5. Wherever required, I have obtained the Management Representation about the compliance of laws, rules and regulations and happening of events, etc.

6. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the Management. My examination is limited to the verification of procedures on test basis.

7. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Vijayalakshmi K
Company Secretary in Practice
ACS No. 23320
CP No.: 12066
Peer Review Certificate no. 7342/2025
UDIN: A023320H000300850

Date: May 7, 2026
Place: Bengaluru

Annexure 8

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo Report for FY26

[Pursuant to the provisions of Section 134 of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014]

(A) Conservation of Energy

(i) Steps taken and impact on conservation of energy

- ~1.06 Lakh KL of wastewater was treated through Wastewater Treatment Plants and responsibly reused for gardening and lawn maintenance within plant premises across all sites in India.
- ~0.15 Lakh KL of water was recycled from steam condensate and reused for steam generation across all sites, reducing fresh-water consumption.
- ~0.65 Lakh KL of rainwater was harvested and recharged to support the improvement of groundwater levels in and around plant locations.

(ii) Steps taken by the Company for utilising alternative sources of energy

Company continues to undertake multiple initiatives focused on reducing carbon emissions and increasing the utilisation of alternative and clean energy sources.

- During the year, 15,600+ tonnes of CO_2e emission reduction was achieved through the utilisation of ~0.79 Lakh GJ of clean energy generated from solar power, including both in house generation and imported renewable energy.
- Out of a total power consumption of ~2.8 Lakh GJ across all sites, ~1.2 Lakh GJ, representing ~43%, was sourced from clean energy (in house and imported).
- A 5,100 Standard Cubic Metre (SCM) capacity Piped Natural Gas (PNG) system has been commissioned at the KRSG plant. The system is utilised for steam generation for manufacturing operations as well as for the in-house kitchen. This transition has replaced furnace oil and LPG, resulting in cleaner fuel usage and improved energy efficiency.
- As part of the Company's energy conservation initiatives, all electrical motors procured across sites comply with IE4 efficiency ratings or higher, reinforcing the Company's commitment to energy efficiency and reduced power consumption.

(iii) Capital investment on energy conservation equipment during FY26

~ ₹48 million

(B) Technology absorption

Efforts made towards technology absorption and benefits derived like product improvement, cost reduction, product development or import substitution; & In case of imported technology (imported during the year)

Efforts made towards technology absorption are:

At the Oral Dosage Facility, KRSG, Bengaluru

- A fully automated robotic sachet secondary packaging line has been installed in the packaging block on the 300 BPM sachet line. This enables seamless end-to-end automation from sachet packing to cartonisation, case packing, and palletising, delivering enhanced accuracy, speed, and operational efficiency.
- A fully automated compression machine has been installed and qualified to support increased manufacturing volumes while ensuring enhanced process control, product quality, and regulatory compliance.
- A fully automated, integrated granulation suite has been commissioned to enable closed-system operations, facilitating ease of material handling while minimising cross-contamination risks and improving workplace safety.
- A fully automated powder filling line has been installed and qualified, capable of handling fill volumes ranging from 4 g to 238 g, enhancing flexibility and capacity to meet diverse product requirements.
- A 300 TR IE4-rated energy-efficient air-cooled chiller has been procured from USA, to support utility requirements while enhancing energy efficiency and operational reliability.

At the Oral Dosage Facility, Puducherry

- A fully automated integrated blister packaging line, supplied by M/s CAM, Italy, has been installed and qualified to support an additional annual production volume of 500 million units.

  High-volume products such as Metformin and IBU 200 have been migrated from the existing BQS line to the CAM line, with plans underway to transfer additional products to further optimise capacity utilisation and operational efficiency.

At the Oral Dosage facility, Alathur, Tamil Nadu

- An Induction Seal Integrity Verification System equipped with IR cameras, supplied by a Germany based vendor, has been installed and qualified on the container packing line. The system enables real time, online inspection of container sealing integrity, thereby strengthening product quality assurance and regulatory compliance.
- An energy-efficient screw-type air compressor (900 CFM) has been installed and qualified to provide reliable utility support for the new expansion area, contributing to improved energy efficiency and operational reliability.
- A heated air blower-type air dryer has been installed and qualified to support the expansion area. The system ensures loss-free air drying, enhancing compressed air quality and utility efficiency.
- A 400 TR heat recovery system has been installed and qualified to support utilities for the expansion area, enabling efficient recovery and utilisation of waste heat and contributing to overall energy optimisation.
- A 200 kVA diesel generator (DG) has been reinstalled with emission-control retrofitting, ensuring adherence to applicable environmental norms.
- A new purified water (PW) system with a capacity of 2,000 LPH has been installed for the expansion area and is currently under qualification.

Note: Imported equipments were commissioned in FY26 and successfully absorbed.

C) Expenditure on R&D

(₹ in Million)

Particulars	March 31, 2026	March 31, 2025
Capital	468.55	127.12
Revenue	809.97	714.96
Total	**1,278.52**	**842.08**

D) Total Foreign Exchange Earned and Used

(₹ in Million)

Particulars	March 31, 2026
Foreign exchange earned in terms of actual inflows	6,239.47
Foreign exchange outgo in terms of actual outflows	3,881.01

For and on behalf of Board of Directors

Arun Kumar
Non-Executive Director & Chairperson
DIN:00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Date: May 18, 2026
Place: Bengaluru

Corporate Governance Report

In compliance with the provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments thereto (Listing Regulations), Company submits the Corporate Governance Report (Report) for the financial year ended March 31, 2026.

1. Governance at Strides

At Strides, governance is anchored in our purpose to make better and fairer healthcare a reality through agility, care, and meaningful innovation that delivers quality and lasting value for patients, partners, and shareholders and guided by a clearly defined credo that shapes how we act, make decisions, and create long-term value.

Our governance framework extends beyond regulatory compliance and is underpinned by our core values of Integrity, Competency, and Efficiency (ICE), which define who we are and how we work:

Integrity

We lead with integrity by doing what is right, earning trust through consistent quality and transparency, while ensuring responsible and sustainable growth.

Efficiency

We balance commercial performance with human care, fostering strong partnerships and empowering our people to deliver outcomes with discipline and impact.

Competency

We innovate with purpose and act with entrepreneurial courage and agility, leveraging deep expertise, accountability, and speed to deliver meaningful outcomes.

Our credo reinforces this foundation by outlining our responsibilities across stakeholders. We remain committed to ensuring equitable access to quality medicines, upholding the highest standards of product quality and safety, empowering our people to act with ownership and integrity, and contributing responsibly to communities and the environment while delivering sustainable long-term value to shareholders.

As a global pharmaceutical company, quality, compliance, and transparency remain non-negotiable. Our governance practices enable responsible operations across markets and reinforce stakeholder trust.

Our approach to governance is aligned to our responsibility towards the three Ps - Patients, People, and Purpose, ensuring that we deliver sustainable value while contributing meaningfully to healthcare and society.

2. Board of Directors

Board of Directors (Board) are integral to Strides corporate governance framework and play a pivotal role in overseeing the business and affairs of the Company. Board provides strategic direction, exercises independent oversight over the management, and ensures that the long term interests of all stakeholders are protected in an ethical, transparent and responsible manner.

Appointment/ Re-appointment of Directors

Executive Directors are appointed for a specified term and are liable to retire by rotation in accordance with the provisions of Section 152 of the Companies Act, 2013, read with the Articles of Association of the Company.

Non Executive Directors of the Company (other than the Independent Directors) are also liable to retire by rotation. Such Directors are eligible for re appointment at the Annual General Meeting ("AGM"), subject to shareholders' approval.

Independent Directors are appointed in compliance with the provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations). Independent Directors hold office for a term of up to five consecutive years and are eligible for re appointment for a second term, subject to shareholders' approval by way of a special resolution. In accordance with the applicable statutory provisions, Independent Directors are not liable to retire by rotation.

2.1 Board Composition

Strides Board is a well diversified, single tier Board and has an appropriate mix of Executive and Non Executive Directors, including Independent Directors, in accordance with the requirements of the Companies Act, 2013 and the Listing Regulations.

Strides' Board composition reflects a high degree of diversity in terms of professional expertise, industry knowledge and experience, enabling effective discharge of its responsibilities and providing strategic guidance to the Company. This balanced composition ensures informed decision making and effective oversight, while preventing concentration of power.

We believe that an active, well-informed, diverse and independent Board is fundamental to achieving the highest standards of corporate governance. Accordingly, Strides has adopted a policy aimed at maintaining a robust and balanced Board composition, with a strong presence of Independent Directors. In this regard, the Company has voluntarily set a target of maintaining Independent Directors at approximately 60% of the total Board strength. This proactive approach enhances the Board's independence and reinforces objectivity, transparency and accountability in its deliberations and decision-making processes.

Strides is in compliance with the provisions of the Companies Act, 2013 and the Listing Regulations with regard to the composition of the Board, including those relating to independence, woman directorship and optimum combination of Executive and Non Executive Directors.

As at the date of this Report, Strides' Board comprised Eight Directors viz.,

- Non-Executive Chairperson,
- Five Independent Directors (including Two Women Independent Directors) &
- Two Executive Directors

With the exception of Mr. Arun Kumar and Mr. Aditya Arun Kumar, who are related to each other, none of the Directors have any inter-se relationship with one another.

Detailed profiles of the Directors are available on the Company's website at https://www.strides.com/about-us/board-of-directors

Board Composition as at May 18, 2026 is as under:

Name of the Director & Director Identification Number (DIN)	Age (in yrs)	Category	Date of Initial Appointment	Effective Date of appointment in the current tenure	Term of Directorship	Tenure in Strides (in years)	Shareholding in Strides
Arun Kumar DIN: 00084845	65	Non-Executive Chairperson and Promoter Director	June 28, 1990	April 5, 2025	-	~36	18,60,687 (2.02%)
Dr. Kausalya Santhanam DIN: 06999168	59	Independent Director	December 11, 2019	December 11, 2024	Second term of five years effective December 11, 2024	~6	2,203* (~0.0024%)
Mukta Arora DIN: 07225715	59	Independent Director	February 01, 2025	February 01, 2025	First term of five years effective February 01, 2025	~1	-
Homi Khusrokhan DIN: 00005085	82**	Independent Director	May 18, 2017	May 18, 2022	Second term of five years effective May 18, 2022	~9	-
Ameet Hariani DIN: 00087866	64	Independent Director	February 1, 2024	February 1, 2024	First term of five years effective Feb 1, 2024	~2	-
Subir Chakraborty DIN: 00130864	68	Independent Director	June 01, 2024	June 01, 2024	First term of five years effective June 01, 2024	~2	-
Badree Komandur DIN: 07803242	55	Managing Director & Group CEO	May 18, 2017	June 01, 2024	Three years effective June 01, 2024	~9	55,000 (~0.06%)
Aditya Arun Kumar DIN: 06999081	37	Executive Director – Business Development	June 01, 2024	June 01, 2024	Three years effective June 01, 2024	~2	58,422 (~0.06%)

*Of this 1,000 shares are held by Dr. Kausalya jointly with her spouse.

** Shareholders' approval was obtained at the EGM held on April 7, 2022, for re-appointment of Homi, who had attained the age of 75 years.

Board Composition at Strides vs Regulatory Requirement as at the date of this Report is as under:

Particulars	Board Size	Independence	Board Tenure (Avg)	Board Age (Avg)	No. of Women Independent Directors
Reg Requirement	6	50%	Not defined	Not defined	1
At Strides	8	62.5%	~9.7 yrs	~61.13 yrs	2

Other Directorships held by Strides' Directors as at March 31, 2026

Name	Total Directorships* (including Strides)	No. of Chairmanship in Board Committees (including Strides)	No. of Membership in Board Committees (including Strides)	Directorship in Other Listed Companies
Arun Kumar	3	-	1	• Solara Active Pharma Sciences Limited- Non- Executive Director • OneSource Specialty Pharma Limited- Non-Executive Director
Dr. Kausalya Santhanam	3	1	4	• Solara Active Pharma Sciences Limited - Independent Director
Mukta Arora	2	-	1	-
Homi Khusrokhan	2	2	2	• Neuland Laboratories Limited - Independent Director
Ameet Hariani	9	2	8	• Aptech Limited- Non-Executive Independent Director & Chairman • Mahindra Logistics Limited- Independent Non-Executive Director • Mahindra Lifespace Developers Limited- Non-Executive Independent Director & Chairman • ADF Foods Limited- Independent Non-Executive Director
Subir Chakraborty	2	-	2	• IFB Industries Limited- Independent Non- Executive Director
Badree Komandur	1	-	-	-
Aditya Arun Kumar	3	-	-	-

NOTES:

1. Directorships disclosed above include positions held in Indian public companies (listed and unlisted), including alternate and nominee directorships, wherever applicable. Directorships held in private companies, foreign companies and Section 8 companies have been excluded.
2. Committee memberships and chairmanships disclosed below are restricted to Audit Committees and Stakeholders Relationship Committees of Indian public limited companies. Committee positions in private companies, foreign companies, Section 8 companies and other board committees have not been considered
3. None of the Director is a member of the Board of more than twenty companies or a member of more than ten Board level Committees or Chairperson of more than five Committees across all listed/ public entities.
4. None of the Independent Directors serve as an Independent Director on more than seven listed entities.

Other Directorships and Committee Members of Strides' Directors vs. Regulatory Requirement is as under:

	No. of Directorships including Strides	Chairperson in Board Committees including Strides	Member in Board Committees including Strides	Directorship in Listed entities including Strides
Reg Requirement	20	5	10	7
Strides' Directors	~3	~1	~2	~2

2.1.1 Changes in Board Composition during FY26 and till the date of this report

Changes in the composition of the Board of Directors during the financial year ended March 31, 2026 and up to the date of this Report is as under:

a) **Appointments/ Re-appointments/ Change in Designation**

- Mr. Arun Kumar (DIN: 00084845) transitioned as Non-Executive Director and Chairperson of the Board effective April 5, 2025. The same was approved by Shareholders of the Company on March 19, 2025, by way of Postal Ballot.

  Consequently, Mr. Arun Kumar ceased to be a KMP of the Company effective April 4, 2025.

- Retirement by Rotation and subsequent re-appointment – In terms of Section 152 of the Act, Mr. Aditya Arun Kumar (DIN: 06999081) being liable to retire by rotation, was re-appointed by Shareholders of the Company at the AGM held on August 7, 2025.

b) **Retirement by Rotation and Re-appointment at the ensuing AGM**

In accordance with the provisions of Section 152 of the Act and the Company's Articles of Association, Mr. Arun Kumar (DIN: 00084845), is liable to retire by rotation at the ensuing AGM and being eligible, offers himself for his re-appointment.

Board recommends his re-appointment to the Board.

A detailed profile of Arun, as required under the SEBI Listing Regulations and Secretarial Standard on General Meetings (SS 2) issued by the Institute of Company Secretaries of India, is provided in the explanatory statement annexed to the Notice convening the 35^{th} AGM of the Company.

c) **Appointment of Directors – Effective June 1, 2026**

Board of Directors of the Company, at their meeting held on May 18, 2026, approved the following changes to the Board, effective June 1, 2026:

1. Transition of **Mr. Aditya Arun Kumar** from Executive Director to Non Executive Director role; and
2. Appointment of **Mr. Venkata Seetharama Raju Pakalapati (Ram)** as **Executive Director** of the Company.

These changes are subject to approval of shareholders of the Company at the ensuing Annual General Meeting (AGM).

Detailed disclosures regarding the aforesaid changes forms part of the AGM Notice.

2.2 Board Skill Matrix - Key Board Qualifications, Expertise and Attributes

Members of the Board are committed to upholding the highest standards of Corporate Governance and ensuring effective stewardship of the Company. Board comprises appropriately qualified individuals who collectively bring a diverse range of skills, competencies, expertise and experience, enabling the Board to provide strategic direction, effective oversight and value-driven guidance to the Company and its Committees.

The skill sets and competencies represented on the Board are broad-based and span multiple domains relevant to the Company's business, strategy and regulatory environment. Each Director contributes through a unique combination of professional qualifications, sectoral experience and functional expertise, thereby enriching the quality of Board deliberations and decision-making.

In line with the requirements of the Companies Act, 2013 and the SEBI Listing Regulations, the Nomination and Remuneration Committee ("NRC") has identified the key skills, expertise, competencies and attributes considered essential for effective functioning of the Board. These criteria are taken into consideration by the NRC while recommending the appointment or reappointment of Directors to the Board, with a view to ensuring an optimal mix of skills and continued Board effectiveness.

Table below summarizes the key Board-level skills, expertise, competencies and attributes considered relevant in the context of the Company's business and governance requirements.

Area of Expertise	Remarks
Pharma Business & Healthcare	Expertise in the pharmaceutical industry, including domestic and international regulatory frameworks, healthcare systems, competitive dynamics, and emerging business opportunities and risks. Strong understanding of evolving local and global industry trends.
Leadership experience of running large enterprise	Understanding of organizational systems & processes of large/ complex organizations including strategic planning, enterprise risk management, performance management and accountability frameworks. Understanding of multinational operations across manufacturing, international business, scientific research and development, government or public sector leadership, and/ or academia.
Managerial & Operational Experience	Comprehensive knowledge and experience in accounting and finance, business judgment, general management practices, crisis management, industry dynamics, macro-economic factors, human resources, labour laws, sales and marketing, international markets, and risk management. Experience in overseeing large and complex supply chain operations, driving innovation, and understanding emerging technologies and their impact on business.
Business Strategy & Execution	Experience in developing, approving, and overseeing long-term and short-term business strategies aimed at achieving sustainable, profitable, and competitive growth across diverse business environments and varying economic conditions.
Digital & Information Technology	Understanding of digital and information technology across the value chain, including the ability to anticipate technology-driven disruption and transformation. Appreciation of cybersecurity risks, controls, and governance. Experience in providing oversight of large-scale IT and digital transformation initiatives including AI.
Governance, Risk and Compliance	Understanding of corporate governance principles, Board responsibilities and accountability, internal controls, statutory and regulatory compliance, and enterprise-wide risk management, including ESG-related risks. Awareness of evolving regulatory and governance trends at local and global levels.
Personal Values & Ethics	Demonstrated personal integrity, professional competence, independence of judgment, and commitment to efficiency, ethical conduct, and the Company's core values.
ESG	Understanding of global and domestic ESG and sustainability practices, regulatory expectations, and stakeholder perspectives. Ability to align ESG priorities with the Company's long-term strategy and value creation objectives. Experience in leading or overseeing initiatives with meaningful societal and environmental impact.

Mapping of Directors' skills/ expertise/ competence in line with the above criteria

Area of Expertise	Arun	Dr. Kausalya	Mukta	Subir	Homi	Ameet	Badree	Aditya
Pharma Business & Healthcare	✓	✓	✓	X	✓	X	✓	✓
Leadership experience of running large enterprise	✓	✓	✓	✓	✓	✓	✓	✓
Managerial & Operational Experience	✓	X	✓	✓	✓	✓	✓	✓
Business Strategy & Execution	✓	✓	✓	✓	✓	✓	✓	✓

Area of Expertise	Arun	Dr. Kausalya	Mukta	Subir	Homi	Ameet	Badree	Aditya
Digital & Information Technology	✓	X	✓	✓	✓	X	✓	X
Governance, Risk and Compliance	✓	✓	✓	✓	✓	✓	✓	✓
Personal Values & Ethics	✓	✓	✓	✓	✓	✓	✓	✓
ESG	✓	✓	✓	✓	✓	✓	✓	✓

2.3 Induction and Familiarization program for Board Members

Strides has instituted a structured Familiarization and Orientation Program for its Directors, with the objective of providing them with a comprehensive understanding of the Company, its business operations, and the industry in which it operates. The program is customized to align with each Director's individual areas of interest, expertise, and experience.

Upon appointment to the Board, every Director undergoes a detailed orientation and induction process. As part of this process, Directors are provided with an induction kit, which, inter alia, includes the Company's business profile and group structure, an overview of the Board and its Committees, governance framework, and key corporate policies, among other relevant information.

In addition, during the Company's quarterly Board meetings, business and functional heads make comprehensive presentations to the Board covering matters such as the Company's business models and strategies, risk mitigation and minimization processes, recent developments and trends in the pharmaceutical industry, and the regulatory landscape impacting the Company. These interactions also provide an opportunity for the Directors to engage directly with the business and functional leadership teams and to offer their views, inputs, and strategic guidance on the matters presented.

Policy on Familiarization Programme for Non Executive Directors and the details of familiarization programmes imparted to such Directors are available on the Company's website and link to the same is available in Page 138.

2.4 Board Evaluation

The Board Evaluation Framework at Strides has been formulated in compliance with the provisions of the Companies Act, 2013 ("the Act") and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), and is aligned with the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India (SEBI), as amended from time to time.

The NRC has laid down the criteria and process for evaluation of the performance of the Board, its Committees, and individual Directors, including the Managing Director, Independent Directors, and the Chairperson of the Board.

Effectiveness of the Board is evaluated on various parameters, including, inter alia:

- Structure, size, and composition of the Board
- Conduct and effectiveness of Board meetings
- Governance standards and decision-making processes
- Strategic guidance and oversight of management
- Monitoring of risk and compliance framework
- Professional development and engagement of Directors

Performance of individual Directors is assessed based on parameters such as their strategic contribution, subject matter expertise, participation and preparedness for meetings, adherence to ethical standards, and overall contribution to Board deliberations.

Board Committees are evaluated based on factors such as clarity of roles and responsibilities, effectiveness in discharging their mandate, quality and timeliness of information received, conduct of meetings, and oversight on matters within their respective charters.

Evaluation grid is as under:

Particulars	Conducted By
Independent Directors	The Entire Board of Directors excluding the Director being evaluated
Non-Executive Directors	Independent Directors
Executive directors/ Whole-time Directors	Members of NRC
Performance evaluation for entire Board	The Entire Board of Directors
Performance evaluation of Chairperson of the Board	The Entire Board of Directors (except the Chairperson)
Performance evaluation of Board Committees	Chairperson of each Committee and Chairperson of the Board

In accordance with the Company's Board Evaluation Policy, annual performance evaluation for FY 2025–26 was completed for the Board, its Committees, and all individual Directors.

The evaluation was carried out through a structured questionnaire tailored separately for the Board, Committees, and individual Directors, covering qualitative parameters supported by a rating mechanism. The process was conducted in a confidential manner through a digital platform to ensure anonymity and encourage objective and constructive feedback. The evaluation process was overseen by Chairperson of the NRC. All Directors participated in the evaluation process and provided their feedback. A consolidated summary of the evaluation was shared with the Chairperson of the Board.

Key evaluation insights, including areas for improvement in Board processes and overall effectiveness, were deliberated upon by the Board. Outcome of the evaluation process was positive, and the Directors expressed satisfaction with the performance of the Board, its Committees, and individual Directors.

Further, in a separate meeting of the Independent Directors, performance of non independent Directors, Board as a whole, and Chairperson was evaluated, in accordance with the requirements of the Act and SEBI Listing Regulations.

2.5 Nomination and Remuneration Policy

The Company has adopted a Nomination and Remuneration Policy for its Board of Directors, Key Managerial Personnel (KMP), Senior Management Personnel (SMP), and other employees, in accordance with the provisions of Section 178 of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, as amended from time to time.

The Policy, as approved by the Board of Directors, inter alia, sets out the criteria for appointment and remuneration of Directors, KMP, and SMP, including the determination of qualifications, positive attributes, independence of Directors, and other related matters.

The Nomination and Remuneration Policy is available on the Company's website, and the web link thereto is provided on page 138 of this Annual Report.

2.6 Details of Remuneration paid to Directors

2.6.1 Remuneration to Non-Executive Directors (NEDs) (including Independent Directors)

NEDs are entitled to receive remuneration by way of sitting fees, reimbursement of expenses incurred for participation in meetings of the Board and its Committees, and commission, in accordance with the provisions of the Companies Act, 2013 and the SEBI Listing Regulations.

Company does not have any pecuniary relationship or transactions with its NEDs, other than the payment of sitting fees, reimbursement of expenses incurred for attending meetings of the Board and its Committees, and payment of commission, if any.

Payment of remuneration by way of commission to NEDs is decided by the Board and distributed to them, subject to shareholders' approval, wherever required.

Details of Sitting Fees and Commission paid/ payable to NEDs for FY26 is as under:

Name	Sitting Fees (₹)	Commission (₹)	Reimbursement of Expenses (₹)	Total Compensation (₹)
Dr. Kausalya Santhanam	18,00,000	28,00,000	-	46,00,000
Mukta Arora	15,00,000	28,00,000	-	43,00,000
Homi Rustam Khusrokhan	16,00,000	28,00,000	-	44,00,000
Ameet Hariani	17,00,000	28,00,000	-	45,00,000
Subir Chakraborty	17,00,000	28,00,000	-	45,00,000
Arun Kumar*	10,00,000	28,00,000	5,27,229	43,27,229
Total	**93,00,000**	**1,68,00,000**	**5,27,229**	**2,66,27,229**

*Arun transitioned as Non- Executive Director & Chairperson of the Board, effective April 5, 2025. The above remuneration pertains to his term as Non-Executive Director. As Chairperson of the Board, he has been provided with Chairman's Office and Club Membership.

2.6.2 Details of Remuneration paid to Independent Directors on the Board of Material Subsidiaries during FY26

Pursuant to Regulation 24 of the SEBI Listing Regulations, Company has nominated Dr. Kausalya Santhanam, an Independent Director of the Company, on the Board of its Material Subsidiaries.

During FY26, Dr. Kausalya maintained 100% attendance at all meetings of the Boards of the material subsidiaries of Strides on which she serves as a Director.

Sitting fees paid by each of the respective entities to Dr. Kausalya Santhanam for attending meetings during FY26 are set out below:

#	Name of the entity	Total Amount paid for FY26
1.	Strides Pharma Asia Pte. Ltd, Singapore	USD 6,000/-
2.	Strides Pharma Global Pte. Limited, Singapore	USD 6,000/-
3.	Strides Pharma Inc, USA	USD 6,000/-
4.	Strides Arcolab International Limited, UK	USD 6,000/-
	Total	**USD 24,000/-**

2.6.3 Remuneration to Executive Directors

Remuneration payable to Executive Directors comprises a combination of fixed and variable components. Such remuneration is recommended by the Nomination and Remuneration Committee and approved by the Board of Directors, in accordance with the remuneration approved by shareholders of the Company.

Details of remuneration paid to Executive Directors in FY26 is as under:

1. **Mr. Arun Kumar – Executive Director & Chairperson of the Board upto April 5, 2025**

Gross Salary (including F&F)	₹ 49,64,103
Performance Linked Payout	₹ 2,70,60,000
Total	**₹ 3,20,24,103**
Other Benefits	• Encashment of un-availed leave as per Company's Policy; • Reimbursement of expenses incurred for Strides' business related matters; • Telephone facility at residence; • One club Membership; and • Chauffer driven car for use on Company's business.

2. **Mr. Badree Komandur – Managing Director & Group CEO**

Gross Salary	₹ 4,81,89,600
Performance Linked Payout	₹ 1,74,32,511
Total	**₹ 6,56,22,111**
Other Benefits	• Insurance and other Employee Benefits as per Company Policy; • Encashment of un-availed leave as per rules of the Company • Reimbursement of expenses incurred for Strides' business related matters; and • Chauffer driven car for use on Company's business.

3. **Mr. Aditya Kumar –Executive Director – Business Development**

Gross Salary	₹ 1,60,89,600
Performance Linked Payout	₹ 50,64,932
Total	**₹ 2,11,54,532**
Other Benefits	• Insurance and other Employee Benefits as per Company Policy; • Encashment of un-availed leave as per Company's Policy; • Reimbursement of expenses incurred for Strides' business related matters; • One club Membership; and • Chauffer driven car for use on Company's business.

2.6.4 Service contracts, notice period and Severance fees relating to Executive Directors

Service Contract

Mr. Badree Komandur is a Professional Director and was appointed as Managing Director and Group Chief Executive Officer of the Company with effect from June 1, 2024, for a period of three years.

Mr. Aditya Arun Kumar is a Promoter Director and was appointed as Executive Director- Business Development with effect from June 1, 2024, for a period of three years.

Either party, i.e., Executive Director or the Company, may terminate the appointment without assigning any reason by providing a written notice of 180 days in advance to the other party.

Severance fees

As per the terms of appointment of Mr. Badree Komandur and Mr. Aditya Arun Kumar, no severance fees are payable to them.

2.6.5 Details of stock options held by Directors

As at the date of this report, none of the Directors of the Company hold any stock options of the Company.

2.6.6 D&O Insurance

Company has in place a comprehensive Directors and Officers (D&O) Liability Insurance Policy.

The coverage under the Policy extends to all Directors, both Executive and Non-Executive, and Officers, including Key Managerial Personnel ("KMP") and Senior Management Personnel ("SMP") of the Company, whether in India or any other jurisdiction.

The Policy provides financial protection to the Directors and Officers of the Company and its Subsidiaries against personal liabilities arising from claims made against them in their official capacity.

3. KMP of the Company during the year and as at the date of this report, are set out below:

- Mr. Arun Kumar (Whole Time Director and KMP upto April 4, 2025)
- Mr. Badree Komandur (Managing Director & Group CEO)
- Mr. Aditya Arun Kumar (Executive Director – Business Development)
- Ms. Manjula Ramamurthy (Company Secretary & Compliance Officer)
- Mr. Vikesh Kumar (Group Chief Financial Officer)

4. Senior Management Personnel of the Company

Senior Management Personnel (SMP) of the Company are identified as Members of core management team (excluding the Board of Directors), One level below the MD and includes functional heads of the Company.

SMP of Strides during FY26 are as under:

#	Name	Designation	Remarks
1	Ramaraju PVS	Chief Operating Officer	
2	Umesh Kale	Chief of Quality Services	
3	Dr. Chithambaram Muthulingam	Head of R&D Services	
4	Sormistha Ghosh	Group GC, CRO & CSO	
5	Sugeet Chopra	Head of Procurement & Global Supply Chain	
6	Amit Gupta	Head of Taxation	
7	Vikesh Kumar	Group CFO	
8	Manjula Ramamurthy	CS & Compliance Officer	
9	Surabhi Loshali	Group CHRO	Ceased to be an SMP effective Jan 2, 2026

5 Succession Planning

Company recognizes the importance of a robust succession planning framework to ensure continuity of leadership and to minimize disruptions to business operations.

Company has put in place a structured Succession Planning Framework, which forms part of the Nomination and Remuneration Policy. The framework is designed to identify, develop, and retain leadership talent across various levels of the organization and is anchored on five key pillars, as outlined below:

a. **Criticality of Position Driven** - With a focus on ensuring business continuity, Strides prioritizes succession planning for key leadership roles, including the Chief Executive Officer (CEO), Chief Operating Officer (COO), and Chief Financial Officer (CFO), to maintain operational stability. This strategic approach leverages the diverse expertise of regional leaders and fosters a strong internal leadership pipeline. Each of Strides' key business jurisdictions or units has a functional CEO or equivalent who reports to the Group CEO, while each jurisdiction has a finance head reporting to the Group CFO. Cross-regional roles and targeted leadership development programmes are implemented to equip leaders with the skills required for future professional growth.

b. **Tenure or Rotation Driven** - This systematic approach involves the timely identification and onboarding of new Non-Executive Directors as existing Board members approach the completion of their tenures. New Board members are identified and inducted at least two quarters prior to the end of the incumbent member's term to ensure a smooth and seamless transition.

c. **Diversity Driven** – Strides' commitment to gender diversity and regulatory compliance drives the prioritization of women directors and leaders. As of June 2025, women constitute 25% of the Board, bringing diverse industry backgrounds and reinforcing the Company's focus on inclusivity and balanced representation.

d. **Skill & Functionality Driven** - Company emphasizes the selection of Board members, both Executive and Non-Executive, with proven industry expertise and relevant experiential competence for executive management roles. Structured knowledge-transfer initiatives are implemented to support effective role assimilation. Criteria evaluated by the Nomination and Remuneration Committee prior to identifying and appointing a Board member are explained in the Policy, and a similar methodology is followed for leadership roles across the organization.

e. **Role Based**- Company actively encourage leaders to take on multiple roles across functions and business areas, enabling horizontal expansion of their capabilities. This approach strengthens the leadership pipeline while enhancing organizational agility and ensuring continuity in critical roles.

Further, the Company leverages internal talent for strategic succession planning, with a structured pipeline developed across various levels, as detailed below:

Position Level	Particulars
At Board Level	At Strides, mentorship initiatives focus on refining strategic vision, strengthening Board governance expertise, and enhancing the ability to guide the organization's long-term success.
At Key Managerial Position	Company conducts rigorous cross-functional leadership development programmes to strengthen strategic thinking and decision-making capabilities. Coaching and mentorship programmes are implemented to enhance leadership effectiveness and foster a culture of continuous improvement and empowerment.
At the Senior Management Level	Strides offers intensive and specialized training focused on strategic leadership, advanced technical skills, and executive presence, preparing individuals for broader organizational responsibilities. Aptitude evaluations are used to align individuals with suitable development opportunities, while customized coaching addresses specific growth areas.
At Middle & Junior Management	Company provides foundational training, mentorship, and exposure to the Strides Competency Framework to build core management capabilities. Targeted programmes such as SLP, LeAP, PMA, HERStrides, etc., are implemented to develop essential competencies and prepare individuals for advanced roles.
Trainee	Strategic recruitment focuses on high-potential individuals to build a future leadership pipeline. Comprehensive onboarding programmes familiarize trainees with the Company's culture, expectations, and the Business/Employee Code of Conduct. In addition, the SMT programme emphasizes self-management to encourage independence, self-reliance, and leadership qualities among trainees.

6. Meetings of the Board and Committees

Company has adopted digital meeting platform for its Board and Committee meetings, which can be accessed through a web-based interface as well as iOS and Android applications.

Agenda for Board and Committee meetings, along with the relevant supporting notes and papers, are made available to the Directors through this platform. The application meets the requisite standards of security and integrity for the storage and transmission of Board and Committee related documents in electronic form.

Board meets at least once in every quarter, inter alia, to review the quarterly financial results and other agenda items. Additional meetings are convened as and when necessary. Committees of the Board (except the Audit Committee) generally meet either on the day preceding or on the day of the Board meeting, or at such other times as may be required for transacting specific business.

Recommendations of the Committees are placed before the Board for its consideration and approval, wherever required. During the year under review, the Board has accepted all the recommendations of the Committees in respect of matters where such recommendations were mandatorily required. There were no instances where any Committee recommendation was not accepted or approved by the Board.

Tentative schedule of Board meetings for the ensuing financial year is finalized in advance and communicated to the Directors to enable them to plan their schedules and ensure meaningful participation in the meetings.

However, in cases involving special or urgent business requirements, depending on the nature of the matter to be transacted, meetings of the Board may be convened at shorter notice, or the approval of the Board may be obtained through a circular resolution, in accordance with applicable laws.

6.1 Board Meetings held during the year

During FY26, Board met six times on the following dates:

1. May 22, 2025
2. June 12, 2025
3. July 29, 2025
4. October 31, 2025
5. November 12, 2025
6. January 30, 2026

Gap between any two consecutive Board meetings during the year under review did not exceed one hundred and twenty days. Requisite quorum was present at all the meetings.

6.2 Attendance of Board Members at the Board Meetings held during FY26

Name of the Director	Category	No. of Meetings held during their tenure	No. of Meetings attended	% of meetings attended
Arun Kumar	NED	6	6	100%
Badree Komandur	ED	6	6	100%
Dr. Kausalya Santhanam	ID	6	6	100%
Homi Rustam Khusrokhan	ID	6	6	100%
Ameet Hariani	ID	6	6	100%
Subir Chakraborty	ID	6	6	100%
Mukta Arora	ID	6	6	100%
Aditya Arun Kumar	ED	6	5	83.33%

6.3 Meeting of Independent Directors

Independent Directors of the Company met on May 22, 2025, and January 30, 2026, inter alia, to review and evaluate the performance of the Board as a whole, its various Committees, individual Board Members, and Chairperson of the Board.

Independent Directors also reviewed the quality, quantity, and timeliness of the flow of information and the pre-meeting notes placed before the Board on a periodic basis and shared their observations in this regard.

6.4 Board Committees

Board has constituted various Committees to focus on specific areas and to facilitate informed decision making within the authority delegated to each Committee. Each Committee functions in accordance with its respective Charter, which clearly defines its scope, roles, powers, responsibilities, and composition.

Board has constituted the following Statutory Committees:

1. Audit Committee;
2. Nomination and Remuneration Committee;
3. Stakeholders' Relationship Committee (SHR Committee);
4. Corporate Social Responsibility Committee (CSR Committee); and
5. Risk Management & Sustainability Committee (RM & SC)

In addition, the Board has constituted a non statutory committee titled the Management Committee (MC). MC primarily considers matters that may be delegated by the Board of Directors under Section 179 of the Companies Act, 2013, and other delegable matters, for administrative convenience.

MC comprises two Independent Directors and one Executive Director. Chairperson of the Committee is appointed on a rotational basis from among the Independent Directors.

Committee meets at such intervals, based on the needs of the Company.

6.5 Composition of Board Committees

Composition of Board Committees as at March 31, 2026, is as under:

Name	Audit Committee	NR Committee	SHR Committee	CSR Committee	RM & S Committee	Management Committee
Arun Kumar	-	Member	Member	-	-	-
Dr. Kausalya Santhanam	Member	Member	Chairperson	Chairperson	Member	Member
Mukta Arora	Member	Member	-	-	Member	-
Subir Chakraborty	Member	Member	Member	-	Member	-
Homi Khusrokhan	Chairperson	Member	-	Member	Chairperson	Member
Ameet Hariani	Member	Chairperson	Member	-	Member	-
Badree Komandur	-	-	-	-	Member	Member
Aditya Arun Kumar	-	-	-	Member	Member	-
Sormistha Ghosh	-	-	-	-	Member	-

Status of Committee Composition at Strides vs. Regulatory Requirement

Particulars	Audit Committee	NR Committee	SHR Committee	CSR Committee	Risk Committee
Regulatory Requirement	Min 3 Directors with at least 2/3 of them being ID	Min 3 Directors; and all Directors shall be NEDs with 2/3 being IDs	Min 3 Directors – with at least one ID	Min 3 Directors – with at least one ID	Min 3 members including Management Team, with majority of them being board members, incl. one ID
Committee Composition at Strides	**5 Members – all of them are IDs**	**6 Members – 5 of them are IDs**	**4 Members – 3 of them are IDs**	**3 Members – 2 of them are IDs**	**8 Members - 5 of them are IDs**

6.6 Charter of Board Committees and Meetings held

6.6.1 Audit Committee

Terms of reference of the Committee

Terms of reference of the Audit Committee covers areas mentioned in Section 177 of the Act and Regulation 18 read with Part C of Schedule II to the Listing Regulations.

Terms of reference of the Audit Committee, inter alia, includes the following:

a) Oversight of the Company's financial reporting process and disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible.

b) Examination of the Company's financial statements and Auditor's Report on the same.

c) Discuss and review with the Management and Auditors, the annual/ quarterly financial statements before submission to the Board for approval.

d) Review of Management Discussion and Analysis of financial condition and results of operations.

e) Recommend to the Board appointment, re-appointment, removal of the Statutory Auditors, fixation of audit fee and approval for payment for any non-audit services rendered by the Statutory Auditors.

f) Reviewing and monitoring the auditor's independence & performance and effectiveness of audit process.

g) Review the appointment, removal and terms of remuneration of the Internal Auditor.

h) Review on a regular basis the adequacy of internal audit function, the structure of the internal audit department, approval of the internal audit plan and its execution, staffing and seniority of the official heading the department, reporting structure, coverage and frequency of internal audit.

i) Review the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.

j) Discuss with internal auditors any significant findings and follow up thereon.

k) Review with Management, Statutory Auditors and Internal Auditors about the adequacy of internal control systems and related matters.

l) Review of Management letters/ letters of internal control weakness issued by Statutory Auditors/ Internal Auditors.

m) Review the appointment, removal and terms of remuneration payable to the Cost Auditor.

n) Evaluation of internal financial controls and risk management systems.

o) Review and approval of Related Party Transactions.

p) Reviewing the functioning of the Whistle Blower mechanism.

q) Review compliance of provisions of Insider Trading Regulations and verify that systems for internal control are adequate and operating effectively, at-least once in a financial year.

In addition, the Committee is also required to discharge such other roles/ functions as envisaged under the Act and Listing Regulations.

During FY26, Audit Committee met five times on the following dates:

1. May 22, 2025
2. June 12, 2025
3. July 29, 2025
4. October 31, 2025
5. January 30, 2026

Requisite quorum was present for all the meetings.

6.6.2 Nomination and Remuneration Committee

Terms of reference of the Committee

Terms of reference of the NRC covers areas mentioned in Section 178 of the Act and Regulation 19 read with Part D (A) of Schedule II to the Listing Regulations.

Terms of reference of the NRC, inter alia, includes the following:

a) To periodically review the size, structure and composition of the Board to ensure that it is optimally constituted and effectively discharges its responsibilities in the best interests of the Company.

b) To formulate and recommend to the Board the criteria for determining qualifications, positive attributes and independence of a Director, in accordance with applicable laws and regulations.

c) For the purpose of appointment of an Independent Director, the Committee shall:

- evaluate the balance of skills, knowledge, experience and diversity on the Board;
- based on such evaluation, prepare a description of the role, capabilities, competencies and attributes required of an Independent Director; and
- ensure that the person recommended to the Board for appointment as an Independent Director possesses the capabilities so identified and meets the prescribed criteria of independence.

d) To consider the time commitments and availability of the identified individual while recommending appointment as an Independent Director.

e) To formulate the criteria for evaluation and to carry out performance evaluation of every Director, including Independent Directors.

f) To determine whether to extend or continue the term of appointment of Independent Directors, based on the report of performance evaluation.

g) To formulate the criteria for evaluation of the performance of the Board as a whole and its statutory committees, in accordance with the Act, the Listing Regulations and other applicable laws.

h) To devise and monitor a policy on Board diversity and assist the Board in ensuring that the Board nomination process promotes diversity of gender, skills, experience, knowledge and perspective.

i) To identify persons who are qualified to become Directors and who may be appointed as SMP, in accordance with the criteria laid down by the Committee.

j) To recommend to the Board appointment and removal of Directors, KMP and SMP, in accordance with the criteria approved by the Committee.

k) To recommend to the Board a policy relating to the remuneration of Directors, KMP, SMP and other employees of the Company.

l) To recommend to the Board all remuneration, in whatever form, payable to Executive Directors, KMP and SMP, ensuring that:

- the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate personnel of the quality required to manage the Company successfully;
- remuneration comprises an appropriate balance between fixed and performance linked incentive pay; and
- such remuneration is aligned with short term and long term performance objectives, consistent with the Company's strategy, values and business goals.

m) To ensure that remuneration is clearly linked to performance and measured against appropriate performance benchmarks.

n) To establish and periodically review plans for orderly succession for appointments to the Board, KMP and SMP.

o) To devise and administer Employee Stock Option Schemes/ Plans (ESOP) of the Company in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, as amended, and as approved by the Board and shareholders, including exercise of powers and discretionary authorities under such schemes.

p) To assist the Board in discharging its responsibilities relating to ESOP, including administration, interpretation and adoption of rules governing such schemes.

q) To perform any other functions as may be delegated by the Board from time to time or as may be required under applicable laws, regulations, circulars or notifications.

r) To discharge such other duties and functions as may be stipulated under the Companies Act, 2013 and the Listing Regulations, as amended from time to time.

During FY26, NRC met four times on the following dates:

1. May 21, 2025
2. June 12, 2025
3. October 31, 2025
4. November 12, 2025

Requisite quorum was present for all the meetings.

6.6.3 Stakeholders' Relationship (SHR) Committee

Terms of reference of the Committee

Terms of reference of the SHR Committee covers areas mentioned in Section 178 (6) of the Act and Regulation 20 read with Part D (B) of Schedule II of the Listing Regulations.

Terms of reference of the SHR Committee, inter alia, are as follows:

a) To consider and ensure effective and timely resolution of the grievances of the stakeholders and investors of the Company including complaints relating to transfer/ transmission of shares, demat/ remat of securities, issue of new/ duplicate share certificates, non-receipt of dividends, non-receipt of annual reports, notices and other statutory communications.

b) To monitor investor grievances and complaints received through SEBI, Stock Exchanges (BSE/ NSE), the SCORES platform or otherwise and to ensure its timely and speedy resolution in consultation with the RTA/ Company Secretary.

c) To review measures taken by the Company to facilitate effective exercise of voting rights by security holders.

d) To oversee and periodically review performance of RTA and recommend measures for improvement in the quality of investors services.

e) To review measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants, annual reports and statutory notices by the stakeholders.

f) To review compliance relating to all Securities including Dividend payments, transfer of unclaimed amounts or shares to Investor Education and Protection Fund.

g) To review and recommend to the Board the formulation or modification of policies, procedures and systems relating to stakeholder services and investor protection, as mandated by SEBI or other regulatory authorities from time to time.

In addition, Committee is also required to discharge such other roles/ functions as envisaged under the Act and Listing Regulations.

Company Secretary of the Company is the designated Compliance Officer for the purpose of compliance in relation to the Listing Regulations.

During FY26, SHR Committee met four times on the following dates:

1. May 21, 2025
2. July 29, 2025
3. October 31, 2025
4. January 30, 2026

Requisite quorum was present for all the meetings.

6.6.4 Corporate Social Responsibility (CSR) Committee

Terms of reference of the Committee

Terms of Reference of the CSR Committee, inter alia, includes the following:

a) To formulate and recommend to the Board a Corporate Social Responsibility Policy ("CSR Policy"), which shall indicate the activities to be undertaken by the Company in areas or subjects specified under Schedule VII of the Companies Act, 2013, and to monitor the CSR Policy from time to time.

b) To formulate and recommend to the Board an Annual Action Plan in respect of the identified CSR projects, including the amount of expenditure to be incurred on such activities.

c) To ensure that the funds disbursed for CSR activities are utilised for the purposes and in the manner approved by the Board, and to take note of confirmation provided by the Chief Financial Officer of the Company in this regard.

d) To ensure that appropriate systems and processes are in place for the effective implementation and successful completion of CSR projects undertaken by the Company.

e) To seek, at the Company's expense, the advice or assistance of external experts, consultants, or professionals, as the Committee may consider necessary for the effective discharge of its duties.

f) To recommend or engage, as required under applicable law, an independent agency to carry out impact assessment of CSR projects and to review the findings thereof.

At Strides, CSR initiatives help address socio-economic challenges in the realms of Health and Hygiene, Education, Employability and Community Welfare.

A detailed report on the CSR activities undertaken during the year, together with its monitoring and spending is annexed to the Board's Report.

During FY26, CSR Committee met three times on the following dates:

1. May 21, 2025
2. October 31, 2025
3. January 30, 2026

Requisite quorum was present for all the meetings.

6.6.5 Risk Management & Sustainability Committee (RM&SC)

Terms of reference of the Committee

Terms of Reference of the Risk Management and Sustainability Committee, inter alia, includes the following:

I. Risk Management

a) Advise the Board by collaborating to identify and manage the full range of risks the enterprise faces.

b) Provide oversight during the design and implementation of a comprehensive risk management framework and a common-sense approach to manage risks across the entire organisation.

c) Establish and communicate risk vision and philosophy, approve risk strategy and establish risk appetite.

d) Review and approve the Enterprise Risk Management (ERM) framework of the company on a periodic basis. The Committee shall review and approve the risk management culture, processes and practices of the company and ensure alignment with the overall business strategy.

e) Monitor and review the exposures of the material risks and assess management's preparedness to deal with the risk and associated events.

f) Review and approve the enterprise risk management working plan and utilize risk for the enterprise's competitive advantage.

g) Review the ERM policy at least once every two (2) years.

h) Overseeing internal and external risks faced by the Company including financial, operational, sectoral, sustainability (ESG), information, cyber security risks, data privacy or any other risks determined by the Committee.

i) Ensure that appropriate methodology, processes, and systems are in place to monitor and evaluate risks associated with the business of the Company.

j) Overseeing the cybersecurity measures of the organisation with a focus on the cyber and digital risks in line with applicable information security, data protection and CERT-In requirements.

k) Review the effectiveness of the risk mitigation plans, including adequacy of the system/ processes for the internal controls of the identified risks.

l) Monitor and oversee implementation of the risk management policy, including evaluation of the adequacy of risk management systems.

m) Oversee and guide the development and implementation of ERM policies, procedures and guidelines.

n) Advise the Board on all matters related to ERM. Engage other stakeholders in the risk management process when the need is identified. Facilitate communication of ERM information.

o) Keep the Board of Directors informed about the nature and content of the Committee discussions and recommendations, as well as the actions to be taken.

p) Review the process and terms of appointment, remuneration and duration for the designation of CRO and ensure adequacy of resources and independence of the risk management function.

q) Oversee and guide the development and implementation of Business Continuity and Crisis Management and Business Continuity procedures and guidelines.

r) Disseminate to the enterprise the upside of risk and the opportunities it can present, rather than the traditional perspective of “risk as hazard”.

s) Seek information from any employee, obtain outside legal or other professional advice, and secure attendance of outsiders with relevant expertise, if required.

t) The Committee may form and delegate authority to a sub-committee, which shall assist the Committee to project and manage the ERM, provided that the overall accountability shall continue to vest with the Committee.

u) Carry out any other functions as prescribed under the Listing Regulations and other Applicable Laws.

II. Sustainability

a) Formulate and periodically update the Sustainability policy and related ESG policies with industry best practices, demonstrating commitment to sustainability;

b) Design, develop and launch the Company’s sustainability strategy, in line with business goals and targets;

c) Guide the Board on Sustainability strategies that may enable the opening up of opportunities for increased investment, customer engagement & stakeholder trust;

d) Enable proactive strategy for addressing matters including but not limited to environmental sustainability, climate change impact, Value Chain sustainability, Human Rights, Biodiversity & Forest Conservation, occupational health and safety and other matters of ESG;

e) Identify and define sustainability-related goals and targets that are specific, measurable, attainable, relevant and time-bound and facilitate effective implementation of the same.

f) Periodically monitor and review the performance against the agreed sustainability goals and targets;

g) Review and recommend necessary policies including ESG, human rights and responsible supply chain policies for approval of the Board;

h) Ensure efficient and timely reporting of related disclosures to regulators and other identified stakeholders in accordance with Applicable Laws, including SEBI BRSR requirements;

i) Review and recommend to the Board various Sustainability related reports, including the Business Responsibility and Sustainability Report, Sustainability Reports;

j) Review the process and terms of appointment, remuneration and duration for the designation of Chief Sustainability Officer (CSO), in coordination with the Nomination and Remuneration Committee, where applicable;

k) Form and delegate authority to a sub-committee, if required, which shall assist the Committee to manage Sustainability;

l) Carry out any other functions as may be prescribed under any Applicable Laws including Sustainability related regulations or as may be mandated by the Board.

During FY26, RM & SC Committee met three times on the following dates:

1. May 22, 2025
2. September 5, 2025
3. March 5, 2026

Requisite quorum was present for all the meetings.

Summary of Directors' time commitments at Board and Committees meetings held during FY26

Particulars	Board	Audit Committee	NR Committee	SHR Committee	CSR Committee	RM & S Committee	% Attendance
No. of meetings held	6	5	4	4	3	3	
Members' Attendance							
Arun Kumar	6	-	4	4	3	-	100%
Dr. Kausalya Santhanam	6	5	4	4	3	3	100%
Mukta Arora	6	5	4	-	-	3	100%
Homi Khusrokhan	6	5	4	-	3	3	100%
Ameet Hariani	6	5	4	4	-	3	100%
Subir Chakraborty	6	5	4	4	-	3	100%
Badree Komandur	6	-	-	-	-	3	100%
Aditya Arun Kumar	5	-	-	-	-	1	~66.67%

7. Shareholders' Governance and Communication

Company maintains regular and transparent communication with its stakeholders through multiple channels, including periodic results announcements, annual report, media releases, and by hosting relevant information on the Company's website.

7.1 Investors/ Shareholders Correspondence

Company has appointed KFin Technologies Limited (Formerly, KFin Technologies Private Limited) (KFintech/ RTA), Hyderabad, as its Registrar and Share Transfer Agents.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com for any queries that they may have.

Contact details of the Company and the RTA are provided at the end of this Report.

7.2 Means of Communication

a) Quarterly, Half yearly and Annual financial results

Quarterly, Half Yearly and Annual Results of the Company as approved by the Board of Directors, are submitted to the Stock Exchanges where the Company's shares are listed.

Further, Quarterly, Half Yearly and Annual Results of the Company, along with a QR Code, are also published in '*Financial Express*', a newspaper having nationwide circulation, and *Lokmat*, a local vernacular daily newspaper in the region where the Registered Office of the Company is situated.

The financial results are also disseminated through Company's PR Agency and are made available on the Company's website at https://www.strides.com/investors.

In addition, the Company conducts Analysts'/ Investors' Meetings (Earnings Calls) every quarter, with prior intimation to the Stock Exchanges. Audio recordings and transcripts of such earnings calls held with investors and analysts in relation to the financial and quarterly results of the Company are published on the Company's website and are also intimated to the Stock Exchanges, in accordance with the requirements of the Listing Regulations.

b) Notice to Shareholders regarding transfer of shares to the Investor Education and Protection Fund (IEPF)

In respect of dividends that have remained unpaid or unclaimed for seven consecutive years and the consequent transfer of shares to the Investor Education and Protection Fund (IEPF), Company sends individual notices to the concerned shareholders by Registered Post to their addresses registered with the Company/RTA and also through email communication to their registered email addresses.

Simultaneously, the notice is published in *Business Standard*, a leading English newspaper, and *Navshakti*, a local vernacular daily having wide circulation in the region where the Registered Office of the Company is situated.

c) News releases, presentations, etc.:

Company has established systems and procedures to disseminate relevant information to its stakeholders including Shareholders, analysts, suppliers, customers, employees and the society at large.

Regular updates relating to the Company in the form of news releases, stock exchange intimations, investors presentations and similar communications, are made available on the Company's website.

d) Compliance Filings with Stock Exchanges

All periodic compliance filings, including shareholding pattern, Corporate Governance Report, media releases, and other required disclosures, are filed electronically with the Stock Exchanges through the NSE Electronic Application Processing System (NeAPS) / Digital Exchange Portal and the BSE Corporate Compliance and Listing Centre.

e) SEBI Complaints Redress System (SCORES)/ Online Dispute Resolution (ODR) portal

Investors' complaints are processed through SEBI's centralized, web-based complaint redressal system, i.e., SCORES, which facilitates speedy and effective resolution of investor grievances.

In the event that an investor is not satisfied with the resolution provided through SCORES, the investor may initiate dispute resolution through the Online Dispute Resolution (ODR) portal. ODR portal provides the necessary features and facilities, inter alia, for registration and filing of complaints or disputes. The Company has completed the requisite enrolment on the ODR portal.

f) Website

Primary source of information relating to the operations and activities of the Company is its corporate website, https://www.strides.com .

The website hosts separate and dedicated sections for Investors and Media, which provide updated and relevant information on the financial performance and activities of the Company.

Company's website also displays official news releases and presentations made to institutional investors and analysts from time to time.

g) Annual report

Company's Annual Report containing, inter alia, Board's Report, Corporate Governance Report, Management Discussion and Analysis, Business Responsibility and Sustainability Report, Audited Annual Accounts, Consolidated Financial Statements, Auditors' Report and other important information is sent electronically to shareholders who have registered their email addresses with the Company and/or the Depositories.

Printed copies of the Annual Report are also sent to shareholders who specifically request a physical copy.

Strides' Annual Report is also available on the Company's website at https://www.strides.com/investors/financial-performance/annual-reports.

h) Green Initiative

During FY26, Company communicated with shareholders through electronic modes by sending various communications via email to those shareholders whose email addresses were registered with the Company and/ or the Depositories.

In support of the "Green Initiative", Company encourages its Members to register their email addresses with their Depository Participants or with the Company, as applicable, to enable receipt of electronic copies of the Annual Report, Notices, and other communications disseminated by the Company, in a timely and environmentally sustainable manner.

7.3 General Body Meetings and Postal Ballot

7.3.1 Annual General Meeting of FY 2026

The Thirty-Fourth Annual General Meeting (AGM) of the Company was held on Thursday, August 7, 2025 at 11:30 hours IST through Video Conferencing/ Other Audio-Visual Means.

Meeting was attended by all the Directors of the Company.

7.3.2 General Meetings and Tribunal Convened Meetings held during the preceding three years including FY 26 through Video Conference, deemed venue being registered office of the Company at Vashi, Navi Mumbai.

AGM/ EGM	Date/ Time	Special Resolutions passed
AGM for FY ended March 31, 2023	August 28, 2023 at 12:30 hours IST	• Payment of Variable Pay to Mr. Arun Kumar, Executive Chairperson and Managing Director of the Company for the Financial Year ended March 31, 2023; and • Revision in remuneration of Mr. Arun Kumar, Executive Chairperson and Managing Director of the Company.
Tribunal convened Meeting of Equity Shareholders of the Company	September 10, 2024 at 10:30 hours IST	• Approval of Scheme of arrangement amongst Strides Pharma Science Limited and Steriscience Specialties Private Limited and OneSource Specialty Pharma Limited
AGM for FY ended March 31, 2024	September 25, 2024 at 11:00 hours IST	• No special resolutions were passed during this meeting
AGM for FY ended March 31, 2025	August 7, 2025 at 11:30 hours IST	• Appointment of M/s V. Sreedharan & Associates, as Secretarial Auditor of the Company • Remuneration payable to M/s. Rao, Murthy & Associates, Cost Auditors of the Company for FY 2025-26

7.3.3 Postal Ballot/ E-voting

During FY 2025-26, Company was not required to conduct Postal Ballot for obtaining shareholders' approval.

7.4 General Shareholders Information

Annual General Meeting (AGM) – FY26

Day and Date	Friday, August 14, 2026
Time	12:15 hrs
Venue	By Video conference/ other audio-visual means.
Time period for remote e-voting	• Starts on Monday, August 10, 2026 at 09:00 hrs IST • Ends on Thursday, August 13, 2026 at 17:00 hrs IST

7.5 Financial Reporting Calendar

Financial year of the Company commences from 1st day of April and ends on March 31 of the next year. Financial reporting calendar for FY27 is as under:

Quarter ending	Release of Results
For the quarter ending June 30, 2026	July/ August 2026
For the quarter and half year ending September 30, 2026	October/ November 2026
For the quarter and nine months ending December 31, 2026	January/ February 2027
For the year ending March 31, 2027	May 2027

In line with the Listing Regulations, Company shall disseminate relevant intimations/ disclosures to the Stock Exchanges before and after the meetings.

7.6 Dividend

Board of Directors of the Company, at their meeting held on May 18, 2026, have recommended a Final Dividend of ₹ 5/- per equity share of face value of ₹ 10/- each for the financial year ended March 31, 2026.

Payment of the final dividend is subject to approval of the shareholders of the Company at the ensuing Annual General Meeting (AGM) and shall be subject to deduction of income tax at source, as applicable.

If approved by shareholders, the final dividend shall be paid within 30 days from the date of the AGM to those shareholders whose names appear in the Register of Members as on the record date specified in the Notice convening the AGM.

TDS/ withholding tax rate would vary depending on the residential status of the Shareholder and documents submitted by them with the Company/ RTA. Declaration forms in this regard shall be made available on the Company's website.

The rate of TDS/ withholding tax shall vary depending on the residential status of the shareholder and the documents submitted by the shareholder to the Company and/or the RTA. The relevant declaration forms in this regard shall be made available on the Company's website - https://www.strides.com/investors/shareholder-information/tax-on-dividend.

Payment of Dividend in electronic mode

Payment of Dividend shall be made through electronic mode to those Shareholders whose names appear in the Register of Members as on the Record Date specified in the Notice convening the AGM.

Shareholders holding securities in physical form

Pursuant to SEBI circular dated November 3, 2021 (as amended from time to time, including circulars dated December 14, 2021, March 16, 2023, and November 17, 2023), with effect from April 1, 2024, dividends in respect of securities held in physical form are permitted to be paid only through electronic mode.

Accordingly, shareholders holding securities in physical form are required to update their folio details with the Company and/or its Registrar and Transfer Agent ("RTA"), including Permanent Account Number (PAN), contact details, mobile number, bank account details, nomination, and other KYC information.

Non updation of the requisite KYC details will result in such shareholders being ineligible to receive payments, including dividend, interest, or redemption amounts, in electronic mode.

Upon successful updation of the requisite details, shareholders shall become eligible to receive all dividends declared during the period from April 1, 2025, up to the date of such updation, in respect of the securities held.

SEBI Circular

https://www.sebi.gov.in/legal/circulars/nov-2021/common-and-simplified-norms-for-processing-investor-s-service-request-by-rtas-and-norms-for-furnishing-pan-kyc-details-and-nomination_53787.html

Further, SEBI, vide its circular dated January 30, 2026, introduced a special window for a period of one year, from February 5, 2026 to February 4, 2027, to facilitate re-lodgement of transfer deeds pertaining to physical securities. This window also covers cases where transfer requests were previously rejected, returned, or kept pending due to deficiencies in documentation or process.

SEBI Circular

https://www.sebi.gov.in/legal/circulars/jan-2026/ease-of-doing-investment-special-window-for-transfer-and-dematerialisation-of-physical-securities_99411.html

Additionally, SEBI, through its circular dated December 12, 2024, amended the provisions of Regulation 39(2) of the SEBI Listing Regulations by replacing the earlier requirement of issuance of a "new share certificate" with issuance of a "Letter of Confirmation (LOC)".

Subsequently, SEBI, vide its circular dated January 30, 2026, has dispensed with the requirement of issuance of LOC, and mandated direct credit of securities to the demat account of the investor, further simplifying the process.

SEBI Circular

https://www.sebi.gov.in/legal/circulars/jan-2026/ease-of-doing-investment-and-ease-of-doing-business-doing-away-with-requirement-of-issuance-of-letter-of-confirmation-loc-and-to-effect-direct-credit-of-securities-in-dematerialisation-account-o-_99421.html

Further, SEBI, through its circular dated December 24, 2025, has simplified procedures relating to issuance of duplicate share certificates, standardizing documentation requirements and enhancing ease of doing investment for shareholders.

SEBI Circular

https://www.sebi.gov.in/legal/circulars/dec-2025/ease-of-doing-investment-review-of-simplification-of-procedure-and-standardization-of-formats-of-documents-for-issuance-of-duplicate-certificates-_98668.html

Special Contingency Insurance Policy

As mandated by SEBI, Company has obtained and continues to maintain a Special Contingency Insurance Policy to mitigate risks associated with the issuance of duplicate share certificates and claims relating to IEPF. The policy is reviewed periodically and renewed on an annual basis to ensure uninterrupted coverage.

Shareholders holding securities in electronic form

Shareholders holding securities in electronic form are requested to register and update their bank account details with their respective Depository Participants to enable direct credit of dividends to their bank accounts.

Shareholders are also requested to update and/or register their email addresses and mobile numbers with their Depository Participants as part of the KYC updation process.

7.7 Unclaimed Shares Suspense Escrow Account

Pursuant to Regulation 39(4) of SEBI Listing Regulations read with Schedule VI of the said Regulations, Company has dematerialized the equity shares that were returned undelivered by postal authorities and were lying unclaimed with the Company.

The dematerialized shares are held in a dedicated account of the Company titled 'Unclaimed Securities-Suspense Escrow account' (Suspense Account). Voting rights of these shares remain frozen till the rightful owner claims these shares.

Further, all corporate benefits accruing on such shares, including bonus shares, share splits, etc., are also credited to the Suspense Escrow Account. Upon completion of a period of seven years, shares along with the corresponding corporate benefits shall be transferred by the Company to the Investor Education and Protection Fund (IEPF), in accordance with the applicable provisions of the Listing Regulations.

Details of shares held in the Suspense Escrow Account as at March 31, 2026 is set out below:

Particulars	Number of Shareholders	Number of equity shares
Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the beginning of the year	1,026	64,447
Shareholders who approached the Company for transfer of shares from suspense account during the year	11	777
Shareholders to whom shares were transferred from the suspense account during the year	11	777
Aggregate number of Shareholders and shares which were transferred to IEPF as per the MCA Circular	-	-
Aggregate number of Shareholders and the outstanding shares in the suspense account lying as at March 31, 2026	1,015	63,670

7.8 Unpaid/ Unclaimed Dividends

Pursuant to the provisions of Sections 124 and 125 of the Companies Act, 2013, read with the Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), as amended from time to time, companies are required to transfer dividends that remain unpaid or unclaimed for a period of seven years to the Investor Education and Protection Fund (IEPF). Further, in accordance with the IEPF Rules, equity shares in respect of which dividend has not been claimed or encashed for seven consecutive years or more are also required to be transferred to the IEPF.

In compliance with the aforesaid provisions of the IEPF Rules and the amendments thereto, Company has sent reminders to the concerned shareholders, advising them to claim their unclaimed dividends and shares before the same are transferred to the IEPF. Company has facilitated the transfer of dividends and shares in respect of shareholders who responded to such communications.

Details of the Nodal Officer of the Company is available on the Company's website at

https://www.strides.com/investors/shareholder-information/dividend-shares.

7.8.1 Transfer of Dividend and Shares to IEPF during FY26

During the period under review, the unclaimed dividend and the corresponding shares relating to the dividend declared by the Company for FY 2017–18 became due for transfer to IEPF.

Company had sent individual communications in advance to the concerned shareholders, at their registered addresses, whose dividends had remained unclaimed for a period of seven years. The Company also published notices in newspapers advising such shareholders to claim the shares along with the corresponding dividend.

Despite these efforts, an amount of ₹6,92,590.46 remained unclaimed for a period of seven years and was accordingly transferred to the IEPF in compliance with the provisions of Section 125 of the Companies Act, 2013 and the rules made thereunder.

Further, pursuant to the provisions of Section 124(6) of the Companies Act, 2013 read with Rule 6(3)(a) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), the Company has transferred 8,253 equity shares to the IEPF Authority.

Shareholders are entitled to claim the transferred shares and the corresponding dividend from the IEPF Authority by submitting an application in the prescribed Form IEPF-5, along with requisite documents, in accordance with the procedure specified in the IEPF Rules. The detailed process is available on the IEPF Authority website at www.iepf.gov.in.

In accordance with Section 124 of the Companies Act, 2013, details of unpaid and unclaimed dividends liable for transfer to the IEPF are also disclosed in the Notice of the Annual General Meeting.

For any assistance in understanding or initiating the claim process, shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com.

7.8.2 Upcoming transfers to IEPF

Details of upcoming transfers to IEPF are provided hereunder:

Financial Year Ended	Type of Dividend	Dividend Rate	Date of declaration	Due date for transfer to IEPF
March 31, 2019	Final	30%	July 30, 2019	Sept 4, 2026
March 31, 2020	Interim	120%	July 29, 2019	Sept 3, 2026
March 31, 2020	Final	20%	Aug 20, 2020	Sept 25, 2027
March 31, 2021	Final	25%	Sept 3, 2021	Oct 9, 2028
March 31, 2023	Final	15%	Aug 28, 2023	Oct 3, 2030
March 31, 2024	Final	25%	Sept 25, 2024	Oct 31, 2031
March 31, 2025	Final	40%	August 7, 2025	Sep 12, 2032

Company has uploaded details of unpaid and unclaimed dividend amounts lying with the Company as well as the details of shares transferred to the Investor Education and Protection Fund (IEPF), as at March 31, 2026, on the Company's website at https://www.strides.com/investors/shareholder-information/dividend-shares.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

7.9 Share Transfer System

KFin Technologies Limited (KFin) is the Registrar and Share Transfer Agent (RTA) of the Company. Shareholders may reach out to the Company/ RTA for queries and matters relating to their shareholding.

Prohibition of Physical Transfer of Shares

Shareholders are informed that, with effect from April 1, 2019, SEBI has prohibited the transfer of shares in physical form for listed companies and mandated that such transfers be effected only in dematerialised form.

In cases where requests for issuance of duplicate share certificates are received, the Company had been issuing a Letter of Confirmation ("LOC") in accordance with SEBI circular dated December 12, 2024.

Subsequently, SEBI, vide its circular dated January 30, 2026, has dispensed with the requirement of issuance of LOC and mandated direct credit of securities into the demat account of the investor, thereby further simplifying the process.

SEBI Circular

https://www.sebi.gov.in/legal/circulars/jan-2026/ease-of-doing-investment-and-ease-of-doing-business-doing-away-with-requirement-of-issuance-of-letter-of-confirmation-loc-and-to-effect-direct-credit-of-securities-in-dematerialisation-account-o-_99421.html.

While shareholders are permitted to hold shares in physical form, they are encouraged to dematerialise their holdings to facilitate ease of transactions and avoid delays in processing requests.

Shareholders may contact the Company's Registrar and Transfer Agent at einward.ris@kfintech.com or the Company at investors@strides.com for assistance in dematerialisation or related processes.

Withdrawal of the requirement of Freezing of Folios

SEBI, vide circular no. SEBI/HO/MIRSD/POD-1/CIR/2023/193 dated December 27, 2023 extended the last date for submission of 'choice of nomination' for demat accounts and mutual fund folios to June 30, 2024 failing which demat accounts/folios shall be frozen for debits.

SEBI, vide circular dated June 10, 2024, for ease of compliance and investor convenience, SEBI has decided the following for existing investors/ unit holders:

i. Non-submission of 'choice of nomination' shall not result in freezing of Demat Accounts as well as Mutual Fund Folios.

ii. Security holders holding securities in physical form shall be eligible to receive any payment, including dividend, interest, or redemption amounts, and to lodge grievances or avail any service request from the RTA, even if the 'choice of nomination' has not been submitted.

iii. Payments, including dividend, interest or redemption amounts, that were withheld by listed companies/ RTAs solely on account of non-submission of 'choice of nomination' shall be processed accordingly.

General Information to Members for KYC updation

Shareholders holding shares in electronic form who have not updated their PAN are requested to submit the same to their respective Depository Participant(s).

Shareholders holding shares in physical form who have not updated their KYC details are requested to furnish the requisite documents and information, as prescribed, to the Registrar and Share Transfer Agent, KFin Technologies Limited (formerly KFin Technologies Private Limited), at the earliest.

List of documents required to be furnished by shareholders holding securities in physical form is provided below:

Particulars	Form
Form for availing investor services to register PAN, email address, bank details and other KYC details or changes/ update thereof for securities held in physical mode	Form ISR-1
Update of signature of securities holder	Form ISR-2
Declaration to opt out Nomination	Form ISR-3
Form for requesting issue of Duplicate Certificate for shares held in physical form	Form ISR-4
Request for transmission of Securities by Nominee or Legal Heir	Form ISR-5
Nomination form	Form SH-13
Cancellation of nomination by the holder(s) (along with ISR-3)/ Change of Nominee	Form SH-14

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

The aforesaid forms can be downloaded from the website of the Company and RTA at:

https://www.strides.com/investors/shareholder-information/shareholder-communication

https://ris.kfintech.com/clientservices/isc/isrforms.aspx

Issue / Transfer of Shares in Dematerialised Mode

In terms of the SEBI Listing Regulations, transfer of securities of listed companies is permitted only in dematerialised form with effect from April 1, 2019.

Further, as part of ongoing initiatives to enhance ease of dealing in securities, SEBI, vide its circular dated January 25, 2022, mandated that listed companies shall issue securities only in dematerialised form while processing investor service requests such as transfer, transmission, issuance of duplicate share certificates, renewal or exchange of share certificates, consolidation of folios, etc.

Subsequently, SEBI, vide its circular dated January 30, 2026, has dispensed with the requirement of issuance of Letter of Confirmation ("LoC") and mandated that securities shall be credited directly to the demat account of the investor, thereby further simplifying the process.

Accordingly, the process for handling investor service requests is as follows:

- The claimant / security holder is required to submit the request in Form ISR 4 (available on the websites of the Company and the RTA), along with requisite documents and details;

- RTA verifies the request and supporting documents;
- Upon verification, the securities are directly credited to the demat account of the claimant / security holder, as per the details provided; and
- In case of any deficiencies or failure to complete the process, the securities may be handled in accordance with applicable regulatory requirements, including credit to a Suspense Escrow Demat Account, where applicable.

Shareholders are encouraged to dematerialise their holdings to facilitate seamless processing of transactions and avoid delays.

For assistance, shareholders may contact the Company's RTA at einward.ris@kfintech.com or the Company at investors@strides.com.

7.10 Details of Investor complaints received and resolved during the financial year ended March 31, 2026 are given below

#	Particulars	No. of complaints
1	Investor complaints pending at the beginning of the year	-
2	Investor complaints received during the year	3
3	Investor complaints disposed of during the year	3
4	Investor complaints remaining unresolved at the end of the year	-

8. Listing on Stock Exchanges and Stock Codes

The Company has paid listing fees to both the stock exchanges and there is no outstanding payment as on date of this report. Details of the scrip is as under:

Equity shares of the Company are listed on:

BSE Limited Stock Code/ Scrip Code: 532531	National Stock Exchange of India Limited Stock Code/ Symbol:STAR
Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001.	Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051.

International Securities Identification Number (ISIN) allotted to the equity shares, warrants and Non-Convertible Debentures (unlisted) (NCD) under the Depository System are:

- Listed equity shares: INE939A01011

9. Distribution of Shareholding as at March 31, 2026

Slab of Shareholding	No. of Shareholders	% to Total Number of Shareholders	No. of Shares	Amount	% of Amount
1 – 5,000	84,277	94.95	53,45,512	5,34,55,120	5.80
5,001 – 10,000	2,028	2.28	15,18,449	1,51,84,490	1.65
10,001 – 20,000	1,046	1.18	15,16,011	1,51,60,110	1.65
20,001 – 30,000	379	0.43	9,62,027	96,20,270	1.04
30,001 – 40,000	161	0.18	5,65,627	56,56,270	0.61
40,001 – 50,000	135	0.15	6,27,647	62,76,470	0.68
50,001 – 1,00,000	264	0.30	19,16,568	1,91,65,680	2.08
1,00,001 and above	472	0.53	7,97,20,873	79,72,08,730	86.49
TOTAL	**88,762**	**100.00**	**9,21,72,714**	**92,17,27,140**	**100.00**

10. Shareholding Pattern as at March 31, 2026

#	Category	No. of shares held	% to total shareholding
1.	Indian Promoters/ Promoter Group	2,57,29,268	27.91
	Institutions - Domestic		
2.	Mutual Funds	78,92,239	8.57
3.	Banks/ Indian Financial Institutions	9,025	0.01
4.	Insurance companies	41,83,809	4.54
5.	Sovereign Wealth funds	-	-
6.	Shareholding by Companies or Bodies Corporate where Central / State Government is a shareholder	8,125	0.01

#	Category	No. of shares held	% to total shareholding
7.	NBFCs and Alternate Investment Funds	12,30,209	1.33
	Institutions - Foreign		
8.	Foreign Institutional Investors/ Foreign Portfolio Investors	2,64,36,787	28.68
	Non-Institutions - Foreign		
9.	Non-Resident Indians/ Foreign Nationals/ Foreign Companies	19,76,908	2.14
	Non-Institutions - Domestic		
10.	Bodies Corporate	36,63,524	3.97
11.	Others (including Indian Public, Trust etc.,)	2,10,42,820	22.84
	TOTAL	**9,21,72,714**	**100.00**

11. Dematerialization of Shares & Liquidity

Equity shares of the Company are traded compulsorily in electronic form. Company has established connectivity with both the depositories, namely the National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL), through its Registrar and Share Transfer Agent (RTA).

As at March 31, 2026, 99.93% of the paid-up share capital of the Company, representing 9,21,12,617 equity shares, was held in dematerialised form, while the balance 0.07%, representing 60,097 equity shares, was held in physical form.

Shareholders who continue to hold shares in physical form are advised to dematerialise their shareholding at the earliest. Further, in line with the applicable SEBI circulars, shareholders are also requested to ensure that their PAN and bank account details are duly updated.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

12. Governance of Subsidiary Companies

Company operates through a global structure comprising over 30 entities across North America, Africa, Europe, Asia, and Australia.

These entities play a critical role in strengthening market presence, supporting regulatory filings, enabling manufacturing operations, and undertaking the marketing and distribution of pharmaceutical products.

Details of the Subsidiaries, Joint Venture, and Associate entities as at March 31, 2026 forms part of the Board's report.

Company has in place policy for Governance of Subsidiary Companies (including Material Subsidiaries), which has been formulated in line with the requirements of the SEBI Listing Regulations.

Governance practices across the subsidiaries, particularly material subsidiaries, are harmonized with Strides' compliance standards. Governance frameworks at the subsidiary level, including Board processes, financial controls, legal and regulatory filings, and statutory compliances, are closely aligned with those of the parent Company.

The said Policy is available on the Company's website at:

https://www.strides.com/Upload/PDF/strides-policy-governance-subsidiaries.pdf

Minutes of the meetings of the Boards of Directors of the subsidiary companies, along with details of significant transactions and arrangements entered into by such subsidiary companies, are placed before the Board of Directors of the Company on a quarterly basis for its review.

13. Governance of Material Subsidiaries

Company has formulated a policy for determining material subsidiaries and for governance of related party transactions, in line with the requirements of the SEBI Listing Regulations. The said Policy is available on the Company's website at:

https://www.strides.com/Upload/PDF/strides-policy-governance-subsidiaries.pdf

In accordance with the disclosure requirements pertaining to material unlisted subsidiary companies as prescribed under Schedule V of the Listing Regulations, the details are provided below:

#	Name of Material unlisted subsidiary	Date of incorporation	Place of Incorporation	Name of Statutory Auditor	Date of appointment of Statutory Auditor
1.	Strides Pharma Inc., USA	Nov 6, 2013	New Jersey	BSR & Co. LLP, India	June 2, 2022
2.	Strides Pharma Asia Pte Ltd, Singapore	Dec 13, 2011	Singapore	KPMG LLP, Singapore	Oct 27, 2017
3.	Strides Pharma Global, Pte Ltd, Singapore	Aug 21, 2013	Singapore	KPMG LLP, Singapore	Oct 27, 2017
4.	Strides Arcolab International Limited, UK	Nov 10, 2004	England and Wales	MHA Audit Services LLP, UK	April 8, 2025
5.	Arco Lab Private Limited, India	Aug 20, 2018	Bangalore, India	Gnanoba & Bhat, Chartered Accountants	August 2, 2024

14. Reconciliation of Share Capital Audit

Company conducts a Reconciliation of Share Capital Audit on a quarterly basis in accordance with the requirements of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018.

Reconciliation of Share Capital Audit Report, obtained from a Practicing Company Secretary and submitted to the Stock Exchanges within the stipulated timelines, certifies that the equity share capital of the Company held in dematerialized form and in physical form is in agreement with the issued and paid-up equity share capital of the Company.

15. Certificate(s) from Practicing Company Secretaries (PCS)

15.1 Secretarial Audit

Pursuant to Regulation 24A of the SEBI Listing Regulations, every listed entity is required to undertake a secretarial audit to be conducted by a Secretarial Auditor who is a Peer-Reviewed Practising Company Secretary or a Peer-Reviewed firm of Company Secretaries.

In terms of the Listing Regulations, an individual Secretarial Auditor may be appointed for one term of five consecutive years, whereas a firm of Company Secretaries may be appointed for a maximum of two such terms, subject to approval of the shareholders at the Annual General Meeting.

In compliance with the aforesaid provisions and pursuant to Section 204 of the Companies Act, 2013 read with the rules made thereunder, the Audit Committee and the Board of Directors of the Company, at their respective meetings held on May 22, 2025, approved the appointment of **M/s. V. Sreedharan & Associates** (Firm Registration No.: **P1985KR14800**) as the Secretarial Auditor of the Company for a term of five consecutive years commencing from April 1, 2025, subject to the approval of the shareholders of the Company.

The appointment of the Secretarial Auditor was subsequently approved by the shareholders at the Thirty-Fourth Annual General Meeting of the Company held on August 7, 2025.

Secretarial Audit for FY26, inter alia, covered compliance with the provisions of the Companies Act, 2013 and the rules made thereunder, the Listing Regulations, and other applicable regulations and guidelines prescribed by the Securities and Exchange Board of India, among others.

The Secretarial Audit Report for FY26 does not contain any qualifications, reservations, adverse remarks or disclaimers. However, the Report includes an observation relating to a delay in stock exchange intimation regarding a change in Senior Management Personnel during May 2025.

While the underlying change occurred in April 2025, the corresponding disclosure was made in May 2025. In this regard, a query was received from BSE Limited, to which the Company duly responded.

Company has since reviewed and strengthened its internal processes, in coordination with the HR function, to ensure timely disclosures and compliance with applicable regulatory requirements going forward.

Secretarial Audit Report forms part of the Board's Report as an Annexure.

15.2 Confirmation on Directors' Non- Disqualification

Secretarial Auditor of the Company has issued a certificate, as required under the SEBI Listing Regulations, confirming that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as a director of any company by the Securities and Exchange Board of India, the Ministry of Corporate Affairs, or any other statutory authority.

The said certificate is enclosed as **Annexure CG-1** to this Report.

16. Employee Stock Options

Statement giving detailed information on stock options granted to employees under the Strides Employee Stock Option Plan, 2016 as required under the Companies Act, 2013 and SEBI Listing Regulations, is annexed to the Board's Report in Page No. 89 and 90.

17. Consolidated fees paid to Statutory Auditors

Total fees payable by the Company and its subsidiaries to the Statutory Auditor, BSR & Co. LLP, Chartered Accountants, and all entities within the network firm/ network entity of which the Statutory Auditor is a part, for FY26 aggregate to ₹ 55.32 million, excluding applicable taxes and out of pocket expenses.

18. Vigil Mechanism/ Whistle Blower policy

The Company is committed to maintaining the highest standards of ethical, moral, and legal conduct in all its business operations. In line with this commitment, the Board of Directors has adopted a Whistle Blower Policy in compliance with the provisions of the Act and the SEBI Listing Regulations.

The Whistle Blower Policy provides an appropriate mechanism for directors, employees, and other stakeholders to make protected disclosures relating to actual or suspected violations, including financial irregularities, misrepresentation, fraud, theft, bribery, corrupt business practices, insider trading, and leak or suspected leak of unpublished price sensitive information, among others.

The Policy also sets out the procedures for receipt, tracking, investigation, and resolution of complaints, including disciplinary action, where warranted. Further, it provides safeguards to ensure confidentiality of the reporting process and protection of whistle blowers against any form of retaliation or victimization.

Protected disclosures may be made through various channels, including email, submission of a physical letter, a designated toll free number operated by an independent third party, or through the SEEK Application (available to employees only), which is also operated by an independent third party.

The Audit Committee oversees the implementation and effective functioning of the Whistle Blower Policy, and no personnel of the Company have been denied direct access to the Audit Committee under this mechanism.

During the year under review, no protected disclosures were received by the Company.

During the year, the Whistle Blower Policy was amended to align with evolving ESG requirements and industry best practices. The Whistle Blower Policy is available on the Company's website, and the web link for accessing the same is provided on page 138 of this Annual Report.

19. Strides Insider Trading Policy and UPSI Management

Pursuant to the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time, Strides has adopted a Code of Conduct for Prohibition of Insider Trading (PIT Code/ Code) in respect of trading in the securities of the Company. The Code is applicable to Designated Persons and their Immediate Relatives/ Relatives and regulates, monitors, and reports their trading in the securities of the Company.

Annual training programs are conducted for all Designated Persons to provide an overview of the requirements under the PIT Regulations and to reinforce compliance with the applicable obligations.

Any violations of the Code are reported internally to the Audit Committee and are also reported to the Stock Exchanges in the prescribed format, in accordance with the requirements of the PIT Regulations.

During the year under review, there was one instance of violation of the Code, for which appropriate action was taken by the Company.

Further, Company has also adopted a **Code of Practice and Procedure for Fair Disclosure of Unpublished Price Sensitive Information** in accordance with the SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time. The Code has been formulated to ensure timely, adequate, and consistent disclosure of Unpublished Price Sensitive Information ("UPSI") to the public.

The said code is available on the Company's website at:

https://www.strides.com/Upload/PDF/strides-code-practices-procedures-fair-disclosure-UPSI.pdf

The Code of Fair Disclosure is aligned with the Company's Policy for Determination of Materiality of Events and Information for Disclosure to the Stock Exchanges, which has been formulated in accordance with the requirements of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

20. Disclosures in relation to compliance of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 for FY26

Company has zero tolerance towards sexual harassment at workplace and has adopted a Policy on Prevention of Sexual Harassment in line with the requirements of The Sexual Harassment of Women at the workplace (Prevention, Prohibition and Redressal) Act, 2013 (PoSH Act) and Rules framed thereunder. Strides has adopted a gender-neutral policy, reaffirming its commitment to providing a safe, respectful, and inclusive work environment for all employees.

In accordance with the provisions of the PoSH Act, Company has constituted an Internal Committee (IC) to provide a mechanism for redressal of complaints relating to sexual harassment. The Company conducts periodic training and awareness programmes across the organisation to sensitise employees on prevention of sexual harassment and to promote a culture of mutual respect and dignity at the workplace.

Details of complaints received and their disposal are reported to the Board of Directors on a quarterly basis.

During the year under review:

Particulars	Remarks
a. Number of complaints of sexual harassment received	Nil
b. Number of complaints disposed of during the year	Not Applicable
c. Number of complaints pending for more than ninety days	Nil

21. Commodity price risk

Company is not exposed to any commodity price risk.

Details of the Foreign Exchange Risk and Company's hedging activities forms part of the Notes to the Financial Statements.

22. Credit Rating

Company has obtained rating from Care Edge and India Ratings during FY26.

Ratings given by the agencies are as under:

Rating Agency	Date	Type of Instrument	Current Rating	Rating action
Care Edge	December 26, 2025	Long Term Bank Facilities	CARE A; Positive	Reaffirmed
Care Edge	December 26, 2025	Long Term / Short Term Bank Facilities	CARE A; Positive / CARE A2+	Reaffirmed
Care Edge	December 26, 2025	Short Term Bank Facilities	CARE A2+	Reaffirmed

23. Declaration by Independent Directors

In accordance with provisions of Section 149(7) of the Companies Act, 2013 and Regulation 25(8) of SEBI Listing Regulations, Independent Directors of the Company have submitted declarations confirming that they continue to meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations.

Independent Directors have also confirmed their compliance with the **Code for Independent Directors** as laid down in Schedule IV of the Act.

In the opinion of the Board, Independent Directors of the Company possess necessary expertise, integrity and experience (including proficiency) in their respective fields and fulfil the conditions specified in the SEBI Listing Regulations and are independent of management. Board further affirms that the Independent Directors are independent of the management.

Further, all the Independent Directors have confirmed that they have registered themselves in the databank of Independent Directors maintained by the Indian Institute of Corporate Affairs (IICA), in accordance with the provisions of Section 150 of the Companies Act, 2013.

24. Other Affirmations and Disclosures

a. Company has complied with all mandatory requirements prescribed under the SEBI Listing Regulations, including Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46. Company has also complied with certain non-mandatory requirements as specified under Regulation 27(1) of the Listing Regulations.

b. There were no materially significant related party transactions entered into by the Company with its promoters, directors, or management, their subsidiaries, or relatives, etc., which may have had a potential conflict with the interests of the Company.

c. Company has complied with the requirements of the Stock Exchanges, SEBI, and other statutory authorities on matters relating to the capital markets during the last three years.

   No penalties or strictures have been imposed on the Company by the Stock Exchanges, SEBI, or any other statutory authority in this regard.

d. Details of loans and advances in the nature of loans made to firms or companies in which directors are interested are disclosed in Note No. 40 of the standalone financial statements of the Company.

e. **Disclosure of certain types of agreements binding listed entities**

   In accordance with Regulation 5A of paragraph A of Part A of Schedule III of the Listing Regulations, Company confirms that there are no agreements which impact the management or control of the Company or impose any restriction or create any liability upon the Company.

f. **Details of Utilization of Funds Raised through Preferential Allotment or Qualified Institutional Placement as specified under Regulation 32 (7A)**

   Company has not raised any funds through preferential allotment or qualified institutional placement as specified under Regulation 32 (7A) during the financial year 2025-26, accordingly, this will not be applicable to the Company.

25. Confirmation on Adoption of Discretionary Requirements

(As specified in Part E of Schedule II of the Listing Regulations)

a. Board

Provision:

A Non-Executive Chairperson of the Board may be entitled to maintain a Chairman's Office at the company's expense and allowed reimbursement of expenses incurred in performance of his duties.

At Strides:

With effect from April 5, 2025, Mr. Arun Kumar transitioned to the role of Non-Executive Chairperson of the Company. Details of remuneration as Non-Executive Chairperson is provided in clause 2.6.1 of this report.

Provision:

Listed entities ranked from 1,001 to 2,000 as per market capitalization shall endeavour to have at least one woman independent director on the Board.

At Strides:

Complied - Strides' Board comprises of two women independent directors.

b. Shareholder Rights

Provision:

A half-yearly declaration of financial performance including summary of the significant events in the last six months, may be sent to each household of shareholders.

At Strides:

Company has not adopted this practice. However, quarterly financial results approved by the Board, along with the press releases issued by the Company, are disseminated to the Stock Exchanges where the Company is listed and are also made available on the Company's website.

c. Modified opinion(s) in Audit report

Provision:

Listed entity may move towards a regime of financial statements with unmodified audit opinion.

At Strides:

The Audit Report issued for FY26 contains unmodified opinion.

d. Separate posts of Chairperson and the Managing Director or the Chief Executive Officer

Provision:

Listed entity may appoint separate persons to the posts of Chairperson and Managing Director or Chief Executive Officer, with the Chairperson being a Non Executive Director and not related to the MD/CEO.

At Strides:

Mr. Badree Komandur is the Managing Director and Group CEO of the Company.

Effective April 5, 2025, Mr. Arun Kumar transitioned into the role of Non-Executive Director and Chairperson of the Board.

Consequent to the above, role of Chairperson and MD/ CEO is segregated. Chairperson and Managing Director are not related to each other.

e. Reporting of Internal Auditor

Provision:

Internal Auditor may report directly to the Audit Committee

At Strides:

This provision has been adopted, and the Internal Auditor reports directly to the Audit Committee.

F Independent Directors

Provision:

The independent directors of top 2000 listed entities as per market capitalization, should endeavour to hold at least two meetings in a financial year without the presence of non-independent directors and management.

At Strides:

Independent Directors held two meetings during FY26, on May 22, 2025 and January 30, 2026, without the presence of non independent directors or members of management. All Independent Directors were present at these meetings.

G Risk Management

Provision:

Listed entities ranked from 1,001 to 2,000 in the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3 may constitute a risk management committee with the composition, roles and responsibilities specified in regulation 21.

At Strides:

Complied – Risk Management Committee at Strides is constituted in line with regulatory requirement. With effect from May 21, 2025, the Committee has been renamed as the Risk Management and Sustainability Committee (RM&SC), and the Charter has been updated to reflect its expanded mandate.

26. Code of Conduct

Company has adopted a Code of Conduct and Ethics applicable to all Directors, including Independent Directors, and employees, including Senior Management Personnel.

All Board members and Senior Management Personnel have confirmed compliance with the Code for the period under review. A declaration to this effect, signed by the Managing Director of the Company, is attached as **Annexure CG-2** to this Report.

Manufacturing facilities as at the date of this report

#	Locations	Approvals
India		
1.	Strides Pharma Science Limited KRS Gardens, No.36/7, Suragajakkanahalli, Anekal Taluk, Bengaluru – 562 106.	US FDA, MHRA, TGA, ANVISA, IGJ (Netherlands), NDA (Uganda), PPB (Kenya) & WHO- Geneva, Health Canada, MCAZ (Zimbabwe),TMDA (Tanzania), NAFDAC (Nigeria), DPML (Cameroon), FMHACA (Ethiopia), MOH (Libya), MOH (Russia), MOH (Yemen), CDSCO (India)
2.	Strides Pharma Science Limited PIMS Road, Periyakalapet, Puducherry – 605 014.	USFDA, MHRA, WHO-Geneva, OGYEI, TGA, BoMRA [Botswana Medicines Regulatory Authority], Danish Medicines Agency [DKMA]-Denmark, Chief Pharmaceutical Inspectorate- Poland & CDSCO (India)
3.	Strides Pharma Science Limited #19/1,19/3, Chandapura, Anekal Taluk, Bengaluru – 560 099.	TGA & CDSCO (India)
4.	Strides Pharma Science Limited Plot No. 101, 102, 107, 108 & 153, SIDCO Pharmaceutical Complex, Alathur, Chengalpattu, Tamil Nadu, India -603110.	USFDA & CDSCO (India)
Overseas		
5.	Strides Pharma Inc, USA 1 Ram Ridge Road, Chestnut Ridge, NY 10977, USA.	USFDA
6.	Beltapharm S.R.L, Italy 20095 Cusano ML, Via Stelvio, 66, Italy.	EU-AIFA, Italy
7.	Universal Corporation Limited, Kenya (UCL) Club Road, Past Post Office, Plot No. 13777, P.O. Box 1748 – 00902, Kikuyu Town, Kenya. (UCL is an Associate company of the Group effective September 30, 2022)	WHO & PPB, Kenya

Key co-ordinates for easy reference of stakeholders:

1. **Address of Registered office and Corporate office**

Registered Office:
'Cyber One', Unit No. 902,
Plot No – 4 & 6, Sector 30A
Vashi, Navi Mumbai,
Maharashtra – 400703
Tel. No.: +91-22-2789 2924
e-mail id: investors@strides.com

Corporate Office:
Strides House, Bilekahalli, Bannerghatta Road,
Bengaluru – 560 076
Tel. No.: +91 80 6784 0000/ 0738
e-mail id: investors@strides.com

2. **Investor Relations/ Corporate Communications Team**

Badree Komandur
Managing Director & CEO
Tel. No.: +91 80 6784 0747

Saurabh Dilip Ambaselkar
Investor Relations
Tel. No: +91 9180 6784 0000 / 6784 0600
email Id: saurabh.ambaselkar@strides.com

Pallavi Panchmatia
Assistant Vice President – Corporate Communication
Tel. No. : +91 80 6784 0193
e-mail id : pallavi.panchmatia@strides.com

PR Consultancy
Adfactors PR
Janhavi Bellare : +91 93228 54508
e-mail id : janhavi.bellare@adfactorspr.com

3. **Compliance officer under the Listing Regulations and Nodal Officer under IEPF**

Manjula Ramamurthy
Company Secretary & Compliance Officer
Tel. No.: +91 80 6784 0734
Fax No.: +91 80 6784 0700
e-mail id: manjula.r@strides.com

4. **Registrar and Transfer Agent**

Kfin Technologies Limited,
Selenium Tower B, Plot No. 31 & 32,
Financial District, Nanakramguda,
Serilingampally Mandal, Hyderabad – 500 032
Toll Free No.: 1-800-309-4001
e-mail id: einward.ris@kfintech.com
Website: https://www.kfintech.com/
https://ris.kfintech.com/

Contact Persons:
Sashidhar Mannava, Vice President
Mohan Kumar A, Senior Manager

List of Corporate Policies and weblink for the same

Particulars	Website Details/ links
Board Diversity Policy	https://www.strides.com/Upload/PDF/strides-board-diversity-policy.pdf
Dividend Distribution Policy	https://www.strides.com/Upload/PDF/strides-dividend-distribution-policy.pdf
Archival Policy	https://www.strides.com/Upload/PDF/strides-policy-preservation-documents.pdf
Policy for determination of Materiality of Events & Information	https://www.strides.com/Upload/PDF/strides-policy-determination-materiality-events.pdf
Strides' Code of Conduct	https://www.strides.com/Upload/PDF/strides-code-conduct-ethics-2025.pdf
Familiarisation Programmes for NED	https://www.strides.com/Upload/PDF/strides-familiarization-program-non-executive-directors.pdf
Remuneration policy of Directors, KMP & SMP	https://www.strides.com/Upload/PDF/strides-nomination-remuneration-policy.pdf
Policy of Related Party Transactions	https://www.strides.com/Upload/PDF/strides-policy-governance-related-party-transactions.pdf
Policy for Governance of Subsidiaries	https://www.strides.com/Upload/PDF/strides-policy-governance-subsidiaries.pdf
Whistle Blower policy	https://www.strides.com/Upload/PDF/strides-whistle-blower-policy.pdf
Code of practices and procedure for Fair disclosures of UPSI	https://www.strides.com/Upload/PDF/strides-code-practices-procedures-fair-disclosure-UPSI.pdf
Risk Management Policy	https://www.strides.com/Upload/PDF/strides-risk-management-policy.pdf
Business Continuity Policy	https://www.strides.com/Upload/PDF/strides-business-continuity-policy.pdf
Corporate Social Responsibility Policy	https://www.strides.com/upload/pdf/csr-policy.pdf
Anti Bribery and Anti Corruption Policy	https://www.strides.com/Upload/PDF/strides-anti-bribery-anti-corruption-policy.pdf
Human Rights Policy	https://www.strides.com/Upload/PDF/Strides-human-rights-policy.pdf
Vendor's Code of Conduct	https://www.strides.com/Upload/PDF/Strides-vendor-code-of-conduct.pdf

For and on behalf of the Board of Directors

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director and Group CEO
DIN: 07803242

Place: Bengaluru
Date: May 18, 2026

Annexure CG-1

Certificate Of Non-Disqualification Of Directors

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the
SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members of
Strides Pharma Science Limited
Cyber One, Unit No. 902, Sector 30A,
Plot No – 4 & 6, Vashi, Navi Mumbai,
Sanpada, Thane, Maharashtra – 400703

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Strides Pharma Science Limited, having CIN: L24230MH1990PLC057062 and having registered office at Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703, India, and Corporate Office at 'Strides House', Bilekahalli, Bannerghatta Road, Bengaluru – 560 076, Karnataka, India, (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended on March 31, 2026 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India (SEBI) and Ministry of Corporate Affairs (MCA), or any such other Statutory Authority.

Details of Directors:

Sl. No.	Name of Director	Designation	DIN	Date of appointment in Company
1.	Mr. Badree Komandur	Managing Director and Group CEO	07803242	18/05/2017
2.	Mr. Homi R Khusrokhan	Non-Executive - Independent Director	00005085	18/05/2017
3.	Ms. Kausalya Santhanam	Non-Executive - Independent Director	06999168	11/12/2019
4.	Mr. Ameet Prathapsinh Hariani	Non-Executive - Independent Director	00087866	01/02/2024
5.	Mr. Subir Chakraborty	Non-Executive - Independent Director	00130864	01/06/2024
6.	Mr. Aditya Arun Kumar	Executive Director	06999081	01/06/2024
7.	Ms. Mukta Arora	Non-Executive - Independent Director	07225715	01/02/2025
8.	Mr. Arun Kumar Pillai	Non-Executive – Non Independent Director	00084845	28/06/1990

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For M/s. V Sreedharan and Associates
Practicing Company Secretaries

Dr. Shobha Shridhar
Partner
F.C.S.13360; C.P.No.22649
Firm Registration No: P1985KR14800
Peer Review Certificate No. 5543/2024
UDIN: F013360H000386403

Place: Bengaluru
Date: May 18, 2026

Annexure CG-2

Declaration of Compliance with the Code of Conduct for the Financial Year ended March 31, 2026

I hereby confirm that the Company has received affirmation as to compliance with Company's Code of Conduct for the Financial Year ended March 31, 2026 from the Board of Members and Senior Management Personnel.

For and on behalf of the Board of Directors

Badree Komandur
Managing Director and Group CEO
DIN: 07803242

Place: Bengaluru
Date: May 18, 2026

Independent Auditors' Certificate On Compliance With The Corporate Governance Requirements Under SEBI (Listing Obligations And Disclosure Requirements) Regulations, 2015

To The Members Of Strides Pharma Science Limited

1. This certificate is issued in accordance with the terms of our engagement letter dated 20 September 2022 and addendum to the engagement letter dated 12 June 2024.

2. We have examined the compliance of conditions of Corporate Governance by Strides Pharma Science Limited ("the Company"), for the year ended 31 March 2026, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ("Listing Regulations") pursuant to the Listing Agreement of the Company with Stock Exchanges.

Management's Responsibility

3. The compliance of conditions of Corporate Governance as stipulated under the listing regulations is the responsibility of the Company's Management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

Auditors' Responsibility

4. Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

5. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended 31 March 2026.

6. We conducted our examination of the above corporate governance compliance by the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Guidance Note on Certification of Corporate Governance both issued by the Institute of the Chartered Accountants of India (the "ICAI"), in so far as applicable for the purpose of this certificate. The Guidance Note requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

8. In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.

9. We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Restriction on use

10. The certificate is addressed and provided to the Members of the Company solely for the purpose of enabling the Company to comply with the requirement of the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For **B S R & Co LLP**
Chartered Accountants
Firm's Registration No. 101248W/W – 100022

G Prakash
Partner
Membership No: 099696
UDIN: 26099696DFLSRS3110

Place: Bengaluru
Date: July 14, 2026

Business Responsibility & Sustainability Report

Section A: General Disclosures

Details of the listed entity:

Sl. No.	Question	Response
1.	Corporate Identity Number (CIN) of the Entity	L24230MH1990PLC057062
2.	Name of the Listed Entity	Strides Pharma Science Limited (“Strides” / “Company”)
3.	Year of Incorporation	1990
4.	Registered Office Address	‘Cyber One’, Unit No. 902, Plot No. 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703, India
5.	Corporate Office Address	Strides House, Bilekahalli, Bannerghatta Road, Bangalore – 560 076
6.	E-mail	investors@strides.com
7.	Telephone	+91 80 6784 0290
8.	Website	www.strides.com
9.	Financial Year for which report is being done	FY 2025-26
10.	Name of the Stock Exchange(s) where shares are listed	The National Stock Exchange of India Limited (NSE) BSE Limited (BSE)
11.	Paid-up Capital (I)	92,17,27,140
12.	Name and contact details (telephone, email) of the person who may be contacted in case of queries on the BRSR report	Ms. Sormistha Ghosh Group General Counsel, Chief Risk & Sustainability Officer Ph: +91 80 6784 0290 Email: investors@strides.com
13.	Reporting Boundary (Standalone or Consolidated basis)	Financial disclosures – For Strides, on a standalone basis Other disclosures - For Strides and one of its Wholly owned Subsidiary based in India, i.e., Arco Lab Private Limited (“Arcolab”)
14.	Name of assurance provider	DNV Business Assurance India Private Limited
15.	Type of assurance obtained	Limited

Products and Services:

16. Details of business activities (accounting for 90% of the turnover):

Sl. No.	Description of Main Activity	Description of Business Activity	%Turnover of the entity
1.	Manufacturing	Chemical and chemical products, pharmaceuticals, medicinal chemical, and botanical products	100%

17. Product/ Services sold by the entity (accounting for 90% of the entity’s turnover):

Sl. No.	Product/ Service	NIC Code	%of total turnover contributed
1.	Manufacturing	21002	100%

Operations:

18. Number of locations where plants and/or operations/ offices of the entity are situated:

Location	Number of Plants	Number of Offices	Total
National	5 Bangalore, Karnataka: 2 facilities & 1 R&D Centre; Puducherry: 1 facility; Alathur, Tamil Nadu: 1 facility	2 Registered office at Navi Mumbai, Maharashtra; Corporate office at Bangalore, Karnataka	7
International*	3 USA- 1 facility Italy- 1 facility Kenya- 1 facility^	8 US | UK | Singapore | South Africa | Italy | Canada | Switzerland | Kenya^	11

*: Plants and offices are of step-down subsidiaries

^: Universal Corporation Limited was a subsidiary of Strides up to September 30, 2022. Effective September 30, 2022, it is an Associate Company of Strides.

19. Markets Served by the Entity:

a. Number of Locations:

Location	Number
National (No. of States)	0*
International (No. of Countries)	106

*The Company doesn't market products in India

b. What is the contribution of exports as a percentage of the total turnover of the entity?

90.66%, on a standalone basis ("Total turnover" considered for the calculation includes other income)

c. A brief on types of Customers

Strides' customers include wholesalers, large pharmacy chains, global donor-funded institutions, regional government bodies through MOH/Govt tender and large pharmaceutical companies.

Employees:

20. Details as at the end of Financial Year 2025-26

a. Employees and Workers

Employees (including differently abled)							
Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
1.	Permanent Employees	2,549	1,926	76%	623	24%
2.	Other than Permanent Employees	261	207	79%	54	21%
3.	**Total Employees (1+2)**	**2,810**	**2,133**	**76%**	**677**	**24%**

Note:

"Permanent Employee" includes all permanent employees on rolls of the Company and its Wholly owned Subsidiary in India, viz., Arcolab

"Other than Permanent Employee" includes all individuals hired through third party vendors

Workers (including differently abled)							
Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
4.	Permanent Workers	986	912	92%	74	8%
5.	Other than Permanent Workers	1,598	912	57%	686	43%
6.	**Total Workers (4+5)**	**2,584**	**1,824**	**71%**	**760**	**29%**

Note:

"**Permanent Worker**" includes all operators on the rolls of the Company and its wholly owned subsidiary in India, viz., Arcolab.

"**Other than Permanent Worker**" includes those workers who are hired for contingent work and those who provide ancillary services; these workers are deployed in the company through third party vendors.

b. Differently abled Employees and Workers

Differently Abled Employees							
Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
1.	Permanent Employees	2,549	0	0.00%	0	0.00%
2.	Other than Permanent Employees	261	0	0.00%	0	0.00%

3.	Total Employees (1+2)	2,810	0	0.00%	0	0.00%

Differently Abled Workers

Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
4.	Permanent Workers	986	0	0.00%	0	0.00%
5.	Other than Permanent Workers	1,598	0	0.00%	0	0.00%
6.	Total Workers (4+5)	2,584	0	0.00%	0	0.00%

21. Participation/ Inclusion/ Representation of Women

	Total (A)	Number of Female (B)	Percentage (B/A)
Board of Directors	8	2	25%
Key Management Personnel (KMP)	5	1	20%

22. Turnover rate for permanent employees and workers:

	FY 2025 - 26			FY 2024 - 25			FY 2023 - 24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	16	4.8	20.8	14.30%	4.40%	18.70%	15%	4%	19%
Permanent Workers	1.9	0.1	2	1.40%	0.10%	1.50%	1%	0%	1%

Note: Percentage calculated is on "Total Permanent Employees" and "Total Permanent Workers" for respective heads

Holding, Subsidiary and Associate Companies (including joint ventures):

23. Names of holding/ subsidiary/ associate companies/ joint ventures

Sl. No.	Name of the holding/ subsidiary/ associate company/ joint venture	Is it a holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
The details of the holding/ subsidiary/ associate/ joint venture companies are provided in Form No AOC-1, which is an annexure to the Board's Report. Refer page 85 to 88 of the annual report.				

24. CSR Details:

(i) Whether CSR is applicable as per Section 135 of Companies Act, 2013	Applicable for Strides. Details of CSR activities undertaken are provided as an Annexure to the Board's Report. Refer page 93 to 96 of the annual report.
(ii) Turnover (in ₹ Million)	21,801.36 (on a standalone basis)
(iii) Net Worth (in ₹ Million)	28,953.13 (on a standalone basis)

Transparency and Disclosures Compliances:

25. Complaints/ Grievances on any of the principles (1-9) under the National Guidelines on Responsible Business Conduct:

Stakeholder Group	Grievance Redressal Mechanism in place (Y/N)	Financial Year 2025 - 26			Financial Year 2024 – 25		
		Number of complaints filed	Number of complaints pending at close of year	Remarks	Number of complaints filed	Number of complaints pending at close of year	Remarks
Communities	Refer Note below	-	-	No complaints	-	-	No complaints
Investors (Other than shareholders)	Yes	-	-	No complaints	-	-	No complaints
Shareholders	Yes	3	-	-	6	-	-
Employees and Workers	Yes	-	-	No complaints	1	0	-
Customers	Yes	426*	58	Complaints tracked as per SOP	368**	67	Complaints tracked as per SOP
Value Chain Partners	Yes	-	-	No complaints	-	-	No complaints

*As of March 31, 2026, 368 complaints are closed, and for 58 complaints, investigations are in progress.

** As of March 31, 2026, all the complaints are closed.

Note – The Company's CSR team engages proactively with relevant stakeholders, including panchayat members, to initiate appropriate actions as needed. Feedback is regularly sought from beneficiaries to ensure that services provided align with their needs and expectations. Additionally, all pertinent issues are discussed and addressed through the Arogyadhama Advisory Committee, which comprises panchayat representatives. This collaborative approach fosters trust and enhances credibility within the beneficiary community.

26. Overview of the entity's material responsible business conduct issues

Strides undertook its first Materiality Assessment during December 2023 to determine ESG issues most critical to the Company's operations. This assessment was conducted in consultation with a number of Company's key stakeholders. As a result of the assessment, material topics were organized under 7 themes.

Based on the above assessment and the Company's risk management framework, a few important issues have been highlighted below:

	Material Issue Identified	Indicate whether Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of Risk, approach to adapt or mitigate	Financial Implications of the Risk or the Opportunity
1.	**Product Quality & Pharmacovigilance**	**Risk**	As a pharmaceutical Company, we are highly vulnerable to product quality and safety concerns. Hence, it is imperative to address risks associated with product quality and operational safety	1) Ensure continued and strict compliance with global quality standards and protocols and the applicable local regulatory requirements. Provide for robust and centralized pharmacovigilance systems with thorough Standard Operating Procedures (SOPs) to ensure effective monitoring and reporting of adverse events. 2) Regular investment in technological advancement, training programs on current Good Manufacturing Practices (cGMP), automation, digitalization, and employee skill development. 3) Undertake detailed and regular quality assessments of third-party suppliers. 4) Implement measures to protect our brand (intellectual property and trademarks) and combat counterfeiting, for ensuring the authenticity of our products in the market.	**Negative:** Significant concerns with product safety and quality could lead to recalls and regulatory alerts, temporarily impair business operations, and harm our reputation and brand. It could also result in legal repercussions, fines, and penalties.

	Material Issue Identified	Indicate whether Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of Risk, approach to adapt or mitigate	Financial Implications of the Risk or the Opportunity
2.	**Human Rights**	**Risk**	Risk: Without proper safeguards for employee human rights protections, the company will lose reputation and credibility in the market and potentially see a drop in revenues.	The Company is conducting a third party Human Rights Impact Assessment for its operations to understand the salient risk that the stakeholder is most susceptible to. The assessment will also measure the severity and likelihood of identified risk and measures to mitigate risks. The Company also has a "Human Rights" Policy in place and carried out Human Rights Due Diligence. Basis the outcome, mitigation & remediation plans are developed across business operations.	Negative: Violation of human rights has a significant impact on the company's credibility and can lead to harsh penalties, litigation and a significant dent on stakeholder confidence.
3.	**Responsible Business & Code of Conduct**	**Risk & Opportunity**	Risk: Failure to maintain and uphold the highest standards of corporate governance and business ethics could result in regulatory consequences as well as financial and reputational damage Opportunity: Compliance and alignment with ethical and responsible governance practices and standards will result in the sustainable creation of long-term value for all stakeholders	1) Consistent and regular engagement with regulatory agencies in all our markets, to ensure compliance and reduce any possibility of non-compliance. 2) Focused and regular training is provided to all employees to ensure strict compliance with the Company's Code of Conduct. 3) Strong focus is also given to quality control at all operational locations to maintain cGMP.	Positive: The Company's Commitment to ethical and responsible business practices and continual regulatory compliance will be positively regarded by stakeholders, enhancing our reputation as an ethical corporate citizen. Negative: Non-compliance with regulatory standards may adversely affect the Company's reputation and long-term business continuity.

	Material Issue Identified	Indicate whether Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of Risk, approach to adapt or mitigate	Financial Implications of the Risk or the Opportunity
4.	Geopolitical Instability	Risk	Risk: The complex environment in which we operate results in uncertainties arising from geopolitical instability, trade sanctions, inflation in commodity prices, as well as transportation costs and ever evolving and intricate compliance requirements. We witnessed a global push on self-reliance, in the countries where we export products. The above uncertainties have a bearing on business value and growth, cash flow cycle, repatriation of funds, disruption in the supply chain, increased costs and foreign exchange volatility.	Strides adopts a proactive, multi-faceted approach to risk mitigation, emphasizing supply chain resilience, financial stability, and strategic adaptability in the face of global uncertainties. • Diversify the supply chain to reduce dependency on high-risk geographies; • Explore local manufacturing options and partnerships with domestic suppliers; • Implement import substitution strategies where feasible; • Utilize cross-functional teams to evaluate and execute supply chain changes; • Employ financial hedging mechanisms to manage currency risks; • Secure receivables through advance payments or letters of credit; • Balance risk mitigation with quality assurance and regulatory compliance; • Monitor geopolitical developments and adjust strategies accordingly	Negative: Climate risks can lead to increased operational costs due to the need for adaptation measures, such as investing in resilient infrastructure and implementing eco-friendly technologies. Additionally, regulatory compliance costs may rise, while potential disruptions to the supply chain could impact production schedules and revenue streams, affecting Strides' financial performance and profitability
5.	Geopolitical Instability	Opportunity Transformation	Harnessing digital technology to enhance operational efficiency and quality management presents a significant opportunity for the company. This entails implementing digital initiatives to seamlessly integrate supply chains and enhance operational processes, thereby increasing adaptability and responsiveness.	a) To enhance drug production precision and significantly reduce error rates, we leverage a plethora of technologies such as digitalization, business analytics, business intelligence, Robotic Process Automation (RPA), virtual reality tools. b) Quality Control labs employ advanced techniques like HPLC, GC, and HRMS for thorough sample testing and analysis. The company uses a specialized system (LIMS) to document these analyses and integrate with other systems, ensuring product quality and regulatory compliance. c) Employee Training and Development are carried out through digital platforms & LMS systems.	Positive: Digitization has the potential to boost sales, productivity, and employment, consequently influencing the company's performance and differentiating it from its competitors

Section B: Management and Process Disclosures

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Processes									
1. a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs.	Yes	Yes	Yes	Yes	Yes	Yes	NA	Yes	Yes
b. Has the policy been approved by the Board?	The policies/ procedures are approved by the functional heads, and few of them have been approved/ ratified/ adopted by the Board/ Board Committees, as required.								
c. Web Link of the policies, if available	Few of the policies are available on the website of the Company at Sustainability Policies | Strides Guidelines; and. Governance Documents & Policies | Strides Additionally, some of them are available on the Intranet portal of the Company, which are accessible only to the employees.								
2. Whether the entity has translated the policy into procedures?	Yes								
3. Do the enlisted policies extend to your value chain partners?	The Company has a "Vendor code of conduct," which vendors are expected to adhere to. Weblink of the policy - Strides-vendor-code-of-conduct.pdf								
4. Name of the national and international codes/ certifications/labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	**Strides Pharma Science Limited, India** • ISO 14001 – KRSG, Chandapura, Puducherry, Alathur, R&D; • ISO 45001 – KRSG, Puducherry, Chandapura; • ISO 50001 – KRSG; • Strides is a signatory to the United Nations Global Compact **Arco Lab Private Limited, India (Wholly owned Subsidiary of Strides)** • ISO 27001 certified; • ISO 27701 certified								
5. Specific commitments, goals, and targets set by the entity with defined timelines, if any.	Kindly refer page 30 and 31 of our FY25 Sustainability Report, available at Strides Sustainability Report FY 2024-25								
6. Performance of the entity against the specific commitments, goals, and targets along with reasons in case the same are not met.	Key achievements against the commitments are briefed below – a) Committed to the Science Based Target initiatives (SBTi); b) Sustainable Procurement - During FY26, the Company carried out supplier assessments on Sustainability for 50 critical suppliers accounting for 73.5% of our direct procurement value; c) Sustainable Procurement - During FY26, the Company conducted two (2) Supplier Capacity Building Workshops on ESG-related topics, which were cumulatively attended by 71 of the Company's vendors for APIs, excipients, and packaging materials; d) Corporate Social Responsibility Initiatives – Refer page number 93-96 of the Annual Report e) Our forthcoming Sustainability Report for FY26 will provide further details.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Governance, leadership, and oversight									
7. Statement by the director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements - Please refer to **Sustainability at Strides** in page number 50 of the annual report. Further details are also explained in the **Message from the Chairperson** and **Message from the MD & CEO** in page number 14 and 16 of the annual report respectively.									
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies)	Name: Mr. Badree Komandur Designation: Managing Director and Group CEO Email: investors@strides.com								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues?	Yes, Risk Management & Sustainability Committee (RM&SC) of the Company, under guidance of the Board of Directors is responsible to periodically review Environmental, Social and Governance (ESG) initiatives and reporting of the Company.								

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Policies and procedures are periodically reviewed by the Board/ Board Committees/ Heads, as and when applicable.									Annually | Periodically .								
Compliance with statutory requirements, if relevance to the principles, and rectification of any non-compliances	Compliance with statutory requirements is reviewed by the Managing Director & Group CEO of the Company on periodic basis.									Annually I Periodically.								

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency?

P1	P2	P3	P4	P5	P6	P7	P8	P9
During FY26, the Company underwent an independent assessment by EcoVadis. Additionally, the Company has also undergone multiple customer audits, and an independent audit/ assessment on Governance, Risk Management, Environment, Health & Safety and Labour practices.								

12. If Answer to Question (1) Above is "NO", i.e., not all Principles are covered by a Policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
• The entity does not consider the principles material to its business	Not Applicable								
• The entity is not at a stage where it is able to formulate and implement the policies on specified principles									
• The entity does not have the financial or human and technical resources available for the task									
• It is planned to be done in the next financial year									
• Any Other Reason (please specify)									

Section C: Principle Wise Performance Disclosure

Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent, and Accountable

Essential Indicators

1. **Percentage coverage by training and awareness programmes on any of the Principles during FY 2025-26:**

Segment	Total number of training and awareness programs held	Topics/ Principles covered under training and its impact	%age of persons in respective category covered by the awareness programmes
• Board of Directors of Strides	12	Awareness programmes for members of the Board of Directors and KMPs of the Company are conducted on a periodic basis where updates are provided on various topics including developments in the Company, risks, compliance & governance matters, fiduciary duties of a director and their responsibility towards stakeholders, amongst others. Essence of the programme also covers importance of the principles in making decisions that benefit the organisation and society at large, thereby stressing importance of regularly reporting on Company's progress in these areas to ensure continuous improvement.	100%
• Key Managerial Personnel of Strides	12		100%
• Employees other than BoD and KMPs	103	Training on matters including – 1. Code of Conduct & Business Ethics; 2. Anti Bribery and Anti-Corruption; 3. Environment, Health and Safety; 4. Prevention of Sexual Harassment	96%
• Workers	103		94%

2. **Details of fines/ penalties/ punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions in FY 2025-26***

Monetary					
	NGRBC Principle	Name of the Regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of Case	Has an appeal been preferred?
Penalty/ Fine	Nil				
Settlement	Nil				
Compounding Fee	NA				

*Any of the above amount that may have been incurred by the Company due to administrative oversights or procedural delays, which do not impact any of the NGRBC principles, have not been considered for disclosure.

Monetary					
	NGRBC Principle	Name of the Regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of Case	Has an appeal been preferred?
Imprisonment	NIL				
Punishment					

3. **Of the instances disclosed in Question 2, above detail of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Nil	Nil

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide web-link to the policy.

Yes, the policy is available on our website - Anti Bribery and Anti Corruption policy.

5. Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

	FY2025 – 26	FY2024 – 25
• Directors	None	
• Key Managerial Personnel (KMPs)		
• Employees		
• Workers		

6. Details of complaints with regard to conflict of interest:

	FY2025 – 26		FY2024 – 25	
	Number	Remark	Number	Remark
• Number of complaints received in relation to issues of Conflict of Interest of the Directors	None			
• Number of complaints received in relation to issues of Conflict of Interest of the KMPs				

7. Provide details of any corrective action taken or underway on issues related to fines/ penalties/ action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Nil

8. Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured

	FY2025 - 26	FY2024 - 25
Number of days of accounts payables	115	123

9. Openness of business- Details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties

	Parameters	Metrics	FY2025 - 26	FY2024 - 25
a.	Concentration of Purchases	1) Purchases from trading houses as % of total purchases	-	-
		2) Number of trading houses where purchases are made from	-	-
		3) Purchases from top 10 trading houses as % of total purchases from trading houses	-	-
b.	Concentration of Sales	1) Sales to dealers / distributors as % of total sales	-	-
		2) Number of dealers / distributors to whom sales are made	-	-
		3) Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	-	-

	Parameters	Metrics	FY2025 - 26	FY2024 - 25
c.	Share of RPTs in:	1) Purchases (Purchases with related parties / Total Purchases)	22.90%	25.69%
		2) Sales (Sales to related parties / Total Sales)	86.40%	82.34%
		3) Loans & advances (Loans & advances given to related parties / Total loans & advances)	0.00%	43.85%
		4) Investments (Investments in related parties / Total Investments made)	99.58%	99.65%

Leadership Indicators

1. Awareness programmes conducted for the value chain partners on any of the Principles during FY 2025 - 26:

Total number of awareness programmes held	Topics/ Principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
During FY26, the Company conducted two (2) Supplier Capacity Building Workshops on ESG-related topics (which also align with NGRBC Principles), which were cumulatively attended by ~50% of the Company's vendors for APIs, excipients, and packaging materials, on annual spent basis.		

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board?

Yes, the Company's "Code of Conduct & Ethics" and "Policy for governance of Related Party Transactions", as available in the Company's website are applicable to the Board Members.

Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively

	FY 2025 - 26	FY 2024 - 25	Details of improvements in environmental and social impacts
R&D	100%	100%	Spent focused on improving the environmental and/ or social impacts of products and processes.
CAPEX	5.78%	6.03%	Spent focused on improving the environmental and/ or social impacts of products and processes.

2. Does the entity have procedures in place for sustainable sourcing? If "Yes", what percentage of inputs were sourced sustainably?

Strides' Vendor Code of Conduct reflects the company's commitment to sustainable sourcing. The Policy, which all suppliers and business partners are required to adhere to details the expectations of the company from suppliers with respect to issues like Human Rights, Environmental Sustainability and Health and Safety.

100% of the Company's API, Excipients and packing materials are sourced sustainably.

Strides' Vendor Code of Conduct

Strides' Responsible Sourcing Policy -

3. Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life for:

Plastics (including packaging)	Plastic waste is segregated and sent to authorized recyclers approved by the respective State Pollution Control Board.
E- Waste	E-waste is segregated and sent to authorized recyclers approved by the respective State Pollution Control Board.
Hazardous Waste	Hazardous waste is collected, segregated, and disposed off through the authorized incinerating agency approved by the respective State Pollution Control Board.
Other Waste	Wood waste and metal waste have separate storage facilities and are sent to authorized vendor of each site for reuse.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities?

- **If "Yes", whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Board?**
- **If "Not", provide steps taken to address the same.**

  – All manufacturing facilities of Strides in India are 100% Export oriented units and hence there is no plastic waste generated from the customers within India;

  – All manufacturing facilities comply with respective State Pollution Control Board and Plastic Waste Management Rules 2016 and EPR applicability is in line with the regulatory/ authority guidelines;

  – Rejected finished goods from the markets are taken back by Strides and disposed as per applicable local laws of the respective jurisdiction;

  – Expired goods available with our distributors are disposed as per applicable local laws of the respective jurisdiction (outside India)

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective/ Assessment (LCA) for any of its products?

NIC Code	Name of product/ service	% of Total Turnover contributed	Boundary for which the Life cycle perspective/ assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If "Yes", provide web-link
-	Macrogol (7 variants)	~4%	Cradle to Gate	External	No

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/ services, as identified in the Life Cycle Perspective/ Assessments (LCA) or through any other means, briefly describe the same along with action-taken to mitigate the same

Name of Product/ Service	Description of the risk/ concern	Action Taken
Macrogol	We have conducted LCA for a major product and did not find any significant environmental concerns or risks.	No specific actions required at this moment

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	Financial Year 2025 - 26	Financial Year 2024 – 25
	0	0

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed:

	Financial Year 2025 - 26			Financial Year 2024 – 25		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
• Plastics (including packaging)	Strides is a 100% Export Oriented Unit (EOU) as per Foreign Trade Policy (FTP) of Government of India and once its pharmaceutical products are distributed and reach the market, it is subject to strict regulations, quality checks, and safety control measures. Reclaiming the products or its packaging, at the end of life involves high degree supply chain complexities. Therefore, reclaiming of products is not applicable to Strides' business operations.					
• E-Waste						
• Hazardous Waste						
• Other Waste						

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category

Indicate Product Category	Reclaimed products and their packaging materials as % total products sold in respective category
	0%

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of Employees for FY 2025 – 26

Category	Total (A)	Health Insurance Number (B)	Health Insurance % (B/A)	Accident Insurance Number (C)	Accident Insurance % (C/A)	Maternity Benefits Number (D)	Maternity Benefits % (D/A)	Paternity Benefits Number (E)	Paternity Benefits % (E/A)	Day Care Facilities* Number (F)	Day Care Facilities* % (F/A)	ESI Number (F)	ESI % (F/A)
Permanent Employees													
Male	1,926	1,926	100%	1,926	100%	0	0%	1,926	100%	0	0%	104	5%
Female	623	623	100%	623	100%	623	100%	0	0	623	100%	35	6%
Total	**2,549**	**2,549**	**100%**	**2,549**	**100%**	**623**	**24%**	**1,926**	**100%**	**623**	**24%**	**139**	**5%**
Other than Permanent Employees													
Male	207	207	100%	189	91%	0	0%	0	0%	0	0%	0	0%
Female	54	54	100%	49	91%	54	100%	0	0%	0	0%	0	0%
Total	**261**	**261**	**100%**	**238**	**91%**	**0**	**0%**	**0**	**0%**	**0**	**0%**	**0**	**0%**

b. Details of measures for the well-being of Workers for FY 2025 – 26

Category	Total (A)	Health Insurance Number (B)	Health Insurance % (B/A)	Accident Insurance Number (C)	Accident Insurance % (C/A)	Maternity Benefits Number (D)	Maternity Benefits % (D/A)	Paternity Benefits Number (E)	Paternity Benefits % (E/A)	Day Care Facilities* Number (F)	Day Care Facilities* % (F/A)	ESI Number (F)	ESI % (F/A)
Permanent Workers													
Male	912	912	100%	912	100%	0	0%	912	100%	0	0%	0	0%
Female	74	74	100%	74	100%	74	100%	0	0	74	100%	0	0%
Total	**986**	**986**	**100%**	**986**	**100%**	**74**	**8%**	**912**	**92%**	**74**	**8%**	**0**	**0%**
Other than Permanent Workers													
Male	912	68	7%	0	0%	0	0%	0	0%	0	0%	844	93%
Female	686	18	3%	0	0%	0	0%	0	0%	0	0%	668	97%
Total	**1,598**	**86**	**5%**	**0**	**0%**	**0**	**0%**	**0**	**0%**	**0**	**0%**	**1,512**	**95%**

*KRSG, Puducherry, Alathur and Chandapura locations have in-house crèche facilities available at the site, ensuring compliance with applicable statutory requirements At the Corporate and R&D locations, a crèche facility has been introduced for employees. Prior to this, employees were provided reimbursement towards crèche expenses.

c. Spending on measures towards well-being of employees and workers (Including permanent and other than permanent)

	FY 2025 - 26	FY2024 - 25
Cost incurred on well-being measures as a % of total revenue of the company	0.44%*	2.48%

*This calculation has been carried out in accordance with the BRSR Core methodology.

2. Details of retirement benefits for FY 2025-26 and FY 2024-25

Benefits	Financial Year 2025 – 26			Financial Year 2024 – 25		
	No. of employees covered as % of total employees	No. of workers covered as % of total workers	Deducted and Deposited with the authority	No. of employees covered as % of total employees	No. of workers covered as % of total workers	Deducted and Deposited with the authority
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	5%	0%	Yes	5%	1%	Yes

3. Accessibility of Workplaces

Are the premises/ offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If "Not", then whether any steps are being taken by the entity in this regard

The Company's premises, including its registered and corporate offices, are designed to be inclusive and accessible to differently abled individuals. Adequate infrastructure such as elevators, ramps, and accessible entry points have been incorporated to facilitate barrier-free movement. Additionally, a majority of office locations are either situated on the ground floor or equipped with features that ensure ease of access, in line with our commitment to fostering an inclusive and supportive work environment.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, please provide the web-link of the policy.

In alignment with Strides' Code of Conduct & Ethics and Recruitment Policy, the Company is firmly committed to upholding the principles of equal employment opportunity for all individuals—regardless of race, color, religion, sex, gender, age, marital status, nationality, disability, sexual orientation, family, and caregiving responsibilities (including pregnancy), or medical conditions, including HIV status. We are equally dedicated to maintaining a workplace that is free from unlawful harassment, discrimination, and any form of inappropriate conduct, thereby fostering a respectful, inclusive, and supportive work environment for all employees. The code of conduct is available at Code of Conduct & Ethics.

5. Return to work and Retention rates of permanent employees and workers that took parental leave during FY 2025 – 26

Gender	Permanent Employees		Permanent Workers	
	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate
Male	100%	100%	100%	100%
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If "Yes", give details of the mechanism in brief:

Permanent Workers	A formal Grievance Redressal Policy is available to all employees via the organization's intranet portal. Additionally, the SEEK app has been made accessible to all permanent workers, providing a confidential platform to raise grievances and concerns. Beyond these digital channels, various forums and platforms have been established across manufacturing units to facilitate open communication. Workers may express their concerns individually or collectively through union representatives. Periodic meetings are conducted at these sites to understand underlying issues and ensure timely and appropriate resolution of grievances.
Other than Permanent Workers	All workers have access to designated HR representatives at each site and office, enabling them to discuss concerns and grievances in a supportive and confidential manner.
Permanent Employees	A formal Grievance Redressal Policy is available to all employees through the organization's intranet portal. In addition to this, multiple avenues have been established to ensure that employees can raise concerns in a safe and confidential environment: SEEK App: Accessible to all employees, the app serves as a confidential platform to voice grievances and concerns; Employee Engagement Forums: Periodic town halls, one-on-one meetings, and skip-level meetings are conducted, offering employees the opportunity to openly share issues or feedback directly with leadership; Whistleblower Policy ensures that all reporting can be done in a safe and confidential manner, outlining clear mechanisms and structures for grievance reporting, investigation, resolution, and redressal. These mechanisms reflect the organization's commitment to fostering a transparent, responsive, and inclusive work environment.
Other than Permanent Employees	HR Point of Contact (POC) is present for contractors to reach out and resolve their grievances. Basis the gravity of the grievance, HR POC for contract workers reaches out to HR Business Partner for support and resolution.

In addition to the different grievance redressal mechanisms listed above, all employees and workers can report violations of the company's Code of Conduct directly to a dedicated "Ombudsman", whose details are publicly available in the Company's Code of Conduct and Ethics at https://www.strides.com/Upload/PDF/strides-code-conduct-ethics-2025.pdf

7. Membership of employees and workers in association(s) or Unions recognized by the listed entity:

Category	Financial Year 2025 - 26			Financial Year 2024 – 25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of Association(s) or Unions (B)	Percentage (%) (B/A)	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of Association(s) or Unions (B)	Percentage (%) (B/A)
Total Permanent Employees	**2,549**	**0**	**0%**	**2,245**	**0**	0%
Male	1,926	0	0%	1,690	0	0%
Female	623	0	0%	555	0	0%
Total Permanent Workers	**986**	**899**	**91%**	**1,056**	**1,023**	**97%**
Male	912	826	91%	981	948	97%
Female	74	73	99%	75	75	100%

8 (a) Details of training given to employees and workers on "Health & Safety Measures"

Category	Financial Year 2025 - 26			Financial Year 2024 - 25		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Male	1,926	502	26%	1,690	1,096	65%
Female	623	127	20%	555	259	47%
Total	**2,549**	**629**	**25%**	**2,245**	**1,355**	**60%**
Workers						
Male	912	114	13%	981	948	97%
Female	74	11	15%	75	73	97%
Total	**986**	**125**	**13%**	**1,056**	**1,021**	**97%**

(b) Details of training given to employees and workers on "Skill Upgradation"

Category	Financial Year 2025 - 26			Financial Year 2024 - 25		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Male	1,926	1,855	96%	1,690	1,653	98%
Female	623	592	95%	555	527	95%
Total	**2,549**	**2,447**	**96%**	**2,245**	**2,180**	**97%**
Workers						
Male	912	898	98%	981	968	99%
Female	74	74	100%	75	75	100%
Total	**986**	**972**	**99%**	**1,056**	**1,043**	**99%**

Note: Only permanent employees and workers have been considered in Total (A) column i.e., headcount.

9. Details of Performance and Career Development reviews of employees and workers:

Category	Financial Year 2025 - 26			Financial Year 2024 - 25		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Male	1,926	1,421	74%	1,690	1,268	75%
Female	623	451	72%	555	382	69%
Total	**2,549**	**1,872**	**73%**	**2,245**	**1,650**	**73%**
Workers						
Male	912	0	0%	981	0	0%
Female	74	0	0%	75	0	0%
Total	**986**	**0**	**0%**	**1,056**	**0**	**0%**

Note:

- As per annual Performance review eligibility criteria, employees who joined on or before September 30, were part of the review process;
- Employees who are Trainee Executives or Management Trainees are not part of Annual review process;
- Workers are not part of the annual review process.

10. Health and Safety Management System:

a. Whether an occupational health and safety management system has been implemented by the entity?	• Yes, Strides has implemented Occupational Health and Safety management system at all its locations including manufacturing sites, R&D center and Corporate office; • Periodic internal and external audits are done to ensure the compliance of Occupational Health and Safety management system at all the site operations including manufacturing, Quality control, Facility and engineering, Administrative, Warehouse etc.; • In accordance with pharmaceutical industry standards, customers periodically conduct independent audits of Strides' manufacturing sites, which covers elements of EHS; • The EHS trainings, audits and inspections are carried out as per the guidelines of Factories Act, Indian Electricity Rules, Indian Boilers Act, Environment Protection Act, Electrical Act, PESO, NBC etc.; • The Company's Process Safety Management system facilitates the implementation of best safety practices. Further, it enables the identification of work-related hazards through EHS walkthrough checklists, GEMBA walks, Hazard Identification and Risk Assessment (HIRA), etc.; • Environment Protection Act (EPA) also covers hazardous waste management rules, Biomedical waste management rules, E-waste management rules, etc.; • The Occupational Health and Safety management system covers all permanent and contractual employees of all Strides entities and visitors to all Strides sites, hence the coverage is 100%; Strides implemented corporate EHS Guidelines on various technical topics and they act as a working standard on EHS topics
b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis of the entity?	• Identification of work-related hazards through EHS walkthrough checklists, GEMBA walks, Hazard Identification and Risk Assessment (HIRA), Hazardous Area Classification (HAC)study etc.; • MySetu EHS is an application which is used to log and escalate any unsafe act and unsafe conditions which are identified on site premises; • All employees are trained in the group EHS SOP; • Any non-routine activities involving external contract workers are routed through permit to work system (PTW); • PTW has different types of permits like General, Hot, Confined, Work at height, Electrical, High risk etc.; • In FY26, 12,115 work permits were issued across all sites; • In FY26, total of 856 Hazards were reported by the employees

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks?	• Yes, the organization has established robust processes for workers to report work-related hazards and to remove themselves from unsafe conditions. The mySetu EHS application, implemented across all sites, enables workers to easily report unsafe acts and hazardous conditions in real time through a user-friendly interface. The system supports prompt escalation and tracking of reported hazards, ensuring timely corrective actions and accountability. In addition, workers are empowered through safety protocols and awareness programs to stop work and remove themselves from situations that pose imminent risk to health and safety, without fear of reprisal. All such instances are recorded, monitored, and analysed within the platform, enabling continuous improvement, proactive risk mitigation, and alignment with the organization's safety. • Safety committee meetings have representation from workers; any work-related hazards reported in the meetings is tracked until it is logically closed
d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services	• Yes, the company provides non-occupational medical and healthcare services to its employees and workers. E.g. - Occupational Health Centre at the factory premises is available to have access to medical consultation for employees and conducting periodic medical examinations for all the employees through external hospitals; • Employee health insurance policy for medical benefits during hospitalization; • Employees are provided awareness sessions organized periodically at various locations by medical experts on matters like diabetes, cervical cancer etc.

11. Details of safety related incidents:

Safety Incidents/ Number	Category	Financial Year 2025 – 26	Financial Year 2024- 25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) *	Employees	0.11	0
	Workers	0	0
Total recordable work-related injuries	Employees	5	9
	Workers	3	6
Number of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

Note - Including contract workforce

*Calculated as per IS 3786

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

- Strides follows guidelines and principles of ISO 14001:2015, ISO 45001:2018 standards, Factories act and other state level regulatory requirements within its Environment Health and Safety (EHS) management system;
- The Company undertakes periodic internal and external audits to assess the safety practices and procedures in alignment with the EHS management system. Further, as part of the EHS management system, the Company provides safety trainings and safety drill practices to all its employees and workers;
- The safety training programs enable the development of strong foundation among the workforce, in terms of their ability to identify, mitigate and prevent risks pertaining to Occupational Health and Safety;
- Any non-routine activities involving external contract workers are routed through permit to work system (PTW) where all tasks are accessed to identify risk associated with it and mitigation measure are ensured till completion of activities (12,115 nos of PTW issued in FY 26);
- HIRA (Hazard identification & Risk Assessment) being performed for all new products, equipment and facility modification where risk associated with each activity are evaluated using risk matrix techniques considering present hierarchy of control

to conclude the risk is acceptable or unacceptable. Any unacceptable risk is further evaluated to identify the mitigation plans and recommended controls are made available before execution of the activity;

- Strides endeavors to prevent negative health impact on the employees through various health awareness sessions, provision of medical facilities and medical insurance benefits. Additionally, the Company provides voluntary health promotion services such as lifestyle counselling, stress management sessions, nutritional awareness campaigns through site Occupation health physician;
- All products are evaluated and categorized into Occupational exposure banding (1 to 5). Recommended hierarchy of control are ensured during batch manufacturing;
- CMR (Carcinogenic, Mutagenic, Reproductive Toxicity) classification of each module are accessed to prevent negative health impact on the employees;
- Health and Safety awareness training are provided to all workforce through modules and safety drill practices. Periodic mock drill sessions are conducted to ensure that all employees are aware of emergency plan management;
- Strides organizes external safety training on basic lifesaving first aid, as well as firefighting awareness sessions, through authorized agencies to ensure the competency of the targeted group. Upon successful completion, participants are certified;
- Fire safety gadgets like fire hydrant systems, fire hose reels, fire extinguishers, fire detection systems, Emergency escape plans, fire exits, chemical spill kits, eye showers, emergency lights, first aid boxes, adequate PPE are made available across all sites to ensure safe and healthy workplace.
- Fire Drill & Mock Drills are conducted on periodical basis at all the sites in order to check the emergency preparedness and make improvements.

13. Number of complaints on the following made by employees and workers:

	Financial Year 2025 - 26			Financial Year 2024 – 25		
	Filed	Pending Resolution at end of year	Remarks	Filed	Pending Resolution at end of year	Remarks
Working Conditions	0	0	-	0	0	-
Health and Safety	0	0	-	0	0	-

14. Assessment for FY 2025 - 26

	% of plants and offices that were assessed (by entity or statutory authorities or third party)
Health and Safety Practices	100% by Strides, statutory authorities, and third parties
Working Conditions	

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risk/ concerns arising from assessment of health and safety practices and working conditions.

There were no major safety incidents during the year.

Leadership Indicators

1. Does the entity extend any life insurance or compensatory package in the event of death of (A) Employees; and (B) Workers

Yes, coverage under the existing Group Term Life Insurance (Death Benefits) for workers is 5 Times the CTC and for employees is 3 Times the CTC.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company has a "Vendor code of conduct," which vendors are expected to adhere to.

3. **Provide the number of employees/ workers having suffered high consequence work-related injury/ ill-health/ fatalities (as reported in Qs. 11 of Essential Indicators above), who have been/ are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total Number of affected employees/ workers		No. of employees/ workers that are rehabilitated or whose family member have been placed in suitable employment	
	FY 2025 - 26	FY 2024 - 25	FY 2025 - 26	FY 2024 - 25
Employees	0	0	0	0
Workers	0	0	0	0

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment?**

Yes, The Group operates multiple business streams beyond the listed Company. For retiring employees who wish to continue working, the Company assesses the possibility of engaging them in part-time or project-based roles, depending on their expertise and business needs. In select critical positions where specialized skills are scarce, the Company has extended service tenures.

In cases of performance issues, the Company follows a structured approach. A Performance Improvement Plan (PIP) is initiated to give employees a fair opportunity to enhance their performance. If there is no improvement despite adequate support, termination procedures are initiated, and financial assistance is provided.

In cases of job redundancy, the Company provides adequate support and explores opportunities for redeployment within the Group's companies. If no suitable roles are available, termination procedures are initiated, and financial assistance is provided.

5. **Details on assessment of value chain partners (FY 2025-26):**

	% of value chain partners (by value of business done with such partners) that were assessed
Health and Safety Practices	As part of our sustainability initiatives, we have developed a robust Supplier ESG assessment framework to gauge the sustainability preparedness of our suppliers and to monitor their ESG performance periodically. The exercise is intended to take stock of our collective ESG impact, identify risks or areas for improvement, and shape our capacity-building efforts. During FY26, we carried out the supplier assessments for 50 critical suppliers accounting for 73.5% of our direct procurement value.
Working Conditions	

6. **Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

No such risks/concerns identified from the assessments conducted.

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. **Describe the process for identifying key stakeholder groups of the entity.**

Strides is dedicated to successfully meeting stakeholder expectations and actively works with stakeholders, carefully identifying significant material challenges. In line with the company's aspiration to conduct business in a responsible manner, Strides is committed to cultivating robust, meaningful relationships with all its stakeholders. Stakeholders and their relative importance to the company are determined by the impact of the stakeholder group on the business and the impact of the business on the stakeholder group. Other considerations while determining stakeholder importance include factors like impact, influence, legitimacy, and diversity of perspectives.

Strides recognizes that impactful stakeholder engagement is critical to drive the company's overall ESG strategy. Engaging stakeholders ensures that different viewpoints are taken into account, fosters teamwork, increases trust, and supports efficient decision-making. During the Materiality Assessment conducted by Strides, the views and priorities of various stakeholder groups were central to determining the ESG issues most material to Strides.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group

Stakeholder Group	Identified as Vulnerable or Marginalized Group (Yes/No)	Channels of Communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during each engagement
Employee	No	Direct & other communication mechanisms including mailers, intranet, employee committees, engagement initiatives, newsletters	Continuous	Learning opportunities, building a safety culture, and inculcating safe work practices among employees, and improving diversity and inclusion.
Shareholders/ investors	No	Press releases, social media, website, analyst meets, analyst briefings, quarterly results, annual general meetings, integrated report, financial reports, email advisories, intimation to stock exchanges, annual/quarterly financials, and investors meetings/ conferences	Frequent and need based	Educating them about Strides' business strategy for the long term, to stay abreast of developments in the corporation and its subsidiary companies and understanding their expectations.
Customers	Yes, if they qualify based on specific criteria such as income	Customer meets, mailers, news bulletins, brochures, social media, website	Frequent and need based	For stronger customer relationship, to enhance business, stay in touch with them to understand the industry and business challenges and address any issues that the customers may have.
Supplier/ vendor/ 3rd party manufacturer	No	1) Vendor Meets 2) Virtual modes such as e-mail, telephonically	Ongoing	Responsible supply chain practices are essential for ensuring sustainable business continuity. Engaging with suppliers and vendors enables the company to identify key material issues impacting the supply chain. The primary areas of interest for suppliers include: 1) Business visibility 2) Collaboration.
Channel Partners, franchises, and key partners	No	Partners meets and events, mailers, news bulletins, brochures, social media, website	Frequent and need based	Stronger partnership helps to increase reach and enhance business, ethical business, and fair business practices and governance.
Community	Yes	1) In-person meetings 2) Engagement through NGO partners	Ongoing	Community developments programs initiated by the company's CSR activities enables driving a positive impact on the community members. The key area of interest for community is Community development programs with a focus on health, education, sanitation, and infrastructure development.

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is the feedback from such consultations provided to the Board.

Consultation between stakeholders and the Board on economic, environmental, and social topics is essential for a pharmaceutical company to gain insights, address concerns, and make informed decisions that align with stakeholder interests. Strides has taken steps to facilitate communication between the Board and stakeholders through the following processes:

- Identification of Key Topics and Issues: The inputs of key stakeholder groups taken during the Materiality Assessment conducted in FY 2024 was revisited to determine the most material Environmental, Social and Governance issues for Strides as a company;

- Establishment of Stakeholder Engagement Mechanisms: Strides has established formal mechanisms to engage with various stakeholder groups as described in the previous question;
- Stakeholder Consultation Sessions: Organizing consultation sessions attended by both stakeholders (employees, customers, investors, regulators) and Executive Members of the Board. This practice ensures regular dialogue between the parties to communicate their priorities.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topic?

If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes, stakeholder engagement is used to support the identification of environmental, social and governance topics. Strides also has dedicated communication channels to regularly communicate with different stakeholder groups.

3. Provide detail of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

Through the company's Corporate Social Responsibility programs, Strides aims to create positive impact amongst vulnerable communities and stakeholder groups. Through strategic interventions, the company contributes to a variety of causes including disaster relief, improving community health and education. Strides has also formalized Diversity and Inclusion and Human Rights Policies to address the concerns of vulnerable groups/minority groups primarily like women, persons with disabilities, etc.

Principle 5: Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

Category	Financial Year 2025 - 26			Financial Year 2024 – 25		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Permanent	2,549	2,483	97%	2,245	2,203	98%
Other than permanent	261	223	85%	315	255	81%
Total Employees	**2,810**	**2,706**	**96%**	**2,560**	**2,458**	**96%**
Workers						
Permanent	986	834	85%	1,056	980	93%
Other than permanent	1,598	1598	100%	1,560	1,489	95%
Total Workers	**2,584**	**2,432**	**94%**	**2,616**	**2,469**	**94%**

2. Details of minimum wages paid to employees and workers:

Category	Financial Year 2025 - 26					Financial Year 2024 – 25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		Number (B)	% (B/A)	Number (C)	% (C/A)		Number (E)	% (E/D)	Number (F)	% (F/D)
Employees										
Permanent	**2,549**	**0**	**0%**	**2,549**	**100%**	**2,245**	**0**	**0%**	**2,245**	**100%**
Male	1,926	0	0%	1,926	100%	1,690	0	0%	1,690	100%
Female	623	0	0%	623	100%	555	0	0%	555	100%
Other than Permanent	**261**	**22**	**8%**	**239**	**92%**	**315**	**155**	**49%**	**160**	**51%**
Male	207	17	8%	190	92%	238	127	53%	111	47%
Female	54	5	9%	49	91%	77	28	36%	49	64%
Workers										
Permanent	**986**	**0**	**0%**	**986**	**100%**	**1,056**	**0**	**0%**	**1,056**	**100%**
Male	912	0	0%	912	100%	981	0	0%	981	100%
Female	74	0	0%	74	100%	75	0	0%	75	100%
Other than Permanent	**1,598**	**1,392**	**87%**	**206**	**13%**	**1,560**	**1,536**	**98%**	**24**	**2%**
Male	912	740	81%	172	19%	946	930	98%	16	2%
Female	686	652	95%	34	5%	614	606	99%	8	1%

3 a. Details of remuneration/ salary/ wages for FY 2025 – 26

	Male		Female	
	Number	Median salary/ wage of respective category (Amount in ₹)	Number	Median salary/ wage of respective category (Amount in ₹)
a. Board of Directors (BoD)*				
Executive Directors	2	4,57,42,500	0	0
Non-executive Directors (NED)	4	44,50,000	2	43,00,000
b. Key Managerial Personnel#	1	4,18,99,450	1	1,05,00,000
c. Employees other than BoD and KMP	1,923	7,00,000	622	5,60,911
d. Workers	912	8,00,583	74	5,74,332

*ED & NED are considered as two separate categories and Total CTC considered for calculation

#Excluding Executive Directors

Notes:

1) Sitting fees paid to Dr. Kausalya Santhanam from Material Subsidiaries also factored in the above calculation.

2) During the year under review, Mr. Arun Kumar, Founder and Promoter Director, transitioned from Executive to Non-Executive role effective April 5, 2025; and was re-designated as a NED and Chairperson of the Board. Consequently, remuneration paid to Arun for FY26 includes remuneration for the period during which he served in an executive capacity, and thereafter, sitting fees for attending meetings of the Board and its Committees, along with reimbursement of expenses, in his capacity as Non-Executive Chairperson. For the purpose of above calculation, remuneration drawn by Arun in non-executive capacity alone is considered.

3) Remuneration to Mr. Vikesh Kumar, Group CFO (KMP) comprises of remuneration paid/ payable to him from the Company as well as one of its Step-down wholly owned Subsidiary in the US.

3 b. Gross wages paid to females as % of total wages paid by the entity

	Financial Year 2025 - 26	Financial Year 2024 - 25
Gross wages paid to females as % of total wages	16%	15%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to or by the business?

Yes, the Company has established a Human Rights Policy which articulates Strides' commitment to respecting human rights and actively discourages any involvement in human rights violations.

There are multiple channels of communication to report any instances of negative human rights impacts on any stakeholders viz. emailing, calling a toll-free number, or reporting to senior management or the board of directors. Strides is committed to dealing with stakeholder concerns, made in good faith, in a prompt and fair manner. Additionally, as per the expectations presented in the UN Guiding Principles on the Business and Human Rights, any violations, risks or concerns can be reported through the whistleblower channel.

Any such complaint are redressed by the concerned authority in accordance with the process laid down in the Company's policy, which is the available in the Company's website.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

As explained in question 4 above.

Additionally, a Code of Conduct and a formal Grievance Redressal policy is available, and all matters are dealt accordingly. Similarly for PoSH complaints, a formal policy is available which includes the methodology to resolve complaints brought to the notice of Internal Complaints Committee (ICC).

6. Number of complaints on the following made by employees and workers:

	Financial Year 2025 - 26			Financial Year 2024 – 25		
	Filed during the year	Pending resolution at end of year	Remark	Filed during the year	Pending resolution at end of year	Remark
Sexual Harassment	-	-	-	1	0	-
Discrimination at workplace	-	-	-	-	-	-
Child Labour	-	-	-	-	-	-

	Financial Year 2025 - 26			Financial Year 2024 – 25		
	Filed during the year	Pending resolution at end of year	Remark	Filed during the year	Pending resolution at end of year	Remark
Forced Labour/ Involuntary Labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	Financial Year 2025-26	Financial Year 2024- 25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	1
Complaints on POSH as a % of female employees / workers	0%	0.16%
Complaints on POSH upheld	0	1

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases

The Company uses a third-party business intelligence platform, which, among other functions, allows employees to air personal grievances. It includes a feature that ensures the confidentiality of the complainant's identity, preventing disclosure to anyone within the Company. The agreement with the vendor guarantees that employee identities remain strictly confidential.

While the Company addresses the issues raised by the complainant, the individual's identity is protected, serving as a safeguard against any potential harassment. This confidentiality protocol extends to complaints filed under the POSH (Prevention of Sexual Harassment) and Whistleblower Policies as well. The Company strictly adheres to all relevant laws to ensure the complainant's identity remains undisclosed internally, thus eliminating any risk of retaliation or harassment for filing a complaint.

9. Do human rights requirements form part of your business agreements and contracts?

Strides' business agreements and contracts emphasise the importance of compliance with all applicable laws, which includes upholding human rights standards. While specific mention of human rights requirements may not be included, it is explicitly stated that all parties involved in the business dealings are expected to comply with all applicable laws, thereby encompassing human rights obligations.

Additionally, the company's Vendor Code of Conduct, which Strides expects all its suppliers are business partners to adhere to has specific clauses requiring suppliers to safeguard the human rights of employees and workers.

10. Assessment for FY 2025 - 26:

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
• Child Labour	100% by Strides, third parties and statutory authorities
• Forced/ Involuntary Labour	
• Sexual harassment	
• Discrimination at workplace	
• Wages	
• Others – please specify	None

11. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Qs. 10 above.

The Company's current practices and processes are duly inspected by various agencies from time to time. Besides the assessments undertaken by government/ regulatory bodies, the Company also aims at conducting periodic audits through third party auditors to check for any non-compliances. The Company also undertakes a comprehensive HR Compliance audit once in two years, which is conducted by a third-party legal firm, which helps in identifying areas of improvement. So far, Strides has not come across any areas of concerns related to human rights.

Leadership Indicators

1. Details of a business process being modified/ introduced as a result of addressing human rights grievances/complaints.

Strides is committed to upholding a proactive approach in preventing discrimination in all its forms, including but not limited to sexual harassment, wage disparities, and other human rights issues. The company recognizes the importance of fostering an inclusive and equitable work environment for all its employees. For instance:

- Attendance of contract workers: Change from manual recording of attendance to biometric attendance has helped in greater transparency of process and this biometric attendance is directly linked to the payroll of the contract worker. The digitization has ensured fair and equitable ways of earning wages to all workers;
- Strides has been conscious of the local community in which it operates and does not discharge effluents (from the production process) to outside area. Instead, the effluent treatment set up ensures that wastewater is treated for horticulture purpose thereby conserving environment;
- Biohazardous waste is disposed off through a government approved vendor so that the probability of contamination with human beings in and around the site is minimized/ mitigated;
- Strides' Recruitment policy specifies on non-discrimination and equal opportunity employer. The Company is committed to provide a work environment free of unlawful harassment and equal Employment opportunities for all persons regardless of Race, Colour, Religion, Sex /Gender including pregnancy/childbirth, Age, Marital Status, National Origin, Disability, Sexual Orientation, Family and Career responsibilities, Gender Identity and Intersex status, medical status including HIV status in the hiring practices;
- Strides employ women workers in A-shift and general Shift. Generally, the Company doesn't deploy women in B shift across most of its plants considering gender sensitivity and as an adherence to cultural norms of the region in which it operates;
- To mitigate risks associated with child labour, the Strides TA playbook strictly prohibits child labour, and takes active steps to prevent its occurrence. This is done by checking each and every employee/worker's government ID, a mandatory check point during onboarding to ensure compliance and follow it in "letter and spirit".

2. Details of the scope and coverage of any Human Rights due diligence conducted.

- Periodic Audit by third party auditor addresses various issues pertaining to human rights;
- Online Compliance Management tool to monitor various compliances, which also ensures that human right violations, if any, are captured and reported to the board;
- Once in two years, a comprehensive Audit of HR legal compliances is undertaken;
- For conducting business, company undertakes various social audits which addresses many such issues. The Company has also engaged in EcoVadis certifications and undergoes various customer audits, all of which thoroughly address human rights elements.

3. Is the premise/ office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

The Company's premises, including its registered and corporate offices, are designed to be inclusive and accessible to differently abled individuals. Adequate infrastructure such as elevators, ramps, and accessible entry points have been incorporated to facilitate barrier-free movement. Additionally, a majority of office locations are either situated on the ground floor or equipped with features that ensure ease of access, in line with our commitment to fostering an inclusive and supportive work environment.

4. Details on assessment of Value Chain Partners

	% of value chain partners (by value of business done with such partners) that were assessed:
• Child Labour • Forced/ Involuntary Labour • Sexual harassment • Discrimination at workplace • Wages	As part of our sustainability initiatives, we have developed a robust Supplier ESG assessment framework to gauge the sustainability preparedness of our suppliers and to monitor their ESG performance periodically. The exercise is intended to take stock of our collective ESG impact, identify risks or areas for improvement, and shape our capacity-building efforts. During FY26, we carried out the supplier assessments for 50 critical suppliers accounting 73.5% of our direct procurement value.

5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessment at Qs. 4 above.

No such risks/concerns identified from the assessments conducted.

Principle 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. **Details of total energy consumption (in Joules or multiples) and energy intensity**

From renewable sources		
Parameter	**Financial Year 2025 - 26**	**Financial Year 2024 – 25**
Total Energy Consumption (A)	79,13,04,71,591	70,65,18,33,013
Total Fuel Consumption (B) (Briquettes)	9,67,59,24,500	7,78,10,00,000
Energy consumption through Other Sources (C) (Purchased Steam from briquettes)	35,05,02,04,800	NA
Total Energy Consumption (A+B+C) (KJ)	1,23,85,66,00,891	78,43,28,33,013
From non-renewable sources		
Total electricity from non- renewable sources (D)	93,47,33,96,176	84,86,36,65,905
Total fuel consumption in KJ (E) (includes Diesel, Furnace Oil and PNG)	62,95,80,07,335	69,68,56,21,852
Energy consumption through other sources (F)	NA	NA
Total energy consumed from non-renewable sources (D+E+F)	1,56,43,14,03,511	1,54,54,92,87,758
Total energy consumed (A+B+C+D+E+F)	2,80,28,80,04,402	2,32,98,21,20,770
Energy intensity per rupee of turnover (KJ/I. Lakhs) (Total energy consumption/turnover in rupees)	12.86	10.66
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	261.50	220.23
Energy intensity in terms of physical Output	NA	NA
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, DNV Business Assurance India Private Limited	No

Note - All PPP – IMF conversion factors for FY26: 20.34 (Source https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC)

2. **Does the entity have any sites/ facilities identified as designated consumers (DCs) under the Performance, Achieve, and Trade (PAT) Scheme of the Government of India?**

   If "Yes", disclose whether targets set under the PAT Scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

   No

3. **Details of the following disclosures related to water**

Parameter	**Financial Year 2025 - 26**	**Financial Year 2024 - 25**
Water withdrawal by source (in kilo-litres)		
(i) Surface Water	0	0
(ii) Groundwater	23,438.37	41,094.24
(iii) Third Party Water	1,66,859.32	1,51,280.02
(iv) Seawater/ Desalinated water	0	0
(v) Others (Please specify)	0	0
Total Volume of water withdrawal (in KL) (i + ii + iii + iv + v)	1,90,297.69	1,92,374.26
Total volume of water consumption (in KL)	1,90,297.69	1,92,374.26
Water intensity per rupee of turnover (Kl/K. Lakh) (water consumed/ turnover)	0.87	0.88
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	17.75	18.18
Water intensity in terms of physical Output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	**Yes, DNV Business Assurance India Private Limited**	**NA**

Note - All PPP – IMF conversion factors for FY26: 20.34 (Source - https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC)

4. Provide the following details related to water discharged

Parameter	Financial Year 2025 - 26	Financial Year 2024 - 25
Water discharge by destination and level of treatment (in kilolitres)	All sites have wastewater treatment plants / arrangements for treating the wastewater through third party agency. Treated water is used for Gardening applications within the premises.	
(i) To Surface water		
No treatment		
With treatment – please specify level of treatment		
(ii) To Groundwater		
No treatment		
With treatment – please specify level of treatment		
(iii) To Seawater		
No treatment		
With treatment – please specify level of treatment		
(iv) Sent to third parties		
No treatment		
With treatment – please specify level of treatment		
(v) Others		
No treatment		
With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency	Yes, DNV Business Assurance India Private Limited	

5. Has the entity implemented a mechanism for Zero Liquid Discharge (ZLD)? If "Yes", provide details of its coverage and implementation

- Currently, 3 out of 5 Strides' sites are having wastewater treatment facilities. For other 2 sites, wastewater is treated in an external third-party facility. Water conservation is implemented to reduce, reuse, recharge, and recycle approach within manufacturing locations;
- As part of the recycling initiative, Strides provides tertiary treatment to its effluent, the treated effluent water is then effectively recycled and reused for in-house gardening

6. Details of air emissions (other than GHG emissions) by the entity

Parameter	Unit	Financial Year 2025 - 26	Financial Year 2024- 25
NOx	Kgs	3,198.182	NA
SOx	Kgs	1,998.513	NA
Particulate Matter (PM)	Kgs	8,278.184	NA
Persistent organic pollutant (POP)	NA		
Volatile organic compounds (VOC)			
Hazardous air pollutant (HAP)			

Note - This is calculated based on the stack emission data.

7. Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity:

Parameter	Please specify unit	Financial Year 2025 - 26	Financial Year 2024 - 25
Total Scope 1 Emissions	Metric tonnes of CO_2 equivalent	6,542.27	5,376
Total Scope 2 Emissions	Metric tonnes of CO_2 equivalent	18,837.76	17,099
Total Scope 1 and Scope 2 emissions per million rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)		1.16	1.028
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)		23.68	21.24
Total Scope 1 and Scope 2 emission intensity in terms of physical output		-	-

Parameter	Please specify unit	Financial Year 2025 - 26	Financial Year 2024 - 25
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		-	-
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.		Yes, DNV Business Assurance India Private Limited	NA

Note - All PPP – IMF conversion factors for FY26: 20.34 (Source - https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC)

Note: Total biogenic emissions are 5,348.87 tCO_2e.

8. Does the entity have any project related to reducing Greenhouse gas emissions? If "Yes", then provide details.

Yes, Strides has implemented projects to reduce Green House Gas emission specifically carbon footprint reduction. They are as follows:

- Installed 698,358 KW solar power plants and harvested clean energy from roof top solar power panels;
- Sustaining solar power consumption by importing solar power from third party and In-house generation;
- ~45% of the total power consumption in all sites are from renewable sources

9. Provide details related to waste management by the entity:

Parameter	Financial Year 2025 - 26	Financial Year 2024 - 25
Total Waste Generated (in metric tonnes)		
Plastic Waste (A)	453.93	347.99
E-Waste (B)	5.10	4.89
Bio-medical Waste (C) (incl. Finished Goods and Raw Materials)	6.69	5.93
Construction and Demolition Waste (C&D) (D)*	0	0
Battery Waste (E)	0.27	6.82
Radioactive Waste (F)	0	0
Other Hazardous Waste generated (G) (Off specification products, Process Residue, Expired chemicals, Waste oil, Finished Goods and Raw Materials)	751.76	578.97
Other Non-Hazardous Waste generated (H) (For FY26 – Packing waste, Cardboards, Corrugated boxes, Metal scrap, HDPE container, Rejected Bottle, Food waste, Paper & Stationery, Garden waste)	692.53	572.06
Total Waste Generated (A+B+C+D+E+F+G+H)	**1,910.28**	**1,516.67**
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	**0.09**	**0.07**
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	**1.78**	**1.43**
Waste intensity in terms of physical output	**NA**	**NA**
Waste intensity (optional) – the relevant metric may be selected by the entity	**NA**	**NA**
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category Waste Name:		
(i) Recycled	817.20	652.69
(ii) Re-used	0.00	0
(iii) Other recovery operations (Co Processing and Bio composting)	390.19	0
Total	**1,207.40**	**652.69**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category Waste Name:		
(i) Incineration	583.60	816.15
(ii) Landfilling	26.13	7.95
(iii) Other recovery operations (piggery and to municipal corporation)	93.15	39.88
Total	**702.89**	**863.98**

Note: The reported numbers includes 4 manufacturing sites and 1 R&D facility.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

- Strides has implemented waste management plan with a comprehensive approach towards waste minimization, segregation, and safe disposal. Company has implemented effective mechanisms for disposal of large quantity of hazardous waste through incineration process;
- Health and safety attributes of new products (API, Excipient, and other process materials) are evaluated to identify the negative health impact of chemicals. While conducting initiation trials, only minimal batch size is manufactured to reduce the wastage from processes and to reduce exposure to any hazardous chemicals

11. If the entity has operations/ offices in & around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones, etc.) where environmental approvals/ clearances are required, please specify details:

Sl. No.	Location of operations/ offices	Type of operations	Whether the conditions of environmental approval/ clearance are being complied with? (Yes/No) If "No", the reasons thereof and corrective action taken, if any.
Not Applicable			

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and Rules thereunder.

If "Not", provide details of all such non-compliances:

Sl. No.	Specify the law/ regulation/ guidelines which is not compliant	Provide details of the non-compliance	Any fines/ penalties/ action taken by regulatory agencies such as pollution control board or by courts	Corrective action taken, if any
All applicable regulations and guidelines are complied with.				

Leadership Indicators

1. Water withdrawal, consumption, and discharge in areas of 'Water Stress' (in KL):

For each facility/ plant located in areas of water stress, provide the following information:

- Name of area: KRSG, Chandapura (Anekal Taluk), Corporate, and R&D
- Nature of operations: Manufacturing of Pharmaceutical products
- Water withdrawal, consumption, and discharge:

Parameter	Financial Year 2025 - 26	Financial Year 2024 - 25
Water withdrawal by source		
(i) Surface Water	0	0
(ii) Ground Water	23,438.37	41,094.24
(iii) Third Party Water	87,282.03	74,255.02
(iv) Seawater/ Desalinated Water	0	0
(v) Others	0	0
Total volume of water withdrawal	1,10,720.40	1,15,349.26
Total volume of water consumption	1,10,720.40	1,15,349.26
Water intensity per rupee of turnover (water consumed/ turnover)	0.51	0.53
Water intensity (optional) – the relevant metric may be selected by the entity	0.51	0.53
Water discharge by destination and level of treatment (in Kilo litres)		

Parameter	Financial Year 2025 - 26	Financial Year 2024 - 25
(i) To Surface Water	3 of our sites operate Wastewater treatment facilities. Wastewater is treated well below legally acceptable limits and used for applications like gardening. Wastewater is treated in external approved wastewater treatment facilities for remaining 2 plants.	
No treatment		
With treatment- please specify level of treatment		
(ii) To Ground Water		
No treatment		
With treatment- please specify level of treatment		
(iii) Sent to Third Party Water		
No treatment		
With treatment- please specify level of treatment		
(iv) Into Seawater		
No treatment		
With treatment- please specify level of treatment		
(v) Others		
No treatment		
With treatment- please specify level of treatment		
Total water discharged (in kilolitres)		
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, DNV Business Assurance India Private Limited	

Note - All PPP – IMF conversion factors for FY26: 20.34 (Source - https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC)

2. Please provide details of total Scope 3 emissions and its intensity:

Parameter	Unit	Financial Year 2025 - 26*	Financial Year 2024 - 25
Total Scope 3 Emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO_2 equivalent	24,880.88*	47,827
Total Scope 3 emissions per rupee of turnover		1.14	2.188
Total Scope 3 emission intensity (optional)- the relevant metric may be selected by the entity		23.21	NA

*Category 3,4,5,6 and 7 emissions as per GHG Protocol considered for reporting

3. With respect to the ecologically sensitive areas reported in Qs. 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along with prevention and remediation activities

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/ effluent discharge/ waste generated, please provide details of the same as well as outcome of such initiatives

Sl. No.	Initiative undertaken	Details of the initiative	Outcome of the Initiative
1.	Improve the groundwater level	• Rainwater harvesting tanks, • Total tanks & total capacity	Rainwater harvesting tanks of capacity 11,025 KL were constructed across all the sites.
2.	Improve the awareness trainings of water consumption and controlling of water pollution	• Awareness Training/session/module; • Water Consumption Monitoring; • Awareness/ Caution boards display; • Installation of flow meters; • Installation of Piezometer at required sites	Reduction in daily water consumption.
3.	Reduction of CO_2 emissions	Reduction due to consumption of clean energy from solar power	15,606.29 $MTCO_2e$ of CO_2 Emission reduced.
4.	Efficient utilization of energy	Implemented generation of power from solar panels.	On overall power requirement, ~45% of energy is being utilized from from renewable sources including solar panels.

5. Does the entity have a business continuity and disaster management plan?

Yes, the Company has a detailed Business Continuity Policy in place. An extract of the same is also available in the Company website at Strides BCP policy.

Additionally, separate Business Continuity Plans (BCP) are also available for locations including manufacturing and R&D of Strides Group in India and US. In addition, the BCP for Corporate has been designed to incorporate key processes of the Company's key operational subsidiaries located in the United Kingdom, Singapore, Canada, and Switzerland

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

No adverse impact to the environment caused from any activities or measures pertaining to value chain partners.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

During FY26, the Company carried out supplier assessments on Sustainability for 50 critical suppliers accounting for 73.5% of our direct procurement value.

Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

Strides believes that sustainable business growth can be achieved through effective collaboration with regulatory authorities, government agencies, and industry trade organizations. The Company is actively involved with various industry bodies and associations in the public domain. By engaging with these forums, the Company fulfills the critical role of policy advocacy in a transparent, ethical, and unbiased manner. Strides' commitment lies in advocating for an inclusive and collaborative healthcare ecosystem, refraining from any activities that may be detrimental to national interests. Strides firmly believes that public policy should serve the greater public good, and therefore, Strides abstains from engaging or advocating on any policy matters solely for self-interest or for the benefit of a select few. Strides' advocacy efforts are aligned with promoting policies that enhance accessibility, affordability, and quality in healthcare, ensuring equitable benefits for all stakeholders

1. (a) Number of affiliations with trade and industry chambers/ associations

8

(b) List the top 10 trade and industry chambers/ the entity is member of/ affiliated to

Sl. No.	Name the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/ National)
1.	Pharmaceuticals Export Promotion Council of India	National
2.	Indian Drug Manufacturers' Association	National
3.	Bombay Chamber of Commerce	State
4.	Bengaluru Chamber of Industry and Commerce	State
5.	Karnataka Drugs & Pharmaceutical Manufacturers Association	State
6.	Federation of Karnataka Chambers of Commerce and Industry	State
7.	Confederation of Indian Industry	National
8.	United Nations Global Compact Network	International (affiliated to India unit)

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of authority	Brief of the Case	Corrective action taken
	Not Applicable	

Leadership Indicators

1. Details of public policy positions advocated by the entity:

Sl. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain (Yes/No)	Frequency of Review by Board	Web Link, if available
Strides advocate for policies that expand access to healthcare, promote research and development incentives, or protect intellectual property rights. For example, pharmaceutical companies may lobby for changes to drug pricing regulations or advocate for policies that incentivize investment in new medical technologies.					

Principle 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) projects undertaken by the entity based on applicable laws, in financial year 2025- 26:

Name and brief detail of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/ No)	Results communicated in public domain (Yes/No)	Relevant web-link
Not Applicable					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

Sl. No.	Name of the project for which R&R is ongoing	State	District	No. of project affected families (PAFs)	%of PAFs covered by R&R	Amounts paid to PAFs in the FY (in K)
Not Applicable						

3. Describe the mechanisms to receive and redress grievances of the community

The Company's CSR team engages proactively with relevant stakeholders, including panchayat members, to initiate appropriate actions as needed. Feedback is regularly sought from beneficiaries to ensure that services provided align with their needs and expectations. Additionally, all pertinent issues are discussed and addressed through the Arogyadhama Advisory Committee, which comprises panchayat representatives. This collaborative approach fosters trust and enhances credibility within the beneficiary community.

4. Percentage of input material (input to total inputs by value) sourced from suppliers*:

	Financial Year 2025 - 26	Financial Year 2024 - 25
Directly sourced from MSMEs/ Small producers	14.43%	~5.23%
Directly from within India	80.40%	~15.68%

*On a standalone level (Bengaluru, Puducherry and their neighboring districts has been considered)

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.

Location		Financial Year 2025 - 26	Financial Year 2024 – 25
a.	Rural	0%	0%
b.	Semi-urban	48%	44%
c.	Urban	38%	41%
d.	Metropolitan	14%	15%

Company sources contractors from rural areas to semi-urban area, who travel day to day for work

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference Qs. 1 of Essential Indicators, above).

Details of negative social impact identified	Corrective action taken
Not applicable	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sl. No.	State	Aspirational District	Amount Spent (in ₹)	Remarks
1	Karnataka	Bangalore	50,00,000	Arogyadhama
2	Karnataka	Bangalore	21,77,826	LeAPS
3	Puducherry	Puducherry	16,00,000	SVRCC
4	Karnataka	Bangalore	2,00,14,443	Vidyadhama
		Total	**2,87,92,269**	

Note: CSR amount spent by Strides' subsidiaries not considered above

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/ vulnerable groups?

The Company sources materials from MSMEs on a case-to-case basis, which may include marginalized or vulnerable groups, considering that company has got 4 manufacturing facilities in different areas in India. Suppliers around the manufacturing areas are also evaluated as part of the framework.

(b) From which marginalized/ vulnerable groups do you procure?

Not applicable

(c) What percentage of total procurement (by value) does it constitute?

Not applicable

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in financial year 2023- 24), based on traditional knowledge:

Sl. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit Shared (Yes/ No)	Basis of calculating benefit share
Not Applicable				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved:

Name of authority	Brief of Case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR Projects:

Sl. No.	CSR Project	No. of persons benefited from CSR Projects	% Beneficiaries from vulnerable & marginalized groups
1	**Arogyadhama – Strengthening Rural Healthcare Infrastructure** Strides Pharma continues its commitment to advancing equitable healthcare access through Arogyadhama, a well-established healthcare facility located in Suragajakkanahalli. Operational for over a decade, the centre serves as a critical healthcare hub across 11 neighboring villages. Arogyadhama provides a full spectrum of Preventive, Promotive, and Curative healthcare services, aimed at improving community health outcomes in underserved areas. The facility is equipped with essential diagnostic and clinical infrastructure, including X-ray, ultrasound, pathology laboratory, pharmacy, and a minor Operation Theatre (OT). Additionally, it operates multiple specialty clinics, offering services in general medicine, dentistry, gynecology, pediatrics, and ophthalmology. These clinics help bridge the gap in specialist care access for rural populations, while also promoting early detection and intervention for common health conditions. This initiative reflects Strides Pharma's alignment with the "Social" pillar of ESG, demonstrating long-term investment in community well-being and contributing to **Sustainable Development Goal 3: Good Health and Well-being.**	14,228	100%

Sl. No.	CSR Project	No. of persons benefited from CSR Projects	% Beneficiaries from vulnerable & marginalized groups
2	**Support to the intellectually Challenged – Siva Sakthi Homes** As part of its commitment to inclusive social development, Strides Foundation supports the Siva Sakthi Sathya Sai Charitable Trust, an organization dedicated to the care and rehabilitation of intellectually challenged individuals and senior citizens. The Trust operates a residential facility in Sri Raja Rajeswari Nagar, Bengaluru, currently providing care for 28 residents with intellectual disabilities, ranging from mild to severe conditions. Strides Foundation extends support by sponsoring the Trust's annual grocery and medicine requirements, thereby contributing to the nutrition, health, and overall well-being of the residents. This initiative underscores Strides Pharma's focus on uplifting vulnerable populations and aligns with the "Social" pillar of ESG, particularly in the areas of health equity and dignified care.	28	100%
3	**LeAPS – Building Future-Ready Students through Life Skills Education** Strides Foundation's Leadership Adoption Program at Schools (LeAPS) is a targeted initiative aimed at empowering students in government schools with essential life skills that complement academic learning and promote holistic development. Currently active in two government schools in Haragadde, the program delivers structured life skills training alongside academic support, with the goal of enhancing student engagement, confidence, and academic performance. The curriculum focuses on developing communication, critical thinking, emotional intelligence, and decision-making abilities, skills essential for personal growth and future success. LeAPS reflects Strides Pharma's commitment to inclusive and quality education, aligning with the "Social" pillar of ESG and supporting **Sustainable Development Goal 4: Quality Education.**	668	100%
4	**Enhancing Livelihoods through Employability Training – SVRCC Partnership** As part of its commitment to fostering inclusive socio-economic development, Strides Foundation has partnered with Swami Vivekananda Rural Community College (SVRCC) to implement an Employability Empowerment Program for youth from the fisherman community in Puducherry. The program identifies desiring and deserving candidates and provides them with one year of vocational training, aligned to their individual skills and aptitudes. The curriculum is designed to equip participants with market-relevant skills, improving their chances of securing meaningful employment and enabling them to contribute productively to society. This initiative not only supports livelihood creation but also promotes social equity and community upliftment, aligning with the "Social" pillar of ESG and contributing to Sustainable **Development Goal 8: Decent Work and Economic Growth.**	100	100%

Sl. No.	CSR Project	No. of persons benefited from CSR Projects	% Beneficiaries from vulnerable & marginalized groups
5	**Vidyadhama – Advancing Quality Education through Strides Model Government Higher Primary School** As part of its long-term commitment to strengthening public education, Strides has developed Vidyadhama, a Strides model school initiative aimed at transforming the learning environment at the Government Higher Primary School in Haragadde. The construction work is completed, and the school operations have started in the new premises since Dec 2025 and is running smoothly. The school currently has a strength of 305 students and is built to benefit over 400+ Students Vidyadhama is designed to provide state-of-the-art educational infrastructure, including a composite science laboratory, Mathematics and Science activity centre, smart classrooms, library, computer lab, STEM & robotics lab, space lab, and open-air learning spaces. The school features a spacious playground and facilities to support yoga, music, arts, and crafts, fostering holistic development alongside academic learning. This initiative reflects Strides Pharma's focus on bridging the educational divide and creating future-ready learning ecosystems for students in government schools. It aligns with the "Social" pillar of ESG and supports**Sustainable Development Goal 4: Quality Education for All.**	305	100%

Principle 9: Business should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

Strides has a robust complaint management system in place. It follows risk-based approach with defined timelines for each key stage of complaint management. The complaints are logged in and managed till final closure, through a qualified software.

After receipt of complaint (through email, calls, social site & other communication channels) at Strides, each complaint is logged in and assigned a unique complaint number for tracking purpose. An acknowledgement is sent to the complainant and immediate risk assessment of the complaint is carried out. Based upon assessment, necessary corrections and containment actions are taken, along with effective follow-up activities as part of the corrective action plan.

Wherever a potential impact on distributed product is anticipated, the respective regulatory authorities are duly informed as per applicable regulations. A thorough investigation is conducted by an internal cross-functional team comprising of quality, manufacturing, legal, and relevant stakeholders, depending upon the nature of complaint to identify the root cause. Based upon investigation findings a final risk assessment is done and necessary corrective and preventive actions, commensurate with the risk associated with the complaint, are implemented.

Wherever complaints are about adverse events or impact on patient health, such complaints are forwarded to Pharmacovigilance and Medical Affairs team for clinical assessment. After completion of investigations, a response is sent to the complainant including the summary of investigation, the identified root cause(s) and actions taken/ planned as applicable. A period of 15 days is provided for complainant's feedback, before final closure of the complaint.

2. **Turnover of products and/services as a percentage of turnover from all products/services that carry information about:**

	As percentage to total turnover
Environmental and social parameters relevant to the product	Customer is provided with instructions on dosage and basic knowledge about the science behind the various ingredients added in different products. Strides also provides information on the composition of each ingredient in volume and percentage in the product. Storage instructions and cautionary notes are also provided, wherever required. The Company also displays relevant information on the product labels as per the requirements of national and international drug regulatory bodies.
Safe and responsible usage	
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

	Financial Year 2025 - 26			Financial Year 2024 - 25		
	Received	Pending at end of year	Remarks	Received	Pending at end of year	Remarks
Data Privacy	-	-		-	-	-
Advertising	-	-	-	-	-	-
Cyber-security	-	-	-	-	-	-
Delivery of essential services	-	-	-	-	-	-
Restrictive Trade Practices	-	-	-	-	-	-
Unfair Trade Practices	-	-	-	-	-	-
Customer Complaints	426*	58	Complaints tracked as per SOP	368**	0	Complaints tracked as per SOP
Other	-	-	-	-	-	-

*As of March 31, 2026, 368 complaints are closed, and for 58 complaints, investigations are in progress.

** As of March 31, 2026, all the complaints are closed.

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary Recalls	03	**KRSG:** • OOS for Assay Test • Transparent gel like mass observed in bottle • Dissolution Failure
Forced Recalls	-	Nil

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? If available, provide a web-link of the policy.

Risk Management Policy

Privacy Policy

Strides upholds its Information Security Policy and ensures that all staff members receive training on the policy. The policy outlines procedures for safeguarding and managing the Company's information and assets. Additionally, it establishes clear roles and responsibilities for information protection and managing cyber incidents.

Employees are regularly provided with comprehensive training and awareness programs on cybersecurity, ensuring they stay informed about the latest threats, best practices, and organizational policies to effectively safeguard sensitive information and digital assets.

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services, cyber security and data privacy of customers; re-occurrence of instances of product recalls, penalty/ action taken by regulatory authorities on safety of products/ services.

Active monitoring of cyber security for Strides is handled both internally and by third-party experts. Routine reviews are carried out, and necessary steps are taken to enhance the cyber security measures. Employees are educated on data privacy awareness, and new procedures for data privacy requirements are being reviewed and prepared for implementation.

On matters relating to project recall, relevant SoPs have been revised to ensure that contamination related deviation is escalated and addressed more comprehensively.

7. Provide the following information relating to data breaches

a. Number of instances of data breaches

None

b. Percentage of data breaches involving personally identifiable information of customers

None

c. Impact, if any, of the data breaches

None

Leadership Indicators

1. Channels/ platforms where information on products and services of the entity can be accessed (provide web link, if possible)

Details of Strides' products can be assessed/seen on the website, viz., Strides: Health where it matters

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/ or services

All our products have a product information leaflet provided, this document covers all aspects on the product usage, the potential side effects, and precautionary note.

3. Mechanism in place to inform consumers of any risk of disruption/ discontinuation of essential services.

In the unlikely event of possible disruption or discontinuation of product supply, the respective Customers are informed as per applicable Technical Agreement and the Regulatory Authorities are informed, as per applicable statutory requirements.

4. a. Does the entity display product information on the product over and above what is mandated as per the local laws? If "Yes", provide details in brief.

The company provides detailed product booklet and information is available in public domain for consumer knowledge.

b. Did your entity carry out any survey about customer satisfaction relating to the major products/ services of the entity, significant locations of operation of the entity or the entity as a whole?

The company has not carried out any customer satisfaction survey in the FY 2026.

For and behalf of the Board of Directors

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Date: May 18, 2026
Place: Bengaluru

Independent Assurance Statement

to the Management of Strides Pharma Science Limited

Strides Pharma Science Limited (Corporate Identity Number L24230MH1990PLC057062, hereafter referred to as 'Strides' or 'the Company') has commissioned DNV Business Assurance India Private Limited ('DNV', 'us' or 'we') to undertake an independent assurance of the Company's disclosures in Business Responsibility and Sustainability Report (hereafter referred as 'BRSR'). The disclosures include BRSR Core as per Annexure 17A of SEBI's Master Circular for BRSR (Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026, dated January 30, 2026).

Our Conclusion:

On the basis of the assessment undertaken, nothing has come to our attention to suggest the BRSR Core Key Performance Indicators (KPIs) under 9 ESG attributes (as listed in **Annexure I** of this statement) do not properly adhere to the reporting requirements outlined in the Industry Standard on Reporting of BRSR Core.

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 (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. 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.

Scope of Work and Boundary

The scope of our engagement includes independent assurance of 'BRSR Core' – limited level of assurance for the Financial Year (FY) 2025-26. Boundary covers standalone basis reporting of BRSR Core KPIs of the Company's operations that fall under the direct operational control of the Company's Legal structure as indicated in 'Reporting Boundary' section in BRSR. Based on the agreed scope with the Company, the boundary of limited assurance covers the operations of Strides across India, which include the corporate office, 4 manufacturing plants and 1 R&D facility in India, and one wholly owned subsidiary in India, unless otherwise stated in the table below or specified by the Company in BRSR.

BRSR Core Attribute	Boundary for limited Assurance
Attribute 1: Green-house gas (GHG) footprint	corporate office, 4 manufacturing plants and 1 R&D facility
Attribute 2: Water footprint	
Attribute 3: Energy footprint	
Attribute 4: Embracing circularity - details related to waste management by the entity	4 manufacturing plants and 1 R&D facility

Reporting Criteria and Standards

The disclosures have been prepared by Strides in reference to:

- Industry Standard on Reporting of BRSR Core, Circular No.: SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated Dec 20, 2024.
- BRSR Core (Annexure 17A) as per Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026, "Master circular for compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 by listed entities", dated January 30, 2026.
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Assurance Methodology/Standard

This assurance engagement has been carried out in accordance with DNV's VeriSustainTM 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. Apart from DNV's VerisustainTM 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, a multi-disciplinary team of assurance specialists performed assurance work for selected Strides sites. We carried out the following activities:

- Reviewed the disclosures under BRSR Core, encompassing the framework for assurance consisting of a set of Key Performance Indicators (KPIs) under 9 ESG attributes.
- Our focus included disclosures, management processes, and key ESG metrics specified under the BRSR Core. The Industry Standard on Reporting of BRSR Core used a basis of limited level of assurance.

- Understanding the key systems, processes and controls for collecting, managing and reporting the Key Performance Indicators (KPIs) of BRSR Core. Understand and test, on a sample basis to evaluate adherence to the reporting principles.
- Collect and evaluate documentary evidence and management representations supporting adherence to the reporting principles. 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.
- DNV audit team conducted on-site audits for 2 plant locations as mentioned in Annexure I of the statement. Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.
- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustainTM Protocol, V6.0 for limited level of assurance for the disclosures.

Inherent Limitations

DNV's assurance engagement assume 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 has not been involved in evaluation or assessment of any financial data/performance of the company. DNV's opinion on specific BRSR Core Attribute 8 on "Number of days of accounts payable", Attribute 9 "Open-ness of business" and all sections of BRSR indicators where currency or INR has been applied 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.

Responsibility of the Company

Strides has the sole responsibility for the preparation of the BRSR Report and is responsible for all information disclosed for BRSR Core 9 ESG attributes in BRSR Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and also, ensuring the quality and consistency of the information presented in the Report. Strides is also responsible for ensuring the maintenance and integrity of its website and any referenced BRSR disclosures on their 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.

Use and distribution of Assurance Statement

This assurance statement, including our conclusion has been prepared solely for the exclusive use and benefit of management of the company and solely for the purpose for which it is provided. To the fullest extent permitted by law, DNV does not assume responsibility to anyone other than company for DNV's 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 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 Company. DNV does not accept any liability if this assurance statement is used for any purpose other than its intended use, nor does it accept liability to any third party in respect of this assurance statement.

For DNV Business Assurance India Private Limited,

Chandan Sarkar
Lead Verifier

Anjana Sharma
Assurance Reviewer

Verifiers: Suraiya Rahman, Mohanakrishnan R
10/07/2026, Bengaluru, India.

Annexure I – BRSR Core Verified Data

Sr. No.	Attribute	Parameter	Unit of Measures	Verified Value
1	**Green-house gas (GHG) footprint***	Total Scope 1 emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Total emissions (tCO_2e)	6,542.27
		Total Scope 2 emissions (Break-up of the GHG (CO_2e) into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Total emissions (tCO_2e)	18,837.76
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover	tCO_2e/Total Revenue from Operations	1.16
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	tCO_2e / Total Revenue from Operations adjusted for PPP in USD	23.68
2	**Water footprint**	Total water consumption	KL	190,297.69
		Water consumption intensity	KL / Total Revenue from Operations	0.87
			KL / Total Revenue from Operations adjusted for PPP in USD	17.75
		Water Discharge by destination and levels of Treatment	KL	0
3	**Energy footprint**	Total energy consumed	KJ	280,288,004,402
		% of energy consumed from renewable sources	In % terms	44.19%
		Energy intensity	GJ/ Total Revenue from Operations	12.86
			GJ/ Total Revenue from Operations adjusted for PPP in USD	261.5
4	**Embracing circularity - details related to waste management by the entity**	Plastic waste (A)	MT	453.93
		E-waste (B)	MT	5.1
		Bio-medical waste (C)	MT	6.69
		Construction and demolition waste (D)	MT	0
		Battery waste (E)	MT	0.27
		Radioactive waste (F)	MT	0
		Other Hazardous waste (G)	MT	751.76
		Other Non-Hazardous Waste (H)	MT	692.53
		Total (A+B + C + D + E + F + G+ H)	MT	1910.28
		Waste intensity per rupee of turnover from operations	Metric tonnes /Total Revenue from Operations	0.09
		Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	Total waste generated in MT/ Revenue from operations adjusted for PPP	1.78
		For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations	MT	1207.4
			Intensity (Kg of Waste Recycled Recovered /Total Waste generated)	63.21%
		For each category of waste generated, total waste disposed by nature of disposal method	MT	702.89
			Intensity (Kg of Waste disposed / Total Waste generated)	36.79%
5	**Enhancing Employee Wellbeing and Safety**	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company	In % terms	0.44%
		Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites)	Number of Permanent Disabilities	0
			Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	0.11
			No. of fatalities	0

Sr. No.	Attribute	Parameter	Unit of Measures	Verified Value
6	**Enabling Gender Diversity in Business**	Gross wages paid to females as % of wages paid	In % terms	16%
		Complaints on POSH	Total Complaints on Sexual Harassment (POSH) reported	0
			Complaints on POSH as a % of female employees / workers	0%
			Complaints on POSH upheld	0
7	**Enabling Inclusive Development**	Input material sourced from following sources as % of total purchases –and from within India	Directly sourced from MSMEs/ small producers (In % terms – As % of total purchases by value)	14.43%
			Sourced directly from within India	80.40%
		Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost	Location	
			Rural	0%
			Semi-urban	48%
			Urban	38%
			Metropolitan	14%
8	**Fairness in Engaging with Customers and Suppliers**	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events	In % terms	0
		Number of days of accounts payable	(Accounts payable *365) / Cost of goods/services procured	115
9	**Open-ness of business**	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	Purchases from trading houses as % of total purchases	-
			Number of trading houses where purchases are made from	-
			Purchases from top 10 trading houses as % of total purchases from trading houses	-
			Sales to dealers / distributors as % of total sales	-
			Number of dealers / distributors to whom sales are made	-
			Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	-
			Share of RPTs (as respective %age) in	
			Purchases	22.90%
			Sales	86.40%
			Loans & advances	0%
			Investments	99.58%

Annexure II – Sites selected for audits

S. no	Site	Location
1.	Corporate Office (remote)	Bangalore
2.	India Sites (onsite)	KRSG, Bangalore
3.	India Sites (remote audit)	Puducherry, Alathur

Independent Auditor's Report

To the Members of Strides Pharma Science Limited
Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Strides Pharma Science Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates and its joint venture, which comprise the consolidated balance sheet as at 31 March 2026, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditor(s) on separate financial statements of such subsidiaries as were audited by the other auditor(s), the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and joint venture as at 31 March 2026, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates and joint venture in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment and based on the consideration of reports of other auditors on separate financial statements/financial information of components audited by them, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment testing of goodwill, intangible assets and intangible assets under development

Refer Material Accounting Policies and notes 7 and 8 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Group has non-current assets of ₹33,139 million as at 31 March 2026 including goodwill, intangible assets and intangible assets under development. The impairment testing of these within CGUs was considered to be a key audit matter due to the complexity of the accounting requirements and the significant judgement involved to estimate the recoverable amount. The recoverable amount of the CGUs which is the value in use has been derived from discounted forecast cash flow models. These models use several assumptions, including estimates of future sales growth, operating costs, terminal growth rates and weighted-average cost of capital. Changes in these assumptions, could lead to an impact on the recoverable value of the CGUs and accordingly impairment provision.	In view of the significance of the matter, following audit procedures were applied, among others to obtain sufficient audit evidence: • Assessed the design, implementation and operating effectiveness of the Group's controls around the impairment testing of carrying value of such assets; • Engaged valuation specialists to assist in testing the reasonableness of the valuation by evaluating the assumptions and methodologies used by the Group, in particular for weighted average cost of capital, terminal growth rate, etc. This is based on our knowledge of the Group and the markets in which the CGUs operate; • Evaluated the assumptions applied to key inputs such as sales growth, operating costs, weighted average cost of capital and terminal growth rates and verified overall mathematical accuracy of calculations; • Performed a retrospective analysis of the accuracy of the Group's past projections by comparing historical forecast to actual results; • Tested the Group's analysis of the sensitivity of the outcome of impairment to possible changes in key assumptions like terminal growth rate, weighted average cost of capital, etc. • Assessed the adequacy and appropriateness of the disclosures in the consolidated financial statements, relating to the outcome of impairment assessment, as required by the applicable Ind AS.

Chargebacks, rebates, returns, other adjustments and related accruals (gross to net sales adjustments)

Refer Material Accounting Policies and notes 16, 25 and 28 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
A significant portion of Group's sales are made to customers in the United States of America ('USA') under certain commercial and governmental reimbursement schemes and mandated contracts. These arrangements provide for significant amount of chargebacks, rebates, medicaid and other related accruals (collectively known as 'gross-to-net' sales adjustments). The Group also provides a general right of return to its customers for these products sold in the USA. These arrangements result in deductions to gross sales and give rise to obligations for the Group to provide customers with allowances, which for unsettled amounts are recognised as an accrual. This was an area of focus in our audit because arrangements are of significant value, inherently complex and computation of accrual requires significant judgement and estimation by the Group. This judgement is particularly complex in USA in which competitive pricing pressure and multi-layered product discounting are increasingly prevalent.	In view of the significance of the matter, following audit procedures were applied, among others to obtain sufficient audit evidence: • Assessed the design and implementation of the relevant key controls in respect of 'gross-to-net' sales adjustments. • Obtained the computation for year-end accruals and tested the assumptions used by reference to the Group's stated commercial policies, applicable contracts, stock lying at wholesalers and historical product returns and other claims / allowance. • We performed test of details on the actual claims processed for wholesalers during the year towards chargebacks, rebates, sales return and other allowances etc. • Tested the historical data with respect to claims processed for sales return, chargebacks, rebates, Medicaid and other allowances. • Performed analytical procedures on 'gross-to-net' sales adjustments recognised during the year to identify any unusual variances / relationships, if any. • For each of the estimated accruals, tested the mathematical accuracy of the computation and verified completeness and accuracy of the underlying data.

Information Other than the Consolidated Financial Statements and Auditor's Report Thereon

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the Management Reports such as Board's Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility and Sustainability Report, but does not include the financial statements and auditor's report thereon, which we obtained prior to the date of this auditor's report, and the Company's Annual Report, which are expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining sections of Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint venture in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint venture to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of such entities or business activities within the Group and its associates and joint venture to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a. We did not audit the financial statements/financial information of 3 subsidiaries, whose financial statements/ financial information reflects total assets (before consolidation adjustments) of ₹10,224 million as at 31 March 2026, total revenues (before consolidation adjustments) of ₹8,968 million and net cash inflows (before consolidation adjustments) amounting to ₹200 million for the year ended on that date, as considered in the consolidated financial statements. These financial statements/financial information have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

   Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matter with respect to our reliance on the work done and the reports of the other auditors.

b. The financial information of 26 subsidiaries, whose financial information reflects total assets (before consolidation adjustments) of ₹40,714 million as at 31 March 2026, total revenues (before consolidation adjustments) of ₹6,139 million and net cash inflows (before consolidation adjustments) amounting to ₹348 million for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. The consolidated financial statements also include the Group's share of net profit after tax amounting to ₹5 million for the year ended 31 March 2026, as considered in the consolidated financial statements, in respect of 2 associates and a joint venture, whose financial information have not been audited by us or by other auditors. These unaudited financial information have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint venture and associates, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, joint venture and associates, is based solely on such unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, these financial information are not material to the Group.

   Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements/financial information of such subsidiaries, as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors except for the matters stated in the paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors of the Holding Company dated from 3 April 2026 to 21 April 2026 taken on record by the Board of Directors of the Holding Company and the report of the statutory auditor of its subsidiary companies incorporated in India, none of the directors of the Group companies incorporated in India is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.

f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3) (b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary company and the operating effectiveness of such controls, refer to our separate Report in “Annexure B”.

B. With respect to the other matters to be included in the Auditor’s Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditor on separate financial statements of the subsidiary companies incorporated in India, as noted in the “Other Matters” paragraph:

a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2026 on the consolidated financial position of the Group, its associates and joint venture. Refer Note 42 to the consolidated financial statements.

b. The Group, its associates and joint venture did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2026.

c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company during the year ended 31 March 2026. Further, there are no amounts which are required to be transferred to the Investor Education and Protection Fund by the subsidiary companies incorporated in India during the year ended 31 March 2026.

d (i) The respective management of the Holding Company and its subsidiary companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiary companies that, to the best of their knowledge and belief, as disclosed in the Note 55 to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or such subsidiary companies to or in any other person(s) or entity(ies), including foreign entities (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The respective management of the Holding Company and its subsidiary companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiary companies that, to the best of their knowledge and belief, as disclosed in the Note 55 to the consolidated financial statements, no funds have been received by the Holding Company or such subsidiary companies from any person(s) or entity(ies), including foreign entities (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiary companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditors’ notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Holding Company during the year in respect of the same declared for the previous year is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

   As stated in note 56 to the consolidated financial statements, the Board of Directors of the Holding Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

   Further, the subsidiary companies incorporated in India have neither declared nor paid any dividend during the year.

f. Based on our examination which included test checks and that performed by the auditors of the subsidiary companies incorporated in India whose financial statements have been audited under the Act, the Holding Company and such subsidiary companies have used accounting softwares for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares except for, in case of Holding Company, the modifications made by certain users with specific privileged access for direct database changes.

   Further, we did not come across any instance of the audit trail feature being tampered with.

   Additionally, where audit trail (edit log) facility was enabled and operated in the prior years, the audit trail has been preserved by the Holding Company and its subsidiary company as per the statutory requirements for record retention.

C. With respect to the matter to be included in the Auditor’s Report under Section 197(16) of the Act:

   In our opinion and according to the information and explanations given to us and based on the reports of the statutory auditors of such subsidiary companies incorporated in India which were not audited by us, the remuneration paid/payable during the current year by the Holding Company and such subsidiary companies is in accordance with the provisions of Section 197 of the Act. The remuneration paid/payable by the Holding Company and its subsidiary companies is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:26099696BARVHW2495

Place: Bangalore
Date: 18 May 2026

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of Strides Pharma Science Limited for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date

(xxi) In our opinion and according to the information and explanations given to us, following companies incorporated in India and included in the consolidated financial statements, have unfavourable remarks, qualification or adverse remarks given by the respective auditors in their reports under the Companies (Auditor's Report) Order, 2020 (CARO):

Sl. No.	Name of the entities	CIN	Holding Company/ Subsidiary	Clause number of the CARO report which is unfavourable or qualified or advers
1	Strides Pharma Science Limited	L24230MH1990PLC057062	Holding Company	(i)(c), (iii)(e), (vii)

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:26099696BARVHW2495

Place: Bangalore
Date: 18 May 2026

Annexure B to the Independent Auditor's Report on the consolidated financial statements of Strides Pharma Science Limited for the year ended 31 March 2026

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Strides Pharma Science Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2026, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, as of that date.

In our opinion and based on the consideration of report of the other auditor on internal financial controls with reference to financial statements of a subsidiary company, as was audited by the other auditor, the Holding Company and such company incorporated in India which is its subsidiary company, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditor of the relevant subsidiary company in terms of their report referred to in the Other Matter(s) paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements insofar as it relates to one subsidiary company, which is a company incorporated in India, is based on the corresponding report of the auditor of such company incorporated in India.

The internal financial controls with reference to financial statements insofar as it relates to three subsidiary companies,, which are companies incorporated in India and included in these consolidated financial statements, have not been audited either by us or by other auditors. In our opinion and according to the information and explanations given to us by the Management, such unaudited subsidiary companies are not material to the Holding Company. Our opinion is not modified in respect of above matter.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:26099696BARVHW2495

Place: Bangalore
Date: 18 May 2026

CONSOLIDATED BALANCE SHEET

AS AT MARCH 31, 2026

₹In Million

		Note No.	31-Mar-26	31-Mar-25
A	**ASSETS**			
I	**Non-current assets**			
	(a) Property, plant and equipment	4 (i)	9,141.97	8,111.77
	(b) Capital work-in-progress	4 (ii)	1,611.23	996.46
	(c) Right-of-use assets	5 (i)	782.33	695.15
	(d) Investment property	6	2.43	111.74
	(e) Goodwill	7	5,944.24	5,465.72
	(f) Other intangible assets	8 (i)	5,134.95	4,608.54
	(g) Intangible assets under development	8 (ii)	2,861.58	1,071.12
	(h) Investments accounted for using the equity method	9 (i)	124.74	106.79
	(i) Financial assets			
	(i) Investments	9 (ii)	2,788.82	3,290.29
	(ii) Other financial assets	11 (i)	1,090.60	1,668.17
	(j) Deferred tax assets (net)	12	2,838.62	2,691.33
	(k) Other tax assets (net)	13	470.10	237.89
	(l) Other non-current assets	14 (i)	347.32	443.17
	Total non-current assets		33,138.93	29,498.14
II	**Current assets**			
	(a) Inventories	15	16,347.94	12,775.71
	(b) Financial assets			
	(i) Investments	9 (iii)	-	695.00
	(ii) Trade receivables	16	12,889.64	12,029.41
	(iii) Cash and cash equivalents	17	1,886.96	1,125.64
	(iv) Other balances with banks	18	244.46	242.19
	(v) Loans	10	81.36	104.46
	(vi) Other financial assets	11 (ii)	1,972.09	1,742.99
	(c) Other current assets	14 (ii)	2,705.48	2,273.71
			36,127.93	**30,989.11**
	(d) Assets classified as held for sale		5.46	-
	Total current assets		**36,133.39**	**30,989.11**
	TOTAL ASSETS		**69,272.32**	**60,487.25**
B	**EQUITY AND LIABILITIES**			
I	**Equity**			
	(a) Equity share capital	19	921.73	921.63
	(b) Other equity	20	30,153.92	24,596.68
	Equity attributable to owners of the Company		**31,075.65**	**25,518.31**
	Non- controlling interests	21	417.72	346.33
	Total Equity		**31,493.37**	**25,864.64**
II	**Liabilities**			
1	**Non-current liabilities**			
	(a) Financial liabilities			
	(i) Borrowings	22 (i)		
	- Borrowings U.S. revolver facility		3,010.50	4,191.09
	- Borrowings others		2,512.66	1,521.35
	(ii) Lease liabilities	5 (ii)	518.40	514.58
	(iii) Other financial liabilities	23 (i)	312.13	147.47
	(b) Provisions	25 (i)	1,263.64	1,139.38
	(c) Deferred tax liabilities (net)	12	1,206.69	1,193.56
	Total non-current liabilities		**8,824.02**	**8,707.43**
2	**Current liabilities**			
	(a) Financial liabilities			
	(i) Borrowings	22 (ii)	11,163.74	12,243.69
	(ii) Lease liabilities	5 (ii)	374.53	325.62
	(iii) Trade payables	26		
	(a) total outstanding dues of micro enterprises and small enterprises and		464.01	319.33
	(b) total outstanding dues of creditors other than micro enterprises and small enterprises		12,632.79	10,005.65
	(iv) Other financial liabilities	23 (ii)	2,122.79	1,067.66
	(b) Other current liabilities	24	749.53	800.77
	(c) Provisions	25 (ii)	963.59	812.09
	(d) Current tax liabilities (net)	27	483.95	340.37
	Total current liabilities		**28,954.93**	**25,915.18**
	Total liabilities		**37,778.95**	**34,622.61**
	TOTAL EQUITY AND LIABILITIES		**69,272.32**	**60,487.25**

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached
for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/ W-100022

for and on behalf of Board of Directors of Strides Pharma Science Limited

G Prakash
Partner
Membership Number: 099696

Bengaluru, May 18, 2026

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845
Bengaluru, May 18, 2026

Badree Komandur
Managing Director & Group CEO
DIN: 07803242
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Manjula Ramamurthy
Company Secretary
Membership Number A30515
Bengaluru, May 18, 2026

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

FOR THE YEAR ENDED MARCH 31, 2026

₹In Million

		Note No.	31-Mar-26	31-Mar-25
A.	**Continuing operations:**			
I	Revenue from operations	28	48,586.83	45,653.35
II	Other income	29	1,507.13	587.22
III	**Total Income (I+II)**		**50,093.96**	**46,240.57**
IV	**Expenses**			
	(a) Cost of materials consumed		15,589.19	14,758.92
	(b) Purchases of stock-in-trade		3,615.36	6,880.82
	(c) Changes in inventories of finished goods, stock-in-trade and work-in-progress	30	382.75	(1,840.07)
	(d) Employee benefits expense	31	9,289.57	8,627.58
	(e) Finance costs	32	1,785.45	2,488.51
	(f) Depreciation and amortisation expense	33	2,024.01	1,922.60
	(g) Other expenses	34	10,457.03	9,197.98
	Total Expenses (IV)		**43,143.36**	**42,036.34**
V	**Profit / (loss) before exceptional items and tax (III - IV)**		**6,950.60**	**4,204.23**
VI	Exceptional items	35	(268.43)	646.61
VII	**Profit / (loss) before tax (V + VI)**		**6,682.17**	**4,850.84**
VIII	Share of profit/(loss) of joint ventures and associates, net of taxes		4.69	18.37
IX	**Profit / (loss) before tax (VII + VIII)**		**6,686.86**	**4,869.21**
X	**Tax expense:**	36		
	(a) Current tax		778.76	469.09
	(b) Deferred tax		162.90	306.07
	Total tax expense (X)		**941.66**	**775.16**
XI	**Profit /(loss) after tax from continuing operations (IX - X)**		**5,745.20**	**4,094.05**
B.	**Discontinued operations**			
	Gain/(Loss) on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)		-	31,881.07
XII	**Profit / (loss) after tax from discontinued operations**		-	31,881.07
XIII	**Profit / (loss) for the year (XI + XII)**		5,745.20	35,975.12
XIV	**Other comprehensive income**	37		
A	(i) Items that will not be reclassified to statement of profit and loss		(467.01)	1,849.70
	(ii) Income tax relating to items that will not be reclassified to statement of profit and loss		91.12	(461.23)
B	(i) Items that may be reclassified to statement of profit and loss		615.31	117.88
	(ii) Income tax relating to items that may be reclassified to statement of profit and loss		200.81	(8.23)
	Total other comprehensive income for the year, net of tax (XIV)		**440.23**	**1,498.12**
XV	**Total comprehensive income for the year (XIII + XIV)**		**6,185.43**	**37,473.24**
	Profit / (loss) for the period attributable to:			
	- Owners of the Company		5,561.93	35,934.55
	- Non-controlling interests		183.27	40.57
			5,745.20	**35,975.12**
	Other comprehensive income for the year			
	- Owners of the Company		415.09	1,470.66
	- Non-controlling interests		25.14	27.46
			440.23	**1,498.12**
	Total comprehensive income for the year			
	- Owners of the Company		5,977.02	37,405.21
	- Non-controlling interests		208.41	68.03
			6,185.43	**37,473.24**
	Earnings per equity share (of ₹10/- each) (for continuing operations):	48		
	(1) Basic		60.34	44.05
	(2) Diluted		60.34	44.05
	Earnings per equity share (of ₹10/- each) (for discontinued operations):	48		
	(1) Basic		-	346.49
	(2) Diluted		-	346.45
	Earnings per equity share (of ₹10/- each) (for total operations):	48		
	(1) Basic		60.34	390.55
	(2) Diluted		60.34	390.50

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached
for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/ W-100022

G Prakash
Partner
Membership Number: 099696

Bengaluru, May 18, 2026

for and on behalf of Board of Directors of Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845
Bengaluru, May 18, 2026

Badree Komandur
Managing Director & Group CEO
DIN: 07803242
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Manjula Ramamurthy
Company Secretary
Membership Number A30515
Bengaluru, May 18, 2026

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED MARCH 31, 2026

A. Equity share capital

₹ In Million

Particulars	Notes	Amount
Balance as at April 1, 2024		**919.00**
Changes in equity share capital during the year		
Shares issued pursuant to exercise of stock options	45	2.63
Balance as at March 31, 2025		**921.63**
Changes in equity share capital during the year		
Shares issued pursuant to exercise of stock options	45	0.10
Balance as at March 31, 2026		**921.73**

B. Other equity

₹ In Million

Particulars	Notes	Share application money pending allotment	Reserves and Surplus							Items of other comprehensive income				Money received against share warrants	Equity attributable to owners of the Company	Non- controlling interests	Total
			Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)				
Balance as at April 1, 2024		**1.20**	**330.07**	**18,233.08**	**601.61**	**29.71**	**(4,063.14)**	**4,041.56**	**(2,844.91)**	**(1,823.45)**	**20.81**	**5,940.59**	**(130.50)**	**-**	**20,336.63**	**(538.57)**	**19,798.06**
Profit for the year		-	-	-	-	-	-	-	35,934.55	-	-	-	-	-	35,934.55	40.57	35,975.12
Other comprehensive income for the year (net of tax)		-	-	-	-	-	-	-	-	1,445.27	15.32	66.87	(56.81)	-	1,470.65	27.46	1,498.11
Total comprehensive income		-	-	-	-	-	-	-	35,934.55	1,445.27	15.32	66.87	(56.81)	-	37,405.20	68.03	37,473.23
Transactions with owners of the Company																	
Contributions and distributions																	
Dividend		-	-	-	-	-	-	-	(229.90)	-	-	-	-	-	(229.90)	-	(229.90)
Money received against share warrants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Issue of shares on exercise of stock options	45	(1.20)	-	100.12	-	(40.53)	-	-	-	-	-	-	-	-	58.39	-	58.39

₹ In Million

Particulars	Notes	Share application money pending allotment	Reserves and Surplus							Items of other comprehensive income				Money received against share warrants	Equity attributable to owners of the Company	Non- controlling interests	Total
			Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)				
Issue of shares on conversion of share warrants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transferred to general reserve on stock options lapse		-	-	-	-	(0.14)	-	0.14	-	-	-	-	-	-	-	-	-
Employee stock compensation expenses	45	-	-	-	-	16.09	-	-	-	-	-	-	-	-	16.09	-	16.09
Pursuant to exchange movement		-	-	-	-	-	-	-	-	-	-	-	-	-	-	(50.40)	(50.40)
Total Contributions and distributions		**(1.20)**	**-**	**100.12**	**-**	**(24.58)**	**-**	**0.14**	**(229.90)**	**-**	**-**	**-**	**-**	**-**	**(155.42)**	**(50.40)**	**(205.82)**
Changes in ownership interests																	
Pursuant to acquisition of non-controlling interest in subsidiary	39	-	(963.19)	-	-	-	-	-	-	-	-	-	-	-	(963.19)	867.27	(95.92)
Pursuant to gain/(loss) of non-controlling interest	40.3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pursuant to scheme of demerger	40.1	-	-	(3,755.99)	-	-	-	-	(28,270.55)	-	-	-	-	-	(32,026.54)	-	(32,026.54)
Pursuant to scheme of merger	50.2	-	(517.28)	517.28	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Changes in ownership interests		**-**	**(1,480.47)**	**(3,238.71)**	**-**	**-**	**-**	**-**	**(28,270.55)**	**-**	**-**	**-**	**-**	**-**	**(32,989.73)**	**867.27**	**(32,122.46)**
Balance as at March 31, 2025		**-**	**(1,150.40)**	**15,094.49**	**601.61**	**5.13**	**(4,063.14)**	**4,041.70**	**4,589.19**	**(378.18)**	**36.13**	**6,007.46**	**(187.31)**	**-**	**24,596.68**	**346.33**	**24,943.01**

₹ In Million

Particulars	Notes	Share application money pending allotment	Reserves and Surplus							Items of other comprehensive income				Money received against share warrants	Equity attributable to owners of the Company	Non- controlling interests	Total
			Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)				
Balance as at March 31, 2025		**-**	**(1,150.40)**	**15,094.49**	**601.61**	**5.13**	**(4,063.14)**	**4,041.70**	**4,589.19**	**(378.18)**	**36.13**	**6,007.46**	**(187.31)**	**-**	**24,596.68**	**346.33**	**24,943.01**
Profit for the year		-	-	-	-	-	-	-	5,561.93	-	-	-	-	-	5,561.93	183.27	5,745.20
Other comprehensive income for the year (net of tax)		-	-	-	-	-	-	-	-	(385.10)	(575.47)	1,366.44	9.21	-	415.08	25.14	440.22
Total comprehensive income		-	-	-	-	-	-	-	5,561.93	(385.10)	(575.47)	1,366.44	9.21	-	5,977.01	208.41	6,185.42
Transa ctions with owners of the Company																	
Contributions and distributions																	
Dividend		-	-	-	-	-	-	-	(368.65)	-	-	-	-	-	(368.65)	-	(368.65)
Issue of shares on exercise of stock options	45	-	-	6.46	-	(2.70)	-	-	-	-	-	-	-	-	3.76	-	3.76
Transferred to general reserve on stock options lapse		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee stock compensation expenses	45	-	-	-	-	3.14	-	-	-	-	-	-	-	-	3.14	-	3.14
Pursuant to exchange movement		-	-	-	-	-	-	-	-	-	-	-	-	-	-	15.13	15.13
Total Contributions and distributions		**-**	**-**	**6.46**	**-**	**0.44**	**-**	**-**	**(368.65)**	**-**	**-**	**-**	**-**	**-**	**(361.75)**	**15.13**	**(346.62)**
Changes in ownership interests																	
Pursuant to acquisition of non-controlling interest in subsidiary	39	-	(58.02)	-	-	-	-	-	-	-	-	-	-	-	(58.02)	(152.15)	(210.17)

₹ In Million

Particulars	Notes	Share application money pending allotment	Reserves and Surplus							Items of other comprehensive income				Money received against share warrants	Equity attributable to owners of the Company	Non- controlling interests	Total
			Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)				
Pursuant to scheme of demerger	40.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pursuant to scheme of merger	50.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Changes in ownership interests		-	(58.02)	-	-	-	-	-	-	-	-	-	-	-	(58.02)	(152.15)	(210.17)
Balance as at March 31, 2026		-	(1,208.42)	15,100.95	601.61	5.57	(4,063.14)	4,041.70	9,782.47	(763.28)	(539.34)	7,373.90	(178.10)	-	30,153.92	417.72	30,571.64

The accompanying notes are an integral part of the consolidated financial statements
As per our report of even date attached
for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/ W-100022

G Prakash
Partner
Membership Number: 099696

Bengaluru, May 18, 2026

for and on behalf of Board of Directors of Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845
Bengaluru, May 18, 2026

Badree Komandur
Managing Director & Group CEO
DIN: 07803242
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Manjula Ramamurthy
Company Secretary
Membership Number A30515
Bengaluru, May 18, 2026

CONSOLIDATED STATEMENT OF CASH FLOW

FOR THE YEAR ENDED MARCH 31, 2026

₹ In Million

		31-Mar-26	31-Mar-25
Cash flow from operating activities			
Profit / (loss) before tax from:			
Continuing operations		6,686.86	4,869.21
Discontinued operations		-	31,881.07
		6,686.86	**36,750.28**
Adjustments for:			
- Depreciation and amortisation expense		2,024.01	1,922.60
- Share of (gain)/loss of joint ventures and associates		(4.69)	(18.37)
- Gain on sale of property, plant and equipment, other intangible assets and investment property (net)		(1,042.40)	(40.95)
- Share based compensation expense		3.14	16.09
- Business combination and restructuring expenses		4.62	(52.03)
- Fair valuation of investment		-	(1,021.14)
- Interest expense on borrowings and others		1,785.45	2,488.51
- Interest and dividend income		(404.81)	(479.63)
- Gain on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)		-	(31,881.07)
- Rental income from investment property		(12.69)	(21.01)
- Liability / provision no longer required written back		(0.09)	-
- Loss allowance on trade receivables		(63.09)	10.85
- Movement in inventory obsolescence		173.28	98.52
- Impairment and write down of assets		34.70	0.05
- Derecogntion of ROU asset and liability		(35.15)	-
- Unrealised exchange loss / (gain) (net)		(408.34)	136.42
Operating profit before working capital changes		**8,740.80**	**7,909.12**
Changes in working capital			
Increase in trade and other receivables		(1,093.24)	(516.33)
Increase in inventories		(3,018.48)	(2,268.72)
Decrease in trade and other payables		3,107.23	1,049.28
Net change in working capital		**(1,004.49)**	**(1,735.77)**
Cash generated from operations		**7,736.31**	**6,173.35**
Income taxes refund received/ (payment made) (net)		(711.12)	670.39
Net cash flow generated from operating activities **A**	A	**7,025.19**	**6,843.74**
Cash flow from investing activities			
Acquisition of property, plant and equipment, intangible assets, including capital advance		(4,179.35)	(2,474.98)
Proceeds from sale of property, plant and equipment and intangible assets (net of expenses)		63.90	681.03
Proceeds from sale of investment property (net of expenses)		1,128.70	-
Receipt/(Refund) of advance for sale of investment property		(50.00)	50.00
Short-term investments in funds		-	(41.32)
Purchase of long-term investments including investment in associates		(12.60)	-
Consideration paid towards acquisition of non-controlling interest in subsidiary and business combinations, net of cash acquired		(217.74)	(78.77)
Proceeds from sale of investment in mutual funds		921.67	415.29
Deferred consideration received from sale of business		513.69	-
Deferred consideration settled with trade payables		106.45	-
Loan returned by others		-	439.64
Rent deposit given		-	(0.03)
Investments in fixed deposits with maturity of more than 3 months, net		(63.54)	(42.22)
Rental income from investment property		12.69	21.01
Interest and dividends received (net of tax on dividend)		45.77	133.46
Net cash utilised in investing activities	B	**(1,730.36)**	**(896.89)**

₹ In Million

		31-Mar-26	31-Mar-25
Cash flow from financing activities			
Proceeds from issue of equity shares		3.86	61.02
Proceeds from long-term borrowings		1,705.00	1,291.49
Repayment of long-term borrowings		(919.37)	(3,201.43)
Net increase / (decrease) in U.S revolver facility		(1,600.50)	422.34
Net decrease in working capital and short-term borrowings		(1,308.01)	(2,030.34)
Lease payments (Principal)		(272.99)	(242.80)
Lease payments (Interest)		(94.12)	(90.96)
Dividends paid		(368.65)	(229.90)
Interest paid on borrowings		(1,679.31)	(2,405.23)
Net cash utilised in financing activities	C	**(4,534.09)**	**(6,425.81)**
Net increase/(decrease) in cash and cash equivalents	(A+B+C)	**760.74**	**(478.96)**
Cash and cash equivalents at the beginning of the year		1,125.64	1,610.20
Effect of exchange differences on restatement of foreign currency cash and cash equivalents		0.58	(5.38)
Cash and cash equivalents transferred on account of demerger (Refer note 40.1)		-	(0.22)
Cash and cash equivalents at the end of the year*		**1,886.96**	**1,125.64**
***Comprises:**			
Cash on hand		4.64	2.65
Balance with banks:			
- In current accounts		1,659.84	921.42
- In deposit accounts		51.87	48.52
- Funds-in-transit		170.61	153.05
Total		**1,886.96**	**1,125.64**

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached
for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/ W-100022

for and on behalf of Board of Directors of Strides Pharma Science Limited

G Prakash
Partner
Membership Number: 099696

Bengaluru, May 18, 2026

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845
Bengaluru, May 18, 2026

Badree Komandur
Managing Director & Group CEO
DIN: 07803242
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Manjula Ramamurthy
Company Secretary
Membership Number A30515
Bengaluru, May 18, 2026

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

1 General information

Strides Pharma Science Limited (the 'Company' or 'Strides') and its subsidiaries (together referred to as the 'Group') are into the development and manufacture of pharmaceutical products. The Company has its registered office situated at Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703 with corporate office in Bengaluru, India and operates across many countries spreading across developed and emerging markets. Strides is listed on the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India.

2 Basis of preparation of consolidated financial statements

These consolidated financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as per the Companies (Indian Accounting Standards) Rules 2015, as amended, notified under Section 133 of Companies Act, 2013, (the 'Act') and other relevant provisions of the Act. These consolidated Ind AS financial statements ('consolidated financial statements') were approved by the Board of Directors and authorised for issue on May 18, 2026.

2.1 Statement of compliance

These consolidated financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as per the Companies (Indian Accounting Standards) Rules 2015, as amended, notified under Section 133 of Companies Act, 2013, (the 'Act') and other relevant provisions of the Act.

2.2 Functional and presentation currency

These consolidated financial statements are presented in Indian rupees (₹), which is also the functional currency of the parent Company. All amounts have been rounded-off to the nearest million, unless otherwise indicated. In respect of subsidiaries and associates whose operations are carried out with significant degree of autonomy, the functional currency has been determined to be the currency of the primary economic environment in which the entity operates

2.3 Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for the following items:
- Certain financial assets and liabilities (including derivative instruments) are measured at fair value; and
- Net defined benefit assets/(liability) are measured at fair value of plan assets, less present value of defined benefit obligation;

2.4 Basis of consolidation

The consolidated financial statements includes the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries and Group's interest in associates and joint ventures. Control is achieved when the Group:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Group has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

The financial statements of the Group are consolidated on line-by-line basis. Intra-group transactions, balances and any unrealised gains arising from intra-group transactions, are eliminated. Unrealised losses are eliminated, but only to the extent that there is no evidence of impairment. All temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions are recognised as per Ind AS 12 Income Taxes.

Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in statement of profit and loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to statement of profit and loss or transferred to another category of equity as specified/permitted by applicable Ind AS). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under Ind AS 109, or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

Refer note 50 for details of subsidiaries considered in these consolidated financial statements.

2.5 Use of estimates and judgements

The preparation of the consolidated financial statements in conformity with Ind AS requires management to make estimates, judgements and assumptions. These estimates, judgements and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the consolidated financial statements and reported amounts of revenues and expenses during the period. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the consolidated financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the consolidated financial statements.

2.5.1 Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 2.2 — Assessment of functional currency;
- Note 3.5 — Revenue recognition: whether revenue from sale of product and services is recognised overtime or at a point of time;
- Note 3.6.2 — Whether an agreement contains a lease;
- Note 3.18 and 51 — Financial instruments;
- Note 3.12, 3.13 and 3.14— Useful lives of property, plant and equipment, intangible assets and investment property;
- Note 3.11 and 42— Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets;
- Note 45 — Share based payments;

2.5.2 Control over subsidiaries

The following entities are considered subsidiaries of the Group even though the Group and non-controlling interests have about 50% of the ownership interest and the voting rights in such entities:

Name of the entities	Proportion of ownership interest and voting power held by the Group	
	31-Mar-26	31-Mar-25
1. UCL Brands Limited	51.00%	51.00%
2. Trinity Pharma (Pty) Limited	51.76%	51.76%
3. Apollo Life Sciences Holdings (Pty) Limited	0.00%	51.76%
4. Strides Pharma (SA) Pty Ltd.	51.76%	51.76%

The management of the Group assessed whether or not the Group has control over the above mentioned entities based on whether the Group has the practical ability to direct the relevant activities of such entities unilaterally. Based on such assessment, the directors concluded that the Group has sufficient management rights to unilaterally direct the relevant activities of such entities and therefore the Group has control.

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

2.6 Assumption and estimation uncertainty

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending March 31, 2026 is included in the following notes:

- Note 12, 36 — Income taxation including recognition of deferred tax assets; availability of future taxable profits against which deductible temporary differences and tax losses carried forward can be utilised
- Note 28 — accruals for charge backs, rebates and sales returns;
- Note 11 — impairment of financial assets;
- Note 7, 9 — Impairment of non financial assets
- Note 42 — Recognition and measurement of Provisions and Contingent liability
- Note 46 — measurement of defined benefit obligation; key actuarial assumptions;
- Note 2.9 — Measurement of fair value of assets
- Note 3.15 — Impairment testing for non-financial assets.
- Note 3.16 — Provision for inventory obsolescence
- Note 3.12 and Note 3.14 — Useful lives of Property, Plant and Equipments and Intangible assets

2.7 Operating cycle

As mentioned in para 1 above under Corporate information', the Group is into development and manufacture of pharmaceutical products. Based on the normal time between acquisition of assets and their realisation in cash or cash equivalents, the Group has determined its operating cycle as 3 years to 5 years and 12 months relating to research and development activities and manufacturing of pharmaceutical products respectively. The above basis is used for classifying the assets and liabilities into current and non-current as the case may be.

2.8 Cash flow statement

Cash flows are reported using indirect method, whereby net profits before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments and items of income or expenses associated with investing or financing cash flows. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Group are segregated.

2.9 Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

The Group regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the finance team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels ofthe fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

- Note 45 — share based payments;
- Note 6 — investment property
- Note 3.18 and 51 — financial instruments;

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

3 Material accounting policy information

3.1 Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange of control of the acquiree. Acquisition-related costs are generally recognised in statement of profit and loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with Ind AS 12 Income Taxes and Ind AS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with Ind AS 102 Share-based Payment at the acquisition date (see note 3.10.2); and
- assets (or disposal groups) that are classified as held for sale in accordance with Ind AS 105 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

In case of a bargain purchase, before recognising a gain in respect thereof, the Group determines whether there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. Thereafter, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and recognises any additional assets or liabilities that are identified in that reassessment. The Group then reviews the procedures used to measure the amounts that Ind AS requires for the purposes of calculating the bargain purchase. If the gain remains after this reassessment and review, the Group recognises it in other comprehensive income and accumulates the same in equity as capital reserve. This gain is attributed to the acquirer. If there does not exist clear evidence of the underlying reasons for classifying the business combination as a bargain purchase, the Group recognises the gain, after reassessing and reviewing (as described above), directly in equity as capital reserve.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another Ind AS.

When the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill or capital reserve, as the case maybe. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at fair value at subsequent reporting dates with the corresponding gain or loss being recognised in statement of profit and loss.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in statement of profit and loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to statement of profit and loss where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at that date.

3.2 Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to cash-generating units. The allocation is made to those cash generating units or groups of cash generating units that are expected to benefit from the business combination in which such goodwill arose.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in statement of profit and loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

The Group's policy for goodwill arising on the acquisition of an associate and a joint venture is described at note 3.3 below.

3.3 Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of associates or joint ventures are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with Ind AS 105. Under the equity method, an investment in an associate or a joint venture is initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate or joint venture. Distributions received from an associate or a joint venture reduce the carrying amount of the investment. When the Group's share of losses of an associate or a joint venture exceeds the Group's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised directly in equity as capital reserve in the period in which the investment is acquired.

After application of the equity method of accounting, the Group determines whether there is any objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the net investment in an associate or a joint venture and that event (or events) has an impact on the estimated future cash flows from the net investment that can be reliably estimated. If there exists such an objective evidence of impairment, then it is necessary to recognise impairment loss with respect to the Group's investment in an associate or a joint venture.

When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with Ind AS 36 Impairment of Assets as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount, any impairment loss recognised is reported as net of the investment value. Any reversal of that impairment loss is recognised in accordance with Ind AS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group discontinues the use of the equity method from the date when the investment ceases to be an associate or

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a joint venture, or when the investment is classified as held for sale. When the Group retains an interest in the former associate or joint venture and the retained interest is a financial asset, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with Ind AS 109. The difference between the carrying amount of the associate or joint venture at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate or joint venture is included in the determination of the gain or loss on disposal of the associate or joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate or joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate or joint venture would be reclassified to statement of profit and loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to statement of profit and loss (as a reclassification adjustment) when the equity method is discontinued.

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Group reduces its ownership interest in an associate or a joint venture but the Group continues to use the equity method, the Group reclassifies to statement of profit and loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to statement of profit and loss on the disposal of the related assets or liabilities.

When a group entity transacts with an associate or a joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognised in the Group's consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

3.4 Non-current assets held for sale

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset (or disposal group) and its sale is highly probable. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

When the Group is committed to a sale plan involving disposal of an investment, or a portion of an investment, in an associate or joint venture, the investment or the portion of the investment that will be disposed of is classified as held for sale when the criteria described above are met, and the Group discontinues the use of the equity method in relation to the portion that is classified as held for sale. Any retained portion of an investment in an associate or a joint venture that has not been classified as held for sale continues to be accounted for using the equity method. The Group discontinues the use of the equity method at the time of disposal when the disposal results in the Group losing significant influence over the associate or joint venture.

After the disposal takes place, the Group accounts for any retained interest in the associate or joint venture in accordance with Ind AS 109 unless the retained interest continues to be an associate or a joint venture, in which case the Group uses the equity method (see the accounting policy regarding investments in associates or joint ventures above).

Non-current assets (and disposal groups) classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

3.5 Revenue from contracts with customers

The Group recognises revenue to depict the transfer of control over promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. A 5-step approach is used to recognise revenue as below:

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligation in contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

3.5.1 Sale of goods

Revenue is recognised when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers and revenue is recognised at that point in time. The amount of revenue to be recognised (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as sales tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative standalone selling prices. Revenue from product sales are recorded net of allowances for estimated rebates, cash discounts and estimates of product returns, all of which are established at the time of sale.

The consideration received by the Group in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

Revenue from sale of goods is recognised when control of goods is transferred to customers. The normal credit term is in the range of 15 to 90 days upon delivery except for some customers who are on advance payment term.

Profit share revenues

The Group from time to time enters into marketing arrangements with certain business partners for the sale of its products in certain markets. Under such arrangements, the Group sells its products to the business partners at a base purchase price agreed upon in the arrangement and is also entitled to a profit share which is over and above the base purchase price. The profit share is typically dependent on the business partner's ultimate net sale proceeds or net profits, subject to any reductions or adjustments that are required by the terms of the arrangement. Such arrangements typically require the business partner to provide confirmation of units sold and net sales or net profit computations for the products covered under the arrangement.

Revenue is an amount equal to the base purchase price and is recognised at that point in time upon delivery of products to the business partners. An additional amount representing the profit share component is recognised as revenue at that point in time which corresponds to the ultimate sales of the products made by business partners only when the collectability of the profit share becomes probable and a reliable measurement of the profit share is available. Otherwise, recognition is deferred to a subsequent period pending satisfaction of such collectability and measurability requirements. In measuring the amount of profit share revenue to be recognised for each period, the Group uses all available information and evidence, including any confirmations from the business partner of the profit share amount owed to the Group, to the extent made available before the date the Company's Board of Directors authorises the issuance of its financial statements for the applicable period.

Sale to Distributors

The Group appoints distributors in various territories who purchases the goods from the Group and thereafter sells them in the territory. In case the distributor is acting as an agent, the Group defers revenue recognition till the time goods are sold by the distributor to the end customer. On the other hand, if the distributor is principal, revenue is recognised at that point in time when control is transferred to the distributor.

Right to reject or return goods

The Group sells its products to the customers with a right to return the goods within the specified period of time. For contracts that permit the customer to return an item, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore, the amount of revenue recognised is adjusted for expected returns, which are estimated based on the historical data. In these circumstances, a refund liability and a right to recover returned goods asset are recognised. The right to recover returned goods asset is measured at the former carrying amount of the inventory less any expected costs to recover goods. The refund liability is included in other current liabilities and the right to recover returned goods is included in inventory. The Group reviews its estimate of expected returns at each reporting date and updates the amounts of the asset and liability accordingly.

Free samples

The Group distributes free samples to distributors, at various exhibitions and at medical conferences. The cost of samples distributed at exhibitions, medical conferences or to doctors directly are treated as marketing expense and clubbed under "Business Promotion Expense". However, free samples given to distributors (that are not acting as agents) is recognised as cost of goods sold.

Price Variations / Incentives

Incentives are accounted based on the assessment of whether the beneficiary (of the incentive) is acting as a principal or an agent. Where the beneficiary is a principal, the incentive is regarded as consideration paid to the customer and is reduced from revenue. However, where

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the beneficiary is an agent, the incentive payment is recognised as an expense as the same is in the nature of commission.

Chargebacks / Reptos claims by the wholesalers / distributors and Price Protections

Chargebacks and reptos claims are estimated on the basis of the average trend of the past years and recognised as reduction to revenue.

Contract Assets

A trade receivable is recognised if the amount of consideration is unconditional (i.e., only the passage of time is required before payment of the considerations is due) Refer to accounting policies of - financial instruments - initial recognition and subsequent measurement (Refer note 3.18)

3.5.2 Rendering of services

Revenue from services rendered, which primarily relate to contract research, is recognised over time in the consolidated statement of profit and loss as the underlying services are performed. Upfront payments received under these arrangements are deferred and recognised as revenue over the expected period over which the related services are expected to be performed.

3.5.3 Royalty, sale of licenses and Intellectual property rights

The Group enters into certain dossier sales, royalties, licensing and supply arrangements with various parties. Income from licensing arrangements is generally recognised over the term of the contract. Some of these arrangements include certain performance obligations by the Group. Revenue from such arrangements is recognised at that point in time in the period in which the Group completes all its performance obligations.

3.5.4 Dividend and interest income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

3.5.5 Rental income

The Group's policy for recognition of revenue from operating leases is described in note 3.6.1 below.

3.5.6 Export and Production linked Incentives

Export and Production linked incentives are accrued for based on fulfilment of eligibility criteria for availing the incentives and when there is no uncertainty in receiving the same. These incentives include estimated realisable values/benefits from special import licenses and benefits under specified schemes as applicable.

3.6 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in Ind AS 116. This policy is applied to contracts entered into, on or after 1 April 2019.

3.6.1 The Group as lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative standalone prices. When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease. The Group recognises lease payments received under operating leases as income on a straightline basis over the lease term.

3.6.2 The Group as lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative standalone prices. However, for the leases of property the group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Company's significant leasing arrangements are mainly in respect of factory land and buildings, residential and office premises.

3.7 Foreign currencies transactions and translation

In preparing the financial statements of each individual group entity, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on settlement or translation of monetary items are recognised in statement of profit and loss in the period in which they arise except for:

- exchange differences which are regarded as an adjustment to interest costs on foreign currency borrowings that are directly attributable to the acquisition or construction of qualifying assets, are capitalized as cost of assets, and
- exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore forming part of the net investment in the foreign operation), are recognised initially in other comprehensive income

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and reclassified from equity to statement of profit and loss on repayment of the monetary items. On the disposal of a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation, recognised in other comprehensive income and accumulated in the separate component of equity, will be reclassified from equity to statement of profit and loss when the gain or loss on disposal is recognised.

For the purposes of presenting these consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into Indian Rupees using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity (and attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, a disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to the statement of profit and loss.

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in statement of profit and loss. For all other partial disposals (i.e. partial disposals of associates or joint arrangements that do not result in the Group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to the statement of profit and loss.

Goodwill and fair value adjustments to identifiable assets acquired and liabilities assumed through acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences arising are recognised in other comprehensive income.

3.8 Borrowing costs

Borrowing costs include:

(i) interest expense calculated using the effective interest rate method,

(ii) interest on lease liabilities, and

(iii) exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in statement of profit and loss in the period in which they are incurred.

3.9 Employee benefits

3.9.1 Short-term employee benefits

All employee benefits falling due wholly within twelve months of rendering the services are classified as short-term employee benefits, which include benefits like salaries, wages, short-term compensated absences and performance incentives and are recognised as expenses in the period in which the employee renders the related service. A liability is recognised for the amount expected to be paid under short-term cash bonus, if the company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

3.9.2 Post-employment benefits

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost is recognised in statement of profit and loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

The retirement benefit obligation recognised in the consolidated balance sheet represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

3.9.3 Compensated absences

The Group has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using the projected unit credit method on the additional amount expected to be paid/availed as a result of the unused entitlement that has accumulated at the balance sheet date. Expense on non-accumulating compensated absences is recognised in the period in which the absences occur.

3.10 Share-based payment arrangements

3.10.1 Share-based payment transactions of the Company

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in statement of profit and loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

3.10.2 Cash settled share-based payment transactions of the Company

The fair value of the amount payable to employees in respect of cash settled share based payments is recognised as an expense with the corresponding increase in liabilities, over the period during which the employees becoming unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date based on the fair value of the underlying options. Any changes in the liability are recognised in the statement of profit or loss.

3.10.3 Share-based payment transactions of the acquiree in a business combination

When the share-based payment awards held by the employees of an acquiree (acquiree awards) are replaced by the Group's share-based payment awards (replacement awards), both the acquiree awards and the replacement awards are measured in accordance with Ind AS 102 ("market-based measure") at the acquisition date. The portion of the replacement awards that is included in measuring the consideration transferred in a business combination equals the market-based measure of the acquiree awards multiplied by the ratio of the portion of the vesting period completed to the greater of the total vesting period or the original vesting period of the acquiree award. The excess of the market-based measure of the replacement awards over the market-based measure of the acquiree awards included in measuring the consideration transferred is recognised as remuneration cost for post-combination service.

However, when the acquiree awards expire as a consequence of a business combination and the Group replaces those awards when it does not have an obligation to do so, the replacement awards are measured at their market-based measure in accordance with Ind AS 102. All of the market-based measure of the replacement awards is recognised as remuneration cost for post-combination service.

At the acquisition date, when the outstanding equity-settled share-based payment transactions held by the employees of an acquiree are not exchanged by the Group for its share-based payment transactions, the acquiree share-based payment transactions are measured at their market-based measure at the acquisition date. If the share-based payment transactions have vested by the acquisition date, they are included as part of the non-controlling interest in the acquiree. However, if the share-based payment transactions have not vested by the acquisition date, the market-based measure of the unvested share-based payment transactions is allocated to the non-controlling interest in the acquiree based on the ratio of the portion of the vesting period completed to the greater of the total vesting period or the original vesting period of the share-based payment transaction. The balance is recognised as remuneration cost for post-combination service.

3.11 Income Tax

Income tax expense represents the sum of the current tax payable and deferred tax. The company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes and therefore accounted for

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them under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

3.11.1 Current tax

The current tax payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the consolidated statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period. Current tax assets and liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously.

3.11.2 Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences can be utilised and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, which is likely to give future economic benefits in the form of availability of set-off against future tax liability. Accordingly, MAT is recognised as deferred tax asset in the Balance sheet when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

Current and deferred tax are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

3.11.2.1 Deferred Tax on Undistributed Earnings

When only a portion of undistributed earnings is remitted to the parent entity by its subsidiary, the parent recognises a deferred tax liability only for the portion of the undistributed earnings expected to be remitted in the foreseeable future.

3.11.2.2 Deferred Tax on Unrealised Profits

The intragroup elimination is made as a consolidation adjustment and not in the financial statements of any individual reporting entity. Therefore, the elimination will result in the creation of a temporary difference, as far as the group is concerned, between the carrying amount of the inventories in the consolidated financial statements and the tax base (assumed to be the carrying amount in the purchaser's individual financial statements). The deferred tax effects arising in respect of this temporary difference is recognised. The tax rate used while recognising the deferred tax balance arising from the elimination of unrealised profits on intragroup transactions is determined by reference to the tax rate in the purchaser's jurisdiction where the temporary difference will reverse.

3.12 Property, plant and equipment

Property, plant and equipment held for use in the production or supply of goods or services, or for administrative purposes, are stated in the consolidated balance sheet at cost less accumulated depreciation and accumulated impairment losses (if any).

Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the group. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

The non refundable payments made with respect to Land taken on lease (where there is an option to purchase the same at the end of the lease period) is classified under Property, plant and Equipment as "Lease hold Land".

Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets has been assessed to be different and are as under based on technical advice, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes, manufacturers warranties and maintenance support, etc.,

Dies and punches : 4 years

Mobile phones : 3 years

Certain factory buildings : 18 years

Freehold land is not depreciated.

Depreciation on property, plant and equipment of the Group's foreign subsidiaries has been provided on straight-line method as per the estimated useful life of such assets as follows:

Building : 20 years to 30 years

General plant and machinery : 4 years to 20 years

Furniture and fixtures : 5 years to 16 years

Office equipment : 3 years to 6 years

Motor vehicles : 8 years

Computers and data processing equipment : 3 years to 6 years

Freehold land is not depreciated.

Individual assets costing less than ₹5,000 are depreciated in full in the year of purchase.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in statement of profit and loss. When an item of property, plant and equipment is acquired in exchange for a non-monetary asset or assets, or a combination of monetary and non-monetary assets, the cost of that item is measured at fair value (even if the entity cannot immediately derecognise the asset given up) unless the exchange transaction lacks commercial substance or the fair value of neither the asset received nor the asset given up is reliably measurable. If the acquired item is not measured at fair value, its cost is measured at the carrying amount of the asset given up. Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

3.13 Investment property

Properties that is held for long-term rentals or for capital appreciation or both, and that is not occupied by the Group, is classified as investment property. Investment property is

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of the investment property is replaced, the carrying amount of the replaced part is derecognised.

Investment properties are depreciated using the straight line method over their estimated useful lives. Investment properties generally have a useful life of 25-60 years. The useful life has been determined based on technical evaluation performed by the management's expert.

Investment properties are derecognised on disposal or when the investment properties are permanently withdrawn from use and no future economic benefits are expected from its disposal. The gains or losses from the disposal of investment properties are determined as difference between the carrying amount of the investment properties and the net disposal proceeds and are recognised in the statement of profit or loss in the period in which it is disposed.

Transfers to (or from) investment property are made only when there is a change in use. Transfers between investment property and owner-occupied property do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes.

3.14 Intangible assets

3.14.1 Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method is reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses (if any). Payments to in-license products and compounds from third parties generally taking the form of up-front payments and milestones are capitalised and amortised on a straight-line basis, over their useful economic lives from when the asset is available for use. During the periods prior to their launch, these assets are tested for impairment on an annual basis, as their economic useful life is indeterminable till then. The Company monetise the molecules under development, as active market exists at each stage / phase wise molecule development, either through out licencing arrangement or subsequent product launches. Accordingly the molecule under development which meets criteria under Ind AS 38 Intangible Assets; para 57 are classified as intangible assets.

3.14.2 Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in statement profit and loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.14.3 Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

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for the year ended March 31, 2026

3.14.4 Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in statement of profit and loss when the asset is derecognised.

3.14.5 Useful lives of intangible assets

Intangible assets are amortised over their estimated useful life on straight line method as follows:

Registration and Brands : 5 years to 25 years

Software Licenses : 5 years

Customer/supply contracts are amortised over the period of the contract or useful life, whichever is less.

Intangible assets with indefinite useful lives are not amortized and tested for impairment annually.

3.15 Impairment of assets

3.15.1 Impairment of financial assets:

The Group assesses at each date of balance sheet, whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured though a loss allowance. The Group recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. For all other financial assets, expected credit losses are measured at an amount equal to the twelve-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly, since initial recognition.

3.15.2 Impairment of goodwill and investments in associates and joint ventures:

Refer notes 3.2 and 3.3.

3.15.3 Impairment of non-financial assets other than goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in statement of profit and loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in statement of profit and loss.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

3.16 Inventories

Inventories are valued at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Cost includes all charges in bringing the goods to the point of sale, including octroi and other levies, transit insurance and receiving charges. Work-in-progress and finished goods include appropriate proportion of overheads. Cost is determined as follows:

Raw materials, packing materials, stores and spares: weighted average basis

Work-in progress: at material cost and an appropriate share of production overheads

Finished goods: material cost and an appropriate share of production overheads, wherever applicable

Stock-in trade: weighted average basis

Notes forming part of the consolidated financial statements

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Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

3.17 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.17.1 Onerous contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract. Before a provision is recognised company will recognise an impairment loss on the assets associated with that contract.

3.17.2 Contingent liabilities

Contingent liabilities are disclosed in notes when there is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

3.18 Financial instruments

3.18.1 Financial assets and financial liabilities

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instruments.

Initial recognition and measurement:

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in statement of profit and loss. however, trade receivables that do not contain significant financing component are measured at transaction price.

Subsequent measurement:

Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and contractual terms of financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

The Group has made an irrevocable election to present in other comprehensive income subsequent changes in the fair value of equity instruments in Outlook Therapeutics Inc., Sonnet Biotherapeutics Holdings Inc. and Strides Global Consumer Healthcare which is not held for trading.

Financial assets at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless it measured at amortised cost or fair value through other comprehensive income on initial recognition. The transaction cost directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in the statement of profit and loss.

Notes forming part of the consolidated financial statements

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Financial liabilities

Financial liabilities are measured at amortised cost using effective interest method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Derecognition

Financial assets

The Company derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
  - substantially all of the risks and rewards of ownership of the financial asset are transferred;or
  - the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. The Company enters into transactions whereby it transfers assets recognised on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

3.18.2 Equity instruments

An equity instrument is a contract that evidences residual interest in the assets of the company after deducting all of its liabilities. Equity instruments recognised by the Group are recognised at the proceeds received net off direct issue cost.

3.18.3 Financial guarantee contracts

At the inception of a financial guarantee contract, a liability is recognized initially at fair value and then subsequently at the higher of the estimated loss, amount initially recognised less, when appropriate, the cumulative amount of income recognised. The changes in subsequent measurement being recognised in the statement of profit and loss. Where a guarantee is issued for a consideration, a financial asset of an amount equal to the liability is initially recognized at amortized cost. Where a guarantee is issued for no consideration, the fair value is recognized as additional investment in the entity to which the guarantee relates.

3.18.4 Derivative financial instruments and hedge accounting

The Group uses various derivative financial instruments such as interest rate swaps, currency swaps and forward contracts to mitigate the risk of changes in interest rates and foreign exchange rates. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are also subsequently measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the statement of profit and loss, except for the effective portion of cash flow hedges which is recognised in Other Comprehensive Income and later to the statement of profit and loss when the hedged item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial assets or non-financial liability.

Hedges that meet the criteria for hedge accounting are accounted for as follows:

Cash flow hedge

The Group designates derivative contracts or non derivative financial assets / liabilities as hedging instruments to mitigate the risk of movement in interest rates and foreign exchange rates for foreign exchange exposure on future cash flows attributable to a recognised asset or liability or highly probable forecast cash transactions. When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in the cash flow hedging reserve being part of other comprehensive income. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the statement of profit and loss. If the hedging relationship no longer meets the criteria for hedge accounting, then hedge accounting is discontinued

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prospectively. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in cash flow hedging reserve till the period the hedge was effective remains in cash flow hedging reserve until the underlying transaction occurs. The cumulative gain or loss previously recognized in the cash flow hedging reserve is transferred to the statement of profit and loss upon the occurrence of the underlying transaction. If the forecasted transaction is no longer expected to occur, then the amount accumulated in cash flow hedging reserve is reclassified in the statement of profit and loss.

3.18.5 Hedges of net investments in foreign operations

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated under the heading of foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in statement of profit and loss.

Gains and losses on the hedging instrument relating to the effective portion of the hedge accumulated in the foreign currency translation reserve are reclassified to statement of profit and loss on the disposal of the foreign operation.

3.18.6 Written put options issued to the non-controlling interests:

The Group has issued written put option to non-controlling interests in certain subsidiaries of the Group in accordance with the terms of underlying agreement with such option holders. Should the option be exercised, the Group has to settle such liability by payment of cash.

Accounting on initial recognition:

The amount that may become payable under the option on exercise is recognised as a financial liability at its present value with a corresponding charge directly to the shareholders' equity.

Subsequent measurement:

The liability is subsequently accreted through finance charges recognised under exceptional items in the statement of profit and loss upto the redemption amount that is payable at the date on which the option first becomes exercisable. In the event that the option expires unexercised, the liability is derecognised with a corresponding adjustment to equity.

3.19 Exceptional items

When an item of income or expense within profit or loss from ordinary activity is of such size, nature or incidence that their disclosure is relevant to explain the performance of the Group for the year, the nature and amount of such items are disclosed as exceptional items.

3.20 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and cash at banks, demand deposits and short-term deposits with an original maturity of three months or less, highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value. Bank overdrafts that are repayable on demand and form an integral part of our cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

3.21 Earnings per share

Basic Earnings Per Share ('EPS') is computed by dividing the net profit attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the adjusted profit by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. Dilutive potential equity shares are deemed converted as of the beginning of the year, unless issued at a later date. In computing diluted earnings per share, only potential equity shares that are dilutive and that either reduces earnings per share or increases loss per share are included. The number of shares and potentially dilutive equity shares are adjusted retrospectively for all periods presented in case of share splits.

3.22 Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components, and for which discrete financial information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Chairperson and Managing Director of the Company is responsible for allocating resources and assessing performance of the operating segments and accordingly is identified as the Chief Operating Decision Maker (CODM). All operating segments' operating results are reviewed regularly by the CODM to make decisions about resources to be allocated to the segments and assess their performance.

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3.23 Demerger of CDMO and Softgelatin business

Softgel Business division of Strides Pharma Science Limited has been carved out on the basis of the following judgement:

a. Property, Plant and Equipment (PPE) situated at Softgel block in KRS Gardens, Bangalore including respective depreciation and capital work in progress

b. Registration and brands consisting of Intellectual property rights for distribution and marketing of softgelatin products including intangibles under developments and awaiting approvals

c. Capital Creditors and Advances directly relating to the above PPE and intangibles have been identified and carved out.

d. Employees directly and exclusively involved in the manufacture of Softgelatin products and employee directly attributable/ involved in distribution of softgel products also form part of the Softgel Division. The employees are in the rolls of Strides Pharma Science Limited (SPSL). As SPSL is administratively managing the softgel business, the corresponding cost of these employees are disclosed as employee benefit expenses. The related employee liabilities and advances have also been carved out with respect to the employees.

e. Inventories situated in KRS Gardens relating to Softgelatin products consisting of Finished goods, Semi finished Goods, Raw materials and packing materials directly attributable or related to manufacture of Soft Gelatin product.

f. Trade Receivables relating to Softgel products directly identified and carved out.

g. Borrowings from Banks and financial institutions which were identified, assigned to Softgel business under appropriate mechanism with the confirmation from the lenders. The balance towards letter of credits for Softgel Division have been identified at specific invoice levels.

h. Trade Payables which are directly relating to Softgel business were identified and carved out.

i. Revenues of the Softgel business were directly identified and carved out with the corresponding cost of materials consumed based on the underlying softgel products' description.

j. Other Expenses which were directly identifiable to Softgel business have been carved out and common costs are allocated to Softgel business using reasonable and appropriate basis.

Directly Attributable: Balances and transactions representing assets, liabilities, incomes and expenditures that are identifiable and attributable to Softgel Business division of Strides Pharma Science Limited as specified in items (a) to (f), (h) and (i) above are carved out.

Allocable balances or transactions: Balances and transactions other than that are directly attributable are allocated based on appropriate method as specified in items (g) and (j) above.

3.24 Recent accounting developments

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On May 2025, MCA has notified Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f April 1, 2025. The Group has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

On August 2025, MCA notified the following amendments to

a) Inda AS 1, Presentation of Financial Statements, applicable w.e.f April 1, 2025 - The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Group has no impact of these amendments in its classification criteria of current and non-current liabilities.

b) Ind AS 7, Statement of Cash flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f April 1, 2025 - The amendment in Ind AS 7, requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Group has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

c) Ind AS 12, International Tax Reform - Pillar Two Model Ruoes applicable immediately - The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively. The Group has reviewed the amendment and based on its evaluation has determined that it does not have any signification impact in its financial statements.

Notes forming part of the consolidated financial statements

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4 (i). Property, plant and equipment

Gross Block

₹ In Million

Particulars	Freehold Land	Leasehold Land (Refer note (ii) below)	Building	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipments	Total
As at April 1, 2024	**1,367.85**	**48.21**	**3,225.14**	**7,519.47**	**269.37**	**59.16**	**1,199.90**	**13,689.10**
Foreign currency exchange differences and / or regroupings	10.74	-	44.72	33.81	1.66	1.33	4.61	96.87
Additions during the year	-	2.14	143.53	1,073.19	36.19	21.80	97.88	1,374.73
Disposals during the year	-	-	-	(21.60)	(1.12)	(1.28)	(11.19)	(35.19)
Derecognition on demerger (refer note 40.1)	-	-	-	(761.96)	(31.88)	-	(14.70)	(808.54)
Acquisition through business combinations (refer note 39)	-	-	-	-	-	-	0.12	0.12
As at March 31, 2025	**1,378.59**	**50.35**	**3,413.39**	**7,842.91**	**274.22**	**81.01**	**1,276.62**	**14,317.09**
Foreign currency exchange differences and / or regroupings	43.77	-	207.67	186.71	8.71	7.79	19.80	474.45
Additions during the year	-	2.92	235.28	1,202.43	61.25	26.60	223.54	1,752.02
Disposals during the year	-	-	(0.18)	(250.21)	(8.73)	(20.41)	(60.54)	(340.07)
As at March 31, 2026	**1,422.36**	**53.27**	**3,856.16**	**8,981.84**	**335.45**	**94.99**	**1,459.42**	**16,203.49**

Accumulated Depreciation

₹ In Million

Particulars	Freehold Land	Leasehold Land (Refer note (ii) below)	Building	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipments	Total
As at April 1, 2024	**-**	**-**	**810.12**	**3,969.14**	**203.21**	**22.39**	**792.56**	**5,797.42**
Foreign currency exchange differences and / or regroupings	-	-	11.12	19.49	0.95	0.78	3.69	36.03
Depreciation for the year	-	-	164.74	624.66	25.26	8.94	72.35	895.95
Eliminated on disposals of assets	-	-	4.01	(2.60)	(1.10)	(1.12)	(10.06)	(10.87)
Eliminated on demerger (refer note 40.1)	-	-	-	(501.67)	(8.97)	-	(2.57)	(513.21)
As at March 31, 2025	**-**	**-**	**989.99**	**4,109.02**	**219.35**	**30.99**	**855.97**	**6,205.32**
Foreign currency exchange differences and / or regroupings	-	-	72.15	128.86	5.61	5.26	16.27	228.15
Depreciation for the year	-	-	148.75	662.72	25.62	9.02	102.89	949.00
Eliminated on disposals of assets	-	-	(0.18)	(240.26)	(8.19)	(13.69)	(58.63)	(320.95)
As at March 31, 2026	**-**	**-**	**1,210.71**	**4,660.34**	**242.39**	**31.58**	**916.50**	**7,061.52**

Net Block

Particulars	Freehold Land	Leasehold Land (Refer note (ii) below)	Building	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipments	Total
As at March 31, 2025	**1,378.59**	**50.35**	**2,423.40**	**3,733.89**	**54.87**	**50.02**	**420.65**	**8,111.77**
As at March 31, 2026	**1,422.36**	**53.27**	**2,645.45**	**4,321.50**	**93.06**	**63.41**	**542.92**	**9,141.97**

Notes:

(i) The above assets, other than to the extent mentioned in (ii) below, are owned by the Group.

(ii) In 2008, the Group had entered into a lease cum sale agreement with Karnataka Industrial Area Development Board for purchase of land under a lease cum sale agreement. The Group is in the process of transferring the said land in its name.

(iii) Refer note 22 for details of property, plant and equipment pledged as security towards borrowings.

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4 (ii). Capital-Work-in Progress (CWIP)

₹ In Million

Particulars	CWIP Movement
As at April 1, 2024	**798.79**
Additions	782.45
Deletions/ Transfers	(587.51)
Effects of foreign currency exchange differences	2.73
As at March 31, 2025	**996.46**
Additions	1,701.25
Deletions/ Transfers	(1,124.95)
Effects of foreign currency exchange differences	38.47
As at March 31, 2026	**1,611.23**

Capital-Work-in Progress (CWIP) ageing schedule

₹ In Million

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
As on March 31, 2026					
Projects in progress	1,401.69	185.97	19.35	4.22	1,611.23
Projects temporarily suspended	-	-	-	-	-
As on March 31, 2025					
Projects in progress	797.03	163.83	21.96	13.64	996.46
Projects temporarily suspended	-	-	-	-	-

There are no capital work-in-progress whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2026 and March 31, 2025.

5. Leases

(i) Right-of-use assets

Gross Block

₹ In Million

Particulars	Building	Office Equipment	Total
As at April 1, 2024	**1,607.00**	**87.99**	**1,694.99**
Effects of foreign currency exchange differences	13.75	-	13.75
Additions during the year	49.82	-	49.82
Disposals during the year	(90.29)	(87.99)	(178.28)
As at March 31, 2025	**1,580.28**	**-**	**1,580.28**
Effects of foreign currency exchange differences	49.27	-	49.27
Additions during the year	396.03	-	396.03
Disposals during the year	(169.72)	-	(169.72)
As at March 31, 2026	**1,855.86**	**-**	**1,855.86**

Accumulated Depreciation

₹ In Million

Particulars	Building	Office Equipment	Total
As at April 1, 2024	**712.01**	**87.99**	**800.00**
Effects of foreign currency exchange differences	5.54	-	5.54
Depreciation for the year	258.54	-	258.54
De-recognition	(90.96)	(87.99)	(178.95)
As at March 31, 2025	**885.13**	**-**	**885.13**
Effects of foreign currency exchange differences	24.83	-	24.83
Depreciation for the year	294.10	-	294.10
De-recognition on disposal	(130.53)	-	(130.53)
As at March 31, 2026	**1,073.53**	**-**	**1,073.53**

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for the year ended March 31, 2026

Net Block

₹ In Million

Particulars	Building	Office Equipment	Total
As at March 31, 2025	**695.15**	**-**	**695.15**
As at March 31, 2026	**782.33**	**-**	**782.33**

(ii) Lease Liabilities

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Opening Balance	**840.20**	**1,023.40**
Effects of foreign currency exchange differences	28.85	9.92
Net Addition during the year	296.72	49.68
Interest for the year	94.27	90.96
Lease payment (including interest)	(367.11)	(333.76)
Closing Balance	**892.93**	**840.20**
Current	374.53	325.62
Non- Current	518.40	514.58

(iii) Amounts recognised in the statement of profit or loss

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Depreciation of Right-Of-Use asset		
Buildings	294.10	258.54
Net Depreciation charged to statement of profit and loss	**294.10**	**258.54**
Interest Expense (Included in Finance Cost)	94.27	90.96
Net Interest charged to statement of profit and loss	**94.27**	**90.96**
Other Income on account of derecogntion of ROU asset and liability	**35.15**	**-**
Short term lease expenses , not included in lease payments	197.02	156.16

(iv) Total Cash outflow

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Buildings	367.11	333.76
	367.11	**333.76**

6. Investment property

Gross Block

₹ In Million

Particulars	Land	Building	Total
As at April 1, 2024	**31.31**	**111.40**	**142.71**
Additions during the year	-	-	-
Disposals during the year	-	(1.29)	(1.29)
As at March 31, 2025	**31.31**	**110.11**	**141.42**
Additions during the year	-	0.08	0.08
Disposals during the year	(31.31)	(102.39)	(133.70)
As at March 31, 2026	**-**	**7.80**	**7.80**

Accumulated Depreciation

₹ In Million

Particulars	Land	Building	Total
As at April 1, 2024	**-**	**23.72**	**23.72**
Depreciation for the year	-	6.74	6.74
Eliminated on disposals of assets	-	(0.78)	(0.78)
As at March 31, 2025	**-**	**29.68**	**29.68**
Depreciation for the year	-	4.33	4.33
Eliminated on disposals of assets	-	(28.64)	(28.64)
As at March 31, 2026	**-**	**5.37**	**5.37**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Net Block

₹ In Million

Particulars	Land	Building	Total
As at March 31, 2025	**31.31**	**80.43**	**111.74**
As at March 31, 2026	**-**	**2.43**	**2.43**

(i) Details of assets given under an operating lease:

₹ In Million

Particulars	Gross block		Net block	
	31-Mar-26	31-Mar-25	31-Mar-26	31-Mar-25
Freehold Land	-	31.31	-	31.31
Buildings	-	102.39	-	77.91
Total	**-**	**133.70**	**-**	**109.22**

(ii) Details of assets held by Trust and for capital appreciation and not given under lease:

₹ In Million

Particulars	Gross block		Net block	
	31-Mar-26	31-Mar-25	31-Mar-26	31-Mar-25
Buildings	7.80	7.72	2.43	2.52
Total	**7.80**	**7.72**	**2.43**	**2.52**

(iii) Amounts recognised in profit or loss for investment properties

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Rental Income	9.50	17.46
Gain on sale of investment property (net)	1,021.43	-
Depreciation	(4.33)	(6.74)
Profit from investment properties	**1,026.60**	**10.72**

7. Goodwill

₹ In Million

Particulars	As at April 1, 2025	Effects of foreign currency exchange differences	Acquisition through business combinations	As at March 31, 2026
Goodwill	5,465.72	478.52	-	5,944.24
Previous year	5,294.11	119.10	52.51	5,465.72

Notes:

(i) Allocation of goodwill to cash generating units (CGU):

Goodwill has been allocated for impairment testing purposes to the following cash-generating units:

- United States of America (USA)
- Other regulated markets
- Growth & Access market

The carrying amount of goodwill are allocated to cash-generating units as follows:

₹ In Million

Cash generating units	31-Mar-26	31-Mar-25
United States of America (USA)	3,690.37	3,460.31
Other regulated markets	1,630.93	1,443.46
Growth & Access market	622.94	561.95
Total	5,944.24	5,465.72

The recoverable amount of the above cash generating units have been determined based on 'value in use' model, where in the value of cash generating unit is determined as a sum of the net present value of the projected pre tax cash flows for a period of 5.25 years and terminal value. The terminal value of each cash generating unit is arrived at by extrapolating cash flows of latest forecasted

Notes forming part of the consolidated financial statements
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year to perpetuity using a constant long term growth rate. Key assumptions used for determining the said value in use of each cash generating unit is as follows:

₹ In Million

Key Assumptions	USA	Other regulated markets	Growth & Access Market
Discount Rate	**10.68% - 15.34%**	**11.54% - 17.75%**	**13.00% - 18.95%**
Growth Rate(used for determining Terminal Value)	**2%- 3%**	**2%- 5%**	**2%- 5%**
Operational Cashflows	**5%- 15%**	**5%- 15%**	**5%- 15%**

The discount rates used are based on weighted average cost of capital.

The growth rates of the above cash generating units have been considered based on the market conditions prevalent in the countries that would fall in respective cash generating units.

The management believes that the projections used by the management for determining the “value in use” of cash generating units reflect past experience and external sources of information and any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash generating unit.

8(i). Other intangible assets

Gross Block

₹ In Million

Particulars	Registration and brands		Customer/ Supply Contracts	Software licenses	Total
	Internally Generated	Others			
As at April 1, 2024	**798.28**	**5,412.48**	**746.32**	**1,096.48**	**8,053.56**
Effects of foreign currency exchange differences	-	161.99	29.21	4.94	196.14
Additions during the year	-	802.02	11.86	60.83	874.71
Disposals during the year	-	(674.38)	-	(19.93)	(694.31)
Acquisition through business combinations (Refer note 39)	-	450.23	-	-	450.23
Derecognition on demerger (refer note 40.1)	-	(1,270.13)	-	(0.75)	(1,270.88)
As at March 31, 2025	**798.28**	**4,882.21**	**787.39**	**1,141.57**	**7,609.45**
Effects of foreign currency exchange differences	-	659.48	144.45	20.66	824.59
Additions during the year	74.59	827.69	-	181.95	1,084.23
Disposals during the year	-	(480.34)	-	(7.60)	(487.94)
As at March 31, 2026	**872.87**	**5,889.04**	**931.84**	**1,336.58**	**9,030.33**

Accumulated Amortisation

₹ In Million

Particulars	Registration and brands		Customer/Supply Contracts	Software licenses	Total
	Internally Generated	Others			
As at April 1, 2024	**436.18**	**1,845.99**	**364.41**	**955.98**	**3,602.56**
Effects of foreign currency exchange differences	-	164.96	17.96	3.21	186.13
Amortisation for the year	-	606.00	86.77	68.60	761.37
Eliminated on disposals of assets	-	(645.29)	-	(19.93)	(665.22)
Eliminated on demerger (refer note 40.1)	-	(883.77)	-	(0.16)	(883.93)
As at March 31, 2025	**436.18**	**1,087.89**	**469.14**	**1,007.70**	**3,000.91**
Effects of foreign currency exchange differences	-	195.74	97.85	19.17	312.76
Amortisation for the year	39.52	585.01	70.52	81.53	776.58
Eliminated on disposals of assets	-	(187.27)	-	(7.60)	(194.87)
As at March 31, 2026	**475.70**	**1,681.37**	**637.51**	**1,100.80**	**3,895.38**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Net Block

₹ In Million

Particulars	Registration and brands		Customer/ Supply Contracts	Software licenses	Total
	Internally Generated	Others			
As at March 31, 2025	**362.10**	**3,794.32**	**318.25**	**133.87**	**4,608.54**
As at March 31, 2026	**397.17**	**4,207.67**	**294.33**	**235.78**	**5,134.95**

Refer note 22 for details of other intangible assets pledged as security towards borrowings.

8 (ii). Intangible assets under development

₹ In Million

Particulars	Total
As at April 1, 2024	**820.15**
Additions	769.30
Deletions/ Transfers	(535.73)
Effects of foreign currency exchange differences	17.40
As at March 31, 2025	**1,071.12**
Additions	1,887.51
Deletions/ Transfers	(169.72)
Effects of foreign currency exchange differences	72.67
As at March 31, 2026	**2,861.58**

Intangible assets under development aging schedule

₹ In Million

Intangible assets under development	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
As on March 31, 2026					
Projects in progress	2,242.48	243.62	74.37	301.11	2,861.58
Projects temporarily suspended	-	-	-	-	-
As on March 31, 2025					
Projects in progress	560.91	141.83	112.56	255.82	1,071.12
Projects temporarily suspended	-	-	-	-	-

There are no intangible assets under development, whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2026 and March 31, 2025.

9 Investments

Investments consist of the following:

(i) Investments accounted for using the equity method

₹ In Million

Particulars	31-Mar-26	31-Mar-25
(A) Investments in associates under equity method*:		
Equity shares, unquoted		
- 92,946 (As at March 31, 2025: 92,946) shares of Kenyan Shilling 1000 each in Universal Corporation Limited, Kenya	123.50	99.73
Preference shares, unquoted		
- 4,039,651 (As at March 31, 2025: 3,734,074) shares of USD 0.001 each fully paid up in Aponia Laboratories Inc, USA	81.99	81.99
Less: Impairment	(81.99)	(81.99)
Total [A]	**123.50**	**99.73**
(B) Investments in joint ventures under equity method*:		
- 2,450,000 (As at March 31, 2025: 2,450,000) shares of USD 1 each in Sihuan Strides (HK) Limited, Hong Kong	1.24	7.06
Total [B]	**1.24**	**7.06**
Total [A+B]	**124.74**	**106.79**
Aggregate book value of quoted investments	-	-
Aggregate market value of quoted investments	-	-
Aggregate carrying value of unquoted investments	124.74	106.79
Aggregate amount of impairment in value of investments	81.99	81.99

*The amount is net of gain / loss recognised

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(ii) Investments - non-current

₹ In Million

Particulars	31-Mar-26	31-Mar-25
(A) Other investments at fair value through other comprehensive income:		
Equity shares, quoted		
10,870 (As at March 31, 2025: 10,870) shares in Outlook Therapeutics Inc., USA	0.21	1.13
- 260 (As at March 31, 2025: 260) shares in Sonnet Biotherapeutics Holdings Inc., USA (Refer note below)	0.12	0.03
- 1,839,900 (As at March 31, 2025: 1,839,900) shares in Onesource Specialty Pharma Limited, India (formerly known as Stelis Biopharma Limited)	2,710.72	3,223.96
Total [A]	**2,711.05**	**3,225.12**
(B) Other investments at amortised cost*		
Equity shares, unquoted		
- 252,700 (As at March 31, 2025: 252,700) shares of Re.10 each fully paid up in AMP Energy C&I Six Private Limited, India	2.53	2.53
- 3,990,000 (As at March 31, 2025: 3,990,000) shares of Re.10 each fully paid up in AMP Energy C&I Eight Private Limited, India	39.90	39.90
- 1,260,000 (As at March 31, 2025: NIL) shares of Re.10 each fully paid up in AMP Energy C&I One Private Limited, India	12.60	-
Debentures, unquoted		
- 22,743 (As at March 31, 2025: 22,743) CCD of Re.1000 each in AMP Energy C&I Six Private Limited, India	22.74	22.74
Total [B]	**77.77**	**65.17**
Total [A+B]	**2,788.82**	**3,290.29**
Aggregate book value of quoted investments	2,711.05	3,225.12
Aggregate market value of quoted investments	2,711.05	3,225.12
Aggregate carrying value of unquoted investments	77.77	65.17
Aggregate amount of impairment in value of investments	-	

Notes:

On September 30, 2024, pursuant to requisite approval, there was reverse stock split in the ratio of 1-for-8 shares respectively for the shares of the Sonnet Biotherapeutics Holding Inc.

*These investments are in the nature of security deposits towards the power purchase agreements entered into with these entities. These are refundable at the end of the contract period at par value.

(iii) Investments - current

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Investments carried at fair value through profit and loss		
Investment in funds, quoted		
Clareville Capital Opportunity Fund (units as at March 31, 2026: NIL, March 31, 2025: 78,990)	-	695.00
Total	**-**	**695.00**
Current investments offered as security towards borrowings	-	-
Liquid investments that are readily convertible into known amounts of cash and cash equivalents	-	695.00

10 Loans receivable

Loans (unsecured) consist of the following:

Current loans

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Considered good:		
Loans to:		
- Employees	81.36	104.46
Total	**81.36**	**104.46**

Notes forming part of the consolidated financial statements
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11 Other financial assets

Other financial assets consist of the following:

(i) Non-current financial assets

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Unsecured, considered good:		
Security deposits*	830.59	748.00
Bank deposits with more than 12 months maturity	169.65	104.62
Balance held as margin money against long term borrowings with others	90.36	84.12
Deferred consideration receivable on sale of business*	-	706.31
Derivative assets	-	25.12
Total	**1,090.60**	**1,668.17**

* Includes amount receivable from related parties as referred in note 49.

(ii) Current financial assets

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Unsecured, considered good:		
Interest accrued on deposit*	3.57	2.40
Receivable from related parties*	5.86	13.67
Deferred consideration receivable on sale of business*	706.28	482.67
Derivative assets	2.23	84.02
Others:		
- Gratuity claim receivables	1.92	21.06
- Other receivable	1,213.43	1,130.83
- Insurance claim receivable	38.80	8.34
Total	**1,972.09**	**1,742.99**

*Includes amount receivable from related parties as referred in note 49.

12 Deferred tax balances

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
Deferred tax assets (net)	2,838.62	2,691.33
Deferred tax liabilities (net)	(1,206.69)	(1,193.56)
Total	**1,631.93**	**1,497.77**

₹ In Million

Year ended March 31, 2026	Opening balance	Recognised in statement of profit or loss**	Recognised in other comprehensive income	Exchange differences	Closing balance
Deferred tax (liabilities)/assets in relation to:					
Cash flow hedges	(19.43)	-	200.81	-	181.38
(including forward element of forward contracts)		-	-	-	
Property, plant and equipment	(88.31)	(4.04)	-	16.43	(75.92)
Intangible assets	(546.99)	(18.85)	-	(82.65)	(648.49)
Financial assets - FVTPL	(22.47)	(31.43)	-	2.50	(51.40)
Fair value of equity instruments - FVOCI	(489.66)	-	129.25	0.01	(360.40)
Other financial liabilities	298.44	1.92	-	17.31	317.67
Others	166.13	(131.90)	-	(2.01)	32.22
Inventory	706.10	33.16	-	30.00	769.26
Employee benefits	444.82	(64.95)	(38.14)	4.66	346.39
Allowance for credit losses	20.30	(86.51)	-	(3.84)	(70.05)

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Year ended March 31, 2026	Opening balance	Recognised in statement of profit or loss**	Recognised in other comprehensive income	Exchange differences	Closing balance
	468.93	**(302.60)**	**291.92**	**(17.59)**	**440.66**
Tax losses	207.77	81.08	-	22.73	311.58
MAT credit entitlement	821.07	58.62	-	-	879.69
Total	**1,497.77**	**(162.90)**	**291.92**	**5.14**	**1,631.93**

₹ In Million

Year ended March 31, 2025	Opening balance	Recognised in statement of profit or loss**	Recognised in other comprehensive income	Exchange differences	Closing balance
Deferred tax (liabilities)/assets in relation to:					
Cash flow hedges	(10.48)	(0.72)	(8.23)	-	(19.43)
(including forward element of forward contracts)					
Property, plant and equipment	(119.69)	25.40	-	5.98	(88.31)
Intangible assets	(304.68)	(224.07)	-	(18.24)	(546.99)
Financial assets - FVTPL	-	(23.11)		0.64	(22.47)
Fair value of equity instruments - FVOCI	-	-	(489.66)	-	(489.66)
Other financial liabilities	44.34	254.10	-	-	298.44
Others	486.30	(325.13)	-	4.96	166.13
Inventory	685.92	13.77	-	6.41	706.10
Employee benefits	331.28	84.67	28.43	0.44	444.82
Allowance for credit losses	59.43	(39.63)	-	0.50	20.30
	1,172.42	**(234.72)**	**(469.46)**	**0.69**	**468.93**
Tax losses	261.87	(56.70)	-	2.60	207.77
MAT credit entitlement	835.72	(14.65)	-	-	821.07
Total	**2,270.01**	**(306.07)**	**(469.46)**	**3.29**	**1,497.77**

**including deferred tax expenses recognised in discontinued operations.

Under the Indian Income Tax Act, 1961, the Company is liable to pay Minimum Alternate Tax (MAT). MAT paid can be carried forward for a certain period and can be set off against the future tax liabilities. MAT is recognised as deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefits associated with the asset will be realised.

13 Other tax assets (net)

The income tax expense consists of the following:

Non-current income tax assets

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
Advance income tax (net of provisions)	470.10	177.91
Taxes paid under protest	-	59.98
Total	**470.10**	**237.89**

14 Other assets

Other assets (unsecured) consist of the following:

(i) Other non-current assets

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
Considered good:		
Capital advances	294.80	380.94
Prepaid expenses	11.41	27.12
Balances with Government Authorities:		

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
- VAT credit / refund receivable	0.81	7.40
- Indirect taxes paid under protest	40.30	27.71
Total	**347.32**	**443.17**

(ii) Other current assets

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
Considered good:		
Advance to suppliers	616.70	324.68
Advance to employees	71.98	-
Prepaid expenses	747.55	617.23
Balances with Government Authorities	778.47	930.06
Incentives receivables	490.78	401.74
Total	**2,705.48**	**2,273.71**

15 Inventories

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
Raw materials (including goods in transit Mar'26 - ₹ 574.66 million (Mar'25 - ₹ 197.22 million))	7,334.34	4,361.05
Work-in-progress	726.54	520.90
Finished goods (including goods in transit Mar'26 - ₹ 668.27 million (Mar'25 - ₹ 1,538.17 million))	6,520.14	3,664.01
Stock-in-trade	1,342.24	3,830.88
Stores and spares	424.68	398.87
Total	**16,347.94**	**12,775.71**

Note:

a) Refer note 3.16 for mode of valuation of inventories.

b) The company recorded increase in inventory obsolescence (net) of ₹ 173.28 millions (March 31, 2025 ₹ 98.52 millions). This is included as part of cost of materials consumed and changes in inventories of finished goods, work-in-progress and stock-in-trade in profit or loss, as the case may be.

c) Refer note 22 for details of inventory charged as security towards borrowings.

16 Trade receivables

₹ In Million

Particulars	As at 31-Mar-26	As at 31-Mar-26
Unsecured		
Considered good*	13,298.32	12,443.64
Less: Loss allowance on trade receivables (refer note 51.6)	(408.68)	(414.23)
Net Trade Receivables	**12,889.64**	**12,029.41**

*Includes receivables from related parties as referred in note 49.

The group had availed invoice purchase facility from the financial institution which met the derecognition criteria since the Group had transferred substantially all the risks and rewards of ownership over such receivables as they are without recourse. Accordingly, as at 31 March 2026, ₹ 1,213.43 Million (As at March 31, 2025: ₹ 1,130.83 Million) has been derecognized from trade receivable.

Trade receivables ageing schedule as at March 31, 2026

₹ In Million

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Undisputed Trade receivables								
- Considered Good	23.12	10,539.32	2,343.99	200.26	60.99	41.80	88.84	13,298.32
Less: Loss allowance on trade receivables	-	-	-	-	-	-	-	(408.68)
Disputed Trade receivables								

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₹ In Million

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment: Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
- Considered Good	-	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-	-
	23.12	**10,539.32**	**2,343.99**	**200.26**	**60.99**	**41.80**	**88.84**	**12,889.64**

Trade receivables ageing schedule as at March 31, 2025

₹ In Million

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment: Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	Total
Undisputed Trade receivables								
- Considered Good	18.92	9,153.83	2,620.48	416.78	116.19	101.98	15.46	12,443.64
Less: Loss allowance on trade receivables	-	-	-	-	-	-	-	(414.23)
Disputed Trade receivables								
- Considered Good	-	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-	-
	18.92	**9,153.83**	**2,620.48**	**416.78**	**116.19**	**101.98**	**15.46**	**12,029.41**

Information about Group's exposure to credit and market risk and impairment losses for trade receivables is included in note 51.6

17 Cash and cash equivalents

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Cash on hand	4.64	2.65
Balances with banks:		
- In current accounts	1,659.84	921.42
- In deposit accounts	51.87	48.52
- Funds-in-transit	170.61	153.05
Total	**1,886.96**	**1,125.64**

18 Other balances with banks

₹ In Million

Particulars	31-Mar-26	31-Mar-25
In deposit accounts	157.86	165.59
In earmarked accounts:		
- Unpaid dividend accounts	6.90	6.95
- Group gratuity accounts	62.93	25.27
- Balance held as margin money against working capital facilities with banks	16.77	44.38
Total	**244.46**	**242.19**

19 Equity share capital

₹ In Million

Particulars	31-Mar-26	31-Mar-2 5
Authorised		
218,370,000 equity shares of ₹ 10/- each with voting rights	2,183.70	2,183.70
(March 31, 2025: 218,370,000 equity shares of ₹ 10/- each)		
Total	**2,183.70**	**2,183.70**
Issued, subscribed and fully paid-up		
92,172,714 equity shares of ₹ 10/- each with voting rights	921.73	921.63
(March 31, 2025: 92,162,714 equity shares of ₹ 10/- each)		
Total	**921.73**	**921.63**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

(i) Reconciliation of number of shares and amount outstanding:

Particulars	Notes	31-Mar-26		31-Mar-25	
		No. of shares	₹ In Million	No. of shares	₹ In Million
Equity share capital					
Equity share of ₹ 10/- each					
Balance at the beginning of the year		**9,21,62,714**	**921.63**	**9,18,99,714**	**919.00**
Changes in equity share capital during the year					
Shares issued pursuant to exercise of stock options	45	10,000	0.10	2,63,000	2.63
Balance at the end of the year		**9,21,72,714**	**921.73**	**9,21,62,714**	**921.63**

(ii) Detail of the rights, preferences and restrictions attaching to each class of outstanding equity shares of ₹ 10/- each:

The Company has only one class of equity shares, having a par value of ₹ 10/- each. The holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the board of directors is subject to approval by the shareholders at the ensuing annual general meeting. In the event of liquidation of the Company, the holders of the equity shares will be entitled to receive any of the remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to number of equity shares held by the shareholders.

(iii) Details of equity shares held by each shareholder holding more than 5% of equity shares:

Particulars	31-Mar-26		31-Mar-25	
	No. of Shares	%	No. of Shares	%
Pronomz Ventures LLP	1,80,46,585	19.58%	1,80,46,585	19.58%
Quant Mutual Fund - Quant Active Fund	49,77,936	5.40%	49,77,936	5.40%
Route One Offshore Master Fund, L.P	46,53,310	5.05%	46,53,310	5.05%

(iv) Details of equity shares of ₹10/- each reserved for issuance:

Particulars	No. of shares	
	31-Mar-26	31-Mar-25
Towards employee stock options under the various Strides stock option plans (Refer note 45)	23,36,950	23,36,950
Total	**23,36,950**	**23,36,950**

(v) Buy back of shares, issue of bonus shares and shares allotted as fully paid up pursuant to contract(s) without payment being received in cash.

There have been no buy back of shares, issue of shares by way of bonus shares or issue of shares pursuant to contract without payment being received in cash for the period of five years immediately preceding the Balance sheet date.

(vi) Details of equity shares held by promoters

Shareholding of promoters at the end of the year:

S.No	Promoter Name	31-Mar-26			31-Mar-25		
		No. of Shares	% of total shares	% change during the year	No. of Shares	% of total shares	% change during the year
	Promoters						
1	Arun Kumar Pillai	18,60,687	2.02%	(9.71%)	20,60,687	2.24%	6.17%
2	K R Ravishankar	12,55,593	1.36%	0.00%	12,55,593	1.36%	0.00%
3	Pronomz Ventures LLP	1,80,84,585	19.62%	0.21%	1,80,46,585	19.58%	14.29%
	Promoters Group						
4	Hemalatha Pillai	66,760	0.07%	0.00%	66,760	0.07%	0.00%
5	Anuradha K R	5,470	0.01%	0.00%	5,470	0.01%	0.00%
6	Aditya Arun Kumar	58,422	0.06%	0.00%	58,422	0.06%	0.00%
7	K R Lakshmi	1,30,482	0.14%	0.00%	1,30,482	0.14%	0.09%
8	Padmakumar Karunakaran Pillai	1,86,485	0.20%	0.00%	1,86,485	0.20%	0.00%

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S.No	Promoter Name	31-Mar-26 No. of Shares	31-Mar-26 % of total shares	31-Mar-26 % change during the year	31-Mar-25 No. of Shares	31-Mar-25 % of total shares	31-Mar-25 % change during the year
9	Rajitha Gopalakrishnan	60,000	0.07%	0.00%	60,000	0.07%	0.00%
10	Sajitha Pillai	95,000	0.10%	0.00%	95,000	0.10%	0.00%
11	Vineetha Mohanakumar Pillai	1,90,000	0.21%	0.00%	1,90,000	0.21%	0.00%
12	Karuna Family Private Trust (Trustee: Barclays Wealth Trustees (I) Pvt Ltd)	2,10,000	0.23%	0.00%	-	0.00%	0.00%
13	Chayadeep Properties Private Limited	734	0.00%	0.00%	-	0.00%	0.00%
	Body Corporates						
14	Ambemata Securities	-	0.00%	(100.00%)	2,40,860	0.26%	0.00%
15	Shasun Enterprises LLP (Formerly, Devendra Estates LLP)	-	0.00%	(100.00%)	1,56,451	0.17%	(33.98%)
16	Agraganya Private Trust (Trustee: Barclays Wealth Trustees (I) Pvt Ltd)	3,00,000	0.33%	0.00%	3,00,000	0.33%	0.00%
17	Karuna Business Solutions LLP	32,25,050	3.50%	0.00%	32,25,050	3.50%	0.00%

20 Other equity

₹ In Million

Particulars	Notes	As at 31-Mar-26	As at 31-Mar-25
(A) Share application money pending allotment	20 (A)	-	-
(B) Reserves and surplus			
Capital reserve	20 (B)(i)	(1,208.42)	(1,150.40)
Securities premium	20 (B)(ii)	15,100.95	15,094.49
Capital redemption reserve	20 (B)(iii)	601.61	601.61
Share options outstanding account	20 (B)(iv)	5.57	5.13
Equity for gross obligation	20 (B)(v)	(4,063.14)	(4,063.14)
General reserve	20 (B)(vi)	4,041.70	4,041.70
Retained earnings	20 (B)(vii)	9,782.47	4,589.19
(C) Items of other comprehensive income			
FVOCI equity investments reserve	20 (C)(i)	(763.28)	(378.18)
Cash flow hedging reserve	20 (C)(ii)	(539.34)	36.13
Foreign currency translation reserve	20 (C)(iii)	7,373.90	6,007.46
Remeasurement of the defined benefit liabilities / (asset)	20 (C)(iv)	(178.10)	(187.31)
Total		**30,153.92**	**24,596.68**

Nature and purpose of other reserve

(a) Capital reserve

Capital reserve is created on account of Foreign Currency Convertible Bonds, business combinations and demerger. It is utilised in accordance with the provisions of the Companies Act, 2013.

(b) Securities premium

Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(c) Capital redemption reserve

Capital redemption reserve is a statutory, non-distributable reserve into which the amounts are transferred following the redemption or purchase of Company's own shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(d) Share options outstanding account

The fair value of the equity-settled share based payment transactions with employees is recognised in statement of profit and loss with corresponding credit to employee stock options outstanding account. The amount of cost recognised is transferred to share premium on exercise of the related stock options.

Notes forming part of the consolidated financial statements

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(e) Equity for gross obligation

The Group has issued written put option to non-controlling interests in certain subsidiaries of the Group in accordance with the terms of underlying agreement with such option holders. Should the option be exercised, the Group has to settle such liability by payment of cash. On initial recognition, the amount that may become payable under the option on exercise is recognised as a financial liability at its present value of the redemption amount with a corresponding charge directly to the other equity.

(f) General reserve

General reserves are the retained earnings of a Group which are appropriated out of Group's profits. General reserve is a free reserve which can be utilised for any purpose after fulfilling certain conditions in accordance with the provisions of the Companies Act, 2013.

(g) Retained earnings

Retained earnings are the profits that the Group has earned till date, less any transfers to other reserves, dividends or other distributions paid to its equity shareholders.

(h) FVOCI equity investments reserve

The Group has elected to recognise changes in the fair value of certain investments in other comprehensive income. These changes are accumulated within FVOCI equity investments reserve.

(i) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses (net of taxes, if any) arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges.

(j) Foreign currency translation reserve

The translation reserve comprise all foreign currency differences arising from the translation of the financial statements of foreign operations, as well as the effective portion of any foreign currency differences arising from hedges of a net investment in a foreign operation.

(k) Remeasurement of the defined benefit liabilities / (asset)

The cumulative balances of actuarial gain or loss arising on remeasurements of defined benefit plan is accumulated and recognised within this component of other comprehensive income. Items included in actuarial gain or loss reserve will not be reclassified subsequently to statement of profit and loss.

(l) Share warrants

Board of Directors of the Company on March 14, 2022 approved the issuance of upto 2,000,000 Equity Warrants at a price of ₹ 442/- per warrant, to Karuna Business Solutions LLP, a promoter group entity, with a right to apply for and get allotted, within a period of 18 (Eighteen) months from the date of allotment of Warrants, 1 (one) Equity Share of face value of ₹ 10/- (Rupee Ten Only) each for each Warrant, for cash. The issue was approved by the shareholders of the Company at the Extra Ordinary General Meeting held on April 7, 2022 and has also received requisite listing approvals. An amount of ₹ 221 million equivalent to 25% of the Warrant Price was paid to the Company at the time of subscription and the balance 75% of the Warrant Price was payable by the Warrant holder against each Warrant at the time of allotment of Equity Shares pursuant to exercise of the options. During the year ended March 31, 2023, on exercise of options by Karuna Business Solutions LLP and on receipt of subscription money of ₹ 150 million, the Company has converted 452,490 convertible warrants into Ordinary Shares. During the year ended March 31, 2024, on exercise of options by Karuna Business Solutions LLP and on receipt of balance subscription money of ₹ 513 million, the Company has fully converted 1,547,510 convertible warrants into Ordinary Shares. The Company has fully utilised the amounts of ₹ 884 million towards capital resources and operations.

₹ In Million

Particulars	31-Mar-26	31-Mar-25
(A) Share application money pending allotment		
Opening balance	-	1.20
Add: Received /(allotment done) during the year	-	(1.20)
Closing balance [A]	-	-
(B) Reserves and surplus		
(i) Capital reserve		
Opening balance	(1,150.40)	330.07
Less: Adjustment pursuant to the scheme of merger (Refer note 50.2)	-	(517.28)
Less: Pursuant to business combinations (Refer note 39)	(58.02)	(963.19)
Closing balance	**(1,208.42)**	**(1,150.40)**

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₹ In Million

Particulars	31-Mar-26	31-Mar-25
(ii) Securities premium		
Opening balance	15,094.49	18,233.08
Add: Adjustment pursuant to the scheme of merger (Refer note 50.2)	-	517.28
Less: Adjustment pursuant to the scheme of demerger (Refer note 40.1)	-	(3,755.99)
Add: Premium received on shares issued during the year	6.46	100.12
Closing balance	**15,100.95**	**15,094.49**
(iii) Capital redemption reserve		
Opening balance	601.61	601.61
Closing balance	**601.61**	**601.61**
(iv) Share options outstanding account		
Opening balance	5.13	29.71
Less: Transferred to securities premium account on exercise of ESOPs	(2.70)	(40.53)
Less: Transferred to general reserve on stock options lapse	-	(0.14)
Add: Employee stock compensation expenses	3.14	16.09
Closing balance	**5.57**	**5.13**
(v) Equity for gross obligation		
Opening balance	(4,063.14)	(4,063.14)
Add: Pursuant to business combinations	-	-
Closing balance	**(4,063.14)**	**(4,063.14)**
(vi) General reserve		
Opening balance	4,041.70	4,041.56
Add: Transferred to general reserve on stock options lapse	-	0.14
Closing balance	**4,041.70**	**4,041.70**
(vii)Retained earnings		
Opening balance	4,589.19	(2,844.91)
Add: Profit / (loss) for the year	5,561.93	35,934.55
Less: Dividend paid on equity shares	(368.65)	(229.90)
Less: Adjustment pursuant to the scheme of demerger	-	(28,270.55)
Closing balance	**9,782.47**	**4,589.19**
Total Reserves and surplus [B]	**24,260.74**	**19,118.58**
(C) Items of other comprehensive income		
(i) FVOCI equity investments reserve		
Opening balance	(378.18)	(1,823.45)
Add / (Less): Other comprehensive income for the year (net of taxes)	(385.10)	1,445.27
Closing balance	**(763.28)**	**(378.18)**
(ii) Cash flow hedging reserve		
Opening balance	36.13	20.81
Add / (Less): Other comprehensive income for the year (net of taxes)	(575.47)	15.32
Closing balance	**(539.34)**	**36.13**
(iii) Foreign currency translation reserve		
Opening balance	6,007.46	5,940.59
Add / (Less): Other comprehensive income for the year	1,366.44	66.87
Closing balance	**7,373.90**	**6,007.46**
(iv) Remeasurement of the defined benefit liabilities / (asset)		
Opening balance	(187.31)	(130.50)
Add / (Less): Other comprehensive income for the year (net of taxes)	9.21	(56.81)
Closing balance	**(178.10)**	**(187.31)**
Total items of other comprehensive income [C]	**5,893.18**	**5,478.10**
Total of money received against share warrants [D]	**-**	**-**
Attributable to owners of the Company [A + B + C + D]	**30,153.92**	**24,596.68**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

21 Non-controlling interests

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Opening balance	346.33	(538.57)
Add: Profit for the year	183.27	40.57
Add : Other comprehensive income/(loss) for the year	25.14	27.46
Add / (Less): Pursuant to exchange movement	15.13	(50.40)
Add / (Less): Pursuant to acquisition of non-controlling interest	(152.15)	867.27
Closing balance	**417.72**	**346.33**

22 Borrowings

Borrowings consist of the following:

(i) Non-current borrowings

₹ In Million

Particulars	31-Mar-26	31-Mar-25
a) Borrowings U.S. revolver facility - Secured	3,010.50	4,191.09
Subtotal (a)	**3,010.50**	**4,191.09**
b) Borrowings others		
Secured		
- Loans from banks and others (refer note (ii) to (xiii) below)	2,353.93	1,393.57
Unsecured		
- Term loans from others (refer note (xiv) to (xvii) below)	158.73	127.78
Subtotal (b)	**2,512.66**	**1,521.35**
Total (a+b)	**5,523.16**	**5,712.44**

Details of security and terms of repayment for the non-current borrowings:

₹ In Million

Terms of repayment and security	31-Mar-26	31-Mar-25
(i) U.S. revolver facility		
Long-term loan	3,010.50	4,191.09
Current maturities of long-term loan	-	-
Security: First charge on the current assets of the borrowing subsidiary and Pari-Passu first charge on the fixed assets of the borrowing subsidiary. Rate of interest: Daily Simple SOFR + 2.25% p.a Repayment terms: : Repayable at the end of 5 years from the initial term		
(ii) Term loans from banks: Loan 1		
Long-term loan	2.35	3.68
Current maturities of long-term loan	1.33	1.55
Security: Hypothecation of assets procured from the term loans. Rate of interest: 8.49% p.a. Repayment terms: 60 monthly installments. The outstanding term as at March 31, 2026 is 31 installments.		
(iii) Term loans from banks: Loan 2		
Long-term loan	-	-
Current maturities of long-term loan	-	125.43
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 11.5% p.a. Repayment terms: The loan has been fully repaid during the year		
(iv) Term loans from banks: Loan 3 *		
Long-term loan	-	29.47
Current maturities of long-term loan	67.90	89.76

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₹ In Million

Terms of repayment and security	31-Mar-26	31-Mar-25
Security: First charge on the current assets of the borrowing subsidiary and Pari-Passu first charge on the fixed assets of the borrowing subsidiary Rate of interest: 3.62% p.a. Repayment terms: Repayable in 60 monthly installments. The outstanding term as at March 31, 2026 is 8 installments.		
(v) Term loans from banks: Loan 4		
Long-term loan	186.31	310.25
Current maturities of long-term loan	125.00	125.00
Security: First pari-passu charge on the movable fixed assets of the Company. Second pari-passu charge on the current assets of the Company. Rate of interest: 10.25% to 11.85 % p.a. Repayment terms: 16 equal quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2026 is 10 instalments.		
(vi) Term loans from banks: Loan 5		
Long-term loan	87.53	211.11
Current maturities of long-term loan	124.69	341.51
Security: First pari-passu charge on the fixed assets of the Company. Second pari-passu charge on the current assets of the Company Rate of interest: 8.95% to 9.35% p.a. The bank has taken over ₹ 1,046.25 million of loan from other bank and financial institutions during year ended March 31, 2025. Repayment terms: 17 equal quarterly instalments. The outstanding term as at March 31, 2026 is 9 instalments. Repayment terms: 38 monthly instalments. The outstanding term as at March 31, 2026 is 10 instalments.		
(vii) Term loans from banks: Loan 6		
Long-term loan	846.52	95.48
Current maturities of long-term loan	125.00	-
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company. Rate of interest: 8.25% to 9.25% p. a. Repayment terms: 16 quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2026 is 15 instalments.		
(viii) Term loans from banks: Loan 7		
Long-term loan	609.79	653.50
Current maturities of long-term loan	211.20	176.00
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 8.36% to 9.50% p. a. Repayment terms: 57 monthly instalment with a moratorium of 3 months. The outstanding term as at March 31, 2026 is 47 instalments.		

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Terms of repayment and security	31-Mar-26	31-Mar-25
(ix) Term loans from banks: Loan 8		
Long-term loan	-	2.60
Current maturities of long-term loan	-	0.57
Rate of interest: 10.6% p.a.		
Repayment terms: The loan has been fully repaid during the year		
(x) Term loans from banks: Loan 9 *		
Long-term loan	124.46	-
Current maturities of long-term loan	-	-
Security: First charge on the on the land and building of the borrowing subsidiary		
Rate of interest: 5.34%		
Repayment terms: Repayable at the end of 5 years		
(xi) Term loans from banks: Loan 10 *		
Long-term loan	72.48	87.48
Current maturities of long-term loan	23.25	19.69
Security: First charge on the current assets and pari-passu first charge on the fixed assets of the borrowing subsidiary		
Rate of interest: 6.65% p.a.		
Repayment terms: Repayable in 60 equal monthly instalments. The outstanding term as at March 31, 2026 is 45 instalments.		
(xii)Term loans from banks: Loan 11 *		
Long-term loan	423.43	-
Current maturities of long-term loan	91.27	-
Security: Charge on specific equipment and machinery of the borrowing subsidiary		
Rate of interest: 5.86% p.a.		
Repayment terms: Repayable in 60 equal monthly instalments		
(xiii)Secured Long-term loans from others: Loan 12 *		
Long-term loan	1.10	1.56
Current maturities of long-term loan	0.73	0.55
Security : Motor Vehicle		
Rate of interest: 11.75% p.a.		
Repayment terms: Within 5 years from date of drawdown		
(xiv)Unsecured Long-term loans from others: Loan 13 *		
Long-term loan	67.08	51.92
Current maturities of long-term loan	-	-
Rate of interest: 10.25% to 11.0% p.a.		
Repayment terms: Repayable at the end of March 31, 2028		
(xv)Unsecured Long-term loans from others: Loan 14*		
Long-term loan	54.11	45.61
Current maturities of long-term loan	-	-
Rate of interest: 5% p.a.		
Repayment terms: Repayable at the end of 5 years		
(xvi)Unsecured Long-term loans from others: Loan 15 *		
Long-term loan	21.85	16.79
Current maturities of long-term loan	-	-

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Terms of repayment and security	31-Mar-26	31-Mar-25
Rate of interest: Prime rate (between 10.25% to 11%)		
Repayment terms: Repayable at the end of March 31, 2028		
(xvii) Unsecured Long-term loans from others: Loan 16 *		
Long-term loan	15.66	11.90
Current maturities of long-term loan	-	-
Rate of interest: Prime rate (between 10.25% to 11%)		
Repayment terms: Repayable at the end of March 31, 2028		
Total	**6,293.54**	**6,592.50**

*Loan taken by foreign subsidiary

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Disclosed under non-current borrowings	5,523.17	5,712.44
Disclosed under current borrowings		
- Current maturities of non-current borrowings	770.37	880.06
Total	**6,293.54**	**6,592.50**

(ii) Current borrowings

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Current maturities of non-current borrowings	770.36	880.06
Secured loans repayable on demand from banks:		
Other working capital loans	7,954.63	8,972.21
Short-term loans	903.16	1,068.25
Unsecured loans		
- Loans repayable on demand from banks	1,535.59	1,323.17
Total	**11,163.74**	**12,243.69**

Note:

(a) **Details of security for the secured loans repayable on demand:** Working capital and short-term loans from banks are secured by first pari passu charge over current assets of the Group and second pari passu charge on movable and immovable fixed assets of the Company (other than land and building situated at Navi Mumbai) and respective current assets of the borrowing subsidiaries. Rate of interest ranges from 4.16% to 11.75% p.a. (previous year 5.90% to 11.85% p.a).

(b) The returns or statements filed by the Group with the banks or financial institutions, for its borrowings, are in agreement with books of accounts.

Net debt reconciliation

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Non-current borrowings	5,523.16	5,712.44
Current maturities of long-term loans	770.36	880.06
Current borrowings- working capital loans	10,393.38	11,363.63
	16,686.90	**17,956.13**
Less:		
Cash and cash equivalents	(1,886.96)	(1,125.64)
Balances in deposit accounts	(327.51)	(165.59)
Balances held as margin money	(107.13)	(128.50)
Cash and bank balances	**(2,321.60)**	**(1,419.73)**
Current investments (highly liquid)	-	(695.00)
Net debt	**14,365.30**	**15,841.40**

Reconciliation	Cash and bank balances (including deposit and margin money)	Current investments	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2024	**1,924.36**	**1,057.58**	**8,403.71**	**15,741.54**	**21,163.31**
Pursuant to business combinations (Refer note 39)	16.93	-	-	-	(16.93)
Cash flows	(516.40)	(415.29)	(1,487.60)	(2,030.34)	(2,586.25)
Effect of exchange differences on restatement of foreign currency balances	(5.38)	26.77	113.62	17.13	109.36
On account of demerger	0.22	-	(468.39)	(2,364.70)	(2,833.31)
Fair valuation of investments	-	25.94	-	-	(25.94)
Others	-	-	31.16	-	31.16
As on March 31, 2025	**1,419.73**	**695.00**	**6,592.50**	**11,363.63**	**15,841.40**
Cash flows	901.29	(921.67)	(814.87)	(1,308.01)	(2,102.50)
Effect of exchange differences on restatement of foreign currency balances	0.58	93.86	498.51	337.76	741.83
Fair valuation of investments	-	132.81	-	-	(132.81)
Others	-	-	17.38	-	17.38
As on March 31, 2026	**2,321.60**	**-**	**6,293.52**	**10,393.38**	**14,365.30**

23 Other financial liabilities

Other financial liabilities consist of the following:

(i) Other non-current financial liabilities

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Security deposits *	-	7.20
Payable for purchase of shares	47.81	40.50
Gross obligation under written put option	-	88.24
Derivative liability	-	11.53
Payables on purchase of property, plant and equipments and intangible assets	264.32	-
Total	**312.13**	**147.47**

*includes deposits received from related party (refer note 49)

(ii) Other current financial liabilities

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Interest accrued but not due on borrowings	69.43	74.78
Unclaimed dividends *	6.90	6.95
Derivative liability	722.94	42.05
Gross obligation under written put option	108.16	-
Other payables:		
- Payables on purchase of property, plant and equipments and intangible assets	616.25	315.19
- Payables on purchase of non-current investments	-	7.57
- Other payable to employees	599.11	621.12
Total	**2,122.79**	**1,067.66**

*Investor Education and Protection Fund shall be credited when due.

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

24 Other current liabilities

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Other payables:		
- Advances from customers	312.13	300.53
- Statutory liabilities	437.40	500.24
Total	**749.53**	**800.77**

25 Provisions

Provisions consist of the following:

(i) Non-current provisions

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Provision for employee benefits:		
Gratuity and other benefits (refer note 46)	643.29	602.69
Provision - Others:		
- Provision for sales return	620.35	536.69
Total	**1,263.64**	**1,139.38**

(ii) Current provisions

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Provision for employee benefits:		
- Compensated absences	397.04	339.70
- Gratuity and other benefits (refer note 46)	6.02	5.84
Provision - Others:		
- Provision for sales return	534.99	443.43
- Provision for claims	25.54	23.12
Total	**963.59**	**812.09**

Movement in provisions

Particulars	Claims	Gratuity and other benefits	Compensated absences	Sales Return
Opening balance as at April 1, 2024	**27.55**	**554.45**	**275.43**	**774.12**
Pursuant to exchange rate fluctuations	(0.69)	-	-	19.41
Pursuant to demerger (refer note 40.1)	-	(41.40)	(7.11)	-
Provision recognised / (reversed) during the year (net)	(3.74)	95.48	71.38	186.59
Closing balance as at March 31, 2025	**23.12**	**608.53**	**339.70**	**980.12**
Pursuant to exchange rate fluctuations	2.42	-	-	102.30
Provision recognised / (reversed) during the year (net)	-	40.78	57.34	72.92
Closing balance as at March 31, 2026	**25.54**	**649.31**	**397.04**	**1,155.34**

26 Trade payables

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Total outstanding dues of micro enterprises and small enterprises (MSME)	464.01	319.33
Total outstanding dues of creditors other than micro and small enterprises*	12,632.79	10,005.65
Total	**13,096.80**	**10,324.98**

*includes dues to related party

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Trade payable ageing schedule as at March 31, 2026

Particulars	Unbilled Payables	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Undisputed dues							
- MSME	-	225.01	234.31	1.98	0.14	2.57	464.01
- Others	2169.86	5,582.26	4,505.44	297.86	26.30	51.07	12,632.79
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

Trade payable ageing schedule as at March 31, 2025

Particulars	Unbilled Payables	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Undisputed dues							
- MSME	-	153.69	161.21	0.43	1.94	2.06	319.33
- Others	1,952.49	4,672.05	2,968.91	114.79	185.11	112.28	10,005.63
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

All trade payables are current. The Group's exposure to the currency and liquidity risks related to trade payables is disclosed in note 51.

27 Tax liabilities

Current tax liabilities (net)

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Provision for tax (net of advance tax)	483.95	340.37
Total	**483.95**	**340.37**

28 Revenue from operations

A. Revenue streams

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Sale of products	45,707.59	43,442.72
Sale of services	572.07	474.10
	46,279.66	**43,916.82**
Other operating revenues*	2,307.17	1,736.53
Total	**48,586.83**	**45,653.35**

*Other operating revenue include support service income ₹1,406.99 Million (2025: ₹779.26 Million), royalty income ₹ 37.24 Million (2025: ₹ 4.23 Million), gain on sale of IP ₹ 314.59 million (2025: ₹ 275.99 million) and export incentives ₹ 480.69 Million (2025: ₹ 618.94 Million).

B. Disaggregated revenue information

In the following table, revenue from contracts with customers is disaggregated by primary geographical market

Revenue from contracts with customers (Continuing operations)

₹ In Million

Particulars	31-Mar-26	31-Mar-25
North America	24,890.36	24,505.75
Australia	5,082.13	4,395.82
Africa	5,517.47	4,615.82
Europe	10,265.48	9,937.98

Notes forming part of the consolidated financial statements
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₹ In Million

Particulars	31-Mar-26	31-Mar-25
India	173.72	159.56
Asia (excluding India)	173.57	225.46
Others	176.93	76.43
	46,279.66	**43,916.82**
Revenue from other sources		
Other operating revenue	2,307.17	1,736.53
	2,307.17	**1,736.53**
Total revenue from operations	**48,586.83**	**45,653.35**

Geographical revenue is allocated based on the location of the customers.

C. Contract balances

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Advance from customers	312.13	300.53
Trade receivables	12,889.64	12,029.41

D. Changes in Contract liabilities - Advance from customers

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Opening balance	**300.53**	**260.37**
Add: Advance received during the year	205.14	135.53
Less: Revenue recognised from advance from customers during the year	(193.54)	(95.37)
Closing Balance	**312.13**	**300.53**
Expected revenue recognition from remaining performance obligation within 1 year	312.13	300.53

E. Performance obligation

In relation to the information about the Group's performance obligations in contract with customers refer note 3.5

F. Reconciliation of revenue from contracts with customers

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Revenue from contracts with customers as per the contract price	68,375.94	69,175.44
Adjustments made to contract price on account of :-		
a) Chargebacks / Discounts / Rebates / Incentives	(21,681.63)	(24,794.96)
b) Sales returns/ reversals	(414.65)	(463.66)
Revenue from Contracts with customers as per statement of profit and loss	**46,279.66**	**43,916.82**

29 Other income

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Interest income (Refer note (i) below)	272.00	453.69
Income from current investments	132.82	26.26
Rental income	12.69	21.01
Other non-operating income:		
- Liabilities / provisions no longer required written back	0.09	-
- Guarantee commission	0.08	31.78
- Gain on sale of property, plant and equipment and other intangible assets (net)	20.97	40.95
- Gain on sale of investment property (net)	1,021.43	-
- Others	47.05	13.53
Total	**1,507.13**	**587.22**

(i) includes interest income from related parties as referred in note 49.

(ii) Includes interest income amounting to ₹125 million (2025: ₹312 million) on tax refunds.

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

30 Changes in inventories of finished goods, work-in-progress and stock-in-trade

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Inventories at the end of the year		
- Work-in-progress	726.54	520.90
- Stock-in-trade	1,342.24	3,830.88
- Finished goods	6,520.14	3,664.01
	8,588.92	**8,015.79**
(Add)/Less: Consolidation adjustment:		
- Work-in-progress	16.35	35.21
- Finished goods	939.53	281.33
	955.88	**316.54**
Inventories at the beginning of the year		
- Work-in-progress	520.90	440.11
- Stock-in-trade	3,830.88	982.55
- Finished goods	3,664.01	4,088.04
	8,015.79	**5,510.70**
Add: Opening stock pertaining to entity acquired during the year (Refer note 39)		
- Finished goods	-	1.31
	-	**1.31**
Add: Opening stock pursuant to demerger (Refer note 40.1)		
- Work-in-progress	-	39.14
- Finished goods	-	308.03
	-	**347.17**
Total	**382.75**	**(1,840.07)**

31 Employee benefits expense

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Salaries, wages and bonus	7,724.67	7,321.87
Contribution to provident and other funds (refer note 46)	787.17	609.52
Share based compensation expense (refer note 45)	3.14	16.09
Staff welfare expenses	774.59	680.10
Total	**9,289.57**	**8,627.58**

32 Finance costs

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Interest expense on:		
- Borrowings	1,406.21	1,983.32
- Leases (Refer note 5)	94.27	90.96
- Discounting of deposits	-	0.03
Other finance costs	284.97	414.20
Total	**1,785.45**	**2,488.51**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

33 Depreciation and amortisation expense

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Depreciation on plant, property and equipments	949.00	895.95
Depreciation on right to use (Refer note 5)	294.10	258.54
Depreciation on investment property	4.33	6.74
Amortisation on other intangible asset	776.58	761.37
Amount charged to the statement of profit and loss:	**2,024.01**	**1,922.60**

34 Other expenses

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Subcontracting charges	1,158.99	690.99
Consumption of stores and spares	927.30	848.45
Power, fuel and water	663.84	581.72
Rent including lease rentals (Refer note 5)	197.02	156.16
Repairs and maintenance:		
- Buildings	51.04	74.39
- Machinery	476.62	386.93
- Others	1,301.97	1,023.75
Insurance	174.12	200.15
Rates and taxes	613.66	574.75
Communication expense	83.88	68.47
Travelling and conveyance	281.64	196.66
Printing and stationery	26.70	31.82
Carriage, freight and forwarding	2,643.67	2,333.95
Business promotion	780.44	544.02
Sales commission	147.00	103.99
Failure to Supply	160.52	(16.89)
Donations and contributions	10.17	3.42
Legal and professional fees	1,137.45	987.56
Loss allowance on trade receivables	(63.09)	10.85
Bio-study expenses	110.51	95.31
Foreign exchange (gain) / loss - net	(744.27)	(33.50)
Miscellaneous expenses	317.85	335.03
Total	**10,457.03**	**9,197.98**

35 Exceptional items

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Impairment and write down of assets (Refer note c & d below)	(34.70)	(0.05)
Expenses related to product recall and settlements (Refer note a below)	(228.79)	(424.02)
Gain on fair valuation of investments (Refer note b below)	-	1,021.14
Business combination and restructuring expenses*	(4.94)	49.54
Total	**(268.43)**	**646.61**

*Refer note 39 for previous year amount

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Note

(a) On March 31, 2020, US Food and Drug Administration (USFDA or the Agency) issued letters to all manufacturers of Ranitidine across dosage forms requesting withdrawal of all prescription(Rx) and over-the-counter (OTC) ranitidine drugs from the market immediately. This step was based on their ongoing investigation of the N-Nitrosodimethylamine (NDMA) impurity in ranitidine medications. As a result, effective April 1, 2020, the Group had ceased further distribution of the product and the recall process is completed.

During the year ended March 31, 2022, USFDA issued a letter to the Group to test for the presence of Azide impurity(s) in Losartan. The Azide impurities are API process impurity(s), with the API supplier also receiving a similar letter from USFDA. The results confirmed the presence of Azide impurity(s) in the batches tested. As a result, the Group recalled specific batches which had the Azide impurity(s).

During the current year ended March 31, 2026 and previous year ended March 31, 2025, with respect to the above mentioned recalls, the Group is carrying sufficient provision for sales return and has recorded an amount of ₹ 54.17 million and ₹ 297.11 million respectively, towards other expenses related to its product withdrawal and settlements. Furthermore, the expenses recorded also include legal fees incurred by the Group in respect of its ongoing litigations with respect to these recalled products. These amounts, in line with earlier periods, have been recorded as an expense within Exceptional items in the statement of profit and loss during the period.

During the previous year ended March 31, 2025, the Group voluntarily initiated recall of testosterone due to the presence of trace amounts of Benzene and during the year ended March 31, 2026, the Group has successfully relaunced the Product to ensure conformance with the FDA's updated requirements. Accordingly the Group has created a provision of ₹ 174.62 million and ₹ 126.92 million towards the recall and other related expense which has been presented in exceptional items in the Statement of profit and loss during the year ended March 31, 2026 and previous year ended March 31, 2025 respectively.

(b) As of April 1, 2024, equity interest held by Arco Lab Private Limited in OneSource Specialty Pharma Limited ceased to be accounted as equity accounted investee, hence in accordance with Ind AS 109- Financial Instruments, this investment has been fair valued and cumulative gain till April 1, 2024 amounting to ₹ 1,021 million has been accounted as exceptional item. Subsequent reduction in fair value amounting to ₹ 513 million and increase in fair value amounting to ₹ 1,945 million has been recorded in Other comprehensive income for the year ended March 31, 2026 and previous year ended March 31, 2025 respectively.

(c) (i) During the year ended March 31, 2026, Apollo Life Sciences Holding (Pty) Ltd, was voluntarily dissolved. Accordingly, the gain on write back of the balance of ₹ 0.03 million is disclosed as exceptional item.

(ii) During the year ended March 31, 2026, Strides CIS Limited, Cyprus was divested to a third party. Accordingly, the loss on write off of the balance of ₹ 0.02 million is disclosed as exceptional item.

(d) During the year ended March 31, 2026, Strides Pharma Global Pte Ltd, and Trinity Pharma (Pty) Ltd.,written off Intellectual properties to the extent of ₹ 34.70 million which is disclosed as exceptional item.

36 Tax expenses

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Current tax		
Current tax expense	1,004.27	596.90
Current tax relating to prior years reversed	(225.51)	(127.81)
	778.76	**469.09**
Deferred tax benefit		
Deferred tax expense / (benefit)	221.52	291.42
Minimum alternative tax credit utilised	**(58.62)**	**14.65**
	162.90	**306.07**
Total	**941.66**	**775.16**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

The reconciliation of estimated income tax expenses at statutory income tax rate to income tax expense reported in statement of profit and loss is as follows:

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Profit before tax		
- from continuing operations	6,686.86	4,869.21
- from discontinued operations	-	31,881.07
	6,686.86	36,750.28
Indian statutory income tax rate	34.944%	34.944%
Expected income tax expense	2,336.66	12,842.02
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expenses:		
Tax impact on gain on demerger (not subject to tax)	-	(11,140.52)
Income exempt from tax	(105.19)	(432.13)
Effect of expenses that are not deductible in determining taxable profit	(188.75)	201.68
Effect of current year losses on which deferred tax assets not created	(93.27)	161.48
Effect of losses of earlier years on which deferred tax assets created	(106.09)	(96.24)
Effect of different tax rates of subsidiaries operating in other jurisdictions	(608.94)	(523.05)
Effect on deferred tax balances due to the change in income tax rate	(11.53)	4.09
Tax pertaining to prior years	(287.59)	(232.98)
Others (net)	6.36	(9.19)
Total Income tax expense	**941.66**	**775.16**

Refer note 12 for significant components of deferred tax assets and liabilities.

The Group is subject to complexities with respect to various tax positions on matters such as deductibility of transactions, availability of tax incentives and exemptions for earlier years and cross border transfer pricing arrangements, wherein it faces litigation from the authorities over the years. Uncertainty in a tax position may arise as tax laws are subject to interpretation. Judgment is required in assessing the range of possible outcomes for some of these tax matters. These judgments could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. The Group makes an assessment (including obtaining opinion from external legal experts) to determine the outcome of these uncertain tax positions and decides to make an accrual or consider it to be a possible contingent liability. Where the amount of tax liabilities are uncertain, the Group recognizes accruals which reflect its best estimate of the outcome based on the facts known.

₹ In Million

Unrecognised deferred tax assets/liabilities	31-Mar-26	31-Mar-25
Tax losses	8,757.17	8,723.53
Expiry Period*	2026-2045	2025-2045

*Group is operational in countries where there are no expiry for carry forward of tax losses. The expiry period is mentioned only for entities where there are expiry in carried forward of tax losses.

37 Other comprehensive income

₹ In Million

Particulars	31-Mar-26	31-Mar-25
A) Items that will not be reclassified to profit or loss		
(i) Defined benefit obligations	47.26	(85.09)
Income tax on above	(38.05)	28.28
	9.21	**(56.81)**
(ii) FVOCI equity investments	(514.27)	1,934.79
Income tax on above	129.17	(489.51)
	(385.10)	**1,445.28**
Total [A]	**(375.89)**	**1,388.47**
B) Items that may be reclassified to profit or loss		
(i) Cash flow hedge	(776.28)	23.55
Income tax on above	200.81	(8.23)
	(575.47)	**15.32**
(ii) Foreign currency translations	1,391.59	94.33
Income tax on above	-	-
	1,391.59	**94.33**
Total [B]	**816.12**	**109.65**
Total [A+B]	**440.23**	**1,498.12**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

38 Details of research and development expenditure incurred (charged to statement of profit and loss)

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Cost of materials consumed	54.99	46.50
Salaries, wages and bonus	307.25	241.75
Biostudy expenses	25.72	43.27
Legal and professional fees	35.24	41.74
Consumption of stores and spares	144.46	151.08
Travelling and conveyance	15.32	8.69
Depreciation and amortisation expenses	67.13	62.31
Others	234.71	146.30
Total	**884.82**	**741.64**

39 Business combinations (including acquisitions of non controlling interest)

39.1 Business combinations

A During the previous year ended March 31, 2025, Strides Arcolab International Limited (SAIL UK), a wholly owned subsidiary of the Group in UK, acquired balance stake in Strides Global Consumer Healthcare Limited (Consumer UK) from the existing investor. Consumer UK also has two wholly owned subsidiaries - Strides Consumer Private Limited (India) and Strides Consumer LLC (USA). Consumer UK is an IP holding entity and is into the business of sale and distribution of pharmaceutical and other over-the-counter consumer health care products, through its subsidiaries in US and India. The Group has accounted for this investment as a business combination and recorded a Goodwill of ₹ 51.05 million.

During year ended March 31, 2025:

Entity / Business Acquired	Principal Activity	Date of Acquisition
Strides Global Consumer Healthcare Limited	Sale and distribution of pharmaceutical and other over the counter consumer health care products	Aug 5, 2024

Consideration transferred

Particulars	Amount
Consideration transferred	0.00

Assets acquired and liabilities recognised at the date of acquisition

Particulars	Amount
Non-current assets (includes intangibles at fair value)	457.80
Current Assets	111.94
Non-current liabilities	(143.98)
Current Liabilities	(476.81)
Net Assets	**(51.05)**

B During the previous year ended March 31, 2025, Strides Pharma Global Pte Ltd, a wholly owned subsidiary of the Group in Singapore, acquired 100% stake in Amexel Pte Ltd from the existing investor.The Group has accounted for this investment as a business combination.

During year ended March 31, 2025:

Entity / Business Acquired	Principal Activity	Date of Acquisition
Amexel Pte Ltd	Introduction, procurement, collaborations and business engagment between pharmaceutical manufactureres and suppliers	Mar 19, 2025

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Consideration transferred

Particulars	Amount
Consideration transferred	0.00

Assets acquired and liabilities recognised at the date of acquisition

Particulars	Amount
Non-current assets (includes intangibles at fair value)	-
Current Assets	0.00
Non-current liabilities	-
Current Liabilities	(1.46)
Net Assets	**(1.46)**

39.2 Non-controlling interests, goodwill / bargain purchase on acquisition

The Group has recognised non-controlling interests in an acquired entity at the non controlling interest's proportionate share of the acquired entity's net identifiable assets. Further, the Group has issued written put options to the non-controlling interests of certain subsidiaries to purchase their equity shares in accordance with the terms of underlying agreement with such shareholders. Should the option be exercised, the Group has to settle such liability by payment of cash. The amount that may become payable under the option on exercise is recognised as a financial liability at its present value with a corresponding charge directly to the shareholders' equity.

Details of initial recognition of such gross obligation, non-controlling interests and goodwill/bargain purchase arising on such acquisitions have been given below.

39.2.1 Acquisition of non-controlling interest:

(i) During the year ended March 31, 2026, Arco Lab Private Limited (APL) acquired the balance 50% equity of Neviton Softech Private Limited (Neviton) for a consideration of ₹ 217.74 million. Consequently, Neviton became the wholly owned subsidiary of the Group.

The acquisition has no impact on Consolidated financial statements, since this entity was already being consolidated

Pursuant to the acquisition of non-controlling interest, the excess of consideration paid over the non-controlling interest balance as on the date of acquisition, has been debited or credited to the equity under the head 'Capital reserve' based on the below calculations:

₹ In Million

Particulars	Amount
Consideration payable	(7.57)
Consideration transferred	217.74
Less: Carrying value of non-controlling interest	(152.15)
Amount debited to Capital reserve	**58.02**

(ii) During the previous year ended March 31, 2025, Strides Pharma Global Pte Limited (SPG) acquired balance 30% stake in Strides Pharma International AG (formerly known as Fairmed Healthcare AG) (Strides Switzerland). Consequently, SPG holds 100% of common stock of Strides Switzerland.

Further Strides Switzerland issued Participation Capital Shares (non-voting) to another shareholder. Considering the same, SPG Singapore holds 99.99% stake in Switzerland on a fully diluted basis.

The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated. Pursuant to the acquisition of non-controlling interest, the excess of consideration paid over the non-controlling interest balance as on the date of acquisition, has been debited or credited to the equity under the head 'Capital reserve' based on the below calculations:

₹ In Million

Particulars	Amount
Consideration transferred	95.92
Less: Carrying value of non-controlling interest	(867.27)
Amount debited to Capital reserve	**963.19**

39.2.2 Calculation of goodwill / bargain purchase arising on acquisition:

The group has recognised non-controlling interest in acquired entity at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets. The details of the initial recognition of such non-controlling interest and goodwill arising on such acquisitions and have been given in the below table:

Acquisitions during the year ended March 31, 2025:

₹ In Million

Particulars	Amount
Consideration transferred	0.00
Add: Non-controlling interests	-
Less: Fair value of identifiable net assets/ (net liabilities)	(52.51)
Goodwill arising on acquisition	**52.51**

39.2.3 Goodwill arising on acquisitions pertains to the Cash generating units

Acquisitions during the year ended March 31, 2025:

₹ In Million

Particulars	Cash Generating Unit	Amount
Strides Global Consumer Healthcare Limited	Other Regulated Markets	51.05
Amexel Pte Ltd	Other Regulated Markets	1.46

39.2.4 Impact of acquisitions on the results of the Group:

Acquisitions

Results from continuing operations includes the following revenue and profit generated from the new acquisitions (before intercompany elimination):

₹ In Million

Particulars	31-Mar-25
Revenue	108.61
Profit / (loss) for the year	(81.77)

If the acquisition had occurred on April 1, 2024, the management estimates that the consolidated revenue for the group pertaining to these acquisitions (before intercompany elimination) would have been ₹ 140 million and the loss (before intercompany elimination) would have been ₹ 272 million for the 12 months ended March 31, 2025. The pro-forma amounts are not necessarily indicative of the results that would have been occurred on date indicated or that may result in the future.

In determining the 'pro-forma' revenue and profit of the Group, had new entity / business been acquired at the beginning of the current year, the Group has calculated depreciation of plant and equipment acquired on the basis of the fair values arising in the initial accounting for the business combination rather than the carrying amounts recognised in the pre-acquisition financial statements.

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40 Discontinued operations:

The combined results of the discontinued operations of the businesses disposed-off as explained in Note 40.1, are set out below. The comparative profit and cash flows from discontinued operations have been presented as if these operations were discontinued in the prior year as well.

₹ In Million

Particulars	Reference	Year ended 31-Mar-25
Revenue		-
Other income		-
Total revenue from discontinued operations		**-**
Other expenses charged-off to the Statement of Profit and Loss		-
Total expenses from discontinued operations		-
Profit from discontinued operation		-
Share of loss of joint ventures and associates, net of taxes		-
Profit/(loss) before tax		-
Gain / (loss) on disposal of:		
- Assets (including investments)	40.1	31,881.07
Net gain / (loss) on disposal of businesses		**31,881.07**
Gain / (loss) from discontinued operations before tax		**31,881.07**
Attributable income tax expense		**-**
Net gain / (loss) from discontinued operations after tax		**31,881.07**

Cash flows from discontinued operations

₹ In Million

Particulars	Year ended 31-Mar-25
Net cash inflows/(outflows) from operating activities	-
Net cash inflows/(outflows) from investing activities	-
Net cash inflows/(outflows) from financing activities	-
Net cash inflows/(outflows)	-

40.1 Demerger of Soft gelatine business

On September 25, 2023, the Board of directors of the Company approved the Scheme of Arrangement (Scheme) between Strides Pharma Science Limited, OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited (Stelis) and Steriscience Specialties Private Limited for demerger of CDMO and Soft Gelatin Business (demerged business) of the Company. The Company has received the National Company Law Tribunal (NCLT) order approving the Scheme on November 14, 2024 with appointed date of April 1, 2024. Upon filing with the Registrar of Companies "ROC", the Scheme became effective from November 27, 2024. Pursuant to the approval by NCLT, as of April 1, 2024, the demerger has been accounted for as per the Guidance in Appendix A of Ind AS 10 (Distribution of Non-cash assets to the owners). Accordingly, all the assets and liabilities pertaining to the demerged business stood transferred and vested into Stelis from the appointed date i.e. 1 April 2024. The demerged business was not previously classified as held-for-sale or as a discontinued operation pending the NCLT approval. Pursuant to the approval of the Scheme by the NCLT on 14 November 2024, demerged business has been classified as discontinued operation. The comparative consolidated statement of profit and loss account has been re-presented to show the discontinued operation separately from continuing operations.

In line with the accounting prescribed in the Scheme, the difference between the net assets transferred and the fair value of consideration amounting to ₹ 31,881 million has been credited to statement of profit and loss as Gain on disposal of assets attributable to discontinued operations with corresponding debit of ₹ 3,755.99 million and ₹ 28,270.55 million to the Securities Premium account and Retained earnings respectively. The profit from the discontinued operation of ₹ 31,881 million is attributable entirely to the owners of the Company.

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The appointed date as per the Scheme is different from the effective date of the Scheme (the date on which the scheme is filed with ROC). Accordingly, had this not been an NCLT approved Scheme, the demerged business would have continued to be part of the Company till November 27 2024 and the impact of the same on these financial statements is as below:

- Revenue would have been higher by ₹ 772 million
- Profit after tax would have been higher by ₹ 272 million
- Gain on disposal would have been higher by ₹ 26,808 million

The details of the income/(loss) referred above have been recognised under discontinued operations as under:

₹ In Million

Particulars	Year ended 31-Mar-25
Total Revenue	-
Total Expenses	-
Profit/(loss) before tax	-
Share of loss of joint ventures and associates, net of taxes	-
Profit/(loss) before tax	-
Gain on Disposal of Assets (including investments)	**31,881.07**
Tax expense / (benefit)	-
Profit after tax from discontinued operations	**31,881.07**

Carrying value of asset and liabilities as on the date of disposal

Particulars		01-Apr-24
Non-current assets*		
(a) Property, Plant and Equipment		295.33
(b) Capital work-in-progress		212.18
(c) Other intangible assets		378.49
(d) Intangible assets under development		14.00
(e) Investments in OneSource Specialty Pharma Limited		1,549.78
Total Non-Current assets	**A**	**2,449.78**
Current assets		
(a) Inventories		1,015.88
(b) Trade receivables		974.17
(c) Cash and cash equivalents		0.22
(d) Loans		4.87
(e) Other current assets		0.26
Total Current assets	**B**	**1,995.40**
Non-current liabilities		
Borrowings		348.39
Total Non-current liabilities	**C**	**348.39**
Current liabilities		
Borrowings		2,484.70
Trade Payables		1,052.78
Other financial liabilities		1.34
Other current liabilities		363.98
Provisions		48.51
Total Current liabilities	**D**	**3,951.31**
Net assets disposed off	**E = A+B-C-D**	**145.48**

*Investment carved out include investment two entities Strides Pharma Science Private Limited and Strides Softgels Pte Ltd, which are subsidiaries already eliminated at Consol level and have no impact on consol FS. Refer Note 50.2

Notes forming part of the consolidated financial statements

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Cash flows from discontinued operations

₹ In Million

Particulars	Year ended 31-Mar-25
Net cash inflows/(outflows) from operating activities	-
Net cash inflows/(outflows) from investing activities	-
Net cash inflows/(outflows) from financing activities	-
Net cash inflows/(outflows)	-

40.2 Sale of Business

40.2.1 Disposal of Strides CIS Limited

During the year ended March 31, 2026, Strides Pharma International Limited, Cyprus a wholly owned subsidiary of the Group divested its entire equity stake in Strides CIS Limited, Cyprus. Accordingly, the difference between the carrying value of the assets and the consideration (net off expenses) amounting to ₹ 0.02 million has been accounted as a loss under exceptional items. Details of assets and liabilities disposed off and the calculation of the profit or loss on disposal are given below

(a) Consideration for divestment of entity

₹ In Million

Particulars	31-Mar-26
Consideration received in cash and cash equivalents	-
Deferred consideration	-
Total consideration	**-**

(b) Carrying value of asset and liabilities as on the date of disposal

₹ In Million

Particulars	31-Mar-26
Non-current assets	-
Current assets	0.73
Non-current liabilities	-
Current liabilities	0.71
Net assets disposed off	**0.02**

(c) Loss on divestment of entity

₹ In Million

Particulars	31-Mar-26
Consideration for sale of entity	-
Net assets transferred	0.02
Loss of Non Controlling interest	-
Net Loss on sale of facility	**(0.02)**

(d) Net cash inflow on disposal

₹ In Million

Particulars	31-Mar-26
Consideration received in cash and cash equivalents	-
Net cash inflow	**-**

41 Commitments

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Estimated amount of contracts remaining to be executed on capital account (Tangible and Intangible assets) and not provided for (net of advances)	1,611.26	990.42

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42 Contingent liabilities (to the extent not provided for)

₹ In Million

Particulars	31-Mar-26	31-Mar-25
a) Claims against the Group not acknowledged as debt		
- Disputed tax liabilities arising from assessment proceedings relating to earlier years from the income tax authorities. The outflow, if any, on account of disputed taxes is dependent on completion of assessments / disposal of appeals and adjustment for payments made under protest.	353.12	136.03
- Disputed excise, custom, service tax and sales tax liabilities arising from assessment proceedings relating to prior years. The outflow, if any, on account of disputed liabilities is dependent on completion of assessments / disposal of appeals and adjustment for payments made under protest.	831.95	844.85
b) Corporate Guarantees (to the extent of outstanding borrowing of the underlying Guarantee)	-	-

(i) In light of the judgment of Honorable Supreme Court dated February 28, 2019 on the definition of "Basic Wages" under the Employees Provident Funds & Misc. Provisions Act, 1952 and based on Group's evaluation, there are significant uncertainties and numerous interpretative issues relating to the judgement and hence it is unclear as to whether the clarified definition of Basic Wages would be applicable prospectively or retrospectively. The amount of the obligation therefore cannot be measured with sufficient reliability for past periods and hence has currently been considered to be a contingent liability.

(ii) Other than the matters disclosed above, the Group is also involved in other disputes including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that the resolution of these disputes will not have any material adverse effect on the Group's financial position or results of operations.

43 Segment information

Operating segments are defined as components of an enterprise for which discrete financial information is available that is evaluated regularly by the chief operating decision maker (CODM) in deciding how to allocate resources and assessing performance. The Group's CODM is the Managing Director.

Based on the ""management approach"" as defined in Ind AS 108 - Operating Segments, the Chief Operating Decision Maker (""CODM"") evaluates the Group's performance based on an analysis of various performance indicators. The accounting principles used in the preparation of these financial statements are consistently applied to record revenue and expenditure in individual segments.

Pursuant to the Scheme of demerger as explained in Note 40.1, the CODM has started evaluating the business, including resource allocation and performance assessment as a single segment, i.e "Pharmaceutical". Consequently, the Group has only one reportable segment.

Pharmaceutical segment represents the business of development, manufacture and Commercialization of pharmaceutical products other than biological drugs.

Disclosures regarding geographical information: The geographical information of the Group's revenues and assets are shown separately in the table below. Segment revenues has been disclosed based on geographical location of the customers. Segment assets has been disclosed based on the geographical location of the respective assets.

Information regarding geographical revenue from operations is as follows (excluding discontinued operations) :

₹ In Million

Geography	For the year ended	
	31-Mar-26	31-Mar-25
North America	24,890.36	24,505.75
Australia	5,082.13	4,395.82
Africa	5,517.47	4,615.82
Europe	10,265.48	9,937.98
India	173.72	159.56

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Information regarding geographical revenue from operations is as follows (excluding discontinued operations) :

₹ In Million

Geography	For the year ended 31-Mar-26	For the year ended 31-Mar-25
Asia (excluding India)	173.57	225.46
Others	176.93	76.43
	46,279.66	**43,916.82**
Revenue from other sources		
Other operating revenue	2,307.17	1,736.53
Revenue from operations	**48,586.83**	**45,653.35**

Information regarding geographical non-current assets is as follows*:

₹ In Million

Geography	As at 31-Mar-26	As at 31-Mar-25
Africa	1,346.58	1,196.30
Australia	14.68	-
Asia (excluding India)	5,417.99	4,910.45
North America	5,364.83	3,970.09
Europe	3,629.49	2,228.06
India	10,608.01	9,543.45
Allocable Assets	**26,381.58**	**21,848.35**
Unallocable Assets	**42,890.75**	**38,638.90**

Allocable assets includes Non current assets other than financial instruments and deferred tax assets.

Segment Liabilities	31-Mar-26	31-Mar-25
Allocable Liabilities	20,199.12	15,826.28
Unallocable Liabilities	17,579.83	18,796.33

Allocable liabilities includes all liabilities other than borrowings and lease liabilities

Information about major customers

No single customer represents 10% or more of the Group's total revenue for the years ended March 31, 2026 and 2025, respectively

44 The Intra-group loans amounting to EUR 8.91 Million (previous year EUR 6.37 Million) given by Strides Pharma Global Pte. Limited, Singapore to its subsidiary Strides Pharma International AG, Switzerland (formerly known as Fairmed Healthcare AG), are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation gain of ₹ 48.95 Million (previous year: exchange fluctuation loss of ₹ 3.70 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

The Intra-group loans amounting to ZAR 18.73 Million (previous year ZAR 18.73 Million) given by Strides Pharma (Cyprus) Limited, to its fellow subsidiary Strides Pharma (SA) Pty Ltd., are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation loss of

₹ 0.89 Million (previous year: exchange fluctuation loss of ₹ 2.10 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

The Intra-group loans amounting to EUR 9.80 Million (previous year EUR 11.30 Million) given by Strides Pharma Global Pte. Limited, Singapore to its subsidiary Fairmed Healthcare GmbH, are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation gain of ₹ 70.26 Million (previous year: exchange fluctuation loss of ₹ 0.24 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

45 Share-based payments

Details of the employee share option plan of the Company:

(a) The ESOP titled "Strides ESOP 2016" (formerly known as Strides Shasun ESOP 2016) (ESOP 2016) was approved by the shareholders on April 21, 2016. 3,000,000 options are covered under the Plan which are convertible into equal number of equity shares of the Company. The vesting period of these options range over a period of three years. The options must be exercised within a period of one year from the date of vesting. Company has granted nil options (Previous year: 25,000) under this scheme during the current year.

(b) During the current year, Employee compensation costs of ₹ 3.14 Million (for the year ended March 31, 2025: ₹ 16.09 Million) relating to the above referred Employee Stock Option Plans have been recognised in the Statement of Profit and Loss.

Employee stock options details as on the balance sheet date are as follows:

Particulars	During the year 2025-26		During the year 2024-25	
	Options (No's)	Weighted average exercise price per option (₹)	Options (No's)	Weighted average exercise price per option (₹)
Option outstanding at the beginning of the year:	30,000	506.83	2,64,000	236.39
Granted during the year:	-	-	25,000	567.00
Exercised during the year**:	(10,000)	386.50	(2,58,000)	236.52
Lapsed/ cancelled during the year:	-	-	(1,000)	231.00
Options outstanding at the end of the year:*	20,000	567.00	30,000	506.83
Options available for grant:	23,36,950	-	23,36,950	-

* Includes options vested but not exercised as at March 31, 2026 : Nil (March 31, 2025: Nil)

** Includes options exercised but not allotted as at March 31, 2026 : Nil (March 31, 2025: Nil)

The weighted average remaining contractual life is 0.71 years (March 31, 2025: 1.18 years) and the range of exercise price is ₹ 567 (March 31, 2025: ₹ 206 to ₹ 567)

46 Employee Benefits Plans

Employee benefits pertaining to overseas subsidiaries have been accrued based on their respective local labour laws.

Defined contribution plan

The Group makes contributions to provident fund and employee state insurance schemes under Employees Provident Fund Act, 1952, which are defined contribution plans, for qualifying employees. Under the schemes, the Group is required to contribute a specified percentage of the payroll cost to fund the benefits. The Group recognised ₹ 248.06 Million (previous year: ₹ 223.43 Million) for provident fund contributions, ₹ 0.79 Million (previous year: ₹ 0.59 Million) for employee state insurance scheme contributions (including costs debited to discontinued operations) in the Statement of Profit and Loss. The contributions payable to these plans by the Group are at rates specified in the rules of the schemes.

The Employees of the Group also participate in an employee retirement savings plan (the "401K Plan") under Section 401(K) of the United States Internal Revenue Code. The 401K Plan allow employees to defer a portion of their annual earnings on a pre-tax basis through voluntary contributions to the 401K Plan. For the year ended March 31, 2026, the Group recorded contributions of ₹ 63.13 Million (previous year ₹ 54.92 Million) towards 401K Plan. The Group has additionally contributed towards Social Security and Medicare amounting to ₹ 143.88 million for the year ended March 31, 2026 (previous year ₹ 127.15 million).

The balance contribution amounting to ₹ 331.31 million(previous year ₹ 203.43) pertains to employee related contributions accross various geographies

The Group has no obligations beyond its contributions.

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Defined benefit plan

The Company and its Indian subsidiaries offers gratuity benefits under Payment of Gratuity Act, 1972, a defined employee benefit scheme to its employees.

Composition of the plan assets

The fund is managed by LIC , the fund manager. The details of composition of plan assets managed by the fund manager is not available with the Company. However, the said funds are subject to Market risk (such as interest risk, investment risk, etc.).

The said benefit plan is exposed to actuarial risks such as longevity risk and salary risk.

Longevity risk	The impact of longevity risk will depend on whether the benefits are paid before retirement age or after . Typically for the benefits paid on or before the retirement age , the longevity risk is not very material. The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

Particulars	Valuation as at	
	31-Mar-26	31-Mar-25
Discount rate(s)	4.47% - 7.20%	6.60% - 6.62%
Expected rate(s) of salary increase	3% - 9%	6% - 10%
Attrition Rate	12% - 30%	14% - 18%
Mortality Rate	As per IALM (2012-14) ultimate	
Retirement age (years)	58 to 65 years	58 years

Amounts recognised in respect of these defined benefit plans are as follows:

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Service cost:		
Current service cost	131.23	66.61
Net interest expense	36.92	32.62
Components of defined benefit costs recognised in statement of profit and loss	**168.15**	**99.23**
Remeasurement on the net defined benefit liability:		
Return on plan assets [excluding amounts included in net interest expense] (excess) / Short return	(5.27)	(5.15)
Actuarial (gains) / losses arising from changes in demographic assumptions	12.68	0.87
Actuarial (gains) / losses arising from changes in financial assumptions	(65.85)	82.75
Actuarial (gains) / losses arising from experience adjustments	11.29	6.62
Components of defined benefit costs recognised in other comprehensive income	**(47.15)**	**85.09**
Total	**121.00**	**184.32**

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the consolidated statement of profit and loss. The remeasurement of the net defined benefit liability is included in other comprehensive income.

The amount included in the consolidated balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Present value of funded defined benefit obligation	850.42	756.01
Fair value of plan assets	(157.18)	(149.81)
Net liability arising from defined benefit obligation	**693.24**	**606.20**

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Movements in the present value of the defined benefit obligation are as follows:

₹ In Million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Opening defined benefit obligation	756.01	636.12
Add/(less) on account of acquisitions / business transfers	-	-
Expenses recognised in statement of profit and loss		
Current service cost	127.40	66.61
Past service cost	3.83	-
Interest cost	46.74	39.70
Remeasurement (gains)/losses:		
Actuarial gains and losses arising from changes in demographic assumptions	12.68	0.87
Actuarial gains and losses arising from changes in financial assumptions	(65.85)	82.75
Actuarial gains and losses arising from experience adjustments	11.29	6.62
Benefits paid	(44.38)	(35.26)
Others	2.70	-
Acquisition/divestiture	-	(41.40)
Closing defined benefit obligation	**850.42**	**756.01**

Movements in the fair value of the plan assets are as follows:

₹ In Million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Opening fair value of plan assets	149.81	100.57
Remeasurement gain / (loss):		
Return on plan assets (excluding amounts included in net interest expense)	**9.83**	**7.08**
Contributions from the employer	26.30	63.00
Actuarial gain / (loss) on plan assets	5.28	5.16
Benefits paid	(34.04)	(26.00)
Closing fair value of plan assets	**157.18**	**149.81**

Details of Plan Assets:

Particulars	Year ended	
	31-Mar-26	31-Mar-25
The weighted-average asset allocations at the year end were as follows:		
Equities	0%	0%
Bonds	0%	0%
Gilts	0%	0%
Pooled assets with an insurance company	100%	100%
Others	0%	0%
Total	**100%**	**100%**
Actual Return on Plan Assets (₹ million)	7.56	6.12

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases / (decrease) by 1%, the defined benefit obligation would be ₹ 809.23 Million (₹ 905.56 Million) as at March 31, 2026.

If the expected salary growth increases / (decrease) by 1%, the defined benefit obligation would be ₹ 892.29 Million (₹ 814.67 Million) as at March 31, 2026.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet. There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

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There has been no change in the process used by the Group to manage its risks from prior periods.

Expected Company Contributions for the FY 26-27 is ₹ 128.52 million

Maturity profile of Defined Benefit Obligation

₹ In Million

Financial Year	Amount
2026-27	144.00
2027-28	107.25
2028-29	103.47
2029-30	91.22
2030-31	99.07
2031-32 to 2035-36	355.60
Average Expected Future Working life (Years)	5.66

47 Lease arrangements

The Group as lessor:

Leasing arrangement

The Group has entered into operating lease arrangement for lease of land & building for a term less than 1 year. Details relating to these assets and minimum lease rentals receivable are as follows:

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Gross carrying amount of assets leased	-	133.70
Accumulated depreciation	-	(22.97)
Future minimum lease income:		
Not later than 1 year	-	-
Later than 1 year but not later than 5 years	-	-
Later than 5 years	-	-
Total	**-**	**-**

48

Earnings per share

₹ In Million

Particulars	For the year ended	
	31-Mar-26	31-Mar-25
Basic earnings per share:		
From continuing operations	60.34	44.05
From discontinued operations	-	346.49
Total basic earnings per share	**60.34**	**390.54**
Diluted earnings per share:		
From continuing operations	60.34	44.05
From discontinued operations	-	346.45
Total diluted earnings per share	**60.34**	**390.50**

Earnings used in computing basic and diluted earnings per share

₹ In Million

Particulars	For the year ended	
	31-Mar-26	31-Mar-25
Profit/(loss) attributable to the equity holders of the Company		
From continuing operations	5,561.93	4,053.50
From discontinued operations	-	31,881.07

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Total operations	**5,561.93**	**35,934.57**

Weighted average number of shares used as the denominator

Particulars	For the year ended	
	31-Mar-26	**31-Mar-25**
Weighted average number of equity shares used as denominator in calculating basic earnings per share	**9,21,69,454**	**9,20,11,241**
Adjustments for calculation of diluted earnings per share:		
- employee stock options	4,393	10,112
Weighted average number of equity shares used as denominator in calculating diluted earnings per share	**9,21,73,847**	**9,20,21,353**

Note: Potential ordinary shares are antidilutive when their conversion to ordinary shares would increase earnings per share or decrease loss per share. The calculation of diluted earnings per share does not assume conversion, exercise, or other issue of potential ordinary shares that would have an antidilutive effect on earnings per share.

49. RELATED PARTY TRANSACTIONS : LIST OF THE RELATED PARTIES

Associates	**Aponia Laboratories Inc, USA Universal Corporation Limited, Kenya (with effect from September 30, 2022)**
Enterprises controlled or significantly influenced by key management personnel and relative of key management personnel and their relatives with whom transactions have occurred during the current year or previous year	Agnus Capital LLC, India Atma Projects, India Aurore Life Sciences Private Limited, India Aurore Pharmaceuticals Private Limited, India Brooks Steriscience Limited, India Chayadeep Properties Private Limited, India OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)(from 1st April 2024) OneSource Specialty Pte. Limited (formerly known as Steriscience Speciality Pte Limited) OneSource Softgels Pte Ltd, Singapore (formerly known as Strides Softgels Pte Ltd) Hydra Active Pharma Sciences Private Limited, India (formerly Tenshi Active Pharma Private Limited) Karuna Business Solutions LLP KR Anuradha Naari Pharma Private Limited, India Stelis Biopharma UK Private Limited (with effect from April 1, 2024) Stelis Pte. Ltd., Singapore(with effect from April 1, 2024) Biolexis Pte. Ltd, Singapore(with effect from April 1, 2024) Biolexis Private Limited, India(with effect from April 1, 2024) Naari Pte Ltd., Singapore Shasun USA Inc, USA Six Rays LLP Six Rays Pharma Solutions LLP, India Six Rays Pte. Limited, Singapore Six Rays Holdings Pte. Ltd., Singapore Solara Active Pharma Sciences Limited, India Steriscience Specialities Private Limited, India Steribrooks Penems Private Limited Steriscience BV, Netherland Steriscience SP. Zoo, Poland Steriscience Pte Ltd Tenshi Healthcare Pte Limited, India (formerly Biolexis Pte Ltd) Instapill Private Limited, UK (formerly known as Tenshi Kaizen Pvt Ltd, UK) Instapill Private Limited, India (formerly known as Tenshi Kaizen Pvt Ltd) Instapill Pte Limited, Singapore (formerly known as Tenshi Kaizen Pharma Pte Ltd, Singapore) Tenshi Life Sciences Pte. Limited, Singapore Tenshi Kaizen B.V. Serovia USA Inc, USA (formerly known as Tenshi Kaizen USA Inc,)

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Associates	**Aponia Laboratories Inc, USA Universal Corporation Limited, Kenya (with effect from September 30, 2022)**
	Tenshi Pharmaceuticals Private Limited (formerly known as Steriscience Private Limited, India)
	White Crow Research Private Limited, India
	Serovia Pharma Private Limited (Formerly known as Six Rays Pharma Private Limited) (from 19th July 2025)
	Strides Pharma Services Private Limited
	Velbiom Probiotics Private Limited, India (formerly Tenshi Life Care Private Limited, India)
	Y Usha Rani
Joint Ventures (JV)	Sihuan Strides (HK) Ltd, Hongkong (49%)
Key Management Personnel (KMP)	Mr. Arun Kumar, Chairman and Non-Executive Director
	Mr. Badree Komandur, Executive Director - Managing Director & Group CEO (w.e.f 1st June 2024)(Group CFO till 31st May 2024)
	Mr.Vikesh Kumar, Group CFO (w.e.f 1st June 2024)
	Mr. Aditya Kumar, Executive Director
	Mr. Bharat D Shah, Independent Director (upto June 14, 2024)
	Mr. S.Sridhar, Independent Director (upto July 30, 2024)
	Mr.Vatsavaya Satya Swapna(upto 12th Sept, 2024)
	Mr.Subir Chakraborthy (w.e.f 1st June 2024)
	Ms.Mukta Arora, Independent Director (Appointed as Director w.e.f. Feb 1, 2025)
	Dr. Kausalya Santhanam, Independent Director
	Mr. Homi Rustam Khusrokhan, Independent Director
	Mr.Ameet Pratapsinh Hariani, Independent Director
	Ms. Manjula Ramamurthy, Company Secretary

49. Related party closing balances

₹ In Million

Nature of Transactions		Joint ventures and Associates		Directors / KMP / Relatives of KMP		Enterprises owned or significantly influenced by Directors or KMP or their relatives	
		Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
Sales of materials/services (net of returns)							
1	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	0.19	30.51
2	Sihuan Strides (HK) Limited	-	-	-	-	-	-
3	Solara Active Pharma Sciences Limited	-	-	-	-	-	0.05
4	Brooks Steriscience Limited	-	-	-	-	-	38.07
5	Strides Softgels Pte Ltd	-	-	-	-	3.15	(5.78)
6	Universal Corporation Limited	-	202.89	-	-	-	-
Royalty Income							
1	Naari Pte Ltd	-	-	-	-	1.07	-
Sale of Property, plant and equipment							
1	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	3.25	-
Purchase of Property, plant and equipment							
1	Instapill Private Limited	-	-	-	-	16.82	-
2	OneSource Specialty Pte. Limited	-	-	-	-	4.43	-
3	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	2.19	50.77
4	Tenshi Pharmaceuticals Private Limited					0.01	
Guarantee Commission received							

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Nature of Transactions		Joint ventures and Associates		Directors / KMP / Relatives of KMP		Enterprises owned or significantly influenced by Directors or KMP or their relatives	
		Year Ended 31-Mar-26	Year Ende d31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
1	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	-	31.78
Rental income							
1	Solara Active Pharma Sciences Limited	-	-	-	-	8.86	17.46
2	SIX RAYS PTE. LIMITED	-	-	-	-	0.51	-
3	Strides Pharma Services Private limited	-	-	-	-	0.05	0.08
4	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)					1.72	-
5	Synthix Global Pharma Solutions Limited					0.10	
6	Steriscience Specialties Private LTD					0.11	-
Interest income							
1	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	-	58.10
Support service income							
1	Agnus Capital LLC, India	-	-	-	-	0.09	0.61
2	Aurore Life Sciences Private Limited	-	-	-	-	1.20	2.53
3	Aurore Pharmaceuticals Private Limited	-	-	-	-	3.24	1.20
4	Biolexis Private Limited	-	-	-	-	11.04	-
5	Brooks Steriscience Private Limited	-	-	-	-	12.58	6.12
6	Hydra Active Pharma Science Private Limited	-	-	-	-	0.72	0.72
7	Instapill Private Limited	-	-	-	-	72.63	68.29
8	Karuna Business Solutions Llp	-	-	-	-	0.94	0.07
9	Naari Pharma Private Limited	-	-	-	-	31.35	31.46
10	Naari Pharma Pte Limited	-	-	-	-	-	0.94
11	Six Rays LLC, India	-	-	-	-	0.00	0.36
12	Six Rays Pharma Solutions LLC	-	-	-	-	0.40	0.36
13	Six Rays Pte. Limited	-	-	-	-	0.26	0.22
14	Sixrays Holdings Pte Ltd	-	-	-	-	0.26	0.22
15	Solara Active Pharma Sciences Limited	-	-	-	-	92.94	74.66
16	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	748.53	213.56
17	Serovia Holdings Limited	-	-	-	-	8.36	-
18	Serovia Pharma Private Limited	-	-	-	-	2.21	-
19	Serovia USA Inc, USA	-	-	-	-	22.03	-
20	Stelis Pte Ltd	-	-	-	-		0.10
21	Steribrooks Penems Private Limited	-	-	-	-	-	-
22	Steriscience Pte Ltd	-	-	-	-	29.67	114.16
23	OneSource Speciality Pte. Limited	-	-	-	-	-	(0.01)
24	OneSource Softgels Pte Ltd, Singapore	-	-	-	-	-	0.45
25	Steriscience SP. Zoo, Poland	-	-	-	-	27.84	13.57
26	Steriscience Specialties Private Ltd	-	-	-	-	1.01	134.02
27	Tenshi Kaizen Private Limited	-	-	-	-	-	68.29
28	Tenshi Life Science Pte Ltd	-	-	-	-	0.22	0.21
29	Tenshi Pharmaceuticals Private Limited	-	-	-	-	33.64	29.60
30	Tenshi Kaizen B.V.	-	-	-	-	0.42	0.37
31	Tenshi Kaizen Inc.	-	-	-	-	0.22	0.21
32	Instapill Pte Limited, Singapore	-	-	-	-	0.22	0.21

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

	Nature of Transactions	Joint ventures and Associates		Directors / KMP / Relatives of KMP		Enterprises owned or significantly influenced by Directors or KMP or their relatives	
		Year Ended 31-Mar-26	Year Ende d31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
33	Tenshi Kaizen Uk Limited	-	-	-	-	0.30	0.28
34	Tenshi Healthcare Pte.Limited	-	-	-	-	0.22	0.21
35	Universal Corporation Limited	13.86	1.07	-	-	-	-
36	Velbiom Probiotics Private Limited	-	-	-	-	1.24	1.23
37	Tenshi Healthcare Pte.Limited,Singapore						0.21
Support service income							
38	Y Usha Rani	-	-	-	-	2.28	1.73
39	Karuna Business Solutions LLP,India					-	0.07
40	Aurore Pharmaceuticals PrivateLimited, India					-	1.20
Support service expense							
1	Whitecrow Research Pvt Ltd	-	-	-	-	-	5.92
2	Tenshi Pharmaceuticals Private	-	-	-	-	20.87	-
3	Strides Pharma Services Private Limited	-	-	-	-	-	0.03
Purchase of materials/services							
1	Aurore Life Sciences Private Limited	-	-	-	-	344.06	392.46
2	Aurore Pharmaceuticals Private Limited	-	-	-	-	0.33	0.10
3	Naari Pte Ltd.	-	-	-	-	-	6.67
4	Solara Active Pharma Sciences Limited	-	-	-	-	3,356.63	2,174.83
5	Steriscience Pte Ltd	-	-	-	-	-	850.49
6	Onesource Specialty Pharma Limited (Formerly Stelis Biopharma Limited)	-	-	-	-	3,550.45	394.30
7	Onesource Speciality PTE	-	-	-	-	100.93	-
8	Tenshi Kaizen Private Limited	-	-	-	-	15.45	50.37
11	Universal Corporation Limited	526.04	559.26	-	-	-	-
12	Strides Softgels Pte Ltd	-	-	-	-	-	3,562.84
13	Steriscience Pte Ltd	-	-	-	-	115.17	-
14	Steri Science Specialties Private Limited	-	-	-	-	-	0.10
Sale / (returns) of Intangibles							
1	Steriscience Pte Limited	-	-	-	-	-	(51.61)
Short Term Employee Benefits paid to							
1	Mr. Arun Kumar	-	-	32.55	90.00	-	-
2	Mr.Vikesh Kumar	-	-	47.19	39.93	-	-
3	Mr. Badree Komandur	-	-	65.62	58.14	-	-
4	Ms. Manjula Ramamurthy	-	-	9.30	10.00	-	-
5	Mr.Aditya Kumar			21.15	16.21	-	-
Employee stock option expenses							
1	Mr.Vikesh Kumar			-	26.44		
Sitting Fees paid to							
1	Dr. Kausalya Santhanam	-	-	1.75	4.28	-	-
2	Mr. S.Sridhar	-	-	-	1.00	-	-
3	Mr. Ameet Pratapsinh Hariani			1.70	1.90		
4	Mr.Subir Chakraborthy			1.70	1.25		
5	Ms.Mukta Arora			1.50	0.10		
6	Mr. Homi Rustam Khusrokhan	-	-	1.60	2.00	-	-
7	Mr. Bharat D Shah	-	-	-	0.65	-	-
Remuneration to Non-executive directors							
1	Dr. Kausallya Santhanam	-	-	2.50	2.00	-	-
2	Mr. S.Sridhar	-	-	0.83	2.00	-	-
3	Mr. Homi Rustam Khusrokhan	-	-	2.50	2.00	-	-
4	Mr. Bharat D Shah	-	-	0.63	2.00	-	-
5	Mr. Ameet Pratapsinh Hariani	-	-	2.50	0.40	-	-
6	Mr. Subir Chakraborthy	-	-	2.08	-	-	-

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Nature of Transactions		Joint ventures and Associates		Directors / KMP / Relatives of KMP		Enterprises owned or significantly influenced by Directors or KMP or their relatives	
		Year Ended 31-Mar-26	Year Ende d31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
7	Ms. Mukta Arora	-	-	0.42	-	-	-
Lease Payments							
1	Atma Projects	-	-	-	-	112.34	105.98
2	Chayadeep Properties Private Limited	-	-	-	-	35.44	33.43
3	K.R. Anuradha	-	-	-	-	26.28	23.65
Reimbursement of expenses incurred on behalf of							
1	Naari Pharma Private Limited	-	-	-	-	38.80	0.30
2	Solara Active Pharma Sciences Limited	-	-	-	-	17.78	56.15
3	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	1,167.86	48.42
4	Onesource Speciality PTE	-	-	-	-	3.12	-
5	Steriscience Pte Ltd	-	-	-	-	66.84	58.96
6	Steriscience Specialties Private Ltd	-	-	-	-	11.51	21.55
7	Steriscience Specialities Pte. Limited	-	-	-	-	-	2.42
8	Six Rays Pte. Limited	-	-	-	-	55.01	-
9	Serovia Pharma Private Limited					0.54	-
10	Serovia USA Inc					29.26	-
11	Tenshi Pharmaceuticals Private Limited	-	-	-	-	0.72	1.74
12	InstalPill Private Limited (Formaly known as Tenshi Kaizen)	-	-	-	-	34.26	12.48
13	Tenshi Life Science Pte Ltd	-	-	-	-	32.53	-
14	Universal Corporation Limited	18.26	18.02	-	-	-	-
15	Naari Pte Ltd	-	-	-	-	-	23.26
18	Strides Softgels Pte Ltd	-	-	-	-	0.01	14.43
19	Brooks Steriscience Private Limited	-	-	-	-	5.68	5.33
Reimbursement of expenses incurred by							
1	Solara Active Pharma Sciences Limited	-	-	-	-	75.83	96.48
2	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	29.02	0.04
3	Onesource Speciality PTE	-	-	-	-	2.19	-
4	Aurore Lifesciences Private Limited	-	-	-	-	1.87	-
5	Steriscience Specialties Private Ltd	-	-	-	-	0.08	0.61
6	InstalPill Private Limited (Formaly known as Tenshi Kaizen)	-	-	-	-	16.68	(0.27)
7	Serovia Pharma Private Limited	-	-	-	-	0.05	-
8	Tenshi Pharmaceuticals Private Limited	-	-	-	-	0.00	0.02
9	Universal Corporation Limited	3.89	7.94	-	-		-

Notes

i. All transactions were made at arm's length

ii. All outstanding referred above are unsecured

iii. Transactions and balances with its own subsidiaries which are eliminated on consolidation are not included above.

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

49. Related party closing balances

₹ In Million

Particulars		Joint ventures and Associates		Directors / KMP / Relatives of KMP		Enterprises owned or significantly influenced by Directors or KMP or their relatives	
		As at 31-Mar-26	As at 31-Mar-25	As at 31-Mar-26	As at 31-Mar-25	As at31-Mar-26	As at 31-Mar-25
Other Financial Assets (Liabilities) and Other Assets (Liabilities):							
1	Naari Pharma Private Limited	-	-	-	-	-	0.01
2	Shasun USA Inc	-	-	-	-	15.67	14.19
3	Shasun Pharma Solution Inc	-	-	-	-	-	-
4	Sihuan Strides (HK) Limited,	-	-	-	-	-	-
5	Solara Active Pharma Sciences Limited	-	-	-	-	1.78	1.61
6	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	22.07	(2,692.39)
7	OneSource Specialty Pte (formaly known as Sterisicence Speciality Pte)					0.67	-
8	Velbiom Probiotics Private Limited	-	-	-	-	5.86	5.86
9	Dr. Kausallya Santhanam	-	-	-	(0.38)	-	-
10	Steriscience Pte Ltd	-	-	-	-	0.14	3.58
11	Universal Corporation Limited	21.94	27.05	-	-	-	-
12	Strides Softgels Pte. Ltd	-	-	-	-	-	(31.02)
13	Serovia USA Inc, USA	-	-	-	-	1.24	-
14	InstalPill Private Limited (Formaly known as Tenshi Kaizen)	-	-	-	-	8.89	-
Balance of deposits paid:							
1	Atma Projects	-	-	-	-	69.96	69.96
2	Chayadeep Properties Private Limited	-	-	-	-	21.88	21.88
3	K.R. Anuradha	-	-	-	-	46.07	44.04
Balance of deposits received:							
1	Solara Active Pharma Sciences Limited	-	-	-	-	-	7.20
Balance of (trade payables) net of advance paid as at:							
1	Aurore Life Sciences Private Limited	-	-	-	-	(91.25)	(168.20)
2	Aurore Pharmaceuticals Private Limited	-	-	-	-	(1.67)	(1.28)
3	Chayadeep Properties Private Limited	-	-	-	-	(1.66)	(1.56)
4	Naari Pharma Private Limited	-	-	-	-	-	(0.10)
5	Naari Pte Ltd.	-	-	-	-	(23.83)	(6.31)
6	Solara Active Pharma Sciences Limited	-	-	-	-	(2,105.39)	(1,272.71)
7	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	(1,706.09)	(132.61)
8	Onesource Speciality PTE	-	-	-	-	(14.15)	-
9	InstalPill Private Limited (Formaly known as Tenshi Kaizen)	-	-	-	-	(34.30)	(21.84)
10	Tenshi Pharmaceuticals Private Limited	-	-	-	-	(5.00)	-
11	Neviton Softech Pvt Ltd	-	-	-	-	-	-
12	Universal Corporation Limited	(83.16)	27.90	-	-	-	-
13	Steriscience Specialties Private Limited	-	-	-	-	-	(0.13)
14	Whitecrow Research Private Limited	-	-	-	-	-	-
15	Atma Projects	-	-	-	-	(5.06)	(4.77)
15	Strides Softgels Pte. Ltd	-	-	-	-	-	(831.80)
16	Serovia Pharma Private Limited	-	-	-	-	(0.05)	-
17	Steriscience Pte Ltd	-	-	-	-	(0.06)	(116.21)

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

₹ In Million

Particulars		Joint ventures and Associates		Directors / KMP / Relatives of KMP		Enterprises owned or significantly influenced by Directors or KMP or their relatives	
		As at 31-Mar-26	As at 31-Mar-25	As at 31-Mar-26	As at 31-Mar-25	As at31-Mar-26	As at 31-Mar-25
Balance of trade receivables (net of advance received) as at:							
1	Agnus Capital LLC, India	-	-	-	-	0.10	0.08
2	Aurore Life Sciences Private Limited	-	-	-	-	4.49	3.69
3	Aurore Pharmaceuticals Private Limited	-	-	-	-	6.44	3.89
4	Biolexis Pte Ltd	-	-	-	-	-	4.22
5	Brooks Steriscience Limited	-	-	-	-	2.72	6.62
6	Hydra Active Pharma Sciences	-	-	-	-	0.07	1.76
7	InstalPill Private Limited (Formaly known as Tenshi Kaizen)	-	-	-	-	69.91	60.47
8	Karuna Business Solutions LLP	-	-	-	-	1.11	-
9	Naari Pharma Private Limited	-	-	-	-	4.80	6.83
10	Naari Pte Ltd					1.13	0.96
11	OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited)	-	-	-	-	385.80	145.05
12	Serovia Holdings Limited	-	-	-	-	3.16	-
13	Serovia Pharma Private Limited	-	-	-	-	0.53	-
14	Serovia USA Inc, USA	-	-	-	-	5.68	-
15	Sihuan Strides (HK) Ltd	-	-	-	-	-	-
16	Six Rays LLC, India	-	-	-	-	-	1.11
17	Six Rays Pharma Solutions	-	-	-	-	0.04	0.94
Balance of trade receivables (net of advance received) as at:							
18	Six Rays Pte. Limited	-	-	-	-	8.42	0.14
19	Sixrays Holdings Pte Ltd	-	-	-	-	0.07	0.11
20	Solara Active Pharma Sciences Limited	-	-	-	-	39.23	76.93
21	Stelis Pte Ltd	-	-	-	-	-	0.10
22	Steriscience SP. Zoo, Poland	-	-	-	-	10.69	10.71
23	Steriscience Pte Ltd	-	-	-	-	0.30	48.94
24	Steriscience Specialties Private Limited	-	-	-	-	0.02	55.20
26	Tenshi Healthcare Pte	-	-	-	-	0.06	0.21
27	Instapill Pte Limited, Singapore	-	-	-	-	0.06	0.21
28	Tenshi Kaizen USA Inc	-	-	-	-	-	-
29	Tenshi Life Sciences Pte Ltd	-	-	-	-	0.12	(0.05)
30	Tenshi Pharmaceuticals Private Limited	-	-	-	-	10.21	8.00
31	Tenshi Kaizen B.V.	-	-	-	-	0.11	0.37
32	Tenshi Kaizen Inc.	-	-	-	-	0.12	0.21
33	Instapill Private Ltd, UK	-	-	-	-	0.16	0.28
34	Tenshi Kaizen Usa Inc.	-	-	-	-	-	0.21
35	Universal Corporation Limited	8.98	4.37	-	-	-	-
36	Strides Pharma Services Private Limited	-	-	-	-	-	0.14
37	Velbiom Probiotics Private Limited	-	-	-	-	1.32	1.43
38	Y Usha Rani	-	-	-	-	0.22	0.19
Post retirement benefit liability for KMPs							
1	Mr. Aditya Kumar	-	-	2.34	1.78	-	-
2	Mr. Arun Kumar	-	-	-	6.60	-	-
3	Mr. Badree Komandur	-	-	9.22	8.72	-	-
4	Mr. Vikesh Kumar	-	-	0.06	0.08	-	-
5	Ms. Manjula Ramamurthy	-	-	2.47	2.42	-	-

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50 Subsidiary information

50.1 Details of the Group's subsidiaries at the end of the reporting period are as follows:

Sl. No.	Name of the subsidiary	Principal activity	Place of Incorporation	Proportion of ownership interest and voting power held by the Group 31-Mar-26	31-Mar-25
1	Amexel Pte Ltd^^^	Introduction, procurement, collaborations and business engagment between pharmaceutical manufactureres and suppliers	Singapore	100.00%	100.00%
2	Apollo Life sciences Holdings Proprietary Limited*	Registration and marketing of pharmaceutical products	South Africa	0.00%	51.76%
3	Arco Lab Private Limited	Outsourcing and business support services	India	100.00%	100.00%
4	Beltapharm S.R.L	Manufacturing and trading in pharmaceutical products	Italy	97.94%	97.94%
5	Fairmed Healthcare GmbH (Refer note 50.2)	Trading in Pharmaceutical products	Germany	100.00%	100.00%
6	Neviton Softech Private Limited**	Engineering and Information Technology	India	100.00%	50.00%
7	Neviton Technologies Inc.,**	Engineering and Information Technology	USA	100.00%	50.00%
8	PharmaPar Inc.	Trading in pharmaceutical products	Canada	100.00%	100.00%
9	Strides Arcolab International Ltd.	Investment Holding	UK	100.00%	100.00%
10	Strides CIS Limited@	Trading in pharmaceutical products	Cyprus	0.00%	100.00%
11	Strides Consumer LLC@@	Sale and distribution of pharmaceutical and other over the counter consumer health care products	USA	100.00%	100.00%
12	Strides Consumer Private Limited@@	Sale and distribution of pharmaceutical and other over the counter consumer health care products	India	100.00%	100.00%
13	Strides Foundation Trust	Carrying out Social Responsibility activities	India	-	-
14	Strides Global Consumer Healthcare Limited@@	Sale and distribution of pharmaceutical and other over the counter consumer health care products	UK	100.00%	100.00%
15	Strides LifeSciences Limited	Trading in pharmaceutical products	Nigeria	100.00%	100.00%
16	Strides Netherlands B.V.	Trading in pharmaceutical products	Netherlands	100.00%	100.00%
17	Strides Nordics ApS	Trading in pharmaceutical products	Denmark	100.00%	100.00%
18	Strides Pharma (Cyprus) Limited	Trading in pharmaceutical products	Cyprus	100.00%	100.00%
19	Strides Pharma (SA) Pty Ltd.	Trading in pharmaceutical products	South Africa	51.76%	51.76%
20	Strides Pharma Asia Pte. Ltd.	Investment Holding	Singapore	100.00%	100.00%
21	Strides Pharma Canada Inc.	Trading in pharmaceutical products	Canada	100.00%	100.00%
22	Strides Pharma Global (UK) Ltd.	Investment Holding	UK	100.00%	100.00%
23	Strides Pharma Global Pte. Limited	Develop, manufacture, market and trade in pharmaceutical and ancillary products	Singapore	100.00%	100.00%
24	Strides Pharma Inc.	Manufacturing and trading in pharmaceuticals products	USA	100.00%	100.00%
25	Strides Pharma International AG (Formerly referred as "Fairmed Healthcare AG, Switzerland") (Refer note 50.2)	Trading in Pharmaceutical products	Switzerland	100.00%	100.00%
26	Strides Pharma International Limited	Investment Holding	Cyprus	100.00%	100.00%
27	Strides Pharma New Zealand Limited##	Trading in pharmaceutical products	New Zealand	100.00%	100.00%
28	Strides Pharma Science Pty Ltd	Trading in pharmaceutical products	Australia	100.00%	100.00%
29	Strides Pharma UK Ltd.	Trading in pharmaceutical products	UK	100.00%	100.00%
30	SVADS Holdings SA	Develop and trade in pharmaceutical products	Switzerland	100.00%	100.00%
31	Trinity Pharma (Pty) Ltd.	Registration and marketing of pharmaceutical products	South Africa	51.76%	51.76%

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Sl. No.	Name of the subsidiary	Principal activity	Place of Incorporation	Proportion of ownership interest and voting power held by the Group	
				31-Mar-26	31-Mar-25
32	UCL Brands Limited	Trading in pharmaceutical products	Kenya	51.00%	51.00%
33	Vensun Pharmaceuticals, Inc.	Develop and trade in pharmaceutical products	USA	100.00%	100.00%
34	Pivot Path Private Limited #	Outsourcing and business support services	India	100.00%	0.00%

Notes

*Voluntarily dissolved with effect from August 22, 2025

**Completion of balance acquisition of 50% making it as a wholly owned subsidiary with effect from February 16, 2026

^^^Subsidiary with effect from March 19, 2025 (Refer note 39)

@Divested with effect from June 16, 2025

@@Subsidiary with effect from August 5, 2024 (Refer note 39)

#Incorporated during the year ended March 31, 2026

##Incorporated during the year ended March 31, 2025

50.2 Change in the Group's ownership interest in a subsidiary:

(i) As part of corporate restructuring, the following restructuring / reorganisation were done within the Group:

(a) During the year ended March 31, 2026, Arco Lab Private Limited (APL) acquired the balance 50% equity of Neviton Softech Private Limited (Neviton). Consequently, Neviton became the wholly owned subsidiary of the Group. The acquisition has no impact on Consolidated financial statements, since this entity was already being consolidated.

(b) During the previous year, Strides Pharma Global Pte Limited (SPG) acquired balance 30% stake in Strides Pharma International AG (formerly known as Fairmed Healthcare AG) (Strides Switzerland). Consequently, SPG holds 100% of common stock of Strides Switzerland. The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated.

(ii) Following entities have been acquired / incorporated within the Group:

a) During the current year, Pivot Path Private Limited (Pivot Path) was incorporated as wholly owned subsidiary of Arco Lab Private Limited. Accordingly in these financial statements, the Pivot Path financial statements are consolidated.

b) During the previous year, Strides Pharma New Zealand Limited (NZ) was incorporated as wholly owned subsidiary of Strides Pharma Global Pte. Limited, Singapore. Accordingly in these financial statements, the NZ financial statements are consolidated.

(iii) Following entities have been merged with other entities within the Group:

During the previous year, Strides Alathur Private Limited got merged with the Company, Strides Pharma Science Limited with effect from 12 September, 2024. The merger had no impact on Consolidated financial statements, since this entity was already being consolidated.

(iv) Following entity has been divested during the current year:

Strides CIS Limited got divestred with effect from 16 June, 2025.

(v) Following entity has been dissolved during the current year:

Apollo Life Sciences Holdings (Pty) Ltd got voluntarily dissolved with effect from 22 August, 2025.

(vi) Following entities have been dissolved during the previous year:

(a) Arrow Life Sciences (Malaysia) SDN. BHD got dissolved with effect from 25 April, 2024.

(b) Stelis Biopharma (Malaysia) SDN. BHD got dissolved with effect from 4 June, 2024.

(c) Altima Innovations Inc. got dissolved with effect from 13 August, 2024.

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(d) Generic Partners UK Ltd got dissolved with effect from 18 March, 2025.

(vii) Following entities have been demerged during the previous year (Refer note 40.1):

(a) Strides Pharma Services Private Limited got demerged with effect from 1 April, 2024.

(b) Strides Softgels Pte Ltd got demerged with effect from 1 April, 2024.

51 Financial instruments

51.1 Categories of financial instruments

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Financial assets:		
Measured at fair value through profit or loss (FVTPL)		
(a)Mandatorily measured:		
(i) Equity investments	-	695.00
Measured at amortised cost		
(a)Cash and bank balances	2,131.42	1,367.83
(b)Loans	81.36	104.46
(c)Trade receivables	12,889.64	12,029.41
(d)Other financial assets at amortised cost	3,138.23	3,367.19
Measured at FVTOCI		
(a)Fair value of derivatives designated in a cash flow hedge	2.23	109.14
(b)Investments in certain equity instruments designated upon initial recognition	2,711.05	3,225.12
Financial liabilities:		
Measured at fair value through profit or loss (FVTPL)		
(a)Gross obligation under written put option	108.16	88.24
(b)Other financial liabilities	47.81	40.50
Measured at amortised cost		
(a)Borrowings (including current maturities of non-current borrowings)	16,686.90	17,956.13
(b)Security deposit	-	7.20
(c)Trade payables	13,096.80	10,324.98
(d)Unclaimed dividends	6.90	6.95
(e)Payables on purchase of property, plant and equipments and intangible assets	880.57	315.19
(f)Payables on purchase of non-current investments	-	7.57
(g)Lease liabilities	892.93	840.20
(h)Other financial liabilities	668.55	695.90
Measured at FVTOCI		
(a)Derivative financial liabilities	722.94	53.58

51.1.1 Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consist of the following three levels:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

51.1.2 Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis

Some of the Group's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and input(s) used).

Notes forming part of the consolidated financial statements

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₹ In Million

Financial assets / financial liabilities	Fair value as at 31-Mar-26	Fair value as at 31-Mar-25	Fair value hierarchy	Valuation technique(s) and key input(s)
Financial assets:				
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	2.23	109.14	Level 2	The fair value of forward foreign contracts are determined using spot and forward exchange rates at the balance sheet date.
Investment in Mutual fund (quoted)	-	695.00	Level 1	The fair value is determined based on the Net asset value published by respective funds.
Investment in equity instruments at FVTOCI (quoted)	2,711.05	3,225.12	Level 1	The fair value of the said investment is derived based on the quoted prices on stock exchanges.
Financial liabilities:				
Gross obligation under put options	108.16	88.24	Level 3	The said obligation under put options are valued basis expected pay-out. Significant unobservable inputs used for the said valuation are volatility and risk free interest rate (Discount rate - 6.60%). Refer note (a) below
Payable for purchase of shares	47.81	40.50	Level 3	The fair value has been derived based on the estimated payout based on the projected profits of the subsidiary and discounted for the present value using the risk free interest rate / weighted average cost of capital. The discount rate assumed is 11.89%
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	722.94	53.58	Level 2	The fair value of forward foreign contracts are determined using forward exchange rates at the balance sheet date.

Notes:

a) There is a wide range of possible fair value measurements for the valuation of exercise price of written-put options included in Level 3 of fair value hierarchy and the amount considered above represents the estimate of the fair value within that range.

Reconciliation of Level 3 fair value measurements

a) Gross obligation under put options

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Opening balance	88.24	80.69
Less: Exercise of put options	-	-
Add: Cancellation / losses in the statement of profit and loss (unrealised)	4.62	5.35
Add: Currency translations in other comprehensive income	15.30	2.20
Closing balance	**108.16**	**88.24**

If the discount rate increases/decreases by 1%, the gross obligation liability would be decrease/increase by ₹ 1.08 million (Mar'25 - ₹ 0.88 million)

b) Payable for purchase of shares

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Opening balance	40.50	94.88
Add: Contingent consideration on new acquisitions during the year	-	-
Add: Unwinding / fair valuation in the statement of profit and loss (unrealised)	-	(57.39)
Less: Currency translations in other comprehensive income	7.31	3.01
Closing balance	**47.81**	**40.50**

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If the discount rate increases by 1%, the contingent consideration payable would be ₹ 47.33 million (Mar'25 - ₹ 40.10 million)

51.1.3 Fair value of financial assets and financial liabilities that are not measured at fair value (but fair value disclosures are required)

The Group considers that the carrying amounts of financial assets and financial liabilities recognised in the financial statements at amortized cost will reasonably approximate their fair values.

51.2 Financial risk management objectives

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Group's primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Group is foreign exchange risk. The Group uses derivative financial instruments to mitigate foreign exchange related risk exposures. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

51.3 Foreign currency risk management

The Group is exposed to foreign exchange risk due to:

- debt availed in foreign currency
- net investments in subsidiaries and joint ventures that are in foreign currencies
- exposure arising from transactions relating to purchases, revenues, expenses, etc., to be settled (within and outside the group) in currencies other than the functional currency of the respective entities

Exchange rate exposures are managed within approved policy parameters by utilising forward foreign exchange contracts.

51.3.1 Forward exchange contracts

It is the policy of the Group to enter into forward foreign exchange contracts to cover the risk associated with anticipated sales transactions out to 6 months within 50% to 70% of the exposure generated.

The following table details the forward foreign currency contracts outstanding at the end of the reporting period:

Contracts designated in a cash flow hedge

Outstanding contracts	Underlying Exposure	Average exchange rate (₹)	Foreign currency (USD in Million)	Nominal amounts (₹ in Million)	Fair value assets (liabilities) (₹ in Million)
As at March 31, 2026					
Sell USD					
Less than 3 months	Forecasted sales	88.08	15.00	1,315.55	1,201.94
3 to 6 months		88.38	15.50	1,368.27	1,249.38
6 to 12 months		92.42	26.00	2,388.89	2,261.14
More than 12 months		-	-	-	-
Sell AUD					
Less than 3 months	Forecasted sales	58.43	6.00	350.57	309.65
3 to 6 months		59.00	6.00	354.02	314.65
6 to 12 months		64.61	16.00	1,024.92	990.48
More than 12 months		-	-	-	-
Sell EUR					
Less than 3 months	Forecasted sales	101.48	6.00	608.88	558.92
3 to 6 months		101.90	6.00	608.10	550.45
6 to 12 months		106.55	11.00	1,172.04	1,107.40
More than 12 months		-	-	-	-
Sell GBP					
Less than 3 months	Forecasted sales	118.47	3.00	355.41	332.50
3 to 6 months		118.53	2.50	297.26	277.50

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Outstanding contracts	Underlying Exposure	Average exchange rate (₹)	Foreign currency (USD in Million)	Nominal amounts (₹ in Million)	Fair value assets (liabilities) (₹ in Million)
6 to 12 months		120.58	4.50	544.13	513.34
More than 12 months		-	-	-	-
Total				**10,388.04**	**9,667.35**
As at March 31, 2025					
Sell USD					
Less than 3 months	Forecasted sales	85.70	8.00	684.99	683.87
3 to 6 months		86.00	20.00	1,718.63	1,712.78
6 to 12 months		86.30	29.00	2,499.00	2,477.66
More than 12 months		87.98	30.50	2,680.64	2,674.71
Sell AUD					
Less than 3 months	Forecasted sales	58.76	4.00	235.05	253.85
3 to 6 months		59.08	8.00	472.66	509.54
6 to 12 months		59.42	6.00	356.51	383.51
Sell EUR					
Less than 3 months	Forecasted sales	-	-	-	-
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
More than 12 months		99.89	8.00	799.08	818.61
Sell GBP					
Less than 3 months	Forecasted sales	107.94	4.00	431.76	419.35
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
Total				**9,878.32**	**9,933.88**

The line-items in the Consolidated balance sheet that include the above hedging instruments are “Other financial assets”.

The details of unhedged foreign currency exposure are as follows:

Amounts In Million

Amount receivable/(payable)	As at 31-Mar-26		As at 31-Mar-25	
Exposure to the Currency	**in foreign Currency**	**in ₹**	**in foreign Currency**	**in ₹**
USD	52.52	4,956.89	73.09	6,246.65
AUD	12.10	782.72	37.74	2,014.72
EUR	34.28	3,709.15	26.34	2,434.42
GBP	0.70	86.61	3.07	339.47
SGD	(0.90)	(66.10)	(0.32)	(20.67)
Others	49.37	411.36	41.84	6.57

51.3.2 Foreign currency sensitivity analysis

Financial instruments affected by changes in foreign exchange rates include loans in foreign currencies, loans in foreign currencies to subsidiaries. The Group considers US Dollar and the Euro to be principal currencies which require monitoring and risk mitigation. The Group is exposed to volatility in other currencies including the Great Britain Pounds (GBP) and the Australian Dollar (AUD). The impact on account of 5% appreciation / depreciation in the exchange rate of the above foreign currencies against ₹ is given below:

₹ In Million

Particulars	Increase / (decrease) in profit		Increase / (decrease) in equity	
	31-Mar-26	**31-Mar-25**	**31-Mar-26**	**31-Mar-25**
Appreciation in the USD	239.45	310.08	146.34	208.77
Depreciation in the USD	(239.45)	(310.08)	(146.34)	(208.77)
Appreciation in the EUR	134.68	121.72	108.88	106.71
Depreciation in the EUR	(134.68)	(121.72)	(108.88)	(106.71)
Appreciation in the AUD	39.14	100.74	13.77	60.93
Depreciation in the AUD	(39.14)	(100.74)	(13.77)	(60.93)
Appreciation in the GBP	4.05	16.97	5.74	17.23
Depreciation in the GBP	(4.05)	(16.97)	(5.74)	(17.23)

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The impact on profit has been arrived at by applying the effects of appreciation / deprecation effects of currency on the net position (Assets in foreign currency - Liabilities in foreign currency) in the respective currencies.

For the purposes of the above table, it is assumed that the carrying value of the financial assets and liabilities as at the end of the respective financial years remains constant thereafter. The exchange rate considered for the sensitivity analysis is the exchange rate prevalent as at each year end.

The sensitivity analysis might not be representative of inherent foreign exchange risk due to the fact that the foreign exposure at the end of the reporting period might not reflect the exposure during the year.

51.4 Interest rate risk management

Interest rate risk arises from borrowings. Debt issued at variable rates exposes the Group to cash flow risk. Debt issued at fixed rate exposes the Group to fair value risk. Generally, the Group mitigates its interest rate risk by entering into interest rate swap contracts. The Group has not entered into any interest rate swap contracts during the year.

51.4.1 Interest rate sensitivity analysis

Financial instruments affected by interest rate changes include secured long term loans from banks, secured long term loans from others, unsecured long term loans, secured short term loans from banks and unsecured short term loans from banks and others. The substantial portion of the borrowings of the Group have a floating rate of interest (refer note 22). The impact of a 1% change in interest rates on the profit of an annual period will be ₹ 167.20 Million (Previous year : ₹ 180.02 Million) assuming the loans at each year end remain constant during the respective years. This computation does not involve a revaluation of the fair value of loans as a consequence of changes in interest rates. The computation also assumes that an increase in interest rates on floating rate liabilities will not necessarily involve an increase in interest rates on floating rate financial assets.

51.5 Other price risks

The Group is exposed to equity price risks arising from equity investments. Certain of the Group's equity investments are held for strategic rather than for trading purposes.

51.5.1 Equity price sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to equity price risks at the end of the reporting period.

If equity prices had been 5% higher/lower, other comprehensive income for the year ended March 31, 2026 would increase/ decrease by ₹ 135.55 Million (for the year ended March 31, 2025: increase/decrease by ₹ 161.26 Million) as a result of the changes in fair value of equity investments measured at FVTOCI.

51.6 Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Credit Risk to the group primarily arises from trade receivables. Credit risk also arises from cash and cash equivalents, loans, financial instruments and deposits with banks and financial institutions and other financial assets.

The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group has an internal mechanism of determining the credit risk of the customers and setting credit limits. Credit risk is controlled by analysing the credit limits and credit worthiness of customers on a continuous basis to whom credit has been given after obtaining necessary approvals.

The Group is not significantly exposed to geographical distribution risk as the counterparties operate across various countries across the Globe.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit ratings.

In determining the allowance for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and rates as given in the provision matrix. The Provision matrix at the end of reporting period as follows:

₹ In Million

Age of receivables	31-Mar-26		31-Mar-25	
	Trade receivable	Expected credit loss allowance	Trade receivable	Expected credit loss allowance
Within Credit	10,562.92	113.99	9,172.75	49.03
Less than 180 Days	2,343.99	95.40	2,620.48	91.39
180-360 Days	200.26	28.40	416.78	42.74
360-540 Days	57.89	37.15	64.09	61.53
540-720 Days	3.10	3.10	52.11	52.11
Over 720 Days	130.64	130.64	117.43	117.43
Total	**13,298.80**	**408.68**	**12,443.64**	**414.23**

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Movement in Expected credit loss allowance

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Balance at the beginning of the year	414.23	500.38
Written back/ provided during the year	(5.55)	(55.60)
Movement on account of demerger	-	(30.55)
Balance at end of the year	**408.68**	**414.23**

51.7 Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-term, medium-term and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual short term and long term cash flows, and by matching the maturity profiles of financial assets and liabilities. A portion of the Group's surplus cash is retained as investments in Liquid Mutual Funds or fixed deposits to fund short term requirements.

51.7.1 Liquidity analysis for non-derivative liabilities

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table include both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate curves at the end of the reporting period. The contractual maturity is based on the earliest date on which the Group may be required to pay.

₹ In Million

Financial Liabilities	Due within (years)						Total	Carrying Amount
	1	1 to 2	2 to 3	3 to 4	4 to 5	beyond 5		
Bank and other borrowings								
• As on March 31, 2026	11,166.10	808.15	3,929.81	585.53	230.70	-	**16,720.29**	**16,686.90**
• As on March 31, 2025	12,243.69	521.10	417.16	4,636.56	184.42	-	**18,002.93**	**17,956.13**
Interest payable on borrowings								
• As on March 31, 2026	69.43	-	-	-	-	-	**69.43**	**69.43**
• As on March 31, 2025	74.78	-	-	-	-	-	**74.78**	**74.78**
Lease Liabilities								
• As on March 31, 2026	387.39	276.15	185.10	125.76	53.47	32.86	**1,060.73**	**892.93**
• As on March 31, 2025	324.53	281.14	148.94	76.98	44.74	80.28	**956.61**	**840.20**
Trade and other payable not in net debt								
• As on March 31, 2026	14,631.20	-	-	-	-	-	**14,631.20**	**14,631.20**
• As on March 31, 2025	11,379.31	40.50	-	-	-	-	**11,419.81**	**11,323.51**

51.8 Capital management

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Group consists of net debt (as detailed in notes 9,11,17, 18 and 22 offset by cash and bank balances and Investment in Mutual funds) and total equity of the Group.

The Group reviews the capital structure of the Group on a quarterly basis to ensure that it is in compliance with the required covenants. The Group has a target gearing ratio of 1:1 determined as the proportion of net debt to total equity. The gearing ratio at March 31, 2026 is 0.46 (March 31, 2025: 0.61).

The Group is not subject to any externally imposed capital requirements.

51.8.1 Gearing ratio

The gearing ratio at end of the reporting period was as follows.

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Debt (i)	16,686.90	17,956.13
Less:		

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₹ In Million

Particulars	31-Mar-26	31-Mar-25
Investment in Mutual funds	-	695.00
Cash and bank balances	2,151.95	1,419.73
Fixed deposits with banks with more than 12 months maturity	169.65	-
Net Debt (A)	**14,365.30**	**15,841.40**
Total Equity (B)	**31,493.37**	**25,864.64**
Net debt to equity ratio (A/B)	**0.46**	**0.61**

(i) Debt is defined as long-term borrowings, current maturities of long-term borrowings and short-term borrowings.

52 Transfer Pricing

The detailed transfer pricing regulations ('regulations') for computing the income from "domestic transactions" with specified parties and international transactions between 'associated enterprises' on an 'arm's length' basis is applicable to the Group. These regulations, inter alia, also require the maintenance of prescribed documents and information including furnishing a report from an Accountant which is to be filed with the Income tax authorities.

The Group has undertaken necessary steps to comply with the transfer pricing regulations. The Management is of the opinion that the transactions with associated enterprises and domestic transactions are at arm's length, and hence the aforesaid legislation will not have any material impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

53 (a) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2026

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Pharma Science Limited	34.21%	32,099.15	28.15%	1,699.22	59.58%	(566.85)	22.26%	1,132.37
Indian Subsidiaries:								
Arco Lab Private Limited	2.95%	2,769.01	2.37%	143.05	40.34%	(383.77)	(4.73)%	(240.71)
Pivot Path Private Limited	0.00%	0.33	0.00%	(0.27)	0.00%	-	(0.01)%	(0.27)
Strides Consumer Private Limited	0.04%	35.58	2.19%	132.06	0.00%	-	2.60%	132.06
Strides Foundation Trust	0.02%	21.60	(0.13)%	(8.14)	0.00%	-	(0.16)%	(8.14)
Neviton Softech Private Limited	0.32%	301.06	0.90%	54.31	(0.02)%	0.21	1.07%	54.52
Foreign Subsidiaries:								-
Apollo Life Sciences Holdings Proprietary Limited	0.00%	-	0.00%	0.02	0.00%	-	0.00%	0.02
Beltapharm SpA	0.01%	12.91	(4.40)%	(265.89)	0.00%	-	(5.23)%	(265.89)
Strides Pharma International AG(Fairmed)	0.30%	285.19	14.45%	872.49	0.00%	-	17.15%	872.49
Fair-Med HealthcareGmbH, Germany	(2.76)%	(2,586.95)	2.48%	149.88	0.00%	-	2.95%	149.88
Pharmapar Inc.	(0.24)%	(222.10)	0.00%	-	0.00%	-	0.00%	-
Strides Arcolab International Limited	3.65%	3,420.24	(4.51)%	(272.43)	0.00%		(5.36)%	(272.43)
Strides CIS Limited	0.00%	-	0.08%	5.06	0.00%	-	0.10%	5.06
Strides Consumer LLC	(0.41)%	(383.97)	(0.04)%	(2.66)	0.00%	-	(0.05)%	(2.66)
Strides Life Sciences Limited	0.01%	6.37	5.26%	317.68	0.00%	-	6.25%	317.68
Strides Pharma (Cyprus) Limited	2.47%	2,316.61	(1.20)%	(72.70)	0.00%	-	(1.43)%	(72.70)
Strides Pharma (SA) Pty Limited	(0.04)%	(34.14)	1.20%	72.47	0.00%	-	1.42%	72.47
Strides Netherlands B.V.	0.01%	5.17	(0.15)%	(9.09)	0.00%	-	(0.18)%	(9.09)
Strides Pharma New Zealand Pty Limited	0.02%	15.89	(0.06)%	(3.50)	0.00%	-	(0.07)%	(3.50)
Amexel Pte Ltd	0.04%	34.77	0.58%	34.95	0.00%	-	0.69%	34.95
Strides Consumer LLC	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Strides Nordic ApS,	(0.05)%	(45.80)	(0.90)%	(54.59)	0.00%	-	(1.07)%	(54.59)
Stides Pharma Science Pty Ltd	0.00%	1.62	(0.23)%	(14.12)	0.00%	-	(0.28)%	(14.12)
Strides Pharma Global (UK) Limited	2.72%	2,550.40	(0.04)%	(2.31)	0.11%	(1.02)	(0.07)%	(3.33)
Strides Pharma Asia Pte Limited	20.27%	19,018.88	0.00%	(0.12)	0.00%	-	0.00%	(0.12)
Strides Pharma Canada Inc.	0.30%	281.13	(0.24)%	(14.33)	0.00%	-	(0.28)%	(14.33)

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Pharma Global Pte Limited	19.04%	17,864.39	28.09%	1,695.61	0.00%	-	33.34%	1,695.61
Strides Global Consumer Healthcare Limited	(0.23)%	(213.71)	(1.47)%	(88.78)	0.00%	-	(1.75)%	(88.78)
Strides Pharma Inc.	11.16%	10,471.11	11.16%	673.67	0.00%	-	13.25%	673.67
Strides Pharma International Limited	1.73%	1,623.87	0.07%	4.12	0.00%	-	0.08%	4.12
Strides Pharma UK Limited	2.04%	1,915.29	7.82%	472.27	0.00%	-	9.29%	472.27
SVADS Holdings SA	0.71%	669.43	1.69%	102.07	0.00%	-	2.01%	102.07
Trinity Pharma Proprietary Limited	0.84%	792.34	2.00%	120.87	0.00%	-	2.38%	120.87
Vensun Pharmaceuticals Inc.	(1.60)%	(1,501.66)	0.00%	-	0.00%	-	0.00%	-
Neviton Technologies Inc.,	0.00%	-	0.00%	-	0.00%		0.00%	-
UCL Brands Limited	1.66%	1,559.66	2.64%	159.24	0.00%		3.13%	159.24
Foreign Associates:								-
Universal Corporation Limited	0.00%	-	0.00%	-	0.00%		0.00%	-
Foreign Joint ventures:						-		-
Sihuan Strides (HK) Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Total	**100.00%**	**93,819.70**	**100.00%**	**6,037.35**	**100.00%**	**(951.43)**	**100.00%**	**5,085.93**
a) Adjustments arising out of consolidation		(62,744.05)		(475.42)		1,366.51		891.09
b) Minority Interest in all subsidiaries:								
Foreign Subsidiaries:								
• Beltapharm SpA		(23.24)		(5.75)		(3.26)		(9.01)
• Strides Pharma (SA) Pty Limited		(16.47)		37.34		(9.60)		27.74
• Neviton Softech Private Limited		-		17.25				17.25
• Neviton Technologies Inc.		-		2.88		0.04		2.92
• Trinity Pharma Proprietary Limited		382.22		62.27		50.85		113.12
• Neviton PPA		-		(0.86)				(0.86)
• Consol adjustment Trinity Pharma		22.00		(12.41)		(14.63)		(27.04)
• UCL Brands Limited		53.20		82.55		1.71		84.26
Total		**31,493.37**		**5,745.20**		**440.23**		**6,185.43**

The amounts given here in respect of associates and joint ventures are the share of the Group in the profit or loss of the respective associates and joint ventures.

53 (b) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2025

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Pharma Science Limited	38.74%	32,287.44	93.68%	28,864.92	(3.98)%	(46.77)	90.09%	28,818.15
Indian Subsidiaries:								
Arco Lab Private Limited	3.35%	2,793.24	0.26%	79.18	104.96%	1,232.78	4.10%	1,311.96
Strides Pharma Services Private limited (Refer note 50.1)	0.00%	-	0.00%	(0.31)	0.00%	-	0.00%	(0.31)
Strides Consumer Private Limited	(0.10)%	(86.48)	0.01%	4.14	0.00%	-	0.01%	4.14
Strides Foundation Trust	0.04%	29.74	0.03%	9.38	0.00%	-	0.03%	9.38
Neviton Softech Private Limited	0.30%	251.97	0.14%	43.91	(0.09)%	(1.08)	0.13%	42.83
Foreign Subsidiaries:								
Apollo Life Sciences Holdings Proprietary Limited	0.00%	(0.02)	0.00%	(0.01)	0.00%	-	0.00%	(0.01)
Arrow Life Sciences (Malaysia) SDN. BHD.	0.00%	-	0.00%	(0.05)	0.00%	-	0.00%	(0.05)

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Beltapharm SpA	0.24%	198.41	(0.29)%	(89.77)	0.00%	-	(0.28)%	(89.77)
Strides Pharma International AG(Fairmed)	(0.63)%	(522.37)	(0.39)%	(121.23)	0.00%	-	(0.38)%	(121.23)
Fair-Med HealthcareGmbH, Germany	(2.82)%	(2,354.08)	(0.11)%	(35.01)	0.00%	-	(0.11)%	(35.01)
Generic Partners UK Limited	0.00%	0.15	(0.13)%	(41.33)	0.00%	-	(0.13)%	(41.33)
Pharmapar Inc.	(0.23)%	(194.64)	0.00%	-	0.00%	-	0.00%	-
Stelis Biopharma (Malaysia) SDN. BHD.	0.00%	-	(0.36)%	(109.49)	0.00%	-	(0.34)%	(109.49)
Strides Arcolab International Limited	4.03%	3,359.20	(0.81)%	(248.66)	0.00%	-	(0.78)%	(248.66)
Strides CIS Limited	(0.01)%	(4.87)	0.00%	1.33	0.00%	-	0.00%	1.33
Strides Consumer LLC	(0.41)%	(345.12)	(0.02)%	(4.81)	0.00%	-	(0.02)%	(4.81)
Strides Life Sciences Limited	(0.37)%	(312.22)	(0.09)%	(28.81)	0.00%	-	(0.09)%	(28.81)
Strides Pharma (Cyprus) Limited	2.45%	2,043.97	0.39%	119.40	0.00%	-	0.37%	119.40
Strides Pharma (SA) Pty Limited	(0.11)%	(94.50)	0.16%	48.04	0.00%	-	0.15%	48.04
Strides Netherlands B.V.	0.02%	12.56	(0.08)%	(24.49)	0.00%	-	(0.08)%	(24.49)
Strides Pharma New Zealand Pty Limited	0.00%	0.54	0.00%	(0.20)	0.00%	-	0.00%	(0.20)
Amexel Pte Ltd	0.00%	(2.15)	0.00%	(0.68)	0.00%	-	0.00%	(0.68)
Strides Consumer LLC	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Strides Nordic ApS,	0.01%	9.81	(0.18)%	(54.27)	0.00%	-	(0.17)%	(54.27)
Stides Pharma Science Pty Ltd	0.01%	5.15	(0.17)%	(51.77)	0.00%	-	(0.16)%	(51.77)
Strides Pharma Global (UK) Limited	2.23%	1,858.07	0.02%	6.34	(0.87)%	(10.18)	(0.01)%	(3.84)
Strides Pharma Asia Pte Limited	20.66%	17,221.50	(0.05)%	(15.93)	0.00%	-	(0.05)%	(15.93)
Strides Pharma Canada Inc.	0.31%	259.60	(0.16)%	(49.78)	0.00%	-	(0.16)%	(49.78)
Strides Pharma Global Pte Limited	17.45%	14,543.98	5.32%	1,639.61	0.00%	-	5.13%	1,639.61
Strides Global Consumer Healthcare Limited	(0.13)%	(108.07)	(0.26)%	(80.42)	0.00%	-	(0.25)%	(80.42)
Strides Pharma Inc.	10.60%	8,832.98	1.58%	486.12	(0.02)%	(0.23)	1.52%	485.89
Strides Pharma International Limited	1.76%	1,466.43	0.00%	(0.57)	0.00%	-	0.00%	(0.57)
Strides Pharma UK Limited	1.51%	1,261.01	0.89%	274.85	0.00%	-	0.86%	274.85
SVADS Holdings SA	0.58%	485.88	0.00%	(0.34)	0.00%	-	0.00%	(0.34)
Trinity Pharma Proprietary Limited	0.67%	561.96	0.19%	58.47	0.00%	-	0.18%	58.47
Vensun Pharmaceuticals Inc.	(1.63)%	(1,359.74)	0.00%	-	0.00%	-	0.00%	-
Neviton Technologies Inc.,	(0.01)%	(5.33)	(0.01)%	(2.86)	0.00%	-	(0.01)%	(2.86)
Strides SoftgelsPte. Ltd., (Refer note 50.1)	0.00%	-	0.00%	1.50	0.00%	-	0.00%	1.50
UCL Brands Limited	1.51%	1,257.65	0.44%	135.75	0.00%	-	0.42%	135.75
Foreign Associates:						-		
Aponia Laboratories Inc.	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Universal Corporation Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Foreign Joint ventures:						-		
Sihuan Strides (HK) Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Total	**100.00%**	**83,351.65**	**100.00%**	**30,812.15**	**100.00%**	**1,174.53**	**100.00%**	**31,986.68**
a) **Adjustments arising out of consolidation**		(57,833.35)		5,122.41		296.13		5,418.54
b) **Minority Interest in all subsidiaries:**								
Foreign Subsidiaries:								
• Apollo Life Sciences Holdings Proprietary Limited		(0.01)		(0.01)		0.03		0.02
• Beltapharm SpA		(14.94)		(1.89)		(0.43)		(2.32)
• Strides Pharma International AG (Refer note 50.2)		-		(53.79)		(5.03)		(58.82)
• Fair-Med HealthcareGmbH, Germany (Refer note 50.2)		-		(31.74)		31.95		0.21
• Strides Pharma (SA) Pty Limited		(45.59)		23.28		(4.71)		18.57
• Neviton Softech Private Limited		135.82		20.79		-		20.79
• Neviton Technologies Inc.		(2.66)		(1.44)		(0.03)		(1.47)
• Trinity Pharma Proprietary Limited		300.24		17.82		8.93		26.75
• UCL Brands Limited		(26.53)		67.54		(3.25)		64.29
Total		**25,864.64**		**35,975.12**		**1,498.12**		**37,473.24**

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

(i) Share of discontinued operations included above is as follows:

₹ in Million

Discontinued operation	Profit or loss	Other Comprehensive Income	Total Comprehensive Income
Soft Gelatine business	31,881.07	-	31,881.07
Total	**31,881.07**	**-**	**31,881.07**

(ii) The amounts given here in respect of associates and joint ventures are the share of the Group in the profit or loss of the respective associates and joint ventures.

54 Equity accounted investees

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Investment in associates	123.50	99.73
Investment in joint ventures	1.24	7.06
Total	**124.74**	**106.79**

Associate

Universal Corporation Limited

The Group has an investment in Universal Corporation Limited, Kenya (UCL) holding 51% equity shares as at March 31, 2022. Effective September 30, 2022 the Group shareholding reduced to 49% in UCL. However, the Group continues to have board representation to exercise significant influence. Pursuant to these changes, during the year ended March 31, 2023, the Group concluded that it no longer exercises control over UCL and hence will account for its investment as associate under equity method.

The following table summarises the financial information of UCL and the carrying amount of the Group's interest

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Percentage ownership interest	**49.00%**	**49.00%**
Non-current assets	1,055.07	471.39
Current assets	1,693.71	2,124.44
Non-current liabilities	(839.30)	(570.39)
Current liabilities	(972.55)	(1,199.58)
Net assets	**936.93**	**825.86**
Group share of net assets	**459.10**	**404.67**
Carrying amount of interest in associate	**123.50**	**99.73**

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Percentage ownership interest	**49.00%**	**49.00%**
Income	1,669.51	2,105.33
Profit / (loss) for the year	22.18	49.45
Other comprehensive income	-	-
Total comprehensive income	**22.18**	**49.45**
Group share of profit / (loss)	**10.86**	**24.22**

Joint Venture

Sihuan Strides (HK) Limited

The Group has an investment in Sihuan Strides (HK) Limited (Sihuan) holding 49% equity shares hence accounted for its investment as joint venture under equity method.

The following table analyses, in aggregate, the carrying amount and share of profit and OCI for the joint venture.

₹ In Million

Particulars	31-Mar-26	31-Mar-25
Carrying amount of interests in associates and joint venture	1.24	7.06
Share in loss	(6.18)	(5.85)
Share in total comprehensive income	(6.18)	(5.85)

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

55 Other Statutory Information

(a) The Company and its subsidiaries incorporated in India, do not have any Benami property, where any proceeding has been initiated or pending against them for holding any Benami property.

(b) The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended/ as at March 31, 2026.

₹ In Million

S. No.	Name of the struck off company	Nature of transaction	Balance outstanding as at current period*	Relationship with the struck off company	Balance outstanding as at previous period*	Relationship with the struck off company
1	Arvind Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
2	Aggarwal Drugs And Chemicals Pvt.Ltd.	Shares held by struck off company	-	Shareholder	-	Shareholder
3	Arihants Securities Limited	Shares held by struck off company	0.02	Shareholder	0.01	Shareholder
4	Canny Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
5	Creative Printers Pvt Ltd	Shares held by struck off company	-	Shareholder	-	Shareholder
6	Fairtrade Securities Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
7	Pramika Consulting Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
8	S3 Solutions Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
9	Salasar Securities Pvt. Ltd.	Shares held by struck off company	-	Shareholder	-	Shareholder
10	Seema Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
11	Shyam Computers Private Limited	Shares held by struck off company	0.01	Shareholder	0.01	Shareholder
12	Suraj Enterprises Private Limited	Shares held by struck off company	0.10	Shareholder	0.10	Shareholder
13	Trichem Holdings Limited	Shares held by struck off company	0.04	Shareholder	0.03	Shareholder
14	Unicon Fincap Private Limited	Shares held by struck off company	0.08	Shareholder	0.08	Shareholder
15	Victory Financial Services Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
16	Vidhan Marketing Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder

* value less than a million/ no outstanding balance at end of year

(c) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

(d) The Group has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

Notes forming part of the consolidated financial statements
for the year ended March 31, 2026

(e) The Company and its subsidiaries have not been declared as wilful defaulter by any bank or financial institution or government or any government authority.

56 As per the Master Direction on Import of Goods and Services issued by the Reserve Bank of India (RBI) (or the FEMA Regulations), the Group is required to make payments towards import of goods and services within timelines (of six months) as stipulated under the respective direction. The receivables as at March 31, 2026 includes certain foreign denominated receivables ₹ 174.09 millions which are outstanding for more than 270 days. The payables as at March 31, 2026 includes certain foreign denominated payables ₹ 184.13 which are outstanding for more than six months and requiring approval from AD banker for settlement of such balances. Management has initiated discussions with the Authorised Dealer Banker and is in the process to regularise these delays. While management is confident of getting the necessary approvals and remitting the balances without incurring any significant amounts of fines/ penalties, pending the final outcome, no adjustment has been made to these financial statements.

57 On November 21, 2025, the Government of India notified the four Labour Codes—the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020—consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact arising from changes in the regulations. Amongst other things, the New Labour Codes prescribes a uniform definition of wages based on which certain employee benefits such as gratuity, leave encashment, contributions to provident fund and statutory bonus are required to be computed.

On the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India the Company has assessed that it has no material impact on its provision for employee benefits for the quarter and year ended March 31, 2026 on account of new Labour codes.

The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would accordingly take necessary steps for compliance thereof and also provide appropriate accounting effect on the basis of such developments, as needed.

58 Events after reporting period

On May 18, 2026, the Board of Directors of the Company has proposed a final dividend of ₹ 5 per equity share which shall result in cash outflow of ₹ 461 million (approx). The proposed dividend is subject to the approval of the shareholders in the Annual General Meeting.

59 During the year ended March 31, 2026, no material foreseeable loss (March 31, 2025: Nil) was incurred for any long-term contract. The Group has recognised a mark to market loss of NIL (derivative liability) as of 31 March 2026 (2025: ₹ 11.53 Million (derivative liability)) on its derivative instruments.

60 The Scheme of Amalgamation u/s 230 to 232 of the Companies Act, 2013, between Strides (the transferee company), Strides Alathur Private Limited(formerly known as Vivimed Lifesciences Private Limited) (the transferor company) with an appointed date of April 1, 2023 was approved by the National Company Law Tribunal ('NCLT') Mumbai bench, vide their order dated August 13, 2024 and a certified copy has been filed by the Company with the Registrar of Companies, Mumbai, Maharashtra, on September 12, 2024.

Entiy/Business acquired	Principal Activity	Date of control
Strides Alathur Private Limited	Develop, manufacture, market and trade in pharmaceutical products	29-Mar-19

Salient Features of the Scheme

1. As the Transferee Company is the ultimate holding company of the Transferor Companies, there shall not be any issue of shares as purchase consideration to the sharholders of the Transferor Companies. Further, upon the scheme becoming effective the investments in the share capital of the Transferor companies, appearing in the books of accounts of the Transferee Company, if any, stands cancelled.

2. Upon the Scheme becoming effective, the authorised share capital of the Transferor Companies shall stand combined with the authorised share capital of the Transferee Company. Accordingly, the authorised share capital of the Company will be 2,183,700,000, comprising 218,370,000 shares of ₹ 10 each.

Notes forming part of the consolidated financial statements

for the year ended March 31, 2026

3. On the Scheme becoming effective and with effect from the Appointed Date, the merger of the Transferor Company with the Transferee Company is accounted by the Transferee Company as per the applicable accounting principles prescribed under the Indian Accounting Standard (Ind AS) 103, 'Business Combinations' notified under Section 133 of the Act and/ or any other applicable Ind AS, as amended from time to time.

4. On scheme becoming effective, the securities premium of Strides Alathur Private Limited have been recorded as securties premium for Strides Pharma Science Limited with a coresponding adjustment to capital reserve.

5. This merger had no material impact on Consolidated financial statement, since the transferor company was already being consolidated.

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached
for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number: 101248W/ W-100022

for and on behalf of Board of Directors of Strides Pharma Science Limited

G Prakash
Partner
Membership Number: 099696

Bengaluru, May 18, 2026

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845
Bengaluru, May 18, 2026

Badree Komandur
Managing Director & Group CEO
DIN: 07803242
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Manjula Ramamurthy
Company Secretary
Membership Number A30515
Bengaluru, May 18, 2026

Independent Auditor's Report

To the Members of Strides Pharma Science Limited
Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Strides Pharma Science Limited (the "Company") which comprise the standalone balance sheet as at 31 March 2026, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2026, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment testing of investments in subsidiaries:

Refer Material Accounting Policies and Note 8 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The net carrying amount of non-current investments in subsidiaries (aggregates to ₹ 18,605.06 million) accounts for 34.48% of the total assets of the Company as at 31 March 2026. Company's assessment of impairment contains a number of parameters which involve significant judgements in estimating the recoverable amount of the Cash Generating Units (CGUs) to which such investments pertain. The recoverable amount of the CGUs, which is the value in use, has been derived from discounted forecast cash flow models. These models use several assumptions, including estimates of future sales growth, operating costs, terminal growth rates and weighted-average cost of capital. Changes in these assumptions, could lead to an impact on the recoverable value of investment and accordingly impairment provision. The impairment testing was significant to our audit, because of the financial quantum of the assets as well as the involvement of critical judgements, estimates and assumptions.	In view of the significance of the matter, following audit procedures were applied, among others, to obtain sufficient audit evidence: • Assessed the design, implementation and operating effectiveness of the relevant key controls around the impairment testing of the carrying value of investments in subsidiaries. • Performed a retrospective analysis to assess the reasonableness of Company's projections by comparing historical forecast to actual results. • Tested reasonability of projections used by the Company relating to the sales growth, operating costs, weighted average cost of capital, cashflow forecasts and verified overall mathematical accuracy of calculations. • Engaged valuation specialists to assist in testing the reasonableness of the valuation by evaluating the assumptions and methodologies used by the Company, in particular for weighted average cost of capital, terminal growth rate, etc. • Tested the Company's analysis of the sensitivity of the outcome of impairment to possible changes in key assumptions like terminal growth rate, weighted average cost of capital, etc. • Assessed the adequacy and appropriateness of the disclosures in the standalone financial statements, relating to the outcome of impairment assessment, as required by the applicable Ind AS.

Impairment testing of goodwill

Refer Material Accounting Policies and Note 7(i) to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The Company has goodwill of ₹ 1,155.77 million as at 31 March 2026, accounts for 2.14% of the total assets of the Company as at 31 March 2026. This goodwill has been accounted in previous year following the merger of one of its wholly owned subsidiary Strides Alathur Private Limited (formerly known as Vivimed Life Sciences Private Limited) pursuant to the Scheme of Amalgamation ('Scheme') approved by the National Company Law Tribunal ('NCL T') on 13 August 2024 with an appointed date of April 1, 2023. Upon filing with the Registrar of Companies, the Scheme became effective from 12 September 2024. The annual impairment testing of goodwill is performed at the level of the Cash Generating Unit (CGU) to which such goodwill is allocated and was considered to be a key audit matter due to the complexity of the accounting requirements and the significant judgement involved to estimate the recoverable amount of the CGU. The recoverable amount of the CGU, which is the value in use has been derived from discounted forecast cash flow models. These models use several assumptions, including estimates of future sales growth, operating costs, terminal growth rates and weighted-average cost of capital. Changes in these assumptions, could lead to an impact on the recoverable value of investment and accordingly impairment provision. The impairment testing was significant to our audit, because of the financial quantum of the assets as well as the involvement of critical judgements, estimates and assumptions.	In view of the significance of the matter, following audit procedures were applied, among others to obtain sufficient audit evidence: • Assessed the design, implementation and operating effectiveness of the Company's controls around the impairment testing of carrying value of goodwill; • Engaged valuation specialists to assist in testing the reasonableness of the valuation by evaluating the assumptions and methodologies used by the Company, in particular for weighted average cost of capital, terminal growth rate, etc. This is based on our knowledge of the Company and the market in which the CGU operates. • Evaluated the assumptions applied to key inputs such as sales growth, operating costs, weighted average cost of capital and terminal growth rates and verified overall mathematical accuracy of calculations; • Performed a retrospective analysis of the accuracy of the Company's past projections by comparing historical forecast to actual results; • Tested the Company's analysis of the sensitivity of the outcome of impairment to possible changes in key assumptions like terminal growth rate, weighted average cost of capital, etc. • Assessed the adequacy and appropriateness of the disclosures in the standalone financial statements, relating to the outcome of impairment assessment, as required by the applicable Ind AS.

Information Other than the Standalone Financial Statements and Auditor's Report Thereon

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the Management Reports such as Board's Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility and Sustainability Report, but does not include the financial statements and auditor's report thereon, which we obtained prior to the date of this auditor's report, and the remaining sections of the Company's Annual Report, which are expected to be made available to us after that date.

Our opinion on the standalone financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining sections of the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the applicable laws and regulations.

Management's and Board of Directors' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section

133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, we report that:

a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for the matters stated in the paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

c. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors dated from 03 April 2026 to 21 April 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.

f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2(A)(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in “Annexure B”.

B. With respect to the other matters to be included in the Auditor’s Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

a. The Company has disclosed the impact of pending litigations as at 31 March 2026 on its financial position in its standalone financial statements - Refer Note 42 to the standalone financial statements.

b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

d (i) The management has represented that, to the best of their knowledge and belief, as disclosed in the Note 51 to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management has represented that, to the best of their knowledge and belief, as disclosed in the Note 51 to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 56 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks, the Company has used accounting softwares for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software except for modifications if any, made by certain users with specific privileged access for direct database changes.

Further, we did not come across any instance of the audit trail feature being tampered with. Additionally, where audit trail (edit log) facility was enabled and operated in the prior years, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid/payable by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:26099696BQRHAQ3519

Place: Bengaluru
Date: 18 May 2026

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of Strides Pharma Science Limited for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No discrepancies were noticed on such verification.

(i) (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company, except for the following which are not held in the name of the Company:

Particulars	Description of item of property	Gross Carrying value	Title deed held in name of	Whether title deed holder is a promoter director of relative/ director or employee of promoter/director	Property held since when date	Reason for not being held in the name of the Company
Property, plant and equipment	Building	3.55	Arun Kumar	Yes	9 May 1995	Note-1
Property, plant and equipment	Freehold Land	0.81	Grandix Pharmaceuticals Limited	No	31 December 2009	Note-2

Note-1 - The apartment is inside a housing cooperative society. The Company is yet to transfer the title deeds of such properties in its name.

Note -2 - The property is in the name of the erstwhile Company which is merged with the Company under Section 391 to 394 of the Companies Act 1956 in terms of the approval of the Honourable High Courts of judicature. The Company is yet to transfer the title deeds of such properties in its name.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a)The inventory, except goods-in-transit, has been physically verified by the management during the year. For goods-in-transit subsequent evidence of receipts, if any, has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks are in agreement with the books of account of the Company. Futher, the Company has not been sanctioned working capital loan from financial institutions.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has made investments in Companies and has granted loans to other parties, in respect of which the requisite information is given below. The Company has not made any investment in firms or limited liability partnership, or provided any guarantee or security or granted advances in the nature of loans, secured or unsecured, to companies, firms or limited liability partnerships or other parties during the year. Further, the Company has not given any loan to companies, firms or limited liability partnerships during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans to others as below:

Particulars	Guarantees	Security	Loans	Advances in nature of loans
Aggregate amount during the year				
Subsidiaries*	-	-	-	-
Joint ventures*	-	-	-	-
Associates*	-	-	-	-
Others	-	-	105.82	-
Balance outstanding as at balance sheet date				
Subsidiaries*	-	-	-	-
Joint ventures*	-	-	-	-
Associates*	-	-	-	-
Others	-	-	72.57	-

*As per the Companies Act, 2013

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion, the investments made and the terms and conditions of the loans granted during the year are, prima facie, not prejudicial to the interest of the Company. The Company has not provided any guarantee or security nor granted any advances in the nature of loans to any party during the year.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion following instances of loans falling due during the year were renewed or extended or settled by fresh loans:

Name of the parties	Aggregate amount of loans or advances in the nature of loans granted during the year	Aggregate overdue amount settled by renewal or extension or by fresh loans granted to same parties	Percentage of the aggregate to the total loans or advances in the nature of loans granted during the year
Strides Consumer Private Limited	-	₹ 30 million	Not Applicable

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

(iv) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 ("the Act"). In respect of the investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and services provided by it and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii)

(a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have been regularly deposited by the Company with the appropriate authorities though there have been slight delay in Provident Fund.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2026 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Income-Tax, Duty of Customs or Duty of excise which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Amount paid (₹ in millions)*	Period to which the amount relates	Forum where dispute is pending
The Income Tax Act, 1961	Income tax	110.59	AY2020-21	CIT (Appeals)/Joint Commissioner (Appeals)
The Income Tax Act, 1961	Income tax	24.12	AY2021-22	Commissioner of Income Tax, (Appeals)
The Income Tax Act, 1961	Income tax	24.90	AY2022-23	Commissioner of Income Tax, (Appeals)
The Income Tax Act, 1961	Income tax	123.21	AY2023-24	Commissioner of Income Tax, (Appeals)
Central Excise Act,1944	Central Excise	26.31	Various dates	Deputy Commissioner (Appeals)
Central Excise Act,1944	Central Excise	591.93	Various dates	Customs, Excise and Service Tax Appellate Tribunal
Central Excise Act, 1944	Central Excise	63.06	Various dates	Commissioner of Central Tax
The Central Goods and Service Tax Act, 2017	Service Tax	110.32	Various dates	GST Appellate tribunal

*Net of direct taxes paid of ₹ 93.02 million and indirect taxes paid of ₹ 40.34 million.

Also refer Note 42 to the standalone financial statements.

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix)

(a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.

(d) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, associates or joint venture (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) The Company is not part of any group (as defined in the regulations made by the Reserve Bank of India). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in remaining sections of the Company's Annual Report is expected to be made available to us after the date of this auditor's report.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:26099696BQRHAQ3519

Place: Bengaluru
Date: 18 May 2026

Annexure B to the Independent Auditor's Report on the standalone financial statements of Strides Pharma Science Limited for the year ended 31 March 2026

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Strides Pharma Science Limited ("the Company") as of 31 March 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:26099696BQRHAQ3519

Place: Bengaluru
Date: 18 May 2026

Standalone Balance Sheet

AS AT MARCH 31, 2026

₹ In million

	Note	31-Mar-26	31-Mar-25
A ASSETS			
I Non-current assets			
(a) Property, plant and equipment	4(i)	6,058.48	5,721.45
(b) Capital work-in-progress	4(ii)	839.88	657.40
(c) Right-of-use assets	5(i)	283.52	342.77
(d) Investment property	6	-	109.14
(e) Goodwill	7(i)	1,155.77	1,155.77
(f) Other intangible assets	7(ii)	350.50	340.22
(g) Intangible assets under development	7(iii)	973.12	399.37
(h) Financial assets			
(i) Investments	8	18,682.83	18,476.88
(ii) Other financial assets	10(i)	354.15	309.76
(i) Deferred tax assets (net)	11	1,140.57	1,002.35
(j) Other tax assets (net)	12	155.72	184.96
(k) Other non-current assets	13(i)	226.73	154.35
Total non-current assets		**30,221.27**	**28,854.42**
II Current assets			
(a) Inventories	14	5,802.70	4,317.13
(b) Financial assets			
(i) Trade receivables	15	15,212.83	14,529.31
(ii) Cash and cash equivalents	16	161.71	63.28
(iii) Other balances with banks	17	245.10	241.71
(iv) Loans	9	72.57	100.50
(v) Other financial assets	10(ii)	319.70	496.60
(c) Other current assets	13(ii)	1,921.31	1,706.50
Total current assets		**23,735.92**	**21,455.03**
TOTAL ASSETS		**53,957.19**	**50,309.45**
B EQUITY AND LIABILITIES			
I Equity			
(a) Equity share capital	18	921.73	921.63
(b) Other equity	19	31,913.45	31,005.72
Total equity		**32,835.18**	**31,927.35**
II Liabilities			
1 Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	20(i)	1,732.50	1,273.72
(ii) Lease liabilities	5(ii)	182.45	283.97
(iii) Other financial liabilities	21(i)	264.32	11.53
(b) Provisions	22(i)	542.00	516.77
Total non-current liabilities		**2,721.27**	**2,085.99**
2 Current liabilities			
(a) Financial liabilities			
(i) Borrowings	20(ii)	9,748.92	10,288.80
(ii) Lease liabilities	5(ii)	178.54	175.73
(iii) Trade payables	24		
- total outstanding dues of micro enterprises and small enterprises and		430.22	302.81
- total outstanding dues of creditors other than micro enterprises and small enterprises		6,425.68	4,545.70
(iv) Other financial liabilities	21(ii)	1,252.13	550.26
(b) Other current liabilities	23(i)	142.34	201.80
(c) Provisions	22(ii)	222.91	231.01
Total current liabilities		**18,400.74**	**16,296.11**
Total liabilities		**21,122.01**	**18,382.10**
TOTAL EQUITY AND LIABILITIES		**53,957.19**	**50,309.45**

The accompanying notes are an integral part of the standalone financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:101248W/ W-100022

for **and on behalf of Board of Directors of Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 18, 2026

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Standalone Statement Of Profit And Loss

AS AT MARCH 31, 2026

₹ In million

			Note	31-Mar-26	31-Mar-25
A.	**Continuing operations:**				
	Income				
	I	Revenue from operations	25	21,801.35	21,394.23
	II	Other income	26	1,230.63	461.88
	III	**Total income (I+II)**		**23,031.98**	**21,856.11**
	IV	**Expenses**			
		(a) Cost of materials consumed		10,195.97	10,481.06
		(b) Purchase of stock-in-trade		793.96	626.31
		(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade	27	110.22	(272.03)
		(d) Employee benefits expense	28	3,816.02	3,775.91
		(e) Finance costs	29	1,137.68	1,459.12
		(f) Depreciation and amortisation expense	30	912.38	846.08
		(g) Other expenses	31	4,034.74	4,158.56
		Total expenses		**21,000.97**	**21,075.01**
	V	**Profit before exceptional items and tax (III-IV)**		**2,031.01**	**781.10**
	VI	Exceptional item (net)	32	-	(0.27)
	VII	**Profit before tax (V+VI)**		**2,031.01**	**780.83**
	VIII	**Tax expense / (benefit)**	33		
		(a) Current tax		169.95	(14.64)
		(b) Deferred tax		24.71	203.91
		Total tax expense / (benefit)		**194.66**	**189.27**
	IX	**Profit for the year from continuing operations (VII-VIII)**		**1,836.35**	**591.56**
B.	**Discontinued operations:**				
	X	Profit from discontinued operations		-	-
	XI	Gain on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)	38	-	28,270.55
	XII	**Profit before tax from discontinued operations (X+XI)**		**-**	**28,270.55**
	XIII	Tax benefit of discontinued operations		-	-
	XIV	**Profit after tax from discontinued operations (XII-XIII)**		**-**	**28,270.55**
	XV	**Profit for the year (IX+XIV)**		**1,836.35**	**28,862.11**
	XVI	Other comprehensive loss			
		(A) (i) Items that will not be reclassified to profit or loss	36	46.48	(71.90)
		(ii) Income tax relating to items that will not be reclassified to profit or loss	36	(37.88)	25.12
		(B) (i) Items that may be reclassified to profit or loss	36	(776.28)	23.54
		(ii) Income tax relating to items that may be reclassified to profit or loss	36	200.81	(8.23)
	Total other comprehensive loss for the year, net of tax			**(566.87)**	**(31.47)**
	XVII	Total comprehensive income for the year (XV+XVI)		**1,269.48**	**28,830.64**
	XVIII	Earnings per equity share (of I10/- each) (for continuing operations)			
		- Basic	47	**19.92**	**6.43**
		- Diluted	47	**19.92**	**6.43**
	XIX	Earnings per equity share (of I10/- each) (for discontinued operations)			
		- Basic	47	**-**	**307.25**
		- Diluted	47	**-**	**307.22**
	XX	Earnings per equity share (of I10/- each) (for continuing & discontinued operations)			
		- Basic	47	**19.92**	**313.68**
		- Diluted	47	**19.92**	**313.65**

The accompanying notes are an integral part of the standalone financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:101248W/ W-100022

for **and on behalf of Board of Directors of Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 18, 2026

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Standalone Statement Of Changes In Equity

AS AT MARCH 31, 2026

A) Equity share capital

₹ In million

Particulars	Amount
Balance as at April 1, 2024	**919.00**
Changes in equity share capital due to prior period errors	-
Restated balance as at April 1, 2024	**919.00**
Changes in equity share capital during the year	
- Shares issued pursuant to exercise of stock options (refer note 43(b))	2.63
Balance as at March 31, 2025	**921.63**
Changes in equity share capital due to prior period errors	-
Restated balance as at March 31, 2025	**921.63**
Changes in equity share capital during the year	
- Shares issued pursuant to exercise of stock options (refer note 43(b))	0.10
Balance as at March 31, 2026	**921.73**

B) Other equity

₹ In million

Particulars	Note reference	Share application money pending allotment	Reserves and surplus							Items of other comprehensive income		Money received against share warrants	Total
			Capital reserve	Securities premium account		Capital redemption reserve	Share options outstanding account	General reserve	Retained earnings	Effective portion of cash flow hedge	Re-measurement of the defined benefit liabilities / (assets)		
				Securities premium	Reserve for Business Restructure (BRR)								
Balance as at March 31, 2024		**1.20**	**140.20**	**18,750.37**	**3,846.38**	**601.61**	**29.71**	**3,907.07**	**7,193.84**	**20.85**	**(134.19)**	**-**	**34,357.04**
Profit for the year		-	-	-	-	-	-	-	28,862.11	-	-	-	28,862.11
Other comprehensive income / (loss) for the year (net of tax)		-	-	-	-	-	-	-	-	15.31	(46.78)	-	(31.47)
Total comprehensive income		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**28,862.11**	**15.31**	**(46.78)**	**-**	**28,830.64**
Transactions with owners of the Company													
Contributions and distributions													
Dividend		-	-	-	-	-	-	-	(229.90)	-	-	-	(229.90)

₹ In million

Particulars	Note reference	Share application money pending allotment	Reserves and surplus							Items of other comprehensive income		Money received against share warrants	Total
			Capital reserve	Securities premium account		Capital redemption reserve	Share options outstanding account	General reserve	Retained earnings	Effective portion of cash flow hedge	Re -measurement of the defined benefit liabilities / (assets)		
				Securities premium	Reserve for Business Restructure (BRR)								
Share application money received on exercise of options	43(a)	(1.20)	-	-	-	-	-	-	-	-	-	-	(1.20)
Issue of shares on exercise of stock options		-	-	100.12	-	-	(40.53)	-	-	-	-	-	59.59
Employee stock compensation expenses (including expenses cross charged to subsidiaries)	41(a)	-	-	-	-	-	16.09	-	-	-	-	-	16.09
Transfer on account of demerger (refer note 38)		-	-	(3,755.99)	-	-	-	-	(28,270.55)	-	-	-	(32,026.54)
Transferred to general reserve on stock options lapse		-	-	-	-	-	(0.14)	0.14	-	-	-	-	-
Total contributions and distributions		**(1.20)**	**-**	**(3,655.87)**	**-**	**-**	**(24.58)**	**0.14**	**(28,500.45)**	**-**	**-**	**-**	**(32,181.96)**
Balance as at March 31, 2025		**-**	**140.20**	**15,094.50**	**3,846.38**	**601.61**	**5.13**	**3,907.21**	**7,555.50**	**36.16**	**(180.97)**	**-**	**31,005.72**
Profit for the year		-	-	-	-	-	-	-	1,836.35	-	-	-	1,836.35
Other comprehensive income / (loss) for the year (net of tax)		-	-	-	-	-	-	-	-	(575.47)	8.60	-	(566.87)
Total comprehensive income		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,836.35**	**(575.47)**	**8.60**	**-**	**1,269.48**
Transactions with owners of the Company													
Contributions and distributions													
Dividend		-	-	-	-	-	-	-	(368.65)	-	-	-	(368.65)
Share application money received on exercise of options	43(a)	3.87	-	-	-	-	-	-	-	-	-	-	3.87

₹ In million

Particulars	Note reference	Share application money pending allotment	Reserves and surplus							Items of other comprehensive income		Money received against share warrants	Total
			Capital reserve	Securities premium account		Capital redemption reserve	Share options outstanding account	General reserve	Retained earnings	Effective portion of cash flow hedge	Re-measurement of the defined benefit liabilities / (assets)		
				Securities premium	Reserve for Business Restructure (BRR)								
Issue of shares on exercise of stock options		(3.87)	-	6.46	-	-	(2.70)	-	-	-	-	-	(0.11)
Employee stock compensation expenses	41(a)	-	-	-	-	-	3.14	-	-	-	-	-	3.14
Transferred to general reserve on stock options lapse		-	-	-	-	-	-	-	-	-	-	-	-
Total contributions and distributions		-	-	6.46	-	-	0.44	-	(368.65)	-	-	-	(361.75)
Balance as at March 31, 2026		**-**	**140.20**	**15,100.96**	**3,846.38**	**601.61**	**5.57**	**3,907.21**	**9,023.20**	**(539.31)**	**(172.37)**	**-**	**31,913.45**

The accompanying notes are an integral part of the standalone financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 18, 2026

for **and on behalf of Board of Directors of Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

STATEMENT OF CASH FLOW

FOR THE YEAR ENDED MARCH 31, 2026

₹ In million

		31-Mar-26	31-Mar-25
A. Cash flow from operating activities			
Profit before income tax			
- Continuing operations		2,031.01	780.83
- Discontinued operations		-	28,270.55
Profit before tax		**2,031.01**	**29,051.38**
Adjustments for:			
- Depreciation and amortisation expense		912.38	846.08
- (Gain)/ loss on sale/write off of property, plant and equipment, investment property and other intangible assets (net)		(1,027.65)	0.98
- Provision for impairment of non current investments (Refer note 8 & 31)		23.13	-
- Share based compensation expense		3.14	14.57
- Finance costs		1,137.68	1,459.12
- Interest income		(159.84)	(304.26)
- Dividend income		-	(85.26)
- Rental income from investment property		(9.50)	(17.46)
- Loss allowance on trade receivables		25.00	(14.72)
- Write off of advances to related party		86.74	-
- Movement in inventory obsolescence		(87.60)	48.69
- Gain on derecognition of ROU asset and liability		(25.94)	-
- Gain on disposal of assets/ settlement of liabilities attributable to the discontinued operations (net)		-	(28,270.55)
- Net unrealised exchange (gain)/ loss		(421.96)	143.95
Operating profit before working capital changes		**2,486.59**	**2,872.52**
Changes in working capital:			
(Increase)/ Decrease in trade and other receivables		(269.80)	500.11
Increase in inventories		(1,397.97)	(156.90)
Increase/ (Decrease) in trade and other payables		1,972.60	(226.06)
Net change in working capital		**304.83**	**117.15**
Cash generated from operations		**2,791.42**	**2,989.67**
Income taxes (paid)/ refund, net		(12.97)	1,225.16
Net cash generated from operating activities	A	**2,778.45**	**4,214.83**
B. Cash flow from investing activities			
Acquisition for property, plant and equipment and intangible assets, including capital advance and capital creditors		(1,635.71)	(1,712.03)
Proceeds from sale of property, plant and equipment and intangible assets		16.08	133.34
Proceeds from sale of investment property		1,128.70	-
Investments in subsidiaries and others		(229.08)	-
(Advance refunded)/ Advance received for sale of investment property		(50.00)	50.00
Interest received (net of taxes)		0.81	21.65
Dividend received		84.94	171.25
Rental income from investment property		9.50	17.46
Investment in fixed deposits with maturity of more than 3 months, net		(15.95)	(57.57)
Net cash utilised in investing activities	B	**(690.71)**	**(1,375.90)**
C. Cash flow from financing activities			
Proceeds from issue of equity shares		3.86	61.02
Proceeds from long-term borrowings		1,065.57	1,172.78
Repayment of long-term borrowings		(794.62)	(2,174.54)
(Repayment)/ Proceeds from short-term borrowings (net)		(625.72)	(956.94)
Dividends paid (in earmarked account)		(368.65)	(229.90)
Lease payments (Principal)		(133.90)	(116.01)
Lease payments (Interest)		(44.93)	(55.37)
Interest paid on borrowings		(1,090.92)	(1,404.20)
Net cash utilised in financing activities	C	**(1,989.31)**	**(3,703.16)**
Net (decrease)/ increase in cash and cash equivalents during the year	(A+B+C)	**98.43**	**(864.23)**
Cash and cash equivalents at the beginning of the year		63.28	927.51
Cash and cash equivalents at the end of the year*		**161.71**	**63.28**
***Comprises:**			
Cash on hand		2.10	1.38
Balance with banks:			
- In current accounts		10.94	12.33
- Funds-in-transit		148.67	49.57
Total		**161.71**	**63.28**

The accompanying notes are an integral part of the standalone financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:101248W/ W-100022

for **and on behalf of Board of Directors of Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 18, 2026

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

1 General information

Strides Pharma Science Limited ('the Company or Strides') is a pharmaceutical Company domiciled in India, with its registered office situated at Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703 and corporate office in Bengaluru, India. The Company is public limited company incorporated under the provisions of India Companies Act and having its equity shares are listed on the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India. The Company develops and manufactures a wide range of IP-led niche pharmaceutical products.

2 Basis of preparation of financial statements

These standalone financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules 2015, as amended, notified under Section 133 of Companies Act, 2013, (the 'Act') and other relevant provisions of the Act.

The standalone financial statements were approved for issue by the Company's Board of Directors on May 18, 2026.

2.1 Statement of compliance

These standalone financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules 2015, as amended, notified under Section 133 of Companies Act, 2013, (the 'Act') and other relevant provisions of the Act.

The standalone financial statements were approved for issue by the Company's Board of Directors on May 18, 2026.

2.2 Functional and presentation currency

These standalone financial statements are presented in Indian Rupees (₹), which is also the Company's functional currency. All amounts have been rounded-off to two decimal places to the nearest million, unless otherwise indicated.

2.3 Basis of measurement

These standalone financial statements have been prepared on the historical cost basis, except for the following items:

- Certain financial assets and liabilities (including derivative instruments) are measured at fair value;
- Net defined benefit asset/(liability) are measured at fair value of plan assets, less present value of defined benefit obligation;

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with Ind AS requires management to make estimates, judgements and assumptions. These estimates, judgements and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the period. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the standalone financial statements.

2.4.1 Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 2.2 — Assessment of functional currency;
- Note 3.3 — Revenue recognition: whether revenue from sale of product and services is recognised overtime or at a point of time:
- Note 3.16 and 48 — Financial instruments;
- Note 3.10, 3.11 and 3.12— Useful lives of property, plant and equipment, investment property and intangible assets;
- Note 3.13.3 — Impairment of non financial assets:
- Note 43 — Share based payments;
- Note 3.9, 11, 33 and 42 (b) — Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets.

2.4.2 Assumption and estimation uncertainty

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment is included in the following notes.

- Note 3.13.3 - Impairment testing of non-financial assets;
- Note 3.13.1 and 48 - Impairment testing of financial assets; and
- Note 3.15, 22 and 42(b) - Recognition and measurement of Provisions and contingent liabilities.
- Note 3.9.2 - Recognition of deferred tax assets; availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilised.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

- Note 3.14 and 14 - Provision for inventory obsolescence.
- Note 3.10 and 3.12.5 - Useful lives of property, plant and equipment, intangible assets.
- Note 44 - Measurement of defined benefit obligation; key actuarial assumptions;"

2.5 Operating cycle

As mentioned in para 1 above under ₹Corporate information', the Company is into development and manufacture of pharmaceutical products. Based on the normal time between acquisition of assets and their realisation in cash or cash equivalents, the Company has determined its operating cycle as 3 years to 5 years and 12 months relating to research and development activities and manufacturing of pharmaceutical products respectively. The above basis is used for classifying the assets and liabilities into current and non-current as the case may be."

2.6 Cash flow statement

Cash flows are reported using indirect method, whereby net profits before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments and items of income or expenses associated with investing or financing cash flows. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Company are segregated.

2.7 Measurement of fair value

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)."

The Company has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

The Company regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the finance team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement."

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

- Note 43 – Share based payment arrangements;
- Note 6 – Investment property and
- Note 48 – Financial instruments"

3 Material accounting policy information

3.1 Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Company, liabilities incurred by the Company to the former owners of the acquiree and the equity interests issued by the Company in exchange of control of the acquiree. Acquisition-related costs are generally recognised in statement of profit and loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with Ind AS 12 Income Taxes and Ind AS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Company entered into to replace share-based payment arrangements of the

acquiree are measured in accordance with Ind AS 102 Share-based Payment at the acquisition date (see note 3.8.3); and

- assets (or disposal groups) that are classified as held for sale in accordance with Ind AS 105 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

3.1.1 Business combination under common control

The Company has followed the guidance given under Appendix C of Ind AS 103 (Business combination of entities under common control), while preparing these standalone financial statements.

Business combination involving common control is accounted by using pooling of interest method.

The pooling of interest method is considered to involve the following:

(i) The assets and liabilities of the combining entities are reflected at their carrying amounts.

(ii) No adjustments are made to reflect fair values, or recognise any new assets or liabilities. The only adjustments that are made are to harmonise accounting policies.

(iii) The financial information in the financial statements in respect of prior periods should be restated as if the business combination had occurred from the beginning of the preceding period in the financial statements, irrespective of the actual date of the combination. In this financial statement, the effect of transactions, when the entities are under common control, prior to the appointed date has been adjusted in the 'other equity'.

The identity of the reserves in the transferor companies has been maintained in the transferee Company.

The difference, if any, between the amount recorded as share capital issued plus any additional consideration in the form of cash or other assets and the amount of share capital of the transferor shall be transferred to capital reserve and should be presented separately from other capital reserves with disclosure of its nature and purpose in the notes.

3.2 Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any. For the purposes of impairment testing, goodwill is allocated to cash-generating units. The allocation is made to those cash generating units or groups of cash generating units that are expected to benefit from the business combination in which such goodwill arose. A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in statement of profit and loss. An impairment loss recognised for goodwill is not reversed in subsequent periods. On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

3.3 Revenue from contracts with customers

The Company recognises revenue to depict the transfer of control over promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. A 5-step approach is used to recognise revenue as below:

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligation in contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation"

3.3.1 Sale of goods

Revenue is recognised when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers and revenue is recognised at that point in time.. The amount of revenue to be recognised (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as sales tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative stand-alone selling prices. Revenue from product sales are recorded net

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of allowances for estimated rebates, cash discounts and estimates of product returns, all of which are established at the time of sale.

The consideration received by the Company in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

Revenue from sale of goods is recognised when control of goods is transferred to customers. The normal credit term is in the range of 15 to 90 days upon delivery except for some customers who are on advance payment term.

Profit share revenues

The Company from time to time enters into marketing arrangements with certain business partners for the sale of its products in certain markets. Under such arrangements, the Company sells its products to the business partners at a base purchase price agreed upon in the arrangement and is also entitled to a profit share which is over and above the base purchase price. The profit share is typically dependent on the business partner's ultimate net sale proceeds or net profits, subject to any reductions or adjustments that are required by the terms of the arrangement. Such arrangements typically require the business partner to provide confirmation of units sold and net sales or net profit computations for the products covered under the arrangement.

Revenue in an amount equal to the base purchase price and is recognised at that point in time upon delivery of products to the business partners. An additional amount representing the profit share component is recognised as revenue at that point in time in which corresponds to the ultimate sales of the products made by business partners only when the collectability of the profit share becomes probable and a reliable measurement of the profit share is available. Otherwise, recognition is deferred to a subsequent period pending satisfaction of such collectability and measurability requirements. In measuring the amount of profit share revenue to be recognised for each period, the Company uses all available information and evidence, including any confirmations from the business partner of the profit share amount owed to the Company, to the extent made available before the date the Company's Board of Directors authorises the issuance of its financial statements for the applicable period.

Sale to distributors

The Company appoints distributors in various territories who purchases the goods from the Company and thereafter sells them in the territory. In case the distributor is acting as an agent, the Company defers revenue recognition till the time goods are sold by the distributor to the end customer. On the other hand, if the distributor is principal, revenue is recognised at that point in time when control is transferred to the distributor.

Right to reject or return goods

The Company also sells its products to the customers with a right to return the goods within the specified period of time. For contracts that permit the customer to return an item, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore, the amount of revenue recognised is adjusted for expected returns, which are estimated based on the historical data. In these circumstances, a refund liability and a right to recover returned goods asset are recognised. The right to recover returned goods asset is measured at the former carrying amount of the inventory less any expected costs to recover goods. The refund liability is included in other current liabilities and the right to recover returned goods is included in inventory. The Company reviews its estimate of expected returns at each reporting date and updates the amounts of the asset and liability accordingly. "

Price variations / Incentives

Incentives are accounted based on the assessment of whether the beneficiary (of the incentive) is acting as a principal or an agent. Where the beneficiary is a principal, the incentive is regarded as consideration paid to the customer and is reduced from revenue.

However, where the beneficiary is an agent, the incentive payment is recognised as an expense as the same is in the nature of commission.

3.3.2 Sale of services

Revenue from services rendered, which primarily relate to contract research, is recognised in the statement of profit and loss as the underlying services are performed. Upfront payments received under these arrangements are deferred and recognised as revenue over the expected period over which the related services are expected to be performed.

3.3.3 Royalty, sale of licenses and Intellectual property rights

The Company enters into certain dossier sales, royalties, licensing and supply arrangements with various parties. Income from licensing arrangements is generally recognised over the term of the contract. Some of these arrangements include certain performance obligations by the Company. Revenue from such arrangements is recognised point in time in the period in which the Company completes all its performance obligations.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

3.3.4 Export and production linked incentives

Export incentives are accrued for based on fulfilment of eligibility criteria for availing the incentives and when there is no uncertainty in receiving the same. These incentives include estimated realisable values/benefits from special import licenses and benefits under specified schemes as applicable.

3.3.5 Rental income

The Company's policy for recognition of revenue from operating leases is described in note 3.4.2 below.

3.3.6 Dividend and interest income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

3.4 Leases

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in Ind AS 116.

3.4.1 The Company as lessee

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Company has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early. "

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

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When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Company's significant leasing arrangements are mainly in respect of factory land and buildings, residential and office premises.

3.4.2 The Company as lessor

At inception or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative standalone prices.

When the Company acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Company makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Company considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Company is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Company applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Company applies Ind AS 115 to allocate the consideration in the contract.

The Company recognises lease payments received under operating leases as income on a straight line basis over the lease term.

The Company applied the derecognition and impairment requirements in Ind AS 109 to the net investment in the lease.

3.5 Foreign currencies transactions and translation

Transactions in foreign currencies are recorded at the exchange rate prevailing on the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency closing rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in Statement of Profit and Loss except to the extent of exchange differences which are regarded as an adjustment to interest costs on foreign currency borrowings that are directly attributable to the acquisition or construction of qualifying assets, are capitalized as cost of assets.

Non-monetary assets and liabilities that are measured in terms of historical cost in foreign currencies are not retranslated. Income and expense items in foreign currency are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used.

3.6 Borrowing costs

Borrowing costs include:

(i) interest expense calculated using the effective interest rate method,

(ii) interest on lease liabilities, and

(iii) exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs."

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Notes forming part of the standalone financial statements

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All other borrowing costs are recognised in statement of profit and loss in the period in which they are incurred.

3.7 Employee benefits

3.7.1 Short-term employee benefits

All employee benefits falling due wholly within twelve months of rendering the services are classified as short-term employee benefits, which include benefits like salaries, wages, short-term compensated absences and performance incentives and are recognised as expenses in the period in which the employee renders the related service.

A liability is recognised for the amount expected to be paid under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably."

3.7.2 Post-employment benefits

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost is recognised in statement of profit and loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

The retirement benefit obligation recognised in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

3.7.3 Compensated absences

The Company has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using the projected unit credit method on the additional amount expected to be paid/availed as a result of the unused entitlement that has accumulated at the balance sheet date. Expense on non-accumulating compensated absences is recognised in the period in which the absences occur.

3.7.4 Defined contribution plan

A defined contribution plan is a post-employment benefit plan where the Company's legal or constructive obligation is limited to the amount that it contributes to a separate legal entity. The Company makes specified monthly contributions towards Government administered provident fund scheme. Obligations for contributions to defined contribution plan are expensed as an employee benefits expense in the statement of profit and loss in period in which the related service is provided by the employee. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

3.8 Share-based payment arrangements

3.8.1 Share-based payment transactions of the Company

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in statement of profit and loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

3.8.2 Cash settled share-based payment transactions of the Company

The fair value of the amount payable to employees in respect of cash settled share based payments is recognised as an expense with the corresponding increase in liabilities, over the period during which the employees becoming unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement

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date based on the fair value of the underlying options. Any changes in the liability are recognised in the statement of profit or loss.

3.8.3 Share-based payment transactions of the acquiree in a business combination

When the share-based payment awards held by the employees of an acquiree (acquiree awards) are replaced by the Company's share-based payment awards (replacement awards), both the acquiree awards and the replacement awards are measured in accordance with Ind AS 102 ("market-based measure") at the acquisition date. The portion of the replacement awards that is included in measuring the consideration transferred in a business combination equals the market-based measure of the acquiree awards multiplied by the ratio of the portion of the vesting period completed to the greater of the total vesting period or the original vesting period of the acquiree award. The excess of the market-based measure of the replacement awards over the market-based measure of the acquiree awards included in measuring the consideration transferred is recognised as remuneration cost for post-combination service.

However, when the acquiree awards expire as a consequence of a business combination and the Company replaces those awards when it does not have an obligation to do so, the replacement awards are measured at their market-based measure in accordance with Ind AS 102. All of the market-based measure of the replacement awards is recognised as remuneration cost for post-combination service.

3.9 Income tax

Income tax expense represents the sum of current tax and deferred tax. The Company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

3.9.1 Current tax

Current tax is calculated based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the standalone statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Current tax assets and liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously."

3.9.2 Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, which is likely to give future economic benefits in the form of availability of set-off against future tax liability. Accordingly, MAT is recognised as deferred tax asset in the Balance sheet when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

Current and deferred tax are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

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If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered.

3.10 Property, plant and equipment

Property, plant and equipment held for use in the production or supply of goods or services, or for administrative purposes, are stated in the balance sheet at cost less accumulated depreciation and accumulated impairment losses, if any.

Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any recognised impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Company's accounting policy. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

The non refundable payments made with respect to Land taken on lease (where there is an option to purchase the same at the end of the lease period) is classified under Property, plant and Equipment as "Lease hold Land".

Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets has been assessed to be different and are as under based on technical advice, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes, manufacturers warranties and maintenance support, etc.:

Plant and equipments : 3 to 20 years

Factory buildings : 5 to 30 years

Freehold land is not depreciated.

Asset held under finance leases are depreciated as per Ind AS 116.

Individual assets costing less than ₹ 5,000 are depreciated in full in the year of purchase.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in statement of profit and loss.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Asset held for sale

The Company categorises Non-current assets and liabilities as ""held for sale"", when there is a proposal/ intention to sell an asset or group of assets in its present condition.

The assets held for sale are carried at cost or fair value less costs related to disposal, which ever is lower and are not subject to depreciation."

3.11 Investment property

Properties that is held for long-term rentals or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of the investment property is replaced, the carrying amount of the replaced part is derecognised.

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Investment property are depreciated using the straight line method over their estimated useful lives. Investment properties generally have a useful life of 25-60 years. The useful life has been determined based on technical evaluation performed by the management's expert.

Investment properties are derecognised on disposal or when the investment properties are permanently withdrawn from use and no future economic benefits are expected from its disposal. The gains or losses from the disposal of investment properties are determined as difference between the carrying amount of the investment properties and the net disposal proceeds and are recognised in profit or loss in the period in which it is disposed.

Transfers to (or from) investment property are made only when there is a change in use. Transfers between investment property, owner-occupied property do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes.

3.12 Intangible assets

3.12.1 Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses, if any. Intangible assets with indefinite useful lives are not amortized and tested for impairment annually.

3.12.2 Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in statement of profit and loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.12.3 Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.12.4 Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in statement of profit and loss when the asset is derecognised.

3.12.5 Useful lives of intangible assets

Intangible assets are amortised over their estimated useful life on straight line method as follows:

Registration and Brands : 10 years to 25 years

Software Licenses : 5 years

3.13 Impairment of assets

3.13.1 Impairment of financial assets:

The Company assesses at each date of balance sheet, whether a financial asset or a group of financial assets

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is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. The Company recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. For all other financial assets, expected credit losses are measured at an amount equal to the twelve-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly, since initial recognition.

3.13.2 Impairment of investment in subsidiaries and associates

The Company reviews its carrying value of investments in subsidiaries and associates at cost, annually, or more frequently when there is an indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for.

3.13.3 Impairment of non-financial assets

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in statement of profit and loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in statement of profit and loss.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

3.14 Inventories

Inventories are valued at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Cost includes all charges in bringing the goods to the point of sale, including octroi and other levies, transit insurance and receiving charges. Cost is determined as follows:

Raw materials, packing materials and stores and spares: weighted average basis.

Work-in progress: at material cost and an appropriate share of production overheads.

Finished goods: material cost and an appropriate share of production overheads and excise duty, wherever applicable.

Stock-in trade: weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

3.15 Provisions (Other than employee benefits)

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is

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virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.15.1 Onerous contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract. Before a provision is recognised company will recognise an impairment loss on the assets associated with that contract.

3.15.2 Contingent liabilities

Contingent liability is a possible obligation arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity or a present obligation that arises from past events but is not recognized because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. The Company does not recognize a contingent liability but discloses its existence in the consolidated financial statements.

3.16 Financial instruments

3.16.1 Investment in subsidiaries, associates and Joint Ventures

The Company has accounted for its investments in subsidiaries and associates joint ventures at cost less impairment.

3.16.2 Other financial assets and financial liabilities

Other financial assets and financial liabilities are recognised when Company becomes a party to the contractual provisions of the instruments.

Initial recognition and measurement:

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in statement of profit and loss. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Subsequent measurement:

Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and contractual terms of financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

Financial assets at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless it measured at amortised cost or fair value through other comprehensive income on initial recognition. The transaction cost directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in the statement of profit and loss.

Financial liabilities

Financial liabilities are measured at amortised cost using effective interest rate method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Derecognition

Financial assets

The Company derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:

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- substantially all of the risks and rewards of ownership of the financial asset are transferred; or
- the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognised on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

3.16.3 Equity instruments

An equity instrument is a contract that evidences residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments recognised by the Company are recognised at the proceeds received net off direct issue cost.

3.16.4 Financial guarantee contracts

At the inception of a financial guarantee contract, a liability is recognised initially at fair value and then subsequently at the higher of the estimated loss and amount initially recognised less, when appropriate, the cumulative amount of income recognised, the changes in subsequent measurement being recognised in the statement of profit and loss. Where a guarantee is issued for a consideration, a financial asset of an amount equal to the liability is initially recognised at amortised cost. Where a guarantee is issued for no consideration, the fair value is recognised as additional investment in the entity to which the guarantee relates.

3.16.5 Derivative financial instruments and hedge accounting

The Company uses various derivative financial instruments such as interest rate swaps, currency swaps and forward contracts to mitigate the risk of changes in interest rates and foreign exchange rates. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are also subsequently measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the Statement of Profit and Loss, except for the effective portion of cash flow hedges which is recognised in Other Comprehensive Income and later to the Statement of Profit and Loss when the hedged item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial assets or non-financial liability.

Hedges that meet the criteria for hedge accounting are accounted for as follows:

Cash flow hedge

The Company designates derivative contracts or non derivative financial assets / liabilities as hedging instruments to mitigate the risk of movement in interest rates and foreign exchange rates for foreign exchange exposure on future cash flows attributable to a recognised asset or liability or highly probable forecast cash transactions. When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in the cash flow hedging reserve being part of other comprehensive income. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the Statement of Profit and Loss. If the hedging relationship no longer meets the criteria for hedge accounting, then hedge accounting is discontinued prospectively. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in cash flow hedging reserve till the period the hedge was effective remains in cash flow hedging reserve until the underlying transaction occurs. The cumulative gain or loss previously recognized in the cash flow hedging reserve is transferred to the Statement of Profit and Loss upon the occurrence of the underlying transaction. If the forecasted transaction is no longer expected to occur, then the amount accumulated in cash flow hedging reserve is reclassified in the Statement of Profit and Loss.

3.17 Exceptional items

When an item of income or expense within profit or loss from ordinary activity is of such size, nature or incidence that their disclosure is relevant to explain the performance of the Company for the year, the nature and amount of such items is disclosed as exceptional items.

3.18 Cash and cash equivalents

Cash and cash equivalents consist of cash at banks and on hand and short-term deposits with an original maturity of three months or less, highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.

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Bank overdrafts that are repayable on demand and form an integral part of our cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

3.19 Earnings per share

Basic Earnings Per Share ('EPS') is computed by dividing the net profit(or loss) attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the adjusted profit(or loss) by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. Dilutive potential equity shares are deemed converted as of the beginning of the year, unless issued at a later date. In computing diluted earnings per share, only potential equity shares that are dilutive and that either reduces earnings per share or increases loss per share are included. The number of shares and potentially dilutive equity shares are adjusted retrospectively for all periods presented in case of share splits.

3.20 Demerger of CDMO and Softgelatin business

Softgel Business division of Strides Pharma Science Limited has been carved out during the year ended 31st March 2025 on the basis of the following judgement:

a. Property, Plant and Equipment (PPE) situated at Softgel block in KRS Gardens, Bangalore including respective depreciation and capital work in progress

b. Registration and brands consisting of Intellectual property rights for distribution and marketing of softgelatin products including intangibles under developments and awaiting approvals

c. Capital Creditors and Advances directly relating to the above PPE and intangibles have been identified and carved out.

d. Employees directly and exclusively involved in the manufacture of Softgelatin products and employee directly attributable/ involved in distribution of softgel products also form part of the Softgel Division. The employees are in the rolls of Strides Pharma Science Limited (SPSL). As SPSL is administratively managing the softgel business, the corresponding cost of these employees are disclosed as employee benefit expenses. The related employee liabilities and advances have also been carved out with respect to the employees.

e. Inventories situated in KRS Gardens relating to Softgelatin products consisting of Finished goods, Semi finished Goods, Raw materials and packing materials directly attributable or related to manufacture of Soft Gelatin product.

f. Trade Receivables relating to Softgel products directly identified and carved out.

g. Borrowings from Banks and financial institutions which were identified, assigned to Softgel business under appropriate mechanism with the confirmation from the lenders. The balance towards letter of credits for Softgel Division have been identified at specific invoice levels.

h. Trade Payables which are directly relating to Softgel business were identified and carved out.

i. Revenues of the Softgel business were directly identified and carved out with the corresponding cost of materials consumed based on the underlying softgel products' description.

j. Other Expenses which were directly identifiable to Softgel business have been carved out and common costs are allocated to Softgel business using reasonable and appropriate basis.

Directly Attributable: Balances and transactions representing assets, liabilities, incomes and expenditures that are identifiable and attributable to Softgel Business division of Strides Pharma Science Limited as specified in items (a) to (f), (h) and (i) above are carved out.

Allocable balances or transactions: Balances and transactions other than that are directly attributable are allocated based on appropriate method as specified in items (g) and (j) above.

3.21 Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On August, 2025, MCA notifies the amendments to Ind AS 1 - Presentation of Financial Statements, Ind AS 7 - Statement of Cash Flows, Ind AS 107 - Financial Instruments and Ind AS 12 - Income Taxes. These amendments aim to provide clearer guidance on classification of liabilities with covenants as current or non-current, inform users of financial statements of the existence of supplier finance arrangements and provide temporary mandatory relief from deferred tax accounting for top-up tax. The amendments are effective for annual periods beginning on or after April 1, 2025. The Company is currently assessing the probable impact of these amendments on its financial statements.

4(i). Property, plant and equipment

₹ In million

Particulars	Gross block					Accumulated depreciation					Net block
	As at01-Apr-25	Additions	Disposal on account of Demerger (refer note 38)	Disposals	As at 31-Mar-26	As at 01-Apr-25	Depreciation for the year	Eliminated on account of Demerger (Refer note 38)	Disposals	As at 31-Mar-26	As at 31-Mar-26
Tangible assets:											
Land:											
- Freehold	965.54	-	-	-	965.54	-	-	-	-	-	965.54
	965.54	-	-	-	965.54	-	-	-	-	-	965.54
- Leasehold (refer note (iii) below)	48.13	-	-	-	48.13	-	-	-	-	-	48.13
	48.13	-	-	-	48.13	-	-	-	-	-	48.13
Buildings	1,846.56	28.64	-	0.18	1,875.02	739.05	68.53	-	0.18	807.40	1,067.62
	1,707.61	138.95	-	-	1,846.56	663.37	75.68	-	-	739.05	1,107.51
Plant and equipments	7,244.42	822.63	-	157.05	7,910.00	3,912.05	524.93	-	148.33	4,288.65	3,621.35
	7,058.46	1,019.45	792.23	41.26	7,244.42	3,972.85	471.32	510.03	22.09	3,912.05	3,332.37
Furniture and fixtures	234.01	17.48	-	3.57	247.92	155.07	15.10	-	3.20	166.97	80.95
	212.26	24.08	1.61	0.72	234.01	145.38	10.99	0.61	0.69	155.07	78.94
Vehicles	43.47	10.14	-	3.62	49.99	18.21	4.43	-	3.22	19.42	30.57
	29.88	14.84	-	1.25	43.47	15.70	3.59	-	1.08	18.21	25.26
Office equipments	991.63	168.19	-	20.14	1,139.68	827.93	87.23	-	19.80	895.36	244.32
	923.32	91.28	14.70	8.27	991.63	765.93	72.70	2.57	8.13	827.93	163.70
Total	**11,373.76**	**1,047.08**	**-**	**184.56**	**12,236.28**	**5,652.31**	**700.22**	**-**	**174.73**	**6,177.80**	**6,058.48**
Previous year	10,945.20	1,288.60	808.54	51.50	11,373.76	5,563.23	634.28	513.21	31.99	5,652.31	5,721.45

Notes:

(i) The above assets other than to the extent mentioned in note (iii) below are owned by the Company.

(ii) In 2008, the Company had entered into a lease cum sale agreement with Karnataka Industrial Area Development Board ('KIADB') for purchase of land under a lease cum sale agreement. The Company is in the process of transferring the said land in its name.

(iii) Addition during the year includes capital expenditure towards research and development of I113.70 million (as at March 31, 2025: I21.29 million).

(iv) Properties, plant and equipment are pledged as security towards term loan (first pari passu charge) and working capital borrowings (second pari passu charge) by the Company.

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4(ii). Capital-work-in progress (CWIP)

Movement in Capital-work-in progress (CWIP)

₹ In million

Particulars	As at 01-Apr-25	Additions	Transfers/ deletions	Adjustment pursuant to the scheme of merger (refer note 37)	As at 31-Mar-26
Current year	657.40	1,267.13	1,084.65	-	839.88
Previous year	711.93	1,446.25	1,288.60	212.18	657.40

Ageing of Capital-work-in progress (CWIP)

₹ In million

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	Greater than 3 Years	
As at March 31, 2026					
Projects in progress	650.62	165.69	19.35	4.22	839.88
Projects temporarily suspended	-	-	-	-	-
Total	**650.62**	**165.69**	**19.35**	**4.22**	**839.88**
As at March 31, 2025					
Projects in progress	494.72	127.08	21.96	13.64	657.40
Projects temporarily suspended	-	-	-	-	-
Total	**494.72**	**127.08**	**21.96**	**13.64**	**657.40**

There are no capital work-in-progress whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2026 and March 31, 2025.

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5. Leases

The Company leases office spaces consisting of land and building. The leases typically run for period of 5 to 7 years with an option to renew at the end of original/initial lease period.

(i) Right-of-use assets

₹ In million

Particulars	Gross block				Accumulated Depreciation			Net block	
	As at 01-Apr-25	Additions	De-recognition	As at 31-Mar-26	As at 01-Apr-25	Depreciation for the year	De-recognition	As at 31-Mar-26	As at 31-Mar-26
Buildings	760.70	81.62	27.11	815.21	417.93	131.36	17.60	531.69	283.52
*	740.23	20.47	-	760.70	293.96	123.97	-	417.93	342.77
Office equipments	-	-	-	-	-	-	-	-	-
*	87.99	-	87.99	-	87.99	-	87.99	-	-
Total	**760.70**	**81.62**	**27.11**	**815.21**	**417.93**	**131.36**	**17.60**	**531.69**	**283.52**
Previous year	828.22	20.47	87.99	760.70	381.95	123.97	87.99	417.93	342.77

(ii) Lease Liabilities

₹ In million

Particulars	31-Mar-26	31-Mar-25
Opening lease liabilities	459.70	556.15
Addition during the year	70.51	19.56
Lease payments during the year	(178.83)	(171.38)
Interest income on lease liabilities	44.93	55.37
Deletion during the year	(35.32)	-
Closing lease liabilities	**360.99**	**459.70**
Current	178.54	175.73
Non-current	182.45	283.97
	360.99	**459.70**

(iii) Amounts recognised in the statement of profit or loss

₹ In million

Particulars	31-Mar-26	31-Mar-25
Depreciation charge on right-of-use asset		
Buildings	131.36	123.97
	131.36	**123.97**
Interest expense (Included in finance cost)	44.93	55.37
Other income on account of derecognition of leases	25.94	-
Short term lease expenses, not included in lease payments	41.43	34.47

(iv) Total cash outflow

₹ In million

Particulars	31-Mar-26	31-Mar-25
Buildings	178.83	171.38
	178.83	171.38

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6. Investment property

₹ In million

Particulars	Gross block				Accumulated depreciation			Net block	
	As at 01-Apr-25	Additions	Disposals	As at 31-Mar-26	As at 01-Apr-25	Depreciation for the year	Disposals	As at 31-Mar-26	As at 31-Mar-26
Land	31.31	-	31.31	-	-	-	-	-	-
	31.31	-	-	31.31	-	-	-	-	31.31
Building	102.39	-	102.39	-	24.56	4.08	28.64	-	-
	103.68	-	1.29	102.39	18.88	6.46	0.78	24.56	77.83
Total	**133.70**	**-**	**133.70**	**-**	**24.56**	**4.08**	**28.64**	**-**	**-**
Previous year	134.99	-	1.29	133.70	18.88	6.46	0.78	24.56	109.14

Notes:

(i) Details of assets given under an operating lease

₹ In million

Particulars	Gross block		Net block	
	31-Mar-26	31-Mar-25	31-Mar-26	31-Mar-25
Freehold Land	-	31.31	-	31.31
Buildings	-	102.39	-	77.83
Total	**-**	**133.70**	**-**	**109.14**

(ii) During the current year the Company has sold the investments property with a net book value of ₹ 105.06 million for a total consideration of ₹ 1,128.70 million.

(iii) Amounts recognised in profit or loss for investment properties.

₹ In million

Particulars	31-Mar-26	31-Mar-25
Rental income	9.50	17.46
Gain on sale of investment property (net)	1,021.43	-
Depreciation	(4.08)	(6.46)
Profit from investment properties	**1,026.85**	**11.00**

7(i).Goodwill

₹ In million

Particulars	As at 01-Apr-25	Adjustment pursuant to the scheme of merger (refer note 37)	Derecognised on disposal	Impairment loss recognised in the year	As at 31-Mar-26
Goodwill	1,155.77	-	-	-	1,155.77
	1,155.77	-	-	-	1,155.77
Total	**1,155.77**	**-**	**-**	**-**	**1,155.77**
Previous year	1,155.77	-	-	-	1,155.77

Notes:

(i) Allocation of goodwill to cash generating unit:

Goodwill has been allocated for impairment testing purposes to the following cash-generating unit:

- United States of America (USA)

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

The carrying amount of goodwill is allocated to cash-generating unit as follows:

₹ In million

Particulars	31-Mar-26	31-Mar-25
United States of America (USA)	1,155.77	1,155.77
Total	**1,155.77**	**1,155.77**

The recoverable amount of the above cash generating units have been determined based on 'value in use' model, where in the value of cash generating unit is determined as a sum of the net present value of the projected pre tax cash flows for a period of 5.25 years and terminal value. The terminal value of each cash generating unit is arrived at by extrapolating cash flows of latest forecasted year to perpetuity using a constant long term growth rate. Key assumptions used for determining the said value in use of each cash generating unit is as follows:

Key Assumptions	USA
Discount Rate	10.68% - 15.34%
Growth Rate (used for determining Terminal Value)	2%- 3%
Operational Cashflows	5%- 15%

The discount rates used are based on weighted average cost of capital.

The growth rates of the above cash generating unit have been considered based on the market conditions prevalent in the country that would fall in respective cash generating unit.

The management believes that the projections used by the management for determining the "value in use" of cash generating unit reflect past experience and external sources of information and any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash generating unit.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

7(ii) Other intangible assets

₹ In million

Particulars	Gross block					Accumulated amortisation					Net block
	As at 01-Apr-25	Additions	Disposal on account of Demerger (refer note 38)	Disposals	As at 31-Mar-26	As at 01-Apr-25	Amortisation for the year	Eliminated on account of Demerger (Refer note 38)	Disposals	As at 31-Mar-26	As at 31-Mar-26
- Internally generated:											
- Registrations and brands*	515.98	34.07	-	-	550.05	266.65	36.58	-	-	303.23	246.82
	599.94	97.16	78.25	102.87	515.98	307.30	31.78	34.34	38.09	266.65	249.33
- Software and licenses	993.33	52.93	-	7.60	1,038.66	902.44	40.14	-	7.60	934.98	103.68
	932.33	61.75	0.75	-	993.33	855.83	46.77	0.16	-	902.44	90.89
Total	**1,509.31**	**87.00**	**-**	**7.60**	**1,588.71**	**1,169.09**	**76.72**	**-**	**7.60**	**1,238.21**	**350.50**
Previous year	1,532.27	158.91	79.00	102.87	1,509.31	1,163.13	78.55	34.50	38.09	1,169.09	340.22

*Additions represents product development expenditure capitalised during the year

7(iii) Intangible assets under development

(a) Movement in Intangible assets under development

₹ In million

Particulars	As at 01-Apr-25	Additions	Transfers/ deletions	Eliminated on account of Demerger (Refer note 38)	As at 31-Mar-26
Current year	399.37	670.02	96.27	-	973.12
Previous year	362.92	209.36	158.91	14.00	399.37

(b) Intangible assets under development aging schedule

₹ In million

Particulars	Amount in Intangibles assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 Years	Greater than 3 Years	
March 31, 2026					
Projects in progress	642.91	144.44	8.04	177.73	973.12
Projects temporarily suspended	-	-	-	-	-
Total	**642.91**	**144.44**	**8.04**	**177.73**	**973.12**
March 31, 2025					
Projects in progress	147.61	17.58	88.31	145.87	399.37
Projects temporarily suspended	-	-	-	-	-
Total	**147.61**	**17.58**	**88.31**	**145.87**	**399.37**

There are no intangible assets under development, whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2026 and March 31, 2025.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

8 Investments

Investments consist of the following:

Investments - Non-current

₹ In million

Particulars	31-Mar-26	31-Mar-25
(A) Investments in subsidiaries: (Carried at cost)		
Equity shares, unquoted		
- 30,306,148 (As at March 31, 2025: 30,306,148) shares of GBP 1 each fully paid up in Strides Arcolab International Limited, UK	5,322.52	5,322.52
- 438,000 (As at March 31, 2025: 438,000) shares of USD 1 each fully paid up in Strides Pharma International Limited, Cyprus	23.13	23.13
Less: Impairment	(23.13)	-
- 142 (As at March 31, 2025: 142) shares of SGD 1 each fully paid up in Strides Pharma Asia Pte Limited, Singapore	11,476.68	11,476.68
- 12,788,136 (As at March 31, 2025: 12,788,136) shares of CHF 1 each fully paid up in SVADS Holdings SA, Switzerland	466.59	466.59
- 3,81,925 (As at March 31, 2025: 352,925) shares of ₹ 10 each fully Paid up in Arcolab Private Limited, India	1,339.27	1,122.79
Total (A)	**18,605.06**	**18,411.71**
(B) Investment in others (Carried at amortised cost)*		
Equity shares, unquoted		
- 252,700 (As at March 31, 2025: 252,700) shares of ₹ 10 each fully paid up in AMP Energy C&I Six Private Limited, India	2.53	2.53
- 3,990,000 (As at March 31, 2025: 3,990,000) shares of ₹ 10 each fully paid up in AMP Energy C&I Eight Private Limited, India	39.90	39.90
- 1,260,000 (As at March 31, 2025: NIL) shares of ₹ 10 each fully paid up in AMP Energy C&I One Private Limited, India	12.60	-
Debentures, unquoted		
- 22,743 (As at March 31, 2025: 22,743) CCD of ₹ 1000 each in AMP Energy C&I Six Private Limited, India	22.74	22.74
Total (B)	**77.77**	**65.17**
Total [A+B]	**18,682.83**	**18,476.88**
Aggregate amount of unquoted investments	18,705.96	18,476.88
Aggregate amount of impairment in value of investments (Strides Pharma International Limited)	23.13	-
Non Current Investments	**18,682.83**	**18,476.88**

Refer Note 40 for disclosures with respect to section 186(4) of Companies Act, 2013. Refer note 45 for related party transactions.

*These investments are in the nature of security deposits towards the power purchase agreements entered into with these entities. These are refundable at the end of the contract period at par value.

9 Loans - current

₹ In million

Particulars	31-Mar-26	31-Mar-25
Unsecured, considered good:		
Loans to:		
- Employees	72.57	70.50
- Related parties (Refer note 45)	-	30.00
Total	**72.57**	**100.50**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

10 Other financial assets

Other financial assets consist of the following:

(i) Non-current financial assets

₹ In million

Particulars	31-Mar-26	31-Mar-25
Security deposits*	189.91	189.24
Fixed deposits with banks	73.88	11.28
Balance held as margin money against long term borrowings with others	90.36	84.12
Derivative asset	-	25.12
Total	**354.15**	**309.76**

* Includes security deposit given to related parties (Refer note 45)

(ii) Current financial assets

₹ In million

Particulars	31-Mar-26	31-Mar-25
Unsecured, considered good:		
Receivables from related parties (Refer note 45)	315.55	369.11
Interest accrued on loans given to:		
- Related parties (Refer note 45)	-	14.07
Derivative asset	2.23	84.02
Others:		
- Gratuity claim receivables	1.92	29.40
Total	**319.70**	**496.60**

11. Deferred tax balances

₹ In million

Particulars	31-Mar-26	31-Mar-25
Deferred tax assets	1,310.32	1,392.24
Deferred tax liabilities	(169.75)	(389.89)
Deferred tax assets (net)	**1,140.57**	**1,002.35**

₹ In million

2025-2026	Opening balance	Recognised in equity	Recognised in statement of profit and loss	Recognised in other comprehensive income	Closing balance
Deferred tax (liabilities)/ assets in relation to:					
Cash flow hedges	(19.43)	-	-	200.81	181.38
Employee benefits	333.41	-	(59.21)	(37.88)	236.32
Merger related expenses	20.82	-	(9.74)	-	11.08
Leases	40.87	-	(21.38)	-	19.49
Allowance for credit loss	49.79	-	0.02	-	49.81
Property, plant and equipment and Intangible assets	(370.46)	-	19.33	-	(351.13)
MSME Payables	84.55	-	7.99	-	92.54
Others	41.75	-	(20.34)	-	21.41
Tax losses	-	-	-	-	-
MAT Credit entitlement	821.05	-	58.62	-	879.67
Total	**1,002.35**	**-**	**(24.71)**	**162.93**	**1,140.57**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

2024-2025	Opening balance	Recognised in equity	Recognised in statement of profit and loss	Recognised in other comprehensive income	Closing balance
Deferred tax (liabilities)/ assets in relation to:					
Cash flow hedges	(11.20)	-	-	(8.23)	(19.43)
Employee benefits	273.32	-	34.97	25.12	333.41
Merger related expenses	19.05	-	1.77	-	20.82
Leases	38.40	-	2.47	-	40.87
Allowance for credit loss	86.11	-	(36.32)	-	49.79
Property, plant and equipment and Intangible assets	(380.31)	-	9.85	-	(370.46)
MSME Payables	-	-	84.55	-	84.55
Others	45.77	-	(4.02)	-	41.75
Tax losses	282.53	-	(282.53)	-	-
MAT Credit entitlement	835.70	-	(14.65)	-	821.05
Total	**1,189.37**	**-**	**(203.91)**	**16.89**	**1,002.35**

*Including deferred tax for discontinued operations (refer note 33)

Under the Indian Income Tax Act, 1961, the Company is liable to pay Minimum Alternate Tax (MAT). MAT paid can be carried forward for a certain period and can be set off against the future tax liabilities. MAT is recognised as deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefits associated with the asset will be realised.

The Company has opted to adopt new tax regime for subsequent financial year and has calculated the deferred tax balances accordingly.

12 Other tax assets (net)

The income tax assets consists of the following:

Non-current income tax assets

₹ In million

Particulars	31-Mar-26	31-Mar-25
Advance income tax (net of provisions)	155.72	124.98
Income tax paid under protest	-	59.98
Total	**155.72**	**184.96**

13 Other assets

Other assets (unsecured) consist of the following:

(i) Other non-current assets

₹ In million

Particulars	31-Mar-26	31-Mar-25
Considered good:		
- Capital advances	175.02	100.24
- Prepaid expenses	11.41	19.71
Balances with Government authorities:		
- Indirect taxes paid under protest	40.30	34.40
Total	**226.73**	**154.35**

(ii) Other current assets

₹ In million

Particulars	31-Mar-26	31-Mar-25
Considered good:		
Advances to suppliers	266.01	257.35
Advances to employees	6.85	5.59
Prepaid expenses	263.64	217.65
Incentives receivables	490.75	401.72
Balances with Government authorities	894.06	824.19
Total	**1,921.31**	**1,706.50**

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

14 Inventories*

₹ In million

Particulars	31-Mar-26	31-Mar-25
Raw materials (including goods in transit March 26 - ₹ 21.32 million and March 25 - ₹ 183.75)	4,370.25	2,798.79
Work-in-progress	524.83	407.87
Finished goods	491.07	718.25
Stores and spares	416.55	392.22
Total	**5,802.70**	**4,317.13**

*Refer note 3.14 for mode of valuation of inventories.

*Inventories are pledged (first pari-passu charge) as security towards working capital loans.

*The company recorded (decrease)/ increase in inventory obsolescence of ₹ (87.60) millions (March 31, 2025 ₹ 48.69 millions). This is included as part of cost of materials consumed and changes in inventories of finished goods, work-in-progress and stock-in-trade in profit or loss, as the case may be.

15 Trade receivables

₹ In million

Particulars	31-Mar-26	31-Mar-25
Unsecured		
Considered good *	15,410.76	14,710.43
Credit impaired	-	-
	15,410.76	**14,710.43**
Less: Loss allowance on trade receivables (Refer note 48.5)	(197.93)	(181.12)
Net trade receivables	**15,212.83**	**14,529.31**

Trade receivables ageing as at March 31, 2026

₹ In million

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 Year	1-2 Years	2-3 Years	More than 3 Years	
Undisputed trade receivables							
- Considered good							-
- Significant increase in credit risk	13,521.62	1,386.09	434.86	25.06	39.09	4.04	15,410.76
- Credit impaired	-	-	-	-	-	-	-
Less: Loss allowance on trade receivables	-	-	-	-	-	-	(197.93)
Disputed trade receivables							
- Considered good	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-
	13,521.62	**1,386.09**	**434.86**	**25.06**	**39.09**	**4.04**	**15,212.83**

Trade receivables ageing as at March 31, 2025

₹ In million

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 Year	1-2 Years	2-3 Years	More than 3 Years	
Undisputed trade receivables							
- Considered good	9,612.28	1,893.90	1,191.98	1,178.59	103.94	729.74	14,710.43
- Significant increase in credit risk	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-
Less: Loss allowance on trade receivables	-	-	-	-	-	-	(181.12)
Disputed trade receivables							
- Considered good	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-
	9,612.28	**1,893.90**	**1,191.98**	**1,178.59**	**103.94**	**729.74**	**14,529.31**

Information about Company's exposure to credit and market risk and impairment losses for trade receivables is included in note 48

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

16 Cash and cash equivalents

₹ In million

Particulars	31-Mar-26	31-Mar-25
Cash on hand	2.10	1.38
Balances with banks:		
- In current accounts	10.94	12.33
- Funds-in-transit	148.67	49.57
Total	**161.71**	**63.28**

17 Other balances with banks

₹ In million

Particulars	31-Mar-26	31-Mar-25
- In deposit accounts (fixed deposits maturing within 12 months from balance sheet date)	157.86	165.60
In earmarked accounts:		
- Unpaid dividend accounts	6.90	6.95
- Group gratuity accounts	62.93	25.27
- Balance held as margin money against working capital facilities with banks	17.41	43.89
Total	**245.10**	**241.71**

18 Equity share capital

₹ In million

Particulars	31-Mar-26	31-Mar-25
Authorised (refer note 37.1)		
2,183,700,000 equity shares of ₹ 10/- each with voting rights	2,183.70	2,183.70
(March 31, 2025: 2,183,700,000 Equity shares of ₹ 10/- each)		
	2,183.70	**2,183.70**
Issued, subscribed and fully paid-up		
92,172,714 equity shares of ₹ 10/- each with voting rights	921.73	921.63
(March 31, 2025: 92,162,714 equity shares of ₹ 10/- each)		
Total	**921.73**	**921.63**

(i) Reconciliation of number of shares and amount outstanding

Particulars	31-Mar-26		31-Mar-25	
	No. of shares	₹ In million	No. of shares	₹ In million
Equity share capital				
Equity share of ₹ 10/- each				
Balance at the beginning of the year	**9,21,62,714**	**921.63**	**9,18,99,714**	**919.00**
- Shares issued pursuant to exercise of stock options (Refer note 43(a))	10,000	0.10	2,63,000.00	2.63
Balance at the end of the year	**9,21,72,714**	**921.73**	**9,21,62,714**	**921.63**

(ii) Detail of the rights, preferences and restrictions attaching to each class of shares outstanding equity shares of ₹10/- each:

The Company has only one class of equity shares, having a par value of ₹ 10/-. The holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the board of directors is subject to approval by the shareholders at the ensuing annual general meeting. In the event of liquidation of the Company, the holders of the equity shares will be entitled to receive any of the remaining assets of the Company, after distribution to all preferential amounts. The distribution will be in proportion to number of equity shares held by the shareholders.

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

(iii) Details of equity shares held by each shareholder holding more than 5% of equity shares:

Particulars	31-Mar-26		31-Mar-25	
	No. of shares	%	No. of shares	%
Pronomz Ventures LLP	1,80,84,585	19.62%	1,80,46,585	19.58%
Quant Mutual Fund - Quant Active Fund	49,77,936	5.40%	49,77,936	5.40%
Route One Offshore Master Fund, L.P.	46,53,310	5.05%	46,53,310	5.05%

(iv) Details of equity shares of ₹10/- each reserved for issuance:

Particulars	No. of shares	No. of shares
	31-Mar-26	31-Mar-25
Towards employee stock options under the various Strides stock option plans (Refer note 43(a))	23,36,950	23,36,950
Total	**23,36,950**	**23,36,950**

(v) Buy back of shares, issue of bonus shares and shares allotted as fully paid up pursuant to contract(s) without payment being received in cash.

There have been no buy back of shares, issue of shares by way of bonus shares or issue of shares pursuant to contract without payment being received in cash for the period of five years immediately preceding the Balance sheet date.

(vi) Details of equity shares held by promoters

Shareholding of promoters at the end of the year:

S. No	Promoter Name	31-Mar-26			31-Mar-25		
		No. of Shares	% of total shares	% change during the year	No. of Shares	% of total shares	% change during the year
Promoters							
1	Arun Kumar Pillai	18,60,687	2.02%	(9.71%)	20,60,687	2.24%	6.17%
2	K R Ravishankar	12,55,593	1.36%	0.00%	12,55,593	1.36%	0.00%
3	Pronomz Ventures LLP	1,80,84,585	19.62%	0.21%	1,80,46,585	19.58%	14.29%
Promoters Group							
4	Hemalatha Pillai	66,760	0.07%	0.00%	66,760	0.07%	0.00%
5	Anuradha K R	5,470	0.01%	0.00%	5,470	0.01%	0.00%
6	Aditya Arun Kumar	58,422	0.06%	0.00%	58,422	0.06%	0.00%
7	K R Lakshmi	1,30,482	0.14%	0.00%	1,30,482	0.14%	0.09%
8	Padmakumar Karunakaran Pillai	1,86,485	0.20%	0.00%	1,86,485	0.20%	0.00%
9	Rajitha Gopalakrishnan	60,000	0.07%	0.00%	60,000	0.07%	0.00%
10	Sajitha Pillai	95,000	0.10%	0.00%	95,000	0.10%	0.00%
11	Vineetha Mohanakumar Pillai	1,90,000	0.21%	0.00%	1,90,000	0.21%	0.00%
12	Karuna Family Private Trust (Trustee: Barclays Wealth Trustees (I) Pvt Ltd)	2,10,000	0.23%	100.00%	-	0.00%	0.00%
13	Chayadeep Properties Private Limited	734	0.00%	100.00%	-	0.00%	0.00%
	Body Corporates						
14	Ambemata Securities	-	0.00%	(100.00%)	2,40,860	0.26%	0.00%
15	Shasun Enterprises LLP (Formerly, Devendra Estates LLP)	-	0.00%	(100.00%)	1,56,451	0.17%	(33.98%)
16	Agraganya Private Trust (Trustee: Barclays Wealth Trustees (I) Pvt Ltd)	3,00,000	0.33%	0.00%	3,00,000	0.33%	0.00%
17	Karuna Business Solutions LLP	32,25,050	3.50%	0.00%	32,25,050	3.50%	0.00%

19 Other equity

Particulars	Note	31-Mar-26	31-Mar-25
(A) Share application money pending allotment			
i) Equity share application money pending allotment	19 (A)(i)	-	-
(B) Reserves and surplus			
i) Capital reserve	19 (B) (i)	140.20	140.20

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Particulars	Note	31-Mar-26	31-Mar-25
ii) Securities premium account			
Securities premium	19 (B) (ii) (a)	15,100.96	15,094.50
Reserve for business restructure (BRR)	19 (B) (ii) (b)	3,846.38	3,846.38
iii) Capital redemption reserve	19 (B) (iii)	601.61	601.61
iv) Share options outstanding account	19 (B) (iv)	5.57	5.13
v) General reserve	19 (B) (v)	3,907.21	3,907.21
vi) Retained earnings	19 (B) (vi)	9,023.20	7,555.50
(C) Items of other comprehensive income			
i) Effective portion of cash flow hedge	19 (C) (i)	(539.31)	36.16
ii) Remeasurement of the defined benefit liabilities / (assets)	19 (C) (ii)	(172.37)	(180.97)
Total		**31,913.45**	**31,005.72**

Particulars	31-Mar-26	31-Mar-25
(A) Share application money pending allotment		
(i) Equity share application money pending allotment		
Opening balance	-	1.20
Add: Received during the year	3.87	(1.20)
Less: Shares allotted during the year	(3.87)	-
Total share application money (A)	-	-
(B) Reserves and surplus		
(i) Capital reserve		
Opening balance	**140.20**	**140.20**
Add: Movement during the year	-	-
Closing balance	**140.20**	**140.20**
(ii) Securities premium account		
(a) Securities premium		
Opening balance	**15,094.50**	**18,750.37**
Less: Adjustment pursuant to the scheme of demerger (refer note 38)	-	(3,755.99)
Add: Premium on shares issued during the year	6.46	100.12
Closing balance	**15,100.96**	**15,094.50**
(b) Reserve for Business Restructure (BRR)		
Opening balance	3,846.38	3,846.38
Add: Movement during the year	-	-
Closing balance	**3,846.38**	**3,846.38**
Total Securities premium	**18,947.34**	**18,940.88**
(iii) Capital redemption reserve		
Opening balance	601.61	601.61
Add: Movement during the year	-	-
Closing balance	**601.61**	**601.61**
(iv) Share options outstanding account (Refer notes 43(a))		
Opening balance	5.13	29.71
Add: Employee stock compensation expenses (including amount cross charged to subsidiaries)	3.14	16.09
Less: Transferred to securities premium account on exercise (net)	(2.70)	(40.53)
Less: Transferred to general reserve on stock options lapse	-	(0.14)
Closing balance	**5.57**	**5.13**
(v) General reserve		
Opening balance	3,907.21	3,907.07
Add: Transferred to general reserve on stock options lapse	-	0.14
Closing balance	**3,907.21**	**3,907.21**
(vi) Retained earnings		
Opening balance	7,555.50	7,193.84
Add: Profit for the year	1,836.35	28,862.11
Less: Pursuant to the scheme of demerger (Refer note 38)	-	(28,270.55)
Less: Dividend on equity shares	(368.65)	(229.90)
Closing balance	**9,023.20**	**7,555.50**
Total Reserves and surplus (B)	**32,625.13**	**31,150.53**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Particulars	31-Mar-26	31-Mar-25
(C) Items of other comprehensive income		
(i) Effective portion of cash flow hedge		
Opening balance	36.16	20.85
Add / (less): Movement during the year	(776.28)	23.54
Add / (less): Tax impact on above	200.81	(8.23)
Closing balance	**(539.31)**	**36.16**
(ii) Remeasurement of the defined benefit liabilities / (assets) (Refer note 44)		
Opening balance	(180.97)	(134.19)
Add / (less): Movement during the year	46.48	(71.90)
Add / (less): Tax impact on above	(37.88)	25.12
Closing balance	**(172.37)**	**(180.97)**
Total items of other comprehensive income (C)	**(711.68)**	**(144.81)**
Other equity [(A) + (B) + (C)]	**31,913.45**	**31,005.72**

Nature and purpose of other reserve

(a) Capital reserve

Capital reserve is created on account of FCCB's, Mergers and acquisitions and Demergers. It is utilised in accordance with the provisions of the Companies Act, 2013.

(b) Securities premium

Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(c) Reserve for Business Restructure

The Scheme of restructuring approved by the shareholders on April 13, 2009 included a Scheme of Arrangement that envisaged the creation of a Reserve for Business Restructure (BRR) as set out in the Scheme. The Reserve was to be utilized by December 31, 2012 for specified purposes by either the Company or its subsidiaries. The balance of ₹ 3,846.38 million identified under the Securities Premium Account represents amounts utilized by the subsidiaries of the Company from the Reserve prior to December 31, 2012 and have been earmarked for set off on consolidation.

(d) Capital redemption reserve

Capital redemption reserve is a statutory, non-distributable reserve into which the amounts are transferred following the redemption or purchase of Company's own shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(e) Share options outstanding account

The fair value of the equity-settled share based payment transactions with employees is recognised in statement of profit and loss with corresponding credit to employee stock options outstanding account. The amount of cost recognised is transferred to share premium on exercise of the related stock options.

(f) General reserve

General reserves are the retained earnings of a Company which are apportioned out of Company's profits. General reserve is a free reserve which can be utilized for any purpose after fulfilling certain conditions in accordance with the provisions of the Companies Act, 2013.

(g) Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to other reserves, dividends or other distributions paid to its equity shareholders.

(h) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses (net of taxes, if any) arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

(i) Remeasurement of the defined benefit liabilities / (asset)

The cumulative balances of actuarial gain or loss arising on remeasurements of defined benefit plan is accumulated and recognised with in this component of other comprehensive income. Items included in actuarial gain or loss reserve will not be reclassified subsequently to statement of profit and loss.

(j) Share warrants

Board of Directors of the Company on March 14, 2022 approved the issuance of upto 2,000,000 Equity Warrants at a price of ₹ 442/- per warrant, to Karuna Business Solutions LLP, a promoter group entity, with a right to apply for and get allotted, within a period of 18 (Eighteen) months from the date of allotment of Warrants, 1 (one) Equity Share of face value of ₹ 10/- (Rupee Ten Only) each for each Warrant, for cash. The issue was approved by the shareholders of the Company at the Extra Ordinary General Meeting held on April 7, 2022 and has also received requisite listing approvals. An amount of ₹ 221 million equivalent to 25% of the Warrant Price was paid to the Company at the time of subscription and the balance 75% of the Warrant Price was payable by the Warrant holder against each Warrant at the time of allotment of Equity Shares pursuant to exercise of the options. During the year ended March 31, 2023, on exercise of options by Karuna Business Solutions LLP and on receipt of subscription money of ₹ 150 million, the Company has converted 452,490 convertible warrants into Ordinary Shares.

During the year ended March 31, 2024, on exercise of options by Karuna Business Solutions LLP and on receipt of balance subscription money of ₹ 513 million, the Company has fully converted 1,547,510 convertible warrants into Ordinary Shares. The Company has fully utilised the amounts of ₹ 884 million towards capital resources and operations.

20 Borrowings

Borrowings consist of the following:

(i) Non-current borrowings

₹ In million

Particulars	31-Mar-26	31-Mar-25
Secured		
- Term loans from banks (Refer note (i) to (vi) below)	1,732.50	1,273.72
Total	**1,732.50**	**1,273.72**

Details of security and terms of repayment for the non-current borrowings:

₹ In million

Terms of repayment and security	31-Mar-26	31-Mar-25
(i) Term loans from banks: Loan 1		
Long-term loan	2.35	3.68
Current maturities of long-term loan	1.32	1.55
Security: Hypothecation of assets procured from the term loans. Rate of interest: 8.49% p.a. Repayment terms: 60 equal monthly instalments. The outstanding term as at March 31, 2026 is 31 instalments.		
(ii) Term loans from banks: Loan 2		
Long-term loan	-	-
Current maturities of long-term loan	-	125.43
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 11.50% p.a. Repayment terms: 48 equal monthly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2026 is nil instalment"		
(iii) Term loans from banks: Loan 3		
Long-term loan	186.31	310.25
Current maturities of long-term loan	125.00	125.00

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Terms of repayment and security	31-Mar-26	31-Mar-25
Security: First pari-passu charge on the movable fixed assets of the Company. Second pari-passu charge on the current assets of the Company. Rate of interest: 10.25% to 11.85 % p.a. Repayment terms: 16 equal quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2026 is 10 instalments."		
(iv) Term loans from banks: Loan 4		
Long-term loan	87.53	211.11
Current maturities of long-term loan	124.69	341.51
Security: First pari-passu charge on the fixed assets of the Company. Second pari-passu charge on the current assets of the Company Rate of interest: 8.95% to 9.35% p.a. The bank has taken over ₹ 1,046.25 million of loan from other bank and financial institutions. Repayment terms: 17 equal quarterly instalments. The outstanding term as at March 31, 2026 is 9 instalments. Repayment terms: 38 monthly instalments. The outstanding term as at March 31, 2026 is 10 instalments."		
(v) Term loans from banks: Loan 5		
Long-term loan	609.79	653.50
Current maturities of long-term loan	211.20	176.00
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 8.36% to 8.82% p. a. Repayment terms: 57 monthly instalment with a moratorium of 3 months. The outstanding term as at March 31, 2026 is 47 instalments."		
(vi) Term loans from banks: Loan 6		
Long-term loan	846.52	95.18
Current maturities of long-term loan	125.00	-
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company. Rate of interest: 8.25% to 9.25% p. a. Repayment terms: 16 quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2026 is 15 instalments."		
Total	**2,319.71**	**2,043.21**

₹ In million

Particulars	31-Mar-26	31-Mar-25
Disclosed under non current borrowings	1,732.50	1,273.72
Disclosed under current borrowings:		
- Current maturities of long-term loans	587.21	769.49
Total	**2,319.71**	**2,043.21**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

(ii) Current borrowings

₹ In million

Particulars	31-Mar-26	31-Mar-25
Current maturities of long-term loans	587.21	769.49
Secured loans repayable on demand from banks:		
- Working capital loans	7,626.12	8,196.14
Unsecured working capital loans from:		
- Bank	1,535.59	1,323.17
Total	**9,748.92**	**10,288.80**

Note:

(a) **Details of security for the secured loans repayable on demand:** Working capital loans are secured by first pari passu charge over current assets of the Company and second pari passu charge on movable and immovable fixed assets of the Company (other than land and building situated at Navi Mumbai). Rate of interest ranges from 4.81% to 11.70% (Previous year : 6.28% to 11.70%)"

(b) Rate of interest ranges from 8.25% to 11.85% (Previous year : 7.24% to 9.75%) for unsecured loans from banks.

(c) The returns and statements filed by the Company with the banks for its working capital loans, are in line with books of accounts of the Company.

(d) Information about Company's exposure to interest rate, foreign currency exposure and liquidity risk are included in note 48.

Net debt reconciliation

₹ In million

Particulars	31-Mar-26	31-Mar-25
Non-current borrowings	1,732.50	1,273.72
Current maturities of non-current borrowings	587.21	769.49
Current borrowings- working capital loans	9,161.71	9,519.31
Total Debt	**11,481.42**	**11,562.52**
Less:		
Cash and cash equivalents	161.71	63.28
Balances in deposit accounts (Refer note 17)	157.86	165.60
Balance held as margin money against working capital facilities with banks (Refer note 17)	17.41	43.89
Fixed deposit with bank - non current (Refer note 10(i))	73.88	11.28
Balance held as margin money against long term borrowings with others (Refer note 10(i))	90.36	84.12
Cash and bank balances	**501.22**	**368.17**
Current investments (highly liquid)	-	-
Net debt	**10,980.20**	**11,194.35**

₹ In million

Reconciliation	Cash and cash equivalents	Balance in deposit accounts (including non current)	Balance held as Margin money (including non current)	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2025	63.28	176.88	128.01	2,043.21	9,519.31	11,194.35
Cash flows	98.43	42.99	-	1,065.57	(625.72)	298.43
Repayments/ Redemption	-	-	(27.04)	(794.62)	-	(767.58)
Foreign Exchange Fluctuation	-	-	-	-	268.12	268.12
Others	-	11.87	6.80	5.55	-	(13.12)
As on March 31, 2026	**161.71**	**231.74**	**107.77**	**2,319.71**	**9,161.71**	**10,980.20**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Reconciliation	Cash and cash equivalents	Balance in deposit accounts (including non current)	Balance held as Margin money (including non current)	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2024	927.51	162.43	79.52	3,478.29	12,842.80	15,151.63
Cash flows	(864.23)	14.45	-	1,172.78	(956.94)	1,065.62
Repayments/ Redemption	-	-	-	(2,174.54)	-	(2,174.54)
Foreign Exchange Fluctuation	-	-	-	-	(1.85)	(1.85)
Others	-	-	48.49	35.07	-	(13.42)
Demerger	-	-	-	(468.39)	(2,364.70)	(2,833.09)
As on March 31, 2025	**63.28**	**176.88**	**128.01**	**2,043.21**	**9,519.31**	**11,194.35**

21 Other financial liabilities

Other financial liabilities consist of the following:

(i) Other non-current financial liabilities

₹ In million

Particulars	31-Mar-26	31-Mar-25
Derivative liability	-	11. 53
Payables on purchase of property, plant and equipment and intangible assets	264.32	-
Total	**264.32**	**11.53**

(ii) Other current financial liabilities

₹ In million

Particulars	31-Mar-26	31-Mar-25
Interest accrued but not due on borrowings	22.26	2 5.98
Unclaimed dividends*	6.90	6.95
Derivative liability	722.94	42.05
Security deposits	-	7.20
Other payables:		
- Other payable to employees	224.23	264.21
- Payable to related parties (Refer note 45)	14.97	8.10
- Payables on purchase of property, plant and equipment and intangible assets*	260.83	195.77
Total	**1,252.13**	**550.26**

*Includes payables to related parties (Refer note 45)

22 Provisions

Provisions consist of the following:

(i) Non-current provisions

₹ In million

Particulars	31-Mar-26	31-Mar-25
Provision for employee benefits:		
Gratuity (Refer note 44)	542.00	516.77
Total	**542.00**	**516.77**

(ii) Current provisions

₹ In million

Particulars	31-Mar-26	31-Mar-25
Provision for employee benefits:		
- Compensated absences	222.91	231.01
Total	**222.91**	**231.01**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Movement in provisions	Gratuity	Compensated absences	Total
Balance as at 1st April 2024	**469.08**	**197.60**	**666.68**
Adjustment pursuant to the scheme of demerger (Refer note 38)	41.40	6.99	48.39
Provision recognised during the year	6.29	26.42	32.71
Balance as at 31st March 2025	**516.77**	**231.01**	**747.78**
Provision recognised during the year	25.23	(8.10)	17.13
Balance as at 31st March 2026	**542.00**	**222.91**	**764.91**

23 Other liabilities

Other liabilities consist of the following:

(i) Other current liabilities

₹ In million

Particulars	31-Mar-26	31-Mar-25
Other payables:		
- Advance from customers*	28.69	26.26
- Statutory liabilities	109.18	121.07
- Advance received for sale of property, plant and equipment	-	50.00
- Others	4.47	4.47
Total	**142.34**	**201.80**

*Includes advance from related party (Refer note 45)

24 Trade payables

₹ In million

Particulars	31-Mar-26	31-Mar-25
- Total outstanding dues of micro enterprises and small enterprises(MSME) (Refer note (i) below)	430.22	302.81
- Total outstanding dues of creditors other than micro enterprises and small enterprises*	6,425.68	4,545.70
Total	**6,855.90**	**4,848.51**

* Includes dues to related party (Refer note 45)

Trade payable ageing schedule as at March 31, 2026

₹ In million

Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled Payables	Not due	Less than 1 year	1 - 2 Years	2 - 3 Years	More than 3 Years	
Undisputed dues							
- MSME		208.77	217.02	1.73	0.14	2.57	430.22
- Others	507.86	2,785.56	3,008.53	91.13	11.98	20.61	6,425.68
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

Trade payable ageing schedule as at March 31, 2025

₹ In million

Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled Payables	Not due	Less than 1 year	1 - 2 Years	2 - 3 Years	More than 3 Years	
Undisputed dues							
- MSME	-	145.60	152.78	0.43	1.94	2.06	302.81
- Others	357.93	2,448.77	1,195.90	205.64	235.88	101.58	4,545.70
Disputed dues							
- MSME	-	-	-	-	-	-	
- Others	-	-	-	-	-	-	

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

(i) Disclosure required under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006

There are no material dues owed by the Company to Micro and Small enterprises(MSME), which are outstanding for more than 45 days during the year and as at 31 March 2026. This information as required under the Micro, Small and Medium Enterprises Development Act, 2006 has been determined to the extent such parties have been identified on the basis of information available with the Company and has been relied upon by the auditors.

Particulars	31-Mar-26	31-Mar-25
(i) The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each year		
- Principal amount due to micro and small enterprises	430.22	302.81
- Interest due on the above	5.05	3.08
(ii) The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	3,361.48	2,746.18
(iii) The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	29.82	21.54
(iv) The amount of interest accrued and remaining un-paid at the end of each accounting year.	34.88	24.62
(v) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purposes of disallowance as a deductible expenditure under the MSMED Act, 2006	118.67	83.79

The above disclosures are provided by the Company based on the information available with the Company in respect of the registration status of its vendors/suppliers.

All trade payables are current. The Company's exposure to currency and liquidity risks related to trade payables is disclosed in Note 48.

25 Revenue from operations

A. Revenue Streams

The Company is primarily involved into development and manufacture of pharmaceutical products. Other operating revenue include support service, royalty income and export incentives.

Particulars	31-Mar-26	31-Mar-25
Sale of products*	20,531.92	20,398.98
Sale of services* (Refer note (i) below)	52.15	94.71
Other operating revenues* (Refer note (ii) below)	1,217.28	900.54
Total	**21,801.35**	**21,394.23**

*Includes revenue from related parties (Refer note 45).

B. Disaggregated revenue information

In the following table, revenue from contracts with customers is disaggregated by primary geographical market

Revenue from contracts with customers	31-Mar-26	31-Mar-25
Africa	25.24	26.30
Australia	640.35	668.14
Asia	13,742.63	14,559.89
North America	242.85	211.58
Europe	5,679.80	4,790.79
India	108.83	176.75
Others	144.37	60.24
Subtotal	**20,584.07**	**20,493.69**
Revenue from other sources		
Other operating revenue	1,217.28	900.54
Subtotal	**1,217.28**	**900.54**
Total	**21,801.35**	**21,394.23**

Geographical revenue is allocated based on the location of the customers.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

C. Contract balances

Particulars	31-Mar-26	31-Mar-25
Advance from customers	28.69	26.26
Trade receivables	15,212.83	14,529.31

D. Changes in Contract liabilities - Advance from customers

Particulars	31-Mar-26	31-Mar-25
Opening balance	**26.26**	**30.62**
Add: Advance received during the year	28.69	26.26
Less: Revenue recognised from advance from customers during the year	26.26	30.62
Closing balance	**28.69**	**26.26**
Expected revenue recognition from remaining performance obligation within 1 year	28.69	26.26

E. Performance obligation

In relation to the information about the Company's performance obligations in contract with customers refer note 3.3

(i) Sale of services comprises:

Particulars	31-Mar-26	31-Mar-25
Development income*	46.80	44.61
Licensing fees	4.23	47.75
Others*	1.12	2.35
Total	**52.15**	**94.71**

*Includes income from related parties (Refer note 45)

(ii) Other operating revenue comprises:

Particulars	31-Mar-26	31-Mar-25
Sale of intellectual property rights (Refer note 45)	-	194.69
Royalty income	101.96	54.46
Export and Production Linked incentives	480.69	424.21
Support service income (Refer note 45)	622.72	213.64
Others	11.91	13.54
Total	**1,217.28**	**900.54**

26 Other income

Particulars	31-Mar-26	31-Mar-25
Interest income* (Refer note (i) below)	159.84	304.26
Dividend from subsidiaries*	-	85.26
Rental income from investment property*	9.50	17.46
Other non-operating income		
- Guarantee commission* (Refer note 45)	7.70	50.95
- Gain on sale of property, plant and equipment, investment property and other intangible assets (net)*	1,027.65	-
- Others	25.94	3.95
Total	**1,230.63**	**461.88**

*Includes income from related parties (Refer note 45)

Note:

(i) Interest income comprises:

Particulars	31-Mar-26	31-Mar-25
Interest from banks on deposits	21.59	31.79
Interest on loan		
- to related parties (Refer note 45)	2.97	2.37
- to others	-	1.19
Interest from		
- income tax refunds	124.56	261.74
- others	10.72	7.17
Total	**159.84**	**304.26**

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

27 Changes in inventories of finished goods, work-in-progress and stock-in-trade

Particulars	31-Mar-26	31-Mar-25
Inventories at the end of the year:		
- Finished goods	491.07	718.25
- Work-in-progress	524.83	407.87
- Stock-in-trade	-	-
	1,015.90	**1,126.12**
Inventories at the beginning of the year:		
- Finished goods	718.25	614.08
- Work-in-progress	407.87	343.05
- Stock-in-trade	-	-
	1,126.12	**957.13**
Less: Opening stock pursuant to demerger (Refer note 38)		
- Finished goods	-	(63.90)
- Work-in-progress	-	(39.14)
- Stock-in-trade	-	-
	-	**(103.04)**
Total	**110.22**	**(272.03)**

28 Employee benefits expense

Particulars	31-Mar-26	31-Mar-25
Salaries, wages and bonus	3,169.63	3,174.37
Contributions to provident and other funds (Refer note 44)	294.57	264.25
Share based compensation expense (Refer note 43)	3.14	14.57
Staff welfare expenses	348.68	322.72
Total	**3,816.02**	**3,775.91**

29 Finance costs

Particulars	31-Mar-26	31-Mar-25
Interest on borrowings	1,062.64	1,348.92
Interest on lease liabilities (Refer note 5)	44.93	55.37
Other finance costs	30.11	54.83
Total	**1,137.68**	**1,459.12**

30 Depreciation and amortisation expense

Particulars	31-Mar-26	31-Mar-25
Depreciation on property, plant and equipment	700.22	637.10
Depreciation on right-of-use assets	131.36	123.97
Depreciation on investment property	4.08	6.46
Amortisation on intangible assets	76.72	78.55
Total	**912.38**	**846.08**

31 Other expenses

Particulars	31-Mar-26	31-Mar-25
Subcontracting charges	273.58	223.95
Power, fuel and water charges	329.60	359.99
Rent (Refer note 5)	41.43	34.47
Repairs and maintenance:		
- Buildings	42.35	43.04
- Machinery	644.96	522.52
- Others	131.85	126.95
Insurance	62.16	69.54
Rates and taxes	145.33	182.06
Communication expense	44.73	39.42
Travelling and conveyance	106.26	76.82
Printing and stationery	13.62	14.99

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Particulars	31-Mar-26	31-Mar-25
Carriage, freight and forwarding	1,012.22	926.83
Business promotion	50.94	58.05
Expenditure on Corporate Social Responsibility (Refer note (i) below)	29.07	55.09
Support service expenses (Refer note 45)	971.84	528.14
Legal and professional fees	170.92	445.89
Payments to auditors (Note (ii) below)	27.52	28.67
Loss allowance on trade receivables	25.00	(14.72)
Loss on sale of property, plant and equipment and intangibles	-	0.98
Loss on impairment of non current investments	23.13	-
Loss on write off of advances of related party	86.74	-
Consumption of stores and spares	465.65	412.08
Research and development expenses	54.65	56.88
Foreign exchange (gain)/loss- net	(829.75)	(96.01)
Miscellaneous expenses	110.94	62.93
Total	**4,034.74**	**4,158.56**

Note:

(i) Expenditure on Corporate Social Responsibility:

Particulars	31-Mar-26	31-Mar-25
(a) Gross amount required to be spent during the year	6.65	2.15
(b) Amount approved by the Board to be spent during the year	31.34	66.68
(c) Amount spent during the year		
(i) Construction/acquisition any asset	-	-
(ii) On purposes other than (i) above*	29.07	55.09
(Surplus) of CSR spent	**(22.42)**	**(52.94)**
Total of previous years' shortfall	-	-
Nature of activities	Promotion of education, healthcare, employability and community welfare	Promotion of education, healthcare, employability and community welfare

*Refer note 45

(ii) Payments to the auditors comprises (net of taxes) for:

Particulars	31-Mar-26	31-Mar-25
- Audit of standalone, consolidated financial statements, limited review and other certifications	25.35	26.35
- Reimbursement of expenses	2.17	2.32
Total	**27.52**	**28.67**

32 Exceptional item

Particulars	31-Mar-26	31-Mar-25
Business combination and restructuring expenses (refer note 37)	-	0.27
Total	**-**	**0.27**

33 Tax expense / (benefit)

Particulars	31-Mar-26	31-Mar-25
Current tax		
Current tax expenses	407.70	111.14
Current tax expense relating to prior years	(237.75)	(125.78)
	169.95	**(14.64)**
Deferred tax		
Deferred tax benefit	83.33	189.26
Minimum alternative tax credit (created)/ utilized	(58.62)	14.65
	24.71	203.91
Net tax expense / (benefit)	**194.66**	**189.27**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Particulars	31-Mar-26	31-Mar-25
Profit/(loss) before income taxes		
- from continuing operations	2,031.01	780.83
- from discontinued operations	-	28,270.55
Total		**29,051.38**
Indian statutory income tax rate	34.944%	34.944%
Expected income tax expense	709.72	10,151.71
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expenses:		
Tax impact on gain on demerger (not subject to tax) (refer note 38)	-	(9,878.86)
Effect of concessions and allowances	(215.23)	149.40
Tax pertaining to prior years	(299.83)	(232.98)
Total Income tax expense/ (benefit)	**194.66**	**189.27**

Refer note 11 for significant components of deferred tax assets and liabilities.

The Company is subject to complexities with respect to various tax positions on matters such as deductibility of transactions, availability of tax incentives and exemptions for earlier years and cross border transfer pricing arrangements, wherein it faces litigation from the authorities over the years.

Uncertainty in a tax position may arise as tax laws are subject to interpretation. Judgment is required in assessing the range of possible outcomes for some of these tax matters. These judgments could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. The Company makes an assessment (including obtaining opinion from external legal experts) to determine the outcome of these uncertain tax positions and decides to make an accrual or consider it to be a possible contingent liability. Where the amount of tax liabilities are uncertain, the Company recognizes accruals which reflect its best estimate of the outcome based on the facts known.

34 Earnings and expenditure in foreign currency

34.1 Earnings in foreign currency

Particulars	31-Mar-26	31-Mar-25
Sale of products	20,424.33	20,250.37
Development income	46.68	19.23
Licensing fees	4.23	47.34
Sale of intellectual property rights	-	194.69
Royalty income	101.96	54.46
Guarantee commission	7.70	15.96
Dividend from subsidiaries	-	84.94
Support service income	296.55	143.79
Total	**20,881.45**	**20,810.78**

34.2 Expenditure in foreign currency

Particulars	31-Mar-26	31-Mar-25
Finance costs	444.00	445.21
Consumption of stores and spares	12.22	41.64
Legal and professional fees	18.89	72.64
Rates and taxes	47.63	48.28
Carriage, freight and forwarding	17.33	12.41
Research and development expenses	34.11	17.31
Business promotion	7.83	27.70
Support service charges	21.73	15.93
Others	40.60	20.51
Total	**644.34**	**701.63**

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35 Details of research and development expenditure incurred (charged to statement of profit and loss)

Particulars	31-Mar-26	31-Mar-25
Salaries, wages and bonus	307.25	241.75
Cost of materials consumed	54.99	46.50
Legal and professional fees	35.24	41.74
Research and development expenses	25.72	43.27
Consumption of stores and spares	144.46	151.08
Travelling and conveyance	15.32	8.69
Depreciation and amortisation expense	67.13	62.31
Others	159.85	119.62
Total	**809.96**	**714.96**

36 Other comprehensive income

Particulars	31-Mar-26	31-Mar-25
A) Items that will not be reclassified to profit or loss		
Defined benefit obligations	46.48	(71.90)
Income tax on defined benefit obligations	(37.88)	25.12
	8.60	**(46.78)**
B) Items that may be reclassified to profit or loss		
Movement in cash flow hedge	(776.28)	23.54
Income tax on cash flow hedge	200.81	(8.23)
	(575.47)	**15.31**
Total	**(566.87)**	**(31.47)**

37. Merger and acquisitions

37.1 Business combination under common control

During the year ended 31st March 2025, the Scheme of Amalgamation u/s 230 to 232 of the Companies Act, 2013, between Strides (the transferee company), Strides Alathur Private Limited (formerly known as Vivimed Lifesciences Private Limited) (the transferor company) with an appointed date of April 1, 2023 was approved by the National Company Law Tribunal ('NCLT') Mumbai bench, vide their order dated August 13, 2024 and a certified copy has been filed by the Company with the Registrar of Companies, Mumbai, Maharashtra, on September 12, 2024.

Entity / Business acquired	Principal activity	Date of control
Strides Alathur Private Limited	Develop, manufacture, market and trade in pharmaceutical products	29-Mar-19

Salient features of the Scheme

1. As the Transferee Company is the ultimate holding company of the Transferor Company, there shall not be any issue of shares as purchase consideration to the shareholders of the Transferor Companies. Further, upon the scheme becoming effective the investments in the share capital of the Transferor company, appearing in the books of accounts of the Transferee Company, if any, stands cancelled.

2. Upon the Scheme becoming effective, the authorised share capital of the Transferor Company shall stand combined with the authorised share capital of the Transferee Company. Accordingly, the authorised share capital of the Company will be ₹ 2,183,700,000, comprising 218,370,000 equity shares of ₹ 10 each.

3. On the Scheme becoming effective and with effect from the Appointed Date, the merger of the Transferor Company with the Transferee Company is accounted by the Transferee Company as per the applicable accounting principles prescribed under the Indian Accounting Standard (Ind AS) 103, 'Business Combinations' notified under Section 133 of the Act and/ or any other applicable Ind AS, as amended from time to time.

4. The goodwill and adjustments to plant, property and equipments and intangibles recorded in the consolidated financial statements of the company in earlier years on account of the business combination of Strides Alathur Private Limited (formerly Vivimed Lifesciences Private Limited) have now been recorded in these standalone financial statements of the company with a corresponding credit to capital reserve.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Net assets (including reserves) recognised at the appointed date of the scheme

₹ In million

Particulars	Strides Alathur Private Limited	Total
Goodwill (refer note 4 above)	1,155.77	1,155.77
Plant, property and equipment (refer note 4(i) & 4(ii))	797.34	797.34
Intangible assets (refer note 7(ii))	3.48	3.48
Other non current assets	228.96	228.96
Current assets	1,666.87	1,666.87
Non-current liabilities	(99.42)	(99.42)
Current liabilities	(2,528.46)	(2,528.46)
Net assets of the transferor Company	**1,224.54**	**1,224.54**
Reserves transferred		
Securities Premium	(517.28)	(517.28)
Retained Earnings	571.85	571.85
Items of Other Comprehensive Income	7.72	7.72
Net assets (including reserves) of the transferor Company	**1,286.83**	**1,286.83**

Calculation of Capital reserve arising on business combination under common control

₹ In million

Particulars	Strides Alathur Private Limited	Total
Carrying value of Investments	1,347.42	1,347.42
Gross Carrying value of Investments	**1,347.42**	**1,347.42**
Less: Net assets (including reserves) of the transferor Company	(1,286.83)	(1,286.83)
(Excess) / shortfall of the net assets (including reserves) recognised of the transferor Company over the carrying value of investments/ purchase consideration, transferred to- capital reserves	**60.59**	**60.59**

Calculation of Goodwill as on the date of acquisition/control

₹ In million

Particulars	Strides Alathur Private Limited	Total
Consideration transferred on date of acquisition/control	688.80	688.80
Add : Fair value of existing non-controlling interest held on acquisition/ control	744.28	744.28
Less: Net assets (including reserves) of the transferor Company on acquisition/control	(277.31)	(277.31)
Goodwill arising on acquisition/control	**1,155.77**	**1,155.77**

38. Demerger of Soft gelatine business undertaken during the year ended 31 March, 2025

On September 25, 2023, the Board of directors of the Company approved the Scheme of Arrangement (Scheme) between Strides Pharma Science Limited, OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited (Stelis) and Steriscience Specialties Private Limited for demerger of CDMO and Soft Gelatin Business (demerged business) of the Company. The Company has received the National Company Law Tribunal (NCLT) order approving the Scheme on November 14, 2024 with appointed date of April 01, 2024. Upon filing with the Registrar of Companies “ROC”, the Scheme became effective from November 27, 2024. Pursuant to the approval by NCLT, as of April 01, 2024 the demerger has been accounted for as per the Guidance in Appendix A of Ind AS 10 (Distribution of Non-cash assets to the owners) and consequently the Company has restated the financial results for the quarter ended 31 December 2024. Accordingly, all the assets and liabilities pertaining to the demerged business stood transferred and vested into Stelis from the appointed date i.e. 1 April 2024. The demerged business was not previously classified as held-for-sale or as a discontinued operation pending the NCLT approval. Pursuant to the approval of the Scheme by the NCLT on 14 November 2024, demerged business has been classified as discontinued operation.

In line with the accounting prescribed in the Scheme, the difference between the net assets transferred and the fair value of consideration amounting to ₹ 28,271 million has been credited to statement of profit and loss as Gain on disposal of assets attributable to discontinued operations with corresponding debit of ₹ 3,755.99 million and ₹ 28,270.55 million to the Securities

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Premium account and Retained earnings respectively. The profit from the discontinued operation of ₹ 28,270.55 million is attributable entirely to the owners of the Company.

The appointed date as per the Scheme is different from the effective date of the Scheme (the date on which the scheme is filed with ROC). Accordingly, had this not been an NCLT approved Scheme, the demerged business would have continued to be part of the Company till November 27, 2024 and the impact of the same on the comparative information in these financial statements is as below:

- Revenue would have been higher by ₹ 2,044 million.
- Profit after tax would have been lower by ₹ 329 million.
- Gain on disposal would have been higher by ₹ 27,219 million.

The details of income/(loss) referred above have been recognised during the year ended 31 March, 2025 under discontinued operations as under:

₹ In million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Total Revenue	-	-
Total Expenses	-	-
Profit before tax	-	-
Gain on Disposal of Assets (including investments)	-	28,270.55
Tax benefit	-	-
Profit after tax from discontinued operations	**-**	**28,270.55**

Cash flows from discontinued operations

₹ In million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Net cash inflows/(outflows) from operating activities	-	-
Net cash inflows/(outflows) from investing activities	-	-
Net cash inflows/(outflows) from financing activities	-	-
Net cash inflows/(outflows)	**-**	**-**

Cash flows from discontinued operations

Particulars	01-Apr-24
Property, plant and equipment	507.51
Intangible assets	58.50
Investments in OneSource Specialty Pharma Limited	5,158.55
Investments in Strides Pharma Services Private Limited	0.50
Inventories	
- Raw materials	668.71
- Work-in-progress	39.14
- Finished goods	63.90
Current assets	437.77
Total Assets	**6,934.58**
Borrowings	2,833.09
Trade payables	297.11
Provisions	48.39
Total Liabilities	**3,178.59**
Net asset disposed off	**3,755.99**

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39. Segment information

Operating segments are defined as components of an enterprise for which discrete financial information is available that is evaluated regularly by the chief operating decision maker (CODM) in deciding how to allocate resources and assessing performance. The Group's CODM is the Managing Director.

Based on the "management approach" as defined in Ind AS 108 - Operating Segments, the Chief Operating Decision Maker ("CODM") evaluates the Compamy's performance based on an analysis of various performance indicators. The accounting principles used in the preparation of these financial statements are consistently applied to record revenue and expenditure in individual segments.

Pursuant to the Scheme of demerger explained in Note 38, the CODM has started evaluating the business, including resource allocation and performance assessment as a single segment, i.e. "Pharmaceutical". Consequently, the Company has only one reportable segment. Disclosures as required under Ind AS 108, are made in current and comparative period.

Pharmaceutical segment represents the business of development, manufacture and Commercialization of pharmaceutical products other than biological drugs."

Disclosures regarding geographical information: The geographical information of the Company's revenues and assets are shown separately in the table below. Segment revenues has been disclosed based on geographical location of the customers. Segment assets has been disclosed based on the geographical location of the respective assets.

Information regarding geographical revenue from operations is as follows (including discontinued operations) :

₹ In million

Geography	Year ended	
	31-Mar-26	31-Mar-25
Africa	25.24	26.30
Australia	640.35	668.14
Asia (excluding India)	13,742.63	14,559.89
North America	242.85	211.58
Europe	5,679.80	4,790.79
India	108.83	176.75
Others	144.37	60.24
	20,584.07	**20,493.69**
Revenue from other sources		
Other operating revenue	1,217.28	900.54
Revenue from operations	**21,801.35**	**21,394.23**

*Including revenues from discontinued operations

Information regarding geographical non-current assets is as follows*:

₹ In million

Geography	Year ended	
	31-Mar-26	31-Mar-25
India	9,661.27	8,726.12
Total	**9,661.27**	**8,726.12**

*Non current assets are excluding investments, financial instruments, income/deferred tax assets and other non current assets.

Major customers greater than 10% of total revenue

Revenue from major customers accounted for 75.51% (Previous year 67.54%) of the revenue from operations.

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40. Details of Loans and Investments during the year

40.1 Details of Loans made by the Company

Details of loans during the year

₹ In million

Name of borrower	Nature of relationship	Security	Rate of interest	Term	As at April 1, 2025	Given during the year	Write off during the year	As at March 31, 2026
Strides Consumer Private Limited	Wholly owned subsidiary	Unsecured	11.85%	1 Year	30.00	-	30.00	-
Total					**30.00**	**-**	**30.00**	**-**

Details of loans during the previous year

₹ In million

Name of borrower	Nature of relationship	Security	Rate of interest	Term	As at April 1, 2024	Given during the year	Repayment during the year	As at March 31, 2025
Strides Consumer Private Limited	Others	Unsecured	11.85%	1 Year	30.00	-	-	30.00
Total					**30.00**	**-**	**-**	**30.00**

All the above loans are given for the purpose of business operations of the borrowers.

40.2 Details of non-current investments purchased and sold during the year:

₹ In million

Particulars	Face value per unit	As at April 1, 2025	Invested during the year	Divested during the year (refer note 38)	As at March 31, 2026
(A) Investments in subsidiaries: (Carried at cost)					
Equity shares, unquoted					
Strides Arcolab International Limited, UK	GBP 1	5,322.52	-	-	5,322.52
Strides Pharma International Limited, Cyprus	USD 1	23.13	-	-	23.13
Strides Pharma Asia Pte Limited, Singapore	SGD 1	11,476.68	-	-	11,476.68
SVADS Holdings SA, Switzerland	CHF 1	466.59	-	-	466.59
Arcolab Private Limited, India	INR 10	1,122.79	216.48	-	1,339.27
Strides Pharma Services Private Limited, India	INR 10	-	-	-	-
		18,411.71	**216.48**	**-**	**18,628.19**
(B) Investments in associates: (Carried at cost)					
Equity shares, unquoted					
Onesource Speciality Pharma Limited, India (formerly known as Stelis Biopharma Private Limited)	INR 1	-	-	-	-
(C) Investment in others (Carried at amortised cost)					
Equity shares, unquoted					
AMP Energy C&I Six Private Limited, India	INR 10	2.53	-	-	2.53

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₹ In million

Particulars	Face value per unit	As at April 1, 2025	Invested during the year	Divested during the year (refer note 38)	As at March 31, 2026
AMP Energy C&I Eight Private Limited, India	INR 10	39.90	-	-	39.90
AMP Energy C&I One Private Limited, India	INR 10	-	12.60	-	12.60
Compulsorily Convertible Debentures, unquoted					
AMP Energy C&I Six Private Limited, India	INR 1000	22.74	-	-	22.74
		65.17	**12.60**	**-**	**77.77**
Aggregate amount of impairment in value of investments		-	(23.13)	-	(23.13)
Total		**18,476.88**	**205.95**	**-**	**18,682.83**

Details of non-current investments purchased and sold during the previous year:

₹ In million

Particulars	Face value per unit	As at April 1, 2024	Invested during the year	Divested during the year (refer note 38)	As at March 31, 2025
(A) Investments in subsidiaries: (Carried at cost)					
Equity shares, unquoted					
Strides Arcolab International Limited, UK	GBP 1	5,322.52	-	-	5,322.52
Strides Pharma International Limited, Cyprus	USD 1	23.13	-	-	23.13
Strides Pharma Asia Pte Limited, Singapore	SGD 1	11,476.68	-	-	11,476.68
SVADS Holdings SA, Switzerland	CHF 1	466.59	-	-	466.59
Arcolab Private Limited, India	INR 10	1,122.79	-	-	1,122.79
Strides Pharma Services Private Limited, India	INR 10	0.50	-	(0.50)	-
		18,412.21	**-**	**(0.50)**	**18,411.71**
(B) Investments in associates: (Carried at cost)					
Equity shares, unquoted					
Onesource Speciality Pharma Limited, India (formerly known as Stelis Biopharma Private Limited)	INR 1	5,308.55	-	(5,308.55)	-
		5,308.55	**-**	**(5,308.55)**	**-**
(C) Investment in others (Carried at amortised cost)					
Equity shares, unquoted					
AMP Energy C&I Six Private Limited, India	INR 10	2.53	-	-	2.53
AMP Energy C&I Eight Private Limited, India	INR 10	39.90	-	-	39.90
Compulsorily Convertible Debentures, unquoted					
AMP Energy C&I Six Private Limited, India	INR 1000	22.74	-	-	22.74
		65.17	**-**	**-**	**65.17**
Aggregate amount of impairment in value of investments		-	-	-	-
Total		**23,785.93**	**-**	**-5,309.05**	**18,476.88**

40.3 Movement in corporate guarantee during the year

₹ In million

Particulars	As at April 1, 2025	Given during the year	Withdrawn/Cancelled during the year	Exchange rate movement	As at March 31, 2026
Strides Pharma Global Pte. Limited - Banks and financial institutions Purpose: Non-current borrowings for capital investments and Working capital borrowings	1,717.96	-	(151.05)	179.56	1,746.47
Total	**1,717.96**	**-**	**(151.05)**	**179.56**	**1,746.47**

Movement in corporate guarantee during the previous year

₹ In million

Particulars	Face value per unit	As at April 1, 2024	Invested during the year	Divested during the year (refer note 38)	As at March 31, 2025
"Strides Pharma Global Pte. Limited - Banks and financial institutions Purpose: Non-current borrowings for capital investments and Working capital borrowings"	2,228.59	-	(566.49)	55.86	1,717.96
"Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current borrowings for capital investments and Working capital borrowings"	8,600.00	-	(8,600.00)	-	-
"Strides Pharma Inc., USA- Banks and financial institutions Purpose- Non-current and workings capital borrowings"	667.03	-	(683.76)	16.73	-
"Arco Lab Private Limited, India - Banks and financial institutions Purpose: Asset acquisition "	500.00	-	(500.00)	-	-
Total	**11,995.62**	**-**	**(10,350.25)**	**72.59**	**1,717.96**

*Formerly known as Stelis Biopharma Private Limited

40.4 Movement in securities pledged during the year

₹ In million

Particulars	As at April 1, 2025	Given during the year	Withdrawn/ Cancelled during the year	As at March 31, 2026
Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current borrowings for capital investments (i) Second pari-passu Charge on Shares Pledged by the Company	-	-	-	-

Movement in securities pledged during the previous year

₹ In million

Particulars	As at April 1, 2024	Given during the year	Withdrawn/ Cancelled during the year	As at March 31, 2025
Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current borrowings for capital investments (i) Second pari-passu Charge on Shares Pledged by the Company"	1,060.00	-	(1,060.00)	-

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*Formerly known as Stelis Biopharma Private Limited

40.5 Disclosure as per Regulation 34 (3) and 53 (f) read with Part A of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 in respect of loans and advances, the amount in the nature of loans outstanding at year end:

₹ In million

Borrower	Outstanding		Maximum amount outstanding during the year ended	
	As at March 31, 2026	As at March 31, 2025	March 31, 2026	March 31, 2025
Strides Consumer Private Limited	-	30.00	30.00	30.00
Total	**-**	**30.00**	**30.00**	**30.00**

41. Commitments

₹ In million

Particulars	31-Mar-26	31-Mar-25
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	1,533.37	965.27
Total	**1,533.37**	**965.27**

42. Contingent liabilities (to the extent not provided for)

₹ In million

Particulars	31-Mar-26	31-Mar-25
a) Corporate guarantees		
The Company has given corporate guarantees to financial institutions and other parties, including on behalf of its subsidiaries in the ordinary course of business (to the extent of outstanding borrowing of the underlying Guarantee)*	471.77	1,068.13
b) Claims against the Company not acknowledged as debt		
- Disputed tax liabilities arising from assessment proceedings relating to earlier years from the income tax authorities. The outflow, if any, on account of disputed taxes is dependent on completion of assessments/ disposal of appeals and adjustments for payment made under protest.	353.12	136.03
- Disputed excise, custom, service tax and sales tax liabilities arising from assessment proceedings relating to prior years. The outflow, if any, on account of disputed liabilities is dependent on completion of assessments/ disposal of appeals and adjustments for payment made under protest.	831.95	844.85

*Refer note 45

Other than the matters disclosed above, the Company is also involved in other disputes including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that the resolution of these disputes will not have any material adverse effect on the Company's financial position or results of operations.

43. Share-based payments

a. Details of the employee share option plan of the Company:

(a) The ESOP titled "Strides ESOP 2016" (formerly known as Strides Shasun ESOP 2016) (ESOP 2016) was approved by the shareholders on April 21, 2016. 3,000,000 options are covered under the Plan which are convertible into equal number of equity shares of the Company. The vesting period of these options range over a period of three years. The options must be exercised within a period of one year from the date of vesting. Company has granted nil options (Previous year: 25,000) under this scheme during the current year.

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(b) During the current year, Employee compensation costs of ₹ 3.14 million (for the year ended March 31, 2025: ₹ 14.57 million) relating to the above referred Employee Stock Option Plans have been recognised in the Statement of Profit and Loss.

Employee stock options details as on the balance sheet date are as follows:

Particulars	During the year 2025-26		During the year 2024-25	
	Options (No's)	Weighted average exercise price per option (₹)	Options (No's)	Weighted average exercise price per option (₹)
Option outstanding at the beginning of the year:	30,000	506.83	2,64,000	236.39
Granted during the year:	-	-	25,000	567.00
Exercised during the year:**	(10,000)	386.50	(2,58,000)	236.52
Lapsed/ cancelled during the year:	-	-	(1,000)	231.00
Options outstanding at the end of the year:*	20,000	567.00	30,000	506.83
Options available for grant:	23,36,950		23,36,950	

*Includes options vested but not exercised as at March 31, 2026 : Nil (March 31, 2025: Nil)

**Includes options exercised but not allotted as at March 31, 2026 : Nil (March 31, 2025: Nil)

The weighted average remaining contractual life is 0.71 years (March 31, 2025: 1.18 years) and the exercise price is ₹ 567 (March 31, 2025: ₹ 206 to ₹ 567)

44. Employee Benefits Plans

Defined contribution plan

The Company makes contributions to provident fund and employee state insurance schemes which are defined contribution plans, for qualifying employees. Under the schemes, the Company is required to contribute a specified percentage of the payroll cost to fund the benefits. The Company recognised ₹ 194.20 millions (Previous year: ₹ 181.12 millions) for provident fund contributions, ₹ 0.79 millions (Previous year: ₹ 0.59 millions) for employee state insurance scheme contributions in the Statement of Profit and Loss. The contributions payable to these plans by the Company are at rates specified in the rules of the schemes.

Defined benefit plan

The Company offers gratuity benefits, a defined employee benefit scheme to its employees.

Composition of the plan assets

The fund is managed by LIC, the fund manager. The details of composition of plan assets managed by the fund manager is not available with the Company. However, the said funds are subject to Market risk (such as interest risk, investment risk, etc.).

The said benefit plan is exposed to actuarial risks such as longevity risk and salary risk.

Longevity risk	The impact of longevity risk will depend on whether the benefits are paid before retirement age or after. Typically for the benefits paid on or before the retirement age , the longevity risk is not very material. The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

Particulars	Valuation as at	
	31-Mar-26	31-Mar-25
Discount rate(s)	7.20%	6.62%
Expected rate(s) of salary increase	9.00%	10.00%
Attrition rate	12.00%	14.00%
Mortality Rate	As per IALM (2012-14) ultimate	
Retirement age (years)	58 years	58 years

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Amounts recognised in total comprehensive income in respect of these defined benefit plans are as follows:

₹ In million

Particulars	31-Mar-26	31-Mar-25
Service cost:		
Current service cost	68.04	54.69
Past service cost and (gain)/loss from settlements	0.38	-
Net interest expense	31.15	27.85
Components of defined benefit costs recognised in statement of profit and loss	**99.57**	**82.54**
Remeasurement on the net defined benefit liability:		
Return on plan assets [excluding amounts included in net interest expense] (excess) / short	(4.85)	(4.75)
Actuarial losses arising from changes in demographic assumptions	12.39	0.83
Actuarial (gain)/ losses arising from changes in financial assumptions	(58.56)	74.03
Actuarial losses arising from experience adjustments	4.54	1.79
Components of defined benefit costs recognised in other comprehensive income	**(46.48)**	**71.90**
Total	**53.09**	**154.44**

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the statement of profit and loss. The remeasurement of the net defined benefit liability is included in other comprehensive income.

The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

₹ In million

Particulars	31-Mar-26	31-Mar-25
Present value of funded defined benefit obligation	684.09	655.10
Fair value of plan assets	(142.09)	(138.33)
Funded status	**542.00**	**516.77**
Present value of unfunded defined benefit obligation	-	-
Net liability arising from defined benefit obligation	**542.00**	**516.77**

Movements in the present value of the defined benefit obligation are as follows:

₹ In million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Opening defined benefit obligation	655.10	559.18
(Less): pursuant to demerger (refer note 38)	-	(41.40)
Expenses recognised in statement of profit and loss		
Current service cost	68.04	54.69
Past service cost	0.38	-
Interest cost	40.31	34.33
Remeasurement (gains)/losses:		
Actuarial gains and losses arising from changes in financial assumptions	(58.56)	74.03
Actuarial gains and losses arising from experience adjustments	4.54	1.79
Actuarial gains and losses arising from demographic assumption	12.39	0.83
Benefits paid	(38.11)	(28.35)
Closing defined benefit obligation	**684.09**	**655.10**

Movements in the fair value of the plan assets are as follows:

₹ In million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Opening fair value of plan assets	138.32	90.09
Remeasurement gain (loss):		
Return on plan assets (excluding amounts included in net interest expense)	9.16	6.48
Contributions from the employer	23.80	63.00
Actuarial gain on plan assets	4.85	4.75
Benefits paid	(34.04)	(26.00)

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
Closing fair value of plan assets	**142.09**	**138.32**

Details of Plan Assets:

₹ In million

Particulars	Year ended	
	31-Mar-26	31-Mar-25
The weighted average asset allocations at the year end were as follows:		
Equities	0%	0%
Bonds	0%	0%
Gilts	0%	0%
Pooled asset with an insurance company	100%	100%
Others	0%	0%
Total	100%	100%
Actual return on plan assets (₹ in millions)	**14.00**	**11.23**

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases/(decrease) by 1%, the defined benefit obligation would be ₹ 644.95 million/(₹ 725.97) million as at March 31, 2026.

If the expected salary growth increases/(decrease) by 1%, the defined benefit obligation would be ₹ 716.97 million/(₹ 651.87) million as at March 31, 2026.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years. There has been no change in the process used by the Company to manage its risks from prior periods.

Expected company contributions for FY 26-27 is ₹ 106.24 millions

Maturity profile of Defined Benefit Obligation

₹ In million

Financial Year	Amount
2026-27	106.24
2027-28	79.42
2028-29	81.13
2029-30	72.18

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

2030-31	78.98
2031-32 to 2035-36	308.72
Above 2035-36	420.40
Average Expected Future Working life (Years)	7.54

Note 45

Related party transactions : List of related parties

Relationship	Name
Wholly owned subsidiaries	**Direct Holding**
	Arco Lab Private Limited, India
	Strides Arcolab International Limited, UK
	Strides Pharma Asia Pte Limited, Singapore
	Strides Pharma International Limited, Cyprus
	SVADS Holdings SA, Switzerland
	Step down subsidiaries
	Altima Innovations Inc, USA(Dissolution on 13th August 2024)
	Arrow Life Sciences (Malaysia) Sdn. Bhd., Malaysia (Dissolution on 25th April 2024)
	Generic Partners UK Limited, UK(Dissolution on 18th March 2025)
	Pharmapar Inc, Canada
	Stelis Biopharma (Malaysia) Sdn Bhd, Malaysia (Dissolution on 4th June 2024)
	Strides CIS Limited, Cyprus
	Strides LifeSciences Limited, Nigeria
	Strides Netherlands BV, Netherlands
	Strides Nordic ApS, Nordic
	Strides Pharma (Cyprus) Limited, Cyprus
	Strides Pharma Global (UK) Limited, UK
	Strides Pharma Global Pte Limited, Singapore
	Strides Pharma Inc, USA
	Strides Pharma (UK) Limited, UK
	Strides Global Consumer Healthcare Limited, UK (with effect from August 5, 2024)
	Strides Consumer Private Limited, India (with effect from August 5, 2024)
	Strides Consumer LLC, USA (with effect from August 5, 2024)
	Strides Pharma Canada Inc, Canada
	Strides Pharma Science Pty Ltd, Australia
	Strides Pharma New Zealand Limited (with effect from July 26, 2024)
	Amexel Pte.Ltd, Singapore(with effect from March 19, 2025)
	Strides Pharma International AG (formerly Fairmed Healthcare AG, Switzerland) (w.e.f. October 25, 2024)
	Fairmed Healthcare GmbH, Germany (w.e.f. October 25, 2024)
	Vensun Pharmaceuticals Inc, USA
	Neviton Softech Private Limited, India (w.e.f February 16, 2026)
	Neviton Technologies Inc. USA (w.e.f February 16, 2026)
Other Subsidiaries:	**Direct Holding:**
	Step down subsidiaries
	Apollo Life Sciences Holdings Proprietary Limited, South Africa (51.76%)
	Beltapharm, SpA, Italy (97.94%)
	Strides Pharma International AG (formerly Fairmed Healthcare AG, Switzerland) (70%) (till 24 October, 2024)
	Fairmed Healthcare GmbH, Germany (70%) (till 24 October, 2024)
	Strides Pharma (SA) Pty Limited, South Africa (51.76%)
	Trinity Pharma Proprietary Limited, South Africa (51.76%)
	UCL Brands Limited, Kenya (with effect from May 30, 2023) (51%)
	Neviton Softech Private Limited, India (till February 15, 2026) (50%)
	Neviton Technologies Inc. USA (till February 15, 2026) (50%)

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Relationship	Name
	Trusts:
	Strides Foundation Trust, India
Joint Ventures (JV)	Sihuan Strides (HK) Ltd, Hongkong
Associates	Aponia Laboratories Inc, USA
	Regional Bio Equivalence Centre S.C., Ethiopia
	Universal Corporation Limited, Kenya (with effective from September 30, 2022)
Key Management Personnel (KMP)	Mr. Arun Kumar, Chairman and Non-Executive Director
	Mr. Badree Komandur, Executive Director - Managing Director & Group CEO (w.e.f. June 1, 2024) (Group CFO till 31st May 2024)
	Mr.Vikesh Kumar, Group CFO (w.e.f. June 1, 2024)
	Mr. Aditya Kumar, Executive Director (w.e.f. June 1, 2024)
	Mr. Bharat D Shah, Independent Director (upto June 14, 2024)
	Mr. S. Sridhar, Independent Director (upto July 30, 2024)
	Dr. Kausalya Santhanam, Independent Director
	Ms. Mukta Arora, Independent Director (Appointed as Director w.e.f. Feb 1, 2025)
	Mr. Subir Chakraborthy (w.e.f. June 1, 2024)
	Mr. Homi Rustam Khusrokhan, Independent Director
	Mr. Ameet Hariani, Independent Director (Appointed as Director w.e.f. Feb 1, 2024)
	Ms. Manjula Ramamurthy, Company Secretary
Enterprises controlled or significantly influenced by directors, key management personnel and their relatives, with whom transactions have occurred during the current or previous year	Atma Projects, India
	Aurore Life Sciences Private Limited, India
	Aurore Pharmaceuticals Private Limited, India
	Biolexis Pte Ltd, Singapore (w.e.f. 1st April 2024)
	Biolexis Private Limited, India (w.e.f. 1st April 2024)
	Chayadeep Properties Private Limited, India
	K.R. Anuradha
	Naari Pharma Private Limited, India
	Solara Active Pharma Sciences Limited, India
	Steriscience Specialties Private Limited, India
	OneSource Specialty Pharma Limited, India (Formely known as Stelis Biopharma Limited, India)(from 1st April 2024)
	Strides Softgels Pte. Ltd., Singapore (with effect from 1st April 2024)
	Strides Pharma Services Private Limited, India (with effect from 1st April 2024)
	Brooks Steriscience Limited
	Synthix Global Pharma Solutions
	Instapill Private Limited (Formerly known as Tenshi Kaizen Private Limited), India
	Tenshi Pharmaceuticals Private Limited (formerly known as Steriscience Private Limted, India)
	Serovia Pharma Private Limited (Formerly known as Six Rays Pharma Private Limited) (from 19th July 2025)
	Velbiom Probiotics Private Limited, India (formerly Tenshi Life Care Private Limited, India)

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

Related party transactions

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
Sales of materials/services										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	0.19	30.51
2 Strides Pharma (UK) Limited, UK	2,155.70	1,945.10	-	-	-	-	-	-	-	-
3 Strides Pharma (Cyprus) Limited, Cyprus	41.43	6.06	-	-	-	-	-	-	-	-
4 Strides Pharma Global Pte Limited, Singapore	13,823.62	14,450.25	-	-	-	-	-	-	-	-
5 Strides Pharma Inc., USA	41.58	57.14	-	-	-	-	-	-	-	-
6 Strides Pharma Canada Inc, Canada	97.49	20.21	-	-	-	-	-	-	-	-
7 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	-	0.05
8 Trinity Pharma (Pty) Ltd, South Africa	-	-	1.55	(0.11)	-	-	-	-	-	-
9 Universal Corporation Limited	-	-	-	-	-	6.11	-	-	-	-
10 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	2,651.43	644.08	-	361.55	-	-	-	-	-	-
11 Strides Netherlands B.V, Netherlands	23.05	54.79	-	-	-	-	-	-	-	-
12 Beltapharm S.p.A., Italy	-	-	-	1.83	-	-	-	-	-	-
13 Brooks Steriscience Limited, India	-	-	-	-	-	-	-	-	-	38.07
Sale of intellectual property rights										
1 Strides Pharma Global Pte Limited, Singapore	-	259.50	-	-	-	-	-	-	-	-
Sale of property, plant and equipment										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	3.25	-
2 Strides Pharma Global Pte Limited, Singapore	23.64	-	-	-	-	-	-	-	-	-
3 Arco Lab Private Limited, India	-	0.02	-	-	-	-	-	-	-	-
4 Strides Pharma Global (Uk) Limited, UK	-	15.13	-	-	-	-	-	-	-	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
Interest income										
1 Strides Consumer Private Limited, India	2.97	2.37	-	-	-	-	-	-	-	-
Guarantee commission income										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	-	31.78
2 Arco Lab Private Limited, India	-	3.22	-	-	-	-	-	-	-	-
3 Strides Pharma Global Pte Limited, Singapore	7.70	13.96	-	-	-	-	-	-	-	-
4 Strides Pharma Inc., USA	-	1.99	-	-	-	-	-	-	-	-
Support service income										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	326.17	27.00
2 Strides Pharma (Cyprus) Limited, Cyprus	52.07	45.34	-	-	-	-	-	-	-	-
3 Strides Pharma Global Pte Limited, Singapore	36.08	31.21	-	-	-	-	-	-	-	-
4 Strides Pharma Inc., USA	75.84	66.05	-	-	-	-	-	-	-	-
5 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	28.14	-	-	-	-	-	-	-	-	-
6 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	-	42.85
7 Amexel Pte Ltd, Singapore	90.47	-	-	-	-	-	-	-	-	-
8 UCL Brands Limited	-	-	0.85	-	-	-	-	-	-	-
9 Universal Corporation Limited	-	-	-	-	11.83	-	-	-	-	-
Rental income from operating leases										
1 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	8.86	17.46
2 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	0.37	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
3 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	0.11	-
4 Strides Consumer Private Limited, India	0.06	-	-	-	-	-	-	-	-	-
5 Synthix Global Pharma Solutions	-	-	-	-	-	-	-	-	0.10	-
Dividend income										
1 Strides Pharma Asia Pte Limited, Singapore	-	84.94	-	-	-	-	-	-	-	-
Royalty Income										
1 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	83.92	54.46	-	-	-	-	-	-	-	-
Purchase of materials/services/agency basis										
1 Aurore Life Sciences Private Limited, India	-	-	-	-	-	-	-	-	344.06	392.46
2 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	0.33	0.10
3 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	499.76	-
4 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	3,226.20	2,174.83
5 Strides Pharma Inc., USA	27.70	25.45	-	-	-	-	-	-	-	-
6 Strides Pharma (UK) Limited, UK	3.99	-	-	-	-	-	-	-	-	-
7 Universal Corporation Limited	-	-	-	-	152.85	218.31	-	-	-	-
8 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	-	0.10
Support service expenses										
1 Arco Lab Private Limited, India	972.24	835.77	-	-	-	-	-	-	-	-
2 Fair-Med Healthcare Gmbh, Germany	-	(1.05)	-	16.02	-	-	-	-	-	-
3 Strides Pharma Services Private Limited, India	-	-	-	-	-	-	-	-	-	0.03
4 Strides Pharma Inc., USA	20.04	15.93	-	-	-	-	-	-	-	-
5 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	20.87	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
Purchase of assets										
1 Arco Lab Private Limited, India	-	19.50	-	-	-	-	-	-	-	-
2 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	0.01	-
Reimbursement of expenses incurred by										
1 Arco Lab Private Limited, India	2.47	8.92	-	-	-	-	-	-	-	-
2 Aurore Life Sciences Private Limited, India	-	-	-	-	-	-	-	-	1.87	-
3 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	37.97	0.45	-	-	-	-	-	-	-	-
4 Fair-Med Healthcare Gmbh, Germany	0.80	-	-	-	-	-	-	-	-	-
5 Strides Lifesciences Limited, Nigeria	-	0.24	-	-	-	-	-	-	-	-
6 Strides Netherlands B.V, Netherlands	-	22.80	-	-	-	-	-	-	-	-
7 Strides Pharma (UK) Limited, UK	8.13	81.08	-	-	-	-	-	-	-	-
8 Strides Pharma (Cyprus) Limited, Cyprus	5.06	2.03	-	-	-	-	-	-	-	-
9 Strides Pharma Global Pte Limited, Singapore	33.26	66.14	-	-	-	-	-	-	-	-
10 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	75.83	96.48
11 Strides Pharma Inc., USA	13.70	21.70	-	-	-	-	-	-	-	-
12 Trinity Pharma (Pty) Ltd, South Africa	-	-	-	0.56	-	-	-	-	-	-
13 Universal Corporation Limited	-	-	-	-	3.89	0.96	-	-	-	-
14 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	0.08	0.61
15 Instapill Private Limited (Formerly known as Tenshi Kaizen Private Limited), India	-	-	-	-	-	-	-	-	-	(0.27)
16 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	0.00	0.02
17 Strides Pharma Canada Inc, Canada	-	6.02	-	-	-	-	-	-	-	-
18 Serovia Pharma Private Limited	-	-	-	-	-	-	-	-	0.05	-
19 Strides Nordic Aps, Nordic	-	4.12	-	-	-	-	-	-	-	-
Reimbursement of expenses incurred on behalf of										

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
1 Arco Lab Private Limited, India	42.56	39.38	-	-	-	-	-	-	-	-
2 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	36.44	21.63	-	5.76	-	-	-	-	-	-
3 Beltapharm S.p.A., Italy	-	-	0.32	-	-	-	-	-	-	-
4 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	17.78	10.44
5 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	-	-	-	968.19	24.83
6 Strides Consumer Private Limited, India	0.02	0.17	-	-	-	-	-	-	-	-
7 Strides Consumer LLC, USA	0.15	-	-	-	-	-	-	-	-	-
8 Strides Global Consumer Healthcare Limited, UK	0.07	-	-	-	-	-	-	-	-	-
9 Strides Pharma Canada Inc, Canada	0.29	0.03	-	-	-	-	-	-	-	-
10 Strides Pharma Global Pte Limited, Singapore	156.99	111.46	-	-	-	-	-	-	-	-
11 Strides Pharma (Cyprus) Limited, Cyprus	1.93	1.09	-	-	-	-	-	-	-	-
12 Strides Pharma Inc., USA	22.86	16.90	-	-	-	-	-	-	-	-
13 Strides Pharma (UK) Limited, UK	11.61	3.76	-	-	-	-	-	-	-	-
14 Strides Netherlands B.V, Netherlands	1.19	-	-	-	-	-	-	-	-	-
15 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	11.51	21.55
16 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	0.72	1.74
17 Universal Corporation Limited	-	-	-	-	18.26	17.93	-	-	-	-
18 Strides Nordic Aps, Nordic	0.57	6.63	-	-	-	-	-	-	-	-
19 Serovia Pharma Private Limited	-	-	-	-	-	-	-	-	0.54	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
20 Instapill Private Limited (Formerly known as Tenshi Kaizen Private Limited), India	-	-	-	-	-	-	-	-	1.08	6.28
Lease Payments										
1 Atma Projects, India	-	-	-	-	-	-	-	-	112.34	105.98
2 Chayadeep Properties Private Limited, India	-	-	-	-	-	-	-	-	35.44	33.43
3 K.R. Anuradha	-	-	-	-	-	-	-	-	26.28	23.65
Investments during the year										
1 Arco Lab Private Limited, India	216.49	-	-	-	-	-	-	-	-	-
Write off of receivables/payables/loans of subsidiary										
1 Strides Consumer Private Limited, India	86.74	-	-	-	-	-	-	-	-	-
CSR Spends										
1 Strides Foundation Trust, India	-	-	-	-	-	-	-	-	29.07	53.80
Short term employee benefits paid to										
1 Mr. Vikesh Kumar	-	-	-	-	-	-	1.50	2.45	-	-
2 Mr. Badree Komandur	-	-	-	-	-	-	65.62	58.14	-	-
3 Ms. Manjula Ramamurthy	-	-	-	-	-	-	9.30	10.00	-	-
4 Mr. Arun Kumar	-	-	-	-	-	-	32.02	90.00	-	-
5 Mr. Aditya Kumar	-	-	-	-	-	-	21.15	16.21	-	-
Employee stock option expenses										
1 Mr. Vikesh Kumar	-	-	-	-	-	-	-	26.44	-	-
Sitting fees paid										
1 Dr. Kausalya Santhanam	-	-	-	-	-	-	1.75	2.25	-	-
2 Mr. S. Sridhar	-	-	-	-	-	-	-	1.00	-	-
3 Mr. Homi Rustam Khusrokhan	-	-	-	-	-	-	1.60	2.00	-	-
4 Mr. Bharat D Shah	-	-	-	-	-	-	-	0.65	-	-
5 Ms. Mukta Arora	-	-	-	-	-	-	1.50	0.10	-	-
6 Mr. Subir Chakraborthy	-	-	-	-	-	-	1.70	1.25	-	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Nature of Transactions	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
7 Mr. Arun Kumar	-	-	-	-	-	-	1.00	-	-	-
8 Mr. Ameet Pratapsinh Hariani	-	-	-	-	-	-	1.70	1.90	-	-
Remuneration to Non-executive directors										
1 Dr. Kausalya Santhanam	-	-	-	-	-	-	2.50	2.00	-	-
2 Mr. S. Sridhar	-	-	-	-	-	-	0.83	2.00	-	-
3 Mr. Homi Rustam Khusrokhan	-	-	-	-	-	-	2.50	2.00	-	-
4 Mr. Bharat D Shah	-	-	-	-	-	-	0.63	2.00	-	-
5 Mr. Ameet Pratapsinh Hariani	-	-	-	-	-	-	2.50	0.40	-	-
6 Mr. Subir Chakraborthy	-	-	-	-	-	-	2.08	-	-	-
7 Ms. Mukta Arora	-	-	-	-	-	-	0.42	-	-	-

Related party cl osing balances

₹ In million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
Balance of (trade payables) net of advance paid :										
1 Atma Projects, India	-	-	-	-	-	-	-	-	(5.06)	(4.77)
2 Arco Lab Private Limited, India	(360.98)	(144.96)	-	-	-	-	-	-	-	-
3 Aurore Life Sciences Private Limited, India	-	-	-	-	-	-	-	-	(91.25)	(168.20)
4 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	(1.67)	(1.28)
5 Chayadeep Properties Private Limited	-	-	-	-	-	-	-	-	(1.66)	(1.56)
6 Strides Pharma International AG (formerly Fairmed Healthcare AG)	(9.55)	-	-	-	-	-	-	-	-	-
7 Fair-Med Healthcare Gmbh	-	(135.86)	-	-	-	-	-	-	-	-
8 Strides Consumer Private Limited	-	(1.51)	-	-	-	-	-	-	-	-
9 Strides Pharma Inc.	(24.57)	(58.55)	-	-	-	-	-	-	-	-
10 Strides Pharma Global Pte Limited	(3.09)	(37.76)	-	-	-	-	-	-	-	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
11 Solara Active Pharma Sciences Limited	-	-	-	-	-	-	-	-	(2,105.39)	(1,272.71)
12 Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	-	-	-	(470.06)	(0.90)
13 Strides Lifesciences Limited	(0.27)	(0.24)	-	-	-	-	-	-	-	-
14 Trinity Pharma (Pty) Ltd	-	-	(0.61)	(0.56)	-	-	-	-	-	-
15 Strides Pharma (UK) Limited, UK	(2.63)	(77.73)	-	-	-	-	-	-	-	-
16 Strides Pharma Netherland B.V	-	(4.20)	-	-	-	-	-	-	-	-
17 Strides Pharma (Cyprus) Limited	(4.30)	(0.72)	-	-	-	-	-	-	-	-
18 Naari Pharma Private Limited	-	-	-	-	-	-	-	-	-	(0.10)
19 Steriscience Specialties Private Limited	-	-	-	-	-	-	-	-	-	(0.13)
20 Serovia Pharma Private Limited	-	-	-	-	-	-	-	-	(0.05)	-
21 Tenshi Pharmaceuticals Private Limited	-	-	-	-	-	-	-	-	(5.00)	-
22 Strides Nordic Aps	-	(3.24)	-	-	-	-	-	-	-	-
Balance of trade receivables (net of advance received):										
1 Arco Lab Private Limited, India	-	2.48	-	-	-	-	-	-	-	-
2 Amexel Pte Ltd, Singapore	25.96	-	-	-	-	-	-	-	-	-
3 Beltapharm S.p.A.	-	-	-	1.88	-	-	-	-	-	-
4 Strides Pharma International AG (formerly Fairmed Healthcare AG)	1,969.24	567.48	-	-	-	-	-	-	-	-
5 Strides Pharma (UK) Limited, UK	619.51	275.76	-	-	-	-	-	-	-	-
6 Strides Pharma Canada Inc.,	41.11	20.19	-	-	-	-	-	-	-	-
7 Strides Netherlands B.V	30.47	37.44	-	-	-	-	-	-	-	-
8 Solara Active Pharma Sciences Limited	-	-	-	-	-	-	-	-	-	6.95
9 Strides Pharma Global Pte Limited	11,522.10	12,887.81	-	-	-	-	-	-	-	-
10 Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	-	-	-	285.62	34.71
11 Instapill Private Limited (Formerly known as Tenshi Kaizen Private Limited), India	-	-	-	-	-	-	-	-	0.63	4.40
12 Tenshi Pharmaceuticals Private Limited	-	-	-	-	-	-	-	-	-	1.21

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for the year ended March 31, 2026

₹ In million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
13 Trinity Pharma (Pty) Ltd	-	-	1.68	-	-	-	-	-	-	-
14 Strides Consumer Private Limited	-	25.63	-	-	-	-	-	-	-	-
15 Strides Global Consumer Healthcare Limited	0.78	0.64	-	-	-	-	-	-	-	-
16 Strides Consumer LLC	0.86	0.64	-	-	-	-	-	-	-	-
17 Strides Pharma Inc.	134.53	55.08	-	-	-	-	-	-	-	-
18 Strides Pharma Global (Uk) Limited	-	15.13	-	-	-	-	-	-	-	-
19 Universal Corporation Limited	-	-	-	-	8.11	4.18	-	-	-	-
20 UCL Brands Limited	-	-	0.85	-	-	-	-	-	-	-
21 Strides Pharma (Cyprus) Limited	56.89	21.50	-	-	-	-	-	-	-	-
22 Steriscience Specialties Private Limited	-	-	-	-	-	-	-	-	0.01	25.85
Loan Receivable										
1 Strides Consumer Private Limited	-	44.07	-	-	-	-	-	-	-	-
Guarantees/security given										
1 Strides Pharma Global Pte Limited	1,746.47	1,717.96	-	-	-	-	-	-	-	-
Balance of Deposit paid										
1 Atma Projects, India	-	-	-	-	-	-	-	-	69.96	69.96
2 Chayadeep Properties Private Limited	-	-	-	-	-	-	-	-	21.88	21.88
3 K.R. Anuradha	-	-	-	-	-	-	-	-	46.07	44.04
Balance of deposits received										
1 Solara Active Pharma Sciences Limited	-	-	-	-	-	-	-	-	-	7.20
Other current asset										
1 Beltapharm S.p.A.	-	-	1.22	1.23	-	-	-	-	-	-
2 Fair-Med Healthcare Gmbh	1.82	-	-	-	-	-	-	-	-	-
3 Strides Pharma International AG (formerly Fairmed Healthcare AG)	-	1.95	-	-	-	-	-	-	-	-
4 Universal Corporation Limited	-	-	-	-	21.94	19.25	-	-	-	-
Other current liabilities										
1 Arco Lab Private Limited, India	(0.99)	-	-	-	-	-	-	-	-	-
2 Beltapharm S.p.A.	-	-	(4.30)	-	-	-	-	-	-	-
Other financial assets (liabilities) and other assets (liabilities)										
1 Beltapharm S.p.A.	-	-	2.33	2.15	-	-	-	-	-	-

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

	Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
		Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25	Year Ended 31-Mar-26	Year Ended 31-Mar-25
2	Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	-	-	-	-	(2,625.88)
3	Strides Consumer Private Limited	-	15.77	-	-	-	-	-	-	-	-
4	Strides Nordic Aps	-	7.13	-	-	-	-	-	-	-	-
5	Strides Pharma Asia Pte Limited, Singapore	-	84.94	-	-	-	-	-	-	-	-
6	Strides Pharma (Cyprus) Limited	(8.19)	(8.11)	-	-	-	-	-	-	-	-
7	Strides Pharma Canada Inc.,	(6.78)	(5.94)	-	-	-	-	-	-	-	-
8	Strides Pharma Global Pte Limited	291.24	141.79	-	-	-	-	-	-	-	-
9	Velbiom Probiotics Private Limited	-	-	-	-	-	-	-	-	5.86	5.86
10	Strides Pharma (UK) Limited, UK	-	14.00	-	-	-	-	-	-	-	-
11	Strides Pharma Inc.	16.09	24.49	-	-	-	-	-	-	-	-
12	Universal Corporation Limited	-	-	-	-	-	7.81	-	-	-	-
Post retirement benefit liability for KMPs											
1	Mr. Vikesh Kumar	-	-	-	-	-	-	0.06	0.08	-	-
2	Mr. Badree Komandur	-	-	-	-	-	-	9.22	8.72	-	-
3	Ms. Manjula Ramamurthy	-	-	-	-	-	-	2.47	2.42	-	-
4	Mr. Arun Kumar	-	-	-	-	-	-	-	6.60	-	-
5	Mr. Aditya Kumar	-	-	-	-	-	-	2.34	1.78	-	-

Details of Investments and impairements thereon (refer note 8)

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

46. Lease arrangements

A. The Company as lessor:

Leasing arrangement

The Company has entered into operating lease arrangements for lease of factory land and building for a term of less than 1 year. During the current year the Company has sold the investments property and operating lease agreement was terminated. Details relating to these assets and undiscounted future lease rentals receivable are as follows:

₹ In million

Particulars	31-Mar-26	31-Mar-25
Gross carrying amount of assets leased	-	133.70
Accumulated depreciation	-	(24.56)
	-	**109.14**
Undiscounted future lease income:		
Not later than one year	-	-
Later than one year but not later than 5 years	-	-
Later than 5 years	-	-
Total	**-**	**-**

47. Earnings per share

Particulars	For the year ended 31-Mar-26	For the year ended 31-Mar-25
Profit attributable to the equity holders of the Company		
- Continuing Operations	1,836.35	591.56
- Discontinued Operations	-	28,270.55
Total profit	**1,836.35**	**28,862.11**
Weighted average number of equity shares used for computation of basic earnings per share	9,21,69,454	9,20,11,241
Add : Effect of potentially dilutive equity shares - Employee stock option	4,393	10,112
Weighted average number of equity shares used for computation of diluted earnings per share	**9,21,73,847**	**9,20,21,353**
Earnings per share		
- Continuing Operations		
Basic (₹)	19.92	6.43
Diluted (₹)	19.92	6.43
- Discontinued Operations		
Basic (₹)	-	307.25
Diluted (₹)	-	307.22
- Continuing & Discontinued Operations		
Basic (₹)	19.92	313.68
Diluted (₹)	19.92	313.65

48. Financial instruments

48.1 Categories of financial instruments

₹ In million

Particulars	31-Mar-26	31-Mar-25
Financial assets:		
Measured at amortised cost		
(a) Investments	77.77	65.17
(b) Cash and bank balances	571.05	400.39
(c) Loans	72.57	100.50
(d) Security deposits	189.91	189.24
(e) Trade receivables	15,212.83	14,529.31
(f) Other financial assets	317.47	412.58

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Particulars	31-Mar-26	31-Mar-25
Measured at FVTOCI		
(a) Derivative asset	2.23	109.14
Measured at FVTPL		
(a) Derivative asset	-	-
Financial liabilities:		
Measured at FVTOCI		
(a) Derivative liability	722.94	53.58
Measured at amortised cost		
(a) Borrowings	11,481.42	11,562.52
(b) Lease liabilities	360.99	459.70
(c) Security deposit	-	7.20
(d) Trade payables	6,855.90	4,848.51
(e) Other financial liabilities	793.51	501.01

Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consist of the following three levels:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

Fair value of the Company's financial assets and financial liabilities that are measured at fair value on a recurring basis

Some of the Company's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

Financial assets / financial liabilities	Fair value as at		Fair value hierarchy	Valuation technique(s) and key input(s)
	31-Mar-26	31-Mar-25		
Financial assets:				
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	2.23	109.14	Level 2	The fair value of forward foreign contracts are determined using spot and forward exchange rates at the balance sheet date.
Foreign currency forward contracts designated as at FVTPL	-	-	Level 2	The fair value of forward foreign contracts are determined using forward exchange rates at the balance sheet date.
Financial liabilities:				
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	722.94	53.58	Level 2	The fair value of forward foreign contracts are determined using forward exchange rates at the balance sheet date.

48.2 Fair value of financial assets and financial liabilities that are not measured at fair value (but fair value disclosures are required)

The Company considers that the carrying amounts of financial assets and financial liabilities recognised in the financial statements at amortized cost will reasonably approximate their fair values.

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

48.3 Financial risk management

The Company's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Company's primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Company is foreign exchange risk. The Company uses derivatives financial instruments to mitigate foreign exchange related risk exposures. All derivative activities for risk management purposes are carried out by teams that have the appropriate skills, experience and supervision. It is the Company's policy that no trading in derivatives for speculative purposes maybe undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

Foreign currency risk management

The Company is exposed to foreign exchange risk due to:

- debt availed in foreign currency
- net investments in subsidiaries and joint ventures that are in foreign currencies
- exposure arising from transactions relating to purchases, revenues, expenses, etc., to be settled (within and outside the group) in currencies other than the functional currency (i.e Indian rupees)

Exchange rate exposures are managed within approved policy parameters by utilising forward foreign exchange contracts.

48.3.1 Forward foreign exchange contracts

It is the policy of the Company to enter into forward foreign exchange contracts to cover the risk associated with anticipated sales transactions out to 6 months within 50% to 70% of the exposure generated.

Contracts designated in a cash flow hedge

Outstanding contracts	Underlying Exposure	Average forward rate (in ₹)	Foreign currency (In million)	Nominal amounts (₹ In million)	Fair value assets/ (liabilities) (₹ In million)
As at March 31, 2026					
Sell USD	Forecast sales				
Less than 3 months		88.08	15.00	1,315.55	1,201.94
3 to 6 months		88.38	15.50	1,368.27	1,249.38
6 to 12 months		92.42	26.00	2,388.89	2,261.14
Sell AUD	Forecast sales		Forecast sales		
Less than 3 months		58.43	6.00	350.57	309.65
3 to 6 months		59.00	6.00	354.02	314.65
6 to 12 months		64.61	16.00	1,024.92	990.48
Sell EUR	Forecast sales				
Less than 3 months		101.48	6.00	608.88	558.92
3 to 6 months		101.90	6.00	608.10	550.45
6 to 12 months		106.55	11.00	1,172.04	1,107.40
Sell GBP	Forecast sales				
Less than 3 months		118.47	3.00	355.41	332.50
3 to 6 months		118.53	2.50	297.26	277.50
6 to 12 months		120.58	4.50	544.13	513.34
Total				**10,388.04**	**9,667.35**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Outstanding contracts	Underlying Exposure	Average forward rate (in ₹)	Foreign currency (In million)	Nominal amounts (₹ In million)	Fair value assets/ (liabilities) (₹ In million)
As at March 31, 2025					
Sell USD	Forecast sales				
Less than 3 months		85.74	13.00	1,113.96	1,111.78
3 to 6 months		86.06	15.00	1,289.66	1,284.87
6 to 12 months		86.30	29.00	2,499.00	2,477.66
More than 12 months		87.98	30.50	2,680.64	2,674.71
Sell AUD	Forecast sales				
Less than 3 months		58.81	6.00	352.89	380.98
3 to 6 months		59.14	6.00	354.83	382.42
6 to 12 months		59.42	6.00	356.51	383.51
Sell EUR	Forecast sales				
Less than 3 months		-	-	-	-
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
More than 12 months		99.89	8.00	799.08	818.61
Sell GBP	Forecast sales				
Less than 3 months		107.94	4.00	431.76	419.35
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
Total				**9,878.33**	**9,933.89**

The line-items in the balance sheet that include the above hedging instruments are - Non current financial assets (Refer note 10(i)), Other current financial assets (Refer note 10(ii)), Other non-current financial liabilities (Refer note 21(i)) & Other current financial liabilities (Refer note 21(ii))

The details of unhedged foreign currency exposure are as follows:

₹ In million

Receivable/(payable) / cash and bank/ (borrowings)	31-Mar-26		31-Mar-25	
Exposure to the currency	**in foreign currency**	**in ₹**	**in foreign currency**	**in ₹**
AUD	32.25	2,083.70	48.91	2,610.44
USD	56.53	5,331.27	67.36	5,754.70
GBP	(0.72)	(90.15)	(2.89)	(319.29)
EUR	4.31	465.86	(7.73)	(716.32)
CAD	0.55	37.05	1.04	61.59
SGD	0.12	9.07	0.11	7.29
AED	0.00	0.04	0.00	0.07
CNY	0.02	0.30	0.00	0.03
LKR	0.01	0.00	0.02	0.00
NZD	-	-	(0.00)	(0.13)
SEK	-	-	(0.01)	(0.07)
ZAR	0.00	0.01	0.00	0.01
CHF	0.00	0.03	0.00	0.20
XOF	0.02	0.00	0.02	0.00
HKD	0.01	0.11		
JPY	0.01	0.00	0.01	0.00

48.3.2 Foreign currency sensitivity analysis

Financial instruments affected by changes in foreign exchange rates include loans in foreign currencies and receivables/payables from/to subsidiaries and joint ventures. The Company considers US Dollar, Australian Dollar and the Euro to be principal currencies which require monitoring and risk mitigation. The Company is exposed to volatility in other currencies including the Great Britain Pounds (GBP), United States Dollar (USD), Euro (EUR), Canadian Dollar (CAD), Singapore Dollar (SGD) and the Australian Dollar (AUD). The impact on account of 5% appreciation / depreciation in the exchange rate of the above foreign currencies against Rs. is given below:

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Particulars	Increase / (decrease) in equity		Increase / (decrease) in profit	
	31-Mar-26	31-Mar-25	31-Mar-26	31-Mar-25
Appreciation in the USD	161.70	186.08	173.42	187.19
Depreciation in the USD	(161.70)	(186.08)	(173.42)	(187.19)
Appreciation in the EUR	9.55	(22.67)	15.15	(23.30)
Depreciation in the EUR	(9.55)	22.67	(15.15)	23.30
Appreciation in the AUD	64.05	87.60	67.78	84.91
Depreciation in the AUD	(64.05)	(87.60)	(67.78)	(84.91)
Appreciation in the CAD	1.21	2.00	1.21	2.00
Depreciation in the CAD	(1.21)	(2.00)	(1.21)	(2.00)
Appreciation in the GBP	(5.32)	(10.79)	(2.93)	(10.39)
Depreciation in the GBP	5.32	10.79	2.93	10.39
Appreciation in the SGD	0.30	0.24	0.30	0.24
Depreciation in the SGD	(0.30)	(0.24)	(0.30)	(0.24)

The impact on profit has been arrived at by applying the effects of appreciation / deprecation effects of currency on the net position (Assets in foreign currency - Liabilities in foreign currency) in the respective currencies.

For the purposes of the above table, it is assumed that the carrying value of the financial assets and liabilities as at the end of the respective financial years remains constant thereafter. The exchange rate considered for the sensitivity analysis is the exchange rate prevalent as at each year end.

The sensitivity analysis might not be representative of inherent foreign exchange risk due to the fact that the foreign exposure at the end of the reporting period might not reflect the exposure during the year.

48.4 Interest rate risk management

Interest rate risk arises from borrowings. Debt issued at variable rates exposes the Company to cash flow risk. Debt issued at fixed rate exposes the Company to fair value risk.

48.4.1 Interest rate sensitivity analysis

Financial instruments affected by interest rate changes include secured long term loans from banks and secured long term loans from others. The impact of a 1% change in interest rates on the profit of an annual period will be ₹ 114.81 million (March 31, 2025: 115.63 million) assuming the loans at each year end remain constant during the respective years. This computation does not involve a revaluation of the fair value of loans as a consequence of changes in interest rates. The computation also assumes that an increase in interest rates on floating rate liabilities will not necessarily involve an increase in interest rates on floating rate financial assets.

48.5 Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. Credit risk to the company primarily arises from trade receivables. Credit risk also arises from cash and cash equivalents, financial instruments and deposits with banks and financial institutions and other financial assets.

Credit risk is controlled by analysing the credit limits and credit worthiness of customers on a continuous basis to whom credit has been given after obtaining necessary approvals.

The Company is not significantly exposed to geographical credit risk as the counterparties operate across various countries across the globe.

Credit risk on cash and cash equivalent and derivatives is limited as the Company generally transacts with banks and financial institutions with high credit ratings assigned by international and domestic credit rating agencies.

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In determining the allowance for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and rates as given in the provision matrix. The Provision matrix at the end of reporting period as follows:

₹ In million

Ageing of Receivable	Gross carrying amount as at 31-Mar-26	Allowance for credit loss as at 31-Mar-26
Not Due	13,521.62	12.62
Less than 180 Days	1,386.09	38.28
180-360 Days	434.86	78.83
360-540 Days	23.45	23.45
540-720 Days	1.61	1.61
Over 720 Days	43.13	43.14
Total	**15,410.76**	**197.93**

₹ In million

Ageing of Receivable	Gross carrying amount as at 31-Mar-25	Allowance for credit loss as at 31-Mar-25
Not Due	9,612.28	8.65
Less than 180 Days	1,893.90	11.55
180-360 Days	1,191.98	5.70
360-540 Days	716.54	8.71
540-720 Days	462.05	22.03
Over 720 Days	833.68	124.48
Total	**14,710.43**	**181.12**

Movement in expected credit loss allowance

₹ In million

Particulars	31-Mar-26	31-Mar-25
Balance at the beginning of the year	181.12	285.06
Written back during the year	(8.19)	(61.66)
Movement on account of demerger (refer note 38)	-	(30.55)
Movement in expected credit loss allowance on trade receivables calculated at lifetime expected credit losses	25.00	(11.73)
Total	**197.93**	**181.12**

48.6 Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of directors, which has established an appropriate liquidity risk management framework for the management of the Company's short-term, medium-term and long-term funding and liquidity management requirements. The Company manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual short term and long term cash flows, and by matching the maturity profiles of financial assets and liabilities. A portion of the company's surplus cash is retained as investments in liquid mutual funds or fixed deposits to fund short term requirements.

48.6.1 Liquidity analysis for non-derivative liabilities

The table below summarises the maturity profile of the Company's financial liabilities at the reporting date. The amounts are based on undiscounted contractual financial liabilities.

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

₹ In million

Financial liabilities	Due within (years) 1	1 to 2	2 to 3	3 to 4	4 to 5	beyond 5	Total	Carrying amount
Bank and other borrowings								
- As on March 31, 2026	9,748.92	645.73	642.19	452.88	-	-	**11,489.72**	**11,481.42**
- As on March 31, 2025	10,259.74	437.22	393.25	292.24	193.91	-	**11,576.36**	**11,562.52**
Interest accrued but not due on borrowings								
- As on March 31, 2026	22.26	-	-	-	-	-	**22.26**	**22.26**
- As on March 31, 2025	25.98	-	-	-	-	-	**25.98**	**25.98**
Lease liabilities								
- As on March 31, 2026	188.55	71.97	54.45	48.22	47.43	32.86	**443.47**	**360.99**
- As on March 31, 2025	47.69	48.37	45.08	47.73	48.22	80.28	**317.37**	**459.70**
Trade and other payable not in borrowings								
- As on March 31, 2026	7,649.41	-	-	-	-	-	**7,649.41**	**7,649.41**
- As on March 31, 2025	5,356.72	-	-	-	-	-	**5,356.72**	**5,356.72**

48.6.2 Liquidity analysis for derivative financial instruments-

The following table details the Company's liquidity analysis for its derivative financial instruments. The table has been drawn up based on the undiscounted contractual net cash inflows and outflows on derivative instruments that settle on a net basis. Outflows are represented in brackets in table below:

₹ In million

Particulars	Total	less than 3 months	3 to 6 months	6 months to 1 year	1-5 years	5+ years
March 31, 2026						
- foreign exchange forward contracts, net	(720.69)	(227.40)	(235.67)	(257.62)	-	-
Total	**(720.69)**	**(227.40)**	**(235.67)**	**(257.62)**	**-**	**-**
March 31, 2025						
- foreign exchange forward contracts, net	55.56	13.49	22.80	5.66	13.61	-
Total	**55.56**	**13.49**	**22.80**	**5.66**	**13.61**	**-**

49. Capital management

The Company manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Company consists of net debt (borrowings as detailed in note 20 offset by cash and bank balances) and total equity.

The Company reviews the capital structure on a quarterly basis to ensure that it is in compliance with the required covenants. As of the date of the issue of financial results, the management of the Company have substantially met all the financial covenants. The Company has a target gearing ratio of 1:1 determined as the proportion of net debt to total equity. The gearing ratio at March 31, 2026 is 0.33

The Company is not subject to any externally imposed capital requirements.

49.1 Gearing ratio

The gearing ratio at end of the reporting period was as follows.

₹ In million

Particulars	31-Mar-26	31-Mar-25
Non-current borrowings	1,732.50	1,273.72
Current maturities of non-current borrowings	587.21	769.49
Current borrowings- working capital loans	9,161.71	9,519.31
Total Debt	**11,481.42**	**11,562.52**

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

₹ In million

Particulars	31-Mar-26	31-Mar-25
Less:		
Cash and cash equivalents	161.71	63.28
Balances in deposit accounts (Refer note 17)	157.86	165.60
Balance held as margin money against working capital facilities with banks	17.41	43.89
Fixed deposit with bank - non current (Refer note 10(i))	73.88	11.28
Balance held as margin money against long term borrowings with others	90.36	84.12
Cash and cash equivalents and other bank balances	**501.22**	**368.17**
Adjusted net debt (A)	**10,980.20**	**11,194.35**
Total Equity (B)	**32,835.18**	**31,927.35**
Net debt to equity ratio (A/B)	**0.33**	**0.35**

(i) Debt is defined as Non current borrowings and current borrowings.

50. Additional Regulatory Information

50.1. Title deeds of Immovable Properties not held in the name of the Company

Particulars	Description of item of property	Gross carrying value (₹ In million)	Title deeds held in the name of:	Whether title deed holder is a promoter, director of relative/director or employee of promoter/director	Property held since when date	Reason for not being held in the name of the company
Property, plant and equipment	Building	3.55	Arun Kumar	Yes	09 May 1995	The apartment is inside a housing cooperative society. The Company is yet to transfer the title deeds of such properties in its name.
Property, plant and equipment	Freehold Land	0.81	Grandix Pharmaceuticals Limited	No	31 December 2009	The property is in the name of the erstwhile Company which was merged with the Company under Section 391 to 394 of the Companies Act 1956 in terms of the approval of the Honourable High Courts of judicature. The Company is yet to transfer the title deed of such property in its name.

Notes forming part of the standalone financial statements
for the year ended March 31, 2026

50.2. Operating Ratios

Ratios	Numerator	Denominator	31-Mar-26	31-Mar-25	% of variance
Current ratio (in times)	Total current assets	Total current liabilities - Current Maturities of long term borrowings	1.33	1.38	-4%
Debt-equity ratio (in times)	Debt = Non current borrowings + Current borrowings	Total equity = Shareholder's Equity	0.35	0.36	-4%
Debt service coverage ratio (in times)1	Earning for Debt Service = Net Profit after taxes + Depreciation and amortisation + Finance cost	Debt service = Interest and lease payments + Principal repayments	2.68	1.00	168%
Return on equity ratio (in %)2	Profit for the year	Average total equity	5.7%	1.8%	223%
Inventory turnover ratio	Cost of Goods Sold	Average inventory	2.19	2.33	-6%
Trade receivables turnover ratio (in times)	Revenue from operations	Average trade receivables	1.47	1.42	3%
Trade payables turnover ratio (in times)	Purchases + Other expenses	Average trade payable	2.98	2.96	1%
Net capital turnover ratio (in times)	Revenue from operations	"Average working capital (i.e. Total current assets less Total current liabilities) (excluding current maturities of long term borrowing)"	3.68	3.61	2%
Net profit ratio (in %)3	Profit for the year	Total income	8%	3%	196%
Return on Capital employed (in %)4	Profit before tax and finance costs	Capital employed = Net worth + Total Debt - Deferred tax assets	7%	5%	39%
Return on investment (in %)	Realised and unrealised gain	Average investment during the year	0%	0%	0%

1. Increase in profits after tax leading to increase in the ratio
2. Increase in profits after tax leading to increase in the ratio
3. Increase in profits after tax leading to increase in the ratio
4. Increase in profits after tax leading to increase in the ratio

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

51. Other Statutory Information

(a) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(b) The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended/ as at March 31, 2026.

₹ In million

S. No.	Name of the struck off company	Nature of transaction	Balance outstanding as at current period*	Relationship with the struck off company	Balance outstanding as at previous period*	Relationship with the struck off company
1	Arvind Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
2	Aggarwal Drugs And Chemicals Pvt.Ltd.	Shares held by struck off company	-	Shareholder	-	Shareholder
3	Arihants Securities Limited	Shares held by struck off company	0.02	Shareholder	0.01	Shareholder
4	Canny Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
5	Creative Printers Pvt Ltd	Shares held by struck off company	-	Shareholder	-	Shareholder
6	Fairtrade Securities Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
7	Pramika Consulting Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
8	S3 Solutions Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
9	Salasar Securities Pvt. Ltd.	Shares held by struck off company	-	Shareholder	-	Shareholder
10	Seema Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
11	Shyam Computers Private Limited	Shares held by struck off company	0.01	Shareholder	0.01	Shareholder
12	Suraj Enterprises Private Limited	Shares held by struck off company	0.10	Shareholder	0.10	Shareholder
13	Trichem Holdings Limited	Shares held by struck off company	0.04	Shareholder	0.03	Shareholder
14	Unicon Fincap Private Limited	Shares held by struck off company	0.08	Shareholder	0.08	Shareholder
15	Victory Financial Services Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
16	Vidhan Marketing Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder

*value less than a million/ no outstanding balance at end of year

(c) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

Disclosure of charge satisfaction beyond statutory period:

S. No.	Description	Location of Registrar	No. of days delay	Reason for delay
1	Relates to satisfaction of charge against vehicle loan	ROC Mumbai	1	Delay in filing

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

(d) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.

(e) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(f) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(g) The Company has not done any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

(h) The Company has complied with the number of layers prescribed under the Companies Act, 2013.

(i) The Company has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous year.

(j) The Company has borrowings from banks and financial institutions on the basis of security of current assets. The quarterly returns or statements of current assets filed by the Company with banks and financial institutions are in agreement with the books of accounts.

(k) The Company have not been declared as wilful defaulter by any bank or financial institution or government or any government authority.

52. The detailed transfer pricing regulations ('regulations') for computing the income from "domestic transactions" with specified parties and international transactions between 'associated enterprises' on an 'arm's length' basis is applicable to the Company. These regulations, inter alia, also require the maintenance of prescribed documents and information including furnishing a report from an Accountant which is to be filed with the Income tax authorities. The Company has undertaken necessary steps to comply with the transfer pricing regulations. The Management is of the opinion that the transactions with associated enterprises and domestic transactions are at arm's length, and hence the aforesaid legislation will not have any material impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

53. As per the Master Direction on Import of Goods and Services issued by the Reserve Bank of India (RBI) (or the FEMA Regulations), the Company is required to make payments towards import of goods and services within timelines (of six months) as stipulated under the respective direction. The receivables as at March 31, 2026 includes certain foreign denominated receivables ₹ 174.09 millions which are outstanding for more than 270 days. The payables as at March 31, 2026 includes certain foreign denominated payables ₹ 203.34 which are outstanding for more than six months and requiring approval from AD banker for settlement of such balances. Management has initiated discussions with the Authorised Dealer Banker and is in the process to regularise these delays. While management is confident of getting the necessary approvals and remitting the balances without incurring any significant amounts of fines/ penalties, pending the final outcome, no adjustment has been made to these financial statements.

54. On November 21, 2025, the Government of India notified the four Labour Codes—the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020—consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central

Notes forming part of the standalone financial statements

for the year ended March 31, 2026

Rules and FAQs to enable assessment of the financial impact arising from changes in the regulations. Amongst other things, the New Labour Codes prescribes a uniform definition of wages based on which certain employee benefits such as gratuity, leave encashment, contributions to provident fund and statutory bonus are required to be computed. On the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India the Company has assessed that it has no material impact on its provision for employee benefits for the quarter and year ended March 31, 2026 on account of new Labour codes.

The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would accordingly take necessary steps for compliance thereof and also provide appropriate accounting effect on the basis of such developments, as needed."

55. During the year ended March 31, 2026, the Company did not have any long-term contracts including derivatives for which there were any material foreseeable losses.

56. The Board of Directors have proposed a final dividend of ₹ 5 per share which shall result in cash outflow of ₹ 461 millions (approx). The proposed dividend is subject to the approval of the shareholders in the Annual General Meeting.

The accompanying notes are an integral part of the standalone financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 18, 2026

for **and on behalf of Board of Directors of Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 18, 2026

Vikesh Kumar
Group CFO
New Jersey, May 18, 2026

Strides

Strides Pharma Science Limited

CIN: L24230MH1990PLC057062

Registered Office

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Website: www.strides.com

Corporate Office

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Strides

July 21, 2026

Dear Shareholder,

Sub: 35th Annual General Meeting of Strides Pharma Science Limited

Ref: Reg 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

We are pleased to inform you that the 35th Annual General Meeting ('AGM') of the Shareholders of Strides Pharma Science Limited ('the Company') is scheduled to be held on **Friday, August 14, 2026, at 12:15 hrs (IST)** through Video Conferencing ('VC') / Other Audio-Visual Means ('OAVM').

Annual Report of the Company for the Financial Year 2025-26 and Notice convening the 35th AGM is emailed to the Shareholders who have registered their email ID with the Company/ RTA.

You may access soft copy of the Annual Report by visiting the following web link:

https://www.strides.com/investors/financial-performance/annual-reports

We request you to kindly update your email address with the Company, Depository Participant, or RTA to ensure seamless access to important communications pertaining to the Company.

Thanks & regards,
For Strides Pharma Science Limited,

Sd/-
Manjula R
Company Secretary & Compliance Officer
ICSI Membership No. A30515

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